



CALIFORNIA

STRATEGIC GROWTH COUNCIL

Strategic Growth Council
Racial Equity Action Plan (2023-2025)

Table of Contents

Letter from Executive Director, Lynn von Koch-Liebert	4
Introduction	5
What does the REAP do?	5
SGC’s Racial Equity Vision	5
Prioritizing Racial Equity at SGC: Timeline and Process	5
Methodology and Measurement: How do we set goals and track our progress?	6
Executive Summary: Embedding Racial Equity Across SGC	7
Council, Leadership, and Administration	7
California Climate Investments Grant Programs	8
Social and Climate Infrastructure Grant Programs	9
Technical Assistance and Capacity Building	9
Interagency and Cross-Programmatic Collaborative Initiatives	9
2023-2025 RACIAL EQUITY GOALS, ACTIONS, AND METRICS	10
Council, Leadership, and Administration	12
<i>Council Meetings, Priorities, and Resolutions</i>	12
<i>Organizational Culture: Leadership, Human Resources, and Operations</i>	13
<i>Communications and External Affairs</i>	16
California Climate Investments Grant Programs	20
<i>Affordable Housing and Sustainable Communities</i>	20
<i>Climate Change Research Program</i>	25
<i>Sustainable Agricultural Lands Conservation</i>	30
Social and Climate Infrastructure Grant Programs	34
<i>Community Resilience Centers</i>	34

Transformative Climate Communities 45

Technical Assistance and Capacity Building..... 51

Community Assistance for Climate Equity 51

Interagency and Cross-Programmatic Collaborative Initiatives 56

Health and Equity Program..... 56

Tribal Coordination and Engagement Initiatives 61

Glossary – Key Racial Equity Terms65

Letter from Executive Director, Lynn von Koch-Liebert

I am thrilled to introduce the 2023-2025 SGC Racial Equity Action Plan (REAP), which is an evolution and continuation of SGC’s 2019-2022 REAP. When the Strategic Growth Council unanimously adopted its REAP in 2019, we embarked on a process to transform State government to advance racial equity. Black, Native American, and people of color, as well as many other historically marginalized and under-resourced communities continue to bear the burden of environmental harm, civic exclusion, health emergencies, and economic inequality – among myriad impacts. SGC aims to undo systemic and institutional injustices that prevent opportunity for all, and to provide resources that support healthy, thriving, and resilient communities for all and the most at-need Californians.

The SGC REAP involves all facets of our organization – from our leadership, to our grant programs, policy initiatives, cross-sector collaborative work, and more. Our staff, programs, and investments reflect a dedication of the State legislature and administration to advance racial equity through intentional investment and cross-sector collaboration. Staff will continue to prepare annual updates presented to the SGC that will build accountability and provide opportunities for public input. SGC made strides in its first REAP to integrate and advance racial equity in government practice. Updated for 2023, this REAP includes new topics to ensure SGC programs address barriers and improve outcomes, including organizational improvements for equity, innovative granting strategies, policy advancement, data collection, and culturally competent and empowering engagement with Californians of color and tribes. Importantly, the REAP also carries forward Goals and Actions from the 2019-2022 REAP that still require work and attention. While we find it imperative to move swiftly, we have balanced this with the need to be thoughtful, thorough, and to recognize that systematic changes should be institutionalized before we move to the next Action.

Racial equity is a top priority at SGC and [its interagency Council](#). Since 2020, the Council has built on its landmark [Racial Equity Resolution](#) to expand racial equity across State entities – including [Council Priority 1: Racial Equity Resource Hub](#) and [Council Priority 2: Advancing Capacity Building as A Key Equity Strategy](#). Most recently, SGC’s leadership, staff, and interagency Council have begun to work together to support the implementation of Governor Gavin Newsom’s historic [Executive Order N-16-22](#).

This work is just getting started! Our vision for racial equity will enable us to continue delivering key outcomes with the help of our staff, support from state partners, and input from local leaders and communities across California. I invite you to learn more about our commitment to racial equity within the 2023-2025 SGC Racial Equity Action Plan and to partner with us in advancing this important work.

Sincerely,

Lynn von Koch-Liebert

Executive Director, Strategic Growth Council

Introduction

What does the REAP do?

A Racial Equity Action Plan (REAP) is critical to planning for, implementing, and measuring racial equity outcomes. SGC strongly values the voices, perspectives, and lived experiences of California’s diverse communities, which have helped shape and adjust the programs and initiatives administered to date. SGC’s REAP is a **strategic plan, statement of intent, and accountability measure** that ensures all facets of SGC will continue to implement strategies that prioritize and advance racial equity. Embedding racial equity as an organizational priority and implementing associated actions advances SGC’s vision of healthy, thriving, and resilient communities.

SGC’s Racial Equity Vision

All people in California live in healthy, thriving, and resilient communities regardless of race.

Prioritizing Racial Equity at SGC: Timeline and Process

In April 2019, the SGC approved the [2019-2022 REAP](#), making SGC the first multi-agency State body in the United States to adopt a plan outlining concrete actions to achieve racial equity across five organizational categories: 1) Leadership, 2) Operations, 3) Grant Programs, 4) Technical Assistance and Capacity Building, and 5) Interagency Collaboration. Many milestones have been achieved in the process of advancing racial equity at SGC, including:

- Spring 2018: SGC partners with the Public Health Institute (PHI) and Race Forward to launch the Government Alliance on Race and Equity (GARE) Capitol Cohort Pilot (now the Capitol Collaborative on Race and Equity, or CCORE), which builds the capacity of California’s State Government agencies and departments to advance racial equity.
- April 2019: SGC approves and publishes the 2019-2022 REAP.
- April 2020: SGC establishes a Health and Equity Program to track and measure implementation progress of the REAP.
- August 2020: SGC approves a landmark [2020 Racial Equity Resolution](#), further embedding racial equity as a priority of each Council agency.
- October 2020: SGC establishes an interagency Racial Equity Working Group (REWG) with representatives from each Council agency with a focus on strategizing and sharing best practices for advancing racial equity.
- April 2021: Councilmembers provide the first written SGC Racial Equity Resolution Report documenting their progress.
- October 2021: The 2020-2021 CCORE Learning Cohort commences under the facilitation of PHI, comprising of fifteen staff from SGC and the Governor’s Office of Planning and Research.
- April 2022: SGC launches the [Racial Equity Resource Hub](#) in alignment with the updated [2021 Racial Equity Resolution and Council Priority 1](#), to provide a public resource for State and local entities to access information about racial equity initiatives being led by diverse governmental agencies.

- October 2022: SGC finalizes the [2019-2022 REAP](#) and reports on progress and next steps at the October 27, 2022, Strategic Growth Council Meeting.
- Early 2023: SGC publishes an updated REAP with goals for implementation from 2023 to 2025.

Methodology and Measurement: How do we set goals and track our progress?

The implementation and evolution of the SGC REAP involves various facets. As programs set and implement goals, metrics are set to measure the impact and progress of each REAP priority. The steps below are those taken to carry out this process:

- **Cross-Programmatic Coordination to Set Goals and Metrics:** Programs work together to set and advance goals. This includes, but is not limited to:
 - Collaboration within programs to embed the REAP into programmatic operations;
 - Ongoing consultation with Health and Equity Program staff to track REAP progress;
 - Ongoing implementation and tracking of the 2019-2022 REAP and building on pre-existing commitments and lessons learned to inform the goals, actions, and metrics for 2023-2025;
 - Incorporation of metrics that align with programmatic REAP goals, which includes setting metrics based on: program objectives or scopes of work, data, enabling legislation, research of best practices, community engagement, and more; and
 - Staff-led working groups around specific topics to increase cross-programmatic efficiency and collaboration on REAP goals.
- **Interagency Collaboration:** SGC convenes agencies and departments leading racial equity-focused initiatives, including through the Council and SGC Racial Equity Working Group, which enables additional oversight of the SGC REAP.
- **Reporting and Research:** Staff research best practices for advancing racial equity in government, partner with trusted organizations in the racial equity capacity building space, and develop annual reports for accountability and Council and public input.
- **External Feedback:** SGC seeks input from external audiences to ensure accountability in SGC’s racial equity advancement work, including through public Council meetings, external engagement and affairs, and through programs and partnerships (such as grants, collaboratives, and Task Forces).
- **Building Capacity and Competencies:** SGC staff commit to ongoing, collective learning about advancing racial equity in government through participation in trainings, collaboratives, and engagement with external audiences.

Executive Summary: Embedding Racial Equity Across SGC

The Racial Equity Action Plan (REAP) sets racial equity-driven goals across all facets of the SGC organizational structure. The REAP engages **SGC Leadership** (including the interagency council, executive and deputy directors, administration, and operations), **SGC Grant Programs** (including California Climate Investment and Social and Climate Infrastructure Grant Programs), **SGC Technical Assistance and Capacity Building Initiatives**, and **SGC Interagency and Cross-Programmatic Collaborative Initiatives**. SGC hosts diverse programs across these areas, all which have set and begun progress on racial equity-driven commitments. Internally, staff convene within three internal working groups on the following topics: Technical Assistance and Contract Equity; Workforce Equity and Organizational Culture; and Engagement and Coordination with Tribes.

SGC maintains a commitment to ensuring and improving access to resources, information, and civic engagement for historically under-served communities in California. The way that different programs within SGC carry out these commitments are often associated with specific, but sometimes different designations of communities. These designations are often informed by legislation or funding programs. In order to connect specific racial equity actions with existing strategies at the program level, this document includes these designations including but not limited to **disadvantaged communities, under-resourced communities, disadvantaged unincorporated communities (DUCs), under-served and low-income communities, and rural communities**. This Racial Equity Action Plan includes actions across the organization that specifically work to improve access for and outcomes within Black, Native American, and communities of color, including meaningfully working with tribes. The characteristics that make up a priority community are intersectional and compounding. Determinants include but are not limited to race and ethnicity, gender and sexual orientation, age, disability, geographic location, low income or high unemployment rates, burdens due to housing costs, exposure to environmental hazards, levels of educational attainment, and more. For more information on the designation of priority communities and other key terms, please click here to reference the [Glossary](#).

Building on the 2019-2022 REAP, the following section highlights key racial equity actions and thematic approaches across each SGC initiative. Please click hyperlinks to navigate to each section and review further detailed **goals, actions, metrics, and implementation timelines** for the 2023-2025 REAP.

[Council, Leadership, and Administration](#)

[Council Meetings, Priorities, and Resolutions](#)

- Continue to utilize public Strategic Growth Council meetings as forums to discuss and develop agency equity initiatives.
- Continue to implement the SGC Racial Equity Resolution and priorities – including [Council Priority 1: Racial Equity Resource Hub](#) and [Council Priority 2: Advancing Capacity Building as a Key Equity Strategy](#).

[Organizational Culture: Leadership, Human Resources, and Operations](#)

- Further develop an organizational culture of prioritizing equity and furthering workforce equity for SGC staff, including embedding equity in SGC’s hiring practices, consistent with constitutional and legal requirements, and providing greater opportunities for new and existing staff at all levels to thrive at SGC.
- Explore strategies to improve engagement with and support to communities through contracting and other strategies embedded within SGC grant programs, procurement, and other strategies. This includes identifying ways to support community payment strategies within select programs, including the Land Equity Task Force and building on the Council Priority to remove barriers to accessing State resources.
- Further align SGC REAP with existing racial equity advancement efforts across State and local government(s), including the [Governor’s Executive Order N-16-22](#).

Communications and External Affairs

- Develop and disseminate key messages around race and racial equity across SGC programs including language pertaining to SGC’s Racial Equity Action Plan.
- Further ground communications materials, content, and reporting in racial equity data.
- Expand outreach to priority communities through key media outlets that are based in and represent local communities.

[California Climate Investments Grant Programs](#)

Affordable Housing and Sustainable Communities (AHSC)

- Build greater capacity and technical assistance offerings, and increase outreach, program visibility, and access to priority communities.

Climate Change Research Program (CCR)

- Continue to prioritize non-traditional forms of knowledge in State climate change research, including through partnerships between academic researchers and with community-based organizations that represent Black, Native American, and communities of color. Support integration of this model within research conducted to inform the California Fifth Climate Change Assessment.

Sustainable Agricultural Lands Conservation (SALC)

- Expand outreach to and engagement with tribes to increase tribal participation in SALC.
- Evaluate program to identify gaps in accessibility for priority communities, including beginning farmers and ranchers, California tribes, and/or disadvantaged communities.

[Social and Climate Infrastructure Grant Programs](#)

Community Resilience Centers (CRC)

- Ensure tribal access to program resources via outreach, engagement, funding targets, and technical assistance for tribes.
- Incorporate best practices for equity-driven grant application, review, and scoring processes, including best practices that have been operationalized by other SGC grant programs within the SGC REAP.

Transformative Climate Communities (TCC)

- Identify and address barriers for priority communities – including Disadvantaged Unincorporated Communities (DUCs) and tribes – in the TCC application process. Explore mechanisms to direct TCC applicants – including unsuccessful applicants – to alternate funding sources for their projects.
- Implement a pilot program to administer advance payment to select grantees, in accordance with enabling legislation AB156.
- Further highlight racial equity impacts of TCC through media content, program metrics, and community-driven stories.

[Technical Assistance and Capacity Building](#)

Community Assistance for Climate Equity (CACE)

- Create a tribal-focused technical assistance and capacity building program to assist California tribes in navigating and accessing SGC resources.
- Share technical assistance models across State government, including via CACE's Technical Assistance Guidelines for State Agencies.

[Interagency and Cross-Programmatic Collaborative Initiatives](#)

Health and Equity Program (HEP)

- Center racial equity within the activities and policy priorities of the interagency [California Health in All Policies Task Force](#).
- Engage and support racial equity practitioners within SGC and across California State government through technical assistance, implementation support, communications, and more.

Tribal Coordination and Engagement Initiatives

- Across SGC programs, increase outreach to, engagement of, and access to resources for tribal populations. Improve technical assistance and capacity building opportunities for tribal applicants; improve SGC staff competency for engaging with, consulting, and supporting tribes.

2023-2025 RACIAL EQUITY GOALS, ACTIONS, AND METRICS

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Council, Leadership, and Administration

The following goals and actions highlight how SGC will continue to prioritize racial equity across all facets of its organization – including the interagency Council, and its organizational leadership, administration, and operations.

Council Meetings, Priorities, and Resolutions

Goal 1 – Council Priority 1

Continue to build on the Council’s leadership on promoting Racial Equity, including further development of the Racial Equity Resource Hub as an important tool to support all State entities in embedding racial equity across functions.

Goal 2 – Council Priority 1

Continue to utilize the SGC Council as a public forum to discuss Council agency progress to further Racial Equity commitments, meet key milestones, promote best practices, and actively engage communities and stakeholders to gather input on these topics.

Goal 3 – Council Priority 2

Continue to support technical assistance and capacity building strategies that increase equitable access to critical funding resources across Council agencies.

Goal 4 (Ongoing) – [Racial Equity Resolution](#)

In August 2020, SGC councilmembers voted unanimously to adopt a landmark resolution committing their agencies and organizations to taking action to promote racial equity in a variety of important ways, both in the context of the Council and within their own agencies and organizations. SGC Leadership has committed to implementing the following actions to further advance racial equity at SGC, including:

Action 1:

Integrate racial equity into leadership, operations, programs, policies, and practices.

Action 2:

Identify and implement concrete and measurable actions to achieve racial equity and to report on the Council, as well as each member agency.

Action 3:

Work with State Boards, Departments, and Offices to align and advance the Council’s commitment to racial equity.

Action 4:

Use a minimum of two public Council meetings annually as a forum to share racial equity actions, milestones, and best practices, and to actively engage communities and stakeholders to gather public input on the topics.

Action 5:

To continue developing and implementing the SGC REAP, research and integrate key best practices and lessons learned from Statewide racial equity advancement initiatives (e.g., Task Force to Study and Develop Reparation Proposals for African Americans, with a Special Consideration for African Americans Who are Descendants of Persons Enslaved in the United States (Reparations Task Force), California Truth and Healing Council).

Goal 5 (Ongoing) – Council Meeting Agendas

Establish REAP as a regular Council meeting agenda item.

Action 1:

Present on the SGC REAP and organizational implementation process on an annual and as-needed basis.

Goal 6 (Ongoing) – Discussion Forum

Use SGC Council, key staff meetings, and other events to provide a forum to share and discuss racial equity milestones and best practices.

Action 1:

Schedule ongoing opportunities for discussion regarding racial equity milestones and best practices, with a goal of one or two per year.

Organizational Culture: Leadership, Human Resources, and Operations

Goal 1 – Increase Organizational Culture and Workforce Equity

Continue to support organizational workforce equity strategies including more diverse and robust recruitment, evaluation of workforce equity progress, and creation of a deeper sense of belonging within the organization. Initiate leadership and organizational strategies and support internal efforts such as the Workforce Equity Working Group. Coordinate efforts with the California Government Operations Agency and the California Department of Human Resources.

Goal 2 – Community Compensation and Land Equity Task Force

Explore opportunities to support and advance community payment across SGC programs and initiatives, such as through the Land Equity Task Force and other State advisory and community bodies.

Goal 3 – Align and Activate Inter-Governmental Racial Equity Initiatives within SGC REAP

SGC aims to glean best practices, adopt recommendations, and amplify voices of Black, Native American, and communities of color by aligning its racial equity goals and this REAP with existing State racial equity efforts (where applicable).

Action 1:

Research, understand, honor, and implement (where applicable) recommendations for California State government to advance racial equity. Sources include the [California Truth and Healing Council](#), guidance on how to communicate with and about priority communities (such as the [Department of Water Resources Disadvantaged Communities Nomenclature Recommendation Document](#)), the SGC Racial Equity Resource Hub and the resources it hosts, and more.

- **Metrics:**

- Number of goals, actions, or processes informed by existing racial equity advancement initiatives in California State government.
- Improved or increased coordination with leaders of racial equity initiatives in California State government.

Goal 4 – SGC Grant Programs

Establish processes and opportunities to increase access to SGC resources for priority communities.

Action 1:

Host a webpage or screening form for potential applicants to learn more about SGC programs and discern which program(s) are best suited for their needs, before applying.

Action 2:

Support an internal referral structure across SGC programs for unsuccessful applicants, during the application and interview phases to facilitate outreach and engagement via other programs at SGC to support identified needs and goals.

Action 3:

Increase outreach about and awareness of SGC programs, including application and timeline information, in priority communities. This includes Black, Native American, and communities of color, as well as disadvantaged communities, under-resourced communities, disadvantaged unincorporated communities (DUCs), under-served and low-income communities, and rural communities, among others.

Goal 5 (Ongoing) – Staff Diversity

Build and maintain staff and leadership that reflect the diversity of the communities SGC serves.

Action 1 (In progress):

Develop an organizational workforce strategy and goals.

Action 2:

Administer a racial equity-focused workforce survey.

Action 3:

Track and report the demographic diversity of SGC staff annually.

Action 4:

Track and report the language abilities of SGC staff every two years.

Action 5:

Integrate paid internships and professional development opportunities into SGC workforce diversity goals and employment pipeline.

Goal 6 (Ongoing) – Equitable Hiring Practices

Establish equitable hiring best practices.

Action 1:

Develop language about equity, inclusion, racial equity competencies, and the value of both lived and work experience to incorporate in job postings and duty statements where applicable.

Action 2:

Advertise job postings to diverse networks (e.g., community organizations, community colleges, etc.).

Action 3:

Train leadership and hiring managers on issues of diversity and implicit bias in hiring.

Action 4:

Remove personally identifying information from applications.

Action 5:

Include questions pertaining to equity, inclusion, and experience with topics of racial equity into interview processes where applicable.

Goal 7 (Ongoing) – Organizational Culture

Build and maintain a culture of action around furthering racial equity.

Action 1:

Offer periodic training on addressing racism.

Action 2:

Convene and support a network of racial equity professionals within and across SGC entities via initiatives such as the Racial Equity Work Group and Health in All Policies Task Force.

Goal 8 (In Progress/Under Development) – Contracting

Explore opportunities to incorporate equity principles within SGC contracting strategies, such as expanding awareness of and access to SGC contracting opportunities to contractors either serving or with trusting relationships in Black, Native American, and communities of color. Efforts should align with and further state contracting diversity efforts led by the Government Operations Agency and Department of General Services.

Action 1:

Perform proactive outreach to nonprofit, community-based, minority-owned, and small businesses to understand barriers to applying to SGC contracts.

Action 2:

Track demographic information for contractors and establish data-based goals for increased diversity.

Action 3:

Investigate alternatives to reimbursement-basis funding, including advance payment and other contract equity practices.

Communications and External Affairs

Goal 1 (Across SGC)

Develop key messages that explicitly address and define racial equity while amplifying SGC’s racial equity work.

Action 1:

Develop explicit messaging that centers race and racial equity for inclusion in communications materials.

Action 2:

Develop and implement a standard operating procedure for disseminating these key messages.

Action 3:

Produce style guidelines that include specific anti-racism, equity-focused guidance for staff on using appropriate imagery, naming conventions, and writing style, including appropriate use of data and historic context.

Goal 2 (Across SGC)

Use reporting and data to apply a racial equity lens across SGC.

Action 1:

Track the use of SGC’s online resources such as Racial Equity Resource Hub, with support and in coordination with SGC Health and Equity Program.

- **Metrics:** Online engagement data for tool such as the Racial Equity Resource Hub or on messages pertaining to SGC’s racial equity work.

Action 2:

Build team and SGC organizational competency around storytelling and meaningfully partnering with Black, Native American, and communities of color to elevate stories of transformation and need in culturally competent ways to utilize and prioritize data in addressing racial equity.

- **Metrics:**
 - Increase number of community voices integrated in SGC communications collateral (e.g., stories, quotes, experiences).
 - Increased number of SGC stories highlighting racial equity impacts. Target of 1-2 stories or publications per program, per year (with SGC Health and Equity Program).

Action 3:

Identify ways to use data in SGC communications to illustrate existing racial inequities across diverse communities, in partnership with SGC Health and Equity Program.

- **Metrics:**
 - Increased communication with media outlets and communications firms representing and based in priority communities.
 - Increased number of media outlets and communications firms within SGC’s communications recipient list.

Goal 3 (Across SGC)

Improve reach to new and existing stakeholders, partners, and communities.

Action 1:

Through communications and external affairs, increase and improve outreach and engagement to Black, Native American, and communities of color, including disadvantaged communities and tribes.

- **Metrics:**
 - Increased relationship building and communication with media outlets and communications firms representing and based in Black, Native American, and communities of color.
 - Increased number of media outlets and communications firms within SGC’s communications recipient list.

Action 2:

Distribute proactive communications and outreach materials to non-traditional media and Black, Native American, and communities of color. Utilize an organizational Customer Relationship Management (CRM) tool to standardize the process by which these media desks are invited to in-person events, groundbreakings, and site tours on an ongoing basis.

- **Metrics:**
 - Increased communication with media outlets and communications firms representing and based in Black, Native American, and communities of color.
 - Increased number of media outlets and communications firms within SGC’s communications recipient list.

Action 3:

Democratize voices and frame community assets in SGC communications.

- *Subtask 1:* Develop one community- and equity-focused blog post each month featuring the communities, community leaders and organizations that SGC serves and develop content in partnership with those communities featured.
- **Metrics:**
 - Increased number of community voices integrated in SGC communications collateral (e.g., stories, quotes, experiences).
 - Increased number of SGC stories highlighting racial equity initiatives. Target of 1-2 stories or publications per program, per year (with SGC Health and Equity Program).

Goal 4 (In Progress) – Language Access

Engage multilingual staff to conduct media interviews in languages other than English, as well as produce media materials like press releases and media advisories in non-English formats. Update the SGC language access contract to reflect the considerations including appropriate “threshold languages” and “essential materials” to better provide access to information and resources to Limited English Proficient (LEP) populations. Align SGC’s language access goals with the California Health and Human Services Agency and Government Operations Agency recommendations to improve language and communications access to State government services and programs within Executive Order N-16-22.

Action 1:

Track involvement of multilingual staff in media interviews.

Action 2:

Track the number of translated materials and translated and interpreted engagement events (such as webinars and listening sessions).

Action 3:

Update the SGC language access contract to reflect the considerations including appropriate “threshold languages” and “essential materials.”

- **Metric (Actions 1-3):** Increase in translated materials, events, and information; and, increased engagement on SGC communications within LEP populations.

Goal 5 – Process

Work with Office of Community Partnerships and Strategic Communications (OCPSC) to build effective two-way communications channels between California’s communities, trusted messengers, and the State, with special attention to limited English proficient (LEP) populations.

Goal 6 (Across SGC) – Standardize SGC’s Use of Data in Anti-Racist Communications

In collaboration with SGC Health and Equity program, embed race- and equity-related data and visualizations within SGC’s communications to provide greater clarity on SGC’s impact within Black, Native American, and communities of color and to uplift organizational racial equity strategies.

California Climate Investments Grant Programs

Black, Native American, and communities of color are those among many California communities that are disproportionately impacted by a changing climate. California Climate Investments (CCI) projects support affordable housing, increase mobility through transit, advance low- and zero-emission technologies, promote sustainable agriculture, and more. These projects also provide technical assistance to grant applicants and grantees, create employment opportunities, and prioritize public health. At least 35 percent of CCI investments are made in disadvantaged and/or under-resourced communities and households. [Click here](#) to learn more.

This section includes the following programs: Affordable Housing and Sustainable Communities (AHSC), Climate Change Research Program (CCR), Sustainable Agricultural Lands Conservation (SALC).

Affordable Housing and Sustainable Communities

The Affordable Housing and Sustainable Communities (AHSC) program aims to advance racial equity in communities across California by funding projects that construct affordable housing and improve bicycling, walking, and transit. Across California, Black, Native American, and communities of color experience the greatest burden in accessing safe and affordable housing and AHSC funds the construction of more housing and improvement to bicycling, walking and transit facilities for California's most at-need communities.

Goal 1 – Build Capacity and Technical Assistance (TA)

Enable TA providers to provide more resources and connections to interested applicants and help providers meaningfully scope AHSC project proposals.

Action 1:

Provide Capacity Building TA by specific type of applicant (i.e., project specific versus public agencies, developers).

- **Metric:** Increase in hours served with each Capacity Building applicant, including those that are served year-round.
- **Timeline:** Summer 2023 (Capacity Building Solicitation)

Action 2:

Engage new stakeholders (e.g., academic institutions, community-based organizations) to broaden knowledge of AHSC in Black, Native American, and communities of color.

- **Metric:** Increased organizational or stakeholder input to inform AHSC objectives.
- **Timeline:** Spring/Summer 2024 Start (Round 9 Capacity Building)

Action 3:

Explore ways for public agencies and developers to form stronger partnerships and build knowledge of AHSC at the local level, to increase interest in AHSC and potential projects in each region.

- **Metric:** TBD
- **Timeline:** TBD

Action 4:

Create standardized Technical Assistance survey to distribute to recipients to understand ways to improve TA in Black, Native American, and communities of color.

- **Metric:** Increase survey response rate to 50%, up from 20% (Round 6)
- **Timeline:** Summer 2023 (Survey)

Goal 2 – Program Outreach and Visibility

Increase outreach and program visibility to developers that represent and are based in Black, Native American, and communities of color about AHSC and TA to diversify and increase the number of applications received from Black, Native American, and communities of color.

Action 1:

Identify any networks or organizations that convene developers that represent and are based in Black, Native American, and communities of color.

- **Metric:** TBD
- **Timeline:** Summer 2023

Action 2:

Hold AHSC 101 trainings across California with a focus on outreach in Black, Native American, and communities color as well as with minority-owned development firms.

- **Metric:**
 - Number of presentations made available to priority communities.
 - Number of attendees at presentations or engagement events, and demographic representation (including, but not limited to Black, Native American, and communities of color, disadvantaged communities, rural jurisdictions, and unincorporated communities).
- **Timeline:** Summer 2023

Action 3:

Conduct targeted outreach to priority communities (including, but not limited to Black, Native American, and communities of color, disadvantaged communities, rural jurisdictions, and unincorporated communities).

- **Metric:** Number or percent increase in applicants that represent diverse populations (including, but not limited to Black, Native American, and communities of color, disadvantaged communities, rural jurisdictions, and unincorporated communities).
- **Timeline:** Summer 2023

Goal 3 – Increase Opportunity and Access in Communities

Explore and continue to expand wealth and credit building strategies for residents in the Affordable Housing Development (AHD), including expanding program access to affordable homeownership (HO) projects to further increase opportunity in low-resource areas to access resources needed for communities to thrive.

Action 1:

Explore how to incentivize reporting rent payments to credit bureaus as a form of credit-building.

- **Metric:** Number of meetings with practitioners.
- **Timeline:** August 2023

Action 2:

Further explore incentivizing specific types of AHD Resident support programs.

- **Metric:** Number of projects that pursued Section 107 (Quantitative Policy Scoring (j)) (i.e., Program point) of those who applied.
- **Timeline:** Spring/Summer 2023 Start

Action 3:

Provide TA to Target 1 Homeownership project applicant, to the extent received.

- **Metric:** Number of HO applications interested in TA.
- **Timeline:** Spring/Summer 2023 Start

Goal 4 (Ongoing) – Grant Application and Guidelines

Introduce applicants to the SGC Racial Equity Action Plan during each funding cycle.

Action 1:

Include SGC's racial equity vision in guidelines.

- **Timeline:** October 2022 Start (Included for Round 6 and future rounds)

Action 2:

Provide a link to the SGC Racial Equity Action Plan in the administrative section of the guidance documents.

- **Timeline:** October 2022 Start (Included for Round 6 and future rounds)

Goal 5 (Ongoing) – Grant Application and Guidelines

Provide guidance on measuring, tracking, and scoring for racial equity priority topics.

Action 1:

Describe and include requirements for measuring, tracking, and scoring racial equity priority topics (e.g., anti-displacement, community engagement and outreach, and economic inclusion) into grant guidance documents and grant applications.

- **Timeline:** October 2018 Start (Ongoing, equity is incorporated within AHSC application and awarding phases)

Goal 6 (Ongoing, Round 7) – Grant Review

Diversify grant review panels.

Action 1:

Make efforts to include diverse perspectives in panel interviews for grants, including experience working with priority communities.

Action 2:

Prioritize including participants of the Capitol Collaborative on Race and Equity, Health in All Policies Task Force, and SGC Racial Equity Working Group (among other racial equity-driven initiatives).

- **Timeline:** August 2020 Start

Goal 7 (Ongoing) – Grant Recipients

Track and share relevant demographic data of grant recipients.

Action 1 (Ongoing):

Survey demographic data of grant recipients to understand reach of grant funding, and better inform outreach efforts. Consistent with legal requirements, grant award decisions will not be made on the basis of race.

Action 2 (Ongoing):

Consider publicly accessible data such as demographic, property values, and health outcomes.

Action 3 (Pending due to Round 7):

Explore strategies to collect this data from subcontractors and end users of grant projects.

- **Timeline:** Ongoing (Data being collected for AHSC Rounds)

Goal 8 (Ongoing) – Grant Applicants

Investigate and remove barriers to apply for or to spend grant funding.

Action 1:

Identify and remove barriers identified by diverse applicants – specifically disadvantaged communities, under-resourced communities, tribes, and Black, Native American, and communities of color.

Action 2:

Work within State Government to find possible resources and solutions.

- **Timeline:** October 2015 Start (Ongoing)

Climate Change Research Program

Climate Change Research (CCR) facilitates a unique approach to research and community engagement around climate change that initiates partnerships between the State, academia, and local communities. CCR's primary racial equity vision is to integrate non-western expertise (e.g., lived experience, tribal expertise, or Traditional Ecological Knowledge) into academic, climate change research.

Goal 1 – Expand Engagement with Communities and Researchers

Expand network of expertise to better incorporate more diverse perspectives (e.g., California tribes and tribal colleges, community scientists, community colleges).

Action 1:

Collaborate with UC Davis (UCD) Center for Regional Change to build capacity among researchers and community partners representing Black, Native American, and communities of color to collaborate meaningfully in research. Community-based participatory research (CBPR) engages underrepresented communities to better address community needs and intersectional topics of racial equity.

- *Subtask 1:* UCD staff will initiate new capacity building projects to engage community organizations within research and help research institutions develop policies, systems, processes, and relationships to facilitate effective community partnerships in their research.
- *Subtask 2:* UCD staff will draft a white paper including a strengths, weaknesses, opportunities, and challenges or threats (SWOT) analysis addressing institutional barriers faculty face in doing CBPR.
- **Metrics:**
 - Number of university research units/or campuses included in asset map that have experience in community-based participatory research (CBPR).
 - Number of academic partners identified/or selected to participate in pilot capacity-building programs.
 - Number of community partners identified/or selected to participate in pilot capacity-building programs.
 - Number of trainings/or workshops with academic and community partners.
 - Number of coaching meetings for project team.
- **Timeline:** January 1, 2023, through June 30, 2024 (18-month implementation period)

Action 2:

Amplify CCR CBPR model to funders. Participate in the SGC Catalyst Conference and other opportunities to promote the Climate Change Research Model.

- *Subtask 1:* Share CCR's community-participatory research model with a network of local, state, tribal and federal government representatives; community leaders and organizations; private finance and philanthropy; and academics and researchers.
- **Metric:** Number of engagements specifically tailored to communicating, training, or amplifying the Climate Change Research Program model of community partnerships in research.

- **Timeline:** February 2023, Ongoing

Action 3:

Amplify CCR CBPR model to researchers: Host workshops, symposia, and other engagement opportunities to communicate and train academic researchers on the use of the CCR CBPR model.

- *Subtask 1:* Share CCR’s refined community-participatory research model with researchers to foster conversations among those who have participated in meaningful engagement and those who would like to, as well as discuss barriers to participation in CCR’s CBPR model and ideas to remove them.
- **Metrics:** Number of new academic researchers and institutions who participate in workshops.
- **Timeline:** February 2023 Start

Action 4:

Ongoing participation in forums, symposia, and other events to expand the CCR network and disseminate the CCR CBPR model. Partner with community partners representing Black, Native American, and communities of color to amplify their story and experience partnering with academia.

- **Metrics:** Number of events attended or participated in.
- **Timeline:** Ongoing

Goal 2 – Building Capacity between Academics and Community-Based Organizations

CCR aims to leverage the expertise of both academics and community-based organizations to establish and refine long-term synergistic collaborations through capacity building programs that include research engagement symposia, one-on-one matchmaking and pairing, trainings on effective partnership and structure, engagement with community organizations to identify research needs, and other strategies.

Action 1:

Proposed Climate Change Research Program Workshop with California Council on Science and Technology (CCST).

- *Subtask 1:* Share CCR’s refined community-participatory research model with researchers.
- *Subtask 2:* Conversations among those who have participated in meaningful engagement and those who would like to, both representing the research perspective and the community perspective.
- *Subtask 3:* Identification of barriers to participation in CCR’s community-participatory research model and ideas to remove them.
- **Metrics:**
 - Input on CCR model, including integration of co-PI model across State research initiatives.
 - Adoption of CCR model or integration of climate change at organizations represented at workshop.

- Number of barriers identified and addressed via co-PI model.
- Number of attendees representing priority communities.
- **Timeline:** February 2023 Start

Action 2:

Collaboration with UCOP (University of California’s Office of the President) and grassroots group of UC researchers engaged in community-participatory research.

- **Metrics:**
 - Number of researchers engaged in community-participatory research.
 - Representation of priority or disadvantaged communities/jurisdictions by researchers engaged.
 - Incorporation of specific equity priorities across UC campuses, such as climate change and racial equity.
- **Timeline:** Ongoing

Goal 3 – Building Capacity between State, Academics, and Community-Based Organizations through California’s Fifth Climate Change Assessment

The Fifth Assessment aims to leverage the CCR CBPR model for community-led actionable research to inform policy solutions. The Fifth Assessment represents an opportunity to implement actionable, partnership-based research that integrates diverse community voices throughout the research process. In doing so, the Fifth Assessment will fill critical research gaps and inform climate actions that directly benefit California communities.

Action 1:

Identify regional climate priorities and knowledge gaps regarding climate impacts, solutions, and adaptation.

Action 2:

Establish regional community working groups to inform, lead, and share research and outcomes for the regional and topical synthesis reports.

Action 3:

Develop a communications plan that establishes consistent channels for community members to receive updates and seek out information.

Action 4:

Scope opportunities to engage diverse community members in the use of and dissemination of core climate research and downscaled climate projections.

- **Metrics (Actions 1-4):**
 - Number of key informant interviews with organizations that represent Black, Native American, and communities of color.
 - Diversity of participants in webinars, workshops, and/or meetings.

- Number of tribes or individuals of or representing tribes involved in engagement process.
- Number of in-person regional convenings to discuss the Regional or Topical report process held in Black, Native American, and communities of color.
- Number of regional working groups led by a person of color.
- Number of contacts in 5th assessment mailing list for organizations that represent or serve Black, Native American, and communities of color.

- **Timeline (Actions 1-4):** February 2023 – December 2024

Goal 4 (Ongoing) – Grant Application and Guidelines

Introduce applicants to the SGC Racial Equity Action Plan during each funding cycle.

Action 1:

Include SGC’s racial equity vision in guidelines.

Action 2:

Provide a link to the SGC Racial Equity Action Plan in the administrative section of the guidance documents.

- **Timeline:** August 2019 Start (Ongoing)

Goal 5 (Ongoing) – Grant Review

Diversify grant review panels.

Action 1:

Make efforts to include diverse perspectives in panel interviews for grants, including experience working with priority communities.

Action 2:

Prioritize including participants of the Capitol Collaborative on Race and Equity, Health in All Policies Task Force, and SGC Racial Equity Working Group (among other racial equity-driven initiatives).

- **Timeline:** January 2018 Start (Ongoing, pending CCR funding)

Goal 6 (Ongoing) – Grant Implementation

Introduce SGC Racial Equity Action Plan to grant recipients.

Action 1:

Introduce SGC’s Racial Equity Action Plan to grant recipients at mandatory orientation meeting.

Action 2:

Validate/confirm all metrics that will be used to measure progress towards SGC's Racial Equity Action Plan objectives.

Action 3:

Evaluate progress of grantees and priority metrics.

- **Timeline:** February 2019 Start (Ongoing, pending CCR funding)

Sustainable Agricultural Lands Conservation

Sustainable Agricultural Lands Conservation (SALC) fights climate change by protecting California’s productive farmlands and encouraging compact transit-oriented communities. SALC prioritizes engagement with and funding of Black, Native American, and communities of color, tribes, farmers and ranchers in disadvantaged communities, and more.

Goal 1 – Increase Tribal Participation in SALC

Address additional barriers to tribal participation in the acquisition component of the program.

Action 1:

Expand outreach to tribes.

- **Metrics:**
 - Minimum of 2 tribal-focused workshops and meetings.
 - Number of participants.
- **Timeline:** Ongoing

Action 2:

Update priority communities language to be consistent with CARB guidelines and statute.

Action 3:

Evaluate SALC’s non-discrimination policy for further inclusion of tribes.

Action 4:

Research advance payments for tribes.

Action 5:

Evaluate eligible expenses and inclusion of ceremonial expenses specific to tribes.

Action 6:

Evaluate easement terms relative to tribes.

Action 7:

Review application and preproposal requirements based on feedback from tribal expert reviewers.

- **Metric** (Actions 2-7): Number of tribal projects funded.
- **Timeline** (Actions 2-7): Spring 2023 (Round 9), Spring 2024 (Round 10)

Action 8:

Evaluate/research opportunities to expand access to tribes.

- **Metric:**
 - Number of SALC projects awarded to tribes.
 - Dollars awarded to tribes.
- **Timeline:** Spring 2023 (Round 9), Spring 2024 (Round 10), Spring 2025 (Round 11)

Goal 2 – Evaluate Accessibility Gaps to Increase Access to SALC

Evaluate an additional conservation tool SALC could utilize to increase the affordability of land for beginning and Veteran farmers and ranchers, farmers and ranchers who are members of a tribe, or farmers and ranchers that are residents of a priority community, including disadvantaged communities.

Action 1:

Consider reducing/eliminating match funding requirement.

Action 2:

Work in coordination with SGC’s California Agricultural Land Equity Farm Task Force to:

- *Subtask 1:* Research option to purchase at agricultural value agreement.
- *Subtask 2:* Evaluate funding efficiency and opportunities for purchasing fee title properties that are at immediate threat of development.
- **Metric** (Actions 1 and 2): Number of projects awarded to priority communities, such as those listed in Goal 2 above.
- **Timeline** (Actions 1 and 2): Spring 2023 (Round 9), Spring 2024 (Round 10), Spring 2025 (Round 11)

Goal 3 (Ongoing) – Grant Application and Guidelines

Introduce applicants to the SGC Racial Equity Action Plan during each funding cycle.

Action 1:

Include SGC’s racial equity vision in guidelines.

Action 2:

Provide a link to the SGC Racial Equity Action Plan in the administrative section of the guidance documents.

- **Timeline:** April 2021 Start (Ongoing)

Goal 4 (Ongoing) – Grant Review

Diversify grant review panels.

Action 1:

Make efforts to include diverse perspectives in panel interviews for grants, including experience working with priority communities.

Action 2:

Prioritize including participants of the Capitol Collaborative on Race and Equity, Health in All Policies Task Force, and SGC Racial Equity Working Group (among other racial equity-driven initiatives).

- **Timeline:** Spring 2019 Start (Ongoing)

Goal 5 (Ongoing) – Grant Recipients

Track relevant demographic data of grant recipients.

Action 1:

Track demographic data in communities that receive SGC grants – both at the time of award and over time.

Action 2:

Consider publicly accessible data such as demographics, property values, and health outcomes.

Action 3:

Explore strategies to collect this data from subcontractors and end users of grant projects.

- **Timeline:** Spring 2020 Start (Ongoing)

Goal 6 (Ongoing) – Grant Implementation

Introduce SGC Racial Equity Action Plan to grant recipients.

Action 1:

Introduce SGC's Racial Equity Action Plan to grant recipients at mandatory orientation meeting.

Action 2:

Validate/confirm all metrics that will be used to measure progress towards SGC's Racial Equity Action Plan objectives.

Action 3:

Evaluate progress of grantees and priority metrics.

- **Timeline:** February 2022 Start

Social and Climate Infrastructure Grant Programs

California's most at-need communities are disproportionately impacted by climate change events (such as wildfires, extreme heatwaves, floods, and more), and may not have access to critical resources during these events. SGC's Social and Climate Infrastructure Grant Programs allocate investments in communities that provide necessary resources, technical assistance and capacity, and infrastructure to support improved equity, resilience, health, and well-being. This section includes the following programs: Community Resilience Centers (CRC), Transformative Climate Communities (TCC).

Community Resilience Centers

SGC's Community Resilience Centers (CRC) program funds neighborhood-level community resilience centers to serve communities during climate and other emergencies, as well as year-round services and programs. While all communities are eligible, the program focuses on priority communities, which includes under-resourced communities, Access and Functional Needs communities, and other vulnerable residents.

Goal 1 – Ensure Tribal Access

Remove known barriers where possible, explore funding target for tribes, and provide robust technical assistance.

Action 1:

Develop relationships, learn about California tribes, and conduct targeted outreach for early, often, and consistent tribal engagement.

- *Subtask 1:* Create a tribal-specific outreach plan for CRC.
- *Subtask 2:* Identify and use resources or trainings to build team knowledge on California tribes and the State's relationship with tribes.
- *Subtask 3:* Attend trainings or conferences specific to building tribal competencies or building relationships with tribes.
- **Metrics:**
 - Number of tribes or individuals of or representing tribes engaged in outreach, with detail on which tribes and region of the State.
 - Number of tribes or individuals of or representing tribes engaged in workshops and/or who provide public feedback.
 - Number of resources developed for tribal audiences.
 - Number of trainings or conferences attended by staff specific to building cultural competencies to engage with and/or build relationships with tribes.
- **Timeline:** Q2 2022 Start (Ongoing)

Action 2:

Host tribally-focused and tribal-only listening sessions, guideline development workshops, and application public workshops to invite and share information on barriers and solutions to ensure tribal access.

- **Metrics:**
 - Number of tribes or individuals of or representing tribes engaged in tribally-focused listening sessions and other workshops, with detail on which tribes and region of the State.
 - Number of tribally-focused and tribally-exclusive listening sessions and workshops held.
 - Number of applications received where a tribe is a lead or co-applicant.
- **Timeline:** Q2 2022 Start

Action 3:

Research, address, and incorporate where possible specific recommendations from tribal listening sessions and workshops to facilitate tribal access.

- **Metric:** Adopt recommendations into CRC Program Development from tribal listening sessions, guideline development workshops, and public comment.
- **Timeline:** Q2 2022 Start (Ongoing)

Action 4:

Create a Tribal Funding Target for CRC Round 1 grants, naming intention to fund 2+ tribally-led projects (implementation and/or planning).

- **Metrics:**
 - Number of applications received where a tribe is a lead or co-applicant.
 - Number of awarded applications to tribes.
- **Timeline:** Q4 2022 Start (Ongoing)

Action 5:

Secure technical assistance providers with meaningful experience working directly with tribes and on specific tribal issues identified as barriers.

- *Subtask 1:* Explore option for tribes to identify their own preferred TA provider (based on SGC TCC model).
- **Metrics:**
 - Number of tribes supported through TA.
 - Number of TA trainings hosted for tribal applicants.
 - Feedback from post-application surveys to tribes who received TA.
 - Feedback from post-application surveys to tribes who applied to the program.
- **Timeline:** Q1 – Q2 2023 Start

Action 6:

Coordinate with other grant programs to adopt best practices to facilitate tribal access to programs.

- **Metrics:** Best practices adopted from other SGC grant programs into CRC Program.
- **Timeline:** Q2 2022 Start (Ongoing)

Goal 2 – Incorporate Best Practices into Grant Application, Review, and Scoring Processes

Adopt best practices and previous REAP commitments from other SGC grant programs into lifecycle of CRC grant program, including ongoing commitments from the 2019-2022 SGC REAP.

Action 1:

Guidelines and Grant Applications: Specify priority communities of the CRC program.

- *Subtask 1:* Designate under-resourced communities as priority communities, including disadvantaged communities, tribes, unincorporated communities, and rural communities.
- *Subtask 2:* Require applicants to include a narrative of how their project will benefit these communities.
- **Metric:** Number of CRC proposals received from priority communities.
- **Timeline:** Q2 2022 Start (Ongoing)

Action 2:

Grant Application and Guidelines: Introduce applicants to SGC REAP during each funding cycle of CRC.

- *Subtask 1:* Include SGC's racial equity vision in guidelines.
- *Subtask 2:* Provide a link to the SGC Racial Equity Action Plan in the administrative section of the guidance documents.
- **Metric:** Inclusion of racial equity vision and REAP in guidelines and administrative section of guidance documents.
- **Timeline:** Q4 2022 Start (Ongoing)

Action 3:

Grant Review: Diversify grant review panels.

- *Subtask 1:* Make efforts to include diverse perspectives in panel interviews for grants, including experience working with priority communities.
- *Subtask 2:* Prioritize including participants of the Capitol Collaborative on Race and Equity, Health in All Policies Task Force, and SGC Racial Equity Working Group (among other racial equity-driven initiatives).
- **Metric:** Data on diversity of grant review panels.

- **Timeline:** Q1 – Q2 2023 Start

Action 4:

Grant Recipients: Track relevant demographic data of grant recipients.

- *Subtask 1:* Survey demographic data in communities that receive SGC grants to understand reach of grant funding, and better inform outreach efforts. Consistent with legal requirements, grant award decisions will not be made on the basis of race.
- *Subtask 2:* Consider publicly accessible data (demographics, property values, and health outcomes).
- *Subtask 3:* Explore strategies to collect this data from subcontractors and end-users of grant projects.
- **Metrics:**
 - Data on diversity of awarded grantees and communities.
 - Number of CRC awardees from priority communities.
- **Timeline:** Q2 – Q3 2023 Start

Action 5:

Grant Recipients: Investigate and remove barriers to apply for or to spend grant funding.

- *Subtask 1:* Identify and remove barriers for diverse applicants.
- *Subtask 2:* Engage in interagency efforts to find possible resources and solutions.
- **Metrics:**
 - Number of CRC proposals received from priority communities.
 - Number of CRC awardees from priority communities.
- **Timeline:** Q2 – Q3 2023 Start

Action 6:

Grant Applications: Implement consent-based referral system to ensure interested but unsuccessful applicants pursue other avenues of State funding programs, particularly for applicants representing priority communities.

- **Metric:** Number of referrals made to other grant programs and information on how many of those projects were awarded by programs they were referred to.
- **Timeline:** Q2 2023 Start

Action 7:

Grant Applications: Provide staff feedback to applicants after pre-proposal phase and to unsuccessful applicants to build capacity for R2 applications, pending capacity.

- **Metrics:**
 - Applicant survey results on the helpfulness of CRC staff feedback throughout process.
 - Number of re-applicants to Round 2 of the program.
- **Timeline:** Q2 2023 Start

Goal 3 – Embed Racial Equity in Contracting and Grantmaking

Explore innovative approaches and best practices for equitable contracting and inclusive grantmaking, consistent with constitutional and legal requirements.

Action 1:

Clarify process and requirements for advance payment to minimize barriers and reporting requirements to grant recipients and, if possible, subgrantees.

- **Metrics:**
 - Number of grantees using advance pay for CRC.
 - Number of grantees who want to use advance pay for CRC but face barriers.
- **Timeline:** Q2 2022 Start (Ongoing)

Action 2:

Post templates of grant agreements, standard agreements, and other relevant documents as early as possible to acclimate interested grant recipients and contractors with State requirements, especially those new to contracting with the State (save time in grant agreement stage and increase likelihood of executing grant agreements).

- **Metrics:**
 - Number of applicants that have never contracted with the State/SGC.
 - Number of grantees that have never contracted with the State/SGC.
 - Number of bids from contractors that have never contracted with the State/SGC.
- **Timeline:** Q1 – Q2 2023 Start

Action 3:

Host webinars and office hours to troubleshoot questions and challenges relating to contracting with the State, as relevant to the CRC program.

- **Metrics:**
 - Number of webinars and office hours hosted.
 - Number of webinar/office hour participants that have never contracted with the State/SGC.

- Number of applicants that have never contracted with the State/SGC.
- Number of grantees that have never contracted with the State/SGC.
- Number of bids from contractors that have never contracted with the State/SGC.
- **Timeline:** Q2 2023 Start

Action 4:

Dedicate funds for language translation for application workshops to provide multilingual access to application process, with coordination from SGC Communications and External Affairs as appropriate.

- *Subtask 1:* Collaborate with Communications/External Affairs to add CRC to translation service contracts.
- **Metrics:**
 - Number of people or organizations using translated services.
 - Number of outreach materials/documents translated and posted for applicant use.
- **Timeline:** Q1 2023 Start

Action 5:

Require specific competencies from third-party technical assistance providers, including demonstrated experience engaging, funding, and supporting priority communities and tribes.

- *Subtask 1:* Host a competitive state-wide RFP process for TA providers (including but not limited to bids).
- **Metrics:**
 - Survey results from applicants on TA provider competencies.
 - Survey results from grantees on TA provider competencies.
- **Timeline:** Q1 2023 Start, utilize in R1 TA Contracts for application and R1 TA Contracts for implementation.

Action 6:

Require specific competencies from third-party evaluators and build expertise where needed to ensure effective, equity-centered evaluation of CRC.

- **Metric:** Survey results from grantees on evaluator competencies.
- **Timeline:** Q2 – Q3 2023 Start

Action 7:

Build capacity of grantees and/or prospective applicants to meet applicant management and financial capacity threshold and to model inclusive grantmaking.

- **Metrics:**
 - Survey results from prospective applicants on capacity building throughout CRC grant process.
 - Number of grantees and/or prospective applicants that develop capacity to meet applicant thresholds for CRC and other State programs.
- **Timeline:** 2023 (pending)

Goal 4 – Embed Racial Equity in Community Engagement

Explore innovative approaches and best practices for robust community engagement and outreach with priority communities.

Action 1:

Define elements of robust community engagement in draft guidelines.

- *Subtask 1:* Define “robust, meaningful, culturally appropriate” community engagement, including note about translation and simplification of language and messaging.
- *Subtask 2:* (Tentative): Include a line item on translation in budget template and/or require this as a component for Community Engagement Plan threshold requirement.
- **Metrics:**
 - Demographics and data from CRC applicants on communities served by existing community engagement to date (required per statute).
 - Demographics and data from CRC applicants on communities served by community engagement proposed under grant term (required per statute).
 - Applicant data on percentage of CRC proposal funds proposed for community engagement.
 - Grantee data on percentage of CRC awards proposed for community engagement.
 - Data on how applicants demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
 - Data on how grantees demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- **Timeline:** Q4 2022 Start (Ongoing)

Action 2:

Embed and elevate community engagement requirements in draft guidelines and within threshold requirement(s).

- **Metrics:**
 - Demographics and data from CRC applicants on communities served by existing community engagement to date (required per statute).

- Demographics and data from CRC applicants on communities served by community engagement proposed under grant term (required per statute).
- Applicant data on percentage of CRC proposal funds proposed for community engagement.
- Grantee data on percentage of CRC awards proposed for community engagement.
- Data on how applicants demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- Data on how grantees demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- **Timeline:** Q2 2022 Start (Ongoing)

Action 3:

Allow funding for community engagement through implementation and connected to community resilience services and programs.

- *Subtask 1:* (Tentative) Require translation in community services and programs; set aside a percent of funds for translation and implement this requirement in partnership with a technical assistance provider or subject matter expert.
- **Metrics:**
 - Demographics and data from CRC applicants on communities served by existing community engagement to date (required per statute).
 - Demographics and data from CRC applicants on communities served by community engagement proposed under grant term (required per statute).
 - Applicant data on percentage of CRC proposal funds proposed for community engagement.
 - Grantee data on percentage of CRC awards proposed for community engagement.
 - Data on how applicants demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
 - Data on how grantees demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- **Timeline:** Q2 2022 Start (Ongoing)

Action 4:

Require Collaborative Stakeholder Structure in both implementation and planning grants.

- *Subtask 1:* Require the engagement of local community-based organizations and residents in CRC project governance and decision-making (required by statute).
- **Metrics:**

- Demographics and data from CRC applicants on communities served by existing community engagement to date (required per statute).
- Demographics and data from CRC applicants on communities served by community engagement proposed under grant term (required per statute).
- Applicant data on percentage of CRC proposal funds proposed for community engagement.
- Grantee data on percentage of CRC awards proposed for community engagement.
- Data on how applicants demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- Data on how grantees demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- **Timeline:** Q2 2022 Start (Ongoing)

Action 5:

Require community engagement at multiple phases of project implementation, including listening sessions, guidelines development, outreach and engagement, project evaluation, and more (required by statute).

- **Metrics:**
 - Grantee data on percentage of CRC awards proposed for community engagement.
 - Data on how grantees demonstrate robust, meaningful, and culturally appropriate community engagement (e.g., frequency, types of activities/methods, types of outcomes).
- **Timeline:** Q2 2022 Start (Ongoing)

Action 6:

Conduct targeted outreach to potential applicants, sectors, neighborhoods, and communities typically underrepresented in accessing State investments.

- **Metric:** Demographic and geographic data from targeted outreach efforts by SGC staff and impact on applicants and grantees.
- **Timeline:** Q2 2022 Start (Ongoing)

Action 7:

Evaluate program outreach efforts and target outreach to under-represented communities.

- *Subtask 1:* Use insights from program outreach and engagement efforts to continue developing and adopting best practices for inclusive engagement.
- **Metric:** Demographic/geographic data from targeted outreach efforts by SGC staff and impact on applicants and grantees.

- **Timeline:** Q2 2022 Start (Ongoing)

Action 8:

Work with program evaluator to develop meaningful and relevant metrics for community engagement in CRC program evaluation.

- **Metrics:**
 - Data on composition of Collaborative Stakeholder Structures.
 - Insights from community-based organizations, residents, and other priority communities that are engaged in CRC governance and decision-making (required per statute).
- **Timeline:** Q1-Q2 2023 Tentative Start

Goal 5 – Build Community Resilience

Pilot methods for building community resilience through funding community-identified service and program delivery.

Action 1:

Require in draft guidelines meaningful and relevant selection and integration of community resilience services and programs into infrastructure program.

- **Metrics:**
 - Data on type, mix, and breakdown of community resilience services and programs proposed from applicants.
 - Data on type, mix, and breakdown of community resilience services and programs proposed from grantees.
- **Timeline:** Q4 2022 Start (Ongoing)

Action 2:

Craft strategies that build community and climate resilience; produce materials for applicants with key messages about community and climate resilience.

- *Subtask 1:* Grantees may also provide trainings about community and climate resilience in alignment with CRC guidelines and inclusive of priority communities, including disadvantaged communities, tribes, unincorporated communities, and rural communities (including outdoor workers and farmworker communities).
- **Metrics:**
 - Data on type, mix, and breakdown of community resilience services and programs proposed from applicants.
 - Data on type, mix, and breakdown of community resilience services and programs proposed from grantees.
 - Survey results from local communities supporting CRC awardee projects.
- **Timeline:** Q1 2023 Start (Ongoing)

Action 3:

Ensure third-party evaluator understands and centers community resilience concepts and outcomes in developing statewide framework and site-specific evaluation.

- **Metrics:**
 - Data on type, mix, and breakdown of community resilience services and programs proposed from applicants.
 - Data on type, mix, and breakdown of community resilience services and programs proposed from grantees.
 - Survey results from local communities supporting CRC awardee projects.
- **Timeline:** 2023 Start

Action 4:

Support peer-to-peer learning and require sharing plans from applicants to facilitate and encourage innovative approaches for local communities to identify and fund service and program delivery to meet local needs.

- **Metric:** Number of new connections, new ideas, relationship-building across CRC applicants to generate more ideas and proposals.
- **Timeline:** Q3 – Q4 2023 Start

Transformative Climate Communities

Transformative Climate Communities (TCC) invests in California’s communities most impacted by pollution to choose their own goals, strategies, and projects to reduce greenhouse gas emissions and local air pollution. While TCC projects directly improve health, wellness, mobility, and safety in grantee communities, TCC also advances procedural equity, including through technical assistance, program design and eligibility, engagement, and amplification of community voices, and more.

Disadvantaged Unincorporated Communities (DUCs) are defined by Section 79505.5 of the Water Code (2002) as “an area of inhabited territory located within an unincorporated area of a County in which the annual median household income is less than 80 percent of the statewide median household income.” Many DUCs comprise of historically under-represented and under-served communities, including Black, Native American, and communities of color, low-income and disadvantaged communities, rural communities, farmworker communities and outdoor workers, and more.

Goal 1 (In Progress) – Address and Reduce Structural Barriers and Racial Inequities for Disadvantaged Unincorporated Communities (DUC) and Tribal Communities

Identify and address barriers to the application process for priority communities throughout Rounds 4 – 6, and to encompass the expansion of TCC funds to DUCs and tribes and **establish communication and aim to forge relationships** with DUCs and tribes in order to address challenges faced during application processes.

Action 1:

Continue to provide Application Technical Assistance (TA) to applicants during capacity building phase.

- **Metric:** Increase in number of applications received from DUCs and tribes in future rounds in comparison to prior rounds.

Action 2:

Analyze survey results from applicants; address challenges to application.

- **Metrics:**
 - Number of barriers identified for DUCs and tribes.
 - Number of barriers addressed or changes made to future TCC guidelines that directly intend to break down barriers.

Action 3:

Increase provision of dedicated outreach to and engagement of tribes during Guidelines and Application phases, in addition to existing outreach to and engagement of DUCs.

- **Metrics:**

- Increased outreach to tribes by 30% annually.
- Number of targeted outreach events for tribes.
- Number of engagement and/or informational events about TCC dedicated to engaging tribes.
- Increase in the number of applications representing tribes.

Action 4:

Establish relationships with tribes; coordinate with other State agencies engaging with tribes to streamline outreach efforts.

- **Metric:** Increased engagement with other SGC stakeholder groups and/or media outlets.

Action 5:

Establish customer relationship management (CRM) for future targeted outreach efforts.

- **Metric:** Increased engagement with other SGC stakeholder groups and/or media outlets.

Action 6:

Increase TCC Staff hours and/or duties for outreach and engagement/communication with DUCs and tribes.

- **Metric:** Increased staff hours dedicated to outreach to DUCs and tribes.
- **Timeline** (Actions 1-6): Milestones can be measured at the end of all application cycles and subsequent successful applicants from DUCs and tribes; Round 4 (Action 2), Rounds 5 and 6 (Actions 1 – 6).

Goal 2 – Run Advanced Pay Pilot Program

Run advanced pay pilot program in TCC, in accordance with AB156. Legislation would authorize TCC to administer advance payment to local agencies, nongovernmental entities, and other State agencies if certain criteria are met.

Action 1:

Implement an advance pay pilot program and utilize outcomes to build a baseline for advance pay from prior rounds.

- **Metrics:**
 - Percent of TCC funds paid in advance.
 - Set baseline for advance pay, in comparison to prior TCC rounds.

Action 2:

Work alongside SGC Administration, Department of Conservation (DOC), and grantees to assess how the pilot program will work in practice (including tribal eligibility).

- **Metric:** Increased understanding for SGC/TCC staff of administrative barriers of SGC grant resources.

Action 3:

Integrate touchpoints with partners in order to understand how the pilot is working to address cash flow issues.

- **Metric:** Number of changes made to guidelines to improve advance pay implementation, based on input from partners.
- **Timeline** (Actions 1-3): Quarterly and Annual Reporting, Start Upon TCC Implementation Grant Execution, through July 1, 2025.

Goal 3 – TCC Storytelling

Develop stories about the TCC mode for State government and non-governmental audiences, highlighting how TCC expands racial equity outcomes for awardees and communities in general. In partnership with grantees and/or beneficiary communities, develop and promote community-driven stories about TCC and its impacts.

Action 1:

Utilize TCC staffing to support increased communications and messaging of TCC model and impacts.

- **Metric:** Increased number of SGC stories highlighted annually. Target of 2 stories per quarter.

Action 2:

Work with grantees to simplify the process of sharing successes on the ground.

- **Metric:** Increased number of SGC stories highlighted annually. Target of 2 stories per quarter.

Action 3:

Enable an opportunity to make TCC communications processes more efficient, such as by providing an Adobe Training for TCC staff.

- **Metric:** Increased visibility through narratives and storytelling will serve to create narrative for Federal funding; TCC partners.

Action 4:

Coordinate with SGC Communications/External Affairs to ensure TCC stories are shared via media outlets in priority communities, including Black, Native American, and communities of color, disadvantaged communities, DUCs, and tribes.

- **Metric:** Increased number of SGC stories highlighted annually. Target of 2 stories per quarter.
- **Timeline** (Actions 1-3): Quarterly and Annual Reporting, Start 2021 and Ongoing.

Goal 4 – Racial Equity Metrics

Improve ways to measure racial equities strategies outlined by the TCC program, including producing an analysis of communities that TCC has not engaged with to inform future outreach efforts.

Action 1:

Review demographic data from previously submitted applications.

- **Metric:** Additional target or priority communities identified through CalEnviroScreen, state disadvantaged communities.

Action 2:

Work with GIS tools to integrate data from prior rounds into a spatial analysis tool.

Action 3:

Create inventory of priority communities within the CalEnviroScreen/disadvantaged communities guidance; use findings to address changes following subsequent rounds of TCC.

Action 4:

Identify where past, current, and future gaps may exist.

Action 5:

Using this analysis, inform targeted outreach to and engagement with communities from diverse backgrounds.

- **Metrics (Actions 2-5):**
 - Number of targeted outreach events.
 - Number of engagement/informational events about TCC dedicated to engaging priority communities.
 - Increase in the number of applications representing priority communities.
- **Timeline (Actions 1-5):** Annually; timeline(s) will be identified following all subsequent Rounds of TCC applications.

Goal 5 – Ensure Greater Funding Support for TCC Applicants and Projects

Research ways to direct TCC applicants to alternate funding resources for projects.

Action 1:

Provide Application Technical Assistance (TA) for future and past applicants through Capacity Building Phase.

- **Metric:** Number of resources or grant opportunities that are listed/compiled by TCC for use by applicants, including successful and unsuccessful applicants.

- **Timeline:** Rounds 5 and 6

Action 2:

Develop a landscape analysis of TCC applicant needs and barriers unsuccessful applicants face when they are not able to be awarded.

- **Metric:** Number of unsuccessful initial applicants that apply to other programs based on the referrals; Number of awards granted to these applicants.
- **Timeline:** Q4 2023

Goal 6 (Ongoing) – Grant Application and Guidelines

Introduce applicants to the SGC Racial Equity Action Plan during each funding cycle.

Action 1:

Include SGC’s racial equity vision in guidelines.

Action 2:

Provide a link to the SGC Racial Equity Action Plan in the administrative section of the guidance documents.

- **Timeline:** Spring 2022 Start (Ongoing)

Goal 7 (Ongoing) – Grant Review

Diversify grant review panels.

Action 1:

Make efforts to include diverse perspectives in panel interviews for grants, including experience working with priority communities.

Action 2:

Prioritize including participants of the Capitol Collaborative on Race and Equity, Health in All Policies Task Force, and SGC Racial Equity Working Group (among other racial equity-driven initiatives).

- **Timeline:** November 2017 Start (Ongoing)

Goal 8 (Ongoing) – Grant Implementation

Introduce SGC Racial Equity Action Plan to grant recipients.

Action 1:

Introduce SGC’s Racial Equity Action Plan to grant recipients at mandatory orientation meeting.

Action 2:

Validate/confirm all metrics that will be used to measure progress towards SGC's Racial Equity Action Plan objectives.

Action 3:

Evaluate progress of grantees and priority metrics.

- **Timeline:** October 2020 Start (Ongoing)

Technical Assistance and Capacity Building

Community Assistance for Climate Equity

SGC's Community Assistance for Climate Equity Program (CACE) provides technical assistance (TA) and capacity building services to help under-resourced communities access critical funding resources, implement high-impact projects, and enact community-led initiatives. CACE provides a suite of programs and services that prioritize advancing racial equity, including application assistance, implementation assistance, and capacity building activities to eligible applicants through a variety of different initiatives. CACE also supports State agencies in developing their own TA initiatives through the development of Technical Assistance Guidelines for State Agencies as well as engagement in State work groups and individual consultations with State agencies.

Goal 1 (Ongoing) – Increase Provision of Technical Assistance (TA) to Tribes

Create a tribal-focused TA and capacity building program to provide tailored assistance to California tribes.

Action 1:

Review literature/notes from past tribal engagement and conduct key informant interviews to develop a Tribal Capacity Building Pilot Program that will be responsive to California tribes' needs.

- **Metric:**
 - Number of tribes supported through TA and capacity building efforts.
 - Dollar amounts secured by tribes through grant funding programs.
 - Dollars committed to tribal capacity building projects.
 - Staff hours attending trainings about tribal policies/law, history, and cultural humility.
- **Timeline:**
 - Early 2023 (Tribal TA Program Pilot solicitation release)
 - 2023 – 2025 (Implement Pilot Round of Tribal TA)

Action 2:

Conduct meaningful outreach and engagement with tribes, tribal organizations, tribal liaisons, etc., throughout the Pilot Program's development process.

- **Metric:**
 - Number of tribes supported through TA and capacity building efforts.
 - Number of workshops held for tribes/Number of tribal members attended.

- Quantity and quality of input received by tribes that meaningfully inform updates or changes to guidelines (including language, eligibility, naming of priority communities, and more).
- **Timeline:** Spring 2023 (Conduct outreach & engagement during solicitation period)

Action 3:

Bring on a contractor team to provide TA to tribes and require the contractor to demonstrate the following qualifications: direct experience working with tribes; knowledge of tribal approaches to environmental management and planning, governance structures, and data sovereignty; ability to meet with tribal leaders in person; development of value-driven reporting metrics; and more.

- **Metric:**
 - Number of grant opportunities TA providers connected to tribes.
 - Dollars committed to tribal capacity building projects.
 - Measure TA service in invoice or quarterly report to include tribal breakdown.
 - Quantity and quality of input received by tribes that meaningfully inform updates or changes to guidelines (including language, eligibility, naming of priority communities, and more).
- **Timeline:** Spring 2023 Start

Action 4:

Integrate and communicate lessons learned through the Tribal Capacity Building Pilot Program via the SGC Tribal Coordination and Engagement Working Group and other venues that build capacity for tribal engagement.

- **Metric:**
 - Number of tribes supported through TA and capacity building efforts.
 - Dollar amounts secured by tribes through grant funding programs.
- **Timeline:** Spring 2023 Start

Goal 2 (Ongoing) – Implement Upstream Capacity Building Programs

Implement programs that provide climate capacity building and technical assistance support for under-resourced communities, including Partners Advancing Climate Equity (PACE), Regional Climate Collaboratives (RCC), and BOOST.

Action 1:

Develop and implement a second round of PACE to support more community leaders representing Black, Native American, and communities of color, following the successful implementation of the PACE pilot.

- **Metric:**

- Racial demographics of PACE participants and the communities they serve.
- Number of PACE participants that join State advisory committees or Boards.
- **Timeline:** Mid-2023 (PACE Round 2 RFP Release)

Action 2:

Conduct targeted outreach to diverse leaders and organizations from under-resourced communities across the state to participate in PACE, BOOST, and RCC.

- **Metric:** Racial demographics of the communities served by the RCC, BOOST, and tribal capacity building programs.
- **Timeline:** Ongoing

Action 3:

Ensure that the PACE curriculum centers racial equity.

- **Timeline:** Mid-2023

Action 4:

Continue implementing the Regional Climate Collaboratives Program, including launching Round 2.

- *Subtask 1:* Increase promotion of RCC Guidelines and application workshops, materials, and information to Black, Native American, and communities of color and facilitate workshops in culturally sensitive ways.
- **Metric:**
 - Number attendees at workshops representing majority communities or color.
 - Percent of workshops that offered translation service.
 - Number attendees who utilized translation services.
- **Timeline:**
 - Summer 2023 (RCC Round 2 NOFA Development and Launch)
 - 2023 – 2025 (RCC Round 1 Implementation)

Action 5:

Offer translation/interpretation services for program materials and outreach workshops as needed.

- **Metric:**
 - Number attendees at workshops representing majority communities or color.
 - Percent of workshops that offered translation service.

- Number attendees who utilized translation services.
- **Timeline:** Summer 2023 (RCC Round 2 NOFA Development and Launch)

Action 6:

Work with evaluators to analyze the RCC programs impact on furthering racial equity

- **Metric:** Percent of RCC grantee Communities of Focus that are under-resourced communities.
- **Timeline:** 2023-2025 (RCC Round 1 Implementation)

Action 7:

Expand the BOOST Program to support more under-resourced local governments throughout California.

- **Metrics:**
 - Racial demographics of the communities served by the RCC, BOOST, and tribal capacity building programs.
 - Number attendees at workshops representing majority communities or color.
 - Percent of workshops that offered translation service.
 - Number attendees who utilized translation services.
- **Timeline:** October 2023 (BOOST Round 3 Release and RFP)

Goal 3 – Advancing Technical Assistance (TA)

Update the TA Guidelines for State Agencies to continue supporting State agencies in designing and implementing TA programs. The update will include new actionable resources with key racial equity considerations related to the provision of TA and removing barriers faced by communities in accessing state resources and information.

Action 1:

Update the TA Guidelines for State Agencies to continue supporting State agencies in designing and implementing TA programs.

- *Subtask 1:* Add more visuals and tools/resources to make the TA Guidelines more accessible and easier to use.
- *Subtask 2:* Administer additional external feedback, as feasible.
- **Metric:**
 - Number and list of agencies who use the TA Guidelines to scope and/or develop TA and capacity building programs.
 - Web traffic and engagement with online TA Guidelines.

Action 2:

Incorporate a greater racial equity lens in framing of TA (e.g., How TA can make State funds more accessible for Black, Native American, and other communities of color). Using Priority 2 to provide more push on TA guidelines and community readiness initiatives.

- **Metric:** Number of new TA programs enacted across Council agencies that engaged with the CACE team in program development.

Action 3:

Increase TA offered to disadvantaged communities, under-resourced communities, tribes, and Black, Native American, and communities of color.

- *Subtask 1:* Integrate and communicate lessons learned through the Tribal Capacity Building Pilot via the TA Guidelines.
- **Metric:** Number of agencies involved, list of sector types and communities engaged with during TA guideline update process.
- **Timeline** (Actions 1-4): Summer 2023 (Finalize TA Guidelines Update)

Interagency and Cross-Programmatic Collaborative Initiatives

Through its interagency council, SGC convenes entities across state government to advance racial equity. Interagency collaboration can ensure effective government transformation, resource allocation, and public policy implementation to advance racial equity. This section includes the Health and Equity Program (HEP) and Tribal Coordination and Engagement Initiatives (an internal SGC staff working group).

Health and Equity Program

Race and ethnicity are some of the greatest determinants for access to health, opportunity, and civic engagement. SGC's Health and Equity Program (HEP) aims to identify and address barriers to advance health and racial equity for Black, Native American, and people of color, such as via increased access to SGC and other State resources. HEP facilitates health and racial equity planning and implementation through cross-sector, interagency collaboration and learning, capacity building, and partnerships, while supporting all SGC's programs, initiatives, and interagency partnerships to set and advance racial equity goals.

Goal 1 – Health in All Policies (HiAP) Task Force

Continue to apply a racial equity lens to all HiAP Task Force activities.

Action 1:

Center racial equity in topics and strategies led or pursued by interagency Task Force members and working group participants, including within multi-year, collaborative Task Force Action Plans.

- *Subtask 1:* Promote racial equity in participating State grant programs and contracting processes.
- *Subtask 2:* Promote racial equity in participating State data and information systems.
- *Subtask 3:* Ensure racial equity is prioritized in the engagement of existing and new Task Force designees.
- **Metric:**
 - Increased organizational understanding of and ability to embed health and racial equity in State Grant Program, Contract, and Information Systems among HiAP Task Force Members.
 - Increased use of tools and best practices that promote racial equity in State Grant Program, Contract, and Information Systems.
- **Timeline:** End of Year 2023 (Publish and Implement Action Plans, including 1-year goals), 2024 Start (Action Plan Evaluation and Reporting)

Action 2:

Ensure racial equity is a key theme and topic throughout all the HiAP Task Force convenings.

- **Metric:**
 - Number of racial equity initiatives and/or projects resulting from HiAP Task Force efforts, and trackable outcomes.

- Increased organizational understanding of and ability to embed health and racial equity in State Grant Program, Contract, and Information Systems among HiAP Task Force Members.
- Increased uptake of tools and best practices that promote racial equity in State Grant Program, Contract, and Information Systems.
- **Timeline:** Quarterly (Ongoing, Task Force convenes quarterly interagency members and partners and embeds racial equity in agendas, initiatives, strategies, and partnerships); Annually (Internally evaluate Task Force progress and report to SGC).

Action 3:

Align the HiAP Task Force’s racial equity efforts with statewide equity efforts and initiatives.

- **Metric:** Increased coordination and collaboration on racial equity across the participating State agencies.
- **Timeline:** Ongoing (Briefings, presentations, and collaboration opportunities during HiAP Task Force Quarterly Convenings and HiAP Monthly Workgroup meetings).

Action 4:

Develop and promote a network of racial equity practitioners and build supportive connections among Task Force members to advance their racial equity efforts.

- **Metric:** Increased coordination and collaboration on racial equity across the participating State agencies.
- **Timeline:** Ongoing

Goal 2 – Institutionalizing Health and Racial Equity

Further embed racial equity within structures, systems, teams, and operations at SGC. Amplify SGC’s approach and model to embedding health and racial equity strategies and process more broadly and across the country. This includes promoting racial equity as a central component of embedding a HiAP approach.

Action 1:

Provide technical assistance and support capacity building of SGC programs and leadership to track and advance the implementation of the SGC Racial Equity Action Plan.

- *Subtask 1:* Foster cross-programmatic collaboration by continuing to staff, coordinate, and support resource development of internal SGC working groups on Workforce Equity, Technical Assistance, and Tribal Coordination and Engagement to help SGC achieve racial equity goals and commitments.
- **Metrics:**

- Launch of updated SGC REAP, with new programmatic-specific goals and commitments to further advance racial equity across each SGC program.
- Annual updates to REAP and presentation to SGC Council in public forum.
- Increased use and development of cross-programmatic tools and resources to support staff in advancing racial equity.
- **Timeline:** Ongoing, with annual updates.

Action 2:

Provide technical assistance to SGC programs to integrate racial equity considerations into grant programs and policy work on an ongoing basis.

- **Metrics:**
 - Number of collaborative efforts and/or TA provided to SGC programs - Number of deliverables developed and/or implemented by internal SGC staff working groups.
 - Improved modifications made to SGC programs to further advance racial equity outcomes (e.g., guidelines, communications collateral, policy frameworks).
- **Timeline:** Ongoing

Action 3:

Provide technical assistance and capacity building to participating agencies and departments of the Council, HiAP Task Force, and Capitol Collaborative on Race and Equity (CCORE) as they implement racial equity action plans and racial equity advancement initiatives.

- **Metrics:**
 - Number of technical assistance opportunities that inform new or updated State government initiatives that center racial equity (e.g., racial equity action plans).
 - Increase in number of agencies/departments participating in racial equity-focus initiatives, venues, or networks.
- **Timeline:** Ongoing

Action 4:

Amplify a HiAP Approach through providing technical assistance, facilitating cross-sector and interagency collaboration, contributing to publications, and more.

- **Metrics:**
 - Number of technical assistance opportunities provided to embed a HiAP approach.
 - Number of publications that highlight the HiAP Task Force and its renewed racial equity lens.
- **Timeline:** End of Year 2023, Annually

Goal 3 – Engage and Support Racial Equity Practitioners in California State Government Community

Continue to convene communities of practice around racial equity and cultivate and promote resources to further racial equity initiatives across State government.

Action 1:

In alignment with SGC Council Priority 1, advance the use and function of the Racial Equity Resource Hub.

- *Subtask 1:* Track and analyze use of the Resource Hub through data analytics and user engagement.
- *Subtask 2:* Expand the Resource Hub to continue to include resources from across California State government.
- *Subtask 3:* Engage a network of practitioners that represents diverse disciplines and communities in California and that can provide feedback to SGC on how to improve the Racial Equity Resource Hub.
- **Metric:** Number of resources hosted on the Resource Hub that can support State government-led racial equity initiatives.
- **Timeline:** August 2023

Action 2:

Continue to convene and support State agencies and departments facilitating racial equity initiatives, including participants of the SGC Council and Racial Equity Working Group, HiAP Task Force, and Capitol Collaborative on Race and Equity (CCORE), among other racial equity-focused initiatives, networks, and venues.

- **Metric:** Increased use and access to racial equity resources, including trackable data analytics and conversations with users about their experience.
- **Timeline:** 2022 Start (Ongoing)

Action 3:

Work with SGC/OPR Communications and External Affairs to release more content highlighting SGC’s racial equity advancement work, with an emphasis on reaching audiences of Black, Native American, and communities of color.

- **Metrics:** Increased number of SGC stories highlighted annually. Target of 2 stories per quarter (TCC Storytelling Metric).
- **Timeline:** 2022 Start (Ongoing, Assess Annually)

Goal 4 – Racial Equity Communications Strategy

In partnership with SGC/OPR Communications and External Affairs, develop a strategy to promote racial equity through organizational communications and materials.

Action 1:

Develop an internal landscape analysis of best and culturally competent practices for governments to communicate about race and racial equity, in support of Communications and External Affairs.

- **Metric:** Increased uptake of tools and use of best practices across SGC programs.
- **Timeline:** July 31, 2023

Action 2:

Develop key racial equity messages for SGC programs, policies, and organizational priorities.

- **Metric:** Racial equity vision approved for each SGC program and incorporated in the SGC REAP and other materials, as applicable.
- **Timeline:** March 1, 2023, Start

Tribal Coordination and Engagement Initiatives

SGC program staff aim to better understand the needs and barriers experienced by tribal populations in California in accessing state services that support resilience and health. Increased and improved engagement with tribes may ensure greater access to SGC's resources, organizational infrastructure improvements to better track tribal engagement opportunities, and the development or adjustment of policies to advance equity for tribes.

The efforts below were drafted by and will be led through the collaboration of SGC staff across programs. Representatives from each SGC program participate in an internal working group that meets frequently to develop and discuss the goals below. Accountability of the efforts below falls to all SGC programs, with working group facilitation led by the Health and Equity Program.

Goal 1 – Increase Access to SGC Programs for Tribes

Explore opportunities to continue to increase California tribes' access to SGC's funding resources.

Action 1:

All SGC programs will set actions and identify processes to increase tribes' awareness of and access to SGC program resources that are available to tribes.

- **Metric:**
 - Number of tribes supported through TA and capacity building efforts.
 - Number of grant applications completed through assistance from TA providers.
 - Number of new or ongoing tribal-serving TA providers.

Action 2:

Explore greater flexibility in tribal funding agreements.

- *Subtask 1:* Explore solutions to contracting barriers within SGC programs.
- *Subtask 2:* Create a template agreement for data sovereignty where feasible (e.g., Tribal Capacity Building Program).
- **Metric:** Dollar amounts secured by tribes through grant funding programs.

Action 3:

Set funding targets for tribes in all SGC grant programs or increase existing targets.

- **Metric:** Number of grant opportunities specific to tribal communities.

Action 4:

Incorporate consideration for the following practices to ensure increased ease of access to SGC resources for tribes, including:

- *Subtask 1:* Extended timeframes for tribal engagement and for Strategic Growth Council sign-on of MOUs.
- *Subtask 2:* Addressing limited capacity for attending webinars/workshops.
- *Subtask 3:* Tribal governance structures and data sovereignty concerns as they pertain to program processes.
- **Metric:** TBD

Goal 2 – Tribal Community Engagement

Embed best practices for tribal community engagement across SGC programs and develop a coordinated tribal outreach strategy across each SGC program.

Action 1:

Develop a coordinated tribal outreach strategy across each SGC program, including:

- *Subtask 1:* A plan for SGC programs to expand engagement with tribes.
- **Metric:**
 - Number of engagement opportunities provided to and for tribes and tribal-serving organizations.
 - Attendance and engagement of tribes or tribal-serving organizations.
 - Number of grant applications received from tribes or tribal-serving organizations.
- *Subtask 2:* A plan for programs to streamline outreach efforts, to reduce contact fatigue for tribes and partners.
- **Metric:**
 - Attendance and engagement of tribes or tribal-serving organizations.
 - Number of grant applications received from tribes or tribal-serving organizations.
- *Subtask 3:* Development and use of recommendations for culturally competent, respectful, and empowering outreach and engagement methods, informed by tribal input and resources.
- **Metric:** TBD

Action 2:

Continue to fund tribal engagement programs (e.g., Tribal Government Challenge, Tribal Capacity Building Program).

- **Metric:** TBD

Goal 3 – Increase Provision of Technical Assistance to Tribal Partners

Enhance SGC's provision of technical assistance to California tribes, including via tribal technical assistance providers, prospective applicants, and grant recipients.

Action 1:

Support CACE goal to create a tribal-focused TA and capacity building program to provide tailored assistance to California tribes.

- *Subtask 1:* Solicit feedback from Working Group.
- *Subtask 2:* Ensure cross-programmatic application of the TA program.
- *Subtask 3:* Ensure cross-programmatic support of CACE's outreach/engagement.
- **Metric:** Number of new or ongoing tribal-serving TA providers.

Action 2 (Ongoing and Cross-Programmatic):

Expand TA to tribes via SGC programs.

- **Metric:**
 - Number of grant applications received from tribes or tribal-serving organizations.
 - Number of tribes participating in the Tribal Capacity Building Program (tribes that receive targeted TA support from CACE's contractor) and other tribal programs SGC have that offers TA support to tribal awardees/participants (e.g., RCC, TGC, etc.).
 - Number of new or ongoing tribal-serving TA providers.
 - Number of grant applications completed through assistance from TA providers.

Goal 4 – Build Internal Competencies and Relationships with Tribes

Continue to build knowledge and capacity among Working Group members and all SGC staff to utilize resources created by tribes and/or engage in activities that support building capacity of government to improve and increase engagement with tribes (e.g., internal resource and information sharing, training, and competency acquisition).

Action 1:

Working group continues to compile and utilize resources to build collective competencies, knowledge, and awareness of tribal engagement strategies.

- **Metric:** TBD

Action 2:

Research, compile, and operationalize practices that promote and respect tribal data sovereignty.

- **Metric:** Number of programs respecting tribal data sovereignty and addressing privacy concerns (i.e., tribes may prefer to report outcomes verbally vs written communication).

Action 3:

Staff Trainings: Working group staff continue to participate in trainings (internal and external to State government) that support their capacity and competency to advance tribal engagement at SGC.

- **Metric:** Staff hours attending trainings about tribal cultural practices, policies, history, governance, and cultural humility.

Glossary – Key Racial Equity Terms

Advanced Payment

- Practice that allows grant applicants to receive payment for grant-related activities in advance rather than taking on the cost associated with the work up front themselves and receive reimbursement thereafter.
- Enabling Legislation for the Transformative Climate Communities and Community Resilience Center programs: [Assembly Bill No. 156](#) and [Assembly Bill No. 211](#).
- Involves close coordination with the Department of Finance.

California’s Fifth Climate Change Assessment

- The California Governor’s Office of Planning and Research is leading implementation of the California’s Fifth Climate Change Assessment (Fifth Assessment), in partnership with the California Energy Commission, California Natural Resources Agency, and California Strategic Growth Council. The Fifth Assessment is a suite of original research and tools describing the impacts and risks of climate change to equip communities and leaders across the state with the best available science to inform their adaptation planning and decision-making processes.
- Engaging and partnering with communities across the state in the development of the Fifth Assessment, specifically those that have been traditionally underrepresented in research, results in research outcomes and tools that better address community needs to inform equitable responses to the impacts of climate change.
- Enabling Legislation: [Senate Bill No. 1320 \(2020, Stern\)](#).

Capacity Building

- The process of strengthening local coordination, leadership, knowledge, skills, expertise, and access to resources in California tribes and under-resourced communities with the goal of helping to develop or increase the ability of that community to independently compete for grants and implement projects in the future.
- Reference: [Building the Capacity of Community Leaders | by California Strategic Growth Council \(SGC\) | Medium](#).

Community-Based Participatory Research (CBPR)

- An approach to health and environmental research meant to increase the value of studies for both researchers and the community being studied. SGC’s Climate Change Research Program advances CBPR through its community engagement initiatives and research models, including a co-principal investigator model. CBPR increased the inclusion of priority communities and their needs in state-led climate change research.
- References: [2021-2022 Strategic Growth Council Racial Equity Action Plan Update \(ca.gov\)](#) (page 6), [Community-Based Participatory Research: Assessing the Evidence: Summary - AHRQ Evidence Report Summaries - NCBI Bookshelf \(nih.gov\)](#).

Disadvantaged Communities

- See “Priority Communities.”

Disadvantaged Unincorporated Communities (DUCs)

- Disadvantaged Unincorporated Communities (DUCs) are defined by Section 79505.5 of the Water Code (2002) as “an area of inhabited territory located within an unincorporated area of a County in which the annual median household income is less than 80 percent of the statewide median household income.” State law considers an area with 12 or more registered voters to be an inhabited territory as determined by California legislation. DUCs also vary in size and population, but the lack of data accuracy has resulted in many DUCs not being formally defined under the U.S. Census; Census Designated Places (CDPs) is the term the federal government uses to account for unincorporated areas in the U.S. Notably, disadvantaged communities may be defined differently by various programs as explained by the Department of Water Resources’ White Paper: [Disadvantaged Communities Nomenclature Within the State of California: Findings and Conclusions — A Recommendation Document](#).
- Reference: [TCC DUC Staff Report June 2021 \(ca.gov\)](#) (pages 7-8).

Health in All Policies (HiAP)

- Health in All Policies (HiAP) advances a collaborative, interagency approach to embed health, equity, and sustainability into decision-making processes, and to improve health for all.
- Reference: [California Health in All Policies Task Force Factsheet](#).

“Priority Communities”

- “Priority Communities,” including Under-Resourced Communities, Disadvantaged Communities, and/or Low-Income Communities, are referenced throughout the SGC REAP. This term aims to be inclusive of historically under-resourced communities and encompasses Black, Native American, and communities of color, disadvantaged communities, low-income communities, California tribes, communities of diverse gender identity and sexual orientation, intersectional communities, and more.
- Under-resourced communities are disadvantaged and/or low-income communities as designated by Senate Bill (SB) 535 (Disadvantaged Communities) and Assembly Bill (AB) 1550 (Low-Income Communities). “Disadvantaged Communities” refers to the areas throughout California that, “are disproportionately affected by environmental pollution and other hazards that can lead to negative public health effects, exposure, or environmental degradation.” These areas may include communities that, “are of low income, high unemployment, low levels of home ownership, high rent burden, or low levels of educational attainment.” More information about the designation of disadvantaged communities per SB 535 and AB 1550, as put forth by the California Environmental Protection Agency, can be found here”: https://calepa.ca.gov/wp-content/uploads/sites/6/2022/05/Updated-Disadvantaged-Communities-Designation-DAC-May-2022-Eng.a.hp_-1.pdf.

Procedural Equity

- Inclusive, accessible, authentic engagement and representation in decision-making processes regarding programs and policies – particularly when involving priority communities.
- Reference: [Environmental Justice Primer for Ports: Defining Environmental Justice | US EPA](#).

Resilience

- A capability to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimum damage to social well-being, the economy, and the environment ([California Climate Adaptation Strategy](#)).
- A community’s resilience may also be determined by its ability to survive, adapt, and thrive no matter what acute shock or chronic stressor it experiences (according to the State’s [Planning and Investing for a Resilient California guidebook](#)).

Structural Barriers

- An Urban Institute Research Report defines structural barriers as, “obstacles that collectively affect a group disproportionately and perpetuate or maintain stark disparities in outcomes.” Within the REAP we utilize structural barriers to refer to the policies, processes and structures that contribute to inequitable access to State resources.
- Reference: [Structural Barriers to Racial Equity in Pittsburgh: Expanding Economic Opportunity for African American Men and Boys \(urban.org\)](#).

Technical Assistance (TA)

- The process of providing targeted support to an agency, organization, or community with a development need or resource gap. TA may be delivered in many ways, such as one-on-one consultation, small group facilitation, technical resources and analysis, or through a web-based clearinghouse. TA is one of the most effective methods for building the capacity of an organization.
- Reference: [Technical Assistance Guidelines: About the Guidelines - Strategic Growth Council, Senate Bill No. 1072 \(2018, Leyva\)](#).