Appendix B: Equitable Implementation Tool

It is a City priority to implement climate-related actions and policies that promote racial and social justice in communities disparately impacted by climate change. Equity Priority Areas (see Figure 7) are expected to receive a disproportionately higher impact from climate change and have fewer resources available with which to address those impacted. Integration of these communities' feedback and participation in the City's climate action programs is crucial.

When should you use the Equitable Implementation Tool?

As early in the planning or program development process as possible. When racial and social equity is not addressed until the last minute, the use of the Equity Assessment Tool is less likely to be effective. In contrast, if this tool is used early on, then individual decisions can be aligned with organizational equity goals and desired outcomes. Moreover, by using the tool more than once government staff can ensure equity is incorporated through all phases of the planning process.

What is Equity?

Equity is both the process and the outcome Petaluma seeks to achieve. It is an inclusive approach to transform structures towards access, justice, self-determination, redistribution, and sharing of power and resources. Equitable implementation can take place in various ways:

Procedural Equity:

- Transparent, fair and inclusive process
- Ensure all are treated openly and fairly
- Increase civic engagement opportunities

Distributional Equity:

- Fairly distribute resources, benefits, and burdens
- Prioritize resources for communities that experience greatest inequities and unmet needs

Structural Equity:

- Make a commitment to correct past harms and prevent future unintended consequences
- Address underlying structural and institutional systems that are the root causes of social and racial inequities

The different dimensions of equity should be considered throughout every phase of decision-making (policy, plan, practice) using the checklists in the following sections.

Initiation

Defining Outcomes

The overarching question to consider in this phase is: **What are the desired outcomes for the program under consideration?**

Sub-questions to consider in this first phase include:

- What are the desired outcomes for community members? What are the desired outcomes (re: quantity, quality, or effectiveness) for the City, department, or program?
- What populations or types of people will be affected if your program is approved? Are there different populations or types of people who will be affected if your program is not approved?
- If your program is explicitly intended to promote equity (or reduce an existing inequity), what are the intended changes to how government systems function?
- How will your program change internal organizational norms around racial equity? What actions will your program take to normalize and operationalize racial equity?
- How will your program involve other government departments and agencies in development, implementation, and evaluation?

Community Engagement

The overarching questions to consider in this phase are: **How have Equity Priority Areas been engaged? Are there opportunities to expand engagement?**

Sub-questions to consider in this phase include:

- Who are the most affected community members who are concerned with or have experience related to your program? How have you involved these community members in the development of this program, in a meaningful and culturally appropriate manner?
- Which best practices for meaningful engagement will your program incorporate? (see the Spectrum of Public Participation or The Spectrum of Community Engagement to Ownership)
- How will your program clearly define the role of public input in the process? Will your program share any decision-making power, as feasible, with historically disenfranchised communities?
- What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration?

Program Development

Data Analysis

The overarching questions to consider in this phase are: **What's the data? What does the data tell us?**

Sub-questions to consider in this phase include:

- What does population level data tell you about existing racial and social inequities? What does it tell you about root causes or factors influencing inequities?
- Will your program have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area? Equity Priority Areas?
- What performance level data do you have available for your program?
- Are there data gaps? What additional data would be helpful in analyzing your program? If so, how can you obtain better data?

Action Development

The overarching questions to consider in this phase are: **Who will benefit from or be burdened by your program? What strategies for advancing racial equity or mitigating unintended consequences will be incorporated into your program?**

Sub-questions to consider in this phase include:

- Given what you have learned from the data and stakeholder involvement, how will your program increase or decrease racial equity? Who would benefit from or be burdened by your program?
- What has the engagement process told you about the benefits or burdens for different groups?
- What has the engagement process told you about the factors that produce or perpetuate racial inequity related to this program?
- How will your program ensure that historically disenfranchised communities receive a fair share of resources and benefits? Will your program have dedicated set-asides for historically disenfranchised communities?
- Are the benefits of your program broadly accessible to households, especially communities of color, low-income populations, tribal and indigenous communities, and immigrant communities?
- What are some potential unintended consequences? What are the ways in which your program could be modified to enhance positive impacts or mitigate negative impacts, especially for historically disenfranchised communities?
- What mechanisms will you use to assure your program provides historically disenfranchised communities with local capacity building and economic opportunity (e.g., local hire, youth job training, local vendor contracting)?
- What are ways in which existing partnerships could be strengthened to maximize impact in the community?

- How will your program help build trust and long-term relationships between government and historically disenfranchised communities? How will you partner with stakeholders for long-term positive change?
- Are the impacts aligned with the outcomes defined in Phase 1?

Implementation

Capacity

The overarching question to consider in this phase is: **What is your plan for implementation?**

Sub-questions to consider in this phase are:

- Is your program adequately resourced with personnel?
- Is your program adequately resourced with mechanisms to ensure successful implementation and enforcement? What trainings or additional systems need to be developed?
- Is your program adequately resourced to ensure on-going data collection, public reporting, and community engagement?
- How will your program continue to engage with historically disenfranchised communities during the implementation phase?

Funding

The overarching questions to consider in this phase are: **How is the program funded? How will you ensure the program distributes benefits/funding in a way that advances equity?**

Sub-questions to consider in this phase are:

- Is the program adequately resourced with funding?
- Are greater amounts of program funding being allocated to groups of people who are most impacted by climate change and/or face barriers to implementing new practices, including in Equity Priority Areas?

Accessibility

The overarching question to consider in this phase are: **Are all barriers to accessing the program removed?**

Sub-questions to consider in this phase are:

- Are program materials accessible to residents with lower literacy levels?
- Are program materials accessible to residents who speak Spanish and other languages?
- Are program materials accessible to residents without Internet access?
- Are undue barriers (i.e. required document submittals) removed to accommodate residents of all immigration statuses?

Refer to the Petaluma General Plan Health and Environmental Justice Element for more details on accessible City services, resources, and processes.

Learning and Evaluation

The overarching question to consider in this final phase is: **How will you ensure accountability, communicate, and evaluate results?**

Sub-questions to consider in this final phase include:

- How will your program measure, evaluate, and report on the distribution of resources, benefits, and burdens to historically disenfranchised communities?
- How will your program measure, evaluate, and report on the impacts to racial inequities?
- Is your program achieving the anticipated outcomes? Is your program having impact in the community?
- What are your messages and communication strategies that will help advance racial equity?
- How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?
- What measures are in place to assure accountability and transparency, especially in communicating results to historically disenfranchised communities?