

**RESOLUTION NO. \_\_\_\_\_**

**BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO, STATE OF CALIFORNIA**

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**RESOLUTION COMMITTING THE COUNTY OF SAN MATEO TO THE ANCHOR  
INSTITUTION FRAMEWORK AND CALLING FOR THE DEVELOPMENT OF A PLAN  
FOR INCLUSIVE STAFFING, PROCUREMENT AND INVESTMENT TO ADVANCE  
EQUITY FOR THE COUNTY OF SAN MATEO**

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**WHEREAS**, the County of San Mateo is committed to advancing equity by creating the conditions that allow all County residents to fully participate in the economic and social opportunities of the county and prosper; and

**WHEREAS**, the statistics from national assessments indicate troubling limitations to shared prosperity in the Bay Area and San Mateo County, with the San Francisco-San Mateo-Oakland-Berkeley metropolitan area ranking fifty-second out of eighty-two national metropolitan areas on racial inclusion by the Brookings Institute's Metro Monitor and forty-seventh out of fifty-eight California counties for Inclusiveness by the Social Progress Index; and

**WHEREAS**, the County of San Mateo acknowledges that historic and current bias and discrimination create small and large barriers to economic opportunities for many communities within the County that have been underserved and marginalized; and

**WHEREAS**, the County of San Mateo is committed to creating systems and structures that reduce and eliminate barriers for marginalized people and businesses; and

**WHEREAS**, the County of San Mateo has already made significant investments in housing to help offset the economic burdens on low-income households in the county, and deeply invested in economic strategies to recover from the COVID-19 pandemic, including funding for workforce development programming that will focus on supporting displaced workers find new living wage careers; and

**WHEREAS**, the County of San Mateo is a mission-driven institution and one of the largest employers in the county with approximately 6,300 employees, a budget of several billion dollars per year, including approximately \$500 million in expenditures each year for goods and services, and it is therefore a critical economic engine for the county; and

**WHEREAS**, the County of San Mateo recognizes that economic opportunity and advancement and skill building is inextricably linked to the long-term well-being of those we serve; and

**WHEREAS**, the County of San Mateo acknowledges that it is uniquely positioned to better align its business practices and policies with its commitment to advancing equity and serving the community by leveraging its assets and economic activity to improve economic vitality, racial equity and shared prosperity; and

**WHEREAS**, the County of San Mateo can serve as a model for other agencies and institutions and can catalyze partners across sectors throughout the County and the region to prioritize the values of equity and inclusion, accompanied by

concrete business practices and policies to address the root causes of economic and racial inequities; and

**WHEREAS**, the County of San Mateo recognizes the great business benefits that flow from inclusive practices and policies, in addition to the moral imperative of pursuing such practices and policies; and

**WHEREAS**, there is a national model commonly referred to as Anchor Institution Framework, that lays out a framework for large organizations tethered to local communities, to deliberately advance shared prosperity through a set of inclusive staffing, procurement, and business practices; and

**WHEREAS**, in light of the foregoing, this Board concludes that it is appropriate to set forth the County of San Mateo's commitment to adopt the Anchor Institution Framework for inclusive recruitment and hiring, promotion, retention, procurement, and investment, in order to galvanize the County to make stronger commitments to inclusive business practices; and

**WHEREAS**, the Anchor Institution Framework includes the following key components: 1) building a horizontal personnel pipeline through inclusive hiring and a vertical pipeline for inclusive promotions; 2) developing and employing accessible purchasing systems that support equity through inclusive, and local sourcing; 3) equitable place-based investing to create sustainable returns and build strong communities; 4) measuring progress and impacts of

County Anchor Institution strategies and remaining accountable for results; 5) fostering equitable development through capital projects and facilities management; and 6) continuously learning and adjusting to align Anchor Institution efforts with the County's commitment to equity.

**NOW, THEREFORE, IT IS HEREBY RESOLVED** that the Board of Supervisors of San Mateo County states its commitment to the Anchor Institution Framework and its intention to align business practices with the County's commitment to equity by advancing inclusive business practices. In furtherance of this commitment to the Anchor Institution Framework, County staff are directed to do the following:

- 1) develop an Anchor Institution Plan that sets forth a range of specific actions to expand inclusive recruitment, hiring, promotion, retention, procurement, and investment and bring the Anchor Institution Plan to this Board for consideration and for action on any components of the Anchor Institution Plan that require Board approval;
- 2) articulate metrics to track progress on the actions set forth in the Anchor Institution Plan and identify strategies to share the action plan and progress internally and externally as needed;
- 3) continue to learn best practices from other Anchor Institutions and jurisdictions in order to maximize the impacts of San Mateo County's efforts;
- 4) continue to adjust the Anchor Institution Plan to reflect lessons learned;
- 5) promote collaboration across sectors and departments on priority actions;
- 6) provide training, technical assistance and capacity building opportunities as needed to support a robust implementation plan;
- 7) develop a budget, as needed, to identify adequate resources for implementation of the Anchor Institution Plan;
- 8) periodically share with this Board information regarding progress on the Anchor Institution Plan and lessons learned;
- 9) share the County Anchor Institution Plan with other local agencies and institutions to cultivate and catalyze additional efforts towards equity and shared prosperity; and
- 10) implement strategies to support the alignment of County workforce demographic representation across classifications with county, client, and/or available county workforce demographics.

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