

2023 Year in Review

A lookback at SACOG's
progress implementing the
Racial Equity Action Plan



SACOG

Sacramento Area
Council of
Governments

How did REAP implementation go during 2023?

Board Practices

The Board Practice goals aim to boost the board’s capability in making Triple Bottom Line decisions and ensuring SACOG’s accountability to its Triple Bottom Line commitment. Toward the goal of **the SACOG board deepening its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the Sacramento region**, SACOG held three off-site board meetings in Roseville, Linda (unincorporated Yuba County), and South Sacramento. Board members gained an understanding of the host community, the elements of meaningful community engagement, the unique challenges in different disinvested communities and the unique community-based solutions, and in some cases saw the impact of SACOG investments in the community.

Toward the goal that **the SACOG board include racial equity impacts in its Triple Bottom Line decisions**, this first year was most focused on building a solid foundation of community engagement principles and practices, and community-based organization (CBO) working relationships. SACOG staff hope next year can build upon the learnings of this year to make progress toward this goal.

Toward the goal that **the SACOG board maintains consistent engagement with racial equity action plan implementation**, SACOG staff developed and published this REAP progress report to the REI Working Group, SACOG board, and public. SACOG also made progress on a revamped regional monitoring and reporting program that will report regional indicators related to SACOG’s strategic plan. Finally, the 2023-2024 REI Working Group gave SACOG staff equity indicators to consider for the regional monitoring report, provided tools and resources that SACOG can use to develop and evaluate programs, and drafted principles of meaningful community engagement. All this work will be used in 2024 to advance multiple REAP objectives.

Programs

The Programs goals focus on actively working toward achieving the Triple Bottom Line goals. Toward the goal of **increased engagement with community representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income, rural, urban, and other underrepresented communities to help shape SACOG’s projects and programs**, SACOG staff engaged community-based organizations, primarily through the Engage, Empower, Implement program and Blueprint. From this first year, SACOG has more connections with CBOs and has established a practice for engaging CBOs that we can continue to improve. Distinct from community engagement, SACOG is making progress communicating with the majority of tribal governments in the region. From this work, we have become more aware of how tribes are already engaged in federal, state, and jurisdictional level partnerships and collaborations, including areas of interest to SACOG (e.g., transportation, emergency



preparedness, economic development). We have also identified gaps in our projects and programs around tribal participation and engagement, and started to work with several of the tribes in the region to identify what comes next as we build our relationships for the long-term.

Toward the goal to **increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region**, the SACOG board adopted a program framework for the Engage, Empower, Implement program after an extensive engagement with CBOs and local government partners. SACOG staff have also begun to examine the agency’s existing processes, practices, and tools for program development and evaluation, to see how these could be adjusted to support equitable outcomes.

Toward the goal to **support and learn from member and local partner agencies incorporating racial equity best practices into their planning work**, SACOG staff has begun to build its network of government and CBO relationships where best practices, challenges, and lessons can be shared.

Operations

Towards the goal of **establishing an inclusive workplace where all current and future employees feel they belong**, we were able to collect demographic information on job applicants and current staff so that we have a better understanding of how our staff compares to the region overall. We’ll use this information going forward to track how we are doing to attracting and retaining a diverse workforce. We also launched a series of several trainings for staff to help them develop a shared understanding of what diversity, equity, inclusion and belonging means in a SACOG context.

Towards the goal to **identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities**, we continued to highlight equity and inclusion in our job postings and are training hiring panel members on bias and removing personally identifying information from applications in the initial review. We also launched a pilot summer internship program for anyone 18 years or older interested in exploring careers in local government, transportation, and land use.

As part of SACOG’s goal to **reduce barriers to SACOG procurement and contracting process to create more opportunity for Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities**, we did two things. First, the board approved an updated procurement manual, with one intent here to lower barriers to participation for qualified firms. Second, we joined the Sacramento Public Agency Consortium and attended two public events to meet local businesses interested in doing businesses with public agencies. This gave us an opportunity to connect directly with business leaders to understand what they can offer to SACOG, as well as get feedback on barriers to procurement and contracting for small and disadvantaged businesses.



About this Report

Please note that while the tasks and objectives within this report are being measured quantitatively, we acknowledge that this work is qualitative in nature. Objectives and tasks are individually measured as a way to gauge progress made to both one-time specific efforts and efforts that establish processes or best practices across our agency that will be ongoing. Even if an objective or task is marked at 100%, it does not mean that it won't be done again.

To help differentiate between one-time efforts and efforts to establish an ongoing practice, look for the following icons:

One-Time Effort



Establishing an Ongoing Practice



Terms Used in this Report

The following list defines the terms used throughout this report.

[You can view SACOG's Race, Equity, and Inclusion Glossary of Terms, by clicking this link.](#)

Goals

Broad primary outcomes to which effort and actions are directed in an organization. They are the “whats,” not the “hows.” An organization might have multiple goals to achieve.

Objectives

Also known as “tasks.” Both measurable and specific, it quantifies the thoughts and sets a target so that the strategy can be planned around it. In other words, objectives are measurable step or tasks an organization takes to achieve its goals.

Actions

The sub-steps necessary to achieve an objective. They are assigned to an individual role or team and have a timeline to completion.

Measures

Classifications of raw data such as a number or value. It answers the question, “how much was done?”

Indicators

Signs or signals that something exists or is true.

Overall Status

Not Started

Task isn't scheduled to begin yet or work has not begun yet.

In Progress

Work has begun and is in progress.

Complete

Work has been completed.

Canceled

Task was canceled all together.

Schedule Health

Not Started

Task isn't scheduled to begin yet or work has not begun yet.

On Sched.

Work is progressing on schedule.

Behind Sched.

Work is progressing but behind schedule.

Ahead of Sched.

Work is progressing ahead of schedule.

Operations Goal 1

Establish an inclusive workplace where all current and future employees feel they belong.

42% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 1A Formalize a process to assess and track organizational demographics annually.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	100%	Behind Sched.	2/1/2023	3/31/2023



Measures & Indicators

Achieved	At least 90% of staff participate in survey
----------	---

Successes

We were successful in getting good baseline data and establishing a process for updating it annually.

Challenges

We had incomplete and inaccurate information from a variety of sources. This made it difficult to accurately report on changes over time.

Lessons Learned

We learned that data is imperfect and it is difficult to report on wide demographic categories with a relatively small population of staff (i.e., 1-2 staff can change the demographic profile by several percentage points).

What has changed as a result of implementing this objective?

We can accurately report on differences in demographics through the lifecycle from application to employment.

Objective 1B Provide at least one annual training for all staff to develop a shared understanding of foundational diversity, equity, inclusion, and belonging frameworks and best practices.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	69%	On Sched.	1/1/2023	8/31/2024



Measures & Indicators

Achieved	At least 90% of staff attend annual trainings
Work in Progress	At least 50% of staff attend an optional capacity building opportunities in a 12-month period
Work in Progress	Training participants report an increase in knowledge and understanding of REI and other learning outcomes

Successes

Several trainings for staff were held, including psychological safety, an REI workshop, and Diversity & Inclusion for leaders. Overall feedback was positive for the trainings.

Challenges

The biggest challenges are reminding people of the value and need of the trainings and finding trainers that are engaging.

Lessons Learned

Not everyone will receive the information in the same way. It has been difficult to assess trainings without taking them first.

What has changed as a result of implementing this objective?

There are now regular diversity trainings scheduled to happen annually, which had not happened for over 5 years.

Objective 1C Develop and provide annual an learning academy that provides in-depth racial equity training (multi-day training) for staff that focuses on how to apply racial equity and inclusion practices in SACOG’s programs and planning work.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	5/1/2023	12/31/2024



Measures & Indicators

On Hold	At least 10% of staff participate in initial cohort of training
On Hold	Number of participants that report increased knowledge and understanding of how REI relates to their work and SACOG's overall agency mission

Successes

SACOG staff have started gathering a list of "training academies". The public agencies DEIB group that SACOG is a part of has been helpful in providing resources.

Challenges

It has been challenging finding something that provides value and is relevant to the work that SACOG is doing.

Lessons Learned

N/A

What has changed as a result of implementing this objective?

The timeline of this needs to be adjusted so there has not been anything that has changed in regards to the implementation of this task.

Objective 1D Provide ongoing support to staff to listen, learn and support one another in creating an inclusive workplace where all current and future employees feel they belong.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	1/1/2024	7/1/2024



Measures & Indicators

Not Scheduled to Begin	80% of staff that report they feel they belong at SACOG
------------------------	---

Actions are not set to begin until January 2024.

Operations Goal 2

Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities.

56% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 2A Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	57%	On Sched.	3/1/2023	4/30/2023



Measures & Indicators

Achieved	100% of job postings shared on social media
Work in Progress	Track social media analytics and engagement on job postings including number of applications received
Work in Progress	After employment decisions are made, annually review the demographics of applicant pools at all stages of applications

Successes

All job postings are shared on social media and all job postings highlight equity.

Challenges

It has been a challenge attempting to diversify the talent pool to include people who are underrepresented in this field.

Lessons Learned

Outreach takes time and planning to be successful and takes many years to create a visible shift.

What has changed as a result of implementing this objective?

It is now standard practice to share all job postings to social media and LinkedIn. There is a more unified recruiting presence across these platforms.

Objective 2B Develop and provide training to supervisors on racial equity and inclusion in recruitment, interviewing, hiring, promotion, and retention.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	67%	On Sched.	7/1/2023	12/31/2023



Measures & Indicators

Achieved	90% of supervisors participate in training
----------	--

Successes

Supervisors completed a training called, Diversity & Inclusion: Why it Matters for Leaders.

Challenges

It has been challenging spreading out the training calendar and dividing content so it doesn't seem repetitive.

Lessons Learned

Staff need to make an effort to find trainings or workshops that provide real-life situations and how to handle them.

What has changed as a result of implementing this objective?

There is a coordinated effort to ensure all supervisors and hiring managers are working towards the same goal and are being trained in how to work with employees in this space.

Objective 2C Review human resources practices and policies for potential biases in employment practices (i.e., every decision including recruitment, interviewing, hiring, promotion, retention, and discipline) and develop updated practices and policies.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	50%	On Sched.	7/1/2023	



Measures & Indicators

Work in Progress	Publish changes to practices and policies
Work in Progress	Demographics of staff by tenure and position
Work in Progress	Supervisors report increased understanding of equitable hiring practices

Successes

Overall, the right steps are being taken to achieve this goal. SACOG staff have begun writing new policies and taking trainings to ensure policies are updated.

Challenges

This objective is a long process and takes willingness to change and adapt. The change can feel slow but it has been important to take time to ensure it is being done correctly.

Lessons Learned

Work more with external partners who have experience in this field.

What has changed as a result of implementing this objective?

Our current practices are improving and will continue to be evaluated. Next year we will be updating our policies in employment practices.

Objective 2D Develop and facilitate learning opportunities for high school, college, and early career individuals to learn about and begin careers in transportation, housing, and land use.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	50%	On Sched.	7/1/2023	7/31/2024



Measures & Indicators

Work in Progress	Track and assess demographics of YLA. Identify gaps in participation.
Work in Progress	Track and assess demographics of college-age interns. Identify gaps in participation.
Work in Progress	Type and number of professional association activities SACOG supports
Work in Progress	List of SACOG staff who participate in professional associations
Work in Progress	Streamline information on staff participation in educational/professional associations

Successes

The summer internship program was a huge success. SACOG staff are continuing to improve the program for following years and are working on incorporating YLA.

Challenges

With the internship program being brand new, it was a challenge to develop the program and confirm teams that would assist with the intern students. SACOG staff was able to successfully develop the program with help from our partners and worked with several teams during the program.

Lessons Learned

Student interns have experience and knowledge to offer, even if that comes from a different field. It was great to see them apply their outside knowledge to the work SACOG does.

What has changed as a result of implementing this objective?

Our agency now has an internship program to provide opportunities to learn about careers in local government.

Operations Goal 3

Reduce barriers to SACOG procurement and contracting process to create more opportunity for Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities.



Objective 3A Partner with other local, state, and federal government agencies to help identify barriers in SACOG's procurement process to increase access to business opportunities.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	75%	Behind Sched.	1/1/2023	3/31/2023

1

Measures & Indicators

Work in Progress	Track and assess demographics of YLA. Identify gaps in participation.
Work in Progress	80% of demographic information collected on SACOG vendors to understand baseline demographic make up
Work in Progress	Number of Disadvantaged Business Enterprises SACOG contracts with

Successes

SACOG staff successfully implemented changes to work towards completion of these goals, made connections with other local agencies to gather information about how they have addressed changes.

Challenges

Main lessons learned have been that connections can take longer to make than anticipated, and to reach out to external resources sooner than needed.

Lessons Learned

SACOG staff plan to review the CBO outreach and survey completed by other task leads and work with them to further improve access to procurement, training, etc.

What has changed as a result of implementing this objective?

As a result of this task, staff has been able to review policies and procedures from the perspective of prospective contractors. We have gained information from talking to the vendor community and other public agencies about where there are areas to further explore what we can do to be more transparent in our processes and make it easier to understand how to do business with SACOG.

Objective 3B Review procurement processes and partner with other local, state, and federal government agencies to engage more businesses in the procurement process.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	30%	On Sched.	7/1/2023	

1

Measures & Indicators

Work in Progress	Track participation of businesses that sign up for procurement portal as well as those that are ultimately awarded contracts
Work in Progress	Participants have a better understanding of SACOG's procurement process
Work in Progress	Participants report fewer barriers to SACOG procurement application process

Successes

SACOG staff successfully reached out to more than 150 DBE businesses during the Connecting Point event and collected contact information for a few dozen business owners who want to be contacted regarding procurement resources.

Challenges

There have been some challenges eliciting responses from some outside resources, however SACOG staff was able to utilize alternative connections through the SACPAC to implement action items and discuss best practices.

Lessons Learned

Vendors are actively interested in participating in SACOG procurements and are willing and eager to provide feedback for improving processes. SACOG staff learned that meeting vendors in an environment where they were able to ask questions and describe what they need was important to understanding how to bring more DBEs to the table for procurement.

What has changed as a result of implementing this objective?

As a result of this task, SACOG has formed new relationships with potential vendors, has connected with other public sector procurement professionals and gotten ideas about how to improve SACOG's processes, and implemented changes to SACOG's procurement manual and procedures to make things easier for vendors and SACOG project managers.

Programs Goal 1

Increase engagement with community representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities to help shape SACOG’s projects and programs.



Objective 1A Invest in and strengthen partnerships with community representatives, leaders, and organizations by establishing regular meetings with CBOs, funding CBOs to work with SACOG to engage community members, and maintaining regular communications with CBOs.

Status of the actions or key steps taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	55%	On Sched.		12/1/2023



Measures & Indicators

Work in Progress	CBOs report stronger interest in working with SACOG
Work in Progress	Number of community partners on the listserv, the number of emails, and the resulting engagement
Room for Improvement	Increase in SACOG financial support for community engagement

Successes

The Engage, Empower, Implement (EEI) program and the community-based organizations (CBO) mini grant program each had a good turnout. This indicates that if SACOG works on opening the agency up, CBOs are willing and interested.

Challenges

One challenge was recognizing that some of the action steps and their timelines were too fast and slowing down.

Lessons Learned

CBOs want to help achieve a lot of the same goals and they are willing partners, SACOG needs to create the proper containers for these relationships to flourish.

What has changed as a result of implementing this objective?

The investment of time and paying CBOs for their engagement efforts has shown a commitment from SACOG and they are willing to work with the agency. SACOG has more connections than they did in the past.

Objective 1B Create, execute, and evaluate a strategic outreach and engagement plan for the 2024 Blueprint.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	55%	On Sched.	10/1/2022	12/31/2025



Measures & Indicators

Work in Progress	Number and diversity of CBO partners for Blueprint outreach
Work in Progress	Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region

Successes

Working with CBO's was successful in both boosting the quantity and quality of survey responses but also in relationship building.

Challenges

None

Lessons Learned

SACOG has (re)learned just how valuable CBO relationships are.

What has changed as a result of implementing this objective?

SACOG has built relationships with a group of CBO's and established a practice of working with CBO's into the future.

Objective 1C Strengthen SACOG's efforts to engage and build relationships with tribal governments, in partnership with local agencies in the region.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	30%	Behind Sched.	1/1/2023	7/1/2023



Measures & Indicators

Work in Progress	At least one SACOG tool or benefit (e.g., planning assistance, grant assistance, funding, etc.) for tribal governments identified by Quarter 2 2023
Work in Progress	SACOG has had initial communications with a majority of the tribal governments in the region by the end of 2023

Successes

- SACOG executive leadership and staff met several times with Wilton Rancheria tribal leadership and administration staff; SACOG executive leadership and Board members on the Race, Equity, and Inclusion Working Group, met with Wilton Rancheria tribal leadership to learn about the history of Wilton Rancheria and explore topics of mutual interest. SACOG staff expect to be in regular communication with the tribe in 2024.
- Wilton Rancheria Chairman and Tribal Administrator presented at September Board meeting.
- SACOG staff had regular email/phone correspondence with United Auburn Indian Rancheria (UAIC) tribal administration staff and will be meeting in person in December 2023.
- The UAIC Tribal Administrator attended the June 16 Regional Blueprint Workshop.
- SACOG staff fulfilled Yocha Dehe Wintun Nation's staff data request for VMT data to support baseline GHG inventory; modified data request documents to meet tribe's concerns concerning potential waiver of sovereign immunity.
- SACOG executive director and staff met with Yocha Dehe's Government Affairs staff to explore topics of mutual interest and anticipate regular communications in 2024.
- Through engagement with the Caltrans District 3 Native American Liaison, SACOG staff updated and clarified the list of tribes invited to consult on the 2025 Blueprint. Tribes were sent formal invitations to consult on the 2025 Blueprint in September 2023.
- SACOG staff hosted an exhibitor booth at California Native American Day on September 22, 2023 in collaboration with MTC and SCAG staff; made connections with other agencies involved in tribal relations in the region, including Caltrans and the Delta Stewardship Council.
- SACOG staff conducted outreach at Shingle Springs Tribal TANF Program's Fall Gathering in October 2023, including sharing information on PCTPA's Unmet Transit Needs process.

Challenges

SACOG staff received feedback from Wilton Rancheria and UAIC on the importance of focusing on the government-to-government relationship when working with tribal nations. (This focus is distinct from the racial equity and inclusion lens that SACOG is using to think through engagement of other historically excluded and/or marginalized groups). Also, relationship-building takes a long time. It is important to be patient and committed to the long-term.

Lessons Learned

Some tribes may not want to engage. SACOG should continue to focus on relationship building to develop an understanding of how each tribe's unique interests can best be supported. It is premature to identify one specific SACOG tool or benefit for tribal governments without deeper understanding of each tribe's history, current political content, and needs. SACOG should consider how and when to engage with tribes outside of the immediate SACOG region (for example, tribes located in Amador County who may have interest in projects and impacts along Highway 50 and Highway 16). SACOG should review data and modeling systems to assess how well they reflect travel needs and dynamics on tribal lands. In collaboration with interested tribes, SACOG may want to explore how data systems might be improved to support tribal transportation and environmental planning.

What has changed as a result of implementing this objective?

As a result of implementing this task, staff have become more aware of how tribes are already engaged in federal, state, and jurisdictional level partnerships and collaborations, including areas of interest to SACOG (e.g., transportation, emergency preparedness, economic development). We have identified gaps in our projects and programs around tribal participation and engagement, and started to work with several of the tribes in the region to identify what comes next as we build our relationships for the long-term.

Programs Goal 2

Increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region.

 5% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 2A As part of the upcoming Blueprint plan update, formalize long term commitment to support and fund the Engage, Empower, Implement Program for communities across the region.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	8%	On Sched.	12/1/2022	12/31/2025



Measures & Indicators

Work in Progress	SACOG's funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies
Work in Progress	Number and dollar amount of awards to projects that propose to incorporate meaningful engagement activities and are funded through SACOG's, state, and federal funding rounds
Work in Progress	Number and dollar amount of SACOG, state, and federal funding awards to projects that previously completed meaningful engagement activities as part of project development
Work in Progress	SACOG collects data on the level of satisfaction with engagement of those who participate in the EEI process to identify strengths as well as areas of opportunities to improve

Successes

N/A

Challenges

N/A

Lessons Learned

N/A

What has changed as a result of implementing this objective?

2023 has seen the initiation of the EEI Program and the Funding Round Working Group. The majority of the work has been focused on engagement. These efforts will see significant milestones in 2024.

Objective 2B At least annually or as SACOG considers new programs and projects, evaluate and report on SACOG's major programs and planning work to identify opportunities to increase racial equity and reduce disparities.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	3%	Ahead of Sched.	12/31/2023	2/29/2024



Measures & Indicators

Work in Progress	Number of SACOG's major programs/projects using equity rubric
Work in Progress	Number of partner CBOs and agencies that understand the equity objectives of SACOG's major programs/projects
Work in Progress	Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices
Work in Progress	Number of REI working group members and other community partners reporting SACOG has incorporated their input into its major programs and projects

Successes

SACOG staff have received great feedback and resources from an REI ad hoc group to help launch into this task.

Challenges

This task started out without any staffing but with Venture's advice and feedback the task started moving forward.

Lessons Learned

After all of the Board workshops and tours on community engagement, and all the work developing the EEI framework, it became clear that the Working Group needed a chance to process all of learnings on community engagement. Lesson: build reflection/processing time into tasks.

What has changed as a result of implementing this objective?

SACOG staff are starting to examine why and how programs are formed and chartered. Staff are starting to ask earlier, how is equity included in a program. SACOG staff are beginning to look at existing processes, practices, and tools to see how they can be adjusted to support equitable outcomes.

Programs Goal 3

SACOG supports and learns from member and local partner agencies incorporating racial equity best practices into their planning work.

0% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 3A Collaborate with other government agencies to develop shared learning and skill building

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
On Hold	0%	Not Started	10/1/2023	2/29/2024



Measures & Indicators

Not Scheduled to Begin	SACOG offers two, 2-hour training sessions per year to all stakeholders
Not Scheduled to Begin	At least 1 government agency from each county participates in capacity building sessions
Not Scheduled to Begin	Percent of session participants reporting increased knowledge after attending the session
Not Scheduled to Begin	90% of SACOG project managers participate in at least one session relevant to their role in the agency

Successes

While we do not yet have a staff lead for this task, we have made progress this year. We have SACOG staff participating in several equity focused working groups where agencies share best practices and challenges (SMUD DEIB). We also developed and executed on a collaborative process for the EEI program framework in cooperation with local gov't agencies and CBOs to ensure the program is set up to build capacity and relationships.

Challenges

The success this year was intentional, but was driven by the proactive efforts of several staff as well as other gov't agencies that extended invites to SACOG. Identifying a staff lead will allow us to bring greater focus and coordination to these efforts as well as identify gaps where SACOG can fill a role.

Lessons Learned

SACOG is not the only agency working to tackle wicked REI challenges nor are we unique in the specific challenges we face. There is a community of willing people (even if they're housed within large gov't agencies that will be slow to change), but just need to find and connect with them to start making progress.

What has changed as a result of implementing this objective?

We've begun to build out a network of government and CBO relationships where best practices, challenges, and lessons can be shared. We still have a ways to go to bring more focus and intentionality to SACOG's work on this task. Identifying the task lead will be an important next step.

Objective 3B Beginning in January 2024, collaborate with government agencies to develop resource guides

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	1/1/2024	1/31/2025

1

Measures & Indicators

Not Scheduled to Begin	Number of local governments participating
Not Scheduled to Begin	Increase in local government participation over time
Not Scheduled to Begin	Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs
Not Scheduled to Begin	Feedback from partner organizations/governments on their partnership with SACOG
Not Scheduled to Begin	Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices
Not Scheduled to Begin	Reduction in disparities across indicators tracked in regional progress reports

The work to implement this objective has not begun yet, but see the lookback under PGM 3A for relevant successes that will contribute to this task once it formally begins.

Board Practices Goal 1

The SACOG board deepens its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the Sacramento region.

100% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 1A Agendize at least two board workshops a year from speakers both within and outside of the region on foundational REI concepts and best practices. Priority topics will include emerging equity issues and trends in transportation, housing, land use; impact of past inequitable policies and practices in the region; cultural literacy and/or a history of the region through a race/ethnicity lens.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	100%	On Sched.	11/1/2022	12/31/2023



Measures & Indicators

Achieved	SACOG holds two workshops per year focused on REI best practices
Room for Improvement	Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic*
Room for Improvement	After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues

Successes

The workshop happening off site in one of the communities of the region was appreciated by the board members and the host/presenting communities. That community was seen and the board members gained an understanding of the community, and in some cases of SACOG's impact in the community.

Challenges

It was difficult connecting the dots from an initial workshop through all of the subsequent board and committee meetings. It was difficult to know how the workshop learnings were being used.

Lessons Learned

Recognizing the above challenge, in the last REI WG meeting of the year, the agenda focused on processing the two workshops and site visits for the key takeaways (meaningful community engagement). The lesson learned: make time after the workshop, whether as its own agenda item or part of another agenda item, for the board/committee to debrief on the workshop.

What has changed as a result of implementing this objective?

With the learnings and discussion of the workshops this year, the REI Working Group developed a draft set of principles for meaningful engagement. The SACOG Board also adopted the EEI program framework with some excitement about how it could support communities.

Objective 1B Hold an annual REI primer/refresher session for new and returning board members in the first quarter of the calendar year. The annual session will describe SACOG’s REI journey to date,

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	100%	On Sched.	12/1/2023	3/31/2023



Measures & Indicators

Achieved	SACOG holds one REI primer/refresher session in the first quarter of each calendar year
Room for Improvement	100% of new board members attend the session
Room for Improvement	80% of returning board members attend the session
Room for Improvement	Number of survey respondents that indicate they have a better understanding of SACOG's REI work

Successes

Despite it being an optional zoom presentation, attendance was good, particularly from new board members and those who were new REI Working Group members.

Challenges

It was a rush to launch this activity this year because it was the first time doing it and it had to occur in Quarter 1. SACOG staff were able to get a successful presentation together.

Lessons Learned

Make sure this session is at a regularly schedule board meeting so all members get the benefit of the primer/refresher. The story has to continue to stay the same length even it extends year after year. To continue to engage the REI Working Group, consider inviting them to give some of the presentation.

What has changed as a result of implementing this objective?

SACOG now has an ongoing program for board members, which will help with orienting new board members and refreshing current board members on current work of the Race, Equity, Inclusion Initiative.

Objective 1C Collaborate with partners and CBOs engaged in racial equity work in the region to facilitate at least one site visit per year in the region with Board Members, focused on REI barriers and successes.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	100%	On Sched.	11/1/2022	12/31/2023



Measures & Indicators

Room for Improvement	A majority of the board participates in the site visit
Work in Progress	Site visit scheduled in each county in the first six years to maintain equitable representation of diverse experience throughout the Sacramento region
Achieved	SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit
Achieved	Board members report a better understanding of outcomes and experiences within the community after attending site visit
Achieved	CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future

Successes

SACOG staff successfully executed the first REAP Board Tour. Staff received a lot of positive feedback from those who attended and learned a lot of lessons to have a better impact next year.

Challenges

SACOG staff was able to create a tour that focused on the real challenges of disinvested communities, but also brought to light the projects that are successful in overcoming barriers and making a real difference for communities.

Lessons Learned

SACOG staff learned to adjust the format of the tour. In the future the content will be reduced and timing will be changed to be before board meetings in order to accommodate more schedules and get greater participation. Staff will also distribute feedback cards for attendees to fill out at the end of each tour for immediate feedback.

What has changed as a result of implementing this objective?

With the site visit occurring at the end of October, it is too soon to identify specific outcomes from the tour itself. However, we have been able to learn from the execution what we may need to adjust related to the timing and format in order to be most successful. We've also identified helpful ways to gain input to continue to improve the educational experience.

Board Practices Goal 2

The SACOG board includes racial equity impacts in its triple bottom line decisions.

4% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 2A By January 2024, SACOG's Board will formally incorporate measures of accountability within its policy approval process to prioritize CBO collaboration in policy development and implementation processes prior to board action on policy decisions.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	8%	Behind Sched.	12/1/2022	1/31/2024



Measures & Indicators

Work in Progress	Increase in regular community engagement activities by SACOG staff
Work in Progress	All staff reports include description or overview of community engagement activities
Work in Progress	Annual increase in community input for SACOG funded projects

Successes

There was more engagement in Blueprint and SACOG was able to partner with CBOs that they had not partnered with before.

Challenges

SACOG staff have not overcome the timing challenge of this objective as it connects with other objectives that need to come first so there is a better understanding of how to evaluate.

Lessons Learned

Measuring CBO engagement can be hard - it's beyond just providing an opportunity to meet, it's about where is the real opportunity for collaboration and partnership.

What has changed as a result of implementing this objective?

This specific objective has not been implemented, but the work within other efforts is helpful as staff thinks about what this will look like. Measuring something like this is difficult, and staff needs to ensure a tool for measurement is created that is also inclusive of what CBOs want to see.

Objective 2B By January 2024, establish and implement a process to regularly assess the equity impacts of proposed policy decisions through the consistent application of REI best practices.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
On Hold	0%	Not Started	6/1/2023	1/1/2024



Measures & Indicators

On Hold	SACOG board endorses standardized questions that are used to assess the equity impact of every policy decision
On Hold	Board considers the racial equity implications of all policy decisions
On Hold	Feedback from board members that staff reporting provides effective information on equity implications

Successes

While we haven't formally started this work, the progress we've made on other objectives in the REAP certainly lay a foundation on which to build out SACOG's ongoing practice of assessing equity impacts of policy decisions. The networks and tools we've discovered since beginning implementation of the REAP provide a great inventory of best practices and resources we should tap into to inform this objective.

Challenges

With the task lead out of the office, delaying the work on this specific objective, the agency still made headway on BP 2B by implementing other objectives in the REAP. This is evidence that the REAP has good internal consistency and overlap between objectives (all the tasks are moving in the same direction toward a common goal).

Lessons Learned

N/A

What has changed as a result of implementing this objective?

N/A

Board Practices Goal 3

The Board maintains consistent engagement with racial equity action plan implementation process.



Objective 3A By September 2024, SACOG will formalize a process that the board will use to monitor regional racial equity indicators such as economic, demographic, land use, transportation, and housing outcomes in order to track the impact of the racial equity action plan.

Equity Indicators

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	31%	On Sched.	5/1/2023	9/30/2024



Measures & Indicators

Work in Progress	Board members find the regional equity indicators useful in understanding current economic and social disparities in the region
------------------	---

Successes

SACOG staff completed a scan of other monitoring efforts, which helped expand number of equity-related indicators that were tracked. Likewise staff received constructive input from REI WG and regional prosperity partnership.

Challenges

One of the challenges was census definitions of race/ethnicity not always matching people's identities. Further, data availability makes it extremely difficult to track some race/ethnicity groups. Finally, there is a disconnect between some desired outputs and corresponding available data.

Lessons Learned

There is a steep learning curve on how census tracks race/ethnicity and what this means for what SACOG staff can do in a monitoring program.

What has changed as a result of implementing this objective?

SACOG staff has changed the process for data collection and reporting. Staff has also spent a lot of time reviewing the program compared to peers, making changes where necessary. Finally, SACOG staff are aiming to make our data more accessible, so that others, not just SACOG staff, can use it.

Implementation Monitoring

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	70%	On Sched.	10/1/2022	12/31/2024



Measures & Indicators

Achieved	REI working group discusses REAP progress reports at 2 meetings in 2023
Work in Progress	Majority of REI working group members report they have the information to assess SACOG's progress in REAP implementation

Successes

Report was shared with the board and received positive feedback from the working group. Adjustments were made to the report to incorporate feedback from the working group members.

Challenges

The biggest challenge was ensuring staff is capturing the implementation progress appropriately. It is difficult to capture progress in a report form.

Lessons Learned

Take the time that is needed up front to do something right.

What has changed as a result of implementing this objective?

Staff are coordinating timely updates on the implementation of tasks and reporting those out to board and working group members. Using this type of tracking and reporting has kept staff accountable for the work and continues a helpful feedback loop amongst staff.

Objective 3B The REI working group, comprised of board members and non-board members, will oversee implementation of this REAP in 2023-2024 and, based on review of REAP progress reports, make recommendations to the SACOG board of any changes to the REAP to increase its effectiveness.

Status of the actions taken to implement this objective to date

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	74%	On Sched.	11/1/2022	12/31/2024



Measures & Indicators

Achieved	Majority of REI working group members reporting their time on the working group was valuable
Room for Improvement	Majority of board members provide feedback that they have received sufficient information to assess SACOG's progress on REAP implementation

Successes

In the summer one-on-one check-ins with REI WG members shared they find their time on the working group is valuable.

Challenges

Board members did share in their one-on-ones that they've lost track of where the working group is going. Staff used that feedback to give a short recap of the Working Group purpose, where they've been, where they are and where they are going, at the next meeting. Staff also created an InfoSheet working group members can refer to and use when talking about the REI Initiative.

Lessons Learned

SACOG leadership needs to repeat at every meeting the purpose of the working group, where they've been, where they are, and where they are going.

What has changed as a result of implementing this objective?

The REI Working Group developed draft principles for meaningful community engagement.