

# SACOG's Progress in Racial Equity Action Plan Implementation

February 2024



# How is REAP implementation going?

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SACOG is in its second year of implementing our Racial Equity Action Plan (REAP). We have seen substantial learning from our work, but progress has been slower than planned. Despite the slow progress, as staff compiled this report, we also observed that there are many operations, work program, and board practices activities underway that are small but important steps toward not one, but several goals of this plan. Several of these activities are major work program efforts that the SACOG board will be reviewing and acting on, such as: update of our long-range transportation and land use plan, updating our federal funding grant programs, launching a mobility zones planning process, and more. We want to share these efforts with the REI Working Group in 2024 to ask for their guidance on: how principles of meaningful community engagement can be integrated into them, how to develop these programs so they can help SACOG achieve its racial equity goals, and for the next phase of the REI Initiative, what updates or adjustments should be made to the REAP to increase its effectiveness and positive impact.

## Board Practices

SACOG kicked off the year with a lot of work toward the goal that **the SACOG board deepens its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the SACOG region (BP 1)**. At its February meeting, the SACOG board heard an REI refresher presentation. One of the REI Working Group members and several board members contributed to the presentation and explanation of REI work to date, including the working group's orientation to the Racial Equity Action plan and development of principles of meaningful community engagement. Working Group members also spoke of the historic reasons and current needs to continue this REI work. In response to the feedback survey, one board member noted they learned or better understood from the presentation "that REI work can be accomplished in a non-divisive way through education, patient, honest conversations and a commitment to embrace our community with love." In addition, SACOG's board chair invited all board members to read [The Color of Law](#), by Richard Rothstein, and participate in a book discussion later in the year.

Our next major Board Practices effort will be the [REI-focused tour in Woodland](#) on March 21, 2024.

## Programs

SACOG continues toward its goal to **invest and strengthen partnerships with community representatives, leaders, and organizations (PGM 1)**. In our last report out, we talked about how the Engage, Empower, Implement (EEI) program and the community-based organizations (CBO) mini grant program each had a good turnout of interested organizations. Through that program we learned that CBOs are willing and interested to work with us. We still have a lot of work to do to improve our list of CBOs and establish regular communication cycles, but SACOG now has more connections with CBOs than we had in the past. SACOG also partnered with 12 CBO grantees during the first phase of public outreach for the Blueprint plan, to: provide education through a "workshop in a box" concept, encourage participation from a population more representative of the diversity within the region, and provide methods of engagement tailored to communities that have been historically underrepresented in planning and associated outreach efforts. SACOG staff received valuable feedback from community members who may not typically attend formal workshops. The 12 CBO grant recipients accounted for over half of all the [survey responses](#) that were collected. After a successful first year, staff are now developing a second round of CBO grants to continue to leverage community voices in SACOG's Blueprint planning and implementation.

## Operations

We are continuing to focus on training for staff, with our first training of the year happening in March for the Management Team. This is a two-part series on capacity building (OPS 2). We continue to work on a broader effort to recruit for open positions, and we are tracking the demographics of applicants so that we can look over time if there are gaps in any particular demographic group applying for positions. We have developed draft procedures for hiring managers and interview panelists to ensure that we are applying best practices in candidate review and selection and we run a process that mitigates for potential biases in selection (OPS 1). Looking ahead, this summer we will hold our second summer internship program. That program is currently being planned and will launch before the next REI Working Group Meeting (OPS 2). Finally, we have started to collect demographic information on the firms who respond to formal requests for proposals and will analyze that data. Later this year, we will be updating our disadvantaged business enterprise goal methodology, which is utilized to set a goal for contracting with Federal Transit Administration funds (OPS 3).

# About this Report

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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

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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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
At least 90% of staff participate in survey	Achieved	100%	90%

Notes

This task has been completed and demographics will be tracked annually.

**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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
At least 90% of staff attend annual trainings	Achieved	95%	90%
At least 50% of staff attend an optional capacity building opportunities in a 12-month period	Work in Progress	0%	50%
Training participants report an increase in knowledge and understanding of REI and other learning outcomes	Work in Progress	0%	100%

Notes

This task is to establish an ongoing practice of annual training for staff. Several training opportunities were provided to staff in 2023 and staff will do the same in 2024. These trainings provide the educational basis for working towards the overall goal of an inclusive workplace.

**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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
At least 10% of staff participate in initial cohort of training	On Hold	0%	10%
Number of participants that report increased knowledge and understanding of how REI relates to their work and SACOG's overall agency mission	On Hold	0%	100%

Notes

Staff is working on identifying a few options that are already built out academies with these focus areas. The next steps will be identifying which staff would be the best to participate in the academy. This task is behind schedule but staff hopes to find something that will work for this calendar year. This serves as a deeper level of education toward making the workplace more inclusive.

**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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
80% of staff that report they feel they belong at SACOG	Not Scheduled to Begin	0%	80%

Notes

Staff will begin work on this task in Q1 2024 and hope to be able to provide an update in Q2 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.

62% 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.

### Actions

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



### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
100% of job postings shared on social media	Achieved	100%	100%
Track social media analytics and engagement on job postings including number of applications received	Work in Progress	50%	100%
After employment decisions are made, annually review the demographics of applicant pools at all stages of applications	Work in Progress	0%	100%

### Notes

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. The work that is being done in recruiting is making progress toward the overall goal by diversifying the outreach for jobs and making hiring managers better equipped through the recruitment process.

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

### Actions

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



### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
90% of supervisors participate in training	Achieved	95%	90%

### Notes

Staff is working closely with Human Resources to determine the best course of action for training supervisors, hiring managers, and hiring panelists. It is a coordinated effort to ensure hiring practices are leading towards the overall goals of attracting and retaining diverse talent.

**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.

## Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	58%	On Sched.	7/1/2023	



## Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Publish changes to practices and policies	Work in Progress	15%	100%
Demographics of staff by tenure and position	Work in Progress	25%	100%
Supervisors report increased understanding of equitable hiring practices	Work in Progress	15%	100%

## Notes

Staff are working on finalizing our hiring practices policies. Following the finalization, supervisors and interview panelists will be required to attend training.

**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.

## Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	67%	On Sched.	7/1/2023	7/31/2024



## Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Track and assess demographics of YLA. Identify gaps in participation	Work in Progress	0%	100%
Track and assess demographics of college-age interns. Identify gaps in participation.	Work in Progress	0%	100%
Type and number of professional association activities SACOG supports	Work in Progress	25%	100%
List of SACOG staff who participate in professional associations	Work in Progress	100%	100%
Streamline information on staff participation in educational/professional associations	Work in Progress	25%	100%

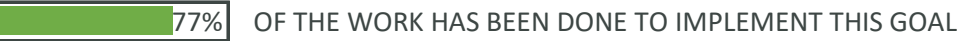
## Notes

This year staff are focused on improving the summer internship program. There is also a focus on tracking and assessing demographics for YLA students and college-age interns.



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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	88%	Behind Sched.	1/1/2023	3/31/2023

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Identify type of solicitations and projects to encourage more participation	Work in Progress	80%	100%
80% of demographic information collected on SACOG vendors to understand baseline demographic make up	Work in Progress	50%	80%
Number of Disadvantaged Business Enterprises SACOG contracts with	Work in Progress	0%	100%

Notes

Staff are making good progress on Goal 3A to fully understand where there has been less DBE participation in SACOG Procurements. In August 2023, staff implemented some procurement policy and procedure changes that will help with our REAP efforts. The value from demographic procurement and contract data collected in Goal 3A will be seen when assessed in conjunction with both the upcoming Barriers to Procurement survey results from DBE Businesses and lessons gathered from other local agencies and partners (in Goal 3B) to identify more policy and procedural changes that will increase DBE participation.

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

Actions

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

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Track participation of businesses that sign up for procurement portal as well as those that are ultimately awarded contracts	Work in Progress	60%	100%
Participants have a better understanding of SACOG's procurement process	Work in Progress	0%	100%
Participants report fewer barriers to SACOG procurement application process	Work in Progress	0%	100%

Notes

Progress and results of Goal 3B will be seen later in the efforts due to the initial information/data/feedback gathering activities connecting with DBEs and external agencies/partners doing similar work. The data has to be analyzed in conjunction with the reported barriers to provide a Resource Guide that provides the information the businesses need, and to help make further policy and procedural changes. Goal 3A activities are expected to be completed in the near term, enabling staff to create the Procurement Guide in Goal 3B available this summer. Results of Measures 2 and 3 will be later as they require time to see the impact of the Resource Guide and policy/procedure changes, which will be measured by both participation data and anecdotal feedback from DBEs in the region.

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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	63%	On Sched.	6/1/2023	12/1/2023



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
CBOs report stronger interest in working with SACOG	Work in Progress	75%	100%
Number of community partners on the listserv, the number of emails, and the resulting engagement	Work in Progress	40%	100%
Increase in SACOG financial support for community engagement	Achieved	100%	100%

Notes

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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Number and diversity of CBO partners for Blueprint outreach	Work in Progress	0%	100%
Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region	Work in Progress	0%	100%

Notes

This REAP task has been completed for the first year and work is underway to determine next steps.

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

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
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	10%	100%
SACOG has had initial communications with a majority of the tribal governments in the region by the end of 2023	Work in Progress	75%	100%

Notes

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). Staff have identified gaps in 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 staff builds 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.



**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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	11%	On Sched.	12/1/2022	12/31/2025

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG’s funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies	Work in Progress	0%	100%
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	0%	100%
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	0%	100%
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	Work in Progress	0%	100%

Notes

The EEI Program and the Funding Round Working Group began last year and made significant progress. The majority of the work has been forcusesd on engagement. Both of these efforts will conclude 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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	8%	Behind Sched.	12/31/2023	12/31/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Number of SACOG’s major programs/projects using equity rubric	Work in Progress	0%	100%
Number of partner CBOs and agencies that understand the equity objectives of SACOG’s major programs/projects	Work in Progress	0%	100%
Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices	Work in Progress	0%	100%
Number of REI working group members and other community partners reporting SACOG has incorporated their input into its major programs and projects	Work in Progress	0%	100%

Notes

Building on feedback from an REI Working Group ad hoc meeting this quarter, staff worked with Venture with Purpose to begin developing a program evaluation process that SACOG could ultimately use to design and execute its programs to be equitable in process and outcomes. Staff look forward to engaging the REI WG in the shaping of this process in 2024.

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 opportunities through quarterly capacity building sessions (e.g., trainings, brown bags, convenings) to increase regional, sector, and community REI impact.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
On Hold	0%	Behind Sched.	10/1/2023	2/29/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG offers two, 2-hour training sessions per year to all stakeholders	Not Scheduled to Begin	0%	100%
At least 1 government agency from each county participates in capacity building sessions	Not Scheduled to Begin	0%	100%
Percent of session participants reporting increased knowledge after attending the session	Not Scheduled to Begin	0%	100%
90% of SACOG project managers participate in at least one session relevant to their role in the agency	Not Scheduled to Begin	0%	90%

Notes

Staff is working on identifying a task lead to be able to bring focus and intentionality to SACOG's work on this task.

**Objective 3B**      Beginning in January 2024, collaborate with government agencies to develop resource guides and toolkits to strengthen implementation of REI best practices.

Actions

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

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Number of local governments participating	Not Scheduled to Begin	0%	100%
Increase in local government participation over time	Not Scheduled to Begin	0%	100%
Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs	Not Scheduled to Begin	0%	100%
Feedback from partner organizations/governments on their partnership with SACOG	Not Scheduled to Begin	0%	100%
Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices	Not Scheduled to Begin	0%	100%
Reduction in disparities across indicators tracked in regional progress reports	Not Scheduled to Begin	0%	100%

Notes

The implementation of this action was set to begin during January 2024. We are pushing the schedule back and focusing on identifying a staff lead.



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.



**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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	25%	On Sched.	11/1/2023	11/30/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG holds two workshops per year focused on REI best practices	Not Scheduled to Begin	0%	100%
Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic	Not Scheduled to Begin	0	N/A
After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues	Not Scheduled to Begin	0%	100%

Notes

SACOG staff are working on REI workshop topics for this year. The March board workshop is anticipated to highlight food access and economic prosperity. The board chair has also requested board members read, and later this year discuss, The Color of Law. Staff looks forward to input on topics after the board hears the yearly REI Refresher presentation.

**Objective 1B** Hold an annual REI primer/refreshers 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, including key findings and board actions.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	58%	On Sched.	11/1/2023	2/29/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG holds one REI primer/refreshers session in the first quarter of each calendar year	Achieved	100%	100%
100% of new board members attend the session	Achieved	100%	100%
80% of returning board members attend the session	Achieved	71%	80%
Number of survey respondents that indicate they have a better understanding of SACOG’s REI work	Achieved	16	16

Notes

SACOG updated the REI refresher presentation and presented as an information item to the SACOG Board on February 15, 2024. One of the REI Working Group public members was able to participate in the presentation, and several REI Working Group board members also participate. 16 board members returned surveys with helpful questions and comments. 2 responded they somewhat understand SACOG's REI work and 14 responded they have a better understanding of SACOG's REI work.

**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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	31%	On Sched.	12/1/2023	3/21/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
A majority of the board participates in the site visit	Work in Progress	100%	100%
Site visit scheduled in each county in the first six years to maintain equitable representation of diverse experience throughout the Sacramento region	Work in Progress	33%	100%
SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit	Work in Progress	100%	100%
Board members report a better understanding of outcomes and experiences within the community after attending site visit	Work in Progress	100%	100%
CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future	Work in Progress	100%	100%

Notes

It is so exciting to see real examples of things happening in the community. This year's tour overlaps with a green zone, highlighting how RUCS and Prosperity Strategy are being implemented through programs at AgStart and Center for Land Based Learning. The tour will also see how grants through SACOG help build new housing in the Yolano Donnelly project.

## Board Practices Goal 2

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



**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.

### Actions

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



### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Increase in regular community engagement activities by SACOG staff	Work in Progress	25%	100%
All staff reports include description or overview of community engagement activities	Work in Progress	0%	100%
Annual increase in community input for SACOG funded projects	Work in Progress	0%	100%

### Notes

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. Staff want to be intentional on how they are at the project specific level and using that to continue to develop a process on long-term engagement (like Blueprint, EE,I and Mobility Zones).

**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.

### Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
On Hold	0%	Behind Sched.	6/1/2023	1/1/2024



### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG board endorses standardized questions that are used to assess the equity impact of every policy decision	On Hold	0%	100%
Board considers the racial equity implications of all policy decisions	On Hold	0%	100%
Feedback from board members that staff reporting provides effective information on equity implications	On Hold	0%	100%

### Notes

This task is on hold while we confirm a staff task lead.

## 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

#### Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	40%	On Sched.	5/1/2023	9/30/2024



#### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Board members find the regional equity indicators useful in understanding current economic and social disparities in the region	Work in Progress	0%	100%

#### Notes

Project team continues to work on compiling, organizing and charting key data metrics that show disparities in the region across a variety of factors as well as how region is trending. The team is also spending a lot of time on how to get these metrics onto an outward-facing platform so that it can be accessed by any interested user.

### Implementation Monitoring

#### Actions

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



#### Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
REI working group discusses REAP progress reports at 2 meetings in 2023	Achieved	100%	100%
Majority of REI working group members report they have the information to assess SACOG's progress in REAP implementation	Work in Progress	0%	100%

#### Notes

Staff have continued to make minor updates to the tracking of each task. The compilation of this information in one place has made it easier to provide updates to both the board and the REI working group. It has been a good tool in order to keep the board involved in our REAP work.

**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.

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Majority of REI working group members reporting their time on the working group was valuable	Achieved	75%	51%
Majority of board members provide feedback that they have received sufficient information to assess SACOG’s progress on REAP implementation	Room for Improvement	0%	51%

Notes

REI Working Group members have been generous in offering their time to do ad hoc work with staff on specific REAP activities. In this last quarter, staff have reached out to REI Working Group members for ad hoc feedback on the equity indicators for SACOG's Regional Monitoring Report. Staff also invited external members of the REI WG to participate in or watch the REI Refresher presentation to the SACOG board in February.

**SACOG PRESENTS**

**Annual Racial Equity Action Plan Tour:**

**Woodland & Yolo County**

March 21, 2024 | 8:00 a.m. – 9:50 a.m. (Before the Board Meeting)

Woodland Ag Museum, 1958 Hays Ln, Woodland

Please don't be late. Shuttle will leave at 8:00 a.m.

Board members and partners are invited on a walking tour through downtown Woodland to learn about how this ag community in Yolo County is working to enhance the connection between its urban and rural roots to provide housing, economic opportunities, and food to community members who need it the most.

This tour is part of SACOG's Racial Equity Action Plan (REAP) and the board of director's goal to deepen understanding of how race/ethnicity, income, and geography affect the social outcomes of communities throughout the Sacramento region.

**HIGHLIGHTS**

**AgStart Facilities:** AgStart is a nonprofit incubator in the heart of Woodland providing support to agriculture and health entrepreneurs. The organization provides an important step for new ventures in the food and ag space in the Sacramento region by providing lab and experiment space on a small scale that startups don't typically have access to. Attendees will have an opportunity to tour the space and learn more.

**Yolano Donnelly Public Housing and Expansion Project:** Yolo County Housing Authority and the City of Woodland are working to convert a public housing site just east of downtown Woodland. The city received a grant from SACOG to study what a potential expansion could look like and plans are in motion to convert the 132-unit site into a 400-unit property for mixed incomes, mixed use, and mixed housing and commercial space. Tour attendees will have an opportunity to see the current facilities and envision the changes that will be happening at the space.

**Farm Business Incubator and Mobile Food Hub:** The Center for Land Based Learning will be joining the board meeting to give a presentation about the nonprofit's Farm Business Academy Incubator and Mobile Food Hub programs. The programs work together to offer a new ecosystem to provide a business stream for budding farmers and provide healthy food to underserved communities in the region.

**REGISTER TODAY**

This is a free event. **To RSVP, email Mia Lopez** at [mlopez@sacog.org](mailto:mlopez@sacog.org) or call (916) 340-6224 with questions.



## Outreach and Engagement

*Pop Up Workshops  
CBO Grant Program  
Public Survey*

### Overview

The Triple Bottom Line Policy Framework adopted by the SACOG Board, commits to take a proactive and genuine approach to engage representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color along with rural, urban, and under-resourced communities to help shape the strategies and policy priorities in the 2025 Blueprint. To do this, SACOG visited 27 of 28 local cities and counties to host 'Pop Up' public workshops. By meeting residents at local events or hot spots, SACOG staff were able to receive valuable feedback from community members who may not typically attend formal workshops; thus, broadening the reach of the Blueprint engagement efforts and increasing the feedback that staff was able to collect. The pop-up workshops spanned six months, beginning in March and concluding in August of 2023. SACOG staff hosted 30 pop-up workshops, from which 2,790 survey responses were collected. Pop ups were held at local farmer's markets, transit hubs during commute hours, libraries, and local events like the Winters Youth Day and SacToMoFo's Food Truck Mania in Elk Grove.

To broaden the survey effort and maximize





the number of responses collected, SACOG introduced the Public Outreach and Engagement Grant Program to partner with community-based organizations (CBOs). The program was included in SACOG's Racial Equity Action Plan as a tactic to encourage survey participation from a population more representative of the diversity within the region, and to provide methods of engagement tailored to communities that have been historically underrepresented in planning and associated outreach efforts. The program solicited applications from interested community partners to conduct outreach between February and June of 2023 which overlapped with the timeframe for which the pop ups were completed. The program offered grant awards ranging from \$1,000 to \$5,000, depending on the level of effort proposed by the applicant. Just over \$50,000 in total was awarded to 12 CBOs selected from throughout the region who then used this grant funding to support outreach and engagement activities for the 2025 Blueprint. The 12 CBO grant recipients accounted for over half of all the survey responses that were collected.

The 12 Public Outreach and Engagement Grant Program recipients are listed below.

- Arab Community Center for Integration Services

- Breathe California Sacramento Region
- Gardenland Northgate Neighborhood Association
- Harris Mathews Consulting/ St. Paul Church of Sacramento
- Health Education Council
- Placer People of Faith Together
- Sacramento Area Bicycle Advocates (with Bicycling Advocates for Rancho Cordova)
- Sacramento LGBT Community Center
- Sanctuary of Sacred Crowns
- University Enterprises, Inc. dba Sacramento State Sponsored Research
- Wopummes Nisenan and Mewuk Heritage Society
- Women of Color on the Move

## Survey Results

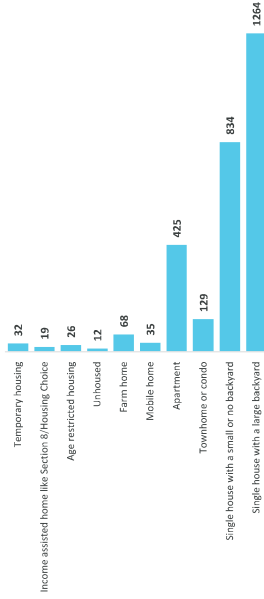
This comprehensive summary provides insights into residents' perspectives on housing, transportation, and community development, paving the way for more informed regional planning. To review the full breakdown of survey results, see the graphs below.

### Question 1: What kind of home do you live in?

(Select all that apply)

10 options (as seen on graph)

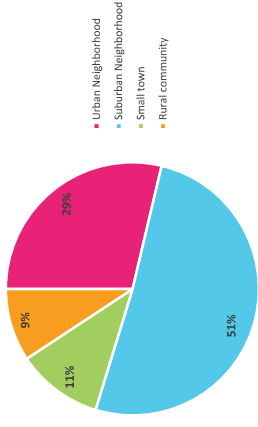
Respondents were able to select multiple options



### Question 2: How would you describe the community you live in?

4 options (as seen on graph)

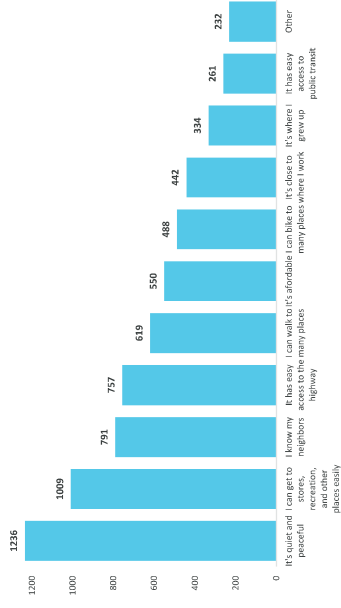
2,742 total responses to this question



### Question 3: What two things do you like best about the community you live in?

11 options (as seen on graph)

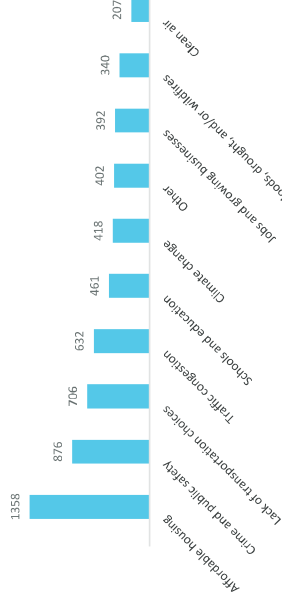
Each respondent selected two options



### Question 4: What are the two biggest challenges your community is facing?

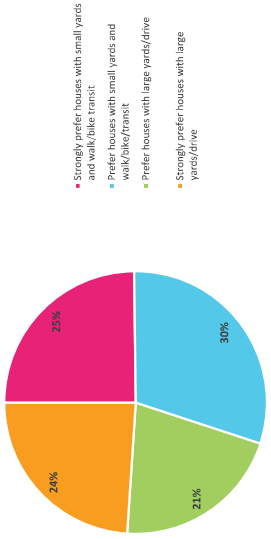
10 response options (as seen on graph)

Each respondent selected two options



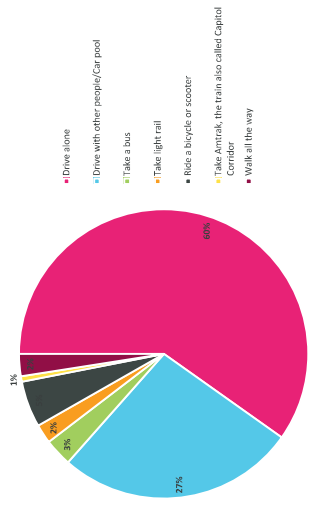
**Question 5: Please mark a mark on the sliding scale to select the type of community you would prefer to live in.**

-4 options decoded by Sac State (as seen on graph)  
~2,232 total responses to this question



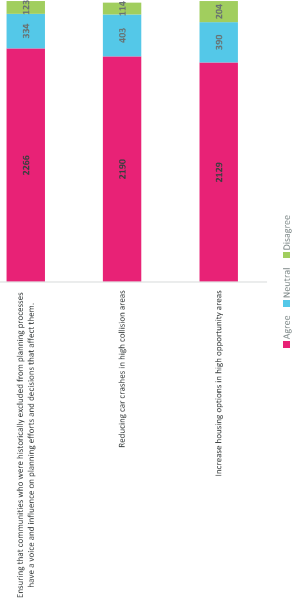
**Question 6: Thinking about the trip within the six-county Sacramento region you make most often, which of the following do you do?**

7 response options (as seen on graph)  
2,724 total responses to this question



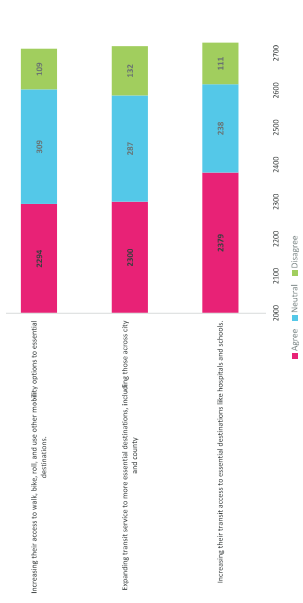
**Question 7: The region's long-range plan should help reduce racial disparities in both transportation and housing by...**

Rate each option from strongly agree to strongly disagree  
3 sub-questions  
Respondents had 5 rating options for each sub-question



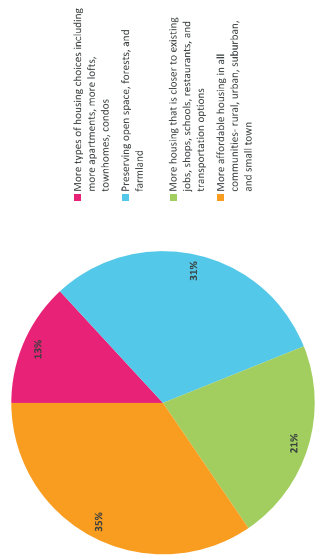
**Question 8: The 2025 Blueprint should help reduce overall mobility disparities experienced by low-income communities by...**

Rate each option from strongly agree to strongly disagree  
3 sub-questions  
Respondents had 5 rating options for each sub-question



**Question 9: As the region grows, which of the following is the most important to you?**

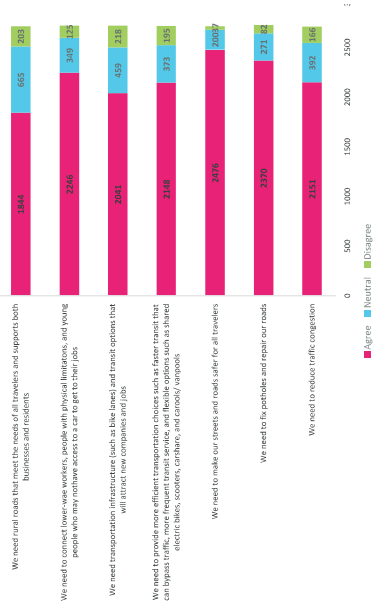
4 response options  
2,661 total responses to this question



## Question 10: How much do you agree or disagree with the following statements.

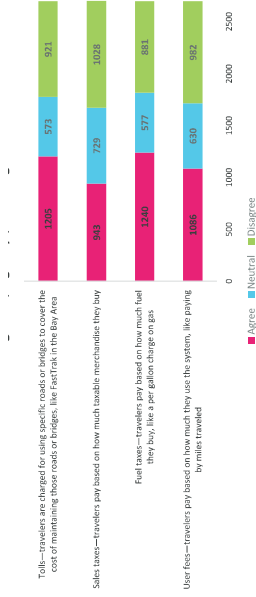
**We need to invest more in transportation because...**

Rate each option from strongly agree to strongly disagree  
4 sub-questions  
Respondents had 5 rating options for each sub-question (3 represented on graph)



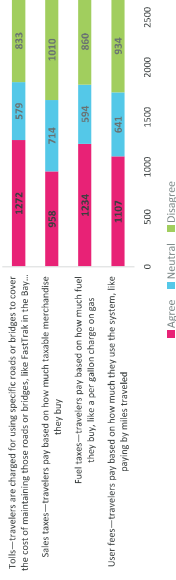
## Question 11: How strongly do you agree that the following are good ways to pay for maintenance of existing roads, highways, and bridges?

Rate each option from strongly agree to strongly disagree  
4 sub-questions  
Respondents had 5 rating options for each sub-question (3 represented on graph)



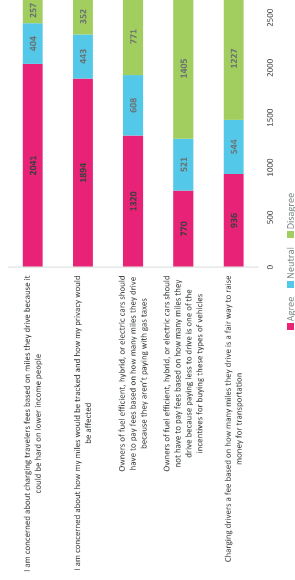
## Question 12: How strongly do you agree that the following are good ways to pay to build new roads, highways, and bridges?

Rate each option from strongly agree to strongly disagree  
4 sub-questions  
Respondents had 5 rating options for each sub-question (3 represented on graph)



## Question 13: We want to know how you feel about charging drivers a fee based on the miles they drive a personal vehicle. This does not include taking public transportation, biking, or walking.

Rate each option from strongly agree to strongly disagree  
5 sub-questions  
Respondents had 5 rating options for each sub-question (3 represented on graph)





# BLUEPRINT

## Demographics:

