# 2024 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 2024?

Progress on implementing the Racial Equity Action Plan (REAP) has been steady, albeit slower than originally planned. From quarterly reviews of our work, staff has observed that the work we are doing toward the first goals for Board Practices, Programs, and Operations focus areas, are setting up a solid foundation to make progress toward the subsequent goals in each focus area. We continue to make progress with community and government partners on the Engage, Empower, Implement grant program, the Regional Funding grant programs, the Mobility Zones program, and Mobility Hubs Design Guidelines. In the last quarter, each team at SACOG examined what other programs or work activities are helping us toward the REAP goals to help determine what updates we'd recommend to the REAP.



## Board Practices

Since June 2024, SACOG has focused a lot of effort toward the goal that the SACOG board maintains consistent engagement with the Racial Equity Action Plan implementation process: SACOG has engaged the Race, Equity, Inclusion (REI) Working Group in a final review of regional equity indicators that will be tracked and reported annually. With encouraging and constructive feedback from the REI Working Group, SACOG is finishing out a Regional Monitoring Report that will include many more equity indicators than before, be updated annually, and be presented to the SACOG board this fall. SACOG also engaged the REI Working Group on an equity



framework for the Regional Funding Program and received encouraging feedback that the framework is properly incorporating principles of racial equity and equity; the equity framework is part of the Regional Funding Program Guidelines that the SACOG board adopted in October. The Board held two workshops focused on two different equity issues in the region: (1) workforce development and land access in agriculture at their Woodland board meeting, and (2) pedestrian safety/transportation equity at SACOG. Finally, SACOG has been evaluating two years of progress toward the nine REAP goals with the REI Working Group. Based on that collaboration, staff are in the process of drafting updates to those goals and objectives.

## Programs

SACOG has made significant progress toward the goal to invest and strengthen partnerships with community representatives, leaders, and organizations (PGM 1). Through development and implementation of several SACOG programs—including the Engage, Empower, Implement (EEI) grant program, Mobility Zones, Blueprint, and other programs, SACOG has built up a communications list of community-based organizations and has built up working relationships with many of those. SACOG received a wide range of applications to the inaugural EEI funding round, with government-CBO partnerships proposed across the six-county region. In the Mobility Zones process, community leaders, local government and civic partners in each of the six counties have collaborated with SACOG to



define Mobility Zone program goals, define equity priorities in their communities, and begin to identify equity priority areas. We are excited to see the product of all these partnership efforts—the product of local government and CBO partnerships, and the product of SACOG's partnerships. There are many practices from these external engagement efforts that we can apply to the rest of SACOG's work program.
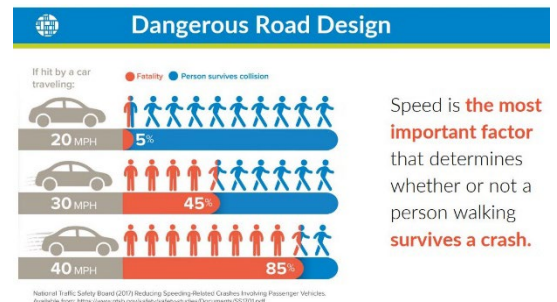
## Operations

In 2024, SACOG advanced its commitment to staff training, recruitment, and equitable contracting. We were able to deploy a variety of different training and learning methods—helping staff to continue to develop a shared understanding of foundational diversity, equity, inclusion and belonging frameworks (OPS 1B). This included a day-long retreat in Marysville for staff to talk about their individual understanding of equity and racial equity and better understand our racial equity work. We helped support people early in their careers through the second summer internship program, and we also created new hiring procedures and trained staff to ensure a more consistent hiring process. (OPS 2B and 2D). One area we have struggled to make significant progress is working toward our goal to reduce barriers in procurement (OPS 3). This is primarily due to the restrictions on state and federal funding, as well as the complex nature of the work that SACOG typically contracts for. However, this year, we submitted the methodology for our disadvantaged business enterprise goal to the Federal Transit Administration, which sets a higher goal for the amount of contracts that we would award to certified 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.

| 51% | 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**

| MEASURE/INDICATOR | STATUS | NOTES |
|-------------------|--------|-------|
| At least 90% of staff participate in survey | Achieved | 100% of staff participated in the last survey |

**What has changed as a result of implementing this objective?**

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. |
|---|---|

## 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| At least 90% of staff attend annual | Achieved | 95% of staff attended the last annual training |
| At least 50% of staff attend an optional capacity building opportunities in a 12-month period | Work in Progress | We are working towards offering smaller, optional training or discussion opportunities for staff. |
| Training participants report an increase in knowledge and understanding of REI and other learning outcomes | Work in Progress | We have been using surveys to assess the wants and needs of staff as we work through trainings and activities. |

## Successes

One of the most successful activities we organized this year took place during our annual staff retreat. Our External Relations team led an engaging session where staff shared their experiences incorporating REI initiatives into their work and communicating about our REI work both within the agency and with external partners. The feedback was overwhelmingly positive, and we are excited to incorporate more of these sessions into future staff meetings.

## Challenges

Not all staff have been at SACOG for the entirety of our equity journey so it has been a challenge to balance repeating information and bringing new employees up to speed.

## Lessons Learned

Training does not have to mean "training" in the most literal sense. There are a lot of other opportunities for staff to learn and come along on this journey.

## What has changed as a result of implementing this objective?

We are continuing to schedule training sessions with facilitators but will also incorporate optional learning opporutnities and capacity building sessions into our training plans. We will be looking at the whole picture of how staff are learning and working to incorporate equity into their work.

| 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% | Behind Sched. | 5/1/2023 | 12/31/2024 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| At least 10% of staff participate in initial cohort of training | On Hold | Over 10% of staff are attending the national conference hosted by Race Forward & Government Alliance on Race Equity (GARE) in November where community organizers, activists, and movement makers will converge to build power and strategies to advance racial justice. |
| Number of participants that report increased knowledge and understanding of how REI relates to their work and SACOG's overall agency mission | On Hold | We are surveying staff following all trainings to determine their level of knowledge and understanding. These results guide content throughout the year. |

## Successes

Our staff are participating in several equity-focused conferences, including the PolicyLink Equity Summit and the Government Alliance on Racial Equity (GARE) Membership Convening. We have also incorporated optional share-out sessions for staff to discuss their learnings after returning from these conferences, which have proven to be successful.

## Lessons Learned

We are learning to adapt and reframe the tasks and deliverables.

## What has changed as a result of implementing this objective?

As we are reviewing the past two years of REAP implementation, we are considering changing the overall direction of this objective to include available academies, leadership opportunities, and professional development activities. While it appears that we are not making progress on this objective in its current iteration, we have had several staff attend REI-focused acadmies and national conferences. These academies and conferences can provide the same or better opportunities for learning while also connecting staff with practitioners nationwide.

**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 |
|---|---|---|---|---|
| In Progress | 33% | On Hold/Delayed | 1/1/2024 | Ongoing |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | ACTUAL |
|---|---|---|
| 80% of staff that report they feel they belong at SACOG | On Hold | This is a difficult metric to measure and to get an actual number for. We are using several different ways to analyze belonging at SACOG, including engagement surveys and feedback surveys. |

## Successes

We successfully used our annual employee engagement survey, which included equity questions, to assess staff needs. The results were then applied to an activity at our staff retreat, leading to a positive outcome.

## Challenges

Measuring "belonging" as a quantitative metric.

## Lessons Learned

N/A

## What has changed as a result of implementing this objective?

Drawing on the employee engagement survey and combining this objective with the learnings from other objectives, we have changedour approach to offering equity-centered learning opportunities and engaging staff in fostering an inclusive workplace. Additionally, we continue to include optional cultural celebrations.

## 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.

**73%** 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. |
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### 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| 100% of job postings shared on social media | Achieved | We are sharing 100% of our job openings on our social media accounts |
| Track social media analytics and engagement on job postings including number of applications received | Work in Progress | None at this tme. |
| After employment decisions are made, annually review the demographics of applicant pools at all stages of applications | Work in Progress | None at this tme. |

### Successes

Our job descriptions are continually evolving to better emphasize inclusivity in the workplace. Candidates have provided positive feedback throughout the interview process, noting that our commitment to inclusivity is meaningful to our organization. As a result, our job descriptions have become more inclusive, and we are seeing a positive outcome with a more diverse pool of candidates.

### Challenges

Given that some of our positions are highly technical, the language and criteria used in job postings may unintentionally discourage diverse candidates from applying, as they may not recognize how their skills align with the role. We are committed to refining our recruitment process to be more inclusive and to engage a broader, more diverse talent pool.

### Lessons Learned

Revising and updating job postings requires careful consideration to ensure we are adhering to best practices. We have begun consulting with external experts for guidance and will continue to strengthen these relationships moving forward.

### What has changed as a result of implementing this objective?

Over the past year, we have significantly improved our job postings and expanded our outreach efforts, including where we post job openings, by examining our process and engaging consultants. This has resulted in a more diverse and inclusive talent pool.

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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| 90% of supervisors participate in training | Achieved | 95% of supervisors participated in the last training |

## Lessons Learned

Analysis of the objectives has been helpful in providing an overall picture into what Ops is doing across all areas.

## What has changed as a result of implementing this objective?

While there has been a focus on all staff trainings and learning opportunities, there is also work being done with written policies for hiring managers, supervisors, and interview panelists. We are also doing trainings for project managers that will include equity-related updates to the program and project management process. These are all things that have been requested by staff and have been implemented in the last year. It has helped establish a baseline and provide more context and information for the policies and procedures that we follow.

| 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. |
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## Status of the actions taken to implement this objective to date

| STATUS | PROGRESS | SCHED HEALTH | TARGET START | TARGET END |
|---|---|---|---|---|
| In Progress | 83% | On Sched. | 7/1/2023 | Ongoing |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Publish changes to practices and policies | Work in Progress | Still in the process of publishing changes to our practices and policies. |
| Demographics of staff by tenure and position | Achieved | Annual information analyzed and reported in early 2024. |
| Supervisors report increased understanding of equitable hiring practices | Work in Progress | Supervisors and staff have received a training for our hiring practices. We are still working with supervisors in the hiring process. |

## Successes

We successfully developed and implemented a hiring manager policy, which has been adopted by our agency. The policy was designed to provide clearer guidelines for our hiring process, ensuring a more equitable experience for all candidates.

## Challenges

One of the key challenges faced this year has been the capacity to focus on the effective development and implementaion of multiple policies.

## Lessons Learned

When looking at how the year started, our goal was to develop and implement multiple policies. We have now revisited the work and have extended the goal into next year.

## What has changed as a result of implementing this objective?

This year marked a period of significant progress with changes and implementation of policies. As the year progressed, we reassessed our timeline for the execution of other related policies and extended our deadlines.

| 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 | 83% | On Sched. | 7/1/2023 | 7/31/2024 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Track and assess demographics of YLA. Identify gaps in participation | Work in Progress | YLA continues to track and assess demographics of students. |
| Track and assess demographics of college-age interns. Identify gaps in participation. | Work in Progress | None at this tme. |
| Type and number of professional association activities SACOG supports | Achieved | Our travel coordinator and external affairs team have put together a list of our professional associations. |
| List of SACOG staff who participate in professional associations | Achieved | There is a list of staff who particpate in professional associations. |
| Streamline information on staff participation in educational/ professional associations | Work in Progress | None at this tme. |

## Successes

This year marked the second year of our Early Career Experience Internship Program, during which we were able to accommodate an additional student and extend the program by four weeks. Looking ahead to next year, we plan to expand student's exposure to more teams and shift towards a more project based internship model.

## Challenges

Many staff and supervisors have limited capacity to mentor interns who still need exposure to the technical aspects of our work. To address this, we concentrated our outreach on identifying teams where an intern could provide support without adding significant workload for the staff.

## Lessons Learned

Even without prior experience, student inerns contribute valuable skills to the program, particularly in technical areas such as providing feedback on websites, creating agency videos for future interns, and bringing fresh perspectives from a new generation.

## What has changed as a result of implementing this objective?

Our internship programs have significantly improved, and we continue to evaluate how they benefit both the students and our agency. Increasingly, more staff have expressed interest in mentoring students at the early career experience level.

## 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.

**92%** OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

| 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. |
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### Status of the actions taken to implement this objective to date

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

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### Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Identify type of solicitations and projects to encourage more participation | Work in Progress | We continue to identify projects that will be budgeted with less restrictive local funds with less administrative burden on the contractor than with state and federal agreements. We are educating project managers about the State of CA DBE Directory as a resource for soliciting quotes or doing outreach for larger solicitation efforts. |
| 80% of demographic information collected on SACOG vendors to understand baseline demographic make up | Work in Progress | Demographics reports is in process. |
| Number of Disadvantaged Business Enterprises (DBEs) SACOG contracts with | Work in Progress | We have statistics on the number of DBE contractors and subcontractors for federally funded agreements. We are developing a process for collecting this information for non-federal agreements or smaller purchases. |

### Successes

We completed the first draft of the DBE survey on barriers to procurement in collaboration with SACOG and other local government agencies. We successfully connected with and scheduled calls with outside contacts, overcoming previous challenges in reaching the right people. Our continued collaboration with the SACPAC committee led to a meeting with another participating agency to discuss efforts to increase participation. We also maintained ongoing discussions with other local agency procurement staff to identify ways to reduce barriers to doing business with us. Additionally, we educated project managers about the State of CA DBE Directory as a resource for identifying potential vendors for smaller purchases and for outreach regarding open Request For Proposal opportunities.

### Challenges

Over the past year, we have faced challenges in developing a process to collect demographic and DBE information on active and new federal agreements while encouraging staff to use DBEs for smaller purchases. Additionally, identifying ways to increase staff efforts to solicit DBEs without overburdening their workload or hindering project progress remains difficult.

### Lessons Learned

Progress is slower than what we expected, and that changes in procurement are limited due to regulation and funder requirements. We are able to make chnages but they are more process related to encourage inclusive participation and opporutnity to more vendors.

### What has changed as a result of implementing this objective?

We've realized the need to change some of our action steps to be more internally focused on staff education and engagement in our REAP goals, as well as involve the whole Finance Team.

| **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 | 97% | On Sched. | 7/1/2023 | |

(1)

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Track participation of businesses that sign up for procurement portal as well as those that are ultimately awarded contracts | Work in Progress | This data is being tracked for federally funded agreements, however we are working to include nonfederally awarded contracts and smaller purchases in this data collection. |
| Participants have a better understanding of SACOG's procurement process | Work in Progress | A resource guide to doing business with SACOG is in development to be distrbuted at Connecting Point 2024 and be made available electronically to potential participants in our procurement process. |
| Participants report fewer barriers to SACOG procurement application process | Work in Progress | None at this tme. |

## Successes

Succesful PM training that, while not focused on REAP/DBE, it did educate staff on our procuremetnprocesses including DBE and furthered understanding of DBE resources and idenitfying work that can be subbed out to DBEs. We changed to focus to making sure that SACOG staff understands our procuremetn processes rather than partcipants, which is beneficial in creating more inclusive solicitations. This will help particpants have a better understanding working with their PMs.

## Challenges

Challenges of connecting directly with vendors can be overcome by making sure all SACOG staff understands our processes and can relay them to their vendor and potential vendor contacts in the community.

## Lessons Learned

That our PMs are a great resource to educate vendors and find out what challenges vendors have with our procuremetn process. They have relationships with vendors, and we can learn a lot from that.

## What has changed as a result of implementing this objective?

We changed focus to providing the resources and guidance to internal staff. Educating PMs on procurement is a good way to make sure to outrach to more DBEs, by giving them the tools to do so efficiently and for smaller procurements where its not always required.

## 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.

| 90% | OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL |

| **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 | 84% | On Sched. | 6/1/2023 | 12/1/2023 |

### Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| CBOs report stronger interest in working with SACOG | Work in Progress | We have seen CBOs show interest in various projects, including the Blueprint mini grant program (which welcomed CBOs we hadn't worked with before) and through development of the Engage, Empower, Implement program. |
| Number of community partners on the listserv, the number of emails, and the resulting engagement | Work in Progress | 107 contacts on our listserv |
| Increase in SACOG financial support for community engagement | Work in Progress | SACOG has offered payment for all input from community in last couple of years, where before we were not offering any type of compensation for people's time. |

### Successes

In general we have seen participation from CBOs across various projects, including Blueprint, Engage Empower Implement (EEI), and Mobility Zones. We have also been able to convene working, focus, and review groups and they are indicators of being able to rely on CBOs' participation.

### Challenges

Trust building takes time and not just expecting CBOs to come to us, but also for us to show up for them. We have done so through sponsorhip opportunities, presence at events, and providing opportunities to engage.

### Lessons Learned

What lessons have you learned this year?

### What has changed as a result of implementing this objective?

In general, our internal practices have been improving across teams and projects. Staff are thinking through future community and CBO engagement and work with External Relations Group to strategize. As verious projects continue engagement and other convenings, such as working groups and review committees, and provide payment and structure, we continue to learn and establish best practices for the future.

| 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 | 100% | On Sched. | 10/1/2022 | 12/31/2025 |

( 1 )

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Number and diversity of CBO partners for Blueprint outreach | Achieved | 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.<br>The 12 Public Outreach and Engagement Grant Program recipients are listed below:<br>- Arab Community Center for Integration Services<br>- Breathe California Sacramento Region<br>- Gardenland Northgate Neighborhood Association<br>- Harris Mathews Consulting/ St. Paul Church of Sacramento<br>- Health Education Council<br>- Placer People of Faith Together<br>- Sacramento Area Bicycle Advocates (with Bicycling Advocates for Rancho Cordova)<br>- Sacramento LGBT Community Center<br>- Sanctuary of Sacred Crowns<br>- University Enterprises, Inc. dba Sacramento State Sponsored Research<br>- Wopumnes Nisenan and Mewuk Heritage Society<br>- Women of Color on the Move |
| Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region | Achieved | Staff efforts to broaden the outreach efforts were successfull in shifting respondent demographics closer to alignment with the region compared to the 2020 MTP/SCS outreach efforts. For details please see: https://tinyurl.com/mhdh8aza |

## What has changed as a result of implementing this objective?

The agency has set a new standard for equitable outreach practices as well as opened new relationships with CBOs in the region.

| 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 | 88% | Behind Sched. | 1/1/2023 | 7/1/2023 |

**Measures & Indicators**

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| 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 | Two tools/benefits within existing SACOG resources were identified, each specific to one tribe in the region, by August 2024. |
| SACOG has had initial communications with a majority of the tribal governments in the region by the end of 2023 | Achieved | SACOG had initial two-way communication with four federally recognized tribes within the region. |

**Successes**

High level succeses this year were expanding connections with new partners and governments, making concrete steps towards providing useful resources/tools to tribes, and gaining internal traction/awarenss of tribal issues and concerns to build in tribal engagement from the start of projects.

**Challenges**

We continue to struggle to connect directly with Shingle Springs Rancheria. We will continue to reach out and explore what other partners might be able to guide us toward making an authentic connection.

**Lessons Learned**

SACOG continues to learn more about each individual tribe and the importance of understanding tribal priorities, particularly economic and land use development strategies each tribe is pursuing across the region, as well as other aspects of tribal government, such as environmental and cultural resource protection.

## Programs Goal 2

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

| 41% | 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 | 45% | On Sched. | 12/1/2022 | 12/31/2025 |

(1)

### Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|-------------------|--------|-------|
| SACOG's funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies | Work in Progress | None at this tme. |
| 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 | None at this tme. |
| 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 | None at this tme. |
| 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 | None at this tme. |

### What has changed as a result of implementing this objective?

As a result of implementing these tasks, SACOG now has both a dedicated funding avenue for collaborative projects that are responsive to community needs (the EEI program) and has a general funding program that includes equity criteria to be considered across all funding sources and project types. The funding round framework establishing a permanent space for EEI is critical in how as an agency we think about  investing in disinvested communities. The development of EEI and the final funding framework recommendations set the precedent for collaborative decision-making and how that influences projects in the future. The development of EEI guidelines and the funding round framework created a dialogue amongst jurisdictional partners and SACOG staff around equity and what is important to consider and measure, quantitatively and qualitatively.

| 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 | 38% | Behind Sched. | 12/31/2023 | 12/31/2024 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Number of SACOG's major programs/projects using equity rubric | Not Scheduled to Begin | None at this tme. |
| Number of partner CBOs and agencies that understand the equity objectives of SACOG's major programs/projects | Work in Progress | None at this tme. |
| Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices | Not Scheduled to Begin | None at this tme. |
| 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 | None at this tme. |

## Successes

We now have a draft of an equitable program development and evaluation process. Over the course of the year, in our staff work to develop this process, we've clarified that this process will ultimately upgrade our current program development and evaluation process. This is exciting because the new process will incorporate evaluation of the program throughout its life cycle and builds into every step (program development, execution, evaluation) consideration of who benefits/doesn't benefit.

## Challenges

We acknowledge how much we could actually accomplish over the course of the year is less than we planned. We adjusted our expectations by focusing on learning from the equitable program pilots already underway so that those learnings can shape the program development and evaluation process.

## Lessons Learned

We learned for this objective to be accomplished, we will need to develop more than an equitable engagement rubric. That's why we are now creating an equitable program development and evaluation process--so that equity considerations are incorporated into all elements of a program and throughout its lifecycle.

## What has changed as a result of implementing this objective?

While we have not completed this objective, the staff work thus far has resulted in greater understanding among all staff about what the program management process at SACOG is, and what it will be once we have completed this objective. It's exciting that all teams are presently engaged in the redesign of the program management process; we hope this will result in successful implementation and ultimately, more effective programs that accomplish SACOG's Triple Bottom Line goals.

## 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| SACOG offers two, 2-hour training sessions per year to all stakeholders | On Hold | None at this tme. |
| At least 1 government agency from each county participates in capacity building sessions | On Hold | None at this tme. |
| Percent of session participants reporting increased knowledge after attending the session | On Hold | None at this tme. |
| 90% of SACOG project managers participate in at least one session relevant to their role in the agency | On Hold | None at this tme. |

### Successes

No successes yet as we have not implemented the capacity building sessions.

### Challenges

No challenges yet as we are still in the early planning stages of developing a plan for the capacity building sessions.

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

## 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Number of local governments participating | On Hold | None at this tme. |
| Increase in local government participation over time | On Hold | None at this tme. |
| Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs | On Hold | None at this tme. |
| Feedback from partner organizations/governments on their partnership with SACOG | On Hold | None at this tme. |
| Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices | On Hold | None at this tme. |
| Reduction in disparities across indicators tracked in regional progress reports | On Hold | None at this tme. |

## Successes

No successes yet as we have not implemented the capacity building sessions.

## Challenges

No challenges yet as we are still in the early planning stages of developing a plan for the capacity building sessions.

## 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| SACOG holds two workshops per year focused on REI best practices | Achieved | Two workshops were held, focused on two different equity issues in the region: workforce development and land access in agriculture and pedestrian safety/transportation equity. |
| Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic | Achieved | We collected surveys on the 2nd workshop topic (pedestrian safety/transportation equity). 11 of 14 respondents indicated they had better understanding of the workshop topic. |
| After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues | Room for Improvement | We have not succeeded in follow-up on the first REI Workshop, though have received general feedback from board members that the subject was informative. Learning from this, staff coordinated the timing of the second workshop to support the board's Blueprint and safety policy discussions this fall and winter. |

### Successes

We held two content-rich, engaging workshops for the board of directors. The presenters shared best practices for reducing inequities in two very different issue areas.

### Challenges

The timing of workshops to has been challenging to figure out given the many issues that need to be on board agendas. However, recognizing the need to tie workshop topics closely to upcoming or subsequent board topics, we worked early to identify the second workshop topic and timing this year.

### Lessons Learned

We're learning to better coordinate workshop content and timing with other major actions that are coming before the board, so that the workshop can help inform the board's subsequent discussion and actions.

### What has changed as a result of implementing this objective?

We held two content-rich, engaging workshops for the board of directors. The presenters shared best practices for reducing inequities in two very different issue areas. We're learning to better coordinate workshop content and timing with other major actions that are coming before the board, so that the workshop can help inform the board's subsequent discussion and actions.

See attachment for the survey responses collected from the second board workshop.

| 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| SACOG holds one REI primer/refresher session in the first quarter of each calendar year | Achieved | We held a REI primer/ refresher at the beginning of the calendar year |
| 100% of new board members attend the session | Achieved | 100% of new board members attend the session |
| 80% of returning board members attend the session | Achieved | 71% of returning board members attend the session |
| Number of survey respondents that indicate they have a better understanding of SACOG's REI work | Work in Progress | About 87% of survey respondents indicate they have a better understanding of SACOG's REI work |

## Successes

High attendance and high survey response rate from board members. 1 REI WG public member was able to attend and be part of the presentation!

## Challenges

The refresher was in February; we're not sure how much board members remember from that early session. Should we have referenced back to it more? or did it sufficiently set the table for the rest of the year?

## Lessons Learned

It worked really well to hold the refresher during a board meeting. This ensured high attendance and we were able to get feedback on the presentation as well.

## What has changed as a result of implementing this objective?

Board member feedback after the REI refresher session was very helpful to focusing staff on the rest of the board engagement activities for the year. For example, staff highlighted equity issues in a rural context, and also working on an REI workshop for October that identifies case studies in different communities where a racial equity approach was used to address a transportation inequity. Here's a summary of the board member questions/interests (and highlights of what we were able to follow up on during 2024):
- Interest in learning about specific implementation activities of the racial equity action plan and measurable outcomes. (quarterly Progress Reports on the racial equity action plan as Receive & Files to the board)
- Interest in getting more board members involved. (For all board members,2 board workshops and one tour focused on REI topics)
- Interest in highlighting equity issues in rural areas, such as farm worker housing, transportation and technology access issues. (1 board workshop focused on equitable workforce development and land access in the agricultural sector)
- Hope that SACOG's community engagement work will continued to be refined to search for deep value. (ongoing listening and learning via external relations work)
- Interest in how REI will be implemented in different communities with respect for the uniqueness of each community. (Staff worked very hard at this through the development of Engage, Empower, Implement Program Framework, Funding Round Program Framework, and Mobility Zones Equity Priority Communities)

| 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| A majority of the board participates in the site visit | Work in Progress | Nothing to report until the next REAP tour. |
| 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 | So far we have had tours in two of the six counties. |
| SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit | Work in Progress | Will have more updates once we identify a tour area for 2025. |
| Board members report a better understanding of outcomes and experiences within the community after attending site visit | Work in Progress | Will have more updates once we identify a tour area for 2025. |
| CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future | Work in Progress | Will have more updates once we identify a tour area for 2025. |

## Successes

We successfully hosted a tour of the Woodland/Yolo County area.

## Challenges

There weren't many challenges with planning this tour. Our partners helped with finding stories and were excited to participate in the event.

## Lessons Learned

We can have fewer highlights in the tours, this will give board members more time to absorb and enjoy the information. Maybe a presenter at the board meeting and only one or two stops on the bus to save on time.

## What has changed as a result of implementing this objective?

It has been great to learn about the projects happening in other parts of the region. I'm looking forward to continuing this effort in future years.

## 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

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Increase in regular community engagement activities by SACOG staff | Work in Progress | We have increased our engagement across various projects, including Blueprint, EEI, and Mobility Hubs, grant projects, and Mobility Zones. Staff is looking for more ways to increase our engagement and coordination opportunities. |
| All staff reports include description or overview of community engagement activities | Work in Progress | We have not gotten to this level of assessment in our staff reports or work across the agency. |
| Annual increase in community input for SACOG funded projects | Work in Progress | We are currently working on this by increasing our accessibility and opportunities of engagement; and as we develop new projects and update our processes, we hope to see this increase project over project. |

### Successes

The board has in fact weighed in on policy decisions around equity, especially in projects like Engage, Empower, Implement and the Active Transportation Program. From these projects and others, there is a lot to learn and develop more concrete stategies of decision-making.

### Challenges

In general the timing and how it aligns with projects has been the biggest challenge. Thinking about how the board makes policy decisions without having internal processes prior to the REAP was challenging.

### Lessons Learned

As we continue to implement, it is becoming more clear what are ways to bring this to the board, but we had to go through the implementation of REAP to really understand that. Recognizing that there needs to be options and transparent processess has been a big lesson.

### What has changed as a result of implementing this objective?

We have not implemented this task specifically. However a few projects have been related to it, such as ATP, Mobility Zones, EEI and Green Means Go. And through these efforts there is a lot for staff to consider for the ongoing implementation for this task.

| 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% | Behind Sched. | 6/1/2023 | 1/1/2024 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | STATUS |
|---|---|---|
| SACOG board endorses standardized questions that are used to assess the equity impact of every policy decision | On Hold | None at this tme. |
| Board considers the racial equity implications of all policy decisions | On Hold | None at this tme. |
| Feedback from board members that staff reporting provides effective information on equity implications | On Hold | None at this tme. |

## Challenges

This task has been on hold due to staffing resources.

## Board Practices Goal 3

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

**81%** OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

| 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 | 94% | On Sched. | 5/1/2023 | 9/30/2024 |

### Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Board members find the regional equity indicators useful in understanding current economic and social disparities in the region | Work in Progress | None at this time. |

### Successes

The primary success is a new dashboard that is a major upgrade to how SACOG organizes and presents data.
The dashboard includes about twice as many indicators, each at multiple geographies. The most new indicators added related to race/ethnicity.

### Challenges

A main challenge continues to be that different users expect different things from the data dashboard and corresponding progress report.

### Lessons Learned

First, that while there are advantages in having dozens of tracked indicators, the flip side is that the dashboard loses a sense of which of these is the most important. Future steps could consider prioritizing metrics in relationship to Blueprint objectives.
Second, indicators are most effective when they include a target or goal, which could also be a future phase of work.
Finally, it is important to connect the new dashboard to the vision and purpose (the 'why' behind its creation).

### What has changed as a result of implementing this objective?

The main change is a new resource to SACOG staff, to the board, to the REI working group and to regional stakeholders at large. As the dashboard has just been launched, is too soon to say how effective it will be, and how used. This is something we will track through time.

## 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. | 3/1/2023 | 9/21/2023 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | STATUS |
|---|---|---|
| REI working group discusses REAP progress reports at 2 meetings in 2023 | Achieved | REAP progress is continuing to be reported to the REI Working Group at least twice per year. Working Group members will be asked to help identify updates to the REAP. |
| Majority of REI working group members report they have the information to assess SACOG's progress in REAP implementation | Work in Progress | Over the next few months, we will be assessing progress on REAP implementation and what updates we can make to the REAP. |

## Successes

Staff are willing to consistently share their updates and feedback through this tool.

## Challenges

Continual assessment of whether or not this is the best way to track implementation.

## Lessons Learned

Give staff time and space to discuss what is happening with their objective.

## What has changed as a result of implementing this objective?

SACOG task leads have been reviewing current objectives, actions, and measures & indicators for future updates of the REAP. The progress report is a large piece of tracking implementation and staff is working to continuously improve its use and effectiveness. Conversations are taking place in each of the three focus areas on how we can continue to report out on implementation in an effective way and how we can create meaningful updates as implementation activities evolve. We have been able to have good conversations around the coming updates to the REAP and what is the best way to track implementation.

| 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 | 79% | On Sched. | 11/1/2022 | 12/31/2024 |

## Measures & Indicators

| MEASURE/INDICATOR | STATUS | NOTES |
|---|---|---|
| Majority of REI working group members reporting their time on the working group was valuable | Work in Progress | 75% of REI Working Group members responded to a progress assessment survey last spring, generally stating the working group is on track to achieving its outcomes by the end of the year. Staff would like to ask the working group this specific question about the value of participating on this working group at the end of the year to gain a perspective on the full 2-years of the working group term. |
| Majority of board members provide feedback that they have received sufficient information to assess SACOG's progress on REAP implementation | Work in Progress | Staff propose to ask this question of the board toward the end of the year when the REI working group forwards its recommendations to the board. |

## Successes
The second year of the REI Working Group's term has been very productive and helpful to staff: the working group established a

## Challenges
It has been challenging for staff to identify how best to support the REI Working Group regularly bringing its discussions and insights to the SACOG board. We will engage REI Working Group members on this in October and November as we evaluate updates to the Racial Equity Action Plan.

## What has changed as a result of implementing this objective?
The second year of the REI Working Group's term has been very productive and helpful to staff:
- the working group established a solid common understanding of the principles of meaningful community engagement that they'd identified last year;
- the working group gave feedback on the efficacy of SACOG's first CBO-mini grant program and guidance for the next iteration of the program;
- the working group gave feedback on SACOG's Funding Round Program framework;
the working group gave guidance on the application of regional equity indicators for SACOG's Regional Monitoring Report (last year the working group helped staff identify equity indicators to track);
- the working group gave guidance on which issues and topics to focus the Racial Equity Action Plan after 2024.

# Responses to the SACOG October Board Workshop on Dangerous by Design/Transportation Equity

As part of the board's racial equity statement of commitment to listen and learn, the board adopted a goal to deepen its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the Sacramento region. To support this goal, the board has at least two workshops a year on equity issues and trends in one of SACOG's core subject areas, such as transportation, housing, land use, economy, or environment.

During the second equity-focused workshop this year, the board heard a presentation, Dangerous by Design, from Heidi Simon (Director of Thriving Communities at Smart Growth America) focused on demographic disparities in pedestrian fatalities and community-engaged approaches to reducing pedestrian fatalities. Joining the presentation was Kiara Reed (Executive Director of Civic Thread) and David Moore (Community Planning Specialist at Civic Thread), who shared examples from the Sacramento area of community-co-created solutions to dangerous roadways.

We surveyed board members on: (1) whether they had a better sense of what is meant by transportation equity; (2) whether they had a better sense of what different communities are doing to improve safety for pedestrians; and (3) what additional questions, insights, and topic interests they had. Below are those responses.

**Out of 14 surveyed board members, 11 indicated they have a better sense of what is meant by transportation equity and 12 indicated they have a better sense of what different communities are doing to improve safety for pedestrians.**

**What additional questions do you have after this workshop?**

Do we feel like we are a learning community? Where our Public Works Directors are learning from each other? Are they attending Summits/Workshops where they can learn the best practices from each jurisdiction?

My community has a large build farmstead and it isn't bike or pedestrian friendly. What guidance can I get on suggestions for this build while it's in the environmental impact review stage?

Esthetics - Making roadways look green and benefit the area - Not institutional

Folks are moving rural-ish area and creating problems via increased traffic with commuting to jobs

I am color blind to this topic. Fatalities are fatalities. I note that places listed in areas where minority groups are significant to dominant positions of populations. The "why" should focus on the characteristics of these locations.

**What, if any, insight would you like to share after participating in this workshop?**

Great workshop! Look at the participation after the presentation and discussion. It was enlightening to see!

Update manual/state manual to help with traffic calming.

SACOG policies can formulate for the following (and adopted by individual communities/counties): (1) MUTCD Alternations; (2) Caltrans/State Law/Fed Law regarding speed limit setting; (3) A Pedestrian safety score - similar to pavement conditions index as a goal setting tool and funding distribution tool.

Unique challenges in urban, suburban and rural areas.

Quick builds!

I appreciate the thought that if an accident occurs, a jurisdiction could do a quick build while a longer-term solution is designed and implemented. I also appreciate the concept of using quick builds to test solutions.

Route design is the critical factor.

How to balance adding these traffic controls/slowing of traffic flow with increased emissions. Would like further data on "in crosswalk" or how near to a crosswalk for the fatality data.

## What other Race, Equity, Inclusion topics would you like to see in a workshop?

We should look into the recent gun shootings. Are they prevalent in other communities?

I would like more information on the impact of wayz and other cut-through traffic on equity.

Housing Planning in general plan housing elements. Vast improvement needs to happen in these rural areas for work-from-home and small businesses in these areas.

Very Informative! Thank you

This is a general problem