# Proposed Goals and Objectives for Racial Equity Action Plan

*Draft: December 11, 2024*

## Operations Goals and Objectives

| Current Goal/Objective | Status of the goal/objective (completed/continuing/changing) and explanation for any proposed changes | Proposed Goal/Objective |
|---|---|---|
| **Operations Goal 1**<br><br>**Establish an inclusive workplace where all current and future employees feel they belong.** | No changes proposed to this goal. | No changes |
| **Objective 1A** | | |
| Formalize a process to assess and track organizational demographics annually. | We've finished establishing the process for assessing and tracking demographics. We will now shift to annual assessment and monitoring. | Assess and track organizational demographics 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. | We've provided a series of trainings to all staff over the past two years. As our staff turns over in the future, we want to shift to having the shared understanding be part of onboarding for new staff, and then continue to provide ongoing learning opportunities for all staff | Provide training for new staff on SACOG's shared understanding, and provide at least one annual opportunity for all staff on, foundational diversity, equity, inclusion, and belonging frameworks and best practices. |
| **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. | There are existing in-depth academies and conferences that fit the needs for what we hoped for with this objective. We propose utilizing these rather than creating our own academy. | Utilize external DEI focused learning academies, conferences, and trainings to grow staff skills in racial equity and inclusion practices. |

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| **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. | We are still implementing this objective and propose no changes. | No changes |

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| **Operations Goal 2**<br><br>**Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities.** | No changes proposed to this goal. | No changes |
| **Objective 2A** | | |
| Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool. | We've been focusing on broader recruitment beyond social media, so we propose updating this objective to reflect what we've done and learned over the past two years. | Use a combination of recruitment methods to engage a broad and diverse talent pool and encourage them to apply to open positions. |
| **Objective 2B** | | |
| Develop and provide training to supervisors on racial equity and inclusion in recruitment, interviewing, hiring, promotion, and retention. | We've developed initial training for supervisors, so we propose focusing the objective on providing both training and guidance to supervisors in all aspects of their supervisory duties. | Provide ongoing training and guidance to supervisors on equity and inclusion in recruitment, interviewing, hiring, promotion, and retention. |
| **Objective 2C** | | |

| Current Goal/Objective | Status of the goal/objective (completed/continuing/changing) and explanation for any proposed changes | Proposed Goal/Objective |
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| 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. | We are still implementing this objective and propose no changes. | No changes |
| **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. | We've focused our early career internships more broadly than transportation, housing, and land use so we propose removing those qualifiers. | Provide internships and other learning opportunities for high school, college, and early career individuals. |

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| **Operations Goal 3**<br><br>**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.** | No changes proposed to this goal. | No changes |
| **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. | We've created partnerships and so we propose modifying this to continue those partnerships. We also propose shifting from identifying barriers to focus more on engaging businesses through outreach. | Continue to partner with other local, state, and federal government agencies to increase access to business opportunities. |
| **Objective 3B** | | |
| Review procurement processes and partner with other local, state, and federal government agencies to engage more businesses in the procurement process. | SACOG's procurement processes are unique from those of state and local governments, and so we propose focusing on internal process improvement and training project managers on DBE contract administration. | Review procurement processes and provide guidance and training to project managers on how to engage more businesses in the procurement process. |

# Programs Goals and Objectives

| Current Goal/Objective | Status of the goal/objective (completed/continuing/changing) and explanation for any proposed changes | Proposed Goal/Objective |
|---|---|---|
| **Programs Goal 1**<br><br>**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.** | We've made progress toward this goal but have not yet achieved it. Therefore, no change proposed for this goal. | No changes |
| **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. | We've made progress but have not completed this objective. No changes proposed. | No changes |
| **Objective 1B** | | |
| Create, execute, and evaluate a strategic outreach and engagement plan for the 2024 Blueprint. | We completed this objective and propose deleting it. The proposed objectives of Programs Goal 2, in coordination with the objectives of Programs Goal 1 will accomplish the next phase of this objective. | Delete |
| **Objective 1C** | | |
| Strengthen SACOG's efforts to engage and build relationships with tribal governments, in partnership with local agencies in the region. | We've made progress but have not completed this objective. No changes proposed. | No changes |

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| **Programs Goal 2**<br><br>**Increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region.** | We've made progress toward this goal but have not yet achieved it. Therefore, no change proposed for this goal. | No changes |
| **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. | We completed this objective. The processes for developing the Engage, Empower, Implement and Regional Funding programs were successful in engaging communities across the Sacramento region and resulted in well-received programs. We recommend broadening the objective to apply to all SACOG's funding programs. | Incorporate equity frameworks and community-led planning principles into all future SACOG funding programs. |
| **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. | We've made progress but have not completed this objective and we recommend revising it based on what we've learned so far: in designing our first racial equity-focused programs (Engage, Empower, Implement, and Mobility Zones), and from examining each of the steps of our current program development and evaluation process, we've learned it is very effective to design a program from the beginning to be equitable and reduce disparities. This then gives us program goals we can measure/evaluate against as the program is being implemented and after it has concluded. | At least annually, or as SACOG develops new programs, SACOG staff identifies opportunities within programs to increase racial equity and reduce disparities, evaluates program effectiveness, and evolves programs based on learnings. |

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| **Proposed: New Objective 2C** | | |
| | After two years of hard work, SACOG staff have established a process to update the equity metrics in the Regional Monitoring and Reporting Dashboard as frequently as data sources are available. Equity metrics inform where there has been progress, and where not, in reducing disparities by race/ethnicity. | SACOG will use equity indicators from the Regional Monitoring and Reporting Dashboard to inform the development of and evaluation of programs. |
| **Proposed: New Objective 2D** | | |
| | As SACOG incorporates equity frameworks and community-led planning principles into all future funding programs, it will be important to track and assess the impact of those changes. This will also help the region better understand progress on the triple bottom line goals of the 2025 Blueprint (equity, economy, and the environment). | Create and implement a methodology for analyzing and tracking funding awards and their impacts across SACOG's funding portfolio. |

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| **Programs Goal 3**<br><br>**SACOG supports and learns from member and local partner agencies incorporating racial equity best practices into their planning work.** | We've made progress toward this goal but have not yet achieved it. Therefore, no change proposed for this goal. | No changes |
| **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, etc.) to increase regional, sector, and community REI impact. | We haven't completed this objective and learned from the last two years a need to focus on purpose versus format in this objective in order to implement it effectively.<br><br>The proposed objective removes specificity on the **format** of the capacity building sessions and instead provides specificity on the **purpose** of the capacity building sessions. | Collaborate with other government agencies to facilitate regular capacity building opportunities to develop a shared understanding of historical and contemporary racial equity, and intersecting social issues in transportation, housing, land use, and air quality. |
| **Objective 3B** | | |
| Beginning in 2024, collaborate with government agencies to develop resource guides and toolkits to strengthen implementation of REI best practices. | We haven't completed this objective and learned from the last two years a need to clarify who is doing this work and what it is focused on.<br><br>The proposed objective clarifies that SACOG is the implementer of this objective and that the resources are focused toward projects versus general REI resources. | When SACOG is developing resource guides, toolkits, and technical assistance programs, incorporate equitable planning best practices to build the capacity of member and partner agencies to advance projects that support racial equity. |

# Board Practices Goals and Objectives

| Current Goal/Objective | Status of the goal/objective (completed/continuing/changing) and explanation for any proposed changes | Proposed Goal/Objective |
|---|---|---|
| **Board Practices Goal 1**<br><br>**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.** | We've made progress toward this goal but have not yet achieved it. Therefore, no change proposed for this goal. | No changes |
| **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. | This is objective is an annual activity that is working well. No changes proposed to the language, but we suggest moving this to Objective 1B, and making current Objective 1B the new Objective 1A, to emphasize the process of onboarding through continued support for board members. | No changes |
| **Objective 1B** | | |

| Current Goal/Objective | Status of the goal/objective (completed/continuing/changing) and explanation for any proposed changes | Proposed Goal/Objective |
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| 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, including key findings and board actions. | This objective is an annual activity. From what we've learned the last two years, we propose updating it to reflect support for new board members and ongoing support for all board members. We also suggest moving this to the first objective (1A) since it is foundational for the subsequent objectives. | Provide new board members a primer on SACOG's REI work, including information about the Racial Equity Action Plan, and for all board members hold an annual REI primer/refresher session and provide regular updates of SACOG's REAP progress and the work of the REI Working Group. The annual session will describe SACOG's REI journey to date, including key findings and board actions. |
| **Objective 1C** | | |
| Collaborate with REI partners in the region to facilitate an annual site visit in the region with Board Members, focused on REI barriers and successes. | This objective is an annual activity that is working well. No changes proposed to the language. | No changes |

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| **Board Practices Goal 2**<br><br>**The SACOG board includes racial equity impacts in its triple bottom line decisions.** | After reviewing this goal and activities to achieve it, we determined it needs to be rewritten to provide clarity and specificity. | **The SACOG board considers in its decisions the inclusion of equity frameworks and community-led planning and engagement principles in new or updated SACOG programs.** |
| **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. | We haven't completed this objective and learned after two years that we need an objective that better aligns to new Board Practices Goal 2 and SACOG's work plan. The proposed objective better aligns with Goal 2 and SACOG's 2025 work plan. | In the first quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with an overview of upcoming priority programs for the year ahead with a focus on how the Board and Working Group can support consideration of equity goals and community engagement principles. |
| **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. | We haven't completed this objective, and as with Objective 2A, we learned after two years we need an objective better aligned to Board Practices Goal 2 and SACOG's work plan. The proposed objective provides the REI Working Group and SACOG board an opportunity to review lessons learned from efforts to integrate equity frameworks and community engagement principles into SACOG's work and programs. | In the last quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with a review and evaluation of how equity goals and community engagement principles were incorporated into SACOG programs and lessons learned as a result. |

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| **Board Practices Goal 3**<br><br>**The Board maintains consistent engagement with racial equity action plan implementation process.** | We've made progress toward this goal but have not yet achieved it. Therefore, no change proposed for this goal. | No changes |
| **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. | We have completed this objective. Through the Monitoring & Reporting program, SACOG staff have established a process to update regional equity indicators as frequently as data sources available and make annual reporting possible. Equity metrics inform where there has been progress, and where not, in reducing disparities by race/ethnicity. The proposed objective is the next step of ongoing monitoring and reporting. | Through an annual update, the SACOG board will use the Regional Monitoring and Reporting Program to better understand the disparities that exist in the Sacramento region by race/ethnicity, income and geography. |
| **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. | The REI working group completed this objective. One of its recommendations is that a next iteration of the working group continue in 2025 and 2026 with a focus on board engagement and integrating equity and community engagement into our work. | The REI working group, comprised of board members and non-board members, will guide the continued implementation of the REAP in 2025-26 with a focus on board engagement and continuing to integrate equity and community engagement into SACOG's programs. |