

**SACOG  
Stakeholder  
Listening Sessions,  
1-on-1 Interviews,  
& REI Working Group  
Capacity Building  
Series**

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# Meet Your Trainers



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# OVERVIEW: STAKEHOLDER LISTENING SESSION OBJECTIVES



Stakeholders will have an opportunity to **share their experiences and identify strengths and barriers** of previous and current collaborative efforts relating to SACOG's REI initiatives, policies and practices.

Stakeholders will have the opportunity to **surface group priorities for developing and implementing** an impactful regional racial equity plan with SACOG.

# SACOG 2022 STAKEHOLDER LISTENING SESSION DETAILS

Timeline	Sessions	Participants
May 17, 2022 through June 22, 2022	<p><b><u>14 Total Stakeholder Sessions Completed</u></b></p> <ul style="list-style-type: none"><li>• 3 Sessions: City/County Staff.</li><li>• 6 Sessions: SACOG Staff/Managers</li><li>• 2 Sessions: Transit Agency Staff</li><li>• 2 Sessions: Community Based Organizations</li><li>• 1 Session Four Agency Prosperity Partners</li></ul>	83 Attendees

# SACOG 2022 STAKEHOLDER LISTENING SESSION DETAILS

## Stakeholder Participants

- |  |  |  |  |
|--|--|--|--|
| <ul style="list-style-type: none"><li>• City of Sacramento</li><li>• City of Citrus Heights</li><li>• El Dorado Transit</li><li>• Roseville</li><li>• YCTD</li><li>• Sacramento County</li><li>• ACC Senior Services</li><li>• Placer County Transit</li><li>• SACOG Staff<br/>(Managers/Non-managers)</li></ul> | <ul style="list-style-type: none"><li>• 10. Opening Doors Inc.,</li><li>• Placer Community Foundation</li><li>• Building Healthy Communities (BHC)</li><li>• Civic Thread</li><li>• Sac EJ Coalition</li><li>• La Familia</li><li>• Community Transportation Advocates</li><li>• Sacramento Housing Alliance</li></ul> | <ul style="list-style-type: none"><li>• EDCTC</li><li>• PCTPA</li><li>• El Dorado County</li><li>• Elk Grove</li><li>• CalAsian Pacific Chamber of Commerce</li><li>• Valley Vision</li><li>• Sacramento Metro Chamber of Commerce</li></ul> | <ul style="list-style-type: none"><li>• City of Roseville</li><li>• City of Placerville</li><li>• City of Marysville</li><li>• Yolo County</li><li>• Yuba City</li></ul> |
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# LISTENING SESSION FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## MAJOR THEMES

1. Community Stakeholder Engagement
2. SACOG as an Agency (Internal Operations)
3. SACOG Staff Capacity, Knowledge and Skill
4. Overall Commitment to REI
5. Board Dynamics
6. Historical Structural Inequities
7. SACOG's Role in Regional REI
8. Shared Language



# LISTENING SESSION FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## STAKEHOLDER TRENDS: SACOG STAFF (Managers & Non-Managers)

- Internal staff has the most knowledge about SACOG's REI work, specific activities and status of progress though this understanding differs depending on their role within the agency.
- SACOG's staff as a whole **see REI as an important part of SACOG's work**. Staff communicated interest in learning more about how to practically incorporate REI into SACOG's work and were proud that SACOG has made the overall commitment to REI however, were **concerned about their capacity** to move work forward with their current workloads and pressure to meet current deadlines.
- Staff reported that even though the work feels slow they were excited to see that SACOG's **Board of Directors has made intentional strides** toward acknowledging REI as a priority but believe that there is still a lot of learning that needs to happen in order for the work to be a success.

# LISTENING SESSION FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## STAKEHOLDER TRENDS: COMMUNITY BASED ORGANIZATIONS & PROSPERITY PARTNERS

- **Better resourced organizations located in larger cities/jurisdictions** seemed to be more aware of SACOG's specific REI efforts. They also were often leading or collaborating on their own REI initiatives where they were located. CBOs (and City/County Staff) located in smaller, more rural locations had less of an understanding of SACOG's REI work and REI as a framework in general.
- Many vocalized that they were open to learning and looking to SACOG as a resource for deepening their understanding of REI initiatives. There was a clear ask for resource support as several of these stakeholders felt they did not have the capacity to actively lead REI work as individual agencies/organizations.
- CBOs want to **build/deepen relationships with SACOG**. They understand that SACOG cannot do it all and are not expecting them to do so. They understand the resources that SACOG has access to and they would like SACOG to actively utilize their strengths to move REI forward throughout the region.
- CBOs communicated a shared concern that the Board may be a barrier to impactful REI work.



# LISTENING SESSION FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## STAKEHOLDER TRENDS: CITY/COUNTY STAFF & TRANSIT AGENCY STAFF

- These stakeholders tended to have a relatively comprehensive understanding of SACOG's REI work, especially if they reported to City/County elected officials that participate on SACOG's Board of Directors.
- Larger, more diverse cities/jurisdictions seemed to have more direct experience with REI as they were collaborating and participating in REI conversations within their specific locations/organizations.
- Similarly to CBOs, these stakeholders voiced an interest in SACOG stepping up as an **“educator”** and **“convener”** of regional REI efforts, specifically around developing opportunities to deepen understanding and education around the historic impacts of inequitable policies and practices throughout the region.
- This group understands the complexity of SACOG's work in the region and see this as a possible barrier to moving REI work forward. There was an interest in SACOG helping to **develop a shared understanding of basic REI principles**, and strengthening collaboration with stakeholders who are also doing REI work to strengthen alignment throughout the region.

# WORKING GROUP 1-ON-1 FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## OPERATIONS

- The agency should support staff that provide a voice for equity and inclusion, including their cultural experiences and specific ideas for programs and operations; the agency should **provide training** to staff on finding and learning the experiences of the public SACOG serves.
- The **racial equity action plan should be published** and SACOG should be transparent in the plan about when it is reviewed, how often it is updated, what the metrics are.
- SACOG should also look to make its own **internal practices equitable** first, in order to help its member agencies next.
- Equity outcomes should be measured and reported on so that SACOG and its stakeholders can **assess the effectiveness** of its internal equity efforts.

# WORKING GROUP 1-ON-1 FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## PROGRAMS

- Emphasis that government in general, and SACOG in its own programs, should work more intentionally to reach and **meaningfully engage** underrepresented communities.
- Interest in seeing the racial equity action plan as part of SACOG's **Triple Bottom Line** (Equity, Economy, Environment) approach to its work.
- Interest in SACOG **providing, creating, or otherwise enabling training for local government staff** to do racial equity work and action plan being shared with local jurisdictions so those that have not started racial equity work could have an example to reference or draw from. SACOG support could also include convening local government for training or convening them to learn from each other.
- **Establish baselines demographics** to measure the region over time, such as adopting or developing an equity index for the region, or work on filling in the gap on reporting for consistently underrepresented groups, (e.g., Native Americans and tribal communities in traffic safety data).

# WORKING GROUP 1-ON-1 FINDINGS: OPERATIONS, PROGRAMS AND BOARD PRACTICES

## BOARD PRACTICES

- Important that board members have **scheduled time to learn about equity issues and best practices**. The board needs to hear about equity issues and practices in order to make equitable decisions. Most public members wanted board members to spend time looking within the region to learn who is underserved in their communities and their experiences.
- It is important to constantly **monitor implementation** to see if it's yielding our intended results.
- **Build the board's capacity to implement** the racial equity action plan and consider how its decision-making processes address historic inequities: training or orientation for new SACOG board members on SACOG's racial equity work.
- SACOG should regularly report to the board and public on regional race/ethnicity data, and on the **benefits of funding** awards to communities of color.

# OVERVIEW: REI WORKING GROUP CAPACITY BUILDING SERIES



REI working group members (Board and staff) participated in a practical capacity building workshop series that outlined best practices for **developing, implementing and tracking outcomes** in SACOG's Racial Equity Action Plan (REAP).

Series incorporated practical examples using specific priorities as discovered during the listening and learning phase.

# OVERVIEW: SACOG 2022 CAPACITY BUILDING SERIES

Timeline	Session Outcomes
<p>Session 1: June 24, 2022</p> <p>Session 2: July 6, 2022</p> <p>Session 3: July 20, 2022</p>	<p><b>Session One:</b> Develop a shared understanding of the Purpose, Outcomes, and Process framework in order to increase understanding, build confidence and improve communication for developing and implementing SACOG REAP.</p> <p><b>Session Two:</b> Strengthen skills to strategically develop measures and metrics of success for reaching REI goals.</p> <p><b>Session Three:</b> Develop an understanding on how to create and maintain a culture of accountability.</p>



# SACOG + VENTURE NEXT STEPS

## Remaining Project Timeline:

- August 2022 - December 2022

## Project Deliverables

- Ongoing REI Advising
  - REAP Implementation Strategy Planning
  - Staff Support on Agency Specific

### Focus Areas

- Community Engagement
- Procurement
- Programs
- Funding/Grant
- Operations, Etc.



# Questions or Reflections?

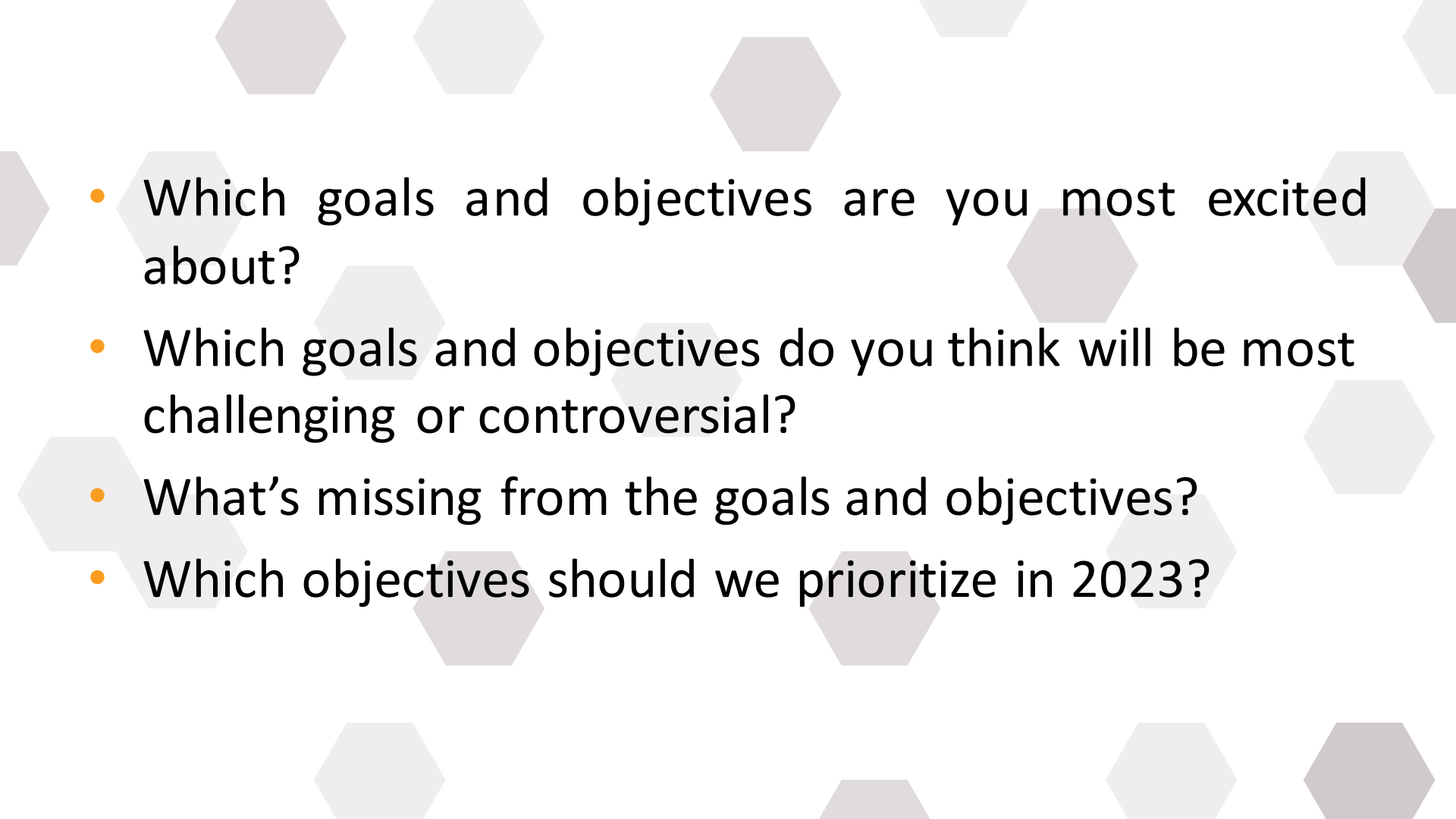
## THANK YOU!

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  - Which goals and objectives do you think will be most challenging or controversial?
  - What's missing from the goals and objectives?
  - Which objectives should we prioritize in 2023?

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# Focus Areas of the REAP

- Operations
- Programs
- Board Practices

# **Ops 1: Establish a safe and inclusive workplace for all current and future employees.**

- O1A: Create an annual cohort of staff to receive intensive REI training
- O1B: Standardize training opportunities to increase knowledge and develop a shared understanding of the foundational concepts of racial equity and inclusion.
- O1C: Create a safe space for staff to share their experiences and deepen trust and relationships.
- O1D: Create internal REI task force and guiding liaison to current and future operations.
- O1E: Track and report organizational demographics.

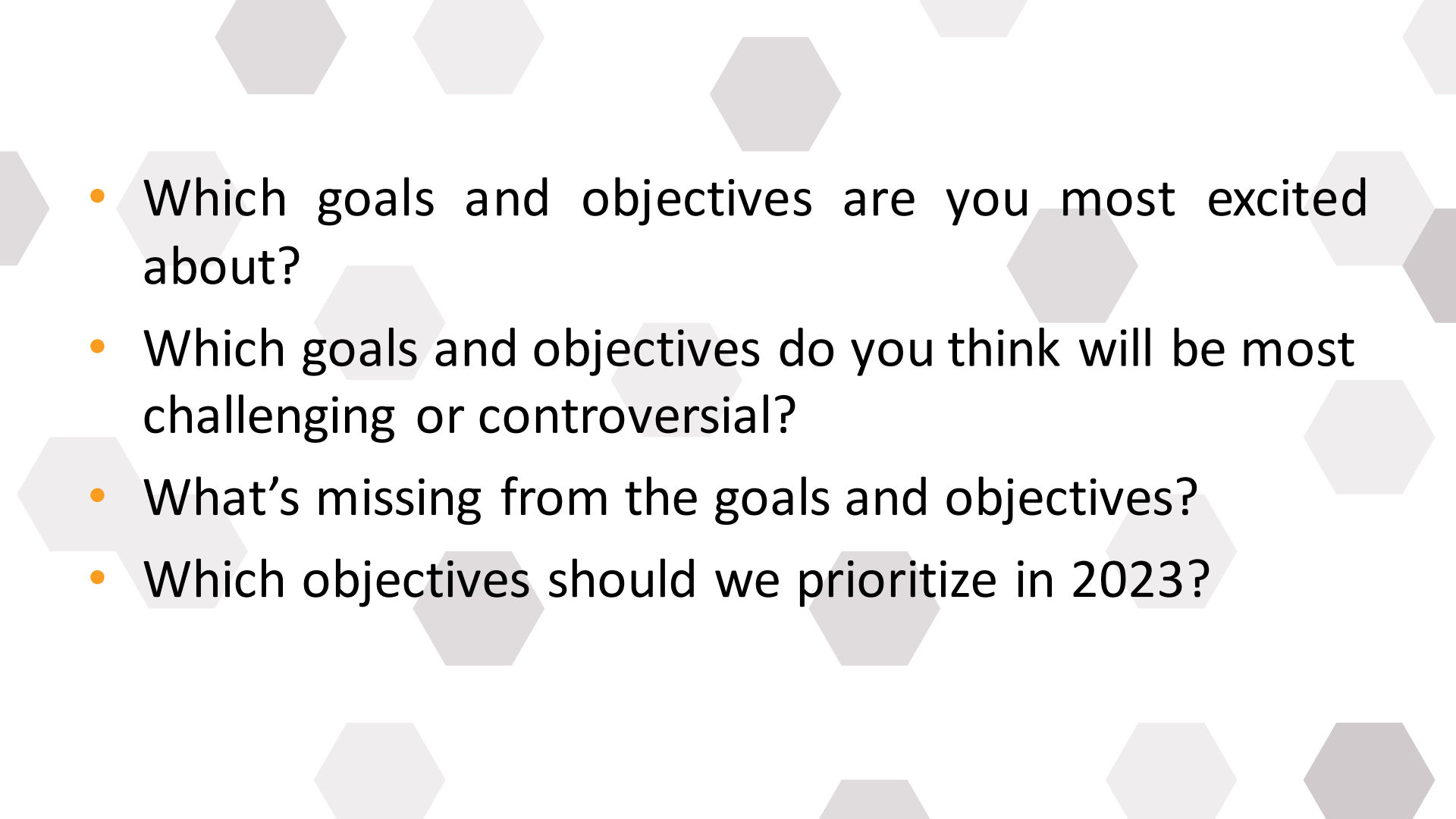
## **Ops 2: Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region.**

- O2A: Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool and measure the impact of the strategy.
- O2B: Develop and provide training to staff, prioritizing hiring managers, on racial equity in outreach, recruitment, hiring, and retention.
- O2C: Mitigate biases in hiring practices.
- O2D: Implement educational programs as an incentive to increase racial equity learning amongst the entire organization.



## **Ops 3: Reduce barriers to SACOG procurement and contracting process.**

- O3A: Identify and reduce barriers in SACOG's procurement process to increase access to businesses operated by people of color.
- O3B: Engage more businesses owned by people of color in the procurement process.

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## **Pgm 1: Engage 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.**

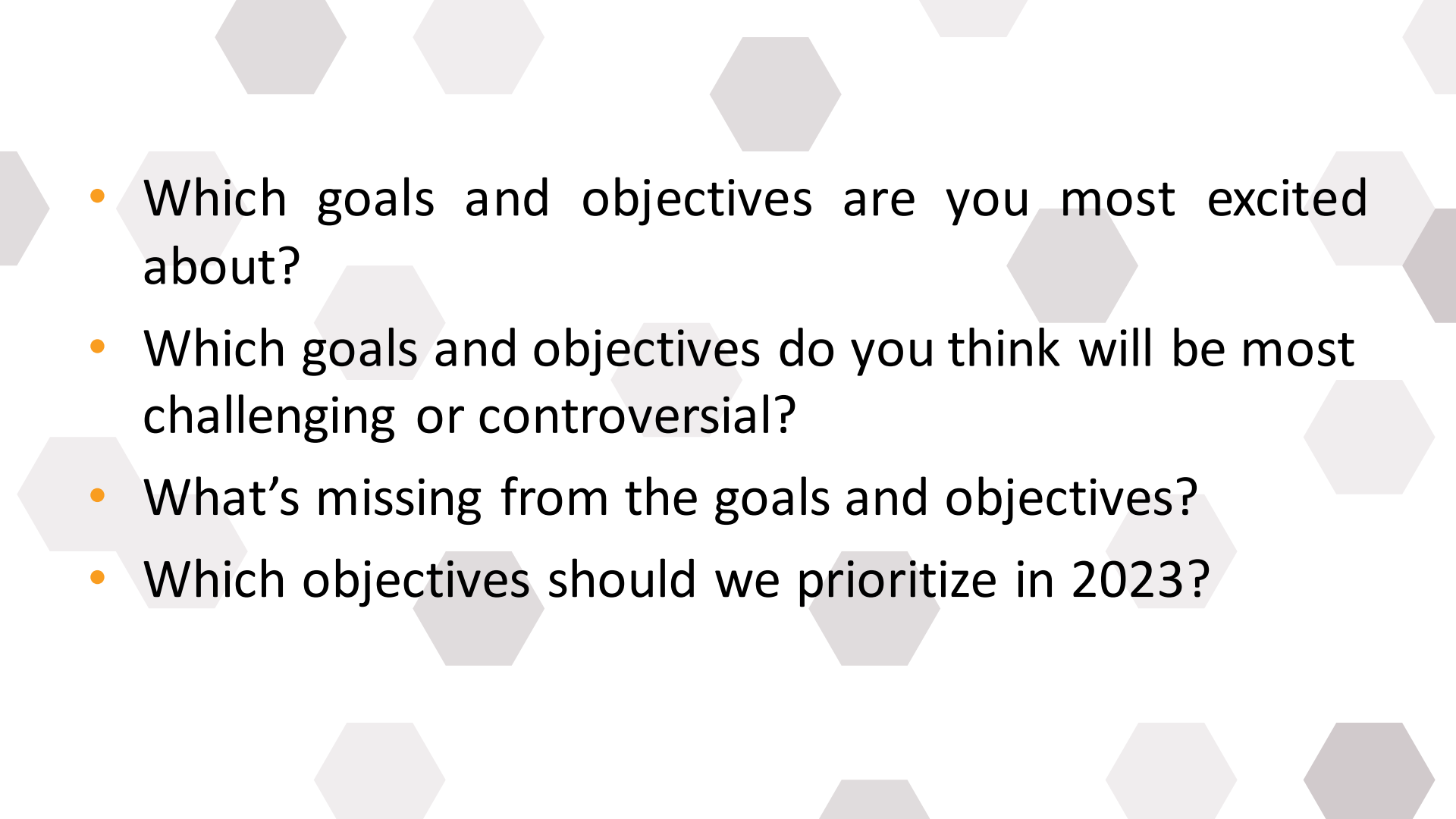
- P1A: Invest in and strengthen partnerships with community representatives, leaders, and organizations by establishing regular meetings with CBOs, soliciting CBOs to contract with SACOG to engage community members, and maintaining regular communications with CBOs.
- P1B: For the 2024 Blueprint, create an outreach and engagement plan that includes specific strategies to engage communities of color and underrepresented communities.
- P1C: Strengthen SACOG's efforts to engage with tribal governments, in partnership with local agencies in the region.

**Pgm 2: Increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region.**

- P2A: Through the Blueprint plan update, formalize long term commitment to support and fund Engage, Empower, Implement for communities across the region.
- P2B: Invest in leadership and talent pipeline programs that contribute to increased diversity in the field of planning.
- P2C: Evaluate SACOG's major programs and planning work to identify opportunities to increase racial equity and reduce disparities.

## **Pgm 3: SACOG supports and learns from member and local partner agencies incorporating racial equity best practices into their planning work.**

- P3A: Collaborate with member agencies to develop resource guides and toolkits to standardize implementation of REI best practices.
- P3B: Collaborate with local and partner agencies to develop shared learning and skill building opportunities through (monthly, quarterly, etc.) training and convenings to increase regional, sector, and community REI impact.
- P3C: Support lead agencies in evaluating their implementation of REI best practices in project development.

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## **Bd 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.**

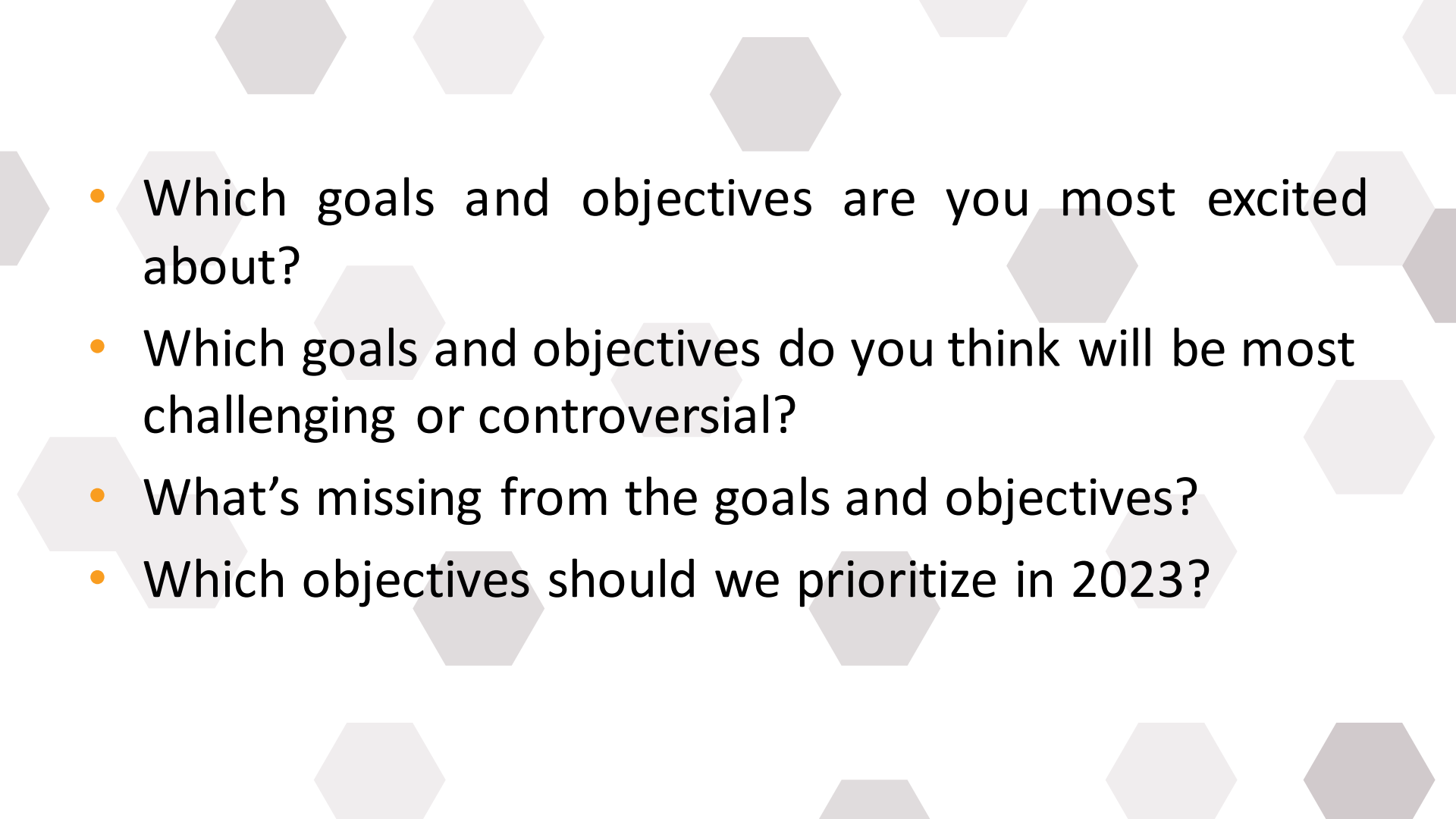
- B1A: Agendize regular board workshops on REI best practices including presentations from speakers from within and outside of the region. Workshops may address emerging equity issues and trends in transportation, housing, land use; impact of past inequitable policies and practices in the region; cultural literacy and/or a history of the region through a race/ethnicity lens.
- B1B: Hold an annual REI primer/refresher lunch 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.
- B1C: Partner with REI stakeholders in the region to hold an annual internal study mission in the region focused on REI barriers and successes.

## **Bd 2: The SACOG board considers racial equity impacts as part of the triple bottom line impact of its decisions.**

- B2A: Invite community stakeholders to share their perspectives on SACOG policy issues at board meetings, before policy decisions are made.
- B2B: Develop and apply standardized methods for assessing the equity impacts of proposed policy decisions. Incorporate regular staff reporting on assessment to the board.

## **Bd 3: The Board maintains consistent engagement with racial equity action plan implementation process.**

- B3A: The board incorporates progress reports on racial equity action plan implementation process at every meeting.
- B3B: REI working group oversees implementation of REAP in 2023-2024 and makes recommendations to SACOG board.

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