

RACIAL EQUITY ACTION PLAN

ADOPTED: OCTOBER 20, 2022



SACOG

Sacramento Area
Council of
Governments

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How We Got Here

Many public and private organizations issued racial equity statements in the wake of social and racial justice protests in 2020. Some of these were statements of solidarity with protesters, some were statements of change and commitment, some were both. At the time, the SACOG board did not adopt a statement of commitment for a variety of reasons, but one important reason was the need to be thoughtful about what a statement would mean. The sentiment expressed by the board's 2020 Race, Equity, Inclusion working group was that the full board needed to have a shared understanding of how racial equity is related to SACOG's work, and that any statement needed to be followed with thoughtful, impactful action. The REI working group of 2020 therefore focused on near-term opportunities to explore the role of racial equity in SACOG's work. The working group gave input and endorsement to establish a community-based equity planning grant program in SACOG's biannual funding round, which was under development in 2020. The working group also engaged a racial equity consultant to conduct a racial equity audit of SACOG.

At the end of 2020, in response to the racial equity audit of SACOG, the SACOG board committed to exploring how SACOG, as a metropolitan planning

organization and council of governments, could advance racial equity in its work. As an outcome of the audit review, the board formed and charged the 2021 Race, Equity, and Inclusion Working Group to serve as a forum to discuss and make recommendations to the Policy and Innovation Committee of the SACOG board on issues related to race, equity and inclusion. The 2021 working group was intentionally formed with public members who have expertise in the field of racial equity and public policy to bring their perspective to the working group's discussions and recommendations.

A primary charge of this working group was development of a racial equity statement of change and commitment, to be the foundation for SACOG's racial equity work. The REI working group developed a racial equity statement of change and commitment at its November 2021 and January 2022 meetings. It forwarded the statement on to the SACOG board, which unanimously adopted the statement in February 2022. The statement is the foundation for SACOG's racial equity work. The REI working group was also charged with building support for, and providing direction on, this racial equity action plan for SACOG.

SACOG Racial Equity Statement of Change and Commitment

Adopted February 17, 2022

The Sacramento Area Council of Governments (SACOG) acknowledges that residents living in the greater six-county Sacramento region face significant inequities, resulting in disparities and divides that exist by race and ethnicity, by income, and by urban and rural areas. SACOG is committed to tackling inequities and disparities in all forms. This statement marks a commitment to advancing racial equity in order to build a thriving economy and healthy environment for all residents of the Sacramento region, particularly for Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and other communities of color, that have been historically disenfranchised and excluded. SACOG envisions a Sacramento region where race is no longer a predictor of life outcomes, and outcomes for all groups are improved.

Background

As the greater Sacramento region has grown, its residents have not shared equally in the benefits of that growth. Federal, state, and local policies played a significant role in racial disparities in health, wealth, education, transportation, housing, and other aspects of life that continue today. “Redlining” lending practices denied home ownership and prevented the creation of generational wealth for people of color, and Black communities in particular. Racially restrictive housing covenants and exclusionary zoning intentionally, artificially, and persistently segregated non-white from white communities.


Redevelopment targeted these communities of color in the name of progress and economic development, but often served to displace and further disadvantage them. Similarly, transportation policies and programs—such as the construction of our region’s freeways and interstate highways—divided and displaced once-thriving communities of color. The cumulative effect of these policies and programs adds up to a legacy of structural racism, the impacts of which are still visible in communities throughout our region today.

As a government entity, SACOG has perpetuated and sustained these long-standing policies and programs that have resulted in significant racial disparities in transportation, housing, and land use in the region. SACOG has an obligation to reduce these inequities through our work to ensure that safe, healthy,

accessible, and inclusive opportunities are available to all residents of the six-county region.

Plan

To work toward a just and equitable region that addresses the historic wrongs and where health and economic outcomes for all groups are improved, SACOG commits to:

| | |
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|  LISTEN and LEARN | Work to build and strengthen relationships with organizations representing historically marginalized communities in both urban and rural areas, to integrate their perspectives and priorities, and to give voice to these communities. |
|  PLAN | Develop a racial equity action plan for SACOG’s programs and operations, that includes measurable activities, and regularly review the plan to ensure the integration of policies, procedures and programs to advance racial equity. |
|  SUPPORT | Provide continuous support to our member and partner agencies to integrate the agency’s racial equity action into local plans, build and strengthen relationships with community-based organizations, non-profits, advocacy organizations, and other equity experts and practitioners. |
|  ACT | Continue to build the capacity of the SACOG staff and board to fully implement SACOG’s racial equity action plan, and carefully consider how our decision-making processes address historic inequities in transportation and housing. |
|  MEASURE | Establish, regularly monitor, and report publicly on (1) regional equity indicators associated with housing, transportation, and economic opportunity; (2) organizational equity indicators of employee and stakeholder (community members, public agencies, non-governmental partners) experience of existing policies, practices, and procedures; and (3) indicators of authentic project sponsor engagement in the planning and design of regionally significant projects. |

How we are Following Through on our Commitments

Listen and Learn

Immediately following adoption of its racial equity statement, SACOG followed through on the first commitments in that statement, to listen and learn from SACOG's stakeholders in order to develop its racial equity action plan.

From March to June of 2022, SACOG staff and their racial equity consultant, Venture with Purpose (Venture), conducted listening sessions with key SACOG stakeholders to learn what SACOG should focus on in its racial equity action plan. SACOG staff invited every member of the REI working group to participate in one-on-one interviews with staff, and 14 participated. Venture invited every SACOG member city and county, SACOG's two Regional Transportation Planning Agency (RTPA) partners, every transit agency, every SACOG staff member, and over a dozen community based organization (CBOs) to attend group listening sessions. Venture held 14 listening sessions, attended by nine local governments, both RTPAs, seven transit agencies, 11 CBOs and 85 percent of SACOG staff.

Partway through the listening sessions, the REI working group heard and discussed the preliminary findings at its May 2022 meeting and provided feedback to guide staff's development of a draft plan. Staff and Venture completed the listening and learning phase for this action plan at the end of June 2022 and Venture conducted a series of capacity building workshops in June and July for SACOG staff and REI working group members to support them in the creation of a draft racial equity action plan.

Plan

Staff used the best practices from the capacity building series to turn the findings from the listening sessions into a working draft racial equity action plan. Venture provided guidance and feedback as staff developed the action plan. Particular attention was paid to making sure the goals and objectives reflect the themes from listening sessions.

Staff shared the working draft action plan back to the stakeholders invited to the initial listening sessions, presented it to the REI working group and SACOG board committees, and asked for feedback from all these groups on:

- Which goals and objectives are you most excited about?
- 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?

With guidance from Venture, staff used stakeholder feedback to refine the goals and objectives. Staff also created timelines, actions, measures and indicators to illustrate how SACOG will work with other organizations to implement the objectives to achieve the goals of this action plan.

SACOG's commitments go beyond the creation of this action plan: our commitments to **listen and learn, plan, support, act, and measure**, are articulated in the objectives and throughout this plan, including how we will measure, report, and adjust implementation over time.

SACOG Racial Equity Action Plan

Focus Areas

This action plan is categorized into three focus areas:

Operations

Refers to the administrative, logistical, procedural, and other duties necessary for SACOG's day-to-day functioning and ability to effectively perform work and deliver services. This includes human resources, finance, and administration.

Programs

Refers to the work performed, and services delivered by SACOG. For example, conducting data and analysis, writing regional plans, awarding and delivering funding, providing technical assistance, sharing and exchanging information, building and maintaining external and legislative affairs.

Board Practices

Refers to the ways the SACOG board of directors conducts its governance and oversight of the agency.

Terms Used in this Plan

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: 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 steps 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.

How We Will Implement This Plan

The goals and objectives in this plan establish initial priorities for what SACOG can do to implement the statement of change and commitment that the board adopted in February 2022.

The board is responsible for adopting the goals and objectives of this plan. The Race, Equity, Inclusion Working Group will oversee implementation of the plan and make recommendations to the SACOG board, based on review of plan progress reports, of any changes to the plan to increase its effectiveness.

The executive director and the management team are responsible for implementing this plan. As noted throughout the objectives that follow, there is a cycle of planning, implementation, and evaluation. As staff carry out the objectives, there may be the need to revisit goals, objectives, and actions. Changes to implementing actions will be made through consultation with the lead staff for that action and the management team.

At least quarterly, the Management Team will take an agency-wide look at this plan: what resources are needed to carry out the identified actions, how it interacts with other planned work, and whether changes are needed based on evaluation.

As outlined in board practices Goal 3, these internal assessments will feed into information shared with the board. As needed, staff will propose to the board modifying goals and objectives.

Summary of Goals and Objectives

Operations

- 1. Establish an inclusive workplace where all current and future employees feel they belong.**
 - A. Formalize a process to assess and track organizational demographics annually.
 - B. 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.
 - C. Develop and facilitate an annual 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.
 - D. 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.
- 2. Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities.**
 - A. Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool.
 - B. Develop and provide training to supervisors on racial equity and inclusion in recruitment, interviewing, hiring, promotion, and retention.
 - C. 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.
 - D. 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.
- 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.**
 - A. Partner with other local, state, and federal government agencies to help identify barriers in SACOG's procurement process to increase access to business opportunities.
 - B. Review procurement processes and partner with other local, state, and federal government agencies to engage more businesses in the procurement process

Programs

- 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.**
 - A. 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.
 - B. Create, execute, and evaluate a strategic outreach and engagement plan for the 2024 Blueprint.
 - C. Strengthen SACOG's efforts to engage and build relationships with tribal governments, in partnership with local agencies in the region.
- 2. Increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region.**
 - A. 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.
 - B. 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.

3. **SACOG supports and learns from member and local partner agencies incorporating racial equity best practices into their planning work.**
 - A. 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.
 - B. Beginning in 2024, collaborate with government agencies to develop resource guides and toolkits to strengthen implementation of REI best practices.

Board Practices

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.**
 - A. 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.
 - B. 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.
 - C. 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.
2. **The SACOG board includes racial equity impacts in its triple bottom line decisions.**
 - A. 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.
 - B. 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.
3. **The Board maintains consistent engagement with racial equity action plan implementation process.**
 - A. 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.
 - B. 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.

Racial Equity Action Plan

Operations

GOAL #1: Establish an inclusive workplace where all current and future employees feel they belong.

OPERATIONS OBJECTIVE 1A: Formalize a process to assess and track organizational demographics annually.



• Measure

Actions

- Review existing and emerging practices in tracking demographic information among potential and current employees.
- Standardize the data collected from job applicants and current employees so that demographic information can be compared throughout the lifecycle of an employee.
- Develop and distribute agency-wide survey to evaluate baseline demographic information to track over time with future employees.
- Research and review best practices for collecting and analyzing workplace demographic data (e.g., gender-identity, race/ethnicity, disability, age, veteran status), then define the appropriate population for comparing staff demographics to the region overall (e.g., all working age adults or the overall population of government sector workers, or those with qualifications for SACOG jobs).
- Report annually on the overall demographics of staff and year-over-year changes.

Timeline

Planning:
January 2023

Implementation:
February–March 2023, then annually

Measure/Indicators

- At least 90% of staff participate in survey

OPERATIONS GOAL #1 CONTIUED

OPERATIONS 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.



• Listen and Learn

| Actions | Timeline | Measure/Indicators |
|--|--|--|
| <ul style="list-style-type: none"> Identify needs/topics for annual training based on input from staff and managers. Hold foundational training in the fall of 2023 for all staff. Assess staff/manager/leadership knowledge and skill gaps and resource additional capacity building opportunities to deepen knowledge and skill. Hold annual training for all staff, and if the need exists, additional optional trainings on a more frequent basis. | <p>Planning: January–August 2023</p> <p>Implementation: September 2023–ongoing</p> | <ul style="list-style-type: none"> At least 90% of staff attend annual trainings At least 50% of staff attend an optional capacity building opportunities in a 12-month period Training participants report an increase in knowledge and understanding of REI and other learning outcomes |

OPERATIONS OBJECTIVE 1C: Develop and facilitate an annual 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.



• Listen and Learn

| Actions | Timeline | Measure/Indicators |
|---|--|---|
| <ul style="list-style-type: none"> Identify needs/topics and draft learning outcomes for first academy. Contract with facilitator/trainer for academy. Refine academy with selected consultant. Begin first academy in fall 2023. | <p>Planning: April–August 2023</p> <p>Implementation: September 2023–ongoing</p> | <ul style="list-style-type: none"> At least 10% of staff participate in initial cohort of training Number of participants that report increased knowledge and understanding of how REI relates to their work and SACOG's overall agency mission |

OPERATIONS 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.



• Listen and Learn
• Act

| Actions | Timeline | Measure/Indicators |
|---|---|---|
| <ul style="list-style-type: none"> Complete an annual assessment of staff needs for support in inclusion and belonging. Based on surveys of staff, identify what support is needed beyond training. Develop and implement sustainable efforts to provide ongoing support to staff. | <p>Planning: January–June 2024</p> <p>Implementation: July 2024–ongoing</p> | <ul style="list-style-type: none"> 80% of staff that report they feel they belong at SACOG |

GOAL #2: Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities.

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



• Act

| Actions | Timeline | Measure/Indicators |
|--|--|--|
| <ul style="list-style-type: none"> • Increase strategic outreach to educational and professional networks both within and outside of the Sacramento region to diversify talent pool. • Review job descriptions for potential biases or unnecessary limitations as jobs are planned for posting and update as needed. • Highlight equity and inclusion in job postings. • Create standardized communications plan for hiring practices. • Measure and monitor demographics of applicant pool for all job openings based on the demographic indicators identified in Operations Objective 1A. | <p>Planning: January–February 2023</p> <p>Implementation: March 2023–ongoing</p> | <ul style="list-style-type: none"> • 100% of job postings shared on social media • Track social media analytics and engagement on job postings including number of applications received • After employment decisions are made, annually review the demographics of applicant pools at all stages of applications |

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



• Listen and Learn
• Measure

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <ul style="list-style-type: none"> • Identify needs/topics for trainings and procure trainer. • Work with trainer to prepare training calendar for staff. • Provide both optional and all-staff trainings. | <p>Planning: January–June 2023</p> <p>Implementation: July 2023–ongoing</p> | <ul style="list-style-type: none"> • 90% of supervisors participate in training |

OPERATIONS 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.



• Act

| Actions | Timeline | Measure/Indicators |
|---|---|---|
| <ul style="list-style-type: none"> • Remove personally identifying information from applications in initial review. • Include diverse gender/racial representation on hiring panels. • Provide biases training to all staff and conduct post training survey to assess learning. | <p>Planning: January–June 2023</p> <p>Implementation: July 2023–ongoing</p> | <ul style="list-style-type: none"> • Publish changes to practices and policies • Demographics of staff by tenure and position • Supervisors report increased understanding of equitable hiring practices |

OPERATIONS GOAL #2 CONTINUED

OPERATIONS 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.



• Act

Actions

- To support high school-age students, continue annual Youth Leadership Academy to provide exposure to careers at SACOG and the fields we work within.
- To support college-age students, develop a formal agency-wide internship program for students interested in careers at SACOG and the fields we work within.
- To support early career individuals, seek opportunities to partner with professional associations to support individuals interested in or starting careers at SACOG and the fields we work within.

Timeline

Planning:
July 2023

Implementation:
July 2024

Measure/Indicators

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

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.

OPERATIONS 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.



• Act

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <ul style="list-style-type: none"> Review state and federal requirements for opportunities to provide more access to opportunity, including where any preference can be provided. Review SACOG procurement policies and practices to identify opportunities to increase participation. Assess SACOG vendor demographics. Prepare a summary of the findings from above and present it to anyone who is interested. Create a public survey to take input on barriers to procurement with SACOG. | <p>Planning: November–December 2022</p> <p>Implementation: January–March 2023</p> | <ul style="list-style-type: none"> Identify type of solicitations and projects to encourage more participation 80% of demographic information collected on SACOG vendors to understand baseline demographic make up Number of Disadvantaged Business Enterprises SACOG contracts with |

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



• Act

| Actions | Timeline | Measure/Indicators |
|--|---|--|
| <ul style="list-style-type: none"> Work with professional organizations and other local, state, and federal government agencies to encourage businesses to sign up for SACOG's procurement portal. Use findings from review of SACOG's procurement process to create resources/guidance for overcoming barriers. Create and share resources/guidance with CBOs, vendors, and partner organizations. | <p>Planning: April–June 2023</p> <p>Implementation: July 2023</p> | <ul style="list-style-type: none"> Track participation of businesses that sign up for procurement portal as well as those that are ultimately awarded contracts Participants have a better understanding of SACOG's procurement process Participants report fewer barriers to SACOG procurement application process |

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.

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



• Listen and Learn

| Actions | Timeline | Measure/Indicators |
|--|---|---|
| <ul style="list-style-type: none"> Establish a process for community representatives to engage with SACOG's processes, planning, and projects by end of 2022. Create a CBO listserv by Quarter 2 of 2023, and regularly update it, and maintain regular communication with community partners through online tools, with at least quarterly outreach. Develop a grant program for CBOs to work with SACOG programs by Quarter 4 of 2023. Develop and implement a process to track and report out the community/CBO led meetings SACOG staff attends. | <p>Planning: In-process in 2022</p> <p>Implementation: By summer 2023 and ongoing</p> | <ul style="list-style-type: none"> CBOs report stronger interest in working with SACOG Number of community partners on the listserv, the number of emails, and the resulting engagement Increase in SACOG financial support for community engagement |

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



• Listen and Learn
• Act

| Actions | Timeline | Measure/Indicators |
|---|--|--|
| <ul style="list-style-type: none"> Work with community network, local governments, and through CBO grantees, partner with community consultants to bring in community expertise, perspective, and voices to the Blueprint outreach and engagement process. Partner with CBO grantees during the survey period to provide education through a "workshop in a box" concept and to encourage diverse survey participation, and track feedback from the grantees on the process. Track and report demographics during polling, focus groups, and surveys to ensure a diverse pool of respondents and participants. | <p>Planning: in-process in 2022</p> <p>Implementation: in-process in 2022 and ongoing through adoption of Blueprint plan</p> | <ul style="list-style-type: none"> Number and diversity of CBO partners for Blueprint outreach Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region |

GOAL #1 CONTINUED

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



• Listen and Learn

Actions

- Identify potential tools and benefits (e.g., planning assistance, grant assistance, funding, etc.) SACOG can provide tribal governments by Quarter 2 2023.
- Develop a strategy for consistent SACOG engagement and communication with tribal governments by Quarter 2 2023 and begin executing by summer 2023.

Timeline

Planning:
in-process

Implementation:
By July 2023 and ongoing

Measure/Indicators

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

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

PROGRAMS 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.



- Support
- Act

| Actions | Timeline | Measure/Indicators |
|--|--|---|
| <ul style="list-style-type: none"> • Identify funding strategy for an ongoing Engage, Empower, Implement (EEI) program by the next funding cycle. • Execute Year 1 EEI program. • Establish a feedback loop between SACOG and member and partner agencies to monitor engagement efforts within the region that are aligned with EEI program goals. • Build EEI program into policy and action elements of 2024 Blueprint plan. • Create criteria for SACOG’s funding programs that incentivize projects that employ EEI or other best practices in community engagement throughout the development process. • Prioritize engagement activities as part of SACOG’s grant strategy for both SACOG-led projects and member/partner agency-led projects. • Commit agency resources to ongoing management and monitoring of the EEI program. | <p>Planning: November 2022–December 2025</p> <p>Implementation: November 2022–December 2025</p> <p>After 2025, actions will be ongoing</p> | <ul style="list-style-type: none"> • SACOG’s funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies • 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 • Number and dollar amount of SACOG, state, and federal funding awards to projects that previously completed meaningful engagement activities as part of project development • 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 |

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.



- Act

| Actions | Timeline | Measure/Indicators |
|--|---|---|
| <ul style="list-style-type: none"> • In collaboration with REI working group and community partners, develop a rubric for evaluating equitable engagement practices and other equity outcomes. • Using the rubric, incorporate findings from the evaluation of projects and programs into SACOG’s projects and programs for policy recommendations into future long range plan updates, funding rounds, regional housing needs allocations, and other major projects and programs. | <p>Planning: June 2023–December 2023</p> <p>Implementation: February 2024–ongoing</p> | <ul style="list-style-type: none"> • Number of SACOG’s major programs/projects using equity rubric • Number of partner CBOs and agencies that understand the equity objectives of SACOG’s major programs/projects • Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices • Number of REI working group members and other community partners reporting SACOG has incorporated their input into its major programs and projects |

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

PROGRAMS OBJECTIVE 3A: Collaborate with other government agencies to develop shared learning and skill building opportunities through quarterly capacity building sessions (e.g., trainings, brown bags, convenings) to increase regional, sector, and community REI impact.



- Listen and Learn
- Support
- Act

| Actions | Timeline | Measure/Indicators |
|--|---|--|
| <ul style="list-style-type: none"> • Ask other government agencies for input on priority learning topics for REI capacity building. • Work with participating agencies to develop and implement a convening schedule for agencies to share learnings and best practices. | <p>Planning: October 2023–January 2024</p> <p>Implementation: February 2024–ongoing</p> | <ul style="list-style-type: none"> • SACOG offers two, 2-hour training sessions per year to all stakeholders • At least 1 government agency from each county participates in capacity building sessions • Percent of session participants reporting increased knowledge after attending the session • 90% of SACOG project managers participate in at least one session relevant to their role in the agency |

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



- Support
- Act

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <ul style="list-style-type: none"> • Make a list of equity best practice resources to find or create (e.g., guide for community engagement, checklists for agencies to use, materials to use in the trainings listed in the objective below) by inviting current CBO and other equity partners and interested government agencies to share their current or developing REI processes, best practices, and lessons learned. • Collaborate with interested CBO partners and government agencies to compile or create the listed equity best practice resources and a communications plan to disseminate to members and partners by January 2025. • With interested CBO and government agencies review resources annually and update as necessary as best practices are implemented and generate new lessons learned. | <p>Planning: January 2024–December 2024</p> <p>Implementation: January 2025–ongoing</p> | <ul style="list-style-type: none"> • Number of local governments participating • Increase in local government participation over time • Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs • Feedback from partner organizations/governments on their partnership with SACOG • Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices • Reduction in disparities across indicators tracked in regional progress reports |

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.

BOARD PRACTICES 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.



- Listen and Learn
- Act

| Actions | Timeline | Measure/Indicators |
|---|--|--|
| <ul style="list-style-type: none"> • Identify priority learning topics, outcomes, timing, speakers for REI best practice workshops based on SACOG's upcoming annual work plan. • Plan, schedule and execute workshops. • Develop and conduct brief post workshop survey for workshop participants. | <p>Planning: November 2022–January 2023 Annual activity starting in 2022</p> <p>Implementation: February 2023–December 2023 Annual activity starting in 2023</p> | <ul style="list-style-type: none"> • SACOG holds two workshops per year focused on REI best practices • Number of post workshop survey respondents that indicate they have deeper 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 |

BOARD PRACTICES OBJECTIVE 1B: Hold an annual REI primer/refreshers session for new and returning board members in the first quarter of the calendar year. The annual session will describe SACOG's REI journey to date, including key findings and board actions.



- Listen and Learn

| Actions | Timeline | Measure/Indicators |
|--|---|--|
| <ul style="list-style-type: none"> • Identify priority learning topics and outcomes for REI primer/refreshers session, develop agenda and timing of session. • Add REI Initiative information to board handbook. • Invite all board members to session, with emphasis on new board members. • Develop brief post session survey to measure increased understanding of SACOG's REI work. • Conduct session and post session survey. • Use learnings from session and survey to identify information gaps and areas of interest to deepen board knowledge. | <p>Planning: November–January Annual activity starting in 2022</p> <p>Implementation: First quarter of calendar year Annual activity starting in 2023</p> | <ul style="list-style-type: none"> • SACOG holds one REI primer/refreshers session in the first quarter of each calendar year • 100% of new board members attend the session • 80% of returning board members attend the session • Number of survey respondents that indicate they have a better understanding of SACOG's REI work |

GOAL #1 CONTINUED

BOARD PRACTICES 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.



• Listen and Learn

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <ul style="list-style-type: none">• Identify potential board tour dates and locations to coincide with board meeting, by December 2022.• Identify partners and/or CBOs engaged in racial equity work in the region to co-develop agenda and work with them to identify priority learning topics and outcomes for site visit, speakers, and specific location(s).• Five months before site visit, develop and distribute pre-site visit survey to board members to identify topics important to board members, questions, and overall understanding of demographic and social outcomes of the community they are visiting.• Distribute a brief post visit survey to measure overall impact of site visit for participants.• Distribute post visit survey to evaluate collaborative experience and interests in continued CBO partner engagement within 2 weeks of visit. | <p>Planning: Starting November 2022, begin annual planning tasks at least eight months before the expected site visit</p> <p>Implementation: First site visit in 2023</p> | <ul style="list-style-type: none">• A majority of the board participates in the site visit• Site visit scheduled in each county in the first six years to maintain equitable representation of diverse experience throughout the Sacramento region• SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit• Board members report a better understanding of outcomes and experiences within the community after attending site visit• CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future |

GOAL #2: The SACOG board includes racial equity impacts in its triple bottom line decisions.

BOARD PRACTICES 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.



- Listen and Learn
- Act

| Actions | Timeline | Measure/Indicators |
|--|--|--|
| <ul style="list-style-type: none">• Inform the development of the community engagement process developed as part of Program Objective 1A to normalize and implement the active practice of incorporating community input, feedback, and recommendations into staff work.• Develop guiding questions using REI best practices for project managers to consider as they develop a new project or program.• Develop and implement a process ensuring community input is embedded in board staff reports, including developing guiding questions for staff to consider as they draft board staff report items. | <p>Planning: November 2022–December 2023</p> <p>Implementation: January 2024</p> | <ul style="list-style-type: none">• Increase in regular community engagement activities by SACOG staff• All staff reports include description or overview of community engagement activities• Annual increase in community input for SACOG funded projects |

BOARD PRACTICES 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.



- Act

| Actions | Timeline | Measure/Indicators |
|--|--|--|
| <ul style="list-style-type: none">• Identify topic areas for which the board makes policy decisions, such as transportation investments, procurement of professional services, land use and housing strategies, etc.• Examine emerging and existing best practices for incorporating REI into policy assessment practices.• Develop strategy to engage staff and regional partners who exhibit expertise, then identify and strategize opportunities to fill gaps in capacity.• Gather input from REI Working Group and SACOG board to inform development of standardized quantitative and qualitative methods for assessing equity impacts.• Draft a standardized method for assessing the equity impacts of proposed policy decisions.• Incorporate equity impacts and REAP goal alignment into staff reports to inform board policy decisions.• Develop and implement a process to incorporate ongoing feedback from the board and staff. | <p>Planning: June 2023–December 2023</p> <p>Implementation: January 2024–ongoing</p> | <ul style="list-style-type: none">• SACOG board endorses standardized questions that are used to assess the equity impact of every policy decision• Board considers the racial equity implications of all policy decisions• Feedback from board members that staff reporting provides effective information on equity implications |

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

BOARD PRACTICES 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.



• **Measure**

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <p>Formalize a process for monitoring regional racial equity indicators:</p> <ul style="list-style-type: none">• Work with REI working group to identify regional equity indicators that SACOG can collect and report on a regular basis.• Identify and collaborate with other regional partners on potential regional equity indicators.• Develop comprehensive plan describing process for annual data collection and reporting of regional indicators.• Develop and present version 1.0 of annual regional indicators to REI working group and SACOG board by September 2024.• REI working group and SACOG board provide feedback to inform SACOG work priorities.• Following phasing plan, develop and present annual regional indicators to REI working group, SACOG board, and REI working group. <p>Progress on implementation of this racial equity action plan will be tracked by focus area (Operations, Programs, Board Practice) as follows:</p> <ul style="list-style-type: none">• Compile, synthesize, and analyze measures and metrics of REAP goals and objectives.• Report to REI working group on measures and metrics, provide analysis and recommendations on impact and potential future changes.• REI working group and SACOG board provide feedback to inform any needed modification for next year of REAP implementation.• Report to REI working group on measures and metrics, provide analysis and recommendations on impact and potential future changes.• REI working group and SACOG board provide feedback to inform any needed modification for next year of REAP implementation. | <p>Planning: November 2022–September 2023</p> <p>Implementation: October 2023–September 2024 Annual activity after first year of implementation</p> <p>Implementation: October to December Annual activity starting in 2023</p> | <ul style="list-style-type: none">• Board members find the regional equity indicators useful in understanding current economic and social disparities in the region• REI working group discusses REAP progress reports at 2 meetings in 2023• Majority of REI working group members report they have the information to assess SACOG’s progress in REAP implementation |

GOAL #3 CONTINUED

BOARD PRACTICES 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.



- Act
- Measure

| Actions | Timeline | Measure/Indicators |
|---|---|--|
| <ul style="list-style-type: none">• Work with incoming board chair to formalize 2023-2024 REI working group structure, charge, and schedule.• Upon board approval of charge, work with board chair to solicit and appoint working group members.• Work with SACOG staff teams and REI working group chair to plan out working group agendas for 2023 and 2024.• REI working group implement Board Practices Objective 3A.• At the end of the REI working group term, REI working group makes recommendations to SACOG board chair for structure, charge, and schedule for the next REI working group. | <p>Planning: November 2022–February 2023</p> <p>Implementation: February 2023–December 2024</p> | <ul style="list-style-type: none">• Majority of REI working group members reporting their time on the working group was valuable• Majority of board members provide feedback that they have received sufficient information to assess SACOG’s progress on REAP implementation |

Appendices

You can view each appendix by clicking on their link below or by visiting <https://www.sacog.org/post/racial-equity-action-plan>.

- A. [Race, Equity, and Inclusion Glossary of Terms](#)
- B. [2022 SACOG Stakeholder Listening Session Findings](#)
- C. [Summary of Learnings from 1-on-1 interviews with REI working group members](#)
- D. [Race, Equity & Inclusion Working Group 2021-2022 Meeting Schedule](#)
- E. [SACOG Race, Equity, and Inclusion Working Group Charge](#)