SACOG's Progress in Racial Equity Action Plan Implementation

June 2023

SACOG

Sacramento Area
Council of
Governments

How is REAP implementation going?

Operations

In Operations, we were able to collect demographic information (see appendix A) on all staff so that we have a better understanding of how our staff compares to the region overall. We'll use this information going forward to track how we are doing to attracting and retaining a diverse workforce. This summer, we are piloting an internship program for anyone 18 years or older interested in exploring careers in local government, transportation, and land use (**see** appendix B). In August, we will hold our first in a series of equity training courses for all staff, focusing on psychological safety.

Programs

We've made steady incremental progress toward our goal of increasing engagement with community representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, suburban, and other underrepresented communities. Earlier this year, we kicked off the Engage, Empower, Implement (EEI) Program and heard from community partners at our first community-based organization (CBO) roundtable discussion, which will help inform the framework of the funding program details for EEI.

SACOG has created and is executing a strategic outreach and engagement plan for the 2025 Blueprint, that goes beyond state and federal requirements for public outreach and engagement. By the end of summer, we will have completed over 28 public outreach pop-up events throughout the region. We developed a CBO grant program for this fiscal year which gained the interest of many organizations that we did not have existing relationships with. Twelve of those CBOs were contracted to host their own Blueprint outreach activities in their respective jurisdictions. While we've made significant progress on CBO engagement and building up our list of CBOs, it's hard to know what CBOs we are not engaging with.

We have met or established contacts with three of the four federally recognized tribes in our region: United Auburn Indian Community, Wilton Rancheria, and Yocha Dehe. Initial discussions have been helpful in providing perspective on where SACOG might be able to support. While we have made some progress engaging with tribal governments, there is need to identify partner agency resources for capacity-building/training to strengthen our knowledge and toolkit for engaging with tribes.

Board Practices

To prepare for a new year and a new board, we updated the SACOG Board Handbook to include SACOG's Race, Equity, and Inclusion (REI) Initiative, and held our first REI primer and refresher session for new and returning board members. Board members who completed the post session survey indicated a need for more information on the following topics to support their action in their communities: best practices on what local elected officials can do to take action, examples of what other communities have done to advance racial equity, more data on current racial inequities and disparities in the region, and a history of those disparities.

In April, the SACOG board of directors joined us in Roseville for our first workshop highlighting REI best practices: Community-Based Collaboratives. The workshop included a discussion about the elements of meaningful community engagement to advance the goals of the board-adopted Racial Equity Action Plan (REAP), how disparities by race/ethnicity, income, and geography are present in areas throughout the entire Sacramento region, and how one community is seeking to address them through community-based collaboration and resident engagement. We are working on the second workshop topic for the fall.

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

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.

Progress on SACOG's REAP Goals & Objectives

Operations Goal 1

Establish an inclusive workplace where all current and future employees feel they belong.

`[███████         ]` **30%** OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 1A	Formalize a process to assess and track organizational demographics annually.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	95%	Behind Sched.	2/1/2023	3/31/2023

Measures & Indicators

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

Notes

An updated census was taken with all staff reporting on their race/ethnicity and gender. This establishes a baseline that can be used in the future by management to compare trends over time.

Objective 1B	Provide at least one annual training for all staff to develop a shared understanding of foundational diversity, equity, inclusion, and belonging frameworks and best practices.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	25%	On Sched.	1/1/2023	8/31/2024

Measures & Indicators

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

Notes

Work on a training program for all staff has begun. The first all staff training will be held in August 2023 and will be foundational for the remainder of the training program.

Objective 1C	Develop and provide annual an learning academy that provides in-depth racial equity training (multi-day training) for staff that focuses on how to apply racial equity and inclusion practices in SACOG's programs and planning work.

Actions

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

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
At least 10% of staff participate in initial cohort of training	Work in Progress	0%	10%
Number of participants that report increased knowledge and	Work in Progress	0%	100%

Progress on SACOG's REAP Goals & Objectives

Notes

This objective will be delayed to focus on the all-staff trainings and to see what priority topics or areas of discussion come out of those trainings

Objective 1D	Provide ongoing support to staff to listen, learn and support one another in creating an inclusive workplace where all current and future employees feel they belong.

Actions

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

Actions are not set to begin until January 2024.

Progress on SACOG's REAP Goals & Objectives

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.

| 31% | OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL |

| Objective 2A | Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	47%	On Sched.	3/1/2023	4/30/2023

Measures & Indicators

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

Notes

This objective remains on schedule. It will be helpful to track demographic information all the way through the hiring process and continuing into employment and promotions.

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	3%	On Sched.	7/1/2023	12/31/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
90% of supervisors participate in training	Work in Progress	0%	90%

Notes

The development of a training plan for the 2nd half of 2023 is underway. The training plan includes a training specific to supervisors and hiring managers. It is important that the content is intentional and useful.

| Objective 2C | Review human resources practices and policies for potential biases in employment practices (i.e., every decision including recruitment, interviewing, hiring, promotion, retention, and discipline) and develop updated practices and policies. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	50%	Not Started	7/1/2023	1/0/1900

Actions are not set to begin until July 2023

Progress on SACOG's REAP Goals & Objectives

Objective 2D	Develop and facilitate learning opportunities for high school, college, and early career individuals to learn about and begin careers in transportation, housing, and land use.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	25%	Not Started	7/1/2023	7/31/2024

The internship program is developed and the two position descriptions are being prepared to be posted for hiring.

Progress on SACOG's REAP Goals & Objectives

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.

| 28% | 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. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	39%	Behind Sched.	3/20/2023	3/31/2023

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Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Identify type of solicitations and projects to encourage more participation	Work in Progress	40%	100%
80% of demographic information collected on SACOG vendors to understand baseline demographic make up	Work in Progress	50%	80%
Number of Disadvantaged Business Enterprises SACOG contracts with	Work in Progress	0%	100%

Notes

SACOG is reviewing internal processes, identifying local funds for small purchases/services and policies to identify areas to provide more opportunity and inclusive partipation in agency procurements, and reaching outside the agency to receive feedback on barriers to procurement opportunities.

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	17%	Not Started	7/1/2023	1/0/1900

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Actions are not set to begin until July 2023.

Progress on SACOG's REAP Goals & Objectives

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.

| 38% | 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. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	39%	Not Started	6/1/2023	12/1/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
CBOs report stronger interest in working with SACOG	Work in Progress	35%	100%
Number of community partners on the listserv, the number of emails, and the resulting engagement	Work in Progress	30%	100%
Increase in SACOG financial support for community engagement	Work in Progress	0%	100%

Notes

Staff is working across different efforts to better engage with CBOs across the region. As the agency is embarking in REI type work and is investing in the relationships, as well as committing financial investments, staff is having positive responses, showcasing that if time, energy, and funds are put in, stronger partnerships at the community level are possible. In the most recet EEI focus group, staff engaged with 30 people, which is a significant increase from past CBO engagements.

| **Objective 1B** | Create, execute, and evaluate a strategic outreach and engagement plan for the 2024 Blueprint. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	44%	On Sched.	10/1/2022	12/31/2025

Measures & Indicators

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

Notes

Staff is very excited to be working with CBOs and the public via Blueprint outreach and education efforts.

Progress on SACOG's REAP Goals & Objectives

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	30%	Not Started	1/1/2023	7/1/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
At least one SACOG tool or benefit (e.g., planning assistance, grant assistance, funding, etc.) for tribal governments identified by Quarter 2 2023	Work in Progress	0%	100%
SACOG has had initial communications with a majority of the tribal governments in the region by the end of 2023	Work in Progress	75%	100%

Notes

Staff have established contacts and communications with 3 out of the 4 federally recognized tribes in the region and have begun to explore topics of mutual interest. They are strategizing next steps on the draft policy document needed to implement best practices in tribal engagement and consultations across the agency. In next quarter staff seek to engage tribal liasons in SACOG partner agencies and jurisdictions to further develop our perspective on how SACOG can best fit in and serve member jurisdictions and tribes.

Progress on SACOG's REAP Goals & Objectives

Programs Goal 2

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

| 3% | 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. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	6%	Not Started	12/1/2022	12/31/2025

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Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG's funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies	Work in Progress	0%	100%
Number and dollar amount of awards to projects that propose to incorporate meaningful engagement activities and are funded through SACOG's, state, and federal funding rounds	Work in Progress	0%	100%
Number and dollar amount of SACOG, state, and federal funding awards to projects that previously completed meaningful engagement activities as part of project development	Work in Progress	0%	100%
SACOG collects data on the level of satisfaction with engagement of those who participate in the EEI process to identify strengths as well as areas of opportunities to improve	Work in Progress	0%	100%

Notes

Staff are continuing to egage community organizations and jurisidctions to develop the framework. Long term funding commitment is needed from the funding round to make this an ongoing and viable program.

| Objective 2B | At least annually or as SACOG considers new programs and projects, evaluate and report on SACOG's major programs and planning work to identify opportunities to increase racial equity and reduce disparities. |

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	12/31/2023	2/29/2024

This task has not been started yet. There still needs to be a lead identified.

Progress on SACOG's REAP Goals & Objectives

Programs Goal 3

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

| 0% | OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL |

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	10/1/2023	2/29/2024

Actions are not set to begin until October 2023.

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

Actions

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

Actions are not set to begin until January 2024.

Progress on SACOG's REAP Goals & Objectives

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.

56%	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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	57%	On Sched.	11/1/2022	12/31/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG holds two workshops per year focused on REI best practices	Work in Progress	50%	100%
Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic	Achieved	4	N/A
After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues	Work in Progress	0%	100%

Notes

The first REI-focused workshop was held in April, on meaningful community engagement. Nine board member surveys were returned with positive feedback. The second workshop is planned for September or October.

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,

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Complete	92%	On Sched.	12/1/2023	3/31/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
SACOG holds one REI primer/refresher session in the first quarter of each calendar year	Achieved	100%	100%
100% of new board members attend the session	Room for Improvement	50%	100%
80% of returning board members attend the session	Room for Improvement	39%	80%
Number of survey respondents that indicate they have a better understanding of SACOG's REI work	Room for Improvement	60%	100%

Notes

The first REI primer/refresher session had great attendance from board members, with helpful feedback of better understanding of SACOG's REI work and the topic areas where they want to learn more.

Progress on SACOG's REAP Goals & Objectives

Objective 1C	Collaborate with partners and CBOs engaged in racial equity work in the region to facilitate at least one site visit per year in the region with Board Members, focused on REI barriers and successes.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	20%	On Sched.	11/1/2022	12/31/2023

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
A majority of the board participates in the site visit	Work in Progress	0%	100%
Site visit scheduled in each county in the first six years to maintain equitable representation of diverse experience throughout the Sacramento region	Work in Progress	0%	100%
SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit	Work in Progress	0%	100%
Board members report a better understanding of outcomes and experiences within the community after attending site	Work in Progress	0%	100%
CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future	Work in Progress	0%	100%

Notes

Work on the site visit will begin after the Blueprint Workshop in June 2023.

Progress on SACOG's REAP Goals & Objectives

Board Practices Goal 2

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

| 1% |
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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	2%	Not Started	12/1/2022	1/31/2024

Measures & Indicators

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

Notes

The External Relations team will be assisting the REAP task leads in coordinating outreach, as well as providing language for the agency. Staff will be leveraging the engagement from EEI to build better connections across community leaders and strategize ways to bring in the perspective into SACOG's work.

Objective 2B	By January 2024, establish and implement a process to regularly assess the equity impacts of proposed policy decisions through the consistent application of REI best practices.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
Not Started	0%	Not Started	6/1/2023	1/1/2024

Measures & Indicators

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

Notes

The implementation of this task is not set to begin until approx. June 2023.

Progress on SACOG's REAP Goals & Objectives

Board Practices Goal 3

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

`[████      ]` **32%** 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

Actions - Related to Equity Indicators

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	3%	On Sched.	5/1/2023	9/30/2024

Measures & Indicators

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

Notes

Staff have initiated a revamped monitoring and reporting program. While still in the early stages of development, the revamped program will provide a consistent and accessible way to draw on the numerous data sets SACOG tracks and maintains.

Implementation Monitoring

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	48%	On Sched.	10/1/2022	12/31/2024

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
REI working group discusses REAP progress reports at 2 meetings in 2023	Work in Progress	50%	100%
Majority of REI working group members report they have the information to assess SACOG's progress in REAP implementation	Work in Progress	0%	100%

Notes

Staff is continuing to make tweaks to the internal task tracker and the report that will go out to working group. It is important that the data is digestable but also conveys what work is being done towards completion of these tasks.

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.

Progress on SACOG's REAP Goals & Objectives

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	45%	On Sched.	11/1/2022	12/31/2024

Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL	TARGET
Majority of REI working group members reporting their time on the working group was valuable	Not Achieved	0%	51%
Majority of board members provide feedback that they have received sufficient information to assess SACOG's progress on REAP implementation	Not Achieved	0%	51%

Notes

Staff and facilitation team feel the first 2 REI WG meetings achieved their outcomes. Staff would like WG member feedback on whether sufficient information and time is available for members to assess SACOG's progress on REAP implementation.