

SACOG's Progress in Racial Equity Action Plan Implementation

September 2024



SACOG

Sacramento Area
Council of
Governments

How is REAP implementation going?

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

Board Practices

Since June 2024, SACOG has focused a lot of effort toward the goal that [the SACOG board maintains consistent engagement with the Racial Equity Action Plan implementation process](#). SACOG has engaged the Race, Equity, Inclusion (REI) Working Group in a final review of regional equity indicators that will be tracked and reported annually. With encouraging and constructive feedback from the REI Working Group, SACOG is finishing out a Regional Monitoring Report that will include many more equity indicators than before, be updated annually, and be presented to the SACOG board this fall. SACOG also engaged the REI Working Group on an equity framework for the Regional Funding Program and received encouraging feedback that the framework is properly incorporating principles of racial equity and equity; the equity framework will be part of the Regional Funding Program Guidelines that the SACOG board will act on in October. Finally, SACOG has been evaluating two years of progress toward the nine REAP goals in preparation for the REI Working Group to review and make recommendations for updates to the REAP.

Programs

SACOG has made significant progress toward the goal to [invest and strengthen partnerships with community representatives, leaders, and organizations \(PGM 1\)](#). Through development and implementation of several SACOG programs—including the [Engage, Empower, Implement \(EEI\) grant program](#), [Mobility Zones](#), [Blueprint](#), and other programs, SACOG has built up a communications list of community-based organizations and has built up working relationships with many of those. SACOG received a wide range of applications to the inaugural EEI funding round, with government-CBO partnerships proposed across the six-county region. In the Mobility Zones process, community leaders, local government and civic partners in each of the six counties have collaborated with SACOG to define Mobility Zone program goals, define equity priorities in their communities, and begin to identify equity priority areas. We are excited to see the product of all of these partnership efforts—the product of local government and CBO partnerships, and the product of SACOG's partnerships! As noted in the last progress report, there are many practices from these external engagement efforts that we can apply to the rest of SACOG's work program.

Operations

In August, our entire staff spent the day in Marysville for a staff retreat. We began the day in conversation about what equity means to each staff person and in discussion about why SACOG is focusing on racial equity in particular, and how we can prepare for the update to the REAP. We ended the day hearing from SACOG staff and local partners about the communities in Sutter and Yuba counties, and how we have worked with them on SACOG programs and competitive grants—[helping staff to continue to develop a shared understanding of foundational diversity, equity, inclusion and belonging frameworks \(OPS 1B\)](#). We also presented to all staff on what is in the REAP in preparation for the staff retreat. In the last three months, we have also continued to focus on raising awareness about careers at SACOG to current students and professionals at all stages of their careers. We wrapped up our second year of the Early Career Experience Internship Program—making progress toward our goal [to facilitate learning opportunities for early carer individuals \(OPS2D\)](#). This year's program was so successful that we extended all three interns from the original 8-week term to 10 weeks. Working toward our goal [to reduce barriers in procurement \(OPS 3\)](#), we submitted the methodology for our disadvantaged business enterprise goal to the Federal Transit Administration. This is required to be revisited every three years to set a goal for contracting with federal transit funds based on what contracting opportunities we currently have and anticipate.

About this Report

Please note that while the tasks and objectives within this report are being measured quantitatively, we acknowledge that this work is qualitative in nature. Objectives and tasks are individually measured as a way to gauge progress made to both one-time specific efforts and efforts that establish processes or best practices across our agency that will be ongoing. Even if an objective or task is marked at 100%, it does not mean that it won't be done again.

To help differentiate between one-time efforts and efforts to establish an ongoing practice, look for the following icons:

One-Time Effort



Establishing an Ongoing Practice



Terms Used in this Report

The following list defines the terms used throughout this report.

[You can view SACOG's Race, Equity, and Inclusion Glossary of Terms, by clicking this link.](#)

Goals

Broad primary outcomes to which effort and actions are directed in an organization. They are the “whats,” not the “hows.” An organization might have multiple goals to achieve.

Objectives

Also known as “tasks.” Both measurable and specific, it quantifies the thoughts and sets a target so that the strategy can be planned around it. In other words, objectives are measurable step or tasks an organization takes to achieve its goals.

Actions

The sub-steps necessary to achieve an objective. They are assigned to an individual role or team and have a timeline to completion.

Measures

Classifications of raw data such as a number or value. It answers the question, “how much was done?”

Indicators

Signs or signals that something exists or is true.

Overall Status

Not Started

Task isn’t scheduled to begin yet or work has not begun yet.

In Progress

Work has begun and is in progress.

Complete

Work has been completed.

Canceled

Task was canceled all together.

Schedule Health

Not Started

Task isn’t scheduled to begin yet or work has not begun yet.

On Sched.

Work is progressing on schedule.

Behind Sched.

Work is progressing but behind schedule.

Ahead of Sched.

Work is progressing ahead of schedule.

Operations Goal 1

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

42% 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
Complete	100%	Behind Sched.	2/1/2023	3/31/2023



Measures & Indicators

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

Notes

This task has been completed and demographics will be tracked annually

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	69%	On Sched.	1/1/2023	8/31/2024



Measures & Indicators

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

Notes

We have been in the process of procuring a facilitator for two trainings, one in Q4 2024 and one in Q1 2025. These trainings will focus on the tools needed for staff to have conversations around equity, internally and externally. We also held a staff retreat in August and used part of that time to lead an activity on how we talk about equity and how we can have a unified messaging when speaking with partners. We received great feedback from staff and will continue to build in these opportunities to talk about our equity work, outside of formal trainings. We have been making great progress on this goal and will continue to offer a mix of opportunities for staff to learn and develop skills around race, equity, and inclusion.

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



Measures & Indicators

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

Notes

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

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

Actions

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



Measures & Indicators

MEASURE/INDICATOR	STATUS	ACTUAL
80% of staff that report they feel they belong at SACOG	Not Scheduled to Begin	This is a difficult metric to measure and to get an actual number for. We are using several different ways to analyze belonging at SACOG, including engagement surveys and feedback surveys.

Notes

We used feedback from our employee engagement survey to build out an equity activity at our staff retreat. We were able to hear from staff in a less formal setting, which was received well. Feedback on the activity was great and we will look to create more learning opportunities for staff like this. We also want to give staff the opportunity to learn from each other in smaller groups. We are hosting a book club on the book Inclusive Transportation in September. We are making progress on this objective but understand that it will always be a moving target and that there will always need to be a focus on belonging to ensure all staff are feeling safe and welcome at SACOG.

Operations Goal 2

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

73% OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

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

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	57%	On Sched.	3/1/2023	4/30/2023



Measures & Indicators

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

Notes

Our job postings are continually evolving, and our commitment to fostering a more inclusive and equitable workplace is being recognized by applicants.

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	67%	On Sched.	7/1/2023	12/31/2023



Measures & Indicators

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

Notes

While there has been a focus on all staff trainings and learning opportunities, there is also work being done with written policies for hiring managers, supervisors, and interview panelists. We are also doing trainings for project managers that will include equity-related updates to the program and project management process.

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
In Progress	83%	On Sched.	7/1/2023	



Measures & Indicators

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

Notes

SACOG's new hiring manager policy is complete and ready for staff. The implementation will begin in June at an all-staff meeting where staff will receive training. This training will be an overview of the policy and include information on the policy promoting inclusivity and diversity.

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



Measures & Indicators

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

Notes

We wrapped up our second year of the Early Career Experience Program. The program was extended from eight to 10 weeks with three students in participation. While we felt that the program was successful, we will assess lessons learned and continue to build upon and improve it for future years.

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.

89% 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	88%	Behind Sched.	1/1/2023	3/31/2023

1

Measures & Indicators

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

Notes

We continue to work with other local agencies to learn about what barriers to procurement, DBEs experience in efforts to do business with local agencies like SACOG. We continue to identify ways to encourage more participation by reducing administrative burden where we can for the potential contractors by utilizing more flexible funding sources.

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
In Progress	90%	On Sched.	7/1/2023	

1

Measures & Indicators

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

Notes

We continue to work with other local agencies to learn ways to reduce barriers to procurement with SACOG. In the next quarter we will be sharing a resource guide to help potential participants understand our procurement processes and encourage more participation.

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.

84% 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
In Progress	64%	On Sched.	6/1/2023	12/1/2023



Measures & Indicators

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

Notes

In the last quarter, staff continue to learn from project implementation and how community partners are responding to current approaches. As the Engage, Empower, Implement (EEI) Proram is ebbing on the first round of awards, Mobility Zones continues on it's key engagement steps, and other efforts on partner engagament continue to improve, staff is working on documenting this and creating a startegic plan for CBO and partner engagement.

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

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
Number and diversity of CBO partners for Blueprint outreach	Achieved	Just over \$50,000 in total was awarded to 12 CBOs selected from throughout the region who then used this grant funding to support outreach and engagement activities for the 2025 Blueprint. The 12 CBO grant recipients accounted for over half of all the survey responses that were collected. The 12 Public Outreach and Engagement Grant Program recipients are listed below: - Arab Community Center for Integration Services - Breathe California Sacramento Region - Gardenland Northgate Neighborhood Association - Harris Mathews Consulting/ St. Paul Church of Sacramento - Health Education Council - Placer People of Faith Together - Sacramento Area Bicycle Advocates (with Bicycling Advocates for Rancho Cordova) - Sacramento LGBT Community Center - Sanctuary of Sacred Crowns - University Enterprises, Inc. dba Sacramento State Sponsored Research - Wopumnes Nisenan and Mewuk Heritage Society - Women of Color on the Move
Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region	Achieved	Staff efforts to broaden the outreach efforts were successful in shifting respondent demographics closer to alignment with the region compared to the 2020 MTP/SCS outreach efforts. For details please see: https://tinyurl.com/mhdh8aza

Notes

This REAP objective has been completed for the first year and work is underway to coordinate with EEI and Mobility Zones to determine new actions that tie back to Blueprint planning and implementation.

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
In Progress	88%	Behind Sched.	1/1/2023	7/1/2023



Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
At least one SACOG tool or benefit (e.g., planning assistance, grant assistance, funding, etc.) for tribal governments identified by Quarter 2 2023	Work in Progress	Two tools/benefits within existing SACOG resources were identified, each specific to one tribe in the region, by August 2024.
SACOG has had initial communications with a majority of the tribal governments in the region by the end of 2023	Achieved	SACOG had initial two-way communication with four federally recognized tribes within the region.

Notes

Staff have made significant progress on this goal and now it is time to update the actions needed to continue to drive progress in this area, including setting up internal agency processes to maintain and nurture relationships as staff and leadership changes (within the agency and within tribal governments).

Programs Goal 2

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

 26% 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
In Progress	44%	On Sched.	12/1/2022	12/31/2025

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
SACOG's funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies	Work in Progress	None at this time.
Number and dollar amount of awards to projects that propose to incorporate meaningful engagement activities and are funded through SACOG's, state, and federal funding rounds	Work in Progress	None at this time.
Number and dollar amount of SACOG, state, and federal funding awards to projects that previously completed meaningful engagement activities as part of project development	Work in Progress	None at this time.
SACOG collects data on the level of satisfaction with engagement of those who participate in the EEI process to identify strengths as well as areas of opportunities to improve	Work in Progress	None at this time.

Notes

The Engage, Empower, and Implement Program has received applications and they are currently being reviewed. The Equity framework for SACOG funding programs has been completed and incorporated into the Regional Funding Program Guidelines.

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
In Progress	8%	Behind Sched.	12/31/2023	12/31/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
Number of SACOG's major programs/projects using equity rubric	Not Scheduled to Begin	None at this time.
Number of partner CBOs and agencies that understand the equity objectives of SACOG's major programs/projects	Work in Progress	None at this time.
Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices	Not Scheduled to Begin	None at this time.
Number of REI working group members and other community partners reporting SACOG has incorporated their input into its major programs and projects	Work in Progress	None at this time.

Notes

SACOG and Venture with Purpose continue to redesign the overall program development process to include (1) evaluation and (2) equity considerations in every step of the process. Starting in September, different teams in the agency will begin to review steps of the process to refine and develop job aids for each step, if identified.

For the equitable engagement steps, as noted in the last progress report, staff has determined that they should finish piloting our Engage, Empower, Implement (EEI) program (an equity program designed for equitable outcomes), learn from that, then build out the equitable engagement resources that will be used in program development and evaluation. This would however, take some time (EEI grant awards scheduled end of 2024 but the grantees do their work in the subsequent two years). This suggests the schedule for Programs Objective 2b may need to be extended into 2025.

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
On Hold	0%	Behind Sched.	10/1/2023	2/29/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
SACOG offers two, 2-hour training sessions per year to all stakeholders	Not Scheduled to Begin	None at this tme.
At least 1 government agency from each county participates in capacity building sessions	Not Scheduled to Begin	None at this tme.
Percent of session participants reporting increased knowledge after attending the session	Not Scheduled to Begin	None at this tme.
90% of SACOG project managers participate in at least one session relevant to their role in the agency	Not Scheduled to Begin	None at this tme.

Notes

Task Leads were assigned in April 2024 and have begun meeting with other task leads to understand work underway thus far.

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%	Behind Sched.	1/1/2024	1/31/2025

1

Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
Number of local governments participating	Not Scheduled to Begin	None at this tme.
Increase in local government participation over time	Not Scheduled to Begin	None at this tme.
Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs	Not Scheduled to Begin	None at this tme.
Feedback from partner organizations/governments on their partnership with SACOG	Not Scheduled to Begin	None at this tme.
Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices	Not Scheduled to Begin	None at this tme.
Reduction in disparities across indicators tracked in regional progress reports	Not Scheduled to Begin	None at this tme.

Notes

Task Leads were assigned in April 2024 and have begun meeting with other task leads to understand work underway thus far.

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.



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	25%	On Sched.	11/1/2023	11/30/2024



Measures & Indicators

MEASURE/INDICATOR	STATUS	NOTES
SACOG holds two workshops per year focused on REI best practices	Work in Progress	One of two workshops has been conducted. The second will be held in October.
Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic	Room for Improvement	We did not survey this workshop due to logistics challenges with the REI site visit.
After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues	Room for Improvement	Staff did not succeed in follow-up on the first REI Workshop, though have received general feedback from board members that the subject was informative. Learning from this, staff coordinated the timing of the second workshop to inform the board's Blueprint transportation policy discussions this fall and winter.

Notes

A second REI workshop is scheduled for the October SACOG board meeting. The topic will focus on transportation safety, which is timely to the transportation policy discussions the board is having on the Blueprint update and Mobility Zones. Smart Growth America will present findings from their 2024 Dangerous by Design report, which ranks the Sacramento region in the top 20 most dangerous regions for pedestrians and bicyclists. Taking feedback from the SACOG board and REI Working Group, staff is working to include a local speaker who can share a case study of a transportation safety inequity that was addressed through an equity approach.

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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	71%	On Sched.	11/1/2023	2/29/2024



Measures & Indicators

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

Notes

Based on the following board member questions/interest identified in the REI refresher session follow-up survey, staff is working on an REI workshop for October that identifies one to two case studies where a racial equity approach was used to address a transportation inequity. Here's a summary of the board member questions/interests:

- Interest in learning about specific implementation activities of the racial equity action plan and measurable outcomes.
- Interest in getting more board members involved.
- Interest in highlighting equity issues in rural areas, such as farm worker housing, transportation and technology access issues.
- Hope that SACOG's community engagement work will continued to be refined to search for deep value.
- Interest in how REI will be implemented in different communities with respect for the uniqueness of each community.

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
Complete	75%	On Sched.	12/1/2023	3/21/2024



Measures & Indicators

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

Notes

We are working on the board meeting calendar and coordinating with the admin team on potential locations where there will be board meeting overlap.

Board Practices Goal 2

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

4%

 OF THE WORK HAS BEEN DONE TO IMPLEMENT THIS GOAL

Objective 2A

By January 2024, SACOG's Board will formally incorporate measures of accountability within its policy approval process to prioritize CBO collaboration in policy development and implementation processes prior to board action on policy decisions.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	8%	Behind Sched.	12/1/2022	1/31/2024



Measures & Indicators

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

Notes

As staff have met to discuss REAP progress in general, this objective has been discussed as part of a greater initiative to engage and create board processes to weigh these efforts. It is a task that will take longer time because before the board can weigh in on a process, staff also have to establish a process that works with community partners.

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
On Hold	0%	Behind Sched.	6/1/2023	1/1/2024



Measures & Indicators

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

Notes

This task is on hold while we confirm a staff task lead.

Board Practices Goal 3

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



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

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	66%	On Sched.	5/1/2023	9/30/2024



Measures & Indicators

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

Notes

In September the team will release the draft Regional Monitoring dashboard for partner comment and reivew (i.e, the crux of the work in the current reporting period has been getting everything ready for the release). The September deliverable is a culmination of a lot of work both on the data collection/analysis side as well as in the framing and use. The REI working group gave staff the following feedback when we presented the draft monitoring program at the June REI working group meeting:

1. The monitoring dashboard is a great way to make data more accessible. However, the monitoring program should resist the temptation to characterize causal factors. I.e., the dashboard data shows the 'what', but the 'why' is best covered elsewhere, like in the REI working group itself or many others that are active in this space.
2. The monitoring dashboard has greatly expanded the number of indicators it tracks. The downside to this is that it lacks a set of priority indicators. A potential future role for a REI working group could be to identify which indicators are most important to track in the near-term (have the most potential to change) as well as potential targets or goals of where the region needs to be on these indicators.

Implementation Monitoring

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	70%	On Sched.	10/1/2022	12/31/2024



Measures & Indicators

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

Notes

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

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.

Actions

STATUS	PROGRESS	SCHED HEALTH	TARGET START	TARGET END
In Progress	79%	On Sched.	11/1/2022	12/31/2024



Measures & Indicators

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

Notes

Staff appreciates the REI Working Group's engagement at their June meeting. The feedback from Working Group members on the regional equity indicators was helpful for how staff should think about reporting and talking about the indicators we collect. And the Working Group's feedback on the equity framework for SACOG's Regional Funding Round was affirming of the direction staff is working in, and also helpful feedback for the future phases of the Funding Round (technical assistance to grant applicants, evaluation of applications).

Staff continues to think about the survey feedback we received from Working Group members as we prepare for the September REI Working Group meeting.