

# RACIAL EQUITY ACTION PLAN

June 2025



# CONTENTS

|                                                              |    |
|--------------------------------------------------------------|----|
| How We Got Here .....                                        | 3  |
| SACOG Racial Equity Statement of Change and Commitment ..... | 4  |
| Background .....                                             | 4  |
| Plan.....                                                    | 4  |
| How We Are Following Through on Our Commitments .....        | 6  |
| Listen and Learn .....                                       | 6  |
| Plan.....                                                    | 6  |
| SACOG Racial Equity Action Plan.....                         | 7  |
| Focus Areas .....                                            | 7  |
| Terms Used in this Plan.....                                 | 7  |
| How We Will Implement This Plan .....                        | 7  |
| Summary of Goals and Objectives .....                        | 8  |
| Operations .....                                             | 8  |
| Programs.....                                                | 8  |
| Board Practices.....                                         | 9  |
| Racial Equity Action Plan.....                               | 11 |
| Operations Goal 1.....                                       | 11 |
| Operations Goal 2.....                                       | 13 |
| Operations Goal 3.....                                       | 15 |
| Programs Goal 1 .....                                        | 16 |
| Programs Goal 2.....                                         | 18 |
| Programs Goal 3.....                                         | 21 |
| Board Practices Goal 1 .....                                 | 22 |
| Board Practices Goal 2 .....                                 | 24 |
| Board Practices Goal 3 .....                                 | 26 |
| Appendices .....                                             | 28 |
| A. Glossary of Terms                                         |    |
| B. Proposed Goals and Objectives Matrix                      |    |
| C. Summary: Overview of Progress Toward REAP Goals           |    |



## How We Got Here

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Following social and racial justice protests in 2020, SACOG began exploring how racial equity intersects with its role as a regional planning organization. Although the SACOG board refrained from issuing a formal statement initially, the 2020 Race, Equity, and Inclusion (REI) working group emphasized the importance of understanding racial equity's relevance to SACOG's work before taking action. This group focused on immediate opportunities, such as endorsing a community-based equity planning grant program and engaging a consultant for a racial equity audit. The findings of this audit led the SACOG board to commit to advancing racial equity and establish the 2021-2022 REI Working Group, which included public experts in racial equity and public policy.

The SACOG board charted the 2021-2022 REI Working Group charged with creating a racial equity statement of change and commitment, which the board adopted and now serves as the guiding document for all of SACOG's equity efforts. The Working Group also created this racial equity action plan to follow through on the commitments of the racial equity statement. The SACOG board adopted the first version of this racial equity action plan at the end of 2022 and charged the 2023-2024 REI Working Group with overseeing and guiding the implementation of the racial equity action plan. At the end of its 2-year term, the Working Group recommended updates to the goals and objectives of the racial equity action plan that would increase its effectiveness and move SACOG closer to its equity goals. The SACOG board adopted the recommendations at the end of 2024. This racial equity action plan includes those adopted goals and objectives, and SACOG staff has updated the corresponding actions, timelines, and measure and indicators of success.

# 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 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:

**LISTEN & 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 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.

After two years of implementation and lessons learned, the REI Working Group recommended updates to the goals and objectives, which the SACOG board adopted in December 2024, and then SACOG staff updated actions, timelines, measures and indicators to implement the updates.

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, an objective 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 priorities for what SACOG can do to implement the board's adopted statement of change and commitment.

The board is responsible for adopting the goals and objectives of this plan. The Race, Equity, Inclusion Working Group is charged by the board with overseeing specific elements of plan implementation and then making recommendations to the board of any changes to the plan to increase its effectiveness.

The SACOG executive director and 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 annually, 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. Assess and track organizational demographics annually.
  - B. Provide training for new staff on SACOG’s shared understanding, and provide at least one annual opportunity for all staff on, foundational diversity, equity, inclusion, and belonging frameworks and best practices.
  - C. Utilize external DEI-focused learning academies, conferences, and trainings to grow staff skills in racial equity and inclusion practices.
  - 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. Use a combination of recruitment methods to engage a broad and diverse talent pool and encourage them to apply to open positions.
  - B. Provide ongoing training and guidance to supervisors on 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. Provide internships and other learning opportunities for high school, college, and early career individuals.
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. Continue to partner with other local, state, and federal government agencies to increase access to business opportunities.
  - B. Review procurement processes and provide guidance and training to project managers on how 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. 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. Incorporate equity frameworks and community-led planning principles into all future SACOG funding programs.
  - B. At least annually, or as SACOG develops new programs, SACOG staff identifies opportunities within programs, to increase racial equity and reduce disparities, and evaluates program effectiveness.
  - C. SACOG will use equity indicators from the Regional Monitoring and Reporting Dashboard to inform the development of and evaluation of programs.
  - D. Create and implement a methodology for analyzing and tracking funding awards across SACOG's funding portfolio.
- 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 facilitate regular capacity building opportunities to develop a shared understanding of historical and contemporary racial and social equity issues in transportation, housing, land use, and air quality.
  - B. When SACOG is developing resource guides, toolkits, and technical assistance programs, incorporate equitable planning best practices to build the capacity of member and partner agencies to advance projects that support racial and social equity.

## **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. Provide new board members a primer on SACOG's REI work, including information about the Racial Equity Action Plan, and for all board members hold an annual REI primer/refresher session and provide regular updates of SACOG's REAP progress and the work of the REI Working Group. The annual session will describe SACOG's REI journey to date, including key findings and board actions.
  - 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 considers the inclusion of equity frameworks and community-led planning and engagement principles in new or updated SACOG programs.**
  - A. In the first quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with an overview of upcoming priority programs for the year ahead with a focus on how the Board and Working Group can support consideration of equity goals and community engagement principles.
  - B. In the last quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with a review and evaluation of how equity goals and community engagement principles were incorporated into SACOG programs and lessons learned as a result.
- 3. The Board maintains consistent engagement with racial equity action plan implementation process.**

## **RACIAL EQUITY ACTION PLAN**

- A. Through an annual update, the SACOG board will use the Regional Monitoring and Reporting Program to better understand the disparities that exist in the Sacramento region by race/ethnicity, income and geography.
- B. The REI working group, comprised of board members and non-board members, will guide the continued implementation of the REAP in 2025-26 with a focus on board engagement and continuing to integrate equity and community engagement into SACOG's programs.

# Racial Equity Action Plan

## Operations Goal 1:

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

### OPERATIONS OBJECTIVE 1A:

Assess and track organizational demographics annually.

#### Measures & Indicators:

- Staff demographics demonstrate a broad representation of the region.

#### Actions:

- Continue to research and ensure best practices are being used for collecting and analyzing workplace demographic data (e.g., gender identity, race/ethnicity, disability, age, veteran status).
- Define the appropriate population for comparison (e.g., working-age adults, government sector workers, or those qualified for SACOG jobs).
- Continue collecting and analyzing employee and job applicant demographic data to compare how representation aligns with the SACOG region.
- Report annually on staff demographics, tracking progress, and year-over-year changes.

#### Timeline:

This objective builds upon established practice.

- Implementation: January 2025 – ongoing

### OPERATIONS OBJECTIVE 1B:

Provide training for new staff on SACOG's shared understanding and provide at least one annual opportunity for all staff on foundational diversity, equity, inclusion, and belonging frameworks and best practices.

#### Measures & Indicators:

- 100% of new staff receive foundational DEIB training as part of onboarding.
- Number of training attendees that say they have a deeper understanding of topics (foundational diversity, equity, inclusion, and belonging, etc.)
- Number of participants that indicate training is useful and relevant for their work.
- Number/percentage of staff that demonstrate or report skill and/or knowledge retention and application of ideas both in their work and in the creation and maintenance of an inclusive workplace.

#### Actions:

- Identify adult learning needs and relevant training topics based on past surveys and curate foundational DEIB content for regular annual staff training utilizing consultants where needed.
- Clarify onboarding roles and responsibilities and create a process for training new staff.
- Develop evaluation tools to collect participant feedback on training relevance, quality, and impact, and ensure feedback is shared with trainers.

#### Timeline:

This objective builds upon established practice.

- Planning: July – September 2025

- Implementation: October – ongoing

**OPERATIONS OBJECTIVE 1C:**

Utilize external DEI-focused learning academies, conferences, and trainings to grow staff skills in racial equity and inclusion practices.

**Measures & Indicators:**

- Number of staff per each team and per each classification level participating in DEI-focused learning academies, conferences, or trainings per year.

**Actions:**

- Identify and share relevant learning opportunities with staff.
- Collaborate with management and other relevant teams to determine appropriate attendees for these events.
- Announce opportunities during monthly staff meetings to encourage participation.
- Assist staff in organizing optional post-event discussions to share their insights and foster continued learning in the appropriate forum.
- Collect feedback through surveys to evaluate the effectiveness of providing these opportunities.

**Timeline:**

This objective builds upon an established practice.

- Planning: July – December 2025
- Implementation: January – ongoing

**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.

**Measures & Indicators:**

- 90% of staff participate in annual engagement survey
- Number of staff rate supervisor as part of annual evaluations
- Number of staff who participate in optional off-hours cultural events .

**Actions:**

- Include an assessment of staff needs related to inclusion and belonging as part of the annual staff engagement survey.
- Continue hosting and promoting cultural events for all staff as a way to foster an inclusive workplace. Staff to be surveyed for their feedback whether they learned something new and have an opportunity to suggest future events.
- Add a rating in annual evaluations to include an area for supervisors focused on inclusivity in the workplace.
- Collect feedback from surveys and highlight areas of improvement.

**Timeline:**

- Planning: March 2025 – October 2025
- Implementation: May 2025 – ongoing

## **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.

### **OPERATIONS OBJECTIVE 2A:**

Use a combination of recruitment methods to engage a broad and diverse talent pool and encourage them to apply to open positions.

#### **Measures & Indicators:**

- A diverse contact list of community organizations and job boards
- 100% of job postings shared on SACOG's social media platforms
- Number of people reached and number of people engaged with job postings

#### **Actions:**

- Create and maintain a partner list of community organizations, cultural chambers of commerce, and affinity groups.
- Post every job opportunity on SACOG's social media channels.
- Review outreach effectiveness by comparing source of applicants to partners contacted.
- Regularly post job openings on job boards that cater to diverse candidates, such as DiversityJobs.

#### **Timeline:**

- Planning: May 2025 – September 2025
- Implementation: July 2025 – ongoing

### **OPERATIONS OBJECTIVE 2B:**

Provide ongoing training and guidance to supervisors on equity and inclusion in recruitment, interviewing, hiring, promotion, and retention.

#### **Measures & Indicators:**

- 100% of supervisors participate in training focused on equitable and inclusive practices in the workplace.
- Number of supervisors who participate in post-training pre/post surveys about their level of understanding and needs focused on equitable and inclusive practices.
- Standardized practices are developed for recruitment, interviewing, and retention.

#### **Actions:**

- Provide hiring manager and onboarding policies to all supervisors undergoing the recruitment process.
- Hold quarterly learning forums and coaching circles for peer-to-peer equity discussions.
- Provide training to supervisors bi-annually focused on cultural competency.
- Analyze staff retention and promotions annually to determine whether supervisors are fostering equitable career advancement opportunities.
- Collect feedback bi-annually from supervisors following training regarding additional support or resources needed.
- Continue to meet with hiring managers post-recruitment for feedback and improvement in the process.

#### **Timeline:**

This objective builds upon established practice.

- Planning: June 2024 – December 2025
- Implementation: January 2025 – ongoing

**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.

**Measures & Indicators:**

- 100% of job postings include bias-aware and inclusive language
- All hiring managers are trained on the policy and use it as a tool in the recruitment process
- All supervisors are trained on the onboarding policy and utilize the policy as a tool for onboarding
- Majority of staff indicate their career growth is supported in the engagement survey.

**Actions:**

- Conduct exit interviews for departing staff. The interview will include questions on advancement and development as well as our policies.
- Develop and implement an onboarding policy for supervisors
- Include advancement and opportunity questions as part of the annual employee engagement survey
- Continue to include bias-aware and inclusive language in job posts and review annually.
- Continue to support supervisors by ensuring they understand and use the hiring manager policy during recruitment. This includes providing training and guidance to help them apply the policy consistently.

**Timeline:**

- Planning: June 2024 – October 2025
- Implementation: January 2025 – ongoing

**OPERATIONS OBJECTIVE 2D:**

Provide internships and other learning opportunities for high school, college, and early career individuals.

**Measures & Indicators:**

- Two students complete summer early career internship program
- All student interns complete survey and indicate having positive experience in post-program survey
- SACOG participates in two career fairs geared toward university and junior college students per year

**Actions:**

- Establish annual recruitment goals for high school, college, and early career participants for the Summer Early Career Internship Program
- Attend two career fairs annually for students attending universities and junior colleges.
- Create and distribute a supervisor toolkit with best practices for mentorship and a detailed program broken down by week.
- Hire at least two student interns to provide support to agency projects.

- Conduct orientation sessions for student interns including providing a learning plan, professional development support, and one-on-one mentorship
- Collect post-program feedback from interns via survey and track outcomes.

**Timeline:**

- Planning: January 2023 – June 2025
- Implementation: June 2025 – ongoing

**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.

**OPERATIONS OBJECTIVE 3A:**

Continue to partner with other local, state, and federal government agencies to increase access to business opportunities.

**Measures & Indicators:**

- Pre-qualified Vendor Services List competitively procured and made available to SACOG project managers for commonly needed services.
- By the end of 2026, at least one public procurement by a comparable agency has been identified for SACOG to utilize in lieu of issuing a full formal solicitation [piggyback].

**Actions:**

- Work with project managers to identify other potential procurement methods prior to issuing formal procurement. Collaborate with project managers and review past purchases to identify commonly needed goods and services for creating a prequalified vendors list.
- Procure/award a pre-qualified list of vendors (in service/product categories) and publish list internally for staff.
- Research and monitor other local agencies and COGs' professional services procurements to identify piggybacking opportunities.
- Continue to identify and use cooperative agreements for purchases such as software subscriptions, goods and equipment. For consultant services, monitor other COGs' procurements for piggyback opportunities.
- Continue to work with similar local agencies and COGs regarding best practices for inclusive procurement, including use of available cooperative agreements and possible piggyback scenarios.

**Timeline:**

- Planning: June 2025 – January 2026
- Implementation: August 2025 – ongoing

**OPERATIONS OBJECTIVE 3B:**

Review procurement processes and provide guidance and training to project managers on how to engage more small and diverse businesses in the procurement process.

**Measures & Indicators:**

- Increased certified DBE participation and increased attainment of Federal DBE Contract Participation Goals.

- Increased participation of certified and non-certified DBEs in SACOG's procurement opportunities, including increased number of self-reported certified businesses registered with SACOG in OpenGov.
- Increased number of project managers utilizing vendor lists to notify/invite qualified firms and conducting public pre-proposal meetings for potential proposers.
- Increased coordination between project managers and procurement staff early in project and budget planning process.

**Actions:**

- Continue to compile qualified vendor outreach lists for formal procurements using state-certified DBE databases and SACOG's OpenGov alerts and share with staff.
- Finalize and publish vendor guidance on SACOG's procurement webpage, providing helpful procurement and contracting information for businesses and encouraging inclusive procurement and DBE participation.
- Coordinate with management and project managers to plan FY procurement needs and create a procurement planning calendar to ensure early involvement of procurement staff for adequate vendor outreach, increasing engagement.
- Consult management to identify best practices for training staff on procedures and requirements, including compliance, vendor outreach, and other procurement topics. Focus on creating useful and value-adding resources and tools.
- Develop training guides for staff on inclusive procurement topics, including vendor outreach, DBE selection, RFP evaluations, contract management, and invoice reviews. Provide in person and recorded training sessions on these topics.
- Streamline processes by clarifying state and federal requirements for SACOG's procurements and contracts, and ensuring required elements are integrated into existing processes to minimize duplication and administrative burden on vendors and contractors.

**Timeline:**

This objective builds upon established practices.

- Planning: October 2024 – December 2025
- Implementation: December 2024 – ongoing

**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.

**Measures & Indicators:**

- A final community partnerships plan to guide staff efforts and work plans:
  - Identifying recurring communication touch points
  - Establishing a convening timeline that includes meetings and an annual or bi-annual workshop
  - Establishing paid partnership opportunities for internal projects

- Number of community partnerships across projects (official MOUs and paid opportunities)
- Number of CBO partners receiving ongoing communication and attending meetings, workshops, and/or events

### Actions:

- Work with and through SACOG's existing CBO working groups to both learn best practices for meaningful community engagement and help create guidance for all future SACOG external engagements.
- Identify community engagement needs and opportunities, both agencywide and for specific SACOG programs, through existing work planning and program development processes.
- Create a workplan for regular, sustained engagement with CBOs on SACOG's work. The work plan will include establishing consistent communication channels, holding an annual convening, and fostering increased participation in SACOG's Engage, Empower, Implement Program partnership applications.
- Identify a date and finalize details for the annual convening event. Date and details should align with SACOG project schedules and support networking, relationship building, and collaboration opportunities with community partners.

### Timeline:

- Planning: May 2025 – January 2026
- Implementation: January – December 2026

## PROGRAMS OBJECTIVE 1B:

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

### Measures & Indicators:

- Completion of annual tribal relations communication plan to guide staff efforts and work plans
- Newsletter open rates, response rates, and engagement with newsletters and emails
- Number of responses from tribes to SACOG consultation requests
- Number of tribal representatives attending and participating in SACOG project-related meetings and events
- Increase in regular correspondence/communication with tribes
- SACOG has a better understanding of tribal interests and shared priorities
- Number of technical requests fulfilled that were initiated by tribes (e.g., data requests)

### Actions:

- Identify and attend events put on by tribes in the region.
- Identify tribal liaisons in SACOG jurisdictions and partner agencies; invite them to regular one-on-ones to learn more about what is working and where there might be opportunities to collaborate; learn about their tribal relations approaches.
- Schedule and hold one in-person meeting annually with each federally recognized tribe in the region.
- Create a comprehensive tribal relations communication plan that includes regular updates, newsletters, and dedicated channels for tribal governments to share their input and feedback.
- Update the draft tribal consultation policy and align it with other SACOG documents that describe tribal relations policies/best practices.

- Develop a project manager toolkit for tribal engagement (include templates, best practices, strategies, etc.); support project managers to create specialized engagement offerings for tribes based on knowledge about needs and interests.
- Identify and attend state and/or regional tribal advisory committee meetings, such as the Caltrans Native American Advisory Council.
- Provide SACOG's Policy Committee with information on examples of formal structures of participation by tribes in MPOs/COGs
- Develop and implement a data collection plan to measure progress of tribal relations communication plan

**Timeline:**

- Planning: June 2025 – December 2025
- Implementation: July 2025 – ongoing

**Programs 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:**

Incorporate equity frameworks and community-led planning principles into all future SACOG funding programs.

**Measures & Indicators:**

- All funding programs include evaluation criteria related to equity and community engagement.
- All funding program guidelines and applications include qualitative and quantitative questions related to equity and community engagement.
- Adjustments in local policies and planning efforts to improve equity and community engagement.
- Number of technical assistance requests from jurisdictions on how to incorporate equity or community engagement best practices into applications

**Actions:**

- Identify and review SACOG's current funding programs and equity frameworks and criteria. Assess how principles of equity and community-led planning, including inclusive engagement strategies, are presently incorporated into SACOG's funding initiatives. Identify any external limitations or restrictions that may impede potential program modifications by SACOG (e.g. state or federal guidelines).
- Conduct a review of SACOG's existing equity and community engagement best practices. Based on this review, formalize these practices into a framework that can be systematically applied across multiple funding programs.
- Identify areas for improvement to better align existing and future programs with equity and community-led planning goals. This includes evaluating existing scoring criteria and thresholds for project selection as well as considerations for technical assistance.
- Revise or develop program-specific guidelines and criteria to incorporate the new equity frameworks and community-led planning principles. This should include consideration for providing technical assistance to local staff.
- Implement Frameworks: Integrate the refined equity frameworks and community-led planning principles across all SACOG funding programs
- Develop and implement a data collection plan to measure the progress of incorporating equity frameworks and community-led planning principles across SACOG funding programs; measure

number of technical assistance requests; measure changes in projects submitted to funding programs.

- Collect data and develop progress reports to continuously monitor implementation of the equity frameworks and community-led planning principles in all funding programs.
- Utilizing key metrics, evaluate the effectiveness and impacts of integrating the equity frameworks across SACOG's funding portfolio. Make necessary adjustments based on feedback and outcomes to ensure continuous improvement.

**Timeline:**

- Planning: May 2025 – October 2025
- Implementation: June 2025 – ongoing

**PROGRAMS OBJECTIVE 2B:**

At least annually, as SACOG develops new programs, SACOG staff identifies opportunities within programs to increase racial equity and reduce disparities, evaluates program effectiveness, and evolves programs based on learnings.

**Measures & Indicators:**

- The new program development and evaluation process is used to evaluate the first six designated programs in 2025.
- In 2026, all program managers begin to use the process
- Evaluation of SACOG's funding programs indicates the programs, as developed through this process, achieved equitable outcomes.

**Actions:**

- Determine first cohort of program managers to learn the new program development and evaluation process.
- Train first cohort of program managers in use of the new program development and evaluation process; debrief and evaluate each step of the process with the program managers through in-training feedback sessions and follow-up surveys.
- Make any necessary changes to the program development and evaluation process as identified from program manager feedback.
- Integrate Program Objective 2C into the program development and evaluation process to ensure support infrastructure for the ongoing monitoring and evaluation of programs.
- Create and execute a training schedule for a second cohort of program managers.
- Create and execute a plan for program managers to share learnings and evaluation findings for programs that were developed through this process.
- Create and execute a plan to address any needs (e.g., training, staffing, resources) identified in the action plans of programs that have been evaluated.

**Timeline:**

- Planning: January 2025 – April 2025
- Implementation: May 2025 – December 2025

**PROGRAMS OBJECTIVE 2C:**

SACOG will use equity indicators from the Regional Monitoring and Reporting Dashboard to inform the development of and evaluation of programs.

**Measures & Indicators:**

- Complete evaluation of two programs, one existing and one new, for their impact on identified disparities
- Programs that have had a high impact in reducing disparities have been recommended for increased funding
- Updated programs and program management tools incorporate data collection mechanisms

**Actions:**

- Review universe of existing indicators in SACOG's monitoring program to identify indicators relevant to first cohort of programs going through SACOG's program development and evaluation process.
- Review program development and evaluation process to identify where monitoring program can be integrated.
- Identify one new and one existing program for initial evaluation.
- Incorporate monitoring program into the development and evaluation steps of the program lifecycle.
- Assess effectiveness of monitoring program indicators in the development, implementation, and evaluation of the first cohort of programs.
- Incorporate learnings into the next version of the program development and evaluation process.
- Bring a second cohort of programs through the evaluation framework; assess effectiveness and incorporate learnings into the next version of programs and the program development and evaluation process.

**Timeline:**

- Planning: June 2025 – October 2025
- Implementation: March 2025 – February 2026

**PROGRAMS OBJECTIVE 2D:**

Create and implement a methodology for analyzing and tracking funding awards and their impacts across SACOG's funding portfolio.

**Measures & Indicators:**

- Number, award amount, type of project, and status of the total number of projects that have received funding awards from SACOG programs.
- The number of projects identified as serving an equity area as defined in funding program guidelines or by applicants.

**Actions:**

- Identify metrics that will be tracked across all SACOG's funding programs.
- Create a simple and efficient system for collecting essential data.
- Pilot the methodology on the 4-county State Funding Program; identify any issues and make necessary adjustments; implement the refined methodology across all future SACOG funding programs.
- Analyze and interpret data to evaluate the impact of SACOG's funding awards.
- Create and execute an internal and external communications plan to share insights with SACOG staff and regional partners.
- Generate regular reports for SACOG management, staff, board, member and partner agencies, and other interested parties, to keep them updated on the progress and outcomes of SACOG funding programs.

- Schedule and conduct regular reviews to evaluate the effectiveness of the methodology and make necessary improvements. This includes assessing the effectiveness of the programs and using data to adjust the funding programs to better meet goals and objectives.

**Timeline:**

- Planning: June 2025 – February 2026
- Implementation: July 2025 – ongoing

**Programs 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 facilitate regular capacity building opportunities to develop a shared understanding of historical and contemporary racial equity, and intersecting social issues in transportation, housing, land use, and air quality.

**Measures & Indicators:**

- A final collaboration guide for staff that has been reviewed by 2 REI Working Group Members
- Number of SACOG member jurisdictions that have completed baseline survey
- Number of executed shared learning opportunities, including workshops, conferences, talks, meetings, etc.
- Number of resources shared to member jurisdictions, including toolkits and other items that support capacity building.

**Actions:**

- Survey SACOG's current programs and projects to assess potential member and partner agencies' needs.
- Identify the government agency groups and networks where SACOG is engaged, and share our best practices identified through Programs Objective 3B.
- Develop a survey to understand the needs of SACOG member and partner agencies, and plan a survey date in coordination with other efforts.
- Based on survey results, define what SACOG, member and partner agencies need in order to develop a shared understanding of historical and contemporary racial equity, and intersecting social issues in transportation, housing, land use, and air quality.
- Develop a collaboration guide for how SACOG regularly gathers and shares information about other public agencies' capacity building opportunities. This guide will include the efforts of Programs Objective 3B.
- Train SACOG staff in use of the collaboration guide.
- Schedule and conduct regular reviews of the collaboration guide and its usage to evaluate its effectiveness, make improvements to the guide, and report out any key findings and best practices.

**Timeline:**

- Planning: July 2025 – July 2026
- Implementation: September 2025 – ongoing

**PROGRAMS OBJECTIVE 3B:**

When SACOG is developing resource guides, toolkits, and technical assistance programs, incorporate equitable planning best practices to build the capacity of member and partner agencies to advance projects that support racial equity.

**Measures & Indicators:**

- Proportion of resource guides, toolkits, and technical assistance programs that have equitable planning best practices included.
- Finish 2026 with at least one updated resource guide, toolkit, or technical assistance program with equity best practice incorporated for the first time or improved upon from prior versions.

**Actions:**

- Inventory current SACOG practices around technical assistance, toolkits, and resource guides for the programs that have them, and assess whether they have equity considerations to establish a baseline.
- Create a one-stop webpage on the SACOG website with cross-functional existing technical assistance resources.
- Develop a multiyear outlook of what technical assistance, toolkits, and resource guides various programs are going to develop or update.
- In partnership with member and partner agencies, identify which technical assistance programs, toolkits, and resource guides are highest priority for receiving equity considerations and develop a prioritized list.
- Work with the project manager of a pilot technical assistance, toolkit, or resource guide to incorporate equity best practices. Collect and report out on performance measures for the pilot to SACOG staff and member and partner agencies.
- Based on experience with the pilot technical assistance, toolkit, or resource guide, establish a process for future incorporation of equity principles into these types of resources.
- Assess how to incorporate or streamline this objective with Programs Objective 2B.

**Timeline:**

- Planning: October 2025 – December 2025
- Implementation: January 2026 – April 2027

## **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:**

Provide new board members a primer on SACOG's REI work, including information about the Racial Equity Action Plan, and for all board members hold an annual REI primer/refreshers session and provide regular updates of SACOG's REAP progress and the work of the REI Working Group. The annual session will describe SACOG's REI journey to date, including key findings and board actions.

**Measures & Indicators:**

- 100% of new board members attend REI refresher session
- 80% of returning board members attend REI refresher session
- Number of survey respondents who indicate they have a better understanding of how race/ethnicity, income, and/or geography affects the social outcomes of communities throughout the Sacramento region

**Actions:**

- Confirm REI refresher presentation on February board agenda for the upcoming year & confirm materials list including post-session survey
- Review and update REI refresher presentation based on all prior years of REI work, with emphasis on actions, accomplishments, and learnings
- Coordinate presentation content with content of Board Practice Objectives 2A and 2B
- Prepare and distribute post session survey to board members at beginning of scheduled board meeting
- Invite REI Working Group members to participate in REI refresher presentation
- Collect and analyze post session survey results; use learnings from session and survey to identify information gaps and areas of interest to deepen board knowledge.

**Timeline:**

- Implementation: Ongoing

**BOARD PRACTICES OBJECTIVE 1B:**

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.

**Measures & Indicators:**

- 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 report and presentation references the REI workshop topic to inform board discussions on SACOG policy issues

**Actions:**

- Review work plan for the upcoming calendar year to identify preliminary list of potential workshop topics.
- With subset of REI Working Group, review learnings from prior REI Working Group and board discussions on equity goals and community engagement for potential workshop topics.
- Vet workshop topics with relevant SACOG staff and interested REI Working Group members to determine timeliness and viability for the upcoming calendar year.
- Develop and execute work plan for each workshop, including invitation to REI Working Group public members to attend board workshop to observe and/or participate.
- Hold board workshop and survey board members.
- Debrief on board workshop at next REI Working Group meeting, including board member survey results.
- Debrief with relevant staff to incorporate workshop discussions and/or outcomes into staff report and presentation for SACOG board committee/meeting.

**Timeline:**

- Implementation: Ongoing

**BOARD PRACTICES OBJECTIVE 1C:**

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

**Measures & Indicators:**

- A majority of SACOG board members participate in the site visit.
- Board members report a better understanding of outcomes and experiences within the community after attending the tour.
- SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit. Partners report a positive collaborative experience and interest in partnering with SACOG in the future.

**Actions:**

- Identify county and target area for tour as part of the board calendar planning in the year prior.
- Work with SACOG staff and board member in that area to identify stories, projects, and highlights for their jurisdiction.
- Connect with partners and community-based organizations to plan out tour.
- Begin promoting tour among board members and REI Working Group public members.
- Finalize tour and execute tour, including post-tour survey.
- Share a written follow-up report based on attendee feedback with SACOG management and board members and debrief tour at the next REI Working Group meeting.

**Timeline:**

- Implementation: Ongoing

**Board Practices Goal 2:**

The SACOG board considers in its decisions the inclusion of equity frameworks and community-led planning and engagement principles in new or updated SACOG programs.

**BOARD PRACTICES OBJECTIVE 2A:**

In the first quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with an overview of upcoming priority programs for the year ahead with a focus on how the Board and Working Group can support consideration of equity goals and community engagement principles.

**Measures & Indicators:**

- In committee and board meetings, board members ask questions or make comments that consider equity frameworks or community engagement.
- Board members give feedback that programs and staff recommendations are considering and reflecting all communities in the region.

**Actions:**

- Review the previous annual agency work plan coordination and development process schedule to identify where to incorporate a step for program managers to think about the next year's program activities and milestones, and identify and document opportunities where the board and working group can support equity goals and community engagement principles.
- During annual agency work planning process, ask program managers to include in their planning any opportunities to engage the board and/or REI Working group in the development, implementation, and/or review of their program.
- During annual agency work planning process, coordinate with Board Practices Objective 1C to identify opportunities to engage the REI Working Group in development of the REI Site Visit.
- During the annual agency work planning process, coordinate with Board Practices Objective 1B to identify potential workshop topics and timing for the REI Working Group to help develop, and timing of their involvement.

- Present an REI Work Plan to the REI Working Group and board, with opportunities for both to engage in SACOG's work plan to ensure equity frameworks and community engagement principles are being considered.
- At a quarterly check in for Board Practices Objective 2B, debrief on work plan coordination and development process to identify process improvements and other lessons to incorporate into next work planning/REI engagement planning process; incorporate those findings into next process.
- During board and committee items on the 2025 work plan programs, collect Board and/or REI Working Group feedback via note-taking, listening for: questions and comments that consider equity or community engagement; supportive and unsupportive comments from representatives of communities in the region.

### Timeline:

- Planning: May & June 2025
- Implementation: September 2025 – February 2026

### BOARD PRACTICES OBJECTIVE 2B:

In the last quarter of each year, SACOG staff will present the REI Working Group and the SACOG board with a review and evaluation of how equity goals and community engagement principles were incorporated into SACOG programs and lessons learned as a result.

### Measures & Indicators:

- Number of SACOG programs for which the board discussed equity implications and/or community engagement aspects.
- Better incorporation of equity goals and community engagement principles in SACOG programs.

### Actions:

- Review REI Work Plan developed for Board Practices Objective 2A to understand which programs and projects are planned for specific board and REI Working Group engagement, and at which times of the year.
- Based on REI working group agendas, schedule quarterly check-in times with program & project managers to document their engagement with board and or working group members, to be summarized and reported to the REI working group and then SACOG board.
- Document and report out the number of SACOG programs reviewed and evaluated for equity frameworks and community engagement principles and whether there was improved incorporation of equity goals and community engagement principles in SACOG programs.
- Draft a summary report of all programs and projects for which SACOG boards/committees or REI Working Group members worked on equity or community engagement aspects, including outcomes of that work.
- Invite interested REI working group members to review the report and evaluate the year's activities for successes and lessons learned toward Board Practice Goal 2; document their recommendations for presentation at last REI Working Group meeting of the year.
- Present summary report to REI Working Group of review and evaluation of how equity goals and community engagement principles were incorporated into SACOG programs and lessons learned as a result; incorporate any Working Group edits.
- Present summary report to SACOG board with recommendations for modifications to the board's engagement process in 2026.

### Timeline:

- Planning: January 2025

- Implementation: March 2025 – ongoing

### **Board Practices Goal 3:**

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

#### **BOARD PRACTICES OBJECTIVE 3A:**

Through an annual update, the SACOG board will use the Regional Monitoring and Reporting Program to better understand the disparities that exist in the Sacramento region by race/ethnicity, income and geography.

##### **Measures & Indicators:**

- Number of external organizations that review, contribute and use monitoring program dashboard
- SACOG Board prioritizes a set of monitoring program indicators that most address issues of disparity, and creates numeric targets around this prioritized set

##### **Actions:**

- Implement a comprehensive plan for data collection on regional indicators.
- Track users of SACOG's regional indicators dashboard, including number of external organizations that review, contribute, visit and download dashboard indicators.
- Identify and collaborate with other partner organizations to determine if and when to add new indicators and approaches to qualitative data collection, including possible survey work.
- Invite partners and/or interested REI working group members to guest author content on storyboards, annual progress report and other materials.
- Invite partners and/or interested REI working group members to recommend a prioritized set of monitoring program indicators most impactful to REI efforts, and potentially to create targets/goals around this subset of indicators.
- Create storyboards and other products that contextualize monitoring program indicators.
- Recommend that the SACOG board adopt a priority set of REI indicators.
- Present prioritized dashboard indicators to SACOG board and other regional venues.

##### **Timeline:**

This objective builds upon established practices.

- Planning: February 2025 – August 2025
- Implementation: January 2025 – November 2025

#### **BOARD PRACTICES OBJECTIVE 3B:**

The REI working group, comprised of board members and non-board members, will guide the continued implementation of the REAP in 2025-26 with a focus on board engagement and continuing to integrate equity and community engagement into SACOG's programs.

##### **Measures & Indicators:**

- The REI Working Group has worked on at least half of the programs in SACOG's annual work plan.
- At the end of each calendar year, at least five REI Working Group members participate in a board briefing on REI Working Group progress for the year.
- Board members engage in the REI Working Group chair's report out at each board meeting.

##### **Actions:**

## **RACIAL EQUITY ACTION PLAN**

- In coordination with each 2025 work plan program manager and Board Practices Objectives 1B and 1C, develop and review the REI Work Plan. Activities in the work plan should focus on: (1) opportunities to shape the board's engagement in REI topics and (2) opportunities for the REI WG to help SACOG integrate equity goals and community engagement principles into the program.
- At least one month before each REI Working Group meeting, review REI Work Plan and make necessary edits based on status of programs and project.
- Ensure each staff person who will have an REI engagement activity in the coming quarter is scheduled to present/participate at the REI Working Group meeting.
- Not more than one week after the REI Working Group meeting, ensure each relevant staff person has the necessary support to do their engagement with the REI Working Group and/or board.
- Two weeks before the next REI Working Group meeting, ask each relevant staff person to summarize their engagement with the REI Working Group members and/or board, including the request, the discussion and any recommendations, and the resulting outcoming. Then compile this information into a summary report for the upcoming REI Working Group meeting.
- Work with relevant staff to prepare the agenda for the upcoming REI Working Group.

### **Timeline:**

- Implementation: January 2025 – December 2025

## **Appendices**

- A. Glossary of Terms
- B. Proposed Goals and Objectives Matrix
- C. Summary: Overview of Progress Toward REAP Goals