

RACIAL EQUITY ACTION PLAN

ADOPTED: OCTOBER 20, 2022



SACOG

Sacramento Area
Council of
Governments

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How We Got Here

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

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

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

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

SACOG Racial Equity Statement of Change and Commitment

Adopted February 17, 2022

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

Background

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

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

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

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

Plan

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

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

How we are Following Through on our Commitments

Listen and Learn

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

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

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

Plan

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

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

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

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

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

SACOG Racial Equity Action Plan

Focus Areas

This action plan is categorized into three focus areas:

Operations

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

Programs

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

Board Practices

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

Terms Used in this Plan

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

Objectives: Both measurable and specific, it quantifies the thoughts and sets a target so that the strategy can be planned around it. In other words, objectives are measurable steps an organization takes to achieve its goals.

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

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

Indicators: Signs or signals that something exists or is true.

How We Will Implement This Plan

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

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

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

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

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

Summary of Goals and Objectives

Operations

- 1. Establish an inclusive workplace where all current and future employees feel they belong.**
 - A. Formalize a process to assess and track organizational demographics annually.
 - B. Provide at least one annual training for all staff to develop a shared understanding of foundational diversity, equity, inclusion and belonging frameworks and best practices.
 - C. Develop and facilitate an annual learning academy that provides in-depth racial equity training (multi-day training) for staff that focuses on how to apply racial equity and inclusion practices in SACOG's programs and planning work.
 - D. Provide ongoing support to staff to listen, learn, and support one another in creating an inclusive workplace where all current and future employees feel they belong.
- 2. Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region by providing equitable access to opportunities.**
 - A. Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool.
 - B. Develop and provide training to supervisors on racial equity and inclusion in recruitment, interviewing, hiring, promotion, and retention.
 - C. Review human resources practices and policies for potential biases in employment practices (i.e., every decision including recruitment, interviewing, hiring, promotion, retention, and discipline) and develop updated practices and policies.
 - D. Develop and facilitate learning opportunities for high school, college, and early career individuals to learn about and begin careers in transportation, housing, and land use.
- 3. Reduce barriers to SACOG procurement and contracting process to create more opportunity for Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities.**
 - A. Partner with other local, state, and federal government agencies to help identify barriers in SACOG's procurement process to increase access to business opportunities.
 - B. Review procurement processes and partner with other local, state, and federal government agencies to engage more businesses in the procurement process

Programs

- 1. Increase engagement with community representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities to help shape SACOG's projects and programs.**
 - A. Invest in and strengthen partnerships with community representatives, leaders, and organizations by establishing regular meetings with CBOs, funding CBOs to work with SACOG to engage community members, and maintaining regular communications with CBOs.
 - B. Create, execute, and evaluate a strategic outreach and engagement plan for the 2024 Blueprint.
 - C. Strengthen SACOG's efforts to engage and build relationships with tribal governments, in partnership with local agencies in the region.
- 2. Increase funding for programs and projects that prioritize REI and/or specifically engage underrepresented and underserved communities in the SACOG region.**
 - A. As part of the upcoming Blueprint plan update, formalize long term commitment to support and fund the Engage, Empower, Implement Program for communities across the region.
 - B. At least annually or as SACOG considers new programs and projects, evaluate and report on SACOG's major programs and planning work to identify opportunities to increase racial equity and reduce disparities.

3. **SACOG supports and learns from member and local partner agencies incorporating racial equity best practices into their planning work.**
 - A. Collaborate with other government agencies to develop shared learning and skill building opportunities through quarterly capacity building sessions (e.g., trainings, brown bags, convenings, etc.) to increase regional, sector, and community REI impact.
 - B. Beginning in 2024, collaborate with government agencies to develop resource guides and toolkits to strengthen implementation of REI best practices.

Board Practices

1. **The SACOG board deepens its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the Sacramento region.**
 - A. Agendize at least two board workshops a year from speakers both within and outside of the region on foundational REI concepts and best practices. Priority topics will include emerging equity issues and trends in transportation, housing, land use; impact of past inequitable policies and practices in the region; cultural literacy and/or a history of the region through a race/ethnicity lens.
 - B. Hold an annual REI primer/refresher session for new and returning board members in the first quarter of the calendar year. The annual session will describe SACOG's REI journey to date, including key findings and board actions.
 - C. Collaborate with REI partners in the region to facilitate an annual site visit in the region with Board Members, focused on REI barriers and successes.
2. **The SACOG board includes racial equity impacts in its triple bottom line decisions.**
 - A. By January 2024, SACOG's Board will formally incorporate measures of accountability within its policy approval process to prioritize CBO collaboration in policy development and implementation processes prior to board action on policy decisions.
 - B. By January 2024, establish and implement a process to regularly assess the equity impacts of proposed policy decisions through the consistent application of REI best practices.
3. **The Board maintains consistent engagement with racial equity action plan implementation process.**
 - A. By September 2024, SACOG will formalize a process that the board will use to monitor regional racial equity indicators such as economic, demographic, land use, transportation, and housing outcomes in order to track the impact of the racial equity action plan.
 - B. The REI working group, comprised of board members and non-board members, will oversee implementation of this REAP in 2023-2024 and, based on review of REAP progress reports, make recommendations to the SACOG board of any changes to the REAP to increase its effectiveness.

Racial Equity Action Plan

Operations

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

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



• Measure

Actions

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

Timeline

Planning:
January 2023

Implementation:
February–March 2023, then annually

Measure/Indicators

- At least 90% of staff participate in survey

OPERATIONS GOAL #1 CONTIUED

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



• Listen and Learn

Actions	Timeline	Measure/Indicators
- Identify needs/topics for annual training based on input from staff and managers. - Hold foundational training in the fall of 2023 for all staff. - Assess staff/manager/leadership knowledge and skill gaps and resource additional capacity building opportunities to deepen knowledge and skill. - Hold annual training for all staff, and if the need exists, additional optional trainings on a more frequent basis.	Planning: January–August 2023 Implementation: September 2023–ongoing	- At least 90% of staff attend annual trainings - At least 50% of staff attend an optional capacity building opportunities in a 12-month period - Training participants report an increase in knowledge and understanding of REI and other learning outcomes

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



• Listen and Learn

Actions	Timeline	Measure/Indicators
- Identify needs/topics and draft learning outcomes for first academy. - Contract with facilitator/trainer for academy. - Refine academy with selected consultant. - Begin first academy in fall 2023.	Planning: April–August 2023 Implementation: September 2023–ongoing	- At least 10% of staff participate in initial cohort of training - Number of participants that report increased knowledge and understanding of how REI relates to their work and SACOG's overall agency mission

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



• Listen and Learn
• Act

Actions	Timeline	Measure/Indicators
- Complete an annual assessment of staff needs for support in inclusion and belonging. - Based on surveys of staff, identify what support is needed beyond training. - Develop and implement sustainable efforts to provide ongoing support to staff.	Planning: January–June 2024 Implementation: July 2024–ongoing	80% of staff that report they feel they belong at SACOG

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

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



• Act

Actions	Timeline	Measure/Indicators
• Increase strategic outreach to educational and professional networks both within and outside of the Sacramento region to diversify talent pool. • Review job descriptions for potential biases or unnecessary limitations as jobs are planned for posting and update as needed. • Highlight equity and inclusion in job postings. • Create standardized communications plan for hiring practices. • Measure and monitor demographics of applicant pool for all job openings based on the demographic indicators identified in Operations Objective 1A.	Planning: January–February 2023 Implementation: March 2023–ongoing	• 100% of job postings shared on social media • Track social media analytics and engagement on job postings including number of applications received • After employment decisions are made, annually review the demographics of applicant pools at all stages of applications

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



• Listen and Learn
• Measure

Actions	Timeline	Measure/Indicators
• Identify needs/topics for trainings and procure trainer. • Work with trainer to prepare training calendar for staff. • Provide both optional and all-staff trainings.	Planning: January–June 2023 Implementation: July 2023–ongoing	• 90% of supervisors participate in training

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



• Act

Actions	Timeline	Measure/Indicators
• Remove personally identifying information from applications in initial review. • Include diverse gender/racial representation on hiring panels. • Provide biases training to all staff and conduct post training survey to assess learning.	Planning: January–June 2023 Implementation: July 2023–ongoing	• Publish changes to practices and policies • Demographics of staff by tenure and position • Supervisors report increased understanding of equitable hiring practices

OPERATIONS GOAL #2 CONTINUED

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



• **Act**

Actions

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

Timeline

Planning:
July 2023

Implementation:
July 2024

Measure/Indicators

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

GOAL #3: Reduce barriers to SACOG procurement and contracting process to create more opportunity for Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities.

OPERATIONS OBJECTIVE 3A: Partner with other local, state, and federal government agencies to help identify barriers in SACOG's procurement process to increase access to business opportunities.



• Act

Actions	Timeline	Measure/Indicators
- Review state and federal requirements for opportunities to provide more access to opportunity, including where any preference can be provided. - Review SACOG procurement policies and practices to identify opportunities to increase participation. - Assess SACOG vendor demographics. Prepare a summary of the findings from above and present it to anyone who is interested. - Create a public survey to take input on barriers to procurement with SACOG.	Planning: November–December 2022 Implementation: January–March 2023	- Identify type of solicitations and projects to encourage more participation 80% of demographic information collected on SACOG vendors to understand baseline demographic make up - Number of Disadvantaged Business Enterprises SACOG contracts with

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



• Act

Actions	Timeline	Measure/Indicators
- Work with professional organizations and other local, state, and federal government agencies to encourage businesses to sign up for SACOG's procurement portal. - Use findings from review of SACOG's procurement process to create resources/guidance for overcoming barriers. - Create and share resources/guidance with CBOs, vendors, and partner organizations.	Planning: April–June 2023 Implementation: July 2023	- Track participation of businesses that sign up for procurement portal as well as those that are ultimately awarded contracts - Participants have a better understanding of SACOG's procurement process - Participants report fewer barriers to SACOG procurement application process

Programs

GOAL #1: Increase engagement with community representatives of Black, Indigenous, Asian, Pacific Islander, Hispanic/Latino, and communities of color, along with low-income rural, urban, and other underrepresented communities to help shape SACOG's projects and programs.

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



• Listen and Learn

Actions	Timeline	Measure/Indicators
- Establish a process for community representatives to engage with SACOG's processes, planning, and projects by end of 2022. - Create a CBO listserv by Quarter 2 of 2023, and regularly update it, and maintain regular communication with community partners through online tools, with at least quarterly outreach. - Develop a grant program for CBOs to work with SACOG programs by Quarter 4 of 2023. - Develop and implement a process to track and report out the community/CBO led meetings SACOG staff attends.	Planning: In-process in 2022 Implementation: By summer 2023 and ongoing	- CBOs report stronger interest in working with SACOG - Number of community partners on the listserv, the number of emails, and the resulting engagement - Increase in SACOG financial support for community engagement

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



• Listen and Learn
• Act

Actions	Timeline	Measure/Indicators
- Work with community network, local governments, and through CBO grantees, partner with community consultants to bring in community expertise, perspective, and voices to the Blueprint outreach and engagement process. - Partner with CBO grantees during the survey period to provide education through a "workshop in a box" concept and to encourage diverse survey participation, and track feedback from the grantees on the process. - Track and report demographics during polling, focus groups, and surveys to ensure a diverse pool of respondents and participants.	Planning: in-process in 2022 Implementation: in-process in 2022 and ongoing through adoption of Blueprint plan	- Number and diversity of CBO partners for Blueprint outreach - Demographics of respondents to polling, focus groups, and surveys mirror the demographics of the region

GOAL #1 CONTINUED

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



• Listen and Learn

Actions

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

Timeline

Planning:
in-process

Implementation:
By July 2023 and ongoing

Measure/Indicators

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

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

PROGRAMS OBJECTIVE 2A: As part of the upcoming Blueprint plan update, formalize long term commitment to support and fund the Engage, Empower, Implement Program for communities across the region.



- Support
- Act

Actions	Timeline	Measure/Indicators
• Identify funding strategy for an ongoing Engage, Empower, Implement (EEI) program by the next funding cycle. • Execute Year 1 EEI program. • Establish a feedback loop between SACOG and member and partner agencies to monitor engagement efforts within the region that are aligned with EEI program goals. • Build EEI program into policy and action elements of 2024 Blueprint plan. • Create criteria for SACOG’s funding programs that incentivize projects that employ EEI or other best practices in community engagement throughout the development process. • Prioritize engagement activities as part of SACOG’s grant strategy for both SACOG-led projects and member/partner agency-led projects. • Commit agency resources to ongoing management and monitoring of the EEI program.	Planning: November 2022–December 2025 Implementation: November 2022–December 2025 After 2025, actions will be ongoing	• SACOG’s funding team creates a budget recommendation for the next funding round cycle that implements Blueprint plan policies • Number and dollar amount of awards to projects that propose to incorporate meaningful engagement activities and are funded through SACOG’s, state, and federal funding rounds • Number and dollar amount of SACOG, state, and federal funding awards to projects that previously completed meaningful engagement activities as part of project development • SACOG collects data on the level of satisfaction with engagement of those who participate in the EEI process to identify strengths as well as areas of opportunities to improve

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



- Act

Actions	Timeline	Measure/Indicators
• In collaboration with REI working group and community partners, develop a rubric for evaluating equitable engagement practices and other equity outcomes. • Using the rubric, incorporate findings from the evaluation of projects and programs into SACOG’s projects and programs for policy recommendations into future long range plan updates, funding rounds, regional housing needs allocations, and other major projects and programs.	Planning: June 2023–December 2023 Implementation: February 2024–ongoing	• Number of SACOG’s major programs/projects using equity rubric • Number of partner CBOs and agencies that understand the equity objectives of SACOG’s major programs/projects • Number of requests for SACOG support as a result of meaningful, continuous, and early engagement practices • Number of REI working group members and other community partners reporting SACOG has incorporated their input into its major programs and projects

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

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



- Listen and Learn
- Support
- Act

Actions	Timeline	Measure/Indicators
• Ask other government agencies for input on priority learning topics for REI capacity building. • Work with participating agencies to develop and implement a convening schedule for agencies to share learnings and best practices.	Planning: October 2023–January 2024 Implementation: February 2024–ongoing	• SACOG offers two, 2-hour training sessions per year to all stakeholders • At least 1 government agency from each county participates in capacity building sessions • Percent of session participants reporting increased knowledge after attending the session • 90% of SACOG project managers participate in at least one session relevant to their role in the agency

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



- Support
- Act

Actions	Timeline	Measure/Indicators
• Make a list of equity best practice resources to find or create (e.g., guide for community engagement, checklists for agencies to use, materials to use in the trainings listed in the objective below) by inviting current CBO and other equity partners and interested government agencies to share their current or developing REI processes, best practices, and lessons learned. • Collaborate with interested CBO partners and government agencies to compile or create the listed equity best practice resources and a communications plan to disseminate to members and partners by January 2025. • With interested CBO and government agencies review resources annually and update as necessary as best practices are implemented and generate new lessons learned.	Planning: January 2024–December 2024 Implementation: January 2025–ongoing	• Number of local governments participating • Increase in local government participation over time • Number of projects applying to funding rounds that include REI best practices or were involved in SACOG equity programs • Feedback from partner organizations/governments on their partnership with SACOG • Number of agencies applying for, and number of agencies winning, non-SACOG grants for projects that incorporate REI best practices • Reduction in disparities across indicators tracked in regional progress reports

Board Practices

GOAL #1: The SACOG board deepens its understanding of how race/ethnicity, income, and geography (rural/urban) affects the social outcomes of communities throughout the Sacramento region.

BOARD PRACTICES OBJECTIVE 1A: Agendize at least two board workshops a year from speakers both within and outside of the region on foundational REI concepts and best practices. Priority topics will include emerging equity issues and trends in transportation, housing, land use; impact of past inequitable policies and practices in the region; cultural literacy and/or a history of the region through a race/ethnicity lens.



- Listen and Learn
- Act

Actions	Timeline	Measure/Indicators
• Identify priority learning topics, outcomes, timing, speakers for REI best practice workshops based on SACOG's upcoming annual work plan. • Plan, schedule and execute workshops. • Develop and conduct brief post workshop survey for workshop participants.	Planning: November 2022–January 2023 Annual activity starting in 2022 Implementation: February 2023–December 2023 Annual activity starting in 2023	• SACOG holds two workshops per year focused on REI best practices • Number of post workshop survey respondents that indicate they have deeper understanding of the workshop topic • After each board workshop, at least one staff presentation references the REI workshop topic to inform board discussions on SACOG policy issues

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



- Listen and Learn

Actions	Timeline	Measure/Indicators
• Identify priority learning topics and outcomes for REI primer/refreshers session, develop agenda and timing of session. • Add REI Initiative information to board handbook. • Invite all board members to session, with emphasis on new board members. • Develop brief post session survey to measure increased understanding of SACOG's REI work. • Conduct session and post session survey. • Use learnings from session and survey to identify information gaps and areas of interest to deepen board knowledge.	Planning: November–January Annual activity starting in 2022 Implementation: First quarter of calendar year Annual activity starting in 2023	• SACOG holds one REI primer/refreshers session in the first quarter of each calendar year • 100% of new board members attend the session • 80% of returning board members attend the session • Number of survey respondents that indicate they have a better understanding of SACOG's REI work

GOAL #1 CONTINUED

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



• Listen and Learn

Actions	Timeline	Measure/Indicators
• Identify potential board tour dates and locations to coincide with board meeting, by December 2022. • Identify partners and/or CBOs engaged in racial equity work in the region to co-develop agenda and work with them to identify priority learning topics and outcomes for site visit, speakers, and specific location(s). • Five months before site visit, develop and distribute pre-site visit survey to board members to identify topics important to board members, questions, and overall understanding of demographic and social outcomes of the community they are visiting. • Distribute a brief post visit survey to measure overall impact of site visit for participants. • Distribute post visit survey to evaluate collaborative experience and interests in continued CBO partner engagement within 2 weeks of visit.	Planning: Starting November 2022, begin annual planning tasks at least eight months before the expected site visit Implementation: First site visit in 2023	• A majority of the board participates in the site visit • Site visit scheduled in each county in the first six years to maintain equitable representation of diverse experience throughout the Sacramento region • SACOG actively collaborates with community and equity partners within the identified jurisdiction to plan and develop site visit • Board members report a better understanding of outcomes and experiences within the community after attending site visit • CBO partners report a positive collaborative experience and interest in partnering with SACOG in the future

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

BOARD PRACTICES OBJECTIVE 2A: By January 2024, SACOG's Board will formally incorporate measures of accountability within its policy approval process to prioritize CBO collaboration in policy development and implementation processes prior to board action on policy decisions.



- Listen and Learn
- Act

Actions	Timeline	Measure/Indicators
• Inform the development of the community engagement process developed as part of Program Objective 1A to normalize and implement the active practice of incorporating community input, feedback, and recommendations into staff work. • Develop guiding questions using REI best practices for project managers to consider as they develop a new project or program. • Develop and implement a process ensuring community input is embedded in board staff reports, including developing guiding questions for staff to consider as they draft board staff report items.	Planning: November 2022–December 2023 Implementation: January 2024	• Increase in regular community engagement activities by SACOG staff • All staff reports include description or overview of community engagement activities • Annual increase in community input for SACOG funded projects

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



- Act

Actions	Timeline	Measure/Indicators
• Identify topic areas for which the board makes policy decisions, such as transportation investments, procurement of professional services, land use and housing strategies, etc. • Examine emerging and existing best practices for incorporating REI into policy assessment practices. • Develop strategy to engage staff and regional partners who exhibit expertise, then identify and strategize opportunities to fill gaps in capacity. • Gather input from REI Working Group and SACOG board to inform development of standardized quantitative and qualitative methods for assessing equity impacts. • Draft a standardized method for assessing the equity impacts of proposed policy decisions. • Incorporate equity impacts and REAP goal alignment into staff reports to inform board policy decisions. • Develop and implement a process to incorporate ongoing feedback from the board and staff.	Planning: June 2023–December 2023 Implementation: January 2024–ongoing	• SACOG board endorses standardized questions that are used to assess the equity impact of every policy decision • Board considers the racial equity implications of all policy decisions • Feedback from board members that staff reporting provides effective information on equity implications

BOARD PRACTICES OBJECTIVE 3A: By September 2024, SACOG will formalize a process that the board will use to monitor regional racial equity indicators such as economic, demographic, land use, transportation, and housing outcomes in order to track the impact of the racial equity action plan.



Actions	Timeline	Measure/Indicators
Formalize a process for monitoring regional racial equity indicators: • Work with REI working group to identify regional equity indicators that SACOG can collect and report on a regular basis. • Identify and collaborate with other regional partners on potential regional equity indicators. • Develop comprehensive plan describing process for annual data collection and reporting of regional indicators. • Develop and present version 1.0 of annual regional indicators to REI working group and SACOG board by September 2024. • REI working group and SACOG board provide feedback to inform SACOG work priorities. • Following phasing plan, develop and present annual regional indicators to REI working group, SACOG board, and REI working group.	Planning: November 2022–September 2023 Implementation: October 2023–September 2024 Annual activity after first year of implementation	• Board members find the regional equity indicators useful in understanding current economic and social disparities in the region
Progress on implementation of this racial equity action plan will be tracked by focus area (Operations, Programs, Board Practice) as follows: • Compile, synthesize, and analyze measures and metrics of REAP goals and objectives. • Report to REI working group on measures and metrics, provide analysis and recommendations on impact and potential future changes. • REI working group and SACOG board provide feedback to inform any needed modification for next year of REAP implementation. • Report to REI working group on measures and metrics, provide analysis and recommendations on impact and potential future changes. • REI working group and SACOG board provide feedback to inform any needed modification for next year of REAP implementation.	Implementation: October to December Annual activity starting in 2023	• REI working group discusses REAP progress reports at 2 meetings in 2023 • Majority of REI working group members report they have the information to assess SACOG’s progress in REAP implementation

GOAL #3 CONTINUED

BOARD PRACTICES OBJECTIVE 3B: The REI working group, comprised of board members and non-board members, will oversee implementation of this REAP in 2023-2024 and, based on review of REAP progress reports, make recommendations to the SACOG board of any changes to the REAP to increase its effectiveness.



- Act
- Measure

Actions	Timeline	Measure/Indicators
• Work with incoming board chair to formalize 2023-2024 REI working group structure, charge, and schedule. • Upon board approval of charge, work with board chair to solicit and appoint working group members. • Work with SACOG staff teams and REI working group chair to plan out working group agendas for 2023 and 2024. • REI working group implement Board Practices Objective 3A. • At the end of the REI working group term, REI working group makes recommendations to SACOG board chair for structure, charge, and schedule for the next REI working group.	Planning: November 2022–February 2023 Implementation: February 2023–December 2024	• Majority of REI working group members reporting their time on the working group was valuable • Majority of board members provide feedback that they have received sufficient information to assess SACOG’s progress on REAP implementation

Appendices

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

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

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Race, Equity, and Inclusion Glossary of Terms

This document is divided into three sections.

Below is a list of some terms that are important to have shared understanding of their meaning for the Race, Equity, and Inclusion Working Group. This list is not exhaustive. This list is not representative of many common terms that refer to other identities in particular LGBTQ+ and ability.

Section I.

Race: the concept of dividing people into populations or groups on the basis of various sets of physical characteristics.

Racial Equity: When race can no longer be used to predict life outcomes and outcomes for all groups are improved. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

Redlining: Redlining is the practice of denying a creditworthy applicant a loan for housing in a certain neighborhood even though the applicant may otherwise be eligible for the loan. The term refers to the presumed practice of mortgage lenders of drawing red lines around portions of a map to indicate areas or neighborhoods in which they do not want to make loans.

Diversity: Any dimension that can be used to differentiate groups and people from one another. Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Equity: Equity is defined as “the state, quality or ideal of being just, impartial and fair.” The concept of equity is synonymous with fairness and justice. It is helpful to think of equity as not simply a desired state of affairs or a lofty value. To achieve and sustain equity, it needs to be thought of as a structural and systemic concept.

Section II.

Equity vs. Equality: Equity involves trying to understand and give people what they need to enjoy full, healthy lives. Equality, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.

Implicit bias: The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.

Inclusion: Ensuring the right conditions are in place for each person to achieve their full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse workforce. Inclusion is the process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee; uses employee skills to achieve the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness.

Inclusion is more than just allowing people to participate or join; it's about being welcoming.

Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Anti-racism: Anti-racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

Belonging: the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place.

Institution/organizational racism: Policies, practices, and procedures that work better for white people than for people of color, often unintentionally. Institutional racism occurs in an organization. These are discriminatory treatments, unfair policies, or biased practices based on race that result in inequitable outcomes for whites over people of color and extend considerably beyond prejudice. These institutional policies often never mention any racial group, but the implicit or explicit intent is to create advantages.

Intersectionality: the interconnected nature of social categorizations such as, but not limited to, race, class, ability, sexual orientation, and gender as they apply to a given individual or group.

Structural racism: The history and current conditions of an overarching system of racial bias across institutions and society. These systems give privileges to white people resulting in disadvantages to people of color

Section III.

Sources:

Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action, Government Alliance on Race & Equity (GARE), racialeequityalliance.org

America's formerly redlined neighborhoods have changed, and so must solutions to rectify them, Brookings Institute brookings.edu

Annie E. Casey Foundation

Federal Reserve, Federal Fair Lending Regulations and Statutes Fair Housing Act federalreserve.gov

George Washington University, Office for Diversity, Equity, and Community Outreach, diversity.gwu.edu/diversity-and-inclusion-defined

National Museum of African American History & Culture nmaahc.si.edu

National Conference for Community and Justice nccj.org

Race Forward

Society for Human Resource Management

Sacramento Native American Health Center

UC Berkeley Center for Equity, Inclusion and Diversity

2022 SACOG Stakeholder Listening Session Findings

STAKEHOLDER GROUP TRENDS	
SACOG Staff	- Internal staff has the most knowledge about SACOG’s REI work, specific activities and status of progress though this understanding differs depending on their role within the agency. For example, those who are closer to SACOG’s programming/community facing work shared a deeper understanding of REI both within and outside of SACOG. Also, those who have been tapped to support programming with specific data/research or as members of the REI working group seemed to have more clarity of various REI activities/initiatives. In contrast, whether because of their role or tenure, those who have been hired less than 3 years ago had the least clarity on the evolution of SACOG’s REI work. SACOG’s staff as a whole see REI as an important part of SACOG’s work. Staff communicated interest in learning more about how to practically incorporate REI into SACOG’s work and were proud that SACOG has made the overall commitment to REI however, were concerned about their capacity to move work forward with their current workloads and pressure to meet current deadlines. Staff reported that even though the work feels slow, they were excited to see that SACOG’s Board of Directors has made intentional strides toward acknowledging REI as a priority, but believe that there is still a lot of learning that needs to happen in order for the work to be a success.
Community Based Organizations and Prosperity Partners	- Clarity and collaboration with SACOG varied based on the capacity of the organization in question. Better resourced organizations seemed to be more aware of SACOG’s specific REI efforts. These organizations also tended to be located in larger counties/jurisdictions with more overall racial diversity. They also were often leading or collaborating on their own REI initiatives within their counties/jurisdictions where they were located. CBOs (and City/County Staff) located in smaller, more rural locations had less of an understanding of SACOG’s REI work and REI as a framework in general. However, many vocalized that they were open to learning and looking to SACOG as a resource for deepening their understanding of REI initiatives. There was a clear ask for resource support as several of these stakeholders felt they did not have the capacity to actively lead REI work as individual agencies/organizations. CBOs want to build/deepen relationships with SACOG. They understand that SACOG cannot do it all, and are not expecting them to; however, they understand the position and resources that SACOG holds and they would like SACOG to actively utilize their strengths to move REI forward throughout the region. CBOs communicated a shared concern that the Board may be a barrier to impactful REI work.
City/County Staff and Regional Transit Partner Agencies	- These stakeholders tended to have a relatively comprehensive understanding of SACOG’s REI work, especially if they reported to City/County elected officials that participate on SACOG’s Board of Directors. Larger, more diverse cities/jurisdictions seemed to have more direct experience with REI as they were collaborating and participating in REI conversations within their specific locations/organizations. Similarly to CBOs, many City/County staff voiced an interest in SACOG stepping up as an “educator” and “convener” of regional REI efforts, specifically around developing opportunities to deepen understanding and education around the historic impacts of inequitable policies and practices throughout the region. City/County staff understand the complexity of SACOG’s work in the region and see this as a possible barrier to moving REI work forward. There was an interest in SACOG helping to develop a shared understanding of basic REI principles, collaborating with members who are also doing REI work to strengthen alignment throughout the region.

PROGRAMS		
Themes	Quotes	Findings
Stakeholder Engagement	“...[SACOG is a fairly] wonky level of government. We're not a transit agency...our brand does not always connect to what we do. If we have a brand to the general public at all. That is a challenge for us [when trying to connect with communities].” “It's very difficult for SACOG to interface with community groups; perhaps a best practice moving forward is having the CBOs sort of be that conduit. That's maybe a more effective way to engage.” “... the traditional model of having a workshop and having 11 people show up and then saying, okay, therefore, we know what the community wants, we got to do better than that.” “I think a concrete example of something we could improve on...something I know has some structural challenges, too, is our engagement with CBOs. We are generally constrained by our funding to be allowed to actually pay them for their involvement on projects. There's been a lot of successes around the state where you can actually lift up CBOs by actually having them get reimbursed for the time they're involved in a project. We just have challenges with the color of money and the constraints on the funding. We have to do that. I would like to try to work towards figuring out how we can do that better and find more flexible money to support our engagement process.” “I feel like we're reaching out to that broader audience, that's really important for us to do for everything, even if we don't think they would be interested, we reached out to groups, I'm like, I don't know if they care. But you know, we're gonna reach out to them anyway.” “The nonprofits you want to partner with that you need, do not have the capacity to do the work that is necessary. And if you're not building that capacity outside of when these grants come, nothing's gonna change.”	● There is a need to build and deepen partnership and relationships with community stakeholders (organizations and individual community leaders) ● Understand that there are a lot of community stakeholders/programs that are more of an “expert” of REI or have made a lot of progress throughout the region and it would be best for SACOG actively collaborate and learn from these stakeholders instead of trying to recreate the wheel/show up as the expert of the work ● CBOs and other community leaders feel like SACOG is not accessible to them and they are unsure how committed SACOG is building authentic relationships in order to create more equity ● There are other agencies who do similar work but have taken a more active role in implementation; there is lack of clarity on what role SACOG wants to play in the region ● SACOG needs a better understanding of the specific needs of each community; increasing outreach to gain a better understanding of these needs is necessary ● SACOG should create new ways to engage with community members that build on what has traditionally been done ● SACOG should engage in more conversations at the local level outside of the Board (for example, city council meetings) ● REI work cannot be transactional; it must be intentional, strategic and ongoing ● SACOG needs to increase/provide more clarity on its REI efforts ● SACOG has done good work in normalizing conversations about racial equity with some collaborative partners through economic development plans; SACOG should look to this process to understand what to replicate ● Stakeholders would like SACOG leadership to be more visible in the community; show a real commitment to participating in community led events in order to build deeper relationships ● SACOG should increase opportunities for community stakeholders to provide input into plan and project development and actively incorporate that feedback into regional plans

	“...reaching out to those broader groups, even groups you think might not be interested in what you're doing, just reaching out to all of them as a matter of course, because I feel like [SACOG] hasn't done that.” “I don't think SACOG does a good job, or will ever be capable of doing a good job of reaching out to individual neighborhoods and communities and talking to people. If folks come and speak to us at a public hearing, We're not their elected officials. And we have very little power to fix all the things wrong in neighborhoods like that's a city council, that's a board of supervisors, we can affect things like transportation and land use planning. I actually think of the services we provide to the cities and counties.” “...SACOG needs to consider how much disadvantaged communities scoring analysis will play in member agencies/stakeholders applying for competitive state and federal funds. The cities that have staff capacity might be fine. [However], the mid size, small size and more rural agencies are still learning the right lingo. They're gonna have a hard time telling the story. And some of them will just throw up their hands, they'll look at their own neighborhood and say we don't score high enough so we're just not going to apply. I don't know if that's the intent of these funding programs. But that's going to create a disenfranchised electorate and group of cities and counties, and they're going to really hate the work that's been done if they're not even applying. So we can help them.” “A very valuable point we got in talking to stakeholders is the community members saying, Well, I don't see myself in this plan, right. I live in South Sacramento, I don't see anything about South Sacramento or my community, or my plan. The regional plan doesn't necessarily just add up every single community into then the sum of all its parts is trying to be like, what are some of the common themes so like, not necessarily seeing an individual neighborhood.” “We have a lot of tribes in this area that are not really being represented, I hope [Venture] will be talking to some people from the tribes.” “I do wish that they [SACOG] were sometimes a better partner in some of the projects that we're working on. For example, when we are putting in light rail stops or bus stops downtown we get so much pushback from the local businesses down there who don't see it as a bonus benefit to them. They see it as ‘oh, you're bringing poor people down to come and mess up our areas.’ And it can be really hard to get support from our elected officials to push back on those businesses and say, ‘no, this is an essential service. This is how people get around this is actually going to drive economic benefit into your area.’ I feel like having [SACOG] be a good partner to support building buy-in, in similar ways pops up randomly throughout all the work that we do.” “Oftentimes, our elected officials, just because they represent us, don't always speak on behalf of the priorities that we [community members] have and what we need. We like to go down a deeper	
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	level and we have had a little bit of pushback from SACOG with that. I don't know what would need to happen to change that. Maybe it's included in the plan. An overall recognition that the input that we get from people who may seem small in the grand scheme of things is actually extremely valuable.”	
OPERATIONS		
Themes	Quotes	Findings
REI at SACOG as an Agency	“I really look at these institutions in a couple of ways. One, I look at the staff, and then I look at their management. And I know, in this region, traditionally, you don't have a lot of people of color in leadership positions. It’s important to look at the leadership level and management level, not just entry level jobs.” “...[In 2020] SACOG opened up some space for staff to come and talk about [George Floyd’s murder] and be vulnerable about it, and the emotions that we were feeling, and even if it was uncomfortable they encouraged us to support each other. When I was talking to my other friends about this they weren't having that same experience with their employer.” “I would love for management to be direct and tell me what SACOG’s role is. They're always asking us at the all staff retreats you tell them what is our job to educate is their job to monitor, it's their job to say this, but then we never really get like feedback and return like we heard you guys say this, but actually, this is what we think we should be doing.” “A part of me super appreciates that management is like, hey, staff, what do you think and be involved in and be a part of this process of figuring out who SACOG is and what we do. And then I also feel like well you tell me what we need to do. And then we can focus on that. I feel there is this kind of lack of focus, because we are trying to somehow meet the needs of staff and the board and all these other things.”	● The SACOG staff make up does not fully reflect the diversity/experiences of people throughout the region and this leads to gaps in understanding/lived experience in decision making ● Staff would appreciate more direction from leadership around the mission, vision and values at SACOG ● Staff appreciates the space created to provide input but also would like leadership to be very clear on “what SACOG does” ● Staff feels under resourced; not clear on how to best manage/commit time to REI work with current work responsibilities ● There is a better understanding of externally focused REI work and less clarity on commitment/strategy/action for internal agency efforts ● Last structured full staff capacity building opportunity (Youth Development Network) happened in 2016 and there has been lots of staff turnover since then; staff appreciated this opportunity and eager to engage in ongoing internal REI capacity building opportunities ● There is a gap or presumed gap in clarity on what internal data the agency has/collects on staff demographics and other REI related information; lack of clarity on whether this data exists or not ● There are no standardized/formalized policies/practices for using REI best practices for hiring, onboarding, performance management or retention; not clear how equitable SACOG is as an employer
Staff Capacity, Knowledge and Skill	“We're not even doing what we used to do. And so taking on new work, I don't know if SACOG is aware of that. We don't have the capacity to handle it.” “I think we need more expert help and not just [expect] CBO staff to figure it out. I think part of it is up to us. But we need a lot of help in the area.”	● Staff has not been cross trained on REI, some staff have more learned experience on REI than others; there is an interest in developing these skills and putting them into practice

	“[We need] training for staff, but it's almost like a culture change, to recognize and value community [input].” “...providing training for leadership, that's a part that is oftentimes left out, they kind of want to change the culture of an agency, but in the books making the decisions they kind of have the same thought processes.” “I would say capacity is a huge issue stepwise. But this is something we need to fold into what we do.” “Think SACOG already knows this but they need more staff to incorporate more work.” “There's too much [in]equity for it to be a one person job. If there's too many directions, you can't make this person keep going to all these different equity things, it becomes too much. I'm not sure we're all cross trained enough. There's equity stuff we're not even participating in right now because one person can't be everywhere, this has to be an agency wide initiative.” “...if this [REI work] is done in a meaningful way, it's going to extend the processes that we do and extend the timelines, I feel like staff is already feeling like we're barely meeting timelines as is. I don't know if that's fully understood agency wide.”	
Commitment to REI	“I would say that [SACOG’s commitment to REI] has evolved over the years with more focus within the last few years. You see it through the various grant programs that they have in terms of the scoring criteria, and the subject matter of the grant programs, and then also the formation of the committee that they've established to evaluate as well.” “...my manager keeps pushing me on how [REI connects to my work] even though it's hard to understand how equity might come into my role...they still keep pushing me to try to think more about it. And they actually have done a really good job of sitting down with us and brainstorming and supporting various groups like the REI group.. I think that I can tell it's really valued very highly by our executive director and the rest of staff.” “...we are going to look up and it's going to be 2032. We're going to be asking ourselves, how well are we addressing inequity? And saying that we're busy and attending lots of meetings, and that we're sincerely trying isn't going to be how you measure success, you're going to need something that has numbers and metrics, and accomplishments and goals that have been met and achieved or failed to achieve. We need to be real about measuring our success and or failure.”	● Equitable funding allocation has to be a priority for SACOG or REI efforts will not be impactful ● There is a need for SACOG to create more transparency of it’s work, many feel like the work is moving extremely slowly but recognize that it may be because they are not fully clear on what is being done ● SACOG leadership has been encouraged the application of REI to the work within the agency ● Staff is committed to REI but is looking for more formal skill building opportunities ● Staff has in interest in deepen trust and relationships with each other to create a “safe space” for all staff to feel comfortable showing up, asking questions and working through uncomfortable conversations

	“...based on explicit direction from our board, staff was tasked to make sure that those [program] guidelines consider economic and racial inclusion and equity. There was a fair question [from staff] about how we go about doing that. I want to commend Rosie, Mia, and Kacey for thinking very creatively about how to do some intentional outreach within a timeframe that's been set on us by the state.”	
BOARD PRACTICES		
Themes	Quotes	Findings
SACOG’s Board	“A couple of years ago, when we took equity to the board, they were very hesitant, they said, 'that doesn't belong here.' Not everyone, but there were a lot of those comments. Now you don't hear that as often or almost never. And I think that's a huge success.” “...now we can have more discussions at the board level where we encourage difficult conversations instead of just dismissing it.” “...I think the more that we [SACOG] can do to help give our board the language and help them learn how to talk about [REI] there will be more progress.” “Rick Jennings is our chair now and he's a total advocate of [REI] and supports [REI] and is able to express that in his leadership but what happens next year when he's not our chair? How do we continue to plant these seeds with future leadership and make sure it continues even if we have someone different?” “This work is really hard. And it's going to be the long game, it's not going to happen overnight. SACOG is also managed by a board of directors that have their own viewpoints. And so I think that's a factor that we're going to need to consider.”	● There is concern that Board support of REI work may lack authenticity; REI may be seen as a political move/opportunity to build career instead of a genuine effort to increase equity in communities ● There is opposition of REI by some members of the Board that could create barriers to moving REI forward (this was of greater concern for CBOs than other stakeholder groups) ● There is hope that SACOG’s REI work will influence individual Board members to take learnings back to their districts to start/build on new/current REI initiatives ● The Board is started to have the “hard discussions” which shows that even if everyone is not fully bought in to REI, they are willing to discuss it ● There is still a hesitation to speak about race and racism. There needs to be more comfort and openness to talk about the reality of racism in the Sacramento region by leadership ● Deepening an understanding of intersectionality should be prioritized ● The Board is more engaged than it has been in the last 20 years but there is still a lot of education needed ● Board needs greater education on historic impacts of inequitable policies and practices in the region ● Stakeholders would like to see more alignment between the Board Chair priorities and SACOG’s work plan.

ADDITIONAL FOCUS AREAS		
Themes	Quotes	Findings
Historical Structural Inequities	“I think that the transportation sector needs to recognize the inequities that have just really, literally split up communities. What can we do to make that better?” “...highways, I know, there's a lot of money coming in for highways, and a lot of it was, you know, the feds. So it's not all local and regional planning agencies, but [highway planning practices] have done a lot of harm and split cities up. Those effects are still felt within the community and can be seen in our tree patterns and can be seen and how hot the concrete is...who has access to air conditioning, all these things. And I think that there needs to be an acknowledgement of this.” “Article 34 is an equity barrier”	● There is a need to develop a shared understanding of how disparities in social outcomes and lived experience has been impacted by historically inequitable transportation, housing and other planning policies; the connection to present day inequities should be recognized ● SACOG should explore the ways in which current policies at the regional, State and Federal levels may uphold and perpetuate inequities while creating barriers to reaching REI goals
SACOG’s Role in Regional REI	“I'm just curious about how similar types of agencies have approached racial equity, inclusion and engagement.” “I think that educator piece can be good. And continuing with our roles in regional planning and transportation planning, which is where we provide data, we provide information and help jurisdictions make decisions for themselves.” “Maybe our role can be empowering the right community based organizations or nonprofits or other organizations that are actively involved in that community and can meet the needs of individual communities?”	● The “disadvantaged communities” scoring matrix is not having the impact that it is intended to have. SACOG should make it a priority to assess the scoring model and similar approaches to understand the outcomes ● SACOG is encouraging other stakeholders to incorporate conversations about racial equity into their local planning processes ● SACOG has the opportunity to play a primary role of educator and convener within the REI; SACOG has the reach and influence to encourage other stakeholders to develop a shared understanding of how REI intersects with their work ● Rural and smaller member agencies have less capacity to do REI work. They are looking to SACOG to support them in building their capacity and deepening their understanding of REI and how it relates to their localities, which often have less racial diversity ● There is a shift in what it means to be a “public servant” and SACOG is exploring what ways are working and what should be changed. There's how SACOG has historically done its work and then there's how SACOG is shifting to meet the concerns of the current day. This shift can be difficult for staff and Board members to adjust to. There is a need for clarity on how SACOG will do work with its member agencies and what the expectations for aligning with REI values actually looks like ● There's a need to deepen the understanding of SACOG's reach. Clarity on what role SACOG can play in systems change within the sector/region should be understood and communicated to stakeholders
Shared Language	“I don't know that they're truly comfortable talking about racism. And I think that is a distinction. When we're talking about race and racial equity, okay, then we have to talk about racism. I don't see [conversation] at that level. I think that we have to be even more blunt about racism in America and acknowledge the different experiences people have based on their race.” “...there are multiple definitions of a disadvantaged community that we often use for things like funding and our definition of equity. There's a ton of impediment. It's confusing. That also creates a challenge for us to have conversations about equity. I think that this is something that's appropriate for SACOG to take on the role and work with other MPOs to be like, hey, State, we have all these	● There is a need to align across the region on the language/definitions used in conversation about equity ● SACOG has the opportunity to convene spaces to have difficult conversations while normalizing discussions about race and racism; CBOs see this as a necessary component of SACOG's REI work

	different programs, let's think about how they all relate to one another and come up with more common definitions.”	
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RECOMMENDATIONS	
1. SACOG should understand how inequity shows up in the context of the specific communities they support throughout the region. 2. Create/engage in opportunities where community stakeholders identify their unique community needs and interests as connected to current and new programming. 3. Host brown bag discussions to answer questions about SACOG program goals. 4. Regularly engage in standing meetings/conversations held by community stakeholders. 5. Diversify SACOG’s professional and social media networks. 6. Strengthen capacity of outreach team to act as SACOG liaisons to CBOs. 7. Increase access for community members to speak directly with SACOG staff and leadership. 8. Develop and formalize a strategic communication plan to provide updates on SACOG’s REI planning and implementation progress. 9. Highlight stakeholders who are leading REI efforts throughout the region. 10. Build a professional network outside of the region to strengthen SACOG’s role in REI throughout the sector. 11. Deepen understanding of best practices for incorporating REI into work; consider best practices from groups outside of the region and from other sectors. 12. Establish and communicate a partnership goal/expectation that is aligned with SACOG’s equity priorities. 13. Conduct analysis across SACOG programs to determine resource allocation levels disaggregated for race, gender and other markers of identity of the populations served. 14. Build supplemental activities and guidance to support individual and collective application of knowledge, skills and tools into everyday work. 15. Create and share a decision-making map/framework so staff understand the decision-making “inputs”, process, etc. of given decision types. 16. Incorporate REI values into job descriptions and staff onboarding processes with data disaggregated by identity (race, gender, education level, etc.). 17. Conduct pay equity analysis with data disaggregated by identity (race, gender, education level, etc.). 18. Create staff level affinity groups to support culture building. 19. Establish and communicate accountability practices within staff. 20. Design and implement a learning and development arc for all staff that deepens REI knowledge and skill with a focus on intersectionality.	21. Ensure learning and development sequence incorporates other organizational and regional priorities. 22. Consider “learning pods” to create continuity of learning and peer accountability outside of training spaces. 23. Build skills that support staff in moving through discomfort, not avoiding it. 24. Embed ongoing trust, relationship, and connection-building activities across the team to cultivate a culture of grace and mutual accountability. 25. Conduct exit interviews with staff utilizing an external partner and synthesize findings. 26. Understand and address unique challenges that may impact staff differently depending on their identity. 27. Conduct analysis across SACOG roles to determine resource allocation levels disaggregated for race, gender and other markers of identity. 28. Build and execute workshops that provide an overview of SACOG’s approach to REI goals and actions, visions for regional impact, community engagement, programming, etc. 29. Make a clear statement on the ways in which REI values inform organizational priorities. 30. Identify where barriers to REI goals exist within funding/grant guidelines; consider diversifying funding streams to strengthen opportunities to make progress on REI initiatives. 31. Invest in comprehensive member/stakeholder learning and development initiatives with key learning outcomes and track progress over time. 32. Develop and standardize resources that can be used by other stakeholders as a guide to incorporating REI into their work. 33. Assess member activities through the REI lens. 34. Design and implement a process to engage new Board members that align with SACOG’s REI values. 35. Formalize an onboarding process for incoming Board members that ensures Board members understand SACOG’s commitment to REI. 36. Develop strategic communications to inform stakeholders of SACOG’s role in centering REI into its agency works. 37. Complete a landscape scan to identify stakeholder leaders/experts in REI; prioritize building strategic partnerships with these stakeholders.

Summary of Learnings from 1-on-1 interviews with REI working group members

July 13, 2022

From March to June of 2022, staff have interviewed 14 of the working group members to gather direct input from each member. These conversations were very helpful to gaining insights from a combination of public members and board members about how SACOG, as a government agency, can fulfill its commitments to reduce racial disparities through its work.

The interviews were wide-ranging, covering best practices from outside the region, examples of other practices within the region, as well as direct recommendations for what SACOG should do. The notes from the interviews are presented below categorized into three areas:

- I. SACOG's operations
- II. SACOG's programs
- III. SACOG's board practices.

They are further organized around five areas:

LISTEN and LEARN: Work to build and strengthen relationships with organizations representing historically marginalized communities in both urban and rural areas, to integrate their perspectives and priorities, and to give voice to these communities.

PLAN: Develop a racial equity action plan for SACOG's programs and operations, that includes measurable activities, and regularly review the plan to ensure the integration of policies, procedures and programs to advance racial equity.

SUPPORT: Provide continuous support to our member and partner agencies to integrate the agency's racial equity action into local plans, build and strengthen relationships with community-based organizations, non-profits, advocacy organizations, and other equity experts and practitioners;

ACT: Continue to build the capacity of the SACOG staff and board to fully implement SACOG's racial equity action plan, and carefully consider how our decision-making processes address historic inequities in transportation and housing;

MEASURE: Establish, regularly monitor, and report publicly on 1) regional equity indicators associated with housing, transportation, and economic opportunity; 2) organizational equity indicators of employee and stakeholder (community members, public agencies, non-governmental partners) experience of existing policies, practices, and procedures; and 3) indicators of authentic project sponsor engagement in the planning and design of regionally significant projects.

These have been summarized and edited for clarity but are intended to convey what we heard. Unless otherwise indicated in the comment, the term "community" means any group of people living in the same place or having a particular characteristic in common. The terms equity and inclusion are defined per the definitions in SACOG's racial equity glossary of terms.

Staff reviewed these learnings and the learnings from stakeholder listening sessions to develop goals, objectives, and actions for a draft racial equity action plan.

I. What SACOG can do to make its operations more equitable and inclusive

LISTEN & LEARN

Working group members shared two themes for listening and learning within the agency: the agency should support staff that provide a voice for equity and inclusion, including their cultural experiences and specific ideas for programs and operations; the agency should provide training to staff, like the training suggested for local agency staff, on finding and learning the experiences of the public we're trying to serve.

PLAN

Agency leadership and management should talk regularly about progress on SACOG's racial equity action plan. The racial equity action plan should be published and SACOG should be transparent in the plan about when it is reviewed, how often it is updated, what the metrics are.

SUPPORT

Racial equity trainings are as important for SACOG staff as for local government staff. There are training programs in existence that staff could access through, or in partnership with, other organizations. SACOG should also work to make its own internal practices equitable first, in order to help its member agencies next.

ACT

Working Group members pointed to all internal operations decisions as places where equity can be infused. Examples include: procurement (e.g., consider preferences for veterans and BIPOC owned businesses, set a standard or requirement that proposals include meaningful engagement of people of color), recruitment (e.g., target recruitment efforts in the broader community), internal practices (e.g., onboarding, celebration of cultural events), training.

MEASURE

A theme of measurement was: the importance of equity outcomes that can clearly be measured and reported on so that SACOG and its stakeholders can assess the effectiveness of its internal equity efforts. For operations, particular attention to staff recruitment and retention of people from diverse backgrounds, reflecting the diversity of our region.

II. What SACOG can do to make its programs more equitable and inclusive

LISTEN AND LEARN

Working group members, particularly public members, emphasized that government in general, and SACOG in its own programs, should work more intentionally to reach and meaningfully engage underrepresented communities. When it comes to equity-focused engagement, start by thinking about whose voice is being left out in a community discussion and then think about how to engage them, whether through community based organizations (CBOs), local government, or directly, really think about how to lower barriers to entry for people to engage.

Building relationships with CBOs is a way to, over time, build understanding of what SACOG does so that CBOs and their members/clients can better engage as public stakeholders. To build those relationships, SACOG needs to be thoughtful about how it does that, so CBOs are not overtaxed or disengage for perceived lack of value. SACOG also needs to be thoughtful about which CBOs it engages to have assurance that those CBO truly work with or represent a particular community.

PLAN

Working group members want to see SACOG's racial equity action plan in front of SACOG's board of directors and stakeholders. They want to see SACOG regularly reporting on the status of plan implementation, including measurement of successes or failures, and also regularly updated. Working group board members were interested in seeing the racial equity action plan as part of SACOG's Triple Bottom Line (Equity, Economy, Environment) approach to its work.

SUPPORT

There's interest from working group members, both board and public members, in SACOG providing, creating, or otherwise enabling training for local government staff to do racial equity work. Several the training ideas focused on equity-focused community engagement: local government staff learning how to identify disparities in their jurisdictions, identify the marginalized populations within their jurisdictions, learning how to engage with their marginalized populations (whether directly or through trusted CBOs), and learning how to listen to learn the experience of their marginalized community members. Working group members, particularly board members, were interested in SACOG's racial equity action plan being shared with local jurisdictions so those that have not started racial equity work could have an example to reference or draw from. SACOG support could also include convening local government for training or convening them to learn from each other.

ACT

A major theme from Working Group members is to seek out and integrate community perspectives much more into SACOG's work, and to do so in a way that moves beyond consulting community, into involving and collaborating with community. This could be by working with CBOs, or giving guidance to member agencies to help them identify and work with CBOs; regardless, a variety of CBOs need to be engaged due to their different perspectives, strengths, and community connections. Public members of the Working Group emphasized that engagement with CBOs or members of the public needs to consider the value of their time, just as consulting companies are valued for their time. This could be compensation in the form of stipends.

When it comes to SACOG’s funding, public members of the Working Group suggested SACOG should require grant funding recipients to engage constituents and demonstrate how they will do that authentically, not superficially. A theme was that any requirement of equity in SACOG programs should be set to ensure communities are meaningfully weighing in and shaping a project or program. Board Working Group members suggested several program areas as examples of opportunities to advance equity, including Youth Leadership Academy, housing affordability, access to transportation options, especially for youth, road safety, climate adaptation.

MEASURE

Two themes of measurement emerged from Working Group members. One theme was the importance of equity outcomes that can clearly be measured and reported on so that SACOG and its stakeholders can assess the effectiveness of its equity efforts. Another theme was establishing base lines demographics to measure the region over time, such as adopting or developing an equity index for the region, or work on filling in the gap on reporting for consistently underrepresented groups, (e.g., Native Americans and tribal communities in traffic safety data).

III. What SACOG can do to make its board practices more equitable and inclusive

LISTEN & LEARN

Both public and board members of the Working Group thought it important that board members have scheduled time to learn about equity issues and best practices. The board needs to hear about equity issues and practices in order to make equitable decisions. Most public members wanted board members to spend time looking within the region to learn who is underserved in their communities and their experiences. Several examples of learning opportunities were given including: field trips in the region, venues for community members to present about their communities, sending board members to conferences, continuing guest speaker presentations at board meetings, and creating spaces for board members to converse about the issues they are learning.

PLAN

It was important to Working Group members that SACOG create and implement the racial equity action plan, and regularly agendize it for the SACOG board. Regarding transparency, the action plan is a visible sign to the SACOG and its stakeholders that the agency is taking steps toward racial equity. Then it is important to constantly monitor implementation to see if it's yielding our intended results.

SUPPORT

Working Group members saw it important that local elected officials, in addition to their SACOG colleagues, also get exposure to different community perspectives. There was some advice that SACOG should first work on its own board and agency, and then look to support local governments and other partner agencies.

ACT

Several Working Group members, public and board members, want SACOG's racial equity efforts agendized regularly at SACOG's public meetings. Multiple examples of how to build the board's capacity to implement the racial equity action plan and consider how its decision-making processes address historic inequities: training or orientation for new SACOG board members on SACOG's racial equity work; regular reviews of the board's adopted racial equity statement; having people with lived experience running committees; workshops for best practices by other organizations; partnering with chambers of commerce, transit agencies, or community based agencies; including CBOs in regional policy discussion to bring in the perspectives of the community;.

Among Working Group members there was interest in some version of the Race, Equity, Inclusion Working Group to continue to meet, to help SACOG hold itself accountable, and there was also interest in making sure the topic of racial equity is regularly in front of the full board.

MEASURE

Regular public reporting on implementation of the racial equity action plan was a consistent theme from Working Group members. SACOG should also regularly report to the board and public on regional race/ethnicity data, and on the benefits of funding awards to communities of color. This theme of measuring and reporting spans across all of SACOG's programs and operations.

Race, Equity & Inclusion Working Group

2021-2022 Meeting Schedule

Updated: July 22, 2022

Working Group Outcomes

- Develop a racial equity statement of change and commitment
- Build support among key stakeholders and Board members and provide direction for a racial equity action plan in 2022
- Prioritize racial equity in the 2024 Blueprint (SACOG's long-range transportation and land use plan)

Meeting Date	Agenda	Outcomes
May 28, 2021	• Welcome & Intros • Brown Act Review • Why are we here and where are we going • What will success look like	• Participants on same page for broad 2021 outcomes • Shared understanding of need for racial equity actions • Shared understanding of process/work ahead to move toward racial equity considerations in transportation and housing planning, policies, funding, programming
August 27, 2021	• Racial Equity in Transportation Planning • Transportation Project Evaluation Process	• Common understanding of racial (in)equity in transportation planning • Understanding of Project Evaluation Process and initial approaches/challenges/research questions for equity indicators/measures
November 19, 2021	• Discussion of working group homework from August 27th meeting • Develop racial equity statement of change and commitment	• Build shared understanding and imperative of racial equity in transportation and housing planning and implementation • A racial equity statement forwarded to SACOG board for adoption
January 14, 2022	• Recap of 2021 • Endorse racial equity statement of change and commitment • Discussion: how should SACOG act on the commitments in the racial equity statement?	• A racial equity statement forwarded to SACOG board for adoption • Feedback to SACOG on how it can act on commitments in the racial equity statement
February 25, 2022	• Debrief on SACOG board adoption of racial equity statement	• Guidance from working group members on what it means for SACOG to

	• Overview of the year ahead • What does it mean for SACOG to operationalize the commitments in the racial equity statement?: Feedback for Engage, Empower, Implement Program	operationalize the Racial Equity Statement of Change and Commitment in the Engage, Empower, Implement program
March to June, 2022	Stakeholder conversations: • REI working group members • City and county staffs • RTPA staffs • Transit agency staffs • Tribal governments • Community based organizations • SACOG staff	• Learnings to inform racial equity action plan for SACOG's programs, operations, and board
May 27, 2022	• Review stakeholder feedback focused on programs, operations, board practices	• Guidance on how to apply learnings from the stakeholder feedback to a racial equity action plan
July 29, 2022	• Review engagement strategy for Blueprint update • Review working draft Racial Equity Action Plan	• Working group input to make SACOG's Blueprint public engagement plan • Working group's priority goals and objectives for the racial equity action plan. • Working group support for SACOG's draft racial equity action plan.
September 30, 2022	• Review final draft Racial Equity Action Plan and forward recommendation to Policy and Innovation committee	• Accept final racial equity action plan, forward to Policy and Innovation committee
November 18, 2022	• Evaluation of working group and wrap up, feedback from REI members on what board should do next	• Recommendations to SACOG board on next steps for REI working group

SACOG Race, Equity, and Inclusion Working Group Charge

Purpose: The Race, Equity, and Inclusion Working Group shall follow the guidelines of an ad hoc committee of the SACOG Board of Directors. The working group shall serve as a forum to discuss and make recommendations to the Policy and Innovation Committee and the SACOG Board of Directors relating to race, equity, and inclusion. The committee will examine issues via the SACOG Framework for Advancing Racial Equity, existing programs and projects, and historical and current planning practices and/or programs. Foundational to this working group will be building proficiency in knowledge of, and actions to prevent, policies and programs that either intentionally or inadvertently feed into the continued lack of opportunity and government benefits for Black, Indigenous, and People of Color (BIPOC). The committee will bring forward topics and recommendations to the Policy & Innovation Committee for formal recommendations and information sharing with the full board.

Activities: Activities of the working group may include, but are not limited to, discussion, identification and advancement of the following:

- Support and drive the implementation of the Race, Equity, and Inclusion framework developed in 2020.
- Receiving and processing information on the role government played in segregating communities, suppressing home-ownership, and wealth accumulation through land use and transportation planning, policies, and programs.
- Building race, equity, and inclusion into SACOG's strategic goals, policies, projects and programs, focusing on changes that have the promise to improve conditions and prevent harm to BIPOC. Examples could be policy changes to the funding round, leading with equity in the next MTP/SCS update, and highlighting innovations and best practices to increase affordable housing production, redevelopment/investment without displacement, and increasing home ownership opportunities for BIPOC.
- Exploring existing data to better understand and make recommendations to reduce racial disparities in economic and social outcomes, access to opportunities, mobility and transportation, and to create a baseline of indicators to monitor racial equity outcomes.
- Developing approaches to raise or attract state investment and/or funding programs focused on increasing investment without displacement in BIPOC communities and/or low-income communities.

Membership: The working group shall include SACOG board members and community members. The current chair of the SACOG Board of Directors shall appoint the members of the Race, Equity, and Inclusion Working Group. Total membership shall not exceed 20 people. Members must be current SACOG board members or Sacramento region community members appointed by the Chair of the SACOG Board of Directors. There shall be staff effort to ensure that there be a 50-50 split of board members and community members.

The community members shall include representatives from some or all of the following categories:

- Racial Equity and Justice
- Affordable Housing
- Equitable Transportation Planning and Investment
- Investment without Displacement
- Community Development
- Education (PK-12, Community College, College/University)

- Public Health
- Air Quality
- Race and Intersectionality
- Economic Mobility.

Term of Working Group Membership: All members shall serve for a term of one calendar year, with the option of a second appointed 12-month term at the discretion of the SACOG Board Chair.

Officers: The current chair of the SACOG Board of Directors shall designate one or more of the committee members to serve as chair and as vice chair.