

RACIAL EQUITY COMMITTEE

Darrell Steinberg, Mayor, Chair
Lisa Kaplan, District 1
Rick Jennings, II, District 7
Mai Vang, District 8, Co-chair



**Racial Equity
Committee**

City Hall Complex
915 I Street, Sacramento, CA 95814
Published by the Office of the City Clerk
(916) 808-7200

COMMITTEE STAFF

Mindy Cuppy, City Clerk
Susana Alcala Wood, City Attorney
Allison Joe, Senior Advisor, Office of the Mayor
Leyne Milstein, Assistant City Manager
Aimée Zenzele Barnes, Diversity & Equity Manager



SUPPLEMENTAL MATERIAL

Description of Attached: Attached is supplemental material received after publishing the agenda, the addition of attachment 3 and a revised attachment 4.

For the Meeting of: Tuesday, October 29, 2024

Agenda Item: Discussion Item 4

4. Consideration of Racial Equity Resolution Developed by the SCORE Initiative

File ID: 2024-01837

Location: Citywide

Recommendation: 1) Review a resolution related to how the City can operationalize racial equity in Sacramento government to produce material outcomes for all residents to thrive and foster a culture of shared partnership and accountability between community and government. and 2) pass a **motion** forwarding the resolution to City Council for consideration.

Contact: Allison Joe, Senior Advisor to the Mayor, (916) 808-7187, ajoe@cityofsacramento.org, Office of Mayor Darrell Steinberg

File ID: 2024-01837

10/29/2024

Discussion Item 4.

Consideration of Racial Equity Resolution Developed by the SCORE Initiative

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Contact: Allison Joe, Senior Advisor to the Mayor, (916) 808-7187, ajoe@cityofsacramento.org, Office of Mayor Darrell Steinberg

Presenter: Aimée Zenzele Barnes, Diversity & Equity Manager, (916) 808-1174, abarnes@cityofsacramento.org, Department of Human Resources; Jesse Villalobos, Race Forward, info@raceforward.org

Attachments:

1-Description/Analysis

2-Draft Resolution

3-Summary of Racial Equity Alliance (REA) and Racial Equity Council (REC) - hosted Listening Sessions - **TBD**

4-**Scope of Work for SCORE initiative - Revised**

5-Outreach related to the development of the draft resolution from the August 13, 2024, Racial Equity Committee meeting

6-~~Workplan for the SCORE initiative from the April 30 City Racial Equity Committee~~ - **TBD**

Description/Analysis

Issue Detail: The draft resolution included as Attachment 2 is one of the deliverables related to the City's work with Race Forward, the Racial Equity Alliance (REA), and the Racial Equity Council (REC) as part of the multi-year Sacramento Centered on Racial Equity (SCORE) initiative and workplan.

The goal of the SCORE process is to define racial equity, develop a racial equity resolution for Council consideration and guide the development of racial equity capacity building and racial equity

tools for the City to apply a racial equity lens to decision making. Staff from Race Forward and members of the Racial Equity Alliance will present key elements of the draft resolution, how it was developed with community, and next steps for implementation.

Policy Considerations: On February 15, 2022, the City Council passed a midyear budget adjustment including a recommendation from Mayor Steinberg to continue the City's commitment of establishing racial equity in culture and policy, by investing \$500,000 to be allocated to support the City's ongoing initiatives. Of that amount, \$100,000 was directed to support the work of the REA as a durable collaboration of Sacramento's racial justice leaders- to lead the City's SCORE Initiative and lift up the expertise, vision and goals of those communities of color who have experienced the outcomes of institutional and systemic racism.

This item directly advances Phase 2 of the SCORE Initiative (Attachment 4) to finalize a City Racial Equity Resolution. In presenting the proposed resolution to the Racial Equity Committee, the Racial Equity Alliance (REA) and Council will work to help define what racial equity and community engagement looks like to ensure the resolution speaks to and for everyone in the City.

Economic Impacts: None.

Environmental Considerations: This action does not constitute a "project" as defined by the California Environmental Quality Act Guidelines.

Sustainability: Not applicable.

Commission/Committee Action: The Racial Equity Committee has heard several presentations from Race Forward, the REA and REC and staff on the development of the proposed resolution.

Rationale for Recommendation: Phase 2 of the SCORE Initiative as outlined in the workplan is to Finalize the City's Racial Equity Resolution. Staff recommendation requests review and direction from the Racial Equity Committee on the proposed resolution and recommends forwarding to Council for consideration.

Financial Considerations: None.

Local Business Enterprise (LBE): None.



What We Heard
Sacramento Community Listening Sessions, Summer 2024
Data Analysis Overview

Presented by the Racial Equity Alliance & Racial Equity Council with support from Race Forward

This is a summary of feedback that Sacramento residents provided during a series of four listening sessions held during July and August 2024. This summary was organized by transcribing all notes captured at the sessions (both full group and table discussions) by designated notetakers from the Racial Equity Alliance (REA) & the Racial Equity Council (REC), Race Forward and the City of Sacramento; highlighting key points; grouped by themes; and finally condensed into statements.

The REA and REC hosted four listening sessions in July and August 2024 with a focus on participants from community-based organizations and communities typically under-represented in citywide discussions. The REA and REC collaborated with the City's Office of Diversity and Equity, Office of Community Engagement and Council District 8, Councilmember Mai Vang.

1. Does racism exist in Sacramento?

Q 0: Have you yourself or a community member you've worked with had experiences with racial inequities in Sacramento? [ONLY USED IN CBO SESSIONS]

YES, THERE IS RACISM IN

SCHOOLS

- **How students are treated:** ie discipline, attention, opportunities, resources, programs, academic rigor, etc.
- **Curriculum & programs:** racist exclusion in content and materials
- **Teachers & Staff** do not reflect the student population: leads to intolerance, refusal to teach certain curricula, lack of context/understanding, and role models.

CARING FOR OUR COMMUNITY

- Healthcare
- Mental Healthcare
- Eldercare
- For All Abilities

LAW ENFORCEMENT & JUSTICE SYSTEM

- Who is surveilled
- Who is impacted by crime
- Policing
- Criminal justice system

INSTITUTIONS

- Accountability
- Decision-making power

- Resource allocation
- How people are treated
- Who tells our story
 - Narrative
 - Identity
- Arts & Culture: where racism in all of the above interlocks and becomes palpable and visible

2. What attracted / attracts you to Sacramento?

Q 1: How did you come to live in Sacramento? Why Sacramento?

- Community / comfort
- Diversity
- Cultural Heritage
- Family roots / born & raised here
- Work: Immigrated / moved for work
- Safety: fled war / violence / racism
- Affordability
- Infrastructure
- For the kids

3. What attracts you to your neighborhood? What needs work?

Q 2: What are some words you would use to describe the area or neighborhood you live in?

ASSETS

- Diversity
- Pride in who we are
- Sense of security
- Sense of community

CHALLENGES (input used to inform responses to Q3)

- Overlooked / disrespected
- People are scared of us
- Unjust treatment
- Siloed and separated
- Disinvestment
- Unsafe
- Poor schools
- Untold history of colonization impacts lives today

4. What must be addressed / prioritized to eliminate racism in Sacramento?

Question 3: What do you wish were different or better about it?

INVEST IN:

OUR YOUTH

-
- Programs & Activities – Fund programs / build spaces

- Like the Stanford program
- Youth violence prevention
- Police activity League
- Readiness / Vocational Training / Employment - viable alternatives to college
 - Job readiness programs
 - Youth employment opportunities
 - Programs start businesses
- Hope / Safety / Safe Places - places to go to for help and safety
 - Example: Boys & Girls Club that hired parents
- Youth Leadership / Voice / Truth
 - Prioritize / lift up youth as we work to eliminate inequities
 - Let young people take over and help honor the legacy
 - Publicly recognize and promote youth achievement and leadership
- Schools: eliminate racial disparities in student treatment, discipline; resources; curriculum & approach
 - **Lead by Example:** Work w School District and County to prioritize listening sessions similar to REA listening sessions. Include students, families, teachers - to educate and promote racial equity
 - **Build Collaboration:** School Districts, Counties and Cities collaborate on a regional level to eliminate racial inequities
 - **Deploy City Power:** to improve the many aspects of going to school that touch the lives of our youth - whether through transit, after school programs, etc.

OUR COMMUNITIES / OUR PEOPLE

- Invest the money in the community - with the people of the community.
- **Especially** our indigenous communities: youth programs, workforce programs, representation, etc
- Create and maintain common spaces - like these listening sessions
- Make sure “equity” is understood across the city. Communities have different needs to achieve the same outcomes.

OUR ECONOMIC SUCCESS

- Fair benefits and fair wages
- Remove barriers to hire people of color!
- Remove barriers to contract with people of color owned businesses
- You can have a successful business
- Individuals have financial and job readiness skills; and job opportunities
- Business owners have financial and entrepreneurial skills

OUR SAFETY

- Feel Safe / Safe Places - in their neighborhoods
- Freedom from Violence / Crime
- Equitable Law Enforcement and Justice System
 - Police training to de-escalate so people are not afraid to call 911
 - Police training to deepen understanding and build relationships with communities of color
 - DA and County to share public safety information without politicizing crime

- Build collaboration to Improve conditions and operations in jails
- Equitably fund other priorities to create public safety. Police are not the only solution.

TELLING OUR OWN STORIES

- Our History
 - The colonization of the region
 - The genocide that has occurred
 - The sacred / burial sites that have been built over
 - The institutions of overt racism such as the KKK
 - The history of institutional racism
- Our Strengths / Our Cultures
- Our Identities

OUR HEALTH - strengthen racial equity leadership & County collaboration for greater impact

- Healthcare
 - Eliminate racial inequity in: access, knowledge, quality, treatment, outcomes
 - Make healthcare universal
- Eldercare
 - Eliminate barriers in navigating and accessing care and support
- Mental Healthcare
 - More and better tools to address and respond to mental health crises
- For all Abilities
- Resources
 - Eliminate barriers in navigating and accessing care and support

HOUSING AFFORDABILITY & HOMELESSNESS

- Housing Affordability
 - Create legislation to disallow large corporations to profit from the purchase properties
 - Create and implement strong and enforceable Community Benefits Agreements
 - Address the regional need for 75k additional homes
- Displacement
 - Prioritize community preservation
 - Address past and current impacts of red-lining
- Homelessness
 - Prioritize people that are sick on the streets. The most at risk.

OUR NEIGHBORHOODS / OUR PLACES

- Resources such as community centers that are affordable and accessible
- Basic Needs and Services such as quality food that are affordable and accessible
- Public Transportation & Accessibility resources
- Infrastructure such as well-maintained streets and sidewalks that are clean and cleared of garbage, well-functioning utilities

How City structures & practices must be transformed to make real & sustainable change / to achieve racial equity?

Question 3: What do you wish were different or better about it?

EQUITABLE STRUCTURE, PROCESSES, OUTCOMES, ACCOUNTABILITY, CULTURE

- **Decision-making Power:** form partnerships with communities with lived experiences of institutional racism, with real power to inform and decide - from policy to implementation
- **Real and inclusive outreach & engagement** with those with lived experiences about what the City is working on - at all phases
- **Defining the Problem / Informing Solutions**
 - Address root causes
 - Community partners define the problem and shape the solutions
 - Use a racial equity lens in all decision-making across the city
 - INVEST now & over the long-term.
- **Outcomes / Metrics**
 - Create and track metrics to see if people are being helped.
 - Make sure these programs create real change in the community
- **Accountability**
 - Racial Equity legislation must have teeth
 - Racial Equity Work Plan must be strong & resourced; and have metrics, accountability and trained staff.
 - Govt Accountability: there must be commitment from CMO and direction for City Manager to implement racial equity lenses/work
 - Transparency
 - This work must be accountable to those communities with lived experience of institutional racism
- **Change Institutional Culture and Practices**
 - Make it real. Transition racial equity from a theory to a practice, from legislation to full implementation
 - Staff are educated and truly centered and intentional in equity. People who care (ex. Aimee)
 - Authentic and honest dialogue across the City
 - There's no racial equity without racial justice
 - Keep the focus on racial equity AND encourage the City to be more intentional about supporting and encouraging communities to work together.

EQUITABLE RESOURCES

- Create a clear definition of "resources" to include what, beyond funding, it takes to achieve racial equity.
- Equitable funding and resources
- Equitable allocation of funding and resources

EQUITABLE GRANT STRUCTURE, PROCESSES, OUTCOMES, ACCOUNTABILITY

- Remove barriers to grant funding. There are too many criteria to get access funding

- Make it real. Budget for what must be done. Do not pit communities against each other for the funding.
- Distribute funds *equitably* from city to community of color-serving organizations.
- Transparency on funding, “I want to know the board and full transparency” “I want to feel like the community and feel heard”
- Clear and accessible information about City resources



Memo To: Sacramento City Council Racial Equity Committee,
Kelly F Rivas, Aimee Barnes, Leyne Milstein, Asialynn Lee
From: Race Forward, Racial Equity Alliance, Racial Equity Council
Date: March 8, 2024

On behalf of Race Forward, the Racial Equity Alliance (REA) and the Racial Equity Council (REC), we submit this memo to provide a summary of the SCORE Initiative and its 2024 Work Plan, and to respond to your request for more information, made at the January 30, 2024 meeting of the Racial Equity Committee. As this is the first memo to the Racial Equity Committee, it also provides context for the work. Although more detail is provided below, the following is a list of the attached documents:

- **Attachment A - the SCORE Initiative Scope of Work:** provides context and structure for the work as well as more detailed descriptions of each of the four deliverables. This document is the scope of work attached to the contract between the City of Sacramento and Race Forward.
- **The SCORE Initiative 2024 Work Plan - Attachments B, B1 and C** together provide greater details for the work planned for 2024. Please note that, per your recommendation, what was previously called the *120 Day Work Plan* is now more accurately named the *SCORE 2024 Work Plan*, which offers a more complete account of the building blocks necessary to achieve our collective goals.
 - **Attachment B - SCORE Initiative 2024 Work Plan:** describes high level goals, objectives and tasks for the work planned for 2024.
 - **Attachment B1 - SCORE Initiative 2024 Work Plan Implementation and Structure:** describes the three Work Teams set up to accomplish this work, and their respective tasks. Each Work Team will be composed of members from both the REA and the REC.
 - **Attachment C - SCORE Initiative 2024 Work Plan Timeline:** in addition to describing when various tasks will be completed it also identifies, in the right hand column, those tasks for which the REA and REC are seeking City (Council and staff) partnership.
- **Attachment D - REA REC Accomplishments:** describes the work the REA and REC have jointly completed.

We hope you will see that the work in 2024 is critical and dynamic, and informs the work in 2025. Please understand that what is included here are documents which together form the plan to accomplish the work, they are living documents and may shift to accommodate external realities and unforeseen opportunities for improvements.

Context

We applaud the Sacramento City Council discussion and unanimous affirmation to move forward on a Racial Equity Initiative at its December 8, 2020 meeting and for the establishment of the Racial Equity Committee on August 24, 2021. These explicit decisions to address racial equity are absolutely critical, especially at this time when the vision for a multiracial, just democracy is greatly jeopardized across our country.

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Race Forward PO Box 96353 Washington, DC 20090-6353

Racial Equity must drive both processes and outcomes. A Racial Equity Initiative adopted and implemented through standard industry practice will not advance racial equity. We must interrupt patterns and practices, rooted in dominant cultural patterns that serve to perpetuate institutional racism and reproduce racial inequity. The new course must move toward working for true partnership with communities of color, united in a shared vision for racial justice. We acknowledge and appreciate that you have structured this process, and its timeline, to partner with community racial justice groups and leaders, through the Racial Equity Alliance (REA) and the Racial Equity Council (REC). By doing so, Sacramento is setting the standard for how to make real and lasting change that will benefit communities of color for decades to come.

Strategy: Race Forward imagines a just, multiracial, democratic society, free from oppression and exploitation, in which people of color thrive with power and purpose. The vision of our place-based strategy is realized when grassroots organizations of color and their allies build and exercise collective, multi-sectoral power to design and lead equitable systems change through shared decision-making that transforms institutions, policies, culture, and outcomes in connected ecosystems and networks across the country, rooted in justice, democracy and shared humanity.

The Sacramento Centered on Racial Equity (SCORE) Initiative and the 2024 Work Plan

The SCORE Initiative includes four deliverables:

1. Truth-telling and Trust-building Circles
2. Final draft of the Racial Equity Resolution
3. Partnership & Accountability Strategy to Center Communities of Color for Racial Justice
4. Citywide Racial Equity Work Plan, co-created by City and Community

The **SCORE Initiative Scope of Work** (Attachment A), provides more information about the context and importance of this work as well as greater details for each of the four deliverables. This document is the scope of work attached to the contract with Race Forward

The SCORE Initiative 2024 Work Plan Summary

The SCORE Initiative 2024 Work Plan lays out the work to complete the Racial Equity Resolution (Deliverable 2) and the Community Partnership and Accountability Strategy to Center Communities of Color for Racial Justice (Deliverable 3); and to start the citywide Racial Equity Work Plan (Deliverable 4). The first major task is the public launch of the REA & REC to the general public, to announce the work; engage the community in developing priorities for the Racial Equity Resolution; design, model and test an effective practice for Community Partnership and Accountability; amplify voice and power among communities of color in Sacramento; mobilize current City Council and City operations in the service of the SCORE; and gain momentum to tackle subsequent components of the SCORE.

SCORE Initiative 2024 Work Plan objectives are:

1. Lay the foundation for community participation through an official public launch (communications, media strategy, etc) by the REA and REC.
2. Center and amplify the voices of communities of color, who may be disconnected from City government processes by hosting a community listening session(s) in partnership with City Racial Equity Committee members.

3. Leverage the listening session(s) to gain input and identify trends from directly impacted and racial justice-committed community members and groups from across the city to inform the Partnership & Accountability Strategy and the Racial Equity Resolution.
4. Design and execute the listening session(s) to mobilize community power to shape and also to build support for passage of the Racial Equity Resolution.
5. Execution of the community listening session(s) will allow REA and REC to harvest key principles, and lessons learned to serve as the structure for the City’s Partnership and Accountability Strategy, while utilizing the data to inform the Racial Equity Resolution.

The following documents provide more detailed information about the SCORE Initiative 2024 Work Plan:

- **The SCORE Initiative 2024 Work Plan** (Attachment B) includes high level goals, objectives and tasks.
- **The SCORE Initiative 2024 Work Plan Implementation and Structure** (Attachment B1) defines the structure, the three Work Teams (Narrative, Policy, and Community Partnership and Accountability), set up to accomplish the 2024 work, and their respective responsibilities. The Work Teams will be populated at the March REA and REC strategic planning retreat. This slide deck has evolved to reflect Racial Equity Committee input and to reflect work since the January 30, 2024 Committee meeting.

SCORE Initiative 2024 Work Plan Timeline Summary

This following table indicates the proposed timeline for each of the SCORE Deliverables.

SCORE Deliverables	Proposed timeline
1) Truth-telling & Trust-building Circles	Completed - Fall 2023
2) Racial Equity Resolution	<ul style="list-style-type: none"> ● Design & hold listening sessions Apr-Jun 2024 ● Analyze and test data Jun-Aug ● Draft resolution to RE Committee Sept ● Final resolution to RE Committee Oct ● Support City for full adoption Nov
3) Partnership & Accountability Strategy to Center Communities of Color for Racial Justice	<ul style="list-style-type: none"> ● Analyze and test data Jun-Aug 2024 ● Draft strategy to City Oct ● Final strategy to City Nov ● Support City for full adoption Nov
4) Citywide Racial Equity Work Plan Co-created with City and Community	Timeline and details pending City capacity and resolution <ul style="list-style-type: none"> ● Shared vision, definitions, framework Nov 2024

The **SCORE Initiative 2024 Work Plan Timeline** (Attachment C) provides much more detail about specific task timelines including the timing for Community Listening Session(s), Racial Equity Committee presentations and feedback. In addition, please note, the checks in the right hand column identify specific opportunities for City partnership.

City Council and City Staff Partnership Possibilities

We appreciate the Racial Equity Committee's requests for specific opportunities to partner in this work. We plan to share more detailed information about ways for the City (City Council and program staff) to partner in the April 30th presentation to the Racial Equity Committee. In the meantime, the **SCORE Initiative 2024 Work Plan Timeline** (Attachment C) indicates (with a check in the right hand column) numerous opportunities for City partnership and their proposed timeline.

In addition, the following is a high-level summary of the forms of partnership we seek:

1. Content Input:
 - a. **Shared language & definitions:** Having shared working definitions and understanding for terms such as racial equity, racism, racial equity vision, etc.
 - b. **Listening session(s):** Review and provide input during listening session design and support data collection and analysis, and partnership with the City's community engagement program.
 - c. **Racial equity resolution:** Review and provide input on draft language, and leadership advancing this resolution through City Council approval.
 - d. **Community partnership and accountability strategy:** Review and provide input in draft report, and commitment and partnership in implementation.
2. People power:
 - a. **Who to bring into the conversation:** Identify under-represented groups and voices, especially from communities of color, to be elevated in this process.
 - b. **Language access equity support** for the community listening sessions, to hear from and mobilize communities of color, who otherwise will not have the chance to participate fully. Identify and align City resources, such as the City's community ambassadors among others, for this work.
3. Tangible resources:
 - a. **Space:** Provide use of welcoming and easily accessible City facilities such as community centers or libraries that could be used for the listening session(s).
 - b. **Equipment / Services:** Provide use of the City's interpretation equipment / services, and A / V equipment and support.
 - c. **Welcome:** City resources for refreshments and childcare for the listening session(s) to support participation by families and working parents.
 - d. **On-line presence:** City partnership with the REA and REC on this.
4. Direct Participation:
 - a. Shaping the ideal level of City Council engagement and participation in the listening sessions.
5. Collaboration:
 - a. Identifying and implementing opportunities to align the community listening session(s) with other City work.

Background

The Circle of Partnership

- **Racial Equity Alliance:** Racial justice groups and leaders; long-term collaboration across race and culture to build racial equity power, vision, strategy and accountability structures for communities of color in Sacramento.
- **Racial Equity Council:** Racial justice leaders and groups identified by the REA specifically to work in close partnership with the City through the SCORE Initiative. The REC is an entity created by, accountable to and working in deep alliance with the REA in service to communities of color in Sacramento.
- **City of Sacramento:** Council and staff implementing the SCORE Initiative, guided by the REA and REC, to transform the culture of government, along with policies, practices and procedures to create racial equity.
- **Race Forward:** National racial justice leader providing facilitation, strategy and specialized support to the REA, REC and the City through the SCORE initiative.
- **Sacramentans:** People with a stake in Sacramento will be tapped for critical input through the SCORE process.

What the Work Requires

Race Forward is supporting the REA, REC and the City to implement and complete the SCORE Initiative.

As the City has created its Racial Equity Committee and the staff and Council are building vision, capacity and infrastructure to create and sustain racial equity, rather than racial inequity; the REA and REC have been building their infrastructure and deepening their capacity to work in solidarity and exercise their power to influence and lead.

Building a Foundation for Racial Equity

We are building something that is extremely hard to do, building the foundation for a racial equity initiative for the City of Sacramento that we truly hope will transform the way the City operates, functions, and makes decisions to have better outcomes for people that live in Sacramento.

The community members of the REA and REC, constituted of a range of racial equity-focused organizations across Sacramento, have come together to build a **resilient, multiracial, racial justice coalition of groups and leaders to tackle this work**. The REA and REC members are leading this work while also navigating life within the structures of systemic racism, oppression and disinvestment that have created the racial inequities in Sacramento we now are working to eliminate. The REC and REA have taken the time from their work, family and their lives to build a governance structure, to build trusting relationships, all grounded in shared values and understanding so that everybody can be fully present to focus on the work of undoing racism and tackling racial equity in the community.

The second achievement of the REA and the REC is that they are working to **curate a culture that is grounded in racial justice values and practices**. For example, the REC conducted research examining multiple democratic decision-making models. They looked at the tradition of majority rule and how it could be weaponized to horde power and control so they landed on a consensus building model called “Fist to Five”, which takes into account varying degrees of support for a particular decision rather than the typical “yes, no” of majority rule, and supports gathering input to address challenging aspects with the goal of creating a better, more equitable decision.

Our shared work on the truth-telling and trust-building circles is another example of this effort to curate a new space of reclaiming and adopting new practices so that we don't perpetuate a culture of racial inequity. One of the things that the Circle practice is teaching us is that there are different ways to think about conflict, how we name it, resolve it, and how we are better prepared to engage in difficult conversations inside our spaces by utilizing a Circle process.

The Grenadian-American poet Audre Lorde writes, *“For the master’s tools will never dismantle the master’s house. They may allow us to temporarily beat him at his own game, but they will never enable us to bring about genuine change.”* One of the most rewarding things about this process is the courage and creativity the REA and REC now have to introduce and try new tools to do the work. Our goal is to disrupt the status quo processes in order to achieve better outcomes for our community. This time, we want real and lasting change.

Building Capacity and Accountability (Attachment D)

The REA, formerly the Racial Equity Leadership Network, has been meeting monthly since Fall of 2020 to build solidarity and capacity to accomplish their work, including directly shaping the SCORE Initiative in their collective vision. In spring of 2022, through an intentional and exhaustive process, the REA created the twelve-member REC to increase their capacity and focus to partner with the City for the duration of the SCORE Initiative. The REA has been supporting the REC in developing a shared understanding of, and strategy for, racial equity, as well as the values and accountability that must underpin it.

The following list of standing SCORE Initiative meetings indicates the commitment of the REA and REC members to this work:

SCORE work meetings REA & REC, supported by RF	2-hour meeting, 2 times / month	4hrs / month plus in-between work
Solidarity meetings REA (in-person)	2-hour meeting, 1 time / month	2hrs / month
City RE Trio meetings REA, REC, RF representatives	1.5-hour meeting, 1 time / month	1.5hrs / month plus prep time
RE Committee meetings REA, REC, RF representatives	1.5-hour meeting, 5 times / year (est)	0.6 hrs / month plus prep time
Working Retreats REA & REC, supported by RF	3 full days, 2 times / year (est)	4 hrs / month
Work Team meetings REA & REC, supported by RF	2-hours, 2 times / month (est)	4hrs / month
SCORE events such as press events, community listening session(s), meetings with community groups, etc not yet designed.		

It is worth noting that while the REC members receive a minimal monthly payment for their work, the REA member groups and leaders are doing this work – in addition to the work of their professions, families and communities - voluntarily without compensation.

2024 SCORE Work Plan Timeline

Month	Date	Milestones	Opportunities for City Partnership
January	1/9/2024	Confirm process to expand REA/REC and add new members to successfully complete the work	<input type="checkbox"/>
	1/27/2024	Kickoff Retreat Planning	<input type="checkbox"/>
	1/30/2024	Present Plan to City Council Racial Equity Committee	<input checked="" type="checkbox"/>
February	02/22/2024	Retreat Planning and Assigning Roles	<input type="checkbox"/>
March	3/5/2024	Nominate and select new REA/REC members to build capacity	<input type="checkbox"/>
	3/5/2024	Finalize March 15-17 Retreat Agenda	<input type="checkbox"/>
	3/15-17/2024	REA/REC Working Retreat	<input type="checkbox"/>
	4/2/2024	Provide first draft of narrative and core messaging	<input type="checkbox"/>

2024 SCORE Work Plan Timeline

Month	Date	Milestones	Opportunities for City Partnership
April	4/2/2024	Identify community location(s) and dates in 2024 to host listening session(s)	<input checked="" type="checkbox"/>
	4/10/2024	Provide agenda items and materials to the City for April 30 City Council Racial Equity Committee meeting	<input checked="" type="checkbox"/>
	4/15/2024	Adopt final draft narrative and core messaging	<input type="checkbox"/>
	4/15/2024	Adopt and secure listening session location(s)	<input checked="" type="checkbox"/>
	04/30/2024	Provide update to City Racial Equity Committee and further discussion of how the City can support	<input checked="" type="checkbox"/>
May	5/7/2024	Set date to officially go public	<input checked="" type="checkbox"/>
	5/7/2024	Present draft of promotion and outreach strategy for listening sessions	<input checked="" type="checkbox"/>
	5/20/2024	Engage City on resources needed (i.e. language access, language justice)	<input checked="" type="checkbox"/>

2024 SCORE Work Plan Timeline

Month	Date	Milestones	Opportunities for City Partnership
	5/20/2024	Create and provide draft of promotional materials to go public	<input checked="" type="checkbox"/>
	5/20/2024	Identify key community leaders and organizations to have introductory meetings with	<input checked="" type="checkbox"/>
June	6/4/2024	Launch website	<input checked="" type="checkbox"/>
	6/4/2024	Provide draft design of the conversation for engaging community and data points that need to be collected for community input	<input checked="" type="checkbox"/>
	6/17/2024	Host press conference and/or announcement to go public	<input checked="" type="checkbox"/>
	6/17/2024	Provide draft agenda and run of show for community session	<input checked="" type="checkbox"/>
	6/17/2024	Establish data collection protocol and assign note takers to capture community input	<input checked="" type="checkbox"/>
	7/2/2024	Designate volunteer roles and responsibilities possible orientation	<input checked="" type="checkbox"/>

2024 SCORE Work Plan Timeline

Month	Date	Milestones	Opportunities for City Partnership
July	7/2/2024	Complete introductory meetings w key community leaders	<input type="checkbox"/>
	TBD	Host Community Listening Session(s)	<input checked="" type="checkbox"/>
August	08/06/2024	Analysis and Writing	<input checked="" type="checkbox"/>
	8/13/2024	Provide update to City Racial Equity Committee	<input checked="" type="checkbox"/>
September	9/3/2024	Provide update to, and receive feedback from City Racial Equity Committee	<input checked="" type="checkbox"/>
	9/16/2024	Draft the "Community Partnership and Accountability" model for the City of Sacramento.	<input checked="" type="checkbox"/>
	9/16/2024	Draft recommendations for City's Racial Equity Resolution	<input checked="" type="checkbox"/>
October	10/29/2024	Deliver final draft of City's Racial Equity Resolution to City Racial Equity Committee with aim for Full Council vote the following week	<input checked="" type="checkbox"/>

2024 SCORE Work Plan Timeline

Month	Date	Milestones	Opportunities for City Partnership
October	10/29/2004	Deliver final draft of Community Partnership and Accountability Model	<input checked="" type="checkbox"/>
November	TBD	Work with City Council and City Staff to move Racial Equity Resolution forward for adoption by full Council	<input checked="" type="checkbox"/>
	TBD	Work with City Council and City Staff to move Community Partnership and Accountability Model forward for adoption by full Council	<input checked="" type="checkbox"/>
	TBD	Start racial equity work plan: create shared vision, definitions, framework	<input checked="" type="checkbox"/>

SCORE Initiative 2024 Work Plan

Goal: Officially launch the Racial Equity Alliance (REA) & Racial Equity Council (REC) to the general public in order to engage the community in developing priorities for the racial equity resolution; design, model and test an effective practice for the community partnership and accountability strategy; build power and movement within communities of color in Sacramento – mobilizing current City Council and City operations; and gain momentum to tackle additional components of the SCORE.

Objectives:

1. Lay the foundation for participating in community listening sessions by officially going public with the REA and REC

Tasks

- a. Work with RF to create:
 - i. Narrative
 - ii. Collection of Stories
 - iii. Messaging

Resources to consider: RF Narrative Strategies Team and [Butterfly Lab Toolkit](#) to help create narrative and messaging

- b. Using the core narrative, stories, and messaging, draft press releases and/or one pager about the REA & REC mission, vision, purpose, and opportunity to participate in upcoming listening sessions. Also should include how community members can get involved and stay connected.
 - c. Schedule press conference and announcement of the REA & REC to inform the public about an opportunity to join listening sessions and vision for the work ahead
2. Host a community listening session(s) to bring in the voices of those who have not historically been tapped, in partnership with engagement of City Council Members represented on the Sac City Council Racial Committee as part of the community partnership component of the SCORE. The community listening sessions will serve as a platform to launch the REA and REC to the public at-large and provide a tangible community event in which community members can meet and hear the mission and vision of the REA & REC

Per the SCORE Initiative, listening sessions should address the following questions:

- What forms of engagement should we use?
- Who should be engaged in this conversation?
- How can this conversation be equitable in its accessibility?

- How will we measure successful outreach, engagement, partnership and accountability?
- How will we build on this outreach and engagement for long-term partnership and accountability?
- How do we build confidence in attendees that their time is well spent and put towards something productive/tangible?
- How do we ensure we are not contributing to community meeting fatigue?

Tasks

- a. Identify community location(s) and dates in 2024 to host listening session(s)
 - b. Develop promotion and outreach strategy for community members to attend listening sessions being clear about creating space for directly impacted members of our community to participate
 - c. Engage city staff to secure resources such as language equity support and Mayor and Council participation if determined they are needed
 - d. Plan out agenda for listening sessions and run of show
 - e. Designate volunteer roles and responsibilities for listening sessions
3. Begin to build power by leveraging the process of hosting community listening sessions in order to recruit community members to become involved with the campaign to pass the racial equity resolution and ultimately take action by attending City Council meetings, sending correspondence, making phone calls etc to advocate for adoption by the City Council

Tasks

- a. Launch a website (i.e. nationbuilder or that can introduce the REA & REC to the public and offer the opportunity to sign up for information and host information about scheduled community listening sessions i.e. How to get involved.
 - b. Identify key community leaders and organizations to have introductory meetings with to share vision and goal of a racial equity resolution. Enlist these community partners to drive participation in listening sessions but to also begin to build community power and leverage (a template of partner organizations and key people we need to get blessings from and connect with the city's community engagement office).
4. Leverage listening sessions as an opportunity to gain input from directly impacted community members which will shape the draft of the racial equity resolution.

Tasks

- a. Design the conversation for engaging community and data points that need to be collected from community input.
 - b. Establish data collection protocol and assign note takers to capture community input (There could be potential for City Staff to collaborate in this role).
 - c. Qualitative data analysis of community input and determine if survey should be administered to participants for quantitative component (There could be potential City Staff to collaborate in this role).
5. Use the execution of the community listening sessions, key principles and lessons learned to serve as structure for a partnership and accountability model and template for the City to implement per the SCORE initiative and utilize the data collected to draft the initial Racial Equity Resolution.
- a. Draft the community partnership and accountability model for the City of Sacramento. It should serve as a foundational piece to guide the city effectively engaging directly impacted communities.
 - b. Based on analysis and feedback from listening sessions draft the initial Racial Equity Resolution.

DRAFT

Sacramento Racial Equity Alliance and Racial Equity Council History & Accomplishments March 2024

Racial Equity Alliance - Origin

- **Summer 2019:** Race Forward made site visits for introductions with key organizations, groups and leaders in Sacramento
- **Winter 2019/2020:** design and implementation of a day-long, cross-sector racial equity workshop with about 150 attendees representing racial justice community leaders, government and philanthropy, over 2 sessions (Feb. & March 2020)
- **Spring 2020:** With support from Building Healthy Communities, Race Forward convened a cluster of key local organizations to build on opportunities from the workshops, reflect on the historical moment and offer support for deepening collective leadership for racial justice
- **Summer 2020:** Local groups invited Race Forward to play a strategic support and intermediary role in relationship to the City of Sacramento government
- **Fall 2020-2021:** Local racial equity leaders held regular 2-hour monthly meetings with Race Forward to build relationships, trust and solidarity. The group membership remained constant over the years and became the Racial Equity Alliance.

Racial Equity Alliance - Work & Accomplishments

The Racial Equity Alliance is a group of racial justice leaders who **collectively volunteer** their time to meet monthly with impressively high attendance and participation. Until Spring of 2023, they have consistently had 2-hour monthly meetings. Between Fall of 2022 and Spring 2023, the Alliance organized and facilitated two multi-day retreats to further its work. In April 2023, the Alliance decided to add an additional 2-hour monthly meeting to complete its work.

- Fall 2021 (Sept-Dec)
 - **Shaped the Sacramento Centered on Racial Equity (SCORE) scope of work** to include: Truth-telling and Trust-building to create the necessary culture for honest discussion and accountable actions; Finalize City Racial Equity Resolution through shaping an inclusive community engagement plan to gain input from those most impacted by our history of institutional racism; Develop Partnership & Accountability Strategy to Center Communities of Color for Racial Justice to move beyond outreach and engagement but to build sustainable partnership and accountability; and to Co-create a Citywide Racial Equity Work Plan that includes achieving shared definitions and analyses of racial justice, the development of a racial equity assessment tool to be used for policy, program and budget decisions and a citywide racial equity work plan. The Alliance was instrumental in Race Forward's decision to enter into the contract with the City – it made clear that it was critical for the City to engage in this work, and more importantly, that racial equity must be central to the process as well as the work.

- **Established the need for community leadership in SCORE**, and defined the Racial Equity Council to work closely with the City Council and be accountable to the Alliance.
- Winter 2022 (Jan-Mar)
 - **[Created the Racial Equity Alliance Membership Protocols](#)** (formerly known as the Racial Equity Leadership Network) to define its purpose, membership criteria, and member commitments.
 - **[Created Racial Equity Council: Responsibilities and Member Leadership Capacities](#)** to define key capacities, knowledge and skills necessary for the success of the Racial Equity Council, who represent the Racial Equity Alliance, to successfully guide the City of Sacramento in its SCORE Initiative.
 - **Presented to the Racial Equity Committee** - Jan 25, 2022
- Spring 2022 (Apr-June)
 - **Created the 12 member Racial Equity Council** of experienced members accountable to the Alliance and their communities after reviewing materials from **104 candidates, interviews and reference checks**. This process included:
 - **Successfully created and implemented a thoughtful [Council Formation Process](#) and [Council Formation Timeline](#)**
 - **Successfully got the word out** – through community networks as well as through the City’s channels (including the presentation and invitation at the April 26, 2022 Racial Equity Committee meeting) – using the REC Responsibilities and Membership Leadership Capacities as a “job description” to inform potential REC members during the applicant solicitation process. There were 104 applicants!
 - **Created the [REC member application](#)** that includes response scoring
 - **Implemented an internal evaluation scorecard** to guide and track collective decisions on which of the 104 applicants to move forward to interviews, reference checks and nomination to the Racial Equity Council.
 - **Conducted 26 interviews and also reference checks** on all finalists
 - **Appointed 12 highly qualified racial justice leaders to form the REC**
 - **RE Alliance:** continued to build internal structure, trust, and and power; created and facilitated an in-person retreat; presenting at and establishing relationship with City Council Racial Equity Committee
 - **National Leadership:** Alliance presented at the April 2022 GARE national convening in Portland, OR: “Democracy Made Possible: Deepening Community Power for Racial Justice and Transformation in Sacramento”
 - **Presented to the Racial Equity Committee** - April 26, 2022
- Summer 2022 (Jul-Sept)
 - **Racial Equity Council Orientation** Aug and Sept 2022 - Alliance participated in REC orientation workshops to provide foundational background, direction, structure, and clarity for why this work is critical. Started to build relationships and trust between the two bodies.
 - **RE Alliance:** retreat in September to solidify processes to govern, deepen shared group agreements, mission and values
 - **Presented to the Racial Equity Committee** - July 26, 2022

- Fall 2022 (Oct-Dec)
 - **RE Alliance:** initiated meetings to develop relationship with members on the Racial Equity Committee and city staff
 - **Racial Equity Council:** Alliance members continued to participate in REC meetings to continue to support the REC and build bridges between the two bodies
 - **National Leadership:** the Alliance presented the leading edge work happening in Sacramento [Race Forward's Facing Race convening](#) - the largest national convening of racial justice leaders across sectors (in Phoenix Nov. 17-19 2022)
 - The Alliance presented at the "[Visionary Practices for Community of Color Power and Ownership](#)" breakout session, and
 - The Alliance participated in the pre-conference convening that brought together delegations from 4 coalitions: from California (Kern Co, Sacramento, Monterey Co) and North Carolina (Pitt Co.) who are engaged in multiracial, community-driven, people of color-led visionary racial justice efforts to transform our society and reshape our world.
- Winter 2023 (Jan-Mar)
 - **RE Alliance Retreat** February 2023 - Alliance created agenda, materials and facilitated this retreat set up its **2023 work plan** which includes setting up points of contact for Alliance partners such as the City and Alliance work committees; the operational and accountability structure between the Alliance and the REC, the materials and infrastructure necessary to announce Alliance and REC members; in addition to the work items of the SCORE Initiative.
 - **Joint RE Alliance / REC meetings** to define and direct the Truth-telling & Trust-building work
 - **Presented to the Racial Equity Committee** - January 24, 2023
- Spring 2023 (Apr-Jun)
 - **Building structures and deepening relationships with the City.** The Alliance has identified its points of contact with the City; is setting up regular meeting with Kelly Riva and Mai Vang; has agreed to co-create the Racial Equity Committee meeting agendas
 - Alliance has added another monthly meeting in order to move forward on its **work plan**
 - **Presented to the Racial Equity Committee** - April 11, 2023
- Summer 2023 (Jul-Sep)
 - **Alliance (REA) and REC each decide to align their structures** and hold joint meetings to focus on completing the SCORE scope of work. They decide to hold two 2-hour meetings per month with RF support for both. In addition, REA hosts a monthly in-person meeting to build structure and power among the group.
 - REA drafts and approves **scope of work for the \$100,000 contract** from City Council
 - **REA and REC agree to adopt the design and implementation SCORE 120 day work plan** to define and guide collective priorities and work into mid-2024

- REA prioritizes presentation and discussion topics for both the Racial Equity Committee October 24th meeting as well as the October 4th SAC Racial Equity Trio meeting.
- REA & REC members conducted a **“deep dive” review of the City’s SCORE Initiative, Scope of Work** to deepen shared understanding of roles, responsibilities, expected outcomes and what action steps will need to be taken to achieve each of the deliverables
- Fall 2023 (Oct-Dec)
 - **Presented to the Racial Equity Committee** - October 24, 2023. Alliance set the agenda items and structure. Members presented current priorities that are guiding current efforts in the 2 groups. Race Forward staff provided support and offered further insight on developing strategy for the REC and REA.
 - **REA and REC propose and adopt a joint meeting structure** in order to more strongly align efforts, stretch resources and grow capacity to better assure completion of their work.
 - REA & REC lead in the planning, design and **implementation of the Truth-telling & Trust-building Circles**, arming the circle of leaders (City, REA, REC, Race Forward) with a powerful practice to utilize throughout the SCORE initiative.
 - Drafting, presentation, **adoption and refinement of the SCORE 120 day work plan** and timeline
 - **Design of the necessary infrastructure** for the REA and REC to fulfill commitments specific to their responsibilities in the work plan
 - **Planning and logistics for the REA & REC Strategic Planning Retreat**, to strengthen alignment, fine-tune work plan MOCHA (project management roles and responsibilities tool) and begin to execute plans in work group teams (narrative, community partnership, policy, etc)
 - **Development of proposals for seating additional member organizations** to both the REA and REC to increase capacity and community reach
- Winter 2024 (Jan-Mar)
 - Ongoing planning and preparation for the upcoming **REA & REC Strategic Planning Retreat**
 - Refine and approve process for **new membership. Present nominations, expressions of interest and endorsements** at upcoming REA & REC joint meeting
 - Continue to refine SCORE work plan, timeline and MOCHA guide
 - **Organization of materials and planning for the REA & REC presentation** to RE Committee mtg Jan 30
 - **Planning agenda and strategy for upcoming RE “Trio” mtg** with designated City designees and Race Forward
 - **Respond to RE Committee’s January 30 meeting requests** for greater detail on the SCORE work plan: timeline, roles and responsibilities (for REA & REC, Race Forward and City) and how work plan activities will drive completion of the respective SCORE deliverables
 - **Finalize scope of work proposal and agreement** for the City’s commitment to contribute resources to support the work for the REA and the REA & REC Strategic Planning Retreat March 15-17:

- Objectives - Create shared definitions, understanding that racial disparities are created, racial equity vision
 - Accomplished key work from the 2024 plan and build momentum
 - Draft REA REC Narrative
 - Draft legislation
 - Draft of Community listening sessions
 - Gained trust among REA REC RF

S.C.O.R.E. 2024 Work Plan

Overview: REA REC 2024 work
revised 3.4.2024

Leading for Racial Equity in Sacramento: Roles

- **Racial Equity Alliance:** Racial justice groups and leaders; long-term collaboration across race and culture to build racial equity power, vision, strategy and accountability structures for communities of color in Sacramento.
- **Racial Equity Council:** Racial justice leaders and groups identified by the REA specifically to work in close partnership with the City through the SCORE Initiative. The REC is an entity created by, accountable to and working in deep alliance with the REA in service to communities of color in Sacramento.
- **City of Sacramento:** Council and staff implementing the SCORE Initiative, guided by the REA and REC, to transform the culture of government, along with policies, practices and procedures to create racial equity.
- **Race Forward:** National racial justice leader providing facilitation, strategy and specialized support to the REA, REC and the City through the SCORE initiative.
- **Sacramentans:** People who have a stake in Sacramento will be tapped for critical input through the SCORE process.

2024 Work Plan - Core Objectives



Going Public

Unified Narrative & Message



Building Community Power & Support

Leadership Meetings and Call to Action



Hosting Listening Session(s)

Hearing from community



Collecting Community Input

Informing the RE Resolution



Drafting Racial Equity Legislation



Creating a Model for Community Partnership and Accountability

Centering Power

Creates Alignment and a Unified Voice

- Adopting a clear narrative and core messaging
- Going public symbolizes unity
- Connecting with community to rally behind a shared vision

Establishing a mechanism for engaging community Allies

- Leadership Meetings
- Allied Organizations
- Call to Action

Creates some opportunities to Leverage City & Council Partnership

- Build relationships and good will by partnering on certain components
- Could create partnership with Council Members by having them present and make commitment

Lifts up Voices of those directly impacted

- Connecting directly to community through listening session(s)
- provides data and input from community voices to inform the resolution
- demonstrates that there is people power behind this movement

REA & REC Considerations



What structure do we need as the REC and REA to tackle the work ahead?



Should we use this as an opportunity to leverage City & Council partnership? If so what are the touch points or opportunities to engage them?



Creating the narrative requires some building blocks. What's our shared definition of equity and deeper narrative or worldview of racial equity? Who's our audience(s)



What's the design of our community listening session(s) and strategically the best place to host it?



How and who will analyze data and how will we present it back to the public and City?

REA & REC Joint Work Teams



Narrative Team

This team is responsible for communicating the purpose and status of the SCORE Initiative, and the public launch the REA and the REC, so the community as well as City officials understand why this work is critical. It will also craft the communications that accompany the policy directives to City Council.



Policy Team

This team is responsible for developing and delivering the citywide racial equity legislation to the City's Racial Equity Committee and to partner with the Committee to gain full City Council approval. This Team also serves as the liaison to the Sacramento City Council and City Manager's Office.



Community Partnership and Accountability Team

This team is responsible for developing and implementing the engagement strategy for the REA/REC to establish authentic partnership with communities of color, at multiple grassroots levels for greater voice. This strategy is rooted in fostering community-centered spaces to hear and be lead by community members who are directly impacted by racial inequities.

What structure is necessary for the REC & REA to tackle the work ahead?

Implementation Structure

- REA & REC will utilize a shared Work Team structure to implement the 2024 work plan.
- Teams will be accountable for completing the core objectives and tasks associated with them in the work plan.
- Teams should complete drafts/and or proposed strategic direction for tasks, seeking final adoption and/or buy-in from the larger body of the REC and REA.

Ex. The Narrative Team will create a draft of the messaging and core narrative to go public but that work should be endorsed and finalized by the full body of the REA & REC

- In times of urgency and expediency, the full body of the REA & REC could consider taking a vote to give committees pre-approval to decide and move forward on a particular task or objective.

Ex. The REA & REC approve a vote trusting the Community Partnership and Accountability Team to identify and reserve the sites for Community Listening Session(s)



Narrative Work Team Tasks



Work with RF Narrative Strategies
Team to create:

Narrative
Collection of Stories
Messaging



Using core narrative, stories, and messaging, draft press releases and one pager about the REA & REC mission, vision, purpose, and opportunity to participate in upcoming listening sessions. Also include how community members can get involved and stay connected.



Schedule press conference and/or other activities for the announcement of the REA & REC to inform the public about opportunities to join listening sessions and the work ahead.



Launch a website that can introduce the REA & REC to the public and offer the opportunity to sign up for information and host information about scheduled community listening sessions i.e. How to get involved.

Policy Work Team Tasks

Using research of existing legislation, local efforts and the work of the Narrative & Community Partnership Teams:

Draft racial equity legislation
Support adoption by the full Council



Research exiting racial equity legislation from other jurisdictions to gain understanding of the possibilities and strengths of what can be accomplished in Sacramento.



Examine local racial equity efforts to understand where legislative support can create better impact.



Work with the Community Partnership and Accountability Team to shape the questions and discussions at the listening sessions(s).



Based on national and local research, and analysis and feedback from listening sessions draft the initial Racial Equity Resolution or Ordinance

Community Partnership & Accountability Work Team Tasks

Identify community location(s) and dates in 2024 to host listening session(s)

Develop promotion and outreach strategy for community members to attend listening sessions being clear about creating space for directly impacted members of our community to participate

Engage City staff to secure resources such as language equity support and Mayor and Council participation if determined they are needed

Plan out agenda for listening sessions and run of show

Designate volunteer roles and responsibilities for listening sessions

Design the conversation for engaging community and data points that need to be collected from community input

Establish data collection protocol and assign note takers to capture community input

Qualitative data analysis of community input and determine if survey should be administered to participants for quantitative component

Draft the community partnership and accountability model for the City of Sacramento. It should serve as a foundational piece to guide the city effectively engaging directly impacted communities

Strategies to Drive Work Team Success

1. Each work team shall determine their structure, such as selecting co-leads or other structure, to share in the following responsibilities:

- Preparing the agenda and leading team meetings
- Working with Race Forward to schedule meetings. (RF is available to help find meeting dates and set a cadence for the team)
- Taking notes or assigning team members to be note-takers
- Prepare reports back to the joint REA & REC meeting and getting approval to finalize completion of tasks
- Ensuring the values of REA & REC extend to team meetings such as centering on collective input and consensus building

2. Each team shall meet a minimum of twice a month between the regularly scheduled joint meetings of the REC & REA (which are first Tuesday of the month and third Monday of the month).

3. Each team shall create a timeline for completion of its assigned tasks as an initial priority. The timeline should be based on capacity, timing, and other factors team members consider to realistically accomplish their tasks.



S.C.O.R.E.

2024 Work Plan

Questions?

Jesse Villalobos: jvillalobos@raceforward.org
Nora Liu: nliu@raceforward.org
Brion Oaks: brionoaks@gmail.com