RACIAL EQUITY ACTION PLAN

SACOG

Sacramento Area
Council of
Governments

Contents

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 is 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 this year, SACOG staff and their racial equity consultant, Venture with Purpose, conducting 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 be participate in one-on-one interviews with staff, and 14 participated. Venture with Purpose 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 a group listening session. 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. The working group gave feedback on the preliminary findings:

- Appreciation that the racial equity statement will be integrated into all levels of what SACOG does internally and externally, and that learnings have been organized into programs/operations/board practices.
- Learnings so far identify that there are currently gaps in outreach to constituencies. But the learnings also presented a lot of ideas about how to conduct inclusive community engagement. A part of the action plan could articulate adoption of some core principles around what is authentic community engagement in SACOG's programs, which could also serve as a basis for training.
- The learnings have a theme of training—internal (for staff) and external (for local governments) and for the board. The working group is interested in seeing the action plan yield sample policies and technical support to local jurisdictions. The ideas of an internal study mission within the region, and learning the history of places, resonated. Working group members also raised up a question and need of how to talk about racial equity and inclusion in rural areas, and build up the capacity in rural areas to do equity work.
- Make sure to include accountability in all three areas of the action plan, such as regular reports at board meetings and internal staff meetings, to keep the organization focused on progress toward the goals of the plan.

Staff and Venture completed the listening and learning phase for this action plan at the end of June. However, SACOG is committed to listening and learning in all of its work, as articulated in the objectives of this action plan.

Plan

Staff used the findings from the listening sessions to develop this working draft racial equity action plan. Venture with Purpose held three capacity building sessions in June and July for SACOG staff and REI working group members. The workshop series outlined best practices for developing, implementing and tracking outcomes in SACOG's racial equity action plan: the Purpose-Outcome-Process framework; practice developing goals, objectives, and actions; Results-Based Acountability framework for developing metrics for measuring success and upholding accountability.

SACOG staff applied the best practices from the workshop series to develop goals, objectives, actions, and measures of this working draft plan. Venture with Purpose provided guidance and feedback as staff developed the action plan.

SACOG's commitments to listen and learn, plan, support, act, and measure, are articulated in the objectives and throughout this plan, including how we will measure and report on implementation over time.

This is a Working Draft Plan

This racial equity action plan is a working draft. Staff put the most time and attention into developing the goals and objectives of the plan, then actions, then measures. As you review this working draft you'll see that not all objectives have fully articulated actions or measures, and none of the objectives have associated timelines.

At this stage of development, SACOG is seeking feedback from the REI working group and stakeholders on:

- whether the goals and objectives reflect the learnings from the listening sessions.
- which goals and objectives should be prioritized in 2023?
- what's missing from the goals and objectives?

SACOG will use feedback on this working draft plan to deliver a final draft plan to the REI working group's September 30th meeting.

SACOG Racial Equity Action Plan

Focus Areas

The 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.

Operations

GOAL #1: Establish a safe and inclusive workplace for all current and future employees.

Operations Objective 1A: Create an annual cohort of staff to receive intensive REI training.		• Listen and Learn
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Identify staff in first cohort by … • Identify trainer for first cohort by … • Identify needs/topics for first cohort by … • Execute contract with trainer for first cohort by … • Begin training sessions by …	Planning: Implementation:	At least 10% of staff participate in initial cohort of training. tbd

Operations Objective 1B: Standardize training opportunities to increase knowledge and develop a shared understanding of the foundational concepts of racial equity and inclusion.		• Listen and Learn
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Identify needs/topics for quarterly training with staff by … • Identify trainer(s) for sessions by … • Identify dates for trainings by … • Provide both optional and all-hands trainings on a variety of topics by …	Planning: tbd Implementation: tbd	tbd

Operations Objective 1C: Create a safe space for staff to share their experiences and deepen trust and relationships.		• Listen and Learn • Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Develop process for SACOG staff to define what safety looks like for SACOG by … • Schedule "Lunch and Learn" sessions where staff can share their experience by … • Invite all staff to share their personal story or experience by … • Edit, if needed, annual employee engagement survey to track measure of safety over time by …	Planning: tbd Implementation: tbd	tbd

Operations Objective 1D: Create internal REI task force: guiding liaison to current and future operations.		• Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Identify the demographic makeup of regional area(s) we serve by December 2022 to ensure staff demographic matches our	Planning: tbd Implementation:	tbd

constituency by …	tbd	
• Establish policies to ensure performance management and retention over time by …		

Operations Objective 1E: Track and report organizational demographics.		• Measure
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Create staff survey on demographic information by … • Include key elements of diversity in survey: gender-identity, race/ethnicity, disability, age, veteran status by … • Include more inclusive categories in race/ethnicity section of survey by … • Administer survey to staff by … • Report survey results to staff by … • Report reclassifications by race and gender by … • Re-survey staff yearly on the same demographic information and report changes to staff by …	Planning: tbd Implementation: tbd	At least 90% of staff participate in survey tbd

GOAL #2: Identify, attract, invest in, and retain a workforce that reflects the diversity of the Sacramento region.

Operations Objective 2A: Develop and implement social media and marketing campaigns to engage a broad and diverse talent pool and measure the impact of the strategy.		• Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Identify additional inclusion and diversity networks inside and outside of Sacramento region for job postings by … • Review job descriptions, and edit as needed, by … • Highlight equity and inclusion in job postings by … • Identify additional social media contacts/networks for job postings by … • Create standardized communications plan for hiring practices by … • Measure and monitor demographics of applicant pool for all job openings …	Planning: tbd Implementation: tbd	tbd

Operations Objective 2B: Develop and provide training to staff, prioritizing hiring managers, on racial equity in outreach, recruitment, hiring, and retention.		• Listen and Learn • Measure
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Identify needs/topics for trainings by … • Identify trainer for topics by … • Prepare training calendar for staff by … • Provide both optional and all-hands trainings …	Planning: tbd Implementation: tbd	tbd

Operations Objective 2C: Mitigate biases in hiring practices.		• Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Remove personally identifying information from applications in initial review by … • Include diverse gender/racial representation on hiring panels … • Provide biases training to all staff by …	Planning: tbd Implementation: tbd	tbd

Operations Objective 2D: Implement educational programs as an incentive to increase racial equity learning amongst the entire organization.		• Listen and Learn
Actions	**Timeline**	**Measure/Indicators**
• Identify Lead staff by … • Identify learning areas of focus (e.g., history, art, culture,	Planning: tbd	tbd

literature, etc.) by … • Locate and participate in local and statewide retreats, conventions, or other activities that staff and leadership can participate in together to further educate our organization by … • Prepare an annual learning calendar by …	Implementation: tbd

GOAL #3: Reduce barriers to SACOG procurement and contracting process.

Operations Objective 3A: Identify and reduce barriers in SACOG's procurement process to increase access to businesses operated by people of color.		• Act

Actions	Timeline	Measure/Indicators
• Identify lead staff tbd • Review state and federal requirements for where SACOG can do more to encourage participation by … • Review SACOG practices for where we can do more to encourage participation by … • Review records of past SACOG contract awards to POC-owned businesses by … • Use findings to update the SACOG procurement guidelines by … • Also use findings to identify potential opportunities to advocate for changes to state or federal requirements by … • Create list of POC-owned businesses to contact by … • Draft survey to send to POC-owned businesses by … • Research inclusive procurement lists, web portals, etc. by … • Begin posting procurements to above portals by …	Planning: tbd Implementation: tbd	tbd

Operations Objective 3B: Engage more businesses owned by people of color (POC-owned businesses) in the procurement process.		• Act

Actions	Timeline	Measure/Indicators
• Work with professional organizations and chambers of commerce to encourage POC-owned businesses to sign up for SACOG's procurement portal by … • Use findings from review of SACOG's procurement process to create resources/guidance for overcoming barriers by … • Share resources/guidance with POC-owned businesses through professional organizations, chambers of commerce, and partner organizations doing similar outreach by …	Planning: tbd Implementation: tbd	tbd

Programs

GOAL #1: Engage 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, soliciting CBOs to contract with SACOG to engage community members, and maintaining regular communications with CBOs.		• Listen and Learn
Actions	**Timeline**	**Measure/Indicators**
• Establish a committee for community representatives to engage with SACOG's processes, planning, and projects (Community Voices Committee) and have it functioning by end of 2022 • Issue a request for qualifications to establish an on-call bench of CBOs by … • Create a CBO listserv and maintain regular communication with community partners through online tools, with minimum quarterly outreach by …	Planning: in-process Implementation: CVC: by Fall of 2022 CBO listserv: by end of 2022 RFQ: opening late summer, ongoing	• CVC: # of committed participants; # of meetings • # of mailouts per year • # of submitted and approved organizations

Programs Objective 1B: For the 2024 Blueprint, create an outreach and engagement plan that includes specific strategies to engage communities of color and underrepresented communities.		• Listen and Learn • Act
Actions	**Timeline**	**Measure/Indicators**
• Working with the Community Voices Committee and through the on-call bench of CBOs, partner with community consultants to bring in community expertise, perspective, and voices to the Blueprint outreach and engagement process … • Partner with the CBO bench during the survey period to provide education through a "workshop in a box" concept and to encourage diverse survey participation … • Track demographics during polling, focus groups, and surveys to ensure a diverse pool of respondents and participants …	Planning: tbd Implementation: tbd	tbd

Programs Objective 1C: Strengthen SACOG's efforts to engage with tribal governments, in partnership with local agencies in the region.		• Listen and Learn
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by… • tbd	tbd	tbd

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: Through the Blueprint plan update, formalize long term commitment to support and fund Engage, Empower, Implement for communities across the region.		• Support • Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by… • Identify funding source for an on-going EEI program by the next funding cycle by … • As part of the Project Evaluation Process (PEP) effort, establish criteria for evaluating project support of EEI principles by … • Establish an implementation arm for EEI to fund the projects designed through the existing program by the next funding cycle by …	Planning: tbd Implementation: tbd	X% of funding for EEI planning

Programs Objective 2B: Invest in leadership and talent pipeline programs that contribute to increased diversity in the field of planning.		• Act
Actions	**Timeline**	**Measure/Indicators**
• Identify lead staff by … • Commit funding and resources to the Youth Leadership Academy on a yearly basis to increase capacity to influence SACOG planning/decision making by … • Sponsor regional events of transportation and planning professional associations that raise scholarship funds for future professionals …	Planning: tbd Implementation: tbd	• Demographics of YLA cohorts • $20k/ year investment from SACOG budget

Programs Objective 2C: Evaluate SACOG's major programs and planning work to identify opportunities to increase racial equity and reduce disparities.		• Act
Actions	**Timeline**	**Measure/Indicators**
• Identify staff lead(s) developing and managing roll out of evaluation process by … • Develop rubric for evaluating project-level equitable engagement practices based on trainings and equity resources created through earlier objectives by … • Incorporate findings from the evaluation of projects and programs into SACOG's projects and programs by …	Planning: Tbd Implementation: tbd	tbd

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 member agencies to develop resource guides and toolkits to standardize implementation of REI best practices.		• Support • Act

Actions	Timeline	Measure/Indicators
• Identify staff lead(s) developing and managing resources by … • Make a list of equity best practice resources that we want 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 … • Compile or create the listed equity best practice resources by … • Review resources annually and update if needed by …	Planning: tbd Implementation: tbd	Completion of equity resources

Programs Objective 3B: Collaborate with local and partner agencies to develop shared learning and skill building opportunities through (monthly, quarterly, etc.) training and convenings to increase regional, sector, and community REI impact.		• Listen and Learn • Support • Act

Actions	Timeline	Measure/Indicators
• Identify staff lead(s) developing and managing roll out of training opportunities by … • Convene interested local agencies to develop training and convening program by … • Identify priority learning topics for REI capacity building by … • Develop cadence and timeline for training offerings by • Procure training facilitators by … • Identify learning outcomes for each training session by… • Develop brief pre/post training surveys to measure increased REI knowledge for participants by… • Identify supportive resources for each session by… • Work with participating agencies to develop a convening schedule for agencies to share learnings and best practices… • Incorporate objectives and actions into staff work plan by…	Planning: tbd Implementation: tbd	• SACOG offers four, 2-hour training sessions per year to all stakeholders. • XX% of member and partner agencies participating in training and convening sessions. • 100% of SACOG project managers participate in at least one training session relevant to their role in the agency

Programs Objective 3C: Support lead agencies in evaluating their implementation of REI best practices in project development.		• ? • ?

Actions	Timeline	Measure/Indicators
• Identify staff lead(s) developing and managing roll out of	Planning:	• XX% of member

evaluation process by … • Develop rubric for evaluating project-level equitable engagement practices based on trainings and equity resources created through earlier objectives by … • Apply rubric to projects by … • Use rubric results to identify areas where SACOG can provide additional support to member agencies in their implementation of best practices by …	tbd Implementation: tbd	agencies have standardized the use of REI measures into program practices by… • XX% of member agencies have identified equity gaps in their programming by…

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 regular board workshops on REI best practices including presentations from speakers from within and outside of the region. Workshops may address 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 staff lead(s) developing board workshop schedule and content by … • Identify priority learning topics for REI best practice workshops by … • Develop cadence and timeline for workshops by … • Identify learning outcomes for each workshop by… • Identify workshop speakers by … • Develop brief post workshop surveys to measure increased REI knowledge for participants by… • Incorporate objectives and actions into staff work plan by…	Planning: tbd Implementation: tbd	• SACOG holds three board workshops per year focused on REI best practices. • XX% of post workshop survey respondents indicate they have deeper understanding the workshop topic. • XX board members recommend or request additional REI workshop topics. • XX board members reference an REI workshop topic in discussion on SACOG policy issues.

Board Practices Objective 1B: Hold an annual REI primer/refresher lunch 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 staff lead(s) developing agenda and timing of session by … • Identify priority learning topics for REI primer/refresher	Planning: tbd	• SACOG holds one REI primer/refresher

session by …
- Identify learning outcomes for the session by…
- Identify session speakers by …
- Develop brief pre/post session survey to measure increased REI knowledge for participants by…
- Incorporate objectives and actions into staff work plan by…

| Implementation: tbd | session in the first quarter of each calendar year.
• XX% of new board members attend the session.
• XX% of returning board members attend the session.
• XX% of session participants respond to session survey. |

Board Practices Objective 1C: Partner with REI stakeholders in the region to hold an annual internal study mission in the region focused on REI barriers and successes.

- Listen and Learn

Actions	Timeline	Measure/Indicators
• Identify staff lead(s) identifying REI partners to co-develop agenda and timing of study mission by … • Identify priority learning topics for study mission by … • Identify learning outcomes for the study mission by… • Identify study mission speakers and visits by … • Develop brief post study mission survey to measure increased REI knowledge for participants by… • Incorporate objectives and actions into staff work plan by…	Planning: tbd Implementation: tbd	tbd

GOAL #2: The SACOG board considers racial equity impacts as part of the triple bottom line impact of its decision.

Board Practices Objective 2A: Invite community stakeholders to share their perspectives on SACOG policy issues at board meetings, before policy decisions are made.

- Listen and Learn
- Act

Actions	Timeline	Measure/Indicators
• Staff lead for Community Voices committee work with program and project managers to identify annual schedule of agenda topics by … • Staff lead for Community Voices committee work with board clerk annually to agendize Community Voices committee on board agendas for the year by … • Publish information on SACOG project and program development by …	Planning: tbd Implementation: tbd	tbd

Board Practices Objective 2B: Develop and apply standardized methods for assessing the equity impacts of proposed policy decisions. Incorporate regular staff reporting on assessment to the board.

- Act

Actions	Timeline	Measure/Indicators
• tbd	Planning: tbd Implementation: tbd	tbd

GOAL # 3: The Board maintains consistent engagement with racial equity action plan implementation process.

Board Practices Objective 3A: The board incorporates progress reports on racial equity action plan implementation process at every meeting.		• Measure
Actions	**Timeline**	**Measure/Indicators**

• SACOG staff prepares progress reports on:
   o regional economic, demographic, land use, transportation and housing indicators of opportunity.
   o organizational equity indicators of employee demographics and engagement.
   o indicators of stakeholder engagement in SACOG programs and projects.
   o measures of authentic project sponsor engagement in the planning and design of regionally significant infrastructure projects funded by SACOG.
	Planning: tbd
	
	Implementation: tbd
		tbd

Board Practices Objective 3B: REI working group oversees implementation of REAP in 2023-2024 and makes recommendations to SACOG board.		• Act • Measure
Actions	**Timeline**	**Measure/Indicators**
• SACOG staff prepares progress reports on racial equity action plan objectives.	Planning: tbd Implementation: tbd	tbd

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
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