

**CLIMATE IMPLEMENTATION WORK PLAN
2021**

CITY OF SACRAMENTO

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ABBREVIATIONS

CAAP	Climate Action and Adaptation Plan
CARES	Coronavirus Aid, Relief, and Economic Security Act
CDD	Community Development Department
CMO	City Manager's Office
DOU	Department of Utilities
DPW	Department of Public Works
EJCGC	Environmental Justice Collaborative Governance Committee
FY	Fiscal year
FTE	Full-time equivalent
GHG	Greenhouse gas
HR	Human Resources Department
IT	Information Technology
OEMS	Office of Emergency Management Services
OIED	Office of Innovation and Economic Development
UFMP	Urban Forestry Master Plan
YPCE	Department of Youth, Parks, and Community Enrichment

I. INTRODUCTION

Purpose

The purpose of this work plan is to identify the City of Sacramento's priority climate initiatives for implementation in the calendar year of 2021. Specifically, this work plan is a road map of critical, near-term climate work, including a new staff position that the City Manager is creating to coordinate, direct, and accelerate City efforts to address climate change through a highly collaborative process that involves all departments. The work plan responds to recent efforts and direction, including guidance from the Mayors' Commission on Climate Change, and seeks to address gaps and barriers to continued climate progress. Staff will undertake tasks described in this plan throughout 2021 to advance in both City operations and community-wide initiatives. By establishing a clear plan, the City is committing to transparency, engagement, and ongoing accountability. This approach allows for greater feedback and iterative implementation, while the City completes longer-term projects. Along with tasks, this plan also identifies additional necessary resources for successful implementation.

The City of Sacramento is committed to establishing Sacramento as a thriving, resilient, and livable community. Addressing the crisis of climate change requires a holistic approach. Numerous City efforts and plans already support this work. However, this plan is unique with its focus on near-term organizational and operational steps for 2021, and aims to explicitly link many existing and emerging efforts across City departments into a clear climate implementation strategy. The overall intent of this work plan is to drive near-term success and long-term change for advancing holistic sustainability while mitigating and adapting to climate change. Based on the accelerated timeline for preparation, the plan is strategic and targeted rather than comprehensive. Accordingly, this plan addresses key challenges rather than providing an inventory all sustainability accomplishments and efforts undertaken by the City to date.¹

Guiding Efforts & Documents

This work plan directly implements several recent initiatives and directives. Specifically, the plan responds to and connects the following:

- [The Mayors' Commission on Climate Change](#), an effort convened by Sacramento Mayor Darrell Steinberg and West Sacramento Mayor Christopher Cabaldon from November 2018 to June 2020, to recommend strategies for attaining carbon zero by 2045.
- City Council direction, including [Motion No. 2020-0226](#) on August 25, 2020, which identified ten priority actions to advance urgent efforts to address climate change.
- The [Green Efforts Audit](#) conducted by the City Auditor's Office in 2019 and 2020, providing recommendations to centralize and coordinate oversight, monitor outcomes, and improve both data integrity and policy awareness.
- The [Climate Emergency Declaration](#) adopted by City Council on December 10, 2019 ([Resolution No. 2019-0465](#)), calling for emergency climate actions, the evaluation of resources to attain carbon neutrality by 2045, and to progress towards the elimination of GHG emissions by 2030.

¹ More background on City accomplishments and efforts will be available through the [Climate Action and Adaptation Plan \(CAAP\)](#), currently under development.

Additionally, the plan enables early wins for longer-term City efforts still underway. This plan identifies priority 2021 actions, supporting the [Climate Action and Adaptation Plan \(CAAP\)](#) under development for completion in late 2021. The CAAP focuses on longer-term policies, GHG reduction targets, and the necessary documentation to support environmental analysis for the [2040 General Plan update](#). By contrast, this work plan prioritizes necessary near-term actions to catalyze sustained progress towards 2030 and 2045 CAAP targets. This work plan is complementary and action-oriented, providing a to-do list for 2021.

Outside of the scope of this plan are numerous robust sustainability efforts already underway by City departments. Award-winning efforts such as the City’s water conservation program, [Keep Sac Water Wise](#), are well underway. Rather than provide an exhaustive list of the City’s sustainability work, this work plan focuses on strategic areas of intervention requiring additional support.

The City of Sacramento has attained a 19% reduction in community GHG emissions and a 28% reduction in municipal GHG emissions since 2005. Yet more big, bold work is needed to achieve carbon neutrality in an inclusive and equitable manner that advances community prosperity and well-being.

The Climate Change Challenge

The City Council has committed to attain carbon zero, or carbon neutrality, by 2045. This goal is established in the Sacramento 2040 [General Plan Vision and Guiding Principles](#) adopted on November 12, 2019 ([Resolution No. 2019-0433](#)). Carbon neutrality is defined as achieving net greenhouse gas (GHG) emission levels that are equal to zero, in which GHG emission offsets exceed any emissions generated. The City has achieved strong early progress, exceeding adopted goals for 2020 established in the 2035 General Plan.² Since 2005, community GHG emissions have decreased by an estimated 19% and municipal GHG emissions by 28%, exceeding reduction targets of 15% and 22%, respectively. But significant work is necessary now to achieve carbon neutrality by 2045. **Table 1** presents GHG emission reductions to date, along with reduction goals. These ambitious climate goals require big, bold actions that involve the entire community.

Table 1: GHG Reduction Progress and Goals

Metric Tons of Carbon Dioxide Equivalent (MTCO_{2e})

	Baseline 2005 GHG Emissions (MTCO _{2e})	2016 GHG Emissions (MTCO _{2e})	% Change 2005-2016	2020 GHG Goal (2005-2020)	2045 GHG Goal (2016-2045)
Municipal operations	78,584	56,463	-28%	-22% <i>*Exceeded</i>	-100%
Community-wide activities	4,235,545	3,424,729	-19%	-15% <i>*Exceeded</i>	-100%

To progress towards attainment of long-term goals, strategic action is necessary that targets the City’s biggest sources of GHG emissions. The transportation sector contributed over half of GHG emissions from

² The City’s progress exceeding adopted GHG reduction targets is documented in technical appendices for the Climate Action and Adaptation Plan (CAAP) currently under development. Reports with recent 2016 inventories are available on the Climate Change section of the 2040 General Plan website: sac2040gpu.org

community-wide activities in 2016, 56%, followed by energy use in residential, commercial, and industrial buildings for a combined total of 38%. Combined, the transportation and energy sectors comprise 94% of community GHG emissions. Similarly, the City fleet and municipal energy use were responsible for 81% of municipal GHG emissions in 2016. The City’s vehicle fleet was the single largest municipal GHG emissions source, contributing 28% of GHG emissions in 2016. **Figures 1 and 2** summarize the breakdown of GHG emissions for community-wide activities and municipal operations, respectively. Taking a data-driven approach, this plan reflects the importance of the energy and transportation sectors to achieving GHG targets. Transportation and energy use play a key role in the City’s efforts to address climate change. This plan prioritizes these sectors for action and funding in 2021. In addition, the plan’s emphasis on transportation reflects the long-standing funding challenges for transportation infrastructure, with reliance on limited funding from the gas tax, revenue from regional transportation measures, and competitive grants.

Figure 1: Sacramento Community GHG Emissions, 2016 (MTCO_{2e})

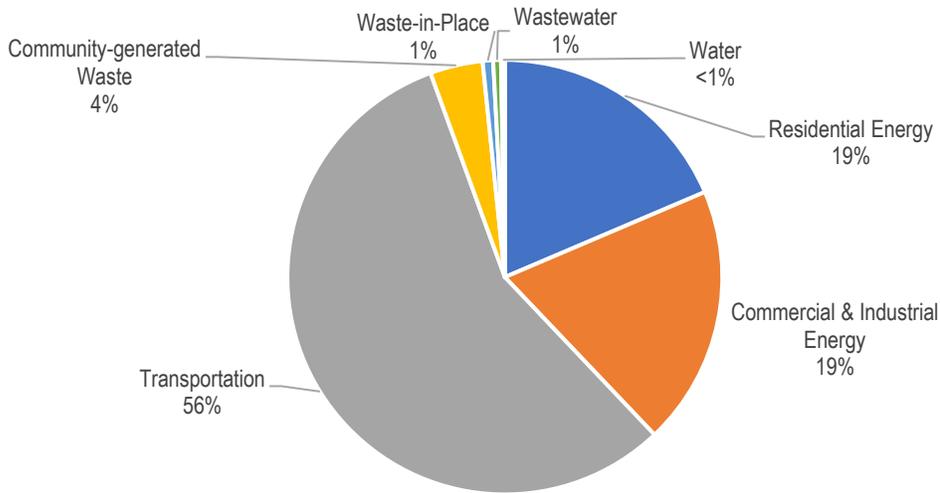
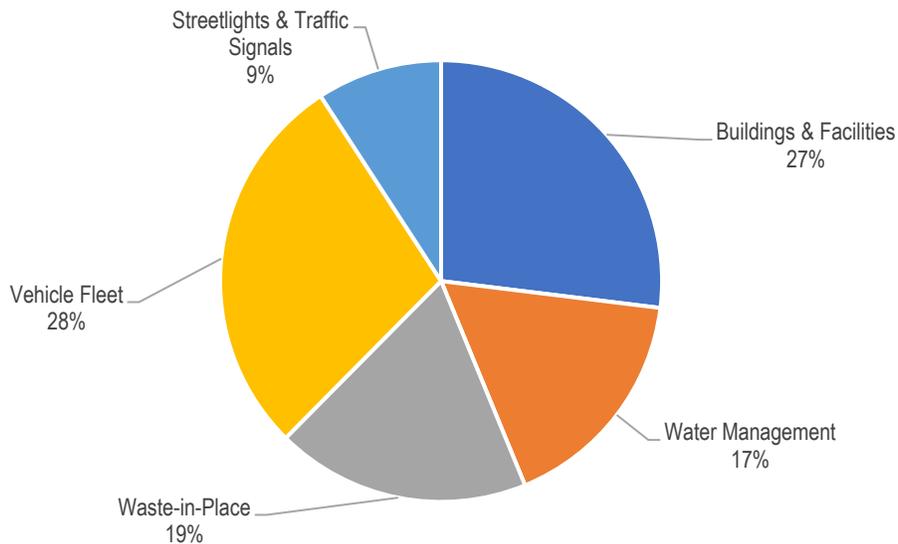


Figure 2: City of Sacramento Municipal GHG Emissions, 2016 (MTCO_{2e})



In addition to the reduction, or mitigation, of GHG emissions, the City's climate efforts must do more. Strategies should lay a strong foundation for everyone in the community, addressing barriers to access, and advancing the prosperity of Sacramento's communities. This integrated approach is necessary to not only mitigate climate change, but also ensure community resilience and adaptation to emerging realities. Limited natural resources, constraints on service delivery, and structural inequities require creative approaches and the continued use of innovative partnerships. Only in this manner can the City deal with existing challenges while preparing for those that climate change will exacerbate, such as heat waves, air pollution, water supply, flooding, and more.³

II. SUMMARY OF APPROACH AND RESOURCE NEEDS

Overview

Operating within the guiding frameworks identified above, this work plan presents key tasks and objectives for 2021. Tasks and objectives align with and implement the overarching goals, policies, strategies, and recommendations that are already established from these existing frameworks.⁴ All efforts contained within this work plan are highly collaborative, requiring both cross-departmental work and continued collaboration.

If fully implemented, this work plan will require the allocation of over \$3 million in new resources that is not yet budgeted for projects and 3 new full-time equivalent (FTE) staff positions. This additional investment is needed for 2021 tasks, beyond the estimated \$1.145 million that has been recently committed or re-allocated from existing resources. In total, more than \$4.9 million is recommended to respond to urgent climate priorities and City Council directives. New funding resources will allow staff to work across the traditional siloes and restrictions common to many current programs, which sometimes lack the flexibility to accommodate bold and integrated implementation.

Criteria

Staff developed the City's 2021 climate work plan based on the following assumptions:

1. **The importance of leadership** to coordinate, direct, and accelerate City climate efforts
2. **The need for improved coordination and accountability**
3. **The importance of investment** to deliver transformational outcomes
4. **The urgency of delivering near-term wins while planning for long-term lifts**
5. **The need for strong community relationships, partnerships, and collaborative learning**
6. **The urgency of jobs creation and costs savings, especially as part of COVID19 recovery**

Furthermore, while this plan functions as a practical action list, staff prioritized tasks accounting for several underlying criteria. Although these criteria are not quantified for each task, additional data is forthcoming in 2021 with related work efforts. For example, GHG emission impacts and cost-benefit details are under

³ Learn more about anticipated climate impacts in California and the Sacramento region at cal-adapt.org. More information specific to Sacramento will soon be available through the General Plan update and Climate Action and Adaptation Plan (CAAP) at sac2040gpu.org.

⁴ At the time of report preparation, development of the CAAP was still underway as part of the General Plan 2040 update. However, the tasks in this work plan are consistent with preliminary proposals, and serve as near-term milestones for long-term CAAP strategies that will be further refined in 2021.

development for the CAAP. Regardless, the following criteria underpin 2021 tasks, and will form the basis for ongoing evaluation and reporting.

- Importance for sustained change
- GHG reductions
- Cost-benefit
- Climate resiliency and adaptation
- Internal resource gaps
- Partnership and relationship building
- Community support
- Capacity-building
- Equity and environmental justice
- Inclusive economic development
- Compliance with anticipated state mandates
- Eligibility for federal and state investment
- “Green and just” recovery⁵
- Near-term catalysts
- Long-term reductions
- Feasibility & practicality
- Transformational leadership by example

Roles & Responsibilities

Implementation of this work plan will be highly collaborative. The City Manager’s Office is responsible for providing leadership, direction, and oversight to facilitate City efforts, provide accountability, and ensure progress towards climate goals in each of the City’s departments. Departments will continue to be responsible for their services and operations, but will work closely with the City Manager’s Office for a coordinated approach to implementation. A key challenge this plan seeks to address is staff capacity. Although many departments and divisions implement the City’s sustainability initiatives, as of December 2020, the City only has four dedicated sustainability FTE, two in DPW and two in DOU, plus an additional interim position in the CMO. In addition, numerous other groups are responsible for various aspects of climate-related implementation, such as the Transportation Division of DPW, the Community Development Department, and more. As described in subsequent sections of this plan, the City Manager’s Office will work with each department to confirm expectations and priorities, and identify where additional resources are necessary. The City is also formalizing and expanding an internal Green Team to include all departments and serve as a forum for coordinated implementation.

This work plan demonstrates the City’s commitment to take a more active role leading and directing sustainability and climate efforts. Efforts will be highly collaborative, with the City Manager’s team guiding and supporting departments. Tasks are interdisciplinary by nature and will involve all departments. The new position that the City Manager is creating will direct the City’s climate efforts and support department work. In addition to ensuring accountability, the position will also be responsible for reporting progress.

In light of the delay to a countywide sales tax measure for mobility investments, tasks include preparation of a detailed discussion framework for new revenue options that are needed to fund the infill infrastructure and transportation improvements for General Plan buildout and carbon neutrality. Based on City Council direction, the City Manager’s team will be responsible for providing funding recommendations for Council approval during the Fiscal Year (FY) 2020/21 Midyear Budget and the FY 2021/22 Budget in collaboration with key departments, as appropriate.

⁵ For example, refer to the C40 Mayors’ Agenda for a Green and Just Recovery: <https://www.c40.org/other/agenda-for-a-green-and-just-recovery>

2021 Work Plan At-a-Glance

The goal of carbon neutrality is big and bold, requiring a transformation in how the City operates. To begin to make progress, a significant allocation of new resources is required. Staff will need to use creative measures, building on the momentum and leadership support from the Mayors' Commission on Climate Change.

The top five biggest changes proposed in the work plan include:

1. City leadership & new positions
2. Embedding equity in sustainability
3. Electrification of buildings
4. Transportation funding
5. A municipal energy reinvestment allocation

A summary of key tasks for 2021 is available in **Table 2**, which also identifies existing funding commitments. A breakdown of outstanding funding needs by task category is shown in **Figure 3**, with additional detail in the following section. Tasks focus on gaps and key barriers to achieve climate goals for 2021. Note that this plan does not include an exhaustive list of all City efforts but rather builds on City successes, prioritizing additional critical strategies that are necessary for sustained progress.

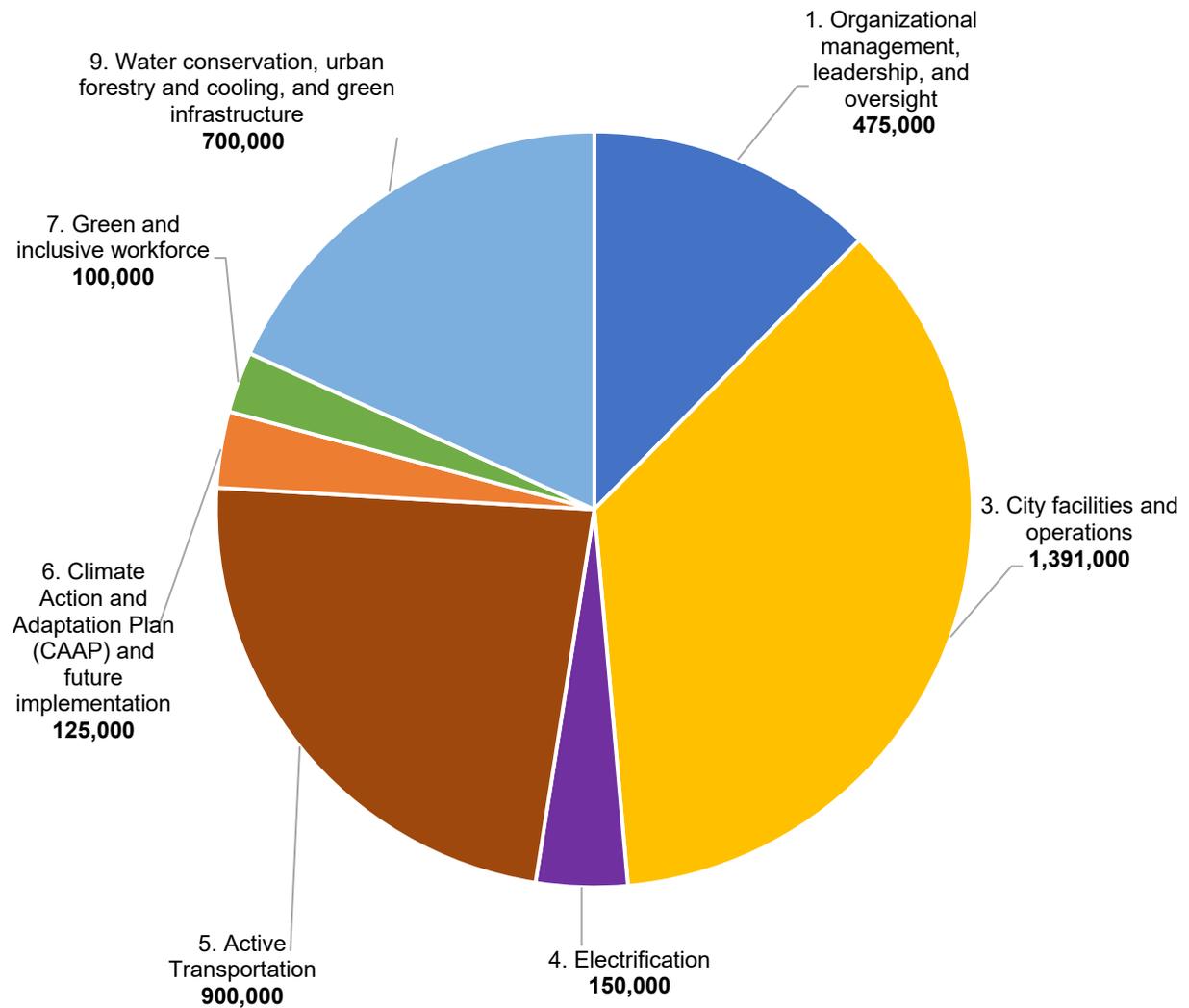
Table 2: 2021 Task Summary – Commitments & Unfunded Needs

Category		Key Departments	Key 2021 Outcomes	Additional committed resources*	Outstanding unfunded 2021 resource need	
					\$	% of need
1	Organizational management, leadership, and oversight	CMO	-2 new FTE -Internal procedures	-	\$475,000	12%
2	Equity capacity for climate action and sustainability	CMO	Kickoff and convening of the Environmental Justice Collaborative Governance Committee (EJCGC)	\$25,000	-	0%
3	City facilities and operations	CMO, DPW	-New engineering FTE and energy reinvestment for cost-saving projects -Updated Sustainable Procurement Policy, with local procurement opportunities	-	\$1,391,000	36%
4	Electrification	CDD	-Adoption of electrification ordinance for new construction -Strategy for existing building retrofits	-	\$150,000	4%
5	Active Transportation	DPW	-Slow Streets pilot -Three active transportation audits in	\$975,000	\$900,000	23%

Category	Key Departments	Key 2021 Outcomes	Additional committed resources*	Outstanding unfunded 2021 resource need		
				\$	% of need	
		environmental justice communities				
6	Climate Action and Adaptation Plan (CAAP) and future implementation	CDD, DPW, CMO	-Completion of CAAP -Hired FTE for implementation -Framework for new funding and financing options	\$145,000	\$125,000	3%
7	Green and inclusive workforce	OIED	-Local baseline of workforce efforts, with support of California Mobility Center -COVID impact study	-	\$100,000	3%
8	Food access and urban agriculture	CMO, OIED, CDD	-Convening of local food and urban ag partnerships -Launch of food-anchored resilience hubs	-	-	0%
9	Water conservation, urban forestry and cooling, and green infrastructure	DPW, YPCE, DOU	-Adoption of the Urban Forestry Master Plan -Community partnership for tree planting initiative - Water Conservation Plan Update and Green Stormwater Infrastructure Pilot Study - Launch of Garden Conversion Program	-	\$700,000	18%
10	Resiliency	OEMS, CDD, CMO	-Project proposal for resiliency retrofits to low-income housing -Convening stakeholders for climate resilience response recommendations	-	-	0%
TOTAL				\$1,145,000	\$3,841,000	100%

*Encumbered or committed with existing, budgeted resources, or re-purposed from existing programs.

Figure 3: Unfunded 2021 Needs by Task (\$)



Total unfunded 2021 need: **\$3,841,000**

Communication and Engagement

Implementation in 2021 will be highly collaborative, with strong emphasis on engagement both internally within the City organization and externally throughout the community. To achieve this, an important task in 2021 includes development and deployment of a communication campaign for the City's climate efforts. This campaign will tap on internal City expertise, external consultant support, and community knowledge for a co-learning and collaborative approach. In order to implement such work, the following sections of this work plan identify outstanding funding needs to provide this capacity and ensure multi-lingual capabilities.

The climate communication strategy will focus on engaging diverse leaders in the community. Outreach will leverage and plug into existing projects in an integrated manner. Efforts will consist of the following minimum elements:

- Updated webpages, providing public information and internal resources and tools
- Social media, radio, and other forms of media
- Stakeholder meetings, presentations to community and business groups, and community discussions
- Community listening and capacity-building and trainings for climate leadership
- Quarterly updates to City Council, plus an annual report

In addition, a key task for 2021 is launch of the Environmental Justice Collaborative Governance Committee (EJCGC). The City is committing funding for the launch of this community effort to advise and guide City efforts. Staff will participate to learn, share information, and support the development of community leadership, engagement, and co-creation in the City's climate action work. Although initially funded by the City, the initiative is community-driven and led.

Lastly, staff work will be coordinated closely with the City's Office of Diversity and Equity and Information Technology Department to develop tools showing how resources and environmental benefits are allocated, to extend and equip conversations about equity as staff seek to embed equity into the City's decisions and climate work. Staff are committed to building upon the equity recommendations and foundational principles established by the Mayors' Commission on Climate Change, with the intent of operationalizing equity throughout all climate initiatives. A working draft Environmental Equity Toolkit is available in **Appendix A**, which staff will test and refine in 2021. Efforts for outreach, communications, and equity are further described in task descriptions of this work plan (see **Section III, 2021 Tasks**).

Regardless of one's identity, equity is when all people have just treatment, access to opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential while identifying and eliminating barriers that have prevented the full participation of some groups.

City of Sacramento [working definition of equity](#)



III. 2021 TASKS

Introduction

The following section provides additional detail for work plan tasks, which cover a range of initiatives and objectives. The scope of these tasks is broad, addressing both municipal operations and community-wide with mechanisms such as policies, regulations, and initiatives. First, the section introduces tasks for each of the ten topic areas. The associated costs have been informed by staff who will be involved in implementing tasks. Next, **Table 3** presents task details with 2021 outcomes, responsibilities, and resource details.

Task Highlights & Rationale

1. Organizational management, leadership, and oversight

LEAD: CMO

COST: Moderate (\$475,000, 12% of outstanding need)

NEAR-TERM: Necessary enabling support, management, leadership, and establishment of procedures

LONG-TERM: Supportive of high GHG reductions

DESCRIPTION:

This task will involve creation of a new program in the City Manager's Office responsible for directing and coordinating City climate action. Resources would allow for the establishment of 2 new FTE in the CMO, services and supplies, and funding for communication support and multi-lingual translation.

2. Equity capacity for climate action and sustainability

LEAD: CMO

COST: Low (supported with previously committed resources and task #1)

NEAR-TERM: Critical capacity building and collaborative evaluation

LONG-TERM: Critical for equitable outcomes, addressing structural and systemic inequities, and collective attainment of carbon neutrality, and building community trust

DESCRIPTION:

Staff will advance a collaborative learning process while collecting data and creating tools to integrate equity into environmental decision-making and climate initiatives. Staff will develop and implement an Environmental Equity Toolkit, building on the working draft in **Appendix A**. A primary outcome of this task is the launch of the community-led EJCGC.

3. City facilities and operations

LEAD: CMO, DPW

COST: High (\$1,391,000, 36% of outstanding 2021 need)

NEAR-TERM: Necessary to fund and deliver cost-saving energy projects

3. City facilities and operations

LONG-TERM: Municipal leadership, reductions in energy use and GHG emissions, and mitigation of rate escalation impacts

DESCRIPTION:

Both the [Green Efforts Audit](#) and recent Management Partners reports highlighted missed opportunities to implement energy- and cost-saving projects in City facilities. Funding would support a new engineering FTE building out necessary staff capacity for identifying and implementing projects, while providing funding for retrofits. Funding would be allocated based on the prior fiscal year's energy expenses, with potential for the first allocation to be issued on a trial basis to allow for evaluation of outcomes and impacts.

4. Electrification

LEAD: CDD, CMO

COST: Low (\$150,000, 4% of outstanding 2021 need)

NEAR-TERM: Necessary now to achieve GHG reductions long-term

LONG-TERM: Future-proofs construction and facilitates use of cleaner energy and transportation

DESCRIPTION:

Staff are currently developing electrification ordinances for new construction. Additional resources are needed for expert assistance to evaluate and strategize a comprehensive approach to electrify existing buildings. This work will also equip staff to determine funding needs and approaches to reduce costs and barriers for low-income households. Staff are also collaborating with local stakeholders for the transition of work away from gas pipefitting to other green industries.

5. Active Transportation

LEAD: DPW

COST: Moderate (\$900,000, 23% of outstanding 2021 need)

NEAR-TERM: Early pilots and planning are necessary to plan for and fund long-term active transportation investment

LONG-TERM: Enables building out of the active transportation network with a focus on historically marginalized communities

DESCRIPTION:

This task involves launching a Slow Streets pilot in the near-term using a collaborative, neighborhood-based process. Additionally, new funding would allow for up to three audits of walking and biking needs in priority environmental justice communities. Community engagement will allow for problem evaluation, and on-call consultant support will provide fundable, engineering cost estimates and project pipelines for future improvements.

6. Climate Action and Adaptation Plan (CAAP) and future implementation

LEAD: CDD, DPW, CMO

COST: Low (\$125,000, 3% of outstanding 2021 need)

NEAR-TERM: Strategy and actionable funding strategy are necessary to quantify long-term resource need for GHG reduction goal attainment; hiring of an FTE in CDD supports long-term implementation

LONG-TERM: Fundamental to ensure funding for critical infrastructure and transit investments for the City’s bold climate objectives

DESCRIPTION:

While the City has achieved 2020 GHG reduction goals, additional progress will require new funding that exceeds current budgets. The City needs new revenue sources to successfully construct the necessary infrastructure for climate change mitigation, transportation access, and infill development. Funding is also needed for SacRT’s expansion of transit, which is a core strategy for the reduction of GHG emissions. In light of postponement of the proposed revision to the regional Measure A led by the Sacramento Transit Agency (STA), the City must evaluate other local revenue-generating options to fund and finance climate and transportation needs. Such a proposal could be coupled with efforts to fund affordable housing. Additional resources will allow staff to build on CAAP recommendations to identify revenue options for Council consideration, such as a property tax proposal or local measure. Tasks for 2021 include the filling of a vacancy in CDD, to support ongoing CAAP implementation.

7. Green and inclusive workforce

LEAD: OIED

COST: Low (\$100,000, 3% of outstanding 2021 need)

NEAR-TERM: Mapping and baseline evaluation of opportunities and partner efforts

LONG-TERM: Catalyzes development of the green jobs pipeline and supports critical green industries for implementation of climate-related tasks

DESCRIPTION:

By working with local partners, the City will determine the local baseline and landscape for green workforce and enterprises. This effort is supported by recent grant proposal submissions submitted by the City and partners such as Valley Vision. Work will build on recent workforce training pilots funded by the City through CARES funding. Over \$1.7 million has been allocated for expenditure by 12/31/2020. Next, staff will evaluate outcomes and work with partners to identify next steps and a green jobs strategy for building the workforce pipeline and expanding job opportunities. This work will include ongoing collaboration and participation, to support the launch of the California Mobility Center, which was the recipient of more than \$1 million in CARES funding from the City.

8. Food access and urban agriculture

LEAD: CMO, OIED, CDD, DPW

COST: Low (supported with existing resources and task #1)

NEAR-TERM: Coordinate and catalyze near-term efforts and planning initiatives

8. Food access and urban agriculture

LONG-TERM: Scale local pilots such as food access and workforce hubs with new models for resiliency

DESCRIPTION:

Through this work, the City is coordinating the myriad of local efforts on food access, urban agriculture, and environmental justice. Staff will bring partners together to focus on the launch of Food-Anchored Resiliency Hubs located in disadvantaged neighborhoods to grow, prepare and/or sell locally-grown food, demonstrate sustainability practices in materials and operations, and provide training, employment and entrepreneurship opportunities, particularly for the most disadvantaged residents in the City. Efforts in 2021 will include coordination and convening, and support for the launch of pilots. City staff will also participate in the Sacramento County Food Systems Planning work underway to determine future GHG emission reductions, inclusive economic development, and public health co-benefits.

9. Water conservation, urban forestry and cooling, and green infrastructure

LEAD: DPW, YPCE, DOU

COST: Moderate (\$700,000, 18% of outstanding resource need)

NEAR-TERM: Support for programs expanding urban canopy in under-canopied areas while planning for infrastructure changes and water conservation

LONG-TERM: Deployment of tree planting partnerships, urban cooling pilots, water conservation projects, and green space access

DESCRIPTION:

Working with community partners, the City will partner with and direct resources to organizations for tree plantings in areas lacking urban canopy and green space. This strategy will remedy canopy inequities while mitigating urban heat impacts in lower-income and vulnerable neighborhoods, with potential to provide training and employment opportunities. Additionally, staff will determine actionable strategies for urban heat island pilots, while evaluating options for expansion of water conservation, green stormwater infrastructure, water-efficient community beautification and water reuse within the City. Water conservation planning and pilots will occur in 2021 to facilitate longer-term efforts.

10. Resiliency

LEAD: OEMS, CDD, CMO

COST: Low (supported with existing resources and task #1)

NEAR-TERM: Prepare project concepts and vet opportunities with stakeholders

LONG-TERM: Enhanced resilience and community capacity for extreme weather events

DESCRIPTION:

Staff will determine recommended project proposals and approaches, based on stakeholder input and data currently being developed for the Vulnerability Assessment and Environmental Justice work of the 2040 General Plan. This approach allows for additional vetting with community experts to determine how best to engage existing volunteers and networks for response to climate emergencies. Staff will also work with partners and seek grant opportunities to retrofit low-income light-frame housing for resilience to extreme heat and poor air quality events.

Table 3: 2021 Work Plan Tasks & Detail

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
1. ORGANIZATIONAL MANAGEMENT, LEADERSHIP, AND OVERSIGHT					
1.1 Senior leadership and climate prioritization	2 new FTE in the CMO	CMO	New resources needed - 2 FTE and service and supply budget	-	\$375,000
1.2 Internal procedures and performance tracking	Sustainability performance metrics and coordinated reporting procedures	CMO	Existing resources	-	-
1.3 Internal communication of sustainability policies and programs	Revamp existing webpages and internal guidance	CMO	Existing resources	-	-
1.3 Public communication	New webpage, communication campaign, and outreach materials (multi-lingual)	CMO	New resources needed	-	\$100,000
	Climate ambassadors program				
1.4 City Green Team	Minimum of 10 meetings	CMO, All	Existing resources	-	-
1.5 Climate accountability	Quarterly updates to City Council and annual progress reports	CMO	Existing resources	-	-
SUBTOTAL – ORGANIZATIONAL MANAGEMENT, LEADERSHIP, AND OVERSIGHT				-	\$475,000
2. EQUITY CAPACITY FOR CLIMATE ACTION AND SUSTAINABILITY					
2.1 Launch of Environmental Justice Collaborative Governance Committee (EJCGC)	Kickoff meeting & 2021 convenings with community representation	CMO	New resources needed for initial launch; ongoing efforts to secure other sources of continued financial support	\$25,000 initial investment from City	-

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
2.2 Internal equity trainings and resources for climate work	Environmental equity tool development and internal trainings for use in City projects ⁶	CMO	Existing resources	-	-
2.3 Data collection, evaluation, & dissemination	New tools and public information for environmental equity work	CMO, IT, CDD	Existing resources	-	-
SUBTOTAL - EQUITY				\$25,000	-
3. CITY FACILITIES AND OPERATIONS					
3.1 Capacity for retrofits & electrification of municipal buildings	Create a new Energy Engineering position to develop project pipeline and manage and deliver retrofits	CMO, DPW	New resources needed, including a one-time allocation of 10% of previous fiscal year's energy costs for capital projects, plus a new FTE	-	\$1,391,000
3.2 Sustainability certification for City buildings	Evaluate and update sustainability certification standards for public projects	CMO, DPW, DOU	Existing resources	-	-
3.2 Sustainability Procurement Policy	Updated policy document with improved impact and accountability, including identification of opportunities for local procurement in public works that support local green industries	CMO, Finance, DPW, DOU	Existing resources	-	-

⁶ Refer to the working draft Environmental Equity Tool, included as **Appendix A**.

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
3.3 Procurement partnerships	Recommendations for joint procurement and opportunities with chambers of commerce, State of California, and other partners	CMO, Finance	Existing resources	-	-
3.3 Telecommuting Policy	Revised policy document with criteria and guidance for continued work-from-home post COVID19	HR	Existing resources	-	-
SUBTOTAL – CITY FACILITIES AND OPERATIONS				-	\$1,391,000
4. ELECTRIFICATION					
4.1 Electrification of new buildings & EV capability	Adoption of electrification ordinance for new construction with EV capability standards, to go into effect no later than 2023 ⁷	CDD, CMO	Existing resources	-	-
4.2 Electric car share & public chargers	Deployment of electric car share & identification of funding for charging infrastructure at community centers and libraries	DPW, YPCE, Library Authority	Existing resources, including secured rebates and pending grant applications	-	-

⁷ Ordinance for all-electric construction is proposed for 3 stories or less to be effective in 2023, and all buildings in 2026, subject to technical feasibility and cost effectiveness.

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
4.3 Electrification of existing buildings with a focus on transitioning low-income housing stock	Action strategy for phasing, costs, and approach for existing building retrofits	CDD, OIED	New resources	-	\$150,000
4.4 Internal education and training	Training program and resources for permit applicants		Existing resources	-	-
SUBTOTAL – ELECTRIFICATION				-	\$150,000
5. ACTIVE TRANSPORTATION					
5.1 Slow Streets	Launch a pilot with initial street closures and neighborhood input	DPW	New resources	\$225,000	-
	Submit a grant application for <i>15 Minutes by Slow Active Streets</i>		Existing resources	-	-
5.2 Neighborhood audits of active transportation infrastructure	Minimum of one audit completed for an environmental justice community that did not receive a Vision Zero audit in 2020 for feasible recommendations to remove barriers to walking and biking, with engineering cost estimates and community co-creation for problem identification	DPW	New resources to complete up to three audits (\$300,000 per audit)	-	\$900,000
5.3 Car-free districts	Recommended options and business case for car-free districts	DPW	Existing resources	-	-

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
5.4 Transportation priorities	New policy to prioritize pedestrian and non-auto travel at the top of the transportation hierarchy – for adoption in the 2040 General Plan, and inclusion in the Transportation Priorities Plan to be completed by mid-2022	DPW	Existing resources	-	-
5.5 Transit access	Financial support for year 2 of RYDEFREE RT	DPW	Existing resources	\$750,000	-
SUBTOTAL – ACTIVE TRANSPORTATION				\$975,000	\$900,000
6. CLIMATE ACTION AND ADAPTATION PLAN (CAAP) AND FUTURE IMPLEMENTATION					
6.1 New CAAP and implementation framework	Draft CAAP ⁸ , monitoring tool, and coordinated monitoring and reporting procedures	CDD, CMO	Existing resources, including a position vacancy	\$145,000	-
	1 FTE hired for implementation				
6.2 Resources for CAAP implementation	Proposed discussion-draft financial framework for a local proposal for new revenue to support transportation, infill infrastructure, affordable housing, and CAAP implementation funding	DPW, CDD, CMO	New resources	-	\$100,000

⁸ Although not identified as an additional committed resource, the previously committed contract value for the CAAP update is \$168,629. Total value of City commitment to the CAAP is estimated at \$268,629, including separate outreach work, environmental impact analysis, and development of resiliency and adaptation strategies.

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
	Advocacy for resources from new federal Administration	CMO	Existing resources	-	-
6.3 Community climate leadership	Develop a community champion program to incentivize and highlight local achievements	CMO	New resources for intern support		\$25,000
SUBTOTAL – CAAP AND FUNDING				\$145,000	\$125,000
7. GREEN JOBS & INCLUSIVE WORKFORCE					
7.1 Green jobs baseline and workforce mapping	Local baseline of workforce efforts, compiling and coordinating work in progress, and identifying a green jobs strategy	OIED	Existing resources (unless partner grant application efforts are unsuccessful)	-	\$100,000 ⁹
7.2 Green jobs coordination	Support Climate Justice & Jobs summit with partner agencies, nonprofits, and stakeholders	OIED, CMO	Existing resources	-	-
7.3 Partnerships for green workforce training & COVID recovery	Project report documenting results and lessons from green workforce CARES investments	OIED	Existing resources	-	-
	Valley Vision COVID workforce impact study				

⁹ Reflects the additional City resources that would be needed to fund a green jobs strategy, if recent grant applications submitted by partners such as Valley Vision are unsuccessful.

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
7.4 “Just transition” ¹⁰ from gas industries	Partnership with local associations and unions for increased electrification positions and transition for plumbers and pipefitters to water conservation and other green industries	OIED, DOU, DPW	Existing resources	-	-
	Evaluation of City procurement barriers & opportunities to increase local green contracting				
	Strategy for addressing gaps in City workforce pipeline for green efforts, such as City tree-trimmers				
SUBTOTAL – GREEN JOBS & INCLUSIVE WORKFORCE				-	\$100,000
8. FOOD ACCESS & URBAN AGRICULTURE					
8.1 Coordination of food access network and launch of urban eco-resilience hubs	Convening of local partners and agencies to coordinate food access and food-anchored resilience hub pilots	CMO, OIED, CDD, DPW	Existing resources	-	-
8.2 “Food recovery to food security” network	Participate in Sacramento County Food Systems Plan to increase local food	CMO, CDD	Existing resources	-	-

¹⁰ For example of the just transition concept, refer to the C40 Mayors’ Agenda for a Green and Just Recovery: <https://www.c40.org/other/agenda-for-a-green-and-just-recovery>

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
	procurement and reduce food waste				
	Develop specific implementation programs with ag, food, business, and waste partners				
8.3 Community agriculture	Evaluate barriers in current city ordinances and recommend updates as part of environmental justice food access work in the General Plan update	CDD, CMO, YPCE	Existing resources and intern hours	-	-
	Work with community partners to scale available grant funds				
SUBTOTAL – FOOD ACCESS & URBAN AGRICULTURE				-	-
9. WATER CONSERVATION, URBAN FORESTRY & COOLING, AND GREEN INFRASTRUCTURE					
9.1 Urban canopy resilience	Adoption of the Urban Forestry Master Plan (UFMP) ¹¹	DPW	Existing resources	-	-
9.2 Urban cooling with public infrastructure and tree plantings	Identify a recommended pilot and cost estimate for testing of suitable mitigations and evaluation of cooling benefits	DPW, DOU	Existing resources	-	-
9.3 Community tree planting partnerships	Launch initiative with focus on under-canopied neighborhoods	DPW, YPCE	New resources	-	\$300,000

¹¹ Although not presented as an additional commitment, the City previously committed \$200,000 to a consultant contract for UFMP development and outreach, plus in-kind staff time.

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
9.4 Water conservation standards	Water Conservation Plan update, and identification of funding and preliminary scope for Water Reuse Study for completion in 2022	DOU, CDD	Existing and new resources, with new resources needed for technical Water Reuse Study	-	\$400,000
	Completion of Green Stormwater Infrastructure Pilot Study	DOU	Existing resources	-	-
	Launch of Garden Conversion Program	DOU	Existing resources	-	-
9.5 Audit of communities without access to parks and open space within walking distance	Draft Parks Master Plan and General Plan with policy and program recommendations	YPCE, CDD	Existing resources	-	-
9.6 Expansion of greenspace in historically marginalized neighborhoods	Partnership for delivery of at least one shared use or recreation space in an area lacking access	YPCE	Existing resources	-	-
SUBTOTAL - WATER CONSERVATION, URBAN FORESTRY & COOLING, AND GREEN INFRASTRUCTURE				-	\$700,000
10. RESILIENCY					
10.1 Resiliency of the existing housing stock	Pilot proposal for retrofits to low-income, light-frame housing, for heat and air sealing & resiliency	OEMS, CMO, CDD	Existing resources	-	-

Task or Objective	Measurable 2021 Outcome	Key Departments	Implemented with new or existing resources	Additional committed resources	Outstanding unfunded 2021 resource need
10.2 Community Emergency Response Training (CERTs) and community ambassador positions	Convene key stakeholders to identify recommended path for improved climate resilience and disaster preparation opportunities	OEMS, CMO	Existing resources	-	-
SUBTOTAL – RESILIENCY				-	-
TOTAL				\$1,145,000	\$3,841,000

IV. MEASURING AND REPORTING PROGRESS

Transparency and Accountability

This work plan serves to establish a clear plan of action. Information and expectations are provided to inform City staff, guide internal efforts, and support community engagement. Implementation will be a highly collaborative effort, involving a range of stakeholders, partner agencies, and community groups. By committing to tasks and outcomes by the end of 2021, City staff are enabling performance-based accountability. Tracking and evaluation be coordinated through the City's internal Green Team, which will be formalized and expanded to include all departments in 2021.

Staff will ensure the availability of public implementation information. Updates will be available on City webpages, shared through community partners, and provided through other mediums and formats. Key information will be available on City webpages, including progress reports and project updates.

Reporting Frequency

At a minimum, City staff will provide quarterly updates to City Council in the form of informational updates available on public City Council agendas. This plan will be revisited on an annual basis, allowing for evaluation of progress, public feedback, and updates over time. Staff will also meet and work with stakeholders, the EJCGC, and community groups throughout the year for collaborative progress and the strengthening of relationships. Along with development of the CAAP in 2021, the General Plan project team is preparing new GHG monitoring and reporting tools. Tools will allow for evaluating and reporting annual changes in GHG emissions, supporting an iterative process and ongoing evaluation with the community.

V. ADDITIONAL RESOURCES

2040 General Plan Update, including the Climate Action and Adaptation Plan (CAAP) and Environmental Justice Element: sac2040gpu.org

City of Sacramento Office of Diversity & Equity: <https://www.cityofsacramento.org/City-Manager/Divisions-Programs/Diversity-Equity>

Mayor's Commission on Climate Change: lcc.org/climatecommission

Sacramento City Auditor's Green Efforts Audit (2020): cityofsacramento.org/Auditor/Reports/Audit-Reports

VI. APPENDIX A: ENVIRONMENTAL EQUITY TOOL

DRAFT

Racial Equity & Sustainability Toolkit

City of Sacramento

Background¹

Racial equity and sustainability issues are deeply interconnected, yet the relationship between race and climate change, public health, and the environment is too often ignored, or work is siloed. In the United States, communities of color are disproportionately affected by polluting industries and climate change. A long legacy of racist housing policy, land use decisions, decades of underinvestment, and weak environmental protections contribute to disproportionate exposure and risk.²

Environmental justice addresses the long standing, disproportionate impact of environmental pollution on vulnerable populations as well as their systemic lack of power in the development, implementation, and enforcement of environmental laws. Historically, Black, Indigenous, and People of Color (BIPOC) have not been authentically represented in government processes, often resulting in a variety of inequitable and racist land use and environmental policies. Even well-meaning policies have had – and continue to have – unintentional negative impacts on BIPOC communities. Because they are so connected, it is increasingly evident that addressing environmental crises and racial injustices must be tackled in an integrated manner.

The City of Sacramento envisions a place where everyone can live a long, healthy, and opportunity-filled life, no matter who they are or where they come from. However, not all people have the chance to live their healthiest lives because of environmental injustices, where certain geographies and groups of people unfairly and disproportionately experience higher exposure to pollution, climate risks, greater health impacts, and less access to things that keep people happy and healthy, like parks to play in, safe and affordable places to live, good jobs, schools, and stores that meet basic needs.

In Sacramento, as in many other places, areas with the highest concentration of BIPOC and/or low-income families are more likely to be exposed to pollution and environmental hazards. Consequently, they experience higher rates of health-related issues and will experience disproportionate impacts from climate change. Race is a significant indicator of economic security, health, and access to affordable housing among other factors that can strongly influence quality of life.

Local zoning, environmental, and planning policies have created higher exposure among BIPOC communities to hazards such as toxic air pollution and disproportionate heat island effects for vulnerable communities. For example, while the average resident of the Sacramento region is exposed to more air pollution than a majority of people in the United States, the Black community has been especially harmed by the exposure: 15% of Black adults have asthma, a 5% greater likelihood than the average adult resident of Sacramento.^{3; 4} Tree canopy is another way to measure environmental and racial discrepancies in Sacramento. Trees are critical for mitigating extreme heat events (which are likely to increase in frequency from the impacts of climate change) and are associated with better overall health, including decreased rates of

¹ This toolkit was prepared in its initial form by the City's CivicSpark Fellows Erika Trinidad, Emma Diamond, and Trinity Smyth, with input and guidance from City staff.

² <http://www.climateaction.org/news/racial-justice-and-climate-change-exposure>

³ The Sacramento-Roseville Metropolitan Area is the 5th most polluted city by ozone. Source: <https://www.stateoftheair.org/city-rankings/most-polluted-cities.html>

⁴ PolicyLink & USC PERE. (2018). Advancing Health Equity and Inclusive Growth in the Sacramento Region. Source: https://nationalequityatlas.org/sites/default/files/SacramentoProfile_final.pdf. (Accessed: August 17, 2020).

asthma. Del Paso Heights, a neighborhood that is 91% BIPOC, has a tree canopy of only 16%. In contrast, Land Park, a neighborhood that is 26% BIPOC has a tree canopy of 43%.^{5,6} Inequities did not happen by accident and it will take Members of the Sacramento community are demanding changes to the government structures and processes that have created and maintained institutions of racial inequity for generations.

To address racial equity disparities, it is important to build staff capacity and create a process that is designed to explicitly integrate the consideration of racial equity in decisions, policies, practices, programs, and budgets. Racial equity is both a product and a process. Use of a racial equity tool can help frame such a process to develop strategies and actions that reduce racial inequities and improve success for all groups.

Why Focus on Racial Equity?

A [racial equity lens](#) is valuable because it sharpens and improves the decision-making process by separating symptoms from causes when identifying solutions to persistent problems. The implementation of racial equity shapes a social condition where racial identity no longer predicts how one fares in society, and a focus on racial equity allows us to acknowledge the intergenerational effects of discrimination while purposefully seeking to promote strategies where those who have been marginalized can fully participate.⁷ While race is a leading predictor of outcomes, most governments have not systemically acknowledged or addressed disparities by race or their role in creating them. Because of this, racial analysis must be a priority and integrated in a meaningful way into governments' decision making.^{8,9}

Through a racial equity lens, decision makers can identify and dismantle policies, practices, attitudes, and cultural messages that sustain differential outcomes by race and/or fail to eliminate them.¹⁰

Racial Equity & Sustainability Toolkit

In response to inequities described above, the 2019-2020 CivicSpark Fellows for the City of Sacramento, in collaboration with the Office of Diversity and Equity and sustainability staff from the Department of Public Works and Department of Utilities, adapted the Government Alliance on Race and Equity (GARE) Racial Equity Toolkit to be used when planning and evaluating policies, initiatives, and programs in the City of Sacramento to help ensure that projects are more sustainable and racially equitable. The intent is to offer a template of resources and

⁵ Finch II, M. (2019). 'How Sacramento's urban forest divides the city, in health and in wealth.' *The SacBee*. October 21, 2019. Source: <https://www.sacbee.com/article235884122.html>. (Accessed: August 17, 2020).

⁶ Statistical Atlas. (2015). Race and Ethnicity in Sacramento, California. Source: <https://statisticalatlas.com/place/California/Sacramento/Race-and-Ethnicity#figure/neighborhood>. (Accessed: August 17, 2020).

⁷ <https://www.racialequitytools.org/glossary#racial-equity>

⁸ Clift, T. (2020). 'Sacramento Black leaders to Mayor Steinberg: 'Defund' \$20 million from police budget.' *The SacBee*. June 18, 2020. Source: <https://www.sacbee.com/news/local/article243630917.html>. (Accessed: August 17, 2020).

⁹ McGough, M. (2020). 'Breaking point: What emerging Sacramento leaders say about racism, police, COVID-19.' *The SacBee*. July 21, 2020. Source: <https://www.msn.com/en-us/news/us/breaking-point-what-emerging-sacramento-leaders-say-about-racism-police-covid-19/ar-BB16SNYk>. (Accessed: August 17, 2020).

¹⁰ Center for Assessment and Policy Development

strategies for creating and implementing inclusive practices through a racial equity lens that can serve as a shareable template for other City departments to create and sustain long-term change. The City of Sacramento seeks to correct past harms and prevent future negative consequences by institutionalizing accountability and decision-making structures that aim to sustain positive outcomes. Similar tools have been utilized in places like Seattle, WA, Madison, WI, and Multnomah County, OR to improve planning, decision-making, and resource allocation.¹¹

This Racial Equity & Sustainability Toolkit is a step-by-step guide and provides an easy-to-follow process for any City department or staff looking to advance racial equity throughout operations.

Who Can Use the Toolkit?

Government staff, elected officials, and community organizations could all create more equitable projects by implementing this Toolkit. Staff may use it to integrate racial equity in policy development and implementation. Elected officials have the opportunity to set broad priorities, bringing consistency between values and practice.

When to Use the Toolkit?

This tool should be used at the earliest opportunity possible, but it can be used as a lens to ask important questions at any point in the development or implementation of a program, policy, or project. However, they are far less likely to achieve intended impacts or address disparities if racial equity is not considered from the beginning. Using the tool more than once throughout development also means that equity can be more meaningfully incorporated throughout all phases, from development to implementation and evaluation.

As with most tools, use and understanding will increase as time goes on. It is through the implementation, practice, and process of learning that leaders and staff will gain experience and familiarity with the tool.

Please note, use of this tool does not always have to be an exhaustive, time-intensive exercise. Data is often unavailable or imperfect, but it is important to use as a conversation guide to help frame decisions. The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short timeframe, asking a few questions relating to racial equity can have a meaningful impact. The tool can be scaled to meet the needs of a project and/or timeline. It is meant to start important conversations and considerations. At the very least, the following questions should be answered for “quick turnaround” decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?

¹¹ [City of Seattle Racial Equity Toolkit](#), [City of Madison Equity Analysis Tool](#), and [Multnomah County Racial Equity and Empowerment Lens](#)

- Are there strategies to mitigate the unintended consequences?

Special Thanks

Special thanks to the following 2019/2020 City of Sacramento CivicSpark Fellows, members of the Sacramento “Green Team”, and the Office of Diversity and Equity for their meaningful contributions, insight, and expertise in the research and development of this Toolkit:

- Emma Diamond, City of Sacramento CivicSpark Fellow, 2019/2020
- Trinity Smyth, City of Sacramento CivicSpark Fellow, 2019/2020
- Erika Trinidad, City of Sacramento CivicSpark Fellow, 2018/2019, 2019/2020
- Jenna Hahn, Sustainability Analyst, Department of Public Works
- Jennifer Venema, Sustainability Manager, Department of Public Works
- Roshini Das, Sustainability Manager, Department of Utilities
- Aimée Zenzele Barnes, Diversity & Equity Manager, Office of Diversity and Equity

DRAFT

Title of Policy, Initiative, Program, Budget Issue:

Description:

Department:

Contact:

Project Type:

- Policy
- Initiative
- Program
- Budget Issue
- Other: _____

Timeline (estimated time needed to complete project):

STEP 1: SET OUTCOMES

While it might sound obvious, having a clear description of the planned policy, program, initiative, or budget issue is critical to the success of initiative. If racial equity is not considered in the planning stages, then it will not be achieved in the final outcomes. Outcomes are not hard and fast promises; they can be edited and adapted as the project and the needs of the community change as well. However, establishing clear intentions from the begin can help staff, stakeholders, and community members understand where we're trying to go. For step 1, we encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence.

1a) Does your department have a definition of racial equity or defined goals/outcomes around racial equity? (*Response should be completed in consultation with Office of Diversity and Equity and Department Leadership (Program Manager, Director etc.)*)

1b) What are the desired community outcomes you hope will result from your policy, program, initiative, budget issue, etc.?

1c) Which opportunity area(s) will the project primarily impact? (*Multi-benefit projects are strongly encouraged*)

- Arts and Culture
- Community Development
- Criminal Justice
- Education
- Environment
- Health
- Housing
- Jobs/Workforce
- Parks/Open Space
- Parking
- Public Right of Way (Streets/Sidewalks)

- Recycling & Solid Waste
- Safety
- Transportation/Traffic/Mobility
- Urban Forestry
- Utilities
- Youth
- Other: _____

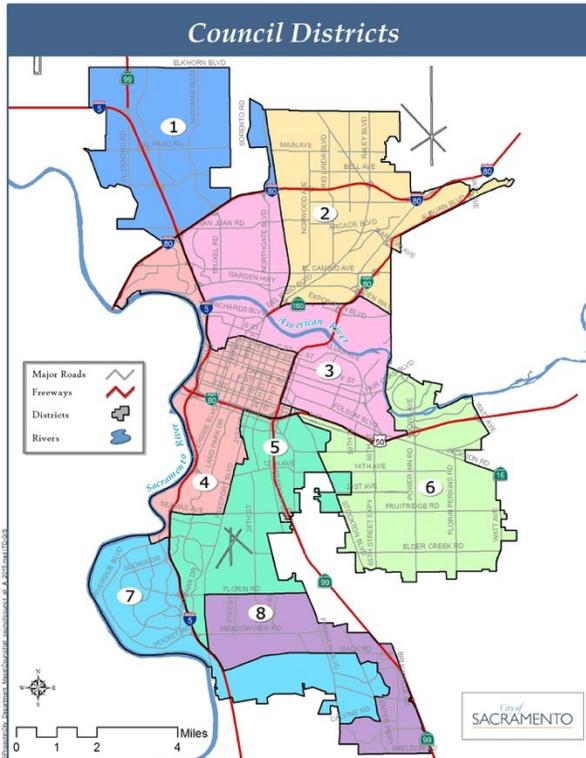
1d) Are there impacts on:

- [Environmental Justice](#)
- [Carbon Neutrality](#)
- [Workforce Equity](#)

STEP 2: INVOLVE STAKEHOLDERS AND ANALYZE DATA

The City does not exist in a vacuum; there are numerous businesses, community-based organizations, activists, community leaders and members working in a variety of sectors and realms. It is essential that you consider who your allies and inhibitors may be when you begin planning and designing a project, policy, initiative, program, or budgetary changes. Understanding the historical and current context is also important to avoid repeating the same mistakes of the past, as well as develop community ownership and support around your initiative. Both qualitative (community input) and quantitative (scientifically rigorous) data should be treated with the same level of trust and validity; while statistically significant, disaggregated data can paint a clear picture of inequities that exist, the lived experiences of community members hold the same value in revealing what current barriers and burdens exist. It is important to recognize and value the inherent expertise of community members in their lived experiences and priorities.

For step 2, keep in mind that even when data might be available, it may not actually used to inform strategies and track results. Measurement and accountability matter. When racial equity is committed to, it needs to not just be an aspiration, but include a clear understanding of racial inequities that exist and strategies/actions required or desired by the community that will help address those inequities. Using data appropriately will help assess whether you are achieving desired impacts.



2a) Will this project(s) focus on a particular geographic area(s)? (In order to get a truly representative profile of each district it is recommended utilizing multiple data sources. See data resources below.)

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7
- District 8
- All City of Sacramento Neighborhoods
- Sacramento County
- Yolo County
- Other: _____

2b) What are the racial demographics of those living in the area or impacted by the issue? (See data resources on pg. 8) ¹²

2c) What additional racial demographic or socioeconomic data would be helpful in analyzing the proposal? Are there data gaps? How do you plan to obtain better data? (See data resources on pg. 8)

2d) How have you involved community members and stakeholders to date? What are your plans for engagement throughout the development, implementation, and evaluation of this project? (See resource on pg. 7)

2e) What does the data and your conversations with stakeholders tell you about existing racial inequities? How should these inequities be taken into consideration?

2f) What are some of the root causes or factors creating and sustaining these racial inequities? (examples: inequitable land-use planning, bias in process, lack of access or barriers to services, lack of racially inclusive engagement)

STEP 3: DETERMINE BENEFITS AND/ OR BURDEN

This section begins the conversation of potential positive or negative impacts. For step three, keep in mind that is not enough to consult data or literature alone to assume how a proposal might impact a community. Continuing to involve communities impacted by a topic, engaging

¹² Take some time to review data available on the [Healthy Places Index](#) and [CalEnviroScreen 3.0](#) to gain a better understanding of disparities that exist within your projects intended geographic area or area of impact.

community throughout all phases of a project, and maintaining clear and transparent communications as the policy or program is implemented will produce more racially equitable results. It is important to acknowledge that some BIPOC communities may not always have high trust in government due to the historical role of government in creating and maintaining racial inequities. Additionally, BIPOC communities may also simultaneously face other barriers to participation such as language, access to reliable internet, perception of being welcome, and access to transportation, childcare, etc.

3a) How is the policy, initiative, program, or budget issue likely to decrease or increase racial equity?

3b) What benefits may result?

3c) What are potential unintended consequences?

3d) Are the impacts aligned with your department’s community outcomes that were defined in Step 1? If not, how will you re-align your work?

3e) What are the potential impacts on the environment? *(If your project has undergone CEQA review, you may use the required methodologies, documents, and findings to complete this section.)*

Positive Impact	Negative Impact	Area of Impact:	Brief Explanation
		Greenhouse gas emissions	
		Water Use	
		Water Quality	
		Land Use (i.e. Infill vs. sprawl)	
		Air Quality	
		Energy Use	
		Plants & Animals	
		Human Health	
		Agricultural Communities	
		Cultural Resources	
		Other:	

STEP 4: ADVANCE OPPORTUNITY AND MINIMIZE HARM

To prepare for step 4, consider your data and stakeholder input, as you step back and assess your proposal and think about complementary strategies that will help to advance racial equity. Government decisions are often complex and nuanced with both intended and unintended impacts. Try not to view or evaluate policies, programs, initiatives, budgetary issues, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will help increase positive impact on racial equity and strengthen partnerships in the Sacramento community.

4a) What strategies will you use to address the impacts (including unintended consequences) on racial equity?

Program/Project Strategies? _____

Policy Strategies? _____

Partnership Strategies? _____

4b) How will you work to advance opportunity and long-term positive change?

4c) Are there opportunities for co-benefits or collaboration with other efforts?

STEP 5: IMPLEMENTATION PLANNING

Now that there is a better understanding of the potential what unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate issues or amplify positive impact, it is important to focus on thoughtful implementation.

5a) Is your implementation plan:

- realistic?
- adequately funded?
- adequately resourced with personnel?
- adequately resourced with mechanisms to ensure successful implementation and enforcement?
- adequately resourced to ensure on-going data collection, public reporting, and community engagement?

5b) if you answered no to any of the questions above, are there options or alternatives to address it or adapt to it in your implementation plan?

STEP 6: EVALUATE. RAISE RACIAL AWARENESS. BE ACCOUNTABLE.

Sharing information internally and with the community is an important way to not only ensure the community properly engaged, it also ensures the City remains accountable to its constituents and shares outcomes or lessons for co-learning. Sharing progress with stakeholders and regularly receiving feedback will allow you to continuously evaluate the project, checking back with the desired community outcomes to make sure you are on the right track, develop a plan to get back on the right track, or adapt as needed.

6a) How will you evaluate the project and increase accountability? What metrics will you use to evaluate and report impacts on racial equity over time?

6b) How will you ensure the program, policy, initiative, or budgetary issues continuously advance racial equity over time?

6c) How do you plan to increase internal and public accountability? How will you raise awareness about racial inequity related to this issue?

6d) What is unresolved? What barriers remain? What resources/partnerships do you still need to make changes?

REPORT BACK

How will you communicate results? Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented. Remember: how you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, oftentimes unintentionally.

Share analysis and report responses from Q.5 with Department Leadership, EDI Office, Green Team, and community members and stakeholders involved in Step 2. Continue to update, revisit, and share changes made throughout the project lifecycle.

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IDENTIFYING STAKEHOLDERS AND ENGAGING COMMUNITIES OF COLOR

Identify Stakeholders:

Consider:

How can historically underrepresented community stakeholders be involved in the issue?

Is there a way for community members to take a leadership role in this policy, program, initiative, or budget issue?

Gather Community Input:

- Public meeting
- Virtual engagement
- Community survey
- Other: _____

Strategies:

1. Reach out to community organizations early.
2. Properly notify the public of meeting times, agendas, and details for participation at least 72 hours in advance.
3. Provide multiple two-way communications options.
4. Provide options for those without internet. (*Phone, safe in-person meeting, etc.*)
5. Offer translation services: language interpretation, closed captioning, ASL. (*simultaneous interpretation tools if possible*)
6. Consult with community organizations.

Ask:

What does the community need to know about this issue?

How will the policy, program, initiative, or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)

What factors produce or perpetuate racial inequity related to this issue?

What are ways to minimize any negative impacts that may result?

What opportunities exist for increasing racial equity?

DEMOGRAPHICS & METRICS RESOURCES:

- [CalEnviroScreen 3.0](#)
- [Healthy Places Index](#)
- [Census Estimates for 2019](#)
- [2014-2018 5-Year ACS Profile](#)
- [2018 Mapping US Census Data](#)
- [City Auditor 2019 Community Survey](#)
- [Gentrification Comparison Tool](#)
- Health/Environmental Indicators ([for the Region](#))
- [Sample Mapping](#) Sacramento Demographics & Metrics
- 2019 UC Davis Medical Center [Community Health Needs Assessment](#)

COVID & RACE MAPPING

- [Management Metrics for Cities in the COVID–19 Crisis](#) : New Guidance from Johns Hopkins Bloomberg School of Public Health and What Works Cities, brought to you by Bloomberg Philanthropies
- OEHHA [Disadvantaged Communities Map](#)
- [Racially Equitable COVID-19 Response Using GIS](#)
- The [COVID Tracking Project](#)

ADDITIONAL RESOURCES:

- The Essentials of Disaggregated Data for Advancing Racial Equity ([link](#))
- Detailed [PolicyLink report](#) on limitations of Census data, *Counting a Diverse Nation*
- PolicyLink’s Understanding Climate Change: An Equitable [Framework](#)
- GARE Racial Equity [Toolkit](#)
- GARE [Action Plan](#)
- GARE Racial Equity Core Team: The Engines of Institutional Changes ([link](#))
- Greenlining Institute Racial Equity [Toolkit](#)
- Greenlining Institute Mobility Equity [Framework](#) & [Toolkit](#)
- Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs ([link](#))

SELECT KEY TERMS/GLOSSARY

Additional Terms & Definitions: <https://www.racialequitytools.org/glossary>

Air Quality – Air quality is determined by the level of ozone and other pollutants in the air at a given location or area. The EPA developed an Air Quality Index (AQI) to measure the levels of air pollution, from levels that pose little to no risk to general health to hazardous levels that are likely to affect the health of everyone. The EPA’s AQI measures five main pollutants: ground-level ozone, particulate matter, carbon monoxide, sulfur monoxide, and nitrogen dioxide. ([Source](#))

Black, Indigenous, People of Color (BIPOC) – ‘Black, Indigenous, People of Color,’ is meant to unite all people of color in the work for liberation while intentionally acknowledging that not all people of color face the same levels of injustice. By specifically naming Black and Indigenous people we are recognizing that Black and Indigenous people face the worst consequences of systemic white supremacy, classism and settler colonialism ([Source](#))

Benefit – an advantage or profit gained from the implementation of a policy, program, or initiative

Burden – to give someone an unequal, overwhelming share of an undesirable, unpleasant or difficult factor; typically associated with causing inequitable outcomes

Carbon Neutrality - annual zero net anthropogenic (human caused or influenced) CO₂ emissions by a certain date; every ton of anthropogenic CO₂ emitted is compensated with an equivalent amount of CO₂ removed ([Source](#))

Diversity - The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs. ([Source](#))

Environmental Justice - All people and communities have the right to equal environmental protection under the law, and the right to live, work and play in communities that are safe, healthy and free of life-threatening conditions. ([Source](#))

“...the fair treatment and meaningful involvement of all people regardless of race, color, national origin, [ability, sexual orientation, gender, creed, age] or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. EPA has this goal for all communities and persons across this Nation. It will be achieved when everyone enjoys the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.” ([Source](#))

Equity - means making decisions and allocating resources in a manner that addresses historical and current disparities and holds the largest GHG emitters accountable. Equity also demands inclusivity, the practice of including relevant stakeholders and communities, particularly marginalized communities and groups that have been historically left out, in the policymaking and governance process, in order to ensure fair and equitable outcomes. ([Source](#))

Greenhouse gas emissions - the emission into the earth's atmosphere of any of various gases, especially carbon dioxide, that contribute to the greenhouse effect; used as a measure ([Source](#))

Greenhouse gas emissions can be used as a measure of gases released from anthropogenic sources, such as the burning of fossil fuels, to measure climate impacts and establish climate change mitigation targets.

Historically under-represented community - groups who have been denied access and/or suffered past institutional discrimination in the United States ([Source](#))

Inclusion - Refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community. ([Source](#))

Impact – having a strong effect on someone or something ([Source](#))

Implicit Bias - the associations we harbor in our subconscious that cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance. These associations develop over a lifetime, beginning at an early age through exposure to direct and indirect messages. The media is an origin of implicit associations.

Overburdened Community - Minority, low-income, tribal, or indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental harms and risks. This disproportionality can be a result of greater vulnerability to environmental hazards, lack of opportunity for public participation, or other factors. Increased vulnerability may be attributable to an accumulation of negative or lack of positive environmental, health, economic, or social conditions within these populations or places. The term describes situations where multiple factors, including both environmental and socio-economic stressors, may act cumulatively to affect health and the environment and contribute to persistent environmental health disparities. ([Source](#))

Political repression - the act of a state entity controlling a citizenry by force for political reasons, particularly for the purpose of restricting or preventing the citizenry's ability to take part in the political life of a society, thereby reducing their standing among their fellow citizens.

It often is manifested through vicious policies, such as human rights violations, surveillance abuse, police brutality, imprisonment, involuntary settlement, stripping of citizen's rights, lustration and violent action or terror such as the murder, summary executions, torture, forced disappearance and other extrajudicial punishment of political activists, dissidents, or general population. Political repression can also be reinforced by means outside of written policy, such as by public and private media ownership and by self-censorship within the public. ([Source](#))

Racism - system of oppression created by racial prejudice + social and institutional power.

Racial Equity - The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them. ([Source](#))

Stakeholder - either an individual, group or organization who is impacted by the outcome of a project ([Source](#))

Sustainability - development that meets the needs of the present without compromising the ability of future generations to meet their own needs, including environmental, social, and economic factors ([Source](#))

Sustainable land-use planning – Land use planning is the process of regulating the use of land in an effort to promote more desirable social and environmental outcomes as well as a more efficient use of resources

Regional-scale land use quality most important for advancing sustainability include: compact development patterns, affordable housing, and multimodal transportation systems that provides ready access to jobs, wholesome food, financial and civic services, and green space. Regional coordination is preferred to avoid unintended consequences from cumulative disadvantages of multiple small-scale land use decisions.

Unintended consequences - a set of results that was not intended or anticipated as an outcome

Water quality - a measure of the suitability of water for a particular use based on selected physical, chemical, and biological characteristics ([Source](#))

Workforce Equity – Workforce equity is achieved when:

- 1) the diversity of the community served is reflected across the functions and organizational hierarchy;
- 2) determinants of gender, ethnicity, and race are influencing equal pay for equal work; and
- 3) the City works to eliminate institutional and structural barriers through capacity building and developing policies and procedures to ensure opportunities for employment.

The benefits of workforce equity include, but are not limited to the following:

- High level of productivity
- Effective service delivery and communication
- Diverse experience to problem-solve and adapt to changes
- Fosters innovation
- Creates an inclusive work culture
- Fairness and respect in the workplace
- Reputational capital – becoming an employer of choice
- Attracting and retaining talent
- Fulfilling legal obligations and requirements
- Inspiring community confidence
- Attracting contract opportunities. ([Source](#))