

File ID: 2026-00838

4/28/2026

Sacramento Centered on Racial Equity (SCORE) Work Plan

File ID: 2026-00838

Location: Citywide

Recommendation: Pass a **Motion** approving the SCORE Work Plan as the start to operationalize racial equity in the City, with the goal of producing material outcomes for all residents to thrive and foster a culture of shared partnership between community and government.

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Presenter: Aimée Zenzele Barnes, Diversity & Equity Manager, (916) 808-1174, abarnes@cityofsacramento.org, Office of Diversity & Equity, Human Resources Department

Attachments:

- 1-Description/Analysis
- 2-City Response to March 3, 2026, Racial Equity Committee Questions
- 3-Historical Timeline of SCORE
- 4-SCORE Workplan
- 5-Update SCORE Workplan - City Responses

Description/Analysis

Issue Detail: The Racial Equity Committee (REC) received presentations from the Sacramento Racial Equity Alliance (REA) and the Office of Diversity & Equity (ODE) on March 3, 2026, outlining community-identified feedback to the draft SCORE Work Plan and providing an update on the plan's current status and next steps. Feedback included questions regarding sustainable funding, language access, trauma-informed engagement, community accountability structures, leadership development, structural barriers to civic participation, and the need for intersectional and culturally responsive approaches.

Policy Considerations: Implementation of the SCORE Work Plan advances Council adopted Racial Equity Resolution (2024-0354) and aligns with the Council's priority to operationalize racial equity. Strengthening participatory governance and ensuring community perspectives are reflected in the updated plan are critical policy considerations.

Economic Impacts: None.

Environmental Considerations: This action is not a project that is subject to CEQA because it is an administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines §15378(b)(5).)

Sustainability: Advancing racial equity supports long-term community sustainability by addressing systemic disparities, increasing access to City processes, and strengthening civic trust.

Commission/Committee Action: On March 3, 2026, the Racial Equity Committee directed staff to prepare a written response to community questions and feedback and schedule a special meeting in early April for consideration of an updated SCORE Work Plan draft.

Rationale for Recommendation: Timely approval of the SCORE Work Plan is essential to advancing Citywide racial equity efforts. This action will allow the Committee to take a formal vote and move the process forward. The City has included a written response to questions from the March 3, 2026, Committee as requested

The SCORE Work Plan will function as an internal roadmap for how staff will operationalize racial equity citywide. guiding efforts to align City resources and priorities while maintaining a transparent, community responsive process.

Financial Considerations: Approval of the SCORE Work Plan continues to build upon existing efforts to establish shared definitions and metrics in conjunction with evaluation of program outcomes and provide potential frameworks to understand the impact of decisions on City policy and funding.

Local Business Enterprise (LBE): Not applicable.

Attachment 1 – Responses to March 3, 2026, Racial Equity Committee Questions

#1 Where is the funding and how will it be allocated or sustained?

The City currently has the following funding appropriated for this work:

\$54,000 - In 2022, the City committed \$250K to a scope of work contract with Race Forward to the Sacramento Centered on Racial Equity (SCORE) Initiative. This contract is complete and staff is currently working with Race Forward to develop a scope of work to support Phase 1 of the SCORE Work Plan.

\$250,000 – In (2023), the City committed \$250K for a scope of work that includes: 1) an historical analysis of how the City addressed or contributed to racial inequity for Sacramentans, and 2) Conduct a racial equity study to establish a benchmark report for equity performance measures and annual reporting similar to the [City of Oakland Equity Indicators Report](#). There is flexibility on how dollars can be utilized to support the phases of the SCORE Work Plan and staff is evaluating resources necessary to complete this study and opportunities to add to the scope of work with Race Forward to enhance support to community and staff in the development of Phase 1.

The City is open to partnering with outside organizations in the pursuit of additional funding opportunities subject to legal requirements/constraints and City procurement and funding processes.

#2: How do community organizations fit into the SCORE Work Plan?

Community organizations can fit into SCORE in three interconnected roles:

1) As Co-Designers of Equity Infrastructure

Community groups help shape the tools, processes, and definitions that will drive equitable decision-making across the City. Community will co-create:

- Partnership structures and engagement models
- Definitions of racial equity success
- Criteria for equitable budget analysis and service delivery
- Priorities for the Citywide Racial Equity Action Plan and how they can align with identified City Council priorities and strategic goals.

This ensures that the Plan reflects real community needs—not just institutional assumptions.

2) As Implementation Partners in Each SCORE Phase

Community organizations directly participate in the activities identified in the Work Plan’s phases (foundation-building, institutionalization, and scaling) through the delivery of:

- Community listening sessions
- Workshops and trainings
- Leveraging current and emerging Equity assessments and dashboards
- Data validation and community-led storytelling

- Program and policy recommendations

This shifts the City from “doing to” to “working with” communities.

3) As Accountability Stewards

Through transparent reporting, advisory roles, and continuous feedback loops, community organizations keep the City aligned with its equity values ensuring equity is an ongoing practice, not a one-time plan.

#3 How will long-term resourcing and infrastructure be ensured?

Given the City’s current structural budget deficit, the implementation of the SCORE work plan will be supported by existing staff across the City, led by the Office of Diversity and Equity as well as the use of strategic contracting.

History of Sacramento Centered on Racial Equity (SCORE) Initiative: December 2024 – Present

December 3, 2024 – Racial Equity Committee (REC) Meeting

- Mayor and Council passed Resolution to Operationalize Racial Equity unanimously.
 - Directs the city manager to continue developing racial equity assessment tools to guide policy decisions, build out a citywide Racial Equity Action Plan, develop a proposed budget, and once complete, explore creating a future ordinance.

2025 – First quarter

- January 21 – REC meeting provided overview and history of racial equity work and REC to new committee members.
- January – release of the [Community Partnership & Accountability Strategy for Racial Equity report](#) presented by Race Forward and the Racial Equity Alliance (REA).
 - Developed from community feedback over a series of virtual and in-person listening sessions in July and August 2024.
- February – Office of Diversity & Equity (ODE) and District 8 staff met to discuss Resolution passed in December and follow up, began developing community agreements.
- March 17 – Racial Equity – TRIO Meeting with representatives from D8, REA, City (ODE/Interim City Manager/Director of HR), Race Forward. Discussed REA organizational updates, presentation for upcoming REC meeting, SCORE contract with Race Forward, how departments are using the Budget Equity Tool (BET), and plans for designating implementation team.
- March 18 – REC meeting. Update from REA on SCORE. Timeline and Next steps were identified as needed next steps for implementing deliverables for implementing SCORE resolution 2024-0354 by next REC meeting. ODE and Department of Utilities (DOU) provided update on overview of application of BET on Sacramento Utility Rate Assistance (SURA) and the BET implementation as part of a five-year plan to integrate a racial equity lens into city processes.

2025 – Second quarter

- April 7 - TRIO Meeting. Discussion on Facing Race Convening cohort on co-governance. Team that attended, including representatives from the community and city staff, provided an overview of the co-governance tool developed by Race Forward and their reflections on participating. The group proposed to continue the conversations at future meetings to more strongly align and make use of the tool. Updates on developing SCORE Work Plan and plans for presenting at next REC meeting.

- April 29 – REC Meeting. Update from Urban Forest Plan, Strategy and Workplan introduced, Discussion Regarding City of Sacramento’s Sanctuary City Efforts.
- May 12 – TRIO Meeting. Continued conversation on co-governance, focusing on developing a working definition for our team, how we model internally before moving externally, and align with current draft of SCORE Work Plan. Preparation for July REC meeting and June meeting with Mayor.
- May 19 – ODE & REA Meeting. Session included an imagineering practice on co-governance, discussing defining co-governance, what an implementation team could look like, cadence of meetings and planning, an overview of SCORE Strategy & Work Plan, and how we can continue to consult and collaborate as we move forward.
- May 20 – City Council meeting. Presentation on Budget Equity Tool application for FY2026/27.
- June 2 – Mayor briefing with City staff representatives (ICM, ODE, Director of HR), Mayoral staff, and D8 staff. Provided history of SCORE and racial equity efforts in the city.
- June 16 – TRIO meeting (representative from Mayor’s office included in this and future meetings). Report back from May 19 visioning and planning session, discussing participating in panel discussion for Sacramento County’s T.H.R.I.V.E. Summit, and planning for update at July REC meeting.

2025 – Third quarter

- July 1 – REC Meeting. Update on SCORE Strategy and Workplan Draft – Identifying Resources and Current City Efforts, and Update on Race & Gender Equity Action Plan.
- July 21 – TRIO Meeting. Discussion on proposed SCORE timelines around Work Plan adoption and collective capacity. Planning for August meeting to discuss further. Collective Meeting in August 2025. Continued conversation on Sacramento County T.H.R.I.V.E. Summit panel representation.
- August 18 – Regular check-in prior to REC Meetings established by CM Vang.
- August 18 – TRIO Meeting. City staff provided update on T.H.R.I.V.E. Summit Panel planned for October. SCORE discussion centered on the need to extend the adoption timeline for the work plan, requesting continued guidance and consultation of Race Forward, and request for members of REA to participate in review of and panel for an RFP for the city-wide study outlined in the Resolution.
- Sept 8 – TRIO Meeting. Cancelling September REC meeting. Continued discussion on SCORE Work Plan and REA recommendations, including plans for updating timeline in Resolution. Update from Mayor’s office on what participation and support of this work from their office looks like moving forward.

- Sept 23 – REC Meeting canceled.
- Sept 4 – Racial Equity Roundtable / Internal City Staff Briefing (rescheduled).
- Sept 24 – Regular Check-In Prior to REC Meetings.

2025 – Fourth quarter

- Oct 16 – Presentation Prep with Disability Advisory Committee for December REC meeting.
- Oct 21 – REC Meeting. Update on SCORE Initiative and application of BET on SacPD for FY 26/27; Recommendations for Advancing Disability Inclusion in City Equity Initiatives from Disability Advisory Commission.
- November 10 – TRIO Meeting. Proposed lengthening upcoming TRIO Meeting to discuss REA recommendations on the draft SCORE Work Plan, (Re)Imagine the purpose and focus of TRIO Meetings for 2026 (to be discussed in Dec 2025). Continued conversation on updating resolution language and timeline. Planning of November 17 meeting with REA on providing clarity around work plan.
- November 17 – ODE and REA co-facilitated a meeting to discuss and clarify purpose of SCORE Work Plan, what capacity building is needed, and individual roles in times of change.
- November 24 – ODE and members of REA prepare for December.
- December 1 – TRIO Meeting. Included REA recommendations on draft SCORE Work Plan, (Re)Imagining the purpose and focus of TRIO meetings for 2026, discussing Co-governance framework, solidifying definition, and our structure.
- December 12 – ODE and members of REA reviewed comments and edits provided by REA to prepare for the January REC meeting.

2026 – First quarter

- January 20 – REC Meeting. ODE and REA Provided an update on Fall 2025 consultations that informed updates to draft of SCORE Strategy and Workplan. February 24 Community Leader Forum input and review on SCORE Strategy and Workplan Draft will be brought with recommendations to March REC Meeting.
- February 9 – ODE and REA prepare content and agenda for February 24 Community Leader Forum.
- February 16-20 – ODE and REA make final edits to SCORE Strategy and Workplan in preparation for Community Leader Forum.
- February 24 – ODE and REA co-facilitate Community Leader Forum.

- March 3, 2026 – REC Meeting. ODE and REA provided an overview of the February 24th Community Leader Forum including key questions, feedback, and insights gained regarding the draft SCORE Work Plan. Direction was given to City Staff to respond to the key questions around sustained resources and funding as well as efforts to implement the SCORE Work Plan that are no to low cost given the current budget deficit. This memo response is to be provided at the next special meeting anticipated in April 2026 to align with F26/27 Budget approval process. The Community Engagement team provided an overview of the 2025 CFE Black Wealth BluePrint, *From Disparity to Prosperity*. The REC approved the document to go to Council as a guiding document.
- March 10, 2026 – ODE begins to draft SCORE Work Plan Funding & Resource Response in preparation for consultation with City Leadership and members of the REC.

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Sacramento Centered on Racial Equity (SCORE)

2026 Work Plan

(DRAFT)

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Introduction

This work represents an intentional attempt to shift the culture within the City of Sacramento toward equity as an obligation, not a symbol. Transforming Sacramento's government culture is at the center of this effort. Achieving racial equity requires more than adopting new plans or policies, it demands a deep cultural shift within the City itself, one that centers inclusion, shared power, and meaningful investment in historically disadvantaged communities. This shift calls for all departments, leaders, and careholders to move from compliance to commitment; from transactional engagement to community ownership and accountability; and from individual good intentions to timely, transparent, and measurable practices that demonstrate how decisions avoid repeating historic harm and actively work to reduce inequity and marginalization.

From 2022 onward, the SCORE Initiative has represented this evolving and transformative journey—an ongoing effort to build a government rooted in racial justice, belonging, and systems change. Guided by community leadership, iterative learning, and mutual accountability, the City's careholders—including the Racial Equity Alliance (REA), Racial Equity Council (REC), Race Forward, the Office of Diversity & Equity (ODE), the Human Resources Department, the Racial Equity Committee, and the City Council—joined together to reimagine governance through deep engagement with communities of color. Rather than relying on a fixed or symbolic framework, the SCORE Workplan is intentionally iterative and grounded in the lived experiences of community members and community leaders who are advancing racial equity work every day, centering the wisdom of those most impacted to drive action and accountability.

Launched in 2022, the SCORE Initiative helped establish the REA and REC as formal yet flexible careholder bodies, dedicated to shaping and advancing Sacramento's racial equity agenda. At the same time, the City of Sacramento formalized the Racial Equity

Committee as a standing committee to guide, monitor, and sustain this work. Internal capacity building also advanced with the launch of the Race & Gender Equity Action Plan (RGEAP). Recognizing that institutional change requires consistent attention and reflection, continual monitoring and review of progress will be a standing agenda item at every Racial Equity Committee meeting. Furthermore, ODE will provide annual updates at the first Racial Equity Committee meeting of each calendar year, ensuring transparency, accountability, and shared ownership across all departments.

Throughout 2024, several pivotal actions deepened this foundation. The REA and REC, in collaboration with multiple City departments, hosted a series of community listening sessions, creating spaces for residents to articulate needs, critique existing systems, and co-design solutions. These collective insights directly shaped the City's Racial Equity Resolution, adopted by City Council on December 3, 2024, establishing a formal commitment to embedding racial justice into decision-making. Shortly before that, on November 20, 2024, representatives from the REA, REC, and City attended the Place-Based Learning Lab on Collaborative Governance at Race Forward's Facing Race Conference, where they learned to apply the Tool for Equitable Table Design to strengthen shared governance practices.

In January 2025, the REA authored the Community Partner & Accountability Strategy Report, offering strategies and recommendations for sustained action. This workplan reinforces that true accountability must be continuously nurtured, reviewed, and rebuilt over time. As we move forward, the City's racial equity infrastructure must remain flexible enough to evolve while remaining grounded in the principle that, while we are equals in purpose and dignity, our roles and positionalities differ in how we operationalize equity. Together, this workplan becomes our roadmap for cultural transformation and achieving the goals set out in Resolution 2024-0354.

Racial Equity is:

Closing the gaps in outcomes so that race does not predict one's success

~ From Resolution 2024-0354 to Operationalize Racial Equity in the City of Sacramento Government

The adoption of Resolution 2024-0354 to operationalize racial equity citywide was a pivotal step, but it is not the final destination. Resolutions alone do not create equity, only continuous investment, organizing, and iteration can do that. The lessons of 2024 made one thing clear: Sacramento's racial equity efforts need to evolve in response to changing conditions, shifting power dynamics, and new community insights. The commitment forged in this early phase reflects an ongoing process of learning, accountability, adapting, and action to deepen racial justice efforts over the foreseeable future.

This strategy and workplan is intended to reflect an iterative and ongoing effort, approached not as a fixed or time-bound, but as a living framework to transform the City’s relationship with all communities. It is intended to serve as a record of progress, and challenges, but most importantly, a shared commitment to sustained action and accountability, including a willingness to embrace the discomfort of change in pursuit of a truly equitable Sacramento.

Building Equity into City Systems

In addition to the SCORE strategy and workplan, City departments’ equity initiatives will be aligned and integrated into the Citywide Racial Equity Action Plan called for in the Resolution 2024-0354. The Citywide Racial Equity Action Plan will serve as the greater City of Sacramento’s long-term framework for coordinating, implementing, and measuring efforts to reduce racial inequities beyond 2030.

The chart below describes the different levels at which racial inequities are produced and maintained and clarifies the role SCORE plays in addressing them. While many City initiatives touch multiple levels of inequity, SCORE is intentionally focused on changing institutional systems and decision-making structures, while recognizing that institutional change must be informed by structural context and lived experience.

Levels of Inequity	What this means in Practice	SCORE’s Role	Equity Goal
Structural (also called systemic)	Historic and ongoing systems; across housing, education, wealth, health, public safety, economic development and governance, shape access, power, and opportunity long before individual City decisions are made. These conditions are rooted in federal government policies and practices that have compounded harm for	SCORE does not resolve structural inequities alone, but ensures City decisions are grounded in an understanding of Sacramento’s racialized history and present-day disparities. SCORE elevates community-defined priorities and prevents City actions from reinforcing historic harm created by federal level policies. Through initiatives such as, SCORE, Black Wealth Blueprint,	Structural Equity Alignment: Ensure City policies, planning, and investments are informed by an explicit understanding of structural inequities in Sacramento, as documented through the Citywide Racial Equity Study and community-led engagement processes. Ensuring the processes repeated as needed to continually be informed by structural context and lived experience.

	communities of color over generations.	Sacramento Equity Explorer Design GIS Tool.	
Institutional	Cross-sectional levels of inequity refer to how city policies, procedures, timelines, budget practices, and decision-making processes that can unintentionally exclude communities, limit access, or reinforce inequitable outcomes. This includes how decisions are made, who is involved, and when community input occurs.	This is SCORE’s primary accountability level. SCORE exists to change how the City governs, embedding racial equity into decision-making, accountability structures, and cross-departmental coordination. All plans/equity initiatives included but limited to-RGEAP, SCORE, Citywide Racial Equity Study, REPAIR Landscape Analysis, Black Wealth Blueprint, SEED GIS Tool, Citywide Equity Repository, Community Partner Accountability Report, Language Access Plan.	Institutional Accountability and Shared Governance: Embed racial equity into City governance by establishing shared accountability structures, equity-informed decision-making processes, and community co-governance with residents /community (utilizing respectful practices), practices that shape policy, budget, and implementation before decisions are finalized. Ensure the process itself is equitable (i.e. Language, accessibility, timing, compensation as available)
Interpersonal	Occurs between individuals. Once we bring our private beliefs into our interaction with others, racism, exclusion, and othering is now in the	SCORE sets expectations for respectful engagement, shared power, and accountability in City-community relationships. SCORE	Equitable City-Community Partnership: Strengthen City-community relationships by establishing clear engagement

	interpersonal realm. Day-to-day interactions between City staff, elected officials, careholders, and community members that influence trust, access, and whether engagement is meaningful, extractive, or symbolic.	influences interpersonal dynamics through structure, training, and norms, not individual enforcement. Initiatives include, RGEAP, SCORE, Developing Equity Leadership Through Action, mandatory training for Elected, Council Staff, and Appointed Officers.	standards, learning opportunities, and accountability mechanisms that support transparency, shared understanding, and trust across SCORE-related work.
Individual	Pre-judgement, bias, or discrimination based on race, gender, and other identity dimensions. Including personal beliefs, assumptions, and biases that shape how individuals interpret power, policy, and responsibility within City systems.	SCORE does not treat individual mindset change as an endpoint but recognizes individual learning as necessary to support institutional accountability and systems change. Initiatives include, RGEAP, SCORE, DELTA.	Learning that Drives Systems Change: Support ongoing learning, training and reflection among City leaders and careholders as a foundation for institutional change, not as a substitute for policy, process, and structural reform.

Vision: This plan is to continue ongoing work and to advance the development of a Racial Equity Action Plan with a goal to have a draft Citywide Racial Equity Action Plan presented to the Council by the end of 2027.

Phase 1 activities are intentionally sequenced and overlapping. Some goals require early action to establish authority and governance, while others develop over time as evidence, learning, and accountability systems are developed and strengthened. Timelines reflect this interdependence rather than a linear progression.

SCORE Goal	Phase 1 Task	Timeline
Structural Equity Alignment	<ul style="list-style-type: none"> Host a community leaders forum to review and finalize recommendations on the SCORE Workplan before finalizing the workplan. Scheduled for Feb. 24, 	Feb 2026 – Aug 2027

	<p>2026.</p> <ul style="list-style-type: none"> ● Conduct the Citywide Racial Equity Study (CRES) documenting Sacramento’s racialized history and present-day inequities (Require community-led forums and listening sessions as part of the study methodology-See Appendix B) <ul style="list-style-type: none"> ○ Use findings to inform equity indicators, policy priorities, and investment decisions ● Begin aligning SEED GIS Tool datasets with community-defined equity priorities as defined in the citywide racial equity plan. Use this data to visualize inequities and track progress transparently. 	
<p>Institutional Accountability and Shared Governance</p>	<ul style="list-style-type: none"> ● Establish a Citywide Racial Equity Implementation Team (CREIT) with City department representatives and community careholders of the REA, embedding community engagement practices as standard operating procedure. ● Apply Race Forward’s Co-Governance Tool to support Equitable Table Design to formalize roles, expectations, and agency relative to decision-making norms and accountability structures. ● Draft the Citywide Racial Equity Action Plan (REAP) with community careholders co-authoring key sections. 	<p>Jun 2026- Dec 2027</p>
<p>Equitable City–Community Partnership</p>	<ul style="list-style-type: none"> ● Establish engagement standards addressing language access, accessibility, timing, and compensation, as available. 	<p>Apr 2026 – Dec 2026</p>

	<ul style="list-style-type: none"> • Host interactive workshops for Council, staff, and careholders on SCORE and community-centered governance practices. Include reflection on Council decision-making barriers (e.g., “minds made up” dynamic) and explore process changes that allow meaningful community input before decisions are finalized. 	
Learning that Drives Systems Change	<ul style="list-style-type: none"> • Conduct SCORE workshops for City Council, staff, and careholders focused on governance and decision-making barriers. • Develop an Equity Evaluation Framework informed by GARE JELE learnings and existing City equity work. • Produce annual progress reports integrating quantitative metrics and community narrative. 	Sep 2026 – Dec 2027

Phase 2 focuses on embedding racial equity into the daily operations of City government. Building on the authority, governance structures, and shared understanding established in Phase 1, this phase emphasizes department-level implementation, measurable outcomes, and sustained accountability across policies, programs, and services.

SCORE Goal	Phase 2 Task	Timeline
Institutional Accountability and Shared Governance	<ul style="list-style-type: none"> • Develop and present a racial equity ordinance to City Council to codify accountability and durability. • Expand the Racial Equity Action Plan (REAP) from the existing RGEAP into a Citywide Racial Equity Action Plan covering workforce equity, budgeting, 	Jan 2027 – Dec 2027

	<ul style="list-style-type: none"> procurement, contracting, and grantmaking. Require all City departments to develop and submit department-specific equity action plans aligned with the Citywide REAP. Provide guidance, expectations, and accountability mechanisms for departmental implementation. 	
Learning that Drives Systems Change	<ul style="list-style-type: none"> Conduct citywide racial equity training and capacity-building for City staff and careholders, aligned with implementation needs rather than standalone learning. Develop department-by-department implementation and training plans to expand use of equity impact tools. Integrate learning into policy, budget, and program decision-making. 	Jan 2027 – Dec 2027
Structural Equity Alignment	<ul style="list-style-type: none"> Launch a Citywide equity dashboard informed by the Citywide Racial Equity Study to support data collection, benchmarking, and transparency. Use dashboard indicators to monitor progress and inform policy and investment decisions over time. 	Sep 2027 – Dec 2027
Equitable City–Community Partnership	<ul style="list-style-type: none"> Develop and implement a communication and monitoring strategy that keeps communities informed of progress, challenges, and changes across departments. Maintain mechanisms for community feedback and accountability tied to departmental equity work. 	Jan 2027 – Dec 2028

Measurement and Reporting (cross-cutting)	<ul style="list-style-type: none"> • Produce Annual Progress Reports on the Citywide Racial Equity Action Plan that integrate quantitative data, departmental progress, and community narrative. • Use reports to assess implementation gaps, capacity needs, and recommendations for structural improvement. 	<p>Jan 2027 – Mar 2027 Jan 2028 – Mar 2028</p>
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In Phase 3, sustaining racial equity requires embedding capacity, investment, and accountability within each core goal, rather than treating them as separate or supplemental efforts.

SCORE Goal	Phase 3 Task	Timeline
Institutional Accountability and Shared Governance	<ul style="list-style-type: none"> • Codify racial equity requirements into City policies, ordinances, administrative regulations, and standard operating procedures. • Institutionalize racial equity analysis as a component of policy development, budget proposals, legislative actions, grants, and contracts (items going through this process shall not be agendized unless a Racial Equity Impact and Sustainability Statement accompanies a Fiscal Statement or any action on behalf of the City.). • As budget and resources allows ensure departments are resourced with staff capacity and authority to meet ongoing equity requirements. 	Jun 2028 – Dec 2029
Structural Equity Alignment	<ul style="list-style-type: none"> • Conduct a three-year impact assessment informed by the Citywide Racial Equity Study to evaluate outcomes, gaps, and unintended consequences 	Jan 2029 – Dec 2029

	<ul style="list-style-type: none"> • Use findings to refine equity strategies, indicators, and investment priorities over time. • Align future City investments and resource allocation decisions with identified structural equity priorities, as feasible and subject to available resources. 	
Learning that Drives Systems Change	<ul style="list-style-type: none"> • Integrate evaluation findings into continuous improvement processes across departments. • Update equity tools, guidance, and accountability frameworks based on assessment results. • Sustain staff training, technical assistance, and leadership development as ongoing institutional functions. 	Jan 2029 – Dec 2029
Equitable City–Community Partnership	<ul style="list-style-type: none"> • Maintain and resource community accountability and co-governance mechanisms tied to long-term equity outcomes. • Ensure community careholders are compensated (to be defined) and supported for continued participation as funds are available. • Incorporate community input into refinements to policies, investments, and implementation strategies. 	Jan 2029 – Dec 2029



Office of Diversity & Equity
Human Resources Department

A dark blue silhouette of the Sacramento skyline, including various buildings and the two towers of the Bay Bridge, set against a light blue background.

SCORE Workplan – Finalizing Work Plan

Racial Equity Committee

April 28, 2026

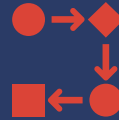


The Starting Point



Initial draft:
SCORE Strategy
Workplan
informed by REA
recommendation

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Vision: Move from
compliance to
commitment; from
individual intent to
collective
accountability



Guiding principle:
Equity as both
process and
outcome



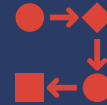
The Consultation Journey



Who we engaged:
City leadership,
Racial Equity
Committee (REC),
D8, Racial Equity
Alliance (REA),
community
careholders in
document review
and Monthly TRIO
Meetings.



How: Community
Leadership Forum
February 24, 2026.



Why: To ensure
edits reflect lived
experience,
practical
implementation,
and careholder
feedback.



At the REC January 21, 2026, Meeting

We learned from the Racial Equity Alliance:

- Emphasize "this is a roadmap".
- Shift language from 'urgency' to 'sustained commitment.'
- Embed accountability and transparency.
- Break down silos; center human experience.
- Align timelines with capacity and resources.
- Embed the Community & Accountability Report as more integral to process.



From the REC January 21, 2026, Meeting

Working with the Racial Equity Alliance:

- Updated draft of the SCORE Workplan.
- Coordinated and prepared facilitation for 2/24/2026 Community Leader Forum.
- Implemented the Community Leadership Forum.



From the REC January 21, 2026, Meeting

Adjusted the Timeline to reflect alignment and identified goals with tactics:

- Phase 1 (2026–2027): Evidence, Learning, and Accountability Systems.
- Phase 2 (2027–2028): Building on the Governance structures and Shared Understanding (2027-2028).
- Phase 3 (2029+): Capacity, Investment, & Accountability to Sustain.



Community Leader Review – February 24, 2026

Agenda:

- Welcoming & Intros
- Visioning
- Updates
- SCORE Review
- Small Breakout Discussion
- Wrap Up / Next Steps

Outcomes:

- Provide updates on REAs work to advance racial equity since the City of Sacramento passed the SCORE resolution on December 3, 2024.
- Review the SCORE Workplan Draft.
- Outline next steps.

Guiding Questions:

- What is missing from the SCORE Workplan, or what do you want added to the plan?
- Are there things that are not acknowledged in the plan that should be?



Community Leader Forum on February 24, 2026

Feedback

Community careholders provided input on the work plan's clarity, comprehensiveness, and areas needing improvement.

- Clear funding structure.
- Defined community accountability framework and meaningful, compensated participation.
- Training residents for civic engagement and advocacy.
- Addressing structural barriers (e.g., language access, intersectionality, meeting times, transparency).
- Need for relationship and trust building with new local administration.
- Recognition of community expertise and the need for ongoing outreach and collaboration.



Community Leader Forum on February 24, 2026

Key Considerations

- Where is the funding and how will it be allocated or sustained?
- How do community organizations, fit into the work plan?
- How will long-term resourcing and infrastructure be ensured?



SCORE Workplan

Funding Overview & Current Allocations

The City has two major funding commitments supporting SCORE.

- \$54,000 remains from the 2022 contract with Race Forward (originally \$250,000).
- \$250,000 allocated in 2023 for historical racial equity analysis + equity study.
- Funding can be flexibly aligned with Phase 1 of the SCORE Work Plan.



SCORE Workplan

Additional Funding & Partnership Opportunities

- City is exploring how remaining funds can support departmental and community needs.
- Opportunities exist to expand scope with Race Forward for enhanced Phase 1 support.
- The City welcomes partnerships to pursue additional funding, subject to legal and procurement requirements.



SCORE Workplan

Role of Community Organization in SCORE

Community organizations serve three key functions:

- Co-Designers of Equity Infrastructure.
- Implementation Partners across SCORE phases.
- Accountability Stewards ensuring transparency and alignment with equity values.



SCORE Workplan

Examples of Community Partnership Activities

- Community Listening & Engagement Sessions
- Training, Workshops, and Leadership Development
- Data Validation & Community-Led Storytelling
- Program/Policy Recommendations
- Use of Equity Tools (assessments, dashboards)



SCORE Workplan

Long-Term Infrastructure & Resourcing Strategy

- The City faces a structural budget deficit affecting long-term resourcing options.
- SCORE implementation will rely on:
 - Existing staff across departments.
 - Leadership of the Office of Diversity & Equity (ODE).
 - Strategic contracting for specialized support.
- Focus remains on building sustainable and scalable equity infrastructure.



SCORE Workplan Recommendation

Approve the SCORE Workplan Draft with key considerations informing next iterations.

Thank you for your leadership!

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City of
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