



Race and Equity Action Plan 2023 Annual Progress Report



March 2024

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LEFT TURN
YIELD
ALL THE WAY

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INTRODUCTION

The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund, and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.

In order to achieve this mission, it is imperative to lift up and invest in communities that have been harmed and/or underserved by the transportation system. This can be achieved through centering equitable policies and actions in all that Alameda CTC does, including plans, projects, programs, funding, hiring, and contracting. Advancing equity in all aspects of Alameda CTC's work program and operations is an integral part of delivering the agency's mission.

The Race and Equity Action Plan (REAP) represents one of the Commission's primary initiatives to integrate equity

into all facets of the agency. The REAP defines how Alameda CTC's commitment to advancing equity will be fulfilled and how equity will be interwoven throughout the work of Alameda CTC.

This document is the first annual update to the Commission on REAP implementation.



ALAMEDA CTC'S EQUITY INITIATIVE

In March 2022, the Commission established a multi-faceted effort to prioritize advancing equity in the Commission's work. The Commission established the Justice, Equity, Diversity, and Inclusion (JEDI) Ad Hoc Committee of the Commission to guide the work. The JEDI Committee was tasked to ensure that all of the Commission's initiatives are developed through the lens of justice, equity, diversity, and inclusion. Their efforts focused on three main elements:

- **Alameda CTC Equity Statement** to explicitly state the agency's commitment to equity and define what equity means to Alameda CTC.
- **Race and Equity Action Plan (REAP)** to outline concrete actions that agency leadership and staff can take to advance race and equity in their respective departments, operations, programs, and policies.
- **Agencywide Inclusive Engagement Report** to delineate goals, objectives, actions, and desired outcomes with respect to equitable and inclusive

engagement across all agency-led projects, programs and plans.

EQUITY STATEMENT

Adopting a clear statement of commitment to advancing racial, socioeconomic, and environmental justice is a key component of further institutionalizing equity for Alameda CTC. Alameda CTC's Equity Statement seeks to explicitly delineate a commitment to equity for an agency that plans, funds, and delivers projects and programs. Development of the Equity Statement was informed by best practices research, demographic analysis, input from JEDI committee members, input from Alameda CTC staff and the agency's internal staff Culture and Engagement Committee (CEC). It was adopted by the Commission in September 2022.

The Equity Statement seeks to succinctly accomplish the following: 1) recognize the existence of inequity and disadvantage, 2) state a clear

commitment to do what is in our power to repair past and current harms, and 3) state a positive vision of an equitable outcome to work towards.

INCLUSIVE ENGAGEMENT REPORT

The Inclusive Engagement Report (IER) is a culmination of research, community engagement, internal staff focus groups, and input from Alameda CTC Commissioners, toward the objective of helping the agency engage more inclusively and authentically with the communities it serves in Alameda County.

The IER summarizes findings and recommendations to guide agencywide engagement that prioritizes equity, inclusion, justice and diversity across all agency activities. It documents best practices, lessons learned, case studies, recommendations, and provides explicit guidance and expectations on how to conduct inclusive engagement for transportation efforts led by the agency.

Additionally, the agency will conduct regular training for staff and provide materials and resources to staff Project Managers for incorporating inclusive engagement into their work.

RACE AND EQUITY ACTION PLAN

Alameda CTC adopted its first Race and Equity Action Plan (REAP) at its December 2022 Commission meeting. The REAP advances the agency's commitment to equity, as defined in the Commission's Equity Statement, and includes an action plan to implement equity across the agency's diverse functions and work program. The REAP was developed with input from all agency departments and the Executive team, as well as the internal CEC and JEDI Ad Hoc Committee of the Commission.

Alameda CTC Equity Statement:

Alameda CTC recognizes inequities in marginalized communities and is committed to advancing racial, socio-economic, and environmental justice in order to maintain the diversity of our communities. Alameda CTC adopts and implements deliberate policies, systems, and actions to deliver transportation funding, projects and programs that result in more equitable opportunities and positive outcomes for marginalized communities.

The Race and Equity Action Plan fulfills this commitment.



REAP ACTIONS

The REAP includes 43 action items, some of which are ongoing. Alameda CTC staff are tasked with preparing a progress report for the Executive Director every six months, and an annual progress report to the Commission. This annual progress report represents the first annual report since the creation of the REAP.

CROSS DEPARTMENTAL EFFORT

In 2021, an internal Culture and Engagement Committee (CEC), comprised of staff from across the agency, was created. The CEC serves in an advisory role assisting in reviewing and informing the major work elements of the equity work program and will assist in monitoring REAP implementation.



PROGRESS REPORT

This section provides progress reports for all 43 actions in the REAP. The REAP actions are organized into eleven categories representing the major functional areas of Alameda CTC workstreams:

1. Leadership
2. Diverse and Inclusive Organization and Staff
3. Communications
4. Inclusive Engagement and Outreach
5. Planning
6. Projects
7. Express Lanes
8. Programming
9. Programs
10. Contracting and Procurement
11. Recruitment, Hiring and Training

All actions, including those denoted as having an ongoing timeline, are part of the annual progress report presented to the Commission.

Many of the categories of the REAP are cross-cutting, however, a lead department was identified for each action in the REAP to ensure accountability and follow-through. There are four categories that were explicitly identified as cross-departmental due to their agencywide significance.

The quarters shown below in the implementation timelines refer to calendar year quarters.

LEADERSHIP

Objective: Lead Alameda CTC to be a champion of social and racial equity in transportation.

Lead Department: Commission, Executive Director, Deputy Executive Directors, Government Affairs and Communication

Actions	Implementation
<p>1 JEDI Committee</p> <p>Form an Ad Hoc Justice, Equity, Diversity, and Inclusion (JEDI) Committee to provide feedback and strategically advise the agency on issues related to Equity for approximately one year.</p>	<p>Timeline: Completed Q1 2023</p> <ul style="list-style-type: none"> Formed an Ad Hoc JEDI Committee. Conducted four Ad Hoc Committee meetings.
<p>2 State and Regional Participation</p> <p>Alameda CTC leadership will continue to participate in state and regional information sharing, discussions on state and federal funding programs, policies and legislation, state plans and other efforts to advance and advocate for equity.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Participated in the WTS Glass Ceiling event and the CalCOG webinar series on equity. Chair Bauters took part in an equity-focused panel at the Focus on the Future conference.
<p>3 Equity Statement</p> <p>Adopt an Equity Statement to confirm the agency's commitment to advancing racial and socio-economic equity and environmental justice and addressing past harms in disadvantaged communities.</p>	<p>Timeline: Completed Q3 2022</p> <ul style="list-style-type: none"> Adopted the Equity Statement in September 2022.
<p>4 Equity in Legislative Platform</p> <p>Integrate advancing racial and socio-economic equity and environmental justice as a core part of the legislative platform, and take actions on policies that advance equity.</p>	<p>Timeline: 2023 Platform adopted in Q4 2022</p> <ul style="list-style-type: none"> Included equity as one of the five core legislative priorities for the agency in the 2023 Legislative Platform. Included equity as a core element of the platform in the 2024 Legislative Platform adopted in December 2023.
<p>5 REAP Progress Reporting</p> <p>Report on REAP progress to Executive Director biannually and to the Commission annually.</p>	<p>Timeline: Internal update Q3 2023; Report out to Commission Q1 2024</p> <ul style="list-style-type: none"> Completed a 6-month internal review. Produced this document as part of the annual reporting process.

DIVERSE AND INCLUSIVE ORGANIZATION AND STAFF

Objective: Build and maintain a culture of competency around issues of race and equity, invest in diverse staff, and promote a welcoming working environment. Create cross-departmental efforts that center equity, diversity, and inclusion.

Lead Department: Cross-Departmental (led by CEC Chair and Vice Chair)

Actions	Implementation
<p>6 Culture & Engagement Committee</p> <p>The staff-led Culture and Engagement Committee (CEC) actively promotes agency culture, diversity, equity, and inclusion initiatives across Alameda CTC’s internal workspace and external functions as approved by the Executive Director.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Fostered a more inclusive and supportive workplace environment through social engagement and culture building, agency-wide teambuilding, spotlighting of social and cultural causes and observances, and employee development and training.
<p>The CEC will provide input on progress reporting for the REAP.</p>	<p>Timeline: Q3 2023</p> <ul style="list-style-type: none"> Reviewed progress reports on the 43 actions associated with the REAP for the mid-year and annual progress reports.
<p>7 Diversity, Equity, and Inclusion (DEI)</p> <p>Through cultural awareness activities, the CEC helps to broaden the understanding, importance and celebration of the diversity of the agency and the communities the agency serves.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Hosted activities to promote and build agency culture, such as team building and staff appreciation events. Held “CEC Chats” to bring individuals together and celebrate cultural awareness and diversity, with topics including Black History Month, Pride Month, Hispanic Heritage Month, and Mental Health Awareness Month.
<p>8 Staff Diversity</p> <p>Develop and administer a race and equity-focused workforce survey and compare to demographic of Alameda County to understand representativeness of staff.</p>	<p>Timeline: Q1 2023</p> <ul style="list-style-type: none"> Developed workforce survey and administered in March 2024. Survey questions are aimed at evaluating diversity in demographics as compared to Alameda County.
<p>Explore internships, mentorships, and other ways to encourage diverse employment pipeline.</p>	<p>Timeline: Q2 2023</p> <ul style="list-style-type: none"> Developed and maintained a list of professional organizations, affiliations, and training opportunities. Informed managers on regular basis of the list to promote opportunities for participation among staff members.

COMMUNICATIONS

Objective: Ensure all agency communications reflect the diversity of audiences throughout Alameda County in terms of reach, message, imagery, format, and language.

Lead Department: Cross-Departmental (led by Government Affairs and Communications)

Actions	Implementation
<p>9 Language Assistance Implementation</p> <p>Enhance staff knowledge of Title VI and Alameda County's Limited English Proficiency (LEP) needs, strategies, and agency resources through the Inclusive Engagement Guide for Project Managers, which is described in Action #11.</p> <hr/> <p>Include Title VI and Language Assistance Plan (LAP) content in training on Inclusive Engagement described in Action #11.</p>	<p>Timeline: Q2 2023</p> <ul style="list-style-type: none"> Title VI officer advised the Administration Team on best practices for translations. Provided Title VI skills refresh training to all staff members in December of 2023 to build staff knowledge of Title VI, Alameda County's LEP needs, and agency resources. <hr/> <p>Timeline: Completed Q4 2023; training will be ongoing</p> <ul style="list-style-type: none"> Completed staff training on best practices for inclusive engagement, including guidance on Title VI and language assistance. Shared best practices for language inclusion when doing outreach with the public, including standard language on external documents about how to request translation, offering or arranging translation services, publishing language availability on meeting notices, and reporting on these efforts to the Title VI Officer.
<p>10 Translation and Interpretation</p> <p>Update agency protocol for translating and reviewing translated materials based on document level (e.g. vital or not) and by language.</p> <hr/> <p>Review methods for informing the public of how to seek language assistance across agency communications, materials, and meetings.</p>	<p>Timeline: Q3 2023</p> <ul style="list-style-type: none"> Finalizing the agency's latest Title VI LAP for LEP Populations for Alameda CTC which furthers the agency's commitment to provide meaningful access to all individuals accessing services provided by the agency. Disseminated agency-wide guidance about how to include language on public-facing documents to request translations. <hr/> <p>Timeline: Q3 2023</p> <ul style="list-style-type: none"> Established a language line for access to translation assistance for non-English speaking community members.

INCLUSIVE ENGAGEMENT AND OUTREACH

Objective: Understand and implement outreach and engagement practices that ensure involvement by historically disadvantaged communities and work to build trust with these communities.

Lead Department: Cross-Departmental (led by Planning and Government Affairs and Communications)

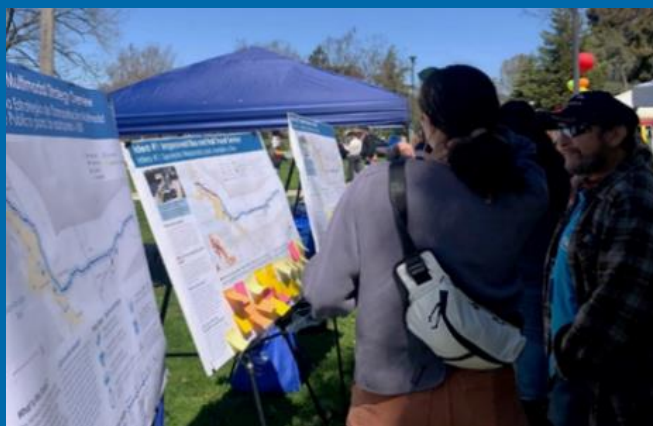
Actions	Implementation
<p>11 Inclusive Engagement Guide (IEG) & Training</p> <p>Prepare a guide on inclusive engagement to institutionalize and standardize inclusive engagement methods, which will include resources and information on Title VI and LEP (see Action #9).</p> <hr/> <p>Conduct training for staff across departments and provide resources to staff Project Managers for incorporating into scopes of work.</p>	<p>Timeline: Completed Q2 2023</p> <ul style="list-style-type: none"> Developed an agency-wide Inclusive Engagement Report that includes best practices and recommendations for inclusive and community-oriented engagement across all agency-led projects, programs, and plans. <hr/> <p>Timeline: Completed Q4 2023; training will be ongoing</p> <ul style="list-style-type: none"> Conducted an overview training on best practices for inclusive engagement in December 2023. Provided a summary slide deck for future reference.
<p>12 Community-Based Organizations (CBOs) Partnerships</p> <p>Establish streamlined contracting approach for compensating CBOs.</p> <hr/> <p>Refine process for working with CBOs as valued representatives of the local community.</p>	<p>Timeline: Completed in Q1 2023</p> <ul style="list-style-type: none"> Developed a CBO contracting/compensation guidance document. CBOs are compensated for engagement through agency contracts as a direct expense. <hr/> <p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Initiated partnerships with CBOs for community engagement on the San Pablo Avenue Bus Lanes and Bike Lanes Project and on the I-580 Transit and Multimodal Project. The format of community engagement has included CBO-led focus groups and pop-ups at community events in Equity Priority Communities.



Diverse & Inclusive Organization and Staff
Alameda CTC's Culture and Engagement Committee spearheaded initiatives aimed at enhancing diversity, equity, and inclusion within the agency. Events have included teambuilding activities and highlighted social causes such as LGBTQ+ rights, racial justice, and environmental sustainability (Action 6).

Communications

The Communications Team and Inclusive Engagement Lead provided a Title VI skills refresh training and inclusive engagement best practices overview to all staff members in December 2023. This training enhanced staff's knowledge of Title VI and Alameda County's Limited English Proficiency (LEP) needs, inclusive engagement strategies, and agency resources (Actions 9-11).



Inclusive Engagement and CBO Partnerships
Alameda CTC has led or participated in significant community engagement efforts since the adoption of the REAP, including, but not limited to, projects such as the 7th Street Grade Separation East, San Pablo Avenue Bus Lanes and Bike Lanes, and I-580 Transit and Multimodal projects. Staff led these engagement efforts in partnership with community-based organizations throughout the county (Action 12).

PLANNING

Objective: Understand and implement outreach and engagement practices that ensure involvement by historically disadvantaged communities and work to build trust with these communities.

Lead Department: Projects and Planning

Actions	Implementation
<p>13 Community-Based Transportation Plan (CBTP)</p> <p>Alameda CTC and/or member agencies prepare local CBTPs focused on engagement with low-income communities and communities of color per MTC guidelines.</p>	<p>Timeline: Periodically as opportunities arise</p> <ul style="list-style-type: none"> Collaborating on MTC's CARE funding opportunity, which is an evolution of the Lifeline program and will be a source of funding for local CBTPs, capacity building, and project implementation. MTC CARE Call for Projects will be released in 2024.
<p>Evaluate updated CBTP guidelines from MTC and develop a strategy for the next cycle of CBTP funding from MTC.</p>	<p>Timeline: OBAG 3 CBTP Program, timing TBD</p> <ul style="list-style-type: none"> Exploring a possible combination of CARE and CBTP funding opportunities. Developed approach OBAG 3 CBTP funds to have jurisdictions augment existing planning efforts with CBTP funds. Discussions with jurisdictions are underway.
<p>14 Countywide Transportation Plan (CTP) and Planning Efforts</p> <p>Utilize recommendations from the Inclusive Engagement Guide (Action #11) in planning efforts and the CTP.</p>	<p>Timeline: 2023 outreach for I-580 Transit and Multimodal Strategy, CTP scoping in Q4 2023</p> <ul style="list-style-type: none"> Work on the CTP is in progress, utilizing the Inclusive Engagement Guide with widespread outreach to CBOs. The San Pablo Ave Bus Lanes and Bike Lanes project is conducting inclusive engagement efforts for input on preliminary designs. A second round of inclusive engagement is planned for the I-580 Transit and Multimodal (I-580 TAMS) Project in 2024.
<p>Develop equity analysis and prioritization methodology for next set of major planning efforts and the CTP.</p>	<p>Timeline: Equity evaluation in 2023 for I-580 Transit and Multimodal Project, CTP scoping in Q4 2023</p> <ul style="list-style-type: none"> Will apply an equity framework to CTP policy areas in 2024. I-580 TAMS equity technical evaluation will be completed in 2024 and document equity benefits.

Actions	Implementation
<p>15 Equity Assessment for Project and Program Development</p> <p>For new capital projects and programs, develop a set of guidelines for staff on when and how to conduct racial and equity analysis and ensure that the findings of equity analysis inform subsequent project development. Include this in Action #16 Equitable Project Development Guide. Incorporate assessments from Alameda County agencies that already require equity impact assessments on projects within their jurisdiction.</p>	<p>Timeline: Initiated by Q3 2023</p> <ul style="list-style-type: none"> Guidelines are under development and will be finalized in the first half of 2024.

PROJECTS

Objective: Ensure projects are planned, designed, and built to reduce disadvantages and enhance existing equity priority communities.

Lead Department: Projects and Planning

Actions	Implementation
<p>16 Equitable Project Development Guide</p> <p>Create an Alameda CTC Equitable Project Development Guide that establishes a community input framework and creates a process for documenting community engagement, equity considerations, and objectives that should be honored in later project phases consistent with the agency's Inclusive Engagement Guide.</p>	<p>Timeline: Initiated by Q4 2023</p> <ul style="list-style-type: none"> Initiated discussions and identified resources to support the development of the first draft of the Alameda CTC Equitable Project Development Guide.
<p>17 Equity-Informed Planning and Capital Project Workplan</p> <p>Establish a process that centers equity as a key consideration for what planning concepts and strategies become Alameda CTC-led initiatives, including capital project development.</p>	<p>Timeline: Initiated by Q4 2023</p> <ul style="list-style-type: none"> Initiated discussions to develop equity-related questions to include in the CTP call for projects and equity rating.
<p>18 Equity Enhancements Capital Projects</p> <p>Identify methods for enhancing existing Alameda CTC capital projects in response to community-identified needs related to equity while</p>	<p>Timeline: Initiated by Q4 2023</p> <ul style="list-style-type: none"> Initiated discussions to develop guidance for staff on how to consider

Actions	Implementation
recognizing constraints of existing environmental clearances and funding plans.	community-identified needs in the development of capital projects.

EXPRESS LANES

Objective: Ensure equity is considered in the operations of express lanes.

Lead Department: Projects

Actions	Implementation
<p>19 Regional Equity in Express Lanes</p> <p>Participate in regional equity discussions and in working groups related to MTC's means-based toll discount pilot program.</p> <hr/> <p>Implement payment plan options as required by AB 2594 (Ting's bill) by July 1, 2024 in coordination with regional express lanes operators.</p>	<p>Timeline: Ongoing, 18-month Pilot began in Q2 2023</p> <ul style="list-style-type: none"> Participated in advisory group for MTC's means-based toll discount pilot program. <hr/> <p>Timeline: Target Q3 completion with the Bay Area Toll Authority (BATA) roll-out</p> <ul style="list-style-type: none"> Adopted policies for a payment plan that allows eligible low-income drivers to pay off penalties over time.
<p>20 Equity in Express Lane Violation Fees</p> <p>Revisit violation processes and violation fees and penalties based on equity considerations to ensure disadvantaged communities are not shouldering undue financial burden.</p> <hr/> <p>Continue implementation of reduced violation fees per September 2022 Commission action.</p>	<p>Timeline: Completed in Q4 2022</p> <ul style="list-style-type: none"> Established a one-time waiver of toll violation penalties to allow eligible low-income drivers to reduce their toll debt. <hr/> <p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Reduced express lane violation penalties by roughly 60%. In the first nine months of 2023, violation penalties made up about 10% of total revenue collected (versus 20% over the same period in 2022).
<p>21 Equity in Toll Revenue Expenditure Plans</p> <p>Determine what type of equity considerations shall be assessed within each corridor's toll revenue expenditure plans in coordination with regional express lane operators.</p>	<p>Timeline: Initiated by Q2 2023</p> <ul style="list-style-type: none"> Working with BATA, which operates the Regional Customer Service Center, to obtain feedback and data that can inform improvements to these programs. Expenditure plans are planned to be completed by April 2024.

PROGRAMMING

Objective: Use equity as a key criterion for supporting funding decisions and ensure project sponsors take equity into consideration in their projects.

Lead Department: Programming

Actions	Implementation
<p>22 Comprehensive Investment Plan (CIP) Evaluation Criteria</p> <p>The CIP project selection criteria includes equity considerations by allocating points to projects and programs that serve Equity Priority Communities, transit-dependent populations, locally defined disadvantaged communities, and/or vulnerable populations.</p>	<p>Timeline: Every CIP & CIP update cycle</p> <ul style="list-style-type: none"> Included project selection criteria that accounted for projects benefiting Equity Priority Communities (EPCs). Requested applicants to justify how a project benefits one or more EPCs, and provides greater access to schools, jobs, homes, and transit. Over 80% of the programming in the 2024 CIP, or ~\$200M, benefited EPCs.
<p>23 Equitable Engagement Evaluation Criteria</p> <p>Elevate the importance of project sponsors' engagement with Equity Priority Communities and locally defined disadvantaged communities within the CIP programming principles and project selection framework.</p>	<p>Timeline: Q2 2024 – Incorporate this in the 2024 CIP Update/Call for Projects for 2026 CIP</p> <ul style="list-style-type: none"> 2026 CIP call for projects will include EPC engagement requirements as part of the call for projects framework.
<p>24 Direct Local Distributions (DLD) Annual Reporting</p> <p>Create new data field for DLD recipient self-reporting of investments that are in Equity Priority Communities and/or serve a locally defined disadvantaged community. Incorporate in the next set of DLD compliance.</p>	<p>Timeline: Starting with the current reporting for FY 21-22 due Q4 2022</p> <ul style="list-style-type: none"> Began to require that Direct Local Distribution (DLD) recipients to report on where DLD expenditures occurred and how they benefited EPC areas. For Fiscal Year 2021-22, DLD recipients reported \$131M of \$160M (81%) total DLD Expenditures are benefiting EPCs. DLD reporting for fiscal year 2022-23 expenditures is currently underway and will be reported in June 2024 as part of the Annual Program Compliance Report to the Commission.
<p>25 CIP Distribution of Investments</p> <p>Develop Equity Priority Communities investment report for new 2024 CIP/OBAG</p>	<p>Timeline: Q2 2023 as part of the 2024 CIP recommendations</p> <ul style="list-style-type: none"> Calls for projects in the 2026 CIP will deploy equity considerations and criteria. These

Actions	Implementation
programming as part of the 2024 CIP recommendations	guidelines will be considered in Spring 2024 as part of the 2024 CIP Update.
Report on share of CIP discretionary funds in Equity Priority Communities and/or that benefit a locally identified disadvantaged community as described by project sponsor in application.	<ul style="list-style-type: none"> Adopted the 2024 CIP, which includes a reporting on the percentage of funds programmed to EPCs. Over 80% of the programming in the 2024 CIP, or ~\$200M, benefited EPCs.

PROGRAMS

Objective: Use equity as a key criterion for supporting funding decisions and ensure project sponsors take equity into consideration in their projects.

Lead Department: Government Affairs and Communications

Actions	Implementation
<p>26 Paratransit Program Services</p> <p>Evaluate Paratransit Program Plan Review process and identify strategies to further integrate equity considerations into the evaluation and information for future cycles.</p>	<p>Timeline: Initiated by Q4 2023</p> <ul style="list-style-type: none"> Evaluated and discussed the Paratransit Program Plan Review process. Identified opportunities to further integrate equity considerations into the process, including adding key equity and demographic questions in the program plan forms and reporting equity initiatives to Paratransit Advisory and Planning Committee (PAPCO).
<p>27 Paratransit Program Distribution Formula</p> <p>Continue to distribute DLD funds based on a PAPCO-adopted formula that includes age, disability, and income.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Distributes paratransit Direct Local Distribution (DLD) funds based on a PAPCO-adopted formula that includes age, disability, and income. Monitors paratransit DLD investments in EPCs via the Annual Compliance Reporting process (as part of Action No. 24). In FY 2021-22, \$131M of the \$160M (81%) total DLD Expenditures were reported as benefiting and serving EPCs. \$33M of the \$131M benefited older adults and people with disabilities.
<p>28 Equity in Safe Routes to Schools (SR2S) Program Management</p> <p>Support the Access Safe Routes to Schools initiative, which provides extra services to schools in disadvantaged</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Expanded to serve more schools than ever and introduced new elements that improve both accessibility and efficiency.

Actions	Implementation
<p>communities, through additional engagement and supplemental resources to facilitate trainings and participation</p>	<ul style="list-style-type: none"> • Determined high-priority equity schools based on demographic data. • Developed and distributed tailored resources for the most disadvantaged and high-collision schools in Alameda County. • Expanded collaboration with the Student Transit Pass Program (STPP) in promoting free Youth Clipper cards for students to access public transit in the Bay Area. • Translated program materials into 5+ languages and contracted with a firm to provide presentation interpretation services in multiple languages and American Sign Language. • Worked with a disability specialist to ideate options for more inclusive participation in SR2S countywide events.
<p>Recruit additional Access schools in the final year of state grant funding.</p>	<p>Timeline: Q2 2023</p> <ul style="list-style-type: none"> • Program efforts are underway to increase school district level support for recruitment of additional Access schools in the final year of state grant funding.
<p>29 Equity Capital Projects for SR2S</p> <p>Assess effectiveness of mini-grant program for implementing SR2S capital projects and consider a future round with more equity considerations.</p>	<p>Timeline: Q4 2023</p> <ul style="list-style-type: none"> • Applied an equitable lens to the mini-grant program to assess its effectiveness.
<p>30 Student Transit Pass Program (STPP)</p> <p>Continue to fund and operate STPP, expanding to all schools with a focus on the schools with the greatest socio-economic need.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> • There are nearly 30,000 active participants (out of more than 56,000 eligible students) who utilize the free unlimited transit benefit. • Expanded to 19 middle and high schools in Alameda County during the fall of the 2023-2024 school year. • Will expand to all remaining eligible middle and high schools in Alameda County during the start of the 2024-2025 school year. • Responds to all requests for translation for all STPP materials to ensure program access, including site admin training materials, marketing materials, etc.

Actions	Implementation
<p>31 Bike Safety Education (BSE) Pilot and Evaluation</p> <p>Develop evaluation process and evaluate FY21-22 and 22-23 pilot program of community-building bike safety education to inform future BSE and TDM programs.</p>	<p>Timeline: Initiated by Q3 2023</p> <ul style="list-style-type: none"> Completed the evaluation of the pilot program and expanded the pilot based on the evaluation results.
<p>32 Transportation Demand Management (TDM) for Equity Communities</p> <p>Incorporate equity in the TDM Strategic Plan and conduct engagement with equity communities to understand needs. Make recommendations for outreach and communications methods for reaching low income communities consistent with the Inclusive Engagement Guide.</p>	<p>Timeline: Initiated by Q3 2023</p> <ul style="list-style-type: none"> Initiated the TDM Strategic Plan, conducting research and interviews to determine what peer agencies include in their TDM programs and how equity is prioritized. Outreach to the technical advisory committee and TDM stakeholders will occur in 2024.

CONTRACTING AND PROCUREMENT

Objective: Support opportunities for access to contracts by small, local, women and minority owned businesses and community-based organizations.

Lead Department: Finance and Administration

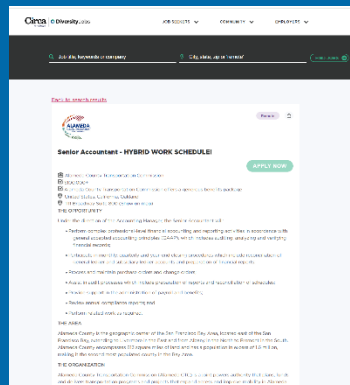
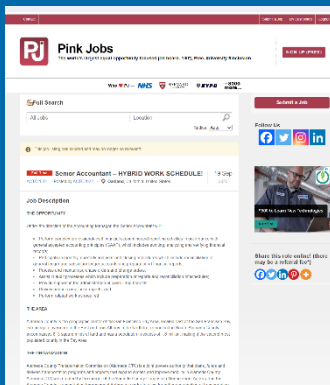
Actions	Implementation
<p>33 Diverse Procurement Outreach</p> <p>Advertise contracting opportunities in multiple languages and to various community organizations and media, including local newspapers with diverse networks (e.g., Bay Area News Group, The Post News Group, Vision Hispana, and World Journal).</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Placed advertisements for contracting opportunities in eight different media outlets or forums, including publications in two languages (Spanish and Chinese).
<p>Advertise opportunities on the Alameda CTC website through the 6-month contract opportunity look ahead and through Alameda CTC emails that reach all chambers of commerce in the county.</p>	<p>Timeline: Updated monthly throughout the year</p> <ul style="list-style-type: none"> Updated information about upcoming opportunities on the Alameda CTC website and shared through 12 email campaigns, ensuring broad engagement.

Actions	Implementation
<p>Promote opportunities at local business meetings such as through the Business Outreach Committee (BOC), which assists DBE and local and small local business enterprises, and via contractor forums and workshops.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Actively participated in 12 local business and outreach meetings or events in 2023, directly connecting with the community.
<p>34 Disadvantaged Business Enterprise (DBE) Program</p> <p>Apply the federal DBE Program to all federally funded contracts for goods and services, establishing contract-specific goal requirements, and working with the Prime consultant on compliance through the life of the contract.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Applied the DBE Program to all federally funded contracts. Payments made to DBEs and utilization of DBE firms were actively tracked for all relevant contracts.
<p>35 Support for DBE and Small and Local Businesses</p> <p>Provide contracting support and technical assistance to local, small local, and very small local businesses on an as-needed basis. Finance staff assist Project Managers to resolve payment delays and Contract staff assist Project Managers to resolve contractual issues for sub-consultants, if needed.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Provided support and guidance to various local, small, and very small businesses. Certified 120 Alameda County local and/or small local firms in the LBCE Program, of which 23 were new firms to the program.
<p>Increase access to contracts administered through partner agencies using Measure B, Measure BB, and Vehicle Registration Fee (VRF) funds by expanding training to local agencies to ensure compliance with the local business contract equity program.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Hosted two training workshops and participated in two procurement meetings for partner agencies, empowering them to implement the LBCE Program effectively.
<p>36 Access to Contracts by Disadvantaged Firms</p> <p>Annually report on the utilization of local and small local contract equity business enterprises and disadvantage business enterprises across active professional services and construction contracts to FAC and Commission in November of each year.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Prepared a comprehensive annual report detailing the participation of local, small local, and very small local businesses in agency projects. The report found that Alameda CTC met or exceeded LBCE Program goals on relevant Alameda CTC contracts.



Programs: Alameda CTC's Paratransit Program Team hosted a local meeting for the National Aging and Disability Transportation Center's National Symposium on Transportation Diversity, Equity, and Inclusion in August 2023 (Left, Action 26). The Safe Routes to Schools Program has expanded to serve more Access schools than ever and introduced new elements that improve both accessibility and efficiency (Center, Action 28). The Student Transit Pass Program has expanded to all eligible high-need middle and high schools and continues to conduct outreach and marketing activities in various languages to increase awareness of and participation in the program (Right, Action 30).

Contracting and Procurement: Alameda CTC participated in a procurement series that increased access to contracting opportunities for diverse businesses and promoted equity in its programs, including for disadvantaged, local, small, and very small businesses (Actions 33-36).



Recruitment, Hiring and Training

The Human Resources team has continued to develop and strengthen efforts to attract high-caliber qualified applicants from diverse and underserved communities and mitigating unconscious bias in the agency's recruiting, hiring, and onboarding processes (Actions 37-43).

RECRUITMENT, HIRING AND TRAINING

Objective: Support opportunities for access to contracts by small, local, women and minority owned businesses and community-based organizations.

Lead Department: Cross-Departmental (led by Finance and Administration)

Actions	Implementation
<p>37 Recruitment: Job Descriptions</p> <p>Regularly review recruitment brochures to ensure materials are free from biases and continue to include statements of Alameda CTC's commitment to workforce diversity.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Added a statement emphasizing the importance of Diversity Equity and Inclusion (DEI) at Alameda CTC to advertising brochures for job opportunities. Job brochures are reviewed by the HR Manager and approved by the Director of Finance or the Deputy Executive Director of Finance and Administration.
<p>38 Recruitment: Broad Postings for Job Opportunities</p> <p>Post job opportunities on websites that are directed towards and tailored to women and people of color in addition to advertising on community college and state university websites. Some example websites used may include, but are not limited to: WTS, Conference of Minority Transportation Officials, National Society of Black Engineers, Diversity.com, DiversityJobs.com, BlackJobs.com, iHispano, FairyGodBoss, and Pink Jobs.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Expanded the list of standard websites for advertising all job opportunities to include sites such as DiversityJobs.com, BlackJobs.com, iHispano, FairyGodBoss, and Pink Jobs in efforts to reach people of color, women, and members of the LGBTQ+ community. Tracking the source of applications and seeking out diverse job boards on which to post open positions.
<p>39 Hiring: Remove Potential Bias in Applicant Screening</p> <p>Redact information regarding the applicant's ethnicity or race and personal data, including name, name of schools attended, gender, and other identity clues from application packets prior to distribution to the hiring panel.</p>	<p>Timeline: Completed Q4 2022; implementation ongoing</p> <ul style="list-style-type: none"> Adopted the practice of removing all personal identification details from candidates' resumes and applications before they are presented to the hiring manager for review. Only after an applicant has been selected to be interviewed by the hiring manager is the full application and resume (excluding personal contact information) made available to the hiring panel.
<p>40 Hiring: Diverse Hiring Panels</p> <p>Strive to utilize a diverse hiring panel to interview candidates, which may include enlisting assistance from peers of varying</p>	<p>Timeline: Ongoing</p>

Actions	Implementation
<p>backgrounds, including from other agencies.</p>	<ul style="list-style-type: none"> Assembles hiring panels that consist of a mix of genders and people from varying backgrounds with different perspectives.
<p>41 Hiring: Interview Questions</p> <p>Ensure that hiring managers' interview questions speak to the needs of the agency for the vacant position and are free from biases to assess the candidate's abilities for the job.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Tailored interview questions to obtain only information about the candidates' work experiences. The questions are reviewed by the HR Manager and approved by the Director or the Deputy Executive Director. Incorporated equity and inclusion questions into the interview process to emphasize Alameda CTC's commitment to diversity in the workplace, with at least one question aimed at the applicant's perspective on DEI in the workplace and reiterating the importance of DEI initiatives at Alameda CTC.
<p>42 Hiring: Onboarding</p> <p>Emphasize the value of diversity of our workplace and inclusivity of staff at all levels during new employee onboarding orientations.</p>	<p>Timeline: Ongoing</p> <ul style="list-style-type: none"> Onboarding orientation process for new staff underscores the value that Alameda CTC staff place on a workplace that is inclusive at all levels of the agency. Since the adoption of the REAP, 100% of Alameda CTC's new hires fit into a diverse or underserved category, including women and people of color. Feedback from recent new hires reflects that the hiring and on-boarding experience has been positive and that new employees felt welcomed by Alameda CTC staff.
<p>43 Diversity, Equity, and Inclusion (DEI) Trainings</p> <p>Staff to participate in professionally-led DEI and management trainings to explore topics of implicit bias and anti-racism. Human Resources department actively seeks training opportunities for staff and supervisors to further develop an understanding of diversity, equity, and inclusion in our workplace, including understanding micro-aggressions and biases.</p>	<p>Timeline: Q3 2023</p> <ul style="list-style-type: none"> Working with a consultant to facilitate an all-staff DEI training in March 2024. Will provide on-demand webinar recommendations to the Deputy Executive Director of Finance and Administration for training new staff when they are onboarded at the agency.



LOOKING FORWARD

Advancing equity in all aspects of Alameda CTC's work program and operations is an integral part of delivering the agency's mission. Alameda CTC is committed to continuing to lift up and invest in communities that have been harmed and/or underserved by the transportation system.

This inaugural REAP progress reporting effort more explicitly defines metrics and outcomes and establishes the first baseline for reporting on subsequent REAPs. Alameda CTC staff will continue to advance all of the actions in the REAP and will continue to monitor implementation and report out the agency's collective progress to the Commission on an annual basis. All actions, including those denoted as having an ongoing timeline, will be part of the annual progress reporting process.

