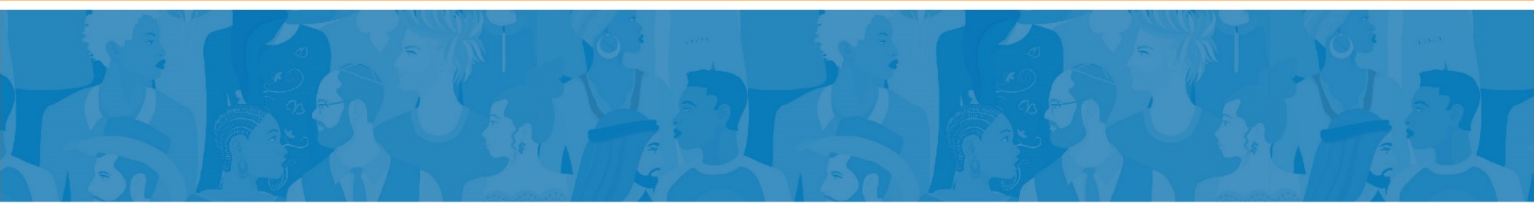




# Race and Equity Action Plan (REAP)



December 2022

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# 1. 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.

At the March 2022 Commission Retreat, the Commission established a multi-faceted effort to prioritize advancing equity in the Commission's work, including the creation of the Justice, Equity, Diversity, and Inclusion (JEDI) Ad Hoc Committee of the Commission. 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 and 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.
- **Agency-wide Inclusive Engagement Guide** to delineate goals, objectives, actions, and desired outcomes with respect to equitable engagement across all agency-led projects and plans.

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 is a living document that staff will be making progress on and updating over time. Staff will report annually to the Commission on REAP implementation.

## Internal Alameda CTC Activities

In advance of the 2022 Commission retreat, Alameda CTC undertook a number of internally-facing activities related to equity, diversity and inclusion at the agency. In January 2021, all Alameda CTC staff participated in Diversity and Inclusion Training. In addition, staff led development of agency culture and diversity statements to highlight the importance of culture and diversity to the staff and work place culture of Alameda CTC. Following that work, an internal Culture and Engagement Committee (CEC), comprised of staff from all departments of 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.

## 2. Equity in Alameda County

### Background

Being clear on what equity means in Alameda County is a critical companion to adopting an equity statement and acting on Alameda CTC's equity commitments. Various terms are often used when discussing equity, with terminology adapting over time as more work is done in the area of equity. Common terms include<sup>1</sup>:

- **Diversity** – The presence of different and multiple characteristics that make up individual and collective identities, including race, gender, age, religion, sexual orientation, ethnicity, national origin, socioeconomic status, language, and physical ability.
- **Equity** – The process of identifying and removing the barriers that create disparities in the access to resources and means, and the achievement of fair treatment and equal opportunities to thrive.
- **Inclusion** – Is creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to participate fully.
- **Marginalization** – The process that occurs when members of a dominant group relegate a particular group (minority groups and cultures) to the edge of society by not allowing them an active voice, identity or place for the purpose of maintaining power.
- **Justice** – The process of society moving from an unfair, unequal, or inequitable state to one that is fair, equal, or equitable. A transformative practice that relies on the entire community to acknowledge past and current harms to reform societal morals and subsequently the governing laws. Proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

### Equity Framework

Transportation agencies have found many ways to define disadvantaged communities. Agencies use a variety of demographic factors and thresholds to help define who marginalized communities are and where they reside. Common indicators include low-income, minority, linguistic isolation, and educational attainment, and increasingly a focus on public health.

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<sup>1</sup> Definitions of terms from the National Association of Counties.

<https://www.naco.org/resources/featured/key-terms-definitions-diversity-equity-inclusion>

To ground and inform the development of the Equity Statement and provide historical background and context for the overall equity initiative, Alameda CTC developed a series of maps (Figures 2-1 through 2-6) which show that certain populations and geographic areas qualify as underserved and experience inequitable outcomes regardless of which definition is used. This helps underscore the importance of elevating equity in the work of Alameda CTC.

Alameda CTC currently uses MTC’s Equity Priority Community (EPC) framework to identify disadvantaged communities. EPCs are census tracts that have a significant concentration of underserved populations, with households with low incomes and people of color serving as key metrics, and/or a combination of additional factors to help define these areas.<sup>2</sup> EPCs are shown in each of the maps in Figures 2-1 through 2-6, highlighting the consistent overlap of EPCs with various metrics and demographics that can be used to identify equity communities. Using the EPC framework aligns Alameda CTC work with regional and state planning and funding programs and helps us leverage our work and compete effectively for funding for improvements in EPCs.

By identifying which Alameda County communities are or have been historically underserved, as well as which are disproportionately impacted by socioeconomic, public health and/or climate change impacts, Alameda CTC can better direct funding, projects, planning and programming to enable equitable opportunities and outcomes for all in Alameda County. The methods for working toward this goal are presented as actions of the REAP in Section 4.

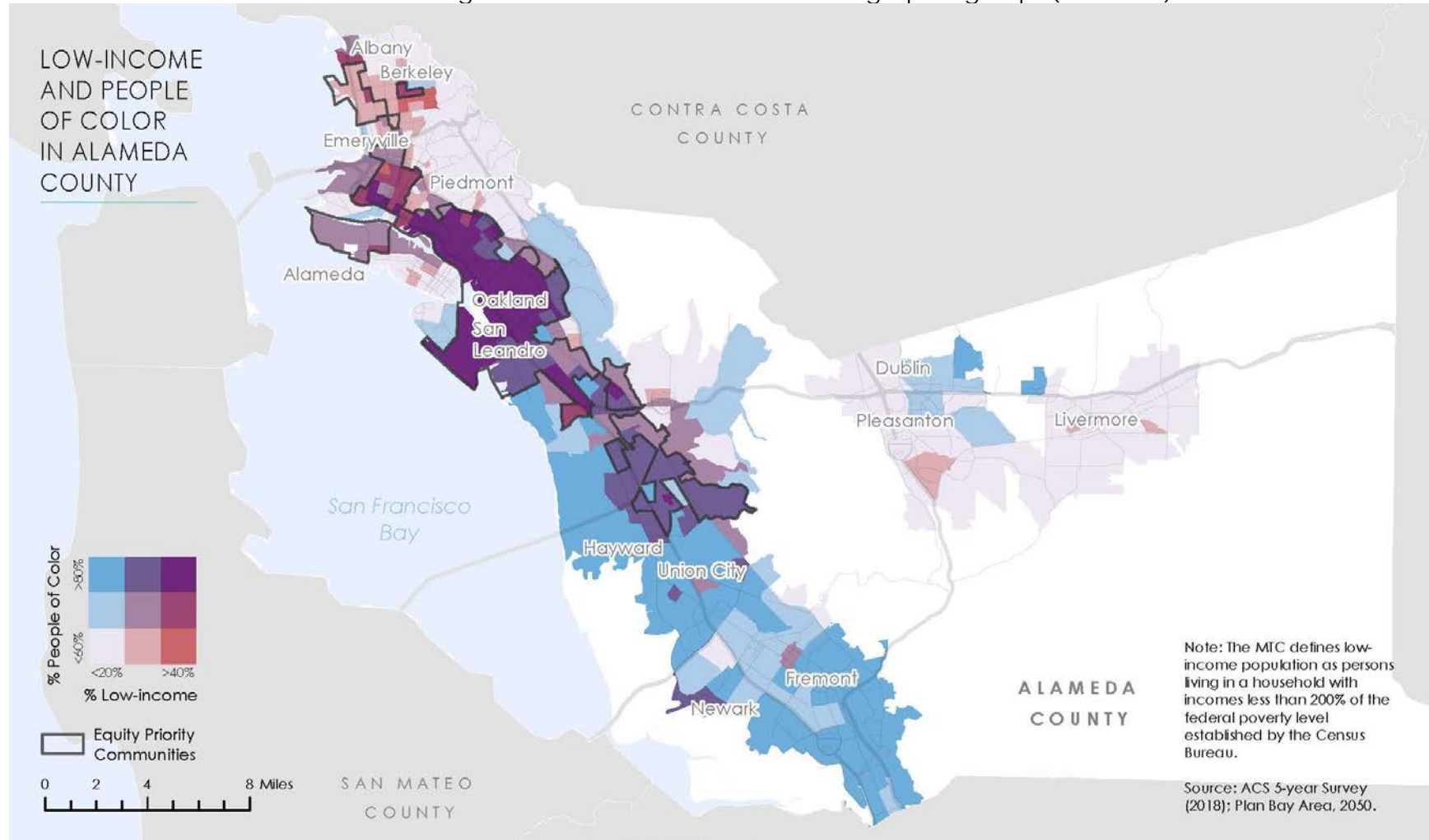
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<sup>2</sup> [Equity Priority Communities | Metropolitan Transportation Commission](#)

The Equity Priority Communities dataset is based upon eight demographic variables: 1. People of Color (70% threshold) 2. Low-Income (28% threshold) 3. Limited English Proficiency (12% threshold) 4. Seniors 75 Years and Over (7% threshold) 5. Zero-Vehicle Households (15% threshold) 6. Single-Parent Families (18% threshold) 7. People with a Disability (12% threshold) 8. Rent-Burdened Households (14% threshold). If a tract exceeds both threshold values for Low-Income and People of Color shares OR exceeds the threshold value for Low-Income AND also exceeds the threshold values for three or more variables (#3 to #8), it is an Equity Priority Community.

**Figure 2-1: Low-Income and People of Color in Alameda County**

Low-income (red shading) and people of color (blue shading) are core metrics that make up an EPC. Concentrations of both people of color and low-income are shown in purple (blend of blue and red). East Oakland and parts of San Leandro have census tracts with the highest concentration of both demographic groups (over 40%).



**Figure 2-2: Historical Redlining in Alameda County**

Redlining is a discriminatory practice in which neighborhoods were ranked from least risky to most with the most hazardous shown in red. “Redlined” areas were not considered worthy of inclusion in homeownership and federal lending programs and financial services were withheld in these areas. Areas in yellow were known as declining. The historically “redlined” areas overlap with high concentrations of low-income and people of color. African American homeowners were particularly impacted by institutionalizing a structural disadvantage.

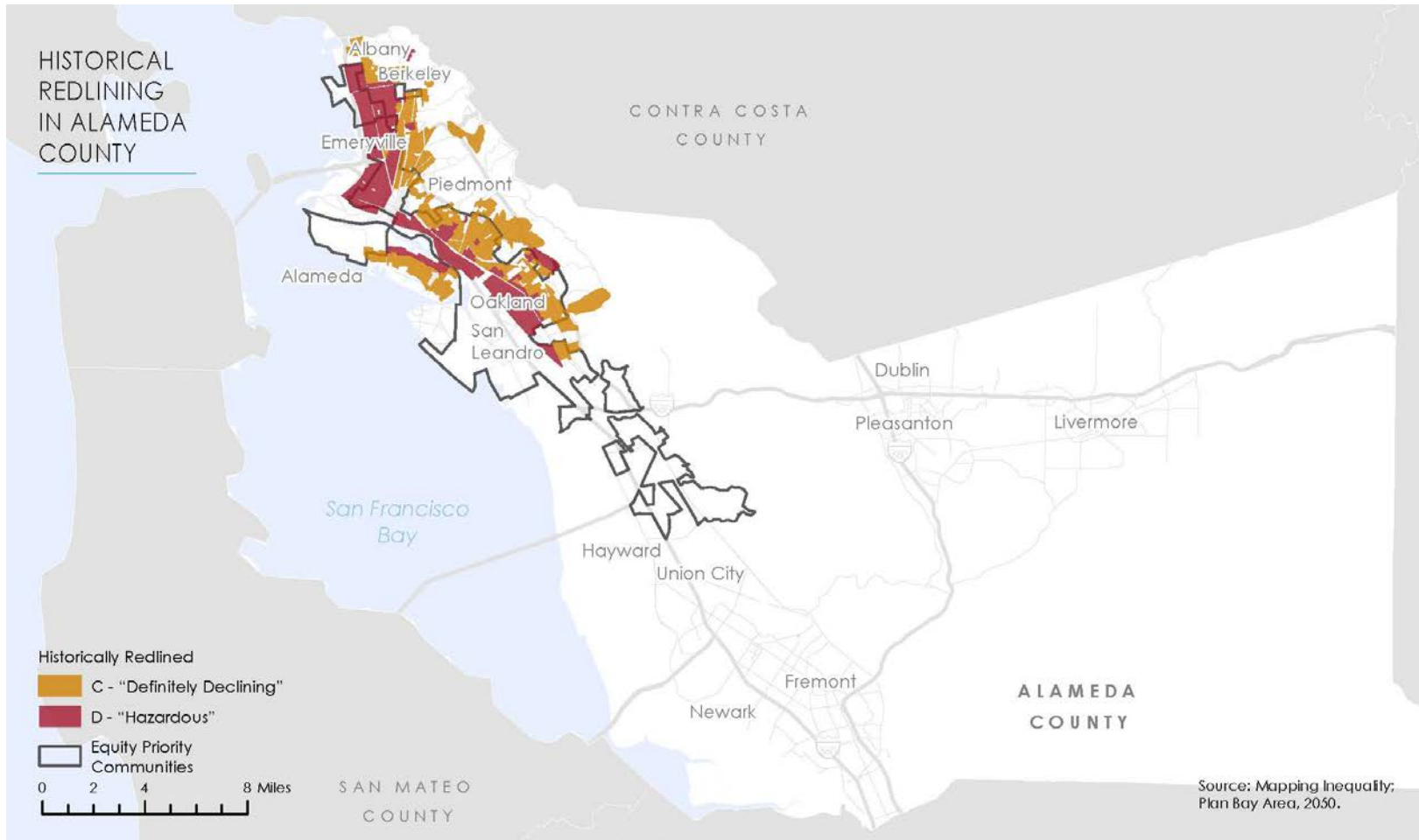


Figure 2-3: Transportation Safety in Alameda County

One of the most direct impacts Alameda CTC can have towards improving public health in equity communities is improving safety for those who are walking and biking. This map shows that high-injury streets for those biking and walking are disproportionately located in EPCs.

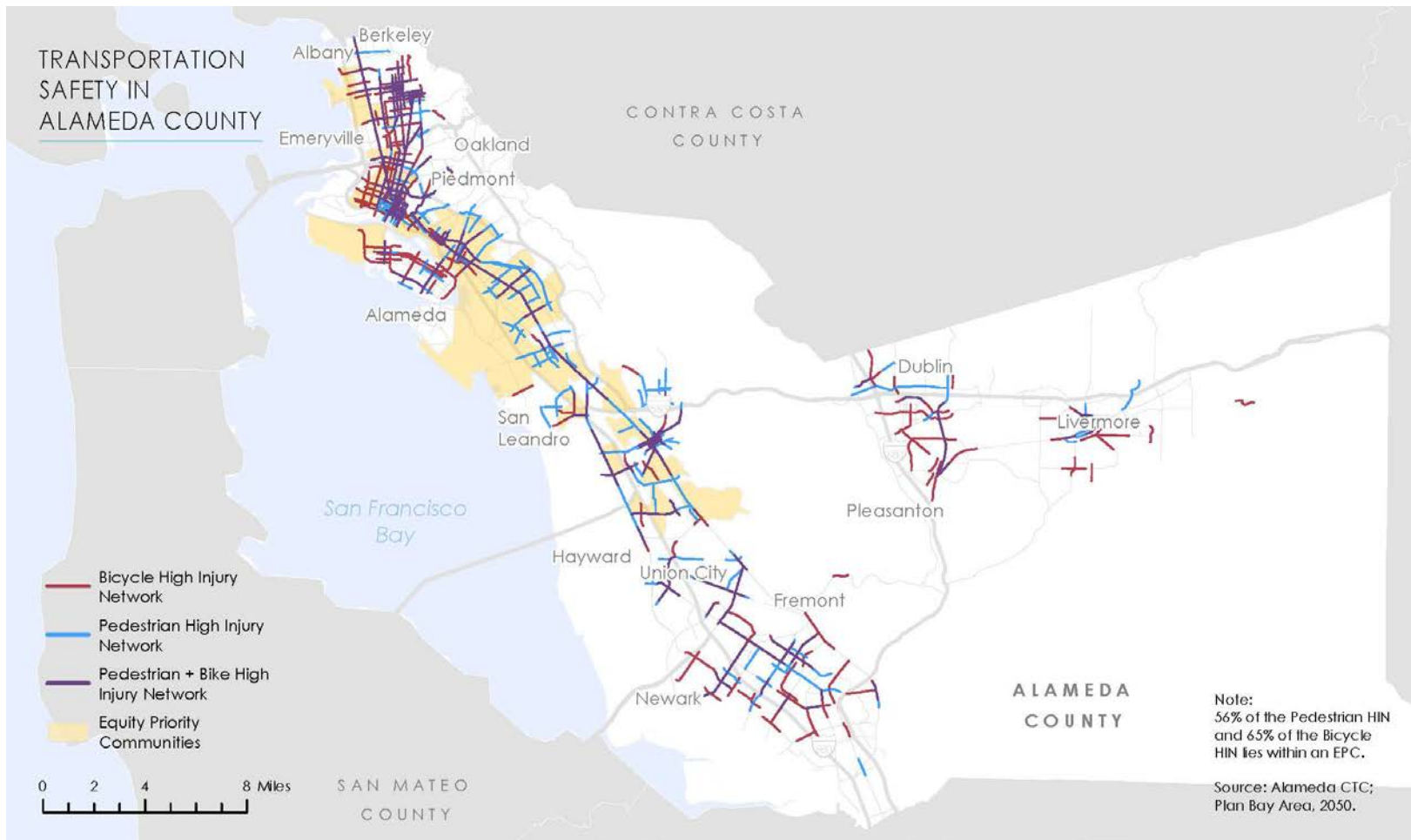




Figure 2-4: Transportation Emissions in Alameda County

There are high concentrations of particulate matter (PM) emitted from cars, trucks, the Port of Oakland and rail yards in EPCs. The darker red shows that areas with the highest concentrations of PM emissions are overlapped with EPCs.

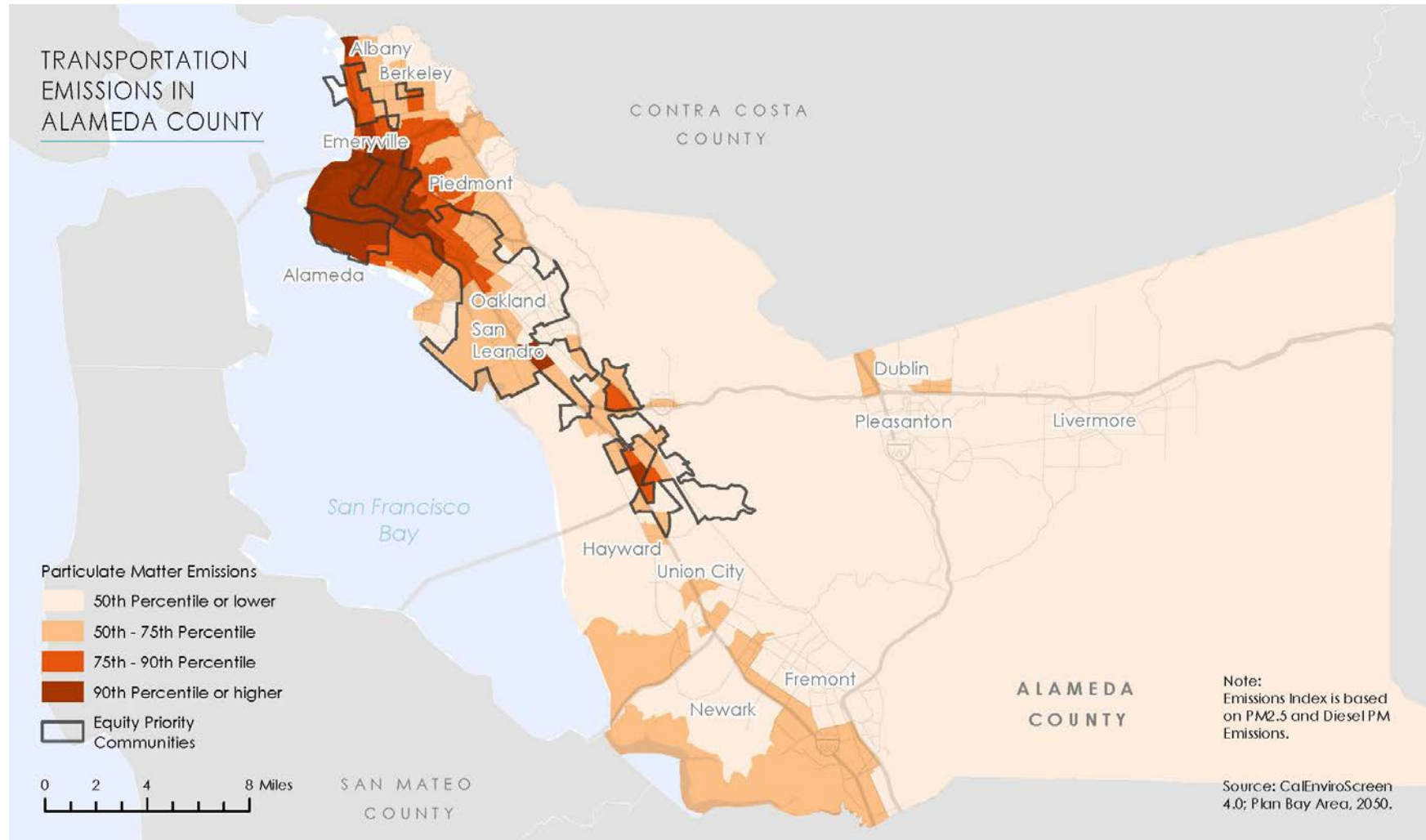


Figure 2-5: Climate Change Risk in Alameda County

Illustrated below are two climate change impacts in Alameda County: sea level rise and fire hazard severity zones. Impacts of climate change are disproportionately felt by residents in EPCs as they are not able to adapt as easily. Residents with greater incomes or other advantages can find ways to get out of an area experiencing a hazardous condition this is often out of reach for disadvantaged communities.

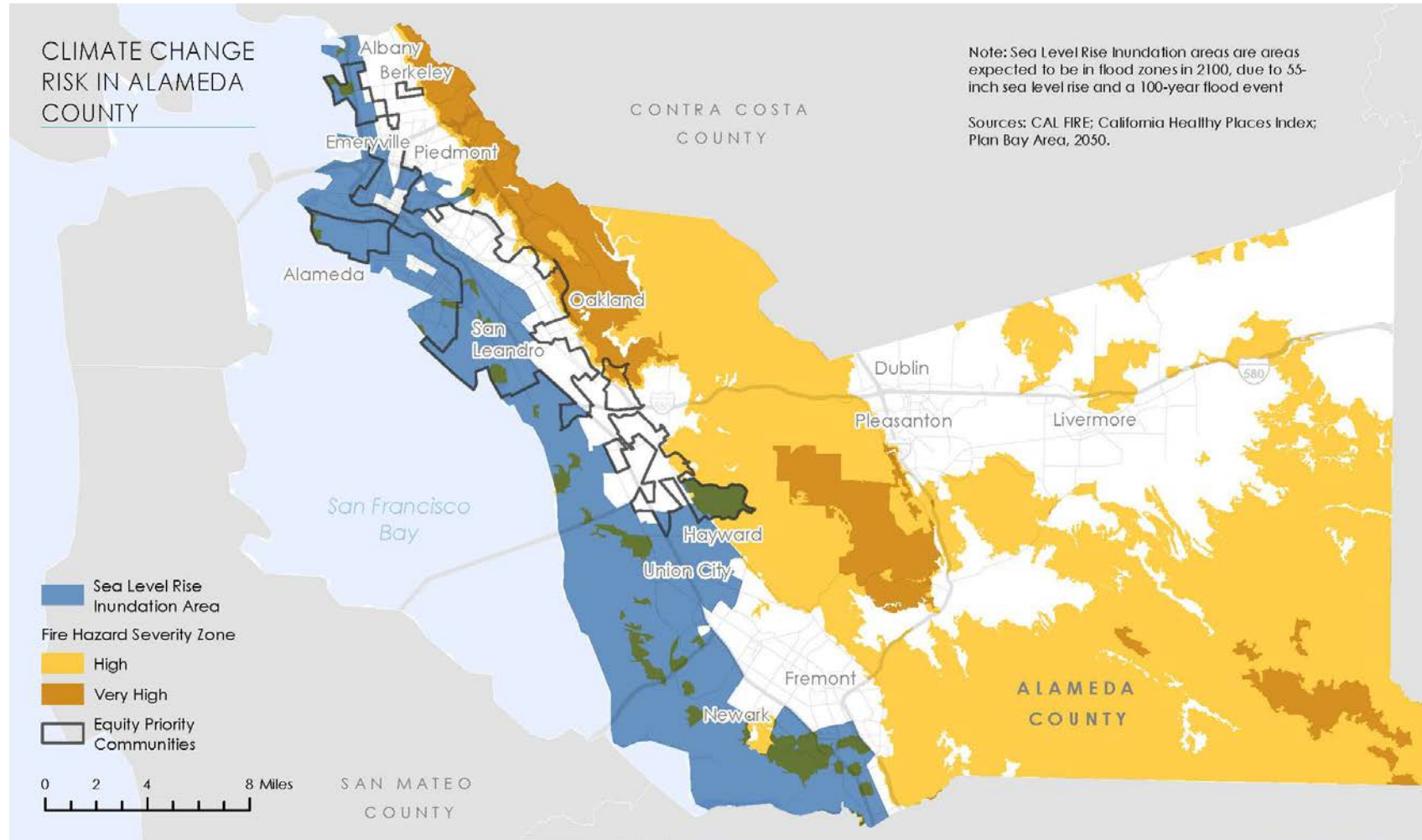
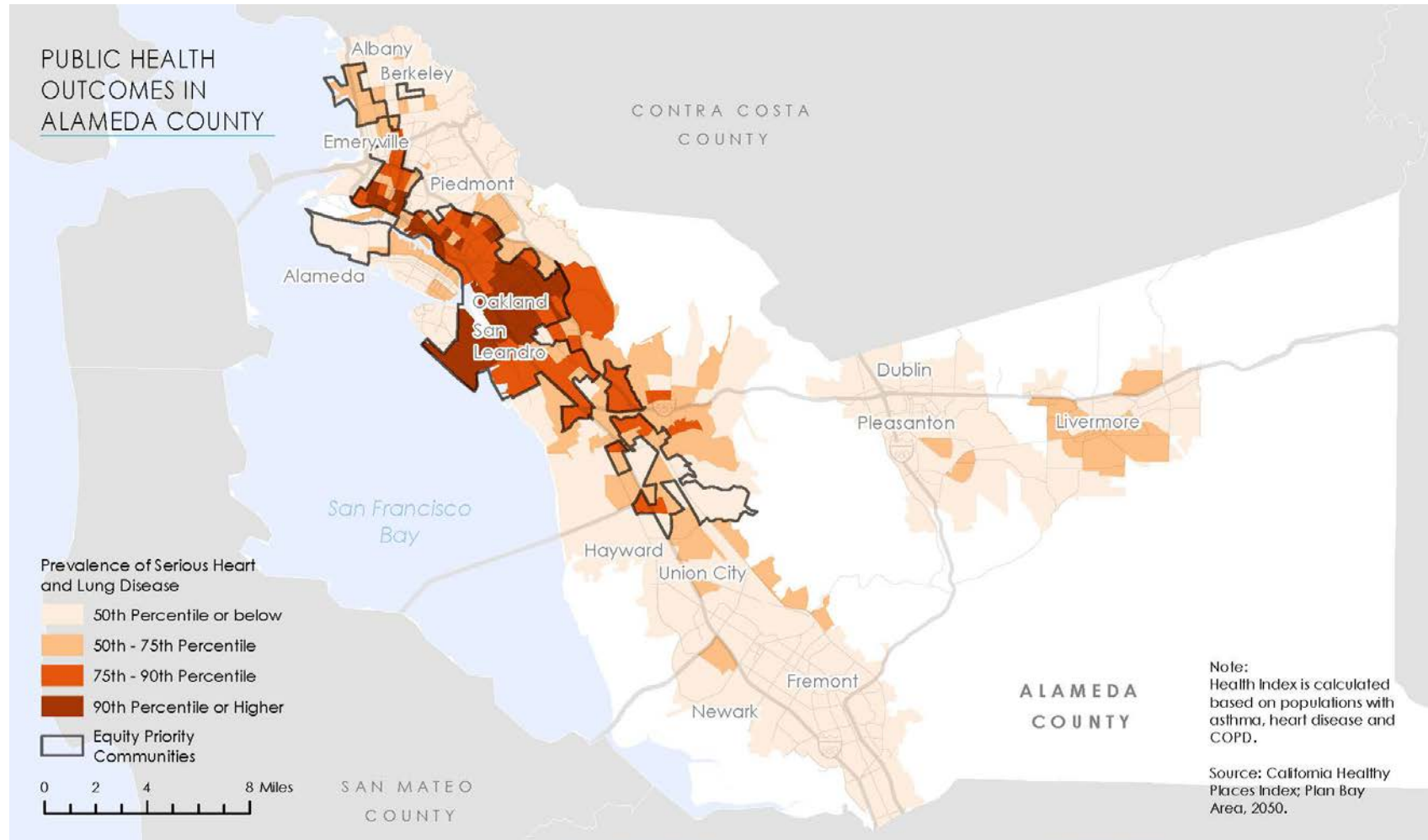


Figure 2-6: Public Health Outcomes in Alameda County

The below map shows higher prevalence of serious heart and lung disease (darker shade of red). There is a strong correlation between poor public health outcomes and EPCs. Low-income and people of color experience higher rates of serious and heart and lung diseases in part as a result of pollution and inequitable transportation policies.



### 3. Equity Statement

#### Equity Statement Approach

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 CEC Committee. 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.

#### 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.

### 4. REAP Actions

The REAP includes actions to address racial and socioeconomic equity across Alameda CTC’s various functions and overall agency workplan. Many actions are already underway or are part of Alameda CTC’s standard business practice and procedures. Of these, some represent opportunities for enhancement to highlight a renewed emphasis on equity while others are completely new areas of action for the agency. Alameda CTC is committed to building on existing agency functions that are rooted in equity with the intent to enhance and expand this approach for new efforts.

## Organization of REAP Actions

The actions in this REAP are organized into eleven categories representing the major functional areas of work of Alameda CTC where equity will be operationalized. Many of the categories of the REAP are cross-cutting, however, a lead department has been identified for each to ensure accountability and follow-through on accomplishing the actions listed therein. There are four categories that have been explicitly identified as cross-departmental due to their agency-wide significance.

Each category has an objective statement to broadly describe how equity will be acted upon in that functional area. The actions each have a title for quick reference, a description, and anticipated schedule for when milestones will be completed throughout the first year of REAP implementation. The quarters shown in the schedule are for the calendar year. All actions, including those denoted as having an on-going timeline, will be part of the annual progress report that will be presented to the Commission approximately one year after REAP approval.

Table 4-1 provides an overview of the 43 actions included in the REAP for quick reference, this table includes just the Categories and Action Titles. Table 4-2 provides the full table of REAP actions including categories, objectives, and action descriptions.

**Table 4-1: Categories and List of Action Titles**

<b>Category: LEADERSHIP</b>	
#1	JEDI Committee
2	State and Regional Participation
3	Equity Statement
4	Equity in Legislative Platform
5	REAP Progress Reporting
<b>DIVERSE &amp; INCLUSIVE ORG. &amp; STAFF</b>	
6	Culture & Engagement Committee
7	Diversity, Equity, and Inclusion (DEI)
8	Staff Diversity
<b>COMMUNICATIONS</b>	
9	Language Assistance Implementation
10	Translation and Interpretation
<b>INCLUSIVE ENGAGEMENT &amp; OUTREACH</b>	
11	Inclusive Engagement Guide (IEG) & Training
12	Community-Based Organizations (CBOs) Partnerships
<b>PLANNING</b>	
13	Community-Based Transportation Plan (CBTP)
14	Countywide Transportation Plan (CTP) and Planning Efforts
15	Equity Assessment for Project and Program Development
<b>PROJECTS</b>	
16	Equitable Project Development Guide
17	Equity-Informed Planning and Capital Project Workplan
18	Equity Enhancements Capital Projects
<b>EXPRESS LANES</b>	
19	Regional Equity in Express Lanes
20	Equity in Express Lane Violation Fees
21	Equity in Toll Revenue Expenditure Plans

<b>PROGRAMMING</b>	
22	Comprehensive Investment Plan (CIP) Evaluation Criteria
23	Equitable Engagement Evaluation Criteria
24	Direct Local Distributions (DLD) Annual Reporting
25	CIP Distribution of Investments
<b>PROGRAMS</b>	
26	Paratransit Program Services
27	Paratransit Program Distribution Formula
28	Equity in Safe Routes to Schools (SR2S) Program Management
29	Equity Capital Projects for SR2S
30	Student Transit Pass Program (STPP)
31	Bike Safety Education (BSE) Pilot and Evaluation
32	Transportation Demand Management (TDM) for Equity Communities
<b>CONTRACTING &amp; PROCUREMENT</b>	
33	Diverse Procurement Outreach
34	Disadvantaged Business Enterprise (DBE) Program
35	Support for DBE and Small and Local Businesses
36	Access to Contracts by Disadvantaged Firms
<b>RECRUITMENT &amp; HIRING &amp; TRAINING</b>	
37	Recruitment: Job Descriptions
38	Recruitment: Broad Postings for Job Opportunities
39	Hiring: Remove any opportunities for bias in Applicant Screening
40	Hiring: Diverse Hiring Panels
41	Hiring: Interview Questions
42	Hiring: Onboarding
43	DEI Trainings

**Table 4-2 REAP Categories, Objectives, and Actions**

*Note: The quarters shown in the schedule are for the calendar year.*

Action Title	Description	Anticipated Milestone Schedule
<b>LEADERSHIP:</b> Lead Alameda CTC to be a champion of social and racial equity in transportation.		
<b>Lead Department: Commission, Executive Director, Deputy Executive Directors, Government Affairs and Communications</b>		
1	<b>JEDI Committee</b> Form an Ad Hoc JEDI Committee to provide feedback and strategically advise the agency on issues related to Equity for approximately one year.	Complete by Q1 2023
2	<b>State and Regional Participation</b> 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.	On-going throughout the year
3	<b>Equity Statement</b> 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.	Complete
4	<b>Equity in Legislative Platform</b> 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.	2023 Platform adopted in Q4 2022 Legislative advocacy on-going
5	<b>REAP Progress Reporting</b> Report on REAP progress to Executive Director biannually and to the Commission annually.	Internal update Q3 2023 Report out to Commission Q1 2024

Action Title	Description	Anticipated Milestone Schedule
<p><b>DIVERSE &amp; INCLUSIVE ORGANIZATION &amp; STAFF:</b> 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.</p> <p><b>Lead Department: Cross-Departmental (led by CEC Chair and Vice Chair)</b></p>		
6	<b>Culture &amp; Engagement Committee</b>	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.
		The CEC will provide input on progress reporting for the REAP.
7	<b>Diversity, Equity, and Inclusion (DEI)</b>	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.
8	<b>Staff Diversity</b>	Develop and administer a race and equity-focused workforce survey and compare to demographic of Alameda County to understand representativeness of staff.
		Explore internships, mentorships, and other ways to encourage diverse employment pipeline.



Action Title	Description	Anticipated Milestone Schedule
<p><b>COMMUNICATIONS:</b> Ensure all agency communications reflect the diversity of audiences throughout Alameda County in terms of reach, message, imagery, format, and language.</p> <p><b>Lead Department: Cross-Departmental (led by Government Affairs and Communications)</b></p>		
9	<b>Language Assistance Implementation</b>	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.
		Include Title VI and Language Assistance Plan (LAP) content in training on Inclusive Engagement described in Action #11.
10	<b>Translation and Interpretation</b>	Update agency protocol for translating and reviewing translated materials based on document level (e.g. vital or not) and by language.
		Review methods for informing the public of how to seek language assistance across agency communications, materials, and meetings.
<p><b>INCLUSIVE ENGAGEMENT &amp; OUTREACH:</b> Understand and implement outreach and engagement practices that ensure involvement by historically disadvantaged communities and work to build trust with these communities.</p> <p><b>Lead Department: Cross-Departmental (led by Planning and Government Affairs and Communications)</b></p>		
11	<b>Inclusive Engagement Guide (IEG) &amp; Training</b>	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).
		Conduct training for staff across departments and provide resources to staff Project Managers for incorporating into scopes of work.

Action Title	Description	Anticipated Milestone Schedule
12 <b>Community-Based Organizations (CBOs) Partnerships*</b>	Establish streamlined contracting approach for compensating CBOs.	Q1 2023
	Refine process for working with CBOs as valued representatives of the local community	On-going throughout the year as opportunities arise
<p><b>PLANNING:</b> Infuse advancing racial and socio-economic equity and environmental justice throughout transportation planning efforts, including development of plans, analysis, and recommendations.</p> <p><b>Lead Department: Projects and Planning</b></p>		
13 <b>Community-Based Transportation Plan (CBTP)</b>	Alameda CTC and/or member agencies prepare local CBTPs focused on engagement with low-income communities and communities of color per MTC guidelines.	Periodically as opportunities arise
	Evaluate updated CBTP guidelines from MTC and develop a strategy for the next cycle of CBTP funding from MTC.	OBAG 3 CBTP Program, timing TBD
14 <b>Countywide Transportation Plan (CTP) and Planning Efforts</b>	Utilize recommendations from the Inclusive Engagement Guide (Action #11) in planning efforts and the CTP.	2023 outreach planned for I-580 Transit and Multimodal Strategy (I-580 TAMS) CTP scoping in Q4 2023
	Develop equity analysis and prioritization methodology for next set of major planning efforts and the CTP.	Equity evaluation in 2023 for I-580 TAMS CTP scoping in Q4 2023

Action Title	Description	Anticipated Milestone Schedule
15 <b>Equity Assessment for Project and Program Development</b>	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.	Initiated by Q3 2023
<p><b>PROJECTS:</b> Ensure projects are planned, designed, and built to reduce disadvantages and enhance existing equity priority communities.</p> <p><b>Lead Departments: Projects and Planning</b></p>		
16 <b>Equitable Project Development Guide</b>	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.	Initiated by Q4 2023
17 <b>Equity-Informed Planning and Capital Project Workplan</b>	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.	Initiated by Q4 2023
18 <b>Equity Enhancements Capital Projects</b>	Identify methods for enhancing existing Alameda CTC capital projects in response to community-identified needs related to equity while recognizing constraints of existing environmental clearances and funding plans.	Initiated by Q4 2023

Action Title	Description	Anticipated Milestone Schedule
<b>EXPRESS LANES:</b> Ensure equity is considered in the operations of express lanes. <b>Lead Department: Projects</b>		
19	<b>Regional Equity in Express Lanes</b>	Participate in regional equity discussions and in working groups related to MTC's means-based toll discount pilot program.
		Implement payment plan options as required by AB 2594 (Ting's bill) by July 1, 2024 in coordination with regional express lanes operators.
20	<b>Equity in Express Lane Violation Fees</b>	Revisit violation processes and violation fees and penalties based on equity considerations to ensure disadvantaged communities are not shouldering undue financial burden.
		Continue implementation of reduced violation fees per September 2022 Commission action.
21	<b>Equity in Toll Revenue Expenditure Plans</b>	Determine what type of equity considerations shall be assessed within each corridor's toll revenue expenditure plans in coordination with regional express lane operators.
<b>PROGRAMMING:</b> Use equity as a key criterion for supporting funding decisions and ensure project sponsors take equity into consideration in their projects. <b>Lead Department: Programming</b>		
22	<b>Comprehensive Investment Plan (CIP) Evaluation Criteria</b>	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.

Action Title	Description	Anticipated Milestone Schedule
23 <b>Equitable Engagement Evaluation Criteria</b>	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.	Q2 2024 – Incorporate this in the 2024 CIP Update/Call for Projects for 2026 CIP
24 <b>Direct Local Distributions (DLD) Annual Reporting</b>	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.	Starting with the current reporting for FY 21-22 due Q4 2022
25 <b>CIP Distribution of Investments</b>	Develop Equity Priority Communities investment report for new 2024 CIP/OBAG programming as part of the 2024 CIP recommendations. 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.	Q2 2023 as part of the 2024 CIP recommendations
<b>PROGRAMS:</b> Deliver programs that are rooted in equity and take equity into account in program delivery. <b>Lead Department: Government Affairs and Communications</b>		
26 <b>Paratransit Program Services</b>	Evaluate Paratransit Program Plan Review process and identify strategies to further integrate equity considerations into the evaluation and information for future cycles.	Initiated by Q4 2023
27 <b>Paratransit Program Distribution Formula</b>	Continue to distribute DLD funds based on a PAPCO-adopted formula that includes age, disability, and income.	On-going

Action Title	Description	Anticipated Milestone Schedule
28 <b>Equity in Safe Routes to Schools (SR2S) Program Management</b>	Support the Access Safe Routes to Schools initiative, which provides extra services to schools in disadvantaged communities, through additional engagement and supplemental resources to facilitate trainings and participation	On-going
	Recruit additional Access schools in the final year of state grant funding.	Q2 2023
29 <b>Equity Capital Projects for SR2S</b>	Assess effectiveness of mini-grant program for implementing SR2S capital projects and consider a future round with more equity considerations.	Initiated by Q4 2023
30 <b>Student Transit Pass Program (STPP)</b>	Continue to fund and operate STPP, expanding to all schools with a focus on the schools with the greatest socio-economic need.	On-going
31 <b>Bike Safety Education (BSE) Pilot and Evaluation</b>	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.	Initiated by Q3 2023
32 <b>Transportation Demand Management (TDM) for Equity Communities</b>	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.	Initiated by Q3 2023

Action Title	Description	Anticipated Milestone Schedule
<p><b>CONTRACTING &amp; PROCUREMENT:</b> Support opportunities for access to contracts by small, local, women and minority owned businesses and community-based organizations.</p> <p><b>Lead Department: Finance and Administration</b></p>		
33	<p><b>Diverse Procurement Outreach</b></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>	On-going
	<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>	Updated monthly throughout the year
	<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>	On-going
34	<p><b>Disadvantaged Business Enterprise (DBE) Program</b></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>	On-going
35	<p><b>Support for DBE and Small and Local Businesses</b></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>	On-going

Action Title	Description	Anticipated Milestone Schedule
	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.	On-going
36	<b>Access to Contracts by Disadvantaged Firms</b> 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.	On-going
<p><b>RECRUITMENT, HIRING &amp; TRAINING:</b> Increase outreach efforts for employment at Alameda CTC to attract diverse applicants from underserved communities and ensure on-going DEI Training.</p> <p><b>Lead Department: Cross-Departmental (led by Finance and Administration)</b></p>		
37	<b>Recruitment: Job Descriptions</b> Regularly review recruitment brochures to ensure materials are free from biases and continue to include statements of Alameda CTC's commitment to workforce diversity.	On-going
38	<b>Recruitment: Broad Postings for Job Opportunities</b> 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.	On-going



Action Title	Description	Anticipated Milestone Schedule
39 <b>Hiring: Remove Potential Bias in Applicant Screening</b>	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.	Initiated Q4 2022
40 <b>Hiring: Diverse Hiring Panels</b>	Strive to utilize a diverse hiring panel to interview candidates, which may include enlisting assistance from peers of varying backgrounds, including from other agencies.	On-going
41 <b>Hiring: Interview Questions</b>	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.	On-going
42 <b>Hiring: Onboarding</b>	Emphasize the value of diversity of our workplace and inclusivity of staff at all levels during new employee onboarding orientations.	On-going
43 <b>Diversity, Equity, and Inclusion (DEI) Trainings</b>	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.	Q3 2023

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