



Race and Equity Action Plan 2024 Annual Progress Report



August 2025

TABLE OF CONTENTS

Introduction.....	1
Alameda CTC’s Equity Initiative.....	2
Equity Statement	2
Inclusive Engagement Report	3
Race and Equity Action Plan.....	3
Progress Report	5
Leadership.....	6
Diverse and Inclusive Organization and Staff.....	7
Communications	8
Inclusive Engagement and Outreach	9
Planning	11
Projects	13
Express Lanes	14
Programming	15
Programs.....	17
Contracting and Procurement.....	19
Recruitment, Hiring and Training	23
Looking Forward	25





INTRODUCTION

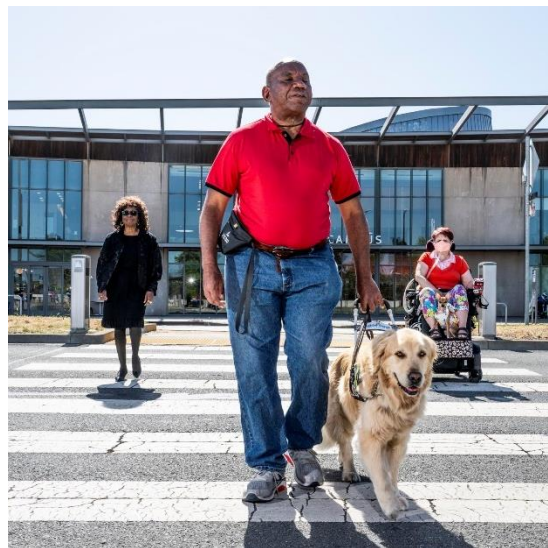
The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund, and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.

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 second 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 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 second 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 or status, 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 status 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 and 2024 Highlights
<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>Status: Completed Q1 2023</p>
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Participated in equity discussions as part of regional efforts, including Plan Bay Area (PBA) 2050+, Equity Priority Community designations, Next Gen Freeways, and a potential regional transportation measure. Advocated for state reform to requirements for in-person advisory meetings—regulations which disproportionately impact older adults and individuals who are disabled.
<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>Status: Completed Q3 2022</p>
<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>Status: 2025 Platform adopted in Q4 2024; Legislative advocacy ongoing</p> <ul style="list-style-type: none"> Included equity as key 2025 Legislative Platform element. Included equity as key theme in legislative advocacy trips to Sacramento and Washington, D.C. Approved support for reform to requirements for in-person advisory meetings—regulations which

Actions	Implementation and 2024 Highlights
	disproportionately impact older adults and individuals who are disabled.
5 REAP Progress Reporting Report on REAP progress to Executive Director biannually and to the Commission annually.	Status: Report out to Commission Q2 2024; Internal update Q3 2024; Progress reporting ongoing <ul style="list-style-type: none"> Completed first Annual Progress Report (2024) and presented to the Commission in Q2 2024. Completed a 6-month internal review in Q3 2024.

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 and 2024 Highlights
6 Culture & Engagement Committee 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.	Status: Ongoing <ul style="list-style-type: none"> Fostered a more inclusive and supportive workplace environment through social engagement and culture building, agencywide teambuilding, spotlighting of social and cultural causes and observances, and employee leadership development and training.
The CEC will provide input on progress reporting for the REAP.	Status: Completed in Q3 2024; implementation ongoing <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.
7 Diversity, Equity, and Inclusion (DEI) 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.	Status: Ongoing <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," agency walks, and a staff picnic to bring individuals together and celebrate cultural awareness and diversity, with topics including Black History Month, Earth Day, Asian American and Pacific Islander Heritage

Actions	Implementation and 2024 Highlights
	Month, Pride Month, Arab American Heritage, Jewish American Heritage, Juneteenth, and Hispanic Heritage/Día de los Muertos.
<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>Status: Completed in 2024</p> <ul style="list-style-type: none"> Developed workforce survey and administered in March 2024. Survey questions were aimed at evaluating workforce diversity in demographics as compared to Alameda County.
<p>Explore internships, mentorships, and other ways to encourage diverse employment pipeline.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> Developed and maintained a list of professional organizations, affiliations, and training opportunities. Informed managers on a regular basis of the list to promote opportunities for participation among staff members. Alameda CTC hosted a college intern for ten weeks as part of a partnership with Conference of Minority Transportation Officials (COMTO) Careers in Transportation for Youth (CITY) program. The internship provided practical experience and exposure to career options available in local governments focused on transportation mode improvements and traffic congestion relief. CEC members participated in Summer Intern's orientation and onboarding. CEC members attended the COMTO (Conference of Minorities in Transportation Officials) 2024 National Conference and the COMTO NorCal Annual Scholarship & Industry Awards Gala.

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 and 2024 Highlights
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Title VI officer advised the Administration Team on best practices for translations. Completed procurement for new Communications consultant team, including Title VI and language expertise. <hr/> <p>Status: 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. Completed and published Title VI LAP Report to agency website for public access and guidance for accessibility requests in Q2 2024.
<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>Status: Completed Q3 2023 with future updates as needed</p> <hr/> <p>Status: Completed Q3 2023 with future updates as needed</p>

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 and 2024 Highlights
<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>Status: Phased implementation, first phase completed in 2023, second phase planned completed in 2025</p> <ul style="list-style-type: none"> Developed an agencywide Inclusive Engagement Report that includes best practices and recommendations for inclusive and community-oriented engagement across all agency-led projects, programs, and plans. Initiated next phase, which includes development of an agencywide Inclusive Engagement Guide that will function as a more practical guide for project managers to conduct community engagement <hr/> <p>Status: Completed Q4 2023; training will be ongoing</p>
<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>Status: Completed Q1 2023</p> <hr/> <p>Status: Ongoing</p> <ul style="list-style-type: none"> Initiated partnerships with CBOs for community engagement on various planning efforts and projects, including the Countywide Transportation Plan (CTP), San Pablo Avenue Bus Lanes and Bike Lanes Project, East Bay Greenway, Oakland Alameda Access Project, GoPort 7th Street Grade Separation East, and the Rail Safety Enhancement Program. The format of community engagement has included CBO-led focus groups and pop-ups at community events in Equity Priority Communities. Commission adopted the CTP Policy Blueprint in Q4 2024 with an equity goal and corresponding policy objectives, including fostering partnerships with CBOs.

Equity as Core 2025 Legislative Priority

Equity was once again adopted as a key 2025 Legislative Platform priority based on staff recommendations. Equity as a core legislative priority is an important reason why the Commission has agreed to support improvements to the Brown Act, which governs government meetings in California. The Commission has agreed to support reform to requirements specifically for in-person advisory meetings—regulations which disproportionately impact older adults and individuals who are disabled. (Action 4)



San Pablo Avenue Bus Lanes and Bike Lanes Outreach

Alameda CTC conducted extensive community engagement in Spring 2024 to seek input on the project, which proposes safety and transit improvements along San Pablo Avenue in Oakland, Emeryville, and south of Heinz Avenue in Berkeley. To share the proposed design and seek feedback, we met community members where they were through a variety of engagement methods, including an online interactive map tool, two open house events, fourteen pop-up events, door-to-door outreach to storefronts, four focus groups hosted by CBOs and 27 community and stakeholder groups representing neighborhood residents, businesses, seniors, people with disabilities, and people walking, biking, and riding transit. (Action 12)



Summer College Internship

Alameda CTC is passionate about the future of transportation and public service. In Summer 2024, the agency hosted a college intern for ten weeks as part of a partnership with Conference of Minority Transportation Officials (COMTO) Careers in Transportation for Youth (CITY) program. This internship provided practical experience and exposure to career options available in local governments focused on transportation mode improvements and traffic congestion relief. The intern rotated through various disciplines throughout the agency. As we continue to look ahead, we are excited for the opportunity to continue nurturing the next generation of amazing talent. (Action 8)



2026 Countywide Transportation Plan (CTP) Update: Policy Blueprint (2024)

As the first CTP undertaken after the agency adopted its REAP, inclusive engagement was fundamental to the development and refinement of every aspect of the Blueprint and will continue to inform the 2026 CTP. This first year of engagement focused on cultivating relationships with community organizations as valued community representatives. Across the Policy Blueprint phase (2024), engagement activities connected the agency with more than 50 individuals from 40 organizations across the county, with CBOs compensated for their involvement. (Action 14)



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 and 2024 Highlights
<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>Status: Periodically as opportunities arise</p> <ul style="list-style-type: none"> Developed and submitted an equity-informed Caltrans planning grant for the equity priority communities of Central Alameda County; grant agreement executed; consultant procurement initiated. Established funding and parameters for two local CBTPs, also in Central Alameda County.
<p>Evaluate updated CBTP guidelines from MTC and develop a strategy for the next cycle of CBTP funding from MTC.</p>	<p>Status: Completed 2024</p> <ul style="list-style-type: none"> Worked with Central County jurisdictions to develop a proposal for two locally sponsored CBTPs, one around the Bay Fair BART station involving San Leandro and the County of Alameda, and one for the City of Hayward; CBTP funds were approved by the Commission and agreements executed. City of Hayward released a Request for Proposals for consultant support in Q4 2024; kicked off CBTP in Q1 2025.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Work on the CTP began in 2024, utilizing the Inclusive Engagement Guide with widespread outreach to CBOs (e.g. listening session workshops, community leader interviews, one-on-one discussions, focus groups, postcard distribution at public events). CTP Team started recruitment for a CTP Working Group comprised of up to ten CBOs to provide feedback and input during the remaining CTP phases throughout 2026. The San Pablo Avenue Bus/Bike Lanes Project completed inclusive engagement to seek input on the proposed project design (e.g. focus groups, public open houses, online commenting tool, pop-up events, door-to-

Actions	Implementation and 2024 Highlights
	<p>door outreach to storefronts, and presentations to relevant advisory committees).</p> <ul style="list-style-type: none"> The I-580 Transit and Multimodal Corridor Strategy (I-580 TAMS) held a third and final round of focus groups with five CBO partners representing multiple Equity Priority Communities (EPCs) along the corridor to discuss evaluation results and solicit feedback on the strategy's recommendations.
<p>Develop equity analysis and prioritization methodology for next set of major planning efforts and the CTP.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> The I-580 TAMS team evaluated various metrics specifically for EPCs along the corridor, as well as for the corridor as a whole; investigated income distribution of potential beneficiaries (or users) of the major improvements being considered. CTP equity framework began with development of standalone Equity Goal, review of EPCs and equity geographies, and drafting policy objectives that the Commission approved in Q4 2024.
<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>Status: Continued progress in 2024</p> <ul style="list-style-type: none"> Researched and documented equity assessment practices and guides of other Bay Area agencies and shared proposed recommendations with the Planning and Policy Team in Q4 2024; finalizing best practices guidance and recommendations. CTP includes equity considerations in assessments

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 and 2024 Highlights
<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>Status: Continued progress in 2024</p> <ul style="list-style-type: none"> • Researched and documented resources and best practices from partner agencies to support the development of the first draft of the Alameda CTC Equitable Project Development Guide. • Projects such as East Bay Greenway and San Pablo Avenue Bus/Bike Lanes have integrated input from equitable outreach in project designs.
<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>Status: Continued progress in 2024</p> <ul style="list-style-type: none"> • Developed a schedule and workplan for projects that are submitted with the CTP. • CTP request for project information will be in 2025.
<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 recognizing constraints of existing environmental clearances and funding plans.</p>	<p>Status: Continued progress in 2024</p> <ul style="list-style-type: none"> • Completed outreach for projects where enhancements were possible, such as the San Pablo Avenue Bus/Bike Lanes Project; completed minor modifications or updates on current project status for projects, such as East Bay Greenway, Rail Safety Enhancement Program, Oakland Alameda Access Project, and 7th Street Grade Separation East. • Initiated development of guide on best practices based on recent experience on several projects going into construction in 2025.

EXPRESS LANES

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

Lead Department: Projects

Actions	Implementation and 2024 Highlights
<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>Status: 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. MTC presented results from the first 18 months of the pilot at the end of 2024. <hr/> <p>Status: Completed in Q2 2023 with the Bay Area Toll Authority (BATA) roll-out; implementation ongoing</p>
<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>Status: Completed in Q4 2022</p> <hr/> <p>Status: Completed in 2023</p>
<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>Status: Initiated in Q2 2023; implementation ongoing with expenditure plan updates</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 plan for I-680 approved in April 2024; plan demonstrates that there is sufficient toll revenue to cover operations, maintenance and construction repayment, but there is no net revenue for other purposes; plan will be updated in two years. I-580 Expenditure Plan is planned to be completed in Summer 2025.

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 and 2024 Highlights
<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>Status: Completed Q2 2024; implementation ongoing with each CIP cycle</p> <ul style="list-style-type: none"> In May 2024, the Commission adopted the 2026 CIP scoring criteria that allows for projects that are not physically located within an MTC-defined EPC, to receive points for the EPC criteria, if the project application demonstrates a clear and direct benefit to other locally-identified and defined disadvantaged or underserved communities. Approximately 90% of the new programming in the 2024 CIP Update, adopted in 2024, are benefitting and serving 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>Status: Completed Q3 2024; implementation ongoing with each CIP cycle</p> <ul style="list-style-type: none"> 2026 CIP Call for Projects released in Fall 2024 contained application questions related to EPCs, benefits to local community, and equitable community outreach.
<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>Status: Completed in 2023; implementation ongoing with each DLD cycle</p> <ul style="list-style-type: none"> For FY 2022-23, DLD recipients reported 58% of total DLD Program Expenditures (\$117.7M of \$201.5M) are benefitting and serving EPCs. DLD reporting for FY 2023-24 are received and will be analyzed to report on DLD investments during the reporting year.
<p>25 CIP Distribution of Investments</p> <p>Develop Equity Priority Communities investment report for new 2024 CIP/OBAG programming as part of the 2024 CIP recommendations</p>	<p>Status: Completed Q2 2024; implementation ongoing with each CIP cycle</p> <ul style="list-style-type: none"> As of May 2024, the 2026 CIP scoring criteria included an increase to the weighting for the EPC Criteria, from 10% to 15%. Safety and HIN each increased, from 7.5% to 10%. As of May 2024, the 2026 CIP scoring criteria allows for projects that are not physically located within an MTC-defined EPC, to receive points for the EPC criteria, if the project application demonstrates a

Actions	Implementation and 2024 Highlights
	<p>clear and direct benefit to other locally-identified and defined disadvantaged or underserved communities.</p> <ul style="list-style-type: none"> • The 2026 CIP Call for Projects released in Fall 2024 contained application questions related to EPCs, benefits to local community, and outreach confirmation. • Currently, 2026 CIP applications received by Alameda CTC are being evaluated with consideration of EPCs and community engagement as part of the overall evaluation criteria.
<p>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.</p>	<ul style="list-style-type: none"> • Approximately 90% of the total new programming in the 2024 CIP Update are benefitting and serving EPCs. • CIP program recommendation in Spring 2025 will highlight programming benefitting 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 and 2024 Highlights
<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>Status: Ongoing</p> <ul style="list-style-type: none"> • Added equity and demographic questions to the program plan review forms and reported findings to the Paratransit Advisory and Planning Committee (PAPCO) at their April 2024 Program Plan Review Subcommittees. • Added a recurring Equity Initiatives Updates agenda item to the PAPCO and Paratransit Technical Advisory Committee (ParaTAC) meeting agendas. • Incorporated equity and demographics performance measures to the new paratransit discretionary grant agreements.
<p>27 Paratransit Program Distribution Formula</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> • Continued to distribute paratransit Direct Local Distribution (DLD) funds based on a PAPCO-

Actions	Implementation and 2024 Highlights
Continue to distribute DLD funds based on a PAPCO-adopted formula that includes age, disability, and income.	<p>adopted formula that includes age, disability, and income.</p> <ul style="list-style-type: none"> Continued to monitor paratransit DLD investments in EPCs via the Annual Compliance Reporting process (as part of Action No. 24). In FY 2022-23, \$118M of \$202M (58%) total DLD Expenditures were reported as benefiting and serving EPCs, of which \$35M 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 communities, through additional engagement and supplemental resources to facilitate trainings and participation</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> Expanded to serve more schools than ever, including high-priority Access schools, and introduced new elements that improve both accessibility and efficiency. Developed and distributed tailored resources for the most disadvantaged and high-need 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.
Recruit additional Access schools in the final year of state grant funding.	<p>Status: Completed in 2024</p> <ul style="list-style-type: none"> Completed state grant program for supporting Access schools
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Applied an equity lens to the School Safety Assessment (SSA) school selection process in the 2023-24 school year; selected 10 schools to receive SSAs based on criteria. Applied an equitable lens to the mini-grant program to assess its effectiveness and potential for future funding cycles.
<p>30 Student Transit Pass Program (STPP)</p> <p>Continue to fund and operate STPP, expanding to all schools with a focus</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> There are nearly 35,000 active participants (out of more than 63,000 eligible students) who have access to the program's transit benefit.

Actions	Implementation and 2024 Highlights
on the schools with the greatest socio-economic need.	<ul style="list-style-type: none"> Conducted final expansion to 15 middle and high schools during the 2024-25 school year. Responded to all requests for translation for materials to ensure program access, including site admin training materials, marketing materials, etc.
31 Bike Safety Education (BSE) Pilot and Evaluation 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.	Status: Completed in 2024
32 Transportation Demand Management (TDM) for Equity Communities 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.	Status: Ongoing <ul style="list-style-type: none"> TDM Strategic Plan development continued in Fall 2024 with internal meetings with program managers to identify successes and potential opportunities for improvements.

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 and 2024 Highlights
33 Diverse Procurement Outreach 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).	Status: Ongoing <ul style="list-style-type: none"> Placed 72 advertisements for contracting opportunities in nine different media outlets or forums (Alameda Times-Star, Tri-Valley Herald, Oakland Tribune Fremont Argus, Hayward Daily Review, The Post, Vision

Actions	Implementation and 2024 Highlights
	<p>Hispana (Spanish), World Journal (Chinese), RFP Clearinghouse.</p> <ul style="list-style-type: none"> Conducted five procurements, all of which were advertised to the following organizations and media: East Bay Times, Fremont Argus, Hayward Daily Review, Oakland Tribune, Post Newsgroup, Vision Hispana, World Journal, and California Special Districts Association.
<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>Status: 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 6 email campaigns, ensuring broad engagement.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Actively participated in 7 local business and outreach meetings or events in the first half of 2024, directly connecting with partners and/or the business community. Attended 8 BOC meetings and 5 outreach events (i.e. contractor forums, workshops, and/or partner agency events).
<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>Status: 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>Status: Ongoing</p> <ul style="list-style-type: none"> Conducted survey and provided support and guidance to various local, small, and very small businesses. Certified 62 Alameda County local and/or small local firms in the LBCE Program, of which 8 were new firms to the program.

Actions	Implementation and 2024 Highlights
	<ul style="list-style-type: none"> Annual survey completed to dive into details regarding effectiveness of LBCE Program and goal attainment. Report was shared with the Commission and public at large in November 2024.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Participated in 2 procurement meetings for, and 3 coordination meetings with, partner agencies, empowering them to implement the LBCE Program effectively. Hosted 2 training workshops and attended 2 partner agency procurement meetings.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> 2024 report completed and presented to FAC and Commission in November.

Supporting Student's Access to Public Transit

In 2024, the Student Transit Pass Program achieved a major milestone: every eligible school in Alameda County is now enrolled! As of January 2025, the STPP currently has over 35,000 participants with active cards out of nearly 58,000 eligible students. Furthermore, this final year of the phased expansion to get the program at scale ensures that all eligible students have access to free bus transportation up through high school graduation, making it easier than ever for students to travel to and from school, jobs, and extra-curricular activities. (Action 30)



Expanding Opportunities and Promoting Equity

Alameda CTC continues to make significant strides towards increasing access to contracting opportunities for diverse businesses and promoting equity in its programs, including for disadvantaged, local, small, and very small businesses. The team actively participated in 12 local business and outreach meetings or events in 2024, directly connecting with the community. (Actions 33-36)



Recruitment, Hiring and Training

Over the last year, Alameda CTC's Human Resources department continued their efforts to attract and retain high-caliber qualified applicants from diverse and underserved communities. The HR team continued to include a statement regarding the importance of DEI at Alameda CTC in its advertising brochures for open positions, continued the process to remove potential bias in the applicant screening process, continued to ensure the assembly of diverse hiring panels, and continued to incorporate equity and/or inclusion questions into the interview process to emphasize Alameda CTC's commitment to diversity in the workplace. These practices along with comprehensive training for all employees focused on raising awareness about unconscious biases, microaggressions, and systemic inequalities reinforce Alameda CTC's commitment to advancing equity. (Actions 37-43)

Alameda CTC Staff

• **Together, We Deliver Excellence.** Alameda CTC is invested in making an impact. Our staff values a nurturing environment with visionary thinking to deliver our mission. We embrace the diversity of our vibrant teams and we move with synergy as we collaborate toward our common goals. Staff at Alameda CTC encompasses inclusivity and trust through open, honest, and respectful communication. Our culture is built together, day by day, in every action we take.



ALAMEDA COUNTY TRANSFORMATION COMMISSION

2



Best Practices for DEI Initiatives and Programming

JENNIFER MARTINEZ,
PARTNER AND CHIEF DIVERSITY, EQUITY, AND INCLUSION OFFICER

RECRUITMENT, HIRING AND TRAINING

Objective: Increase outreach efforts for employment at Alameda CTC to attract diverse applicants from underserved communities and ensure on-going DEI Training.

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

Actions	Implementation and 2024 Highlights
<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>Status: Ongoing</p> <ul style="list-style-type: none"> This is an ongoing effort and standard practice. During this reporting period 3 new job brochures went through the review process before they were published. HR completed its standard review of brochures during the reporting period and utilized the language for three recruitments during the reporting period.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> Continued to expand the list of standard websites for advertising all job opportunities to include sites such as Handshake (a college job board), DiversityJobs.com, BlackJobs.com, iHispano, FairyGodBoss, and Pink Jobs in efforts to reach people of color, women, and members of the LGBTQ+ community. Continued tracking the source of applications and seeking out diverse job boards on which to post open positions. In 2024, Alameda CTC reviewed over 200 applications; 16% of the applications did not disclose a source from which they learned of the position; 10% learned about the position through the Handshake job board; one applicant learned of the position through the BlackJobs job board, and no applicants have come from the other diverse job boards.
<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</p>	<p>Status: Completed Q4 2022; implementation ongoing</p> <ul style="list-style-type: none"> This effort is ongoing and standard practice. In 2024, 26 submissions met the minimum qualifications and went through the redaction process before being presented to the hiring manager and/or hiring panel.

Actions	Implementation and 2024 Highlights
<p>clues from application packets prior to distribution to the hiring panel.</p>	<ul style="list-style-type: none"> 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 backgrounds, including from other agencies.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> This effort is ongoing and standard practice. In 2024, HR ensured a diverse interview/hiring panel for 3 recruitments. The three panels were each successful in recommending the agency hire a candidate that fit into a diverse or underserved category.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> This effort is ongoing and standard practice; all interview questions continue to go through the review and approval process prior to scheduled interviews to ensure interview questions are free from bias.
<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>Status: Ongoing</p> <ul style="list-style-type: none"> This effort is ongoing and standard practice; during each onboarding effort HR continues to emphasize the value of diversity and inclusivity at Alameda CTC. As a result, one new staff member has joined the Culture and Engagement Committee.
<p>43 Diversity, Equity, and Inclusion (DEI) Trainings</p> <p>Staff to participate in professionally-led 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>Status: Ongoing</p> <ul style="list-style-type: none"> Alameda CTC Staff attended a relevant consultant-led training in March 2024. In addition, the Executive Team attended an additional training in April 2024 to encourage "Real Talk" about diversity and related issues. HR ensured that all new staff members completed appropriate training through the California Special Districts Association.



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 second annual REAP progress report highlights many completed actions that began with the REAP and are now ongoing agency process. Over the next year, Alameda CTC staff will continue to refine equity in ongoing actions for further institutionalizing equity and will continue to monitor implementation on an annual basis.

