



RACE AND EQUITY ACTION PLAN



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WHO WE ARE

Mission

Provide a safe and reliable transportation network that serves all people and respects the environment.

We recognize our leadership role and unique responsibility in State government to eliminate barriers that will lead to more equitable transportation for all Californians. This understanding serves as the foundation for intentional decision-making that recognizes past, stops current, and prevents future harm from our actions.

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OVERVIEW

Caltrans began internal strategic efforts to improve equity within our transportation systems four years ago. Specific efforts in 2018 included joining the Governmental Alliance on Race and Equity (GARE) Capital Cohort in a “Learning Year.” Participation included Caltrans Headquarters (HQ) employees within Administration, Planning, and Sustainability, and was supported by executive Sponsorship. In 2019, the Caltrans team participated in the GARE “Implementation Year.” This team expanded beyond Caltrans HQ to include additional leadership and District representation from D3, D4, D5, D7, D8, and D12 and rebranded to the Caltrans Alliance on Race and Equity Solutions (CARES).

In 2019, the Director’s Office of Sustainability hired a full-time Program Manager to help implement and guide the Department’s Race and Equity efforts. With the support of the Executive Board, the initial Race and Equity Action Plan (REAP) was developed and published in 2019. The development spanned two years, with collaboration and input from the CARES team and executive sponsors. The plan was intended to be a two-year plan, with priorities and strategies maintaining alignment with the administration’s and Department’s goals. The REAP identified three primary areas of focus:

- Communication—including training and resources delivered to staff
- Pilot Projects—to begin implementation of equity solutions in areas where data could be collected and tracked over time
- Policy—beginning to institutionalize changes by creating an equity policy and an internal structure to support the ongoing work

MILESTONES

2020

In 2020 the Department made integral efforts to implement actions called out in the REAP and strengthen the leadership team. On January 17, 2020, during a Small Business Council Meeting, Caltrans Chief Deputy Director Jim Davis announced that the Office of Business and Economic Opportunity would change its name back to the Office of Civil Rights. The announcement was met with a round of applause from the council. The return to the word “Civil Rights” is in recognition of the office’s core function of advancing equality in contracting and procurement opportunity for all people, regardless of race, sex, age, disability, national origin, religion, or other specific characteristics.

The Department reclassified the Equal Employment Opportunity Program (EEOP) to Assistant Director/EEO Officer. This heightened classification change was to ensure the Assistant Deputy Director is a critical partner in leading the Department’s various equity initiatives while also carrying out the Department’s overall commitment to providing a workplace that is free from discrimination and harassment, recognizing the benefits of diversity and inclusion, and treating all individuals with respect and professionalism.

As 2020 unfolded and the world was halted by the COVID-19 Pandemic, layered with civil and social unrest as racial disparities were being discussed in mainstream media and shared in social platforms, the CARES team worked diligently to address racial inequities to make lasting equitable improvements internally and externally. The team hosted many training opportunities for the Executive Board and staff; provided training geared toward planning staff with Planning Horizons; and increased the availability of race and equity literature at the Caltrans Library. The Sustainability Program was designated as the home of the Department’s Racial Equity efforts until the establishment of a full office within the Planning and Modal Programs titled the Caltrans Office of Race and Equity (CORE) in August of 2020.

MILESTONES CONTINUED

The CORE included a new Supervising Transportation Planner as the Program Manager and housed three critical units. The Department moved the Native American Liaison Branch into CORE as a commitment to strengthening the Government-to-Government relationship with the Tribal Sovereign Nations. Caltrans recognizes the importance of communication, coordination, and meaningful consultation with California tribal governments and takes its responsibilities seriously to ensure that elected officials and other tribal government representatives have the opportunity to provide meaningful input into matters that may affect tribal communities.

Two key functional divisions within the Department work closely and directly with California tribal governments in the context of transportation planning, environmental review, and project delivery, as follows: Office of Race and Equity (CORE) with the HQ Native American Liaison Branch (NALB) and the Project Delivery Program – Division of Environmental Analysis with HQ Native American Cultural Studies Branch. The Priority Populations Liaison was placed into the CORE to continue leading and supporting engagement efforts with historically underserved communities and build partnerships with internal and external stakeholders. And the original Race and Equity Program Manager increased staff capacity to continue internal equity training and outreach and foster collaboration with other integral offices within the Department.

At the end of 2020, Caltrans released an Equity Statement. The California Department of Transportation (Caltrans) acknowledges that communities of color and under-served communities experienced fewer benefits and a greater share of negative impacts associated with our state's transportation system. Some of these disparities reflect a history of transportation decision-making, policy, processes, planning, design, and construction that "quite literally put-up barriers, divided communities, and amplified racial inequities, particularly in our Black and Brown neighborhoods." 1

MILESTONES CONTINUED

Caltrans recognizes our leadership role and unique responsibility in State government to eliminate barriers to provide more equitable transportation for all Californians. This understanding is the foundation for intentional decision-making that recognizes past, stops current, and prevents future harms from our actions.

Caltrans Statement of Commitment

We will achieve equity when everyone has access to what they need to thrive — starting with our most vulnerable — no matter their race, socioeconomic status, identity, where they live, or how they travel. To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan, regularly update our Action Plan, and establish clear metrics for accountability in order to achieve the following commitments:

- 1. People** – We will create a workforce at all levels representing the communities we serve by improving our recruitment, hiring, contracting, and leadership development policies and practices.
- 2. Programs & Projects** – We will meaningfully engage communities most impacted by structural racism in creating and implementing the programs and projects that affect their daily lives by creating more transparent, inclusive, ongoing consultation and collaboration processes. We will achieve our equity commitments through an engagement process where everyone is treated with dignity and justice. We will reform our programs, policies, and procedures to avoid harm to frontline and vulnerable communities based on this engagement. We will prioritize projects that improve access and provide meaningful benefits to underserved communities.
- 3. Partnerships** – By leveraging our transportation investments, we also commit to increasing pathways to opportunity for minority-owned and disadvantaged business enterprises and for individuals who face systemic barriers to employment.
- 4. Planet** – We commit to combatting the climate crisis and its disproportionate impact on the frontline and vulnerable communities — such as Black and Indigenous peoples, communities of color, experiencing homelessness, people with disabilities, and youth. We will change how we plan, design, build and maintain our transportation investments to create a more resilient system that more equitably distributes the benefits and burdens to Californians' current and future generations.

MILESTONES CONTINUED

2021

In 2021, the Caltrans Strategic Plan was released, intertwining equity throughout all goals and strategies. Equity was included as a new value and a new goal with numerous actions underway. The Strategic Plan and Equity Statement are guiding many equity efforts across the department with an increase in internal and external collaboration to usher in a more just transportation system. The Office of Civil Rights (OCR), the Caltrans Office on Race and Equity (CORE), and the Equal Employment Opportunity Program (EEOP) worked closely as the Diversity, Equity, and Inclusion executive leadership team and continue to take on a larger collaborative role to streamline efforts across the department.

CORE continued to work internally to provide Equity 101 training and tailored presentations. In the Spring of 2021, CORE released the Equity Glossary of Terms and updated the equity tool kit content on the internal staff website to support further how equity is embedded into all our work practices. CORE worked closely with the Caltrans Division of Research, Innovation and System Information (DRISI)—which advances California’s transportation system, develops comprehensive transportation solutions, and creates and distributes transportation-related knowledge and information—to initiate several research projects. Research funded includes a study on the implications of freeway siting in California, examining the consequences of freeway construction on minority neighborhoods, direct disruption, increasing segregation, spatial mismatch resulting in diminished access to job or education opportunities, and health impacts caused by growing mobile sources of pollution.

DRISI organized the Caltrans Transportation Equity Workshop, inviting a keynote speaker for Caltrans black history month, and coordinated two presentations to the executive board on transportation equity.

MILESTONES CONTINUED

DRISI also led the Executive Speaker Series hosting expert speakers to discuss a wide range of topics such as historical equity issues in transportation, safety and healthy transportation options to disadvantaged communities, and equity in pedestrian mobility that educate and inform our transportation leaders.

The Caltrans Division of Transportation Planning (DOTP) underwent a strategic reorganization creating a new office of State Planning, Equity, and Engagement with a new branch on Equity, Engagement, and Health. The Equity, Engagement, and Health branch initiated an Equity Engagement Training that includes Train the Trainer curriculum. This effort completed the pilot training in collaboration with the CORE in late fall 2021 and will complete the two train the trainer cohorts in the spring of 2022.

DOTP initiated the Reconnecting Communities program, working across the 12 Caltrans districts, and identified over 70 communities that have been separated or disconnected by the freeway system. The initial scan moved five communities forward for a pilot planning project in the request for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grant program. Caltrans was not awarded the RAISE funding. However, DOTP is working to move the agenda forward and seeking other funding opportunities based on strong community support and interest.

The NALB administers the Caltrans Native American Advisory Committee (NAAC), established in 1996. Its purpose is to ensure that Caltrans management receives direct advice from the Indian community on all modes of transportation in California. This advisory committee contributes to the Tribal Governments' ability to take advantage of transportation opportunities and participate within Caltrans in planning, developing, and implementing transportation projects and services. It offers a chance to further government-to-government working relationships.

"Caltrans is committed to meaningfully engaging communities most impacted by structural racism through an equitable engagement process where everyone is treated with dignity and justice."

MILESTONES CONTINUED

The Cultural Studies Branch has worked to support and administer the Cultural Studies Subcommittee to the NAAC. The focus includes the effects of transportation development on tribal cultural sites, places, landscapes, and areas of tribal stewardship concerns; the nature and extent of tribal participation in Caltrans cultural resources studies when tribal heritage sites may be affected; the strengthening of the diplomatic relationships between Caltrans and tribal representatives and nations. There are currently 33 Member Tribes statewide on the subcommittee, including representation from Tribal Historic Preservation Officers, Cultural/Traditional Leaders, and Tribal Cultural Resources Managers. The subcommittee includes attendance by Caltrans District and HQ cultural resources specialists (professionally qualified staff/PQS), District Native American Coordinators and District and HQ Native American Liaisons, Executives, Managers, and Supervisors.

The Equal Employment Opportunity Program (EEOP) leads workforce diversity, equity, and inclusion and tackles issues of discrimination and harassment holistically. 2021 was a year spent focusing on foundational efforts in four areas starting with reorganizing the EEOP to better align with leading the Department's goals in Diversity, Equity, and Inclusion. The second, aligned with Equity best practices, is developing a diverse interview panel pilot where hiring panel members telegraph to job applicants the importance of DEI and learn tools to navigate and address their own and others' biases that may impact decision making. The third is developing mandatory annual training on implicit bias, recognizing Equity as an active process that requires continuous commitment and intentional decision-making that recognizes individuals for who they are. Lastly, EEOP has developed and implemented the History and Heritage Initiative focused on Inclusion by lifting those communities historically excluded in celebration and acknowledgment. These foundational elements have set the stage for 2022's focus on DEI policy change, tools, and training.

MILESTONES CONTINUED

The Office of Civil Rights (OCR) diligently enhanced internal and external partnerships working through federal DBE contracting mandates and strengthening Caltrans's internal goals. The OCR released the update of the Director's Policy (DP)-28 (Title VI). The update included division and district level feedback that updated the roles and responsibilities of Caltrans' management and staff to ensure compliance with Title VI requirements, including complying with the Title VI Implementation Plan. The OCR set a new triennial Disadvantaged Business Enterprise goal of 22.2%, based on the recently completed Disparity Study findings, one of the highest statewide DBE goals in the country. To meet the 22.2% DBE goal, Caltrans is implementing aggressive statewide outreach, education, and business development activities to prepare DBEs for upcoming contracts. OCR also implemented the Small Business Only, Minor-B Contract Policy to support small and minority business participation on public works contracts under \$334,000. Traditionally, small businesses were not eligible for the Minor-B Contracts.

District Equity Team Leads meet regularly to share their equity priorities, progress, successes, and lessons learned. Many Caltrans districts have created equity action plans and working groups and hired full-time equity lead staff. Some districts that have hired full-time staff include Districts 2, 4, 6, and 7. D4 is working on its ongoing engagement and building lasting and trusting relationships with the community. **D4 Equity Leads** held three equity and engagement sessions in Fall 2021 with Unhoused Wood Street Communities. The engagement sessions opened dialogues to elevate diverse perspectives in the transportation process, enhance relationships with community-based partners, and develop recommendations for Bay Area-specific equity activities. D2 has created an Equity Intake Form and Solutions Report. This intake and reporting form is for staff across the district to identify a program or policy to review for inequities or inequitable outcomes and provide possible solutions. The D2 Equity Steering Committee reviews forms and is evaluated throughout the year. D9 has also created staffing intake forms to advise policy and development changes for internal use.

REAP: WHERE WE ARE GOING

The Race and Equity Action Plan is expanding to capture many programs and divisions' efforts centering on equity in the upcoming years. The following narrative highlights what Caltrans is working towards.

Caltrans Project Delivery is working across the department to establish a statewide process that identifies and documents an ongoing collaboration between districts and communities to provide purposeful information for all phases of Caltrans projects. Some of the goals and outcomes of this work include: Conducting direct and meaningful community engagement through an established process; Identifying and documenting the unique transportation preferences, desires, and needs for each community; Safeguarding that communities most harmed and underserved are included; Improving community engagement (that is implementable and measurable) for all phases of new/revisited projects.

Policy development will derive from the Transportation Equity Listening Sessions and the Equity Advisory Committee. Caltrans is partnering with the California Transportation Commission (CTC) and the California State Transportation Agency (CalSTA) to host virtual Transportation Equity Listening Sessions between executive staff and California public stakeholders in at least six communities across California. Caltrans, CTC, and CalSTA have released equity statements condemning systemic racism and acknowledging that communities of color and under-served communities have historically received fewer benefits and borne a disproportionate share of negative impacts of the transportation system.

The listening sessions will provide a safe space for public stakeholders to offer personal testimony on their experiences related to California's transportation system. The listening sessions will be complete in Spring 2022, and the outcome of the sessions will be actionable ADA-compliant reports that will guide executive staff on a pathway to implement administrative changes with an equity-oriented focus.

REAP: WHERE WE ARE GOING

Equity and environmental justice are the paramount focuses of Caltrans, CalSTA, and CTC. In response to Governor Newsom's executive orders on climate change (EO N-19-19 and EO N-79-20), CalSTA led a two-year process involving interagency coordination and stakeholder engagement to develop the Climate Action Plan for Transportation Infrastructure (CAPTI). The CAPTI is a holistic framework to align transportation infrastructure investments with state climate, health, and social equity goals. The Caltrans **Director's Office of Sustainability** will lead CAPTI action implementation for the department. The final CAPTI document was adopted in July 2021 and contained over two dozen initial vital actions to achieve EO N-19-19 and EO N-79-20. One of these actions is establishing a Transportation Equity and Environmental Justice Advisory Committee(s).

The Equity Advisory Committee (EAC) is intended to elevate diverse and historically marginalized voices to advise state transportation agencies on achieving meaningful transportation equity and environmental justice outcomes, especially related to transportation planning and programming.

The goal is to develop a committee(s) that will provide meaningful input into transportation planning and programming to relevant state transportation agencies, such as CalSTA, the CTC, and Caltrans. The EAC is intended to help: Create more transparent transportation planning processes; Coordinate across state agencies to develop standards and practices for meaningful engagement; Provide technical assistance resources to those most impacted by projects, including disadvantaged communities, low-income communities, and Black, Indigenous, and People of Color (BIPOC) communities. Continued dialogue among state transportation agencies, other state agencies, and partners will also be an essential component of committee formation.

REAP: WHERE WE ARE GOING

The CORE is also developing the Equity Index (EQI) with a release set for Fall 2022. The Equity Index will identify and measure underserved communities by using environmental, mobility, accessibility, and socioeconomic information to produce a transportation equity score for census tracts across the state. The EQI will demonstrate how the Department can use quantitative analysis and data-driven methodology to identify disadvantaged communities statewide based on a series of transportation and equity indicators. The EQI will also give the Department a benchmark metric that can be used to prioritize projects through an equity lens. The EQI will be used with additional program analysis to determine project benefits and identify potential harm. Additionally, the tool will help prioritize communities for equitable engagement to support Caltrans's strategic goals.

The Equity Index effort kicked off in February 2021, and an internal task force was developed and convened in June 2021. Winter 2021–Spring 2022 CORE staff are actively working with external state and local government entities, Tribal Governments and communities, community-based organizations, and the public to workshop and incorporate revisions to the EQI. This public engagement process will support community understanding of the data sets used for the different indicators, the weighting of the indicators for the score, and how the tool could be used.

EEOP policy efforts in 2022 include a Director's Policy mandating implicit bias training on an annual basis. Additionally, emphasis will be placed on identifying and dismantling racism and inequities in our agency's practices and policies impacting the Department's workforce. In 2022 EEOP will identify and implement tools to reduce inequities that may be embedded in process and procedure. This includes exploring the use of an Equity Impact Assessment tool; modeled after racial equity tools designed to integrate consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. The use of an equity assessment tool incorporates new methods of decision-making and participation that foster genuine, intentional participation in the decision-making process and delivery of service that better represents the needs and priorities of the Department.

REAP: WHERE WE ARE GOING

EEOP's 2022 training focus comprises a two-pronged approach. The first prong focuses on providing guidance, training, support, and resources to supervisors and managers. This will include a Strike Team approach for sensitive Equity and/or EEO issues within a District, Division, or Program. This will help solve individual issues and support the larger Caltrans community to deepen awareness and fluency on the diversity of human experience and inclusiveness. The second prong will focus on a suite of DEI educational modules, including Understanding Identity, Pronouns, Privilege, and Power, how to be an Ally, Inclusion 101, and Workforce Data and Equity. This second prong also incorporates continuing our Cultivate Excellence goals initiated in 2021.

The OCR is making a concerted effort in one of the Caltrans Strategic Goals: Strengthening Stewardship and Drive Efficiency in several areas planned for 2022. The OCR will have business development programs and services available to participating firms that want to increase their capabilities to work on Caltrans contracts. Subject matter consultants will provide business development technical assistance to serve 210 program participants towards obtaining a Caltrans contract with the DBE Supportive Services Programming. The On-The-Job Training (OJT) program will place approximately 120 graduates on the path to develop the skills and education to obtain pre-apprenticeship, commercial driver's license, and heavy equipment (HEO) operator training opportunities. The OJT program will train individuals, such as women, minorities, low-income, formerly incarcerated persons, refugees, and veterans. The external strategies also include Strengthened Outreach and Engagement with New and Emerging firms. This will occur with a new statewide contract for business outreach assistance to identify and engage with new and emerging firms (including micro, small and disadvantaged firms) to participate in Caltrans projects. These efforts are designed to educate and inform prospective firms of available opportunities and how to bid to Caltrans. The Caltrans District Small Business Liaisons and subject matter consultants will provide the outreach to make contact with 100 small, DBE, DVBE, minority, women, and LGBTQ+ businesses per month.

REAP: WHERE WE ARE GOING

This REAP is a living document incorporating the Caltrans Districts and several HQ Divisions actions. The actions are organized by our guiding four Ps: People, People, Programs and Projects, Partnerships, and Planet; and align with our Caltrans Strategic Plan Goals:

- Safety first.
- Cultivate excellence.
- Enhance and connect the multimodal transportation network.
- Strengthen stewardship and drive efficiency.
- Lead climate action.
- Advance equity and livability in all communities

There are similar themes across the department that include equitable engagement, equity metrics, task forces and working groups, and policy development. And as 2022 unfolds, we are increasing and shoring up our strategic, coordinated efforts to streamline our equity actions and commitments.



Caltrans Race and Equity Action Plan
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Caltrans Acronyms	Caltrans Meaning
CalSTA	California Transportation Agency
CORE	Caltrans Office of Race and Equity
CSLC	Complete Streets & Livable Communities
CTC	California Transportation Commission
D01	Caltrans District 1
D02	Caltrans District 2
D03	Caltrans District 3
D04	Caltrans District 4
D05	Caltrans District 5
D06	Caltrans District 6
D07	Caltrans District 7
D08	Caltrans District 8
D09	Caltrans District 9
D10	Caltrans District 10
D11	Caltrans District 11
D12	Caltrans District 12
DAC	Disability Advisory Committee
DD	Deputy Director
DEI	Diversity Equity and Inclusion
DGS	Department of General Services
DHR	Division of Human Resources

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DNAL	District Native American Liaison
DOTP	Division of Transportation Planning
DPAC	Caltrans Division of Procurement and Contracts
DPM	Division of Project Management
DRISI	Caltrans Division of Research, Innovation, and System Information
EEH	Equity Engagement and Health Branch
EEOP	Equal Employment Opportunity Program
HQ	Caltrans Head Quarters
NALB	Native American Liaison Branch
OCR	Caltrans Office of Civil Rights
PPEC	Public Participation Engagement Contract
PIO	Caltrans Public Information Officer
PMP	Planning and Modal Programs

Caltrans Race and Equity Action Plan
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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/Office Lead(s)
Cultivate Excellence	People	Develop Race and Equity Training Curriculum for employees	Continue Caltrans Equity 101 Training in partnership with EEOP. Training development to include program/office demographics.	Spring 2020 – Fall 2022	In Progress	The number of training given, Number of employees attended, analysis of training feedback, employee engagement, and knowledge growth.	CORE Training and Program Coordinator, EEOP Management Team
Cultivate Excellence	People	Prop 209 Guidance	In partnership with Legal, develop Communications to all staff about limitations and opportunities under Prop 209.	Legal/DEI Review February 2021, Revisit Spring 2022	In Progress	Development of Factsheet for Prop 209 guidance and alignment with Federal and Statewide Race & Equity Initiatives	DD PMP, CORE, EEOP, Admin, Legal, Civil Rights
Cultivate Excellence	People	Caltrans Executive Board and Key Management Race & Equity Retreat	Develop 2-day Race and Equity Retreat. Potential for Annual retreat. Guest Speakers, Year in review, lessons learned, room for improvement, an overview of updated Race and Equity within transportation spaces, key strategies EB Staff have implemented or are implementing,	2022-2023	Concept	Attendance of EB & Attendance of crucial management	CORE, DEI Committee, Director's Office
Cultivate Excellence	People	Equity Lunch & Learn Sessions	Develop a framework for lunch sessions Assess resources for delivery – internal vs. external session hosts organize, promote, and conduct regular sessions. Document sessions and share with Equity Leads for coordination with Districts.	Framework development beginning January 2020 – Fall 2023	In Progress	The number of sessions hosted. The number of employees attended. Analysis of sessions feedback, employee engagement, and knowledge growth.	CORE Training and Program Coordinator, EEOP, District Equity Leads
Cultivate Excellence	People	Create a Training & Resource Manager	Reorganize EEOP to reflect the Equity value by adding a Training and Resolution manager. This function can address complaints holistically and from a foundation of prevention.	Complete	Concept		EEOP

Caltrans Race and Equity Action Plan
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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/ Office Lead(s)
Cultivate Excellence	People	Allyship Framework	Understanding the role of Allyship is a critical component to success in the rollout of institutional equity programs and discrimination prevention; in fact, it is widely considered a best practice when it comes to affecting change within a diverse workforce. In conjunction with other educational elements, such as DE&I Training, Implicit Bias Training, and Diversity Messaging/Heritage Communications, a clear understanding of Allyship enables members of various dominant social groups to understand the ways their relative privilege can also benefit those around them. Therefore, by the strategic plan, EEOP will design an outreach program to aid Caltrans in adopting a department-wide understanding of the productive roles allyship can take in professional settings.	Ongoing	Concept		EEOP
Cultivate Excellence	People	MSP Blind Screening and Standardized Interview Evaluation Criteria	To reduce bias and enhance equity in MSP selection processes: Institute Blind Statement of Qualification (SOQ) screening requirement for all MSP exam-related hiring processes. Hiring managers will only receive access to applications for interviews that meet or exceed the cut-off screening threshold. Institute standardized rating criteria for the first round of all MSP exam-related hiring interviews. Deviations from supplied standards require HR approval.	Launch January 2022	In Progress	# of MSP examinations completed under pilot construct # of Merit Issue Complaints alleging discrimination/bias	DHR

Caltrans Race and Equity Action Plan
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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/Office Lead(s)
Cultivate Excellence	People	Workforce Diversity & Inclusion Efforts	Place diversity and inclusion statement on job postings Actions are pending new statewide direction from the Governor's Diversity and Inclusion Task Force Add diversity, equity, and/or inclusion questions to interviews and exams directly tied to knowledge, skill, and abilities. Diversify outreach, communication, and recruitment locations.	Launch 2021	In Progress	Value and Goal language added to new and updated duty statements	DEI Committee & DHR
Cultivate Excellence	People	Equity Impact Assessment Tool	Pilot using an Equity Impact Assessment tool to identify and assess disparities in policies and practices and their effects on services at crucial decision points within the Caltrans employee lifecycle.	Fall 2022	Concept	TBD	EEOP
Cultivate Excellence	People	Statewide Diversity, Equity, and Inclusion (DEI) Steering Committee	Establish a statewide DE&I Committee comprised of members of our employee network and focused on DEI efforts statewide.	First Quarter 2022	In Progress	TBD	EEOP
Cultivate Excellence	People	Promoting Disability Advisory Committee (DAC)	Reorganize the DAC for the purpose of increasing efficiency and effectiveness and bolstering equity as it relates to our employee network with disabilities.	First Quarter 2022	In Progress	Proposed options will be shared at the April 2022 Statewide DAC meeting.	EEOP
Cultivate Excellence	People	Diversity, Equity & Inclusion Program	Key activities and program development milestones include History and Heritage Month celebrations, internal and external presentations, 21-Day Equity Challenge tool, building out Affinity Groups	Cultivate Excellence Project Deadlines	In Progress		EEOP

Caltrans Race and Equity Action Plan
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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/Office Lead(s)
Cultivate Excellence	People	Diverse Interview Panel Pilot	Develop and implement a pilot program seeking CEA-level volunteers from the District level and HQ to learn about equity best practices related to hiring and promotions. The cohort will be trained on implicit bias with a specific focus on the hiring process -- the panel members themselves will obtain a level of expertise to apply a DEI lens in terms of their participation and protect all candidates. They will also be introduced as Caltrans Equity Members. This honorific title will enable Caltrans to telegraph the importance of DEI throughout the hiring process to both potential applicants and the existing employee network.	Second Quarter 2022	In Progress	Diverse hiring panels comprised of certified panelists. # of panelist trained % of trained panelists utilized on hiring panels	EEOP/Admin/D5
Advance Equity and Livability in All Communities	People	Advance Heritage Months across Caltrans	Support and build out creative platforms for advancing Heritage Months to increase learning and understanding	Launch January 2021-On going	In Progress	# of views on video segments # of shared content (emails, videos, etc.) # of staff engagement on disseminated content	EEOP
Cultivate Excellence	People	Update and Clarify definitions and resources of equity, diversity, and inclusion.	Caltrans Glossary of terms and internal Equity resources updated annually to ensure accurate and inclusive materials are relevant.	Ongoing, Annual Fall Update	Ongoing	Release of applicable guidance and usage of definitions	CORE with review from Legal
Cultivate Excellence	People	Equity Resource Portal	Collaborate with Caltrans DEI Executive team to develop an Equity Resource Portal for Caltrans Staff.	Fall 2021-Spring 2022	In Progress	Stats of on-site engagement % of employees accessing content on site.	CORE, EEOP, DOTP

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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/ Office Lead(s)
Cultivate Excellence	People	Implicit Bias Training	Develop and implement Implicit Bias training for the Department	Launch 1 st Quarter of 2022	Ongoing	Number of participants	EEOP
Cultivate Excellence	People	Equity Support and Development Roadshow	Develop content to deliver to Districts/Divisions & Schedule District visits to exchange equity content and resources. Hold CORE mgmt. meeting with PMP mgmt. every quarter. Include NALB and DNALs	Began Fall 2021	Ongoing	Number of coordinated meetings Number of District visits per year	CORE, Priority Population Liaison, NALB, DNAL
Cultivate Excellence	People	PPEC Race & Equity Engagement Training Curriculum for employees	Develop training materials and resources on equity and engagement via PPEC 5 in DOTP. Develop train the trainer sessions to enable qualified trainers throughout the department—resource guidebook development.	Summer 2021-Spring 2022	In Progress	Pilot training complete. 2 Train the Trainer Cohorts of 30. The number of employees that attend training. Analysis of training feedback and engagement. The number of trainers; Resource guidebook usage.	DOTP EEH, CORE Program Manager CORE Training, and Program Equity Analyst
Advance Equity and Livability in All Communities	People	Equity Newsletter	Equity-Based internal newsletter Informational videos from Caltrans links to existing training resources, District Equity Updates, program or project highlights, research highlights, etc.	Quarterly The first newsletter launched in September 2021	In Progress	# of Caltrans staff engagement in the newsletter # of clicks/accessing links within emails % of employees reach	CORE Training and Program Coordinator
Advance Equity and Livability in All Communities	People	District Equity Workgroups / Taskforces	The District Equity Working groups identify inequity and implement equity initiatives within the district organization, the transportation system, and the communities we serve.	Spring 2021-ongoing	Ongoing	Districts with workgroups, Number of members, and meetings	Districts 1-12 each will lead their workgroups
Advance Equity and Livability in All Communities	People	Develop a District 1 Race and Equity Action Plan	The District 1 Race and Equity Action Plan will identify actions to increase equity in the district.	Spring 2021-Spring 2022	In Progress	Completed D1 REAP	D1 Equity Working Group

Caltrans Race and Equity Action Plan
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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/Office Lead(s)
Cultivate Excellence	People	District 2 Steering Committee	The committee will collaborate on education forums and training for district staff, review equity intake and solutions forms and determine the next steps.	Spring 2022-Fall 2022	In Progress	Number of meetings held	D2 CSLC Equity and Engagement Coordinator
Enhance and connect the Multimodal Transportation Network	People	Improve Recruitment in District 2	Examine recruitment, hiring, retention, and upward mobility efforts to determine best practices, fostering a workforce that reflects the community it serves. Develop an inclusive environment, promoting a sense of belonging for staff, community members, and D2 partners.	Fall 2022-2023	Concept	TBD.	D2 CSLC Equity and Engagement Coordinator
Cultivate Excellence	People	District 3 Equity Charter & Equity Activity Tracking Sheet	Establish a Charter to serve as a guiding document to develop and improve transportation projects. Developed a Smartsheet that identifies and tracks Equity related action items for each Division in District 3.	December 2021	In Progress	Charter signed and approved.	D3 Equity Team
Strengthen Stewardship and Drive Efficiency	People	Develop North Region Equity Survey	The survey is to aid in developing the North Region Equity Program and training. The District will create additional surveys to gather feedback and identify other equitable items that could be considered.	Completed November 2021	Ongoing	Survey rolled out. Data analysis. Survey report out.	D3 Equity Team and Planning
Cultivate Excellence	People	D4 Gender Equity Initiative	Focus and create opportunities for staff and external engagement around gender equity and intersectionality	Spring 2020-Ongoing	Ongoing	Ten sessions held	D4 Equity Program Manager
Advance Equity and Livability in All Communities	People	D4 Equitable Community Engagement Training	Increase and improve effectiveness in advocacy, establishing relationships, and equitable outreach efforts when engaging local communities.	Spring 2020-Ongoing	Ongoing	TBD	D4 Equity Program Manager/ External Affairs

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Caltrans Strategic Plan 2020-2024	Caltrans 4P's	Action Item	Description	Time Frame	Status	Performance Measurement	Program/Office Lead(s)
Strengthen Stewardship and Drive Efficiency	People	D4 Equity n' Cultural Awareness	We bring awareness and honor to the diverse cultures in our work and who we serve.	Spring 2020-Ongoing	Ongoing	Ten sessions	D4 Equity Program Manager/Office of Cultural Resource Studies
Advance Equity and Livability in All Communities	People	D4 Equity n' Emergency Preparedness	Focus and create opportunities for staff and external equity and emergency preparedness	Spring 2020-Ongoing	Ongoing	Four Sessions	D4 Equity Program Manager
Advance Equity and Livability in All Communities	People	D4 Thinking Equity Series	The overall goal and objective via Thinking Equity Sessions are to leverage direct and inclusive engagement amongst staff and leadership as equitable learning opportunities.	Spring 2020-Ongoing	Ongoing	Three Sessions	D4 Equity Program Manager/EEO
Advance Equity and Livability in All Communities	People	D4 Equity n' Environment Series	Focus and create opportunities for staff and external engagement around Environmental Equity and Justice	Spring 2020-Fall 2022	Ongoing	Six Sessions	D4 Equity Program Manager/External Affairs
Cultivate Excellence	People	D4 Women Empowerment Session	Developing and hosting the Women Empowerment group. Sessions held during lunch.	Fall 2021-Ongoing	Ongoing	TBD	D4 EEO Branch Chief/Equity Program Manager
Advance Equity and Livability in All Communities	People	District 6 Equity Strategic Action Plan	The District 6 Equity Strategic Action Plan will identify actions and targets to increase equity throughout the district, aligning with the Caltrans Equity Statement and the 2020-2024 Strategic Plan.	Spring - Fall 2021	In Progress	District Approval and Plan Adoption	District 6 Administration, District 6 Equity Manager (SSM I Specialist)

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Advance Equity and Livability in All Communities	People	District 6 Equity Advisory Committee by continuing the work of the District 6 Equity Task Force	Following the adoption of the District 6 Equity Strategic Action Plan, transition the work of District 6 Equity Task Force to a newly created District 6 Equity Advisory Committee which will advise on equity efforts throughout the district, in partnership with the District 6 Equity Manager, and contain representation from all District Divisions.	Fall 2021 - Spring 2022	In Progress	Number of meetings held, Analysis of feedback from District 6 Equity Advisory Committee members	District 6 Equity Task Force, District 6 Equity Manager (SSM I Specialist)
Cultivate Excellence	People	D6 survey for employee feedback on equity to be used as a benchmark on District-specific equity efforts	The District 6 Equity Task Force developed and distributed a first-of-its-kind equity survey for all District 6 staff in Spring 2021. The anonymous survey sought to obtain feedback about equity issues and reactions to current equity efforts. Survey responses were used to inform the development of the District 6 Equity Strategic Action Plan in mid-2021. The survey will be updated and redistributed to staff as needed in benchmark monitoring efforts.	Ongoing	Ongoing	Number of survey responses, Level of employee participation, Analysis of survey responses, Comparisons to previous survey responses	District 6 Equity Task Force, District 6 Equity Manager (SSM I Specialist)
Cultivate Excellence	People	D7 Equity Survey	Created a survey to gauge staff's understanding of how our District is doing when it comes to equity and what we can do to improve.	Winter 2021 to Winter 2022	In Progress	TBD	Equity Task Force
Cultivate Excellence	People	D7 Brown Bags	Start hosting Brown Bag Lunches focusing on Equity and have Caltrans leaders and equity experts lead the conversations.	Spring 2020	Ongoing	Regularly Scheduled Meetings	Employee Engagement Manager

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Advance Equity and Livability in All Communities	People	D7 Equity Discussion Club	Equity Task Force wanted to create a safe space for employees to have an open and respectful dialogue on equity by sharing different perspectives, listening to various experiences, and continuing the conversation on equity at work and beyond.	Spring 2021	Ongoing	Monthly scheduled meetings	EEO Manager and Employee Engagement Manager
Advance Equity and Livability in All Communities	People	D8 Equity Community Ambassador Program	Develop ways that District 8 can improve the relationship with communities in Riverside and San Bernardino Counties. Also, develop practices to communicate regarding projects and open up more avenues for the communities to provide suggestions.	June 2022	In Progress	Research 5 methods of community engagement practices. Collect data from employees that perform community interactions.	District 8 Equity Task Force
Cultivate Excellence	People	D8 Knowledge Table - Equity Series for District 8 Employees	Provide training on Equity on Community Engagement, Transportation Data, Housing and Transportation Equity, and ways to Improve Equity in Communities.	June 2022	In Progress	Provide two or more training a fiscal year on equity to the District	Employee Engagement Staff- D8 Knowledge Table
Cultivate Excellence	People	Created an Equity Survey for District 9 staff	Drafted and deployed a first-of-its-kind equity survey for all District 9 staff that sought to obtain feedback about equity issues and reactions to current equity efforts. While the surveys were anonymous, concerns were followed up at each work site.	Ongoing	Ongoing	TBD, Number of participants responding, and the number of items addressed.	Caltrans District 9 Equity Team
Advance Equity and Livability in All Communities	People	Updating D9 staff with weekly messages during Native American Heritage Month	Distribute emails to all district staff highlighting the history and culture starting with Native Americans during Native American Heritage Month.	Ongoing	Ongoing	Documenting staff reached by emails.	Caltrans District 9 Equity Team

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Cultivate Excellence	People	Develop and implement new strategies to advance equity in District 10 recruitment, hiring, and promotion	Develop ongoing partnerships with community organizations, colleges, and high schools to educate people about opportunities with Caltrans	Ongoing	Ongoing	TBD (most likely will include # of schools engagements, level of engagement in schools and community organizations)	District 10 Equity, Diversity, and Inclusion Taskforce
Cultivate Excellence	People	Consistently educate and inform D10 staff - provide a platform for the D10 team to discuss equity, diversity, and inclusion.	Bi-Annual Caltrans D10 Equity, Diversity, and Inclusion e-Newsletter; Educational platform that consists of quarterly virtual and/or in-person equity forums for D10 staff; develop and maintain D10 intranet page with resources; and EDI internet page; produce EDI videos with community partners	Ongoing	Ongoing	With Caltrans staff- number of attendees, level of engagement	District 10 Equity, Diversity, and Inclusion Taskforce
Cultivate Excellence	People	D12 DEI Training annually	Encourage staff to take DEI Training annually to be aware of the latest updates and constantly remind staff of the importance of DEI.	Fall 2021 - Ongoing	Ongoing	The number of staff who enroll in DEI training.	D12 EEO Officer/ EEO Manager
Advance Equity and Livability in All Communities	Programs & Projects	Statewide workforce demographics data analysis	Compare District, Division, and Management workforce data to statewide and District geographic demographics	Spring 2021- Winter 2022	In Progress	% of Offices/Districts workforce evaluated to geographic/district demographics	EEOP and CORE Training and Program Coordinator
Strengthens Stewardship and Drive Efficiency	Programs & Projects	Enhance diversity, equity, and inclusion for contracting and procurement.	Enlist DPAC, Legal, OCR, and DGS to review proposed actions in light of existing contracting laws, regulations, and policies and recommend what can be done to promote equity (this Action applies to all activities the committee developed).	2021-2022	In Progress	ID list of potential actions to take/ Implement steps and monitor results	DPAC, Legal, OCR, and DGS

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Strengthens Stewardship and Drive Efficiency	Programs & Projects	Study challenges SB/DBE experience in the competitive bid process	Conduct a study to identify why SB/DBE businesses fail to make it through the complete competitive bid process when they are a subcontractor to the prime and address those challenges with training, workshops, and outreach.	Summer 2022	In Progress	Kick-off research/ Finalize list of critical factors impacting bidding/ Implement training and education program strategy	OCR, DRISI
Advance Equity and Livability in All Communities	Programs & Projects	Develop Director's Policy on Equity	Develop Director's Policy on Equity: develop in alignment with Listening Sessions Findings, Engagement Best Practices, Equity Index, and Reconnecting Communities Guidebook.	Fall 2022	In Progress	Director's Policy on Equity drafted. Draft workshopped/open for public comment from Equity Advisory Committee Report analysis of current policies and impacts.	DD PMP, CORE, Sustainability, CARES team with support from Executive Sponsors, requires Director's approval.
Cultivate Excellence	Programs & Projects	District/Division Equity Incorporation into Strategic Plans and Action Plans	Support, assist and guide as necessary Districts/Divisions on creating their Equity Action Plan	Ongoing	Ongoing	# of District Action Plans created. # of Division Action Plans created # District/Divisions/Offices Action Plans alignment and inclusion of Equity Goals and strategies	CORE Program Manager, CORE Training and Program Coordinator
Advance Equity and Livability in All Communities	Programs & Projects	Equity Index Tool	The Equity Index (EQI) will identify and measure underserved communities by using environmental, mobility, accessibility, and socioeconomic information to produce a transportation equity score across the state. The EQI will demonstrate quantitative analysis and data-driven methodology to statewide equity-based priorities based on a series of transportation and equity indicators.	January 2021-Fall 2022	Ongoing	Benchmark creation of Equity Index Quarterly Progress Reports for S and P Performance Objective Caltrans EQI Task Force evaluation Pilot and Test.	CORE Program Manager, EQI Program Manager(s), Caltrans Equity Index Task Force, External Task Force

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Advance Equity and Livability in All Communities	Programs & Projects	Reconnecting Communities	Identify Statewide communities divided and harmed by the freeway systems—pilot with five regional areas and build a guidebook. Feasibility studies, capacity building, and coalition building with the people impacted by highway projects or communities removed to make highways. Best practice development on community right to return/land trust concept on public right of way.	Summer 2021-2023	In Progress	# Community engagement sessions #community attendance Survey of Community experience in developing guidance and projects	CORE, DRISI, DOTP
Cultivate Excellence	Programs & Projects	Trust and Relationship Building: District 2 Tribal Sovereign Nations (Happy Camp)	Project highlight from District Tribal Liaison Staff on successful ATP application. Communicating the challenges, strengths, and lessons learned for the successful applicant—document examples to increase relationship building and lasting trust with our Tribal Nations.	Summer 2021-Spring 2022	Concept	Fact sheet and document development Video Segment created and disseminated Caltrans wide.	Sustainability, CORE, PIO
Advance Equity and Livability in All Communities	Programs & Projects	Research, Develop, Define Equity-Based Metrics	Research, develop, implement, and evaluate equity-based metrics that could include: transportation-induced displacement; equitable engagement metrics.	Fall 2023	In Progress	Equity Engagement Metric Displacement Metric	CORE, DRISI, DRMT, DOTP
Strengthens Stewardship and Drive Efficiency	Programs & Projects	Incorporate equity analyses into project documents	Incorporate equity analyses into project documents such as Project Initiation Reports and Project Reports.	Ongoing	Ongoing	Number of documents containing results of equity analysis	D1 Equity Working Group
Enhance and connect the Multimodal Transportation Network	Programs & Projects	Develop an intake and reporting format for staff across the district.	Create a form where the team can identify a program or policy to review for inequities or inequitable outcomes. It also captures how many hours are needed for review and reporting.	Spring 2022-Fall 2022	Concept	The number of forms submitted; the number of departments involved.	D2 CSLC Equity and Engagement Coordinator

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Cultivate Excellence	Programs & Projects	Train District 2 staff on CAT Plan data implementation	Create a roll-out for all departments, identifying best practices for CAT Plan data use.	Spring 2022-Fall 2022	Concept	The number of departments utilizing data.	D2 CSLC Equity and Engagement Coordinator
Cultivate Excellence	Programs & Projects	D4 Equity Taskforce Clean CA/ D4 Mass Hiring Events	Taskforce members engaged and volunteered via the D4 Mass Hiring Events and Clean CA efforts championing a better California for ALL.	Fall 2021-2023	Ongoing	Number of hires from underserved communities/under-represented communities	D4 Leads
Advance Equity and Livability in All Communities	Programs & Projects	D4 Equity n' Engagement Sessions	Community Engagement -Equity Session: Caltrans Bay Area hosted and welcomed the opportunity to engage in collaborative communication, steering towards equitable engagement and solutions with the more significant communities. Equity and Engagement centers with Caltrans Plans, Values, Goals, and Strategic Imperatives.	Fall 2021-Ongoing	In Progress	Three (3) sessions were held; 20+ plus documented questions and responses to questions.	D4 Equity Program Manger/D4 Execs
Strengthens Stewardship and Drive Efficiency	Programs & Projects	District 8 Equity Project Review Program	Develop a District 8 Equity Project Review Program and pilot a few projects to improve equity. Develop an Equity Score Card and pilot.	June 2022	In Progress	Attend 3 PDT meetings a month and document equity improvement suggestions. Hold two project reviews. Develop an equity scorecard to help improve equity efforts in the future.	D8 Office Chief of Employee Engagement
Strengthens Stewardship and Drive Efficiency	Programs & Projects	Research and establish connections underserved communities within District 10	Develop ongoing partnerships with community-based organizations for project development, planning, and implementation.	Ongoing	Ongoing	TBD (most likely will include the level of engagement and number of meetings)	District 10 Equity, DEI Taskforce-leading this effort.

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Safety First	Partnerships	Exploration of safety without traditional enforcement	Research indicates that enforcement within our transportation system is inequitable with higher rates of stops/citations/harm amongst Black and Brown individuals. Develop concept reports for alternative methods of safety without traditional enforcement tactics. Engage in community stakeholder developed approach.	2022	Concept	TBD PI Study on other states/city/public municipalities implementing alternatives tactics	DEI Committee, Safety, CORE
Cultivate Excellence	Partnerships	Develop best practices for community engagement	On-going call to increase community engagement in all phases of Caltrans work. Need guidance for staff to engage more meaningfully. Establish community liaisons in each district. Maintain a community engagement playbook specific to each district. Develop a database to collect community engagement metrics at the district level.	Summer 2021-2022	In Progress	The number of engagements for each phase of work. Document type of engagement. The number of resourced partnerships on projects/plans.	DPM, DOTP, CORE, Administration
Strengthens Stewardship and Drive Efficiency	Partnerships	Develop Community Based Organization Technical Assistance Program for increased inclusion in Statewide contracting services	Outreach and Technical Assistant for CBO for pre-certification or inclusion in State contracting similar to DBE program. This would support increased contracting options with organizations that are well connected to communities and who represent and work towards Mobility Justice and Environmental Justice.	Begin Fall 2021	In Progress	Develop Guidance Document Develop workshops for CBO/Public Stakeholders # of CBO added to contract system (contracting for CMAS?) # of CBOs reached % of attendees at workshops # of CBOs Caltrans contracts with	OCR, CORE, DPAC

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Advance Equity and Livability in All Communities	Partnerships	Equity Listening Sessions	Organize and facilitate six listening sessions with community, stakeholders, and Tribal communities to receive feedback on transportation priorities. Safe space for communities to share their experiences about the transportation system Coordinate efforts with CTC and CalSTA to co-lead Listening Sessions	August 2020-Fall 2022 *Contract Award June 2021	In Progress	Exec agency staff training Listening Sessions started/completed Report developed CalSTA, CTC, and Caltrans Executive Leadership participate and utilization of report.	DD PMP, CORE, CTC Staff, CalSTA Staff
Advance Equity and Livability in All Communities	Partnerships	Renaming and Removal Guidance	Caltrans to develop a Renaming and Site Removal Guidance for signs or memorials within our Right of Way. Renaming and Removal requests have increased over the years, mainly focusing on renaming potentially problematic historical figures. The pilot effort started in District 4, working with an ongoing demand from Tribal Governments to rename/remove two statues. The CORE will develop an intake, process, and committee to evaluate renaming and removal requests.	June 2021-2023	In Progress	Creation of the Caltrans Renaming and Removal Guidance Document. Piloting work on D4 Request	CORE Program Manager, District 4 Equity Leads, NALB
Advance Equity and Livability in All Communities	Partnerships	Equity Site Visits	CORE to develop a site visit plan within each Caltrans District to foster an opportunity to learn with district staff. Site visits to include community engagement with equity priority populations, community-based organizations, transportation agencies, and partners.	Summer 2022-Summer 2024	Concept	# Site visits and CBO partnerships Survey District Staff and external partners	CORE Program Manager, District Equity Leads, NALB, CORE Training, and Program Coordinator

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Advance Equity and Livability in All Communities	Partnerships	Develop an external D2 working group with traditional and new partners.	Bring together traditional and contemporary partners in transportation, health, social services, and education to streamline communication, promote data sharing, and organize wrap-around services for the community.	Spring 2022-Fall 2022	Concept	TBD	D2 CSLC Equity and Engagement Coordinator
Cultivate Excellence	Partnerships	Promote the use of Street Story to collect all safety, accessibility, and mobility needs from all D2 communities.	Develop training for internal staff and community on how to use SS and how data can be used for planning efforts.	Spring 2022-Fall 2022	In Progress	Amount of data collected.	D2 CSLC Equity and Engagement Coordinator
Strengthens Stewardship and Drive Efficiency	Partnerships	North Region Collaboration (D1, D2, D3)	D1, D2, and D3 have common goals and actions aligned in engagement and external partnership.	Fall 2021-2023	In Progress	TBD	D1, D2, and D3 Equity Team
Advance Equity and Livability in All Communities	Partnerships	D3 Community Engagement	Conduct quarterly meetings with D3 tribal partners in collaboration with DNAL/DNAC to provide early project notification for early input. Connect with district tribal partners on areas of infrastructure inequality and areas of improvement. Promote tribal partners' visibility by incorporating tribal designs (bridges, retaining walls, roundabouts, landscape, and rest areas) and support the ongoing project to re-name roads, rest stops, and other state-owned facilities with problematic names.	Ongoing	Ongoing		D3 DNAL/DNAC

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Safety First	Partnership	D3 Outreach to Community	Outreach to local school partners to provide notifications of upcoming projects impacting their bus routes. For those schools using iPhones to connect with parents, we can use that forum for engaging at earlier stages regarding projects and improvements being made and used to gather input and/or other engagements. This includes informing our partners of construction projects that may affect their system usage.	Ongoing	Ongoing	District-Wide	D3 Administration / PIO, Advance Planning, Design, Environmental
Advance Equity and Livability in All Communities	Partnerships	District 3 Equity Fact Sheet and Resources	Developed District Fact Sheet listing the District's Accomplishments, Activities, Purpose & goals, Background, Equity Team members, Next Steps, and how to Further Equity with the North Region. The Fact sheet will be updated, as needed, to provide the most recent information.	Completed August 2021	Ongoing	Fact Sheet Produced	D3 Planning
Advance Equity and Livability in All Communities	Partnerships	D4 Health Equity Awareness	Focus and create opportunities for staff and external engagement around Health Equity	Spring 2020-Ongoing	Ongoing	21 sessions conducted	D4 Equity Program Manager
Advance Equity and Livability in All Communities	Partnerships	D4 Diversity, Equity & Inclusion (DE&I) Financial Empowerment	DEI has a heightened strategic focus. Caltrans Bay Area champions DE&I in the space of "Financial Empowerment" learnings by raising financial awareness for its community, employees, and families. This multi-faceted "DE&I Financial Empowerment Series" will provide tools focused on Financial Mindfulness, Financial Organization, Healthy Financial Habits, and Behaviors to improve financial-well being.	Spring 2020-Ongoing	Ongoing	14 sessions conducted	D4 Equity Program Manager

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Strengthens Stewardship and Drive Efficiency	Partnerships	D4 Equity n' Education	Caltrans Bay Area Equity Taskforce is charged with a commitment to recognize and promote equity for all. Advocating for access and resources on behalf of our internal/external communities to thrive, starting with our most vulnerable — no matter their. D4 Equity Taskforce Members are volunteering, mentoring, nurturing, and equipping students to rise above the challenges they face in school. They are making a generational difference in Oakland and surrounding East Bay Communities and helping reduce educational inequity. The key to our approach is engaging a caring community to reach these ready and willing children at a critical time in their life.	Spring 2020-Ongoing	Ongoing	Thirty-One (31) sessions	D4 Equity Program Manager/EEO Branch Chief/IT Team
Advance Equity and Livability in All Communities	Partnerships	D4 Equity n' Combat 'Digital Divide	D4 Equity Computer Donation Underserved Schools: District 4 IT & Equity Leads helps combat and bring digital awareness inequity amongst communities of color and underserved schools (OUSD), acknowledging limited access to technology/ computers/ education. The families and students are stifled by socio-economic opportunity and growth.	Spring 2020-Fall 2022	Ongoing	Ten (10) Info/Sessions	D4 Equity Program Manager/EEO Branch Chief/IT Team
Advance Equity and Livability in All Communities	Partnerships	Revive Adopt-a-School program with K-12 schools within D10 boundaries	Develop ongoing partnerships with K-12 schools through Adopt-a-School and Mentorship programs	Ongoing	Concept	TBD	District 10 Equity, DEI Taskforce

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Cultivate Excellence	Partnerships	D10 Enhance Equity, Diversity, and Inclusion for contracting and procurement	Team with Small Business Council SB1 workgroup to support the Small Business Partnering Empowerment Program and inform Disadvantaged Business Enterprises (DBEs) of the Small Business Contractor certification process and improve the procurement process.	Ongoing	Concept	TBD	District 10 Equity, Diversity, and Inclusion Taskforce-leading this effort
Advance Equity and Livability in All Communities	Partnerships	Establish D12 Community Liaisons	Enhance relationships with cities within Orange County by providing a key contact within the district for cities to communicate suggestions or concerns.	Spring 2022 - Spring 2023	Concept	Establish liaisons for each city.	D12 EEO Officer/ EEO Manager
Lead Climate Action	Planet	Establish State Transportation Equity & Environmental Justice Advisory Committee	Establish advisory committee(s) focused on transportation equity and environmental justice issues stemming from transportation planning and programming. Coordinate with other state agency advisory bodies, including but not limited to CTC Equity Advisory Roundtable, CARB EJAC, CEC/ CPUC SB 350 Disadvantaged Communities Advisory Group.	Fall 2021 – 2023	In Progress	TBD	Sustainability, DDPMP, CORE, CTC, CalSTA
Lead Climate Action	Planet	Equipment Emissions Deployment Project	Work with Maintenance to deploy the lowest emitting equipment in areas with poor air quality for maximum benefit.	January 2022	In Progress	Utilize CalEnviroScreen to identify areas of focus. Deployment plan implemented. Data on current carbon emissions and emissions savings after implemented % of equipment transitioned	CORE Program Manager, Equity Analyst, Maintenance, Sustainability