

1. Communication - to educate and engage Caltrans employees on racial equity and solutions. To achieve this, the CARES Team envisions materials and resources regarding racial and social equity are created, dispersed, and easily accessible to be widely used by our workforce.

| Actions | Time Frame | Performance Measurement | Lead(s) |
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| <p>A. Training</p> <ol style="list-style-type: none"> 1. Roadshow presentations on GARE participation <ol style="list-style-type: none"> a. Develop content to deliver to Districts/Divisions b. Schedule District visits to deliver content 2. Training and Awareness Class(es) <ol style="list-style-type: none"> a. Identify training needs and collect information on existing trainings within the department and other agencies b. Develop training materials and resources c. Train the trainer sessions to enable qualified trainers throughout the department d. Work with Maintenance to hire an analyst and | <p>Training</p> <ol style="list-style-type: none"> 1. Ongoing beginning November 2019 2. Development beginning March 2020, training roll out Fall 2020 | <p>Training</p> <ol style="list-style-type: none"> 1. Number of District visits per year 2. Training material developed and approved. Number of trainings given. Number of employees that attend training. Analysis of training feedback, employee engagement, and knowledge growth. | <p>Training Racial Equity Program Manager, CARES Team</p> |

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| <p>develop content for NEMO</p> <ol style="list-style-type: none"> 3. Lunch and Learn Sessions <ol style="list-style-type: none"> a. Develop framework for lunch sessions b. Assess resources for delivery – internal vs. external session hosts c. Organize, promote and conduct regular sessions <p>B. Data Collection</p> <ol style="list-style-type: none"> 1. Baseline data collection <ol style="list-style-type: none"> a. Roadshow assessment b. Internal/External Survey <p>C. Equity Toolkit</p> <ol style="list-style-type: none"> 1. Language and Topic Reference Guide <ol style="list-style-type: none"> a. Glossary of Terms b. Frequently Asked Questions (FAQs) c. Executive talking points 2. Reading List <ol style="list-style-type: none"> a. Partner with Caltrans Library to make books available 3. Podcast and Videos List 4. Internal Website <ol style="list-style-type: none"> a. Develop intranet site where equity toolkit will be available to employees | <ol style="list-style-type: none"> 3. Framework development beginning January 2020, session roll out Summer 2020 <p>Data Collection</p> <ol style="list-style-type: none"> 1. Ongoing, beginning November 2019 <p>Equity Toolkit</p> <ol style="list-style-type: none"> 1. April 2020 2. April 2020 3. March 2020 4. Launch Fall 2020 | <ol style="list-style-type: none"> 3. Number of sessions hosted. Number of employees attended. Analysis of session feedback, employee engagement and knowledge growth. <p>Data Collection</p> <ol style="list-style-type: none"> 1. % of employee participation. <p>Equity Toolkit</p> <ol style="list-style-type: none"> 1. Toolkit created and available. % of employees accessing toolkit. | <p>Data Collection Racial Equity Program Manager, CARES Team</p> <p>Equity Toolkit Racial Equity Program Manager, CARES Team, Caltrans Library, Sustainability (website host)</p> |
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| <p>b. Innovation station encouraging employee suggestions for equity solutions and potential pilot projects</p> <p>D. External Partnerships</p> <ol style="list-style-type: none"> 1. Maintain communication and alignment with efforts across the Administration <ol style="list-style-type: none"> a. Create and/or join equity committee(s). Maintain partnerships with other state agencies in GARE 2. Listening Sessions with Community Based Organizations (CBOs) <ol style="list-style-type: none"> a. Organize and facilitate listening session with CBOs to receive feedback on community priorities for Caltrans equity framework b. Establish a Caltrans Equity Advisory Committee in partnership with external stakeholders | <p>External Partnerships</p> <ol style="list-style-type: none"> 1. Ongoing beginning October 2019 2. Framework development beginning January 2021 for approval Summer 2021 | <p>External Partnerships</p> <ol style="list-style-type: none"> 1. Committees participated in. 2. Framework developed and approved. | <p>External Partnerships</p> <p>Racial Equity Program Manager (with support from Strategic Growth Council and Capitol Cohort Team Leads), Priority Populations Liaison (for CBO information), Executive Sponsors</p> |
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2. Pilot Projects - to provide equitable services to all Californians, to operationalize equitable recruitment, hiring and retention practices, and to collect data to assess outcomes and inform solutions moving forward.

| Actions | Time Frame | Performance Measurement | Lead(s) |
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| <p>A. External</p> <ol style="list-style-type: none"> 1. Customer Service Requests (CSRs) <ol style="list-style-type: none"> a. Collect data, map CSRs with overlay of CalEnviroscreen b. Analyze data and report to Maintenance c. Work with Maintenance/Districts to organize next steps 2. Equipment Deployment Project <ol style="list-style-type: none"> a. Work with Maintenance to deploy lowest emitting equipment in areas with poor air quality for maximum benefit 3. Program analysis with equity focus <ol style="list-style-type: none"> a. SHOPP b. Broadband Implementation c. Small Business, DBE, and DVBE 4. Pilot Project Idea Sessions <ol style="list-style-type: none"> a. Meet with Districts/Divisions and create list of external pilot projects of interest 5. District/Division Equity Action Plans <ol style="list-style-type: none"> a. Guide and assist Districts/Divisions on creating their own Action Plan | <p>External</p> <ol style="list-style-type: none"> 1. Data collection and mapping beginning October 2019, analysis and solutions April 2020 2. Ongoing, beginning January 2020 3. Ongoing, beginning March 2020 4. Ongoing beginning June 2019 5. Ongoing, beginning February 2020 | <p>External</p> <ol style="list-style-type: none"> 1. Data collected and analyzed. Solution plan. 2. Deployment plan implemented. Data on current carbon emissions and emissions savings after implemented 3. Program analysis and recommendations 4. Number of sessions held with list of potential pilot projects. 5. District Action Plans created. | <p>External</p> <p>Racial Equity Program Manager, Roy Fleshman (data mapping), Maintenance, OBEO</p> |

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| <p>b. Support and assist in implementation</p> <p>B. Internal Actions are pending new statewide direction from the Governor's Diversity and Inclusion Task Force</p> <ol style="list-style-type: none"> 1. Workforce Diversity & Inclusion Efforts <ol style="list-style-type: none"> a. Place diversity and inclusion statement on job postings b. Diversity, equity, and inclusion training for Manager and Supervisors who sit on hiring panels c. Add diversity, equity, and/or inclusion question to interviews d. Diversify outreach, communication, and recruitment locations 2. Statewide workforce demographics data analysis <ol style="list-style-type: none"> a. Compare District, Division, and Management workforce data to statewide and District geographic demographics | <p>Internal</p> | <p>Internal</p> | <p>Internal</p> |
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3. Policy - for equity to be built into Caltrans culture, values, and daily operations. For an equity-centered approach to guide the work Caltrans does internally and externally.

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| <p>Strategic Management Plan</p> <ol style="list-style-type: none"> 1. Placing Equity into Mission, Vision, and Goals 2. Developing Accountability: equity targets and performance measurements tied to overall goals | <p>Strategic Management Plan</p> <ol style="list-style-type: none"> 1. Discussions beginning December 2019 2. Discussion beginning December 2019 | <p>Strategic Management Plan</p> <p>Equity placed into Strategic Management Plan with performance measures.</p> | <p>Strategic Management Plan</p> <p>Executive Sponsors, Executive Board, Enterprise Risk Management</p> |
| <p>Director's Policy</p> <ol style="list-style-type: none"> 1. Develop Director's Policy on Equity 2. Review of current Policies and Deputy Directives | <p>Director's Policy</p> <ol style="list-style-type: none"> 1. Development beginning January 2021 2. Ongoing beginning January 2021 | <p>Director's Policy</p> <ol style="list-style-type: none"> 1. Director's Policy on Equity adopted. 2. Report analysis of current policies and impacts. | <p>Director's Policy</p> <p>CARES team with support from Executive Sponsors, requires Director's approval</p> |
| <p>Office of Equity</p> <ol style="list-style-type: none"> 1. Create a Racial and Social Equity Office <ol style="list-style-type: none"> a. Assess resource availability within Department and external process for acquiring resources | <p>Office of Equity</p> <ol style="list-style-type: none"> 1. Development beginning Spring 2020 for approval Summer 2020. | <p>Office of Equity</p> <p>Budget approved, positions allocated.</p> | <p>Office of Equity</p> <p>Racial Equity Program Manager with support from Budgets, Department of Finance</p> |