



CALIFORNIA
High-Speed Rail Authority

Title VI, Limited English Proficiency & Environmental Justice: Annual Activities and Accomplishments Report

January 01, 2017 through December 31, 2017

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INTRODUCTION

It is a pleasure to present the California High-Speed Rail Authority's (Authority) Title VI, Limited English Proficiency, & Environmental Justice Annual Accomplishments Report. This report follows the best practices of 49 Code of Federal regulations Part 21 and encompasses Title VI, Limited English Proficiency and Environmental Justice activities during the period of January 01, 2017 to December 31, 2017. Note that there were changes in the High-Speed Rail Program executive leadership in early 2018, these are also reflected in this document.

The intent of this report is to demonstrate the Authority's compliance with, and commitment to its nondiscrimination policy to involve the public, regardless of race, national origin, color, sex, minority or low-income status and language proficiency, in all its programs and activities.

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs or activities receiving federal financial assistance. The rights of women, the elderly and the disabled are protected under related statutes.

The California High-Speed Rail Authority is committed to ensuring that no person shall, on the grounds of race, color, national origin, sex, age or disability be excluded from participation in, be denied the benefits of or be otherwise subjected to discrimination under any program or activity in the design, construction and operation of the high-speed rail.

The report summarizes the following information:

- The history, scope and current status of the High-Speed Rail (HSR) Program by region.
- An overview of the Title VI Program including provisions to address Limited English Proficiency and promote Environmental Justice.
- The Authority's organizational structure including the Board of Directors, Chief Executive Officer and Executive Management Team.
- Key accomplishments:
 - Special projects and/or studies conducted to understand the demographics of the communities impacted by the HSR such as minority and disadvantaged persons, ethnic diversity, age, gender, education and income levels.
 - Outreach efforts to inform and educate and enhance participation and promote transparency with persons impacted or potentially impacted by the HSR program. Outreach efforts include, but are not limited to websites, social media, public meetings, community participation, conferences, listening sessions, public announcements, and press releases.
- Title VI, Limited English Proficiency and Environmental Justice training activities.
- Details regarding discrimination complaints and status.
- Planned outreach activities for the calendar year of 2018.

High-Speed Rail Program

The Authority is responsible for planning, designing, building and operating the first high-speed rail system in the nation. The California High-Speed Rail (HSR) will connect the mega-regions of the state, contribute to

economic development, enable a cleaner environment, create jobs and preserve agricultural and protected lands.

By 2029, the California High-Speed Rail system will encompass over 800 miles of rail, with up to 24 stations and run from San Francisco to the Los Angeles basin in under three hours at speeds capable of over 200 miles per hour. The Authority is working with regional partners to implement a state-wide rail modernization plan that will invest billions of dollars in local and regional rail lines to meet the state's 21st century transportation needs.

Due to the enormity and complexity of its scope, the HSR project is broken into three (3) specific regions – Central Valley, Southern California and Northern California. Additionally, the project will be constructed in two (2) phases.

1. Phase 1
 - a. Connects the San Francisco Bay Area to the Los Angeles Basin via the Central Valley.
2. Phase 2
 - a. Connects Sacramento to the Central Valley and Los Angeles to San Diego.

Furthermore, production is completed through a series of Design-Build contracts also referred to as a construction package. Currently, the Authority has contracted with three (3) Design-Build joint ventures in support of construction in the Central Valley project sections.

Design-Builder	Construction Package	Project Section
Tutor/Perini/Zachry/Parsons (TPZP)	Construction Package 1	Madera County / Fresno County
Dragados/Flatiron	Construction Package 2-3	Fresno County / Kern County
California Rail Builders	Construction Package 4	Tulare / Kern County

All project sections are strategically sequenced to maximize current federal and state dollars and deliver the high-speed rail line in the earliest timeline.

Central Valley Region

Construction of the HSR began in the Central Valley Region and serves as the “backbone” of the initial passenger rail service from Silicon Valley to the Central Valley. It will ultimately connect all major regions of California, modernizing transportation in the state and linking our diverse economic and cultural centers. The Central Valley Region supports 119 miles of track and includes the following two (2) project sections:

1. Merced to Fresno (includes the Central Valley Wye (“Y”))
2. Fresno to Bakersfield

In 2009, the United States was at the height of a major economic recession. California’s unemployment rate spiked to 12.4 percent in 2010, and the Central Valley’s unemployment rate stood at nearly 17 percent.

To address this unprecedented national economic crisis, the president and Congress enacted the American Recovery and Reinvestment Act of 2009 (ARRA) to provide economic stimulus to save and create jobs through infrastructure investment. California received \$2.55 billion in ARRA funds for high-speed rail, which was combined with state and other federal funds to advance and build the system. Initially, these funds were invested primarily in advancing environmental reviews, design and outreach, and had a deadline with a requirement that they be fully spent by September 30, 2017, and the Authority achieved that statutory deadline.

Although the Authority endeavored to quickly transition to construction, the enormous amount of preconstruction activities, such as environmental clearance, right-of-way acquisition and third-party agreements, meant that progress on the physical infrastructure was slower than hoped. By the end of 2015, only 265 construction craft laborers had worked on the project. However, over the last two years, the pace picked up: by the end of 2017, 1,648 construction labor workers had been sent to work at various construction sites along the alignment.

Thus, the largest economic impact from the state’s investment in high-speed rail has been felt in the Central Valley, stimulating an estimated 11,300 job-years of employment and approximately \$2 billion in total economic activity. A substantial majority of this investment occurred in the last three years after construction broke ground in 2015. The economic activity generated by high-speed rail construction in the Central Valley will continue to grow in the coming years, as construction activities expand further.

Fresno County has been the hub of high-speed rail construction thus far. California’s Employment Development Department estimated that 9,400 jobs were added in Fresno County between July 2016 and June 2017. Over this same period, high-speed rail investment in Fresno County supported 3,100 full-time jobs; the equivalent of more than 30 percent of all jobs added in the county.

In the Central Valley, we have strong partnerships with local unions, contractors and groups, such as the Fresno Workforce Investment Board (WIB), through our Community Benefits Agreement. The WIB has also partnered with the Building Trades Pre-Apprenticeship Training Program to offer a seven-week pre-apprenticeship training program for area residents where they can receive training in a variety of trades before entering apprenticeship programs—and some of those graduates are working on the high-speed rail program today.

Even with these great partnerships, the Authority continues to look for new training opportunities. The Authority intends to enter into an agreement with the Fresno Economic Development Corporation to support and fund a Mandela Training Center in Fresno. The Mandela Pre-Apprenticeship Program is a nationally recognized, independent 501(c)3 nonprofit organization that has received acclaim for excellence in training, and it has a long history of successful operation and placement of students in the construction trades.

Merced to Fresno

This section stretches 65 miles long and parallels the Union Pacific Railroad (UPRR) tracks and State Route 99 (SR-99) between Merced and Fresno. The alignment travels east of Madera and generally parallels the existing Burlington Northern Santa Fe (BNSF) rail corridor.

The first subsection of this alignment is referred to as Construction Package (CP 1). This construction area includes a 32-mile stretch between Avenue 19 in Madera County to East American Avenue in Fresno County. It includes 12 grade separations, two viaducts, one tunnel and a major river crossing over the San Joaquin River.

In January 2017, the Authority's Board of Directors adopted the Central Valley Segment Funding Plan, which estimated the cost of this segment at \$7.8 billion in YOE dollars. The Funding Plan estimate included the three design-build construction contracts, track and systems, interim passenger stations at Madera and Shafter/Wasco and a permanent station at Fresno, as well as a heavy maintenance facility scaled to support initial operations. More specifically, it included the costs of ensuring that the Central Valley Segment would have independent utility, consistent with the FRA grant agreement. The estimate did not include rolling stocks.

Overall, 2017 was a year of progress for planning, design and construction on the High-Speed Rail program. We have made significant advancement in the Merced to Fresno project section, including the following:



San Joaquin River viaduct and Pergola, North Fresno

The San Joaquin River Viaduct will stand approximately 4,700 feet tall and span the San Joaquin River in north Fresno and the UPRR tracks, parallel to SR-99. It will feature arches representing the northern gateway into Fresno, and a pergola structure that will allow high speed trains to cross over the Union Pacific Railroad tracks. The completed viaduct will form one of the largest structures on the HSR program. Currently, crews are finishing construction of pier caps to tie together support columns and concrete has been poured for the pergola

State Route 99 Realignment, Central Fresno

This project will relocate SR-99 approximately 100 feet to the west between Clinton Avenue and Ashlan Avenue to make way for the HSR alignment, replacing the northbound lanes. The configuration will improve traffic operations, reduce congestion and enhance traffic safety. Presently, traffic is now largely on new pavement south of Ashlan Avenue and construction to the southbound exit ramps and auxiliary lanes on the Clinton Avenue Bridge are underway.

Fresno Trench & State Route 180 Passageway, Fresno

This project is a 2-mile trench through central Fresno, traveling under SR-180, a railroad spur and Dry Creek Canal. This will be the first section of the alignment to go below grade, at depths of roughly 40 feet. Currently, crews are excavating underneath SR-180 to satisfy the depth of the trench and rebar has been placed for the intrusion protection barrier wall, which will be 10 feet tall and extend nearly 1,200 feet.

Tuolumne Street Bridge, Fresno (Completed June 2017)

The completion of the Tuolumne Street Bridge marked the first completed structure for the high-speed rail program. The original Bridge was demolished in January 2016. The new bridge was rebuilt three feet taller with the highest point shifted to the west, creating clearance for high-speed trains and the Union Pacific Railroad. The new bridge accommodates two-way traffic, supports the revitalization of downtown Fresno's core and features wider pedestrian walkways and bike paths.



Cedar Viaduct, South Fresno

The Cedar Viaduct will stand 3,700 feet tall and will carry high-speed trains over SR-99, Cedar Avenue and Golden State Boulevard. It will span approximately 3 quarters of a mile alongside SR-99. Barrier wall construction along sides of the Cedar Viaduct are near completion, with only a small section remaining. Pier and abutment construction continues as the Viaduct heads toward Golden State Boulevard.

Fresno to Bakersfield

The Fresno to Bakersfield project section is approximately 114 miles long. The section begins north of downtown Fresno and ends southeast of downtown Bakersfield.

In November 2017, the Authority and the Federal Railroad Administration released a Draft Supplemental Environmental Impact Report (EIR) and Environmental Impact Statement (EIS) for public review and comment for the Fresno to Bakersfield project section.

This document supplements the 2014 Final EIR/EIS for Fresno/Bakersfield and focused on the southern portion of the alignment between Poplar Avenue in Shafter and a station location in Bakersfield. The 2014 Final EIR/EIS evaluated alignments that generally followed the existing BNSF tracks from Shafter into Bakersfield. Since then, a new alignment was developed, known as the Locally Generated Alternative (LGA), extending from Shafter east towards State Route 99 and the existing Union Pacific Railroad tracks, then southward into Bakersfield.

The Draft Supplemental EIR/EIS provides a detailed analysis of the LGA and compares the alignment to the Preferred Alternative identified in the 2014 Final EIR/EIS for the same geographic area.

Northern California Region

The Authority is working with partner agencies, local governments, interested stakeholders and the public to bring High-Speed Rail to Northern California to improve regional mobility and strengthen connections to the rest of the state. Advanced planning and technical studies are underway for the San Francisco to Central Valley project section and preliminary planning is underway for service between Merced to Sacramento.

The Northern California region includes three (3) project sections:

1. San Francisco to San Jose
2. San Jose to Merced
3. Merced to Sacramento (Phase 2)

During 2017 the Board of Directors awarded a contract for Early Train Operator services to DB Engineering & Consulting USA during its monthly meeting in November. DB Engineering & Consulting USA assist the Authority with planning, designing and implementation of the nation's first high-speed rail program.

"Today's Board action is a major step forward for California's High-Speed Rail Program," said Board Chair Dan Richard. "Bringing on an Early Train Operator during the current design and development phase of the program will allow us to infuse commercial thinking into the design of the system, including station layout, technical specifications, and strategies to improve asset performance and control costs. As far as we know, this approach of bringing a commercial operator into a design phase is unique for major infrastructure projects."

San Francisco to San Jose

The San Francisco to San Jose project section will link the communities from San Francisco and Silicon Valley on an electrified and blended corridor, with Caltrain and high-speed rail service. This corridor spans approximately 51-miles joining stations at the Transbay Transit Center (Transbay Center), 4th and King, Millbrae (near the San Francisco Airport), and in San Jose (Diridon).

This section differs from others because the alignment has been defined by state legislation, Senate Bill 1029 (SB1029) and regional, multi-agency agreements. Per the requirements of SB1029, the high-speed rail service along the San Francisco to San Jose corridor will be a blended service with Caltrain and high-speed rail service sharing tracks.

The HSR program has made significant progress in project section, such as the Transbay Center. The Authority continues to collaborate with our external partners, specifically the Transbay Joint Powers Authority, governed to construct the Transbay Center. This structure will connect the eight counties of the San Francisco Bay Area through 11 transportation modules:

- AC Transit
- Amtrack
- Bay Area Rapid Transit (BART)
- Valtrain
- Golden Gate Transit
- Greyhound
- High-Speed Rail
- San Francisco Municipal Transportation Agency
- SamTrans
- WestCAT Lynx
- Paratransit

Ultimately, the Transbay Center will serve as the northern California hub for future high-speed rail service from Los Angeles to San Francisco, featuring a 5.4-acre park built atop the facility. The Transbay Transit Center received a \$400 million contribution in Authority funding through the federal government's High-Speed Intercity Passenger Rail Program, via the American Recovery and Reinvestment Act (ARRA). The Transbay Center is expected to be open in the summer of 2018.

The Authority also began construction in October for the 25th Avenue Grade Separation Project in San Mateo. In partnership with the City of San Mateo and the Peninsula Corridor Joint Powers Board. By funding this life-saving investment, this grade separation will significantly reduce accidents and congestion at a dangerous intersection, long before high-speed rail service on the blended corridor reaches the Bay Area.

Moving forward, we will continue to develop and advance our relations with robust stakeholders and encourage community engagement in support of the planning and environmental process of the High-Speed Rail Program. We will also continue to evaluate route alternatives and blended corridor elements, as well as conduct technical studies to support our environmental studies.

San Jose to Merced

The San Jose to Merced corridor provides an important rail link by connecting Silicon Valley and the Central Valley. The approximately 85-mile project section will connect stations in San Jose (Diridon), Gilroy (passing through the Central Valley Wye) and north to Merced and south to Madera and Fresno.

In July, the Authority and its contractor Klienfelder performed geotechnical work along State Route 152 in the Pacheco Pass. Drilling crews took soil and rock samples from various locations within the public right of way. The samples were used to determine the exact conditions of the ground, hundreds of feet below surface, where roughly 13 miles of future high-speed rail tunnels are proposed.

While the process to environmentally clear the San Jose to Merced project section continues, getting an early start on geotechnical investigations is crucial.

Similar to the San Francisco to San Jose project section, the Authority will continue to evaluate route alternatives and conduct technical studies to support the planning and environmental process of the High-Speed Rail program.

Merced to Sacramento

The Merced to Sacramento project section connects the Central Valley to the state capitol in Sacramento. The corridor will run approximately 120-miles and is considered part of Phase 2 on the HSR project.

Considering this project section is in the years to come, we will continue to collaborate with regional partners, and study opportunities to advance key connections within the program.

Southern California Region

The Southern California Region will be developed after the Central Valley high-speed rail corridor is complete. Significant studies are in motion for all project sections from Bakersfield to Los Angeles/Anaheim area, and preliminary planning is underway for service into San Diego.

Funding has already been allocated to several key projects that will help reshape mobility in Southern California to the statewide rail modernization. Regional high-speed rail investments have aided in the support of the following projects:

Los Angeles Urban Mobility Corridor

The Los Angeles Urban Mobility Corridor connecting Burbank, Los Angeles and Anaheim is of regional and statewide significance and is critical to supporting the economy of Southern California. The corridor is a vital freight and goods movement corridor that facilitates cargo movements to and from the ports of Los Angeles and Long Beach, the nation's two busiest ports based on container traffic.

Also, it is part of the nation's second busiest Amtrak line, is served extensively by Metrolink commuter rail service and will be an essential link in the future high-speed rail system. The 2018 California State Rail Plan identified the Los Angeles Urban Mobility Corridor as a critical piece of the statewide rail network and specified service goals and improvements for the corridor through the year 2040.

Regional Connector Transit Project

The Authority is providing almost \$115 million to the 1.75 billion project that will connect Metro Rail's Gold line to the 7th Street/Metro Center with a nearly 2-mile underground light rail system.

- Metrolinks' Positive Train Control System: Will improve safety and eliminate accidents.
- Metrolink's New Tier IV Locomotive: Will improve the speed, safety and reliability of train service and dramatically reduce emissions.

Rosecrans/Marquardt Grade Separation

Eliminates the state's most hazardous at-grade rail crossing, according to the California Public Utilities Commission ranking.

In early 2017, the Rosecrans Avenue / Marquardt Avenue Grade Separation Project was identified as the first project to be funded. In mid-2017, the Authority's Board of Directors approved the projects funding plan, permitting execution of the agreements which dedicates \$76.7 million of Proposition 1A bond funds. Remaining project costs will be matched by a variety of local, state, federal and private sources to complete the \$155.3 million project.

The project will separate vehicle traffic from rail traffic by constructing an elevated overpass structure, which will improve safety and eliminate traffic delays. Construction is anticipated to begin as early as 2021 and the project is targeted for completion in 2023.

In the meanwhile, technical studies and planning and development will continue to support the production of the Rosecrans / Marquardt Grade Separation. Additionally, environmental studies will continue in order to determine the exact alignments to sustain Southern California's five (5) project sections comprised of the following:

1. Bakersfield to Palmdale
2. Palmdale to Burbank
3. Burbank to Los Angeles
4. Los Angeles to Anaheim
5. Lost Angeles to San Diego (Phase 2)

Bakersfield to Palmdale

The Bakersfield to Palmdale section connects the Central Valley to the Antelope Valley, closing the existing passenger rail gap over the Tehachapi Mountains and providing a convenient access between the Central Valley and Southern California. This 80-mile section crosses some of the most complicated terrain along the statewide system and travel through or near the cities of Edison, Tehachapi, Rosamund, Lancaster and Palmdale.

Moving forward, we will conduct comprehensive evaluations of route alternatives, including connection to the Palmdale Station and potential Las Vegas service.

Palmdale to Burbank

The Palmdale to Burbank section connects the Antelope Valley to the San Fernando Valley, delivering high-speed rail to the urban Los Angeles area. This section will cover approximately 40-miles of track and will connect stations at the Palmdale Transportation Center to a new-high speed rail station at the Hollywood Burbank Airport. The corridor travels between extremely diverse areas from rural and mountainous to suburban and dense urban environments.

We will continue to engage with our stakeholders and surrounding communities including targeted grade separation workshops, to promote education and support of the High-Speed Rail program.

Burbank to Los Angeles

The Burbank to Los Angeles project section links two (2) key multi-modal transportation hubs, the Hollywood Burbank Airport and Los Angeles Union Station, providing an additional link between downtown Los Angeles and San Fernando Valley. This 12-mile section proposes to utilize the existing railroad right-of-way to the extent possible, running adjacent to the Los Angeles River, through the cities of Burbank, Glendale, and Los

Angeles.

Similar to other sections, we will continue to follow the same course of action with technical studies in support of environmental clearance.

Los Angeles to Anaheim

The Los Angeles to Anaheim section will connect Los Angeles and Orange counties by traveling from Los Angeles Union Station to the Anaheim Regional Transportation Intermodal Center (ARTIC), creating a shared urban mobility corridor. This section is slated to run approximately 30-miles and travel through the cities of Los Angeles, Vernon, Commerce, Bell, Montebello, Pico Rivera, Norwalk, Santa Fe Springs, La Mirada, Buena Park, Fullerton and Anaheim.

Los Angeles to San Diego

The route between Los Angeles to San Diego is expected to span 170-miles and is part of the Phase 2 system of the statewide high-speed rail network. This section connects the Inland Empire and San Diego, which will close a major rail gap between Southern California counties.

We look forward to studying opportunities to advance key connections and building and strengthening our partnerships with our surrounding resource partners.

Statewide Connectivity Projects

SB 1029 appropriated \$950 million to regionally significant connectivity projects throughout California that will provide direct connectivity to high-speed rail lines and facilities. As of August 2017, the California Transportation Commission, which oversees these investments, had allocated \$826 million to 18 projects. Currently, 15 projects have received allocation for the construction phase and nearly 75 percent of the Proposition 1A dollars for these projects have been expended.

In 2017, the Authority successfully received permission to access \$3.3 billion in Proposition 1A funds for construction in the Central Valley, Caltrain electrification and the Rosecrans/Marquardt Grade Separation Project in Southern California. These funds provide the required state match to the ARRA federal funds and have allowed construction to proceed. A further \$4.166 billion for construction of the Silicon Valley to Central Valley Line is still available for appropriation by the Legislature.

TITLE VI PROGRAM OVERVIEW

The Authority, under Title VI of the Civil Rights Act of 1964 and related statutes, and 49 Code of Federal Regulation (CFR) Section 21.7 ensures that no person shall on the grounds of race, color, national origin, age, sex, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program, service or activity it administers.

In support of non-discrimination and compliance, the Authority's Board of Directors approved and adopted 3 separate policies and program plans in 2012: Title VI, Limited English Proficiency, and Environmental Justice.

To facilitate the programs, the Authority adopted and implemented a systematic interdisciplinary approach whereby the Authority's Program and Project Managers, Project Management Teams, Consultants and Contractors work closely with the Title VI Coordinator and Title VI Program Manager for the effective implementation and success of the Title VI Program and its requirements.

As part of its mission to support non-discrimination and provide equity and fairness, the Authority provides free language assistance for individuals whose first language is not English (Limited English Proficiency) so they are afforded the same access to Authority programs and services as English-speaking individuals.

The Authority is also committed to the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies. This is referred to as Environmental Justice (EJ).

The provisions to support LEP and EJ are essential in ensuring nondiscrimination hence, they are key components of the Authority's Title VI Program Plan.

This is accomplished by analyzing the demographics of impacted communities and identifying the native languages representative of the populations impacted. This information is leveraged to engage interpreters and ensure all required documents are available in translated version and made available to the public.

Demographic information is obtained from and verified by several available sources:

- U.S. Census Bureau
- U.S. Environmental Protection Agency (EPA): EJScreen
- Office of Environmental Health Hazard Assessments (OEHHA): CalEnviroScreen 3.0
- State, City, and County Websites
- HSR Resource Partner Associations
- HSR Outreach Coordinators and Staff
- Self-Identifying Title VI Public Participation Survey

The data is analyzed to assess the characteristics of the impacted populations. Assessments are used to confirm the program is engaging with disadvantaged communities and individuals with limited English proficiency to effectively provide free language assistance and including them in the development, implementation, and enforcement of environmental laws, regulations and policies.

The Authority's Title VI Program team responsibly supports data collection, analysis and reporting to measure, monitor and provide status regarding Title VI, Environmental Justice and Limited English Proficiency compliance. The program team actively collects analyzes and reports on details regarding outreach events, demographic information and Title VI related complaints.

Additionally, the Title VI Program Team exercises extreme care, and urgency with regards to supporting requests for public assistance and discrimination complaints by strictly following active policies and procedures.

The Authority's Title VI Program Team (Interdisciplinary/Program Team) partners with the following internal branches and organizations to implement processes to ensure Title VI (including EJ and LEP) compliance:

- Sustainability
- Right-of-Way
- Environmental Planning
- Contracts and Procurement
- Tribal Relations
- External Affairs and Communications

Title VI Policy

The Authority is committed to administering and maintaining nondiscrimination principles and goals to all its programs and other activities that are undertaken, funded or approved by its governing regulatory agencies.

To showcase the Authority's commitment to nondiscrimination practices program-wide, it's Title VI Policy states:

"The California High Speed-Rail Authority is committed to ensuring that no person is excluded from participation in, nor denied the benefits of its programs, activities and services on the basis of race, color, national origin, age, sex, or disability as afforded by Title VI of the Civil Rights Act of 1964 and related statutes.

The Authority, as a federal grant recipient, is required by the Federal Railroad Administration to conform to Title VI of the Civil Rights Act of 1964 and related statutes. The Authority's sub-recipients and contractors are required to prevent discrimination and validate non-discrimination in all of their programs, activities and services.

As permitted and authorized by Title VI, the Authority will administer a Title VI Program in accordance with the spirit and intent of the non-discrimination laws and regulations."

The Authority's Title VI Policy was approved and adopted by the Board of Directors in September 2012.

Limited English Proficiency

Limited English Proficiency (LEP) refers to individuals who do not speak English as their primary language and who have a limited ability to read, speak, write and understand English. California is home to millions of individuals from diverse cultures and backgrounds with limited English proficiency. Language for LEP

individuals can be a barrier to accessing important benefits or services, understanding and exercising important rights, complying with applicable responsibilities, or understanding other information about federally funded programs and activities.

The Authority's Title VI Program seeks to address and provide "equity and fairness toward low-income and minority persons" pursuant to the Title VI of Civil Rights Act of 1964 and all related statutes. In compliance with Title VI regulations, and to prevent discrimination against individuals with limited ability to read, write, speak, or understand the English language, LEP persons seeking access to the Authority's programs, services, or activities; are entitled to free language (translation and interpretation) assistance.

Supporting free language assistance is accomplished by analyzing the demographics of impacted communities and identifying the native languages representative of the populations impacted. The Authority contracts interpreter service providers to perform interpretation and to translate key documents, notifications and briefings in the languages spoken by a substantial number of LEP individuals. Assessments are performed on a defined cadence to ensure effective communications are occurring with LEP individuals, and to validate interpreter services are adequately provisioned.

The Authority is state and federally mandated to provide LEP individuals with an equal opportunity to benefit from, or have access to, services normally provided in English. The federal and state laws and regulations the Authority adheres to, and is in compliance of, are Executive Order 13166 and the Dymally-Alatorre Bilingual Services Act (Government Code Sections 7290-7299.8).

The Dymally-Alatorre Bilingual Services Act requires all State Departments who interact with a substantial number (5% percent) of non/or limited English speaking persons, employ a sufficient number of qualified bilingual persons in public contact positions to ensure information and services are provided in the language of the non-English speaking person. This Act further mandates that every State agency shall provide materials in any non-English language spoken by a substantial number of the public served by the agency. The Authority complies with the mandated regulations by providing translated vital and non-vital documents to LEP communities that are impacted or potentially impacted by the high-speed rail project.

LEP Policy

The Authority is dedicated to implementing LEP principles and goals to all its programs and other activities that are undertaken, funded or approved by federal regulatory agencies It's LEP policy is as follows:

"It is the policy of the California High-Speed Rail Authority (Authority) to communicate effectively and provide meaningful access to limited English proficient (LEP) individuals on all the Authority's programs, services and activities. The Authority shall provide free language assistance services to LEP individuals whom we encounter or whenever an LEP individual requests language assistance services.

The Authority will treat LEP individuals with dignity and respect. Language assistance will be provided through a variety of methods to include: staff interpreters, translation and interpreter service contracts, formal arrangements with local organizations providing interpretation or translation services or telephonic interpreter services.

The Authority shall develop and maintain an LEP Plan in compliance with Title VI of the Civil Rights Act of 1964 and related statutes, Presidential Executive Order 13166 and

Under the guidance of the Title VI Program, the LEP policy was developed, then approved and adopted by the Board of Directors in 2012.

Environmental Justice

Environmental Justice (EJ) is defined as the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with response to the development, implementations and enforcement of environmental laws, regulations and policies. Simply stated, Environmental Justice addresses the unequal environmental burden often borne by minority and low-income communities and individuals.

To promote EJ, federal and state governments have enacted legislation to safeguard the environment and protect the health and safety of the public. The Authority developed, implemented and maintains an Environmental Justice Guidance in compliance with Title VI of the Civil Rights Act of 1964, Presidential Executive Order 12898 and California State Law Government Code Section 65040.2 et. seq. and Public Resources Code Section 71110 et. Seq.

Environmental Justice Policy

The Authority is committed to continuing to apply Environmental Justice principles and goals to all its programs and other activities that are undertaken, funded or approved by the FRA. The Authority's Environmental Justice Policy states:

"The California High-Speed Rail Authority promotes Environmental Justice into its programs, policies, and activities to avoid, minimize or mitigate disproportionately high human health, environmental effects, including social and economic effects on minority and low-income populations. It is the policy of the Authority to duly emphasize the fair and meaningful involvement of all regardless of race, color, national origin or income with respect to the high-speed rail project planning, development, operations and maintenance.

This policy directs the Authority to appropriately engage the public through public participation forums so that decisions are mitigated and reflects Environmental Justice for all communities. This commitment strives to inspire Environmental Justice and equal access.

The Authority shall develop and maintain an Environmental Justice Guidance in compliance with Title VI of the Civil Rights Act of 1964, Presidential Executive Order 12898 and California State law—Government Code Section 65040.2 et. seq. and Public Resources Code Section 71110 et. seq."

This EJ Policy applies to policy decisions, system planning, project development and environmental reviews under the NEPA/CEQA, preliminary and final design engineering efforts, Right-of-Way acquisition process, and construction, operations and maintenance activities.

There are three (3) fundamental EJ principles the Authority is committed to:

1. To avoid, minimize, or mitigate disproportionately high human health and environmental effects, including social and economic effects, on minority and low-income populations.

2. To encourage the full and fair participation by all affected communities in the transportation decision-making process.
3. To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

The Authority is committed to the following goals to achieve the principles:

- Protect environmental quality and human health in all communities.
- Apply environmental and civil rights laws to achieve fair environmental protection.
- Promote and protect community members' rights to participate meaningfully in environmental decision-making that may affect them.
- Promote full and fair opportunity for access to environmental benefits and minimize activities that result in a disproportionate distribution of environmental burdens.

HIGH-SPEED RAIL ORGANIZATIONAL STRUCTURE

The Authority's organizational structure and operating model aligns with the unique nature of the California High-Speed Rail Program, and the various responsibilities that will emerge from the phased implementation strategy as outlined in the Authority's 2016 and 2018 Business Plan.

The organization approach was adopted by the Authority based on the 1996 statute that created the Authority itself. Public and private sector capabilities are leveraged throughout the course of the implementation and the operation of the HSR.

The Authority's organization model is comprised of the following:

- Oversight by multiple external State and Federal agencies.
- A Board of Directors responsible to set policy and make key decisions regarding alignment, environment impact and analysis, compliance, contracting and finances.
- A senior executive management team with extensive project development experience.
- Interagency support for standard state administrative functions.
- Reliance on the private sector to deliver the project under contracts negotiated and managed by government employees and legal counsel.
- Core governmental functions common to all state agencies staffed with state employees.
- Individuals with skillsets required specifically to support the development, construction and operation of the HSR program are staffed through limited-term contracts.
- Special committees formed and facilitated to address key program areas (i.e. Business Oversight Committee, Finance and Audit Committee etc.)

Board of Directors

The Authority's Board of Directors (Board) was established in 2003 by California Public Utilities Code section 185020. When the Public Utilities Code Section 185020 was amended by Assembly Bill 1813 in 2016, two (2) non-voting ex-officio members were added to the Board effective 2017.

The Authority's Board of Directors are selected and appointed by governing bodies of the California State Legislature. Each Board member represents the entire State and serves a term of four (4) years. The current Board consists of nine (9) members: five (5) appointed by the Governor, two (2) appointed by the Senate Rules Committee, and two (2) appointed by the Speaker of the Assembly. Additional information about the Board and its members can be viewed on the Board's webpage at: <http://www.hsr.ca.gov/Board/index.html>.

The Authority's Board of Directors is responsible for setting policy directives for the Authority and for the development and approval of the Authority's' business plans, financial plans and strategic plans.

The key responsibilities of the Board are as follows:

- Approve Authority policies and key organizational documents such as the business and strategic plans.
- Select, appoint, and review the performance of the CEO and may approve the hiring of other

management staff.

- Approve the annual budget, other financial plans, and all environmental documents and contracts.
- Accountable for the Authority's performance.

In addition, the Board manages the following committees dedicated to overseeing specific aspects of the HSR project:

- Executive/Administrative Committee
- Finance and Audit Committee
- Operations Committee
- Transportation- Land Use Committee

Chief Executive Officer and Executive Management Team

The Authority's Chief Executive Officer (CEO) reports directly to the Board of Directors and seeks approval and guidance on a broad range of issues regarding the ongoing program including certifying environmental documents and adopting business plans. Attachment A reflects the Authority's Executive Management Organizational Chart.

In April 2017 CEO Jeff Morales, announced his resignation with the Authority effective June 2, 2017. Mr. Morales announced Tom Fellenz, Authority's Chief Legal Counsel, as his interim successor. During the latter half of 2017, Mr. Fellenz provided executive leadership, supervising all Authority activities including management and oversight of the Authority's day-to-day operations. The primary responsibility of the CEO is to define the Authority's strategic direction in coordination with the Board of Directors. Additionally, the CEO oversees two (2) committees:

1. Strategic Initiatives Group
2. Business Oversight Committee

The Strategic Initiatives Group manages the development of the Authority's Business Plans and associated analyses and forecasts based on the requirements of Proposition 1A and Senate Bill 1029. The group oversees the development of ridership, revenue forecasts and economic analyses, and they work with other offices within the Authority to analyze and develop implementation and procurement approaches.

In August 2017, management formed two program committees to provide internal decision-making rigor, accountability and transparency for major decisions. Proposed changes are subject to a comprehensive review through a highly-structured process requiring consideration of the full effects of a proposed change. This includes any increases to level of effort, or increased costs in one area versus savings in another, potential effects on schedule and understanding all potential tradeoffs before a decision is made.

The program committees, which include broad representation across the agency, forward recommendations to the CEO and/or the Board for final resolution and decisions. This has generated better inter-departmental interaction, greater understanding of the effects of various decisions and earlier identification of issues that need to be resolved.

- The Business Oversight Committee (BOC) was commissioned on behalf of the Chief Financial Officer, to assess and review requests and/or proposed commitments relating to the use of public funds against Business Plan objectives, started priorities and funding availability. The BOC concentrates on a core set of principles with a focus on the future enterprise value of an operational business and fiscal discipline.
- The Program Delivery Committee (PDC), chaired by the Chief Operating Officer, has the primary responsibility for the delivery of the program and is accountable for overall capital program scope, schedule, and adherence to budget. The committee reviews and acts upon items involving changes in scope, schedule, budget, and/or priorities that require BOC, CEO or Board approval.

By adopting these new governance models, the Authority continues to enhance its responsibilities to properly protect and manage public funds. The Strategic Initiative Group and the BOC help the High-Speed Rail transition from a planning focused organization to a project delivery organization. Both groups are fully committed to delivering the nation's first High-Speed Rail operational enterprise in a cost-effective manner.

Since Mr. Fellenz's tenure as CEO, there have been significant changes within our executive management team, beginning late 2017 through early 2018. Key positions are specifically called out in statute [Section 185024 Public Utilities Code]. The Legislature put provisions in place to allow the HSR program to work outside the traditional state hiring process in filling some of the executive staff positions, which consist of the following:

- CEO Jeff Morales (resigned in June 2017); Tom Fellenz (2017 Interim CEO); Brian Kelly (2018)
- Chief Council Tom Fellenz
- Chief Financial Officer Russell Fong
- Chief Operating Officer Joe Hedges (Position added January 2018)
- Chief Administrative Officer Jeannie Jones (started March 2018)
- Chief of Communications Lisa Marie Alley
- Chief Deputy Director Pam Mizukami (started January 2018)
- Deputy Director of External Affairs Alice Rodriguez (Position added September 2017)
- Chief Information Officer Patty Nisonger

The Authority's executive management staff's primary role is to execute the high-speed rail program to achieve the vision for high-speed rail in California.

The executive management team provides leadership for all Authority activities, manages state and contract personnel, makes decisions as delegated by the Board of Directors and provides management and oversight for the day- to-day operations of the organization. In addition, the executive management team also has responsibilities related to determining the appropriate organizational structure for the Authority, selecting management staff, and establishing management plans while executing the risk management, budgetary, compliance, and other organizational processes.

Several key changes to the Executive Management Team have occurred since the last reporting period include the following:

- In September 2017, the Authority established the External Affairs Office and appointed the role of Deputy Director of External Affairs to Alice Rodriguez.
- Effective February 2018, the Authority announced Brian P. Kelly as the new Chief Executive Officer of the High-Speed Rail Program.
- In January 2018, the Authority announced Governor Brown's appointment of Joseph Hedges as the Chief Operating Officer.
- In March 2018, the Authority declared Jeannie Jones as the Chief Administrative Officer.
- In January 2018, the Authority appointed Pam Mizukami as the Chief Deputy Director.

STATEWIDE ACTIVITIES AND ACCOMPLISHMENTS:

To establish trust and support, the Authority engages with stakeholders from federal, state, and local communities to educate, inform and to obtain insight that helps contribute to and strengthen key decisions regarding the HSR Program.

Pursuant to Title VI, the Authority takes affirmative steps to ensure that discrimination does not occur in its organization. It also acknowledges public involvement is fundamental and essential in achieving an equitable program, services and activities.

Public participation provides for the public involvement of all persons (including Native American Tribal Governments), minorities and low-income persons, affected public agencies, employees, the public, transportation service providers, public transit users and other interested parties in communities affected, or potentially affected, by rail programs and projects.

The Authority conducts public outreach activities to encourage public interaction comments and makes them accessible to all, including persons with disabilities (access includes visual and tactile presentation tools and techniques). Such events include Board of Directors meetings, community open houses and industry forums. The Authority further recognizes public participation is a successful measure to notify the public of their civil rights under Title VI, Limited English Proficiency and Environmental Justice requirements for the Authority's services, projects and activities.

Accomplishments- Studies and Special Projects

On August 2, 2017, the Authority launched BuildHSR.com, a new interactive website offering quick and easy access to essential information about the 119-miles of construction underway in the Central Valley. BuildHSR.com features an interactive construction map and will be updated on a regular basis with road and construction alerts, photos, videos, construction milestones and events.

On October 2, 2017, the Authority announced that it met federal American Recovery and Reinvestment Act of 2009 requirements by fully investing the more than \$2.55 billion granted to the State since 2009 to build the nation's first high-speed rail system. These funds have helped to create thousands of new jobs and generated approximately \$4 billion in economic activity in the Central Valley and across California.

Accomplishments- Outreach Activities and Events

Outreach Methods

Providing accurate and timely information to the public, stakeholders, and oversight agencies is critical to the success of the High-Speed Rail Program. The Authority's External Affairs function fulfills this need by coordinating communications, legislation, and stakeholder outreach.

The Communications and External Affairs departments oversee and direct the Authority's public and stakeholder-related communications to ensure consistency and accuracy of information as well as the efficient operation of these functions internally and across the three primary regions covering the Bay Area, Central Valley, and Southern California.

The formats utilized by the Authority include (but are not limited to):

- The California High-Speed Rail Authority Website
- The BuildHSR Website
- Frequent email notifications sent to statewide internal and external stakeholders regarding up to date program information, milestones, and project updates
- Social Media Outreach (Facebook, Twitter, LinkedIn, etc.) to encourage public feedback on the Authority's programs and activities

During calendar year 2017, the Authority interacted with over 1,500 community members statewide. The Authority actively continues to promote public participation through various outreach methods. They include but are not limited to:

- Reaching people within their own communities and during existing meeting schedules.
- Participating in public involvement activities (meetings, hearings, advisory groups, work-shops and task forces) to help the community understand the project, identify community interest and needs, eliminate perceptions, and define project goals.
- Hosting tables or booths at community-based events.
- Partnering with community-based organizations that serve underrepresented populations and minority and women business organizations.
- Encouraging public comments at monthly Board of Directors meetings and quarterly Business Advisory Council meetings.
- Streaming live webcast of the monthly Board of Directors meetings.
- Maintaining toll free hotlines that include multiple language options.
- Encouraging collaboration between diverse groups of community leaders. This collaboration enables various communities to help shape the High-Speed Rail Program.
- Identifying barriers to overcome public participation.
- Coordination with individuals, institutions, or organizations and implementation of community-based public involvement strategies to reach out to members in the affected minority and/or low-income communities.
- Provide opportunities for public participation through means other than written communication, such as personal interviews or use of audio or video recording devices to capture oral comments.
 - Use of locations, facilities, and meeting times that are convenient and accessible to low-income and minority communities.
 - Use of different meeting sizes or formats or varying the type and number of news media used to announce public participation opportunities, so that communications are tailored to the particular community or population.
- Making focused presentations to specific interests of groups.
- Providing of Limited English Proficiency interpreters at meetings.
- Coordinating time, location, and accessibility of meetings.
- Using Limited English Proficiency factors to determine outreach methods and placement of meeting announcements and flyers through different types of media and different languages.
- Using traditional and non-traditional media (website, local newspapers, radio and television stations, signs, etc.) to provide the public, including Environmental Justice groups with information about upcoming public participation events.

- Distributing information such as flyers or handbills through mass mailings, postings at community centers, retail stores, religious centers and social gathering events.
- Utilizing social media to target specific areas to encourage participation.
- Developing clear, concise and understandable documents for members of the public, including Environmental Justice individuals, to provide comments on proposed projects.
- Making public information available in electronically accessible formats.
- Maintaining the email account: TitleVICoordinator@hsr.ca.gov for the public to submit requests for information, comments or concerns.

Outreach Events

- Free Meet the Primes Small Business Workshop, Modesto, December 14, 2017
- Pre-Bid Conference for Request for Proposals for the Early Train Operator Procurement, Sacramento, July 12, 2017
- Free Small Business Certification Workshop, Sacramento, April 25, 2017
- Pre-Bid Conference for RFQ for Five Right-of-Way Engineering and Survey Services – 2/10
- #Iwillride Student Symposium and High-Speed Rail Construction Tour, Fresno, April 28, 2017

Board of Directors Meetings

The Authority benefits from several extant oversight mechanisms. First among these, the Board of Directors oversees the planning, construction and operation of the high-speed rail system and sets policy directives for the overall program. During the 2017 calendar year, ten (10) Board meetings took place.

Board meetings are noticed and conducted in compliance with the Bagley-Keene Open Meeting Act, which requires “state” boards and commissions to publicly announce their meetings, prepare agendas, accept public testimony and conduct their meetings in public unless specifically authorized to meet in closed session. The Authority complies with the Act by sending Board Meeting notifications to the public 10 days prior to the meeting date. All necessary meeting information is posted to the website and provided to the public the day of. Public Testimony is a constant on the Board Meeting agenda as the first item.

The Board of Directors also has subcommittees dedicated to overseeing specific aspects of the high-speed rail project. These subcommittees include:

- Finance and Audit Committee
- Transit-Land Use Committee

The Board meetings are recorded and available for streaming.

Accomplishments- Studies and Special Projects

In 2016, Governor Brown signed Assembly Bill 1813, which added two non-voting ex officio members to the Board. One member is to be a Member of the Senate, appointed by the Senate Rules Committee, and the other is to be a Member of the Assembly, appointed by the Speaker of the Assembly.

Therefore, the following individuals were appointed to the California High-Speed Rail Board of Directors as Ex Officio members:

- Senator Jim Beall appointed on March 17, 2017
- Assemblyman Dr. Joaquin Arambula appointed on May 10, 2017

On March 17, 2017; Earnest Camacho, founder and current President and CEO of Pacifica Services, Inc., was appointed to the California High-Speed Rail Board of Directors.

On August 25, 2017, Governor Jerry Brown appointed Nancy Miller, Senior Counsel for Renne Sloan Holtzman Sakai LLP to the California High-Speed Rail Board of Directors.

Business Plan

In accordance with the guidelines outlined in Public Utilities Code 185033, the Authority prepares, publishes, adopts and submits a business plan to the California Legislature every two (2) years. The business plan is an overarching policy document used to inform the Legislature, the public, and stakeholders of the projects' implementation and assist the Legislature in making policy decisions regarding the project.

The business plan report, at a minimum, shall include a program-wide summary, as well as details by project segment, with all information necessary to clearly describe the status of the project. At least 60 days prior to the publication of the plan, the authority publishes a draft for public review and comment.

Accomplishments- Studies and Special Projects

Under the guidance of new CEO Brian Kelly, the Authority released the Draft 2018 Business Plan on March 9, 2018. The 2018 Business Plan is the foundational document that provides an update to the Legislature and the public on the main points of focus for the planning and implementation of the California High-Speed Rail Program.

There is a 60-day public comment period spanning March 9, 2018 through May 7, 2018 where the public is able to provide comments. We offer five (5) methods to submit comments:

1. Via online web comment form
2. Via email at 2018businessplancomments@hsr.ca.gov
3. Via mailed comments to:
Attn: Draft 2018 Business Plan
California High-Speed Rail Authority
770 L Street, Suite 620 MS-1, Sacramento, CA 95814
4. Via verbal comment on the Draft 2018 Business Plan voicemail at (916) 384-9516 or,
5. Via submitting public comment during the Board of Director's March 20 and April 17 meetings.

To view the 2018 Business Plan, please visit:

http://www.hsr.ca.gov/docs/about/business_plans/2018_BusinessPlan.pdf. In adherence to Title VI, the Business Plan and related documents are available in alternate formats upon request.

Environmental Planning

The Environmental Planning (EP) Branch is part of the Authority's Program Delivery Office responsible for the

overall construction of the high-speed rail system. As part to the Program Delivery Office, EP is responsible for formulating, implementing and enforcing policies relative to environmental issues and adherence to environmental requirements. The Environmental Planning Branch is responsible for developing and publishing all Environmental Impact Statements (EIS) and Environmental Impact Reports (EIR) while operating in strict compliance to the National Environmental Policy Act (NEPA), and the California Environmental Quality Act (CEQA).

The EP Branch also ensures adherence to Title VI and related statutes, and most specifically, environmental justice.

To endorse and apply these principles, the EP branch collects and studies demographic information from sources including the Office of Environmental Health Hazard Assessments (OEHHA) CalEnvironScreen reporting application to assess the social and economic impact to local communities impacted by the HSR project. This social and economic information is a component of the EIS/EIR and scrutinized during the transportation decision-making process.

Outreach events and activities supporting Environment Planning consist of demographic studies and engaging with local governments, and the public to inform, educate and collaborate on the HSR project and mitigate issues.

Accomplishments- Studies and Special Projects

In November 2017:

- The Authority, in partnership with the California State Transportation Agency (CalSTA), made available for public review and comment a draft application to the Federal Railroad Administration (FRA) to assume the federal environmental responsibilities under the National Environmental Policy Act (NEPA) and other federal environmental laws. The State of California is seeking federal environmental responsibilities to enable more efficient reviews and approvals of the environmental documents required to advance the high-speed rail program and related rail projects. The official comment period took place between Thursday, November 9 and Monday, December 11, 2017.
- The Authority and the FRA jointly announced updated schedules for environmental clearance to better align joint planning efforts and provide additional time for the public and stakeholders to participate in the environmental review process. Although these schedules are subject to further refinement, the Authority continues to be committed to achieving environmental clearance as quickly as possible, while working closely with communities and local partners through this important public process.
- The Authority released for public review and comment a Draft Supplemental Environmental Impact Report/Environmental Impact Statement (Draft Supplemental EIR/EIS) for the Fresno to Bakersfield Project Section. This document supplements the 2014 Final EIR/EIS for the Fresno to Bakersfield Project Section and is focused on the southern portion of the alignment between Poplar Avenue in Shafter and a station location in Bakersfield. The 2014 Final EIR/EIS evaluated alignments that generally followed the existing BNSF tracks from Shafter into Bakersfield. Since then, a new alignment was developed, known as the Locally Generated Alternative, extending from Shafter east towards State Route 99 and the existing Union Pacific tracks, then southward into Bakersfield. The Draft Supplemental EIR/EIS provides a detailed analysis of the Locally Generated Alternative and compares that alignment to the Preferred Alternative identified in the 2014 Final EIR/EIS for the same geographic area between Shafter and Bakersfield. The official comment period began on November 9,

2017 and ended on Tuesday, January 16, 2018. The comment period was extended to 60 days from the required minimum of 45 days as it took place over the holidays.

In June 2017, the Authority's Board of Directors approved up to \$18 million to help fund engineering and technical studies and to environmentally clear a range of investments to help modernize and integrate high-speed rail at LAUS.

Accomplishments- Outreach Activities and Events

The Authority understands that robust and meaningful public involvement is fundamental and essential in achieving equitable programs, services and activities. Moreover, an active and engaged citizenry can assist the Authority develop programs, policies and projects that best meet the needs of the Authority's diverse communities while also achieving the Authority's mandated responsibilities.

Therefore, the public is encouraged to provide input on the scope of an EIR/EIS throughout the environmental review process. The Authority uses the following outreach methods to provide the public with current program information:

- Hold public hearings after the publication of the Project Draft EIR/EIS.
- Provide meeting notices in multiple languages to environmental justice interest groups that serve local communities, and at community facilities that serve low-income and minority populations.
- List advertisements in multiple languages to reach impacted or potentially impacted individuals in non-English communities.
- Provide translated materials at public hearings and meetings, and interpreters for the non-English community when requested.
- All meeting materials provide contact information for those with special needs, allowing them to make necessary arrangements.
- A summary of the Project Draft EIR/EIS will be provided in Spanish at the meetings and online at the project web site.
- A telephone hotline with interpreter services is established to receive the Draft Project EIR/EIS comments, and information for using the hotline is provided in all Spanish-language materials.

Alongside the EIR/EIS documentation process, the Authority is consistently committed to implementing public involvement strategies that facilitate the involvement of all persons who wish to share their viewpoints about Authority activities, programs and projects have the opportunity to do so. Public involvement that is sensitive to and adapts to the needs of individuals who may be affected by Authority decisions, is one of the ways in which the Authority can make achieving Environmental Justice part of its mission.

By actively reaching out to and listening to minority and low-income persons, and businesses and organizations that serve them, the Authority can understand how its actions may impact others and identify strategies to avoid or minimize disproportionately high and adverse human health or environmental effects on minority and low-income populations.

To promote inclusive public involvement, the Authority utilizes the following guidelines for effective public participation:

- Advertise public involvement activities in advance and utilize a broad range of advertisement methods

including but not limited to non-English media (newspapers, radio, and television), social media, flyers at community service providers and schools, and online.

- Employ alternative public involvement activities besides large, formal meetings such as focus groups, information exchanges at local events, and interviews with social service providers.
- Consider the time and location of public involvement activities to facilitate the participation of working families, such as utilizing neighborhood meeting locations during evenings or partnering with other community events on the weekends (e.g. community centers, farmer's markets, school events).
- Provide accessibility options during public involvement activities to facilitate participation by those with disabilities.
- Seek input from communities concerning any needs for language interpretation and provide in-person interpreters and/or document translation, as needed.
- Continually solicit public comments about how the Authority can improve its public involvement efforts.

The listing of outreach meetings and events is in the Regional Outreach Section of this document.

Contracts and Procurements

The high-speed rail system is being built through numerous contracts that are phased over time. The Authority continues to utilize the State Contracting Manual, specifically Volumes 2 and 3, published by the Department of General Services, as a resource for its procurement process. The State Contracting Manual provides the policies, procedures and guidelines to promote sound business decisions and practices in securing necessary non-information technology goods and information technology goods and services for the Authority.

The Authority hosted two pre-bid conferences associated with procurements in 2017 including:

- Pre-Bid Conference Request for Proposal for ETO in Sacramento
- Pre-Bid for Request for Qualifications ROW Engineering Survey Support Services

The Authority also released a request for qualifications for Early Train Operator (ETO) services to assist with the development and management of the initial operations of the planned San Francisco-to-Los Angeles rail system in December 2016. As noted earlier, the Authority held a Pre-Bid Conference and released the Request for Proposal in July 2017. The contract was awarded to DB Engineering & Consulting USA, a subsidiary of Deutsche Bahn AG, as the ETO in November 2017.

Right-of-Way

The Authority's Right-of-Way Branch (ROW) is responsible for all processes related to acquiring land, property or an interest for the high-speed rail project. The Right-of-Way Branch is responsible for performing the acquisition process including appraisals, negotiation, and relocation.

The Authority understands and acknowledges that private and commercial property owners throughout the state are affected by the proposed construction of the HSR system. As such, the Authority's Right-of-Way Branch is committed to do everything it can to educate, inform and work collaboratively with affected property owners.

The Right-of-Way team assisted in several successful relocations and negotiations including some of the following:

1. Groundbreaking for Modern Custom Fabrication in Fresno
 - a. In August, Modern Custom Fabrication, Inc. (MCF) broke ground at their new 100,700 square-foot modernized facility in south Fresno, as their prior location was impacted by the High-Speed Rail alignment. Thanks to the combined efforts of the Authority, Fresno County Economic Development Corporation and the City of Fresno, MCF was able to find a suitable location to continue its operations within Fresno. The relocation will allow the company to expand its operations in the regions and continue to contribute to Fresno's economy.
2. The relocation of Gymnastic Beat in Fresno
 - a. Gymnastic Beat is a local gymnastics company, which was impacted by the High-Speed Rail alignment. In October, the company moved to a new 18,000 square-foot building. The relocation allowed the gymnasium to expand 6,000 square feet and now provides a modernized facility to accommodate future growth.

Tribal Relations

The Authority's Tribal Relations Branch fosters and promotes awareness about the High-Speed Rail Program within the tribal community. This Branch also encourages tribal participation and helps establish connections for future consultations and collaboration between the Authority and California Indian tribes on individual high-speed rail sections during the project planning process.

Accomplishments- Outreach Activities and Events

The Authority recognizes that Tribal input is essential in supporting tribal values and community needs. To facilitate further tribal involvement in the program, we expanded our Tribal Monitor Policy in 2016 to include tribal monitors in the field during pedestrian archaeological surveys (previously, the policy only provided for monitors during excavations/construction). The expansion of this monitoring policy has been well received by the tribal community.

- In January 2017, the Authority hosted a Tribal alignment tour pertaining to the Palmdale to Burbank project section. In July 2017, the Authority's Tribal Relations Division updated and released two Tribal Relations specific fact sheets which can be found on the newly revised and updated High-Speed Rail: Cultural Resources Program homepage (http://hsr.ca.gov/Programs/cultural_resources/index.html):
 - Tribal Participation in the High-Speed Rail Program - How to Get Involved
 - This fact sheet provides information for Tribal representatives who wish to voice their concerns and participate in meaningful dialogue regarding the program.
 - Tribal Monitoring
 - Tribal monitoring enables tribes to have firsthand exposure and representation in the field during pedestrian field survey, archaeological excavations, and construction, and to provide direct input during activities that may have the potential to identify and/or affect sensitive Tribal cultural resources.

Other efforts to engage tribes include:

- Hosting section-specific focus meetings for tribes to ensure the Authority received direct input from the tribal community.
- Providing to the tribes Geographical Information System shape files and/or Google Earth KMZ files of alignment alternatives, as well as cultural resources locations to assist in identifying areas of tribal concern.
- Providing tribes the opportunity to contribute tribal ethno-history write-ups for inclusion in the cultural resources technical reports, which allows the tribes to tell their own story (for which they receive authorship credit within the report).
- Providing tribes the opportunity to review and comment on all draft cultural resources technical reports prior to finalization.
- Notifying tribes of the project status at key milestones in the project delivery process.
- Providing tribes opportunities to review and provide input regarding any changes in the project's Area of Potential Effect.
- Inviting tribes to participate in the development of agreement documents and treatment plans for addressing the treatment of cultural resources affected by the project.

In March, June, August, and November of 2017, the Authority participated in the Native American Advisory Committee (NAAC) quarterly meetings hosted by Caltrans Native American Liaison Branch to discuss transportation issues that impact tribal communities throughout the state and offer a chance to further government-to-government working relationships.

In March 2017, the Authority and several of its consultants organized and hosted a symposium at the Society for California Archaeology annual meeting entitled "Strategies for Design-Build Projects." The purpose of this symposium was to provide a better understanding of the design-build process and the challenges it poses for cultural resources professionals and tribal communities. Several case studies of cultural resources management strategies were presented to help practitioners avoid common pitfalls.

In September 2017, the Authority participated in the 50th Annual Native American Day at the State Capitol. Native American Day is a yearly celebration of Native American culture and native youth, leaders, and community members. The 2017 Native American Day theme was "Tribal Sovereignty – Sovereigns Working Together." The Authority, along with other state and government agencies, participated in this event to share information about the High-Speed Rail program with California's Native American community. The event featured cultural presentations, arts and crafts, food vendors and more as part of a day-long celebration of California's Native American Tribes.

Small and Disadvantaged Business Enterprise Program

The Authority is committed to making active participation of small businesses a priority in all contracting phases of the High-Speed Rail program. As such, it is the mission of the Authority's Small Business Program to ensure Small Businesses (SBE), Disadvantaged Business Enterprise (DBE) and Disabled Veteran Business Enterprise (DVBE) owned firms have an equitable opportunity to compete for and benefit from public works projects.

There are a number of established statewide goals for small business participation in government contracts. For example, California Executive Order D-37-01 (Davis) and S-2-06 (Schwarzenegger) establishes a 25

percent participation by SBEs on contracts issued by California state agencies and the California DVBE Program (Military and Veteran Code section 999 et seq) establishes a 3 percent participations goal for DVBEs on state contracts. In addition to these California-specific goals, the US Department of Transportation (DOT) has established a 10 percent participation goal for DBEs on public works projects receiving financing from the DOT.

After consideration of these and other state federal statutes and regulations, impacting small business participation, the Authority's Board approved and implemented the Small and Disadvantaged Business Enterprise Program (SB Program) in 2012. The SB Program set a combined, overall participation goal of 30 percent for all small businesses inclusive of SBEs (including micro businesses), DBEs, and DVBEs.

The SB Program is consistent with state and federal law and with directives from the Civil Rights Office of the Federal Railroad Administration. By taking these measures, the Authority has ensured that small businesses are afforded every practicable opportunity to participate in the Authority's contracting and procurement program.

The Small Business Advocate manages the Small Business Program. In addition to the Small Business Advocate, the Small Business Program Team consists of the following:

1. Small Business and Title VI Programs Manager;
2. Small Business Outreach Coordinator (Position added May 2017);
3. Assigned Information Officer;
4. Small Business Technical Associate and
5. Title VI Technical Associate (Position added March 2017)

In order to achieve and maintain the SB Program goals, the Authority must actively engage with California's small business community. The Small Business Team focuses on enabling Small Business success on the HSR project by establishing partnerships, providing education and training and fostering transparency.

Accomplishments- Outreach Activities and Current Practices

Outreach

To achieve and maintain the Small Business Program goals, the Authority must actively engage with California's small business community. Currently, we collaborate with our resource partners to partake in small, disadvantaged and disabled veteran-focused workshops. During the workshops, we educate and connect firms with administering agencies responsible for issuing Authority recognized certifications such as, the Department of General Services (DGS), the Small Business Administration (SBA), and certifying agencies of the California Unified Certification Program (CUCP). Additionally, we expose firms to other state agencies and their contracting opportunities.

Attending and speaking at statewide conferences, workshops and expos is a vital outreach mechanism. Such events have resulted in hundreds of direct touchpoints with the small business community. As the high-speed rail program continues to grow, so does the need for additional small businesses. As a result, our outreach effort will increase in a manner that promotes small business' involvement.

Additionally, the Authority issues a quarterly Small Business Newsletter, which documents the progress of the

program and the contributions of small businesses in building the nation's first high-speed rail system. The publication is a valuable tool which includes the faces of high-speed rail profiles, highlights the work of esteemed partners, and outlines how small businesses can connect with the Authority to pursue contracting opportunities.

Furthermore, in February the Authority was honored for its outreach to California-certified small, minority, women and disabled veteran-owned businesses. The California Department of General Services awarded the Authority with the Richard G. Polanco Diversity Outreach Award at its annual State Agency Recognition Awards ceremony designed to honor State departments for their excellence in business contracting. The award was meant to recognize a state department that demonstrated excellence in increasing participation of minority, women and LGBTQ-owned businesses in California state contracting. As of December 2017, small business participation included 427 Small Business, 139 DBE's, and 51 DVBE's.



Pre-Bids/Industry Forums

The Small Business Team understands the importance for small businesses to network and connect with each other and prime contractors/consultants. In addition to our outreach effort, the Authority hosts pre-bid conferences and industry forums. These public events are meant to highlight the proposed work on a specific Request for Proposal or Request for Qualification. The Small Business Advocate's role at these events is to educate potential primes on the Authority's Small Business Program and goals. For small businesses, these events are meant to provide a chance to meet and greet with potential primes and/or additional small businesses who are interested in subcontract opportunities.

Business Advisory Council

To aid in removing barriers and assisting the small business community, the Small Business Team continues to work with members of the Business Advisory Council (BAC). The BAC serves as a forum to provide input to the Authority in implementing practices that affect and/or impact the small business community. Representation is comprised of statewide construction and professional service business trade associations.

The BAC welcomes public participation at its quarterly meetings and is a valuable resource in cultivating a strong partnership and expanding the network of small, disadvantaged and veteran-owned businesses. In addition to convening full council meetings, the BAC also consists of two committees, one focused on Construction and the other on Professional Services. The committees deliberate and report during the Full Council on issues related to their focus area.

New Partnerships

The Small Business Team continuously develops strategic partnerships with local and statewide associates that focus on gaining additional aid and supportive resources to SB/DBE/DVBEs. One of our most recent resources includes the Business Outreach Committee (BOC), comprised of over 22 local transportation agencies within the Bay Area. Some members of the BOC include: Bay Area Rapid Transit, SamTrans/Caltrain, Alameda County Transit and Santa Clara Valley Transportation Authority, along with many other agencies. The goal of the BOC is to assist small and disadvantaged local firms in doing business with Bay Area and local transportation agencies. Being part of the BOC allows the Small Business Team to

expand their targeted audience.

Accomplishments- Studies and Special Projects

Connect HSR

In February 2017, the Small Business Team publicly launched the Authority's vendor registry, better known as ConnectHSR. ConnectHSR is an online vendor registry that provides any interested businesses, with a quick and easy way to get connected to high-speed rail business opportunities.

ConnectHSR is a method for businesses to stay connected to the High-Speed Rail Program.

Participation in ConnectHSR is free and open to all businesses. Once registered, firms are listed in the database and current and prospective prime contractors search ConnectHSR for subcontractors by trade, region and/or certification type. Registrants also receive notifications of high-speed rail

procurement opportunities and are notified of business-focused events such as Pre-Bids, Small Business Workshops, Trainings and more. Additional information regarding ConnectHSR can be found on the [Small Business Program webpage](#).



Supporting Small Business Program Documents

The Small Business Team is working to refine the Small and Disadvantaged Business Enterprise Program Plan. Currently, there are four separate documents (Small and Disadvantaged Business Enterprise Policy, Small and Disadvantaged Business Enterprise Program, Revised Small and Disadvantaged Business Enterprise Program for Professional Contract Services, and Management Memo: Revisions to Small and Disadvantaged Business Enterprise Program Plan) that outline the Authority's Small Business Program. By consolidating and clarifying all elements of the program we will have one document that will serve as a single authority and reference for the Small Business Program.

In support of the SB Program, the team also drafted the Small Business Program Management Plan (SB Management Plan). The intent of the SB Management Plan is to provide a framework of the different approaches and processes for administering the Authority's SB Program Plan. The SB Management Plan supplements the SB Program Plan by providing details regarding roles, responsibilities, actions and specific instructions required to develop and deliver the numerous services supported by the Small Business Team and their internal and external partners.

Reporting Metrics

The Authority produces a Consolidated Annual Report (CAR) for the Department of General Services, which addresses contracts funded solely by state dollars and awarded by the Authority during fiscal year 2016 – 2017. Based on the latest CAR, submitted in August 2017, the following information relates to the Authority's small business participation (rounded to the nearest dollar). The next CAR is due August 2018.

Consolidated Annual Report Metrics

Fiscal Year	Total Contract \$	SB/MB \$	SB/MB %	DVBE \$	DVBE %
2016 – 2017	\$52,771,644	\$19,978,757	37.86%	\$1,612,978	3.06%

The CAR reflected commitment levels over 30 percent to SBEs and over 3 percent to DVBEs, with contract values of \$19,978,757 and \$1,612,978 respectively. The Authority is pleased to report that our state funded contracts have exceeded our small business goals. Most of the contracts produced by the Authority are federally funded and therefore subject to mandatory federal policies and procedures, which do not lend themselves to the Department of General Services CAR reporting guidelines.

Furthermore, as required by the Federal Railroad Administration, the Authority submitted its most recent semi-annual Uniform Report of DBE Awards or Commitments for the period of October 2017 – December 2017. The document reports federal funding expended on DBEs and further detailed race, ethnicity and gender. Our report shows a commitment of \$1,200,000.00 to SB/DBE/DVEs during this period representing 30 percent of the awarded contract value.

Uniform Report of DBE Awards or Commitment Metrics

Reporting Period	Total SBE/DBE/DVBE Dollar Commitment	Percentage to SBE/DBE/DVBE
October 2017 – December 2017	\$1,200,000.00	30.00%

Both the Consolidated Annual Report and the Uniform Report of DBE Awards or Commitments Metrics can be found on the Authority’s [Small Business webpage](#).

Future Plans

Future plans for the Small Business Program include an increase in staff, specifically a position that would work closely with our Contract and Compliance Team. Additional staff will provide the Authority to ensure that more California Small Businesses are “High-Speed Rail ready,” meaning firms will learn how to work on public works projects and how to engage directly with High-Speed Rail and its prime contractors/consultants. Also, we plan to improve and develop our current outreach strategies, including setting monthly/annual requirements for Authority-hosted events and utilizing new workshop formats.

The Authority is committed to California’s small business community and is continually seeking new approaches to improve its policies and procedures to decrease barriers and increase small business utilization. The Small Business Team will continue to identify and implement innovative strategies and participate in statewide outreach activities geared to small businesses.

Sustainability

Sustainability represents the degree to which actions taken today enable current and future generations to lead healthy and rewarding lives. This implies a need for consideration of environmental, social, and financial actions and impacts taken now to meet current developmental and transportation needs; without sacrificing future generations’ capacity to meet their needs.

Therefore, it is the Authority’s policy to incorporate a comprehensive sustainable approach to the planning, design, construction, and operation of the high-speed rail system that permeates every element of the project life-cycle and all aspects of the program as an organizing framework similar to other organizations and infrastructure projects.

In an effort to comply with directives by Executive Orders, and Senate Bills 862 and 350 for sustainability

measures; the Authority has stated its commitment to implementing a comprehensive sustainability policy which includes the following measures for the high-speed rail project:

- Net-zero greenhouse gas and criteria pollutant emissions in construction.
- Operating the system entirely on renewable energy.
- Net-zero energy, LEED platinum facilities.
- Planning for climate change adaptation.
- Prioritizing life-cycle considerations.

In 2012, Authority staff and stakeholders identified five sustainability priorities. In 2015 stakeholder engagement confirmed the relevance of these priorities:

- Energy – conservation, and type, of non-renewable energy used for rail operations and facilities.
- Station communities and ridership – collaborative planning activities that promote transit-oriented development and sustainable land use decisions that will help bring riders to the system.
- Sustainable infrastructure – the set of principles and actions in planning, design, construction, and operation to accomplish infrastructure that reflect a balance of social, environmental, and economic concerns.
- Natural resources – the environment and its resources, addressed in and within ecological systems.
- Business and management – responsible leadership and management as well as sound business planning.

In 2017, the Authority reported on the following accomplishments that took place during 2016, which are further outlined in its Sustainability Report:

- Recycled 99 percent of all construction materials, including 100 percent of all concrete and steel, keeping 87,100 tons of waste material out of landfills.
- Avoided 13,251 metric tons of carbon dioxide equivalent emissions through recycling construction materials.
- Continued safe and clean construction practices resulting in no work-related fatalities and air quality on site that was 50 to 60 percent cleaner than an average California construction site.
- Signed a Memorandum of Understanding with the California Energy Commission to explore the latest in green technology and renewable energy, which will help inform the operations and maintenance of the high-speed rail system.
- Preserved more than 2,000 acres of natural habitat.

As part of implementing its Sustainability Policy, the Authority developed and uses EMMA (Environmental Mitigation Management Application) to collect data on the sustainability performance of its Design-Build contractors. The Authority uses approved data in EMMA to evaluate contractor compliance and then assembles the information to report progress against stated targets, goals and commitments. Reported, actual information is used to revise and reformulate strategy and policy, enabling data-driven decision making. Contractors report monthly usage and resource consumption in EMMA for the following categories:

- On- and off-road construction equipment usage
- Fuel use
- Water use

- Recycling and waste management
- Materials content and sourcing
- Energy use
- Sustainability narrative (to describe methodologies for data collection and calculation, and describe project activities that explain changes in reported figures)

EMMA streamlines data collection and management by providing a single system of record for the Authority and its PCMs to ensure Design-Build contractors are complying with contract requirements. Creating a custom application allows the Authority to tailor reporting in a manner that promotes quality assurance and control by increasing data uniformity (e.g., numeric values are always numeric, which cannot be easily controlled in non-custom applications) and building in a multi-step review process for evaluating submitted data. Contractors include supporting documentation in submittals to demonstrate that reported values are accurate and verifiable, enabling the Authority to assure the quality of submitted records.

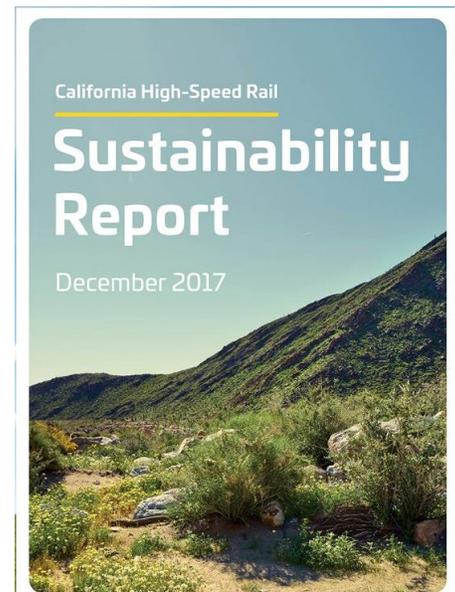
Information reported in EMMA is analyzed against spatial data on priority populations in California. This analysis helps illustrate the benefits of the high-speed rail investment in priority communities.

Accomplishments- Studies and Special Projects

In July 2017, AB 398 was approved by the California Legislature and signed into law by Governor Brown, extending the horizon of the Cap-and-Trade Program through December 31, 2030. This was another important step toward securing a long-term, stable source of funding for the project. Since AB 398 was passed, quarterly receipts from Cap-and-Trade auctions have been strong—an indication that the market has reacted positively to the legislation.

On December 19, 2017, the Authority issued its annual Sustainability Report which updates the progress made in 2016 on the innovative approach it is taking to the design, construction and operation of California’s high-speed rail system. The report highlights a range of topics including energy, natural resources, infrastructure, station communities, and business & management. To view the report, please visit:

http://www.hsr.ca.gov/docs/programs/green_practices/sustainability/Sustainability_Report_2017.pdf



Also, in December 2017, the California Air Resources Board approved a bold plan, entitled “California’s Climate Change Scoping Plan: The Strategy for Achieving California’s 2030 Greenhouse Gas Target,” to accelerate the reduction of greenhouse gas emissions over the coming decade while improving air quality and public health, investing in disadvantaged communities, and supporting jobs and economic growth. The Authority already requires that its Central Valley contractors use clean equipment, which has resulted in the construction sites being 50 to 60 percent cleaner than typical California construction sites. These and other efforts are yielding positive results for an area of the state which, by many measures, has the worst air quality in the country.

REGIONAL OUTREACH ACTIVITIES:

As mentioned previously, the high-speed rail system planned for California will eventually encompass over 800 miles of rail, with up to 24 stations. Because of the enormity, this project has been broken into various regions – Northern California, Central Valley and Southern California.

Based upon the extremely different geographical, environmental and economic issues of each region, outreach activities are analyzed and then adjusted based on demographics.

When communicating with the public regarding regional outreach opportunities and events, the Authority continues to adhere Title VI and LEP state and federal regulations and guidelines by following the standard policy of outreach communications:

- Sending mailers to those within 50 miles of the proposed alignment for any given project section. Mailers have Authority contact information in up to 6 languages, so that the public will have the option to request language assistance at the upcoming outreach event.
- Outreach Event notifications are sent out to the public via email that can be electronically translated. Notifications have Authority contact information in up to 6 languages to provide the public with the option to request language assistance prior to the upcoming outreach event, as well as the option of making ADA accessibility requests. These notifications are formatted to be Section 508 compliant.
- Interpretation and translation services are automatically provided to the public during an outreach event at no cost. The languages in which the services are provided are chosen based on demographic data presented by the U.S. Census Bureau and the event location's current demographic studies and data. This allows the Authority to consistently be in compliance with the California state Dymally-Alatorre Bilingual Services Act of 1973.

The Authority hosts several different types of informational meetings with the regional communities to ensure full and complete engagement and to obtain insight that helps contribute to and strengthen key decisions regarding the HSR Program:

- City/County Staff Coordinating Group (CSCG)
- Community Working Groups (CWG)
- Construction Package Informational Meetings (CP)
- Industry Forums
- Local Policy Makers Group (LPMG)
- Open House Community Meetings
- Public Hearings
- Scoping Meeting
- Technical Working Groups (TWG)

Below is a listing of community meetings that took place during 2017 based on region:

Central Valley Region

- Merced to Fresno (includes the Central Valley Wye (“Y”))
 - Community Open House Meeting, Fresno, April 5, 2017
- Fresno to Bakersfield
 - Community Open House Meeting, Wasco, April 13, 2017
 - Community Open House Meeting, Corcoran, February 8, 2017

Northern California Region

- San Francisco to San Jose
 - Community Open House Meeting, San Francisco, April 5, 2017
 - Community Open House Meeting, Mountain View, April 11, 2017
 - Community Open House Meeting, San Mateo, April 13, 2017
 - Community Working Group Meeting, Millbrae, January 30, 2017
 - Community Working Group Meeting, Santa Clara, January 31, 2017
 - Community Working Group Meeting, San Francisco, February 02, 2017
 - CSCG Working Group Meeting, San Mateo, February 15, 2017
 - CSCG Working Group Meeting, Millbrae, August 16, 2017
 - LPMG Meeting, Webinar, February 23, 2017
- San Jose to Merced
 - Community Open House Meeting, Gilroy, April 18, 2017
 - Community Open House Meeting, San Jose, April 20, 2017
 - Community Open House Meeting, Los Banos, April 25, 2017
 - Community Open House Meeting, Gilroy, April 6, 2017
 - Community Open House Meeting, Morgan Hill, May 1, 2017
 - Community Open House Meeting, Gilroy, April 17, 2017
 - Community Open House Meeting, San Jose, April 27, 2017
 - Community Working Group Meeting, Gilroy, January 26, 2017
 - Community Working Group Meeting, San Jose, January 23, 2017
 - Community Working Group Meeting, San Jose, July 12, 2017
 - Community Working Group Meeting, San Jose, August 2, 2017
 - Community Working Group Meeting, San Jose, August 30, 2017
 - Technical Working Group Meeting, San Jose, January 23, 2017
 - Technical Working Group Meeting, San Jose, January 26, 2017

Southern California Region

- Bakersfield to Palmdale
 - Community Open House Meeting, Rosamond, January 28, 2017
 - Community Open House Meeting, Lancaster, January 31, 2017
 - Community Open House Meeting, Tehachapi, February 1, 2017
 - Community Open House Meeting, Edison, February 2, 2017
 - Community Open House Meeting, Palmdale, February 7, 2017
 - The Palmdale meeting was conducted in English and Spanish and was also offered as a webcast.

- *Burbank to Los Angeles*
 - Burbank to Los Angeles Project Section Grade Separation Information Meeting, Los Angeles, June 13, 2017
 - Community Open House Meeting, Glendale, March 25, 2017
 - Community Open House Meeting, Glendale, March 27, 2017
 - Community Open House Meeting, Glendale, March 29, 2017

- *Los Angeles to Anaheim*
 - Community Open House Meeting, Downtown LA, March 30, 2017
 - Community Open House Meeting, Santa Fe Springs, April 4, 2017
 - Community Open House Meeting, Buena Park, April 5, 2017
 - Community Open House Meeting, Anaheim, April 6, 2017
 - Community Open House Meeting, Montebello, April 8, 2017
 - The Montebello meeting was conducted in English and Spanish and was also offered as a webcast.

To further connect with the public, especially disadvantaged communities, Authority staff and personnel attend many local city and county meetings and events (i.e.: local Chamber of Commerce, City Hall Meetings, city/county fairs and festivals, etc.) to continue providing an open line of dialogue with impacted individuals.

TITLE VI COMPLAINTS

Any individual, group of individuals, or entity who feels they have been denied equal access to any California High-Speed Rail Authority program, service, or activity because of race, color, or national origin, sex, age, disability, or low-income, is encouraged to file a formal complaint with the High-Speed Rail Authority's Title VI Coordinator. Depending upon the complaint, the US Department of Transportation (DOT), and the U.S. Department of Justice (DOJ) may also be contacted.

Publications referencing Title VI rights and directions for obtaining complaint forms and instructions for filing a complaint are available in an array of formats. Title VI Posters, and Title VI Brochures ("What is Title VI?") are distributed to the public for consumption at HSR headquarters, HSR regional offices and at Authority-hosted and partner outreach events. Translated versions of these publications are also available for LEP individuals.

All complaints are submitted to the Authority's Title VI Coordinator via phone, U.S. Mail, email, or in person. From the day of receipt, the entire complaint process takes 90 days at a minimum. Discrimination complaints from the public are considered serious and they are addressed with the utmost urgency and care.

In 2017, the Authority has not received any formal complaints.

TITLE VI TRAINING

It is the responsibility of the Authority's Title VI Team to provide training and education about Title VI, Limited English Proficiency and Environmental Justice to Authority staff, contractors and subcontractors to ensure compliance with Title VI of the Civil Rights Act of 1964 and environmental justice principles.

Training is scheduled and delivered based on the branch's Title VI Training Plan. Training is conducted via a classroom setting or video conference call. Training materials and "FAQ" (Frequently Asked Questions) are available on the Authority's internal website and available for desktop review as a PowerPoint Presentation for real-time reference.

Authority staff will receive annual training provided by Title VI Division personnel, and contractors will receive training every two years. In 2017, 3 training sessions (statewide and departmental) were conducted to Authority staff and outreach partners.

The purpose of the training is to:

- Summarize the importance of Title VI to the overall high-speed rail program
- Review the Authority's policies on Title VI, Environmental Justice and LEP
- Share and discuss effective strategies to implement the Authority's commitment to inclusive and meaningful public engagement
- Provide examples of how to conduct an Environmental Justice analysis under NEPA reviews of Authority actions
- Present best practices for effectively engaging low-income and minority stakeholders on an ongoing basis during project environmental review and clearance

The Title VI Program Team provides comprehensive training about Title VI, Environmental Justice and Limited English Proficiency to Authority staff, contractors and subrecipients to ensure all parties diligently execute non-discrimination policies and procedures as outlined by the program plan.

FORECASTED OUTREACH ACTIVITIES - 2018

Planned Outreach Events:

- Regional Community Open House Meetings
- Monthly Board of Directors Meetings

Planned Special Projects:

- Release of the 2018 Business Plan
- Release of the final Draft Supplemental EIR/EIS for the Fresno to Bakersfield Project Segment
- Release of the Authority Financial Baseline Report
- Final Review and Comment Period for the Application for NEPA Assignment

Planned Title VI Activities:

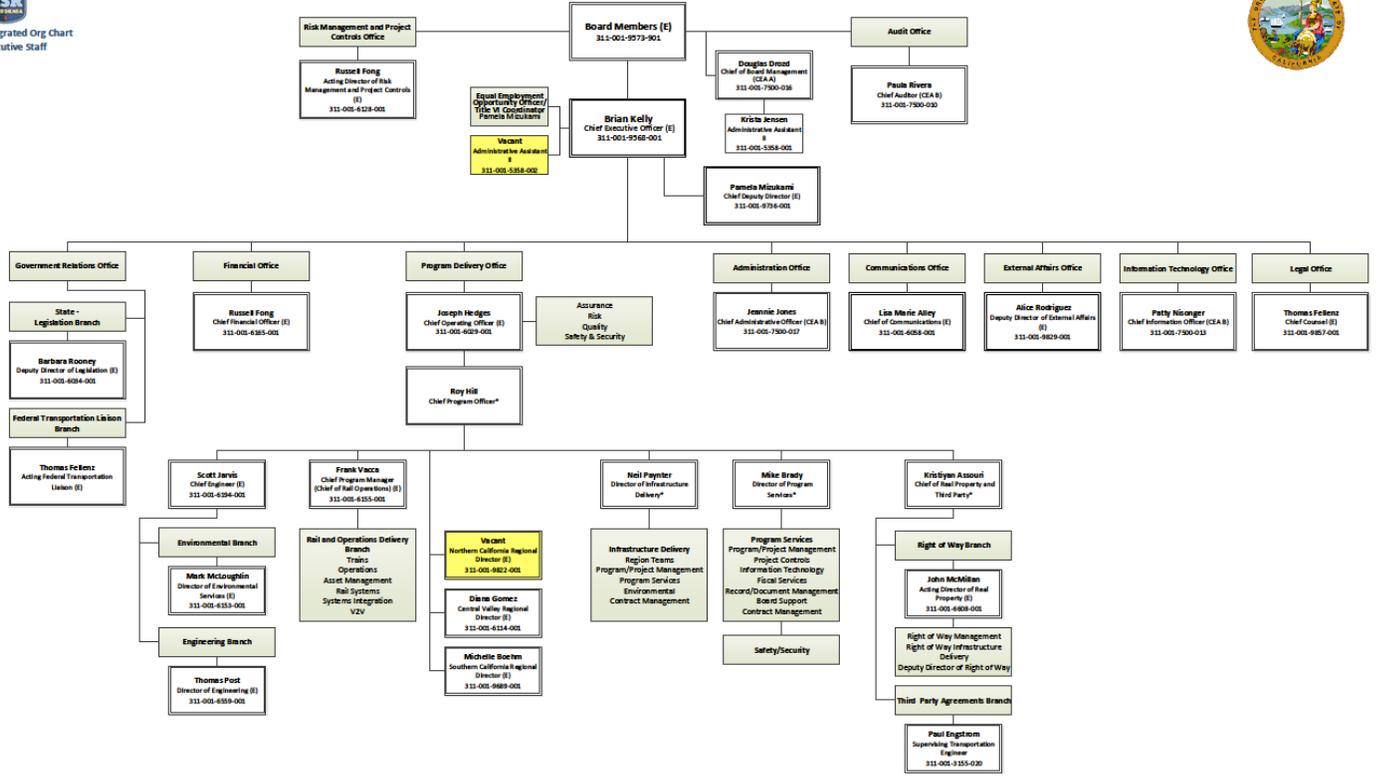
- The Roll Out of the Title VI Online Event Portal
- Regional and Statewide Training on the newly released Title VI Online Event Portal
- Regional and Statewide Training on current and updated Title VI Program Regulations

ATTACHMENTS

- Attachment A: Authority Executive Management Organizational Chart
- Attachment B: Language Data: Limited English Proficiency
- Attachment C: Community Engagement & Public Outreach Partners



Integrated Org Chart
Executive Staff



Legend

Vacant	Filed
*RDP	

HSR Filled Positions:	189
HSR Vacant Positions:	27
HSR Total Positions:	216
Total Blank Positions:	25
RDP Filled Positions:	485
RDP Vacant Positions:	123
RDP Filled Positions:	608

Revised: 3/30/18

Language Data: Limited English Proficiency (LEP)

Limited English Proficiency access is provided to individuals who represent more than five percent of the LEP population in California or the county in which we are providing an activity or service.

The table below identifies the counties impacted by the High-Speed Rail Program and the languages spoken at home during 2009-2013. This information is acquired from the American Community Survey 5-Year Estimates - U. S. Census Bureau Language Spoken At Home demographics.

LANGUAGE SPOKEN AT HOME 2016 American Community Survey 1-Year Estimates (C16001)														
State/County	Population	% Speak English	% Speak Spanish	% Speak French, Haitian, or Cajun	% Speak German or other West Germanic languages	% Speak Russian, Polish, or other Slavic languages	% Speak Other Indo-European languages	% Speak Korean	% Speak Chinese (incl. Mandarin, Cantonese)	% Speak Vietnamese	% Speak Tagalog (incl. Filipino)	% Speak Other Asian and Pacific Island languages	% Speak Arabic	% Speak Other and unspecified languages
California	36,767,595	55.43%	29.03%	0.38%	0.34%	0.64%	3.15%	1.00%	3.35%	1.52%	2.17%	1.94%	0.52%	0.53%
Alameda County	1,549,912	53.93%	16.92%	0.57%	0.38%	0.61%	6.61%	1.11%	9.00%	1.89%	3.61%	3.59%	0.87%	0.92%
Butte County	215,376	83.91%	9.63%	0.44%	0.07%	0.35%	0.74%	0.54%	0.33%	0.11%	0.30%	3.19%	0.32%	0.05%
Contra Costa County	1,069,103	64.39%	18.42%	0.41%	0.44%	0.79%	4.85%	0.54%	2.98%	0.72%	3.00%	2.26%	0.59%	0.61%
Fresno County	900,988	54.67%	34.74%	0.20%	0.18%	0.17%	2.86%	0.22%	0.42%	0.21%	0.44%	5.10%	0.58%	0.21%
Kern County	813,858	55.11%	39.46%	0.11%	0.11%	0.03%	1.52%	0.29%	0.47%	0.17%	1.01%	0.60%	0.93%	0.20%
Los Angeles County	9,509,610	43.01%	39.36%	0.46%	0.31%	0.76%	3.99%	1.85%	4.10%	0.96%	2.39%	1.74%	0.47%	0.61%
Marin County	247,897	77.16%	12.88%	1.24%	1.11%	0.84%	2.53%	0.17%	1.42%	0.30%	0.55%	0.74%	0.24%	0.80%
Monterey County	402,573	45.42%	48.04%	0.32%	0.27%	0.34%	1.29%	0.54%	0.60%	0.18%	1.39%	1.16%	0.20%	0.24%
Orange County	2,983,659	54.34%	26.06%	0.39%	0.32%	0.41%	2.77%	2.48%	2.84%	6.06%	1.53%	1.73%	0.87%	0.21%
Riverside County	2,230,226	58.88%	34.10%	0.22%	0.25%	0.20%	1.40%	0.42%	0.80%	0.52%	1.56%	0.84%	0.44%	0.36%
Sacramento County	1,415,158	67.35%	14.44%	0.26%	0.19%	2.69%	4.39%	0.36%	2.46%	1.53%	1.95%	3.38%	0.47%	0.53%
San Bernardino County	1,986,172	57.97%	34.53%	0.10%	0.19%	0.18%	0.88%	0.39%	1.68%	0.55%	1.53%	1.06%	0.72%	0.23%
San Diego County	3,104,134	61.16%	25.47%	0.32%	0.43%	0.62%	2.00%	0.49%	1.65%	1.50%	2.94%	1.65%	0.81%	0.97%
San Francisco County	831,219	56.60%	10.86%	1.26%	0.61%	1.74%	2.88%	0.71%	18.17%	1.54%	2.77%	1.99%	0.24%	0.64%
San Joaquin County	681,782	59.54%	26.53%	0.12%	0.16%	0.03%	4.94%	0.18%	0.94%	0.55%	2.97%	3.70%	0.24%	0.11%
San Luis Obispo County	269,768	82.17%	13.72%	0.35%	0.32%	0.29%	0.84%	0.08%	0.60%	0.12%	0.69%	0.63%	0.11%	0.09%
San Mateo County	721,039	53.48%	19.21%	0.72%	0.71%	1.04%	3.94%	0.74%	9.02%	0.30%	7.00%	2.96%	0.46%	0.43%
Santa Barbara County	417,218	58.85%	33.97%	0.45%	0.60%	0.17%	1.32%	0.32%	1.14%	0.38%	1.45%	0.72%	0.27%	0.36%
Santa Clara County	1,801,308	47.03%	17.97%	0.66%	0.52%	1.14%	6.44%	1.35%	8.86%	6.54%	3.26%	4.86%	0.44%	0.92%
Santa Cruz County	260,165	67.56%	26.50%	0.56%	0.70%	0.17%	0.92%	0.29%	1.67%	0.17%	0.73%	0.27%	0.29%	0.18%
Shasta County	169,017	90.67%	4.64%	0.06%	0.73%	0.39%	1.47%	0.05%	0.29%	0.29%	0.26%	0.70%	0.25%	0.20%
Solano County	412,837	69.78%	16.72%	0.24%	0.34%	0.23%	1.51%	0.41%	0.89%	0.57%	7.23%	1.50%	0.31%	0.27%
Sonoma County	477,551	74.32%	20.22%	0.23%	0.62%	0.31%	0.93%	0.21%	0.74%	0.43%	0.48%	1.03%	0.14%	0.34%
Stanislaus County	501,964	56.12%	34.32%	0.17%	0.09%	0.14%	4.18%	0.00%	0.74%	0.28%	0.57%	0.74%	0.70%	1.96%
Tulare County	421,049	48.53%	47.15%	0.07%	0.20%	0.06%	0.96%	0.14%	0.44%	0.20%	0.43%	1.31%	0.49%	0.01%
Ventura County	797,875	60.94%	30.74%	0.30%	0.40%	0.38%	1.91%	0.15%	0.98%	0.47%	1.93%	0.92%	0.17%	0.71%

Community Engagement & Public Outreach Partners

The Authority partnered with over 200 local community organizations and elected officials to provide community engagement and public outreach as ways to educate and inform the public about the High-Speed Rail Program. The Authority also participated in dozens of outreach events hosted by other organizations to provide information related to the progress being made, small business opportunities and job readiness.

Here is a list of partnering organizations:

A BETTER LA	La Mirada Resource Center
Alameda County Transportation Commission	La Mirada Theatre for the Performing Arts
Aliso-Pico Recreation Center/Cultural Education Center	La Mirada Volunteer Center
ALMA Family Services	LaRaza Roundtable
Alondra Library	Latino Diabetes Association
American Legion Hall	Laura Bent, Chief Operating Officer, Samaritan House
Anaheim Beautiful	League of United Latin American Citizens (LULAC) District 17
Anaheim Central Library	Leon Owens Foundation
Anaheim Chamber of Commerce	Library Connection
Anaheim City School District	Lisa Riedle, Friendly Acres Neighborhood Association
Anaheim Community Foundation	Little Lake City School District
Anaheim Community Services Board	Little Tokyo Service Center
Anaheim Downtown Community Center	Long Beach Department of Health and Human Services
Anaheim Union High School District	Los Angeles Area Chamber of Commerce
Angel Santuario, Peninsula Interfaith Action	Los Angeles County Bicycle Coalition
Angel Santuario, Peninsula Interfaith Action	Los Angeles County Bicycle Coalition
Armenian American Chamber of Commerce of Greater Los Angeles	Los Angeles County Department of Public Health
Armenian American Council	Los Angeles Gay And Lesbian Community Center
Armenian Center Inc	Los Angeles Homeless Services Authority
Armenian Cultural Foundation	Los Angeles Jr. Chamber of Commerce
Armenian Relief Society Social Services	Los Angeles Latino Chamber of Commerce
Armenian Relief Society Social Services	Los Angeles Metro Hispanic Chamber of Commerce
Armenian Society of Los Angeles	Los Angeles Mission
ART SHARE L.A.	Los Angeles Unified School District
ARTIC Property Management	Los Coyotes Country Club
Assistance League of Fullerton	Los Nietos Library/Los Nietos MASH
Associated Students Organization, Glendale Community College	Los Nietos MASH
Associated Students, Inc-Cal State Fullerton	Los Nietos Middle School
Associated Students-Cerritos College	Los Nietos School District
Atwater Avenue Elementary School	Lou Costello Recreation Center
Atwater Avenue Elementary School	Maizeland School & Plaza De La Raza Child Development Services (Charter School and Charter Early Education Center) - Pico Rivera
Atwater Library	Maple Elementary School
Atwater Library	Maple Neighborhood Center
Atwater Village Always	Maple Park Community Center

Atwater Village Always
Atwater Village Chamber of Commerce
Atwater Village Chamber of Commerce
Atwater Village Neighborhood Council
Atwater Village Neighborhood Council
Autry Museum of the American West
Bandini Park
Batres Community Center
Bell Association to Stop Abuse
Bell Chamber of Commerce
Bell Community Center
Bell Gardens Library
Bell Gardens Veterans Park
Bell Library
Bhakta Cultural Center
Boy & Girls Club of Buena Park
Boys & Girls Club of Fullerton
Brand Library
Brand Library
Bristow Park Community Center
Brookhurst Community Center
Buena Park Community Center
Buena Park Historical Society
Buena Park Library District

Buena Park School District

Buena Park Senior Center
Building Trades
C.A.R.A.S. (Gilroy)
California Community Foundation
California Conservation Corps
California Department of Consumer Affairs
California Department of Corrections and Rehabilitation
California Department of General Services | DGS
California Department of Transportation | Caltrans
California Department of Veterans Affairs
California Department of Water Resources
California Environmental Justice Alliance
California Highway Patrol | CHP
California Pan-Ethnic Health Network
California Wellness Foundation
Casa Verdugo Library
Cathleen Baker, Low-Income Community Advocate

Maravilla Foundation
Marsha Maloof, Bayview Hill Neighborhood Association
Mary Schriver, Goodyear Mastic Neighborhood Association
Matt Vander Sluis, Greenbelt Alliance
Mercy House
Metropolitan Transportation Commission
Mexican American Opportunity Foundation
Minority Business Consortium
Miraloma Park Family Resource Center
Montebello Chamber of Commerce
Montebello Library
Montebello Senior Center
Montebello Unified School District
Move LA
MTA Citizens Advisory Committee
National Council of Negro Women
North Orange County Bicycle Advocacy Coalition
North Orange County Chamber of Commerce (Fullerton & Buena Park)
North Orange County Community College District
Norwalk - La Mirada Unified School District
Norwalk Arts and Sports Complex
Norwalk Chamber of Commerce
Norwalk City Senior Center
Norwalk Community Coordinating Council
Norwalk Employment Development Department/Southeast Los Angeles County Workforce Investment Board Career Center
Norwalk Golf Center
Norwalk Library
Norwalk Teen Center
Office of California State Assemblymember Anthony Rendon, District 63
Office of California State Assemblymember Cristina Garcia, District 58
Office of California State Assemblymember Ian Calderon, District 57
Office of California State Assemblymember Jimmy Gomez, District 51
Office of California State Assemblymember Miguel Santiago, District 53
Office of California State Assemblymember Sharon Quirk-Silva, District 65
Office of California State Assemblymember Stephen Choi, District 68
Office of California State Assemblymember Tom Daly, District 69
Office of California State Senator Josh Newman, District 29
Office of California State Senator Kevin de León, District 24
Office of California State Senator Tony Mendoza, District 32
Office of Los Angeles Councilmember Mitch O'Farrell, District 13 - City Hall and District Offices
Office of Los Angeles County Supervisor Hilda Solis, District 1
Office of Los Angeles County Supervisor Janice Hahn, District 4

Cathy Hensel Youth Center
Center for Healthy Communities, The California Endowment
Central City Community Outreach
Cerritos College
Cerritos Senior Ctr. At Pat Nixon Park
Chet Holifield Library
Chevy Chase Recreation Center
Chevy Chase Recreation Center
Chris Lepe, TransForm
City of Modesto – Community & Economic Development
City of Modesto – Valley Builders Exchange
City of San Jose
Coalition for Clean Air
Coalition for Responsible Community Development
Commerce City Senior Citizens
Commerce Public Library - Atlantic Branch Library
Commerce Public Library- Bristow Location
Commerce Public Library- Rosewood Location
Commerce Public Library- Veterans Location
Community Family Guidance Center
Community Youth Corps
Concerned Citizens of South Central Los Angeles (CCSCLA)
CPM Logistics LLC
Cristo Rey Church
Cultural Arts Center
Danny Garza, Mexican-American Political Association (M.A.P.A.)
Department of General Services
Disabled American Veterans
Downtown Anaheim Youth Center
Downtown Community Center
Downtown Glendale Association
Downtown Los Angeles Neighborhood Council (DLANC)
Downtown Women's Center
Edie Epps, Little Hollywood Neighbors
El ARCA
El Centro Del Pueblo
El Rancho Unified School District
Elysian Valley Riverside Neighborhood Council
Emile Durette, Development Director, La Raza Centro Legal
Environmental Science & Technology High and Alliance College Ready Public Schools
Environmental Science and Technology High and Alliance College-Ready Public Schools (Charter High School)

Office of Orange County Supervisor Shawn Nelson, District 4
Office of Orange County Supervisor Todd Spitzer, District 3
Office of United States Congressman Ed Royce, District 39
Office of United States Congressman Linda Sanchez, District 38
Office of United States Congressman Lucille Roybal-Allard, District 40
Office of United States Congressman Luis Correa, District 46
Office of United States Congressman Xavier Becerra, District 34
Office of United States Senator Dianne Feinstein
Office of United States Senator Kamala Harris
Olive Street Elementary
Orange County Asian Pacific Islander Community Alliance (OCAPICA)
Orange County Communities Organized for Responsible Development (OCCORD)
Orange County Community Housing Corporation
Orange County Community Leadership Institute (OCCLI)
Orange County Congregation Community Organization (OCCCO)
Orange County Conservation Corps Charter School
Orange County Family Justice Center
Orange County Heritage Council
Orange County Public Health Care Agency
Orange County Rescue Mission
Orange Public Library
Pacific Drive Elementary School
Pacific Park Branch Library
Partners for Progress Work-Source Center (SASSFA)
Pathways of Hope
Pathways
Patrick Rump, Executive Director and Programs Manager, Literacy for Environmental Justice
Pecan Recreation Center
Pico Rivera Chamber of Commerce
Pico Rivera Community Center
Pico Rivera Historical Museum
Pico Rivera Library
Pico Rivera Senior Center
Pico Rivera Youth Center
Pilipino Workers Center
Pio Pico Woman's Club
Pioneer High School
Ponderosa Joint-Use Library
Ponderosa Park Family Resource Center
Project Return Peer Support Network(PRPSN)
Public Health Alliance of Southern California

Evelyn Stivers, Executive Director, Housing Leadership Council of San Mateo
Family Resource Center
Fatima de Guzman, Seven Trees Neighborhood Association
Filipino Business Association of Glendale
Fixing Angelenos Stuck in Traffic (F.A.S.T)
Fran Martin, Visitation Valley Planning Alliance
Fresno Metro Black Chamber Of Commerce
Friends of Atwater Village
Friends of Atwater Village
Friends of the Glendale Public Library
Fullerton Community Center
Fullerton Family YMCA
Fullerton Public Library
Fullerton Senior Multi-Service Center
Fullerton Unified School District
Giving Children Hope
Glassell Park Neighborhood Council
Glendale Adult Recreation Center
Glendale Central Library
Glendale Chamber of Commerce
Glendale Historical Society
Glendale Unified School District
Glendale YMCA
Glendale Youth Alliance
Golden Gate Bridge
Good Neighbors
Goodwill Industry of Orange County
Grandview Library
Greater Cypress Park Neighborhood Council
Green Action
Gus Velasco Neighborhood Center
Habitat for Humanity Los Angeles
Historic Cultural Neighborhood Council (HCNC)
Homeboy Industries
Homeless Health Care, Los Angeles
Homewood Community Center
HOPE Latinas
Hope Special Education Center
Inner-City Law
Jack Gallagher, Bayview Citizens Advisory Committee
Jain Center of Southern California
James Hanold, Washington Area Community Coalition
Japanese American National Museum
Japanese Chamber of Commerce of Southern California
Jeremy Madsen, CEO, Greenbelt Alliance

Randi Kinman, Low-Income Community Advocate
Reggie Rodriguez Park
Richman Neighborhood Center
Rio de Los Angeles State Park
Rio Hondo Park
Riviera Park
Robert Louis Stevenson Branch Library
Ron Gonzales, Hispanic Foundation of Silicon Valley
Rose Amador, La Raza Roundtable
Rose Combs, Edenvale Great Oaks Plan Implementation Coalition (EGOPIC)
Rosewood Park Community Center
Santa Clara Valley Transportation Authority
Santa Fe Springs Aquatic Center
Santa Fe Springs Chamber of Commerce
Santa Fe Springs City Library
SBA - Fresno District Office
Senator Beall's Office
Senior Citizens Center
Sierra Club, Los Angeles Chapter
Skid Row Housing Trust
Small Business Administration
Sroptimist International Montebello
Sroptimist International of Norwalk
South County Regional Office Library
Southeast Community Development Corporation
Southern California Institute of Architecture
Splash! La Mirada Regional Aquatics Center
SRO Housing Corporation
St. Vincent's Cardinal Manning Center
Stacey Hawver, Legal Aid Society of San Mateo County
Steven Rodgers, Alma Neighborhood Association
Student Government Association-Chapman University
Sunkist Library
Tameeka Bennet, Youth United for Community Action
Technology Center
The Coalition for Environmental Health and Justice (CEHAJ)
The Commerce Industrial Council Chamber of Commerce
The County of Santa Clara
The Ethnic Coalition
The Geffen Contemporary at MOCA
The Orange County Interfaith Coalition for the Environment
The Silicon Valley Organization
Think Together
Thomas Edison Elementary School (Public Elementary School)
Thomas Jefferson Elementary

Jessica Garner Senior Community Health Planner, San Mateo County Health Department
John H. Glenn High School
Jonathan Buchanan, Working Partnerships USA
JWCH Institute
Kern Minority Contractors Association | KMCA
Kevin L. Christman, Gardner Neighborhood
Kiyomi Yamamoto, Greenbelt Alliance
Korean Community Services Inc.
Korean Resource Center (KRC) - Orange County Office
LA Christian Health Center
LA County Department of Public Health
La Mirada Activity Center
La Mirada Adult Center
La Mirada Chamber of Commerce
La Mirada City Gardenhill Park
La Mirada Library

Toluca Lake Chamber of Commerce
Union Rescue Mission
Vernon Branch Library
Vernon Chamber of Commerce
Veterans In Community Services Inc
Veterans Memorial Park Community Center
Volunteers of America- Commerce Head Start
Volunteers of America
Walk Bike Glendale
Walt Disney Imagineering Library
West Anaheim Senior Citizens
West Orange County Regional Chamber of Commerce
Western Youth Services
Women Construction Owners & Executives, USA
Youth Empowerment Network
YWCA

