

California Air Resources Board Racial Equity Employee Survey

Summary of Findings

Background

In 2020, the California Environmental Protection Agency (CalEPA) collaborated with the Government Alliance on Race and Equity (GARE) to survey all CalEPA employees. The purpose of the survey was to assess racial equity knowledge, skills, and experiences among employees to inform future action steps toward advancing racial equity within CalEPA. An online questionnaire, consisting of 62 items, was administered (Appendix A). An electronic invitation to participate in the survey, as well as several follow-up reminders, was sent to all 6,249 CalEPA employees.

Across the nation, and across a wide array of indicators, racial inequities are deep and pervasive. GARE places racial equity front and center in their work. While staff are often familiar with other entry points for addressing equity, such as diversity and inclusion, the term racial equity takes a more holistic approach to improve outcomes for all groups, using an institutional and structural approach. The survey provided the following description of racial equity to respondents: “Racial equity focuses on eliminating disproportionalities based on race and lifting up outcomes for all groups.”

The survey data collected from CalEPA employees were cleaned, checked and analyzed by GARE staff. Descriptive statistics were run enterprise-wide, combining all BDOs, as well as for individual BDOs. This document provides a high-level summary of California Air Resources Board (CARB) survey findings and incorporates results from those who specified valid response to a given survey item. Detailed overall results can be found in Appendix B.

About Survey Respondents

At the time the survey was administered, CARB reported 1,663 employees. Of those, a total of 996 employees participated in the racial equity employee survey, accounting for a 58.0% response rate. A total of 951 CARB questionnaires met the completion threshold, were valid and useable, resulting in a 57.0% effective response rate. Response rates for the various CARB divisions ranged from 43.0% to 80.5%. Of the CARB respondents who specified their gender, nearly half (49.0%) identified as male. Over three quarter (82.3%) of respondents specified their race and ethnicity. Of those, half (49.3%) were White, non-LatinX. A quarter (25.7%) identified as Asian or Asian American, while about one in ten (12.6%) identified as Hispanic, Latina, or Latino (LatinX). The remainder identified as Multiracial (7.0%), Black or African American (4.3%), Native Hawaiian or Other Pacific islanders (0.9%) and American Indian or Alaska Native (0.1%). Fewer than one in ten (7.5%) indicated they have a disability.

Respondents represented all CARB divisions or work units. Of those who indicated their division or work unit, Mobile Source Control Division had the largest share of respondents (11.1%), followed by the Enforcement Division (10.6%) and the Air Quality Planning and Science Divisions (10.5%). In terms of work location, a majority (69.6%) of CARB respondents specified they primarily worked in a centralized office location. Survey respondents exhibited variation in organizational tenure. Most frequently, survey respondents indicated between 1 and 5 years with the organization (35.2%), followed by 11 and 20 years (25.5%). Over three quarter (78.7%) indicated they did not manage or supervise people.

Results: Individual-level Items

CARB survey respondents reported a range of knowledge, skills, and experiences with race and racial equity. A majority (80.5%) of respondents strongly agreed or agreed they felt competent in their interactions with people of other races (Figure 1). A greater percentage (85.2%) strongly agreed or agreed it was valuable to examine and discuss the impacts of race, while fewer (82.0%) strongly agreed or agreed they possessed a basic understanding of concepts related to racial equity. Over half strongly agreed or agreed they felt comfortable talking about race (54.0%) or knew how to identify examples of institutional racism (52.2%). Among the employees who indicated they could identify examples of institutionalized racism, only two in ten (21.2%) strongly agreed or agreed they had the tools to address institutional racism in their workplace.

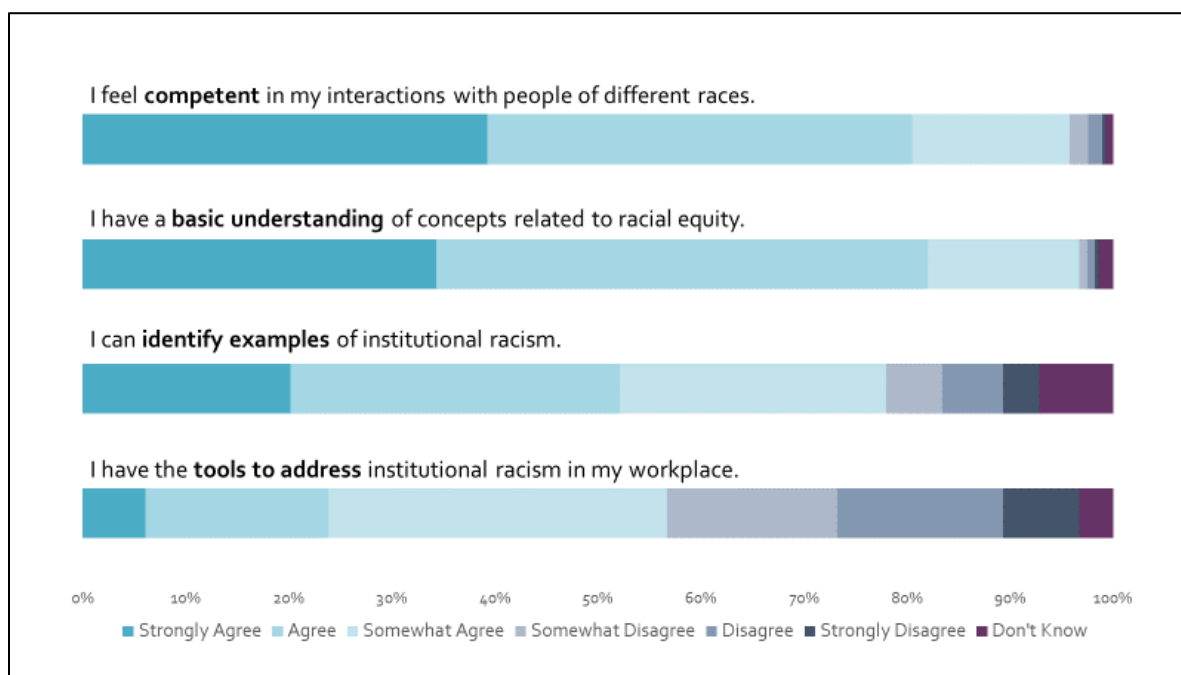


Figure 1. Individual-level perspectives among CARB employee survey respondents.

Over a third (37.2%) of CARB survey respondents indicated they had attended one or two racial equity trainings or workshops, while fewer (18.1%) indicated attending three or more trainings. Among all respondents who attended trainings, six out of ten (61.2%) strongly agreed or agreed the trainings were useful. In terms of involvement with racial equity in the workplace, about a quarter (23.8%) strongly agreed or agreed they were actively involved. With regards to enhancing involvement, the two most frequently noted needs among all CARB respondents were more information, so employees knew what to do (54.3%) and training (40.4%). A quarter (25.1%) indicated they were happy with their current level of involvement. In terms of specific skills, about one in ten (12.9%) indicated they have used a racial equity tool on policy, program, or budget decisions.

Results: Division-Level Items

Survey respondents were also asked to characterize and assess their work unit, operationalized in the survey as their “division”. Over half (53.8%) strongly agreed or agreed their division was committed to racial equity (Figure 2). A quarter (24.5%) strongly agreed or agreed their division had taken steps to reduce racial inequities. Overall, CARB respondents indicated varying responses toward their division’s

progress toward racial equity. Slightly more than a quarter (27.1%) of respondents strongly agreed or agreed their division, on the whole, was making progress toward achieving racial equity.

In terms of resources, less than a quarter (22.4%) agreed their division provided resources necessary for addressing racial disparities and achieving racial equity. About a third (32.1%) agreed their division encouraged employees to participate in racial equity trainings, workshops, or events. About two in ten (18.8%) strongly agreed or agreed their division provided racial equity training for all staff, including leadership. A small percentage indicated their division had a racial equity work group (15.5%), a racial equity action plan (4.1%), or consistently used a racial equity tool (5.4%).

With respect to leadership in their division, nearly four in ten (39.2%) strongly agreed or agreed their leadership participates in and supports discussions about racial equity. Fewer (36.6%) strongly agreed or agreed that leadership in their division communicates the importance of addressing racial inequities and achieving racial equity.

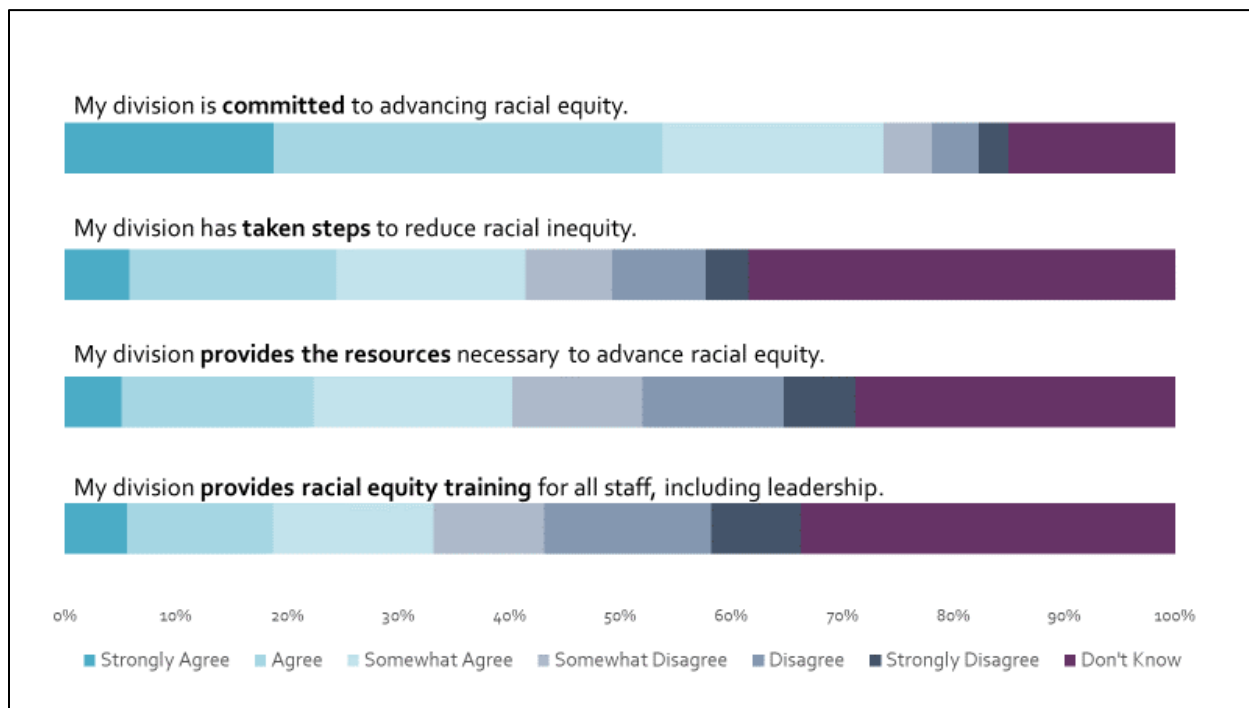


Figure 2. Division-level perspectives among CARB employee survey respondents.

With regards to divisional workforce, over a third (37.2%) strongly agreed or agreed their division reflected the diversity of the community. Less than a quarter (22.4%) strongly agreed or agreed their division was taking concrete actions to improve workforce equity. With regards to contracting and procurement practices, less than two in ten (15.4%) strongly agreed or agreed the results of their division's contracting and procurement equitably benefit the racial diversity of the community. Similarly, few (13.4%) respondents strongly agreed or agreed their division is taking concrete actions to increase equity in contracting and procurement.

Employees were also asked to provide their perspectives on their division's external facing efforts. About a third (34.1%) strongly agreed or agreed their division was taking concrete actions to increase racial equity for their communities. Similarly, about a third (36.4%) strongly agreed or agreed their division

sought input and assistance on decision-making from communities of color. Approximately three in ten (29.1%) strongly agreed or agreed their division partners with other organizations to advance racial equity. About three in ten (28.3%) respondents strongly agreed or agreed their division was making progress on improving access to services for people of color. About one in ten (11.6%) strongly agreed or agreed their division was making progress on improving access to services for refugees and immigrants. About half (46.9%) strongly agreed or agreed their division provided interpretation and translation services for people with limited English.

Results: Enterprise-Wide Items

CARB employees were also asked to weigh in on their organization as a whole. Slightly over four in ten (42.3%) strongly agreed or agreed their organization, as a whole, has made an explicit commitment to advancing racial equity. Over a third (37.9%) strongly agreed or agreed they could identify one or more concrete actions the organization had taken to address racial inequities in the community. Across all survey respondents, the most frequently identified strategies among those provided were: 1) engaging community to inform decision-making (39.4%), 2) increased workforce diversity (31.5%), and 3) participating in the GARE network (29.0%). Over a third (35.6%) agreed the organization, on the whole, is making progress on advancing racial equity in the communities across the state. Similarly, over a third (37.3%) strongly agreed or agreed the state, on the whole, is making progress advancing racial equity.

Results: By Race, Ethnicity and Supervisory Status

Data disaggregation by race and ethnicity is core to GARE's racial equity framework. Unfortunately, low sample sizes were encountered among two racial and ethnic subgroups provided in the survey American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander. As such, those respondents had to be dropped from subsequent analysis exploring statistically significant differences across racial and ethnic employee subgroups. Another meaningful area of exploration was supervisory status, comparing results between non-supervisors (n=641) and supervisors (n=174). Where appropriate, findings of significant difference between these distinct CARB employee subgroups are denoted below.

A total of 36 variables were included in the analysis. Chi-Square tests were performed to assess if statistically significant differences existed among the various subgroups explored. A finding of statistical significance means that the differences detected cannot be attributed to chance. The statistically significant findings are summarized briefly below. All statistically significant results were tabulated to provide detailed level results for each variable explored (Appendix C). White, non-LatinX respondents were significantly less inclined to strongly agree they possessed a basic understanding of racial equity concepts as compared to other racial and ethnic subgroups. Black or African American respondents were significantly more likely to strongly agree they could identify examples of institutionalized racism as compared to other racial and ethnic subgroups. Black or African American were significantly more likely to strongly disagree of their involvement than other racial and ethnic subgroups. Similarly, non-supervisors were significantly more inclined to disagree as compared to supervisors.

With regards to results across racial and ethnic subgroups, statistically significant differences were found across 20 of the 36 variables explored. Common patterns emerged. Generally speaking, White, non-LatinX respondents were more inclined to strongly agree they possessed individual skills, background, and understanding of racial equity, as well as greater likelihood of not possessing knowledge of division or

enterprise-wide efforts to advance racial equity. Further, in general, a higher percentage of Black or African American respondents indicated disagreement with division and enterprise-wide variables, as compared other racial and ethnic subgroups explored. For instance, significantly more Black or African American respondents strongly disagreed leadership in their division communicates the importance of addressing racial inequities and achieving racial equity. In fact, strong disagreement with the statement was upwards of twenty percentage points higher among Black or African American respondents than other racial and ethnic subgroups.

Also explored were differences between supervisors and non-supervisors. A total of 13 of the 36 variables resulted in statistically significant differences between supervisors and non-supervisors. Generally speaking, supervisors, as compared to non-supervisors, more frequently indicated agreement with statements about their division and the overall organization. Non-supervisors, on the other hand, were more inclined to indicate they disagreed or did not possess knowledge as it related to activities undertaken to advance racial equity.

Results: By Division or Work Unit

CARB also requested their data be disaggregated by division or work unit. A total of 36 variables were disaggregated by division or work unit (Appendix D) and Chi-Square analysis was performed to assess if any statistically significant differences emerged across divisions or work units. A total of 32 out of the 36 variables were found to exhibit statistically significant differences across divisions or work units. Generally speaking, a few divisions, such as the Office of Information Services and Emission Certification and Compliance, exhibited a higher percentage of respondents who strongly agreed with division and enterprise-level activities than other divisions. Most notably, however, is the range of awareness across the divisions with regards the status of racial equity work within their division. Generally, those within proximity to the Chairs Office/Executive Office/Office of Community Protection were the most knowledgeable about racial equity activities in the organization. Lastly, divisions differed in terms of both the awareness and deployment of infrastructure to advance racial equity (e.g., racial equity tools, action plans, and teams).

Results: Identified Organizational Success and Challenges

Respondents also had the opportunity to provide written feedback on the survey. Specifically, the survey provided space for respondents to share any past or present successes or challenges the organization has in addressing racial inequities and advancing racial equity. A total of 122 CARB respondents (12.8%) provided open-ended feedback. The comments were qualitatively analyzed to produce themes. A total of 15 different themes emerged (Appendix E). Three themes were most noted among CARB respondents. The themes were coded as 1) *workforce diversity*, 2) *progress*, and 3) *leadership*.

The top noted theme was related to *workforce diversity* and centered on either noting the diversity of employees in the organization or the lack thereof. For instance, one respondent noted, “people are hired from all races.” Another respondent noted “we’re relatively racially diversified with the exception of African Americans.” Other respondents echoed this, noting “I see a distinct lack of African American employees in leadership and specialist/science based roles in my division and CARB in general. Whether this is intentional or reminiscent of the larger problem of racial inequality in education/science fields, I don’t know. However, the workforce is not representative of the population as a whole in this respect.”

Another respondent noted, “after working for the agency many years, my experience is that few blacks are promoted and few get into the agency. There are no blacks in upper management to help change this or to provide support.”

With regards to the theme of *progress*, several respondents provided examples that illustrated racial equity work being performed. For instance, one respondent noted success has been “defining EJ communities and adding enforcement efforts in that area.” Another respondent noted, “programmatically, I think we're making progress in recognizing and addressing inequities regarding the causes and effects of air pollution.” Other respondents focused on disadvantaged communities, noting “[C]ARB is engaged in attempting to address disadvantaged communities bearing an [sic] disproportionate share of pollution”. Another respondent stressed “my organization places a strong emphasis on helping disadvantaged communities, which are generally lower income and living near sources of air pollution. While these areas often correlate with regions where people of color live, we often do not call out race as being part of this. There is still discomfort in talking about race and systemic racism, so I believe we still have room for improvement. The color-blind approach isn't always enough”.

The third highest noted theme, *leadership*, included comments focused on needs from leaders, both in terms of exhibited behavior and attitudes. For instance, requests from respondents included “please better train managers in racial inequities”. Another respondent noted “management does not seem to recognize or know how to address derogatory, biased, or racist comments when the comments are made...This contributes to the lack of team cohesion and creates an unprofessional work environment”. Still yet, other respondents called for increased commitment. For instance, one respondent commented, “it seems staff is timid about approaching leadership to gain buy-in. I would love to see leadership support a more formal structure with identified goals and outcomes for the division and for CARB/EPA as a whole”. Another noted, “there is a general perception in [Division redacted] that the powers that be are ticking boxes on a ‘racial equality’ and ‘environmental justice’ checklist, but do not actually care about those communities. It's off-putting at best. At worst, it's using the hot topic of the moment for personal and professional gain”.

Summary and Recommendations

Results from the employee survey help to assess the progress of efforts to both build a shared understanding of racial equity and implement racial equity strategies. Overall, CARB respondents indicated a high degree of willingness and capacity to engage in racial equity work. A majority of respondents agreed they thought it was valuable to examine and discuss the impacts of race and felt comfortable talking about race. A majority also agreed they had a basic understanding of concepts related to racial equity. Taken together, these results are excellent indicators of the potential for meaningful future engagement and action.

Results revealed general agreement on divisional and organizational-wide actions to demonstrate greater institutional commitment to racial equity and support employee engagement in racial equity efforts. Moving forward, an emphasis on building internal infrastructure to guide racial equity efforts will be advantageous to both operationalize and organize efforts across the organization. Specifically, increasing coordination and wide-spread implementation of readily available tools and approaches. Further, the involvement of a broad cross section of employees is also called for to increase internal awareness of activities being undertaken and embed the work more thoroughly.

Results also revealed consistent significant differences among employees, most notably across race and ethnicity. These differences will be important to take into consideration as CARB engages employees in efforts to normalize, operationalize, and organize racial equity efforts. Results also specifically call for centering the perspectives of Black or African American employees and community members to guide racial equity efforts. Differences also manifested with regards to supervisory status and across CARB divisions. These pronounced differences call for further attention to help drive strategy.

Finally, the results suggest that active leadership and more robust communication across all levels will facilitate greater awareness, stronger partnerships, staff engagement, and improved outcomes for all. The results produced are useful for shaping the CARB's long-term organizational racial equity strategy. It is recommended the employee survey be repeated in two years' time, in 2022, to evaluate continued progress toward advancing racial equity.

Appendix A: Survey Instrument

CalEPA Racial Equity Employee Survey

Employee Survey on Racial Equity

Thank you for participating in this racial equity survey. CalEPA has partnered with Race Forward and the Government Alliance on Race and Equity to administer the survey. Your feedback will provide information that will be helpful to advancing racial equity throughout CalEPA. Racial equity focuses on eliminating disproportionalities based on race and lifting up outcomes for all groups. By continuing on to the next page, you agree to participate in this employee survey voluntarily. Your responses are anonymous; you will not be identified in any of the survey analysis. Your responses will be combined with the responses of other employees in any subsequent analyses.

CalEPA Racial Equity Employee Survey

Your Experiences and Perspectives

This first section is focused on your own individual experiences, knowledge and opinions. Even if you do not personally feel that you have experience or knowledge about race and equity, we need to hear from you, as it will help inform our work.

1. I think it is valuable to examine and discuss the impacts of race.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

2. I feel competent in my interactions with people of other races.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

3. I have a basic understanding of concepts related to racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

4. How many trainings / workshops about racial equity have you attended?

- ☐ None
- ☐ One or two
- ☐ Three or more

CalEPA Racial Equity Employee Survey

Your Experiences and Perspectives

5. In general, I have found trainings / workshops about racial equity to be useful.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Experiences and Perspectives

6. I can identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, regardless of intention).

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Experiences and Perspectives

7. I have the tools to address institutional racism in my workplace.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

About You

Please answer the following question for the purposes of directing you to the appropriate section of the survey. Your responses will not be tied back to you and will be used for analysis purposes only.

8. What Board, Department or Office (BDO) do you work at?

- ☐ CalEPA-Office of the Secretary
- ☐ CalRecycle
- ☐ California Air Resources Board
- ☐ Department of Pesticide Regulation
- ☐ Department of Toxic Substances Control
- ☐ Office of Environmental Health Hazard Assessment
- ☐ Water Boards

CalEPA Racial Equity Employee Survey

About You

9. Which Division or work unit do you work in?

- ☐ Administration, Finance and Information Technology
- ☐ Division of Recycling
- ☐ Materials Management and Local Assistance Division
- ☐ Waste Permitting, Compliance & Mitigation
- ☐ Executive Office

CalEPA Racial Equity Employee Survey

About You

10. Which Division or work unit do you work in?

- ☐ Air Quality Planning and Science Division
- ☐ Administrative Services Division
- ☐ Chairs Office/Executive Office/Office of Community Air Protection
- ☐ Emissions Certification and Compliance Division
- ☐ Enforcement Division
- ☐ Industrial Strategies Division
- ☐ Monitoring and Laboratory Division
- ☐ Mobile Source Control Division
- ☐ Mobile Source Laboratory Division
- ☐ Office of Information Services
- ☐ Research Division
- ☐ Sustainable Transportation and Communities Division
- ☐ Transportation and Toxics Division

11. How would you describe your type of position?

- ☐ Scientific/Engineering/Technical
- ☐ Non-Scientific

CalEPA Racial Equity Employee Survey

About You

12. Which Division or work unit do you work in?

- ☐ Executive Office (Director's Office, Civil Rights, Legislative & Regulatory Review, Performance Management & Program Review)
- ☐ Office of Legal Counsel
- ☐ Office of Administrative Services
- ☐ Financial and Contracting Services
- ☐ Office of Communications
- ☐ Office of Environmental Equity
- ☐ Site Mitigation and Restoration Program
- ☐ Hazardous Waste Management Program
- ☐ Environmental Chemistry Lab
- ☐ Safer Products and Workplaces Program
- ☐ Office of Environmental Information Management

CalEPA Racial Equity Employee Survey

About You

13. Which Division or work unit do you work in?

- ☐ Administration
- ☐ Pesticide Programs
- ☐ OTECH
- ☐ EXEC

CalEPA Racial Equity Employee Survey

About You

14. Are you considered...

- ☐ Science Staff
- ☐ Non-Science Staff

CalEPA Racial Equity Employee Survey
About You

15. Which Division or work unit do you work in?

- ☐ Division of Administrative Services
- ☐ Division of Drinking Water (Headquarters)
- ☐ Division of Drinking Water (Districts)
- ☐ Division of Financial Assistance
- ☐ Division of Information Technology
- ☐ Division of Water Rights
- ☐ Division of Water Quality
- ☐ Office of Chief Counsel
- ☐ Office of Delta Water Master
- ☐ Office of Enforcement
- ☐ Office of Information Management and Analysis
- ☐ Office of Legislative Affairs
- ☐ Office of Public Affairs
- ☐ Office of Public Participation
- ☐ Office of Research Planning and Performance
- ☐ Regional Board 1
- ☐ Regional Board 2
- ☐ Regional Board 3
- ☐ Regional Board 4
- ☐ Regional Board 5
- ☐ Regional Board 6
- ☐ Regional Board 7
- ☐ Regional Board 8
- ☐ Regional Board 9



CalEPA Racial Equity Employee Survey

In Your Work Unit

The next section of the questionnaire is focused on your experiences and perspectives of the work unit within the BDO that you selected in the previous section. Please think about your work unit as you complete this section.

16. I feel comfortable talking about race.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

17. I am actively involved in advancing racial equity in my work.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

18. I would become more active in advancing racial equity if... (check all that apply)

- ☐ I had more information, so I knew what to do
- ☐ I received training
- ☐ I had more time
- ☐ I had the support of my supervisor or manager
- ☐ Racial equity strategies received more funding
- ☐ I believed there are serious issues related to race
- ☐ I am happy with my current level of engagement

19. I have used a racial equity tool on policy, program, or budget decisions.

- ☐ Yes
- ☐ No
- ☐ Don't know

CalEPA Racial Equity Employee Survey

In your Work Unit

20. I feel confident setting racial equity outcomes and goals when using a racial equity tool.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Leadership, Infrastructure and Tools

The next section continues to focus on your experiences and perspectives within your work unit. When you see the word "division", please reflect on the work unit you specified previously.

21. My division is committed to racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

22. Leadership in my division participates in and supports conversations about racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

23. Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

24. My division provides resources for addressing racial inequities and achieving racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

25. My division has taken steps to reduce racial inequities, including but not limited to workforce issues.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

26. My division provides racial equity training for all staff, including leadership.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

27. Employees are encouraged to participate in trainings, workshops, or events about racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

28. Does your division have a racial equity work group?

- ☐ Yes
- ☐ No
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Leadership, Infrastructure and Tools

When you see the word "division", please reflect on the work unit you specified previously.

29. My division's racial equity work group provide effective support to my department?

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Leadership, Infrastructure and Tools

When you see the word "division", please reflect on the work unit you specified previously.

30. Does your division have a racial equity action plan?

- ☐ Yes
- ☐ No
- ☐ Don't know

31. Does your division collaborate with other divisions on their racial equity action plan?

- ☐ Yes
- ☐ No
- ☐ Don't know

32. Does your division use a racial equity tool in making decisions about policies, initiatives, programs or budget decisions?

- ☐ Consistently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Leadership, Infrastructure and Tools

33. Use of the racial equity tool has helped to improve my division's policies, initiatives, programs or budget decisions.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Leadership, Infrastructure and Tools

34. As a whole, my division is making progress towards achieving racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Workforce Equity

35. The racial demographics of employees within my division reflect the diversity of our community.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

36. My division is taking concrete actions to improve workforce equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Contracting and Procurement Equity

37. The results of my division's contracting and procurement equitably benefit the racial diversity of our community.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

38. My division is taking concrete actions to increase equity in its contracting and procurement practices.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Division's Racial Equity Work: Advancing Racial Equity in the Community

As a reminder, When you see the word "division", please reflect on the work unit you specified previously.

39. My division is taking concrete actions to increase racial equity for our communities.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

40. My division seeks input and assistance on decision-making from communities of color.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

41. My division partners with other institutions and organizations to advance racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

42. My division is making progress on improving access to services for people of color.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

43. My division is making progress on improving access to services for refugees and immigrants.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

44. My division is making progress at providing interpretation and translation services for people with limited English.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Organization as a Whole

The next section is focused on your overall organization, **CalEPA**, as a whole. Please reflect upon your entire organization in your responses to this section.

45. Our organization, overall, has made an explicit commitment to advancing racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

46. I can identify one or more concrete actions that our organization has taken to address racial inequities in our community.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

47. To my knowledge, our overall organizational strategy to advance racial equity has so far included... (check all that apply.)

- ☐ Allocation of budgetary resources for racial equity efforts
- ☐ Creation of racial equity teams
- ☐ Development of a racial equity vision or mission statement
- ☐ Development of a racial equity action plan
- ☐ Disaggregated data by race to inform decision-making
- ☐ Engaging community to inform decision-making
- ☐ Increasing workforce diversity
- ☐ Making changes to policies, practices and/or procedures
- ☐ Passage of racial equity policies, resolutions, or legislation
- ☐ Participation in the GARE network
- ☐ Partnerships with other organizations to drive equitable outcomes
- ☐ Providing staff training on racial equity
- ☐ Using a racial equity tool to inform decision-making
- ☐ None of the above
- ☐ Other (please specify)

48. As a whole, our organization is making progress advancing racial equity in the communities across the state.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

Your Community

The next section is focused on our overall state, not just the efforts of government.

49. As a whole, our state is making progress advancing racial equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Somewhat disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

CalEPA Racial Equity Employee Survey

About You

50. How long have you worked for your organization?

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ 21 or more years

51. Do you work primarily:

- ☐ In a downtown (or central location) office environment
- ☐ In an office environment, outside of downtown (or central location)
- ☐ Not in an office environment

52. Are you... (check all that apply)

- ☐ Full-time
- ☐ Part-time
- ☐ Seasonal

53. Do you manage or supervise people?

- ☐ Yes
- ☐ No

54. The next two survey items are the same as the Census items from the U.S. Census Bureau. We use these to be able to compare our results to categories in use.

What is your race? (check all that apply)

- ☐ American Indian or Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White

55. Are you of Hispanic, Latino, or Spanish Origin?

- ☐ No, not of Hispanic, Latina/o, or Spanish origin
- ☐ Yes, Mexican, Mexican American, or Chicano
- ☐ Yes, Puerto Rican
- ☐ Yes, Cuban
- ☐ Yes, another Hispanic Latina/o or Spanish origin. Please specify:

56. Do the race and ethnicity categories you selected above reflect how you identify?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

If no, how do you identify? Please specify:

57. What is your gender?

- ☐ Female
- ☐ Male
- ☐ Non-binary/Third gender
- ☐ Prefer not to say
- ☐ Prefer to self-describe. Please specify:

58. Transgender is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, gender fluid, genderqueer, and more.

Do you identify as transgender?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

59. What is your sexual orientation?

- ☐ Straight/Heterosexual
- ☐ Gay or Lesbian
- ☐ Bisexual
- ☐ Prefer not to say
- ☐ Prefer to self-describe

60. Do you have a disability?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

61. If there are other things you'd like to share about your identity, please feel free to comment below.

62. Please use the space below to share any past or present successes or challenges your organization has in addressing racial inequities and advancing racial equity.

Appendix B: Racial Equity Employee Survey

Overall Survey Results: California Air Resources Board¹

What is your gender?

	Frequency	Percent	Cumulative Percent
Female	351	43.4	43.4
Male	396	49.0	92.5
Non-binary/Third gender	5	.6	93.1
Prefer not to say	56	6.9	100.0
Total	808	100.0	
Missing	143		
Total	951		

What is your sexual orientation?

	Frequency	Percent	Cumulative Percent
Prefer to self-describe	11	1.4	1.4
Straight/Heterosexual	670	83.1	84.5
Gay or Lesbian	21	2.6	87.1
Bisexual	14	1.7	88.8
Prefer not to say	90	11.2	100.0
Total	806	100.0	
Missing	145		
Total	951		

¹ Results presented in the same order as the Summary of Findings

Race and Ethnicity

	Frequency	Percent	Cumulative Percent
American Indian or Alaska Native	1	.1	.1
Asian or Asian American	201	25.7	25.8
Black or African American	34	4.3	30.1
Native Hawaiian or Other Pacific Islander	7	.9	31.0
White	386	49.3	80.3
LatinX	99	12.6	93.0
Multiracial	55	7.0	100.0
Total	783	100.0	
Missing	168		
Total	951		

Do you have a disability?

	Frequency	Percent	Cumulative Percent
Yes	60	7.5	7.5
No	679	84.5	91.9
Prefer not to say	65	8.1	100.0
Total	804	100.0	
Missing	147		
Total	951		

Which Division or work unit do you work in?

	Frequency	Percent of Total Respondents	Employee Size ¹	Response Rate
Air Quality Planning and Science Division	99	10.5	161	61.5
Administrative Services Division	65	6.9	143	45.5
Chairs Office/Executive Office/Office of Community Air Protection	89	9.4	126	70.6
Emissions Certification and Compliance Division	73	7.7	129	56.6
Enforcement Division	100	10.6	174	57.5
Industrial Strategies Division	87	9.2	135	64.4
Monitoring and Laboratory Division	81	8.6	163	49.7
Mobile Source Control Division	105	11.1	181	58.0
Mobile Source Laboratory Division	60	6.3	133	45.1
Office of Information Services	37	3.9	86	43.0
Research Division	44	4.7	86	51.2
Sustainable Transportation and Communities Division	66	7.0	82	80.5
Transportation and Toxics Division	39	4.1	84	46.4
Total	945	100.0	1683	
Missing	6			
Total	951			

¹ Division totals provided by staff on 10/6/20. Total employee size for all divisions above does not match total employee size provided at time of data collection. However, due to request, response rates using provided division tallies were computed.

Do you work primarily:

	Frequency	Percent	Cumulative Percent
In a downtown (or central location) office environment	569	69.6	69.6
In an office environment, outside of downtown (or central location)	221	27.1	96.7
Not in an office environment	27	3.3	100.0
Total	817	100.0	
Missing	134		
Total	951		

How long have you worked for your organization?

	Frequency	Percent	Cumulative Percent
Less than 1 year	65	8.0	8.0
1-5 years	287	35.2	43.1
6-10 years	125	15.3	58.5
11-20 years	208	25.5	83.9
21 or more years	131	16.1	100.0
Total	816	100.0	
Missing	135		
Total	951		

Do you manage or supervise people?

	Frequency	Percent	Cumulative Percent
Yes	174	21.3	21.3
No	641	78.7	100.0
Total	815	100.0	
Missing	136		
Total	951		

I feel competent in my interactions with people of other races.

	Frequency	Percent	Cumulative Percent
Strongly agree	373	39.3	39.3
Agree	391	41.2	80.5
Somewhat agree	145	15.3	95.8
Somewhat disagree	17	1.8	97.6
Disagree	12	1.3	98.8
Strongly disagree	3	.3	99.2
Don't know	8	.8	100.0
Total	949	100.0	
Missing	2		
Total	951		

I think it is valuable to examine and discuss the impacts of race.

	Frequency	Percent	Cumulative Percent
Strongly agree	522	54.9	54.9
Agree	287	30.2	85.2
Somewhat agree	92	9.7	94.8
Somewhat disagree	10	1.1	95.9
Disagree	14	1.5	97.4
Strongly disagree	11	1.2	98.5
Don't know	14	1.5	100.0
Total	950	100.0	
Missing	1		
Total	951		

I have a basic understanding of concepts related to racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	325	34.3	34.3
Agree	452	47.7	82.0
Somewhat agree	139	14.7	96.6
Somewhat disagree	8	.8	97.5
Disagree	7	.7	98.2
Strongly disagree	4	.4	98.6
Don't know	13	1.4	100.0
Total	948	100.0	
Missing	3		
Total	951		

I feel comfortable talking about race.

	Frequency	Percent	Cumulative Percent
Strongly agree	181	19.0	19.0
Agree	333	35.0	54.0
Somewhat agree	220	23.1	77.2
Somewhat disagree	97	10.2	87.4
Disagree	63	6.6	94.0
Strongly disagree	36	3.8	97.8
Don't know	21	2.2	100.0
Total	951	100.0	

I can identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, regardless of intention).

	Frequency	Percent	Cumulative Percent
Strongly agree	192	20.2	20.2
Agree	303	31.9	52.2
Somewhat agree	246	25.9	78.1
Somewhat disagree	51	5.4	83.5
Disagree	56	5.9	89.4
Strongly disagree	33	3.5	92.8
Don't know	68	7.2	100.0
Total	949	100.0	
Missing	2		
Total	951		

[If you can identify examples of institutional racism] I have the tools to address institutional racism in my workplace.

	Frequency	Percent	Cumulative Percent
Strongly agree	40	5.4	5.4
Agree	117	15.8	21.2
Somewhat agree	217	29.2	50.4
Somewhat disagree	109	14.7	65.1
Disagree	106	14.3	79.4
Strongly disagree	49	6.6	86.0
Don't know	104	14.0	100.0
Total	742	100.0	
Missing	209		
Total	951		

How many trainings / workshops about racial equity have you attended?

	Frequency	Percent	Cumulative Percent
None	424	44.7	44.7
One or two	353	37.2	81.9
Three or more	172	18.1	100.0
Total	949	100.0	
Missing	2		
Total	951		

[If attended training] In general, I have found trainings / workshops about racial equity to be useful.

	Frequency	Percent	Cumulative Percent
Strongly agree	106	20.1	20.1
Agree	217	41.1	61.2
Somewhat agree	152	28.8	90.0
Somewhat disagree	29	5.5	95.5
Disagree	8	1.5	97.0
Strongly disagree	9	1.7	98.7
Don't know	7	1.3	100.0
Total	528	100.0	
Missing	423		
Total	951		

I am actively involved in advancing racial equity in my work.

	Frequency	Percent	Cumulative Percent
Strongly agree	57	6.0	6.0
Agree	168	17.8	23.8
Somewhat agree	237	25.1	48.9
Somewhat disagree	105	11.1	60.1
Disagree	166	17.6	77.6
Strongly disagree	64	6.8	84.4
Don't know	147	15.6	100.0
Total	944	100.0	
Missing	7		
Total	951		

I would become more active in advancing racial equity if... (check all that apply)

	Frequency	Cumulative Percent
I had more information, so I knew what to do	516	54.3
I received training	384	40.4
I had the support of my supervisor or manager	237	24.9
I had more time	210	22.1
Racial equity strategies received more funding	198	20.8
I believed there are serious issues related to race	158	16.6
I am happy with my current level of engagement	239	25.1

I have used a racial equity tool on policy, program, or budget decisions.

	Frequency	Percent	Cumulative Percent
Yes	122	12.9	12.9
No	555	58.9	71.8
Don't know	266	28.2	100.0
Total	943	100.0	
Missing	8		
Total	951		

[If I have used a racial equity tool] I feel confident setting racial equity outcomes and goals when using a racial equity tool.

	Frequency	Percent	Cumulative Percent
Strongly agree	12	9.7	9.7
Agree	36	29.0	38.7
Somewhat agree	44	35.5	74.2
Somewhat disagree	7	5.6	79.8
Disagree	4	3.2	83.1
Strongly disagree	2	1.6	84.7
Don't know	19	15.3	100.0
Total	124	100.0	
Missing	827		
Total	951		

My division is committed to racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	171	18.8	18.8
Agree	319	35.0	53.8
Somewhat agree	181	19.9	73.7
Somewhat disagree	40	4.4	78.0
Disagree	38	4.2	82.2
Strongly disagree	25	2.7	85.0
Don't know	137	15.0	100.0
Total	911	100.0	
Missing	40		
Total	951		

My division has taken steps to reduce racial inequities, including but not limited to workforce issues.

	Frequency	Percent	Cumulative Percent
Strongly agree	53	5.8	5.8
Agree	169	18.6	24.5
Somewhat agree	155	17.1	41.6
Somewhat disagree	71	7.8	49.4
Disagree	76	8.4	57.8
Strongly disagree	35	3.9	61.6
Don't know	348	38.4	100.0
Total	907	100.0	
Missing	44		
Total	951		

As a whole, my division is making progress towards achieving racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	54	6.0	6.0
Agree	190	21.1	27.1
Somewhat agree	217	24.1	51.3
Somewhat disagree	53	5.9	57.2
Disagree	59	6.6	63.7
Strongly disagree	28	3.1	66.9
Don't know	298	33.1	100.0
Total	899	100.0	
Missing	52		
Total	951		

My division provides resources for addressing racial inequities and achieving racial equity.

		Frequency	Percent	Cumulative Percent
	Strongly agree	46	5.1	5.1
	Agree	157	17.3	22.4
	Somewhat agree	162	17.9	40.3
	Somewhat disagree	106	11.7	52.0
	Disagree	115	12.7	64.7
	Strongly disagree	59	6.5	71.2
	Don't know	261	28.8	100.0
	Total	906	100.0	
Missing		45		
Total		951		

Employees are encouraged to participate in trainings, workshops, or events about racial equity.

		Frequency	Percent	Cumulative Percent
	Strongly agree	83	9.1	9.1
	Agree	209	23.0	32.1
	Somewhat agree	161	17.7	49.8
	Somewhat disagree	82	9.0	58.8
	Disagree	112	12.3	71.1
	Strongly disagree	46	5.1	76.2
	Don't know	217	23.8	100.0
	Total	910	100.0	
Missing		41		
Total		951		

My division provides racial equity training for all staff, including leadership.

		Frequency	Percent	Cumulative Percent
	Strongly agree	51	5.6	5.6
	Agree	119	13.1	18.8
	Somewhat agree	131	14.5	33.2
	Somewhat disagree	91	10.0	43.3
	Disagree	136	15.0	58.3
	Strongly disagree	73	8.1	66.3
	Don't know	305	33.7	100.0
	Total	906	100.0	
Missing		45		
Total		951		

Does your division have a racial equity work group?

		Frequency	Percent	Cumulative Percent
	Yes	141	15.5	15.5
	No	190	20.9	36.3
	Don't know	580	63.7	100.0
	Total	911	100.0	
Missing		40		
Total		951		

My division's racial equity work group provide effective support to my department?

		Frequency	Percent	Cumulative Percent
	Strongly agree	12	8.6	8.6
	Agree	40	28.8	37.4
	Somewhat agree	37	26.6	64.0
	Somewhat disagree	10	7.2	71.2
	Disagree	3	2.2	73.4
	Strongly disagree	1	.7	74.1
	Don't know	36	25.9	100.0
	Total	139	100.0	
Missing		812		
Total		951		

Does your division have a racial equity action plan?

		Frequency	Percent	Cumulative Percent
	Yes	37	4.1	4.1
	No	130	14.5	18.6
	Don't know	731	81.4	100.0
	Total	898	100.0	
Missing		53		
Total		951		

Does your division collaborate with other divisions on their racial equity action plan?

		Frequency	Percent	Cumulative Percent
	Yes	58	6.5	6.5
	No	94	10.5	16.9
	Don't know	746	83.1	100.0
	Total	898	100.0	
Missing		53		
Total		951		

Does your division use a racial equity tool in making decisions about policies, initiatives, programs or budget decisions?

		Frequency	Percent	Cumulative Percent
	Consistently	49	5.4	5.4
	Occasionally	52	5.8	11.2
	Rarely	21	2.3	13.5
	Never	52	5.8	19.3
	Don't know	727	80.7	100.0
	Total	901	100.0	
Missing		50		
Total		951		

[If your division uses a racial equity tool] Use of the racial equity tool has helped to improve my division's policies, initiatives, programs or budget decisions.

	Frequency	Percent	Cumulative Percent
Strongly agree	16	13.1	13.1
Agree	34	27.9	41.0
Somewhat agree	31	25.4	66.4
Somewhat disagree	8	6.6	73.0
Disagree	6	4.9	77.9
Strongly disagree	1	.8	78.7
Don't know	26	21.3	100.0
Total	122	100.0	
Missing	829		
Total	951		

Leadership in my division participates in and supports conversations about racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	121	13.3	13.3
Agree	236	25.9	39.2
Somewhat agree	164	18.0	57.2
Somewhat disagree	63	6.9	64.1
Disagree	59	6.5	70.6
Strongly disagree	44	4.8	75.4
Don't know	224	24.6	100.0
Total	911	100.0	
Missing	40		
Total	951		

Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	97	10.7	10.7
Agree	235	25.9	36.6
Somewhat agree	181	19.9	56.5
Somewhat disagree	85	9.4	65.9
Disagree	86	9.5	75.3
Strongly disagree	63	6.9	82.3
Don't know	161	17.7	100.0
Total	908	100.0	
Missing	43		
Total	951		

The racial demographics of employees within my division reflect the diversity of our community.

	Frequency	Percent	Cumulative Percent
Strongly agree	116	13.1	13.1
Agree	214	24.1	37.2
Somewhat agree	203	22.9	60.1
Somewhat disagree	113	12.7	72.8
Disagree	119	13.4	86.2
Strongly disagree	73	8.2	94.5
Don't know	49	5.5	100.0
Total	887	100.0	
Missing	64		
Total	951		

My division is taking concrete actions to improve workforce equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	47	5.3	5.3
Agree	152	17.1	22.4
Somewhat agree	159	17.9	40.3
Somewhat disagree	51	5.7	46.1
Disagree	61	6.9	52.9
Strongly disagree	31	3.5	56.4
Don't know	387	43.6	100.0
Total	888	100.0	
Missing	63		
Total	951		

The results of my division's contracting and procurement equitably benefit the racial diversity of our community.

	Frequency	Percent	Cumulative Percent
Strongly agree	34	3.9	3.9
Agree	101	11.5	15.4
Somewhat agree	67	7.6	23.1
Somewhat disagree	30	3.4	26.5
Disagree	41	4.7	31.2
Strongly disagree	15	1.7	32.9
Don't know	588	67.1	100.0
Total	876	100.0	
Missing	75		
Total	951		

My division is taking concrete actions to increase equity in its contracting and procurement practices.

	Frequency	Percent	Cumulative Percent
Strongly agree	30	3.4	3.4
Agree	87	10.0	13.4
Somewhat agree	58	6.7	20.1
Somewhat disagree	19	2.2	22.2
Disagree	38	4.4	26.6
Strongly disagree	15	1.7	28.3
Don't know	625	71.7	100.0
Total	872	100.0	
Missing	79		
Total	951		

My division is taking concrete actions to increase racial equity for our communities.

	Frequency	Percent	Cumulative Percent
Strongly agree	89	10.5	10.5
Agree	201	23.6	34.1
Somewhat agree	144	16.9	51.1
Somewhat disagree	27	3.2	54.2
Disagree	38	4.5	58.7
Strongly disagree	21	2.5	61.2
Don't know	330	38.8	100.0
Total	850	100.0	
Missing	101		
Total	951		

My division seeks input and assistance on decision-making from communities of color.

	Frequency	Percent	Cumulative Percent
Strongly agree	128	15.1	15.1
Agree	181	21.3	36.4
Somewhat agree	141	16.6	52.9
Somewhat disagree	34	4.0	56.9
Disagree	44	5.2	62.1
Strongly disagree	22	2.6	64.7
Don't know	300	35.3	100.0
Total	850	100.0	
Missing	101		
Total	951		

My division partners with other institutions and organizations to advance racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	75	8.8	8.8
Agree	173	20.3	29.1
Somewhat agree	115	13.5	42.7
Somewhat disagree	22	2.6	45.2
Disagree	32	3.8	49.0
Strongly disagree	20	2.4	51.4
Don't know	414	48.6	100.0
Total	851	100.0	
Missing	100		
Total	951		

My division is making progress on improving access to services for people of color.

	Frequency	Percent	Cumulative Percent
Strongly agree	74	8.7	8.7
Agree	166	19.6	28.3
Somewhat agree	143	16.8	45.1
Somewhat disagree	29	3.4	48.5
Disagree	36	4.2	52.8
Strongly disagree	19	2.2	55.0
Don't know	382	45.0	100.0
Total	849	100.0	
Missing	102		
Total	951		

My division is making progress on improving access to services for refugees and immigrants.

	Frequency	Percent	Cumulative Percent
Strongly agree	26	3.1	3.1
Agree	73	8.6	11.6
Somewhat agree	68	8.0	19.6
Somewhat disagree	35	4.1	23.8
Disagree	48	5.6	29.4
Strongly disagree	24	2.8	32.2
Don't know	576	67.8	100.0
Total	850	100.0	
Missing	101		
Total	951		

My division is making progress at providing interpretation and translation services for people with limited English.

	Frequency	Percent	Cumulative Percent
Strongly agree	137	16.1	16.1
Agree	263	30.8	46.9
Somewhat agree	146	17.1	64.0
Somewhat disagree	27	3.2	67.2
Disagree	31	3.6	70.8
Strongly disagree	10	1.2	72.0
Don't know	239	28.0	100.0
Total	853	100.0	
Missing	98		
Total	951		

Our organization, overall, has made an explicit commitment to advancing racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	102	12.3	12.3
Agree	249	30.0	42.3
Somewhat agree	162	19.5	61.9
Somewhat disagree	30	3.6	65.5
Disagree	29	3.5	69.0
Strongly disagree	16	1.9	70.9
Don't know	241	29.1	100.0
Total	829	100.0	
Missing	122		
Total	951		

I can identify one or more concrete actions that our organization has taken to address racial inequities in our community.

	Frequency	Percent	Cumulative Percent
Strongly agree	96	11.6	11.6
Agree	219	26.4	37.9
Somewhat agree	164	19.7	57.6
Somewhat disagree	34	4.1	61.7
Disagree	65	7.8	69.6
Strongly disagree	33	4.0	73.5
Don't know	220	26.5	100.0
Total	831	100.0	
Missing	120		
Total	951		

To my knowledge, our overall organizational strategy to advance racial equity has so far included... (check all that apply.)

	Frequency	Cumulative Percent
Engaging community to inform decision-making	375	39.4
Increasing workforce diversity	300	31.5
Participation in the GARE network	276	29.0
Providing staff training on racial equity	215	22.6
Creation of racial equity teams	204	21.5
Allocation of budgetary resources for racial equity efforts	176	18.5
Development of a racial equity vision or mission statement	171	18.0
Making changes to policies, practices and/or procedures	171	18.0
Partnerships with other organizations to drive equitable outcomes	170	17.9
Disaggregated data by race to inform decision-making	131	13.8
Development of a racial equity action plan	113	11.9
Passage of racial equity policies, resolutions, or legislation	109	11.5
Using a racial equity tool to inform decision-making	86	9.0
Other	55	5.8
None of the above	75	7.9

As a whole, our organization is making progress advancing racial equity in the communities across the state.

	Frequency	Percent	Cumulative Percent
Strongly agree	66	8.0	8.0
Agree	229	27.6	35.6
Somewhat agree	229	27.6	63.2
Somewhat disagree	32	3.9	67.1
Disagree	23	2.8	69.8
Strongly disagree	16	1.9	71.8
Don't know	234	28.2	100.0
Total	829	100.0	
Missing	122		
Total	951		

As a whole, our state is making progress advancing racial equity.

	Frequency	Percent	Cumulative Percent
Strongly agree	69	8.3	8.3
Agree	240	29.0	37.3
Somewhat agree	287	34.7	72.0
Somewhat disagree	67	8.1	80.1
Disagree	41	5.0	85.0
Strongly disagree	21	2.5	87.6
Don't know	103	12.4	100.0
Total	828	100.0	
Missing	123		
Total	951		

Appendix C: Racial Equity Employee Survey
California Air Resources Board Disaggregated Results

Disaggregated Results by Race and Ethnicity: Statistically Significant Items

I feel competent in my interactions with people of other races.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	67	23	127	45	31	293
		Percent	33.3%	71.9%	32.9%	45.5%	56.4%	37.9%
	Agree	Count	103	7	158	37	19	324
		Percent	51.2%	21.9%	40.9%	37.4%	34.5%	41.9%
	Somewhat agree	Count	24	2	80	12	5	123
		Percent	11.9%	6.3%	20.7%	12.1%	9.1%	15.9%
	Somewhat disagree	Count	1	0	12	0	0	13
		Percent	0.5%	0.0%	3.1%	0.0%	0.0%	1.7%
	Disagree	Count	3	0	6	3	0	12
		Percent	1.5%	0.0%	1.6%	3.0%	0.0%	1.6%
	Strongly disagree	Count	1	0	1	1	0	3
		Percent	0.5%	0.0%	0.3%	1.0%	0.0%	0.4%
	Don't know	Count	2	0	2	1	0	5
		Percent	1.0%	0.0%	0.5%	1.0%	0.0%	0.6%
Total	Count	201	32	386	99	55	773	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the $p < .001$ level.

I have a basic understanding of concepts related to racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	65	25	110	32	32	264
		Percent	32.3%	78.1%	28.6%	32.3%	58.2%	34.2%
	Agree	Count	100	7	183	47	22	359
		Percent	49.8%	21.9%	47.5%	47.5%	40.0%	46.5%
	Somewhat agree	Count	31	0	76	15	1	123
		Percent	15.4%	0.0%	19.7%	15.2%	1.8%	15.9%
	Somewhat disagree	Count	1	0	7	0	0	8
		Percent	0.5%	0.0%	1.8%	0.0%	0.0%	1.0%
	Disagree	Count	0	0	5	2	0	7
		Percent	0.0%	0.0%	1.3%	2.0%	0.0%	0.9%
	Strongly disagree	Count	0	0	3	0	0	3
		Percent	0.0%	0.0%	0.8%	0.0%	0.0%	0.4%
	Don't know	Count	4	0	1	3	0	8
		Percent	2.0%	0.0%	0.3%	3.0%	0.0%	1.0%
Total	Count	201	32	385	99	55	772	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .001 level.

I can identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, regardless of intention).

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	33	16	73	22	14	158
		Percent	16.4%	47.1%	18.9%	22.2%	25.9%	20.4%
	Agree	Count	61	10	122	32	21	246
		Percent	30.3%	29.4%	31.6%	32.3%	38.9%	31.8%
	Somewhat agree	Count	61	5	100	27	9	202
		Percent	30.3%	14.7%	25.9%	27.3%	16.7%	26.1%
	Somewhat disagree	Count	11	1	26	2	4	44
		Percent	5.5%	2.9%	6.7%	2.0%	7.4%	5.7%
	Disagree	Count	9	0	25	10	4	48
		Percent	4.5%	0.0%	6.5%	10.1%	7.4%	6.2%
	Strongly disagree	Count	4	1	14	2	2	23
		Percent	2.0%	2.9%	3.6%	2.0%	3.7%	3.0%
	Don't know	Count	22	1	26	4	0	53
		Percent	10.9%	2.9%	6.7%	4.0%	0.0%	6.8%
Total	Count	201	34	386	99	54	774	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .05 level.

How many trainings / workshops about racial equity have you attended?

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	None	Count	108	17	142	44	23	334
		Percent	53.7%	51.5%	36.9%	44.4%	41.8%	43.2%
	One or two	Count	73	7	170	35	18	303
		Percent	36.3%	21.2%	44.2%	35.4%	32.7%	39.2%
	Three or more	Count	20	9	73	20	14	136
		Percent	10.0%	27.3%	19.0%	20.2%	25.5%	17.6%
Total	Count	201	33	385	99	55	773	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

I am actively involved in advancing racial equity in my work.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	4	3	24	11	5	47
		Percent	2.0%	8.8%	6.2%	11.2%	9.1%	6.1%
	Agree	Count	25	6	73	20	11	135
		Percent	12.5%	17.6%	19.0%	20.4%	20.0%	17.5%
	Somewhat agree	Count	52	7	119	14	7	199
		Percent	26.0%	20.6%	30.9%	14.3%	12.7%	25.8%
	Somewhat disagree	Count	33	2	46	7	2	90
		Percent	16.5%	5.9%	11.9%	7.1%	3.6%	11.7%
	Disagree	Count	33	6	59	21	17	136
		Percent	16.5%	17.6%	15.3%	21.4%	30.9%	17.6%
	Strongly disagree	Count	17	6	18	7	6	54
		Percent	8.5%	17.6%	4.7%	7.1%	10.9%	7.0%
	Don't know	Count	36	4	46	18	7	111
		Percent	18.0%	11.8%	11.9%	18.4%	12.7%	14.4%
Total	Count	200	34	385	98	55	772	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .001 level.

I have used a racial equity tool on policy, program, or budget decisions.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Yes	Count	18	7	61	10	8	104
		Percent	9.0%	20.6%	15.8%	10.1%	14.5%	13.4%
	No	Count	114	17	239	64	31	465
		Percent	56.7%	50.0%	61.9%	64.6%	56.4%	60.0%
	Don't know	Count	69	10	86	25	16	206
		Percent	34.3%	29.4%	22.3%	25.3%	29.1%	26.6%
Total	Count	201	34	386	99	55	775	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .05 level.

My division is committed to racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	30	2	91	14	9	146
		Percent	15.0%	5.9%	23.6%	14.3%	16.4%	18.9%
	Agree	Count	73	5	132	33	19	262
		Percent	36.5%	14.7%	34.2%	33.7%	34.5%	33.9%
	Somewhat agree	Count	37	11	77	24	12	161
		Percent	18.5%	32.4%	19.9%	24.5%	21.8%	20.8%
	Somewhat disagree	Count	11	4	11	5	4	35
		Percent	5.5%	11.8%	2.8%	5.1%	7.3%	4.5%
	Disagree	Count	9	4	10	4	6	33
		Percent	4.5%	11.8%	2.6%	4.1%	10.9%	4.3%
	Strongly disagree	Count	3	2	12	1	2	20
		Percent	1.5%	5.9%	3.1%	1.0%	3.6%	2.6%
	Don't know	Count	37	6	53	17	3	116
		Percent	18.5%	17.6%	13.7%	17.3%	5.5%	15.0%
Total	Count	200	34	386	98	55	773	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

Employees are encouraged to participate in trainings, workshops, or events about racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	19	3	38	9	3	72
		Percent	9.5%	8.8%	9.9%	9.1%	5.5%	9.3%
	Agree	Count	49	5	84	21	14	173
		Percent	24.4%	14.7%	21.9%	21.2%	25.5%	22.4%
	Somewhat agree	Count	31	5	82	18	4	140
		Percent	15.4%	14.7%	21.4%	18.2%	7.3%	18.1%
	Somewhat disagree	Count	19	3	37	5	8	72
		Percent	9.5%	8.8%	9.6%	5.1%	14.5%	9.3%
	Disagree	Count	26	6	43	16	10	101
		Percent	12.9%	17.6%	11.2%	16.2%	18.2%	13.1%
	Strongly disagree	Count	10	7	17	1	5	40
		Percent	5.0%	20.6%	4.4%	1.0%	9.1%	5.2%
	Don't know	Count	47	5	83	29	11	175
		Percent	23.4%	14.7%	21.6%	29.3%	20.0%	22.6%
Total	Count	201	34	384	99	55	773	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .05 level.

Leadership in my division participates in and supports conversations about racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	21	1	66	8	8	104
		Percent	10.5%	2.9%	17.1%	8.1%	14.5%	13.5%
	Agree	Count	49	6	97	27	13	192
		Percent	24.5%	17.6%	25.2%	27.3%	23.6%	24.8%
	Somewhat agree	Count	36	7	78	17	10	148
		Percent	18.0%	20.6%	20.3%	17.2%	18.2%	19.1%
	Somewhat disagree	Count	19	4	17	8	7	55
		Percent	9.5%	11.8%	4.4%	8.1%	12.7%	7.1%
	Disagree	Count	12	3	24	9	5	53
		Percent	6.0%	8.8%	6.2%	9.1%	9.1%	6.9%
	Strongly disagree	Count	7	6	17	2	4	36
		Percent	3.5%	17.6%	4.4%	2.0%	7.3%	4.7%
	Don't know	Count	56	7	86	28	8	185
		Percent	28.0%	20.6%	22.3%	28.3%	14.5%	23.9%
Total		Count	200	34	385	99	55	773
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	16	1	50	6	7	80
		Percent	8.0%	2.9%	13.1%	6.1%	12.7%	10.4%
	Agree	Count	57	7	96	25	12	197
		Percent	28.5%	20.6%	25.1%	25.3%	21.8%	25.6%
	Somewhat agree	Count	38	5	88	13	12	156
		Percent	19.0%	14.7%	23.0%	13.1%	21.8%	20.2%
	Somewhat disagree	Count	20	3	33	11	10	77
		Percent	10.0%	8.8%	8.6%	11.1%	18.2%	10.0%
	Disagree	Count	18	6	36	15	4	79
		Percent	9.0%	17.6%	9.4%	15.2%	7.3%	10.2%
	Strongly disagree	Count	11	9	23	5	6	54
		Percent	5.5%	26.5%	6.0%	5.1%	10.9%	7.0%
	Don't know	Count	40	3	57	24	4	128
		Percent	20.0%	8.8%	14.9%	24.2%	7.3%	16.6%
Total		Count	200	34	383	99	55	771
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

The racial demographics of employees within my division reflect the diversity of our community.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	26	1	49	16	8	100
		Percent	12.9%	2.9%	12.7%	16.2%	14.5%	12.9%
	Agree	Count	53	4	96	21	17	191
		Percent	26.4%	11.8%	24.9%	21.2%	30.9%	24.7%
	Somewhat agree	Count	52	9	83	20	10	174
		Percent	25.9%	26.5%	21.6%	20.2%	18.2%	22.5%
	Somewhat disagree	Count	23	5	53	20	5	106
		Percent	11.4%	14.7%	13.8%	20.2%	9.1%	13.7%
	Disagree	Count	19	7	60	16	7	109
		Percent	9.5%	20.6%	15.6%	16.2%	12.7%	14.1%
	Strongly disagree	Count	11	8	29	5	6	59
		Percent	5.5%	23.5%	7.5%	5.1%	10.9%	7.6%
	Don't know	Count	17	0	15	1	2	35
		Percent	8.5%	0.0%	3.9%	1.0%	3.6%	4.5%
Total								
	Count	201	34	385	99	55	774	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

My division is taking concrete actions to improve workforce equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	11	0	20	8	2	41
		Percent	5.5%	0.0%	5.2%	8.1%	3.6%	5.3%
	Agree	Count	37	7	61	15	10	130
		Percent	18.4%	20.6%	15.8%	15.2%	18.2%	16.8%
	Somewhat agree	Count	37	3	81	18	6	145
		Percent	18.4%	8.8%	21.0%	18.2%	10.9%	18.7%
	Somewhat disagree	Count	16	5	10	10	5	46
		Percent	8.0%	14.7%	2.6%	10.1%	9.1%	5.9%
	Disagree	Count	13	6	21	5	6	51
		Percent	6.5%	17.6%	5.5%	5.1%	10.9%	6.6%
	Strongly disagree	Count	4	3	14	1	3	25
		Percent	2.0%	8.8%	3.6%	1.0%	5.5%	3.2%
	Don't know	Count	83	10	178	42	23	336
		Percent	41.3%	29.4%	46.2%	42.4%	41.8%	43.4%
Total								
	Count	201	34	385	99	55	774	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

The results of my division’s contracting and procurement equitably benefit the racial diversity of our community.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	11	0	7	7	4	29
		Percent	5.5%	0.0%	1.8%	7.1%	7.3%	3.8%
	Agree	Count	33	1	32	11	6	83
		Percent	16.5%	2.9%	8.3%	11.1%	10.9%	10.8%
	Somewhat agree	Count	20	3	25	8	4	60
		Percent	10.0%	8.8%	6.5%	8.1%	7.3%	7.8%
	Somewhat disagree	Count	6	3	9	4	3	25
		Percent	3.0%	8.8%	2.3%	4.0%	5.5%	3.2%
	Disagree	Count	5	4	14	9	3	35
		Percent	2.5%	11.8%	3.6%	9.1%	5.5%	4.5%
	Strongly disagree	Count	3	2	6	1	1	13
		Percent	1.5%	5.9%	1.6%	1.0%	1.8%	1.7%
	Don't know	Count	122	21	291	59	34	527
		Percent	61.0%	61.8%	75.8%	59.6%	61.8%	68.3%
Total		Count	200	34	384	99	55	772
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

My division is taking concrete actions to increase equity in its contracting and procurement practices.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	10	0	8	5	3	26
		Percent	5.1%	0.0%	2.1%	5.1%	5.5%	3.4%
	Agree	Count	31	3	26	9	5	74
		Percent	15.7%	8.8%	6.8%	9.1%	9.1%	9.6%
	Somewhat agree	Count	17	1	22	5	5	50
		Percent	8.6%	2.9%	5.7%	5.1%	9.1%	6.5%
	Somewhat disagree	Count	6	1	3	3	2	15
		Percent	3.0%	2.9%	0.8%	3.0%	3.6%	2.0%
	Disagree	Count	4	2	14	8	2	30
		Percent	2.0%	5.9%	3.7%	8.1%	3.6%	3.9%
	Strongly disagree	Count	3	2	6	1	2	14
		Percent	1.5%	5.9%	1.6%	1.0%	3.6%	1.8%
	Don't know	Count	127	25	304	68	36	560
		Percent	64.1%	73.5%	79.4%	68.7%	65.5%	72.8%
Total		Count	198	34	383	99	55	769
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .05 level.

My division seeks input and assistance on decision-making from communities of color.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	16	4	78	12	12	122
		Percent	8.0%	11.8%	20.3%	12.4%	21.8%	15.9%
	Agree	Count	46	3	85	16	14	164
		Percent	23.1%	8.8%	22.1%	16.5%	25.5%	21.3%
	Somewhat agree	Count	30	6	67	18	10	131
		Percent	15.1%	17.6%	17.4%	18.6%	18.2%	17.0%
	Somewhat disagree	Count	7	1	10	8	5	31
		Percent	3.5%	2.9%	2.6%	8.2%	9.1%	4.0%
	Disagree	Count	6	5	15	3	6	35
		Percent	3.0%	14.7%	3.9%	3.1%	10.9%	4.6%
	Strongly disagree	Count	4	2	9	1	2	18
		Percent	2.0%	5.9%	2.3%	1.0%	3.6%	2.3%
	Don't know	Count	90	13	120	39	6	268
		Percent	45.2%	38.2%	31.3%	40.2%	10.9%	34.9%
Total	Count	199	34	384	97	55	769	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .001 level.

My division partners with other institutions and organizations to advance racial equity.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	10	4	42	7	8	71
		Percent	5.0%	11.8%	10.9%	7.2%	14.5%	9.2%
	Agree	Count	32	7	93	15	12	159
		Percent	16.0%	20.6%	24.2%	15.5%	21.8%	20.6%
	Somewhat agree	Count	25	2	52	18	5	102
		Percent	12.5%	5.9%	13.5%	18.6%	9.1%	13.2%
	Somewhat disagree	Count	8	0	7	3	3	21
		Percent	4.0%	0.0%	1.8%	3.1%	5.5%	2.7%
	Disagree	Count	5	5	12	2	4	28
		Percent	2.5%	14.7%	3.1%	2.1%	7.3%	3.6%
	Strongly disagree	Count	3	4	8	1	2	18
		Percent	1.5%	11.8%	2.1%	1.0%	3.6%	2.3%
	Don't know	Count	117	12	170	51	21	371
		Percent	58.5%	35.3%	44.3%	52.6%	38.2%	48.2%
Total		Count	200	34	384	97	55	770
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

My division is making progress on improving access to services for people of color.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	11	3	43	7	6	70
		Percent	5.5%	9.1%	11.3%	7.1%	10.9%	9.1%
	Agree	Count	39	5	78	15	13	150
		Percent	19.6%	15.2%	20.4%	15.2%	23.6%	19.5%
	Somewhat agree	Count	40	2	69	17	10	138
		Percent	20.1%	6.1%	18.1%	17.2%	18.2%	18.0%
	Somewhat disagree	Count	8	2	11	2	3	26
		Percent	4.0%	6.1%	2.9%	2.0%	5.5%	3.4%
	Disagree	Count	4	4	11	4	6	29
		Percent	2.0%	12.1%	2.9%	4.0%	10.9%	3.8%
	Strongly disagree	Count	4	4	5	1	2	16
		Percent	2.0%	12.1%	1.3%	1.0%	3.6%	2.1%
	Don't know	Count	93	13	165	53	15	339
		Percent	46.7%	39.4%	43.2%	53.5%	27.3%	44.1%
Total								
	Count	199	33	382	99	55	768	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

My division is making progress on improving access to services for refugees and immigrants.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	5	2	8	5	5	25
		Percent	2.5%	5.9%	2.1%	5.2%	9.1%	3.3%
	Agree	Count	17	4	35	4	7	67
		Percent	8.5%	11.8%	9.1%	4.2%	12.7%	8.7%
	Somewhat agree	Count	18	4	36	5	3	66
		Percent	9.0%	11.8%	9.4%	5.2%	5.5%	8.6%
	Somewhat disagree	Count	11	3	10	7	2	33
		Percent	5.5%	8.8%	2.6%	7.3%	3.6%	4.3%
	Disagree	Count	7	1	15	11	8	42
		Percent	3.5%	2.9%	3.9%	11.5%	14.5%	5.5%
	Strongly disagree	Count	4	1	13	0	1	19
		Percent	2.0%	2.9%	3.4%	0.0%	1.8%	2.5%
	Don't know	Count	137	19	267	64	29	516
		Percent	68.8%	55.9%	69.5%	66.7%	52.7%	67.2%
Total	Count	199	34	384	96	55	768	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

My division is making progress at providing interpretation and translation services for people with limited English.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	17	4	76	16	13	126
		Percent	8.5%	11.8%	19.8%	16.3%	23.6%	16.3%
	Agree	Count	59	16	112	42	15	244
		Percent	29.5%	47.1%	29.2%	42.9%	27.3%	31.6%
	Somewhat agree	Count	33	0	74	15	9	131
		Percent	16.5%	0.0%	19.3%	15.3%	16.4%	17.0%
	Somewhat disagree	Count	5	3	11	3	2	24
		Percent	2.5%	8.8%	2.9%	3.1%	3.6%	3.1%
	Disagree	Count	9	1	13	3	2	28
		Percent	4.5%	2.9%	3.4%	3.1%	3.6%	3.6%
	Strongly disagree	Count	2	1	3	1	1	8
		Percent	1.0%	2.9%	0.8%	1.0%	1.8%	1.0%
Don't know	Count	75	9	95	18	13	210	
	Percent	37.5%	26.5%	24.7%	18.4%	23.6%	27.2%	
Total	Count	200	34	384	98	55	771	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

I can identify one or more concrete actions that our organization has taken to address racial inequities in our community.

			Race and Ethnicity					Total
			Asian or Asian American	Black or African American	White	LatinX	Multiracial	
	Strongly agree	Count	17	3	57	8	8	93
		Percent	8.5%	8.8%	14.9%	8.1%	14.5%	12.1%
	Agree	Count	47	8	112	22	18	207
		Percent	23.5%	23.5%	29.2%	22.2%	32.7%	26.8%
	Somewhat agree	Count	36	8	75	23	14	156
		Percent	18.0%	23.5%	19.6%	23.2%	25.5%	20.2%
	Somewhat disagree	Count	14	2	10	3	1	30
		Percent	7.0%	5.9%	2.6%	3.0%	1.8%	3.9%
	Disagree	Count	8	4	30	14	3	59
		Percent	4.0%	11.8%	7.8%	14.1%	5.5%	7.7%
	Strongly disagree	Count	7	4	12	2	4	29
		Percent	3.5%	11.8%	3.1%	2.0%	7.3%	3.8%
	Don't know	Count	71	5	87	27	7	197
		Percent	35.5%	14.7%	22.7%	27.3%	12.7%	25.6%
Total								
	Count	200	34	383	99	55	771	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Statistically significant differences detected at the p < .01 level.

Disaggregated Results by Supervisory Status: Statistically Significant Items

How many trainings / workshops about racial equity have you attended?

			Do you manage or supervise people?		Total
			Yes	No	
	None	Count	51	300	351
		Percent	29.3%	46.9%	43.2%
	One or two	Count	79	237	316
		Percent	45.4%	37.1%	38.9%
	Three or more	Count	44	102	146
		Percent	25.3%	16.0%	18.0%
Total	Count		174	639	813
	Percent		100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

I am actively involved in advancing racial equity in my work.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	18	31	49
		Percent	10.4%	4.9%	6.0%
	Agree	Count	53	88	141
		Percent	30.6%	13.8%	17.4%
	Somewhat agree	Count	51	153	204
		Percent	29.5%	24.0%	25.2%
	Somewhat disagree	Count	13	79	92
		Percent	7.5%	12.4%	11.3%
	Disagree	Count	18	130	148
		Percent	10.4%	20.4%	18.2%
	Strongly disagree	Count	6	52	58
		Percent	3.5%	8.2%	7.2%
	Don't know	Count	14	105	119
		Percent	8.1%	16.5%	14.7%
Total	Count		173	638	811
	Percent		100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

My division is committed to racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	33	116	149
		Percent	19.2%	18.1%	18.3%
	Agree	Count	67	213	280
		Percent	39.0%	33.2%	34.4%
	Somewhat agree	Count	44	124	168
		Percent	25.6%	19.3%	20.7%
	Somewhat disagree	Count	7	29	36
		Percent	4.1%	4.5%	4.4%
	Disagree	Count	3	31	34
		Percent	1.7%	4.8%	4.2%
	Strongly disagree	Count	5	19	24
		Percent	2.9%	3.0%	3.0%
	Don't know	Count	13	109	122
		Percent	7.6%	17.0%	15.0%
Total	Count		172	641	813
	Percent		100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .05 level.

My division has taken steps to reduce racial inequities, including but not limited to workforce issues.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	15	32	47
		Percent	8.7%	5.0%	5.8%
	Agree	Count	34	114	148
		Percent	19.7%	17.8%	18.2%
	Somewhat agree	Count	41	97	138
		Percent	23.7%	15.1%	17.0%
	Somewhat disagree	Count	21	46	67
		Percent	12.1%	7.2%	8.2%
	Disagree	Count	19	48	67
		Percent	11.0%	7.5%	8.2%
	Strongly disagree	Count	3	31	34
		Percent	1.7%	4.8%	4.2%
	Don't know	Count	40	273	313
		Percent	23.1%	42.6%	38.5%
Total		Count	173	641	814
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

As a whole, my division is making progress towards achieving racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	10	39	49
		Percent	5.7%	6.1%	6.0%
	Agree	Count	40	128	168
		Percent	23.0%	20.0%	20.6%
	Somewhat agree	Count	58	142	200
		Percent	33.3%	22.2%	24.5%
	Somewhat disagree	Count	14	36	50
		Percent	8.0%	5.6%	6.1%
	Disagree	Count	8	44	52
		Percent	4.6%	6.9%	6.4%
	Strongly disagree	Count	5	21	26
		Percent	2.9%	3.3%	3.2%
	Don't know	Count	39	231	270
		Percent	22.4%	36.0%	33.1%
Total		Count	174	641	815
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

My division provides resources for addressing racial inequities and achieving racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	13	27	40
		Percent	7.5%	4.2%	4.9%
	Agree	Count	26	116	142
		Percent	15.0%	18.2%	17.5%
	Somewhat agree	Count	45	105	150
		Percent	26.0%	16.4%	18.5%
	Somewhat disagree	Count	35	63	98
		Percent	20.2%	9.9%	12.1%
	Disagree	Count	21	85	106
		Percent	12.1%	13.3%	13.1%
	Strongly disagree	Count	9	45	54
		Percent	5.2%	7.0%	6.7%
	Don't know	Count	24	198	222
		Percent	13.9%	31.0%	27.3%
Total		Count	173	639	812
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

Employees are encouraged to participate in trainings, workshops, or events about racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	23	55	78
		Percent	13.2%	8.6%	9.6%
	Agree	Count	44	139	183
		Percent	25.3%	21.8%	22.5%
	Somewhat agree	Count	42	104	146
		Percent	24.1%	16.3%	18.0%
	Somewhat disagree	Count	19	54	73
		Percent	10.9%	8.5%	9.0%
	Disagree	Count	20	84	104
		Percent	11.5%	13.1%	12.8%
	Strongly disagree	Count	5	39	44
		Percent	2.9%	6.1%	5.4%
	Don't know	Count	21	164	185
		Percent	12.1%	25.7%	22.8%
Total		Count	174	639	813
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the $p < .01$ level.

My division provides racial equity training for all staff, including leadership.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	11	35	46
		Percent	6.3%	5.5%	5.7%
	Agree	Count	29	81	110
		Percent	16.7%	12.7%	13.5%
	Somewhat agree	Count	39	77	116
		Percent	22.4%	12.1%	14.3%
	Somewhat disagree	Count	20	58	78
		Percent	11.5%	9.1%	9.6%
	Disagree	Count	35	91	126
		Percent	20.1%	14.3%	15.5%
	Strongly disagree	Count	11	58	69
		Percent	6.3%	9.1%	8.5%
	Don't know	Count	29	238	267
		Percent	16.7%	37.3%	32.9%
Total		Count	174	638	812
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

Leadership in my division participates in and supports conversations about racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	33	74	107
		Percent	19.1%	11.6%	13.2%
	Agree	Count	55	152	207
		Percent	31.8%	23.8%	25.5%
	Somewhat agree	Count	38	115	153
		Percent	22.0%	18.0%	18.8%
	Somewhat disagree	Count	13	44	57
		Percent	7.5%	6.9%	7.0%
	Disagree	Count	7	47	54
		Percent	4.0%	7.3%	6.6%
	Strongly disagree	Count	6	34	40
		Percent	3.5%	5.3%	4.9%
	Don't know	Count	21	174	195
		Percent	12.1%	27.2%	24.0%
Total		Count	173	640	813
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .001 level.

Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.

			Do you manage or supervise people?		
			Yes	No	Total
	Strongly agree	Count	27	58	85
		Percent	15.5%	9.1%	10.5%
	Agree	Count	56	155	211
		Percent	32.2%	24.3%	26.0%
	Somewhat agree	Count	41	119	160
		Percent	23.6%	18.7%	19.7%
	Somewhat disagree	Count	16	63	79
		Percent	9.2%	9.9%	9.7%
	Disagree	Count	12	69	81
		Percent	6.9%	10.8%	10.0%
	Strongly disagree	Count	7	52	59
		Percent	4.0%	8.2%	7.3%
	Don't know	Count	15	121	136
		Percent	8.6%	19.0%	16.8%
Total		Count	174	637	811
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

My division is taking concrete actions to improve workforce equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	5	37	42
		Percent	2.9%	5.8%	5.2%
	Agree	Count	39	97	136
		Percent	22.4%	15.2%	16.7%
	Somewhat agree	Count	45	104	149
		Percent	25.9%	16.3%	18.3%
	Somewhat disagree	Count	13	35	48
		Percent	7.5%	5.5%	5.9%
	Disagree	Count	12	43	55
		Percent	6.9%	6.7%	6.8%
	Strongly disagree	Count	6	24	30
		Percent	3.4%	3.8%	3.7%
	Don't know	Count	54	300	354
		Percent	31.0%	46.9%	43.5%
Total		Count	174	640	814
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

My division seeks input and assistance on decision-making from communities of color.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	39	85	124
		Percent	22.8%	13.3%	15.3%
	Agree	Count	31	143	174
		Percent	18.1%	22.4%	21.5%
	Somewhat agree	Count	34	101	135
		Percent	19.9%	15.8%	16.7%
	Somewhat disagree	Count	7	26	33
		Percent	4.1%	4.1%	4.1%
	Disagree	Count	12	29	41
		Percent	7.0%	4.5%	5.1%
	Strongly disagree	Count	2	18	20
		Percent	1.2%	2.8%	2.5%
	Don't know	Count	46	236	282
		Percent	26.9%	37.0%	34.9%
Total		Count	171	638	809
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

My division partners with other institutions and organizations to advance racial equity.

			Do you manage or supervise people?		Total
			Yes	No	
	Strongly agree	Count	23	50	73
		Percent	13.5%	7.8%	9.0%
	Agree	Count	45	120	165
		Percent	26.3%	18.8%	20.4%
	Somewhat agree	Count	29	79	108
		Percent	17.0%	12.4%	13.3%
	Somewhat disagree	Count	5	16	21
		Percent	2.9%	2.5%	2.6%
	Disagree	Count	8	23	31
		Percent	4.7%	3.6%	3.8%
	Strongly disagree	Count	2	17	19
		Percent	1.2%	2.7%	2.3%
	Don't know	Count	59	334	393
		Percent	34.5%	52.3%	48.5%
Total		Count	171	639	810
		Percent	100.0%	100.0%	100.0%

Note: Statistically significant differences detected at the p < .01 level.

Appendix D: Racial Equity Employee Survey
California Air Resources Board Division Results

I think it is valuable to examine and discuss the impacts of race.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	44	36	65	35	53	53	42	63	20	16	26	41	26	520
		Percent	44.4%	55.4%	73.0%	47.9%	53.5%	60.9%	51.9%	60.0%	33.3%	43.2%	59.1%	62.1%	66.7%	55.1%
	Agree	Count	36	21	18	26	24	23	25	29	26	11	14	19	11	283
		Percent	36.4%	32.3%	20.2%	35.6%	24.2%	26.4%	30.9%	27.6%	43.3%	29.7%	31.8%	28.8%	28.2%	30.0%
	Somewhat agree	Count	9	6	5	9	12	8	11	9	10	5	1	5	2	92
		Percent	9.1%	9.2%	5.6%	12.3%	12.1%	9.2%	13.6%	8.6%	16.7%	13.5%	2.3%	7.6%	5.1%	9.7%
	Somewhat disagree	Count	3	0	0	1	5	0	0	1	0	0	0	0	0	10
		Percent	3.0%	0.0%	0.0%	1.4%	5.1%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%
	Disagree	Count	4	0	0	2	4	0	0	0	0	3	0	1	0	14
		Percent	4.0%	0.0%	0.0%	2.7%	4.0%	0.0%	0.0%	0.0%	0.0%	8.1%	0.0%	1.5%	0.0%	1.5%
	Strongly disagree	Count	1	2	0	0	1	0	2	1	1	2	1	0	0	11
		Percent	1.0%	3.1%	0.0%	0.0%	1.0%	0.0%	2.5%	1.0%	1.7%	5.4%	2.3%	0.0%	0.0%	1.2%
	Don't know	Count	2	0	1	0	0	3	1	2	3	0	2	0	0	14
		Percent	2.0%	0.0%	1.1%	0.0%	0.0%	3.4%	1.2%	1.9%	5.0%	0.0%	4.5%	0.0%	0.0%	1.5%
Total		Count	99	65	89	73	99	87	81	105	60	37	44	66	39	944
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

I feel competent in my interactions with people of other races.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	38	32	25	37	45	25	33	49	25	23	9	14	16	371
		Percent	38.4%	49.2%	28.4%	50.7%	45.0%	28.7%	41.3%	46.7%	41.7%	62.2%	20.5%	21.2%	41.0%	39.3%
	Agree	Count	46	24	38	29	41	40	29	36	25	10	22	32	19	391
		Percent	46.5%	36.9%	43.2%	39.7%	41.0%	46.0%	36.3%	34.3%	41.7%	27.0%	50.0%	48.5%	48.7%	41.5%
	Somewhat agree	Count	13	8	21	6	11	17	14	18	9	2	6	13	4	142
		Percent	13.1%	12.3%	23.9%	8.2%	11.0%	19.5%	17.5%	17.1%	15.0%	5.4%	13.6%	19.7%	10.3%	15.1%
	Somewhat disagree	Count	0	0	2	0	2	2	0	0	1	1	3	5	0	16
		Percent	0.0%	0.0%	2.3%	0.0%	2.0%	2.3%	0.0%	0.0%	1.7%	2.7%	6.8%	7.6%	0.0%	1.7%
	Disagree	Count	2	0	1	0	1	0	2	1	0	0	3	2	0	12
		Percent	2.0%	0.0%	1.1%	0.0%	1.0%	0.0%	2.5%	1.0%	0.0%	0.0%	6.8%	3.0%	0.0%	1.3%
	Strongly disagree	Count	0	1	0	0	0	0	1	1	0	0	0	0	0	3
		Percent	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	1.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
	Don't know	Count	0	0	1	1	0	3	1	0	0	1	1	0	0	8
		Percent	0.0%	0.0%	1.1%	1.4%	0.0%	3.4%	1.3%	0.0%	0.0%	2.7%	2.3%	0.0%	0.0%	0.8%
Total	Count		99	65	88	73	100	87	80	105	60	37	44	66	39	943
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .01 level.

I have a basic understanding of concepts related to racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	32	31	27	27	34	34	32	39	16	16	7	18	10	323
		Percent	32.3%	47.7%	30.3%	37.5%	34.0%	39.1%	40.0%	37.1%	26.7%	43.2%	15.9%	27.3%	26.3%	34.3%
	Agree	Count	45	27	42	35	52	35	31	47	34	15	31	34	22	450
		Percent	45.5%	41.5%	47.2%	48.6%	52.0%	40.2%	38.8%	44.8%	56.7%	40.5%	70.5%	51.5%	57.9%	47.8%
	Somewhat agree	Count	20	6	14	9	11	15	14	17	6	4	3	14	5	138
		Percent	20.2%	9.2%	15.7%	12.5%	11.0%	17.2%	17.5%	16.2%	10.0%	10.8%	6.8%	21.2%	13.2%	14.6%
	Somewhat disagree	Count	0	0	2	0	1	1	0	0	1	1	1	0	0	7
		Percent	0.0%	0.0%	2.2%	0.0%	1.0%	1.1%	0.0%	0.0%	1.7%	2.7%	2.3%	0.0%	0.0%	0.7%
	Disagree	Count	1	1	2	0	0	0	1	1	1	0	0	0	0	7
		Percent	1.0%	1.5%	2.2%	0.0%	0.0%	0.0%	1.3%	1.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.7%
	Strongly disagree	Count	0	0	0	0	1	0	1	1	0	1	0	0	0	4
		Percent	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.3%	1.0%	0.0%	2.7%	0.0%	0.0%	0.0%	0.4%
	Don't know	Count	1	0	2	1	1	2	1	0	2	0	2	0	1	13
		Percent	1.0%	0.0%	2.2%	1.4%	1.0%	2.3%	1.3%	0.0%	3.3%	0.0%	4.5%	0.0%	2.6%	1.4%
Total	Count		99	65	89	72	100	87	80	105	60	37	44	66	38	942
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

How many trainings / workshops about racial equity have you attended?

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	None	Count	47	29	34	38	47	50	35	45	28	16	16	18	19	422
		Percent	48.0%	44.6%	38.2%	52.1%	47.0%	57.5%	43.8%	42.9%	46.7%	43.2%	36.4%	27.3%	48.7%	44.8%
	One or two	Count	43	21	38	25	35	25	31	35	22	12	20	28	16	351
		Percent	43.9%	32.3%	42.7%	34.2%	35.0%	28.7%	38.8%	33.3%	36.7%	32.4%	45.5%	42.4%	41.0%	37.2%
	Three or more	Count	8	15	17	10	18	12	14	25	10	9	8	20	4	170
		Percent	8.2%	23.1%	19.1%	13.7%	18.0%	13.8%	17.5%	23.8%	16.7%	24.3%	18.2%	30.3%	10.3%	18.0%
Total	Count		98	65	89	73	100	87	80	105	60	37	44	66	39	943
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

I can identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, regardless of intention).

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	12	18	28	12	22	19	8	24	6	8	9	15	9	190
		Percent	12.2%	27.7%	31.5%	16.7%	22.0%	21.8%	9.9%	22.9%	10.0%	21.6%	20.5%	22.7%	23.1%	20.1%
	Agree	Count	44	17	28	21	30	22	27	38	19	10	15	20	11	302
		Percent	44.9%	26.2%	31.5%	29.2%	30.0%	25.3%	33.3%	36.2%	31.7%	27.0%	34.1%	30.3%	28.2%	32.0%
	Somewhat agree	Count	18	13	18	20	28	34	25	29	13	7	12	17	12	246
		Percent	18.4%	20.0%	20.2%	27.8%	28.0%	39.1%	30.9%	27.6%	21.7%	18.9%	27.3%	25.8%	30.8%	26.1%
	Somewhat disagree	Count	5	3	5	2	5	5	2	7	4	2	1	8	1	50
		Percent	5.1%	4.6%	5.6%	2.8%	5.0%	5.7%	2.5%	6.7%	6.7%	5.4%	2.3%	12.1%	2.6%	5.3%
	Disagree	Count	10	3	4	8	4	2	8	0	5	4	3	1	3	55
		Percent	10.2%	4.6%	4.5%	11.1%	4.0%	2.3%	9.9%	0.0%	8.3%	10.8%	6.8%	1.5%	7.7%	5.8%
	Strongly disagree	Count	2	6	0	1	5	0	4	5	3	3	1	1	2	33
		Percent	2.0%	9.2%	0.0%	1.4%	5.0%	0.0%	4.9%	4.8%	5.0%	8.1%	2.3%	1.5%	5.1%	3.5%
	Don't know	Count	7	5	6	8	6	5	7	2	10	3	3	4	1	67
		Percent	7.1%	7.7%	6.7%	11.1%	6.0%	5.7%	8.6%	1.9%	16.7%	8.1%	6.8%	6.1%	2.6%	7.1%
Total	Count	98	65	89	72	100	87	81	105	60	37	44	66	39	943	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

[If you know how to identify examples of institutionalized racism] I have the tools to address institutional racism in my workplace.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	4	3	3	5	6	2	4	5	2	5	1	0	0	40
		Percent	5.3%	6.3%	4.1%	9.3%	7.5%	2.7%	6.7%	5.5%	5.3%	20.0%	2.8%	0.0%	0.0%	5.4%
	Agree	Count	13	6	13	7	22	6	11	16	6	0	1	10	6	117
		Percent	17.3%	12.5%	17.8%	13.0%	27.5%	8.0%	18.3%	17.6%	15.8%	0.0%	2.8%	19.2%	18.8%	15.8%
	Somewhat agree	Count	23	15	31	16	17	15	23	27	7	4	13	16	8	215
		Percent	30.7%	31.3%	42.5%	29.6%	21.3%	20.0%	38.3%	29.7%	18.4%	16.0%	36.1%	30.8%	25.0%	29.1%
	Somewhat disagree	Count	12	5	11	5	6	14	5	14	10	2	8	12	4	108
		Percent	16.0%	10.4%	15.1%	9.3%	7.5%	18.7%	8.3%	15.4%	26.3%	8.0%	22.2%	23.1%	12.5%	14.6%
	Disagree	Count	11	7	5	9	13	16	8	12	4	1	7	7	6	106
		Percent	14.7%	14.6%	6.8%	16.7%	16.3%	21.3%	13.3%	13.2%	10.5%	4.0%	19.4%	13.5%	18.8%	14.3%
	Strongly disagree	Count	2	4	6	7	7	4	3	3	3	2	2	3	3	49
		Percent	2.7%	8.3%	8.2%	13.0%	8.8%	5.3%	5.0%	3.3%	7.9%	8.0%	5.6%	5.8%	9.4%	6.6%
	Don't know	Count	10	8	4	5	9	18	6	14	6	11	4	4	5	104
		Percent	13.3%	16.7%	5.5%	9.3%	11.3%	24.0%	10.0%	15.4%	15.8%	44.0%	11.1%	7.7%	15.6%	14.1%
Total	Count		75	48	73	54	80	75	60	91	38	25	36	52	32	739
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .01 level.

I feel comfortable talking about race.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	21	18	19	15	22	13	12	25	6	7	3	14	6	181
		Percent	21.2%	27.7%	21.3%	20.5%	22.0%	14.9%	14.8%	23.8%	10.0%	18.9%	6.8%	21.2%	15.4%	19.2%
	Agree	Count	30	24	40	31	31	19	33	35	20	13	19	23	14	332
		Percent	30.3%	36.9%	44.9%	42.5%	31.0%	21.8%	40.7%	33.3%	33.3%	35.1%	43.2%	34.8%	35.9%	35.1%
	Somewhat agree	Count	24	13	21	16	22	21	19	17	19	9	5	21	10	217
		Percent	24.2%	20.0%	23.6%	21.9%	22.0%	24.1%	23.5%	16.2%	31.7%	24.3%	11.4%	31.8%	25.6%	23.0%
	Somewhat disagree	Count	12	2	6	3	12	15	8	14	4	4	7	3	5	95
		Percent	12.1%	3.1%	6.7%	4.1%	12.0%	17.2%	9.9%	13.3%	6.7%	10.8%	15.9%	4.5%	12.8%	10.1%
	Disagree	Count	8	5	2	2	6	7	4	10	7	2	6	2	2	63
		Percent	8.1%	7.7%	2.2%	2.7%	6.0%	8.0%	4.9%	9.5%	11.7%	5.4%	13.6%	3.0%	5.1%	6.7%
	Strongly disagree	Count	0	2	1	5	7	6	4	3	1	2	2	2	1	36
		Percent	0.0%	3.1%	1.1%	6.8%	7.0%	6.9%	4.9%	2.9%	1.7%	5.4%	4.5%	3.0%	2.6%	3.8%
	Don't know	Count	4	1	0	1	0	6	1	1	3	0	2	1	1	21
		Percent	4.0%	1.5%	0.0%	1.4%	0.0%	6.9%	1.2%	1.0%	5.0%	0.0%	4.5%	1.5%	2.6%	2.2%
Total	Count		99	65	89	73	100	87	81	105	60	37	44	66	39	945
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .05 level.

I am actively involved in advancing racial equity in my work.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	5	3	16	3	8	0	1	9	0	4	3	4	1	57
		Percent	5.1%	4.6%	18.2%	4.2%	8.0%	0.0%	1.3%	8.6%	0.0%	11.1%	6.8%	6.2%	2.6%	6.1%
	Agree	Count	15	15	17	9	16	11	19	26	7	3	6	18	5	167
		Percent	15.3%	23.1%	19.3%	12.5%	16.0%	12.6%	23.8%	24.8%	11.9%	8.3%	13.6%	27.7%	12.8%	17.8%
	Somewhat agree	Count	30	14	26	17	19	17	20	24	13	7	13	24	10	234
		Percent	30.6%	21.5%	29.5%	23.6%	19.0%	19.5%	25.0%	22.9%	22.0%	19.4%	29.5%	36.9%	25.6%	24.9%
	Somewhat disagree	Count	11	10	11	6	9	9	10	10	7	2	6	8	6	105
		Percent	11.2%	15.4%	12.5%	8.3%	9.0%	10.3%	12.5%	9.5%	11.9%	5.6%	13.6%	12.3%	15.4%	11.2%
	Disagree	Count	19	9	8	16	21	26	11	16	10	10	9	3	8	166
		Percent	19.4%	13.8%	9.1%	22.2%	21.0%	29.9%	13.8%	15.2%	16.9%	27.8%	20.5%	4.6%	20.5%	17.7%
	Strongly disagree	Count	6	5	3	8	12	5	3	6	7	2	2	3	2	64
		Percent	6.1%	7.7%	3.4%	11.1%	12.0%	5.7%	3.8%	5.7%	11.9%	5.6%	4.5%	4.6%	5.1%	6.8%
	Don't know	Count	12	9	7	13	15	19	16	14	15	8	5	5	7	145
		Percent	12.2%	13.8%	8.0%	18.1%	15.0%	21.8%	20.0%	13.3%	25.4%	22.2%	11.4%	7.7%	17.9%	15.5%
Total	Count	98	65	88	72	100	87	80	105	59	36	44	65	39	938	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

I have used a racial equity tool on policy, program, or budget decisions.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Yes	Count	5	5	22	0	11	11	7	25	4	3	7	16	5	121
		Percent	5.1%	7.7%	25.3%	0.0%	11.0%	12.6%	8.8%	24.0%	6.8%	8.3%	15.9%	24.2%	12.8%	12.9%
	No	Count	71	36	44	48	63	61	49	42	32	24	24	35	25	554
		Percent	71.7%	55.4%	50.6%	65.8%	63.0%	70.1%	61.3%	40.4%	54.2%	66.7%	54.5%	53.0%	64.1%	59.0%
	Don't know	Count	23	24	21	25	26	15	24	37	23	9	13	15	9	264
		Percent	23.2%	36.9%	24.1%	34.2%	26.0%	17.2%	30.0%	35.6%	39.0%	25.0%	29.5%	22.7%	23.1%	28.1%
Total	Count		99	65	87	73	100	87	80	104	59	36	44	66	39	939
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

My division is committed to racial equity.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	19	11	22	18	18	13	10	16	5	8	3	19	9	171
		Percent	20.4%	18.0%	26.2%	25.4%	18.9%	15.5%	12.8%	15.8%	8.6%	22.9%	6.8%	29.2%	24.3%	18.9%
	Agree	Count	40	26	35	20	29	18	32	27	26	12	16	24	12	317
		Percent	43.0%	42.6%	41.7%	28.2%	30.5%	21.4%	41.0%	26.7%	44.8%	34.3%	36.4%	36.9%	32.4%	35.0%
	Somewhat agree	Count	19	7	17	10	17	16	13	29	12	4	13	19	5	181
		Percent	20.4%	11.5%	20.2%	14.1%	17.9%	19.0%	16.7%	28.7%	20.7%	11.4%	29.5%	29.2%	13.5%	20.0%
	Somewhat disagree	Count	5	3	2	2	7	4	3	3	4	1	5	1	0	40
		Percent	5.4%	4.9%	2.4%	2.8%	7.4%	4.8%	3.8%	3.0%	6.9%	2.9%	11.4%	1.5%	0.0%	4.4%
	Disagree	Count	4	3	1	1	6	6	3	6	1	0	3	0	4	38
		Percent	4.3%	4.9%	1.2%	1.4%	6.3%	7.1%	3.8%	5.9%	1.7%	0.0%	6.8%	0.0%	10.8%	4.2%
	Strongly disagree	Count	0	4	1	3	0	3	4	2	2	3	2	0	1	25
		Percent	0.0%	6.6%	1.2%	4.2%	0.0%	3.6%	5.1%	2.0%	3.4%	8.6%	4.5%	0.0%	2.7%	2.8%
	Don't know	Count	6	7	6	17	18	24	13	18	8	7	2	2	6	134
		Percent	6.5%	11.5%	7.1%	23.9%	18.9%	28.6%	16.7%	17.8%	13.8%	20.0%	4.5%	3.1%	16.2%	14.8%
Total	Count		93	61	84	71	95	84	78	101	58	35	44	65	37	906
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

Leadership in my division participates in and supports conversations about racial equity.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	10	9	23	8	11	10	7	8	2	6	4	18	5	121
		Percent	10.6%	14.8%	27.7%	11.1%	11.7%	11.9%	9.1%	7.8%	3.4%	17.1%	9.1%	27.7%	13.5%	13.4%
	Agree	Count	34	18	30	12	18	14	16	27	15	7	14	24	6	235
		Percent	36.2%	29.5%	36.1%	16.7%	19.1%	16.7%	20.8%	26.5%	25.9%	20.0%	31.8%	36.9%	16.2%	25.9%
	Somewhat agree	Count	19	11	12	9	17	9	14	22	10	8	6	14	12	163
		Percent	20.2%	18.0%	14.5%	12.5%	18.1%	10.7%	18.2%	21.6%	17.2%	22.9%	13.6%	21.5%	32.4%	18.0%
	Somewhat disagree	Count	7	5	6	5	7	3	5	6	5	0	7	5	2	63
		Percent	7.4%	8.2%	7.2%	6.9%	7.4%	3.6%	6.5%	5.9%	8.6%	0.0%	15.9%	7.7%	5.4%	7.0%
	Disagree	Count	4	4	5	7	5	8	8	6	5	0	4	1	1	58
		Percent	4.3%	6.6%	6.0%	9.7%	5.3%	9.5%	10.4%	5.9%	8.6%	0.0%	9.1%	1.5%	2.7%	6.4%
	Strongly disagree	Count	0	6	2	3	6	8	4	5	1	4	2	0	2	43
		Percent	0.0%	9.8%	2.4%	4.2%	6.4%	9.5%	5.2%	4.9%	1.7%	11.4%	4.5%	0.0%	5.4%	4.7%
	Don't know	Count	20	8	5	28	30	32	23	28	20	10	7	3	9	223
		Percent	21.3%	13.1%	6.0%	38.9%	31.9%	38.1%	29.9%	27.5%	34.5%	28.6%	15.9%	4.6%	24.3%	24.6%
Total	Count		94	61	83	72	94	84	77	102	58	35	44	65	37	906
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	11	9	17	7	10	6	6	4	2	6	4	13	2	97
		Percent	11.8%	14.8%	20.2%	9.7%	10.8%	7.1%	7.7%	4.0%	3.4%	17.1%	9.1%	20.3%	5.4%	10.7%
	Agree	Count	29	17	35	12	20	11	18	27	15	6	14	22	8	234
		Percent	31.2%	27.9%	41.7%	16.7%	21.5%	13.1%	23.1%	27.0%	25.9%	17.1%	31.8%	34.4%	21.6%	25.9%
	Somewhat agree	Count	21	11	13	12	18	14	15	27	10	7	8	17	8	181
		Percent	22.6%	18.0%	15.5%	16.7%	19.4%	16.7%	19.2%	27.0%	17.2%	20.0%	18.2%	26.6%	21.6%	20.0%
	Somewhat disagree	Count	5	5	9	7	11	10	5	8	5	2	6	7	5	85
		Percent	5.4%	8.2%	10.7%	9.7%	11.8%	11.9%	6.4%	8.0%	8.6%	5.7%	13.6%	10.9%	13.5%	9.4%
	Disagree	Count	6	5	3	6	8	13	14	9	5	3	6	2	5	85
		Percent	6.5%	8.2%	3.6%	8.3%	8.6%	15.5%	17.9%	9.0%	8.6%	8.6%	13.6%	3.1%	13.5%	9.4%
	Strongly disagree	Count	1	7	3	8	8	8	5	9	3	4	2	0	4	62
		Percent	1.1%	11.5%	3.6%	11.1%	8.6%	9.5%	6.4%	9.0%	5.2%	11.4%	4.5%	0.0%	10.8%	6.9%
	Don't know	Count	20	7	4	20	18	22	15	16	18	7	4	3	5	159
		Percent	21.5%	11.5%	4.8%	27.8%	19.4%	26.2%	19.2%	16.0%	31.0%	20.0%	9.1%	4.7%	13.5%	17.6%
Total	Count	93	61	84	72	93	84	78	100	58	35	44	64	37	903	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

My division provides resources for addressing racial inequities and achieving racial equity.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	5	3	6	7	6	2	4	4	0	2	1	5	1	46
		Percent	5.4%	4.9%	7.2%	9.7%	6.5%	2.4%	5.1%	3.9%	0.0%	5.9%	2.3%	7.8%	2.7%	5.1%
	Agree	Count	17	15	25	8	12	11	13	19	13	4	3	13	4	157
		Percent	18.3%	24.6%	30.1%	11.1%	12.9%	13.3%	16.7%	18.6%	22.4%	11.8%	6.8%	20.3%	10.8%	17.4%
	Somewhat agree	Count	19	10	23	7	13	8	12	16	8	3	12	18	12	161
		Percent	20.4%	16.4%	27.7%	9.7%	14.0%	9.6%	15.4%	15.7%	13.8%	8.8%	27.3%	28.1%	32.4%	17.8%
	Somewhat disagree	Count	13	8	10	9	7	7	9	12	8	3	7	9	4	106
		Percent	14.0%	13.1%	12.0%	12.5%	7.5%	8.4%	11.5%	11.8%	13.8%	8.8%	15.9%	14.1%	10.8%	11.8%
	Disagree	Count	12	7	7	12	15	14	10	10	4	3	9	8	3	114
		Percent	12.9%	11.5%	8.4%	16.7%	16.1%	16.9%	12.8%	9.8%	6.9%	8.8%	20.5%	12.5%	8.1%	12.6%
	Strongly disagree	Count	1	8	3	4	7	7	6	6	4	4	1	3	4	58
		Percent	1.1%	13.1%	3.6%	5.6%	7.5%	8.4%	7.7%	5.9%	6.9%	11.8%	2.3%	4.7%	10.8%	6.4%
	Don't know	Count	26	10	9	25	33	34	24	35	21	15	11	8	9	260
		Percent	28.0%	16.4%	10.8%	34.7%	35.5%	41.0%	30.8%	34.3%	36.2%	44.1%	25.0%	12.5%	24.3%	28.8%
Total	Count	93	61	83	72	93	83	78	102	58	34	44	64	37	902	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

My division has taken steps to reduce racial inequities, including but not limited to workforce issues.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	7	4	6	8	9	2	5	3	2	4	0	3	0	53
		Percent	7.5%	6.6%	7.1%	11.3%	9.6%	2.4%	6.4%	2.9%	3.4%	12.1%	0.0%	4.7%	0.0%	5.9%
	Agree	Count	16	14	28	11	11	9	11	23	15	2	6	15	8	169
		Percent	17.2%	23.0%	33.3%	15.5%	11.7%	10.7%	14.1%	22.5%	25.9%	6.1%	13.6%	23.4%	21.6%	18.7%
	Somewhat agree	Count	9	12	21	5	15	7	14	18	10	4	8	20	12	155
		Percent	9.7%	19.7%	25.0%	7.0%	16.0%	8.3%	17.9%	17.6%	17.2%	12.1%	18.2%	31.3%	32.4%	17.2%
	Somewhat disagree	Count	9	6	7	4	7	4	5	4	5	2	5	10	2	70
		Percent	9.7%	9.8%	8.3%	5.6%	7.4%	4.8%	6.4%	3.9%	8.6%	6.1%	11.4%	15.6%	5.4%	7.8%
	Disagree	Count	9	6	4	4	7	12	7	10	3	2	5	3	3	75
		Percent	9.7%	9.8%	4.8%	5.6%	7.4%	14.3%	9.0%	9.8%	5.2%	6.1%	11.4%	4.7%	8.1%	8.3%
	Strongly disagree	Count	0	3	2	5	3	4	3	3	1	3	2	1	4	34
		Percent	0.0%	4.9%	2.4%	7.0%	3.2%	4.8%	3.8%	2.9%	1.7%	9.1%	4.5%	1.6%	10.8%	3.8%
	Don't know	Count	43	16	16	34	42	46	33	41	22	16	18	12	8	347
		Percent	46.2%	26.2%	19.0%	47.9%	44.7%	54.8%	42.3%	40.2%	37.9%	48.5%	40.9%	18.8%	21.6%	38.4%
Total	Count	93	61	84	71	94	84	78	102	58	33	44	64	37	903	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

My division provides racial equity training for all staff, including leadership.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	5	6	5	6	4	4	4	5	2	3	2	4	1	51
		Percent	5.4%	9.8%	6.0%	8.5%	4.3%	4.8%	5.1%	4.9%	3.4%	8.8%	4.7%	6.3%	2.7%	5.7%
	Agree	Count	15	12	5	12	13	5	12	16	8	2	5	11	3	119
		Percent	16.1%	19.7%	6.0%	16.9%	13.8%	6.0%	15.4%	15.7%	13.8%	5.9%	11.6%	17.5%	8.1%	13.2%
	Somewhat agree	Count	13	11	24	8	7	7	7	16	10	4	7	8	9	131
		Percent	14.0%	18.0%	28.6%	11.3%	7.4%	8.4%	9.0%	15.7%	17.2%	11.8%	16.3%	12.7%	24.3%	14.5%
	Somewhat disagree	Count	10	3	14	1	6	6	7	13	7	2	8	9	3	89
		Percent	10.8%	4.9%	16.7%	1.4%	6.4%	7.2%	9.0%	12.7%	12.1%	5.9%	18.6%	14.3%	8.1%	9.9%
	Disagree	Count	14	7	10	12	12	15	12	8	9	6	9	18	3	135
		Percent	15.1%	11.5%	11.9%	16.9%	12.8%	18.1%	15.4%	7.8%	15.5%	17.6%	20.9%	28.6%	8.1%	15.0%
	Strongly disagree	Count	4	4	8	8	9	9	7	8	4	2	1	5	3	72
		Percent	4.3%	6.6%	9.5%	11.3%	9.6%	10.8%	9.0%	7.8%	6.9%	5.9%	2.3%	7.9%	8.1%	8.0%
	Don't know	Count	32	18	18	24	43	37	29	36	18	15	11	8	15	304
		Percent	34.4%	29.5%	21.4%	33.8%	45.7%	44.6%	37.2%	35.3%	31.0%	44.1%	25.6%	12.7%	40.5%	33.7%
Total	Count	93	61	84	71	94	83	78	102	58	34	43	63	37	901	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

Employees are encouraged to participate in trainings, workshops, or events about racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	9	7	9	9	12	4	6	8	3	1	4	10	1	83
		Percent	9.7%	11.5%	10.7%	12.5%	12.8%	4.8%	7.7%	7.8%	5.2%	2.9%	9.1%	15.6%	2.7%	9.2%
	Agree	Count	30	11	24	12	14	10	15	28	15	7	11	23	8	208
		Percent	32.3%	18.0%	28.6%	16.7%	14.9%	11.9%	19.2%	27.5%	25.9%	20.6%	25.0%	35.9%	21.6%	23.0%
	Somewhat agree	Count	16	15	16	9	16	15	13	14	10	5	9	16	6	160
		Percent	17.2%	24.6%	19.0%	12.5%	17.0%	17.9%	16.7%	13.7%	17.2%	14.7%	20.5%	25.0%	16.2%	17.7%
	Somewhat disagree	Count	12	4	8	4	3	9	10	10	5	2	6	5	4	82
		Percent	12.9%	6.6%	9.5%	5.6%	3.2%	10.7%	12.8%	9.8%	8.6%	5.9%	13.6%	7.8%	10.8%	9.1%
	Disagree	Count	10	6	11	9	12	16	9	11	6	4	6	4	6	110
		Percent	10.8%	9.8%	13.1%	12.5%	12.8%	19.0%	11.5%	10.8%	10.3%	11.8%	13.6%	6.3%	16.2%	12.2%
	Strongly disagree	Count	1	5	3	7	6	5	4	3	2	3	1	2	3	45
		Percent	1.1%	8.2%	3.6%	9.7%	6.4%	6.0%	5.1%	2.9%	3.4%	8.8%	2.3%	3.1%	8.1%	5.0%
	Don't know	Count	15	13	13	22	31	25	21	28	17	12	7	4	9	217
		Percent	16.1%	21.3%	15.5%	30.6%	33.0%	29.8%	26.9%	27.5%	29.3%	35.3%	15.9%	6.3%	24.3%	24.0%
Total	Count	93	61	84	72	94	84	78	102	58	34	44	64	37	905	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Does your division have a racial equity work group?

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Yes	Count	8	11	28	6	5	5	8	17	1	2	5	43	1	140
		Percent	8.6%	18.0%	33.3%	8.3%	5.3%	6.0%	10.4%	16.7%	1.7%	5.7%	11.4%	67.2%	2.7%	15.5%
	No	Count	13	14	23	22	18	13	21	16	9	7	16	8	9	189
		Percent	14.0%	23.0%	27.4%	30.6%	18.9%	15.5%	27.3%	15.7%	15.5%	20.0%	36.4%	12.5%	24.3%	20.9%
	Don't know	Count	72	36	33	44	72	66	48	69	48	26	23	13	27	577
		Percent	77.4%	59.0%	39.3%	61.1%	75.8%	78.6%	62.3%	67.6%	82.8%	74.3%	52.3%	20.3%	73.0%	63.7%
Total	Count		93	61	84	72	95	84	77	102	58	35	44	64	37	906
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

Does your division have a racial equity action plan?

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Yes	Count	2	6	5	1	5	4	0	7	2	2	0	2	1	37
		Percent	2.2%	9.8%	6.0%	1.4%	5.3%	5.0%	0.0%	6.9%	3.4%	5.7%	0.0%	3.2%	2.8%	4.1%
	No	Count	8	9	20	7	7	8	13	14	3	5	10	20	5	129
		Percent	8.9%	14.8%	24.1%	9.9%	7.4%	10.0%	16.9%	13.9%	5.2%	14.3%	22.7%	31.7%	13.9%	14.4%
	Don't know	Count	80	46	58	63	82	68	64	80	53	28	34	41	30	727
		Percent	88.9%	75.4%	69.9%	88.7%	87.2%	85.0%	83.1%	79.2%	91.4%	80.0%	77.3%	65.1%	83.3%	81.4%
Total	Count		90	61	83	71	94	80	77	101	58	35	44	63	36	893
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

Does your division collaborate with other divisions on their racial equity action plan?

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Yes	Count	1	8	9	4	4	4	5	12	3	3	2	2	1	58
		Percent	1.1%	13.3%	10.8%	5.7%	4.3%	4.9%	6.5%	11.8%	5.2%	8.6%	4.5%	3.1%	2.8%	6.5%
	No	Count	5	6	17	7	4	7	9	7	2	5	7	12	5	93
		Percent	5.6%	10.0%	20.5%	10.0%	4.3%	8.6%	11.7%	6.9%	3.4%	14.3%	15.9%	18.8%	13.9%	10.4%
	Don't know	Count	83	46	57	59	86	70	63	83	53	27	35	50	30	742
		Percent	93.3%	76.7%	68.7%	84.3%	91.5%	86.4%	81.8%	81.4%	91.4%	77.1%	79.5%	78.1%	83.3%	83.1%
Total	Count	89	60	83	70	94	81	77	102	58	35	44	64	36	893	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

Does your division use a racial equity tool in making decisions about policies, initiatives, programs or budget decisions?

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Consistently	Count	4	2	7	1	7	5	4	6	4	0	2	5	2	49
		Percent	4.4%	3.3%	8.4%	1.4%	7.4%	6.2%	5.2%	5.9%	6.9%	0.0%	4.5%	7.8%	5.6%	5.5%
	Occasionally	Count	0	3	9	2	3	9	4	8	0	0	4	9	1	52
		Percent	0.0%	4.9%	10.8%	2.8%	3.2%	11.1%	5.2%	7.8%	0.0%	0.0%	9.1%	14.1%	2.8%	5.8%
	Rarely	Count	1	1	4	1	1	2	0	2	2	1	0	5	0	20
		Percent	1.1%	1.6%	4.8%	1.4%	1.1%	2.5%	0.0%	2.0%	3.4%	2.9%	0.0%	7.8%	0.0%	2.2%
	Never	Count	3	5	9	7	3	4	4	5	1	3	2	5	1	52
		Percent	3.3%	8.2%	10.8%	9.9%	3.2%	4.9%	5.2%	4.9%	1.7%	8.6%	4.5%	7.8%	2.8%	5.8%
	Don't know	Count	82	50	54	60	80	61	65	81	51	31	36	40	32	723
		Percent	91.1%	82.0%	65.1%	84.5%	85.1%	75.3%	84.4%	79.4%	87.9%	88.6%	81.8%	62.5%	88.9%	80.7%
Total		Count	90	61	83	71	94	81	77	102	58	35	44	64	36	896
		Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .01 level.

As a whole, my division is making progress towards achieving racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	8	5	7	4	4	4	4	5	3	6	0	2	2	54
		Percent	8.9%	8.2%	8.4%	5.6%	4.2%	5.0%	5.3%	4.9%	5.2%	17.1%	0.0%	3.1%	5.6%	6.0%
	Agree	Count	20	15	24	16	13	7	15	25	13	8	6	23	5	190
		Percent	22.2%	24.6%	28.9%	22.5%	13.7%	8.8%	19.7%	24.5%	22.4%	22.9%	14.0%	35.9%	13.9%	21.3%
	Somewhat agree	Count	24	9	25	8	25	14	18	23	14	4	14	25	13	216
		Percent	26.7%	14.8%	30.1%	11.3%	26.3%	17.5%	23.7%	22.5%	24.1%	11.4%	32.6%	39.1%	36.1%	24.2%
	Somewhat disagree	Count	2	2	5	4	5	8	6	6	2	1	4	5	3	53
		Percent	2.2%	3.3%	6.0%	5.6%	5.3%	10.0%	7.9%	5.9%	3.4%	2.9%	9.3%	7.8%	8.3%	5.9%
	Disagree	Count	4	5	4	4	8	8	5	9	1	1	7	0	2	58
		Percent	4.4%	8.2%	4.8%	5.6%	8.4%	10.0%	6.6%	8.8%	1.7%	2.9%	16.3%	0.0%	5.6%	6.5%
	Strongly disagree	Count	1	4	2	4	3	2	3	1	1	2	1	1	3	28
		Percent	1.1%	6.6%	2.4%	5.6%	3.2%	2.5%	3.9%	1.0%	1.7%	5.7%	2.3%	1.6%	8.3%	3.1%
	Don't know	Count	31	21	16	31	37	37	25	33	24	13	11	8	8	295
		Percent	34.4%	34.4%	19.3%	43.7%	38.9%	46.3%	32.9%	32.4%	41.4%	37.1%	25.6%	12.5%	22.2%	33.0%
Total	Count	90	61	83	71	95	80	76	102	58	35	43	64	36	894	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

The racial demographics of employees within my division reflect the diversity of our community.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	10	18	2	15	14	8	9	13	7	7	4	6	3	116
		Percent	11.2%	29.5%	2.4%	21.7%	14.7%	10.0%	12.0%	13.0%	12.5%	20.0%	9.3%	9.5%	8.6%	13.1%
	Agree	Count	19	19	8	23	26	10	15	28	21	16	9	8	11	213
		Percent	21.3%	31.1%	9.6%	33.3%	27.4%	12.5%	20.0%	28.0%	37.5%	45.7%	20.9%	12.7%	31.4%	24.1%
	Somewhat agree	Count	25	13	16	13	24	20	14	33	8	4	12	15	6	203
		Percent	28.1%	21.3%	19.3%	18.8%	25.3%	25.0%	18.7%	33.0%	14.3%	11.4%	27.9%	23.8%	17.1%	23.0%
	Somewhat disagree	Count	8	1	22	6	8	14	12	14	7	2	3	12	3	112
		Percent	9.0%	1.6%	26.5%	8.7%	8.4%	17.5%	16.0%	14.0%	12.5%	5.7%	7.0%	19.0%	8.6%	12.7%
	Disagree	Count	16	4	20	4	12	18	7	4	2	2	8	15	7	119
		Percent	18.0%	6.6%	24.1%	5.8%	12.6%	22.5%	9.3%	4.0%	3.6%	5.7%	18.6%	23.8%	20.0%	13.5%
	Strongly disagree	Count	4	2	14	4	8	5	11	5	3	3	5	5	4	73
		Percent	4.5%	3.3%	16.9%	5.8%	8.4%	6.3%	14.7%	5.0%	5.4%	8.6%	11.6%	7.9%	11.4%	8.3%
	Don't know	Count	7	4	1	4	3	5	7	3	8	1	2	2	1	48
		Percent	7.9%	6.6%	1.2%	5.8%	3.2%	6.3%	9.3%	3.0%	14.3%	2.9%	4.7%	3.2%	2.9%	5.4%
Total	Count		89	61	83	69	95	80	75	100	56	35	43	63	35	884
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

My division is taking concrete actions to improve workforce equity.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	8	3	3	6	6	2	5	3	1	6	0	2	2	47
		Percent	9.0%	4.9%	3.6%	8.7%	6.3%	2.5%	6.7%	3.0%	1.8%	17.1%	0.0%	3.1%	5.7%	5.3%
	Agree	Count	15	18	19	12	14	7	7	15	14	6	6	12	7	152
		Percent	16.9%	29.5%	22.9%	17.4%	14.7%	8.8%	9.3%	15.0%	25.0%	17.1%	14.0%	18.8%	20.0%	17.2%
	Somewhat agree	Count	15	4	29	10	18	12	10	22	8	5	7	14	5	159
		Percent	16.9%	6.6%	34.9%	14.5%	18.9%	15.0%	13.3%	22.0%	14.3%	14.3%	16.3%	21.9%	14.3%	18.0%
	Somewhat disagree	Count	5	5	4	2	5	2	7	4	3	1	6	5	1	50
		Percent	5.6%	8.2%	4.8%	2.9%	5.3%	2.5%	9.3%	4.0%	5.4%	2.9%	14.0%	7.8%	2.9%	5.6%
	Disagree	Count	5	4	9	6	6	7	6	8	1	1	3	2	3	61
		Percent	5.6%	6.6%	10.8%	8.7%	6.3%	8.8%	8.0%	8.0%	1.8%	2.9%	7.0%	3.1%	8.6%	6.9%
	Strongly disagree	Count	1	5	0	4	3	4	4	0	2	2	1	2	3	31
		Percent	1.1%	8.2%	0.0%	5.8%	3.2%	5.0%	5.3%	0.0%	3.6%	5.7%	2.3%	3.1%	8.6%	3.5%
	Don't know	Count	40	22	19	29	43	46	36	48	27	14	20	27	14	385
		Percent	44.9%	36.1%	22.9%	42.0%	45.3%	57.5%	48.0%	48.0%	48.2%	40.0%	46.5%	42.2%	40.0%	43.5%
Total	Count	89	61	83	69	95	80	75	100	56	35	43	64	35	885	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

The results of my division’s contracting and procurement equitably benefit the racial diversity of our community.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	3	3	1	6	4	4	2	4	1	4	1	1	0	34
		Percent	3.4%	5.0%	1.2%	8.8%	4.3%	5.1%	2.7%	4.1%	1.8%	11.4%	2.4%	1.6%	0.0%	3.9%
	Agree	Count	6	13	6	10	9	3	6	13	13	6	6	6	4	101
		Percent	6.8%	21.7%	7.2%	14.7%	9.6%	3.8%	8.1%	13.4%	23.2%	17.1%	14.3%	9.7%	11.4%	11.6%
	Somewhat agree	Count	8	6	6	4	7	4	7	2	7	3	8	5	0	67
		Percent	9.1%	10.0%	7.2%	5.9%	7.4%	5.1%	9.5%	2.1%	12.5%	8.6%	19.0%	8.1%	0.0%	7.7%
	Somewhat disagree	Count	5	0	3	2	1	1	5	3	2	1	2	3	1	29
		Percent	5.7%	0.0%	3.6%	2.9%	1.1%	1.3%	6.8%	3.1%	3.6%	2.9%	4.8%	4.8%	2.9%	3.3%
	Disagree	Count	2	3	5	3	2	4	2	7	1	0	2	8	2	41
		Percent	2.3%	5.0%	6.0%	4.4%	2.1%	5.1%	2.7%	7.2%	1.8%	0.0%	4.8%	12.9%	5.7%	4.7%
	Strongly disagree	Count	0	1	1	2	0	3	0	1	2	2	1	0	2	15
		Percent	0.0%	1.7%	1.2%	2.9%	0.0%	3.8%	0.0%	1.0%	3.6%	5.7%	2.4%	0.0%	5.7%	1.7%
Don't know	Count	64	34	61	41	71	60	52	67	30	19	22	39	26	586	
	Percent	72.7%	56.7%	73.5%	60.3%	75.5%	75.9%	70.3%	69.1%	53.6%	54.3%	52.4%	62.9%	74.3%	67.1%	
Total	Count	88	60	83	68	94	79	74	97	56	35	42	62	35	873	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

My division is taking concrete actions to increase equity in its contracting and procurement practices.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	4	3	1	3	3	3	1	4	1	5	1	1	0	30
		Percent	4.5%	5.0%	1.2%	4.5%	3.2%	3.8%	1.4%	4.1%	1.8%	14.3%	2.4%	1.6%	0.0%	3.5%
	Agree	Count	9	12	4	7	8	2	7	8	14	5	4	3	4	87
		Percent	10.2%	20.0%	4.9%	10.4%	8.6%	2.6%	9.5%	8.2%	25.0%	14.3%	9.5%	4.8%	11.4%	10.0%
	Somewhat agree	Count	5	4	3	5	9	3	6	5	7	1	3	6	1	58
		Percent	5.7%	6.7%	3.7%	7.5%	9.7%	3.8%	8.1%	5.2%	12.5%	2.9%	7.1%	9.7%	2.9%	6.7%
	Somewhat disagree	Count	1	0	1	1	0	0	5	2	1	0	3	3	1	18
		Percent	1.1%	0.0%	1.2%	1.5%	0.0%	0.0%	6.8%	2.1%	1.8%	0.0%	7.1%	4.8%	2.9%	2.1%
	Disagree	Count	1	3	6	3	3	3	3	6	1	0	2	5	2	38
		Percent	1.1%	5.0%	7.3%	4.5%	3.2%	3.8%	4.1%	6.2%	1.8%	0.0%	4.8%	8.1%	5.7%	4.4%
	Strongly disagree	Count	1	1	0	2	0	4	0	0	2	2	1	0	2	15
		Percent	1.1%	1.7%	0.0%	3.0%	0.0%	5.1%	0.0%	0.0%	3.6%	5.7%	2.4%	0.0%	5.7%	1.7%
Don't know	Count	67	37	67	46	70	63	52	72	30	22	28	44	25	623	
	Percent	76.1%	61.7%	81.7%	68.7%	75.3%	80.8%	70.3%	74.2%	53.6%	62.9%	66.7%	71.0%	71.4%	71.7%	
Total	Count	88	60	82	67	93	78	74	97	56	35	42	62	35	869	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

My division is taking concrete actions to increase racial equity for our communities.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	8	4	18	3	10	7	5	19	1	1	1	7	5	89
		Percent	9.1%	6.7%	22.8%	4.5%	11.0%	9.2%	7.0%	20.9%	1.8%	3.1%	2.3%	11.9%	14.3%	10.5%
	Agree	Count	24	5	24	7	17	18	19	23	13	0	13	29	8	200
		Percent	27.3%	8.3%	30.4%	10.4%	18.7%	23.7%	26.8%	25.3%	23.6%	0.0%	30.2%	49.2%	22.9%	23.6%
	Somewhat agree	Count	12	7	16	6	24	15	6	18	7	2	9	11	10	143
		Percent	13.6%	11.7%	20.3%	9.0%	26.4%	19.7%	8.5%	19.8%	12.7%	6.3%	20.9%	18.6%	28.6%	16.9%
	Somewhat disagree	Count	2	1	7	3	4	1	2	1	0	0	1	4	1	27
		Percent	2.3%	1.7%	8.9%	4.5%	4.4%	1.3%	2.8%	1.1%	0.0%	0.0%	2.3%	6.8%	2.9%	3.2%
	Disagree	Count	5	3	2	6	3	4	2	4	4	1	3	1	0	38
		Percent	5.7%	5.0%	2.5%	9.0%	3.3%	5.3%	2.8%	4.4%	7.3%	3.1%	7.0%	1.7%	0.0%	4.5%
	Strongly disagree	Count	0	4	1	2	1	3	3	1	0	2	1	0	2	20
		Percent	0.0%	6.7%	1.3%	3.0%	1.1%	3.9%	4.2%	1.1%	0.0%	6.3%	2.3%	0.0%	5.7%	2.4%
Don't know	Count	37	36	11	40	32	28	34	25	30	26	15	7	9	330	
	Percent	42.0%	60.0%	13.9%	59.7%	35.2%	36.8%	47.9%	27.5%	54.5%	81.3%	34.9%	11.9%	25.7%	39.0%	
Total	Count	88	60	79	67	91	76	71	91	55	32	43	59	35	847	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

My division seeks input and assistance on decision-making from communities of color

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	17	4	25	3	14	8	11	23	1	1	5	9	6	127
		Percent	19.5%	6.7%	31.6%	4.5%	15.6%	10.5%	15.3%	24.7%	1.8%	3.1%	11.6%	15.3%	17.1%	15.0%
	Agree	Count	22	5	18	5	18	20	19	21	12	0	10	19	12	181
		Percent	25.3%	8.3%	22.8%	7.6%	20.0%	26.3%	26.4%	22.6%	21.8%	0.0%	23.3%	32.2%	34.3%	21.4%
	Somewhat agree	Count	15	3	16	7	21	13	4	23	3	2	7	18	8	140
		Percent	17.2%	5.0%	20.3%	10.6%	23.3%	17.1%	5.6%	24.7%	5.5%	6.3%	16.3%	30.5%	22.9%	16.5%
	Somewhat disagree	Count	4	1	5	1	4	1	6	2	2	0	4	3	1	34
		Percent	4.6%	1.7%	6.3%	1.5%	4.4%	1.3%	8.3%	2.2%	3.6%	0.0%	9.3%	5.1%	2.9%	4.0%
	Disagree	Count	3	5	2	9	5	4	5	6	0	2	2	1	0	44
		Percent	3.4%	8.3%	2.5%	13.6%	5.6%	5.3%	6.9%	6.5%	0.0%	6.3%	4.7%	1.7%	0.0%	5.2%
	Strongly disagree	Count	0	3	1	1	2	5	3	0	2	1	2	0	2	22
		Percent	0.0%	5.0%	1.3%	1.5%	2.2%	6.6%	4.2%	0.0%	3.6%	3.1%	4.7%	0.0%	5.7%	2.6%
Don't know	Count	26	39	12	40	26	25	24	18	35	26	13	9	6	299	
	Percent	29.9%	65.0%	15.2%	60.6%	28.9%	32.9%	33.3%	19.4%	63.6%	81.3%	30.2%	15.3%	17.1%	35.3%	
Total	Count	87	60	79	66	90	76	72	93	55	32	43	59	35	847	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

My division partners with other institutions and organizations to advance racial equity.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	10	3	17	2	9	4	4	15	1	1	2	4	3	75
		Percent	11.5%	5.1%	21.5%	3.0%	9.9%	5.3%	5.6%	16.1%	1.8%	3.1%	4.7%	6.7%	8.8%	8.8%
	Agree	Count	22	9	19	4	13	15	23	21	7	1	10	20	8	172
		Percent	25.3%	15.3%	24.1%	6.0%	14.3%	19.7%	31.9%	22.6%	12.7%	3.1%	23.3%	33.3%	23.5%	20.3%
	Somewhat agree	Count	9	4	16	5	14	10	5	15	3	1	7	16	9	114
		Percent	10.3%	6.8%	20.3%	7.5%	15.4%	13.2%	6.9%	16.1%	5.5%	3.1%	16.3%	26.7%	26.5%	13.4%
	Somewhat disagree	Count	2	1	4	2	1	0	3	1	0	2	1	5	0	22
		Percent	2.3%	1.7%	5.1%	3.0%	1.1%	0.0%	4.2%	1.1%	0.0%	6.3%	2.3%	8.3%	0.0%	2.6%
	Disagree	Count	3	3	4	5	2	4	1	3	1	3	2	1	0	32
		Percent	3.4%	5.1%	5.1%	7.5%	2.2%	5.3%	1.4%	3.2%	1.8%	9.4%	4.7%	1.7%	0.0%	3.8%
	Strongly disagree	Count	0	1	1	1	2	4	2	0	1	2	3	0	3	20
		Percent	0.0%	1.7%	1.3%	1.5%	2.2%	5.3%	2.8%	0.0%	1.8%	6.3%	7.0%	0.0%	8.8%	2.4%
	Don't know	Count	41	38	18	48	50	39	34	38	42	22	18	14	11	413
		Percent	47.1%	64.4%	22.8%	71.6%	54.9%	51.3%	47.2%	40.9%	76.4%	68.8%	41.9%	23.3%	32.4%	48.7%
Total	Count		87	59	79	67	91	76	72	93	55	32	43	60	34	848
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .001 level.

My division is making progress on improving access to services for people of color.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	8	3	14	3	9	5	4	15	1	2	1	6	3	74
		Percent	9.1%	5.0%	17.7%	4.5%	9.9%	6.7%	5.6%	16.1%	1.9%	6.3%	2.3%	10.0%	8.6%	8.7%
	Agree	Count	22	6	21	7	14	14	18	24	7	1	7	17	8	166
		Percent	25.0%	10.0%	26.6%	10.4%	15.4%	18.7%	25.4%	25.8%	13.5%	3.1%	16.3%	28.3%	22.9%	19.6%
	Somewhat agree	Count	13	9	13	7	23	14	5	15	6	5	7	18	7	142
		Percent	14.8%	15.0%	16.5%	10.4%	25.3%	18.7%	7.0%	16.1%	11.5%	15.6%	16.3%	30.0%	20.0%	16.8%
	Somewhat disagree	Count	3	1	5	2	2	0	3	5	3	0	2	3	0	29
		Percent	3.4%	1.7%	6.3%	3.0%	2.2%	0.0%	4.2%	5.4%	5.8%	0.0%	4.7%	5.0%	0.0%	3.4%
	Disagree	Count	3	4	1	6	4	5	2	6	0	1	2	1	1	36
		Percent	3.4%	6.7%	1.3%	9.0%	4.4%	6.7%	2.8%	6.5%	0.0%	3.1%	4.7%	1.7%	2.9%	4.3%
	Strongly disagree	Count	1	3	1	1	2	2	2	0	1	2	1	1	2	19
		Percent	1.1%	5.0%	1.3%	1.5%	2.2%	2.7%	2.8%	0.0%	1.9%	6.3%	2.3%	1.7%	5.7%	2.2%
	Don't know	Count	38	34	24	41	37	35	37	28	34	21	23	14	14	380
		Percent	43.2%	56.7%	30.4%	61.2%	40.7%	46.7%	52.1%	30.1%	65.4%	65.6%	53.5%	23.3%	40.0%	44.9%
Total	Count	88	60	79	67	91	75	71	93	52	32	43	60	35	846	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

My division is making progress on improving access to services for refugees and immigrants.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	2	1	3	4	5	2	2	2	1	2	2	0	0	26
		Percent	2.3%	1.7%	3.8%	6.0%	5.5%	2.6%	2.8%	2.2%	1.9%	6.1%	4.7%	0.0%	0.0%	3.1%
	Agree	Count	13	3	10	1	8	2	9	12	3	0	2	5	5	73
		Percent	14.9%	5.1%	12.7%	1.5%	8.8%	2.6%	12.5%	13.2%	5.6%	0.0%	4.7%	8.3%	14.3%	8.6%
	Somewhat agree	Count	9	0	13	8	7	6	1	7	2	2	2	7	4	68
		Percent	10.3%	0.0%	16.5%	11.9%	7.7%	7.9%	1.4%	7.7%	3.7%	6.1%	4.7%	11.7%	11.4%	8.0%
	Somewhat disagree	Count	3	1	6	4	0	0	4	5	2	0	3	7	0	35
		Percent	3.4%	1.7%	7.6%	6.0%	0.0%	0.0%	5.6%	5.5%	3.7%	0.0%	7.0%	11.7%	0.0%	4.1%
	Disagree	Count	6	1	7	3	6	3	4	8	1	2	2	4	1	48
		Percent	6.9%	1.7%	8.9%	4.5%	6.6%	3.9%	5.6%	8.8%	1.9%	6.1%	4.7%	6.7%	2.9%	5.7%
	Strongly disagree	Count	0	3	1	1	3	5	2	1	2	2	1	1	2	24
		Percent	0.0%	5.1%	1.3%	1.5%	3.3%	6.6%	2.8%	1.1%	3.7%	6.1%	2.3%	1.7%	5.7%	2.8%
	Don't know	Count	54	50	39	46	62	58	50	56	43	25	31	36	23	573
		Percent	62.1%	84.7%	49.4%	68.7%	68.1%	76.3%	69.4%	61.5%	79.6%	75.8%	72.1%	60.0%	65.7%	67.7%
Total	Count	87	59	79	67	91	76	72	91	54	33	43	60	35	847	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .01 level.

My division is making progress at providing interpretation and translation services for people with limited English.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	19	5	26	7	19	13	8	19	1	2	3	8	7	137
		Percent	21.6%	8.5%	32.9%	10.4%	20.9%	17.1%	11.0%	20.4%	1.9%	6.1%	7.0%	13.3%	20.0%	16.1%
	Agree	Count	28	7	34	19	34	24	18	37	14	4	11	17	14	261
		Percent	31.8%	11.9%	43.0%	28.4%	37.4%	31.6%	24.7%	39.8%	26.4%	12.1%	25.6%	28.3%	40.0%	30.7%
	Somewhat agree	Count	17	4	11	9	19	16	11	17	7	4	6	14	10	145
		Percent	19.3%	6.8%	13.9%	13.4%	20.9%	21.1%	15.1%	18.3%	13.2%	12.1%	14.0%	23.3%	28.6%	17.1%
	Somewhat disagree	Count	0	2	3	2	2	1	3	6	1	3	4	0	0	27
		Percent	0.0%	3.4%	3.8%	3.0%	2.2%	1.3%	4.1%	6.5%	1.9%	9.1%	9.3%	0.0%	0.0%	3.2%
	Disagree	Count	3	4	0	5	1	2	4	1	0	4	4	2	1	31
		Percent	3.4%	6.8%	0.0%	7.5%	1.1%	2.6%	5.5%	1.1%	0.0%	12.1%	9.3%	3.3%	2.9%	3.6%
	Strongly disagree	Count	0	2	0	1	1	2	0	1	1	1	0	0	1	10
		Percent	0.0%	3.4%	0.0%	1.5%	1.1%	2.6%	0.0%	1.1%	1.9%	3.0%	0.0%	0.0%	2.9%	1.2%
	Don't know	Count	21	35	5	24	15	18	29	12	29	15	15	19	2	239
		Percent	23.9%	59.3%	6.3%	35.8%	16.5%	23.7%	39.7%	12.9%	54.7%	45.5%	34.9%	31.7%	5.7%	28.1%
Total	Count	88	59	79	67	91	76	73	93	53	33	43	60	35	850	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

Our organization, overall, has made an explicit commitment to advancing racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	12	5	17	6	11	5	6	13	4	3	5	11	4	102
		Percent	14.0%	8.3%	22.4%	9.4%	12.2%	6.8%	8.5%	14.8%	7.5%	10.0%	11.6%	19.0%	11.8%	12.3%
	Agree	Count	23	16	26	14	25	18	24	30	15	7	16	25	10	249
		Percent	26.7%	26.7%	34.2%	21.9%	27.8%	24.7%	33.8%	34.1%	28.3%	23.3%	37.2%	43.1%	29.4%	30.1%
	Somewhat agree	Count	21	13	16	9	20	18	14	11	12	4	7	12	4	161
		Percent	24.4%	21.7%	21.1%	14.1%	22.2%	24.7%	19.7%	12.5%	22.6%	13.3%	16.3%	20.7%	11.8%	19.5%
	Somewhat disagree	Count	2	2	4	3	2	3	4	3	1	0	1	4	0	29
		Percent	2.3%	3.3%	5.3%	4.7%	2.2%	4.1%	5.6%	3.4%	1.9%	0.0%	2.3%	6.9%	0.0%	3.5%
	Disagree	Count	2	4	5	2	1	2	1	4	0	1	4	1	2	29
		Percent	2.3%	6.7%	6.6%	3.1%	1.1%	2.7%	1.4%	4.5%	0.0%	3.3%	9.3%	1.7%	5.9%	3.5%
	Strongly disagree	Count	1	1	2	1	2	1	2	1	0	1	1	0	3	16
		Percent	1.2%	1.7%	2.6%	1.6%	2.2%	1.4%	2.8%	1.1%	0.0%	3.3%	2.3%	0.0%	8.8%	1.9%
Don't know	Count	25	19	6	29	29	26	20	26	21	14	9	5	11	240	
	Percent	29.1%	31.7%	7.9%	45.3%	32.2%	35.6%	28.2%	29.5%	39.6%	46.7%	20.9%	8.6%	32.4%	29.1%	
Total	Count	86	60	76	64	90	73	71	88	53	30	43	58	34	826	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .05 level.

I can identify one or more concrete actions that our organization has taken to address racial inequities in our community.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	10	6	13	6	12	8	9	14	2	1	5	5	5	96
		Percent	11.6%	10.0%	17.1%	9.2%	13.3%	11.0%	12.7%	15.7%	3.8%	3.3%	11.6%	8.6%	14.7%	11.6%
	Agree	Count	24	13	16	8	24	21	18	30	14	3	12	29	6	218
		Percent	27.9%	21.7%	21.1%	12.3%	26.7%	28.8%	25.4%	33.7%	26.4%	10.0%	27.9%	50.0%	17.6%	26.3%
	Somewhat agree	Count	14	10	21	7	20	15	13	17	11	4	9	12	10	163
		Percent	16.3%	16.7%	27.6%	10.8%	22.2%	20.5%	18.3%	19.1%	20.8%	13.3%	20.9%	20.7%	29.4%	19.7%
	Somewhat disagree	Count	1	2	3	4	3	3	2	3	2	0	4	5	2	34
		Percent	1.2%	3.3%	3.9%	6.2%	3.3%	4.1%	2.8%	3.4%	3.8%	0.0%	9.3%	8.6%	5.9%	4.1%
	Disagree	Count	7	7	8	5	5	7	7	4	2	8	2	2	1	65
		Percent	8.1%	11.7%	10.5%	7.7%	5.6%	9.6%	9.9%	4.5%	3.8%	26.7%	4.7%	3.4%	2.9%	7.9%
	Strongly disagree	Count	1	2	3	3	4	3	5	3	2	2	1	1	3	33
		Percent	1.2%	3.3%	3.9%	4.6%	4.4%	4.1%	7.0%	3.4%	3.8%	6.7%	2.3%	1.7%	8.8%	4.0%
Don't know	Count	29	20	12	32	22	16	17	18	20	12	10	4	7	219	
	Percent	33.7%	33.3%	15.8%	49.2%	24.4%	21.9%	23.9%	20.2%	37.7%	40.0%	23.3%	6.9%	20.6%	26.4%	
Total	Count		86	60	76	65	90	73	71	89	53	30	43	58	34	828
	Percent		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Significant differences detected at the p < .01 level.

As a whole, our organization is making progress advancing racial equity in the communities across the state.

			Which Division or work unit do you work in?													
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	Total
	Strongly agree	Count	11	3	7	4	10	4	5	9	2	3	2	3	3	66
		Percent	12.9%	5.0%	9.2%	6.2%	11.1%	5.5%	7.0%	10.1%	3.8%	10.0%	4.8%	5.2%	8.8%	8.0%
	Agree	Count	24	13	24	15	22	14	22	29	17	2	15	24	8	229
		Percent	28.2%	21.7%	31.6%	23.1%	24.4%	19.2%	31.0%	32.6%	32.1%	6.7%	35.7%	41.4%	23.5%	27.7%
	Somewhat agree	Count	23	13	28	7	27	27	15	22	10	7	14	24	10	227
		Percent	27.1%	21.7%	36.8%	10.8%	30.0%	37.0%	21.1%	24.7%	18.9%	23.3%	33.3%	41.4%	29.4%	27.5%
	Somewhat disagree	Count	3	4	2	3	5	3	2	3	3	0	2	0	2	32
		Percent	3.5%	6.7%	2.6%	4.6%	5.6%	4.1%	2.8%	3.4%	5.7%	0.0%	4.8%	0.0%	5.9%	3.9%
	Disagree	Count	4	0	1	1	1	3	6	4	0	1	2	0	0	23
		Percent	4.7%	0.0%	1.3%	1.5%	1.1%	4.1%	8.5%	4.5%	0.0%	3.3%	4.8%	0.0%	0.0%	2.8%
	Strongly disagree	Count	0	3	3	1	1	2	2	0	0	0	2	0	2	16
		Percent	0.0%	5.0%	3.9%	1.5%	1.1%	2.7%	2.8%	0.0%	0.0%	0.0%	4.8%	0.0%	5.9%	1.9%
	Don't know	Count	20	24	11	34	24	20	19	22	21	17	5	7	9	233
		Percent	23.5%	40.0%	14.5%	52.3%	26.7%	27.4%	26.8%	24.7%	39.6%	56.7%	11.9%	12.1%	26.5%	28.2%
Total	Count	85	60	76	65	90	73	71	89	53	30	42	58	34	826	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .001 level.

As a whole, our state is making progress advancing racial equity.

			Which Division or work unit do you work in?													Total
			Air Quality Planning and Science Division	Administrative Services Division	Chairs Office/Executive Office/Office of Community Air Protection	Emissions Certification and Compliance Division	Enforcement Division	Industrial Strategies Division	Monitoring and Laboratory Division	Mobile Source Control Division	Mobile Source Laboratory Division	Office of Information Services	Research Division	Sustainable Transportation and Communities Division	Transportation and Toxics Division	
	Strongly agree	Count	10	8	7	5	10	4	7	5	4	4	2	2	1	69
		Percent	11.9%	13.3%	9.2%	7.7%	11.1%	5.6%	9.9%	5.7%	7.4%	13.8%	4.7%	3.3%	2.9%	8.4%
	Agree	Count	29	17	17	23	26	17	23	23	21	3	18	16	7	240
		Percent	34.5%	28.3%	22.4%	35.4%	28.9%	23.6%	32.4%	26.4%	38.9%	10.3%	41.9%	26.7%	20.6%	29.1%
	Somewhat agree	Count	27	17	27	17	34	23	23	34	17	12	11	30	14	286
		Percent	32.1%	28.3%	35.5%	26.2%	37.8%	31.9%	32.4%	39.1%	31.5%	41.4%	25.6%	50.0%	41.2%	34.7%
	Somewhat disagree	Count	3	8	11	5	5	6	7	5	4	1	3	6	3	67
		Percent	3.6%	13.3%	14.5%	7.7%	5.6%	8.3%	9.9%	5.7%	7.4%	3.4%	7.0%	10.0%	8.8%	8.1%
	Disagree	Count	4	3	4	1	5	6	3	7	0	1	4	0	3	41
		Percent	4.8%	5.0%	5.3%	1.5%	5.6%	8.3%	4.2%	8.0%	0.0%	3.4%	9.3%	0.0%	8.8%	5.0%
	Strongly disagree	Count	1	3	2	2	1	2	0	1	1	0	4	1	3	21
		Percent	1.2%	5.0%	2.6%	3.1%	1.1%	2.8%	0.0%	1.1%	1.9%	0.0%	9.3%	1.7%	8.8%	2.5%
	Don't know	Count	10	4	8	12	9	14	8	12	7	8	1	5	3	101
		Percent	11.9%	6.7%	10.5%	18.5%	10.0%	19.4%	11.3%	13.8%	13.0%	27.6%	2.3%	8.3%	8.8%	12.2%
Total	Count	84	60	76	65	90	72	71	87	54	29	43	60	34	825	
	Percent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Note: Significant differences detected at the p < .05 level.

Appendix E

Racial Equity Employee Survey Results: Qualitative Codes

Qualitative Codes for Open-ended Survey Item (“Please use the space below to share any past or present successes or challenges your organization has in addressing racial inequities and advancing racial equity.”)

	Frequency	Percent	Cumulative Percent
Building Awareness	7	5.7	5.7
Belonging	8	6.6	12.3
Complaints (individual)	6	4.9	17.2
Human Resources Practices	9	7.4	24.6
Human Resources Career Path	4	3.3	27.9
Workforce Development	16	13.1	41.0
Human Resources Hiring	6	4.9	45.9
Leadership	13	10.7	56.6
Normalize Conversations	3	2.5	59.0
Operationalizing racial equity	8	6.6	65.6
Organize	1	.8	66.4
Other/Miscellaneous	13	10.7	77.0
Progress	15	12.3	89.3
Survey Tool	7	5.7	95.1
Training	6	4.9	100.0
Total	122	100.0	
Missing	829		
Total	951		