

Diversity Oversight Committee (DOC) Workplan

Mission: The purpose of the DOC is to work with Sound Transit as partners to represent the concerns of the community related to contracting and jobs for minorities and thereby facilitate changes that result in healthier communities. We value results.

Goal 1: Maximize the participation and utilization of local, small and minority, women and disadvantaged businesses on Sound Transit public works project					
Objective	Activities/Tasks	Deliverables	Responsible Party	Timeline	Performance Indicator
What specific result are we aiming for?	What steps/actions will get us there?	What tangible output will result?	Who is responsible?	When will it be completed?	How will success be measured?
Collaborate with Sound Transit and community partners to enhance regional outreach and participation among underrepresented firms.	Conduct outreach to tribal communities, including analysis of housing and displacement impacts.	Regional outreach summary report documenting events, partnerships, and key findings.	Ricardo Ibarra	Q2-Q4 2026	# of outreach events conducted
	Target outreach to small and uncertified firms in Pierce and Snohomish Counties.	Recommendations to Sound Transit leadership addressing outreach gaps and engagement of lowest-revenue firms.			# of regional partners engaged
	Collaborate with regional partners (chambers, community orgs, tribal associations) to host outreach events.	Partnership directory highlighting collaborating chambers, community-based organizations, and tribal communities.			# of DOC recommendations adopted by Sound Transit
	Identify and prioritize outreach to the smallest and lowest-revenue firms to ensure equitable access to Sound Transit opportunities.				Increase in participation of underrepresented and lowest-revenue firms
Support strategies that expand and improve Technical Assistance delivery and participation among underrepresented firms.			Ollie Garrett	Q3 - 2026	# of recommendations incorporated into Sound Transit reports
	Provide recommendations to enhance accessibility of Technical Assistance offerings.	Summary of DOC recommendations for improving Technical Assistance accessibility and format.			# of Technical Assistance program reviews or briefings completed each year.
	Advise on tailoring Technical Assistance programs to meet firms at varying stages of business development.	Feedback to Sound Transit on how Technical Assistance can better meet firms at various business development stages.			Percentage of recommendations incorporated into Sound Transit's Technical Assistance strategies.
	Review and provide feedback on participant data and satisfaction reports to identify opportunities for improvement.	Quarterly reports reflecting DOC feedback on participant data and satisfaction reports.			Evidence of increased accessibility options in Sound Transit reporting.
	Monitor and assess the effectiveness of small business support programs such as the STEEL Program and provide recommendations to ensure alignment with Sound Transit's equity goals.	Annual assessment summary outlining DOC observations and recommendations on the effectiveness of small business support programs such as the STEEL Program.			Improvement trends in participant satisfaction or engagement data shared.
					Documentation of feedback and recommendations on STEEL Program outcomes and alignment with equity goals.

Collaborate with Sound Transit and state partners to strengthen certification efficiency and promote accountability in prime and subcontractor relationships.	Review updates from the Washington State Office of Minority and Women’s Business Enterprises (OMWBE) regarding certification processes and timelines. Identify barriers or inefficiencies that affect firms seeking certification or recertification. Provide recommendations to Sound Transit and OMWBE for streamlining certification and improving accessibility. Review prime contractor reporting and compliance data to assess accountability in diverse business participation. Provide recommendations to enhance transparency and accountability in prime–subcontractor relationships beyond disparity study requirements. Monitor the impact of the IFR rule change on primes and subcontractors.	Summary report outlining DOC feedback and recommendations on certification efficiency and accessibility. Memo to Sound Transit leadership with proposed actions to enhance transparency and accountability. Documentation of key issues and recurring barriers identified through DOC discussions or reviews. Annual update summarizing progress made on certification and accountability initiatives.	Curtis Bennett	Q2-Q4 2026	# of certification and accountability briefings reviewed annually. Percentage of recommendations integrated into Sound Transit or OMWBE process improvements. Reduction in average certification processing times reported by partner agencies. Evidence of improved prime contractor reporting and compliance transparency. Increase in certified firms participating in Sound Transit opportunities.
Goal 2: Maximize the utilization of apprenticeships on Sound Transit projects according to established goals.					
Objective	Activities/Tasks	Deliverables	Responsible Party	Timeline	Performance Indicator
What specific result are we aiming for?	What steps/actions will get us there?	What tangible output will result?	Who is responsible?	When will it be completed?	How will success be measured?
Provide oversight and recommendations that support the retention, success, and journey-level completion of minority and underrepresented apprentices on Sound Transit projects.	Review apprenticeship utilization, retention, and completion data against Sound Transit goals and equity objectives. Collaborate with Sound Transit, labor, training providers, and community partners to identify barriers and supportive service needs. Recommend strategies to strengthen apprentice retention and success, including mentorship, transportation, coaching, and other supports. Highlight apprenticeship and workforce success stories and promising practices.	Summary of findings and recommendations related to apprentice utilization, retention, completion, and supportive services. Documentation of partner discussions and collaboration. Annual review/update of apprenticeship and workforce development progress. Apprenticeship/workforce success stories incorporated into DOC communications or reporting.	Leslie	Q4 2026 - 2027	Apprenticeship/workforce development data and progress reviewed annually. DOC recommendations incorporated into workforce development or retention strategies. Evidence of new or enhanced apprentice support services. Positive trends in apprentice retention and/or journey-level completion. Apprenticeship outcomes and success stories reflected in relevant Sound Transit reporting or communications.
Goal 3: Promote & Influence the diversity of the Sound Transit workforce especially in senior management positions.					
Objective	Activities/Tasks	Deliverables	Responsible Party	Timeline	Performance Indicator
What specific result are we aiming for?	What steps/actions will get us there?	What tangible output will result?	Who is responsible?	When will it be completed?	How will success be measured?

Provide recommendations to advance diversity within the Sound Transit workforce, with emphasis on increasing representation in senior and management positions.	Review semi-annual workforce diversity data and hiring outcomes presented by Sound Transit HR and CREI. Identify trends and gaps in representation, retention, and advancement across demographic groups. Provide formal recommendations to agency leadership regarding policies, practices, or initiatives that strengthen equitable hiring and promotion. Track agency response and progress on recommendations.	Annual report summarizing findings and recommendations on workforce diversity and leadership representation. Meeting summaries documenting data reviews and feedback. Follow-up report on agency actions taken in response to recommendations.	Leslie Jones	Q4 - 2026 & Q4 - 2027	# of data reviews and oversight discussions completed annually. Percentage of recommendations acknowledged or acted upon by Sound Transit. Evidence of measurable improvement in management-level diversity metrics. Frequency of progress updates provided by HR and CREI staff.
Goal 4: Strengthen the Diversity Oversight Committee’s governance, visibility, and effectiveness to enhance accountability and partnership with Sound Transit.					
Objective	Activities/Tasks	Deliverables	Responsible Party	Timeline	Performance Indicator
What specific result are we aiming for?	What steps/actions will get us there?	What tangible output will result?	Who is responsible?	When will it be completed?	How will success be measured?
Review and update the Charter, Board Motion, and guiding principles to ensure alignment with Sound Transit’s current equity and inclusion priorities.	Review the existing Charter, Board Motion, and guiding principles to ensure consistency with Sound Transit’s current equity and inclusion policies. Identify areas for clarification (roles, membership, reporting structure, term limits, etc.). Draft recommended updates and present to Sound Transit leadership for review and approval.	Updated Charter and/or Board Motion incorporating DOC recommendations. Summary memo to Sound Transit Board outlining proposed changes and rationale.		Q1 - 2026	Completion of Charter and Board Motion review by end of two-year workplan cycle. Clear documentation of DOC roles and responsibilities communicated to all members.
Increase the visibility and transparency through communications and reporting.	Develop and publish an annual report. Present quarterly updates to Sound Transit leadership and stakeholder groups. Present annually to Sound Transit Board of Directors. Recommend website or communication enhancements.	Annual DOC Impact Report. Quarterly presentation materials and summaries. Webpage content draft.		quarterly/annually	# of progress updates presented each year. Distribution and accessibility of the annual report. Increased stakeholder awareness of DOC activities measured through feedback or engagement metrics.

Ensure effective operations, accountability, and engagement among DOC members.	Establish a schedule for regular workplan progress reviews and member participation tracking. Conduct committee surveys to identify training or resource needs. Evaluate committee effectiveness at the end of each workplan year and provide a update to Sound Transit.	Workplan progress tracker reviewed quarterly. Annual member feedback survey.		quarterly/annually	Attendance and participation rates at DOC meetings. Completion of annual survey. Implementation of improvements identified through surveys.
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