

OFFICE OF CIVIL RIGHTS, EQUITY & INCLUSION
**EQUAL EMPLOYMENT
OPPORTUNITY PROGRAM**
2022 - 2025



Agency Reporting Information

EEO-4 Identification Number: 53510440

FTA Recipient Identification Number: 5656

Chief Executive: Peter M. Rogoff
Chief Executive Officer

EEO Officer: Jonte` M. Robinson
Chief Diversity, Equity & Inclusion Officer

EEO Contact: Daphne D. Cross
Deputy Director, Inclusive Culture

Comments and suggestions regarding this program are welcomed and should be directed to:

Sound Transit
Office of Civil Rights, Equity & Inclusion
401 South Jackson Street
Seattle, WA 98104
(206) 398-5000
e-mail: civilrights@soundtransit.org

This plan is available for download at:

<https://www.soundtransit.org/get-to-know-us/office-civil-rights-equity-inclusion>.

Table of Contents

1.0 Preface.....	5
2.0 Executive Summary.....	6
3.0 Our Commitment.....	7
4.0 Equal Employment Opportunity Program.....	8
4.1 Statement of Policy.....	9
4.2 Dissemination Plan.....	10
4.3 Designation of Personnel Responsibility.....	13
4.4 Utilization Analysis.....	16
4.5 Goals and Timetables.....	18
4.6 Assessment of Employment Practices.....	23
4.7 Monitoring and Reporting.....	27

Exhibits

Exhibit 1	Annual CEO EEO & Policy Statement Emails
Exhibit 2	Organizational Charts
Exhibit 3	Agency Policies 605 and 606
Exhibit 4	Dissemination Plan
Exhibit 5	Utilization Analysis Charts
Exhibit 6	Goals and Timetables
Exhibit 7	Assessment of Employment Practices Charts & Analysis
Exhibit 8	EEO External Contractor Compliance Monitoring Program
Exhibit 9	EEO Complaint Process & Procedures
Exhibit 10	Civil Rights, Equity & Inclusion Annual Report
Exhibit 11	Inclusive Learning Series
Exhibit 12	Anti-Racist Strategy

1.0 Preface

The Central Puget Sound Regional Transit Authority, herein referred to as Sound Transit, is fully committed to the concept and practice of equal opportunity in all aspects of employment.

As a federal grantee and in the preparation of this Equal Employment Opportunity (EEO) Program, Sound Transit has used the terminology used in Executive Order 11246 and the Department of Transportation Federal Transit Administration's (FTA) regulations pursuant to 49 U.S.C. Section 5532, FTA Circular 4704.1 and 49 CFR Part 27, as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "goal," "problem area," etc. should not be construed as an admission by Sound Transit, in whole or in part, that any problem area exists or that either minorities or women have been or are presently being underutilized, concentrated, or discriminated against in any way by the Agency in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this EEO Program, or its supporting data should be construed as an admission by Sound Transit, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the EEO Program, Sound Transit has been guided by its established policy of providing equal employment opportunity. Any placement goals that Sound Transit has established herein are not intended as rigid, inflexible quotas that must be met, but as targets attainable by applying every good faith effort in implementing this EEO Program. The use of placement goals in this EEO Program is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at Sound Transit are made based on job -related criteria. Thus, this EEO Program has been developed in strict reliance upon the Guidelines issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608) and the FTA.

2.0 Executive Summary

Sound Transit's statement of Equal Employment Opportunity is issued by the Chief Executive Officer, Peter M. Rogoff annually and is found in Exhibit 1. In keeping with this policy, Sound Transit continues to recruit, hire, train and promote the most qualified persons in all job titles without regard to race, color, religious creed, sex, national origin, age (40 and over), physical disability (including HIV and AIDS), ancestry, mental disability, medical condition (including cancer), marital status, sexual orientation, gender, gender identity, gender expression, genetic information, military or veteran status or any other basis protected by federal or state statute.

Similarly, all other personnel matters such as compensation, benefits, transfers, terminations, and tuition assistance continue to be administered in accordance with Sound Transit's commitment to equal opportunity and non-discrimination. Sound Transit continues to base employment decisions on job-related criteria to ensure adherence to principles of equal employment opportunity.

The Office of Civil Rights, Equity & Inclusion (CREI) has been assigned the responsibility of preparing Sound Transit's EEO Update. Sound Transit is an agency that employs over 1,000 employees and receives Federal capital and operating assistance in excess of 1 million. Sound Transit also receives planning assistance in excess of \$250,000; therefore, Sound Transit meets the Federal Transportation Administration (FTA) threshold and must submit an EEO Program Update to the FTA every four years. The EEO Program outlines Sound Transit's promotion of diversity in the workplace and complies with the Federal Transit Administration (FTA), Civil Rights requirements set forth in (FTA) Circular 4704.1A (October 31, 2016) and other federal, state, and local laws prohibiting discrimination.

The purpose of Sound Transit's EEO Program is to formalize Sound Transit's commitment to diversity and equal employment opportunity. It demonstrates Sound Transit's efforts to monitor the composition of its EEO occupational categories and its overall workforce by racial, ethnic, and gender classifications. In addition, the plan demonstrates Sound Transit's efforts to identify and correct areas of underutilization. Sound Transit takes specific steps to eliminate unlawful discrimination, as well as the effects and appearance of unlawful discrimination. The equal employment steps taken by Sound Transit ensures policies, practices, and programs facilitate non-discriminatory efforts to establish and maintain a workforce that reflects the availability of minority and female individuals ready, willing, and able to work.

This EEO Program updates the 2018-2021 EEO Program consistent with (FTA) Circular 4704.1A and instructions from the FTA Regional Administrator.



3.0 Our Commitment

February 15, 2022

I am pleased to submit Sound Transit's Equal Employment Opportunity (EEO) Program.

Sound Transit's Executive Leadership is committed to ensuring non-discrimination in the workplace. Our commitment extends to promoting diverse representation at all levels, creating an inclusive culture and integrating equity into all policies, programs, operations and practices. We have implemented several strategies including our agency's commitment to becoming an anti-racist organization to ensure that we maintain a workplace that is respectful, equitable and inclusive to all current and potential employees.

In addition, it is Sound Transit's policy that practices of employment discrimination against any person based on race, color, age, sex, marital status, sexual orientation, gender identity, status as a parent, religion, ancestry, national origin, or the presence of any sensory, mental, or physical disability in an otherwise qualified disabled person are prohibited.

We want all employees to feel welcomed, supported and safe at Sound Transit. I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees equitably, with dignity and respect under the guidelines of our EEO Policy and Program.



Peter M. Rogoff
Chief Executive Officer

CHAIR

Kent Keel
University Place Councilmember

VICE CHAIRS

Dow Constantine
King County Executive

Dave Somers
Snohomish County Executive

BOARD MEMBERS

Nancy Backus
Auburn Mayor

David Baker
Kenmore Mayor

Claudia Balducci
King County Council Chair

Bruce Dammeier
Pierce County Executive

Cassie Franklin
Everett Mayor

Debora Juarez
Seattle Council President

Joe McDermott
King County Council Vice Chair

Roger Millar
Washington State Secretary of Transportation

Ed Prince
Renton Councilmember

Kim Roscoe
Fife Mayor

Dave Upthegrove
King County Councilmember

Peter von Reichbauer
King County Councilmember

Kristina Walker
Tacoma Councilmember

CHIEF EXECUTIVE OFFICER

Peter M. Rogoff

4.0 – Equal Employment Opportunity (EEO) Program

2.1 Frequency of Update

FTA requires each applicant, recipient, subrecipient, or contractor² that meets the EEO Program threshold requirements outlined in Section 1.4 of this Circular to submit an updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first.

Only direct recipients and State DOTs who cross the EEO Program threshold in Circular Section 1.4 are required to submit an EEO Program to FTA every four years. All subrecipients and contractors who cross the EEO Program threshold must submit EEO Programs to the entity from which they receive funds, generally the transit agency or the State DOT, as appropriate.

4.1 – Statement of Policy

2.2.1 Statement of Policy

FTA requires an agency's EEO Program to include a signed and dated EEO policy statement issued by the agency's CEO/GM covering all employment and personnel practices, including recruitment, hiring, promotions, terminations, transfers, layoffs, classification, compensation, training, benefits, and other terms and conditions of employment.

4.1 Equal Employment Opportunity Policy



Approved by:	Agency Policy 603	Executive
<small>Discussed by:</small> Chief Executive Officer	Equal Employment Opportunity	
<small>Discussed by:</small> Chief Diversity Officer	Effective Date: 03/01/2003	
	Revision Date: 5/22/2021	

Equal Employment Opportunity

1.0 Scope

- 1.1 This policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation and the fair treatment of employees.

2.0 Policy

- 2.1 Sound Transit has a strong commitment to the community it serves and employees. As an equal opportunity employer, the agency strives to have a workforce that reflects the community it serves. No person is unlawfully excluded from employment action based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status or other protected class.
- 2.2 All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit) or otherwise engages in protected activity is strictly prohibited and will not be tolerated.
- 2.3 Sound Transit is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.
- 2.4 The chief executive officer (CEO) maintains overall responsibility and accountability for the agency's compliance with this policy and the equal employment opportunity (EEO) program. The CEO is committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of this policy and the EEO program.
- 2.4.1 To ensure day-to-day management, including program preparation, monitoring and complaint investigation, Jonté Robinson is Sound Transit's EEO Officer. Jonté reports directly to the CEO and acts with the CEO's authority with all levels of management, labor unions and employees.
- 2.5 Sound Transit executives, management and supervisory personnel share in the responsibility for implementing and monitoring this policy and the EEO program within their respective areas and are assigned specific tasks to ensure compliance is achieved. The agency evaluates manager and supervisor performance on successful implementation of policies and procedures in the same way the agency assesses their performance regarding other agency goals.
- 2.6 Sound Transit is committed to undertaking and developing a written nondiscrimination program that sets forth policies, practices and procedures, with goals and timetables, to which the agency is committed. The EEO program is available for inspection by any employee or applicant for employment.
- 2.7 Sound Transit has zero tolerance for any form of discrimination and/or harassment.
- 2.8 Failure to comply with this policy will result in corrective action up to and including termination.

3.0 References

- 3.1 Agency Policy 605 Harassment Free Workplace
- 3.2 Agency Policy 606 Equity and Inclusion

4.2 – Dissemination Plan

2.2.2 Dissemination

FTA requires agencies to publicize and disseminate their EEO policy statement by posting it in conspicuous locations so that employees, applicants, and potential applicants are aware of the agency's commitment to EEO. Agencies are required to disseminate their EEO policy internally and externally.

4.2 Dissemination Plan

Sound Transit is committed to ensuring that all employees and applicants are aware of the Agency's EEO policy. Sound Transit publicizes and disseminates its EEO policy statement by posting it in conspicuous locations so that employees, applicants, and potential applicants are aware of the agency's commitment to EEO. This information is disseminated both internally and externally. We communicate the existence of our EEO policy and program to employees, applicants, and potential applicants by:

1. Posting the EEO Policy in conference rooms, reception areas, on bulletin boards, and other conspicuous areas. Periodically someone from the Civil Rights, Equity & Inclusion staff will conduct an inspection to ensure that the policy is posted in the various locations.
2. Annual communication from CEO reaffirming commitment to Civil Rights, Equity & Inclusion programs.
3. EEO program and data analyses presented to Employee-led groups to seek their input.
4. Posting the "EEO Is the Law" poster on elevators and bulletin boards.
5. Posting the EEO Policy on the internal website.
6. Including the EEO Policy in new employee information packets and employee handbooks. When possible, the Deputy Director of Inclusive Culture or EEO Program Specialist presents the EEO policy and complaint process during the New Employee Orientation.
7. The Chief Diversity, Equity & Inclusion Officer is a member of the Executive Leadership Team and provides them with periodic EEO updates.
8. EEO training is conducted and required for all employees and managers to attend.
9. An EEO refresher course is required for all employees to take after three years of the initial facilitator-led training.
10. All people leaders are required to take EEO training within 90 days of hire.
11. Including EEO statement on all applicant information as well as distributed during outreach and job fairs.
12. EEO language is included in all contracts and solicitations.
13. Periodic updates made to the Executive Leadership Team and Board of Directors.
14. Regular updates and collaboration occurs with Human Resources.

4.3 – Designation of Personnel Responsibility

2.2.3 Designation of Personnel Responsibility

The designation of an agency's EEO Officer responsible for EEO Program management and oversight reflects the agency's EEO commitment. As such, FTA requires agencies to designate an executive as EEO Officer who will report to and is directly responsible to the agency's CEO/GM. Since managing the EEO Program requires a commitment of time and resources, FTA requires agencies and their senior managers to give the EEO Officer support and assign sufficient staff to successfully carry out the EEO Program, as appropriate.

4.3 Designation of Personnel Responsibility

Sound Transit's Chief Executive Officer (CEO) maintains overall responsibility and accountability for Sound Transit's compliance with its EEO Policy and Program. The office of Civil Rights, Equity and Inclusion ensures day-to-day management, including program preparation, monitoring, and complaint investigation.

In 2017, the CEO established the Office of Civil Rights, Equity, & Inclusion as a separate office from the Office of Human Resources (HR). The EEO and HR functions are separate to maintain the integrity of the EEO investigative and decision-making process. The Chief Diversity, Equity & Inclusion Officer and Civil Rights, Equity & Inclusion staff do meet regularly with the Chief Human Resources Officer and other Human Resources staff. Sound Transit ensures that no conflicts of position or conflicts of interest occur, or appear to occur, with respect to the Chief Diversity, Equity & Inclusion Officer's role.

Specific Assignments of Responsible Staff Members:

Jonte` Robinson is the Chief Diversity, Equity & Inclusion Officer as well as the Agency's EEO Officer. Ms. Robinson is responsible for EEO Program strategy, management, and oversight. She reports directly to the CEO and is a part of the Executive Leadership Team.

Daphne Cross is the Deputy Director of Inclusive Culture and is responsible for the day-to-day management and implementation of the EEO Program.

Kevin Gettis is the EEO Program Specialist and is responsible for conducting investigations, monitoring external EEO contractor compliance, facilitating EEO training, and ensuring EEO integrity in the procurement process.

Han Song – is the Data Analyst and provides support, tracks, and monitors EEO hiring goals and assessment of employment practices.

The Chief Officer and EEO staff contact information is provided on the agency's internal website. There is a generic email address in addition to all the staff name-based e-mail addresses to ensure that all emails are being monitored regardless of staff turnover or schedules. (civilrights@soundtransit.org)

EEO Officer's Responsibilities

- Developing the EEO policy statement and a written EEO Program.
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where proactive action is needed.
- Reviewing the agency's nondiscrimination plan with all managers and supervisors to ensure that the policy is understood.
- Concurring in the hiring and promotion process.

EEO Officer's Responsibilities (cont.)

- In conjunction with human resources, periodically reviewing employment practices policies (e.g., hiring, promotions, training), complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements.
- Reporting at least semiannually to the CEO on each department's progress in relation to the agency's goals and on contractor and vendor compliance.
- Serving as liaison between the agency; Federal, state, county, and local governments; regulatory agencies; and community groups representing minorities, women, and persons with disabilities, and others.
- Maintaining awareness of current EEO laws and regulations and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials.
- Investigating complaints of EEO discrimination.
- Providing EEO training for employees and managers.
- In conjunction with human resources, advising employees and applicants of available training programs and professional development opportunities and the entrance requirements.
- Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date.

Agency Executive Leadership, Managers, and Supervisor Responsibilities include:

- Participating in periodic reviews of all aspects of employment to identify and to remove barriers obstructing the achievement of specified goals and objectives.
- Participating in regular discussions with other managers, supervisors, employees, and Employee-led Groups to ensure agency policies and procedures are being followed.
- The Office of Human Resources will maintain and update the personnel database for generating reports required for the nondiscrimination program.
- Cooperating with the Deputy Director of Inclusive Culture in review of information and investigation of complaints.
- Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing, mentoring).
- The Deputy Director of Inclusive Culture and staff continue to identify strategies to ensure that our employees, job applicants, and community are aware of our commitment to EEO, equity and inclusion.

4.4 – Utilization Analysis

2.2.4 Utilization Analysis

FTA requires agencies who meet the EEO Program threshold requirements (See Attachment 4 for a Sample Utilization Analysis Excel Chart.) to complete a utilization analysis as part of their EEO Program submission. A completed utilization analysis identifies job categories that have an underutilization or concentration of minorities and women in relation to their availability in the relevant labor market. The analysis also establishes the framework for goals and timetables to correct employment practices that contributed to any identified underutilization or concentration.

4.4 Utilization Analysis

The utilization analysis identifies job categories that have an underutilization or concentration of minorities and women in relation to their availability in the relevant labor market. The analysis also establishes the framework for goals and timetables to correct employment practices that contributed to any identified underutilization or concentration.

As part of our analysis the composition of the workforce by minority group status and sex was analyzed by organizational unit and job group to determine whether there are problems of minority and female distribution or of minority or female utilization.

The workforce analysis includes the number of employees and salary ranges for each job category in the EEO-4 report for the following subcategories for people:

- White (not Hispanic or Latino)
- American Indian/Alaska Native (not Hispanic or Latino)
- Black or African American (not Hispanic or Latino)
- Hispanic or Latino
- Asian (not Hispanic or Latino)
- Native Hawaiian and Other Pacific Islander (not Hispanic or Latino)
- Two or more races (not Hispanic or Latino)

EEO - 4 Job Categories	
Number	Category
1	Officials and Administrators
2	Professionals
3	Technicians
4	Protective Service Workers
5	Paraprofessionals
6	Administrative Support Workers
7	Skilled Craft Workers
8	Service-Maintenance Workers

4.5 – Goals and Timetables

2.2.5 Goals and Timetables

The completed utilization analysis will show where problems may exist in the agency. Based on this analysis, the agency will be able to set numerical goals within an established time frame. FTA requires agencies to provide percentage and numerical goals (using the whole-person rule), along with timetables for the next four-year period, for any categories of underutilization identified in the utilization table.

4.5 Goals and Timetables

Based on the Utilization Analysis, Sound Transit has set numerical goals with timetables by Job Group. Sound Transit does not employ job categories 4 – Protective Service Workers and 5 – Paraprofessionals.

1 – Officials & Administrators

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce	1	10	8	24	1	1	86	0	12	3	13	2	6
Percent in Category	0.3%	3.1%	2.5%	7.4%	0.3%	2.2%	26.6%	0.0%	3.7%	0.9%	4.0%	0.6%	1.9%
Percent of Availability	0.4%	2.9%	5.2%	11.7%	0.3%	3.3%	74.6%	0.5%	2.9%	5.3%	11.9%	0.4%	4.4%
Percent Underutilized			3%	4%		1%	48%	1%		4%	8%		3%
Underutilized (Yes/No)	NO	NO	YES	YES	NO	YES	YES	YES	NO	YES	YES	NO	YES
# Needed to Reach Parity			8	13		3	154	1		14	25		8
Planned % Increase 2022			1%	1%		1%	12%	1%		2%	2%		1%
Planned % Increase 2023			1%	1%			12%			2%	2%		1%
Planned % Increase 2024			1%	1%			12%				2%		1%
Planned % Increase 2025				1%			12%				2%		

2 – Professionals

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce	4	25	14	55	2	11	145	2	14	15	46	2	13
Percent in Category	0.7%	4.6%	2.6%	10.0%	0.4%	2.0%	26.5%	0.4%	2.6%	2.7%	8.4%	0.4%	2.4%
Percent of Availability	0.2%	3.2%	4.5%	18.6%	0.2%	3.6%	71.3%	0.4%	3.3%	8.0%	13.7%	1.1%	4.9%
Percent Underutilized			2%	9%		2%	45%		1%	5%	5%	1%	3%
Underutilized (Yes/No)	NO	NO	YES	YES	NO	YES	YES	NO	YES	YES	YES	YES	YES
# Needed to Reach Parity			10	46		8	245		4	28	29	4	13
Planned % Increase 2022			1%	2%		1%	15%		1%	1%	2%		1%
Planned % Increase 2023			1%	2%		1%	15%			2%	2%	1%	1%
Planned % Increase 2024				2%			10%			2%	1%		1%
Planned % Increase 2025				3%			5%						

Goals and Timetables (cont.)

3 – Technicians

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce		2	2	4	1		2			1			
Percent in Category	0.0%	7.1%	7.1%	14.3%	3.6%	0.0%	7.1%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%
Percent of Availability	0.4%	6.0%	8.4%	15.2%	0.6%	4.3%	64.5%	0.6%	7.3%	8.0%	13.7%	1.1%	4.9%
Percent Underutilized			1%	1%		4%	57%		7%	4%	14%		5%
Underutilized (Yes/No)	NO	NO	NO	NO	NO	YES	YES	NO	YES	YES	YES	NO	YES
# Needed to Reach Parity						1	16		2	1	3		1
Planned % Increase 2022							10%		2%	2%	2%		1%
Planned % Increase 2023						2%	10%		2%	2%	2%		1%
Planned % Increase 2024						2%	25%		2%		5%		1%
Planned % Increase 2025							12%		1%		5%		2%

6 – Administrative Support

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce		6	5	6		1	37	2	17	5	8	1	6
Percent in Category	0.0%	5.4%	4.5%	5.4%	0.0%	0.9%	33.0%	1.8%	15.2%	4.5%	7.1%	0.9%	5.4%
Percent of Availability	0.6%	8.7%	7.7%	14.3%	1.2%	5.0%	71.1%	0.9%	4.9%	7.1%	10.2%	1.2%	4.6%
Percent Underutilized		3%	3%	9%	1%	4%	38%			3%	3%		
Underutilized (Yes/No)	NO	YES	YES	YES	YES	YES	YES	NO	NO	YES	YES	NO	NO
# Needed to Reach Parity		3	3	10	1	4	42			2	3		
Planned % Increase 2022			1%			1%	15%			3%	3%		
Planned % Increase 2023		1%	1%	3%	1%	1%	10%						
Planned % Increase 2024		1%	1%	3%		1%	10%						
Planned % Increase 2025		1%		3%		1%	3%						

Goals and Timetables (cont.)

7 – Skilled Services

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce		2		2	1	1	1						
Percent in Category	0.0%	8.7%	0.0%	8.7%	4.3%	4.3%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Availability	0.7%	3.3%	16.1%	5.8%	0.8%	3.7%	56.6%	0.9%	5.2%	13.5%	19.6%	1.1%	3.2%
Percent Underutilized			16%				52%		5%	14%	20%		
Underutilized (Yes/No)	NO	NO	YES	NO	NO	NO	YES	NO	YES	YES	YES	NO	NO
# Needed to Reach Parity			3				12		1	3	4		
Planned % Increase 2022			5%				15%		5%	4%	5%		
Planned % Increase 2023			5%				15%			4%	5%		
Planned % Increase 2024			6%				12%			4%	5%		
Planned % Increase 2025							10%			2%	5%		

8 – Service Maintenance

	MALE						FEMALE						
	AI/AN	B	H//L	A	NHOPI	Multi	W	AI/AN	B	H//L	A	NHOPI	Multi
Current Workforce						1	1						
Percent in Category	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Availability	1.0%	9.4%	15.5%	13.2%	0.9%	5.6%	54.7%	0.7%	8.5%	14.5%	15.1%	1.0%	5.5%
Percent Underutilized							35%						
Underutilized (Yes/No)	NO	NO	NO	NO	NO	NO	YES	NO	NO	NO	NO	NO	NO
# Needed to Reach Parity							1						
Planned % Increase 2022													
Planned % Increase 2023							10%						
Planned % Increase 2024							10%						
Planned % Increase 2025							15%						

Goals & Timetables (cont.)

Sound Transit actively takes actions to demonstrate the Agency's good faith efforts to address and remove barriers, expand employment opportunities, and produce measurable results, including but not limited to:

- In collaboration with the Office of Human Resources, CREI will continue to develop recruitment strategies, which consist of community-based recruitment, online and print media advertisement, and partnerships to attract and target underutilized minority groups.
- The Office of Human Resources will continue to target its recruitment efforts to attract underutilized areas by placing recruitment advertisement in major newspapers, publications, and websites to reach all qualified applicants, including targeted minority and female populations.
- In collaboration with The Office of Human Resources will participate in job/career fairs hosted by educational institutions, community organizations, military installations, and local agencies.
- In collaboration with the Office of Human Resources we will develop and conduct training to assist hiring managers during the recruitment process.
- Review and analyze job descriptions and requirements to ensure they accurately reflect position functions and are consistent for the same position from one location to another. As job duties and responsibilities change, the new position descriptions will be appropriately updated.
- The recruitment and selection process are evaluated annually to ensure that it is free from any bias and will aid in the attainment of EEO goals and objectives.
- Individuals involved in recruitment, screening, selection, promotion, discipline, and related processes will continue to receive training concerning the recruitment process and the importance of diversity to ensure their actions are free from any bias.
- Human Resources professionals and managers who have hiring responsibilities will continue to be trained in EEO, equity, diversity, and inclusion topics.
- Ensuring equity and inclusion are a part of the Agency performance measures.

Sound Transit has made the following efforts to increase the flow of minorities and women into critical jobs:

- Contacting, as appropriate, organizations for referrals of female, disabled, veteran and minority candidates.
- Participating in local "Job Fairs".
- Strengthening internship programs to increase opportunities for minorities, women, veterans, and individuals with disabilities.

In addition to EEO goals, the Office of Civil Rights, Equity & Inclusion has established a Diversity, Equity & Inclusive Culture Program that track and monitor goals by department/division. It is the intent of the Agency to go beyond the requirements to attract, select and retain a diverse workforce.

4.6 – Assessment of Employment Practices

2.2.6 Assessment of Employment Practices

Although the utilization rates will identify where problem areas exist in an agency, they will not help to determine why they exist. To achieve short- and long-term goals, agencies must identify and correct the causes of underutilization and concentration of minorities and women in the agency.

Agencies can use self-analysis to ascertain whether their employment practices are contributing to underutilization or concentration. FTA requires agencies to document their employment practices in both narrative and statistical formats with sufficient detail to identify trends and any practices that may operate as employment barriers.

FTA requires agencies to identify all problem areas and propose a program of corrective actions as part of their EEO Program. A proper assessment and identification of problem areas evaluates the impact of an agency's evaluation of external factors (e.g., applicants not knowing where to apply for jobs or the unavailability of bilingual materials and information) and internal factors (e.g., recruitment, testing, hiring, promotions, transfers, seniority, training, compensation, benefits, disciplinary procedures, and terminations). These required assessment elements, along with requirements for individuals with disabilities and veterans, are discussed below. Proper analyses evaluate the impact of an agency's practices on any identified underutilization or concentration.

4.6 Assessment of Employment Practices

Sound Transit conducts a detailed assessment of present employment practices to identify those practices that operate as employment barriers and unjustifiably contribute to underutilization. The assessment and identification evaluate the impact of the agency's employment practices on all its employment patterns, and has resulted in the following:

Recruiting, Selecting, and Hiring

1. All recruitment, selection and hiring within Sound Transit is consistent with the Equal Employment Opportunity (EEO) Program and applicable statutes.
2. In accordance with federal regulations, all selection criteria, such as written examinations, scored interviews, scored application forms and educational requirements that may disproportionately reject members of protected classes will be examined to ensure validity.
3. Special efforts are made to recruit people of particular ethnic groups who have traditionally been underutilized. The minority placement offices of the region's colleges and universities are included in advertising and outreach events. Emphasis is given to seeking and encouraging applicants from minority and women's groups where such applicants with the necessary qualifications and potential are available, including, but not limited to, utilization of the following service organizations, as appropriate:
 - Diversity groups
 - Associations
 - Employee-led Groups
 - Networking Events
 - Career fairs
4. Contacts and relationships have been developed with these and other individuals and groups that may be able to refer other applicants. Meetings will be scheduled to acquaint them with Sound Transit's EEO Program, present and future job opportunities at Sound Transit, the selection process, and any appropriate recruiting literature available; and
5. Applicants are asked to fill out an online application profile. Completion of the information is on a voluntary basis and reveals the ethnic group of the applicants and how they learned of the open position.

To ensure achievement, the Deputy Director of Inclusive Culture periodically reviews its practices in hiring job applicants and makes adjustments and corrections where necessary to ensure equity. If it is determined that a protected group is being negatively impacted the Deputy Director of Inclusive Culture will recommend Corrective Actions to address issues.

Salaries

ST completes a market analysis on all positions on an annual basis. All Sound Transit employees shall be equitably compensated for assigned duties and responsibilities without regard to race, color, religion, sex, age, national origin, marital status, sexual orientation, political affiliation, or sensory, physical, or mental disability, veteran status or any other basis of discrimination prohibited by local, state, and federal law. The Total Rewards Program Manager

compares qualifications and experience to others in the same pay grade and suggests a pay rate that would be equitable. The suggested salary is reviewed by the Deputy Director of Inclusive Culture for equity prior to making an offer. Hiring Manager, Talent Advisor, and Total Rewards Director approve final pay rates.

The Deputy Director of Inclusive Culture periodically reviews salary data. If it is determined that a protected group is being negatively impacted the Deputy Director of Inclusive Culture will recommend Corrective Actions to address issues.

Promotions

Generally, an employee who has been in their current position with Sound Transit at least six months with a successful rating is eligible for promotion. All employees meeting the minimum qualifications for the role are welcome to apply for vacant positions, except for those employees on a Performance Improvement Plan. Based on business needs some positions may be reclassified. The Deputy Director of Inclusive Culture reviews promotions and reclassifications to ensure that they are being done in an equitable manner. If the Deputy Director of Inclusive Culture identifies that a protected group is being disparately impacted Corrective Actions will be recommended. There is currently a workgroup reviewing the internal promotion process.

Terminations

At-Will Employment

Employment with the Agency is “at-will.” This means that either the Agency or the employee may terminate the employment relationship at any time, with or without cause, with or without notice. No one in the Agency has the authority to enter into any agreement for employment for a specified period of time, or to make any other representations or agreements that are inconsistent with the at-will status. Only the CEO may enter into an agreement for employment for a specified period of time, so long as such an agreement is in writing and signed by the CEO. The Deputy Director of Inclusive Culture will review all terminations and review termination trends to ensure that there is not a disparate impact on protected classes. If it is determined that a protected group is being negatively impacted the Deputy Director of Inclusive Culture will recommend Corrective Actions to address issues.

Training

In general, all training programs supported or sponsored by Sound Transit are equally open to all employees regardless of race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.

The only exceptions are where training programs are designed for specific audiences such as people leaders (employees with direct reports) or women and employees that identify with that gender.

For Leadership Programs that are competitive or limited to a specific number of participants, we use an application process which consists of seven questions which are then scored by an evaluation committee.

The evaluation committee consists of the Program Manager for the leadership program, the Chief Human Resources Officer, and Chief Diversity, Equity & Inclusion.

We consider these general criteria for our leadership programs:

- Prior leadership experience
- Reason/s for wanting to participate in leadership program
- Commitment and willingness to develop leadership skills
- Prior opportunity to participate in leadership programs
- Overall performance is in good standing

CREI will review all training data to ensure that there is not a disparate impact on protected classes. If it is determined that a protected group is being negatively impacted CREI will recommend Corrective Actions to address issues.

Complaints

Any employee or applicant who believes she or he has been unlawfully discriminated against on the basis of race, color, religion, national origin, sex, age, genetic information, disability, or veteran status can file a complaint with the EEO Office. ST employees are encouraged to report any incidents of discrimination and/harassment.

The Deputy Director of Inclusive Culture will review complaint trends to determine what Corrective Actions need to be taken to address the concerns of employees.

A detailed breakdown by gender and ethnic background. This data is reviewed by the Chief Diversity, Equity & Inclusion Officer to ensure that all employment practices are conducted in an equitable manner. If the Chief Diversity, Equity & Inclusion Officer determines that there are inequities within any employment practices, a Corrective Action Plan will be developed and recommended to the Chief Human Resources Officer.

Assessment of Employment Practices Summary as of 12/31/21 (see Exhibit 7 for details)

	Total	Female	Black	Asian	Hispanic/ Latino	American Indian/Alaska Native	Native Hawaiian or other Pacific Islander	Two or more races
New Hires	791	340	72	128	54	6	4	52
Promotions	314	143	35	41	17	2	4	7
Terminations	557	221	40	79	25	4	3	37
Training	2673	1276	247	379	146	18	28	124

4.7 – Monitoring and Reporting

2.2.7 Monitoring and Reporting

An important part of any successful EEO Program is establishing an effective and workable internal monitoring and reporting system to:

- Assess the results of action plans taken since the last program submission
- Enable agencies to evaluate their EEO Program during the year and to take any necessary corrective action regarding the development and execution of programs, goals, and timetables. FTA requires agencies to conduct such evaluations semiannually, at a minimum
- Produce documentation that supports actions to implement the plan for minority and female job applicants or employees and informs management of the program's effectiveness

4.7 Monitoring and Reporting

The Office of Civil Rights, Equity & Inclusion has developed several monitoring and reporting systems to ensure that we are meeting our goals and taking necessary corrective action if needed.

The following procedures are being followed to continuously monitor employment procedures and practices to measure the results of the EEO Program.

1. The Deputy Director of Inclusive Culture will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs to ensure that the Agency's EEO non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.
2. The Deputy Director of Inclusive Culture will periodically conduct a review of the internal dissemination of EEO information on the website, printed materials, and facilities to ensure proper posting.
3. The Deputy Director of Inclusive Culture will monitor Contractors and Sub-Recipients and develop procedures to collect and review EEO Programs, provide training, and technical assistance as needed. A program has been developed to ensure that an effective monitoring and reporting system is in place. (See Exhibit 12).
4. A complete record of data will be maintained to include the name, age, race, gender, position sought, referral source, and the ultimate disposition of each job applicant, where the collection of such information does not violate the individual's rights.
5. A complete record of each promotional opportunity to include all people considered, identified by name, age, race, and gender.
6. Employee termination data will be compiled including the name, age, race, gender, position, and reason for termination.
7. The Deputy Director of Inclusive Culture will monitor Goals & Timetables to evaluate they are being met. If problems are identified, the Deputy Director of Inclusive Culture/Chief Diversity, Equity & Inclusion Officer will work with Human Resources and executive leadership to develop corrective actions.
8. Chief Diversity, Equity & Inclusion Officer will meet on a quarterly basis with the Chief Executive Officer and Director of Human Resources to review EEO efforts and results. This information will also be presented to the Executive Leadership Team.
9. A periodic EEO Program report shall be prepared and submitted to the Board members. This report is to show significant progress or lack of progress regarding goals and recommend future actions and policy revisions, as necessary.
10. Ongoing training will be conducted with supervisors and managers to ensure compliance with all aspects of the EEO Program to include Equity & Inclusion and Workplace Harassment Prevention.

Monitoring and Reporting (Continued)

11. The EEO Complaint procedures are available on the website. All EEO complaints will be logged into a tracking system and reviewed for trends.
12. An Equity Advisory Council will be established with representation from various departments and protected classes to advise the Deputy Director of Inclusive Culture/Chief Diversity, Equity & Inclusion of equity & inclusion efforts needed within the Agency.
13. The Deputy Director of Inclusive Culture will review all new hires and promotions to ensure equity.
14. In conjunction with Human Resources, the Office of Civil Rights, Equity & Inclusion will maintain cumulative records on applicants, hires, transfers, promotions, trainings that foster promotion potential, and terminations. Based on records, yearly targets will be prepared to identify where the program is not working or is working effectively enough to meet the goals.
15. A copy of the goals and timetables chart from the previous program submission.

In conjunction with the Office of Labor Relations, The Office of Civil Rights, Equity and Inclusion will monitor the EEO Compliance of Federally Funded and PLA Contracts.

Exhibit 1

Annual CEO Equal Employment Opportunity & Policy Statement Emails



From: [Rogoff, Peter](#)
To: [*ST Staff](#)
Subject: Our Commitment to Equal Employment, Equity and Inclusion
Date: Wednesday, January 20, 2021 8:49:24 AM
Attachments: [image002.png](#)

All:

At the beginning of every year, I ask that all employees review Sound Transit's Equal Employment Opportunity (EEO) and Harassment Free Workplace Policies. I choose this historic day to do so again.

As an equal opportunity employer, our agency strives to have a workforce that reflects our diverse community. Sound Transit's Office of Civil Rights, Equity & Inclusion is responsible for ensuring an equitable system that grows and sustains a diverse workforce, fosters an inclusive culture and builds organizational capacity. The EEO Program also monitors complaints and trends to identify reoccurring issues to develop a strategy to address concerns.

Jonté Robinson, Acting Chief Civil Rights, Equity & Inclusion Officer, is responsible for EEO issues. It's important that each of you understand the EEO Policy and know to contact Jonté if you have any concerns or a complaint.

As we head into 2021, we are renewing and strengthening our commitment to becoming an anti-racist organization. This includes our commitment to be accountable to our employees, passengers and broader community. Later this month, you will hear more from executive leadership on our upcoming plans, including the launch of an internal campaign and upcoming opportunities to provide your feedback on our proposed strategy.

Thank you for your ongoing commitment to our value of inclusion and respect. Each one of us has a vital role to play in creating a workplace we can be proud of – one that supports and includes us all.
—P

Peter M. Rogoff
Chief Executive Officer
Pronouns: He/Him/His
Sound Transit
W 206-398-5450

Connect with us
facebook.com/SoundTransit
twitter.com/SoundTransit



Sound Transit Values Start With Me & Start With You
Collaboration, Customer Focus, Inclusion & Respect, Safety, Integrity, 

From: [Rogoff, Peter](#)
To: [*Entire Agency](#)
Subject: Sound Transit's First Equity & Inclusion policy
Date: Monday, January 27, 2020 6:28:54 PM
Attachments: [Agency Policy 606 - Equity and Inclusion Policy Adopted Dec 2019.pdf](#)
[image002.png](#)

All: I am proud of the steps our agency has taken over the last couple of years in upholding our commitment to equity and our shared values of inclusion and respect. To continue that effort, I'm sharing with you Sound Transit's first formal Equity and Inclusion Policy. I want to thank the Equity Policy Subcommittee of the Equity Steering Committee – both bodies made up of leaders across the agency – who conducted the research and were instrumental in recommending this approach. This policy describes Sound Transit's commitment to equity and inclusion, and applies to all regular Sound Transit employees, temporary workers, and interns.

The establishment of this policy is an important milestone for Sound Transit and I ask that you take the time to review its contents. In the coming months, the Office of EEO, Equity & Inclusion will work with departments throughout the agency to facilitate the implementation of this policy. If you have any questions about this policy at any time, please contact our Chief EEO, Equity & Inclusion Officer, Jackie Martinez-Vasquez.

Thanks to all of you for your continued commitment to Sound Transit's six core values. –P

Peter M. Rogoff
Chief Executive Officer
Sound Transit
W 206-398-5450

Connect with us
facebook.com/SoundTransit
twitter.com/SoundTransit



Sound Transit Values Start With Me & Start With You
Collaboration, Customer Focus, Inclusion & Respect, Safety, Integrity, Quality

From: [Rogoff, Peter](#)
To: [*Entire Agency](#)
Subject: Updated Harassment Free Workplace Policy
Date: Thursday, September 26, 2019 10:49:54 AM
Attachments: [image003.png](#)

All:

Inclusion and Respect are a core value at Sound Transit. We stand by our commitment to fostering an inclusive environment that is free from harassment and discrimination. We have taken several steps over the past couple of years to ensure employees can bring their whole selves to work and be successful. We have updated our [Harassment Free Workplace policy](#). This policy addresses Sound Transit's commitment to maintain a workplace free from any form of harassment, including sexual harassment. This policy applies to all regular Sound Transit employees, contractors, interns and direct hire temporary workers. If you have concerns regarding this topic please feel free to contact our Chief EEO, Equity & Inclusion Officer, [Jackie Martinez-Vasquez](#) or our EEO Manager [Jonte Robinson](#). – P

Peter M. Rogoff

Chief Executive Officer

Sound Transit

W 206-398-5450

Connect with us

facebook.com/SoundTransit

twitter.com/SoundTransit



Sound Transit Values Start With Me & Start With You

Collaboration, Customer Focus, Inclusion & Respect, Safety, Integrity, Quality



MEMO

January 2, 2018

To: All Sound Transit Employees

From: Peter Rogoff, Chief Executive Officer

Subject: 2018 Equal Employment Opportunity Policy Statement and EEO Changes

This email is to provide you with a copy of the 2018 Equal Employment Opportunity (EEO) Policy Statement (attached) and inform you of changes designed to support Sound Transit's commitment to creating and maintaining a workplace environment that is free from harassment, discrimination or retaliation.

Sound Transit's Office of Equal Employment Opportunity, Equity & Inclusion is responsible for achieving Sound Transit's goal of growing and sustaining a diverse workforce, inclusive culture and equitable work environment. Sound Transit has a strong commitment to the community it serves and employees. As an equal opportunity employer, the agency strives to have a workforce that reflects our diverse community.

Jackie Martinez-Vasquez, Director of EEO, Equity and Inclusion, is responsible for reporting EEO issues, concerns or complaints directly to me and recommending methods and/or next steps for addressing employee concerns.

You will see Sound Transit's 2018 EEO Notice to Employees and Applicants posted throughout the agency in the next few weeks. It is important for each of you to understand this policy and know who to contact in the event you have concerns or a complaint. It's only when issues are raised and brought to light that we can work together to resolve them. I want each of you to feel comfortable with the role you play in creating a workplace you can be proud of – a workplace that is supportive and inclusive of us all.

Thank you.

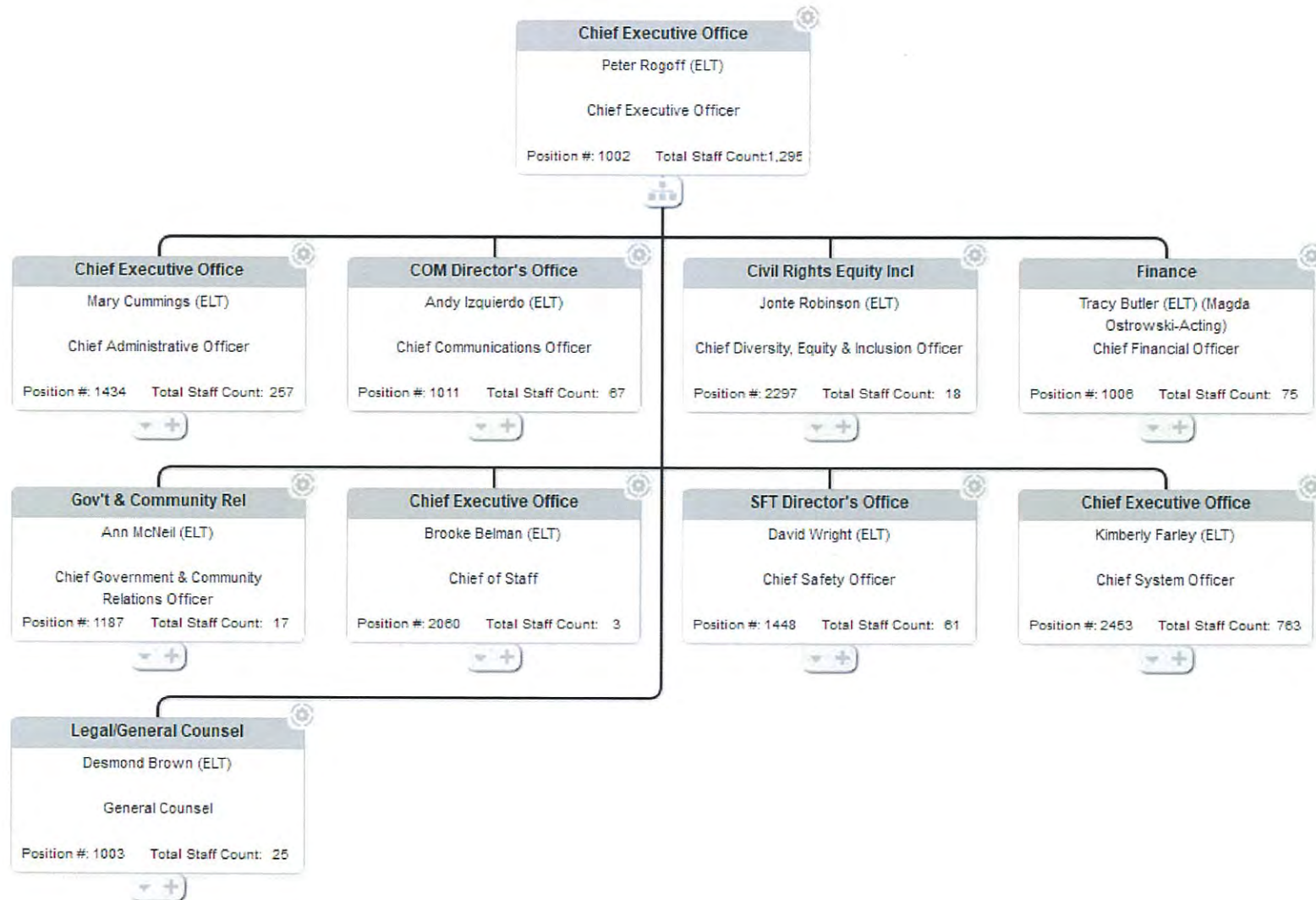
Exhibit 2

Organizational Charts



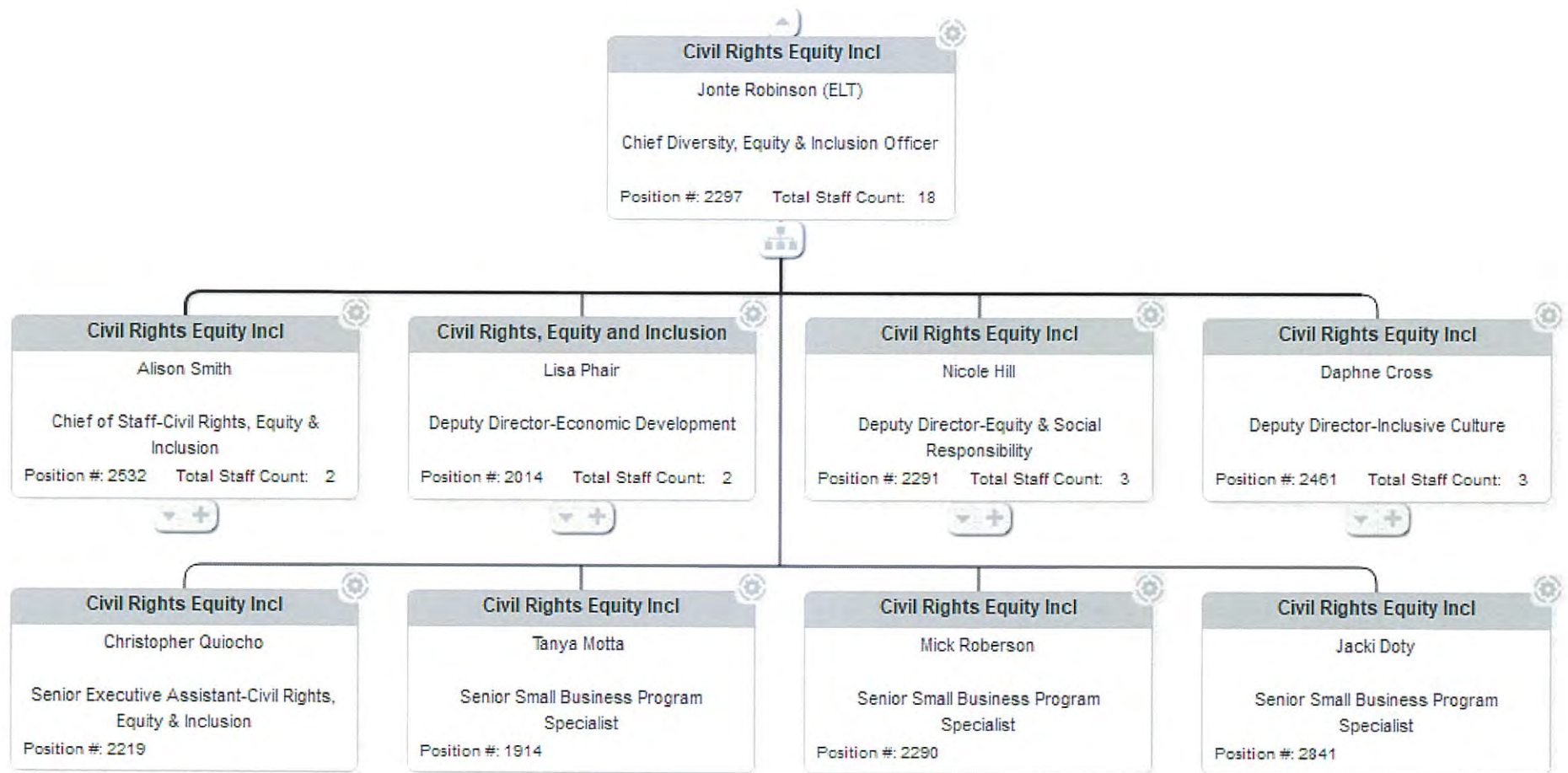
Chief Executive Office

Created: 2/5/2022



Civil Rights Equity Incl2

Created: 2/5/2022



Civil Rights Equity Incl3

Created: 2/5/2022



Exhibit 3

Agency Policies 605 and 606





Approved by:	Agency Policy 605	Executive
<small>DocuSigned by:</small> Chief Executive Officer	Harassment Free Workplace	
<small>DocuSigned by:</small> Chief Diversity Officer	Effective Date: 02/07/2012 Revision Date: 5/14/2021	

Harassment Free Workplace

1.0 Scope

- 1.1 This policy addresses Sound Transit's commitment to maintain a workplace free from any form of harassment, including sexual harassment. This policy applies to all regular Sound Transit employees, contractors, interns and direct hire temporary workers.

2.0 Definitions

- 2.1 Harassment: Unwelcome conduct that is based on one or more protected traits and is sufficiently severe or pervasive to alter terms or conditions of employment and create a hostile or abusive work environment. Unlawful harassment includes situations where submission to unwelcome conduct is made a condition of continued employment.
- 2.2 Sexual harassment: Anything that is sexually provocative. To be considered prohibited sexual harassment by Sound Transit, the conduct does not need to be sexual in nature as long as it is directed at a person because of that individual's sex, sexual orientation or gender identity.
- 2.3 Prohibited conduct may include, but is not limited to, the following conditions:
- 2.3.1 Offensive or derogatory comments or jokes, including sexually or racially explicit remarks, epithets or slurs,
 - 2.3.2 Intimidation or threats,
 - 2.3.3 Negative stereotyping,
 - 2.3.4 Gossip or questions about someone's sexual conduct or orientation,
 - 2.3.5 Repeated requests for dates,
 - 2.3.6 Requesting sexual favors or suggesting that sexual favors could gain employment benefits,
 - 2.3.7 Unwelcome touching,
 - 2.3.8 Any physical or other interference with the employee's normal work or movement,
 - 2.3.9 Written or graphic material displayed on walls, bulletin boards, desks, computers or elsewhere on Sound Transit premises or circulated in the workplace that mocks, denigrates or shows hostility toward an individual or group or that otherwise could be offensive to coworkers or a potential recipient, or
 - 2.3.10 Displaying, sending or receiving electronic mail, instant messaging or web-based content that is sexual or otherwise offensive.

3.0 Policy

- 3.1 Sound Transit is committed to providing a professional work environment where all employees may work together comfortably and productively and where each individual is treated with respect.
- 3.2 Sound Transit prohibits the harassment of any employee, particularly if the conduct is based on an individual's race, ethnicity, sex, religion, national origin, age, sexual preference or orientation,



Agency Policy 605 Harassment Free Workplace	Effective Date: 02/07/2012 Revision Date: 5/14/2021
--	--

gender identity or expression, marital status, disability status, pregnancy, genetic information, veteran status or any other characteristic protected by law.

- 3.3 Employees are expected to respect the rights of customers, co-workers and others in the workplace by refusing to participate in conversations or activities of an offensive, demeaning or intimidating nature. Managers are expected to take appropriate action to eliminate such conduct and bring such conduct to the immediate attention of the equal employment opportunity (EEO) program staff. Sound Transit recognizes that its role as part of the larger community is to model and actively practice respectful communications.
- 3.4 Inappropriate conduct is prohibited on Sound Transit worksites and property, at employer-sponsored activities and programs, on business-related trips and elsewhere.
- 3.5 Employees are responsible for immediately reporting any concerns or complaints to EEO program staff. If employees are concerned about an issue relating to EEO program staff, they should contact the chief human resources officer or chief executive officer.
- 3.6 Management is responsible for managing the work environment to make sure this policy is followed, coaching employees on appropriate workplace conduct and immediately informing EEO program staff of any alleged incidents, complaints or concerns raised by employees that could fall under the scope of this policy.
- 3.7 EEO program staff is primarily responsible for the intake, assessment, coordination with management, investigations and appropriate resolution of complaints or concerns.
- 3.8 Sound Transit has zero tolerance for any form of discrimination or harassment. If Sound Transit determines that an employee has violated this policy, including managers who fail to report inappropriate conduct to EEO program staff, the employee will be subject to corrective action up to and including termination of employment.
- 3.9 Sound Transit does not retaliate or tolerate retaliation against those who complain in good faith about harassment in the workplace or who are witnesses in the investigation of such allegations. Sound Transit investigates any report of such retaliation and treats it as a violation of this policy if substantiated. Allegations of retaliation should be reported to EEO program staff.

4.0 References

- 4.1 Agency Policy 603 Equal Employment Opportunity
- 4.2 Agency Policy 606 Equity and Inclusion

Approved by: 	Agency Policy 606	Executive
Chief Executive Officer	Equity and Inclusion Policy	
Chief Officer 	Effective Date: 03/01/2003 Revision Date: 12/12/2019 Supersedes: Administrative Policy and Procedure No. 1001	

Equity and Inclusion Policy

1.0 Scope

- 1.1 This policy describes Sound Transit's commitment to equity and inclusion. This policy applies to all Sound Transit employees, temporary workers and interns.

2.0 Definitions

- 2.1 Diversity: Range of human differences, including, but not limited to, race, ethnicity, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values systems, national origin and political beliefs.
- 2.2 Inclusion: Involvement and empowerment, where everyone feels welcomed, respected, supported and valued.
- 2.3 Equity: Fairness in process, distribution of resources, opportunity and provision of varying levels of support upon need to achieve greater fairness of outcomes.
- 2.4 Racial equity: Acknowledgement of historical inequity based on race, where race no longer determines one's socioeconomic outcomes and when everyone has what they need to thrive.

3.0 Policy

- 3.1 Sound Transit commits to:
- 3.1.1 Building an agencywide culture of inclusion.
 - 3.1.2 Integrating equity and inclusion into all of its policies, programs, operations and practices.
 - 3.1.3 Applying a racial equity lens to decision-making.
- 3.2 Sound Transit must:
- 3.2.1 Seek to discover and eliminate agency policies, structures and practices that perpetuate inequities.
 - 3.2.2 Strive to employ a diverse workforce at all levels that reflects the community we serve.
 - 3.2.3 Identify, develop and apply best practices, processes and tools that demonstrably make a positive difference for employees, stakeholders, riders and the community to reduce prevalent and persistent systemic inequity and outcome gaps.
- 3.3 Sound Transit will:
- 3.3.1 Allocate its financial, capital and human resources equitably.
 - 3.3.2 Consider equity implications in the system expansion program in the planning process and use of capital funds.
 - 3.3.3 Strive to ensure equitable access to the transit system.
 - 3.3.4 Engage, include and collaborate with communities and stakeholders to further effective and equitable agency governance at Sound Transit.

Agency Policy 606 Equity and Inclusion Policy	Effective Date: 03/01/2003 Revision Date: 12/12/2019 Supersedes: Administrative Policy and Procedure No. 1001
--	--

3.3.5 Ensure additional, specific and consistent practices to ensure inclusion and equitable engagement of low income and communities of color who historically have been excluded in traditional processes.

3.4 Failure to comply with this policy may result in corrective action up to and including termination.

4.0 References

- 4.1 Agency Policy No. 603 Equal Employment Opportunity
- 4.2 Agency Policy No. 605 Harassment Free Workplace
- 4.3 Board Resolution No. R2018-10 Equitable Transit Oriented Development Policy
- 4.4 Board Resolution No. R2013-18 Policy for Conducting Equity Analyses of Major Service Changes
- 4.5 Board Resolution No. R2013-19 Policy for Conducting Equity Analyses of Fare Changes
- 4.6 Board Resolution No. R2011-15 Inclusive Public Participation and Community Outreach (Title VI) Policy

Exhibit 4

Dissemination Plan



December 16, 2021

Daphne Cross
Deputy Director of Inclusive Culture
Office of Civil Rights, Equity & Inclusion

Subject: 2021 Equal Employment Opportunity (EEO) Policy Postings

Outdated Equal Employment Opportunity Policy postings have been removed and replaced with the current policy that was revised on May 22, 2021. Updated EEO Policies were posted at all Sound Transit buildings and facilities which include:

- 605 Building (1st & 2nd Floors)
- 625 Building (1st, 2nd, 3rd & 4th Floors)
- 705 Building (1st, 4th, 5th & 11th Floors)
- 5th & Jackson Building (1st, 4th, 5th, 7th & 8th Floors)
- Union Station (Garden, Mezzanine, 1st, 2nd & 3rd Floors)
- Lynnwood Warehouse
- OMF & OMW Central - Seattle
- OMF Tacoma

Updated EEO Policies were posted in designated and specific areas that met the following criteria:

- Conference Rooms with a 15+ person capacity
- Lunch / Break Room Areas
- Copy & Print Centers
- Hallway Bulletin Boards
- High Traffic Areas including but not limited to:
 - Entrances / Exits
 - Reception Desks
 - Near Restrooms
 - Near Water Fountains

Enclosed is a detailed listing of posting locations and areas, including contact information of responsible parties in restricted areas and OMF/OMW/Warehouse locations. Additionally, the current EEO Policy is attached for your reference.

A handwritten signature in black ink, appearing to read 'Christopher Quiocho', written over a horizontal line.

Christopher Quiocho
Senior Executive Assistant
Office of Civil Rights, Equity & Inclusion

Enclosure: 2021 EEO Postings.pdf,
Agency Policy 603 – Equal Employment Opportunity.pdf

Sound Transit | Equal Employment Opportunity Policy

2021 Posting Locations

<i>Building:</i>	Location/Name:	Floor:	Notes:
<i>605 Building</i>	Human Resources	Contact: Jan Glasper	jan.glasper@soundtransit.org
	Canyon Park Conference Room	1 st Floor – Capacity 12	Not Necessary
	Eastmont Conference Room	1 st Floor – Capacity 10	Not Necessary
	South Hill Conference Room	1 st Floor – Capacity 16	
	Lunch / Break Room	1 st Floor	
	Copy & Print Center	1 st Floor	
	Human Resources Entrance	1 st Floor	Reception Desk
	Auburn Conference Room	2 nd Floor – Capacity 12	Not Necessary
	Sumner Conference Room	2 nd Floor – Capacity 8	Not Necessary
	Copy & Print Center	2 nd Floor	
	Hallway Bulletin Board	2 nd Floor	Entrance to Lunch Room
<i>625 Building</i>	Seattle Center Conference Room	1 st Floor – Capacity 26	
	Lunch / Break Room	1 st Floor	
	Copy & Print Center	1 st Floor	
	Hallway Bulletin Board	1 st Floor	Close to Lunch Room
	Delridge Conference Room	2 nd Floor – Capacity 12	Not Necessary
	Downtown Conference Room	2 nd Floor – Capacity 26	
	Madrona Conference Room	2 nd Floor – Capacity 25	
	Pike Place Conference Room	2 nd Floor – Capacity 15	
	Lunch / Break Room	2 nd Floor	
	Copy & Print Center – 2 Locations	2 nd Floor	
	Hallway Bulletin Board	2 nd Floor	Near Restrooms
	Belltown Conference Room	3 rd Floor – Capacity 8	Not Necessary
	Leschi Conference Room	3 rd Floor – Capacity 16	
	Queen Anne Conference Room	3 rd Floor – Capacity 20	
	Lunch / Break Room	3 rd Floor	
	Copy & Print Center – 2 Locations	3 rd Floor	
	Hallway Bulletin Board	3 rd Floor	Near Restrooms
	Beacon Hill Conference Room	4 th Floor – Capacity 17	
	Capitol Hill Conference Room	4 th Floor – Capacity 18	
	Edwina Justus Conference Room	4 th Floor – Capacity 5	Not Necessary
	Lunch / Break Room	4 th Floor	
	Copy & Print Center	4 th Floor	
	Hallway Bulletin Board	4 th Floor	Near Restrooms
<i>705 Building</i>	Lopez Island Conference Room	1 st Floor – Capacity 10	Not Necessary
	Lunch / Break Room	1 st Floor	
	Copy & Print Center	1 st Floor	
	Bainbridge Island Conference Room	4 th Floor – Capacity 25	
	Fidalgo Island Conference Room	4 th Floor – Capacity 5	Not Necessary
	Harstine Island Conference Room	4 th Floor – Capacity 10	Not Necessary
	Mount Spokane Conference Room	4 th Floor – Capacity 25	

Sound Transit | Equal Employment Opportunity Policy

2021 Posting Locations

Mount Washington Conference Room	4 th Floor – Capacity 12	Not Necessary
Pilchuck Island Conference Room	4 th Floor – Capacity 16	
Skull Island Conference Room	4 th Floor – Capacity 30	
Lunch / Break Room	4 th Floor	
Copy & Print Center – 3 Locations	4 th Floor	
Hallway Bulletin Board	4 th Floor	Near Restrooms
Camano Island Conference Room	5 th Floor – Capacity 15	
Mercer Island Conference Room	5 th Floor – Capacity 5	Not Necessary
Orcas Island Conference Room	5 th Floor – Capacity 30	
San Juan Island Conference Room	5 th Floor – Capacity 22	
Shaw Island Conference Room	5 th Floor – Capacity 5	Not Necessary
Vashon Island Conference Room	5 th Floor – Capacity 15	
Whidbey Island Conference Room	5 th Floor – Capacity 15	
Lunch / Break Room	5 th Floor	
Copy & Print Center – 3 Locations	5 th Floor	
Hallway Bulletin Board	5 th Floor	Near Restrooms
Alki Conference Room	11 th Floor – Capacity 10	Not Necessary
Glacier Peak Conference Room	11 th Floor – Capacity 10	Not Necessary
Mount Rainier Conference Room	11 th Floor – Capacity 20	
Mount St. Helens Conference Room	11 th Floor – Capacity 16	
Point No Point Conference Room	11 th Floor – Capacity 7	Not Necessary
Lunch / Break Room	11 th Floor	
Copy & Print Center – 2 Locations	11 th Floor	
Hallway Bulletin Board	11 th Floor	Near Restrooms
Copy & Print Center	1 st Floor	
Hallway Bulletin Board	1 st Floor	Near Restrooms
Entrance/Exit	1 st Floor	Right Side Wall Upon Entry
Acadian Conference Room	4 th Floor – Capacity 35	
Crescent Conference Room	4 th Floor – Capacity 17	
Hiawatha Conference Room	4 th Floor – Capacity 14	Policy Posted
Lunch / Break Room	4 th Floor	Bulletin Board
Copy & Print Center – 2 Locations	4 th Floor	
Hallway Bulletin Board	4 th Floor	Back Entrance / Exit
Denali Star Conference Room	5 th Floor – Capacity 16	
Interurban Conference Room	5 th Floor – Capacity 19	
Meydenbauer Conference Room	5 th Floor – Capacity 26	
Lunch / Break Room	5 th Floor	
Copy & Print Center – 2 Locations	5 th Floor	
Hallway Bulletin Board	5 th Floor	Back Entrance / Exit
Down Easter Conference Room	7 th Floor – Capacity 15	
Old Dominion Conference Room	7 th Floor – Capacity 8	Not Necessary
Lunch / Break Room	7 th Floor	
Copy & Print Center – 2 Locations	7 th Floor	
Hallway Bulletin Board	7 th Floor	Near Restrooms

5th & Jackson

Sound Transit | Equal Employment Opportunity Policy

2021 Posting Locations

Union Station

Coast Starlight Conference Room	8 th Floor – Capacity 10	Not Necessary
Forty Niner Conference Room	8 th Floor – Capacity 12	Not Necessary
Lunch / Break Room	8 th Floor	Bulletin Board
Copy & Print Center – 2 Locations	8 th Floor	
Hallway Bulletin Board	8 th Floor	Back Entrance / Exit
Chattanooga Lunch Room	Garden Floor	
Pioneer Conference Room	Garden Floor – Capacity 26	
Zephyr Conference Room	Garden Floor – Capacity 16	
Lunch / Break Room	Garden Floor	
Copy & Print Center – 2 Locations	Garden Floor	
Hallway Bulletin Board	Garden Floor	Near Restrooms
Atchison Conference Room	Mezzanine Floor – Capacity 6	Not Necessary
Columbia Conference Room	Mezzanine Floor – Capacity 30	
Olympian Conference Room	Mezzanine Floor – Capacity 6	Not Necessary
Pioneer Conference Room	Mezzanine Floor – Capacity 23	
Pullman Training Room	Mezzanine Floor – Capacity 33	
Lunch / Break Room – 2 Locations	Mezzanine Floor	
Copy & Print Center	Mezzanine Floor	
Hallway Bulletin Board	Mezzanine Floor	Near Restrooms
Concourse Conference Room	1 st Floor – Capacity 16	
Navigation Conference Room	1 st Floor – Capacity 10	Not Necessary
Ruth Fisher Boardroom	1 st Floor – Capacity 180	
Santa Fe Conference Room	1 st Floor – Capacity 24	
Lunch / Break Room	1 st Floor	Santa Fe Conference Room
Reception Entrance	1 st Floor	Reception Desk
Team Conference Room	2 nd Floor – Capacity 12	Not Necessary
Lunch / Break Room – 2 Locations	2 nd Floor	
Copy & Print Center – 3 Locations	2 nd Floor	
Hallway Bulletin Board	2 nd Floor	Near Restrooms
Carolina Special Conference Room	3 rd Floor – Capacity 10	Not Necessary
Chippewa Conference Room	3 rd Floor – Capacity 10	Not Necessary
Diplomat Conference Room	3 rd Floor – Capacity 16	
Lunch / Break Room – 2 Locations	3 rd Floor	
Copy & Print Center – 3 Locations	3 rd Floor	
Hallway Bulletin Board	3 rd Floor	Near Restrooms
CREI Offices	3 rd Floor	
Lynnwood Warehouse	Contact: Ken Schmidt	ken.schmidt@soundtransit.org
OMF & OMW Central (Seattle)	Contact: Vassie Skoulis Contact: Nicholas Smith	vassie.skoulis@soundtransit.org nicholas.smith@soundtransit.org
OMF Tacoma	Contact: Gerrit van de Blankevoort	gerrit.blankevoort@soundtransit.org

Satellite Locations



Executive Committee
Thursday, April 5, 2018
10:30 a.m. to 12:00 p.m.

Ruth Fisher Boardroom
Union Station
401 South Jackson Street
Seattle, WA

Dave Somers, Committee Chair, Presiding

1. Call to Order
2. Roll Call
3. Report of the Chair
4. CEO Report
5. Public Comment
The Executive Committee accepts public comment only on business items within its authority for final action.
6. Business Items
 - Item for Committee Final Action
 - A. Minutes of the February 1, 2018, Executive Committee meeting
 - Item for Recommendation to the Board
 - B. Resolution No. R2018-10: Adopting an Equitable Transit Oriented Development Policy to reflect ST3 and RCW 81.112.350 direction to implement a regional equitable TOD strategy during planning, design, construction and operation of the high-capacity transit system and supersedes Resolution No. R2012-24.
7. Reports to the Committee
 - Presentation on the Office of Equal Employment Opportunity (EEO) Equity and Inclusion
8. Executive Session (Tentative)
9. Other Business
10. Next Executive Committee Meeting:

Thursday, May 3, 2018
10:30 a.m. to 12:00 p.m.
Ruth Fisher Boardroom
11. Adjourn

Dave Somers, Chair
John Marchione, Vice Chair
Ron Lucas, Vice Chair
Claudia Balducci
Dow Constantine
Bruce Dammeier
Jenny Durkan
Roger Millar
Paul Roberts
Victoria Woodards

AGENDA

CHAIR

Dave Somers
Snohomish County Executive

VICE CHAIRS

Ron Lucas
Steilacoom Mayor

John Marchione
Redmond Mayor

BOARD MEMBERS

Nancy Backus
Auburn Mayor

David Baker
Kenmore Mayor

Claudia Balducci
King County Councilmember

Dow Constantine
King County Executive

Bruce Dammeier
Pierce County Executive

Jenny Durkan
Seattle Mayor

Dave Earling
Edmonds Mayor

Rob Johnson
Seattle Councilmember

Kent Keel
University Place Mayor Pro Tem

Joe McDermott
King County Council Vice Chair

Roger Millar
Washington State Secretary of Transportation

Paul Roberts
Everett Councilmember

Peter von Reichbauer
King County Councilmember

Victoria Woodards
Tacoma Mayor

CHIEF EXECUTIVE OFFICER

Peter M. Rogoff

BOARD ADMINISTRATOR

Kathryn Flores



Agenda

Sound Transit Board Meeting
Thursday, March 28, 2019
1:30 to 4:00 p.m.

Ruth Fisher Boardroom
Union Station
401 S. Jackson St.
Seattle, WA

John Marchione, Board Chair, Presiding

1. **Call to order**
2. **Roll call of members**
3. **Report of the Chair**
4. **CEO report**
5. **Public comment**

The Board will accept public comment on items on today's agenda.

6. **Consent Agenda**

The Board will consider a single action to approve all items on the consent agenda.

- **Minutes:** February 28, 2019, Board of Directors meeting
- **Voucher Certification:** February 2019
- **Motion No. M2019-23:** Authorizing the chief executive officer to execute a Memorandum of Understanding with King County for the Downtown Redmond Link Extension in the amount of \$3,040,000 to provide schedule assurance and support from King County related to project interfaces and to satisfy conditions related to the acquisition of King County property.

7. **Business items**

- A. **Resolution No. R2019-06:** Amending the Adopted 2019 Budget to create the Portable Wheel Truing Machine Project by (1) establishing an authorized project allocation to date in the amount of \$960,000 and (2) establishing a 2019 annual project budget of \$960,000.
- B. **Resolution No. R2019-07:** Amending the adopted budget for the I-405 Bus Rapid Transit project by (a) increasing the authorized project allocation to date by \$7,300,000 from \$243,443,000 to \$250,743,000 and (b) increasing the adopted 2019 annual project allocation by \$7,300,000 from \$94,475,000 to \$101,775,000.

CHAIR

John Marchione
Redmond Mayor

VICE CHAIRS

Kent Keel
University Place Mayor

Paul Roberts
Everett Councilmember

BOARD MEMBERS

Nancy Backus
Auburn Mayor

David Baker
Kenmore Mayor

Claudia Balducci
King County Council Vice Chair

Dow Constantine
King County Executive

Bruce Dammeier
Pierce County Executive

Jenny Durkan
Seattle Mayor

Dave Earling
Edmonds Mayor

Rob Johnson
Seattle Councilmember

Joe McDermott
King County Councilmember

Roger Millar
Washington State Secretary of Transportation

Kim Roscoe
Fife Mayor

Dave Somers
Snohomish County Executive

Dave Upthegrove
King County Councilmember

Peter von Reichbauer
King County Councilmember

Victoria Woodards
Tacoma Mayor

CHIEF EXECUTIVE OFFICER

Peter M. Rogoff

- C. **Resolution No. R2019-08:** Authorizing the chief executive officer to acquire certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and re-establishment expenses incurred by affected owners and tenants as necessary for the acquisition of the NE 44th Street Park-and-Ride site in the City of Renton for the I-405 Bus Rapid Transit Project.
 - D. **Motion No. M2019-24:** Authorizing the chief executive officer to execute a Statement of Partnering Intent with the Puyallup Tribe of Indians for the Tacoma Dome Link Extension.
 - E. **Resolution No. R2019-09:** Authorizing the chief executive officer to acquire certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for the Lynnwood Link Extension.
 - F. **Motion No. M2019-25:** Authorizing the chief executive officer to submit a Full Funding Grant Agreement application to the Federal Transit Administration for the Federal Way Link Extension, including the project's proportionate share of the Light Rail Fleet Expansion project.
 - G. **Motion No. M2019-19:** Adopting performance goals and objectives for Peter M. Rogoff, Sound Transit chief executive officer.
- 8. **Reports to the Board**
 - Office of EEO, Equity & Inclusion Presentation
 - 9. **Executive session**
 - 10. **Other business**
 - 11. **Next meeting:**
 - Thursday, April 25, 2019
 - 1:30 p.m. to 4:00 p.m.
 - Ruth Fisher Boardroom
 - 12. **Adjourn**



Agenda

Executive Committee Meeting

Thursday, March 4, 2021

10:30 a.m. to 12:00 p.m.

****Virtual Meeting via Video and Telephone Conference****

Please note that due to the Governor's order, this meeting is taking place virtually. To hear the meeting audio, call 415-655-0002 or 206-207-1700, then enter access code: 146 287 7130 and pin code: #. To view the video stream: <https://soundtransit.webex.com/soundtransit/onstage/g.php?MTID=e67754f73437d9e8b2f763ae0d6c728e6>, if a password is not already entered, enter the following password: Agency.

Kent Keel, Committee Chair, Presiding

1. **Call to order**
2. **Roll call of members**
3. **Report of the Chair**
4. **CEO report**
5. **Public comment**

The Executive Committee is accepting virtual and written public comment on items on today's agenda. Individuals who would like to provide live virtual public comment via phone or computer must sign-up in advance on the meeting page. Written comments can be submitted electronically via emailtheboard@soundtransit.org. Written comments received up to one hour before the meeting will be provided to Board members electronically during the meeting, comments received after that deadline will be provided to Board members after the meeting.

6. Business items

For Final Committee Action

A. **Minutes:** February 4, 2021 Executive Committee meeting

7. Reports to the Committee

- Cost estimate consultant status report
- Realignment update and public engagement plans
- Office of Civil Rights, Equity and Inclusion update: Inclusive culture

8. Executive Session

9. Other business

10. Next meeting:

Thursday, April 1, 2021
10:30 a.m. to 12:00 p.m.
Virtually via WebEx

11. Adjourn

COMMITTEE CHAIR

Kent Keel
University Place Councilmember

VICE CHAIR

Paul Roberts
Everett Councilmember

Dow Constantine
King County Executive

BOARD MEMBERS

Claudia Balducci
King County Council Chair

Bruce Dammeier
Pierce County Executive

Jenny Durkan
Seattle Mayor

Roger Millar
Washington State Secretary of Transportation

Dave Somers
Snohomish County Executive

Victoria Woodards
Tacoma Mayor

CHIEF EXECUTIVE OFFICER

Peter M. Rogoff

[Find:](#) [Forms, Policies & Procedures](#) [People](#) [How To](#)[My Favorites](#)[My Hub](#)

Welcome, Cross, Daphne ▾

[Human Resources](#)[Departments & Groups](#)[ST Life](#)[Our Vision](#)[ST Links](#)[The Hub](#) > [Departments](#) > [Executive](#) > [Office of Civil Rights, Equity & Inclusion](#) > [Equal Employment Opportunity Program](#)

Equal Employment Opportunity Program

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Equal Employment Opportunity Policy

1.0 Scope

1.1 This policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation and the fair treatment of employees.

2.0 Policy

2.1 Sound Transit has a strong commitment to the community it serves and employees. As an equal opportunity employer, the agency strives to have a workforce that reflects the community it serves. No person is unlawfully excluded from employment action based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status or other protected class.

2.2 All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit) or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

2.3 Sound Transit is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

2.4 The chief executive officer (CEO) maintains overall responsibility and accountability for the agency's compliance with this policy and the equal employment opportunity (EEO) program. The CEO is committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of this policy and the EEO program.

2.4.1 To ensure day-to-day management, including program preparation, monitoring and complaint investigation, Jonté Robinson is Sound Transit's EEO Officer. Jonté reports directly to the CEO and acts with the CEO's authority with all levels of management, labor unions and employees.

2.5 Sound Transit executives, management and supervisory personnel share in the responsibility for implementing and monitoring this policy and the EEO program within their respective areas and are assigned specific tasks to ensure compliance is achieved. The agency evaluates manager and supervisor performance on successful implementation of policies and procedures in the same way the agency assesses their performance regarding other agency goals.

2.6 Sound Transit is committed to undertaking and developing a written nondiscrimination program that sets forth policies, practices and procedures, with goals and timetables, to which the agency is committed. The EEO program is available for inspection by any employee or applicant for employment.

2.7 Sound Transit has zero tolerance for any form of discrimination and/or harassment.

2.8 Failure to comply with this policy will result in corrective action up to and including termination.

3.0 References

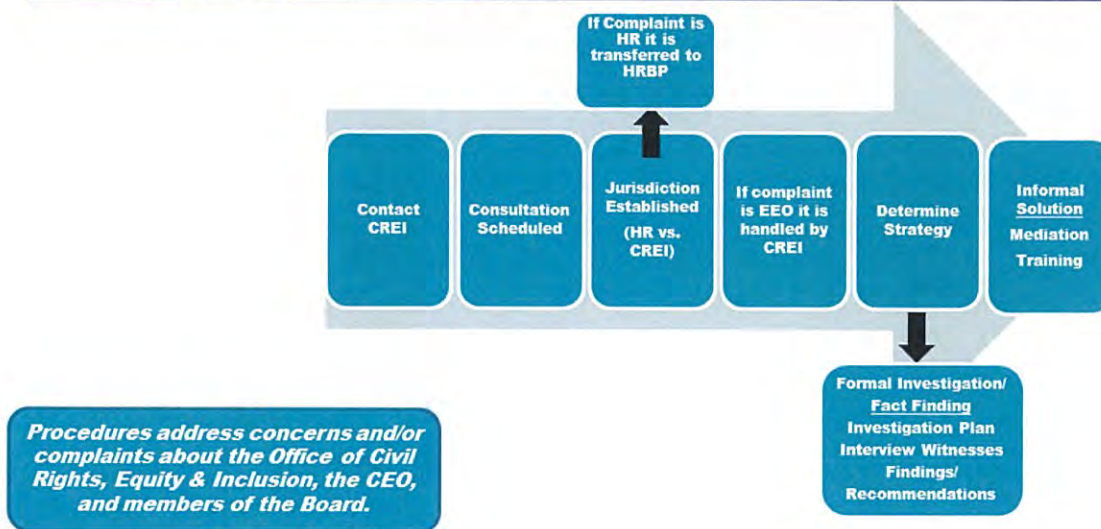
3.1 [Agency Policy 605 Harassment Free Workplace](#)

3.2 [Agency Policy 606 Equity and Inclusion](#)

EEO Complaint Process:



EEO Complaint Process



Procedures address concerns and/or complaints about the Office of Civil Rights, Equity & Inclusion, the CEO, and members of the Board.

1. Contact Diversity & Inclusion Manager or Office of Civil Rights, Equity & Inclusion (EEO)
2. Consultation Scheduled
3. Jurisdiction Established (Employee Relations vs. CREI)
 - If complaint is Employee Relations, it is transferred to Human Resources Business Partner.
 - If complaint is EEO, it is handled by CREI
4. Determine strategy
 - Formal investigation
 - Informal solution
 - Fact finding
 - Mediation
 - Training

Content Questions?

civilrights@soundtransit.org

Library

[EEO documents, policies & procedures](#)

Semi-Annual Equal Employment Opportunity and Diversity Report

Updated: 11/03/2021

This report provides an overall assessment of EEO data for the first half of 2021. This includes data comparison from year-end 2020 (July 1 – December 31) to mid-year 2021 (January 1 – June 30).

[Add to My Favorites](#)

[Download](#)

Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients

Updated: 03/07/2018

Federal circular setting out requirements and guidance to FTA recipients regarding Equal Employment Opportunity provisions, including civil rights, equal pay, age discrimination, genetic information, and the FTA Master Agreement

[Add to My Favorites](#)

[Download](#)

Equal Employment Opportunity Poster

Updated: 03/07/2018

Self-printable poster explaining Equal Employment Opportunity rights for Sound Transit employees including information about nondiscrimination on the basis of race, religion, sex, national origin, disability, age, equal pay, genetics, retaliation and what to do if you believe discrimination has occurred.

[Add to My Favorites](#)[Download](#)

Agency Policy 605 - Harassment Free Workplace

Updated: 05/24/2021

This policy addresses Sound Transit's commitment to maintain a workplace free from any form of harassment, including sexual harassment. This policy applies to all regular Sound Transit employees, contractors, interns and direct hire temporary workers.

[Add to My Favorites](#)[Download](#)

Equity and Inclusion Policy (606)

Updated: 03/25/2021

This policy describes Sound Transit's commitment to equity and inclusion. This policy applies to all Sound Transit employees, temporary workers and interns.

[Add to My Favorites](#)[Download](#)

Equity & Inclusion Policy FAQs

Updated: 05/14/2020

The purpose of this policy is to affirm Sound Transit's commitment to equity and inclusion.

[Add to My Favorites](#)[Download](#)

Agency Policy 603 - Equal Employment Opportunity

Updated: 05/24/2021

This policy covers equity in employment actions such as recruitment, hiring, promotion, demotion, and termination.

[Add to My Favorites](#)[Download](#)

ST Links

[Agency Reporting Portal](#)[ServiceNow](#)[EnterpriseOne](#)[MyST](#)[Project Sites](#)

My Stuff

[My Hub](#)[My Favorites](#)

Find

[Forms](#)[People](#)[How To](#)

About

[About the Hub](#)[Contact us](#)hub@soundtransit.orgwww.soundtransit.org

Connect with us



Equal Employment Opportunity is **THE LAW**

Private Employers, State and Local Governments, Educational Institutions, Employment Agencies and Labor Organizations

Applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under Federal law from discrimination on the following bases:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964, as amended, protects applicants and employees from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex (including pregnancy), or national origin. Religious discrimination includes failing to reasonably accommodate an employee's religious practices where the accommodation does not impose undue hardship.

DISABILITY

Title I and Title V of the Americans with Disabilities Act of 1990, as amended, protect qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship.

AGE

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination based on age in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment.

SEX (WAGES)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act, as amended, the Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

GENETICS

Title II of the Genetic Information Nondiscrimination Act of 2008 protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. GINA also restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.

RETALIATION

All of these Federal laws prohibit covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice.

WHAT TO DO IF YOU BELIEVE DISCRIMINATION HAS OCCURRED

There are strict time limits for filing charges of employment discrimination. To preserve the ability of EEOC to act on your behalf and to protect your right to file a private lawsuit, should you ultimately need to, you should contact EEOC promptly when discrimination is suspected:

The U.S. Equal Employment Opportunity Commission (EEOC), 1-800-669-4000 (toll-free) or 1-800-669-6820 (toll-free TTY number for individuals with hearing impairments). EEOC field office information is available at www.eeoc.gov or in most telephone directories in the U.S. Government or Federal Government section. Additional information about EEOC, including information about charge filing, is available at www.eeoc.gov.

Employers Holding Federal Contracts or Subcontracts

Applicants to and employees of companies with a Federal government contract or subcontract are protected under Federal law from discrimination on the following bases:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Executive Order 11246, as amended, prohibits job discrimination on the basis of race, color, religion, sex or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

INDIVIDUALS WITH DISABILITIES

Section 503 of the Rehabilitation Act of 1973, as amended, protects qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship. Section 503 also requires that Federal contractors take affirmative action to employ and advance in employment qualified individuals with disabilities at all levels of employment, including the executive level.

DISABLED, RECENTLY SEPARATED, OTHER PROTECTED, AND ARMED FORCES SERVICE MEDAL VETERANS

The Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212, prohibits job discrimination and requires affirmative action to employ and advance in employment disabled veterans, recently separated veterans (within

three years of discharge or release from active duty), other protected veterans (veterans who served during a war or in a campaign or expedition for which a campaign badge has been authorized), and Armed Forces service medal veterans (veterans who, while on active duty, participated in a U.S. military operation for which an Armed Forces service medal was awarded).

RETALIATION

Retaliation is prohibited against a person who files a complaint of discrimination, participates in an OFCCP proceeding, or otherwise opposes discrimination under these Federal laws.

Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under the authorities above should contact immediately:

The Office of Federal Contract Compliance Programs (OFCCP), U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210, 1-800-397-6251 (toll-free) or (202) 693-1337 (TTY). OFCCP may also be contacted by e-mail at OFCCP-Public@dol.gov, or by calling an OFCCP regional or district office, listed in most telephone directories under U.S. Government, Department of Labor.

Programs or Activities Receiving Federal Financial Assistance

RACE, COLOR, NATIONAL ORIGIN, SEX

In addition to the protections of Title VII of the Civil Rights Act of 1964, as amended, Title VI of the Civil Rights Act of 1964, as amended, prohibits discrimination on the basis of race, color or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment, or where employment discrimination causes or may cause discrimination in providing services under such programs. Title IX of the Education Amendments of 1972 prohibits employment discrimination on the basis of sex in educational programs or activities which receive Federal financial assistance.

INDIVIDUALS WITH DISABILITIES

Section 504 of the Rehabilitation Act of 1973, as amended, prohibits employment discrimination on the basis of disability in any program or activity which receives Federal financial assistance. Discrimination is prohibited in all aspects of employment against persons with disabilities who, with or without reasonable accommodation, can perform the essential functions of the job.

If you believe you have been discriminated against in a program of any institution which receives Federal financial assistance, you should immediately contact the Federal agency providing such assistance.

Exhibit 5

Utilization Analysis Chart



Utilization Analysis by Job Category - 2021

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce					Male										Female				
2	Use EEO-4		All	WM	MM	WF	MF	W	AI/AN	B	H/L	A	NHOPI	Multi	W	AI/AN	B	H/L	A	NHOPI	Multi	
3	1 - Officials & Administrators																					
4	Current Workforce	\$78,000-\$380,000	323	150	51	86	36	150	1	10	8	24	1	7	86	-	12	3	13	2	6	<--Entry
5	Percent in Category	^Entry		46.4%	15.8%	26.6%	11.1%	46.4%	0.3%	3.1%	2.5%	7.4%	0.3%	2.2%	26.6%	0.0%	3.7%	0.9%	4.0%	0.6%	1.9%	
6	Percent of Availability							76.2%	0.4%	2.9%	5.2%	11.7%	0.3%	3.3%	74.6%	0.5%	2.9%	5.3%	11.9%	0.4%	4.4%	<--Entry
9	Percent Underutilized																					
10	Underutilized (Yes/No)								No	No	3%	4%	No	1%	48%	1%		4%	8%		3%	
11	Number Needed to Reach Parity								-	-	8	13	-	3	154	1	-	14	25	-	8	
12	Planned percent increase Year 1										1%	1%		1%	12%	1%		2%	2%		1%	<--Entry
13	Planned percent increase Year 2										1%	1%			12%			2%	2%		1%	<--Entry
14	Planned percent increase Year 3										1%	1%			12%			2%	2%		1%	<--Entry
15	Planned percent increase Year 4											1%			12%			2%	2%			<--Entry
16																						
17	2 - Professionals																					
18	Current Workforce	\$60,000-\$206,000	548	200	111	145	92	200	4	25	14	55	2	11	145	2	14	15	46	2	13	<--Entry
19	Percent in Category	^Entry		36.5%	20.3%	26.5%	16.8%	36.5%	0.7%	4.6%	2.6%	10.0%	0.4%	2.0%	26.5%	0.4%	2.6%	2.7%	8.4%	0.4%	2.4%	
20	Percent of Availability							69.7%	0.2%	3.2%	4.5%	18.6%	0.2%	3.6%	71.3%	0.4%	3.3%	8.0%	13.7%	1.1%	4.9%	<--Entry
23	Percent Underutilized										2%	9%		2%	45%	0%	1%	5%	5%	1%	3%	
24	Underutilized (Yes/No)								No	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	
25	Number Needed to Reach Parity								-	-	10	46	-	8	245	-	4	28	29	4	13	
26	Planned percent increase Year 1										1%	2%		1%	15%		1%	1%	2%		1%	<--Entry
27	Planned percent increase Year 2										1%	2%		1%	15%			2%	2%	1%	1%	<--Entry
28	Planned percent increase Year 3											2%			10%			2%	1%		1%	<--Entry
29	Planned percent increase Year 4											3%			5%							<--Entry
30																						
31	3 - Technicians																					
32	Current Workforce	\$50,000-\$120,000	28	16	9	2	1	16	-	2	2	4	1	-	2	-	-	1	-	-	-	<--Entry
33	Percent in Category	^Entry		57.1%	32.1%	7.1%	3.6%	57.1%	0.0%	7.1%	7.1%	14.3%	3.6%	0.0%	7.1%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	
34	Percent of Availability							65.0%	0.4%	6.0%	8.4%	15.2%	0.6%	4.3%	64.5%	0.6%	7.3%	8.0%	13.7%	1.1%	4.9%	<--Entry
37	Percent Underutilized										1%	1%		4%	57%		7%	4%	14%		5%	
38	Underutilized (Yes/No)								No	No	No	No	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes	
39	Number Needed to Reach Parity								-	-	-	-	-	1	16	-	2	1	3	-	1	
40	Planned percent increase Year 1														10%		2%	2%	2%		1%	<--Entry
41	Planned percent increase Year 2													2%	10%		2%	2%	2%		1%	<--Entry
42	Planned percent increase Year 3													2%	25%		2%		5%		1%	<--Entry
43	Planned percent increase Year 4														12%		1%		5%		2%	<--Entry

Utilization Analysis by Job Category - 2021

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce				Male								Female							
2	Use EEO-4		All	WM	MM	WF	MF	W	All/AN	B	H/L	A	NHOPI	Multi	W	All/AN	B	H/L	A	NHOPI	Multi	
45	4 - Protective Service																					
46	Current Workforce		0	0	0	0	0			-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
47	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
48	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
51	Percent Underutilized																					
52	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
53	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
54	Planned percent increase Year 1																					<--Entry
55	Planned percent increase Year 2																					<--Entry
56	Planned percent increase Year 3																					<--Entry
57	Planned percent increase Year 4																					<--Entry
58																						
59	5 - Paraprofessional																					
60	Current Workforce	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
61	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
62	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
65	Percent Underutilized																					
66	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
67	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
68	Planned percent increase Year 1																					<--Entry
69	Planned percent increase Year 2																					<--Entry
70	Planned percent increase Year 3																					<--Entry
71	Planned percent increase Year 4																					<--Entry
72																						
73	6 - Administrative Support																					
74	Current Workforce	\$47,000-\$85,000	112	18	18	37	39	18	-	6	5	6	-	1	37	2	17	5	8	1	6	<--Entry
75	Percent in Category	^Entry		16.1%	16.1%	33.0%	34.8%	16.1%	0.0%	5.4%	4.5%	5.4%	0.0%	0.9%	33.0%	1.8%	15.2%	4.5%	7.1%	0.9%	5.4%	
76	Percent of Availability							62.5%	0.6%	8.7%	7.7%	14.3%	1.2%	5.0%	71.1%	0.9%	4.9%	7.1%	10.2%	1.2%	4.6%	<--Entry
79	Percent Underutilized									3%	3%	9%	1%	4%	38%			3%	3%	0%		
80	Underutilized (Yes/No)								No	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	
81	Number Needed to Reach Parity								-	3	3	10	1	4	42	-	-	2	3	-	-	
82	Planned percent increase Year 1									1%	1%	3%	1%	1%	15%			3%	3%			<--Entry
83	Planned percent increase Year 2									1%	1%	3%	1%	1%	10%							<--Entry
84	Planned percent increase Year 3									1%	1%	3%		1%	10%							<--Entry
85	Planned percent increase Year 4									1%		3%		1%	3%							<--Entry
86																						

Utilization Analysis by Job Category - 2021

[illegible]

Utilization Analysis by Job Category - 2020

[illegible]

Utilization Analysis by Job Category - 2020

A		B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce				Male							Female								
2	Use EEO-4		All	WM	MM	WF	MF	W	AI/AN	B	H/L	A	NHOPI	Multi	W	AI/AN	B	H/L	A	NHOPI		Multi
45	4 - Protective Service																					
46	Current Workforce		0	0	0	0	0															<--Entry
47	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
48	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
51	Percent Underutilized																					
52	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
53	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
54	Planned percent increase Year 1																					<--Entry
55	Planned percent increase Year 2																					<--Entry
56	Planned percent increase Year 3																					<--Entry
57	Planned percent increase Year 4																					<--Entry
58																						
59	5 - Paraprofessional																					
60	Current Workforce		0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
61	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
62	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
65	Percent Underutilized																					
66	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
67	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
68	Planned percent increase Year 1																					<--Entry
69	Planned percent increase Year 2																					<--Entry
70	Planned percent increase Year 3																					<--Entry
71	Planned percent increase Year 4																					<--Entry
72																						
73	6 - Administrative Support																					
74	Current Workforce	47,000-85,000	106	17	14	35	40	17	-	5	3	5	-	1	35	3	17	4	7	1	8	<--Entry
75	Percent in Category	^Entry		16.0%	13.2%	33.0%	37.7%	16.0%	0.0%	4.7%	2.8%	4.7%	0.0%	0.9%	33.0%	2.8%	16.0%	3.8%	6.6%	0.9%	7.5%	
76	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
79	Percent Underutilized																					
80	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
81	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
82	Planned percent increase Year 1																					<--Entry
83	Planned percent increase Year 2																					<--Entry
84	Planned percent increase Year 3																					<--Entry
85	Planned percent increase Year 4																					<--Entry
86																						

Utilization Analysis by Job Category - 2020

[illegible]

Utilization Analysis by Job Category - 2019

[illegible]

Utilization Analysis by Job Category - 2019

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce				Male							Female								
2	Use EEO-4		All	WM	MM	WF	MF	W	AI/AN	B	H/L	A	NHOPI	Multi	W	AI/AN	B	H/L	A	NHOPI	Multi	
45	4 - Protective Service																					
46	Current Workforce	0	0	0	0	0				-			-	-	-	-	-	-	-	-	-	--Entry
47	Percent in Category	^Entry					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
48	Percent of Availability						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	--Entry
51	Percent Underutilized																					
52	Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No	
53	Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-	
54	Planned percent increase Year 1																					--Entry
55	Planned percent increase Year 2																					--Entry
56	Planned percent increase Year 3																					--Entry
57	Planned percent increase Year 4																					--Entry
58																						
59	5 - Paraprofessional																					
60	Current Workforce	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	--Entry
61	Percent in Category	^Entry					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
62	Percent of Availability						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	--Entry
65	Percent Underutilized																					
66	Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No	
67	Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-	
68	Planned percent increase Year 1																					--Entry
69	Planned percent increase Year 2																					--Entry
70	Planned percent increase Year 3																					--Entry
71	Planned percent increase Year 4																					--Entry
72																						
73	6 - Administrative Support																					
74	Current Workforce	\$27,000-\$83,000	116	18	14	39	45	18	-	5	3	5	-	1	39	3	17	4	12	1	8	--Entry
75	Percent in Category	^Entry		15.5%	12.1%	33.6%	38.8%	15.5%	0.0%	4.3%	2.6%	4.3%	0.0%	0.9%	33.6%	2.6%	14.7%	3.4%	10.3%	0.9%	6.9%	
76	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	--Entry
79	Percent Underutilized																					
80	Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No	
81	Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-	
82	Planned percent increase Year 1																					--Entry
83	Planned percent increase Year 2																					--Entry
84	Planned percent increase Year 3																					--Entry
85	Planned percent increase Year 4																					--Entry
86																						

Utilization Analysis by Job Category - 2019

[illegible]

Utilization Analysis by Job Category - 2018

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1 Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce					Male							Female							
Use EEO-4		All	WM	MM	WF	MF	W	AI/AN	B	H/L	A	NHOPI	Multi	W	AI/AN	B	H/L	A	NHOPI	Multi	
3 1 - Officials & Administrators																					
4 Current Workforce	65,000-365,000	268	133	42	68	25	133	1	12	5	19	1	4	68	-	7	3	10	2	3	←--Entry
5 Percent in Category	^Entry		49.6%	15.7%	25.4%	9.3%	49.6%	0.4%	4.5%	1.9%	7.1%	0.4%	1.5%	25.4%	0.0%	2.6%	1.1%	3.7%	0.7%	1.1%	
6 Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	←--Entry
9 Percent Underutilized																					
10 Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
11 Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
12 Planned percent increase Year 1																					←--Entry
13 Planned percent increase Year 2																					←--Entry
14 Planned percent increase Year 3																					←--Entry
15 Planned percent increase Year 4																					←--Entry
16																					
17 2 - Professionals																					
18 Current Workforce	60,000-188,000	492	176	105	140	71	176	3	22	12	58	3	7	140	2	15	9	36	1	8	←--Entry
19 Percent in Category	^Entry		35.8%	21.3%	28.5%	14.4%	35.8%	0.6%	4.5%	2.4%	11.8%	0.6%	1.4%	28.5%	0.4%	3.0%	1.8%	7.3%	0.2%	1.6%	
20 Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	←--Entry
23 Percent Underutilized																					
24 Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
25 Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
26 Planned percent increase Year 1																					←--Entry
27 Planned percent increase Year 2																					←--Entry
28 Planned percent increase Year 3																					←--Entry
29 Planned percent increase Year 4																					←--Entry
30																					
31 3 - Technicians																					
32 Current Workforce	49,000-100,000	38	18	13	4	3	18	-	3	1	6	1	2	4	-	-	2	1	-	-	←--Entry
33 Percent in Category	^Entry		47.4%	34.2%	10.5%	7.9%	47.4%	0.0%	7.9%	2.6%	15.8%	2.6%	5.3%	10.5%	0.0%	0.0%	5.3%	2.6%	0.0%	0.0%	
34 Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	←--Entry
37 Percent Underutilized																					
38 Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
39 Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	
40 Planned percent increase Year 1																					←--Entry
41 Planned percent increase Year 2																					←--Entry
42 Planned percent increase Year 3																					←--Entry
43 Planned percent increase Year 4																					←--Entry
44																					

Utilization Analysis by Job Category - 2018

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Job Category	Salary Range Use EEO-4 (\$XX,000-XX,000)	Total Workforce					Male							Female							
2			All	WM	MM	WF	MF	W	All/AN	B	H/L	A	NHOPI	Multi	W	All/AN	B	H/L	A	NHOPI	Multi	
45	4 - Protective Service																					
46	Current Workforce		0	0	0	0	0															<--Entry
47	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
48	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
51	Percent Underutilized																					
52	Underutilized (Yes/No)																					
53	Number Needed to Reach Parity								No	No	No	No	No	No	No	No	No	No	No	No	No	
54	Planned percent increase Year 1								-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
55	Planned percent increase Year 2																					<--Entry
56	Planned percent increase Year 3																					<--Entry
57	Planned percent increase Year 4																					<--Entry
58																						
59	5 - Paraprofessional																					
60	Current Workforce		0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
61	Percent in Category	^Entry						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
62	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
65	Percent Underutilized																					
66	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
67	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
68	Planned percent increase Year 1																					<--Entry
69	Planned percent increase Year 2																					<--Entry
70	Planned percent increase Year 3																					<--Entry
71	Planned percent increase Year 4																					<--Entry
72																						
73	6 - Administrative Support																					
74	Current Workforce	39,000-81,000	117	17	9	48	43	17	-	3	1	4	-	1	48	2	18	2	12	2	7	<--Entry
75	Percent in Category	^Entry		14.5%	7.7%	41.0%	36.8%	14.5%	0.0%	2.6%	0.9%	3.4%	0.0%	0.9%	41.0%	1.7%	15.4%	1.7%	10.3%	1.7%	6.0%	<--Entry
76	Percent of Availability							0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
79	Percent Underutilized																					
80	Underutilized (Yes/No)								No	No	No	No	No	No	No	No	No	No	No	No	No	
81	Number Needed to Reach Parity								-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
82	Planned percent increase Year 1																					<--Entry
83	Planned percent increase Year 2																					<--Entry
84	Planned percent increase Year 3																					<--Entry
85	Planned percent increase Year 4																					<--Entry
86																						

Utilization Analysis by Job Category - 2018

[illegible]

Exhibit 6

Goals and Timetables



GOALS & TIMETABLES

Based on the Utilization Analysis Sound Transit has set numerical goals with timetables by Job Group, as well as established measurable actions to correct underutilization.

1 – Officials & Administrators

	<i>Female</i>	<i>Black</i>	<i>Asian</i>	<i>Hispanic/Latino</i>	<i>American Indian/Alaska Native</i>	<i>Native Hawaiian or other Pacific Islander</i>	<i>Two or more races</i>
Current Workforce	66	12	16	3	7	0	2
Percent in Category	36%	6%	8.8%	1.6%	3.8%	0%	1.1%
Percent of Availability	31%	5.3%	6.2%	5.5%	1%	.2%	.4%
Percent Underutilized	0%	0%	0%	4%	0%	0%	0%
Underutilized (Yes/No)	No	No	No	Yes	No	No	No
Number Needed to Reach Parity	0	0	0	+7			
Planned Percent Increase 2018				1%			
Planned Percent Increase 2019				1%			
Planned Percent Increase 2020				1%			
Planned Percent Increase 2021				1%			

2 - Professionals

	<i>Female</i>	<i>Black</i>	<i>Asian</i>	<i>Hispanic/Latino</i>	<i>American Indian/Alaska Native</i>	<i>Native Hawaiian or other Pacific Islander</i>	<i>Two or more races</i>
Current Workforce	265	32	77	22	4	3	7
Percent in Category	40%	7.6%	18.2%	5.2%	.9%	.7%	1.7%
Percent of Availability	39%	5.7%	10.6%	5.2%	1%	.5%	.9%

Percent Underutilized	0%	0%	0%	0%	0%	0%	0%
Underutilized (Yes/No)	No	No	No	No	No	No	No
Number Needed to Reach Parity	0	0	0	0	0	0	0
Planned Percent Increase 2018							
Planned Percent Increase 2019							
Planned Percent Increase 2020							
Planned Percent Increase 2021							

3 - Technicians

	<i>Female</i>	<i>Black</i>	<i>Asian</i>	<i>Hispanic/Latino</i>	<i>American Indian/Alaska Native</i>	<i>Native Hawaiian or other Pacific Islander</i>	<i>Two or more races</i>
Current Workforce	63	11	14	3	3	0	2
Percent in Category	61%	10.6%	13.5%	2.9%	2.9%	0%	1.9%
Percent of Availability	50%	6.4%	11.4%	4.6%	1.2%	1%	1.3%
Percent Underutilized	0%	0%	0%	2%	0%	1%	0%
Underutilized (Yes/No)	No	No	No	Yes	No	Yes	No
Number Needed to Reach Parity	0	0	0	+1	0	+1	0
Planned Percent Increase 2018				2%		1%	
Planned Percent Increase 2019							
Planned Percent Increase 2020							
Planned Percent Increase 2021							

6 – Administrative Support

	<i>Female</i>	<i>Black</i>	<i>Asian</i>	<i>Hispanic/Latino</i>	<i>American Indian/Alaska Native</i>	<i>Native Hawaiian or other Pacific Islander</i>	<i>Two or more races</i>
Current Workforce	38	13	12	4	0	0	3
Percent in Category	73%	25%	23.1%	7.7%	0%	0%	5.8%
Percent of Availability	67.01%	7.8%	11.4%	4.8%	1.6%	.7%	1.2%
Percent Underutilized	0%	0%	0%	0%	1.6%	.7%	0%
Underutilized (Yes/No)	No	No	No	No	Yes	Yes	No
Number Needed to Reach Parity	0	0	0	0	+2	+1	0
Planned Percent Increase 2018					1.6%	.7%	
Planned Percent Increase 2019							
Planned Percent Increase 2020							
Planned Percent Increase 2021							

8 – Service Maintenance

	<i>Female</i>	<i>Black</i>	<i>Asian</i>	<i>Hispanic/Latino</i>	<i>American Indian/Alaska Native</i>	<i>Native Hawaiian or other Pacific Islander</i>	<i>Two or more races</i>
Current Workforce	4	2	6	1	0	0	1
Percent in Category	13.3%	6.7%	20%	3.3%	0%	0%	3.3%
Percent of Availability	18.2%	9%	11.1%	8.2%	5.3%	.6%	1.7%
Percent Underutilized	5%	2%	0%	5%	5%	.6%	0%
Underutilized (Yes/No)	Yes	Yes	No	Yes	Yes	Yes	No
Number Needed to Reach Parity	+4	+2	0	1	1	1	0
Planned Percent Increase 2018	1.25%	1%		5%	5%	.6%	
Planned Percent Increase 2019	2.5%	1%					
Planned Percent Increase 2020	1.25%	0%					
Planned Percent Increase 2021	0%	0%					

Additional Actions

- Sound Transit will revise its current utilization analysis to include a statistical breakdown of all employees by correct EEO category cross referenced by race, national origin, and sex;
- In collaboration with the Office of Human Resources we will continue to develop recruitment strategies, which consist of community based recruitment, online and print media advertisement, and partnerships to attract and target underutilized minority groups;
- The Office of Human Resources will continue to target its recruitment efforts to attract underutilized areas by placing recruitment advertisement in major newspapers, publications and websites in an attempt to reach all qualified applicants, including targeted minority and female populations;
- In collaboration with The Office of Human Resources will participate in job/career fairs hosted by educational institutions, community organizations, military installations, and local agencies;
- In collaboration with the Office of Human Resources we will develop and conduct training to assist hiring managers during the recruitment process.

Sound Transit has undertaken the following activities designed to address the items identified in the annual review of potential problem areas. These actions demonstrate the Agency's good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results. This activity will be continued until deficiencies have been corrected.

1. Position descriptions are reviewed and analyzed by the EEO Program Manager to ensure they accurately reflect position functions and are consistent for the same position from one location to another. As job duties and responsibilities change, the new position descriptions will be appropriately updated.
2. An Internal Mobility Workgroup was created to address assist in the promotion of internal candidates.
3. The recruitment and selection process is evaluated annually to ensure that it is free from any bias and will aid in the attainment of EEO goals and objectives.

4. Individuals involved in recruitment, screening, selection, promotion, discipline, and related processes will continue to receive training concerning the recruitment process and the importance of diversity to ensure their actions are free from any bias.
5. Human Resources professionals and managers who have hiring responsibilities, will continue to be trained on EEO, Equity and Inclusion topics.
6. Ensuring Equity and Inclusion are a part of the Agency Scorecard and Performance Measures.

Sound Transit has made the following efforts to increase the flow of minorities and women into critical jobs:

1. Contacting, as appropriate, organizations for referrals of female, disabled, veteran and minority candidates.
2. Holding briefing sessions, as appropriate, with representatives from selected recruitment sources ("community outreach agencies"). Agency tours, forecasts of upcoming openings, explanations of positions requirements, and the overall selection process are an integral part of these meetings.
3. Making minority and female employee available for participation in Career Days, Youth Motivation Programs, and related activities in their communities.
4. Participating in local "Job Fairs".
5. In coloration with Partner Agencies established a Regional COMTO Chapter.
6. Strengthening internship programs to increase opportunities for minorities, women, veterans, and individuals with disabilities.

The Office of EEO, Equity & Inclusion will set Equity & Inclusion goals in addition to EEO goals. It is the intent of the Agency to go above and beyond the requirements to attract, select and retain a diverse workforce.

Exhibit 7

Assessment of Employment Practices Charts & Analysis





2021 Year-End Equal Employment Opportunity (EEO) & Diversity Report

Office of Civil Rights, Equity & Inclusion

Prepared by:

Daphne D. Cross – Diversity & Inclusion Manager

Jonte` M. Robinson – Chief Diversity, Equity & Inclusion Officer

Semi-Annual Equal Employment Opportunity (EEO) & Diversity Report

Jan 1, 2021 – Dec 31, 2021

Introduction

The office of Civil Rights, Equity & Inclusion (CREI) manages the Equal Employment Opportunity (EEO) program and initiatives for Sound Transit.

The Federal Transit Administration (FTA) requires agencies to document their employment practices in both narrative and statistical formats, with sufficient detail to identify trends and any practices that may operate as employment barriers. While there is no guidance as to how often this is conducted, Sound Transit has opted to provide analysis semi-annually.

What is Equal Employment Opportunity?

EEO (Equal Employment Opportunity) was established via the Civil Rights Act of 1964 to administer and enforce civil rights laws against workplace discrimination.

What is an Equal Employment Opportunity Program?

An EEO Program refers to a written, detailed, results-oriented set of procedures designed to achieve prompt and full utilization of people within a protected class at all levels and in all parts of the recipient's workforce, including compensation.

What are EEO Goals?

A Utilization Analysis is used to set EEO Hiring goals. The analysis is completed in two steps: 1) a workforce utilization analysis (the current number of employees and salary ranges for each job category); and 2) an availability analysis (availability of minorities and women in the workforce at large and analysis of participation rates of minorities and women at the various levels of the workforce in comparison with their availability in the relevant labor market). Based on these analysis tools, EEO goals are established by identifying areas of underutilization based on gender and/or race.

What are Diversity, Equity & Inclusion (DEI) Targets?

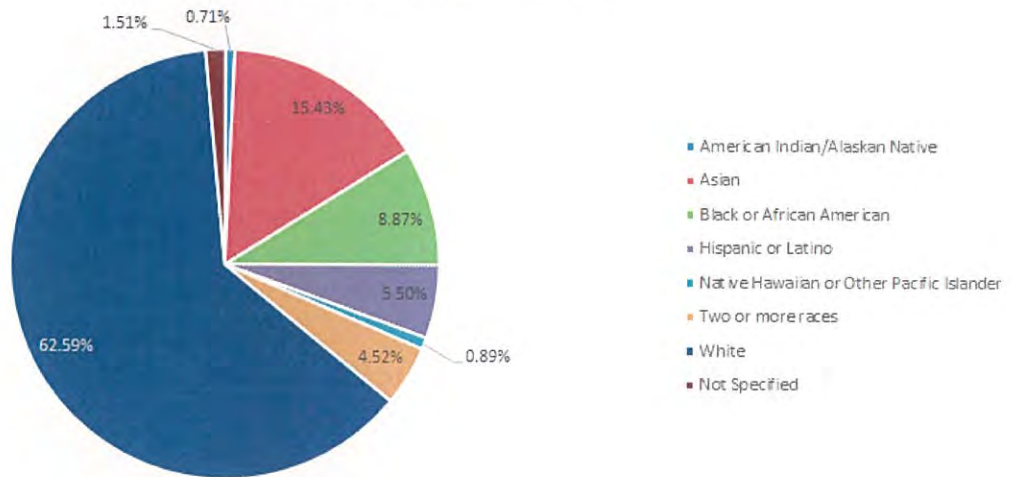
DEI Targets are established by a specific methodology that will provide transparency of the Agency's actual workforce composition in comparison to the composition of the communities served by Sound Transit. Instituting DEI goals can redirect long-entrenched practices, help rebuild organizational best practices, reshape the Agency's culture by incorporating equity, and ensure there is diversity across all job classifications and professions.

Report Overview

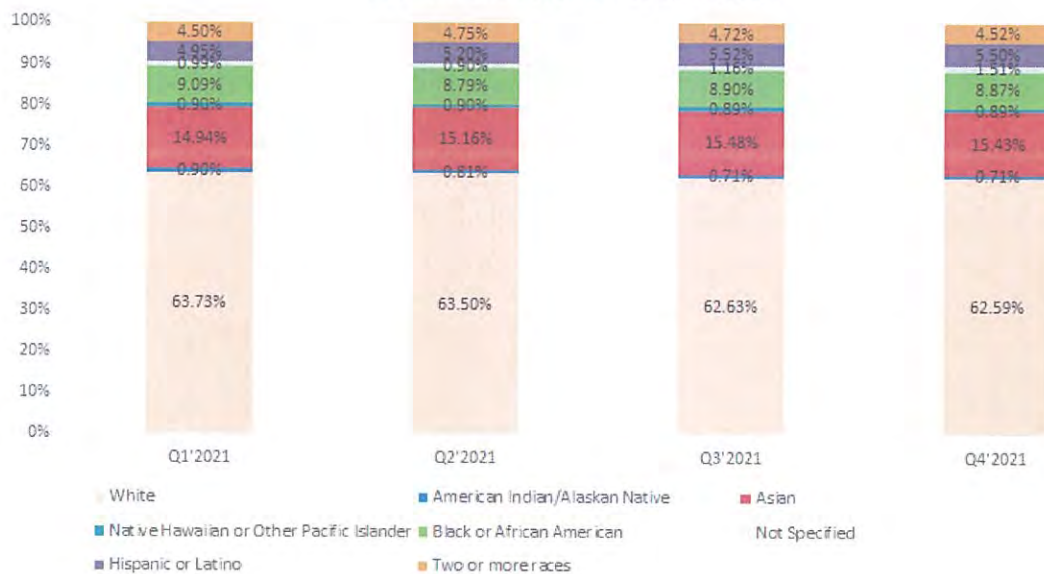
This report provides an overall assessment of EEO data for 2021. Data may include data comparisons from mid-year 2021 (Q2 ending June 30) to year-end (Q4 ending December 31).

SOUND TRANSIT WORKFORCE DEMOGRAPHICS

Sound Transit Workforce by Ethnicity



Sound Transit Workforce by Quarter



By the end of 2021, the population variance shows in White (62.59% vs 66.97% district demographic), Black or African America (8.87% vs 5.11% total district population), Hispanic or Latino (5.50% vs 8.90% total district population), Asian (15.43% vs 13.35% total district population). All other races are consistent with District population distribution. The White demographic has decreased by 0.9% (equivalent to 110 employees) from Q2 2021.

Ethnicity	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native	Asian	Native Hawaiian /Pacific Islander	Two or more races
Sound Transit	5.50%	62.59%	8.87%	0.71%	15.43%	0.89%	4.52%
District	8.90%	66.97%	5.11%	0.58%	13.35%	0.75%	4.33%

EEO Goals

EEO Code	Category	Female	Male	Ethnicity	2021 Hiring Goal	Obtained
1	Official/ Admin	5	3	White	3 Hispanic or Latino	67% goal – Did not meet goal
		2	1	Asian		
			1	Black or African American		
			2	Hispanic or Latino		
2	Professional	6	8	Asian	N/A	
		3	6	Black or African American		
		3	3	Hispanic or Latino		
		1		Native Hawaiian or Other Pacific Islander		
		2	2	Two or more races		
		17	29	White		
3	Technicians		4	White	N/A	
		1		Hispanic or Latino		
6	Admin. Support	2	1	Asian	N/A	
			1	Black or African American		
		1		Hispanic or Latino		
		1		Two or more races		
		4	1	White		
7	Skilled Craft		1	Hispanic or Latino	1 Hispanic or Latino & 1 Female	100% goal – Met goal
			1	Asian		
			1	Black or African American		
		1	1	White		
8	Service Maintenance		1	Hispanic or Latino	1 Hispanic or Latino, 1 Black, 1 NHOPI, 2 Female	60% goal – Did not meet goal
			1	Black or African American		
				Native Hawaiian or Other Pacific Islander		
		1		Two or more races		
			7	White		

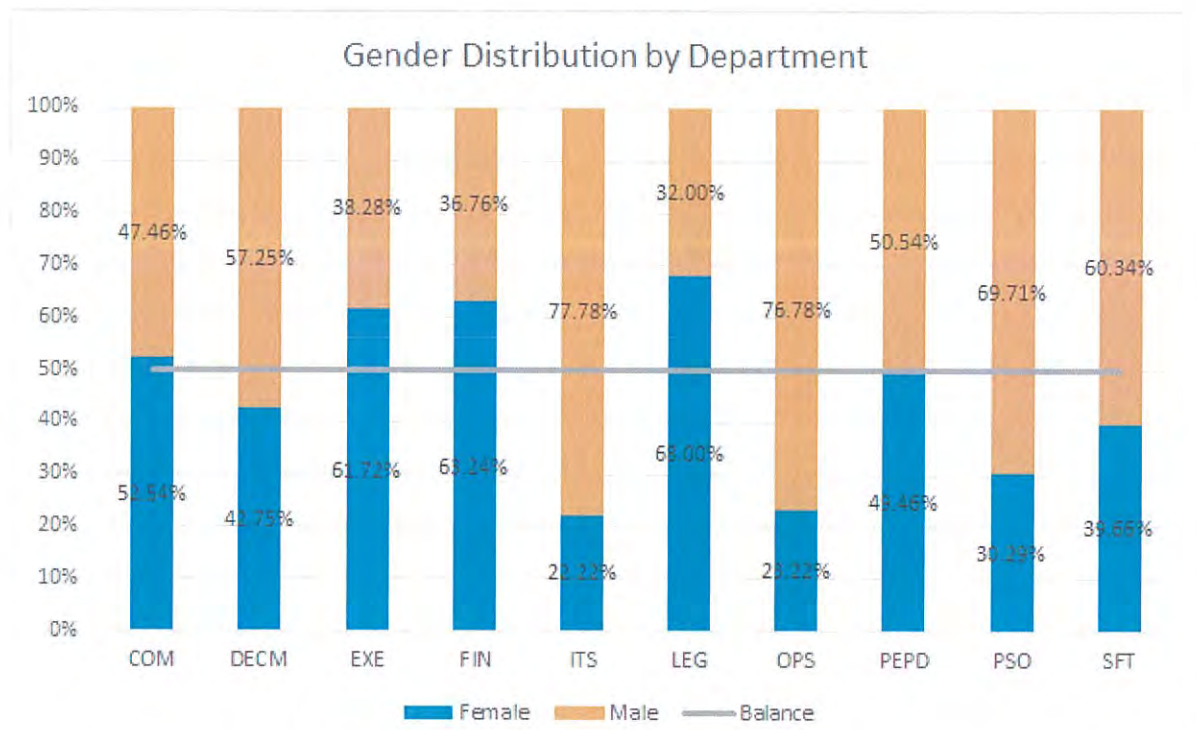
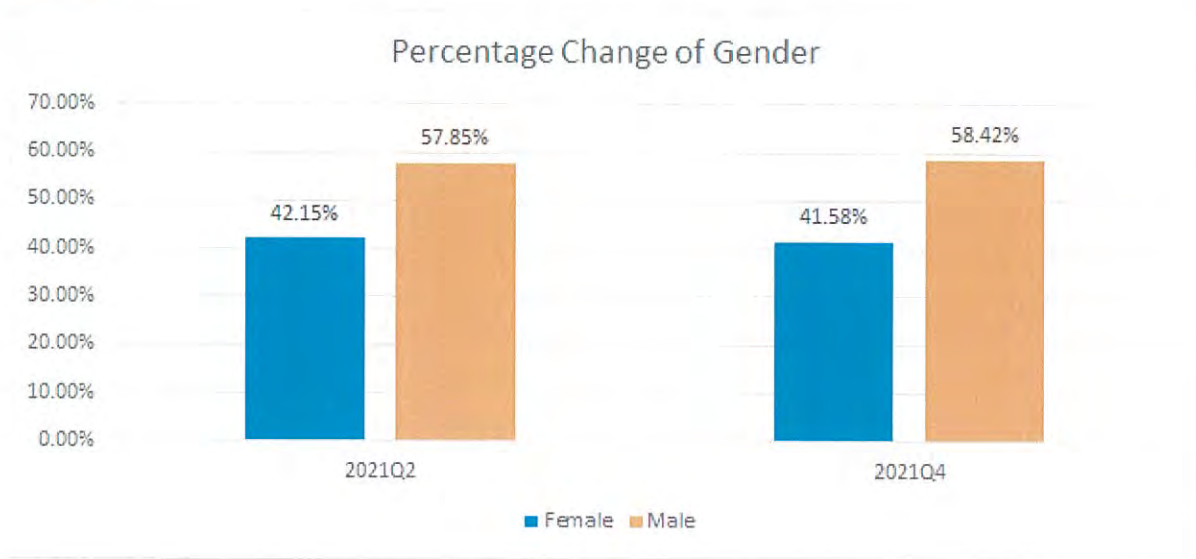
By the end of 2021, we have made some progress toward 2021 EEO goals:

- EEO Code 1 – Official/Admin: hired 2 Hispanic or Latino (H/L) with goal to hire 3 H/L individuals' total.
- EEO Code 7 – Skilled Craft: hired 1 H/L and 1 female with goal to hire 1 H/L and 1 female.
- EEO Code 8 – Service Maintenance: hired 1 H/L, 1 Black or African American, 0 NHOPI and 1 female with a goal to hire 1 H/L, 1 Black, 1 NHOPI and 2 females.

Summary/Recommendations/Trends:

- An agency wide hiring target has been established to focus on increasing representation of Hispanic and Latino staff over the next five years. This effort will aid the agency in achieving the unmet EEO goal in EEO Code 1 – Official/Admin, going forward.
- The goals for Skilled Craft, Service Maintenance and Technicians are more challenging to achieve since they are small groups with minimal turnover. The Human Resources Business Partners (HRBP) should work closely with the hiring manager to review EEO goals when there is a future hiring opportunity in these job classes. Additionally, the same review should be performed with hiring managers for goal obtainment in Administrative Support, which typically has a broader applicant pool.
- Newly established Diversity, Equity, Inclusion & Culture department goal program will help identify areas of underutilization and direct focus to achieving goals in those areas.
- New EEO Goals will be established for the period of 2022-2025.

Gender

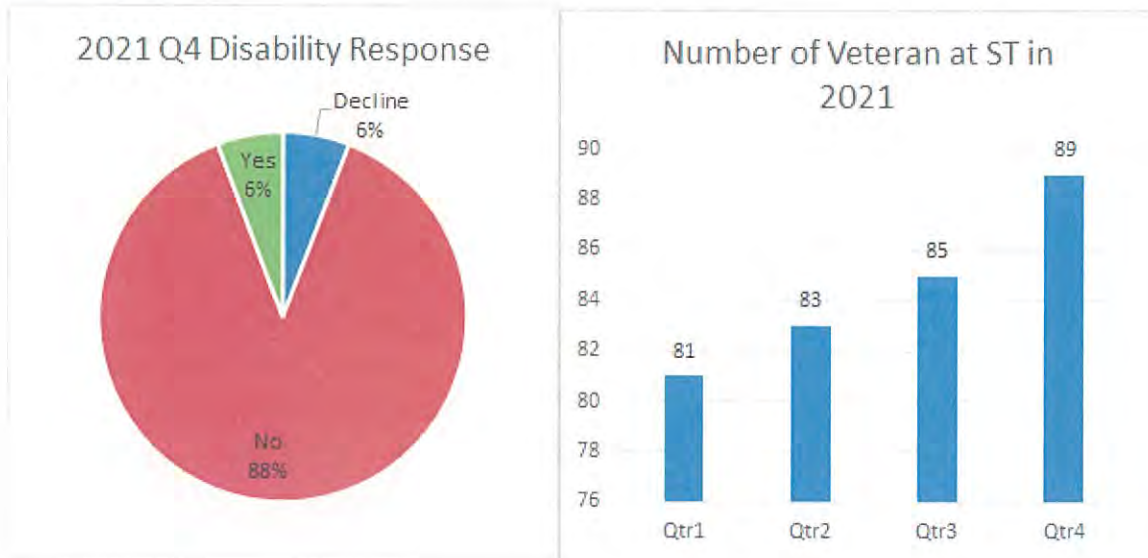


- In the end of 2021, the distribution between female and male is 41.58% and 58.42% respectively. The gap between female and male increased by 0.6%.
- There is a significant gap in representation between female and male employees in FIN (Finance), IT (Information Technology), LEG (Legal), OPS (Operations) and PSO (Portfolio Services Office).

Summary/Recommendations/Trends:

- Variances in gender equity and agency leadership positions can be addressed by hiring managers staying informed about departmental agency DEI targets and EEO goals.
- DECM (Design Engineering and Construction Management), IT, Operations and Safety should assess their culture and prioritize hiring female employees.
- An agency wide hiring goal has been established to focus on increasing women in leadership positions, over the next five years.

Veteran Status



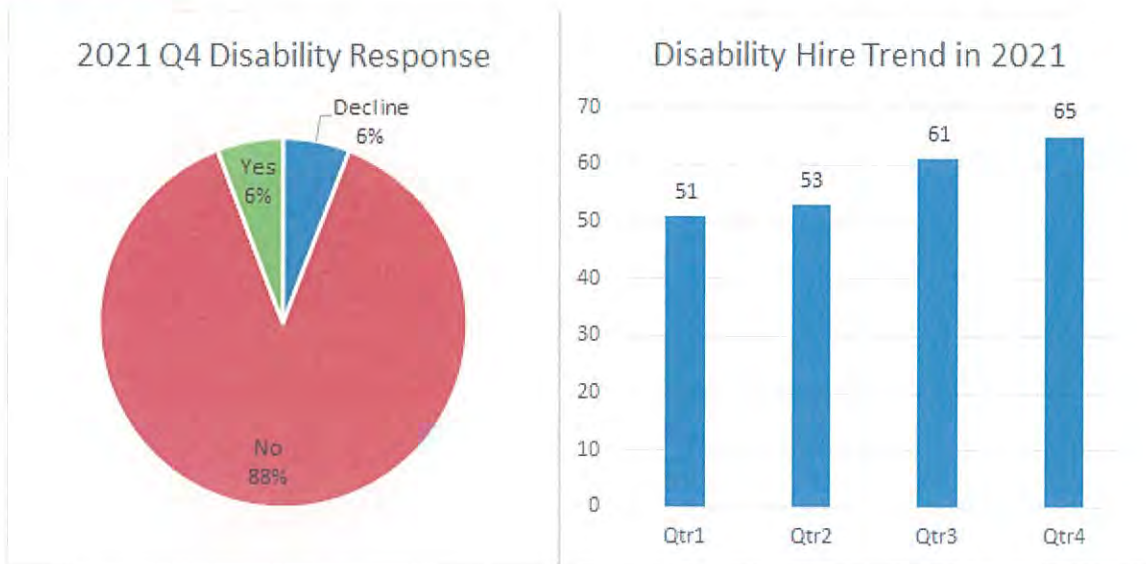
- Veteran data is dependent on employees who choose to self-disclose this status.
- The number of veteran employees is trending up. There were 12 new veteran hires in 2021 and 5 exiting veterans.
- These new hires are reflected by the EEO Code in the table below:

EEO Code	Category	Male	Female
1	Official/Administrative	1	
2	Professional	5	
3	Technicians	1	
6	Administrative Support	1	
7	Skilled Craft		1
8	Service Maintenance	3	

Summary/Recommendations/Trends:

Recommendation for a Hub story and efforts via the Veteran Employee Resource Network could potentially enhance the importance of self-identifying as a veteran, to benefit from the resources and support offered throughout the Agency.

Disability Status



- Disability data is dependent on employees who choose to self-disclose this status.
- There were 15 new people with disabilities hired, with 1 person with disabilities exiting, in 2021.
- These new hires are reflected by the EEO Code in the table below:

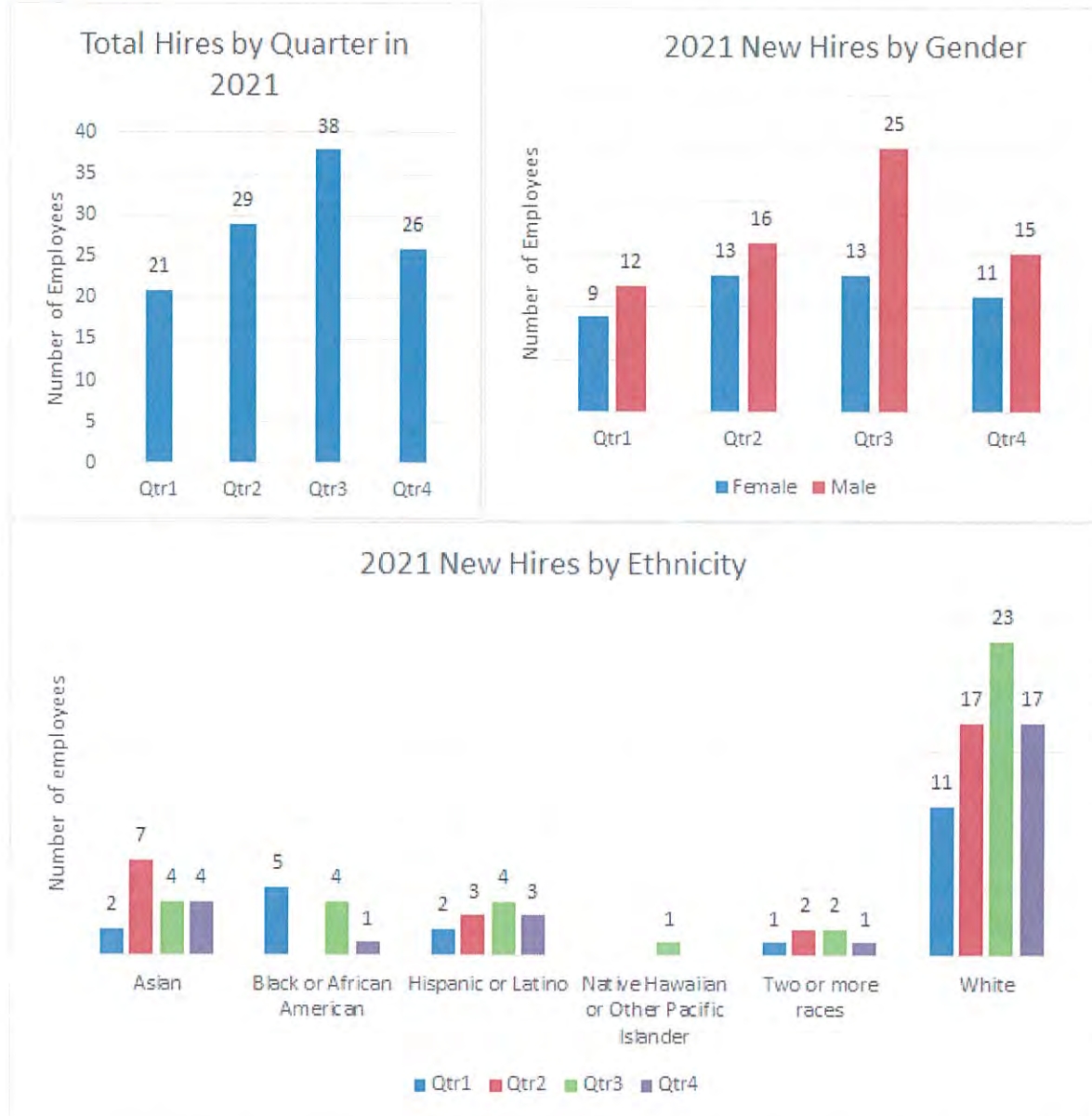
EEO Code	Category	Female	Male
1	Official/Administrative		
2	Professional	2	9
3	Technicians		1
6	Administrative Support	1	
7	Skilled Craft		
8	Service Maintenance	1	1

Summary/Recommendations/Trends:

Recommendation for a Hub story and efforts via the Diverse-Abilities Employee Resource Network could potentially enhance the importance of self-identifying as a person with disabilities, to benefit from the resources and support offered throughout the Agency.

ASSESSMENT OF EMPLOYMENT PRACTICES

New Hires



In 2021, there were 114 new hires, in which 37% were female and 63% were male. By ethnicity, 48% people of color and 52% white. Since new hires percentage between white and people of color is closer to balance, this contributes to the 0.9% conversion of the total workforce mentioned above.

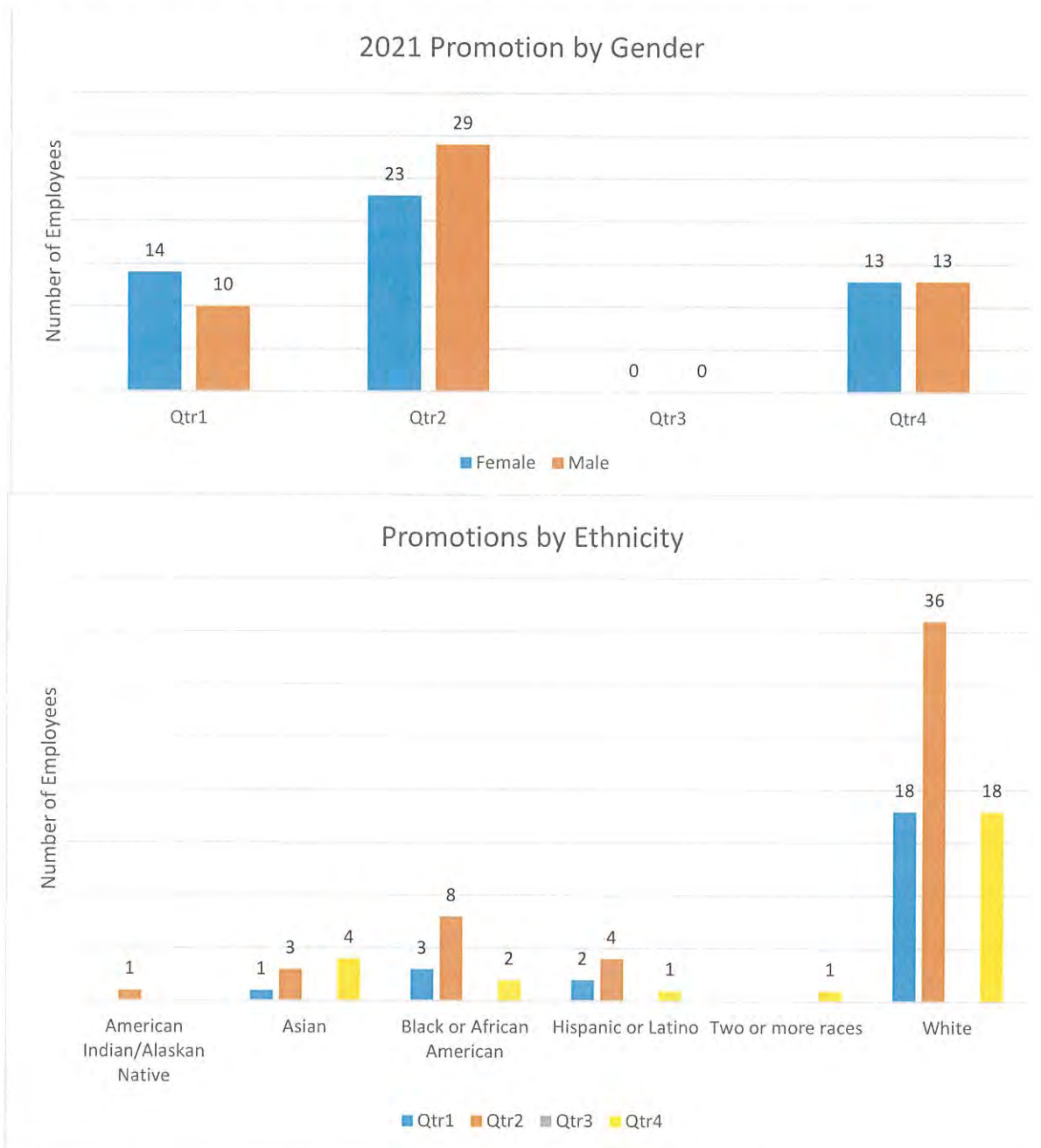
Summary/Recommendations/Trends:

- Targeted recruitment efforts of the Native Hawaiian/Pacific Islander & American Indian/Alaskan Native population.
- CREI staff continue to provide review and feedback into the hiring processes.
- CREI to re-evaluate the current hiring process and become involved earlier in the process with hiring managers. This will ensure adequate applicant pools and allow opportunities for EEO goals to be achieved.
- Provide information to hiring managers that include DEI targets and EEO goals when a new position is requested.

- Create an EEO demographic dashboard so data is always current and accessible.
- Monitor the trend of significant new hire of white employees, in comparison to people of color.
- Implement a process to review and debrief the diversity of applicant pools and candidates that were not selected.

Promotions

(The advancement of an employee's rank or position in a hierarchical structure)



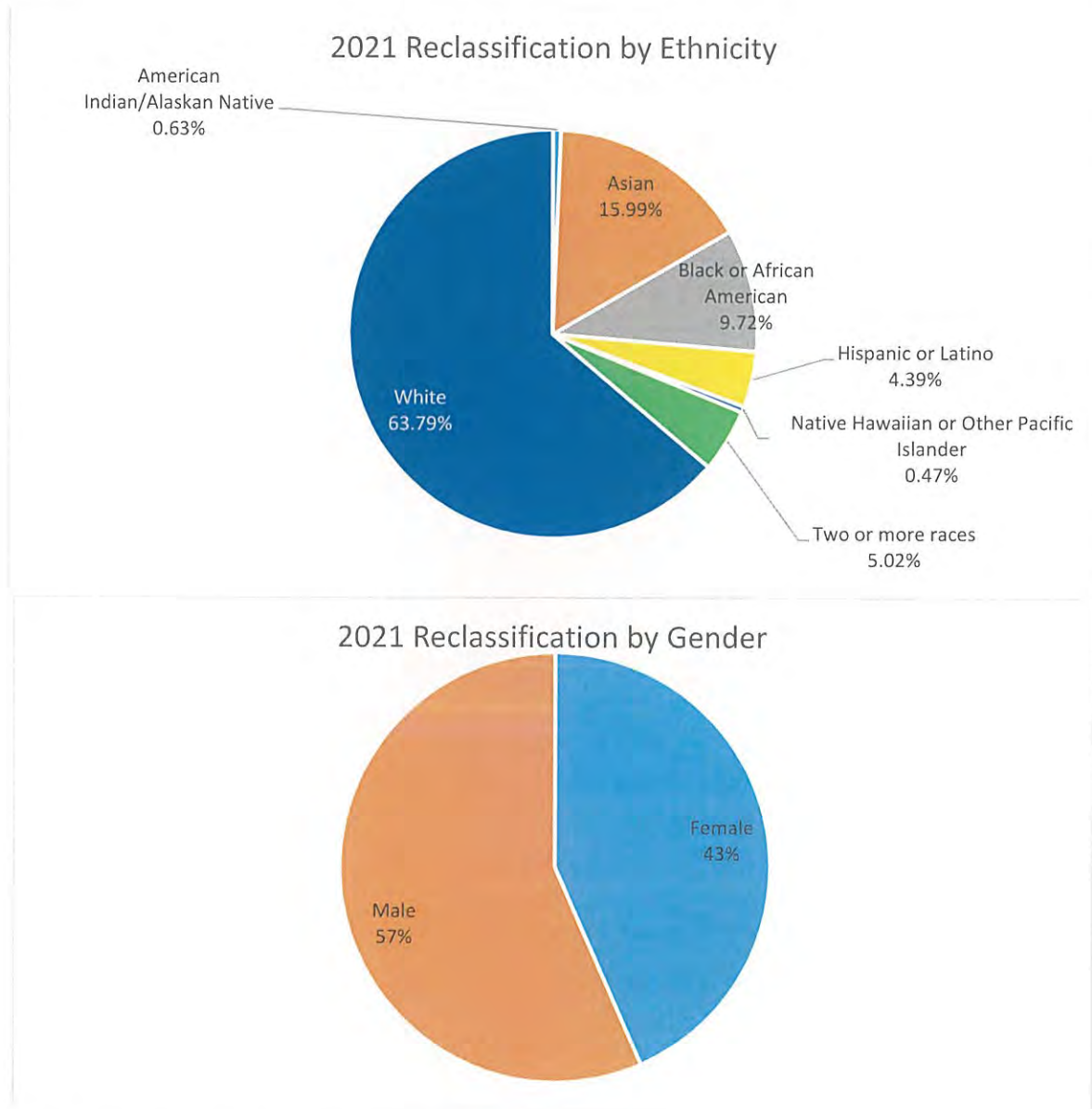
There were 102 promotions in 2021, evenly distributed to male and female.

Summary/Recommendations/Trends:

- As the Agency has made a commitment to becoming an anti-racist organization, the promotion process should: 1) Be reviewed for equity and fairness in the process, 2) Identify inequities and barriers, and 3) Amend policies and practices if barriers are identified.

Reclassifications

(Placement of a position into a lower pay grade, same salary grade/lateral, or a higher salary grade)

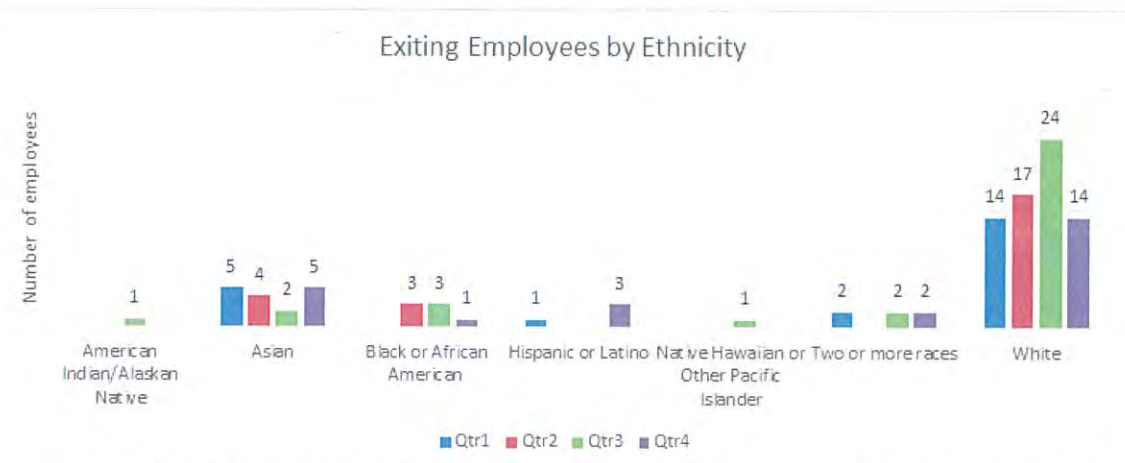
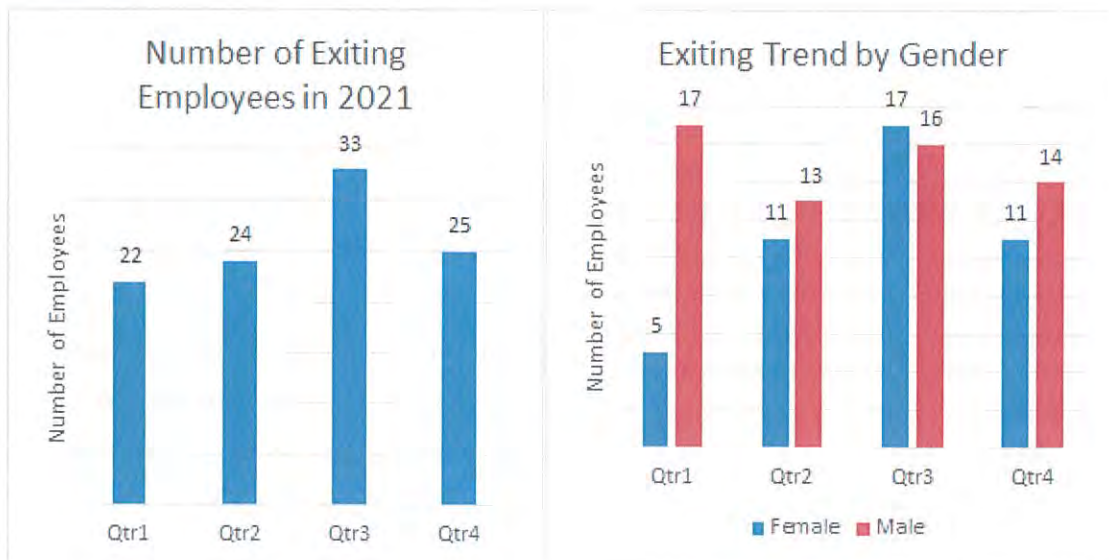


There were 638 reclassifications in 2021

Summary/Recommendations/Trends:

- The larger percentages of reclassifications in Official/Administrative and Professional job classes are a result of restructuring and organizational changes, resulting from Design for Growth and the COVID-19 pandemic.
- Reclassifications should be monitored for future trends, from an EEO perspective, and examine any impacts to groups.

Terminations

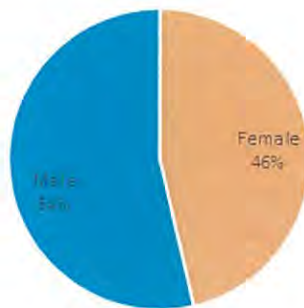


- In 2021, there were 104 employees exiting, including a combination of voluntary and involuntary.
- Terminations of employees of color totaled 35, white employees totaled 69.
- 16 terminations were considered involuntary. 11 employees identified as white employees and 5 people of color.
- There was no ethnic group impacted that was inconsistent with the overall workforce profile. No areas of concern noted.

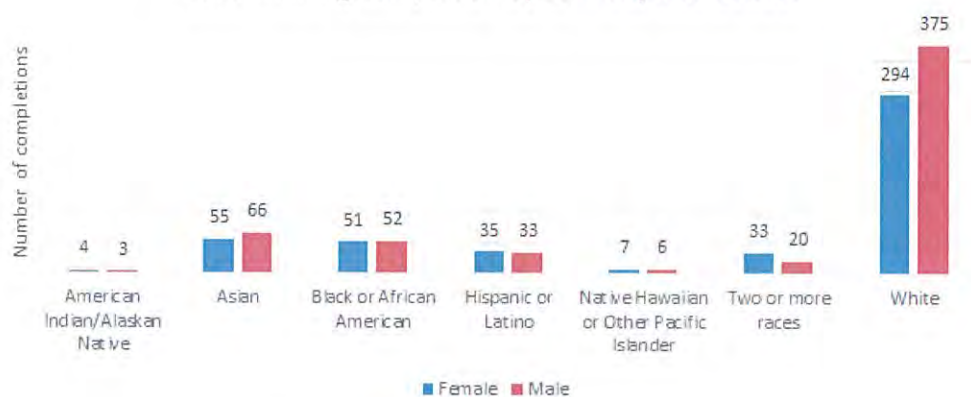
EEO Code	Category	Total Terms	People of Color	White	Male	Female
1	Official/Administrative	29	3	26	20	9
2	Professional	58	25	33	33	25
3	Technicians	1		1	1	
6	Administrative Support	11	7	4	2	9
7	Skilled Craft	3		3	3	
8	Service Maintenance	2		2	1	1

Training/Employee Development

2021 Training Completion by Ethnicity



2021 Training Completion by Ethnicity and Gender



- In 2021, there were 1034 training completions.
- There were no disparities based on gender.
- In addition to the new training opportunities introduced in 2020, the Office of Civil Rights, Equity & Inclusion introduced a new Inclusive Learning Series that includes an online eLearning and a virtual facilitator-led training. An Equal Employment Opportunity eLearning refresher course is in development and will be required for employees who took the initial training in 2018:
- Sound Transit training opportunities include:
 - Check Yourself: Recognizing and Disrupting Implicit Bias*
 - CREI: The Journey - Inclusion Through Education*
 - Equal Employment Opportunity (EEO) for Supervisors*
 - Equal Employment Opportunity (EEO) Training for employees*
 - Working Scholars Online College Degree Program
 - LinkedIn Learning
 - Facilitating Effective Meetings (Online)
 - Learning Communities
 - Hiring for Success
 - Check Yourself: Recognizing and Interrupting Implicit Bias
 - The Journey: Inclusion through Education
 - Toward Organizational Equity

*Data reflects training provided by the Office of Civil Rights, Equity & Inclusion only.

Summary/Recommendations/Trends:

Training opportunities will continue to be developed and revised to be provided in a virtual e-learn or facilitator-led format until further direction is provided by the agency regarding hybrid or return to in-person learning.

CONCLUSION & NEXT STEPS

EEO data and analysis will be presented to executive and departmental leadership to discuss trends, areas of underutilization, and opportunities for improvement.

The next data analysis report will be provided in July 2022 and will cover the period of January 1st through June 30th, 2022.

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Number Applied	1,395	397	867	245	11	1	120	47	100	22	207	62	17	1	73	19
Total Hires	35	22	20	20	-	-	5	1	4	-	2	1	-	-	4	-
Selection Rate	2.5%	5.5%	2.3%	8.2%	N/A	N/A	4.2%	2.1%	4.0%	N/A	1.0%	1.6%	N/A	N/A	5.5%	N/A
Ratio to Highest Rate	45.3%	100.0%	28.3%	100.0%	N/A	N/A	51.0%	26.1%	49.0%	N/A	11.8%	19.8%	N/A	N/A	67.1%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	Yes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A
2 - Professionals																
Number Applied	5,057	1,962	3,071	961	29	9	461	192	300	139	857	564	39	25	300	72
Total Hires	66	47	45	25	-	-	8	6	3	5	7	8	1	1	2	2
Selection Rate	1.3%	2.4%	1.5%	2.6%	N/A	N/A	1.7%	3.1%	1.0%	N/A	0.8%	1.4%	N/A	N/A	0.7%	N/A
Ratio to Highest Rate	54.5%	100.0%	46.9%	83.2%	N/A	N/A	55.5%	100.0%	32.0%	N/A	26.1%	45.4%	N/A	N/A	21.3%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	No	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A
3 - Technicians																
Number Applied	796	66	435	29	12	-	95	10	65	5	148	14	7	2	34	6
Total Hires	6	1	6	-	-	-	-	-	-	1	-	-	-	-	-	-
Selection Rate	0.8%	1.5%	1.4%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	49.7%	100.0%	100.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	No	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A	N/A	N/A	Yes	N/A
4 - Protective Service																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Number Applied	692	948	354	480	4	15	104	92	71	73	109	192	14	22	36	74
Total Hires	3	11	2	5	-	-	-	1	-	2	1	2	-	-	-	1
Selection Rate	0.4%	1.2%	0.6%	1.0%	N/A	N/A	0.0%	1.1%	0.0%	2.7%	0.9%	1.0%	N/A	N/A	0.0%	1.4%
Ratio to Highest Rate	37.4%	100.0%	20.6%	38.0%	N/A	N/A	0.0%	39.7%	0.0%	100.0%	33.5%	38.0%	N/A	N/A	0.0%	49.3%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes
7 - Skilled Craft																
Number Applied	432	26	256	13	4	-	55	5	23	1	54	3	9	1	31	3
Total Hires	6	1	3	1	-	-	1	-	1	-	1	-	-	-	-	-
Selection Rate	1.4%	3.8%	1.2%	7.7%	N/A	N/A	1.8%	N/A	4.3%	N/A	1.9%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	36.1%	100.0%	15.2%	100.0%	N/A	N/A	23.6%	N/A	56.5%	N/A	24.1%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A	N/A	N/A	Yes	N/A
8 - Service-Maintenance																
Number Applied	238	65	107	29	2	1	61	20	26	5	26	3	6	1	10	6
Total Hires	22	5	9	1	-	-	8	1	2	-	-	1	1	-	2	2
Selection Rate	9.2%	7.7%	8.4%	3.4%	N/A	N/A	13.1%	5.0%	7.7%	N/A	0.0%	N/A	N/A	N/A	20.0%	N/A

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	100.0%	83.2%	42.1%	17.2%	N/A	N/A	65.6%	25.0%	38.5%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	N/A	Yes	N/A	N/A	N/A	No	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	525	265	364	168	6	1	40	29	37	20	33	18	5	2	40	27
Total Hires	13	11	8	8	-	-	2	2	2	-	1	-	-	-	-	1
Selection Rate	2.5%	4.2%	2.2%	4.8%	N/A	N/A	5.0%	6.9%	5.4%	0.0%	3.0%	0.0%	N/A	N/A	0.0%	3.7%
Veterans																
Number Applied	747	52	464	25	1	-	108	6	52	4	54	10	8	-	60	7
Total Hires	18	-	15	-	-	-	1	-	1	-	-	-	-	-	1	-
Selection Rate	2.4%	0.0%	3.2%	0.0%	N/A	N/A	0.9%	N/A	1.9%	N/A	0.0%	N/A	N/A	N/A	1.7%	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Promotions - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Number Applied	117	67	74	56	-	-	6	6	11	-	16	2	-	1	10	2
Total Promotions	27	21	20	18	-	-	1	2	2	-	4	1	-	-	-	-
Selection Rate	23.1%	31.3%	27.0%	32.1%	N/A	N/A	16.7%	33.3%	18.2%	N/A	25.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	73.6%	100.0%	81.1%	96.4%	N/A	N/A	50.0%	100.0%	54.5%	N/A	75.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	No	No	N/A	N/A	Yes	No	Yes	N/A	Yes	N/A	N/A	N/A	Yes	N/A
2 - Professionals																
Number Applied	73	48	41	26	2	-	9	7	3	4	9	5	-	-	9	6
Total Promotions	20	22	13	13	1	-	3	5	3	1	-	2	-	-	-	1
Selection Rate	27.4%	45.8%	31.7%	50.0%	N/A	N/A	33.3%	71.4%	100.0%	25.0%	0.0%	40.0%	N/A	N/A	0.0%	16.7%
Ratio to Highest Rate	59.8%	100.0%	31.7%	50.0%	N/A	N/A	33.3%	71.4%	100.0%	25.0%	0.0%	40.0%	N/A	N/A	0.0%	16.7%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	Yes	Yes
3 - Technicians																
Number Applied	7	-	6	-	-	-	-	-	-	-	1	-	-	-	-	-
Total Promotions	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	28.6%	N/A	33.3%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A	N/A	N/A	N/A
4 - Protective Service																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Number Applied	-	6	-	4	-	-	-	-	-	1	-	1	-	-	-	-
Total Promotions	-	4	-	2	-	-	-	-	-	1	-	1	-	-	-	-
Selection Rate	N/A	66.7%	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	100.0%	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	No	N/A	Yes	N/A	N/A	N/A	N/A	N/A	No	N/A	No	N/A	N/A	N/A	N/A
7 - Skilled Craft																
Number Applied	6	-	4	-	-	-	-	-	-	-	1	-	-	-	1	-
Total Promotions	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	33.3%	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A
8 - Service-Maintenance																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Four-Fifths Adverse Impact Analysis by Job Category
Promotions - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	14	11	6	10	2	-	-	1	-	-	2	-	-	-	4	-
Total Promotions	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	7.1%	0.0%	16.7%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Veterans																
Number Applied	34	2	25	2	-	-	2	-	2	-	-	-	-	-	5	-
Total Promotions	4	-	3	-	-	-	-	-	1	-	-	-	-	-	-	-
Selection Rate	11.8%	0.0%	12.0%	0.0%	N/A	N/A	0.0%	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	0.0%	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Training - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M		
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
1 - Officials & Administrators																	
Total Workforce	220	137	156	94	1	1	12	13	13	4	29	17	1	2	8	6	
Total Trained	202	144	150	106	3	-	21	10	6	8	15	12	3	3	4	5	
Training Rate	91.8%	105.1%	96.2%	112.8%	N/A	N/A	175.0%	76.9%	46.2%	N/A	51.7%	70.6%	N/A	N/A	50.0%	N/A	
Ratio to Highest Rate	87.4%	100.0%	54.9%	64.4%	N/A	N/A	100.0%	44.0%	26.4%	N/A	29.6%	40.3%	N/A	N/A	28.6%	N/A	
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	No	Yes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	
2 - Professionals																	
Total Workforce	352	261	224	159	3	1	34	20	17	17	59	47	2	3	13	14	
Total Trained	314	361	207	230	1	6	25	36	20	17	43	47	1	1	17	24	
Training Rate	89.2%	138.3%	92.4%	144.7%	N/A	N/A	73.5%	180.0%	117.6%	100.0%	72.9%	100.0%	N/A	N/A	130.8%	171.4%	
Ratio to Highest Rate	64.5%	100.0%	51.3%	80.4%	N/A	N/A	40.8%	100.0%	65.4%	55.6%	40.5%	55.6%	N/A	N/A	72.6%	95.2%	
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	Yes	No	
3 - Technicians																	
Total Workforce	26	4	18	1	-	-	1	-	2	2	4	1	1	-	-	-	
Total Trained	26	13	18	3	-	-	-	-	3	3	4	7	1	-	-	-	
Training Rate	100.0%	325.0%	100.0%	300.0%	N/A	N/A	0.0%	N/A	150.0%	150.0%	100.0%	700.0%	100.0%	N/A	N/A	N/A	
Ratio to Highest Rate	30.8%	100.0%	14.3%	42.9%	N/A	N/A	0.0%	N/A	21.4%	21.4%	14.3%	100.0%	14.3%	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	Yes	Yes	No	Yes	N/A	N/A	N/A	
4 - Protective Service																	
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
5 - Paraprofessional																	
Total Workforce	-	-					-	-	-	-	-	-	-	-	-	-	
Total Trained	-	-					-	-	-	-	-	-	-	-	-	-	
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
6 - Administrative Support																	
Total Workforce	26	62	14	29	-	2	3	13	3	3	5	9	-	-	1	6	
Total Trained	55	128	36	76	-	-	3	34	2	8	5	7	-	3	9	-	
Training Rate	211.5%	206.5%	257.1%	262.1%	N/A	0.0%	100.0%	261.5%	66.7%	266.7%	100.0%	77.8%	N/A	N/A	N/A	0.0%	
Ratio to Highest Rate	100.0%	97.6%	96.4%	98.3%	N/A	0.0%	37.5%	98.1%	25.0%	100.0%	37.5%	29.2%	N/A	N/A	N/A	0.0%	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	Yes	Yes	No	Yes	No	Yes	Yes	N/A	N/A	N/A	Yes	
7 - Skilled Craft																	
Total Workforce	26	1	17	1	-	-	3	-	1	-	3	-	1	-	1	-	
Total Trained	84	-	57	-	-	-	8	-	3	-	8	-	3	-	5	-	
Training Rate	323.1%	0.0%	335.3%	0.0%	N/A	N/A	266.7%	N/A	300.0%	N/A	266.7%	N/A	300.0%	N/A	500.0%	N/A	
Ratio to Highest Rate	100.0%	NA	67.1%	0.0%	N/A	N/A	53.3%	N/A	60.0%	N/A	53.3%	N/A	60.0%	N/A	100.0%	N/A	
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	No	N/A	
8 - Service-Maintenance																	
Total Workforce	10	3	8	2	-	-	1	-	-	-	-	-	-	-	1	1	
Total Trained	13	2	8	2	-	-	3	-	-	-	1	-	-	-	1	-	
Training Rate	130.0%	66.7%	100.0%	100.0%	N/A	N/A	300.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	0.0%	

Four-Fifths Adverse Impact Analysis by Job Category
Training - 2021

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	100.0%	51.3%	33.3%	33.3%	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33.3%	0.0%
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	Yes

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Terminations - 2021

[illegible]

**Four-Fifths Adverse Impact Analysis by Job Category
Terminations - 2021**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPi		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
5 - Paraprofessional																
Total Workforce	-	-					-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	26	62	14	29	-	2	3	13	3	3	5	9	-	-	1	6
Total Involuntary Terminations	-	1					-	-	-	1	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	1.6%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	No	No	No	No	Yes	No	No	N/A	N/A	N/A	No
7 - Skilled Craft																
Total Workforce	26	1	17	1	-	-	3	-	1	-	3	-	1	-	1	-
Total Involuntary Terminations	1	-	1				-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	3.8%	0.0%	5.9%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A
8 -Service-Maintenance																
Total Workforce	10	3	8	2	-	-	1	-	-	-	-	-	-	-	1	1
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	No

Notes:

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2020

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Number Applied	2,511	756	1,732	465	20	3	205	82	193	64	231	104	15	3	115	35
Total Hires	16	8	9	7	-	-	1	-	3	1	1	-	-	-	2	-
Selection Rate	0.6%	1.1%	0.5%	1.5%	N/A	N/A	0.5%	0.0%	1.6%	N/A	0.4%	0.0%	N/A	N/A	1.7%	N/A
Ratio to Highest Rate	60.2%	100.0%	29.9%	86.6%	N/A	N/A	28.0%	0.0%	89.4%	N/A	24.9%	0.0%	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	Yes	No	N/A	Yes	Yes	N/A	N/A	No	N/A
2 - Professionals																
Number Applied	3,504	1,671	2,133	888	13	1	310	146	259	108	621	428	22	12	146	88
Total Hires	35	24	20	14	1	-	5	2	3	1	3	5	-	-	3	2
Selection Rate	1.0%	1.4%	0.9%	1.6%	N/A	N/A	1.6%	1.4%	1.2%	0.9%	0.5%	1.2%	N/A	N/A	2.1%	N/A
Ratio to Highest Rate	69.5%	100.0%	45.6%	76.7%	N/A	N/A	78.5%	66.7%	56.4%	45.1%	23.5%	56.9%	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	No	N/A
3 - Technicians																
Number Applied	589	96	287	27	5	2	62	9	48	1	153	52	6	2	28	3
Total Hires	3	1	3	-	-	-	-	-	-	-	-	1	-	-	-	-
Selection Rate	0.5%	1.0%	1.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	1.9%	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	48.9%	100.0%	54.4%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	100.0%	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	No	N/A	N/A	Yes	N/A
4 - Protective Service																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Number Applied	979	1,356	546	665	10	9	102	160	95	132	152	263	8	27	66	100
Total Hires	2	4	2	2	-	-	-	2	-	-	-	-	-	-	-	-
Selection Rate	0.2%	0.3%	0.4%	0.3%	N/A	N/A	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	69.3%	100.0%	29.3%	24.1%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes
7 - Skilled Craft																
Number Applied	254	27	149	13	8	-	32	4	27	3	18	2	5	2	15	3
Total Hires	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	1.2%	0.0%	2.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	N/A	N/A	Yes	N/A
8 - Service-Maintenance																
Number Applied	148	23	74	13	-	-	29	4	20	2	8	-	9	2	8	2
Total Hires	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	4.3%	0.0%	7.7%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2020

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	NA	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	Yes	Yes	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	558	251	375	147	10	-	52	33	55	26	30	23	5	-	31	22
Total Hires	4	3	4	1	-	-	-	2	-	-	-	-	-	-	-	-
Selection Rate	0.7%	1.2%	1.1%	0.7%	N/A	N/A	0.0%	6.1%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Veterans																
Number Applied	1,006	86	652	44	6	-	131	17	112	12	27	8	12	1	66	4
Total Hires	17	2	14	2	-	-	-	-	2	-	-	-	-	-	1	-
Selection Rate	1.7%	2.3%	2.1%	4.5%	N/A	N/A	0.0%	N/A	1.8%	N/A	0.0%	N/A	N/A	N/A	1.5%	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Promotions - 2020

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NH/PI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Number Applied	47	22	36	13	-	-	3	6	-	2	7	1	-	-	1	-
Total Promotions	10	5	7	3	-	-	-	2	-	-	2	-	-	-	1	-
Selection Rate	21.3%	22.7%	19.4%	23.1%	N/A	N/A	0.0%	33.3%	N/A	0.0%	28.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	93.6%	100.0%	58.3%	69.2%	N/A	N/A	0.0%	100.0%	N/A	0.0%	85.7%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	N/A	Yes	No	N/A	N/A	N/A	N/A	N/A
2 - Professionals																
Number Applied	38	32	24	15	-	-	1	8	-	1	13	7	-	-	-	1
Total Promotions	11	8	9	3	-	-	-	2	-	-	2	3	-	-	-	-
Selection Rate	28.9%	25.0%	37.5%	20.0%	N/A	N/A	N/A	25.0%	N/A	N/A	15.4%	42.9%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	86.4%	87.5%	46.7%	N/A	N/A	N/A	58.3%	N/A	N/A	35.9%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	N/A	Yes	N/A	N/A	Yes	No	N/A	N/A	N/A	N/A
3 - Technicians																
Number Applied	4	-	4	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	25.0%	N/A	25.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4 - Protective Service																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Number Applied	3	13	2	5	-	-	-	2	1	2	-	2	-	-	-	2
Total Promotions	2	3	1	1	-	-	-	1	1	-	-	1	-	-	-	-
Selection Rate	66.7%	23.1%	50.0%	20.0%	N/A	N/A	N/A	50.0%	100.0%	0.0%	N/A	50.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	100.0%	34.6%	50.0%	20.0%	N/A	N/A	N/A	50.0%	100.0%	0.0%	N/A	50.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	N/A	Yes	No	Yes	N/A	Yes	N/A	N/A	N/A	Yes

**Four-Fifths Adverse Impact Analysis by Job Category
Promotions - 2020**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPi		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPi		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total		W		AI/AN		B		H/L		A		NHOPi		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Veterans																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Four-Fifths Adverse Impact Analysis by Job Category
Training - 2020**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Total Workforce	208	116	153	83	1	-	11	9	10	4	24	12	1	2	8	6
Total Trained	208	152	165	128	-	-	8	6	11	-	16	8	-	2	8	8
Training Rate	100.0%	131.0%	107.8%	154.2%	N/A	N/A	72.7%	66.7%	110.0%	N/A	66.7%	66.7%	N/A	N/A	100.0%	N/A
Ratio to Highest Rate	76.3%	100.0%	69.9%	100.0%	N/A	N/A	47.2%	43.2%	71.3%	N/A	43.2%	43.2%	N/A	N/A	64.8%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	Yes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A
2 - Professionals																
Total Workforce	343	263	221	159	4	2	28	20	15	14	59	54	2	2	14	12
Total Trained	347	375	231	218	4	2	35	38	8	24	51	73	6	-	12	20
Training Rate	101.2%	142.6%	104.5%	137.1%	N/A	N/A	125.0%	190.0%	53.3%	171.4%	86.4%	135.2%	N/A	N/A	85.7%	N/A
Ratio to Highest Rate	71.0%	100.0%	55.0%	72.2%	N/A	N/A	65.8%	100.0%	28.1%	90.2%	45.5%	71.2%	N/A	N/A	45.1%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	No	Yes	No	Yes	Yes	N/A	N/A	Yes	N/A
3 - Technicians																
Total Workforce	28	4	19	2	-	-	2	-	2	1	4	1	1	-	-	-
Total Trained	26	12	12	12	-	-	2	-	6	-	6	-	-	-	-	-
Training Rate	92.9%	300.0%	63.2%	600.0%	N/A	N/A	100.0%	N/A	300.0%	0.0%	150.0%	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	31.0%	100.0%	10.5%	100.0%	N/A	N/A	16.7%	N/A	50.0%	0.0%	25.0%	0.0%	0.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A
4 - Protective Service																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	41	72	19	37	-	3	5	18	4	5	5	7	-	1	8	1
Total Trained	52	130	28	63	-	2	8	29	-	14	14	16	-	-	2	6
Training Rate	126.8%	180.6%	147.4%	170.3%	N/A	66.7%	160.0%	161.1%	0.0%	280.0%	280.0%	228.6%	N/A	N/A	25.0%	N/A
Ratio to Highest Rate	70.2%	100.0%	52.6%	60.8%	N/A	23.8%	57.1%	57.5%	0.0%	100.0%	100.0%	81.6%	N/A	N/A	8.9%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	Yes	N/A
7 - Skilled Craft																
Total Workforce	27	-	21	-	-	-	2	-	-	-	2	-	1	-	1	-
Total Trained	48	-	38	-	-	-	6	-	-	-	-	-	4	-	-	-
Training Rate	177.8%	N/A	181.0%	N/A	N/A	N/A	300.0%	N/A	N/A	N/A	0.0%	N/A	400.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	N/A	45.2%	N/A	N/A	N/A	75.0%	N/A	N/A	N/A	0.0%	N/A	100.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A	No	N/A	Yes	N/A
8 - Service-Maintenance																
Total Workforce	6	3	3	3	-	-	1	-	-	-	1	-	-	-	1	-
Total Trained	10	-	5	-	-	-	1	-	-	-	2	-	-	-	2	-
Training Rate	166.7%	0.0%	166.7%	0.0%	N/A	N/A	100.0%	N/A	N/A	N/A	200.0%	N/A	N/A	N/A	200.0%	N/A

Four-Fifths Adverse Impact Analysis by Job Category
Training - 2020

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOP		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	100.0%	NA	83.3%	0.0%	N/A	N/A	50.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Terminations - 2020

[illegible]

**Four-Fifths Adverse Impact Analysis by Job Category
Terminations - 2020**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
5 - Paraprofessional																
Total Workforce	-	-					-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	41	72	19	37	-	3	5	18	4	5	5	7	-	1	8	1
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	No	No	No	No	No	No	No	N/A	N/A	No	N/A
7 - Skilled Craft																
Total Workforce	27	-	21	-	-	-	2	-	-	-	2	-	1	-	1	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A
8 - Service-Maintenance																
Total Workforce	6	3	3	3	-	-	1	-	-	-	1	-	-	-	1	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A

Notes:

[illegible]

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2019

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	475	271	340	159	10	2	36	39	23	21	31	21	7	3	28	26
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Veterans																
Number Applied	911	100	574	50	5	-	109	22	105	15	37	9	12	1	69	3
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A

Notes:

Promotions - 2019

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NH/PI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Number Applied	-	-				-										
Total Promotions	17	11	13	6	-	-	-	1	2	-	2	3	-	1	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2 - Professionals																
Number Applied	-	-			-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	24	34	17	18	-	-	1	5	2	2	4	6	-	2	-	1
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Number Applied	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4 - Protective Service																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	4	11	2	5	-	2	2	3	-	1	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7 - Skilled Craft																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8 -Service-Maintenance																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Four-Fifths Adverse Impact Analysis by Job Category
Promotions - 2019

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	162	52	103	36	5	3	25	5	10	4	8	2	3	-	8	2
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Veterans																
Number Applied	338	32	217	23	4	-	45	5	32	3	20	-	3	1	17	-
Total Promotions	5	-	4	-	-	-	-	-	1	-	-	-	-	-	-	-
Selection Rate	1.5%	0.0%	1.8%	0.0%	N/A	N/A	0.0%	N/A	3.1%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A

Notes:

**Four-Fifths Adverse Impact Analysis by Job Category
Training - 2019**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Total Workforce	189	97	143	69	1	-	10	10	7	3	22	10	1	1	5	4
Total Trained	412	220	303	153	4	-	22	22	19	11	34	30	1	2	29	2
Training Rate	218.0%	226.8%	211.9%	221.7%	N/A	N/A	220.0%	220.0%	271.4%	N/A	154.5%	300.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	96.1%	100.0%	70.6%	73.9%	N/A	N/A	73.3%	73.3%	90.5%	N/A	51.5%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	No	N/A	Yes	No	N/A	N/A	N/A	N/A
2 - Professionals																
Total Workforce	341	266	221	164	3	2	26	18	13	15	60	51	3	3	15	13
Total Trained	567	583	333	366	1	1	60	55	27	35	126	98	8	2	12	26
Training Rate	166.3%	219.2%	150.7%	223.2%	N/A	N/A	230.8%	305.6%	207.7%	233.3%	210.0%	192.2%	N/A	N/A	80.0%	200.0%
Ratio to Highest Rate	75.9%	100.0%	49.3%	73.0%	N/A	N/A	75.5%	100.0%	68.0%	76.4%	68.7%	62.9%	N/A	N/A	26.2%	65.5%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes
3 - Technicians																
Total Workforce	29	7	20	5	-	-	1	-	2	1	5	1	1	-	-	-
Total Trained	39	24	26	14	-	-	2	-	-	3	5	7	6	-	-	-
Training Rate	134.5%	342.9%	130.0%	280.0%	N/A	N/A	200.0%	N/A	0.0%	300.0%	100.0%	700.0%	600.0%	N/A	N/A	N/A
Ratio to Highest Rate	39.2%	100.0%	18.6%	40.0%	N/A	N/A	28.6%	N/A	0.0%	42.9%	14.3%	100.0%	85.7%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	Yes	Yes	No	No	N/A	N/A	N/A
4 - Protective Service																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	32	84	18	39	-	3	5	17	3	4	5	12	-	1	1	8
Total Trained	38	217	26	80	-	6	2	59	-	11	4	32	6	4	-	25
Training Rate	118.8%	258.3%	144.4%	205.1%	N/A	200.0%	40.0%	347.1%	0.0%	275.0%	80.0%	266.7%	N/A	N/A	N/A	312.5%
Ratio to Highest Rate	46.0%	100.0%	41.6%	59.1%	N/A	57.6%	11.5%	100.0%	0.0%	79.2%	23.1%	76.8%	N/A	N/A	N/A	90.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	Yes	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	No
7 - Skilled Craft																
Total Workforce	27	-	20	-	-	-	3	-	-	-	2	-	-	1	-	-
Total Trained	19	-	15	-	-	-	2	-	-	-	1	-	1	-	-	-
Training Rate	70.4%	N/A	75.0%	N/A	N/A	N/A	66.7%	N/A	N/A	N/A	50.0%	N/A	100.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	N/A	75.0%	N/A	N/A	N/A	66.7%	N/A	N/A	N/A	50.0%	N/A	100.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A	No	N/A	Yes	N/A
8 - Service-Maintenance																
Total Workforce	7	2	3	2	-	-	1	-	-	-	2	-	-	-	1	-
Total Trained	4	-	2	-	-	-	1	-	-	-	1	-	-	-	-	-
Training Rate	57.1%	0.0%	66.7%	0.0%	N/A	N/A	100.0%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	0.0%	N/A

**Four-Fifths Adverse Impact Analysis by Job Category
Training - 2019**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	100.0%	NA	66.7%	0.0%	N/A	N/A	100.0%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	No	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Terminations - 2019

[illegible]

**Four-Fifths Adverse Impact Analysis by Job Category
Terminations - 2019**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
5 - Paraprofessional																
Total Workforce	-	-					-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	32	84	18	39		3	5	17	3	4	5	12	-	1	1	8
Total Involuntary Terminations	-	3		1			-	1	-	-	-	-	-	-	-	1
Involuntary Termination Rate	0.0%	3.6%	0.0%	2.6%	N/A	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	12.5%
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	No	No	No	No	No	No	No	N/A	N/A	N/A	No
7 - Skilled Craft																
Total Workforce	27	-	20				3	-	-	-	2	-	1	-	1	-
Total Involuntary Terminations	2	-	2				-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	7.4%	N/A	10.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A
8 - Service-Maintenance																
Total Workforce	7	2	3	2			1	-	-	-	2	-	-	-	1	-
Total Involuntary Terminations	-	1					-	-	-	-	-	-	-	-	-	1
Involuntary Termination Rate	0.0%	50.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	No	N/A	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category
Hires - 2018

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	-	-														
Total Hires	8	9	4	8	1	-	-	1	-	-	3	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Veterans																
Number Applied	-	-														
Total Hires	20	-	12	-	1	-	1	-	1	-	4	-	-	-	1	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Promotions - 2018

[illegible]

**Four-Fifths Adverse Impact Analysis by Job Category
Promotions - 2018**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons with Disabilities																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	2	4	1	3	-	-	-	-	-	1	1	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Veterans																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	7	1	6	1	-	-	-	-	-	-	1	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Four-Fifths Adverse Impact Analysis by Job Category
Training - 2018**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Total Workforce	175	93	133	68	1	-	12	7	5	3	19	10	1	2	4	3
Total Trained	522	279	392	209	4		32	20	17	8	57	25	2	7	18	10
Training Rate	298.3%	300.0%	294.7%	307.4%	N/A	N/A	266.7%	285.7%	N/A	N/A	300.0%	250.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	99.4%	100.0%	95.9%	100.0%	N/A	N/A	86.8%	93.0%	N/A	N/A	97.6%	81.3%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	N/A	No	No	N/A	N/A	N/A	N/A
2 - Professionals																
Total Workforce	281	211	176	140	3	2	22	15	12	9	58	36	3	1	7	8
Total Trained	399	329	251	229	4	3	38	27	19	10	71	51	6	1	10	8
Training Rate	142.0%	155.9%	142.6%	163.6%	N/A	N/A	172.7%	180.0%	158.3%	N/A	122.4%	141.7%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	91.1%	100.0%	79.2%	90.9%	N/A	N/A	96.0%	100.0%	88.0%	N/A	68.0%	78.7%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	No	No	No	N/A	Yes	Yes	N/A	N/A	N/A	N/A
3 - Technicians																
Total Workforce	31	7	18	4	-	-	3	-	1	2	6	1	1	-	2	-
Total Trained	38	5	22	4	-	-	4	-	1	1	7	-	1	-	3	-
Training Rate	122.6%	71.4%	122.2%	100.0%	N/A	N/A	133.3%	N/A	100.0%	50.0%	116.7%	0.0%	100.0%	N/A	150.0%	N/A
Ratio to Highest Rate	100.0%	58.3%	81.5%	66.7%	N/A	N/A	88.9%	N/A	66.7%	33.3%	77.8%	0.0%	66.7%	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	Yes	N/A	N/A	No	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	N/A
4 - Protective Service																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	30	98	21	53	-	2	3	18	1	2	4	14	-	2	1	7
Total Trained	26	109	15	58	-	3	4	20	2	1	4	14	-	2	1	11
Training Rate	86.7%	111.2%	71.4%	109.4%	N/A	N/A	133.3%	111.1%	N/A	N/A	100.0%	100.0%	N/A	N/A	N/A	157.1%
Ratio to Highest Rate	77.9%	100.0%	45.5%	69.6%	N/A	N/A	84.8%	70.7%	N/A	N/A	63.6%	63.6%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	No	Yes	N/A	N/A	Yes	Yes	N/A	N/A	N/A	No
7 - Skilled Craft																
Total Workforce	20	-	17	-	-	-	1	-	-	-	1	-	-	-	1	-
Total Trained	23	-	18	-	-	-	2	-	-	-	1	-	-	-	2	-
Training Rate	115.0%	N/A	105.9%	N/A	N/A	N/A	200.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	200.0%	N/A
Ratio to Highest Rate	100.0%	N/A	52.9%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A
8 - Service-Maintenance																
Total Workforce	6	3	3	2	-	-	-	-	-	-	2	-	-	-	1	1
Total Trained	7	4	3	3	-	-	-	-	-	-	2	-	-	-	2	1
Training Rate	116.7%	133.3%	100.0%	150.0%	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	200.0%	100.0%

**Four-Fifths Adverse Impact Analysis by Job Category
Training - 2018**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ratio to Highest Rate	87.5%	100.0%	50.0%	75.0%	N/A	N/A	N/A	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	100.0%	50.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A	N/A	No	Yes

Notes:

Four-Fifths Adverse Impact Analysis by Job Category Terminations - 2018

[illegible]

**Four-Fifths Adverse Impact Analysis by Job Category
Terminations - 2018**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
5 - Paraprofessional																
Total Workforce	-	-					-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6 - Administrative Support																
Total Workforce	30	98	21	53	-	2	3	18	1	2	4	14	-	2	1	7
Total Involuntary Terminations	3	2	2	-			1	1	-	-	-	1	-	-	-	-
Involuntary Termination Rate	10.0%	2.0%	9.5%	0.0%	N/A	N/A	33.3%	5.6%	N/A	N/A	0.0%	7.1%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	20.4%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	N/A	N/A	100.0%	0.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	N/A	N/A	No	No	N/A	N/A	N/A	No
7 - Skilled Craft																
Total Workforce	20	-	17	-	-	-	1	-	-	-	1	-	-	-	1	-
Total Involuntary Terminations	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	15.0%	N/A	17.6%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Lowest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	No	N/A
8 - Service-Maintenance																
Total Workforce	6	3	3	2	-	-	-	-	-	-	2	-	-	-	1	1
Total Involuntary Terminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	No	No

Notes:

Exhibit 8

EEO External Contractor Compliance Monitoring Program



Equal Employment Opportunity (EEO) - External Compliance Monitoring Program

Federal Transit Administration (FTA) Circular C 4704.1A:

Ensures that applicants and recipients receiving federal transit funding, such as Sound Transit, require their subrecipients and contractors to develop an effective EEO Program, and that Sound Transit monitors the implementation of these EEO Programs. The Circular sets out the requirements and provides the guidance necessary to carry out EEO provisions of Federal law, including Title VII.

The Office of Civil Rights, Equity and Inclusion (CREI) provides a comprehensive External Compliance Monitoring Program. Once EEO documents are submitted to Sound Transit by the contractor, the EEO Program Specialist reviews and monitors the Program for compliance with FTA Circular guidance. The EEO Program Specialist is available to work with companies that need more assistance.

External compliance monitoring also includes site-visits to work/office locations of various contractors. The EEO Program Specialist meets with staff and conduct a walk-through and employee interviews to assess compliance with EEO policies, practices and procedures. CREI do not have authority to enforce compliance, but we serve as a resource and offer recommendations if deficiencies are present.

Sound Transit Equal Employment Opportunity

External Compliance Monitoring Process

(Hold Ctrl & Left Click to access hyperlinks to documents)

EEO Introduction Email to Existing Contractors	• Email to existing contractors/vendors, introducing EEO Program and requesting contact information - See Email
Diversity Analysis Worksheet	• Received from Procurement & Contracts to initiate the beginning of a new contract. EEO assigns the number of points for the EEO evaluation criterion - See Diversity Analysis Worksheet
Procurement Schedule	• Calendar notifications received from Project Manager of all proposed meetings required to complete the procurement process
Evaluation Team Meeting	• Project Manager discusses process and team members sign a Commitment to Participate form . EEO participates on the evaluation panel as a technical advisor
Pre-Proposal/Pre-Bid Meetings	• Presentation of external EEO program compliance requirements - See Slides
Evaluation Team Kickoff Meeting	• Signing of Non-Disclosure and Confidentiality Agreement , and Personal Conflict of Interest forms
Receive Submittals and Evaluate	• Review submittals for inclusion of required information as called out in Section 4 of submittal requirements
Complete Submittal Form #6	• Complete and return EEO evaluation form #6 certifying whether or not the required EEO documentation was provided and criterion requirements were met
Notice to Proceed	• Notification from Procurement and Contracts that Notice to Proceed is issued by the Project Manager. Starts clock for receipt of complete EEO program to be submitted within 60 days
Contractor Kick-off Meeting	• Presentation of EEO requirements and Apply Pro process reviewed with the contractor - See Handout
EEO Compliance Training	• Provide direct training to contractor EEO designee regarding the Apply Pro process and compliance requirements and answer any questions (if needed)
Receipt of EEO Program	• Contractor completes EEO Program process in Apply Pro at www.SoundTransitEEO.smapply.org
Compliance Review	• Review complete program and determine if compliance is complete or further documentation is needed - See Report
Contractor Notification	• Contact contractor and notify of successful compliance, site visit requested, or other next steps needed - See Notification
Compliance Monitoring	• Periodic review of all contractors flagged in Apply Pro that require additional documentation. Send reminder notification to those in noncompliance - See Notification
Site Visit	• Send Site Visit Prep Letter , schedule site visit and send Agenda . Conduct site visit to monitor compliance.
Status Update	• Send Contractor Site Visit Closeout Letter and Final Report . Complete for three years.

Dear Sound Transit Contractor/Consultant:

You are receiving this email, because your name was listed as a contact person on a contract that your company has with Sound Transit. If you are not the correct person to provide this information, please forward it to your Executive or the individual(s) who can provide information about your company's Equal Employment Opportunity (EEO) Program.

Sound Transit has a strong commitment to the employees and community it serves. As an equal opportunity employer, the agency strives to maintain a workforce that reflects the rich diversity of this region. We hold our contracting partners accountable to the same standard.

In 2017, Sound Transit established the Office of Equal Employment Opportunity (EEO), Equity & Inclusion. This team is responsible for guiding Sound Transit's efforts to grow and sustain a diverse workforce, inclusive culture, and equitable work environment.

It is the policy of Sound Transit that practices of employment discrimination against any person on the basis of race, color, age, sex, marital status, sexual orientation, gender identity, status as a parent, religion, ancestry, national origin or the presence of any sensory, mental or physical disability in an otherwise qualified disabled person are prohibited. It is mandatory that all companies working on a federally funded Sound Transit project adhere to these non-discrimination provisions.

Sound Transit has adopted Guiding Principles for Employment and Contracting which identify key objectives that Sound Transit promote and enforce. The Guiding Principles are implemented in accordance with applicable federal, state and local laws and regulations. To ensure these requirements are executed within the agency and extended to our business partners, the Office of EEO, Equity & Inclusion will be performing EEO compliance reviews on all Sound Transit contracts. To best assist us with this effort, we'll need your cooperation collecting some initial data.

Please provide the information below, for the person(s) at your company that is responsible for managing the Equal Employment Opportunity program. Feel free to call me if you have any questions.

- | | |
|----------------------------|---------------------------------------|
| • Company Name | Community Transit |
| • Contract Name/Number | N/A |
| • Contact Name | Sara Burnett |
| • Contact's Company Title | Labor Relations Manager |
| • Contact's EEO Role/Title | EEO Program Manager |
| • Mailing Address | 7100 Hardeson Road, Everett, WA 98203 |
| • Email Address | sara.burnett@commtrans.org |
| • Phone Number | 425-348-7140 |

Please return this information by email, fax or mail to:

Daphne D. Cross, Program Specialist
Office of EEO, Equity & Inclusion
Sound Transit
401 S. Jackson St.
Seattle, WA 98104
Daphne.Cross@SoundTransit.org
Phone: (206) 903-7168
Fax: (206) 398-5213



EEO, Equity & Inclusion Office

January 22, 2019

Sara Burnett
Labor Relations Manager
Community Transit
7100 Hardeson Road
Everett, WA 98203

Dear Community Transit:

The Federal Transit Administration (FTA) is charged with ensuring that applicants and recipients receiving Federal transit funding develop and implement an effective Equal Employment Opportunity (EEO) Program that prevents discrimination against employees or job applicants.

As a recipient of Federal transit funding, Sound Transit is charged with ensuring that our business partners, contractors, subcontractors, consultants, vendors and subrecipients develop an effective (EEO) Program and that Sound Transit monitors the implementation of these EEO Programs.

Thank you for submitting your company's EEO program for review. In accordance with the requirements of FTA Circular C 4704.1A, I've noted areas in your program that I was unable to immediately identify (please see the table at the end of this document). We can discuss these areas further at the site visit.

The next step in the process is an onsite visit conducted by staff in Sound Transit's Office of EEO, Equity & Inclusion. The major features of the onsite review includes:

- Opening session with Sound Transit representative and your company representative(s);
- Review of pertinent records and EEO documents;
- A physical tour of the work site and/or home office;
- Employee interviews; and
- An exit conference to review preliminary findings.

Jackie Martinez-Vasquez
*Chief EEO, Equity
& Inclusion Officer*

Jonte Robinson
EEO Program Manager

Abraham Rodriquez-Hernandez
Equity & Inclusion Manager

Daphne D. Cross
EEO Program Specialist

Nicky Khai
Program Coordinator

To prepare for this visit, please plan to provide access to the following:

- A reserved meeting space where documents can be reviewed and interviews conducted
- All common areas where EEO laws are posted
- Copies of written notices to unions regarding the company EEO Requirements (if applicable)
- Copies of ads placed in recruiting publications
- Copies of EEO clauses in applicable purchase orders, subcontracts, and agreements
- Copies of employee handbook and employment offer letter
- Interviews with potentially 3-5 employees regarding knowledge of company's EEO process
- EEO complaint process and procedures
- Information regarding employment practices (i.e. hiring, promotion, disciplinary, termination, training, personal development, transfers and wages)
- Current list of subcontractors, consultants and subrecipients
- Any other document(s) that contain EEO language

You will be contacted shortly to schedule a time for this onsite visit. It is preferred that the onsite visit occur within three weeks of this notification. In the meantime, if you have any questions, please feel free to contact me at (206) 903-7168 or Daphne.Cross@SoundTransit.org.

Thanks again and I look forward to meeting with you.

Sincerely,



Daphne D. Cross

EEO, Equity & Inclusion Program Specialist

Equal Employment Opportunity Program Review Feedback:

Program Element	Criteria
Dissemination (C.4704.1A 2.2.2)	Conducting periodic EEO training for all employees and for managers
	Conducting EEO training for all new supervisors or managers within 90 days of their appointment
Designation of Personnel (C. 4704.1A 2.2.3)	Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date
Employment Practices (C. 4704.1A 2.2.6)	Do the analyses contain statistical data to document the impact of the employment practices by sex and race?
	The number of applicants for employment in each job category and the number hired, cross-referenced by sex and race
	The number of employees in each job category who applied for promotion or transfer and the number in each job category promoted or transferred, cross-referenced by sex and race
	The number of voluntary/involuntary terminations, cross-referenced by sex and race
	Job category training that fosters promotion potential, cross-referenced by sex and race
	Individuals with Disabilities and Veterans, the number of applicants for employment and promotions in each job category and the number hired and promoted, cross-referenced by sex and race
Monitoring and Reporting Systems (C. 4704.1A 2.2.7)	Procedures used to determine EEO compliance of subrecipients and contractors such as collection and review of their EEO Programs, visits to facilities to ensure proper posting of the EEO Policy Statement, etc.
	Procedures for reviewing union contracts, in conjunction with human resources, to ensure there is not a disparate impact
Required EEO Program Attachments	List of subrecipients and contractors who are being monitored and the services they provide
	Proof of review of subrecipients and contractors' EEO Program (e.g., letter or memo to the subrecipient)
	Organization chart showing the reporting relationships of all directors, department heads, and executive leadership (include names and titles)
	A copy of the goals and timetables from the previous program submission



Equal Employment Opportunity Compliance Review Site Visit

Agenda

Agency: Community Transit
Date: Friday, March 8, 2019
Start Time: 9:30 a.m.

Opening Session	9:30 a.m. – 9:45 a.m.
Tour of the Administrative Offices and Facilities <ul style="list-style-type: none">• All common areas where EEO laws are posted	9:45 a.m. – 10:45 a.m.
Employee interviews (3 -5) <ul style="list-style-type: none">• knowledge of the company's EEO process	10:45 a.m. – 11:45 a.m.
Break	11:45 a.m. – 12:45 p.m.
Review of Pertinent Records and EEO Documents <ul style="list-style-type: none">• Copies of written notices to unions regarding the company EEO requirements (if applicable)• Copies of ads placed in recruiting publications• Copies of EEO clauses in applicable subcontracts and agreements• Copies of employee handbook and employment offer letter• EEO complaint process and procedures• Information regarding employment practices (i.e. hiring, promotion, disciplinary, termination, training, personal development, transfers and wages)• Current list of subcontractors, consultants and subrecipients• Any other document(s) that contain EEO language	12:45 p.m. – 2:00 p.m.
Findings and Exit Conference	2:00 p.m.



Sound Transit Equal Employment Opportunity (EEO) External Compliance Review Checklist

Recipient Name: Community Transit
Contract Name: Partner Agency
Contract Number: N/A
Document Title: Affirmative Action Program
Document Date: June 30, 2018 (data through 3/31/18)
Reviewed by: Daphne D. Cross
Title: EEO, Equity & Inclusion Program Specialist

Required Program Components (based on size):

- ☒ Statement of Policy
- ☒ Dissemination Plan
- ☒ Designation of Personnel Responsibility
- ☒ Utilization Analysis
- ☒ Goals and Timetables
- ☒ Assessment of Employees Practices
- ☒ Monitoring and Reporting Plan

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
STATEMENT OF POLICY (C.4704.1A.2.2.1)				
Is there a written Statement of Policy by the CEO/GM:				
Does the statement:				
Express the agency's commitment that all employment actions, including but not limited to recruitment or recruitment advertising, hiring, upgrading, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation, and treatment of employees will be administered without regard to race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See page 6
Commit to develop a written nondiscrimination program that sets forth the policies, practices, and procedures, with goals and timetables, to which the agency is committed and make the EEO Program available for inspection by any employee or applicant for employment upon request	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Explain that the responsibility for implementing the EEO Program is assigned to an agency executive who reports directly to the CEO/GM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
State that applicants and employees have the right to file complaints alleging discrimination with the EEO Officer or office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
State that retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
State the agency's commitment to provide reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
State that all management and supervisory personnel share in this responsibility and are assigned specific tasks to ensure and achieve compliance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
State that the agency evaluates the performance of managers, supervisors, and others based on the success of the EEO Program in the same manner that the agency evaluates their performance in other agency programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provide the name and contact information for the EEO Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provide the Signature and Date of GM or CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
DISSEMINATION (C.4704.1A 2.2.2)				
Does the dissemination section include				
Providing written communications from the CEO/GM (i.e., policy statement)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See page 7
Posting official EEO materials (e.g., Federal and state labor laws poster(s) and the agency's policy statement) on bulletin boards, near time clocks, in employees' break rooms, and in the employment/personnel office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Including the EEO policy statement in the agency's personnel and operations manual, employee handbooks, reports and manuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Meeting with top management officials (e.g., bus operations, human resources, planning, marketing, etc.) at a minimum semiannually to discuss the EEO Program and its implementation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
Meeting with all employees and affinity groups to seek input on the program implementation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Conducting periodic EEO training for all employees and for managers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Conducting EEO training for all new supervisors or managers within 90 days of their appointment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Externally, does the agency state				
When there is outreach or advertising to recruitment entities (e.g., employment agencies, educational institutions, minority, and women organizations), the agency will disseminate their policy to those entities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All recruitment ads (e.g., newspapers, magazines, websites, and social media) must state that the agency "is an equal employment opportunity employer"	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
DESIGNATION OF PERSONNEL (C. 4704.1A 2.2.3)				
Do the EEO program office responsibilities include:				
Developing the EEO policy statement and a written EEO Program	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See pages 8-11
Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and time tables, and developing programs to achieve goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where proactive action is needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reviewing the agency's nondiscrimination plan with all managers and supervisors to ensure that the policy is understood	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Concurring in the hiring and promotion process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
In conjunction with human resources, periodically reviewing employment practices policies (e.g., hiring, promotions, training), complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
Reporting at least semiannually to the CEO/GM on each department's progress in relation to the agency's goals and on contractor and vendor compliance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Serving as liaison between the agency, Federal, state, county, and local governments, regulatory agencies, minority, women, disability organizations, and other community groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Maintaining awareness of current EEO laws, and ensuring the laws affecting nondiscrimination are disseminated to responsible officials	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Investigating complaints of EEO discrimination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Providing EEO training for employees and managers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See page 20
In conjunction with human resources, advising employees and applicants of available training programs and professional development opportunities and the entrance requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Do the agency officials, supervisors and managers' responsibilities include:				
Participating actively in periodic audits of all aspects of employment to identify and to remove barriers obstructing the achievement of specified goals and objectives	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Holding regular discussions with other managers, supervisors, employees, and affinity groups to ensure agency policies and procedures are being followed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
In conjunction with the EEO Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cooperating with the EEO Officer in review of information and investigation of complaints	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing, mentoring)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
UTILIZATION ANALYSIS (C. 4704.1A 2.2.4)				
Does the work force analysis include a statistical breakdown of the recipients' workforce by each department job category?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See page 12
Is the aforementioned cross-referenced by sex and race?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the current percent of employees for each category cross-referenced by group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there an availability percentage identified for each category cross-referenced by group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the percentage of underutilization for each category cross-referenced by group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
GOALS AND TIMETABLES (C. 4704.1A 2.2.5)				
Are there specific and detailed percentage and numerical goals with timetables set to correct any underutilization of specific affected classes of persons identified in the utilization analysis? There are long-term (in percentages) and short-term (numbers and percentages).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are previous goals that were not met discussed and a justification given for not meeting those goals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
EMPLOYMENT PRACTICES (C. 4704.1A 2.2.6)				
Is there a detailed narrative assessment of present employment practices (e.g., hiring, recruitment, training)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do the analyses contain statistical data to document the impact of the employment practices by sex and race?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
Does the statistical analysis contain:				
The number of applicants for employment in each job category and the number hired, cross-referenced by sex and race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
The number of employees in each job category who applied for promotion or transfer and the number in each job category promoted or transferred, cross-referenced by sex and race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
The number and types of disciplinary actions (e.g., indefinite suspension, loss of pay, demotion), tailored to the language used in union contracts and agency policies and procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
The number of voluntary/involuntary terminations, cross-referenced by sex and race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Job category training that fosters promotion potential, cross-referenced by sex and race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Individuals with Disabilities and Veterans, the number of applicants for employment and promotions in each job category and the number hired and promoted, cross-referenced by sex and race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
MONITORING AND REPORTING SYSTEMS (C. 4704.1A 2.2.7)				
Is there a monitoring system that describes:				
Methods to monitor the EEO components identified in this chapter (e.g., dissemination, utilization analysis, statistical employment practices, timeframe to reach goals, all identified barriers and the progress of the action plan)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Procedures used to determine EEO compliance of subrecipients and contractors such as collection and review of their EEO Programs, visits to facilities to ensure proper posting of the EEO Policy Statement, etc.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Procedures for reviewing union contracts, in conjunction with human resources, to ensure there is not a disparate impact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

EEO PROGRAM ELEMENTS	Addressed	Not Addressed	Inadequate	Review Comments
Process for monitoring complaints (e.g., describe the tracking system, monitoring of trends, timeliness of investigations, resolutions, reporting to management)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a reporting system that describes:				
Meetings held between the CEO/GM and the EEO Officer to discuss the progress of the EEO Program and the results of the monitoring (including but not limited to, hiring, promotions, status of EEO complaints)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All program EEO-related meetings held between the EEO Officer and management, including topics covered, follow-up actions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
EEO Officer's meetings with human resources and hiring officials to review current EEO goals and statistics on employment practices and policies (e.g., verifying that job descriptions contain legitimate position requirements and that all testing has been validated)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
REQUIRED EEO PROGRAM ATTACHMENTS				
List of subrecipients and contractors who are being monitored and the services they provide	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Proof of review of subrecipients and contractors' EEO Program (e.g., letter or memo to the subrecipient)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Organization chart showing the reporting relationships of all directors, department heads, and executive leadership (include names and titles)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
A copy of the goals and timetables from the previous program submission	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Reviewed by: _____

Review Date: _____



**Sound Transit Equal Employment Opportunity (EEO)
External Compliance Site Visit Checklist**

Recipient Name: Community Transit

Contract Name: Partner Agency

Contract Number: N/A

Nature of Work: Snohomish County Transit Providers

Conducted by: Daphne Cross & Jonte Robinson

Title: EEO Program Specialist & EEO Program Manager

Site Visit Date: March 8, 2019

Site Visit Location(s):

Community Transit Corporate Offices, 7100 Hardeson Rd, Everett, WA 98203

Kasch Park/Casino Road Operating Base, 2312 W. Casino Road, Everett, WA 98204

Recipient Representative(s):

Sara Burnett, Labor Relations Manager

Veralee Estes, Human Resources Program Manager

Cesar Portillo, Human Resources Manager

Opening Session:

The purpose of this Equal Employment Opportunity (EEO) Contract Compliance site visit is to examine and evaluate your company's policies and practices in determining compliance with non-discrimination provisions to fulfill the EEO commitments of your contract/business agreement with Sound Transit.

Review of EEO Documents:

Document	Copy Provided	EEO Clause Present	Comments/Upload
EEO policy signed by CEO and posted in conspicuous locations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Lobby, employee lunchroom, stairwell, breakroom, copy/mail room. Not posted in conference rooms.
EEO is the Law Posters posted in conspicuous locations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	See above.
EEO language included in recruitment ads and other personnel related documents	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Subcontractor Contract includes EEO provisions	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Section 5.13 Compliance With Law – The section specifies Americans with Disabilities Act, but should give much more detail regarding overall EEO program and laws.
EEO Notification to Unions	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Employee Handbook	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Complaint Process and Procedures	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Review and discuss Section 12.4.4 Time Limits
Employment Practices	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Data is already being collected and will be stored with employment practices when following new Circular guidelines.
Current List of Subs, Consultants	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other Documents Provided:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Exit Conference and Preliminary Findings:

Any preliminary findings that, if not corrected immediately or not corrected by the adoption of an acceptable corrective action plan, would necessitate a determination of noncompliance.

Preliminary Findings	
EEO is the Law Posters posted in conspicuous locations	Consider posting EEO Policy in conference rooms
Subcontractor Contract includes EEO provisions	Include EEO nondiscrimination provisions in subcontractor contracts Section 5.13 – Compliance With Law
Complaint Process and Procedures	Consider reviewing/removing time limits in the complaint process (Section 12.4.4 – Statement of Policy and Procedure)
Dissemination (C.4704.1A 2.2.2)	Conducting periodic EEO training for all employees and for managers
	Conducting EEO training for all new supervisors or managers within 90 days of their appointment
Designation of Personnel (C. 4704.1A 2.2.3)	Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date
Employment Practices (C. 4704.1A 2.2.6)	Do the analyses contain statistical data to document the impact of the employment practices by sex and race?
	The number of applicants for employment in each job category and the number hired, cross-referenced by sex and race
	The number of employees in each job category who applied for promotion or transfer and the number in each job category promoted or transferred, cross-referenced by sex and race
	The number of voluntary/involuntary terminations, cross-referenced by sex and race
	Job category training that fosters promotion potential, cross-referenced by sex and race
	Individuals with Disabilities and Veterans, the number of applicants for employment and promotions in each job category and the number hired and promoted, cross-referenced by sex and race
Monitoring and Reporting Systems (C. 4704.1A 2.2.7)	Procedures used to determine EEO compliance of subrecipients and contractors such as collection and review of their EEO Programs, visits to facilities to ensure proper posting of the EEO Policy Statement, etc.
	Procedures for reviewing union contracts, in conjunction with human resources, to ensure there is not a disparate impact
Required EEO Program Attachments	List of subrecipients and contractors who are being monitored and the services they provide
	Proof of review of subrecipients and contractors' EEO Program (e.g., letter or memo to the subrecipient)
	Organization chart showing the reporting relationships of all directors, department heads, and executive leadership (include names and titles)
	A copy of the goals and timetables from the previous program submission

Is a corrective action needed?

☐ YES

☒ NO

Describe the corrective action recommendation:

No further action needed. The recommendations were discussed and noted. Community Transit is not required to update their program to operate under the new Federal Transit Administration Circular 4704.1A guidelines until their review in 2020. Sound Transit has offered further assistance and resources if requested.

Contractor will be notified in writing within 15 days of site visit regarding any necessary next steps or that compliance requirements have been met via a final report.

Employee Interviews: Interviews should include persons of color and female employees.

Employee Name	Title	Tenure	Race	Gender
Geanine Gallacci	Organizational Development Specialist	18 years	White	Female

Question	Answer	Comments
Do you know the name of your EEO Officer?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Cesar, Manager of HR
Were you provided a copy of the company's EEO policy when you were hired?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Used to be a book 18 years ago
Do you know where to access the company's EEO policy?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Online, can request hard copy and pieces posted in various places on the wall if you need to see it.
Are you aware of your right to file a complaint of discrimination or harassment?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Do you know where to locate the company's complaint procedures?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	First step is to talk to manager or supervisor, or go above if the manager or supervisor is the issue.
Have you attended EEO training?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Approximately 7 ago.
Do you feel that Community Transit provides a work environment free of harassment and discrimination?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Very much so, more than any place I've ever been. We take it very seriously.
Geanine wanted us to Note: Manages Unity Team that bring people together and celebrates heritage and inclusion activities.		

Employee Interviews: Interviews should include persons of color and female employees.

Employee Name	Title	Tenure	Race	Gender
Jessica Hawkinson	Asst. Manager of Coach Operator Instruction	14 years	Hispanic	Female

Question	Answer	Comments
Do you know the name of your EEO Officer?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Chris Beck
Were you provided a copy of the company's EEO policy when you were hired?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Personnel Policy Manual
Do you know where to access the company's EEO policy?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Online and given hardcopy, updates are given via email with a sign off
Are you aware of your right to file a complaint of discrimination or harassment?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Do you know where to locate the company's complaint procedures?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Can go to direct supervisor or any manager or CEO. This protects the person's ability to get assistance without exposure.
Have you attended EEO training?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	She is a presenter for diversity section and harassment training at New Employee Orientation (uses NTI materials)
Do you feel that Community Transit provides a work environment free of harassment and discrimination?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Yes, in as much as an organization can. When it's detected, it's dealt with. Personal and coworker experience was satisfactorily resolved.

Employee Interviews: Interviews should include persons of color and female employees.

Employee Name	Title	Tenure	Race	Gender
Jim Rutherford	Transportation Leave Admin	2008	White	Male

Question	Answer	Comments
Do you know the name of your EEO Officer?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Chris Beck
Were you provided a copy of the company's EEO policy when you were hired?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Do you know where to access the company's EEO policy?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Personnel policy manual, in office and various places. On I drive (shared drive).
Are you aware of your right to file a complaint of discrimination or harassment?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Do you know where to locate the company's complaint procedures?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Personnel policy manual, I believe that's where they are.
Have you attended EEO training?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Can't remember when, it's been awhile.
Do you feel that Community Transit provides a work environment free of harassment and discrimination?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	



EEO, Equity & Inclusion Office

March 21, 2019

Cesar Portillo
Human Resources Manager/EEO Program Manager

Sara Burnett
Labor Relations Manager

Veralee Estes
Human Resources Program Manager
Community Transit Corporate Offices
7100 Hardeson Road
Everett, Washington 98203

Dear Cesar, Sara and Veralee:

We would like to take this opportunity to thank you again for participating in Sound Transit's Equal Employment Opportunity (EEO) program compliance review and site visit. As a recipient of Federal Transit Administration funding, it is mandated that Sound Transit ensures our business partners provide a workplace that is free from harassment and discrimination, and have the required programs and policies in place to achieve that goal per FTA Circular 4704.1A.

Attached is a copy of the site visit report which includes the results of the employee interviews, document review, and recommendations discussed during the exit conference. This concludes our compliance review with Community Transit at this time. We are available to provide technical assistance in the future.

Again, we are happy to serve as a resource for you and answer any questions you may have about this process or our Office of EEO, Equity & Inclusion. It was a pleasure meeting your team and spending the day at your offices. I can be reached at (206) 903-7168 or Daphne.Cross@soundtransit.org.

Sincerely,

Jonte M. Robinson

Jonte Robinson
EEO Manager

Daphne D. Cross

Daphne D. Cross
EEO Program Specialist

Jackie Martinez-Vasquez
*Chief EEO, Equity
& Inclusion Officer*

Jonte Robinson
EEO Program Manager

Abraham Rodriguez-Hernandez
Equity & Inclusion Manager

Daphne D. Cross
EEO Program Specialist

Alison Smith
*Equity & Inclusion
Program Specialist*

Nicky Khai
Program Coordinator

Evaluation Criterion 6 – Equal Employment Opportunity (EEO) Commitment

Sound Transit is committed to building an Agency-wide culture of inclusion, with a focus on equity in policies and practices. As an equal opportunity employer and a recipient of federal funding; Sound Transit, our partner agencies, contractors, subcontractors, subrecipients and vendors are mandated to comply with the Federal Transit Administration's guidance regarding Equal Employment Opportunity laws. The Submitter shall demonstrate past and current commitment to Equal Employment Opportunity, and partnerships with firms that employ a workforce that draws from all highly qualified and diverse citizens.

1.a. Firm practices (15 points)	Describe the efforts your firm makes to ensure that it provides equal employment opportunities to all persons without regard to race, color, age, sex, marital status, sexual orientation, religion, ancestry, national origin or the presence of any sensory, mental or physical disability, or veteran status.
1.b. Firm practices (15 points)	Describe the Submitter's experience and approach in ensuring diversity and inclusion on project teams with scopes of work or size and duration comparable to this Scope of Work. If Submitter has no employees, discuss the ways that he/she has been able to successfully create and/or work with a diverse and inclusive project team.
2. Project specific practices (20 points)	Sound Transit is interested in the measures the Submitter has or will initiate to ensure participation of people of color, women and persons with disabilities. Explain the process that will be used to fill positions (now and future) to be inclusive of these individuals on the proposed team during the term of the Agreement.
3. Submittal Requirements (Condition for Award) Accordingly, each Submitter will complete and submit the following information. Subsection 3 'Submittal Requirements' is considered a condition for award.	
3.a. Staffing Plan (Project Specific)	Submitter shall complete and submit Staffing Plan(s) for performance of the work. Staffing Plan(s) shall include, but are not limited to, the following: a. A project profile breakdown by race or ethnicity, gender, disability and other relevant demographic information of the individuals identified on the project team,

	<p>consistent with other information provided in the SOQ. The Demographic Chart template provided at the end of this criteria contains the minimum required information for this submission.</p> <p>b. Identify the firms from which those positions are affiliated, if other than the Submitter;</p> <p>c. Identify open positions (now and future) to be filled by Submitter or affiliated firms.</p>
3.b. Statement of Policy	<p>Provide a Statement of Policy signed and dated by the chief executive officer or the general manager. This is the Submitter's commitment of non-discrimination against any applicant for employment, or any employee because of age, color, sex, disability, national origin, race, religion, or veteran status. It is to be placed in conspicuous locations and available to employees, applicants for employment and the general public.</p>
3.c. Submitter EEO point of contact	<p>Provide the name of the individual, title, phone number, and email address of who will be responsible for overseeing adherence to the EEO laws and policies, and who will ensure that employment actions regarding staffing and managing the work will be carried out in a nondiscriminatory manner.</p>

Staffing Plan Demographic Chart template (minimum required information):

	WHITE	AMERICAN INDIAN	BLACK	HISPANIC/ LATINO	ASIAN	NATIVE HAWAIIAN/ PACIFIC ISLANDER	TWO OR MORE RACES
MALE							
FEMALE							
OTHER							

Sound Transit, and that one doing business or offering to do business with Sound Transit shall afford equal, non-discriminatory opportunities to potential joint venture partners, subconsultants, subcontractors and suppliers on contracts and agreements awarded by Sound Transit.

3. The Consultant shall comply with applicable obligations and requirements under Chapter 49.60 RCW, the Washington state "law against discrimination", including rules and regulations promulgated pursuant to such law. In particular, the Consultant as an employer shall not commit any unfair practices listed in RCW 49.60.180.
 4. The Consultant shall cooperate in any studies or surveys as may be conducted by Sound Transit and as may be necessary to determine the extent of the Consultant's compliance with Sound Transit's Diversity Program policies.
- B. Disadvantaged Business Enterprise (DBE) Program. It is the policy of Sound Transit to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 Code of Federal Regulations (CFR) Part 26, have an equal opportunity to receive and participate in federal Department of Transportation-assisted contracts. As a part of Sound Transit's Guiding Principles and DBE Program, and in accordance with 49 CFR § 26.39, Sound Transit also includes measures to foster Small Business participation on federal Department of Transportation-assisted contracts.
- C. In the event the Consultant and/or its subconsultants fail(s) to comply with any substantive requirement of the Contract related to non-discrimination, participation by Disadvantaged Business Enterprises or other Small Businesses, or equal employment opportunity, Sound Transit may impose sanctions as it may determine to be appropriate, including but not limited to:
1. Requiring the Consultant to take remedial action to bring the Consultant or its subconsultant into compliance;
 2. Withholding payments to the Consultant until the Consultant or its subconsultant is in compliance;
 3. Suspend this Contract;
 4. Terminate this Contract;
 5. Debar the Consultant or its subconsultant from future contracts with Sound Transit; and/or
 6. File civil and/or criminal action(s) against the Consultant and, if applicable, its subconsultants, suppliers, employees, agents, and representatives.

Sound Transit may consider any such failure by the Consultant in determining whether to award any future contracts to the Consultant.

1.6 EQUAL EMPLOYMENT OPPORTUNITY

Sound Transit is interested in proposals from firms that demonstrate a commitment to equal employment opportunity. Sound Transit encourages proposals from firms that employ a workforce that reflects the region's diversity. Proposers shall demonstrate a commitment to equal employment opportunity. Proposers shall make efforts to employ a workforce that reflects the Sound Transit region's diversity. Proposers shall take into account the EEO provisions set forth in the Contract to be awarded pursuant to this RFP.

Proposers are advised that they shall adhere to the following non-discrimination provisions:

Specific Diversity Program provisions, including those applicable to subcontracts, are set forth in Exhibit A, [Proposed] Contract.

Sound Transit will evaluate each Proposer's commitment to and compliance with EEO laws and requirements in accordance with the evaluation criteria.

- A. The Consultant shall not discriminate against any employee or applicant for employment because of race, religion, creed, sex, sexual orientation, gender identity, status as a parent,

age, nationality, or the presence of any sensory, mental, or physical disability, unless based upon a bona fide occupational qualification. The Consultant shall make affirmative efforts to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, creed, sex, sexual orientation, gender identity, status as a parent, age, nationality, or the presence of such disability. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Consultant shall post in conspicuous places, available to employees and applicants for employment, notices of this nondiscrimination clause.

- B. Within 30 days of the execution of this contract, the Consultant shall submit a copy of its office EEO program in its entirety, demonstrating full compliance with the federal requirements and this contract.
- C. Upon request and on forms approved by Sound Transit, during the term of this Contract, the Consultant shall submit reports of the affirmative efforts made by the Consultant in implementing the nondiscrimination and equal employment opportunity provisions in this Contract. The Consultant shall permit access by Sound Transit to the Consultant's records of employment, employment advertisements, application forms, and other pertinent data and records for the purpose of determining compliance with this provision.
- D. The Consultant shall implement and carry out the obligations regarding equal employment opportunity submitted as part of its Proposal to perform this Contract and the equal employment opportunity provisions in this Contract. Failure to implement and carry out these obligations and provisions in good faith may be considered by Sound Transit a material breach of this Contract and grounds for withholding payment and/or termination of the Contract and dismissal of the Consultant.
- E. The Consultant shall require that substantially the same provisions as in this Section are contained in all subconsultant agreements entered into by the Consultant under this Contract.
- F. In addition to complying with Sound Transit's Guiding Principles and Policies, the Consultant shall comply with, and ensure its subconsultants comply with, applicable Federal Civil Rights Requirements in this Contract.

1.7 SOUND TRANSIT DIVERSITY PROGRAM POLICIES

- A. Non-Discrimination in Employment and Contracting
 - 1. Sound Transit has adopted Guiding Principles for Employment and Contracting, a copy of which is available upon request, identifying key objectives that Sound Transit will promote and encourage through its policies. The Guiding Principles are implemented in accordance with applicable federal, state, and local laws and regulations, including grant agreements. To the extent applicable, the Guiding Principles are the basis for certain provisions set forth including employment and consulting goals and objectives as specified in the Proposed Contract.
 - 2. Sound Transit promotes and encourages participation in its contracts by Small Businesses and Disadvantaged Business Enterprises (DBEs), as defined in Sound Transit's Small Business and DBE Programs. Sound Transit is interested in proposals from such firms.
 - 3. If firms combine to form a joint venture to perform the Services described in this RFP, the firms are encouraged to include DBEs and Small Businesses in the joint venture. If a Proposer determines to engage subconsultants to perform any portion of the Services described in this RFP, the Proposer shall make good faith efforts to solicit participation by Small Businesses or DBEs and shall maintain documentation of its efforts for review by Sound Transit. If a Proposer elects to form a joint venture or engage subconsultants, the Proposer shall submit a DBE/Small Business Commitment Form (Proposal Form No. 3B) identifying the DBEs and Small Businesses that will participate in any award pursuant to this RFP.

Transit, and that one doing business or offering to do business with Sound Transit shall afford equal, non-discriminatory opportunities to potential joint venture partners, subcontractors, subconsultants and suppliers on contracts and agreements awarded by Sound Transit.

3. The Consultant shall comply with applicable obligations and requirements under Chapter 49.60 RCW, the Washington state "law against discrimination", including rules and regulations promulgated pursuant to such law. In particular, the Consultant as an employer shall not commit any unfair practices listed in RCW 49.60.180.
 4. The Consultant shall cooperate in any studies or surveys as may be conducted by Sound Transit and as may be necessary to determine the extent of the Consultant's compliance with Sound Transit's Diversity Program policies.
- B. Disadvantaged Business Enterprise (DBE) Program. It is the policy of Sound Transit to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 Code of Federal Regulations (CFR) Part 26, have an equal opportunity to receive and participate in federal Department of Transportation-assisted contracts. As a part of Sound Transit's Guiding Principles and DBE Program, and in accordance with 49 CFR § 26.39, Sound Transit also includes measures to foster Small Business participation on federal Department of Transportation-assisted contracts.
- C. In the event the Consultant and/or its subconsultants fail(s) to comply with any substantive requirement of the Agreement related to non-discrimination, participation by Disadvantaged Business Enterprises or other Small Businesses, or equal employment opportunity, Sound Transit may impose sanctions as it may determine to be appropriate, including but not limited to:
1. Requiring the Consultant to take remedial action to bring the Consultant or its subconsultant into compliance;
 2. Withholding payments to the Consultant until the Consultant or its subconsultant is in compliance;
 3. Suspend this Agreement;
 4. Terminate this Agreement;
 5. Debar the Consultant or its subconsultant from future contracts with Sound Transit; and/or
 6. File civil and/or criminal action(s) against the Consultant and, if applicable, its subconsultants, suppliers, employees, agents, and representatives.

Sound Transit may consider any such failure by the Consultant in determining whether to award any future contracts to the Consultant.

SECTION 15 EQUAL EMPLOYMENT OPPORTUNITY

- A. The Consultant shall not discriminate against any employee or applicant for employment because of race, religion, creed, sex, sexual orientation, age, nationality, or the presence of any sensory, mental, or physical disability, unless based upon a bona fide occupational qualification. The Consultant shall make affirmative efforts to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, creed, sex, sexual orientation, age, nationality, or the presence of such disability. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of

pay or other forms of compensation; and selection for training, including apprenticeship. The Consultant shall post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

- B. The Consultant shall, during the term of this Agreement, furnish Sound Transit, upon request and on forms approved by Sound Transit, a report of the affirmative efforts made by the Consultant in implementing the nondiscrimination and equal employment opportunity provisions in this Agreement. The Consultant shall permit access by Sound Transit to the Consultant's records of employment, employment advertisements, application forms, and other pertinent data and records for the purpose of determining compliance with this provision.
- C. The Consultant shall implement and carry out the obligations regarding equal employment opportunity submitted as part of its Statement of Qualifications (see Exhibit K, Staffing Plan) to perform this Agreement and the equal employment opportunity provisions set forth in this Agreement. Failure to implement and carry out such obligations and provisions in good faith may be considered by Sound Transit a material breach of this Agreement and grounds for withholding payment and/or termination of the Agreement and dismissal of the Consultant.
- D. The Consultant shall require that substantially the same provisions as in this Section are contained in all subconsultant agreements entered into by the Consultant under this Agreement.
- E. In addition to complying with Sound Transit's Guiding Principles and Policies, the Consultant shall comply with, and ensure its subcontractors comply with, applicable Federal Civil Rights Requirements set forth in this Agreement.

SECTION 16 DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM

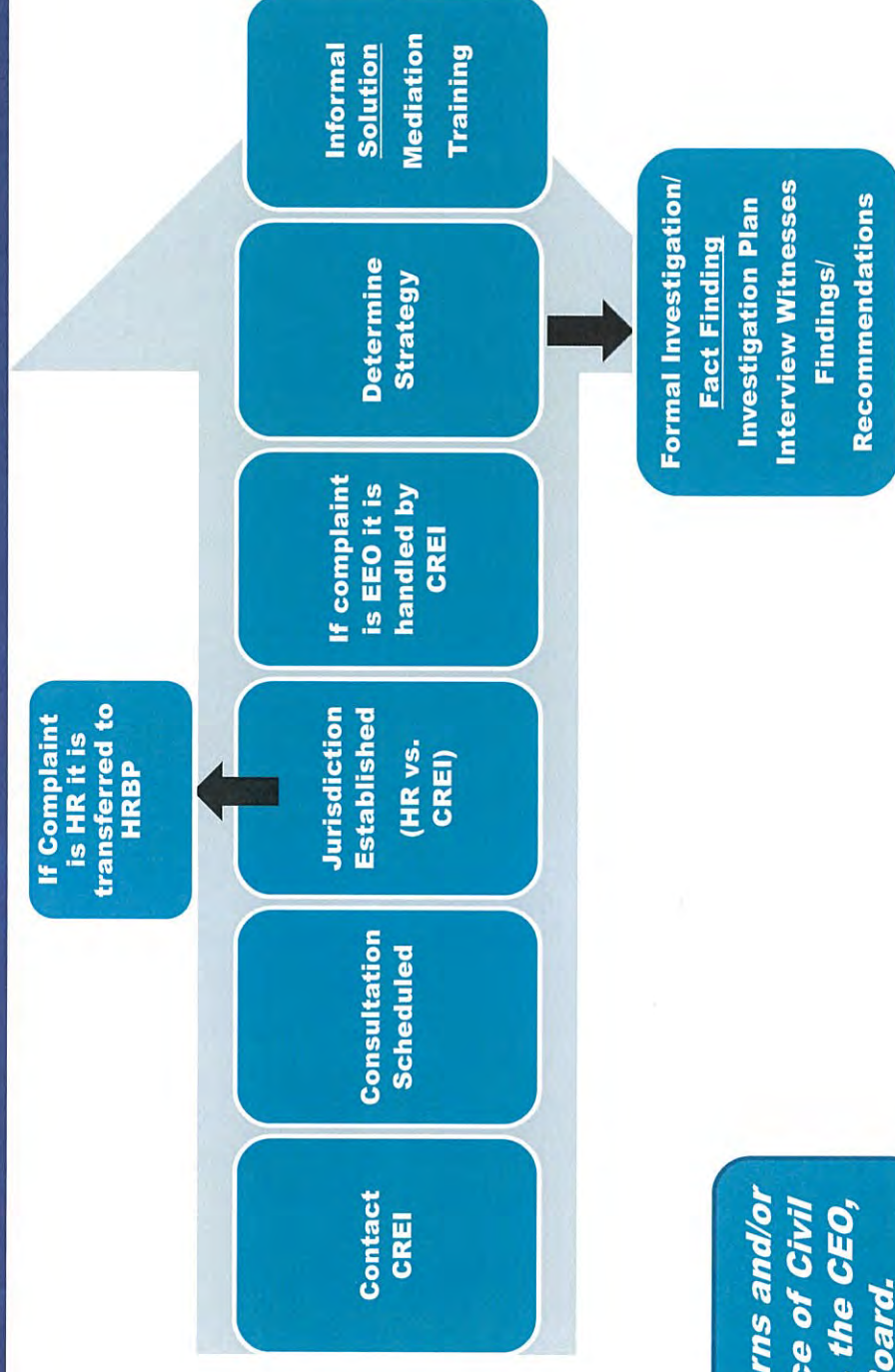
- A. As a recipient of financial assistance from the federal Department of Transportation (DOT), through the Federal Transit Administration (FTA), Sound Transit developed and administers a Disadvantaged Business Enterprise (DBE) Program in accordance with 49 Code of Federal Regulations (CFR) Part 26. As a part of Sound Transit's DBE Program, and in accordance with 49 CFR Part 26.39, Sound Transit also includes measures to foster Small Business participation on federal Department of Transportation-assisted contracts. The Consultant shall comply with applicable provisions in 49 CFR Part 26.
- B. Disadvantaged Business Enterprise (DBE) Program. It is the policy of Sound Transit to ensure that Disadvantaged Business Enterprises (DBEs) and other Small Businesses, as defined in 49 Code of Federal Regulations (CFR) Part 26, have an equal opportunity to receive and participate in federal Department of Transportation-assisted contracts. Sound Transit's DBE Program includes:
 - 1. Ensuring non-discrimination in the award and administration of federal Department of Transportation-assisted contracts;
 - 2. Creating a level playing field on which DBEs can compete fairly for such contracts;
 - 3. Ensuring that the Sound Transit DBE Program is narrowly tailored in accordance with applicable laws;
 - 4. Ensuring that only firms that fully meet eligibility standards as set forth in 49 CFR Part 26 are permitted to participate as DBEs;
 - 5. Helping remove barriers to the participation of DBEs and other Small Businesses in such contracts; and

Exhibit 9

Complaint Process & Procedures



EEO Complaint Process



Procedures address concerns and/or complaints about the Office of Civil Rights, Equity & Inclusion, the CEO, and members of the Board.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

This document describes our internal complaint and resolution procedure. The description is organized around these common questions:

1. **Where do I go with a concern or complaint about discrimination, harassment or retaliation?**
 2. **Do I have to raise my concern or complaint within a certain timeframe?**
 3. **What are discrimination, harassment, and retaliation?**
 4. **How will my concern or complaint be addressed?**
 5. **If there is an investigation, what can I expect?**
 6. **Will my contact with the Office of Civil Rights, Equity & Inclusion be documented?**
 7. **Will my contact with the Office of Civil Rights, Equity & Inclusion be confidential?**
 8. **What if my concern or complaint is about the Office of Civil Rights, Equity & Inclusion, the Chief Executive Officer or a member of the Board of Directors?**
 9. **Will voicing my concern or making a complaint jeopardize my job?**
-
1. **Where Do I Go With a Concern or Complaint About Discrimination, Harassment or Retaliation?**

Sound Transit's Office of Civil Rights, Equity & Inclusion is tasked with responding to all allegations of harassment, discrimination and retaliation, which are sometimes collectively referred to as equal employment opportunity or EEO issues. If you believe that you have been subjected to harassment, discrimination or retaliation, or that someone else has experienced such treatment, you are strongly encouraged to notify this office. Specifically, you should contact the Deputy Director of Inclusive Culture in person, via phone at extension 7168, or through email to EEOMail@soundtransit.org. Raising a concern or complaint internally provides us the opportunity to address it in a timely, prompt and constructive manner that furthers our commitment to providing equal employment opportunity and a professional and supportive work experience. If you have

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

a concern or a complaint, we want to hear it. You are not limited to any one of the above steps. You may pursue two or more simultaneously or consecutively. The point here is, regardless of the mechanism(s) you choose, if you have a concern or a complaint we encourage you to raise it.

While we prefer that you raise these types of concerns internally, and the remainder of these procedures focuses on our internal mechanisms for review, it is important to note that you have other options as well. For example, you have the right to seek private legal counsel, or to contact or file a complaint or charge with a number of governmental agencies, including the federal Equal Employment Opportunity Commission (EEOC), the Washington Human Rights Commission (HRC), and the City of Seattle Office of Civil Rights. Links to these (and other) agencies are found at the appendix to this document. You can also find contact and other information regarding these types of additional resources on posters found in the common areas of Sound Transit's facilities. You are not limited to any one of the above steps. The point here is, regardless of the mechanism(s) you choose, if you have a concern or a complaint we encourage you to raise it.

2. Do I Have to Raise My Concern or Complaint within a Certain Timeframe?

No, though we strongly prefer that you share it within 180 calendar days of the last decision, action or event that is at issue. As noted above, if you have a concern or a complaint, we want to hear it, and this is true regardless of how long ago the underlying incident occurred. Still, we greatly prefer timely communication (again, within 180 days) if possible, because in our experience issues are just generally easier to review and resolve. Among other reasons, memories are generally fresher, and documents and witnesses are often more readily available.

3. What Is Discrimination, Harassment, or Retaliation?

These are legal terms that carry specific definitions. Here, we provide summaries only. For more specific information, you should contact the Deputy Director of Inclusive Culture, Chief Human Resources Officer, or an external resource, such as private counsel, the EEOC, the HRC or the Seattle Office of Civil Rights. We want concerns to be raised so they may be addressed in a timely manner. We also recognize that it is sometimes difficult to know whether a concern or a complaint does or does not involve an element of unlawful discrimination, harassment or retaliation. This procedure is intended to assist Sound Transit in addressing not only unlawful discrimination, harassment, and retaliation, but also conduct that falls short of those legal thresholds but nevertheless is against Sound Transit policy or otherwise offensive or inappropriate. For all these reasons, we strongly urge you to use this procedure without worrying about whether the conduct at issue rises to the level of being unlawful. If you construe conduct as discriminatory, harassing and/or retaliatory, please report it, regardless of whether it squarely fits any definition set forth here or elsewhere.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

Discrimination is disparate treatment of an applicant or employee based on one or more protected traits. Under Washington state law and/or federal law, protected traits include, but are not limited to, race, color, national origin, citizenship status, creed, religion, sex/gender, pregnancy, age, marital status, disability, sexual orientation, genetic information, the use of a trained guide dog or service animal, and honorably discharged veteran or military status. Examples of disparate treatment include without limitation using a protected trait as a reason for giving someone a negative evaluation, holding someone to a higher performance standard, imposing discipline, denying a promotion, or just treating someone more harshly than his or her non-protected counterparts. Unlawful discrimination may also include the application of facially neutral policies, procedures and/or programs that have a disproportionately adverse impact on one or more protected groups and/or that otherwise perpetuate the effects of prior discrimination.

Harassment is unwelcome conduct that (i) is based on one or more protected traits and (ii) is sufficiently severe or pervasive to alter terms or conditions of employment and create a hostile or abusive work environment. Unlawful harassment also includes situations where submission to unwelcome conduct is made a condition of continued employment. Examples of harassment include without limitation: Epithets, slurs, negative stereotyping or threatening, intimidating or hostile acts that relate to sex, sexual orientation, race, color, religion, national origin, age, disability or political ideology.

Written or graphic material displayed or circulated in our workplace that denigrates or shows hostility or aversion toward an individual or group because of sex, sexual orientation, race, color, religion, national origin, age, disability or political ideology.

With respect to sexual harassment, examples of conduct we prohibit include without limitation:

- Vulgar or sexual comments, jokes, stories and innuendo.
- Graphic or suggestive comments about someone's body or manner of dress.
- Gossip or questions about someone's sexual conduct or orientation.
- Vulgarity, leering, inappropriate touching and obscene or suggestive gestures.
- Display of sexually suggestive photographs, cartoons, graffiti and the like.
- Unwelcome and repeated flirtations, requests for dates and the like.
- Solicitation or coercion of sexual activity, dates or the like by the implied or express promise of preferential treatment or threat of punishment.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

- Intimidating, hostile, derogatory, contemptuous or otherwise offensive remarks based on gender, whether or not the remarks are sexual in nature, when the remarks embarrass, cause discomfort or interfere with job performance.

Retaliation means any adverse action taken against an applicant or employee because the applicant or employee engaged in protected activity. Protected activity is activity undertaken in good faith to oppose actions that violate EEO law and/or Sound Transit's EEO policies or to participate in such opposition by someone else. Examples of protected activity include without limitation expressing a concern or making a complaint under this policy, participating in an investigation under this policy, filing a charge of discrimination with a government agency like the EEOC, HRC or Seattle Office of Civil Rights, or participating in an investigation by such an agency.

4. How Will My Concern or Complaint be Addressed?

The first step will be to determine the nature of the concern or complaint and whether it more properly falls within the scope and mandate of the Office of Civil Rights, Equity & Inclusion or the Human Resources Department. Stated broadly, the Office of Civil Rights, Equity & Inclusion is responsible for addressing EEO complaints and concerns, while the Human Resources Department is responsible for addressing complaints and concerns that do not involve EEO issues but nevertheless raise questions as to whether someone is being treated fairly and in accord with other Sound Transit policy and expectations. Where both types of issues are present, the matter will typically be addressed by the Office of Civil Rights, Equity & Inclusion or jointly by that office and the Human Resources Department. This same initial determination is made when concerns or complaints are first registered with the Human Resources Department. The goal is to ensure that the issues are addressed by the appropriate internal personnel. If it is determined that your concern or complaint is more properly addressed by a different office or department than the one you first contact, the original office or department will work with you to facilitate the transfer and will thereafter follow up with you to ensure a consultation is scheduled.

All concerns or complaints that are determined to be properly before the Office of Civil Rights, Equity & Inclusion will be addressed in a timely, expeditious and discreet manner that is proportionate to the issue(s) under review, respectful of your rights and interests as well as those of any other persons involved, and aimed at identifying and stopping behavior that violates law or policy. While adhering to these overarching principles, the methodology that is used to address any particular concern or complaint is fact-specific and may vary from one circumstance to another. Some complaints may require little more than one or two direct communications with a complainant and/or respondent. Others may require more formal or extensive action, such as witness interviews and other investigative steps. Most will be reviewed or investigated by an investigator within the Office of Civil Rights, Equity & Inclusion. Some may be reviewed

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

or investigated by a third party. Again, the particulars vary because they must be tailored to each unique situation.

That said, most concerns or complaints will be addressed through one or more of three general processes—consultation, alternative dispute resolution, and/or complaint investigation. Each is summarized below.

Consultation

Consultations are meetings or other direct communications with the Deputy Director of Inclusive Culture to discuss concerns you think might be related to harassment, discrimination, or retaliation. Consultations are aimed at clarifying issues and identifying and exploring appropriate actions, possible solutions and available resources. The consultation process is intended to assist you in your own decision-making; to help you identify the specific issue or issues, determine the nature of the issue or issues (i.e., EEO or non-EEO, or both) and decide how best to address the issue or issues (e.g., through some form of mediation, a formal complaint and related investigation, or other means).

Alternative Dispute Resolution (ADR)

ADR is a more formal, voluntary process that helps parties reach a solution to their problem and arrive at an outcome with which both parties agree to comply. It often takes the form of mediation, which involves the use of a third-party to facilitate constructive discussion. ADR has proven to be a highly valuable tool in resolving discrimination disputes in a timely, mutually acceptable, and cost-effective manner.

Investigation

The complaint/investigation process involves more focused examination of the facts and circumstances surrounding a complaint, typically through some form of investigation, with an eye to rendering a finding as to whether unlawful discrimination, harassment or retaliation has or has not occurred.

5. If There is an Investigation, What Can I Expect?

As noted above, the specifics of any investigation will be determined by the person assigned principal responsibility for the investigation (e.g., depending on the subject of the complaint, the Deputy Director of Inclusive Culture, the Chief Executive Officer, the Board Chair, etc.). That said, the process will typically include the following steps and/or adhere to the following guidelines:

- i. Most commonly, a single person will be charged with responsibility within the office of Civil Rights, Equity and Inclusion for overseeing the investigative process and corresponding notice of the assignment will be provided to you, as the complainant. As

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

noted above, the identity of this person will vary depending on who is the subject of the complaint, as follows:

- a. the Chief Executive Officer will oversee investigation of complaints regarding anyone associated with the Office of Civil Rights, Equity & Inclusion;
 - b. the Chairperson of the Board of Directors will oversee investigation of complaints regarding the Chief Executive Officer and/or a member of the Board of Directors; and
 - c. the Board of Directors will designate one or more members to oversee investigation of complaints regarding the Board Chairperson.
- ii. With the assistance of the person assigned responsibility for overseeing the investigation, you, as the complainant, will be asked to participate in an initial intake consultation. The purpose of this step is to make sure that the assigned investigator fully understands the precise nature of your complaint and fashions and conducts the related review accordingly.
- iii. The reviewer/investigator will address specific concerns you may have regarding the process.
- iv. Written notice of the complaint and the assigned reviewer/investigator will be provided to the person who is (or persons who are) the subject of the complaint.
- v. Written notice of the complaint will be provided to the heads of the departments in which you (the complainant) and the respondent (the accused) work.
- vi. The reviewer/investigator will ask you to identify any particular persons you believe should be interviewed, and/or any documents you believe should be collected and reviewed, to ensure that, to the extent reasonable, the investigation extends to the people, documents and other items that you believe are sources of relevant information.
- vii. The reviewer/investigator will pose the same question, and provide the same opportunity, to the respondent (the accused).
- viii. The reviewer/investigator will also specifically caution the respondent to refrain from any actions that could constitute, or be reasonably construed as, retaliatory. Absent special circumstances, this will typically include the instruction to cease all contact with the complainant until the review/investigation concludes.
- ix. The reviewer/investigator will then engage in whatever steps are deemed necessary and/or appropriate to develop the relevant facts and circumstances.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

- x. Throughout the review/investigation process, the reviewer/investigator will keep you and the respondent generally apprised of the status of his or her efforts and otherwise continue to reasonably involve you and the respondent in the process.
- xi. Once the review/investigation process concludes, the reviewer/investigator will document his or her investigative steps, findings, and, as applicable, recommended remedial or corrective measures.
- xii. In most instances, prior to finalization the summary document will be reviewed by the EEO Officer, the Diversity & Inclusion Manager and/or legal counsel.
- xiii. After final review, closing letters or memoranda will be provided to the complainant and the respondent, and, depending on the circumstances, other persons, including, for example, the respondent's direct supervisor, the applicable member of the Executive Leadership Team and/or the Chief Executive Officer.
- xiv. As noted above, the investigation process will be conducted in as confidential a manner as possible.
- xv. Copies of all documents related to the process will be retained by the Office of Civil Rights, Equity & Inclusion.

6. Will My Contact with the Office of Civil Rights, Equity & Inclusion be Documented?

Yes. All concerns and complaints shared with the Office of Civil Rights, Equity & Inclusion, together with any steps taken to address them, no matter how formal or informal, will be documented. This is important for the office not to lose sight of an issue and to be able to identify and address patterns that might not be evident in the absence of comprehensive tracking.

7. Will My Contact with the Office of Civil Rights, Equity & Inclusion be Confidential?

Yes, to the fullest extent possible. The Office of Civil Rights, Equity & Inclusion will address all issues with the utmost care and discretion, but some measure of disclosure typically is necessary for us to meet our mission of preventing and timely putting a stop to conduct that violates EEO law or Sound Transit policy. This means that, as a general rule, information will be disclosed only to persons with a need to know, to the extent necessary for us to meaningfully review or investigate and otherwise respond, or as otherwise required by law. As this suggests, the extent of disclosure will vary based on a number of considerations, including the nature of the concern raised and what mechanisms are selected to review and resolve it. For example, most consultations will be treated with a very high degree of confidentiality since they are typically exploratory and preliminary in nature and involve the sharing of information to determine whether to

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

move forward at all, and, if so, in what direction. Even in this context, however, a concern may be raised that is sufficiently significant that it requires formal review or investigation, or other immediate action, which, in turn, requires a greater measure of disclosure. As noted in section viii. below, for example, in many instances limited disclosure to your supervisor and/or department head, as well as the supervisor and/or department head with responsibility over the person who is the subject of the complaint or concern, may be necessary. Sound Transit may also have an obligation to make certain disclosures to third parties because as a public agency it is subject to public records/disclosure laws.

Please do not allow this answer to deter you from coming forward. If you have particular concerns regarding confidentiality, please let us know. This is not uncommon. We understand and respect your privacy and reputational interests, as well as those of any other participants in the process, and we are mindful of the corresponding need for the utmost care and professionalism in administering this procedure.

8. “What If My Concern or Complaint is About the Office of Civil Rights, Equity & Inclusion, the Chief Officer of that office, the Chief Executive Officer or a Member of the Board of Directors?”

If you have a concern or a complaint regarding someone in the Office of Civil Rights, Equity & Inclusion other than the Chief Officer, you should notify the Chief Officer of that office, the Chief Human Resources Officer and/or the Chief Executive Officer.

Regardless of who you contact in the first instance, the Chief Executive Officer will promptly receive written notification. Thereafter, the Chief Executive Officer, in consultation with the Chief Diversity, Equity & Inclusion Officer, will be responsible for making all material decisions regarding administration of the review process, including determining whether or how the complaint or concern will be investigated, whether a violation of law or policy has occurred, and, if so, what remedial or corrective action will be implemented.

If you have a concern or a complaint regarding the Chief Diversity, Equity & Inclusion Officer, you should notify the Chief Executive Officer. Thereafter, the Chief Executive Officer will be responsible for all substantive decisions regarding the related review or investigation.

If you have a concern or a complaint regarding the Chief Executive Officer or a member of the Sound Transit Board of Directors, you should notify the Office of Civil Rights, Equity & Inclusion and/or the Chief Human Resources Officer. They will immediately escalate the matter in writing to the Chairperson for the Board of Directors. Thereafter the Chairperson will oversee the review process to ensure the concern or complaint is addressed in a timely and satisfactory manner. If the concern or complaint relates to the Chairperson, the initial written notification will issue to one of the Vice Chairs for the Board of Directors and the Board, exclusive of the Chairperson, will designate one or more Directors to assume the oversight role.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

These assignments and reporting channels have been established to ensure that concerns and complaints are heard and addressed by persons who present no conflict of interest, and who have the authority to impose remedial/corrective action, prevent retaliation, and otherwise protect the participants' interests and effectuate positive change. If, in any particular circumstance, additional precautions or steps are necessary to prevent a conflict of interest and/or to ensure fair review or meaningful disposition, they will be taken.

9. Will Voicing Concerns or Making a Complaint Jeopardize My Job?

No. Retaliation against anyone who in good faith makes a complaint, cooperates in an investigation, or otherwise accesses the processes set forth in this procedure or engages in protected activity is prohibited by law and Sound Transit policy. It will not be permitted. If you have particular concerns regarding potential retaliation, please raise them so they may be addressed.

We hope that this procedure is clear and informative. If you find it confusing in some respect, or if you have other questions or would like additional information on any point, please do not hesitate to contact the Deputy Director of Inclusive Culture.

Sound Transit
Office of Civil Rights, Equity, & Inclusion
Internal Complaint & Resolution Procedure

APPENDIX--External Enforcement Agencies

Sound Transit EEO Policy

Equal Employment Opportunity Commission (*charge typically must be filed within 180 calendar days from the date of the alleged violation*)

<https://www.eeoc.gov/employees/charge.cfm>

Washington State Human Rights Commission (*complaint typically must be filed within 6 months from the date of the alleged violation*)

<https://www.hum.wa.gov/discrimination-complaint>

Seattle Office of Civil Rights (*complaint typically must be filed within 180 calendar days of the alleged violation*)

<http://www.seattle.gov/civilrights/file-complaint>

Sound Transit Discrimination Case Tracking Sheet

[illegible]

Exhibit 10

Civil Rights, Equity & Inclusion Annual Report



2021 ANNUAL REPORT

OFFICE OF CIVIL RIGHTS, EQUITY & INCLUSION



Table of Contents

A letter from the Chief Diversity, Equity & Inclusion Officer	3
CREI: Who We Are	4
Anti-Racism Commitment	7
By the Numbers: Workforce Demographics	8
2021 Highlights: Employees & Culture	12
Equal Employment Opportunity	13
Employee-led Groups	14
Workplace Giving	18
2021 Highlights: Building Capacity	19
Employee Training	20
Disadvantaged Business Program (DBE)	21
2021 Highlights: Institutional Change	24
Racial Equity Toolkit	25
Equitable Engagement Tool	26
Title VI Program	27
Looking Ahead: Our Continuing Commitment	28
CREI Team	30

A letter from Chief Diversity, Equity & Inclusion Officer Jonté Robinson

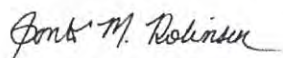
A public transit agency isn't just about the mechanics of building light rail or running bus routes, it's also a critical driver of equity. Our work determines whether people can access the most fundamental needs in life, from jobs and education to groceries and medical care to the interpersonal connections that ensure our mental and emotional wellbeing. As a regional transit agency that employs and serves diverse and growing communities, we have a duty to recognize and dismantle harmful and pervasive systems of inequity.

As 2021 brought forth another year of pandemic challenges and racial injustice, Sound Transit has committed to becoming an anti-racist organization, working together to dismantle structural barriers within our agency that have historically oppressed people of color. The road to racial equity is infinite, and there is no "quick fix." This will require introspection, trust-building and accountability.

This year's report highlights 2021 and our progress toward advancing civil rights, equity and inclusion for our employees, passengers and the community, as well as a look ahead into 2022.

We thank our Sound Transit employees and community partners who played an integral role in contributing to and championing this work. We would not be on this journey without you.

In solidarity,

A handwritten signature in black ink that reads "Jonté M. Robinson".

Jonté M. Robinson, she/her
Chief Diversity, Equity & Inclusion Officer



ALL ABOARD
We're stronger together.

OUR VISION

Where all Sound Transit employees, passengers and the community feel welcomed, are connected to what they need, and have equitable access to opportunities, programs and services.

OUR MISSION

To advance civil rights, equity and inclusion for our employees, passengers and the community.



Toka Valu, Federal Way Temporary Art Installation

CREI Business Lines

Inclusive culture

Embracing and celebrating individual and cultural differences and creating an environment where employees can bring their whole selves to work and thrive, free from harassment and discrimination.

Economic development

Eliminating barriers, creating opportunities and building capacity for underrepresented and women-owned businesses to ensure businesses building our regional transit system represent the communities we serve.

Equity and social responsibility

Creating equitable access to opportunities, programs and services for all and positively impacting the community through workplace giving, sponsorships and volunteering.

Our Approach

To advance equity at Sound Transit, we employ three interlocking strategies which form the heart of our theory of change.

Employees and culture

Growing a diverse workforce and creating a more inclusive Sound Transit

We intentionally partner with teams and departments across the agency to build a culture that fosters Sound Transit's value of Inclusion & Respect.

Capacity building

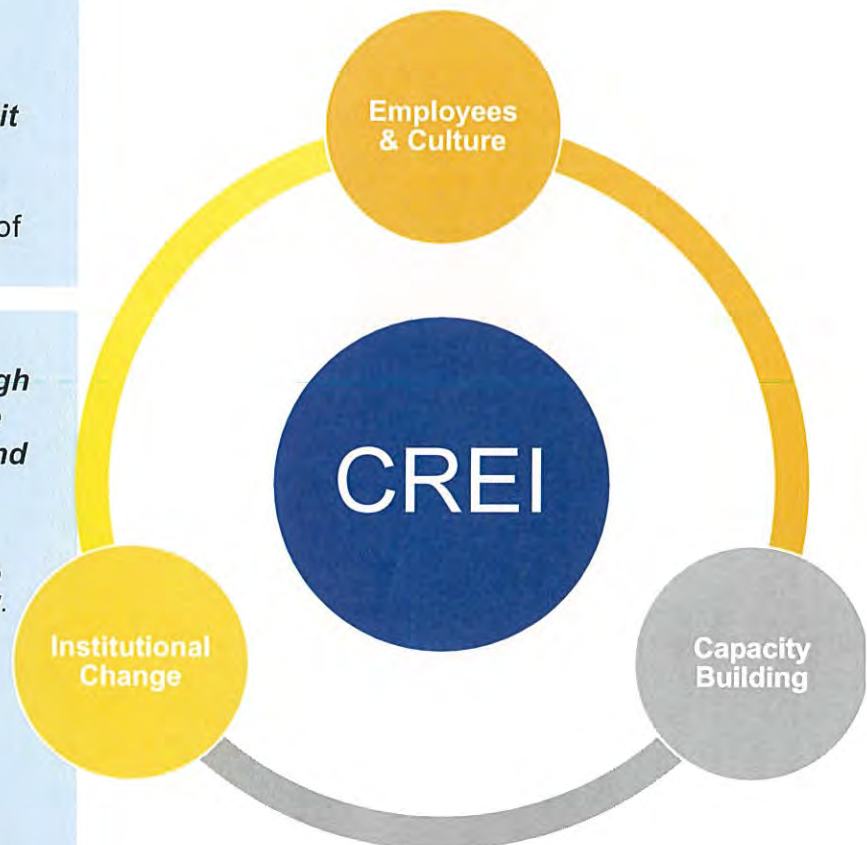
Building organizational capacity through consulting, network building, inclusive leadership development, workshops and training

To advance equity at scale, leaders from across Sound Transit must have the tools, skills and capacity to operationalize equity.

Institutional change

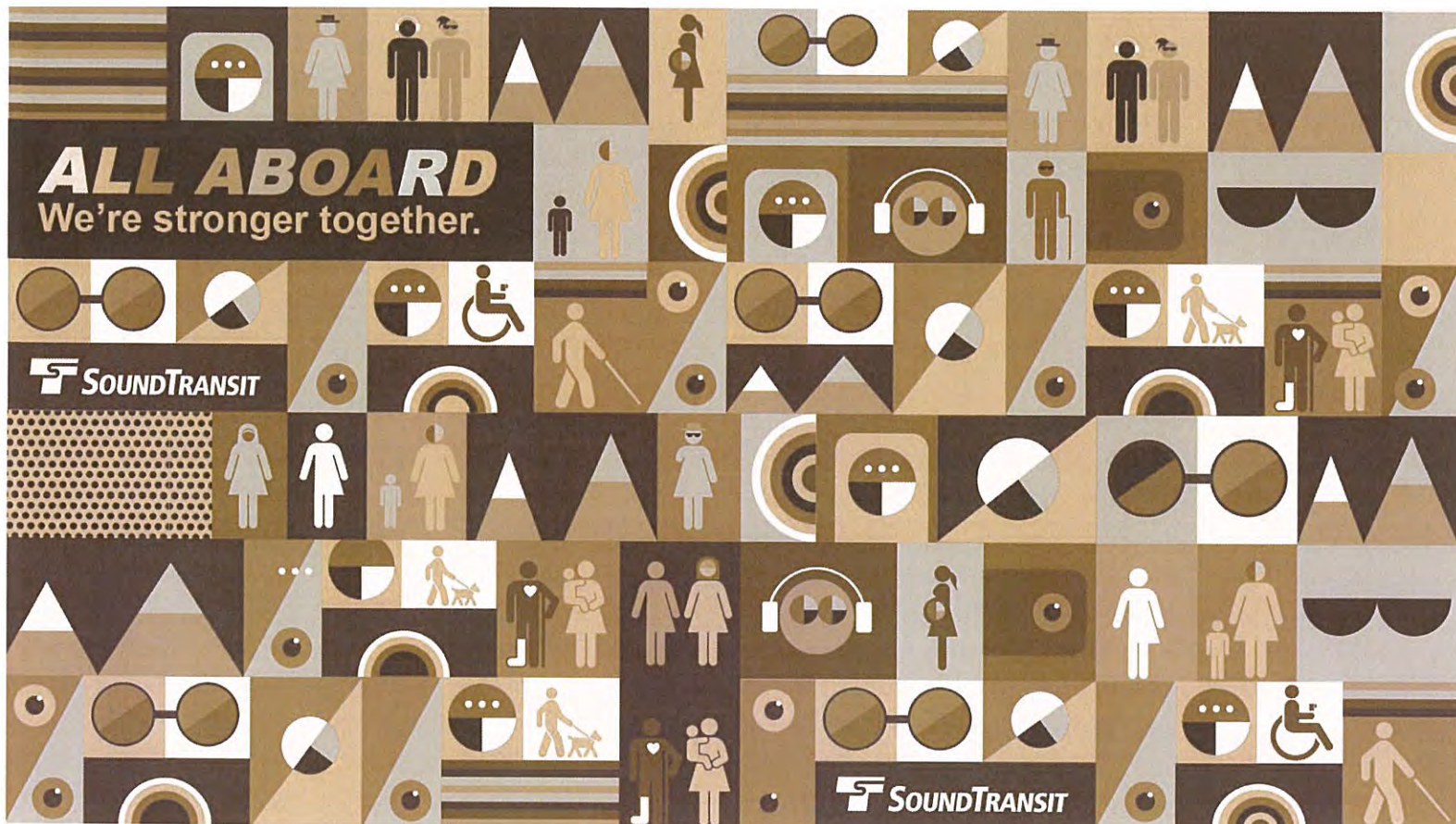
Developing and implementing institutional change strategies to operationalize equity

At the institutional level, we focus on programs, policy and institutional strategies to advance equity across the agency.



Our Journey



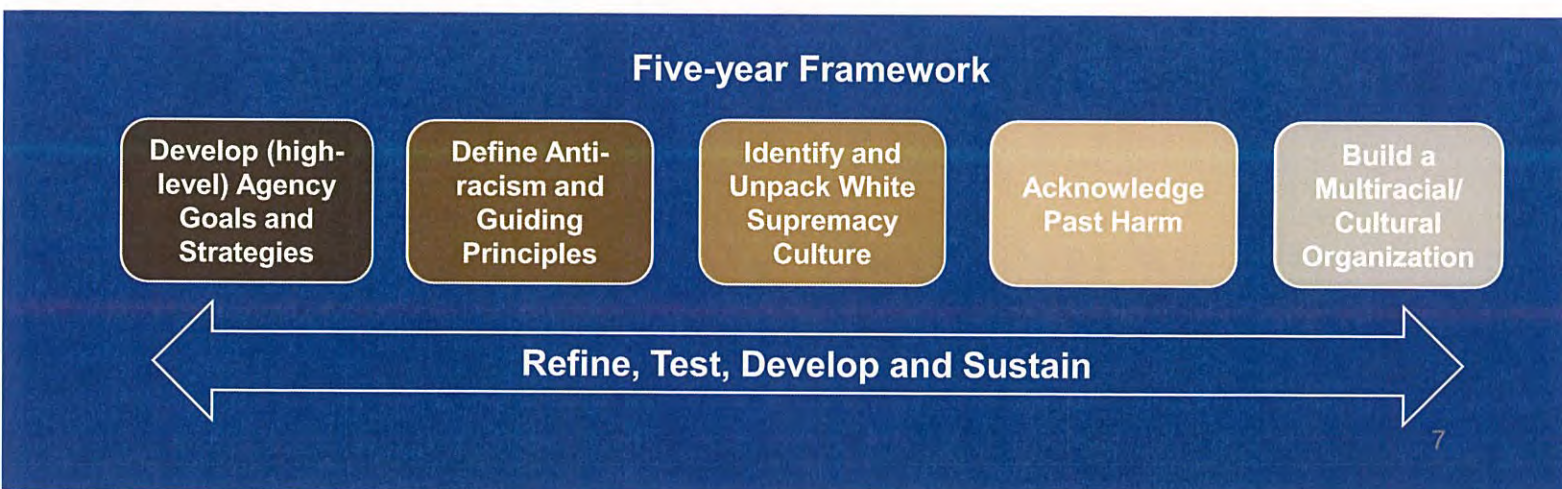


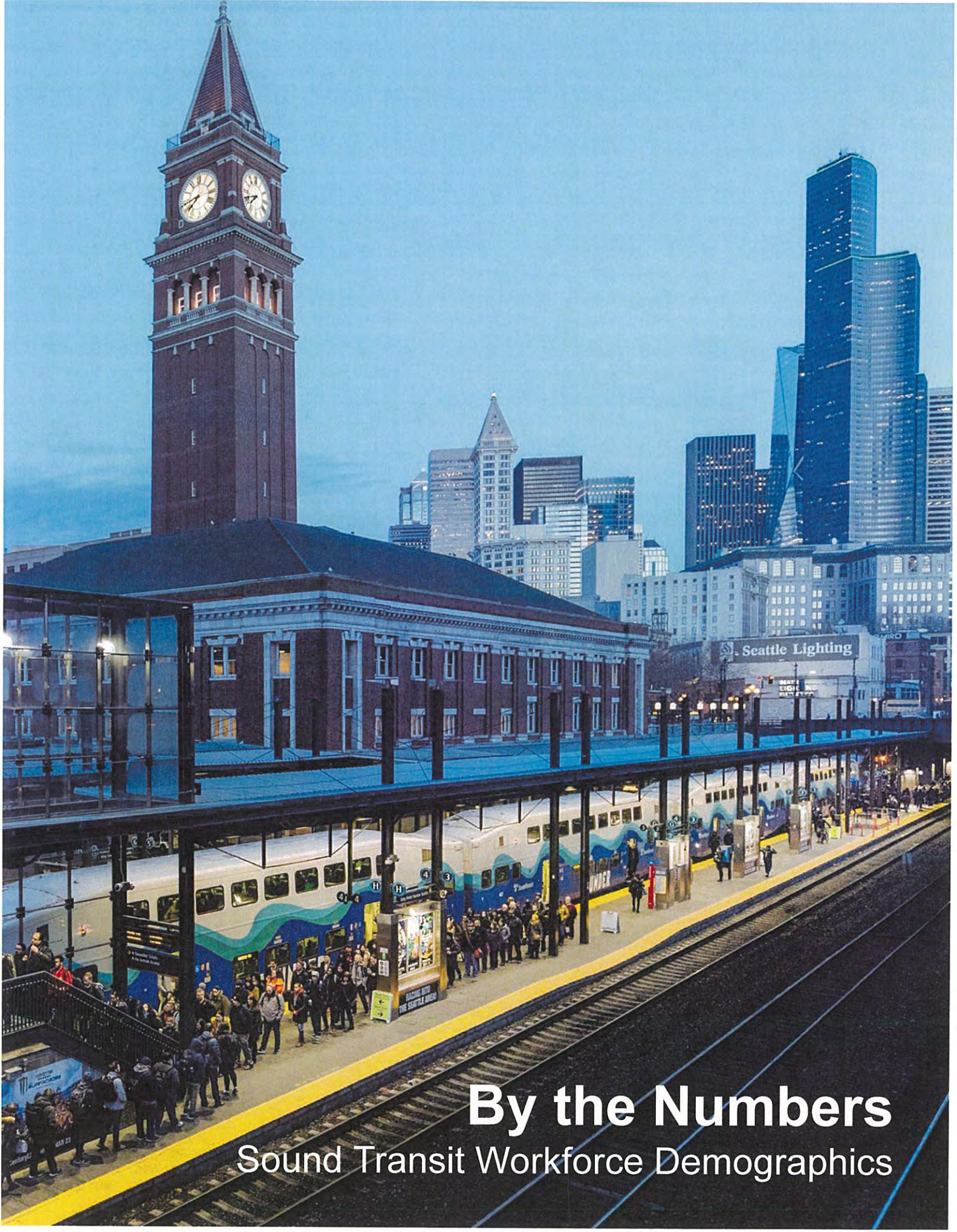
Becoming an anti-racist organization

In the summer of 2020, Sound Transit CEO Peter Rogoff made the commitment for Sound Transit to become an anti-racist organization. Building off the agency's Diversity, Equity & Inclusion Strategy, in early 2021 the office of Civil Rights, Equity & Inclusion developed a proposed organizational level five-year Anti-Racist Strategy. CREI presented this proposal to the agency and engaged more than 50% of Sound Transit employees to gather feedback and insights. We finalized the Anti-Racist Strategy in fall 2021 and presented to the Board of Directors in December 2021.

We envision a Sound Transit where:

- All are empowered, thriving and able to maximize their potential regardless of race.
- We approach all decisions through a racial equity lens.
- We provide excellent service to all passengers without barriers.
- We build a trusting relationship with the community.
- Community members have equitable opportunities to thrive.





By the Numbers

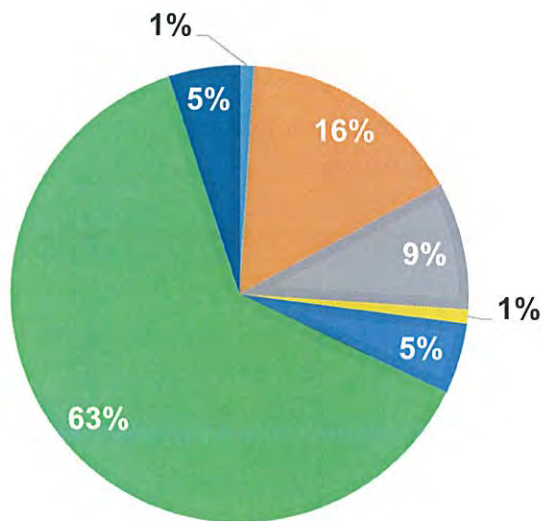
Sound Transit Workforce Demographics

Workforce Demographics

ETHNICITY

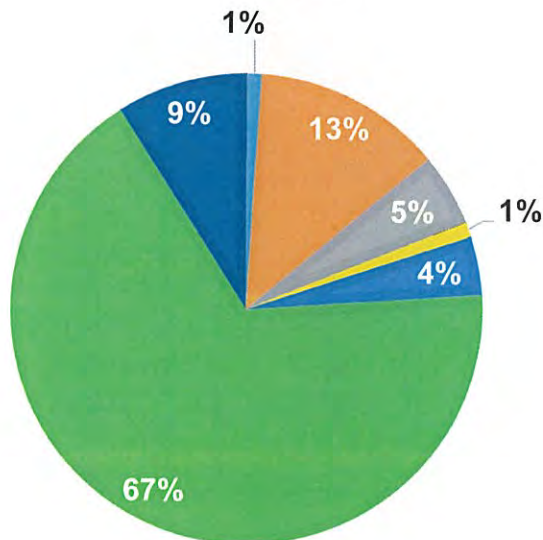
2021 ETHNICITY DISTRIBUTION - SOUND TRANSIT

- American Indian/Alaskan Native
- Black or African American
- Two or more races
- Hispanic or Latinx
- Asian
- Native Hawaiian or Other Pacific Islander
- White



2021 ETHNICITY DISTRIBUTION - DISTRICT

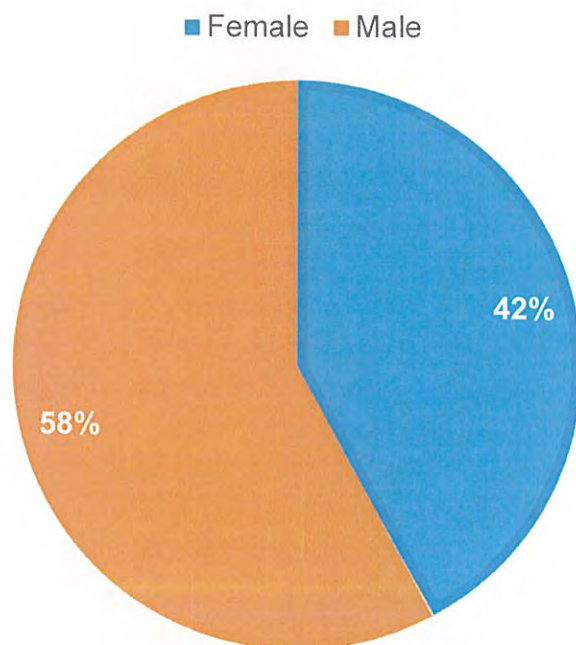
- American Indian/Alaskan Native
- Black or African American
- Two or more races
- Hispanic or Latinx
- Asian
- Native Hawaiian or Other Pacific Islander
- White



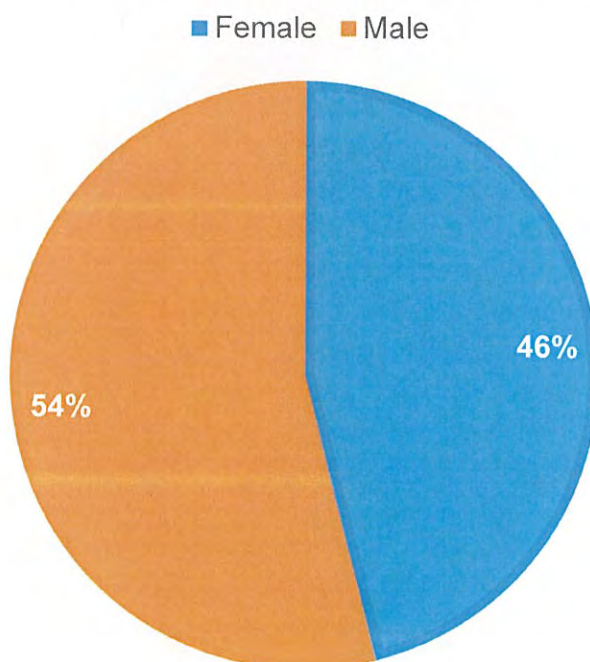
Workforce Demographics

GENDER

2021 GENDER DISTRIBUTION - SOUND TRANSIT

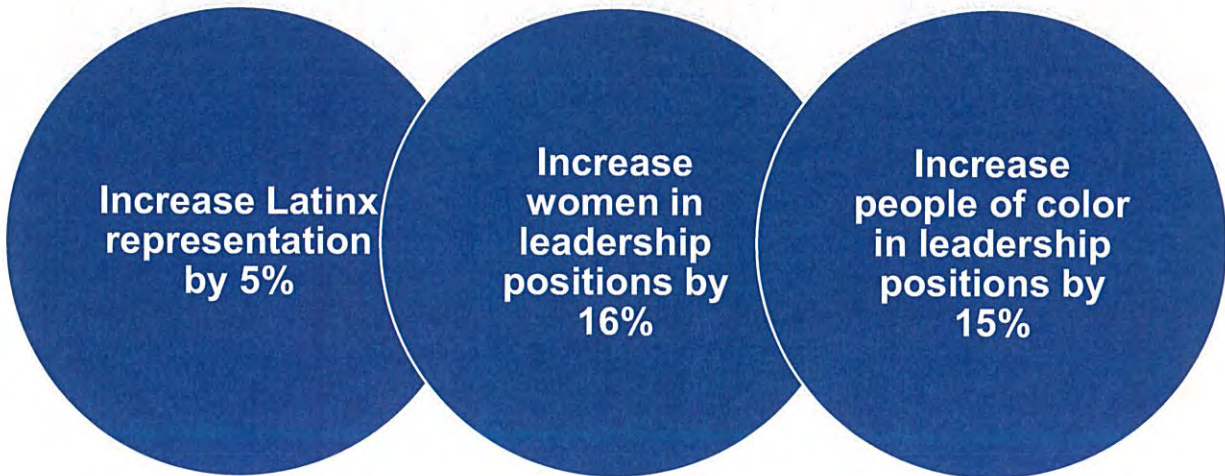


2021 GENDER DISTRIBUTION - DISTRICT



Improving Representation

Sound Transit Five-Year Hiring Targets



Improving representation across all levels of leadership at Sound Transit must be a priority. CREI has identified three five-year agency diversity, equity and inclusion hiring targets. These agency hiring targets will be in effect 2021-2026. Additional targets will be set in 2022.



2021 Highlights

Employees & Culture

Equal Employment Opportunity

CREI manages Sound Transit's EEO Program to ensure the fair treatment of employees. The EEO Program applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation and the fair treatment of employees.

The EEO Program refers to a written, detailed, results-oriented set of procedures designed to achieve prompt and full utilization of people within a protected class at all levels and in all parts of the recipient's workforce, including compensation.

The EEO Program establishes goals by identifying areas of underutilization based on gender and/or race. Sound Transit's EEO goals through Q4 2021 are noted below:

EEO Code	Category	Female	Male	Ethnicity	2021 Hiring Goal	Obtained
1	Official/ Admin	5	3	White	3 Hispanic or Latinx	67% goal – Did not meet goal
		2	1	Asian		
			1	Black or African American		
			2	Hispanic or Latinx		
2	Professional	6	8	Asian	N/A	
		3	6	Black or African American		
		3	3	Hispanic or Latinx		
		1		Native Hawaiian or Other Pacific Islander		
		2	2	Two or more races		
		17	29	White		
3	Technicians		4	White	N/A	
		1		Hispanic or Latinx		
6	Admin. Support	2	1	Asian	N/A	
			1	Black or African American		
		1		Hispanic or Latinx		
		1		Two or more races		
		4	1	White		
7	Skilled Craft		1	Hispanic or Latinx	1 Hispanic or Latinx & 1 Female	100% goal – Met goal
			1	Asian		
			1	Black or African American		
		1	1	White		
8	Service Maintenance		1	Hispanic or Latinx	1 Hispanic or Latinx, 1 Black, 1 NHOPI, 2 Female	60% goal – Did not meet goal
			1	Black or African American		
				Native Hawaiian or Other Pacific Islander		
		1		Two or more races		
			7	White		

Equal Employment Opportunity

By the end of 2021, we have made some progress toward 2021 EEO goals:

- EEO Code 1 – Official/Admin: hired 2 Hispanic or Latinx (H/L) with goal to hire 3 H/L individuals' total.
- EEO Code 7 – Skilled Craft: hired 1 H/L and 1 female with goal to hire 1 H/L and 1 female.
- EEO Code 8 – Service Maintenance: hired 1 H/L, 1 Black or African American, 0 NHOPI and 1 female with a goal to hire 1 H/L, 1 Black, 1 NHOPI and 2 females.

EEO Summary, Recommendations and Trends

An agency wide hiring target has been established to focus on increasing representation of Hispanic and Latinx staff over the next five years. This effort will aid the agency in achieving the unmet EEO goal in EEO Code 1 – Official/Admin, going forward.

The goals for Skilled Craft, Service Maintenance and Technicians are more challenging to achieve since they are small groups with minimal turnover. The Human Resources Business Partners (HRBP) should work closely with the hiring manager to review EEO goals when there is a future hiring opportunity in these job classes. Additionally, the same review should be performed with hiring managers for goal obtainment in Administrative Support, which typically has a broader applicant pool.

Newly established Diversity, Equity, Inclusion & Culture department goal program will help identify areas of underutilization and direct focus to achieving goals in those areas.

New EEO Goals will be established for the period of 2022-2025.



Tiffany Hammonds, Federal Way Temporary Art Installation

Employee-led Groups

ELGs are groups of staff members who have common interests, face common issues, and come together to support each other, build community, share concerns, and identify solutions to further Sound Transit's mission, vision and values.

Sound Transit's ten ELGs are thought partners and create a forum for amplifying employee voices and generating innovative solutions that address issues within our agency and the communities we serve.

Employee Resource Groups

BEST (Blacks Empowering Success in Transit)

LIT (Latinx in Transportation)

Pride (LGBTQ+ & Allies)

SPAM (Sound Transit Pacific Islander Asian American Masterminds)

WEST (Women Empowering Sound Transit)

ARC (Anti-Racist Community)

Employee Resource Networks

Diverse Abilities
Native American & Indigenous
Parent & Families
Veterans

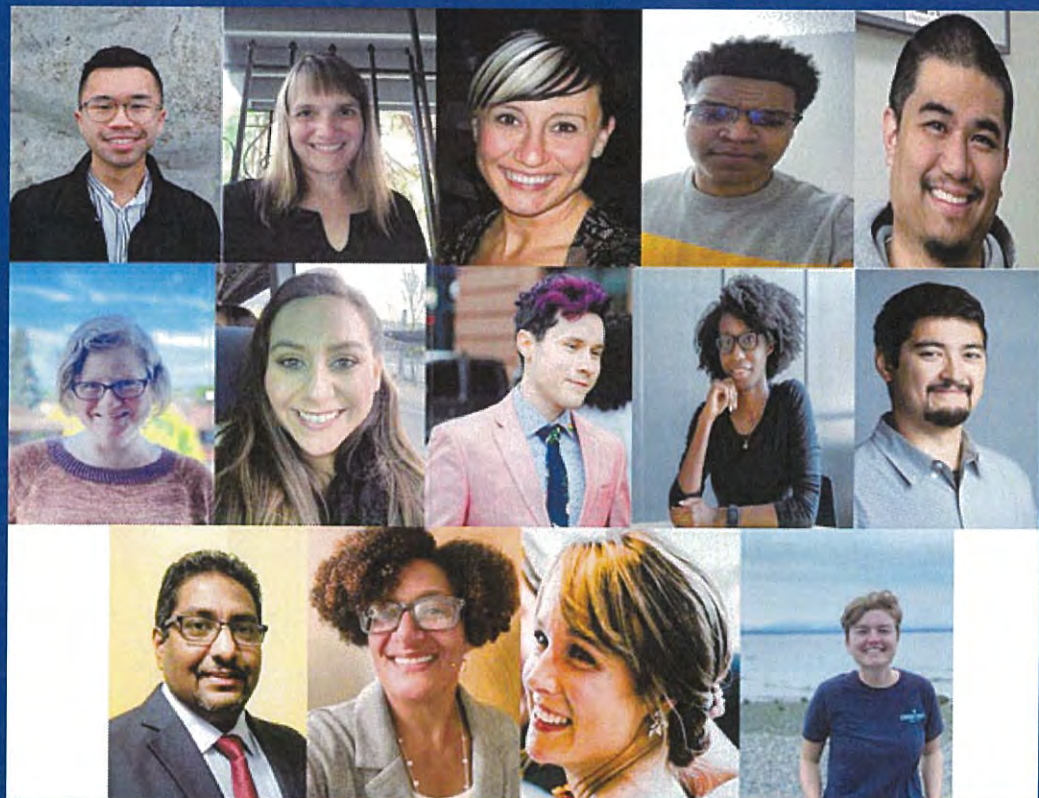
ELG Highlights

A new Employee Resource Group, Anti-Racist Community, formed and launched in Q2.

ARC promotes anti-racist institutional and systemic change within Sound Transit. It provides a forum for anti-racist and pro-equity education, action and accountability for all allies. ARC's work is in alignment with and support of CREI, and in partnership with other ELGs.

- Provides an educational forum and space for allies to build understanding, deeper awareness, and skills to combat racism on an individual, agency, and systemic level.
- Offers opportunities to process unconscious patterns of bias and racism in order to move towards anti-racist thoughts and actions.
- Listens to ELGs and partners with them to further equity, justice, and anti-racist actions throughout Sound Transit and the communities we serve.
- Builds a community of allies and accomplices to hold each other accountable, support each other, and identify and provide input for pro-equity and anti-racist actions in our agency and communities.

56 Sound Transit employees held **leadership** positions (16 chairs/vice-chairs and 40 leadership council members)





ELGs hosted 62 events with a focus on building cultural awareness, providing professional and leadership development opportunities and engaging community. 19 of those events were in partnership with a community organization.



Pass the dish!

Sharing our food & culture



[Watch the video](#)



LATINX HERITAGE MONTH
SEPT. 15 – OCT. 15

ELGs continued their participation in Sound Transit's Workplace Giving Program by nominating local non-profit organizations to be featured. Each quarter, Sound Transit highlights non-profit organizations in Pierce, King & Snohomish Counties. Employees are given the opportunity to support in a meaningful way through financial contributions, donations, volunteerism and more.



WORKPLACE GIVING



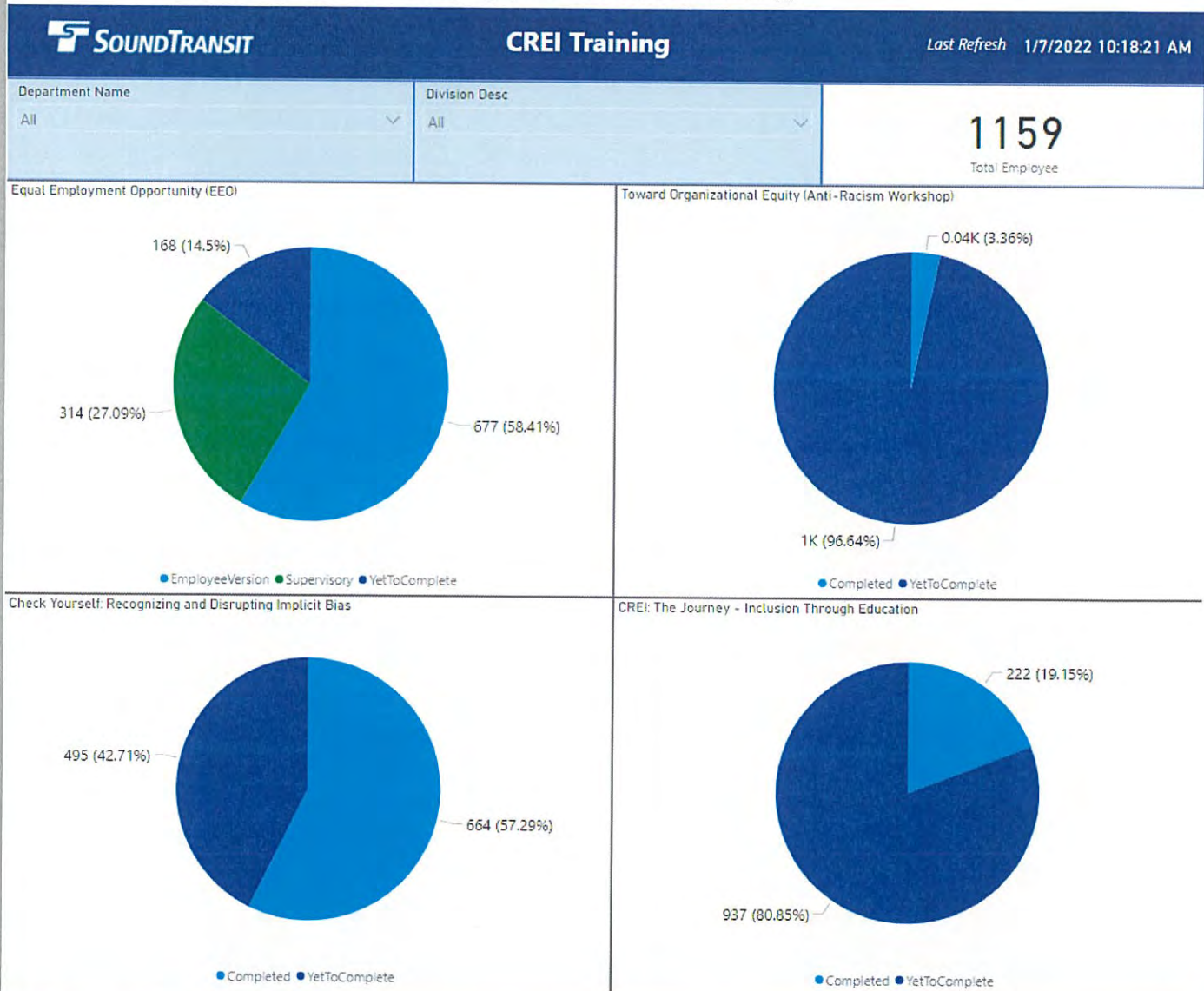
2021 Highlights

Building Capacity

Employee Training

CREI offers four internal professional development opportunities focused on Equal Employment Opportunity policy and process, implicit bias, inclusive leadership and racial equity. These trainings help equip Sound Transit leaders with the tools, skills and capacity to operationalize equity.

- Equal Employment Opportunity (EEO)
- Check Yourself: Recognizing and Disrupting Implicit Bias (e-Learn)
- CREI: The Journey – Inclusion Through Education
- Toward Organizational Equity (Anti-Racism Workshop)



Leveling the playing field

[Sound Transit's Disadvantaged Business Enterprise and Small Business programs](#) encourage, cultivate and support equal opportunities for firms owned and controlled by socially and economically disadvantaged individuals in accordance with Title 49, Part 26, of the Code of Federal Regulations on Federal Transit Administration-assisted projects.

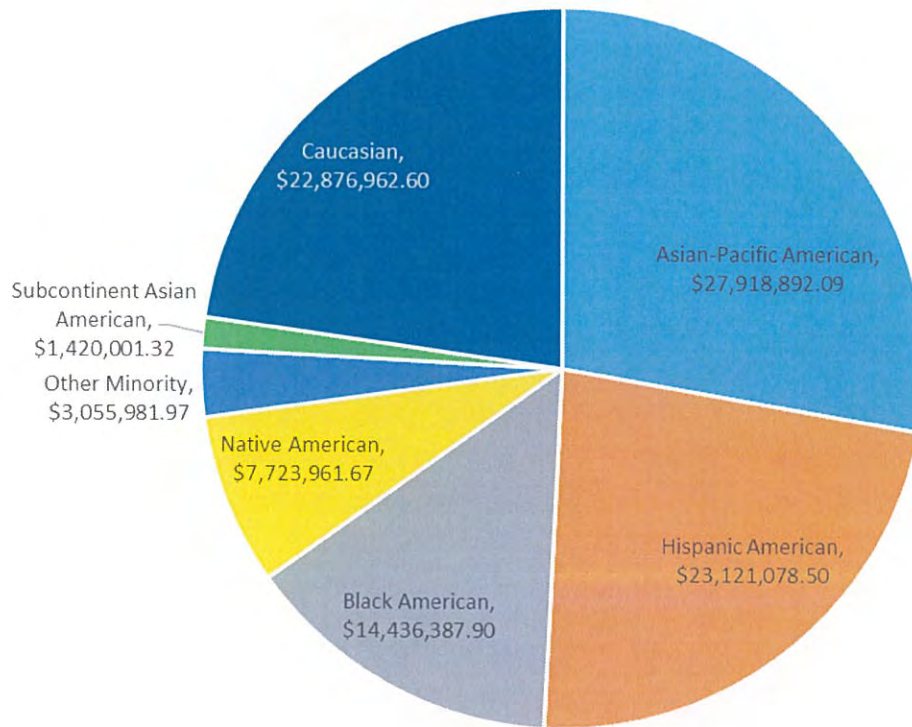


For the past five years, Sound Transit has exceeded our DBE Goal.

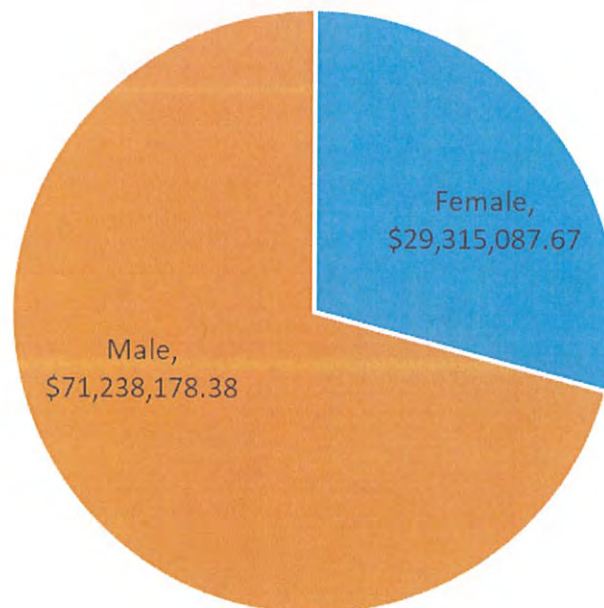


In 2021, CREI managed 105 active contracts with DBE goals, 50 which were federally funded.

Ethnicity



Gender



DBE Technical Assistance

We believe in leveling the playing field for all qualified consultants and contractors. It's our mission to help develop emerging and established DBEs and small businesses so they can successfully compete on Sound Transit contracts.

[Sound Transit's technical assistance program](#) focuses on providing trainings that are meaningful and applicable to our contracts. Our trainings also offer valuable networking to help DBEs and small businesses build their network of associates.

In 2021, Sound Transit partnered with other agencies to provide and participate in five technical assistance trainings and forums. In addition, we continued our partnership with WSDOT for the Capacity Building Mentorship Program which pairs small, minority-, veteran- and women-owned businesses with successful prime contractors and consultants.





2021 Highlights

Institutional Change

Equity Tools

As part of Sound Transit's commitment to operationalize equity, we've developed two equity tools.



Jasmine Brown, Federal Way Temporary Art Installation

Racial Equity Toolkit

In 2019, the Racial Equity Subcommittee, a cross-disciplinary team of ST employees, met over the course of several months to draft the agency's first Racial Equity Toolkit. Designed to be both a product and a process, the RET guides teams through conversation, analysis and practical application of racial equity principles and concepts across a variety of scenarios. By better understanding how systemic and institutional racism intersect with our efforts to build a best-in-class transit system, we can better assess potential negative impacts and advance equity for communities of color as well as other historically excluded groups.

Beginning in fall 2020, three projects and programs piloted the RET, including the early planning phase of the Everett Link Extension, the next generation ORCA program (specific to retail locations), and an analysis of the Northgate service area to inform future marketing and communications efforts. The pilots concluded in July 2021, however, the racial equity analyses for these various projects and programs are still ongoing (with the exception of the Northgate RET which concluded due to resource constraints), with varying completion dates. Based on pilot participant experience and feedback, we made significant revisions and the newest drafts were shared with internal stakeholders. At the end of 2021, we developed an implementation plan and officially published the toolkit in early February 2022.

Equitable Engagement Tool

In a process similar to the Racial Equity Subcommittee creation, the Equitable Engagement Subcommittee formed in 2019 to establish best practices for conducting public engagement. The focus on equity in our engagement practices is meant to center community voice and ensure the full and meaningful inclusion and representation of populations who have been historically underrepresented, including people of color, low-wealth populations, people with limited English proficiency, people with disabilities, etc.

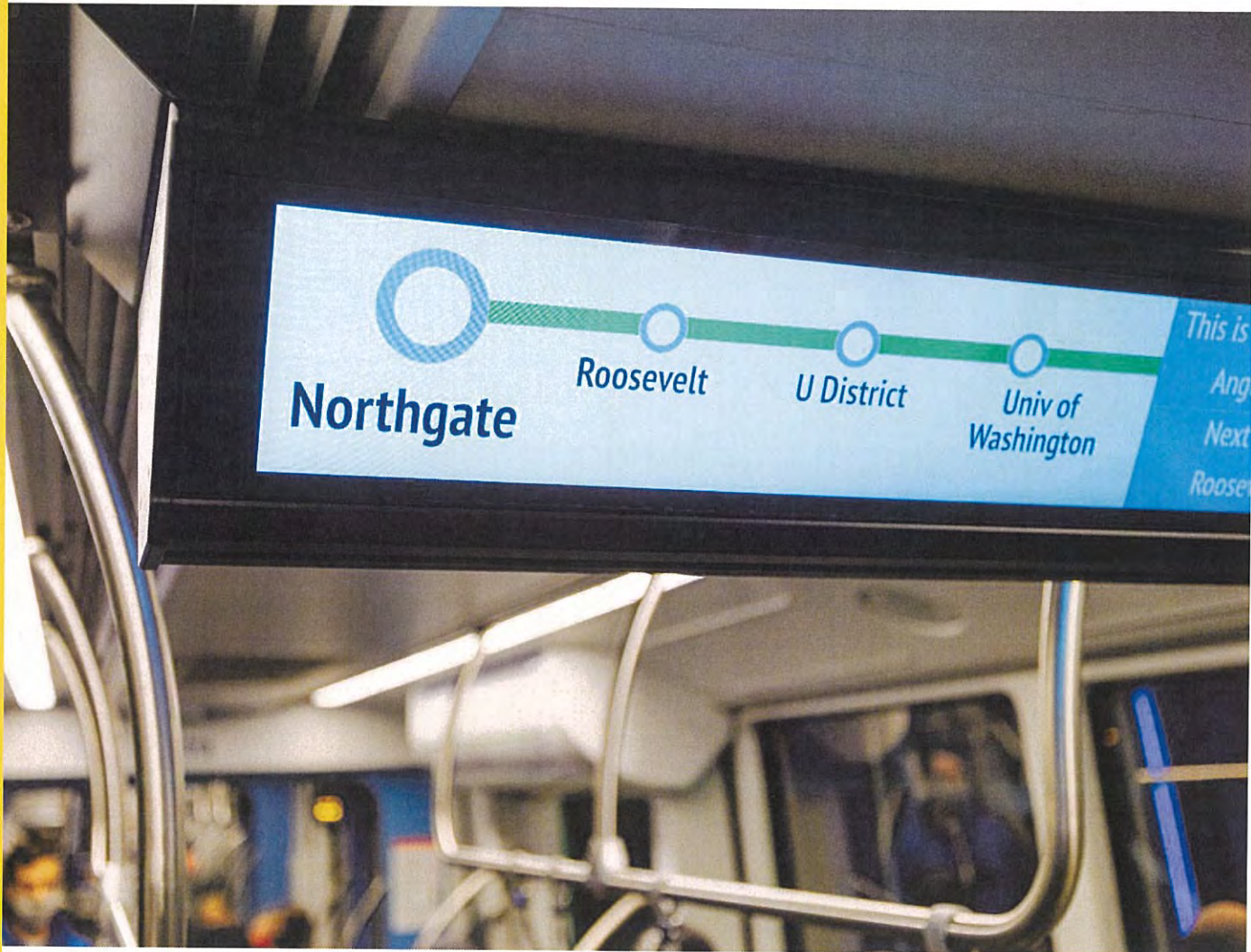
In addition to providing a definition and guiding principles for equitable engagement, the subcommittee also drafted the first Equitable Engagement Tool which guides users through an equity-centered engagement planning process. The EET was developed as a companion piece to the Racial Equity Toolkit, however, it can also be used as a standalone tool. Like the RET, the EET was piloted over the course of about one year. At the end of 2021, we developed an implementation plan and officially published the tool in early February 2022.



Title VI Program

Sound Transit operates its programs and services without regard to race, color or national origin in accordance with Title VI of the Civil Rights Act.

The [Title VI Program](#) includes equity analyses for service and fare decisions, also known as Service and Fare Equity analyses. We complete SAFEs to ensure these decisions are made as equitably as possible.



In 2021, Sound Transit's Service & Planning Team (within PEPD), Fares (within Finance) and Community Engagement division (within Communications) collaborated to complete the [Northgate Link Extension SAFE](#). In addition, the Tacoma Hilltop Link Extension SAFE is underway.



Looking Ahead
Our continuing commitment

Looking Ahead

Organizational culture transformation that meaningfully and effectively addresses institutional and systemic racism takes intentionality, accountability and time. We have a long way to go and no finish line, but we're fiercely committed to creating a more equitable and inclusive Sound Transit for all.

In 2022 CREI will continue to build capacity across all business lines to operationalize equity. In addition to our ongoing commitments, our focus in 2022 will include:

- **Anti-racism work**
 - Begin implementation of the 2022 Anti-Racist Strategy work plan which includes five commitments centered on CEO & Executive support, economic development opportunities, career development, community and accountability.
 - Develop equity sub-committees to begin work on the four Anti-Racist Strategy priorities.
- **Employees and culture**
 - Continue aligning and collaborating with Human Resources on employee hiring and retention.
 - Develop department-level diversity, equity, inclusion and culture goals.
 - Advance leadership accountability.
- **Building capacity**
 - Expand offerings and a requirement for all people leaders to participate in the agency's new anti-racism training workshop.
 - Launch new Change Agents programs.
 - Enhance training and technical opportunities to prepare DBEs to lead Sound Transit contracts.
 - Host agencywide Equity Summit.
- **Institutional change**
 - Launch the Racial Equity Toolkit and Equitable Engagement Tool.
 - Pilot Budget Equity Tool
 - Develop new agency Anti-Racist Policy.



CREI
Meet the team

The Team



Jonté Robinson
(she/her)
Chief Diversity,
Equity &
Inclusion Officer



Alison Smith
(she/her)
Chief of Staff



Christopher Quiocho (he/him)
Sr. Executive
Assistant



Nicky Khai
(she/her)
Sr. Business
Analyst



Han Song
(she/her)
Sr. Data Systems
Analyst



Nicole Hill
(she/her)
Deputy Director –
Equity & Social
Responsibility



Simbi Ntahobari
(she/her)
Equity & Inclusion
Program
Specialist

The Team



Daphne Cross
(she/her)
Deputy Director –
Inclusive Culture



Kevin Gettis
(he/him)
EEO Program
Specialist



LaTonya Kadar
(she/her)
Diversity &
Inclusion Training &
Engagement
Specialist



Mick Roberson
(he/him)
Sr. Small Business
Program
Specialist

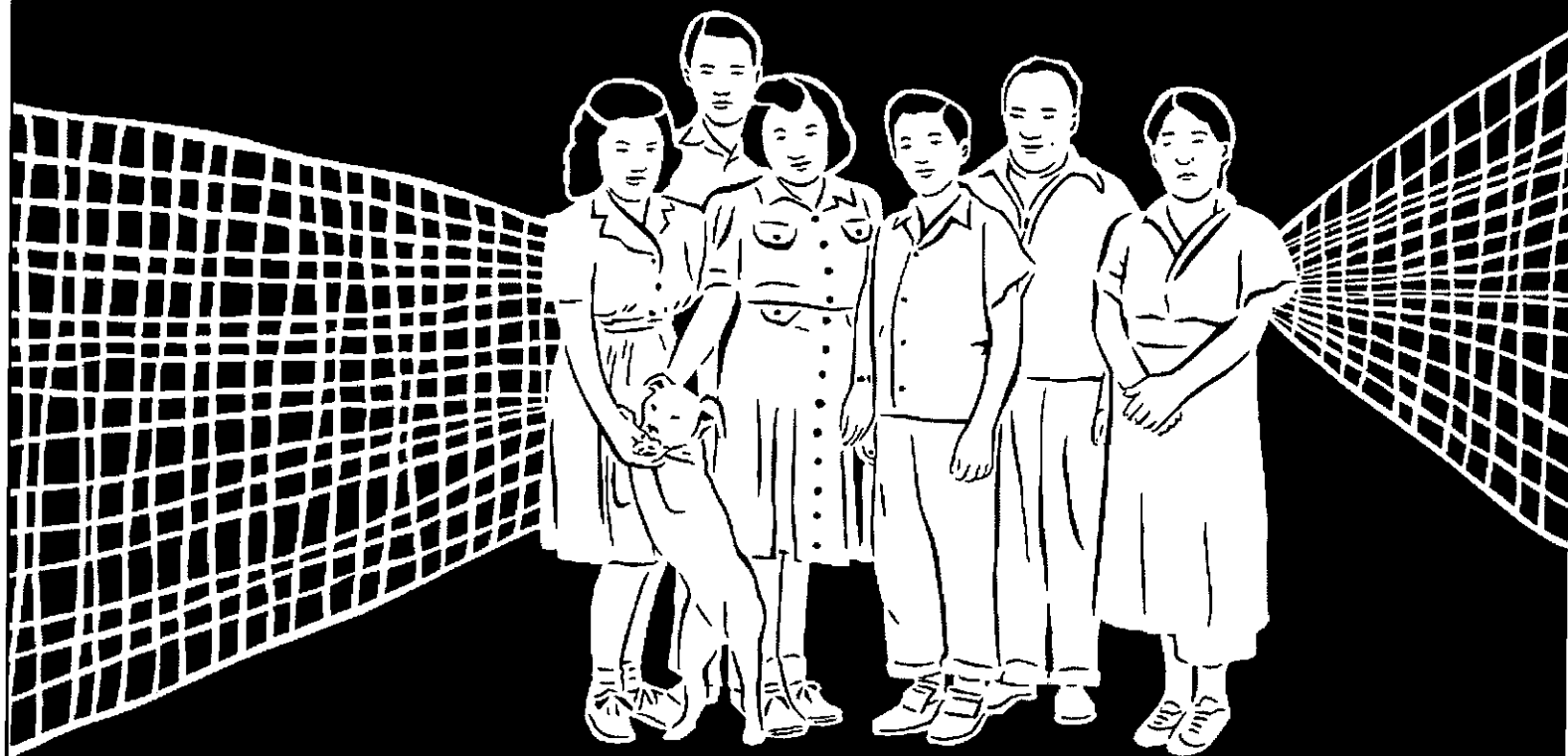


Jacki Doty
(she/her)
Sr. Small Business
Program
Specialist



Tanya Motta
(she/her)
Sr. Small Business
Program
Specialist

THANK YOU



Lauren Linda, Federal Way Temporary Art Installation

Sound Transit
401 S. Jackson St
Seattle, WA 98104
1-800-201-4900/Toll Free 1-888-889-6368/TTY: 771
soundtransit.org



Civil Rights, Equity & Inclusion

Exhibit 11

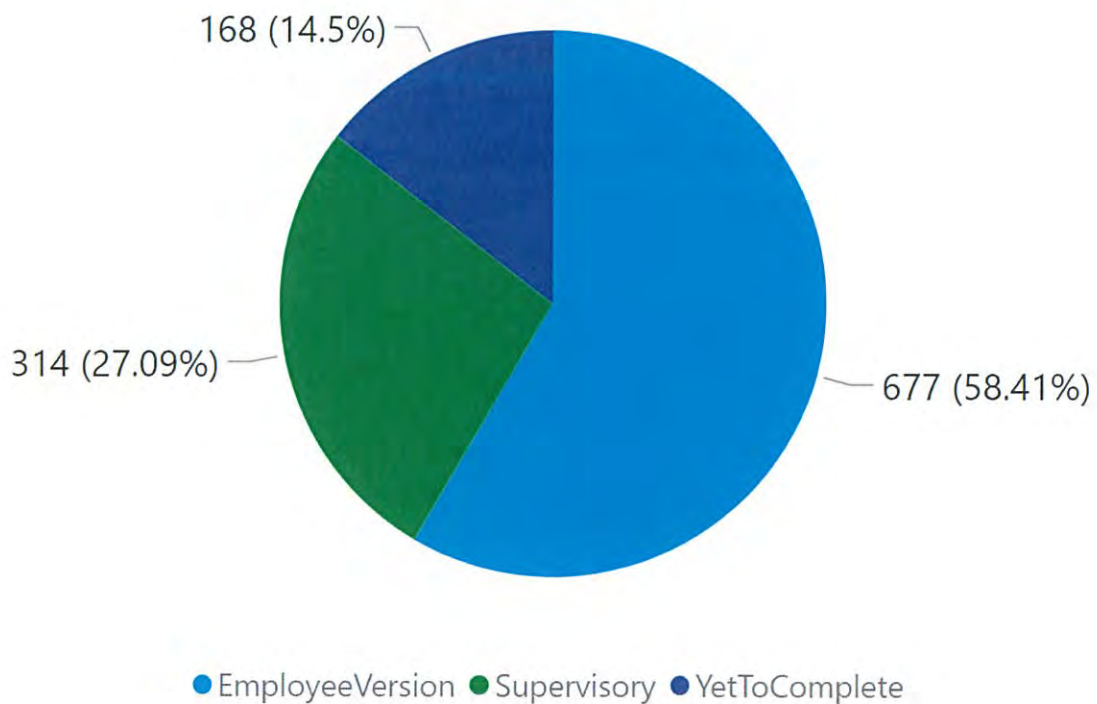
Inclusive Learning Series



EEO Training for Employees and EEO Training for Managers/Supervisors

This course will guide staff through a variety of topics regarding Equal Employment Opportunity (EEO) at Sound Transit. It will calibrate a collective working definition and understanding of EEO laws & requirements, rights covered under EEO, the complaint process, responsibilities & expectations, and the importance of EEO & employment practices. The course for managers includes additional information to administer EEO as a people leader.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)



STARTS (Sound Transit Anti-Racist Training Series):

Check Yourself: Recognizing and Disrupting Implicit Bias:

Within this e-learn course we will define implicit versus unconscious bias, learn the brain science behind bias, explore how to identify and disrupt our own biases and review ways to overcome unconscious bias in the workplace to reduce negative impacts. As part of the Inclusion Competency training series, Sound Transit leadership is requiring and assigning this training to all agency employees.

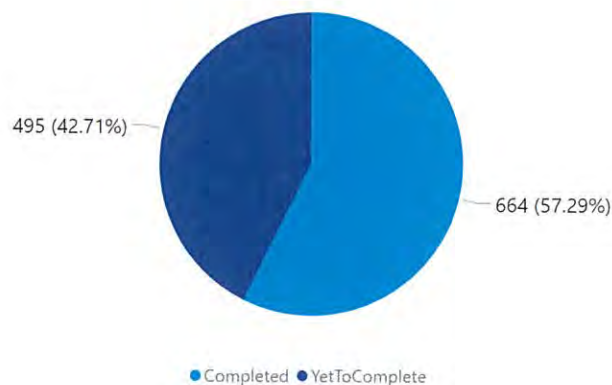
The "Check Yourself: Recognizing and Disrupting Implicit Bias" e-learn is a training prerequisite to registering in STU for the second required course, "*The Journey: Inclusion through Education*."

The Journey: Inclusion through Education:

This live, instructor-led course is the next generation of the 2020 Inclusion Competency 101 and 102 sessions and aligns with Sound Transit's goal of cultivating an inclusive culture at the agency and supports racial equity strategies. Taking an "Equity 101" approach, this new baseline training will:

- Define equity literacy terms and concepts.
- Create a foundation for shared understanding.
- Increase awareness of key principles relating to systemic and institutional racism.
- You will receive a downloadable, screen-reader accessible participant guide for each training. For accessibility accommodations, please contact laTonya.kadar@soundtransit.org

CHECK YOURSELF: RECOGNIZING AND DISRUPTING IMPLICIT BIAS



CREI: THE JOURNEY - INCLUSION THROUGH EDUCATION

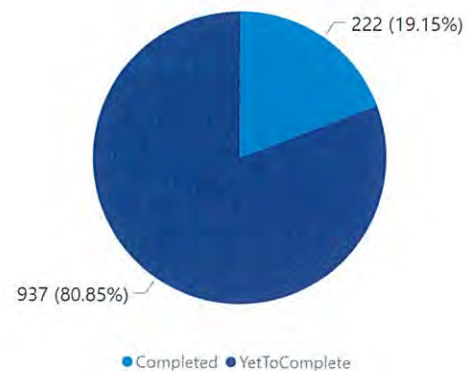


Exhibit 12

Anti-Racist Strategy



From: [Rogoff, Peter](#)
To: [*ST Staff](#)
Subject: Our Anti-racist internal campaign
Date: Monday, February 8, 2021 7:58:50 PM
Attachments: [image001.png](#)
[timeline.png](#)
[NL All-aboard.png](#)
[image001.png](#)

All:

Last summer, Sound Transit (ST) committed to becoming an anti-racist organization. It is my responsibility to ensure we create conditions necessary to achieve racial equity within our agency and within the broader community. As we continue this critical work, I'm excited to introduce an internal-facing campaign, specifically for ST employees. This campaign, which we're calling "All Aboard: We're Stronger Together," is one strategy to keep employees informed and involved in ST's dedicated effort to become an anti-racist agency. Before I describe this new campaign, I'd like to provide some context.

The journey so far

Over the last six months, we've made strides with our ambitious goal to become anti-racist, but we've only scratched the surface. To truly succeed, we must first evaluate where we are, understand how and where to make change, define what it means for ST to be an anti-racist organization, and develop a long-term strategy to meet this pressing goal.

The attached image gives you a snapshot of where we started, what we accomplished last year and our plans for this year.

Here is where we are today: We will soon begin a series of employee engagement sessions to discuss what it means for ST to become an anti-racist organization and hear from employees to help us define this mission. See the next steps section below for details. We'll share the results of those sessions once they are complete.

All Aboard: We're stronger together

The All Aboard campaign (attached) may look familiar to you. We recently launched a new rider campaign with the same name and similar graphical elements. The big difference is the tagline, which speaks directly to our employees: "We're stronger together."

Like our rider-facing campaign, the heart of our internal campaign addresses racism. We want all employees to feel welcome, supported and safe at ST. We also want to achieve racial equity in our systems, policies and practices. This is not something that happens overnight. It takes introspection, accountability and commitment from all of us. It requires every employee to make proactive contributions toward racially just outcomes.

The first step in achieving ST's short- and long-term goals is having meaningful conversations, building trust and accountability, and providing transparency so that we're all aboard together. That's what this campaign will strive to do.

Next steps

The Civil Rights, Equity & Inclusion Office (CREI) will begin a series of engagement sessions. These sessions will consist of 20 focus groups with 10 employees in each group, and 100 individual 1:1 feedback sessions. These groups will be diverse. The sessions will give employees a voice in developing our strategy to become an anti-racist organization.

There will also be several small group feedback sessions open to all employees (sign-up required). Watch “News Link” for more information on these sessions. Additionally, if leaders would like CREI to come to a staff meeting to present, contact [Michelle McAllister](#) to schedule.

You’ll continue to hear from leadership and the CREI office throughout the year on our anti-racist strategy, including quarterly updates on our equity work [commitments](#). We will provide updates on our commitments at our quarterly all-hands meeting, starting with the Feb. 17 meeting. -P

Peter M. Rogoff

Chief Executive Officer
Pronouns: He/Him/His
Sound Transit
W 206-398-5450

Connect with us

facebook.com/SoundTransit

twitter.com/SoundTransit



Sound Transit Values Start With Me & Start With You

Collaboration, Customer Focus, Inclusion & Respect, Safety, Integrity, Transparency



Sound Transit Anti-Racist Strategy

Anti-Racist Vision

A Sound Transit where all employees:

- Are empowered, thriving and able to maximize their potential regardless of race.
- Approach all decisions through a racial equity lens.
- Provide excellent service to all passengers without barriers.
- Have a trusting relationship with community.
- Work to ensure community members have equitable opportunities to thrive.

Our Commitment

As our nation grapples with a health and racial injustice crisis, Sound Transit is committing itself to becoming an anti-racist organization. Together we will work toward dismantling structural barriers within our agency that have historically oppressed people of color.

Organizational culture transformation that seeks to meaningfully and effectively address institutional and systemic racism will take time and, to some extent, trial and error. No “quick fix” will undo decades of deeply entrenched racist practices, and there is no finish line that we will one day cross. The road to racial justice is infinite, and must remain a priority in years to come.

Accountability

We have identified four goals that departmental/individual performance goals and work plans will support. The Office of Civil Rights, Equity & Inclusion (CREI) will track progress on a quarterly basis. Employees will engage at every level within our organization to ensure that all share ownership for undoing racism and cultivating a race equity culture. We will revisit the strategy on an annual basis and adjust as needed.





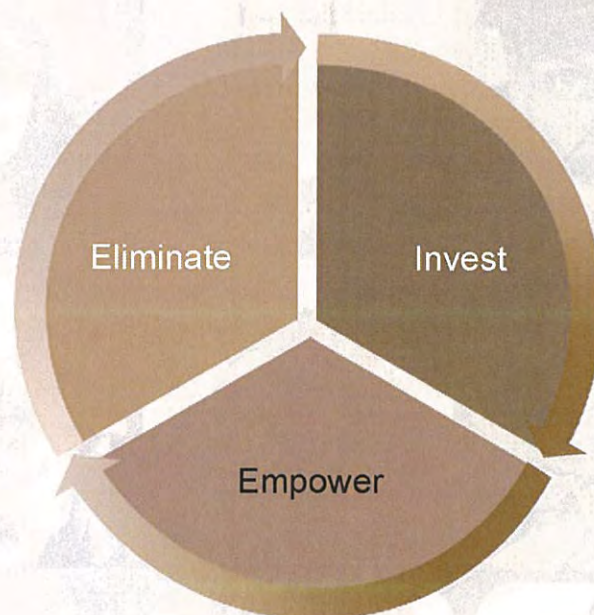
Priorities

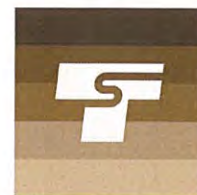
1. Eliminate racial disparities in all employment practices and ensure there is equity in hiring, promotions, pay, professional development opportunities and performance management.

2. Eliminate racial disparities by advancing equity in our acquisition processes and improving the extent to which Sound Transit's contracting practices reflect the diversity of communities we serve.

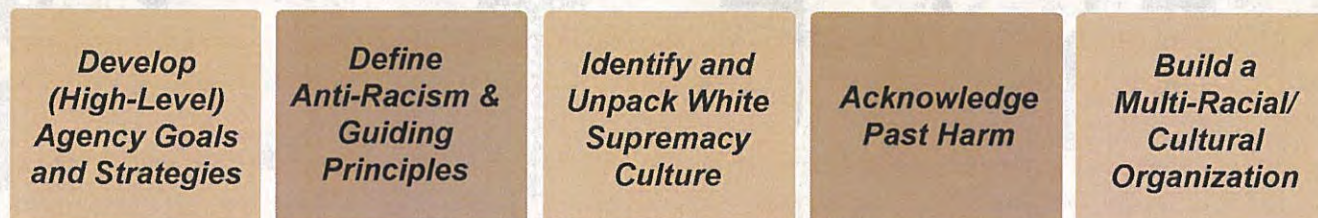
3. Invest in developing partnerships with communities of color, immigrants and refugee communities to empower them to advocate and influence decisions that affect them.

4. Empower BIPOC employees to uniformly and routinely engage in the decision-making process, while ensuring the application of a racial equity lens to all decision-making.





Anti-Racist Framework



Co-create anti-racist definition and guiding anti-racist principles.	<i>CREI, in collaboration with the Equity Steering Committee, employee-led groups and executive leadership, will develop and adopt a definition of anti-racism in addition to a set of guiding principles to use to frame the work moving forward.</i>
Acknowledge past harm.	<i>Sound Transit will identify current structures, systems, practices and policies that perpetuate racial inequity.</i>
Unpack white supremacy culture.	<i>Develop a shared understanding of white supremacy culture and identify how it shows up at Sound Transit. Build awareness about white supremacy culture and identify strategies to dismantle the attitudes and behaviors that perpetuate it.</i>
Develop agency goals and strategies.	<i>Sound Transit will develop strategies that address racial inequity in our systems, processes and policies.</i>
Build a multi-racial/cultural organization.	<i>CREI, in collaboration with Human Resources and executive leadership, will develop a strategy that supports Sound Transit becoming an organization that recognizes the contributions of all its employees, with an intentional focus on elevating anti-racist multicultural diversity as an institutionalized asset.</i>



We are grateful to Sound Transit employees at all levels of our organization, who contributed their ideas, feedback and passion to this strategy. We would not be on this journey without you.



Leadership Accountability

Office of Civil Rights, Equity & Inclusion & Human Resources

Ensuring leadership accountability is a critical component of Sound Transit's commitment to becoming an anti-racist organization. The Office of Civil Rights, Equity & Inclusion (CREI) and Human Resources have partnered to develop Leadership Accountability Actions & Measures.

The following actions and measures are outlined for all Sound Transit People Leaders.

Accountability Action	Accountability Measure
DEI Goals & Targets	<ul style="list-style-type: none">• In collaboration with CREI, HR & Department leaders will co-create Diversity, Equity, Inclusion & Culture (DEIC) goals & targets.• Department goals should cascade down to leaders at every level.
Monitor & Track Progress	<ul style="list-style-type: none">• Agency to develop agency scorecard to track progress• Agency to publish scorecard on HUB for transparency• Transparent Leader Scorecards Require leaders to track and share DEI progress across teams and broader organization.
Integrate DEI Measures into performance evaluations	<ul style="list-style-type: none">• Set goals specific to creating an inclusive culture, operationalizing equity and diverse hiring practices.
Reward Leader Behavior	<ul style="list-style-type: none">• Diversity and Inclusion Leader Awards Reward and recognize leaders who demonstrate inclusion and champion progress against organizational DEI goals.
Incentivize Leader Behavior	<ul style="list-style-type: none">• Strategic Chats with CEO Team Recognize leaders who have successfully achieved DEI goals with a 1:1 conversation with the CEO.• Earn award day• Leader Progression Require rising leaders to demonstrate DEI progress to advance at the organization.
Correct Leader Behavior If leader not meeting expectations	<ul style="list-style-type: none">• DEI Improvement Plan Require leaders to create an action plan outlining methods to achieve diversity and inclusion goals.• Withhold Leader Progression Receive Needs Improvement on Equity & Inclusion Competency and not be eligible for Exemplary rating.