Equitable Engagement and Racial Equity Tools

Office of Civil Rights, Equity & Inclusion

8/19/20
In 2019...

Equity Subcommittees
• Equity Policy**
• Equitable Engagement
• Racial Equity Toolkit
• Equitable Employee Experience

Inaugural Equity Summit
Sound Transit Strategic Priorities

Preamble:
Our strategic priorities are built upon a commitment to equity and fairness, environmental stewardship, partnerships and the communities we serve.
Equity & 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: Acknowledgment 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.
2020 Equity Sub-Committee & Strategic Priority Alignment

Equitable Engagement

Steering Committee
E & I Policy
Sub-Committees
Racial Equity Tool

Equitable Employee Experience

Policy
- Engage, include, collaborate w/ communities & stakeholders.
- Equitable Agency Governance
- Engaging low-income & communities of color

Strategic Priorities
#2 - Deploy a performance based, community centric and safe capital program

2020 Deliverables
- Consistent Practices
- Equitable Engagement Definition

Policy
- Agencywide culture of inclusion
- Employing a diverse workforce

Strategic Priorities
#3 - Cultivate a diverse, inclusive & high performing workforce

2020 Deliverables
- Establish equity goals
- Align internal talent community

Policy
- Decision Making
- Eliminate existing inequities
- Ensure equitable access
- Allocation of resources
- Identify, develop & apply best practices

Strategic Priorities
#4 - Transform & unify core business practices and processes agencywide
#5 - Ensure financial stewardship exits in all decision making to guarantee long term affordability of the voter approved plan

2020 Deliverables
- Toolkit
- Budget RET
- Accountability Based Outcomes Training

Aligning the Equity Sub-Committees with the Internal Equity & Inclusion policy enables us to integrate equity & inclusion into all of the Agency's policies, programs, operations, and practices. This integration will be led by the Equity Steering Committee.
Equity & Inclusion Policy implementation and communication plan

2020 Timeline

<table>
<thead>
<tr>
<th>TASK</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<td>Email to staff &amp; communication to board members</td>
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<td>Development of RET &amp; alignment with Title VI</td>
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<td>Develop and launch RET HUB resource page</td>
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<td>Engagement, refine RET, ID pilots</td>
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<td>Internal Comm. (Resource Page and Pilots)</td>
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<td>Update to the board</td>
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<td>Pilot RET and capture lessons learned</td>
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<td>Finalize RET &amp; Develop 2021 roll-out</td>
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<td>Comprehensive internal talent community work plan-Goal 3.1</td>
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<td>Establish department Equity Goals &amp; Dashboard</td>
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Topics

I. Equitable Engagement Tool & Racial Equity Tool
• Opportunity Statement
• Subcommittee Goals
• 2020 Deliverables
• Overview of Tools
• Pilot Phase

II. Q&A
Equitable Engagement Tool
Opportunity Statement

Sound Transit does not have an established agency-wide policy, process or mechanisms to equitably engage with community to create long term relationships across our region that allows community to shape the way they interact with the agency in order to remove barriers to communication, and play a more active and meaningful role in decision making.
Subcommittee Goals & Desired Outcomes

1. Develop, refine and align the agency's philosophy for equitable community engagement
   **Outcome:** Shared understanding and commitment to adopt the equitable engagement philosophy.

2. Establish consistent baseline approach for equitable community engagement allowing for customized implementation across all business lines.
   **Outcome:** Document core best practices and accountability metrics.

3. Develop a way to measure our current engagement in marginalized communities.
   **Outcome:** Improve the connections to communities.

4. Identify opportunities for authentic engagement of communities of color, people experiencing poverty and other marginalized communities and develop a pathway for feedback to inform decision-making.
   **Outcome:** Communities feel respected included and can see the impact of their voice.

5. Establish an internal workgroup to coordinate engagement efforts and monitor implementation of equitable engagement practice.
   **Outcome:** More intentional and coordinated engagement.
Deliverable ONE: Define “Equitable Engagement”

“Equitable community engagement is the commitment to exceed our standard engagement practices by ensuring that institutionally underserved communities and those who are most at risk of being adversely impacted by our actions are well informed and provided frequent opportunities to share their experiences and perspectives.”
Deliverable TWO: Develop an Equitable Engagement Tool

Part I - Introduction & Alignment

• Sound Transit’s Strategic Priorities
  1.2 Provide a customer-focused experience from design through daily service
  2.1 Establish performance-based delivery methods that allow for design flexibility, innovation, cost effectiveness and schedule certainty to meet community and customer expectations.
  2.2 Improve industry, jurisdictional and community partnerships to strengthen certainty and timelines of project delivery.
  4.1 Ensure decision-making across the agency is clear, timely, made at the right level and informed by data.

• Equity & Inclusion Policy
• Title VI Public Participation Plan and Language Assistance Plan
### Part II - Guiding Principles

<table>
<thead>
<tr>
<th>Values</th>
<th>Principles</th>
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<tr>
<td><strong>Collaboration</strong></td>
<td>• Recognize and accept the need for community input.</td>
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<td>• Ensure that community input will be used to inform decision making.</td>
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<td>• Support a culture of mutual learning and development.</td>
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<td>• Involve the community and the decision makers in designing the outreach</td>
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<td>• Credit the community for their contribution.</td>
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<td></td>
<td>• Support a culture of mutual learning and development.</td>
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<td><strong>Customer &amp; People Focused</strong></td>
<td>• Understand how history has contributed to institutional racism and other forms of oppression in marginalized communities.</td>
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<td>• Seek to build <strong>long-term, meaningful relationships</strong> with members of the community.</td>
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<td><strong>Inclusion &amp; Respect</strong></td>
<td>• <strong>Understand barriers</strong> to participation and work to reduce or eliminate them.</td>
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<td>• <strong>Acknowledge community members as experts</strong> in their own experiences.</td>
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<td>• Honor the experiences and perspectives shared.</td>
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<td><strong>Integrity</strong></td>
<td>• <strong>Transparency</strong> determine and communicate the expected level of engagement and influence.</td>
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<td>• <strong>Build and maintain trust</strong> with community by communicating clearly and honestly.</td>
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<td>• Own up to missteps, past or present, and seek to rectify when possible.</td>
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<td><strong>Quality</strong></td>
<td>• Ensure equitable and sustainable delivery of agency services and projects.</td>
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<td>• The community will help inform how the agency distributes its resources.</td>
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<td>• Be open to <strong>continuous improvement</strong> based on community feedback.</td>
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<td>• Focused on concrete results that are <strong>responsive to community</strong>.</td>
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Part III – The Community Engagement Spectrum

Purpose: *Identify the appropriate level of engagement* based on community demographics, potential impact on people/businesses/orgs/etc., intent of engagement, and how information will be used.
Part IV – Identify Your Audience

Purpose

• Analyze potential impact specifically for vulnerable populations (low-income, LEP, people of color, people with disabilities, seniors, etc.).
• Identify barriers to engagement.
• Identify pre-existing relationships between Sound Transit and those in the community.
Part V – Planning Your Engagement
• Considerations when planning public engagements
• Title VI requirements and Language Services

Part V – Data and Evaluation
• Prompt people to think about what quantitative and/or qualitative data they want to track
• How to measure success
• When/how to course correct if needed

Part VI – Long Term Engagement
• How will we be accountable to community during and after the engagement process?
• Who will maintain the relationships?
Racial Equity Tool
Opportunity Statement

As Sound Transit expands across our region, we have an obligation to be accountable and proactively address disparities that exist, and act to achieve a vision of racial equity that is inclusive of a spectrum of identities and experiences. Sound Transit seeks to establish a systemic and intentional way to assess the benefits and impacts of proposed policies, programs and procedures through an equity lens. The development of a tool that transforms the way we work—ensuring that we identify and seek to reduce, eliminate and/or prevent inequities in all that we do—is imperative.
RET Subcommittee Goals

Phase ONE: Develop and pilot a Race Equity Tool that integrates with ST policies, practices, procedures and projects.

Phase TWO: Training and messaging on how and when to utilize the ST Race Equity Tool.

Phase THREE: Create a plan for how to embed and ensure accountability agency wide.
Deliverable ONE: Develop Racial Equity Tool

Part I - Introduction & Alignment

• Sound Transit’s Strategic Priorities
  1.2 Provide a customer-focused experience from design through daily service
  4.1 Ensure decision-making across the agency is clear, timely, made at the right level and informed by data.
  5.1 Align human and financial resources to the agency’s strategic priorities and goals.

• Equity & Inclusion Policy
  3.1.3 Applying a racial equity lens to decision making
  3.2.3 Seek to discover and eliminate agency policies, structures and practices that perpetuate inequities
## Deliverable ONE: Develop Racial Equity Tool

### Part II - Guiding Principles

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Inclusion and Community Voice</strong></td>
<td>An equity-oriented approach centers and actively seeks full inclusion of people of color in the process of identifying challenges and shaping solutions that will affect their lives and communities.</td>
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<tr>
<td><strong>Social Justice</strong></td>
<td>Because racial inequities are rooted in policies and systems that unjustly disadvantage people of color, solutions to these challenges must be grounded in the commitment to shifting power imbalances and advancing social justice.</td>
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<td><strong>Sustained Commitment</strong></td>
<td>A commitment to long-term, sustained investment in time, resources and people.</td>
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<td><strong>Systems Analysis</strong></td>
<td>Understanding history, the distribution of power and resources, and the policies, systems and practices that create and perpetuate inequities.</td>
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*Borrowed from the Center for Urban and Racial Equity*
Part III – Initial Analysis (pre-RET)
• Determine *intended* impact on community as a result of the proposal
• Consider how the outcomes will increase or reduce racial disparities

Part IV – Historical Analysis
• Determine root causes of racial disparities based on proposal region
• Identify specific communities of color (using GIS and other resources) most likely to be positively/negatively impacted
• What other tools are used to complete the analysis (SAFE, NEPA, etc.)
Part V - Equitable Community Engagement

Purpose: *Identify the appropriate level of engagement* based on community demographics, potential impact on people/businesses/orgs/etc., intent of engagement, and how information will be used.
Part VI – Impact Analysis
• Key findings based on community feedback, qualitative and quantitative data
• Determine potential benefits and/or negative consequences for communities of color in relation to current systems and institutions (i.e. health equity, income, transportation/mobility, economic growth, etc.)
• Strategy development – create greater racial equity and/or minimize harm
• Key considerations to be highlighted for key decision makers

Part VII – Evaluate & Refine
• Determine what indicators will be used to measure success (using SMARTIE format)
• Determine how to track indicators throughout all stages of proposal

Part VIII – Accountability and Report Out
• How will we report back to affected communities about the proposal
• Develop strategy and point of contact for long-term relationship building between ST and community.
Next Up- Pilot Phase!
# Internal & External Engagements

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
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<tbody>
<tr>
<td>Executive Leadership Team (including Peter)/Executive Councils</td>
<td>Transit Access Coalition</td>
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<tr>
<td>PEPD, HR, GCR, Community Outreach and CREI</td>
<td>Transportation Choices Coalition</td>
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<tr>
<td>All Equity Subcommittees &amp; Equity Steering Committee</td>
<td>Diversity Oversight Committee</td>
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<tr>
<td>Goal Team 4.1 and Goal Team Leads/Facilitators</td>
<td>Citizens Oversight Panel</td>
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<td>External Engagement Committee</td>
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<td>ERG Leadership Meeting</td>
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## Pilot Criteria

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<th>RET</th>
<th>EET</th>
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<tr>
<td>Variation in proposal type (project, programs, policies, internal vs. external, etc.)</td>
<td>Diversity of engagement level (Inform, Consult, Involve, Collaborate, Empower)</td>
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<tr>
<td>Representative of ST region</td>
<td>Engagement efforts that will include outreach to communities of color, LEP, low-income, people with disabilities, etc.</td>
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<td>Representative of different modes of ST transportation</td>
<td>Diversity in methodology and approach</td>
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<td>Likelihood of proposal moving into implementation</td>
<td>Representative of the ST region</td>
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<td>Executive support</td>
<td>Executive support</td>
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## Selected Pilots

<table>
<thead>
<tr>
<th>RET</th>
<th>EET</th>
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| **Northgate Opening**  
*Scope: Better understand potential riders in NG service area to inform opening day event communications/marketing*  
RET Lead: Lauren Albert & Abril Silva  
Department: Executive (Project Transition Office)  
Executive Sponsor: Julie Marshall | **Youth Fare Enforcement Program**  
*Scope: TBD*  
EET Lead: TBD  
Department: Executive (Passenger Experience)  
Executive Sponsor: Russ Arnold |
| **Disparate Impact Policy**  
*Scope: Policy revision on disparate impact/disproportionate burden thresholds for fare and major service changes*  
RET Lead: Mitzi McMahan  
Department: Civil Rights, Equity & Inclusion  
Executive Sponsor: Jackie Martinez-Vasquez | **Tacoma Dome Link Extension**  
*Scope: Audience expansion - station workshops*  
EET Lead: Sagar Ramachandra  
Department: PEPD  
Executive Sponsor: Don Billen |
| **Next Gen ORCA (multi-agency effort)**  
*Scope: ORCA retail network*  
RET Lead: Tyler Ramirez  
Department: Executive (Passenger Experience)  
Executive Sponsor: Russ Arnold | **Parking Management Program**  
*Scope: Daily paid permit parking program*  
EET Lead: Melanie Mayock  
Department: PEPD  
Executive Sponsor: Don Billen |
### Proposed Pilot Timeline (subject to change)

<table>
<thead>
<tr>
<th>Phase ONE</th>
<th>July - August</th>
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<tr>
<td>• Informational meeting with Sound Transit PM(s) and other stakeholders</td>
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<tr>
<td>• Formation of RET/EET work group and set meeting cadence</td>
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<td>• RET/EET work group orientation and pilot overview</td>
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<tr>
<th>Phase TWO</th>
<th>August – December</th>
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<td>• RET/EET work group meets as needed to . . .</td>
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<td>• Begin working through the tool</td>
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<td>• Collect and analyze data</td>
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<td>• Develop &amp; implement outreach plan</td>
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<th>Phase THREE</th>
<th>December 2020 – March 2021</th>
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<td>• Develop final recommendations and/or incorporate key findings into a final report that can be shared with decision-makers (if relevant)</td>
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<td>• Report back to individuals/groups contacted through outreach/engagement process</td>
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<td>• Work group debrief, evaluations and lessons learned from the EET/RET pilot</td>
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<td>• Revision of tool and/or process based on work group feedback</td>
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Q & A
Thank you.