

**Introduction:**

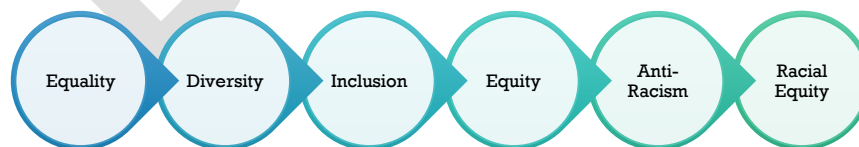
In 2017, Sound Transit made equity and inclusion a top priority for the Agency by establishing the Office of Equal Employment Opportunity, Equity and Inclusion (now the Office of Civil Rights, Equity and Inclusion). The last three years have been dedicated to developing strategies, tools and other resources that will help ensure that our approach to decision-making and service delivery are well informed and grounded in our “commitment to equity and fairness, environmental stewardship, partnerships and the communities we serve” as outlined in the preamble of Sound Transit’s Strategic Plan.

Becoming an anti-racist organization means more than simply acknowledging the existence of systemic racism and our own unconscious biases. It means proactively creating a culture and the necessary conditions that help us to adopt antiracist mindsets, behaviors and actions at both the individual and institutional/systemic level. Embarking on this journey will, at times, require transparent and honest conversations about racism, white supremacy culture, power sharing, implicit bias, organizational accountability and how these elements show up in our programs, policies, practices, structures and systems at Sound Transit.

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

What follows is a blueprint to get us started in this transformational work. The Sound Transit Anti-Racist Strategy is aligned to our core values and informed by our Strategic Plan and Equity and Inclusion Policy. The Executive Team will work collaboratively with the Office of Civil Rights, Equity and Inclusion (CREI) to develop this framework and set forth strategies for the Agency. We will engage employees at every level within our organization to ensure that ownership for undoing racism and cultivating a race equity culture is shared by everyone.

### ***Anti-Racist Organizational Culture Strategy***



- 1. Develop Anti – Racist Definition (Draft) and guiding Anti-Racist Principles**  
*CREI in collaboration with the Equity Steering Committee, Employee Resource Groups (ERGs) and Employee Resource Networks (ERNs) and Executive Leadership will develop and adopt a definition of Anti-Racism in addition to a set of guiding principles that will be used to frame the work moving forward.*

**2. Acknowledge past harm caused or perpetuated by current structures, systems, practices, policies.**

*Sound Transit will work with a consultant to identify current structures, systems, practices and policies that perpetuate racial inequity.*

**3. Unpack white supremacy culture.**

*Develop a shared understanding of white supremacy culture and identify how it shows up at Sound Transit. In alignment with step #4, Sound Transit will work with a consultant to build awareness about white supremacy culture and identify areas of opportunity to develop strategies that dismantle the attitudes and behaviors that perpetuate it.*

**4. Based on steps 1-3, develop strategies that address racism in ST systems, processes, policies, etc.**

*Sound Transit will work with a consultant to develop strategies that address racial inequity in our systems, processes and policies.*

**5. Build a multiracial/cultural organization ensuring representation and full inclusion of people of color at all levels (staff, board, stakeholders).**

*CREI, in collaboration with HR 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 multi-cultural diversity as an institutionalized asset.*

*This work will align with the work of Strategic Priority Goal Team 3.1 and the Agency's value of Inclusion & Respect.*

**Commitments to Transformation**

*Sound Transit makes the following commitments over the next four years (2021-2024). We acknowledge that there is no quick fix and it will take years to undo the structures that perpetuate racism.*

**• CEO & Executive support**

- Adopt Anti-Racist Board Resolution.
- Intentionally identify as an anti-racist organization.
- Add a Strategic Priority focused on Anti-Racism.
- Require all Board members and Executive leaders to participate in Undoing Institutional Racism (UIR) training.
- Require all people leaders to participate in UIR within 18 months of hire or promotion.

- Allocate funding to hire a consultant to assist in developing and implementing a strategy.
- **Supporting Black Businesses through the Disadvantaged Business Enterprise/Small Business Program**
  - Identify policies and practices impacting Black, indigenous and people of color (hereafter referred to as BIPOC) contractors, with a focus on Black owned firms.
  - Engage prime contractors and sub-contractors, with a special emphasis on BIPOC owned businesses in support of developing a collaborative effort in addressing systemic racism in contracting.
  - Develop a survey for BIPOC businesses to identify areas for which Sound Transit can provide technical assistance.
- **Community Sponsorships**
  - Support community based organizations that provide services to BIPOC communities.
  - Ensure agency sponsorships include BIPOC organizations.
- **Capture ethnicity data & publish progress**
  - Maintain and publish ST workforce demographics on the HUB.
- **Zero tolerance for harassment and/or discrimination**
  - Update EEO & Harassment Free Workplace policies to include termination when there is a finding of policy violation.
- **Performance goals include equity & inclusion**
  - Ensuring that performance objectives for leaders and managers cover their responsibilities to support equitable policies and practices for all staff.
  - Require all Departments to set equity goals. Progress will be reported to CREI annually.
- **Take actions that support career progress for BIPOC employees**
  - Identify measurable recruitment and hiring targets (increase by **X** number of BIPOC employees by **X**).
  - Ensure there is BIPOC representation at every level of leadership
  - Review exit interview data and identify patterns and themes of potential biases and discriminatory challenges
  - Embed mentoring, reverse mentoring and sponsorship within departments and across the Agency.
  - Develop mentoring requirement for leaders to mentor at least one person of color program to support BIPOC employees.
  - Conduct an organizational assessment on racism. Areas of assessment should include:
    - Opportunities for BIPOC employee development.
    - Recruitment, hiring, retention and promotion of BIPOC employees.

- **Accountability to Community**
  - Partner with community organizations to guide decision-making and facilitate consistent engagement with communities.
  - Implement the agency's Racial Equity Tool (R.E.T.) on all Sound Transit projects
  - Implement the agency's Equitable Community Engagement (E.C.E.) framework for all Sound Transit initiatives that have community impact.

### **The Anti-Racist Strategy Process**

- 1. The CEO & Chief Officer of CREI will engage employees. Strategy concept and plan will be introduced at a kick-off meeting led by the Executive Leadership Team. Engagement process will include focus group sessions with:**

- a. Black Leadership at ST (Deputy Director level and above)
- b. Executive Councils
- c. BEST Leadership Council
- d. ERGs/ERNs
- e. Equity Steering Committee
- f. Equity Sub-committees

*Employees will have the opportunity to provide feedback to the proposed strategy. CREI will review feedback and incorporate accordingly.*

- 2. Leadership Process**
  - a. Sound Transit's executive leadership team will review and adopt strategy.
  - b. Strategy will be presented to the Board of Directors.
- 3. Accountability**
  - a. Quarterly Progress will be tracked and communicated to staff.
  - b. Quarterly updates will be provided to the Board of Directors.
  - c. Inclusion in Department goals.

Although our nation is in an economic, health and racial injustice crisis, Sound Transit is committed to becoming an anti-racist organization. Together we will work towards dismantling structural barriers within our agency that historically oppressed people of color.