



Oregon

Kate Brown, Governor

Department of Transportation

Office of Civil Rights, MS 23

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Salem, OR 97302

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November 10, 2021

Chris Woods
Right-of-Way Manager/Civil Rights Program Manager
Federal Highway Administration – Oregon Division
530 Center Street NE, Ste 420
Salem, OR 97301

Subject: 2021 EEO Assurance Report - Part 1

Dear Mr. Woods,

As required under 23 CFR 230.121, please find enclosed Oregon Department of Transportation's (ODOT) 2021 Equal Employment Opportunity (EEO) Assurances Report, Part 1. This report includes ODOT's accomplishments in regards to contractor compliance reviews; On-the-Job-Training/ Apprenticeship goals and accomplishments; an update on ODOT's Office of Civil Rights EEO related initiatives, partnerships, and outreach activities; and, an update on ODOT's Workforce Development Program for the reporting period.

ODOT's Office of Civil Rights performed five (5) EEO contractor compliance reviews. None of the contractors on Corrective Action Plans (CAP) were eligible for follow-up reviews. All five contractors reviewed this reporting period were found in compliance.

For the 2022 Federal Fiscal Year (FFY), ODOT is proposing to perform six (6) contractor compliance reviews, including any follow-up reviews with contractors that are currently in corrective action-plan status. In addition, ODOT's OCR will continue to provide you with on-going communications regarding our compliance review schedule, and a standing invitation for you and your staff to participate or observe any portion of the review process.

As this report demonstrates, ODOT's OCR has had a successful year despite the continued challenges caused by the COVID pandemic. We continue to adapt and find improvements and look forward to continued success in the coming year. Please do not hesitate to call me at (503) 428-2921 if you have any questions or comments regarding the enclosed report.

Sincerely,

Angela Crain
Angela M. Crain
Manager
ODOT Office of Civil Rights

2021 EEO ASSURANCES REPORT

Part 1
Contract Compliance Program

NOVEMBER 2021



OREGON DEPARTMENT OF TRANSPORTATION

OFFICE OF CIVIL RIGHTS
3930 FAIRVIEW INDUSTRIAL DR – MS 23
SALEM, OR 97302

CONTRACT COMPLIANCE PROGRAM FFY 2021

OVERVIEW

The Oregon Department of Transportation's (ODOT) equal employment opportunity (EEO) programs are responsible for annually reporting contractor compliance (Part 1) and internal employment (Part 2), including the organizational structure of the total EEO program (internal and external). These Assurances Reports are based on the federal fiscal year and the requirements outlined in 23 CFR, Appendix A to Subpart C of Part 230.

The COVID-19 pandemic continues to keep offices closed and disrupt in-person operations. Offices are tentatively scheduled to reopen in January 2022. Following statewide COVID-19 pandemic related public health guidelines issued by the Office of the Governor in March 2020, ODOT's Office of Civil Rights adjusted engagement, outreach and education programming to utilize technology for remote participation when possible.

ORGANIZATIONAL STRUCTURE AND PROGRAMS

STAFFING

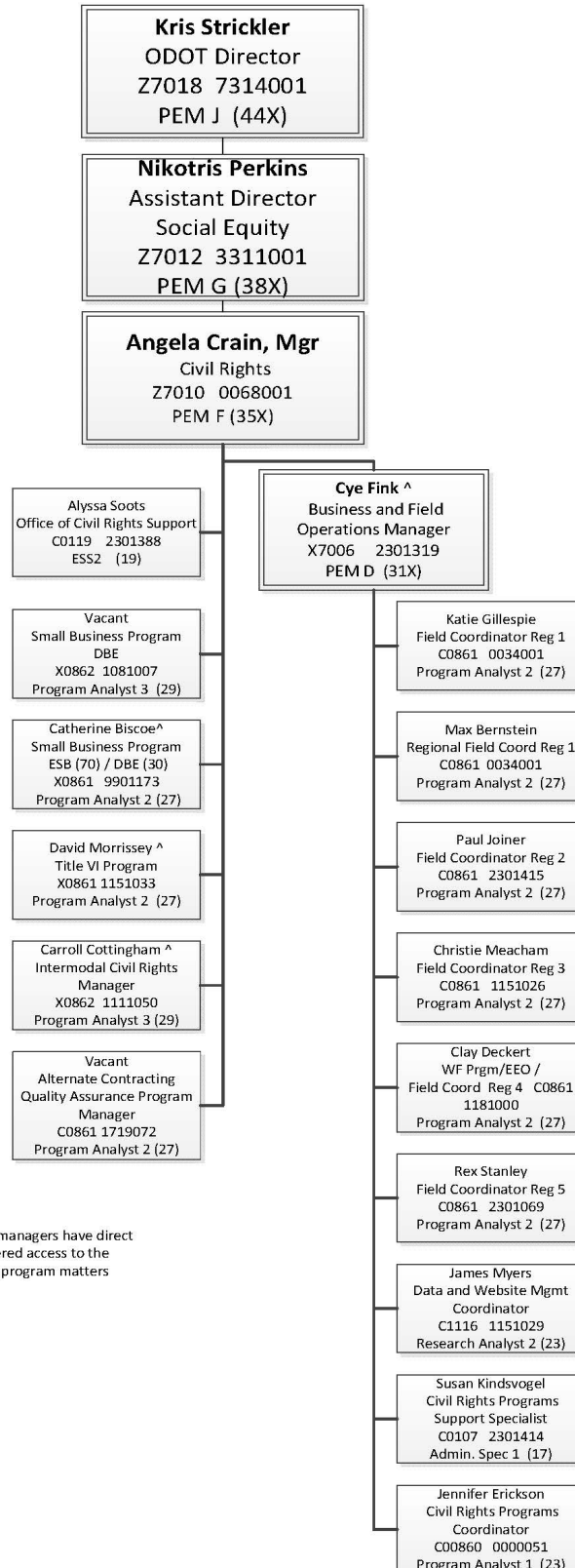
The Oregon Department of Transportation's Office of Civil Rights (OCR) programs help ensure that all of ODOT's projects provide equal access to services and economic opportunities. OCR's programs are established and determined by federal and state law, federal regulations, Governor's Executive Orders, and the Department Director's policies.

Organizationally, OCR is a unit under the Assistant Director for Social Equity, which is ultimately responsible for and oversees the management of ODOT's commitment to the implementation of federal and state external and internal affirmative action programs (Figure 1). The federal programs OCR oversees under the leadership of Angela Crain, OCR Manager, include the Disadvantaged Business Enterprise (DBE) program, Equal Employment Opportunity, OJT/Apprenticeship, Title VI, Limited English Proficiency, Environmental Justice, Americans with Disabilities Act, and Intermodal Civil Rights. Also administered by OCR is the Emerging Small Business (ESB) program, which is a state-mandated, race and gender-neutral program that assists small businesses in overcoming barriers to participation in the State's public contracting process.

OCR operations have continued to support ODOT's mission through its programs that help minorities, women, low-income, disadvantaged, and disabled individuals or groups with acquiring economic opportunities through jobs or contracts. OCR is committed to providing fair and equitable access to ODOT economic opportunities, programs and services.

In addition to OCR's operations outlined above, a number of headquarters and regional staff members, managers, and leadership teams are involved in OCR operations and programs through project delivery and development processes at all levels of ODOT. The OCR Regional Field Coordinator (FC) Unit has a resident FC in each of ODOT's five regions on a full time basis (Region 1 supports two FCs). This position engages in a "dotted line" reporting relationship to the regional management. The FC serves as a member of the Regional Project Management team and provides direction and support to ODOT staff in two major areas: Project Development and Project Construction.

ODOT Office of Civil Rights



^ Program managers have direct and unfettered access to the director on program matters

STAFFING FOR EEO COMPLIANCE

The OCR Business and Field Operations Manager and the OCR Workforce/Region 4 Field Coordinator are dedicated to managing the agency's external EEO Contract Compliance Program. In addition, the OCR Regional Civil Rights Field Coordinators support OCR in monitoring and implementing ODOT's EEO program.

Refer to **Exhibit A** for the OCR Business and Field Operations Manager position description and **Exhibit B** for the OCR Workforce/Region 4 Field Coordinator position description. Refer to **Exhibit C** for the OCR Field Coordinator position description.

PROJECT PERSONNEL

ODOT Resident Engineers (REs), consultant Project Managers (CPMs), local government Project Managers, project support staff, and ODOT OCR regional Field Coordinators assist the Business and Field Operations Manager and Workforce/Region 4 Civil Rights Field Coordinator in monitoring EEO and OJT/Apprenticeship provisions of federal-aid highway construction contracts. Discrimination complaints from applicants or employees of contractors or subcontractors may be submitted to Project Managers or OCR. Training is provided annually to all project personnel on their roles and responsibilities as they are related to the EEO and OJT/Apprenticeship provisions.

OCR BUDGET

The Office of Civil Rights' 2021-23 operating budget is \$19.7 million, which includes \$10.2 million approved for the Emerging Small Business Program and \$3.9 million federal funding provided by FHWA for DBE and OJT Supportive Services. On July 23, 2009 the Oregon State Legislature enacted Senate Bill 894 (ORS 184.866) directing ODOT to expend up to one-half of one percent (1/2 of 1%) of all federal funds received by ODOT pursuant to 23 USC 140(b) up to an amount of \$1.5 million per state biennium (Amended by Senate Bill 831 passed by Senate June 29, 2013 to \$2.1 million) to increase diversity in the highway construction workforce and to prepare individuals interested in entering the highway construction workforce. This program will be described in the OCR Initiatives, Partnerships and Outreach section, beginning on page 9.

COMPLIANCE PROCEDURES

APPLICABLE DIRECTIVES

ODOT statutory and regulatory authority and EEO program procedures are outlined in the External EEO Contract Compliance Program Manual (October 2018).

STAFF TRAINING

The following is a consolidated list of training attended by OCR staff during FFY 2021 October 1, 2020 through September 30, 2021 (OCR Manager, OCR Business and Field Operations Manager and OCR Workforce/Region 4 Civil Rights Field Coordinator).

ODOT Virtual Annual Meeting

2021 Diversity Summit

AASHTOWare Project Change and Transition Management Workshop Modules 1-4

Changing the TIDE in Transportation - Defining the Problem

Doing Business with ODOT Workshops for Regions 1-5

AASHTO Committee on Civil Rights OJT Webinar

Transportation and Diversity, Equity and Inclusion (DEI) webinar

STAFF TRAINING CONTINUED

SAASHTO Webinar on USDOT Request for Information on Transportation Equity Data
ODOT Fall Forum 2020 with workshops: High Profile Multitodal; Identity & Equity; What's up
w/Tech & Data; and Leading through Change
ODOT - PROC - A&E Contracts Invoice Partial Pay Process
Addressing Jobsite Culture: Take Action to Create a Safer Work Environment
TRB Webinar: Determining Social and Economic Qualifications in the DBE Program
2020 Statewide Diversity, Equity, & Inclusion Virtual Conference
SDOT DBE and Small Business Virtual Conference December
ODOT - FSB - TAMS Enterprise HUB Overview
Strengthening Contracting Partnerships and Opportunities
Woman-Owned Small Business Certification Program Updates
Preventing Discrimination and Harassment in the Workplace
Creating Goals in Workday
Increasing Training and Accountability Informational Forums
Performance Accountability & Feedback Modules 1-3
Public Records
Drug-Free Workplace for Employees
Weapons and Violence Free Workplace
Information Security Training: Foundations
Accepting Goods and Services and Paying Contractors
Amendments and Change Orders
ADA and Reasonable Accommodation Annual Policy Review
Alcohol and Drug Free Workplace Annual Policy Review
Ethics Annual Policy Review
Managing Change at ODOT
New Employee Benefits Summary
New Employee Orientation & Employee Resources
Workday Workshop
Employee Behavioral Standards Annual Policy Review
Employee Peer Support Team
Information Asset Classification Annual Policy Review
Weapons in the Workplace Annual Policy Review
Workplace Effects of Domestic Violence, Harassment, Sexual Assault and Stalking
Acceptable Use and You
Confederated Tribes of Warm Springs - Tribal Employment Rights Ordinance Workshop

PROCESS FOR IMPLEMENTING FHWA DIRECTIVES

Implementation of FHWA directives are as described in ODOT's External EEO Contract Compliance Program Manual, dated October 2018.

NOTICE TO CONTRACTORS OF EEO CONTRACT REQUIREMENTS

Notification to contractors of EEO contract requirements are as described in ODOT's External EEO Contract Compliance Program Manual, dated October 2018.

ACCOMPLISHMENTS

REGULAR PROJECT COMPLIANCE REVIEW PROGRAM

ODOT conducted five (05) compliance reviews in FFY 2021 and found all five contractors in-compliance.

Compliance reviews conducted	5
Contractors reviewed	5
Contractors found in compliance	5
Contractors found in non-compliance	0
Show cause notices issued	0
Contractors Requesting Hearing	0
Contractors Prevailing at Hearing	0
Show cause notices rescinded	0
Show cause notices still under conciliation/unresolved	0
Corrective Action Plans received	0
Corrective Action Plans approved	0
Follow-up reviews conducted	0
Contractors in compliance at follow-up review	0
Contractors in non-compliance at follow-up review	0
Corrective Action Plans extended at follow-up review	0
Requests to Administrative Close file due to Contractor out-of-business	0

Contractors Found In Compliance

Kerr Contractors Oregon Inc - C15239
Hamilton Construction - C15227
Emery & Sons Construction Group - C15245
Wildish Standard Paving Company - C15168
CORPAC Construction - C15216

CONSOLIDATED COMPLIANCE REVIEWS

ODOT did not conduct any consolidated compliance reviews during the reporting period.

OCR INITIATIVES, PARTNERSHIPS & OUTREACH

ODOT OFFICE OF CIVIL RIGHTS QUARTERLY AUDIT REVIEW PROCESS (

The ODOT Office of Civil Rights (OCR) is required to review the project manager's files at a minimum every quarter for OCR program compliance, although they can review more frequently as needed. Between first and second notification, the OCR Field Coordinator (FC) in every region will conduct quarterly reviews to determine missing paperwork, and document their findings. The Quarterly Review looks at the following contract submittals to monitor federally regulated civil rights compliance on ODOT construction projects: Subcontracts, Paid Summary Reports, DBE Work Plans Form 3A, DBE Commercially Useful Function Form 3B (CUF), Change Orders, Monthly Employment Utilization Reports, Training Reports, Apprentice/Trainee Approval Requests, and Apprentice/Trainee Monthly Progress Records. The results of the review are then distributed to the Resident Engineer (RE). The RE's office is responsible for working with the contractor(s) to resolve any outstanding issues before the next Quarterly Review. After second

notification is issued, the FC will perform a final review listing any missing documents that need to be received prior to the RE's issuance of third notification.

OREGON BUREAU OF LABOR AND INDUSTRY (OJT/SS)

ODOT partners with the Oregon Bureau of Labor and Industry (BOLI) to develop, implement, and deliver the Highway Construction Workforce Development Program authorized under Oregon's SB 894 (ORS 184.866). SB 894, enacted on July 23, 2009, established that ODOT shall expend one-half of one percent (1/2 of 1%) up to an amount of \$1.5 million per state biennium (Amended by Senate Bill 831 passed by Senate June 29, 2013 to \$2.1 million) to increase diversity in the highway construction workforce and prepare individuals interested in entering the highway construction workforce by conducting the following activities:

1. Pre-apprenticeship programs
2. Pre-employment counseling
3. Orientations on the highway construction industry
4. Basic skills improvement classes
5. Career counseling
6. Remedial training
7. Entry requirements for training programs
8. Supportive services and assistance with transportation
9. Child care and other special needs
10. Job-site mentoring and retention services

Over the reporting period, ODOT through its partnership with BOLI successfully delivered all services outlined above. The following are the education, community, and industry partners that assisted in the delivery of these services:

Cooper & Zietz Engineering, Inc., doing business as Akana. ODOT and BOLI continued to partner with Akana over the reporting period in the areas of pre-apprentice services and supportive services.

Akana (Cooper Zietz Engineers, Inc.) with subcontractors Labor's Community Services Agency and the Oregon Southern Idaho Laborers-Employers Training Trust provides:

- Transportation child care services, and job readiness funds to current apprentices in the carpenter, cement mason, ironworker, laborer, operating engineer and painter programs;
- Hardship funds;
- Case management services and household finance/budget training;
- Parenting training through the online Positive Parenting Program; and information and referral services.
- An interagency agreement with the Department of Human Services Office of Self provided services to determine if apprentices referred by Akana are eligible for Employment Related Day Care (ERDC) and, if so, provide subsidies to apprentices under that program; and provide subsidies to apprentices beyond what is allowed under Employment Related Day Care under defined formulas in what we are calling the Apprentice Related Child Care (ARCC) program for apprentices in Highway Construction Trades.

Oregon Tradeswomen, Inc. A non-profit organization that educates girls and women about careers in the construction related trades. Founded on the principles that women deserve and can attain economic self-sufficiency through pursuing careers in the building, mechanical, electrical and utility trades, their programs include but are not limited to:

- a. Pathways to Success – a Pre-Apprenticeship Career Class.
- b. Building Girls – a program for young women that offers ways to explore careers available in the trades through supervised hands-on construction experience.

- c. Tradeswomen Organized for Outreach, Leadership and Support (T.O.O.L.S). – membership driven program that fosters leadership and activism skills for tradeswomen.
- d. Annual Women in Trades Career Fair was cancelled for 2021 due to COVID-19.

Portland State University. ODOT-BOLI through its partnership commissioned an ongoing Program Evaluation Research study through Portland State University to evaluate the ODOT Highway Construction Workforce Development Program. This report uses data about apprentices maintained by BOLI as the registration agency and data collected through a phone survey of apprentices. The study was conducted by Maura Kelly and Lindsey Wilkinson, Department of Sociology, Portland State University. The study allows for the ongoing evaluation of the effectiveness of the Program, as well as continued monitoring of working conditions that affect the recruitment and retention of female and racial/ethnic minority apprentices, such as discrimination and harassment faced by apprentices on the job.

Portland YouthBuilders, Inc. (PYB). Orientations geared to the Highway Construction Industry. Portland YouthBuilders is a non-profit organization that provides education, vocational training, and leadership development services to young people between the ages of 17 and 24. PYB has a BOLI approved pre-apprenticeship program. The Program contracted for industry focused pre-apprenticeship services with Portland Youthbuilders and Oregon Tradeswomen Inc. (and subcontractor Constructing Hope).

- Training and case management to assist during the first year of apprenticeship programs.
- Work with Portland Metropolitan area schools to educate them about career opportunities in the highway construction trades;
- Provide pre-employment counseling to Disadvantaged Youth who are graduates of PYB;
- Advise PYB graduates who are not eligible for direct entry how to score better in selection procedures for apprenticeship programs in highway construction trades;
- Provide information on diversity to Local Joint Committees and participating contractors;
- Advise PYB graduates in apprenticeship about dispatch procedures when laid off.

Since mid-March, 2020, as part of the response to COVID-19, PYB has been providing additional emergency supports and remote services to all youth to help youth address COVID-related impacts.

Oregon Health and Science University. An Inter-Agency Agreement that aims to develop and validate a Respectful Workplace Climate Scale to support the goal of fostering, promoting, and measuring a respectful workplace culture and climate in the workplace. In order to develop a reliable and valid respectful climate scale, we will utilize a mixed methods approach with both qualitative and quantitative methods. The current study represents Phase I of the project, providing insight on this topic based on the literature review and analysis of 10 SME's responses. The long-term goal of this project is to help companies build a respectful workplace by developing a psychometrically sound Respectful Workplace Climate Scale that they can use to gauge the status of respect in their workplaces and the progress of interventions implemented.

ODOT OCR PROGRAMS TRAINING AND OUTREACH

Continuing to following statewide COVID-19 pandemic related public health guidelines issued by the Office of the Governor and the ODOT Director, ODOT's Office of Civil Rights adjusted its delivery of and attendance at outreach and training events using online technologies. OCR staff develop and produced online training modules for the State of Oregon's iLearn system to provide OCR's Civil Rights & Labor Compliance Training. Topics include OCR vision, mission and

objectives; DBE and ESB programs; Title VI Compliance; Equal Employment Opportunity, and Workforce Development and OJT/Apprenticeship Programs.

DOING BUSINESS WITH ODOT

This series of outreach events was staffed by various levels of ODOT employees, including OCR, procurement, and many other groups. The purpose of this outreach was to explain ODOT's mission, values, and workflow for groups interested in doing business with ODOT through our contracting system. The targeted audience was contractors who wished to learn more about how to do business with ODOT. All 5 regions of ODOT participated and had their own workshops:

- Region 1: Thursday April 1
- Region 2: Thursday April 29
- Region 3: Tuesday May 11
- Region 4: Thursday April 15
- Region 5: Thursday May 27

ANNUAL GOLD BEACH HIGH SCHOOL CAREER FAIR – ODOT Port Orford/Hunter Creek maintenance crew provided outreach to grades 6-12, 258 students on May 12, 2021.

SOUTHERN OREGON TRADE CAREERS EXPO – 96 exhibitors, Part 1: High school juniors/seniors from 6 counties. 48 schools RSVP'd 1767 students. 33 schools with 500-1000 students attended. Part 2: 114 agencies and organizations (tribal, veteran, military, community colleges, Oregon Youth Authority, Corrections, DHS, etc.) presented to about 100 job seekers on September 28, 2021.

ANNUAL ODOT - GRAND RONDE TERO MEETING

The last annual meeting between ODOT and the Confederated Tribes of Grand Ronde was on February 20, 2020, but during the past year, there were ongoing communications to manage the projects subject to the Tribal Employment Rights Ordinance and the ODOT - Grand Ronde MOU. OCR also participated in TERO contractor certification workshops on December 3, 2020, March 4, 2021, June 3, 2021, and September 2, 2021.

CONFEDERATED TRIBES OF WARM SPRINGS TERO MEETINGS

The annual meeting between ODOT and the Confederated Tribes of Warm Springs was in Bend on September 23, 2021, to discuss projects that will be subject to the Tribal Employment Rights Ordinance and the ODOT - Warm Springs MOU. OCR also participated in TERO contractor certification workshops on November 18, 2020 and in 2021 on February 24, May 26, and August 25.

CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION TERO MEETINGS

The annual meeting between ODOT and the Confederated Tribes of the Umatilla Indian Reservation took place on July 14, 2021, to discuss projects that will be subject to the Tribal Employment Rights Ordinance and the ODOT- Umatilla MOU, as well as the projects that were currently underway and what issues were ODOT and TERO are currently facing. Total number of attendees was 10. OCR also participated in TERO contractor certification workshops on May 6th, 2021 as well as August 5th, 2021. On August 6th, 2021 ODOT Office of Civil Rights coordinated a shortened version of the Contractor Certification Training with the consulting firms involved on TERO projects in Region 5. The purpose of this meeting was to teach the consulting firm project managers, contract administrators, the compliance requirements for prime/subs on these projects. There was some miscommunication on some of the projects regarding TERO

compliance, so it was decided to get everyone on the same page moving forward. There was a total of 12 participants.

GENERAL INSPECTOR CERTIFICATION TRAINING.

ODOT OCR presented OCRs workforce and small business equity programs on 02/25/21, 03/11/21 & 06/17/21. There were more than 50 attendees from ODOT, consultants and local agencies. This is a required training for all inspectors working on Federal-aid projects.

CERTIFIED LOCAL PUBLIC AGENCY (CLPA)

At this 2 day training (04/05/21 & 04/19/21), ODOT OCR staff presented OCR's workforce & small business programs. Required documents, timelines for submittals, communication and how to effectively work with ODOT & staff from project conception to project completion.

ODOT OCR PROGRAM TRAINING

ODOT OCR personnel made available a virtual OCR annual compliance training in order to fulfill FWHA compliance via Workday Learning in 2021. This training is broadly tailored for a number of different individuals, including contractors, agency staff, and the general public. This training was based on a 2020 pivot to virtual narrated presentations available online.

MINORITY ENTERPRISE DEVELOPMENT (MED) WEEK

Each year, ODOT sponsors the MED Week Workshops and awards for the Portland Metropolitan region. ODOT OCR participated online, September 19-23, 2021, along with advocacy groups, government partners and the local business community. Held virtually.

Recurring Opportunities

LATINO BUILT

Monthly meetings with this trade association for Latino contractors in Oregon. Project updates are provided in addition to networking and general discussion contractors and other partners.

PROFESSIONAL BUSINESS DEVELOPMENT GROUP (PBDG)

Monthly meeting with this construction industry trade association. Contractors, both subs and large primes, as well as other public agencies network and exchange information.

NATIONAL ASSOCIATION OF MINORITY CONTRACTORS (NAMC)

Monthly meeting of minority contractors and industry partners to identify contracting specific issues and shared challenges and opportunities.

OREGON ASSOCIATION OF MINORITY ENTREPRENEURS (OAME).

Oregon Association of Minority Entrepreneurs monthly meeting to provide networking services and discussions. ODOT staff provides relevant project announcements and encourages certification through the Certification Office for Business Inclusion and Diversity (COBID) in support of Emerging Small Businesses (ESB), Minority/Women Business Enterprises (MBE/WBE), Service Disabled Veterans (SDV), and Disadvantaged Business Enterprises (DBE).

SALEM CAPITOL CONNECTIONS.

Monthly meeting with a networking group of Oregon small business owners, entrepreneurs and business partners. ODOT staff provides bidding opportunities, upcoming project info and encourages certification through COBID.

EEO PROGRAM UPDATES

CIVIL RIGHTS COMPLIANCE TRACKING (CRCT)

CRCT is a comprehensive database created to track and monitor all of OCR's programs. The CRCT System continues to be a useful tool to record, track, and report ODOT's participation on construction projects. The components within the application include tracking utilities for monitoring Projects, Prime Contractors and sub-contractors; Small Business Enterprise; Equal Employment Opportunity; and On-the-Job Training/ Apprenticeship.

The information stored within the CRCT system allows OCR to manage the programs by reviewing or reporting on the micro level of Individual Employee, Trade, and Contractor or on the macro level of Project, Region and Fiscal Year.

The following forms are incorporated into the automated importing process:

- Apprentice/Trainee Approval Request (ATAR), ODOT Form 734-2878
- Commercially Useful Function Report-Form 3B (CUF), ODOT Form 734-2165
- Monthly Employment Utilization Report (MEUR), ODOT Form 731-0668
- Apprentice/Trainee Monthly Progress Report (MPR), ODOT Form 734-2879
- Paid Summary Report (PSR), ODOT Form 734-2882
- Training Program Approval Request (TPAR), ODOT Form 734-2880
- Federal-Aid Highway Construction Contractors Annual EEO Report FHWA Form 1391

All reporting is through the Report Builder software, capable of drawing live data from multiple databases and SharePoint lists.

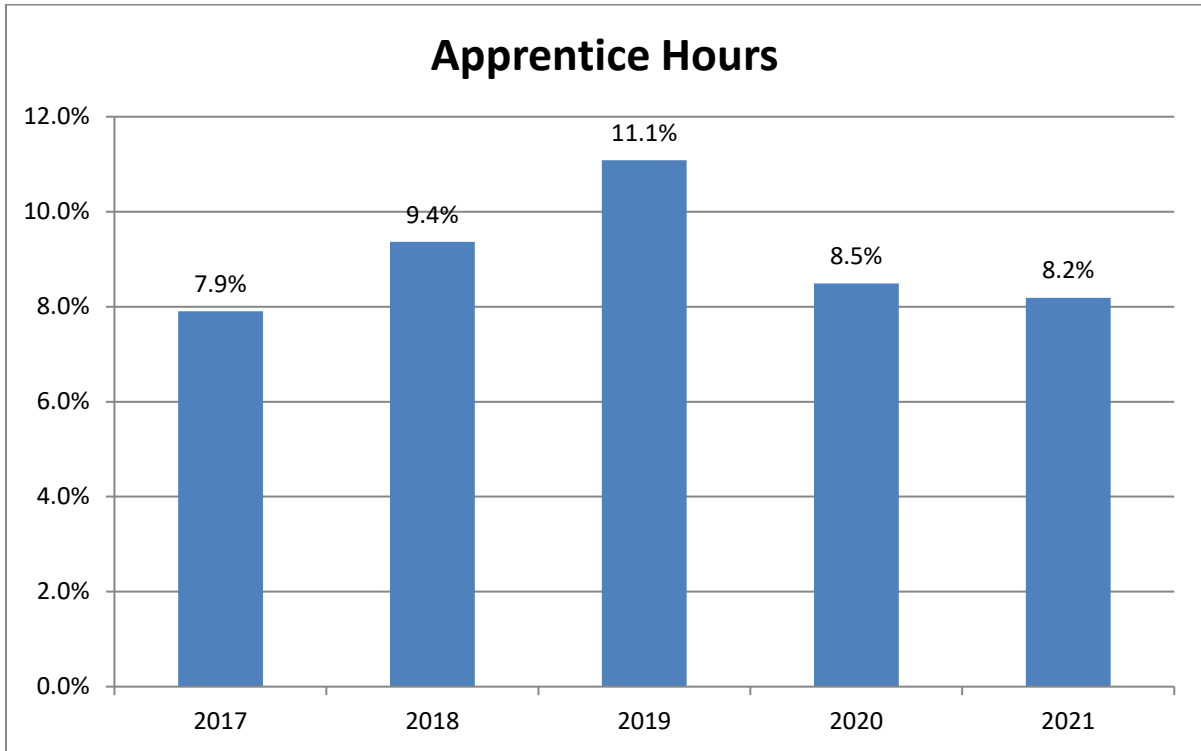
TRANSITION TO AASHTOWARE PROJECT SOFTWARE

ODOT OCR is a stakeholder in ODOT's implementation of AASHTOWare Project (AP). ODOT decided on AP to manage information throughout the contract and construction lifecycle—from cost estimation to proposal preparation, bid letting, construction and materials management, data collection, civil rights, labor tracking and reporting. ODOT will configure and deploy AP modules for Construction and Materials, and Civil Rights and Labor as the next step in the e-Construction strategy to stay in line with FHWA compliance for the Office of Civil Rights and other requirements. ODOT will move towards integrating multiple systems into one unified database creating an integrated view of the construction contracting process and reporting requirements. This will allow the simplification of reporting and allow for aged systems to be replaced with a current system that can support all programs required for construction and OCR tracking and reporting, thus ending the fragmentation of data into multiple systems. The current project time line started in July, 2020 and goes to May, 2023. Currently OCR is involved in role verification, user training, and system administration requirements. This phase is scheduled through 2022.

ODOT WORKFORCE DEVELOPMENT PLAN/PROGRAM (WDP)

The Workforce Development Program was developed based on direction given in a budget note in the Department's 2003-05 budget that stated, "Involvement of Oregon construction firms and employees – the use of Oregon firms and employees, emerging small businesses and minorities will result in economic stimulus that will benefit the state overall." The two charts below illustrate the progress of apprenticeship hours and the success of the Workforce Development Program in achieving greater female and minority utilization.

Apprenticeship Utilization on Reimbursable On-the-Job Apprenticeship Projects



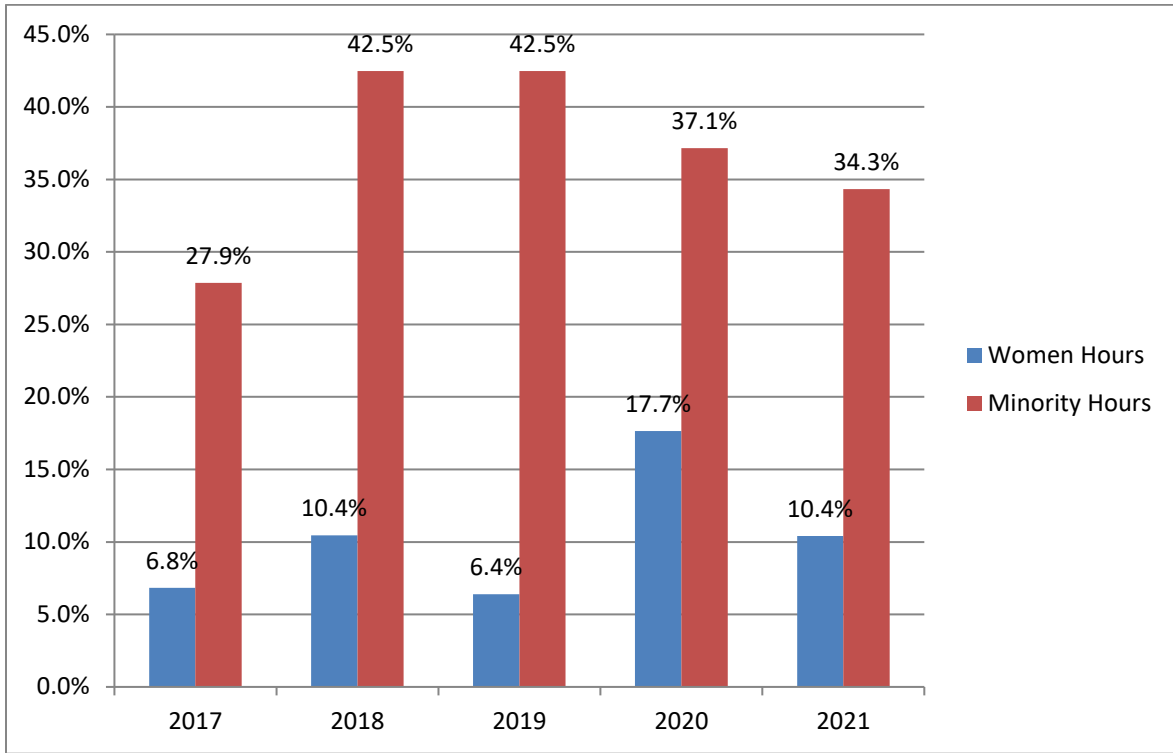
Year	2017	2018	2019	2020	2021
Apprentice Hours	7.9%	9.4%	11.1%	8.5%	8.2%

Data Source: Monthly Employment Utilization Reports entered into ODOT Civil Rights Compliance Tracking System (CRCT).

The Apprenticeship Utilization chart shows a decrease for the current reporting period. The Agency is committed to increasing apprentice utilization on heavy highway construction projects.

The next chart illustrates the percentage of apprenticeship hours by year for women and minorities. (Women that are also minorities are counted in the women column on the chart below).

Women and Minority Apprentice Hours Compared to Total Apprentice Hours



Year	2017	2018	2019	2020	2021
Women Hours	6.8%	10.4%	6.4%	17.7%	10.4%
Minority Hours	27.9%	42.5%	42.5%	37.1%	34.3%

Data Source: Contractor Monthly Progress Reports entered into ODOT Civil Rights Compliance Tracking System (CRCT).

OJT/APPRENTICESHIP GOALS - 2021 CONSTRUCTION SEASON

ODOT's authorization from FHWA allowed the 2021 training goal to be accomplished entirely through the Reimbursable training specification which is equivalent to 10% overall OJT/apprenticeship achieved per project. Each project is evaluated individually using standard goal setting methodology for all applicable federal, federally-assisted, and state projects valued at \$1 million or greater.

The greatest number of apprentices are in the Laborer, Electrician, and Carpenter trades. The breakdown of placements for FFY 2021:

Cement Mason	24.7%
Laborer	21.0%
Electrician	17.2%
Carpenter	12.4%
Power Equipment Worker	12.4%
Iron Worker	10.5%
Construction Assistant *	1.1%
Painter	0.8%
	100%

*This training program is a contractors' in-house training program approved by ODOT and FHWA

COMPLAINTS

External Civil Rights Complaint Procedure

ODOT's external civil rights complaint procedure is incorporated in the External EEO Contract Compliance Program Manual, October 2018. This procedure is included in the contractor's pre-construction packet and covered in the Office of Civil Rights Internal Pre-Con meeting. Contractors are required to post this procedure on their bulletin boards at federal-aid construction sites.

Complaints alleging violation of civil rights by a contractor or subcontractor working on an Oregon Department of Transportation project, by an applicant or employee of the contractor or subcontractor, or by an employee or agent of the Oregon Department of Transportation will be investigated.

ODOT encourages complainants to discuss their problems first with the ODOT Project Manager. However, if the complainant prefers to not contact the ODOT Project Manager, they may contact ODOT's Office of Civil Rights Unit at (503)986-4350. The discussion with the Project Manager or the Office of Civil Rights should be held as soon as possible after the alleged discrimination occurs. If the Project Manager is unable to resolve the complaint within three days after receipt or notice of the complaint, the Office of Civil Rights will conduct an investigation. If the Office of Civil Rights is contacted initially concerning the complaint, an investigation will begin immediately.

Discrimination Complaints

There were no external discrimination complaints received during the period October 1, 2020 through September 30, 2021.

EXTERNAL TRAINING PROGRAMS

Assignment of Training Positions

The method of establishing OJT goals on individual federal-aid contracts is outlined in the External EEO Contract Compliance Program Manual, October 2018.

On-The-Job Training / Apprenticeship Program Data

For the report of On-the-Job Training / Apprenticeship Placements by Name, Trade, Race, Gender & Hours, see **Exhibit D**.

For the report of Ethnic/Gender Breakdown of All Trainees by Trade, see **Exhibit E**.

OJT Supportive Services

On July 23, 2009, the Oregon State Legislature enacted Senate Bill 894, which directs ODOT to expend up to one-half of one percent (1/2 of 1%) of all federal funds received by ODOT pursuant to 23 USC 140(b) up to an amount of \$1.5 million per state biennium (Amended by Senate Bill 831 passed by Senate June 29, 2013 to \$2.1 million) to increase diversity in the highway construction workforce and to prepare individuals interested in entering the highway construction workforce. See Pages 9-14 for details of On-the-Job-Training and Supportive Services activities.

OJT Program Administration

Under the guidance and leadership of OCR's Business and Field Operations Manager, the Regional Civil Rights Field Coordinators ensure consistent monitoring and compliance of OJT/Apprenticeship Special Provisions. This has proven to be the most efficient and consistent method for administering the OJT program.

OJT Supportive Services Administration

The Workforce/Region 4 Civil Rights Field Coordinator facilitates day-to-day administration of all OJT/SS contracts in support of the OCR Business and Field Operations Manager. The current Workforce/Region 4 Civil Rights Field Coordinator began employment with ODOT's Office of Civil Rights on January 21, 2020.

CLOSING STATEMENT

ODOT continues to demonstrate its commitment to the state and its citizens by creating and supporting programs aimed at helping minority-owned, women-owned, and emerging small businesses grow. ODOT is also helping workers move into transportation-related careers by partnering with training organizations, growing apprenticeship opportunities, and reaching out to communities.

ODOT will continue to review and analyze its data. ODOT will also identify strategies to improve EEO compliance and increase diversity in the heavy highway construction trades.

As this report demonstrates, ODOT will continue to build on past successes and look for new opportunities in its ongoing commitment of ensuring fair and equitable access to ODOT economic opportunities, programs, and services.

OCR Vision:

"Promote innovative programs that provide equitable access and opportunities in Oregon transportation."

<https://www.oregon.gov/ODOT/Business/OCR/Pages/index.aspx>

Exhibit A



Office of Civil Rights

*Resources for Equity and Opportunity
in Oregon Transportation*



STATE OF OREGON
POSITION DESCRIPTION

Position Revised Date:
July 1, 2020
(only change if revisions are made)

Agency: Dept of Transportation

Division: Social Equity

This position description is for:

- A new position that is being established
An existing position that is being revised
No change - Annual review

Service Type
of this position is:
(Check one box only)

- Management Service (X):
Supervisory (MMS)
Managerial (MMN)
Confidential (MMC)

- Unclassified:
Executive Service (Z)

SECTION 1. POSITION INFORMATION

a. Classification Title: Principal Executive Manager D
b. Classification No: X7006
c. Establish Date: February 1, 1990
d. Position No: 2301319
e. Working Title: Business and Field Operations Manager
f. Agency No: 73000
g. Section Title: Office of Civil Rights
h. Budget Auth No: 000435040
i. Employee Name: Cyé Fink
j. Union Repr Code: N/A
k. Work Location (City - County): Salem, Marion
l. Supervisor Name: Angela M. Crain

m. Position: check the one/s that apply
[X] Permanent [] Seasonal [] Limited Duration [] Double Fill

n. Position: check only the one that applies
[X] Full-Time [] Part-Time [] Intermittent [] Job Share
[] Academic Year

o. FLSA: [X] Exempt [] Non-Exempt
If Exempt: [X] Executive [] Professional [] Administrative
p. Eligible for Overtime: [] Yes [X] No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who is affected, size, and scope. Include relationship to agency mission.

The Oregon Department of Transportation exercises leadership and vision in promoting, developing and managing a statewide network of transportation systems and facilities. These systems and facilities provide access to Oregon for the State's citizens and visitors, provides efficient movement of commerce, goods and services, ensures the safety of transportation systems users, and enhances Oregon's competitive position in national and international markets. ODOT is a geographically-spread organization of approximately 4500 FTE with a \$3.8 billion biennial budget.

The purpose of the Office of Civil Rights (OCR) is to provide fair and equitable access to ODOT economic opportunities, programs and services. Programs administered by OCR are governed by federal and state law, federal regulations and policies, Presidential Executive Orders, Governor's Executive Orders and ODOT policies.

OCR support the Department's mission by administering programs that help minorities, women, low-income, disadvantaged and disabled individuals or group's access economic opportunities through jobs or contracts with ODOT.

OCR is responsible for administering and providing oversight for the Department's federal and state civil rights programs. This includes, but is not limited to; the statewide Workforce Development Program (WDP), Disadvantaged Business Enterprise Program (DBE), Emerging Small Business Program (ESB), Equal Employment Opportunity Program (EEO), Title VI Compliance, Tribal Employment Rights Ordinance (TERO), Environmental Justice Program and Intermodal Civil Rights. OCR is also responsible for working with the ODOT Office of Human Resources to coordinate and co-manage the Americans with Disabilities Act (ADA) program for the department.

OCR provides technical support, education, awareness and outreach on its programs to the public, ODOT's project management staff statewide, all ODOT divisions, branches and sections. The OCR also assists with professional services contracts which contain DBE, On-the-Job Training and Equal Employment Opportunity goals and provisions. In addition, OCR's ESB program provides opportunities to small emerging businesses regardless of race or gender.

b. Describe the primary purpose of this position, and how it functions within this program.

Complete this statement. The primary purpose of this position is to:

The primary purpose of this position is to carry out the mission/vision/goals of the ODOT as they relate to OCR. The person in this position must have an exceptional level of skill at assessing the environment, and determining the most effective use of resources in order to carry out the agency goals and objectives. This position supports the OCR Manager in carrying out their duties.

This position manages the general day-to-day operations for the OCR, ensuring adherence to laws, rules, policies and contracts that govern OCR. This position provides supervisory management and directs the OCR Field Coordinator Unit located within ODOT's regional offices, and the Business Support Unit.

This position manages the WDP and provide leadership to the WDP by developing short- and long-range goals, strategies and tactics for carrying out OCR's work in the WDP in accordance with the agency's mission and broad objectives in creating jobs for Oregonians. It provides leadership and ensures integration between Program Management, Field Coordinators, and the Business Support unit who all support the Disadvantaged Business Enterprise (DBE), Emerging Small Business (ESB), Title VI and Environmental Justice, Equal Employment Opportunity (EEO), OJT Apprenticeship and Intermodal (transit/rail) programs, which all play a role in administering the WDP for ODOT throughout the state of Oregon. This position manages the fund development with other state and federal agencies and private sector organizations that provide supportive services and resources to the WDP.

The person in this position provides advice and direction to ODOT managers, employees and private contractors; provides training and guidance to Civil Rights Field Coordinators ensuring field operations are consistent with all OCR program requirements and ensuring the programs are in compliance with FHWA program regulations.

This position serves as the External EEO Compliance Officer for ODOT as required by the Federal Highway Administration (FHWA). It manages and ensures compliance with the FHWA External Equal Employment Opportunity (EEO) Contract and OJT/Apprenticeship Training programs. The

EEO Program is responsible for ensuring that federal contractors and subcontractors do not discriminate in their employment and contracting practices based on race, color, religion, sex, national origin, age or disability. It develops and directs the grant management program for OJT Supportive Services programs and manages contracts awarded to OCR through these programs.

The incumbent assists OCR Manager to ensure the agency’s compliance with administrative requirements for the DBE program such as establishing overall annual DBE program and specific goals, developing and updating the DBE Program Document, developing and managing required Disparity Studies, and developing procedures and evaluating program requirements.

This person tracks the section budget and provides guidance to the OCR Manager on budgetary matters. They also prepare the biennial budget for the OCR for approval by the OCR Manager.

In the OCR Manager’s absence, this position has the authority to make decisions on their behalf, and commit the agency to a course of action.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function – for ADA purposes.

The following are general requirements for performance of the duties listed below: maintains regular and punctual attendance; contributes to a positive and productive work environment; establishes and maintains professional and collaborative working relationships with all contacts.

Be a respectful member of a team, which includes communicating and working effectively and appropriately with a variety of individuals or groups with diverse cultural beliefs, values and behaviors.

Be responsible for achieving the Department’s Affirmative Action goals through recruitment, selection and retention of protected class individuals. Promote and support the value the Department places on Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Working Guidelines through individual actions and interactions with employees, applicants, stakeholders, community partners, and landowners.

% of Time	N/R/NC	E/NE	DUTIES
Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.			
20%	R		<p><u>SUPERVISORY DUTIES</u></p> <ul style="list-style-type: none"> • Perform full supervisory duties including directing and coordinating the work of the staff in the Field Coordinator Unit and the Business Support Unit. This position will conduct the selection process for staff, conduct performance evaluations, respond to grievances, approve leave and travel expenditures, assign work schedules, establish performance expectations, monitor work performed, administer and/or recommend disciplinary actions, etc. • Provide and recommend necessary training and knowledge transfer from other programs areas, new and changed legislation, policy changes, ODOT project management processes, etc. as appropriate for staff to ensure they have all the tools necessary to successfully implement workforce and small business programs statewide for ODOT. • Identify and provide leadership in the exchange of information

			between the Program Management staff, Field Coordinators staff, and Business Support staff for Disadvantaged Business Enterprise (DBE), Emerging Small Business (ESB), Title VI and Environmental Justice and Intermodal programs, to ensure performance standards are met by all.
15%	R		<p><u>PROGRAM PLANNING/DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Develop, establish and implement strategic plans to address workforce and small business management challenges and opportunities. Develop, implement, and evaluate statewide program goals, objectives and priorities and how they fit within ODOT's mission and goals, and have a primary effect on the Economic and Community Development mission of the State of Oregon. • Create and implement evaluation and resource planning to provide for the long-term stability of the OCR workforce and small business programs. Monitor and modify operational system to support changing state or federal priorities, recommend necessary reporting and administrative controls for long-term strategies. • Consult with OCR Manager regarding new program initiatives and standards, for private sector businesses and other organizations who are recipients of OCR program funding.
15%	R		<p><u>FUNDING/BUDGET MANAGEMENT</u></p> <ul style="list-style-type: none"> • Identify appropriate funding strategies and necessary resources to implement successful workforce and small business programs. These projects require planning ,fund development and monitoring of expenditures with local governments, community organizations, private sector businesses and state and federal agencies. • Administer and perform budget preparation duties for the OCR. Manage budget requests from stakeholders, contracts, internal governmental agreements, etc. based on current and future plans for OCR operations and program direction. Consult with the OCR Manager in developing spending plans and perform budget prep work for OCR based on the current fiscal environment.
15%	R		<p><u>POLICY MAKING</u></p> <ul style="list-style-type: none"> • Recommend revisions to OCR policies, procedures and rules, and assess their impact on program operations. • Develop short- and long-range goals, policies, strategies and tactics for the OCR to carry out in accordance with the agency's mission and objectives. • Make recommendations to the OCR Manager in the development of legislative responses, and interpretation of the legislative intent. Determine areas of risk to the Office of Civil Rights and make recommendations to the OCR Manager to mitigate risk exposure.
15%	R		<p><u>BUSINESS/ORGANIZATION OPERATIONS</u></p> <ul style="list-style-type: none"> • Develop and maintain efficient processes to deliver timely service

		<p>and quality products to internal and external stakeholders.</p> <ul style="list-style-type: none"> • Develop and maintain performance standards and performance measurement of programs that include workload projections and staffing plans; monitor, evaluate, report and adjust results to meet pre-set goals and expectations. • Manage the resources among the Field Coordinators, Business Support and Program Management within OCR to meet workload requirements, including shifting resources (which requires determining staffing needs), as needed to meet peak or unexpected workloads. Field Coordinators administer projects that varies from 20 – 70 at one time as determined by legislative, agency and budgetary program directives and priorities. These positions are members of Regional Project Management teams and provide direction and support to ODOT staff and external stakeholders in three areas; Project Development, Project Construction, and Maintenance and Operations. • Provide oversight and direction to the Field Coordinator Unit in the implementation of the Workforce Development Program (WDP), Disadvantaged Business Enterprise (DBE), Emerging Small Business (ESB), Title VI and Environmental Justice and Intermodal programs in the Regions' projects. • Serve as the Civil Rights Compliance Tracking (CRCT) business system owner and represent OCR at Community of Interest (COI) meetings when OCR Manager is not available. • Manage the ongoing development and design of the CRCT system database to support operations and strategies of the Workforce Development, Intermodal and Small Business programs for the state of Oregon internal and external customers. Assist in development and design of any successor database systems. • Facilitate the flow of information between Field Coordinators and OCR program managers and various project staff in the regions.
10%	R	<p><u>PROGRAM ADMINISTRATION</u></p> <ul style="list-style-type: none"> • Oversee the management of the federally-required FHWA External Equal Employment Opportunity (EEO) and OJT programs. Provide advice and technical assistance to accomplish program requirements and reports including contractors' compliance reviews. Facilitate the annual federally-required EEO Assurance Report (Part 1) and ensure that required reports are completed within established timelines. • Ensure WDP is in compliance with FHWA program regulations. These standards, policies and rules affect citizens of Oregon seeking careers in transportation construction, community organizations, Associated General Contractors (AGC), Oregon Labor and Industries (OLI), Oregon Employment Department (OED), Department of Community Colleges and Workforce Development (DCCWD) who are under the WDP programs oversight for funding distribution. • Ensure DBE program compliance with administrative requirements, such as the overall program goal and project goals. • Perform other duties as assigned by OCR Manager.

10%	R		<p><u>OUTREACH/INTEGRATION</u></p> <ul style="list-style-type: none"> • Ensure that information and communication continues regularly with OCR Manager, FHWA, the Statewide Project Delivery Manager, Workforce and Small Business Leadership Teams, Certification Office of Business and Inclusion, and other participating agencies and stakeholders regarding the development of regulations, implementation of protocols, and federal and state expectations and interpretations. • Manage the results of program goals and objectives to increase participation of women, minorities, and small business in construction projects. Identify needed funding, overall program goals, and other measures necessary for long-term program effectiveness to ensure women, minorities, and small businesses can compete for opportunities on construction projects. • Serve as a representative and/or committee member on committees and taskforces with various stakeholders internally and externally that further the goals and objectives of the OCR and ODOT. • Serve on department leadership teams to facilitate integration of the small business, intermodal and Title VI programs with field coordinators and business support programs. Advise OCR Manager of necessary actions and resources required to facilitate the implementation of OCR program plans statewide.
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100%

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Work with high visibility, confidential, and sensitive programs. Some travel to field locations, including overnight. The position requires strong interpersonal relationship skills, and strong verbal/written communication skills. There is a very high level of public contact with various stakeholders such as politicians, contractors, trades, minorities, community-based organizations, and other public and private entities. This position will encounter situations when diverse opinions and conflicts are involved. Often, the issues being discussed are complex and controversial. This position requires the ability to work in highly stressful situations, have the skills to maintain composure, facilitate problem solving and know how to build consensus.

This position works primarily in an office environment with periodic travel to ODOT's regions for supervision of field staff, meetings, events, and presentations. A valid driver license, an acceptable driving record and the ability to drive is required for this position.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

This position requires extensive knowledge of regulations, civil rights laws, policies, rules, interpretation/application of various state and federal regulations and laws, BOLI and ODOT policies and guidelines.

- ODOT, Mission, Values and Goals
- ODOT Operating and Procedures and Policies
- ODOT Manager’s Handbook
- Collective Bargaining Agreements
- ADA, Affirmative Action, OSHA, etc.
- State of Oregon Classification Specifications
- State/ODOT budget preparation and accounting procedures
- ODOT Purchasing Manual
- DAS Administrative Rules, Policies and Procedures
- Personnel Service Contracting Manual
- DAS and E-Board policies and procedures
- 23 CFR Part 230
- Civil Rights Act of 1964
- Title 49 CFR Part 26
- DBE Program Document & Operations Manual
- DBE Supplemental Required Contract Provisions
- WDP Supplemental Contract Provisions
- Governor’s Executive Order
- Presidential Executive Order 11246
- Federal Highway Program Manual
- Oregon Administrative Rules
- MAP-21
- Surface Transportation and Uniform Relocation Assistance Act of Act of 1987 (STURAA)
- Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users 2005-2009 (SAFETEA-LU)
- Transportation Equity Act for the 21st Century 1998-2003 (TEA-21)
- Inter modal Surface Transportation Efficiency Act of 1991 (ISTEA)
- Standard Specifications for Highway Construction (1996)
- Oregon Revised Statutes
- ODOT Construction Manual
- EEO and OJT Supplemental Required Contract Provisions
- Davis-Bacon and related-acts, including State prevailing wages

b. How are these guidelines used?

They provide the basis for interpretation, decision making, and determination of the proper procedures to follow in implementing the OCR programs. These are used to provide the basis for managerial decisions necessary for successful accomplishment of departmental policies and objectives.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who Contacted	How	Purpose	How Often?
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>			
Office of Civil Rights manager	Ongoing	Overall direction and management	Daily
FHWA (Region and Division) Staff	Consultation, work groups	Design approved programs	Region – Monthly; Division –

			Bimonthly/daily
ODOT Divisions and Regions	Ongoing	Coordination of activities; consultation	Regularly
Industry Associations (Associated General Contractors, Unions, WCOG); Prime and Sub Contractors	Consultation Work groups	Coordination of activities; industry feedback; education/training; conflict resolution	Regularly
Supportive Services Consultants, Assistant Attorney General, Portland Community College, Oregon Tradeswomen Inc., Joint Apprenticeship Council, Evening Trades Apprenticeship Program	Consultation Work groups	Contractual obligations and expectations; legal interpretations and sufficiency of proposed contracts	Regularly
Other governmental bodies such as: <ul style="list-style-type: none"> • City of Portland • Port of Portland • METRO • Tri-Met • City of Eugene Office of Federal Contracts Compliance Programs (OFCCP)	Consultation Work groups	Contractual obligations and expectations; legal interpretations and sufficiency of proposed contracts; community education; conflict resolution; public feedback	Regularly
ODOT Director and Executive Staff	Consultation	Requests for information and reports	As required

SECTION 7. POSITION RELATED DECISION MAKING

a) Describe the typical decisions of this position.

This position makes independent decisions daily regarding resource leveling statewide to manage the OCR programs appropriately and efficiently and in compliance with state and federal laws, rules, polices. This position makes decisions to find resolutions regarding the integration of services among OCR field staff, OCR program management staff, external construction contractors and stakeholders, internal Statewide Project Delivery Management and Bridge Delivery Program Management with conflicting and or competing priorities. These decisions may impact how business is conducted statewide and set new precedence. Many times, innovative and objective problem solving for conflicting objectives from external and internal stakeholders is required where no precedents have been established, continuous changes and growth to meet the needs of Oregonians. This position must analyze and interpret various new and revised federal and state laws' intent in regard to the implementation and administration of OCR programs and then determine new standards of operation and procedures that may be required statewide and agency-wide for ODOT.

The scope of decisions made by this position encompasses ODOT-wide direction and policies affecting all functions, processes and system within the department. This position must effectively and professionally represent the agency as a whole, including the Director, the Governor, executive staff, and commission. Decisions made by this position impact public perceptions of the Agency and have broad political impacts. Decisions often involve politically sensitive issues, which can adversely affect the department. The decisions made by this position often require negotiating and mitigating outcomes with competing interests and with competing partners from the transportation industry and other agencies. This position must make decisions that ensure the correct strategy, positions and messaging occurs appropriately to deliver programs successfully on behalf of the Agency.

b) Explain the direct effect of these decisions.

Decisions impact the use of FHWA funds in the billions of dollars for programs affecting underserved populations, training programs, technical assistance and equal employment opportunities. Poor or untimely decisions could lead to potential grievances, inappropriate expenditures, tort claims, violations of Human Resource law, rules and regulations, missed deadlines, poor employee morale, low section productivity and inefficiencies.

The decisions made by this position will have a direct impact on the state’s economy through the success of the OCR Programs. Successful management decisions will impact meeting the legislative and FHWA expectations, and developing productive relationships with various stakeholders such as minority communities, other public entities, and construction industries. Improper decisions could result in a direct impact to number of jobs created or made available to Oregonians seeking work opportunities. Improper decisions could result in negative perceptions and conclusions drawn by the public, legislators, internal and external stakeholders that the agency’s OCR programs are not effective in providing diversity in the Oregon workforce and funding may be withdrawn from various ODOT programs.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Classification Title	Position No.	How	How Often	Purpose of Review
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>				
Principal Executive Manager F (Z7010)	0068001	Through on-going daily contact, formal annual evaluation, regular feedback	regularly or periodically (annual)	Purpose of review is to monitor progress of unit goals as decided by the Office of Civil Rights and to evaluate the overall performance of duties as described.

SECTION 9. OVERSIGHT FUNCTIONS FOR MANAGEMENT SERVICE SUPERVISORY (MMS) POSITIONS ONLY

- a. How many employees are directly supervised by this position? 10
 How many employees are supervised through a subordinate supervisor? 0

- b. Which of the following activities does this position do?
- | | |
|---|--|
| <input checked="" type="checkbox"/> Plan work | <input checked="" type="checkbox"/> Coordinates schedules |
| <input checked="" type="checkbox"/> Assigns work | <input checked="" type="checkbox"/> Hires and discharges |
| <input checked="" type="checkbox"/> Approves work | <input checked="" type="checkbox"/> Recommends hiring |
| <input checked="" type="checkbox"/> Responds to grievances | <input checked="" type="checkbox"/> Gives input for performance evaluations |
| <input checked="" type="checkbox"/> Disciplines and rewards | <input checked="" type="checkbox"/> Prepares & signs performance evaluations |

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

Desired Attributes/Application Scoring Criteria for the Recruitment Announcement:

- Demonstrated ability to effectively lead, manage and maximize staff resources.
- Creative problem solving abilities.
- Willingness to challenge traditional business practices and engage in prudent risk-taking.
- Self-starting abilities, adaptability and political awareness.
- Strong organizational leadership skills with an ability to build and facilitate collaborative working relationships.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

Operating Area <i>(Personal Services; Services & Supplies; Capital Outlay)</i>	Biennial Amount (\$00000.00)	Fund Type <i>(General; Other; Federal; Lottery)</i>
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>		
Operating Area Personal Services and Services and Supplies	Biennial amount \$1,550,000.	other funds and directed
Workforce Development Program Budget and Federal Grant Funds	Biennial amount \$4,100,000.	Other funds and grants

DESIGNATION OF NAME-BASED CRIMINAL BACKGROUND CHECK (CBC) REQUIREMENT:

Review the criteria below. Indicate if the position is assigned these duties or responsibilities. If one or more boxes is checked yes, a CBC is required prior to filling the position.

The employee in this position...

1. Provides information technology (IT) services and has control over access to Department information technology systems that could allow the individual to harm these systems or the information contained within the systems. This relates to having responsibilities that involve development, programming, installation, maintenance or other technical aspects related to Department hardware and software. It is not intended to include positions with responsibilities that only utilize IT systems, such as entering and retrieving data. Yes No
2. Has responsibility for receiving, receipting, or depositing money or negotiable instruments. Yes No
3. Has responsibility for payroll functions. Yes No
4. Has responsibility for purchasing or selling property, or has access to private property in the Department's custody (such as Right of Way and Facilities). It is not intended to include positions with responsibilities that may involve simply being on private property to perform certain duties. Yes No
5. Has access to personal identification information about employees or members of the public, including Social Security numbers, date of birth, driver license numbers, medical information, personal financial information or criminal background information. Yes No

DESIGNATION OF NAME-BASED AND FINGERPRINT-BASED CRIMINAL BACKGROUND CHECK (CBC) REQUIREMENT:

Review the criteria below. Indicate if the position is assigned these duties or responsibilities. If one or more boxes is checked yes, both a name-based and a fingerprint-based CBC are required prior to filling the position.

The employee in this position...

1. Has tasks associated with the verification, data entry, or modification of driver identity information..... Yes No
2. Has access to driver or customer systems that would permit the entry or modification of driver identity information. Yes No
3. Has tasks associated with taking, reviewing, or accepting photos for driver licenses and identification cards. Yes No
4. Is a supervisory or management position that can affect the work of employees who perform any of these tasks. Yes No

CJIS

5. Has unescorted access to unencrypted criminal justice information or unescorted access to physically secure locations or controlled areas. Yes No

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart.

Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, and employee name and position number.

SECTION 12. SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

Appointing Authority Signature

Date

Angela M. Crain

Printed Name of Appointing Authority

Exhibit B



Office of Civil Rights

*Resources for Equity and Opportunity
in Oregon Transportation*



STATE OF OREGON
POSITION DESCRIPTION

Position Revised Date:
January 6, 2020
(only change if revisions are made)

Service Type
of this position is:
(Check one box only)

Agency: Dept of Transportation

Division: ODOT Headquarters

Classified (C):
[X] Represented (fill in 1.j below)
[] Unrepresented

This position description is for:
[] A new position that is being established
[X] An existing position that is being revised
[] No change - Annual review

SECTION 1. POSITION INFORMATION

a. Classification Title: Program Analyst 2
b. Classification No: C0861
c. Effective (Est.) Date: July 1, 2007
d. Position No: 1181000
e. Working Title: Field Coordinator - Region 4
f. Agency No: 73000
g. Section Title: Office of Civil Rights
h. Budget Auth No: 001027690
i. Employee Name: Clay Deckert
j. Union Repr Code: [X] SEIU(OA)
k. Work Location (City - County): Bend, Deschutes [] AEE (E)
l. Supervisor Name: Angela Crain

m. Position: check the one/s that apply
[X] Permanent [] Seasonal [] Limited Duration [] Double Fill
n. Position: check only the one that applies
[X] Full-Time [] Part-Time [] Intermittent [] Job Share
[] Academic Year
o. FLSA: [] Exempt [X] Non-Exempt
If Exempt: [] Executive [] Professional [] Administrative
p. Eligible for Overtime: [X] Yes [] No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who is affected, size, and scope. Include relationship to agency mission.

The Oregon Department of Transportation exercises leadership and vision in promoting, developing and managing a statewide network of transportation systems and facilities. These systems and facilities provide access to Oregon for the State's citizens and visitors, provides efficient movement of commerce, goods and services, ensures the safety of transportation systems users, and enhances Oregon's competitive position in national and international markets. ODOT is a geographically-spread organization of approximately 4500 FTE with a \$3.8 billion biennial budget.

The Office of Civil Rights (OCR) operation supports the Department's mission through its programs that helps minorities, women, low-income, disadvantaged and disabled individuals or groups with acquiring economic opportunities through jobs or contracts. Its programs provide equal access to services and economic opportunities.

Federal programs include Disadvantaged Business Enterprise, Equal Employment Opportunity, Title VI, Limited English Proficiency, and Environmental Justice. The OCR provides technical and administrative support ODOT-wide. A state mandated program includes the Emerging Small Business (ESB) program. Through ORS 200.150, the ESB program provides opportunities to small emerging businesses regardless of race and gender. Programs are determined by law, federal regulations, Governor's Executive Orders, and Department Director policies.

b. Describe the primary purpose of this position, and how it functions within this program.

Complete this statement. The primary purpose of this position is to:

The Region 4 Field Coordinator has a dual role. Approximately thirty (30) percent of its time is devoted to implementation of the Workforce Development Program (WDP) statewide and approximately seventy (70) percent of the position's time is spent on field coordinator duties.

Recommend policy needs and program goals and actions to the Field and Business Support Manager to ensure the successful execution of the Workforce Development Program throughout the state.

Implement workforce development strategy and ensure a diverse workforce is available for OJT/apprenticeship programs to carry out diversity strategies in support of the WDP. The goal is to increase participation of women and minorities in highway construction projects. Identify needed funding, overall program goals, and other measures necessary for long-term program effectiveness to ensure women and minorities can compete for positions on highway construction projects.

Ensure compliance with FHWA program regulations. These standards, policies and rules affect citizens of Oregon seeking careers in highway/bridge construction, community organizations, Associated General Contractors, and Bureau of Labor and Industries (BOLI), BOLI is under the WDP for oversight of funding distribution. Implement the grant management program for OJT Supportive Services programs and manage contracts awarded through these programs.

Serve as a member of the Regional project management team and provide direction and support to ODOT staff in three major areas: Project Development, Project Construction, and Maintenance and Operations.

Under Project Development, this position will provide technical advice, assistance, and support for the Small Business Initiative, Community Outreach, Disadvantaged Business Enterprise (DBE), Emerging Small Business Enterprise (ESB), and Title VI/Environmental Justice programs. Serve as a member of project development teams in support of the Area Managers.

Under Project Construction, provide technical advice, assistance, and support in the areas of Data Management, EEO Compliance, and Small Business programs.

Under Maintenance and Operations serve as liaison for the Emerging Small Business program manager in support of the Region District Managers.

This position will perform as a technical advisor and technical support to region managers and project management staff in the regions. Perform research and develop factual data and revise program procedures in coordination with Field and Business Manager to manage the programs and complete the programs processes to ensure compliance in order to successfully manage and complete projects in accordance with rules and regulations. This position is responsible for the programs in their region and monitoring local programs that are receiving funding, and representing the programs to the public.

Serve as liaison to Native American Tribes as appropriate to address workforce needs and development and, as deemed appropriate by the agency, as liaison for any existing formal tribal agreements such as an MOU/TERO agreement. This position maintains a leadership role and participates in community outreach events to promote job creation, diversity, and contracting opportunities for these tribes.

Perform contract analysis and some compliance related work in accordance with 49 CFR 26, 23 CFR Part 230, Executive Order 11246 and other related regulations. Part of managing and representing the programs in the region is to bring about compliance of organizations through enforcement and technical assistance. The focus of this position is to be an advocate, represent, and provide a service to contractors, businesses and various stakeholders with the programs in the region by providing assistance to individuals and organizations in the design, planning, monitoring, training, evaluation and reporting of DBE, ESB, EEO, Title VI, and OJT programs consistent with current federal and state laws, rules and regulations. This position will conduct audits, reviews, fact findings, investigations and develop/recommend actions to be taken by project management staff in their respective regions to ensure contractor compliance with legal requirements.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function – for ADA purposes.

The following are general requirements for performance of the duties listed below: maintains regular and punctual attendance; contributes to a positive and productive work environment; establishes and maintains professional and collaborative working relationships with all contacts.

Be a respectful member of a team, which includes communicating and working effectively and appropriately with a variety of individuals or groups with diverse cultural beliefs, values and behaviors.

% of Time	N/R/NC	E/NE	DUTIES
Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.			
			<p><i>Notes:</i></p> <p><i>1 - The percentage of time allocated for each program area varies from day to day. The percentage of time specified in this position description is an estimated average over a period of a year.</i></p> <p><i>2 – Regional Assignment Coverage: Assigned coverage will</i></p>

			<p><i>vary depending on the changing number and location of construction projects in adjacent regions. Employee must adjust time allocated to each program area based on the demand on priority, geographical consideration, and workload factors.</i></p>
30%	NC	E	<p>Workforce Development Program Administration</p> <ul style="list-style-type: none"> • Implement Apprenticeship/OJT Supportive Services contracts and programs, monitor contract progress and payments awarded for these programs. Assist Field and Business Support Manager in the writing of concept proposals for FHWA grant applications for continuation of funding to advance the WDP. • Implement the WDP Statewide Regional Supportive Services programs, coordinating with Civil Rights field coordinators regarding their participation. • Work with Field and Business Support Manager to identify funding strategies and necessary resources to implement the workforce diversity program. These projects require planning including fund development with local governments, community organizations, private sector businesses and state and federal agencies. • Note areas of risk and recommend actions to Field and Business Support Manager to mitigate risk exposure. • Provide input and carry out evaluation and resource planning to provide for the long-term stability of the Workforce Development Program. • Assist the Field and Business Support Manager with implementation of the federally required FHWA External EEO and OJT programs. Assist with the annual EEO Assurance Report (Part 1) and completion of required reports. • Assist in the preparation of formal External EEO Contract Compliance reviews.
25%	NC	E	<p>Workforce Development Field Implementation</p> <p>1. Technical Assistance/Consultation</p> <p>Develop processes for providing effective apprenticeship/OJT technical assistant to project management staff. Analyze, interpret and apply existing laws, rules and policies to advise internal and external project management staff and local agency project management staff on Equal Employment Opportunity (EEO), and Apprenticeship/On the Job Training (OJT) requirements. Instruct internal and external project management staff (i.e. consultants) and local agency project</p>

		<p>management staff on handling program requirements and regulatory complaints. Provide technical advice to managers, staff, contractors, consultants, and outside organizations on EEO and Apprenticeship/OJT regulations and guidelines. Develop and present oral and written presentations on policy and procedure. Collaborate with local officials to solve potential conflicts or misinterpretation of regulations.</p> <p>2. EEO Compliance</p> <p>Conduct employee interviews for EEO Compliance audits and reviews, as required. Coordinate follow-up actions with EEO Compliance Officer. Conduct trainee interviews, when necessary or as requested by EEO Compliance Officer. Identify and interpret applicable laws, policies, or procedures that have been violated and determine appropriate courses of action, up to and including, withholding of funds in conjunction with the Project Manager. This position must also factor in, and determine, the success of the project and its economical impacts to the region's projects and programs. Assist the EEO Officer in conducting investigations or fact findings in response to complaints, and develop corrective action plans based on findings. Work with consultants, local agencies and other regulatory entities to solve problems and mediate disputes concerning issues of compliance.</p> <p>3. Data Collection/Program Monitoring and Evaluation</p> <p>Develop and monitor methodologies for ensuring that all required contracting information is entered into Civil Rights Compliance Tracking (CRCT) system for compilation of statistical and other pertinent information in a timely manner. Monitor EEO and Apprenticeship/OJT statistical information and performance measures within its respective geographical area.</p> <p>Appropriate contracting information includes, but is not limited to:</p> <ul style="list-style-type: none"> All OJT/Apprenticeship Training Program information. All OJT/Apprenticeship Requests. All Monthly Progress Records/Apprenticeship timesheets All Monthly Employment (and Apprenticeship) Utilization Reports. <p>Develop and monitor procedures for reviewing reports and complaints submitted by internal and external contract administration staffs to verify EEO and Apprenticeship/OJT contract compliance. Evaluate program operations to identify areas of weakness or non-compliance, and establish corrective actions for identified deficiencies, in coordination with EEO Officer. Develop procedures for the review of project records for compliance to policy and procedure, rules or other</p>
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			governing documents. Develop and monitor processes for recommending adjustments needed to achieve program effectiveness.
40%	NC	E	<p>Small Business Programs</p> <p>1. Technical Assistance/Consultation</p> <p>Establish and develop processes for analysis, interpretation, and application of laws, rules and policies to assist internal and external project management staff and local agency project management staff with Disadvantaged Business Enterprise (DBE), and Emerging Small Business (ESB), and Minority/Women Business Enterprise (MWBE) program compliance issues. Instruct internal and external project management staff and local agency project management staff on handling regulatory complaints. Provide technical advice to managers, staff and outside organizations on DBE, ESB, MWBE program regulations and guidelines. Design and deliver oral and written presentations to educate users on policies and procedures. Collaborate with local agency officials to solve potential conflicts or misinterpretation of regulations. Work with regional staff to develop and present community outreach events in support of regional projects and programs.</p> <p>Construction projects include, but are not limited to, design-build, local agency managed projects, and Jobs and Transportation Act (JTA) projects. Assist in the clarification of contracting and subcontracting provisions of minorities and women owned firms on all types of projects. This also applies to associated personal services contracts.</p> <p>2. Compliance</p> <p>Working in concert with DBE and ESB managers, develop procedure(s) for conducting contract compliance reviews on federally assisted highway construction projects. Reviews include, but are not limited to, Commercially Useful Function (CUF) on-site reviews of DBE firms.</p> <p>Develop procedures for ensuring that CUF on-site reviews have been completed by project inspectors on DBE firms. Ensure Subcontractor Paid Summary Reports (Prompt Payment) have been submitted on all projects.</p> <p>Develop processes for conducting administrative contract compliance reviews on State and JTA funded highway</p>

		<p>construction projects, as required.</p> <p>Develop processes for conducting investigations in response to complaints about services, equipment, or operations. Investigate regulatory situations to decide compliance with program regulations. Identify and interpret laws, rules, or policies violated to decide course of action, regarding withholding of funds in conjunction with the Project Manager. This position must also factor in, and determine, the success of the project and its economical impacts to the communities within their respective region. Develop corrective action plans based on findings of audits or site visits, in coordination with DBE and ESB managers. Develop procedural changes to facilitate compliance. Work with local agencies and other entities to solve problems and mediate disputes in issues of compliance.</p> <p>3. Data Collection/Program Monitoring</p> <p>Develop procedures for ensuring that all appropriate and required contracting information is entered into the Civil Rights Compliance Tracking (CRCT) database system for compilation of statistical and other pertinent information. Appropriate contracting information includes, but is not limited to:</p> <ul style="list-style-type: none"> All subcontracting information, regardless of tier. All Subcontractor Paid Summary Reports, regardless of tier. All CUF reviews as required. <p>Working in concert with DBE and ESB managers, monitor DBE, ESB, MWBE contract performance activities.</p> <p>Review reports and complaints submitted by internal and external contract administration staff to verify contract compliance. Evaluate program operations to identify areas of weakness or non-compliance. Review project records for compliance to policy, rules or other requirements. Recommend adjustments need to achieve program effectiveness.</p>
5%	NC	<p>E</p> <p>Other Duties</p> <p>Serve as liaison to Native American Tribes in the region, and as appropriate, to:</p> <ul style="list-style-type: none"> ✓ address workforce needs and development, ✓ provide technical assistance and informational support relative to ODOT construction projects, and ✓ serve, as deemed appropriate and directed by management, as liaison for any existing formal tribal agreements such as an MOU/TERO agreement, ✓ maintain good working relationships with the Native American Tribal Nations within the Region. <p>Participate at outreach events such as tradeshow and</p>

		<p>conferences. Staff table or booths and promote ODOT's programs.</p> <p>Provide outreach services to DBE and ESB contractors performing on contracts or seeking to perform on contracts within the region(s).</p> <p>Identify training related compliance problems and develop training goal to improve compliance with regulations. Design and provide training for staff members, contractors, and individuals. Identify training resources for customers. Develop goals for training programs provided to staff members, contractors and local agencies.</p> <p>Represent OCR at hearings and other legal proceedings whenever necessary. Present facts and arguments at hearings when called upon. Represent agency position at contested cases. Prepare reports with recommendations based on program regulations.</p> <p>Attend and actively participate in training activities that promote employee professional development and individual growth. Pursue training opportunities which will enhance skills and knowledge related to the duties outlined in this position description, as well as other related programs that impact OCR's program. Develop or improve skills in the areas of leadership, project management, time management, conflict resolution, communications, and collaborative decision-making.</p> <p>Perform and participate on special projects or provide reports as assigned by manager.</p>
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100%

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Work with highly visible programs with impact directly to Governor's Office. Frequent contact with federal and state stakeholders, contractors, local agencies, general public and industry special interest groups. Frequent field work including construction site visits and periodic overnight travel. Frequent regional travel required.

Typical office environment. Use of microcomputer is required. Ability to use Internet to conduct research. Operates office equipment such as copier, fax machine, calculator, digital tape recorder, and training equipment.

This position involves complex agency programs that require careful attention to political and technical details and deadlines. This position must have the ability to work in this environment, represent the agency and state, have mediation skills, and the skill to facilitate problem solving and bring about consensus. High-stress conflict situations are encountered.

Must have and maintain a valid driver license and acceptable driving record in order to attend various scheduled and short-notice meetings occasionally in other areas of the state.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

State and Federal laws, rules and regulations relating to the Disadvantaged Business Enterprises, Emerging Small Businesses, On-the-Job Training, Equal Employment Opportunity and Contract Compliance Programs, included but not limited to:

Title 49 CFR Part 26

Civil Rights Act of 1964

Federal Highway Program Manual

Oregon Administrative Rules

DBE Program Document & Operations Manual

Federal Highway DBE Program Administration Participant's Manual

Surface Transportation & Uniform Relocation Assistance Act of Act of 1987 (STURAA)

Transportation Equity Act for the 21st Century 1998-2003 (TEA-21)

Inter modal Surface Transportation Efficiency Act of 1991 (ISTEA)

Standard Specifications for Highway Construction (1996)

Title 41 CFR, Americans with Disabilities Act

Oregon Revised Statutes

ODOT Construction Manual

DBE, EEO and OJT Supplemental Required Contract Provisions

b. How are these guidelines used?

To ensure contract compliance, analysis, and oversight of the OCR programs. To identify training-related compliance problems, design, and deliver training to appropriate individuals and contractors.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who Contacted	How	Purpose	How Often?
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>			
FHWA (Region & Division)	a) Consultation b) Work groups	Design approved programs	Region- Monthly Division- Bimonthly/Da ily
ODOT Divisions & Regions	Consultations, Meetings and Trainings	Technical Assistance, Conflict Resolution, Contract Labor Compliance and Education, Workforce diversity	Regularly
Industry Associations (i.e. AGC, Unions,	a) Consultation b) Work groups	Coordination of activities, Industry feedback, Education/training, Conflict	Regularly

WCOG, BOLI,NAMCO, Prime Contractors DBE subcontractors)		resolution and Outreach	
Supportive Services Consultants, Assistant Attorney General	a) Consultation b) Work groups	Contractual obligations & expectations Legal interpretations and sufficiency of proposed contracts	Regularly
Project Deliver Manager or Region Manager	Written, phone, in person	Operational effectiveness (planning, seeking advice, gathering data, answering questions, etc.	Daily
Area Managers	Written, phone, in person	Operational effectiveness	Daily
Project Leaders	Written, phone, in person	Project status and consultation	Daily
Project Managers	Written, phone, in person	Operational effectiveness	Daily
Tech Center Managers	Written, phone, in person	Operational effectiveness	Daily
Other governmental bodies such as: Municipalities, Port of Portland METRO, OMWESB Tri-Met, Counties	a) Consultation b) Work groups	Legal interpretations and sufficiency of proposed contracts, Contractual obligations & expectations, Community education, Conflict resolution, Public feedback, Outreach and Technical Support	Regularly

SECTION 7. POSITION RELATED DECISION MAKING

a) Describe the typical decisions of this position.

The decisions made by this position will have a direct impact on the success of the ODOT's Workforce Development Program, Diversity Strategies and Policies, Legislative and FHWA expectations, and relationships with various stakeholders such as minority communities, other public entities, and construction industry. Improper decisions could result in negative perceptions and conclusions drawn by the public, legislators, internal and external stakeholders that impact the agency's workforce development and diversity programs. Decisions affect opportunities available to minority and women participating in the trade industry. Decisions impact the use of FHWA funds for programs affecting minority and women, training programs, technical assistance and equal employment opportunities.

Decisions are made regarding proper procedures and appropriate direction for the Region project development and construction programs, and reviewing project detail work, preparing reports and coordinating information with Department and Regional staff. Decisions will affect the expeditious execution of design and construction projects, dissemination of information relating to the OCR's programs, to other Department staff and FHWA to facilitate the execution of program directives and responsibilities.

Other decisions made are in regards to contractor conduct and compliance with program requirements. Decisions may have significant consequences as well as political implications for the Agency. Recommendations could impact the use or denial of FHWA funds for disadvantaged businesses, technical assistance and training opportunities.

b) Explain the direct effect of these decisions.

The decisions made by the employee in this position can have a direct effect on business and agency relationships with legislators, the Governor’s Office, external stakeholders, other entities in the public and private sectors, and FHWA.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Title	Position No.	How	How Often	Purpose of Review
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>				
Principal Executive Manager D	2301319	Through on-going daily contact and observation of results achieved; monthly OCR discussions, monthly program status reports and written annual review.	Daily contact, monthly reports, and written annual reviews	Monitor progress of OCR goals and evaluate overall performance of duties as described
PEM G - Region 4 Manager	1641011	Visual check of work and informal discussions. Input to OCR for annual review.	Periodic	The region manager reviews work and progress on accomplishments of project deliver goals. Region manager, in coordination with OCR, reviews & approves leave based on overall project delivery schedules

SECTION 9. OVERSIGHT FUNCTIONS FOR MANAGEMENT SERVICE SUPERVISORY (MMS) POSITIONS ONLY

NOT APPLICABLE FOR THIS SERVICE TYPE

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

- Demonstrated experience managing the administration of government-regulated programs such as Disadvantaged Business Enterprise, Emerging Small Business, Workforce Development, Title VI, or other federal or state programs.
- Demonstrated experience in building collaborative partnerships with members of the contractor community, small business advocacy organizations, community-based resource organizations, and local and regional government entities or other stakeholder groups.
- A proven track record in developing and implementing methodologies or procedures for federal, state, or other agency related programs and initiatives.
- Demonstrated experience in resolving controversial issues and effectively mediating differences of opinion and belief systems.
- Success in project management, public involvement, monitoring, and report generation.

Exhibit C



Office of Civil Rights

*Resources for Equity and Opportunity
in Oregon Transportation*



**STATE OF OREGON
POSITION DESCRIPTION**

Position Revised Date:
March 1, 2013
(only change if revisions are made)

Agency: Dept of Transportation

Division: ODOT Headquarters, Civil Rights

This position description is for:

- A new position that is being established
- An existing position that is being revised
- No change – Annual review

**Service Type
of this position is:**
(Check one box only)

Classified (C):

- Represented (fill in 1.j below)
- Unrepresented

Unclassified:

- Executive Service (Z)
- Management Service (X):
 - Supervisory
 - Managerial
 - Confidential

SECTION 1. POSITION INFORMATION

a. Classification Title: <u>Program Analyst 2</u>	b. Classification No: <u>C0861</u>
c. Effective (Est.) Date: <u>July 1, 1999</u>	d. Position No: <u>2301415</u>
e. Working Title: <u>Field Coordinator - Region 2</u>	f. Agency No: <u>73000</u>
g. Section Title: <u>Office of Civil Rights</u>	h. Budget Auth No: <u>000860050</u>
i. Employee Name: <u>Paul Joiner</u>	j. Union Repr Code: <input checked="" type="checkbox"/> SEIU(OA) <input type="checkbox"/> AEE (E)
k. Work Location (City – County): <u>Salem, Marion</u>	
l. Supervisor Name: <u>Angela Ramos</u>	

m. Position:	<input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Seasonal <input type="checkbox"/> Limited Duration <input type="checkbox"/> Double Fill
n. Position: <small>check only the one that applies</small>	<input checked="" type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Intermittent <input type="checkbox"/> Job Share
	<input type="checkbox"/> Academic Year
o. FLSA:	<input type="checkbox"/> Exempt <input checked="" type="checkbox"/> Non-Exempt
	If Exempt: <input type="checkbox"/> Executive <input type="checkbox"/> Professional <input type="checkbox"/> Administrative
	p. Eligible for Overtime: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who is affected, size, and scope. Include relationship to agency mission.

The Oregon Department of Transportation exercises leadership and vision in promoting, developing and managing a statewide network of transportation systems and facilities. These systems and facilities provide access to Oregon for the State's citizens and visitors, provides efficient movement of commerce, goods and services, ensures the safety of transportation systems users, and enhances Oregon's competitive position in national and international markets. ODOT is a geographically-spread organization of approximately 4,522 FTE with a \$3.8 billion biennial budget.

OCR operation supports the Department's mission through its programs that helps minorities, women, low-income, disadvantaged and disabled individuals or groups with acquiring economic opportunities through jobs or contracts. Its programs provide equal access to services and economic opportunities.

Federal programs include Disadvantaged Business Enterprise, Equal Employment Opportunity, Title VI, Limited English Proficiency, and Environmental Justice. The OCR provides technical and administrative support ODOT-wide. A state mandated program includes the Emerging Small Business (ESB) program. Through ORS 200.150, the ESB program provides opportunities to small emerging businesses regardless of race and gender. Programs are determined by law, federal regulations, Governor's Executive Orders, and Department Director policies.

b. Describe the primary purpose of this position, and how it functions within this program.

Complete this statement. The primary purpose of this position is to:

Serve as a member of the Regional project management team and provide direction and support to ODOT staff in three major areas: Project Development, Project Construction, and Maintenance and Operations.

Under Project Development, this position will provide technical advice, assistance, and support for the Small Business Initiative, Community Outreach, Small Contracting Program, Disadvantaged Business Enterprise (DBE), Emerging Small Business Enterprise (ESB), and Title VI/Environmental Justice programs. Serve as a member of project development teams in support of the Area Managers.

Under Project Construction, provide technical advice, assistance, and support in the areas of Data Management, Apprenticeship/On-the-Job Training (OJT), EEO Compliance, and Small Business Contracting programs.

Under Maintenance and Operations serve as liaison for the Emerging Small Business program manager in support of the Region District Managers.

Serve as liaison to Native American Tribes as appropriate to address workforce needs and development and, as deemed appropriate by the agency, as liaison for any existing formal tribal agreements such as an MOU/TERO agreement. This position maintains a leadership role and participates in community outreach events to promote job creation, diversity, and contracting opportunities for these tribes.

Perform contract analysis and some compliance related work in accordance with 49 CFR 26, 23 CFR Part 230, Executive Order 11246 and other related regulations. Part of managing and representing the programs in the region is to bring about compliance of organizations through enforcement and technical assistance. The focus of this position is to be an advocate, represent, and provide a service to contractors, businesses and various stakeholders with the programs in the region by providing assistance to individuals and organizations in the design, planning, monitoring, training, evaluation and reporting of DBE, ESB, EEO, small contracting, Title VI, and Apprenticeship/OJT programs consistent with current federal and state laws, rules and regulations. This position will conduct audits, reviews, fact findings, investigations and develop/recommend actions to be taken by project management staff in their respective regions to ensure contractor compliance with legal requirements.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function – for ADA purposes.

The following are general requirements for performance of the duties listed below: maintains regular and punctual attendance; contributes to a positive and productive work environment; establishes and maintains professional and collaborative working relationships with all contacts.

% of Time	N/R/NC	E/NE	DUTIES
			<p>Notes:</p> <p>1 - The % of time allocated for each program area varies from day to day. The % of time specified in this position description is an estimated average over a period of a year.</p> <p>2 – Regional Assignment Coverage: Assigned coverage will vary depending on the changing number and locations of construction projects in adjacent regions. Employee must adjust time allocated to each program area based on the demand on priority, geographical consideration, and workload factors.</p>
40%	NC	E	<p>Workforce Development</p> <p>1. Technical Assistance/Consultation</p> <p>Develop processes for providing effective apprenticeship/OJT technical assistant to project management staff. Analyze, interpret and apply existing laws, rules and policies to advise internal and external project management staff and local agency project management staff on Equal Employment Opportunity (EEO), and Apprenticeship/On the Job Training (OJT) requirements. Instruct internal and external project management staff (i.e. consultants) and local agency project management staff on handling program requirements and regulatory complaints. Provide technical advice to managers, staff, contractors, consultants, and outside organizations on EEO and Apprenticeship/OJT regulations and guidelines. Develop and present oral and written presentations on policy and procedure. Collaborate with local officials to solve potential conflicts or misinterpretation of regulations.</p> <p>2. EEO Compliance</p> <p>Conduct employee interviews for EEO Compliance audits and reviews, as required. Coordinate follow-up actions with EEO Compliance Officer. Conduct trainee interviews, when necessary or as requested by EEO Compliance Officer. Identify and interpret applicable laws, policies, or procedures that have been violated and determine appropriate courses of action, up to and including, withholding of funds in conjunction with the Project Manager. This</p>

			<p>position must also factor in, and determine, the success of the project and its economical impacts to the region's projects and programs. Assist the EEO Officer in conducting investigations or fact findings in response to complaints, and develop corrective action plans based on findings. Work with consultants, local agencies and other regulatory entities to solve problems and mediate disputes concerning issues of compliance.</p> <p>3. Data Collection/Program Monitoring and Evaluation</p> <p>Develop and monitor methodologies for ensuring that all required contracting information is entered into Civil Rights Compliance Tracking (CRCT) system for compilation of statistical and other pertinent information in a timely manner. Monitor EEO and Apprenticeship/OJT statistical information and performance measures within its respective geographical area.</p> <p>Appropriate contracting information includes, but is not limited to:</p> <ul style="list-style-type: none"> All OJT/Apprenticeship Training Program information. All OJT/Apprenticeship Requests. All Monthly Progress Records/Apprenticeship timesheets All Monthly Employment (and Apprenticeship) Utilization Reports. <p>Develop and monitor procedures for reviewing reports and complaints submitted by internal and external contract administration staffs to verify EEO and Apprenticeship/OJT contract compliance. Evaluate program operations to identify areas of weakness or non-compliance, and establish corrective actions for identified deficiencies, in coordination with EEO Officer. Develop procedures for the review of project records for compliance to policy and procedure, rules or other governing documents. Develop and monitor processes for recommending adjustments needed to achieve program effectiveness.</p>
45%	NC	E	<p>Small Business Programs</p> <p>1. Technical Assistance/Consultation</p> <p>Establish and develop processes for analysis, interpretation, and application of laws, rules and policies to assist internal and external project management staff and local agency project management staff with Disadvantaged Business Enterprise (DBE), and Emerging Small Business (ESB), and Minority/Women Business Enterprise (MWBE) program compliance issues. Instruct internal and external project management staff and local agency project management staff on handling regulatory complaints. Provide technical advice to managers, staff and outside organizations on DBE, ESB, MWBE program regulations and guidelines. Design and deliver oral and written presentations to educate users on policies and procedures. Collaborate with local agency officials to solve potential conflicts or misinterpretation of regulations. Work with regional staff to develop and present community outreach events in support of regional projects and programs.</p>

		<p>Construction projects include design-build, local agency managed projects, and Jobs for Transportation Act (JTA) projects. Assist in the clarification of contracting and subcontracting provisions of minorities and women owned firms on all types of projects. This also applies to associated personal services contracts.</p> <p>2. Compliance</p> <p>Working in concert with DBE and ESB managers, develop procedure(s) for conducting contract compliance reviews on federally assisted highway construction projects. Reviews include, but are not limited to, Commercially Useful Function (CUF) on-site reviews of DBE firms.</p> <p>Develop procedures for ensuring that CUF on-site reviews have been completed by project inspectors on DBE firms. Ensure Subcontractor Paid Summary Reports (Prompt Payment) have been submitted on all projects.</p> <p>Develop processes for conducting administrative contract compliance reviews on State funded highway construction projects, as required.</p> <p>Develop processes for conducting investigations in response to complaints about services, equipment, or operations. Investigate regulatory situations to decide compliance with program regulations. Identify and interpret laws, rules, or policies violated to decide course of action, regarding withholding of funds in conjunction with the Project Manager. This position must also factor in, and determine, the success of the project and its economical impacts to the communities within their respective region. Develop corrective action plans based on findings of audits or site visits, in coordination with DBE and ESB managers. Develop procedural changes to facilitate compliance. Work with local agencies and other entities to solve problems and mediate disputes in issues of compliance.</p> <p>3. Data Collection/Program Monitoring</p> <p>Develop procedures for ensuring that all appropriate and required contracting information is entered into the Civil Rights Compliance Tracking (CRCT) database system for compilation of statistical and other pertinent information. Appropriate contracting information includes, but is not limited to:</p> <ul style="list-style-type: none"> All subcontracting information, regardless of tier. All Subcontractor Paid Summary Reports, regardless of tier. All CUF reviews as required. <p>Working in concert with DBE and ESB managers, monitor DBE, ESB, MWBE contract performance activities.</p> <p>Review reports and complaints submitted by internal and external contract administration staff to verify contract compliance. Evaluate program operations to identify areas of weakness or non-compliance. Review project records for compliance to policy, rules or other requirements. Recommend adjustments need to achieve program effectiveness.</p>
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10%	NC	E	<p>Other Duties</p> <p>Serve as liaison to Native American Tribes in the region, and as appropriate, to:</p> <ul style="list-style-type: none"> ✓ address workforce needs and development, ✓ provide technical assistance and informational support relative to ODOT construction projects, and ✓ serve, as deemed appropriate and directed by management, as liaison for any existing formal tribal agreements such as an MOU/TERO agreement, ✓ maintain good working relationships with the Native American Tribal Nations within the Region. <p>Participate at outreach events such as tradeshow and conferences. Staff table or booths and promote ODOT's programs.</p> <p>Provide outreach services to DBE and ESB contractors performing on contracts or seeking to perform on contracts within the region(s).</p> <p>Identify training related compliance problems and develop training goal to improve compliance with regulations. Design and provide training for staff members, contractors, and individuals. Identify training resources for customers. Develop goals for training programs provided to staff members, contractors and local agencies.</p> <p>Represent OCR at hearings and other legal proceedings whenever necessary. Present facts and arguments at hearings when called upon. Represent agency position at contested cases. Prepare reports with recommendations based on program regulations.</p> <p>Attend and actively participate in training activities that promote employee professional development and individual growth. Pursue training opportunities which will enhance skills and knowledge related to the duties outlined in this position description, as well as other related programs that impact OCR's program. Develop or improve skills in the areas of leadership, project management, time management, conflict resolution, communications, and collaborative decision-making.</p>
5%	NC	E	<p>Perform and participate on special projects or provide reports as assigned by manager.</p>

100%

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Work with highly visible programs with impact directly to Governor's Office. Frequent contact with federal and state stakeholders, contractors, local agencies, general public and industry special interest groups. Frequent field work including construction site visits and periodic overnight travel. Frequent regional travel required.

Typical office environment. Use of microcomputer is required. Ability to use Internet to conduct research. Operates office equipment such as copier, fax machine, calculator, digital tape recorder, and training equipment.

This position involves complex agency programs that require careful attention to political and technical details and deadlines. This position must have the ability to work in this environment, represent the agency and state, have mediation skills, and the skill to facilitate problem solving and bring about consensus. High-stress conflict situations are encountered.

Must have and maintain a valid driver license and acceptable driving record in order to attend various scheduled and short-notice meetings occasionally in other areas of the state.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

State and Federal laws, rules and regulations relating to the Disadvantaged Business Enterprises, Emerging Small Businesses, Apprenticeship/On-the-Job Training, Equal Employment Opportunity and Contract Compliance Programs, included but not limited to:

Title 49 CFR Part 26

Civil Rights Act of 1964

Federal Highway Program Manual

Oregon Administrative Rules

DBE Program Document & Operations Manual

Federal Highway DBE Program Administration Participant's Manual

Surface Transportation & Uniform Relocation Assistance Act of Act of 1987 (STURAA)

Transportation Equity Act for the 21st Century 1998-2003 (TEA-21)

Inter modal Surface Transportation Efficiency Act of 1991 (ISTEA)

Standard Specifications for Highway Construction (1996)

Title 41 CFR, Americans with Disabilities Act

Oregon Revised Statutes

ODOT Construction Manual

DBE and OJT Supplemental Required Contract Provisions

b. How are these guidelines used?

To ensure contract compliance, analysis, and oversight of the OCR programs. To identify training related compliance problems, design, and deliver training to appropriate individuals and contractors.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who Contacted	How	Purpose	How Often?
FHWA (Region & Division)	a) Consultation b) Work groups	Design approved programs	Region-Monthly Division-Bimonthly/Daily
ODOT Branches & Regions	Consultations, Meetings and Trainings	Technical Assistance, Conflict Resolution, Contract Labor Compliance and Education, Workforce diversity	Regularly
Industry Associations (i.e. AGC, Unions, WCOC, BOLI, NAMCO, Prime Contractors DBE subcontractors)	c) Consultation d) Work groups	Coordination of activities, Industry feedback, Education/training, Conflict resolution and Outreach	Regularly
Supportive Services Consultants, Assistant Attorney General	a) Consultation b) Work groups	Contractual obligations & expectations Legal interpretations and sufficiency of proposed contracts	Regularly
Project Deliver Manager or Region Manager	Written, phone, in person	Operational effectiveness (planning, seeking advice, gathering data, answering questions, etc.	Daily
Area Managers	Written, phone, in person	Operational effectiveness	Daily
Project Leaders	Written, phone, in person	Project status and consultation	Daily
Project Managers	Written, phone, in person	Operational effectiveness	Daily
Tech Center Managers	Written, phone, in person	Operational effectiveness	Daily
Other governmental bodies such as: Municipalities, Port of Portland METRO, OMWESB Tri-Met, Counties	b) Consultation c) Work groups	Legal interpretations and sufficiency of proposed contracts, Contractual obligations & expectations, Community education, Conflict resolution, Public feedback, Outreach and Technical Support	Regularly

SECTION 7. POSITION RELATED DECISION MAKING

a) Describe the typical decisions of this position.

Decisions are made regarding proper procedures and appropriate direction for the Regional project development and construction programs, and reviewing project detail work, preparing reports and coordinating information with Department and Regional staff. Decisions will affect the expeditious execution of design and construction projects, dissemination of information relating to the OCR's programs, to other Department staff and FHWA to facilitate the execution of program directives and responsibilities.

Other decisions made are in regards to contractor conduct and compliance with program requirements. Decisions may have significant consequences as well as political implications for the Agency. Recommendations could impact the use or denial of FHWA funds for disadvantaged businesses, technical assistance and training opportunities.

b) Explain the direct effect of these decisions.

The decisions made by the employee in this position can have a direct effect on business and agency relationships with legislators, the Governor's Office, external stakeholders, other entities in the public and private sectors, and FHWA.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Classification Title	Position No.	How	How Often	Purpose of Review
Principal Executive Manager D	2301319	Through on-going daily contact and observation of results achieved; monthly OCR discussions, monthly program status reports and written annual review.	Daily contact, monthly reports, and written annual reviews	Monitor progress of OCR goals and evaluate overall performance of duties as described
PEM G - Region 2 Project Delivery Manager	2301037	Visual check of work and informal discussions. Input to OCR for annual review.	Periodic	The PDM reviews work and progress on accomplishments of Project Deliver goals. PDM, in coordination with OCR, reviews & approves leave based on overall project deliver schedules

SECTION 9. OVERSIGHT FUNCTIONS FOR MANAGEMENT SERVICE SUPERVISORY (MMS) POSITIONS ONLY

- a. How many employees are directly supervised by this position? 0
- How many employees are supervised through a subordinate supervisor? 0

Exhibit D



Office of Civil Rights

*Resources for Equity and Opportunity
in Oregon Transportation*

Apprentice/Trainees with start dates between 10/1/2020 and 9/30/2021

POSITIONS ON FEDERAL AID PROJECTS						
EMPLOYEE	ETHNICITY	GENDER	START DATE	CRAFT	CONTRACT	HOURS
ABESA, RYAN	ASIAN PACIFIC	M	1/1/2021	CEMENT MASON	30007452-02	24.00
ABESA, RYAN	ASIAN PACIFIC	M	4/1/2021	CEMENT MASON	15215-01	333.50
ABESA, RYAN	ASIAN PACIFIC	M	5/1/2021	CEMENT MASON	15250-12	72.50
AGUILAR GONZALES, MANUEL	HISPANIC	M	4/1/2021	CEMENT MASON	12861-2021-08	22.50
AGUILAR GONZALEZ, MANUEL	HISPANIC	M	7/1/2021	CEMENT MASON	30007047-08	8.00
AGUILAR GONZALEZ, MANUEL	HISPANIC	M	7/1/2021	CEMENT MASON	310853-03	15.25
ALLEN, CASSIDY	CAUCASIAN (WHITE)	F	6/1/2021	CEMENT MASON	12861-2021-08	8.00
ALLEN, CASSIDY	CAUCASIAN (WHITE)	F	7/1/2021	CEMENT MASON	310853-03	6.25
ARIZEMNDI ASTUDILLO, MARCELINO	HISPANIC	M	5/1/2021	CEMENT MASON	15250-12	8.00
ARIZMENDI ASTUDILLO, MARCELINO	HISPANIC	M	5/1/2021	CEMENT MASON	30007452-02	12.00
ARIZMENDI ASTUDILLO, MARCELINO	HISPANIC	M	6/1/2021	CEMENT MASON	15215-01	8.00
ASHCROFT, BOADI	CAUCASIAN (WHITE)	M	4/1/2021	POWER EQUIPMENT OPERATOR	12861-2021-00	316.50
ASHCROFT, BOADI	CAUCASIAN (WHITE)	M	8/1/2021	POWER EQUIPMENT OPERATOR	310853-00	20.00
BANNON, BRENT	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15245-02	328.50
BARAJAS, IRVING	HISPANIC	M	7/1/2021	CARPENTER	30007047-00	17.50
BARNETT, NICHOLAS	CAUCASIAN (WHITE)	M	7/1/2021	IRONWORKER	12861-2021-10A	6.00
BEARD, CHARLES	CAUCASIAN (WHITE)	M	11/1/2020	ELECTRICIAN	15159-02	97.50
BEARD, CHARLES	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	PW-3814-20-04	111.00
BEARD, CHARLES	CAUCASIAN (WHITE)	M	6/1/2021	ELECTRICIAN	15217-11	121.50
BECERRA, ANTONIO	NATIVE AMERICAN (INDIAN)	M	2/1/2021	LABORER	15216-00	1,100.50
BENEDICTO, CHRISTOPHER	UNKNOWN -NOT PROVIDED	M	6/1/2021	LABORER	15236-00	184.00
BENEDICTO, CHRISTOPHER	UNKNOWN -NOT PROVIDED	M	7/1/2021	POWER EQUIPMENT OPERATOR	15236-00	23.50
BERTALOTTO, COBY	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	15209-03	9.00
BILLEY, ADA	NATIVE AMERICAN (INDIAN)	F	4/1/2021	LABORER	15210-01	71.25
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	3/1/2021	CEMENT MASON	15216-06	17.00
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	5/1/2021	CEMENT MASON	15110-00	4.00
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	5/1/2021	CEMENT MASON	15173-00	80.00
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	5/1/2021	CEMENT MASON	15268-00	434.50
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	6/1/2021	CEMENT MASON	15254-00	13.00
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	7/1/2021	CEMENT MASON	15212-04	11.50
BIRRUETA-PADILLA, ARMANDO	HISPANIC	M	8/1/2021	CEMENT MASON	PW-3170-19-00	10.00
BRANNIGAN, JUDY	CAUCASIAN (WHITE)	F	6/1/2021	LABORER	15245-00	271.00
BROWN, IVAN	ASIAN PACIFIC	M	5/1/2021	CEMENT MASON	15229-10	33.00
BROWN, PRESTON	CAUCASIAN (WHITE)	M	5/1/2021	IRONWORKER	15254-05	25.00
BROWN, TYLER	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15213-03	41.50
BRUSSEAU, SAMUEL	CAUCASIAN (WHITE)	M	1/1/2021	CARPENTER	15173-00	301.50
BURROWS, TAYLOR	CAUCASIAN (WHITE)	M	10/1/2020	LABORER	15110-16	1.75
BURROWS, TAYLOR	CAUCASIAN (WHITE)	M	10/1/2020	ELECTRICIAN	15183-01	0.25
BUTLER, JUSTIN	NATIVE AMERICAN (INDIAN)	M	11/1/2020	LABORER	15163-00	6.00
BUTLER, JUSTIN	NATIVE AMERICAN (INDIAN)	M	3/1/2021	LABORER	15204-00	219.00
CALVILLO, JOSEPH	HISPANIC	M	2/1/2021	POWER EQUIPMENT OPERATOR	15177-17	27.50
CAMPBELL, DONALD	CAUCASIAN (WHITE)	M	9/1/2021	POWER EQUIPMENT OPERATOR	15257-00	195.00
CAMPOS, ANTHONY	HISPANIC	M	6/1/2021	POWER EQUIPMENT OPERATOR	310853-14	42.50
CANCHE, ISAIAH	HISPANIC	M	9/1/2021	LABORER	15284-00	102.75
CARTER, MATTHEW	CAUCASIAN (WHITE)	M	11/1/2020	CARPENTER	PW-3170-19-00	77.00
CASTLEBERRY, BRANDON	CAUCASIAN (WHITE)	M	6/1/2021	ELECTRICIAN	15243-01	94.50
CERPA, DANIELLE	AFRICAN AMERICAN (BLACK)	F	3/1/2021	LABORER	12861-2021-00	376.00
COOPER, KYLE	CAUCASIAN (WHITE)	M	4/1/2021	CEMENT MASON	15215-01	16.00
COOPER, KYLE	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15250-12	9.50
COOPER, KYLE	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	30007452-02	9.00
CORIA, CESAR	HISPANIC	M	6/1/2021	LABORER	30007583-00	25.50
CORIA, ERIC	HISPANIC	M	5/1/2021	LABORER	30007583-00	468.00
CORZO, FERNANDO	HISPANIC	M	5/1/2021	CARPENTER	15238-05	8.00
COUPCHIAK, MICOLE	NATIVE AMERICAN (INDIAN)	F	7/1/2021	LABORER	15284-00	245.75
COWGER, JEFFERY	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	12861-2021-10	40.00
CREGER, THAD	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15246-13A	8.00
CRUM, STEVEN	CAUCASIAN (WHITE)	M	3/1/2021	CARPENTER	15177-00	677.00
CURTISS, REBECCA	CAUCASIAN (WHITE)	F	6/1/2021	CEMENT MASON	30007047-08	17.00
CURTISS, REBECCA	CAUCASIAN (WHITE)	F	7/1/2021	CEMENT MASON	310853-03	16.50
DAVIS, ZACHARY	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15218-01	10.00
DEFORD, AARON	CAUCASIAN (WHITE)	M	10/1/2020	LABORER	15175-00	383.00
DELEON, ISAAC	HISPANIC	M	3/1/2021	IRONWORKER	30007047-10	35.50
DEMARCO, RYAN	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15246-13A	61.00
DI BETTA, TRISTEN	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15216-03	20.50
DICARLO, VINCENT	CAUCASIAN (WHITE)	M	4/1/2021	IRONWORKER	15173-15	7.00
DICARLO, VINCENT	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15212-04B	35.00

Apprentice/Trainees with start dates between 10/1/2020 and 9/30/2021

DICARLO, VINCENT	CAUCASIAN (WHITE)	M	7/1/2021	IRONWORKER	12861-2021-10A	8.50
DODGE, AARON	NATIVE AMERICAN (INDIAN)	M	3/1/2021	LABORER	15210-01	258.75
DOMINGUEZ LOPEZ, RICARDO	HISPANIC	M	1/1/2021	CEMENT MASON	30007452-02	8.00
DOMINGUEZ LOPEZ, RICARDO	HISPANIC	M	7/1/2021	CEMENT MASON	15215-01	8.00
DOMINGUEZ LOPEZ, RICARDO	HISPANIC	M	7/1/2021	CEMENT MASON	15250-12	8.00
DORNAN, KALEE	UNKNOWN -NOT PROVIDED	M	7/1/2021	IRONWORKER	15134-12	58.00
DOTSON, CHAD	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15213-03	8.00
DOW, QUINTIN	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15271-00	218.00
DRAHEIM, MAZY	CAUCASIAN (WHITE)	F	9/1/2021	LABORER	15216-00	64.75
DURAN, JHON	HISPANIC	M	3/1/2021	CEMENT MASON	15216-06	159.50
EASTWOOD, ALEX	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15209-03	118.50
EDWARDS, COLBY	CAUCASIAN (WHITE)	M	2/1/2021	CEMENT MASON	30007452-02	48.00
EDWARDS, COLBY	CAUCASIAN (WHITE)	M	5/1/2021	CEMENT MASON	15215-01	32.00
EDWARDS, COLBY	CAUCASIAN (WHITE)	M	5/1/2021	CEMENT MASON	15250-12	8.00
EDWARDS, SHELBY	CAUCASIAN (WHITE)	M	11/1/2020	IRONWORKER	30007047-10	102.50
EIDSON, CHASE	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	15209-03	9.50
EIDSON, RONNIE	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15209-03	128.50
EK, JOEY	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	310853-04	108.50
ELLIOT JR, KERRY	NATIVE AMERICAN (INDIAN)	M	6/1/2021	LABORER	30007047-08	9.00
ELLIOT JR, KERRY	AFRICAN AMERICAN (BLACK)	M	7/1/2021	LABORER	310853-03	36.50
ELLIOT JR, KERRY	AFRICAN AMERICAN (BLACK)	M	8/1/2021	LABORER	15269-08	21.50
ENRIQUEZ ZAMORA, DANIEL	HISPANIC	M	5/1/2021	CEMENT MASON	15250-12	8.00
ENRIQUEZ ZAMORA, DANIEL	HISPANIC	M	5/1/2021	CEMENT MASON	30007452-02	8.00
ESPINOZA-ANGUIANO, JONATHAN	HISPANIC	M	6/1/2021	LABORER	15271-00	77.00
EWENS, ERIC	CAUCASIAN (WHITE)	M	6/1/2021	CARPENTER	15254-00	80.00
FELICIANO, RORY	ASIAN PACIFIC	M	6/1/2021	CARPENTER	15240-00	467.50
FOGARTY, PATRICK	CAUCASIAN (WHITE)	M	12/1/2020	IRONWORKER	30007047-10	2.00
FOLEY, MORGAN	CAUCASIAN (WHITE)	M	11/1/2020	ELECTRICIAN	15191-04	9.00
FRANCO, TRAVIS	CAUCASIAN (WHITE)	M	10/1/2020	POWER EQUIPMENT OPERATOR	15175-08	348.00
FRANCO, TRAVIS	CAUCASIAN (WHITE)	M	6/1/2021	POWER EQUIPMENT OPERATOR	15222-00	587.75
FRANCO, TRAVIS	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15220-00	205.00
FRANK, AUSTIN	CAUCASIAN (WHITE)	M	8/1/2021	LABORER	30007047-05	2.17
FRANK, JOSHUA	CAUCASIAN (WHITE)	M	2/1/2021	ELECTRICIAN	15216-03	291.00
FROLANDER, BRANDON	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15215-01	8.00
FROLANDER, BRANDON	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	30007452-02	8.00
FUERSTENAU, JUSTIN	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15173-03	40.00
FUERSTENAU, JUSTIN	CAUCASIAN (WHITE)	M	6/1/2021	ELECTRICIAN	15227-01	92.24
FUERSTENAU, JUSTIN	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15230-03	184.91
GAMINO ANGEL, JULIO	HISPANIC	M	8/1/2021	CARPENTER	15238-05	32.00
GARCIA LOPEZ, ALEXANDER	HISPANIC	M	7/1/2021	LABORER	15243-00	10.50
GARCIA, JEREMIAH	HISPANIC	M	5/1/2021	ELECTRICIAN	310853-04	290.50
GARCIA, JEREMIAH	HISPANIC	M	6/1/2021	ELECTRICIAN	310844-00	68.00
GIBSON, RUSSELL	CAUCASIAN (WHITE)	M	6/1/2021	CARPENTER	15254-00	321.00
GOMEZ, NOE JR	HISPANIC	M	7/1/2021	CEMENT MASON	15230-12	199.52
GONZALES, DEZ	UNKNOWN -NOT PROVIDED	M	11/1/2020	ELECTRICIAN	15166-07	24.00
GONZALEZ PEREZ, ISMAEL	HISPANIC	M	8/1/2021	IRONWORKER	15254-05	8.00
GORMAN, RUSSELL	CAUCASIAN (WHITE)	M	1/1/2021	LABORER	30007047-00	874.50
GORMAN, RUSSELL	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	30007047-00	130.50
GREENE, JERROD	CAUCASIAN (WHITE)	M	3/1/2021	CARPENTER	15177-00	654.00
GREENWOOD, TORREY	AFRICAN AMERICAN (BLACK)	M	2/1/2021	IRONWORKER	30007047-10	4.00
GROAT, JACKSON	CAUCASIAN (WHITE)	M	4/1/2021	IRONWORKER	15134-12	5.00
GROAT, JACKSON	CAUCASIAN (WHITE)	M	4/1/2021	IRONWORKER	15212-04B	35.00
GROAT, JACKSON	CAUCASIAN (WHITE)	M	5/1/2021	IRONWORKER	15254-05	66.50
GROAT, JACKSON	CAUCASIAN (WHITE)	M	7/1/2021	IRONWORKER	12861-2021-10A	8.00
GUESS, SEBASTIAN	UNKNOWN -NOT PROVIDED	M	4/1/2021	CARPENTER	15224-00	510.00
GUESS, SEBASTIAN	CAUCASIAN (WHITE)	M	5/1/2021	CARPENTER	15173-00	85.00
GUEVARA, DAMEN	HISPANIC	M	8/1/2021	POWER EQUIPMENT OPERATOR	PW-3915-21-00	7.00
GUZMAN, JONATHAN	HISPANIC	M	2/1/2021	IRONWORKER	30007047-10	24.00
HAGER, CASEY	CAUCASIAN (WHITE)	M	10/1/2020	POWER EQUIPMENT OPERATOR	15183-00	10.00
HALE, MICHAEL	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	15227-00	775.50
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	3/1/2021	ELECTRICIAN	15245-02	77.00
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15134-01	217.00
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15211-02	57.50
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15267-02	35.50
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15250-06	3.00
HARKEY, BRENDAN	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15253-03	40.00
HARRIS, SHAWNTE	AFRICAN AMERICAN (BLACK)	M	6/1/2021	LABORER	15175-00	164.50
HARRIS, SHAWNTE	AFRICAN AMERICAN (BLACK)	M	6/1/2021	LABORER	15260-00	10.50
HARRIS, SHAWNTE	AFRICAN AMERICAN (BLACK)	M	7/1/2021	LABORER	15269-00	428.00

Apprentice/Trainees with start dates between 10/1/2020 and 9/30/2021

HERMENS, DAVID	HISPANIC	M	8/1/2021	IRONWORKER	15254-05	14.50
HERRERA-ROSALES, DANNY	HISPANIC	M	6/1/2021	PAINTER	30007047-24	83.00
HIGGINS, CALEB	CAUCASIAN (WHITE)	M	10/1/2020	POWER EQUIPMENT OPERATOR	15154-14	47.00
HINSLEY, DESIREE	CAUCASIAN (WHITE)	F	7/1/2021	CEMENT MASON	15250-12	4.00
HINSLEY, DESIREE	CAUCASIAN (WHITE)	F	7/1/2021	CEMENT MASON	30007452-02	12.00
HOGAN, MARC	CAUCASIAN (WHITE)	M	5/1/2021	IRONWORKER	15246-13A	77.00
HOMOLA, KEVIN	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	15191-04	10.00
HUFFMAN, JESSE	UNKNOWN -NOT PROVIDED	M	3/1/2021	PAINTER	15173-09	97.00
HUGHES, CHARLIE	HISPANIC	M	4/1/2021	POWER EQUIPMENT OPERATOR	12861-2021-00	322.00
HUGHES, KIRAN	CAUCASIAN (WHITE)	M	6/1/2021	LABORER	15265-00	37.00
HUGHES, KIRAN	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	15274-00	245.00
HUMPHREY, PHILLIP	AFRICAN AMERICAN (BLACK)	M	5/1/2021	LABORER	15270-00	51.00
HURTADO, TREVOR	NATIVE AMERICAN (INDIAN)	M	4/1/2021	LABORER	15108-00	3.00
HUSS, HANNAH	CAUCASIAN (WHITE)	F	6/1/2021	LABORER	15134-00	267.50
IPPISCH, STEVEN	CAUCASIAN (WHITE)	M	3/1/2021	LABORER	310853-00	1,165.50
JAMES, QUIN	NATIVE AMERICAN (INDIAN)	M	7/1/2021	LABORER	15075-00	150.00
JEFFERS, ADAM	CAUCASIAN (WHITE)	M	11/1/2020	LABORER	15175-08	98.00
JENNERJOHN, JASON	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15246-13A	16.00
JENSEN, MICHELLE	CAUCASIAN (WHITE)	F	11/1/2020	LABORER	PW-3170-19-00	556.00
JESSEN, NICHOLE	CAUCASIAN (WHITE)	F	4/1/2021	CONSTRUCTION ASSISTANT	15269-00	367.00
JIMENEZ, MIGUEL	HISPANIC	M	5/1/2021	CARPENTER	15173-00	190.50
JIMENEZ, ROBERTO	HISPANIC	M	11/1/2020	IRONWORKER	30007047-10	4.50
JIMENEZ, ROBERTO	HISPANIC	M	7/1/2021	IRONWORKER	15134-12	62.50
JOHNSON, KARL	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	310853-04	53.00
JOHNSON, MARSHAL	ASIAN PACIFIC	M	9/1/2021	CARPENTER	12861-2021-10	111.00
JOHNSON, SHELLEY	CAUCASIAN (WHITE)	F	2/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	653.50
JONES III, RICHARD	NATIVE AMERICAN (INDIAN)	M	9/1/2021	ELECTRICIAN	310853-04	4.00
JOSEPH, SHAWN	NATIVE AMERICAN (INDIAN)	M	10/1/2020	LABORER	15090-07	85.00
KANEY, MATTHEW	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15284-00	14.00
KELLER, ALLEN	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	15227-10	275.00
KIM, SEONGSOO	ASIAN PACIFIC	M	9/1/2021	LABORER	15216-00	93.75
KUBLI, JENAH	CAUCASIAN (WHITE)	F	4/1/2021	LABORER	15260-00	181.50
KURIA, MICHAEL	AFRICAN AMERICAN (BLACK)	M	11/1/2020	LABORER	15208-00	258.00
KURIA, MICHAEL	AFRICAN AMERICAN (BLACK)	M	1/1/2021	LABORER	15211-00	24.00
LARSON, ALBERT	CAUCASIAN (WHITE)	M	6/1/2021	ELECTRICIAN	15236-05	23.00
LEATON, LANCE	CAUCASIAN (WHITE)	M	5/1/2021	CARPENTER	15134-00	460.00
LEE, REBEKKA	NATIVE AMERICAN (INDIAN)	F	8/1/2021	POWER EQUIPMENT OPERATOR	15264-00	10.00
LENHAM, JENNIFER	CAUCASIAN (WHITE)	F	4/1/2021	LABORER	15216-06	197.00
LEWIS-DAHLSTEN, LOGAN	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	34.00
LIEDKIE, LUKE	CAUCASIAN (WHITE)	M	3/1/2021	LABORER	15239-00	604.50
LIEDKIE, LUKE	CAUCASIAN (WHITE)	M	8/1/2021	POWER EQUIPMENT OPERATOR	15230-00	8.00
LIEDKIE, LUKE	CAUCASIAN (WHITE)	M	8/1/2021	LABORER	15230-00	31.00
LONG, CHRISTOPHER	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	310853-02	15.00
LONG, RYAN	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15284-00	25.00
LOYER, WILLIAM	CAUCASIAN (WHITE)	M	5/1/2021	CARPENTER	15238-05	28.00
LUNDMARK, AUSTIN	CAUCASIAN (WHITE)	M	11/1/2020	IRONWORKER	30007047-10	43.00
LUX, MATTHEW	NATIVE AMERICAN (INDIAN)	M	4/1/2021	LABORER	15217-00	804.50
MALDONADO JR, JOSE	HISPANIC	M	8/1/2021	CEMENT MASON	12861-2021-08	42.50
MALDONADO JR, JOSE	HISPANIC	M	8/1/2021	CEMENT MASON	310853-03	35.50
MARKLE, TANAI	CAUCASIAN (WHITE)	F	4/1/2021	CARPENTER	15227-00	747.50
MARTIN, BRYCEN	CAUCASIAN (WHITE)	M	8/1/2021	IRONWORKER	15246-13A	68.00
MARTINEZ LARA, JOSE	HISPANIC	M	2/1/2021	LABORER	15239-00	702.50
MARTINEZ LARA, JOSE	HISPANIC	M	5/1/2021	POWER EQUIPMENT OPERATOR	15239-00	53.00
MARTINEZ, PHILIP	CAUCASIAN (WHITE)	M	2/1/2021	CARPENTER	15173-00	521.50
MARTINEZ-AISPURO, ARMANDO	HISPANIC	M	7/1/2021	CEMENT MASON	12861-2021-08	8.50
MARTINEZ-AISPURO, ARMANDO	HISPANIC	M	8/1/2021	CEMENT MASON	310853-03	77.25
MARTINEZ-LARA, JOSE	HISPANIC	M	1/1/2021	LABORER	15239-00	2.00
MATHER, MATTHEW	CAUCASIAN (WHITE)	M	2/1/2021	POWER EQUIPMENT OPERATOR	15216-00	344.25
MATHER, MATTHEW	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15159-14	10.50
MATTHEWS, BRANDON	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	15230-00	4.00
MATTHEWS, JORDAN	AFRICAN AMERICAN (BLACK)	M	1/1/2021	CEMENT MASON	30007452-02	11.00
MAUE, LEVI	CAUCASIAN (WHITE)	M	5/1/2021	POWER EQUIPMENT OPERATOR	30007583-00	378.50
MAUSER, CODY	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	15271-00	191.50
MAYA-HUGHES, QUENTIN	NATIVE AMERICAN (INDIAN)	M	10/1/2020	LABORER	15175-00	247.50
MCCARTNEY, JADEN	HISPANIC	M	5/1/2021	LABORER	15270-00	153.50
MCGILL, TESSA	CAUCASIAN (WHITE)	F	2/1/2021	CONSTRUCTION ASSISTANT	15240-00	118.50
MCGILL, TESSA	CAUCASIAN (WHITE)	F	4/1/2021	CONSTRUCTION ASSISTANT	15209-00	110.00
MCGILL, TESSA	CAUCASIAN (WHITE)	F	6/1/2021	CONSTRUCTION ASSISTANT	15209-00	139.00
MCNEALY, SCOTT	CAUCASIAN (WHITE)	M	1/1/2021	CEMENT MASON	30007452-02	40.00

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MCNEALY, SCOTT	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15215-01	8.00
MELLAND, ERIC	CAUCASIAN (WHITE)	M	3/1/2021	ELECTRICIAN	15168-07	270.00
MELLAND, ERIC	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15213-03	19.00
MENDOZA-JIMENEZ, JESUS	HISPANIC	M	11/1/2020	IRONWORKER	30007047-10	8.00
MEYERS, JACOB	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	PW-3814-20-00	411.50
MEYERS, JACOB	CAUCASIAN (WHITE)	M	8/1/2021	CARPENTER	PW-3814-20-00	18.00
MILLER, COLE	CAUCASIAN (WHITE)	M	10/1/2020	ELECTRICIAN	15186-13	3.50
MILLER, COLE	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	PW-3814-20-04	169.00
MILLER, NICHOLAS	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	15108-00	12.50
MILLER, NICHOLAS	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	15230-00	31.50
MILLER, RILEY	CAUCASIAN (WHITE)	M	9/1/2021	CARPENTER	30007603-00	16.00
MILLS, BRENDEN	CAUCASIAN (WHITE)	M	5/1/2021	POWER EQUIPMENT OPERATOR	30007603-00	304.50
MOHR, TONY	CAUCASIAN (WHITE)	M	4/1/2021	LABORER	15211-00	502.50
MONCADO, CAMILO	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	15243-01	16.50
MOREAU, MICHAEL	CAUCASIAN (WHITE)	M	5/1/2021	CARPENTER	15250-12	6.00
MORENO, SARAH	CAUCASIAN (WHITE)	F	8/1/2021	POWER EQUIPMENT OPERATOR	15246-13	36.00
NAVA JACOBO, EDSON	HISPANIC	M	4/1/2021	CEMENT MASON	PW-3170-19-05	102.00
NAVA JACOBO, EDSON	HISPANIC	M	5/1/2021	CEMENT MASON	15216-06	37.00
NAVA-JACOBO, EDSON	HISPANIC	M	6/1/2021	CEMENT MASON	15250-12	24.00
NAVA-JACOBO, EDSON	HISPANIC	M	7/1/2021	CEMENT MASON	30007452-02	8.00
NAVARRO, JOSE	HISPANIC	M	4/1/2021	CEMENT MASON	15216-06	8.00
NAVARRO, JOSE	HISPANIC	M	4/1/2021	CEMENT MASON	PW-3170-19-05	48.00
NEGRETE, JUAN	HISPANIC	M	7/1/2021	CEMENT MASON	15216-06	47.50
NEGRETE, JUAN	HISPANIC	M	8/1/2021	CEMENT MASON	PW-3170-19-05	36.50
NEVIUS, TRAVIS	CAUCASIAN (WHITE)	M	5/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	128.50
NOLASCO HERRERA, JUAN	HISPANIC	M	6/1/2021	IRONWORKER	15246-13A	40.00
NOWLAND, CODY	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15246-13A	29.00
OAKLEY, CHARLES	CAUCASIAN (WHITE)	M	3/1/2021	POWER EQUIPMENT OPERATOR	15210-00	881.00
OAKLEY, CHARLES	CAUCASIAN (WHITE)	M	4/1/2021	POWER EQUIPMENT OPERATOR	15174-00	88.50
ODEL, ALICE	CAUCASIAN (WHITE)	F	7/1/2021	CEMENT MASON	310853-03	17.50
ODELL, ALICE	CAUCASIAN (WHITE)	F	9/1/2021	CEMENT MASON	15243-04	10.00
OVERTON, AVERY	CAUCASIAN (WHITE)	M	11/1/2020	ELECTRICIAN	15196-01	23.00
OVERTON, AVERY	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15236-05	91.00
PALADENI, TIMOTHY	CAUCASIAN (WHITE)	M	9/1/2021	ELECTRICIAN	310853-04	36.00
PATTERSON, MILAN	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	15230-12	5.94
PEREZ, ADAM	HISPANIC	M	9/1/2021	LABORER	15269-00	115.00
PEREZ, FROYLAN	HISPANIC	M	7/1/2021	CEMENT MASON	12861-2021-10	9.00
PEREZ, MARIO	HISPANIC	M	11/1/2020	CEMENT MASON	15181-03	8.00
PEREZ, MARIO	HISPANIC	M	1/1/2021	CEMENT MASON	30007452-02	8.00
PETERSEN, TREVAN	CAUCASIAN (WHITE)	M	6/1/2021	CARPENTER	PW-3814-20-00	24.50
PETERSON, LARS	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	15178-00	16.00
PETERSON, LARS	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	15191-04	30.00
PIETILA, DANIEL	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15240-12	52.00
PLANK, RYAN	CAUCASIAN (WHITE)	M	8/1/2021	ELECTRICIAN	15216-03	24.50
PLUMMER, CHANDLER	CAUCASIAN (WHITE)	M	10/1/2020	CARPENTER	15173-00	392.50
PLUMMER, CHANDLER	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	15212-04	70.00
POKOVICH, ELIJAH	CAUCASIAN (WHITE)	M	8/1/2021	CARPENTER	15134-00	86.00
POKOVICH, ELIJAH	CAUCASIAN (WHITE)	M	9/1/2021	CARPENTER	15254-00	10.00
POWELL, MICHAEL	HISPANIC	M	5/1/2021	POWER EQUIPMENT OPERATOR	15108-00	62.00
PROTASIEWICZ, JOSHUA	CAUCASIAN (WHITE)	M	3/1/2021	IRONWORKER	30007047-10	35.50
QUEVEDO MILLAN, JOSELUIS	HISPANIC	M	6/1/2021	CEMENT MASON	12861-2021-08	14.50
QUEVEDO MILLAN, JOSELUIS	HISPANIC	M	6/1/2021	CEMENT MASON	30007047-08	34.50
QUEVEDO MILLAN, JOSELUIS	HISPANIC	M	7/1/2021	CEMENT MASON	310853-03	58.50
QUEVEDO MILLAN, JOSELUIS	HISPANIC	M	9/1/2021	CEMENT MASON	15243-04	19.50
RAMIREZ VEGA, AARON	HISPANIC	M	2/1/2021	CEMENT MASON	30007452-02	24.00
RAMIREZ VEGA, AARON	HISPANIC	M	6/1/2021	CEMENT MASON	15215-01	8.00
RAMIREZ VEGA, AARON	HISPANIC	M	8/1/2021	CEMENT MASON	15250-12	4.00
RAYA, JOSE	HISPANIC	M	3/1/2021	CEMENT MASON	15214-00	13.00
RAYA, JOSE	HISPANIC	M	7/1/2021	CEMENT MASON	15267-00	86.00
REED, JOSHUA	CAUCASIAN (WHITE)	M	8/1/2021	POWER EQUIPMENT OPERATOR	15250-10	56.50
REYES, YOVANI	HISPANIC	M	4/1/2021	CEMENT MASON	15215-01	8.00
REYES, YOVANI	HISPANIC	M	7/1/2021	CEMENT MASON	15250-12	19.00
RIVERA, GEORGE	HISPANIC	M	6/1/2021	LABORER	15174-00	7.50
RIVERA, GEORGE	HISPANIC	M	6/1/2021	LABORER	15210-00	316.00
ROBINSON, JOSHUA	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	15134-00	203.50
RODRIGUEZ GONZALEZ, ELIFELED	HISPANIC	M	5/1/2021	CEMENT MASON	15250-12	12.00
RODRIGUEZ GONZALEZ, ELIFELED	HISPANIC	M	6/1/2021	CEMENT MASON	15215-01	8.00
RODRIGUEZ GONZALEZ, ELIFELED	HISPANIC	M	7/1/2021	CEMENT MASON	30007452-02	8.00
RODRIGUEZ, JOSE	HISPANIC	M	10/1/2020	CEMENT MASON	15134-13	12.50

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ROMERO NEGRETE, RICARDO	HISPANIC	M	5/1/2021	CEMENT MASON	12861-2021-08	4.00
ROMERO NEGRETE, RICARDO	HISPANIC	M	6/1/2021	CEMENT MASON	30007047-08	58.00
ROSS, KIRII	UNKNOWN -NOT PROVIDED	M	4/1/2021	LABORER	15108-00	361.00
ROSS, KIRII	CAUCASIAN (WHITE)	M	4/1/2021	LABORER	15230-00	332.00
ROSS, KIRII	UNKNOWN -NOT PROVIDED	M	6/1/2021	LABORER	15191-00	4.50
ROSS, KIRII	UNKNOWN -NOT PROVIDED	M	7/1/2021	LABORER	15200-00	4.50
RUSSO, RYAN	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15215-01	8.00
RUSSO, RYAN	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	30007452-02	8.00
RYAN, WILLOW	CAUCASIAN (WHITE)	M	6/1/2021	IRONWORKER	15246-13A	39.00
SABOURIN, ANDREW	CAUCASIAN (WHITE)	M	2/1/2021	IRONWORKER	30007047-10	8.00
SAFFORD, VIDAL	HISPANIC	M	4/1/2021	LABORER	15216-06	2.00
SANCHEZ, JOSE LUIS	HISPANIC	M	4/1/2021	IRONWORKER	15173-15	41.00
SAPUAY, JAMES	NATIVE AMERICAN (INDIAN)	M	5/1/2021	IRONWORKER	15246-13A	32.00
SCHMIDLKOFER, MATHIAS	CAUCASIAN (WHITE)	M	10/1/2020	IRONWORKER	30007047-10	59.00
SCHUH, THOMAS	CAUCASIAN (WHITE)	M	10/1/2020	LABORER	15175-00	235.50
SCOTT, TRYSTAN	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	30007452-02	8.00
SEGURA, JESSIE	HISPANIC	M	6/1/2021	LABORER	15236-00	155.50
SEGURA, JESSIE	HISPANIC	M	7/1/2021	POWER EQUIPMENT OPERATOR	15236-00	111.00
SHERMAN, CHRISTIAN	CAUCASIAN (WHITE)	M	4/1/2021	POWER EQUIPMENT OPERATOR	15108-19	7.00
SHOEMAKER, CHRIS	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15249-01	10.50
SHOEMAKER, CHRISTOPHER	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	30007047-13	41.00
SHORES, TREY	CAUCASIAN (WHITE)	M	3/1/2021	ELECTRICIAN	15221-05	10.00
SHORES, TREY	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15250-06	50.00
SHORES, TUCKER	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15250-06	93.00
SMITH, ANTONIO	CAUCASIAN (WHITE)	M	3/1/2021	LABORER	15134-13	75.50
SMITH, ANTONIO	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	15210-00	16.00
SOMARAKIS, NED	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	15191-04	26.50
SOTO, IVAN	HISPANIC	M	2/1/2021	CEMENT MASON	PW-3170-19-05	32.50
SOUZA, DAYTON	CAUCASIAN (WHITE)	M	3/1/2021	CEMENT MASON	15236-07	9.00
SOWERS, TYSON	AFRICAN AMERICAN (BLACK)	M	6/1/2021	ELECTRICIAN	15246-06	63.50
SPEISER, CHRISTA	CAUCASIAN (WHITE)	F	5/1/2021	LABORER	15269-00	873.50
STANTON, JEFFREY	CAUCASIAN (WHITE)	M	4/1/2021	POWER EQUIPMENT OPERATOR	15206-00	331.00
STEINKE, TYLER	CAUCASIAN (WHITE)	M	6/1/2021	CARPENTER	15177-00	167.50
STEVENSON, WARRICK	AFRICAN AMERICAN (BLACK)	M	11/1/2020	CEMENT MASON	4400003856-13	6.50
STREIT, BRENNEN	CAUCASIAN (WHITE)	M	2/1/2021	ELECTRICIAN	15216-03	373.00
STYRES, HUNTER	CAUCASIAN (WHITE)	M	10/1/2020	LABORER	30007047-11	26.00
SUTTON, KALEB	CAUCASIAN (WHITE)	M	8/1/2021	CARPENTER	PW-3814-20-00	109.00
SUZUKI, PETER	CAUCASIAN (WHITE)	M	11/1/2020	CARPENTER	15168-00	42.50
SUZUKI, PETER	CAUCASIAN (WHITE)	M	7/1/2021	CARPENTER	15284-00	15.00
SYD ABD RAHMAN, SYED	ASIAN PACIFIC	M	2/1/2021	CARPENTER	30007452-02	16.50
SYKES, DAVID	CAUCASIAN (WHITE)	M	6/1/2021	POWER EQUIPMENT OPERATOR	15206-00	303.00
SYKES, DAVID	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15269-00	417.50
SYVERTSEN, RIO	CAUCASIAN (WHITE)	M	11/1/2020	CARPENTER	15202-00	15.00
TAGEN, CHARA	CAUCASIAN (WHITE)	F	3/1/2021	IRONWORKER	15212-04B	21.00
TEST, BRADLEY	NATIVE AMERICAN (INDIAN)	M	8/1/2021	IRONWORKER	15246-13A	8.00
THOMAS, ANDRE	CAUCASIAN (WHITE)	M	5/1/2021	POWER EQUIPMENT OPERATOR	15269-00	748.00
THOMAS, JAMES	CAUCASIAN (WHITE)	M	10/1/2020	ELECTRICIAN	15134-01	60.00
THOMAS, JAMES	CAUCASIAN (WHITE)	M	10/1/2020	ELECTRICIAN	15196-01	70.00
THOMAS, JOSH	CAUCASIAN (WHITE)	M	2/1/2021	ELECTRICIAN	15216-03	2.00
TINGLE, MATTHEW	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	15260-00	660.50
TINGLE, MATTHEW	CAUCASIAN (WHITE)	M	5/1/2021	LABORER	PW-3170-19-00	12.00
TINGLE, MATTHEW	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	15257-00	12.00
TIPTON, CRYSTAL	CAUCASIAN (WHITE)	F	9/1/2021	CARPENTER	15284-00	7.50
TORRES, JOSIAH	HISPANIC	M	5/1/2021	CEMENT MASON	30007452-02	8.00
TORRES, JOSIAH	HISPANIC	M	6/1/2021	CEMENT MASON	15250-12	8.00
TOWNSEND, DAVID	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	15134-00	156.50
TRATTNER, THOMAS	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15213-03	68.50
TRIMBLE, CHRISTOPHER	CAUCASIAN (WHITE)	M	3/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	115.00
TSOSIE, VIRGIL	NATIVE AMERICAN (INDIAN)	M	11/1/2020	LABORER	15090-07	34.50
TUCKER, SHORES	CAUCASIAN (WHITE)	M	7/1/2021	ELECTRICIAN	15253-03	10.00
URIBE-PONCE, LEONARDO	HISPANIC	M	4/1/2021	CEMENT MASON	15215-01	16.00
URIBE-PONCE, LEONARDO	HISPANIC	M	5/1/2021	CEMENT MASON	30007452-02	16.00
VALENCIA, VICTOR	HISPANIC	M	10/1/2020	CARPENTER	30007047-00	233.50
VALENCIA, VICTOR	HISPANIC	M	12/1/2020	CARPENTER	30007047-00	678.00
VASQUEZ, ANGEL	HISPANIC	M	11/1/2020	LABORER	PW-3170-19-05	92.00
VAUGHN, CODY	CAUCASIAN (WHITE)	M	8/1/2021	IRONWORKER	15246-13A	41.00
VAZQUEZ-ALMANZA, EDGAR	HISPANIC	M	6/1/2021	CARPENTER	15264-00	10.50
VAZQUEZ-ALMANZA, EDGAR	HISPANIC	M	6/1/2021	CARPENTER	PW-3915-21-00	280.00
VETTER, JACOB	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	PW-3170-19-08	82.00

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VETTER, JACOB	CAUCASIAN (WHITE)	M	1/1/2021	ELECTRICIAN	30007452-01	284.50
VISCARA, JOSE	HISPANIC	M	4/1/2021	CEMENT MASON	PW-3170-19-05	32.00
VISCARRA, JOSE	HISPANIC	M	6/1/2021	CEMENT MASON	15216-06	16.00
WADE, ISAIAH	CAUCASIAN (WHITE)	M	3/1/2021	PAINTER	15173-09	23.00
WAGNER, TRAVIS	NATIVE AMERICAN (INDIAN)	M	8/1/2021	CARPENTER	15238-05	20.00
WALBERG, STEVEN	CAUCASIAN (WHITE)	M	7/1/2021	POWER EQUIPMENT OPERATOR	15270-00	409.50
WALDRUM, HUNTER	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15215-01	8.00
WALDRUM, HUNTER	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	15250-12	17.00
WALDRUM, HUNTER	CAUCASIAN (WHITE)	M	7/1/2021	CEMENT MASON	30007452-02	4.00
WEBB, JOSHUA	CAUCASIAN (WHITE)	M	11/1/2020	IRONWORKER	30007047-10	96.00
WHITMORE, SETH	CAUCASIAN (WHITE)	M	5/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	57.50
WHITMORE, SETH	CAUCASIAN (WHITE)	M	6/1/2021	POWER EQUIPMENT OPERATOR	12861-2021-11	14.50
WHITMORE, SETH	CAUCASIAN (WHITE)	M	8/1/2021	POWER EQUIPMENT OPERATOR	15250-10	57.00
WHITTAKER, MICHAEL	CAUCASIAN (WHITE)	M	2/1/2021	ELECTRICIAN	15213-03	303.50
WIIK, WILLIAM	CAUCASIAN (WHITE)	M	12/1/2020	ELECTRICIAN	15191-04	20.00
WILCOX, SAM	CAUCASIAN (WHITE)	M	7/1/2021	LABORER	310853-00	19.50
WILLIAMS, ANTHONY	AFRICAN AMERICAN (BLACK)	M	1/1/2021	POWER EQUIPMENT OPERATOR	30007452-00	495.00
WILLIAMS, RAYMOND	AFRICAN AMERICAN (BLACK)	M	10/1/2020	LABORER	30007047-00	91.00
WILLIS, MATTHEW	CAUCASIAN (WHITE)	M	3/1/2021	ELECTRICIAN	15230-03	86.50
WILLIS, MATTHEW	CAUCASIAN (WHITE)	M	4/1/2021	ELECTRICIAN	15204-01	43.50
WILLIS, MATTHEW	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15216-03A	14.00
WILLIS, MATTHEW	CAUCASIAN (WHITE)	M	5/1/2021	ELECTRICIAN	15218-01	10.00
WIMPY, ALEXANDER	CAUCASIAN (WHITE)	M	6/1/2021	LABORER	15134-00	396.00
WINSLOW, BRADLEY	CAUCASIAN (WHITE)	M	4/1/2021	CARPENTER	30007603-00	8.00
WITZEL, TROY	CAUCASIAN (WHITE)	M	11/1/2020	CARPENTER	15168-00	1,320.50
WITZEL, TROY	CAUCASIAN (WHITE)	M	7/1/2021	CARPENTER	15284-00	15.00
WOLFE, MICHAEL	AFRICAN AMERICAN (BLACK)	M	9/1/2021	CEMENT MASON	12861-2021-08	8.00
WUBBENHORST, KURT	CAUCASIAN (WHITE)	M	3/1/2021	POWER EQUIPMENT OPERATOR	310853-00	362.00
YAMAMOTO, ISSAC	ASIAN PACIFIC	M	4/1/2021	CARPENTER	30007603-00	16.00
YEVSEYEV, PAVEL	CAUCASIAN (WHITE)	M	4/1/2021	POWER EQUIPMENT OPERATOR	310853-00	611.00
ZAMORA LOPEZ, FRANCISCO	HISPANIC	M	11/1/2020	IRONWORKER	30007047-10	32.00
Total Federal Aid Hours						46,632.03

Total Number of Apprentice/Trainees	267
Apprentice/Trainees on Federal-Aid Projects	267
Apprentice/Trainees on State Funded Projects	0
Total Number of Placements	373
Placements on Federal-Aid Projects	373
Placements on State Funded Projects	0
Total Hours on Federal-Aid Projects	46,632.03

Exhibit E



Office of Civil Rights

*Resources for Equity and Opportunity
in Oregon Transportation*

Apprentice Craft Placements on Federal-Aid Projects

Start dates between 10/1/2020 and 9/30/2021

274 Apprentice/Trainees were placed in 389 positions.
The ethnic breakdown is:

ALL TRADES

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	9	3.61%
ASIAN PACIFIC	7	2.81%
CAUCASIAN	147	59.04%
HISPANIC	65	26.10%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	13	5.22%
UNKNOWN	8	3.21%
TOTAL	249	

FEMALE		
AFRICAN AMERICAN	2	8.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	20	80.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	3	0.12%
UNKNOWN	0	0.00%
TOTAL	25	

PLACEMENTS

MALE		
AFRICAN AMERICAN	13	3.60%
ASIAN PACIFIC	9	2.49%
CAUCASIAN	205	56.79%
HISPANIC	106	29.36%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	15	4.16%
UNKNOWN	13	3.60%
TOTAL	361	

FEMALE		
AFRICAN AMERICAN	1	3.57%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	24	85.71%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	3	10.71%
UNKNOWN	0	0.00%
TOTAL	28	

CARPENTER

35 Apprentice/Trainees were placed in 46 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	3	9.09%
CAUCASIAN	22	66.67%
HISPANIC	6	18.18%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	3.03%
UNKNOWN	1	3.03%
TOTAL	33	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	2	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	2	

PLACEMENTS

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	4	9.09%
CAUCASIAN	30	68.18%
HISPANIC	8	18.18%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	2.27%
UNKNOWN	1	2.27%
TOTAL	44	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	2	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	2	

CEMENT MASON

50 Apprentice/Trainees were placed in 99 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	3	6.67%
ASIAN PACIFIC	1	2.22%
CAUCASIAN	12	26.67%
HISPANIC	29	64.44%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	45	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	5	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	5	

PLACEMENTS

MALE		
AFRICAN AMERICAN	3	3.30%
ASIAN PACIFIC	3	3.30%
CAUCASIAN	22	24.18%
HISPANIC	63	69.23%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	91	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	8	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	8	

ELECTRICIAN

47 Apprentice/Trainees were placed in 68 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	44	93.62%
HISPANIC	1	2.13%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	2.13%
UNKNOWN	1	2.13%
TOTAL	47	

FEMALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

PLACEMENTS

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	64	94.12%
HISPANIC	2	2.94%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	1.47%
UNKNOWN	1	1.47%
TOTAL	68	

FEMALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

IRONWORKER

33 Apprentice/Trainees were placed in 40 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	1	3.13%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	18	56.25%
HISPANIC	9	28.13%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	2	6.25%
UNKNOWN	2	6.25%
TOTAL	32	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	1	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	1	

PLACEMENTS

MALE		
AFRICAN AMERICAN	1	2.56%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	23	58.97%
HISPANIC	10	25.64%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	2	5.13%
UNKNOWN	3	7.69%
TOTAL	39	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	1	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	1	

LABORER

60 Apprentice/Trainees were placed in 79 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	4	8.16%
ASIAN PACIFIC	1	2.04%
CAUCASIAN	21	42.86%
HISPANIC	12	24.49%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	9	18.37%
UNKNOWN	2	4.08%
TOTAL	49	

FEMALE		
AFRICAN AMERICAN	2	18.18%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	7	63.64%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	2	18.18%
UNKNOWN	0	0.00%
TOTAL	11	

PLACEMENTS

MALE		
AFRICAN AMERICAN	8	11.59%
ASIAN PACIFIC	1	1.45%
CAUCASIAN	28	40.58%
HISPANIC	15	21.74%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	11	15.94%
UNKNOWN	6	8.70%
TOTAL	69	

FEMALE		
AFRICAN AMERICAN	1	10.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	7	70.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	2	20.00%
UNKNOWN	0	0.00%
TOTAL	10	

PAINTER

3 Apprentice/Trainees were placed in 3 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	1	33.33%
HISPANIC	1	33.33%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	1	33.33%
TOTAL	3	

FEMALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

PLACEMENTS

MALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	1	33.33%
HISPANIC	1	33.33%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	1	33.33%
TOTAL	3	

FEMALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

POWER EQUIPMENT OPERATOR

39 Apprentice/Trainees were placed in 49 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN	1	2.78%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	27	75.00%
HISPANIC	7	19.44%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	1	2.78%
TOTAL	36	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	2	66.67%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	33.33%
UNKNOWN	0	0.00%
TOTAL	3	

PLACEMENTS

MALE		
AFRICAN AMERICAN	1	2.17%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	37	80.43%
HISPANIC	7	15.22%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	1	2.17%
TOTAL	46	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	2	66.67%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	1	33.33%
UNKNOWN	0	0.00%
TOTAL	3	

CONSTRUCTION ASSISTANT

3 Apprentice/Trainees were placed in 4 positions.
The ethnic breakdown is:

APPRENTICE/TRAINEE

MALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	3	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	3	

PLACEMENTS

MALE		
AFRICAN AMERICAN		0.00%
ASIAN PACIFIC		0.00%
CAUCASIAN		0.00%
HISPANIC		0.00%
SUBCONTINENT ASIAN		0.00%
NATIVE AMERICAN		0.00%
UNKNOWN		0.00%
TOTAL	0	

FEMALE		
AFRICAN AMERICAN	0	0.00%
ASIAN PACIFIC	0	0.00%
CAUCASIAN	4	100.00%
HISPANIC	0	0.00%
SUBCONTINENT ASIAN	0	0.00%
NATIVE AMERICAN	0	0.00%
UNKNOWN	0	0.00%
TOTAL	4	



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in Oregon Transportation*