
Title VI Plan and Procedures
Title VI of the Civil Rights Act of 1964

Senior Services of Southeastern Virginia



Adopted date
January 27, 2021

Table of Contents

I.	INTRODUCTION	2
II.	OVERVIEW OF SERVICES	3
III.	POLICY STATEMENT AND AUTHORITIES	4
IV.	NONDISCRIMINATION ASSURANCE TO DRPT	5
V.	PLAN APPROVAL DOCUMENT	6
VI.	ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES	11
VII.	PROCEDURES FOR NOTIFYING THE PUBLIC OF TITLE VI RIGHTS AND HOW TO FILE A COMPLAINT.....	14
VIII.	TITLE VI COMPLAINT PROCEDURES.....	15
IX.	PUBLIC OUTREACH AND INVOLVEMENT	20
X.	LANGUAGE ASSISTANCE PLAN FOR PERSONS WITH LIMITED ENGLISH PROFICIENCY (LEP).....	22
XI.	MINORITY REPRESENTATION ON PLANNING AND ADVISORY BODIES.....	26
XII.	MONITORING TITLE VI COMPLAINTS	30
	Appendix A - Title VI Notice to the Public.....	32
	Appendix B - Title VI Notice to the Public List of Locations.....	33
	Appendix C - Title VI Complaint Form	33
	Appendix D - Investigations, Lawsuits and Complaints Document.....	36
	Appendix E - Summary of Outreach Efforts	39
	Appendix F -Table Minority Representation on Committees by Race.....	40

I. INTRODUCTION

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." (42 U.S.C. Section 2000d).

The Civil Rights Restoration Act of 1987 clarified the intent of Title VI to include all programs and activities of Federal-aid recipients, sub-recipients, and contractors whether those programs and activities are federally funded or not.

Recently, the Federal Transit Administration (FTA) has placed renewed emphasis on Title VI issues, including providing meaningful access to persons with Limited English Proficiency.

Recipients of public transportation funding from FTA and the Virginia Department of Rail and Public Transportation (DRPT) are required to develop policies, programs, and practices that ensure that federal and state transit dollars are used in a manner that is nondiscriminatory as required under Title VI.

This document details how **Senior Services of Southeastern Virginia** incorporates nondiscrimination policies and practices in providing services to the public. **Senior Services of Southeastern Virginia** Title VI policies and procedures are documented in this plan and its appendices and attachments. This plan will be updated periodically (at least every three years) to incorporate changes and additional responsibilities that arise.

II. OVERVIEW OF SERVICES

Senior Services of Southeastern Virginia is the regional not-for-profit organization that helps seniors and adults with disabilities live with choice and dignity in their communities. Its headquarters and satellite offices assist citizens in the cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk, and Virginia Beach, and in Isle of Wight and Southampton counties. Programs and services include case management, in-home care, home-delivered meals, transitions care, wellness classes, I-Ride transportation, Medicare benefits counseling and more. In 2018, more than 10,000 people throughout Southeastern Virginia region were served. To learn more about Senior Services, please call 757-461-9481, connect with us on Facebook, Twitter, or visit www.ssseva.org.

III. POLICY STATEMENT AND AUTHORITIES

Title VI Policy Statement

Senior Services of Southeastern Virginia is committed to ensuring that no person shall, on the grounds of race, color, national origin, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 (PL 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, whether those programs and activities are federally funded or not.

The **Senior Services of Southeastern Virginia** Title VI Manager is responsible for initiating and monitoring Title VI activities, preparing required reports, and other responsibilities as required by Title 23 Code of Federal Regulations (CFR) Part 200, and Title 49 CFR Part 21.

Diane R. Taylor
Signature of Authorizing Official

1/28/2022
Date

Authorities

Title VI of the 1964 Civil Rights Act provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity receiving federal financial assistance (refer to 49 CFR Part 21). The Civil Rights Restoration Act of 1987 broadened the scope of Title VI coverage by expanding the definition of the terms “programs or activities” to include all programs or activities of Federal Aid recipients, sub recipients, and contractors, whether such programs and activities are federally assisted or not.

Additional authorities and citations include: Title VI of the Civil Rights Act of 1964 (42 U.S.C. Section 2000d); Federal Transit Laws, as amended (49 U.S.C. Chapter 53 et seq.); Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601, et seq.); Department of Justice regulation, 28 CFR part 42, Subpart F, “Coordination of Enforcement of Nondiscrimination in Federally-Assisted Programs” (December 1, 1976, unless otherwise noted); U.S. DOT regulation, 49 CFR part 21, “Nondiscrimination in Federally-Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964” (June 18, 1970, unless otherwise noted); Joint FTA/Federal Highway Administration (FHWA) regulation, 23 CFR part 771, “Environmental Impact and Related Procedures” (August 28, 1987); Joint FTA/FHWA regulation, 23 CFR part 450 and 49 CFR part 613, “Planning Assistance and Standards,” (October 28, 1993, unless otherwise noted); U.S. DOT Order 5610.2, “U.S. DOT Order on Environmental Justice to Address Environmental Justice in Minority Populations and Low-Income Populations,” (April 15, 1997); U.S. DOT Policy Guidance Concerning Recipients’ Responsibilities to Limited English Proficient Persons, (December 14, 2005), and Section 12 of FTA’s Master Agreement, FTA MA 13 (October 1, 2006).

IV. NONDISCRIMINATION ASSURANCE TO DRPT

In accordance with 49 CFR Section 21.7(a), every application for financial assistance from the Federal Transit Administration (FTA) must be accompanied by an assurance that the applicant will carry out the program in compliance with DOT's Title VI regulations. This requirement is fulfilled when the Virginia Department of Rail and Public Transportation (DRPT) submits its annual certifications and assurances to FTA. DRPT shall collect Title VI assurances from sub-recipients prior to passing through FTA funds.

As part of the Certifications and Assurances submitted to DRPT with the Annual Grant Application and all Federal Transit Administration grants submitted to the DRPT Senior Services of Southeastern Virginia submits a Nondiscrimination Assurance which addresses compliance with Title VI as well as nondiscrimination in hiring (EEO) and contracting (DBE), and nondiscrimination on the basis of disability (ADA).

In signing and submitting this assurance, *Senior Services of Southeastern Virginia* confirms to DRPT the agency's commitment to nondiscrimination and compliance with federal and state requirements.

V. PLAN APPROVAL DOCUMENT



Executive Committee & Finance Committee Meeting Minutes

January 27, 2022, via Zoom/10:00 a.m. – 11:30 a.m.

Board of Directors

Kathy McVey, President – present

Bob Lougen, 1st Vice President – present

Lynn Briley, 2nd Vice President - present

Keith Cannady – present

Robert Holt – present

Sondra Kendrick – present

Desiree Key – absent

Hope Lomax-Jones – present

Evelyn McCullough - absent

Joice Whitehorn - excused

Ex-Officio: Steve Zollos, CEO

Staff: Wanda Rivers, Controller

Staff: Monika Zajac-Lorke, EA

Welcome & Call to Order

The Executive Committee Meeting was called to order by President, Kathy McVey.

Consent Agenda Approval

Kathy McVey requested a motion to approve the consent agenda that included last month's Executive Committee 11/18/2022 Meeting Minutes and Bylaws Amendments Vote of Approval and Title VI of the Civil Rights Act of 1964 Vote of Approval.

The Board discussed possible adjustments to the phraseology and decided to follow DARS recommendations and accept the proposed changes.

The motion was given by Hope Lomax-Jones, seconded by Keith Cannady, and all were in favor.

After discussion the Board decided to accept Title VI with the condition to revisit the part pertaining to Senior Services' internal procedures. This will be done after consultations with HR Director.

The motion was given by Keith Cannady, seconded by Bob Holt, and all were in favor.

CEO Agency Update- Steve Zollos, CEO

- Relocation Update
Steve presented the Board with the pictures from the new office space and recognized several employees for their work related to the office relocation.
- DARS Exit Report
Steve updated the Board with the great comments received from DARS administrative director after the Exit Meeting and extended kudos to the whole team for an outstanding job.

Finance Committee- Hope Lomax-Jones & Wanda Rivers

- December 2021 Financial Review
- Audit Update

Hope Lomax-Jones asked Wanda Rivers to present the Financial Report in Brigid Miller's absence.

Wanda reported on ongoing Audit, which presented no evidence of any major issues. The final report is anticipated to be ready at the end of February/beginning of March.

When it comes to Budget, at the end of the 1st quarter we should be at 25% of the budget. At this moment we are at 38% of the revenue and 25% of expenses. The final budget will be sent to the Committee for approval after the departmental review is completed.

Wanda updated the Board with agency's efforts to allocate the funds received from American Rescue Plan (\$1.2M). She also reported on generous donations received in the last quarter; \$15K from Hall Toyota (restricted to transportation), \$100K from Sentara (restricted to meals at Norfolk Safe Hotel Project), and \$15K from Sentara Employee Fund (unrestricted).

Steve recognized Melissa Sutherland, Grant Administrator, and the Marketing and Development Team for great job spreading the message about our services and building awareness about our role in the community.

Kathy McVey requested a motion to approve December 2022 Financial Review. The motion was given by Bob Holt, seconded by Lynn Briley, and all were in favor.

Strategic Goal 1: Awareness of Services – Kathy McVey & Steve Zollos

- **PR Firm Update**

Steve updated the Committees about the plan to hire PR Firm that would help in building 2022 strategy for reaching out and increasing Senior Services brand awareness in the Hampton Roads. At this moment we did not receive any response to our RFP and will be resubmitting it.

- **Holiday Party Review**

Steve extended his kudos to Diane Tylor for organizing the Holiday Party. It was a very special, team building event, where the whole agency had a chance to celebrate the season.

- **Annual Meeting and Annual Report Update**

Due to office relocation and Covid related absences, the Annual Meeting and Report have been pushed to February. The Annual Report in the digital format will be presented to the Board over the next meeting.

Strategic Goal 2: Staff Efficiencies – Bob Lougen 1st VP & Steve Zollos

- **Hiring Update**

The Senior Director of Operations position has been posted, and we are reviewing the resumes for potential interviews. Steve added that he is committed to finding the right person for that demanding position. The Vaccine Ambassador position has been replaced with the contracted individual who will help us with the vaccination efforts. The Advocacy Manager would be responsible for representing Senior Services and looking for opportunities to advocate on behalf of our agency. Steve also welcomed Brittini Cochran as new Marketing Manager.

Strategic Goal 3: Board Effectiveness- Lynn Briley, 2nd VP & Steve Zollos

- New Board Members

Lynn Briley updated the Committee about the new BOD Member appointed by IOW County; Pam Barton. Lynn, Steve and Kathy had a chance to connect with Pam over zoom meeting and all agreed to her qualifications and good fit to the organization.

Bob Lougen requested a motion to approve Pam Barton to the Board. The motion was given by Bob Holt, seconded by Lynn Briley and all were in favor.

Hope Lomax-Jones has been introduced for Finance Committee Treasurer.

Bob Lougen requested a motion to approve Hope Lomax-Jones for Treasurer. The motion was given by Keith Cannady, seconded by Lynn Briley and all were in favor.

Strategic Goal 4: Sustainability - Steve Zollos

- Hayden Update

Steve reported that LISC, the bridge loan provider, has forgiven us half of our obligation (around \$600K). This change positions us in favorable spot within the challenging investor's ordeal. That unexpected change creates tax burden on the investor, however, will not affect Senior Services, being non-profit organization. At this moment we are waiting for the investor's response to LISC's decision.

Other Business – Steve Zollos

- IOW Supervisors Retreat

IOW is interested in converting another school into apartment or office facility and reached out to us for advice and further guidance in handling such project.

- Franklin Budget Meeting

After attending the meeting Steve would like to step up with the future funding requests.

- Southampton BOS Meeting


The county representatives did not support the 5311 Program on the same level as IOW and Franklin delegates. We need to go forward with supporting the project and hopefully the Southampton County will join the efforts to provide public transportation in Western Tidewater.

Adjourned:

With no further questions or business Kathy McVey requested an approval to adjourn. A motion was given by Hope Lomax-Jones, seconded by Bob Lougen, and all were in favor.

Respectfully submitted by Monika Zajac-Lorke, EA 01/28/2022

I hereby acknowledge the receipt of the Senior Services of Southeastern Virginia Title VI Implementation Plan 2021-2024. I have reviewed and approve the Plan. I am committed to ensuring that no person is excluded from participation in or denied the benefits of transit services on the basis of race, color, or national origin, as protected by Title VI according to Federal Transit Administration (FTA) Circular 4702.1B Title VI requirements and guidelines for FTA sub-recipients.



Signature of Authorizing Official

01/28/2022

DATE

Stephen Zollos, Chief Executive Officer

Senior Services of Southeastern Virginia

VI. ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES

The **Senior Services of Southeastern Virginia's Director of Human Resources** is responsible for ensuring implementation of the agency's Title VI program. Title VI program elements are interrelated, and responsibilities may overlap. The specific areas of responsibility have been delineated below for purposes of clarity.

Overall Organization for Title VI

The Title VI Manager and staff are responsible for coordinating the overall administration of the Title VI program, plan, and assurances, including complaint handling, data collection and reporting, annual review and updates, and internal education.

Detailed Responsibilities of the Title VI Manager

The Title VI Manager is charged with the responsibility for implementing, monitoring, and ensuring compliance with Title VI regulations. Title VI responsibilities are as follows:

1. Process the disposition of Title VI complaints received.
2. Collect statistical data (race, color or national origin) of participants in and beneficiaries of agency programs, (e.g., affected citizens, and impacted communities).
3. Conduct annual Title VI reviews of agency to determine the effectiveness of program activities at all levels.
4. Conduct Title VI reviews of construction contractors, consultant contractors, suppliers, and other recipients of federal-aid fund contracts administered through the agency.
5. Conduct training programs on Title VI and other related statutes for agency employees.
6. Prepare a yearly report of Title VI accomplishments and goals, as required.
7. Develop Title VI information for dissemination to the general public and, where appropriate, in languages other than English.
8. Identify and eliminate discrimination.
9. Establish procedures for promptly resolving deficiency status and writing the remedial action necessary, all within a period not to exceed 90 days.

General Title VI responsibilities of the agency

The Title VI Manager is responsible for substantiating that these elements of the plan are appropriately implemented and maintained, and for coordinating with those responsible for public outreach and involvement and service planning and delivery.

1. Data collection

To ensure that Title VI reporting requirements are met, Senior Services of Southeastern Virginia will maintain:

- A database or log of Title VI complaints received. The investigation of and response to each complaint is tracked within the database or log.
- A log of the public outreach and involvement activities undertaken to ensure that minority and low-income people had a meaningful access to these activities.

2. Annual Report and Updates

As a sub-recipient of FTA funds, **Senior Services of Southeastern Virginia** is required to submit a Quarterly Report Form to DRPT that documents any Title VI complaints received during the preceding quarter and for each year. Senior Services of Southeastern Virginia will also maintain and provide to DRPT on an annual basis, the log of public outreach and involvement activities undertaken to ensure that minority and low-income people had a meaningful access to these activities.

Further, we will submit to DRPT updates to any of the following items since the previous submission, or a statement to the effect that these items have not been changed since the previous submission, indicating date:

- A copy of any compliance review report for reviews conducted in the last three years, along with the purpose or reason for the review, the name of the organization that performed the review, a summary of findings and recommendations, and a report on the status or disposition of the findings and recommendations
- Limited English Proficiency (LEP) plan
- procedures for tracking and investigating Title VI complaints
- A list of Title VI investigations, complaints or lawsuits filed with the agency since the last submission
- A copy of the agency notice to the public that it complies with Title VI and instructions on how to file a discrimination complaint

3. Annual review of Title VI program

Each year, in preparing for the Annual Report and Updates, the Title VI Manager will review the agency's Title VI program to assure implementation of the Title VI plan. In addition, they will

review agency operational guidelines and publications, including those for contractors, to verify that Title VI language and provisions are incorporated, as appropriate.

4. Dissemination of information related to the Title VI program

Information on our Title VI program will be disseminated to agency employees, contractors, and beneficiaries, as well as to the public, as described in the “public outreach and involvement” section of this document, and in other languages when needed according to the LEP plan as well as federal and State laws/regulations.

5. Resolution of complaints

Any individual may exercise his or her right to file a complaint if that person believes that he, she or any other program beneficiaries have been subjected to unequal treatment or discrimination in the receipt of benefits/services or prohibited by non-discrimination requirements. Senior Services of Southeastern Virginia will report the complaint to DRPT within three business days (per DRPT requirements), and make a concerted effort to resolve complaints locally, using the agency’s Title VI Complaint Procedures. All Title VI complaints and their resolution will be logged as described under Section 1. Data collection and reported annually (in addition to immediately) to DRPT.

6. Written policies and procedures

Our Title VI policies and procedures are documented in this plan and its appendices and attachments. This plan will be updated periodically to incorporate changes and additional responsibilities that arise. During the course of the Annual Title VI Program Review (item 3 above), the Title VI Manager will determine whether or not an update is needed.

7. Internal education

Our employees will receive training on Title VI policies and procedures upon hiring and upon promotion. This training will include requirements of Title VI, our obligations under Title VI (LEP requirements included), and required data that must be gathered and maintained. In addition, training will be provided when any Title VI-related policies or procedures change (agency-wide training), or when appropriate in resolving a complaint.

Title VI training is the responsibility of the Mobility Manager.

8. Title VI clauses in contracts

In all federal procurements requiring a written contract or Purchase Order (PO), **Senior Services of Southeastern Virginia’s** contract/PO will include appropriate non-discrimination clauses. The Title VI Manager will work with the Chief Financial Officer who is/are responsible for procurement contracts and PO’s to ensure appropriate non-discrimination clauses are included.

VII. PROCEDURES FOR NOTIFYING THE PUBLIC OF TITLE VI RIGHTS AND HOW TO FILE A COMPLAINT

Requirement to Provide a Title VI Public Notice

Title 49 CFR Section 21.9(d) requires recipients to provide information to the public regarding the recipient's obligations under DOT's Title VI regulations and apprise members of the public of the protections against discrimination afforded to them by Title VI. At a minimum, Senior Services of Southeastern Virginia shall disseminate this information to the public by posting a Title VI notice on the agency's website and in public areas of the agency's office(s), including the reception desk, meeting rooms, in federally-funded vehicles, etc. The following Sample Public Notice is to be included as APPENDIX A- Title VI Notice to the Public; List of Locations, and displayed in your vehicles and facilities. Place Notice on agency letterhead:

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" (42 U.S.C. Section 2000d).

Senior Services of Southeastern Virginia is committed to ensuring that no person is excluded from participation in or denied the benefits of its transportation services on the basis of race, color, or national origin, as protected by Title VI in Federal Transit Administration (FTA) Circular 4702.1B. If you feel you are being denied participation in or being denied benefits of the transit services provided by Senior Services of Southeastern Virginia, or otherwise being discriminated against because of your race, color, national origin, gender, age, or disability, our contact information is:

Name: Diane R. Taylor
Title: Director of Human Resources
Agency Name: Senior Services of Southeastern Virginia
Address: 6350 Center Drive Suite 101
City, State Zip code: Norfolk, Virginia 23502
Telephone Number: 757-461-9481
Email address: dtaylor@ssseva.org

NOTE: As part of Title VI requirements, sub-recipients are also required to maintain a list of locations where their Title VI Notices have been posted or displayed.
SEE APPENDIX A-Title VI Notice to the Public
SEE APPENDIX B-Title VI Notice to the Public List of Locations

VIII. TITLE VI COMPLAINT PROCEDURES

Requirement to Develop Title VI Complaint Procedures and Complaint Form.

In order to comply with the reporting requirements established in 49 CFR Section 21.9(b), all recipients shall develop procedures for investigating and tracking Title VI complaints filed against them and make their procedures for filing a complaint available to members of the public. Recipients must also develop a Title VI complaint form. The form and procedure for filing a complaint shall be available on the recipient's website and at their facilities.

Any individual may exercise his or her right to file a complaint with **Senior Services of Southeastern Virginia** if that person believes that he or she has been subjected to unequal treatment or discrimination in the receipt of benefits or services. We will report the complaint to DRPT within three business days (per DRPT requirements), and make a concerted effort to resolve complaints locally, using the agency's Nondiscrimination Complaint Procedures. All Title VI complaints and their resolution will be logged and reported annually (in addition to immediately) to DRPT.

Senior Services of Southeastern Virginia includes the following language on all printed information materials, on the agency's website, in press releases, in public notices, in published documents, and on posters on the interior of each vehicle operated in passenger service:

The Senior Services of Southeastern Virginia is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color or national origin, as protected by Title VI of the Civil Rights Act of 1964.

For additional information on Senior Services of Southeastern Virginia's nondiscrimination policies and procedures, or to file a complaint, please visit the website at www.ssseva.org or contact (Diane Taylor, HR Director 6350 Center Drive Suite 101 Norfolk, VA 23502).

Instructions for filing Title VI complaints are posted on the agency's website and in posters on the interior of each vehicle operated in passenger service and agency's facilities and are also included within Senior Services of Southeastern Virginia's transportation brochure.

SEE APPENDIX C-Title VI Complaint Form

Procedures for Handling and Reporting Investigations/Complaints and Lawsuits

Should any Title VI investigations be initiated by FTA or DRPT, or any Title VI lawsuits are filed against **Senior Services of Southeastern Virginia** the agency will follow these procedures:

Procedures

Should any Title VI investigations be initiated by FTA or DRPT, or any Title VI lawsuits are filed against Senior Services of Southeastern Virginia the agency will follow these procedures:

Procedures

1. Any individual, group of individuals, or entity that believes they have been subjected to discrimination on the basis of race, color, or national origin may file a written complaint with the Title VI Manager. The complaint is to be filed in the following manner:
 - a. A formal complaint must be filed within 180 calendar days of the alleged occurrence.
 - b. The complaint shall be in writing and signed by the complainant(s).
 - c. The complaint should include:
 - the complainant's name, address, and contact information
 - (i.e., telephone number, email address, etc.)
 - the date(s) of the alleged act of discrimination (if multiple days, include the date when the complainant(s) became aware of the alleged discrimination and the date on which the alleged discrimination was discontinued or the latest instance).
 - a description of the alleged act of discrimination
 - the location(s) of the alleged act of discrimination (include vehicle number if appropriate)
 - an explanation of why the complainant believes the act to have been discriminatory on the basis of race, color, and national origin
 - if known, the names and/or job titles of those individuals perceived as parties in the incident
 - contact information for any witnesses
 - indication of any related complaint activity (i.e., was the complaint also submitted to DRPT or FTA?)
 - d. The complaint shall be submitted to Senior Services of Southeastern Virginia
Name: Diane R. Taylor
Title: Director of Human Resources
Agency Name: Senior Services of Southeastern Virginia
Address: 6350 Center Drive Suite 101
City, State Zip code: Norfolk, Virginia 23502
Telephone Number: 757-461-9481

Email address: dtaylor@ssseva.org

- e. Complaints received by any other employee of Senior Services of Southeastern Virginia will be immediately forwarded to the Title VI Manager.
- f. In the case where a complainant is unable or incapable of providing a written statement, a verbal complaint of discrimination may be made to the Title VI Manager. Under these circumstances, the complainant will be interviewed, and the Title VI Coordinator will assist the complainant in converting the verbal allegations to writing.
2. Upon receipt of the complaint, the Title VI Manager will immediately:
 - a. notify DRPT (no later than 3 business days from receipt)
 - b. notify the Senior Services of Southeastern Virginia Authorizing Official
 - c. ensure that the complaint is entered in the complaint database
3. Within 3 business days of receipt of the complaint, the Title VI Manager will contact the complainant by telephone to set up an interview.
4. The complainant will be informed that they have a right to have a witness or representative present during the interview and can submit any documentation he/she perceives as relevant to proving his/her complaint.
5. If DRPT has assigned staff to assist with the investigation, the Title VI Manager will offer an opportunity to participate in the interview.
6. The alleged discriminatory service or program official will be given the opportunity to respond to all aspects of the complainant's allegations.
7. The Title VI Manager will determine, based on relevancy or duplication of evidence, which witnesses will be contacted and questioned.
8. The investigation may also include:
 - a. investigating contractor operating records, policies or procedures
 - b. reviewing routes, schedules, and fare policies
 - c. reviewing operating policies and procedures
 - d. reviewing scheduling and dispatch records
 - e. observing behavior of the individual whose actions were cited in the complaint
9. All steps taken and findings in the investigation will be documented in writing and included in the complaint file.
10. The Title VI Manager will contact the complainant at the conclusion of the investigation, but prior to writing the final report, and give the complainant an opportunity to give a rebuttal statement at the end of the investigation process.
11. At the conclusion of the investigation and within 60 days of the interview with the complainant, the Title VI Manager will prepare a report that includes a narrative description of the incident, identification of persons interviewed, findings, and recommendations for disposition. This report will be provided to the Authorizing Official, DRPT, and, if appropriate, Senior Services of Southeastern Virginia's legal counsel.
12. The Title VI Manager will send a letter to the complainant notifying them of the outcome of the investigation. If the complaint was substantiated, the letter will indicate the course of action that will be followed to correct the situation. If the complaint is determined to be unfounded, the letter will explain the reasoning, and refer the complainant to DRPT in the event the complainant wishes to appeal the determination. This letter will be copied to DRPT.
13. A complaint may be dismissed for the following reasons:

- a. The complainant requests the withdrawal of the complaint.
 - b. An interview cannot be scheduled with the complainant after reasonable attempts.
 - c. The complainant fails to respond to repeated requests for additional information needed to process the complaint.
14. DRPT will serve as the appealing forum to a complainant that is not satisfied with the outcome of an investigation conducted by Senior Services of Southeastern Virginia. DRPT will analyze the facts of the case and will issue its conclusion to the appellant according to their procedures.

A person may also file a complaint directly with the Federal Transit Administration, Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor – TCR, 1200 New Jersey Avenue SE, Washington, DC 20590.

SEE APPENDIX D- Investigations, Lawsuits and Complaints Document

Transportation-Related Title VI Investigations, Complaints, and Lawsuits

Background

All recipients shall prepare and maintain a list of any of the following that allege discrimination on the basis of race, color, or national origin:

- Active investigations conducted by FTA and entities other than FTA;
- Lawsuits; and
- Complaints naming the recipient.

This list shall include the date that the transportation-related Title VI investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by the recipient in response, or final findings related to the investigation, lawsuit, or complaint. This list shall be included in the Title VI Program submitted to DRPT every three years and information shall be provided to DRPT quarterly and annually.

A person may also file a complaint directly with the Federal Transit Administration, Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor – TCR, 1200 New Jersey Avenue SE, Washington, DC 20590.

Transportation-Related Title VI Investigations, Complaints, and Lawsuits

Background

All recipients shall prepare and maintain a list of any of the following that allege discrimination on the basis of race, color, or national origin:

- Active investigations conducted by FTA and entities other than FTA;

- Lawsuits; and
- Complaints naming the recipient.

This list shall include the date that the transportation-related Title VI investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by the recipient in response, or final findings related to the investigation, lawsuit, or complaint. This list shall be included in the Title VI Program submitted to DRPT every three years and information shall be provided to DRPT quarterly and annually.

SEE APPENDIX D- Investigations, Lawsuits and Complaints Document

IX. PUBLIC OUTREACH AND INVOLVEMENT

PUBLIC PARTICIPATION PLAN

Introduction

The Public Participation Plan (PPP) is a guide for ongoing public participation endeavors. Its purpose is to ensure that Senior Services of Southeastern Virginia utilizes effective means of providing information and receiving public input on transportation decisions from low income, minority and limited English proficient (LEP) populations, as required by Title VI of the Civil Rights Act of 1964 and its implementing regulations.

Under federal regulations, transit operators must take reasonable steps to ensure that Limited English Proficient (LEP) persons have meaningful access to their programs and activities. This means that public participation opportunities, normally provided in English, should be accessible to persons who have a limited ability to speak, read, write, or understand English.

In addition to language access measures, other major components of the PPP include: public participation design factors; a range of public participation methods to provide information, to invite participation and/or to seek input; examples to demonstrate how population-appropriate outreach methods can be and were identified and utilized; and performance measures and objectives to ensure accountability and a means for improving over time.

Senior Services of Southeastern Virginia established a public participation plan or process that will determine how, when, and how often specific public participation activities should take place, and which specific measures are most appropriate.

Senior Services of Southeastern Virginia will make these determinations based on a demographic analysis of the population(s) affected, the type of plan, program, and/or service under consideration, and the resources available. Efforts to involve minority and LEP populations in public participation activities may include both comprehensive measures, such as placing public notices at all transit stations, stops, and vehicles, as well as targeted measures to address linguistic, institutional, cultural, economic, historical, or other barriers that may prevent minority and LEP persons from effectively participating in our decision-making process.

SOME OF THOSE EFFECTIVE PUBLIC OUTREACH PRACTICES INCLUDES:

- a. Scheduling meetings at times and locations that are convenient and accessible for minority and LEP communities.
- b. Employing different meeting sizes and formats.

- c. Coordinating with community and faith-based organizations, educational institutions, and other organizations to implement public engagement strategies that reach out specifically to members of affected minority and/or LEP communities.
- d. Considering radio, television, or newspaper ads on stations and in publications that serve LEP populations. Outreach to LEP populations could also include audio programming available on podcasts.
- e. Providing opportunities for public participation through means other than written communication, such as personal interviews or use of audio or video recording devices to capture oral comments.

SEE APPENDIX E-Summary of Outreach Efforts

X. LANGUAGE ASSISTANCE PLAN FOR PERSONS WITH LIMITED ENGLISH PROFICIENCY (LEP)**LANGUAGE ASSISTANCE PLAN FOR PERSONS WITH LIMITED ENGLISH PROFICIENCY (LEP)****Introduction and Legal Basis**

LEP is a term that defines any individual not proficient in the use of the English language. The establishment and operation of an LEP program meets objectives set forth in Title VI of the Civil Rights Act and Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (LEP). This Executive Order requires federal agencies receiving financial assistance to address the needs of non-English speaking persons. The Executive Order also establishes compliance standards to ensure that the programs and activities that are provided by a transportation provider in English are accessible to LEP communities. This includes providing meaningful access to individuals who are limited in their use of English. The following LEP language implementation plan, developed by *Senior Services of Southeastern Virginia* is based on FTA guidelines.

As required, Senior Services of Southeastern Virginia developed a written LEP Plan (below). Using 2011 -2015 and American Community Survey (ACS) Census data, Senior Services of Southeastern Virginia has evaluated data to determine the extent of need for translation services of its vital documents and materials.

LEP persons can be a significant market for public transit and reaching out to these individuals can help increase their utilization of transit. Therefore, it also makes good business sense to translate vital information into languages that the larger LEP populations in the community can understand.

Assessment of Needs and Resources

The need and resources for LEP language assistance were determined through a four-factor analysis as recommended by FTA guidance.

Factor 1: Assessment of the Number and Proportion of LEP Persons Likely to be Served or Encountered in the Eligible Service Population

The agency has reviewed census data on the number of individuals in its service area that have limited English Proficiency, as well as the languages they speak.

U.S. Census Data – American Community Survey (2012-2016)

Data from the U.S. Census Bureau’s American Community Survey (ACS) were obtained through www.census.gov by **Senior Services of Southeastern Virginia**’s service area. The agency’s service area includes a total of *[insert number and percent of total population]* persons with Limited English Proficiency (those persons who indicated that they spoke English “less than very well,” in the 2012-2016 ACS Census).

Information from the 2012-2016 ACS also provides more detail on the specific languages that are spoken by those who report that they speak English less than very well. Languages spoken at home by those with LEP are presented below. These data indicate the extent to which translations into other language are needed to meet the needs of LEP persons.

Senior Services of Southeastern VA Service Area			
Language	Number of LEP Population	Percent of Service Area Population Speaking Language	Percent of LEP Population Speaking Language
Spanish or Spanish Creole	10,408	1.20%	40.86%
Tagalog	5,162	0.59%	20.26%
Chinese	2,070	0.24%	8.13%
Vietnamese	1,155	0.13%	4.53%
Korean	817	0.09%	3.21%
Japanese	569	0.07%	2.23%
French	717	0.08%	2.81%
Arabic	672	0.08%	2.64%
German	487	0.06%	1.91%
Other Pacific Island languages	347	0.04%	1.36%
Russian	407	0.05%	1.60%
African languages	470	0.05%	1.85%
Other Asian languages	267	0.03%	1.05%
Gujarati	231	0.03%	0.91%
Thai	182	0.02%	0.71%
Portuguese or Portuguese Creole	176	0.02%	0.69%
Other Indic languages	138	0.02%	0.54%
Hebrew	106	0.01%	0.42%
Greek	120	0.01%	0.47%
Hindi	90	0.01%	0.35%
Other West Germanic languages	77	0.01%	0.30%

Persian	184	0.02%	0.72%
Other Slavic languages	150	0.02%	0.59%
Other Indo-European languages	75	0.01%	0.29%
Urdu	94	0.01%	0.37%
Serbo-Croatian	51	0.01%	0.20%
Italian	167	0.02%	0.66%
French Creole	37	0.00%	0.15%
Scandinavian languages	23	0.00%	0.09%
Other and unspecified languages	14	0.00%	0.05%
Hungarian	4	0.00%	0.02%
Laotian	4	0.00%	0.02%
Armenian	2	0.00%	0.01%
Total LEP Population	25,473	2.93%	
Total Service Area Population	868,088		

It is noted that there are relatively low number of LEP persons in the service area - no language is spoken by over 5% or a total of 1,000 persons in the LEP population.

Factor 2: Assessment of Frequency with Which LEP Individuals Come Into Contact with the Transit Services or System

Senior Services of Southeastern Virginia reviewed the relevant benefits, services, and information provided by the agency and determined the extent to which LEP persons have come into contact with these functions through one the following channels:

- **Contact with transit vehicle operators;**
- **Contact with transit station managers;**
- **Calls to Senior Services of Southeastern Virginia's customer service telephone line;**
- **Visits to the agency's headquarters;**
- **Access to the agency's website;**
- **Attendance at community meetings or public hearings hosted by Senior Services of Southeastern Virginia;**
- **Contact with the agency's ADA complementary paratransit system (including applying for eligibility, making reservations, and communicating with drivers).**

There has been no request for LEP services at this time.

We will continue to identify emerging populations as updated Census and American Community Survey data become available for our service area. In addition, when LEP

persons contact our agency, we attempt to identify their language and keep records on contacts to accurately assess the frequency of contact. To assist in language identification, we use a language identification flashcard based on that which was developed by the U.S. Census. (<http://www.lep.gov/ISpeakCards2004.pdf>)]

Information from Community Organizations that Serve LEP Persons

To supplement the Census, education, and labor department data, Senior Services of Southeastern Virginia conducted community outreach to the following organizations that work with LEP populations. Organizations contact include the following

- Hampton Roads Senior Center (Korean)
- Chinese Community Association
- Philippine Cultural Center
- St. Luke Catholic Church (Spanish)

Senior Services of Southeastern Virginia will monitor requests for LEP services from our Transportation Department, Wellness Department, Benefits Counseling Program staff and the Program Developer to understand and respond to demand for certain services.

Factor 3: Assessment of the Nature and Importance of the Transit Services to the LEP Population

Senior Services of Southeastern Virginia provides the following programs, activities and services:

For caregivers, seniors, and veterans, Senior Services provides information, as well as provisions of homemaker, personal care or adult day care services for families that need the services. The availability of Legal Services and Benefits Counseling regarding, Medicare, Medicaid, or Medicare Part D applications are also available. Coordinated transportation for medical and therapy appointments, wellness centers, and adult day care centers is also provided. Public transportation is also provided by I-Ride bus routes.

Based on past experience serving and communicating with LEP persons and interviews with community agencies, we learned that the following services/routes/programs are currently of particular importance LEP persons in the community. The following are the most critical services provided by Senior Services of Southeastern Virginia for all customers, including LEP persons.

- Safety and security awareness instructions
- Emergency evacuation procedures
- Public transit services, including reduced fare application process
- ADA paratransit services, including eligibility certification process
- Other paratransit services
- Services targeted at low income persons

- 60+ individuals and their caregivers

Factor 4: Assessment of the Resources Available to the Agency and Costs

Costs

The following language assistance measures currently being provided by Senior Services of Southeastern Virginia

Brochures and website information that include LEP phone numbers. We have not had any request for printed materials in any alternative format. We will monitor request and provide information on an as need basis, as funds are available. We will evaluate any request for interpreters if requested for public meetings based on need and costs to provide such service. We routinely identify staff members that have language expertise who offer language assistance.

Based on the analysis of demographic data and contact with community organizations and LEP persons, Senior Services of Southeastern Virginia has determined that the following additional services are to be considered for future activities, as funds are available:

- Translating documents
- Contracting with language interpreters
- Producing pictographs
- Installing multilingual technology

Resources

Each year as part of the annual budget process, Senior Services of Southeastern Virginia will establish \$200.00 that will be devoted during that fiscal year to language assistance activities. This amount is likely to be stable over time. We will consider looking for grants to assist in the development of language assistance.

In addition, in-kind assistance may be available through Hampton Roads Red Cross, 2-11 Virginia other nonprofit organizations, and Hampton Roads Transit.

Senior Services of Southeastern Virginia has the ability to translate written information through our computer system.

LEP Implementation Plan

Through the four-factor analysis Senior Services of Southeastern Virginia has determined that the following types of language assistance are most needed and feasible:

1. Types of Assistance

- Translation of vital documents into Spanish. These documents include:
 - System Map and Ride Guide
 - Application for Senior Services fare, meals etc.
 - All printed materials on ADA Paratransit, including brochure, eligibility application package, and passenger policies and procedures
 - Emergency preparedness brochure
- Attempt to hire bilingual staff with competency in spoken and written
- Language Line Translation Services for telephone contacts.
- In-person translation for ADA eligibility assessments.

2. Staff Access to Language Assistance Services

Agency staff who come into contact with LEP persons can access language services by calling the Tele Interpreters line. We do have some readily accessible information in Spanish format. All staff will be provided with a list of available language assistance services and additional information and referral resources (such as community organizations which can assist LEP persons). This list will be updated at least annually.

Responding to LEP Callers

Staff who answer calls from the public respond to LEP customers as follows Call the Language Interpreter number and once connected help them answer their questions.

Responding to Written Communications from LEP Persons

The following procedures are followed when responding to written communications from LEP persons: Find translation service to read information and respond in like manner.

Responding to LEP Individuals in Person

The following procedures are followed when an LEP person visits our customer service and administrative office: Presently we have not had a limited English proficiency person at our headquarters, on our vehicles or in our staff offices. We would avail a translation service along with limited Spanish translation services, flashcards and fellow employees with limited Spanish skills.

The following procedures are followed by operators when an LEP person has a question on board a Senior Services of Southeastern Virginia vehicle: The driver will have the ability to use flashcards, also some of our passengers are bilingual. We have the ability of translated information on board vehicles, referral to telephone assistance, volunteer translation assistance from fellow passengers.

Staff Training

As noted previously, all Senior Services of Southeastern Virginia staff are provided with a list of available language assistance services and additional information and referral resources, updated annually.

All new hires receive training on assisting LEP persons as part of their sensitivity and customer service training. This includes:

- A summary of the transit agency's responsibilities under the DOT LEP Guidance;
- A summary of the agency's language assistance plan;
- A summary of the number and proportion of LEP persons in the agency's service area, the frequency of contact between the LEP population and the agency's programs and activities, and the importance of the programs and activities to the population;
- A description of the type of language assistance that the agency is currently providing and instructions on how agency staff can access these products and services; and
- A description of the agency's cultural sensitivity policies and practices.

Also, all staff who routinely come into contact with customers, as well as their supervisors and all management staff, receive annual refresher training on policies and procedures related to assisting LEP persons.

Providing Notice to LEP Persons

LEP persons are notified of the availability of language assistance through the following approaches:

- Following our Title VI policy statement included on our vital documents.
- On our website, with links to translations of vital documents in other languages.
- Through signs posted on our vehicles and in our customer service and administrative offices.
- Use of an automated telephone menu system in the most common languages encountered.
- Sending translated news releases and public service announcements about the availability of translated information to newspapers and broadcast media that target local LEP communities.

LEP persons will also be included in all community outreach efforts related to service and fare changes.

Monitoring/updating the plan

This plan will be updated on a periodic basis (at least every three years), based on feedback, updated demographic data, and resource availability.

As part of ongoing outreach to community organizations, Senior Services of Southeastern Virginia will solicit feedback on the effectiveness of language assistance provided and unmet needs. In addition, we will conduct periodic surveys, focus groups, community meetings, internal meetings with staff who assist LEP persons, review of updated Census data, formal studies] of the adequacy and quality of the language assistance provided, and determine changes to LEP needs.

In preparing the triennial update of this plan, Senior Services of Southeastern Virginia will conduct an internal assessment using the Language Assistance Monitoring Checklist provided in the FTA's "Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons: A Handbook for Public Transportation Providers."

Based on the feedback received from community members and agency employees, Senior Services of Southeastern Virginia will make incremental changes to the type of written and oral language assistance provided as well as to their staff training and community outreach programs. The cost of proposed changes and the available resources will affect the enhancements that can be made, and therefore Senior Services of Southeastern Virginia will attempt to identify the most cost-effective approaches.

As the community grows and new LEP groups emerge Senior Services of Southeastern Virginia will strive to address the needs for additional language assistance.

XI. MINORITY REPRESENTATION ON PLANNING AND ADVISORY BODIES

Title 49 CFR Section 21.5(b)(1)(vii) states that a recipient may not, on the grounds of race, color, or national origin, “deny a person the opportunity to participate as a member of a planning, advisory, or similar body which is an integral part of the program.”

Senior Services of Southeastern Virginia has transit-related, non-elected planning boards, advisory councils or committees, or similar committees, the membership of which we select.

SEE APPENDIX F- TABLE MINORITY REPRESENTATION ON COMMITTEES BY RACE

Committee	Black or African American	White/ Caucasian	Latino/ Hispanic	American Indian or Alaska Native	Asian	Native Hawaiian or other Pacific Islander	Other *Note	Totals
Board of Directors	7	7						14
% of Board Members	50%	50%						100%

Senior Services of Southeastern Virginia’s governing body is a board of directors whose membership is composed of appointees of 8 local jurisdictions and 3 at-large directors appointed without regard to jurisdiction and based on organizational need. Two Directors are appointed by the Hampton Roads Planning District Commission to represent their commission. Senior Services of Southeastern Virginia maintains a list of the membership of our Board of Directors and will provide a table, which depicts the racial breakdown of the membership of the Board of Directors upon request. We make reasonable efforts made to encourage the participation of minorities on such our Board of Directors.

XII. MONITORING TITLE VI COMPLAINTS

As part of the complaint handling procedure, the Title VI Manager investigates possible inequities in service delivery for the route(s) or service(s) about which the complaint was filed. Depending on the nature of the complaint, the review examines span of service (days and hours), frequency, routing directness, interconnectivity with other routes and/or fare policy. If inequities are discovered during this review, options for reducing the disparity are explored, and service or fare changes are planned if needed.

In addition to the investigation following an individual complaint, the Title VI Manager periodically reviews all complaints received to determine if there may be a pattern. At a minimum, this review is conducted as part of preparing the Annual Report and Update for submission to DRPT.

APPENDIX A - TITLE VI NOTICE TO THE PUBLIC

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" (42 U.S.C. Section 2000d).

Senior Services of Southeastern Virginia is committed to ensuring that no person is excluded from participation in or denied the benefits of its transportation services on the basis of race, color, or national origin, as protected by Title VI in Federal Transit Administration (FTA) Circular 4702.1B. If you feel you are being denied participation in or being denied benefits of the transit services provided by Senior Services of Southeastern Virginia, or otherwise being discriminated against because of your race, color, national origin, gender, age, or disability, our contact information is:

Name: Diane R. Taylor
Title: Director of Human Resources
Agency Name: Senior Services of Southeastern Virginia
Address: 6350 Center Drive Suite 101
City, State Zip code: Norfolk, Virginia 23502
Telephone Number: 757-461-9481
Email address: dtaylor@ssseva.org

APPENDIX B - TITLE VI NOTICE TO THE PUBLIC LIST OF LOCATIONS

A. Offices

- a. Norfolk – Senior Services of Southeastern VA 6360 Center Drive Suite 101 Norfolk VA 23503
- b. Franklin – Senior Services of Southeastern VA - Hayden Village Center 680 Oak Street Franklin VA 23851

B. Vehicles

C. Brochures

D. Website: www.ssseva.org

A. APPENDIX C - TITLE VI COMPLAINT FORM**Senior Services of Southeastern Virginia Title VI Complaint Form****Section 1**

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

E-Mail Address: _____

Home Telephone No.: (_____) _____ - _____

Work Telephone No.: (_____) _____ - _____

Accessible Format Requirements? [] Large Print [] TDD

[] Audio Tape [] Other _____

Section 2

Are you filing this complaint on your own behalf? _____ Yes _____ No

If you answer, "yes" to this question, go to Section 3.

If not, please supply the name and relationship of the person for whom you are complaining:

Name: _____

Relationship: _____

Please explain why you are filing for this person:

Please confirm that you have obtained the permission of the aggrieved person if you are filing on their behalf.

_____ Yes _____ No

Section 3

I believe the discrimination I experienced was based on (check all that apply):

[] Race [] National Origin [] Color

[] Other _____

Date of Alleged Incident: _____

Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please attach an additional sheet of paper.

Section 4

Have you previously filed a Title VI complaint with Senior Services of Southeastern Virginia?

_____ Yes _____ No

Section 5

Have you filed a complaint with any other Federal, State, or local agency or with any Federal or State court?

_____ Yes _____ No

If yes, check all that apply:

_____ Federal agency _____ Federal court

_____ State agency _____ State court

_____ Local agency

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: _____

Title: _____

Agency: _____

Address: _____

City: _____ State: _____ Zip Code: _____

E-Mail Address: _____

Work Telephone No.: (_____) _____ - _____

Section 6

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date required below.

Signature

Date

Please mail this form to:

Title VI Manager – Director of Human Resources

Senior Services of Southeastern Virginia

6350 Center Drive Building 5, Suite 101

Norfolk, Virginia 23502-4107

757-461-9481

APPENDIX D - INVESTIGATIONS, LAWSUITS AND COMPLAINTS DOCUMENT**List of Investigations, Lawsuits and Complaints**

	Date (Month, Day, Year)	Summary (include basis of complaint: race, color or national origin)	Status	Action(s) taken
Investigations				
1.				
Lawsuits				
1.				
Complaints				
1.				

APPENDIX E - SUMMARY OF OUTREACH EFFORTS

- a. Scheduling meetings at times and locations that are convenient and accessible for minority and LEP communities.
- b. Employing different meeting sizes and formats.
- c. Coordinating with community and faith-based organizations, educational institutions, and other organizations to implement public engagement strategies that reach out specifically to members of affected minority and/or LEP communities.
- d. Considering radio, television, or newspaper ads on stations and in publications that serve LEP populations.
- e. Outreach to LEP populations could also include audio programming available on podcasts.
- f. Providing opportunities for public participation through means other than written communications, such as personal interviews or use of audio or video recording devices to capture oral comments.

APPENDIX F -TABLE MINORITY REPRESENTATION ON COMMITTEES BY RACE

Committee	Black or African American	White/ Caucasian	Latino/ Hispanic	American Indian or Alaska Native	Asian	Native Hawaiian or other Pacific Islander	Other <i>*Note</i>	Totals
Board of Directors	7	7						14
% of Board Members	50%	50%						10%