



Moving forward together

General Manager's Office

201 South Jackson Street
Seattle, WA 98104

Washington State Bar Association
Board of Governors
1325 Fourth Ave., Suite 600
Seattle, WA 98101-2539

December 20, 2024

Dear WSBA Board of Governors:

I am writing to strongly endorse Chris Bhang for the open DEI At-Large Board of Governors position.

As General Manager for King County Metro, the largest transportation agency in the Puget Sound region, I oversee all aspects of Metro's operations and ensuring that our employees and customers alike are treated with dignity and respect. Mr. Bhang reports directly to me at Metro, and I have worked closely with him on a number of immensely important, sensitive, and wide-ranging equity issues. I have seen firsthand that he is a collaborative leader with a deep commitment to racial justice and equity.

At King County Metro, we are deeply committed to infusing equity in how we deliver regional mobility and in the way we work together. Mr. Bhang has been a driving force behind this work. He created the systems we rely on to assure equal employment opportunity; restructured and built our resources to make reporting accessible; and has worked with agency partners to connect civil rights to equity. He is also implementing an enterprise-wide electronic case management system to understand how employees and riders experience Metro to develop data-informed and equitable policies.

Mr. Bhang has been a trusted partner and an inspirational leader to our organization. He works directly with Metro leadership to implement new ideas – stressing cooperative strategy and mutual learning. Currently, he is leading an agency-wide and multi-year effort to understand and address gender disparities in our workforce's demographic representation and workplace experiences.

In working closely with Mr. Bhang for over 3 years, I have seen firsthand his ability to successfully collaborate and build consensus among our leadership teams to lead transformational policy changes that benefit both our customers and our employees. I know the Board of Governors would greatly benefit from Mr. Bhang's many talents and recommend him highly for this role.

Sincerely,

A handwritten signature in black ink, appearing to read 'MA', with a stylized flourish at the end.

Michelle Allison
General Manager

Aline B. Carton-Listfeld, J.D.

December 17, 2024

WSBA Board of Governors
WSBA Diversity, Equity and Inclusion Council
barleaders@wsba.org
1325 Fourth Ave, Suite 600
Seattle, WA 98101-2539

Re: Letter of Support for Christopher Bhang, Member At-Large Governor
Applicant

Dear Members of the WSBA Board of Governors DEI Council:

As a member of the legal profession for over 20 years, DEI and management consultant, it is my great pleasure and honor to highly recommend Christopher Bhang for the role of Member At-Large for the WSBA Board of Governors.

As someone who has previously served on the WSBA Pro Bono and Legal Aid Committee (now Pro Bono and Public Service Committee), several ATJ Board committees, as well as former WSBA staff who helped launch the Home Foreclosure Legal Aid Project and the Moderate Means Program, I am very familiar with many of the core skills and mindsets needed to successfully collaborate with bar leaders and our diverse professional community across the state to advance equity and justice.

In my capacity as an in-house consultant at King County, for the past year, I have closely partnered with Chris on a large-scale, high-profile public sector organizational health project focusing on creating concrete, measurable improvements for employees who are furthest from access, equity and social justice.

Chris is in many ways uniquely qualified to serve in the Member At-Large position with the Board of Governors. As a civil rights lawyer, a dedicated public servant, and a true leader advancing equity, he has an extensive track record of implementing strategies in large government agencies that center the needs of

diverse and underrepresented communities disproportionately impacted by systems of exclusion, discrimination and injustice.

I have witnessed firsthand Chris' ability to successfully lead DEI initiatives within complex institutional networks and systems. This includes balancing legal and political sensitivities, navigating institutional inertia, listening for understanding, collaborating with a variety of interested and affected parties, as well as effectively executing strategic plans. But what really sets Chris apart is his ability to simultaneously build authentic and trusting relationships; and maintain forward momentum, integrity, and transparency. I am humbled and inspired by his commitment to honoring the inherent dignity of all people. In short, he walks the talk.

As a Member At-Large of the WSBA Board of Governors, I am highly confident Chris will be able to bring these skills and experiences to help deliver on WSBA's promise to be more inclusive of underrepresented members and help further advance our profession's mission and commitment to public service and equal justice. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aline Carton-Listfeld', with a stylized, flowing script.

Aline Carton-Listfeld
she/her/hers
WSBA #37532



December 19, 2024

WSBA Board of Governors
Via email to barleaders@wsba.org

Recommendation of Christopher Bhang for WSBA At-Large Governor

Dear Board of Governors:

I am writing to recommend Christopher Bhang for the vacant At-Large Governor position. He has the experience, skills, and commitment that make him an ideal choice to fill this role that is intended to advance the interests of historically underrepresented members of the bar.

I've known Christopher since he was a student in two of my classes in 2011 and 2012, Social Justice Lawyering and the Civil Rights Clinic at Seattle University School of Law. Grades never tell you the complete story of a person's record or what they will accomplish, but I do remember that he received the highest grade in my Social Justice Lawyering class. In my clinic, he did excellent work on a case in which we represented students in the Tucson Unified School District who challenged an Arizona law that had resulted in the termination of their district's Mexican American Studies Program. He demonstrated the ability to juggle many responsibilities, as he had to meet tight deadlines while teaching full-time as a public school teacher. Even after the class ended, Mr. Bhang remained involved in the case as well as returning a few years after he graduated to volunteer on cases I had in Alaska on behalf of Native Alaskan foster children.

His commitment to protect the rights and to advance the well-being of marginalized individuals and communities was evident to me from the work he did with me. It is also evident throughout his employment history. In his most recent role as Civil Rights and Equal Opportunity Enforcer for King County Metro, he has direct experience working to increase equity, inclusion, belonging, and equal opportunity; including developing programming to develop equitable practices and policies and engagement with constituencies.

Christopher would also bring a different dimension to the WSBA Board, most of whom I believe are in private practice, though some worked previously in government. Christopher is a long time public servant. He brings that important perspective, as well as being able to speak to the needs of WSBA members who are in public service.

All of this leads to where I began—that Christopher Bhang is the ideal choice for this role.

Best regards,

Robert S. Chang
Professor of Law and Sylvia Mendez Presidential Chair for Civil Rights
Executive Director, Fred T. Korematsu Center for Law and Equality
rchang@law.uci.edu

April 14, 2025

Re Christopher Bhang:

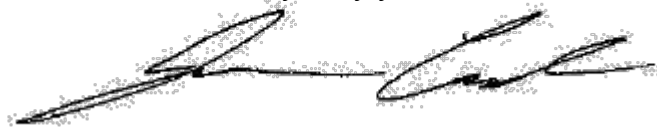
Dear Members of the Washington State Bar Association,

I am writing to express my enthusiastic support for Christopher Bhang in the upcoming election for the Board of Governors. As a fellow member of the Board, I have had the privilege of witnessing firsthand the contributions Chris has made in his short time on the Board.

Appointed in 2025 as an At-Large member to fill a late-term vacancy, Chris immediately jumped into the fray, demonstrating an unwavering commitment to our mission and values. His proactive approach and dedication have made him an invaluable asset to the Board. Chris has consistently advocated for our members and championed access to justice, ensuring that the voices of all members are heard and respected.

Doing this work takes dedication, time, and investment. Chris has shown a willingness to give all three. I have been involved with WSBA in various capacities for nearly a decade and Chris is one of the people who stands out for his commitment to research the issues and make a concerted effort to learn from everyone he can as he approaches the decision-making process. I am confident that Chris will continue to be a driving force for positive change within the WSBA.

Very truly yours,



Jordan L. Couch
At-Large Governor

Diversity, Equity and Inclusion Council
Washington State Bar Association
1325 Fourth Ave., Suite 600
Seattle, WA 98101-2539

Via email: barleaders@wsba.org

Dear Colleagues,

I am writing to recommend Chris Bhang for the open DEI At-Large Board of Governors position because he is a collaborative leader with a deep commitment to the work of racial justice and equity, has a strong foundation in the legal framework of anti-racism and brings a proven track record of driving transformation of institutional DEI programs.

At King County Metro we are committed to infusing equity in how we deliver regional mobility and in the way we work together. Chris has been a driving force behind this work. He created the system we rely on to assure equal employment opportunity, restructuring and building our resources to make reporting accessible, and investigations complete and timely. He has guided his team to align recommendations with business processes and leadership structures so they can be digested and implemented by those accountable for improving our culture and outcomes.

Better than anyone I have worked with in this field, Chris collaborates with his colleagues to invite them into creating solutions and supporting their accountability for carrying them out. He has done this by designing space for intentional collaboration, by being very approachable and knowledgeable and by working to align equity with our other values and business goals.

Chris is also an exceptionally talented lawyer with deep knowledge of the history and application of civil rights laws and an exceptional commitment to making the legal system work to address systemic racism and its consequences. He has been a trusted partner and an inspirational leader as our organization has confronted the present challenges to DEI as an anti-racism tool. I work with many talented attorneys who are skilled at negotiating, litigating or legal analysis. But it is rare to

find someone like Chris who can bring those legal skills to an institutional environment and also navigate and ultimately transform the systems and traditions that are holding the entity back and causing harm.

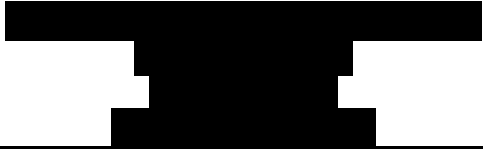
I see how Chris works with leaders to help them learn and take action. And I see how he builds consensus to create and modify structures so they become productive for all of our customers and employees. I believe the Board of Governors would also experience Chris in this way. He would help the members to grow. And he would work with others to build pathways to institutional transformation that would help all WSBA members and the clients we serve to thrive.

Very truly yours,

/S/

David J. Eldred, WSBA #26125
Metro Chief Administrative Officer

Tamar Zere, JD
Equity, Inclusion, and Belonging Manager for King County Metro



December 18, 2024

Washington State Bar Association
1325 Fourth Avenue, Suite 600
Seattle, WA 98101
barleaders@wsba.org

RE: Letter of Support for Chris Takashi Bhang (Member at Large)

Dear Board of Governors:

It is my distinct honor to write this letter of support for Chris Takashi Bhang to be considered for WSBA's Board of Governors Member at Large position.

Chris is a true child of the Northwest. Born and bred in Seattle to parents of Korean and Japanese descent, he attended Seattle schools and cut his teeth in social activism advancing the rights of community members impacted by structural oppression. Whether it's in the classroom advancing equity within the education or pushing immigration laws to serve those on margins or rethinking our local civil rights ordinances to live into our racial justice values, Chris is committed to making our region a better place for the forgotten, dispossessed, and often left behind.

Chris and I have been colleagues, friends, and fellow racial equity practitioners for the past 8 years across two organizations. I first met Chris in 2016 when he joined the Seattle Office for Civil Rights (SOCR) as an investigator with the Enforcement Division, while I was leading our citywide racial justice efforts with the Race and Social Justice Initiative. The Seattle Office for Civil Rights is an executive department tasked with providing internal and external community members with Race Equity (Race and Social Justice Initiative), Civil Rights (enforcement of individual civil rights), and Policy. From my earliest conversations with Chris, it was clear that he brought an abiding commitment to making government work better for those who need it the most. Chris came to SOCR with years of teaching experience, and more recent work in immigration law. As an investigator, Chris pushed the Enforcement division to be more transparent, data driven, and racially just. During his time at SOCR, Chris became a student of the Civil Rights movement to better understand how to bridge racial justice work and local individual discrimination laws.

In 2021, I left the City of Seattle to come to King County Metro as their first Equity, Inclusion, and Belonging (EIB) manager. My first call was from Chris – congratulating me and letting me know that he would be joining Metro as the inaugural EEO Officer. I was so excited to work with him again and curious about the ways he had grown since our SOCR days. Right off the bat, Chris was tasked with creating the Coordination Team, comprised of EEO, human resources, labor relations and EIB. Chris was asked to bring us together to review complaints (discrimination and violations of personnel rules and labor

contracts). Chris' leadership was instrumental in the space – we struggled to set aside our egos and devotion to our individual positions to center workers most directly affected by oppression to examine what laws, regulations, and contracts provided the best resolution for aggrieved employees. Chris has been able to grow his team to ADA, enforcement, and coordination services.

Chris and his team continue to push the bounds of our legal obligations, while understanding that Civil Rights laws fall short of addressing structural and system oppression.

To that end, Chris has also been at the forefront of supporting Metro's Gender Equity Initiative. The genesis of this initiative was a 10-year investigative look back into our Vehicle Maintenance Division's pattern of discrimination against women identifying employees. This report has generated a wide array of work through-out Metro aimed at undoing gender bias and discrimination in the workplace. While this work is too nascent to bear fruit, some emerging practices include division led women's Employee Resources Groups, an enterprise-wide Men's group focused on undoing internalized gender bias, and a large-scale study and grounded research to inform the new strategy with next steps.

Partnering with Chris on all our joint efforts at Metro has been game changer for me. His unwavering commitment to racial justice, his ability to listen, push, and compromise in complex situations, and his desire to leave the world better than he found it informs all his work and relationships. Chris will make an excellent Member at Large for WSBA's Board of Governors.

Sincerely,

Tamar Zere