The Transit Equity Report

Programs, policies and practices advancing equitable outcomes in transit planning, service delivery and operations

American Public Transportation Association

APTA
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Public Transportation
Association

September 2024

Acknowledgements

Contents

Cover image from BART

The American Public Transportation Association (APTA) **Racial Equity Action Plan**, adopted by the APTA Board in April 2021, directs our organization to amplify and articulate transit's contribution to equity.

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Executive Summary

The APTA Transit Equity Report provides an overview of the state of equity within the public transportation industry in 2024.

It highlights the work of transit agencies nationwide to ensure that their services are benefiting all community members, especially those who historically and disproportionately have been excluded from the benefits of public transit.

This report catalogues and summarizes the current state of practice, using case studies to illustrate 11 agencies that are delivering innovative equity-focused work in their communities at a systemic level. Drawing from these equity practices, the report presents recommendations to assist public transportation providers in fostering greater equity within their communities.

The recommendations are organized into three steps:

- **Step 1: Establish an Equity Foundation** — Defining what equity means within your agency by developing an equity mission statement and identifying key roles dedicated to equity lays a strong foundation. Set equity priorities at the highest level to establish a clear commitment and ensure a shared understanding of equity across all levels and functions of the agency.

- **Step 2: Build Internal Capacity for Equity** — Supporting equity initiatives externally and fostering an equity-focused culture internally requires developing staff skills, knowledge, and resources. Build capacity through staff training and ensure equity is considered at crucial stages of planning, budgeting, and operations.

- **Step 3: Implement Community-Focused Equity Initiatives** — Tailoring policies, programs, and projects to the local context and operating environment will provide tangible equity benefits to the communities the agency serves. Explore engagement models, community partnerships, and other innovations to meet local needs.

To illustrate these recommendations, the APTA Transit Equity Report reviews specific agency policies, programs, and projects that are having a measurable equity impact.

1. Introduction

Public transit has the power to close gaps in access to opportunity, ensuring that people of all backgrounds, income levels, and abilities can safely and reliably access their community's resources.

Guided by APTA's Racial Equity Action Plan, APTA and its members have worked to understand approaches to achieving equity, diversity, and inclusion within transit agencies. The Transit Equity Report—identified as a key goal of the Racial Equity Action Plan—focuses on external approaches to equity, including within planning, operations, and implementation of transit services and projects.

This report highlights equity work transit agencies are implementing across the public transportation industry and looks at the ways transit agencies intentionally advance equity through community-focused policies, programs, and practices. This report provides examples of innovative equity-focused work to advance systemic change. The Transit Equity Report is organized in three chapters:

CHAPTER 2: DEFINING EQUITY	**Chapter 2: Defining Equity** establishes the importance of creating a local and context-sensitive definition of equity.
CHAPTER 3: EQUITY IN CONTEXT	**Chapter 3: Equity in Context** describes the emergence of an intentional equity-forward approach in transit, providing an overview of external factors that have shaped this focus.
CHAPTER 4: RECOMMENDATIONS AND BEST PRACTICES	**Chapter 4: Recommendations and Best Practices** provides clear guidance to transit providers who are striving to advance their own equity goals, highlighting case studies from agencies leading equity initiatives.

Identifying Equity Practices

To identify leading equity practices at transit agencies across the U.S., we conducted a literature review of national transit organizations, conferences, transit and trade magazines, federal grant winners, social media, and advocacy sources, including the following:

- APTA conference archives
- Review of trade publications
- Mineta Transportation Institute
- Research on individual transit agency websites
- Review of individual transit agency social media accounts
- Non profit and and think tank research and publications
- USDOT grant programs and awardees

We filtered for policies, programs, and projects active in the last three years that go beyond statutory requirements to advance equity, looking for agencies with varied political contexts, geographies, and scales. The initial search generated a database of 124 equity initiatives from 75 organizations (see Appendices A and D).

From there, we identified 11 agencies to profile in greater detail through interviews and further research:

- Los Angeles County Metropolitan Transportation Authority (LA Metro) – Los Angeles, CA
- Bay Area Rapid Transit (BART) – San Francisco, CA
- Pinellas Suncoast Transit Authority (PSTA) – St. Petersburg, FL
- Maryland Transit Administration (MTA) – Baltimore, MD
- Metro Transit – Minneapolis, MN
- Regional Transportation Commission of Southern Nevada (RTC) – Las Vegas, NV
- Metropolitan Transportation Authority (MTA) – New York, NY
- Southeastern Pennsylvania Transportation Authority (SEPTA) – Philadelphia, PA
- Memphis Area Transit Authority (MATA) – Memphis, TN
- Capital Metro (CapMetro) – Austin, TX
- King County Metro – Seattle, WA

2. Defining Equity

The Oxford English Dictionary defines equity as "the quality of being equal or fair." While straightforward, this definition leaves significant room for interpretation.

What does equal or fair mean? Do those words mean the same thing to everyone? Who gets to define them? Does equity refer to a specific group of people? Answering these questions can be challenging, but the agencies profiled in this report have developed equity definitions and statements that share common themes:

WHO

The transit agencies interviewed for this report focused on identifying the populations in their communities that historically have been excluded from the benefits of public transportation. While the Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, or national origin, many transit agencies include older adults and youth, women, people experiencing homelessness, and the LGBTQ+ community in their equity definitions.

WHAT

Strong equity statements identify desired outcomes based on the community's needs. For example, CapMetro strives to become an agency and contribute to a community "where race no longer determines one's outcomes and everyone has what they need to thrive." While aspirational, equity outcomes help to articulate an agency's expectations and commitments.

WHY

Agencies' equity definitions often explain why equity is important in public transit and to the agency. For example, LA Metro's statement on equity and race acknowledges that "transportation is an essential lever for increasing access to opportunity." BART's equity statement describes pervasive inequities that are "the result of structural forces that disproportionately impact communities of color, women, and other identities that have been historically marginalized." These acknowledgements underscore why transit is an important tool to advance equity.

Defining equity is a critical first step in developing a shared understanding within a transit agency and a community. An agencywide definition can help integrate dispersed equity programs and initiatives into a more comprehensive equity practice. Many transit agencies use the process of developing equity statements and definitions to build consensus among staff at all levels, creating a tool for accountability and decision-making.

For example, SEPTA, CapMetro, and King County Metro use their equity statements and definitions to inform project, program, and budgeting decisions by their boards of directors. These agencies also apply their equity definitions to community engagement, project prioritization, and implementation, using them to support transparency with the community.

The following questions can help agencies develop equity statements and definitions:

Beyond compliance: How can the equity definition help the agency go beyond statutory requirements like Title VI?

Differentiating equality from equity: How do you support those with the greatest need rather than providing the same resources to everyone?

Identifying key groups: What do your most underserved communities need, and how can you include and connect with them?

Considering applications and audiences: How is the equity statement/definition going to be used across the agency, and who is the audience?

Comprehensiveness and accessibility: Is the equity statement or definition both comprehensive and understandable?

Accountability and transparency: Does the statement discuss accountability and transparency? Where does the equity definition live (internally, externally, or both)?

Our research uncovered two primary approaches agencies have used to develop equity statements and definitions. Both approaches can help to build consensus among staff and grow a shared understanding of and commitment to equity.

1 **Staff-Led with Public Input:** In this approach, used by Metro Transit, staff at the agency drafted an equity statement based on information gathered through a literature review and outreach to other employees. Then, they solicited feedback from internal agency committees and an external advisory committee before presenting the statement to the board of directors for approval. Metro Transit revises and re-approves their equity statement every two years to address changing context.

2 **Committee-Led with Staff Support:** LA Metro used an approach in which external advisory groups led development of the equity definition and statement through a series of workshops facilitated by agency staff. The definition was then presented to the board for approval. While the committee-led process generated high levels of buy-in and built ownership, LA Metro has continued to refine its equity definition to make it easier for staff and the community to understand.

Regardless of the development approach, approval of an equity definition or statement by the board of directors is essential to institutionalizing the work. Adoption by the board signals that equity has been internalized at the highest level of the agency, helping ensure it is factored into all decisions. See Appendix B for examples of equity statements from agencies profiled in this report.
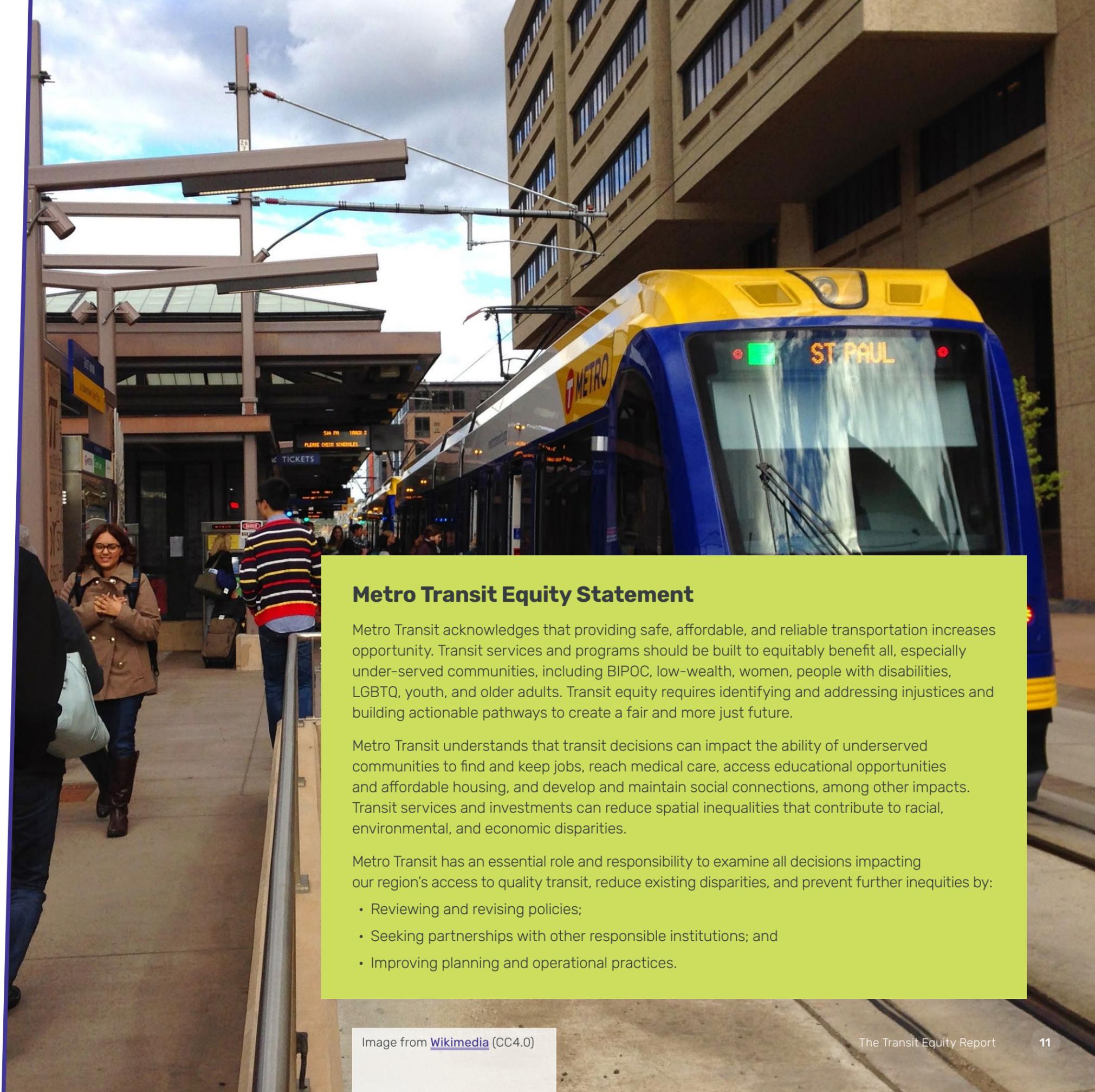
Metro Transit Equity Statement

Metro Transit acknowledges that providing safe, affordable, and reliable transportation increases opportunity. Transit services and programs should be built to equitably benefit all, especially under-served communities, including BIPOC, low-wealth, women, people with disabilities, LGBTQ, youth, and older adults. Transit equity requires identifying and addressing injustices and building actionable pathways to create a fair and more just future.

Metro Transit understands that transit decisions can impact the ability of underserved communities to find and keep jobs, reach medical care, access educational opportunities and affordable housing, and develop and maintain social connections, among other impacts. Transit services and investments can reduce spatial inequalities that contribute to racial, environmental, and economic disparities.

Metro Transit has an essential role and responsibility to examine all decisions impacting our region's access to quality transit, reduce existing disparities, and prevent further inequities by:

• Reviewing and revising policies;

• Seeking partnerships with other responsible institutions; and

• Improving planning and operational practices.

Image from Wikimedia (CC4.0)

3. Equity in Context

The Covid-19 pandemic and social justice protests across the United States in 2020 set the stage for organizations to critically assess the equity impacts of their work.

Transit agencies were no exception, with many implementing initiatives to improve equity outcomes through service changes, fare policies, new approaches to transit policing, and updated internal and external policies and practices.

Federal policies like Title VI have long directed transit agencies to assess the impact of service changes to prevent discrimination. But the most thoughtful current equity practices go well beyond this baseline to address inclusivity, environmental justice, and economic opportunity.

Understanding the landscape that has fostered this rise in equity-centered policies can help agencies continue to define and advance new equity practices.

COVID-19

The pandemic had a disproportionate impact on low-income communities and communities of color, highlighting ongoing systemic inequities. The pandemic also made clear the importance of public transportation infrastructure in day-to-day life, as essential workers continued to rely on transit. Yet the rise of remote work, the need for social distancing, and fiscal shortfalls required transit agencies to make short- and long-term changes to address the pandemic's impacts.

Image from Nelson\Nygaard

Black Lives Matter

The murders of George Floyd and Breonna Taylor and the Black Lives Matter movement sparked a national conversation about race in 2020. Those events led to significant growth in leadership roles focused on diversity, equity, and inclusion (DEI), forced transit agencies to reconsider their approach to policing on their systems, and required agencies to revisit their relationships with riders of color.

While DEI roles and programs have grown in many parts of the country, other states have enacted laws that restrict DEI efforts. Public transit agencies have largely avoided legislative actions that restrict equity practices and redirect funding. Yet some agencies find themselves navigating politically challenging waters while striving to meet their customers' needs.

Operator Shortages

Operator shortages have impacted transit agencies across the country, leading to service reliability and expansion challenges. A February 2022 APTA survey of 117 agencies reported that 71% had to cut service or delay service increases because of worker shortages. Nearly 66% of agencies indicated difficulty retaining employees, and more than 90% noted challenges hiring new employees, with bus operations positions the most difficult to fill.

Decreases in service and delays in expanding service can impact vulnerable populations that rely on transit to reach jobs, schools, and critical services and may travel during off-peak periods when service levels are lowest. As agencies rebuild their workforces and re-establish service, they can simultaneously advance equity and increase riders' access to opportunity.

Image from New York MTA

Changing Technology

Technology within the transportation industry continues to evolve, creating new opportunities to move people more efficiently. The past decade has seen major shifts in how people access and use mobility services, including the rise of transportation network companies, digital fare payment, and microtransit. While each innovation brings promise, implementation requires that agencies ask thoughtful questions to advance equity and address the needs of vulnerable populations, including those who are unbanked.

New technology-driven service models like microtransit can play an important role in enhancing equity. For example, microtransit can augment a transit agency's paratransit network, offering riders with disabilities on-demand, door-to-door service and providing more reliable, dignified transportation. Microtransit can also expand an agency's ability to offer affordable transportation options to people working early or late shifts or others who travel before or after standard operating hours.

Image from LA Metro

Housing & Affordability

Housing and transportation are the two largest expenses for American households. As housing prices have continued to rise in many urban centers, more people—especially low- or no-income households and people of color—have been displaced from their communities. As they face longer commutes to work and new challenges accessing important destinations, public transportation's role in providing affordable, reliable connections has only increased. For example, transit agencies can help attract affordable housing to transit centers and facilities by developing Equitable Transit Oriented Development (ETOD) policies and programs that serve their riders' needs.
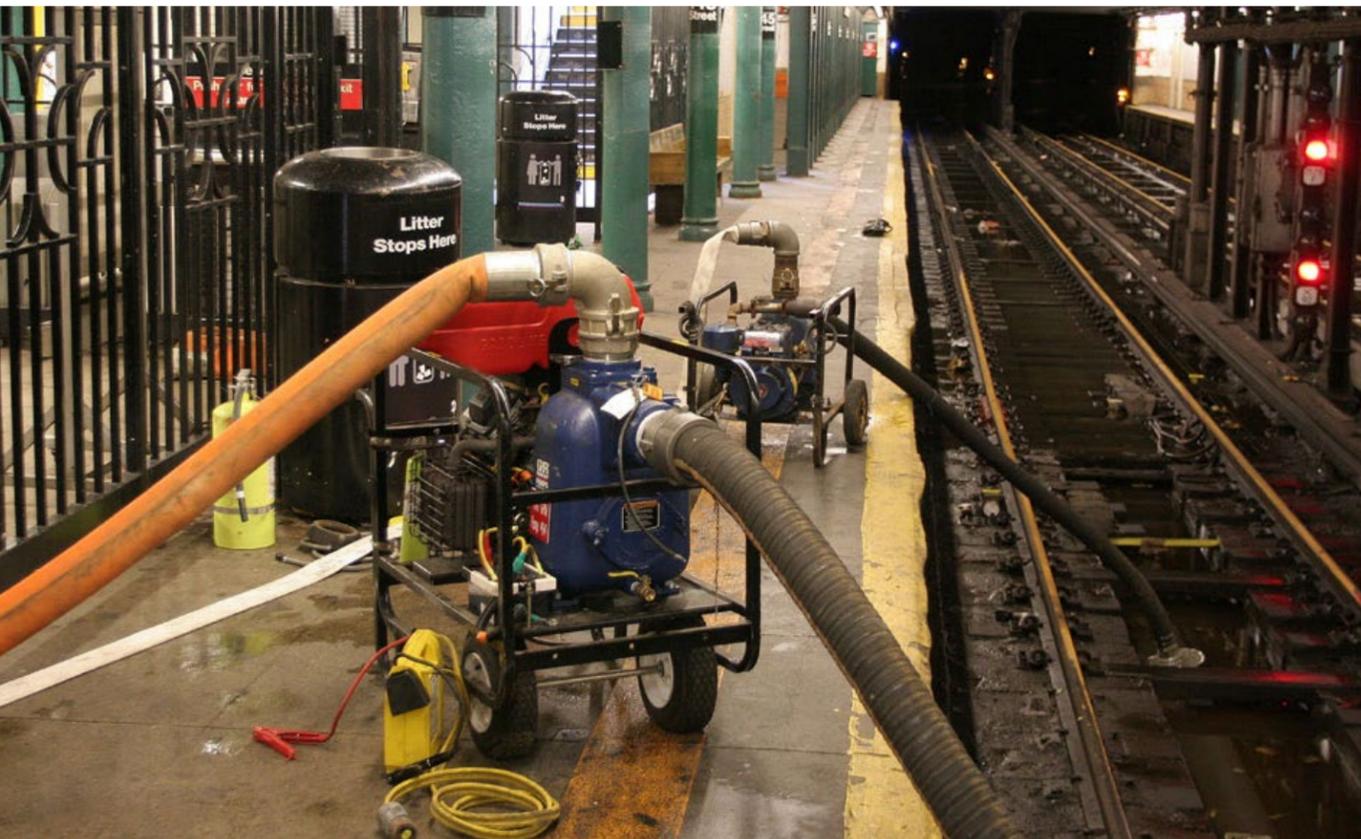
Climate Change

Climate change is having disproportionate impacts on transit riders, especially people of color and those with low or no incomes. And as the frequency and severity of climate events increases, public transit systems are facing new challenges. From disruptions due to flooded buses, damage to rail tracks, and other service impacts, extreme weather events highlight the importance of ensuring resilient access to transportation options, particularly for marginalized communities.

Federal Funding

New funding helped to address the immediate fiscal crises transit agencies faced as they balanced the need for essential services and huge ridership declines. Funding from the CARES Act, HEROES Act, and American Rescue Plan Act bolstered struggling transit agencies. The Bipartisan Infrastructure Law and the Infrastructure Investment and Jobs Act also provided unprecedented funding for public infrastructure. Additionally, the Justice40 Initiative gave transit agencies the opportunity to transform transportation infrastructure, advance climate priorities, and address historic inequities.
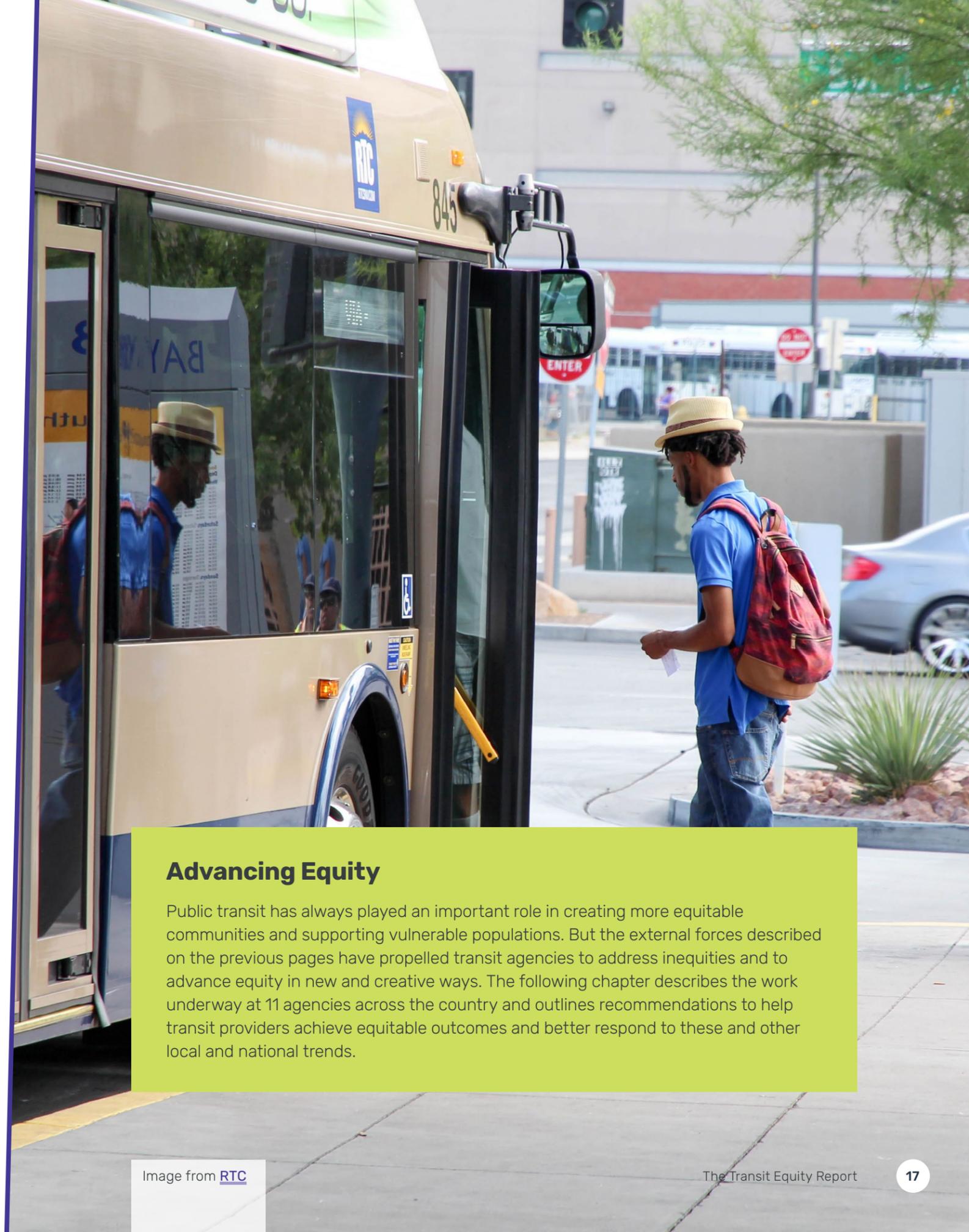
Advancing Equity

Public transit has always played an important role in creating more equitable communities and supporting vulnerable populations. But the external forces described on the previous pages have propelled transit agencies to address inequities and to advance equity in new and creative ways. The following chapter describes the work underway at 11 agencies across the country and outlines recommendations to help transit providers achieve equitable outcomes and better respond to these and other local and national trends.

4. Recommendations and Best Practices

The recommendations and best practices highlighted in this chapter showcase the work of transit agencies that have embraced their leadership role in advancing equity, offering guidance for developing more equitable practices.

Organized in three interconnected steps, the recommendations are adaptable to transit providers' diverse needs, regardless of size, modes offered, or political climate. **Step 1** lays the groundwork and sets a strong foundation for the tools, processes, and trainings developed in **Step 2**. These support efficient implementation of the policies, programs, and projects in **Step 3,** which are identified based on alignment with Step 1 outcomes.

STEP 1: ESTABLISH AN EQUITY FOUNDATION

Defining what equity means within your agency by developing an equity mission statement and identifying key roles dedicated to equity lays a strong foundation. Set equity priorities at the highest level to establish a clear commitment and ensure a shared understanding of equity across all levels and functions of the agency.

STEP 2: BUILD INTERNAL CAPACITY FOR EQUITY

Supporting equity initiatives externally and fostering an equity-focused culture internally requires developing staff skills, knowledge, and resources. Build capacity through staff training and ensure equity is considered at crucial stages of planning, budgeting, and operations.

STEP 3: IMPLEMENT COMMUNITY-FOCUSED EQUITY INITIATIVES

Tailoring policies, programs, and projects to the local context and operating environment will provide tangible equity benefits to the communities the agency serves. Explore creative engagement and service delivery models, community partnerships, and other innovations to meet local needs.

Overview of Recommendations

STEP 1

Establish an Equity Foundation

Recommendation 1.1: Establish a shared understanding of equity

Recommendation 1.2: Designate and resource equity leaders

STEP 2

Build Internal Capacity for Equity

Recommendation 2.1: Train your staff

Recommendation 2.2: Integrate equity into key documents, service planning, and budgeting

STEP 3

Implement Community-Focused Equity Initiatives

Recommendation 3.1: Engage your community

Recommendation 3.2: Build partnerships

Recommendation 3.3: Respond to the local context

Each step includes specific recommendations, including a description of WHAT the recommendation is, WHY it is important, and HOW it can be implemented at an agency. The recommendations are followed by best practices that highlight successful strategies shaped by unique agency and community contexts. Rather than adopting any best practice outright, agencies should use them to generate ideas and tailor an approach to meet local needs.

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Step 1: Establish an Equity Foundation

Defining what equity means within your agency by developing an equity mission statement and identifying key roles dedicated to equity lays a strong foundation. Transit agencies should set equity priorities at the highest level to establish a clear commitment and ensure a shared understanding of equity across all levels and functions of the agency.

Recommendations in Step 1:

1.1: Establish a shared understanding of equity

1.2: Designate and resource equity leaders

Recommendation 1.1: Establish a shared understanding of equity

WHAT

Equity is a broad topic that varies significantly based on local context. Establishing a shared understanding of equity within a transit agency is an opportunity to articulate what an equitable transportation system should look like and define challenges to address, focus populations, desired outcomes, and agency commitments.

WHY

A shared understanding of equity supports better internal and external communication and accountability in both processes and outcomes. Having a context-sensitive equity definition—especially one co-created by staff and community members—can support stronger relationships between an agency and community groups, more productive partnerships with local municipalities, and, ultimately, increases in ridership.

HOW

Establishing a shared understanding of equity within a transit agency requires intentional effort, and the outcome will be influenced by the process. Agencies that have advanced equity conversations within their communities have done so with a clear objective. While the outcomes vary from community to community, the intentionality is the same.

Developing a shared understanding of equity requires effective communication and collaboration and should involve a broad cross-section of agency voices. To set the stage, agencies should review contextual background information, such as demographic and ridership data, customer feedback, operator experiences, and case studies. The work should unfold in an environment that supports open and constructive conversations, storytelling, and space to bring forward different perspectives, backgrounds, and dialogues.

Agencies should create key performance indicators that align with their definition of equity, agency values, and desired community outcomes. The agency's work should be documented in an equity framework or a strategic plan and adopted by the board of directors.

Best Practices

CO-CREATING AN EQUITY STATEMENT | Metro Transit

Metro Transit's equity statement plays a crucial role in guiding internal decision-making processes and in communicating agency decisions to the public. Its effectiveness stems from an inclusive development approach, which involved both agency staff and community members. The approach generated a sense of ownership and commitment that was solidified when Metro Transit's Board of Directors adopted the equity statement. Metro Transit revises its equity statement every two years to respond to emerging community needs.

Image from Metro Transit

EVOLUTION OF AN EQUITY STATEMENT | King County Metro

King County Metro developed the agency's first equity statement in 2010, but the statement has evolved to respond to staff and community feedback and changing conditions. While the original statement was fairly academic, the current version is more approachable. It now includes definitions of priority populations and a series of equity compacts that describe how the agency expects to uphold its commitment to equity.

Recommendation 1.2: Designate and resource equity leaders

WHAT

An agency equity leader helps to position equity as an agency priority. With titles such as Director or Chief Officer of Diversity, Equity, and Inclusion, equity leaders work across divisions or departments and have a broad scope of responsibilities.

WHY

Equity leads can foster and support culture shifts within organizations. Their presence, along with dedicated resources, signifies an agency's commitment to prioritizing equitable outcomes that benefit the community, as well as transit riders, staff, and the agency itself.

HOW

Although agencies organize their equity leadership roles differently, those with robust equity practices ensure visible positionality, authority, and resources to advance equity priorities. With support from executive leadership, equity leads can steward policy development, staff training, and other initiatives to ensure the agency provides excellent customer service through projects and direct rider interactions.

These roles require specialized knowledge and expertise to facilitate systems change through content creation, framework development, and prioritization activities. Equity leaders should have the capacity to develop strategies, collaborate with project managers, implement programs, and track progress toward equity objectives. By incorporating equity principles into every aspect of their work, equity leaders also promote awareness, education, and inclusion within the workplace.

Best Practices

EQUITY OFFICES | SEPTA and CapMetro

SEPTA and CapMetro have created dedicated equity offices that are responsible for both establishing equity guidelines and implementing them across departments. Because the equity offices are independent—rather than housed in a human resources or compliance department—they can easily work across disciplines and initiatives to promote an integrated agency equity practice.

These offices report directly to the highest levels of decision-making at SEPTA and CapMetro, giving them the authority and resources to lead impactful efforts. At SEPTA, the Chief Equity and Inclusion Officer sits next door to the General Manager, physically reiterating the importance of equity within the organization. CapMetro's Executive Vice President of Administration, Diversity, and Inclusion works with every department to actively incorporate equity in their work.

Image from Flickr (CC4.0)

Image from Nelson\Nygaard

Step 2: Build Internal Capacity for Equity

Supporting equity initiatives externally and fostering an equity-focused culture internally requires developing staff skills, knowledge, and resources. Transit agencies should build capacity through staff training and ensure equity is considered at crucial stages of planning, budgeting, and operations.

Recommendations in Step 2:

2.1: Train your staff

2.2: Integrate equity into key documents, service planning, and budgeting

Recommendation 2.1: Train your staff

WHAT

After developing a shared vision for equity and designating an equity lead, agencies should begin building internal capacity. Staff training ensures a common base of equity knowledge and context among all employees.

WHY

Creating a staff training program helps to socialize a shared definition of equity and encourages accountability. Training can support greater consistency in implementation of equity initiatives, leading to stronger processes and outcomes.

HOW

Just as there are many ways to address equity within a community, there are many avenues for staff training. Formal trainings include set curricula and clear outcomes. These trainings may provide equitable communications and engagement tools or highlight analytical tools that support equity in planning and project delivery. Informal training opportunities focus on reinforcing equity as a core value of the agency. Book clubs, employee social events, affinity groups, and "brave conversation" spaces are examples of informal training activities.

Whether formal or informal, training institutionalizes equitable practices by providing staff with tools and orienting them to individual and shared responsibilities. A training program helps agencies disseminate knowledge throughout the workforce rather than consolidating it with a few people; these programs can also increase staff retention. Using a train-the-trainer model and embracing evolution in the program can invite more voices and perspectives into staff development.

Best Practices

GREAT DAYS IN TRANSIT | Metro Transit

Metro Transit holds monthly "Great Days in Transit," which provide an opportunity for administrative staff to spend the day riding the system and talking to customers. While some conversations generate feedback on current projects, the program's intent is to help staff connect with riders, learn more about their relationship to Metro Transit, and better understand customers' needs. This builds empathy and a deeper understanding of the rider experience.

LEADERSHIP EXPECTATIONS TOOLKIT | King County Metro

King County Metro has developed a training toolkit that outlines expectations for agency leaders. It includes both formal review and acknowledgment of the agency's equity documents, as well as a signed a commitment to "lead with love." The Lead with Love statement focuses on justice, as defined by Dr. Martin Luther King, Jr., and is a common phrase around Metro. It requires agency leaders to commit to bring empathy, understanding, and kindness to their work. King County Metro's Leadership Expectations Toolkit is available in Appendix C.

TAILORED LEARNING | Maryland Transit Administration (MTA)

MTA knows their employees all learn differently, and the agency has created learning and development programs that support a range of styles. Education is reinforced through repetition to support continuous learning. Specific learning opportunities include both a traditional learning management system, as well as "Courageous Conversations," employee resource groups, special events, and a monthly email.

Courageous Conversations are facilitated discussions to explore topics such as race, gender, and culture. They are structured to create an atmosphere that makes people comfortable and introduces laughter into the workplace. The discussions help employees understand equity concepts and draw parallels to their own experiences. Similarly, MTA's three employee resource groups—for women, veterans, and LGBTQIA+ employees—provide an opportunity for staff with similar backgrounds to come together and share their experiences.

Across all programs, MTA works to ensure learning opportunities are both educational and fun. For example, to commemorate National Caribbean-American Heritage month, MTA hosted Caribbean food trucks. Employees enjoyed new foods and Caribbean music during their workday. These popular events have helped reinforce a culture that respects diversity and ensures staff feel seen and valued by MTA.

MTA also distributes monthly diversity emails that include information about cultural celebrations and holidays, a word of the month, and opportunities to raise awareness of different cultures and groups. These emails provide links to equity-focused resources, including to internal diversity awareness resource modules.

Recommendation 2.2: Integrate equity into key documents, service planning, and budgeting

WHAT

As an agency develops and updates key documents—including strategic plans, annual budgets, service plans, and performance measures—they should reflect and help to implement the organization's shared equity vision.

WHY

Institutionalizing equity into agency documents, annual budgets, service planning, and operations solidifies equity as fundamental to all aspects of an agency's work. By embedding equity into foundational documents and planning activities, agencies can establish common goals for projects and programs and better identify investments that advance equity.

HOW

A strategic plan helps align an agency to deliver its mission and vision by pointing to clear outcomes and identifying resources for implementation. Centering equity as a core value within a strategic plan institutionalizes an agency's vision and directs program owners to plan and budget using an equity lens. Agencies profiled in this report overwhelmingly integrated equity in their strategic planning processes and subsequent planning and budgeting activities.

Prioritizing equity in service planning involves intentionally considering the needs and experiences of all riders, including the barriers they face in accessing transit. While Title VI is a strong foundation, it is not a proactive equity planning tool; rather, it is limited in scope and reactive to proposed changes. Agencies with strong equity practices prioritize equity early in their service planning processes. They often exceed requirements by including populations not protected under Title VI or by expanding their analytical approaches.

Best Practices

EQUITY ASSESSMENTS FOR BUDGETING APPROVAL | LA Metro

LA Metro requires an equity assessment of all capital and programmatic budget actions that go before the Board of Directors using the Metro Budget Equity Assessment Tool. For board actions outside the budget process, staff must summarize the equity impact using Metro's Rapid Equity Assessment, which was originally created to support the agency's COVID-19 response. LA Metro also uses equity-focused tools to inform service planning and project development. For example, the agency is piloting its Equity Planning and Evaluation Tool to guide large projects through development and delivery.

EQUITY INDEX TOOL | Pinellas Suncoast Transit Authority (PSTA)

PSTA developed a tool to calculate "equity scores" based on demographic factors and created a dashboard for staff that displays the scores across the agency's service area. This tool supports a proactive approach to planning and prioritization by highlighting areas with the greatest need.

EXTREME HEAT MAPPING TOOLS | Regional Transportation Commission of Southern Nevada (RTC)

Recognizing that extreme heat is a growing concern, especially for its most vulnerable riders, RTC developed a tool to identify extreme heat areas and guide planning decisions. Although based on quantitative methods, RTC conducted rider surveys to better understand and validate the results. The tool has helped RTC prioritize climate-adaptive shelters and pursue federal grants. By exploring externalities that impact riders' experience but are outside traditional agency responsibilities, RTC unlocked more meaningful ways to advance equity.

EQUITY IN PLANNING | Metropolitan Transportation Authority (MTA)

In New York, the MTA identified Equity Priority Areas to support service planning and capital investment decisions. Equity Priority Areas go beyond Title VI requirements to include factors such as zero-vehicle households, commute time, low-English-proficiency and English-as-a-second language households, people with disabilities, age, and level of educational attainment. Mapping these areas gives MTA planners a tool for decision-making in service and capital investments.

Step 3: Implement Community-Focused Equity Initiatives

Tailoring policies, programs, and projects to the local context and operating environment will provide tangible equity benefits to the communities the agency serves. Transit agencies should explore creative engagement and service delivery models, community partnerships, and other innovations to meet local needs.

Recommendations in Step 3:

3.1: Engage your community

3.2: Build partnerships

3.3: Respond to the local context

Image from New York MTA

Recommendation 3.1: Engage your community

WHAT

Creating outreach and engagement processes that center historically marginalized groups requires developing methods and tools that support more inclusive community conversations.

WHY

Equity-focused engagement helps establish community connections, build strong relationships, and deepen trust between an agency and the community. Tailoring outreach approaches and tools to specific communities leads to more meaningful feedback and better project and program outcomes.

HOW

The most important part of the engagement process is understanding the community that is being served and identifying who the agency needs to reach. Building this understanding starts with identifying the most vulnerable populations that a program or project will impact. Leading with a lens that prioritizes people who historically have been excluded from the transportation planning process will help agencies highlight the individuals, institutions, and organizations to engage.

Community-based organizations (CBOs) working with marginalized communities can provide insight into how best to reach specific populations and what outreach tools to consider. Select tools by setting and assessing key criteria that reflect a community's needs, such as language, accessibility, cultural responsiveness, flexibility, and in-person and virtual communication channels.

Allocating funds directly to a community is another important aspect of equitable engagement. By compensating community members and organizations for their time and expertise, agencies signal the value they place on community feedback. Transit agencies should fund community leaders and CBOs who help to shape outreach methods and tools, as these contributions are essential to co-creating inclusive and equitable processes.

Best Practices

ANTI-DISPLACEMENT STRATEGIES FOR BLUE LINE PLANNING | Metro Transit

Planning for Metro Transit's Blue Line expansion generated significant pushback from communities concerned about potential gentrification and displacement. Based on community feedback, the agency paused the project to complete an anti-displacement study. The study built trust with the community and gave the Metro Transit Board confidence that impacted communities were considered, heard, and respected. The Blue Line extension is advancing with a high degree of community and rider support and will open in 2028.

COMMUNITY-LEVEL STAFFING | King County Metro

King County Metro has invested heavily in community engagement, including increasing the number of staff dedicated to outreach. This helps the agency advance projects in ways that respond to the needs of impacted communities. Metro's outreach staff engage directly and regularly with communities, even when there are no active projects in an area. This helps the agency keep a pulse on community sentiment, monitor the success of past projects, and ensure Metro's services meet evolving community needs.

Image from King County Metro

Recommendation 3.2: Build partnerships

WHAT

Partnerships with CBOs, local municipalities, and other agencies are central to many transit agencies' equity strategies. These partnerships differ from direct community outreach, as they are more reciprocal in nature and advance shared goals.

WHY

Building partnerships can enhance an agency's understanding of equity, improve coordination to advance equity goals, and support services and projects that better meet community needs. Partnerships with CBOs and municipalities can lead to stronger relationships with community members and a deeper awareness of challenges and opportunities.

HOW

To create lasting partnerships—with CBOs and with other public organizations—transit agencies should outline how partner goals and objectives align with agency priorities. By identifying shared opportunities to advance equity, partnerships can yield results that are greater than the sum of their parts and create synergies across a region. Successful partnerships include clearly defined roles and responsibilities, which are often documented in partnership agreements that also articulate goals and desired outcomes.

When building alliances with CBOs and partner agencies, transit providers should consider communication styles, platforms for data sharing and file management, and availability of resources like staff, technical assistance, and funding. Aligning performance metrics is also essential for documenting and communicating results. Clarity in a partnership leads to a shared commitment and more successful outcomes.

Best Practices

ORGANIZATIONAL PARTNERSHIPS | Memphis Area Transit Authority (MATA)

Community-mindedness is a cornerstone of MATA's culture, and the agency has built a strong partnership with the United Way. MATA and United Way staff refer potential customers to each other, meeting monthly to review the number and type of referrals and identify opportunities for improvement. The organizations have demonstrated success in connecting customers to resources beyond transit and continue to seek new avenues for collaboration.

DEDICATED CBO BUDGETS | LA Metro

LA Metro has developed a CBO Partnering Strategy to foster more CBO contracting and grant opportunities, which requires a dedicated budget for the work. The budget supports walk audits, planning activities, community engagement, community-based art, or other CBO-led or supported activities; CBOs are compensated directly for their work. This direct CBO compensation helps LA Metro ensure a high level of community participation in project development and improves Metro's ability to ensure it's work meets the community's needs.

TRAINING BEYOND THE AGENCY | RTC

Through FTA's Areas of Persistent Poverty grant program, RTC is developing a framework for centering equity in projects and is using grant funds to help other organizations advance equity. RTC now conducts equity-focused training for team members when a project begins, including staff from external agencies. The training helps to set equity expectations for each project and supports a more systematic approach to advancing equity.

MUNICIPALITY WORKSHOPS AND CBO ENGAGEMENT | PSTA

PSTA has developed strong partnerships with the individual municipalities it serves and with local CBOs. The agency has hosted workshops with municipalities to understand community needs, to describe PSTA priorities, and to identify shared values. Additionally, PSTA is a member of the St. Petersburg Chamber of Commerce and a partner organization to several CBOs. Through active participation in organizations' meetings, PSTA meets its community more directly, advocates for transit solutions, and builds deeper relationships.

Recommendation 3.3: Respond to the local context

WHAT

When considering equity, context matters. While many communities have similar challenges, contextual differences require different strategies. From weather and climate to regional affordability to political and social factors, agencies must use context-sensitive approaches to meet riders' needs and advance equity.

WHY

Taking the time to understand the local context and develop equity-focused solutions and practices can yield long-term benefits that contribute to systemic change.

HOW

Transit agencies use diverse approaches to respond to local context, including best practices highlighted earlier in this report. Today, two areas of focus for many transit providers are tied to affordability, with agencies exploring new ways to embed equity in fare policies and in their approaches to working with unhoused populations.

Fares have a direct impact on passengers and can create barriers to using transit and accessing opportunities. This is especially true for communities that have been excluded from transportation planning decisions. By engaging historically marginalized communities in revising fare structures, agencies can explore ways to reduce the cost burden for passengers while expanding access to more riders.

People experiencing homelessness often rely on public transportation to connect to their community and to meet basic needs, including accessing restrooms and avoiding cold or inclement weather. Transit agencies increasingly must develop strategies to support riders who are experiencing homelessness while balancing competing needs for resources. Engaging with the unhoused community and service providers to shape equity-focused approaches can help agencies address the challenges facing communities across the U.S.

Best Practices

REGIONAL RAIL FARES AND SCOPE PROGRAM | SEPTA

SEPTA's Reimagining Regional Rail study presented an opportunity to address equity through its fare policy. The updated policy integrates fares between bus and rail services, pricing both services similarly. This has expanded rider access to regional services and improved the system's affordability. Another recent equity-focused innovation is the agency's SCOPE (Safety, Cleaning, Ownership, Partnership, Engagement) program, which dedicates resources to people experiencing homelessness. This CBO partnership includes trained SEPTA outreach specialists, additional station maintenance and cleaning, and working groups with local governmental organizations. SEPTA has adopted performance metrics to track the program's performance and ensure accountability of all partners.

CRISIS MANAGEMENT SPECIALISTS | BART

To strengthen relationships with the diverse communities BART serves, the agency is implementing progressive and equitable policing practices with crisis intervention methods. BART's Progressive Policing and Community Engagement Bureau was established in 2020 and includes two supervisors, 10 Transit Ambassadors, and 20 Crisis Intervention Specialists. These civilian professionals are a visible, uniformed presence to help address crises within the system and provide a sense of safety for riders.

The Crisis Intervention Specialists (CIS) serve as liaisons in the system between the BART Police Department, the public, and CBOs that provide mental health, crisis intervention, homelessness, and supportive housing services. CIS have a social work background and are specially trained to work in a transit environment. They engage proactively to prevent disruptive behavior and connect people experiencing a crisis to resources and support. CIS deter and diffuse acts of violence and vandalism using conflict-resolution and de-escalation techniques. And they initiate contacts with and respond to welfare checks for people who are struggling with mental health challenges, substance abuse, being unhoused, or another personal crisis.

Transit Ambassadors are deployed throughout the system and focus on educational engagement. They report safety and security concerns or biohazards and are outfitted with Narcan to respond to drug overdoses. Transit Ambassadors are trained to respond to customers' questions, complaints, or requests for service, and they observe, report, and call upon an officer when enforcement is needed.

Moving Forward

The APTA Transit Equity Report is a snapshot of the current state of equity in public transportation in 2024. We offer our deep appreciation to the 11 agencies that shared their best practices for this report and acknowledge that many more transit providers have successes to share.

As part of APTA's commitment to diversity, equity, and inclusion and our mission to support the transit industry in advancing equity, we will update this report at regular intervals. Our intent is to ensure that agencies have access to emerging and leading practices and programs.

The Transit Equity Report is one resource for transit agencies to understand the state of equity in our industry as they continue to focus on and advance their equity efforts in the years ahead.

Image from PSTA

The Transit Equity Report: Appendices

American Public Transportation Association

Appendix A: Scan of Equity Efforts by Public Transportation Providers

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Metropolitan Atlanta Rapid Transit Authority (MARTA)	Atlanta, GA	MARTA HOPE	https://www.itsmarta.com/marta-hope-program.aspx	Partnership between MARTA and homeless shelter HOPE provides individual-level resources to support people experiencing homelessness on the system with resources and services.
CapMetro	Austin, TX	CapMetro Community Connectors Group	https://publicinput.com/P2886	Community Connectors are helping shape growth that lessens the displacement of local communities, preserves and encourages more housing affordability, stimulates small business growth, and creates a more equitable quality of life for all regardless of their race, income, abilities, or background. The connectors will be using a variety of approaches to gather feedback and discuss what they heard with the ETOD project team.
CapMetro	Austin, TX	Equity Standards & Guidelines	https://www.capmetro.org/plans-development/service-standards-and-guidelines	The agency updated their Standards and Guidelines Document and developed a framework to evaluate amenities distribution and prioritization of bus stops through an equity lens.
CapMetro	Austin, TX	Orange/Blue Line TOD	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects	CapMetro will receive funding to plan for TOD along the proposed Orange and Blue light rail lines and the proposed regional rail Green Line. The plan would set the stage for the agency to transition to a new headquarters and repurpose its current headquarters into a TOD site. The plan would enhance economic and community development by creating mixed-use development, increasing affordable housing, supporting bicycle and pedestrian access, and bringing essential services to the area.
CapMetro	Austin, TX	Stroller Policy Updates	https://www.capmetro.org/riding-with-kids	Update to allow children to remain in strollers while on board in the priority seating areas if a parent or guardian maintains control of the stroller. If the priority seating areas are not available, children must be removed from the stroller and the stroller must be collapsed.
Maryland Transit Administration (MTA)	Baltimore, MD	2024 Strategic Plan	https://www.mta.maryland.gov/strategic-plan	Prioritizes equity as a service planning principle; aims to convert more stops to meet ADA accessibility.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Birmingham Jefferson County Transit Authority (BJCTA)	Birmingham, AL	TOD	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects	BJCTA will receive funding to plan for TOD at the eastern end of the new Birmingham Xpress bus rapid transit line. The project will reduce greenhouse gas emissions and encourage the development of affordable housing.
Massachusetts Bay Transit Authority (MBTA)	Boston, MA	Service and Fare Change Equity Policy	https://www.mbta.com/policies/service-and-fare-change-equity-policy	Requires an equity analysis for all proposed fare changes and defines "major service change" to identify when an equity analysis is required for proposed service changes. Defines "adverse effects" to identify how we will measure the impacts of a fare or major service change on protected riders.
Massachusetts Bay Transit Authority (MBTA)	Boston, MA	Youth Pass-Youth Pass Revamp (circa 2020)	https://www.capmetro.org/fares-passes	The reduced fare program was allocating 1/10th of its budget. After a service redesign (removing photo IDs from passes, simplifying signup materials) MBTA was able to enroll more riders in its equitable fare program.
Greater Bridgeport Transit Authority (GBT)	Bridgeport, CT	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	The Greater Bridgeport Transit Authority will receive funding to conduct a planning analysis targeting underserved communities. It will develop policy and planning processes that link equity with transit investment; a fleet, facility, and deployment plan to transition the bus fleet to zero-emission propulsion systems; and an educational program for residents and business owners to better inform them about transit and mobility options.
Chicago Transit Authority (CTA)	Chicago, IL	Chief Equity and Engagement Officer	https://www.masstransitmag.com/management/press-release/53070987/chicago-transit-authority-cta-denise-w-barreto-named-ctas-first-ever-chief-equity-and-engagement-officer	Hired a dedicated equity lead.
Chicago Transit Authority (CTA)	Chicago, IL	Equity in Infrastructure Project Pledge	https://www.masstransitmag.com/management/press-release/21284480/chicago-transit-authority-cta-cta-adopts-equity-in-infrastructure-project-pledge	The pledge seeks to help build generational wealth and reduce the racial wealth gap by assisting HUBs that seek to participate in large capital construction projects as prime contractors, joint venture partners or as equity participants.
Central Ohio Transit Authority (COTA)	Columbus, OH	Income Assistance Program	https://www.masstransitmag.com/technology/fare-collection/press-release/21259032/central-ohio-transit-authority-cota-cota-launches-income-assistance-pilot-program-to-improve-transit-fare-equity	Pilot Program to provide a 50% discount for customers who participate in SNAP, publicly funded childcare, Ohio Works First cash assistance, Prevention, Retention and Contingency emergency assistance, Medicaid, or TANF.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Central Ohio Transit Authority (COTA)	Columbus, OH	State Policy Memo 2021	https://cota.com/initiatives/state-federal-policy-agendas/	Innovation: Advance technology policies that enable COTA to more equitably support the mobility needs of the region's diverse and growing communities.
Contra Costa Transportation Authority (CCTA)	Contra Costa County, CA	Manager of Accessibility and Equity	https://www.masstransitmag.com/management/press-release/53072562/contra-costa-transportation-authority-ccta-rashida-kamara-appointed-to-manager-of-cctas-accessibility-and-equity-program	Hired a dedicated equity lead.
Corpus Christi Regional Transit Authority (CCRTA)	Corpus Christi, TX	Title VI Compliance	https://latinosintransit.org/Organizations-Members https://www.ccrta.org/title-vi/	Equality is Everything: The Corpus Christi Regional Transportation Authority operates its programs and services without regard to race, color, and national origin per Title VI of the Civil Rights Act of 1964. Any person who believes they have been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint. For more information on the CCRTA's civil rights program and the procedures to file a complaint, contact 361.289.2712, or visit our administrative office at 602 N. Staples Street, Corpus Christi, Texas 78401. A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the Office of Civil Rights, Attention Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Avenue SE, Washington, DC 20590. If information is needed in another language, contact 361.289.2712.
Dallas Area Rapid Transit (DART)	Dallas, TX	2045 Transit System Plan	https://www.dart.org/about/project-and-initiatives/expansion/2045-transit-system-plan	DART's 2045 Transit System Plan identifies equity work with advocacy organizations and other agencies as a major goal (Goal #4).
Dallas Area Rapid Transit (DART)	Dallas, TX	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	DART will receive funding to plan and design two new transit facilities in East and Southwest Dallas that will enhance safety, environmental sustainability, quality of life, and community connectivity in the surrounding neighborhoods along the bus routes that access the two locations. DART will engage the community and stakeholder organizations to ensure that transit facilities become an integral part of the communities they serve to benefit residents and the broader community.
Greater Dayton Regional Transit Authority (RTA)	Dayton, OH	Tapp Pay	https://www.trb.org/Publications/Blurbs/182724.aspx	Fully cashless fare collection system for buses and paratransit. Partnered with 2 companies to establish retail outlets where customers can load transit value at sites within 1/4 mile of bus routes/transit centers. Also includes fare capping and a "one more journey" feature that allows riders to carry a negative balance for one trip, so they have the chance to reload.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Washington Metropolitan Area Transit Authority (WMATA)	District of Columbia	2023 Strategic Plan	https://www.wmata.com/initiatives/strategic-plan/	We aim to align regional service networks, fare and service policies, and supporting infrastructure to increase convenience, use of transit, equity in the region, and the role equity plays in Metro's decision making.
Regional Transportation District (RTD)	Denver, CO	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	The Regional Transportation District (RTD) will receive funding to conduct a bus stop accessibility study and equity analysis that will set the stage for RTD to bring bus stops into compliance with the Americans with Disabilities Act and make other improvements to enhance the rider experience. The study will assess RTD's 8,200 bus stops, create a database of stations with ridership and other contextual information, and develop a framework to prioritize improvements based on equity.
Regional Transportation District (RTD)	Denver, CO	Fare Study and Equity Analysis	https://www.masstransitmag.com/technology/fare-collection/press-release/21262958/regional-transportation-district-rtd-denver-rtd-launches-new-systemwide-fare-study-and-equity-analysis	Leading with equity, Denver RTD will be examining its fares and exploring changes to its fare structure and pass programs to make using bus and rail service more equitable, simple, and affordable for the more than three million people in RTD's service area.
Regional Transportation District (RTD)	Denver, CO	Title VI Service Equity Analysis: September 2023	https://cdn.rtd-denver.com/image/upload/v1698102005/Title_VI_Service_Equity_Analysis_Report_for_Sep_2023_Runboard_Proposal-2_fzstbj.pdf	RTD assessed equity impacts of service changes in 2023.
GoDurham	Durham, NC	Durham County Transit Plan	https://engagedurham.com/170/Recommended-Transit-Plan	The Durham County Transit Plan has Equity as a Core Principle.Their scenario evaluation included an equity analysis where they picked 6 key locations to make sure they were served well in each scenario.
GoTriangle	Durham, NC	Triangle Mobility Hub	https://gotriangle.org/rtc	The Triangle Mobility Hub will be the anchor for regional connectivity in the Triangle. It will improve transit speed and reliability, address passenger amenity and operational needs, and provide new multi-modal connections. The Mobility Hub will enable GoTriangle to efficiently and effectively deliver a significant expansion of bus service, better connecting residents to opportunities for jobs, education, healthcare, shopping, and recreation. As a result, the new facility will increase equitable and sustainable access to destinations within Research Triangle Park and across the region as whole. The new facility will include additional covered boarding bays with electric bus charging infrastructure, covered drop-off spaces for paratransit, microtransit, and rideshare vehicles, and priority bus access to the facility, ensuring comfortable and reliable transfers for regional trips or last mile connections.
Lane Transit District (LTD)	Eugene, OR	Safe Sleep Sites	https://www.trb.org/Publications/Blurbs/183111.aspx	LTD partnered with the City of Eugene to evaluate and map out potential transit-owned vacant land to use as safe sleep areas and leases the sites to the city at no cost for 2-5 years.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Metropolitan Transit Authority of Harris County (METRO)	Harris County, TX	Tidwell Transit Center TOD	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects	The Metropolitan Transit Authority of Harris County will receive funding to plan for TOD at the Tidwell Transit Center in Houston's Eastex/Jensen neighborhood. The transit center will be served by the proposed METRORapid bus rapid transit University Corridor. The TOD plan will enhance connectivity, promote walkability and sustainability, and support equity through economic development and affordable housing.
IndyGo	Indianapolis, IN	Areas of Persistent Poverty	https://www.indygo.net/indygo-foundation-receives-384594-grant-from-iu-health-to-provide-bus-stop-upgrades-on-indianapolis-eastside-and-additional-access-to-public-transportation/	Bus stop investments in areas experiencing persistent poverty.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	CBO Partnering Strategy	https://thesource.metro.net/2021/06/24/here-are-the-community-based-organization-partnering-strategy-recommendations/	An equity-based guiding document that allows Metro to standardize its approach to building community relationships and working with community organizations.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	Go Pass Pilot Program	https://www.metro.net/riding/fares/gopass/	Provides a free transit pass that helps lower students' overall educational costs and improve academic performance while giving them a reliable means of transportation to attend school, jobs, medical appointments, and leisure activities.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	How Women Travel Report	https://libraryarchives.metro.net/db_attachments/2019-0294/understandinghowwomentravel_fullreport_final.pdf	Report outlining the challenges faced by women and girls using the Metro system.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	LA Metro Equity Information Hub (2023)	https://metro.net/equityhub	LA launched a centralized hub for equity-related data and information for staff and the public. It supports the implementation of Metro's equity tools and project or program management analyses. It also tells part of Metro's equity story and encourages engagement through publicly accessible content.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	LA Metro Equity Platform	https://equity-lametro.hub.arcgis.com/documents/a21ba-54e033c439dba0ab68b3e4850f1	The Equity Platform is a framework that guides how Metro works to address inequities and create more equitable access to opportunity through four main areas of action: Define and Measure, Listen and Learn, Focus and Deliver, and Train and Grow.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	Low Income Fare is Easy (LIFE)	https://www.metro.net/riding/fares/life/	The LIFE program provides transportation assistance to low-income individuals in LA County. Once you're in the program, you can load 20 free regional rides each month or purchase a discounted pass on any of the 13 LIFE participating transit agencies.
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Los Angeles, CA	Union Station/ Civic Center Transit District	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects	LA Metro will receive funding for a study of the Union Station/Civic Center Transit District that focuses on supporting equity, sustainability, and connectivity to jobs around LA's regional transit hub and historic downtown. The project will explore ways to expand housing and affordable housing opportunities as the city continues to invest in transit infrastructure, consider new commercial development opportunities, and respond to a housing and homelessness crisis.
Memphis Area Transit Authority (MATA)	Memphis, TN	Areas of Persistent Poverty / RAISE Grant	https://www.transportation.gov/RAISEgrants

https://www.transportation.gov/sites/dot.gov/files/2023-06/RAISE%202023%20Fact%20Sheets_2.pdf | This project will fund complete streets improvements and Bus Rapid Transit service along an approximately 26-mile corridor. Improvements include sidewalks, enhanced bus stations, intersection improvements and signalization, traffic signal prioritization (TSP), and ADA enhancements. |
| Milwaukee County Transit System (MCTS) | Milwaukee, WI | Aira App Pilot Program | https://www.ridemcts.com/accessibility/aira-app | An app called Aira allows people who are blind or low vision to receive free, one-on-one assistance riding the bus and navigating the more than 5,000 bus stops in Milwaukee County. |

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Milwaukee County Transit System (MCTS)	Milwaukee, WI	ENHANCING TRANSIT ALONG 27TH STREET: Investing in Access and Racial Equity	https://www.mkenorthsouth.com/	More riders depend on transit along the 27th Street corridor for access to jobs, healthcare, and education than most other corridors in the Milwaukee area. To meet the community's modern mobility needs, the Milwaukee County Transit System (MCTS) has begun the environmental review and design process to deploy bus rapid transit (BRT) service along the 27th Street corridor, the second route planned for Milwaukee County's newest BRT system, CONNECT. The use of BRT in this corridor was recommended by the transit enhancement feasibility study completed in 2022. Outreach will continue to be an important aspect during this next phase of the project, with opportunities for the public to provide input. This project is one way Milwaukee County is keeping the commitment to achieving racial equity and social justice made in 2019 when the County resolved to advocate for policies that improve health in communities of color. The project will improve access to convenient transportation for jobs, education, healthcare, grocery stores, and other essential services—each with a positive impact to health and economic opportunity.
Milwaukee County Transit System (MCTS)	Milwaukee, WI	MCTS Transit Teen Advisory Board/ Teen Ridership Initiative	https://www.ridemcts.com/community-outreach/teenadvisoryboard	The MCTS Transit Teen Advisory Board is a community outreach program that empowers teenage residents to advocate for MCTS through engaging and interactive sessions designed to develop their leadership skills.
Milwaukee County Transit System (MCTS)	Milwaukee, WI	TransitPlus	https://www.ridemcts.com/accessibility/transit-plus	The Transit Plus program provides paratransit service for individuals with a disabling illness or condition which prevents them from using fixed route bus service. MCTS contracts with Transdev to provide ADA accessible van service to eligible paratransit riders.
Metro Transit	Minneapolis, MN	Better Bus Stops	https://www.metrotransit.org/better-bus-stops	Metro provided funding to community organizations to conduct outreach, ensuring that participants reflected neighborhood demographics. Program managers communicated clearly how input was used to make decisions and made internal cross-departmental policy changes that reflected lessons learned from the program. Importantly, the program also led to more equitable outcomes by deliberately improving bus shelters in racially concentrated areas of poverty. (TransitCenter).
Metropolitan Transportation Authority (MTA)	New York, NY	2020-24 Capital Projects Program	https://new.mta.info/document/91716	Plans for signal modernization are updated to prioritize reliability and equity, now that capacity constraints are less pronounced on the subway.
Metropolitan Transportation Authority (MTA)	New York, NY	Twenty-Year Needs Comparative Evaluation	https://future.mta.info/documents/20-YearNeedsAssessment_ComparativeEvaluation.pdf	Evaluation of potential expansion projects considers multiple factors, including equity. Projects that facilitate social and economic opportunities by providing affordable and reliable transportation options based on the needs of the populations being served, particularly populations that are traditionally underserved and vulnerable, are considered to be more equitable. Equity is measured with two metrics: the absolute number or the percentage of project riders that travel to or from an Equity Area. Equity Areas are places where high concentrations of low-income, minority, and transit-dependent populations live. Projects with a high percentage or total number of riders from these areas will most likely provide the greatest benefits in terms of better access to opportunities for those living or traveling there.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Metropolitan Transportation Authority (MTA)	New York, NY	Bus Network Redesign	https://new.mta.info/project/bus-network-redesign	These upgrades are important because buses are true engines of equity. Buses reach more parts of the city than subways. The network serves a greater share of seniors, people with disabilities, and residents of low-income neighborhoods and communities of color.
Metropolitan Transportation Authority (MTA)	New York, NY	Small Business Development Program	https://new.mta.info/doing-business-with-us/small-business-programs	Through our Small Business Development Program, we develop and grow emerging and experienced construction contractors through classroom and on-the-job training and technical assistance in prime contracts with MTA agencies. This helps create a larger pool of diverse, qualified contractors who can compete for and complete MTA construction projects safely, on time, and within budget.
New Jersey Transit Corporation (NJTransit)	New Jersey	Northern Branch TOD	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects	The New Jersey Transit Corporation will receive funding to plan for TOD along the proposed nine-mile Northern Branch light rail extension in Bergen and Hudson Counties in northern New Jersey. The planned TOD will support public and private partnerships, enhance multimodal transit access, encourage economic development, and preserve affordable housing.
Alameda-Contra Costa Transit District (AC Transit)	Oakland, CA	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	Foothill Boulevard Transit Priority Recommendations.
Orange County Transportation Authority (OCTA)	Orange County, CA	2022 Strategic Plan	https://www.masstransitmag.com/management/press-release/21254401/orange-county-transportation-authority-octa-octas-initiatives-for-2022-focus-on-equity-transparency-fiscal-and-environmental-responsibility	Stated goal to "connect with stakeholders in diverse and disadvantaged communities."
Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia, PA	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	SEPTA, in partnership with the city of Philadelphia, will receive funding to study, plan, and design transportation improvements for the Erie Avenue Corridor from West Hunting Park Avenue to Kensington Avenue. This project will look to improve safety for pedestrians, and optimize transit services, ensuring the needs of individuals who lack access to employment, public services, education, and healthcare facilities.
Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia, PA	Chief Equity and Inclusion Officer	https://www.masstransitmag.com/management/press-release/21291613/southeastern-pennsylvania-transportation-authority-septa-septa-appoints-emmanuella-myrthil-as-chief-equity-and-inclusion-officer	Hired a dedicated equity lead.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia, PA	Hub of Hope	https://www.projecthome.org/hub-hope	SEPTA partnered with Project HOME and the City of Philadelphia to establish an 11,000 square feet facility that operates year-round to provide case management and health services, including dental care, pharmacy, medical, and behavioral health care on property adjacent to transit. Showers, laundry, food, health services, and warming are also provided.
Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia, PA	SCOPE	https://wwww.septa.org/safety/scope/	SEPTA's system-wide, compassionate approach to connect vulnerable individuals with social services and provide a safe, clean transit system for both riders and employees.
Pittsburgh Regional Transit (PRT)	Pittsburgh, PA	Strategic Plan 2023-2028	https://www.rideprt.org/inside-Pittsburgh-Regional-Transit/Transparency/strategic-plan/	PRT defined an equity index for its service area; it will develop an Equity Plan, increase ridership by 10% in the top 50% of its high impact equity areas, reevaluate its fare structures, and develop a methodology to track investment in equity areas.
Pittsburgh Regional Transit (PRT)	Pittsburgh, PA	Virtual Engagement for NEXTransit Action Plan	https://www.trb.org/Publications/Blurbs/182951.aspx	Responding to the pandemic, a robust, self-guided website to collect comments with mapping exercises, GIS StoryMaps, surveys, and open comment options was provided. The effort yielded more than 17,000 unique visits to the project website. To reach riders in person, pop-up tents at key locations within the community were deployed.
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland, OR	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	TriMet will receive funding to design infrastructure enhancements for high-capacity transit service on the 82nd Avenue Corridor between Clackamas Town Center and NE Killingsworth Street. This project will look to improve safety, access, mobility, and equity and remove barriers to opportunity by identifying bus rapid transit improvements and analyzing the use of zero-emission buses.
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland, OR	FY2024-FY2028 Business Plan	https://trimet.org/businessplan/	TriMet created IDEA—Inclusion, Diversity, Equity, Access department—to center equity in its strategic plan. Also created the role of "Chief Equity Officer".
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland, OR	Language Access Committee	https://trimet.org/equity/pdf/2019-draft-lap.pdf	Provides ongoing feedback, reflective of the English as a Second Language (ESL) communities TriMet serves.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland, OR	Low Income/ Reduced Fare	https://trimet.org/income/	More than 53,000 people have signed up for income-based fare reductions since the program began, equaling $12.7 million in rider savings. In July 2018, TriMet introduced reduced fares for riders with low-incomes. With it, we expanded our Honored Citizen reduced fare to allow qualification based on income. Residents of Oregon, between the ages of 18 and 64 years old, who make up to twice the federal poverty level, can apply for the reduced fare. Those who qualify for our reduced fare get unlimited rides for $28 a month—a 72% discount.
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland, OR	Transit Equity Advisory Committee (TEAC)	https://trimet.org/teac/index.htm	21 Member committee that provides insight and guidance to the General Manager on issues of equity, access, and inclusion. Members represent a diverse cross-section of community leaders, advocates, and liaisons for disadvantaged and historically underrepresented communities. TEAC has been instrumental in helping TriMet develop and implement our Low-Income Fare program, decriminalize the citation process, and connect hundreds of nonprofit and community-based organizations with TriMet's Access Transit program.
Rochester-Genesee Regional Transportation Authority (RGRTA)	Rochester, NY	Enhancing Mobility Innovation Project	https://www.transit.dot.gov/ research-innovation/fy21-enhancing-mobility-innovation-projects	The Rochester Genesee Regional Transportation Authority will receive funding to improve mobility and enhance the rider experience and explore data-driven solutions to bolster riders' access to equitable transit fare programs with a focus on innovative service delivery models, creative financing, novel partnerships, and integrated payment solutions. The proposed project will look to connect to states' databases run by social programs to drive automated enrollment into low-income fare programs utilizing new data tools to streamline and simplify access to these transit programs.
Omnitrans	San Bernadino County, CA	Fare Capping	https://omnitrans.org/august-fare-capping-program/	Each time you ride Omnitrans and pay via mobile fare, your fare counts towards a pass. For example, if you pay $2 per ride you will receive a Day Pass once you've spent $6 in one day. Each time you pay, your money will go towards the next pass level, a Day Pass, a 7-Day Pass, and up to a 31-Day Pass (a $60 value if you purchase the entire fare). Once you have paid the value of a 31-Day pass, you can enjoy unlimited rides for the rest of the month. Available only through mobile payment with the Transit or Token Transit apps.
Bay Area Rapid Transit (BART)	San Francisco, CA	Link 21 Equity Advisory Council	https://link21program.org/en/ program/equity/equity-advisory-council	Equity Advisory Council (EAC) is helping shape Link21's planning of passenger rail improvements in the Northern California Megaregion. The EAC provides a space for meaningful community collaboration to advance equity throughout the development and implementation of the Link21 Program.
Bay Area Rapid Transit (BART)	San Francisco, CA	Social Resources & Homelessness Action Plan	https://www.bart.gov/guide/social-resources	Strategic plan to address homelessness, cleanliness, substance abuse, and mental health on the system and to coordinate with policymakers, decision-makers, social service partners, and stakeholders. Includes progressive policing priorities, performance measures, and the creation of a Senior Manager of Social Services Partnership who works with transit police as the GM for matters related to homelessness.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
San Francisco Municipal Transportation Agency (SFMTA)	San Francisco, CA	Muni Service Equity Strategy	https://www.sfmta.com/projects/muni-service-equity-strategy	The Muni Service Equity Strategy focuses on improving transit performance in San Francisco neighborhoods with high percentages of households with low incomes and people of color. The neighborhoods were selected based on the percentage of households with low incomes, private vehicle ownership, and race and ethnicity demographics. The Equity Strategy will benefit eight selected Equity Neighborhoods, seniors, and people with disabilities, by implementing service treatments that can be implemented quickly while delivering measurable improvements to safety, connectivity to key destinations, reliability, frequency, and crowding. Moreover, the strategy will establish a performance baseline for Muni routes serving each Equity neighborhood, which will be monitored annually.
San Francisco Municipal Transportation Agency (SFMTA)	San Francisco, CA	Racial Equity Action Plan & Citywide Racial Equity Framework	https://www.sfmta.com/racial-equity-action-plan	Primarily focused on equity within agency HR practices rather than service.
Central Puget Sound Regional Transit Authority (Sound Transit)	Seattle, WA	Chief Diversity, Equity, and Inclusion Officer	https://www.masstransitmag.com/management/press-release/53028526/sound-transit-sound-transit-appoints-maria-doucettperry-as-its-chief-diversity-equity-and-inclusion-officer	Hired a dedicated equity lead.
King County Metro	Seattle, WA	King County Mobility Framework	https://kingcounty.gov/en/dept/metro/about/mobility-framework	Best practices in creating an equity cabinet and keeping them involved in the planning process.
King County Metro	Seattle, WA	Low-Income Passes: ORCA LIFT, Regional Reduced Fare Permit, Subsidized Annual Pass	https://kingcounty.gov/en/dept/metro/fares-and-payment/discounted-fares/subsidized-annual-pass	A series of reduced fare passes which riders can qualify for if they are eligible for state benefit programs, if their income is below a certain threshold, if they are older than a certain age, or if they have a disability.
King County Metro	Seattle, WA	Strategic Plan for Public Transportation 2021-2031	https://kingcounty.gov/en/-/media/depts/metro/about/planning/pdf/2021-31/2021/metro-strategic-plan-111721	Clear definition of priority populations with an equity focus (POC, disability, immigrant, non-English, low-income); infuse equity into long-term goals (ETOD>TOD, EJ+climate>climate alone); each goal is accompanied by a list of actionable strategies to achieve desired equity outcomes.

Organization Name	General Area Served	Equity Program Name	Link	Equity Program Description
King County Metro	Seattle, WA	Youth Transit Equity Internship	https://www.masstransitmag.com/management/press-release/53072528/king-county-metro-transit-king-county-metro-celebrates-success-of-second-annual-youth-transit-equity-internship	Three-week program where the Transit Equity Interns become peer ambassadors of transportation resources, explore career pathways within King County Metro, and build skills and knowledge of transit, urban planning, climate justice, and local government. Many of the students were from immigrant or multilingual households and cited desires to make transit more accessible to non-English speakers in their communities.
Community Coordinated Transportation System (River Cities Public Transit)	Sioux Falls, SD	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	River Cities Public Transit will receive funding to develop a transit plan that would serve Native American reservations in South Dakota by improving efficiency and ensuring their system meets the needs of people who lack access to employment, public services, education, and healthcare facilities.
Skagit Transit	Skagit County, Washington	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	Skagit Transit will receive funding to develop an operational plan for using microtransit services to connect residents in areas of persistent poverty with resources and opportunities within reasonable commute times.
Metrolink	Southern California	Low Income Pass Program	https://www.masstransitmag.com/management/article/21279610/transit-equity-dispatches-cota-metrolink-ecolane	Passengers with a California Electronic Benefit Transfer (EBT) card will be eligible for a 50 percent discount on all Metrolink tickets and passes. Funding for the discount is made possible by a grant from the Low Carbon Transit Operations Program, administered by the California Department of Transportation.
Volusia County Public Transit System (Voltran)	Volusia County, FL	Areas of Persistent Poverty	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections	Volusia County will receive funding for planning and engineering of the planned Southwest Intermodal Transfer Facility, which will provide vital connections for fixed route and microtransit riders in low-income communities.

Appendix B: Sample Equity Statements

Pinellas Suncoast Transit Authority (PSTA) – St. Petersburg, FL

At PSTA, we intentionally make inclusion a priority. Diversity is what drives us. No matter who you are, where you are from, how you think, or whom you love. We connect all people to places, to opportunities, and to chances. We will always strive to be better. We pledge this to everyone.

Metro Transit – Minneapolis, MN

Metro Transit acknowledges that providing safe, affordable, and reliable transportation increases opportunity. Transit services and programs should be built to equitably benefit all, especially under-served communities, including BIPOC, low-wealth, women, people with disabilities, LGBTQ, youth, and older adults. Transit equity requires identifying and addressing injustices and building actionable pathways to create a fair and more just future.

Metro Transit understands that transit decisions can impact the ability of under-served communities to find and keep jobs, reach medical care, access educational opportunities and affordable housing, and develop and maintain social connections, among other impacts. Transit services and investments can reduce spatial inequalities that contribute to racial, environmental, and economic disparities.

Metro Transit has an essential role and responsibility to examine all decisions impacting our region's access to quality transit, reduce existing disparities, and prevent further inequities by:

- Reviewing and revising policies;
- Seeking partnerships with other responsible institutions; and
- Improving planning and operational practices.

CapMetro – Austin, TX

The CapMetro Board is committed to diversity, equity, and inclusion in the delivery of our programs, projects and services, and to demonstrating our commitment through transparency and accountability. We define diversity, equity, and inclusion as follows:

- **Diversity:** The range of human differences, including but not limited to, race, ethnicity, gender identity, sexual orientation, age, social class, physical or mental disability or functional ability, religion, national origin, language spoken, or political beliefs.
- **Equity:** Fairness in process, distribution of resources, opportunity, and provision of varying levels of support to achieve greater fairness of outcomes.
- **Racial Equity:** In acknowledgement of historical inequity based on race, where race no longer determines one's outcomes and when everyone has what they need to thrive.
- **Inclusion:** Involvement and empowerment, where everyone feels welcomed, respected, supported, valued, and has the opportunity to be heard.

King County Metro (Metro) – Seattle, WA

King County defines equity as a system of fairness, providing full and equal access to opportunities, power, and resources. King County is leading with racial justice because historical and racial inequities continue to affect all of us, and our region's ability to thrive.

Appendix C:
King County Metro Leadership Toolkit

King County METRO

Introduction

The Metro Leadership Team (MLT) recently approved a set of Leadership Expectations for all people leaders at Metro. These Leadership Expectations are being shared with all people leaders at Metro to serve as guidance for you to refer to and incorporate in the work you do.

Leadership Expectations Toolkit

In this toolkit, you will find:

- Leadership Expectations Talking Points (pages 2-3)
- Leadership Expectations (pages 4-5)
- Principles and Key Definitions (pages 6-8)
- Trainings/Resources for People Leaders (page 9)
- Team Exercises (pages 10-14)
- Icons/Graphics of True North Values and Metro Service Areas (page 15)

Feedback

Metro's Leadership Expectations were adopted by the Metro Leadership Team (MLT) in April 2023; they are considered a living document and will be reviewed in Q2 2024. Please share your feedback here: MetroMLT@kingcounty.gov.

Leadership Expectations Talking Points

Suggested talking points for sharing Metro's Leadership Expectations with your people leaders (managers, superintendents, chiefs, and supervisors)

- As people leaders, we have a responsibility to invest in ourselves, each other, and our teams. And at Metro, we are committed as leaders to model our shared vision in our actions.

- We lead with our equity compacts
  - Sharing power
  - Interrupting business as usual
  - Replacing it with something better
  - Getting comfortable with being uncomfortable

- We also strive to demonstrate our King County True North Values to serve our employees and customers.

- A people leader is someone who not just embodies our True North Values, they step in to make difficult decisions, they lead with empathy and model accountability for themselves and those they supervise, and they provide support, coaching and mentoring.

- Managers and supervisors at Metro are expected to have relational/people skills, not just technical skills.

- Today, I would like to share with you a set of Leadership Expectations for all people leaders at Metro.

- I would also like to provide some context about how these Leadership Expectations were created and how you are expected to use them.

- These Leadership Expectations were first drafted by Division Directors in Bus Operations, Rail, Vehicle Maintenance, Transit Facilities, and Marine. They were then shared and revised with input from members of Equity, Inclusion and Belonging team, the Organizational Health Development team, all Division Directors, and members of the Metro Leadership Team.

- These Leadership Expectations are now being shared with all people leaders at Metro to serve as guidance and aspirational goals for you to refer to and incorporate in the work you do.
  - For example: how you interact with your team, what you look for when hiring leaders, how you onboard new members of your team, how you mentor, support,

and inspire your team.

- These are the expectations of people leaders based on the values of Metro and you are expected to adhere to them at the workplace.

- The intention is that these Leadership Expectations will eventually be used formally in performance appraisals and in hiring and onboarding people leaders at Metro.

- This Leadership Toolkit will be used regularly as a reference for discussions in our leadership team meetings and setting professional goals. We will hold ourselves capable and accountable for modeling our values and leading the way.

- Please share the Leadership Toolkit with your managers, superintendents, chiefs, and other supervisors.

Leadership Expectations

Leadership	Respect	Accountability
Work to create a welcoming and belonging environment for your teams, empower your employees.	Demonstrate respect, humility, and gratitude: "I don't know. I need help. I'm sorry. I was wrong. Thank you."	As a division leader, be accountable and responsible for the division's outcomes and challenges.
Communicate respectfully, clearly, and directly.	Build real, lasting relationships based on trust, respect, and integrity with your team, peers, and leaders.	Communicate your vision, goals, and expectations clearly and effectively.
Slow down, listen, and act with deliberation.	Be responsive and model conduct becoming of a leader.	Take responsibility to and make decisions in a timely manner and communicate the reasons behind your decisions.
Strive for consistency, practice honesty and transparency.	Hold yourself, your teams, your peers, and community members with the utmost respect and regard.	Honor commitments and deliver results.
Challenge yourself to hold the multiplicity of people's experiences.	Recognize and credit your team and colleagues' contributions.	Adhere to rules, policies, and procedures.
Lead from your power—allow yourself to be challenged.	Provide clear, actionable, and concrete feedback in a thoughtful manner.	Engage in the hard conversations and accept the emotional labor of your role.
Recognize your ego—approval seeking, criticizing, competition, wanting to be right, comparing, and wanting to please.	Engage people in discussions on issues that directly affect them.	Acknowledge, apologize, and make amends when you've caused harm.
Ask and receive feedback from those impacted by your leadership and allow for honest conversations.		Confront your discomfort and respect the process of personal and professional growth.
Invest and tend to the relationships that challenge you the most.		Accept responsibility for our own work, actions, and behaviors and hold ourselves accountable for those actions and behaviors.
Commit to your own growth and model inclusive leadership.		Strive to exceed expectations.
Ask for help, advice, and consultation from your team, peers, and leaders.		

We are one team

We lead the way

We are racially just

We solve problems

We focus on the customer

We respect all people

We drive for results

We are responsible stewards

Sustainability and Stewardship	Anti-racism	Safety	Innovation and Problem Solving
Use public and natural resources accountably.	Actively challenge oppression and discrimination, root out systemic oppression in the workplace and engage to transform our institutional practices.	Utilize our Safety Management System to make safety and security a priority in all our work.	Focus on solutions by making problems visible and treating them as opportunities.
Use financial resources accountably and commit to controlling costs.	Challenge internalized racism and biases. Commit to action to consistently and actively transform systems of oppression.	Play an active role in and demonstrate creating a culture of safety.	Encourage innovation and collaborative problem-solving.
Commit to innovation and stewardship to reduce risks and improve value.	Understand your role in modeling anti-racist action in the workplace.	Create an environment where we continuously improve our operations function as we learn from our mistakes.	Create the time, space, and intention to properly diagnose the problem to be solved.
Respect Metro and employee property.	Actively seek to learn and understand differing perspectives, beliefs, and value.	Identify hazards and intervene when unsafe work actions comprise our collective safety.	Take initiative and tackle challenging assignments.
Seek out sustainable practices that support environmental and social equity.	Commit to your own growth and model anti-racist leadership.	Challenge behaviors that violate our values of equity, inclusion and belonging and/or policies of discrimination, harassment, retaliation, and report inappropriate conduct based on a protected status in the workplace.	Continuously improve our processes by challenging the status quo.
Leave the organization better than you found it.	Commit to creating and maintaining a welcoming environment for your colleagues.		Seek to understand the big picture and think creatively.
	Practice examining your internal beliefs, thinking, and compass for bias.		Actively pursue and use data in decision-making.
			Create the conditions for creative problem solving.
			Invite subject matter experts into the room.

Principles and Key Definitions

Principles

Leading with love: as leaders in a large, complex organization, leading with love looks and feels like many different things to many people. Author bell hooks said, "love is a combination of care, commitment, knowledge, responsibility, respect, and trust." As leaders, we have a responsibility to invest in ourselves, each other, and our teams. This investment starts with seeing ourselves, our teams, our peers, our leaders, and our community members as fully human navigating complex social systems. It is the complexity of our wholeness that we bring to Metro every day. When we lead with love, we treat ourselves and each other with respect, dignity, and regard. When we lead with love, we provide each other with honest, candid, and actionable feedback. We hold ourselves and each other to account. When we lead with love, we understand that some of us need more investment, more care, and more attention. When we lead with love, we understand that our individual struggles, successes, challenges, and growth don't look the same. Leading with love is about meeting people where they're at and making sure we each have the support, care, and attention to thrive. Leading with love means we create a culture of respect, safety, and accountability inside our organization. Leading with love is understanding that each of us at Metro has a responsibility to become racially just.

Sharing power: devolve decision-making rights to those with the information, experience, and agency to make a difference, because those closest to the problem are furthest from the ability to change it – so, let's make sure the right people are present to ensure power is distributed justly. So, what gets in the way of giving more decision-making power to those closest to the issue?[1] Metro reflects the community and exists to serve it. Metro has entrusted us to provide mobility. We will fulfill this obligation by listening to the community and leading with them to close the mobility gap. Metro is also a community. Within our organization, we will listen to, respect, and love one another as we replace historical structures of racism with new structures of equity.

Transforming systems of oppression: deepening our understanding of systems of oppression (racism, sexism, classism, heterosexism, homophobia, islamophobia, ableism, nationalism, trans-oppression, adultism, antisemitism, Christian dominance, ethnocentrism, and nativism) and how we internalize these systems of oppression, and working toward structural transformation. None of us are responsible for the past; but all of us are responsible for the present and to some extent, the future.[2]

We must correct injustices in Metro transit service and within Metro itself where the needs are greatest.

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[1] Centreforpublicimpact.org
[2] City of Seattle, Race and Social Justice Initiative, Truths

Close mobility gap: fashion equitable transportation services to those who need it the most. We support and will use the Mobility Framework proposed by the Metro Equity Cabinet and adopted by the King County Council to dismantle and rebuild structures that support racism and other forms of inequity. We will listen to the community as we restructure the existing transit system resources. and we will seek to deliver those resources to Black and other historically disadvantaged communities first.

Key Definitions

Anti-racism: a daily embodying of strategies, practices, and culture that uproot the social and historical inequities embedded in institutions and systems. Anti-racism rejects neutrality and actively resists injustices based on race or other social identities such as Indigenous status, gender, class, sexuality, age, religion, ability, national origin, Language, and educational attainment.

Belonging: dignity, choice, connection, finding common cause with the other, and being whole. In the context of collective health, belonging is created by conditions that seek to eliminate what harms and devours living systems and promote what is life-sustaining. Equity and decolonizing practices are required to embody belonging in our daily lives at work and beyond.

Collective Health and Wellbeing: the acknowledgment that the physical, emotional, and spiritual wellbeing of all living systems is connected. Requires deconstructing systemic patterns of harm and oppression, moving towards life-sustaining actions, and shifting our awareness.

Intersectionality: the study of intersections between forms or systems of oppression, domination, or discrimination.[3]

Oppression: systematic mistreatment and exploitation that creates inequity and disparity for members of target groups, unearned benefits for members of agent groups, and inequity and disparity in society. There are different types of oppression attached to different target groups and agent groups. How an individual experiences oppression reflects the ways their agent/target positions interact. This may change from moment to moment, and over time based on immediate institutional or cultural context. At any given time, it is possible to experience multiple forms of oppression and social agency simultaneously. Unlike discrimination, oppression considers power — who is positioned to hold power and who is positioned not to hold power because of the ways society has been set up and functioned for generations. In other words, oppression considers agent and target group membership.[4]

Ordinance 16948: Application of equity and social justice foundational practices to county actions including all decision-making, the organizational culture, and the engagement of communities, while supporting communities' efforts to develop solutions.[5]

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[3] Combahee River Collective
[4] City of Seattle, Shape of Trust
[5] King County Equity and Social Justice Strategic Plan

Respect: a feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements; due regard for their feelings, wishes, rights, or traditions of others.

Honesty: adherence to facts; fairness and straightforwardness of conduct. Berwick 'Mahdi' Davenport defines honesty as "revealing the accurate location of your heart."

Responsibility: duty to care or handle.

Status Quo: the present situation or condition.

Curiosity: the desire to know or explore that which we do not know and deepen our understanding.

Diversity: a mix of people, a mix of thought, and a mix of practice that accelerates our learning about the world.

Inclusion: the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusion is the practice of ensuring that people feel a sense of belonging and support from the organization. [6] As employees and leaders of King County Metro, we are committed to leading with racial justice and with King County values. As partners in an organization guided by the principles of leading with love, sharing power, transforming systems of oppression, and closing the mobility gap - we recognize our roles in creating a work environment where all of us can thrive. To that end, we move forward together by holding ourselves accountable with Metro's Leadership Expectations.

*Please note: if anything in here doesn't make sense, let that be an invitation to discuss it, learn more, or engage in curiosity or inquiry. We would like to hear your suggestions and feedback. Email MetroMLT@kingcounty.gov.

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[6] Adapted from the Society for Human Resource Management

Trainings/Resources for People Leaders

Leadership

Leading the Way —A leadership development series including the following courses:

- **Leader Mindset**: Leading a team starts with understanding yourself and your responsibility to create a team culture of belonging where all employees can thrive.
- **Staying Steady**: When leaders prioritize supporting their wellbeing and their team's wellbeing, they add to the creation of a values-based culture where team members have a sense of stability, feel respected, and can work more effectively.
- **Equity and Leadership**: To create racially equitable work environments for our teams, we must understand our responsibility as people leaders in recognizing the role that race and racism has on our workforce.

Supervisor Nuts & Bolts: A collection of on-demand videos about the basics of King County resources available to you.

- Labor Relations
- Alternative Dispute Resolution
- King County Code of Ethics
- Public Records
- Records Management
- Risk Management
- Reasonable Accommodations
- Equity and Social Justice Strategic Plan
- True North and Values
- Balanced You
- EAP and MLE
- Domestic and Workplace Violence

Access these videos in NeoGov by using single sign-in or the NeoGov desktop icon, click "Training" on the left and search "Supervisor Nuts & Bolts" in the Course Catalog.

Leading a healthy workplace culture

The Way We Work Together: Supervisor Course
This course will acquaint Metro people leaders with King County's policies on prohibiting discrimination, harassment, retaliation, and inappropriate conduct and explore how to intervene as a supervisor/manager when inappropriate behavior arises in the workplace.

Building a Kind and Connected Workplace
In a kind and connected workplace, employees trust leaders and feel like they care about their opinions and contributions.

Employee Engagement Essentials
There's no shortage of leadership education available today, yet survey after survey shows that most of us are disengaged at work, which means there must be something missing. This course has been designed to supply that missing piece, approaching leadership in a new way that will make creating an engaged workforce easier than ever before.

Team Exercises

Group Activity for Your Leadership Team

Facilitator Preparation		
Review	Have your team review the Leadership Expectations document (see pages 3-4 or attached PDF) before the meeting	Time
Set the stage	Create group norms/agreements for the meeting to create a place where everyone feels welcomed and included • If you need assistance in creating group norms/agreements, please see group norms/agreements exercise (pages 10-12)	
Total Activity Time **120 minutes**		
Exercise	1. Give everyone the "What Do You Value?" PDF and have them write in their values in the circle named "you" a. There are values in the document they can reference	5
	2. Review the Leadership Expectations document and have everyone highlight the expectations that they feel comfortable practicing	10
	3. Pair people up to share what leadership expectation they feel comfortable practicing a. Please be mindful of positional power in pairing people; we recommend not pairing up a lead/supervisor with someone they support	10
	4. Bring everyone back and have everyone share what they discussed and ask what makes them comfortable in practicing those expectations? And if their values help in making it easier to practice?	15
	5. Pair everyone again and have them discuss what leadership expectation they need support in? a. Please be mindful of positional power in pairing people up; we recommend not pairing up a lead/supervisor with someone they support	10
	6. Bring everyone back and ask for volunteers to share what came up during their conversations and ask how we will support one another in practicing the leadership expectations we're having challenges with? How do our personal values help us to algin with the leadership expectations we in support in?	20
	7. Ask everyone to discuss what sharing power means to them in pairs.	10

		a. Please be mindful of positional power in pairing people up; we recommend not pairing up a lead/supervisor with someone they support	
		8. Bring back everyone and have them share what they discussed.	15
		9. Read what it means to Metro to share power from the leadership expectation document and ask how does knowing our own value and metros leadership expectations help us in sharing power?	10
		10. Ask everyone to commit to practicing one leadership expectation they need to grow in. a. How will we be accountable to one another in making sure we practice?	10

Creating Group Norms/Shared Agreements for Your Team

Time:	15-25 minutes (group of 10)
What:	Group norms/agreements are guidelines that reflect expectations on how group members engage with one another. They provide an opportunity to define what behaviors are acceptable or not. They build a container or space where the group understands the boundaries and helps the group navigate interactions that will arise in the way you work together.
Instructions:	Below are examples of group norms/agreements you could use with your team. You will want to co-create with them, each group is unique, and they all have different needs. Even though you are co-creating you could still have some non-negotiable norms you feel the team will need to have. Be mindful of any power dynamics and call them out to help create norms/agreements that are genuine. The norms/agreements only work if you practice them in your everyday work life and it's recommended to post your group norms/agreements whenever you meet with your team to ground in them. Recommendations: • Without having accountability building group norms/agreements becomes only a check box o As a group decide what happens if norms/agreements aren't being upheld • When conflict arises how will it be approached?

Examples of Group Norms/Shared Agreements

Extend grace to others and yourself

o   People are on different points in their learning journey and understanding of racism and systemic oppression. If we want to see change, we must help people grow and learn and not shut them down. Find ways to provide information and have those conversations without attacking or questioning others' values. Instead come from a perspective of assisting and supporting someone to understand a difficult concept.

o   Extending grace does not excuse the impact it creates on others. We acknowledge it and work forward learning from what was said/done.

Practice "both/and"

o   Two things can be true at the same time.

Healthy conflict

o   Encourage to ask questions in the spirit of curiosity and learning
o   Don't engage in conflict for conflict sakes
o   Don't let conflict fester

Non-judgmental

o   For us to be able to be truly open and be vulnerable to share experiences and ask questions, let us agree to not judge a person for not having the information or was not taught a concept. We are all here to learn and grow and see where we all fit to make our system and world a more equitable, fair and just place.

Oops/Ouch

o   When something may not come across as intended or when something hurts you.

o   When you inadvertently commit an ouch, seek clarity from the individual who has been "ouched." When we're clear on where we have overstepped, we can learn, grow, and change.

o   When you inadvertently commit an ouch that harms, hurts or triggers a person of color, the person of color should not feel compelled to serve in the role of your "educator" - take the lead on your own learning.

o   If the person of color chooses to connect with you outside of the group conversation to follow up/share information, they are welcome to do so, if they wish.

Challenge yourself out of comfort zone

o   Take risks
o   Ask questions
o   Gain the knowledge and ask the hard questions that has been bugging you, but you never wanted to ask because of fear of offending.
o   We grow the most when we come out of our comfort zones
o   Step out of your comfort zone – if possible, use your camera for the duration of the conversation – body language conveys how you're feeling.

Give everyone a chance to contribute

o   Give people a chance to speak
o   If you do not speak much, challenge yourself to speak up
o   If you notice you speak a lot, give others a chance to also speak
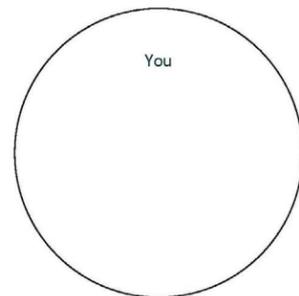o   Please be engaged/present as much as possible

Confidentially and trust

o   A crucial key part of this journey for all of us is to build trust and relationship with one another. Things that are shared in confidence, where people really challenged themselves to be vulnerable should not be shared outside of this space or smaller break out rooms without explicit consent.

o   First person narrative, speaking for yourself in your perspective.

What do you value?

Accountability
Authenticity
Bravery
Candor
Clarity
Commitment
Competency
Consistency
Courage
Creativity
Decisiveness
Determination
Ethics
Excellence
Flexibility
Forgiveness
Honesty
Integrity

Adaptability
Authority
Boldness
Hard work
Humor
Initiative
Influence
Innovation
Inquisitiveness
Knowledge
Leadership
Learning
Loyalty
Open-mindedness
Patience
Perseverance
Vision
Wisdom

Altruism
Collaboration
Community
Compassion
Empathy
Friendliness
Generosity
Gratitude
Helpfulness
Kindness
Peacefulness
Politeness
Strong relationships
Respect
Responsibility
Service
Trustworthiness
Unity

Balance
Dependability
Diversity
Equality
Fairness
Growth
Happiness
Harmony
Healthy living
Optimism
Positivity
Safety
Simplicity
Stability
Success
Teamwork
Well-being

You

How are you aligning your values with Metros?

Metros Leadership Principles and Expectations
Leadership
Respect
Accountability
Sustainability and Stewardship
Anti-Racism
Safety
Innovation and Problem-Solving
Leadership Principles:
Leading with Love
Sharing Power
Transforming systems of oppression
Close mobility gap

Leader Expectations Toolkit   14   King County METRO

Graphics: True North Values and Metro Service Icons

We are one team

We solve problems

We focus on the customer

We drive for results

We are racially just

We respect all people

We lead the way

We are responsible stewards

Leader Expectations Toolkit   15   King County METRO

Appendix D:
Additional Resources

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Advocacy/Thought Leadership Organization	University of Maryland	College Park, MD	Carbon Credits	The University of Maryland-College Park will receive funding to develop a software application for transit agencies to generate tradable credits from emission reductions and social equity improvements. These emission and equity credits will be integrated into a mobile app that uses real-time data to determine their credits and value. The project will incentivize individuals to use mass transit and ultimately provide transit agencies additional revenue through partnerships and innovative financing practices.	https://www.transit.dot.gov/research-innovation/fy21-enhancing-mobility-innovation-projects
Advocacy/Thought Leadership Organization	Communities First Infrastructure Alliance	Nationwide	Community First	Communities First plays a crucial role in actualizing the racial justice values of Justice40 and expanding its potential by creating bridges between communities and governmental planning processes that are often inaccessible to the very people they are meant to serve.	https://communitiesfirst.us/
Advocacy/Thought Leadership Organization	Greenlining Institute	Nationwide	Mobility Equity Framework	Developed a mobility equity framework with 12 mobility equity indicators to weigh benefits and burdens of transportation modes, plans, and projects in an equity analysis.	https://greenlining.org/publications/mobility-equity-framework-how-to-make-transportation-work-for-people/
Advocacy/Thought Leadership Organization	National Association of City Transportation Officials (NACTO)	Nationwide	Operationalizing Equity Webinar Series	Open to NACTO members, advertised via listserv.	https://nacto.org/2023/11/03/operationalizing-equity-milwaukee/
Advocacy/Thought Leadership Organization	National Transit & Vulnerable Populations Workgroup	Nationwide	National Transit & Vulnerable Populations Workgroup	The group has shared program updates, standard operating procedures (SOPs), policies, job descriptions, metrics and data collection, response team training, rethinking enforcement and policing, and other information to address public safety and community outreach.	https://www.trb.org/Publications/Blurbs/183111.aspx
Advocacy/Thought Leadership Organization	PolicyLink	Nationwide	National Equity Atlas & Equity/Federal Policy Resources	The National Equity Atlas is a first-of-its-kind web resource for data to track, measure, and make the case for inclusive growth.	https://www.policylink.org/our-work/economy/national-equity-atlas

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Assessing Equity and Identifying Impacts Associated with Bus Network Redesigns	Documents the current practice of how transit providers are defining, assessing, and addressing the equity impacts of bus network redesigns, including and beyond the Federal Transit Administration's Title VI regulatory requirements.	https://www.trb.org/Publications/Blurbs/182638.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Considering the Unbanked in Cashless Fare Payment at Point of Service for Bus/Demand-Response Services	Helps inform transit systems of the impacts of going cashless. Several emerging trends are identified, including that transit agencies are seeking to understand how many riders are unbanked and how to meet their needs.	https://www.trb.org/Publications/Blurbs/182724.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Coordination of Public Transit Services and Investments with Affordable Housing Policies	Explores the affordable housing and transit nexus and considers five case examples that explore not only ways transit agencies are coordinating with affordable housing initiatives but also the ways regional planning agencies, local governments, and affordable housing partners are helping to bridge housing and transit to realize the full potential of each.	https://www.trb.org/Publications/Blurbs/182695.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Equity Analysis in Regional Transportation Planning Processes, Volume 2: Research Overview	Five-step equity analysis framework that is built upon a foundation of public involvement to be implemented by MPOs in concert with transit agencies: (1) identify populations for analysis, (2) identify needs and concerns, (3) measure impacts of proposed agency activity, (4) assess whether impacts are disparate, (5) develop avoidance strategies/mitigation measures.	https://www.trb.org/Publications/Blurbs/181021.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Fare Capping: Balancing Revenue and Equity Impacts	Detailed case examples for five transit agencies that provide greater insight into the motivations, program designs, implementations, and lessons learned.	https://www.trb.org/Publications/Blurbs/182679.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Homelessness: A Guide for Public Transportation	Strategies that transit agencies can use to respond to increasing rates of homelessness. In its review of industry practices, TCRP identified access to hygiene services, an ambassador program for outreach with unhoused people, crisis intervention training and staff, homeless outreach programs, on-site services, and free transportation to shelters. External partnerships, dedicated funding, performance metrics, and well-defined leadership are common to these programs.	https://www.trb.org/Publications/Blurbs/183111.aspx

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Inclusive Public Participation in Transit Decision-Making	Documents current, effective, ongoing public participation mechanisms resulting in, and instilling participation from, communities of color; communities with limited English-language proficiency and low-income populations; and people with disabilities.	https://www.trb.org/Publications/Blurbs/182951.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Inclusive Virtual Public Involvement for Public Transit	Virtual public engagement can be a more inclusive and equitable way to engage with communities, but it is important to consider the digital divide and use a variety of approaches and tools to reach all community members. Prior to the COVID-19 pandemic, transit agencies had limited virtual communication tools. However, the pandemic encouraged agencies to adopt new virtual strategies and practices.	https://www.trb.org/Publications/Blurbs/183026.aspx
Advocacy/Thought Leadership Organization	Transit Cooperative Research Program (TCRP)	Nationwide	Racial Equity, Black America, and Public Transportation, Volume 1: A Review of Economic, Health, and Social Impacts	Reviews the literature and summarizes common practices of the 20th and 21st centuries that had significant economic, health, and social impacts, and the racial gaps that emerged as a result of transportation inequities, deliberate actions, policies, and projects.	https://www.trb.org/Publications/Blurbs/182821.aspx
Advocacy/Thought Leadership Organization	TransitCenter	Nationwide	Equity in Practice	Examination of the internal structures and practices of transit agencies, and how they can be reformed to deliver better outcomes for the people with the most at stake in transit.	https://transitcenter.org/publication/equity-in-practice-a-guidebook-for-transit-agencies/
Advocacy/Thought Leadership Organization	TransitCenter	Nationwide	Safety for All	Chronicles how agencies like BART in San Francisco, TriMet in Portland, and SEPTA in Philadelphia are addressing safety concerns by hiring unarmed personnel, developing high profile anti-harassment campaigns, and better connecting vulnerable riders to housing and mental health services. These interventions also allow transit police to spend less time on "quality of life" offenses and focus more attention on the core mission of deterring violence.	https://transitcenter.org/publication/safety-for-all/
Advocacy/Thought Leadership Organization	TransitCenter	Nationwide	Who Rules Transit?	Examines the fundamental mismatch between who is making key transit decisions at public transit agencies, and who is most affected by those decisions. The report diagnoses the problem and provides case studies of agencies that have taken steps to give transit riders and workers more power in the decision-making process.	https://transitcenter.org/publication/who-rules-transit-2/

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Advocacy/Thought Leadership Organization	Urban Institute	Nationwide	Lessons From 4 Metro Regions - Opportunity Access Via Equitable Transit	Case studies of metro regions, challenges and opportunities for players to work together across regions, and metrics to guide equitable decisions. Challenges that block regional coordination to advance equity goals are lack of shared definitions of equity, lack of integrated transit/housing/land use planning, and fragmentation of jurisdictions (e.g., different body responsible for paratransit, sidewalk accessibility, and bus stop accessibility).	https://www.urban.org/sites/default/files/publication/102992/access-to-opportunity-through-equitable-transportation_0.pdf
Federal Agency	United States Department of Transportation	Nationwide	Title VI of the Civil Rights Act of 1964	Title VI, 42 U.S.C. § 2000d et seq., was enacted as part of the landmark Civil Rights Act of 1964. It prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. As President John F. Kennedy said in 1963: *Simple justice requires that public funds, to which all taxpayers of all races [colors, and national origins] contribute, not be spent in any fashion which encourages, entrenches, subsidizes or results in racial [color or national origin] discrimination.* If a recipient of federal assistance is found to have discriminated and voluntary compliance cannot be achieved, the federal agency providing the assistance should either initiate fund termination proceedings or refer the matter to the Department of Justice for appropriate legal action. Aggrieved individuals may file administrative complaints with the federal agency that provides funds to a recipient, or the individuals may file suit for appropriate relief in federal court. Title VI itself prohibits intentional discrimination. However, most funding agencies have regulations implementing Title VI that prohibit recipient practices that have the effect of discrimination on the basis of race, color, or national origin.	https://www.justice.gov/crt/fcs/TitleVI-Overview
Federal Agency	United States Department of Transportation	Nationwide	All Stations Accessibility Program	All Stations Accessibility Program makes competitive funding available to assist in the financing of capital projects to repair, improve, modify, retrofit, or relocate infrastructure of stations or facilities for passenger use. Eligible activities are capital projects to upgrade the accessibility of legacy rail fixed-guideway public transportation systems for people with disabilities, including those who use wheelchairs, by increasing the number of existing stations or facilities for passenger use that meet or exceed the new construction standards of Title II of the Americans with Disabilities Act.	https://www.transit.dot.gov/ASAP

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Federal Agency	United States Department of Transportation	Nationwide	Areas of Persistent Poverty Program	Competitively awards grants for planning, engineering, or development of technical or financing plans for projects in areas of persistent poverty or historically disadvantaged communities. Eligible activities may include, planning, engineering, or development of technical or financing plans for improved transit services; new transit routes; engineering for transit facilities and improvements to existing facilities; innovative technologies; planning for low or no emission buses; planning for a new bus facility or intermodal center that supports transit services; integrated fare collections systems; or coordinated public transit human service transportation plans.	https://www.transit.dot.gov/grant-programs/areas-persistent-poverty-program
Federal Agency	United States Department of Transportation	Nationwide	Equity Action Plan	Highlights work within focus areas of wealth creation (expanding technical assistance for DBEs), power of community (reinvigorate USDOT enforcement of Title VI, especially before federal funds are awarded instead of enforcing civil rights protections after projects are delivered), interventions (national TA center for planning, project delivery, grant applications, and project delivery for underserved communities), and expanding access (transportation cost burden measure to address barriers to affordable transportation and economic mobility).	https://www.transportation.gov/priorities/equity/equity-action-plan
Federal Agency	United States Department of Transportation	Nationwide	Helping Obtain Prosperity for Everyone Program	The HOPE program seeks to fund planning for projects that will improve transit service and facilities in areas of persistent poverty in the U.S.	https://www.transit.dot.gov/HOPE
Federal Agency	United States Department of Transportation	Nationwide	Innovative Coordinated Access and Mobility Grants	Seeks to improve access to public transportation by building partnerships among health, transportation, and other service providers. This program provides competitive funding to support innovative projects for the transportation disadvantaged that will improve the coordination of transportation services and non-emergency medical transportation services. Eligible applicants are organizations that are eligible to be recipients and subrecipients of the Enhanced Mobility for Seniors and Individuals with Disabilities Program.	https://www.transit.dot.gov/funding/grants/grant-programs/access-and-mobility-partnership-grants
Federal Agency	United States Department of Transportation	Nationwide	Justice40	Initiative created to confront and address underinvestment in disadvantaged communities by setting a target of at least 40% of benefits from USDOT grants, programs, and initiatives flow to disadvantaged communities.	https://www.transportation.gov/equity-Justice40

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Federal Agency	United States Department of Transportation	Nationwide	RAISE Discretionary Grants	As in previous years, popular RAISE Discretionary Grant Program will support transportation projects with significant local or regional impact. The U.S. Department of Transportation has published a Notice of Funding Opportunity (NOFO) for $1.5 billion in grant funding through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary grant program for 2024. The popular program helps communities around the country carry out projects with significant local or regional impact. RAISE discretionary grants help project sponsors at the state and local levels, including municipalities, Tribal governments, counties, and others complete critical freight and passenger transportation infrastructure projects. The eligibility requirements of RAISE allow project sponsors to obtain funding for projects that may be harder to support through other USDOT grant programs. As was the case in previous years, the Department is encouraging applicants to consider how their projects can address climate change, ensure racial equity, and remove barriers to opportunity. The Department also intends to use the RAISE program to support lowering costs for household budgets, wealth creation and the creation of good-paying jobs with the free and fair choice to join a union, the incorporation of strong labor standards, and training and placement programs, especially registered apprenticeships.	https://www.transportation.gov/RAISEgrants
Federal Agency	United States Department of Transportation	Nationwide	Reconnecting Communities and Neighborhoods	Pair of USDOT discretionary grant programs concentrated on increasing access to jobs education, healthcare, food, and recreation in disadvantaged communities, particularly by removing retrofitting, or mitigating highways or other transportation facilities that create barriers to community connectivity.	https://www.transportation.gov/grants/rcnprogram
Federal Agency	United States Department of Transportation	Nationwide	Rural Opportunities to use Transportation for Economic Success (ROUTES)	Prioritizes the needs of rural America by supporting rural transportation policy and equitable access for rural and Tribal communities that face challenges relating to transportation safety, mobility, and economic development to address disparities in rural transportation infrastructure.	https://www.transportation.gov/rural

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Federal Agency	United States Department of Transportation	Nationwide	SMART Program (Grant)	Grants for technology and capacity building to implement technologies to improve transportation across a region (like cloud-based transit signal priority or vehicle-to-vehicle communications). The equity benefits may be targeted at emissions reductions for disadvantaged communities or when the entire region has experience disinvestment.	https://www.transportation.gov/grants/smart/smart-illustrative-use-cases
Federal Agency	United States Department of Transportation	Nationwide	Thriving Communities	Provides technical assistance, planning, and capacity building support to disadvantaged and under-resourced communities, enabling them to advance transportation projects that support community-driven economic development, health, environment, mobility, and access goals.	https://www.transportation.gov/grants/thriving-communities
Federal Agency	United States Department of Transportation	Nationwide	Tribal Consultation Plan	Acknowledging the unique relationship between the US government and federally-recognized tribes, the purpose of this plan is to develop, improve, and maintain partnerships with Indian tribes by using agreed upon processes when the Department develops, changes, or implements policies, programs, or services with tribal implications.	https://www.transportation.gov/policy-initiatives/tribal/dot-tribal-consultation-plan
Local Government	City of Durham	Durham, NC	Village Mobility Hub	Grant will be used to plan for a new mobility hub. If constructed, the Village Transit Center mobility hub would be in East Durham where Holloway Street, North Miami Boulevard, and Raynor Street intersect at The Village Shopping Center. With more than 3,200 riders, the area ranks second after downtown's Durham Station for the most GoDurham passengers.	https://www.cbs17.com/news/local-news/durham-county-news/federal-grant-could-give-east-durham-bus-system-a-boost/
Local Government	City of Madison	Madison, WI	Areas of Persistent Poverty	The City of Madison will receive funding for a plan for its proposed North-South "B" bus rapid transit line, which will provide high-quality service to areas of persistent poverty. The expanded system will reduce overcrowding on buses while providing more direct access to jobs, schools, healthcare, services, and other destinations and reduce greenhouse gas emissions with battery-electric buses.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Local Government	Oakland Department of Transportation (OakDOT)	Oakland, CA	OakDOT Geographic Equity Toolbox	Oakland Department of Transportation (OakDOT) Geographic Equity Toolbox was created as a way for the City of Oakland to prioritize neighborhoods based on concentrations of people with demographic factors determined to have experienced historic and current disparities. The goal of the OakDOT Geographic Equity Toolbox is to inform our work and guide our investments to advance DOT's Racial Equity Goals and citywide efforts. Recognizing that not everyone has the same needs, this tool is meant to leverage attention and funding to neighborhoods that may have been historically and currently overlooked by city services and planning processes. This tool is not meant to replace community outreach, but rather provide a data-driven context for how disparities play out spatially across Oakland. Priority neighborhoods should receive more in-depth community outreach in order to consider the specific needs of populations of people with demographic factors determined to have experienced historic and current disparities.	https://www.oaklandca.gov/resources/oakdot-geographic-equity-toolbox
Local Government	Oakland Department of Transportation (OakDOT)	Oakland, CA	OakDOT Race and Equity Team	The City of Oakland Department of Transportation (OakDOT) Race and Equity Team (RET) supports a broad vision for equitable transportation outcomes for Oakland's diverse community. The overall mission of the RET is to end systemic causes of racial disparity through improving and developing policies, programs, and practices at OakDOT. The RET mission is supported by the Department of Race and Equity and the Administrative Instructions such as 580 - Race and Equity and 6802 - Community Engagement. This mission is a challenging and long-term effort that requires dedication and commitment from all levels of staff.	https://www.oaklandca.gov/topics/oakdot-race-and-equity-team
Local Government	City of Phoenix	Phoenix, AZ	TOD	The City of Phoenix will receive funding to plan for TOD along the proposed South Central Extension/Downtown Hub light rail line that is expected to open in 2024. The funding will support affordable housing, increase pedestrian and bicycle access to transit hubs, facilitate mixed-use development, and assess opportunities for investment in the local economy.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects
Local Government	City of Pittsburgh	Pittsburgh, PA	Move PGH Equity zones	Sign up-free system where transit, bikeshare, and scooters are integrated into the Transit App with a 30% discount on active mobility fares within "equity zones" (defined according to race, income, and other factors).	https://www.govtech.com/fs/pittsburgh-mobility-pilot-builds-on-transportation-equity-goals

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
Local Government	City of Richmond	Richmond, VA	Office of Equitable Transit and Mobility	The City of Richmond recognizes the diversity of travel demands for those who drive, walk, cycle, or take public transit. As the cost of driving increases through higher gas prices, tolls, and parking charges, the City is offering more travel alternatives. The design and planned use of street space is necessary to be addressed as new modes, actors, technologies, and uses change the function of public roads. Greater uses of alternative modes to driving means providing considerations for bikes, pedestrians, trucks, transit, taxis, and ridesharing companies. The goal of the Shared Mobility Division is to reduce traffic and parking congestion in Downtown Richmond, as well as improving mobility options for all.	https://www.rva.gov/public-works/transit-equity
Local Government	City of Richmond	Richmond, VA	Path to Equity: A Policy Guide for Richmond Connects	A strategic multimodal transportation plan for the City to address the challenges in providing inclusive and equitable multimodal transportation to all residents of the City of Richmond.	https://rva.gov/sites/default/files/2022-02/PTE%20FINAL%202.18.pdf
MPO	Regional Planning Commission of Greater Birmingham	Birmingham, AL	Community-Driven Regional Mobility Engine for Accessible and Equitable Multimodal Public Transportation in Central Alabama	Build a platform for a fully integrated transit mobility system consisting of bus rapid transit, fixed-route transit, on-demand shuttles, and demand response services. Addresses disinvestment across central Alabama region.	https://www.alreporter.com/2023/03/16/sewell-announces-1-4-million-to-improve-transportation-efficiency-safety/
MPO	Regional Transportation Authority (RTA)	Chicago, IL	Transit Is The Answer	This report is not an equity program, but rather a 5-year plan for RTA. A key goal of the report is to advocate for stable dedicated funding with a fiscal cliff looming, and it centers equity in its arguments. The report has both advocacy and action agenda items. Three advocacy agenda items directly involve advancing equity: (1) developing a funding structure that focuses on expanding access to opportunity, (2) support community-based development and ETOD, (3) inclusive and transparent engagement around funding allocation. Four action agenda items directly involve equity: (1) use new funding for a fully accessible system, (2) make fares more affordable, (3) accelerate zero-emission options and prioritize communities with poor air quality, (4) reimagine the regional capital funding assessment with considerations for racial equity and mobility justice.	https://www.rtachicago.org/uploads/files/general/Region/Strategic-Plan/Final/TransitIsTheAnswer.pdf

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
MPO	Houston-Galveston Area Council (H-GAC)	Houston, TX	Regional Equity Tool	Interactive mapping application/tool that identifies the distribution of H-GAC region's vulnerable, low to moderate income population, and historic settlements. The tool lists H-GAC and other local agencies' current and future planning projects. People can utilize this tool to better understand the sociodemographic and community characteristics of a given study/project area and enhance their decision-making process.	https://datalab.h-gac.com/equity/
MPO	Regional Transportation Commission of Southern Nevada (RTC)	Las Vegas, NV	Areas of Persistent Poverty	RTC will receive funding to draft a plan that provides equitable access to mobility that will result in an improved transportation experience for underserved communities in southern Nevada. Key components of the plan include developing design options for mobility hubs and improved transit amenities.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections
MPO	Regional Transportation Commission of Southern Nevada (RTC)	Las Vegas, NV	Henderson TOD	RTC will receive funding to plan for TOD in the city of Henderson for a new bus rapid transit line along the Boulder Highway Corridor. The TOD plan will enhance transit ridership, foster economic development, provide equitable opportunities for transit and housing, improve first/last mile connectivity, and reduce greenhouse gas emissions.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2022-transit-oriented-development-tod-planning-projects
MPO	New Jersey Transportation Planning Authority (NJTPA)	New Jersey	Accessibility & Mobility Strategy Synthesis: Equity Assessment	Assess differences in travel patterns and identify potential needs across different population groups for the following indicators of accessibility and mobility: Bicycle/Pedestrian Crashes with Fatalities or Serious Injuries, Access to Frequent Transit, Travel Time to Work, Number of Jobs Accessible by Transit.	https://www.njtpa.org/Planning/Regional-Programs/Congestion-Management/Accessibility-Synthesis/Conduct-Equity-Assessment.aspx
MPO	Delaware Valley Planning Commission (DVPC)	Philadelphia, PA	Areas of Persistent Poverty	The Delaware Valley Regional Planning Commission will receive funding to design plans for sidewalk projects that improve access to transit stops in the Greater Philadelphia region. The project will look to identify gaps in the regional sidewalk network that present the greatest barriers to access to transit, as well as reconstructing sidewalks in poor condition and adding lighting and/or bus stop pads for improved accessibility.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections
MPO	San Diego Association of Governments (SANDAG)	San Diego, CA	Areas of Persistent Poverty	San Ysidro Transit Center Improvements.	https://www.transit.dot.gov/funding/grants/grant-programs/fiscal-year-2023-areas-persistent-poverty-aopp-project-selections

Organization Type	Organization Name	General Area Served	Equity Program Name	Equity Program Description	Link
State DOT	Caltrans	California	2020-24 Strategic Plan	Equity is a stated goal of the short-range transportation plan, with an equity statement to define equity and related priorities. There is not currently a plan describing concrete steps to implementation.	https://dot.ca.gov/-/media/dot-media/programs/risk-strategic-management/documents/sp-2020-16p-web-a11y.pdf
State DOT	Caltrans + Mineta Transportation Institute	California	Measuring Equity in Public Transportation Report	Aids Caltrans and other transit agencies in assessing transit service equity and helps evaluate potential solutions for past, existing, and future inequities.	https://www.masstransitmag.com/management/press-release/53073141/mineta-transportation-institute-mti-mti-releases-defining-and-measuring-equity-in-public-transportation-report
State DOT	Connecticut Department of Transportation (CTDOT)	Connecticut	Areas of Persistent Poverty	Upgrades to Metro-North Waterbury Branch Commuter Rail station.	https://www.transit.dot.gov/funding/grants/grant-programs/all-stations-accessibility-program-fy22-23-projects
State DOT	Montana Department of Transportation	Montana	Areas of Persistent Poverty	The Montana Department of Transportation will receive funding to plan for new transit services in the city of Bozeman. The project will incorporate climate change, racial equity, and environmental justice into the transit development plan, as well as generate a financing plan that will provide a long-term sustainable funding source for these new services.	https://streamlinebus.com/

September 2024