



# GENDER ACTION PLAN

October 2022



**Metro**





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# EXECUTIVE SUMMARY

There are many facets of identity that shape women's experiences — including race and ethnicity, disability, age, faith, family structure, sexual orientation, and gender expression. The Gender Action Plan provides specific recommendations on how diverse gendered perspectives can be incorporated into the design and implementation of Metro's policies, projects, programs, and services. Drawing from best practice research from within the transit industry, input from focus groups and public outreach, and analysis of recent data sources, the Gender Action Plan defines actions and desired outcomes of gender inclusive strategies and programs centered around four themes — safety; station, stop & vehicle design; fare policy; and service frequency & reliability.

## What is a Gender Action Plan?

With distinct travel patterns and amplified concerns on transit, women's needs have historically been invisible or missing in the design of our transportation systems. As Metro transforms the customer experience, leading with equity, now is the time to address these needs. Studies have shown that women are more likely to travel throughout the middle of the day with children in tow, and are more likely to feel unsafe traveling at night, so addressing safety on Metro's system is essential to ensuring women can comfortably take transit.

Metro aims to create a better customer experience by bringing a gender-focused perspective to the delivery of our services. This Gender Action Plan establishes a framework and implementation plan that responds to the expressed needs and preferences of women riders.

## How did we get here?

In 2019, the landmark *Understanding How Women Travel* study provided a foundation of knowledge that illustrated, for the first time, the tradeoffs women often face to make transit work for them and how that affected their experience on Metro's system. As one of the early initiatives of Metro's Women and Girls Governing Council, the study explored the travel patterns of women using the Metro system and identified areas that needed change. This study demonstrated Metro's commitment to enhancing the quality of the travel experience for women in LA County.

Due to the changing landscape of COVID-19 response and economic recovery, the importance of safety, cleanliness, comfort, and costs for women are further heightened. The improvements articulated in this Gender Action Plan will not only improve travel experiences for women — they will benefit the experience for ALL Metro riders.

*Metro is prepared to meet the complex and diverse needs of women riders — to create a system that is welcoming for everyone.*







# WHERE DO WE START?

The *Gender Action Plan (GAP)* takes a comprehensive and creative approach to answer essential questions: What do women riders want and need? What is Metro doing to address those wants and needs? What are other transit agencies doing? What actions would be most impactful? These questions formed the basis of the GAP's gender-focused research, analysis, and outreach to support Metro's commitment to equal access for women riders.

Framed by core social justice principles, targeted and strategic gender analysis methods were used to engage hard-to-reach populations and employ an intersectional approach to gender. Through a true 360-degree view, the gender analysis methods expand on areas of need identified in the *Understanding How Women Travel (UHWT)* study. The GAP is informed by best practice research, internal audits and department interviews, workshops with other transit agencies, and input voiced from community-based organizations and stakeholders.

## PRIMARY GOALS OF THE GAP

Building on the findings of the UHWT study, the primary goals of the GAP are to:



**Raise Awareness** of the gender differences in travel



**Ensure Diverse Gender Perspectives are Considered** in Metro's policies, programs, projects, & services



**Address Gender Gaps** in Metro's policies, programs, projects, & services



**Improve the Quality & Accessibility** of Metro's services for women



**Create Measurable Progress** toward the GAP goals



**“What can be done now to show Metro is serious about taking action — making Metro more accommodating for women?”**

GAP WORKSHOP PARTICIPANT





# GAP VISION STATEMENT

*Provide an inclusive transportation system by removing barriers on public transportation for women*



In the UHWT study, women described the many ways in which safety – the actual or perceived lack of safety – underpins their experience on transit: sexual harassment, crime, physical safety, injuries, and the absence of staff to respond to safety concerns when they need it most. The UHWT also found that women more often bear the financial burden for others’ travel, including their children and others in their care. In terms of service, the study revealed that household-serving trips make up nearly two-thirds of women’s trips, including household errands, travel assistance, meals, and trips to school or daycare. Once on buses, women reported challenges traveling with children, managing strollers in overcrowded spaces, concerns about cleanliness, and limited space for their belongings.

Findings from the UHWT study’s research included the need for more lighting, staff presence, staff training, gender-specific policies and procedures, enhanced customer safety and comfort, better customer communication through





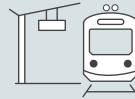


## GAP KEY THEMES

Four key themes emerged from the UHWT study, addressed with actions and strategies in this Gender Action Plan:



Safety



Station, Stop, & Vehicle Design



Fare Policy



Service Frequency & Reliability

improved app design and easy access to real-time information, and adjustments to service scheduling and frequencies. Specific input from women riders offered ideas to explore including the introduction of transit ambassadors, adjusting mid-day frequencies and overnight options, amending the stroller policy, and providing better accommodations for women traveling with kids. These findings underpin the research and development of the GAP.

The GAP addresses complex & interrelated dynamics of gender disparities, constrained mobility, & economic challenges

## Gender Analysis Methods

The GAP takes an intersectional approach to identify solutions to transform Metro's system, remove mobility barriers, and better serve the diversity of its riders.

The gender analysis included a review of gender equity best practices from other transit agencies, interviews with Metro Department leads, and development of a Gender Analysis Tool for use in future planning efforts. Taken together, the elements of the gender analysis identified existing gaps and areas for improvement, applied the best practice approaches to closing those gaps, developed specific strategies and actions for Metro to implement, and created a tool so all future Metro activity incorporates gender-inclusive planning.



## Gender Audit

A gender audit revealed existing opportunities for improvement within Metro's domain and informed the development of the strategies and action items included in the GAP. The gender audit identified each effort's strengths, gaps where gender-responsive planning could be incorporated, and gender-focused opportunities for improvement.



## Major strengths, gaps, & opportunities were identified in 28 Metro plans, programs, & policies

### Safety

Safety on Metro is among the highest priorities in Metro plans and policies. However, these safety concerns are not evaluated by gender, even though women riders have safety as their biggest concern. In addition, internal coordination, training, and protocols do not address how safety is the biggest concern for women and contributes to their reduced use of transit.

### Fare Policy

Metro's fare policies also lack a gender lens, despite research showing that women have a higher cost burden for transportation. Although fare changes are being considered by Metro through an equity lens, there is no comparative gender-disaggregated analysis or incorporation of family and household considerations.

## GAP ANALYSIS METHODS



**A Gender Audit** of existing Metro plans & policies



**Internal Staff Perspectives** through department interviews & an advisory committee



**Best Practice Research** & transit agency workshops



**Comprehensive Public & Stakeholder Outreach**





## Station, Stop & Vehicle Design

Metro's documents that guide the design of vehicles and stations do not explicitly address gender-specific needs. Placement of handrails and height of hand straps, as well as provision of comfortable places to sit and wait, are important to standardize in a way that reflects women's comfort and ease of travel. These types of designs can positively impact the traveling experience for women riders.

## Service Frequency & Reliability

As services return with consistent operation, it will be important to integrate women riders' mobility needs. Service and operational decisions should not just respond to the overall trends in customer travel patterns, but also address the specific travel needs of women riders. Service performance data should be collected and disaggregated by gender, age, and race.



## GENDER AUDIT FINDINGS



Lack of gender-specific metrics & enforcement protocols hinder implementation of safety efforts



Performance data is available but not consistently disaggregated or analyzed by gender



Documents that guide the design of stations, stops & vehicles do not explicitly state gender-specific needs



Some policies related to provision of rail & bus services are inconsistent in describing level of service goals, & do not recognize gender differences in travel





## Metro Advisory Committee

To understand how polices, programs, and plans address gender from an internal staff perspective, interviews with Metro departments were conducted throughout this study. These interviews focused on obstacles Metro faces in adopting gender-specific policies and how they might monitor, audit, and measure success related to the four GAP themes. Interviews were also used in the development of the Gender Analysis Tool (GAT) so that disaggregated gender data collection and focused outreach could be implemented at the staff level.

The Metro department interviews engaged a wide spectrum of staff perspectives. The following departments also participated in an Advisory Committee that was part of the GAP's development:

- » Operations – Service Planning & Scheduling
- » Chief Safety Office – System Security & Law Enforcement Department
- » Strategic Financial Management – Office of Management & Budget (TAP)
- » Operations – Vehicle Engineering & Acquisition
- » Planning & Development – Systemwide Station Design Unit
- » Customer Experience Office – Customer Experience Unit
- » Office of Civil Rights, Racial Equity & Inclusion – Equity & Race Unit

### KEY INTERVIEW QUESTIONS FOR DEPARTMENTS

- 1 What plans are your department working on & how do they **address gender**-related issues?
- 2 How might the GAP help your department **further gender equity**?
- 3 What **performance measures** should be included in the Gender Analysis Tool?

The departments also identified opportunities to improve Metro’s current processes and procedures and highlighted means to improve its core priority area of customer experience, including areas of equity and race. Department interviews showed that Metro has begun to address gender issues through safety initiatives, service changes, and station and vehicle designs, but there remains a need to institutionalize an approach to gender analysis to consider and create specific actions that target the experiences of women riders consistently in Metro programs, services, and policies.

## Best Practices & Transit Agency Workshops

Most transit agencies throughout the U.S. and internationally are working to provide equitable transportation services, and, like Metro, have begun to respond to gender-specific needs in their practices. Research and interviews were conducted with other transit agencies to gain a deeper understanding of their gender-inclusive practices, and three virtual workshops were held with 11 peer transit agencies to gain insight into their practices:

- » Bay Area Rapid Transit (BART)
- » Chicago Transit Authority (CTA)
- » Metropolitan Transit Authority of Harris County (Houston Metro)
- » Massachusetts Bay Transportation Authority (MBTA)
- » Metropolitan Atlanta Rapid Transit Authority (MARTA)
- » New York City Transit Authority (NYCMTA)
- » Central Puget Sound Regional Transit Authority (Sound Transit)
- » Toronto Transit Commission (TTC)
- » Tri-County Metropolitan Transportation District of Oregon (TriMet)
- » Washington Metropolitan Area Transit Authority (WMATA)
- » Transport for London (TfL)





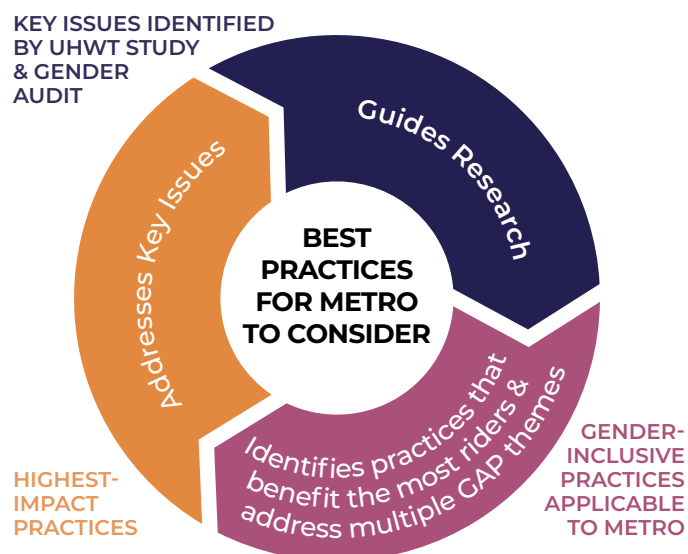


Addressing safety was the most compelling and complex topic discussed among peer transit agencies. Creating programs to address customer safety must strike a balance between protective services and safety awareness. Many transit agencies have recently introduced pilot programs that integrate active public and community participation within its design. Collaboration with the community places safety issues at the forefront – whether for physical improvements, more security, enhanced cleanliness, or better public awareness campaigns.

Dozens of best practices were identified from the research and agency workshops, which were then refined based on applicability to Metro, whether they addressed multiple GAP themes, and whether they were likely to benefit multiple groups of historically disadvantaged riders (as shown in diagram to the right). This narrowed list

of high impact practices was then shared through a community workshop and focus groups to gain further insights and feedback on these practices.

*GAP Best Practices Research Process*



## KEY TAKEAWAYS FROM COMMUNITY WORKSHOP

- 1 **Safety** breakout room had the highest number of participants
- 2 Focus of open discussions was **station/vehicle cleanliness**, transit ambassador programs, & request-a-stop
- 3 Expanding **fareless transit options** and family TAP cards were most popular topic for the fare policy breakout session
- 4 Brighter **lighting** and more seating/space was discussed in the design breakout session





## Community Engagement

Committed to an ongoing obligation to create understanding, the GAP's goals and strategies are built on a two-way partnership with Metro and the community it serves. Using an inclusive outreach approach, Metro engaged key stakeholder groups to solicit input and feedback using multiple methods:

### Community Workshop

Community workshops to engage LA County transit riders and the general public were widely advertised, held through a virtual platform, and conducted in English and Spanish. A total of 71 attendees, a majority of whom identified as women, participated.

“ [Metro should] Interview women who ride often and have experienced all the things that happen onboard.”

GAP WORKSHOP PARTICIPANT

“ What would be helpful is for transit ambassadors to be part of the community where they are stationed.”

FOCUS GROUP PARTICIPANT







*“Working with community members to identify the needs of new stations and stops is essential because no one knows what a community needs more than the people that live there.”*

FOCUS GROUP PARTICIPANT



*“I like the request-a-stop program. Riding late at night, or when it gets darker (earlier), a stop that is closer to my house would help me feel safer.”*

FOCUS GROUP PARTICIPANT



*“Trauma-informed care training could help (operators) deal with customers if a woman feels uncomfortable on the bus”*

FOCUS GROUP PARTICIPANT

## Online Survey

An online survey distributed to Metro riders and former riders. A total of 196 people responded to the online survey, 69% of whom identified as a woman.

## Comment Cards

Comment cards distributed to and collected from diverse Community Based Organizations (CBOs) that have a connection to gender-specific needs and preferences and distributed at a CicLAvia event in South Los Angeles. A total of 218 people submitted comment cards through the CBO return-boxes, 71% of whom identified as a woman. At CicLAvia, nearly 100 people visited Metro's informational booth to learn about the GAP.

## Focus Groups

Focus groups in partnership with CBOs allowed for direct conversation with the community. Participants shared their thoughts on the draft GAP strategies, their desired outcomes from the GAP, and what they thought Metro should prioritize.

A total of 21 participants attended two GAP focus groups that were organized with the assistance of the following five women's interests-focused CBOs:

- » Downtown Women's Center (Los Angeles)
- » Southern California Resource Services for Independent Living (SCRS-ILC)
- » Pacific Asian Consortium in Employment (PACE LA)
- » Realistic Education in Action Coalition to Foster Health (REACH LA)
- » Communities Actively Living Independent & Free (CALIF-ILC)

This outreach process aimed to understand which of the most relevant practices would best meet the needs of women riders. The research was intentionally designed to connect with women riders, gender-focused community groups, and riders at-large. In addition, an emphasis was placed on women who may experience marginalization due to their housing status, race, ethnicity, and/or disability.

## We'd like your feedback.

Today's date: \_\_\_\_\_

Comment box location:  
(Name of the organization or location where you picked up this form)

Which of the following do you identify as?  
(Check all that apply)

- Female
- Male
- Non-binary/non-conforming
- Transgender
- Other gender identity: \_\_\_\_\_
- Prefer not to respond

Email (optional): \_\_\_\_\_

Please return comment card by **December 3rd, 2021**.

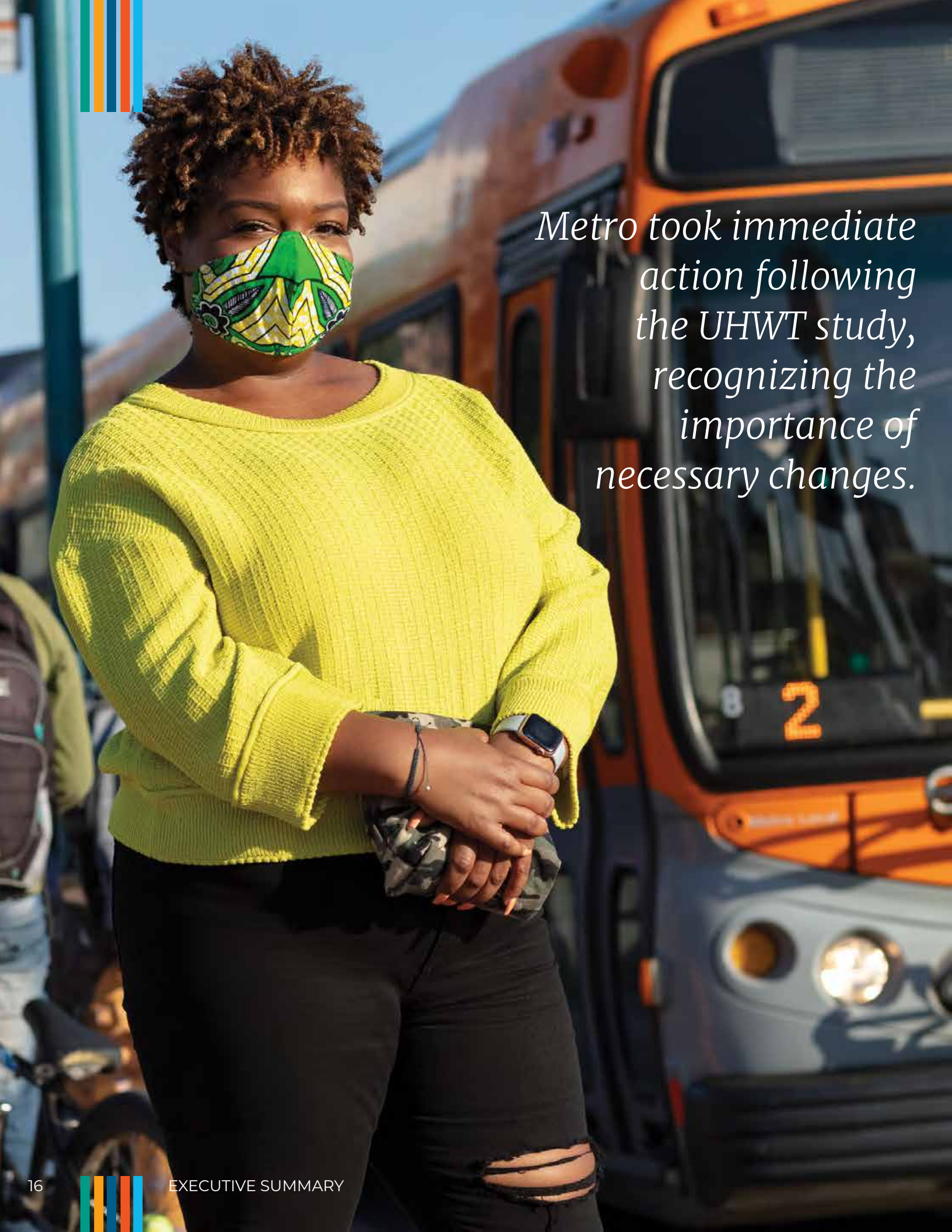
We welcome your feedback on the **Gender Action Plan**. Please share your comments by writing or drawing your thoughts below:



**Metro**

Thank you for your input.





*Metro took immediate action following the UHWT study, recognizing the importance of necessary changes.*

## What actions has Metro recently taken in response to the UHWT study?

After the UHWT study, Metro took immediate action recognizing the importance of necessary changes to address the needs of women riders. Metro has and continues to see this as important work. Actions Metro has taken since the publication of the UHWT study include the following:

### Courtesy Seating Decals (2020)

Based on UHWT findings and work of WGGC, Metro has implemented courtesy seating decals to encourage riders to offer their seat to people with disabilities, pregnant women, and parents with young children.

### Fare Policies for Children (2021)

Prior to 2021, Metro's policy for children riding with a paying adult was: Two children under the

age of five can travel for free with each fare-paying adult on bus or rail. In response to the UHWT study, Metro simplified this policy to be more inclusive to families and children under the age of 6: Children under age 6 may travel free with a fare-paying adult on bus or rail.

### NextGen Bus Plan (2021/2022)

Metro's NextGen Bus Plan will improve bus frequency during the midday, evening, nighttime, and weekend periods by shortening headways to less than 10 minutes on most routes in urban centers, and 16-30 minutes on most routes in outlying areas.

### Transit Ambassador Program (2022)

Informed by the UHWT study, Metro will launch a transit ambassador program to greet riders, help navigate the system, pay fares, download the Transit app, and work with Metro to quickly address issues that may arise for the customer.

## OTHER METRO INITIATIVES THAT IMPROVE TRAVEL EXPERIENCES FOR WOMEN

Metro recently created programs to improve service for all riders. These initiatives also enhance the transit experiences for women, and address many of the concerns raised in the UHTW study. These initiatives include:

- Transit App Partnership (2020)
- Better Bus Improvements (2021)
- GoPass Fareless Pass Program
- Metro Micro Service (2021)
- Digital Fare Options (2021/2022)
- Fare Capping Pilot (2022/2023)







## Metro's Commitment to New Strategies

Following the gender analysis and community engagement, Metro has identified a number of strategies that together form the GAP. The GAP strategies are a fundamental part of Metro's commitment to ensure concepts of gender equity are infused throughout the organization.

Each strategy seeks to set a new precedent for innovative action on gender in the transit industry, and reflects opportunities to improve women's experiences on transit. Each strategy includes a description of how it will be moved through implementation at Metro, including the following key pieces of implementation:

- » What action or change will occur
- » Who will carry it out
- » When it will take place, and for how long

## Gender Analysis Tool

The GAP starts with an overarching strategy, a gender analysis tool – the GAT. The GAT aims to institutionalize Metro's dedication to gender equity across all future policies, programs, and investments.

The assessment tool will be used at the initiation of all policies, projects, programs, and actions to ensure gender is part of all aspects of Metro's work. Deployed early in the development process, the tool will be organically integrated in latter practices during implementation and assessment.

### *How It Will Work*

Metro's approach to achieving gender equity, in part through the application of this GAT, includes:

- » **Identify Gender Specific Needs and Impacts** – Collect and use available gender-disaggregated data, research, and resources to identify gaps and incorporate the needs and travel trends of different genders.



# Gender Analysis Tool

Project/Action Name:  
Team Members:  
Date Last Updated:

## Has the current or proposed action considered gender differences in its development?

For example, was gender-disaggregated data included? Has the action been analyzed to determine different impacts across women, men, and marginalized genders? Have gender gaps been identified?

If **Yes**, please continue to Section 1. If **No**, proceed to Section 2.

### Section 1

#### Identify Gender-Specific Needs and Impacts

1. How did the current/proposed action identify the different needs and interests of different genders?
2. Has the project team collected and analyzed gender-disaggregated data or research to inform the current/proposed action? List data sources, research studies, or other information. If not, why? What additional information might be needed?

the current/proposed action undertaken gender-specific outreach? Did the outreach itself take care to ensure diverse gender attendance (e.g., childcare available at meetings, dates/times for variety of attendee schedules, outreach to specific community based organizations)?

Does the current/proposed action need to be revised to reflect gender-related input and feedback? Please describe.

What partnerships internal to Metro (e.g., other Metro departments) are or could be part of the current/proposed action that would maximize progress towards gender equity goals? List the partnerships and their potential contributions.

What partnerships external to Metro (e.g., stakeholders, organizations, other agencies, etc.) are or could be part of the current/proposed action that would maximize progress towards gender equity goals? List the partnerships and their potential contributions.

#### Implementation & Accountability

1. Are there any variables that could prevent the current/proposed action from achieving gender equity goals (e.g. schedule, budget, review time)? If so, describe.

- » **Support & Engage** – Engage stakeholders and representative groups so that their unique perspectives and input are incorporated into the process.
- » **Implementation and Accountability** – Review implementation processes to identify ways to report measurable progress towards equity goals. Create performance metrics that could be achieved through the action.

The strategies are organized by the GAP’s major themes: safety; station, stop & vehicle design; fare policy; and service frequency & reliability. Following the themes’ discussion is a summary table of the potential strategies.

## Safety Strategies

When women feel unsafe on public transit, it impacts how often they ride, when they ride, and if they ride at all. For women, safety on transit is echoed through every part of their experience, from concerns around harassment to personal security to design of stations. Ultimately, these issues collectively obstruct women’s freedom of movement. These strategies will address many of these concerns related to safety on Metro.

Safety strategies proposed in the GAP reflect “what we heard” from the gender analysis and community engagement efforts. This includes adding more lighting, security camera, and anti-sexual harassment measures particularly at night; creating regular and measurable feedback from female riders; promoting transit travel partner programs for employees; and creating real-world training for operators so they can be prepared when gender-related issues arise.



## Station, Stop & Vehicle Design Strategies

Metro surveys show women have reported challenges traveling with children in overcrowded spaces, cleanliness concerns, and limited space for their belongings. Women also reported the lack of restroom facilities along their journey as a persistent concern, particularly for those that are elderly or when traveling with children. Best practices from other transit agencies pointed towards successful changes to stations, stops and vehicles. The following design strategies will improve travel on Metro by creating safer spaces through cleaner and more comfortable surroundings.





## Fare Policy Strategies

The disproportionate cost burden that women carry in their everyday travel is amplified for lower-income women, especially those who bear the cost burden of travel for those in their care. Only 6% of female bus riders and 10% of female rail riders are part of the LIFE (low-income coupon) program, yet the 2020 median annual household earning for female bus riders was \$16,000 and \$31,000 for female rail riders. Also considerable are the mobility needs of women who bear greater costs related to healthcare (e.g., during pregnancy) and childcare (taking children to/from school). These fare policy strategies could address these concerns.



## Service Frequency & Reliability Strategies

Service frequency and reliability is an important element that resonates with women riders because it addresses how and when their trips can be made. Through the gender analysis, it was clearly articulated that women riders need more consistent, safe, and reliable bus service during the times they travel most (midday and other non-commute times). They also want more accurate real-time information including crowding and safety updates. Institutionally, more disaggregated information needs to be collected to explicitly show how travel trends differ by gender, to allow a full assessment of how service policy changes may affect women riders.

## Measuring Success

To understand how the GAP performs, Metro will look to answer two fundamental questions:

- » First, are the actions and strategies implemented in accordance with the GAP's vision and goals?
- » Second, are the actions and strategies improving the experience of women who use Metro?

Exhibit 1 starting on page 22 provides a summary of each strategy, evaluation, timeframe, and level of effort.





## GAP STRATEGIES SUMMARY



### Safety

- » Camera Visibility & Lighting
- » Station/Stop Design & Safety Assessment
- » Metro Employee Travel Partner Program
- » Promote Travel Partner Opportunities
- » Promote Courtesy Request-a-Stop Service
- » Sexual Harassment Prevention Program
- » Gender-Specific Operator Training
- » Explore Silent Alarm



### Station, Stop, & Vehicle Design

- » Strollers on Metro Vehicles
- » Adopt-a-Stop Program
- » Business Partnerships
- » Restroom Design Standards
- » Improve Interiors on Buses & Trains
- » Concentrated Amenities Zones at Platforms
- » Prioritize Household-serving Uses at Transit Stations



### Fare Policy

- » Address Multi-Directional Transfers through Fare Capping Program
- » Partnership with Health Providers to Promote LIFE Program





















### Service Frequency & Reliability

- » Use the GAT to develop gender-specific evaluation criteria to inform future bus route or network redesigns
- » As part of *NextGen*, continue to implement service frequency by prioritizing midday & weekend periods on routes women use



Exhibit 1: Strategy Success Metrics, Timeframes, & Level-of-Effort

STRATEGY	WHAT WILL METRO DO?
<b>Gender Analysis Tool</b>	A standardized tool to help all Metro staff assess how projects, plans, and policies advance the goals of the GAP. This includes asking important questions about how the project or plan serves women, collecting gender-specific data, and engaging with the community early and often.
 SAFETY STRATEGIES	<b>Camera Visibility &amp; Lighting</b> Continue to upgrade lighting at stations and install cameras within rail and bus vehicles. Camera locations will be emphasized through prominently placed signs letting riders know that video recording is in progress.
	<b>Station/Stop Design &amp; Safety Assessment</b> A tool for gathering regular and measurable feedback from women on safety and design elements that can be used to guide future design choices.
	<b>Metro Employee Travel Partner Program</b> A pilot program where employees are paired with one or more coworkers that share a similar transit commute.
	<b>Promote Travel Partner Opportunities</b> A campaign to provide information and support to external groups such as businesses, CBOs, and other institutional partners to establish commute partnerships among their employees.
	<b>Promote Courtesy Request-a-Stop Service</b> Promote and advertise the existing “Night Owl Stops” for late-night riders and work with bus operators through training, to ensure the rider courtesy stops are accommodating and offered as often as possible.
	<b>Sexual Harassment Prevention Program</b> Expand and update Metro’s current anti-sexual harassment campaign to include: new visuals, messaging, and artistic elements for posters; increased distribution of posters and messaging; with an annual refresh of the anti-sexual harassment campaign based on community and rider feedback.
	<b>Gender-Specific Operator Training</b> Develop and conduct gender-related training for Metro bus and rail operators based on real-world scenarios and experiences.
	<b>Explore Silent Alarm</b> Explore installation of silent alarm strip or button on new Metro buses and trains to allow riders to discretely alert Metro staff and/or security without attracting the attention of nearby riders.



















HOW WILL WE KNOW IT'S WORKING?	TIMEFRAME	LEVEL-OF-EFFORT
<ul style="list-style-type: none"> <li>» Metro will track the number of plans, policies, and programs that use the GAT as part of their process.</li> <li>» Metro will also track the types of revisions and innovative ideas that emerge through use of the GAT.</li> </ul>	 Short	 Low
<ul style="list-style-type: none"> <li>» Metro will monitor customer experience surveys for how safe riders feel on platforms and in vehicles before and after changes.</li> </ul>	 Short	 Moderate
<ul style="list-style-type: none"> <li>» Metro will make sure we receive feedback from riders at all rail stations.</li> <li>» Metro will document when and how often it makes improvements based on feedback from the tool.</li> </ul>	 Short	 Low
<ul style="list-style-type: none"> <li>» Metro will monitor the number of its women employees who use transit to get to work before and after the program.</li> </ul>	 Short	 Moderate
<ul style="list-style-type: none"> <li>» Metro will monitor how many women are using Metro for their commutes before and after the program.</li> </ul>	 Short	 Moderate
<ul style="list-style-type: none"> <li>» Metro will monitor the number of people using courtesy stops, as well as monitor customer experience surveys to see if women are aware of the program, and if it helps them feel safer riding the bus.</li> </ul>	 Short	 Moderate
<ul style="list-style-type: none"> <li>» Metro will monitor customer experience ratings of how safe riders feel from sexual harassment on Metro both before and after the campaign.</li> <li>» Metro will monitor the number of incident reports regarding sexual harassment before and after the campaign.</li> </ul>	 Short	 Moderate
<ul style="list-style-type: none"> <li>» Metro will track how many drivers have gone through the training, customer ratings of driver friendliness and courtesy, and how safe riders feel from sexual harassment.</li> </ul>	 Medium	 High
<ul style="list-style-type: none"> <li>» Staff will deliver a board report that details recommendations for using silent alarms on Metro buses, and a path for implementing if they are the right fit for Metro.</li> </ul>	 Long	 High

*Timeframes: Short-term (less than one year); Medium-term (1-3 years); Long-term (3-5 years)  
 Level-of-Effort: Low (plan/policy/program); Moderate (physical infrastructure improvements);  
 High (constrained by other ongoing process/timeline)*



Exhibit 1: Strategy Success Metrics, Timeframes, & Level-of-Effort

	STRATEGY	WHAT WILL METRO DO?
 <b>STATION, STOP, AND VEHICLE DESIGN STRATEGIES</b>	<b>Strollers on Metro Vehicles</b>	Support the updated stroller policy to allow for unfolded strollers on board buses. Additional efforts will go into a reassessment of vehicles to accommodate more designated stroller areas and flip seats.
	<b>Adopt-A-Stop Program</b>	A community-based program to engage with businesses, CBOs, or other organizations to help maintain areas around bus stops while promoting a sense of community pride.
	<b>Business Partnerships</b>	Leverage partnerships with businesses, to offer cross-promotion of services for businesses, and access to services, the opportunity to purchase food, and restroom facilities for riders.
	<b>Restroom Design Standards</b>	Create restroom design standards for new stations to include elements like changing stations, varied sink levels, and vending machines for toiletries, including diapers.
	<b>Improve Interiors on Buses &amp; Trains</b>	Update vehicle design standards for new or renovated vehicles to account for new configurations of seats, handles, straps, and buttons into the interior layout of the vehicle.
	<b>Concentrated Amenities Zone at Subway Platforms</b>	Create a designated zone on rail platforms where amenities such as seating, lighting, security personnel, and security technology (e.g., emergency call boxes and security cameras) are concentrated.
 <b>FARE POLICY STRATEGIES</b>	<b>Prioritize Household-Serving Uses at Transit Stations</b>	Encourage the development of household-serving uses – grocery markets, medical offices, pharmacies, childcare centers, health centers, community spaces, and social services – at and near stations.
	<b>Address Multi-Directional Transfers through Fare Capping Program</b>	Implementation of the fare capping pilot will address the issue of multi-directional travel for women. Fare capping eliminates the need for transfers in that fares will be capped to a daily amount, and once the cap is reached, it allows for unlimited travel in either direction for the rest of the day, thus eliminating the time and directional constraints.
	<b>Partnership with Health Providers to Promote LIFE Program</b>	Leverage existing partnerships with institutions by connecting with healthcare providers to promote Metro’s LIFE Program.

HOW WILL WE KNOW IT'S WORKING?	TIMEFRAME	LEVEL-OF-EFFORT
<ul style="list-style-type: none"> <li>» Metro will record and report on the types of spaces for strollers available on vehicles, and how new vehicles may better accommodate them.</li> <li>» Metro will monitor customer surveys to see if women with children have an improved customer experience.</li> </ul>	 <b>Medium</b>	 <b>Moderate</b>
<ul style="list-style-type: none"> <li>» Metro will track the number of community organizations and businesses participating in clean up events and monitoring trash cans at Metro stops.</li> <li>» Metro will also track customer experience surveys regarding station and stop cleanliness and graffiti.</li> </ul>	 <b>Short</b>	 <b>Low</b>
<ul style="list-style-type: none"> <li>» Metro will monitor how many businesses are participating in the program, and how much outreach staff have conducted towards potential partners.</li> <li>» Metro will also track customer experience surveys regarding station and stop cleanliness and graffiti.</li> </ul>	 <b>Medium</b>	 <b>Low</b>
<ul style="list-style-type: none"> <li>» Metro will monitor the number of stations and stops that have bathroom access.</li> <li>» Metro will also track customer experience surveys regarding cleanliness at any new Metro facilities.</li> </ul>	 <b>Short</b>	 <b>Moderate</b>
<ul style="list-style-type: none"> <li>» Metro will document the process of designing interiors for new vehicles and collect feedback from women on comfort of vehicles.</li> </ul>	 <b>Long</b>	 <b>High</b>
<ul style="list-style-type: none"> <li>» Metro will monitor customer ratings of personal security at rail stations.</li> </ul>	 <b>Short</b>	 <b>Moderate</b>
<ul style="list-style-type: none"> <li>» Metro will monitor the number of stations and bus stops that have one of the target community centers or business types located nearby.</li> </ul>	 <b>Long</b>	 <b>Low</b>
<ul style="list-style-type: none"> <li>» Metro will monitor the number of people making “round-trips” before and after the measure.</li> </ul>	 <b>Short</b>	 <b>Low</b>
<ul style="list-style-type: none"> <li>» Metro will monitor participation in the LIFE program and other Metro programs among women.</li> </ul>	 <b>Short</b>	 <b>Low</b>

*Timeframes: Short-term (less than one year); Medium-term (1-3 years); Long-term (3-5 years)  
Level-of-Effort: Low (plan/policy/program); Moderate (physical infrastructure improvements);  
High (constrained by other ongoing process/timeline)*



## CH.01

# INTRODUCTION

*As part of the goal to make Metro the first choice in transportation for all Angelenos, Metro has made strategic investments to create a system that is welcoming for everyone. Now armed with a deeper understanding of the role gender plays in the rider experience, Metro is prepared to meet the complex and diverse needs of women riders, as well as address issues characterized in this plan as “invisible” barriers.*

*In 2019, the landmark Understanding How Women Travel study showed us that as the majority of Metro riders — making up 54% of Metro bus riders and 51% of Metro rail riders — women spend a higher percentage of their income on transit and have a unique rider experience. The study provided a foundation of knowledge for Metro to actively work toward enhancing the quality of the travel experience for women in LA County.*

*We believe the improvements laid out in this Gender Action Plan will not only improve that experience for women; it will have the added benefit of improving the experience for ALL Metro riders.*



## MEET LISA.

*She is 35 years old and frequently uses the bus with her 5-month old and 3-year old to run errands during the day. Her Tuesday “neighborhood loop” often includes a combination of the library, the bank, the pharmacy to pick up her mother’s prescription, and the grocery store — all before picking up her 7-year old at school. She always hopes for a less-than-packed bus so there’ll be room for her stroller and packages. Even though she doesn’t go very far, it takes her all day to make these short but multiple trips.*

## MEET JAMIE.

*She’s 22 years old, works, and attends school part time at a local community college. She commutes to school in the morning among “typical” commuters, leaves campus at 1 p.m., carefully timing one or two errands before starting her restaurant shift at 3 p.m. She ends her shift late into the evening and will take the bus home if it’s scheduled to come quickly, but often decides to get an Uber to avoid the long, dark wait at the bus stop.*

## MEET MARIA.

*She’s a 50-year old office cleaner who works the overnight shift in one of Downtown LA’s high-rises. She starts at 9pm, working through the night until 4 a.m., when she needs to take the B (Red) Line back home to North Hollywood. With luck, she makes a quick transfer to the Local 162 bus, giving her about one hour to travel 15 miles home while listening to an audiobook.*

# INTRODUCTION

Just like Jamie, Maria, and Lisa, women who use Metro have unique travel patterns and distinctive and heightened sensitivities to transit. They care about safety concerns, cleanliness, comfort, and cost burdens. They are more likely to travel during the middle of the day and are generally physically smaller than the gender-neutral “average” sized person. Women tend to be carrying more than typical commuters, often with children in tow. Simply put, our public transit systems were not designed to directly serve women’s travel needs. The Los Angeles County Metropolitan

Transportation Authority (Metro) aims to change this by bringing a gender-focused perspective to the delivery of our transit services.

The *Gender Action Plan (GAP)* is Metro’s commitment to view all policy, planning, and design efforts through a gender lens that recognizes the diversity of its riders. The GAP advances a path to gender equity that was initiated in 2017 with the establishment of the agency’s Women and Girls Governing Council (WGGC). As one of the early initiatives of the WGGC, Metro

## SUPPORTING WOMEN RIDERS

This Gender Action Plan represents Metro’s commitment in supporting women riders to:



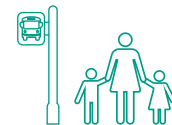
**Improve access to** employment, education, & household-supporting destinations



Ensure women are physically & psychologically **safe onboard**



**Minimize the economic burdens** for women relying on Metro to travel



**Meet their own needs** & take care of their families & communities while using transit

# WOMEN'S TRAVEL NEEDS

The UHWT study included findings related to women's travel needs in a variety of areas:

## TRAVEL BEHAVIOR

Overall travel trends & transit-specific trends

## SAFETY

Sexual harassment, crime, physical safety, injuries, & presence of staff

## ACCESS

Financial/physical access, LA County Access Services Program, & traveling with children

## RELIABILITY

Headways, real-time information, pass-ups, & service times

## CONVENIENCE & COMFORT

Investment of time, cleanliness, customer service, station & vehicle design, & rider interactions

completed the *Understanding How Women Travel* (UHWT) study in 2019, which explored the unique and diverse mobility needs of women in Los Angeles County (LA County). Working hand-in-hand with stakeholders and community-based organizations (CBOs) throughout this process, has provided consistency and upward movement in creating actionable changes for women riders.

Findings from UHWT's research included the need for more lighting, staff presence, staff training, service policies and practices to enhance customer

safety and comfort, improved Transit app design and integration to provide easy access to real-time information, and alterations in service scheduling and frequencies. Specific input received also identified ideas to explore including the introduction of transit ambassadors, adjusting mid-day frequencies, amending the stroller policy, and better accommodations for women traveling with kids. These findings underpin the research and development of the GAP.

“Community buy-in is essential to gain a partnership. This can be compared to the broken window theory - one would want to invest in the environment that you live in.”

GAP COMMUNITY WORKSHOP PARTICIPANT





# METRO'S GENDER ACTION PLAN

The GAP takes an intersectional approach to identify solutions to transform Metro's system, remove mobility barriers, and to better serve the diversity of its riders. At its core, the GAP has a singular goal: for Metro to provide an inclusive transportation system by removing barriers on public transportation for women.

There are many facets of identity that shape women's experiences — including race and ethnicity, disability, age, faith, family structure, sexual orientation, and gender expression. The GAP provides specific recommendations on how gender perspectives can be incorporated into the design and implementation of Metro's policies, projects, programs, and services. Drawing from best practice research from within the transit industry, input

from focus groups and public outreach, and analysis of recent data sources, the GAP defines actions and desired outcomes of gender inclusive strategies and programs centered around four themes:

- » Safety
- » Fare policy
- » Station, stop & vehicle design
- » Service frequency & reliability

Importantly, the GAP includes an evaluation tool that allows Metro to measure the success of its individual actions to ensure investments are improving outcomes for women. As a leader in the transportation industry, this action plan will help to expand opportunities for all types of riders through improved delivery of its services.

## GAP KEY THEMES

*Four key themes emerged from the UHWT study under which actionable programs and strategies are identified by the GAP:*



Safety



Station, Stop & Vehicle Design



Fare Policy



Service Frequency & Reliability

# GENDER ACTION PLAN VISION STATEMENT

*Provide an inclusive transportation system by removing barriers on public transportation for women*





## What is Gender?

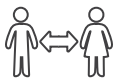
Gender includes how people identify and express themselves in relation to gender and applies to a set of beliefs about the appropriate roles, behaviors, and appearances of people based on gender. Not all people identify as male or female, or with the sex they were assigned at birth. In addition, there are many ways that someone may choose to express

their gender identity through their name, pronouns, clothing, hairstyle, behavior, voice, or body features. We use the term “women” to signify people whose gender identity is that of female, regardless of their sex assigned at birth. This terminology recognizes that trans women are women, not simply “people who identify as women.”



## Goals of the GAP

Through extensive community and stakeholder engagement and outreach, building from the findings of the UHWT study, and collectively working with Metro departments and staff, the primary goals of the GAP are to:



**Raise Awareness** of the gender differences in travel



**Ensure Diverse Gender Perspectives are Considered** in Metro’s policies, programs, projects & services



**Address Gender Gaps** in Metro’s policies, programs, projects & services



**Improve the Quality & Accessibility** of Metro’s services for women



**Create Measurable Progress** toward the GAP goals



## Approach

The GAP provides strategic actions for Metro to address these goals. The following approach is used to support and develop the strategic actions:

- » Additional research to expand on the areas of focus identified in the UHWT study
- » A gender audit of existing Metro plans and policies to identify existing opportunities for improvement
- » Assessment of current Metro efforts through department interviews and GAP Advisory Committee
- » Best practices research to understand strategies other agencies have implemented to respond to gender-specific needs
- » Outreach and engagement with stakeholders, CBOs, and our most loyal and vulnerable women riders
- » Development of strategies and actions with recommendations and desired outcomes
- » Creation of a monitoring and evaluation framework to track progress toward achieving GAP goals





**“ Metro would increase safety by being responsive to complaints or concerns, there is not enough conversation between passengers and administration.”**

GAP COMMUNITY WORKSHOP PARTICIPANT



LA CONVENTION CENTER

SS  
DODGERS STADIUM EXPRESS  
Straight ahead, then up to Bay 3.  
Service starts 90 minutes before game time.

UNION STATION EAST PORTAL

Headquarters

↑ Bus Plaza/LAX FlyAway

Restrooms

→ Metro Rail





## The GAP is organized as follows:

### Chapter 1: Introduction

- » Vision Statement & Goals
- » Approach & Purpose of the GAP

### Chapter 2: Gender Analysis Methods

- » Expanding on the UHWT Study
- » Gender Audit
- » Metro Department Interviews & Advisory Committee
- » Best Practice Research & Transit Agency Workshops
- » Community Engagement

### Chapter 3: Key Findings

- » Safety
- » Fare Policy
- » Station, Stop & Vehicle Design
- » Service Frequency & Reliability

### Chapter 4: GAP Strategies

- » Gender Analysis Tool
- » Actions Metro has Taken
- » Commitment to New Strategies
- » Enhancing Metro Initiatives with a Gender Lens

### Chapter 5: Monitoring & Evaluation

- » Framework for Monitoring & Evaluation





CH.02

# GENDER ANALYSIS METHODS

*Metro aims to provide world-class public transportation for all the people of LA County, of all genders and walks of life. One key aspect of that mission is making sure the needs of people are what drives Metro's plans, policies, and actions — which in turn requires that Metro pay special attention to the needs of women and other groups that may not have historically been included in this planning process.*

*It is about creating social capital.*

*It is about ensuring a more equitable, accessible, and sustainable system.*

*It is about empowering these important groups and increasing the likelihood that they can make full use of the system.*

*This ethos is what fueled the UHWT study and is the driving force behind the GAP.*



Valid Fare Required Beyond This Point

Se requiere pasaje valido desde aqui

10:45 AM MID-DAY

Platform 1

To North Hollywood ↘

To Warner Center ↘

Platform 1

To Warner Center ↘

Retail Shops / Museum Depot

ORANGE

004

# GENDER ANALYSIS METHODS



A constructive relationship between Metro, the community, and its stakeholders is more than just a progressive way of developing a transportation system. To assess how best to serve women riders, Metro identified three key questions:



What do women riders want and need?



What is Metro doing now, and how can Metro build on those actions?



What are other transit agencies doing now, and what can Metro learn from them?

These questions formed the basis of the comprehensive gender-focused research, analysis, and outreach conducted to help Metro's commitment to equal access for women riders. Thanks to prior work in preparing the UHWT study, Metro was able to deploy a wide variety of methods to identify answers to these questions.

The analysis approach for the GAP is built on a foundation of social justice principles and sociological methods. It is designed to effectively capture "hard-to-reach" populations and employs the GAP's intersectional approach to gender.





While traditional data collection techniques such as rider surveys, best practices research, and comment cards helped inform this analysis, much of the data collection process revolved around conversations with the community. Central to the effort were a series of workshops and interviews with community-based organizations and stakeholders; however, Metro also engaged in internal audits and department interviews and workshops with other transit agencies to help inform this analysis. This resulted in a true 360-degree view of the issues facing women riders, and expanded on the areas of need identified in the UHWT study.



# METRO STUDIES, POLICIES, & ACTIONS LEADING UP TO THE GENDER ACTION PLAN



Women & Girls  
Governing Council  
(WGGC) Established

Metro established the WGGC to examine Metro policies, programs, and services by considering unique obstacles faced by women and girls in LA County. Comprised of a diverse group of 60 Metro employees, the WGGC identifies challenges and barriers that women face when using transportation in order to develop recommendations to remove those obstacles and challenges. In February 2018, the WGGC recommended embarking on the UHWT study to understand more about these issues, to improve women and girls' experiences on Metro, and to cultivate more gender inclusive practices at Metro.



*Understanding  
How Women Travel  
(UHWT) Study*

The UHWT study found that disaggregated gender data is not collected, making it more difficult to understand patterns of travel or preferences. Through analysis of ridership data, it became clear that supplemental information was needed to fill gaps in existing quantitative data sets to understand gendered transit rider groups that may otherwise be difficult to reach through conventional methods.

Results of the UHWT study pointed to findings related to how and when women travel, and their most significant barriers and challenges when traveling on transit. The lack of disaggregated research, the immediate need to address issues and concerns of women riders, and the opportunity to create a GAP to work towards creating a more inclusive transit system for LA County are outlined in the UHWT study.

# *The GAP is Metro’s next step in a series of strides to advance equitable and progressive services for its women riders.*

*The GAP builds upon earlier Metro actions, analyses, and studies to produce a plan that is both applicable and relevant. The timeline of events that led to the GAP includes the following:*



## **Pilot Programs**

Following publication of UHWT in 2019, Metro began several pilot initiatives to address the immediate and prioritized needs of women riders. Categorized under the four key themes of Safety, Fare Policy, Service Frequency & Reliability, and Station/Stop & Vehicle Design, these include:

- » Courtesy seating decals (2020)
- » Fare policies for children on Metro (all children under age 6) (2021)
- » NextGen Bus Plan (midday and evening service improvements) (2021/2022)
- » Transit Ambassador program (2022)



## **Gender Action Plan (GAP)**

The GAP recommends actionable changes Metro can make to improve travel experiences for women, as well as a method for measuring progress towards achieving the agency’s gender equity goals.

The GAP digs deeper into data and trends and uses Metro’s recent initiatives to create a foundation for actionable and measurable changes. Adopting the GAP will allow Metro to align existing work with new strategies specifically intended to improve travel experiences for women.

Chapter 4 provides details on the programs and pilots Metro initiated in 2020–2022, as well as a discussion on how they can be further refined to create positive gender-specific outcomes as part of the GAP.



# METHODS AND RESEARCH

The gender analysis expanded on the UHWT study by performing a gender audit of existing Metro plans and policies, interviewing Metro department leads, conducting a review of gender equity “best practices” from other transit agencies, engaging in comprehensive community and stakeholder outreach, and developing a gender analysis tool for use in future planning efforts. Taken together, the elements of the gender analysis helped identify existing gaps and areas for improvement in order to prioritize needs based on a community vision.

The best practice approaches identified helped close existing gaps to meet those needs. The gender analysis created a path for Metro Departments to follow where they could help implement those best practices, by building a tool to ensure future gender-inclusive planning.

These create a basis of knowledge to develop a set of impactful, implementable strategies as included in this plan.





# EXPANDING ON THE UHWT STUDY

The UHWT study was a first-of-its kind effort to examine and analyze the unique and diverse mobility needs of women and girls in LA County. This study analyzed existing data sources and collected new data through innovative methods such as ethnographic participant observation<sup>1</sup>. Participatory workshops captured the experiences of women traveling on Metro. The data underscored how Metro can assess and continually improve its services — from the purchase of train cars and construction of platforms to scheduling and setting of fares — in a way that considers gender-related access and mobility needs.

In the years since the release of the UHWT study, the COVID-19 pandemic has had a significant impact on transit agencies across the country. An important consideration during the development of the GAP was to reflect on the questions:

- » How have Metro’s services and system changed as a result of COVID-19?
- » How have women’s travel needs and patterns changed as a result of COVID-19?

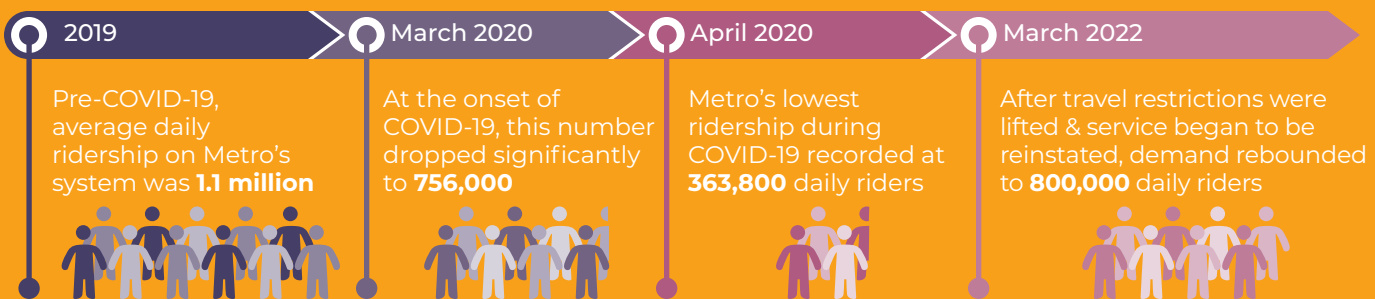
## PUBLIC TRANSIT & COVID-19

*Demand for public transit decreased drastically in the U.S. during the COVID-19 pandemic, with transit agencies seeing up to a 73% reduction in ridership (Grabmeier 2020). For Metro, ridership was around 50% lower when compared to pre-pandemic ridership levels (Walker 2022):*

# 40%

OF THOSE WHO RODE TRANSIT DURING THE COVID-19 PANDEMIC WERE COMMUTING TO LOW WAGE SERVICE JOBS THAT HAD BEEN DEEMED ESSENTIAL, LIKE FOOD SERVICE & HEALTH CARE SUPPORT

*Source: Transit, 2020*



<sup>1</sup> Research methods such as participant observation and participatory workshops are drawn from the field of ethnography, using qualitative data collection and analysis to understand how people exist in a particular setting, in this case the setting of public transportation.



Metro's COVID-19 Recovery Survey underscored the need to address gender impacts on Metro's system during the pandemic with a high percentage of women depending on Metro during the pandemic. While approximately 50% of those surveyed had stopped using Metro since January 2020, women represented 57% of riders who continued to use the service after March 2020. Women respondents were less likely to work from home, more likely to have been laid-off or furloughed, and more likely to work in health care. These findings emphasize the importance of addressing women's needs during the pandemic and beyond.

This survey also asked what would help respondents feel more comfortable riding Metro under pandemic conditions. While all respondents indicated interest in maintaining clean interiors on vehicles and reducing crowding, women reported that these measures were the most important improvements Metro could make during the pandemic.

Several interconnected factors were also linked to determine who continued to use transit during the

pandemic based on gender, race, and occupation. In April 2020, the Transit mobile application<sup>3</sup> conducted a nationwide survey of its users during the pandemic and found that more than 50% of pandemic riders were women, and most riders were people of color (Transit 2020).

Occupation type played a large role in transit usage during the pandemic. The Transit mobile application survey also found that the vast majority of riders were taking transit to work in industries that have been deemed "essential," which included health care and food preparation jobs. Furthermore, a New York Times study based on U.S. Census data found that one in three jobs held by women were deemed to be essential, with nonwhite women even more likely to be in those positions (Robertson and Gebeloff 2020).

Overall, these trends and the continued reliance on public transit for women riders further exemplify the need to make public transit safer, more comfortable, and more convenient — particularly during COVID-19 pandemic conditions.

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*2. Transit is a mobile application that serves as a multimodal trip planner and provides real-time public transit data.*

# GENDER AUDIT



The full audit can be found in Appendix A.

The gender audit was one of the key first steps of the GAP and was an element of the gender analysis process. The gender audit evaluated Metro governing documents, plans, policies, programs, and projects adopted or in development since the UHWT study was prepared using a critical gender lens to determine their responsiveness to the unique travel needs of women.

Exhibit 2-1 lists Metro documents audited and their relevant GAP themes. The documents represent Metro's public-facing adopted, published, or in-progress efforts, as well as a handful of internal documents with a high degree of relevance in shaping the implementation of station design, operator protocols, or service planning. The gender audit identified each effort's strengths, gaps where gender-responsive planning could be incorporated, and gender-focused opportunities for improvement. Specific findings of the gender audit are described in Chapter 3.



Exhibit 2-1: List of Metro Plans, Programs, Policies, and Projects Reviewed for the GAP Audit

METRO PLAN/PROGRAM/POLICY/PROJECT	GAP THEMES			
	SAFETY	FARE POLICY	STATION, STOP & VEHICLE DESIGN	SERVICE FREQUENCY & RELIABILITY
Metro Rail Design Criteria	✓		✓	
Bus Operator Rulebook/Standard Operating Procedures	✓			
HR4000 Heavy Rail Vehicle Specification			✓	
Low-Floor Zero-Emissions Bus Technical Specification			✓	
Joint Development Policy			✓	
Disability and Aging Action Plan				✓
Transit Oriented Communities Policy			✓	
Transfer Design Guideline	✓		✓	
Code of Conduct	✓	✓		
Systemwide Station Design Standards Policy	✓		✓	
NextGen Bus Study	✓			✓
Customer Experience Plan	✓	✓	✓	✓
Customer Experience Survey Results	✓	✓	✓	✓
Transit Service Policies & Standards				✓
Our Next LA	✓	✓	✓	✓
Moving Beyond Sustainability			✓	✓
System Security & Law Enforcement Strategic Plan	✓			
Covid-19 Recovery Task Force	✓	✓	✓	✓
Better Bus Program	✓	✓	✓	✓
Traffic Reduction Pilot Program		✓		
Comprehensive Pricing Strategy		✓		
Street Safety Policy	✓			
New Mobility Regional Road Map	✓			✓
Microtransit Pilot Program				✓
Travel Rewards Research Program				✓
Equity & Race Program	✓			
Bus Rapid Transit Vision and Principles Study	✓		✓	





# METRO DEPARTMENT INTERVIEWS AND ADVISORY COMMITTEE

## METRO DEPARTMENT INTERVIEWS

*Multiple Metro department interviews were conducted in order to gain a wide spectrum of staff perspectives. The following Metro departments also participated in an Advisory Committee which was part of the GAP's development:*

- » *Operations – Service Planning & Scheduling*
- » *Chief Safety Office – System Security & Law Enforcement Department*
- » *Strategic Financial Management – Office of Management & Budget (TAP)*
- » *Operations – Vehicle Engineering & Acquisition*
- » *Planning & Development – Systemwide Station Design Unit*
- » *Customer Experience Office – Customer Experience Unit*
- » *Office of Civil Rights, Racial Equity, & Inclusion – Equity & Race Unit*

To understand how polices, programs, and plans address gender from an internal staff perspective, interviews with Metro departments were completed in Spring of 2021. These interviews focused on obstacles Metro faces in adopting gender-specific policies and how they might be able to monitor, audit, and measure success related to the four GAP themes. Interviews also explored the potential to create a gender analysis tool so that disaggregated gender data collection and focused outreach could be implemented at the staff level.

The departments also identified opportunities to improve Metro's current processes and procedures and highlighted means to improve its core priority area of customer experience, including areas of equity and race. Department interviews showed that Metro has begun to address gender issues through safety initiatives, service changes, and station and vehicle designs, but there remains a need to institutionalize an approach to gender analysis to consider and create specific actions that target the experiences of women riders.

The Advisory Committee consisted of staff from key Metro departments that participated and commented on the gender analysis and provided ongoing input on the various deliverables related to the GAP. The Advisory Committee met quarterly from April 2021 through February 2022 and worked collaboratively to discuss best practice research, outreach strategies and to ensure consistency with existing programs.

# BEST PRACTICES FROM OTHER TRANSIT AGENCIES

Transit agencies throughout the U.S. and internationally are working to provide equitable transportation services, and, like Metro, have begun to respond to gender-specific needs. Research, workshops, and interviews were conducted with other transit agencies to gain a deeper understanding of their gender-inclusive practices. The research focused on the best gender-inclusive practices with applicability to Metro; highest-impact in addressing multiple GAP themes; and practices that tackle key issues identified during the UHWT study and the gender audit. An overview of the best practice research process is shown in Exhibit 2-2.

Gender disparities in transit service, particularly within the transportation industry, are a recent and evolving research topic. Markedly, many of the best practices were not initially intended to address gender disparities and gaps, but resulted in positive experiences and outcomes for women. As such, the benefits of the best practices were evaluated based on their impact, defined as combined benefits to women and other historically disadvantaged groups (e.g., riders with disabilities, seniors, low-income, transit dependent, marginalized gender groups, and equity focus communities).

Exhibit 2-2: GAP Best Practices Research Process



The initiatives that rose to the top as potentially “high-impact” addressed more than one GAP theme and would likely benefit multiple groups of historically disadvantaged riders in addition to women.



Appendix B provides a summary of the Best Practices Research Report.

## BEST PRACTICES FROM OTHER TRANSIT AGENCIES

### Transit Agency Workshops

To supplement best practices research, virtual workshops were held with nine transit agencies in the U.S. and two international agencies to gather more insight into their practices.

The transit agency workshops offered an opportunity to collaborate with other agencies to discuss and build from their experiences. Participants were asked about their gender-responsive programs with questions including:

What programs address GAP themes (e.g., Safety; Fare Policy; Station, Stop & Vehicle Design; Service Frequency & Reliability)?

How were these programs implemented and evaluated? Was data disaggregated by gender?

What are some of the lessons learned from these practices?

What public and stakeholder feedback has been received, and was there any targeted outreach to women riders?

How has customer engagement and education been used before, during, and after the implementation?

Participating agencies shared their experiences and discussed positive outcomes for riders and ways to improve their pilots and programs. All agencies indicated that these practices were not designed to address gender issues specifically, and therefore disaggregated data was not collected to understand the direct benefits to women. Similar to Metro, while the programs and strategies employed may have ultimately benefited women riders — for example, programs focused on overall safety — program evaluation was not explicitly designed to understand how they performed by gender.

### TRANSIT AGENCY WORKSHOP PARTICIPANTS

Three virtual GAP workshops were held with staff from 11 transit agencies to learn about their efforts to integrate gender-specific needs into their practices.

Participating agencies were:

- » Bay Area Rapid Transit (BART)
- » Chicago Transit Authority (CTA)
- » Metropolitan Transit Authority of Harris County (Houston Metro)
- » Massachusetts Bay Transportation Authority (MBTA)
- » Metropolitan Atlanta Rapid Transit Authority (MARTA)
- » New York City Transit Authority (NYCMTA)
- » Central Puget Sound Regional Transit Authority (Sound Transit)
- » Toronto Transit Commission (TTC)
- » Tri-County Metropolitan Transportation District of Oregon (TriMet)
- » Washington Metropolitan Area Transit Authority (WMATA)
- » Transport for London (TfL)



# COMMUNITY ENGAGEMENT

Metro is committed to an ongoing effort to create understanding, trust, and a two-way partnership with the community it serves. Using a comprehensive outreach approach, Metro engaged key stakeholder groups to solicit input and feedback during the development of the GAP using the following methods:



A public workshop to engage LA County transit riders and the general public



An online survey distributed to Metro riders and former riders



Focus groups with community-based organizations (CBOs)



Comment cards distributed to and collected from diverse CBOs that have a connection to gender-specific needs and preferences

This outreach process aimed to understand which of the most relevant practices would best meet the needs of women riders. The research was intentionally designed to connect with women riders, gender-focused community groups, and riders at-large. In addition, an emphasis was placed on including women who may experience marginalization due to their housing status, race, ethnicity, and/or disability.

Ongoing engagement around gender was intended to build a foundation of success for the GAP by allowing Metro to make better-informed decisions for its services now and in the future. Described in Chapter 5, continued engagement after GAP actions are implemented will create regular opportunities for Metro to hear concerns from women riders and discuss new and evolving issues related to gender.



Using different engagement methods reached a wide cross section of women riders to gain a depth of understanding on the most important needs.

## COMMUNITY ENGAGEMENT

Metro partnered with the following CBOs to encourage participation in the public workshop, distribute printed comment cards, and invite participants to focus groups:

**Communities Actively Living Independent & Free (CALIF)** is an independent living center and non-profit organization that provides advocacy programs and services for people with disabilities primarily residing within the 50 zip codes of Los Angeles County covering south and central Los Angeles and neighboring communities.

**Disability Community Resource Center (DCRC)** is a community based, cross-disability, non-profit organization run by and for people with disabilities, offering support to help achieve and maintain self-directed and community based independent lives.

**Downtown Women's Center** is the only organization in Los Angeles that focuses on serving and empowering women experiencing homelessness and provides housing, medical, and mental health services; social networks; and financial security. The Downtown Women's Center was also a partner for the UHWT study.

**Southern California Resource Services for Independent Living (SCRS-ILC)** is a disability rights organization run by and for people with disabilities, offering support, advocacy, and information on empowerment in the attainment of independence. The SCRS-ILC was also a partner for the UHWT study.

**Pacific Asian Consortium in Employment (PACE)** is a community development organization that serves low-income residents in Los Angeles in the areas of employment, education, housing, the environment, and business development. The organization serves the Pacific Asian and other diverse communities.

**Realistic Education in Action Coalition to Foster Health (REACH LA)** is an organization that serves LGBTQ people of color who are struggling with issues that prevent them from fully engaging in a larger community. REACH LA provides programs aimed at encouraging self-expression, supporting safe spaces, and promoting health and wellness.





### Public Workshop

Seventy-one people attended the GAP Public Workshop on November 16, 2021, the majority of whom identified as women. The purpose of this workshop was to receive initial input on best practices presented to attendees, and to understand overall support, concerns, and application on Metro's system. The outcomes of the workshop helped refine and provide an opportunity to identify additional practices that could address the needs of women riders.

The virtual workshop was held in the Fall of 2021. Metro promoted the workshop through posts on Metro's social media channels, an article in Metro's blog "The Source," a press release sent to local media outlets, an email notification / "e-blast" to Metro's Women & Girls Governing Council listserv, and direct engagement with the CBOs noted on page 54.

The public workshop had virtual breakout rooms based on the four GAP themes of safety; fare policy; station, stop & vehicle design; and service frequency & reliability.

The meeting was held though the virtual platform Zoom from 5:00 pm-6:30 pm and was conducted in English and Spanish. A total of 71 attendees, a majority of whom identified as women, participated.

Following a main presentation on the findings from the UHWT study and the purpose of the GAP, participants participated in virtual breakout rooms to speak directly to Metro team members, ask questions, and submit comments on the actions they would most like to see Metro prioritize as part of the GAP. The breakout rooms focused on asking attendees which focus areas were of most importance to them, how they thought certain ideas could be changed or improved, and how Metro should determine whether a measure was successful.



## COMMUNITY ENGAGEMENT



PEOPLE SUBMITTED COMMENT CARDS, OF WHICH, 71% IDENTIFIED AS FEMALE

### Comment Cards

Given the limitations of conducting in-person outreach during the ongoing COVID-19 pandemic and, recognizing that a virtual meeting may not be accessible or preferred option for some, Metro offered the opportunity to provide input through the use of comment cards. The comment cards were distributed and collected during Fall 2021 through partnership with the CBOs noted on page 54. The CBOs distributed printed comment cards and hosted return-boxes on site at their locations.

In addition, Metro distributed comment cards, seen in Exhibit 2-3, in South Los Angeles as part of CicLAvia, which took place on Sunday, December 5, 2021. CicLAvia is a nonprofit, car-free streets initiative that temporarily closes streets to motor vehicles to make them accessible to vendors and the public. The family-friendly event drew nearly 25,000 people and stretched 5.3 miles through the neighborhoods of South Central, Exposition Park, Leimert Park, and Crenshaw. Metro shared information, explained the purpose of the GAP, and outlined the background of the UHWT study.

Exhibit 2-3: GAP Comment Card

**We'd like your feedback.**

Today's date: \_\_\_\_\_


Comment box location:  
(Name of the organization or location where you picked up this form)  
\_\_\_\_\_

Which of the following do you identify as?  
(Check all that apply)

- Female
- Male
- Non-binary/non-conforming
- Transgender
- Other gender identity: \_\_\_\_\_
- Prefer not to respond

Email (optional): \_\_\_\_\_

Please return comment card by **December 3rd, 2021.**

 **Metro**

Thank you for your input.

A total of 218 people submitted comment cards, most of whom engaged through the CBO return-boxes, and 71% identified as female. More than 30 comment cards were collected at CicLAvia and nearly 100 people visited Metro's informational booth to learn about the GAP

The comment cards shared ideas for actions and strategies based on best practice research and transit agency input, and asked respondents to rank the strategies they liked best. They also had an open space on the card to offer new suggestions for each theme.



PEOPLE RESPONDED TO THE ONLINE SURVEY, OF WHICH, 68% IDENTIFIED AS FEMALE

## Online Survey

To provide another avenue to gather feedback on GAP action ideas, Metro launched an online survey and circulated it through email and social media. The survey allowed participants to respond on their own time, and solicited the same feedback as was asked during the public workshop and through the comment cards. The online survey was open for one month from November to December 2021, concurrent to the public workshop outreach and comment card timing. A total of 196 people responded to the online survey, 68% of whom identified as female. The questions in the survey mirrored the prompts in the comment card, described on the previous page.

## Focus Groups

In Spring 2022, two focus groups were held to help further refine potential strategies for the GAP. The goals of the focus groups were to:

- » Gather input from CBO representatives on GAP strategies
- » Discuss desired outcomes from the GAP and how the recommended strategies would meet those outcomes
- » Solicit ideas for adjustments or refinements that would further enhance GAP strategies
- » Learn which strategies the participants thought the GAP should prioritize

## FOCUS GROUP PARTICIPATION

*A total of 21 participants attended two GAP focus groups that were organized with the assistance of the following five women's interests-focused CBOs:*

- » *Downtown Women's Center (Los Angeles)*
- » *Southern California Resource Services for Independent Living (SCRS-ILC)*
- » *Pacific Asian Consortium in Employment (PACE LA)*
- » *Realistic Education in Action Coalition to Foster Health (REACH LA)*
- » *Communities Actively Living Independent & Free (CALIF-ILC)*

The focus groups were held virtually on March 31, 2022, from 2:00 pm–3:30 pm and April 4, 2022, from 5:00 pm–6:30 pm and were conducted in English (simultaneous interpretation was offered but not necessary based on the participants who chose to attend). While focus groups were conducted over Zoom, participants could join from an in-person location coordinated by the Downtown Women's Center to facilitate participation from those without reliable internet access. Participants were compensated for their time.



CH.03

# KEY FINDINGS

## GENDER ANALYSIS METHODS

*The gender analysis methods offer an acute and prioritized understanding of what matters to women riders. The input gathered and analyzed is both comprehensive and insightful, as it underscores what is important to women riders — and why. These findings are instrumental in developing strategies and actions aimed at removing gender disparities in our transit system.*







**To North Hollywood**

**To Wilshire/Western**



# KEY FINDINGS

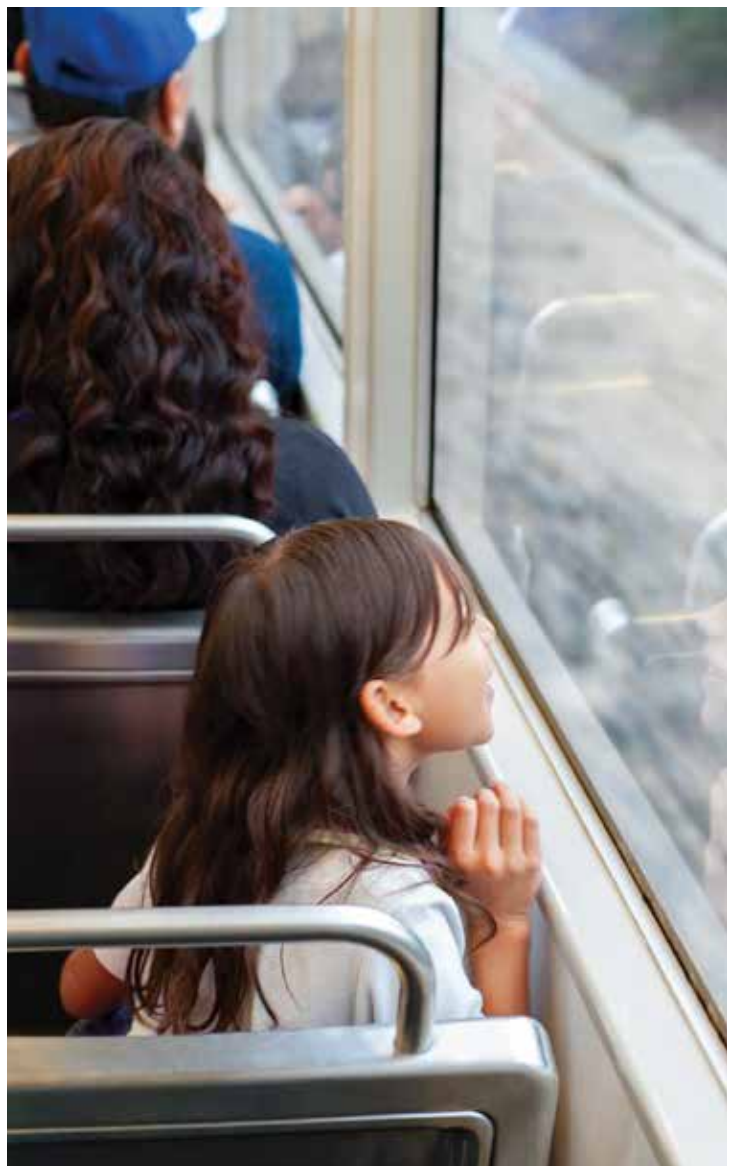
Discussion of the major outcomes from the various gender analysis methods are discussed below, organized by the four key GAP themes:

- » Safety
- » Fare policy
- » Station, stop & vehicle design
- » Service frequency & reliability

Through each of the themes, the key findings create a foundation of knowledge based on the following sources:

- » Data and analysis from the UHWT study and other recent Metro surveys
- » The gender audit of Metro's existing documents
- » Community input and feedback
- » Best practice research findings

More detailed gender analysis outcomes are provided within the specific reports as part of the GAP's Appendices A through D.











# SAFETY

## When women feel unsafe on public transit, it impacts how often they ride, when they ride, and if they ride at all.

For women, safety concerns on transit are present in nearly every piece of input received in the gender analysis, from concerns around harassment and personal security to the design of stations. Ultimately, these issues collectively obstruct women’s freedom of movement.

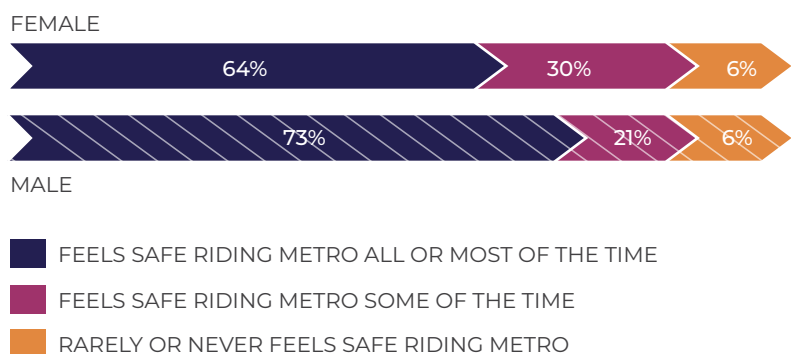
Women continue to overwhelmingly cite safety as a top concern and barrier to riding transit. In 2021 following the release of the UHWT study, Metro conducted a Public Safety Survey of its customers — both current and former riders, as well as persons experiencing homelessness on Metro, and Metro employees. In addition, one-on-one interviews of community leaders who have experience with marginalized communities were also included. The goal of the survey was to have a comprehensive perspective on public safety issues when riding Metro. While safety was identified as an issue for all riders in this study, there was significant data that pointed to different needs and preferences based on gender.

Gender-related information from this survey found that women tend to feel less safe than men, with 73% of men stating they felt safe at least “most of the time,” compared to only 64% of

women indicating they felt safe at least “most of the time,” as seen in Exhibit 3-1. In all age groups, women felt less safe than men when riding Metro.

One of the Public Safety Survey’s highest priorities for improving safety included the addition of Transit Ambassadors — building upon the initial recommendation from the UHWT study. When asked what riders want Transit Ambassadors to be able to address, the top two issues included sexual harassment and sexual assault — both issues that are gender specific. This is consistent with Metro’s 2019 Customer Satisfaction Survey, where 22% of survey participants reported experiencing instances of sexual harassment.

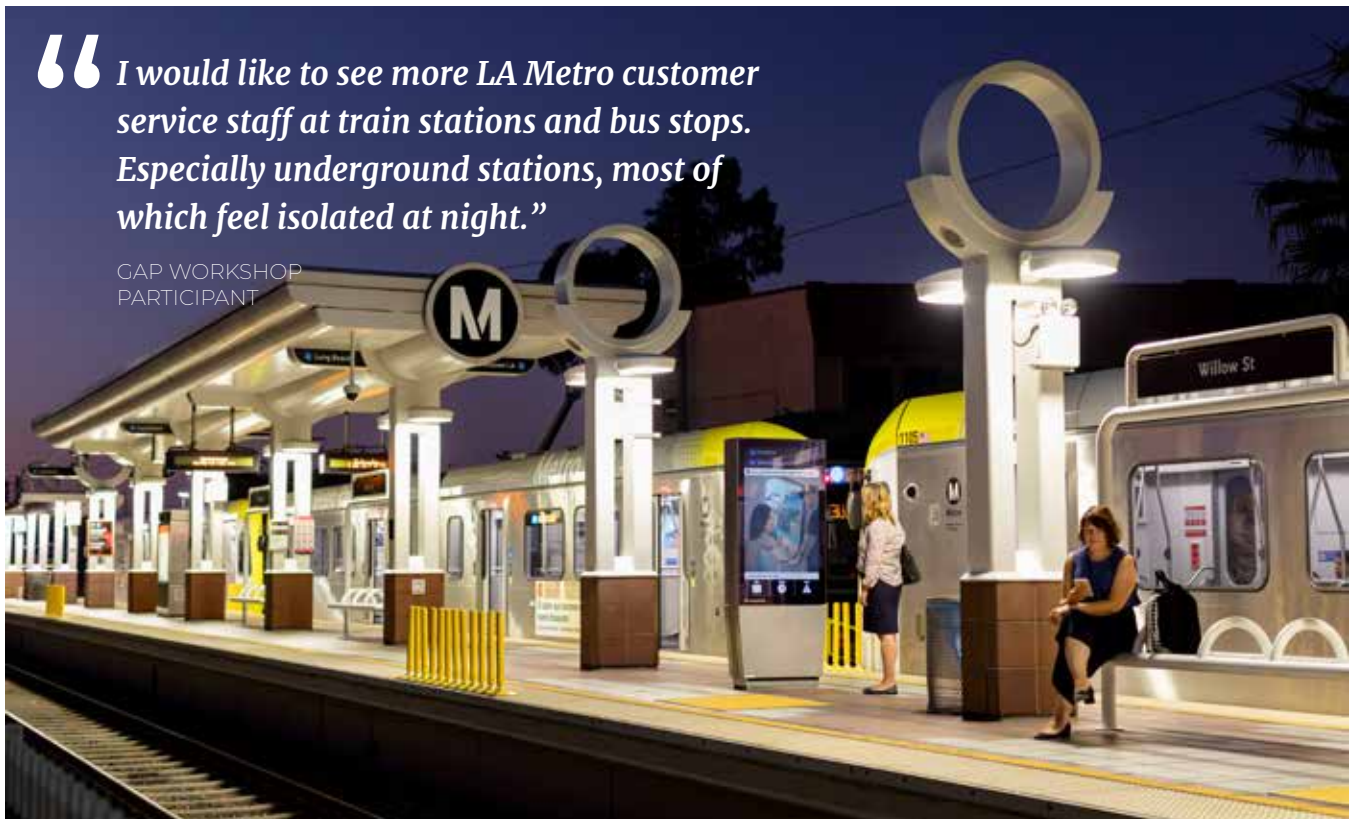
Exhibit 3-1: Feelings of Safety on Metro by Gender Identity



Source: 2021 Metro Public Safety Survey

“I would like to see more LA Metro customer service staff at train stations and bus stops. Especially underground stations, most of which feel isolated at night.”

GAP WORKSHOP PARTICIPANT

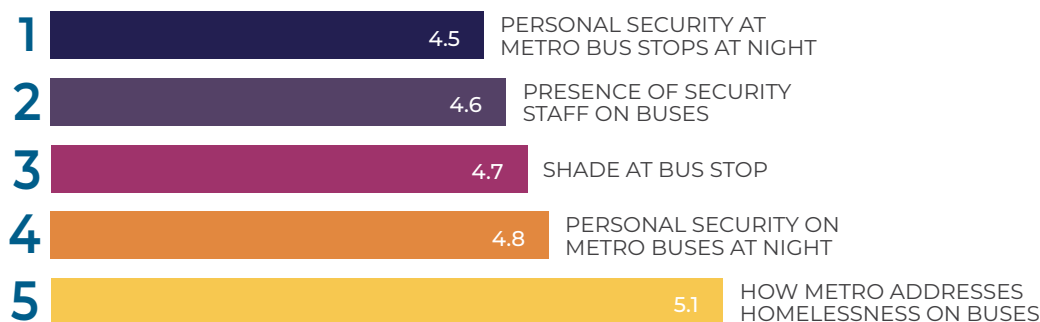


Similar findings of safety needs were seen in Metro’s 2020 Customer Experience (CX) Survey. Customers were asked to rate their satisfaction with 40 aspects of Metro service. The survey found that “nighttime security at bus stops” was the worst rated aspect of customer experience for bus riders, as seen in Exhibit 3-2. Three of the five

lowest scoring aspects were related to personal security, both on board and at bus stops, which suggests that security is a very present issue on the current Metro bus system and points to the need to improve security to enhance the customer experience.

**Exhibit 3-2: Lowest Scoring Aspects of Metro Bus Customer Experience**

AVERAGE SCORES SHOWN; SCALE: 1=POOR TO 10=EXCELLENT



Source: 2020 Metro Customer Experience Survey

# SAFETY



## UHWT Findings



The UHWT study was a large-scale effort to understand the unique and diverse mobility needs of women and girls in LA County. For the first time in Metro’s history, this study analyzed existing data sources and collected new, innovative data through methods such as ethnographic participant observation and participatory workshops to capture and understand the safety experiences of women traveling on Metro.<sup>1</sup>

In the 2019 study, women described sexual harassment, other crime, physical safety, injuries, and presence of staff to manage safety concerns as their greatest issues when riding transit. Women in workshops during the UHWT study expressed that riding on Metro alone after dark felt unsafe and that they had feelings of vulnerability and anxiety while waiting at dark or empty stations and stops. In addition, many of the other concerns and needs in the three other themes had overlays of safety concerns, e.g., station design preferences often cited brighter lights for security reasons.

*1. Research methods such as participant observation and participatory workshops are drawn from the field of ethnography, utilizing qualitative data collection and analysis to understand how people exist in a particular setting — in this case the setting of public transportation.*



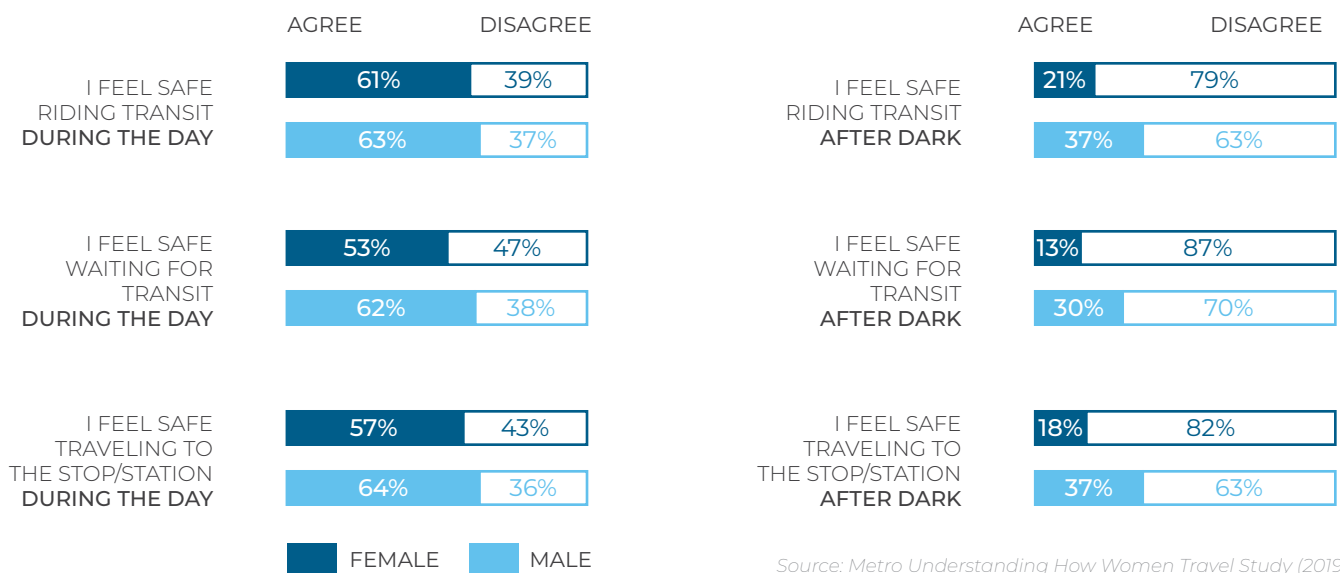


## UHWT Findings (continued)

The UHWT study found that while 60% of female riders reported feeling safe riding Metro during the day, the number dropped to just 20% who felt safe at night, as seen in Exhibit 3-3. In addition, only 13% of female riders reported feeling safe waiting after dark for their train or bus to arrive and 18% felt safe walking to and from their train station or bus stop.

In the UHWT study, passengers of all genders reported experiencing some form of sexual harassment, including those who identify as non-binary, reported having been harassed on the bus within the past six months. One out of four women bus riders and one out of three women rail riders reported experiencing sexual harassment in the past six months. Although Metro’s crime reports do not specify gender, national trends show that women are more likely to be victims of sex offense crimes.

*Exhibit 3-3: Current Metro Riders’ Perception of Safety during the Day and Night*



Source: Metro Understanding How Women Travel Study (2019)

# SAFETY



## Gender Audit Findings

Safety on Metro is among the highest priorities in Metro plans and policies. However, gender-specific performance goals and performance metrics are not always explicitly documented in strategic documents. In addition, internal coordination, training, and gender-specific enforcement protocols and practices are absent. Not having these in place as formal policy and standards hinders implementation of safety efforts that would improve the travel experience for women riders. These missing metrics and protocols make it difficult to assess how gender needs are incorporated into the implementation of safety

efforts on Metro’s system. Additionally, Metro’s Code of Conduct, a primary tool for maintaining safety on the system, includes elements that may unfairly bias riders based on gender, depending on how it is enforced. Highlights of some of the gender audit’s key safety findings include:

### Lack of gender-specific performance goals and performance metrics

- » Incident response time metrics are reported to the Metro Board to demonstrate improvement or highlight issues that are occurring — but they are not explicitly related to or tracked by gender.





## Gender Audit Findings (continued)

- » Performance metrics related to injuries by gender are not regularly reported.
- » All Rail and BRT stations are required to have 100% security camera coverage, providing holistic video surveillance across the station environment. However, these requirements are not always apparent to the public, nor are they specifically related to the needs of women. In addition, bus stops are not covered by these minimum standards.
- » Design guidelines related to safety do not include consistent baseline or minimum safety amenities and features across all modes of transit that directly reflect women and their perceptions of safety. Women-led groups should be surveyed or interviewed to document their specific concerns of safety in terms of services, station and stop design, and presence of security. This input could be included as part of standards and design of stations and stops.
- » Service training protocols do not seem to explicitly address the needs of women, but take a more generalized safety approach. For example, guidelines on pass-ups could result in a single woman traveling alone at night at a stop for extended periods, whereas pass-ups of

### **Inconsistent internal coordination, training, and enforcement protocols and practices make it difficult to assess how gender needs are identified and incorporated**

- » Internal protocols and practices support coordination between departments to enhance safety, but there are few explicit policies that maximize or require coordination across all safety staff.





# SAFETY



## Transit Agency Best Practices

Addressing safety was the most compelling and complex topic discussed among peer transit agencies. Creating programs to address customer safety must strike a balance between protective services and safety awareness. Many transit agencies have recently introduced pilot programs that integrate active public and community participation within its creation. Direct collaboration with customers places the root cause of safety issues at the forefront — whether it is for physical improvements, more security, cleanliness, or public awareness.

Best practice research looked at opportunities for Metro to consider. An assessment of peer transit agency safety programs included applicability for Metro and potential for a pilot program. Best practices for safety improvements include:

### “Request-a-Stop” Program

Transit agencies in Toronto, New York, and Denver allow riders to request a stop between designated bus stops to minimize walking distances at night, thereby increasing safety and convenience. Studies have shown that policies like request-a-stop that allows passengers to disembark from the bus closer to their final destination during late evening hours received high marks from women passengers (Loukaitou-Sideris 2009).



### SAFETY HIGHLIGHT: BART TRANSIT AMBASSADOR PROGRAM

*BART has seen a decline in crime after a Transit Ambassador program was initiated in 2020. Monitoring updates are reported back to BART’s Board of Directors based on metrics and customer satisfaction surveys conducted to gain feedback from riders. The program is based in part on surveys conducted as part of the “Not One More Girl” anti-sexual harassment campaign, where respondents overwhelmingly said “staff presence” throughout the BART system was needed to feel safer. An initiative pairing officers with crisis response professionals will also begin soon.*



Photo Source: BART (2020)



*Having a great security presence [as part of the Transit Ambassador program] so issues can be addressed immediately, as opposed to reporting afterward.”*

GAP WORKSHOP PARTICIPANT



## Transit Agency Best Practices (continued)

### Transit Ambassadors

As part of BART’s safety initiatives, the agency has youth leaders on the hiring panels for its transit ambassadors. Since implementing its program in early 2020, BART has seen a decline in crime but has not yet formally measured the success/satisfaction of the program by gender. Monitoring of the program is occurring through metrics such as number of platform checks, types of educational contacts, and number of times police officers have been called.

### Adopt-a-Station Program

Multiple transit agencies that have created similar community partnerships like adopt-a-station/stop such as the San Francisco Bay Area Rapid Transit District (BART), Santa Clara Valley Transportation Authority (VTA), Ann Arbor Transportation Authority (AATA), Denver’s Regional Transportation District (RTD), among others. In these programs, a sponsor, either a local business, community group or individual, pays to sponsor the station and pick up litter and report graffiti and other related station issues. In return, transit agencies can provide incentives such as transit passes or a plaque to acknowledge the sponsor’s efforts. A national survey found that 73% of transit agencies thought their adopt-a-station programs were successful (TCRP 2013).

### Safety Hotline & Silent Reporting

Sky Train in Vancouver provides a silent alarm strip that notifies transit operations and sends security to the next station to board the train. In New York subways and buses, passengers can text “hate” to 81366 to report harassment and provide photos with their text message.

### Bystander Intervention & Anti-Sexual Harassment Campaigns

BART and the Massachusetts Bay Transportation Authority (MBTA), have recently revamped their “zero tolerance for sexual harassment” campaign by partnering with woman, girls, and nonbinary youth community groups to address gender-based violence and harassment on transit.

### Secure Station Scheme

Transport for London’s (TfL’s) “Secure Station Scheme” recognizes that security and safety can be improved through management and constant assessments of a station’s performance. In 2018, London’s Department for Transport reported reduced crime levels, reduced risk to vulnerable people at the station, and improved passenger confidence to travel after the station assessment program was implemented.

## SAFETY



### Community Feedback

As mentioned in Chapter 2, the on-line survey, comment cards, focus groups, and community workshop were designed to outline a list of potential strategies/improvements to then take to the community and solicit feedback.

Implementation of a Transit Ambassador program appealed to all workshop participants, highlighting the need to have additional personnel aboard buses

and trains, as well as at stations and stops, to assist with safety concerns. This program was a top choice across all genders, with 83% of survey respondents ranking it first or second among safety strategies. Additional recommendations from the focus groups were to have multiple transit ambassadors focused on different needs, (e.g., on safety issues, customer service), and to hire ambassadors directly from the communities where they work.



**83%**

RANKED A TRANSIT AMBASSADOR PROGRAM AS FIRST OR SECOND AMONG SAFETY STRATEGIES

The Request-a-Stop program also appealed to workshop participants, comment card respondents, and survey respondents, with 43% of women ranking it as one of their top two safety strategies. Some respondents shared concerns about the potential for too many added stops and how that would affect travel time.

**43%**

OF SURVEYED WOMEN RANKED A REQUEST-A-STOP PROGRAM AS ONE OF THEIR TOP TWO SAFETY STRATEGIES





## Community Feedback (continued)

Focus group participants particularly supported the idea of expanding operator training to include issues related to gender-specific needs. Topic ideas included trauma-informed care, de-escalation, and waiting until all passengers are seated before pulling away to minimize tripping and falling.

Many riders shared their experiences with harassment and other safety related issues on the system and cited the need for additional safety measures that offer protection from harassment. Ideas included women-only vehicles, additional safety cameras, development of a “buddy system” where people completing the first/last mile from transit can pair up, a simplified harassment reporting process such as a Text to Safety Hotline, and more emergency call boxes or safety buttons on buses and trains, and at stations and stops.

Workshop participants and comment card respondents emphasized the need for additional strategies that address cleanliness such as clearing of litter and cleaning of vehicles during operation, or more frequent sweeping and maintenance at platforms. Many thought spaces that are unclean felt unsafe, unattended, and uncomfortable.



**“** *Yes! this is what we need! Anti-sexual harassment help.*”

GAP WORKSHOP  
PARTICIPANT



# STATION, STOP & VEHICLE DESIGN

An important part of a woman's journey is how safe and comfortable they feel, both on and off their bus or train.

As shown from recent Metro surveys, women feel less safe waiting at their stop or station than they do while onboard a bus or train (see Exhibit 3-3). Once on buses, women have reported challenges traveling with children in overcrowded spaces, lack of cleanliness, and limited space for strollers, especially when it needs to be folded and carried while simultaneously holding a baby. There is scarce open space where a stroller or other items such as shopping bags or bulky packages can be stowed, which makes that space highly competitive. Women also reported the lack

of restroom facilities along their journey as a persistent concern, particularly for those that are elderly or traveling with children.

Overcrowded spaces and vehicles also create an environment for unwanted physical contact; as a result, women riders often feel vulnerable and apprehensive while riding transit. However, vehicles with more passengers may also provide a greater feeling of personal security for some women riders. Designing for acceptable spacing and seating for riders enables them to take control of their trip and make choices to meet their own preferences.



## TRAVEL CHALLENGES

Women often encounter challenging situations when using transit, including the following:



**Overcrowded stations or vehicles** are difficult to navigate when traveling with children



**Lack of cleanliness** makes bus stops & vehicles feel unsafe & unwelcoming



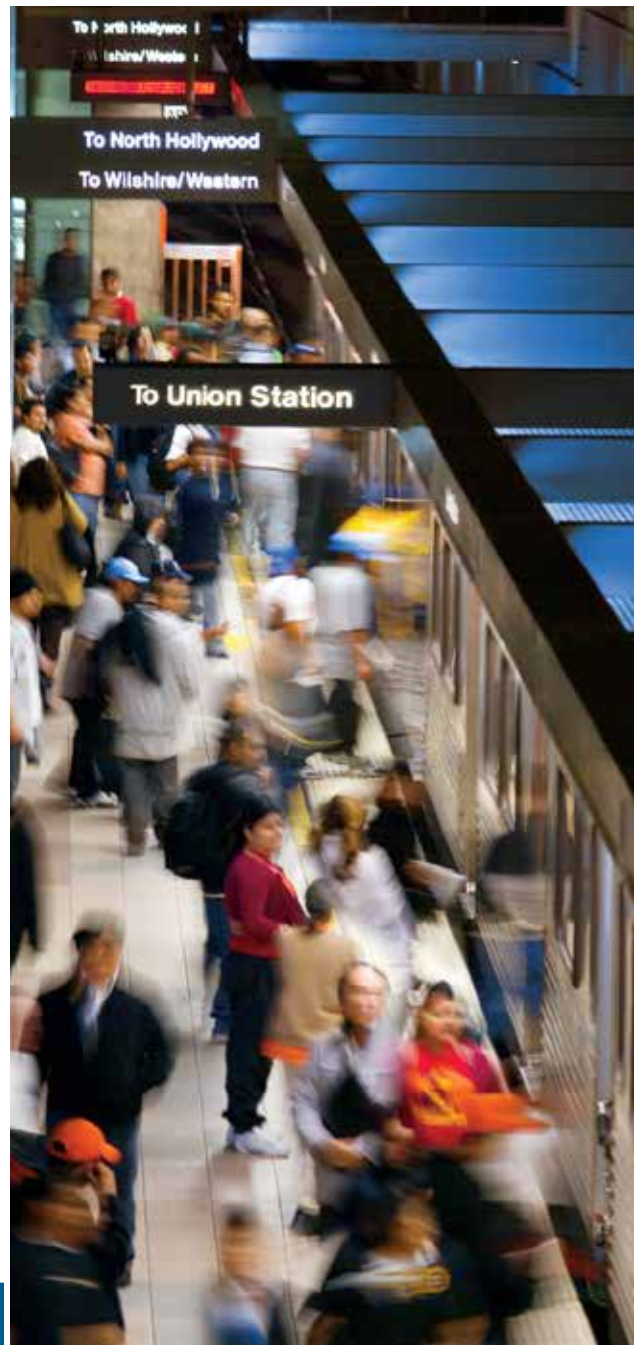
**Limited or no space for strollers, shopping bags, or packages** on vehicles



**Lack of restroom facilities & insufficient seating areas**, especially for those that are elderly or traveling with children



**Unwanted physical contact** in overcrowded spaces & vehicles





# STATION, STOP & VEHICLE DESIGN

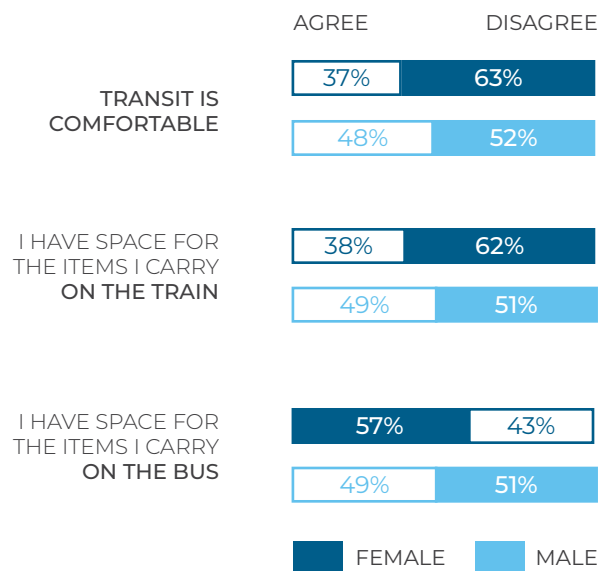


## UHWT Findings

The UHWT study found that fewer than 40% of female riders feel that transit is comfortable or that transit vehicles have the space they need for their belongings, as seen in Exhibit 3-4. Women traveling with children, packages, or strollers, as well as older passengers, avoid getting on overcrowded vehicles, which increases their wait time at stations or bus stops.

Women in focus groups during the UHWT study also expressed issues with passenger courtesy for pregnant women. This issue exacerbated difficulties, like traveling with young children while aboard Metro vehicles. Many women described instances where they experienced a lack of etiquette among riders or between operators and riders, and less than one-third agreed that they felt other riders were courteous.

*Exhibit 3-4: Sentiment on Transit Comfort & Availability of Space*



Source: Metro Understanding How Women Travel Study (2019)





## UHWT Findings (continued)

Household-serving trips make up a larger share of women's travel (62% of trips) compared to men's (54% of trips). Household-serving trips, such as shopping for groceries or carrying out errands often involve carrying bags and may limit how far women are able to walk comfortably to and from a bus stop or underground rail station.

**62%** OF TRIPS WOMEN MAKE ARE FOR HOUSEHOLD ERRANDS, TRANSPORTING SOMEONE, MEALS, SCHOOL/DAYCARE



# STATION, STOP & VEHICLE DESIGN



## Gender Audit Findings

Though gender may have been considered in their initial development, Metro’s documents that guide the design of vehicles do not explicitly address gender-specific needs. Stroller space, handrails and straps that serve people of diverse heights, and ample places to sit and wait comfortably are all absent from the design of Metro’s vehicles, stops and stations. Highlights of some of the gender audit’s key station, stop and vehicle design findings include:

### There is an absence of design guidelines for physical stop/station/vehicle elements addressing specific needs of women riders

- » Few policies or protocols exist for those traveling with strollers, particularly around the need or requirement to collapse strollers.
- » Transit vehicle interiors (and bus interiors in particular) constrain the use of strollers and create competition for limited open space; luggage racks are also not provided to assist riders with storage of bags while traveling.
- » Seating configurations are intended to maximize seats but may not consider women’s preferences for sitting next to others or avoiding sitting next to others.







## Gender Audit Findings (continued)

**Though women riders' needs may have been considered in their development, the documents that guide the design of stations and stops do not explicitly address gender-specific needs**

- » Bus Rapid Transit (BRT) and rail station design guidelines do not establish minimum level of amenities that could address the cleanliness and security needs of women. For example, the number of seats, restrooms, lighting, or communications equipment are not standardized to support comfortable travel for women or people traveling with children.
- » Design guidelines lack sufficient standards for shade coverage and lighting that account for the needs and preferences of women and those traveling with children.
- » Elevator guidelines in the Metro Rail Design Criteria (MRDC) are based on the needs of customers with disabilities, but do not explicitly consider the unique needs of parents traveling with small children and/or strollers. Traveling with strollers is typically considered similar to traveling with a mobility device within Metro and is given similar priority on elevators. Elevator design standards are intended to ensure redundancy and designed with materials to promote visibility and withstand daily wear-and-tear.
- » Cleaning and maintenance protocols for elevators and bathrooms are also not aligned with customer experience goals.



# STATION, STOP & VEHICLE DESIGN



## Transit Agency Best Practices

Many of the peer transit agencies have recently undergone replacement of their vehicles and redesigns of their stations to incorporate new technologies and safety measures.

Best practice research on station, stop, and vehicle designs focused on areas that would increase comfort, safety, and ease of travel for women riders and their families. Recent design practices from other agencies include:

### Stroller Areas

In the Bay Area, Contra Costa County's Tri Delta Transit, San Francisco Municipal Transportation Agency (SFMTA), and Livermore Amador Valley Transit Authority (LAVTA) have special areas on buses behind the wheelchair area for passengers using strollers. Each bus has room for at least two strollers.

### Innovative Bus Stop Amenities

In Pennsylvania, the Lehigh and Northampton Transportation Authority (LANTA) has installed new benches with touchless activation of a solar light. MBTA has also started using solar-powered E Ink screens<sup>2</sup> that predict crowding levels on buses schedule to arrive.



## STATION, STOP & VEHICLE DESIGN HIGHLIGHT: TTC STATION AMENITIES

*Toronto Transit Commission's (TTC) designated waiting areas (DWAs) are areas within every rail station (near the station platform) with concentrated amenities such as clearly marked security cameras, stronger lighting, and a call box with separate buttons to push for "Emergency" and "Information." In 2015, TTC started a station transformation project that included*

*cameras throughout the system rather than only focused on major choke points. Intercom upgrades and expansions were also implemented beyond the secondary entrances and DWAs. Now the intercoms are at the main entrance on both paid and unpaid sides. Every station has a station supervisor, customer service agent, or collector to interact with customers.*

*Performance measures are tracked annually and categorized by station and complaint type. Turnstile gates were converted to wide-aisle gates at all entrances in 2013, which benefitted families with strollers, bike riders, and disabled riders.*



## Transit Agency Best Practices (continued)

### Courtesy Seating

TfL has offered “Baby on Board” badges since 2005 which is helpful for those who may have difficulty asking for priority seating due to language barriers, fear of conflicts, and those noting wanting to draw attention. In South Korea, a lighted sign turns on when triggered by a sensor from a rider who needs priority seating.

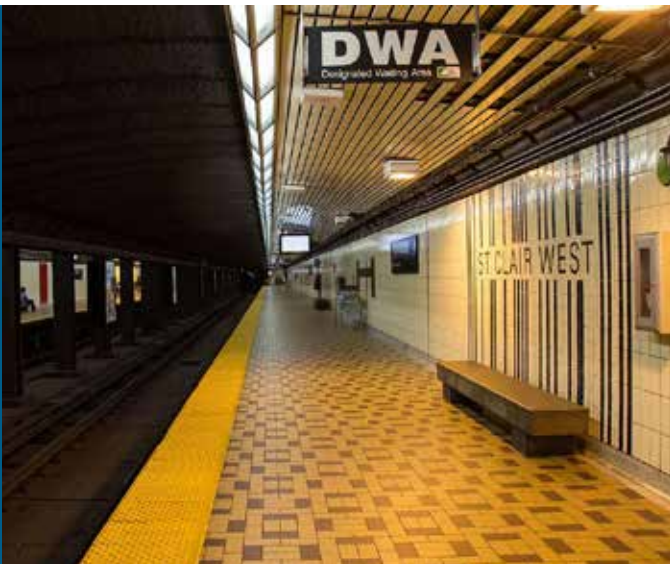
### Clearly Designated Waiting Areas

TTC created its designated waiting areas in partnership with local communities and an anti-violence against women organization (Metrac) to directly address women’s safety concerns inside stations. Wider/more accessible fare gates: TTC,

BART and Hong Kong’s Mass Transit Railway have adopted wider fare gates in order to increase accessibility and reduce fare evasion.

### Better Access to Amenities

TfL, the Metropolitan Atlanta Rapid Transit Authority (MARTA), Central Puget Sound Regional Transit Authority (Sound Transit) and others have created innovative pilots to maintain restrooms and increase safety issues. This has included partnership with local businesses and working on innovative design features like steel coatings and graffiti-proof walls.





## STATION, STOP & VEHICLE DESIGN



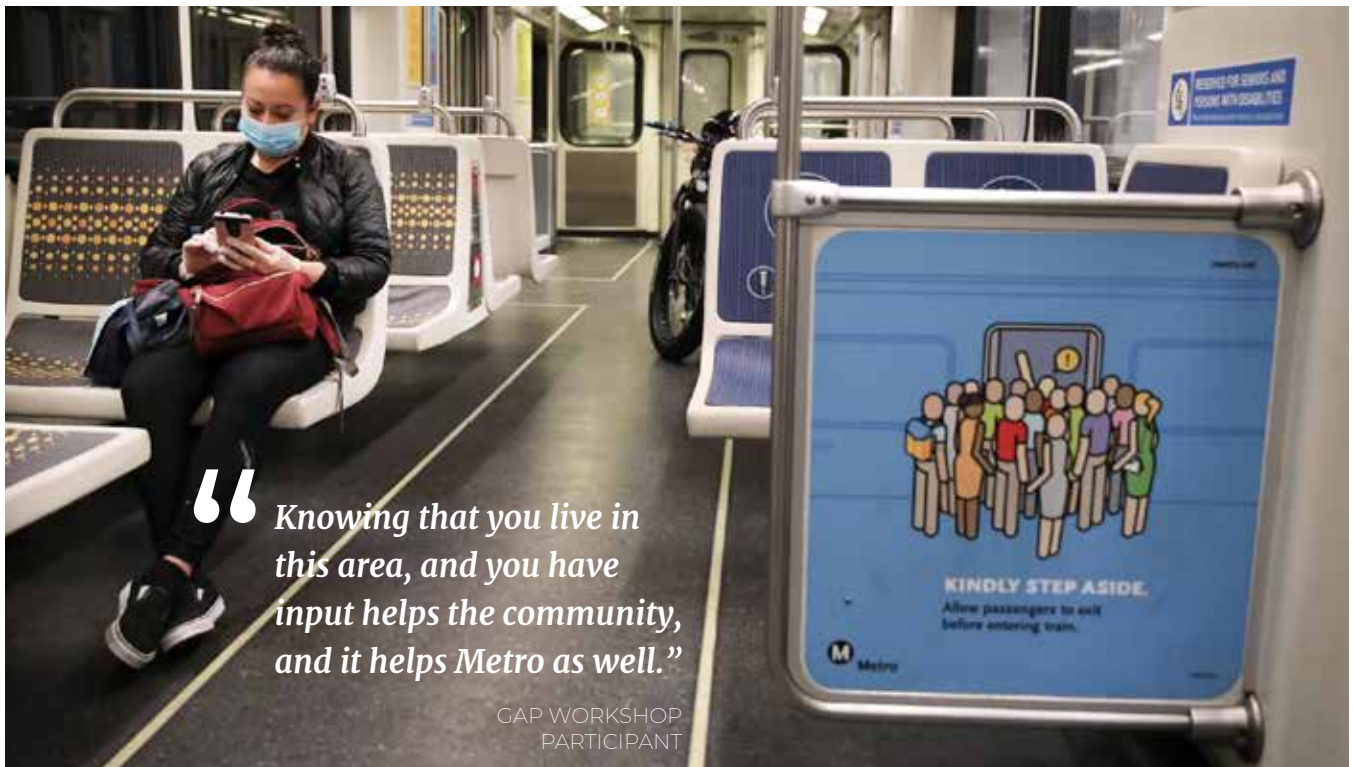
### Community Feedback

Workshop participants expressed strong support for Enhanced Bus Stop Amenities. Participants recommended that practices incorporate the needs of elderly people as well as disabled people through use of Universal Design principles. Shade was also mentioned as a key need. Respondents of all genders expressed support for these ideas.

Many respondents also shared the need for improved cleanliness and brighter lighting at stops and stations.

Participants overwhelmingly supported the idea of restroom additions and improvements at stations and bus stops as well as Designated Waiting Areas.

Around 75% of women responding to the survey listed a waiting area with seating, lights, and shade as their number one priority (an additional 15% listed it as their second priority), while 54% of survey respondents indicated that additional restrooms were in their top one or two strategy priorities.



“Knowing that you live in this area, and you have input helps the community, and it helps Metro as well.”

GAP WORKSHOP PARTICIPANT



## Community Feedback (continued)

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**90%** OF WOMEN RESPONDENTS RANKED A WAITING AREA WITH SEATING, LIGHTS, & SHADE AS THEIR FIRST OR SECOND PRIORITY

**54%** OF SURVEY RESPONDENTS RANKED ADDITIONAL RESTROOMS IN THEIR FIRST OR SECOND PRIORITY

The need for more activity to occur at stops and stations was discussed, especially in areas without natural foot traffic. One recommendation included a vendor program or partnerships that allows for more “eyes on the street” and to help improve the experience of waiting.

Onboard vehicles, participants supported solutions to accommodate strollers on buses, and offered ideas for providing more space on buses to store belongings (including walkers and bikes), more accessible stop buttons on buses (including “push plate” designs), and more comfortable seating on vehicles.

Focus group participants suggested that more articulated buses—a longer bus consisting of two rigid sections connected to each other—on the system could help provide the necessary space to avoid crowding and provide room for competing needs on board.

At stations and stops, participants suggested more customer service agents at stations, book libraries and phone charging options at bus stops, and markings designating priority boarding for wheelchair users on sidewalks and station platforms.

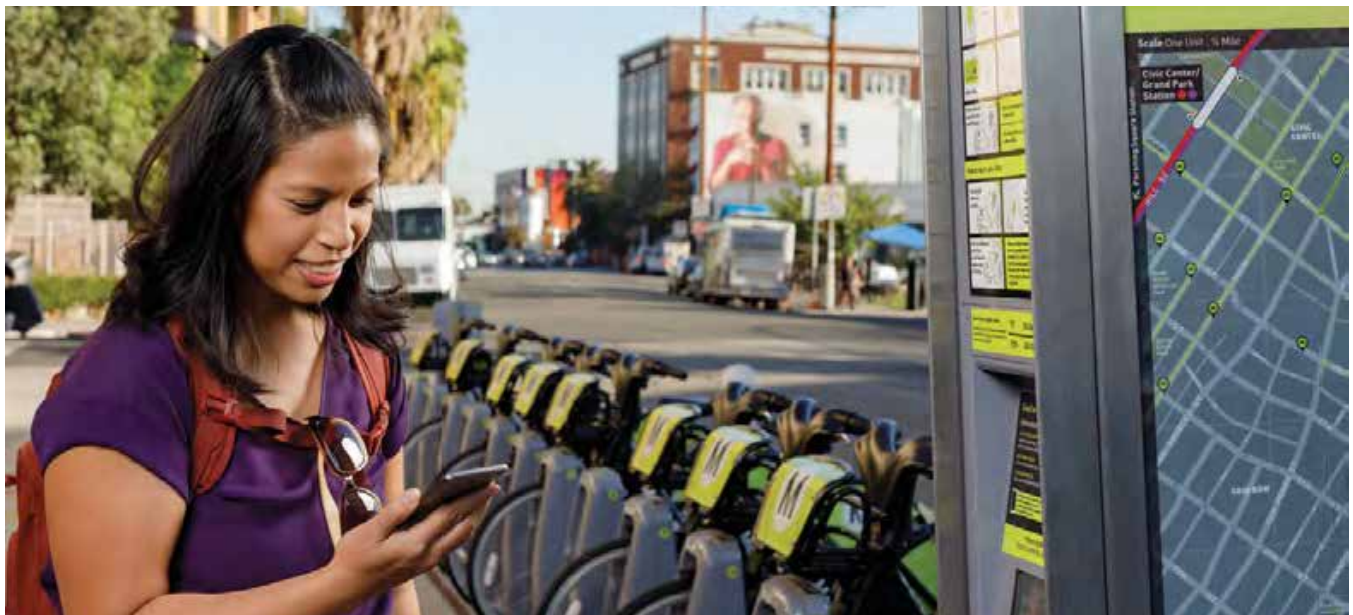




# FARE POLICY

Fare policy has a direct influence on the ability of women riders to travel as often as they need.

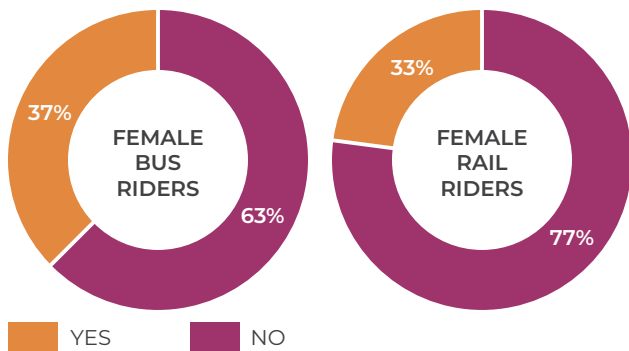
Fare policy and enforcement, particularly for women traveling with children, contributes toward riders' dissatisfaction on transit. Customer travel trends point to how Metro should continually assess its fare policies. Fares are important considering fluctuations in available transit service, changing economic burdens, and gender implications and outcomes that should match access and mobility needs. Fare policy has a direct influence on the ability of women riders to travel as often and how often they need to.





From traveling with children, to making household trips on the bus, the disproportionate burden that women carry in their everyday travel is amplified for lower-income women. A greater proportion of women than men make multiple-stop trips when traveling between their homes and workplaces, yet 63% of female bus riders and 77% of female rail riders do not receive a discount on their fare, as shown in Exhibit 3-5. In 2019 only 6% of female bus riders and 10% of female rail riders surveyed in 2019 were part of the LIFE (low-income coupon) program, yet the 2020 median annual household earning for female bus riders was \$16,000 and \$31,000 for female rail riders.

*Exhibit 3-5: Current Female Metro Riders: Did you receive a discount on your fare?*



Source: Metro Understanding How Women Travel Study (2019)



# FARE POLICY

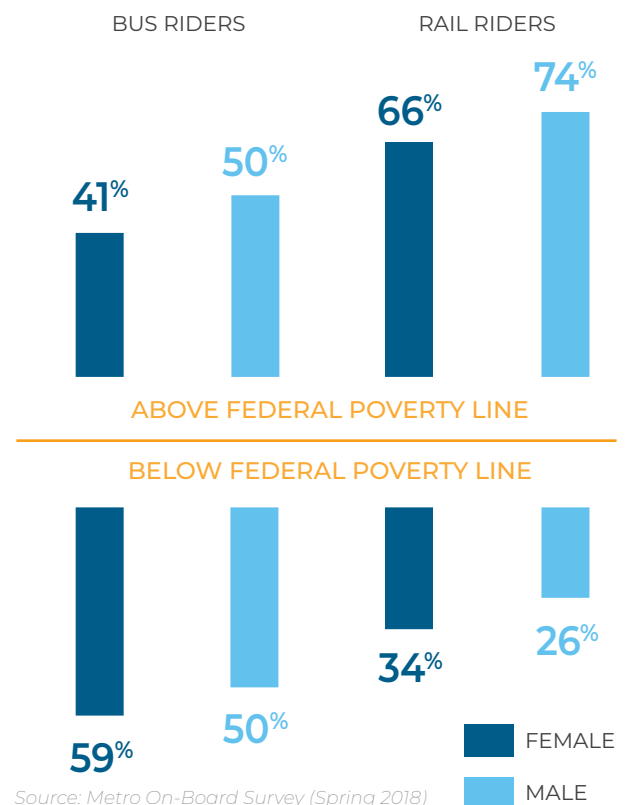


## UHWT Findings

The UHWT study pointed to the fact that among Metro riders, more women than men live below the poverty level. Many women also bear the financial burden of paying for others' travel, including their children and others in their care. Women also reported choosing more expensive rideshare services instead of transit—even when they initially intended to use transit—to feel safer or get to their destination faster. This demonstrates an acute need to consider gender when developing fare policy programs and services.

Many women respondents in the UHWT study also noted that monthly passes are cost-prohibitive due to the high up-front cost (both the total amount and the need to “tie up” the entire cost of the pass at the beginning of the month) and the uncertainty that the pass would be the best option if they ended up riding transit less than they expected to each month.

Exhibit 3-6: Poverty Status of Metro Riders





## Gender Audit Findings

While the disproportionate cost burden of gender is evident in research, it is not addressed in Metro’s fare and pricing program communications, promotions, or evaluations. Fare products that meet the needs and preferences of women riders are lacking, such as family passes, “best fare” policies, and unconstrained free child fares. Metro’s fare structure risks compounding the cost burden of travel for female heads of household. Although fare changes are being considered by Metro through

an equity lens, there is no comparative gender-disaggregated analysis or family and household considerations. Below highlights some of the key findings under the gender audit for fare policies:

### **Gender — and the cost burden associated with gender — is not addressed in all fare and pricing program communications, promotions, or evaluations**

- » Promotion and communication of existing fare discounts are typically generalized, and not targeted to women and families.
- » The Travel Rewards Research Pilot is considering cash payments and other incentives to persuade travelers to use non-single occupant vehicle modes to complete their trips, but does not identify how it will equitably address differing travel patterns by gender that make it more difficult for women to alter their travel behavior or reduce car travel (for example that women make more frequent trips, are more likely to trip chain, and often travel with small children and many bags).





# FARE POLICY



## Transit Agency Best Practices

Peer transit agencies have created alternative fare programs that target the travel patterns of women, families, and visitors/tourists. Through innovative digital Apps, inclusive discount programs, and flexible ticketing systems, transit agencies have been able to shift their fares to accommodate the changing needs of their riders. Best practice research for fare programs included:

### Reduced Fares during Off-Peak Hours

King County Metro in Seattle uses off-peak pricing throughout its entire network and Southeastern Pennsylvania Transportation (SEPTA) provides off-peak pricing on its intercity regional rail system that varies by zones. While off-peak pricing can improve equitable outcomes, research also suggests it can increase cost efficiency for transit agencies by generating more revenue during peak hours and attracting more ridership during off-peak hours (Smith 2009).

### “Family Pass” TAP Cards

Chicago Transit Authority (CTA) provides a “passback” feature that allows up to seven people to share the same fare payment card. This feature would particularly benefit those who do not own smartphones. However, family passes and pass sharing offer challenges related to integration with existing TAP technology and tracking of fares and ridership data that must be reported to the National Transit Database; this is particularly true when riders have different destinations or board at different times.

### Distance-Based Fares

In Washington, D.C. and on BART, the price is based on how far the rider is traveling. Greater Toronto and Hamilton Area (GTHA) is in the process of transitioning to distance-based fares across 10 different transit operators and found that transfers were up by 20% to 25% (SPUR 2019).





## Transit Agency Best Practices (continued)

CTA is also currently exploring fare capping on their passback feature, in which customers would pay the cost of a monthly pass over time instead of paying the full cost upfront. Since the one-time payment of a monthly pass can be too high for lower-income female riders, this offers an alternative payment plan for transit. Fare capping is currently being piloted by Metro, and is offered in Portland, Dallas, Houston, and Miami-Dade.

### Refund Request for Late Buses or Trains

The Washington Metropolitan Area Transit Authority (WMATA) has a “Rush Hour Promise” that provides refunds for late buses and TfL provides a similar service, allowing riders to claim a refund online or by mail up to 28 days after their train trip being delayed for 30 minutes or more.



## FARE POLICY



### Community Feedback

Workshop attendees provided limited feedback regarding fare policy. The discussion was primarily focused on the idea of providing refunds for a late bus/train. Participants were interested in what the process would look like for submitting and receiving a refund.

Comment card and survey respondents across all genders supported the idea of expanding fareless transit options, which was ranked as a top two strategy by 60% of respondents. Fare capping, reduced fares during off-peak hours, and family friendly fare cards were also selected as top choices by comment card and survey respondents.

Respondents also highlighted the need for digital fare payment options. Focus group participants shared that digital fares offer safety benefits as well by minimizing opportunities for theft.

*“ I like the digital fare payment... if I’m by myself [at a fare machine, I worry people may think my card] it’s an ATM... the digital aspect of it is a great idea and I hope you keep developing it.”*

GAP FOCUS GROUP PARTICIPANT

Other ideas offered by participants included discount fare days, free transfers between agencies, refunds for TAP cards, refunds for bus pass-ups, income-based fares, distance-based fares, equal fares for all bus/train lines, and reduced fares for seniors, those with disabilities, and women.

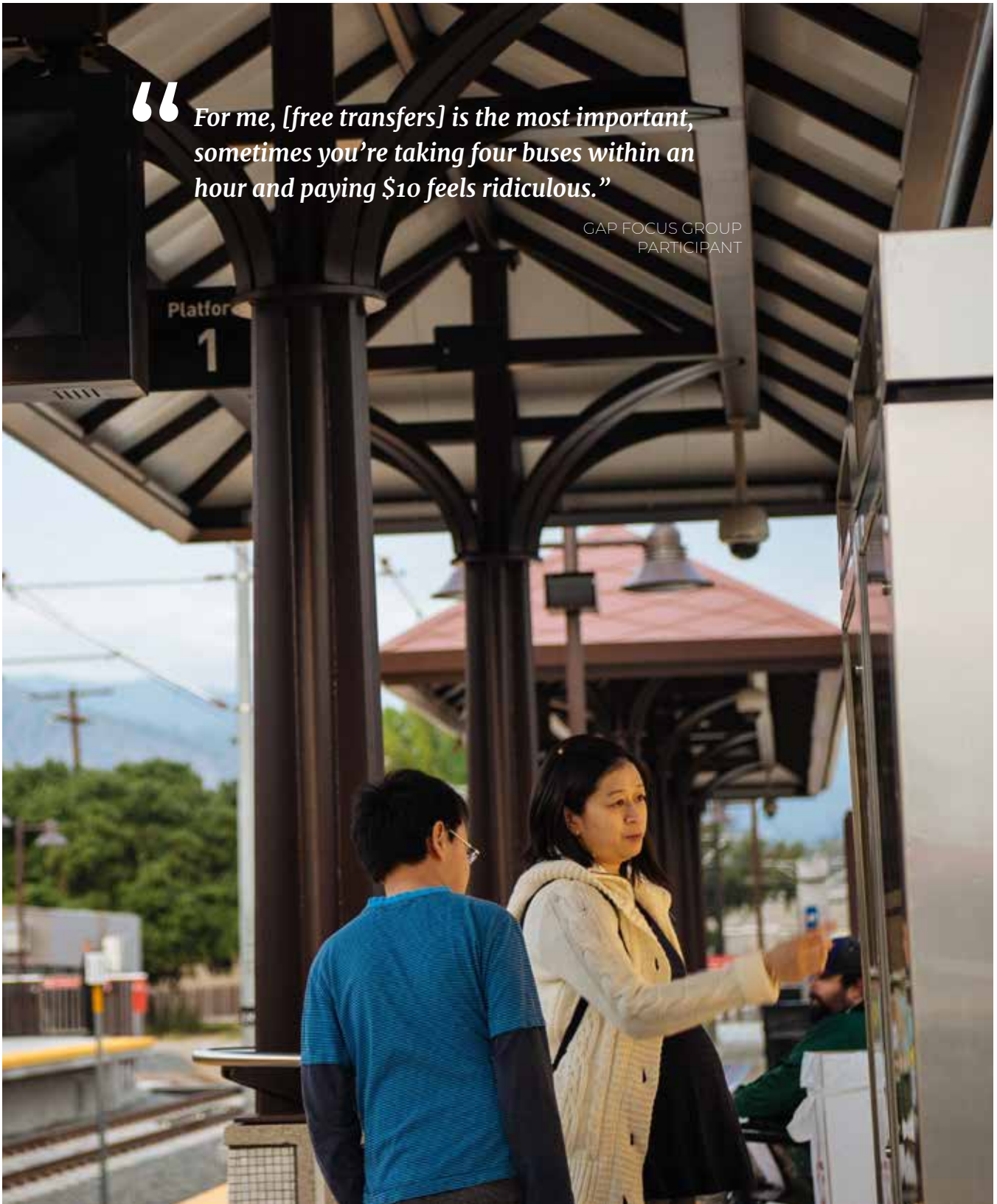
**60%** OF RESPONDENTS RANKED EXPANSION OF FARELESS TRANSIT OPTIONS AS ONE OF THEIR TOP TWO FARE POLICY STRATEGIES





“ For me, [free transfers] is the most important, sometimes you’re taking four buses within an hour and paying \$10 feels ridiculous.”

GAP FOCUS GROUP  
PARTICIPANT





# SERVICE FREQUENCY & RELIABILITY

The necessity of making multiple transit stops (trip-chaining) – transporting children, taking care of elderly parents, running errands, and grocery shopping – is a daily routine for many women riders.

The lack of alternatives due to constraints imposed by any one or a combination of low income, single-mother status, or distance of residence can compound their travel burden. A dependable transit service that is both frequent and on time can help reduce this burden.

Real-time transit information helps ease the uncertainty of travel. Inaccurate arrival times can produce stress for women riders and unreliable real-time information can be more discouraging to riders than no real-time information at all. One study found that 9% of riders said they reduced their transit use after receiving errors in real-time predictions (Gooze et al. 2013). Another study found that women have a slight preference for text messages over smartphone apps for receiving real-time transit information (Harmony & Gayah 2017). Having information such as arrival times, service alerts, and on-board crowding allows women riders to make better-informed decisions about when and how to plan their day. Clear communication and reliable information are also key to address the service frequency and reliability needs of women riders.





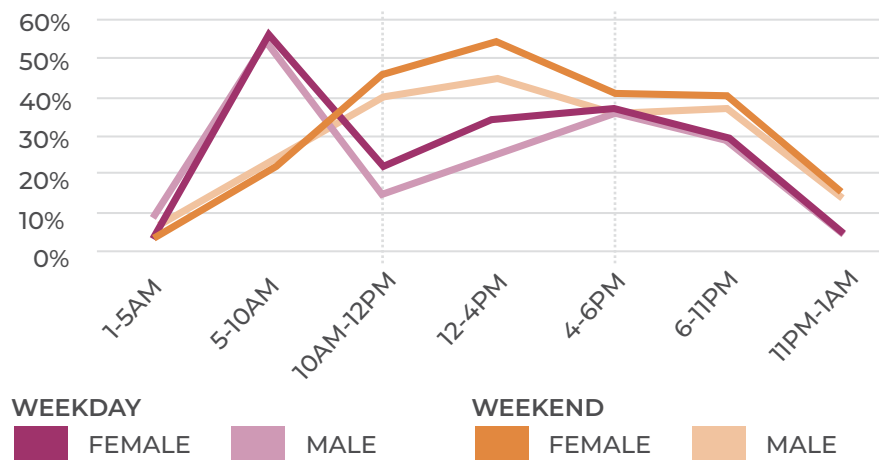
## UHWT Findings

The UHWT study revealed that household-serving trips make up a larger share of women’s travel (62% of trips) when compared to men’s (54% of trips), including household errands, transporting someone, meals, and trips to school or daycare. In addition, the study found that trips for work make up a smaller share of women’s travel than of men’s (15% of all trips for women compared to 24% of all trips for men). Finally, the study indicated that in addition to peak travel during normal morning and evening commute times (7am–9am and 5pm–7pm), women’s travel has a third peak around 2:00 pm, when approximately 8% of women’s trips occur.

The UHWT study also revealed that midday (9am–3pm) wait times of 20–30 minutes at the bus stop made transit particularly difficult for women with disabilities and with young children and was especially challenging if there is no bench or shelter. Many UHWT participants reported being late for appointments or leaving very early if they wanted to reach their destination on time. Participants with jobs outside typical “9am–5pm” hours expressed that bus schedules were not conducive to their needs, especially for “third shift” workers (starting at night and ending in the early morning).

The largest differences in time of day travel patterns are between 12-4PM, when 41% of female respondents say they travel on weekdays (vs. 32% of men) and 55% say they travel on weekends (vs. 46% of men).

Exhibit 3-7: Share of Trips by Time of Day





# SERVICE FREQUENCY & RELIABILITY



## Gender Audit Findings

Metro is currently adjusting bus service frequencies as part of its NextGen Bus Plan. These changes will improve access to buses and better serve those who travel during the middle of the day. In addition, Metro buses and rail are returning to normal operations as LA County continues to recover from COVID-19, responding to changes in travel patterns and labor shortages.

As Metro’s services return with consistent operation, it will be important to ensure that women riders and their travel patterns are accommodated. Service and operational decisions

should not just respond to the overall trends in customer travel patterns, but also specifically address the needs of women riders.

Service performance data should be collected and disaggregated by gender as well as age, race, and family structure. This type of data collection and analysis will make it possible to evaluate whether service changes after NextGen and COVID-19 improve access and ease of travel for women or if further service adjustments are needed. Highlights of some key findings from the gender audit related to service frequency and reliability include:





## Gender Audit Findings (continued)

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### **Service policies related to rail and bus services are inconsistent, & do not explicitly state gender needs as a reason for the policy choice**

- » Recent restructuring of bus service in the NextGen Bus Plan vastly improves frequency during off-peak time periods, which can provide unique benefits to women riders; however, the link to gender is not identified or articulated as a reason to continue to offer robust off-peak service.
- » Explicit service policy goals in the Metro Rail Design Criteria (MRDC) related to rail service levels have the effect of prioritizing the quality of rail service over bus service, though bus services are more likely to be used by women (particularly low-income women).

### **Performance data are available but not consistently disaggregated or analyzed by gender, nor do they consistently address the needs of sub-groups by gender**

- » Metro collects extensive rider information through their annual customer experience (CX) survey and through other data collection efforts and focus group surveys. However, this data is rarely disaggregated by gender to understand how to adjust services to respond to gender-specific travel patterns, pass-up concerns, and complaint patterns.

### **Improvements to real-time information is not explicitly addressed in strategic guiding documents related to reliability of service**

Real-time information could offer more accurate arrival times and vehicle crowding information, through a wider variety of communication channels including screens at stations and stops, so that women can have the critical information to inform their travel decisions.

# SERVICE FREQUENCY & RELIABILITY



## Transit Agency Best Practices

Flexible and reliable on-demand travel has been piloted by transit agencies, including Metro, in the form of Microtransit shared services, particularly in light of growing off-peak service needs of women riders (before 7am, 9am–3pm, and after 7pm). The goal is to test the ability to move riders locally, on-demand during the midday and early morning, and where they feel safer during late nights. Other new technologies being explored include providing real-time crowding information and emergency updates.

Best practice research to improve service frequencies and reliability focused on programs that added transit services for the off-peak, household-serving, and late-night trips that a high percentage of women riders take. Some of the innovative services that improved reliability include:

### More headway frequency during the midday, nights & weekends

Transit agencies including Seattle’s King County Metro, Portland’s TriMet, San Antonio’s VIA, and Houston’s METRO have recently completed service improvements, similar to the NextGen Bus Plan, where they increased frequencies on bus routes during nights and weekends, expanded service hours during midday and early morning, and improved connections to commercial and household-serving retail. As a result, these agencies have seen positive impacts over time with increased bus ridership, improvements to on-time performance, and less crowding on high-traffic routes.

### On-demand options

Several transit agencies have piloted on-demand services, including Houston METRO’s METROLift, MBTA’s Curb, WMATA’s Abilities-Ride, and New York City’s Metropolitan Transportation Authority (MTA)’s Access-a-Ride. These pilot programs offer instant booking and more efficient routing. While per-trip costs are significantly lower than standard on-demand services, systemwide costs are often higher.



### SERVICE FREQUENCY & RELIABILITY HIGHLIGHT: WMATA REAL-TIME DATA

*WMATA provides real-time location, arrival time, and crowding information for its buses and rail cars. The data feed, known as General Transit Feed Specification Real Time (GTFS-RT), is provided through live feed and used by third party applications like Google Maps.*





## Transit Agency Best Practices (continued)

### Real-world role-playing operator training

Transport for London (TfL)'s "Hello London" customer service training program trained over 23,000 bus operators using real-world scenario role playing. The training initiative led to major improvements in customer service outcomes, including a 12% decrease in complaints about pass-ups and a 41% decrease in complaints overall (MarketingWeek 2020, Steps 2021).

### Real-time arrival information

Portland's TriMet has recently tested a new trip planner that combines transit, ridesharing, car sharing, and bike sharing data and options. The online tool is hosted on the agency's website.



## SERVICE FREQUENCY & RELIABILITY

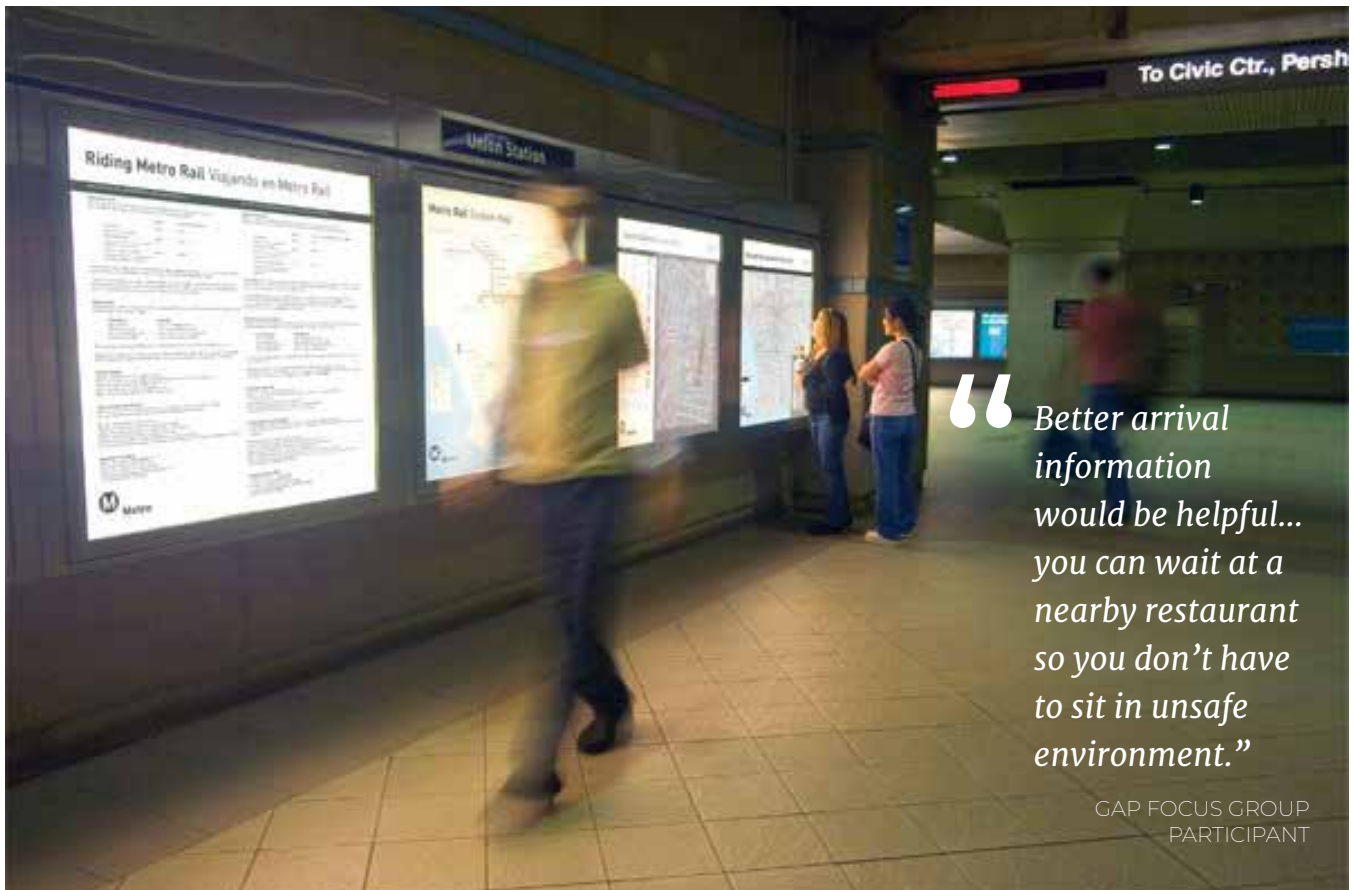


### Community Feedback

Workshop participants overwhelmingly supported the idea of improved frequency during midday, late evening, and weekend hours. Comment card and survey respondents of all genders also supported this idea, with 60% of survey respondents ranking this strategy as a top two choice.

# 60%

RANKED IMPROVED FREQUENCY DURING MIDDAY, LATE EVENING & WEEKEND HOURS AS ONE OF THEIR TOP TWO SERVICE STRATEGIES



“ Better arrival information would be helpful... you can wait at a nearby restaurant so you don't have to sit in unsafe environment.”

CAP FOCUS GROUP PARTICIPANT



## Community Feedback (continued)

Participants specified the need for improved real-time arrival information, citing issues with the current information provided; similar to improving frequency, 57% of survey respondents ranked this strategy as their top two choices.

**57%**

RANKED IMPROVED  
REAL-TIME  
INFORMATION AS ONE  
OF THEIR TOP TWO  
SERVICE STRATEGIES

Workshop participants discussed the Metro Micro pilot, supporting the expansion of the program to include electric vehicle options and additional service areas. Participants also shared that expanding the Metro Bike Share program could help provide needed first/last mile solutions.

New ideas were also discussed during the workshop and focus groups including easier reporting of operations issues, better dissemination of service alerts, providing digital information displays with route maps, and expanded Access services.





# KEY FINDINGS SUMMARY

Exhibit 3-8 on the following pages presents a summary of the GAP's gender analysis methods key findings. The table highlights the resources, research, and analysis conducted showing where information overlaps related to the best practice research. Based on the gender analysis findings detailed previously in this chapter, Exhibit 3-8 includes practices from other agencies, findings from the UHWT study, gaps identified in the gender audit, and efforts being undertaken by Metro that were discussed during department interviews. Practices that could have a "high impact" on gender equity are those that would not only directly benefit women riders but have a positive impact on all Metro riders. This gender analysis is the supportive background and stakeholder-driven priorities to create the actionable gender-focused strategies described in Chapter 4.



Exhibit 3-8: Summary of Gender Analysis Key Findings

	Best Practices	Other Agencies	UHWT Study Findings	Gender Audit Gap Identified	Metro Department Interviews	High Impact
SAFETY STRATEGIES	<p><b>Request-a-Stop Program</b> <i>Allows bus riders to disembark between designated bus stops</i></p>	TTC (Toronto)	Safety concerns waiting or walking at night	Need for a request-a-stop policy	Supported by PSAC & Metro's CX Plan	✓
	<p><b>Station Cleanliness</b> <i>Adopt-a-Stop/Station programs; elevator attendants</i></p>	Many U.S. transit agencies, incl. BART (San Francisco)	Stations & elevators are often unclean	Cleaning & maintenance protocols are not aligned with customer experience goals	Supported by PSAC	✓
	<p><b>Transit Ambassadors</b> <i>Additional presence of unarmed security &amp; customer service staff</i></p>	BART MBTA (Boston) METRO (Houston)	Lack of security when no Metro staff are present	Need consistent coordination between various Metro staff (in-house & contract) across the system	Program currently being developed to provide more staff at stations, stops & on vehicles	✓
	<p><b>Texting to Safety Hotline</b> <i>Apps &amp; other technology to communicate with riders via texting</i></p>	MTA (New York) Sound Transit (Seattle - Rail) WMATA (Washington, DC) Quito, Ecuador	Difficult complaint-reporting process	Incident reporting does not address texting features	New Emergency Security Operations Center is under construction	
	<p><b>Revamp Anti-Sexual Harassment Campaign</b> <i>Educate riders to safely report harassment in real-time, encourage safe bystander intervention</i></p>	BART King County Metro (Seattle - Bus) MBTA	Sexual harassment is too common	Safety policies should incorporate a bystander intervention program	Currently being implemented through PSAC	
	<p><b>Secure Station Scheme</b> <i>Accreditation program for maintaining station safety</i></p>	U.K. Department for Transport	Riders do not feel safe at stations	Need more consistent security across rail/bus rapid transit stations	Updating lighting at stations & working with PSAC for safety improvements at stops/stations	

Exhibit 3-8: Summary of Gender Analysis Key Findings (continued)

	Best Practices	Other Agencies	UHWT Study Findings	Gender Audit Gap Identified	Metro Department Interviews	High Impact
STATION, STOP & VEHICLE DESIGN	<b>Stroller Solutions</b> <i>Designated space for strollers &amp; other belongings</i>	SFMTA (San Francisco) Tri Delta Transit (east Contra Costa County)	Difficult to travel with strollers, bags & carts	Bus interiors constrain use of strollers	Retrofit of buses for additional space is typically done post purchase	✓
	<b>Enhanced Bus Stop Amenities</b> <i>Lighting/seating &amp; design at bus stops</i>	LANTA (eastern Pennsylvania)	Lack of safety/comfort at stops	Seating & lighting standards at bus stops are inconsistent	New design standards are being addressed through the Better Bus Plan	✓
	<b>Courtesy Seating</b> <i>Badges/light up technologies to signal others to give up seats</i>	CTA (Chicago) TfL (London) South Korea	Lack of rider etiquette	Courtesy seating limited to decals onboard transit vehicles & audio announcements	N/A	
	<b>Designated Waiting Areas</b> <i>Waiting areas with increased safety measures on platforms</i>	TTC	Safety concerns at stations	Need for consistent safety standards at stations	Safety & comfort at bus stops are being addressed by the Better Bus Plan & new lighting upgrades at stations	✓
	<b>Wider Fare Gates</b> <i>One or two-panel fare gates improve ingress/egress versus turnstiles</i>	BART TTC South Korea	Traveling with strollers/bags requires space	Turnstile gates can cause discomfort or impede access to riders with strollers, bags, or traveling with children	N/A	✓
	<b>Better Access to Amenities</b> <i>Provide more restrooms &amp; other amenities; better design, maintenance, cleanliness</i>	MARTA (Atlanta) Sound Transit TfL TriMet (Portland, OR)	Difficult to take long trips without restroom access	Consistent restroom design & access standards, especially at stations/stops with high ridership & transfer rates	Departments emphasized that designing for the needs of women will often improve the design for everyone	✓
FARE POLICY	<b>Reduced Off-Peak Fares</b> <i>Peak period riders pay more compared to off-peak period riders (majority of whom are women)</i>	SEPTA (Philadelphia) WMATA	Women often travel during off-peak hours	Gender-specific analysis in fare policy choices should be addressed	Changes to off-peak fares are being considered as service returns to normal	



Exhibit 3-8: Summary of Gender Analysis Key Findings (continued)

	Best Practices	Other Agencies	UHWT Study Findings	Gender Audit Gap Identified	Metro Department Interviews	High Impact
FARE POLICY	<b>Family Friendly Fare Cards</b> <i>Multiple riders use one fare card</i>	CTA	Confusion over child fares	Parents must purchase individual TAP cards for each child	TAP Mobile App pilot allows use of multiple TAP cards in the app for payment	✓
	<b>Fare Capping</b> <i>Incremental payment program that limits how much riders pay per day, week, and/or month</i>	AC Transit (Oakland) DART (Dallas) MDT (Miami) METRO (Houston) TriMet (Portland)	Monthly passes are too expensive to pay up front	Pilot to address monthly passes could be analyzed by gender	Fare capping is currently being piloted & may be enhanced with other payment options	✓
	<b>Refunds for Late Bus/Train</b> <i>Refunds provided for passed up trips or delayed service</i>	TfL WMATA	Pass-ups, late buses & no-show buses are common	Pass-ups of women riders & their experiences should be analyzed & addressed	Free ride code offered for on-demand shared ride services to customers affected by missed runs or pass-ups	
SERVICE FREQUENCY & RELIABILITY	<b>Off-Peak Service Frequency</b> <i>More service options midday (9am-3pm) &amp; late evening (7pm-5am)</i>	Capital Metro (Austin) King County Metro TriMet VIA (San Antonio)	Women often travel off-peak; long waits at night are unsafe	Existing improvements to off-peak service (e.g., NextGen) could be linked to gender issues/concerns	Annual CX Plan identifies issues to address	✓
	<b>Microtransit Options</b> <i>On-demand rideshare during late night hours</i>	GCTD (Ventura County, CA) PSTA (St. Petersburg, FL) UTA (Salt Lake City) VRT (Boise, ID)	No low-cost alternative for infrequent late-night transit	Existing Metro Micro program is a pilot & could be linked to gender issues/concerns	Metro Micro is currently undergoing expansion & revisions in service	✓
	<b>Improve Customer Service Training</b> <i>Operator training program focused on gender differences</i>	TfL	Pass-ups occur due to operator behavior	Pass-ups of women need to be addressed; need for training to address gender issues	New customer experience training underway	✓
	<b>Improved Real-Time Arrival Information</b> <i>Integrate real-time with various trip planner platforms</i>	TriMet	Inaccurate or no arrival information	Availability & accuracy of real-time arrival information can be expanded	Better Bus Program is addressing real-time information	✓



CH.04

# GAP STRATEGIES

*After gathering community input through the UHWT study and additional focus groups and outreach, Metro is prepared to take action to remove the barriers women face when using transit. Through the information-gathering process that combined conversations with riders alongside best practices research and an internal gender audit, Metro has identified a number of strategies that together, form the GAP. These strategies are a fundamental part of Metro's commitment to ensure concepts of gender equity are infused throughout the organization.*





↙ Union Station





# GAP STRATEGIES

To be effective, the GAP strategies are built on a foundation of analyzing Metro services and outcomes through the lens of gender to better understand how to provide the best possible customer experience to women riding transit. The suite of strategies presented in this chapter build on both the valued input from our riders and early actions to improve transit service and planning that are already underway. These strategies are designed to improve the experiences of women riders throughout the Metro system.

The strategies are organized by major themes: safety; station, stop and vehicle design; fare policy; and service frequency and reliability. Each strategy addresses one or more of the key findings identified in Chapter 3, seeks to set a new precedent for innovative action on gender in the transit industry, and reflects best practices identified through peer agencies or research on

women's experiences with transit. Each strategy includes a description of how it will be moved through implementation at Metro, including the following key pieces of implementation:

- » **What** action or change will occur?
- » **Who** will carry it out?
- » **When** will it take place, and for how long?

## Gender Analysis Tool

The GAP starts with an overarching strategy — the Gender Analysis Tool (GAT) — that aims to institutionalize Metro's dedication to gender equity across all future policies, programs, and investments. This tool will create a tangible process for Metro to evaluate the effects of future activities through a gender lens and will create a rich source of data to allow Metro to understand how things are improving for women riders over time.





# GENDER ANALYSIS TOOL



## What We Heard

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The UHWT study was a response to the major gap related to gender-disaggregated data identified by the WGGC. The UHWT study helped address the gap in knowledge through a one-time data analysis effort to understand institutionalized barrier for women riders. Moving forward, Metro wants to create a formalized and ongoing process

to understand how all future investments perform in relation to gender. This critical need corresponds with Metro's Strategic Plan goals to deliver outstanding trip experiences for all users, and to provide responsive and accountable governance within the organization.



## Metro's Solution

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The GAT commits to a process where every Metro initiative will consider gender differences and fundamentally, women riders. The assessment tool will be used at the initiation of all policies, projects, programs, and actions to ensure gender is part of all aspects of Metro's work. The GAT provides a guide for staff to identify and articulate how Metro can better anticipate and support the needs of women riders. Deployed early in the development process, the tool will be organically integrated in later practices during implementation and assessment.

The GAT will instill a culture of gender equity by ensuring that gender issues, benefits, and

challenges are considered during initiation, development, and evaluation of all policies, projects, programs, and actions. It builds knowledge and awareness of women riders' diverse needs by demonstrating the purpose of gender-disaggregated data — so success can be measured. This will create a customer-centric culture by improving Metro rider experiences according to gender and by measuring the progress made towards achieving Metro's goals.

By engaging in gender analysis — a process of understanding how all of Metro's actions can affect people differently because of their gender — Metro can more effectively work toward the goals





The Gender Analysis Tool is available in Appendix C



## Metro's Solution (continued)

of gender equity. Metro's primary gender equity goals are the following:

- » Raise awareness of the gender differences in travel that are experienced by women
- » Improve the quality and accessibility of services for women
- » Ensure diverse gender perspectives are considered in all of Metro's actions, policies, projects, programs, and services
- » Identify priorities to address the issues and impacts experienced by women
- » Create measurable progress toward closing gender gaps and achieving gender equity

The Gender Analysis Tool provides a guide for staff to identify and articulate how Metro can better anticipate and support the needs of women riders

### Excerpts from the Gender Analysis Tool

#### Gender Analysis Tool

Project/Action Name:  
Team Members:  
Date Last Updated:

**Has the current or proposed action considered gender differences in its development?**

For example, was gender-disaggregated data included? Has the action been analyzed to determine different impacts across women, men, and marginalized genders? Have gender gaps been identified?

If **Yes**, please continue to Section 1. If **No**, proceed to Section 2.

#### Section 1

*Identify Gender-Specific Needs and Impacts*

1. How did the current/proposed action identify the different needs and interests of different genders?
2. Has the project team collected and analyzed gender-disaggregated data or research to inform the current/proposed action? List data sources, research studies, or other information. If not, why? What additional information might be needed?

*Support & Engage with Marginalized Genders*

1. Has the current/proposed action undertaken gender-specific outreach? Did the outreach itself take care to ensure diverse gender attendance (e.g., childcare available at meetings, dates/times for variety of attendee schedules, outreach to specific community based organizations)?
2. Does the current/proposed action need to be revised to reflect gender-related input and feedback? Please describe.
3. What partnerships internal to Metro (e.g., other Metro departments) are part of the current/proposed action that would maximize progress towards gender equity goals? List the partnerships and their potential contributions.
4. What partnerships external to Metro (e.g., stakeholders, organizations, other agencies, etc.) are or could be part of the current/proposed action that would maximize progress towards gender equity goals? List the partnerships and their potential contributions.

*Implementability & Accountability*

1. Are there any variables that could prevent the current/proposed action from achieving gender equity goals (e.g. schedule, budget, review time)? If so, describe.

# GENDER ANALYSIS TOOL



## How It Will Work

The GAT will be used so that gender is considered in the initiation, development process, and ultimately engrained through design, implementation, and beyond. Metro’s approach to achieving gender equity, in part through the application of the GAT, is as follows:

- » **Identify Gender Specific Needs & Impacts** – Collect and use available gender-disaggregated data, research, and resources to identify gaps and incorporate the needs and travel trends of different genders
- » **Support & Engage** – Engage stakeholders and representative groups so that their unique perspectives and input are incorporated into the process
- » **Implementation & Accountability** – Review implementation processes to identify ways to report measurable progress towards equity goals. Create performance metrics that could be achieved through the action

If a proposed action has not yet considered gender differences, a different set of questions are asked to better understand why gender was not considered. Questions like:

*“What would need to change to achieve gender equity goals?”*

*“What risks may the proposed action pose to riders of different gender groups?”*

*“How could gender differences be incorporated into the proposed action?”*

Questions like these are meant to challenge efforts taken, so staff can refocus and think about the true intent and outcomes of the proposed action.

As Metro identifies ways to report measurable progress as future investments become realized, using the GAT on Metro’s initiatives will create a stream of new gender-specific information. This information can be monitored and evaluated to prove success over time and demonstrate Metro’s progress in creating a more equitable, accessible, and sustainable system.

## RESPONSIBLE PARTY

The GAT will serve as a resource tool for staff on all Metro efforts and proposed actions.

## EFFORT & TIMEFRAME

The primary cost for this program includes training and staff hours to apply the GAT through Metro policy and program development.

This strategy can be implemented immediately by staff (short-term) as it would require no infrastructure upgrades or major changes to the Metro transit system's service or operations.





## ACTIONS METRO HAS TAKEN

# IN RESPONSE TO THE UHWT STUDY

*After the UHWT study, Metro took immediate action, recognizing the importance of necessary changes to address the needs of women riders.*



### Courtesy Seating Decals (2020)

Based on findings from the UHWT study and work of the WGGC, Metro has implemented courtesy seating decals to encourage riders to offer their seat to people with disabilities, pregnant women, and parents with young children. As of August 2022, Metro has installed these decals on its bus fleet as well as the Metro B Line (Red), C Line (Green), and E Line (Expo). Installation on the A Line (Blue), L Line (Gold), and K (Crenshaw) Line are near completion. WGGC plans to augment this campaign with audio messages and include information about the Courtesy campaign in bus operator training.



## Fare Policies for Children (2021)

Prior to 2021, Metro’s policy for children riding with a paying adult was: *Two children under the age of five can travel for free with each fare-paying adult on bus or rail.* However, focus groups and surveys conducted for the UHWT study revealed that there was confusion with Metro’s child fare structure. The policy was not clear for kids in the age group of 5 to 7 and for families with more than four kids. In response to the UHWT study, Metro changed this policy to be more inclusive by including all children under the age of 6: *Children under age 6 may travel free with a fare-paying adult on bus or rail.*



## Transit Ambassador Program (2022)

Informed by the UHWT study, Metro will launch a transit ambassador program. In late fall, 2022, ambassadors will be on Metro buses and trains and in stations to greet riders; help navigate the system, pay fares, and download the Transit app; and work with Metro to quickly address customer issues that may arise. In addition to supporting and connecting riders to resources and information, ambassadors will be able to report issues to the appropriate parties.

## ACTIONS METRO HAS TAKEN

# IN RESPONSE TO THE UHWT STUDY

The ambassador program will be a three- to five-year pilot and Metro will use customer feedback and other data to refine it as it goes. Metro is currently negotiating to hire staff to provide service on board trains (riding teams), at rail stations, and to monitor elevators. In addition, Metro is planning to hire staff (ambassadors, supervisors, and management team) to provide coverage on the bus and at key bus stops.

## NextGen Bus Plan (2021/2022)

The NextGen Bus Plan is restructuring Metro's entire bus service, including routes, service areas, and frequency. These service adjustments will improve bus frequency during the midday, evening, nighttime, and weekend periods by shortening headways on most routes to less than 10 minutes in urban centers, and 16-30 minutes in outlying areas. Evening service (5pm-7pm) will be provided every 15 minutes or less, compared to previous headways of 30 minutes or more; and nighttime service (7pm-5am) will be every 15 minutes on major spines. Note, at the time of writing, Metro has temporarily reduced bus service due to COVID-19, but plans on reinstating full service with implementation of the NextGen Bus Plan.



## OTHER METRO

### Transit App Partnership (2020)

*Metro partnered with the Transit app to provide riders with multimodal trip planning and real-time transit information. Through the Transit app, riders are provided with options to get around on public transit, bikeshare, scooters, and rideshare. By providing more information on the first/last mile part of a trip the rider can better plan and even limit the walking distance to their destination, thereby increasing comfort and convenience.*

### Better Bus Improvements (2021)

*Metro launched the Better Bus Program to improve the bus rider experience, elevate investments in Metro's bus system, and improve Metro's relationship with bus riders. Goals of this program are to increase the speed of buses on streets, improve*





## INITIATIVES THAT IMPROVE TRAVEL EXPERIENCES FOR WOMEN

*the ease and comfort of riding buses, and improve safety and comfort while waiting at bus stops and riding buses. The program plans for more bus lanes, on-time performance indicators, higher standards of cleanliness, providing real-time information, security options, and additional bus stop amenities.*

### GoPass Fareless Pass Program (2021)

*In 2021 Metro launched the GoPass pilot program, which allows students at participating K-12 schools and community colleges to ride transit for free through cost-sharing partnerships with school districts. This pilot program will run through July 2023.*

### Metro Micro Service (2021)

*Metro first began an on-demand rideshare pilot in 2019. In January 2021, Metro*

*transitioned its pilot to Metro Micro, an in-house on-demand rideshare service offering door-to-door trips within select zones in LA County. The on-demand shared service currently operates within eight zones, with additional zones planned in the future. Metro Micro vehicles are shared service vans that are Metro-branded and driven by Metro employees.*

*Service hours vary between Metro Micro service zones, but Metro Micro service is generally provided between the early morning hours (starting around 5am), extending to evening or late-night hours (ending 7pm-11pm, depending on zone). Metro Micro rides can be scheduled in a smartphone app, on the web, or via telephone, providing access to Metro customers who do not have smartphones. Payment can be made via the smartphone app or with a TAP card upon boarding. If passengers require accessible seating, a trip can be booked with an accessible option.*

### Digital Fare Options (TAP Mobile App) (2021/2022)

*At the start of 2021, Metro launched the TAP app for both iPhones and Android phones to allow for contactless travel on the Metro system. The 2022 Draft Customer Experience Plan reports that Metro has completed development of a payment system allowing customers to use TAP as a payment option on other mobility apps. This will create a more seamless use of TAP across multiple digital platforms.*

### Fare Capping Pilot (2022/2023)

*Metro is looking into a fare capping pilot program to give riders a “pay-as-they-go” option. Once a customer reaches the fare equivalent of 1-day, 7-day, or monthly passes, their remaining rides for that period are counted towards the fully paid pass amount. Fare capping provides equitable payment options for riders and provides regular riders with more flexibility.*

Elevator



To Parking



To Buses

Elevator



To Parking/Restrooms





## METRO'S COMMITMENT TO NEW STRATEGIES

The GAP offers Metro a solid beginning to pioneer innovative gender-focused strategies. The strategies reflect the vision and goals of the GAP — to raise awareness, consider diverse perspectives, address gaps, improve services for women riders, and create measurable progress towards gender equity. The strategies are described through an understanding of “What We Heard,” calling out supportive information from the gender analysis, and “Metro’s Solution” presenting the proposed strategy. Also included is other background information on “How It will Work,” “Responsible Parties,” and applicable “Cost and Timeframes.” The strategies are organized by four major themes, shown below.

### GAP STRATEGY THEMES

 Safety

 Station, Stop, & Vehicle Design

 Fare Policy

 Service Frequency & Reliability



# SAFETY STRATEGIES

Camera Visibility and Lighting

Station/Stop Design and Safety Assessment

Metro Employee Travel Partner Program

Promote Transit Travel Partner Opportunities

Promote Courtesy Request-a-Stop Service

Sexual Harassment Prevention Program

Gender-Specific Operator Training

Explore Silent Alarms







# CAMERA VISIBILITY & LIGHTING



## What We Heard

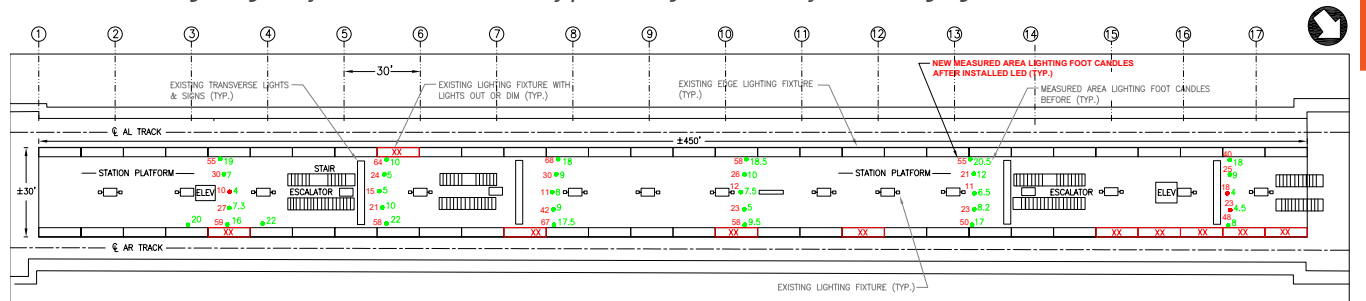
The UHWT study found that both current and past female riders cited more lighting and security cameras to help them feel safer. Both lighting and security cameras ranked as the top three changes. These perspectives are reinforced through the community engagement and focus groups conducted for the development of the GAP.

Metro has already begun upgrading lighting at underground stations, starting with Union Station (see schematic below). Lighting improvements are continuing throughout Metro’s rail lines prioritizing stations along Metro’s B (Red) and D (Purple) Lines. The 2022 Draft Customer Experience (CX) Plan includes actions to install lighting at more bus stops, including a pilot program to test solar lighting at five stops — a

promising low-cost solution for improving feelings of safety and comfort. The Draft CX Plan commits to working with jurisdictions to install lighting in at least 100 bus stops annually to help bus riders feel safer at night. Metro’s WGGC is also working on future grant requests to prioritize the completion of lighting improvements at bus stops that have high crime and poor lighting.<sup>1</sup>

Many Metro vehicles already have security cameras on board, though customers are generally not aware of them because Metro does not advertise their presence. In addition, some buses have closed circuit television (CCTV) screens on board, which encourages better behavior and provides a greater feeling of safety as passengers are made aware they are on camera.

Union Station Lighting Platform Plan: Locations of previously dim or malfunctioning lights



LEGEND: XX EXISTING LIGHTING FIXTURE WITH LIGHTS OUT OR DIM        EXISTING LIGHTING FIXTURE

1. "Prioritizing Transit Stop Lighting", Women & Girls Governing Council, <https://www.metro.net/about/wggc/>

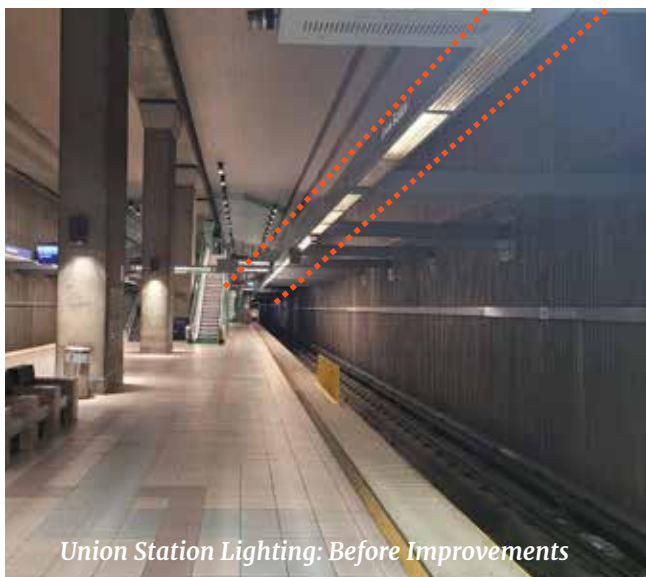


## Metro's Solution

To leverage these existing lighting and camera improvements and further enhance the perceptions of safety for women, Metro will expand the ways it advertises the presence of cameras at stations and in vehicles. By encouraging a culture of good passenger behavior through subtle reinforcement, riders can be assured that Metro environments are being actively monitored, attended, and observed by staff.

Metro will also continue to upgrade the lighting at stations, stops, and on vehicles to respond to ongoing requests for better lit conditions. The quality of lighting conditions should be audited and improved through regular safety assessments (a separate strategy under Station, Stop, & Vehicle Design discussed later in this chapter).

*Union Station Platform Lighting: Before (bottom left) and after (bottom right) improvements*



## CAMERA VISIBILITY & LIGHTING



### How It Will Work

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Camera locations will be emphasized through prominently placed signs letting riders know that video recording is in progress, especially on buses. Where possible, live-feeds of the cameras will be installed onsite, so riders have immediate visibility across the station area with confidence they are visible to everyone present. The live-feed screens should be prominent, but not easily accessible by passengers to prevent vandalism.

#### RESPONSIBLE PARTY

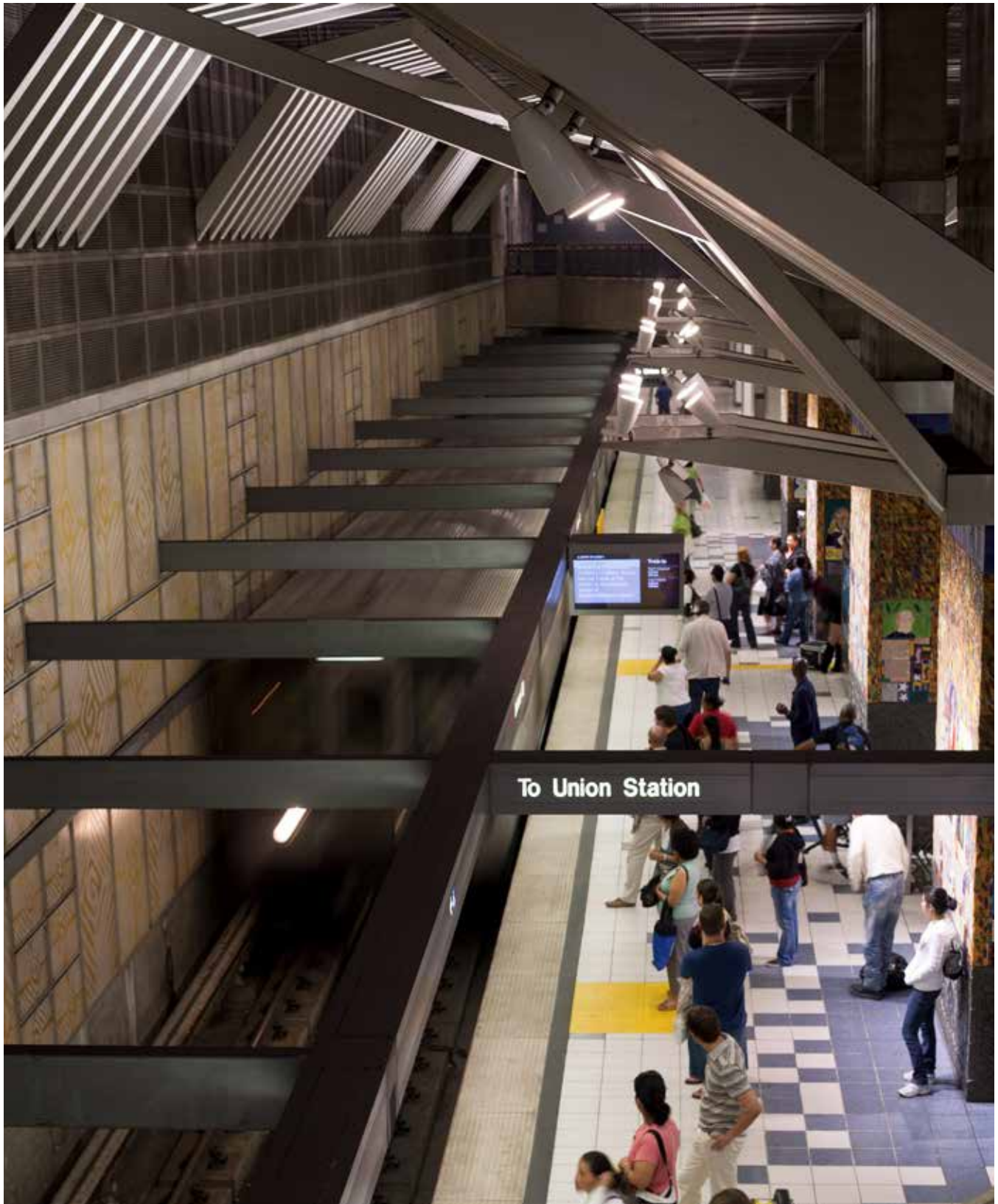
Metro Operations

#### EFFORT & TIMEFRAME

The primary cost for this program would be the upgrade of lighting and cameras throughout the Metro system.

The signage element of this strategy could be implemented in the short-term across Metro's system. The CCTV, camera, and lighting infrastructure upgrades can be implemented in the short-term for those stations and vehicles that are due for a near-term upgrade. Those stations and vehicles not due for upgrades for several years would occur in the medium- or long-term timeframe.





# STATION/STOP DESIGN & SAFETY ASSESSMENT



## What We Heard

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In 2021, women in all age groups reported feeling less safe than men when riding Metro, especially at night. While 60% of female riders reported feeling safe riding Metro during the day (40% did not), that number dropped to just 20% at night (80% did not). Women also reported a need for more safety features at stops/station facilities, such as increased lighting, emergency call buttons, and easier navigation. Waiting at rail platforms or bus stops at night ranked as the highest safety concern among women riders.

Despite these concerns, the design of stops and stations adheres to standards that do not fully account for perceptions of safety by women riders. Per the Fiscal Year 2022 Quarter 3 Station Evaluation Program Update (the most recent quarterly audit of Metro's rail and busway stations), four out of the 143 stations did not meet Metro's standards (most stations met 75% of the criteria). Even though most of the stations function from a technical perspective, women's perspectives on station/stop design and safety are not taken into consideration. Metro often audits stations and stops for maintenance and cleanliness issues — key contributors to overall feelings of comfort and safety — but there is no audit process that includes specific prompts about how safe or comfortable the space feels.

40%

OF WOMEN SURVEYED FELT UNSAFE RIDING THE METRO SYSTEM DURING THE DAY

*Source: Metro Understanding How Women Travel Study (2019)*

80%

OF WOMEN SURVEYED FELT UNSAFE RIDING THE METRO SYSTEM AT NIGHTTIME

*Source: Metro Understanding How Women Travel Study (2019)*



## Metro's Solution

To improve safety at stations and stops, Metro can gather regular and measurable feedback from women riders, especially to address safety and design elements. Creating a tool for ongoing assessment empowers women riders to convert their well-attuned safety and comfort perceptions into measurable and actionable feedback for Metro. It can also give Metro a new ability to track women riders' perception of comfort and safety over time: identifying areas for potential improvements and reassessing perceptions after improvements are installed or addressed.

This tool, the Station/Stop Score Sheet (Score Sheet), will be taken by Metro women riders and Metro women riders groups to audit safety and comfort at Metro stops, stations, and facilities. The Score Sheet requests respondents' gender to capture specific feedback from women riders. This strategy also allows Metro to monitor the progress of safety programs to inform station design criteria and policy updates. It combines best practices of Crime Prevention Through Environmental Design (CPTED) with culturally competent, community development approaches, Participatory Action Research, and a gender-based analysis.



## How It Will Work

Riders will be able to access a basic Score Sheet at stations or stops via a QR code that pre-fills locational information into the form and prompts the rider with a variety of questions about their perceptions of the specific Metro station or stop.

A more detailed Score Sheet will be given on a quarterly basis to a women riders focus group. Information gathered from these scorecards will be used to both assess the efficacy of improvements and highlight areas of need for Metro to target interventions.



## STATION/STOP DESIGN & SAFETY ASSESSMENT



### How It Will Work (continued)

The Score Sheet’s categories reflect areas of concern identified by women riders in the UHWT study:

- » **Safety & Security:** Safety perceptions while waiting at and walking to/from a stop or station are a high priority for women riders. Women feel much safer around other people and in areas of concentrated activity.
- » **Customer Communication:** Women riders report real time information is often inaccurate, and they wait longer at a station or have a longer trip time than expected. This increases time spent feeling vulnerable or unsafe. As women make more stops and transfers when using transit than men, this can disproportionately affect total travel time for women riders.
- » **Station Furnishings & Amenities:** Women riders struggle to find shade at bus stops without shelters. Women riders are also in need of first/last mile amenities as they are more likely to travel with children and walk to bus stops.
- » **Circulation Around the Station/Stop:** Women riders are more likely to trip-chain and carry more items, including strollers and rolling carts. Navigating in and out of stops and stations can be challenging for women carrying items since they often make multiple stops during transit trips. This is especially difficult for older women or women with disabilities.

- » **Lighting:** Women riders report more lighting would make them feel safer on the Metro system.
- » **Cleanliness & Maintenance:** Women riders cite cleanliness issues and unpleasant odors make for an uncomfortable experience.

#### RESPONSIBLE PARTY

Metro’s WGGC, Metro Operations Department, Metro Facilities Department, Metro’s Systemwide Design team

#### EFFORT & TIMEFRAME

The costs of this program will include development and implementation of Stop/Station Score Sheet and QR code, a marketing campaign to promote the effort, and training and incentive costs for those completing the quarterly Station/Stop Score Sheet.

Implementation of this strategy can begin immediately after deployment to establish a baseline of station/stop perceptions and to gather feedback and measure improvement.





The Station/  
Stop Score Sheet  
is located in  
Appendix D

Excerpt from the Station/Stop Score Sheet

**Metro Station/Stop Score Sheet**

Station or Stop Name:  
Date/Time of Review:

Check One Please: Rail Station  Bus Stop   
1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent

Customer Communication		Rating				Comments
All Stations/Stops	Does the station/stop have screens with correct and up-to-date information such as train/bus arrival time?	1	2	3	4	
	Is train/bus information clearly displayed and easily seen?	1	2	3	4	
	Is information on how to contact Metro staff clearly displayed and easily seen?	1	2	3	4	
	Is how to report an emergency at the station/stop clearly displayed and easily seen?	1	2	3	4	
Rail/Busway Station	Is the lighting along the platform bright enough (from the first rail car to the last rail car or G/J Line bus)?	1	2	3	4	
	Are stairs and escalators well lit? Can you see steps and paths clearly?	1	2	3	4	
	Are stairs and escalators well lit? Can you see steps and paths clearly?	1	2	3	4	
Bus Stop	Is lighting near bus loading and unloading areas well lit?	1	2	3	4	
	Is there enough lighting to read signs and other transit information?	1	2	3	4	
OVERALL SCORE	How would you rate customer communication overall at the station/stop?	1	2	3	4	
Lighting		Rating				Comments
All Stations/Stops	When walking to and from the station/stop, does lighting seem bright enough? Can you clearly see your surroundings as you walk toward the station/stop?	1	2	3	4	
	Are there dark spots or shadows at the waiting areas? (1 = many dark spots/shadows; 4 = no dark spots/shadows)	1	2	3	4	
Rail/Busway Station	Is the lighting along the platform bright enough (from the first rail car to the last rail car or G/J Line bus)?	1	2	3	4	
	Is the platform free of large objects that block views or cast shadows on the platform? (1 = large objects are present; 4 = the platform is free of such objects)	1	2	3	4	
	Are stairs and escalators well lit? Can you see steps and paths clearly?	1	2	3	4	
Bus Stop	Is lighting near bus loading and unloading areas well lit?	1	2	3	4	
	Is there enough lighting near bus benches and waiting areas?	1	2	3	4	
	Is there enough lighting to read signs and other transit information?	1	2	3	4	
OVERALL SCORE	How would you rate lighting overall at the station/stop?	1	2	3	4	

The Station/Stop Score Sheet contains six categories based on areas of concern identified in the UHWT study:



# METRO EMPLOYEE TRAVEL PARTNER PROGRAM



## What We Heard

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Through discussions with Metro staff, some employees participate in an informal “buddy system” for companionship and to increase safety while commuting to and from work. Metro has also seen success with its On the Move Riders

Program (OTMRP), which pairs older adults with experienced Metro riders to give them more information and confidence riding transit. The OTMRP provides workshops as well as one-on-one or group travel sessions.



## EMPLOYEE TRAVEL PARTNER PROGRAM CASE STUDY

### “Subway Buddies” (2021)

*Other agencies have offered employee travel programs similar to this proposed strategy. In 2021, New York City Hall employees were offered the opportunity to be paired with co-workers as “subway buddies” in response to safety concerns on riding the New York City subway.*



### Metro’s Solution

To make it easier for Metro employees who want to ride the system with someone else, Metro will pilot a program where employees are paired with one or more coworkers that share a similar transit

commute. The program will also benefit employees by encouraging transit commuting, building staff comradery, and enhancing safety – particularly for those who have early or late shifts.



### How It Will Work

A pilot program will leverage third-party collaborative software, such as Microsoft 365 (Teams), the Google Suite, or specialized mobile applications like Pave (RideAmigos) to create a

matching survey that directs users to online groups that align with their commutes. Staff would then coordinate their commutes with each other in their assigned groups.

### RESPONSIBLE PARTY

Metro’s Chief People Office, Countywide Planning & Development Department, and Office of Strategic Innovation (OSI)

### EFFORT & TIMEFRAME

The annual cost of this program is estimated at around \$100,000. The annual cost for existing traditional carpooling software is approximately \$25 per employee. A pilot program could also be part of Metro’s current FTA Accelerating Innovative Mobility (AIM) grant being led by Countywide Planning and OSI.

This program could be implemented in the short-term timeframe, with simpler upfront tasks including the software set up of, promotion of the program, and enlistment of participants.

# PROMOTE TRAVEL PARTNER OPPORTUNITIES



## What We Heard

After learning about informal travel buddy system programs, participants in outreach meetings and focus groups supported transit travel partner opportunities to address safety concerns when riding Metro. A partnering system was of particular interest to women riders who had early or late shifts or needed to leave outside of normal commute hours.



*A ‘buddy system’ with curated stops for groups can **help with last-mile walking.**”*

GAP WORKSHOP PARTICIPANT



## Metro’s Solution

Metro proposes a campaign to provide information and support to external groups such as businesses, CBOs, and other institutional partners to establish commute partnerships among their employees.

The campaign would encourage employees to take transit and improve the experience of those who already take transit – especially those who travel alone. By partnering with others commuting near same origin and/or destination, transit can become a shared and a safer way to travel to/from work. Also, partner systems work to increase overall awareness of the surrounding station and stop environment which would also enhance safety when traveling on transit.







## How It Will Work

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Metro will develop information and instruction packages on how to use available online resources to create a transit travel partner system. These packages will be directed towards institutional partners (e.g., other LA County public agencies and educational institutions), businesses, and CBOs. The toolkit will include:

- » Instructions for setting up an online survey to establish groups of riders with similar commutes
- » Instructions for setting up online groups to allow riders with similar commutes to communicate and coordinate

- » Guidelines for appropriate behavior and communication among participants
- » Promotional materials describing the benefits of participating in a transit commute program that organizations can use to encourage participation

To start the campaign, Metro will connect with existing community and agency partners to gauge interest in setting up commute partnerships among their employees. Those who are interested will be provided this toolkit.

### RESPONSIBLE PARTY

Metro Communications Department and Countywide Planning & Development Department

### EFFORT & TIMEFRAME

The cost of this strategy includes development of an informational campaign to promote the transit travel partner systems available to CBOs and other major employers.

Implementation of this strategy is short-term to create the campaign materials and promote the program to CBOs, employers, and other institutional partners.

# PROMOTE COURTESY REQUEST-A-STOP SERVICE



## What We Heard

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In the UHWT study, women reported feeling particularly unsafe during evening and late-night hours, primarily when walking in areas with limited nearby activity or “eyes on the street.” They report that nighttime walks from the bus stop/station to their final destination increased their exposure to potentially unsafe conditions, and could influence them to take a different mode altogether — calling a friend, taxi, or on-demand vehicle for a ride home instead.

82%

OF WOMEN SURVEYED FELT UNSAFE  
WALKING TO AND FROM THEIR TRAIN  
STATION OR BUS STOP AT NIGHT

*Source: Metro Understanding How Women Travel Study (2019)*



## Metro's Solution

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Currently, Metro offers a courtesy “Night Owl Stop” between bus stops at the discretion of bus operators. This option is not widely advertised or known to Metro riders. Metro bus operators can use their discretion to respond to stop requests if they feel it is safe to do so during late night hours. As outlined in Metro’s operator training materials, bus operators can provide a courtesy stop for riders if requested to be dropped off in a location where a signed stop does not exist along the route.

To bring broader awareness of this option, Metro will promote and advertise the existing “Night Owl Stops” for late-night riders. In addition, Metro will train its bus operators to accommodate and offer courtesy stops as often as possible.



**Operators are allowed to discharge passengers at non-designated stops, upon request, between the hours of 9:00 p.m. to 5:00 a.m. ‘Night Owl Stops’ is a courtesy extended for passengers to be dropped off at convenient points along the route during late night travel.**

*Operators working Owl assignments must adhere to safety and traffic regulations at all times. Also, these convenience stops are at the discretion of the Operator.”*

METRO NOVEMBER 2009 OPERATIONS  
GENERAL NOTICE



## How It Will Work

This strategy will further communicate and proactively publicize this policy to encourage women riders to use this feature on Metro bus service at night. The strategy will also offer additional resources to bus operators such as situational training and safety guidelines, to support their ability to provide a safer traveling experience for themselves and Metro riders.

### RESPONSIBLE PARTY

Metro Transit Operations Department, Metro Communications, Metro Human Capital & Development Department

### EFFORT & TIMEFRAME

This program's major cost would be the development and promotion of the public information campaign, as well as development and integration of additional operator training materials.

Implementation of this strategy is short-term to implement the public information campaign.



# SEXUAL HARASSMENT PREVENTION PROGRAM



## What We Heard

According to the UHWT study, 25% of women bus riders and 33% of women rail riders have reported instances of sexual harassment. Metro's Blue Ribbon Committee took a closer look at why women riders are not reporting and found that women were reluctant to report harassment because they did not believe that something would be done with the reports. Despite investment in sexual harassment campaigns, reporting has not improved.

In 2017, focus groups conducted on Metro's existing "Off Limits" sexual harassment program reported difficulty recognizing that the topic of the campaign was sexual harassment (e.g., the ads were not strong enough in wording, messaging, or imagery).

**1 OUT OF 4** WOMEN **BUS RIDERS** HAVE REPORTED INSTANCES OF SEXUAL HARASSMENT TO METRO

*Source: Metro Understanding How Women Travel Study (2019)*

**1 OUT OF 3** WOMEN **RAIL RIDERS** HAVE REPORTED INSTANCES OF SEXUAL HARASSMENT TO METRO

*Source: Metro Understanding How Women Travel Study (2019)*







## Metro's Solution

This strategy expands and updates Metro's current anti-sexual harassment campaign to include:

- » New visuals, messaging, and artistic elements for posters
- » Increased distribution of posters and messaging
- » An annual refresh of the anti-sexual harassment campaign based on community and rider feedback

The aim of these materials can be to reduce instances of sexual harassment on Metro and increase rider knowledge of the resources available for reporting sexual harassment.



One of three posters created for BART's "Not One More Girl" campaign, with the design and slogans selected by youth

### SEXUAL HARASSMENT PREVENTION PROGRAM CASE STUDY

#### BART "Not One More Girl" Campaign (2021)

BART has recently revamped their "zero tolerance for sexual harassment" campaign by partnering with local women, girls, and nonbinary youth community groups to address gender-based violence and harassment on transit. Planning for the "Not One More Girl" campaign included listening sessions with young girls, slogan and campaign development workshop sessions with students from area public schools, and continued engagement with youth related to messaging, vision, and artistic elements. Roughly 500 Bay-Area youth (ages 9–24) contributed through youth research and narrative-driven art, such as the poster seen at left.

# SEXUAL HARASSMENT PREVENTION PROGRAM



## How It Will Work

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### *Campaign Development*

Metro will work with CBOs and the Metro Youth Council to update the anti-sexual harassment campaign with improved visuals, messaging, and distribution. Together, they will identify key messages for the campaign based on actual women and girls' experiences riding Metro. The team will partner with a local artist to collaborate on generating visuals that clearly and impactfully educate riders on Metro's sexual harassment policy and the resources available to riders. This refreshed campaign will be distributed across all Metro vehicles, stops, and stations.

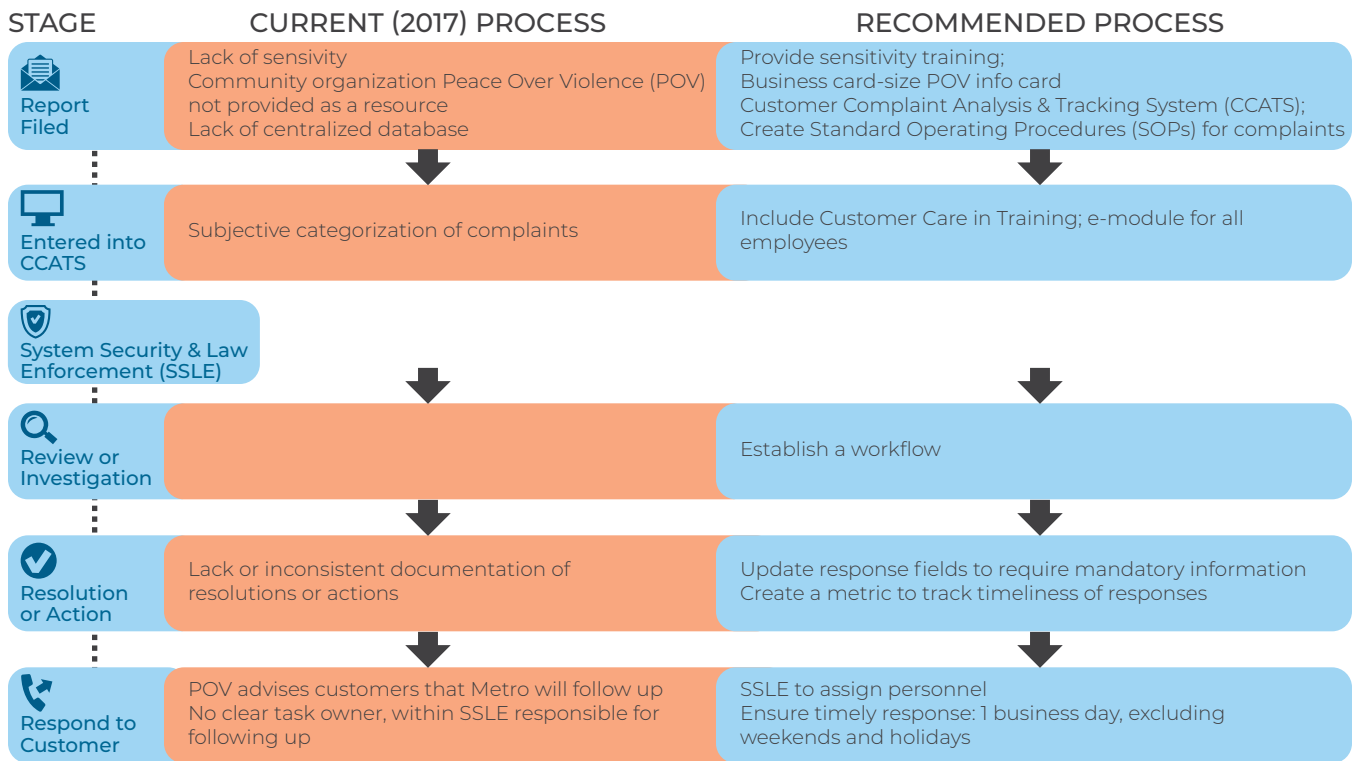
### *Incident Reporting*

On the reporting side, Metro will modify its approach to handling harassment reports based on a process recommended by WGGC Service Provider, which aims to provide timely and appropriate responses to each reported incident of sexual harassment. Metro will:

- » Train all customer-facing staff to be able to respond to sexual harassment with sensitivity and compassion, whether they are taking the reports or referring the rider to the entity designated to file a report.

- » Assign dedicated personnel to oversee the reporting process and responses received.
- » Create an effective workflow that clearly specifies roles, responsibilities, timeframe, and coordination between multiple business units and contractors.
- » Create a centralized database of reports that all entities must participate in, to maintain a timely and accurate understanding of the scope of the problem.
- » Develop metrics to track timeliness of response from the moment the report is filed to the time Metro follows up with the person making the report. Timely response to the customer should be no more than three days.
- » Provide follow-up and/or acknowledgment of complaint to the victim. In this follow-up communication, offer external resources that can assist the victim if they need additional support.

Example of a 3Rs Process (Reporting, Reviewing/Resolving, & Responding) for Handling Sexual Harassment Complaints



Source: WGCC Service Provider, 2017

## RESPONSIBLE PARTY

Metro’s Communications and Security departments

## EFFORT & TIMEFRAME

The major cost of this program includes creation and promotion of the public information campaign. Additional costs are associated with developing the appropriate training for all customer-facing Metro staff and creating the workflow and digital infrastructure to receive reports of sexual harassment from all responsible entities across Metro’s system.

Implementation would be short-term to develop the campaign, create new materials and visuals, and to promote across Metro’s system. Refreshing training and creating a digital reporting structure can be initiated in the short term but would take longer to fully implement.

# GENDER-SPECIFIC OPERATOR TRAINING



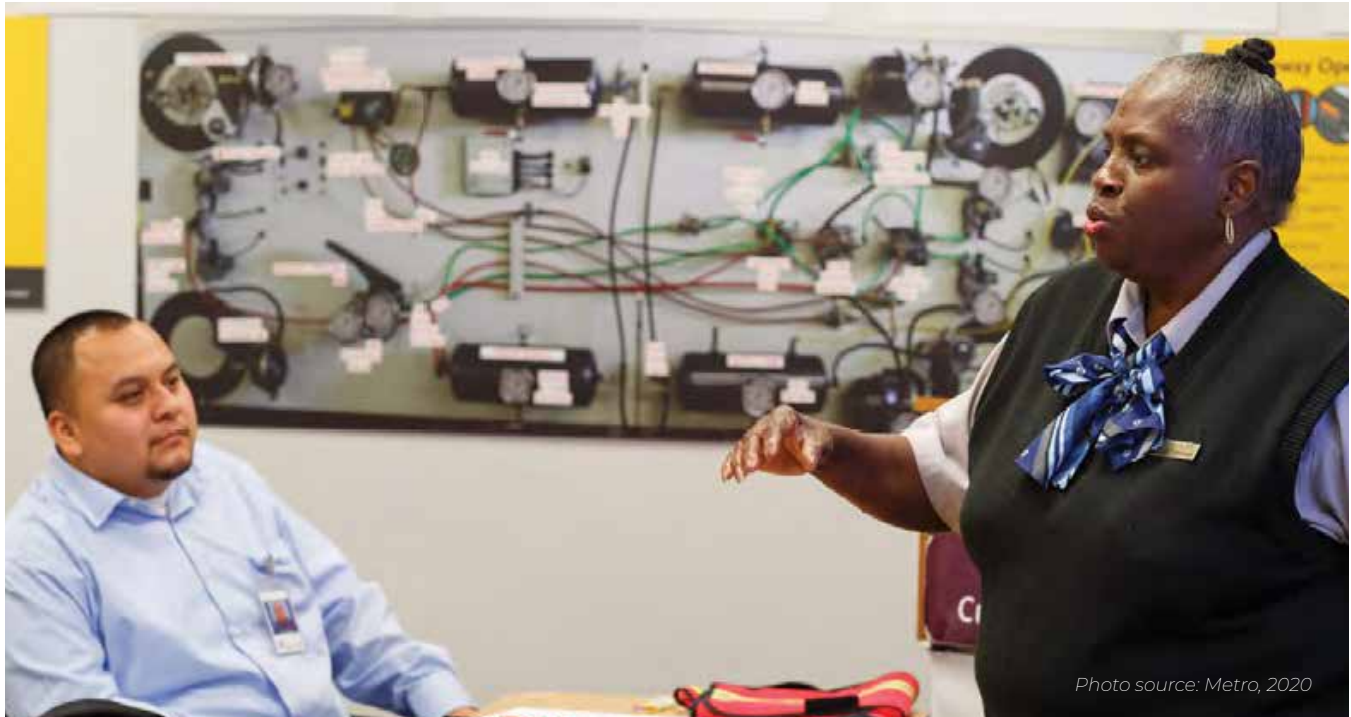
## What We Heard

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In the UHWT study, women stated that they generally look to operators as the face of Metro for support when issues arise and are disappointed when their needs or concerns are not addressed. Women riders have also felt uncertain about policies regarding strollers, traveling with children, and frequency of pass-ups (particularly for riders with strollers, large packages, or who use a wheelchair or other mobility device).

Discussions from focus groups found that women have better riding experiences when a driver clearly communicates about service changes such as detours or inability to stop at a designated stop. Focus group participants acknowledged that operators have a tough job, managing many things all at once. They felt empathy for drivers while also wishing staff had more resources and training available focused on providing clear communication and customer-friendly support.

*Metro operators participate in a training session*



*Photo source: Metro, 2020*





## Metro's Solution

Metro can develop and conduct gender-related training for Metro bus and rail operators based on real-world scenarios and experiences. This could support a safer and more comfortable ride for all, especially women, by improving interactions with bus and rail operators. When drivers communicate clearly and consistently based on real-world topics such as traveling with children, operational information, and traveling with large packages and strollers, women can have better experiences on transit. The success of this strategy can be tracked and measured over time through a reduction in customer complaints and feedback from customer experience surveys.

# 41%

**DECREASE IN COMPLAINTS  
AFTER TRANSPORT FOR  
LONDON'S BUS OPERATORS  
UNDERWENT CUSTOMER  
SERVICE TRAINING**

*Source: stepsdrama.com, 2022*

### OPERATOR TRAINING CASE STUDY

#### Transport for London "Hello London" (2016)

*Transport for London (TfL) had an operator training program called "Hello London." TfL invested approximately £6 million (\$7.4 million USD) in training over 23,000 bus operators on customer service and experience themes between 2016 and 2018. Before this program, TfL received complaints about inaccurate bus service communication and unreliable service. The "Hello London" training focused on interactions between bus drivers and customers, highlighting the customer service element of the drivers' role. This led to a 41% decrease in complaints overall (not disaggregated by gender).*

## GENDER-SPECIFIC OPERATOR TRAINING



### How It Will Work

Like the “Hello London” program, a gender-specific operator training program will be developed to support Metro bus operators and ensure a high-quality rider experience for all. The training will be interactive and in-person, reflecting real-life conditions by incorporating roleplaying, resource cards, and other supportive materials for operators. Training objectives will include:

- » The development of a customer service-oriented response to women’s safety needs, sexual harassment, traveling with children, traveling with strollers and bags, and pass-ups
- » Tailored training to Metro operators, including being sensitive to the challenges of their existing work environment as well as a focus on concerns voiced by existing customers, particularly women and girls.
- » Establishment of goals for program evaluation (e.g., overall improvements in customer experience as reported via surveys, increase in positive feedback for operators, or a reduction in customer complaints) so Metro can track investments for customer experience and improvement of women’s travel experience, as well as improvements in operator quality of life and employee retention.

The program will be updated annually to address topics that are current for women.

### RESPONSIBLE PARTY

Metro’s Chief People Office, Metro’s Operations Department

### EFFORT & TIMEFRAME

Metro has approximately 3,300 bus operators. Scaling the cost of London’s program to the Metro system, a similar standalone program cost could range from a low of \$50,000 to a high of \$1.06 million, depending on duration and content. Incorporation of the training resources into existing operator training could reduce the cost of full deployment.

Implementation of this strategy is medium-term to develop and implement gender-specific training to all bus drivers



**“ Bus drivers have eight different jobs because of all the things they have to handle.”**

FEMALE WORKSHOP PARTICIPANT

# EXPLORE SILENT ALARMS



## What We Heard

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Historically, sexual harassment and incident reporting on Metro's system has been underreported. This issue is not unique to Metro or other peer transit agencies — sexual harassment is underreported almost everywhere it occurs. Women riders have expressed hesitancy to report incidents out of fear of retaliation or drawing attention to themselves. A lack of

Silent alarms allow for **discrete incident reporting** on buses and trains.

visible and immediate response by Metro staff reinforces the out-of-balance risk/reward calculation — why report and risk personal danger if no one will respond anyway? Participants in GAP focus groups strongly supported new methods for riders to seek help as victims or bystanders to report incidents.



## Metro's Solution

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Metro should explore the installation of a silent alarm strip or button on new Metro buses and trains to allow riders to discretely alert Metro staff and/or security to a safety problem without attracting the attention of nearby riders. This potential program can enable riders to discretely report whether they are a victim of harassment or a bystander witnessing an incident. By providing a non-confrontational option to report incidents, Metro can encourage a passenger culture that

normalizes reporting. This would support more accurate incident data gathering and reinforce passenger safety as a primary concern for Metro, worthy of additional investment.

Metro would be the first transportation agency in the U.S. to implement this feature in their vehicles. The TransLink system in Vancouver, British Columbia has successfully operated a silent alarm system on their SkyTrain vehicles since 2014.





## How It Will Work

Modeled after the “Passenger Silent Alarm” on TransLink’s SkyTrain vehicles, Metro vehicles can have silent alarms along windows or in other discrete areas within its vehicles.

Silent alarms installed on newly procured rail and bus vehicles will alert the Rail Operations Control Center (ROC), while bus alarms alert the Bus Operations Control Center (BOC). Staff at ROC/BOC will also have access to live CCTV to determine how best to respond to the silent alarm alert (e.g., medical emergency, harassment, crime in progress, etc.). Metro field staff can then be deployed to intercept the vehicle along the line to respond to the alarm call.



*The “yellow strip” silent alarm found on every window on SkyTrain*

### RESPONSIBLE PARTY

Metro Operations Department, Metro IT Department, Metro System Security and Law Enforcement (SSLE) Department

### EFFORT & TIMEFRAME

Approximately \$500,000 to add to a prototype vehicle for a pilot program. The cost of this program on a per-vehicle basis is lower if it is applied across multiple vehicles.

This is a long-term strategy and is dependent on Metro’s vehicle procurement schedule

# STATION, STOP, & VEHICLE DESIGN STRATEGIES

Stroller Space on New Metro Vehicles

Adopt-a-Stop Program

Business Partnerships

Restroom Design Standards

Concentrated Amenities Zones at Platforms

Prioritize Household-Serving Uses at Transit Stations

Improve Interiors on Buses and Trains









# STROLLER SPACE ON NEW METRO VEHICLES



## What We Heard

According to the UHWT study, women are more likely to travel with strollers and bags. Older women and women traveling with children reported difficulties with maneuvering strollers and carts on buses. Most stroller-related complaints were also made by women. Furthermore, fewer than 40% of women riders reported feeling that transit is comfortable or that transit vehicles have the space they need for their belongings.

<40%

OF WOMEN RIDERS  
REPORTED FEELING  
THAT TRANSIT VEHICLES  
DID NOT HAVE THE  
SPACE THEY NEED FOR  
THEIR BELONGINGS

*Source: Metro Understanding How Women Travel Study (2019)*







## Metro's Solution

Expanding space options on vehicles for women and families will help those traveling with strollers, carts, and large packages. Innovative interior designs can designate storage spaces on Metro vehicles. For example, flip seats can improve comfort and accessibility when riding transit by allowing for more space for strollers or carts when occupancy is high. Use of more flexible designs can also meet the requirements of the Americans with Disabilities Act by reserving space for passengers in wheelchairs, while accommodating a broader type of rider if needed.



Buses in Stockholm, Sweden have designated space for strollers across from middle-door boarding to allow passengers with strollers to easily and safely embark and disembark.





## STROLLER SPACE ON NEW METRO VEHICLES



### How It Will Work

Metro has recently updated stroller policy to allow for unfolded strollers on board buses. Additional efforts will go into a reassessment of existing vehicles to accommodate more designated stroller areas and flip seats with stroller decals. On new buses, designated stroller areas will be located near entrances either at the front or the middle to accommodate two strollers at any given time. A decal can be added to prominently advertise and promote use of this space.

Metro will codify support for riders traveling with strollers in policy documents such as the Bus Operator Rulebook, Standard Operating Procedures, Customer Code of Conduct, and any other relevant documents. The San Francisco Municipal Transportation Agency (SFMTA)'s 2019 stroller policy offers a recent example of such codification:



While onboard, un-collapsed or open strollers must:

- » Be under their owner's control at all times
- » Have the wheel brake set
- » Cannot block the aisle or interfere with the movement of passengers
- » Cannot block or ride in the securement area

SFMTA 2009 STROLLER POLICY

## RESPONSIBLE PARTY

Metro Operations Department, Metro Risk, Safety & Asset Management Department

## EFFORT & TIMEFRAME

Flip seats, including installation, are around \$1,500 each. These can be retrofitted onto existing buses once procurement and installation guidelines are established.

Implementation of this strategy for full roll-out throughout the system is medium-term, as it would mirror the vehicle procurement schedule.







# ADOPT-A-STOP PROGRAM



## What We Heard

In focus groups and workshops conducted as part of the GAP and UHWT study, women reported issues with station and stop cleanliness and maintenance. Existing cleaning and maintenance protocols are not aligned with customer experience goals. One solution to come out of the GAP focus group was implementation of an Adopt-A-Stop program that allows volunteers to adopt transit stops and clean them for the community.

Adopt-A-Stop programs have been successfully implemented at many transit agencies across the country, including the Santa Clara Valley Transportation Authority (VTA), the Ann Arbor Transportation Authority (AATA), Denver's Regional Transportation District (RTD), the New Jersey Transit Corporation (NJTRANSIT), the Tri-County Metropolitan Transportation District of Oregon (TriMet), and the Delaware Transit Corporation (DART).







## Metro's Solution

A community-based program to engage with businesses, CBOs, or other organizations could help maintain areas around bus stops while promoting a sense of community pride. Organizations that adopt a bus stop can also be recognized by Metro with annual awards.

This program could focus on improving areas around bus stops to create a cleaner environment that feels safe and comfortable for women riders and their families. Bus stop maintenance generally falls under the jurisdiction of cities, thus this program would need to be rolled out in partnership with local jurisdictions as well as the adopting organizations. Having local support from nearby organizations would promote local investment and community pride in transit facilities. It would also support Metro in meeting the Strategic Plan goal related to regional collaboration between Metro, local cities, and communities.

### ADOPT-A-STOP PROGRAM CASE STUDY



### TCRP Adopt-A-Stop Survey (2013)

*In 2013, the Transit Cooperative Research Program (TCRP) surveyed 30 U.S. transit agencies about their Adopt-A-Stop programs, with seven agencies selected for further case study examination. TCRP's report noted the following key components of successful programs:*

- » Strong community partnerships
- » A proactive and dedicated program coordinator
- » Attractive program branding
- » Word of mouth promotion of the program

Image Source: Minneapolis-Saint Paul Metro Transit, 2022



## ADOPT-A-STOP PROGRAM



### How It Will Work

Metro will engage local businesses, business districts, CBOs, schools, faith-based organizations, and other groups interested in sponsoring and organizing volunteers for bus stop cleanups. Metro will coordinate with the local jurisdiction at the outset of the program to invite collaboration and ensure program success. Sponsoring groups will be responsible for conducting regular bus stop evaluations, cleanup, and basic maintenance. Metro will provide the resources to maintain

the bus stop, while organization volunteers will conduct the evaluations and report vandalism, disturbances, safety issues and lost items left at bus stops to Metro. Metro will perform annual project evaluation assessments to ensure success of this program or modify based on community feedback. As part of implementation, Metro would seek to encourage participation via annual awards to recognize community partners.



## RESPONSIBLE PARTY

Metro's Communications Department

## EFFORT & TIMEFRAME

Costs include creation and promotion through partnerships with local jurisdictions and local organizations. TCRP found that the majority of agencies (72%) had annual budgets for Adopt-A-Stop programs of less than \$5,000. This cost covered expenses for cleaning supplies, volunteer transit passes, and signage.

Implementation of this strategy is short- to medium-term to develop the program, establish community partnerships, and to create and distribute promotional materials.





# BUSINESS PARTNERSHIPS



## What We Heard

The lack of restroom facilities creates additional burdens for those traveling with children, riders who are pregnant, and others in need of more accessible restrooms. Many businesses along transit routes limit access to their restrooms for customers

only, eliminating potential options for riders. Even where restroom facilities exist and are open to the general public, it can be challenging to find them, especially if a rider is trying to catch a time-sensitive transfer.



## Metro's Solution

Metro wants to explore a creative solution working with the local business community. By leveraging partnerships with businesses, this strategy will offer participating businesses cross-promotion of their services while providing access to services, the opportunity to purchase food, and restroom facilities for riders. Metro currently operates similar programs that include cross-promotion for small businesses under the Business Interruption Fund, and Eat, Shop, Play programs. This strategy will expand on these existing programs to a broader array of rail and bus lines and focus on offering economic benefits to participating businesses through both promotional activity and the potential increase in foot traffic and sales as a result of riders entering the premises to use the facilities. Metro's Joint Development Department has also explored opportunities for public partnerships to have additional restroom access as the Metro system expands.

With increased access to nearby dining, service, & restroom facilities, Metro can improve the ease of travel for families, caregivers, pregnant people, & elderly riders.





## BUSINESS PARTNERSHIPS CASE STUDY

### City of London Community Toilet Scheme

*The City of London has had success implementing a business partnerships program with their Community Toilet Scheme (CTS). This includes an interactive online map of these business locations, as well as the following benefits for CTS members:*

- » Free publicity on the City Corporation website and printed maps
- » Free window signs encouraging potential customers to enter the premises
- » Potential increase in trade from customers making purchases as a result of entering the premises to use the facilities
- » A financial contribution from the City of London Corporation in exchange for providing clean, safe facilities



## How It Will Work

By leveraging partnerships with businesses through current Metro programs, this strategy will offer cross-promotion of services, discounts, and access to restroom facilities. Promotions will be advertised on Metro's website and advertising material will direct riders to partnering businesses with restrooms. In addition, signs and maps will be placed at stops and stations to direct riders to partnering businesses.

Metro can work on "Hosting an Event Together" with these businesses, to create a one-stop-shop for customers with the partner business or businesses. This one-day joint event can give customers a reason to stop by the local business. It can help get Metro riders to these businesses without requiring them to make another stop.

Similar to the City of London's business partnership program (see sidebar), Metro will explore opportunities to support partnering businesses via TAP card discounts, loyalty cards, and advertisements. Metro can also seek funding to support participating businesses for maintaining clean and safe restroom facilities.

### RESPONSIBLE PARTY

Metro Customer Experience Office, Metro Communications, Metro Joint Development

### EFFORT & TIMEFRAME

The cost of this strategy includes establishing the program, engaging with businesses across Metro's system, development of the web and print materials, and the campaign to promote it. Other operational considerations include cleaning or maintenance costs over time and incentives for businesses to participate.

Implementation of this strategy is short-term to medium-term, as it can build on existing partnerships with businesses, but would require additional coordination and development of materials for full implementation of the program.



# RESTROOM DESIGN STANDARDS



## What We Heard

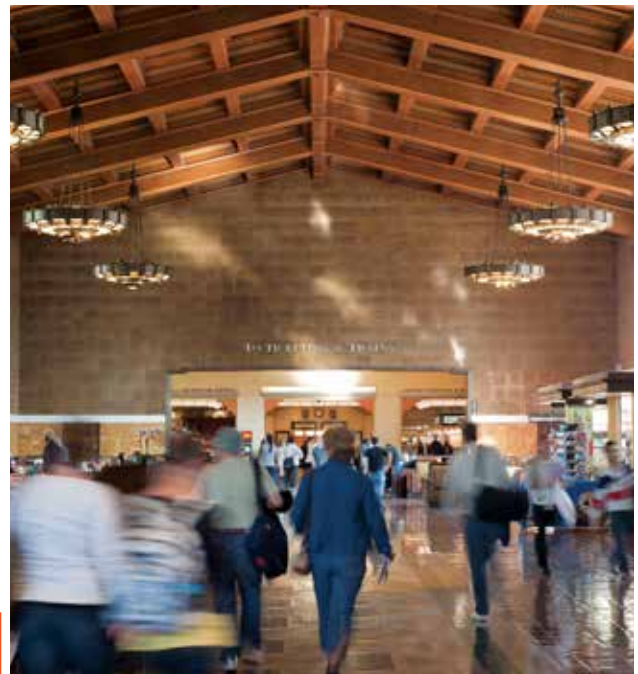
Metro recognizes that direct provision of restrooms throughout the system is a key amenity that would enhance the accessibility of the system for all riders. A strategy for Metro is to create restroom design standards for new stations, especially as opportunities for systemwide improvements are being looked at as part of the preparation for the 2028 Olympics. A lack of accessible restrooms

creates additional burdens for those traveling with children, riders who are pregnant, and others in need of more accessible restrooms. Provision of restrooms directly at stations, integrated into other renovations such as those occurring in advance of the Olympics, would improve women riders' experience by avoiding the need to exit and reenter the system along the journey.



## Metro's Solution

Creating design standards for Metro's expanding rail network offers a proactive approach to incorporating women's needs into future design. This complements investments in business partnerships to provide restroom facilities along the existing system. By increasing access to restrooms, Metro improves the ease of travel for women, families, caregivers, pregnant people, and elderly riders.





## How It Will Work

Restroom design standards for new stations will be created to include elements like changing stations, varied sink levels, and vending machines for toiletries, including diapers. A focus on single-stall and gender-inclusive restroom options will ensure that new restrooms accommodate families and people of all genders equitably. New technologies will also be explored that will make it easier to keep restrooms clean and well-maintained.

Metro will codify restroom design standards at new rail stations and high-activity bus centers. This makes well-designed restrooms a standard for Metro's system. Plan and policy updates to support this strategy will include:

- » Metro Rail Design Criteria
- » Transfers Design Guide (for clear signage pointing riders to restrooms)
- » Systemwide Station Design Standards Policy
- » Customer Experience Plan
- » Bus Rapid Transit Vision and Principles Study (BRT stations could be focal points for restroom implementation phasing or prioritization)

### RESPONSIBLE PARTY

Metro's Systemwide Planning & Design Department



### EFFORT & TIMEFRAME

The creation of design standards would have minimal costs as it requires updating existing plans and policy documents. The implementation of the design standards into restroom facilities will likely require additional costs for future stations and would need to be incorporated as part of the overall expansion cost.

Implementation of this strategy is short-term to codify new restroom design standards into Metro's design policies and documents. Implementation would be longer-term, aligned with the timeline of new rail stations opening.



# CONCENTRATED AMENITIES ZONES AT PLATFORMS



## What We Heard

Women have expressed safety concerns while waiting at transit stations and stops — particularly in underground rail platforms. Increased amenities, such as lighting at stops and along pedestrian access routes, were identified as areas of preference for women riders (UHWT, 2019). These findings highlight the interaction between station design

and perceptions of safety on the system. Without additional amenities, stops and stations can feel unattended and isolated, amplifying safety concerns. In contrast, women feel safer at well-designed stations with ample amenities and communication tools to call for help if needed.



## Metro's Solution

Metro can create a designated zone on rail platforms where amenities such as seating, lighting, security personnel, and security technology (e.g., emergency call boxes and security cameras) are concentrated. This can provide easy

and clear access to these resources, if the need arises, while creating a more comfortable place to wait. These amenity zones give women riders a more stress-free travel experience.





## How It Will Work

At existing stations, Metro will add amenities to designated zone areas near platforms to concentrate security measures, brighter lighting, and seating. Metro will also modify station design standards for new stations to codify this approach into the design and construction of new stations.

### RESPONSIBLE PARTY

Metro's Systemwide Planning & Design Department

### EFFORT & TIMEFRAME

This strategy has minimal upfront costs to update existing plans and policy documents, but additional costs would be related to new amenities across the system of existing rail stations. For future rail stations, design standards would guide the layout and provision of amenities. These amenity zone costs would be absorbed into the construction costs of new stations.

Updating existing plans and policies is a short-term strategy, while implementation across the Metro's system is considered medium or longer-term. Implementation of amenity zone standards would be aligned with the timeline of new rail stations.

### CONCENTRATED AMENITIES ZONES CASE STUDY

#### TTC Designated Waiting Areas

*In Toronto, Ontario, the Toronto Transit Commission (TTC) has had success with their Designated Waiting Area (DWA) program on subway station platforms. TTC worked in partnership with a local anti-violence against women organization to directly address women's safety issues. DWAs at stations include intercom access, benches, railing, enhanced lighting, CCTV cameras, and payphones.*



# PRIORITIZE HOUSEHOLD-SERVING USES AT TRANSIT STATIONS



## What We Heard

As described in the UHWT study, women are responsible for a majority of household-serving trips. In focus groups, women described the challenges of making the first and last mile connection to transit on foot. Moreover, they shared that they save many of their household errands for one day a week when they could use a car because it was difficult to complete their household trips on transit. Co-locating household-serving destinations at transit stations would remove the burden of making multiple trips or stops during their trip, improving women's access to these places and making it easier to use transit to live their daily lives.



## Metro's Solution

While Metro does not have direct control over land use decisions around its stations, the agency does have some direct and indirect influence in this area. Metro will encourage the development of household-serving uses — grocery markets, medical offices, pharmacies, childcare centers, health centers, community spaces, and social services — at and near stations through its Joint

Development projects and policies that currently allow vendors to use transit plaza space. This policy has been tested with successful results at the Hollywood/Western station, where a farmer's market sets up weekly, and at the MacArthur Park station, where vendors are allowed to use the plaza space every day.



## Metro’s Solution (continued)

Where direct influence is not possible, Metro will partner with cities and local communities to accelerate transit-oriented development policies that encourage household-serving uses. Many of the cities where Metro’s oldest stations are located already have policies that enable this type of development. As Metro’s system grows, additional partnerships can help ensure household-supporting uses are prioritized.



## How It Will Work

Metro will work within its existing joint development programs to encourage co-location of household-serving uses within or adjacent to transit stops and stations. This includes:

- » Identifying opportunities to co-locate “neighborhood-serving amenities” through transit-oriented communities (TOC) and Joint Development Policy implementation, especially in Equity Focus Communities (EFCs) and in partnership with CBOs
- » Supporting these uses as part of Small-Scale Retail pilot and Small Business Loan Fund program implementation
- » Exploring partnerships with Housing Lab

### RESPONSIBLE PARTY

Metro’s Planning TOC Group

### EFFORT & TIMEFRAME

This strategy’s cost is minimal as it requires updating existing plans and policy documents.

Implementation is short-term to develop language for prioritizing household-serving uses to be incorporated into Metro policy documents. Changes in land use will be longer-term but could be accelerated where Metro has direct influence.



# IMPROVE INTERIORS ON BUSES AND TRAINS



## What We Heard

Many women riders do not feel transit vehicles are built for them — fewer than 40% of women surveyed reported feeling transit is comfortable or that transit vehicles have the space they need for their belongings. The gender analysis found that women riders do not feel seating arrangements were safe or comfortable, especially when traveling with children. The UHWT study also found that many customer complaints involving bodily injury on Metro’s system come from women.



*Brighter lighting and  
more seating/space”*

GAP WORKSHOP PARTICIPANT

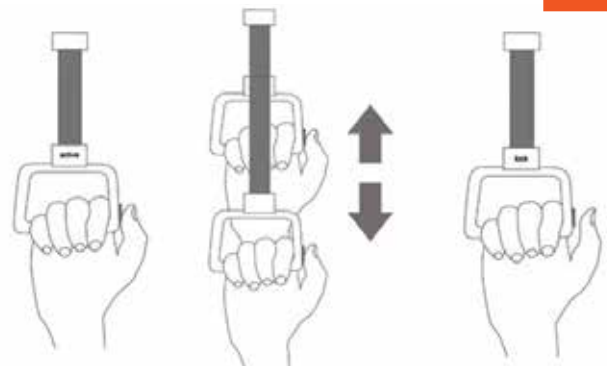


## Metro’s Solution

An overall strategy that addresses bus and train interiors, including seating and standing arrangements, can further improve rider and family comfort. Suggested changes include:

- » Exploring **alternative seating arrangements**: seats facing each other so families can ride comfortably together, outward-facing seats to provide better views of the surroundings, and single seats to reduce feeling “trapped” while sitting in a window seat
- » Support handles and rails that are accessible to people with bodies of all sizes and abilities (e.g., women riders, disabled riders, children, and others) like **adjustable handles**

- » Continuing to phase out pull-cords on buses and **locating push buttons at lower heights** and locations so they can be easily reached without straining, reaching over other passengers, or standing while the vehicle is in motion



Example of adjustable handles that are accessible to people of all body sizes and abilities





## How It Will Work

Metro will update vehicle design standards for new or renovated vehicles to account for new configurations of seats, handles, straps, and buttons into the interior layout of the vehicle. As Metro renovates or acquires new vehicles, these designs will be installed.

### RESPONSIBLE PARTY

Metro Operations Department and Metro Risk, Safety & Asset Management Department

### EFFORT & TIMEFRAME

The effort related to adding new standards into existing documents would be minimal. Some of the strategy's features may require additional effort for vehicle procurement, but would be reduced over time.

This strategy would be short-term to develop and incorporate new standards, but implementation across Metro's system would need to be phased over time with medium- and longer-term timeframes



*Example of push buttons located at lower heights and locations on a new Metro El Dorado CNG bus (2018)*

# FARE POLICY STRATEGIES

Address Multi-Directional Transfers Through Fare Capping Program

Partnership with Healthcare Providers to Promote LIFE Program







# ADDRESS MULTI-DIRECTIONAL TRANSFERS THROUGH FARE CAPPING PROGRAM



## What We Heard

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The UHWT study found that women often trip-chain within a short period of time to drop off children at school or run short household-servicing errands in their neighborhood. Additionally, participants in focus groups and outreach meetings expressed the financial burden of having to pay twice for these types of trips.



## Metro's Solution

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Metro's fare capping pilot will address the cost burdens of multi-directional travel for women. Fare capping eliminates the need for transfers in that fares will be capped to a daily amount and once the cap is reached, it allows for unlimited travel in either direction for the rest of the day, thus eliminating the time and directional constraints.

This could significantly lower cost burdens and simplify travel for women riders who are carrying out the household-servicing trips they need (e.g.,

short distance roundtrips, multi-stop trips, and interagency transfers). For example, a mom who must take and pick up her kids to school and have various errands throughout the day would not have to pay more than the daily pass cap for these multiple trips. The fare capping pilot can provide more travel flexibility and encourage people to use transit for these types of trips.





## How It Will Work

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The fare capping pilot would limit the total fare paid at the daily, weekly and monthly rate versus having to pay the upfront cost of the pass. Riders would no longer have to pay upfront for a pass, meaning riders will now be able to benefit from unlimited use passes without upfront cost. With fare capping, riders are never charged more than the daily or weekly caps and can ride free after the cap is met. Simplification of fares also includes the elimination of upcharges for Silver and Express bus lines. The implementation of fare capping will address multi-directional travel by ensuring riders are paying the lowest price regardless of direction

### RESPONSIBLE PARTY

TAP, Office of Management and Budget (OMB),  
Metro's Communications Department

### EFFORT & TIMEFRAME

Implementation of this strategy is considered short-term since it is part of Metro's fare capping pilot.

# PARTNERSHIP WITH HEALTHCARE PROVIDERS TO PROMOTE LIFE PROGRAM



## What We Heard

A University of Michigan study found that the year following a pregnancy is one of the most financially difficult times for women and families (Taylor, et al., 2021). Additionally, post-pregnancy medical visits and healthcare needs for the parents and child lead to more trips and higher travel burdens.

According to data from Metro's Spring 2018 On-Board Survey, 37% of women bus riders and 23% of women rail riders reported receiving a discount on their fare. Of these riders, only 6% received a discount through the Low-Income Fare is Easy (LIFE) Program on bus and 10% on rail, despite the income-eligibility of most Metro riders. Some participants of UHWT study workshops and GAP focus groups were also unaware of the LIFE Program, suggesting it is currently underutilized and underpromoted.

# 6%

OF WOMEN **BUS RIDERS** RECEIVED A DISCOUNT ON THEIR FARE THROUGH THE LIFE PROGRAM

Source: Metro Understanding How Women Travel Study (2019)

# 10%

OF WOMEN **RAIL RIDERS** RECEIVED A DISCOUNT ON THEIR FARE THROUGH THE LIFE PROGRAM

Source: Metro Spring 2018 On-Board Survey





## Metro’s Solution

In combination, these findings suggest new partnerships between Metro and healthcare providers could help reduce financial burdens during and immediately following pregnancy, while also promoting the LIFE program. This can encourage families to continue using Metro during a transitional life stage where transit riders often change to relying more on a car.

Promoting the LIFE Program, particularly through partnerships with health providers can better reach pregnant riders that qualify. Patients are often offered parking validation at appointments to address the extra costs of travel from check-ups throughout pregnancy. Promoting Metro’s LIFE program through healthcare providers can encourage those who are pregnant with limited income to travel to their appointments via transit. This strategy can increase access to transit for women riders through targeted campaigns and institutional partnerships in healthcare.



## How It Will Work

Leveraging existing partnerships with institutions, Metro will connect with healthcare providers to promote its LIFE Program. This strategy will also partner with state and local healthcare providers and assistance programs to advertise the LIFE Program fare discounts. Metro will ensure promotional materials are available in multiple languages, and advertise on vehicles, at stops and stations, and on LIFE’s Program applications so emerging families will be aware of their eligibility for discounts.

### EFFORT & TIMEFRAME

Building from existing partnerships with institutions, promotion of the existing LIFE Program to healthcare providers has minimal costs. Primary costs are related to development of advertisement and materials.

This campaign strategy is considered short-term as no significant or longer-term implementation costs are anticipated.

### RESPONSIBLE PARTY

Metro’s Communications Department, Community Relations Department

# SERVICE FREQUENCY & RELIABILITY

Service frequency and reliability is an important element that resonates with women riders because it addresses how and when their trips can be made. Through the gender analysis, it was clearly articulated that women riders need more consistent, safe, and reliable bus service during the times they travel most (midday and other non-commute times). They also want more accurate real-time information including crowding and safety updates.

Institutionally, more disaggregated information needs to be collected to explicitly show how travel trends differ by gender, to allow for a full assessment of how policy choices may affect women riders. As discussed in Chapter 3, changes to Metro's service and system have been ongoing since the early onset of the COVID-19 pandemic. Since Metro has yet to completely reinstate pre-COVID service levels, the GAP recommends developing strategies that address service frequency and reliability after implementation of the NextGen Bus Plan — once full Metro service is back in operation.

Metro's NextGen Bus Plan, approved by Metro's Board of Directors in October 2020, includes restructuring of the entire bus network, along with a comprehensive bus speed and reliability program through targeted, quick-build investments that,

over the next five years, will fully support a more efficient and effective bus system for LA County. Progress to date includes:

- » Full deployment of the restructured bus network (December 2021)
- » Installation of 10 miles of bus priority lanes — an increase of 53% in bus lane miles in the City of Los Angeles and up to 30% in improved travel speeds on specified bus routes

Metro remains committed to delivering the full NextGen Bus Plan, and continues to roll out a range of tactical transit engineering improvements through our NextGen Bus Speed and Reliability program. These updates prioritize buses throughout the region, improving speed and reliability on Metro's highest ridership corridors. This program delivers a critical and equitable win-win for riders, improving the customer experience and expanding access to opportunity.

One of the main goals of Metro's proposed \$8.8 billion budget will be to restore transit service back to pre-pandemic levels — 7.1 million annual service hours for bus. Even though ridership isn't back to pre-COVID levels yet, Metro is striving to deliver good and convenient mobility to current and future riders.





*Women transit riders in LA County need more midday and weekend bus service and more accurate real-time transit information*

**NextGen Improvements**

Throughout and following the implementation of the NextGen Bus Plan, the GAP recommends that Metro consider the following improvements:

- » Use the GAT to **develop gender-specific evaluation criteria to inform stop locations** during future bus route or network redesigns. This would help address feelings of vulnerability that women experience at stops or stations located away from activity centers, especially at night
- » Continue to implement service frequency by **prioritizing service during the midday (12pm–3pm) and weekend** periods on routes women use (e.g., to make household-serving trips). This would allow women who are traveling during off-peak times like the midday to have the same level of service that riders receive during typical commute periods

# OVERALL SUMMARY OF STRATEGIES

The table to the right summarizes the strategies in this chapter with information about their contribution to the GAP goals, anticipated timeframes, and anticipated costs.





































Strategy timelines are characterized as:

- » Short-term (less than one year)
- » Medium-term (1-3 years)
- » Long-term (3-5 years)

The levels of effort for each strategy are categorized as:

- » Low (plan/policy/program)
- » Moderate (physical infrastructure improvements)
- » High (constrained by other ongoing process/timeline)

STRATEGY	
	Gender Analysis Tool
SAFETY STRATEGIES	Camera Visibility & Lighting
	Station/Stop Design & Safety Assessment
	Metro Employee Travel Partner Program
	Promote Travel Partner Opportunities
	Promote Courtesy Request-a-Stop Service
	Sexual Harassment Prevention Program
	Gender-Specific Operator Training
	Explore Silent Alarm
STATION, STOP, AND VEHICLE DESIGN STRATEGIES	Strollers on Metro Vehicles
	Adopt-A-Stop Program
	Business Partnerships
	Restroom Design Standards
	Improve Interiors on Buses & Trains
	Concentrated Amenities Zone at Subway Platforms
FARE POLICY STRATEGIES	Prioritize Household-Serving Uses at Transit Stations
	Address Multi-Directional Transfers Through Fare Capping Program
	Partnership with Health Providers to Promote LIFE Program

GOAL 1: RAISE AWARENESS OF TRAVEL DIVERSITIES	GOAL 2: CONSIDER GENDER PERSPECTIVES	GOAL 3: ADDRESS GENDER GAPS	GOAL 4: IMPROVE SERVICES FOR WOMEN RIDERS	GOAL 5: CREATE MEASURABLE PROGRESS	TIMEFRAME	LEVEL OF EFFORT
✓	✓	✓	✓	✓	 Short	 Low
			✓	✓	 Short	 Moderate
✓	✓	✓	✓	✓	 Short	 Low
		✓	✓	✓	 Short	 Moderate
		✓	✓	✓	 Short	 Moderate
		✓	✓	✓	 Short	 Moderate
✓	✓	✓	✓	✓	 Short	 Moderate
✓	✓	✓	✓	✓	 Medium	 High
			✓	✓	 Long	 High
	✓	✓	✓	✓	 Medium	 Moderate
			✓	✓	 Short	 Low
		✓	✓	✓	 Medium	 Low
✓		✓	✓	✓	 Short	 Moderate
✓		✓	✓	✓	 Medium	 Moderate
✓		✓	✓	✓	 Short	 Moderate
✓	✓	✓	✓	✓	 Long	 Low
		✓	✓	✓	 Short	 Low
✓	✓	✓	✓	✓	 Short	 Low

## RECOMMENDATIONS FOR

# ENHANCING METRO INITIATIVES WITH A GENDER LENS

Continuing the momentum of Metro actions since publishing the UHWT study, the GAP has identified current Metro programs that could be enhanced and improved using gender-inclusive actions. The strategies listed here are examples of how the GAT and a gender lens may continue to be applied throughout Metro's planning process to keep identifying and assessing how well Metro is serving its women riders.

### Targeted Promotion: Fare Capping & Digital Fare

Initiate targeted promotions to gender-focused CBOs and women assistance groups to encourage participation in pilot fare programs:

- » **Fare Capping** – target promotional materials to gender focused CBOs and women assistance groups so they can benefit from the pilot program
- » **Promote Digital Fare Options** – increase awareness and promote ability to have multiple passes for families when using digital fare options and mobile wallets

- » **GoPass Fareless Student Pass Program**
  - increase awareness among parents, who can request their school district participate in the pilot

### Revisions to Courtesy Decals

Metro's recently installed courtesy seating decals helps bring awareness of the seating needs for pregnant riders and adults with children. However, the location and placement of the decals is also critically important. As the new fleet is put into place, these decals should be located in high visibility areas on trains and buses.

### Overnight Service

Offering additional on-demand services during evening and overnight hours (e.g., 7pm–5am) would provide safer and more reliable transportation for women when bus service is least frequent and has the lowest level of coverage. Women could have more transit options available when fixed-route service is limited and there is lower ridership on the system. This would help address



safety concerns related to waiting for long periods at stops and stations when it is dark.

## Travel Information Enhancements

Additional real-time travel information would help women riders make decisions that fit their needs. Although Metro’s recent partnership with the Transit app has enhanced many real-time information features on Metro, there are several information improvements and resources that can be provided in the places where women riders need them: on a larger variety of digital platforms (Metro website, other travel-related and mapping apps, and social media alternatives), at street level for stations/stops, and on Metro property (within station, on Metro vehicles).

## Metro Micro Improvements

As Metro Micro service expands, it should explore new safety features such as a location-based travel partner and “populated pickup” location. This would respectively allow women to opt in to “partnered rides,” so they are not alone in the vehicle and select pickup locations in populated areas or near other Metro Micro riders to avoid waiting in places that feel isolated.

## Gender & Equity Related Focus Groups

Convening bi-annual focus groups to monitor and report on gender and equity related initiatives would help ensure the success of proposed strategies and improvements. These

focus group should include participants based on our coordination and partnership with CBOs to include current, previous and non-Metro riders. These focus groups will help enhance two-way communication with women who may be underrepresented in quantitative forms of feedback, like web surveys and on-board surveys, and provide rich qualitative data. By gathering qualitative, targeted feedback, Metro can continue to build upon successes and learn about opportunities for improvement.





CH.05

# MEASURING SUCCESS

*The GAP will make Metro the first major transit agency to monitor and evaluate customer experience outcomes through a gender-oriented lens. This groundbreaking work continues Metro's ongoing efforts to innovate and lead the transit industry in creating evidence-based changes in the realm of gender-responsive transit planning and customer service.*





# MEASURING SUCCESS

To understand how the GAP performs, Metro will look to answer two fundamental questions:

- » First, are the actions and strategies implemented in accordance with the GAP's vision and goals?
- » Second, are the actions and strategies improving the experience of women who use Metro?

This chapter describes how Metro will monitor the progress of the GAP, focusing on two types of metrics — process metrics and outcome metrics — to inform the above questions. Process metrics focus on actions directly under Metro's control.

They represent a way to monitor efforts and delivery of strategies recommended by the GAP. Outcome metrics measure how effective the GAP is at achieving its overarching goals, allowing for assessments that measure results in terms of widespread positive outcomes across Metro's system and other stakeholders.

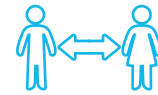
In addition to these metrics, the GAT is the primary strategy for gender-responsive planning in everything that Metro does. The GAT ensures gender-disaggregated data is used in all of Metro's efforts to deliver evaluation metrics for all future initiatives, policies, services, and projects.







## OVERARCHING GOALS FOR THE GAP



**Raise Awareness** of gender differences



**Ensure Consideration of Diverse Gender Perspectives** in Metro policies, programs, projects, & services



**Address Gender Gaps** Metro policies, programs, projects, & services



**Improve the Quality & Accessibility** of services for women



**Ensure Progress** towards these Goals is measurable & meaningful



# EVALUATION FRAMEWORK

This evaluation framework begins with understanding the “Big Picture” — the most important way to evaluate the overall progress and impact of the GAP. It reviews the plan in its entirety, as it applies to multiple strategies within the GAP and reflects the main concerns identified in the UHWT study and the GAP. Each strategy has at least one “process metric” and at least one “outcome metric.” Together, these metrics constitute the **key performance indicators** (KPIs) for each strategy in the GAP. A strategy is considered successfully implemented if all “process” KPIs are met. In addition, a generally improving outcome metric indicates the KPI is being met, and progress can be tracked over time. This structure allows Metro to evaluate which individual strategy has the most significant positive impact for women riders; and whether collectively, the GAP is improving the system for women.

Many of the KPIs refer to specific operational metrics — the type of information that Metro staff already collects or can report on. However, because one of the core goals of the GAP is to **improve quality and accessibility** of services for women, there are several KPIs that require direct conversation and feedback from riders.

This feedback is best gathered through survey responses designed to capture a wide breadth of individual experiences such as onboard surveys, customer experience surveys, and/or targeted

surveys. In addition, ongoing targeted focus group conversations are needed to understand the effects of the GAP with a greater level of depth and nuance. Metro currently engages in recurring customer survey efforts, which can be modified to support new gender-related data needs. In addition, the GAP recommends holding focus groups with gender- and equity-related CBOs to gather consistent qualitative input through active partnership.

Evaluation will typically occur on an annual basis, through gathering and analyzing data. This information will demonstrate progress towards the KPIs from the following sources:

- » Departmental reports on process metric progress from responsible teams, groups, or departments
- » Gender-specific findings from onboard surveys, customer experience surveys, and targeted surveys
- » Written summary of feedback from focus groups
- » Summaries of relevant complaint data and crime statistics
- » Participation statistics for measures including TAP card usage, program enrollment, or building external partnerships

# UNDERSTANDING THE “BIG PICTURE”

“*The best way to know that you’re successful is the riders. The riders are going to tell you when you are and when you’re not (...) Listen to the riders. If you ask, people will answer.*”

SHARMAINE T., FOCUS GROUP PARTICIPANT

Although the GAP presents individualized performance indicators for each strategy, the program of actions is intended to be complementary and improve the overall experience of women riding Metro. As such, the following measures are recommended for understanding the “Big Picture” with a holistic view to evaluate the overall progress and effectiveness of the GAP, as well as the effect of Metro’s other efforts to improve the transit experience for women:

- » Improved average CX Survey ratings among women in the following categories:
  - Safe from sexual harassment
  - Daytime security on vehicles
  - Daytime security at stops/stations
  - Nighttime security on vehicles
  - Nighttime security at stops/stations
  - Cleanliness on vehicles
  - Cleanliness at stops/stations
  - Helpfulness and courtesy of Metro staff
  - Would recommend Metro to friends or family
- » Total daily number of women using Metro
- » Assessment from focus groups with emphasis on gender- and equity-related CBOs:
  - Is Metro making progress in improving the quality and accessibility of services for women?
  - Presented as a 4-point scale (strongly disagree; disagree; agree; strongly agree)



# DATA COLLECTION THROUGH THE GENDER ANALYSIS TOOL



Generally, this evaluation framework follows accountability processes at Metro. However, accurate assessment of the outcomes of many measures relies on new data collection efforts. These are more targeted toward assessing the GAP's effect on women. This section describes the opportunity to collect new and insightful data about recent Metro programs through the deployment of the Gender Analysis Tool. This will allow for gender-specific evaluation as these programs unfold, and will provide critical data for Metro's evaluation of women's experience on the system, over time. The following examples provide a discussion of the insights that the GAT could provide for recent Metro activities.

## **Implement, Track, & Report Back on Use & Effectiveness of the Gender Analysis Tool**

As a standalone strategy, the GAT is expected to become a powerful mechanism to evaluate all future Metro work. By deploying the GAT across the organization, a new data stream will be created to ensure all of Metro's work incorporates gender-responsive planning principles. To maximize the impact of the GAT beyond the individual projects, plans, and programs, "meta-data," which takes a wider view of the GAT and its effectiveness, will be collected and evaluated. Ongoing questions about the use of the GAT will include:

- » What proportion of Metro projects, plans, and programs use the GAT during their development?



- » How many projects, plans, and programs improve or revise their approach based on deployment of the GAT?
- » What improvements or revisions are most common? (e.g., Collection and analysis of gender-specific data? Engagement with gender-specific CBOs as part of the outreach process?)

### **Disaggregate Existing Ridership Data by Gender to Understand Service Change Impacts to Women**

On-board survey data is not currently separated out by gender except at the systemwide level; this makes it difficult to identify lines, corridors, or times of day in which there may be more women riders. In particular, as time-of-day or day-of-week service changes are evaluated for potential gender differences, it would be useful to understand whether lines slated for service changes serve a disproportionate number of women during the times of day impacted by the proposed service changes. Similarly, when evaluating changes to bus stop locations, bus stop consolidation, or line re-routing, it would be advantageous to understand which lines connect to key community locations and household-serving uses that are most likely to be frequented by women. For example, reporting key metrics by gender from the ridership surveys at the line level is essential to fully capturing the effects of NextGen service improvements on women as they are implemented.



### **Develop Targeted Surveys for Relevant Programs to Understand Gender-Specific Customer Experience Priorities**

The evaluation framework is dependent on the CX surveys as currently specified. Data categories were taken from the 2022 Customer Experience Survey findings, with the expectation that similar ratings of quality and importance will continue to be gathered on key topics named in the CX report (e.g., station/vehicle security, bus stop cleanliness, and other metrics). These findings should be discussed and shown at a gender-disaggregated level, cross-tabulated to understand gender

# DATA COLLECTION THROUGH THE GENDER ANALYSIS TOOL

*continued from previous page*

differences by income, race, ethnicity, disability status, and mode. This will clearly show the variations and diversity in women’s needs (e.g., the experience of women who use buses compared to the experience of women who use rail).

In addition, the GAP discusses Metro efforts that are not fully captured by the public at-large in Metro’s CX Survey — and as a result not able to be

evaluated by riders. For instance, for the courtesy “Night Owl Stop,” it would be useful to understand how many women know about the program and their overall impression of it. Since the CX Survey asks general questions about service, it does not capture relevant opinions on the “Night Owl Stop.” Instances where this level of specificity is needed for GAP strategies are flagged as requiring targeted surveys in the evaluation matrix located at the end of this chapter.

Re-evaluating & modifying complaint categories on the Customer Comment Form & in the CCATS system will allow Metro to gather gender-specific data & evaluate the GAP strategies more effectively

### **Adjust CCATS Categories for Complaints Relevant to GAP Metrics**

Several strategies monitor complaints as part of their performance indicators. This provides direct and specific input that supplements the data gathering and other survey assessments of GAP strategies. Currently, specific types of complaints related to women riders are not accurately reflected in the Customer Comment Analysis & Tracking System (CCATS) complaint coding program because gender is not requested when submitting a complaint, and because the complaint categories are not directly related to the themes that exhibit the most gender difference. Changes can be made to the CCATS form to capture metrics in ways that are most applicable to the GAP measures. For example, stroller-related complaints were not tagged as such during the data analysis that supported the UHWT study and had to be manually extracted from a broader category classification.

Re-evaluating and modifying complaint categories will enable Metro to gather data and evaluate the GAP strategies more efficiently and effectively.

### **Continue to Engage with Gender-Focused Community Input & Solicit Qualitative Feedback through Focus Groups**

Focus group and gender-focused community input has been vital in preparing the UHWT study and GAP strategies. Discussions with dedicated individuals in these focus groups show that the customer experience is nuanced, diverse, and not easily captured in a broad survey instrument. This points to the need for ongoing focus groups that capture more detailed feedback, as noted above and in Chapter 4. As such, Metro should create recurring focus groups as a key part of the annual monitoring process to capture personal experiences, nuances, and suggestions for improvement.



# SETTING BASELINES

To understand how any program or strategy performs, setting a baseline for comparison is a necessary starting point. The baseline shows what the status is before the program is implemented. This is then compared to data collected after the program is implemented to understand changes of improvement or decline. In instances where data is available as of 2022, these conditions should be used as a baseline for assessing improvement. If there are new programs being adopted or piloted, new means of collecting feedback can be developed (such as with the Station/Stop Design and Safety Assessment). In these instances, the data in the first year of reporting can serve as a suitable baseline.

While many similar metrics are analyzed and reported in the UHWT study, this information was collected prior to 2019. As such, new baseline thresholds for those findings should be

documented, particularly due to major changes during the COVID-19 pandemic — both internally to Metro and more broadly across LA County.

With this pause on data collection and normalized ridership patterns during the COVID-19 pandemic, baselines have not yet been established for the GAP metrics. Implementation will be different for each GAP strategy depending on funding, pilot programming, and internal agency coordination needs. Therefore, the GAP does not set specific target dates for any of the metrics within this chapter. Instead, the GAP suggests establishment of baselines to understand the “Big Picture” as a near-term, next step for Metro. This is a key pre-implementation step for each strategy contained in the GAP for all of the strategy’s corresponding metrics.





# STRATEGY-LEVEL PERFORMANCE INDICATORS

In addition to understanding how the experience is changing for women who ride Metro, it is important to understand the relative impact and success of each GAP strategy so they can be expanded and improved upon over time. This is also a key opportunity for Metro to be a leader in establishing evidence-based gender-responsive transit planning and using the GAP to guide

investments. To accomplish this, each GAP strategy has its own KPIs with both process-oriented and outcome-oriented metrics. This can be used by Metro to define and measure success for the GAP. The remainder of this chapter presents the metrics, sources, and responsible Metro departments and teams.



## Strategy

## Key Performance Indicator

### Gender Analysis Tool

Proportion of Metro projects, plans, and programs that used the GAT during their development

Number of projects, plans, and programs that have improved or revised their approach based on the GAT

Most common types of improvements or revisions (e.g., Collection and analysis of gender-specific data? Engagement with gender-specific CBOs as part of the outreach process?)

### Camera Visibility & Lighting

Install lighting at a minimum of 100 bus stops annually

Make cameras more visible and install live feeds at stations

Reduce number of harassment reports at stations and on train with installed changes

Improve average CX Survey ratings **among women** for:

- » Safe from sexual harassment
- » Nighttime security at stops/stations

### Station/Stop Design & Safety Assessment

Feedback received via QR code for all rail stations and key bus stops

Average total checklist scores improve over time

Improve average Customer Experience Survey ratings **among women** for:

- » Rail station cleanliness
- » Bus stop cleanliness
- » Daytime security at stops/stations
- » Nighttime security at stops/stations
- » Location of station elements

### Metro Employee Travel Partner Program

Establish and promote program to all Metro employees

Increase number of female Metro employees using transit services to get to work

Feedback from female participants that they feel safer using the buddy program

SAFETY STRATEGIES

Metric Type	Source / Collection Method	Responsible Department or Team
Process	Departmental Reporting, Board Reporting	Office of the CEO
Outcome	Departmental Reporting; Board Reporting	Office of the CEO
Outcome	Departmental Reporting; Board Reporting	Office of the CEO
Process	Departmental Reporting	Transit Operations
Process	Departmental Reporting	Transit Operations
Outcome	Departmental Reporting	System Security and Law Enforcement: Security
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Online audit data / Departmental Reporting	Office of the CEO (WGGC); Metro Research; Office of Race & Equity; Transit Operations: Facilities & Maintenance; Systemwide Station Design
Outcome	Station Audit Checklists and Departmental Reporting	Countywide Planning and Development; Facilities & Maintenance; Systemwide Station Design
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Chief People Office
Outcome	Employee Surveys / Monitor Employee TAP card use	Chief People Office
Outcome	Employee Surveys	Chief People Office

Strategy	Key Performance Indicator
<b>Promote Travel Partner Opportunities</b>	Partner with at least a few key businesses or local institutions to promote a “transit travel partner” program for their employees Positive feedback from partners regarding experience of female participants
<b>Promote Courtesy Request-a-Stop Service</b>	Launch promotional campaign informing riders of option to request a courtesy stop during overnight hours Discuss courtesy stop to bus drivers and incorporate guidance into gender-specific operator training Number of courtesy stops made by women Positive feedback from women through focus groups or surveys Improve average Customer Experience Survey ratings <b>among women</b> for: <ul style="list-style-type: none"> <li>» Safe from sexual harassment</li> <li>» Helpfulness and courtesy</li> </ul>
<b>Sexual Harassment Prevention Program</b>	Develop visuals, messaging, and artistic elements for posters working with CBOs and Metro Youth Council, and install in Metro vehicles, stops, and stations Install posters on all Metro train cars, in rail stations, and on buses Improve average CX Survey ratings <b>among women</b> for: <ul style="list-style-type: none"> <li>» Safe from sexual harassment</li> </ul>
<b>Gender-Specific Operator Training</b>	Develop and execute a new in-person training module for operators that focuses on the unique concerns and needs of women riders Deliver training to all operators Driver-related complaints are responded to by Metro within one week, and again after three months, to assess if issues have been addressed Reduce average daily complaints regarding pass-ups, customer experience on vehicles, and communication from drivers Reduce average daily complaints made by women Improve average Customer Experience Survey ratings <b>among women</b> for: <ul style="list-style-type: none"> <li>» Safe from sexual harassment</li> <li>» Helpfulness and courtesy</li> </ul>

SAFETY STRATEGIES



Metric Type	Source / Collection Method	Responsible Department or Team
Process	Departmental Reporting	Communications: Community Relations
Outcome	Solicited Partner Feedback	Communications: Community Relations
Process	Departmental Reporting	Communications: Customer Care Risk Management
Process	Departmental Reporting	Chief People Office; Transit Operations
Outcome	Departmental Reporting	Transit Operations
Outcome	Focus Groups / Targeted Feedback	Office of the CEO (Women and Girls Governing Council); Metro Research; Office of Race & Equity; Countywide Planning and Development
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Communications: Marketing; Community Relations
Process	Departmental Reporting	Communications: Marketing; Community Relations
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Chief People Office Transit Operations
Process	Departmental Reporting	Chief People Office Transit Operations
Process	Departmental Reporting	Communications: Customer Care
Outcome	Departmental Reporting	Communications: Customer Care
Outcome	Departmental Reporting	Communications: Customer Care
Outcome	Customer Experience Surveys	Communications: Customer Care

Strategy	Key Performance Indicator
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SAFETY STRATEGIES</p> <p><b>Explore Silent Alarm</b></p>	<p>Provide recommendation on inclusion of silent alarms to Board in advance of next major vehicle acquisition contract.</p> <hr/> <p>If pilot approved: Install pilot alarms on select set of Metro vehicles</p> <hr/> <p>If pilot approved: Change in number of harassment reports before and after installation of alarms; frequency of alarm use</p> <hr/> <p>If pilot approved: Positive feedback from women through focus groups and workshops</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">STATION, STOP, AND VEHICLE DESIGN STRATEGIES</p> <p><b>Strollers on Metro Vehicles</b></p>	<p>Include additional space on new vehicles including buses for strollers through deployment of flip seats or utilizing other techniques</p> <p>Explore wider aisle space design and mid-door boarding location for all new and renovated Metro vehicles</p> <hr/> <p>Publicize updated stroller policy to allow unfolded strollers onboard buses</p> <hr/> <p>Decrease in stroller-related complaints</p> <hr/> <p>Survey results indicate improved customer experience among women with children</p>
<p><b>Adopt-a-Stop Program</b></p>	<p>Solicit participation among all major BIDs</p> <hr/> <p>Solicit participation and partner with CBOs, volunteer groups, and others to deliver at least one volunteer clean-up event per quarter</p> <hr/> <p>Number of business or jurisdiction-monitored trash cans at bus stops increases, with a goal of having a trash receptacle at all bus stops</p> <hr/> <p>Improve average CX Survey ratings <b>among women</b> for:</p> <ul style="list-style-type: none"> <li>» Bus stop cleanliness</li> <li>» Graffiti</li> </ul>
<p><b>Business Partnerships</b></p>	<p>Develop partnership program to promote local businesses to riders in exchange for restroom access</p> <hr/> <p>Develop cross-promotional platform maps and promotional materials for riders</p> <hr/> <p>Enroll businesses in program, particularly at high traffic bus/rail transfer locations</p> <hr/> <p>Conduct outreach and solicit participation from businesses with existing partnerships (such as the Eat, Shop, Play program)</p> <hr/> <p>Survey results indicate awareness and use of program among women riders</p>

Metric Type	Source / Collection Method	Responsible Department or Team
Process	Report to Metro Board	Transit Operations: Vehicle Acquisition
Process	Departmental Reporting	System Security and Law Enforcement: Security Transit Operations: Vehicle Acquisition
Outcome	Departmental Reporting	System Security and Law Enforcement: Security
Outcome	Focus Groups / Targeted Feedback	Office of the CEO (Women and Girls Governing Council); Metro Research; Office of Race & Equity; Countywide Planning and Development
Process	Departmental Reporting	Transit Operations: Vehicle Acquisition
Process	Departmental Reporting	Transit Operations Risk
Outcome	Departmental Reporting	Communications: Customer Care
Outcome	Customer Experience Surveys and Targeted Woman Rider Surveys	Communications: Customer Care
Process	Departmental Reporting	Communications: Community Relations
Outcome	Departmental Reporting	Communications: Community Relations
Outcome	Departmental Reporting	Communications: Community Relations
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Communications: Customer Experience
Process	Departmental Reporting	Communications: Customer Experience
Process	Departmental Reporting	Communications: Customer Experience
Process	Departmental Reporting	Communications: Customer Experience
Outcome	Customer Experience Surveys and Targeted Woman Rider Surveys	Communications: Customer Care

Strategy	Key Performance Indicator
STATION, STOP, AND VEHICLE DESIGN STRATEGIES	<p><b>Restroom Design Standards</b></p> <p>Create restroom design standards to be adopted by Metro Board</p> <hr/> <p>Increase number of stations/stops that have access to restrooms</p> <hr/> <p>Station audit results show facilities are maintained at a high level of cleanliness. Integrate QR code for real-time feedback.</p> <hr/> <p>Improve average CX Survey ratings <b>among women</b> for:</p> <ul style="list-style-type: none"> <li>» Station cleanliness</li> <li>» Restroom cleanliness (new question)</li> </ul>
	<p><b>Improve Interiors on Buses and Trains</b></p> <p>Develop new vehicle design standards to reflect the needs of women and families</p> <hr/> <p>Incorporate recommendations for rider and family comfort into design of all new and renovated Metro vehicles</p> <hr/> <p>CX Survey results indicate improved customer experience among women with respect to onboard comfort</p>
	<p><b>Concentrated Amenities Zone at Subway Platforms</b></p> <p>Retrofit existing rail stations to concentrate seating, lighting, emergency callboxes, and potential transit ambassadors in single well-lit location</p> <hr/> <p>Improve average CX Survey ratings <b>among women</b> for:</p> <ul style="list-style-type: none"> <li>» Daytime security at rail stations</li> <li>» Night-time security at rail stations</li> </ul>
	<p><b>Prioritize Household-Serving Uses at Transit Stations</b></p> <p>Develop additional language and policy updates prioritizing household-serving uses within joint-development guidance</p> <hr/> <p>Increase the number of stations that have a household-serving use nearby</p>
FARE POLICY STRATEGIES	<p><b>Address Multi-Directional Transfers Through Fare Capping</b></p> <p>Implement fare-capping pilot program changes and overall fare policy</p> <hr/> <p>Increased use of “round-trip” transfers</p>
	<p><b>Partnership with Health Providers to Promote LIFE Program</b></p> <p>Develop partnerships with healthcare providers to promote sign-ups with the LIFE program, particularly for low-income women seeking prenatal care</p> <hr/> <p>Increase sign-ups for LIFE program among women</p> <hr/> <p>Increase in retention in women riders after having children</p>



Metric Type	Source / Collection Method	Responsible Department or Team
Process	Departmental Reporting	Facilities & Maintenance; Countywide Planning & Development
Outcome	Departmental Reporting	Facilities & Maintenance
Outcome	Station Audit QR Code Survey Results	Facilities & Maintenance
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Transit Operations
Process	Departmental Reporting	Transit Operations: Vehicle Acquisition
Outcome	Customer Experience Surveys and Targeted Woman Rider Surveys	Communications: Customer Care
Process	Departmental Reporting	Stop & Station Design
Outcome	Customer Experience Surveys	Communications: Customer Care
Process	Departmental Reporting	Planning: TOC Group
Outcome	Departmental Reporting	Planning: TOC Group
Process	Departmental Reporting	Transit Operations TAP OMB
Outcome	Departmental Reporting	Transit Operations TAP
Process	Departmental Reporting	Communications Department
Outcome	Departmental Reporting	TAP
Outcome	Focus Group results and Targeted Woman Rider Surveys	Communications: Customer Care

# APPENDICES

**APPENDIX A**  
GENDER AUDIT SUMMARY

**APPENDIX B**  
BEST PRACTICES REPORT

**APPENDIX C**  
GENDER ANALYSIS TOOL

**APPENDIX D**  
STATION/STOP SCORE SHEET



# ACKNOWLEDGEMENTS

## **METRO PROJECT TEAM**

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## **METRO ADVISORY COMMITTEE**

OPERATIONS — SERVICE PLANNING & SCHEDULING  
CHIEF SAFETY OFFICE — SYSTEM SECURITY & LAW ENFORCEMENT DEPARTMENT  
STRATEGIC FINANCIAL MANAGEMENT — OFFICE OF MANAGEMENT & BUDGET (TAP)  
OPERATIONS — VEHICLE ENGINEERING AND ACQUISITION  
PLANNING & DEVELOPMENT — SYSTEMWIDE STATION DESIGN UNIT  
CUSTOMER EXPERIENCE OFFICE — CUSTOMER EXPERIENCE UNIT  
OFFICE OF CIVIL RIGHTS, RACIAL EQUITY & INCLUSION — RACE & EQUITY UNIT

## **CONSULTANT TEAM**

STV INCORPORATED  
WITH  
FEHR & PEERS  
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