



EQUITY IN PRACTICE

Developing a City Transportation Electrification Roadmap

MAY 2020

FORTH

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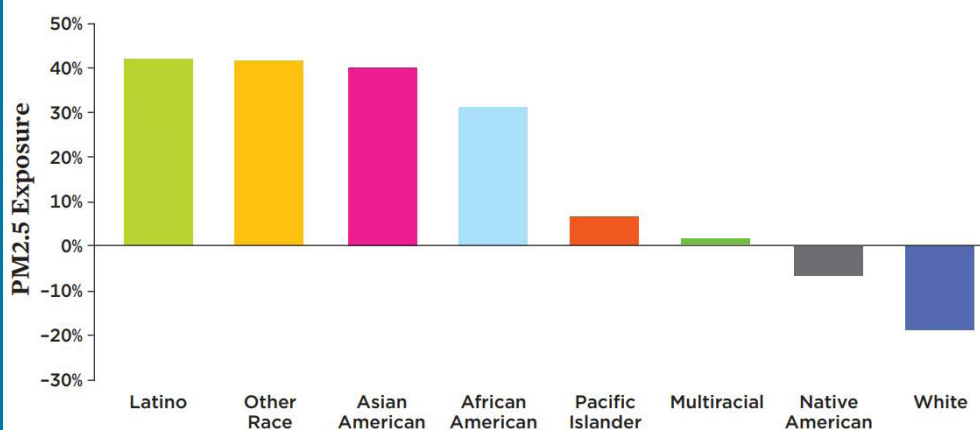
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EXECUTIVE SUMMARY

Cities are innovators and leaders in environmental protection, and local leadership is even more important in the face of increasing global urbanization. When it comes to transportation in particular, many of the most critical decisions are made at the city level. A number of cities are in the process of developing or implementing strategies to enable the growth of electric transportation; from electric scooters to Class 8 trucks and everything in between. Historically, emissions from the transportation sector have disproportionately impacted low-income, communities of color. A study conducted by the Union of Concerned Scientists found that “on average, communities of color in the Northeast and Mid-Atlantic breathe 66 percent more air pollution from vehicles than white residents¹.” It is crucial for cities to lead emission reduction and transportation electrification (TE) with equity front and center. This report provides recommendations and examples of equitable practices and stakeholder engagement to cities that are developing and implementing their electric transportation roadmaps and strategies.

Disproportionately High Exposure for People of Color in the Northeast and Mid-Atlantic



PURPOSE

This report is in response to the District of Columbia requesting support on the following areas of interest as they engage with the Bloomberg American Cities Climate Challenge: examples of equity assessments in transportation electrification plans, strategies for how cities keep equity at the forefront of this work, public engagement strategies including who and how stakeholders are engaged or invited to partake in the development of such plans. The District specifically asked for examples of equity assessments as conducted by other municipalities and public engagement strategies with a strong focus on communities of

concern, communities of color, and historically underserved communities, especially in highly-urban and densely-populated municipalities. While this report has been developed for Washington D.C., it is applicable to any city or organization that is engaging external stakeholders in transportation electrification efforts. This report is not comprehensive of all equitable practices and recommendations in transportation electrification. Cities are encouraged to review this report with their own lens and context.

METHOD

A significant amount of this report was created from accounts of people and organizations that have developed transportation electrification strategic plans. The following equity practitioners also contributed throughout various stages of this document providing their insights and expertise: The Greenlining Institute and EVNoire. Forth also interviewed staff members representing 11 cities including Los Angeles, CA; Portland, OR; and Seattle, WA. Each city interview was held with a leading member working on transportation electrification. Interviewees participated

in an hour interview, addressed follow-up questions, and provided relevant supporting documentation. The bulk of this report was developed prior to the Coronavirus (COVID-19) pandemic; now more than ever it is crucial to prioritize equitable practices within the planning and development of transportation and community engagement strategies.

TERMINOLOGY

Equity: The correction of broken systems in order to eliminate disparate outcomes based on identity (Kapwa Consulting).

There are three different forms of equity that can be advanced through design and decision-making²:

A. Procedural equity: Ensuring that processes are fair and inclusive in the development and implementation of any program or policy.

B. Distributional equity: Ensuring that resources or benefits and burdens of a policy or program are distributed fairly, prioritizing those with highest need first.

C. Structural (Intergenerational) equity: A commitment and action to correct past harms and prevent future negative consequences by institutionalizing accountability and decision-making structures that aim to sustain positive outcomes.

Mobility Equity: A transportation system that increases access to high quality mobility options, reduces air pollution, and enhances economic opportunity in low-income communities of color³.

Roadmap: Identifies strategies to coordinate clean transportation outreach, improve community engagement, and increase residents' access and awareness of clean mobility options and incentives⁴. Roadmaps can also serve as strategic plans that outline goals and methodologies for reaching those goals.

Stakeholders: Individuals, organizations, and experts that can influence and/or are impacted by the projects and initiatives.

This report seeks to guide cities to more equitable outcomes regardless of what stage they are in the roadmap development. Roadmap, Strategic Plan, and Transportation Electrification Plan are all used interchangeably throughout this document.

² [Kapwa Consulting | Climate Equity Conceptual Primer](#), examples of how these forms of equity are applied can be found in the Appendix, Table 5

³ [The Greenlining Institute | How to Make transportation work for people](#)

⁴ [California Air Resources Board | SB 350 Outreach Strategic Roadmap](#)

ROADMAP DEVELOPMENT

For cities developing roadmaps, it is integral to incorporate equity throughout the strategy development; rather than the alternative of a standalone section discussing equity considerations. Projects and efforts like these are inherently better if equity is designed as a central part of the effort. Cities should understand the role of public participation when engaging. The International Association for Public Participation has designed a Spectrum of Public Participation that showcases the broad range of impact the public can have; from informed to empower⁵. In this report, Forth aims to guide cities towards the empowerment side of the spectrum; where the public has the ability to decide on the outcome and direction of city transportation electrification. Disadvantaged communities often bear the negative environmental impacts of transportation investments and are left out of transportation planning and decision-making processes. As transportation electrifies and new technologies are introduced, cities should be looking to shift this paradigm.

The Greenlining Institute has led work in creating a framework that promotes mobility while keeping equity at the forefront. In the Mobility Equity Framework: How to Make Transportation Work for People⁶, Greenlining walks through a three-step framework that addresses equity in creating a transportation plan. The framework includes the following three steps: 1) Community Needs Assessment, 2) Mobility Equity Analysis, and 3) Community Decision-Making Power.

For transportation electrification, it is essential for cities to acknowledge that only engaging and considering electric vehicles as part of the plan is limiting and will present barriers. Cities must be open to multiple modes of transportation, including public and active transportation, and be open to the solution that best fits the needs of the community. The Greenlining Institute shared the following:

"Given that electric vehicles still contribute to congestion, car-dependency, and are still a relatively expensive mode for low-income people, the first step should ensure that electric vehicles are actually the correct mode to meet a communities' mobility needs, as opposed to other, more sustainable modes such as walking, biking, micro-mobility, or public transit."

⁵ [International Association for Public Participation | Spectrum of Public Participation](#). See Appendix, Figure 1

⁶ [The Greenlining Institute | How to Make Transportation Work for People](#)

CASE STUDY

City of Seattle, WA

Seattle was the first US city to launch a Transportation Equity Program in 2017. Through the support of the City's Environmental Justice Committee⁷, they are taking community identified priorities and designing initiatives accordingly. When asked how other cities could replicate their work, Naomi Doerner, Transportation Equity Program Manager at the Seattle Department of Transportation said:

"Other cities should find out where their resources are, and carve some time out just to listen, and create community-vetted solutions – and find ways to pay people for their time and input. It's okay to try things. Listen to community and pilot ideas! That's the biggest thing⁸."

Tackling the human health issues as well as being a port community, freight is top of mind. Seattle's resulting strategy emphasizes the electrification of buses, medium and heavy-duty trucks.



Image Credit Rocky Mountain Institute

More on the City of Seattle's Transportation Electrification Strategy is available in this [Rocky Mountain Institute Report](#) and at [Drive Clean Seattle](#).

⁷ [City of Seattle | Environmental Justice Committee](#)

⁸ [Vision Zero Cities Journal | Inside the Nation's First Transportation Equity Program](#)

TRANSPORTATION NEEDS ASSESSMENTS

It is strongly recommended that cities make a concerted effort to design a transportation needs assessment for traditionally underserved communities. A thorough transportation needs assessment requires time and resources for completion. As stated before, cities should acknowledge that the needs may go beyond personal vehicles.

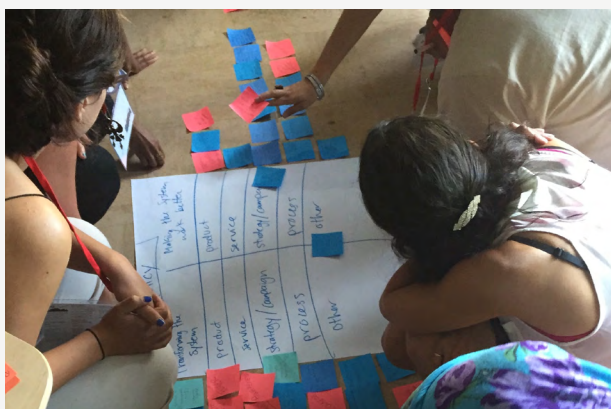
The goal of a transportation needs assessment is to identify the existing gaps in mobility and services as well as guide cities to invest in clean transportation solutions that are informed. The assessment will often include qualitative and quantitative analysis and can be gathered through surveys and focus groups. Community feedback can be solicited through a digital approach such as web traffic and email; however, non-digital engagement is recommended instead. Previous digital outreach has proven that underserved communities are far less likely to respond compared to more affluent communities. While digital surveys are fast, convenient, and yield a larger sample size; the consequences are losing the input of those who aren't online or may be more receptive to in-person interviews.

Outreach and learning strategies may vary from one community to another. A few options include interviews, observation, informational sessions at community events, and informal conversations that might take place after events. Newsletters can be used to keep people informed; these can complement the other forms of outreach. Regardless of what outreach is chosen, provide open communications by offering an email tip line or phone number and a webpage to keep community members up to date.

All the needs assessments that were reviewed for this report were conducted by third-party organizations, often a local environmental justice organization. It is highly recommended that cities partner with organizations that have experience and expertise working within the community. Due to historical events and intergenerational trauma that comes from government projects such as gentrification and redlining, the most effective work comes from a partnership with a community organization that has a rapport with the people being served. If racial and social justice is the project's most important criteria, it is important to lead with those who know their community the best.

CASE STUDY

City of San Francisco, CA



Using Greenlining's Mobility Equity Framework⁹ as a guide, San Francisco conducted a needs assessment, compared various mobility options in an equity analysis, and then gave the community the power to vote on which mobility options to implement. During an eight month co-creation process, 10 proposals were created and vetted by long-term, low income, and minority residents. One final proposal included a subsidized carpooling service to bring kids to school.

"For this project, we focused on lifting up residents' perspectives on improving transportation options within the district with near-term, non-infrastructure transportation options. This included solutions such as public shuttles, carpooling, or a bike program, rather than more bus lines, since these infrastructural improvements are already being implemented in the long term. To address the structural inequity affecting these communities, our Equity Design approach focused on building the power of those on the front lines to influence the process and the outcomes of the project ¹⁰."

More on the City of San Francisco's co-designed transportation may be read in this [Medium Article](#) and the [San Francisco Electric Vehicle Roadmap](#).

In Portland's transportation needs assessments, a number of variables were explored such as understanding participants' current transportation needs and behaviors, understanding participants' familiarity with alternative forms of transportation such as electric vehicles (EVs), electric bikes, and ridesharing/carsharing, and identifying participants' ideal future state in regard to transportation solutions. The needs assessment is used to hear the opinions of the community while also setting baseline metrics around transportation. It is the responsibility of the city to take these recommendations from the community and mold them into their strategic roadmap.

Image Credit [Julia Kong](#)

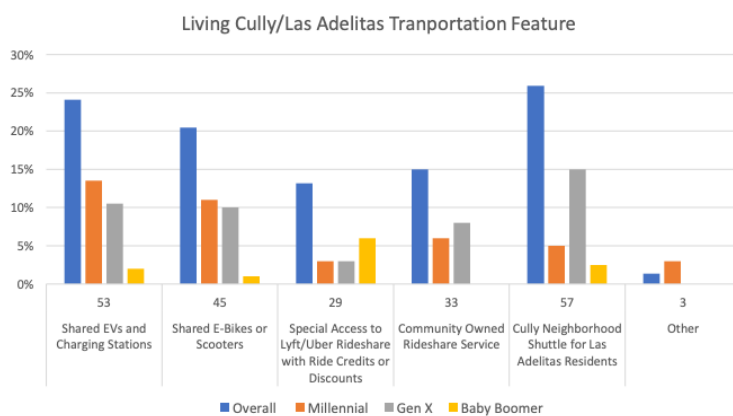
⁹ [The Greenlining Institute | How to Make Transportation Work for People](#)

¹⁰ [Reflex Design Collective | Co-Designing Equitable Transportation in Southeast San Francisco](#)

CASE STUDY

City of Portland, OR

Table 5. Survey Votes for the Living Cully/Las Adelitas Transportation Feature Compared against Generation



In Portland, two local environmental justice organizations, Verde and OPAL, led community-based needs assessments that covered the city as a whole, as well as targeted neighborhood assessments. These organizations completed assessments through focus groups, in person compensated surveys, and stakeholder interviews. In one report by Portland State University and OPAL, they shared:

“There is an active debate about the potential costs and benefits of emerging autonomous, electric, connected and shared vehicle and “transportation as a service” (ridesharing) technologies, especially in how they will serve communities already facing transportation disadvantages ¹¹.”

The results of the needs assessments conducted in the City of Portland may be read in the following reports: [Community-based assessment of Smart Transportation needs in the City of Portland](#) and [Living Cully Community Mobility Needs Assessment](#)

STAKEHOLDER ENGAGEMENT

For purposes of this document, stakeholders are defined as individuals, organizations, and experts that can influence and/or are impacted by the projects and initiatives. Stakeholders in transportation electrifications plans may include community based organizations, trade associations, government agencies, nonprofit organizations, and coalitions.

A wide cross-section of external and internal stakeholders should be engaged to deliver a meaningful and transformative transportation plan. While it is important to include these individuals in the foundation of electrification plans, cities should build space and empowerment through the whole process. The Greenlining Institute offered the following statement:

“True equity means that these stakeholders have real power to influence the transportation electrification (TE) plan. To deliver meaningful equitable outcomes, the goal should not just be to seek community input– but to seek community empowerment throughout the process.”

Many subject-matter expert stakeholders can be convened simply through a few meetings. Community stakeholders should be given more time, attention, and resources to participate. Table 1 outlines various stakeholders that should be considered along with examples of ways to engage them. Along this process, it may be important to include some foundational education on electrification and transportation initiatives¹² in these meetings– to develop a starting point on the need for transportation electrification. Additionally, we encourage creating a space that removes the usage of transportation acronyms and utilizes common language.

¹² EV and Charging 101 fliers are available in Appendix

Table 1. Community stakeholders to engage in roadmap development (adapted from The Greenlining Institute).

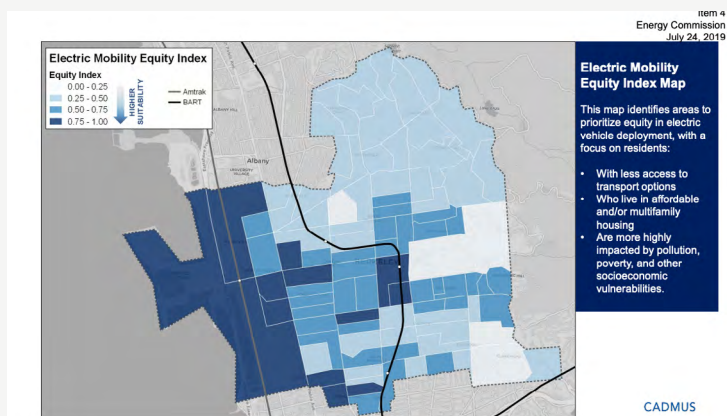
| STAKEHOLDER | CITIES SHOULD ENGAGE THEM TO... |
|--|---|
| Workforce development organizations | understand their programs, the communities they serve and their needs, and communicate the potential job opportunities related to transportation electrification. |
| Unions | identify jobs are high-quality jobs with benefits and worker protections. |
| Faith-based organizations | work with those who serve underserved communities and are trusted messengers and community representatives. |
| Disability community (including physical, mental, etc.) | make sure their mobility needs are also met. |
| Affordable housing developers and managers | consider populations living in multi-unit dwellings, apartments, and condos. |
| Various staff from city agencies, regional agencies, and/or state agencies | ensure coordination from the get go. |

As a way to organize and mobilize various stakeholders, working groups can be formed as a pool of experts to execute on a task or project. When engaging with community stakeholders it is imperative to assess what is being requested, while utilizing the appropriate strategy and methods. Different engagement styles with stakeholders include one on one interviews, working groups, and community meetings (see Appendix, table 2 and 3). Expertise with transportation should go beyond academics and industry experts; it should include the individuals who are life experts experiencing and utilizing the mobility modes. Low-income and communities of color should be engaged in the working groups and have an ability to influence decision-making.

A recommended engagement strategy is developing standards for outreach and engagement with community based organizations (CBOs). This is critical in order to hold local administrators accountable to meeting their desired outcomes. Cities should anticipate and acknowledge that a standard might not work for all communities, and it is important to amend and allow flexibility to what works best for the stakeholders you are engaging.

CASE STUDY

City of Berkeley, CA

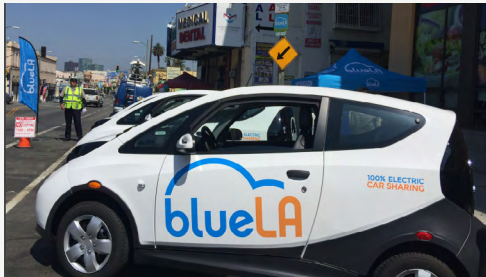


The City of Berkeley is an example of a city that has led work with an equity focus in stakeholder engagement. While bringing on additional partners during the Request For Proposal (RFP) process, the City made equity a central component ensuring that all partners had a shared priority towards equity. The City aimed to have a robust outreach and engagement strategy that worked to empower consultants as decision makers throughout the development of their Electric Mobility Roadmap. Berkeley's work began with transportation needs assessments and addressing community needs that allow for barriers and opportunities. The City's mission is to "increase access to sustainable transportation for underrepresented communities." Community stakeholders were engaged through online surveys and stakeholder interviews with organizations that work with underserved communities in Berkeley; such as Center for Independent Living and World Institute on Disability, GRID Alternatives, and Green the Church and Berkeley Black Ecumenical Ministerial Alliance (BBEMA). Some examples of barriers and opportunities that were addressed include compounding barriers that impact underserved communities to consider EV access, charging station availability, and city resources such as budgeting and technology.

More on the City of Berkeley may be read in the following [Berkeley Electric Vehicle Roadmap](#).

CASE STUDY

City of Los Angeles, CA



BlueLA is a one-way car-sharing service launched in 2017 as a key component of Central Los Angeles' mobility strategy. BlueLA stations are on-street "pods", consisting of one self-service kiosk and 5 parking spots, each with an electric charger where users can pick up and drop off vehicles. BlueLA offers significant discounts to low-income users and local residents who sign up for annual memberships, vs one-time users and tourists¹³. The Mayor's Office led the project design and included a community coalition to co-design the program.

"The events enabled local residents to provide input on program design through small group discussions and mapping exercises. Residents were able to interact with the BlueLA vehicles, and BlueLA also promoted the street ambassador job opportunity to residents. The Street Ambassadors are hired through BlueLA to assist with outreach, education, and operations tasks such as rebalancing vehicles. Several partners noted that community forums were the best way to receive feedback from community through small group discussions and mapping exercises¹⁴."

More on the City of Los Angeles and BlueLA may be read in the following [Shared Use Mobility Center report](#).

Image Credit [Electric and Equitable Learning from the BlueLA Carsharing Pilot](#)

¹³ [The News Wheel | Car Sharing Program BlueLA Makes EVs Affordable for Low-Income Drivers](#)

¹⁴ [Shared Use Mobility Center | Electric and Equitable Learning from the BlueLA Carsharing Pilot Electric Vehicle Carshare Case Study](#)

CASE STUDY

City of Oakland, CA



The Oakland Department of Transportation (OAKDOT) was formed in 2016 and centers their mission around equity. Oakland incorporates participatory budgeting into their decision making. This process engages and empowers local residents to make decisions on where public funding is allocated and how it is spent. For example, the City has community led street re-designs in underserved areas.

"Participatory budgeting is valuable in particular because of its proven success engaging historically disenfranchised communities in planning processes. These communities disproportionately rely on public transportation, are most heavily impacted by toxic smog and other negative environmental factors, and have long been excluded from transportation planning. Without taking these community's needs into account by engaging them in planning and decision-making processes, public infrastructure fails to serve those who need it most¹⁵."

More on the City of Oakland may be read in this [Next City](#) article and the [OAKDOT Progress Report](#).

HOSTING COMMUNITY STAKEHOLDERS

When engaging community stakeholders, the time and place can contribute to the relationship building and discussion around the project. In Table 1, The Greenlining Institute outlines various individuals and communities that should be included in stakeholder engagement.

If your engagement includes in-person contact and collaboration, plan to address barriers and conflicts of interest that might come up. Some questions cities should ask:

- How accessible is this location to the community or individual(s) we are trying to engage with?
- Is the location ADA accessible?
- Is the location of the host site accessible by transit and is there free parking available?
- Will individuals be comfortable in this space regardless of their race, age, and gender?

Depending on the site, the community you are engaging with may have limited access via their primary modes of transportation. Sites not near transit lines can mean that individuals spend more time traveling to the site than actually engaging in the event. Pairing an accessible location and transit passes can address issues of accessibility and incentivize community members such as elders. Additionally, you can offer a pick up and drop off for participants from their home, work, or school; however, this requires time and coordination for both parties. Another option may be offering gift cards or credits to utilize rideshare companies such as Uber and Lyft. It is highly recommended that organizations offer gift cards and credits instead of reimbursements as some individuals might not have credit cards or have access to a banking system for reimbursements.

HOSTING SITE

When deciding on what location to host community and stakeholder engagement events, utilize a neutral space where individuals can feel comfortable and familiar. Avoid hosting meetings in a faith-based location unless it is relevant to the demographics you are engaging in. When partnering with individuals of faith-based organizations, it is important to note that all individuals that attend a church might not live in that community or have membership with the community surrounding the location of that faith organization. If you are aiming to engage with a faith community, reaching out to alliances can allow you to capture a larger audience and organize with community stakeholders that you might not be able to reach otherwise.

Historical context is important. Do research to learn about the space and community where you are hosting a meeting. Some spaces may have history that can be unwelcoming or trauma-inducing for stakeholders such as an area that has previously been gentrified, ceded land, or redlining. If there is history that is known- it can be addressed in the meeting by opening with a land acknowledgement or a disclosure to the previous experiences. Additionally, these communities may have a previous history of nonprofits and organizations engaging their communities and not delivering on promises. Work with a local organization that has existing relationships that can inform the history and build the relationships.

COMPENSATING COMMUNITIES

Community stakeholders should be compensated for their time, commitment, and expertise. Not only with this allow community members to participate but it will also demonstrate that you value their time and expertise. Individuals who participate in your study, workgroup, or engagement- are taking time that they could otherwise be working and spending with their families.

Compensation can be provided in various ways monetarily or through transportation, childcare and food. The University of North Carolina has found a market rate of approximately \$50 per hour in 2019¹⁶. The flexibility of how this funding will be given to an individual will vary depending on the source of funding and restrictions in grants. Some common practices for compensation are the following: cash, Visa gift cards, and grocery store credits. When compensating with grocery store gift cards, pick an appropriate store that you are providing credit to and check for the following: proximity to the neighborhood, affordability, and cultural competence. Additionally, if offering food or snacks in your meeting, offer food that is culturally appropriate and familiar to said community. A local partner should be consulted for these decisions.

¹⁶ [University of North Carolina Translational and Clinical Sciences Institute | Community and Stakeholder Engagement Program](#)

KEY TAKEAWAYS

1.

Incorporate equity throughout the transportation electrification roadmap development and execution.

2.

Cities must understand how they engage with the community and strive to collaborate with and empower community stakeholders in the decision-making process.

3.

Consider all modes of transportation; ensure that electric transportation are the right mode and solution to meet a communities' mobility needs over other solutions such as public transportation and active transportation.

4.

Transportation needs assessments should be created at the beginning stages to allow for a thorough understanding of the communities' necessities.

5.

Work with a local organization that has experience reaching out to the community, and can invest time to build the relationship.

6.

The stakeholders that should be engaged throughout the development of roadmaps are individuals and communities that will be impacted and utilizing these mobility modes. Stakeholders in transportation electrification plans may include community based organizations, trade associations, government agencies, nonprofit organizations, and coalitions.

7.

Choose the appropriate engagement strategy for the level of participation and collaboration you are seeking from a community stakeholder(s).

8.

Provide "EV 101" education in meetings with community stakeholders.

9.

Compensate participating community stakeholders for their time in meetings, focus groups, and other engagements.

ACKNOWLEDGMENTS

To research this report, we contacted many individuals and institutions that work on transportation electrification equity. We would like to thank the following individuals and institutions for their time:

Hana Creger, The Greenlining Institute
Dr. Shelley Francis, EVNoire

In addition, we interviewed many cities that are actively implementing EV strategies. We appreciate the time and insights into their work within the complex systems in which they're working:

Andrea Pratt, City of Seattle
Michael Samulon, City of Los Angeles
Laura Stuchinsky, City of San Jose
Kevin Meehan, City of San Jose
Jennifer Venema, City of Sacramento
Travis Buholtz, Electrification Coalition (formerly with the City of Atlanta's Sustainability division)
Erika Ruane, City of Charlotte
Samantha Henningson, City of Saint Paul
Debbie Lyons, City of Salt Lake City
Suzanne Loosen, City of San Francisco
Ingrid Fish, City of Portland
Bud Braughton, City of Columbus

Forth has identified sources of more information via the appendices; however, they may not be comprehensive. If readers notice any factual errors or omitted references please contact Forth. We would like to acknowledge the support of the Bloomberg American Cities Climate Challenge, the Natural Resources Defense Council, and the Energy Foundation, as well as our many reviewers and colleagues who made this work possible. We acknowledge Kapwa Consulting for their leadership in climate equity, much of this report builds off their training as partners through the Bloomberg American Cities Climate Challenge. The opinions expressed are entirely our own.

APPENDIX

The following cities have crafted roadmaps that can be utilized as guides or have been references throughout this report:

- [Berkeley Electric Mobility Roadmap](#)
- [San Francisco Electric Vehicle Roadmap](#)
- [Portland's Climate Action Plan includes electric transportation](#)
- [Drive Clean Seattle](#)
- [City of Oakland Energy and Climate Action Plan](#) includes electric transportation
- [Los Angeles' Green New Deal](#) includes electric transportation

EVNoire provided the following resources and tools:

- Key Issues to consider in transportation equity and the impacts it can have on displacement and gentrification to low-income and minority communities¹⁷
 - Ensure that the transit rider is heard
 - Remember the unbanked
 - Clean the power sources
 - Educate, train and fund transit riders
 - Attract and keep transit 'riders of choice'
 - Deal with the displacement issue head-on
- The [Transportation Equity Caucus](#) is a diverse coalition of organizations promoting policies that ensure access, mobility, and opportunity for all. They have resources that focus on the intersection of equity and transportation policy, both at the federal and state level.
- The Center for Social Inclusion champions racial equity through capacity building, policy and research, talking about race, and institutional change. CSI publishes resources such as reports, toolkits, and policy papers focused on transportation equity- search their resource library [here](#). Additionally, CSI has a blog post that speaks to the importance of recognizing the intersection of public transportation systems and racial equity- read the blog post [here](#).
- [400 Years of Inequality](#) is a coalition of organizations and individuals dedicated to dismantling structural inequality and building strong, healthy communities. Throughout their toolkits and resources, they address how inequalities arise through urban planning and design.

¹⁷ [GreenBiz | The transportation equity conundrum: 6 ways cities can improve mobility without displacement](#)

APPENDIX

Forth Educational Documents on EVs, EV Charging, and Electric Bikes

- Forth has a one-pager document as an introduction to electric cars called [EV 101](#). It covers what an electric vehicle is, incentives, and mileage. It is available in the following nine languages: [English](#), [Russian](#), [Amharic](#), [Cantonese](#), [Somali](#), [Spanish](#), [Vietnamese](#), [Mandarin](#), and [French](#)
- Charging 101 covers the basics of charging levels and networks. The one-pager is currently only available in English. It can be found [here](#).
- Electric Bikes 101 Fact Sheet covers incentives to utilizing an electric bike. The fact sheet is currently only available in English. It can be found [here](#).

The Greenlining Institute- [Making Equity Real in Mobility Pilot Toolkit](#)

- This document was created and compiled by The Greenlining Institute; it serves as a toolkit on how to lead pilot projects with equity as a core component in the transportation space. The following four steps are guided with an equitable, inclusive, and culturally competent framework:
 1. Overview: 4 Steps to Making Equity Real
 2. Equity Consideration
 3. Community Engagement Best Practices
 4. Mobility Pilot Project Worksheet

Verde's Living Cully Community Mobility Needs Assessment:

- [Verde](#) is a nonprofit based out of Portland, OR that serves communities by building environmental wealth through Social Enterprise, Outreach and Advocacy. The assessment helps guide the advancement of a clean mobility feature in the Living Cully Plaza/Las Adelitas affordable housing redevelopment. The assessment collected both qualitative and quantitative data through the administration of 102 surveys and a focus group of over 35 participants. Read the assessment [here](#).

Forth Webinars

- Forth has hosted webinars covering various topics in transportation equity.
 - *Equity in Transportation Electrification*, this webinar explored the key dimensions of equity as it relates to transportation electrification programs. Speakers: Jeff Allen, Executive Director of Forth, and Joel Espino, Environmental Equity Legal Counsel at The Greenlining Institute. View the full webinar and presentation [here](#).
 - *Overcoming Barriers to Smart Transportation for Underserved Communities*, this webinar discusses how to address the smart transportation needs of underserved communities. Speakers: Sergio López, Forth Program Manager, joined by Vivian Satterfield, Director of Strategic Partnerships at Verde. View the full webinar and presentation [here](#).
 - *The Community Electric Bike Project, Transforming Active Transportation Through Electrification*-this webinar discusses the development of this project aimed to test the benefits of e-bikes for unlicensed drivers or for folks who lack access to a vehicle specifically in underserved communities. Speaker: Sergio López, Forth Program Manager. View the webinar [here](#) and read the report [here](#).


APPENDIX

Figure 1. *International Association for Public Participation.*

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

| INCREASING IMPACT ON THE DECISION  | | | | | |
|--|--|--|---|---|--|
| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
| PUBLIC PARTICIPATION GOAL | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public. |
| PROMISE TO THE PUBLIC | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

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APPENDIX

Table 2. The Greenlining Institute's Public Engagement Strategies.

Public Engagement Strategies

- 1 *Require outreach staff and their leadership to participate in equity and community engagement training and workshops.*
- 2 *Conduct an assessment of outreach staff's readiness to begin equitable community engagement work. Some leading questions are:*
 - *Does our staff have an understanding of institutional racism, power, and systems change?*
 - *Does our organization's management and leadership support the use of an equity lens?*
 - *Does our team have existing relationships with community groups? Does our team have trust with the community?**This assessment is intended to gauge staff's cultural competency, address any gaps in staff knowledge regarding the legacy and current manifestations of social inequities and ensure best outcomes for priority populations.*
- 3 *Allocate sufficient time and opportunities for engagement in needs assessment and outreach strategizing to avoid rushing the process to prevent tokenizing and equity-washing. One of the most meaningful forms of engagement is "community empowerment" where historically marginalized and excluded communities lead and have ownership over the planning process¹⁸.*
- 4 *As part of the data collection process, consider community-based participatory research¹⁹. Develop a long-term funding plan for CBO engagement and assistance- a long term funding strategy evokes maintaining trust and relationships with local communities for best outcomes.*
- 5 *Prioritize the budget to promote meaningful engagement in needs assessment and outreach strategies- including staff time, outreach workers, meeting materials, food, audio-visual equipment, translation and interpretation services, child care, etc. Each community should have a tailored budget to meet their specific needs in order to encourage the highest levels of participation.*
- 6 *In the event of staff partnering with academic institutions as part of the outreach efficacy strategy, we recommend that staff consider partnering with local community colleges among other academic institutions. Partnering with local community colleges can provide pipelines for youth into higher education, workforce training and upward mobility while allowing for their representation in the engagement process.*
- 7 *Compensate participants in data collection practices such as focus groups, surveys, interviews, etc. for their time and labor.*

¹⁸ [California Environmental Justice Alliance | SB 1000 Toolkit: Planning for Healthy Communities](#)

¹⁹ [UPenn Leonard Davis Institute of Health Economics | Three Models of Community-Based Participatory Research](#)

APPENDIX

Table 3. The Greenlining Institute's Community Engagement Best Practices²⁰.

Examples of Community Engagement Activities

| CATEGORY | ACTIVITIES |
|--|--|
| Activities to Inform Community Stakeholders and to Solicit Stakeholder Input | <ul style="list-style-type: none"> • Public workshops/meetings • Door-to-door canvassing • House meetings • Established website and/or social media • Distributed flyers or other printed materials • Outreach to existing community groups • Surveys • Focus groups • Involve local health departments, which can help reach community-based • Organizations and frontline community members |
| Activities to Engage Community Stakeholders in Development of Proposal | <ul style="list-style-type: none"> • Design a charrette planning session • Community-based participatory research • Participatory budgeting • Convene advisory body or shared decision-making body • Establish website and/or social media • Community benefits agreements |
| Activities to Ensure Community Engagement During Implementation of Proposal | <ul style="list-style-type: none"> • Public workshops/meetings • Door-to-door canvassing • House meetings • Established website and/or social media • Surveys • Focus groups • Subcontract with existing community-based organizations that organize • frontline communities to conduct outreach • Allocate staff positions focused on community engagement • Advisory body or shared decision-making body |

²⁰ [The Greenlining Institute | Making Equity Real in Mobility Pilots Toolkit](#)

APPENDIX

Table 4. The Greenlining Institute's Community Engagement Best Practices²¹.

Examples of Cultural Considerations

| FACTORS | HOW TO ADDRESS CULTURAL CONSIDERATION FACTORS IN COMMUNITY ENGAGEMENT |
|--------------------------------------|--|
| Literacy Level | It may be more difficult to reach out to Limited English Proficient (LEP) individuals, immigrant communities, or people with lower educational attainment. Awardees should design materials and events for community engagement to accommodate different literacy levels and provide background information when referring to complex concepts. Avoid the use of acronyms where possible. |
| Socioeconomic Status | Groups with lower socioeconomic status are often disproportionately affected by environmental hazards while facing greater barriers to participation in engagement efforts to remediate them. Address these barriers by considering factors such as location and timing of activities, accessibility by public transportation, availability of childcare, and availability of food. |
| Language | All communication should be done in the major languages spoken in the community. This includes written background materials, live interpretation at key public events and captioned videos. Interpreters should be available at meetings when non-English speaking members of the community will likely be present. |
| Local History | <p>Certain communities may have participated in previous engagement efforts that did not result in change. Over time, having not been included or participating and/or not feeling utilized may affect future participation. It helps to understand the local context prior to beginning engagement. Engaging with local community-based organizations that understand local history may help advance community participation in engagement activities.</p> <p>We strongly recommend ongoing information sharing to ensure transparency, help maintain community relationships and build trust in the process.</p> |
| Competing Interests and Limited Time | <p>Community members have many competing interests and limited time. Allowing different levels and types of involvement in the process can help foster participation.</p> <ul style="list-style-type: none"> Go to places where people already gather to allow community members to give input without a large time commitment at a time that is convenient for them. Meeting stakeholders in locations they are familiar and comfortable with can also help to bridge cultural and trust gaps. These can include: a community health center, a street fair, a cultural event, a public event at a local religious or community center, or a community event at a local school or library. Other, more time-intensive activities, such as focus groups, charrettes, and workshops, can be made available for stakeholders who are interested in providing more in-depth input. |

²¹The Greenlining Institute | Making Equity Real in Mobility Pilots Toolkit

APPENDIX

Table 5. Case Study Forms of Equity Examples.

| FORMS OF EQUITY | CASE STUDY EXAMPLE |
|--------------------------------|---|
| Procedural | The City of Berkeley has led work with an equity focus in stakeholder engagement. Bringing on additional partners during the Request For Proposal (RFP) process and making equity a central component is an example of procedural equity. |
| Distributional | BlueLA's program was designed by a community led coalition and included significant discounts for low-income drivers. One-time users and tourists had greater fees for the car-sharing service. Shifting the cost benefits to those with the highest need first is an example of distributional equity. |
| Structural (Intergenerational) | <p>San Francisco County Transportation Authority (SFCTA) brought on Reflex Design Collective as a consultant to improve transportation in Bayview-Hunters Point, a historic but rapidly gentrifying area of San Francisco. Bayview-Hunters Point currently contains the highest remaining concentration of Black San Franciscans, whose population has more than halved since 1970. Structural factors like institutional racism and classism have shaped the built environment and access to resources in Bayview-Hunters Point.</p> <p>Reflex adopted a Mobility Equity approach to address the history of injustice, neglect, and associated trauma affecting long term residents. The final proposals SFCTA is now pursuing implementation by seeking funding, coordinating partnerships, and developing policy to support the ideas.</p> <p>Read the Medium article here: Co-Designing Equitable Transportation in Southeast San Francisco</p> |