



ACTIONS FOR A MORE  
INCLUSIVE, DIVERSE, AND  
EQUITABLE ASSOCIATION



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## Members of the California Transit Association:

On behalf of the Association's Executive Committee, I am pleased to share with you today the following report, entitled ***Actions for a More Inclusive, Diverse, and Equitable Association.***

The report was adopted unanimously by the Executive Committee in May 2021 and represents the culmination of a multi-month effort, overseen by the Association's Task Force on an Inclusive, Diverse, and Equitable Association (IDEA



Task Force). This effort brought together expert voices from across the Association's membership to audit our core functions and to chart an actionable path for addressing through our work the racism and discrimination that has too often driven transportation decision making.

The recommendations included in the report are deliberately tied to the Association's Strategic Plan, which establishes our values and objectives as an organization, and are intended to move our industry forward with racial and social justice, diversity, equity, and inclusion as guiding principles. In the weeks and months ahead, the actions included in the report will manifest clearly in the Association's advocacy efforts, educational offerings, and organizational structure. As we implement the actions, we commit to being open, transparent, and collaborative – we believe it will require the focus and commitment from all members to realize the intent and vision for the report.

I encourage you to reflect on the report and to join us in this critical work.

Sincerely,

A handwritten signature in blue ink that reads "Kate Breen". The signature is fluid and cursive.

Kate Breen  
*Chair, California Transit Association*  
*Director of Government Affairs, San Francisco Municipal*  
*Transportation Agency*

## BACKGROUND AND PURPOSE OF THE IDEA TASK FORCE

In September 2020, the California Transit Association's Executive Committee unanimously voted to form a new task force to guide the Association's work on inclusion, diversity, and equity.

The Task Force on an Inclusive, Diverse, and Equitable Association — **the IDEA Task Force** — was charged with identifying opportunities to center racial justice, inclusion, diversity, and equity within the Association's policy positions, advocacy endeavors, educational offerings, and governance structure, and delivering a report of recommendations to the Executive Committee for review and adoption in 2021.

The IDEA Task Force convened for its first meeting on December 8, 2020 and finalized its report to the Executive Committee on May 6, 2021. The Executive Committee unanimously approved the report on May 18, 2021, converting the recommendations included in it to concrete actions the Association will pursue.





### Members of the Task Force include:



**Beverly Greene,**  
Executive Director of  
External Affairs, Marketing  
and Communications, AC  
Transit (Chair)



**Alva Carrasco,**  
Assistant Vice  
President of Transit and  
Rail National Business  
Line, WSP (Vice-Chair)

**Doran Barnes,** Chief Executive Officer, Foothill Transit

**KeAndra D. Cylear Dodds,** Executive Officer of Equity and Race,  
Los Angeles County Metropolitan Transportation Authority

**Johnny Dunning, Jr.,** Department Manager of Scheduling and Customer Advocacy,  
Orange County Transportation Authority

**Diane Feinstein,** Transportation Manager, City of Fairfield

**Mark Fisher,** Director of National Sales, New Flyer of America

**Kellie Irving,** Regulatory Compliance and Civil Rights Officer, Long Beach Transit

**Wendy Lau,** Manager of Office of Civil Rights, San Mateo County Transit District

**Lora Mallory,** Director of Operations, NorthWest Region, First Transit

**Macy Neshati,** Chief Executive Officer, Antelope Valley Transit Authority

**Veronica Siranosian,** Vice President of Digital Innovation, AECOM

**Deanna Smith,** Civil Rights Officer, Monterey-Salinas Transit

**Julia Tuer,** Manager of Government Affairs, San Diego Metropolitan Transit System

**Kenya Wheeler,** Principal Transportation Planner,  
San Francisco Municipal Transportation Agency

**Maceo Wiggins,** Director of BART Office of Civil Rights, Bay Area Rapid Transit District

**Kellie Zalewski,** Operations Manager, Marin Transit

## **VISION FOR A MORE INCLUSIVE, DIVERSE, AND EQUITABLE ASSOCIATION**

Racial Equity and Social Justice are principles that communities across California value and hold up as critical elements of our society. Equity in the provision of transportation and the concept of mobility as a human right are at the core of public transit and the mission the California Transit Association's member organizations embrace and seek to advance.

Our member organizations' core function is to connect people to opportunities through transportation infrastructure and mobility services. Transportation is a critical link within the broader community infrastructure, and we can and should dedicate time and resources to engaging in the larger societal struggle against injustice. We also acknowledge that transportation infrastructure and mobility services have a history that includes discrimination, displacement, the dividing of communities, and the unequal distribution of benefits and impacts. In light of this history and growing calls for explicit action to prioritize equity and justice in our work, the Association's Executive Committee established this Task Force for an Inclusive, Diverse, and Equitable Association (IDEA Task Force) to devote the necessary time and resources to support transformational change in our society — connecting to and extending beyond merely providing transit service — to actualize meaningful impacts in the fight against injustice in our society.

The IDEA Task Force is uniquely positioned to impact equity within the transit arena and to advance racial equity and social justice in areas that connect to our work, but that are not the core of our work. Since public transit exists to connect communities, we are well-positioned to identify, engage in, and prioritize equity in areas outside of our traditional work but within the communities we serve. In particular, we call out policing and its relationship with our communities; the necessity of ensuring the comfort and physical safety of our riders and frontline workers; and the need for equity so members of our community who are unhoused or unstably housed as well as for those in our communities most in need of jobs, education, and community development.

For purposes of the Task Force's work, Inclusion, Diversity, and Equity are understood broadly to include the multifaceted personal and community identities of all Californians, including but not limited to race, gender, gender identity, accessibility, socio-economic status, sexual orientation, housing status, religion, and the related expression of the aforementioned personal and community identities.

## ACTIONS

The actions included in this report build on the Association's 2017-2021 Strategic Plan and are intended to influence our annual work program and educational content plan, as approved by the Executive Committee, and executed by our staff and various standing committees and task forces.

The 2017-2021 Strategic Plan is organized around three strategic goals:

- 1. Strategic Goal 1 – Advocacy:** Influence state and federal decisionmakers to enact policies and funding solutions supporting, expanding, developing, and advancing public transit.
- 2. Strategic Goal 2 – Member Services:** Provide members with timely services, tools, and opportunities to enhance the strength and effectiveness of their organizations.
- 3. Strategic Goal 3 – Organizational Management and Development:** Strive for excellence, innovation, and stability.

Together, these strategic goals further the Association's development of a healthy, effective, and vibrant public transit presence throughout California.

The actions in this report are organized by strategic goal, presenting objectives, tactics, and accountability and reporting measures. Under each strategic goal, actions communicate approximate timelines for implementation. Actions that would require funding resources beyond those identified in the Association's adopted budget to operationalize are marked as having a fiscal impact using "\$).



## ADVOCACY

**Key Committees:** Executive Committee, State Legislative Committee, Federal Legislative Committee, Zero-Emission Bus (ZEB) Task Force

### *Objectives:*

- **Conduct an equity analysis as part of the review of legislative bill proposals considered for inclusion in State and Federal Legislative Programs and for legislation introduced in the State Legislature and Congress.**
  - Leverage existing tools that facilitate a rapid assessment of the equity implications of bill proposals or legislation. (Mid-Term)
  - Host webinar to familiarize members on the availability of these tools. (Mid-Term)
- **Include policy goals related to racial and social justice, transportation equity, and the furtherance of workforce equity in State and Federal Legislative Programs. (Mid-Term)**
- **Build relationships with racial and social justice, and transportation equity organizations to develop and pursue progressive policies that expand access to public transportation and improve quality of life for marginalized riders. (Short-Term)**

### *Accountability and Reporting:*

- **Document and report to full Association membership all legislation and bill proposals supported, as well as amendments pursued, that advance racial and social justice, transportation equity, and/or workforce equity.**
  - Report data, including the outcomes of those efforts, annually.

## MEMBER SERVICES

**Key Committees:** Executive Committee, Program and Conference Committee, Operations Committee, Maintenance Committee

### *Objectives:*

- **Prioritize racial and social justice, transportation equity, and the furtherance of workforce equity in the Association's Educational Content Delivery Plan.**



- **The Plan informs planning for the Association’s Annual Fall Conference & Expo, Spring Legislative Conference, *Transit California* electronic magazine, and our annual program of webinar offerings.**

**Tactics:**

- Establish overlay of inclusion, diversity, and equity in all session tracks at Fall Conference. (Near-Term)
- Establish dedicated session track at Fall Conference covering racial and social justice, transportation equity, and workforce equity as well as implementation of Federal Transit Administration civil rights programs, including the American with Disabilities Act, Disabled Business Enterprise, Equal Employment Opportunity, and Title VI. (Near-Term)
- Dedicate time at Fall Conference to discuss and reflect on opportunities related to inclusion, diversity, and equity. (Near-Term)
- Establish dedicated tracks at the Legislative Conference focused on racial and social justice, transportation equity, and workforce equity. (Mid-Term)
- Host standalone virtual summit dedicated to racial and social justice, transportation equity, and workforce equity. (\$) (Mid-Term)
- Dedicate a recurring feature in *Transit California* magazine that features work to advance inclusion, diversity, and equity within the transit industry. (Near-Term)
- Expand the Program and Conference Committee to include transit professionals with expertise in inclusion, diversity, equity, and civil rights programs. (Near-Term)





- **Host inclusive and diverse panel discussions.**

**Tactics:**

- Establish new Association policy requiring inclusive and diverse speaker, moderator and panelist selections. (Near-Term)
- Identify individuals and/or organizations and compensate them, when appropriate, for leading discussions to educate Association members on matters of racial and social justice, transportation equity; and the furtherance of workforce equity, inclusion, and diversity. (\$) (Mid-Term)

- **Broaden and enhance the diversity of conference attendees.**

**Tactics:**

- Expand marketing and outreach efforts to diverse participants and organizations. (Near-Term)
- Explore and implement new registration pricing systems for the Fall Conference and Legislative Conference. (\$) (Near-Term)
  - Establish pooled private sector sponsorships to support participation by diverse participants and organizations.
  - Establish tiered pricing system or quantity discount.

- **Facilitate development of internship programs and partnerships with career technical education/vocational programs that promote job opportunities to increase diversity within the transit industry.**

**Tactic:**

- Promote funding available for internship programs and career technical education/vocational programs in regular communications. (Near-Term)

- **Establish mechanism for highlighting programs and policies implemented by Association members that advance inclusion, diversity, and equity. (Near-Term)**

**Accountability and Reporting:**

- **Document and report to full membership annually the list of educational offerings that address topics of inclusion, diversity, and equity.**

- Offer breakdown by presentation type:
  - Fall Conference Keynote/Panel;
  - Spring Conference Keynote/Panel;
  - Webinar; and,
  - Feature in *Transit California* magazine.



- **Develop intake form to track self-identified demographic data for moderators, panelists, and keynote speakers as well as conference participants.**

- Use data to establish a baseline and track progress in future years.
- Report data in post-conference materials.

## **ORGANIZATIONAL MANAGEMENT AND DEVELOPMENT**

**Key Committees:** Executive Committee, Finance & Management Committee

### **Objectives:**

- **Amend Association’s Strategic Plan to:**

- Commit to racial and social justice, transportation equity, the furtherance of workforce equity; and inclusion, diversity, and equity under “Core Values;” and, (Mid-Term)
- Include racial and social justice, transportation equity, and the furtherance of workforce equity as objectives under “Member Services.” (Mid-Term)

- **Ensure Association members’ staff from diverse backgrounds participate on all standing committees.**

### **Tactic:**

- Establish Association policy to prioritize inclusion and diversity for all standing committees. (Mid-Term)

### **Accountability and Reporting:**

- **Develop committee interest intake form to track self-identified demographic data, establish baseline.**

- Use data to establish a baseline and track progress in future years toward greater diversity.
- Report data annually.

## ONGOING OVERSIGHT

To ensure progress on the implementation of the actions included in this report, the IDEA Task Force will continue as a new oversight body that meets quarterly. The oversight body will report on this progress to the Executive Committee and may offer additional recommendations to support the Association in its efforts to become increasingly inclusive, diverse and equitable.



## GLOSSARY

**Accessibility:** The provision of equitable access to everyone along the continuum of human ability and experience.<sup>1</sup>

**Diversity:** The myriad of ways in which people differ, including the psychological, physical, cognitive, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability, and learning styles. Diversity is all inclusive and supportive of the proposition that everyone and every group should be valued. It is about understanding these differences and moving beyond simple tolerance to embracing and celebrating the rich dimensions of our differences.<sup>2</sup>

**Equity:** The condition under which individuals are provided the resources they need to have access to the same opportunities as the general population. Equity accounts for systematic inequalities, meaning the distribution of resources provides more for those who need it most. Conversely, equality indicates uniformity where everything is evenly distributed among people.<sup>3</sup>

**Gender:** Socially constructed roles, behavior, activities, and attributes that society considers “appropriate” for men and women. A person’s gender may not necessarily correspond to their birth assigned sex or be limited to the gender binary (woman/man).<sup>4</sup>

**Gender Identity:** A person’s internal, deeply felt sense of being a man or woman, or something other or in between, which may or may not correspond with the sex assigned at birth; because gender identity is internal and personally defined, it is not visible to others.<sup>5</sup>

**Housing Status:** The character of an individual’s residence or lack thereof, whether publicly or privately owned, whether on a temporary or permanent basis, and shall include but not be limited to: (i) an individual’s ownership status with regard to the individual’s residence; (ii) the status of having or not having a fixed residence; (iii) an individual’s use of publicly assisted housing; (iv) an individual’s use of the shelter system; and (v) an individual’s actual or perceived homelessness.<sup>6</sup>

**Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.<sup>7</sup>

**Race:** A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly race), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time.<sup>8</sup>

**Racial Equity:** The condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or that fail to eliminate them.<sup>9</sup>

**Racial Justice:** The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice—or racial equity—goes beyond “anti-racism.” It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.<sup>10</sup>

**Religion:** A system of beliefs, usually spiritual in nature, and often in terms of a formal, organized denomination.<sup>11</sup>

**Sexual Orientation:** Refers to the gender(s) that a person is emotionally, physically, romantically and erotically attracted to. Examples of sexual orientation include homosexual, bisexual, heterosexual, and asexual. Trans and gender-variant people may identify with any sexual orientation, and their sexual orientation may or may not change before, during, or after gender transition.<sup>12</sup>

**Social Justice:** A process and a goal. The goal of social justice is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure.<sup>13</sup>

**Socio-Economic Status:** The position of persons in society, based on a combination of occupational, economic, and educational criteria, usually expressed in ordered categories, that is, on an ordinal scale.<sup>14</sup>

**Transportation Equity:** When a transportation system provides accessible, affordable, environmentally sustainable, reliable, and safe transportation options to all people, in particular those that have been disproportionately impacted by pollution or lack access to services. Transportation equity is intrinsically linked to access to economic opportunities and occurs when community members have the power to make decisions about their transportation systems.<sup>15</sup>

**Workforce Equity:** The workforce of a jurisdiction reflects the diversity of those it serves, including across the breadth (functions and departments) and depth (hierarchy) of government.<sup>16</sup>

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## ACTIONS FOR A MORE INCLUSIVE, DIVERSE, AND EQUITABLE ASSOCIATION

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