

NEXT STOP



a gender equity
action plan



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LADOT TEAM



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Metropolitan Transportation Authority (Metro).

Contributors

Many actors shape our transportation system. In a single trip, a city resident may walk down sidewalks maintained by the Bureau of Engineering (BOE), cross a street managed by the Los Angeles Department of Transportation (LADOT), pass under street lights serviced by the Bureau of Street Lighting (BSL), wait at a bus shelter installed by the Bureau of Street Services (StreetsLA), and ride a bus operated by Metro. Because of this, one agency alone cannot meaningfully move the needle on creating a more gender-equitable transportation system.

For this reason, input from the *Next Stop* City Working Group was critical to developing this action plan, and continued collaboration will be required for implementation. Only together can we build a more reliable, affordable, and safe transportation system for all.

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TABLE OF CONTENTS



| | |
|--|-----------|
| Executive Summary | 1 |
| Background | 9 |
| Overview | |
| Context | |
| Who is <i>Next Stop</i> for? | |
| Why now? | |
| Guiding principles | |
| How <i>Next Stop</i> was created | |
| Pillars of a gender-inclusive approach | |
| Terminology | |
| Actions | 24 |
| Introduction to Actions | |
| Equity-based implementation | |
| Internal operations | |
| Efficient travel | |
| Safety and comfort | |
| Affordability | |
| Appendix | 64 |



EXECUTIVE SUMMARY

A safe, efficient, and affordable transportation system is essential to achieve a vibrant economy and healthy Los Angeles. Transportation connects us to jobs and education, provides access to essential services like healthcare, and fosters community connection. However, over half of Angelenos face barriers to transportation. *Changing Lanes*, the 2021 gender equity transportation study by the Los Angeles Department of Transportation, found that Los Angeles's transportation system falls short for women and people with other marginalized genders. These residents face long travel times, experience difficulty traveling with dependents and cargo, pay a greater share of their income on travel, and experience fear and danger getting where they need to go.

Next Stop is a historic step toward realizing LADOT's commitment to a gender-inclusive transportation system. As the Department's first-ever gender equity action plan, this report is a roadmap of 32 short- and long-term actions to create a safe, affordable, and efficient transportation system for Angelenos of all genders. Because *Changing Lanes* established that race and income compound gender-related travel challenges, *Next Stop* pays particular attention to the transportation needs of BIPOC women and people with other marginalized genders with low incomes. By designing solutions for those who face the greatest barriers to safety, efficiency, and affordability, we can, in effect, create a system that is safer, more efficient, and more affordable for everyone.

The actions in *Next Stop* seek to address and transform gender-related transportation challenges on two time horizons. Some actions seek to mitigate the most egregious symptoms of an inequitable transportation system in the short-term, while other actions root out the systemic causes that led to gender inequities in the first place. For example, *Next Stop* includes an action to increase Crossing Guards at intersections women and people with other marginalized genders perceive as dangerous today, as well as an action to update project evaluation criteria to direct

pedestrian and traffic safety infrastructure to high-need communities to improve walking conditions in the long-term. Affecting change on both time horizons will address the most pressing transportation challenges facing women and people with other marginalized genders today, while transforming the system to center their travel needs and experiences in the long-term.

Methodology

Next Stop is the culmination of a two-year initiative to create a roadmap to improve gender equity across LADOT's operations and services. To develop *Next Stop*, KDI and LADOT:

- Implemented a gender equity audit of LADOT to identify the barriers and opportunities related to gender equity within the Department's operations, services, and programs;
- Engaged a Resident Advisory Committee (RAC) of women and people with other marginalized genders living in low-income, BIPOC communities. The RAC was tasked with shaping and prioritizing *Next Stop* actions to ensure they reflected the priorities and experiences of those encountering gender-related travel challenges;
- Convened a City Working Group of senior staff at agencies with purview over Los Angeles's transportation system and public-right-of-way. The Working Group was asked to help shape the inter-departmental actions recommended in *Next Stop* to ensure they are feasible, of priority to all, and address the greatest challenges and opportunities for cross-departmental collaboration;
- Conducted international case study research to adapt lessons in gender-inclusive transportation from other cities to the Los Angeles context;
- Piloted a prototype to address a high-priority gender-related transportation challenge within LADOT's jurisdiction.

Pillars of a gender-inclusive approach

Through the process of developing this gender equity action plan, four key pillars emerged as the base of a gender-inclusive approach. First, a gender-inclusive approach mandates addressing infrastructure deficits in low-income, BIPOC communities. Second, investments should prioritize strengthening the modes that comprise the core of the system—transit and walking. Third, Los Angeles neighborhoods are unique, ranging from sprawling suburbs to dense urban areas. As a result, transportation solutions must also be tailored to density, focusing on transit and active transportation in high-density areas, and car access or effective alternatives in low-density areas. Finally, holistic, gender-inclusive solutions are not possible without interdepartmental collaboration and staff understanding and buy-in.

Bring neighborhood infrastructure up to baseline

Due to years of racially-biased investment patterns, low-income communities of color do not have adequate traffic-safety and pedestrian infrastructure, like crosswalks, traffic lights, or speed humps.¹ Unsafe

streets are of particular concern for women who report safety as a top challenge getting around to transit. Adding these features to the built environment improves real and perceived pedestrian safety and comfort, making trips on foot or walking to transit more comfortable, easy, and appealing.² Because gender-related travel challenges are most significant among women in Los Angeles's low-income communities of color,³ focusing investment in those areas is essential to achieving gender equity in transportation city-wide.

Next Stop engagement underscored the importance of infrastructure's enduring impact. For example, a RAC member from Watts shared, "I give higher priority to infrastructure over services because those are long-term, the risk with service-oriented [solutions] is budget cuts, and those can disappear quickly." While programs like the crossing guard program can be excellent supplements, there is no substitute for safety infrastructure that works around the clock and is not subject to changes in budget or politics. Until infrastructure parity is achieved across the City, LADOT should prioritize investments in pedestrian and traffic safety infrastructure in low-income communities of color.

Gender-related travel patterns

Despite significant advancements in gender equity in the last century, gender roles still affect how people move through the world. For instance, women are more likely to be caretakers than men, so they are more likely to travel with dependents and cargo, make trips with multiple stops, and travel during off-peak hours. But the transportation system in Los Angeles, as in most cities, was not designed with these travel patterns in mind. As a result, women spend more time traveling and devote a greater share of their income to transportation. Additionally, women and people with other marginalized genders experience more danger traveling compared to cisgender men.

Race and income compound these gendered disparities. While higher-income women can drive or use ride-hailing to get where they need to go efficiently and safely, to overcome gendered travel challenges, people with lower-incomes are left dependent on a system that does not meet their needs. Further, BIPOC women and people of color with other marginalized genders face racial barriers to safe, efficient, and affordable transportation, navigating factors like historic under investment, racist housing and zoning practices, and economic disenfranchisement.

Focus on the modes that form the backbone of the system

Improving the modes equipped to move the most people and the ones women depend on today—transit and walking—is the fastest and most impactful path to improving transportation access for women. While new mobility modes like bike-share and scooter-share can provide first- and last-mile connectivity and fill gaps in current transit service, they are most effective as an addition to a system of frequent, reliable transit service and robust pedestrian infrastructure.

An over-dependence on new mobility to improve transportation access for women risks overlooking many systemic barriers women face in the uptake of those modes. Women and low-income people have lower smartphone and broadband access (often required for sign-up and use), experience concern about linking a credit or debit card to an account, and sometimes feel that modes are not “for them.”⁴ This finding was underscored during *Next Stop* engagement—when discussing potential transportation solutions, RAC members favored transit frequency and reliability and pedestrian environment improvements en-route to and at transit stops over improvements to new services like bike-share and scooter-share. Furthermore, new shared mobility like bike-share and scooter-share do not work well for traveling with dependents. Given the reality of constrained resources, LADOT should focus on improving transit frequency and reliability, improving walking conditions, and increasing car access in low-income, low-destination density areas to have the greatest impact on gender equity in transportation.

Tailor solutions to neighborhood density

Given the vast range of densities within the city, LADOT must tailor modal investments to the needs and characteristics of neighborhoods. In higher density

communities with a wide range of essential, commercial, and recreational uses, destinations are often clustered and close together. For that reason, transit, walking, and bicycling can suffice for a large share of trips. However, this is not likely to be the case in areas with fewer destinations within walking, bicycling, or efficient transit access, and LADOT must take a different approach in these communities. Biased investment and development patterns have resulted in low-income, low-density communities with limited destinations near home and/or deficits in essential destinations, like high-quality grocery stores or recreational hubs. In these areas, women travel further to reach their everyday destinations, or forgo trips all together because of the difficulty of travel. In these areas, LADOT must take a different approach. In low-income, low-density communities, car access programs increase access to the benefits of driving, such as storage capacity, reliability, and efficient complex travel without the high financial cost and liability of personal car ownership. They can also help facilitate an equitable transition to car independence by providing interim efficient transportation options in low-density areas while density increases and sustainable modes become more viable in the long-term.

Foster buy-in and collaboration

Buy in—Case study research underscored that gender equity must be an integral part of LADOT’s essential, everyday operations - a process called “gender mainstreaming” - to sustain progress toward gender-inclusive transportation in the long-term. Mainstreaming begins with fostering staff commitment to new gender-inclusive approaches and an awareness of how their work is related to gender equity.

KDI’s gender equity audit of LADOT found that staff at all levels are committed to fairness and delivering high-quality services for everyone. However, many shared they seek to achieve this by considering all Angelenos equally when designing and delivering services. An approach that considers “all,” without

attention to the specific needs of those historically excluded from the transportation planning process, may overlook and perpetuate gendered barriers to transportation. Because our existing system takes the transportation patterns of cisgender men as the default, transportation planning decisions are based on data that over-represents that group.⁵ Without intentionally prioritizing the transportation needs of people with marginalized genders, we reinforce the status quo: a system that pushes over half the population to make difficult trade-offs between paid work and caregiving, or to forgo opportunities like recreation because of the difficulty and danger of transportation. Staff must understand and be committed to an equity-focused approach that centers people with marginalized genders in order to achieve a future in which all Angelenos have transportation access.

Collaboration—Although LADOT plays a central role in shaping Los Angeles's transportation system, it alone cannot implement holistic solutions. The LADOT gender equity audit and the City Working Group revealed that LADOT staff and their City-agency peers want seamless, clear pathways to work together. Institutionalizing clear inter-departmental collaboration processes could maximize the impact of projects, expedite timelines, and save City resources.

The LADOT gender equity audit and City Working Group engagement established that staffing shortages are a significant barrier to implementing gender equity initiatives. Staff at LADOT and other agencies engaged in shaping the public-right-of-way, have too few staff to implement and maintain existing lines of work, let alone take on new gender equity initiatives. LADOT staff shared that staffing shortages are related to complex and opaque hiring processes. Because LADOT is working to reform hiring processes internally, hiring is not addressed in this action plan. Nonetheless, progress to expedite hiring and promote

retention will be essential for LADOT to achieve the goals in this action plan.

Next Stop Actions

Actions are categorized into four themes. The first theme, Internal Operations, includes actions LADOT must take to establish the tools, systems, and processes necessary to successfully implement and evaluate actions in the themes that follow. The remaining themes—Efficient Travel, Safety and Comfort, and Affordability—include actions that attend to the greatest gender-related travel challenges.

Internal Operations

Actions in this theme integrate gender equity into LADOT internal operations and lay the groundwork for successful implementation of all other *Next Stop* actions. Notable actions include:

- Integrate gender-inclusive project evaluation and prioritization criteria into the Mobility Investment Program (MIP) (Action I2)
- Add gender equity performance evaluation metrics to Transit Service Analysis (TSA) (Action I3)
- Identify strategies to increase funding for DASH (Action I5)
- Collect and analyze gender-disaggregated data (Action I6)
- Engage women and people with marginalized genders in LADOT strategic planning and evaluation efforts (I8)
- Incorporate gender-inclusive transportation planning and design training into onboarding processes (I11)

Efficient Travel

Actions in this theme reorient the transportation system to efficiently align with women's travel patterns. These changes will reduce overall travel time, especially for trips with multiple stops, and provide efficient travel for care- and household-related destinations. Notable actions include:

- Increase service frequency on DASH routes (Action E1)
- Increase access to cars in low-income communities with low destination density (Action E2)
- Partner with Metro to increase implementation of bus-priority infrastructure (Action E3)

Affordability

Actions in this theme seek to reduce overall travel costs and increase the affordability of transportation modes best suited to the travel patterns of women and people with other marginalized genders. While aimed at addressing the fact that women tend to spend a larger share of their income on transportation, these actions will make transit more affordable for all. Notable actions include:

- Expand Universal Basic Mobility (UBM) Mobility Wallet program (Action A1)
- Adopt permanent DASH free-fare policy (Action A2)

Safety and Comfort

Actions in this theme respond to the disproportionate dangers women and people with other marginalized genders experience while traveling. These actions focus on improving comfort and actual and perceived safety using and waiting for transit and using active transportation, like walking and bicycling. Notable actions include:

- Prioritize pedestrian and traffic-calming investments in low-income, BIPOC communities (Action S1)
- Develop equitable prioritization process for projects implemented by LADOT District Engineering Offices (Action S2);
- Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process (Action S3)
- Expand the Crossing Guard program (Action S5)

Conclusion

Grounded in engagement with community members and City agency leaders, *Next Stop* is LADOT's next step toward realizing a more gender-inclusive transportation system. The 32 short- and long-term actions will integrate gender equity into LADOT's internal operations while improving safety, comfort, efficiency, and affordability in their services and programs. Meaningful progress toward a gender-inclusive transportation system will require focusing on the modes that comprise the system's backbone-transit and walking, bringing infrastructure up to a baseline in all communities, tailoring transportation solutions to the surrounding built environment, and fostering buy-in and collaboration from LADOT staff and other agencies working in the public-right-of-way.

Terminology

The language in *Next Stop* reflects the most frequently used terms within academia and groups engaged in gender and racial equity, transportation equity, and urban planning at the time of publication. This language reflects current context, and that context may shift over time.

BLACK, INDIGENOUS, AND PEOPLE OF COLOR (BIPOC)—The term refers to individuals and communities who identify as Black, Indigenous, and People of Color. The term BIPOC underscores the unique history and experiences of Indigenous and Black (African American) communities in relationship to Whiteness and the relationship to White supremacy for all people of color in the United States (*definition adapted from The BIPOC Project*).

BUILT ENVIRONMENT—The architectural, infrastructural, and physical characteristics of place. This can include buildings, streets, public spaces like parks and plazas, transportation systems, and land use patterns.

CAREGIVING—Promoting the overall health, safety, and comfort of a person receiving care. Caregivers provide physical, emotional, and/or logistical support to others.

CARE TRAVEL—All travel resulting from household and caregiving responsibilities: escorting others; shopping for daily living, such as grocery shopping (excludes leisure shopping); household maintenance, organization, and administrative errands; visits to take care of sick or older relatives; etc.

CISGENDER—Cisgender or cis (meaning “in alignment with” or “on the same side”) people are those whose gender identity is in alignment with the sex assigned to them at birth.

GENDER—Gender refers to the socially-constructed set of characteristics associated with being women, men, and other genders. This includes social norms, behaviors and roles associated with different genders (*definition adapted from World Health Organization*).

GENDER EQUITY VERSUS GENDER EQUALITY—*Gender equality* refers to everyone receiving the same resources and opportunities, regardless of gender. However, *gender equality* does not take into consideration the historical disadvantages and limiting gender norms that affect women and people with other marginalized genders. *Gender equity* understands that to achieve *gender equality*, we must first level the playing field. *Gender equity* considers how gender impacts what people need to lead a healthy, dignified life and allocates resources and opportunities accordingly.

GENDER EXPRESSION—External appearance of one's gender identity, usually expressed through behavior, clothing, body characteristics, and/or voice. One's gender expression may or may not conform to socially-defined behaviors and characteristics typically associated with being either masculine or feminine (*definition adapted from Human Rights Campaign*).

GENDER IDENTITY—One's inner concept of self as man, woman, both, or neither. Gender identity includes how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from the sex they were assigned at birth (*definition adapted from Human Rights Campaign*).

LOW-INCOME—Individuals living in households earning 50% of area median household income or less.

MARGINALIZED GENDER—A gender that is treated as peripheral and relegated to a marginal position in society. This includes women, people who are transgender, non-binary or gender non-conforming, among other marginalized gender identities *(definition adapted from Harvard Women in Tech + Allies)*.

MOBILITY—The ease of moving people, goods, and services. Mobility is a function of the transportation system and its performance.

PEOPLE WITH MARGINALIZED GENDERS—People who are cisgender women, transgender, gender non-binary or non-conforming, and have other marginalized genders.

SEX—The biological categories of male, female, and intersex to which humans belong, based on sex characteristics and chromosomes.

TIME POVERTY—The lack of adequate discretionary time outside of sleep and paid/unpaid work to engage in activities that build social and human capital.

TRANSPORTATION ACCESS—The ability to access and take advantage of physical amenities and economic opportunities, including employment, education, healthcare, recreation, retail destinations, and more.⁶

TRIP-CHAINING—A description of a series of short trips linked together between anchor destinations, such as a trip that leaves home, stops to drop a passenger, and continues to work.

WOMAN—Any person that identifies as a woman, including cisgender and transgender women.



BACKGROUND

Overview

Transportation access refers to the ease of reaching destinations and activities, such as jobs, education, healthcare, recreational destinations, and grocery stores.⁷ Transportation access influences educational and economic outcomes, access to medical and other essential services, the ability to socialize and gather, and more. However, not all Angelenos have equal access to opportunities—women and people with other marginalized genders face some of the greatest barriers to transportation access.

In 2021, the LADOT released the *Changing Lanes* study, which affirmed provided detail about how gender-related transportation challenges affect the lives of women in different Los Angeles communities. Overall, the study found that Los Angeles's transportation system is failing women. This is partly because our transportation system was not designed with women and people with other marginalized genders in mind. Due to socially-constructed gender roles, women have different travel patterns and needs than men. Despite recent advancements in gender equity in many arenas, women continue to be disproportionately responsible for caregiving and household duties, which affects when, where, with whom, and for what purpose they travel.

Next Stop is essential to realizing transportation's promise of bolstering economic development, creating healthy communities, and supporting a thriving Los Angeles by removing barriers to transportation access for over half Los Angeles's population—women and people with other marginalized genders.

Background

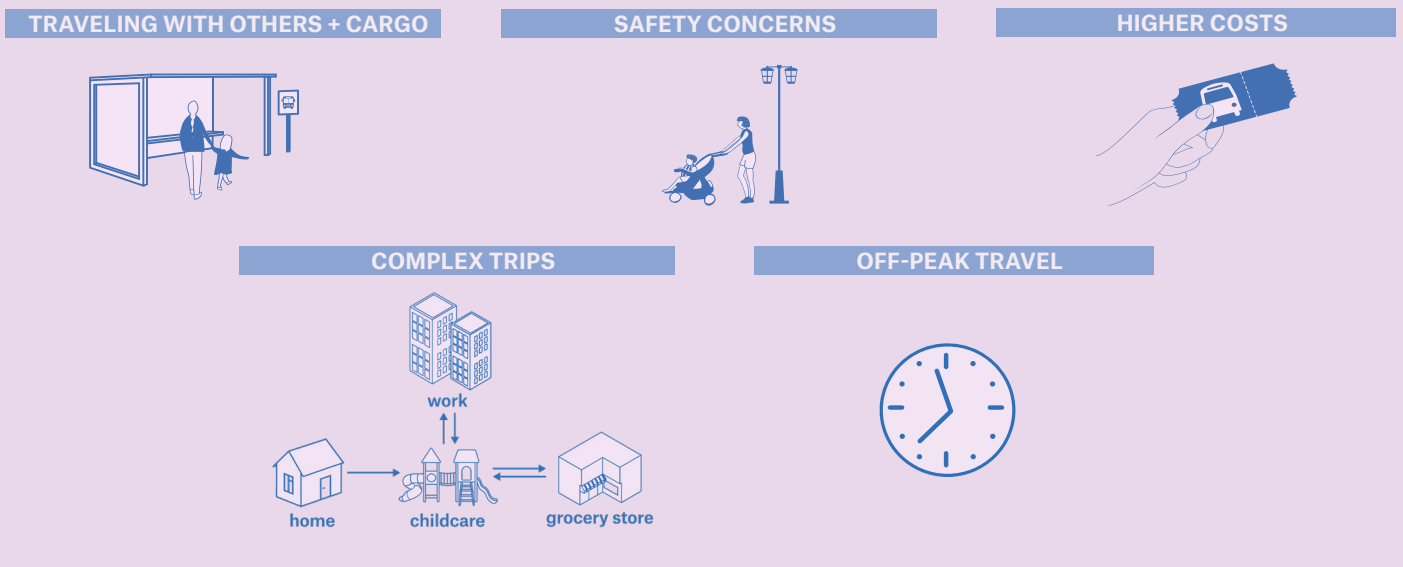
The *Changing Lanes* study found that women in Los Angeles are more likely than men to:

- Travel with dependents such as children and older adults
- Make trips with multiple stops, called trip-chaining, and use multiple modes in a single trip
- Travel during off-peak hours like the afternoon and evening
- Pay more for travel, due to their higher likelihood of transferring, paying fares for dependents, and taking a greater number of trips overall
- Miss out on recreational and leisure opportunities due to the difficulty of travel



Boarding DASH | Source: LADOT

Gender-related travel challenges



Additionally, women are more concerned about their safety using public transit than men.⁸ While there is limited data about the transportation patterns of people with other marginalized genders, the existing research demonstrates that harassment while riding and waiting for transit is also a significant barrier to transportation access among that group.⁹

The *Changing Lanes* study also demonstrated that women's travel patterns gravitate to the extremes of the trip frequency spectrum. Compared to men, women take far more trips per day, or far fewer. Those taking more trips have higher exposure to travel burdens like time, cost, and harassment. Women on the other end of the spectrum taking far fewer trips may be doing so because travel is too challenging, which can contribute to isolation and missed opportunities.

However, not all women and people with other marginalized genders are equally affected by gender-related transportation challenges. Barriers to transportation access are most pronounced for low-income, BIPOC women.¹⁰ In addition to gender inequities, BIPOC women and people with other marginalized genders face racial barriers to safe, affordable, and

efficient transportation, compounded by historic under-investment, racist housing and zoning practices, structural racism, and economic disenfranchisement. These factors have resulted in differing conditions by neighborhood—the *Changing Lanes* study found that respondents in low-income study areas were more likely to have to leave their neighborhood to access their daily destinations than those in the middle-income study area, and respondents in the low-income study areas used fewer travel modes and were less likely to use active transportation than those in the middle-income study area.¹¹

For that reason, *Next Stop* actions are intentionally focused on improving transportation access for low-income women and people with other marginalized genders. By designing solutions for those who face the greatest barriers to safety, efficiency, and affordability, we can, in effect, create a system that is safer, more efficient, and more affordable for everyone.

Next Stop is a historic step toward realizing LADOT's commitment to a gender-inclusive transportation system.

As the Department's first-ever gender equity action plan, this report is a road map of 32 short- and long-term actions to create a safe, affordable, accessible, and efficient transportation system. *Next Stop* actions address the greatest challenges women and people with other marginalized genders face using the system as it exists today—such as adding Crossing Guards to intersections women and people with other marginalized genders perceive as dangerous—while simultaneously transforming the system to better align with the travel patterns and needs of women and people with other marginalized genders—such as updating project

evaluation criteria to direct pedestrian and traffic safety infrastructure to high-need communities to improve walking conditions in the long-term. Making progress on both time horizons will help alleviate the greatest transportation challenges facing women and people with other marginalized genders today, while changing system to better align with their travel needs and experiences in the long-term.

Gender-related language in *Next Stop*

In this report, different gender-related language is used to refer to different groups. Throughout the document, "people with marginalized genders" refers to women *and* people with other marginalized genders, including people who are transgender, gender non-binary or non-conforming, two-spirit, or have other marginalized gender identities.

When discussing existing research, findings that are inclusive of women *and* people with other marginalized genders will refer to "people with marginalized genders" or "women and people with other marginalized genders." Findings that are inclusive of *only* women will refer to "women." For example, existing research establishes that safety is a significant barrier to transportation for people who are transgender, gender non-binary or non-conforming *and* women. For that reason, findings related to safety will refer to "people with marginalized genders" or "women and people with other marginalized genders." However, there is insufficient research about the travel experiences of people who are transgender, gender non-binary or non-conforming, or have other marginalized genders to establish if there are additional overlaps with the travel experiences of women, such as travel purpose, time spent traveling, and transportation expenses, among others. For that reason, findings related to complex travel or traveling with dependents, for example, will refer only to "women."

Descriptions of actions and their anticipated impact will refer to "people with marginalized genders" or "women and people with other marginalized genders" because actions are designed to improve transportation access for Angelenos of all genders.

Who is *Next Stop* for?

Next Stop was written for four primary audiences to chart a path toward gender-inclusive transportation in Los Angeles through specific, actionable steps:

1 LADOT executive- and senior-level staff involved in establishing Departmental priorities and developing budgets.

Executive- and senior-level staff should seek opportunities to integrate *Next Stop* actions into the Strategic Plan and other guiding documents during regular update cycles and refer to *Next Stop* actions during annual budgeting cycles to determine funding and hiring needs to implement actions.

2 LADOT business line managers who lead the implementation and evaluation of LADOT's programs and services.

Business line managers should implement *Next Stop* actions related to their business line when planning new services or service changes, or during evaluation. Business line managers should also refer to *Next Stop* when developing budget requests during the annual budgeting cycle to identify any additional staffing or funding needed to implement actions relevant to their business line.

3 Leaders and staff at other agencies that oversee or implement programs that shape the transportation system or Public Right of Way (PROW).

While *Next Stop* is a guiding document by LADOT, many actions require collaboration with other agencies, such as StreetsLA, BSL, BOE, City Planning, Metro, and others. For that

reason, partnership needs are identified throughout the actions. City and regional agencies engaged in transportation or the PROW can refer to *Next Stop* during their own planning or evaluation processes to identify areas of alignment and opportunities for collaboration.

4 Advocates and practitioners in the transportation, gender and racial equity, and urban planning fields.

These groups can reference actions and priorities in *Next Stop* to include gender-inclusive transportation practices and policies in their own projects, and use this action plan to support advocacy and policy campaigns for gender and racially-inclusive transportation initiatives.

Why now?

Climate change

By creating a more gender-inclusive system, *Next Stop* also helps address one of the most pressing challenges facing Los Angeles: climate change. Transportation accounts for almost 20 percent of Los Angeles's greenhouse gas emissions (GHGs), making it a critical sector for climate change intervention.¹² Reducing single-occupancy vehicle miles traveled is an essential piece of the puzzle to achieve meaningful GHG emission reductions. *Next Stop* actions pave the way to achieving this by making transit, walking, and bicycling more viable modes for Angelenos of all genders, while also ensuring the transition to a lower-emission system does not reinforce existing challenges or create new barriers to transportation access for women and people with other marginalized genders.

As Los Angeles's transportation system stands today, cars provide the most efficient mode of transportation—and they are especially beneficial for women because they take trips with more stops

and are more likely than men to transport cargo and dependents. This is especially the case in low-density communities, where destinations are more dispersed and transit and active transportation alone can not provide a complete solution for everyday transportation needs. As Los Angeles and California are working to combat climate change by reducing driving and transportation-related emissions, maintaining and increasing access to clean vehicles for women and people with other marginalized genders in low-income, low-density areas will be critical to ensure climate-related investments further gender equity. For this reason, the actions in *Next Stop* focus on improving and increasing uptake of transit, walking, and bicycling, while also increasing access to clean vehicles as an important part of the suite of transportation modes available to women and people with other marginalized genders. LADOT should continue participating in regional efforts to manage driving, such as traffic reduction initiatives in partnership with Metro, to reduce overall congestion for drivers and transit riders and increase the impact of the active and public transportation actions in *Next Stop*.

Changing travel patterns

Changes to travel patterns in recent years have underscored the urgency of gender-inclusive transportation improvements. Coming out of the COVID-19 pandemic, travel patterns in Los Angeles have shifted, mirroring national trends.¹³ The greatest driver of these shifts has been the growing percentage of people working from home at least part time.¹⁴ The percentage of Los Angeles metropolitan area workers that work remotely grew from 4% in 2016 to nearly 40% in 2022, and the shift to remote work is most pronounced among women workers.¹⁵ However, these shifts are not equally distributed—pandemic-related shifts to remote work are mostly among workers with a bachelor's degree or higher who are likely to be higher income.¹⁶

Pandemic-related shifts to remote work have dramatically affected transit

ridership patterns, too. With fewer workers commuting during peak hours, a greater share of weekday trips on transit are during off-peak hours like mid-afternoon, aligning with women's higher likelihood to travel off-peak compared to men. Further underscoring shifts toward off-peak travel, weekend transit ridership has rebounded more than that weekday ridership.¹⁷ Increases in remote work are also tied to greater travel for non-commute purposes, paralleling women's higher likelihood historically to travel for care-related reasons compared to men.¹⁸ Pandemic-related modal shifts also mirror gender-related travel trends—ridership on buses, used more by women than men, has rebounded more than ridership on trains.¹⁹

Transit service, which was dramatically cut at the outset of the pandemic, is also coming back to pre-pandemic levels. However, there is a need for service changes on Metro and LADOT DASH to reflect changing travel patterns. The more transit agencies provide service best aligned with pandemic-related travel changes, the more women and people of all genders stand to benefit.

Guiding principles

The actions in the *Next Stop* plan are underpinned by five key principles. These principles are backed up by findings from the *Changing Lanes* study, global research on gender and transportation, and engagement with women and people with other marginalized genders in Los Angeles.

Transportation access is essential to a high quality of life.

More than just a means of getting around, transportation allows people to reach economic, social, and recreational opportunities.²⁰ For this reason, *Next Stop* actions strive to equalize access to opportunity for all through affordable, safe, accessible, and efficient transportation options for Angelenos of all genders.

Improving transportation access for those who experience the greatest challenges improves transportation access for all.

Our current system was not designed with the travel patterns of women and people with other marginalized genders in mind, but not all women are equally affected by the system's shortcomings. Low-income, BIPOC women experience some of the greatest barriers to transportation access in Los Angeles.²¹ Designing for the needs of those who face the greatest barriers to safe, efficient, and affordable travel will result in a system that better addresses everyone's needs and is that is safer, more efficient, and more affordable for Angelenos of all genders. Because of this, *Next Stop* actions prioritize improving transportation access for women and people with other marginalized genders who are BIPOC and with low incomes in order to create a system that works better for everyone.

Improving the modes women and people with other marginalized genders are most familiar with today—transit, walking, and driving—is the most effective way to improve their access to opportunity.

Although a diversity of modes is essential for a high-functioning transportation system, an over-investment in emerging modes, like shared- and micro-mobility, risks exacerbating gender-related transportation challenges. This is in part because these modes don't work well for household-serving travel and transporting others. *Next Stop* actions prioritize improvements to the modes women and people with other marginalized genders currently use and are most familiar with—transit, walking, and driving—while simultaneously working to remove barriers they face to incorporating other modes, such as bicycling.

Transportation systems that prioritize care- and household-related travel pave the way to broader, societal shifts toward gender equity.

Many gender-related transportation challenges stem from socially-constructed gender roles in which women bear a greater share of care-related and household responsibilities, such as grocery shopping, school pick-up and drop-off, or caring for dependents. As in most cities, Los Angeles's transportation system was not designed to prioritize care-related and household-serving trips, and as a result, these kinds of trips take longer, are more difficult, and cost proportionately more.²² When care-related and household-serving travel is difficult and time-consuming, it is more likely to default to the person with the gender most likely to be responsible for this kind of travel—women. However, global precedent shows that making these kinds of trips easier and more efficient can pave the way to broader shifts in gender roles.²³ When trips to the grocery store or child care are as accessible and efficient as work commutes, households and individuals have the opportunity to allocate responsibilities as they see fit, beyond the confines of socially-constructed gender norms. In this way, transportation can catalyze labor redistribution and social shifts toward gender equity.

Cross-agency collaboration is necessary to achieve gender equity.

Women and people with other marginalized genders use infrastructure and services under the purview of multiple agencies in any given trip, including StreetsLA, BSL, BOE, City Planning, Metro, and more. For that reason, this plan includes actions that require partnership across agencies. *Next Stop* also strives to build on and multiply the impact of existing work, like Metro's *Gender Action Plan (GAP)*.

How *Next Stop* was created

Next Stop is an initiative by LADOT, in partnership with Kounkuey Design Initiative (KDI). The *Next Stop* plan is a road map to implementing recommendations in the *Changing Lanes* study, along with other recommendations that have emerged through continued research and engagement with community members, LADOT, and other agency leaders. To develop the *Next Stop* action plan, the project team studied international precedents of advancing gender-inclusive transportation, conducted a gender audit of LADOT, established a City Working Group and Resident Advisory Committee, and implemented pilot projects to test solutions to some of the greatest transportation challenges women and people with other marginalized genders face today. It also builds on a robust body of research and engagement by LADOT to create a more gender-inclusive transportation system.

The project team employed the following methods to develop the *Next Stop* plan:

Community engagement

The actions in *Next Stop* reflect the priorities and input of women and people with other marginalized genders in low-income, BIPOC Los Angeles communities.

As part of the *Changing Lanes* study, KDI partnered with paid community data collectors to collect surveys and travel interviews to understand the travel experiences, needs, and preferences of women. KDI also convened a working group in each study neighborhood to give feedback on data collection strategies, help develop and implement engagement strategies, and vet findings.

Next Stop actions attend to the greatest challenges revealed through this engagement and operationalize the recommendations in *Changing Lanes*. KDI also convened a *Next Stop* Resident

Advisory Committee and City Working Group to help shape and prioritize actions.

Community engagement overview



412 community surveys



74 travel interviews



12 study neighborhood working group meetings



6 resident advisory committee meetings

Resident Advisory Committee (RAC)

The *Next Stop* RAC was composed of 11 women and people with other marginalized genders that live in the following Los Angeles communities:

- Pacoima
- Van Nuys
- Canoga Park
- Sun Valley
- Westlake
- Watts

Many RAC members participated in the *Changing Lanes* study, and others were recommended by CBOs that work with women and people with other marginalized genders. RAC meetings covered the following topics:

- Overview of gender equity and transportation
- Intersection of gender equity, racial equity, and climate resilience
- Gender-related transportation challenges
- Prioritization of potential solutions
- Overview of agencies with purview over the PROW
- Prioritization of pilot projects
- Next steps to develop *Next Stop* and how to say involved in transportation advocacy

Key takeaways—RAC

Transit service improvements are top priority for RAC members, including infrastructure improvements to make **walking to and waiting for transit** safer and more comfortable.

"Transit needs to come frequently and on time...especially on time"
- RAC member, Pacoima

"Increasing service frequency is most important"
- RAC member, Canoga Park

"We risk our lives walking on dark streets. We need lighting, shade, and wayfinding."
- RAC member, Boyle Heights

RAC members **do not think new shared mobility (car-share, ride-share, bike-share) will improve transportation access** for low-income, BIPOC Angelenos.

"People would need to be super educated about [how to use bike-share and scooter-share], so it wouldn't work for the people who need it most"
- RAC member, Koreatown

"I'm not going to rent a bicycle or scooter - even if it's free - there are too many accidents. I know I would not participate."
- RAC member, Koreatown

"I don't bike or use scooters...that's not a high priority"
- RAC member, Pacoima

"Scooters are not benefiting low-income people"
- RAC Member, Boyle Heights

"Car-share is complex...[it] doesn't work for low-income people."
- RAC member, Boyle Heights



Pedestrian walking with bags | Source: LADOT

RAC members are concerned about the environmental and societal costs of driving, but many recognize the importance of access to drivers' licenses and cars. Overall, members agreed increasing access to drivers' licenses is important, but that **improving clean modes like transit and walking should be the priority.**

"It's really important to get more drivers' licenses, but with climate change, getting more cars on the road is not good"
- RAC member, Koreatown

"Right now I don't have [car] insurance... it was either pay my car bill or pay my insurance...the system is set up against us. We need a system to help women in this situation."
- RAC member, Watts

"We need [LADOT] to work for the people that depend on public transportation...it is more important to make the transit system work better before we get more cars."
- RAC member, Koreatown

Promotoras and community data collectors are important to raise community awareness about new services and increase participation in data collection efforts.

"Promotoras are the most important."
- RAC member, Boyle Heights

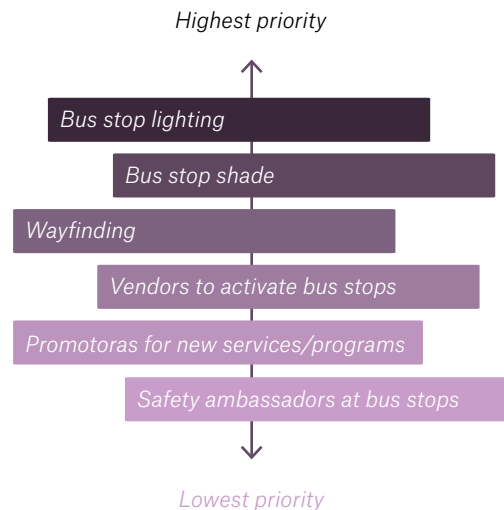
"If we don't hire people who understand the issues, we won't succeed. We need people who understand the issues and see us eye-to-eye to collect data."
- RAC member, Pacoima

RAC members prioritized **infrastructure over programs and services**. RAC members agreed they thought infrastructure improvements would last longer, while programs and services were vulnerable to budget cuts or shifting political priorities.

"I give higher priority to infrastructure over services because [infrastructure is] long-term... the risk with services-oriented [solutions], is budget cuts, and they can disappear quickly."
- RAC member, Watts

This was reflected in the group's priorities for pilot projects. RAC members prioritized piloting infrastructure elements over new services or programs:

Prioritized pilot project concepts



City Working Group

Because inter-agency collaboration is required to implement holistic solutions to gender inequities, LADOT and KDI convened a City Working Group (CWG) of senior staff at agencies that have purview over the PROW.

CWG overview

5 meetings | Sept—Nov 2022

Member agencies:

- Bureau of Engineering
- Bureau of Street Lighting
- City Planning Department
- Civil and Human Rights and Equity Department
- LADOT
- Metro
- StreetsLA

The CWG helped shape actions to be realistic and implementable. CWG meetings also helped build inter-agency awareness of and support for the plan.

CWG meetings covered the following topics:

- Overview of gender equity, racial equity, and transportation nexus
- Identifying challenges and opportunities to implement key actions that require inter-agency collaboration
- How agencies define "need" and prioritize projects
- Shaping key actions that require inter-agency collaboration
- Shaping the Next Stop prioritization framework
- Next steps to develop and implement *Next Stop*

Key takeaways—CWG

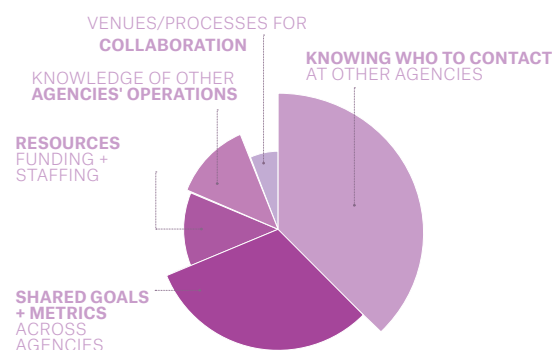
Agencies want to collaborate to implement more holistic projects, but are hamstrung by **not knowing who to reach out to and when to engage other agencies during a project.**

"Not knowing the lead times for other agencies...it's hard to know when to engage them"
- CWG member

"[Other agencies] websites are not updated so it would be helpful to have the projects updated to reference...[Knowing] who is who would help a lot with figuring out how to move forward with projects"
- CWG member

What are the barriers + opportunities for better inter-agency collaboration?

Key themes from group discussion and activities



Spatial constraints and competing demands in the PROW limit the

City's ability to add gender-inclusive improvements to transit stops and along sidewalks. CWG members would like the address this by :

Increasing pedestrian space in the PROW, including:

- Widen sidewalks to accommodate larger trees for shade
- Create bump-outs to address spatial constraints
- Integrate sidewalk elements (e.g., tree wells) into curbside parking lane to increase walking space and calm traffic
- Change street designations to allow removal of parking or reduce lanes to create wider sidewalks

Designing infrastructure elements that fit on narrow sidewalks, such as:

- Options for lighting suspended above sidewalks
- Bollard lighting that can accommodate tree canopy
- Additional types of infrastructure that can fit on narrow sidewalks

Gender equity audit

LADOT also looked internally to identify the greatest opportunities for and barriers to gender equity within the Department. The Department empowered KDI to lead a gender equity audit that included:

- Review of the Department's guiding documents, such as the Strategic Plan, to understand ongoing gender equity initiatives and opportunities for future interventions. This also included review of documents specific to the Department's many business lines responsible for delivering the LADOT's programs and services.
- Interviews with business line managers to understand how LADOT services and programs

currently consider gender and racial equity in planning, implementation, and evaluation and where there is untapped opportunity to address gender equity within programs and services.

- Interviews with LADOT executives and senior staff engaged in budgeting and project prioritization to understand how gender and racial equity are considered in Departmental budgeting processes and identify opportunities to further consider both in project funding and prioritization strategies.

Because the *Changing Lanes* study demonstrated that gender equity in transportation is inextricably connected to racial equity, document review and interviews included questions about how the Department considers racial equity in business line operations, strategic planning, and budgeting.

International case studies

The actions in *Next Stop* were also informed by international case study research of cities that have implemented strategies to address one or more of the key gender-related transportation challenges women and people with other marginalized genders face in Los Angeles. Because the *Changing Lanes* study found that the lack of gender-disaggregated data collection and analysis, safety concerns, and inefficient travel are key barriers to gender-inclusive transportation planning and design in Los Angeles, the team studied efforts to address those challenges in London, Quito, Vienna, and Hamburg, respectively. The case studies focused on the following interventions:

London, United Kingdom: Gender-inclusive data collection and analysis. Some key takeaways include:

- On-going, gender-disaggregated data collection and analysis is essential to understand gender-related travel trends

- Diverse fare pass options and fare caps offer gender equity benefits
- Improving transit service quality and affordability can increase revenue
- Intentional efforts are required to increase gender and racial diversity among bicyclists

Quito, Ecuador: Sexual harassment reporting and prevention while on and waiting for transit. Some key takeaways include:

- Accessible reporting mechanisms and ongoing data collection are important to track progress toward safety on and waiting for transit
- Dependence on outside funding makes gender equity work time-limited and vulnerable to cuts
- Addressing sexual harassment and assault requires a holistic, multi-disciplinary response
- A door-to-door, complete-trip perspective is required to comprehensively improve safety

Vienna, Austria: Gender-inclusive streetscape design and pedestrian improvements. Some key takeaways include:

- Pilot projects can create momentum toward city-wide policy changes
- Experiential training is important to foster cross-agency collaboration
- Transit stops and stations should be designed for comfortable waiting

Hamburg, Germany: Integrated regional transportation system for efficient and affordable trip-chaining and complex travel. Some key takeaways include:

- A unified customer experience across different transportation operators improves transfers and complex trips

International case study locations

London, United Kingdom
Gender-inclusive data collection and analysis



Hamburg, Germany
Integrated regional transportation system for efficient and affordable trip-chaining and complex travel



Quito, Ecuador
Sexual harassment reporting and prevention while on and waiting for transit



Vienna, Austria
Gender-inclusive streetscape design and pedestrian improvements

- Ridership on any one service depends on the quality of all other services
- A focus on radial routes results in service gaps for women and people with other marginalized genders
- Coordinating planning and construction efforts across agencies and operators can save time and budget

Despite the unique context of each case, there were several cross-cutting takeaways:

- **Position gender equity as a transportation issue**—Gender inclusion should be embedded within the core functions of transportation agencies, not as part of a separate team or unit, or within the domain of a social service or other agency.
- **Collect, analyze, and use gender-disaggregated data**—In all case studies, gender-disaggregated data was an essential precursor to action. Gender-disaggregated data allowed agencies to identify gender-related travel trends and design interventions to address them. Baseline data, paired with ongoing data collection, was essential to monitor progress and evaluate interventions.

- **Without attention to race and ethnicity and an inclusive approach to gender, initiatives are unlikely to fully address gender inequities**—Racial equity was not a focus in any of the four case studies. However, stakeholders in the three case study cities where KDI conducted interviews acknowledged that women people with other marginalized genders that are also racial and ethnic minorities are most affected by gender inequities in transportation and that racial equity should be an important focus of future work. Similarly, there is also a need for a more inclusive approach to researching and addressing gender in all the case study cities.
- **Integrate staff-facing and customer-facing equity and inclusion efforts**—The most effective strategies to affect gender-inclusive mobility include both staff-focused training, recruitment, and workforce development, as well as customer-facing improvements to services and programs.

The project team adapted lessons learned from those cases to Los Angeles.

Pillars of a gender-inclusive approach

Across the engagement and research to inform this action plan, several overarching takeaways emerged:

Bring neighborhood infrastructure up to baseline

Due to years of racially biased investment patterns, low-income BIPOC communities lack adequate traffic and pedestrian safety infrastructure, like crosswalks, traffic lights, and speed humps.²⁴ Inadequate baseline infrastructure exacerbates gender-related transportation challenges for women and people with other marginalized genders living in these communities, making trips on foot or walking to transit difficult and uncomfortable. While program solutions, such as Crossing Guards, can be excellent additions to an already robust infrastructure network, there is no substitute for physical infrastructure that works around the clock and can withstand changes in funding and political priorities. Until infrastructure parity is achieved across the City, LADOT should prioritize pedestrian safety projects in low-income communities of color.

Focus on the modes that form the backbone of the system

The fastest and most impactful path to improving transportation access for women and people with other marginalized genders is to focus on familiar modes that affect the largest number of people—transit and walking. While new mobility modes, like bike- and scooter-share, can provide first- and last-mile connectivity and fill gaps in current transit service, they are most effective as an addition to a system of frequent, reliable transit service and robust pedestrian infrastructure. Given the reality of constrained resources, LADOT should focus on improving transit frequency and reliability and improving walking conditions to achieve the greatest impact on gender

equity. In low-income, low-density neighborhoods, LADOT should consider increasing car access.

Tailor solutions to neighborhood density

The vast diversity of built form within Los Angeles means LADOT must tailor modal investments to the needs and characteristics of neighborhoods. In areas with a greater density of diverse destinations, improvements to transit, walking, and bicycling can meaningfully improve transportation access for residents. However, this is not likely to be the case in areas with fewer destinations within walking, bicycling, or efficient transit access. Biased investment and development patterns have resulted in low-income, low-density communities with limited destinations near home and/or deficits in essential destinations, like high-quality grocery stores or recreational hubs. In low-income communities with low destination density, women travel further to reach their everyday destinations, or forgo trips all together because of the difficulty of travel. In these areas, LADOT must take a different approach. In low-income, low-density communities, car access programs can increase access to the benefits of driving, such as storage capacity, reliability, and efficient complex travel without the high cost of personal car ownership. They can also help facilitate an equitable transition to car independence by providing interim efficient transportation options in low-density areas while density increases and sustainable modes become more viable in the long-term.

Foster buy-in and collaboration

Buy in—Case study research underscored that gender equity must be integral to LADOT's everyday operations to sustain long-term progress toward gender-inclusive transportation. This process begins with an understanding of how gender equity leads to gender equality and fostering staff commitment to new

gender-inclusive approaches. KDI's gender equity audit of LADOT found that staff at all levels are committed to fairness and delivering high-quality services for everyone. However, many shared they seek to achieve this by considering all Angelenos equally when designing and delivering services. An approach that considers "all," without attention to the specific needs of those historically excluded from the transportation planning process, may overlook and perpetuate gender-related barriers to transportation. Staff must understand and be committed to an equity-focused approach to achieve a future where all Angelenos have equal transportation access.

Collaboration—Although LADOT plays a central role in shaping Los Angeles's transportation system, it cannot implement holistic solutions alone. The LADOT gender equity audit and the City Working Group revealed that LADOT staff and their City-agency peers want more seamless, clear pathways to work together to maximize project impact and City resources. However, staffing shortages are a significant barrier. LADOT staff shared that these shortages are due to complex and opaque hiring processes, which they are working to reform internally. Nonetheless, progress to expedite hiring and promote retention will be essential for LADOT to achieve any of the goals in this action plan.

These key takeaways and the *Next Stop* guiding principles (page 8) drive all the actions in the following chapter.



ACTIONS

Introduction to Actions

The actions in this section lay out specific steps LADOT should take to make Los Angeles's transportation system gender-inclusive. Actions are categorized into themes that attend to the greatest transportation challenges women and people with other marginalized genders in Los Angeles face today.

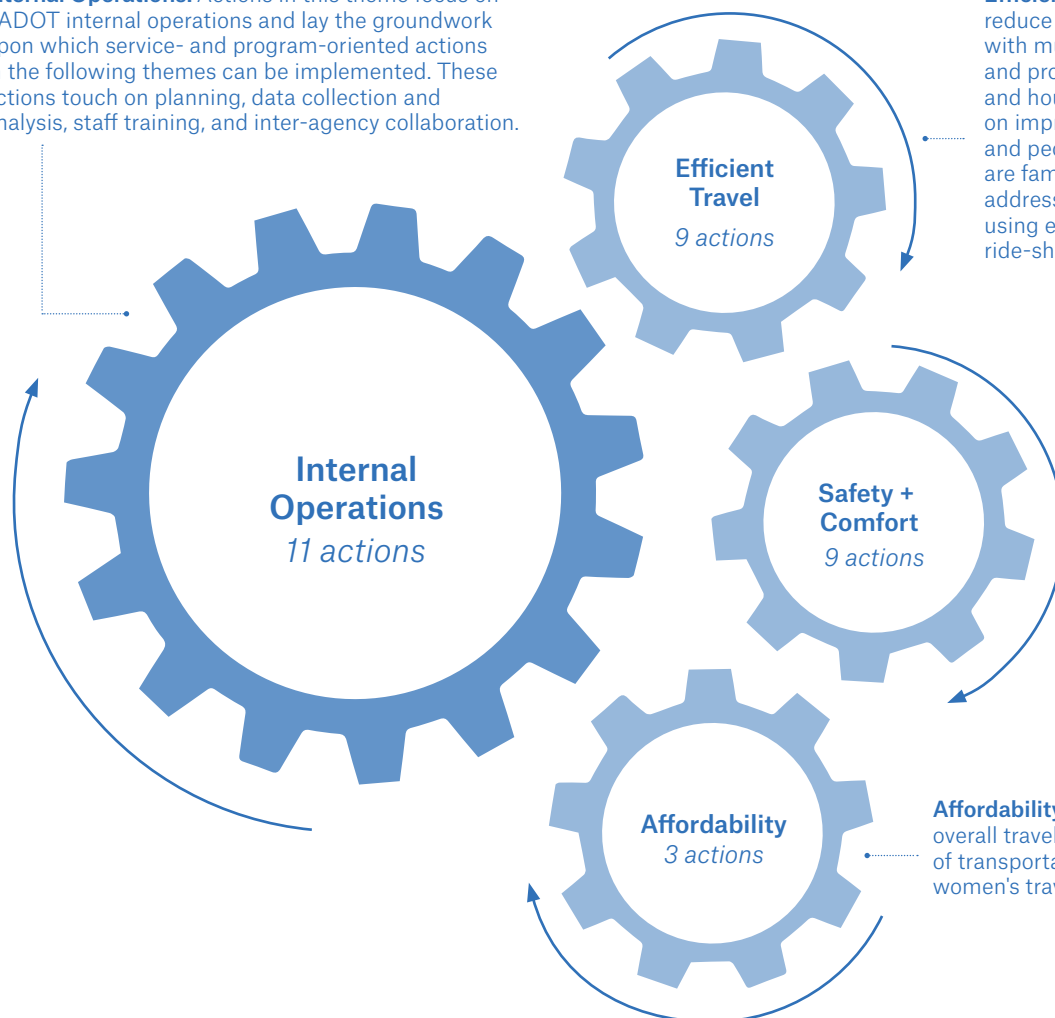
32 Actions

Internal Operations: Actions in this theme focus on LADOT internal operations and lay the groundwork upon which service- and program-oriented actions in the following themes can be implemented. These actions touch on planning, data collection and analysis, staff training, and inter-agency collaboration.

Efficient Travel: Actions in this theme aim to reduce overall travel time, especially for trips with multiple stops or using multiple modes, and provide efficient travel for care-related and household-serving trips. Actions focus on improving the efficiency of modes women and people with other marginalized genders are familiar with today, like transit, while also addressing barriers women currently face to using efficient modes, such as car-share and ride-share.

Safety + Comfort: Actions in this theme improve actual and perceived safety and comfort while traveling, waiting for transit, and bicycling and walking. This theme also includes actions that improve the ease of traveling with dependents and cargo.

Affordability: Actions in this theme reduce overall travel costs and increase the affordability of transportation modes that are well-suited to women's travel patterns.

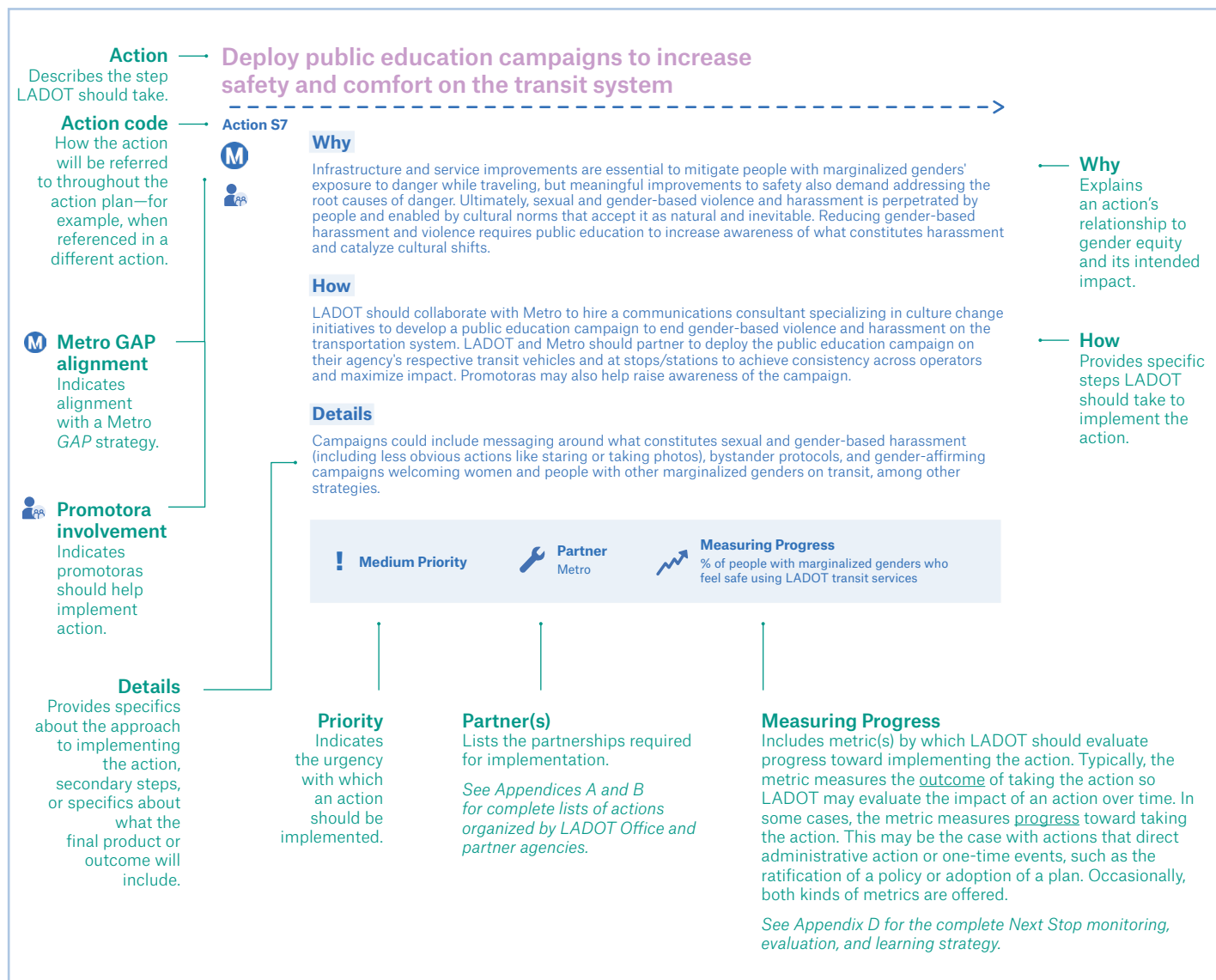


It is important to note that the actions in the *Next Stop* gender equity action plan attend to the challenges women and people with other marginalized genders face today, and reflect current conditions in Los Angeles's transportation system. As *Next Stop* actions are implemented, transportation access challenges will be addressed and the transportation system will begin to look and feel different for women and people with other marginalized genders. As these changes take place, actions will need to be re-prioritized. For that reason, LADOT should track implementation metrics annually and *Next Stop* should be updated during Strategic Plan update cycles so that resources continue to be used strategically. For example, Action E1 calls for increasing service frequency on existing DASH routes. Once that is achieved on existing routes, resources should be allocated to expanding DASH to additional neighborhoods.

How to read *Next Stop* actions

Each *Next Stop* action is accompanied by information to explain its intended impact, and how to implement and evaluate it over time. Each element and how they are displayed in this section is explained in the graphic below.

Example action





Play Streets event | Source: KDI

Equity-based implementation

Many of the following actions specifically call for implementation to start in low-income, BIPOC communities before moving to other parts of the city. In many cases, there are vast disparities along income and race in access to safe, affordable, efficient transportation and safety infrastructure, like sidewalks and crosswalks. That is because, for generations, low-income, BIPOC communities throughout the United States have, as a matter of policy, received disproportionate resources, resulting in disparities not only in transportation options, but also in housing, public space, education, and employment.²⁵

For this reason, *Next Stop* implementation must prioritize resources in these communities that have been subject to generations of disinvestment. If LADOT were to implement actions in higher-income areas before neighborhood parity is met, LADOT would risk misallocating resources, deepening existing divides, and keeping residents in high-need communities from accessing the full potential of our transportation system. Once gender and racial parity across communities is met, LADOT can implement gender equity initiatives uniformly across the entire city.



INTERNAL OPERATIONS

On the whole, the actions in *Next Stop* are intentionally external-facing, prioritizing changes to LADOT programs and services women and people with other marginalized genders use. However, certain internal shifts must be implemented to facilitate the external-facing changes transportation users will experience. Internal changes related to staff training, data collection and analysis, and collaboration with partner agencies are essential to unlock LADOT's ability to take the actions in *Next Stop*. Moreover, foundational datasets used by LADOT that do not reflect women and people with other marginalized genders can lead to resource mis-allocation and result in services that do not work well for people of all genders. Actions in this theme help the Department build gender-inclusive data, train staff on gender-inclusive transportation planning and design, and foster inter-agency collaboration needed to transform the system to work well for all genders.

Together, Internal Operations lay the groundwork for taking all other *Next Stop* actions. For this reason, the Internal Operations actions are not prioritized as "high," "medium," or "low," like the actions in the other themes—all actions in this theme are needed to create the conditions for implementing actions within the Efficiency, Safety and Comfort, and Affordability themes and are considered foundational.

Actions

Staff *Next Stop Operational Plan* development and implementation

Action I1

Why

While the ultimate goal of *Next Stop* is to embed gender equity in the essential, everyday operations of all LADOT programs and services, getting there will require dedicated staff and resources at the outset. Without dedicated staff to develop, implement, and track a comprehensive implementation plan, LADOT risks uncoordinated, piecemeal implementation that falls short of the holistic change needed to meaningfully improve transportation access for women and people with other marginalized genders.

How

As a first step, LADOT should identify a staff member, or seek funding for and hire a new staff member, to lead development of a *Next Stop Operational Plan* and oversee its day-to-day implementation. Once the Plan is developed, the staff person should train Department leads and business line managers on the actions related to their program or business line, including program and service delivery expectations and data collection and analysis protocols. The staff member should work closely with staff overseeing Strategic Plan development and implementation to integrate *Next Stop* actions into Strategic Plan priorities. The staff member should also track progress toward implementing *Next Stop* actions and develop a strategy for updating the plan.

Details

The Operational Plan should include a timeline and indicate the staff member responsible for leading action implementation. The Operational Plan should also include steps to create gender-disaggregated data collection instruments necessary to track evaluation metrics over time (see Appendix D).



Partner
N/A



Measuring Progress

Outcome metrics

- A *Next Stop Operational Plan* budget
- Development and Adoption of *Next Stop Operational Plan*



Multi-modal infrastructure | Source: LADOT

Integrate gender-inclusive project evaluation and prioritization criteria into the Mobility Investment Program (MIP)



Action I2

Why

LADOT's MIP is a critical tool to align the City's transportation investments with its values and strategic goals. The MIP does this by scoring and prioritizing transportation projects proposed by City agencies, identifying funding opportunities for proposed projects, and promoting inter-agency coordination. Because it prioritizes projects, the MIP offers one of the most fruitful opportunities to align LADOT and city-wide transportation investments with gender equity. However, the MIP does not currently include gender equity criteria.

How

To begin, LADOT should define the types of projects and project elements that further gender inclusion and will address gender inequities. Then, LADOT should develop project evaluation criteria for the MIP that evaluates proposed projects based on their alignment with the travel needs, experiences, and preferences of people with marginalized genders. When updating the MIP, LADOT should consider the relative prioritization of gender-related criteria, with greatest priority given to projects that improve travel efficiency and safety.

Details

The gender equity criteria should prioritize projects that:

- **Improve trip efficiency**, such as those that increase access to efficient modes like cars, increase transit service frequency, reduce transfer time, or increase trip speed (e.g. bus-priority infrastructure), among other strategies.
- **Improve perceptions of safety and comfort**, such as those that improve bus stop amenities, calm traffic, and improve crosswalks and other pedestrian infrastructure, among other strategies.
- **Ease travel with dependents**, such as those that accommodate strollers and other mobility devices on transit, add seating or storage on transit vehicles, or add amenities to bus stops, among other strategies.
- **Increase affordability of transportation**, such as those that reduce or eliminate fares for riders and/or dependents, coordinate fares across operators, increase free transfers between operators in the region, and increase access to ride-hailing and car-share, among other strategies.



Partner
N/A



Measuring Progress

Outcome metrics

- Definition for gender-inclusive projects and project elements
- Gender-related criteria for MIP project prioritization

What is the Mobility Investment Program (MIP)?

Created in 2019, the MIP is a strategic project planning and prioritization initiative to improve project delivery and ensure the City's transportation investments align with the City's goals and values. The MIP scores and prioritizes transportation-related projects proposed by City agencies. The MIP also helps identify funding opportunities for proposed projects and promotes coordination between transportation-related agencies.



Community engagement | Source: KDI

Add gender equity performance evaluation metrics to Transit Service Analysis (TSA)

Action I3

Why

The TSA is the main mechanism through which LADOT identifies needed transit service improvements and requests City funding for implementation. To create the TSA, the Department evaluates its transit services against performance evaluation metrics. The current evaluation metrics do not include gender equity. Gender equity performance metrics are essential to identify where transit improvements are needed to better align with the transportation needs of women and people with other marginalized genders, and secure the necessary funding to implement solutions.

How

To begin, LADOT should develop gender equity performance evaluation metrics. Then, the Department should apply the metrics when assessing services as part of the TSA. LADOT should determine the necessary process to update the metrics, such as through adoption by City Council.

Details

The gender equity performance evaluation metrics should, at minimum, evaluate services based on how well they align with gender-related travel patterns, such as mid-day frequency and reliability and ease of transfers. The criteria should also prioritize improvements to LADOT transit services women and people with other marginalized genders most often use and that most align with the routes and destinations they travel to. LADOT should also consider metrics that incorporate ridership by gender.



Partner
N/A



Measuring Progress

Outcome metric

- Inclusion of gender equity performance metrics in the TSA

Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP)

Action I4

Why

The potential of any investment by LADOT to achieve a gender-inclusive transportation system is dependent on the presence and quality of infrastructure managed by other City agencies. For example, more frequent DASH service will only meaningfully reduce travel time and improve trip efficiency if riders can get to DASH stops using well-maintained sidewalks, and wait for the bus in the comfort of shade or adequate lighting. Because of the many hands that shape streets and sidewalks, transforming the transportation system toward a gender-inclusive one will require coordinated cross-agency effort to improve infrastructure under the purview of multiple agencies.

A CIP is a planning document that "provides a long-term, unified direction for investment in a city's infrastructure—based on a vision for the city that was (ideally) inspired by the people who live there."²⁶ A City of Los Angeles CIP will establishing a collective vision and shared roadmap of projects to further equity in the public realm, infrastructure, and equitable transportation access across the city.

How

LADOT should continue collaboration with the Mayor's Office, City Council, and other City agencies to advocate for and allocate funding to a City of Los Angeles CIP. Once CIP development is underway, LADOT should identify a key staff member or team of staff to participate in inter-agency processes to develop the CIP, such as establishing a shared vision, creating an infrastructure inventory, and coordinating infrastructure improvement efforts and investments. Once the plan is adopted, LADOT should participate in tracking metrics and implementation over time and support CIP updates at regular intervals.

Details

Los Angeles-based organizations Investing in Place (IiP) and Our Streets Action Committee (OSAC) lead advocacy efforts for the creation of a City of Los Angeles CIP. IiP provides additional information and CIP examples from other cities on their website at investinginplace.org.

LADOT should determine how project prioritization through the MIP could feed into a citywide CIP.



Partner

BOE, BSL, CBOs, City Planning, StreetsLA



Measuring Progress

Outcome metric

- Adoption of a Capital Infrastructure Plan

Identify strategies to increase funding for DASH

Action I5

Why

DASH is one of LADOT's core services. Due to its neighborhood focus and connection to care-related destinations, it is one of the business lines with greatest potential to meet the travel needs of women and caregivers. However, a lack of consistent funding limits the Department's ability to implement actions that increase DASH service frequency and add new routes (see Actions E1 and E5)—two critical improvements needed for the system to achieve its potential impact.

How

As a first step, the Department should select a staff member to lead identification of DASH funding strategies. Next, staff should identify all possible funding sources to increase DASH operation budget, such as funding through the Metro Board, TSA, and revenue-generating programs like congestion pricing. Staff will evaluate the viability of different strategies and create a plan for pursuing the most viable strategies.

Details

The plan should include funding strategies, timelines, and key staff responsible for pursuing funding strategies.



Partner
N/A



Measuring Progress

Process metrics

- Appointment of a dedicated staff person to lead the development of a DASH funding plan

Outcome metric

- Development and adoption of DASH funding plan

Transport for London (TfL) gender-disaggregated data collection and analysis

Transport for London's (TfL) in-house data collection and analysis team sets it apart from other transportation agencies around the globe. One of TfL's most robust data sources is the annual London Travel Demand Survey (LTDS), a continually-running study of Londoners' travel patterns across the city's boroughs. The LTDS surveys 8,000 households and 18,000 individuals, costing £1.2 million annually. Among other demographics, the data includes gender, allowing TfL to analyze gendered travel trends and respond accordingly.

Additionally, TfL uses travel data from credit cards and Oyster Cards, an equivalent of LA's TAP card used to pay fares. Data collected from Oyster Cards includes when and where a rider begins and ends a trip on a TfL bus or train but does not include demographic data. Because not all TfL data sets include gender data, the fares and revenues team has developed an approach to analyzing by proxy characteristics associated with travel behaviors by women and caregivers. For example, TfL disaggregates Oyster Card data by time of day, station entrance location, and mode preference, which they can overlay with women's travel patterns to see gendered travel trends. Although imperfect, these variables help evaluate the impact of policies and programs on women and caregivers without demographic data.



Pedestrians and transit riders in London |
Source: KDI

Collect and analyze gender-disaggregated data

Action I6

Why

Transportation planning, design, and evaluation decisions are increasingly based on data, but data collection methods have historically under-represented low-income communities and women and people with other marginalized genders. Datasets that do not adequately represent these groups can lead to resource misallocation and result in services that do not work well for over half of Angelenos. In the long term, longitudinal gender-disaggregated data are essential to tracking progress toward addressing gender-related travel challenges. Further, much of LADOT data do not include gender information. While *Changing Lanes* helped to fill data gaps on women's travel, there remain gaps in the unique travel patterns, needs, and preferences of people with other marginalized genders. Without data that represent all genders, it is impossible to understand and address all gender-related mobility barriers and build a truly gender-inclusive transportation system.

How

To begin, LADOT should develop gender-disaggregated data collection standards across the Department and create the instruments to collect data on gender equity metrics included in this action plan (see Appendix D). When developing project budgets, LADOT should include adequate funding for original data collection that can be analyzed by gender. Simultaneously, LADOT should work toward filling the data gap on the travel patterns of people with other marginalized genders by creating and issuing an RFP for a travel study focused on this gap.

LADOT should ensure all surveys include gender data, such as including questions about gender identity and experiences of harassment and assault on DASH, at stops, and en-route to stops to the DASH on-board survey.

Details

At minimum, data collection standards should include guidance on what gender-disaggregated data to collect and when and how to collect it. Data should be gathered at the start of project planning and recurrently throughout project delivery to evaluate impacts on gender equity over time in accordance with the Department-wide MEL framework (see Action I7).

Data collection standards should also include guidance on data collection methods, including the process by which the Department should hire women and people with other marginalized genders to execute data collection in their communities to help reach those who are currently under-represented in data, such as those with limited internet access, without smartphones, or with limited English language proficiency. The standards should instruct business lines to collect both quantitative data, such as rider counts, and qualitative data, such as stories gathered through walk audits or photo voice.



Partner
N/A



Measuring Progress

- Outcome metric
- % of projects and plans that collect gender-disaggregated data

Create a gender-inclusive monitoring, evaluation, and learning (MEL) process

Action 17

Why

To move the needle on gender equity, it is not enough to take action—actions must be evaluated over time. Only through robust and ongoing data collection and evaluation can LADOT identify the interventions that most affect gender and racial equity, and those that require adjustments over time to maximize their potential. Without a MEL process, the Department risks misallocating resources toward low-impact interventions or missing opportunities to scale-up impactful ones.

How

LADOT should create a MEL Working Group. The Working Group should develop the Department's MEL strategy, including guidance on the types of data to collect, and how and when to collect and analyze data. The strategy should instruct LADOT on how to compare outcomes across business lines and measure Department-wide progress toward gender equity over time. LADOT should explore ways to sync the MEL with other evaluation processes, such as those related to the Strategic Plan.

Details

The MEL strategy should include a data analysis protocol that enables business line managers to evaluate the impact of their services and programs over time and adapt them to align with gender equity based on findings.



Partner
N/A



Measuring Progress

Process metric

- Regular meetings by the MEL Working Group

Outcome metric

- Development and adoption of MEL strategy



Transit riders | Source: LADOT

Engage women and people with other marginalized genders in LADOT strategic planning and evaluation efforts

Action I8

Why

The processes that shape Los Angeles's transportation systems have historically been dominated by those with power, which has resulted in an over-representation of White men and decisions informed by a narrow perspective.²⁷ As a result, Los Angeles's transportation system—as with those in many cities—is inefficient, unaffordable, and poses the spectre of danger for many women and people with other marginalized genders. Gender-inclusive transportation planning and design necessitates the inclusion and prioritization of under-represented genders in the day-to-day decisions that shape the Department's programs and services.

How

As a first step, LADOT should identify a staff member to lead the establishment of a LADOT Community Advisory Board (CAB). The staff person should create the CAB Member position description and engage CBOs that work with women and people with other marginalized genders in low-income, BIPOC communities to vet and revise it. LADOT should establish a process by which CAB Members will be nominated and selected, and establish guidance for Department staff about when and how to engage the CAB. LADOT should identify pathways to compensate CAB members for their participation.

Additionally, LADOT should add gender-inclusive language to the Community-First Engagement (CFE) strategy, the Department's engagement guide, to ensure engagement—surveys, workshops, community events, and more—is inclusive of people with women and people with other marginalized genders. This could include setting standards like metrics around participation by women and people with other marginalized genders in engagement efforts, and planning standards to ensure locations and times are accessible to women and people with other marginalized genders.

LADOT should incorporate engagement of women and people with other marginalized genders in all projects and contract requirements.

Details

CAB members should be demographically representative of LADOT's ridership and should be consulted when planning and evaluating any program and service. At minimum, the CAB should provide input on the Department's planning and design decisions and advise on how to shape new services and programs.



Partners
CBOs



Measuring Progress

Outcome metric

- Regular meetings of the CAB with half or majority people with marginalized genders

Establish promotora program



Action I9



Why

Simply adding new transportation services and programs to low-income communities is not enough to increase transportation access among women and people with other marginalized genders in those communities. This is partly because they face barriers to using new and shared modes, including lower smartphone and broadband access, concern about linking a bank card to an account (often required for using new modes), and perceptions that these modes are not "for them."²⁸ Further, language barriers can prevent uptake of services and programs. Promotoras help overcome these barriers by engaging residents in their own communities to raise awareness of new services and how to use them.

How

To begin, LADOT should partner with CBOs that work with women and people with other marginalized genders in low-income, BIPOC communities to shape the promotora program and create the promotora job description. The Department should pilot the promotora program in one community when introducing a new service or working to increase uptake of an existing one, and refine the permanent program based on findings from the pilot. Once the program is established, LADOT should fund CBO partners to conduct outreach to potential applicants to the promotora program, and provide application assistance.

LADOT should explore partnerships through which promotoras can reach community members, such as through HACLA or medical providers.

Details

LADOT should also engage promotoras to provide input when developing, implementing, and evaluating programs and services, such as 1) when beginning new services and programs, 2) when working to increase uptake of a service where it is low, and 3) when evaluating a program or service.



Partners

CBOs



Measuring Progress

Outcome metrics

- # of promotora engagements with community members or CBOs
- Integration of promotoras input into LADOT planning processes

Public health promotoras

Latino Health Access, a nonprofit based in Orange County, hires and trains paid and volunteer promotoras to engage their community to spread awareness about public health programs, services, and best practices, such as nutrition programs, mental health services, and exercises for cardiovascular health.²⁹ Promotoras also play a crucial role in educating community members about how to access healthcare services. For example, during the COVID-19 pandemic, promotoras in San Diego helped increase vaccination rates and access to tests among the Latinx community.³⁰ The promotora model can be effective in raising awareness of new or expanded LADOT programs and services and provide guidance on how to use them.



Promotora educating community members about public health initiatives | Source: MPH Salud

Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure

Action I10

Why

Traditionally, infrastructure has been designed around the male archetype.³¹ As a result, much of our transportation infrastructure, from streets to crosswalks to transit vehicles, fails to account for the needs and experiences of women and people with other marginalized genders. This means women face more difficulty making daily trips due to navigating a system that was not designed with them in mind, thus creating barriers to opportunity and access to the city.

How

To begin, LADOT should determine the most appropriate process in which to embed the guidelines, such as the LADOT/BOE Supplemental Street Design Guide, Mobility Plan Complete Streets Design Guide, and/or through integration into PROW checklist (as part of Interdepartmental MOU). Once the guidelines are finalized, agencies should adopt them and refer to them during project planning and design, as well as when evaluating existing infrastructure and prioritizing improvements. Guidelines should apply to projects involving the design of streets or sidewalks or bikeways, procurement of new transit vehicles, and design of bus stops, among others.

Details

Guidelines should include detailed regulations for elements of the PROW, including transit vehicles, crosswalks, bus stops, bus shelters, sidewalk or pedestrian-level lighting, street furniture, curbs, traffic signals, and more.

Bikeway standards should include sufficient lane width to accommodate caregivers riding side-by-side with dependents. They should also prioritize neighborhood routes that connect care-related and household-serving destinations and include accessible bike parking standards. LADOT should prioritize new bikeway implementation in low-income, BIPOC communities, and engage CBOs that work with people with marginalized genders to determine routes.



Partners

BOE, BSL, CBOs, City Planning, Metro, StreetsLA



Measuring Progress

Outcome metric

- % of projects designed to be gender-inclusive

Incorporate gender-inclusive transportation planning and design training into onboarding processes

Action I11

Why

LADOT is, ultimately, the sum of the people that work in the Department. The Department's ability to achieve its gender equity goals depends, in part, on staff's capacity and commitment to implementing the *Next Stop* actions. Staff must understand the relationship between gender equity and transportation and why gender inclusion is central to achieving LADOT's mission of offering safe, efficient, and reliable transportation to all Angelenos. They must also define how their role at LADOT can contribute to gender equity and the implementation of this action plan.

How

LADOT should work with CBOs involved in gender-, race-, sexuality-, age-, and disability-based advocacy to develop and implement experiential gender equity trainings for all department staff, including part- and full-time staff, interns, and professional workers.

Details

Trainings should focus on gender-inclusive transportation planning and design and be hands-on and experience-based. Studies show that, compared to desk or classroom-based learning methods, experiential learning results in deeper understanding and uptake of content.³² Incorporating experiential training should foster staff buy-in and a deeper commitment to *Next Stop* actions, as well as a greater awareness of gender-related transportation challenges. Experiential training may include strategies like transit ride-a-longs or walk audits with women and people with other marginalized genders.



Partners

CBOs



Measuring Progress

Outcome metric

- % of staff that have received training on gender-inclusive transportation

Experiential gender-inclusive staff training

Both London and Vienna have successfully used experiential learning as a tool for gender mainstreaming in their internal operations. Their work and lessons learned demonstrate that the most effective trainings have been experiential, such as Transport for London (TfL) staff shadowing an individual or group from a vulnerable demographic (like women or travelers with limited mobility) as they navigate the TfL network. In Vienna, their approach to gender mainstreaming started with interdepartmental gender sensitivity training, which included novel techniques, like leading walkthroughs through the Mariahilf district, developing a "Gender City" game, and partnering with a local theater to put on an educational play called "Gender in the City." These creative methods effectively introduced the need for gender-inclusive planning and design and deepened staff commitment to gender-inclusive practices. In two cities where gender equity work has spanned decades, up-front experiential training, as opposed to online or classroom-style training, has been critical for building staff buy-in to gender mainstreaming. Training should allow staff at all levels of a transportation agency to see and experience first-hand the mobility challenges faced by women and people with other marginalized genders.

EFFICIENT TRAVEL

Transportation systems around the world have historically been designed around typical male travel patterns the move in and out of the city center during peak hours. As a result, trips by women and caregivers on the existing system are often inefficient. These inefficiencies result in longer, more costly, and stressful travel, and can lead to avoidance of trips altogether.³³ Due to socially-constructed gender roles causing women to be disproportionately responsible for household and care-related responsibilities, women often travel to multiple destinations in a single trip, such as childcare facilities, work, and grocery stores, frequently travel with dependents and additional items in tow, and travel during off-peak hours.³⁴ Because transportation systems do not prioritize those travel patterns, women end up using multiple modes to get to their destination, make more transfers, and take more trips in general than do men.³⁵ Given these challenges, actions in this theme aim to make travel more efficient and streamlined for women and caregivers, increase transit service frequency and ease transfers, among other solutions.

Actions in this theme also aim to increase access to cars among low-income women and people with other marginalized genders in parts of the city with a low density of destinations. As the transportation system stands today, cars are the most efficient mode of transportation for traveling with cargo and dependents and making trips with multiple stops, especially in communities where destinations are fewer and more dispersed. For that reason, increasing access to clean vehicles in areas with low destination density is an important part of creating a gender-inclusive transportation system. It also helps ensure the transition to a lower-emission system does not reinforce existing or create new gender inequities. For that reason, *Next Stop* actions will increase the viability of transit, walking, and cycling for efficient complex travel in the long-term, while simultaneously increasing access to clean driving solutions in the short-term. Together, these actions will help travelers reduce the stress and time associated with transportation and increase access to opportunities, essential services, and recreational activities.

Increase service frequency on DASH routes

Action E1

Why

Long wait times and trip delays are among the leading travel challenges women face.³⁶ These challenges not only increase overall travel time, they also contribute to fear and exposure to danger at stops. Because they serve care-related and household-serving destinations, DASH routes have potential to offer reliable, efficient travel solutions for women, but long wait times and infrequent service hampers the service's impact. Shorter headways on DASH routes will decrease overall trip time and, in effect, make it easier and more efficient for women and people with marginalized genders to take trips they might otherwise forgo due to long travel times. Shorter headways will also decrease time waiting at inhospitable bus stops, potentially increasing perceptions of safety.

How

Resource limitations mean funding must be strategically allocated to most greatly affect gender equity in the short-term. As a first step, LADOT should establish service frequency targets (such as 7-10 minute headways, 11-15 minute headways, etc.), and assign targets to every DASH route. Then, LADOT should develop an implementation plan with prioritized routes for more frequent service and seek funding for high priority routes. This may happen through the TSA. LADOT should also partner with promotoras and CBOs to raise awareness of additional modes when service frequency is low, such as Metro transit, Metro Micro, and ride-hailing subsidy programs, where available.

Details

The most frequent service should be on routes that have the highest overall ridership.

! High Priority



Partner
N/A



Measuring Progress

Process metric

- % of DASH lines with increased headways

Outcome metric

- % of people with marginalized genders who agree transit allows them to get to their destination in a timely manner

Míocar car-sharing

Míocar, an electric vehicle car-sharing service, serves low-income communities with little car and public transit access in Richmond, CA, Stockton, CA, and Kern and Tulare Counties. One distinguishing feature of Míocar is that fleets are placed at affordable housing developments, and rates are designed to be affordable for all-day use and for longer trips. As a result, longer trips like for work, when cars are parked for a large portion of the day, and trips for social/recreational purposes are the second and third most popular use, respectively, following trips for family and personal errands.



Míocar pick-up location | Source: Planetizen

Increase access to cars in low-income communities with low destination density

Action E2



Why

Although the City of Los Angeles is working to make transit, walking, and bicycling viable transportation modes in all communities in the long-term, these modes alone cannot provide a complete solution in the short-term for women and caregivers. Cars are uniquely well-suited for complex trips with multiple stops and transporting others and cargo.³⁷ This is especially the case in communities with lower destination density where destinations are dispersed and residents must travel further to perform everyday tasks.

In low-income communities with low destination density, car access programs increase access to the benefits of driving, such as storage capacity, reliability, and efficient complex travel without the high financial cost and liability of personal car ownership. They can also help facilitate an equitable transition to car independence by providing interim efficient transportation options in low-density areas while density increases and sustainable modes become more viable in the long-term.

BlueLA has successfully increased access to driving in higher density areas, but there remain car access gaps in communities with lower destination densities where car access can be most impactful. In these areas, there are often fewer viable options to reach destinations, so driving is even more important for accessing opportunities and everyday destinations. It can also be more difficult for potential users to get to car-share vehicles in lower-density, less walkable areas. Further, BlueLA does not work well for all kinds of trips, such as commutes or trips with multiple stops or long waits that require users to pay while the car is not in use. To address these gaps, LADOT should help increase car access by siting fleets at residential developments and community hubs, accommodating longer trips, and helping raise awareness of existing programs to reduce the cost burdens of driving.

How

To implement this action, LADOT should identify low-income communities that would most benefit from increased car access. As a starting point, this may include identifying low-income areas within zones 1 and 2 of LADOT's Travel Behavior Zones (TBZ) analysis. Next, LADOT should develop project scoring criteria for the MIP that evaluates a proposed project's suitability to the density of the surrounding area. Criteria should prioritize projects that improve access to cars in areas with low destination density where car access will have the greatest benefit, such as in low-income areas of TBZ zone 1 and 2. Criteria should also prioritize projects that improve transit and active transportation in areas with high destination density, such as TBZ zones 3 and 4.

Once priority areas are identified, LADOT should adjust BlueLA or explore other car-share models to work for low-income, low-density areas by affordably accommodating longer trips and commute trips. To do this, LADOT should explore partnering with HACLA and CBOs to place fleets at housing developments and CBOs, as well as at parks and recreation facilities and community centers, to make access convenient. LADOT should explore models that affordably accommodate longer trips and commute trips. LADOT should also explore establishing a ride-hailing subsidy program for low-income users to fill gaps (see Action E7).

Prior to launching or expanding any car-share programs, LADOT should partner with CBOs and promotoras to raise awareness of them and how to use them. LADOT should also partner with CBOs to raise awareness of existing government programs to reduce the cost of car ownership among low-income communities, such as smog testing and maintenance subsidies, car purchase rebates, and low-cost car insurance programs.

Details

LADOT should simultaneously work alongside City Planning to support increasing destination density in low-income, low-density areas through the Community Plan process led by City Planning. As Community Plans are implemented and destination density changes over time, Travel Behavior Zones and neighborhood classifications will need to be updated to prioritize the modes best suited to geographic areas.

 **High Priority**



Partners
CBOs,
City Planning



Measuring Progress

Process metric

- Identify priority areas for car access programs

Outcome metric

- % of women and caregivers with low-incomes with access to cars

Partner with Metro to increase implementation of bus-priority infrastructure

Action E3



Why

Planning for and implementing bus-priority infrastructure is one of the most impactful ways LADOT can reduce travel times on bus trips and improve bus efficiency and reliability, helping to address some of the greatest gender-related travel challenges. Bus-priority interventions can also help improve perceptions of safety at stops by reducing wait times. LADOT plays a critical role planning for and implementing bus-priority infrastructure in the City of Los Angeles in partnership with Metro.

How

LADOT and Metro should continue partnering to prioritize funding and adequate staffing to support expedited delivery of bus-priority infrastructure. LADOT should also take an active role in policy prioritization, including identifying bus routes among LADOT transit services that would most benefit from bus priority infrastructure and work with Metro to incorporate those into the Metro Bus Speed and Reliability program. LADOT should also incorporate congestion analysis into the TSA to identify routes experiencing congestion-related delays and secure funding for solutions.

Details

Bus-priority infrastructure may include bus-only lanes, transit signal priority, queue jump lanes, bus stop boarding islands or bulbs, and more.

 **High Priority**



Partner
Metro



Measuring Progress

Process metric

- # of bus-priority infrastructure improvements installed

Outcome metric

- Average trip time savings after implementation of bus-priority infrastructure

Fund programs to increase access to driver's licenses

Action E4



Why

Driving offers reliability, flexibility, storage capacity, and the ability to efficiently trip-chain, travel with cargo, and travel long distances. These benefits can be especially helpful for those in communities with lower destination density who must travel further distances to access essential services, recreational opportunities, and more. However, women are less likely to have a driver's license than men. Gender-based disparities in licensing are greatest in low-income, BIPOC communities.³⁸

How

LADOT should identify funding to establish a program that funds CBOs to host driver's license workshops and trainings with people with marginalized genders in low-income, BIPOC communities. Promotoras should engage their communities to raise awareness of the programs.

Details

Driver's license programs should accompany programs to expand access to cars in low-density, low-income communities (see Action E2).



High Priority



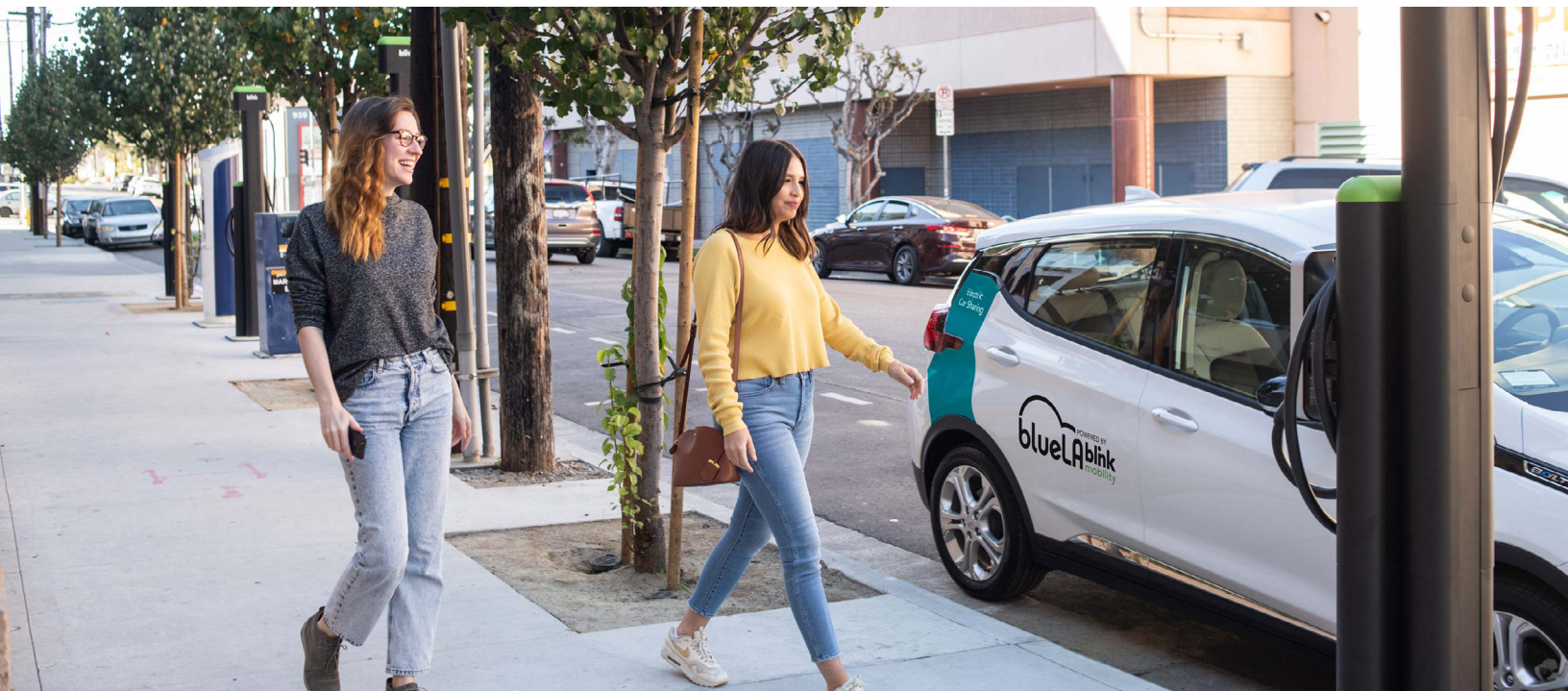
Partners
CBOs



Measuring Progress

Outcome metric

- # of people with marginalized genders participating annually in driver's license education programs funded by LADOT



BlueLA station | Source: LADOT

Add new DASH routes

Action E5



Why

As a neighborhood circulator that serves many care-related destinations, DASH is uniquely positioned to efficiently meet the travel needs of women and caregivers who take many trips close to home. However, not all communities have a DASH route.

How

To begin, LADOT should develop a framework to prioritize communities for new DASH lines, considering existing transit service, demographics like income, race and ethnicity, proximity to diverse, and high-quality destinations, and prioritizing low-income, BIPOC communities. This analysis should be integrated into the TSA development process. After applying the framework and identifying high-need communities for new DASH routes, LADOT should include funding requests for high-priority new services in the next TSA.

Details

LADOT should begin adding new DASH routes once higher service frequency has been achieved on existing routes (see Action E1).



Medium Priority



Partner
N/A



Measuring Progress

Process metric

- # of new DASH routes established in priority areas

Outcome metric

- % of people with marginalized genders who agree transit allows them to get to their destination in a timely manner

Care-related and household-serving destinations

Care-related and household-serving destinations include those related to caregiving or household responsibilities. They include schools, shopping centers, daycare centers, medical destinations, social service offices, post offices, as well as employment centers with high rates of women employees, such as those in the social and community service, education, healthcare, and human resources industries.

Coordinate with Metro and other operators to align transit services

Action E6

Why

When someone decides to travel by transit or another mode, they consider the entire trip, not just one leg of the trip or stop along the way. Because women are more likely to transfer and use multiple modes in a single trip,³⁹ they are most affected by transit inefficiencies like long wait times or difficult transfers. These inefficiencies are, in part, due to uncoordinated schedules and routes across transit operators in the region. Integrating routes and schedules across all operators will improve trip efficiency and ease for women, especially.

How

LADOT should partner with Metro and other transit operators to establish a Working Group for regional transit integration. This could be a new effort or integrated into an ongoing initiative, such as NextGen. The Working Group should create a regional transit alignment plan that coordinates schedules and routes for efficient transfers between services. LADOT should also continue its effort to identify and implement changes to DASH routes to enhance transit network connectivity.

Details

The alignment plan should prioritize gender equity, including routes with high ridership by women and people with other marginalized genders, the times of day they travel, and key transfer spots during trips by women and marginalized genders. The Working Group should also explore opportunities to create universal service standards and opportunities for regional revenue collection and sharing systems. Integrated revenue collection and distribution systems reflect the interconnectedness and interdependence between transit providers and can help maintain a high quality of services across different operators.



Medium Priority



Partners

Metro, other transit operators in region



Measuring Progress

Process metric

- Development of a regional transit integration Working Group

Outcome metric

- Reduced travel times for people with marginalized genders on trips with multiple operators

Integrated regional transportation system in Hamburg, Germany

Hamburg, Germany, has the world's first regional transportation system with integrated fares, schedules, trip planning tools, quality standards, and revenue collection and distribution across multiple transit operators and public agencies. The consolidated agency, called Hamburger Verkehrsverbund (HVV), streamlines travel across the network's 28 providers, making it more efficient, affordable, and accessible. This service coordination resulted in a 14% increase in transit ridership. Regional integration can help relieve the cost and time burden associated with women's travel patterns, including complex trips and traveling with dependents. Fare and schedule integration means that women, who tend to make multiple stops and use multiple modes in a single trip, pay less in transit fare overall and spend less time transferring. Shared, system-wide quality and design standards also offer particular benefits to women who are more likely to travel with cargo-like bags and dependents who may use strollers or mobility devices.



Trains on different lines arrive at the station at the same time in Hamburg, Germany |

Source: KDI

Increase pathways to affordable ride-hailing in low-income communities

Action E7

Why

Although the City of Los Angeles is working toward a future in which transit, walking, and cycling are viable modes for most trips, cars are often the most efficient mode for complex travel, especially in communities with lower destination density where longer trips are required to reach daily destinations. Ride-hailing increases access to cars while reducing the cost burden of private car ownership for low-income Angelenos. Compared to other on-demand transportation programs like micro-transit, ride-hailing subsidy programs offer the greatest number of users the greatest amount of flexibility. Ride-hailing also has potential to increase perceptions of safety and comfort while traveling by eliminating the need to wait at bus stops after dark or in the sun.

Ride-hailing can also be complementary to transit ridership because it allows people to use transit for the majority of their trips, while using ride-hailing as a back-up option when they need car access. Ride-hailing also has potential to increase perceptions of safety and comfort while traveling by eliminating the need to wait at bus stops after dark or in the sun

How

To begin, LADOT should determine the best pathway to establish a permanent ride-hailing subsidy program: as part of the Universal Basic Mobility Mobility Wallet program or as a stand-alone program within the Department. Next, LADOT should establish partnerships with key ride-hailing companies operating in Los Angeles and establish participant eligibility guidelines, prioritizing those with low incomes. Promotoras should help raise awareness of the ride-hailing program.

Details

The ongoing Universal Basic Mobility Mobility Wallet pilot program has demonstrated the value of ride-hailing for low-income Angelenos--ride-hailing services are among the top transportation expenses purchased by participants in the Mobility Wallet program.

 **Medium Priority**

 **Partner**
Metro



Measuring Progress

- Process metric
- Create a process or program for low-income people with marginalized genders to have affordable ride hailing access

Create point-to-point transportation solutions to recreational destinations on weekends and holidays

Action E8



Why

Women are more likely than men to miss out on recreation trips due to transportation challenges.⁴⁰ Many recreational destinations are most accessible by car, making them difficult to reach for low-income women and those with limited car access. This results in missed opportunities for women, as well as for their dependents. A weekend point-to-point transportation service will offer efficient connections to recreational destinations.

How

To begin, LADOT should engage CBOs and other organizations that work closely with women like LAUSD and HACLA to determine the highest priority destinations, as well as the days and times the service should operate. Next, the Department should select communities in which to pilot the service, prioritizing low-income, BIPOC communities with low rates of car ownership. During pilot implementation, promotoras should raise awareness of the service among women and people with marginalized genders and share feedback with LADOT about how the program can be improved. LADOT should explore opportunity to implement the pilot as part of the UBM pilot.

Details

When asked where they would like to travel but are currently unable to, participants in the *Changing Lanes* study most often said the beach in the Los Angeles area.



Medium Priority



Partners

CBOs, HACLA, LAUSD



Measuring Progress

Outcome metric

- % of women reporting ease of accessing recreational opportunities

Transportation to recreational destinations

Los Angeles has several programs to facilitate point-to-point transportation to recreational destinations such as "Vamos a la Playa," the Hollywood Bowl Shuttle, and the Dodger Stadium Express. Introduced in 2021, "Vamos a la Playa" is spearheaded by the nonprofit Mujeres de la Tierra. This program opens up opportunities for Los Angeles residents who previously lacked access to their local beaches, fostering leisure and educational experiences around the environment. Each excursion accommodates 30 to 50 passengers via charter bus, complete with essential amenities such as lunch and portable restrooms. For concertgoers, the Hollywood Bowl Shuttle offers a convenient solution to get to and from an iconic LA venue from locations around the City, with free tickets available to Metro/MetroLink riders.



Hollywood Bowl Shuttle | Source: The Hollywood Bowl

Establish a permanent Play Streets program

Action E9



Why

Recreation trips are the most commonly foregone type of trip due to transportation difficulties, and women are more likely than men to report transportation as a barrier to recreation trips.⁴¹ Limited access to social and recreational destinations may diminish overall quality of life and contribute to social isolation among women and people with other marginalized genders and their dependents.⁴² LADOT's Play Streets program brings recreation opportunities for all ages to residents' doorsteps, removing the travel burden of accessing recreational space. The program is particularly impactful for parents and caregivers and in communities with inadequate access to recreation spaces.

How

LADOT should establish a permanent Play Streets program by identifying and allocating multi-year funding and a program manager. The permanent program should start by allowing community members to close down one block to car traffic to create a Play Street, and should allow recurring events in communities. The program should first launch in low-income communities with low access to safe, high-quality public space before opening applications city-wide. Promotoras should conduct outreach to raise awareness of the program and how to apply in low-income communities with low access to public space.

Details

The Play Streets program allows residents to close a section of a street in their community to through traffic to create car-free play space outside their doorsteps. The Play Streets Box of Play includes adaptable elements to create shade, seating, and play infrastructure in the street.



Medium Priority



Partner
N/A



Measuring Progress

Outcome metric

- % of people with marginalized genders reporting ease of accessing recreation opportunities



Children in Boyle Heights enjoying the "wobble" | Source: KDI



SAFETY + COMFORT

Women and people with marginalized genders disproportionately face safety and comfort challenges while traveling, affecting their travel experiences and choices. Women and people with marginalized genders more frequently encounter sexual harassment while on transit than do men.⁴³ Drivers are also more likely to drive closer to woman-presenting bicyclists.⁴⁴ Additionally, design features throughout our transportation systems, such as the height of grab handles and rails on buses, are designed around male-bodied prototypes making them less accessible to women and those who tend to travel with dependents and additional items in tow.

Actions to enhance safety and comfort focus on improvements to the pedestrian environment and experience getting to and waiting for transit, as well as reducing harassment, among other strategies.

Prioritize pedestrian and traffic-calming investments in low-income, BIPOC communities

Action S1

Why

Many low-income BIPOC communities have deficits in pedestrian and traffic-calming infrastructure compared to higher-income, Whiter communities. Because gender-related travel challenges are greatest among women in low-income, BIPOC communities,⁴⁵ focused investment to improve the safety and comfort of walking in these communities is necessary to achieve gender equity city-wide. To have the greatest impact on transportation access among those that face the greatest barriers, investments in traffic calming and pedestrian safety and comfort should first go toward projects in low-income, BIPOC communities until neighborhood infrastructure parity is achieved.

How

To begin, LADOT should conduct spatial analysis to identify the communities with the greatest deficits in traffic calming and pedestrian infrastructure. Then, LADOT should identify all the programs that prioritize, plan, and implement traffic calming and pedestrian infrastructure, and develop appropriate prioritization criteria for the respective programs to direct investments into high-need communities. These programs should include, at minimum, the Speed Hump program and District Engineering Offices. This work should also include adding criteria in the MIP to direct projects including traffic calming and pedestrian investments to high-need areas.

Because developing prioritization processes can be complex and lengthy, LADOT should adopt an interim measure to direct investments by District Engineering Offices and the Speed Hump program to high-need communities, such as prioritizing investments in low-income communities or other classification like Metro Equity Focused Communities.

Details

Pedestrian projects improve the safety and comfort of walking and may include signalized intersection and crosswalk improvements, sidewalk and walking path improvements, pedestrian-level lighting, Crossing Guards, and medians or refuge islands, among other interventions.

Traffic calming projects lower vehicle speeds and may include speed humps, chicanes, bulb outs, and lane narrowing or reduction, among other approaches.

! High Priority

 Partner
N/A



Measuring Progress

Outcome metric

- Amount of investment in pedestrian and traffic calming investments in low-income, BIPOC communities

Develop equitable prioritization process for projects implemented by LADOT District Engineering Offices

Action S2

Why

Due to historic racially-biased investment patterns, low-income, BIPOC communities have lower levels of basic traffic safety and pedestrian infrastructure compared to higher-income, Whiter communities.⁴⁶ Adequate pedestrian infrastructure and slower traffic speeds improve real and perceived pedestrian safety and comfort, making trips on foot or walking to transit easier, more comfortable, and more appealing. LADOT Engineering District Offices play an important role installing traffic safety and pedestrian infrastructure, such as signalized crosswalks, traffic signals, stop signs, and more. Investments by these Offices are critical to addressing infrastructure deficits.

How

As a first step, LADOT should study the geographic distribution of traffic and pedestrian safety projects over the preceding 10 to 15 years. This effort should also include mapping existing infrastructure assets and deficits, such as potholes, traffic signals, crosswalks, and more, to spatialize current infrastructure quantity and quality. LADOT should evaluate this information to identify areas with infrastructure deficits and determine the areas in greatest need of pedestrian safety and traffic calming improvements. To address deficits in those communities, LADOT should develop an equity-based prioritization framework for Engineering District Offices to prioritize investments within and across communities to achieve parity in infrastructure quantity and quality across all communities.

Details

Pedestrian and traffic safety infrastructure implemented by District Engineering Offices includes, but is not limited to, crosswalks, signalized intersections, bulb-outs, and other infrastructure.



High Priority



Partner
N/A



Measuring Progress

Outcome metric

- % of people with marginalized genders who feel safe and comfortable walking in their neighborhoods



People St decorative crosswalk installation | Source: LADOT

Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process

Action S3

Why

Women spend more time waiting while traveling compared to men.⁴⁷ This is partly because they are more likely to transfer and make multiple stops in a trip, travel during off-peak hours when service is slower, and make a greater number of trips overall.⁴⁸ Long wait times not only lead to longer trips, but increase vulnerability to harassment and danger while waiting among people with marginalized genders. Longer wait times means women and people with other marginalized genders and their dependents are more impacted by the lack of amenities like seating, shade, and light while waiting at bus stops.

How

To begin, LADOT should identify the appropriate team at StreetsLA that leads bus stop prioritization for improvements through the STAP program. Then, LADOT should work with the StreetsLA team to develop gender equity criteria and integrate it into the bus stop prioritization process.

Details

Gender-inclusive bus stop improvements should include shade, lighting, seating, public restrooms, trash cans with servicing, wayfinding, real-time arrival data, and more. Stops en-route to or near care-related and household-serving destinations in low-income, BIPOC communities should be prioritized for improvements, as well as stops frequently used for transfers by riders coming from low-income, BIPOC communities, such as some stops in West Los Angeles.



Medium Priority



Partners

BOE, BSL,
LADOT, Metro,
StreetsLA



Measuring Progress

Process metric

- % of bus stops that have received improvements

Outcome metric

- % of people with marginalized genders who report feeling safe at transit stops



DASH bus stop | Source: LADOT

Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy

Action S4

M

Why

Because women spend more time waiting while traveling compared to men,⁴⁹ they and dependents that travel with them are more exposed to heat and weather events and, therefore, more affected by inhospitable bus stops. One pathway to improve bus stop and sidewalk conditions is to incentivize those improvements in private developments. As the TDM program matures, there is opportunity to add transit stop and walking route improvements to the mitigation strategies available to developers.

How

LADOT and City Planning should partner to explore opportunities to incentivize developer improvements to transit stops and walking routes to and from stops as part of the TDM strategy, including awarding points to projects for including improvements to transit stops and pedestrian routes within the watershed of a proposed project or along key connecting transit or walking routes.

Details

Improvement to the pedestrian environment or walking routes may include sidewalk and crosswalk improvements, lighting, shade, wayfinding, traffic calming, and more. Transit stop improvements may include seating, lighting, real-time arrival, shade, trash disposal with regular servicing, public restrooms with regular servicing, and more.



Medium Priority



Partners

City Planning,
StreetsLA



Measuring Progress

Outcome metric

- % and # of development projects that include transit stop and pedestrian improvements



Walking with stroller | Source: LADOT



Crossing Guard | Source: LADOT

Expand the Crossing Guard program

Action S5



Why

Concerns about safety are more likely to be a barrier to travel for people with marginalized genders than cisgender men.⁵⁰ Crossing Guards can help improve perceptions of safety by activating sidewalks and walking routes, but Crossing Guards are currently only placed at crosswalks to-and-from schools. As part of a long-term strategy to improve walking conditions in high-need communities, Crossing Guards can activate sidewalks and walking routes as an immediate solution while LADOT simultaneously implements long-term improvements through infrastructure and street redesign.

How

To begin, LADOT should partner with CBOs that work with women and people with other marginalized genders in low-income, BIPOC communities to shape the expanded Crossing Guard program and job description. Once those are finalized, LADOT should partner with CBOs and promotoras to raise awareness of the program among people with marginalized genders and provide application support to interested applicants.

Details

In the expanded program, Crossing Guards should be prioritized at intersections with high rates of traffic violations, and low perceptions of safety among pedestrians (beyond crosswalks to and from schools), and public spaces, sections of sidewalk, and pedestrian walkways/paths that people with marginalized genders perceive as dangerous or unwelcoming. Where possible, LADOT should place Crossing Guards in their own neighborhood.



Medium Priority



Partners
CBOs



Measuring Progress

Outcome metric

- % of people with marginalized genders who feel safe and comfortable walking in neighborhoods with Crossing Guards

Allow uncollapsed strollers and carts aboard all LADOT transit services

Action S6



Why

Because women are more often responsible for caregiving,⁵¹ they are more likely to travel with strollers. Currently, the LADOT Rider's Code of Conduct mandates that strollers be folded aboard LADOT transit and LAnow vehicles, posing a significant burden to caregivers using those services today and deterring other caregivers from trying them.

How

LADOT should revisit and revise existing policies to allow uncollapsed strollers on all LADOT services, and review where seating and vehicle design can be amended for greater flexibility in allowing uncollapsed strollers in addition to wheelchairs and assisted mobility devices. LADOT should roll out the policy by training drivers and posting signs at bus stops and in vehicles, and promotoras should help raise community awareness of the new policy. LADOT should also collaborate with other agencies with purview over the PROW to ensure gender-inclusive infrastructure guidelines account for unfolded strollers, carts, and mobility devices on transit and micromobility vehicles without blocking aisles or doorways (see Action F9).

Details

Currently, LADOT's fleet of transit vehicles includes a variety of designs. Whether a current LADOT transit vehicle can accommodate unfolded strollers is influenced by many factors, including the layout and type of seating on the vehicle. In the immediate-term, LADOT should craft a policy that accounts for the circumstances on different transit vehicles. In the longer term, LADOT should purchase buses that can accommodate unfolded strollers when making new acquisitions.



Medium Priority



Partner
N/A



Measuring Progress

Process metric

- LADOT ratification of policy permitting uncollapsed strollers on LADOT services

Outcome metrics

- Increase in uncollapsed strollers and carts on LADOT transit services
- % of LADOT transit fleet that can accommodate unfolded strollers

Deploy public education campaigns to increase safety and comfort on the transit system

Action S7



Why

Infrastructure and service improvements are essential to mitigate people with marginalized genders' exposure to danger while traveling, but meaningful improvements to safety also demand addressing the root causes of danger. Ultimately, sexual and gender-based violence and harassment is perpetrated by people and enabled by cultural norms that accept it as natural and inevitable. Reducing gender-based harassment and violence requires public education to increase awareness of what constitutes harassment and catalyze cultural shifts.

How

LADOT should collaborate with Metro to hire a communications consultant specializing in culture change initiatives to develop a public education campaign to end gender-based violence and harassment on the transportation system. LADOT and Metro should partner to deploy the public education campaign on their agency's respective transit vehicles and at stops/stations to achieve consistency across operators and maximize impact. Promotoras may also help raise awareness of the campaign.

Details

Campaigns could include messaging around what constitutes sexual and gender-based harassment (including less obvious actions like staring or taking photos), bystander protocols, and gender-affirming campaigns welcoming women and people with other marginalized genders on transit, among other strategies.



Medium Priority



Partner
Metro



Measuring Progress

Outcome metric

- % of people with marginalized genders who feel safe using LADOT transit services

Bajale al Acoso campaign in Quito, Ecuador

Women face enormous safety challenges navigating Quito's transportation system, but low-income women are particularly vulnerable due to their dependence on the transit system. In data collected between 2012 and 2017, the City of Quito found that over 90% of women using Quito's public transportation system experienced sexual harassment, 80% have witnessed sexual harassment, and over 60% stop their activities before 6:00 PM due to safety concerns (Banco Interamericano de Desarrollo, 2019).

In 2014, the City implemented its first major initiative to address this, called Cuéntame or "Tell me about it." They installed private booths, called cabinas, at key points along the city's bus rapid transit (BRT) system where riders can access social and legal services as part of a strategy to increase the criminalization of sexual harassment and assault. The program's founders see convicting perpetrators as critical to breaking down cultural norms that accept sexual harassment and assault as inevitable. Cuéntame also included design interventions and communications campaigns, including renovating stations to increase sight lines and implementing public awareness campaigns around the initiative. In a later initiative, Bajale al Acoso, the City introduced a city-operated SMS line for reporting instances of sexual harassment or assault on BRT routes and stations, which dramatically increased reporting.

Partner with Metro to increase access to child-sized and cargo bicycles

Action S8



Why

Caregivers currently face barriers to bicycling because typical bicycles are not designed to carry cargo like groceries or transport dependents. Bicycles designed for these uses have potential to be an efficient solution for trips with multiple stops because bicyclists can travel more quickly than if they were walking, and do not need to wait for transit or make transfers. Bicycles also offer a more affordable solution for neighborhood-based trips than cars. Cargo bicycles can accommodate items such as groceries, and child-sized bikes allow caregivers to travel side-by-side with young dependents.

How

Partnering with CBOs to engage women and people with other marginalized genders in low-income, BIPOC communities will best allow LADOT and Metro to design a program responding to diverse needs to determine the most appropriate size and style of child-sized and cargo bicycles to include in fleets. After that, LADOT and Metro should develop a framework for prioritizing communities for fleets, beginning in low-income, BIPOC communities, and a strategy for expansion, such as through Metro Bike Share, the UBM cargo-bike pilot, neighborhood-based lending libraries, and more. In prioritized communities, LADOT and Metro should engage community organizations like libraries, schools, bike shops, and advocacy organizations, and CBOs that work with people with marginalized genders to determine the best locations for bicycle fleets. LADOT should partner with promotoras to raise awareness of the fleets and how to use them, as well as share feedback with LADOT about how to modify and improve the program going forward.

Details

Fleet expansion should be paired with infrastructure that improves bicyclist safety, like protected bike lanes wide enough for two riders side-by-side, neighborhood-based bikeway networks, and traffic calming to slow vehicle speeds.



Low Priority



Partners
CBOs, Metro



Measuring Progress

Process metric

- % utilization of cargo bicycles by people with marginalized genders

Outcome metric

- % bike-share system fleet composed of child-sized bicycles and cargo bicycles

Develop and implement bicycling curriculum in schools

Action S9

Why

One way to reduce caregivers' travel burden is to increase youth's ability to travel independently. Bicycling can allow youth to travel independently over short- to moderate-distances, but safe infrastructure like protected bikeways is not enough on its own to catalyze increased uptake of bicycling among youth. Youth must feel comfortable riding bicycles for transportation, and caregivers must feel confident their dependents will be safe riding a bicycle around their communities and the city. One building block of increasing comfort among youth is in-school programs that teach them to bicycle. Ultimately, this can contribute to broader uptake of bicycling and offer independent youth mobility that may relieve caregivers of some care-related trips like school drop-off and pick-up.

How

To begin, LADOT should lead a working group with LAUSD and other youth-focused CBOs to develop a curriculum. The Department should pilot the youth bicycling curriculum in one school or a small set of schools, prioritizing low-income BIPOC communities, to fine-tune it and determine the most effective programs, such as bike-to-school events, bike maintenance workshops, or group rides.

Details

Programs could include group rides, workshops, and events like open streets. Programs should be implemented alongside infrastructure improvements to slow vehicles and improve traffic safety, especially in high-need communities (see Actions S1 and S2).



Low Priority



Partners
CBOs, LAUSD



Measuring Progress

Process metrics

- Development of cycling curriculum for schools
- # of schools receiving and teaching bicycling curriculum

Outcome metric

- % change in students getting to school by bicycle

East Side Riders Bike Club community bicycling programs

In South Central Los Angeles, the East Side Riders Bike Club (ERS) is an all-volunteer, grassroots bicycle club working to increase their community's comfort with bicycling. They hold bike education and safety training, after school activities, family friendly bike rides, and an electric bike loan program. While aimed at keeping youth out of gang activity, the organization is also shifting the culture around biking in Los Angeles by increasing youth and their caregivers' comfort with bicycling to get around their neighborhood.



Youth cycling programming | Source: East Side Riders Bike Club



AFFORDABILITY

Due to their unique travel patterns and the gender pay gap, women tend to spend a larger share of their income on transportation than do men.⁵² As a consequence of their greater responsibility for household and caregiving responsibilities, women tend to take more trips and make more transfers and often pay fare for their dependents. They also, when possible, turn to more expensive transportation services, like ride-hailing or driving, to feel safer and save time.⁵³ Higher-income women can overcome gender-related travel challenges by paying for better transportation options or living in neighborhoods with more amenities and transportation options, while lower-income women are trapped depending on systems that do not account for their needs. As a result, they bear greater travel burdens like cost, time poverty, stress, safety risks, or limited access to economic opportunities.⁵⁴ Actions to improve affordability will address fares, payment mechanisms, and Universal Basic Mobility.

Expand Universal Basic Mobility (UBM) Mobility Wallet pilot

Action A1



Why

Women spend a greater share of their income on travel than do men,⁵⁵ and relatively high and unpredictable costs can be a barrier to using modes that are efficient for complex travel, such as cars. The Mobility Wallet program, part of the Universal Basic Mobility pilot, helps reduce overall transportation expenses and increase access to efficient modes like ride-hailing and car-share by providing funding for transportation expenses to qualified, low-income Angelenos.

How

LADOT, in collaboration with Metro and other partners, should continue working to expand UBM to additional areas of the city over time. To begin, LADOT should first establish criteria for selecting additional UBM zones and prioritize them for expansion in the next 5 years. After that, LADOT should develop a timeline for city-wide expansion. Additionally, LADOT should coordinate with the UBM smartphone program to increase access to smartphones for Mobility Wallet program participants without them.

Details

Currently, the UBM pilot area includes part of south Los Angeles.

! Medium Priority



Partner
Metro



Measuring Progress

Outcome metric

- % and # of people with marginalized genders and low-incomes enrolled in UBM program



Source: LADOT

Adopt permanent DASH free-fare policy

Action A2



Why

Women pay proportionately more of their incomes on travel than men, in part due to making transfers, taking more trips, and covering dependent fares, in addition to earning less on average.⁵⁶ Free fare on DASH has potential to particularly benefit women, because DASH routes are neighborhood-based and serve many care-related destinations, to which women are more likely to travel, compared to men. Further, fare-less transit has been shown to increase transit ridership in general, demonstrating potential to help reduce traffic congestion and meet the City's sustainability goals.

How

LADOT should begin by studying the financial implications of a free-fare policy and evaluate the cost-benefit tradeoffs of free fare. Then, LADOT should review the current policy suspending fare collection and determine what adjustments are required to make DASH permanently fare-free.

Details

In response to the COVID-19 pandemic, LADOT suspended fare collection on DASH in March 2020.



Medium Priority



Partner
N/A



Measuring Progress

Outcome metric

- % of people with marginalized genders reporting affordability of DASH

Advocate to advance multi-TAP payment policies

Action A3



Why

Women are more likely than men to travel with dependents,⁵⁷ and therefore, more likely to pay multiple fares per trip. However, TAP cards can only be used once per ride, meaning that caregivers must have multiple TAP cards or carry cash to pay additional fares. This makes travel more financially and logistically burdensome.

How

To address this issue, LADOT should advocate to Metro and find collaboration opportunities to advance multi-TAP options to allow multiple people to pay fare using the same card. Promotoras should help raise awareness of changes to the TAP system and increase access to TAP cards. In the future, if Metro and other operators transition to an open-loop payment system, it should allow bank cards to be used to pay fares for multiple riders.

Details

Allowing multiple TAP card payments per trip on LADOT services can establish a precedent for authorizing multi-tap payment on any transit service in the Los Angeles region and pave the way to expanding the option to services by other transit operators.



Low Priority



Partner
Metro



Measuring Progress

Outcome metric

- # of meetings with LADOT and LA Metro discussing advancing fare payment opportunities



APPENDIX

APPENDIX



| | |
|--|----|
| Appendix A Actions by LADOT Office | 65 |
| Appendix B Actions by Partners Involved in Implementation | 67 |
| Appendix C <i>Next Stop</i> Action and Metro <i>GAP</i> Strategy Alignment | 69 |
| Appendix D <i>Next Stop</i> Implementation MEL Strategy | 71 |

Appendix A

Initial analysis of alignment between LADOT Offices and *Next Stop* actions

| LADOT Office | Related actions |
|---------------------------------|--|
| All | <ul style="list-style-type: none"> Collect and analyze gender-disaggregated data Create a gender-inclusive monitoring, evaluation, and learning (MEL) process |
| Office of the Chief of Staff | <ul style="list-style-type: none"> Staff <i>Next Stop</i> Operational Plan development and implementation Engage women and people with other marginalized genders in LADOT strategic planning and evaluation efforts Incorporate gender-inclusive transportation planning and design training into onboarding processes Establish promotora program |
| Office of Planning & Innovation | <ul style="list-style-type: none"> Fund programs to increase access to driver's licenses Increase access to cars in low-income communities with low destination density Add gender equity performance evaluation metrics to Transit Service Analysis (TSA) Prioritize pedestrian and traffic-calming investments in low-income, BIPOC communities Expand Universal Basic Mobility (UBM) Mobility Wallet program Integrate gender-inclusive project evaluation and prioritization criteria into the Mobility Investment Program (MIP) Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) |
| Office of External Affairs | <ul style="list-style-type: none"> Establish a permanent Play Streets program |
| Office of Mobility Management | <ul style="list-style-type: none"> Identify strategies to increase funding for DASH Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process Coordinate with Metro and other operators to align transit services Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy Add new DASH routes Deploy public education campaigns to increase safety and comfort on the transit system Advocate to advance multi-TAP payment policies Increase service frequency on DASH routes Adopt permanent DASH free-fare policy Allow uncollapsed strollers and carts aboard all LADOT services Create point-to-point transportation solutions to recreational destinations on weekends and holidays Increase pathways to affordable ride-hailing in low-income communities |

| LADOT office | Related actions |
|---|---|
| Office of Project Delivery & Operations | <ul style="list-style-type: none"> • Develop and implement bicycling curriculum in schools • Partner with Metro to increase access to child-sized and cargo bicycles • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Develop equitable prioritization process for projects implemented by LADOT District Engineering Offices • Partner with Metro to increase implementation of bus-priority infrastructure |
| Office of Parking Enforcement & Traffic Control | <ul style="list-style-type: none"> • Expand the Crossing Guard program |

Appendix B

Actions by partners involved in implementation

Because many agencies play a role creating Los Angeles's transportation system, many *Next Stop* actions require partnership with one or more city agencies, Metro, or community based organizations. The following table indicates the actions that will involve different organizations for successful implementation.

| Partner organization | Relevant actions |
|---|--|
| Bureau of Engineering (BOE) | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process • Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) |
| Bureau of Street Lighting (BSL) | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process • Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) |
| Bureau of Street Services (StreetsLA) | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process • Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy • Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) |
| City Planning Department (City Planning) | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Increase access to cars in low-income communities with low destination density • Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy • Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) |

| Partner organization | Relevant actions |
|---|--|
| Community-Based Organizations (CBOs) | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Fund programs to increase access to driver's licenses • Incorporate gender-inclusive transportation planning and design training into onboarding processes • Engage women and people with other marginalized genders in LADOT strategic planning and evaluation efforts • Establish promotora program • Expand the Crossing Guard program • Increase access to cars in low-income communities with low destination density • Create point-to-point transportation solutions to recreational destinations on weekends and holidays • Partner with Metro to increase access to child-sized and cargo-bikes • Develop and implement bicycling curriculum in schools |
| Housing Authority of the City of Los Angeles (HACLA) | <ul style="list-style-type: none"> • Create point-to-point transportation solutions to recreational destinations on weekends and holidays |
| Metro | <ul style="list-style-type: none"> • Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure • Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process • Partner with Metro to increase access to child-sized and cargo-bikes • Expand Universal Basic Mobility (UBM) Mobility Wallet program • Partner with Metro to increase implementation of bus-priority infrastructure • Advocate to advance multi-TAP payment policies • Deploy public education campaigns to increase safety and comfort on the transit system • Coordinate with Metro and other operators to align transit services |
| Los Angeles Unified School District (LAUSD) | <ul style="list-style-type: none"> • Create point-to-point transportation solutions to recreational destinations on weekends and holidays • Develop and implement bicycling curriculum in schools |

Appendix C

Next Stop Action and Metro GAP Strategy Alignment

In 2022, Metro published the agency's first-ever *Gender Action Plan (GAP)* with 19 strategies to improve safety, station, stop, and vehicle design, fare policy, and service frequency and reliability for women and people with other marginalized genders within Metro's infrastructure, programs, and services. There are several GAP strategies that align with actions in *Next Stop*. There may be opportunities for LADOT and Metro to coordinate on the implementation of these respective actions and strategies. Their coordination can increase their impact and help create a consistent experience for riders transferring between Metro and LADOT services and those using programs and infrastructure managed by both agencies.

This table indicates where *Next Stop* actions align with Metro GAP strategies to highlight potential opportunities for the two agencies to collaborate on implementation.

| Next Stop and Metro GAP shared goal | Next Stop Actions | Metro GAP Strategies |
|---|---|--|
| Reducing fares and overall transit costs | Adopt permanent DASH free-fare policy Action A2 | Address Multi-Directional Transfers Through Fare Capping Program 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. Partnership with Health Providers to Promote LIFE Program Leverage existing partnerships with institutions by connecting with healthcare providers to promote Metro's LIFE Program. <i>For more information, see pages 160-165 of Metro GAP</i> |
| Improving transit stops | Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process Action S3 Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy Action S4 | Adopt-A-Stop Program 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. Station/Stop Design & Safety Assessment A tool for gathering regular and measurable feedback from women on safety and design elements that can be used to guide future design choices. Concentrated Amenities Zone at Subway Platforms 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. |

| Goal of <i>Next Stop</i> actions and Metro GAP strategies | <i>Next Stop</i> Actions | Metro Gender Action Plan Strategies |
|---|---|--|
| Improving transit stops (cont.) | | <p>Concentrated Amenities Zone at Subway Platforms 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.</p> <p>Business Partnerships 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.</p> <p>Prioritize Household-Serving Uses at Transit Stations 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</p> <p><i>For more information, see pages 146-157 of Metro GAP</i></p> |
| Preventing sexual harassment and assault | <p>Deploy public education campaigns to increase safety and comfort on the transit system Action S7</p> | <p>Sexual Harassment Prevention Program 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.</p> <p><i>For more information, see page 130 of Metro GAP</i></p> |
| Accommodating strollers on transit vehicle | <p>Allow uncollapsed strollers and carts aboard all LADOT services Action S6</p> | <p>Stroller Space on Metro Vehicles 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.</p> <p><i>For more information, see page 142 of Metro GAP</i></p> |
| Training employees | <p>Incorporate gender-inclusive transportation planning and design training into onboarding processes Action I11</p> | <p>Gender-Specific Operator Training Develop and conduct gender-related training for Metro bus and rail operators based on real-world scenarios and experiences.</p> <p><i>For more information, see page 134 of Metro GAP</i></p> |

Appendix D

Next Stop Implementation Monitoring, Evaluation, and Learning (MEL) Strategy

Simply implementing an action is not enough to meaningfully affect gender equity. The impacts of action implementation must be evaluated over time to understand if an action is achieving its intended outcome, and course-correct, as needed. The *Next Stop* implementation monitoring, evaluation, and learning (MEL) strategy was developed in partnership with the UCLA research team as a roadmap to guide LADOT's evaluation efforts over time. By collecting data and evaluating progress toward the metrics and questions in this strategy, LADOT will know when action implementation has achieved its intended goal and should continue as-is, or when implementation strategies are falling short of their anticipated impact and must be adjusted.

The *Next Stop* MEL strategy evaluates progress toward two main objectives:

Implementation of *Next Stop* actions over time. Metrics that track progress toward action implementation are referred to as "process metrics."

Impact of *Next Stop* action implementation on gender equity over time. Metrics that track progress toward achieving gender equity are referred to as "outcome metrics."

Each action in *Next Stop* is accompanied by a process metric, outcome metric, or both. While most actions are accompanied by an outcome metric, some actions that direct one-time administrative procedures or policy adoption are only accompanied by a process metric.

This MEL strategy is a starting point from which LADOT should make adjustments, as needed. For example, as *Next Stop* actions are implemented and conditions change over time, evaluations questions may need to be adjusted. Further, as the Department increasingly collects gender-disaggregated data, new instruments and datasets may be available and it may be possible for the Department to track additional metrics.

| Theme | Action code | Action | MEL strategy | | |
|---------------------|-------------|--|--|---|-----------------------|
| | | | Evaluation question | Evaluation metric | Evaluation instrument |
| Internal Operations | I1 | Staff <i>Next Stop</i> Operational Plan development and implementation | Is there a <i>Next Stop</i> operational plan with budget and staff identified? | Outcome metrics A <i>Next Stop</i> Operational Plan budget Development and Adoption of <i>Next Stop</i> Operational Plan | N/A |
| | I2 | Integrate gender-inclusive project evaluation and prioritization criteria into the Mobility Investment Program (MIP) | Is there a definition for projects that further gender inclusion? Are projects in the MIP evaluated based on gender-related criteria? | Outcome metrics Definition for gender-inclusive projects Gender-related criteria for MIP project prioritization | N/A |

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|--|----|---|---|---|-----|
| | 13 | Add gender equity performance evaluation metrics to Transit Service Analysis (TSA) | Does the Transit Service Analysis include gender equity performance metrics? | Outcome metric Inclusion of gender equity performance metrics in Transit Service Analysis | N/A |
| | 14 | Support the development and implementation of a City of Los Angeles Capital Infrastructure Plan (CIP) | Is there a Capital Infrastructure Plan in process? Has a Capital Infrastructure Plan been adopted? | Outcome metric Adoption of a Capital Infrastructure Plan | N/A |
| | 15 | Identify strategies to increase funding for DASH | Is there a DASH funding plan and staff identified to lead funding efforts? | Process metric Appointment of a dedicated staff person to lead the development of a DASH funding plan Outcome metric Development and adoption of DASH funding plan | N/A |
| | 16 | Collect and analyze gender-disaggregated data | Is gender-disaggregated data collected and used in a standardized way across the agency? | Outcome metric % of projects and plans that collect gender-disaggregated data | N/A |
| | 17 | Create a gender-inclusive monitoring, evaluation, and learning (MEL) process | Did LADOT create a MEL Working Group and develop and MEL strategy? | Process metric Regular meetings by the MEL Working Group Outcome metric Development and adoption of MEL strategy | N/A |

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|--|-----|--|--|--|--|
| | I8 | Engage women and people with other marginalized genders in LADOT strategic planning and evaluation efforts | Did LADOT create a demographically representative CAB? | Outcome metric Regular meetings of the CAB with half or majority people with marginalized genders | N/A |
| | I9 | Establish promotora program | Did LADOT create a promotora program? | Outcome metrics # of promotora engagements with community members or CBOs Integration of promotoras input in DOT planning processes | N/A |
| | I10 | Create and implement gender-inclusive design guidelines for transit and active transportation infrastructure | Are projects within LADOT designed to be gender-inclusive? | Outcome metric % of projects designed to be gender-inclusive | Project design checklist Post-installation evaluation |
| | I11 | Incorporate gender-inclusive transportation planning and design training into onboarding processes | Is LADOT staff knowledgeable about gender-inclusive planning and design? | Outcome metric % of staff that have received training on gender-inclusive transportation | Employee survey & EEO-4 reporting |

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|------------------|----|--|--|--|---|
| Efficient Travel | E1 | Increase service frequency on DASH routes | Are DASH transit improvements easing women's travel complexity? | <p>Process metric</p> <p>% of DASH lines with increased headways</p> <p>Outcome metric</p> <p>% of people with marginalized genders who agree transit allows them to get to their destination in a timely manner</p> | <p>GTFS Realtime Data feeds</p> <p>On-board rider surveys</p> |
| | E2 | Increase access to cars in low-income, low-density communities | Do people with marginalized genders have equitable access to cars? | <p>Process metric</p> <p>Identify priority areas for car access programs</p> <p>Outcome metric</p> <p>% of women and caregivers with low-incomes with access to cars</p> | GIS analysis to quantify the number of women with car-sharing access |
| | E3 | Partner with Metro to implement bus-priority infrastructure | Is bus-priority infrastructure reducing travel time along corridors where it is installed? | <p>Process metric</p> <p># of bus-priority infrastructure improvements installed</p> <p>Outcome metric</p> <p>Average trip time savings after implementation of bus-priority infrastructure</p> | <p>Analysis of GTFS</p> <p>Realtime data tracking before and after bus-priority infrastructure installation</p> |

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|----|---|--|--|----------------------------|
| E4 | Fund programs to increase access to driver's licenses | Do people with marginalized genders have equitable access to driving? | Outcome metric # of people with marginalized genders participating annually in driver's license education programs funded by LADOT | Program participation data |
| E5 | Add new DASH routes | Are DASH transit improvements easing travel complexity among people with marginalized genders? | Process metric # of new DASH routes established in priority areas Outcome metric % of people with marginalized genders who agree transit allows them to get to their destination in a timely manner | On-board rider surveys |
| E6 | Coordinate with Metro and other operators to align transit services | Are regional transit improvements easing travel complexity among people with marginalized genders? | Process metric Development of a regional transit integration Working Group Outcome metric Reduced travel times for people with marginalized genders on trips with multiple operators | Travel surveys |

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| | E7 | Increase pathways to affordable ride-hailing in low-income communities | Is there a mechanism or program by which people with marginalized genders can have access to affordable ride hailing? | Process metric Create a process or program for low-income people with marginalized genders to have affordable ride hailing access. | N/A |
| | E8 | Create point-to-point transportation solutions to recreational destinations on weekends and holidays | Do interventions make it easier for people with marginalized genders to access recreation opportunities? | Outcome metric % of women reporting ease of accessing recreational opportunities | Travel surveys |
| | E9 | Establish a permanent Play Streets program | Do interventions make it easier for people with marginalized genders to access recreation opportunities? | Outcome metric % of people with marginalized genders reporting ease of accessing recreation opportunities | Surveys at Play Streets events |

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|------------------|----|---|---|---|--|
| Safety & Comfort | S1 | Prioritize pedestrian and traffic-calming investments in low-income, BIPOC communities | <p>Has LADOT identified programs that prioritize traffic calming and pedestrian infrastructure?</p> <p>Has LADOT created prioritization approaches to direct traffic calming and pedestrian infrastructure investments into low-income BIPOC communities?</p> | <p>Outcome metric</p> <p>Amount of investment in pedestrian and traffic calming investments in low-income BIPOC communities</p> | N/A |
| | S2 | Develop equitable prioritization process for projects implemented by LADOT District Engineering Offices | Can women walk safely and comfortably? | <p>Outcome metric</p> <p>% of people with marginalized genders who feel safe and comfortable walking in their neighborhoods</p> | Neighborhood surveys |
| | S3 | Partner with StreetsLA to add gender equity criteria to STAP bus stop prioritization process | Do people with marginalized genders feel safe and comfortable at DASH and Commuter Express stops? | <p>Process metric</p> <p>% of bus stops that have received improvements</p> <p>Outcome metric</p> <p>% of people with marginalized genders who report feeling safe at transit stops</p> | On-board rider surveys |
| | S4 | Partner with City Planning to include transit stop and pedestrian improvements as part of Travel Demand Management (TDM) strategy | Can developers select transit stop and pedestrian improvements as part of the TDM program? | <p>Outcome metric</p> <p>% and # of development projects that include transit stop and pedestrian improvements</p> | <p>Project design checklist</p> <p>Document review</p> |

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|--|----|--|---|--|------------------------|
| | S5 | Expand the Crossing Guard program | Can women walk safely and comfortably? | Outcome metric % of people with marginalized genders who feel safe and comfortable walking in neighborhoods with Crossing Guards | Neighborhood surveys |
| | S6 | Allow uncollapsed strollers and carts aboard all LADOT transit services | Was LADOT's stroller policy changed? Can caretakers ride transit with strollers with ease? | Process metric LADOT ratification of policy permitting uncollapsed strollers on LADOT services. Outcome metrics Increase in uncollapsed strollers and carts on LADOT transit services % of LADOT transit fleet that can accommodate unfolded strollers | On-board rider surveys |
| | S7 | Deploy public education campaigns to increase safety and comfort on the transit system | Do women feel safe riding LADOT transit services? | Outcome metric % of people with marginalized genders who feel safe using LADOT transit services | On-board rider surveys |
| | S8 | Partner with Metro to increase access to child-sized and cargo bicycles | Are bike-share fleets designed to meet the needs of people with marginalized genders? | Outcome metrics % utilization of cargo bicycles by people with marginalized genders % bike-share system fleet composed of child-sized bicycles and cargo bicycles | Bike share system data |

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|---------------|----|---|---|--|-------------------------------|
| | S9 | Develop and implement bicycling curriculum in schools | <p>Did LADOT create a bicycling curriculum?</p> <p>Was a bicycling curriculum implemented at LAUSD?</p> | <p>Process metrics</p> <p>Development of cycling curriculum for schools</p> <p># of schools receiving and teaching bicycling curriculum</p> <p>Outcome metric</p> <p>% change in students getting to school by bicycle</p> | Travel surveys |
| Affordability | A1 | Expand Universal Basic Mobility (UBM) Mobility Wallet program | How many people with marginalized genders are receiving Mobility Wallets each year? | <p>Outcome metric</p> <p>% and # of people with marginalized genders and low-incomes enrolled in UBM program</p> | UBM program evaluation |
| | A2 | Adopt permanent DASH free-fare policy | Has transit affordability improved for people with marginalized genders? | <p>Outcome metric</p> <p>% of people with marginalized genders reporting affordability of DASH</p> | On-board rider surveys |
| | A3 | Advocate to advance multi-TAP payment policies | Has LADOT regularly met with LA Metro to discuss payment approaches allowing for multiple passengers? | <p>Outcome metric</p> <p># of meetings with LADOT and LA Metro discussing advancing fare payment opportunities</p> | DASH and Metro ridership data |

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