

## **INVESTMENTS**

### **KING COUNTY METRO MOBILITY FRAMEWORK**

*Metro's financial support for transit service,  
new mobility, fares, and capital investments*

#### **SUPPORT ADDITIONAL TRANSIT SERVICE IN AREAS WITH UNMET NEED**

- Prioritize geographic areas with a high proportion of priority populations (low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities).
- Within the geographic areas with high concentrations of low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities, prioritize areas with limited mid-day and late-night service to provide access to schools, jobs, and child care centers and other ways to build wealth and opportunity. See map on final page for areas to be prioritized.
- In those areas, focus on both new service in the mid-day and late evening hours and first mile/last mile service to get low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities quickly and safely to existing transit.

#### **CHANGE METRO'S SERVICE GUIDELINES TO ADJUST FOR UNMET NEED**

- Adapt Metro's adopted Service Guidelines to prioritize service improvements in locations with a higher proportion of priority populations (low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities) that also have limited mid-day and late-night service.
- Ensure that the Service Guidelines provide for regular and ongoing evaluation of the needs of low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities to adjust for changes in demographic patterns and potential displacement.
- When analyzing origins and destinations, focus in particular on services low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities need every day, such as jobs, schools, child care and other ways to build wealth and opportunity.

## **SUPPORT IMPROVEMENTS TO INCREASE SAFETY ★**

- Develop a smart phone app similar to the Denver RTD [Transit Watch](#) app as a safe and convenient way for passengers to communicate safety information or concerns, as well as provide real-time transit information and purchase transit fare. Because an app to report safety concerns may involve Transit Police, ensure that Transit Police are trained to avoid profiling transit passengers.
  - Add first mile/last mile service to get low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities quickly and safely to transit.
  - Provide safety-enhancing amenities, such as lighting and real-time information signs, at transit stops in areas with higher proportions of low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and members of limited-English speaking communities. Ensure that transit stops and transfer points are designed and located in ways to promote safety.
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## **INVESTMENTS RELEVANT GUIDING PRINCIPLES**

### **Invest where needs are greatest**

Invest in and measure the outcomes of transportation services and improvements in geographic areas and at times of day in which there is unmet need, particularly as experienced by low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and limited-English speaking communities. Understand people's needs and create effective partnerships that make transportation services affordable for people for whom cost is a barrier.

### **Ensure safety**

Provide a safe and secure experience for passengers and Metro employees. Coordinate enforcement in ways that are equitable and culturally competent.

### **Align our investments with equity, sustainability, and financial responsibility**

Budget and invest in a way that advances equity and sustainability, while upholding our responsibility to spend public dollars wisely. Exercise sound financial management and ensure Metro's long-term financial sustainability. Track and measure progress toward equity and sustainability outcomes, consistent with Metro's value-driven, data-supported approach.



## **SURROUNDING LAND USE**

### **KING COUNTY METRO MOBILITY FRAMEWORK**

*Support for dense, mixed-use neighborhoods near transit,  
affordable housing, and better access to transit*

#### **SUPPORT DENSE, MIXED USE ZONING NEAR TRANSIT ★**

- Support local jurisdictions that provide increased zoning density along transit corridors and at transit centers.
- Support partnerships with other jurisdictions to coordinate approaches to zoning and land use.
- Adapt Metro's adopted Service Guidelines to provide incentives in the form of additional transit service for communities that provide for additional density near transit corridors (would require additional funding for Metro to have additional service hours to allocate in this way).
- Expand or support partnerships that would increase or encourage mini transit hubs that are safe and accessible in communities and areas without enough access to transit that could easily connect to high-capacity transit, including future light rail service.

#### **SUPPORT AFFORDABLE HOUSING NEAR TRANSIT ★**

- Coordinate with other agencies and jurisdictions to develop a toolkit of best practices to guide King County's Transit Oriented Development policy.
- Support innovative funding strategies to support transit and to recognize the value that transit provides and to support housing and infrastructure to create healthier communities, recognizing that new funding sources may require action by the State Legislature.
- Update Metro's adopted Service Guidelines to provide incentives for local jurisdictions that agree to additional density or additional affordability along transit corridors. Implementing this would require additional funding to provide this additional transit service.
- Express support for additional funding for transit, both to implement METRO CONNECTS and to provide support for cities to add density and affordable housing.

- Express support for the Affordable Housing Committee of the Growth Management Planning Council, which is implementing the recommendations from the Regional Affordable Housing Task Force’s Action Plan.

### **SUPPORT STATION AREA GUIDELINES ★**

- Prioritize passenger access at Metro transit stops and stations, and encourage local jurisdictions and partner transit agencies to prioritize passenger access at stations they own or operate.
- Prioritize speed and reliability for transit.
- Adjust requirements for first/last mile services such as Via to make them more accessible to parents, people with disabilities (such as having car seats and wheelchair vans, providing easier access for people without phone app) following University Design practices.
- Encourage local jurisdictions to adopt policies to minimize displacement near transit hubs.
- Use Universal Design practices to increase accessibility for Metro-designed facilities, and encourage it for facilities designed by others.

### **SUPPORT STRATEGIES TO MEET KING COUNTY’S CLIMATE GOALS BY REDUCING CAR USE**

- Support increased density.
- Support increased transit frequency to make it more convenient for people to get out of their cars.
- Adapt Metro’s adopted Service Guidelines to identify corridors and hubs in outlying areas and provide services such as Dial-A-Ride-Transit (DART) and Community Connections to help transport people to high-capacity transit.
- Support efforts to increase transit ridership at large corporations and industries (with a strong focus on those who are most likely to drive to work. Prioritize small non-profits and organizations that lack the opportunities and finances to provide ORCA cards and subsidized transit options to their employees.
- Support/encourage sufficient park and ride options, as well as safe and creative carpool options from large transit hubs into major corridors.

### **SUPPORT PEDESTRIAN-FRIENDLY STREET DESIGN NEAR TRANSIT**

- Recognize that being able to walk, roll and bike safely to transit connections should be prioritized and so that intersection, sidewalk and bike infrastructure should be planned in conjunction with transit corridors.

- Intersections should include traffic-calming measures to ensure pedestrians can reach transit stops safely in daylight and at night, and signals should be timed to prioritize the safe movement of pedestrians, with limits to rights on red and unprotected left turns when appropriate.
- Recognize that the maintenance of pedestrian and bike infrastructure is also critical - both to maintain accessible, smooth surfaces and to ensure after ice or snow the parties responsible for clearing sidewalks, curb ramps and transit stops are aware and fulfilling that responsibility.
- Bus stops should be all ages, genders and abilities - meaning there should be adequate lighting at night, ample seating and enough setback from the traffic lanes for noise and safety. Ideally, stops should be designed with play features for children.

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## **SURROUNDING LAND USE RELEVANT GUIDING PRINCIPLES**

### **Address climate crisis, environmental justice**

Reduce demand for single-occupancy and high-emissions transportation modes. Help King County achieve its greenhouse gas emissions reduction and other climate-related goals by providing integrated transportation services and working to increase transit ridership.

### **Encourage dense, affordable housing near transit**

Work to minimize displacement and increase affordable housing options near transit by partnering with local jurisdictions and other organizations. Support programs that incentivize equitable transit-oriented communities.

### **Improve access to mobility**

Partner with jurisdictions and community-driven organizations to ensure equitable and efficient use of public space (such as streets, bike lanes, sidewalks, and curbs) to prioritize access to mobility services, including bike and walk access. Partner to increase access to and awareness of transportation choices to increase ridership. Strategies should prioritize low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and limited-English speaking communities.

## INNOVATION

### KING COUNTY METRO MOBILITY FRAMEWORK

*Metro's role in regional, integrated network (new technology and services)  
+ role of/with private providers*

#### **CHANGES TO METRO'S SERVICE GUIDELINES AND OTHER POLICIES to assert role of innovations, add new mobility services and support integrated, equitable, sustainable mobility**

- Role of innovation in an integrated mobility system:
  - Innovations should help Metro contribute to key outcomes (healthy communities, a thriving economy, and a sustainable environment) and align with Metro's values, as asserted in the Mobility Framework guiding principles.
  - Innovations should serve everyone, not just people who can afford or already use the transit network
  - Innovations should supplement and bring people to transit services, not take away from them.
  - Innovations should do more than help people commute during traditional 9-5 hours. They should assist people with diverse commute travel patterns across King County. They should make transit an appealing and competitive option for every-day activities like getting to school, daycare, recreation (open spaces, restaurants, etc), health appointments, and other needs or wants.
  - Innovations should build on top of existing infrastructure to make our current system more usable and limit costs.
- Criteria for pilots:
  - Metro should engage with community stakeholders early in the development of pilots and while deciding where and in what to invest (potentially through an Innovation Equity Cabinet).
  - Metro should balance the need for flexibility when developing pilot programs with a desire to minimize major changes to customers once they have grown accustomed to the program (ie, avoid major price hikes).
  - Pilots should be designed to work first for low-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and limited-English speaking communities.
  - Pilots should help deliver key outcomes and align with the Mobility Framework guiding principles.
- **POTENTIAL QUESTIONS FOR FEEDBACK:**
  - *On piloting and innovation, is there an "incremental evolution model" we can support? i.e. are there pilots worth pursuing as stepping stones to draw lessons from, even if they are not a full manifestation of the eventual service we want to deliver?*

- *At what point does Metro assess if they transition something to a permanent service, and/or own it?*
- *If Metro cannot own something, or during the pilot phase before something becomes permanent, how can Metro compel private providers to share our values?*

### **NEW MOBILITY GUIDELINES for private providers ★**

- Metro’s RFP process for new mobility services should reward or incentivize equity and climate-focused respondents. Criteria should align with Metro’s core values, as defined by the Mobility Framework guiding principles. Specific criteria could include, but would not be limited to:
  - Contractors who have or are moving towards a zero-emissions fleet (Metro should also clarify that it’s zero-emissions goal extends to private providers)
  - Diverse hiring practices
  - Minority-owned businesses
  - High labor standards
  - Use of wheelchair accessible vehicles

### **RIGHT-OF-WAY GUIDELINES for access, improvements ★**

- Adopt a prioritization system for right-of-way use at Metro’s own facilities (ie, transit centers), with pedestrian needs atop, and single-occupancy vehicles at the bottom. Adjust to context of different road types, different jurisdictions.
- Advocate for and support partners in implementing speed and reliability improvements (ie, bus-only lanes, transit signal priority systems) and clear guidelines for right-of-way that de-prioritize single or no-occupancy vehicles and prioritize biking, walking, transit, etc (like BART’s Station Access Guidelines, but for streets, or San Francisco’s Transit First Policy).
  - Explore opportunities for Metro to update its policies to incentivize or disincentivize partners taking such transit-supportive actions. Implement such incentives in an equitable way that recognizes varying staff and financial resources among jurisdictions.
- Continue advocating for state legislation to support stricter enforcement on non-bus travel in bus-only lanes.

### **INTEGRATED PAYMENT AND PLANNING ★**

- Metro should work with regional partners to use an accessible payment and planning mechanism that works on all platforms and modes.
- The aspirational goal is one app that can integrate multiple mobility services and allow people to plan and pay for a variety of services through one mechanism. This product should be accessible for people with disabilities, limited English-speaking people, people with low-incomes, etc, and should include a non-electronic alternative. Metro should also explore the concept of mobility wallets that bundle together different public and private mobility services to provide more comprehensive sets of solutions to people’s diverse mobility needs.
- The non-electronic alternative should take advantage of existing products and avoid burdening users (ie, maybe people pay on a library card or ID, instead of having to get a separate card). The Go Lorain Bike Share Library-Parks Partnership in Lorain, Ohio is one example of successful utilization of a library card to use mobility options (bike share).

## **INNOVATIVE COMMUNICATIONS**

- Metro should develop targeted communications strategies to ensure people of color and indigenous people, low-income people, immigrants and refugees, limited-English-speaking populations, people with disabilities, and others are informed about innovative mobility pilots and services

## **INNOVATION RELEVANT GUIDING PRINCIPLES**

### **Innovate equitably & sustainably**

Implement and partner on innovative new services and emerging technologies in ways that complement transit and use public space equitably and efficiently. Innovations should support fair labor practices, include data-sharing and/or other accountability measures, and serve low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and limited- English speaking communities.

### **Provide fast, reliable, integrated mobility services**

Partner to grow and deliver an integrated regional network of traditional and innovative transportation services that moves people quickly and reliably and increases ridership. Support jurisdictions in making transit-supportive improvements, such as making improvements to the right-of-way to increase speed and reliability, and adopting transit-supportive land use.



## KING COUNTY METRO MOBILITY FRAMEWORK

### Workforce Subcommittee - Draft Recommendations

**Key Questions:**

- How can Metro support career paths in a way that makes the workplace more inclusive?
- How can Metro contract for services in a way that advances equity?
- How do we help our workforce prepare for technological & transportation-related advancements?
- How can we reach priority populations for job recruitment & retention?
- What kind of guidelines should Metro have in place when contracting with private providers?

RECOMMENDATIONS / NOTES	
<p><b>1</b> <i>Strategically partner with organized labor to build new “communities of ridership” &amp; simultaneously benefit Metro employees, priority populations &amp; the environment</i></p>	<p>Partner w/ labor via MOU to:</p> <p>(a) Establish new and previously underserved “communities of ridership” to reduce SOV/VMT &amp; increase ridership</p> <p>(b) Provide multi-level ways employees, priority populations &amp; areas with limited transportation infrastructure can benefit from transportation innovation including but not limited to</p> <p>(1) Expand opportunities for multiple work schedules through establishment of feeder-to- fixed schedules that allows schedule flexibility to pursue training, professional development &amp; apprenticeship opportunities (e.g. increase use of split shifts to allow Metro employees to attend training)</p>
	<p>A strategic partnership with labor is essential to our ability to advance and take advantage of pilots.</p> <p>Priority populations are new ‘communities of ridership’ and are consistent riders</p>

<p>MOA should include:</p> <ul style="list-style-type: none"> <li>(a) A defined period in which Metro pilots feeder-to-fixed innovative transportation options</li> <li>(b) Following the pilot period, Metro &amp; organized labor jointly support pursuit of formal public/private partnerships to advance equitable employment practices throughout the <b>region</b> including, but not limited to <ul style="list-style-type: none"> <li>(1) Living wage jobs, equitable working conditions &amp; pathways to County employment (or employment that mirrors county wages &amp; working conditions).</li> <li>(2) Provisions that govern Metro staff development programming for Metro operators &amp; other staff</li> <li>(3) Provisions that support the use of pipelines</li> </ul> </li> </ul>	
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<p><b>2</b> <i>Utilize Transportation Innovations to Target New Riders as Potential Employees</i></p>	
<p>Increase access to employment opportunities by using innovative feeder-to-fixed service that is tailored to community needs as a form of workforce outreach</p> <ul style="list-style-type: none"> <li>(a) Target riders as potential employees by use of innovative feeder-to-fixed products tailored to community need. Increase access to employment opportunities by strategically incorporating workforce outreach in the new services</li> <li>(b) Use data (quantitative/qualitative) to tailor promotion of job opportunities to riders on specific routes to enhance riders relationship with Metro &amp; its mobility services (e.g. based on data that shows high density of mechanics in Kent → “Be a Metro Mechanic” job ads on Kent routes)</li> </ul>	
<p><b>3</b> <i>Use Strategic &amp; Culturally Specific Communication Methods to Build Community Relationships</i></p>	
<p>In order to build sustainable community relationships and enhance priority populations perception of Metro as a potential employer &amp; culturally responsive service provider, ensure innovative feeder-to-fixed project outreach and communications are culturally specific, integrated, data driven &amp; value based</p> <ul style="list-style-type: none"> <li>(a) Utilize culturally specific, targeted user experience research (quantitative and qualitative) to establish and measure effectiveness of mobility innovation projects</li> </ul>	

<ul style="list-style-type: none"> <li>(b) Utilize pro-equity perspective to consider effectiveness of marketing related to Metro applications.</li> <li>(c) More broadly promote &amp; educate public on Metro software apps (e.g. TransitGo can be used to minimize fare disputes)</li> <li>(d) Consider socio-economic &amp; other rider characteristics (e.g. race, age, etc.) to analyze effectiveness (or lack thereof) of existing &amp; innovative mobility services</li> </ul>	
<b>4 Build Meaningful External Pipelines to Employment</b>	
<p>Partner w/ unions, CBOs, state agencies, high schools, community colleges &amp; trade schools to prepare to meet future job needs</p> <p><b>(a) Create a Metro “School Without a School”</b></p> <ul style="list-style-type: none"> <li>(1) Partner w/ state agencies, internal KC agencies &amp; CBOs serving priority populations to develop a community based mobility development program</li> <li>(2) Incorporate the goals of LA Metro’s Transportation school approach (but without the brick &amp; mortar) and elements of Denver’s RTD WIN (Workforce Investment Now) program. <ul style="list-style-type: none"> <li>(i) Utilize funds not expended on establishment of brick &amp; mortar school to provide staffing in the form of dedicated project management &amp; SMEs (which will cost less)</li> </ul> </li> <li>(3) Seek grant funding and pursue alternative ways to fund cost of career pathing, pipelines &amp; employee development</li> <li>(4) Incorporate community driven solutions &amp; accountability for addressing community specific barriers</li> </ul> <p>The program should:</p> <ul style="list-style-type: none"> <li>(1) Include documented career pathing (i.e. progression that is predictable &amp; includes supports needed to move through a pre-identified path)</li> </ul>	



<p>(2) Provide pre-employment training placement &amp; career support;</p> <p>(3) Increase general &amp; specific employment related training to build necessary skills;</p> <p>(4) Include targeted recruitment of priority populations and incorporate a focus on young people transitioning out of foster care, and others experiencing structural barriers to gainful employment;</p> <p>(5) Incorporate 21 Progress' model for workforce development;</p> <p>[21 Progress' evidence based model for workforce development:</p> <ul style="list-style-type: none"> <li>O Focuses on priority populations</li> <li>O Incorporates mindset training (e.g. emotional intelligence)</li> <li>O Is merit based (i.e. not open enrollment, rather a structured evaluation process</li> <li>O Incorporates specific performance standards (e.g. attendance)</li> <li>O Includes clear milestones for success</li> <li>O Incorporates a ceremony to memorialize completion]</li> </ul> <p>(6) Include training on cross-cultural understanding</p> <p>(7) Incorporate assistance to participants in identify ways to apply their life skills (e.g. resilience &amp; overcoming societal barriers) as valuable characteristics in the current and future labor market.</p> <p>(8) Serve as a model &amp; resource for contractors guidelines</p> <p><b>(b) Create an Equity in Mobility Summer Internship Program</b></p> <p><b>(1)</b> Develop a grant sponsored summer intern program to outreach to priority populations and build awareness of job opportunities in the mobility field</p> <p><b>(2)</b> Utilize existing staff and partner with CBO's (and CBO collectives) to determine effective recruitment methods to outreach to priority populations</p> <p><b>(3)</b> Use KC personnel to advance a peer-to-peer approach to build internal awareness &amp; ownership of and support for summer internship program</p>	
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	<p>(4) Use outreach models used by CBO's that directly serve Metro's priority populations</p> <p>(5) Capitalize on youth-to-parent connections to increase desire to work at Metro</p>	
5	<p><b>Assist with Cost of Training, Workforce Development &amp; Pipelines</b></p> <p>(a) Establish joint labor/management scholarship fund to provide scholarships for priority population pipeline</p> <p>(b) Establish a sustainable fund to support learning/development – require application and require a two year employment minimum to forgive the development debt;</p> <p>(c) Include intentional focus on child care subsidies for priority populations</p>	
6	<p><b>Develop Community Based Transportation Career Hubs</b></p> <p>Partner with Worksource &amp; priority population to develop a 'Career in Mobility' focus that:</p> <p>(a) Is strategically placed around the County, and in areas particularly accessible to priority communities.</p> <p>(b) Incorporates periodic "career fairs"</p> <p>(c) Provides support services to navigate KC employment systems</p> <p>(d) Ultimately includes other transportation providers (public &amp; private)</p> <p>(e) Is built upon input of priority populations on ways to best to recruit</p>	
7	<p><b>Utilize Strategic Workforce Planning to meet current &amp; future Workforce Needs</b></p> <p>Utilize intentional strategic workforce planning to assess and prepare for current, future &amp; evolving workforce needs &amp; ensure there are adequate pipelines, career pathways &amp; development opportunities to meet those needs.</p>	<p>The needs of Metro jobs are going to change. One of our key goals is to help Metro employees keep up with technology based</p>
★	<p>Utilize intentional strategic workforce planning to assess and prepare for current, future &amp; evolving workforce needs &amp; ensure there are adequate pipelines, career pathways &amp; development opportunities to meet those needs.</p>	<p>The needs of Metro jobs are going to change. One of our key goals is to help Metro employees keep up with technology based</p>

<p>(a) Identify necessary skills, &amp; timeframes to meet current &amp; future workforce needs.</p> <p>(b) Partner w/ high schools, community colleges, trade schools, etc. to incorporate pipeline curriculum (i.e. feeder curriculum) &amp; programming which leads to apprenticeship.</p> <p>(c) Partner w/ community-based organizations and other organizations that target priority populations in order to develop sustainable pipelines to employment.</p> <p>(d) Intentionally increase awareness of mobility jobs, particularly in priority populations through better marketing, communication, and participation in community events</p>	<p>changes (e.g. mechanics to electro-mechanics)</p> <p>Goal: Ensure that there are enough people to enter into future transit jobs.</p>
<p><b>8 Purposefully foster a sustainable learning culture at Metro</b></p>	
<p>Metro’s learning culture should be characterized by:</p>	
<p><b>(1) Existing employees having ample opportunities for growth</b></p>	
<p><b>(2) Front-line managers leading their employees with a growth and learning mindset which includes:</b></p>	
<p>(i) Development of a systematic approach which ensures support for professional development of their staff.</p> <p>(ii) Growth, learning &amp; development opportunities for employees within the scope of their existing positions.</p> <p>(iii) Incorporation of career pathway programs that identify possible career paths and provide education &amp; training to support employees to plan for their professional development</p> <p>(iv) Provides adequate internal support &amp; infrastructure to ensure people leaders can support staff’s development goals</p>	
<p><b>9 Center Equity in all Contracts &amp; Subcontracts</b></p>	
<p>Require the ‘centering of equity’ (similar to the mobility framework RFP) in all Metro contracts for services and when contracting with private providers.</p>	

## **ENGAGEMENT**

### **KING COUNTY METRO MOBILITY FRAMEWORK**

*Metro's policies for how it engages with the community regarding mobility investments*

#### **RELEVANT GUIDING PRINCIPLE**

Be open to shared decision-making and co-creation. Use meaningful, inclusive, and community-driven approaches to develop, provide, and evaluate mobility choices and supporting infrastructure that serve low- and no-income people, people of color and indigenous people, immigrants and refugees, people with disabilities, and limited-English speaking communities in a way that works for them.

#### **BUILD LASTING RELATIONSHIPS IN COMMUNITIES**

- Metro takes a long term approach to engagement, building on existing relationships in communities through broader involvement prior to, or in tandem with, efforts to gather input on specific service planning and capital projects and programs.
- After building these relationships, Metro seeks input from the community to develop and implement engagement efforts for projects, programs, and plans, and compensates community based organizations and community members for their time and expertise.
- Staff, including senior leadership, participate in and attend regular community organization meetings, events, or meetings of relevant boards, committees, or commissions as appropriate, especially related to transportation, housing, education, etc. to form a deeper understanding of community history, demographics, leadership, experiences, and priorities.

#### **USE A COORDINATED CROSS-DEPARTMENTAL APPROACH TO ENGAGEMENT**

- Metro and other county departments coordinate on initiatives to ensure a comprehensive approach that identifies opportunities to work more effectively and efficiently, and so that community based organizations and residents are being engaged and receiving information in a coordinated and streamlined way.
- King County Equity Cabinet continues as a body that informs and ensures that equity and sustainability are centered in major county projects, programs and initiatives. The

Equity Cabinet should be intergenerational and focus on building a new generation of leadership in low-income communities, indigenous communities and communities of color, immigrant and refugee communities, limited-English speaking communities, and people with disabilities. Equity Cabinet members should be compensated for their time and expertise.

- Coordinate with County Councilmembers to integrate with each other's community engagement activities engagement to become more familiar with low-income communities, indigenous communities and communities of color, immigrant and refugee communities, limited-English speaking communities, disability communities, and LGBTQ+ communities in their districts and their experiences and priorities.

### **DEVELOP AN EQUITY-CENTERED ENGAGEMENT FRAMEWORK**

- Metro develops a mobility equity framework to direct transit investments in an equitable way.
  - Start by listening and learning to identify biases and understand impacts of historical and structural racism and oppression on communities we serve.
  - Invite diverse co-creators to the table to identify needs
  - conduct an equity analysis to identify modes that best meet identified needs and minimize burdens;
  - place decision making power in the hands of the local community
  - identify new metrics that are centered on equity and sustainability and use them to measure impacts of investments over time

### **DEVELOP A COMMUNITY LIAISONS PROGRAM**

- Develop a Community Liaison program to hire people from the communities Metro and other county departments are engaging with to act as a conduit between Metro's planning, programs, and projects and local communities. Liaisons will bring local knowledge about best engagement practices and language skills. Metro should invest in liaisons with skill development, resume building, professional development, certifications, and identifying career pathways.

### **IDENTIFY METRICS TO MEASURE SUCCESS AND CONTINUALLY IMPROVE**

- Metro further develops metrics to measure the effectiveness of engagement and relationship building.
- Metrics should be developed with input from the Equity Cabinet and community leaders, and by looking at best practices, with consideration for how to coordinate with other County department engagement metrics where possible.
- Metro should regularly review and report out on engagement metrics and consider updates as necessary