REMIXING INNOVATION FOR MOBILITY JUSTICE:
GUIDANCE FOR PLANNERS USING REMIX EXPLORE

PROJECT BRIEF

TransForm

Our communities. Our transportation. Our future.

ACKNOWLEDGMENTS

About TransForm

TransForm promotes walkable communities with excellent transportation choices to connect people of all incomes to opportunity, make California affordable, and help solve our climate crisis. With diverse partners we engage communities in planning, run innovative programs, and win policy change at the local, regional, and state levels.

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PREFACE: A special message from Tamika L. Butler

In 2020 the country was on fire. Fires set by climate change and by generations of injustice have been darkening our skies, clouding our future, and making it difficult to breathe. Black people, Indigenous people, and all People of Color (BIPOC) — especially those at the intersections of multiple identities — have been struggling with pressure in our lungs, pressure on our necks, and pressure on our mental health. In a year like 2020, it could all be too much. In any year, it could all have been too much. It often is too much.

When gasping for air and struggling to breathe, many thoughts run through your head. One might be: "What did I do wrong?" That is a question BIPOC folks and people in other oppressed groups have been struggling to answer. If we move differently, if we speak differently, if we express anger or joy differently—would the results be different? The reality is, the answer is often no. Not just last year, every single year. Those in power police all that we do and say, but as long as white supremacy and racism uphold institutions and structures in our society, BIPOC people will continue to operate in a world that aims to take our last breath while relentlessly trying to make it feel like we do not belong. Laughing. Walking. Driving. Biking. Working. Standing. Living. All of these things put BIPOC people at risk.

As BIPOC people in the urban and regional planning and transportation spaces, we are keenly aware that the decisions we make can perpetuate decades of white supremacy, oppression, and anti-Blackness, or work to start liberating people to move freely or stay in place. This work is important. This work is critical. This work is lifesaving.

Yet, to do this work we are often in positions where people do not look like us. We are in rooms where people devalue our lived experience if it is not backed by the "right" degree or statistics. We are engaged in conversations where power, privilege, and equity are thrown around as things to strive for without direct and intentional work to integrate any of those things in the
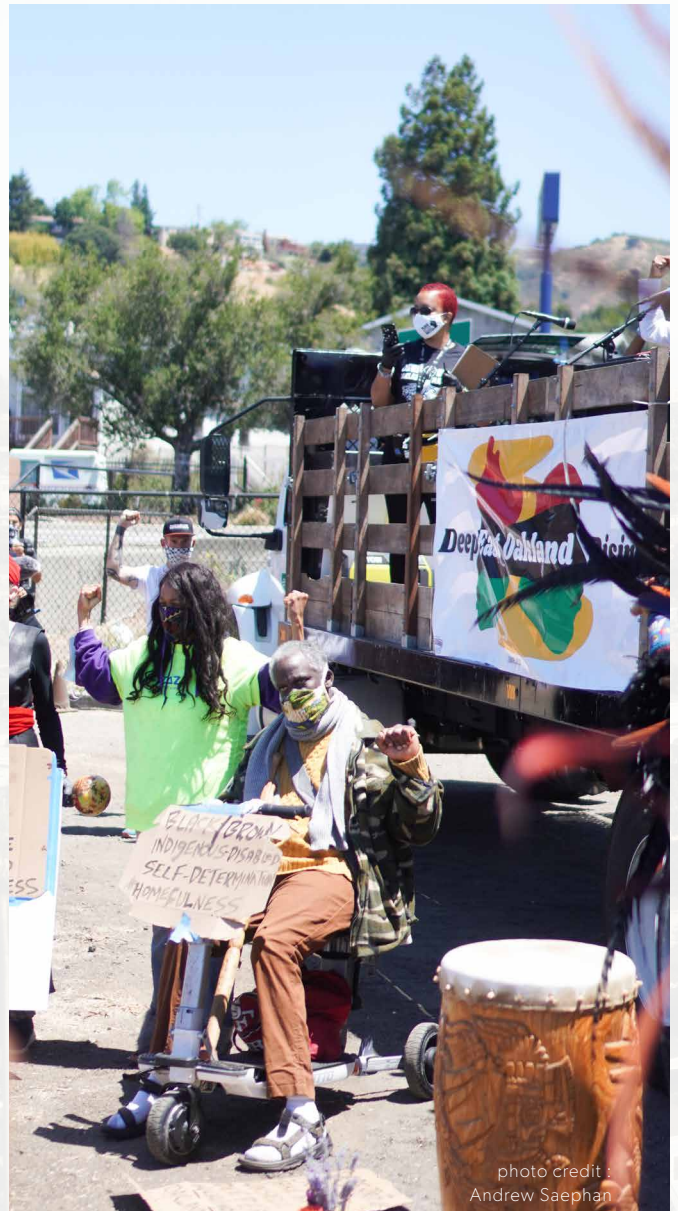

photo credit :
Andrew Saephan

processes, people or organizations bandying them about. That must change.

TransForm, Elemental Excelerator, and Remix have convened a group of BIPOC experts fighting for that change. We hope reading this pushes you into action. Change is coming. We are not asking for permission for that change, but creating it — with or without you.

INTRODUCTION

Urban and regional planning has deeply discriminatory and exclusionary roots. The field largely developed in order to institutionalize segregation and advantage whiteness, causing traumatic harm to generations of people and communities of color. Redlining and federal housing policy are clear examples where racism became national policy, practices that still cause negative economic and social disparities in Black and brown neighborhoods today.

As Tamika L. Butler said in the preface, the planning field can also embody and perpetuate inequities. BIPOC and women planners and equity advocates, including this paper's authors and collaborators, have been routinely devalued, doubted, tokenized, and sidelined, just like BIPOC communities in planning processes.[1] People question our lived experiences because they have never experienced what we deal with our whole lives — we have to fight for our own humanity just to show up for work. BIPOC and women planners experience this in conference rooms, at public events and on panels and Zoom calls.

Nevertheless, we can use the powerful tools of our trade to address the injustices of the past and achieve more equitable outcomes. Many others in the field are increasingly embracing this effort. Today, roughly 80% of long range plans mention "equity."[2] The number of Departments of Transportation (DOTs) that require an equity impact statement is growing, as is the adoption of an "equity lens" to center projects around questions of who may be harmed by the work at hand. An increasing number of planning efforts seek not just to minimize harm, but to provide greater benefits to people and communities who stand to benefit the most.

ABOUT THIS PROJECT

This paper is the culmination of a year-long product development project between TransForm and Remix, and in partnership with Elemental, to advance equity practices and collaboration in the public and private mobility sectors. A project team of equity advocates, DOT planners, and technologists worked together to co-create software solutions that would help narrow the gap between equity analysis and equity practices in the planning field.

Remix developed *Explore* to give planners faster access to data insights for transportation and infrastructure decision-making. It was designed as   a single place for planners to go to answer questions and evaluate ideas around transportation problems. A key component of this effort was understanding what insights helped advance equitable outcomes of planners' decisions. Remix *Explore* gives users more insight and context about the impacts of their work and saves them time, ideally freeing up resources for more in-person engagement.

TransForm provided equity analysis and consultation to Remix by surveying equity advocates and assembling a team of equity advisors to give feedback on the development of Remix *Explore*. Survey results and the advisors' case studies are included in this paper.

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[1] Tamika L. Butler, *Confronting Power and Privilege*, Medium, April 2020.

[2] National League of Cities, *The Future of Equity in Cities*, page 10, 2017.

Table 1. Project Team and Equity Advisor Roles

See Appendix for bios and photos

NAME	AFFILIATION	ROLE
Danielle J. Harris Sara Chandler	Elemental Excelerator	Launched the partnership by providing a platform and resources for collaboration with Equity Advisors and DOTs through their square partnership strategy. Remix is a part of Elemental's 8th cohort of companies and TransForm is one of Elemental's community partners.
Rachel Zack Caitlin Hewitt Rebekah Watkins	Remix	Built products for transportation planners with equity as a focus. Led case study development, hosted a design sprint, and proactively collaborated with advocates throughout the project.
Jamario Jackson Clarrissa Cabansagan Hayley Currier	TransForm	Convened project advisors, co-created a survey tool with Remix, led the development of this written brief, and provided analysis throughout the project. Hayley conducted and wrote a case study.
Tamika L. Butler	Tamika L. Butler Consulting, LLC	Project advisors to TransForm provided input on Remix's prototype, participated in ideation and design processes. Tamika and Destiny conducted and wrote their case studies.
Dr. Destiny Thomas	Thrivance Group	
Hana Creger Leslie Aguayo	The Greenlining Institute	
Jonathan Pruitt	Catholic Charities of the Diocese of Stockton	

Table 2. Timeline
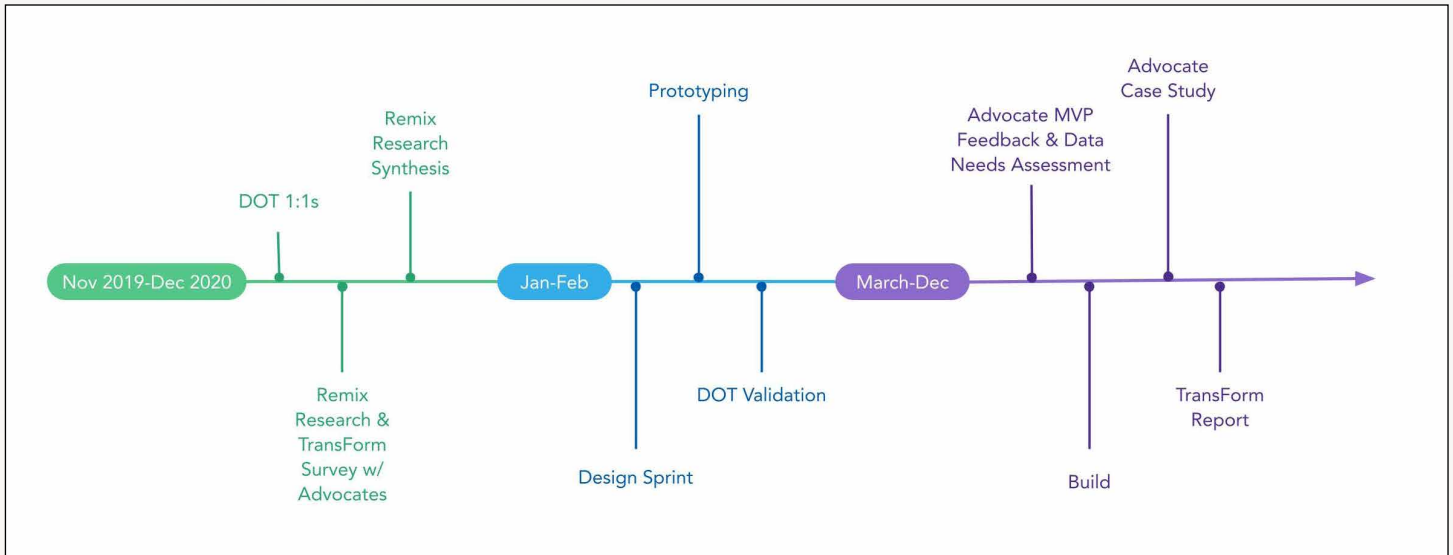
CONTEXT AND BACKGROUND FOR THIS PROJECT

Measuring inequities is only part of solving the issues cities face today; major institutional issues also need to be addressed. This project brought equity advocates and Remix together to ensure Remix *Explore* would be part of the solution. Working together also brought to light many barriers and structures standing in the way of more equitable planning outcomes.

This brief is for people who are ready to do that hard work — people who acknowledge the inequities built into our cities and are ready to take action to dismantle unjust systems.

The collaborators on this project had no guidebook to teach us how to do the work, and there is no guidebook to teach you. Our strategies can't be duplicated exactly, but the lessons learned from our partnership can serve as motivation and inspiration for what is necessary when building relationships to create change. This paper is purposefully written in an accessible, non-traditional way. The author and collaborators drew insights from decades of work and lived experience. Citations are not necessary to validate what we are living through.

In 2020 as this work was completed, millions of people woke up to the injustices the collaborators on this project — mostly women and people of color — were born into. The COVID-19 pandemic exacerbated health and economic disparities that have ravaged communities of color for generations, particularly Black Americans. Disparate infection and death rates make inequity crystal clear. The murders of Black Americans at the hands of police have plagued this country for centuries, but in 2020 they attracted widespread outrage in a new way. Unfortunately, it takes tragedy for people to believe us. Time will tell if they will truly join us in bringing forth a change. We trust that those ready and willing to continue to fight will read this and be encouraged to take action.

The circumstances of 2020, particularly the movement for Black lives and the pandemic, also directly affected the process to complete the project partnership. It was not possible to fully implement all the case studies as designed, collaborators were shifting their work to fit into a virtual setting, on-the-ground engagement drastically changed. Remix received direct feedback about how to support Black advocates in particular during this time, Remix changed workplans and timelines accordingly. Like everyone else in 2020, we adapted as best we could.

ABOUT THIS PAPER

This brief is meant to showcase how Remix tools can facilitate equity practices by paying close attention to racial impacts, and to offer important context in hopes for industry advancement around equitable outcomes as a whole. It is also intended to serve as an educational strategy guide for how to solve problems and advance equity through planning, using interpersonal relationship-building in addition to data and software tools.

Advocates Informing Product Development describes the background research that informed this project, including a survey of policy advocates for mobility justice and a design sprint, with side-by-side examples of how the input led Remix to enhance *Explore* to center equity and justice.

Three case studies highlight how those who wish to center their planning work around equity can leverage Remix *Explore* while understanding its limits.

Advancing Equity Beyond Remix examines other issues and power dynamics and other issues relevant to navigating institutional change and building relationships to advance equity within and resulting from the planning field.

The conclusion and recommendations offer actionable steps to take in response to injustices by using software, data, and relationship building.

photo credit: Remix

ADVOCATES INFORMING PRODUCT DEVELOPMENT

Equity advocates had several opportunities to inform the development of Remix *Explore*, including a comprehensive qualitative survey about how they use data and research in their work and an in-person design sprint that included both advocates and planners from DOTs in California. After these exercises, Remix refined their prototype in response to the input from advocates and planners. Highlights from that input are included here to show Remix's responsiveness, and to show planners and users of Remix *Explore* new ways of approaching the tool.

SURVEY: LISTENING TO POLICY ADVOCATES

TransForm and Remix electronically surveyed policy advocates whose work is focused on mobility justice to inform Remix's early product development efforts and supplement their learnings from DOT planners. The survey was conducted between January and February 2020 and was completed before the COVID-19 pandemic began.

TransForm identified and sent the survey to more than 70 contacts representing 48 organizations, all of whom have expertise advocating or directing government to fund projects and invest in communities with an eye to equity. The survey was completed by 10 contacts at nine organizations. These survey responses helped set the tone for the whole project about equity-centered practice in the planning field from the advocates' viewpoints.

The following is a summary of the project team's takeaways from the survey responses.

1. Equity is an intersectional concept, and the word "equity" itself does not mean one specific thing all the time. For example, respondents defined

equity as "*freedom and resources to move with love and dignity,*" "*people using their power in the decisions that impact their lives,*" and "*eliminating barriers of opportunity to empower low-income communities of color.*" Such definitions are not limited to a person, place, or thing, but equity-related decisions determine outcomes among people, places, and things.

Through the critical race theory and legal scholarship of Kimberlé Crenshaw comes the term "intersectionality". Crenshaw uses intersectionality to explain how multiple issues and factors compound to produce outcomes, further describing the ways in which people's identities overlap.[3] This thinking becomes very important to begin piecing together the interconnectedness of actions and decisions concerning a person's wellbeing. Crenshaw believes outcomes cannot be changed without knowing how they were created.

Therefore, equity is not just about transportation. Nor can transportation data be limited to mobility — statistical information and data points across disciplines are relevant to transportation planning and for the purposes of learning about the interdisciplinary issues

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[3] TIME Magazine, Katie Steinmetz, "She Coined the Term 'Intersectionality' Over 30 Years Ago. Here's What It Means to Her Today," February 20, 2020 National League of Cities, The Future of Equity in Cities, page 10, 2017.

shaping a person's life. The advocates surveyed work across mobility-related disciplines, from environment to public health. Looking at interdisciplinary information at the same time (such as housing data, mobility data, and public health data) can be crucial to ensure better outcomes from certain decisions.

"Equity is transforming the behaviors, institutions, and systems that disproportionately harm people of color. Equity means increasing access to power, redistributing and providing additional resources, and eliminating barriers to opportunity, in order to empower low-income communities of color to thrive and reach their full potential. Equity has to be embedded from start to finish, meaning that equity is central in the goals, process, outcomes, and evaluation of any project, policy, or funding stream"

- Survey respondent from The Greenlining Institute[4]

2. Advocates make data-informed decisions on behalf of the populations they serve. However, respondents did not coalesce around a clear answer. Similar to the comments above, data serves different needs. Without the survey questions being specific to a certain project, advocates state they are relying on data where needed.

"We measure equity outcomes on a case-by-case basis depending on the measures our resident leaders identify."

- Survey respondent from Just Cities

"We evaluate the percentage of investments that directly benefit disadvantaged communities."

- Survey respondent from Urban Habitat

"Formulas and standards cannot make up for past harms, rather invest in a shift in government norms where there are more informed data-driven decisions."

- Survey respondent from Community Health Council

3. Equity work cannot be reduced to mere measurements. Many significant harms, impacts, or needs will only be discovered and illuminated by speaking with the people who are directly affected. Data cannot talk but people can. So once data provides an initial visualization or perceived correlation, further steps point back to the need to talk to the impacted population directly for a complete narrative. A mobility justice advocate from Los Angeles commented that lives are at stake in how decisions get made or not.

"As an organizer, it seems weird to think of formula and standards when we talk of people. We are talking about people not dying nor being imprisoned or any other traumatic experience directly or indirectly posed by racism."

- Survey respondent from People for Mobility Justice

These findings helped the Remix team understand better how to adapt *Explore* to optimize equity insights.

○ **Provide building blocks for equity work, not build the entire building.** Equity work is contextual, so a one-size-fits-all solution would not be broadly applicable or useful.

○ **Time-savings on this type of work could potentially pay back double** by freeing up time from analysis and making room for planning professionals to focus on the more qualitative work equity advocates are calling for.

○ **Since equity is intersectional and advocates don't look at transportation data alone, Remix added other relevant data sets to *Explore*.** These include, for example, the locations of grocery stores, child care centers, and other key destinations; and housing datasets to allow analysis of rent burden and renter/homeowner status.

○ **Equity-related data for transportation planning should be released in context, with recommendations and best practices surrounding the use of those metrics.** This brief is a major part of that effort.

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[4] Sona Mohnot, Jordyn Bishop, Alvaro Sanchez; The Greenlining Institute, *Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook*, page 93, August 2019.

RESPONSIVE CHANGES TO REMIX *EXPLORE*

TransForm and the equity advisors shared feedback and input for Remix on matters concerning data analysis and community engagement. After hearing everyone's feedback at the design sprint and in written comments submitted on the software prototype, as well as via the survey, the Remix product team responded to many of the project team's data requests. Remix applied these changes to the final product and even learned from requests they were not able to implement.

The case studies in the following section of this report served as a proof point to affirm that the tool could work to achieve advocates' goals.

Table 3 highlights some of the best examples of how advisors' and project team's feedback informed the product. The changes Remix made to *Explore* could also be very useful for users working on grant applications, project plans, reports, etc.

As a company serving customers across the nation with a variety of use cases, Remix listened and acted on the advisors' input in ways that improve data analysis capabilities for all users. The tool now puts users in an analytical position to take a holistic view of the people and communities their decisions impact.

photo credit: Remix
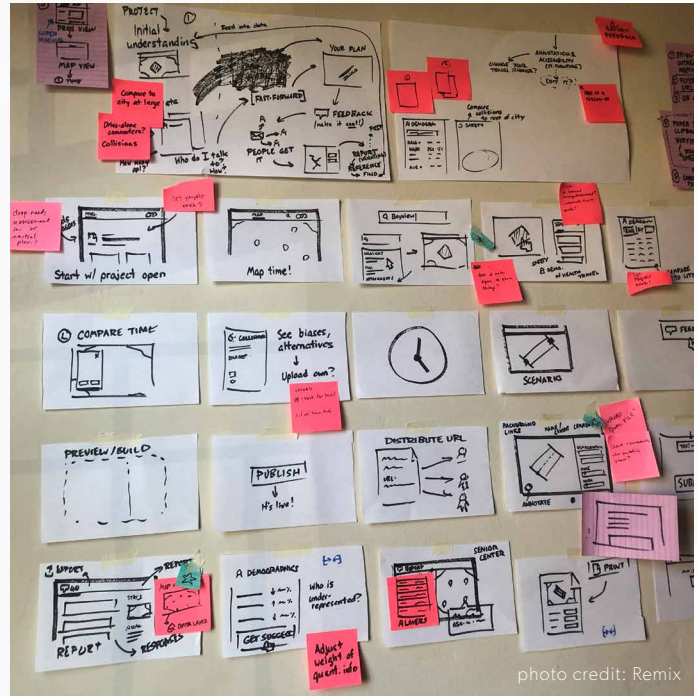
Table 3. Examples of How Project Advisors' Input Changed Remix *Explore*

Input from TransForm and Project Advisors	Results Implemented into Remix *Explore*
Define our own neighborhoods and draw our own districts. Informal boundaries and custom boundaries can provide users the ability to define areas such as cultural districts.	In response, Remix developed "custom region," a feature to draw neighborhoods to more accurately reflect the bounds of a neighborhood as a community might see it.
To support the project needs of advocates, the tool should show data related to access to healthy food, air, and water quality.	In response, Remix added several datasets to provide users the opportunity to see points of interests concerning quality of life analysis: ◦ CalEnviroScreen ◦ Supplemental Nutrition Assistance Program participation ◦ Users can search the basemap for local groceries.
During Tamika L. Butler's case study about park access, she needed the ability to see governing districts in the surrounding area.	In response, Remix added a political boundaries layer.
In preparation for the Thrivance case study to examine links between infrastructure investment and demographic shifts, Thrivance needed to see changes that factor into displacement.	In response, Remix added several housing datasets into Breakdown Tables. These datasets include the underpinnings for rent burden analysis and understanding homeowner and renter status.

CASE STUDIES

WITH EQUITY ADVISORS + RECOMMENDATIONS FOR *EXPLORE* USERS

To learn more about the capabilities and limitations of Remix's equity tool in practice, TransForm and the advisors on the project conducted case studies using *Explore*. The advisors each self-selected a real-time question they wanted to investigate. The objective of the case studies was to provide comprehensive feedback to Remix through their experience using the software. This collaboration helped Remix refine and improve the tool to allow future users to synthesize information and better inform a wide range of projects.

Advisors did not have equal backgrounds using software similar to Remix products. Remix's clients are usually transportation planners, cities, DOTs, or consultants to public agencies, while advocates rely more on direct contact with the population they serve and don't usually have direct access to Remix's product.

Simply putting Remix's powerful tool in advocates' hands was eye-opening. It exposed a power imbalance in the field — agencies and decision-makers have access and training to use powerful software tools to conduct analysis, whereas grassroots advocates are rarely resourced to the same degree. **In each case study, advocates shared insights and recommendations that regular users at DOTs or transit agencies can employ to advance equitable outcomes for the communities they serve.**

Simply putting Remix's powerful tool in advocates' hands was eye-opening.

CASE STUDY 1
MAKING SURE A NEW PARK SERVES LOW-INCOME EARNERS IN THE SURROUNDING AREA

CASE STUDY 2
EQUITABLE CHANGES TO BUS SERVICE THAT MEET RIDERS' NEEDS

CASE STUDY 3
AN EXPLORATION TO SEE IF ORAL HISTORIES MATCH DATA
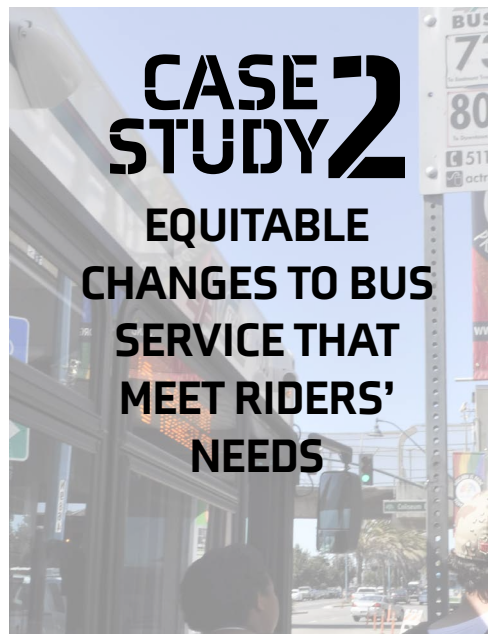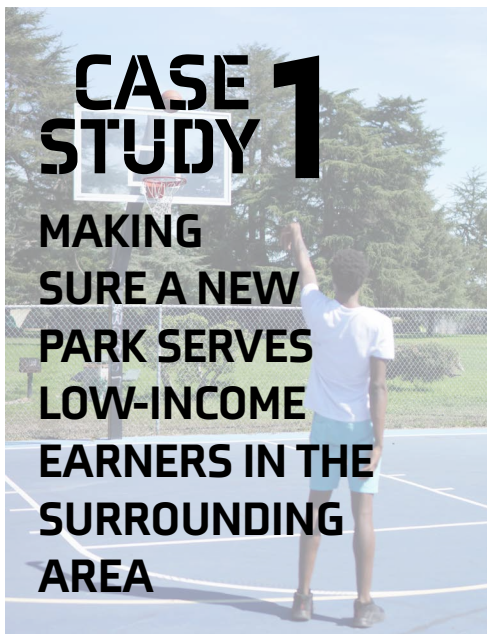
CASE STUDY 1
MAKING SURE A NEW PARK SERVES LOW-INCOME EARNERS IN THE SURROUNDING AREA

BY: TAMIKA L. BUTLER

Tamika L. Butler Consulting, LLC

INTRODUCTION

Parks and access to them is an important planning issue that has been elevated during the COVID-19 pandemic. The benefits of green space and parks — and an ability to get to them — have been highlighted throughout 2020 as people around the world struggle with the mental health, quality of life, and physical wellness challenges of being isolated inside.

According to the Trust for Public Land, "100 million Americans — almost one in three — do not have a park within a 10-minute walk of home."[5] The inability to access green space with a short walk means one in three people living in America are reliant on other forms of transportation to enjoy the multitude of benefits offered by the ability to get outside.

This case study examined the potential impacts of building a park at 700 E 98th St, Los Angeles, CA 90002. This was a location selected because it had similar characteristics and demographics to another project location that Tamika L. Butler Consulting was working on, but not yet able to publicly discuss. The case study explored the interplay between parks and transportation to determine where to site a new park to serve the most people, by being accessible within a 10-minute walk or short transit ride.

Remix is most well known as a tool to help transportation planners make decisions about transportation service

and infrastructure, but it also offers utility for just about any land use planning decision where transportation is a key factor that will impact how people utilize the amenity or infrastructure being planned.

Green space access correlates to public health benefits, including lower blood pressure and cholesterol levels, lower self-reported stress, lower rates of crime and domestic violence, and improved air and water quality.[6] Urban greening projects help people feel connected to their communities and encourage healthy behaviors. Children living within two-thirds of a mile from a park can be up to five times more likely to have a healthy weight, and exposure to nature can reduce stress by almost 33 percent.

Through the creation of public open spaces that allow community members to play and connect, decision-makers can improve public health, including lower rates of obesity, diabetes, heart disease, hunger, and depression. Parks and green space also mitigate the significant environmental challenges resulting from urban heat island effect by restoring critical ecosystems, increasing tree canopy, improving air quality, and reducing stormwater runoff.

Each year, the Trust for Public Land gives the 100 largest cities in the U.S. a "ParkScore" based on park acres, facilities and investment, and resident access to local parks. Los Angeles has a park score that ranks it 49th

[5] The Trust for Public Land, *A Trust for Public Land Special Report: Parks and the Pandemic*, 2020. https://www.tpl.org/parks-and-the-pandemic

amongst the 100 largest U.S. cities. In addition to facing systemic disinvestment, low-income communities of color like South L.A. are often park-poor.

Determining where to build a new park opens up important questions:

○ What kind of access do residents, including specific underserved communities, currently have to open space?

○ How does that compare with access to parks across the city at large, or within or compared to other Council Districts?

○ How could increased access to this park improve the lives of residents around it?

Once the location is determined, a second set of questions arise around making the park accessible:

○ What transportation patterns, preferences, and resources does this neighborhood rely on?

○ What are the predominant languages and demographics of people that will use the space, and how can we make sure they feel safe and welcome there?

USING REMIX TO INFORM THE LOCATION OF A NEW PARK

We started by comparing relevant demographic statistics of the council district with the city at large. Using Stats Grab and council district layers, we learned that this park would be located in a council district with a disproportionately high population of people of color.

Stat	City	Council District 15
Population	3,953,900	265,200
Percent Minority	72%	86%

Using Remix Stats Grab to bulk-select parks from a L.A. City Parks District layer, we quickly counted 39 parks in the district, and began to zero in on our specific park to see if it was additive.

A Walkshed Isochrone gave a sense of the number of residents within a 10-minute walk from the park, who we believed were most likely to use the area. It also showed that no hospitals exist in the area, 99 percent of the residents are people of color, and that car-free households and transit mode-share were higher than the city at large.

Using Stats Grab on the park location, we determined that this park would be serving close to 11,000 people who otherwise would not have access to other parks within a half-mile walk, and 13,700 people overall.

Seeing these parks selected on a map alongside the Stats Panel, we noticed more insights. Could this park provide a new outdoor space for the roughly 1000 older adults who live within the half-mile buffer, since they live far from the senior center? Could a new park provide an opportunity to bring more programming in for this demographic?

RESULTS AND INSIGHTS

Using Remix for less than an hour, we were able to show that the park we are proposing would benefit approximately 13,000+ people, 11,000 of whom did not previously have access to a park within walking distance, 99 percent of whom are non-white. We were also able to affirm that several bus lines made the park accessible to those even further away. We discovered that about 1,000 older adults who live nearby do not currently have easy access to park space and live too far to walk to the closest senior center. A new park could offer them a gathering place for programming and to stay healthy and active.

[6] American Heart Association News, "Make neighborhoods green for heart health? The idea is taking root", 2019. https://www.heart.org/en/news/2019/10/01/make-neighborhoods-green-for-heart-health-the-idea-is-taking-root
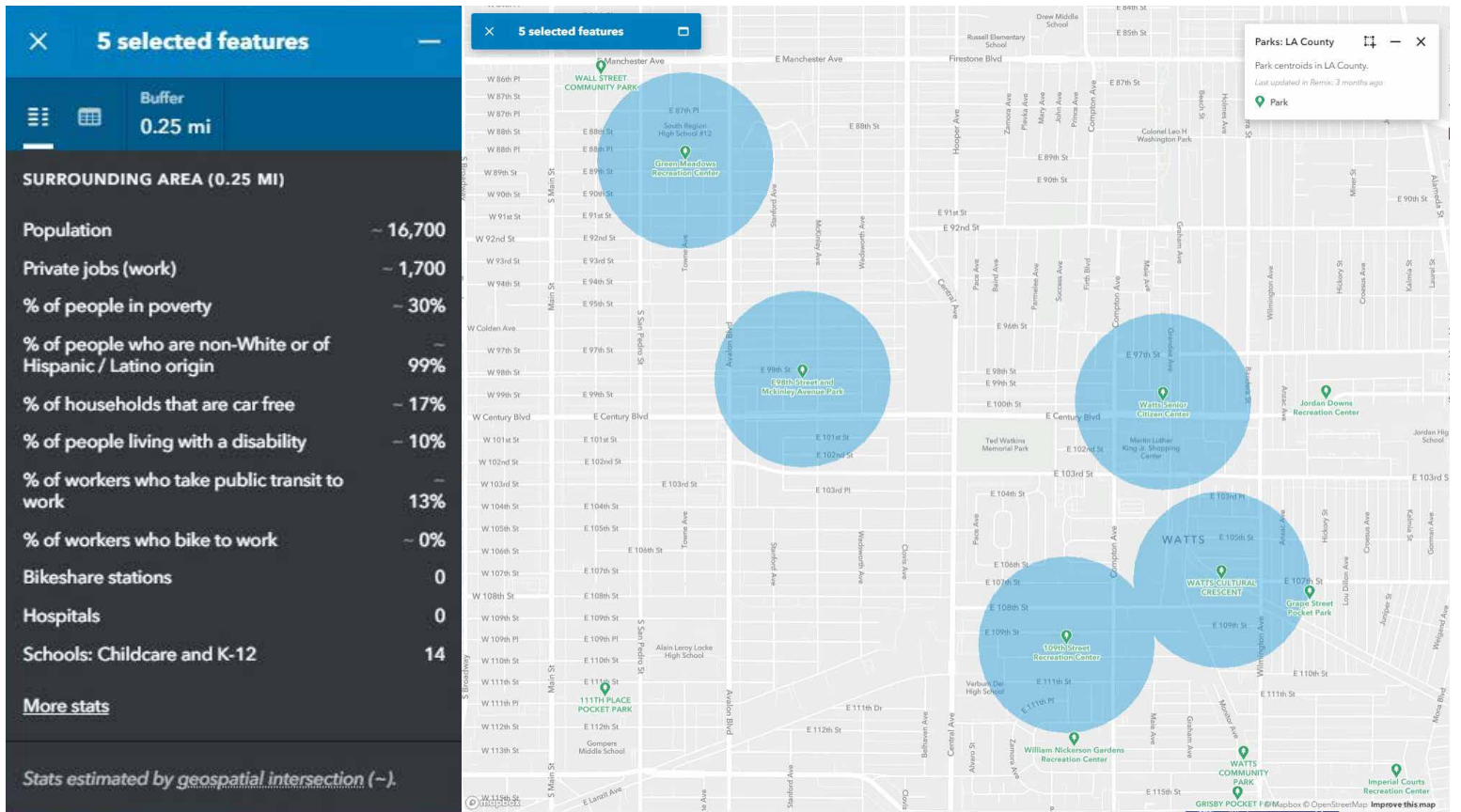
HOW WOULD YOU ADDRESS THIS QUESTION WITHOUT REMIX?

The best way to determine if this is a good site for a park and if residents would benefit from it would be to talk to community members. However, too often community feedback and opinion are not valued in the same way that empirical or quantitative research are valued. As a result, when trying to determine if a particular site is good for a park, planners often use research from academic institutions or from prior government planning processes for green space in the area. This could include planning documents from a local council office or from the Department of Parks and Recreation. There is also quite a bit of discretion in where parks can be built that can be determined by elected officials and developers.

OVERALL EXPERIENCE USING REMIX
EXPLORE

As a visual learner, using Remix allowed me to dream big and put things on a map with the instant gratification of seeing how it would impact a community and who is in that community. I was surprised by how easy it was and how helpful and detailed the customizing of the tool could be.

It was intuitive and easy to answer the questions I came to the case study with — and also to inspire new questions. I started off the case study with one set of questions in mind but once I started adding layers on the map it became clear that there was so much more information I could add and the new questions I had were popping up in real time and could be answered just as quickly.

RECOMMENDATIONS

Provide easy access to data in an easy to use and intuitive platform. Using Remix would equip community members or advocacy groups to understand the local context of green space in a particular area, or other land use changes and proposals. Having relevant data and the ability to show multiple options and the impacts of different proposals would be especially helpful when going to the decision-makers who have discretion and resources to build new green spaces.

In addition to seeing how many more total people would benefit from a potential park, I was able to

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break that down by income, race, age, and other key demographics. I was also able to get a sense of when people commute to work, how, and make some predictions on when the park might be of most use to certain people. Finally, I was able to see what modes of transportation people use to commute, predict how people might get to the new park, and also creatively visualize what transportations changes could be made to create a mode shift and get people to the park without having to use a car.

Don't let this amazing tool create another barrier.
Often advocates are dismissed for not having the resources or training to use technology tools like GIS and fancy dashboards. While this Remix tool could help equip those individuals with the tools they need to supplement their qualitative work with quantitative data, there is still a risk that this tool will just serve as another barrier. It would be innovative if some kind of incentive structure could be created such that government agencies who shared their access to Remix (training and tools) with local community-based organizations received some benefit. This would ensure that in addition to planning for a specific project, capacity-building and the beginning of long-term planning relationships could happen between government and community.

Compare and contrast contexts for local governance. City planners and parks departments should be making use of this tool. A government entity exploring multiple sites would have a tool to compare different locations on a variety of factors, and an ability to do so relatively quickly. They could look at demographics and access to green space for a particular location and then compare that across a pre-set distance, a council district, a neighborhood, a city, or a whole region.

More granular data analysis & disaggregation before planning begins. Working for a private firm or a local government agency, this would be a great second step — after talking to the community and hearing their guidance, insights, and priorities — for park planning before or in conjunction with ground-truthing any assumptions in a community with residents.
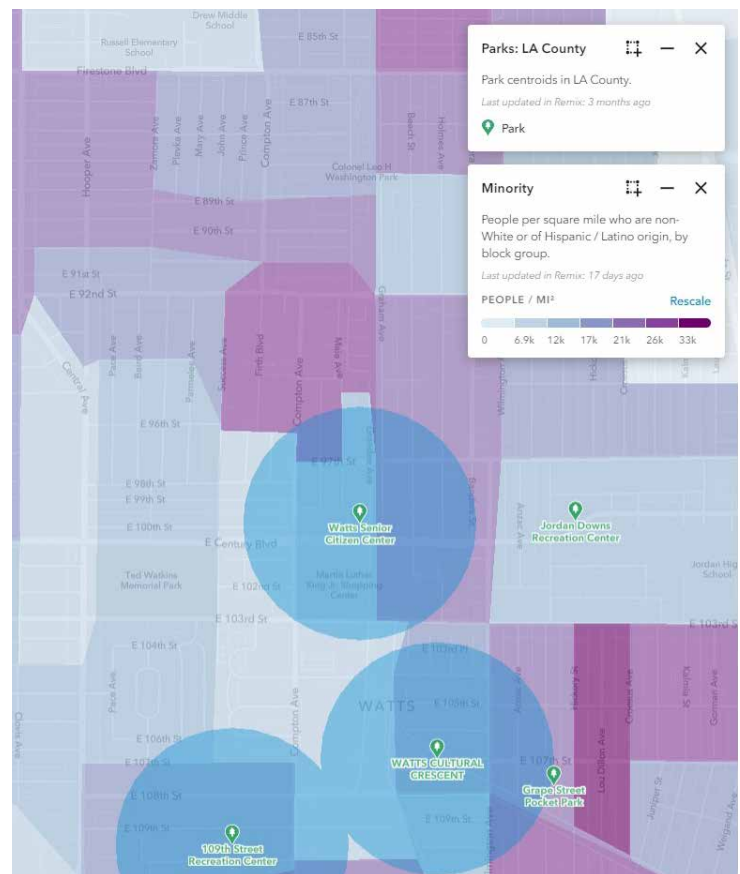
Use data analysis and disaggregation to break down silos. One of the struggles in government is working across departments. Yet, COVID-19 has shown us that intersectional approaches to planning are more necessary than ever. This is a great tool for multiple departments to use together. The ability to overlay park information with demographics, council districts, and transportation options would easily facilitate a meeting where decisions could be made between a council office, a parks department, and a transportation department. Beyond that, this is a tool that could be used in a community meeting — by government or community based organizations — to visualize potential changes and benefits in a way that is interactive and effective.

CASE STUDY 2
EQUITABLE CHANGES TO BUS SERVICE THAT MEET RIDERS' NEEDS

BY: HAYLEY CURRIER

TransForm

This case study brought an advocate's questions and concerns to a hypothetical bus service cut to learn more about the potential impacts of transit service reductions in the face of the COVID-19 pandemic.

Facing a financial crisis, transit agencies across the Bay Area, California, and the nation are reducing service in an attempt to shore up budgets. For transit-dependent folks with limited mobility options, this could significantly impact their ability to get to their jobs, doctors appointments, the grocery store, or other key destinations. Transit service cuts may also push more people to own cars and drive, increasing their transportation costs and leading to the transit death spiral — reducing transit service leads to lower ridership, which reduces revenue and leads to more service cuts, etc.

Since the pandemic began, TransForm has been partnering with organizations around the Bay Area to fund transit operations threatened by the stay-at-home orders and related economic impacts, protect vulnerable transit riders and workers, and to avoid devastating transit service cuts.
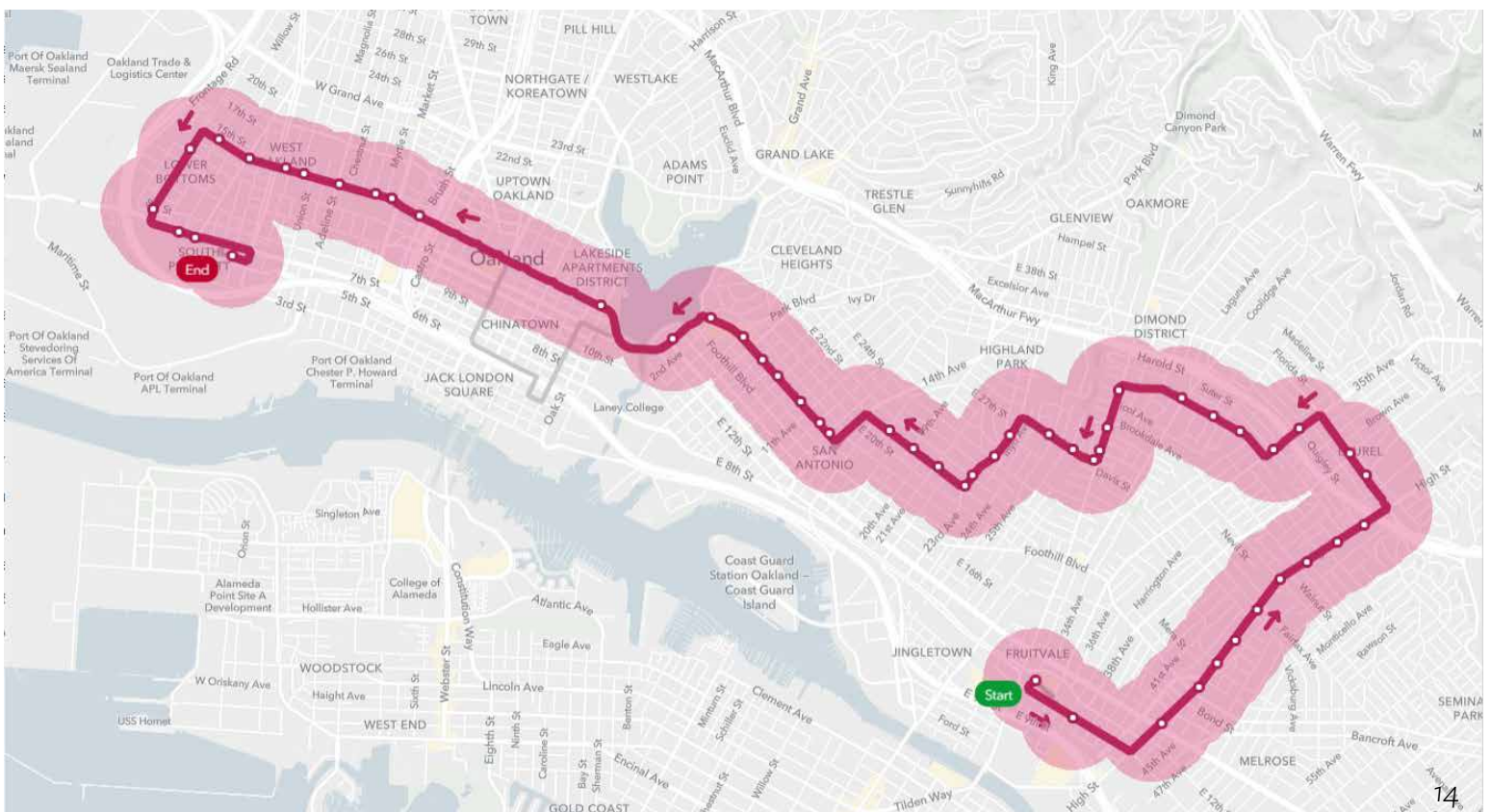
	X	11 miles of selected streets		Commuting - Commute mode by Poverty status		

Topic	Rows	Columns	Year	Buffer
Commuting ▾	Commute mode ▾	Poverty status ▾	2019 ▾	0.25 mi

	Below 100 percent of the poverty level	100 to 149 percent of the poverty level	At or above 150 percent of the poverty level	Total
Drove alone	4.6% (1,830)	4.5% (1,806)	41.1% (16,522)	50.1% (20,157)
Carpooled	1.2% (464)	1.0% (407)	8.5% (3,400)	10.6% (4,272)
Transit	2.8% (1,121)	1.9% (753)	21.1% (8,470)	25.7% (10,345)
Walked	0.5% (195)	0.4% (146)	3.2% (1,306)	4.1% (1,647)
Taxicab, motorcycle, bicycle, or other means	0.5% (199)	0.3% (125)	3.8% (1,527)	4.6% (1,850)
Worked from home	0.4% (144)	0.3% (135)	4.1% (1,655)	4.8% (1,933)
Total	9.8% (3,953)	8.4% (3,372)	81.8% (32,879)	100.0% (40,204)

Means Of Transportation To Work By Poverty Status In The Past 12 Months (Universe: Workers 16+ with Known Poverty Status). From table B08122 in the American Community Survey 5-year; 2010-2014, 2015-2019, using Census Tracts. Stats estimated by geospatial intersection.

Poverty

People per square mile falling below the poverty threshold, by block group.

Last updated in Remix: 17 days ago

PEOPLE / MI²   Rescale

0   100   250   500   1k   2k   5k
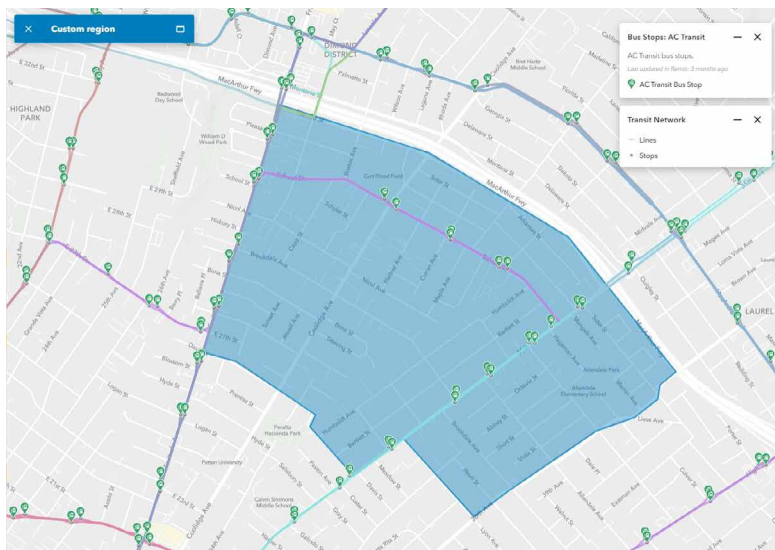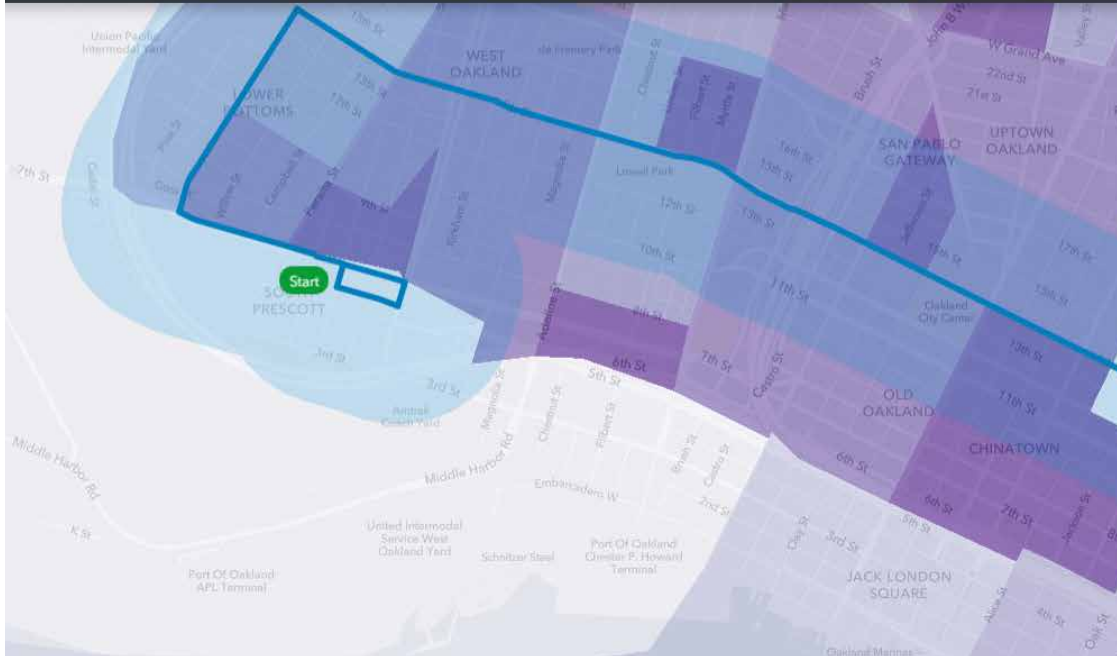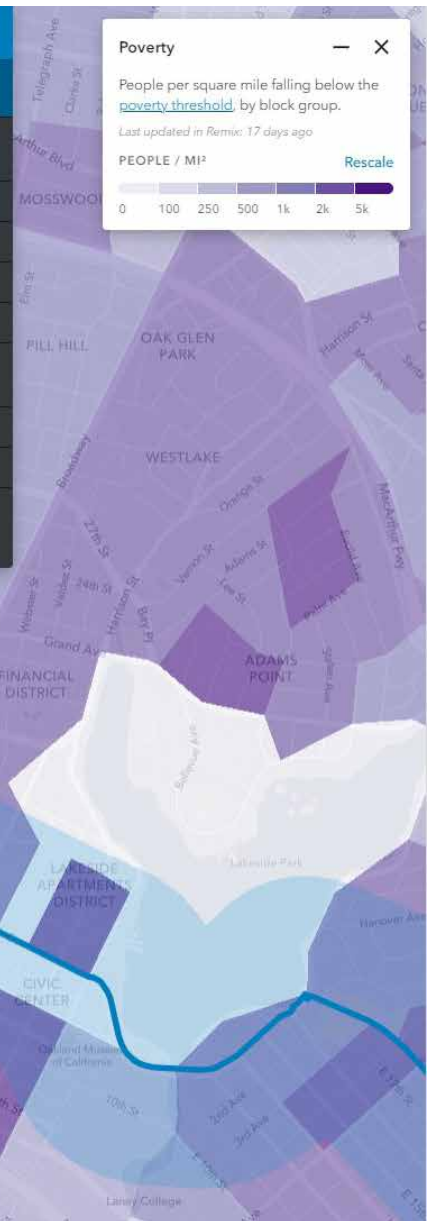
USING REMIX TO UNDERSTAND POTENTIAL TRANSIT SERVICE CUTS

We began by looking at who lives along a sample bus route in Oakland. Though AC Transit (the local bus service provider) has no current or active plans to reduce service in this area, it was a good route to study given the population density and demographic composition of the surrounding communities, and close proximity to Downtown Oakland.

Next we wanted to understand how people with low incomes are distributed along the route. We turned on the poverty layer and noted a high density of people falling below the poverty threshold throughout the route's geometry.

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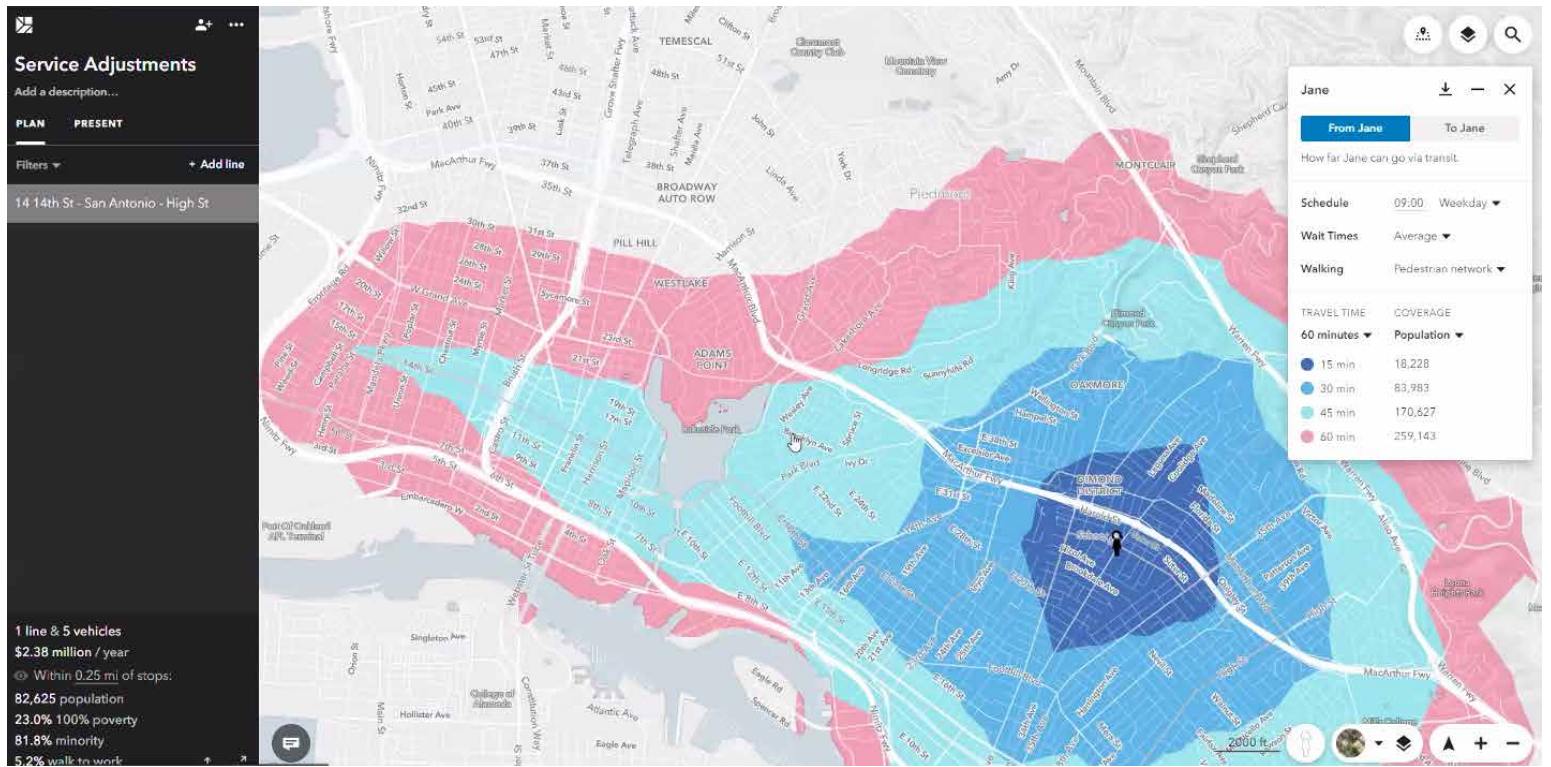
To get a closer look at the transit dependency of those in poverty, using Breakdown Tables on the buffered transit line, we noted that roughly 22 percent of the 7,626 transit riders who live along this line have incomes below 149 percent of the poverty level. It was helpful to have different indicators of poverty (100 percent of federal poverty level, 200 percent of federal poverty level, etc.) to account for the high cost of living in the Bay Area.

We imagined I was advocating for a particular neighborhood along this route. How might Remix enable me to quickly investigate potential impacts and develop informed questions for the agency reducing service?

I drew a polygon around the neighborhood identified as the study area. We noted that 30 percent of the population in this neighborhood are limited English speakers and 84 percent are non-white (slightly higher than what we found distributed across the sample bus route).
Using this neighborhood as the anchor for our analysis, we started to dive into understanding today's level of service and access to jobs across this line, noting that most residents were traveling to downtown Oakland.

Using Jane, an isochrone feature inside Remix *Explore*, demonstrated that the residents in the study community who depend on this line have access to most of downtown

in 45 minutes to an hour. (While we were only using a single line for this quick study, we recognize that a more holistic analysis on access would take into account multiple lines, and Jane is capable of considering the full network.) When agencies have to reduce service, they often make several changes at once to balance coverage and mitigate newly formed gaps or deserts. It's challenging for organizers to know what the collective changes mean for the communities she is working with. Running this isochrone analysis gave a strong indication of the baseline of current service — time to travel to key destinations and number of jobs accessible — from which to ask how changes to service would impact the residents of our study area.

TransForm and our partners often advocate for transit users who often ride off-peak, or in what is known as the "reverse commute" — these folks are most at risk for losing access to their jobs when service is cut. Service is often centered around the dominant 9 to 5 commute pattern and schedule, which leaves a lot of folks out, especially low-income workers like cleaners, hospital workers, service workers, etc. The team used Breakdown Tables to look at access to vehicles by poverty status, those in poverty who were transit dependent, and work status (full time/other) by earnings.

WITHOUT REMIX, HOW WOULD YOU ADDRESS THIS QUESTION?

I would typically work with community based organizations to understand their concerns about transit service cuts and represent these concerns at meetings with agencies. We don't always use data, or ask for it, when advocating against cuts to transit operations. Advocates and community members never want to accept service cuts as inevitable, and often oppose all cuts. Having a nuanced perspective of how to do more with less has traditionally been the job of the transit planner at an agency, not the advocate — and most advocates have no way to check their assumptions.

RESULTS AND INSIGHTS

Remix makes a tremendous amount of data available, but it's up to me to harness it to understand the impacts of planning decisions. The biggest challenge is putting together the different types of analysis to come up with an advocacy strategy. How do I ground-truth what I'm learning in Remix with the communities I work in? How do I make sure transit planners and board members are asking the right questions when they make service change decisions?

Another element that surprised me is the discovery of other issues as I was exploring my primary question. For example, I wanted to understand how residents of a particular neighborhood would be impacted in their ability to go downtown if this particular line was cut. In exploring that question, I found the line itself was fairly slow at getting folks downtown to begin with. Are the changes proposed going to get folks downtown faster? Remix can be used to answer that question as well!

Some of the demographic data was also surprising. I have assumptions and preconceptions about who lives in a certain neighborhood and how they get around.

OVERALL EXPERIENCE

This hypothetical analysis was fairly exploratory, but the experience was positive.

○ I learned how to use all of the *Explore* features, plus the Jane isochrone function, in an hour.

○ I felt more confident in understanding what data I should be asking for from transit agency partners to understand if changes meet the needs of the riders I'm advocating for.

○ It helped me better understand how transit planners make decisions, which might help me more effectively intervene in a potentially harmful decision.

RECOMMENDATIONS

Use Remix as a collaborative tool for more robust advocacy. It would be great to know that the agencies I work with have access to Remix. It is helpful as an advocate to know that I could sit down with planners and ask them to walk me through their analysis. I know they have access to the information needed to understand how their decisions are impacting particular communities. If they aren't already considering those groups in their analysis, I know I can push them to do so, because the information is there. Lack of information need not be the reason that transit-dependent communities, low-income people, limited-English speakers, Black and brown folks are not being served.
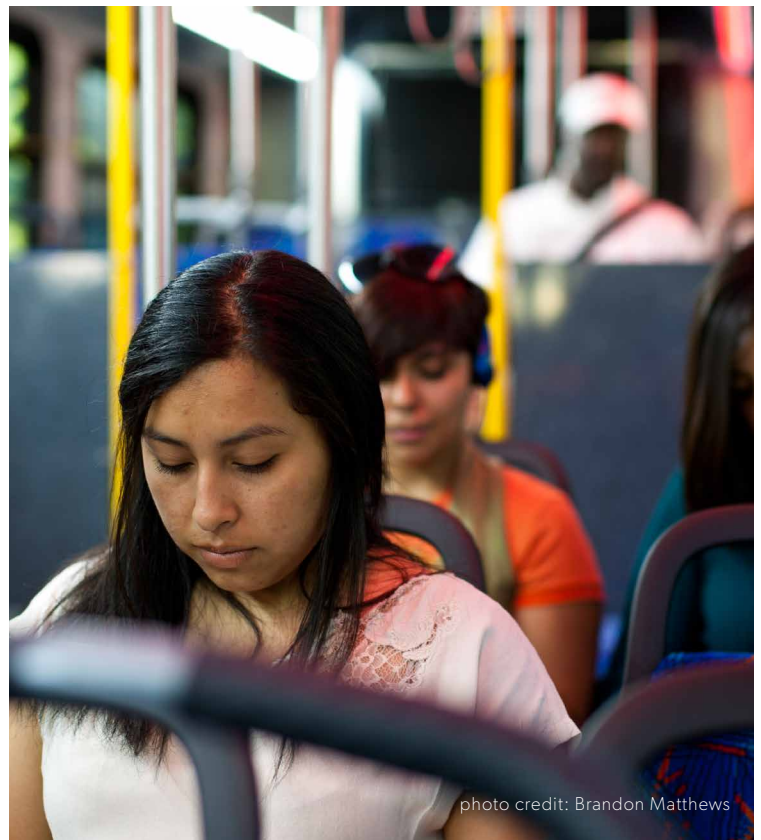

photo credit: Brandon Matthews

CASE STUDY 3
AN EXPLORATION TO SEE IF ORAL HISTORIES MATCH DATA

BY: DR. DESTINY THOMAS AND NDIDI LOVE
Thrivance Group

Thrivace Group is currently working on displacement avoidance planning efforts with community and government partners in Fresno, California. They will be developing and leading the Displacement Avoidance Plan Design and Implementation for the Transform Fresno Plan. This is an historic process to identify and implement investments that will catalyze economic and environmental transformation in Downtown, Chinatown, and Southwest Fresno. The Plan will also serve as a reporting pattern.

The Thrivance team has been conducting oral interviews with residents of Fresno as part of a bigger equity project for the city's infrastructure package. Thrivance would like to ground oral interviews with data, in order to demonstrate how infrastructure investments, justified with "accessibility" to certain populations, may in fact have displaced them.

Most infrastructure projects have been funded as a result of a sponsor agency or other applicant proving some data-driven case touting various project benefits to the community. However, planners rarely return to a completed project site to evaluate whether the project resulted in the outcomes that the funding was predicated on.

As part of a greater project with the City of Fresno, the Thrivance team has conducted a series of oral histories with residents to understand the longitudinal impacts of revitalization efforts and infrastructure projects, in an attempt to make sure negative outcomes aren't repeated in future efforts. Thrivance will be using Remix to see if American Communities Survey (ACS) data compiled by the U.S. Census Bureau supports these oral histories, as a new method for conducting longitudinal equity impact assessments. For the purpose of the case study, Thrivance wanted to highlight where connections between quantitative and qualitative data are necessary.

Empirical data such as oral history enrich our understanding and analysis of the cumulative impacts of investments over time. These histories can point to and uncover things that are obscured in quantitative analysis of standardized datasets. Not to mention the white-experience orientation of readily available, standardized datasets.

Thrivance also wanted to understand if Remix could uncover how policies, pressures, and the like have contributed to displacement. A multitude of factors beyond transportation can cause displacement, which was a challenge and an opportunity for the Remix team.

These concerns are part of the work Thrivance is leading in partnership with The City of Fresno and the California Strategic Growth Council.

RESULTS AND INSIGHTS

Thrivance provided Remix a shapefile of these infrastructure projects to upload into *Explore* for analysis. Remix was able to show how the implementation of infrastructure projects that were meant to improve mobility options of the community have, in actuality, not made the slightest dent in the mode split of the local area.

Since most equity analyses often involve numbers held static at a snapshot in time, they are usually devoid of the complexity of the lived experiences of vulnerable populations. In fact, data analysts are the main deciders of how to interpret numbers, what narratives to attach to the numbers, and what narratives to highlight based on how they slice the data — imbued by their own implicit biases. For the experience of BIPOC to be authentically represented in the data, their experiences need to guide the quantitative analysis.

RECOMMENDATIONS

Leverage Remix *Explore* as an accountability tool. COVID-19 exacerbates the impacts of municipal staff turnover and ongoing cycles of displacement that make it virtually impossible to track impacts on a per-household (or even census block) basis. Stories about community development become urban legends while new municipal staff question the truthfulness and validity of residents' oral histories. This dynamic disrupts what would be accountability milestones. Staff and residents are no longer in the project area to tell the story about why a project was greenlit, who it set out to benefit, and whether or not a benefit was achieved. Using Remix preemptively could serve as an accountability tool for making decisions about which agencies to award funding to, assessing adherence to commitments made to communities, and prioritizing impact mitigation measures.

Dignify validation and build capacity for self-determination. The distance between widely accepted mobility planning practices and community-rooted notions of travel, connectivity, and bodily autonomy is most evident during the implementation phase of a mobility project. This is the moment many residents realize the means to a mobility-related end don't include cultural nuances, legacies of trauma, or an understanding of all that goes unseen and unaccounted for when it comes to defining what makes a community, a community. Remix *Explore* could serve as a capacity-building tool for residents wanting to self-determine and ensure long-term congruity between community priorities and planning outcomes. Ongoing use of the tool could engender dual-directional coalescing of terminologies, narratives, and success measures for planners and residents in project areas.

OVERALL EXPERIENCE

As a values-oriented leader of a socially-responsible planning firm, the process that went into conceptualizing Remix *Explore* was just as important to me as the efficacy of the tool itself. The team that led this work demonstrated a genuine inclination toward mobility justice principles and a willingness to evolve the tool in many creative ways. I would like to see a revisitation of this work post-COVID to capture insights from a more stable field of exploration. As a planning practitioner, this process unlocked a great deal of creativity in me and inspired drastic modifications to some of the interventions and policies we were initially considering.

Overall, I have a strong feeling Remix *Explore* will be a necessary tool for the planning field as we move toward a workforce that is representative of the communities we serve (in ideology, culture, race, gender identity, age, values, and education). I can imagine a DOT hiring a Transportation Planner directly from the community, with no academic or professional background in planning, and this tool vastly reducing the learning curve and streamlining community-centered planning.
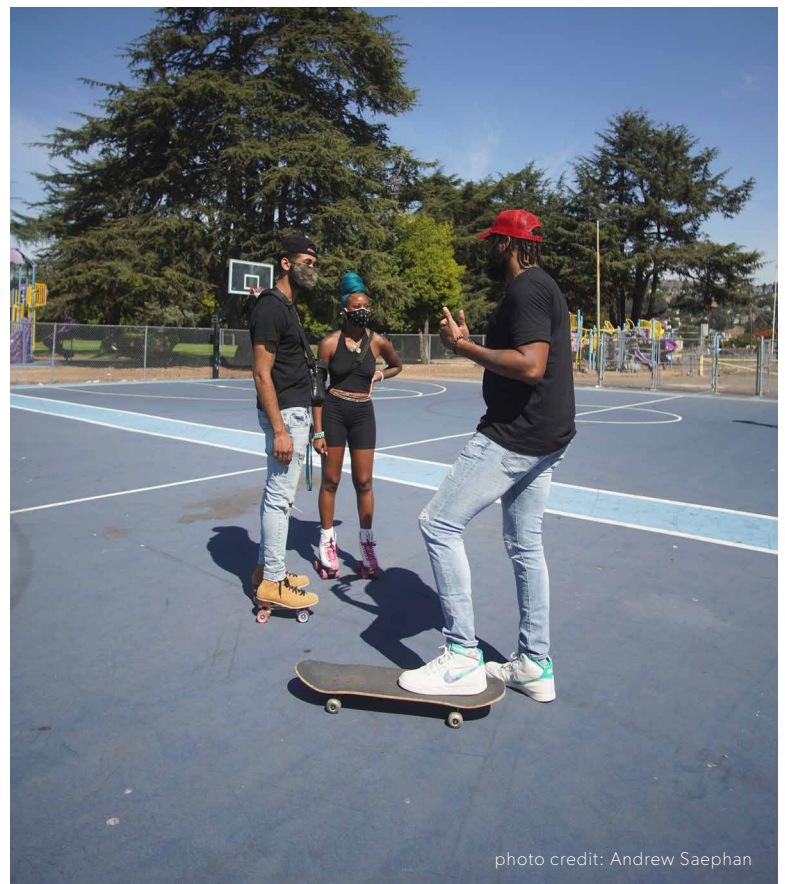

photo credit: Andrew Saephan

CASE STUDY SUMMARY / COMPARISON

The following chart explains the strengths and weaknesses of Remix *Explore* for the purposes of these three case studies. It's important to be clear that Remix cannot build software for every issue an advocate may want to explore. Table 4 briefly describes key takeaways using the Remix *Explore* product for the case study exploration.

Although Remix itself was not built as an advocacy tool, advisors learned through their case studies that *Explore* can be used as such. The advisors also pointed out that the user behind the tools matters. Data is a tool that can be used in many ways, not only for what one user would deem to be positive social and economic impacts. **It takes a loving heart from someone using a tool like Remix to put the data to use advancing equity goals for planning purposes.**

Table 4. Case Studies Summary and Comparison
USING REMIX *EXPLORE* TO FURTHER UNDERSTAND COMMUNITY NEEDS

	CASE STUDY 1 Making sure a new park served low-income earners in the surrounding area	**CASE STUDY 2** Equitable changes to bus service that meet rider's needs	**CASE STUDY 3** An exploration to see if oral histories match data
What Remix *Explore* can do. Quickly answer questions that would otherwise take an analyst hours or days.	Make the connection to environmental racism's cumulative and disproportionate impacts on BIPOC people. Ten minutes into her case study, Tamika was able to answer her initial questions and discover new ones in real time and answer them just as quickly.	Quantify the number of transit-dependent riders living within walking distance to a specific bus line being targeted for service reductions. Quickly investigate potential impacts and develop informed questions for the agency reducing service.	Create data visualization on a map with demographics statistics. Quickly enable the change between ACS data from one year to another.
What Remix *Explore* cannot do. Make a decision or determination for an issue or concern.	Talk to community members. Too often community feedback and opinion are not valued in the same way that empirical or quantitative research are valued.	Put together different types of analysis to come up with an advocacy strategy. Make sure transit planners and agency decision-makers are asking the right questions when they plan to service changes.	Illustrate direct benefits or risks to populations of concern, though some functionality can show trends over time. *Explore* does not capture oral history as a data point to help build a case for setting spoken narrative beside qualitative data.
How Remix *Explore* works best. Helps advocates influence decision-making processes.	When going to decision-makers who have discretion and resources to build new green spaces, advocates could be equipped with the data and ability to show multiple options and the impacts of different decisions.	Equip advocates to understand and communicate the tradeoffs that transit-oriented planners make when deciding on service changes. Often these impacts on riders are not present to governing bodies when they are making decisions on service cuts.	Help operationalize a planner's workflow. Thrivance needed specific data points to understand displacement impacts unique to their project area. *Explore* allows them to see the population represented by statistics to then gauge implications cross-referenced to policy or other factors.

ADVANCING EQUITY BEYOND REMIX:
A REFLECTION ON POWER DYNAMICS

These days, everyone wants the silver bullet to undo the harm Black and brown communities currently endure from decades of neglect, underinvestment, and government actions steeped in racism. But the disparate outcomes we live with, coupled with the ongoing day-to-day terror of racism, cannot be undone with the push of a button. There is no quick fix.

Explore can help practitioners examine the positive and negative impacts before final decisions are made, but there are underlying conditions that push industry practices and processes toward inequity. These underlying conditions came up in discussion and analysis throughout this project. This section unpacks some of the inequities within government decision-making, recognizing that many other facets of "white supremacy culture" create serious challenges to advancing equity or conducting truly meaningful and inclusive public engagement.[7] These include:

- Institutionalized racism,
- Implicit bias in hiring practices,
- Unjust treatment towards planning staff of color,
- Historical disinvestment in communities of color,
- A persistent focus on the symptoms of racism and failure to address the root causes of problems.

There is a whole world outside of data analysis that needs a reckoning. Planners at agencies conduct research and analysis, but that analysis is beholden to bureaucracy and complex power dynamics. The decision-making web of appointed and elected political officials involved in planning decisions holds vastly more sway than residents and constituents who are most directly affected by planning.

Transportation governing boards often do not reflect the communities they serve, particularly as far as transit ridership. It is highly problematic for officials who don't ride the bus to make major decisions about bus service and operations. In a national study of 177 transit boards in 2002, only three percent of agencies' governing boards were publicly elected.[8] Instead, most transportation decision-making bodies tend to be made up of appointed officials or elected officials (such as city councilmembers or county supervisors/commissioners) appointed to those seats. In the latter case, elected officials are more accountable to the interests of the constituencies they represent than the boards they sit on. Nonetheless, these decision-makers review, approve, and decide on transportation spending on the collective order of hundreds of billions of dollars a year nationally. Today, most of that spending is still in service to maintaining the inequitable status quo.

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[7] Tema Okun, Dismantling Racism, *White Supremacy Culture*.
https://collectiveliberation.org/wp-content/uploads/2013/01/White_Supremacy_Culture_Okun.pdf

[8] Transit Cooperative Research Program, *Public Transit Board Governance Guidebook*, page 6, 2002.
http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_85.pdf

The role of constituents within these institutional systems and structures is also a grey area, and their degree of power in planning processes is uncertain at best.

Even the most equity-forward presentation of data does not guarantee the equity outcomes we hope to attain. Conducting better analysis is just one of the many early steps planners and policymakers ought to take in order to begin to unravel racist policy-making and its ongoing effects.

Similarly, the most forward-thinking investment in improved outcomes for Black and brown communities will not undo the culture of white supremacy that pervades much of American society and remains upheld by systems seen and unseen. As such, our ability to advance an anti-racist public policy or planning agenda is not just limited by available funding or staff capacity, or our ability to prove why we should focus resources on BIPOC communities. Those are excuses that enable people with power to continue to uphold oppressive systems.

People doing the hard work of anti-racist planning need to carefully consider the political context in which they propose solutions. For the most part, any significant plan or project seeking to advance equity will require approval of funding or policy by elected or appointed decision-makers. All too often, decision-makers enact planning decisions that run counter to the rationale of good data analysis or expressed public policy goals.

In short, the biggest obstacle in the way of equitable planning may be political will. Our vision and plans for racial justice can only advance as much as they are supported by the powers that be. Government systems were not created to ensure BIPOC people will thrive, so change is needed. Having better representation of BIPOC people at all levels of government would help, but anti-racist policy change will likely only succeed when it becomes a widely shared goal that all leaders are held accountable for.

CONCLUSION

Whether you are an advocate or a planner or both, whether you are likely to use Remix or not, our hope is that this brief advances your understanding of how to harness the power of data for advancing equity outcomes. Remix makes data more accessible, an important part of improving planning and policymaking.

This project shed light on the limitations of the current state of our planning practice. Planners and policymakers spend inordinate amounts of time in meetings and behind screens, often conducting shallow analyses on the populations they aim to serve, using datasets that may omit or obscure the full lived experiences of Black and brown people. Data is obviously important, but the best equity work is ultimately relational, on the ground, with the community, more listening than explaining.

Advanced data platforms like Remix can save valuable time on data analysis, allowing planners to focus more on building effective relationships, both with the populations they serve and within the power structures they must navigate to do so.

For those who are attempting to engage communities affected by persistent underlying inequitable conditions, below are steps to ground yourself in the application of your data-driven work. Although there is no single formula for how community engagement should take place, certain considerations should generally be made in pursuit of building genuine, trust-based relationships.

STEPS TO TAKE WHEN USING REMIX *EXPLORE* FOR COMMUNITY ENGAGEMENT

- **Define your use of data based on community input, guidance, or leadership.** Have a plan for how software users and the data they gather will meet a community's self-identified needs.

- **Do not predetermine what the community's needs are.** Remember that needs are not static and are subject to change. Mobility projects tend to not be adaptive in this way, so plan ahead to make adjustments over time.

- **Ensure people assigned to engage with a community are adequately trained and reflect the identity of the populations they will be working with.** This should be the case throughout a scope of work.

- **Planning for equity is about people and their needs first, not infrastructure.** The planning profession tends to focus on capital projects rather than services and programs. Begin by considering whose needs you seek to address and how you can co-create the best path forward with the concerned population. Again, do not presuppose needs or potential solutions.

- **Use software tools to make more space for the work that shouldn't be rushed.** Remix allows planners to more quickly study a project area and save time completing grant applications. Determine in advance how to use this saved time to advance racial equity. For example, connect directly with the people who are meant to benefit from the project, as well as those who may be adversely impacted; bring in community stakeholders at the earliest stages of a project, and circle back with them as often as possible.

- **Enable staff at multiple levels and departments, or even external organizations and community members, to use the tool for different reasons.** More heads are better than one, and more different perspectives on the same situation can lead to better outcomes. This could also create new opportunities to build relationships between advocacy organizations and DOTs, for example.

- **Authentic community engagement should always include the decision-maker circling back to the community** to share what they heard, how they used community input, and which comments and concerns could not be addressed and why. This is modeled above in Table 3, which details how the decision-maker (Remix) listened to

and solicited input from community (equity advisors) and reported back what feedback was incorporated into the project. At the end of this project, Remix made a final presentation to the project team about how they adapted *Explore* in response to the advisors' input.

- **Over time, evaluate the effectiveness of what Remix enabled you to do.** Consider how the software helped you advocate for equity, understand a community, or communicate with the public. Check back on your assumptions about outcomes over time, comparing real world conditions and qualitative data from affected communities with models and predictions.

Taking these steps while working with others can naturally foster stronger relationships, build accountable agreements, and create transparency about intentions. Such preparation should expose areas where planners hold a great degree of decision-making power over communities, need to go back to the drawing board, aren't properly staffed or prepared to take on a project responsibly. Or, on the other hand, it could indicate when planners are prepared to be continually attentive to the needs of the population they plan to engage, throughout a project timeline and thereafter.

Remix *Explore* brings together multiple data points to tell a more detailed story about context and potential impacts before planners make real-life changes to communities. Analysis in Remix *Explore* could be equally useful to prevent a harmful change from happening, or to see what causes a particular change.

When TransForm partnered with Remix and Elemental Excelerator for this project, we knew that there could be no designing an equity tool to address a neighborhood's most complex problems. Nor could a tool equip a planner with the necessary relationships with a community to build trust.

Nonetheless, the changes to the Remix platform proved powerful for the advisors who conducted case

studies, enabling them to gain new insights and ask questions they had not previously considered. It also gave advocates a better sense of what they could ask and expect of agency or government partners, a key aspect of holding decision-makers accountable. For their part, Remix also learned valuable lessons about how their tools could be used, and their limitations. For example, the third case study underscored how important longitudinal data spanning decades is to convey a clear sense of systemic injustice.

Ultimately, advancing anti-racist planning and policymaking and addressing the harms done to marginalized populations cannot be the sole responsibility of the planning profession or advocates. However, planners and advocates are already playing an important part, beginning to inspire the intersectional approach that is needed to ensure the whole person, and whole community, is taken care of. More comprehensive and accessible data is part of the solution. Broad-based political commitment and courage is another big part. And this project is a testament to the importance of trusted relationships and collaboration to make equitable outcomes a reality.

Data is obviously important, but the best equity work is ultimately relational, on the ground, with the community, more listening than explaining.

APPENDIX:
PROJECT TEAM AND ADVISOR BIOS

TRANSFORM TEAM

Jamario Jackson, Senior Community Planner at TransForm, is the primary author of this project brief. He leads TransForm's mobility projects and planning efforts in East Oakland, centered around building and maintaining community relationships. Jamario previously worked for California State Assemblywoman Susan Bonilla, AC Transit, and United States Senator Dianne Feinstein. His skills and expertise include managing constituent services, advocating for the public's needs while in political spaces, and building relationships with community stakeholders. Jamario received his Bachelor of Arts in political science from The University of California, Merced and a Master of Arts in Urban Affairs from the University of San Francisco.

As Program Director, **Clarrissa Cabansagan** leads TransForm's policy and advocacy team and oversees partnerships with government agencies. She has also led efforts to ensure Black and brown communities benefit from new mobility, managed the Safe Routes to Transit Grant Program, and advocated to prioritize low-income communities in planning efforts around the Bay Area. Previously, Clarrissa provided campaign and research support to Urban Habitat and the Los Angeles-based Bus Riders Union. She has experience as a consultant to government agencies in policy evaluation, stakeholder engagement, organizational development, and project management. Clarrissa received her BA in Ethnic Studies with a minor in City and Regional Planning from UC Berkeley and her Masters in Urban Planning at UCLA.

Hayley Currier is TransForm's Policy Advocacy Manager. She analyzes transportation policies and manages campaigns across the Bay Area and statewide, building coalitions that advocate for progressive transportation and housing policies and funding. Hayley came to TransForm with a background in environmental and land use planning and policy, community organizing, and facilitation. Hayley received her B.A. in International Development from the University of California, Berkeley and an M.S. in Environmental Policy and Planning and Environmental Justice from the University of Michigan.

Darnell Grisby is TransForm's Executive Director. He is a national thought leader in transportation policy and the mobility justice movement. He has deep expertise in transportation policy and funding, anti-racist initiatives, housing affordability, transit-oriented development, and the intersection of transportation and housing finance. Darnell is the former Director of Policy Development for the American Public Transportation Association, policy lead for a national smart-growth think tank, and a senior advisor in the California Legislature. He has degrees from Harvard University's Kennedy School of Government and UCLA.

Rachel Zack is the Director of Policy at Remix. Her passion for empowering planners with access to insights for better decision-making stem from her many years of advising on cutting edge transportation problems, such as TNC regulation (Uber and Lyft), road usage pricing, congestion pricing, express lanes, and planning for autonomous vehicles. Before joining Remix, Rachel launched the Innovative Mobility arm of WSP where she led alternative transportation programs and advised city and state agencies on strategic planning for new mobility. Rachel has a Masters Degree in City and Regional Planning from the University of Pennsylvania, and a B.A. in Growth and Structure of Cities from Bryn Mawr College.

Caitlin Hewitt is the Product Manager for Remix *Explore*. Caitlin has spent her career working at the intersection of energy, data and cloud software to build a more sustainable future. As an avid cyclist, she is passionate about giving cities the tools they need to prioritize sustainable and efficient modes. Caitlin has a B.S. in Civil Engineering from Stanford University and M.S. in Environmental Engineering from U.C. Berkeley.

Rebekah Watkins is Remix's Manager of Data Visualization. A GIS analyst focusing on providing decision-making data necessary for people to improve their communities, Rebekah helps clients visualize and gain new insights. Previously, Rebekah worked at Apple where she analyzed, validated, enhanced and assembled new content for consumer applications. At the Johnson Center for Philanthropy's Community Research Institute she provided local non-profits with personalized data, reports, and maps. Rebekah holds a graduate certificate in Digital Mapping from the University of Kentucky, and she earned her bachelor's degree in Geography from Grand Valley State University.

ELEMENTAL EXCELERATOR

Danielle J. Harris is the Director of Mobility Innovation for Elemental Excelerator. Danielle has dedicated her career to supporting communities, fighting for racial and environmental justice by removing structural barriers and unlocking opportunity. For 10 years, she served as an urban planner for the City and County of San Francisco, supporting small businesses, frontline communities and bridging the gap between government and tech. Currently, she fights against global warming by supporting mobility startups building climate technologies. With experience working in the non-profit, private, and government sectors, Danielle is known as a charismatic collaborative strategist who harnesses creativity to implement justice-focused innovations.


Sara B. Chandler is the Managing Director of Elemental's Equity & Access program. This includes an investment track to leverage climate-positive startups for social equity through project deployments in frontline communities that demonstrate equitable company practices like creating good quality jobs, supplier diversity programs, and community partnerships alongside new technologies. Previously at the San Francisco Public Utilities Commission, Sara worked on local, state, and federal policy and managed special projects across the utility's water, wastewater, and power enterprises. Sara is fortunate enough to have been born and raised in Houston, Texas and to be named after her grandmothers Sarah & Bettye. She is also a proud Greenlining Institute Environmental Equity legal fellow, and earned her B.A. at Emory University and her J.D. from Howard University School of Law.

EQUITY ADVISORS

Tamika L. Butler is a national expert, speaker, and consultant on issues related to the built environment, equity, anti-racism, diversity and inclusion, organizational behavior, and change management. As the Principal + Founder of **Tamika L. Butler Consulting**, she focuses on shining a light on inequality, inequity, and social injustice. Previously, she served as the Director of Planning, California and the Director of Equity and Inclusion at Toole Design; she also served as Executive Director of the Los Angeles Neighborhood Land Trust and the Los Angeles County Bicycle Coalition. Tamika received her J.D. from Stanford Law School, and received her B.A. in Psychology and B.S. at Creighton University in Sociology in her hometown Omaha, Nebraska.

EQUITY ADVISORS
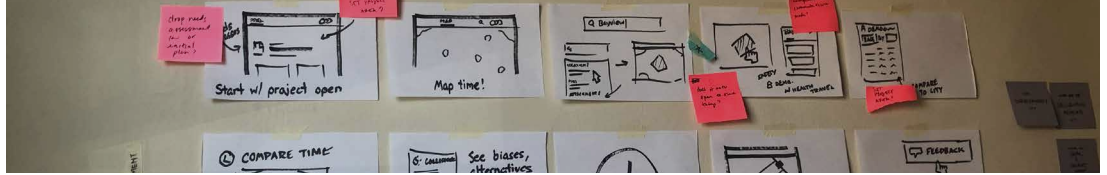
Dr. Destiny Thomas is the Founder and Chief Executive Officer of **Thrivance Group**. An Anthropologist Planner from Oakland, CA, Dr. Thomas, has experience working as a project manager within government agencies including Caltrans and the City of Los Angeles. In addition to this, Dr. Thomas has led key advancements in racial equity initiatives across the state by way of community organizing, policy writing, and nonprofit management in communities that have been most impacted by racial inequities. Dr. Thomas earned a BA in Political Science from Fisk University in 2006, an MPA with an emphasis in Public Health and Non Profit Management from Tennessee State University in 2008, and a PhD in Social and Cultural Anthropology from the California Institute of Integral Studies.

Hana Creger, is an Environmental Equity Program Manager at the **Greenlining Institute** working on the development and implementation of policies leading to clean transportation and mobility investments that will benefit low-income communities of color. She was the lead author of the Mobility Equity Framework, a tool that can be used to maximize equity outcomes and community engagement in transportation planning and decision-making. She serves on a number of advisory committees for cities, agencies, universities, and nonprofits for projects relating to shared mobility, public transit, electric mobility and autonomous vehicles. Hana holds a B.A. in sustainability from San Diego State University.

Leslie Aguayo is an Environmental Equity Program Manager at the **Greenlining Institute** working to further equitable electric vehicle policy and investments. She leads Greenlining's transportation equity work, advocating to increase racial equity in transportation planning and investments, implementing the Charge Ahead California Initiative, and advocating for equitable EV charging infrastructure investments at the California Public Utilities Commission, the California Energy Commission, and the California Air Resources Board. Leslie graduated from the University of California, Berkeley with a Master of City Planning and holds two Bachelor of Arts degrees in Anthropology and Urban Studies from the University of California, Irvine.

Jonathan Pruitt is the Environmental Justice Program Coordinator at **Catholic Charities of the Diocese of Stockton**. Jonathan works with local, regional, and state governmental agencies, community-based organizations, parishes, and residents on implementing sustainable programs and policies. He has experience working with diverse populations and serving in a variety of leadership and mentorship roles. It is his expertise in program planning and community outreach that brought him into the Environmental Justice role. Jonathan is involved in eight steering committees that range from air quality, transportation, water quality, land use and planning, and housing. Currently, he co-chairs the San Joaquin County Healthy Neighborhoods Collaborative and the local Eco-Interfaith. Jonathan holds a principle to collaborate with organizations with goodwill and commit to empowering communities impacted by environmental challenges.

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