



# Title VI Plan

*Approved by Board of Directors May 2024*

Submitted in Fulfillment of  
Title VI of the Civil Rights Act October of 1964 and  
FTA Circular 4702.1B (October 1, 2012)

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# Introduction

## WHAT IS TITLE VI?

The United States has a long history of unjust treatment towards people of color. Although we have come a long way over the past few centuries, we still see disparities throughout our society along the lines of race and ethnicity – even in cases where decisions are made with the best of intentions.

The Civil Rights Movement of the mid-1950's and 60's brought the issues of segregation and racial injustice to the forefront of our national consciousness. The movement resulted in the historic passage of the Civil Rights Act of 1964, which included eleven "Titles" outlawing several types of race-based discrimination. One of these "Titles" – Title VI – included the following provision:

*No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.*

The intent of Title VI is to remove barriers and conditions that prevent minority, low income, and persons with limited English proficiency (LEP) from equal access to public goods and services. In effect, Title VI promotes fairness and equity in federally assisted programs and activities. Title VI is rooted in the Constitutional guarantee that all human beings are entitled to equal protection of the law, and specifically addresses involvement of impacted persons in the decision-making process.

Additionally, Oregon Revised Statute 659A.403 states:

*All persons within the jurisdiction of this state are entitled to the full and equal accommodations, advantages, facilities and privileges of any place of public accommodation, without any distinction, discrimination or restriction on account of race, color, religion, sex, sexual orientation, gender identity, national origin, marital status or age.*

There are many forms of illegal discrimination based on race, color, or national origin that can limit the opportunity of underrepresented communities to gain equal access to services and programs. In operating a federally assisted program, a recipient cannot, on the basis of race, color, or national origin, either directly or through contractual means:

- Deny program services, aids, or benefits;
- Provide a different service, aid, or benefit, or provide them in a manner different than they are provided to others; or
- Segregate or separately treat individuals in any matter related to the receipt of any service, aid, or benefit.

## What Does This Mean for Ride Connection?

Ride Connection is the lead agency in a partnership called the Ride Connection Network that coordinates transportation operations, mobility management activities provided by community-based organizations and groups. Network partners provide rides in Ride Connection owned vehicles with paid and volunteer drivers. These services are available to seniors and persons with disabilities.

The policies, practices, and analysis provided in this document illustrate how the Ride Connection Network ensures compliance with Title VI. Ride Connection is subject to the rules and regulations provided through FTA Circular 4702.1B “Title VI Requirements and Guidelines for Federal Transit Administration Recipients” effective October 1, 2012 (“Circular”). This report is provided as documentation of compliance with Title VI of the Civil Rights Act of 1964. Ride Connection’s Chief Quality Assurance & Compliance Officer is chiefly responsible for administering and monitoring Title VI requirements, but it is the duty of every employee, vendor and contractor of the agency to ensure compliance with nondiscrimination and to further civil rights protections. The Ride Connection Board of Directors must also approve the agency’s Title VI plan prior to its submittal to ODOT and TriMet.

## Ride Connection’s Commitment to Equity

Ride Connection’s commitment to equity can be seen across our agency, the transportation system we manage, and the community we serve. It is embedded in the policies and practices we develop and implement. It is embedded in the investments we make defining the word "program" to make clear that discrimination is prohibited throughout our entire agency and partnerships we build, our workforce, our approach to contracting and our ever-growing connections to our community.

Ride Connection’s Equity, Diversity, Inclusion and Accessibility Statement highlights this philosophy:

We recognize the history of oppression, which has resulted in ongoing disparities based upon race, gender, perceived abilities, religion, culture, economic status, age, and more. We work to acknowledge and address these disparities by creating a culture of inclusion, respect, and authenticity. As a non-profit we understand there are barriers to changing this within the larger context of systemic oppression.

Our mission, vision and values guide our work. The commitment of the Board of Directors and Staff to equity, diversity, inclusion, and accessibility within this framework is unwavering and a priority in all that we do.

Our commitment is ongoing and actionable, reflected in changes to organizational structure, policies, program enhancements, retention practices, including staff and board representation of the communities we serve.

Ride Connection’s complete Equity Plan is provided as attachment D.

## DEFINITIONS

The following terms and definitions are from FTA Circular 4702.1B unless otherwise noted.

**Census** – Census.Gov states [“The U.S. Census counts every resident in the United States. Article I, Section 2 of the U.S. Constitution mandates that this occur every 10 years”](#).

Ride Connection recognizes that certain populations face challenges with accurate representation. Factors such as poverty, limited mobility, language isolation, and inadequate educational opportunities persistently contribute to underrepresentation.

**Designated Recipient** – An entity designated, in accordance with the planning process under sections 5303 and 5304, by the Governor of a State, responsible local officials, and publicly owned operators of public transportation, to receive and apportion amounts under section 5336 to urbanized areas of 200,000 or more in population; or a State or regional authority, if the authority is responsible under the laws of a State for a capital project and for financing and directly providing public transportation.

**Direct Recipient** – An entity that receives funding directly from FTA. For the purposes of Title VI, a direct recipient is distinguished from a primary recipient in that a direct recipient does not extend financial assistance to subrecipients, whereas a primary recipient does.

**Discrimination** – Any action or inaction, whether intentional or unintentional, in any program or activity of a federal aid recipient, subrecipient, or contractor that results in Disparate Treatment, Disparate Impact, or perpetuating the effects of prior discrimination based on race, color, or national origin.

**Disparate impact** refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color, or national origin, where the recipient’s policy or practice lacks a substantial legitimate justification and where there exists one or more alternatives that would serve the same legitimate objectives but with less disproportionate effect on the basis of race, color, or national origin.

**Disparate treatment** refers to actions that result in circumstances where similarly situated persons are intentionally treated differently (i.e., less favorably) than others because of their race, color, or national origin.

**Environmental Justice** – Executive Order 12898, “Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations,” was signed by President Clinton on February 11, 1994. Subsequent to issuance of the Executive Order, the U.S. Department of Transportation (DOT) issued a DOT Order for implementing the Executive Order on Environmental Justice (EJ). The DOT Order (Order 5610.2(a), “Actions to Address Environmental Justice in Minority Populations and Low-Income Populations,” 77 FR 27534, May 10, 2012) describes the process the Department and its modal administrations (including FTA) will use to incorporate EJ principles into programs, policies, and activities.

**Limited English Proficient (LEP) Persons** – Persons for whom English is not their primary language and who have a limited ability to read, write, speak, or understand English. It includes people who reported to the U.S. Census\* that they speak English less than very well, not well, or not at all. It is documented that self-reporting is typically generous and that actual proficiency in Basic English may lag behind self-reported proficiency.

**Low-Income Population** – Any readily identifiable group of low-income persons who live in geographic proximity, and, if circumstances warrant, geographically dispersed/transient persons (such as migrant workers or Native Americans) who will be similarly affected by a proposed FTA program, policy or activity.

**Minority Persons** – Include the following:

- American Indian and Alaska Native, which refers to people having origins in any of the original peoples of North, Central and South America, and who maintain tribal affiliation or community attachment.

- Asian, which refers to people having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black or African American, which refers to people having origins in any of the Black racial groups of Africa.
- Hispanic or Latino, which includes persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- Native Hawaiian or Other Pacific Islander, which refers to people having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Minority Population** – Any readily identifiable group of minority persons who live in geographic proximity and, if circumstances warrant, geographically dispersed/transient populations (such as migrant workers or Native Americans) who will be similarly affected by a proposed Department of Transportation (DOT) program, policy, or activity.

**National Origin** – The particular nation in which a person was born, or where the person’s parents or ancestors were born.

**Recipient** – Any public or private entity that receives federal financial assistance from FTA, whether directly from FTA or indirectly through a primary recipient. This term includes subrecipients, direct recipients, designated recipients, and primary recipients. The term does not include any ultimate beneficiary under any such assistance program.

**Service Standard/Policy** – An established service performance measure or policy used by a transit provider or other recipient as a means to plan or distribute services and benefits within its service area.

**Subrecipient** – An entity that receives federal financial assistance from FTA through a primary recipient.

**Title VI Program** – A document developed by an FTA recipient to demonstrate how the recipient is complying with Title VI requirements. Direct and primary recipients must submit their Title VI Programs to FTA every three years. The Title VI Program must be approved by the recipient’s Board of Directors or appropriate governing entity or official(s) responsible for policy decisions prior to submission to FTA.

**Transit Provider** – Any entity that operates public transportation service, and includes states, local and regional entities, and public and private entities. This term is inclusive of direct recipients, primary recipients, designated recipients, and subrecipients that provide public transportation service.

# General Requirements

For all recipients, the Title VI Program must be approved by the recipient's Board of Directors or appropriate governing entity or official(s) responsible for policy decisions prior to submission to FTA.

The General Requirements section of this report contains Title VI Program components required in Chapter III of FTA Circular 4702.1B. This section includes the following information:

- Title VI Public Notice
- Title VI Complaint Procedures
- List of Title VI Investigations, Complaints, and Lawsuits
- Public Participation Plan
- Subrecipient Monitoring
- Board Membership and Recruitment

## TITLE VI PUBLIC NOTICE AND COMPLAINT PROCEDURES

Ride Connection posts the Title VI public notice on the agency website, in all vehicles, and in the administrative offices. Ride Connection's Title VI complaint form and procedures are also available on the agency website, and the top five languages have been translated. The Complaint Form is Attachment A, Attachment B shows the vehicle notice, and Attachment C is the Complaint Tracking form.

Ride Connection shall follow the internal procedure for reviewing complaints set forth below:

Any person who believes she or he has been discriminated against on the basis of race, color, or national origin by Ride Connection, Inc. may file a Title VI complaint by completing and submitting the agency's Title VI Complaint Form. In order for Ride Connection to investigate, complaints must be received no more than 180 days after the alleged incident. Ride Connection will only process complaints that are complete. If an incomplete complaint is received, Ride Connection will work with the person to resolve the issue. Once the complaint is received, Ride Connection will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing them whether the complaint will be investigated by our office.

Ride Connection will generally complete an investigation within 90 days of receipt of a completed complaint form. If more information is needed to resolve the case, Ride Connection may contact the complainant. The complainant has 10 business days from the date of the letter to send requested information to the Chief Quality Assurance & Compliance Officer.

If the Chief Quality Assurance & Compliance Officer is not contacted by the complainant or does not receive the additional information within 10 business days, Ride Connection can administratively close the case. A case can be administratively closed also if the complainant no longer wishes to pursue their case.

After Ride Connection reviews the complaint, the Chief Quality Assurance & Compliance Officer will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegations and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member, or other action will occur. If the complainant wishes to appeal the decision, they have 10 business days after the date of the letter or the LOF to do so.

All Appeals will be reviewed by Ride Connection's Board of Directors.

### **Ride Connection's Title VI public and website notice is stated below:**

Ride Connection operates its programs without regard to race, religion or religious creed, color, gender, gender identity, gender expression, national origin, ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military or veteran status, or any other basis protected by federal, state, local law, ordinance, or regulation and will not be discriminated against on these bases, in accordance with Title VI of the Civil Rights Act, ORS Chapter 659A, or other applicable law.

### **Ride Connection Title VI Policy Statement**

Title VI of the Civil Rights Act of 1964 states:

*"No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."*

Ride Connection is committed to complying with the requirements of Title VI in all of its funded programs and activities. To request additional information on our Title VI nondiscrimination requirements, call us at 503-528-1720 (TTY 7-1-1) or send an email to [info@rideconnection.org](mailto:info@rideconnection.org).

### **Making a Title VI Complaint**

Under Title VI, any person who believes they have been aggrieved by an unlawful discriminatory practice on the basis of race, color, or national origin by Ride Connection may file a complaint by completing and submitting Ride Connection's Title VI Complaint form. In addition to Title VI protected categories, Ride Connection accepts discrimination allegation complaints based on religion or religious creed, gender, gender identity, gender expression, ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military or veteran status, or any other basis protected by federal, state, local law, ordinance, or regulation. Any such complaint must be in writing and filed with Ride Connection within 180 days following the date of the alleged discriminatory occurrence. For information on how to file a complaint, contact Ride Connection by any of the methods provided below.

Mail: Ride Connection, Inc.  
Attention: Chief Quality Assurance & Compliance Officer  
9955 NE Glisan Street  
Portland, OR 97220  
Phone: 503.528.1743  
Fax: 503.528.1755



Email: [tellus@rideconnection.org](mailto:tellus@rideconnection.org)

Main Phone Line: (503) 226.0700

A person may also file a Title VI complaint directly with:

**Federal Transit Administration Office of Civil Rights**

Attention: Complaint Team

East Building, 5<sup>th</sup> Floor-TCR

1200 New Jersey Avenue, SE

Washington, DC 20590

<https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/file-complaint-fta>

Voice: (888) 446-4511

**Oregon Department of Transportation Office of Civil Rights**

Attention: Intermodal Civil Rights Programs Manager

[ODOT.TITLEVI@odot.state.or.us](mailto:ODOT.TITLEVI@odot.state.or.us)

Phone: (503) 986-3169

TTY Line: 711

Internet Relay: <http://sprintip.com>

Fax: (503) 986-6382

**Tracking a Title VI Complaint**

The Chief Quality Assurance & Compliance Officer will use the Complaint Tracking form for Title VI complaints. See Attachment C.

# TITLE VI INVESTIGATIONS, COMPLAINTS, AND LAWSUITS

Information regarding investigations, complaints and lawsuits for the reporting period is provided below. Complaints submitted to Ride Connection are received, investigated, and resolved by Ride Connection staff.

## Investigations

There were no Title VI investigations during FY 21, FY 22, and FY 23.

## Complaints

There were no Title VI Complaints during FY 21, FY 22, and FY 23.

## Lawsuits

There were no lawsuits during FY 21, FY 22, and FY 23.

**Table I-1: Complaints Received by Ride Connection Last Program Submittal**

Date Filed	Summary	Status	Action Taken /Findings
07/01/20 -06/30/21	No Title VI complaints filed.		
07/01/21 -06/30/22	No Title VI complaints filed.		
07/01/22-06/30/23	No Title VI complaints filed.		

# PUBLIC PARTICIPATION PLAN

The mission of Ride Connection is “to link accessible, responsive transportation alternatives with individual and community needs.” This requires targeted outreach efforts to the communities that Ride Connection aims to serve, or currently serves, with transportation. Staff use census data, geographic information systems, and social service organizations to determine appropriate public participation strategies for new and redesigned services.

In accordance with the requirements of Title VI, Ride Connection staff uses data collection of low-income, minority, limited English proficiency, and senior populations to help guide public participation efforts. Often, Ride Connection programs focus on both vulnerable populations and geography; therefore, targeted populations are identified and engaged in initial concept phases of planning.

Ride Connection uses an inclusive planning and design process that includes members of the community served. Feedback is solicited from those community members throughout the planning and implementation phases of service delivery.

The following sections summarize the public outreach made for service planning projects between July 2020 and June 2023. This represents all outreach activities, not only outreach for targeted LEP populations:

## Annual Surveys

Ride Connection conducts annual surveys on multiple shuttle lines. The following is a summary of the survey distribution efforts in FY21-FY23.

### FY21:

- GroveLink Onboard Survey - On June 9, 2021 from approximately 6:30 am- 6 pm we collected feedback from existing riders. These surveys were offered both in English and Spanish. Since we were limiting passengers on this service to 4 passengers on the bus, we set up tables at two popular stops, Main & University and the Forest Grove Safeway, to encourage existing riders to fill out a survey. We also encouraged drivers to hand out surveys to passengers.
- Tualatin Shuttle Onboard Survey - On June 23, 2021 from 6:20 am to 10:00 am and then from 3 pm to 7 pm, we collected feedback from existing riders. These surveys were offered in both English and Spanish. Similarly to the GroveLink Onboard Survey, since we were limiting passengers on this service to 4 passengers on the bus, we waited at the WES Station and encouraged riders to fill out a survey. We also rode some of the buses depending upon the capacity onboard. We also encouraged drivers to hand out surveys to passengers.

### FY22:

- GroveLink Onboard Survey- June 1, 2022 collected feedback from existing riders. These surveys were offered both in English and Spanish. Surveys were conducted on the bus this year because of loosened Covid restrictions.
- Tualatin Shuttle Onboard Survey -June 8, 2022, collected feedback from existing riders. These surveys were offered in both English and Spanish. Surveys were conducted on the bus this year because of loosened Covid restrictions.

- N. Hillsboro Link Onboard Survey - June 15, 2022, collected feedback from existing riders. These surveys were offered both in English and Spanish. Surveys were conducted on the bus this year because of loosened Covid restrictions.
- westLink Onboard Survey: June 27, 2022 - June 30, 2022. Surveys were distributed for several weeks by drivers to boarding riders.

FY23:

- westLink Onboard Survey: July 1 - July 15, 2022 and August 2, 2022 - August 5, 2022. Surveys were distributed for several weeks by drivers to boarding riders.
- GroveLink Onboard Survey - June 6, 2023, collected feedback from existing riders. These surveys were offered both in English and Spanish.

## Service Expansions

FY21: Grovelink/westLink Expansion

We expanded our GroveLink service (beginning February 8, 2021) on weekdays to add an additional evening run on the existing route, along with some changes made on both our AM and PM Employment Loops. We also added GroveLink Saturday service (beginning February 13, 2021) that serves the communities of Forest Grove and Cornelius. We also expanded the westLink service (beginning February 8, 2021). Below are the outreach activities done ahead of and after the expansion.

- Updated website in English and Spanish with the proposed maps and schedules for each of the new/expanded services. The intent of this website was to be a virtual open house so that people would be aware of these new/expanded services. This website was shared with partners, cultural groups and agencies/organizations who were asked to share the word to their customers/clients through their website, Facebook, and other avenues through which they were able to share the word.
- Dropped off GroveLink Saturday brochures in English and Spanish at the Cornelius Library and Virginia Garcia (organizations that serve cultural communities).
- Mailed and/or dropped off westLink brochures to the North Plains Chamber of Commerce, North Plains Public Library, North Plains Senior Center, Banks Public Library, and Banks City Hall
- Used Spanish-language radio such as El Rey Radio and Bustos Media radio and Spanish print media such as Latin Media Service to spread the word. These media outlets were chosen because they reach large Spanish-speaking audiences in Washington County. Bustos Media radio advertisement ran 2 commercials per day from Monday to Friday in La Zeta for 2 weeks from 02/08/21 - 02/19/21, and El Rey ran 6 spots a week for two weeks from 2/8/2021-2/19/2021, Monday to Friday. For the digital/print Latin Media, we ran a half-page advertisement in their March/April issue.
- Printed temporary yard signs in English and Spanish to place at stops and other key spots announcing the expansion. These yard signs were placed around Forest Grove and Cornelius.
- Updated our brochures for the GroveLink weekday and GroveLink Saturday (new) service, North Hillsboro Link, Tualatin Shuttle, westLink, and the King City RideAbout in both English and Spanish

FY22-23: Tualatin Expansion

Ride Connection participated in the following outreach events and communications:

- Individual meeting and coordination with Kaiser Permanente to talk about pickup/dropoff at their parking lots (7/27/2021)
- Aging Task Force meeting -presentation (8/9/2021) about the new Green Line Tualatin service along with handouts of proposed routes and schedules.
- Individual meetings with the Bridgeport Elementary school

- City of Tualatin Viva Tualatin events at the City booth- 3 events where Tualatin Shuttle materials were available: Wednesday, August 25, 2021 from 3 pm to 5 pm at the Tualatin Public Library Plaza (18878 SW Martinazzi Ave); Saturday, August 28th, 2021 from 3 to 6 pm at the Tualatin Community Park (8515 SW Tualatin Road); Wednesday, August 25th, 2021
- Tualatin Expansion handout posted on Somos Tualatin for Monday 8/30/2021 and on Tualatinos on Monday 8/30/2021.
- Rolling Hills newsletter- newsletter, as well as posts on Facebook and Instagram (August 26, 2021)
- Bridgeport elementary school (back to school night) - September 1st, 2021
- Equity on the Move Newsletter by TriMet (Multnomah County) - January 2021
- An open house launch website for this the expansion was created and promoted on social media.

## NADTC Outreach

In April 2020, Ride Connection received an Equity and Accessibility Transportation Planning Grant from the National Aging and Disability Transportation Center (NADTC). This grant allowed us to develop a Technology and Innovation Strategy for the next 5+ years to help guide program and pilot design, strategic partnerships, coordination opportunities, new mobility and emerging technologies, software development and other focus areas. Equity was central to the inclusive planning process, which involved direct engagement with diverse older adults and people with disabilities.

To approach the community engagement aspect of the planning process, Ride Connection worked with partner non-profits to recruit diverse participants, including organizations serving older adults, people with disabilities, immigrants and refugees, the houseless community, and other vulnerable communities. Between July and September 2022, we conducted interviews and focus groups with 21 older adults and people with disabilities, which included sessions in Spanish, Mandarin, and Vietnamese. We distributed a survey online, in person onboard vehicles, and at partner sites. The survey received 108 responses. We also conducted interviews with transit agencies, regional transportation planners, consultants, thought leaders, and frontline staff.

Focus groups and interviews were facilitated by a consultant with a depth of experience in inclusive planning. Language interpretation services were used to successfully engage Chinese, Vietnamese, and Latinx/a/o/e participants. The survey was distributed to diverse respondents by trusted community partners, and was translated into Spanish, Mandarin, Vietnamese, and Russian. Participants were compensated at \$50/hour in the form of a Visa gift card. Compensation helps demonstrate the value of participants' input and builds trusting relationships for future engagement.

As a result of these practices, we successfully engaged a diverse group of participants, with over 50% of focus group participants and 40% of survey respondents identifying as non-white or People of the Global Majority. Thanks to our strong relationships with partner non-profits, we were able to rely on community partners to distribute the survey and help us meet our performance targets. They also recruited diverse participants for focus groups and provided valuable input on the project design and findings.

### Dates and Outreach Events for NADTC:

- 7/20 – Focus Group with Chinese older adults and people with disabilities
- 7/21 – Focus Group with Vietnamese older adults and people with disabilities
- 7/25 – Interview with person with disability
- 8/1 – Interview with person with disability

- 8/4 – Interview with Latina older adult
- 8/22 – Focus group with older adults
- 9/9 – Interviewed one older adult and one person with disability
- 9/16 – Interview with person with disability
- 9/19 – Focus group with frontline staff

## Mobility for Health Service Planning

In partnership with other local nonprofits and with the support of key stakeholders, Ride Connection created the Mobility for Health program to help break down the barriers to access transportation options that connect individuals with essential services. The goals of Ride Connection’s Mobility for Health program are to develop and implement a culturally and linguistically responsive service plan as well as to develop strategic partnerships with community organizations through grassroots efforts. The program’s team of Mobility Specialists, including multilingual staff members, work with community partners to identify barriers faced by historically underserved communities in accessing various forms of transportation. The Mobility Specialists integrate these findings directly into quality improvement strategies for providing culturally responsive travel options counseling.

Throughout FY2021, FY2022, and FY2023, program staff engaged with several community partners to establish relationships and provide services for underserved communities. In 2022, team members conducted outreach at Community for Positive Aging through tabling and a vaccine clinic, distributing over 20 brochures in multiple languages. Meetings were also held with the organization to discuss group trips for seniors. As a result of these meetings, Ride Connection successfully provided monthly senior group trips for 2 senior apartments in downtown to Fubonn Asian Shopping Center, helped to recruit volunteer drivers for Community for Positive Aging, and restarted the renewal of a Shared Vehicle Agreement for FY2024, which was completed in August 2023.

Team members also had meetings with Oregon Chinese Coalition in 2023, with the outcome of successfully providing monthly senior group trips for 3 senior apartments in downtown and SE Portland to Lan Su Chinese Garden as well as distributing over 20 flyers. In May 2023, team members also reached out to Asian Pacific American Network of Oregon (APANO) and visited their office, resulting in additional senior trips to the Lan Su Gardens. This outreach also initiated the process of a Shared Vehicle Agreement with APANO for FY2024, which was completed in August 2023.

In addition to the Asian community partners described above, the Mobility for Health team also conducted outreach with multiple organizations providing services in Latinx/a/o/e communities. At established partner Centro Cultural, team members conducted ongoing bi-weekly tabling outreach to community members at times that coincide with the regular senior luncheon, from November 2022 to June 2023. The team also met with Educate Ya staff in September 2022 and with NW Instituto Latino staff in January 2023, in both instances to introduce Ride Connection services and learn about transportation needs in Latinx communities. Additionally, team members met with staff of El Programa Hispano Católico (EPHC) in January 2023 to introduce Ride Connection services and learn about transportation needs in Latinx/a/o/e communities, and conducted outreach at EPHC during senior luncheon in March 2023. Needs assessments were completed for interested community members to engage in services.

Other outreach activities involved local government organizations, including Portland Parks, Multnomah County Library, and Multnomah County Health Department. In May 2023, the team established a relationship with

Portland Parks, successfully providing shuttle buses for an event in NE Portland and opening the organization to continued collaboration for transportation support in the future. At Multnomah County Library events in March, April, and May 2023, team members distributed over 50 flyers, creating over 40 new customers. In April 2023, staff met with the Multnomah County Health Department about possible collaborations, introducing the Mobility for Health services to the organization.

## RideWise Travel Training and Mobility Support

Ride Connection’s RideWise Travel Training and Mobility Support Program provides travel options counseling to older adults, young adults with intellectual and physical disabilities, and individuals with limited English proficiency with the aim of teaching travel independence and safety on public transportation (bus, light rail, streetcar, etc.). The overarching goal for this program is to provide these groups of customers with increased access to information, public transportation training, and support centered on the safe and independent use of public transportation.

The RideWise team took steps toward these goals over the past years. RideWise travel training materials were translated to now include Russian. The RideWise service brochure is now available in English, Spanish, Korean, Russian, Vietnamese, Simplified Chinese, and Traditional Chinese.

### RideWise Outreach Efforts

- February: Beaverton Community Transition Program Information Night
- May: Lake Oswego Community Transition Program Transition Information Night; Portland Public Schools High School Transition Resource Fair
- June: Wilsonville/SMART Juneteenth Event

## Additional Outreach Activities

As public events began to resume following the COVID-19 pandemic, Ride Connection staff participated in a wide variety of events in communities across the service area with tabling and brochures to promote awareness of Ride Connection services. A partial list of these events can be found below.

- Terwilliger Plaza Health and Wellness Fair (June 1, 2022)
- Positive Aging Senior Center Block Party (June 5, 2022)
- PSU Job Fair (June 2022)
- Portland Pride (July 2022 and July 2023)
- Lloyd Block Party (July 31, 2022)
- ROSE Community Development 30th Anniversary Block Party (August 18, 2022)
- The Standard’s Volunteer Expo (September 8, 2022)
- Family Justice Center of Washington County’s Gathering of Hope (October 11, 2022)
- Catholic Charities – Providence Health Fair (October 13, 2022)
- Beaverton Library Family Resource Fair (October 15, 2022)
- Community for Positive Aging COVID booster and Halloween event (October 31, 2022)
- McCoy Village Vaccine Clinic Event (December 2, 2022)

- Schnitzer Resource & Wellness Fair (April 14, 2023)
- Oakshire Inspires Fundraising Day (June 27, 2023)



# SUBRECIPIENT MONITORING

Ride Connection's goal is to provide adequate information to subrecipients to ensure continued compliance with all funding requirements, assessments, and ongoing assistance. Ride Connection ensures subrecipients are complying with federal requirements and are using federal, state, and local funds appropriately. Oversight begins when contracts are awarded and continues until the end of the contract term.

Ride Connection is responsible for the achievement of subrecipient outcomes and is involved in every step of the process by ensuring appropriate agreements are in place, ensuring that agreements contain the required federal, state, and local language, and verifying that performance measures and all compliance requirements are met throughout the grant period. Subrecipients should provide a copy of their Title VI Plan to Ride Connection. This can be developed by the subrecipient, or they can adopt Ride Connection's Title VI policy.

## Assessments

Ride Connection performs audit assessments of subrecipients' compliance by conducting reviews with Site Visits. Site visits occur annually or as needed with service partners to review records and ensure proper program management. All transportation program records will be reviewed at this time. This is also an opportunity for Ride Connection staff to become better acquainted with the service partner and the service partner's programs.

Ride Connection will contact service partners to arrange a mutually agreed upon time and date for the site visit. Upon completion of the site visit, a copy of the findings and recommendations with timelines for corrections, if appropriate, will be completed and sent to the service partner.

## Ongoing Assistance

Ride Connection provides ongoing assistance to subrecipients through communications and trainings (when requested). Ride Connection provides demographic data if needed to update their Title VI public participation and language assistance plans.

## Subrecipient Title VI Program Review

Ride Connection administers and allocates funds to subrecipients and is responsible for documenting compliance with Title VI. Ride Connection's responsibilities include monitoring subrecipient compliance with Title VI, collecting and reviewing Title VI documents, and providing assistance and support to subrecipients.

If a subrecipient is not in compliance with Title VI regulations Ride Connection will work with the subrecipient to ensure compliance, which includes providing data, information, guidance and support for the development and formal adoption of the subrecipient Title VI program components.

To monitor Title VI compliance, Ride Connection:

- Documents subrecipient compliance with the general requirements.
- Collects and maintains subrecipient Title VI program documents.
- Forwards subrecipient Title VI information to the FTA upon request.

Ride Connection will review all subrecipient Title VI Programs on a yearly basis.

# BOARD MEMBERSHIP AND RECRUITMENT

Ride Connection relies on oversight and guidance from diverse volunteers at every level of the agency's structure. Board members and leadership staff nominate new board members and Chief Executive Officer presents the nominees to the board for a vote after they have been interviewed. Members at each level are recruited to provide diverse perspectives necessary for holistic decision-making.

- New board members were recruited in May 2021 and October 2022.
- DEIA:
  - The consulting firm Capacity Building Partnerships was hired in 2021. The work included staff and board assessment and workshops. As of September 2023, the focus has been DEIA Foundation trainings for new staff.
  - In June 2023, Ride Connection hired a new Director of DEIA.

Board membership is presented with demographic information in the following tables.

Table I-2 – Board Membership 2020-2021

Board Composition Analysis Matrix FY21												Advisor
Dimensions	A	B	C	D	E	F	G	H	I	J	K	L
Joined Board	Apr-2015	Jul-2016	Jun-2019	Jul-2016	Jun-2019	Jan-2008	May-2017	Apr-2014	Jan-2008	Jan-2006	Aug-2012	May-2019
Length of Term (Years)	4	3	0	3	0	12	2	5	12	14	7	0
<b>AGE</b>												
Over 60			X		X	X	X	X		X	X	
45-60				X					X			
Under 45	X	X										X
Female	X			X		X		X	X			X
Male		X	X		X		X			X	X	
Other												
<b>RACE</b>												
Caucasian	X	X	X		X	X	X	X	X	X	X	X
Hispanic/Latino												
African American/Black												
Asian				X								
Pacific Islander												
Other:												
<b>GEOGRAPHICAL LOCATION</b>												
Clackamas County			X		X			X				
Multnomah County		X		X		X	X		X	X		
Washington County	X										X	X
Urban	X				X							
Rural												
<b>AREAS OF EXPERTISE</b>												
Contracting												X
Customer Service			X	X			X		X	X	X	
Education and training			X					X	X		X	
Fiscal Oversight	X		X	X	X				X			
Fundraising	X	X							X			
Governance	X			X	X		X		X			
Human Resource									X			
Inclusive Engagement												X
Knowledge of transportation				X	X	X	X		X	X	X	X
Knowledge of non-profits	X		X	X			X	X	X			
Knowledge of working with older adults and/or people with disabilities	X		X			X	X	X	X	X	X	
Legal		X		X							X	
Marketing, Public Relations									X			
Operations				X					X	X		
Organizational Development and planning				X	X				X			
Risk Management	X	X		X					X			
Technology									X	X	X	
Volunteerism	X					X	X	X	X		X	
<b>COMMUNITY CONNECTIONS</b>												
Aging Field Professionals								X				
Community Leaders, elected officials	X				X		X		X			X
Corporate Investors	X		X									
Foundations	X											
Influencers or those with resources		X	X	X					X			
Philanthropists												
University Professionals								X				
Venture Capitalists												
<b>AFFILIATIONS</b>												
Business	X	X										
Corporate	X											
Customers	X						X					
Education								X				
Health Care				X								
Local Media												
Medical												
Neighborhood Association			X				X		X			
Nonprofit	X			X				X	X	X	X	
Political/Government	X			X			X					X
Religious												
Union									X			

Table I-3 – Board Membership 2021-2022

Board Composition Analysis Matrix 2021-2022 Dimensions											Advisor
	A	B	C	D	F	G	H	I	K	L	
<b>AGE</b>											
Over 60			X		X	X	X		X		
45-60				X				X			
Under 45	X	X								X	
Female	X			X	X		X	X		X	
Male		X	X			X			X		
Other											
<b>RACE</b>											
Caucasian	X	X	X		X	X	X	X	X	X	
Hispanic/Latino											
African American/Black											
Asian				X							
Pacific Islander											
Other:											
<b>GEOGRAPHICAL LOCATION</b>											
Clackamas County			X				X				
Multnomah County		X		X	X	X		X			
Washington County	X								X	X	
Urban	X										
Rural											
<b>AREAS OF EXPERTISE</b>											
Contracting										X	
Customer Service			X	X		X		X	X		
Education and training			X				X	X	X		
Fiscal Oversight	X		X	X				X			
Fundraising	X	X						X			
Governance	X			X		X		X			
Human Resource								X			
Inclusive Engagement										X	
Knowledge of transportation				X	X	X		X	X	X	
Knowledge of non-profits	X		X	X		X	X	X			
Knowledge of working with older adults and/or people with disabilities	X		X		X	X	X	X	X		
Legal		X		X					X		
Marketing, Public Relations								X			
Operations				X				X			
Organizational Development and planning				X				X			
Risk Management	X	X		X				X			
Technology								X	X		
Volunteerism	X				X	X	X	X	X		
<b>COMMUNITY CONNECTIONS</b>											
Aging Field Professionals							X				
Community Leaders, elected officials	X					X		X		X	
Corporate Investors	X		X								
Foundations	X										
Influencers or those with resources		X	X	X				X			
Philanthropists											
University Professionals							X				
Venture Capitalists											
<b>AFFILIATIONS</b>											
Business	X	X									
Corporate	X										
Customers	X					X					
Education							X				
Health Care				X							
Local Media											
Medical											
Neighborhood Association			X			X		X			
Nonprofit	X			X			X	X	X		
Political/Government	X			X		X				X	
Religious											
Union								X			

Table I-4 – Board Membership 2022-2023

Ride Connection Board Composition Analysis Matrix FY23												Advisor
Dimensions	A	B	C	D	E	F	G	I	J	K	L	J
Joined Board	Apr-2015	Jul-2016	Jun-2019	Jul-2016	Jan-2008	May-2017	Apr-2014	May-2021	Jan-2008	Oct-2022	Aug-2012	May-2019
<b>AGE</b>												
Over 60			X		X	X	X		X	X	X	
45-60	X			X								
Under 45		X						X				X
Female	X			X	X		X	X	X	X		X
Male		X	X			X					X	
Other												
<b>RACE</b>												
Caucasian	X	X	X		X	X	X	X	X		X	X
Hispanic/Latino												
African American/Black												
Asian				X						X		
Pacific Islander												
Other:												
<b>GEOGRAPHICAL LOCATION</b>												
Clackamas County			X				X					
Multnomah County		X		X	X	X			X			
Washington County	X							X		X	X	X
Urban	X											
Rural												
<b>AREAS OF EXPERTISE</b>												
Contracting												X
Customer Service			X	X		X			X		X	
Education and training			X				X		X	X	X	
Fiscal Oversight	X		X	X					X			
Fundraising	X	X							X			
Governance	X			X		X			X			
Human Resource									X			
Inclusive Engagement								X				X
Knowledge of transportation				X	X	X			X		X	X
Knowledge of non-profits	X		X	X		X	X	X	X			
Knowledge of working with older adults and/or people with disabilities	X		X		X	X	X	X	X	X	X	
Legal		X		X							X	
Marketing, Public Relations									X			
Operations				X				X	X			
Organizational Development and planning				X					X	X		
Risk Management	X	X		X					X	X		
Technology									X	X	X	
Volunteerism	X					X	X		X		X	
<b>COMMUNITY CONNECTIONS</b>												
Aging Field Professionals							X					
Community Leaders, elected officials	X					X			X			X
Corporate Investors	X		X					X				
Foundations	X							X				
Influencers or those with resources		X	X	X					X			
Philanthropists												
University Professionals							X					
Venture Capitalists												
<b>AFFILIATIONS</b>												
Business	X	X										
Corporate	X											
Customers	X					X						
Education							X					
Health Care				X				X				
Local Media												
Medical								X				
Neighborhood Association			X			X			X			
Nonprofit	X			X			X	X	X	X	X	
Political/Government	X			X		X						X
Religious												
Union									X			

**ATTACHMENT A**

**RIDE CONNECTION  
Title VI Complaint Form**

Title VI of the 1964 Civil Rights Act requires that “No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”

The following information is necessary to assist us in processing your complaint. Should you require any assistance in completing this form or need information in alternative formats, please let us know.

**Please complete this form and mail or return in person to: Ride Connection Inc., Chief Quality Assurance & Compliance Officer, 9955 NE Glisan Street, Portland, OR 97220.**

**Section I:**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone (Home): \_\_\_\_\_ Telephone (Work): \_\_\_\_\_

Electronic Mail Address: \_\_\_\_\_

**Accessible Format Requirements?**

- Accessible Format Requirements?
- Large Print       Audio Tape
- TDD               Other: \_\_\_\_\_

**Section II:**

Are you filing this complaint on your own behalf?

- Yes\*               No

\*If you answered "yes" to this question, go to Section III.

If not, please supply the name and relationship of the person for whom you are complaining:

\_\_\_\_\_

Please explain why you have filed for a third party:

\_\_\_\_\_  
\_\_\_\_\_

Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.

Yes             No

**Section III:**

I believe the discrimination I experienced was based on (check all that apply):

Race             Color         National Origin     Other: \_\_\_\_\_

Date of Alleged Discrimination (Month, Day, Year): \_\_\_\_\_

Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.

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I believe the discrimination I experienced was based on (check all that apply):

Race             Color         National Origin

Date of Alleged Discrimination (Month, Day, Year): \_\_\_\_\_

**Section IV:**

Have you previously filed a Title VI complaint with Ride Connection?

Yes             No

**Section V**

Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?

Yes             No

If yes, check all that apply:

Federal Agency       Federal Court       State Agency  
 State Court       Local Agency: \_\_\_\_\_

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: \_\_\_\_\_

Title: \_\_\_\_\_ Agency: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

**Section VI**

Name of agency complaint is against: \_\_\_\_\_

Contact person: \_\_\_\_\_

Title: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

You may attach any written materials or other information that you think is relevant to your complaint.

**Signature and date required below.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Please submit this form in person, or mail to:

Ride Connection  
Attn: Chief Quality Assurance & Compliance Officer  
9955 NE Glisan Street  
Portland, OR 97220



## ATTACHMENT B

### Ride Connection Respects Civil Rights

Ride Connection operates its programs without regard to race, religion or religious creed, color, gender, gender identity, gender expression, national origin, ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military or veteran status, or any other basis protected by federal, state, local law, ordinance, or regulation and will not be discriminated against on these bases, or veteran status, sexual orientation, gender identity or any other characteristic protected by law in accordance with Title VI of the Civil Rights Act, ORS Chapter 659A, or other applicable law.

### Ride Connection Title VI Policy Statement

Title VI of the Civil Rights Act of 1964 states:

*“No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”*

Ride Connection is committed to complying with the requirements of Title VI in all of its federally funded programs and activities. To request additional information on our Title VI nondiscrimination requirements, call us at (503) 528-1720 (TTY 7-1-1) or send an email at [info@rideconnection.org](mailto:info@rideconnection.org).

### Making a Title VI Complaint

Under Title VI, any person who believes they have been aggrieved by an unlawful discriminatory practice on the basis of race, color, or national origin by Ride Connection may file a complaint by completing and submitting Ride Connection’s Title VI Complaint form. In addition to Title VI protected categories, Ride Connection accepts discrimination allegation complaints based on religion or religious creed, gender, gender identity, gender expression, ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military or veteran status, or any other basis protected by federal, state, local law, ordinance, or regulation. Any such complaint must be in writing and filed with Ride Connection within 180 days following the date of the alleged discriminatory occurrence. For information on how to file a complaint, contact Ride Connection by any of the methods provided below.

Mail: Ride Connection, Inc.  
 Attention: Chief Quality Assurance & Compliance Officer  
 9955 NE Glisan Street  
 Portland, OR 97220

Phone: 503.528.1743  
 Fax: 503.528.1755  
 Email: [tellus@rideconnection.org](mailto:tellus@rideconnection.org)  
 Main Phone Line: (503) 226-0700

A person may also file a Title VI complaint directly with:

### Federal Transit Administration Office of Civil Rights

Attention: Complaint Team  
 East Building, 5<sup>th</sup> Floor-TCR  
 1200 New Jersey Avenue, SE  
 Washington, DC 20590  
<https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/file-complaint-fta>  
 Voice: (888) 446-4511

**Oregon Dept of Transportation Office of Civil Rights**

Attention: Intermodal Civil Rights Programs Manager

[ODOT.TITLEVI@odot.state.or.us](mailto:ODOT.TITLEVI@odot.state.or.us)

Phone: (503) 986- 3169

TTY Line: 711

Internet Relay: <http://sprintip.com>

Fax: (503) 986-6382

If information is needed in another language, contact 503-528-1720.

**ATTACHMENT C**

<b>TITLE VI Complaint Tracking Form</b>							
		<b>Name of Person Filing Complaint</b>	<b>Date Complaint Filed</b>	<b>Summary of Allegations</b> Include basis of complaint: (Race, color, or National Origin)	<b>RC Actions</b>	<b>Final Findings</b>	
<b>Investigations</b>							
1							
2							
<b>Lawsuits</b>							
1							
2							
<b>Complaints Naming the Recipient</b>							
1							
2							

## ATTACHMENT D

### Equity Plan

#### Ride Connection Equity Plan

<b>GOAL 1</b>	<b>Board &amp; Governance: Build a Board that is demographically representative, culturally inclusive, and leads with an equity lens. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: A</b>	Adopt a policy that applies an approved equity lens across all levels of the organization with a plan for ongoing proactive communication processes and shared accountability measures (shared commitment by board for self reflection and education).	<b>Strategy Lead: Board guided by Julie</b>
	<b>Task</b> Approve equity statement policy and lens Support development and approve accountability measures for the organization to evaluate equity lens implementation Board approved budget must include line item to support all DEIA work Review board policies, practices and decision making criteria Commit to include DEIA lens and statement in strategic and visionary planning	<b>Task Lead</b>
<b>Strategy: B</b>	Foundational and continual DEIA training	<b>Strategy Lead: DEIA Committee</b>
	<b>Task</b> Define training needs Choose a consultant Developing a plan Determine cost Receive approval Garner board commitment Schedule trainings	<b>Task Lead</b>
<b>Strategy: C</b>	Create Board member recruitment plan to better represent local population	<b>Strategy Lead: Board Development Task Force</b>
	<b>Task</b> Hire a consultant Develop process of recruitment Define goals and measurements for evaluation Garner board commitment Proactively promote our commitment to diversity in ongoing recruitment Support inclusion of board succession plan within the framework of the recruitment plan	<b>Task Lead</b>

Note: Goal 1 approved by board on 06.25.2020

#### Ride Connection Equity Plan

<b>Goal 2</b>	<b>Leadership: Ensure all Managers and Supervisors are well versed in operationalizing with an equity and inclusion lens. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: A</b>	Each manager/supervisor has DEIA embedded into their performance plans with commitments to seeking out and completing ongoing education related to DEIA.	<b>Strategy Lead: TED Coalition</b>
	<b>Task</b> Becomes part of TED Clearly define DEIA expectations/development	<b>Task Lead</b>
<b>Strategy: B</b>	Establish new hire orientation by department	<b>Strategy Lead: HR</b>
	<b>Task</b> Create new hire orientation by department Implement DEIA mission, vision and statements as part of new employee orientation (NEO) Establish inter-departmental mentorship program.	<b>Task Lead</b>
<b>Strategy: C</b>	Develop department specific strategies to operationalize DEIA	<b>Strategy Lead: Management Team</b>
	<b>Task</b> Teams develop and monitor department strategies and goals for operationalizing DEIA Develop inter-department communication system to review and exchange strategies Identify and support DEIA advocates in each department - Develop guidelines and trainings for DEIA advocates - Review and define what support advocaes provide and what their role is	<b>Task Lead</b>

Ride Connection Equity Plan

<b>GOAL 3</b>	<b>Human Resources &amp; Workforce: Build a staff that is demographically representative, culturally inclusive, leads and functions through an equity lens. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: A</b>	Hire consultant or staff to lead DEIA work.	<b>Strategy Lead: DEIA Committee</b>
	<b>Task</b>	<b>Task Lead</b>
	Evaluate work needed	
	Evaluate staff vs consultant	
	Determine budget	
<b>Strategy: B</b>	Accelerate increased representation, recruitment, hiring, retention and advancement of people of color on staff, people with disabilities and a pipeline of women in leadership roles	<b>Strategy Lead: HR &amp; Consultant</b>
	<b>Task</b>	<b>Task Lead</b>
Recruitment	Evaluate current demographics to determine measurements of success.	
	Leadership	
	Management	
	Direct Staff	
Recruitment	Evaluate current systems; current processes and resources	
	Includes recruitment areas, internal processes, recruitment techniques and make changes where appropriate	
	Collaborate with culturally specific partners to ensure effective recruitment (relevance to culturally specific community, translation of posting, and distribution to community)	
Recruitment	Evaluate benchmarks and develop accountability matrix	
Retention	Potential for staff professional development	
	Review policies and make changes where appropriate	
	Maintain connection concerning TED program and practices	
	Design opportunities for team building and forums for speaking up	
	Create an internal advancement program specifically for women and people of color and people with disabilities	
Advancement		
<b>Strategy: C</b>	Offer foundational DEIA, unconscious bias, implicit bias, intersectionality, intergenerational and gender equity training to all staff and volunteers. Create a plan for ongoing proactive and transparent communication processes and shared accountability measures (shared commitment).	<b>Strategy Lead: Training Manager &amp; DEIA Committee</b>
	<b>Task</b>	<b>Task Lead</b>
	Cost evaluation - included in Goal 4	
	Ongoing training plan maintaining focus on survey results and current trends	
	Communication	
	Offer training programs throughout the network or collaborate to offer joint organization trainings.	

Ride Connection Equity Plan

<b>GOAL 3</b>	<b>Human Resources &amp; Workforce: Build a staff that is demographically representative, culturally inclusive, leads and functions through an equity lens. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: D</b>	Conduct an equity assessment: promotions, pay, job descriptions, performance reviews, exit interviews.	<b>Strategy Lead: HR &amp; Consultant Task Lead</b>
	<b>Task</b> Evaluate processes and procedures Determine staff (HR) vs consultant Maintain connection concerning TED program and practices Evaluate processes and procedures	
<b>Strategy: E</b>	Reexamine employee handbook and policies and procedures for inequities as recommended in consultant's review log.	<b>Strategy Lead: HR Task Lead</b>
	<b>Task</b> Address policy concerns address by consultant Ongoing evaluation of policies Scheduled Affirmative Action Plan - update due in 2021  Address expectations of pronoun usage, honorifics, name choice usage etc. in employee handbook. Evaluate processes, practices and tools through an equity lens	
<b>Strategy: F</b>	Examine internal communications practices	<b>Strategy Lead: TED &amp; DEIA Task Lead</b>
	<b>Task</b> Evaluate education opportunities regarding communication Maintain communication consistency throughout all goals Maintain connection concerning TED program and practices Define internal information distribution methods to facilitate more transparent communication (Intranet, email chains, etc)	

Ride Connection Equity Plan

<b>GOAL 4</b>	<b>Finance &amp; Operations: Explicitly embed DEIA in financial and operational policies, procedures and practices. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: A</b>	Apply an equity lens to budgeting, and explicitly reference investment in DEIA with a plan for ongoing proactive communication processes and shared (shared commitment) accountability measures; ensure budgets reflect HR policies and practices.	<b>Strategy Lead: CFO Task Lead</b>
	<b>Task</b> Define equity lens in relation to budgeting practices Create a budget line item that includes funding for DEIA practices Evaluate and review accounting practices in internal controls procedures Creating a more transparent process for budget development and managing variances	
<b>Strategy: B</b>	Apply equity lens to purchasing practices with a focus on minority owned businesses	<b>Strategy Lead: Contract &amp; Assets Dir. Task Lead</b>
	<b>Task</b> Create criteria in open procurement process that builds in weighted averages to support minority owned businesses. Include a minority owned business to all purchase processes Partner with organization that help us identify minority owned businesses (Partners in Diversity and Oregon Association of Minority Entrepreneurs) Actively seek vendors and partners that have DEIA practices in place	
<b>Strategy: C</b>	Support minority and women owned businesses to become DBE certified.	<b>Strategy Lead: Contract &amp; Assets Dir. &amp; Admin Task Lead</b>
	<b>Task</b> Educate ourselves on types of minority businesses Create a program to support minority owned businesses:	

Ride Connection Equity Plan

<b>Goal 5</b>	<b>Community Partnerships: Adopt a relation-oriented model in developing culturally-specific community partnerships. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: A</b>	Adopt a proactive relational approach to partnership development with a plan for ongoing proactive communication processes and shared accountability measures (shared commitment)	<b>Strategy Lead:</b> TBD
	<b>Task</b> Adapt individual approach for culturally specific partner development Develop consistent inclusive approaches that address individual culturally specific techniques Continue to collaboratively approach barriers with partnerships	<b>Task Lead</b>
<b>Strategy: B</b>	Proactively encourage and engage our current partners to develop and implement a DEIA strategy	<b>Strategy Lead:</b> Service Planning Supervisor
	<b>Task</b> Facilitate discussion of DEIA practices between partners Offer DEIA training programs in partnership with other organizations so both/all organizations can attend	<b>Task Lead</b>
<b>Strategy: C</b>	Seek out new relationships with community specific organizations	<b>Strategy Lead:</b> TBD
	<b>Task</b> Develop plan to address under represented community members Evaluate marketing, brochures, website, and all outward facing messaging for equitable and inclusive cultural understanding Evaluate volunteer recruiting processes and messaging to incorporate more minorities Develop process to assess unmet needs of minority community members Co-host community events partnered with community cultural centers throughout the metro area Encourage staff to attend community specific events	<b>Task Lead</b>
<b>Strategy: D</b>	Determining the community-specific needs/services currently not offered, as well as the barriers to the services we do offer	<b>Strategy Lead:</b> Service Planning Supervisor
	<b>Task</b> Determine community needs and assets that are under utilized Determine barriers to accessing service for culturally specific needs Ensure Mobility for Health project is implemented with an equity lens as a priority	<b>Task Lead</b>

Ride Connection Equity Plan

<b>Goal 5</b>	<b>Community Partnerships: Adopt a relation-oriented model in developing culturally-specific community partnerships. Maintain communication consistency throughout all goals.</b>	
<b>Strategy: E</b>	NEMT: Adopt a proactive relational approach to partnership support and development with a plan for ongoing proactive communication processes and shared accountability measures (shared commitment)	<b>Strategy Lead:</b> Chief Planning & Programs Officer
	<b>Task</b> Determine barriers due to cultural differences Continue to collaboratively approach barriers with partners Communication with NEMT providers for whom English is a 2nd language	<b>Task Lead</b>