

Exploring New Institutional and Governance Models for Integrated Mobility

SUMMARY NOTES



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Sponsored by:



**U.S. Department of Transportation
Federal Transit Administration**

Participants:

- Henrika Buchanan; Brad Thoburn; Amanda Tyler; Cain Williamson; Chris O’Claire; Rob Antoniak; Michael Helta; Susan Meyer; Dwight Mengel; Kevin Salzer; Jerome Pourbaix; Lee Gibson; Todd Lang; Neil McFarlane; Rick Ramacier; Christine Kuennen; Jacob Labutka; Nadine Lee; Joe Iacobucci; Marlene Connor; Ben Limmer; Art Guzzetti; Rich Weaver; Zach Smith

Welcome and Introductions

Rich Weaver, Co-Director, National Center for Mobility Management; and Director - Planning, Policy & Sustainability, American Public Transportation Association, Washington, DC

Opening Remarks from the Federal Transit Administration

Henrika Buchanan, Associate Administrator, Office of Program Management, Federal Transit Administration, Washington, DC

- The concept of integrated mobility started with transportation coordination, now we have seen the conversation morph into how we broker access.
- Secretary Chao’s priority areas center on innovation and technology and transforming into the transportation system of the future. The agency is pushing forward on autonomous vehicles through initiatives such as the MOD sandbox grants.
- The DOT has issued a new vision for safety that addresses new technology and how technologies can find their way into the public transportation system.
- Future rounds of the Innovative Coordinated Access and Mobility projects will look at innovative approaches to accessing to healthcare with scalable projects that expand into this space.

Panel Session: Examples from across the country on innovative partnership models for integrated mobility

Jacksonville Transportation Authority

Brad Thoburn, Vice President, Long-Range Planning & System Development, Jacksonville Transportation Authority, Jacksonville, FL

- The Jacksonville Transportation Authority is thinking differently of its role simply as a transportation provider and more as a mobility manager. This idea comes from the top as Nat Ford has driven JTA to think about this.
- JTA builds roads and operates a ferry, fixed route bus, paratransit, BRT and a downtown people mover. As we prepare for the future we are thinking: What is our future role as the mobility ecosystem emerges?”
- Historically, transit critics have stated “we can buy everyone a car” for the price of a major capital project like commuter rail.” That was easy to dispel. Now transit critics will state they should buy everyone an Uber trip. We have to address this.
- JTA has hired a dedicated staff member to develop this concept. To date, JTA is working on modernizing and expanding the downtown people mover using autonomous transit shuttles, developing an autonomous vehicle test track, creating an AV and shared

mobility strategic plan, and ultimately a system of micro shuttles that can feed into the mainline BRT system.

- JTA is also being innovative in a non-traditional way: Sponsorship of a private system of golf carts with an on-demand app.
 - JTA was operating a seasonal beach trolley that had strong support among the beaches Mayors but was highly ineffective – nearly \$100 per passenger trip. JTA had decided not to renew its seasonal service this year
 - Then the Beachside Buggies started operating golf cart in the beaches and book trips through an on demand app. The service proved to be effective at addressing the specific demand and operating on the local street network, and it was fun and interesting for customers. In an attempt to leverage the private service, JTA decided to sponsor the group (not a directly contracted service) and Beachside Buggies used that sponsorship to buy wheelchair accessible carts (but JTA doesn't get to count those trips). Customers see it and they associate it with JTA, but the agency is not running it.
 - One of the benefits of the sponsorship is that JTA is seen as innovative and willing to experiment with new services.

King County Metro Transit Division/Department of Transportation

Christina O'Claire, Assistant General Manager - Planning and Customer Service, King County Metro Transit Division/Department of Transportation, Seattle, WA

- King County Metro is building a culture around mobility, a mobility framework, and diversifying initiatives (try pilots and be willing to take the risk).
- King County is growing quickly. The agency grew up around the bus, but are now becoming a mobility agency.
- The agency is looking at bikeshare and other mobility options to integrate into their service, and cultivating new/existing partnerships:
 - 50% of fare revenue come from employers
 - Amazon owns 25% of rideshare program – what happens if they do their own program like Facebook and Google
 - Microsoft, Boeing and Amazon collectively own 45% of the rideshare program and without them the agency can't support the program.
 - Metro is working with employer partnerships to find other mobility systems
- The agency hired a consulting firm to determine what a shared mobility framework looks like:
 - They found that roughly 5% of trips may be more cost effective on a TNC, the vast majority of the trips (95%) of trips should remain on King County Metro.
- The agency has developed a Mobility Action agenda.
 - King County Metro has no dedicated office of innovation, but innovation is woven throughout the agency.
 - The agency is leveraging growth of shared mobility options – in partnership with LA Metro – through their MOD Sandbox grant

- Went out with an RFP to ask if you could fit within the agency's contract requirements. In consideration of the RFP right now. It's risky but we believe this risk is right
 - King County's formula for partnerships is to pilot, assess and integrate.
 - One factor in their control is that the State of Washington has given the public transportation authority to King County Metro. In order to become a mobility service provider within the service area, operators need King County Metro's permission. Metro is working on an application program, for private operators to ask for permission to operate in King County. Criteria is being developed based on destinations, on time performance and speed. Metro hopes to launch this pilot in the beginning of 2018.
- Embracing new opportunities – the agency will have 15 electric vehicles in operations by the end of 2018; all electric by 2030.
- As the bus agency it's important to secure the battery capital and infrastructure needed.
- TNCs are piloting uses of bus stops, and King County is assessing its success:
 - How do you build the infrastructure with TNCs?
 - Currently 30% of transfers to transit are through TNCs and that figure is growing.
- Rebuilding the agency around mobility
 - Re-organizing less around a fixed-route provider, but connecting the pieces
 - Carpool programs and apps – a culture of change is a big part of making public transportation viable in the long-run
 - The agency also makes sure its employees are innovative in planning and implementing new services.

Valley Metro

Robert Antoniak, Chief Operating Officer, Valley Metro, Phoenix, AZ

- Phoenix is the 5th largest city in the nation with 50% of population living within ¼-mile of a Valley Metro bus route.
- The idea of disruption was embraced within the agency.
 - How do we incentivize riders to particular modes for particular purposes?
- Valley Metro received a MOD Sandbox grant – centered on a mobile app.
 - With the app, the goal is to put the rider in the driver's seat and get to a single point of payment system.
 - The existing app's accessibility features are poor, which the agency has to fix by Dec. 31, 2017.
 - Valley Metro is looking at the app like a soundboard with a dashboard able to control rides, routes, vehicles, services, hubs, etc. like an equalizer – What is the rider going to do? What is the service we should provide (jitney, mass transit, rideshare)?

- On the backend of the mobile app, is a dashboard that the agency can use to view the data.
 - Bringing a Silicon Valley approach into a public agency.
 - Equity has to be brought into the equation, but if 1% can't use it, it can't mean a failure to launch.
 - You can't miss out on innovation opportunities to test these out.
- Autonomous vehicles is the other aspect of the grant
 - Valley Metro would like to pilot AV in paratransit, is writing a white paper on different potential models so that when the AV community comes in they will be prepared to share what they can do.
 - There is a subset of paratransit (ridechoice) taxi cab voucher programs that may be the quickest path to market.

Atlanta Regional Commission/ Atlanta Area Agency on Aging

Cain Williamson, Mobility Services Manager, Atlanta Regional Commission, Atlanta, GA

- ARC is the MPO in the metropolitan Atlanta region, AAA, regional commission, economic and demographic research arm. ARC covers 7 – 20 counties depending on the policy area that you're talking about at any given point.
 - Cain manages the mobility services group
 - They operate the regional Transportation Demand Management program
 - Hired a transportation technologist in 2016
 - Their role in human service transportation:
 - Mobility services for a region
 - Determining how to meld TDM with technology
 - ARC doesn't operate transit – the closest would be the TDM program
 - They rely on local governments and transit properties to do the service delivery

Amanda Tyler, MPH, Senior Program Specialist, Rides to Wellness Coordinator, Aging & Independence Services, Atlanta Regional Commission, Atlanta, GA

- Goal is to increase partnerships between health and transportation providers
 - Create partnerships and programs to empower people to access transportation for health services
 - For those eligible for Rides to Wellness, we offer a complimentary MARTA pass for up to 6 months, travel training, and reduced fare and paratransit enrollment assistance when needed.
 - To be eligible a patient must be referred from one of our partner health systems (Grady, Mercy Care, Choice Health Care Network, or Morehouse School of Medicine) and they must be missing appointments due to a lack of transportation.
 - We work with the Community Health Workers and patient navigators at the clinics to identify those appropriate for the program and for continued follow up while they are in the program.

- Using the CDC HR-Quality of Life survey to measure health before and after a patient completes the Rides to Wellness Program
 - We want to be able to show that patients are benefiting from the access to transportation by providing MARTA passes because a 10 trip pass only cost \$25 but a missed appointment typically cost around \$150.
- Amanda does the travel training for ARC
 - For folks not familiar or comfortable with MARTA
 - As an example, a patient was worried about taking MARTA on her own and would take her child out of school because of her fear. After completing travel training, she is able to successfully and confidently navigate MARTA without pulling her kids out of school.
- Links to wellness summit – to bring health and transportation stakeholders together
 - Will be held towards the end of the grant period in June of 2018
 - Will be focused on finding sustainable solutions for people frequently missing appointments due to a lack of transportation.

Roundtable discussion on navigating the change from a Transit Authority to “Mobility Authority”

Facilitators:

- Marlene B. Connor, Immediate Past Chair, APTA Mobility Management Committee; and Principal/Manager, Marlene Connor Associates, LLC, Holyoke, MA
- Joseph T. Iacobucci, Director of Transit, Sam Schwartz Engineering, New York, NY

What are you doing in your own agency?

Examples from abroad

- In Europe, there has been a shift from regulating transit to regulating transit and mobility, examples from the following locations:
 - Vienna – the city has merged the transport department and the urban development departments.
 - London – the city is managing the street network and congestion charging scheme; they have also removed Uber’s license to operate.
 - Milan – Both organizing public transport and managing off-street parking.
- Agencies are looking at transport and beyond like integrating procurement for bikeshare, carshare and transit.
- Mobility as a Service (MaaS) – if you don’t have a good integrator there is no point in talking about that
 - Vienna – a transport operator developed pilot for MaaS and created an internal startup within the agency with freedom to build and engage
 - London – the transport agency completely opened their data because they didn’t think they would have the ability to develop privately.
 - On demand transit is growing much faster in the US than in Europe.

- Major themes will be woven into the conversation.

What is the policy framework? What are the roles of public agencies in guiding initiatives?

Maryland

- MTA Maryland has an interesting role because they are a state agency controlled by the Governor and the city is controlled by the Mayor. Educating the elected officials is important, especially those who control the purse strings.

Oregon

- You have to build trust with all of the stakeholders involved or else you'll lose control.

What are the best practices in educating and bringing in all of the stakeholders?

Minnesota

- The Minnesota state legislature mandated a task force to examine metro mobility services.
 - The task force has to deliver a report on three new service models that include TNCs
- It's necessary to provide basic information to decision makers
 - Not easy to go through a change process. You don't want to increase distrust of any solution.
- As far as AV is concerned in Minnesota, everyone says, "Not in the snow and ice. It will never work and doesn't appear safe."
- Education is huge and staff need to lean in to the realities of operations and be open to innovators.
- Agencies need to help stakeholders internally and externally understand about change.

Florida

- JTA was wary of partnering with new mobility providers and being left out.
- There is a need to bring in members who are knowledgeable of disabilities and asking them what type of technology they need in the near future.
- JTA focused on agency partners. A scenario planning exercise helped JTA understand the other stakeholders and the difference in how each would be affected by these new technologies. We are using the exercise to help drive long range planning.

Arizona

- There were former staff that didn't believe that AVs and transit could co-exist.
- A lot of local officials have a vision of these vehicles and not having to schedule a ride far in advance

- It's not simple, but the ATU has to be on board. New and different jobs may emerge from new technologies.
 - Stantec is working on an AV at a business park. When these vehicles go into service, it will take one person at a control board all day to ensure that these vehicles are doing what they are supposed to do

General Comments

- We shouldn't think about this from a modal perspective, but from an integrated perspective
- Follow up this forum with a webinar on scenario planning

What is the definition of success?

- People in the community can seamlessly and safely get to where they want to go, while doing it cost effectively.
- It's not one size fits all. Solutions have to be driven by local areas and what vision they have for themselves.
- Reduced car ownership
- Transit can sometimes be disconnected from the regional transportation process.
- Huntsville – lack of sidewalks. When you do R2W you see that we don't have pedestrian access.
- Agencies should have a vision – similar to King County Metro.
- We need a 'lessons learned' document to demonstrate how well the partnerships are working or how they aren't.
- Dive deeper into the NTD issue
 - It may mean that some services aren't counted because we're giving that away to someone else as in the JTA example
- Perhaps, we should target 4 or 5 places for investment that are really doing this innovative work
- Standard reporting of ridership
 - Broker access, mobility agency, innovative in non-traditional ways
- Do you do reduce car ownership?
 - We need to shift back to delivering people to point A and B and start to paint a picture for leadership
 - NTD – can't count everyone. Can't count people educated in travel training
 - NTD is the ultimate issue because it affects your pocketbook. NTD is going to hurt some and help others.

Equity Concerns

- Improved social equity and civil rights. We need to be prepared that these new models are going to contribute to our economy and making sure that we as operators are making investments in services to provide for investment in community. TNCs will do no good if we don't make sure they deliver the mobility that all customers are going to need

Autonomous Vehicles

- AVs have been deployed in lower economic populations, and the agency is working with tech colleges to show the ATU that change is coming. Gradual change is really important.

Health and Transportation

- What is our measure of health and transportation? That should be a measure in 25 years
- HHS is redoing their strategic plan. They spend billions in transportation to move people to health services, but transportation doesn't show up in the draft of their strategic plan.

Innovative Projects

- There should be an available and productive service for the most vulnerable.
 - Strategies to do this:
 - Experimentation: Establishing a microtransit pilot using an RFP process. Used the RFP process to get feedback early on from the private sector. It also touched issues like labor that most people didn't want to touch.
- MOD grant
 - First/last mile to rapid transit stations
 - Working with TNCs is really difficult. How do you hold people accountable for the things they promised you when they wrote the grant?
 - One benefit to LA Metro is that they have options and can choose from many different mobility providers.
- There is anxiety around fixed-route transit. But it is going to continue because TNCs can't carry a large amount of passengers at a time affordably. We know that our service doesn't pay for itself
- The goal of the strategic plan is to work on service.

Small urban and rural systems

- Example: Tompkins County, NY has two mobility management networks that are beginning to work together.
 - Coalition of interested parties and partners
 - Mobility coordination center
 - a network of one-call, one-click services (app enabled)
- What's needed?

- developing MaaS in small, rural areas
- next gen volunteer driver program
 - Many are aging out of their ability to deliver services
 - Tompkins County has drivers to take people to medical services outside of county
 - Sustainable and professional drivers
- Develop rideshare and develop tech
 - Not the volume in the rural area to make that type of service effective
 - Consider volunteers that are compensated for mileage not time
- Lot of energy and desire for innovation and breakthrough in the small rural space
- Moving from transportation to a mobility authority – Rochester and Albany
- Innovation is in small areas that are spontaneous, grassroots, and organic

Who are partners on this? How do we allow that partner to claim victory?

- The transit industry needs to better communicate value to potential partners so they come onboard.
- Lots of programs are in their infancy stage
- Don't limit yourself to your current partners and build new partnerships
 - Chambers of commerce, states and the counties, MPOs and regional entities
 - Both claim success equally
- Social service providers – United Way can be a good partner, and they also collect and maintain a lot of data
 - Case workers can also provide good insight into customers
 - Community health workers
- State DOTs and working through the regulatory environment
- Employers in the region and seeing them as a partner to get people to jobs.

INNOVATIVE MOBILITY ACTION AGENDA FOR KING COUNTY METRO

To achieve metro's goals in both the short and the long term, Metro will embrace innovation by pursuing the following strategies:

- I. Leverage the growth of shared mobility options as a complement to Metro's services.
- II. Build an internal framework to support the realization of Mobility-as-a-service.
- III. Embrace the strategic opportunities brought by electric, connected and automated vehicles.
- IV. Integrate Metro's data management platforms and engage with the smart cities initiatives throughout King County.
- V. Advance efforts to improve the efficiency of existing infrastructure and realize compact urban forms.
- VI. Strengthen Metro's institutional capabilities to invest and nurture a culture of innovation.