**Key Ideas:**

1. *Run a focus group for all six targeted employers as one of their “bi-monthly” event (from: “Building Blocks of Behavior Change”)*
2. *Pitch the guarantee when attempting to form a vanpool. For example: “I am so confident that you will love this commute that you can cancel at ANY TIME within the first 30 days. We can take your 30 day notice when I deliver you the van. (from: Making the Case for Vanpooling).*
3. If APCD has a successful percentage of employees participate in new incentive, we should roll out a limited model for employers in the region willing to participate if it works for more than 10% of their employees (from: “Behavioral Economics – Georgia Commute Options”).
4. Geo-Target Park & Ride lots to promote networks and reward P&R users that join with a sunshade (from: “Behavioral Economics – Georgia Commute Options”).
5. Send email to key business contacts throughout the county using A/B testing to see if we can generate new employer interest in Back ‘N’ Forth Club (from: “Behavioral Economics – Georgia Commute Options”).
6. Using A/B testing, send a control (letter you would have sent anyway about cost savings and environmental benefits) and test “take on a big, new challenge!” This could be piloted using MailChimp’s A/B testing along with a general marketing message (from: Alta Design “Take this Science”).
7. Another A/B test idea is to send one version where we address first name and mode preference compared to a regular monthly email (from: Alta Design “Take this Science”).
8. Leverage Daniel or Geoffrey to quickly heat map commuters for each TRP. This is being done using GIS, Enterprise software, and a custom platform made by Georgia Commute Options (from: Steer “Construction and TDM”).
9. Promote Waze carpool exclusively for a while. Update carpool page at Rideshare.org to show the three ways to find a carpool: iRideshare, Waze, and/or via Rideshare staff (from: SANDAG “Construction and TDM”).
10. Central Coast ACT Chapter: San Mateo, Santa Cruz, TAMC Monterey, SLOCOG, Kern, SBCAG, and Ventura. Goal: advocate for better RideAmigos service, leverage vendor partnerships for best deals (like scootershare), regional marketing (bring in famous representation), cross-county data sharing, co-branding?, survey standards, cross-county gamification for the all-star players, cross-county landing page for commuters (from: networking with other California TDM colleagues, thought of during “Construction and TDM”).
11. Make up a mini application for the one-day pass for event outreach and follow up with a mini-iRideshare survey about the experience (from: San Mateo “The Cost of Competition”).
12. Need to organize inventories and present missing components to employers before each TRP period for top considerations (from: Google “The Cost of Competition”).
13. For work site marketing, consider bathroom mirror decals to promote smart commuting (from: Google “The Cost of Competition”).
14. Focus on a simple user outcome, such as more users posting and seeking carpool opportunities. What if this was a call to action for Rideshare Week based on iRideshare survey results? (from: UrbanTrans “Harness Technology and Focus and a Simple User Outcome”).
15. Can RideAmigos show a commuter score based on carbon, cost and time? Maybe recommended modes are then highlighted in the trip finder? Urbantrans accomplishes this score using a software called “Conveyal.com” (from: UrbanTrans “Harness Technology and Focus and a Simple User Outcome”).
16. UCSD pays for a vanpool driver’s seat (subsidy), and has an “empty seat” subsidy that runs for single-month vacancies. This averages out to 25% of vanpool costs (from: networking).

**Mobility Lab - 5 Key Takeaways:**

1. Transportation is a behavior, not a type of person. Pedestrians = people who walk.
2. We cannot change the entire car culture of North America. We need to make transit, biking, and walking more competitive as options.
3. Don’t focus on commutes. Commutes are the most entrenched transportation habit, making them the most difficult to influence. Convince people that transit might be good for a particular occasion. Bike to Coffee Day is more manageable than bike to work.
4. Hire connected people from the community, not bright, young bike nerds to perform residential outreach.
5. We deserve great places. We should not have to go to Paris to walk to a neighborhood café.
6. Measure results to both improve programs and get more funding.

**Building Blocks of Behavior Change – Speakers:**

Start with WHY? = motivation

Focus today: HOW? = process

WHAT:

Basic: does it work? Just use a recipe and end up with something.

Creative: ingredient alteration, activities/process, and metrics.

Process: Connect (who is involved?) > Learn > Share (lessons learned for others)

BUILDING BLOCKS OF BEHAVIOR CHANGE

Audience

* Demographics
* Psychographics
* Context
* Culture

Behavior

* Type
* Number
* Frequency

Content

* Strategy
* Message

Delivery

* Medium
* Messenger
* Timing

Evaluation

* Metrics
* Methods

TARGET: Audience / Behavior

* What they have (kids, showers)
* Think (freedom to leave whenever, biking makes me sweaty…)
* DO (I take the kids to karate)

AUDIENCE RESEARCH

1. Observation
2. Interviews
3. Survey research

Need to “swim in audience” and capture feedback from the different types of people.

Example: university. Different schedules, stages of life, etc. Define these people and get their feedback.

How you dress for different audiences matters. What time are people around? (Must do a breakfast event to reach field-research teams at Caltrans).

DESIGN: Content/ Delivery

* Strategy (commitment, feedback, reminders, incentives, marketing, competition)
* Content (Motivation, defaults, choice architecture)
* Delivery (medium/messenger, where, when, who, and how)

*Book:* [*www.cred.columbia.edu*](http://www.cred.columbia.edu)

Social Norms: asking people what works is not always the solution. Better option: try different campaigns and measure effectiveness. Example: save money, help the environment etc. came up as what people said motivated them to save energy, but door hangers told those running a study that the message that worked was, “Your Neighbor is Doing Better?”

Methodology: opt-in versus opt-out.

SELF EFFICACY

* Behavioral: Can I do it?
* Response: Will it matter?

DESIGN: Methods

* Pretotyping: pretest the idea before spending money. IBM tested voice to text by having test users speak into a mic, and having someone in another room quickly type what they said (rather than developing the expensive software. Another example: Kickstart where someone can present an idea and get funding before building it.
* Caste study: Business Energy Reports (BERs). The letter was designed to show residents how they compared to their neighbor. Photos on letter DID NOT have people in them. *People respond better to something with people.*

*LOOK INTO: eye tracking?*

Clear and simple messaging are the key, but it’s not always simple.

**Stepped into Marketing Technology Session:**

* ½ of app sessions are less than 15 seconds (get in, log trips, and get out!)
* Bigger screen = more time users will spend
* Web = best for new engagement
* App = best for continued engagement
* Types of apps:
	+ Web: users can add button to phone home screen, all features, slow speed
	+ Hybrid: Interprets website, available in app store, but slow
	+ Native: best, but takes time to build.

Pick incentives that are visible to spread the word as much as possible.

**Making the Case for Vanpooling**

Attendees: Mark from RTC Washoe (Scott Mikels TDM manager), Lew Pratch (recommended reading: THREE REVOLUTIONS).

REVOLUTIONS IN VEHICLES

* Vehicle electrification
* Vehicle automation
* Sharing and pooling

Goals:

* Sales messaging and techniques
* Employer engagement strategies
* Marketing and outreach options

1-minue story:

Who am I? What do I do? How we do it? Example of success? (Memorize this pitch).

KEY MINDSET

* Modern commute consultant
* We represent the new school vanpool
* Demonstrate why it matters to the customer/business value
* Leverage 2nd and 3rd level stakeholders
* We are effective and efficient – must conduct analysis of population
* Employer must provide support…some type of support

Sales Obstacle #1: Employer Buy-in

* ANSWER THE QUESTION: Why should they care? Why does it matter? Create a facts sheet that demonstrates what a parking spot means, what they could do…
* Getting the company to take ownership of the program. Business impact summary: show business management the cost efficiency, how many employees quit (pull that Enterprise one-sheet that explains the benefit of vanpooling).

Sales Obstacle #2: Compel Employees to Make a Change (try something new!)

* People are change resistant.

Sales Obstacle #3: No Product or Negative Product Awareness

* Just educating people on what the heck vanpooling is.

Overcoming Faulty Thinking #1:

* Bus/train versus vanpooling. There is no competition. Vanpooling is a complimentary service for commuters that do not ride the bus. The average vanpool in CA travels 45 miles one-way (no bus serves these commutes).

Overcoming Faulty Thinking #2:

* A small percentage of employees need us. You CANNOT help everyone. “I am not here to help everyone in your company. This is not for everyone.”
* 20 / 50 / 10
	+ We engage with ABC corporation with 500 employees (1,000 at ASH)
	+ 20% live in target market (20+ miles)=100 employees (500 ASH)
	+ 50% of these employees can participate = 50 employees (250 at ASH)
	+ 50 employees / 8 passengers ~ 6 vans (30 vans).

Overcoming Faulty Thinking #3:

* Awareness campaigns – fairs and tabling will lead to new vanpools (NO). This is about building awareness.

ABOUT THE EMPLOYER (maybe use this for Bronze-level participation):

* Access to employees.
* Endorsement: make sure the company understands that you support this program.

BUSINESS ATTRIBUTES

* 250+ employees
* High turnover/low retention
* % of older employers (35-55 years old and homeowner)
* % of young employees (environmentally focused)
* % of hourly and set shift work

BUYING ATTRIBUTES

* Focus on employee wellness and employee engagement
* Focus on sustainability
* Goals to reduce operating costs
* Currently offering other commute incentives.

LOCATION ATTRRIBUTES

* Larger cities with congested traffic
* Planned or recent worksite relocation
* Facilities with limited parking
* Locations with low access to public transit.
* Major highway construction impacts.

TARGET AUDIENCE

* Business Leader
* HR Leader
* Facilities Leader
* Environmental + Sustainability Leader

BUSINESS LEADER

* C-Suite
* General Manager President
* Owner
* Vice President (Finance, Operations, etc.)
* Executive Director

Get buy-in from the highest level.

HUMAN RESOURCES LEADER

* CHRO
* VP of HR
* Director of HR
* HR Manager

ENVIRONMENTAL + SUSTAINABILITY Leadership

WHY should employers participate?

* Why change or continue doing what we’re doing (or not doing?)
* Why not? Not retaining employees. They are moving way.
* Why vanpools? Pull zip codes and bring back heat map to show which areas are worth targeting. Then seek cross streets or the next level of information.

Key terms:

* “Anonymized mapping.” I am going to be mad at you if you give me phone numbers and emails. Round street numbers up to the nearest 100.
* They can use their own in-house GIS staff to map their employees.

PRODUCT KNOWLEDGE

* You need to know your product if you want to be successful at selling it.
* The customer is given a sense of comfort and trust when you prove to them you are a subject matter expert.
* Knowledge alone is not enough.

FEATURES AND BENEFITS

* Features are indisputable facts about a product.
* Benefits are the advantages a product offers.
* Features and benefits are the cornerstones to the value-building process.
* Linking a feature with a bridge and benefit is a powerful tool you can use to communicate in a way that is MEMORABLE, COMPELLING, and PERSUASIVE.

THE BRIDGE:

* What that means to you is…”
* The benefit to you is…”
* How that impacts you is…”

PUTTING IT TOGETHER

* You are more effective and persuasive when you use an effective bridge containing the word “you” to connect with a benefit
* The Benefit has greater value if it has some connection to your customer.
* Talk in simple terms and with great enthusiasm!
* Never assume the prospect knows.

SIMPLIFY THE PROCESS

* Identify your potential – what employees make a good fit.
* Customize your program and show company support.
	+ VIP Parking, pre-tax payroll, vanpool subsidy, other. Full subsidies are not necessarily good.
* Director and manager engagement
* Engage with potential groups and drive conversion

MARKETING – PRE-LAUNCH

* All employee announcement
* Manager/supervisor announcement
* Individual employee communications
* Interior wall signs
* Vanpool parking signs
* Intranet site or SharePoint
* Fair or Tabling Events

POST LAUNCH

How do we retain attention at a work site?

* Drip emails from POC
* New hire orientation
* Employee events (fairs, tabling, etc.,)
* Vanpool mention in video loops
* Fair and tabling events

WHY PRE-TAX?

Without pre-tax commuter benefit:

Net take home with no pre-tax vanpool: $3,250

Net take home with pre-tax in place: $3,325

= $75 savings, or $900 per-year.

EMPLOYEE HURDLE

* They each have a problem. They just don’t know it yet.
* They may be in denial.
* They start with zero or less-than-zero interest in vanpooling.

TALK THEIR LANGUAGE

Partnered with Chadwick Martin Bailey to conduct customer study.

* The 25 minute online survey explored demographics, commuting habits, awareness and usage of vanpool services, motivations as well as satisfaction.
* Surveyed vanpool riders, drivers, coordinators.
* Obtained 2,795 completed surveys resulting in a 5% response rate.

WHAT WILL STICK?

* *Efficiency-Driven Engineers*
	+ *Structured*
	+ *Practical*
	+ *Consistent*
	+ *Dependable*
* **White-Collar Bureaucrats**
	+ **Flexible**
	+ **Collaborative**
	+ **Simple**
	+ **Contribute (to the community/environment)**
	+ **Comradery**
* Far-Flung Laborers - These commuters have the furthest commute. Their primary focus is comfortable ride
	+ Convenient
	+ Ease
	+ Relaxing
	+ Reliable
* **Green Health Workers**

**These workers have short but costly commutes and are motivated by environmental benefits.**

* + **Conscientious**
	+ **Supportive**
	+ **Rewarding**
	+ **Considerate**
* **Economical Government Employee**
	+ **Smart**
	+ **Advantageous**
	+ **Accessible**
	+ **Beneficial**

SOLUTION MARKETING

* Company introduction
* Agenda
* What is a vanpool/how does it work?
* Your current commute
* The vanpool package
* Sell benefits/advantages of vanpooling versus driving alone
* Educate and compel group of commuters to collectively make a decision to TRY vanpooling. When presenting, compare the monthly commitment to two-year Verizon plan, Netflix, etc.

PRE-MEETING HOMEWORK

* Do your homework to know the P&Rs, HOV lanes, etc. to solve their commute questions.

MEETING TIPS:

* Station yourself by door and personally greet/shake hands with each individual.
* Identify individuals who are the most confident – they can be your possible advocates/supporters.
* Identify those with the most visible angst – they can bring potential challenges but converting them would sell the rest of the group.
* Be friendly but assertive – REMEMBER YOU’RE VERY CONFIDENT IN VANPOOLING AS A BETTER ALTERNATIVE TO DRIVING ALONE.
* Keep an “open” position when speaking and interacting.
* Ask repeated questions that require audience participation – share examples
* Use open-ended discovery questions
	+ What does this mean to you?
	+ How would saving time affect you?
	+ Can you tell us more about that?
* Minimize questions that invoke yes/no responses.
* Get an existing vanpooler to serve as a live testimonial.

LET’S TALK ABOUT YOUR CURRENT COMMTUE

* Your driving costs: AAA 2017 Edition How Much are you Really Paying to Drive? It’s insurance, gas, maintenance.

WHAT’S NEXT?

* You deserve this! Here’s what your commute could be (eyes closed and headphones photo).

Reimagine Your Commute

* Get time back
* Save money
* Go green
* Enjoy the ride

**TRAFFIX Presentation**

**Executive Order 13150**

* Transportation incentive program (TIP)
* Benefit, not an entitlement
* Up to $260 per-month
* Application process and policies are unique to the employer agency.

DOT – TRANServe

* DOT Designed the Executive Agent to communicate policy and establish uniform standards for the Federal Transit Benefit program.
* TRANServe is the primary service provider to Federal Agencies

Dept. Health and Human Services has their own program.

* Also has a Bike2Work benefit.
* Funds are loaded on the 23rd of the month for the upcoming month. Cards have funding up through the 15th of the upcoming month before they get wiped away.
	+ Example: cards will be loaded on August 23rd for the September benefit.
* Applies to TSA… Homeland Security, US Department of Veterans Affairs (Downtown SLO?) US Customs and Border Protection. FAA.

TARGET CONTACTS

* Federal: day-to-day contact is the person administering the Federal Transit Benefit at the worksite but it is critical to establish additional stakeholders
* Military: get a firm understanding for how the office operates.

LAYING THE GROUNDWORK

* Get a MOU from CO and a Base Sponsor
* Liaison with Base and Region military leadership
* Work with Program Manager, Public Affairs, MWR, FFSC, Military Housing, etc.
* Become the transportation resource.

Getting Past the Quarterdeck

* Teaming up with ETCs, TIP and MTBP
* Start with larger audiences, then focus on the individual commands/buildings
* Commuter survey (replaces cluster analysis)
* Make friends with Public Affairs or Public Relations

PROMOTIONS ADVERTISING

* TRAFFIX Programs
	+ Monthly vanpool stipend
	+ VanStart/VanSave/Try Vanpool
	+ Guaranteed Ride
	+ Ridematching and rewards
* Interior signs and preferred parking signs
* Paid advertising

OUTREACH EFFORTS

* Transportation fairs
* Commuter conference
* Safety stand downs
* Command surveys
* Earth Day events
* Quarterdeck Table Setup (lobby tabling)
* Commuter conference once per-year (vendors for each transportation option are present).

RIdeshark: Unified Mobility is an app that integrates payments with the usual TDM applications. Find out: what CRM functions?

**BETTER BLOCK FOUNDATION – 9:30am on 7/30/2018**

Lease parking spaces (downtown) and turn into mini parks. Can we try this on Higuera Street? Maybe in front of the Network building.

* Create a website for an empty building to become something. Create a website to create the street car.
* Punch cards where kids bike to school and if they get it punched five times they get a root beer float.
* BetterBlock.com has recipes for bocce ball court in a turn lane, green bike lanes, etc. Wiki Block to use one sheet of plywood to make bus stops, bike racks, green houses, etc.
* Take toilet plungers and PVC to create bike lane delineators.
* Block Party permit gets you past most of a city’s hurdles.
* Property owner allows group in under block party permit and gets free painting and window improvements/etc.

**RESIDENTIAL TDM – 10:30am – 7/30/2018**

75% of all trips in the US are not made for work.

QUESTIONS: mailers? Any successful Next Door campaigns? Can we hire Alta Design to implement residential TDM campaigns in our community? Tien-Tien – can you explain in more detail what went wrong in the post survey? I missed it. Successful Gamification Examples? How do you manage those relationships (CRM?)

Hannah Mullin – why less events in 2016?

*Tien-Tien portion:* launched in fourth neighborhood in Austin. Cofunded between City of Austin and Capital Metro.

* Manage Congestion by encouraging residents to explore the city in new ways.
* Reduce by 5-10% single occupant vehicle trips.
* Increase by 5-10% trying transit biking, walking, carpooling.
* Timing the program to align with public transit and bike infrastructure improvements in the area.
* Partner with neighborhood groups for ALL events
* Tailor program messaging for a neighborhood.

How did SmartTrips come to Austin?

* Explicitly stated in Bike Master Plan. Pilot in 2015 was the test case that showed the campaign worked.
* Put it in Strategic Mobility Plan (SMP).

What’s in the packet for residents?

* Neighborhood map
* Transit day pass
* Bike lights
* Bike-share day pass
* Water bottle or phone charger
* Credits for bike & scooter share

Quantitative & Qualitative Results

* Date
* How they get around?
* AVOID MISTAKE:
	+ Sent by mail to 8,000 households, and online survey went out online in one day (not a good strategy). Split up how survey went out.
* What did survey do?
	+ 3.3% reduction in SOV
	+ 5.9% increase in transit
	+ 74% felt more aware of options.
* Following year:
* 3.7 reduction SOV
* 1.3% increase in transit
* 76% felt more aware

**NEXT SPEAKER – Portland Moving Campaign**

Portland has set a goal of reducing driving to 33% by 2035

* 2035 Comprehensive Plan and Transportation System Plan set ambitious goals for VMT reduction and shared mobility goals.

Portland SmartTRiPs targets new movers in the Portland area

* 30,000 households per year
* 30% of new movers come from 25+ miles away
* Why: moving to a new home is an opportune time to intervene due to lower probability of comuting by car.
* “Walkable neighborhoods and Public transportation scored highest as to why people moved.

VMT Reduction Throughout the Years

* No control group in 2012 and 2013 was an issue.

HOW IS LIST PROCURED

* USPS data of new movers purchased through local marketing company (target outreach to people that are new to the area).

**NEW SPEAKER – New York City**

* Residential program funded with CMAQ.
* Program structure: entirely opt-in “Education and Encouragement” program to increase use of smart modes.

Staten Island:

* 52% of people drive alone, which is high for NY. Middle income area selected with about 30,000 people.
* Sent out mailer that asks people to sign up online for free gift (bike light, pedometer, shopping bag, ear phones…
* EVERY MAIL DIRECT is best bang for buck when mailing to homes in a designated area.
* Billboards, window posters, online banner, bus shelter ads.
* Community events retrieved the highest number of sign ups.

Impact of residential program:

* 314 SOV trips reduced (1.2%)
* VMT reduced (15.9%)
* Awareness up from 2% to 11%.

**NEXT SPEAKER: King County Metro Campaign**

* 41 different communities served.

Framework:

* Outreach to people in home environment
* Focus on local trips to target residential area
* Materials geared toward needs
* Lower barrier to entry using info and rewards
* Realistic goals: reduce 1 or 2 trips per-week.
* Multi-modal
* They have people pledge to reduce trips
* Only select neighborhoods with bus stops or other transportation resources.
* Look for community with a sense of identity.
* Survey shows that program did reach a reduction in drive-alone trips.

**Hannah Mullin “Drive Less Save More Oregon” – ODOT Funded Program through Alta Design**

Goals:

* Encourage residents to use smart modes.
* Improve health and air and strengthen communities.
* Build local partner capacity to implement similar campaigns in future.

Campaigns:

* 2014 had two events
* 2015 had five events
* 2016 had one event
* Spread throughout Oregon over these years

Activities:

* Events: ice cream walk, little free libraries tour, bus bingo, historical walking tour
* Communications: e-newsletters, interviews with locals, tips and info on events.

**VANPOOL COUNCIL MEETING – 7:30/2018 – switch at 11:15am**

* Holistic tech approach. Use less-used transit stops as vanpool pick up points.

Social media – Tabitha and Lisa Kay

Created the abstract of Lew Pratsch’s presentation on the history of vanpooling.

* Working on a piece about the health benefits of vanpooling. To include quotes and (photos) from vanpool riders to support the idea.
* Automated vanpools?

GROUP 3:

* Jessie, Peter, Ben, Angie, Aria (new vanpool in So. Cal), Dezra, Pamela (San Bernadino), Emily (Eastern Washington Spokane Transit).

***What are the public goals for policy:***

* ***Terri: run in-house – replacing old vans is the challenge. Not sure how this can be addressed in public policy. Enough funding for four or five vans per-year. Any funding that comes in goes to transit for the most part.***
* ***Angie uses STP (surface transportation planning) funding.***
* ***Dezra: we know the value vanpool brings. We need a better image: put some respect to my name (seconding what was said by Felicia).***
* ***The policy needs to provide exposure to the “newschool” of vanpooling.***

***SEND TO ANGIE & LISA KAY***

***SANDAG: reimbursed for trips and gift card for driver (WAZE). First eight rides free.***

***Train = 130 riders per-day. Gave out 1,300 free passes and 600 were used.***

***31 day passes funded by MTS (must ride for at least 8 days).***

***YouTube advertising with geo-fence. Google will assign you help for first 90 days.***

***Mobile ad should ask people to download the app!***

* ***You can segment desktop users watching Youtube versus mobile. Segmented marketing.***

***Advertise through local movie theaters. You used your credit card at the theater, then you get a banner ad three days later!***

***National Cinema Media***

***Can we get Mayor Harmon to invite Byrd or Lime to drop scooters?***

**TALK WITH Ohio CONTACT ABOUT YOUTUBE TARGETED ADS AND PARTNERING WITH GOOGLE.**

**Behavioral Economics – Taking Money Away Instead of Giving is More Effective 1:30 p.m. on 7/30/2018**

**Scope of Work with company that does behavioral economics**

**Questions:** ask for employer journey maps copy (where can I find)?

* Focus on worksite is a cost effective first step in understanding and applying behavior economics.
* Develop BE driven incentives (marketing messages and program strategies) to increase employer engagement and employer mode shift.

BE Works Method

* Discovery
	+ They had to know the circumstances of the environment.
* Behavioral Diagnostics
	+ Analyze how we interact with employers and employees (audit).
	+ Developed journey maps of the decision making process.
* Ideation (most challenging)
	+ The strategy development took personnel and management to analyze all of the data to identify the points at which behavioral changes (nudges) could be introduced.

Key Observations

* Employees were confused and though Ctrides provided actual transportation, and they already drove.
* Lack of corporate leadership.
* Lacked baseline data needed to critically analyze results.

Journey Map

* The boxes in the chart represent the stages we interact with users.

Summary of ideas

* Increase engagement of corporate partners.
* Increase Engagement of Employees

Nudges:

* “Your company has been pre-approved to participate in the region’s Guaranteed Ride Home program.”

Experiment: Better explain the benefit of participating with CTRides.

Test Strategy Design: 3 variations of an email format.

* Goal: the primary goal is to have a recipient schedule a meeting with the assigned commuter program manager
* Metrics
	+ Email openings
	+ CTR for call to action
	+ Meetings scheduled
* Topics:
	+ Reduction in absenteeism (if you don’t participate, you will have these issues).
	+ Regular employer message.

Status:

* Dry run
	+ Huge bounce rate on list.
	+ Using cold leads.
	+ Get list provider.
* First wave a month later
* Second wave 25 days later
* Data collection and analysis is at end of August (another month)

Will create a deployment strategy for entire state (ideal template for employers and using an email clean up company).

**NEXT SPEAKER: Georgia Commute Options – Behavioral Economics**

Changing Behavior, What we Know:

* Keep the message tailored and personalized.
* Awareness alone does not lead to behavior change.
* Generically targeted programs do not lead to behavior change.
* But “change moments” do…
	+ Crisis
	+ Construction
	+ Life change
	+ Relocations
* Example: the I-85 Bridge Collapse
	+ Influx of registrations to Georgia Commute Options
* Message triggers:
	+ Frustration (no: that guy looks nuts)
	+ Wasted time (no)
	+ Feeling in control (yes – how realistic is a woman reading a book on the bus though?)

Primary focus:

* Millennials by 2019, will be the largest living adult generation in the US. Mistaken for lack of focus.
	+ 75% of workforce by 2025
	+ Want more than money
	+ Values driven
	+ Messaging must:
		- Authentic
		- Personal voice
		- Real people

Used “SONAR” tool run a digital focus group.

* Call to action was more successful: people that are more likely to try an alternative next week.

Initial Insights

* 1,200 parking spaces clear
* 45,000 vehicle miles reduced
* $25,000 saved in vehicle maintenance
* Keep it authentic (piggy bank on car is no good, but person on phone on a bus was successful).

Bright future?

Generation Z: byte size, want money, value safety

THIS PRESENTATION (key change moments graphic) will be shared (ask Thomas from AECOM).

Hiring a company to do a behavioral economics study. Make sure the company is open to understanding your perspective first.

CMAQ funding pays for 1 million media buy with Georgia Commute Options.

**TAKE THIS SCIENCE! With Alta Design Session – 3:00pm on 7/30/2018**

What we did:

* Literature review
* Agency workshop
* Market segmentation

Key questions:

* Where are people driving?
* What might change their travel choice?

Randomized Control Trial and why is it important?

* Control: the letter you would have sent anyway (cost savings and environmental benefits)
* “Take on a big new challenge” – A/B test

SEGMENTS

Market Segment 1: Try it Again (MY CRM DATABASE)

Barriers:

* Status quo bias (“I drive alone every day)
* Cognitive load (doing something new takes more cognitive effort—break the habit)
* Ambiguity aversion (comfortable with the downsides of driving, such as traffic. No idea what transit could do to them: the “what ifs” with uncomfortable anxiety).
* Negative halo effect (I don’t want to be “one of those people” riding on transit).

Solutions

* Nudge timing (reach someone at a time when it is actionable: could we send out a text notification on a Sunday that allows someone to think about how they might get to work on Monday).
* Reframing ambiguity (the train time is now my “me time”)
* Foot in the door”
* Reframe value of commute

MARKET SEGMENT 2: Make It a Habit (the people that may take the bus every time for a sports event, but do not use it any other time) – PEOPLE THAT ENGAGE FOR BIKE MONTH ONLY

Barriers:

* Mental accounting (makes sense to beat one-time high cost event, but we are used to the cost of driving to work every day).
* Sunk cost effect

Solutions:

* Power defaults (like an LA tap card with pre-loaded funds)
* Evoke identity/values (frame commuting in a way that follows the identity of an active lifestyle)
* Invoke social norms
* Implementation integrations

MARKET SEGMENT 3: Use it Well (VANPOOL COORDINATORS AND PEOPLE THAT LOG MORE THAN 3 TRIPS PER-WEEK)

Goals

* Increase enjoyment and satisfaction
* Recruit as ambassadors

Solutions

* Make ride social (people that talk to others are more satisfied with their public experiences)
* Referral programs (help others get the benefits of transit!)
* Gamification to redistribute demand
* Reframe value of commute (this is valuable time you would NEVER want to give up!)

What’s next for TransLink and this report?

* Challenges and opportunities:
* Step-by-step: how would a project happen at TransLink?
* Alta summer research review

$45,000 for A/B Trial Design tool.

**KEYNOTE SPEAKER – CA HIGH SPEED RAIL 9am on 7/31/2018**

Does it really cost you more to do the right thing? NO. Small business program

* 30% goal for small business participation
* 10% DBE
* 3% disabled veteran business enterprises (DVBE)

Working on train system to run more efficiently and reliably (including LOSSAN)

**CONSTRUCTION AND TDM**

**SANDAG I-5 / Genesee Avenue Interchange and Gilman Drive Bridge (UC San Diego) – Jay & Destree at 10:30am on 7/31/2018**

Golden Triangle was targeted for improvements

* Highway improvements
* Rail improvements
* Two new bus routes added
* Bike/pedestrian path added

Collaboration

* Best way to reach: via employers (large employers)
* STEER (Destri) worked with 14 major accounts along with another employee to manage another 50 accounts.
* Website: shiftsandiego.com

Construction Map

* Interactive map allowed commuters to subscribe to transportation options they cared about.

*Outreach:*

* Twitter
* Text alerts

EMPLOYER SERVICES PROGRAM

* Planning
	+ Survey employees
	+ GIS team maps data
	+ Measure interest in alternative transportation
	+ Trip Reduction Plan (what does this look like?) – mapping + what commuters are interested in.
* Implementation
	+ Incentives and marketing materials
* Evaluation
	+ Re-survey (every one or two years)

This process reduced SOV by 7% on average.

COMMUTER EVENTS AND SERVICES

* Diamond Awards
* Bike to Work Day
* Rideshare Week
* Carpool Incentive Pilot
* Regional Vanpool Program
* Regional Bike Parking Program
* Bike Education Services
* Try Transit (must use at least 8 times during month with survey at end of their experience). Of those that activate their card: 60% continue riding. **(HOW MANY PEOPLE IN A GIVEN MONTH?)**
* Guaranteed Ride Home
* iCommute.com – menu of options

WAZE comes on site for events with swag to promote the app. 100 people have signed up so far, and the goal is 500 through the Waze Carpool app.

RESULTS:

* Reached 99 employers
* Over 70 employers are active
* 17 employers received Diamond Awards
* 38,000 shift website users
* 134 vanpools (20% of total region)
* 1,095 GRH

**JASON MOORHEAD ALEXANDRIA REAL ESTATE (Real Estate Holder) – 11am on 7/31/2018**

Clients: Triangle Park, Seattle, San Diego, etc. for areas with the Life Sciences sector (a university with large academic presence).

San Diego area: 4.5 million rentable square feet. Properties are within 4 miles of corridor. Some TDM programs mandated by construction permits.

TDM Lunch Waze Carpool & Zip Code Party

* Lots of people downloaded the Waze app, but only 100 signed the agreement (to have first ten rides paid).
* Funneled people by the Waze table with tacos.

Bike:

* Bike 101 Seminar WHAT/WHEN/WHERE/RSVP
	+ Raffle off bicycle at seminar.

Program components:

* Unbundled paid parking (leased separately from rental)
* Telework program (one or more days per-week)
* Flexible alternative hours (offset from the 9a-5p standard) – enforced by the property owner by saying, “you cannot have a mass start time.”
* CWWs
* On-site bike sharing (cameras and bikes available on the honor system with no bikes stolen).
* SANDAG iCommute promote ride matches and GRH
* Transit subsidies (HOW MUCH?!) Optional?
* Parking cash-out
* Bike and walk facilities

Paid parking is very rare in San Diego.

ALEXANDRIA SHUTTLE

* Used for large events from parking garage to event site. Not so much for daily commute.

**UC San Diego (Curt Lutz) – 11:15pm on 7/31/2018**

60,000 coming to campus every day (20k employee and 36k students). About 86% commute from off campus. Commuters cover over 100 zip codes in San Diego and Riverside Counties. Around 30% drive alone. Lots of choke points with construction on campus and on major routes.

Transportation Services

* Everyone pays for parking with no exceptions.
* Shuttles – 9 routes; campus, medical and key points
* Transit – 7 routes to campus: 7 Routes to Campus; Triton U-Pass (students tax themselves to cover costs—once voted in, this went from 3% to 7% transit ridership), ECO Pass Program (purchase passes up-front, and transit system gives a discount), Coaster Club, Summer Student Pass
	+ ARE PASSES FOR THE ENTIRE SEMESTER?
* Vanpool – UC San Diego, Salk Institute, VA Hospital; incentives (55 vanpools with many traveling 65+ miles—quarter million per-year? **SUBSIDY?).**
* Bikeshare – Spin partnership
	+ Worked with SANDAG to research various programs and benefits. **Get matrix from Curt as a starting point.**
* Construction – North Torrey Pines Living and Learning Neighborhood

Back to School Campaign

* People do not read their emails (ARE YOU ABLE TO SEND CAMPUS-WIDE EMAILS?)
* Transportation fairs seem to be best way to engage.
* BIKESHARE AND BTWD. How do you measure if BTWD is getting bigger? (420 people this last year).
* Bikeshare vendor (Spin) has to bring bikes back from the community.

CARPOOL PROMOTION – most used in modeshare

Curt (jclutz@ucsd.edu).

**CHRISTIAN (Vertex Pharmaceuticals) COMMUNITY OUTREACH COORDINATOR – 11:30am on 7/31/2018**

**What works?**

* New hire orientations
* I-5 Genesee Project (bad traffic)
* Annual commuter survey
	+ Quantifies employee commuting habits.
* Alexandria partnership (previous speaker)

Employee Benefits:

* Generous monthly reimbursements and subsidies (every sort of transportation service SD has to offer).
* Public transit, careshare, electric bike and protected bike parking

UberPOOL/Lyft Line Benefit

* Managed by WageWorks Commuter Benefit Card
* Full commuter benefit allowance may be applied
* Funds rollover
* 10-15% of employees utilize this feature weekly
* Only for work related uses
* **WHAT IS AVERAGE RIDERSHIP (2 persons per-vehicle?)**

Make it Easy!

* Employees irregular schedules: offer them the resources like carshare and multiple options
* Influx of new employees: awareness of the program with bulletins and updates
* Company growth: keep employees excited with incentives, competitions and highlighted achievements

Amenities

* Bike lockers, carpool parking, and indoor bike parking / repair.

**ACT LUNCH UPDATE:**

**What’s new?**

* Center for TDM education (partnerships with CUTR/LAB?)
* Professional Certification (Aaron Fob)

CERTIFICATION 2019: February 3-5 – Disneyworld

* Expanding to three full days
* Adding pre-retreat webinars
* Additional ½ day with pro trainer
* Additional webinar with professional trainer
* Choice of ACT focused group project

ACT FLY-IN

* Proposing the importance of TDM on the national level. Legislators interested in hearing more in September.
* Surface Transportation Authorization presented to congress in the spring of 2019.
* Under current rules, ACT will run out of money.

LEGISLATIVE UPDATE

* Not enough time to enact bills in 2018.
* Shutdown is less likely.
* Supreme court nomination occupying most of the time right now in congress.
* House may flip to democratic majority. Senate projected to stay the same (Republican majority).

**THE COST OF COMPETITION: SUBSIDY AND INCENTIVE STRATEGIES FOR ALL EMPLOYER MARKETS - KIM**

Incentives paid for through grants.

YOUR COMMUTE COUNTS – Don’t be an S.O.V. Commute.org – San Mateo

Funding partners:

* C/CAG, SM County Transportation Authority, MTC, BAAQMD, Private Sector Shuttle Consortiums

REWARD PROGRAMS:

* Direct incentives
	+ Transit (Enjoy a Free Transit Ride On Us) **HOW IS THIS TRACKED? Application with statement that they do not drive alone. Afterwards, the person would be surveyed about their behavior.**
	+ Carpool
	+ Vanpool
	+ Partner programs – a “Scoop” incentive for the rider and driver in a Scoop carpool. San Mateo tacked on additional incentives for the Scoop people to stay connected. **INTEGRATED SCOOP and Commute.org?**
* Prize drawings
	+ Annual Challenge (10th year)
	+ Bike to Work Day
	+ Mode specific raffles
	+ Social media contests
* Points based rewards: set up so someone can buy everything in store by end of year
	+ STAR Store (branded items: sandwich bags, USB chargers, etc.)
* Commute insurance
	+ GRH up to $60 per-trip **CAN SOMEONE USE ON THEIR WAY TO WORK?**
	+ Any mode accepted (Lime Bike, Uber, taxi…)

RESULTS

* 90% increase in STAR participation (5,500 users)
* 27% increase in e-news subscription
* 24% increase in website visits

LESSONS LEARNED

* Work with partners, property managers, cities, TMA’s, employer groups, community groups, etc. for partnerships and ideas
* Diversify your program offering, a $60 raffle prize works!
* Having new technology does not guarantee results, must market it well
* Mailing prizes can be an unexpected expense and burden on staff
* Fellowship/intern programs key to our expansion
* Expand use of e-gift cards
* Pursue donated gifts or sponsorships
* Work with mobility platform vendor to continue to make trip logging easier

**MARK WITH SWEDISH HOSPITAL CAMPUSES IN WASHINGTON 2pm on 7/31/2018**

Focus: Cherry Hill Hospital (population of 3,000). Campus struggled to achieve 50% reduction in SOV trips.

First question: are we offering the right program? YES

* Parking policies and pricing
* Free and reduced parking for carpools (reduced) and vanpools (free)
* Lockers and showers
* Zipcar
* Transportation fairs
* Reserved/preferred parking
* Heavily subsidized transit
* Covered and uncovered bike parking throughout campus
* Promote regional and local commuter campaigns

Needed to focus on relationships! Not about incentives.

* Shifted from the static “dinner bell” approach to a program that is dynamic and engaging
* The reality is that if you are in ANY market, customers expect services/products that are customized to their “unique” needs.
* We are not in the transportation business. Rather, we are in the business of adding value to caregiver’s work experience by reducing the burdens associated with commuting.

Using the language around rewards to get the dialogue started.

Caregiver Commute Rewards

* Employees log trips to be eligible for prize drawings (engagement).
* Tied to employee data that includes department, shift, employment role, previous commute behavior (relevance).
* Helps us with internal communications and outreach along with peer-to-peer promotions (trust).

Champions: every trip has a name/story (much like our newsletter spotlights).

Insights:

* Rewards create a buzz and break the monotony of the program.
* Allows use to collect information about our employees and their travel preferences (identifying emerging trends).
* Enable our ability to communicate and connect with the different commuting communities at our campus.
* We are able to identify “champions” that help.

Results:

* Finally reached a 47.9% (under that 50% mark)
* Promoting carpool and vanpool was the key to the drop, because transit did not serve the varying schedule. Nurses/doctors did not want to share a bus with someone!

**TIFFANY TIMMONS – CAMPUS FACILITIES MANAGER AT GOOGLE**

Sustainable community. Programs have been around for about 12 years. Grew from 38 employees to 1,200 active commuters.

Moving Around:

* 17 vanpools (goal of four new each year)
* 7 reservable carshares
* 40+ EV Stations
* B-cycle memberships for all
* Interoffice shuttle
* Bike lockers, showers, and repair services
* Transportation fairs
* “Tube to work day” where employees took a shuttle, tubed down the river, and then rolled into work. Cool promotion for employer shuttle.
* Motivating Change

Motivating Change

* Are you on campus?
	+ Yes (on campus)
		- Self-rider
			* $5/day
		- Rider drop off
			* $5/day
		- Carpooling: **NOT ELIGIBLE IF CARPOOLING WITH NON-GOOGLE EMPLOYEE?**
			* $2.50/person
		- Corp Vanpool
			* $4k/month value (fully subsidized, bike racks, free wi-fi)
		- Parked on campus
			* Not eligible (but free parking…)
	+ No (telecommute, sick, vacation, travel) not eligible

RESULTS:

* **55% of employees have logged a trip**
* 82% of employees have logged into hub
* 340 average payouts per-period

EVOLVING:

* Adjust programs as needed to culture changes
* Introduce rewards incentives (electric bike giveaway, swag bags, and leaderboards).
	+ Quarterly challenges and giveaways
* Expand education
	+ Transportation fair resources
	+ A2B updates and marketing
	+ NEO
	+ Partner with area businesses
		- Shared programs
		- Better bus routing

Your environment:

* Know your business
* Know your users
* Know your resources
* Know your community

**VANPOOL FORMATION STRATEGIES (Kristopher from OCTA)**

505 vans and 3,289 registered participants, 103 employers, 10.26% growth since January 2015, 7.53 new vans per month

The pitch:

* Super carpool
* Team up with others to lease vehicle for long commute
* Save money
* Drive less
* Preserve personal vehicle
* 5-15 passengers

Pre-2007: no subsidy.

Funded with 5307 federal funds

Program Summary:

* $400 subsidy
* Vehicle must be leased by contracted vendor
* DMV checks on all drivers
* Maintenance, insurance handled by vendors
* Reporting collected by OCTA
* GRH

Starting a vanpool:

* **Need 5 people**
* Need employer support for this to work
* Typically easiest with coworkers

Why Should Employers Care?

* AQMD (not applicable)
* Improving morale, recruiting, retention, and productivity
* Extend employee benefits
* Reduce parking congestion
* Further green initiatives

Why do people start?

* Save money
* Save time
* Reduce stress
* Preserve personal vehicle

The results:

* Each vanpool removes 5.6 people per-day.

B2B Marketing

* Educate business community about benefits
* Employers have ability to identify target market, provide incentives, organize information sessions and shift schedules
* Consistently sending out direct mail pieces to collect leads
* 15 qualified employer leads collected during recent campaign
* DIRECT MAIL TO ALL EMPLOYEES? Value added service that you do not have to pay for…

B2B Outreach

* Emails, calls, and meetings with employers are key to customize program
* 2,343 sales activities tracked in 17-18
* Strong partnership with Enterprise
* Customize program after learning about company

CRM to track sales activities (SalesForce?)

* Receive employer database with addresses and hours
* Map out to identify vanpool groups
* Meet with each group by location

Objections:

* Lack of employee interest
* Employee data will be shared (go by ID, not name!)
* Don’t fully grasp all program complexities
* Believe there is a cost
* Think implementation will take too much time

Look up video for OC Vanpool. Only for YouTube and Facebook right now.

B2C Marketing

* Minimal commuter marketing done in past due to lack of results, but trying to use commuter to demonstrate to employer that interest in present
* Use B2C audience to gain B2B leads (like the video)
* Fully re-designed website focused on commuter benefits

B2C Outreach

* Vanpool formation meetings
* New interactive presentation coming soon
* Bring out pain points of commute and turn them around

Misconceptions:

* No one lives near me
* I will get stranded
* Vehicles are uncomfortable
* Long term commitment ugh!
* My commute isn’t so bad…

Make it a group therapy session.

Vanpool Retention:

* Utilize ridematch website to find riders
* Experiment with Waze to fill seats
* Working with Enterprise to subsidize seats (save the van!)
* Mobile app designed to optimize reporting process
* Gives users multiple ways to input required data

**SESSION SWITCH: SCALE-UP TDM FOR LARGE EMPLOYERS**

Tool called “Modeify” a commute analysis tool designed for ATP, providing organizations detailed look at employee or tenant mobility and ridematching opportunities.

Demo: [https://youtu.be/kZqq\_MKlMnRM&feature=youtu.be](https://youtu.be/kZqq_MKlMnRM%26feature%3Dyoutu.be)

Modeify shows commute opportunities (percentage of who can take transit or bike within 30 minutes, everyone else falls into carpool/vanpool opportunity).

Survey Finding for Hospitals in Arlington:

* 43% interested in pre-tax
* 41% interested in ridematch
* 24% interested in showers/lockers
* 21% interested in bike parking
* 18% interested in City Cycling Classes

Actions Taken:

* Implementation of a pre-tax transit benefit
* Vanpool formation meetings (ongoing)
* Communication of shower and locker access to all employees
* Hosted confident city cycling class
* Promotion of GRH program

Modeify Results

* 1,895 employees have a transit option near home
* 253 employees have bike commutes of 30-minutes or less
* 64% of employees have at least one carpool match within .25 miles
* 81% of employees have at least one match within .5 miles
* 91% of employees have at least one ridematch within 1 mile

David Emery https://www.conveyal.com/analysis/ made the trip planning and comparison tool. How much does it cost per-year? Find out how much this costs by reaching out to David Emery.

Assign random numbers to employee IDs to bypass privacy issue.

Sean from USC: parking revenue 100% subsidy of transit.

Purpose of Leadership Meeting – get updates from national and share what council is doing.

ACT Face Sheets for each council for an employer audience.

Goals: update bylaws and procedures. Authorized for a new website (and customized council pages!)

* New Council: MPO TDM Peer Exchange?
* New Chapter: Central Coast?

Contributor or Participant?

The councils should be the repository of information for the issues. Councils should be gathering insight from the members. Engagement with ACT.

TWO MOST IMPORTANT FACTORS: access to other TDM professionals and access to information (webinars).

REWARDS CEREMONY NOTES:

* IE Commuter (Inland Empire) did a “stuff the bus” campaign in conjunction with a food drive to collect food and get more people to do their part for the environment.
* Commuting Options, Biking would be a good category for SLOCOG in the future.

**HOW TO HARNESS TECHNOLOGY, SERVICE DESIGN THINKING AND MARKETING AUTOMATION FOR BEHAVIOR CHANGE**

Aaron Gaul from Urbantrans – 10:15am on 8/1/2018

Hippocampus (upper brain) and Striatum (lower brain). The latter deals with stress. You will make decisions that do not make sense. Too much information = unwise decisions.

47% fewer 16 y/o licensed versus 1981. Car keys used to be access to the world. Now it is the phone.

30:10 rule – American uses 30 apps in a month, but only 10 in a day. Top 5 apps are 87% of our time.

Technology and TDM Planning

PUBLIC ENGAGEMENT

* Interactive mapping
* Online surveys
* Text surveys
* GIS

Commutifi:

Commuter data + city data + mixed mobility + behavioral economics.

1. Aggregate commuting data (user from TNCs, buildings/assets)
2. Analyze commuting behavior
3. Find subsidies
4. Weigh Benefits (clients goals, behavioral economics)
5. Create recommendations for the individual commuters
6. Deliver mobility plans

These factors create a score…

Commutifi asks behavioral questions in a survey and compares the commute to assets provided by a development and the city.

* More Deals: by increasing mobility a nd parking options CRE Owner will close more deals.
* Facility Managers: Commutifi’s Commuter Desk is a one-stop-shop that will free up asset managers time.
* Data: every building has their own dashboard that shows exactly how employees are getting to work and what assets and modes they use and include time, cost, and CO2!
* Preempt:

One of the top three reasons people leave their job: their commute!

Commutifi is very clear on showing a cost-savings calculator.

Can manage online parking pass administration. Basically it shows the cost of a commute, suggests alternatives, and shows potential savings of money, GHG, and time.

SERVICE DESIGN:

Is TDM a service?

SERVICE THINKING:

* Intangible: not a product
* User-centered: Experience, Relationships, Trust

DESIGN THINKING

* Often non linear
* Learn by doing

Learning framework

* Structured
* Conscious
* Testing and data key

THE SECRET INGREDIENT

Empathy: the ability to understand and share the feelings of another.

Always remain user centered

Research: create a foundation and common understanding

* Surveys
* Site assessments
* Analytics
* Experimental audits (carpool down a corridor, ride the bus, etc.)
* Interviews, etc.

Create Personas

Frame the journey around your customer. Build empathy.

* 3-4 is a good number
* Informed by data
* Research/experiential
* Digital behavior
* ESRI/GIS

TRIGGERS/TOUCHPOINTS

* Where is your audience?
* Can you meet them there?
* What is the line of interaction/exchange?

Great example: there was a quick 30-second walk from transit stop to employer, but a major hill forced users to walk multiple blocks (20 minutes) around to the entrance of building. City, employer, and region pooled to create a path through the hill and transit ridership went up 20%.

SERVICE DESIGN IMPROVES OUTCOMES

* Service blueprint: what are we trying to achieve? Don’t design for the message?

FOCUS ON A SIMPLE USER OUTCOME

* Register for bike share
* Ride the bus one day/week
* Walk to lunch this month
* Use bike share twice

Anatomy of a BLUEPRINT

* Physical evidence/artifacts
* Customer actions (bget job, hear about job apply, orientation/onboarding, receive bus club package…)
* Onstage
* Backstage (creating a tool/survey)
* Support process (Commutifi)
* + lines of interaction

Create line items for the above (sticky note concept)

CUSTOMER JOURNEY

* Flush out assumptions
* ‘Funnel’ channels to one clear action
* Expand the accordion
* A Open Email, B Click link C Register (multiple points between, are they opening it accurately in web browser.

Automated communication through simple systems. Example is automated work flows where emails get sent as follow ups.

SERVICE DESIGN goes into play quick when major issues occur (like a bridge collapse, shooting, and freeway collapse within three weeks).

I-85 TDM Support at Atlantic Station

* Early+late bird off-peak campaign
* Goal: reduce arrivals and departures
* 40% change

65% of everyone that arrived to work during crisis, 22% took a recommended action, and $820 donated to CA Community Foundation’s Wildfire Relief Fund (give back to the community).

**URBANTRANS Executive Director Presentation – Joddie Gray**

Uberpool pilot. ATL Airport (world’s busiest airport).

Transportation cost study:

* 65% of food and service retail employees pay for parking
* 7% of airline employees pay for parking.
* 1% of other employees pay for parking.

^^This is like the county paying for the highest earner’s parking downtown.

Retention and Recruitment Challenges

* Service industry employees turn over on average every three months due partially to the cost of driving and parking.

Access and communication is difficult! No desktop workers or break times, or lobby area.

So, Urbantrans set up a help desk in front of the employee security entrance. “We help airport employees find a better way to get to work.”

Experiential audit #1 (before)

* We tried all modes to understand the user experience.
* Result was transit users have it pretty good.

Research:

There was a very large existing and potential workforce population 5-10 minutes from airport with no transit access, no pedestrian/bicycle facilities and difficult access to TNCs.

Audience Centered Pilot

* Directly interviewed over 300+ employees through an existing customized commute plan process for new hires.
* Provided key insights into their personas.

Hypothesis:

* Can we use tech to engage a hard to reach commuter group
* Would employees shift their mode?
* Would the shuttle solve the problem?

Focus on a simple outcome: just take UberPool to work.

Experiential Audit #2 (during). We tried the behaviors:

* We designed
* At ttimes our audiences would use them.
* From the places they would originate
* With the level of information our target audience would have.

The pilot:

* Employees receive up to $600 in credit for UberPool services.
* Unique TNC.

Effort was 90% prior to pressing play.

1. Audience sorted for criteria
2. Audience enters an automated intake journey (via blended text and email nudges)
3. Brief education on mobile-friendly page for exclusive offer
4. Conversion form and wellness score via commutifi
5. Confirmation text with link to claim Uber credits
6. Nudge texts and emails for credit usage

Texting out of the blue:

“Hey Aaron! It’s AERO, the Airport Employee Ride Options program. You were chosen for our new service the subsidizes $600 for UberPool…”

Commutifi Score

Employees complete a brief Commuter Wellness survey and we can immediately begin to analyze their commutes measuring TIME, CARBON and COST efficiencies.

RESULTS

* 350 eligible SOV employees
* 22% joined
* 15% of them redeemed credits
* 508 new UberPool trips taken

NEXT STEPS:

* Post survey
* Second pilot to a larger population
* Explore shuttle services based on data
* Partnerships to improve equitable access to transportation innovations (credit cards, email address, and other requirements).
1. EMPATHY
2. SERVICE-DESIGN
3. TECHNOLOGY WITH PURPOSE

AUTO PILOT is the work flow / CRM that UrbanTRANS uses to reach people via text, email, and post card.

For major bridge collapse and other crisis: UrbanTRANS used ETC network to do big ask: URGENT: PLEASE FORWARD TO ALL EMPLOYEES.

TOP 3 THINGS TO KNOW: income, where they live… You will find pockets: 80% of our people are coming from X… What are their infrastructure opportunities? A tool like Tapestry and give you your persona.