CHAPTER 08

RECOMMENDATIONS

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

RECOMMENDATIONS

As with all the major project milestones, the project team began the process of developing recommendations with the Equity Task Force (ETF). The project team provided analysis, examples, and technical support for the ETF and facilitated a series of structured discussions to help the ETF generate the recommendations. We reviewed the goals the ETF had established, the experiences and concerns they had raised about currently available emerging mobility services, and asked members how they thought emerging mobility services could be improved to better serve their communities.

Since access to services was a major impediment to use, many of the recommendations generated by the ETF focused on education and information about, ease of payment for, and access to more useful versions of mobility services, rather than specific services. Through this project, we heard ETF and community members express lack of information about, limited access to, and frustration with mobility services. The team then asked the Public and Technical Advisory Committees to respond to the ETF's preliminary recommendations by highlighting: (1) potential barriers such as cost, feasibility, and anticipated political challenges; and (2) opportunities in the form of innovative partnerships and funding mechanisms for community members and implementors to consider.

We looped back to the ETF to discuss the input from the Public and Technical Advisory Committees and to prioritize the recommendations. We also combined recommendations (see 'Revised/Combined Recommendations' column) that share similarities in content, theme, and intent to emphasize key areas for the City to focus on. As a result, some recommendations that were not initially ranked by the ETF are included as part of the combined recommendation. Finally, we shared the refined recommendations with the broader community via a variety of means, including focus groups, a community resource fair, and tabling at existing community events. In these forums, community members had the opportunity to ask questions about the project, share feedback, and indicate their priorities for the recommendations. The community's ranking of the recommendations closely mirrored that of the ETF. Those prioritized recommendations are provided in the table below. Recommendations that include the ETF's and community's top priority recommendations are included under the 'Recommended Now' category, which are followed by non-ranked 'Recommended Later' recommendations. The prioritization methodology for these recommendations is provided in the Appendix.

REVISED / COMBINED RECOMMENDATIONS

Many of the preliminary recommendations share similarities. For this reason, where appropriate, the project team consolidated several recommendations. The matrix identifies both the original and combined recommendations. This had no impact on the rankings of the original recommendations—the top ten are still included in the combined version. Top ranked recommendations are marked "Recommended Now," meaning these are recommendations the community would like the City to focus on in the next two to five years.

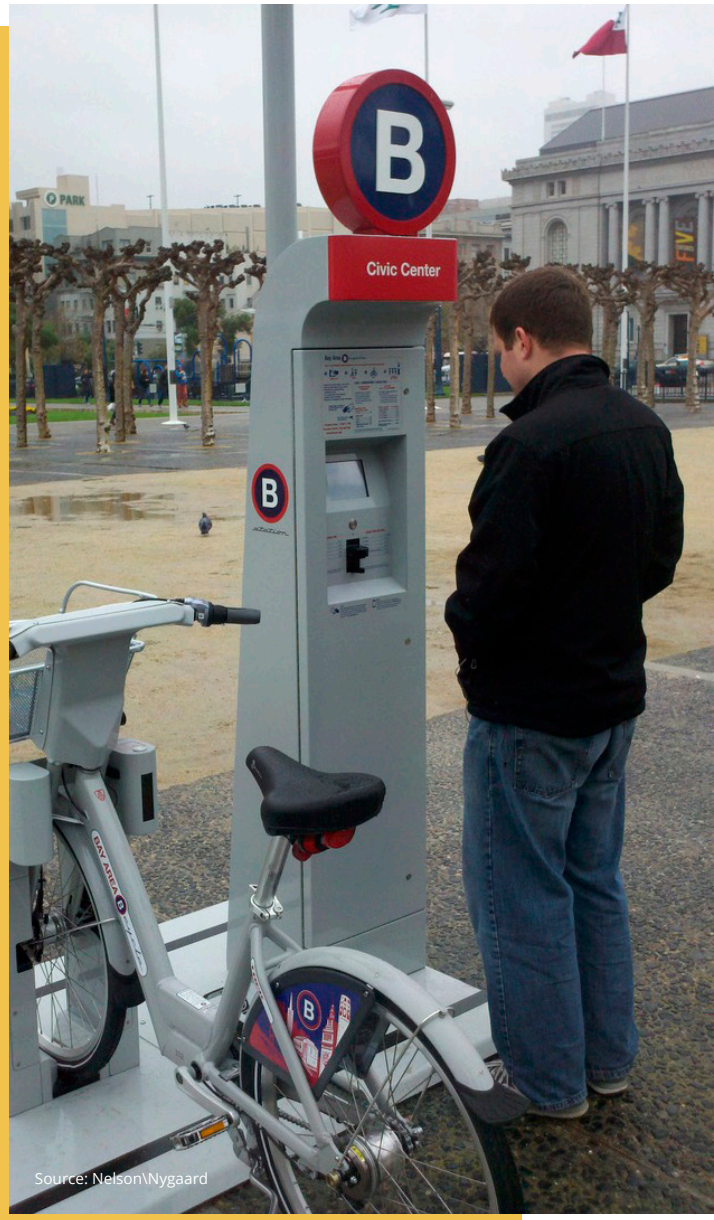
FEASIBILITY AND COST ASSESSMENTS

Each recommendation is assigned an estimated cost and level of feasibility. Shown as planning level costs, the project team considered multiple factors including start-up costs, resources (e.g., software, hardware, marketing and outreach collateral) and staff needed for implementation. The different levels are defined as:

- **Low ($)** - $0 to $150,000
- **Medium ($$)** - $151,000 to $500,000
- **High ($$$)** - $500,000

Feasibility, or how easily a recommendation can be implemented, considers political buy-in, legal hurdles, and level of complexity. Levels of feasibility include:

- **High (H)** - Involves generally simple actions the City can take. These are actions that set the foundation for more intricate processes.
- **Medium (M)** - Includes actions that require collaboration with external groups such as community-based organizations (CBOs), other city agencies, and external stakeholders.
- **Low (L)** - Involves actions that require new technology, data, legal input, or new studies to be conducted.



Source: Nelson\Nygaard

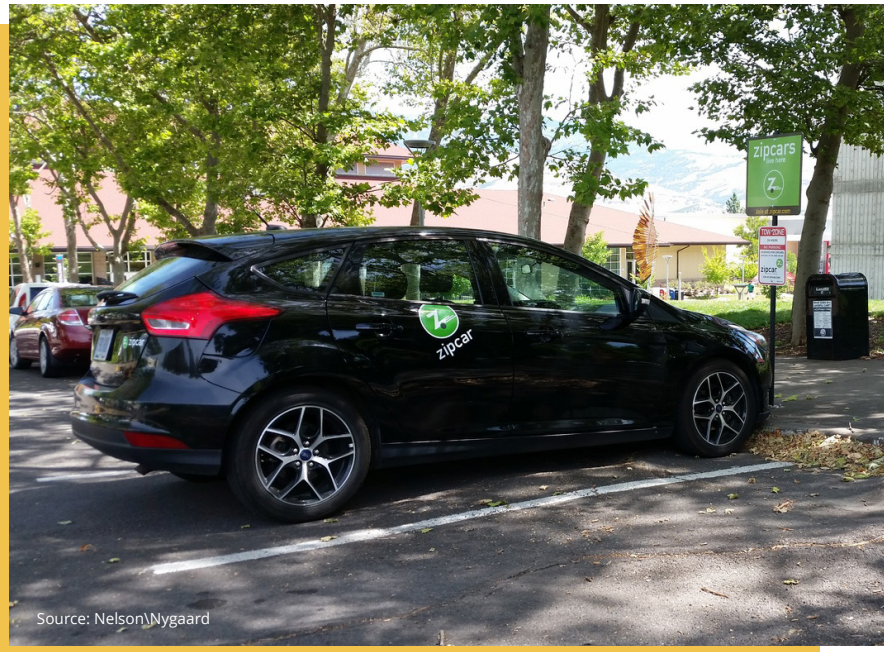
KEY PERFORMANCE INDICATORS AND POTENTIAL LOCATIONS

To both assess proposed locations for recommended actions and evaluate performance after implementation, the project team and ETF considered numerous key performance indicators (KPIs). KPIs are quantifiable measures of performance over time, allowing decision makers to gauge progress toward stated goals and anticipated outcomes. For example, a KPI for a bike plan may be "number of bike trips" or "mode-shift, measured as reduction in car trips." KPIs tend to be data driven and quantitative, allowing for simple measurement towards targets or goals.

For this work, we recognized, and the ETF reiterated, that traditional KPIs were not enough. As we saw the limitations of quantitative data to tell the story of transportation in BIPOC communities, we recognized the same limitations in using that data to measure progress. To ensure iteration of existing methods and data towards more inclusive and qualitative methods, while balancing the desire and need for the City to understand what existing data demonstrates, we took an evolutionary approach to KPIs and performance management.

First, we worked in parallel with Move San José (MSJ), a larger multi-modal planning process the City is undergoing, to help guide decisions across mobility options into the future. While the MSJ is not focused on emerging mobility or equity, the plans were developed concurrently, and the two teams have worked together throughout our respective processes to ensure alignment and coordination across plans. The mobility ecosystem should be holistic for it to work best for all, and we heard this reiterated in conversations with communities and the ETF.

Using the KPIs in the MSJ, we identified some that aligned with EMAP goals determined by the ETF. Since many of the prioritized recommendations are process- and program-based versus project-based, some of the identified KPIs are more useful than others for measuring community needs. From there, we worked with the ETF to determine what KPIs were missing—what are we not measuring and should? This gave us a list of more qualitative KPIs—such as feeling safe on a bike—that we then shared with the MSJ. While the City may not currently have the data or processes to collect the more qualitative KPIs created by the ETF, both plans recognize their significance in determining equitable outcomes and have included them as new methods and data streams for decision makers to utilize over time.



Source: Nelson\Nygaard

We also used the quantitative KPIs for both the EMAP and the MSJ to understand which Council Districts would be ideal locations for implementing some of the prioritized EMAP recommendations. Only the quantitative KPIs that correspond to both plans were used as part of the initial assessment. KPIs are used within the MSJ to help determine which Council Districts have the highest need and therefore should be prioritized for future investments. We applied the same reasoning to determine potential locations for implementing EMAP recommendations. Note that KPI results for each district were indexed against each other, with a lower score meaning worse performance against the desired direction for that KPI compared to other districts.

For example, Goal 1 of the EMAP, which emphasizes the need for greater collaboration with the community to ensure services are inclusive, accessible, and affordable, has two associated quantitative KPIs: Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income. Within the Move San José Plan, Council Districts 3 and 7 scored low in both KPI categories, which makes Districts 3 and 7 an ideal location for recommendations that fall under Goal 1. Residents who live in Council Districts 3 and 7 spend a high proportion of household income on transportation and housing costs. Car ownership per household is high, EV adoption rates are low, and coverage of public charging infrastructure for neighborhoods within this district are low. This makes Council Districts 3 and 7 an ideal location for four of the top prioritized recommendations. We cross referenced these recommendations with the ETF, and the community, through further engagement.

Finally, in collaboration with the ETF and the MSJ team, we created additional, qualitative KPIs focused on the intended equity outcomes for recommendations. While these KPIs may take longer to implement and track, requiring new forms of data gathering and analysis, our goal is to address the gaps identified as we reviewed existing conditions and issues with community members throughout this project. Qualitative KPIs, which can be applied globally across all appropriate recommendations, include:

- Understanding of how and where to use emerging mobility safely (collected via survey)
- Frequency of maintenance of emerging mobility modes by neighborhood (collected via provider reporting)
- Reductions in emissions and pollutants, including resources for renewable energy
- Number of neighborhood amenities (e.g., parks, grocery stores, healthcare clinics, high-frequency transit stop) within a 15 to 20-minute e-scooter, e-bike share, or microtransit ride
- Attendance at community engagement activities for projects and programs by priority communities

The suggested KPIs for each recommendation are listed in the table below and on the following pages.

ETF Ranking (Equity Weighting)	Original Recommendation	Recommendation Type	Revised / Combined Recommendations	Key Performance Indicators	Potential Locations	Feasibility (L,M,and H)	Cost ($, $$, $$$)	Recommended Timeframe		Proposed Funding Source
1	Engage with local streets (neighborhoods, school districts, and universities to educate students on how to safely use emerging mobility services. Tailor to specific age groups.	Program	Creating emerging mobility options and programs tailored to seniors and working families with kids.	• Cost of Transportation as a Percent of Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area • Affordability of Emerging Modes	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income.	H	$	Now		Grant funding, such as Transportation Fund for Clean Air, The California Climate Investments Clean Mobility Options Grant, or CARB grants
9	Creating emerging mobility options and programs tailored to seniors and working moms taking kids to school.	Pilot								
--	Ensure services are accessible for individuals who do not have an ID/driver's license, including youth, undocumented individuals, and people experiencing housing insecurity.	Policy								
2	Create annual membership for low-income individuals and families to access suite of EM services.	Program	Create easy to use options for services that are available and easily understood and used by low-income communities, undocumented people, seniors, persons with disabilities. Options may include pay stations/ kiosks, partnerships with local businesses, and card-based payment systems that allow cash filling and can be used across providers.	• Cost of Transportation as a Percent of • Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area • Affordability of Emerging Modes • App Accessibility by Mode • Accommodations for Unbanked by Mode	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income.	H	$$$	Now		Administration of permit program funded through permit fees
3	Implement easy to use pay stations or kiosks that are available at local stores to support cash-based payment options for emerging mobility services.	Program								
3	Create a card-based payment option that can be used across emerging mobility services and public transit. Cards should be refillable at common stores.	Program Policy								
4	Provide cash and non-smartphone options that are accessible to low-income communities, undocumented people, seniors, persons with disabilities. Existing options are too complex, likely deter people from using the service, and are not accessible to non-English speakers.	Program								

LEGEND:

Recommendation Types
Program
Pilot
Policy
Project

Feasibility
L = LOW
M = MEDIUM
H = HIGH

ETF Ranking (Equity Weighting)	Original Recommendation	Recommendation Type	Revised / Combined Recommendations	Key Performance Indicators	Potential Locations	Feasibility (L,M,and H)	Cost ($, $$, $$$)	Recommended Timeframe		Proposed Funding Source
7	Ensure equitable distribution of devices and regular maintenance in neighborhoods like East San José. Conduct racial equity analyses, and engage with CBOs prior to major program, policy, and project decisions like deployment requirements. Establish minimum service levels by geography for all services.	Program Policy	Engage with CBOs to conduct racial equity analyses, and engage with CBOs prior to major program, policy, and project decisions like deployment requirements. work in partnership with community groups to identify evaluation criteria to assess alignment between emerging mobility program and pilots and community needs. Establish minimum service levels by geography for all services. Evaluate the performance of emerging mobility providers in meeting community needs at the midpoint and end of a project or pilot in partnership with CBOs. Make evaluation reports publicly available to community members.	• Cost of Transportation as a Percent of • Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area	District 5 and District 9 scored low on both Transportation Injury and Fatality Crash Number for both bike and walk. District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income.	M	$$	Now		Administration of permit program funded through permit fees
8	Engage with CBOs and community groups to identify evaluation criteria to assess alignment between emerging mobility program and pilots and community needs. Make evaluation reports publicly available to community members. Evaluate the performance of emerging mobility providers in meeting community needs every X months/ years in partnership with CBOs.	Program Policy								
17	Co-create deployment strategies and identify barriers with the community.	Program Policy								
15	Require emerging mobility providers to distribute devices across many geographies and give them reasons to comply.	Policy								
10	Create promotion program in partnership with paid community members to educate and spread awareness about emerging mobility services. Fund and deliver a public education campaign in partnership with community members.	Project	Create funded public education and promotion program, in partnership with paid community members to educate and spread awareness about emerging mobility services. Include vouchers and discounts to CBOs to give to community members to help familiarize people with emerging mobility services and programs. Engage with local neighborhoods, school districts, and universities to educate students on how to safely use emerging mobility services. Tailor to specific age groups.	• Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area • Affordability of Emerging Modes • App Accessibility by Mode • Accommodations for Unbanked by Mode	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income.	H	$	Now		Grant funding, such as Transportation Fund for Clean Air, the California Climate Investments Clean Mobility Options Grant, or CARB grants
5	Provide vouchers and discounts to CBOs to give to community members to help familiarize people with emerging mobility services and programs.	Program								
12	Eliminate misleading emerging mobility marketing practices and ensure that emerging mobility providers are creating culturally sensitive marketing materials for Black and immigrant communities.	Policy								

ETF Ranking (Equity Weighting)	Original Recommendation	Recommendation Type	Revised / Combined Recommendations	Key Performance Indicators	Potential Locations	Feasibility (L,M,and H)	Cost ($, $$, $$$)	Recommended Timeframe	Proposed Funding Source
--	Create a community rideshare program managed by CBOs.	Pilot	Create a community program to better integrate transit and emerging mobility, ensuring emerging mobility complements other transportation options. Create community programs connecting services to transit, including a community rideshare program managed by CBOs.	• Accommodations for Unbanked by Mode • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area • Affordability of Emerging Modes • Percent Household Living Within 1/2 Mile of High-Quality Transit • Jobs Accessible within 30-Minutes of Walking, Biking, and Transit • Complete Streets • Bike Stress Levels • Pedestrian Stress Levels	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income. Districts 3, 5 and 6 scored low on Percent Household Living Within ½ Mile of High-Quality Transit District 3 scored low on Jobs Accessible within 30-Minutes of Walking and Transit District 1 scored low on Jobs Accessible within 30-Minutes of Transit District 4 scored low on Jobs Accessible within 30-Minutes of Walking District 10 scored low on both Bike and Pedestrian Stress Levels. District 2 and 9 scored low on Bike Stress Levels. District 4 and 7 scored ow on Pedestrian Stress Level	H	$$	Now	California Climate Investments (CCI) program, Sustainable Transportation Equity Project, Transformative Climate Communities Program, Clean Mobility Options, Transportation Fund for Clean Air, or CARB grants
6	Better integrate transit and emerging mobility. Ensure emerging mobility complements other transportation options.	Policy Pilot							
	Create employment opportunities for youth.	Program	Establish workforce development programs, in partnership with Work2Future, to connect low-income residents and youth to emerging mobility-related job opportunities. Establish local hire requirements targeting underserved communities.	• Percent Household Living Within 1/2 Mile of High-Quality Transit • Jobs Accessible within 30-Minutes of Walking, Biking, and Transit • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area	District 3, 5 and 6scored low on Percent Households Living within 1/2 Mile of High-Quality Transit. District 3 scored low on Jobs Accessible within 30-Minutes of Walking and Transit District 1 scored low on Jobs Accessible within 30-Minutes of Transit District 4 scored low on Jobs Accessible within 30-Minutes of Walking	H	$$	Now	Facilitation of local hire requirements could be funded through permit fees. Partnerships may be a source of shared funding if objectives align. Community Benefits Funds from large projects may also be able to be utilized.
11 --	Establish local hire requirements targeting underserved communities.	Policy							
--	Establish workforce development programs to connect low-income residents and youth to emerging mobility-related job opportunities.	Program							
--	Engage with community in participatory budgeting to determine how emerging mobility provider fees will be spent	Program	Determine feasibility of creating a community benefits programs funded by fees charged to emerging mobility providers. Types of benefits will be informed by the community and the ability of the services to support them, but may include discounts for CBOs, funding/sponsoring education programs and engagement efforts, funding promotions programs, and investments that support multimodal travel.	• Cost of Transportation as a Percent of Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Complete Streets • Bike Stress Levels • Pedestrian Stress Levels • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area	District 5 and District 9 scored low on both Transportation Injury and Fatality Crash Number for both bike and walk. District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income. District 10 scored low on both Bike and Pedestrian Stress Levels. District 2 and 9 scored low on Bike Stress Levels. District 4 and 7 scored low on Pedestrian Stress Level	H	$$	Now	Permitting fees to cover the cost of program administration. Alternatively, Community Benefit Funds could be established for large development projects in San José.
6	Create community benefits programs funded by fees charged to emerging mobility providers. Types of benefits will be informed by the community but may include discounts for CBOs, funding/sponsoring education programs and engagement efforts, funding promotions programs, and investments that support multimodal travel.	Program							

ETF Ranking (Equity Weighting)	Original Recommendation	Recommendation Type	Revised / Combined Recommendations	Key Performance Indicators	Potential Locations	Feasibility (L,M,and H)	Cost ($, $$, $$$)	Recommended Timeframe		Proposed Funding Source
14	Increase transparency around emerging mobility and City use of user data and give users control over how the data collected is used. Establish safeguards to protect user data from being sold.	Policy	--	--	Citywide	H	$$$	Now		Data sharing could potentially be funded through permitting fees designed to cover program administration. Some aspects of this may be able to be incorporated into existing city workflows. Data training program could potentially be funded with Community Benefit Funds, in alignment with other recommendations.
18	Consider requirements or incentives for safety equipment.	Policy	--	--	Citywide	H	$	Now		Administration of permit program funded through permit fees
--	Create a pilot program to report clutter on sidewalks.	Pilot	--	• Compliance of mobility providers with regulations for operating in the public realm	Citywide	H	$		Later	Administration of permit program funded through permit fees
13	Including emerging mobility options in new housing developments to help reduce parking.	Policy	--	• Cost of Transportation as a Percent of Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Jobs Accessible within 30-Minutes of Walking, Biking, and Transit • Quantity of Emerging Modes by Area	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income District 3 scored low on Jobs Accessible within 30-Minutes of Walking and Transit District 1 scored low on Jobs Accessible within 30-Minutes of Transit District 4 scored low on Jobs Accessible within 30-Minutes of Walking	M	$$	Now		Incorporation into existing City workflows.
--	Partner with emerging mobility providers who treat employees well, pay workers well, and promote diverse hiring at all levels.	Policy	--	--	--	M	$		Later	--
--	Promote emerging delivery services to reduce traditional freight vehicles and freight-related congestion/emissions.	Pilot	--	--	--	H	$		Later	--
--	Create a community-run enforcement program to oversee services at transportation hubs.	Program	--	--	--	H	$		Later	--
--	Establish minimum service levels by geography for all services.	Policy	--	• Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area	--	H	$		Later	--
--	Establish flex lane definitions to inform curb management policies.	Policy	--	--	--	H	$$		Later	--

ETF Ranking (Equity Weighting)	Original Recommendation	Recommendation Type	Revised / Combined Recommendations	Key Performance Indicators	Potential Locations	Feasibility (L,M,and H)	Cost ($, $$, $$$)	Recommended Timeframe		Proposed Funding Source
--	Establish a fine, penalty, incentive, and /or enforcement framework and thresholds to hold emerging mobility providers accountable to serving disenfranchised communities (ex: Obama's Race to the Top Program).	Policy	--	• Cost of Transportation as a Percent of Household Income • Cost of Housing and Transportation as a Percentage of Household Income • Total Trips made by Emerging Mode per Capita • Quantity of Emerging Modes by Area	District 3 and 7 scored low on both Cost of Transportation as a Percent of Household Income and Cost of Housing and Transportation as a Percentage of Household Income	H	$		Later	--
--	Create a customer bill of rights.	Policy	--	--	--	H	$		Later	--
--	Create a digital interface that displays real-time information of emerging mobility services that are available, plus public transit times.	Pilot	--	--	--	M	$$$		Later	--
--	Create a mobility wallet that is compatible with transit and emerging mobility options.	Program	--	--	--	M	$$$		Later	--
--	Establish a clear data access plan for community members to retrieve open data on emerging mobility.	Policy	--	--	--	H	$$$		Later	--
--	Ensure emerging mobility services are environmentally sustainable (e.g., electric.	Policy	--	--	--	L	$$$		Later	--
--	Establish a multimodal prioritization framework to inform use of the space on the streets.	Policy	--	--	--	L	$$$		Later	--

PROPOSED ACTIONS FOR PRIORITIZED RECOMMENDATIONS

The following section outlines proposed near-term actions for prioritized recommendations, organized under overarching themes. Detailed descriptions of all recommendations, actions, and implementation steps for city officials and mobility providers can be found in the Appendix.

COMPREHENSIVE ENGAGEMENT AND MARKETING STRATEGY

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COORDINATE REGIONALLY
for consistent emerging mobility requirement for engagement

EDUCATION AND TRAINING PROGRAMS

- Create list of universities, K-12 schools, and K-12 schools that participate in Walk n Roll programs and other priority schools
- Create list of CBOs and social service organizations to partner with to organize and conduct trainings
- Determine what K-12 training programs for students and families should look like
- Develop curriculum with CBOs and private mobility providers, integrate with Walk and Roll and SRTS curricula and VTA travel trainings
- Determine if existing emerging mobility safety trainings can be adapted
- Collaborate with emerging mobility companies to determine feasibility of providing incentives for completing trainings. See LADOT/Santa Monica program example
- Create contract with emerging mobility companies outlining types of discount vouchers that can be created and terms in which they can be used

WEBSITE/ ADVERTISING

- Advertise marking materials, customer service info, website, discount programs in city's core languages on City website for all providers (including Chinese and Tagalog which are not currently listed as part of the City's multilingual requirements). Continue push to compliance with these requirements
- Engage with City staff to identify appropriate location on City website
- Establish location on City website for sharing emerging mobility performance data at midpoints and endpoints of pilot projects

FOR INDIVIDUAL PROJECTS AND PROGRAMS

- Include coordination with established training programs in protocols or requirements for pilot projects and launch new services
- Create process to identify projects that could be funded from permit fees and identify greatest priorities

SECURING FUNDING FOR ENGAGEMENT

SECURING FUNDING FOR ENGAGEMENT

PROACTIVE GRANT AND FUNDING TRACKING

- Build staff capacity for tracking grants with a new hire
  - Identify funding to support building out grant team
- Create comprehensive list of relevant grants with submission deadlines. Include health, parks, climate/sustainability grants, as well as Measure B, ATP, OBAG, and BAAQD. Consider low carbon transit operations program. Value capture is also being discussed in relation to ride-hailing strategies for BART Phase 2
- Collaborate with SJ DOT grant team to formalize an internal grant tracking process for emerging mobility-specific opportunities (including funding for long term implementation and outreach)

IDENTIFY FUNDING SOURCES to support:

- Educational outreach with CBOs, schools, and universities
- Develop and compensate members of the community advisory board
- Promotional and training programs with funding covering training, hiring, and compensation of community ambassadors; materials development; and event logistics
- Consider strategy for moving from pilot to program

DETERMINE whether permit fees from pilot program can be used

- If permit fees can be used, identify how much money would need to be raised and translated into a per-trip fee

CREATE A COMMUNITY ADVISORY BOARD

CREATE A COMMUNITY ADVISORY BOARD

PLAN FOR LOGISTICS (e.g., time, meeting location, meeting structure)

- Draft job description and scope of equity role
- Develop templates for outreach, and grant proposals
- Draft one pager on the Advisory Board's mission, priority areas for deployment and evaluation criteria

DEVELOP A MODULAR PROPOSAL FOR AN ADVISORY BOARD that can be included in projects with relevant funding

- Develop framework for community-led input on the development of the Advisory Board as well as formalizing pre and post study engagement with community
- Collaborate with community leaders to vet all modular proposal materials, including but not limited to templates for outreach and grant proposals, job descriptions and scope of equity role, one-pager on the Advisory Board's mission and priority areas for deployment and evaluation criteria

ESTABLISH PROCESS TO FORMALIZE THE BOARD as an ongoing body, if long-term funding can be identified

- Identify desired number of members and types of representation
- Identify process for selecting a chair person
- Identify goals and desired outcomes for the board

UPDATE MICROMOBILITY PERMIT REQUIREMENTS

UPDATE MICROMOBILITY PERMIT REQUIREMENTS

IDENTIFY SPECIFICATIONS for emerging mobility permits in adjacent jurisdictions to coordinate for regional consistency to the extent feasible

DOT DIRECTOR TO UPDATE MICROMOBILITY PERMIT LANGUAGE to include:

- Alternative devices or prototypes tailored to seniors and working families
- Explicitly state that AB-60 licenses are an allowable form of state ID
- Require providers to submit a community outreach plan describing how they will engage with the community, encourage usage in low-income areas, share information on their discount and alternative payment options, and integrate community feedback into future deployment strategies
- Incentives for providers that offer internship programs or hire locally

IDENTIFY OPPORTUNITIES to include language, ID, and alternative payment requirements for services not tied to permits

DETERMINE PATHWAYS to allow alternative payment methods

- Work with City Attorney's office on appropriate pathway to mandate alternative payment options through an ordinance or permitting requirements (e.g., cash-based, prepaid cards, PayPal)
- Discuss alternate payment methods with companies and determine whether these options could be provided without a mandate
- Engage community on which alternative payment methods would be most useful. Once these methods are in place make these options known to users

ENGAGE WITH CITY ATTORNEY'S OFFICE to identify pathways for expanding use of permit fees beyond administrative costs

WORK WITH COMMUNITY to understand concerns around user data, and incorporate opportunities for guidance and/or limitations on data collection and usage into permit process

RECOMMENDED PROJECTS FOR NEAR TERM IMPLEMENTATION

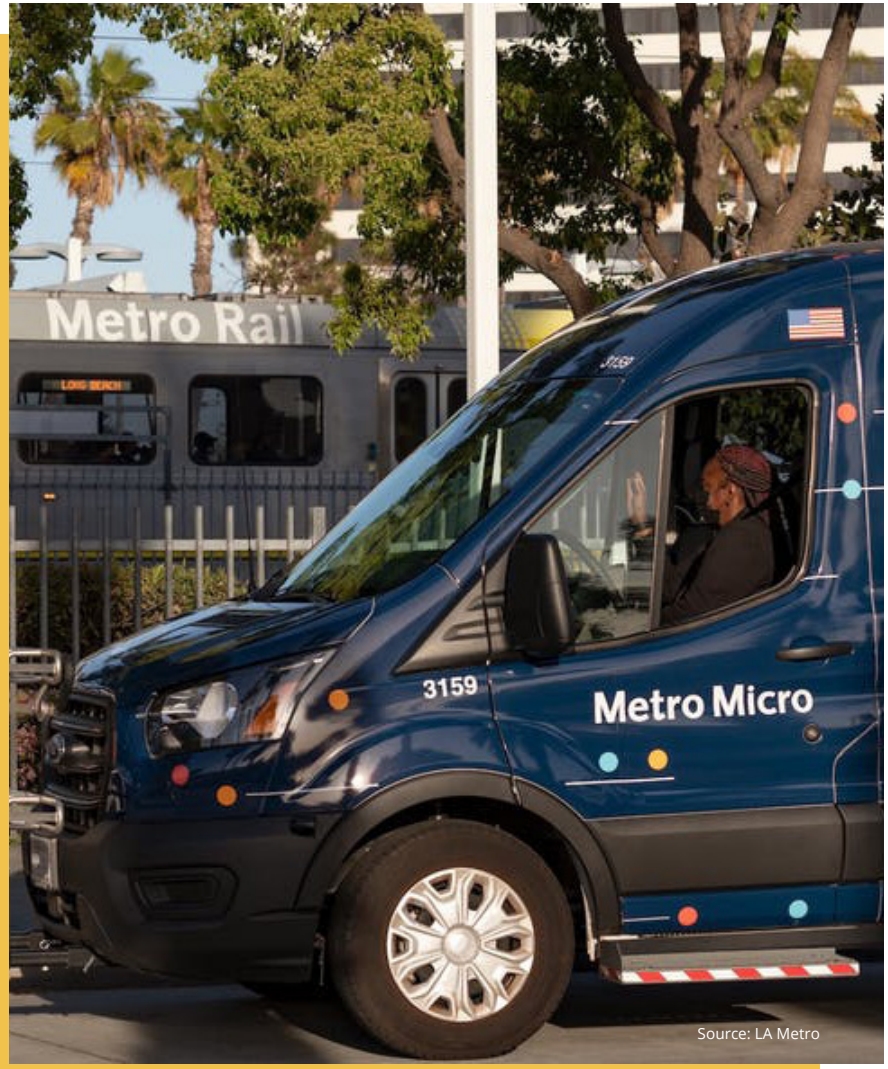
Based on the ETF and community recommendations noted above, we worked with the project team to build out three of the top recommendations into projects that could seek funding and be implemented in the near term. Those projects are:

DEVELOP AN EQUITY AND INCLUSION COMMUNITY ADVISORY BOARD

Building off the success of the Equity Task Force's role in this shaping this plan, the City of San José has identified a need for a permanent Community Advisory Board (CAB) that would help shape and inform the Department of Transportation's projects, pilots, and policies.

FIRST-MILE LAST-MILE EMERGING MOBILITY CONNECTOR

During all phases of community engagement, community members expressed a need for better connections to transit service. A first-mile last-mile connector to and from transit was identified as a potential pilot for the City and potential partners like VTA to consider. It was the most popular option selected by community members during the second phase of communitywide engagement. Because they are the lowest scoring on relevant KPIs, potential pilot locations to consider include Districts 3, 4 and 7. Determining the mode, location, and appropriate use case for the pilot, however, will ultimately depend on future analyses and outreach efforts. Potential use cases can include connecting communities after dark, connections to major local and regional employment centers during off hours, or providing consistent access to high-capacity transit. Identified modes may include electric or non-electric micromobility, an on-demand shuttle, or ride-hail based solutions, depending on the geography and community-identified need.



Source: LA Metro

SHARED ELECTRIC MOBILITY SERVING COMMUNITIES WITH LOW INCOMES

Through the EMAP process, an initiative to provide affordable electric shared mobility at an affordable housing site and/or at key destinations within a community with low incomes was highlighted as a potential project. The scope of work should be developed through a community-driven process that potentially expands clean transportation options at affordable housing sites, building on the Betty Ann Gardens mobility hub and electric car share pilot.

Source: TransForm

The Betty Ann Gardens pilot is a partnership between the Metropolitan Transportation Commission (MTC), TransForm, and First Community Housing (FCH), the affordable housing developer for Betty Ann Gardens. As part of this pilot, the project team conducted a mobility needs assessment of the site's residents. The assessment informed a pilot that included electric car share, on-site electric vehicle chargers, and bike share that was offered adjacent to the development. Some of the lessons learned from this pilot include:

- Time-sensitive project management is needed to deliver this type of project.
- Work with a partner who can provide both electric vehicle charging and car share, rather than having separate providers.
- Identify ongoing operating subsidies.
- Designate paid, on-site staff or community member to coordinate the program.
- Lean on the expertise of a resident advisory group.
- Build resilience into the project (e.g., build a bike room so residents can also store their own bikes in addition to, or as an alternative to, bike share).
- Collect data about resident's mobility access to identify barriers to proposed services.

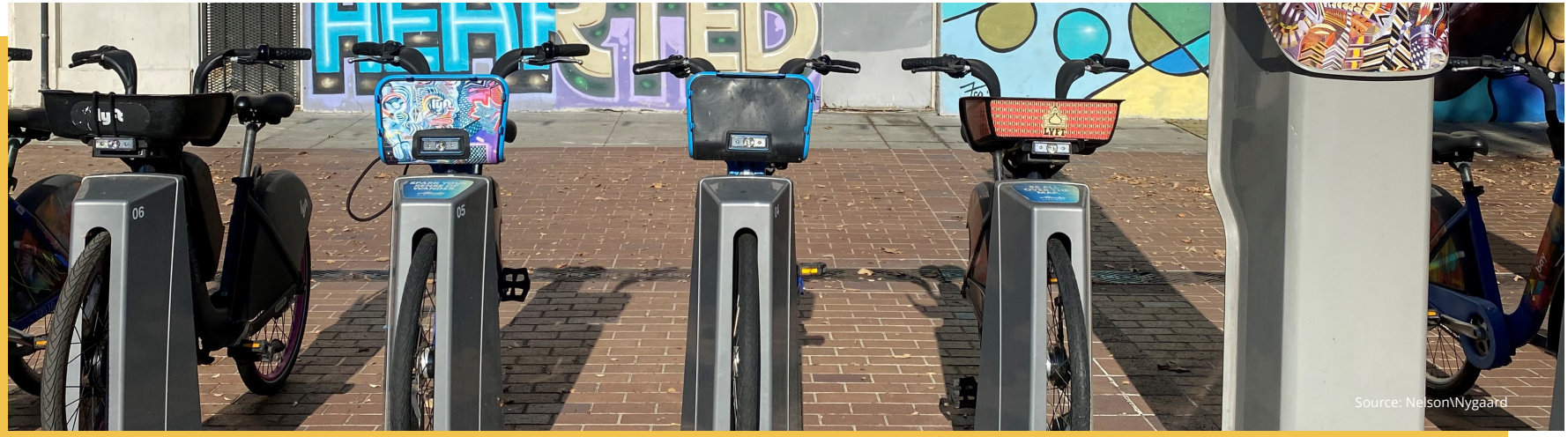
More detail on these recommendations, including proposed scopes of work and implementation steps, is available in the Appendix.

PREPARING FOR EMERGING AND UNEXPECTED MOBILITY TRENDS

The following recommendations include internal steps the City should take to prepare for and respond to new emerging mobility services and technologies. Many of the process recommendations created in partnership with the ETF and community will help San José prepare for the unexpected. But, we recognize that there are technical steps the City should take in parallel to improve its capacity to anticipate and respond effectively. Based on our research and analysis, and building on some of the recommendations from the community, these are steps San José can take to prepare for whatever is just over the horizon:

- Institutionalize an Equity Framework for decision-making in developing new service permits and programs.
- Hire personnel or shift existing roles to meet future needs, which may include a data analyst to oversee MDS and provider compliance and staff to support micromobility and sidewalk robot permit program.
- Hire personnel to oversee and manage the City's long-term vision for emerging mobility, including ongoing engagement with private mobility providers and other public agencies, attending national emerging mobility conferences, and working closely with DOT's government affairs/legislative liaison and grant team to position DOT for future emerging mobility initiatives and funding opportunities.
- Expand capacity of existing DOT grant staff and government affairs/legislative liaison to support and manage emerging mobility-specific initiatives and grant funding.
- Expand MDS to other use cases, including delivery bots, car share, shared mopeds, bike share, taxis, and urban aerial mobility.
- Expand existing data dashboard to include other use cases including Kiwibot, bike share, taxis, and curb management to allow DOT to glean insights across multiple modes of transportation.
- Continue engagement with TAC members to understand new developments within their respective industries– Community Air Mobility Initiative (CAMI), Cruise (AVs), Uber/Lyft, etc.
- Attend and participate in major EM-focused conferences such as LACoMotion, Urbanism Next, National Shared Mobility Summit.
- Create a proof-of-concept permit, similar to the City's Sidewalk Riding Prohibition Technology Demonstration Pilot, but for new modes and devices, to invite and test innovation.
- Create curb management strategy and pilots to inventory curb space, prioritize usage, and test technology for implementation, including working with San José DOT's Parking Team to identify opportunities for digitizing curb management and collaboration with third party data platforms (e.g., Coord, Populus, Automotus).
- Create and implement a mobility wallet program that is compatible with transit and emerging mobility options and aligns with state Integrated Transportation Plan (Cal-ITP).

- Ensure new services are integrated into mobility wallet as they arrive
- Consider implementing a Universal Basic Mobility program, taking lessons learned from peer cities (e.g., Oakland, South Los Angeles, Pittsburgh).
- Create ordinance or requirements for sustainable mobility services within City (electric).
- Analyze data to create policies for aerial devices, including flight paths and zones, noise impacts, and regulatory authority.
- Implement VMT requirements or goals for new services (thresholds to not exceed, reduction targets to hit), to ensure automation (including electric automation) does not negatively impact GHG through land use changes. Similar policies have created VMT reduction targets and thresholds at regional levels, with mitigation requirements for exceeding them and incentives for reducing them (such as SB 743). County or citywide goals could be broken into segments for each mode of service, similar to Regional Housing Needs Allocation (RHNA) processes. Conversely, incentives could be provided for services that reduce VMT beyond the recommended threshold.
- Create workforce development and local hire requirements or goals for services requiring funding, partnership, or permits from the City.
- Build on success of Bikeshare For All program to expand access to other services; potentially by requiring similar programs or integration into existing programs for other services.
- Create targeted public charging infrastructure, accessible for multiple vehicle types (cars, bikes, scooters), in low-income communities, multi-family developments (where possible), and shared community spaces, such as grocery stores and community centers.



FUNDING STRATEGY

The project team identified funding strategies that can be applied either to specific recommendations or across a range of recommendations to inform implementation. Where possible, funding strategies are tied to other aspects of the transportation system, either as a means to discourage activities that do not align with broader city goals or through mechanisms allowing higher-income and/or well-resourced communities to subsidize programs and improvements for BIPOC and low-income communities.

GRANTS

Several grant funding options exist that could support implementation of listed recommendations. Local, state, and federal funding opportunities are detailed below.

LOCAL FUNDING

TRANSPORTATION FUND FOR CLEAN AIR (TCFA)

Distributed by the Bay Area Air Quality Management District (BAAQMD), TCA funds are awarded to Air Districts through the TCFA Regional Fund. TFCA is funded through a $4.00 surcharge imposed on motor vehicles registered within the Bay Area. Sixty percent of TFCA funds is awarded by BAAQMD through a grant program named the Regional Fund, and 40% is managed by Valley Transportation Authority and called the County Program Manager Fund. Eligible project types include ridesharing, clean air vehicles and infrastructure, bicycles, arterial management, and engine replacement (repower) and retrofit.[66]

ACTIVE TRANSPORTATION PROGRAM (ATP)

Distributed by the State and the Metropolitan Transportation Commission, the ATP uses state and federal funds to support programs for active transportation such as walking and biking. Approximately $220 million is available each year for bike and pedestrian projects across California. Eligible projects include building bicycle/pedestrian paths, installing bike racks, and paying for projects that will make active transportation easier, safer, and more convenient.[67] In the 2021 cycle the largest ATP funding request for a project was approximately $32 million. While emerging mobility pilots and programs do not meet program requirements, the City should continue to pursue this funding to build supportive infrastructure, such as bikeways and sidewalk improvements. The City can also consider pursuing ATP funding for non-infrastructure programs focused on safety education and engagement at schools.

66 The Bay Area Air Quality Management District

67 Metropolitan Transportation Commission

STATE AND FEDERAL FUNDING

CALIFORNIA AIR RESOURCES BOARD (CARB)

The CARB has several grant opportunities focused on protecting public health and combatting air pollution. AB 617 is a community air grant which includes provisions for technical assistance to community-based organizations to support their efforts towards improving air quality and climate efforts.

TRANSPORTATION NETWORK COMPANIES (TNC) ACCESS FOR ALL PROGRAM

Distributed by the California Public Utilities Commission (CPUC), the TNC Access for All Program was established to support programs related to accessibility for persons with disabilities, which includes wheelchair users who require wheelchair-accessible vehicles (WAV). CPUC requires TNCs to collect an access fee of $0.10 for each TNC trip. The fees collected are then deposited into the TNC Access for All Fund and are distributed to access providers to meet the needs of persons with disabilities including users who require a WAV within each geographic area. Access providers as defined by the CPUC include any entity that directly provides or contracts with a separate organization to provide on-demand WAV transportation. This can include TNCs and third-party companies who operate their own WAVs. The fund for each geographic area is determined by the percentage of fees originating within the geographic area.[68]

CALIFORNIA CLIMATE INVESTMENT (CCI)

CCI is a statewide initiative that supports reducing greenhouse gas emissions, strengthening the economy, improving public health, and improving environmental conditions, with a focus on disadvantaged communities. This program uses greenhouse gas cap-and-trade proceeds to invest in projects that will reduce greenhouse gas emissions. The following grant opportunities are funded through the CCI initiative:

- **California Climate Investments Clean Mobility Options Grant**

  The Clean Mobility Options Voucher Pilot Program (CMO) awards voucher-based funding for zero-emission mobility programs that provide service in California's historically underserved communities. CMO is funded by California Climate Investments and administered by a collaboration between CALSTART, the Shared Use Mobility Center, GRID Alternatives, and Local Government Commission. CMO has made a concerted effort to center equity in its awardee process.

  Under this grant program, the City of Richmond was awarded $1 million to implement the City's first citywide, on-demand shuttle program. Other examples of funded projects in Northern California include the Oakland Department of Transportation $1 million grant for an Oakland E-bike Library. Oakland also received approximately $500,000 for an on-demand Oakland Unified Student Transportation program.

- **California Climate Investments Sustainable Transportation Equity Project Grant (STEP)**

  The STEP grant program seeks to address community transportation needs for access to important destinations such as schools, grocery stores, workplaces, medical facilities, community facilities and more while reducing greenhouse gas emissions. The overall purpose of STEP

68 California Public Utilities Commission. TNC Access For All Program Guidelines for Access Fund Administrators (AFAs). June 2020.

is to increase transportation equity within disadvantaged communities and low-income communities through two grant types (1) Planning and Capacity Building Grants and (2) Implementation Grants. A total of $19.5 million has been received and implemented through the grant.

Through this grant program, the City of El Monte received approximately $200,000 in funding for the Rush Street Corridor Enhancement Plan, a plan to improve the safety of Rush Street, which is a multi-modal corridor that connects to schools, business, and other destinations.

- **California Climate Investments Affordable Housing Sustainable Communities (AHSC) Grant**

  The AHSC grant aims to make California residents less reliant on driving by ensuring that housing, jobs, and other destinations are more accessible by walking, biking, and transit. Approximately $1.1 billion has already been invested across the state on 104 projects. The San José Market – Almaden TOD project was awarded approximately $19 million in funding from AHSC. The project would support affordable housing for artists in downtown San José and would include transportation components such as key bike and pedestrian gap closures, protected bikeways that would connect neighborhoods south to the Convention Center, and urban greening improvements to a proposed active transportation corridor.

- **California Climate Investments Transformative Climate Communities Program Grant (TCC)**

  The TCC program supports communities impacted by pollution to choose their own goals, strategies, and projects to reduce greenhouse gas emissions. The program funds community-led infrastructure projects that accrue environmental, health, and economic benefits to disadvantaged communities.

  In 2018 the City of Fresno received approximately $70 million through the TCC program to support a variety of community benefits including bicycle pathways, active transportation and complete streets components, electric vehicles, vanpool, and bike share programs, and more.

REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE) GRANT

Within the U.S. Department of Transportation (USDOT), this program is focused on investment in roads, rail, transit, and port projects that would support national objectives. Congress has dedicated approximately $8.9 billion for twelve rounds of National Infrastructure Investments funding projects that will have a significant local or regional impact.

INFRASTRUCTURE FOR REBUILDING AMERICA (INFRA) GRANT

Distributed by USDOT, INFRA grants are awarded based on criteria such as improving local economies, job creation, addressing climate change, environmental justice, and racial equity. USDOT will award approximately 44% of proposed funding to rural areas that have historic underinvestment. Approximately $905.25 million will be awarded to 24 projects in 18 states under INFRA.

The Los Angeles Department of Transportation received $18 million to put toward a Safe Streets Infrastructure project which included adding approximately 26 new traffic signals and leading pedestrian-level signal enhancements to approximately 90 intersections.

AREAS OF PERSISTENT POVERTY PROGRAM

The Areas of Persistent Poverty program through the Federal Transit Administration provides grants for areas experiencing long-term economic distress. It provides funding for planning, engineering, technical studies, or financial plans that will result in improved public transportation, new routes and facilities, and innovative technologies in communities experiencing a high poverty rate. It also supports coordinated human service transportation planning to improve transit service or provide new services, including paratransit.[69]

UNITED STATES INFRASTRUCTURE INVESTMENT AND JOBS ACT

The Infrastructure Investment and Jobs Act is a bipartisan bill that includes approximately $550 billion in new federal investments in America's roads and bridges, water infrastructure, resilience, internet, and more. The following programs are adopted elements of the recently passed legislation.

- **Carbon Reduction Program**

  A new formula program that will distribute approximately $6.4 billion over 5 years to states for investment in projects that will help reduce transportation emissions. Eligible projects include transportation electrification, EV charging, public transportation, infrastructure for bicycling and walking, infrastructure that support congestion pricing, diesel engine retrofits, port electrification and intelligent transportation systems (ITS) improvements. Approximately 65% of this funding will be allocated by population to projects in local communities.[70]

- **Reconnecting Communities**

  This program will improve community connectivity by identifying and removing or mitigating infrastructural barriers that create obstacles to mobility or economic development or expose the community to pollution and other health and safety risks. Potential projects could include building over or around highways or capping highways. The bill provides approximately $1 billion over five years.[71]

- **Safe Streets & Roads for All Grant Program**

  This program invests $5 billion over five years ($1 billion per year) to support Metropolitan Planning Organizations (MPOs) and local governments to develop and implement safety plans to prevent fatalities on streets. The Safe Streets & Roads for All program will fund state and local "vision zero" plans and other initiatives to reduce crashes and fatalities.

- **Healthy Streets**

  The bill authorizes a new Healthy Streets program where eligible projects include those that mitigate urban heat islands, improve air quality, and reduce stormwater runoff. The grant will prioritize low-income communities and disadvantaged communities.

69 https://www.transit.dot.gov/grant-programs/areas-persistent-poverty-program

70 The Bipartisan Infrastructure Investment and Jobs Act of 2021, U.S. Senate Committee on Environment and Public Works. https://www.epw.senate.gov/public/_cache/files/2/e/2e879095-7fcd-4f6e-96fd-a4ad85afa0cc/7D48782E0BEB430002A767AC75961EB0.bif-highway-one-pager-final-2.pdf

71 The Bipartisan Infrastructure Investment and Jobs Act of 2021, U.S. Senate Committee on Environment and Public Works. https://www.epw.senate.gov/public/_cache/files/2/e/2e879095-7fcd-4f6e-96fd-a4ad85afa0cc/7D48782E0BEB430002A767AC75961EB0.bif-highway-one-pager-final-2.pdf

IMPACT FEES

An impact fee is typically a one-time payment imposed by a local government on a property developer. The fee is meant to offset the financial impact a new development places on public infrastructure and programs.

The California Mitigation Fee Act authorizes a local agency to establish, increase, or impose various fees as a condition of approval of a development project, if specified requirements are met.[72]

In 2014 the San José City Council approved the Affordable Housing Impact Fee (AHIF) which aids in addressing the need for affordable housing connected with development of new market rate residential rental units. The AHIF increases by 2% every year.

COMMUNITY BENEFITS FUNDS

A Community Benefit Fund is a fund established by a group of donors or through targeted fees to support a charitable cause. Often these funds are established by developers to benefit the community surrounding a large development project.

Kaiser Permanente provides grants and donations to nonprofit, community-based organizations and agencies for projects that address grantmaking priority areas identified through Kaiser's Community Health Needs Assessments (CHNA). According to the 2019 San José CHNA report, local experts, and residents within the CHNA service area expressed concern about transportation and traffic, especially issues related to air pollution. They also identified lack of transportation as a barrier to health care.

Google and the City of San José established a $200 million Community Benefits Agreement. City Council priorities for this agreement focus on education and workforce development programs to avoid displacement.

OTHER FUNDING MECHANISMS

INCREASE PARKING COSTS WHERE APPROPRIATE

Private vehicles in areas well-served by transit do not generally align with broader city goals to reduce vehicle miles traveled and associated greenhouse gas emissions. As such, increasing parking costs for single-occupancy vehicles in high-capacity transit areas could be considered as a potential funding strategy. Increased parking revenues can be redirected to fund other transportation services such as subsidized transit and bike share passes. However, areas well-served by transit are limited in San José, which limits the potential of this funding strategy. Furthermore, since many low-income and BIPOC community members rely on driving, an analysis should be conducted to assess whether such an increase would result in unintended harm.

CROSS SUBSIDIZE LOW-INCOME DISCOUNTS

Shared mobility services, such as bike share, scooter share, and car share, that are heavily used by higher-income communities, could be required to pay a fee to subsidize access by low-income residents. This strategy can be implemented through a per vehicle fee whereby providers pay a discounted per vehicle fee when deploying in disadvantaged neighborhoods and comparatively higher per fee when deploying in high-utilization (and often higher-income) areas.

72 California Legislative Information

NEW REVENUE MODELS

Expanding transit agency mobility portfolios can help create a seamless trip from home to destination, while extending the reach of traditional bus and rail networks. However, it is unclear if these services can become self-supporting yet affordable to those with moderate means. New finance and revenue share models seek to identify sustainable funding streams that allow private mobility providers to support and complement public services. For example, some private mobility providers, such as microtransit companies and electric vehicle charging companies, are testing revenue share models with cities,[73] to mitigate the high costs of implementation and operation of services. While tensions between these needs remain, ongoing pilot programs and partnerships continue to experiment and evolve with different models.

PARTNERSHIPS

Some recommendations may be able to be accomplished, in part or in whole, through partnerships with organizations, companies, or programs that may have shared objectives and designated funding. In some cases, this may be limited to partnering on outreach or education initiatives to reach specific audiences. In other cases, planned projects or initiatives may be modified to incorporate recommendations or aspects of recommendations from this plan. Some potential partners that may have a nexus with identified recommendations include:

- San José DOT's Walk 'N' Roll Program (Safe Routes to School) and safety education program
- Churches and Community Based Organizations
- Transportation Agencies
- Universities
- Hospitals
- Transportation Network Companies
- Neighborhood Associations
- Chambers of Commerce and local business associations

73 The City of Jersey City passed a resolution in February 2021 authorizing a cost and revenue sharing agreement between the City of Jersey City, Hoboken, and Lyft as part of its bike share program. Resolution language can be found here: https://cityofjerseycity.civicweb.net/document/43261