

# Play 4

## APPLY GOVERNANCE AND MANAGEMENT TOOLS

Mobility hubs need to be intentionally designed, managed, and operated to achieve successful integration and ease of use. The more dispersed the hub, the more challenging it is to manage the space and ensure cohesion.

Hub implementation partners have many tools to govern, operate, manage, and maintain mobility hub spaces. Effective hub governance and management are critical to ensure mobility hubs are well-integrated, inviting, and able to get people out of cars and into public transit and other shared mobility options. This play illustrates the range of coordination approaches and management techniques available to implementation partners.

## GOVERNANCE AND OPERATING MODEL CONSIDERATIONS

### **It takes a village to plan, design, implement, and manage a mobility hub.**

Before building out your governance and management plan, hub partners need to engage and agree on who is responsible for all pre- and post-implementation activities. Figure 8 illustrates common implementation partners and their respective roles and responsibilities in developing and implementing mobility hubs. The roles identified below are representative and may vary by hub opportunity. Place-based organizations range from housing authorities and development corporations to entities like [Local Initiatives Support Corporation](#).

### **There is no perfect model to govern, manage, and operate mobility hubs.**

Complex governance and operating models with many hubs across a diverse geography might include dozens of organizations with a wide variety of roles. Contra Costa Transportation Authority's Innovate 680 Smart Mobility Hub program is an example of a more complex model, managed at the county level with many delivery leads. Other agencies seek to implement and manage mobility hubs as separate pilots or projects – greatly reducing the management complexity, but limiting coordination across a hub network.

The appropriate model selected depends on several factors, including policy objectives, funding, partner relationships, and more. Cities, transit agencies, and other hub implementation partners should consider the

following governance and operating models. Plays 3 and 7 provide detail on public-private partnership models that bake in operations and investment roles as part of the venture.



Similar to the Larkspur SMART Station and Ferry Terminal hub area, mobility hubs dispersed across a large portion of land area will require coordinated governance and operations.

Source: Tom Rennie

**Figure 8 Mobility Hub Implementation Roles and Owners**

Implementation Partners	Convene	Manage Network	Manage Pilot/Project	Plan/Design	Develop Policy	Fund	Implement	Host (property)	Manage/Operate	Maintain	Program	Measure
MTC				Guidance			Guidance					
County Trans. Authority												
Cities							Lead / Co-Lead	Public Right-of-Way & Parking				
Regional Transit Agency							Lead / Co-Lead	Station/P&R Facilities				
Local Transit Agency							Lead / Co-Lead	Stop Facilities				
Caltrans							Lead / Co-Lead	Underutilized Parcels/ P&R Facilities				
Service/Tech Providers							Services & Minor Infrastructure					
Community & Place-Based Orgs												
Developers/Private Property Owners							On-Site / Curb Amenities Only	Developed Parcels				

Implementation Partners	Convene	Manage Network	Manage Pilot/Project	Plan/Design	Develop Policy	Fund	Implement	Host (property)	Manage/Operate	Maintain	Program	Measure
BIDs/TMAs**												
Major institutions/employers								Campus Buildings/Spaces				

\*Shading indicates partner involvement in implementation role

\*\*Business Improvement Districts (BIDs)/Transportation Management Associations (TMAs)

## Mobility Hub Manager

Managing services and programs that convene many options, incentives, and partnerships requires a clear vision and principled focus on delivering outcomes. Cities, county transportation authorities, and transit agencies should consider the viability of a single entity managing a network of mobility hubs.

The Los Angeles Department of Transportation (LADOT) [released a first-of-its-kind RFP](#) tasking a multi-disciplinary team to lead design, financing, operations, and maintenance at 13 mobility hubs. LADOT plans to invest in and manage a network of nearly 100 hubs across the city.

A Mobility Hub Manager could operate at a citywide, transit districtwide, or countywide level. The responsibility of a hub manager would be to:

- Lead visioning and performance measurement
- Advocate for hub policy adoption across jurisdictional boundaries
- Facilitate planning, design, and engagement processes with implementation partners
- Ensure focus on community enrichment and equity
- Coordinate marketing, messaging, and communications

- Build and manage community partnerships (including public space management partners)
- Oversee partnerships and contracts with mobility providers, technology partners, and vendors
- Secure funding and revenue opportunities
- Connect with regional mobility hubs efforts



As the experience matures, the demand for shared micromobility services need to be coordinated to meet mobility demands in real-time, limit oversaturation, and ensure timely transfers across modes.

Source: Terra Curtis

## Public Space Stewardship

In some cases, mobility hub governance and operations will be defined by longstanding responsibilities. Transit agencies might own, manage, operate, and maintain hub amenities located on their facilities only. City departments of transportation or other public works agencies might manage any feature operating or being stored in the public right-of-way. This operational model will most likely occur in locations where hub features are isolated to one piece of property, like a BART station or at the intersection of a small-scale corner mobility hub.

However, most mobility hubs will be much more complex and resourcing across partners will require some level of collaborative operations. Mobility hub operations, programming, and maintenance activities can be managed through several structures that are well-documented and practiced throughout the Bay Area. This includes Business Improvement Districts, Transportation Management Associations, concession vendors, and other community-led models. These management structures and their associated service level agreements are typically governed via a memorandum of understanding, concessions request for proposals, and other common procurement mechanisms. Many of these structures have effectively managed mobility hubs and transit facilities like transit malls throughout the Bay Area.



Seattle's successful public space program at McGraw Square at the Westlake Mobility Hub is operated through the downtown BID.

Source: Downtown Seattle Association

## **Improvement Districts and Management Corporations**

Improvement Districts and Management Corporations are non-profit organizations created to deliver place-based services and localized improvements. Improvement Districts are often funded through special assessments, property tax levies, member dues, and/or charitable contributions. Within the context of mobility hubs, these districts and non-profit corporations could deliver critical services, including:

- Place programming and public art
- Light capital improvements, like street furniture, bike racks, micromobility parking, and more
- Landscaping and other maintenance activities
- Ambassadors, customer service, and travel training
- Sanitation and public space cleaning
- Wayfinding and map management
- Brand management, marketing, and communications

Business Improvement Districts like the Downtown Seattle Association, the Downtown Pittsburgh Partnership, and the Downtown Tampa Partnership are prime examples of improvement districts that engage in public life activities in addition to integrated planning activities related to mobility hubs and major transit corridors. Likewise, management corporations like the [Bryant Park Management Corporation](#)

in New York City are a long-standing model that can be applied to mobility hub management, operations and maintenance.

## **Transportation Management Associations**

Transportation Management Associations (TMAs) are non-profit organizations formed to coordinate and manage mobility programs and access improvements on behalf of private and public employers, business districts, and local governments. TMAs have traditionally served as commute coordinators, mobility managers, and central clearinghouses for transportation-related education.

The Bay Area is home to many TMAs – mobility institutions that have the capacity to support mobility hub development, delivery, and ongoing management. TMAs can expand their mission to ensure integrated connections and high-quality access to diverse transit and shared mobility services at mobility hubs. TMAs could support or lead mobility hub vendor management, operations, maintenance, and performance measurement at hubs within their service area, in partnership with local city agencies and transit providers.

## **Concession Model**

Often delivered as part of a street furniture or bus shelter advertising program, a maintenance concession model grants

exclusive and long-term rights to advertise in public spaces in exchange for some combination of public infrastructure like digital information panels, modernized transit shelters, wayfinding, and public art, among other amenities. The capital investment and maintenance at mobility hubs could be funded by the revenue generated from a controlled advertisement program. In this case, the concessionaire could be required to provide public space management, routine cleaning, and other maintenance services.

## **Community-Led Operations**

Community-led operations and maintenance agreements can expand mobility hub resourcing through local hire and volunteer coordination. Even more important, this model can engender a sense of ownership and wealth building opportunities in the communities that mobility hubs serve.

Led by community-based organizations, community leaders, or other neighborhood-level institutions, on-going maintenance of spaces in and around the mobility hub can be undertaken as a paid or voluntary process delivered by community guardians or ambassadors. This kind of arrangement should be governed by an MOU or another applicable legal framework that defines expectations, service levels and funding.

## Formalizing Agreements and Partnerships

Implementation partners have a range of formal and informal mechanisms to standardize mobility hub duties, roles, and partnerships. Implementation partners can develop a memorandum of understanding or agreement (MOU/MOA) to memorialize roles, expectations, service level agreements, and even in-kind contributions. The Downtown Seattle Association's [public space management agreement](#) serves as a useful template for similar MOUs. However, in many cases MOUs/MOAs cannot accommodate goods, services, and other arrangements that require a more formal contract. Various procurement pathways establish formal contractual relationships where implementation partners provide funding in exchange for mobility services, technology, materials, infrastructure, data/performance management platforms, or even operations and maintenance services. Procurement mechanisms might include:

- Traditional requests for proposals (RFP)
- Requests for information or qualifications (RFI/RFQ)
- On-call or bench contracts allowing for flexible selection amongst qualified vendors and organizations
- Direct selection or sole source contracts if purchase orders do not exceed procurement thresholds (or when there is specific expertise needed)

New York City's most recent [parking lot concession RFP](#) is a good example that can be replicated at mobility hubs in the Bay Area.



Mobility improvements, public art, and street furniture funded and managed by the DSA.  
Source: Downtown Seattle Association



## MANAGING YOUR MOBILITY HUB

Effective hub management can manifest in many ways. On the public realm management side, services might be elegantly integrated into the hub site and connected visually by wayfinding and branding. On the experience side, users might have a positive association with walking around and sitting at the hub.

The way you manage your mobility hub reflects the outcomes you want to achieve. Intended outcomes are more likely to be met if your hub is supported by outcome-centered partnerships, appropriate staffing, digital tools, operational plans, and demand management strategies.

### Foundation of Managing Demand

Providing new shared mobility services, building better transfers, and improving customer information alone cannot reverse the Bay Area's surging greenhouse gas emissions. If driving is convenient, then people will not change their behavior. In the absence of thoughtful parking, curb, and transportation demand management (TDM) strategies, you will find it difficult to achieve the outcomes and targets you want to see at your hub. Cities and public transit agencies should encode TDM measures, parking management policies, pricing, and other access management tools alongside mobility hub investments. These are foundational to the success of your hub and critical to incentivize and nudge people to shift modes and create new daily mobility habits.



Parking management coupled with demand management investments like the Berkeley Bike Station has led to low drive alone rates in downtown Berkeley and high ridership at the Downtown Berkeley BART Station.

## Integrating Private Mobility Services

The Bay Area is home to dozens of private shared mobility services that offer mobility to the public. The mobility marketplace operates via a complex maze of regulatory and governance structures, but mobility hub integration can be achieved through a combination of partnerships, digital policy, incentives, and in-kind property access.

Mobility hub implementation partners seeking to better integrate and connect people to private mobility options at hubs may approach partnerships differently, depending on the service type. Some services like shared micromobility and some car share models are permitted through city departments of transportation and public works departments. Other services like ridehailing are enabled and governed by California Public Utilities Commission rules – limiting the potential to leverage additional requirements at the hub. And in other cases, services are hosted on private property, publicly available, and largely unregulated. Your tools for partnership include, but are not limited to:

### Preferred Access and Operations

Implementation partners should develop a service integration plan for each mobility hub. The service integration plan should identify locations and spaces for organized loading of and parking for shared mobility services. This might include paint, post, and sign applications for dedicated car share parking, micromobility docking, and ridehail loading at the curb.

The service integration plan should reflect your curb and access hierarchy to partner mobility services. Dedicated loading, dwelling, and parking locations should reflect the access priorities for the mobility hub.

The hub should also account for ingress and egress needs for shared mobility service operations staff. This will ensure that deployment and maintenance work does not interfere with other hub services or the safety of hub customers.



Scooter charging stations at the 4<sup>th</sup> & King Caltrain Bike Station – a partnership between Spin and the Bike Hub operator, Tranzito.

Source: Spin

**Incentives**

Hub managers can incentivize compliance with the hub service integration plan and any operational requirements that might incur a cost on the private provider. Incentives could come in the form of subsidies and other financial incentives, reduced permit fees, increased deployment caps, and front door access to boarding and alighting transit passengers at the hub.

**Expectations and Performance**

Hub pilot and project managers seeking to partner with providers for specialized services should establish clear expectations and service-level agreements tied to data sharing requirements. As feasible, any operational requirement or incentive for good behavior should be measurable for compliance purposes. This is critical to ensure compliance and data collection.

In some cases, hub performance and compliance data can be captured through existing permit program requirements. In cases where the services are not permitted, hub partners should negotiate a data sharing agreement with the private provider. While the data needs will vary by hub location, services accommodated, and range of use cases, implementation partners can reference SFCTA's [Emerging Mobility Evaluation Report](#) and [Emerging Mobility Pilot Strategy](#) for data sharing design support and negotiation tactics.

## Hub Operational Zones and Digital Policy

Conveying curb and right-of-way policies in a digital format is an emerging tool used by cities seeking to manage private mobility providers. Digital policy could revolutionize how hub managers and operators shape private mobility service operations at mobility hubs and keep the hub organized. Digital policy applications are currently applied to shared micromobility services across the Bay Area. For example, some cities have designated portions of their curbs as ridehail drop-off or pick-up zones by creating a virtual geographic boundary enabling software to trigger a response when a mobile device enters or leaves the zone. Future digital policy applications may include managing movements, loading activity, and ingress and egress for on-demand services like microtransit.

Cities and transit agencies should collaborate to develop digital policies to gain an accurate understanding of how mobility hubs are used, make data-driven policy decisions, and dynamically manage hubs.

Digital policies can be applied passively, such as manually selecting no parking zones for shared scooters and relying on permitted companies to communicate zones to customers. Hub managers can take a more proactive role by communicating digital policies through a system like Mobility Data Specification (MDS) and by actively engaging in compliance and enforcement efforts. Hub managers should test digital policies and make necessary investments to enable active management of curbs and rights-of-way in and around the hub extent.

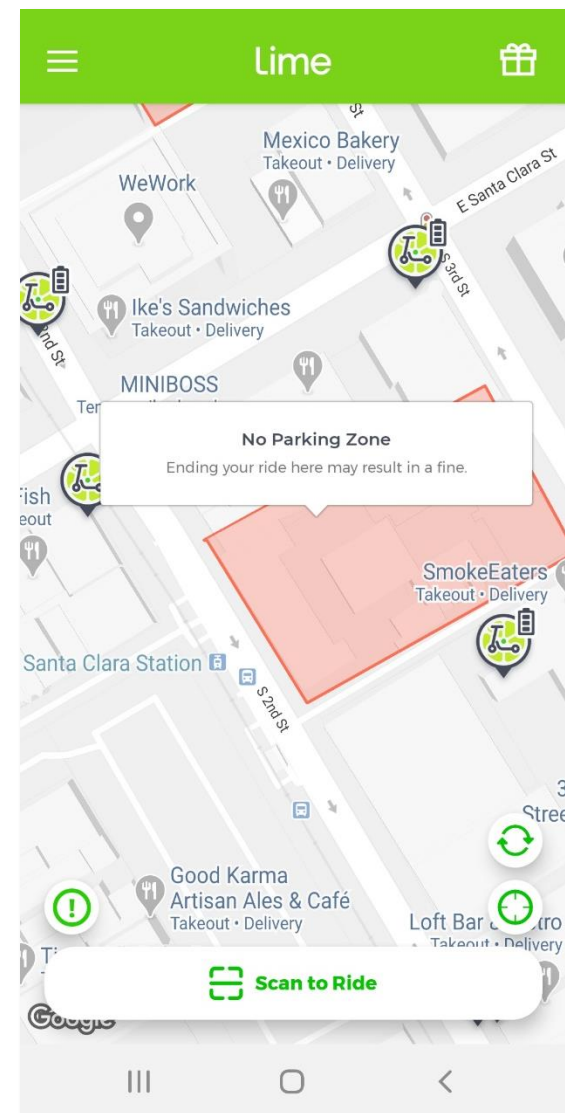
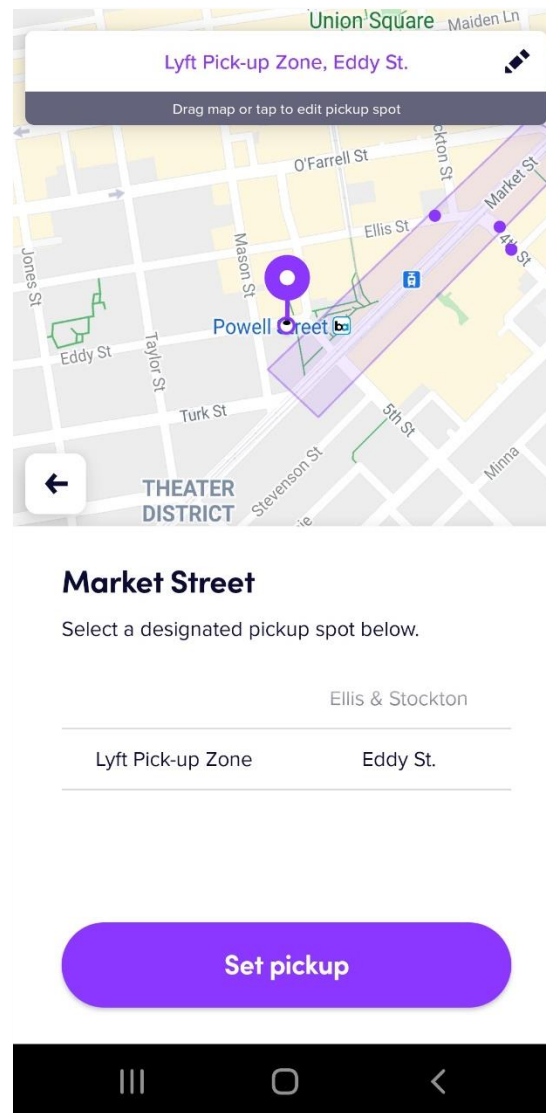
## Staffing and Resources

Whether you are piloting a mobility hub or implementing a more permanent application, adequate staff resources are needed to deliver, measure, and continually manage mobility hubs.

Depending on the scale of the hub or hub network and the funding available, staff might be responsible for multiple roles. Staffing could be concentrated within a single agency. In more collaborative models, staffing and responsibilities might be distributed across multiple agencies and organizations. Ultimately, enough full-time employees (FTEs) are needed to ensure the full mobility hub life cycle is supported with sufficient human resources. Automating policy compliance, enforcement, and auditing efforts with tools like aggregated data platforms and MDS can free up significant staffing for other hub management activities.

Implementation partners, most notably cities and transit agencies, should review and refine digital policy tools that best align with their hub's operational objectives. This includes establishing geofences and other digital operational zones like:

- **Information pushes** about transit access, safety protocol, and other important hub messaging
- **Equity zones**, where shared mobility providers are required to or incentivized to provide service, build community partnerships, and/or meet ridership thresholds
- **No Locking or Parking Zones**, where riders need to find dedicated parking for micromobility vehicles or end their ride outside the zone
- **Speed throttling**, where top end speeds are restricted in special zones
- **No Ride Zones**, where trips are disabled in a restricted area and people are unable to ride or end their micromobility vehicle trip
- **Required loading at dedicated pick-up and drop-off zones**, forcing people to summon rides at operationally advantageous locations



Examples of digital operation zones that require pickups at specific loading zones and disallow scooter parking in specific zones.

Source: Lyft (left) and Lime (right)

## FUTURE PROOFING YOUR HUB

Mobility hubs will better coordinate mobility options and ease regional connections today and in the future. But, how do you insulate your hub investments for change? What can you do now to prepare hubs for a future of summoning shared autonomous vehicles and booking new types of micromobility?

**Implementation partners should design for mobility needs rather than modes.** Private mobility services will certainly change, lose their appeal, and augment to meet changing consumer preferences. In the same way, mobility hubs should be updated over time, reflecting new mobility needs and fresh takes on how local communities want to interact and gain value from their neighborhood hub. Community needs assessment and hub development are never station. Another important element of future proofing is testing out new technologies to ensure mobility hubs continue to meet their intended objectives in the long term. New features and technologies – whether driven by public agencies, private providers, or community groups – should be tested so that mobility hubs are as adaptable as the mobility apps used by your customers.



Livermore Amador Valley Transit Authority's (LAVTA) shared autonomous vehicle provides first- and last-mile connections to the East Dublin/Pleasanton BART Station.

Source: LAVTA

