Carsharing and Mobility Hubs in Affordable Housing

PROCESS, RESULTS, & LESSONS LEARNED

ACKNOWLEDGEMENTS

This Pilot was made possible through the dedication and collaboration of our project partners, community leaders, and residents who shaped and championed this work.

Project Team:

- Transform: Jennifer Ledet, Sheila Islam, Carrie Harvilla, Jenn Guitart, and alumni: Joy Massey, David Beezer, Adria Stauber, Ann Cheng, and Clarrissa Cabansagan

- Shared-Use Mobility Center: Colin Murphy, Sarah Huang, Carlos Gonzalez

- Metropolitan Transportation Commission (MTC), Krute Singa, Mary Ferguson (alumnus)

- California Air Resources Board (CARB): John Massetti, Sam Gregor, Ashley Georgiou, Ali Koohestani

- emergent labs: Brytanee Brown

Site Partners:

- Oakland - East Bay Asian Local Development Corporation (EBALDC): David Cota, Maria Contreras, Griselda Hernandez, Kendra Robertson, Adrienne Smith-White, Yingzi Ye

- Richmond - RCF Connects: Jim Becker, Alvin Lewis, Armond Lee, Iris Podschun, Alejandro Robles; City of Richmond: Denee Evans, Lori Reese-Brown, LaShonda White

- San Jose - First Community Housing (FCH): Edith Figueroa, Bianey Martinez, Monica Nanez, Nyan Narasimhan, Michael Santero, Jennifer Delgado, Joseline Torres; City of San Jose: Laura Stuchinsky

Partner Organizations and Agencies:

This report was written by members of the project team: Transform: Jennifer Ledet, Sheila Islam, Carrie Harvilla, and Jenn Guitart; Shared-Use Mobility Center: Colin Murphy, Sarah Huang, Carlos Gonzalez; Metropolitan Transportation Commission (MTC): Krute Singa

We wish to thank our funder, California Air Resources Board, for the opportunity to show what equitable, community-led planning at the intersection of transportation and housing looks like. Our project manager, John Massetti, offered cooperative support, flexible troubleshooting, and grace as we endeavored to create something truly innovative and impactful.

We extend our deepest gratitude to the Site Coordinators and staff, Site-Level Team members and the residents we served. Their leadership, resilience, and vision made this pioneering effort possible:

Betty Ann Gardens (San Jose)
First Community Housing Site Lead Edith Figueroa

Lion Creek Crossings (Oakland)
East Bay Local Asian Development Corporation Site Lead David Cota; staff Griselda Hernandez, Kendra Robertson, Yingzi Ye

Nystrom Neighborhood (Richmond)
Jim Becker and his RCF Connects, Sparkpoint team and Housing First teams; NURVE Policy Committee; and City of Richmond staff, especially Denee Evans

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Brytanee Brown at emergent labs provided invaluable insights to help us make the Mobility Hubs messaging eye-catching, meaningful, and unified for residents across three counties.

We're also thankful to the partners who contributed their expertise and brought their skills to our sites:

- The Original Scraper Bike Team
- Cycles of Change
- Rich City Rides
- Bike East Bay
- Community Cycles
- BikeMobile
- SIlicon Valley Bicycle Coalition
- Cities of Oakland and San Jose
- Bay Area Air DistrictGRID Alternatives
- Greenlining Institute
- Bay Area Rapid Transit
- AC Transit
- Santa Clara Valley Transportation Authority (VTA)

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EXECUTIVE SUMMARY

Transforming Mobility, Centering Equity

The landscape of transportation is evolving rapidly, with new mobility options emerging at an unprecedented pace. Yet, amid this wave of innovation, one troubling pattern remains unchanged: the communities that have historically been excluded from decision-making and investment still have limited access to these services. The consequences for the communities — limited access to reliable, affordable transportation — translate to barriers in reaching jobs, healthcare, education, grocery stores, and social networks. Mobility is not just about movement; it is about opportunity, dignity, and access to a full and thriving life.

The Carsharing and Mobility Hubs in Affordable Housing Pilot Project was created to upend this status quo. Launched in 2018 as one of the first mobility hub initiatives in the country focused on equity and shared leadership, this project was a groundbreaking collaboration between the California Air Resources Board (CARB), Metropolitan Transportation Commission (MTC), Transform, Shared-Use Mobility Center, and community partners. Carsharing and Mobility Hubs in Affordable Housing was funded by California Climate Investments (CCI), a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities. Together, we worked to bring affordable,

San Jose Site
Mobility Fair

A Blueprint for Inclusive Mobility

The mobility hubs were developed on a foundation of equity, partnership, and deep community engagement, ensuring that these innovations were not imposed from the top down but developed collaboratively with the people they were designed to serve.

Hallmarks of Our Approach:

- Fostering Community Leadership: At each site, Site-Level Teams (SLTs) — composed of local residents — were the heart of the mobility hubs. These teams shaped decision-making, guided outreach, and ensured the project met real community needs; they were compensated for their time.

- Trusted, Collaborative Partnerships: We assembled a multidisciplinary team that bridged expertise from government agencies, community leaders, and transportation providers. Site partners played an integral role, with dedicated staff members funded as Site Leads to oversee and champion the project at each location.

- Grounded in Community Needs: A comprehensive needs assessment established a clear understanding of existing transportation barriers and priorities, ensuring tailored solutions at each location. This work directly influenced the California Air Resources Board's (CARB) decision to incorporate needs assessments into future clean mobility programs.

- Innovative, Multipronged Outreach: Outreach was designed to be inclusive, dynamic, and engaging, leveraging a mix of large community events, one-on-one support, multilingual materials, and digital tools to reach residents in ways that worked for them.

climate-friendly, and accessible mobility solutions directly to the people who need them most.

Pilot Program Definition of Mobility Hub

For this Pilot, a mobility hub is a strategically located site within a community that integrates multiple transportation options and services — such as EV carsharing, transit passes, bike storage, ride credits, and educational resources — designed to make sustainable, affordable mobility more accessible to residents. More than just a set of services, mobility hubs represent a shift in how we design transportation systems: centering community leadership, tailoring solutions to local needs, and ensuring that clean mobility benefits reach historically marginalized communities.

The Pilot's Core Objectives

At its heart, this project aimed to:

- Expand affordable transportation access to jobs, schools, medical facilities, parks, grocery stores, and other essential destinations for low-income residents.

- Deliver community-tailored, clean mobility solutions informed by resident needs and equity goals.

- Reduce greenhouse gas emissions and pollution by decreasing reliance on private vehicles and expanding the use of zero-emission transportation options.

- Reduce transportation costs for residents by providing low- or no-cost access to essential mobility services.

- Create a replicable model for integrating mobility hubs into affordable housing, ensuring that the most innovative

transportation demand management (TDM) practices benefit not just market-rate developments, but low-income communities as well.

Best Practices and Lessons Learned

Our experience with the Mobility Hubs Pilot offers a wealth of insights for policymakers, transportation agencies, developers, and community organizations. The implementation of mobility hubs requires a deep commitment to thoughtful planning, adaptive execution, and sustained engagement for long-term success.

- Community Transportation Needs Assessments and Surveying: Start with community-driven data collection. Engaging residents in the design and distribution of surveys ensures that offerings and outreach strategies align with real needs. Successful surveying

requires dedicated time and resources for translation, interpretation, and data entry, along with a mix of paper and digital formats to increase accessibility. Providing hands-on support for respondents and meaningful incentives respects residents' time and expertise, leading to stronger participation and more actionable insights.

- Empowering Site Partners: Site partners (housing developers and property managers) play a crucial role in implementation but often lack the administrative capacity to manage transportation programs. Providing direct funding for site coordination, clear role definitions, and administrative support is critical to success.

- Community-Driven Design and Outreach: Site-Level Teams, composed of stipended residents at each site, played a pivotal role in shaping project design, messaging, and engagement strategies. Effective outreach strategies included trusted, on-the-ground staff and peer networks, multilingual materials, meaningful incentives, and a mix of one-on-one assistance and large-scale events. Co-created promotional materials ensured that branding and messaging resonated with residents.

- Procurement and Installation: A rigorous Request for Proposals (RFP) process is essential to identify vendors with the technical capability and collaborative mindset necessary for

"AS A SINGLE MOTHER AND COLLEGE STUDENT NOT MANY KNOW THE STRUGGLE IT IS COMMUTING TO AND FROM DOCTORS APPOINTMENTS, COLLEGE CLASSES, DAILY ERRANDS, AND TASKS UNLESS YOU ACTUALLY LIVE THROUGH IT. THESE AVAILABLE DISCOUNTED TRANSIT SERVICES HAVE ALLOWED ME TO CONTINUE TO LIVE MY LIFE WITHOUT THE ADDED STRESS OF NOT HAVING RELIABLE TRANSPORTATION." (SAN JOSE RESIDENT)

unique circumstances. Installation in disadvantaged communities often involves unique challenges, such as electrical infrastructure upgrades and permitting complexities, requiring extra time, coordination, and municipal support.

- Strategic Siting Considerations: Siting a mobility hub within a single affordable housing development differs significantly from placing one in a broader neighborhood setting. Contracts and partnerships must be structured to navigate regulatory and operational differences between publicly and privately owned sites.

- Expect the Unexpected and Adapt: External factors — including the COVID-19 pandemic, infrastructure vandalism, and bureaucratic hurdles — necessitate built-in flexibility, creative problem-solving, and sustained funding to address unforeseen challenges.

A Call to Action

The Carsharing and Mobility Hubs in Affordable Housing Pilot Project was not just an experiment — it was a vision for the future of equitable, sustainable, and community-centered transportation. Through this project, we have demonstrated that mobility hubs are not only feasible in disadvantaged communities but can thrive when designed with and for the people they serve.

This work is just the beginning. We urge policymakers, transit agencies, housing developers, and mobility providers to adopt these best practices, expand these models, and invest in clean, inclusive transportation solutions. Mobility is a fundamental right, and with continued commitment, we can ensure that no community is left on the sidelines.

## Mobility Hubs in Action: Site-Specific Implementations

Site	Residents	Mobility Services & Infrastructure	Education & Community Engagement
San Jose (Betty Ann Gardens)	76 affordable homes 265 residents	EV Chargers & Carshare, Transit Screen, Bike Storage, Lyft Essential Ride Credits	E-Bike Giveaways, Bike Safety & Maintenance Education, Mobility Fair
Oakland (Lion Creek Crossings)	567 affordable homes 1,607 residents	AC Transit EasyPass, Lyft Essential Ride Credits	Bike Giveaways, Bike Education, Travel Trainings, Mobility Fairs
Richmond (Nystrom Neighborhood)	1,158 units in neighborhood 3,999 residents	Lyft Essential Ride Credits, EV Chargers & Carshare (installation & implementation impacted by vandalism)	Bike Giveaways, Bike Education, Community Bike Rides

PROJECT FORMATION AND EARLY STEPS

Mobility is more than just moving from one place to another — it is the key to opportunity, independence, and community connection. When transportation is inaccessible, unaffordable, or unreliable, people lose access to jobs, healthcare, education, essential services, and the ability to fully participate in their communities. Recognizing this, Metropolitan Transportation Commission (MTC), Transform, and Shared-Use Mobility Center (SUMC) envisioned the Carsharing and Mobility Hubs in Affordable Housing Pilot Project as a collaborative effort to address these barriers. The Pilot established mobility hubs — designated access points where residents could conveniently connect to multiple transportation options, including public transit, shared bikes, scooters, electric vehicle (EV) carsharing, and ride-hailing services. By bringing together public agencies, nonprofit organizations, property managers, community groups, businesses, and residents, these hubs were designed to create seamless, efficient, and accessible travel choices for the community. By working together, these diverse stakeholders achieved a common goal: expanding access to jobs, healthcare, education, parks, grocery stores, and other daily necessities. Through this innovative approach, the Pilot not only sought to improve personal mobility but also fostered greater economic opportunity and quality of life for communities that have historically been left behind.

The Pilot was designed not just to introduce new transportation options but to ensure they were truly accessible, practical, and sustainable for the residents they aimed to serve. Success depended on more than just providing vehicles or transit credits — it required strong infrastructure, multilingual outreach, hands-on training, and ongoing support, all built on a foundation of deep community engagement. These fundamental components would enable residents to feel a sense of ownership and confidently adopt new transportation choices into their daily lives. In turn, this approach helped reduce greenhouse gas emissions, improve transportation efficiency, and lower household costs — so that the benefits of mobility access extended beyond individual trips and into economic and environmental gains.
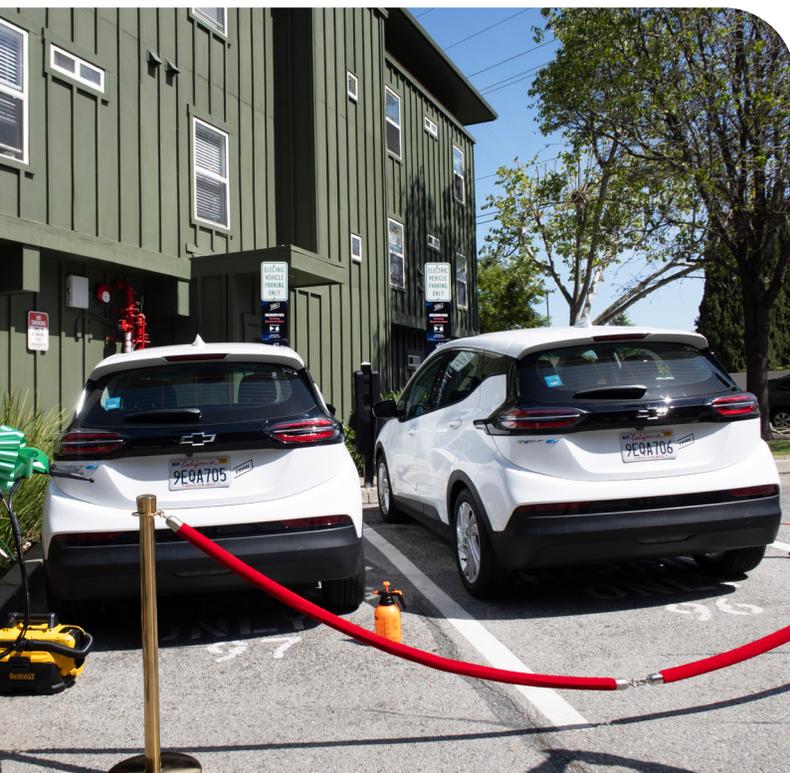
THROUGH THIS INNOVATIVE APPROACH, THE PILOT NOT ONLY SOUGHT TO IMPROVE PERSONAL MOBILITY BUT ALSO FOSTERED GREATER ECONOMIC OPPORTUNITY AND QUALITY OF LIFE FOR COMMUNITIES THAT HAVE HISTORICALLY BEEN LEFT BEHIND.

To bring this vision to life, MTC and Transform, with support from the Shared-Use Mobility Center (SUMC), developed and submitted a proposal to the California Air Resources Board (CARB)'s Clean Mobility Options program. Through this funding, the Pilot was able to establish mobility hubs at multiple sites, demonstrating how equity-centered transportation solutions can transform communities and serve as a model for future initiatives.

An essential step in achieving these goals was conducting a community transportation needs assessment. Since the project aimed to provide mobility options that were genuinely useful, it was critical to first understand how residents currently traveled, their most frequent destinations, and their mobility preferences and challenges. This data directly shaped the design of the mobility hubs at each site, where services were not just available, but actually aligned with resident needs.

Project Goals and Objectives

To develop a proposal that truly reflected the needs of the communities it aimed to serve, the project team partnered with the East Bay Asian Local Development Corporation (EBALDC), First Community Housing (FCH), RCF Connects (formerly Richmond Community Foundation), and the City of Richmond. Together, we established a set of detailed goals and objectives to guide the project's design and implementation:

- Increasing access for low-income residents and disadvantaged communities to economic opportunity, medical facilities, schools, parks, grocery stores, and other daily needs

- Providing tailored clean mobility options to address resident needs identified through a community transportation needs assessment and meet equity goals

- Reducing greenhouse gases and criteria pollutants from the combination of reduced vehicle trips and use of electric vehicles rather than internal combustion engine vehicles

- Reducing private vehicle ownership and vehicle miles traveled (VMT).

- Reducing transportation costs for residents

- Informing cities and developers of best practices for right-sized parking and mobility options for affordable housing developments

- Creating a sustainable and viable mobility program for affordable homes that is modeled after the most innovative transportation demand management (TDM) programs more commonly seen in market-rate housing developments

THIS APPROACH UNDERSCORES A KEY LESSON FROM THE PILOT — SUCCESSFUL MOBILITY INITIATIVES MUST BE INFORMED BY THE PEOPLE THEY ARE DESIGNED TO SERVE.

The needs assessment process also served a deeper purpose: it empowered residents to have a voice in the transportation investments happening in their communities. This approach underscores a key lesson from the Pilot — successful mobility initiatives must be informed by the people they are designed to serve. By prioritizing community-driven planning, this Pilot sets a model that other communities can follow in expanding access to clean, affordable, and effective transportation options. More details on the needs assessment can be found in the Community Transportation Needs Assessment section below.

Project Sites

The project team identified three affordable housing properties and neighborhoods as Mobility Hub sites, each selected in partnership with key community organizations:

- **Lion Creek Crossings, Oakland –** A large affordable housing community owned by the East Bay Asian Local Development Corporation (EBALDC).
- **Nystrom Neighborhood, Richmond –** A historically significant area originally developed as worker housing during World War II, now undergoing extensive rehabilitation as part of the City of Richmond's Nystrom United Revitalization Effort (NURVE). Our primary onsite partner was RCF Connects.
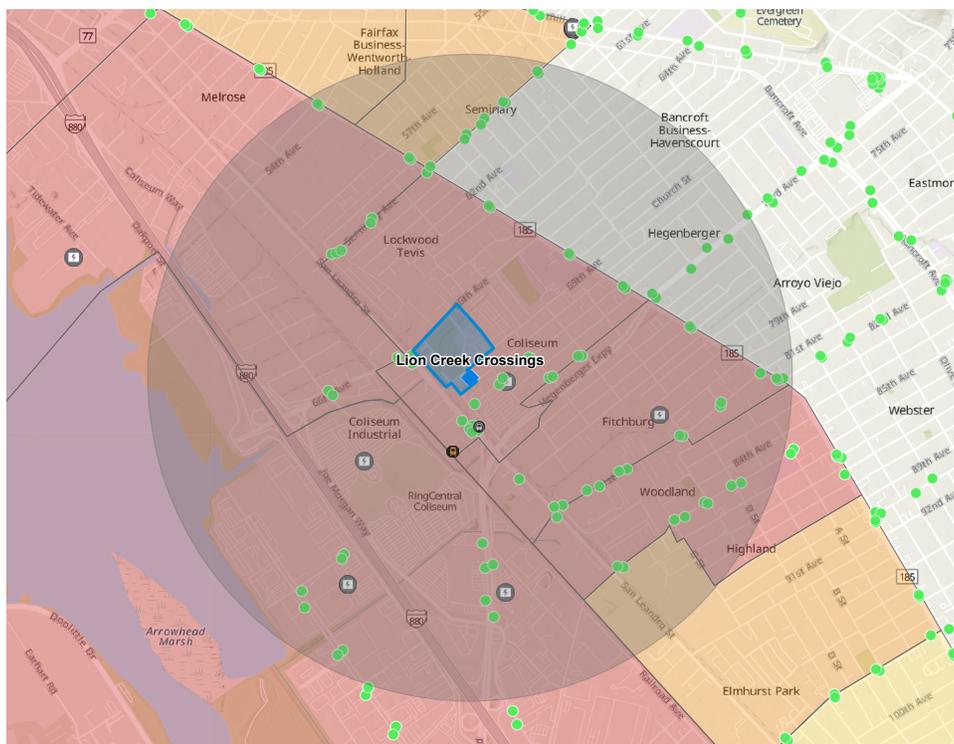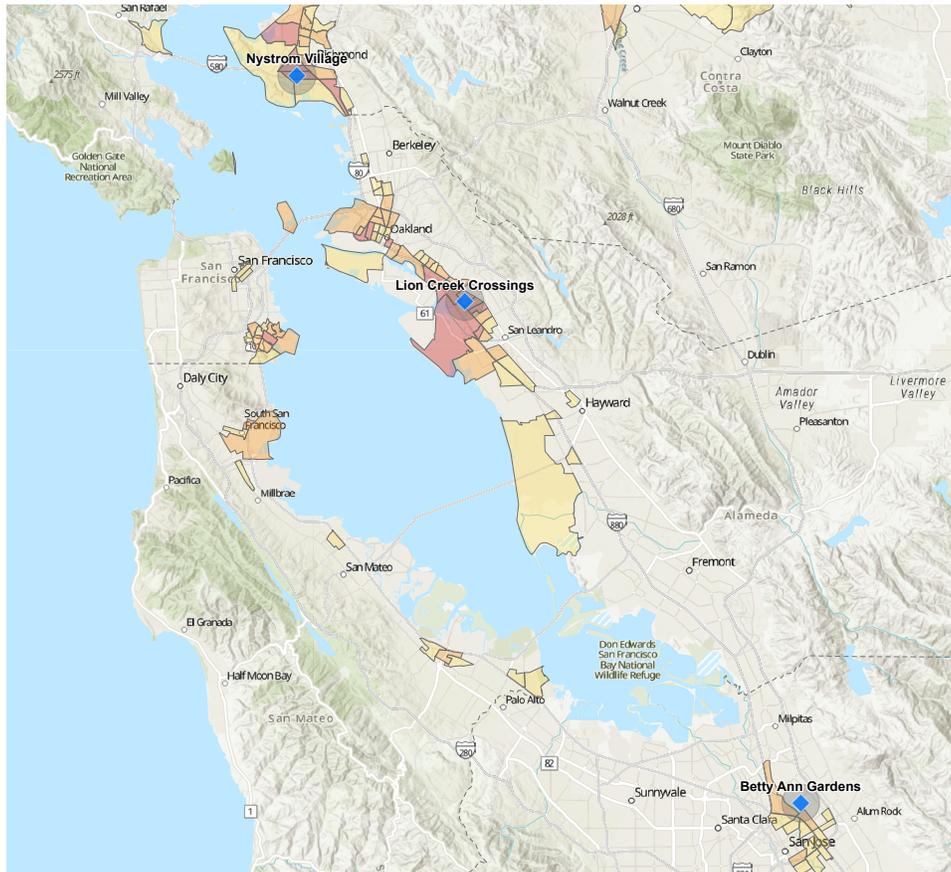

Lion Creek Crossings, Oakland Site

- **Betty Ann Gardens, San Jose –** A family-oriented affordable housing development owned by First Community Housing (FCH).

The site selection process began with an analysis of disadvantaged communities in the Bay Area, as defined under **SB350** — those with a **CalEnviroScreen 2.0 score of 75 or higher**, indicating high levels of pollution burden and socioeconomic challenges. From there, the project team engaged Transform's partner organizations, prioritizing affordable housing operators that had both a presence in these communities and a demonstrated interest in advancing equitable, sustainable transportation solutions.
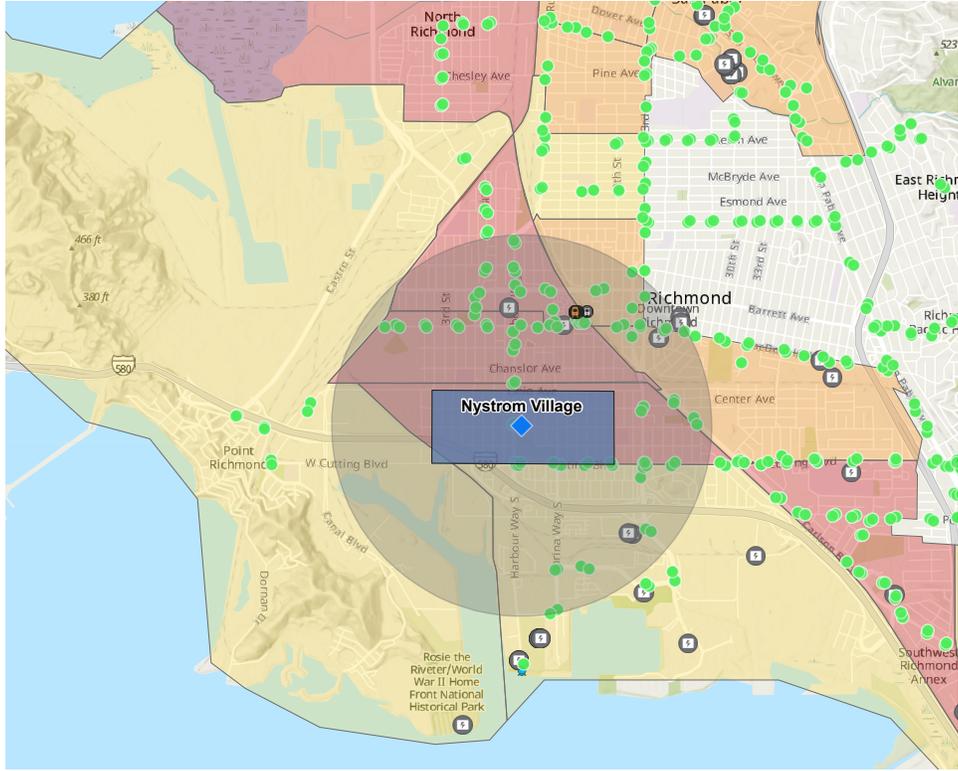
The three selected sites reflect a range of urban and suburban environments, varying levels of existing transportation infrastructure, and distinct community needs. This diversity allowed the Pilot to test and refine different approaches and respond to different challenges, and it allows for scalable models for other affordable housing communities across California and beyond.

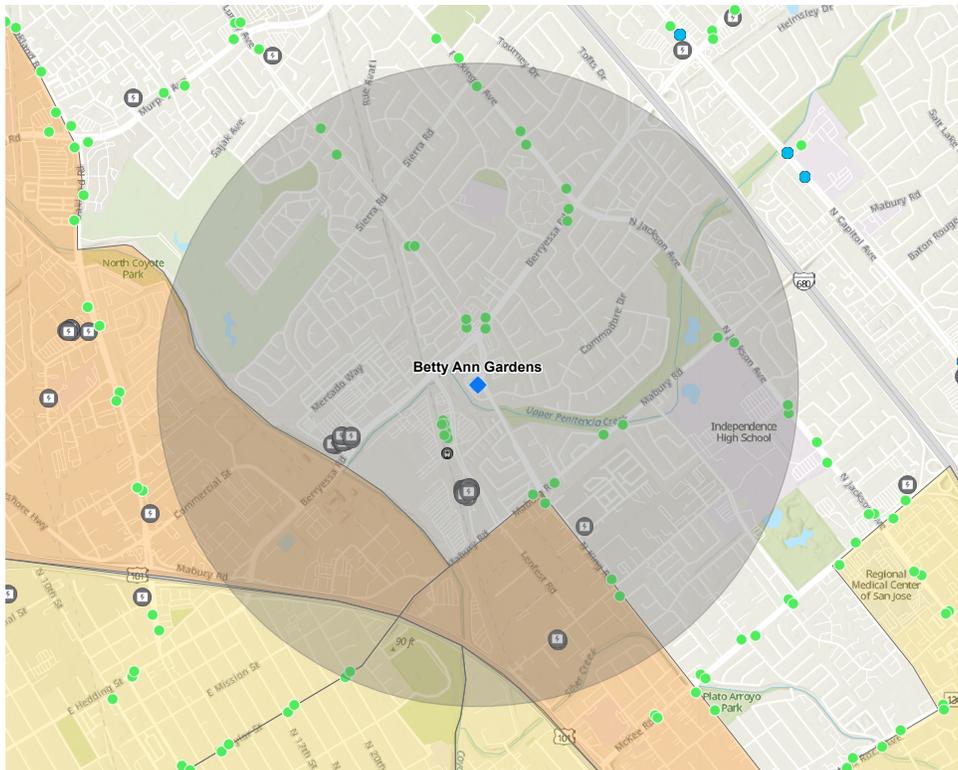| Site Name	Location	Site Type & Residents	Site Details	Transit Access	Onsite Partners
Lion Creek Crossings (large affordable housing development, including senior housing)	Oakland, CA (East Oakland, Havenscourt/ Coliseum neighborhood)	567 affordable homes 1,607 residents	Early childhood education center Computer center After-school program Family resource center	Multiple bus lines (AC Transit) Regional rail station (Coliseum BART)	East Bay Asian Local Development Corporation (EBALDC) Related companies
Nystrom Neighborhood (mixed-income neighborhood undergoing revitalization)	Richmond, CA	1,158 units in neighborhood 3,999 residents	Schools Parks Neighborhood councils Public housing development	Multiple bus lines (AC Transit) Regional rail station (Richmond BART)	RCF Connects City of Richmond
Betty Ann Gardens (small, family-oriented affordable housing development)	San Jose, CA (Berryessa neighborhood)	76 affordable homes 265 residents	Health and wellness program Community room Gardens Transit passes provided property owner	Multiple bus lines (VTA) Regional rail station (Berryessa BART — opened June 2020)	First Community Housing (FCH)

Location of the three sites within the Bay Area:

Oakland Site

Richmond Site

San Jose Site

Project Team Responsibilities

The project team was intentionally structured to harness a diverse spectrum of expertise necessary to execute this complex, multi-faceted Pilot. The collaboration facilitated the seamless integration of varied components: securing local government support, navigating infrastructure procurement and installation, and designing inclusive, community-driven engagement and outreach strategies.

- Transform is a nonprofit organization that partners with communities to launch programs, build coalitions, and win campaigns to promote thriving transit; dense, affordable housing; and safe, vibrant streets. Leveraging its expertise in coalition-building, equitable outreach, and community leadership development, Transform spearheaded the design and execution of the Mobility Hubs Pilot. This included development of partnership structures; liaising with on-site staff, government agencies, and mobility providers; creating outreach and education strategies; and facilitating assessment, outreach, and evaluation with Site-Level Teams.

- The Metropolitan Transportation Commission (MTC) is the San Francisco Bay Area's transportation planning, financing and coordinating agency. MTC provided administrative oversight, operational support, and budgetary management for the Pilot. Their involvement ensured that the project aligned with broader regional transportation goals and regulatory requirements.

- The Shared-Use Mobility Center (SUMC) is a public-interest organization focused on equitable shared mobility. It helped develop the needs assessment and final surveys, survey analysis, and assisted with the mobility vendor selection process for EV carshare and other services.

EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION
BUILDING HEALTHY, VIBRANT AND SAFE NEIGHBORHOODS

Strong, Ongoing Collaborative On-Site Partnerships

Site partners were involved from the outset, contributing during the proposal stage to ensure shared vision and commitment. This collaborative approach built trust and laid the foundation for successful implementation.

Each affordable housing site — Lion Creek Crossings in Oakland, Betty Ann Gardens in San Jose, and the Nystrom neighborhood in Richmond — had a designated Site Coordinator, appointed by that site's community partner organization, to oversee on-the-ground implementation. These Site Coordinators served as the primary points of contact, overseeing administration, outreach, managing their Site-Level Team (described in the next section) and implementation of the mobility options at their site. Site Coordinators played a critical role in the Pilot's success, dedicating an estimated 35-50% of a full-time equivalent (FTE) position to the project. In some cases, existing staff took on these responsibilities, while in others, new part-time staff were hired. Funding for these positions was provided through the CARB grant.

SLT MEMBER ALMARIE FRAZIER, WHOSE TWO-YEAR-OLD SON KHAI BOUNCED HAPPILY AROUND THE ROOM DURING THE MEETING, SAID HER OLDER KIDS USE THE AC TRANSIT PASSES TO GET AROUND. SHE EMPHASIZED THE COMMUNITY ASPECTS OF THE PROGRAM. "I LOVE BEING A PART OF THE COMMUNITY. I'VE ALWAYS BEEN INVOLVED SINCE I MOVED HERE," SHE SAID. "WE ARE GOING TO TRY TO STICK TOGETHER TO ADVOCATE FOR OURSELVES MOVING FORWARD."

To Foster Effective Partnerships, the Project Team Prioritized:

- **Clear Roles and Expectations:** Establishing well-defined scopes of work, invoicing structures, and timelines to ensure accountability

- **Adequate Compensation:** Allocating sufficient funding for partner organizations to dedicate meaningful staff time to the project

- **Regular Communication:** Conducting bi-weekly or monthly check-ins to provide ongoing support, address challenges, and celebrate successes

First Community Housing

JOIN THE BETTY ANN GARDENS TRANSPORTATION TEAM!

COME LEARN ABOUT OUR NEW ALTERNATIVE TRANSPORTATION PROGRAM! THOSE WHO ATTEND WILL RECEIVE A $25 TARGET GIFT CARD (1 PER HOUSEHOLD).

January 3, 2019
6pm-7pm
Betty Ann Gardens
Community Room
For more information call 408-291-8650 x 25

This project was supported by the California Climate Investments (CCI) program.

Guiding the Project with Resident Leadership: Site-Level Teams

Site-Level Teams (SLTs) were vital to the project's success. Composed of residents from each site, SLT members provided insight into community needs, conducted outreach, and served as ambassadors for mobility options. Recognizing the value of their lived experience and leadership, SLT members were compensated for their time.

SLTs contributed to the project by:

- Informing the design and distribution of the needs assessment

- Assisting with survey outreach and data collection

- Identifying key community events for engagement

- Advising on the most effective outreach strategies

- Beta-testing new mobility options and providing feedback

- Acting as peer liaisons between residents and project staff

Site Coordinators led the recruitment and management of SLTs, adapting their approach to the unique needs of each site. Recruitment strategies included flyers, direct outreach, and community meetings. SLTs included up to ten people, but membership remained flexible, allowing for adjustments based on participation levels and site-specific needs.

When establishing an SLT, key considerations included:

- Opportunities for cross-program collaboration (e.g., employment development initiatives)
- Compensation structure, payment methods, and stipend frequency
- Outreach and recruitment strategies tailored to each community
- Creating clear memoranda of understanding outlining SLT roles, expectations, and compensation
- Accessible meeting locations and consistent scheduling
- Administrative support for tracking attendance and processing stipends

SLT Implementation by Site

- Oakland: EBALDC set a stipend of $17/hour for SLT members. Outreach included bilingual flyers and direct invitations. Participants signed an SLT membership agreement and were compensated as independent contractors.
- Richmond: SLT members were recruited through the Nystrom United Revitalization Effort (NURVE) Policy Committee meetings, a community-led group convened to guide neighborhood revitalization, and additional email outreach by RCF Connects. The team included community leaders and neighborhood council representatives. Members signed an SLT agreement and received stipends of $133 every two months, contingent on participation. Meetings were held at RCF's office until the SLT wound down due to EV charger vandalism and pandemic-related disruptions.
- San Jose: FCH recruited SLT members through community meetings and flyers. Members were compensated with $40 gift cards per meeting. Due to the pandemic, SLT meetings paused but

Betty Ann Gardens Site-Level Team recruitment flyer

were later revived in 2023 as Mobility Interns — a structured resident-to-resident outreach effort providing job development opportunities for young adults. Mobility Interns were paid staff of FCH making $25/hour.

SLT Administration and Best Practices

Site Coordinators or Transform staff managed administrative aspects such as:

- Tracking stipends and attendance
- Providing food and beverages for evening meetings
- Translating materials and ensuring interpretation services were available

Building Buy-In and High-Level Guidance: Program Advisory Committee

In addition to resident leadership, the Program Advisory Committee (PAC) was established to provide strategic oversight and expertise. The PAC included representatives from local government,

BEYOND PAC INVOLVEMENT, TRANSFORM BUILT STRATEGIC RELATIONSHIPS WITH COMMUNITY-BASED ORGANIZATIONS AND MOBILITY VENDORS TO REFINE IMPLEMENTATION STRATEGIES.

transit agencies, nonprofits, and mobility providers. Their role was to:

- Ensure best practices were followed in Pilot design and implementation
- Shape evaluation measures, including the needs assessment
- Identify opportunities to integrate findings into regional planning and policies
- Develop strategies for sustaining and scaling Mobility Hubs beyond the Pilot phase

PAC Members Included:

- **Project Team:** MTC, Transform, SUMC
- **Site Partners:** First Community Housing (San Jose), EBALDC (Oakland), RCF Connects (Richmond)

- **Government Agencies:** California Air Resources Board (CARB), Cities of Richmond, Oakland, and San Jose, Bay Area Air District
- **Nonprofit Partners:** GRID Alternatives, Greenlining Institute
- **Transit Agencies:** Bay Area Rapid Transit, AC Transit, Santa Clara Valley Transportation Authority (VTA)

Beyond PAC involvement, Transform built strategic relationships with community-based organizations and mobility vendors to refine implementation strategies. We had conversations with Our Community Carshare project in Sacramento, ChargePoint, Envoy, Zipcar, EVgo, and Stanford University Our Voice Initiative.

Site-Level Team meeting in Oakland

Collaborative Partnerships and Site-Level Team Engagement

Investing in Site Coordination

Site Coordinators are critical to the success of mobility hubs, providing on-the-ground support for program implementation and resident engagement. To ensure strong participation, budgets should include dedicated funding to compensate site staff for their roles in hub design, SLT recruitment, vendor coordination, survey distribution, outreach, sign-ups, troubleshooting, and project administration. Based on project experience, a 35–50% full-time equivalent (FTE) commitment was recommended for Site Coordinators, though this varied by site and decreased as the project neared completion.

Reducing Administrative Barriers for Site Partners

Affordable housing developers are eager to bring clean, affordable, and accessible transportation services to their residents but may hesitate to adopt new programs if they require additional staffing or administrative resources beyond what Site Coordinators can provide. To address this, the project team:

- **Offered administrative support** to reduce the workload on site partners, helping to set up invoicing templates and cadence, as well as contracts with private mobility providers

- **Clearly defined roles and expectations** in agreements to streamline decision-making

- **Introduced opportunities for collaboration** to lighten implementation burdens

Transit agencies can also provide support. AC Transit provided free marketing materials and on-site staffing at outreach events, reducing the administrative effort required from site staff to enroll residents in the EasyPass (bulk transit pass) program.

Streamlining Funding and Payment Processes

Site partners — including affordable housing developers, CBOs, and cities — had to enter funding agreements, pay upfront costs, and later submit reimbursement requests. This created financial strain for some partners, acting as a barrier to program adoption.

To mitigate these challenges, the project team provided administrative support where possible and structured payment schedules to accommodate site partners' financial capacity, making program participation more feasible.

Supporting True Community Leadership

To allow inclusive opportunity for residents to participate in their Site-Level Teams, implement the following best practices:

- **Recognize and compensate resident leaders fairly.** Acknowledge the time, expertise, and practical experience of SLT members by providing meaningful stipends or other forms of compensation.

- **Require language accessibility.** Demonstrate care and inclusivity by preparing translated materials in advance, including meeting agendas and SLT membership agreements

Oakland Site-Level Team end-of-project celebration

- **Arrange for live interpretation services to support effective communication.** Depending on the community's needs, this may involve hiring professional interpreters, leveraging bilingual staff, or contracting with community members for in-person translation.

- **Offer childcare services,** especially during evening meetings, so family needs do not stand in the way of SLT involvement.

- **Make food a staple at meetings.** Food is a powerful tool for building community and expressing gratitude. Providing meals at SLT gatherings fosters a welcoming and appreciative environment, reinforcing the value of members' contributions.

- **Leverage SLT members as early adopters and community ambassadors.** SLT members can "ground-truth" the mobility hubs experience, testing mobility options as they are offered. Their firsthand experiences help refine implementation, ensure functionality, and allow them to provide peer-to-peer guidance to other residents. SLT members' direct experience allows them to have practical, user-based conversations with fellow residents and provides feedback on outreach, sign-up processes, and usage barriers

- **Prioritize transparency to build trust.** Engage SLT members as collaborators, keeping them informed at every stage of the project. Frame discussions openly: "This is what's happening — how would you communicate this to the residents?" Follow up with clear accountability: "Here's the decision you helped make, and here's how it's being implemented."

- **Emphasize the value of participation.** Residents found their SLT experience rewarding, with one participant highlighting the benefits of "sharing decision-making, building relationships, and strengthening the community around available resources." Encouraging this sense of ownership enhances long-term engagement and impact.

PILOT TIMELINE

2017

May – Grant application

2018

July-August – Project launch, subcontracting underway, program design

September – Subcontracting continues, first project site team meetings, needs assessment development

Fall/winter – Initial community engagement and establishment of PACS and SLTs

October – Kickoff PAC meeting

2019

May-June – Needs assessment survey distribution

August – Proposed changes to overall project in response to Needs assessment and site limitations

2020

March – Things shut down for COVID

June – Needs assessment report published

Fall – CARB expansion funding application

2021

April – TransitScreen installed at San Jose site

April-May – COVID travel survey administered

September-November – Mobility Fairs at San Jose and Oakland

Late 2021 – Lyft Essential Rides offering launch at San Jose and Oakland

2022

May – Rich City Rides held a bicycle ride and giveaway event, with 3 bikes given away with safety equipment

Early September – Richmond EV chargers vandalized with cords cut to the point of no operation

2023

Spring – Opening of bike storage room in San Jose

Spring – Launch of ACTransit EasyPass in Oakland

Spring – Launch of Lyft Essential Rides in Richmond

2024

February – Lyft enrollment mailing campaign in Richmond

February – Mobility Fair at Oakland

March – Launch of EV carshare at San Jose

November-December – Final surveying and focus groups

Project Ends – December 31, 2024

COMMUNITY TRANSPORTATION NEEDS ASSESSMENT

Before implementing any mobility hub services, the project team conducted a comprehensive Community Transportation Needs Assessment to understand residents' existing travel behavior, challenges, and transportation needs. This approach was guided by lessons learned from CARB's Senate Bill 350 Low-Income Barriers Report, which emphasized the importance of identifying barriers and opportunities tailored to each community. The assessment also gauged residents' awareness of and interest in various mobility options — such as bike sharing and transit passes — to determine which services should be prioritized at each site.

Objectives of the Needs Assessment

The needs assessment was designed to:

- Identify residents' current transportation habits and mobility challenges.
- Understand obstacles residents face in accessing and using available transportation options.
- Measure residents' familiarity with and interest in shared mobility services.

- Gather demographic insights.
- Establish a baseline for tracking progress toward project goals, such as increased access to key destinations, mode shifts, and car ownership.

The needs assessment played a pivotal role in empowering residents to shape the transportation investments in their communities. It provided essential data to inform the Pilot project's design and ensured that services were tailored to residents' actual needs and preferences.

Administration and Findings

Through a robust outreach effort led by on-site staff and SLT members, 583 paper surveys collected between the three sites were completed between May and June 2019, including 235 from Oakland, 316 from Richmond, and 32 from San Jose. Additionally, 36 residents participated in focus groups and individual interviews conducted between June and July. A detailed analysis of the findings is provided in Appendix A: Needs Assessment Report.

A Critical Step in the Process

The Community Transportation Needs Assessment led by Transform was a critical step in the Pilot, allowing the team to design mobility hubs that truly respond to residents' transportation challenges and priorities. Informed by the dedicated residents who served as Site Leads and Site-Level Team members, the needs assessment process itself was shaped by community voices. Not only did the findings shape tailored mobility solutions for each of our sites, ensuring that clean, accessible, and affordable transportation options effectively served those communities, but the needs assessment process itself set a precedent for equitable mobility investments, with CARB adopting it as a model for similar projects statewide.

THE NEEDS ASSESSMENT PLAYED A PIVOTAL ROLE IN EMPOWERING RESIDENTS TO SHAPE THE TRANSPORTATION INVESTMENTS IN THEIR COMMUNITIES. IT PROVIDED ESSENTIAL DATA TO INFORM THE PILOT PROJECT'S DESIGN AND ENSURED THAT SERVICES WERE TAILORED TO RESIDENTS' ACTUAL NEEDS AND PREFERENCES.

Current Transportation Behavior

- The majority of residents regularly use public transit, and for many it serves as their primary mode of transportation.

- Many residents are unaware of available transit discount programs (e.g., youth and senior fare discounts), highlighting the need for increased outreach and education.

- Safety concerns significantly impact residents' transportation choices, with many perceiving personal vehicles as the safest way to travel, while feeling unsafe walking, biking, or taking transit.

- Many residents do not have a driver's license.

Awareness of Shared Mobility Options and Carsharing Interest

- Many residents expressed interest in carsharing but lacked information on its benefits and usage.

- A substantial portion of residents (25–50% of those aged 16 and older) do not have a driver's license, limiting their ability to use carsharing services.

- Car ownership rates are low at the Oakland and San Jose sites, with most households owning zero or one vehicle; those households would be expected to benefit most from expanded carsharing programs.

- Cost is a significant concern, both in terms of public transit affordability and the potential cost of new mobility services.

- Residents expressed interest in clean

transportation options and reducing their environmental impact.

Banking, Payment Methods, and Smartphone Access

- A majority of residents do not regularly use bank accounts, credit cards, or debit cards. Since most mobility services require electronic payments, the project team explored alternative payment solutions, including cash-based options, to ensure accessibility.

- Approximately two-thirds of residents use smartphones regularly. While this is a clear majority, it means that a third or more of residents would be unable to access services, benefits, tools, and program information that require mobile phone applications. This indicated that non-digital communication (in-person, voice, on paper, etc.) must remain central to outreach approaches, and that program services must provide access options via voice, text, and other non-app communication methods.

Preferred Transportation Benefits

Residents were asked to select their top three desired transportation benefits. Across all project sites, the most requested benefits were:

- Free or discounted Clipper cash (preloaded transit fare for Bay Area transit agencies like BART, AC Transit, and Caltrain)
- Free or discounted Lyft/Uber rides
- Free or discounted unlimited-use AC Transit EasyPasses (an option available only in the Oakland survey)

Conversely, shared micromobility services, such as bikeshare and e-scooter programs, were less favored (see Fig. 13). This may be due in part to their limited availability at the time of the assessment — for example, Richmond did not yet have a bikeshare system.
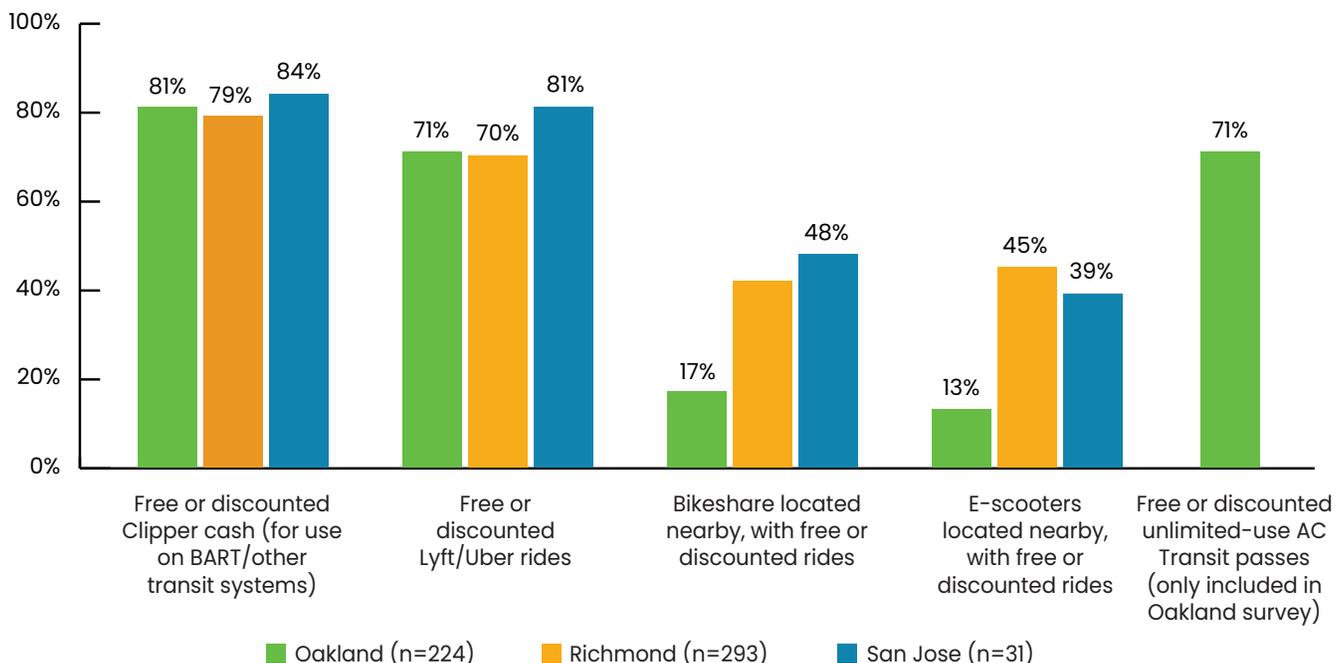
Integrating Assessment Findings into Project Design

The results of the needs assessment directly shaped the implementation plan for each mobility hub. Based on resident feedback, the project team, in collaboration with MTC and Transform, worked with CARB to refine the grant scope:

- Reducing the number of EV chargers and carsharing vehicles at sites in San Jose and Richmond
- Removing carsharing from the Oakland site to prioritize other mobility services better suited to resident needs

Additionally, the findings informed targeted outreach and service implementation strategies, so that each site's mobility hub was tailored to the needs and interests of its residents.

Figure 13 Q.2: "Which of the following would you like to have available at [location] for you and your neighbors? Please select the 3 choices that you are most interested in:"

Legend: Oakland (n=224), Richmond (n=293), San Jose (n=31)

	Oakland	Richmond	San Jose
Free or discounted Clipper cash (for use on BART/other transit systems)	81%	79%	84%
Free or discounted Lyft/Uber rides	71%	70%	81%
Bikeshare located nearby, with free or discounted rides	17%	—	48%
E-scooters located nearby, with free or discounted rides	13%	45%	39%
Free or discounted unlimited-use AC Transit passes (only included in Oakland survey)	71%		

Needs Assessment Process

Building Trust and Planning Effectively

Establishing strong relationships with partner organizations and residents before launching the needs assessment was essential. Trust-building required dedicated time and resources, including site visits to understand existing transportation challenges, transparent scopes of work, and clear contract agreements. Recruiting Site Coordinators and Site-Level Teams (SLTs) early ensured that the needs assessment was both community-led and contextually relevant. Additionally, sufficient funding was allocated for translation, printing, food, incentives, and staff time. These investments reduced barriers to participation and significantly increased survey response rates.

A Community-Centered Survey

Creating a survey that accurately captured residents' transportation needs was an iterative process that required continuous community input. Engaging the SLT to review and refine survey drafts before finalizing them was invaluable. Resident feedback led to key improvements, such as reducing survey fatigue by eliminating unnecessary questions, rewording unclear language, and reordering sections to place sensitive questions later in the survey.

Ensuring Accessibility in Survey Format and Administration

Paper surveys proved to be the most effective and accessible format for reaching residents across all three sites. While digital surveys were considered, Site Coordinators emphasized that many residents lacked digital access or proficiency, making in-person paper surveys the best method for gathering representative responses. To ensure accuracy and efficiency, staff time was allocated for survey administration, response review, and manual data entry. In-person survey collection also allowed Community Surveyors and Site Coordinators to clarify questions and address any concerns in real time, improving response quality.

Outreach Strategies that Built Trust and Increased Participation

Direct engagement played a critical role in the success of the needs assessment. Trusted on-site Community Surveyors and SLT members helped residents feel comfortable participating and helped to get a high number of surveys completed with high-quality answers. Some residents were hesitant to provide sensitive information such as household income or driver's license ownership, so clear disclaimers were included at the start of the survey and reinforced in person to alleviate concerns. Hiring and training residents for survey outreach and data entry not only improved survey participation but also created meaningful leadership opportunities, further strengthening community ownership of the project.

Language Accessibility

Language accessibility was a key factor for full participation. Initially, consecutive interpretation — where speakers paused for translation — was used, but this method slowed discussions and limited engagement. A major lesson learned was that simultaneous interpretation using headsets provided a smoother, more natural experience, particularly for Spanish-speaking residents. Additionally, outreach teams learned that while translated surveys were available, some residents who spoke a given language were not fully literate in it, necessitating more in-person support. These adjustments helped guarantee that language was not a barrier to participation.

PROCUREMENT AND INSTALLATION

Establishing Services Based on Community Needs

The findings from the needs assessment helped determine which mobility services would work best at each location and guided future community engagement. Keeping residents involved wasn't just a one-time effort — it was an ongoing process, making space for adjustments as needed. Since each neighborhood had different needs, the project team worked on flexible transportation solutions to adapt to changing circumstances.

Electric carshare and charging stations were considered for all three sites, but decisions were based on what each community identified as most important. Transform started talking with potential mobility providers early on, concurrent to the development of the needs assessment. This early preparation helped move from planning to action as smoothly as possible. While many options were explored, only the most feasible and beneficial services were put in place at each location.

Below is a table summarizing the services explored and provided, the vendors used, and the locations that they were implemented.

Chevy Bolts at San Jose site after delivery

Service	Vendor	Length of Contract, Cost	Locations Implemented
EV Charging and Carsharing	Envoy - Carshare service provider KIGT - EVSE vendor Sungenix - Electrical contractor	3-year contract Total cost EVSE equipment and installation: $52,056 Carsharing service: $114,872	San Jose
Transit Pass: AC Transit EasyPass	AC Transit	3-year contract Total cost $203,931	Oakland
Ride-Hailing Service: Lyft Essential Rides program	Lyft	3-years, 3 months (from execution until project end) Total cost Billed monthly based on use	Oakland Richmond San Jose
Transit Discount Program: Clipper START	MTC	No contract, partner resource promoted through the program Offering a 20-50% discount on transit	Oakland Richmond San Jose
Transit Discount Program: Paratransit	AC Transit & BART	No contract, partner resource promoted through the program Offering public transit for those who can't access bus and rail due to disability	Oakland
Bike Storage Room	Duo-Gard	$22,315 For design, construction and security equipment	San Jose
Transit Screen	TransitScreen	2-year service contract Total cost equipment and service $8,992	Oakland
Scooter Share	LINK	No contract, Negotiated planned deployment near Betty Ann Gardens and promoted LINK's discount program	San Jose
Bikeshare	Lyft Gotcha Mobility	Explored option No contract	None
Hybrid Carshare	GIG	No contract, partner resource promoted through the program	Oakland

Ride Hailing

The needs assessment and focus groups revealed that many residents — especially those in Oakland — lacked driver's licenses. Still, they wanted the option to use a car for specific kinds of trips. Many also reported challenges with ride-hailing services, particularly drivers struggling to find pick-up and drop-off locations.
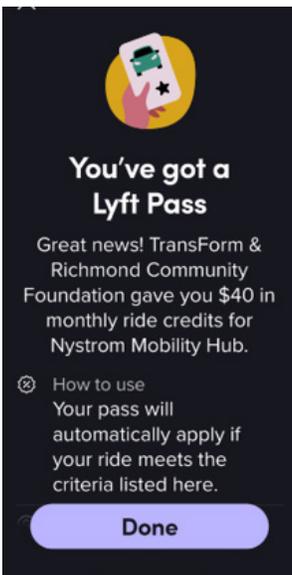
Transform partnered with Lyft to launch discounted ride-hailing for residents at all three project sites. The Lyft Essential Rides program was designed to provide affordable, reliable transportation to essential destinations like grocery stores, medical appointments, and jobs. This aligned with project goals and directly addressed the need for car access among residents who couldn't drive.

Program parameters were shaped by survey data and best practices from similar initiatives. These included geocoded pick-up and drop-off locations and enrollment restricted to site residents. The Essential Rides program provided $40 in Lyft credits each month for rides starting or ending at a resident's home. Credits expired at the end of each month and couldn't be rolled over. Luxury ride options (e.g., Lyft Black) were excluded.

Transform used Lyft's Business dashboard to set up site-specific Ride Pass programs. The dashboard generated reports on trip patterns, helping to assess program impact. Enrollment was simple. Residents applied via Google Forms, and Site Coordinators verified

eligibility. Once approved, participants were added to the program through Lyft's dashboard, allowing for quick and efficient credit distribution. This streamlined approach made discounted ride-hailing an accessible, effective transportation option for residents who otherwise lacked car access.

Electric Vehicle (EV) Carshare

EV carshare and charging was explored at all three sites. However, outcomes varied significantly based on each site's unique conditions.

This Pilot aimed to introduce multiple EV carshare vehicles and charging stations at each site — an ambitious goal at a time when many cities were still developing their own EV infrastructure strategies. While partnerships with local governments were strong, their transportation departments were also navigating the complexities of EV charger installation, which led to permitting timelines that extended beyond the scope of the Pilot.

In Oakland, dedicated off-street parking for EV carshare was not feasible, and combined with long permitting processes for public right-of-way installation, the project was placed on hold. Instead, other mobility options were pursued based on the needs assessment results.

San Jose faced its own challenges. PG&E had an EV charger network program, but its timeline exceeded the project's scope, requiring the team to pivot to working directly with charging vendors and contractors.

Richmond presented an even greater hurdle — aging infrastructure meant that significant electrical grid upgrades were required before EV charging could be implemented. This underscored the need for future projects to account for both time

and budget contingencies when working in historically underserved neighborhoods with outdated infrastructure.

Given these logistical challenges, along with community needs, the program team adjusted its goals, timeline, and strategy. We moved forward with procurement and installation in Richmond and San Jose.

EV Carshare in Richmond

We began by collaborating with the City of Richmond and local agencies to secure an EV charger rebate. However, additional costs for electrical upgrades, construction, and security measures — such as lighting — delayed implementation. The chargers were installed in September 2022. Unfortunately, before the chargers were fully operational, they were vandalized, with charging cords cut beyond repair.

Despite ongoing discussions with the City, several obstacles stalled the replacement of the chargers: limited staff capacity, staff turnover, a lack of technical expertise during transitions, and cable theft — an issue that charging providers report is becoming more widespread. Since the Richmond charging site was on public property in the Nystrom neighborhood, rather than a single housing development on private property, security concerns were heightened. Ultimately, the City could not replace the chargers prior to the end of the Pilot.

In final discussions, Richmond staff provided insights for improving future EV charger projects. Recommendations included adjusting partnership structures to minimize reliance on official resolutions for ongoing implementation, developing a list of pre-approved EVSE vendors, prioritizing charger designs that deter vandalism, and encouraging funding applicants to plan for security and maintenance challenges from the outset.

EV Carshare in San Jose

FCH entered into a contract with EV charger vendors KIGT and Sungenix to install one charger with two ports. One port is dedicated to Envoy's carshare vehicle and the other is available for residents to use. EV carshare service was launched in the final year of the Pilot due to permitting delays including backlog of permits awaiting approval, requirements of the process itself, weather conditions, and holiday schedules.

GIG Carshare

After determining that EV chargers and carshare couldn't be implemented at the Oakland site, the project team explored alternatives and connected with GIG Carshare. GIG's free-floating model allowed users to pick up and drop off vehicles within designated "HomeZones" in Oakland. In coordination with Oakland Department of Transportation (DOT), a satellite HomeZone was established along 66th Avenue, adjacent to LCC, to provide access to GIG's hybrid vehicles.

However, the service at LCC was short-lived. Needs assessment findings had already indicated that many residents either owned a personal vehicle or lacked a driver's license, making them ineligible for carshare. Additionally, GIG began downsizing its fleet and ultimately removed the HomeZone near

GIG Carshare car

LCC. The model proved to be a poor fit for the community's transportation needs, and GIG later ceased operations entirely in all Bay Area locations.

Public Transportation

Public transportation was a widely used travel option across all three project sites, making it a central component of the Pilot. Transit solutions were tailored to meet the specific needs of each community.

AC Transit EasyPass

At the San Jose site, residents already received transit passes via FCH. In Oakland, the needs assessment showed strong demand — 71% of residents identified free or reduced-cost AC Transit passes as one of their top three preferred mobility options. In response, Transform partnered with AC Transit, EBALDC, and Related California (the Oakland site's property management company) to introduce the AC Transit EasyPass program. This provided each household with one pass for unlimited AC Transit rides.

Implementation and Challenges

Proper EasyPass administration required specific time and effort: someone with direct access to resident records needed to oversee pass registration, track move-ins and move-outs, deactivate old passes, and issue new ones. EasyPasses were

also personalized with a resident's photo, preventing transfers. Determining who would manage this process delayed the rollout. Additional setbacks arose due to COVID-19, which shifted property management and Site Coordinators' focus away from external programs. Transform helped to move the effort along during this time by regularly checking in with the property managers and explored contracting options. Ultimately, a contracting and management system was developed between AC Transit, EBALDC, and Transform.

Extended Access and Future Planning

By the end of the Mobility Hubs project in December 2024, unspent EasyPass funds remained due to the delayed launch. In coordination with CARB and MTC, the program was extended, allowing LCC residents to continue receiving EasyPass benefits through March 2026. This extension provided additional time for residents to benefit from free transit while giving site partners an opportunity to secure ongoing funding for transit pass programs.

TransitScreen

In San Jose, residents already had access to transit passes, but SLT members voiced a strong interest in a real-time transit display. A TransitScreen would allow them to see up-to-the-minute arrival times for buses and BART trains, making it easier to plan trips and reducing the frustration of missed connections or long waits. By providing real-time transit information, the screen encouraged residents to use their passes more frequently, making transit a more attractive alternative to driving.

TransitScreen offered a live display showing arrival times for nearby transit lines and shared mobility services such as Lyft, bikeshare, and e-scooters. FCH expressed interest in maintaining the service beyond

TransitScreen at San Jose Site

the grant period, showing a commitment to long-term program sustainability to achieve real mode shift.

To maximize visibility, the TransitScreen was mounted on the exterior of the centrally located community building along a well-trafficked footpath leading to Lundy Avenue. A larger screen size was chosen for readability, and a translucent enclosure was added for protection. This location ensured that residents could easily check transit options as they exited the property. TransitScreen became fully operational in April 2021.

Clipper START

While Mobility Hubs offerings were being procured, it was equally important to connect residents with existing resources that could make transportation more accessible.

The Clipper START program, launched by MTC, offers discounted transit fares for Bay Area adults earning up to 200% of the federal poverty level. Eligible riders receive 20% to 50% off fares on major transit services, including BART, Caltrain, Muni, Golden Gate Transit, and Golden Gate Ferry. AC Transit (serving Oakland and Richmond)

and VTA (serving San Jose) later joined the program, further expanding options for residents.

Across the three project sites, an estimated 4,200 residents — 72% of the total population — qualified for Clipper START. Needs assessment data showed strong interest in transit discounts, making this program a valuable, long-term solution for reducing transportation costs.

Transform incorporated Clipper START outreach into community engagement efforts. Residents received information on how to apply, so that they could access fare discounts while other mobility offerings were still in development. By connecting households to Clipper START, the Pilot provided an immediate and sustainable transit benefit, supporting long-term affordability and access to public transportation.

Micromobility

Bike Storage Room

Expanding bicycle access was a core part of the Pilot, reflecting growing resident interest in cycling — especially during the COVID-19 pandemic. Providing secure bike storage was essential to supporting long-term bike use as a reliable transportation option.

In 2020, MTC and FCH entered into contract to install a secure bike storage room at Betty Ann Gardens in San Jose. FCH selected Duo-Gard as the vendor to complete the installation within the $25,000 budget. The facility features polycarbonate walls, bike racks for 28 bicycles, security cameras, and resident-only key fob access.

Bike storage room in San Jose

Over time, additional security measures were added as part of ongoing site improvements. The bike storage room provides a secure, easily accessible, and long-term solution for supporting bike use at an affordable housing development.

Other Options We Explored

Scooter share

At the start of this project, micromobility options like scooter share and bikeshare were expanding rapidly. The needs assessment feedback showed strong interest, and the scope expanded to include additional options as a result. Discussions with scooter share companies were based on their expansion plans, deployment strategies, and existing vendor relationships.

LINK had plans to expand into the Berryessa District of North San Jose and expressed interest in piloting a small fleet of e-scooters at or near Betty Ann Gardens. They also offered a data-sharing dashboard to track usage, showing trip volume, average trip distance, and duration.

A small pod of LINK scooters was stationed near the San Jose site, and residents could access discounted rides through LINKUP, LINK's affordability program. Since the property was an affordable housing development, LINK simplified the enrollment process, recognizing that residents already met the income criteria for eligibility. Streamlining these requirements made implementation faster and smoother. In summer 2021, LINK deployed four scooters at nearby street corners to test demand. However, the service lasted only a few months. Discussions with other vendors at different sites revealed common industry-wide challenges — high rates of theft and vandalism made long-term scooter deployment unsustainable. Many companies scaled back or withdrew from the Bay Area, impacting the mobility options available at each site.

Bikeshare

Alongside discussions with Lyft about discounted ride-hailing, conversations also took place about its bike and scooter share services. Lyft's initial plans included service expansion to Oakland and San Jose. However, free-floating micromobility models (without docking stations) posed challenges related to restocking, theft, vandalism, and the disruptions of COVID-19 lockdowns.

In Richmond, a bikeshare vendor contracted by the City of Richmond initially planned to expand service to areas including the Nystrom neighborhood. As deployment challenges grew, many providers paused or discontinued operations entirely. These external factors ultimately limited the feasibility of bikeshare as a long-term transportation solution for the project sites.

Procurement and Installation of Transportation Services

The procurement and installation of mobility services proved to be one of the most complex aspects of this project, often influencing the timeline of the overall Pilot and when services were made available to residents. Several challenges and insights emerged that can inform future efforts:

Vendor Selection and Readiness

A rigorous Request for Proposals (RFP) process is crucial for identifying vendors that are not only technically capable but also willing to collaborate in equity-focused projects. Delays in vendor communication and flexibility often resulted in implementation setbacks. Vendors may not be accustomed to the reimbursement delays and longer timelines inherent in working on a publicly-funded project.

Infrastructure and Site Readiness

Installing EV charging infrastructure in historically underinvested communities may require significant upgrades to basic electric infrastructure, leading to unexpected costs and delays. Future projects should include budget contingencies for these expenses. In Richmond, for example, additional funding was needed for these upgrades.

Municipal Permitting and Coordination

Even when working with supportive city governments, permitting processes can be unclear, under-resourced, or slow-moving. Understanding and streamlining permit approvals should be a priority for cities looking to support clean mobility initiatives. Future projects should build in realistic timelines based on knowledge of a municipality's permitting processes and capacities. The permitting process should be clearly communicated to site partners who play a central role in installation.

Public Versus Private Site Considerations

Implementing a mobility hub on private property was generally more straightforward than working in public spaces, where permitting, jurisdictional approvals, and logistical hurdles were more complex.

Security and Sustainability

Vandalism of the EV chargers in Richmond emerged as a major challenge. Future projects should explore anti-theft solutions, secure siting, comprehensive insurance and/or vendor guarantees, and agreements that ensure long-term infrastructure maintenance and replacement plans.

ONGOING OPERATIONS AND USAGE

Once mobility offerings were launched, the project team supported sites with troubleshooting issues as they arose and tracked residents' usage of each offering. That data was helpful for informing the team of differences site to site, the best strategies for outreach, and where to focus staff and SLT time. Detailed usage information can be found in Appendix B.

Lyft Usage

Lyft Essential Rides credits were the only mobility hubs offering available at all three sites. Residents signed up using an online form. Transform staff worked with Site Coordinators to confirm residency for registrants. Once enrolled, residents received $40 in free Lyft credits at the start of each month for rides originating from or returning to their homes. Credits were meant to be used for specific types of trips like to work, school, grocery stores, and medical appointments. Credits did not accumulate from month to month, they were "use it or lose it." As the program wound down at the end of 2024, monthly ride credits were increased to $80/month for November and December. Within these last two months of the program, 23 additional residents enrolled in the Lyft Pass program.

For the three sites combined, 214 residents signed up and 113 residents used Lyft passes throughout the duration of the program. Residents took 2,022 rides through the Lyft Pass program, averaging nearly 18 rides per user. In total the Lyft credits helped Mobility Hubs residents travel 10,277.02 miles and saved them $46,354.84 in travel expenses. Usage per site is detailed in site specific information below.

EasyPass registration training for Oakland Site Lead staff
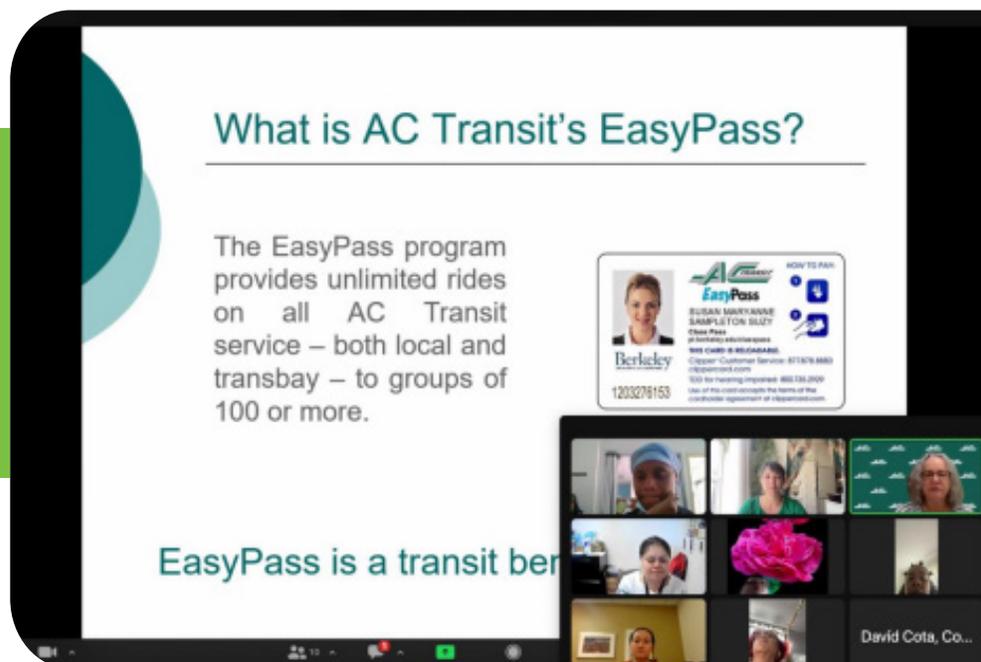
SLT MEMBERS RECOUNTED USING THE LYFT RIDES TO TAKE KIDS TO DAYCARE AND SCHOOL, PICK UP GROCERIES, OR GET A PRESCRIPTION FROM THE PHARMACY. "THE $40 CREDITS CAME IN BIG TIME," SAID TANISHA ROUNDS. HER HUSBAND BROKE HIS BACK AT WORK AND IS STILL RECOVERING A YEAR LATER. "THAT MONEY SAVED ME A LOT," SHE SAID, NOTING THAT SHE PUT THE SAVINGS TOWARD PG&E AND OTHER BILLS.

The data shows that at the sites where there was a dedicated Site-Level Team to promote the offerings and specific outreach events (see below in the Outreach and Education section), a greater percentage of residents signed up. There were fewer residents in Richmond due to promotion being largely through mailed postcards. There was also a steady increase in the number of unique users throughout late 2023 and the duration of 2024, aligning with the timeline of outreach efforts and events. Also, usage peaked when ride credit amounts were increased for the final two months of the project.

AC Transit EasyPass Usage

As a part of the AC Transit EasyPass Program in Oakland, AC Transit provided monthly usage data including unique users and boardings as reflected by residents tapping their passes when boarding the bus. They also were able to provide more detailed stop usage to get a sense of which areas residents were traveling through.

As reflected in the table in Appendix B, although there was steady distribution of passes after initial outreach events, the unique users and boardings were fairly consistent. The table shows that the passes were well utilized by the individual riders, with an average of 17 boardings per person per month. It was also interesting to note that weekend use was about half that of weekday use, which is higher than the total average weekend versus weekday

ridership for all of AC Transit. Residents using the passes used them consistently, so making the passes available as long as possible was a priority. More detailed usage information can be found in Appendix B.

EV Carshare Usage

Envoy commissioned the two 2024 Chevy Bolt battery electric vehicles at the San Jose site in April 2024, and the public kickoff of the service took place in May.

A total of 13 residents registered for the carshare service by the end of December, with about 1.4 sign-ups in a typical month. Nine of those registered actually used the service, and in any given month about three different users made a booking, a figure that appeared to be growing during the last several months of data provided by Envoy.

EV carshare outreach at San Jose site

Residents used the vehicles for a total of about 291 hours through the end of December 2024. They made 64 total bookings, or about eight per month, with June and October 2024 being the months with the greatest usage, with 17 bookings each. A typical booking was 4.5 hours long.

Since the cars will be available for the three-year contract between FCH and Envoy, we made estimates of three scenarios for service uptake and usage of the vehicles in order to estimate their total greenhouse gas impacts using CARB estimation tools. Using CARB's Benefits Calculator for Clean Mobility Projects, these scenarios resulted in estimated net GHG emission reductions ranging from 9.94 to 24.35 MTCO2e over the life of the project, representing a savings of 790–1,937 gallons of gasoline equivalent (versus an ICE vehicle typical of the fleet in California). Detailed estimates of usage and low-, medium-, and high-usage scenarios are in Appendix B.

Bike Storage Room Usage

The bike storage room in San Jose opened in spring 2023, with usage steadily increasing thanks to outreach efforts by the Mobility Interns. Residents could access the storage room by visiting the residence office, signing an agreement, and receiving a key fob, which allowed secure entry and exit.

Bike storage room ribbon cutting

By December 2024, the bike room reached full capacity, with over 20 bikes stored. Recognizing the growing demand, FCH and Transform discussed strategies to optimize space. The Mobility Interns organized a bike room clean-out day to remove abandoned or unused bikes and improve accessibility. Adjustments were made to the bike rack arrangement and overall capacity to better accommodate residents' needs.

Bike storage room grand opening flyer

Bike storage room after bike rack installation

Operations and Usage

Navigating App-Based Mobility Services

The implementation of Envoy EV carshare and Lyft Essential Rides revealed challenges related to app-based transportation services. While smartphone apps provide convenience and flexibility, they also presented barriers — especially for seniors, non-English speakers, and residents with limited digital literacy. One major issue was the lack of language translation within these apps, making it difficult for many residents to navigate the services effectively. To mitigate this, SLT members helped bridge the gap, acting as app experts, translators, and troubleshooters. However, this was only a temporary fix rather than a long-term solution.

Future projects should work directly with mobility providers to ensure their platforms offer multilingual functionality and provide accessible, step-by-step guidance for populations less familiar with smartphone apps. In-person workshops and video tutorials tailored to the needs of residents could further enhance accessibility. A more inclusive approach to technology design would ensure that app-based services are not inadvertently exclusionary.

Troubleshooting and Customer Support Challenges

Another barrier was the lack of direct customer support for Lyft Essential Rides users. Residents were only able to communicate their questions or concerns through the app, as Lyft does not provide a direct phone line for troubleshooting. When technical issues arose — such as credits not being applied, incorrect charges, or difficulties with the geofencing of service areas — residents had no way to resolve them in real time with live support. Often, Site Leads and Transform staff had to act as intermediaries, relaying concerns to Lyft's business representative and waiting for resolutions. This process led to frustrating delays and eroded trust in the service.

This experience highlights the need for stronger customer support options when working with app-based mobility providers, particularly for programs serving lower-income communities. Future projects should advocate for better customer service access — whether through a dedicated support line, multilingual help centers, or in-person troubleshooting sessions at mobility hubs.

Expanding Access for Caregivers and Essential Support Networks

Some residents — particularly seniors and individuals with disabilities — relied on caregivers for transportation. The Pilot initially required that Mobility Hubs eligibility be limited to site residents, excluding caregivers who played a vital role in helping them access medical appointments, grocery stores, and other essential services.

A more inclusive eligibility structure would allow caregivers to utilize ride credits on behalf of residents who are unable to travel independently. Expanding access in this way would ensure that those with the greatest mobility challenges are not left behind. Once this need was identified, the Pilot was expanded to include caregivers as eligible for transportation benefits. Future

programs should consider more flexible eligibility requirements from the start, including caregiver enrollment, to better accommodate the realities of how residents navigate their daily transportation needs.

Physical Card-Based Transit Solutions Offer an Alternative

While Lyft and Envoy required app-based usage, the AC Transit EasyPass program used a physical card with a user's photograph. This approach avoided many of the barriers associated with app-based services, as residents did not need smartphones or digital literacy to participate. The physical card system was particularly effective for seniors and residents without banking access.

However, this method required on-site staff to manage and distribute passes, track usage, and deactivate cards when residents moved out. This suggests that for future Mobility Hub programs, a hybrid approach — offering both digital and physical access options — may be the most inclusive and effective way to meet diverse resident needs. If available, a digital card could allow easy distribution, tracking and activation/deactivation as well as help prevent loss and replacement issues.

Lion Creek Crossings Residents

GET FREE RIDES!

REGISTER FOR **EASYPASS** – YOUR PASSPORT TO THE BAY AREA

Travel **free** on AC Transit buses anywhere, anytime

Join Us!

At the Family Resource Center, 6818 Lion Way, #105

Drop by on Monday, July 10 or Tuesday, July 11, from 3 pm – 6 pm
Celebrate the new Lion Creek Crossings EasyPass
Sign up, enjoy treats, and spin our raffle wheel for fun transit giveaways

Join our Senior Events on Tuesday, July 25 or Wednesday, July 26, from 1 pm to 4 pm
At the Senior Community Room
Translation options available

Lion Creek Crossings residents get one free EasyPass per unit for one person.

OUTREACH AND EDUCATION

Following the needs assessment, the Pilot focused on effective outreach and education efforts. Local organizations and SLTs played a key role in engaging residents, ensuring mobility options were shaped by the people who would use them. Thoughtful, community-driven outreach was essential to the project's success, reaching residents where they lived, connecting with them at established events, and fostering meaningful participation.

By pairing outreach with education, the Pilot not only introduced new transportation options but also empowered residents with the knowledge and confidence to use them safely. Educational resources, developed and delivered in collaboration with community partners, strengthened local leadership and deepened connections between residents and their local community-based organizations.

Branding, Messaging, and Website

To guide outreach and education efforts with real community insights, Transform partnered with emergent labs to conduct field research and shape its approach across all three project sites. Through interviews with Site Coordinators, local team members, and stakeholders, the project refined branding and messaging to reflect what mobility hubs meant to the community. This work informed the launch of the Mobility Hubs Pilot website (mobilityhubspilot.org) and the development of a branding toolkit with customized promotional materials for each site. These tools became the foundation for outreach efforts, ensuring clear, community-driven messaging. The mobilityhubspilot.org website is owned by Transform and will be kept live through 2026.

Community Leading Outreach

In keeping with our commitment to inclusive, community-led planning, the SLTs and Site Coordinators played a central role in shaping outreach efforts. Their input helped ensure that outreach strategies were relevant, engaging, and accessible to residents in each community.

A variety of outreach methods were used, leveraging the creativity, interests, and local knowledge of both site staff and community members. This multi-pronged approach made engagement more effective and convenient for residents.

- Mobility fairs
- Bicycle education and access
- Community events
- Office hours
- On-site gatherings
- Mobility service launch
- Targeted senior trainings
- Neighborhood mailings
- Press event

Our Approach to Outreach

Clear design of the outreach plan

On-site and convenient events

Meeting needs: language, technology, childcare

Varied engagement

Site-Level Team (community-led) outreach

Incentivizing residents

WHAT IS A MOBILITY HUB?

Mobility hubs are places in a community that bring together public transit, bike share, car share and other ways for people to get where they want to go. They are meant to be easy, affordable, and accessible to many people.

There's no catch. TransForm runs this site and our goal is to make sure everyone has access to transportation services. So feel free to sign up!

Screenshot from mobilityhubspilot.org

Mobility Fairs

Mobility fairs were a core strategy for reaching residents, enrolling them in mobility programs, and building awareness of local services while fostering a sense of community. Held in San Jose and Oakland in 2021, the fairs helped introduce residents to Mobility Hub services as COVID-19 restrictions eased. They provided a space where residents could engage with new transportation options, connect with local resources, and learn how mobility programs could support their daily needs.

Community leadership was key to the success of Mobility fairs. Site coordinators and SLT members gave their input in designing the fairs and determining useful service provider participation. Messaging was tailored to each community, with translations in Spanish and Chinese to reach non-English speakers, particularly seniors in Oakland. On-site language interpreters assisted with surveys, event navigation, and program enrollment.

The fairs prioritized physical accessibility, technology support, and family-friendly programming with well-labeled tables, and visible signage. In San Jose, local partner Community Cycles hosted a children's bike giveaway. Oakland's fair featured bike raffles, kid-friendly games, and bike-blended smoothies provided by Transform's Safe Routes to Schools team, creating an engaging experience for all ages. Volunteers helped introduce residents to activities. Large banners explained the Mobility Hub concept and highlighted all program partners.

Enrollment and Community Services

The first two Mobility fairs focused on signing residents up for Lyft Essential Rides and Clipper START. Mapping activities helped organizers tailor future outreach based on how residents moved through their neighborhoods. A third Mobility fair in Oakland in 2024 expanded to include AC Transit EasyPass enrollment and registration surveys to better understand residents' travel behaviors.

Recognizing that transportation is tied to broader community needs, the fairs also connected residents with essential services. The San Jose Health Department provided COVID-19 vaccine and testing resources, while Self-Help Credit Union addressed financial barriers for unbanked residents. In Oakland, East Bay Parks and Rec and Safe Routes to Schools offered guidance on safe and sustainable travel options for families. These partnerships reinforced the link between mobility and everyday needs like healthcare, banking, and education.

Incentives and Lessons Learned

Resident incentives played a major role in increasing engagement. Attendees who enrolled in mobility programs or completed surveys received gift cards, selected with input from community leaders to align with local shopping preferences (e.g., Target, Costco, sporting goods stores). Additional

incentives like folding bikes and e-bikes supported the Pilot's goal of expanding mobility options.

Gift card raffles helped boost turnout, with some events drawing over 100 residents. However, lessons emerged, particularly

around verifying residency to ensure incentives reached intended participants. Future events addressed this by implementing sign-in tables and structured survey facilitation with site-level staff. Another key takeaway was improving event sequencing, ensuring residents engaged meaningfully before receiving incentives rather than simply attending for the rewards.

Mobility fairs became one of the main strategies for reaching large groups of residents to enroll them in mobility discount programs and Mobility Hubs services, bring awareness to local community services, and provide a welcoming space for residents to engage with each other and understand the concept of the Mobility Hub.

Lion Creek Crossings Mobility Hubs Enrollment Fair

LCC residents signing in at the welcome table

Bicycle Education and Access

The needs assessment highlighted residents' interest in biking and the lack of access to operable bicycles. Bikes were distributed across all three project sites to expand transportation options while other mobility offerings like discount transit passes and EV carshare were still being developed. Each giveaway included safety equipment: lights, locks, and helmets. To further support long-term bike use, Transform partnered with local organizations to provide bike maintenance workshops and repair services, giving residents the skills to maintain their bicycles.

San Jose: Bike Maintenance and Safety

In San Jose, Transform and FCH staff invited Community Cycles to host a bike maintenance and safety workshop in 2021. The workshop addressed a key barrier identified in the needs assessment: the high cost of purchasing and maintaining a bike. Residents learned basic bike repairs to avoid costly shop visits and received free bike safety kits.

By 2024, many bikes in the community's storage room had become inoperable, highlighting a continued need for maintenance support. Community Cycles returned to host another free bike repair workshop, so that residents could keep riding.

Oakland: Community Bike Builds, Mobile Repairs, and Theft Prevention

In Oakland, we partnered with The Bay Area BikeMobile and Cycles of Change to provide free mobile bike repair and education. The BikeMobile attended a Mobility fair, offering free bike repairs, bike locks, and maintenance lessons. In preparation for National Night Out, Cycles of Change mechanics assisted SLT members in assembly and quality control as part of their community kids' bike build.

To inspire and equip young cyclists, staff from Transform's Know How to Go initiative, Bike East Bay, and The Original Scraper Bike Team provided hands-on bike safety training for students in EBALDC's on-site after-school program.
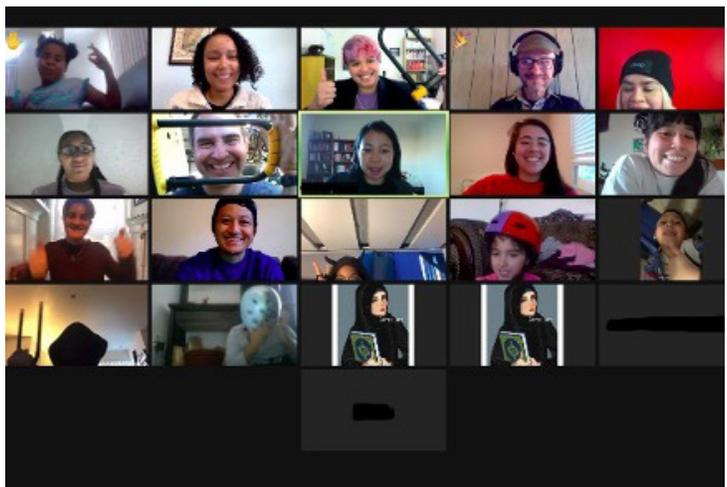
Bike safety class for Oakland youth residents

SLT MEMBER TANISHA ROUNDS LIKES HOW EVENTS LIKE NATIONAL NIGHT OUT BRING EVERYONE IN THE COMMUNITY TOGETHER. "IT WAS REALLY NICE TO SEE SO MANY PEOPLE FROM SO MANY WALKS OF LIFE COMING OUT," SHE SAID.

Through a series of interactive workshops, students learned:

- How to properly use bike locks to prevent theft
- Best practices for securing bikes at home and in public spaces
- Basic repair skills, including how to fix a flat tire

As outreach efforts continued, family cycling workshops and helmet giveaways were held in partnership with Bike East Bay and EBALDC, further expanding bike education and engagement to students and parents.

Richmond: Community Rides and E-Bike Raffles

With delays in launching EV carshare in Richmond, outreach shifted to community-building and expanding bike access. In 2022, Transform partnered with Rich City Rides, a trusted local organization, to host several bike-focused events. "Nystrom Rides," part of Rich City Rides' Community Care Sunday Rides, included:

- Bike giveaways for youth and adults
- Helmets and locks for safe riding
- A community bike ride to encourage active transportation

Transform and RCF Connects held an e-bike drawing at a citywide Juneteenth event in 2024. Community members who signed up for Lyft Essential Rides credits and completed surveys were entered to win three e-bikes, along with safety equipment. The raffle was later extended

to additional Lyft program participants, furtherincentivizing engagement with new mobility options.

A Growing Interest in Electric Bikes

In addition to the e-bikes distributed in Richmond, Transform worked with Site Leads to distribute e-bikes and folding bikes in San Jose. Mobility Interns partnered with Bike East Bay to host two e-bike safety classes, which were required for e-bike raffle winners but open to all residents and recorded for future bike recipients. The e-bike safety class covered bike structure, safety gear, road rules, and maintenance. In total, four folding bikes and six e-bikes were distributed.

Leveraging Existing Community Events

By attending established community events, we were able to meet people where they were rather than requiring them to attend a separate event to learn about Mobility Hubs.

Transform participated in the City of Richmond's Drive Electric Event and E-Shuttle Launch prior to the launch of Mobility Hub services there. Our presence meant that the upcoming Mobility Hub offerings were included in citywide conversations about sustainable transportation, reinforcing the project's alignment with broader community goals.

We also participated in well-attended annual gatherings. In Richmond, we tabled at the citywide Juneteenth Celebration. In Oakland and San Jose, Transform joined

Transform staff outreach for Lyft Essential Ride credits at site partner RCF Connect's table at the Richmond Juneteenth event

Site-Level Team (SLT) members at on-site National Night Out events.

By embedding outreach into local events, we engaged a broader range of residents, strengthened relationships with local organizations, and demonstrated our role as an active contributor to community and culture.

Community Gatherings

Lion Creek Crossings' National Night Out is an outdoor community gathering that draws around 250 residents annually for food, fun, and prizes. Transform staff and SLT members used this event to promote Mobility Hub offerings, enroll residents in discounted services, and gather feedback on mobility options they had tried. Even as the project neared completion, at the 2024 event, 50 residents enrolled in mobility services, underscoring the value of meeting residents in familiar, trusted spaces.

Office Hours and One-on-One Outreach

In San Jose, Mobility Interns held weekly office hours at the housing office, creating a welcoming environment where residents felt comfortable asking questions and registering for different mobility options. In Oakland, on-site staff also held office hours where residents could receive specialized assistance with signing up for Lyft Essential Rides, enrolling in the AC Transit EasyPass program, filling out surveys, or troubleshooting mobility service issues. These regular sessions provided one-on-one support, ensuring that residents had direct, personalized access to information and resources outside of large-scale events. Beyond office hours, additional outreach efforts included phone calls and texting, allowing residents to communicate through their preferred methods. Collectively, these efforts helped overcome barriers such as language, literacy, work schedules, and accessibility. This was a crucial part of the Pilot, and the grant provided subsidies for the Mobility Interns' time in office hours.

Regular On-site Gatherings

In 2024, Mobility Interns in San Jose took a creative approach to outreach, hosting a variety of events to encourage residents to learn more and sign up for the bike storage room, Lyft Essential Rides, and EV carshare. These gatherings included community lemonade making, a community yard sale, car selfie contests, coffee and pastry socials, Halloween cookie decorating, and movie and game nights. By offering events that catered to different interests, these gatherings provided an inviting, family-friendly atmosphere where transportation sign-ups were integrated naturally into engaging community activities that brought people together.

Mobility Interns at Betty Ann Gardens

AC Transit Launch Events

Another successful outreach strategy was aligning events with the launch of specific mobility services. Based on the needs assessment data, the AC Transit EasyPass was one of the most popular offerings of the project for Oakland residents. To increase participation, Transform held four targeted AC Transit EasyPass sign-up events — two family-focused and two specifically for seniors. AC Transit and EBALDC collaborated to mail outreach letters to every resident and post flyers in common areas in advance of the events.

Accessibility was a priority. Site-Level Team members, EBALDC staff, and Transform worked together to support sign-ups by providing on-site interpretation, AC Transit staff to answer questions, and SLT members to assist with the fully-online registration process. These efforts resulted in 167 residents signing up for the pass during the events.

Following the EasyPass events, EBALDC staff continued targeted outreach to residents who had not yet enrolled. On-site staff hosted office hours where residents could schedule appointments for assistance with the sign-up process. This personalized outreach approach proved highly effective,

with over 75 residents consistently using the pass.

To boost interest and encourage pass usage, additional materials were developed to help residents understand how to integrate the EasyPass into their daily routines. These efforts demonstrated that outreach tied to specific mobility launches can effectively drive adoption, particularly among those interested in one mobility option over others.

Targeted Senior Trainings

At the Oakland site, a dedicated senior building regularly hosts events tailored to its residents. Recognizing the unique mobility barriers seniors face, we prioritized targeted in-person outreach for this population. Language barriers and unfamiliarity with service smartphone apps were significant obstacles, making it essential to tailor our approach.

To address these challenges, Transform delivered a tailored travel training for senior residents in their community room. The training focused on signing up for mobility discounts, including the Lyft Essential Ride Credit Program, Senior Clipper Cards, and

LCC residents at the Senior EasyPass sign up event

the City of Oakland Paratransit Program. Given the high number of monolingual Chinese speakers, the training was conducted in English with live interpretation in Mandarin, Cantonese, and Shanghainese. We held similar senior-specific outreach events for AC Transit EasyPass registration, as well as the final survey.

We learned that senior events are most effective when working in small groups or one-on-one to ensure successful registration. For larger events, it's helpful to bring additional staff, SLT, and/or volunteers to provide adequate support. Leveraging peer testimonials to build trust in new services is effective — let early adopters in your senior group explain the process and benefits of your mobility offerings.

Free Lyft Rides

For the Nystrom neighborhood

✦ **Free $40 a month**

Sign up with this QR code

www.mobilityhubspilot.org/rideshare

If you have questions, visit SparkPoint Contra Costa downstairs or call 510.779.3200.

Mobility Hubs is part of California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities.

Senior Travel Training in Oakland

Neighborhood Mailings

In Richmond, outreach efforts faced unique challenges because the focus was an entire neighborhood rather than a single housing site. RCF service provider Sparkpoint supported with Lyft Essential Rides enrollment on site at its office, but to reach all eligible residents without an SLT, engagement required a broader, less targeted approach. To bridge this gap, Transform worked with RCF to mail promotional flyers to over 4,000 households in the Nystrom neighborhood. This large-scale outreach effort led to a significant increase in program enrollment — from just three residents in the first two years of the program to over 20 in just two months after the mailing campaign.

"Ribbon cutting" to launch the EV carshare service at Betty Ann Gardens press event

Press Event

To celebrate the launch of the EV carshare service in San Jose, a press event was held on May 2, 2024 to showcase the Mobility Hubs Pilot's expanded transportation offerings. Organized by MTC, Transform, and CARB, the event engaged both residents and key stakeholders — elected officials, press, and community leaders — to amplify awareness and support for affordable, sustainable mobility choices.

Speakers included the Mayor of San Jose Matt Mahan, Michael Santero from First Community Housing, CARB Board Member Davina Hurt, MTC Commissioners Cindy Chavez and Margaret Abe-Koga, Transform Executive Director Jenn Guitart,

and local Mobility Interns, underscoring the collaborative effort behind the program. The event attracted media coverage and spotlighted the full complement of Mobility Hubs offerings on-site: the transit screen, secure bike storage, bike giveaways, Lyft Essential Rides, transit discounts, and EV carshare access.

Beyond immediate outreach, the press event played a key role in reinforcing long-term program sustainability by showcasing its impact and generating momentum for continued investment in equitable, multimodal transportation solutions.

Video interview provided by SUMC News clip from NBC Bay Area.

Outreach and Education

This Pilot reinforced the importance of community-driven outreach and the critical role of SLTs in shaping engagement strategies. SLTs were not just liaisons; they were co-creators in outreach design, their contributions strengthened our materials and fine-tuned approaches to resonate with their communities. Their involvement was essential in creating trust, refining outreach efforts, and fostering community buy-in for new mobility options and the Mobility Hub concept.

Culturally Relevant Outreach

SLT involvement in flyer design and messaging ensured that outreach materials reflected the realities of the communities they were meant to serve. For example, in Oakland, residents did not refer to a nearby park by its official name. SLTs identified this and updated materials accordingly, making outreach more recognizable and relatable. A key takeaway was reversing the traditional material creation process — rather than staff creating materials and getting community input afterward, community members were engaged upfront. In San Jose, Mobility Interns designed many of their own flyers under the guidance of Transform and FCH, leading to more relevant and engaging outreach. The interns also successfully created and led events based on community interests that the project team had not initially identified.

Food as an Engagement Strategy

Outreach events that provided food saw higher turnout. Even small gestures, such as offering culturally relevant snacks for Chinese seniors at AC Transit Easypass events, notably improved participation. In San Jose, Mobility Interns anchored events around food, successfully using taco trucks, coffee and donuts, lemonade stands, and sip-and-paint gatherings to attract community members.

Language and Accessibility Considerations

Live interpretation at events was crucial, but another overlooked challenge was literacy in non-English languages. While translated surveys were provided, it was assumed that residents who spoke the language could also read it. In Oakland, many Chinese speakers were not literate in written Chinese, requiring interpreters to guide them through surveys one-on-one. Early outreach efforts underestimated the number of interpreters needed. The project adapted by increasing interpreter availability at future events. Similarly, outreach for seniors in Oakland revealed specific accessibility concerns regarding mobility, technology, and language, leading to tailored events for this demographic.

Ensuring Data Integrity

At large outreach events, some participants rushed through surveys just to receive incentives. This led to inaccurate data, with some respondents selecting the first response to every question. To improve data quality, event staff began administering surveys and reviewing responses for completeness before incentives were given. This simple adjustment significantly improved the reliability of the collected data.

Adapting to Unexpected Challenges

Flexibility was key, especially during COVID-19. Traditional outreach — large gatherings — was no longer viable, requiring a pivot to virtual engagement and small-scale, COVID-safe alternatives. Shelter-in-place orders and ongoing health concerns made in-person engagement difficult. Certain mobility services that were initially planned, such as bikeshare and scooters, did not launch in East Oakland. Instead, outreach shifted to bike distribution, safety equipment, and virtual training sessions. These adjustments ensured that residents still received access to mobility options despite external disruptions.

Personalization and Targeted Outreach

Outreach is not one-size-fits-all. It requires community leadership, cultural responsiveness, and flexibility. The project's success depended on trust-building, relevant messaging, and adaptability to external challenges. Embedding these principles into outreach strategies leads to meaningful engagement and real adoption of new mobility options.

LCC resident at the family EasyPass sign-up event, with AC Transit incentive giveaways

COMMUNITY SURVEYS AND RESEARCH FINDINGS

Community input shaped every phase of the Pilot — from program design to understanding travel behaviors, measuring mobility impacts, and refining outreach strategies.

Our engagement tools went beyond evaluation; they actively informed Pilot adjustments, ensuring real-time responsiveness to community needs. The needs assessment directly influenced mobility hub offerings at each site, leading to scope adjustments for greater relevance.

The COVID survey enabled a swift pivot in outreach strategy as the pandemic reshaped daily travel patterns. The final survey identified where future outreach efforts should be prioritized for lasting impact.

Transform collaborated with partners, site leads, and local teams to develop and distribute input tools, including surveys and focus groups. Below is a summary of each evaluation method, with full findings available in Appendix E.

Touchpoint	Design	Format	Languages	Outreach Methods	Incentives
Needs assessment	Project team, SLTs, Site Leads, and PAC	Online & paper survey, focus groups	English, spanish, arabic	Door-to-door Through community networks (e.g., churches, schools) Community events (e.g. neighborhood clean-up day)	Gift cards for completing survey
COVID survey	Transform, site leads, SUMC, MTC, and SLT feedback	Online, individual interviews	English, spanish, chinese	Door-to-door pop-up events text, emails, and phone calls	Drawing for gift cards
User sign-up	CARB, Transform input	Online & paper survey	**Online:** spanish & english or in **printed:** arabic, english, farsi, spanish, tagalog & vietnamese	Part of online sign-up form	If signing up at community events, drawing for bicycles or gift cards

Touchpoint	Design	Format	Languages	Outreach Methods	Incentives
User experience 3+ months of usage	CARB, Transform input	Online & paper survey	**Online:** spanish & english or in **printed:** arabic, english, farsi, spanish, ragalog & vietnamese	Direct SLT outreach to participants	If filling out at community events, drawing for bicycles or gift cards
Final survey	Transform & SUMC, Site lead and MTC input	Online survey, focus groups	**Survey:** english, simplified chinese, arabic, spanish **Focus groups:** english, mandarin, spanish	Direct SLT outreach to participants via phone call and text Senior survey event Door-to-door flyering	Gift cards to each participant

Needs Assessment Survey (Spring 2019)

As detailed in the Community Transportation needs assessment section, 583 residents across the three sites completed paper surveys in May and June 2019, followed by focus groups in June and July. Surveys were administered by Site-Level Teams (SLTs), then manually entered and coded by the project team. Key findings are summarized in the Community Transportation Needs Assessment section, with further details on survey development, administration, and costs outlined in Transform's June 2020 report to CARB.

COVID Survey (2021)

In spring 2021, as businesses cautiously reopened and pandemic restrictions remained in flux, the project team surveyed residents to assess whether mobility needs had shifted and whether outreach strategies needed adjustment. Site Coordinators led targeted outreach, including door-to-door

flyering and pop-up events where surveys were available on tablets for those without smartphones.

This survey explored changes in travel behavior, transportation access, and employment since 2019, while also gauging preferences for in-person versus remote outreach. A total of 49 residents participated — around 20 each in Oakland and San Jose, and fewer than 10 in Richmond.

Findings confirmed a significant decline in overall travel across all modes — total reported travel days dropped by 26% (a decrease of nearly 16 days per month). While solo driving, personal bicycling, and paratransit saw slight increases, none grew consistently across all three sites. Transit usage declined universally, and the shift to other modes did not fully compensate, indicating an overall reduction in mobility. Details of the survey can be found in Appendix D.

Onboarding Surveys (2023–24) and Midpoint Surveys (Q2–Q3 2024)

Between 2023 and 2024, Transform and Site-Level Teams administered CARB-mandated surveys as residents enrolled in and used Mobility Hub services. Initial surveys were conducted at outreach events and during one-on-one sign-ups with SLTs. Follow-up midpoint surveys were offered roughly six months later to track changes in experience and mobility behavior.

Both surveys used the same core questionnaire, with two additional questions in the midpoint survey regarding driver's licenses and children in the household. Surveys were available electronically (Google Forms in Spanish and English) and in print (Arabic, English, Farsi, Spanish, Tagalog, and Vietnamese). Responses were later translated and digitized. Participants received incentives for trying a new mobility service and completing a survey. In total, 148 residents completed onboarding surveys, while 188 participated in midpoint surveys. Details of the surveys can be found in Appendix D.

Key Takeaways from Onboarding and Midpoint Surveys

Findings reinforced the needs assessment results:

- **Access to essential services remained a challenge.** Healthcare and grocery/household shopping were consistently the hardest-to-reach destinations, cited by 69% and 51% of onboarding respondents, respectively. The midpoint survey showed a decrease, but these barriers remained significant (42% for healthcare, 44% for shopping). Older, lower-income respondents faced the greatest difficulty in securing basic necessities.

- **Limited exposure to zero- or low-emission vehicles.** The vast majority of respondents who owned or leased vehicles relied on gas or diesel — more than two-thirds in both surveys — highlighting a significant gap in zero- and low-emission vehicle adoption among this population.

Oakland SLT members administering surveys

IN FOCUS GROUPS, RESIDENTS HIGHLIGHTED KEY BENEFITS OF THE PILOT: COST AND TIME SAVINGS, GREATER INDEPENDENCE, CONVENIENCE AND REDUCED STRESS, ALTERNATIVE TO PERSONAL VEHICLES, AND STRONGER COMMUNITY CONNECTIONS.

Final Evaluation

The project team conducted a final resident survey in the last quarter of the Pilot, with a focus on evaluating outreach effectiveness and the impact of mobility hub services. The survey was available online for seven weeks in English starting November 7, and for four weeks in Spanish, Simplified Chinese, and Arabic. Surveys took approximately 10-15 minutes to complete, with outreach conducted by Site Partners and Site-Level Teams using a variety of site-specific methods. Participants received gift cards as an incentive upon completion. In total, 229 responses were collected, of which 197 were considered complete.

In Oakland, we organized a targeted in-person survey event specifically for senior residents. This event was scheduled immediately after the seniors' weekly chair exercise group, ensuring high participation. Seniors were provided one-on-one assistance with completing online surveys via their smartphones, tablets, or laptops.

Senior Survey Event, December 2024

Transform staff, Site Coordinators, and a professional Mandarin-speaking interpreter were present to answer questions, while residents also assisted each other.

To gather more qualitative insights, in-person focus groups with simultaneous interpretation were held at San Jose (English and Spanish) and Oakland (English, Spanish, and Mandarin). Participants included

Site/Outreachers	Outreach Methods	Incentive	Responses
Lion Creek Crossings, site staff and SLT	Phone calls, in-person survey event for senior building	Target gift card, $25	159
Betty Ann Gardens, site staff and Mobility Interns (SLT)	Door-to-door flyering, and flyering in common areas	Safeway gift card, $20	35
Nystrom neighborhood, site leads and partner organizations	Outreach phone calls to Lyft participants	Visa gift card, $50	2

both Mobility Hub users and non-users, with invitations extended to those who had expressed interest in participating during the final survey. Focus groups lasted 30-60 minutes, beginning with an overview of the project's purpose and goals, followed by structured discussions using 7-8 key question prompts. A complete list of discussion questions is available in Appendix C.

Key Findings from the Final Survey

Survey findings confirmed previous insights regarding language barriers, smartphone access, banking status, and familiarity with transportation options.

Program Usage and Impact

Mobility Service Utilization (as seen in the chart below): Nearly half of respondents reported using Lyft credits (50%). In Oakland, 71% took advantage of the AC Transit EasyPass, which was exclusive to that site. In San Jose, 74% relied on Lyft credits, and 31%
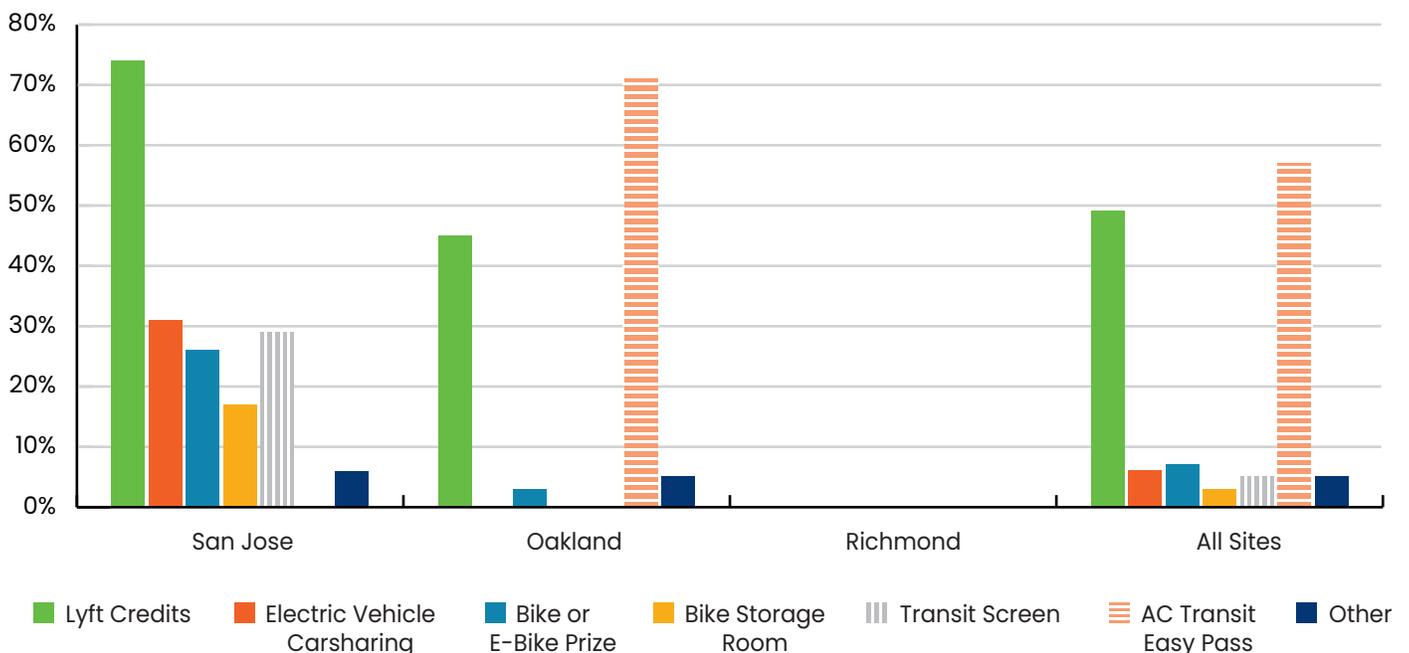
used the electric vehicle carsharing service. Additional transportation offerings in San Jose saw moderate usage, including transit screens (29%), bikes/e-bike prizes (26%), and the bike storage room (17%).

Resident Satisfaction: The majority of participants rated their experience with Mobility Hub services positively. Nearly half (48%) rated it a 5 (highest), 17% a 4, and 16% a 3. A smaller percentage gave lower ratings, with 6% rating it a 1 and 4% rating it a 2. Compared to San Jose, Oakland had a slightly higher number of residents rating their experience poorly.

In focus groups, residents highlighted key benefits of the Pilot:

- Cost and time savings. Many reported financial relief and increased efficiency in daily travel.
- Greater independence. In Oakland, a resident shared how the services allowed her to travel more freely. In San Jose,

Which of the following transportation offerings have you used throughout this program?

Legend: Lyft Credits | Electric Vehicle Carsharing | Bike or E-Bike Prize | Bike Storage Room | Transit Screen | AC Transit Easy Pass | Other

two women described how Mobility Hubs allowed them to get around independently, rather than waiting for their husbands to return home with the family car.

- Convenience and reduced stress. The availability of multiple transportation options reduced the stress of trip planning and provided peace of mind when usual travel methods were unavailable.

- Alternative to personal vehicles. In Oakland, residents reported they were more likely to take the bus due to the AC Transit EasyPass.

- Stronger community connections. Mobility Hubs fostered a sense of community by providing shared resources and opportunities for engagement.

San Jose focus group, December 2024

Mobility Hubs' Impact on Travel

- Primary trip purposes: Household errands/shopping (60%) and healthcare visits (44%) were the most common trip purposes. Work (27%) and school/education (18%) were also significant. A key difference between locations was that 49% of San Jose respondents used Mobility Hub services for work, compared to only 23% in Oakland.

- Alternative travel behavior: Without Mobility Hub options, 23% of respondents stated they would not have taken their trip. Others would have relied on a personal car (17%), public transportation (17%), borrowed a car or ridden with family/friends (12%), or used Uber/Lyft/taxis (11%). In San Jose, 23% of respondents would have borrowed a car or depended on family/friends for transportation. Only a small fraction would have walked (4%) or biked (1%).

Effective Outreach Strategies

Residents became aware of Mobility Hubs through a variety of outreach efforts. When data from all sites was combined:

- 29% heard about the Pilot through in-person events. (In San Jose, 49% of respondents first heard about Mobility Hubs through in-person events.)

- 25% learned about it via flyers.

- 23% were contacted via text or phone.

- 22% heard from local community organizations.

- 23% received information from a neighbor, friend, or family member.

- A smaller percentage learned about the program from on-site staff or interns.

Respondents were able to select more than one option.

Focus groups provided additional insights into barriers and strategies for increasing participation:

- Trust in site-based resources and communicators: Residents were more likely to trust transportation services introduced through familiar community spaces and faces.

- Lack of knowledge and behavioral hesitancy: Respondents said sites did a good job with outreach, but they felt some residents were reluctant to adopt new transportation options, perceiving them as unfamiliar or unnecessary.

- Need for hands-on experience: Many residents felt uncomfortable using new services until they tried them firsthand. Participants suggested that guided practice sessions could boost confidence and participation.

Looking Ahead

Findings from the final survey reinforce the Pilot's effectiveness in addressing key transportation barriers. However, increasing adoption will require continued outreach from peers and trusted leaders, as well as hands-on education to ensure that all residents feel comfortable using these services. The insights gathered will inform future strategies for expanding equitable mobility solutions in low-income communities.
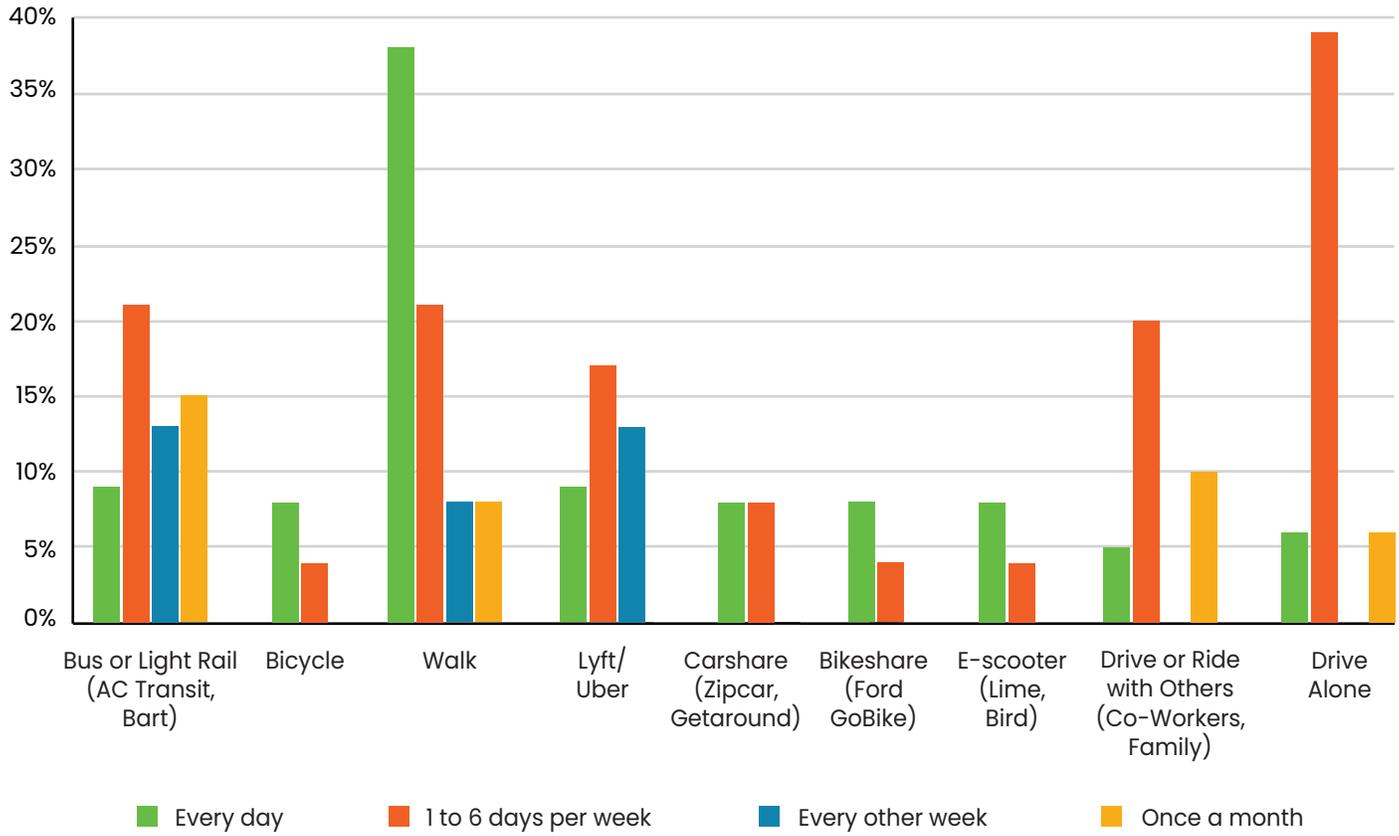
Throughline Analysis

To get a sense of how users' knowledge and use of mobility options changed over the five years between surveys, the team compared residents' responses to similar questions on the needs assessment survey and the final survey in late 2024. A comparison of responses showed that a little more than 10% of the final survey's respondents — 27 people — had also filled out the Needs Assessment survey in 2019. A large majority of these respondents, 23 of them, were Oakland residents, with the remainder from San Jose. As a result, these specific findings are heavily skewed toward the experience of Oakland residents, rather than of the program as a whole. (All percentages and charts in this subsection reflect only the responses of those who filled out both surveys.)

Usage of Mobility Options

When we compare the responses of residents who responded to both the needs assessment and the final survey, we see a shift toward shared transportation. Some 30% of those respondents said they rode transit weekly or more often in the needs assessment, while 56% in the final survey placed transit in their top three modes of transport (noting that the questions were worded differently in the two surveys). Around 26% of needs assessment respondents said they used ridehail (Uber or Lyft) at least weekly, while some 41% put it among their top three modes by the final survey.

THE INSIGHTS GATHERED WILL INFORM FUTURE STRATEGIES FOR EXPANDING EQUITABLE MOBILITY SOLUTIONS IN LOW-INCOME COMMUNITIES.

Usage by mode,
needs assessment responses among the throughline group

Legend:
- Every day (green)
- 1 to 6 days per week (orange)
- Every other week (blue)
- Once a month (yellow)

Top three modes currently used,
final survey responses among throughline group


Legend:
- 1 (blue)
- 2 (orange)
- 3 (green)
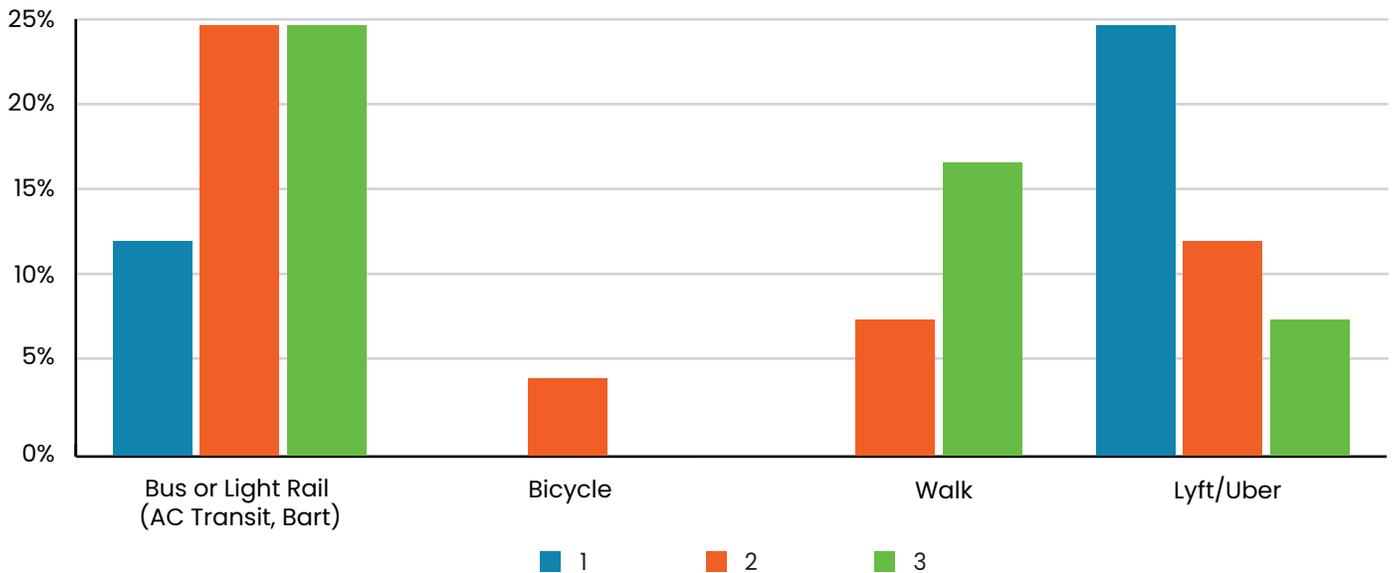
Similarly, familiarity with shared mobility, including micromobility (bike and scooter share), expanded somewhat over the course of the project. Comparing the levels of familiarity with different modes in each survey (i.e. responses for "somewhat familiar" up to "very familiar"), the proportion of respondents with at least some level of familiarity with bikeshare grew from 26% to 33%; for scooter share, familiarity increased from 37% to 41%. For ridehail (Uber/Lyft), familiarity grew from 70% to 78%. Carshare, on the other hand, actually dropped in familiarity among the throughline respondents, from 19% to 15%, perhaps reflecting the heavy skew toward Oakland respondents, where carshare was not among the program offerings. These trends also reflect broader trends in the shared mobility industry, with ridehail and micromobility continuing to grow in deployment and usage while the carshare industry was shrinking substantially over the course of the Pilot.

Familiarity trends – needs assessment vs final survey
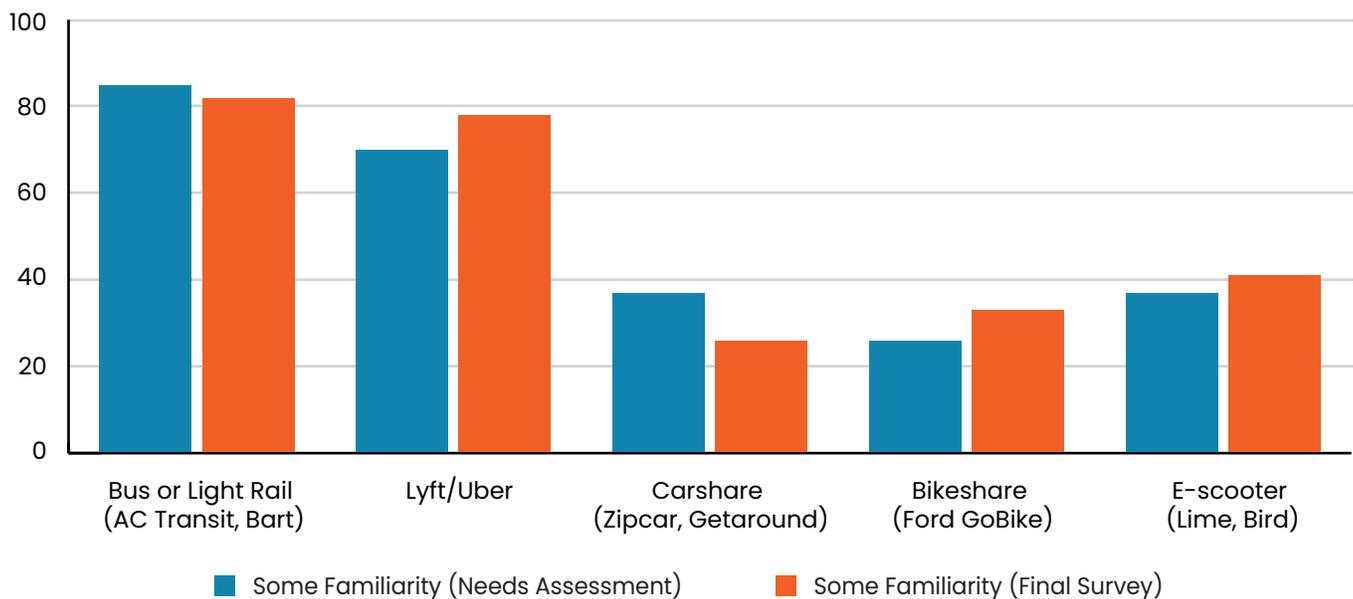
Broad Findings

- Overall, there is a similarity between findings of four survey phases, but administration and sampling challenges make it difficult to draw strong conclusions. Our overall observations across surveys point to the following:

- The Pilot was successful in reaching disadvantaged populations — program participants were generally very low-income, almost entirely non-White, with a substantial minority of non-English speakers in both Oakland and San Jose.

- Results substantiated the ongoing value of written translation and live interpretation for surveying, outreach, and service offerings: English was either not a native language or not spoken by 47% of respondents, and depending on site, one-quarter to one-third of respondents required translation of materials. This suggests that the project's multilingual resources were well used.

- The surveys show that age is an important consideration for mobility offerings and outreach methods. The

surveys and in-person experience in Oakland, which has a significant senior population, indicated the need for adapting offerings in a number of ways.

- Mobility approaches should not rely solely on learning new technologies to access. Even if they are primarily mobile app-based, they should retain options for other methods of access.

- Micromobility may not be the best fit for most older residents; microtransit or shuttle services for popular destinations could better serve these older residents.

- The reality that many residents do not own cars or even possess driver's licenses underscores the mobility benefits of the program's transit and ridehail credit components. Some 20-35% of residents don't have a car in the household, and 29-42% don't have a license.

- Low rates of car ownership point to ongoing value for carshare (among those who can drive) but also to the need for other options.

- At both the San Jose and Oakland sites, getting to shopping areas was a major challenge. A shuttle or microtransit service in auto-dominated areas where shopping areas are difficult to get to on foot, bike, or transit could benefit residents of all ages.

- Access to technology and banking services remains a barrier for many residents. Around 30% of residents have simple, non-smart phones or no mobile phone at all, and large majorities in both Oakland and San Jose are un- or under-banked. While a combination of voice- and SMS-based services would serve most residents for access, the need remains for more payment options for people with limited bank or credit access.

- Among the Pilot's goals were increasing access and creating more opportunities to participate in the wider community for people with limited mobility options. This need was demonstrated in responses to questions about which trips were difficult to make, compared to the trips residents said the program allowed them to make. In both cases, household errands/shopping was the top selection (53% said it was difficult, and 60% said the program allowed them to make the trip), followed by healthcare (42% and 45%, respectively). Twenty-two percent of respondents said that if not for the program offerings, they simply would not have made those trips. In addition, the transit and Lyft credits offset expenses, opening room in household budgets for other priorities beyond getting around.

- Outreach was driven by in-person interactions and word of mouth. The final survey found that nearly one-third of respondents had heard about the program through an in-person event, and neighbors or onsite staff had reached nearly 40% of respondents. In San Jose, we saw jumps in carshare sign-ups after each in-person event. The intensive focus on direct community contact appears to have been key to program participation.

Surveying and Focus Groups

Surveys played a critical role in shaping Mobility Hubs, ensuring that community input guided the project from start to finish. From the initial needs assessment to adjusting priorities due to COVID-19 and final evaluations of user experience, surveys provided a relatively quick way for residents to share their perspectives. Our goal was to make community input both easy to provide and meaningful for decision-making, ultimately allowing for a resident-centered approach to transportation planning.

Conducting a Needs Assessment with Community Trust

A thorough needs assessment ensures transportation investments reflect real community needs. However, before beginning data collection, it is crucial to build trust with partner organizations and local residents by including them at the start of the process and getting their input on design and dissemination. This trust-building process helps ensure that assessments are accurate and reflective of community priorities.

Time and Resources for Translation

Allowing time for survey translation and testing ensures all language groups can participate. For focus groups or survey events, simultaneous language interpretation was the most effective method for non-English-speaking residents. Budgets must account for staff time toward accessibility coordination and translation and interpretation services — all of which make participation more equitable and accessible.

Developing Surveys Through Collaboration

Creating surveys that resonate with the community requires an iterative, collaborative approach. Engaging residents in survey development ensures that questions are relevant, engaging, and easy to understand. Presenting draft surveys for community feedback before finalizing them improves clarity and usability. However, while community input is valuable, it must be balanced with the need for consistency in survey instruments, ensuring that results allow for comparisons over time.

Navigating Survey Formats and Outreach

Choosing the right survey format impacts accessibility and participation. While paper surveys require more time and resources, they often proved to be the most accessible option for residents. In-person outreach played a key role, allowing Community Surveyors and Site Coordinators to answer questions, clarify concerns, and ensure accurate responses. Site Coordinators, who had strong relationships with community members, helped build trust, making the survey process smoother and more effective.

Hiring Locally for Meaningful Engagement

Hiring and training local residents as SLT members for survey outreach strengthens community engagement and provides valuable workforce development opportunities. These residents acted as trusted liaisons, increasing both survey participation and data accuracy.

OFFERING RELEVANT INCENTIVES ENCOURAGES PARTICIPATION, BUT JUST AS IMPORTANTLY, SHARING SURVEY RESULTS AND DEMONSTRATING HOW INPUT INFLUENCED DECISIONS BUILDS TRUST.

Respecting Residents' Time and Input

Avoiding survey fatigue is essential to maintaining engagement. Coordination with site staff helps prevent overlapping input requests, ensuring residents do not feel overwhelmed. Respecting residents' time means balancing data needs with the effort required from participants.

Offering relevant incentives encourages participation, but just as importantly, sharing survey results and demonstrating how input influenced decisions builds trust. When residents see the real impact of their feedback, long-term engagement strengthens, making future participation more likely.

Senior event at Oakland site

REFLECTIONS ON CHALLENGES AND LESSONS LEARNED

When we first embarked on the Mobility Hubs Pilot, the concept of mobility hubs was still in its infancy. It was an exciting but uncharted frontier, demanding creativity, flexibility, and an unwavering commitment to navigating the unknown. We knew that if we could get this right, we could set a precedent for what sustainable, equitable, and accessible mobility could look like for communities across California and beyond. This was more than just an infrastructure project — it was about reimagining transportation access and ensuring that mobility solutions truly reflected the needs of the people they were designed to serve.

Since launching in 2019, we have witnessed remarkable progress. New clean mobility options have emerged, and mobility hubs have gained significant traction. The lessons we share here reflect the growing movement toward cleaner, more inclusive transportation, acknowledging that funding structures, mobility services, and best practices are continuously evolving. We hope these insights will encourage other organizations to embark on their own journey to create mobility hubs, learning from our experiences and building upon the foundation we have laid.

Recommendations for Overall Project Improvement

Budgeting for a Bigger Impact

One of our early realizations was that mobility projects are about much more than just vehicles and charging stations. The original grant agreement did not account for our team's participation in broader

San Jose EV carshare press event

efforts such as the Clean Mobility Network Alliance (CMEA), public workgroup meetings, and Clean Mobility Options webinars. These engagements allowed us to align with statewide initiatives and share valuable insights. Future projects should proactively budget for these collaborations outside of the local project scope, recognizing that participation in the larger mobility ecosystem is essential for long-term success.

Providing the Right Support at the Right Time

The path to implementing mobility hubs is filled with both expected and unexpected obstacles. To help smooth the way for site partners and municipalities in future projects, we recommend:

- **Technical assistance** at critical stages, from designing infrastructure to launching carshare operations
- **A comprehensive roadmap** outlining best practices, key contacts, and realistic timelines based on geographic regions and project types
- **Streamlined payment processes** for mobility service providers and mobility hubs partner sites to prevent unnecessary delays and financial burdens

With these measures in place, organizations can navigate the complexities of implementation more efficiently and with greater confidence.

The Complexity of Contracts and Procurement

One of the more relentless challenges we faced was the sheer amount of time required to execute agreements with multiple entities. Affordable housing developers and property managers, who were key partners in this initiative, often had limited experience managing transportation services. This added layers of negotiation and approvals that significantly slowed progress.

Takeaway: Realistic timelines matter. Many grant applications encourage ambitious deadlines, but they often underestimate the time required for administrative processes. Longer, more flexible timelines that allow for the necessary due diligence while still keeping projects on track should be considered when developing project schedules.

Building for the Future: Addressing Implementation Hurdles

Installation Challenges in Disadvantaged Communities

EVSE installation is rarely as simple as plugging in a charging station. In historically underinvested communities, challenges range from outdated electrical infrastructure to a lack of clear permitting processes. We encountered numerous hurdles, including:

- The need for costly electrical upgrades to support charging stations
- A lack of streamlined permitting processes in some cities, causing significant delays
- Security concerns requiring additional investment to protect infrastructure from vandalism

To overcome these issues, we worked closely with municipalities, utilities, and site managers, advocating for clearer permitting guidelines and infrastructure reinforcements that do not rely on additional surveillance. Future projects should anticipate these challenges and build in contingency plans to mitigate potential delays and costs.

Parking and Right-of-Way Considerations

In dense urban environments, securing parking spaces for carshare services or EV chargers can be a formidable task. In some locations, mobility services had to be abandoned due to a lack of suitable parking or charging infrastructure. While we had strong partnerships with local governments, the simultaneous efforts of City staff to streamline their own permitting processes often created roadblocks.

Takeaway: Start working with local agencies early and build in ample time for approvals.

Empowering Site Partners for Lasting Success

The role of Site Coordinators cannot be overstated. These individuals serve as the bridge between residents, mobility service providers, and project administrators. However, for this model to succeed, Site Coordinators need adequate funding and support. We recommend allocating at least 35-50% FTE (full-time equivalent) for Site Coordinators, recognizing that their role is dynamic and shifts throughout the project lifecycle.

Moreover, site partners — such as affordable housing developers — often hesitate to introduce new services that require additional administrative burden. To address this, we:

- Provided direct administrative support to site partners
- Clarified roles and responsibilities upfront
- Facilitated partnerships with agencies like AC Transit, which offered free marketing materials and outreach staffing to reduce administrative load

Embracing the Unexpected: Lessons in Resilience

Adapting to Global and Social Crises

Our Pilot was implemented during a period of unprecedented global and social change. The COVID-19 pandemic caused supply chain disruptions, delayed outreach efforts, and forced us to rethink engagement strategies.

Simultaneously, the nationwide protests in 2020 following the murder of George Floyd profoundly affected the communities we served. Recognizing the emotional and social toll, we paused engagement efforts and relied on Site Coordinators to guide the timing and approach of future outreach.

These experiences reinforced the importance of community-centered flexibility. A truly equity-focused project listens to residents, adapts to changing realities, and shifts priorities when necessary.

Addressing Vandalism and Challenges

Unfortunately, vandalism became an issue during our project, particularly in Richmond. EV chargers were damaged, leading to unexpected costs. In response, we worked with site partners to explore solutions such as:

- Securing vandalism insurance for mobility infrastructure
- Including maintenance and security provisions in vendor contracts
- Allocating funds for ongoing repairs and replacements

These safeguards ensure that investments in clean mobility remain viable in the long term.

Bridging the Accessibility Gap: Community-Driven Outreach and Engagement

Ensuring that all residents — regardless of language, digital literacy, or financial circumstances — could access new mobility services was central to the success of the mobility hubs Pilot. While many modern transportation options rely on app-based technology, the project team recognized that this posed significant barriers for some community members. To address these challenges, the Pilot prioritized effective outreach, accessibility measures, and hands-on community engagement, ensuring that mobility solutions were not just available but truly usable and beneficial for residents.

Overcoming Barriers to Accessing Mobility Services

Many modern mobility services rely primarily — or exclusively — on smartphone apps, creating significant barriers for some residents. Three key challenges emerged during the Pilot:

1. **Banking and Payment Requirements:** Many mobility apps require users to enter a debit or credit card to enroll, even when services are subsidized through mobility hub incentives. To ensure equitable access, it is essential to work with service providers in advance to establish options for unbanked residents and provide clear, easy-to-follow enrollment instructions for outreach teams.

2. **Language Accessibility:** A significant number of Mobility Hub residents were non-English speakers, making app-based services inaccessible when apps were available only in English. When selecting a service provider, confirm which languages their app supports and, if necessary, negotiate multilingual functionality as part of the service agreement to ensure usability for all residents.

3. **Digital Literacy and Senior Accessibility:** Many senior residents were unfamiliar or uncomfortable with navigating smartphone apps, making it difficult for them to take advantage of mobility services. To address this, plan for in-person, one-on-one tutorials and hands-on demonstrations. Additionally, work with service providers to develop step-by-step instructional videos tailored to residents' needs.

By proactively addressing these barriers, mobility programs can ensure that app-dependent services are truly accessible to all residents, fostering greater participation and impact.

SUMMARY OF LESSONS LEARNED

Lessons Learned:
Collaborative Partnerships and Site-Level Team Engagement

- **Site Coordinators are essential** for mobility hubs, managing implementation, outreach, and administration. A 35–50% FTE commitment was recommended.

- **Budgets should fund site staff** for hub design, recruitment, vendor coordination, and resident engagement.

- **Reduce administrative burdens** by providing support, defining roles clearly, and fostering collaboration.

- **Simplify funding processes** by offering administrative assistance and structuring payment schedules to ease financial strain on site partners.

- **Compensate resident leaders** fairly for their time, expertise, and lived experience.

- **Ensure accessibility** with translated materials, live interpretation, and childcare support.

- **Provide food at meetings** to build community and show appreciation.

- **Leverage SLT members as ambassadors** to test mobility options, provide peer support, and offer feedback.

- **Prioritize transparency** by keeping SLT members informed and engaged in decision-making.

- **Encourage ownership** to strengthen long-term community engagement and impact.

Resident outreach event hosted by San Jose Site-Level Team

Lessons Learned: Needs Assessment Process

- **Establish relationships early** with partners and residents to build trust before launching needs assessments. Site visits, transparent work scopes, and clear contracts were key.

- **Recruit Site Coordinators and SLTs early** to ensure assessments were community-led and relevant.

- **Allocate sufficient funding** for translation, printing, food, incentives, and staff time to reduce participation barriers and boost response rates.

- **Develop a community-centered survey** by involving residents in drafting, refining, and eliminating unnecessary questions to improve clarity and engagement.

- **Use standardized measures** from CARB and research institutions to increase survey reliability and comparability.

- **Prioritize paper surveys** as the most accessible format, since many residents lacked digital access or proficiency.

- **Provide staff support** for survey administration, response review, and manual data entry to ensure accuracy.

- **Leverage trusted on-site staff** like Community Surveyors and SLTs for outreach, increasing participation and comfort with providing sensitive data.

- **Train and hire residents** for survey outreach and data entry, creating workforce development opportunities and strengthening community engagement.

- **Ensure language accessibility** with simultaneous interpretation using headsets and in-person language support to improve participation.

Lessons Learned: Procurement and Installation of Transportation Services

- **Vendor selection requires a strong RFP process** to identify technically capable vendors who are also flexible in government-funded projects. Delays in vendor communication often led to setbacks.

- **Private vendors may struggle** with reimbursement delays and longer timelines, requiring clear expectations upfront.

- **Infrastructure upgrades in underinvested communities** can be costly and time-consuming; future projects should allocate contingency budgets for unexpected expenses.

- **Municipal permitting is often slow and unclear,** even in supportive cities. Understanding local processes and planning realistic timelines is crucial.

- **Private property installations** are generally easier than public spaces due to fewer permitting and jurisdictional hurdles.

- **EV equipment vandalism is a major concern;** anti-theft measures, secure siting, and long-term maintenance plans are necessary.

Lessons Learned: Usage and Operations

- **App-based mobility services pose accessibility barriers**, particularly for seniors, non-English speakers, and residents with limited digital literacy.

- **Lack of language translation in mobility apps** made navigation difficult; SLT members helped temporarily, but a long-term solution is needed.

- **Future projects should advocate for multilingual functionality** and provide

in-person workshops or video tutorials to enhance accessibility.

- **Limited customer support for Lyft Essential Rides** frustrated residents; future programs should push for dedicated support lines and multilingual help centers.

- **Site leads had to mediate technical issues**, leading to delays and diminished trust in the service.

- **Expanding eligibility to caregivers** would improve access for residents who rely on assistance for transportation needs.

- **Physical card-based transit solutions** (like AC Transit EasyPass) proved more accessible for seniors and those without smartphones or banking access.

- **Hybrid models combining digital and physical access** would ensure more inclusive transportation options for diverse resident needs.

Lessons Learned:
Outreach and Education

- **SLTs played a crucial role** in shaping outreach, ensuring strategies resonated with communities and built trust.

- **Community-driven material design** improved relevance; SLTs helped tailor outreach materials to local language and naming conventions.

- **Food increased event participation**, with culturally relevant snacks and meals drawing higher turnout.

- **Live interpretation was essential**, but literacy barriers required one-on-one interpreter assistance for non-English speakers.

- **Adjusting outreach for seniors** included addressing mobility, technology, and language concerns with tailored events.

- **Ensuring data integrity** involved staff reviewing survey responses before distributing incentives to improve reliability.

- **Flexibility was key during COVID-19**, shifting outreach to virtual engagement, bike distribution, and COVID-safe alternatives.

- **Outreach requires a targeted, personalized approach, community leadership, adaptability, and cultural responsiveness** for meaningful engagement and adoption of mobility options.

Lessons Learned:
Surveying and Focus Groups

- **Surveys were essential** in shaping the Mobility Hubs, ensuring a resident-centered transportation planning approach.

- **Building trust before conducting a needs assessment** improved data accuracy and ensured surveys reflected community priorities.

- **Time and resources for translation** were critical for accessibility, with simultaneous interpretation being the most effective for non-English speakers.

- **Collaborative survey development** ensured relevance and clarity, balancing community input with the need for consistent survey instruments.

- **Paper surveys were the most accessible format**, supported by in-person outreach from Community Surveyors and Site Coordinators.

- **Hiring local residents for survey outreach** increased participation, strengthened community engagement, and provided workforce development.

- **Avoiding survey fatigue** by coordinating with site staff helped prevent overlapping input requests and maintained engagement.

- **Sharing survey results with residents** built trust and increased long-term participation by demonstrating real impact.

CONCLUSION: THE MOBILITY HUBS PILOT AS A STEPPING STONE TO A LARGER VISION

The Mobility Hubs Pilot was more than a test of innovative transportation options — it was a proof of concept that equitable, community-centered mobility solutions are not only possible but necessary. This project laid critical groundwork for how affordable housing communities can integrate sustainable, multimodal transportation options that reflect the real needs of residents. However, as successful as this Pilot was, it is only the beginning. The lessons learned here should not only inform future projects but also serve as a catalyst for larger, systemic changes in how we approach mobility justice and sustainable transportation in low-income communities.

Applying Lessons Learned

Throughout this Pilot, we faced obstacles and setbacks, but each provided valuable insights into how future mobility hubs can be designed and implemented more effectively. We learned that a well-conducted needs assessment is essential for shaping services that align with community realities and that ongoing engagement — through Site-Level Teams and trusted local organizations — is key to ensuring adoption and sustainability.

We also saw firsthand the structural barriers that prevent residents from fully benefiting from new mobility options: limited digital

AC Transit EasyPass senior outreach event at Oakland site

literacy, language barriers, and a lack of banking access made it difficult for some residents to utilize app-based transportation services. Future efforts must proactively address these challenges through multilingual outreach, cash-payment alternatives, and digital training for seniors and unbanked residents. Additionally, the importance of securing long-term funding and operational models cannot be overstated; short-term grant cycles create uncertainty and limit the ability to scale solutions beyond a Pilot phase.

The Next Frontier: Expanding and Normalizing Mobility Hubs

Scaling mobility hubs from pilot projects to permanent fixtures in affordable housing developments will require a shift in policy, funding, and planning. This means integrating Mobility Hubs into city and regional transportation plans. Affordable housing developments should be designed with mobility infrastructure from the start — with developers, transit agencies, and city staff working closely to link into existing services. Sustaining services means

securing long-term financial support for ongoing operations so that mobility hubs are not dependent on one-time grants. More broadly, mobility hubs should be recognized as essential community infrastructure, just like transit stops, sidewalks, and bike lanes.

The Need for a Broader Infrastructure Investments

While mobility hubs are a crucial piece of the puzzle, they cannot succeed in isolation. This project illuminated the larger systemic issues that shape mobility access: public transit must be frequent, safe, and reliable for transit passes to be a meaningful benefit. Biking must feel safe and accessible for bike-sharing programs to truly be viable. Ride-hailing services must be structured to serve residents who face digital, linguistic, or financial barriers. Safety emerged as a recurring theme in our engagement — residents expressed concerns about personal security while waiting for and riding transit, bicycling on streets made for cars, or walking on streets deemed unsafe. No single project can solve these challenges alone, but they highlight the need for a broader

Final Survey Comments

Needs Assessment Focus Group and individual interview participants were asked if they are "able to currently meet their everyday transportation needs." Several participants discussed challenges with their current modes of travel, mainly related to public transportation. In San Jose, participants mentioned issues with bus schedules and drivers not stopping to

pick them up. One of the participants spoke about how she *"works on Sunday mornings, but the bus system does not begin running until after the start of my first shift (7:30AM)."* Another participant in Oakland mentioned overcrowding on AC Transit buses and BART and a lack of consideration for seniors and disabled riders like herself.

"Have the bus stop closer to the senior building for safety."

"When it comes to ride shares and public transportation, there is an issue with them arriving on time and getting late to some places."

THIS PILOT HAS SHOWN WHAT IS POSSIBLE WHEN WE CENTER COMMUNITY VOICES IN TRANSPORTATION PLANNING AND INVEST IN SOLUTIONS THAT MEET PEOPLE WHERE THEY ARE. BUT THE WORK IS FAR FROM DONE. THE SUCCESS OF MOBILITY HUBS DEPENDS ON THE CONTINUED COLLABORATION OF POLICYMAKERS, PLANNERS, FUNDERS, COMMUNITY ORGANIZATIONS, AND COMMUNITY MEMBERS TO TAKE THESE LESSONS FORWARD.

movement to create transit-oriented communities that are safe, accessible, and equitable.

Well-funded, high-quality public transit, streets designed for people rather than cars, and zoning and land-use policies that promote walkable, affordable communities should be considered holistically with mobility hub projects. It must challenge the historical neglect of infrastructure in disadvantaged communities and demand transportation policies that prioritize the people most impacted by systemic inequities. Mobility hubs, in this sense, are not just about transportation — they are about equity, opportunity, and sustainability.

The Work Ahead

This Pilot has shown what is possible when we center community voices in transportation planning and invest in solutions that meet people where they are. But the work is far from done. The success of mobility hubs depends on the continued collaboration of policymakers, planners, funders, community organizations, and community members to take these lessons forward.

The challenge ahead is not just about replicating this model but about expanding its impact — ensuring that mobility hubs are not the exception but the norm. It requires a movement committed to sustainable, equitable transportation solutions that prioritize the voices and leadership of historically underserved communities. The limits of this project should be the horizon for what comes next. Now is the time to push further, think bigger, and commit to a future where every community, regardless of income or geography, has access to the mobility options they need to thrive.

AC Transit EasyPass outreach at East Oakland site National Night Out

APPENDIX A

Needs Assessment Report

Prior to implementing carsharing and Mobility Hubs services, the project team led a community transportation needs assessment process to understand residents' current travel behavior and identify their transportation needs and challenges. The needs assessment also explored residents' interest in each potential mobility option (e.g. bike sharing, transit passes) to determine which to prioritize for each site.

To view the report, click on the image below.

Car Sharing and Mobility Hubs in Affordable Housing Pilot Project
Community Transportation Needs Assessment
Process, Results, and Lessons Learned

Prepared by TransForm
Submitted to CARB on June 5, 2020
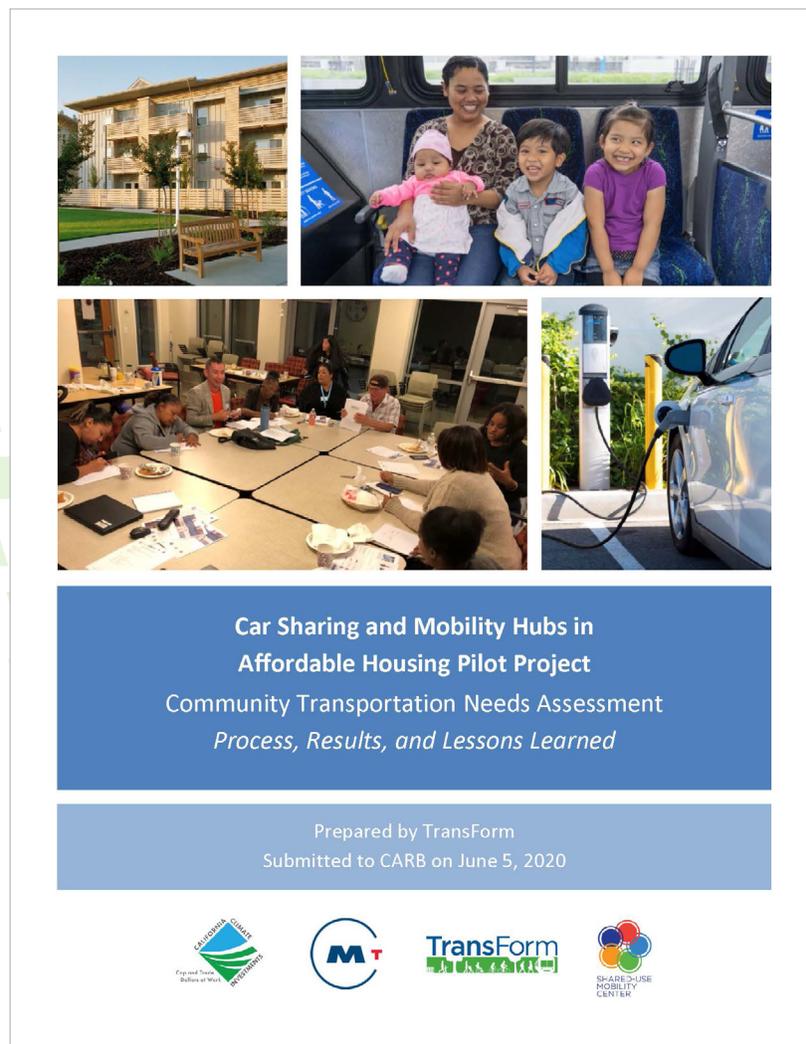
APPENDIX B

Mobility Hubs Usage Data

Lyft Essential Rides Usage

Site	# Residents signed up	# Residents using passes	Total miles traveled	Total rides completed	Total Savings
Betty Ann Gardens	68	33	2,107.55	471	$10,103.52
Nystrom Neighborhood	27	24	2,582.36	515	$12,772.49
Lion Creek Crossings	119	56	5,587.11	1,036	$23,478.83
Total Usage	**214**	**113**	**10,277.02**	**2,022**	**$46,354.84**

Ride Data Across all Three Sites

Total Miles Ridden

Ride Cost

Rides Completed

Rides Per Rider

Amount Per Ride

Transaction Amount

Unique Riders

Rides Canceled
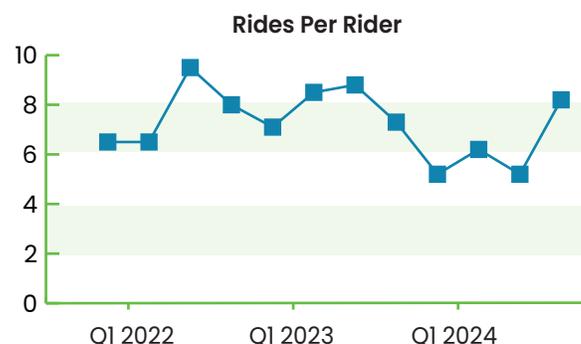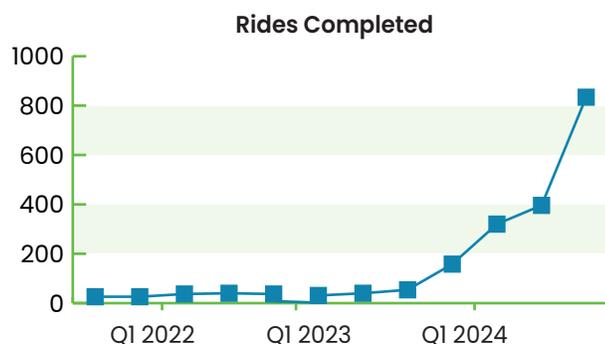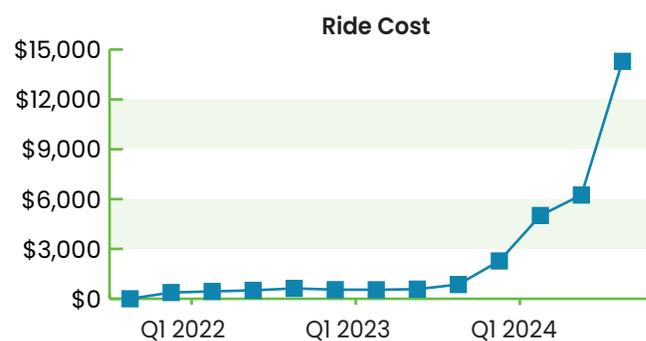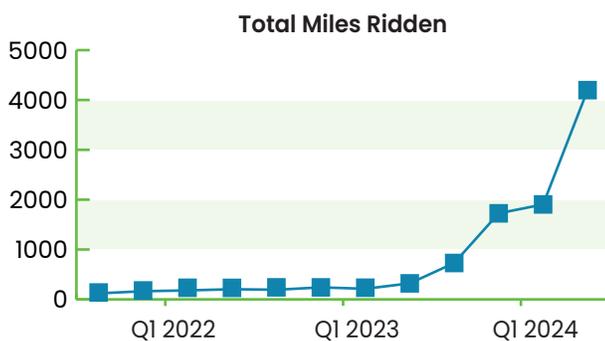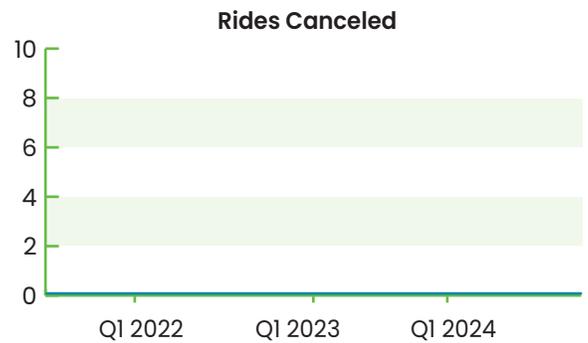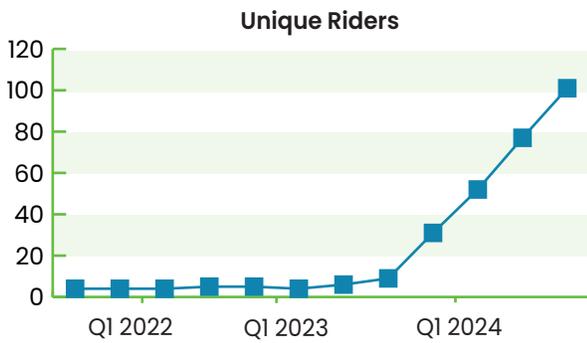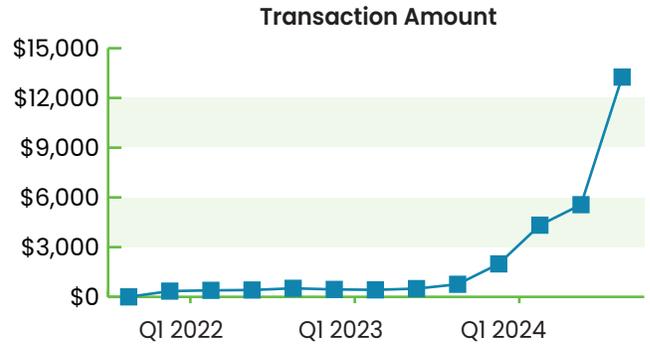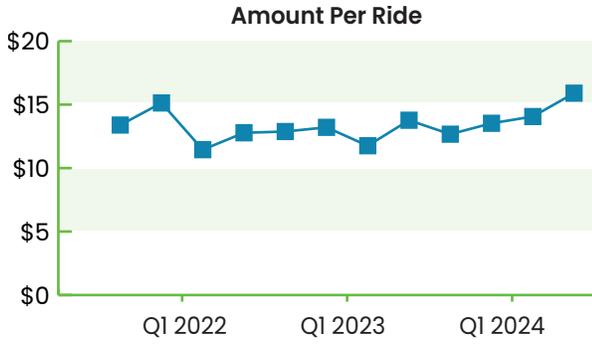
AC Transit EasyPass usage - Oakland site

Year	Month	Unique Users	Boardings	Average Weekday	Average Weekend
2023	July	17	143	6	2
2023	August	76	1253	46	25
2023	September	83	1527	59	32
2023	October	78	1527	56	32
2023	November	83	1266	48	26
2023	December	77	1209	46	24
2024	January	82	1224	46	21
2024	February	81	1317	54	24

Year	Month	Unique Users	Boardings	Average Weekday	Average Weekend
2024	March	77	1390	54	25
2024	April	74	1417	54	28
2024	May	71	1337	49	26
2024	June	63	1045	40	24
2024	July	71	1163	43	23
2024	August	75	1389	51	29
2024	September	76	1261	50	23
2024	October	81	1281	48	22
2024	November	77	2284	89	45
2024	December	76	1273	—	—

Estimated EV carshare usage in San Jose based on year 1 bookings

3-Year Estimate Total Low (annual method, same usage as year 1 est., no growth in booking rate or sign-ups, trips stay typical)

Year	Bookings	Duration (hrs)	Imputed VMT @25mph	Monthly Active Users	Cumulative Unique Active Users	Monthly New Registrations	Cumulative Registered Users	VMT/ booking
Year 1	85	387	9683	3	12	1	17	114
Year 2	85	387	9683	3	24	1	34	114
Year 3	85	387	9683	3	36	1	50	114
Total	**256**	**1162**	**29050**	—	—	—	**101**	—

Detailed EV carshare usage table

Month	Booking Revenue	Bookings	Duration (hrs)	Imputed VMT @25mph	Monthly Active Users	Cumulative Unique Active Users	Monthly New Reg	Cumulative registered Users	VMT/ booking	Bookings /MAU
Apr-24	$ 22.35	1	1.22	31	1	1	2	2	31	1.0
May-24	$ 100.26	10	24.2	605	5	5	3	5	61	2.0
Jun-24	$ 406.43	17	119.82	2996	4	7	1	6	176	4.3
Jul-24	$ 20.56	2	4.52	113	1	7	1	7	57	2.0
Aug-24	$ -	1	1.02	26	1	7	1	8	26	1.0
Sep-24	$ 9.92	1	1.2	30	1	7	0	8	30	1.0
Oct-24	$ 325.40	17	66.22	1656	3	8	2	10	97	5.7
Nov-24	$ -	4	12.75	319	3	8	2	12	80	1.3
Dec-24	$ 56.79	11	59.62	1491	5	9	1	13	136	2.2
Total actual	**$ 941.71**	**64**	**290.57**	**7264**	**n/a**	**9**	**n/a**	**13**	**114**	**—**
Monthly avg May-Dec	*$ 104.63*	*8*	*36.17*	*904*	*2.9*	*—*	*1.4*	*—*	*82.7*	*2.4*
Year 1 est. (Actual * 1.33)	$ 1,412.57	85	387	9683	3	12	1	17	114	—
Year 1 est. monthly method (Monthly avg * 12, or Cumulative + (Monthly avg * 4)		95	434	10851	3	21	1	19	83	—
3-year est. total low (annual method, same usage as year 1 est., no growth in booking rate or sign-ups, trips stay typical)										
Year 1	$ 170.37	85	387	9683	3	12	1	17	114	—
Year 2	—	85	387	9683	3	24	1	34	114	—
Year 3	—	85	387	9683	3	36	1	50	114	—
Total	**—**	**256**	**1162**	**29050**	**—**	**—**	**—**	**101**	**—**	—

Month	Booking Revenue	Bookings	Duration (hrs)	Imputed VMT @25mph	Monthly Active Users	Cumulative Unique Active Users	Monthly New Reg	Cumulative registered Users	VMT/ booking	Bookings /MAU
3-year est. total low (Monthly method, same usage as year 1 est., no growth in booking rate or sign-ups, trips stay typical)										
Year 1	$ 4,237.70	95	434	10851	2.9	21	1	19	115	—
Year 2	—	95	434	10851	2.9	41	1	35	115	—
Year 3	—	95	434	10851	2.9	62	1	52	115	—
Total	—	**284**	**1302**	**32552**	**9**	—	—	—	—	—
3-year est. med (Based on monthly, booking growth 2%/mo, MAU growth 2%/mo, no change to sign-up rate or booking length)										
Year 1	$ 325.40	95	434	10851	3	21	2	19	115	—
Year 2	—	120	550	13761	4	64	2	43	115	—
Year 3	—	152	698	17453	5	120	2	67	115	—
Total	—	**366**	**1683**	**42064**	—	—	—	—	—	—
3-year est. high (booking growth 5%/mo, sign-up growth 3%/mo, MAU growth 3% mo, trips 10% longer each year)										
Year 1	$ 1,412.57	95	434	10851	3	21	1	17	115	—
Year 2	—	170	857	21435	4	70	2	40	126	—
Year 3	—	305	1694	42343	6	140	3	74	139	—
Total	—	**569**	**2985**	**74629**	—	—	—	—	—	—

The data provided by the carsharing vendor was fairly limited in its granularity and moreover only covered eight months of actual usage. Notably, it did not include actual vehicle miles traveled (VMT), only the duration of bookings, so we had to impute a VMT amount based on the length of bookings, using an average speed of 25mph over the duration of the bookings.

APPENDIX C

Sample Marketing and Outreach Materials

Lyft Credits tabletop outreach

Mobility Offerings sign up QR code

Site-Level Team office hours flyer

Final survey outreach flyer

Richmond Lyft credits outreach flyer

San Jose EV carshare tabletop outreach

COVID survey outreach flyer

Project webpage: www.mobilityhubspilot.org

Table at San Jose event

Project Advisory Committee Memorandum of Understanding

APPENDIX D

Needs Assessment Transportation Survey

Please respond for a $30 gift card to Safeway!

First Community Housing (FCH) is planning to create a new "mobility hub" at Betty Ann Gardens. This will be a central location where you can access a variety of new transportation services at a low cost. The mobility hub will include a **car sharing service**, and may also include **bike sharing, electric scooters, and more**.

Please answer the following questions about your personal and household transportation needs. **Your responses will help us design a program that best reflects your needs and interests, and those of your community.**

All personally identifiable information will be kept confidential and you are welcome to skip questions you do not feel comfortable answering. No information you provide will be used against you, or used to jeopardize your housing.

Please return your completed survey to the property manager during regular office hours, Monday – Friday, 8 AM – 4 PM. **As a thank-you, you will receive a $30 gift card to Safeway.** All residents aged 16 or older are eligible to receive a gift card. Limit one gift card per household. If you have any questions, or would like assistance, please contact Abbie Schmidt.

This project is supported by the "California Climate Investments" (CCI) program, and is managed in partnership by TransForm, Metropolitan Planning Commission (MTC), and First Community Housing (FCH).

Key Terms

Public Transportation

The system of travel options using public vehicles, such as buses, trains, and ferries. Local examples include AC Transit, VTA, BART and Caltrain.

Electric Car

A car that runs on electricity, rather than gas. It is an environmentally-friendly alternative to a traditional car, and produces no air pollution. It needs to be charged periodically at designated charging stations.

Car Share

A service that allows you to rent a car by the minute or hour. You may have seen these cars parked around town – some examples are Zipcar, Getaround, and GIG. You are charged by time and/or distance. Car sharing allows you to use a car at key moments when you need one (such as grocery trips, dropping off children, or medical appointments), without many of the costs of owning a car, like insurance, repairs, and gas.

Electric Bicycle

A bicycle with an electric motor (also known as an "e-bike") that provides a boost when you pedal. The motor allows you to ride the bike with less effort, especially uphill.

Bike Share

A service that allows you to rent a bicycle by the minute or hour. To ride, you either check out the bike from a station (as with Ford GoBike) or use your smartphone to locate and unlock the bikes wherever they're available (as with Jump or Lime). They are usually found at bike racks or on sidewalks. Some services offer e-bikes as well as regular bikes.

Scooter Share

A service that allows you to rent electric scooters (also known as "e-scooters") by the minute or hour. E-scooters are parked around the city, usually on sidewalks. They can be located and unlocked using a smartphone. There are many different scooter services in the Bay Area – some examples are Bird, Lime, and Skip.

First Name: _____ **Last Name:** _____

Address: _____ **Apartment #:** _____

City: _____ **Zip Code:** _____

Getting Around

1. **It is generally easy for me to get to where I need to go:**
   ☐ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree

   Why or why not?

2. **Which of the following would you like to have available at Betty Ann Gardens for you and your neighbors? Please select the 3 choices that you are most interested in:**

   ☐ Free or discounted Clipper cash (e.g., for use on BART and other transit systems)
   ☐ Bike share located nearby, with free or discounted rides
   ☐ E-scooters located nearby, with free or discounted rides
   ☐ Free or discounted Lyft/Uber rides

3. **If car sharing was available at Betty Ann Gardens, would you be interested in using it?**
   ☐ Yes   ☐ Probably   ☐ Not sure   ☐ Probably not   ☐ Definitely not

   Why or why not?

4. **Do you use public transit (e.g., bus, BART) regularly?**
   ☐ Yes   ☐ No

5. **If not, please indicate why (check all that apply):**
   ☐ It takes too long   ☐ It doesn't arrive often enough   ☐ It doesn't take me where I need to go
   ☐ I don't feel safe   ☐ The fare is too expensive   ☐ The parking at the station is too expensive
   ☐ Other: _____

6. **Do you ride a bicycle regularly?**
   ☐ Yes   ☐ No

7. **If not, please indicate why (check all the apply):**
   ☐ I'm not interested in biking   ☐ I can't bike to where I need to go
   ☐ I don't know how to ride   ☐ I don't have a safe place to store my bike
   ☐ It's too expensive to buy and/or maintain a bike   ☐ I don't feel safe biking in the street
   ☐ I don't feel safe in my neighborhood
   ☐ Other: _____

8. **On average, how much do you spend per month <u>total</u> on transportation (bus fare, car payment, car insurance, gas, tolls, parking, etc.)?**

   $ _____ per month

9. **How affordable are your everyday transportation costs?**
   ☐ Very affordable   ☐ Affordable   ☐ Neutral   ☐ Unaffordable   ☐ Very unaffordable

10. **Do you have a driver's license?**
    ☐ Yes   ☐ No

11. **How many cars does your <u>household</u> own or lease?** _____

12. **If you do not own or lease a car, please indicate why (check all the apply):**
    ☐ I can access everything I need without a car   ☐ It's too expensive to purchase and/or repair a car
    ☐ Gas or insurance is too expensive   ☐ I don't have a license
    ☐ I can borrow someone else's car when I need to (e.g., from a friend or family member)
    ☐ Other: _____

Please answer this question if you own a car:

13. **Instead of owning a car, do you think you could use car sharing and other options (like riding your bike or taking the bus) to meet your daily needs?**
    ☐ Yes   ☐ Probably   ☐ Not sure   ☐ Probably not   ☐ Definitely not

    Why or why not?

    +--+
    | |
    | |
    | |
    | |
    | |
    +--+

14. **Is it easy to find a parking spot on the street where you live?**
    ☐ Always   ☐ Most of the time   ☐ Sometimes   ☐ Rarely   ☐ Never   ☐ I don't know

15. Do you drive for Lyft, Uber, and/or an independent food delivery service (e.g., Postmates, DoorDash)?
☐ Yes, regularly ☐ Occasionally ☐ No

16. If a free or low-cost shuttle service was available from Betty Ann Gardens to a common destination (such as a grocery store) on a regular basis (e.g., once a week), would you be interested?
☐ Yes ☐ No ☐ Possibly

17. Please indicate how often you <u>CURRENTLY</u> use the following:

	Never	Less than once a month	Once a month	Every other week	1 to 6 days per week	Every day
Drive alone	☐	☐	☐	☐	☐	☐
Drive or get a ride with others (e.g., co-workers, family)	☐	☐	☐	☐	☐	☐
Bus or light rail (e.g., AC Transit, VTA)	☐	☐	☐	☐	☐	☐
BART	☐	☐	☐	☐	☐	☐
Bicycle	☐	☐	☐	☐	☐	☐
Walk	☐	☐	☐	☐	☐	☐
Lyft/Uber	☐	☐	☐	☐	☐	☐
Paratransit	☐	☐	☐	☐	☐	☐
Car share (e.g., Zipcar, Getaround) **If yes, which? _____**	☐	☐	☐	☐	☐	☐
Bike share (e.g., Ford GoBike) **If yes, which? _____**	☐	☐	☐	☐	☐	☐
E-scooter (e.g., Lime, Bird) **If yes, which? _____**	☐	☐	☐	☐	☐	☐
Other: _____	☐	☐	☐	☐	☐	☐

18. How familiar are you with each of the following? Circle one answer for each:

	Not Familiar	Somewhat Familiar	Moderately Familiar	Familiar	Very Familiar
Electric cars	1	2	3	4	5
Car share (e.g., Zipcar, Getaround)	1	2	3	4	5
Public transit (e.g., bus, BART)	1	2	3	4	5
Bike share (e.g., Ford GoBike)	1	2	3	4	5
E-bikes	1	2	3	4	5
E-scooters (e.g., Lime, Bird)	1	2	3	4	5
Lyft/Uber	1	2	3	4	5

19. Have you experienced challenges using any of the transportation services listed above (in Question 18)?

☐ Yes ☐ No ☐ N/A – I haven't used any of them

Please explain the challenges you experienced:

About You

20. Age: _____

21. Gender: _____

22. What is your preferred language (i.e., the language you speak most of the time)? _____

23. What is your current work status? (check all that apply):
- ☐ Full-time employed
- ☐ Part-time employed
- ☐ Full-time student
- ☐ Part-time student
- ☐ Not working
- ☐ Other: _____

24. How would you describe your race/ethnicity? (check all that apply):
- ☐ American Indian or Alaskan Native
- ☐ Asian
- ☐ Black or African American
- ☐ White/Caucasian
- ☐ Latino or Hispanic
- ☐ Middle Eastern
- ☐ Pacific Islander or Native Hawaiian
- ☐ South Asian (e.g., Indian, Pakistani, etc.)
- ☐ Other: _____

25. What is the highest level of education you have completed?
- ☐ Less than high school
- ☐ High school diploma or GED
- ☐ Some college, or Associate's degree
- ☐ Vocational or Technical program
- ☐ Bachelor's/undergraduate degree
- ☐ Graduate or professional degree (Masters, MD, JD, PhD, etc.)
- ☐ Other: _____

26. Which of the following do you use regularly? (check all that apply):
- ☐ Smartphone   ☐ Cell phone (not a smartphone, e.g. flip phone)   ☐ Phone data plan
- ☐ Credit card   ☐ Debit card   ☐ Bank account   ☐ Prepaid debit card

27. I have a physical condition that makes it more difficult to (check all that apply):
- ☐ Walk   ☐ Bike   ☐ Drive   ☐ E-scooter   ☐ Take public transit   ☐ N/A

Household Information

28. What is your annual <u>household</u> income? (check one):
- ☐ Less than $20,000   ☐ $20,000 - $34,999   ☐ $35,000 - $49,999
- ☐ $50,000 - $64,999   ☐ $65,000 - $79,999   ☐ $80,000+

29. Including yourself, how many people live in your household? _____

30. Including yourself, how many people in your household are:
   Age 0 - 13? _____   Age 14 - 15? _____   Age 16 - 17? _____

Contacting You

---

31. **What is the best way for you to receive updates on this program? We may send invitations for future surveys, or information about free transportation benefits you qualify for.**
    ☐ Phone call   ☐ Text Message   ☐ Email

    Phone number (optional): _____
    ☐ I can receive text messages at this phone number

    Email (optional): _____

32. **Would you be interested in attending an in-person training on the following? (check all that apply):**
    ☐ How to ride a bike   ☐ How to use e-scooters
    ☐ How to fix a bike   ☐ How to use Lyft/Uber
    ☐ How to use bike share   ☐ How to ride the bus
    ☐ How to ride BART   ☐ None of the above

33. **Would you be interested in participating in a small group interview about your transportation needs? If selected, you would be compensated for your time with a $30 gift card to Safeway.**
    ☐ Yes   ☐ No   ☐ Maybe

34. **Do you have any other feedback or suggestions? If you have ideas for transportation improvements you would like to see at Betty Ann Gardens, please share them here:**

Thank you for completing the survey!

APPENDIX D

Community Transportation Needs Assessment

Focus Group Questions

1. Are you able to currently meet your everyday transportation needs?

    i. Please explain any challenges.

2. Where do you travel to the most and which mode(s) of transportation do you use?

3. Has anyone tried carsharing before? How did it go? **

4. For those that haven't, based on what you've heard so far, would you be interested in trying carsharing? **

    i. Why or why not?

5. What concerns do you have about carsharing? **

    i. What would make carsharing successful at [site]?

    ii. Things we should consider?

6. Do you think you could meet your daily needs without a personal car?

    i. (Not having access to a car you or someone in your household owns or leases)

7. Has anyone tried bike share before? How did it go?

    i. Discuss any challenges with using bike share?

    ii. What do you like about bike share?

8. Has anyone tried e-scooters?

      i. Discuss any challenges with using e-scooters.

      ii. What do you like about e-scooters?

9. How is using Lyft/Uber when you call a car from [site]?

      i. Good locations within [site] that are easy for drivers to pick up from?

10. How safe do you feel walking in your neighborhood?

      i. Traffic?

      ii. Personal safety from crime?

11. Do you feel safe biking in city streets?

12. Any other improvements that you would like to see at [site] related to transportation?

** Not included for the youth focus group in Oakland

APPENDIX D

COVID-19 Travel Habits Survey

As you may remember, EBALDC and TransForm, a local non-profit based in Oakland, CA, partnered with Lion Creek Crossings' residents to conduct a survey in Summer 2019 to learn about your travel needs and preferences. The same team would like to follow up to learn how your travel needs and preferences have changed since COVID-19 began. Your responses to these questions will help us design future Mobility Hubs services at Lion Creek Crossings. The new "mobility hub" will be a central location where you can use various new transportation services at a low cost.

Please answer the following questions about your transportation needs. Your answers will help shape a program that meets your needs and interests and those of your community. **Your responses will help us design a program that best reflects your needs and interests, and those of your community**.

All personally identifiable information will be kept confidential and you are welcome to skip questions you do not feel comfortable answering. No information you provide will be used against you, or used to jeopardize your housing.

As a thank-you, your name will be entered into a raffle for a $XX gift card to either Walmart, Target or XXX. There will be multiple raffles, so make sure you complete your survey before January xx, 2021. All residents aged 16 or older are eligible to receive a gift card.

**If you have any questions, or would like assistance, please call or text Davíd Cota.

This project is supported by the "California Climate Investments" (CCI) program, and is managed in partnership by TransForm, Metropolitan Planning Commission (MTC), and EBALDC.

About You

1. First and Last Name

_____

2. Address

_____

3. Apt #

_____

4. City

_____

5. Zip Code

_____

6. Age

_____

7. How are you handling things during COVID-19? Feel free to share any positive and/or negative experiences that you've had since the start of the pandemic in March 2020.

_____

_____

_____

_____

_____

Getting Around During COVID-19

8. Consider your typical travel patterns BEFORE the start of COVID-19 in March 2020. How often did you use the following modes of transportation?

Mark only one oval per row.

	Every day	1 to 6 days per week	Every other week	Once a month	Less than once a month	Never
Drive alone	◯	◯	◯	◯	◯	◯
Drive or get a ride with others (e.g. co-workers, family)	◯	◯	◯	◯	◯	◯
Bus or light rail (e.g. AC Transit, VTA, Muni)	◯	◯	◯	◯	◯	◯
BART	◯	◯	◯	◯	◯	◯
Bicycle	◯	◯	◯	◯	◯	◯
Walk	◯	◯	◯	◯	◯	◯
Lyft/Uber	◯	◯	◯	◯	◯	◯
Paratransit	◯	◯	◯	◯	◯	◯
Car share (e.g. Zipcar, Getaround)	◯	◯	◯	◯	◯	◯
Bike share (e.g. Ford GoBike)	◯	◯	◯	◯	◯	◯
E-Scooter (e.g. Lime, Bird)	◯	◯	◯	◯	◯	◯
Other	◯	◯	◯	◯	◯	◯

9. Now consider your CURRENT transportation habits. How often do you CURRENTLY use the following modes of transportation?

Mark only one oval per row.

	Every day	1 to 6 days per week	Every other week	Once a month	Less than once a month	Never
Drive alone	○	○	○	○	○	○
Drive or get a ride with others (e.g. co-workers, family)	○	○	○	○	○	○
Bus or light rail (e.g. AC Transit, VTA, Muni)	○	○	○	○	○	○
BART	○	○	○	○	○	○
Bicycle	○	○	○	○	○	○
Walk	○	○	○	○	○	○
Lyft/Uber	○	○	○	○	○	○
Paratransit	○	○	○	○	○	○
Car share (e.g. Zipcar, Getaround)	○	○	○	○	○	○
Bike share (e.g. Ford GoBike)	○	○	○	○	○	○

E-Scooter (e.g. Lime, Bird)	◯	◯	◯	◯	◯	◯
Other	◯	◯	◯	◯	◯	◯

10. On a scale of 1 to 5, how comfortable are you in using public transportation (e.g. AC Transit, BART, VTA) DURING the COVID-19 pandemic? (5 being the most comfortable and 1 being the least comfortable)   ⊙ Dropdown
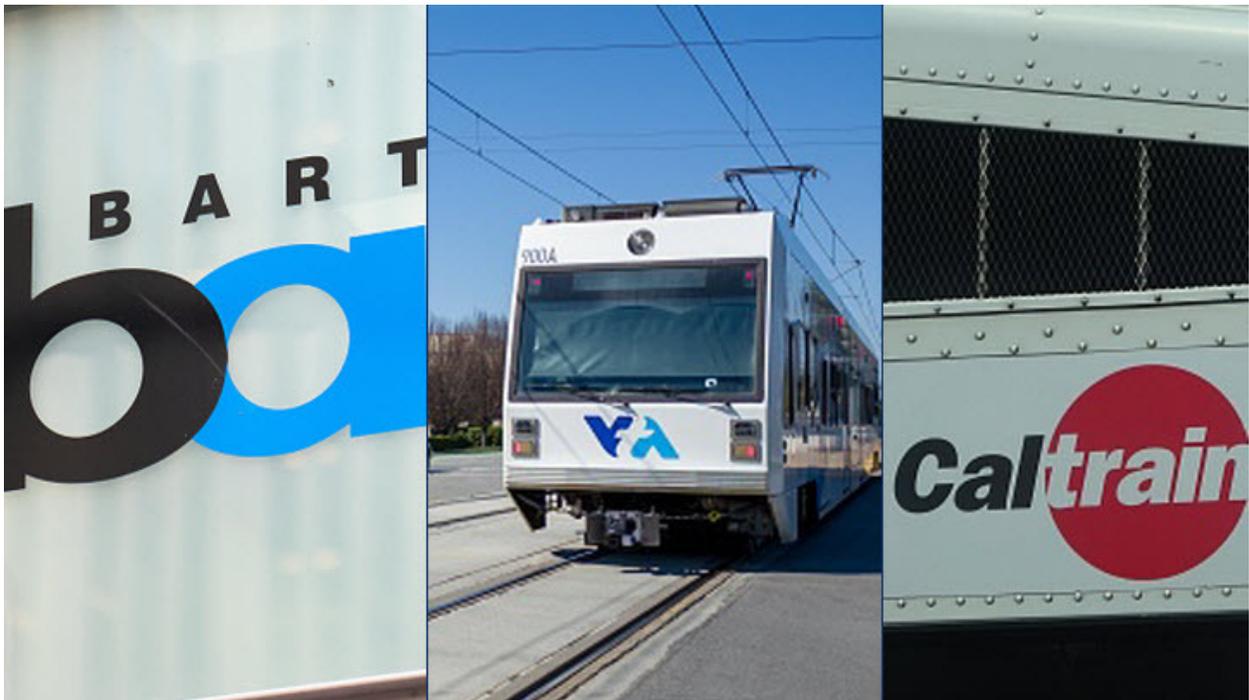
Examples of Bay Area public transit services (BART, VTA, Caltrain)

Mark only one oval.

◯ 1 - least comfortable

◯ 2

◯ 3 - neutral

◯ 4

◯ 5 - most comfortable

11. What are your main concerns around using public transit during the COVID-19 pandemic? Please select all that apply.

Check all that apply.

- [ ] How often the vehicles are cleaned
- [ ] The health of the train/bus operator and other riders
- [ ] Overcrowding
- [ ] Requirements to wear face coverings/masks
- [ ] Buses and/or trains are less frequent in my neighborhood
- [ ] Buses and/or trains are too expensive
- [ ] Other: _____

12. On a scale of 1 to 5, how comfortable are you in using shared mobility (e.g. Lyft bikeshare & scooter share, Gig car share) DURING the COVID-19 pandemic? (5 being the most comfortable and 1 being the least comfortable)

⊙ Dropdown

Examples of Bay Area shared mobility (Lyft BikeShare, Bird scooter share)

Mark only one oval.

◯ 1 - least comfortable

◯ 2

◯ 3 - neutral

◯ 4

◯ 5 - most comfortable

13. What are your main concerns around using shared mobility at the moment? Please select all that apply.

Check all that apply.

☐ How often the vehicles/bikes/scooters are cleaned

☐ I don't know who used the vehicle/scooter/bike before me

☐ I don't want to share a vehicle with someone else

☐ Shared mobility services are too expensive

☐ I don't see shared mobility vehicles/bikes/scooters in my neighborhood anymore

☐ I don't use shared mobility services

☐ Other: _____

Car share is a service that allows you to rent a car by the minute or hour. You may have seen these cars parked around town – some examples are Zipcar, Getaround, and GIG. You are charged by time and/or distance. Car sharing allows you to use a car at key moments when you need one (such as grocery trips, dropping off children, or medical appointments), without many of the costs of owning a car, like insurance, repairs, and gas.
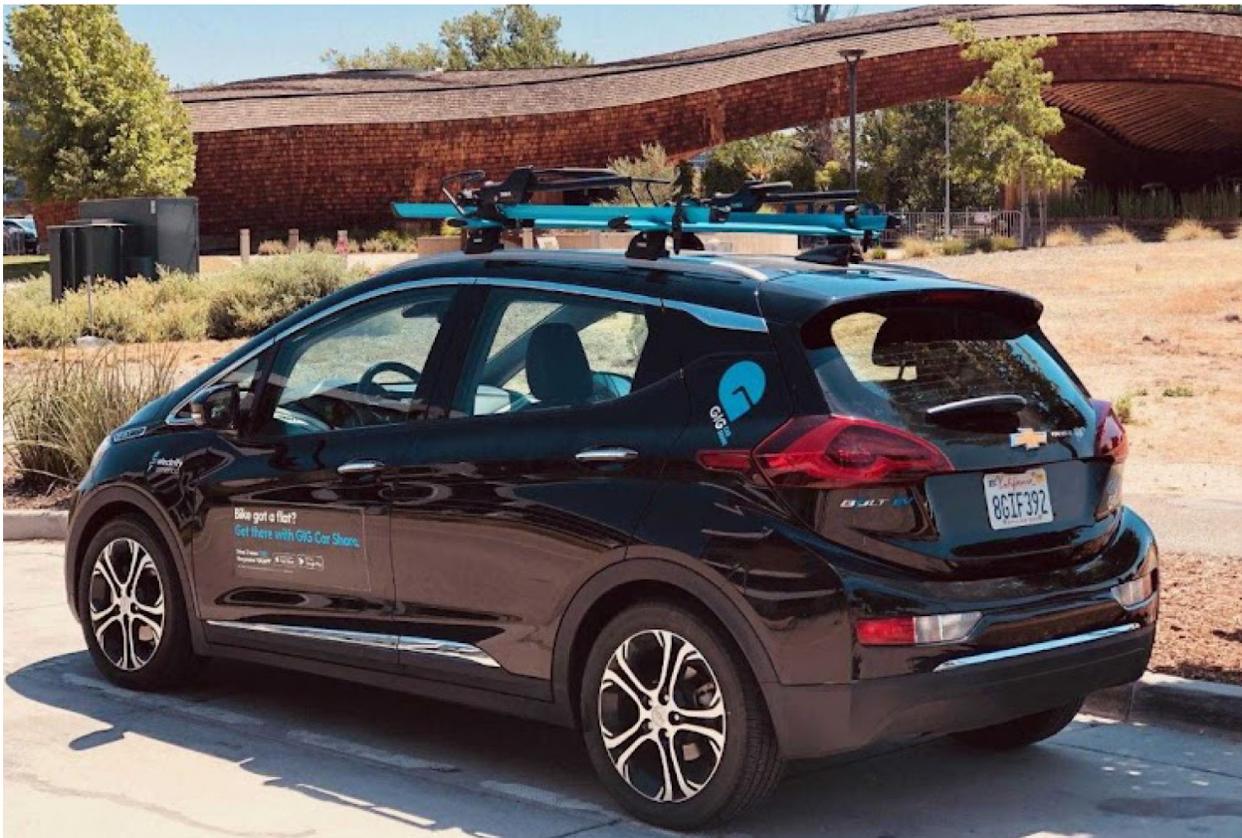
Ride share is a service that matches passengers with drivers of vehicles for hire – some examples are Lyft and Uber. Riders typically access this service using a mobile app and must set up a personal profile with a name, phone number, and payment preference. Unlike taxicabs, users cannot hail these rides from the street.

14.   Would you feel safer using a car share vehicle if cleaning/PPE materials were provided (i.e. hand sanitizer, wipes, masks, etc.?)

Mark only one oval.

◯ Yes

◯ No

15.   Do you have concerns about using car share vehicles located at [site]?

_____

16. If you had access to a free AC Transit EasyPass, would you use it? The AC Transit EasyPass would be provided free of charge and allows residents to have unlimited free bus rides for one year.

    Mark only one oval.

    ◯ Yes

    ◯ Maybe, I don't feel safe riding AC Transit during the pandemic, but will start riding when I feel safe

    ◯ No, I don't use AC Transit

    ◯ Other: _____

17. Where are you traveling to the most right now? For example: grocery store, doctor's office, job, school.

    _____

18. Has your employment status changed since the start of COVID-19?

    Check all that apply.

    ☐ Yes, I have been laid off
    ☐ Yes, my hours have been reduced
    ☐ Yes, my pay has been reduced
    ☐ Yes, I quit due to safety concerns
    ☐ Yes, my job closed due to COVID-19
    ☐ No, my employment status has not changed

    ☐ Other: _____

19. As the project team plans outreach and education events for the [site name] community, what types of events would you be comfortable and/or able to attend within the next few months? Please select all that apply.

Check all that apply.

☐ Virtual travel training (via Zoom)

☐ Virtual bike education workshop (via Zoom)

☐ Virtual 1-on-1 travel training session with a [site name] resident who can help you

☐ In-person bike education workshop (including: social distancing requirement, masks and hand sanitizers provided, limited class size (15 people max))

☐ In-person enrollment or outreach event for transit passes and/or other transit discounts

☐ I am only able to attend virtual events due to strict quarantine practices or other reasons

☐ I am not interested in attending any travel workshops or events

20. How can the mobility hubs project support you during this time? Again, "mobility hub" will be a central location where you can use various new transportation services at a low cost.

_____

_____

_____

_____

Contact Information

21. Did you participate in last summer's Transportation Needs Assessment Survey?

Mark only one oval.

◯ Yes

◯ No

◯ I don't remember

22. Please include your name and contact information below if you would like to be included in the raffle drawing for a $50 giftcard to Target, Walmart, or Safeway!

_____

_____

_____

_____

_____

23. Would you also be interested in participating in a phone interview about your transportation needs? If selected, you would be compensated for your time with a $30 gift card to Walmart, Target or Safeway.

    Mark only one oval.

    ◯ Yes

    ◯ No

    ◯ Maybe

24. If you answered YES to the previous question, what is the best phone number and/or email to reach you at?

_____

_____

_____

_____

_____

APPENDIX D

Mobility Hubs Sign-Up Survey

Standard Survey Disclaimer Language

The survey below will provide valuable feedback to improve the program and better serve your travel needs.

I understand that my personal information will be held confidential and not be associated with my answers or used for any other purpose besides contacting me. I understand I am free to stop the survey at any time and skip any questions I am not comfortable answering. I also understand that I have the right to request to have my personal information erased from record, at any time.

☐ I agree

Name

Email

Travel Behavior

Do you currently own/lease a car or have access to a car in your household?

☐ Yes   ☐ No

If you answered yes to the question above, what fuel type is your vehicle:

☐ Gasoline/Diesel   ☐ Hybrid   ☐ Plug-in Hybrid   ☐ All Electric   ☐ Other

If you own or lease a clean technology vehicle, did you use any incentive programs as part of this purchase?

☐ None   ☐ Clean Vehicle Rebate (CVRP)   ☐ Clean Cars 4 All   ☐ Other

I currently have difficulty accessing the following locations/services (check all that apply):

☐ Stores for household goods and groceries   ☐ School/educational opportunities

☐ Health care or medical appointments (doctor's offices, pharmacies, and other medical facilities)

☐ Entertainment, recreational or social activities   ☐ Work or job related

☐ Civic or religious activities   None of the above   ☐ Other

Please number the top 3 modes of transportation you currently use, with 1 being most used:

☐ Personal car   ☐ Ride with friends/family   ☐ Uber/Lyft/taxi or ride-hailing service

☐ Public transportation (bus, light rail, paratransit, dial-a-ride, etc.)

☐ Bicycle   ☐ Walk   ☐ Scooter/Skateboard   ☐ Other

Community Demographics

Which zip code do you live in? [Options will vary, based on location of project]

How do you identify?

☐ Black, African American, or African   ☐ Indigenous or Native American

☐ Latino, Latina, Latinx, or Latine   ☐ Asian or Pacific Islander   ☐ Middle Eastern

☐ Caucasian or White   ☐ Other

Please select your gender:

☐ Male   ☐ Female   ☐ Non-Binary   ☐ Other

Please select your age range:

☐ 18 to 25   ☐ 26 to 35   ☐ 36 to 45   ☐ 46 to 55   ☐ 56 to 65   ☐ 66 to 75

☐ Over 75

What is your primary language?

☐ English   ☐ Spanish   ☐ Arabic   ☐ Cantonese   ☐ Farsi   ☐ Japanese

☐ Mandarin   ☐ Russian   ☐ Tagalog   ☐ Other

Can you understand and access project information and services in English?

☐ Yes, I understand English well enough   ☐ No, I require translation

Approximately what was your household's gross (pre-tax) income in 2020?

Your household includes family members you live with and with whom you share income and expenses such as groceries and transportation. It does not include roommates.

☐ Less than $15,000   ☐ $15,000 to $19,999   ☐ $20,000 to $24,999

☐ $25,000 to $34,999   ☐ $35,000 to $44,999   ☐ $45,000 to $59,999

☐ $60,000 to $74,999   ☐ $75,000 to $99,999   ☐ $100,000 or more

Including yourself, how many people live in your household?

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5 or more

Is there anything you would like to share about your transportation or mobility challenges?

APPENDIX D

Mobility Hubs Post-Trip Survey Questions

How would you rate your experience for this trip, where 1 is the worst rating and 5 is the best rating?

☐ 1 (Worst) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (Best)

What are your suggestions for improvement?

What transportation choice would you have made without access to the project services?

☐ I would not have taken the trip ☐ Borrowed a car or ridden with friends/family

☐ I would have gone to a different location ☐ Uber/Lyft/Taxi ☐ Bicycle ☐ Walk

☐ Public transportation (bus, light rail, paratransit, dial-a-ride, etc.) ☐ Personal car

☐ Scooter/Skateboard ☐ Other

What type of trip did you make? (Select all that apply)

☐ Household errands/shopping ☐ Work or job ☐ School or education

☐ Health care ☐ Entertainment/social ☐ Religious activity ☐ Other

Community Demographics

Which zip code do you live in? [Options will vary, based on location of project]

How do you identify?

☐ Black, African American, or African ☐ Indigenous or Native American

☐ Latino, Latina, Latinx, or Latine ☐ Asian or Pacific Islander ☐ Middle Eastern

☐ Caucasian or White ☐ Other

Please select your gender:

☐ Male　　☐ Female　　☐ Non-Binary　　☐ Other

Please select your age range:

☐ 18 to 25　　☐ 26 to 35　　☐ 36 to 45　　☐ 46 to 55　　☐ 56 to 65　　☐ 66 to 75

☐ Over 75

What is your primary language?

☐ English　　☐ Spanish　　☐ Arabic　　☐ Cantonese　　☐ Farsi　　☐ Japanese

☐ Mandarin　　☐ Russian　　☐ Tagalog　　☐ Other

Can you understand and access project information and services in English?

☐ Yes, I understand English well enough　　　☐ No, I require translation

Approximately what was your household's gross (pre-tax) income in 2020?

Your household includes family members you live with and with whom you share income and expenses such as groceries and transportation. It does not include roommates.

☐ Less than $15,000　　☐ $15,000 to $19,999　　☐ $20,000 to $24,999

☐ $25,000 to $34,999　　☐ $35,000 to $44,999　　☐ $45,000 to $59,999

☐ $60,000 to $74,999　　☐ $75,000 to $99,999　　☐ $100,000 or more

Including yourself, how many people live in your household?

☐ 1　　☐ 2　　☐ 3　　☐ 4　　☐ 5 or more

Is there anything you would like to share about your transportation or mobility challenges?

APPENDIX D

Mobility Hubs Program Final Survey

Basic Questions

Mobility hubs are places in a community that bring together public transit, bike share, carshare and other ways for people to get where they want to go. They are meant to be easy, affordable, and accessible to many people.

Please answer the following questions about your household transportation experiences. Your responses will help us evaluate the Mobility Hubs program and improve it for the future.

For more information about the Mobility Hubs program, click here.

The Carsharing and Mobility Hubs in Affordable Housing Pilot Project is part of California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities.

1. The survey below will provide valuable feedback to evaluate the program and better serve your travel needs. I understand that my personal information will be held confidential and not be associated with my answers or used for any other purposes besides contacting me. I understand I am free to stop the survey at any time and skip any questions I am not comfortable answering. I also understand that I have the right to request to have my personal information erased from record, at any time. *

☐ Yes I understand

2. Name (Full Name):

3. Email:

4. Where do you live?

☐ Betty Ann Gardens   ☐ Lion Creek Crossings   ☐ Nystrom   ☐ Neighborhood

☐ Other

Household Transportation Questions

5. Do you currently have a driver's license? ☐ Yes ☐ No

6. How many cars does your household own or lease?

☐ 0 ☐ 1 ☐ 2 ☐ 3 or more

7. If your household owns or leases at least one vehicle, what fuel type is it? (Select all that apply)

☐ Gasoline/diesel Hybrid ☐ Plug-in Hybrid ☐ All Electric/Battery ☐ Electric ☐ Other

8. If you own or lease a clean technology vehicle, did you use any incentive programs as part of this purchase?

☐ None ☐ Clean Vehicle Rebate Program ☐ Clean Cars 4 All ☐ Other

9. If you do not own/lease a car, please indicate why (Select all that apply)

☐ I can access everything I need without a car

☐ It's too expensive to purchase and/or repair a car

☐ Gas or insurance is too expensive ☐ I don't have a license

☐ I can borrow someone else's car when I need to (e.g., from a friend or family member)

☐ Not Applicable ☐ Other

10. Which of the following locations/services do you currently have difficulty accessing? (Select all that apply)

☐ Stores for household goods and groceries ☐ School/educational opportunities

☐ Healthcare or medical appointments (doctor's offices, pharmacies, and other medical facilities)

☐ Entertainment, recreational or social activities ☐ Work or job related

☐ Civic or religious activities ☐ None of the above ☐ Other

11. Please number the top 3 modes of transportation you currently use, with 1 being the most used:

If you select "other" as one of your top modes of transportation, please share what other transportation mode you use in comments.

	1	2	3
Personal car	☐	☐	☐
Ride with friends/family	☐	☐	☐
Public transportation (bus, BART, Muni, paratransit, dial-a-ride, etc.)	☐	☐	☐
Uber/Lyft/taxi or ride-hailing service	☐	☐	☐
Bicycle	☐	☐	☐
Walk	☐	☐	☐
Scooter/skateboard	☐	☐	☐
Bicycle	☐	☐	☐
Other	☐	☐	☐

Comments

12. How familiar are you with each of the following? Select one answer for each row.

	Not familiar Familiar	Somewhat Familiar	Moderately Familiar	Familiar	Very Familiar
Electric cars (EVs)	☐	☐	☐	☐	☐
Carshare (e.g. Zipcar, Turo, Miocar, Getaround)	☐	☐	☐	☐	☐
Public transportation (bus, BART, Muni, paratransit, dial-a-ride, etc.)	☐	☐	☐	☐	☐
Bikeshare (e.g. Bay Wheels, Bay Area Bike Share, etc.)	☐	☐	☐	☐	☐
E-bikes	☐	☐	☐	☐	☐
E-scooters (e.g. Lime, Bird)	☐	☐	☐	☐	☐
Uber/Lyft	☐	☐	☐	☐	☐

Transportation Hub Program Questions

Now we're going to ask some questions about the Mobility Hub program's transportation offerings at your site.

13. Which of the following transportation offerings have you used through this program? (Select all that apply)

☐ Lyft Credits   ☐ Electric Vehicle   ☐ Carsharing   ☐ Bike or E-Bike   ☐ Prize

☐ Bike   ☐ Storage Room   ☐ Transit Screen   ☐ Other

14. Which of the following transportation offerings have you used through this program? (Select all that apply)

☐ Lyft Credits   ☐ AC Transit   ☐ Easy Pass Bike or E-Bike   ☐ Prize   ☐ Other

15. Which of the following transportation offerings have you used through this program? (Select all that apply)

☐ Lyft Credits   ☐ Bike or E-Bike   ☐ Prize   ☐ Other

16. How would you rate your experience with the Mobility Hubs transportation offerings, where 1 is the worst rate and 5 is the best rating?

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

17. What types of trips did the program service allow you to make? (Mark all that apply)

☐ Household errands/shopping   ☐ Work or job   ☐ School or education

☐ Healthcare   ☐ Religious activity   ☐ Entertainment/socializing   ☐ Other

18. What transportation choice would you have made without access to these Mobility Hubs transportation offerings?

☐ I would not have taken the trip   ☐ I would have gone to different locations

☐ Personal car   ☐ Borrowed car or ridden with friends/family

☐ Public transportation (bus, light rail, paratransit, dial-a-ride, etc.)   ☐ Uber/Lyft/taxi

☐ Bicycle   ☐ Walk   ☐ Scooter/Skateboard   ☐ Other

19. How did you hear about this program? (Select all that apply)

☐ In person event ☐ Flyer ☐ Text/phone call ☐ Local community organization

☐ On-site staff/intern ☐ Neighbor/friend/family ☐ Other

20. What are your suggestions for improvement of the Mobility Hubs program, or is there anything else you would like to share about your transportation or mobility challenges?

21. Would you be interested in participating in a small-group or online interview about your experience with the program? If selected, you would be compensated for your time with a gift card.

☐ Yes ☐ No ☐ Maybe

22. Please provide your phone number:

23. What zip code do you live in?

24. How do you identify? (Select all that apply)

☐ Black, African American, or African ☐ Indigenous or Native American

☐ Latino, Latina, Latinx, or Latine ☐ Asian or Pacific Islander ☐ Middle Eastern

☐ Caucasian or White ☐ Other

25. Please select your gender:

☐ Male ☐ Female ☐ Non-Binary ☐ Other

26. Please select your age range:

☐ 18 to 25 ☐ 26 to 35 ☐ 36 to 45 ☐ 46 to 55 ☐ 56 to 65 ☐ 66 to 75

☐ Over 75

27. What is your primary language?

☐ English ☐ Spanish ☐ Arabic ☐ Cantonese ☐ Farsi ☐ Japanese

☐ Mandarin ☐ Russian ☐ Tagalog ☐ Other

28. Can you understand and access project information and services in English?

☐ Yes, I understand English well enough ☐ No, I require translation

29. What is your current work status? (Select all that apply)

☐ Employed full-time ☐ Employed part-time ☐ Not working, but looking

☐ Full-time student ☐ Part-time student ☐ Retired ☐ Other

30. Which of the following do you use regularly? (Select all that apply)

☐ Smartphone ☐ Cell phone (not a smartphone, e.g. flip phone) ☐ Phone data plan

☐ Credit card ☐ Debit card ☐ Bank account ☐ Prepaid debit card

31. Including yourself, how many people live in your household?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 or more

32. How many people under age 18 live in your household?

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 or more

Thank you for taking our survey. Your response is very important to us.

For more information about the mobility hubs program, please check out our website at https://www.mobilityhubspilot.org/.

APPENDIX D

Final Focus Group Questions: Example from San Jose Site

Explanation: We're going to talk about Mobility Hubs offerings: here at Betty Ann Gardens that's Lyft credits, the bike storage room, and EV carshare.

Just by a show of hands, **who has signed up for at least 1 of those offerings?** (Facilitator, say number of people and their names) Okay, and who hasn't signed up for any of those offerings? (Facilitator, say number of people and their names)

First, we're going to talk about signing up for the Mobility Hubs offerings:

1. Regardless of whether or not you used any Mobility Hubs services, **how did you find out about the Mobility Hub offerings?**

2. For people who did sign up, **What made you decide to sign up?**

   a. Did you attend any of the events/activities offered? If so, how was your experience?

3. If you didn't sign up for or use the Mobility Hubs offerings - especially EV carshare, but the others, too - **What prevented you from doing so?** (e.g., cost, uncomfortable with the app...)

Now, we have a couple of questions who have used the Mobility Hubs offerings:

4. We're going to have everyone who signed up answer this question: Please share which offerings you used, and **describe the experience.**

5. What **difficulties** did you have using the Mobility Hub offerings?

6. **How has your travel experience changed from before you had access to the Mobility Hubs offerings to having them now?**

   a. Do you consider the Mobility Hub a stress reducer in your day-to-day commutes - if so, how?

(Question specific to the site if there's time)

7. This is a question for everyone: On our final survey, over 50% of people at Betty Ann Gardens said they were not familiar or somewhat familiar with electric vehicles – **what do you think would be helpful to know about electric vehicles in order to try them?** (relates to 6 above)

(Question with remaining time)

8. Those are our questions – does anyone have **anything else they'd like to share?**

Thank you everyone!

APPENDIX E

Survey Results

Needs Assessment Survey, Spring 2019

As discussed in the Community Transportation Needs Assessments section above, residents of the three sites completed a total of 583 paper surveys for the Needs Assessment in May and June 2019, followed by focus groups in June and July (discussed in the Focus Groups section, below). The surveys were administered by SLT members and manually entered and coded by the project team. This section summarizes the quantitative findings from the needs assessment survey. Many more details on the survey's development and administration (including costs) are available in Transform's June 2020 report to CARB.

The majority of responses (316, or 54%) came from residents of the Richmond project area, with 40% (235) from Oakland and 5.5% (32) from San Jose. Response rates ranged from 8% in Richmond to 15% in Oakland.

Demographics

Survey respondents range in age from 16 to 88 (Mean age for Oakland=44.8, mean age for Richmond=41.5, and mean age for San Jose=43.7) (see Figure 7).

Figure 7 – Q.20: Age
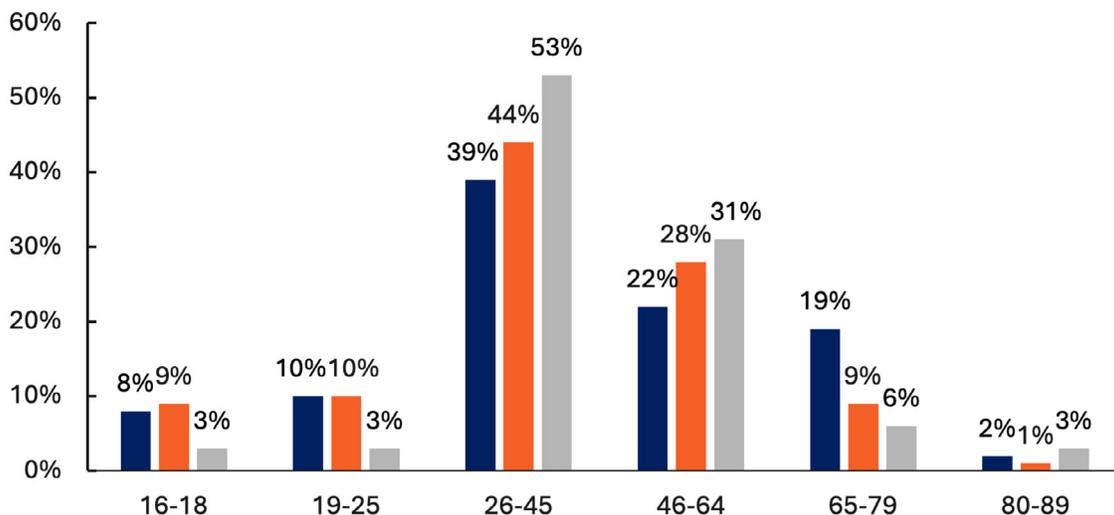
For all project sites, a majority of survey respondents identify as female (72% in Oakland, 59% in Richmond, and 66% in San Jose) (see Figure 8).

Figure 8 – Q.21: Gender
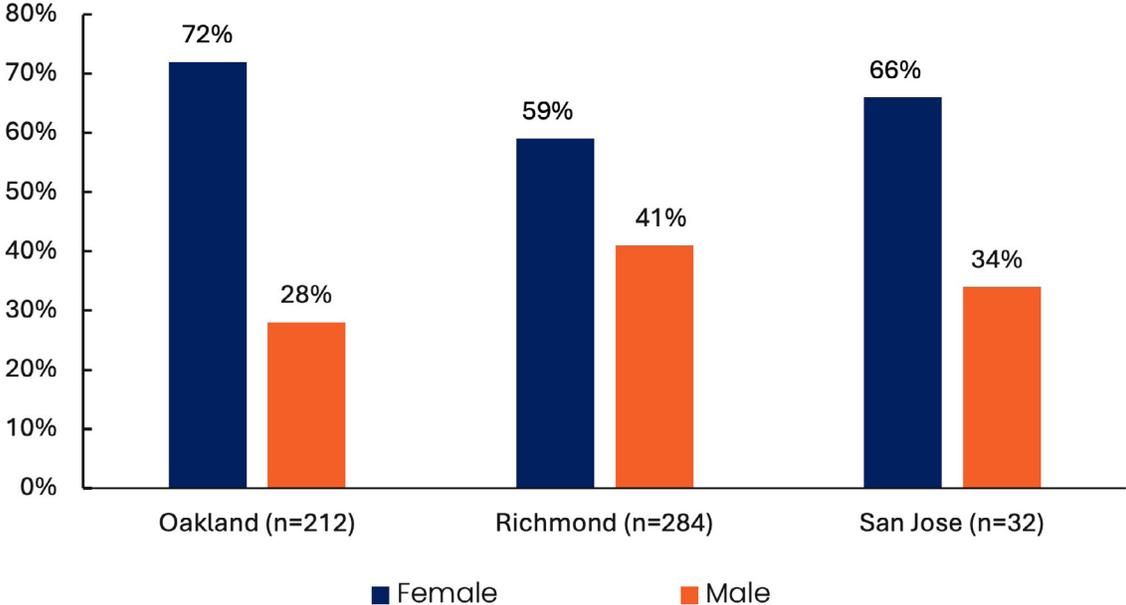
Race and ethnicity varied by site, but overall the respondent pool is ethnically diverse. For Oakland, respondents are 54% Black or African American, 23% Asian, and 13% Latino or Hispanic. Half of Richmond respondents (50%) identify as Latino or Hispanic, 44% as Black or African American, and 7% as Asian. Nearly half of San Jose respondents (40%) are Latino or Hispanic, 37% Asian, and 10% Black or African American (see Figure 9).

Figure 9 – Q.24: How would you describe your race/ethnicity? (check all that apply):

Respondents who selected multiple options are included in the "Multiple races/ethnicities" category, as well as the category for each individual race/ethnicity, resulting in totals above 100%.
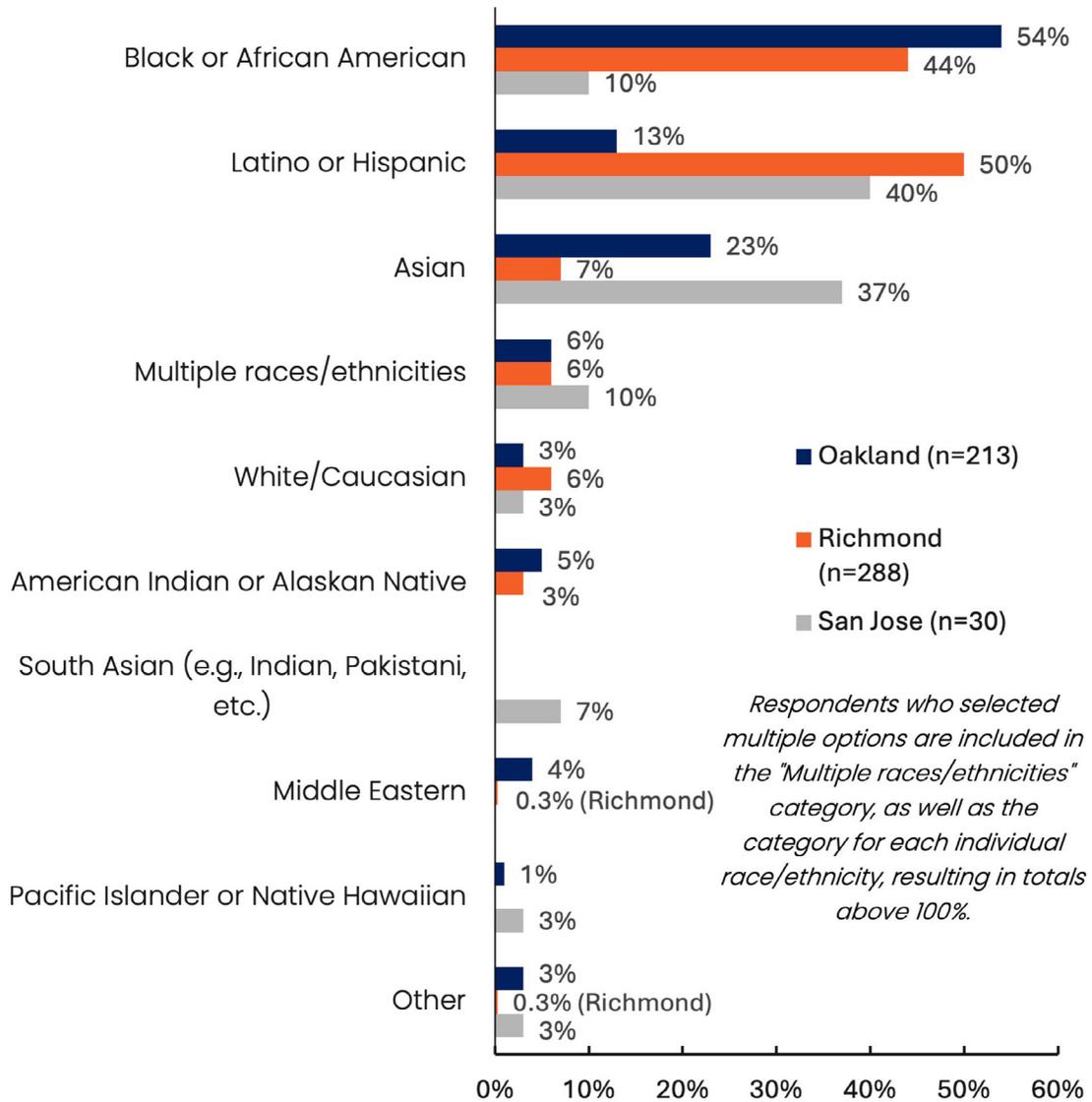
More than a third of survey respondents reported the highest level of education completed as a high school diploma or GED (40% in Oakland, 39% in Richmond, and 39% in San Jose) and roughly 20% of respondents reported completing some college or an associate's degree (22% in Oakland, 21% in Richmond, and 19% in San Jose) (see Figure 10).

Figure 10 – Q.25: What is the highest level of education you have completed?

Sums to more than 100% because some respondents selected multiple options.

■ Oakland (n=216)   ■ Richmond (n=284)   ■ San Jose (n=31)
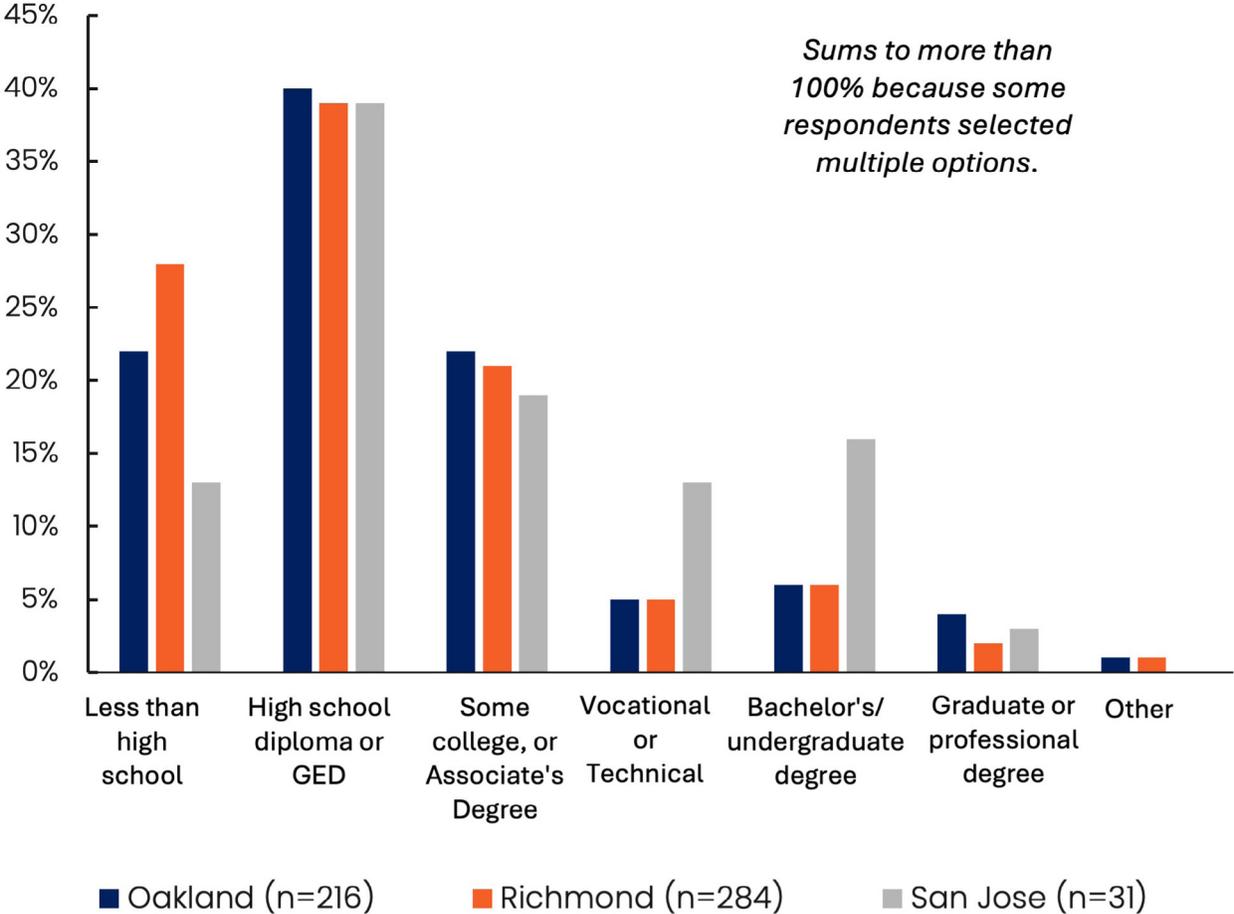
The majority of Oakland respondents (72%) report an annual household income of less than $20,000, with an average household size of 2.9 people. 42% of Richmond respondents report an annual household income of less than $20,000, with a larger average household size of 4.0 people. In San Jose, almost one third (26%) of respondents have an annual household income of less than $20,000, with an average household size of 3.3 people (see Figure 11).

Figure 11 Q.28: What is your annual household income?
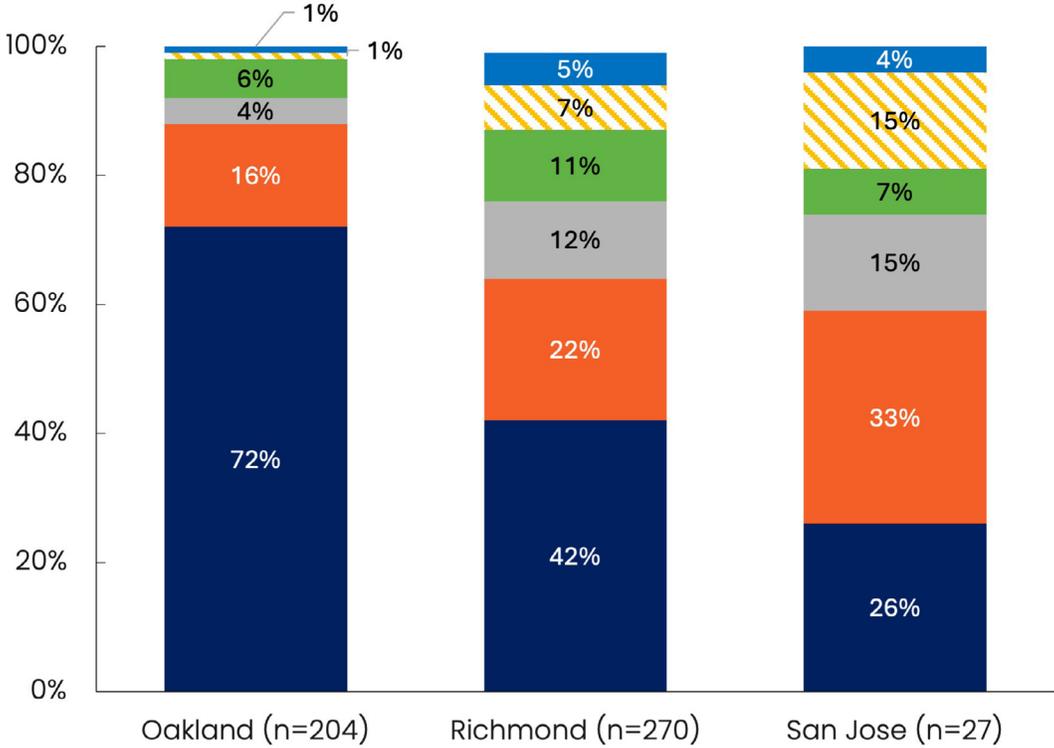
COVID Survey, Spring 2021

Changes in employment

At every site, more than half of respondents reported that they had experienced a change in employment status since before the pandemic, ranging from temporary schedule changes to furloughs to full layoffs and ongoing unemployment, which in itself might explain much of the decreased levels of travel described later in this memo. In the chart below, several responses whose meaning was unclear (i.e. whether respondents were describing an ongoing status or a change) have been left out. Since the categories are not mutually exclusive (other than "No change"), the totals may sum to more than 100%.

Change in Employment Status During COVID-19

	Oakland	San Jose	Richmond	All
No Change	38%	45%	25%	39%
Laid Off	14%	10%		10%
Hours Reduced	14%	25%	50%	24%
Pay Reduced	5%	5%		4%
Workplace Closed	5%	5%		4%
Quit - Safety Concerns		10%	12%	6%
Temporarily furloughed		5%	12%	4%
Quit to care for family members		5%		2%
Got Additional Job		5%		2%
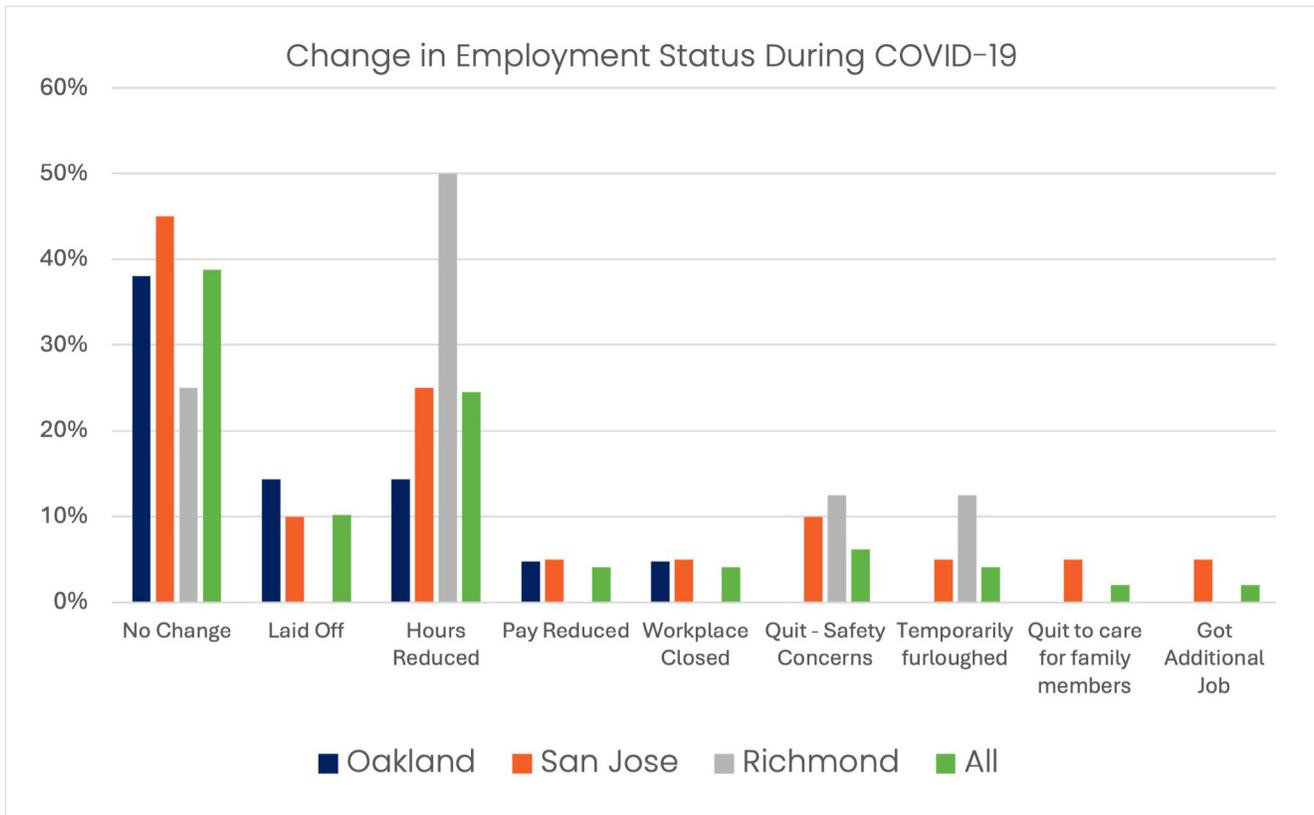
Pre- vs. intra-COVID travel habits

Residents were asked about their frequency of use of various modes before and during the pandemic. These before and after figures were used to arrive at the average number of days per month that a given respondent used each mode, as well as each respondent's change in usage during the pandemic.

Going into the pandemic, Oakland had different usage patterns from those in San Jose and Richmond, with less driving (both solo and carpool), greater transit use, and more bicycling and walking. None of the sites saw substantial use of shared mobility modes, with the highest level of usage being for TNCs and some use of carshare in Oakland.

Pre-COVID average days of usage per month, by mode

Mode	Oakland	San Jose	Richmond	Total
Before - Drive alone	9.9	15.6	16.3	13.3
Before - Carpool	9.7	12.4	17.2	12.1
Before - Bus/light rail	10.3	9.0	6.7	9.2
Before - BART	7.7	0.0	4.5	4.5
Before - Bicycle	3.6	1.1	0.8	2.1
Before - Walk	19.4	8.6	17.3	14.3
Before - TNC	3.8	1.5	2.7	2.7
Before - Paratransit	0.2	0.0	0.0	0.1
Before - Carshare	1.8	0.0	0.0	0.9
Before - Bikeshare	0.1	0.1	0.1	0.1
Before - E-Scooter	0.2	0.1	0.3	0.2
Before - Other	2.2	0.0	6.0	2.1
Sum of modes	**68.9**	**48.4**	**71.9**	**61.4**

Present average days of usage per month, by mode

Mode	Oakland	San Jose	Richmond	Total
Now - Drive alone	9.7	18.1	18.3	14.5
Now - Carpool	7.9	7.7	15.1	9.0
Now - Bus/light rail	8.3	2.2	0.1	4.6
Now - BART	6.9	0.9	0.3	3.6
Now - Bicycle	2.7	3.0	0.9	2.5
Now - Walk	16.6	2.3	8.9	9.7
Now - TNC	2.1	0.2	0.5	1.1
Now - Paratransit	0.9	0.1	0.0	0.4

Mode	Oakland	San Jose	Richmond	Total
Now - Carshare	0.0	0.0	0.0	0.0
Now - Bikeshare	0.0	0.0	0.0	0.0
Now - E-Scooter	0.0	0.0	0.0	0.0
Now - Other	0.2	0.1	0.4	0.2
Sum of modes	**55.2**	**34.5**	**44.4**	**45.5**

The total amount of travel fell across all the sites and for nearly every mode — a total reported decrease of nearly 16 days per month overall, or about a 26% decrease in total days of travel). Only solo driving, riding a personal bicycle, and paratransit use increased on average, and none of these for all three sites. While transit usage decreased everywhere, it was not matched by the growth in these other modes, suggesting that all travel was curtailed even if people shifted from transit to driving.

Again Oakland appeared to show different usage patterns than the other two sites, with the increases in solo driving and bicycling being limited to the other two sites, while travel in Oakland overall decreased by a smaller amount than the other sites.

The only mode where Oakland saw gains was paratransit, which is largely attributable to a single user increasing usage from monthly to nearly daily. An increase in BART usage in San Jose (from zero to around monthly) is likely attributable to the opening of the Berryessa/North San Jose station in summer 2020. Every other mode saw decreased frequency of use across every site.

Difference pre-COVID to present: Change in avg. days usage per month

Mode	Oakland	San Jose	Richmond	All
Drive alone	−0.2	2.5	2.0	1.2
Carpool	−1.8	−4.8	−2.1	−3.1
Bus/light rail	−2.0	−6.8	−6.6	−4.6
BART	−0.8	0.9	−4.2	−0.9
Bicycle	−0.9	1.9	0.1	0.3
Walk	−2.8	−6.3	−8.4	−4.6
TNC	−1.7	−1.3	−2.2	−1.6
Paratransit	0.7	0.0	0.0	0.4
Carshare	−1.8	0.0	0.0	−0.8
Bikeshare	−0.1	−0.0	−0.1	−0.1
E-Scooter	−0.2	−0.0	−0.3	−0.2
Other	−2.0	0.1	−5.6	−1.9
Sum of modes	**−13.7**	**−13.9**	**−27.5**	**−15.9**

In percentage terms, the largest decreases were on shared mobility across the board, as well as transit usage in Richmond. Oakland's more moderate decrease in transit use, which was not matched by growth in percentage terms, the largest decreases were in shared mobility across the board, as well as transit usage in Richmond. Oakland's more moderate decrease in transit use, which was not matched by growth in solo driving, again points to less travel overall; as the site with perhaps the best pedestrian conditions of the three, Oakland also saw the most moderate decrease in walking.

Difference pre-COVID to present: Percentage change in usage per month

Mode	Oakland	San Jose	Richmond	All
Drive alone	-2%	16%	12%	9%
Carpool	-19%	-38%	-12%	-26%
Bus/light rail	-19%	-76%	-99%	-50%
BART	-11%	n/a	-93%	-20%
Bicycle	-26%	170%	18%	16%
Walk	-14%	-73%	-49%	-32%
TNC	-45%	-89%	-82%	-59%
Paratransit	383%	115%	n/a	368%
Carshare	-98%	n/a	n/a	-97%
Bikeshare	-75%	-46%	-100%	-74%
E-Scooter	-88%	-50%	-100%	-85%
Other	-93%	n/a	-93%	-93%
All modes	**-20%**	**-29%**	**-38%**	**-26%**

Another way of looking at this data is to examine the number of people who said they never use a given mode, and how this changed during the pandemic. An increase in the count of respondents saying they never use a given mode might point to a move away from that mode during the pandemic. Most modes saw no change either way in the count of these "never-users," but among those with a net change of more than one user, we see a clear suggestion of people avoiding concurrently shared rides of all kinds, although walking also saw more nevers, pointing to the sharp curtailment of travel overall:

- Carpooling: nevers increased at every site, 4 total
- Bus/light rail: largest increase in nevers (11 total), including nearly half of Richmond respondents
- BART: slight increase at every site, 5 total
- Walking: increases in Oakland and San Jose, 7 total
- TNCs: increased nevers in Oakland and San Jose, 6 total

Common destinations and travel differences by mode

Even though travel was diminished overall, most people still continued to make trips to access essential services during the pandemic. Asked about where they went on the trips they continued to make, groceries were the top destination for all three sites, with almost two-thirds of respondents continuing to make that trip. In Oakland, medical appointments were also ranked as a top destination. In San Jose and Richmond, at least half of respondents indicated that they continued to make work trips. Nearly half of respondents said something along the lines of "all of the above" in response to this free-text question (the prompt listed medical appointments, school, work, and groceries as examples), suggesting that for a significant number of community members, taking care of everyday needs was a greater priority than curtailing travel because of COVID concerns.

Coded free-text response	Oakland	San Jose	Richmond	All
Medical appointments	47.6%	25.0%	50.0%	38.8%
School	14.3%	15.0%	12.5%	14.3%
Work	14.3%	60.0%	50.0%	38.8%
Groceries	47.6%	75.0%	87.5%	65.3%
Church	4.8%	0.0%	0.0%	2.0%
Family	4.8%	0.0%	0.0%	2.0%
Daycare	0.0%	10.0%	0.0%	4.1%
Other errands	38.1%	50.0%	62.5%	46.9%
Transit station	28.6%	20.0%	37.5%	26.5%
All of the above	28.6%	65.0%	62.5%	49.0%

There was some difference in common destinations between those who walked, those who used transit most frequently, and those who generally drove alone (which are not mutually exclusive categories). Among those who said they walked at least weekly, the most common trips were for groceries or to medical appointments. Among the heaviest transit users (i.e., who presently ride buses or trains at least weekly), medical appointments were the top destination, with school, work, groceries, and "all of the above" equally ranked next. Among the heaviest solo drivers (about half of whom were from San Jose, and comprise 3/4 of that site's respondents), groceries were the top destination, followed by work, then medical appointments, then school. None of the heavy solo drivers chose "all of the above." We did not perform this analysis for shared mobility as the number of respondents with frequent use was so small.

Comfort with using public transportation and shared mobility during the pandemic
Many community members expressed that they had some level of discomfort with using transit during the pandemic — about half (49%) overall, though this ranged from 38% in Oakland to 88% in Richmond. A slightly larger proportion (53%) reported discomfort using shared mobility, ranging from 45% in San Jose to 62% in Oakland.

Discomfort with Travel, by mode

Legend: ■ Public Transit ■ Shared Mobility

City	Public Transit	Shared Mobility
Oakland	38%	62%
San Jose	45%	45%
Richmond	88%	50%
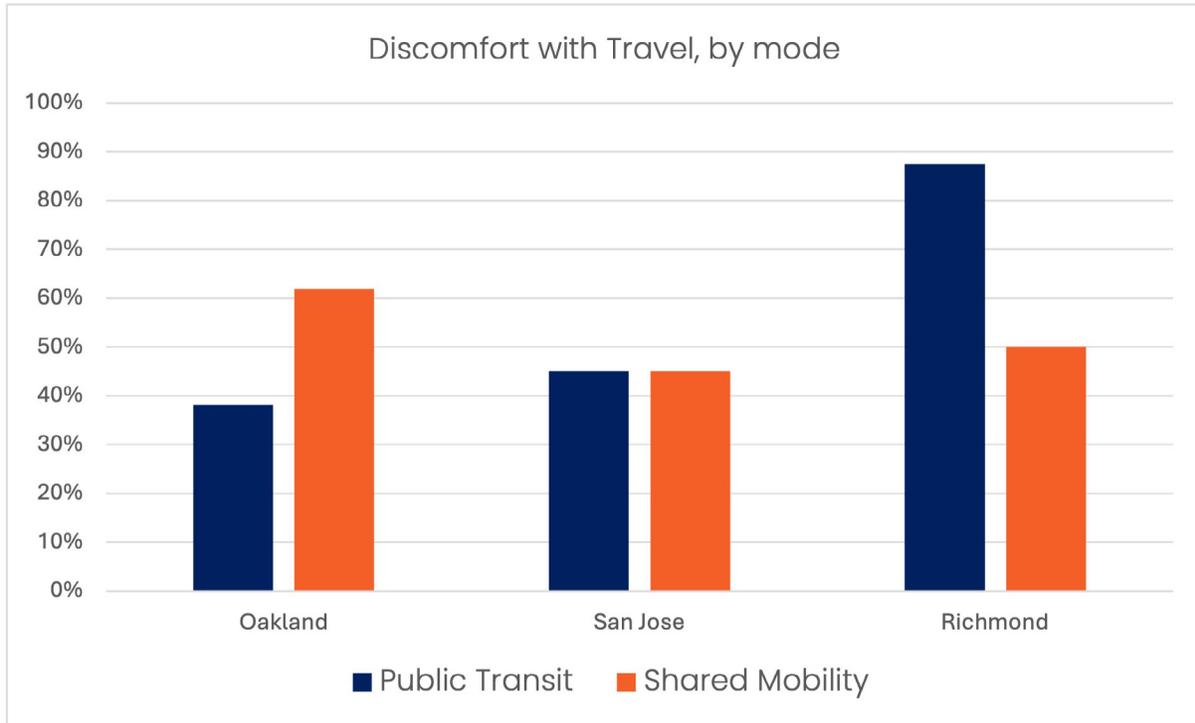
Asked about their specific concerns about using public transit or shared modes during the pandemic, respondents' top concerns for both sets of modes had to do with how frequently the vehicles or devices were cleaned: transit vehicle hygiene was a concern for at least four-fifths of respondents, and shared vehicle cleanliness for almost half. The other people using transit were clearly a top concern: Overcrowding on buses and trains was cited by almost two-thirds of respondents, and so was the health of transit operators and other riders. The latter was a larger concern in San Jose and Richmond than in Oakland.

For shared mobility (including carsharing, ridehail, and shared bikes and scooters), the top concerns beyond cleanliness were also related to other users: "I don't know who used the vehicle/bike/scooter before me" and "I don't want to share a vehicle with someone else" were the other top sentiments. Nearly half of respondents said they don't use shared mobility at all, however, and more than a quarter suggested that shared mobility providers may be part of the issue, saying they "don't see shared mobility vehicles in [their] neighborhood anymore."

Concerns using transit/shared mobility at the moment

—	Oakland	San Jose	Richmond	All
Transit – Cleaning frequency	85.7%	75.0%	87.5%	81.6%
Transit – Operator/rider health	47.6%	70.0%	75.0%	61.2%
Transit – Overcrowding	61.9%	50.0%	87.5%	61.2%
Transit – Local frequency	23.8%	25.0%	37.5%	26.5%
Transit – Price	9.5%	15.0%	25.0%	14.3%
Transit – Homeless sleeping	4.8%	0.0%	0.0%	2.0%
Transit – Mask requirement	28.6%	35.0%	50.0%	34.7%
SM – Cleaning frequency	38.1%	50.0%	62.5%	46.9%
SM – Don't see vehicles locally	28.6%	20.0%	37.5%	26.5%
SM – Who used vehicle before	28.6%	65.0%	62.5%	49.0%
SM – Don't like sharing	19.0%	40.0%	50.0%	32.7%
SM – Price	19.0%	25.0%	37.5%	24.5%
SM – Don't use shared mobility	47.6%	45.0%	50.0%	46.9%

Asked separately if they would feel safer using carsharing if cleaning materials and/or personal protective equipment were provided (hand sanitizer, wipes, masks, etc.), three-quarters of community members agreed that they would.

A final question probed community members' specific concerns about using carshare vehicles located in their neighborhoods, allowing both simple yes/no/maybe responses as well as longer free-text explanations. About 40% of respondents stated they had no concerns about using carshare, while those who expressed specific reservations generally seemed less concerned about issues of health or hygiene, and more about how carsharing works or fits into their own mobility picture. The top concerns expressed were about the distance to destinations, and time and age limits. A third of respondents volunteered some variation of "this doesn't matter to me." As in the earlier survey, a few responses suggested that the terminology around shared modes needs to be better established, as they referred to issues with "drivers," "riders," and other users that made more sense in a discussion about shared ridehail or carpooling, rather than self-service carsharing. These ambiguous responses are marked with asterisks in the table below.

Concerns about using carshare vehicles in your community

—	Oakland	San Jose	Richmond	All
No (no explanation)	33%	50%	38%	41%
Yes (no explanation)	10%	5%	13%	8%
Maybe/unsure	0%	5%	0%	2%
Free text responses				
Cleaning/masks/disinfecting	14%	10%	25%	14%
Safety	10%	0%	0%	4%
Cost/pricing	5%	10%	0%	6%
Don't like sharing w/ others*	5%	0%	0%	2%
Availability	0%	10%	0%	4%
Parking at destination	0%	5%	0%	2%
Concerns with "drivers"/"riders"*	0%	5%	0%	2%
Time limit	38%	50%	63%	47%
Age limit	29%	20%	38%	27%
Distance from destinations	29%	65%	63%	49%
Doesn't apply/don't care/have own car	19%	40%	50%	33%

Outreach preferences

A final group of questions checked in on community members' preferences around outreach during the pandemic. More than a quarter said they would only attend virtual events at this time (including half of the Richmond respondents), with 41% — a plurality — expressing interest in virtual travel training. Not everybody was averse to in-person events: 20% said they would attend an in-person event for transit passes or discounts, and there was also some interest in in-person bike workshops. About a third of respondents were not interested in any kind of training or events, regardless of format.

Outreach Preferences
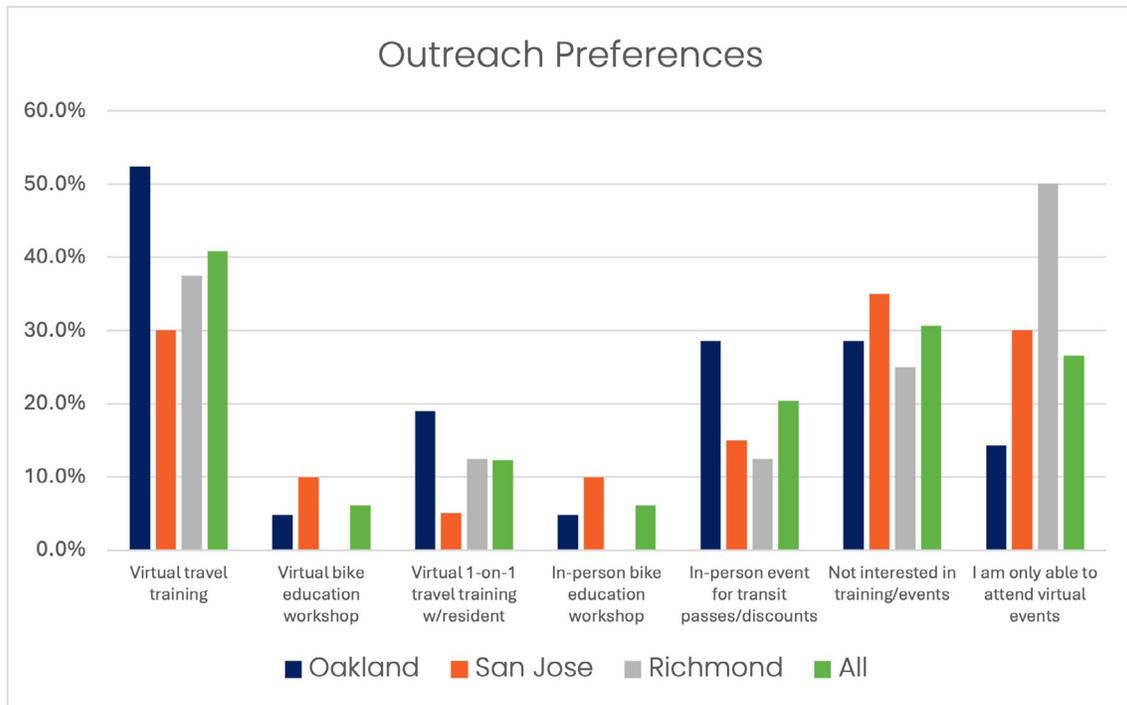
Onboarding and Midpoint Surveys

Home Locations and Demographics

The vast majority of respondents (more than 90% in both the onboarding and midpoint surveys) were from the Oakland and San Jose sites the project centers on. In the onboarding survey, nearly all respondents (92%) provided the zip code of Lion Creek Crossings in Oakland as their home zip. The midpoint survey reached a greater cross-section of residents, with 62% from Oakland and 31% from San Jose, reflecting the growth of outreach efforts at Betty Ann Gardens. The remainder provided zip codes from various East Bay communities, including around 3% from Richmond (only in the midpoint survey — no onboarding responses came from there). The differing samples between the two surveys are likely responsible for many of the differences observed — respondents from San Jose tended to be younger, from larger households, and more likely to have access to personal vehicles.

The surveys differed in terms of race and ethnicity. In the onboarding survey, the largest group of respondents (55%) identified as Asian or Pacific Islander, while a little more than a third (34%) identified as Black or African American alone. Some 7% identified as Latino/a/x/e alone, and very small numbers identified as Middle Eastern or White alone (4% and 1% respectively).

Small numbers also identified with multiple races or ethnicities. The midpoint surveys were different, with a plurality of 48% identifying as Black, 28% as Asian or Pacific Islander, and 24% as Latino/a/x/e. Of the remainder, 7% were Middle Eastern and 4% White.

Racial identity

	Percentage
Asian or Pacific Islander	55%
Black, African American, or African	34%
Latino/a/x/e	7%
Middle Eastern	4%
White	1%
Indigenous or Native American	0%
Other	1%
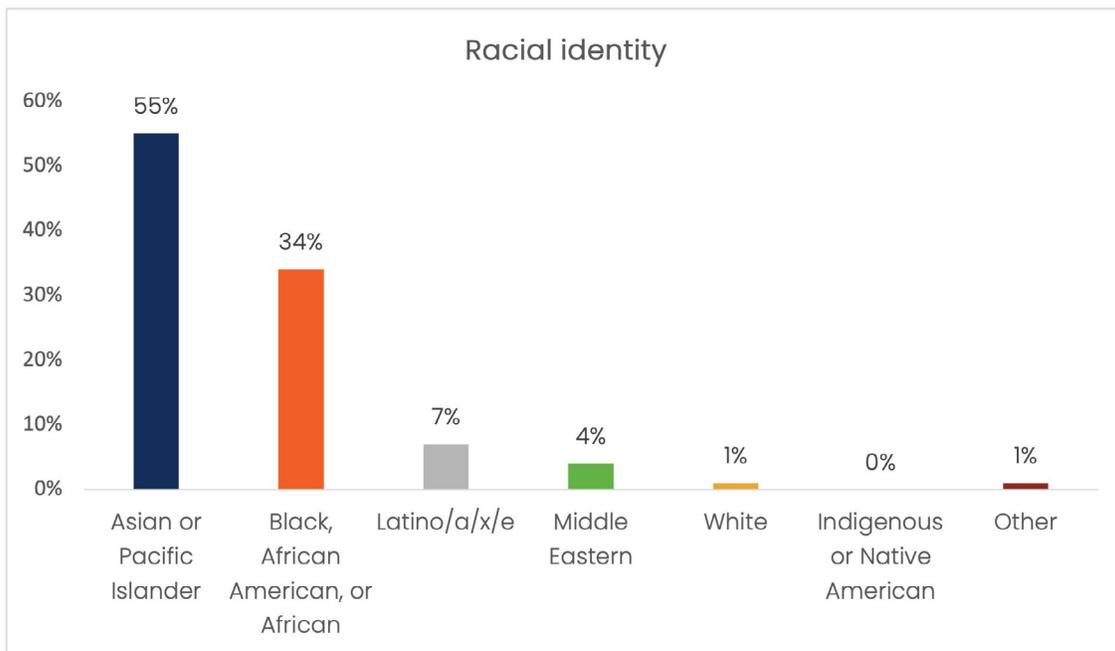
Language preferences also reflected a similar breakdown between surveys. During onboarding, two in five respondents claimed English as their primary language, followed by Cantonese (38%), Mandarin (11%), Spanish (5%), and Arabic (4%) with small numbers of other East and South Asian languages including Vietnamese, Tagalog, and Gujarati. More than half of those respondents (51%) indicated that they are unable to understand and access program information in English, pointing to the ongoing need for translation of program materials. The midpoint survey, on the other hand, reached more English speakers, with 70% primarily using English, and only 22% of respondents needing translation of materials. Cantonese (12%) and Spanish (10%) made up most of the rest of the primary languages in the midpoint.

Primary Language
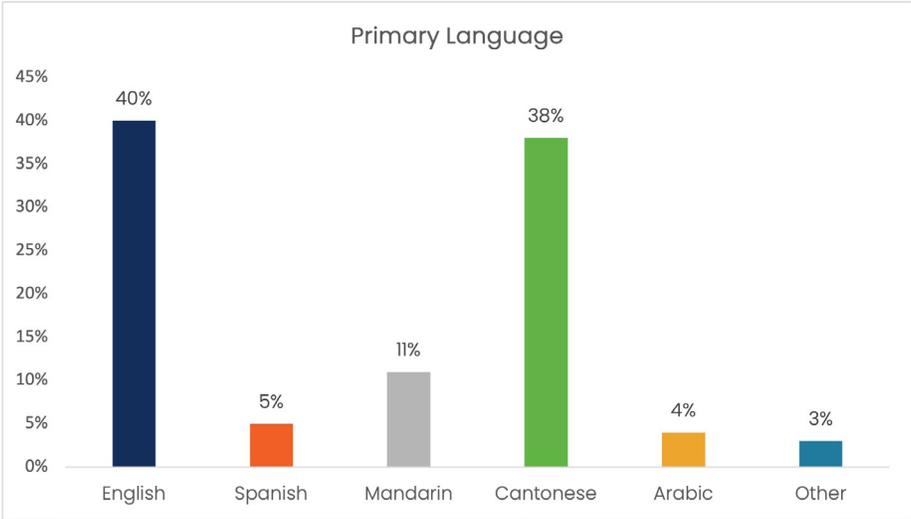
Survey respondents skewed decidedly female in both surveys (66% in onboarding, 73% at midpoint). onboarding respondents were older, falling most commonly in the 66-75 age group (39%) followed by 21% over 75 and 15 % between 56 and 65. A rough estimate of the average age of those respondents is about 63 years. The midpoint survey reached a wider cross-section of ages, with proportions between 12 and 19% for every age group except the oldest (3%). The average age of those respondents was about 47.

Gender Identity

It is unclear whether these reflect the actual demographics of the project locations, point to sampling issues, or is more about who tends to be interested in non-driving transportation options. The responses to a number of transportation and access-related questions suggest it may be the latter.

Unsurprisingly for residents of means-tested housing developments, respondents indicated very low income levels, with 65% reporting household incomes under $15,000/yr. in the onboarding (for an estimated average income of about $14,100) and 37% under $15,000 at midpoint (for an average of about $21,000). Regardless of the specific breakdown, the program was definitely succeeding in reaching individuals at the lowest income levels.

Household Income

Income Range	Percentage
Less than $15,000	65%
$15,000 to $19,999	22%
$20,000 to $24,999	4%
$25,000 to $34,999	4%
$35,000 to $44,999	2%
$45,000 to $59,999	1%
$60,000 to $74,999	1%
$75,000 to $99,999	0%
$100,000 or more	1%
Prefer not to answer	0%
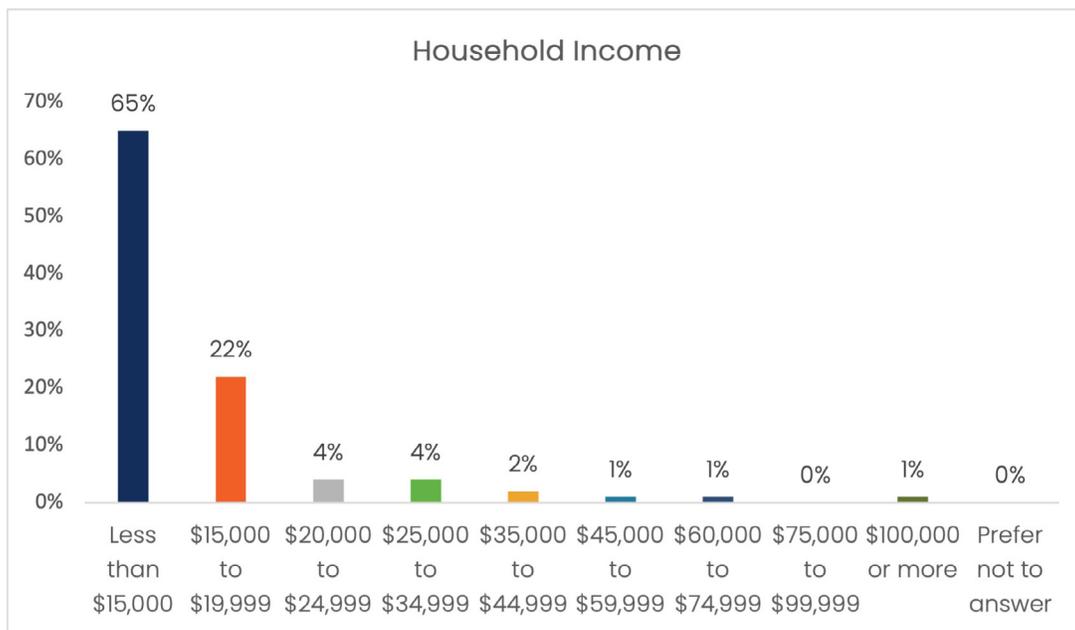
Household sizes ranged considerably both within and between the surveys. In onboarding, the greatest number of respondents (44%) lived in 2-person households, and more than a third lived alone, with relatively few larger households; the average household size was about 2.1 people. Midpoint respondents were more evenly distributed, with a plurality (27%) living alone, but a third living in households of 4 or more people, and nearly half of these with five or more people in them. Average household size of midpoint respondents was 2.7 people. The midpoint survey included an additional question about children under 18 in the household. Some 56% of respondents did have children in the home, most common with one or two (25% and 17%, respectively).

Transportation Access and Challenges

In the onboarding survey, more than two-thirds of respondents (68%) indicated they did not currently have access to a car in their household, though in the midpoint survey roughly equal proportions did and did not have access. The midpoint survey also asked whether respondents had a driver's license; 60% indicated that they did.

Car ownership

Yes	32%
No	68%
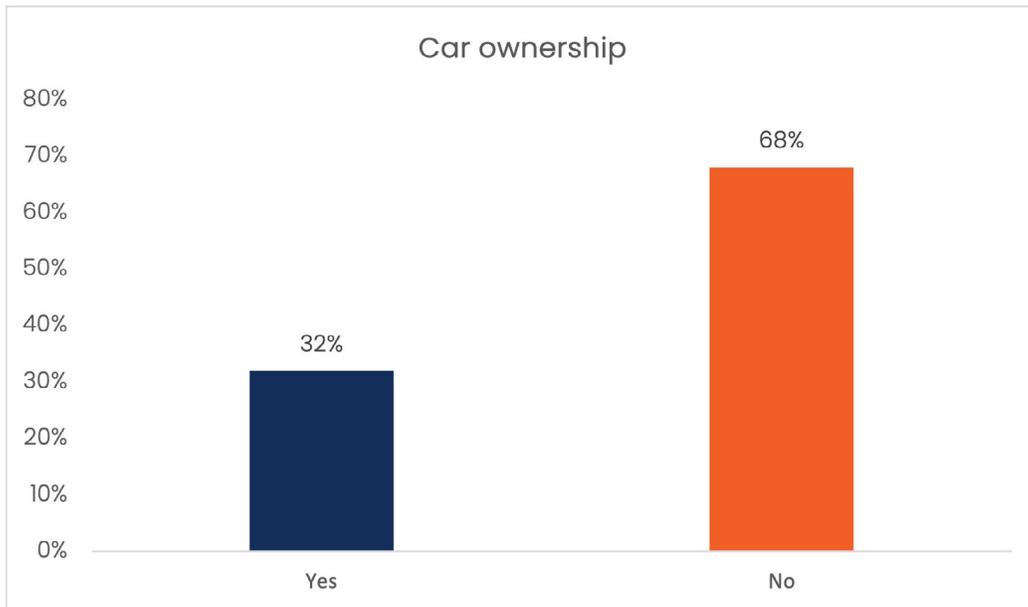
The surveys differed somewhat in what they showed about respondents' transportation access and challenges. In the onboarding survey (mostly reflecting conditions in Oakland), the most-used modes were public transit (60%), walking (42%), and rides with friends/family (39%). Just over a quarter of respondents (28%) indicated that personal cars were among their top three modes, followed by ridehail (18%) and bicycles (8%). Only one respondent to the onboarding survey reported relying on carshare at the start of the project, fewer than the number listing scooters or skateboards.

In the midpoint survey, with greater representation from San Jose, cars were more central to the transportation picture, with personal cars and rides with family/friends tied as the top modes at 49% each. Ridehail (48%) and public transit (47%) were almost equally represented, and 44% also listed walking among their top three modes. About 4%, or seven individuals, listed carshare as a top mode. Bikes were the same (8%) as in onboarding.

Asked about the locations or services they have the most difficulty accessing, healthcare and shopping for groceries and household goods topped the list in both surveys, with 69% and 51% of onboarding respondents, respectively, calling them out as access problems. The midpoint saw lower but still substantial pluralities of 42% and 44%, respectively, for healthcare and shopping. Again, the onboarding respondents tended to be older, and even lower income on average, than the main body of respondents — highlighting the challenges that low-income older people may have in just accessing basic necessities.

Respondents generally indicated little personal experience with zero- or low-emission vehicles. Of those who own or lease a car in their household, the vast majority (more than two-thirds in both surveys) ran on gas or diesel. Traditional hybrids were reported by 11% of car owners in onboarding and just 3% at midpoint. Plug-in hybrids were only claimed by four individuals (5% of owners) in onboarding, and none at midpoint. A total of eight respondents (seven in onboarding and one at midpoint) indicated that they had acquired their vehicles with the help of CARB incentives (CVRP or CC4A), however it is likely there was confusion about this question as half of these respondents also answered that they had ICE cars.

Fuel Type (among those who own cars)

Bar chart showing: Gasoline/Diesel 77%, Hybrid 11%, PHEV 5%, Other 8%
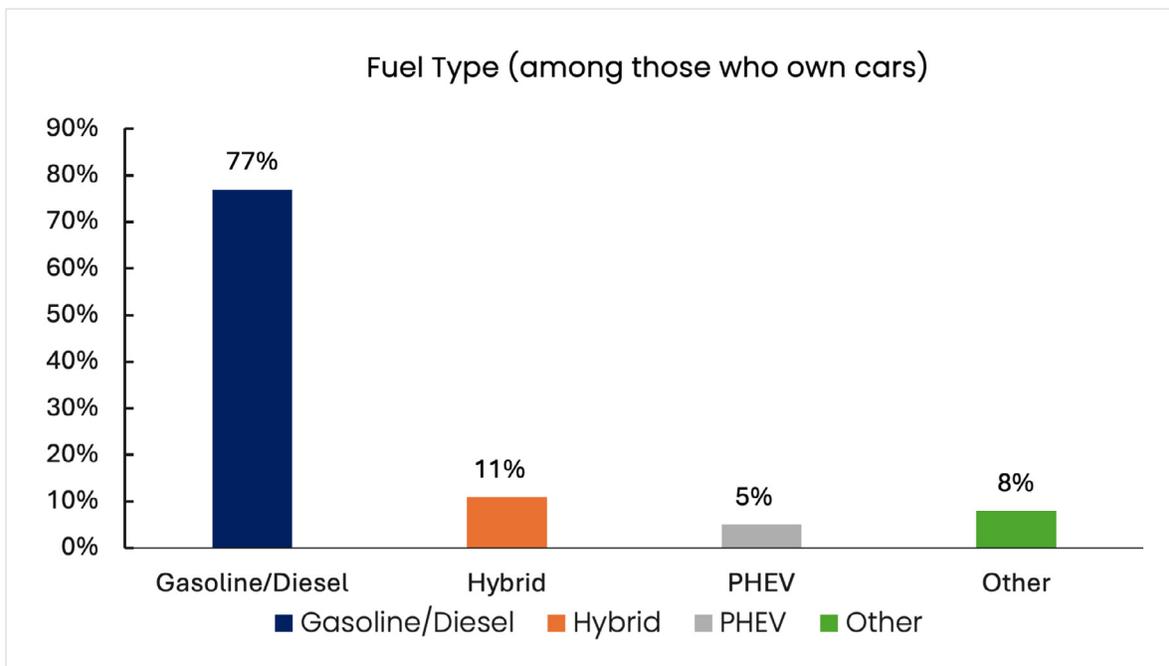
Final Evaluation 2024

Demographics and other characteristics of respondents

Similar to the COVID Survey administered in 2021, the vast majority of respondents (97%) were from the Oakland and San Jose housing developments the project centers on. The majority of responses came from Lion Creek Crossings in Oakland (79%) as their home zip; 18% were from Betty Ann Gardens in San Jose. [1]

In terms of race and ethnicity, the largest group of respondents (33%) identified as Black or African American, while a similar proportion (31%) identified as Asian or Pacific Islander alone. Some 15% identified as Latino/a/e/x alone, and small numbers identified as Middle Eastern or multiple races or ethnicities (8% and 7% respectively). Small numbers also identified as other and White alone (4% and 2% respectively).

Q24: How do you identify?

—	Oakland		Richmond		San Jose		All Sites	
	n	%	n	%	n	%	n	%
Asian or Pacific Islander	53	33%	—	0%	7	20%	60	31%
Black, African American or African	57	36%	1	50%	6	17%	64	33%
Caucasian or White	2	1%	—	0%	1	3%	3	2%
Latino/a/x/e	16	10%	1	50%	12	34%	29	15%
Middle Eastern	14	9%	—	0%	2	6%	16	8%
Other	7	4%	—	0%	1	3%	8	4%
Multiple races or ethnicities	7	4%	—	0%	6	17%	13	7%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

[1] Since only two respondents were from Richmond, we have not included discussion of those results, though they are shown in the tables and charts. Throughout this section, rows enumerating empty responses have been excluded from the data tables, but they are included in the totals and the charts.

Q24: How do you identify?

Legend:
- Asian or Pacific Islander
- Black, African American or African
- Caucasian or White
- Latino, Latina, Latinx or Latine
- Middle Eastern
- Other
- Multiple races or ethnicities
- No Response
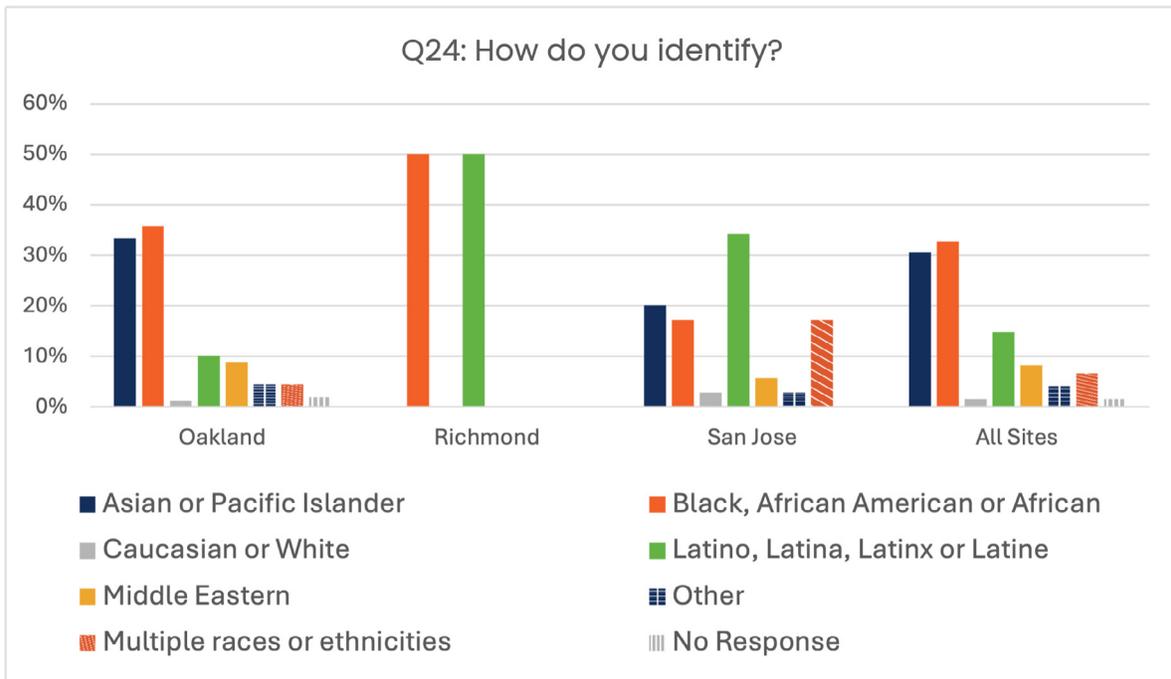
A little more than half of respondents (53%) claimed English as their primary language, followed by Cantonese (14%), Spanish (11%), Arabic (9%), and small numbers of other East and South Asian languages. More than a third of respondents (35%) indicated that they are unable to understand and access program information in English, pointing to the ongoing need for translation of program materials.

Q27: What is your primary language?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Arabic	16	10%	—	0%	1	3%	17	9%
Cantonese	26	16%	—	0%	1	3%	27	14%
English	80	50%	1	50%	23	66%	104	53%
Mandarin	8	5%	—	0%	—	0%	8	4%
Other	7	4%	—	0%	—	0%	7	4%
Spanish	12	8%	1	50%	8	23%	21	11%
Vietnamese	6	4%	—	0%	1	3%	7	4%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q27: What is your primary language?

Legend: Arabic, Cantonese, English, Mandarin, No Response, Other, Spanish, Vietnamese
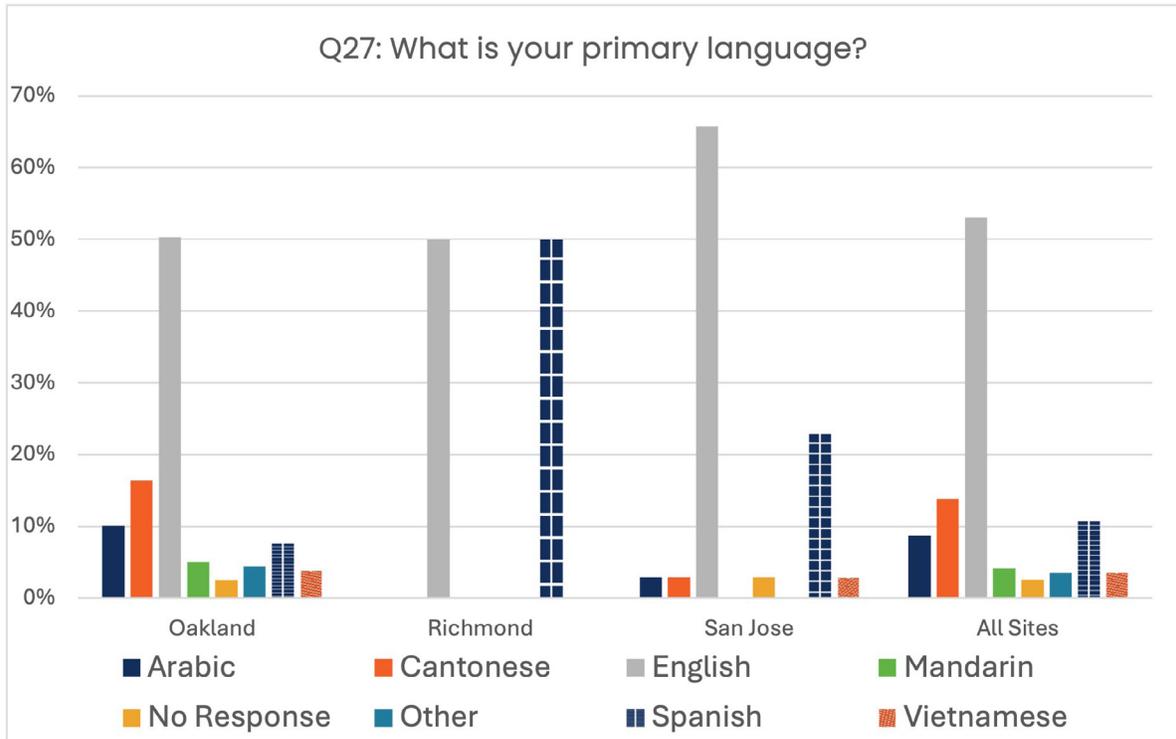
Q28: Can you understand and access project information and services in English?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
No, I require translation	58	36%	1	50%	9	26%	68	35%
Yes, I understand English well enough	96	60%	1	50%	26	74%	123	63%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q28: Can you understand and access project information and services in English?
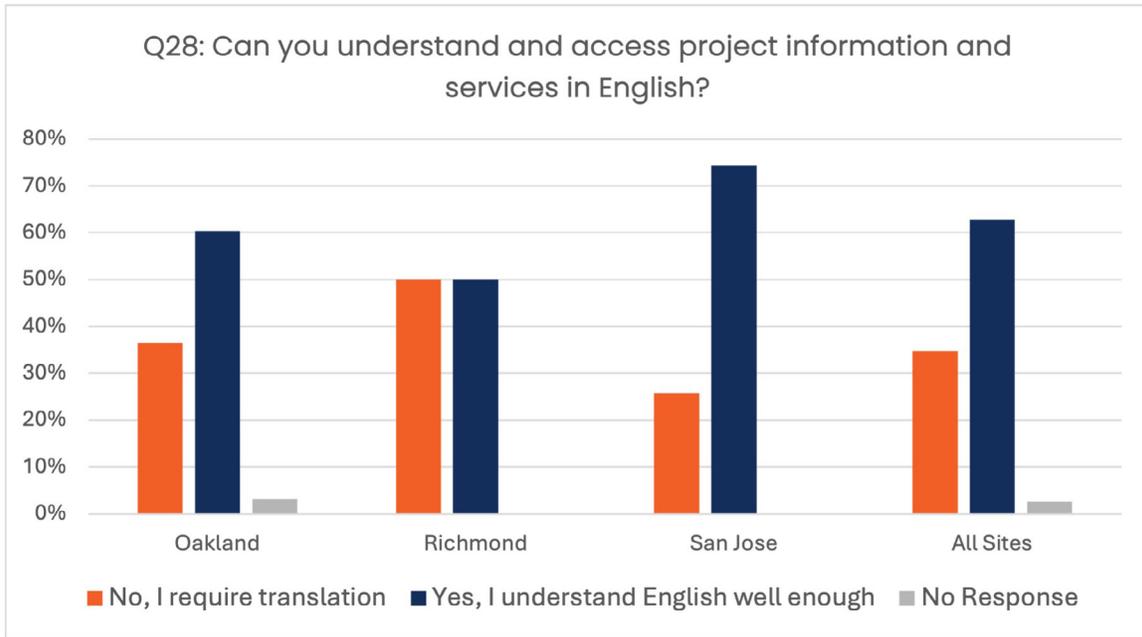
Survey respondents skewed decidedly female (69%) and older, falling most commonly in the 66 and 75 age group (30%) followed by equal numbers between 36 and 45 and between 56 and 65 (15% each). A rough estimate of the average age of respondents is about 53 years.

Q25: *Please select your gender*

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Female	108	68%	1	50%	26	74%	135	69%
Male	48	30%	1	50%	9	26%	58	30%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q25: Please select your gender
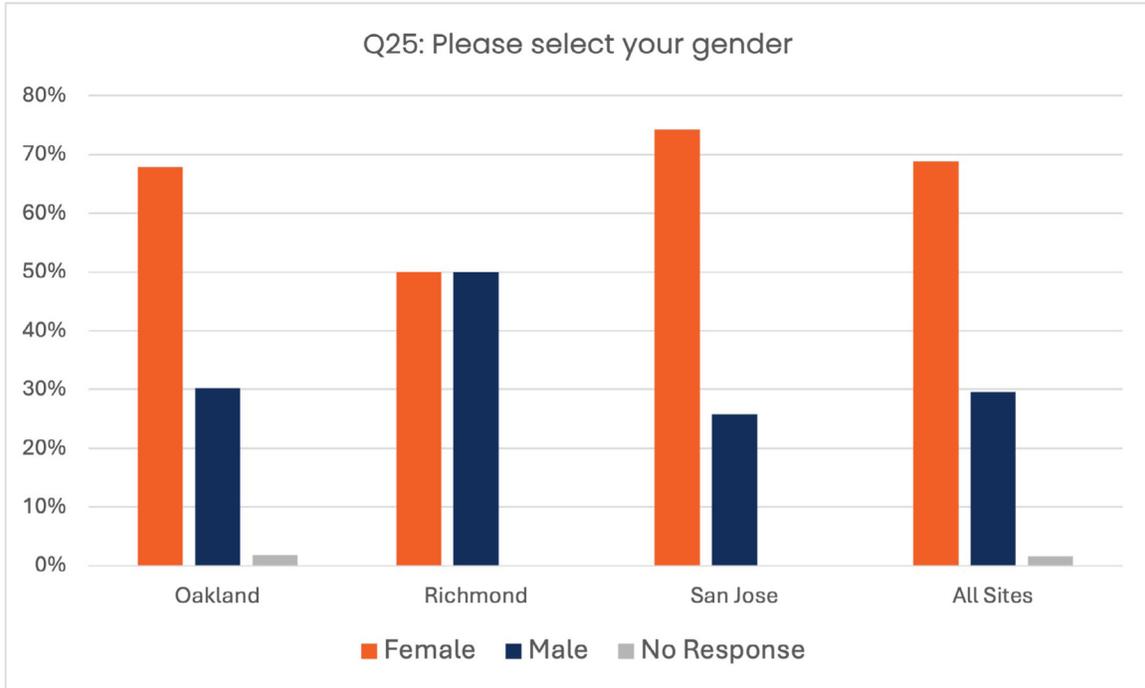
Q26: Please select your age range

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
18 to 25	11	7%	—	0%	4	11%	15	8%
26 to 35	15	9%	—	0%	9	26%	24	12%
36 to 45	23	14%	—	0%	7	20%	30	15%
46 to 55	12	8%	—	0%	6	17%	18	9%
56 to 65	21	13%	2	100%	7	20%	30	15%
66 to 75	57	36%	—	0%	1	3%	58	30%
Over 75	17	11%	—	0%	—	0%	17	9%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q26: Please select your age range
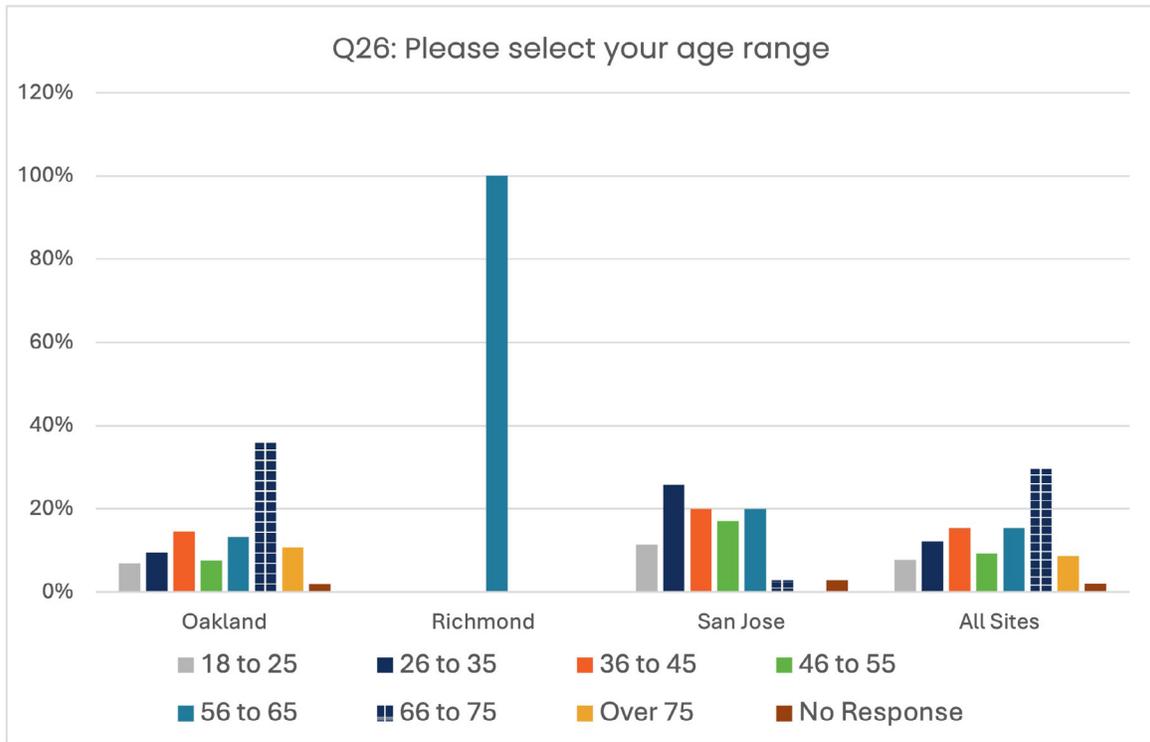
Survey respondents were largely retired (46%), with smaller numbers not working, but looking (13%) and employed full-time (14%). Comparing the Oakland and San Jose sites, Oakland had retired as the largest group of retired respondents (54%) while San Jose had employed full-time as the largest group of respondents (31%).

Q29: What is your current work status?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Disabled	4	3%	—	0%	4	11%	8	4%
Employed full-time	16	10%	—	0%	11	31%	27	14%
Employed part-time	10	6%	—	0%	4	11%	14	7%
Full-time student	7	4%	—	0%	1	3%	8	4%
Housework	3	2%	—	0%	1	3%	4	2%
Not working, but looking	20	12%	1	50%	5	14%	25	13%
Part-time student	3	2%	—	0%	1	3%	4	2%
Retired	86	54%	—	0%	4	11%	90	46%
Working and Studying	4	3%	—	0%	2	6%	6	3%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

The majority of respondents shared that they regularly use a smartphone (63%); however, close to a third of respondents shared they either regularly use a cell phone (18%) or did not regularly use a smartphone or cell phone (11%). A smaller number of respondents shared that they regularly use both a smartphone and a cell phone (8%).

Q30: *Which of the following do you use regularly?*

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Cell phone (not a smartphone, e.g. flip phone)	25	16%	—	0%	10	29%	35	18%
No Smartphone or Cell Phone access	22	14%	—	0%	—	0%	22	11%
Smartphone	98	62%	2	100%	24	69%	124	63%
Smartphone and Cell phone (not a smartphone, e.g. flip phone)	14	9%	—	0%	1	3%	15	8%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q30: Which of the following do you use regularly?

- Cell phone (not a smartphone, e.g. flip phone)
- No Smartphone or Cell Phone access
- Smartphone
- Smartphone and Cell phone (not a smartphone, e.g. flip phone)
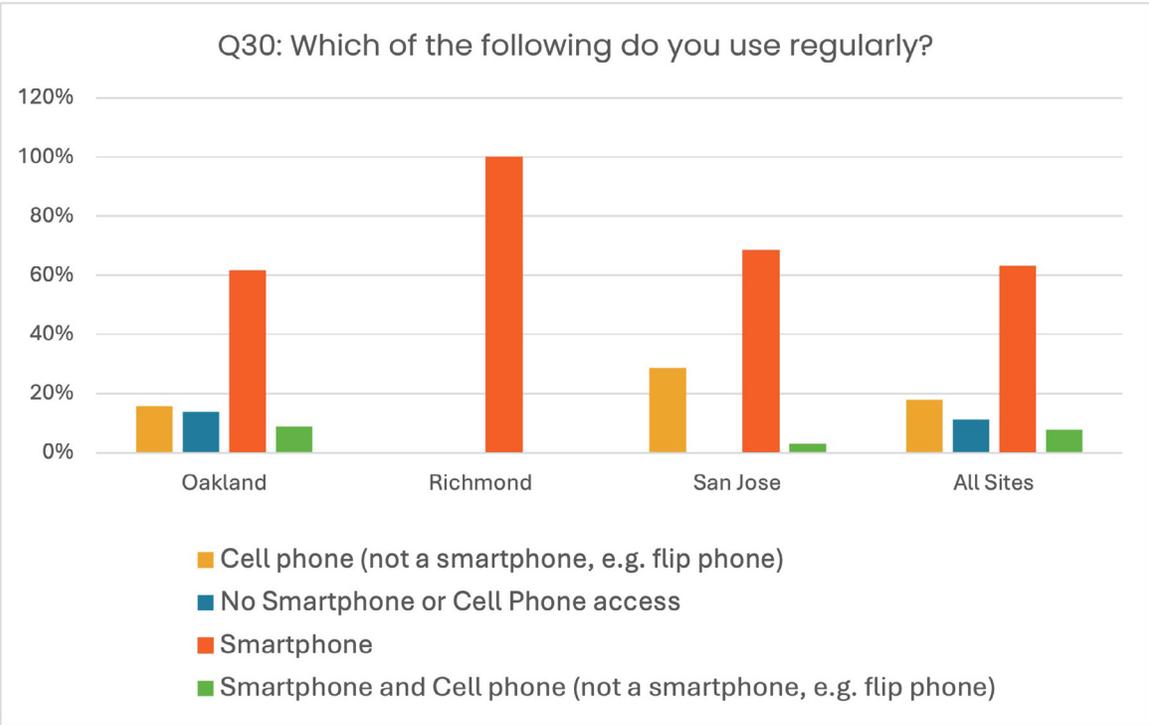
A majority of respondents shared that they do not regularly use a credit card (84%), bank account (84%), debit card (81%), and prepaid debit card (97%). Responses were similar for both Oakland and San Jose.

Q30: Which of the following do you use regularly?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Credit Card	25	16%	—	0%	7	20%	32	16%
Bank account	26	16%	—	0%	6	17%	32	16%
Debit card	28	18%	—	0%	9	26%	37	19%
Prepaid Debit Card	5	3%	—	0%	—	0%	5	3%
Total Responses	**159**	—	**2**	—	**35**	—	**196**	—

Q30: Which of the following do you use regularly?
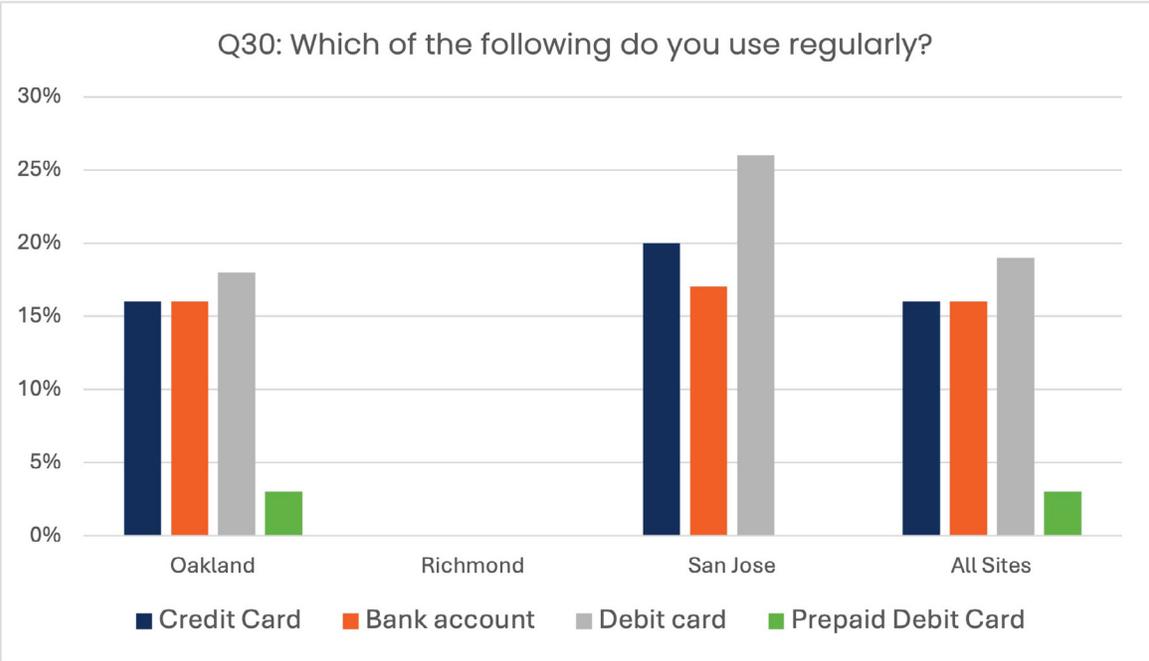
Household sizes varied by site, with much larger households in San Jose. For Oakland, almost two-thirds of respondents lived alone or with one other person. However, in San Jose, more than three quarters of respondents lived in households of three or more people.

Q31: Including yourself, how many people live in your household?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
1	48	30%	1	50%	3	9%	52	27%
2	52	33%	1	50%	5	14%	58	30%
3	24	15%	—	0%	9	26%	33	17%
4	14	9%	—	0%	12	34%	26	13%
5 or more	19	12%	—	0%	6	17%	25	13%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q31: Including yourself, how many people live in your household?
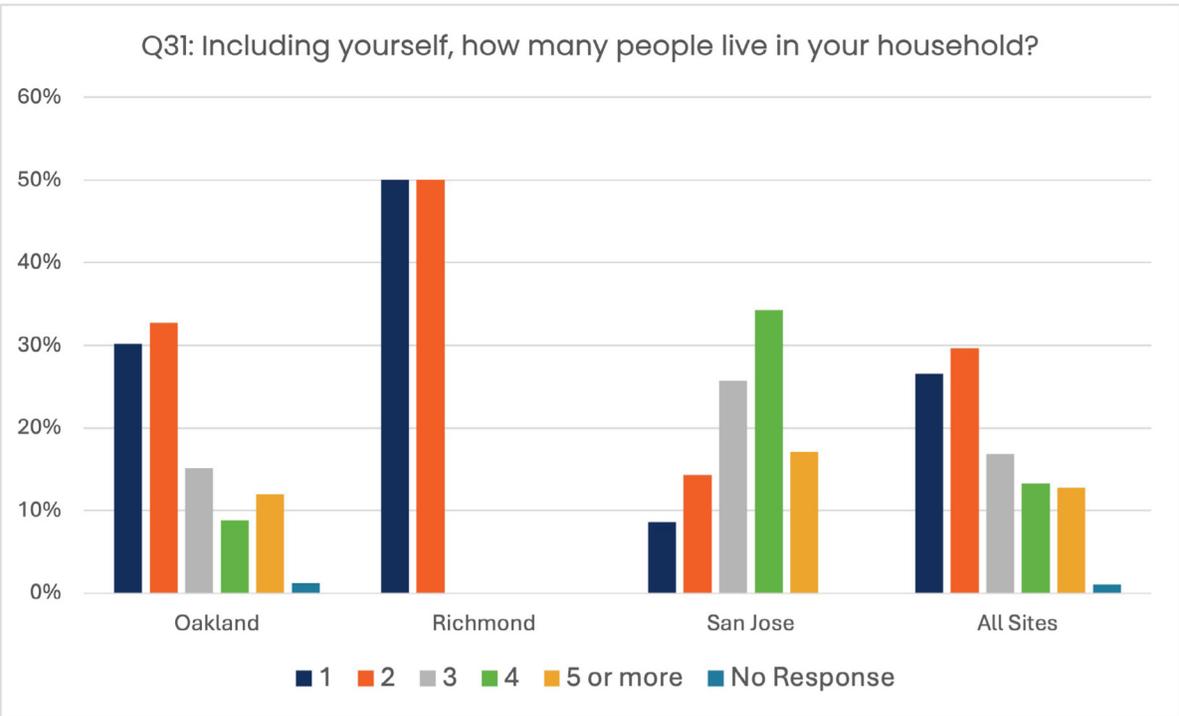
Around half of respondents at both sites had nobody under 18 living in their household. In Oakland, about a quarter of respondents had one (18%) or two people under age 18 (10%) in their households, and a total of 11% had three or more children in the home. In San Jose, a third of households had one or two children in the home, and a total of 14% with three or more.

Q32: How many people under age 18 live in your household?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
0	89	56%	2	100%	17	49%	108	55%
1	28	18%	—	0%	4	11%	32	16%
2	16	10%	—	0%	9	26%	25	13%
3	9	6%	—	0%	4	11%	13	7%
4 or more	8	5%	—	0%	1	3%	9	5%
Total Responses	159	100%	2	100%	35	100%	196	100%

Q32: How many people under age 18 live in your household?
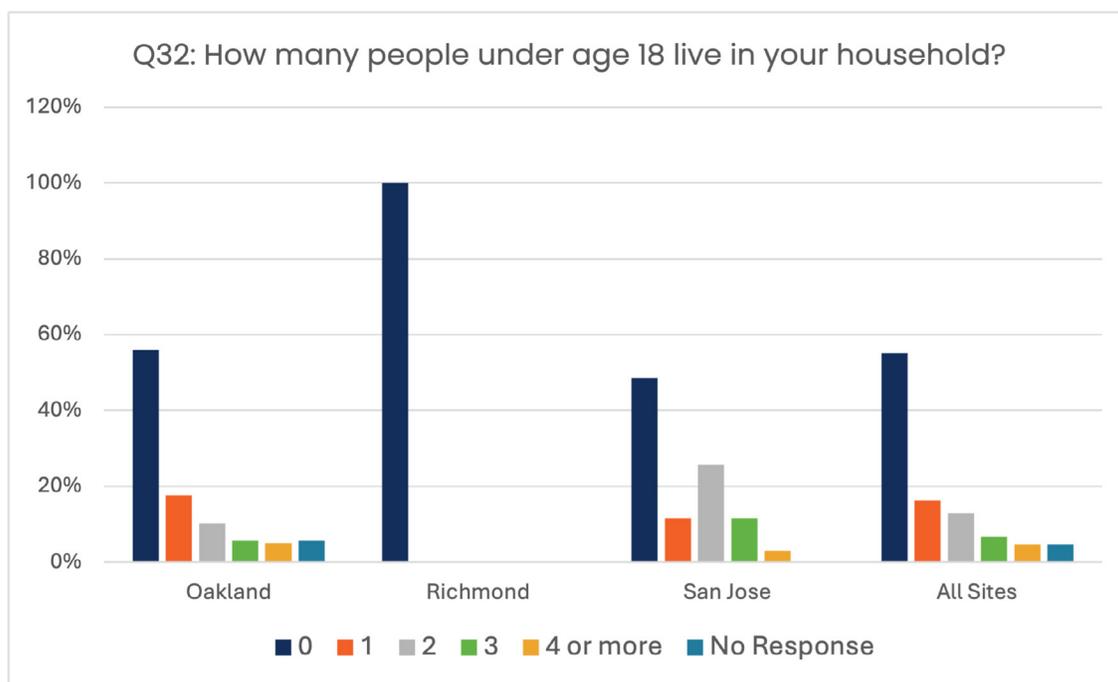
Transportation access, familiarity, and usage

A slight majority of respondents shared they do currently have a driver's license (56%) while the remaining respondents shared they do not have a driver's license (40%) and a small percentage did not respond (4%). Oakland had a larger number without a driver's license (42%) and San Jose had a smaller proportion without a driver's license (29%).

Q5: Do you currently have a driver's license?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
No	67	42%	1	50%	10	29%	78	40%
Yes	86	54%	1	50%	23	66%	110	56%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q5: Do you currently have a driver's license?
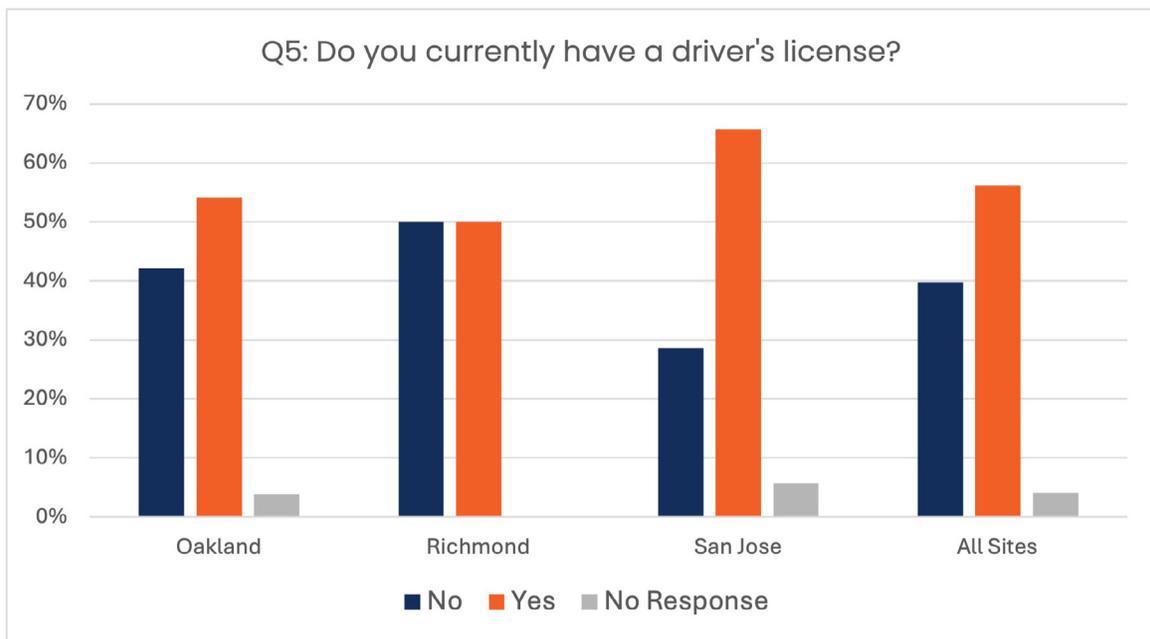
A slight majority of respondents shared they have 1 car in their household (53%). The next largest group shared they have 0 cars in their household (34%) while some respondents shared they have 2 cars in their household (9%) and three or more cars in their household (5%). Both Oakland and San Jose had the largest group having 1 car in their household. Oakland had the next largest group with 0 cars in their household (36%) while San Jose had the next largest groups with 2 cars in their household (20%) and 0 cars in their household (20%).

Q6: *How many cars does your household own or lease?*

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
0	58	36%	1	50%	7	20%	66	34%
1	85	53%	1	50%	17	49%	103	53%
2	10	6%	—	0%	7	20%	17	9%
3 or more	6	4%	—	0%	4	11%	10	5%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q6: How many cars does your household own or lease?
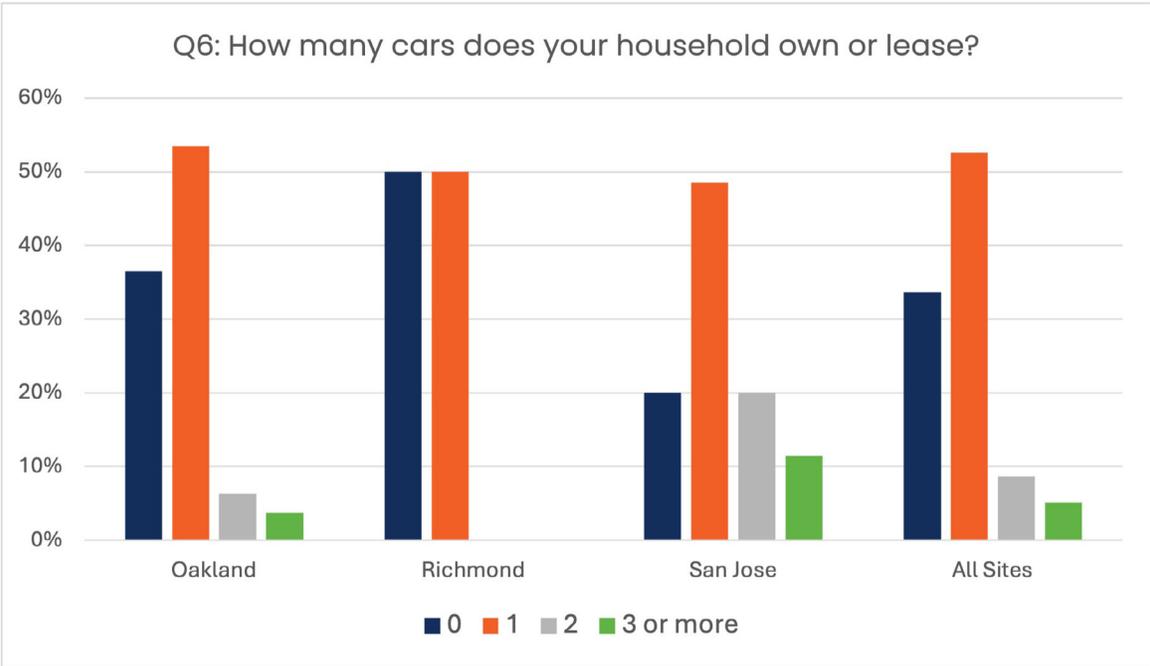
A large majority of respondents who own or lease at least one vehicle used gasoline/diesel (94%) to fuel their vehicle. Very few respondents shared using other fuel types.

Q7: If your household owns or leases at least one vehicle, what fuel type is it?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
All Electric/Battery Electric	1	1%	0	0%	1	4%	2	2%
Gasoline/diesel	93	93%	1	100%	27	96%	121	94%
Gasoline/diesel and All Electric/Battery Electric	1	1%	0	0%	0	0%	1	1%
Gasoline/diesel and Other	1	1%	0	0%	0	0%	1	1%
Total Responses	**100**	—	**1**	—	**28**	—	**129**	**100%**

Q7: If your household owns or leases at least one vehicle, what fuel type is it?
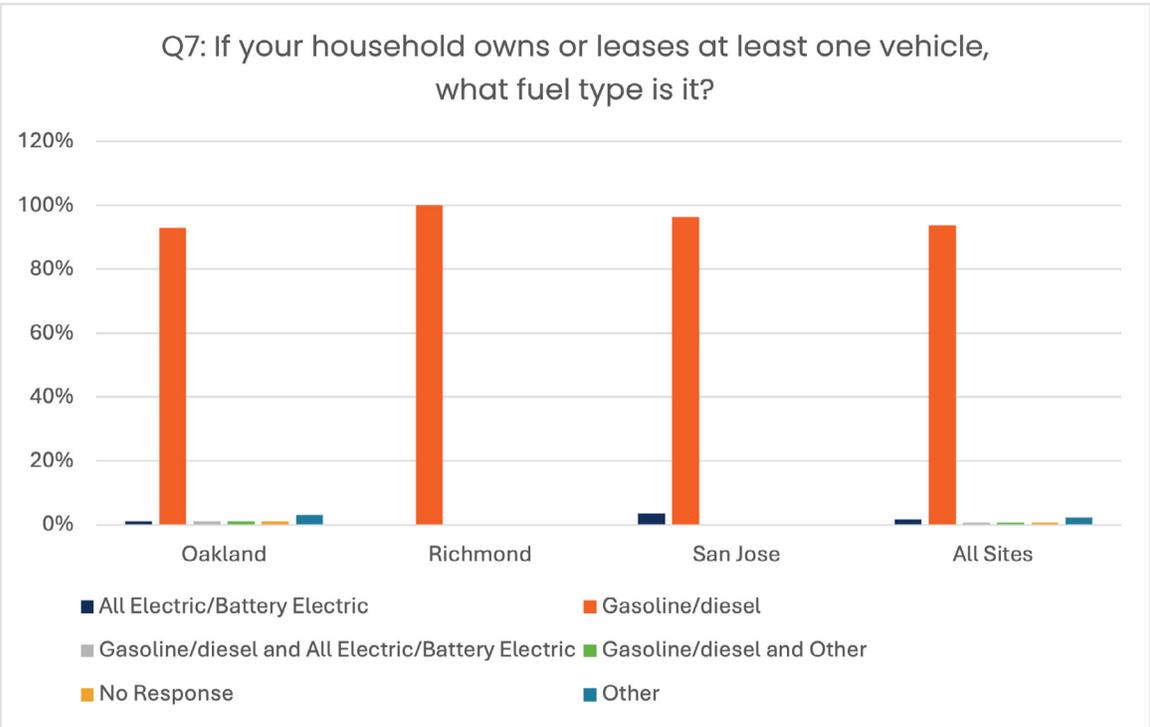
For respondents who did not own or lease a car, there was a wide spread of reasons why they did not own or lease a car. The most common responses were that they did not have a license (20%), that gas or insurance is too expensive (18%) and that it's too expensive to purchase and/or repair a car (17%). For San Jose, more respondents shared that not having a license (26%) and that gas or insurance is too expensive (23%) as reasons than it's too expensive to purchase and/or repair a car (9%).

Q9: If you do not own/lease a car, please indicate why

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
I can access everything I need without a car	22	14%	—	0%	5	14%	27	14%
It's too expensive to purchase and/or repair a car	30	19%	1	50%	3	9%	34	17%
Gas or insurance is too expensive	27	17%	—	0%	8	23%	35	18%
I don't have a license	30	19%	1	50%	9	26%	40	20%
Other	10	6%	—	0%	1	3%	11	6%
Total Responses	**159**	—	**2**	—	**35**	—	**196**	—

Q9: If you do not own/lease a car, please indicate why

- I can access everything I need without a car
- It's too expensive to purchase and/or repair a car
- Gas or insurance is too expensive
- I don't have a license
- Other

Respondents shared what locations and services they currently have difficulty accessing and the most common responses were stores for household goods and groceries (53%) and healthcare or medical appointments (41%). San Jose had higher percentages of respondents indicating they have trouble accessing shopping (63%) and work (17%). A little more than a quarter of respondents indicated no trouble accessing any type of destination, a proportion that was consistent across the two sites.

Q10: *Which of the following locations/services do you currently have difficulty accessing?*

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Stores for household goods and groceries	80	50%	1	50%	22	63%	103	53%
Healthcare or medical appointments	69	43%	1	50%	11	31%	81	41%
School/educational opportunities	19	12%	—	0%	6	17%	25	13%
Entertainment, recreational or social activities	20	13%	—	0%	5	14%	25	13%
Work or job related	12	8%	—	0%	6	17%	18	9%
Civic or religious activities	13	8%	—	0%	2	6%	15	8%
None of the above	44	28%	—	0%	9	26%	53	27%
Other	4	3%	—	0%	—	0%	4	2%
Total Responses	**159**	—	**2**	—	**35**	—	**196**	—

Q10: Which of the following locations/services do you currently have difficulty accessing?

Legend:
- Stores for household goods and groceries
- Healthcare or medical appointments etc.
- School/educational opportunities
- Entertainment, recreational or social activities
- Work or job related
- Civic or religious activities
- None of the above
- Other
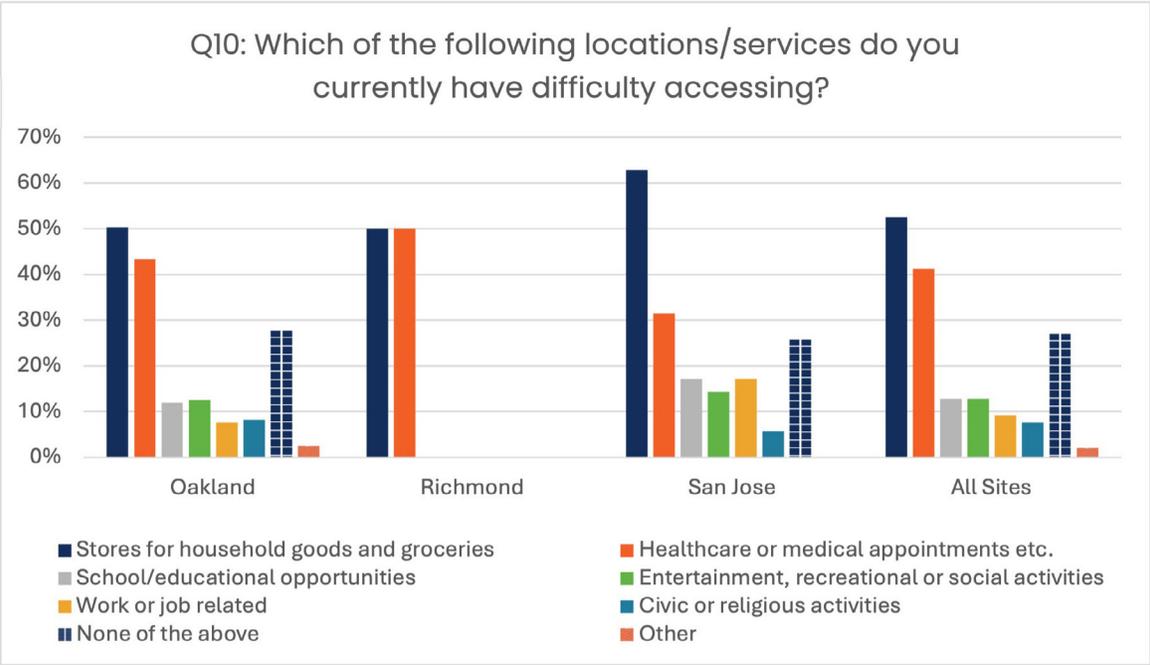
A slight majority of responses shared that they are not familiar with electric vehicles (56%). A smaller group of respondents shared they are somewhat familiar with electric vehicles (17%). This pattern of responses is similar for carshare, bikeshare, e-bikes and e-scooters. For public transportation, a higher percentage of respondents say they are very familiar (24%) and familiar (27%). For Uber/Lyft, responses were split with a higher percentage sharing that they are very familiar (23%) and a high percentage sharing that they are not familiar (21%).

How familiar are you with each of the following?
Oakland

How familiar are you with each of the following?
San Jose
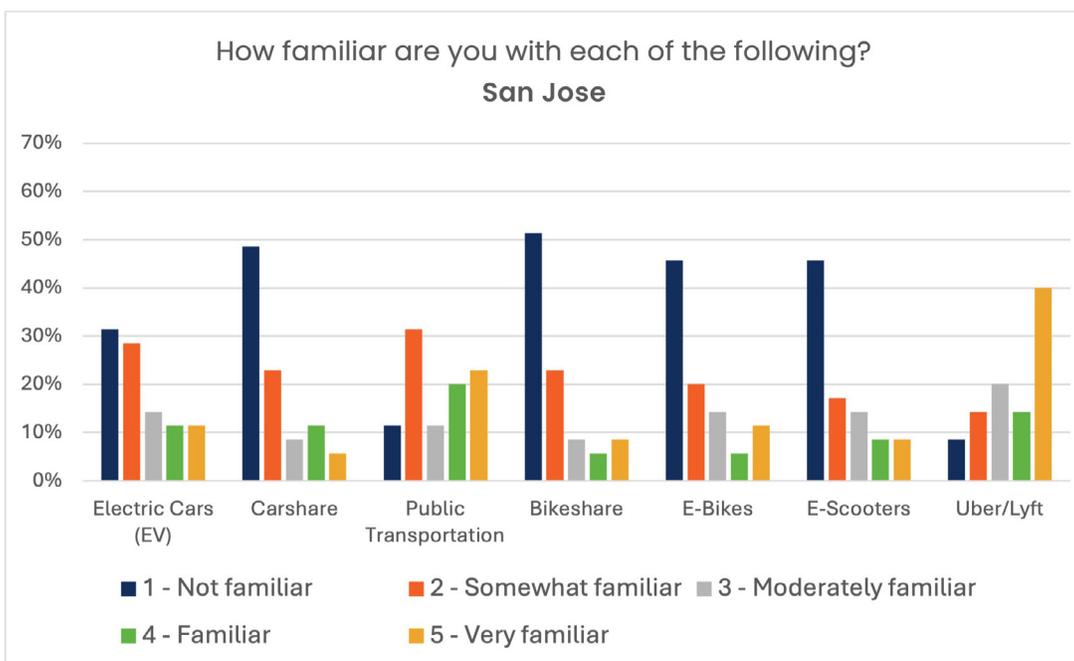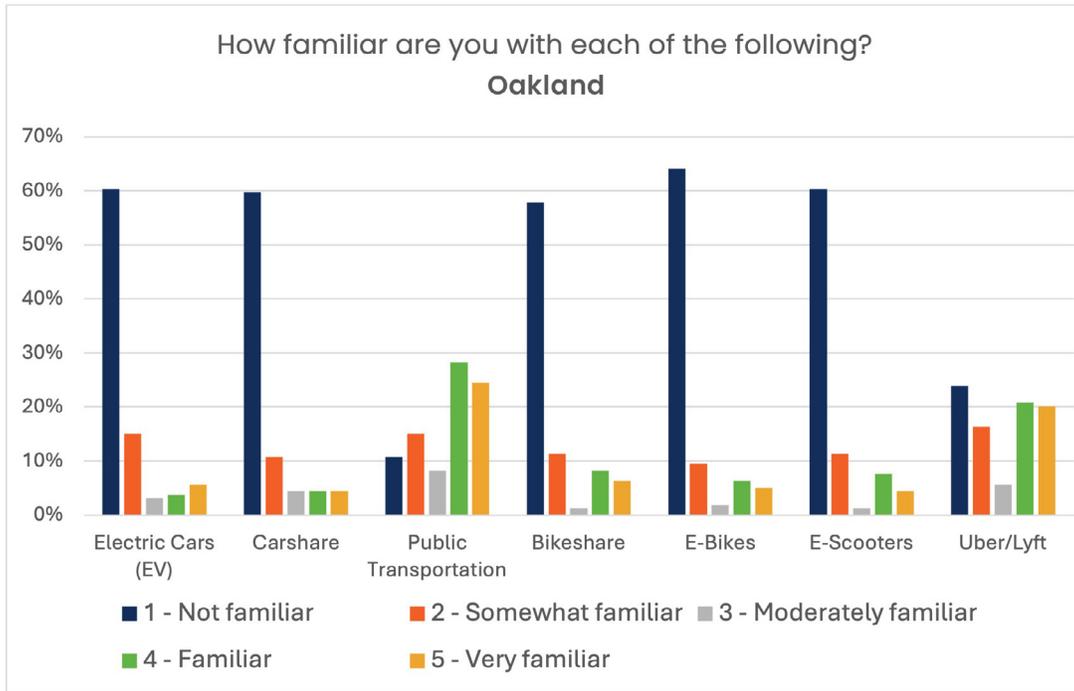
How familiar are you with each of the following?
All Sites

Legend:
- 1 - Not familiar
- 2 - Somewhat familiar
- 3 - Moderately familiar
- 4 - Familiar
- 5 - Very familiar
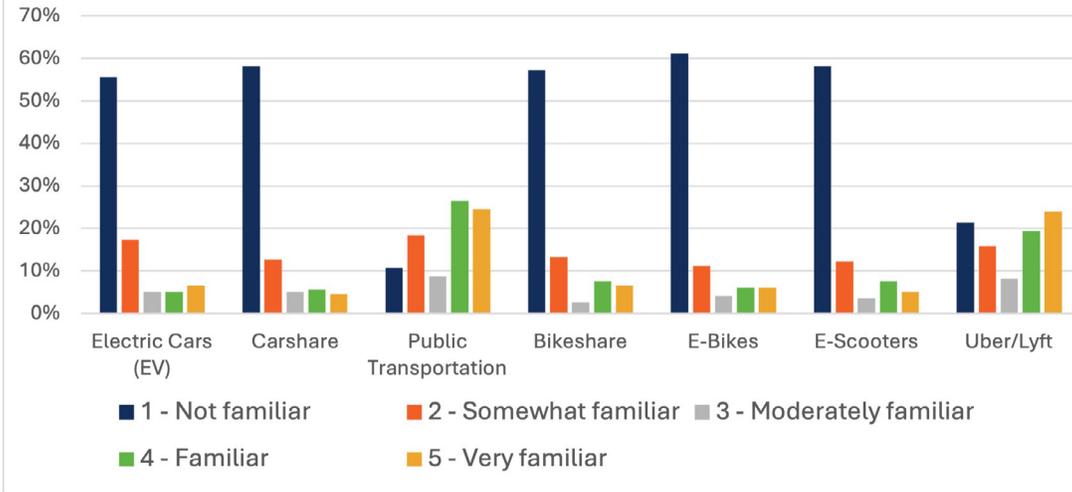
Q12: How familiar are you with each of the following? (Non-responses not shown)

—	Oakland		Richmond		San Jose		All Sites	
Electric Cars (EV)	n	%	n	%	n	%	n	%
1 – Not familiar	96	60%	2	100%	11	31%	109	56%
2 – Somewhat familiar	24	15%	—	0%	10	29%	34	17%
3 – Moderately familiar	5	3%	—	0%	5	14%	10	5%
4 – Familiar	6	4%	—	0%	4	11%	10	5%
5 – Very familiar	9	6%	—	0%	4	11%	13	7%
Carshare								
1 – Not familiar	95	60%	2	100%	17	49%	114	58%
2 – Somewhat familiar	17	11%	—	0%	8	23%	25	13%
3 – Moderately familiar	7	4%	—	0%	3	9%	10	5%
4 – Familiar	7	4%	—	0%	4	11%	11	6%
5 – Very familiar	7	4%	—	0%	2	6%	9	5%
Public Transportation								
1 – Not familiar	17	11%	—	0%	4	11%	21	11%
2 – Somewhat familiar	24	15%	1	50%	11	31%	36	18%
3 – Moderately familiar	13	8%	—	0%	4	11%	17	9%
4 – Familiar	45	28%	—	0%	7	20%	52	27%
5 – Very familiar	39	25%	1	50%	8	23%	48	24%
Bikeshare								
1 – Not familiar	92	58%	2	100%	18	51%	112	57%
2 – Somewhat familiar	18	11%	—	0%	8	23%	26	13%
3 – Moderately familiar	2	1%	—	0%	3	9%	5	3%
4 – Familiar	13	8%	—	0%	2	6%	15	8%
5 – Very familiar	10	6%	—	0%	3	9%	13	7%
E-Bikes								
1 – Not familiar	102	64%	2	100%	16	46%	120	61%
2 – Somewhat familiar	15	9%	—	0%	7	20%	22	11%
3 – Moderately familiar	3	2%	—	0%	5	14%	8	4%
4 – Familiar	10	6%	—	0%	2	6%	12	6%
5 – Very familiar	8	5%	—	0%	4	11%	12	6%
E-Scooters								
1 – Not familiar	96	60%	2	100%	16	46%	114	58%
2 – Somewhat familiar	18	11%	—	0%	6	17%	24	12%
3 – Moderately familiar	2	1%	—	0%	5	14%	7	4%

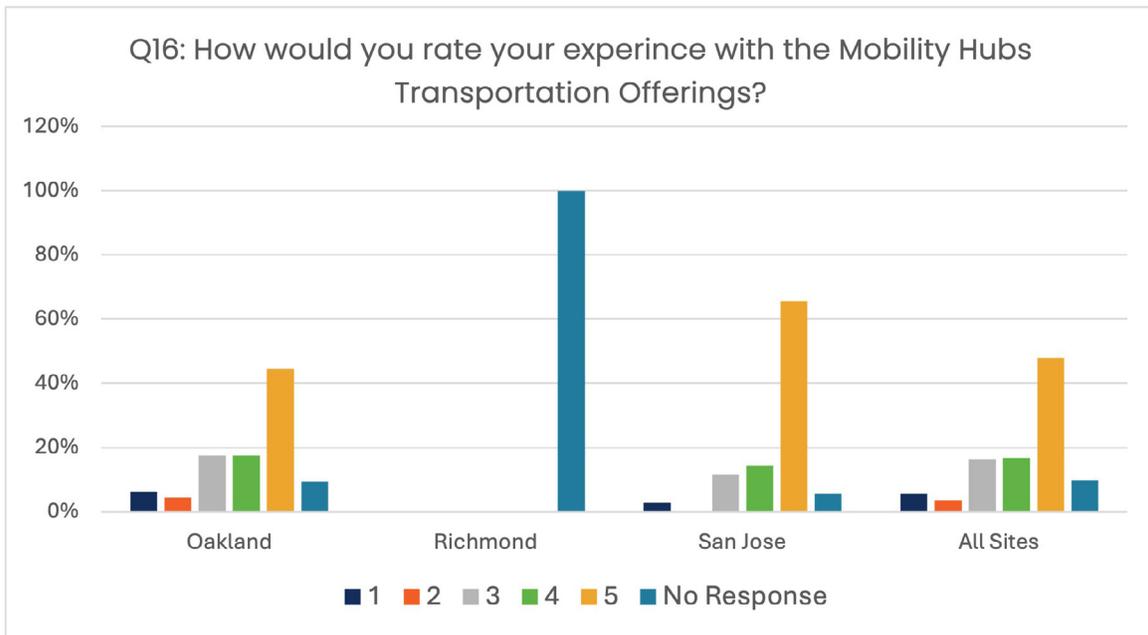| —	Oakland		Richmond		San Jose		All Sites	
4 - Familiar	12	8%	—	0%	3	9%	15	8%
5 - Very familiar	7	4%	—	0%	3	9%	10	5%
Uber/Lyft								
1 - Not familiar	38	24%	1	50%	3	9%	42	21%
2 - Somewhat familiar	26	16%	—	0%	5	14%	31	16%
3 - Moderately familiar	9	6%	—	0%	7	20%	16	8%
4 - Familiar	33	21%	—	0%	5	14%	38	19%
5 - Very familiar	32	20%	1	50%	14	40%	47	24%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Mobility Hubs offerings and outreach

Usage of program offerings (use N/A or – when something was not offered at a site, to differentiate from zero users at sites where it was. Combine "other" responses.)

Ratings of program offerings

A majority of respondents rated their experience with the Mobility Hubs transportation offerings 4 or higher, with many rating their experience a 5 (48%) and some rating their experience a 4 (17%). A similar size of respondents rated their experience as a 3 (16%) while a small number rated their experience as a 2 (4%) and a 1 (6%). Comparing the sites, Oakland had a few more respondents rate their experience poorly than San Jose.

Q16: How would you rate your experience with the Mobility Hubs transportation offerings, where 1 is the worst rate and 5 is the best rating?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
1 (worst)	10	6%	0	0%	1	3%	11	6%
2	7	4%	0	0%	0	0%	7	4%
3	28	18%	0	0%	4	11%	32	16%
4	28	18%	0	0%	5	14%	33	17%
5 (best)	71	45%	0	0%	23	66%	94	48%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q16: How would you rate your experince with the Mobility Hubs Transportation Offerings?

Legend: 1 (dark blue), 2 (orange), 3 (gray), 4 (green), 5 (yellow), No Response (teal)

For the types of trips that the program service allowed residents to make, many respondents used the services for household errands/shopping (60%). Following that, many respondents also shared making healthcare trips (44%). Overall, work or job (27%) and school or education (18%) were the next most popular types of trips made. Comparing Oakland and San Jose, a much higher percentage of San Jose residents used the service for work and job (49%) compared to Oakland (23%).

Q17: What types of trips did the program service allow you to make?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
Household errands/shopping	94	59%	1	50%	22	63%	117	60%
Work or job	36	23%	—	0%	17	49%	53	27%
School or education	28	18%	—	0%	8	23%	36	18%
Healthcare	67	42%	1	50%	19	54%	87	44%
Religious activity	20	13%	—	0%	7	20%	27	14%
Entertainment/socializing	24	15%	—	0%	5	14%	29	15%
Other	8	5%	—	0%	1	3%	9	5%
Total Responses	**159**	—	**2**	—	**35**	—	**196**	—

Q17: What types of trips did the program service allow you to make?
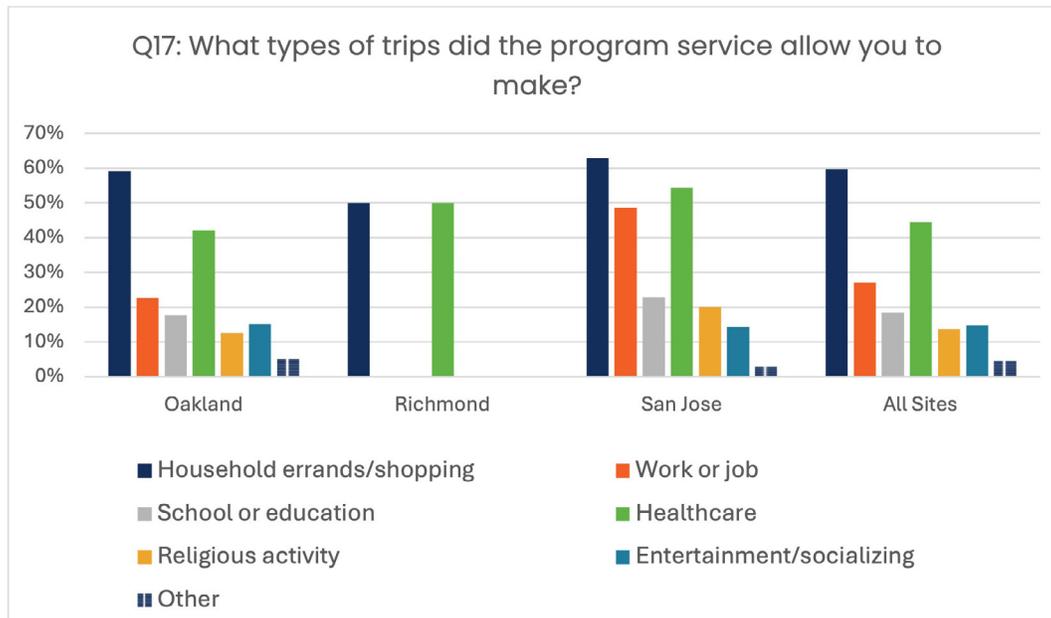
If residents did not have access to the Mobility Hubs transportation offerings, about a quarter of respondents shared they would not have taken the trip (23%). Smaller numbers of respondents would have used a personal car (17%), used public transportation (17%), borrowed a car or ridden with family or friends (12%), or used Uber/Lyft/taxi (11%). For San Jose, close to a quarter of respondents shared they would have borrowed a car or ridden with family or friends (23%). Only a handful of respondents would have gone to a different location (5%), walked (4%) or biked (1%).

Q18: What transportation choice would you have made without access to these Mobility Hubs transportation offerings?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
I would not have taken the trip	36	23%	—	0%	9	26%	45	23%
Personal car	30	19%	—	0%	4	11%	34	17%
Public transportation (bus, light rail, paratransit, dial-a-ride, etc.)	27	17%	1	50%	5	14%	33	17%
Borrowed car or ridden with friends/family	17	11%	—	0%	8	23%	25	13%
Uber/Lyft/taxi	16	10%	1	50%	5	14%	22	11%
I would have gone to different locations	7	4%	—	0%	2	6%	9	5%
Walk	6	4%	—	0%	1	3%	7	4%
Bicycle	2	1%	—	0%		0%	2	1%
Other	1	1%	—	0%	—	0%	1	1%
Total Responses	**159**	**100%**	**2**	**100%**	**35**	**100%**	**196**	**100%**

Q19: How did you hear about this program?

Respondents shared they heard about the program in many different ways. About a quarter of respondents shared they heard about the program through in person events (29%), flyers (25%), text or phone call (23%), local community organizations (22%) and through a neighbor, friend or family (23%). A smaller percentage of respondents learned about the program from on-site staff or interns. For San Jose, about half of respondents heard about the program from in-person events (49%).

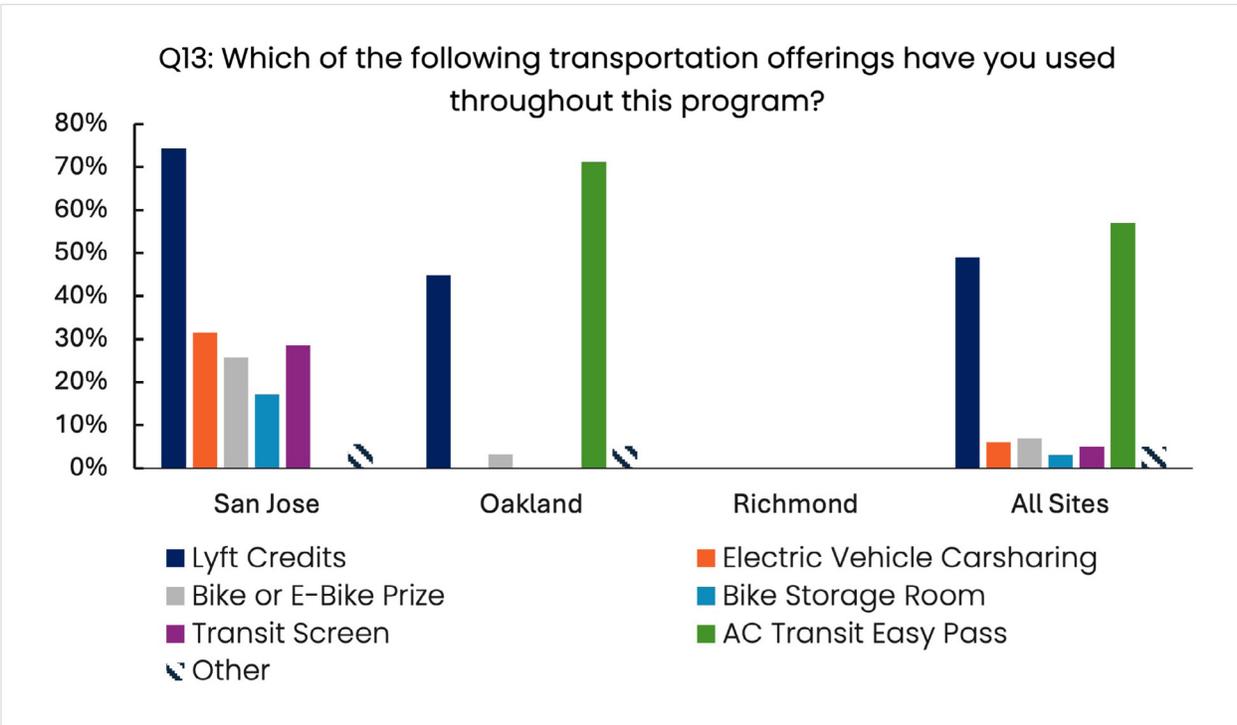### Q19: How did you hear about this program?

—	Oakland		Richmond		San Jose		All Sites	
—	n	%	n	%	n	%	n	%
In person event	39	25%	—	0%	17	49%	56	29%
Flyer	35	22%	2	100%	12	34%	49	25%
Text/phone call	43	27%	—	0%	2	6%	45	23%
Local community organization	40	25%	—	0%	3	9%	43	22%
On-site staff/intern	22	14%	—	0%	9	26%	31	16%
Neighbor/friend/family	43	27%	—	0%	3	9%	46	23%
Other	2	1%	—	0%	1	3%	3	2%
I did not know about this program	4	3%	—	0%	—	0%	4	2%
Total Responses	**159**	—	**2**	—	**35**	—	**196**	—

Q19: How did you hear about this program?
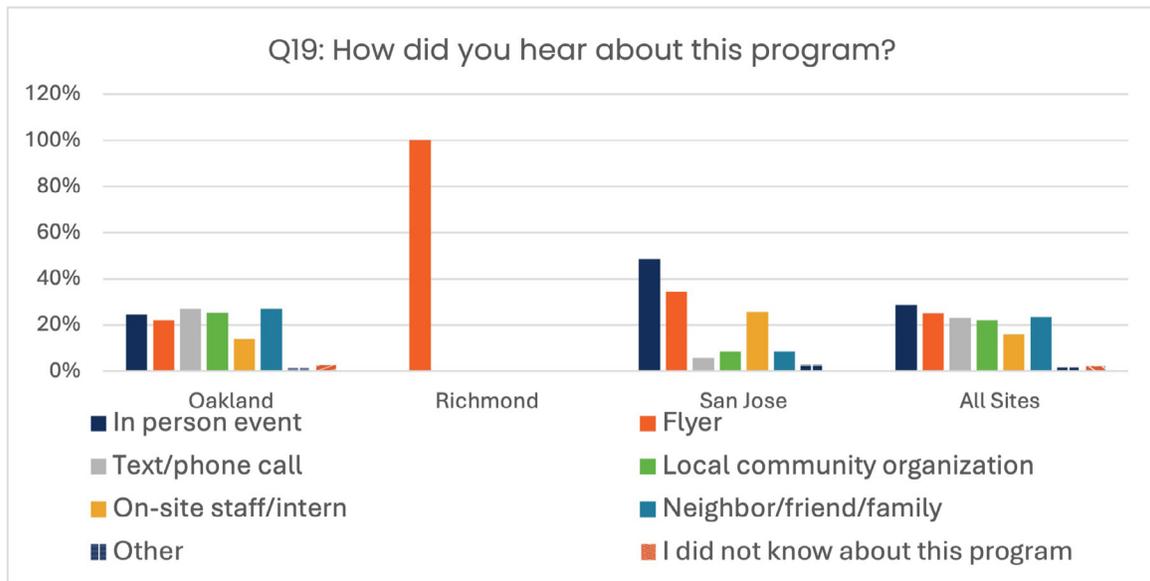
Respondents shared which transportation offerings they used through the program, and close to half of respondents shared they used the Lyft credits (50%). A majority of respondents from Oakland also used the AC Transit Easy Pass (71%), which was only offered at the Oakland site. For San Jose, a majority of respondents used Lyft credits (74%) and about a third of respondents used the electric vehicle carsharing (31%). The San Jose site also offered other transportation offerings which were used by some respondents — transit screen (29%), bikes or e-bike prizes (26%), and bike storage room (17%).

Q13: Which of the following transportation offerings have you used through this program?

—	San Jose		Oakland		Richmond		All Sites	
—	n	%	n	%	n	%	n	%
Lyft Credits	26	74%	70	45%	0	0%	96	50%
EV Carsharing	11	31%	NA	NA	NA	NA	11	6%
Bike or E-Bike Prize	9	26%	5	3%	0	0%	14	7%
Bike Storage Room	6	17%	NA	NA	NA	NA	6	3%
Transit Screen	10	29%	NA	NA	NA	NA	10	5%
AC Transit Easy Pass	NA	NA	111	71%	NA	NA	111	58%
Other	2	6%	8	5%	0	0%	10	5%
Total Responses	**35**	—	**156**	—	**1**	—	**192**	—

Q13: Which of the following transportation offerings have you used throughout this program?

APPENDIX F

Grant Expenditure Report

Survey of project expenditures, by task

Task	Budget	Total Spent	Remaining
Task 1 - Program Design	$408,141.51	$338,596.70	$69,544.81
Task 2 - Program Implementation	$902,493.49	$902,493.49	$0.00
Task 3 - Outreach and Education	$720,365.00	$598,703.67	$121,661.33
Task 4 - Resident Surveys, Data Collection and Evaluation	$450,000.00	$325,660.65	$124,339.35
Task 5 - Project Administration	$534,000.00	$404,320.36	$129,679.64
Total Grant Funds	**$3,015,000.00**	**$2,569,774.87**	**$445,225.13**
MTC Cash Match	$210,900.00	$210,900.00	$0.00
MTC In-Kind	$282,000.00	$128,312.17	$153,687.83
3rd Party Cash Match	$12,000.00	$0.00	$12,000.00
3rd Party In-Kind Match	$250,100.00	$0.00	$250,100.00
Total	**$3,770,000.00**	**$2,908,987.04**	**$861,012.96**