

MONTPELIER ON-DEMAND, MICRO-TRANSIT MARKET ANALYSIS AND DEVELOPMENT PLAN

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PREPARED BY THE SUSTAINABLE MONTPELIER COALITION
IN PARTNERSHIP WITH
THE MARKETING OUTREACH/ INCLUSION PROJECT TEAM
OF THE VTRANS MICRO-TRANSIT WORKING GROUP



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ON-DEMAND MICRO-TRANSIT MARKET ANALYSIS AND DEVELOPMENT PLAN

EXECUTIVE SUMMARY

Research indicates that on-demand micro-transit is a possibility for Vermont. While most applications of the service have been in urban areas at this point, the hoped-for breakthrough is in the prospect of such service working in smaller cities and rural regions. Prospect for an On-Demand, Micro-Transit Pilot Project in Montpelier has been explored by the VTrans Micro-transit Working Group. The Sustainable Montpelier Coalition (SMC) was designated as the community partner for this working group because of its initial organizing and community connections. SMC researched numerous installations around the country (see report attached) to explore what would economically and strategically increase the use of public transit in Montpelier.

Unlike traditional transit planning, which defines the transit market in terms of those who *need* that public service, we quickly discovered that a successful effort will require nurturing a new user base who will *choose it* as a voluntary and efficient part of their personal transportation choices. SMC's first step was to broaden our understanding of the local "market." The work focused on two groups: current users and potential new users. Our research and interviews of On-Demand, Micro-Transit projects across the country showed that they credit much of their success on the implementation of a robust public engagement plan. For it to work here, extensive and focused public engagement will be required to change transportation behavior. We are delighted to be part of a successful Vermont project which can model a shared, convenient, clean, and affordable way to get around instead of a community dominated by local SOV users.

What follows is the Market Research findings provided to the working group. It includes a breakdown of the different cohorts we researched and interviewed. We made a SWOT analysis that illustrates which populations will immediately benefit from this project and which may have more barriers to behavioral changes. One user group, identified when meeting with the Montpelier Senior Center, highlighted their excitement at the prospect of offering seniors' increased mobility and the opportunity of aging in place. Finally, we discovered that each potential rider group has specific needs that require different outreach and engagement strategies to develop as a predictable user base.

Should the Montpelier On-Demand, Micro-Transit Pilot Project be operationally adopted by VTrans, SMC can quickly produce a Rider Engagement & Marketing Plan (REMP) based on the findings of this report. At the end of this report, you will find the outline of a multi-phased program to help Montpelier residents make On-Demand, Micro-Transit (ODMT) a part of their daily way of getting around. SMC will also act as community interface, by helping to identify challenges and to engage riders as the pilot is introduced. This active engagement will create a feedback loop to offer solutions that will help improve the service and rider experience. In the second phase, key potential users will be offered the service.

These steps towards complete transportation coverage will create a sustainable model for other rural communities. Given the initial responses of the various constituencies addressed, this project presents a great opportunity for Montpelier and for Central Vermont.

PRE-LAUNCH IDENTIFYING VARIOUS POPULATIONS & POTENTIAL USER BASE

COMMUNITY PROFILE OF MONTPELIER, VT:

MARKET SIZE - **POPULATION: 7,584**

([ACS 2013-2017 ACS 5-YEAR ESTIMATES](#))

Demographics:

Male	3,454 – 45.5%
Female	4,130 – 54.5%
Under 9 years	797 – 10.5%
10-19 years	837 – 11.1%
20-34 years	1,275 – 16.8%
35-44 years	1,024 – 13.5%
45-54 years	1,091 – 14.4%
55-64 years	1,114 – 14.7%
Over 65 years	1,446 – 19.1%

Vehicles Available

(ACS COMMUNITY SURVEY 2009-2013)

<i>Out of 3,936 workers 16 years+ in households</i>	
No vehicle available	166 – 4%
1 vehicle available	1,158 – 29%
2 vehicles available	2,065 – 52%
3 or more vehicles available	547 – 14%
Take Public Transportation	124 – 3.1%

Green Mountain Transit – Current Montpelier Local Fixed Routes Performance Measures
 – [Provided by VTrans FY 18 Public Transit Route Performance Report](#)

VTrans used National Transit Database (NTD) data (Report Year 2017) to develop performance benchmarks for all categories except for Intercity and Volunteer Driver. The VTrans report used all of the peer sets (other than Urban and Express Commuter) and then reselected “from scratch” using comparisons of ridership, service and cost of transit providers from across the country to the Vermont providers. As a result, some of the standards changed more substantially from past reporting years.

Current Underperforming Transit Services

- GMT-Rural: Capital Shuttle
- GMT-Rural: Volunteer Driver Admin Cost

Table 1 in the VTrans Report illustrates: SFY 2018 Performance Standards Compared to SFY 2017

Service Category	“Successful” Productivity Standard (Boardings/Hour)		“Successful” Cost-Effectiveness Standard (Cost/Passenger)	
	2018:	2017:	2018:	2017:
Small Town	8.94	9.71	\$9.02	\$8.13

Small Town Boardings Per Hour		Small Town Cost per Passenger	
Montpelier Circulator	6.77 people per hour	Montpelier Circulator	\$11.95
Montpelier Hospital Hill	6.54 people per hour	Montpelier Hospital Hill	\$11.65
Montpelier Capital Shuttle	~4 people per hour	Montpelier Capital Shuttle	~\$25/hour
Administrative Cost per Volunteer Trip (GMT Rural)	-	Administrative Cost per Volunteer Trip (GMT Rural)	~\$8/hour

CURRENT GREEN MOUNTAIN TRANSIT (GMT) RIDERS

Target Audiences	Contact	Needs
Current GMT riders	-GMT	<ul style="list-style-type: none"> Existing data on current ridership
Current GMT riders	-Senior Center – will conduct on board survey -Medical Community: Central Vermont Medical Center (CVMC), Washington County Mental Health Services (WCMHS) – data for employers	<ul style="list-style-type: none"> Develop and implement survey of current users' types of trips and specific needs

SWOT Analysis will be provided in each section for specific user groups with regards to a potential on-demand, micro-transit pilot project.

SWOT ANALYSIS FOR CURRENT GMT USERS

STRENGTHS

- 1) More accessibility, convenience, and availability than current fixed-route, fixed schedule system limitations.
- 2) More territory covered and potential for more service hours because routes are dynamic.

WEAKNESSES

- 1) Transition from a consistent, fixed route, fixed schedule to an on-demand system will require education/behavior change.
- 2) Public resistance because of financial and psychological investment in personal car.

OPPORTUNITIES

- 1) Possible creation of a third-party independent entity focused on behavior change that will be capable of growing local demand.
- 2) Attract new groups (seniors, large employers, millennials etc.) who traditionally don't use public transit in central Vermont.
- 3) On-demand would provide greater flexibility, efficiency and accessibility for patient transportation (i.e. from home to CVMC).
- 4) Current users' satisfaction of transit system may increase.
- 5) Possible reduction of current operational costs for fixed-route, fixed schedule system in Montpelier.

THREATS

- 1) Relationship with Green Mountain Transit if other service vendor is chosen, and the challenge of maintaining a strong relationship through transition.
- 2) Possible political and public resistance to increased budgets needed to create dynamic pilot project.

PEOPLE WITH LOW-INCOME

Target Audiences	Contact	Needs
<p>People with low-income</p>	<ul style="list-style-type: none"> -Montpelier Housing Authority -Downstreet -Capstone -Another Way 	<ul style="list-style-type: none"> • Met with representatives from each sector where potential riders may use the service to gauge specific needs • Obtain letter of support from each group • Develop and implement survey to identify types of trips and specific needs

Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level (ACS COMMUNITY SURVEY 2013-2017 5-YEAR ESTIMATES)

All Families* (out of 1,924 total families)	159 – 8.3%
Married Couple Families (1,352 total)	12 – 0.9%
Families with Female Householder, no husband present (430 total)	119 – 27.7%
All People (out of 7,584 total people)	816 – 10.8%
Median earnings for workers	\$37,431
Households with Supplemental Security Income	192 – 5.2%
Households with cash public assistance income	160 – 4.3%
Households with Food Stamps/SNAP benefits in the past 12 months	409 – 11.1%

*Households and families are basic units of analysis in demography. They are not the same thing. A household is one or more people who occupy a housing unit.¹ Not all households contain families. Under the U.S. Census Bureau definition, family households consist

of two or more individuals who are related by birth, marriage, or adoption, although they also may include other unrelated people. Nonfamily households consist of people who live alone or who share their residence with unrelated individuals. (Source [here](#))

Poverty Definition (Census Bureau):

Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If family's total income is less than that family's threshold, then that family, and every individual in it, is considered poor. Poverty thresholds do not vary geographically, but are updated annually for inflation with Consumer Price Index. Official poverty definition counts money income before taxes and excludes capital gains and noncash benefits (Source [here](#))

2019 Federal Poverty Guidelines Linked [Here](#)

Household Income (ACS 2013-2017 5-YEAR ESTIMATES)

Total Households*	3,687
Less than \$10,000	165 – 4.5%
\$10,000-14,999	282 – 7.6%
\$15,000-24,999	306 – 8.3%
\$25,000-34,999	318 – 8.6%
35,000-49,999	454 – 12.3%
\$50,000-74,999	769 – 20.9%
\$75,000 and over	1,393 – 37.8%

SWOT ANALYSIS FOR PEOPLE WITH LOW-INCOME

STRENGTHS

- 1) The system will allow more freedom for low income population to get to work, shop and access to health care.
- 2) Access to affordable, efficient, flexible transportation increases individuals' quality of life and strengthens the economy.

WEAKNESSES

- 1) Comprehensive training is needed for drivers (for how to work with different people – i.e. accessibility, mental health, etc.).
- 2) Future system expansion will require a budget beyond state subsidy. Ensuring that the current subsidy is dedicated to keeping low income service affordable and widely available.
- 3) Perception that on-demand, micro-transit is only for a certain “type” of person (i.e. a higher-income individual, commuter).

OPPORTUNITIES

- 1) Behavior change is possible if marketed properly – focus on the cost savings of using on-demand system rather than owning a 2nd car. Additionally, there is an economic and environmental case for providing transit for all people.
- 2) Comprehensive training will be needed for any person with special needs.

THREATS

- 1) Disruption of service would leave riders without immediate transportation options.

PARATRANSIT

Target Audiences	Contact	Needs
Paratransit	-Vermont Center for Independent Living (VCIL) -GMT	<ul style="list-style-type: none"> • Existing data on current ridership • Obtain letter of support from VCIL • Develop and implement survey of current users' types of trips and specific needs

Paratransit #'s: Montpelier residents in Vermont Center for Independent Living (VCIL) database	235 – 3.1% of entire 7,584 Montpelier population
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SWOT ANALYSIS FOR PARATRANSIT COMMUNITY:

STRENGTHS

- 1) VCIL is excited about the potential for a transit system that doesn't prioritize what type of transportation you can receive (i.e. there's more evidence that being able to make social connections is as important as going to your health care appointment).
- 2) Unlike the application for Medicaid subsidized services, the application process for users to use on-demand service will be more user friendly.

WEAKNESSES

- 1) Service gets more expensive for larger vans and for wheelchair service.
- 2) People with disabilities can be low-income people. On-demand must be affordable for low-income individuals. Must be sensitive during the transition from going from free pilot to a fee charged.

- 3) Comprehensive training is needed for drivers and call center representatives (for how to work with different people – i.e. accessibility, mental health, etc.).
- 4) For riders, comprehensive rider training will be needed to accommodate special needs.

OPPORTUNITIES

- 1) Once this group sees the success of on-demand system with other users they will be more attracted to it. This could be enhanced by instituting a ‘bus buddy’ program.
- 2) Senior center volunteers could interview this user group to get survey data.
- 3) VCIL has been working with Regional Planning Commission and has survey information.
- 4) Convergence between potential new micro-transit service and GMT’s new paratransit service.

THREATS

- 1) Behavior change is challenging and current users who have grown accustomed to fixed-route, fixed-schedule service may have the greatest challenges to transition to on-demand.

MONTPELIER SENIORS

Target Audiences	Contact	Needs
Montpelier Seniors	<ul style="list-style-type: none"> -Montpelier Senior Activity Center -Aging in place cohort (Montpelier Village Project) -Council on Aging 	<ul style="list-style-type: none"> • Develop and implement survey to identify types of trips and specific needs • Obtain letter of support / commitment from MSAC

Montpelier Senior #'s: Over 65 years in Montpelier	1,446 – 19.1% of total population
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SWOT ANALYSIS FOR MONTPELIER SENIORS

STRENGTHS

- 1) Seniors are excited to have a more convenient, on-demand transportation system for aging in place.
- 2) MSAC is enthusiastic about an easier way to get seniors to their programs.
- 3) Aging-in-place group (Montpelier Village Project) will help with marketing the on-demand system.
- 4) Better mobility options will allow seniors more time out of house using downtown merchants, services and more socializing opportunities.
- 5) Will decrease demand for parking as more seniors adopt transit.
- 6) Gives seniors the freedom of mobility without the need for car ownership.

WEAKNESSES

- 1) Comprehensive training is needed for drivers (for how to deal with different people – i.e. accessibility, mental health, etc.).
- 2) Need for comprehensive training for senior population on how to schedule rides: phone to call center or usage of smartphone/computer application, etc.

OPPORTUNITY

- 1) Behavior change is possible if marketed properly – focus on the cost savings and convenience of using on-demand system rather than owning a car. Some seniors would voluntarily give up a car entirely as their needs would be met by ODMT.

THREAT

- 1) Population less forgiving on operational glitches so rejection for minor troubles is possible.

MONTPELIER SCHOOLS

Target Audiences	Contact	Needs
Montpelier Schools	<ul style="list-style-type: none"> -Middle School teachers, staff, students -High School teachers, staff, students 	<ul style="list-style-type: none"> • Meet with former transportation committee to update them on micro-transit pilot project • Develop and implement survey for students/parents to identify types of trips and specific needs • Meet with representatives from each sector where employees/customers may use the service to gauge specific needs • Develop and implement survey to identify types of trips and specific needs • Begin to develop value propositions

Montpelier Schools Demographic:

Montpelier residents of school age	1,340 – 17.7% of 7,584
Montpelier public school enrollment (K-12)	1,052 – 13.9% of 7,584
Montpelier public school enrollment (K-4)	400 (bus availability) – 5.3%
Middle School	318 (no bus) – 4.2%
High School	334 (no bus) – 4.4%

Montpelier Schools – Employee District #'s (254 Total Montpelier School Employees)

Montpelier	159
Barre City	36
Barre Town	2
Berlin	1
Middlesex	12
Grand Total of Focused Districts	210

SWOT ANALYSIS FOR MONTPELIER SCHOOLS:

STRENGTHS:

- 1) Some students use the bus so that population currently understands public transit. The Middle School is currently looking to provide buses for students on the south side of the Winooski. ODMT could provide transportation to those students.
- 2) Pick up and drop off points can be consistent and the schedule regular.
- 3) Afternoon delivery time does not coincide with commuting so that additional vans are not needed.

WEAKNESSES:

- 1) The morning trips coincide with employee commuting. This will put additional requirements on the system for more vehicles.

OPPORTUNITIES:

- 1) The school district funds transportation for students who live more than 1 mile from the school. The use of micro-transit by middle school age students gives families an understanding of how the system works so that other members of the family will be comfortable in using the service.
- 2) Montpelier Master Plan (readopted 2017) attests to the unique opportunities Montpelier has to combine high school/middle school transportation with a local public transit service, oriented to connect residential areas outside the walking cores with the schools/city center.

THREATS:

- 1) This is different than traditional “yellow bus” service. The budget impacts will be heavily scrutinized at school board meetings beyond any meetings that the micro-transit system itself sponsors. Issues of safety for students will be important.

LARGE EMPLOYERS

Target Audiences	Contact	Needs
Large Employers	<ul style="list-style-type: none"> -National Life -Vermont Mutual -Union Mutual -Vermont State Employees Credit Union (VSECU) -Hospital – CVMC, WCMHS -Berlin Mall -Montpelier Churches(attendees) -Blue Cross Blue Shield VT -Montpelier Downtown Business Association -City employees 	<ul style="list-style-type: none"> • Meet with representatives from each employer who may use the service to gauge specific needs • Develop and implement survey to identify types of trips and specific needs • Begin to develop value propositions

Montpelier Residents Who Report Working
(ACS COMMUNITY SURVEY 2011-2015):

Total # of workers	3,900
# who work in Montpelier	2,310 of 3,900 – 59.2%
# who drive personal vehicles to Montpelier work	1,154 of 3,900 – 29.6%
# who work at home	372 of 3,900 – 9.5%
# who report using transit within Montpelier	60 of 3,900 – 1.5%

Montpelier’s Economy

Number of Employers	Number of Employees*	Number who drive personal vehicles to Montpelier**	Number who report using transit to Montpelier**
629*	9,396*	6351	94

*Total number of jobs, including Government
 – Source: *UI Covered Employment*
 – Dept. of Labor 2016 (Montpelier Master Plan, p. 150)
 **2010 Journey to Work Data – US Census Data

**Montpelier City Employees – District #'s
(129 Total Employees Winter Months 2019)**

Montpelier	37
Barre	26
Barre Town	0
Berlin	2

**Montpelier Resident's Travel Time to Work
(ACS COMMUNITY SURVEY 2013-2017 5-YEAR ESTIMATES)**

Less than 10 minutes	1,235 of 4,076 - 30.3%
10-14 minutes	1,019 - 25%
15-19 minutes	473 - 11.6%
20-24 minutes	310 - 7.6%
25-29 minutes	130 - 3.2%
30+ minutes	909 - 22.3%

Montpelier Residents Who Report Working In

Montpelier	2,310 of 3,900 total workers (over 16) – 59.2%
Barre City/Town	178 – 4.6%
Berlin	402 –10.3%
Burlington	158 – 4.1%
Northfield	85 – 2.2%
Stowe	46 – 1.2%
Waterbury	115 – 2.9%
Williston	60 – 1.5%

SWOT ANALYSIS FOR MONTPELIER'S LARGE EMPLOYERS

STRENGTHS:

- 1) Allows employees to travel to work without employers having to provide parking.
- 2) Can provide an additional employee benefit if developed properly.
- 3) Can reduce traffic and parking demand significantly as more local employees embrace system.

WEAKNESSES:

- 1) Some employers do not perceive parking demand sufficient to warrant any corporate support for micro-transit system. Additionally, some employers are not wanting to charge more for parking.
- 2) CarShare would need to be part of the model to strengthen it (CVMC – especially on-campus at CVMC). This could also be an opportunity in the long-term.
- 3) Some employers have a higher percentage of workers from outside Montpelier (i.e. Barre), which will not be included in the pilot project.

OPPORTUNITIES:

- 1) Behavior change is possible if marketed properly – focus on the cost savings of using on-demand system rather than owning a 2nd car. Additionally, there is an economic case for providing transit for all people.
- 2) Montpelier Master Plan (readopted 2017) attests to the unique opportunities Montpelier has to connect residential areas outside the walking cores with the employers and business in the city center.
- 3) Benefit to lower-wage earners who use a higher percentage of their budget towards the single-occupancy-vehicle (CVMC).
- 4) Employers will be able to recruit from a new pool of millennials and other people who would now be able to get to work.

THREATS:

- 1) Any potential disruption of on-demand service.

STATE EMPLOYEES

Target Audiences	Contact	Needs
State Employees	-Single-Occupancy Vehicle #'s – Human Resources -Vermont State Employees Association (VSEA)	<ul style="list-style-type: none"> • Meet with representatives from each division where employees/customers may use the service and gauge their specific needs • Develop and implement survey to identify types of trips and specific needs

Employer	# of Employees
State of Vermont	3,019 (32% of city's total work force) (*Montpelier Master Plan)

State Employees – Employee District #'s

District	Employee #'s
Montpelier	562
Barre	578
Barre Town	11
Berlin	85
Grand Total of Focused Districts	1236

SWOT ANALYSIS OF STATE EMPLOYEES

STRENGTHS:

- 1) Allows public servants to eliminate a major expense in their lives without loss of convenience and efficiency.
- 2) Has potential of providing reductions in Vehicle Miles Traveled as part of local transportation greenhouse gas reduction Vermont has agreed to.
- 3) VSEA could couple this with their employee Advantage Program as a marketing tool for people to join the union.
- 4) VSEA is excited and would like to be involved in discussions going forward.

WEAKNESSES:

- 1) They need to process and be shown a demonstration of how an on-demand system could work.
- 2) State has not wanted to increase prices for parking.

OPPORTUNITIES:

- 1) The State of Vermont's Climate Report offers recommendations on how to reward state employees who agree to switch to a shared transit system.
- 2) New construction in the downtown offers new demands for remote parking and a new population for on-demand/shuttle.
- 3) Willing to consider on-demand transit as a separate area than the traditional contract bargaining.
- 4) Once the VSEA sees the on-demand pilot system working, they will be open to discuss with the State of Vermont about freeing up parking areas for new development.
- 5) As ANR employees are encouraged to use the system, they become early adopters and role models and they could have an effect within the union.

THREATS:

- 1) Were this to be brought before the legislature in any way without including VSEA, VSEA would be opposed to the on-demand system.

MARKET ANALYSIS CONCLUSION - ADDITIONAL/GENERAL SWOT ANALYSIS:

STRENGTHS:

- 1) More use because of greater coverage and increased accessibility to people currently living in neighborhoods that are transportation deserts.
- 2) Addresses current attention focused on reducing greenhouse gas emissions, specifically in the transportation sector, on a national, state and local level.
- 3) SMC is a community partner and catalyst who will build coalitions to implement this project through outreach and community engagement in addition to traditional media.
- 4) Success here will provide a working template to allow future such projects to serve as a model for other towns and regions in Vermont.
- 5) Groups SMC has contacted are excited about the potential benefit for their members.

WEAKNESSES:

- 1) Balancing Act: Initially will be limited by the return on investment costs of Transportation as a Service providers service. Sufficient service must be available so that demand doesn't exceed supply.
- 2) Future financing and operations are a potential weakness and will depend upon the provider's operating experience during the project's first years.

OPPORTUNITIES:

- 1) Greater understanding how transportation is linked to downtown land-use throughout the city, region, state and nationally.
- 2) Smallness of Montpelier is a benefit for micro-transit because having an efficient, cost-effective fixed-route system can be challenging in a lower population city in a rural region.
- 3) Montpelier may be attractive to transportation network companies because they may own the transportation service versus bigger cities which have a lot of competition. This should allow the project to work despite densities lower than those required elsewhere.
- 4) The positive relationship with the City of Montpelier will help promote and develop service in key areas.

THREATS:

- 1) Consumer behavior – consumers are inherently attracted to and dependent on the personal vehicle (especially in a rural state like Vermont). Behavior change will require strategic education to encourage benefits of multi-user on-demand transit.
- 2) Long-term: Transportation Network Companies pricing of their services could fluctuate.

ON-DEMAND, MICRO-TRANSIT RIDER ENGAGEMENT AND MARKETING PLAN PROPOSAL

PURPOSE

The purpose of the Rider Engagement & Marketing Plan (REMP) is to significantly increase use of public transit by transitioning *Current* riders and engaging *New* riders to use the On-Demand, Micro-Transit (ODMT) service. The Rider Engagement & Marketing Plan would outline three phases of the Montpelier On-Demand, Micro-Transit Pilot Project activities that will take place at specific times over the course of the project, with some activities spanning the entire project. The Sustainable Montpelier Coalition (SMC) in conjunction with VTrans, the ODMT provider and the community stakeholders will implement this plan. A *leadership team* with members of these different organizations will meet regularly to review the progress of the REMP and to provide the flow of communication to ensure transparency and accountability.

There are multiple benefits to public transit. According to ITDP & UC Davis,

“There can be an 80% reduction in CO₂ emissions when communities embrace electrification and ride-sharing.” As new riders, who formerly used a single occupancy vehicle, adopt ODMT the number of cars downtown on the streets and in parking lots will be reduced. Fewer cars downtown will make the streets more pedestrian friendly and will free-up parking lots for open space, housing and commercial uses. Denser population downtown translates into fewer transportation miles that further reduces greenhouse gases. ODMT is a fundamental part of a larger multi-modal plan.

BEST PRACTICES

A database of Best Practices will be created searchable by topic. Creating a culture of best practices will encourage the habit of describing what is working well and incorporating those desired behaviors in written protocols and in the training of new employees. Embracing best practices is a form of ownership. As riders and stakeholders engage in transforming weaknesses into best practices and participating in the reporting and use of best practices, they transform the system.

KEY PERFORMANCE INDICATORS

The VTrans On-Demand, Micro-Transit Working Group, or the group that emerges during the writing of the RFP, will determine the Key Performance Indicators that will be used to evaluate the project. The type of data collected will correspond to the goals of the project. In this way the effectiveness of the project can be measured. Successful performance indicators for the Pilot Project will speak to continuing the service and replicating the pilot in other towns within the Vermont.

DATA COLLECTION METHODS & TOOLS

SMC will gather data from a combination of in-person, paper, over the phone, and on-line survey tools. Both quantitative and qualitative responses will be collected about rider and stakeholder needs, experience and opinions. SMC will partner with UVM college students and professors as a third party. SMC will develop Volunteers to help with all aspects of rider engagement. Data will also be collected from the ODMT provider such a # of riders, frequency, trip distance as well as information on the vehicles used.

RIDER AND STAKEHOLDER ENGAGEMENT

We learned from our research that there are two groups of riders: *Current* riders who are using the traditional bus services and *New* riders who currently use single-occupancy vehicles. Identifying the desires and needs of each type of rider will shape the targeted strategy for their engagement. We have identified numerous sub-groups for each of the two cohorts.

Each type of rider has specific organizations they interact with. An example of a *Current rider* service organization is Vermont Center for Independent Living, while an example of a *New rider* employer group would be the Vermont State Employee's Credit Union. Our research shows that each cohort has a multiple organizations or employers. Maintaining relationships with all stakeholders is critical to the success of this project.

PHASE 1 PLANNING

Phase 1 Planning will focus on preparing to transition *current* riders by: gathering information on *current* riders from the riders themselves and their stakeholder groups, listening to their needs and concerns, educating the riders on what ODMT is, sharing relevant information with the ODMT provider, and assisting riders in how to transition to ODMT.

PHASE 2 START-UP

Phase 2 START-UP is to support *current* riders in their transition to ODMT, to create a best practices protocol, to create a *rapid response* feedback loop – from rider to Operations then back to the rider, to survey the riders after six months and to prepare for expanded ridership in Phase 3. Public forums and events to engage *New* riders will take place during this phase.

PHASE 3 EXPAND RIDERSHIP

Phase 3 EXPAND RIDERSHIP will focus on increasing ridership in previously untapped demographics. Partnerships with *New* employers will be developed to launch riders who previously did not consider public transit. Early adopters will be identified, converted to riders and then asked to be influencers of their cohort. These efforts will be measured for system capacity and patterns of ridership before more groups are strategically added. At the end of the Pilot Project a final survey will be performed to help determine whether the Key Performance Indicators have been met.

FINDINGS

The desired behavior change will be measured through the Key Performance Indicators determined at the beginning of the project. It will include the results of the various surveys with reference to both the quantitative and qualitative data collected from both the riders, their stakeholder groups and the ODMT provider. Periodic evaluation of the findings will help direct modifications to the system to increase outreach, respond to the changes in the community's transportation needs, and guide the micro-transit operator to adopt best practices.

MARKETING OUTREACH/INCLUSION PROJECT TEAM (SUBGROUP OF VTRANS WORKING GROUP)

Team Leader	Groups
Dan Jones – SMC Executive Director	Montpelier Seniors, Medical community, Capstone, National Life, Hospital –CVMC, WCMHS, Montpelier Alive, Montpelier Business Association, Mall, Vermont Mutual, VSECU
Conor Casey – City Councilor	VSEA, VEA
Ken Jones – SMC Board Member, VT Agency of Commerce & Community Development	Schools, Chamber of Commerce, Economic Development ACS/US Census Data
Laura Biren – SMC Research Director	City committees, Montpelier Housing Authority, Downstreet ACS/US Census Data
Peter Johnke – VCIL Deputy Director	VCIL – paratransit user base
Barbara Conrey – SMC Board Member, Montpelier Planning Commission	Behavior changes, assistance with City committees

SUSTAINABLE MONTPELIER COALITION – COMMUNITY PARTNER

Staff	Position
Dan Jones	SMC Executive Director
Elizabeth Parker	Community Engagement; Chief Financial Officer and Operations Manager
Laura Biren	Research Director and Transportation Project Associate
Elizabeth Courtney – Consultant	Development and Open Space/River Access Consultant

