

# Nov 18 and 19, 2020: Wisconsin Non-Driver Advisory Committee

## Meeting summary

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### About the event

Wisconsin Non-Driver Advisory Committee (WiNDAC) members met November 18 and 19, 2020 for the committee's second meeting of the year. The two, half-day sessions were conducted online due to the COVID-19 pandemic. This was an open/public meeting, so observers could view the proceedings.

The purpose of the meeting was to:

- Develop a shared understanding of systemic challenges and equity considerations around mobility for non-drivers across the state.
- Identify options, features and flexibilities of a more equitable, accessible transportation system.
- Identify potential changes and additional information needed for the committee to consider when making recommendations that support meaningful progress toward such a system.

Committee participants built upon work done at the June 2020 meeting. The meeting included a small group trip-planning exercise with discussion; and an expert panel focused on how lack of access to transportation options impacts non-drivers, their families and friends, and our communities. The subsequent breakout sessions applied the insights from the trip-planning exercise and panel presentations to explore opportunities related to the themes of State and Local Government Policy, Data and Performance Measures, Program Coordination and Management, Investments in System Capacity, and Regional and Local Planning Processes.

Presentations, briefing papers, and small group trip-planning exercises from this event are on [the WiNDAC website](#). Of the committee's 39 member organizations, 35 participated in the meeting.

### Day 1: Understanding challenges and describing a more equitable, accessible transportation system

The small group trip-planning exercise provided an opportunity for committee members to better understand challenges non-drivers face in carrying out a number of ordinary daily activities – and to further reflect on how an individual's circumstances reflect systemic mobility challenges and equity considerations for non-drivers across the state. The group discussion participants then identified options, features and flexibilities of a transportation system that would better meet the needs of non-drivers described in the scenarios.

#### Key takeaways

The world is designed for drivers.

Challenges extend beyond non-drivers to their friends, family, and communities.

Sometimes there are no good choices for safe non-driver travel; every option typically includes a compromise the non-driver must make.

We will all need non-driving transportation options at some time; we all have a vested interest in non-driver options being available.

If you improve mobility for the most challenged, everyone's mobility improves.

### Summary of Options, Features, and Flexibilities Identified by the Small Groups

<i>Theme</i>	<i>Detail</i>
Involve employers	Employers have skin in the game; involve them.
Align the incentives	Incentivize private investments including tax deductions/credits for employers.
Replace the trip	Some trips may be replaced by deliveries, telework, telehealth, etc.
Offer Plan B options	Ensure that fallback services (guaranteed ride home, taxis, etc.) are available and affordable.
Piggyback on existing services	Leverage additional capacity of existing services (private cabs, etc.) to complement transit services.
Service providers can coordinate to exchange trips	Coordination network among various service providers to allow for trips to be exchanged.
Organizations can collaborate to find a solution	Collaboration is needed for multiple organizations to work together on identifying needs.
Flexibility	Break down barriers for providers to allow multiple customers across multiple trip types.
Human-based performance measures	Measure performance in terms of individual outcomes to both better understand the problem and tell users' stories.
Community planning: accessibility	Communities need to plan for accessibility in locating homes, jobs, and services.
Community planning: connection	Communities need to plan for accessibility in travel between homes, jobs, and services.
Increased funding	Providers need more funding to provide more robust services to non-drivers.
Low-cost vehicle program	Offer a low-cost vehicle program.
Mobility management	Individualized attention can help match transportation options to specific users' needs.
Improve broadband access	More broadband access is needed in rural areas.
Technology	Support the development of applications that help orient the user to options available and provide itineraries.

## Day 2: Potential changes

The expert panel shared research and examples that illustrated how organizations and communities are grappling with these barriers, and how they are exploring and funding potential solutions.

Dr. Nick Klein of Cornell University talked about transitions into and out of car ownership among low-income households. Klein talked about car ownership over time (rather than at a point in time) and about how families of color and families in poverty are more likely to be without a car all the time or

some of the time than are white families and families not in poverty. He spoke about the life events that lead to gaining a car, and about the vulnerabilities that low-income families face in buying cars that are often older and sold through unregulated channels. He also spoke about the unexpected events and financial insecurity that lead to losing a car.

Peter Fletcher of the La Crosse Area Planning Committee talked about the origins, partnership and service of the Scenic Mississippi Regional Transit (SMRT) bus system, which is a rural, fixed-route transit system for four counties in western Wisconsin. He described the extensive effort required to gain partners and gather funding for this public-private partnership. He spoke to the service’s success in serving students and employees in four counties and fourteen cities and villages. He also spoke to the service’s challenges in trying to serve low-income employees, as well as elderly travelers on medical, shopping and leisure trips.

Nick Musson of the Greater Wisconsin Agency on Agency Resources (GWAAR) talked about the vulnerabilities faced by transportation providers, including extensive reporting requirements, delayed reimbursements, grant restrictions, and lack of funding or incentive to serve rural areas. He talked as well about impacts on populations when such services are missing and possible solutions to these vulnerabilities, including reduced reporting requirements; upfront grant awards; elimination of restrictions; increased funding; aligned performance measures; individual-focused transportation; and multi-year grant cycles.

The small group discussion that followed supported participants in identifying what changes and additional information might help Wisconsin achieve some of the options, features and flexibilities identified on Day One by the small groups. Participants were divided into small groups focused on State and Local Government Policy and Procedures, Data and Performance Measures, Program Coordination and Management, Investments in System Capacity, and Regional and Local Planning Processes. The results were then shared back with participants after the meeting to allow them and their organizations additional time to further consider and expand upon their recommendations. Below are potential changes and additional information recommended grouped by theme.

**Cross-category themes: changes recommended by Small Groups**

More detail in Appendix C

<i>Theme</i>	<i>Detail</i>
Involve employers	Connect workers with jobs – particularly low-income workers. Incentivize employers to support transit or telework, or to run their own vanpool.
Driver licensing and insurance	Remove liability and statutory barriers to foster youth and low-income people getting or keeping their driving privileges. Remove driver liability barriers for volunteer drivers and small non-profits.
Mobility management and technology	One-call/one-click systems and mobility managers can match transportation options to specific users' needs. Strengthen, fund, and market these services; streamline connecting to them; leverage and improve mobility technology.
Increase funding	Increase dedicated funding for transit, bike/ped, and regional coordination; consider how to ensure sustainable income streams; provide grant funding for start-up programs.

Non-driver-centered performance measures	Use performance measures that put non-driver mobility and quality of life (rather than system efficiency) at the center; incentivize coordination and innovation; and don't place undue burden on service providers.
Infrastructure design and funding	Design and fund infrastructure projects that support pedestrians, bikes and transit. Bring back Complete Streets. Make bus stops accessible.
Regional service provider coordination	Remove trip purpose, demographic, and geographic funding restrictions; provide grants and incentives for collaboration. Partner with Human Services, developers, planners, Regional Planning Commissions (RPCs), employers and local government.
Service and funding flexibility	Design funding streams and processes to support broader, more flexible services to non-drivers; increase length of time between grant applications; promote public-private partnerships.
Planning	Plan for connections among home, work, and other destinations. Connect land-use planning and transportation planning. Consider all modes and all benefits. Restore eminent domain for bike lanes and sidewalks.
Public engagement	Offer virtual meetings; engage people early. Consider requiring the inclusion of non-drivers in the planning process; be thoughtful about who is left behind; travel to the stakeholder rather than asking them to travel to you.
Equity lens	Consider impacts for low-income and non-English speaking populations; define the non-driver in statute. Require advocacy voice at the table during transportation planning.

**Cross-category themes: possible information needed identified by Small Groups**

More detail in Appendix C

<i>Theme</i>	<i>Detail</i>
Non-drivers	We need basic statistics on non-drivers. How many? Where? How do they travel? What are their travel needs -- and what barriers do they face?
Service providers	We need an inventory of service providers and gaps. What incentives exist or would work to promote coordination among service providers?
Programs & funders	What programs exist: federal, state, local? How can we impact program guidelines, reporting, and grants to save money and improve collaboration?
Economic impact	What's the economic impact of lost mobility for non-drivers? Conversely, what's the economic gain for the state in improved mobility?
Employers	What tax deductions and incentives exist for employers and businesses? How can we show benefit to employers of meeting transportation needs?
Infrastructure	What are the laws and policies for infrastructure projects? We need a basic inventory for pedestrian and bicycle infrastructure.
Equity lens	What is the connection between race, income, and transportation? Are destinations accessible to given populations? Travel time? How likely are specific demographic groups in Wisconsin to use different kinds of transportation modes?

Committee Co-chairs will use the results of this event to recommend to the Committee specific areas of focus and next steps for the Committee's work in 2021 and 2022.

## Appendix A: WiNDAC home page link: resources & meeting materials

[Link to WiNDAC home page](#), which includes:

- Meeting agendas and materials
- Briefing papers on state agency programs serving non-drivers
- Presentations from the November 2020 meeting
- Trip Planning Scenarios from the November 2020 meeting
- Small group notes from Day 1 and Day 2 from the November 2020 meeting

## Appendix B: Attendees

### Members in attendance

Tami Jackson, Public Policy Analyst, Wisconsin Board for People with Developmental Disabilities (Committee Co-Chair)
Denise Jess, Executive Director, Wisconsin Council of the Blind & Visually Impaired (Committee Co-Chair)
Aileen Switzer, Administrator, Division of Budget and Strategic Initiatives, Wisconsin DOT (Committee Co-Chair)
Tim Cornelius, Insurance Examiner, Office of the Commissioner of Insurance
Margaret McMahon, Policy Initiatives Advisor, Wisconsin Department of Children & Families
Lisa Sobczyk, Wisconsin Department of Health Services
Iris Jacobson, Education Consultant, Wisconsin Department of Public Instruction
Chandler Miller, Wisconsin Department of Veterans Affairs
Gerry Sieren, Veterans Program Supervisor, Wisconsin Department of Veterans Affairs
Allison Gordon, Director, Bureau of Consumer Services, Wisconsin Department of Workforce Development
Tim Fiocchi, Chief of Staff, Sen. Jerry Petrowski's office, Wisconsin Senate
Sam Otterson, Legislative Aide, Rep. Dave Conside's office, Wisconsin Assembly
Gregg May, Transportation Policy Analyst, 1000 Friends of Wisconsin
Jennifer Jako, Director, Aging and Disability Resource Center of Barron, Rusk, and Washburn County
Lisa Pugh, Executive Director, The Arc Wisconsin
Barbara Beckert, Director of External Advocacy SE WI, Disability Rights Wisconsin
Mitch Batuzich, Transportation Planner, FHWA – Wisconsin Division
Grace Livingston, Tribal Benefits Specialist, Great Lakes Inter-Tribal Council
Nick Musson, Transportation Specialist, Greater Wisconsin Agency on Aging Resources (GWAAR)
Curt Witynski (proxy), Deputy Executive Director, League of Wisconsin Municipalities
Dan Boehm, Managing Director, Milwaukee County Transit System
Karen Melasecca, Transit Manager, Namekagon Transit
Rishelle Eithun, Injury Prevention Program Manager, Safe Kids Wisconsin
Kevin Muhs, Executive Director, Southeastern Wisconsin Regional Planning Commission (SEWRPC)
Chris Hiebert, Chief Transportation Engineer, Southeastern Wisconsin Regional Planning Commission (SEWRPC)
Robert Schneider, Associate Professor, Department of Urban Planning, UW Milwaukee
Artis Landon, Director, Workforce Initiatives & Supportive Services, Wisconsin Community Services
Lynn Nelson, Executive Director, West Central Wisconsin Regional Planning Commission
Holly Keenan, President, Wisconsin Association of Mobility Managers
Kirsten Finn, Executive Director, Wisconsin Bike Fed
Beth Swedeen, Executive Director, Wisconsin Board for People with Developmental Disabilities
Jason Ostrowski, The Wisconsin Council on Physical Disabilities
Katie Davis, Executive Director, Wisconsin County Human Service Association
Michael Welsh, Director of Legislative Affairs & Communication, Wisconsin Economic Development Association
Tom Wagener, Chair, Wisconsin Public Transportation Association (WIPTA)
Matt Waltz, COO, Wisconsin Regional Training Partnership (WRTP/BIGSTEP)

Susan De Vos, Secretary/Treasurer, Wisconsin Transit Riders Alliance
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**Member organizations unable to attend**

Wisconsin Professional Police Association (Jim Palmer, Executive Director)
Wisconsin Counties Association (Dave Ostness, County Board Supervisor)
Wisconsin Technology Council (Tom Still, President)
Wisconsin Towns Associations (Tom Winker, Director, District 6)

**Guests in attendance**

Dr. Nick Klein, Cornell University, College of Architecture, Art, and Planning
Peter Fletcher, La Crosse Area Planning Committee

**WisDOT staff in attendance**

Craig Thompson, Secretary, Wisconsin DOT
Paul Hammer, Deputy Secretary, Wisconsin DOT
Joel Nilsestuen, Assistant Deputy Secretary, Wisconsin DOT
Andrew McFadden, Wisconsin DOT Strategic Initiatives Team
Alison S. Lebwohl, Wisconsin DOT Strategic Initiatives Team
Brad Basten, Wisconsin DOT Strategic Initiatives Team
June Coleman, Director, Wisconsin DOT Bureau of Performance Improvement, Research and Strategic Initiatives
John Etzler, Wisconsin DOT Bureau of Budget
Travis Houle, Wisconsin DOT Bureau of Transit, Local Roads, Railroads and Harbors
Tanya Iverson, Wisconsin DOT Bureau of Transportation Safety
Rudy King, WisDOT Office of Public Affairs
Mark Knickelbine, Wisconsin DOT Office of Public Affairs
Mike Loughran, Wisconsin DOT Bureau of Transit, Local Roads, Railroads and Harbors
Jill Mrotek-Glenzinski, Urban Planner, Wisconsin DOT Bureau of Planning and Economic Development
Katie Patterson, Wisconsin DOT Bureau of Transit, Local Roads, Railroads and Harbors
Ian Ritz, Transit Section Chief, Wisconsin DOT Bureau of Transit, Local Roads, Railroads and Harbors
Ethan Severson, Wisconsin DOT Bureau of Performance Improvement, Research and Strategic Initiatives
Andrew Schwartz, Wisconsin DOT Bureau of Budget
Justin Shell, Deputy Administrator, Wisconsin DOT Division of Transportation Investment Management
Taqwanya Smith, Wisconsin DOT Office of Business Opportunity and Equity Compliance
John Swisser, Wisconsin DOT Bureau of Transit, Local Roads, Railroads and Harbors
Matt Umhoefer, Wisconsin DOT Strategic Initiatives Team
Kaleb Vander Wiele, Wisconsin DOT Division of Budget and Strategic Initiatives
Chuck Wade, Director, Wisconsin DOT Bureau of Planning and Economic Development

**Appendix C: Themes and detail from small groups**

As noted in the body of this Meeting Summary, small group discussions on Day Two supported participants in identifying what changes – and additional information – might help Wisconsin achieve some of the options, features and flexibilities identified on Day One by the small groups. Participants were divided into small groups focused on State and Local Government Policy and Procedures, Data and Performance Measures, Program Coordination and Management, Investments in System Capacity, and Regional and Local Planning Processes. The results were then shared back with participants after the meeting to allow them and their organizations additional time to further consider and expand upon

their recommendations. Here is more detail on the potential changes and additional information identified within small groups.

<b>Changes: State and Local Government Policy and Procedures</b>	
<i>Theme</i>	<i>Detail</i>
Driver licensing and insurance	Statutory change to allow foster youth to get auto insurance and to allow low-income people to retain their license when they incur non-moving and other violations; reduce insurance requirement barriers for volunteer drivers.
Involve employers and medical facilities	Work intentionally with employers and medical facilities; provide incentives for public-private partnerships; connect low-income workers with jobs (Wisconsin Employment Transportation Assistance Program or WETAP).
Mobility management	Improve trip planning information, including for wheelchair and pedestrian accessibility; consider marketing mobility managers and available services; consider linguistic diversity (non-English speakers).
Increase funding	Increase dedicated funding for transit, bike/ped, and regional coordination; consider how to ensure sustainable income streams; index the Transportation Fund; consider moving transit funding out of the state's Transportation Fund.
Human-based performance measures	Use performance measures that put non-driver mobility (rather than system efficiency) at the center, incentivize coordination and innovation, and don't place undue burden on service providers.
Infrastructure design and funding	Design and fund transportation projects that consider the needs of non-drivers; bring back Complete Streets.
Rules of the road: protecting non-drivers	Give buses the right of way to re-enter traffic lane. Restore use of radar to enforce speeding and red-light running laws to enhance pedestrian safety.
Regional service provider coordination	Design program metrics and grants to improve collaboration; remove trip purpose, demographic, and geographic funding restrictions; put funding with the person instead of the place or provider; allow funds to be mingled across county boundaries; provide a local collaboration grant to specific locations; evaluate the potential for Regional Transit Authorities (RTAs); promote one-ride/one-service (no transfers); apply for federal waivers.
Community planning: accessibility	Plan for connections between home and work.
Collaboration	Partner with Human Services to better understand and meet the needs of non-drivers. Provide incentives for neighboring communities to share resources.
Equity lens	Consider impacts for low-income and non-English speaking populations; define the non-driver in statute.

### Changes: Data and Performance Measures

<i>Theme</i>	<i>Detail</i>
Human-centered performance measures	For funding and accountability, measure what matters to riders: e.g., time in transit, wait time, on-time arrival, proximity to destination, number of options, accessibility, "on-demand-ness." Recognize impacts of transportation on economics, health, mobility, accessibility, safety.
Streamline and standardize performance measures	Use appropriate benchmarks. Recognize what is unique about Milwaukee and about our rural counties. Design measures that support both.
Equity lens	Measure transportation burden as share of budget or income (like housing).
Benchmark and evaluate to gain context	Benchmark against other states. Benchmark against real (inflation-adjusted) dollars over time. Perform cost-benefit analyses of transit.

### Changes: Program Coordination and Management

<i>Theme</i>	<i>Detail</i>
Service and funding flexibility	Design funding streams and processes to support broader, more flexible services to non-drivers; increase length of time between grant applications; have DPI fund travel of middle-school and high-school children; allow veterans to travel in DAV (Disabled American Veterans) vehicles regardless of trip type; integrate car seats into public transit; have DWD's Division of Vocational Rehabilitation (DVR) and DWD offer transit vouchers; emulate the public-private partnership of SMRT bus across the state.
Service coordination	Collaboration across sectors, organizations and boundaries can lead to improved services. Ensure Human Services, Employers and Locals are at the table. Planners and RPCs may help with coordination. Fund RTAs.
Fund research	Consider funding a sustainable transportation research center, like California.
Involve employers	Provide funding for employers to run their own ride-share or vanpool system. Ask employers about their needs.
Mobility management	One-call system and mobility managers can match transportation options to specific users' needs; market these services; streamline connecting to them.

### Changes: Investments in System Capacity

<i>Theme</i>	<i>Detail</i>
Increase funding	Currently, there is a funding shortage that cannot meet demands.
Community planning: regional coordination	Enable RTAs; use planners and planning commissions to help with regional planning.
Technology	Improved coordination of cell phone apps for pedestrians and transit users.

Equity lens	Require advocacy voice at the table during transportation planning.
Involve employers	Connect workers to jobs; support existing job access programs like WETAP; encourage employers to provide vouchers or support for transit programs.
Align the incentives	Provide incentives for regional collaboration, including public-private partnerships: expand funding for mobility managers; provide a DOT grant to incentivize local collaboration; involve developers; provide incentives for developers to choose transit-accessible sites.
Infrastructure design and funding	Support and fund pedestrian infrastructure, e.g., Transportation Alternatives Program (TAP). Strengthen Complete Streets language. Provide grants to make bus stops accessible, including providing WiFi to support the visually impaired and blind.
Advocacy organizations	Advocacy organizations can support non-drivers by sharing data and communication, and by building coalitions.
Driver licensing and insurance	For volunteer driver programs, reduce barriers to expand numbers of volunteers. Address high costs of liability insurance.

### Changes: Regional and Local Planning Processes

<i>Theme</i>	<i>Detail</i>
Expand public involvement	Reach out to ensure you hear from all stakeholders. Leverage trusted service providers; offer virtual meetings; engage people early.
Equity lens	Consider requiring the inclusion of non-drivers in the planning process; be thoughtful about who is left behind; travel to the stakeholder rather than asking them to travel to you; transportation options may not be available to veterans and others.
Increase funding	Funding is needed for multimodal transportation. Consider sustainable funding sources. Provide grant funding for start-up programs.
Community planning: holistic	Connect land-use planning and transportation planning; look at benefits to everyone, including how biking, transit, walking decrease congestion and pollution; consider all modes, including biking and pedestrians; emphasize safety; change local parking restrictions; remove on-street parking for Bus Rapid Transit (BRT); harmonize local zoning and building codes.
Infrastructure design and funding	Consider bicyclists and pedestrians when building projects. Install curb cuts in the correct locations. Complete Streets.
Involve employers	Encourage flexible work schedules. Tie jobs to potential workers who are non-drivers.
Community planning: influential	Provide Metropolitan Planning Organizations (MPOs) with the authority to enforce their recommendations. Restore ability for local governments to use eminent domain to put in bike lanes and sidewalks.

### Information Needed: State and Local Government Policy and Procedures

<i>Theme</i>	<i>Detail</i>
Non-drivers	<ul style="list-style-type: none"> <li>• Basic statistics on non-drivers: How many are they? How do they travel?</li> <li>• What do users feel is important? What services might they want that don't currently exist?</li> </ul>
Service providers	<ul style="list-style-type: none"> <li>• What are the rules and laws for shared ride? How does it work?</li> <li>• No database of current service providers or programs.</li> <li>• How much does the cost of public transit impact ridership?</li> <li>• Mobility management is used differently in different places.</li> </ul>
State programs & funders	<ul style="list-style-type: none"> <li>• What are the laws and policies for infrastructure?</li> <li>• DVR used to be able to help with the cost of an accessible vehicle.</li> <li>• What happened to Complete Streets?</li> <li>• What are program guidelines? Can you weight more heavily for coordination?</li> <li>• What programs currently exist (fed/state/local)? How can we better use and coordinate among them?</li> <li>• Will Connect 2050 have a projected expansion and engagement plan for non-drivers?</li> </ul>
Economic impact	<ul style="list-style-type: none"> <li>• What's the economic impact of lost mobility for non-drivers? Conversely, what's the economic gain for the state in improved mobility?</li> </ul>
Employers	<ul style="list-style-type: none"> <li>• How can we demonstrate the benefit to employers of meeting transportation needs?</li> <li>• What tax deductions and incentives exist for employers and businesses?</li> </ul>
Equity lens	<ul style="list-style-type: none"> <li>• What is the connection between race, income, and transportation?</li> </ul>

### Information Needed: Data and Performance Measures

<i>Theme</i>	<i>Detail</i>
Infrastructure mapping	<ul style="list-style-type: none"> <li>• No inventory for pedestrian infrastructure</li> </ul>
Non-drivers	<ul style="list-style-type: none"> <li>• Information on ride purpose and demographics to extrapolate travel needs</li> </ul>
State programs & funders	<ul style="list-style-type: none"> <li>• Are reporting requirements a result of federal requirements, state law, state policy?</li> <li>• Can grant reporting requirements be streamlined?</li> </ul>
Economic impact	<ul style="list-style-type: none"> <li>• For specific locations, assess cost-effectiveness of converting four-lane roads into three-lane roads with a bike lane – with savings going toward transit. Benefits include safety and active travel.</li> </ul>
Equity lens	<ul style="list-style-type: none"> <li>• Are destinations accessible to given populations? Travel time?</li> </ul>

### Information Needed: Program Coordination and Management

<i>Topic</i>	<i>Detail</i>
State programs & funders	<ul style="list-style-type: none"><li>• What mechanisms exist to work on collaboration and coordination here in Wisconsin? In other states?</li><li>• How do Tribes in Wisconsin interact with agencies and organizations around programs and funding?</li><li>• What cost savings could be generated from increased coordination across state agencies?</li></ul>
Equity lens	<ul style="list-style-type: none"><li>• How likely are specific demographic groups in Wisconsin to use different kinds of transportation modes?</li></ul>

### Information Needed: Investments in System Capacity

<i>Topic</i>	<i>Detail</i>
Non-drivers	<ul style="list-style-type: none"><li>• What do non-drivers want and what barriers do they face, including for those who don't use the system?</li></ul>
Service providers	<ul style="list-style-type: none"><li>• What are businesses' concerns about liability?</li></ul>
State programs & funders	<ul style="list-style-type: none"><li>• What resources and policies and barriers exist?</li></ul>

### Information Needed: Regional and Local Planning Processes

<i>Topic</i>	<i>Detail</i>
Non-drivers	<ul style="list-style-type: none"><li>• Good ped/bike user data – e.g., traffic at crossings</li><li>• Predictive modeling to indicate the true population of non-drivers in a region</li></ul>
Service providers	<ul style="list-style-type: none"><li>• What incentives exist or would work to promote coordination among service providers?</li><li>• Comprehensive inventory of service providers and gaps</li></ul>
Public engagement	<ul style="list-style-type: none"><li>• What type of public involvement is needed?</li><li>• How is public engagement currently conducted?</li><li>• How can we educate the general public and local officials?</li></ul>
Equity lens	<ul style="list-style-type: none"><li>• Identifying people to reach and groups to partner with</li></ul>