Mobility for All 2020

One-Call/One-Click

Business Plan

King County

MOBILITY COALITION

FP Kevin Chambers | FULL PATH LLC
One-Call/One-Click Business Plan

January 31, 2020

Table of Contents

Table of Contents............................................................................................................................................. 1

Introduction.......................................................................................................................................................... 3

About the King County Mobility Coalition............................................................................................................. 3
About the Inclusive Planning Grant.......................................................................................................................... 4

Problem.............................................................................................................................................................. 4

Solution.............................................................................................................................................................. 6

Data................................................................................................................................................................. 7

Data Quality for the Long Haul.............................................................................................................................. 7
Building on Open Standards..................................................................................................................................... 8
GTFS-flex in a Nutshell ........................................................................................................................................... 8
How Richer Data Helps Riders............................................................................................................................... 8

Software........................................................................................................................................................... 11

Services............................................................................................................................................................ 14

A One-Call Center ............................................................................................................................................... 14
Arriving at the Right Size for the One-Call Center.................................................................................................. 15
Network Management ............................................................................................................................................ 17

Plan Cost Effectiveness and Return on Investment.............................................................................................. 18

Business Plan................................................................................................................................................... 19

Initial Marketing and Outreach................................................................................................................................ 20
One-Click: A Phased Approach............................................................................................................................. 21
One-Call............................................................................................................................................................. 21

Governance....................................................................................................................................................... 22

Timeline........................................................................................................................................................... 25

One-Click Initial and First Year Costs.................................................................................................................... 26

One-Call CSR Staffing Cost Per Year ....................................................................................................................... 27
Expansion Costs — Booking for One Provider ................................................................. 27
Fixed Ongoing Costs per Year for One-Click Operator ...................................................... 28

Appendices ...................................................................................................................... 29

Glossary of Terms and Acronyms .................................................................................. 30
One-Call/One-Click Prototype Study Report .................................................................... 31
One-Call/One-Click Feedback Summary ......................................................................... 38
Introduction

This document provides a plan for the King County Mobility Coalition to implement a set of institutional capacities and technology tools to respond to the difficulties of presenting a robust network of specialized transportation options to the public, planners, and other stakeholders.

About the King County Mobility Coalition

The King County’s Mobility Coalition’s vision is a coordinated transportation network that allows all people to move freely around King County and the Puget Sound region.

The purpose of the King County Mobility Coalition is to inform the planning of special needs transportation services in King County and develop strategies, tools, and projects to improve mobility for people with limited transportation options due to age, income, disability, limited English proficiency or other limiting factor. The Coalition brings together individuals and organizations to share information; assess the needs of the local community and current transportation network; provide recommendations to improve the system; and educate decision-makers, community groups, and the general public.¹

¹ https://kcmobility.org
About the Inclusive Planning Grant

From July 2018 to January 2020, the King County Mobility Coalition worked with an Inclusive Planning grant awarded by the Community Transportation Association of America as part of its Mobility for All efforts. This grant sought to test and prove the value of an inclusive planning process in coordinated transportation efforts. In Round 1 of the grant (July 2018-2019), the KCMC heard from 500+ people through surveying and inclusive summits about accessibility and mobility topics. In Round 2 (July 2019-Jan 2020), the KCMC’s Inclusive Planning Steering Committee used Round 1 findings to develop an Action Plan. The Action Plan identified five core concerns to be addressed in Round 2 work: trip planning, inclusive planning cultural competency, marketing and collateral, payment, and the built environment. These priorities led to the advancement of the One-Call One-Click, Community Transportation Navigators or Marketing and Outreach, and Inclusive Planning Toolkit workgroups.

This Business Plan for a One-Call One-Click contains the backdrop of the Inclusive Planning process and One-Call One-Click Workgroup, which worked to coordinate feedback, survey stakeholders, and provide review of relevant materials throughout the creation of this deliverable. Outreach was performed to gain perspective from priority populations, including people with disabilities, older adults, and caregivers. The vision for a One-Call One-Click system was elevated by Inclusive Planning efforts as a critical resource for supporting transportation and mobility accessibility for all. This lens is reflected in the core features and functions desired in a King County One-Call One-Click system.

Problem

The Puget Sound is a large region with great diversity – urban and rural, elevated and coastal, accessible and not. Specialized transportation plays a vital role in the region to respond to the various needs presented by those living here. When looking specifically at King County, specialized services support the vision for this county and beyond to be a place where all people have equitable opportunities to thrive. The specialization of services implies that barriers to mobility are actively considered and the corresponding services are designed to overcome those
barriers. With so many unique communities and needs, there are many services available through public and private agencies.

In a county as large as King County’s, the result is dozens of services, each designed to serve a particular group. Such a robust array of services easily becomes complex and difficult to understand.

» For riders, their families, and their support people, it can be hard to discover the best options and figure out how to access them. When planning a particular trip, it can be confusing figuring out which services are available, what the costs are, and whether public transit is a viable option.

» For planners and policymakers, it can be daunting to think about all the services together, identify gaps, or connect services for desired social outcomes.

Information and referral resources such as FindARide.org, 211, and area agencies on aging provide valuable assistance, but the lack of a single authoritative source of options that also includes the capacity to drill down into the options for a specific trip means that everyone — riders, information and referral specialists, planners — has to go through a lot of footwork to understand how the system works or should work. Many times, individuals must call several different services without even knowing if they are eligible for service. This is time-consuming, discouraging, and requires a broad knowledge of services in the first place.

In addition to the barriers to easy service discovery, there can also be high barriers to accessing services once they are known. With very few exceptions, specialized services are available only through advance reservations made by phone calls that may involve significant hold time. Often this is due to the need to speak person-to-person to make sure that all the nuance of providing a particular trip are considered, but in many instances, it’s simply a lack of investment in systems that can streamline the creation and sharing of a trip request. As the concept of mobility as a service (MaaS)\(^2\) gains greater traction and ever more transportation services become on-demand and bookable through mobile devices, keeping specialized services available through strictly analog methods presents a challenge to maintaining equity.

Solution

This plan describes how to respond to these problems through a public-facing web-based system as a single point of entry for trip planning, paired with phone-based services with staff that also rely on the web-based system. Together, this solution will allow consumers, mobility managers, medical and social service providers, and information and referral specialists to have access to comprehensive and complete information on the full range of transit, paratransit and personal mobility options, including human service and community-based services. In the specialized transportation field, this approach has been termed “one-call/one-click.” This plan presents a one-call/one-click (OC/OC) solution that takes into account King County and the central Puget Sound’s needs as gathered through an inclusive planning process, an evaluation of the institutional landscape, and the current state of the technology tools available.

This solution relies on a thoughtful mix of data, software tools, and community-focused services to make specialized services much easier to understand and access throughout King County, with opportunities to scale regionally and even state-wide.

The following table provides a snapshot of the key features of a one-click system and compares them with the region’s current tool for finding transportation services, FindARide.org.

<table>
<thead>
<tr>
<th>Feature</th>
<th>One-Click System</th>
<th>FindARide.org</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides comprehensive directory of services</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Users can filter results by origin area, accessibility needs, or other factors</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Can search by both origin and destination</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Results include detailed trip plans</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Results include fixed route transit options</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Results can include multiple modes in the same trip (e.g., fixed route and demand-response)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Users can create personal profiles</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Users can give assistors access to their profiles</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>System can be integrated with transportation provider systems for directly booking rides</td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

*Table 1 - A matrix of key features of a one-click system and FindARide.org*
Data

Foundational to this plan is good data — data that is accurate, comprehensive, computer-readable, and descriptive enough about the services so that a wide range of users can get actionable information from it.

Data Quality for the Long Haul

For accuracy and comprehensiveness, the King County Mobility Coalition must establish the capacity to inventory all the services to be included in the system, work with each service provider to make sure that their services are well understood, and maintain a relationship with each provider over time to assure that changes in services are reflected in the data in a timely fashion. As illustrated in Figure 1, this infrastructure is a critical foundational element for quality data and successful software. While data formats will evolve and software changes rapidly, the processes and procedures that produce the data feeding into the software will need to be stable and reliable to maintain trust with both providers and consumers of the data.
Building on Open Standards

Only recently has a digital data standard emerged — GTFS-flex — that is capable of being sufficiently descriptive of how specialized transportation works to be worthy of consideration. GTFS-flex’s parent standard, the General Transit Feed Specification (GTFS), is designed to work only with fixed route transit services, such as fixed bus routes, light rail, commuter rail, and ferries. GTFS-flex adds the capability to describe the deviations that deviated fixed route services, such as King County Metro’s Dial-A-Ride Transit (DART) service, can do, as well as purely demand-responsive services such as King County Metro’s Access Transportation.

GTFS-flex in a Nutshell

Like a GTFS feed, a GTFS-flex feed is a static file that only changes when the service changes, for example if service is expanded to weekends. GTFS-flex relies on many of the data points of its parent format, GTFS, for things like the agency name, fare rules, and days of operation. The key element GTFS-flex adds is the ability to describe areas. Services that are purely demand-responsive in nature rely on areas to describe allowed pickup and drop off zones, while hybrid services that travel along a designated route for a portion of their service and go off-route on another portion — relying on GTFS’s existing route format for the first portion and the new areas data format for the second.
Though new, GTFS-flex is already being used successfully in the state of Vermont by its Agency of Transportation (VTrans), which put all the state’s rural flexible transit services into the format. VTrans then worked with contracted software developers to update a widely used open source transit trip planner so that it could interpret the GTFS-flex data. Prior to implementing the trip planner, there was no way for a rural resident to plan a trip that included flexible dial-a-ride services. Now residents of Vermont have access to a trip planner that not only shows trips that involve dial-a-ride alone, it also creates itineraries that use both dial-a-ride and fixed route, as shown in Figure 2.

---

**Figure 2 - Screenshot of VTrans Trip Planner linking dial-a-ride service with intercity fixed route transit**

---


4 The trip planner can be found at [https://plan.govermont.org/](https://plan.govermont.org/).
As GTFS-flex adoption grows, there are likely to be more tools that can use GTFS-flex for both public-facing and planning purposes, as has happened with GTFS. For example, Mapnificent⁵ is an open source web application with an easy-to-use interface that consumes GTFS data to create maps showing the travel time provided by various transit services around the world. The development of similar tools for demand-responsive services, or the expansion of the existing tools like Mapnificent so they also consume GTFS-flex, would open the door to new understandings about the existence and value of public and community-based transportation in semi-urban and rural mobility.

⁵ https://www.mapnificent.net/
Software

The “one-click” software system must serve several key functions:

» Interpret GTFS data from public transit and the collected GTFS-flex data from specialized services and present it to users for trip planning.

» Be able to present information to a range of user types (riders, assistors, information and referral specialists, etc.) under a range of different conditions (desktop computers, smart phones, and tablets). Thoughtful user interface design will be important to balance the need for an intuitive and welcoming application with the need for a robust set of functions to allow a user to dig into the full breadth of mobility options available.

» Track data that GTFS-flex does not yet describe, most importantly the eligibility requirements for services that are not available to the general public, such as age, disability, veteran’s status, etc.

» Be capable of serving not just the discovery of options but also requesting or booking a specific trip.

Figure 3 – An example high-level design for a mature one-call/one-click system
Figure 4 illustrates how a mature one-call/one-click system is part of a larger technology system. It would be accessible to a user directly or through the assistance of a “one-call” call center. The system is fed data about services in GTFS and GTFS-flex formats. When a user wishes to request or book a service, the OC/OC system can connect to that service through an application programming interface (API).

The value of open data is represented by the ability for a rider to use a private app (for example, the Uber app, Citymapper, or Google Maps) to discover mass transit options and book rides that are available to the general public. These apps would rely on the same GTFS data for transit that the OC/OC system does. As GTFS-flex adoption grows, it may also be used as a data source by private app developers.

For simplicity’s sake, a one-click system can be thought of as being composed of two broad categories of functionality: service discovery and transactional functions that involve reserving, booking, or payment. This plan focuses on the former — a first phase where data, software, and a supporting call center aim at making it easy to find out what options are available and plan specific trips in a manner similar to Citymapper or Google Maps. The combination of a mature data standard, the ability to describe the entire region’s offerings, proven software, and clear value to a range of users make it the compelling first step.

In contrast, transactional features that allow a user to directly book a ride with any arbitrary provider through a single OC/OC platform are significantly less mature. There is an absence of data standards, active resistance to integration from many software vendors and transportation network companies, and integrating electronic fares is particularly difficult at this time.

Outreach in King County has shown that while many transportation providers are interested in engaging with a one-call/one-click system, they are hesitant to invest in a system separate from their own processes that will be able to correctly screen clients without first witnessing the capabilities of a platform. Developing a booking integration is more costly, and each integration is likely to apply to only one agency. For this reason, this plan recommends not including it in the scope of the project’s first phase. Figure 4 illustrates this recommended phasing.
One-Call/One-Click Focus Area

**Figure 4 - One-Call/One-Click focus area and recommended phasing in relation to the lifecycle of a trip**

At the same time, it is important to recognize that many trends indicate that seamless booking of demand-responsive transportation is inevitable for services available to the general public. For equity reasons, it is important that specialized services also keep pace where appropriate. This plan balances the costs and immaturity of transactional features with the need to make advances by making the first booking integration in the second phase of the project, after the project team has practical experience with the discovery tools, has built out its transportation provider network, and has identified the best candidates for an integration.

This approach has the benefit of providing an incentive for riders to book their trips through the system and for transportation providers to be more actively involved in the network.

There are ways to achieve features that appear similar to transactional features to the user, while not requiring the actual transactional functionality. As such, it’s possible for them to be implemented as part of the first phase. One such feature would be to allow users to request (instead of book) trips from transportation providers. For the user this would appear similar to a feature that supported direct booking, but internally would not require a communication link between the one-click system and transportation providers’ scheduling system. The transportation provider would receive notice of the request via email, view the trip details securely in the one-click system, enter the trip details into their scheduling system manually, and follow up with the user on their request.
This approach could also build on one-click’s user profile system to allow designated riders to request subsidized trips. When the one-click system presents the trip request details to the transportation provider as described above, it would authorize the transportation provider to bill a particular payer for the trip outside the one-click system. This approach, in addition to being implementable in the first phase, also has the benefit of providing an incentive for riders to book their trips through the system and for transportation providers to be more actively involved in the network. The second phase would then focus on replacing the requesting of trips with immediate booking and improve the scalability of the system for transportation providers by reducing the amount of manual intervention needed for each trip.

Services

A One-Call Center

The final key element of this plan is a set of services that complement and support the software solution and the data it presents. For purposes of consistency, this service will be called the “one-call center”. Although the name implies it being simply a call center, this plan proposes that it have several responsibilities:

» To serve as a “phone bridge” between the one-click system and users who cannot or choose not to use the system directly. This includes providing language services for people who have limited English proficiency.

» To be an advocate and support to people in King County who need transportation services and are having problems finding it, even after using the one-click system.

» To conduct initial and ongoing outreach and training to the full range of one-click users (riders, caregivers and assistors, transportation providers, information and referral professionals, etc.).

» To manage or work closely with the manager of the network of transportation providers whose services appear in the one-click system.

» To serve as the “product owner” of the one-click system and take direct responsibility for its success. It will be important for someone to take this role given that technology, the transportation industry, demographics, and regional mobility policies are all likely to evolve and affect one another in ways that are difficult to predict. With its proximity to the people using the system and the services it directs them to, the one-call center is in the best position to play this role. The key functions as product owner include:
1. Developing deep expertise with the system, its capabilities, and its limitations;
2. Creating thorough documentation of the processes used in maintaining the system and its data (the software vendor will provide documentation for the software itself);
3. Developing and tracking desired outcome measures, or key performance indicators (KPIs), for reporting;
4. Continuously gathering feedback from users about how the system is working for them;
5. Maintaining the capacity, internally or through contractors, to keep the system’s data up to date to and make configuration tweaks based on feedback collected from users; and
6. Creating and maintaining a product roadmap for future upgrades and improvements that require software development or project management resources.

Arriving at the Right Size for the One-Call Center

Through feedback collected from the inclusive planning process and interviews with regional institutional stakeholders, we found a variety of perspectives on the presence or functionality of a one-call center, some of which conflicted.

With respect to a call center services, engagement feedback showed a strong interest in the following areas:

» There should be one number to call to schedule a ride with any transportation provider in the region;
» The people staffing the line should be able to provide personalized trip planning for callers in a culturally and linguistically inclusive manner.

One interviewed transportation provider was enthusiastically in favor of a robust centralized call center that would work like this. They envisioned a system that was large and well-trained enough to allow the agency to cease taking reservations in-house, permitting their reservationists to be redeployed to other duties and focus more on operations.
This point brings up the possibility of other transportation providers merging their call centers with a One-Call system or forgoing their call centers to redirect to a One-Call platform. Both instances would necessitate strong institutional coordination, particularly to ensure a One-Call center is robust enough to effectively replace existing centers while maintaining the same degree of niche program knowledge. Such occurrences may provide additional revenue streams to support a One-Call center in a way that still reduces cost, administration, and capacity to downsized centers. This opportunity opens doors to cement a One-Call integration into the region, but also proposes challenges between engaging with providers at different capacities, making these changes clear to end-users, and accommodating large-scale changes that may take place during the lifetime of the system.

In contrast, one interviewed transportation coordinator at a major medical provider expressed concerns about a call center presenting itself as a one-stop shop while not being paired with a sufficiently large network of providers with enough capacity to give rides to all those who qualify for them. They saw a negative impact from a service where people call in, talk with another human, and then come away feeling defeated if they are informed that they are not eligible for any services. In place of a call center, she recommended keeping the resource as an online resource, where receiving bad news about the eligibility may not lead to as much disappointment and prevent generating a negative reputation for the network. Given that latent demand is likely high now and increasing as the population ages, and that funding to keep pace with demand may not be forthcoming, this concern is not unwarranted.

To reconcile these contrasting perspectives, this plan recommends starting small, with a strong focus on evaluation of caller satisfaction initially and over time. This gives the call center time to carry out on-the-ground learning of the benefits and risks of a call center, build organizational capacity, and tailor its size and the shape of its services to where the data show the value of services to be highest. Parallel to the incremental growth of the one-call center, the King County Mobility Coalition can also work to expand services where needed and help assure that there are sufficient services to respond to latent demand that may be uncovered with the development of the one-call/one-click system.

Hopelink Mobility Management has recently received a grant through Aging and Disability Services’ Community Living Connections to expand its existing Remote Options Counseling service into a slightly larger “Transportation Resources Line”. Because its mission is so closely aligned with that of a one-call center, this plan recommends using the Transportation Resources
Line as a starting point for the recommended incremental approach. Growth may occur within the Hopelink program or through partnering with other established call centers in the County.

Network Management

Participation by transportation providers in a one-call/one-click system will mean some level of additional work for the provider simply to participate in the directory of services. It may also mean additional demand for its services. If the agency decides to become part of the later developments of the OC/OC system that involve direct booking through a technology integration between the one-click system and the agency’s scheduling and dispatch system, then that adds a significant level of effort and commitment as well.

Many organizations, due to any number of factors — such as their mission, leadership, strategic plans, or organizational capacity — may join the OC/OC network without being offered incentives or required to do so by a funder. However, based on surveys of providers, it appears that a significant proportion of providers have concerns about participation that are large enough to prevent integration unless concerns are addressed to their satisfaction. This presents a risk the OC/OC project, since it could result in a fragmentation of services: those in the platform and those outside it. This being in direct opposition to the goal of the system, it is vital that the plan include ways to bring as many transportation providers into the network as possible.

Mirroring its role as the one-click product owner, this plan recommends that the one-click center also serve as the central “point person” for the transportation provider network. From this position, the center will be able to work with each provider, hear their concerns, and develop formal membership plans that describe in detail their participation and place in the network. Some of the levers that may be available as part of that negotiation may include:

- Working with regional institutions to bring funding in line with demand;
- Providing technical assistance to make participation easier;
- Helping with service design to provide tiered services that may reduce demand for the highest cost modes. For example, by increasing travel training, friends and family programs, or higher capacity shuttle services to reduce the demand on door-to-door services; and
- Working together with other network providers to adjust the eligibility for riders or agency service area if there are coverage overlaps that reduce network efficiency.
A One-Click system will also have to adapt to differing technology capabilities of partners during integration. When working with providers that are operating on larger scales, it is likely that they will already be using APIs and therefore will be less willing to adjust their programming to align with the APIs created by a One-Click. In this case, it will be the responsibility of the One-Click system to resolve how One-Click technology can be adapted or merged with an existing system in a way that puts minimal burden on the larger provider. In other cases, the technology offerings of a One-Click may be more robust than what a service provider is currently using. If so, the provider may be more willing to work with a One-Click center as a partner in enhancing technology capacity, sharing the responsibilities and cost of integration. It is necessary that a One-Click system standardize these responses to plan for both small- and large-scale integration. The level of technology calibration shared between a provider and the One-Click system will have big impacts on the costs associated with integration. Furthermore, the various levels of integration a One-Click will offer to providers – from being included in trip planning and mapping, to booking, and eventually payment – will affect the compatibility or establishment of their technology integration. Each step will be pivotal in assessing big-picture management of the One-Click system as well as gaining buy-in on an individual provider basis.

Plan Cost Effectiveness and Return on Investment

The value of an OC/OC platform lies in the following key areas:

» **For rider and their supports:** by reducing the barriers to understanding the system holistically, discovering available services for a particular trip, and accessing those services through a more seamless booking process. Mobility is a social determinant of health, a core element of social and economic participation, and fundamental to basic human dignity.

» **For transportation providers:** for those providers seeking increased visibility, by providing a platform through which riders can find their services. For those providers already at capacity, by joining a community of peers and receiving a set of support services to increase their effectiveness.

» **For medical providers:** by being able to work more effectively with their clients on their transportation needs and reduce missed appointments.

» **For information and referral professionals:** by providing insight into mobility options down to the trip itinerary level.
» **For regional institutions, planners, and policymakers:** by providing opportunities for a more efficient network of services, and by providing data and tools to better understand the demand for and supply of specialized transportation infrastructure in the region.

Achieving these outcomes will produce some direct cost savings. For example, an OC/OC system will likely reduce the number of inquiries by ineligible people made to transportation providers, as well as produce a more efficient service network through better planning.

However, the other benefits of the system are examples of benefits diffused across the community, with costs concentrated in the provision of transportation services and the maintenance of the OC/OC system. As such, the OC/OC system is unlikely to be a money-saver in the strict sense, and instead serve as a community asset that is worth the cost.

In order to justify these costs, this plan recommends that each identified core benefit be associated with a key performance indicator that provides some indication as to whether the desired outcome is in some sense on track or not. Suggested KPIs are included in the governance section of this document.

**Business Plan**

This plan is focused on the first funded phase for both the one-click system and the one-call center, when systems are getting put into place and organizational capacity is first being built. The focus areas are on getting things up and running and laying the foundations for processes that support continuous improvement throughout the life of the program. It is assumed that the OC/OC system is coming into a volatile environment where lessons learned will need to be gathered and turned into actionable steps in a consistently timely way.
Initial Marketing and Outreach

Active development of the OC/OC platform should begin with a marketing plan that effectively communicates the value of the service to its target audience. Broadly, this plan advocates for building on the prior efforts of FindARide.org and providing an easy to grasp transition to the new set of tools for users who are already familiar with FindARide.org.

As a platform that serves as a central hub for a range of users with very different needs, the outreach to each audience will need to be tailored to their starting level of knowledge.

For primary audiences — riders, caregivers, assistors, and healthcare providers — this plan recommends developing an initial set of marketing material that can be provided to a limited set of beta testers during the soft launch phase of the implementation. Feedback can then be integrated into the final marketing materials before the public launch of the system.

For other audiences, such as transportation providers and information and referral professionals, a more one-on-one approach is recommended through targeted outreach, such as phone calls and professional venues like the King County Mobility Coalition or other sector-specific meetings. For these groups, outreach is not only a means to inform about the OC/OC effort but also to collect feedback about what could increase engagement in the network.

As a platform that serves as a central hub for a range of users with very different needs, the outreach to each audience will need to be tailored to their starting level of knowledge.
One-Click: A Phased Approach

This plan focuses on the first phase of implementation, where core organizational capacities are put into place for long term sustainability for how service discovery data is collected and kept current. Key first phase technical tasks are:

» Procurement of the one-click software and development of new features to consume GTFS-flex data;
» Procurement of the services to describe services in the GTFS-flex format;
» Initial setup and configuring of the initial system;
» User training (in-house staff, as well as key regional users such as information and referral professionals); and
» Creation of initial process documentation.

If all the necessary funding is secured for this first phase, the timeline sets public launch of the system to be in the 13th month of the project, at which time attention can be turned to phase two. In phase two, work would begin on updating the one-click system to make it capable of direct system-to-system communication with transportation providers’ scheduling systems. While the formal software development work on phase two would not begin until after launch of the base discovery system, exploration of possible partners can be carried out throughout the first phase, especially during the soft launch when transportation agencies would be getting their first hands-on experience with the new tool. In a second phase, the One-Click owner must advance the technological requirements required for integration, including working closely with individual providers to ensure their existing technology will effectively merge with the One-Click standard.

One-Call

The first phase of development of the call center would be focused in the following areas:

» Outreach to agencies for participation in the network for the initial launch;
» Development of policies and procedures for the call center;
» Development of “product owner” processes: create workflows to receive feedback from all users of the system and turn them into actionable steps for continuous improvement of the software, call center operations, and transportation provider network.
- Call center staff use the one-click system directly and trains users. Use feedback from staff and trainings to guide one-click’s evolution and development.
- Analysis of usage data from one-click system helps guide community outreach.
  » Development of evaluation measures for call center and OC/OC system; and
  » Establishment of funding sustainability plan.

**Governance**

This plan recommends that the King County Mobility Coalition form a subcommittee with responsibility for oversight of the one-call/one-click system. Given the complexity of any OC/OC system, we recommend that every key desired outcome be paired with a key performance indicator (KPI), and that the KCMC OC/OC subcommittee be the core recipient of those KPIs.

KPIs should ideally be as easy as possible to understand and the data should be easy to produce. They should not be expected to provide definitive proof of success or failure, but rather to offer clues into how a complex system is faring to inform the strategic direction of the platform. It should be expected that over time, it will become clearer what success looks like for the region’s OC/OC program. With new understandings come new KPIs, with the caveat that if indicators are being constantly altered, it may be difficult to produce informative trends over longer time scales. Table 2 provides suggestions for indicators for the key values outlined earlier:
<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
<th>Indicator collection method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riders</td>
<td>Reducing the barriers to understanding the system as a whole.</td>
<td>Survey question via OC/OC app and follow-up phone calls.</td>
</tr>
<tr>
<td></td>
<td>Better able to discover available services for a particular trip.</td>
<td>App report: percentage of itineraries with no option. Survey question via OC/OC app and follow-up phone calls.</td>
</tr>
<tr>
<td></td>
<td>Able to access services through a more seamless booking process.</td>
<td>Total trips booked through system, unique riders booked through system (once booking is added to system).</td>
</tr>
<tr>
<td>Transportation Providers</td>
<td>Providing a platform through which riders can find their services.</td>
<td>Total number of providers in the network. App report: number of itineraries in which a given provider is included in results. Reports by provider of how many referrals they get through the OC/OC system.</td>
</tr>
<tr>
<td></td>
<td>Joining a community of peers and receiving a set of support services can increase their effectiveness.</td>
<td>Satisfaction surveys from transportation providers about their participation in the network.</td>
</tr>
<tr>
<td>Medical Providers</td>
<td>Ability to work more effectively with their clients on their transportation needs.</td>
<td>Count of profiles by medical providers in active use for ride discovery. Count of total page views by medical providers. Count of total itineraries with medical facility as pickup or drop off location. Satisfaction surveys of medical providers.</td>
</tr>
<tr>
<td></td>
<td>Reducing missed appointments.</td>
<td>Surveys of medical providers (most likely providing anecdotal results).</td>
</tr>
<tr>
<td>I&amp;R Professionals</td>
<td>Providing insight into mobility options down to the trip itinerary level.</td>
<td>Count of profiles by I&amp;R staff in active use. Count of total page views by I&amp;R staff.</td>
</tr>
<tr>
<td>Planners and policymakers</td>
<td>Providing opportunities for a more efficient network of services.</td>
<td>Number of people transported before and after the OCOC system is rolled out, number of trips per capita, total trip time, time between booking and trip, average number of transfers per trip. Narrative of actions taken to improve network of services.</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Providing data and tools to better understand the demand for and supply of specialized transportation infrastructure in the county.</td>
<td>Count and listing of entities consuming GTFS-flex data for analysis or research.</td>
</tr>
</tbody>
</table>

*Table 2 – Suggested indicators for key value for the one-call/one-click system*
## Timeline

This timeline assumes that the scope for the first year is fully funded at the outset of the project. The schedule can be stretched out as needed to work within budget constraints.

<table>
<thead>
<tr>
<th>Month</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory agencies</td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feed creation procurement</td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-click procurement</td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop initial marketing plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial network development</td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feed creation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-click instance setup</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soft launch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integration of feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize marketing plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribute marketing materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>^G</td>
<td></td>
</tr>
</tbody>
</table>

---
# One-Click Initial and First Year Costs

<table>
<thead>
<tr>
<th>Phase/Element</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>GTFS-flex agency outreach and project management</td>
<td>$15,813</td>
<td>$39,960</td>
<td>Estimated 0.25 FTE</td>
</tr>
<tr>
<td>Initial GTFS and GTFS-flex creation</td>
<td>$15,000</td>
<td>$50,000</td>
<td>15-50 feeds @ $1,000 average cost</td>
</tr>
<tr>
<td>One-click base deployment</td>
<td>$25,000</td>
<td>$35,000</td>
<td>0.5 FTE, possibly spread across multiple mobility managers</td>
</tr>
<tr>
<td>One-click first year hosting and support</td>
<td>$18,000</td>
<td>$35,000</td>
<td>Depends on level of proactive support and upgrades</td>
</tr>
<tr>
<td>Option 1: Upgrade to &quot;one-click 2.0&quot; with ability to ingest GTFS-flex feeds</td>
<td>$10,000</td>
<td>$20,000</td>
<td>This cost would apply in the case of deploying &quot;one-click 1.0&quot; early, then upgrading to &quot;one-click 2.0&quot; after another agency has developed it.</td>
</tr>
<tr>
<td>Option 2: Develop &quot;one-click 2.0&quot; with ability to ingest GTFS-flex feeds</td>
<td>$100,000</td>
<td>$150,000</td>
<td>This cost would apply in the case of assuming the full cost of developing GTFS-flex functionality</td>
</tr>
<tr>
<td>Initial project management</td>
<td>$31,626</td>
<td>$79,919</td>
<td>0.5 FTE for 1 year</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$115,439</strong></td>
<td><strong>$389,879</strong></td>
<td></td>
</tr>
</tbody>
</table>
### One-Call CSR Staffing Cost Per Year

<table>
<thead>
<tr>
<th>Phase/Element</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service Representative</td>
<td>$40,000</td>
<td>$50,000</td>
<td>1.0 FTE. Based on estimates from Hopelink's Medicaid brokerage call center. Expect 7-13 calls per hour, depending on call complexity.</td>
</tr>
</tbody>
</table>

### Expansion Costs — Booking for One Provider

<table>
<thead>
<tr>
<th>Phase/Element</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management</td>
<td>$31,626</td>
<td>$79,919</td>
<td>0.5 FTE for 1 year</td>
</tr>
<tr>
<td>One-click integration costs</td>
<td>$50,000</td>
<td>$150,000</td>
<td>Wide variation depending on type of integration</td>
</tr>
<tr>
<td>Provider integration costs</td>
<td>$50,000</td>
<td>$150,000</td>
<td>Wide variation depending on type of integration</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$131,626</strong></td>
<td><strong>$379,919</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Fixed Ongoing Costs per Year for One-Click Operator

<table>
<thead>
<tr>
<th>Phase/Element</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing network system support and coordination</td>
<td>$15,813</td>
<td>$39,960</td>
<td>Estimated 0.25 FTE</td>
</tr>
<tr>
<td>Annual GTFS &amp; GTFS-flex update costs</td>
<td>$4,500</td>
<td>$15,000</td>
<td>15-50 feeds @ $300 average cost</td>
</tr>
<tr>
<td>One-click annual hosting and support</td>
<td>$18,000</td>
<td>$35,000</td>
<td>Depends on level of proactive support and upgrades</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$38,313</strong></td>
<td><strong>$89,960</strong></td>
<td></td>
</tr>
</tbody>
</table>
Appendices

Glossary of Terms and Acronyms

211 – In many states, dialing “211” provides individuals and families in need with a shortcut through what can be a bewildering maze of health and human service agency phone numbers. By simply dialing 211, those in need of assistance can be referred, and sometimes connected, to appropriate agencies and community organizations.

API – Application Programming Interface – a set of functions and procedures allowing the creation of applications that access the features or data of an operating system, application, or other service.

Citymapper – A public transit app and mapping service. It integrates data for all urban modes of transport, from walking and cycling to driving, with an emphasis on public transport.

CSR – Customer Service Representative – A staff member of the One-Call center that would connect clients with transportation services.

DART – Demand and Response Transportation – Transit service operated by Hopelink. Could also stand for Dial-A-Ride Transportation (Snohomish County service).

FindARide.org – Online service maintained by Hopelink that locates transportation services for individuals based on information that they provide about themselves and their transportation needs.

Fixed-route – This refers to services with set schedules and routes where the sequence of stops never change.

GTFS – General Transit Feed Specification – A common format for public transportation schedules and associated geographic information.

GTFS-flex – A GTFS addition that adds is the ability to describe areas for a transit route that may have a deviated route service area.

I&R – Information and Referral Professionals – Work to connect community members to human service resources.
KCMC – King County Mobility Coalition – Works to inform the planning of special needs transportation services in King County and develop strategies, tools, and projects to improve mobility for people with limited transportation options.

KPI – Key Performance Indicator – A type of performance measurement used to evaluate the success of an organization or of a particular activity in which it engages

MaaS – Mobility as a Service – Describes a shift away from personally-owned modes of transportation and towards mobility provided by service providers.

Mapnificent – Online service that shows users areas they can reach with public transport in a given time.

Medicaid – Medicaid is the federal low-income insurance option. Because Medicaid is jargony, many people know about the Washington equivalent, AppleHealth. Molina is a common sub-contracted insurance for Medicaid recipients. Anyone mentioning these are generally referring to Medicaid.

Mobility for All – Hopelink’s project that sought to test and prove the value of an inclusive planning process in coordinated transportation efforts.

OC/OC – One-Call/One-Click – Access to transportation information and booking through a single point of entry via a public-facing web-based system, paired with phone-based services with staff that also rely on the web-based system.

TNC – Transportation Network Company – Companies such as Yellow Cab, Uber, and Lyft.

VTrans – Vermont’s Agency of Transportation
One-Call/One-Click Prototype Study Report

November 1\textsuperscript{st}-27\textsuperscript{th}, 2019

Prototype Overview

On April 1\textsuperscript{st}, 2019, the King County Mobility Coalition secured funds through a national grant by the US Administration for Community Living to pursue a second round of Inclusive Planning projects. The goal of the Round 2 projects was to continue demonstrating the value that an inclusive planning process can bring to coordinated transportation efforts. In Round 2, three main projects and subsequent workgroups emerged out of the needs identified in Round 1.

One of these efforts has been the coordination of One-Call One-Click system in our region. A One-Call One-Click system is a platform that provides riders with centralized trip planning and booking resources. The goal is to be as inclusive as possible of all transportation and mobility options in an area to enable a rider to both adequately discover and book trips. The need for a One-Call One-Click service has been consistently identified throughout many intersectional transportation conversations. Such a service would reduce barriers to accessing mobility options in the Puget Sound.

The Workgroup decided that it would be valuable to investigate critical aspects of the system prior to the end of the grant cycle to inform this business plan, which led to the idea of the prototype study.

The One-Call One-Click prototype study sought to test core elements of a One-Call One-Click system through a limited launch. The goal of this project was to offer residents of the Kirkland/Bothell and South Seattle area a single phone number and an online form that they can access to request a ride. Staff support recorded trip and eligibility details to match riders with an appropriate service. Staff scheduled the ride on behalf of the rider with the service and contacted the rider to inform them of what provider they were matched to. After the trip, staff called the rider back to hear their feedback on the process as well as attempt to sustainably set them up with a provider beyond the limited launch time period.

Key Figures

- 4 total calls received
  - 2 rides cancelled
  - 2 rides provided
- Rides provided through Envoy and the American Cancer Society’s Road to Recovery Program
- Three callers from Kirkland area; one from Seattle area
- Participating service providers:
  - Bothell/Woodinville Community Van
  - Catholic Community Services
  - Envoy America
  - GoGo Grandparent
  - Kenmore-North Kirkland Community Van
  - Northshore Senior Center
  - Seattle Yellow Cab
  - Sound Generations Hyde Shuttle
  - Sound Generations Volunteer Transportation
  - Via to Transit
- Marketing material distributed at:
  - Kirkland/Bothell area:
    - Hopelink Kirkland Food Bank
    - Peter Kirk Community Center
    - SHAG Woodlands at Forbes Lake
  - South Seattle area:
    - International Drop-In Center (IDIC) Seattle
    - White Center Food Bank
- Marketing material distributed through partner channels at:
  - Asian Counseling and Referral Services
  - Kirkland Community Van channels
  - Northshore Senior Center

Pre-Launch Coordination with Workgroup

The One-Call One-Click Workgroup provided consistent feedback to inform the implementation of the prototype. With their help, transportation providers were identified, marketing material was drafted and revised, and the call intake process was reviewed. The Workgroup was able to use subject matter expertise in various contexts to make the prototype more efficient, accessible, and informative.

While work on One-Call One-Click has been ongoing, most of the specific work of the prototype was planned with the coordination of the Workgroup in one meeting, one phone call, and various email communications.
Pre-Launch Coordination with Providers

After compiling a list of operating transportation providers in the Bothell/Kirkland and South Seattle areas, Inclusive Planning staff reached out to providers most relevant to the populations that the prototype was prioritizing. This meant specifically seeking to include providers that served older adults, people with disabilities, and otherwise more specialized services, like those with accessible vehicles. For the purpose of this prototype, most of the providers contacted where also regional agencies and not national services. The emphasis on working with local providers had to do with time constraints of coordination with larger providers and the ability to utilize existing partnerships through the King County Mobility Coalition.

Staff contacted this narrowed list of providers and asked to schedule phone calls to discuss the prototype and possible participation. These calls offered valuable insights on the concerns or conditional agreements certain providers could make to participate. While the desire for engagement was overall strong, with many providers expressing interest and excitement for involvement, there were also many questions raised about the operational process. Providers wanted to be clear that they would need the same information required when intaking a client on their own, which was often done through computer software systems. They wanted to know that, for this prototype, Inclusive Planning staff would be handling administrative work and that their contribution would only be fulfilling ride requests if applicable. Providers were also curious about the expected volume of calls in case it strained their service capacities. Staff ensured providers that they would only be contacted for the prototype if the ride was deemed eligible for their services, and volumes were not expected to be a strain.

After confirming a provider’s ability to participate, Inclusive Planning staff requested intake and eligibility information. Providers informed staff of both their intake processes and the forms they fill-out when registering a rider. Staff asked providers to indicate which questions were mandatory in order to reduce asking the caller as many unnecessary questions as possible. Some providers did not have a formal intake process, but only needed to know that a trip request qualified based on their eligibility.

Staff also learned about the standard operating procedures of each provider regarding their trip request and confirmation timeline in order to know how early they would be able to know a ride had been secured. Many providers worked with Inclusive Planning staff to coordinate a method of communication outside of standard booking practices. For example, instead of having a prototype staff call the traditional ride-request number of a service, staff would reach out directly to their contact person with the provider who would be able to input the ride request information
themselves. This became necessary because Inclusive Planning staff would need to book rides on behalf of riders and receive confirmation for a trip before the rider themselves, requiring an extra layer of contact.

Throughout organizing this process, staff took note of important variables to be considered from different providers. For example, one provider did not have a full-time staff member and could only be reached during limited hours. Another provider asked that the ride request contact information be altered after confirmation of the ride, which meant being more vigilant about information sharing. Some trip confirmations were communicated to riders on a certain day of the week, while others guaranteed a response within a certain amount of time.

The goal of the prototype was to match callers with an existing service provider that they could use in the future. Staff tried to coordinate with a wide variety of providers in the areas to enhance options. However, for the purpose of this prototype, if a caller could not be matched with an existing service, there were also partnerships with for-profit providers. This was particularly applicable for callers requesting rides without much advanced notice. The cost was covered during this study but would not be in a full-fledged One-Call One-Click service.

**Call Intake Process**

Inclusive Planning staff trained others working in Hopelink Mobility Management on the One-Call One-Click prototype intake process so that the line would be covered during all hours of operation (M-F 8:30am-4:30pm).

Inclusive Planning staff developed a call intake script that sought to initially ask potential riders the most basic questions and then use the answers to perform a preliminary match. The preliminary match was based on the intake staff’s existing knowledge of provider service eligibility. Once those preliminary matches were identified over the phone, staff would then ask more specific intake questions made mandatory by the service provider if that service was thought to be an option for them.

With the intake and eligibility questions answered in the initial phone call, staff would reach out to established contacts for matched service providers. This would trigger the provider to begin their intake process and request a ride.

The goal was that staff would reach back out to a rider at the earliest time possible to inform them of a secured ride; the time in-between the call intake and this follow-up call varied depending on the advanced notice request of the ride and the confirmation timeline of the
provider the rider was matched with. If there was to be a long enough time interval between requested ride date and the initial call or the provider confirmation and the initial call, staff would reach out to let the rider know they had been matched with some services and were in the process of securing a ride. As soon as a ride was confirmed by a provider to Inclusive Planning staff, a call was made to the rider to let them know which provider would be giving them their ride. Communication regarding the ride from that point on would be through the provider and the rider, not prototype staff. The prototype aimed to set the rider up with a provider they could use beyond the single ride, so the staffer would inform the caller about the service itself and teach them how to book a ride with that provider in the future.

Within a week of the ride, staff would reach back out to the caller and ask them simple survey questions to evaluate their feedback on the trip and calling process. The survey had a total of four questions. It asked the rider about their satisfaction with both the provider they were matched to and the prototype process of being matched to a ride.

**Engagement Feedback**

Feedback about One-Call One-Click and the prototype were heard on an informal basis throughout Hopelink Mobility tabling events and One-Call One-Click prototype marketing distribution.

While One-Call One-Click feedback is ongoing, feedback in this section of the report can be attributed to the outreach from these places:

- SHAG Woodlands at Forbes Lake
- Peter Kirk Community Center
- African American Caregivers Forum
- New Bethlehem Day Center

When discussing the prototype specifically, participants often expressed how they may utilize this service if it lasted longer than a month. The limited time frame was a critical part in the way people interacted with the prototype. People expressed a desire for a One-Call One-Click service by mentioning the way they could utilize these services on a longer-term scale. They mentioned opportunities or ideas they had to use the service in the future, although they could not think of anything they would need it for within the time frame.

There was also frequent confusion on the nature of the service, as many interpreted it to be a transportation service that Hopelink is providing. Many people felt as though they had
experience with Hopelink’s transportation services before and did not need to explore the prototype further because of that. They did not quite conceptualize the difference of this program, as they also saw it as being a transportation provider itself. Many thought that the phone number would book them a ride with a specific transportation service that the prototype itself was providing, rather than coordinating between existing services.

A last theme was the concern of payment. Many told that they only knew of few services and they were sometimes not affordable to them. People wanted more on-demand options that were both accessible and affordable.

Post-Launch Reflections + Lessons Learned

Many lessons were learned in the process of offering this service.

Most applicably to the prototype context, a key determinant of the prototype’s call volumes was the success of the marketing efforts. In future attempts, marketing materials should be distributed at least two weeks before the beginning of the prototype. Additionally or alternatively, a prototype lasting longer than a month has more time to attract riders. Both the length of the prototype itself and the delayed start to marketing material distribution were confronted in this case. Successful outreach was performed at locations were a relationship with the King County Mobility Coalition already existed, but still took about a week or two into the prototype to get distributed. In an area like South Seattle, where the King County Mobility Coalition did not have as direct relationships with area organizations, marketing efforts were stalled in lengthy or unsuccessful communications.

This prototype allowed for the testing of coordination and logistical management of a basic One-Call One-Click system. By working with different service providers and learning about their intake processes, we have been able to gain insights on the degree of variation between service intake information that a One-Call One-Click must accommodate. For a full One-Call One-Click system, there must be some degree of standardization or simplification wired into the filtering and intake process; however, this must also work to preserve the necessary intake of a provider. This speaks to the need to gain provider buy-in in ways that may adjust intake processes in order to make the system as user-friendly and simple as possible.

This is particularly applicable when considering the difference in advanced notice required of services. In the prototype, this meant that a caller may not be matched with a provider based on the time of their request; in a developed One-Call One-Click system, this may look like an intuitive
feature that prioritizes or removes options when a trip being requested is too soon or early for a provider to accept.

Although there were not many calls, this also sparked staff to think more critically about the type of requests that a One-Call One-Click system would receive. These rides may be the ones that are hardest to coordinate; riders may either use this number as a last-ditch effort or a service provider will refer to this number after they cannot fulfil the rides themselves. This may imply that the rides are more on-demand and specialized. Working through these potential scenarios are important when conceptualizing the marketing approach of the platform. For example, how much should the system be geared towards referrals and those calling on the behalf of others? May it be more essential to incorporate on-demand services?

Lessons learned from this prototype have progressed conversations with service providers and facilitated next steps. Results were shared and informed the creation of this business plan.
One-Call/One-Click Feedback Summary

April 1st to January 31st, 2020

Throughout Round 1 and Round 2 of the KCMC’s Inclusive Planning grant, feedback on features and demand for a One-Call One-Click system in our area came from various places – whether it be a workgroup, summits, other coalition committees, or direct outreach. This summary serves to document a list of consistently mentioned attributes that individuals have expressed are important to their vision of a coordinated system.

Surveying

During Round 2, surveys were distributed orally at a total of six locations, reaching 53 participants. The locations were community and senior centers, shelters, and a community forum event. Respondents were asked about their current transportation habits, their likes and dislikes of the current system, and their recommendations for improvement. Questions were posed to more specifically investigate a respondent’s attitudes towards technology or accessibility features as it could relate to a One-Call One-Click.

From these surveys, most respondents (66%) used King County Metro buses to get around. Respondents also commonly cited using Access, Hopelink Medicaid, Sound Generation’s Hyde Shuttle, and Sound Transit buses or light rail. When asked about their methodology to finding and/or scheduling transportation, respondents cited using Google Maps (20%), paper bus schedules (18%), people around them including bus drivers (15%), King County Metro’s Trip Planner (13%), and One Bus Away (13%). Other answers included calling King County Metro, using VetsGo, using the maps at bus stops, and having a caregiver book transportation on behalf of them.

During surveying, respondents were then asked if their current system of finding and booking transportation works well for them and, if not, why. Many replied that barriers to them in using transportation revolve around buses not having accommodating hours or frequency, and buses not being affordable in general. Many also replied that there are often long wait times on the phone when they call to book a ride. Some stated that the advanced notice requirements of alternative services can make them hard to utilize. One person said that it can be difficult to find the right person online or through the phone who can appropriately advise on eligibility when they are calling to book a ride on behalf of someone else.
To touch more specifically on One-Call One-Click features, a survey question asked participants their likes or dislikes about the current method or interface they use when securing transportation. A few respondents mentioned the importance of a call center to them, as they were not comfortable using other technologies. The following is a list of features that people enjoy of the interfaces they currently use:

- Input for arrival and departure times
- Listing of multiple service options for trip
- Widespread availability and offline access of paper bus schedules

Here is a list of features that respondents would like to see in an improved interface:

- Ability to select streets or landmarks without addresses
- Indication of when a bus stop has a shelter (or not)
- Language options
- Allows for a login that will save personal information
- Easy access to confirmation and trip details after booking
- A reliance on real-time data, including construction delays
- An option to save routes or services for offline use (to be accessible without WiFi or data usage)
- Someone who can walk you through how to use apps and services
- Cross-county coordination

Finally, respondents were asked to provide general feedback on things that would make finding and securing transportation easier in their lives. Many people indicated that a big improvement could be made if they, primarily, had more diverse services available to them, but also if it was easier for them to find services that can cater to their direct needs; for example, individuals wanted it to be simpler to find services that offered hand-to-hand support, that allowed you to request the same driver over different trips, and that provided direct service to grocery stores. Respondents also mentioned things like making paper bus schedules easier to read and having more places to refill ORCA cards.

**Engagement Feedback**

Beyond surveying, feedback on One-Call One-Click was recorded during workgroup meetings, coalition and committee meetings, summits, and any other conversations the topic
was discussed. Here are some categorized recommendations\(^6\) that individuals have made about their suggestions for an ideal One-Call One-Click.

Ideas for the **overall structure** include:

- A shared operational framework and vision should be developed and agreed upon across transit agencies and counties;
- There should be **one number** to call to schedule a ride with any transportation provider in the region;
- A person should staff the line who can provide personalized trip planning for callers;
- Staff for OCOC should serve as a centralized “point person” and be a liaison between all transportation providers;
- Transportation providers should be coordinated across agencies with this system;
- The system should serve as a centralized place where all can learn about transportation options;
- The system should strive to offer seamless cross-county transportation;
- This should be a scalable project that can be achieved with the time and monetary constraints in place;
- The initial client evaluation process should be simple and easy to understand; and
- The platform should have the ability to schedule reoccurring trips, especially for users with reoccurring medical appointments.

Ideas for the **technology** include:

- Staff should create or think of a way that individuals with poor internet coverage or cellular data can access the service offline;
- The system should rely on real-time data that updates according to construction delays;
- There should be a mobile phone app version of the service that is compatible for all platforms;
- The system should have improved information technology (i.e., smart phone apps that are more accessible, same day rides, smart stops);
- A OCOC website or phone app should serve as a centralized spot for all transportation provider information (i.e., a website with both Metro and Sound Transit Schedules);

\(^6\) These recommendations do not include those mentioned in surveying, which are listed in the section above.
• Fare integration should be considered;
• The system should have the ability for customers to create personal profiles that record addresses, detail confirmed trips, and save eligibility or filtering preferences to streamline trip planning;
• Customer profiles should have a centralized registration process where people only must input their information once and can access via either the web or phone app;
• The system should allow for both phone calls and text-messaging capabilities for trip planning;
• The OCOC agency should develop a robust privacy policy and indicate where and how information is stored (Ex for need: undocumented workers who are hesitant to share information that could be shared with government);
• The system should allow for real time communication both on the phone and through an online chat feature;
• The system should include an option to send reminder alerts about upcoming trips;
• Data should be collected on the types of trips people are taking, the filters they are using, their eligibility, and other elements to inform mobility conversations;
• Allow for the option to schedule a ride at a future time so if a provider's software doesn't support the time frame selected, the system will queue the request until it can be processed with the transit agency; and
• The OCOC platform should support same-day dispatching, and potentially be compatible with Transportation Network Companies or taxis.

Ideas for **user interface and accessibility features** include:
• Both the online and mobile platforms should offer different screen settings for varying accessibility needs (i.e., high contrast options, large text options, languages, screen readers);
• Mapping software should be made accessible by indicating environmental contexts (i.e. streets with hills, crosswalks with accessible pedestrian signals);
• Users should be able to use landmarks and streets as opposed to exact addresses to request trips;
• An interpretation and/or translation service should be available for users;
• Customer profiles should have the ability to be accessed by the user’s caretaker or medical provider;
• Each user of platform has a profile that can be accessed by themselves, case managers, transit agencies, OCOC broker;
• There should be an option for users to receive text message or phone call updates as a reminder or if their commute will be affected;
• The platforms should be intuitive and easy to navigate;
• Search options on the system should have filters available (i.e. transit mode type, date, time, route, trip purpose);
• Filtering should be robust enough to allow people to indicate specialized needs (i.e. has a pet, needs hand-to-hand service, is taking a medical-related trip);
• The search function should have the option to choose "what is most important to you" which allows riders to prioritize trip types by affordability, lowest time, minimal walking, minimal transfers, etc.;
• Multiple language options should be available;
• The system should provide price estimates for suggested transit providers, or provide numbers to call for more information;
• Medical staff should be able to schedule rides on behalf of their patients;
• Kids should be able to book rides for themselves and others;
• The system should allow for ride searches and scheduling on both mobile devices and a desktop browser; and
• The system should be able to support satisfaction surveying of user’s experiences after booking a ride.

Ideas for **staffing** include:
• Staff of the system should be fully trained “community navigators;”
• The staff should be bilingual;
• Administrative staff must be able to consistently and constantly maintain data and keep site up-to-date;
• Along with a website chat feature, there should be consistent system for feedback and customer service; and
• The intake protocol that staff follows for new users calling into the service should be optimized to ensure they get maximum information and can serve the user well.

Ideas for **product development** include:
• Focus group testing of platform should be done at medical facilities and/or senior centers;
• Use pre- and post-survey system to be able to show the impact a OCOC system can have;
• A timeline for integration should be produced to identify when larger providers that are most difficult to incorporate can be brought in to the system;
• Developers of the system can test prototypes with focus groups to evaluate its functionality for the proposed site; and
• A user case study should be developed based on a user with vision loss to ensure the system is accessible to their community.

Ideas for **marketing** the system include:
• A guideline should be established for when to use words or pictures in collateral – deciding what imagery will resonate with people;
• The Call Center should be made highly visible in marketing efforts;
• Staff should be cognizant of when translation alone will not be adequate and when transcreation may be needed for some marketing tools;
• A marketing strategy should be created specifically for communities where communication is word-of-mouth based;
• The campaign must work to change the public’s mindset that using public transportation services is onerous;
• Should work to identify distribution channels where OCOC staff can train and educate medical providers, care coordinators, and community health workers on the use and importance of the platform;
• Staff should provide direct education to communities (i.e., computer skills classes) to teach them how to use platform; and
• Agencies should use community e-mail list serves, city offices, and social media to spread the word about the platform.

Other input that was provided:
• Contact GoGo Grandparent and find out what kind of system they are using to use Lyft and Uber;
• OCOC staff should be sure to engage different communities, cultures, ethnicities, abilities, individuals with LEP, etc. when developing, marketing, and implementing the system.