

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2019-01-29

2. Department

Transportation (Caltrans)

3. Organizational Placement (Division/Branch/Office Name)

Planning and Modal Programs

4. CEA Position Title

Program Manager, California Integrated Mobility Program

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Program Manager of the Integrated Mobility Program (IMP) will oversee the development of a new 24 month pilot program to research, plan, establish and maintain a user-friendly, integrated, multi-modal, statewide mobility network. The Program Manager will coordinate closely with the California State Transportation Agency (CalSTA) and Caltrans divisions, including Rail and Mass Transportation, Transportation Planning, Research, Innovation and System Information, and Local Assistance. Additionally, the incumbent will collaborate broadly with other state agencies involved with banking, financial technology, contracting, equity, land use and GHG reduction policies and issues. Components of the IMP include supporting a unified trip-planning and fare payment platform, coordinating public transit fares and schedules, and minimizing physical and institutional barriers to travel across modes and providers.

6. Reports to: (Class Title/Level)

CEA C, Deputy Director Planning and Modal Programs

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st 2nd 3rd 4th 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Deputy Director, Planning and Modal Programs, the incumbent serves in a high-level specialist capacity as the Program Manager of the Integrated Mobility Program (IMP), a \$5-\$10 million dollar program to research, plan, establish and maintain a user-friendly, integrated, multi-modal, statewide mobility network. The incumbent will coordinate closely with the California State Transportation Agency (CalSTA) and other Caltrans divisions, including Rail and Mass Transportation, Transportation Planning, Research, Innovation and System Information, and Local Assistance. Additionally, the incumbent will collaborate broadly with other state agencies involved with banking, financial technology, contracting, equity, land use and GHG reduction policies and issues. Components of the IMP include supporting a unified trip-planning and fare payment platform, coordinating public transit fares and schedules, and minimizing physical and institutional barriers to travel across modes and providers. An early focus of the program will be the development of a platform for multi-modal mobility systems integration, public Application Program Interfaces (APIs), shared mobility standards, and targeted access to the formal financial system, to capitalize on the accelerating, global, cross-industry shifts taking place. This position is responsible for compliance of the program with applicable and ongoing state legislation, for efficient implementation of any pilots, for developing policies and procedures based on the outcome of any targeted pilots, for identifying and advancing opportunities to grow the program, to pilot and further integrate with other programs focused on equity and access to mobility and the formal financial system, for preparing summary of findings reports, and for overseeing the public outreach and transportation stakeholder communications process. This position directs the consultant resources of this program and oversees a multi-discipline public and private member steering committee.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: Caltrans' mission is to provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability. The Program Manager's function is directly associated with Caltrans' objective to have an integrated and efficient transportation system. State legislation also directs Caltrans to research the feasibility of an Integrated Mobility Program.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The California Integrated Mobility Program (Cal-IMP) began as an idea to make it easier to plan a trip and buy a single ticket for transit and rail journeys anywhere in the state. It has quickly evolved into a significant opportunity to drive down transportation costs for travelers and transit agencies across California. What we are able to deliver in the transportation arena will contribute significantly to addressing the crisis of cost in California, a major focus of multi-agency policy development in 2019. As the program gains steam, it is apparent that the potential cost savings, consumer privacy enhancements, and IT advances for Cal-IMP will be relevant to and meet the policy goals of several other state agencies and initiatives, including those that cover issues beyond transportation. The CEA position will require complex aptitude in areas of business acumen, financial technology (“FinTech”), IT, coalition-building, and a strong understanding of statewide policy goals. The Program Manager will develop and implement policy related to implementation of a program that incorporates these broad statewide policy goals.

The California State Transportation Agency and Caltrans recently published the State Rail Plan that describes the Integrated Mobility Program. Caltrans has received funding, in partnership with other stakeholders, to research the feasibility of the Integrated Mobility Program as well as to develop the program. The California Integrated Mobility Program (also referred to as the California Integrated travel program/project) is a new effort to research, plan and establish a statewide framework for multi-modal transportation interoperability, and culminate in a multi-year pilot of a travel planning and payment including small, medium and large agencies and private providers. This program envisions the implementation of a statewide multimodal trip planning and payment program. Phase one of this effort included a forum in the Spring of 2018 to determine the feasibility of developing such a pilot program. There was overwhelming support for this type of a program. Since the forum, funding was secured in partnership with the Capitol Corridor Joint Powers Authority to scope the pilot. The pilot will include developing mobile ticketing and transit trip planning system.

This CEA position will work with multiple state agencies and help to further the work of these agencies, ranging from broad air quality and environmental goals to targeted cost-cutting and efficiency efforts. Cal-IMP will further integrate with other state programs focused on equity and access to mobility and the formal financial system.

The CA IMP requires the development of an integrated travel planning and ticketing system. There are many institutional and technical challenges in scoping the system that is to be piloted. This system includes integrating travel planning for transit, intercity rail and other public transportation options such as Uber/Lyft/etc. in Northern California. The system also encompasses integrated ticketing, which will require a public or private organization to develop a system that allows travelers to purchase one ticket that is accepted by various transit (BART, Muni, etc.), rail (Amtrak, Ace, etc.) and private organizations (Uber, Lyft, etc.). As an information technology and travel management system, components are to include developing a technical platform that can integrate existing transit, rail and private payment systems. Since there is no existing travel planning system that integrates the travel schedules of multiple transit, rail and private providers, a new travel planning system will need to be developed.

The CEA position for Cal-IMP will collaborate broadly with other state agencies involved with banking, technology, contracting, equity, and GHG reduction policies. While the purpose and the early activities of Cal-IMP are largely focused on rail and transit, the program scope must be broader and must be developed to align more successfully and in partnerships beyond Caltrans to deliver on California’s broad mobility, climate, and equity goals. This position must be agile enough to improve mobility while working closely with Caltrans and statewide leadership to build a network of state agencies that will benefit from Cal-IMP. The current CEAs within Caltrans are focused on very specific policy development and program delivery. A new CEA is needed to bring dedicated attention and the appropriate background to develop a program of this significance.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Program Manager (CEA) will be responsible for developing and implementing policy related to how the mobile ticketing and transit/rail trip planning system will be governed. Developing policies to establish a unified trip-planning and fare payment platform, coordinating public transit fares and schedules, and minimizing physical and institutional barriers to travel across modes and providers. Developing and implementing policies for identifying and advancing opportunities to grow the program, to pilot and further integrate with other programs focused on equity and access to mobility and the formal financial system, for preparing summary of findings reports, and for overseeing the public outreach and transportation stakeholder communications process.

Cal-ITP is expected to reduce costs for transit agencies and riders. Therefore, legislative recommendations will be made by the Program Manager regarding how transit agencies should use more of their Transportation Development Act (TDA) apportionment to support improved transit - not just to cover mounting losses from inefficient and costly fare collection practices. Those cost savings, combined with improved fare coordination across agencies should result in lower fares for travelers – especially those whose travel crosses multiple agencies or includes complex fare structures today. Beyond transit, there are several ways that Cal-IMP can help cut costs for transportation and increase affordability for travelers. Cal-IMP's effort to reduce credit card transaction fees through economies of scale and technology enhancements will also help increase the DMV's leverage in negotiating the cost of credit card transactions for customers across all channels and support its transformation into the cutting-edge, customer service-oriented department that the Governor envisions. Regional agencies with state-delegated powers, such as BATA and MTC, will be able to leverage millions of monthly payment transactions into low-cost contracts with credit card processors by combining their buying power with Cal-IMP. The goal is to develop a programmatic approach, rather than going out and contracting for these things individually. A programmatic approach is expected to provide statewide economies of scale.

The Program Manager will serve as the lead decision maker guiding research on best practices, leading the work of the multi-agency Steering Committee, and directing the scope of the pilot. The program will test the feasibility of pursuing a full statewide system, including public/private sector roles, possible legislative changes, etc. An example of a policy is course of action that the State of California will direct in terms of mandating that transit and rail providers change their current timetables, data structures, etc., to ensure that that data/information can be integrated on a regional and ultimately statewide basis. For example, a condition on the use of state funds could be placed on transit/rail recipients as a way to ensure their participation. Legislation and/or partnerships with existing state agencies that collect payments may also be needed. Other policy level considerations will include: How will the public sector support a space in which private companies can innovate where they do that best? How will privacy be protected in an environment in which many interested firms would like to commercialize personally identifiable information? What issues and opportunities should the business case address so that the mobility program meets critical needs of the state's transit and rail providers? How will revenue be shared across multiple providers of service? Will a public or non-profit agency collect and distribute revenues, or will this be a service provided by companies such as banks or credit card companies? Can the cost of living as an unbanked Californian be changed by bringing such residents into a relationship with the banking industry through transportation ticketing?

Beyond working with State government, the Program Manager will represent the State of California and negotiate terms and conditions related to the mobile ticketing and transit/rail planning with regional and local transit operators, rail providers, shared mobility providers, academics and the business community. One of the biggest challenges that will be addressed in the pilot is the feasibility of having one integrated statewide travel (mobility) ticketing system and/or travel planning system. The Program Manager is charged with implementing and managing the pilot (through consultant service resources and informed by a Steering Committee) and then making a recommendation on the feasibility by developing the best business case for statewide implementation. The recommendation of the Program Manager will go to Caltrans, the California State Transportation Agency, and the Governor's Office as it crosses several State agencies and the collection of money, private information, etc., are involved. The legislature and private sector will also play key roles.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

This position directs the consultant resources of this program. This position oversees a multi-discipline public and private member steering committee. This position makes recommendations to the Caltrans Director, Chief Deputy Director, Deputy Directors, as well as the Secretary of the California State Transportation Agency. This position also makes recommendations to the Department of Finance and other state agencies. This position represents Caltrans at national meetings, making commitments on behalf of Caltrans. This position will represent Caltrans at media and legislative meetings/events.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The Program Manager is responsible for developing policies, processes and procedures as it relates to the Integrated Mobility Program. In addition, this position will need to work with Caltrans Districts statewide to implement new policy and address policy changes as a result of the Integrated Mobility Program. This position will also need to work with legislative staff representatives on proposed legislation and other policy implications.