

Committee: PHED

Staff: Selena Mendy Singleton, Esq., Clerk of the Council

Purpose: To interview

Keywords:

AGENDA ITEM # 1 November 18, 2021

Interview

SUBJECT

Interview applicants for the Bethesda Urban Partnership Board of Directors.

EXPECTED ATTENDEES

Lauren Lefkowitz Sean Oberle Dan Schlaff

COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

The Council selected five applicants to interview, however one declined to interview, citing privacy concerns, and the other has a family member in need of care so no longer has time to devote to this position. As such, three applicants will be interviewed.

DESCRIPTION/ISSUE

Ms. Michael's second term expired in October 2021 and is not eligible to apply for reappointment. The vacancy needs to be filled by a representative from an adjacent neighborhood.

SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

This report contains:

List of applicants	© A
BUP Background	© B-C
News Release	© D-E
Resumes: Lauren Lefkowitz	© 1
Sean Oberle	© 5
Dan Schlaff	© 7

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Applicant List

All Candidates have been verified to live in an adjacent neighborhood by the BUP Executive Director.

Lauren Lefkowitz Zip code: 20814

Sean Oberle Zip code: 20814

Dan Schlaff

Zip code: 20814

BETHESDA URBAN PARTNERSHIP, INC. BOARD OF DIRECTORS

<u>Created:</u> Montgomery County Code Section 68A-10

Purpose: The Board directs all aspects of the program, management and finances of the

corporation; provides more direct involvement of the community of Bethesda in the provision of services in the Bethesda Urban District. The Board also enlists the active interest and financial support of individuals, citizens and civic groups, along with firms and corporations concerned about the improvement of the Urban District, particularly property owners, residents, customers and tenants located within the district, and provides services, in addition to services and facilities that the Montgomery County Government provides generally, for the maintenance and improvement of the streetscape and streetscape amenities on public rights-of-way, and any property that is used by the general public.

Membership: The Board of Directors of the Corporation has 11 members which includes the

County Executive or his designee as an ex-officio nonvoting member; two representatives nominated by the Bethesda-Chevy Chase Chamber of Commerce; three representatives who are, or represent, owners of an optional method developer; one representative who is an owner, partner, proprietor, or corporate officer of a small business; one representative who lives in the urban district; and one representative of a residential community within the planning area and is nominated by the Western Montgomery County

Citizens Advisory Board.

Other members include a representative who lives in a residential community outside of, but in close proximity to, the urban district, who is appointed by the County Executive from among three candidates nominated by the County Council; and a resident representative of the Western Montgomery County Citizens Advisory Board who is nominated by the

Board.

Financial

Disclosure: Not required

Terms: Each member serves for a period of three-years. A member may not serve more

than two consecutive terms.

Meetings: Meetings are held the third Tuesday of every month at 7:45 a.m.

Staff: Jeff Burton, Executive Director, Bethesda Urban Partnership, Inc.,

7700 Old Georgetown Road, Bethesda, 20814 – 301-215-6660

Executive

<u>Committee</u>: Chair: Jane Fairweather, The Jane Fairweather Team, Small Business

Representative

Vice Chair: Marian Block, Residential Representative from within the Urban

District

Treasurer: Brian Wynne, Withum, The Greater Bethesda Chamber of

Commerce Representative

Secretary: Katya Marin, Western Montgomery County Citizens Advisory Board

Representative

Board

Members: Robert Donohoe, Jr., The Donohoe Companies, Optional Method Developer

Representative

Heather Dhlopolsky, Linowes & Blocher, The Greater Bethesda Chamber of

Commerce Representative

Andrew Jones, Brookfield, Optional Method Developer Representative

Deborah Michaels, Residential Rep. from Neighborhood in Close Proximity to

Urban District, Expired October 2021

Greg Rooney, The Bernstein Companies, Optional Method Developer

Representative

Cherian Thomas, Residential Representative from Planning Area

Peter Fosselman, Director, Bethesda Chevy Chase Regional Services Center

(Ex-Officio)



Montgomery County Council

For Immediate Release

July 23, 2021

FOR INFORMATION: Anne.Brown@MontgomeryCountyMD.gov

Applicants Sought for Bethesda Urban Partnership Board of Directors

Applications must be received by 5 p.m. on Wednesday, August 18

N E W

ROCKVILLE, Md., July 23, 2021—The Montgomery County Council is seeking applicants to fill an upcoming vacancy on the Bethesda Urban Partnership (BUP) Board of Directors. Deborah Michaels' second term expires in October 2021 and she is not eligible to apply for reappointment.

S

Letters of application must be received no later than 5 p.m. on Wednesday, August. 18.

R E This position is open to applicants who live in a residential community outside of, but adjacent to, the Bethesda Urban District. The Council will recommend three candidates to County Executive Marc Elrich, and he will select one to serve on the board.

L E The Bethesda Urban Partnership is responsible for the maintenance of streetscape and streetscape amenities; the promotion and implementation of special events and marketing initiatives; and other similar activities. The board directs all aspects of the Urban District program including management of the contract for the County to run the Transportation Management District (Bethesda Transportation Solutions) and serves the community in the provision of Urban District services.

A S E The 11-member board includes the following: two members nominated by the Bethesda-Chevy Chase Chamber of Commerce; three members who are, or represent, owners of an optional method development; one member who is an owner, partner, proprietor or corporate officer of a small business; one member who resides in a residential community within the Bethesda-Chevy Chase planning area and is nominated by the Western Montgomery County Citizens Advisory Board; one member who is a resident member of the Western Montgomery County Citizens Advisory Board and is recommended by the board; one residential representative from an adjacent neighborhood who is nominated by the County Council; one member who lives within the Urban District; and one ex-officio, non-voting County Executive representative.

The board currently meets on the third Tuesday of every month at 7:45 a.m. For more information on BUP, go to www.Bethesda.org. Members serve three-year terms without compensation but may be reimbursed for travel and dependent care expenses. Members of County boards, committees and commissions may not serve on more than one such group at a time.

Applicants should submit a letter of interest with a resume, no more than 4 pages in length, to Council President Tom Hucker at county.council@montgomerycountymd.gov or mail to Montgomery County Council, 100 Maryland Avenue, Rockville, Maryland 20850.

Letters of application must be received no later than 5 p.m., Wednesday, August 18. It is the Council's policy not to consider applications received after the deadline. The names of all applicants are published and resumes made available for public review (personal contact information is redacted).

#



Career and Mindset Coach | Lauren Lefkowitz Coaching

8315 North Brook Lane, Apt 404, Bethesda, MD 20814

Council President Tom Hucker

Montgomery County Council | 100 Maryland Avenue | Rockville, MD 20850

Dear Councilmember Hucker:

I was so pleased to learn of an opening coming forth on the Bethesda Urban Partnership Board of Directors this October! I am a long-time resident of Downtown Bethesda with a true love for our community and neighbors. I moved to Bethesda about 20 years ago, first as a renter at The Seasons and then as a condo owner at Whitehall Condominiums.

In 2007, I joined the Bethesda Transportation Solutions Advisory Board, serving as chair in 2009, and continuing to serve through 2013. While I served on the Advisory Board, we worked through strategies for extending the hours and availability of the Bethesda Circulator (back when the trolleys were used!) and other important transit issues. During that time, I also served on the board of the Alzheimer's Association National Capital Area and did pro bono work for other nonprofits, while working full time.

In 2012, after learning my residential area was slated to have meters installed, I began a petition among neighbors to stop plans for installation. After several hundred signatures in fewer than two weeks, I reached out to then-Council President, Roger Berliner to ask him to present the Department of Transportation with our neighborhood's opposition. I was relieved to receive a reply that the Council unanimously agreed with our opposition, presented it to the DOT, and subsequently, no meters were installed on Battery Lane, nor on North Brook Lane.

In 2021, I took my coaching business full time. With this new business venture comes a new level of choice and freedom in where I focus my energy. I would love nothing more than to serve the Bethesda community again in the capacity of Bethesda Urban Partnership Board Member.

Please feel free to reach out to me at laurenlefkowitz@gmail.com or 301-656-7535 with any questions. Thank you for your consideration of my application.

Warm regards,

Lauren Lefkowitz

Lauren M. Lefkowitz

8315 N Brook Lane, Apt 404, Bethesda, MD 20814

301-656-7535 | <u>laurenlefkowitz@gmail.com</u> | <u>https://laurenlefkowitzcoach.com</u>

EXECUTIVE SUMMARY

After 20 years in human resources and operations, side-gigs in career coaching, training, resume and cover letter writing, interview coaching, and other HR and operations related small-business consulting, launched Lauren Lefkowitz Coaching, a coaching program for mid-career and executive leadership professionals who want more from life than work, sleep, repeat.

In managing several departments outside of HR, including Meeting and Event Planning, Communications and Marketing, Finance, and other corporate departments, recognized that career and mindset coaching was one avenue of professional development that applied to any department, job, and company.

Now, in support of those who feel stuck professionally, Lauren Lefkowitz Coaching offers opportunities to learn how to get unstuck and allow clients to offer themselves permission to dream and pursue their goals, find joy, excitement, challenge, and balance in their careers...and still have a personal life to love.

PROFESSIONAL EXPERIENCE

Lauren Lefkowitz Coaching Career and Mindset Coach - Founder

2020 to present

- Partner with individuals, small groups, and small businesses to coach and consult with mid-career professionals and executive leaders who want to find joy, excitement, challenge, and balance in their careers, and still have a personal life to love.
- Coach on topics including building confidence, overcoming imposter syndrome, developing strategic thinking skills, learning to manage up, over, and across organizations.
- Support clients in better understanding who they are, who they want to be, and what prevents them from transition.
- Offer clients opportunities to safely step out of their comfort zones, try new ways and new strategies to achieve their goals, and support the pursuit of their visions for their own futures.

Pulmonary Hypertension Association, Inc. Vice President, Human Resources & Operations

2015 to 2021

- Built organization's first human resources department during rapid growth phase and imminent retirement of former President & CEO; worked closely with incoming President & CEO to form human resources structure, develop employee culture, and create team-driven strategies.
- Developed structured processes for recruiting, onboarding, temporary staffing, payroll, complaint resolution, compensation, performance management, progressive discipline, and termination.
- Created new policies and worked with managers to develop communications and workflow processes
 in a new work-from-home environment during COVID-19 outbreak, resulting in a proactive and
 smooth transition to a work-from-home circumstance, determining coverage of essential in-office
 functions in a safe, manageable way, and regularly communicating business plans with employees.
- Shifted hiring philosophy from culture of hiring eager and passionate, but inexperienced, candidates
 to a right-skilled and right-experienced philosophy, resulting in higher retention, longer tenure, better
 employee engagement, and improved workflow continuity.
- Partnered with President & CEO and Vice President, Finance to budget for and implement a more competitive compensation and benefits package, which included bringing previously noncompetitive salaries to market and improving organizational benefits package.
- Orchestrated life cycle of major organizational restructuring, which resulted in elimination of one third
 of staff immediately and additional staff through attrition. Focused on risk mitigation through fair
 selection processes, detailed documentation and compassionate delivery of separation notices.

- Improved and automated a variety of human resources and payroll products and vendors; conducted RFP processes where needed and implemented new, more efficient systems for HRIS and payroll, benefits administration, and retirement plan administration.
- Lead solutions-based processes for complex, sensitive employee relations issues, including executive level conflict resolution, legal situations, and course-correcting interdepartmental partnerships.
- Oversaw office move, which involved hands-on vendor management, contract negotiation, budget management, and facilitation of physical relocation to new office during COVID-19 outbreak.
- Manage employees in business operations and meetings departments. Acted as interim Vice President, Communications & Marketing; interim managed Finance, Development, and Program department employees and processes during related leadership transitions.
- Completed full employee policy and process handbook revision, researching best practices, legal updates, and policy change cost impact, resulting in more flexible, progressive policies and competitive ancillary benefits; changes were either cost-neutral or cost-saving.
- Created and implemented structure for setting departmental and individual performance goals and standards based on organization's new strategic plan, conducting group and one-on-one training to help employees connect individual contributions to big picture strategy.

Calvert Investments, Inc.

2006 to 2015

Human Resources Business Partner

- Managed and implemented the full cycle recruiting process, utilizing a diverse collection of sources to ensure a diverse pool of candidates. Recruited for a variety of positions, entry level through executive.
- Counseled executive staff, managers, and supervisors on employee relations issues, including progressive discipline, management of interpersonal issues, general management, and employee development.
- Invited to work with parent company on a variety of projects, including implementation of a new applicant tracking and onboarding system and creation of new training materials and workshops.
- Created and managed job descriptions and worked with compensation specialist to determine
 equitable and competitive salary ranges for positions. Conducted full audit of more than 100 job
 descriptions, partnering with department managers and employees to verify and update information.
- Supervised entry- and mid-level human resources professionals.
- Created and facilitated training for managers and employees. Topics included: effective interviewing, management development, leadership skills, change management, conflict resolution, and performance management.
- Collaborated with national team of human resources professionals to develop, write and/or edit, and subsequently communicate consistent, fair policies and procedures for parent company and for Calvert.
- Created new, structured intern program; oversaw full cycle of internship implementation, intern activities, job descriptions, hiring, and legal compliance.
- Managed annual Affirmative Action Plan, EEO-1, and VET-100 reports; submitted annual human resources functional and activities report to Board of Directors; applied for external best-places-towork awards.

Enterprise Rent-A-Car

1999 to 2006

Human Resources Generalist Supervisor

2001 to 2006

Prior positions: Car Sales Administrator (1999 – 2001) and Fleet Services Account Manager (2001)

- Selected to establish human resources department in newly created region of company. Served as human resources department manager in three different regional offices, serving up to 350 employees.
- Managed benefits administration, HRIS database updates and changes, new hire and termination processes, and employee complaint resolution.
- Directed performance management and progressive discipline processes, from coaching and development to termination. Conducted one-on-one training with all levels of management based on individual needs.

- Trained and managed human resources staff and other administrative employees; served as peer advisor to human resources generalists in several other regional offices.
- Supervised hiring and promotional processes for employees, including candidate application, interviewing, decision-making, documentation, and follow up. Conducted employee retention interviews, employee exit interviews, and company investigations.
- Managed Affirmative Action Plan, OSHA reporting and bi-annual employee opinion surveys, analyzing results, and proposing operational and managerial changes.
- Managed worker's compensation, unemployment claims, EEOC inquiries, and all hearing proceedings.
- Created human resources and safety audit processes and conducted regular audits within human resources department and in rental car offices to ensure legal compliance.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- BA Psychology, Concentration: Human Development and Education University of Maryland
- Senior Certified Professional (SHRM-SCP) Society for Human Resource Managers (SHRM)
- Senior Professional in Human Resources (SPHR) Human Resources Certification Institute (HRCI)
- Professional in Human Resources (PHR) Human Resources Certification Institute (HRCI)
- Claritas® Investment Certificate CFA Institute
- Certified Leadership Trainer Achieve Global Training

COMMUNITY INVOLVEMENT

Alzheimer's Association of the National Capital Area Board Member (2009 to 2012), Compensation Committee Chair (2011 to 2012)

 Managed full cycle recruitment for Chief Executive Officer role, including hiring committee management.

Bethesda Transportation Solutions

Advisory Board Member (2007 to 2013), Advisory Board Chair (2009)

• Served on local commuter relations board, working to improve Bethesda commuter experience.

Pro Bono Work

- Provide human resources services to nonprofits entities (staff and boards of directors).
- Offer training and coaching to underemployed individuals on the subjects of job searching, interviewing, and cover letter and resume writing.

Sean Oberle

H: 301-951-3916, W: 301-215-9236, C: 703-919-9737 4977 Battery Ln, #306, Bethesda, MD 20814 seanoberle@productsafetyletter.com

Montgomery County Council Council Office Building 100 Maryland Avenue, 6th Floor Rockville, MD 20850

Dear members of the Montgomery County Council:

I would like to apply for the opening position on the Bethesda Urban Partnership Board of Directors. This is the slot for a resident in a neighborhood adjacent to the Bethesda Urban District. I am a homeowner in the Whitehall Condominium between Battery Lane and the NIH campus.

I also run my sole-proprietor business within the Urban District in an office building on East West Highway near BCC High School. What this means is that nearly every working day, I walk to and from my job through the Woodmont Triangle side of the Urban District. Besides improving my quality of life, it literally makes me a citizen with my "feet on the ground." Add to that all my free time walking, running, biking, eating, or shopping around Bethesda, and I've naturally come to know and love the neighborhoods that the BUP board serves.

I see lots of potential in the growth that is occurring. Of course, I also see some needs such as more retail on the Woodmont side. But regardless of what I see now, serving on the board would give me an opportunity to better understand and help address the needs of a city that I admire and where I plan to reside for decades.

I'll leave you with this related story. In the 2018 and 2020 election cycles, my wife and I ran a nonpartisan voter-registration booth, mostly at the farmers' market at Bethesda Elementary. As the pandemic took over everything, we found that what people mostly needed was help in simply understanding how to cast their votes. We shifted gears and became a voting-information booth too, closely following the 2020 changes and passing them along, including figuring out how do so "non-contact" with posters bearing QR codes.

Other people were involved with the booth to begin with, but eventually, and especially during the pandemic, it was just my wife and me. That wasn't a problem. Instead, it was wonderful. Over and over, we were gratified in helping neighbors. The experience confirmed something I already knew but brought to the forefront of how I think of civic duty – keep showing up and remember that the little acts matter as much as the big, maybe more.

Please let me transfer that conviction to further serving Bethesda on the BUP board.

Best Regards.

Sean Oberle

Resume attached

Sam Ofalo

Sean Oberle

H: 301-951-3916, W: 301-215-9236, C: 703-919-9737 4977 Battery Ln, #306, Bethesda, MD 20814 seanoberle@productsafetyletter.com

Work Experience

- Owner: Dec. 2002 present
 Assumed control of *Product Safety Letter*, an established newsletter focusing on safety regulation by the Consumer Product Safety Commission and similar government agencies. Served as editorial manager of this weekly newsletter from 1992 1998.
- Freelance writer: Mar. 2001 Dec. 2002
 Assignments included: writing a monthly 8page newsletter on pharmaceutical research
 outsourcing; writing a 500+ page book on
 the privacy and security requirements of
 HIPAA (Health Insurance Portability and
 Accountability Act); editing introductions to
 and compiling more than 10 books on FDA
 regulation; managing the production of a
 buyers guide of services for complying with
 an FDA regulation; writing a humorous
 piece on the kitsch of using rotary phones;
 covering Capitol Hill hearings and various
 regulatory agencies as a stringer; writing a
 newsletter on biometric security devices.
- <u>Director new products</u>: Aug. 1999 Mar. 2001
 Washington Business Information, Falls
 Church, Va. Oversaw product development for company focused on Food & Drug Administration regulation of biologics, medical devices and pharmaceuticals.
- <u>Publisher</u>: May 1998 Aug. 1999
 United Communications Group, Rockville, Md. Oversaw the editorial, marketing, conference and administrative needs of a small publications division serving people who manage telephone services and mail services for large organizations.
- <u>Editorial director</u>: Jun. 1992 May 1998
 Washington Business Information, Arlington, Va. Ran 10-publications focused mostly on FDA regulation of biologics, medical devices and pharmaceuticals. Others focused on product safety and hazardous materials transportation.
- Various editorial jobs: Mar. 1989 Jun. 1992
 Washington Business Information, Arlington, Va.
- Writer/reporter: Aug. 1988 Mar. 1989
 Youth Policy Institute, Washington, D.C.

Qualifications

- 32+ years in the news business, doing everything from proofreading to managing a 10-publication department to running a company.
- 19+ years owning a news business, including shepherding it to a 50% growth in revenue in 2002-2009.
- Strong ability to see the evolving needs of a served community and develop ways to address them.

Education

B.A., English – 1988
 Hampden-Sydney College, Virginia.

Recent Civic Service

• Ran a nonpartisan voter-registration booth in Bethesda, MD during the 2018 and 2020 election cycles. This evolved into a voter-information booth during the pandemic to help people understand the changes in how they could cast their votes.

August 18, 2021

Council President Tom Hucker Montgomery County Council

Re: Application for Bethesda Urban Partnership Board of Directors

Dear Council President Hucker,

I am pleased to submit my application for the upcoming vacant position on the Bethesda Urban Partnership (BUP) Board of Directors. This is a truly exciting opportunity to help give back to my community by shaping the future of downtown Bethesda as a dynamic and magnetic urban district.

I have been a Bethesda resident since 2016 and a homeowner since 2017, currently residing in the Greenwich Forest neighborhood adjacent to the BUP. As a self-described urban development nerd, I have thoroughly enjoyed the transformation of downtown over the past several years and believe Bethesda is increasingly serving as a model for intelligent, inclusive urban growth and development. My wife (a Bethesda native) and I regularly walk our 20 month old daughter downtown, where she loves to run around the open streets and eat at the growing number of great restaurants. I'm eager to help make Bethesda an even more compelling and engaging downtown resource and center of activity for my daughter and all members of our community.

Although I would serve on the board as a member of the community, I am excited to leverage my professional expertise and experience at the intersection of urban development and transportation to inform the BUP's mission. I help lead business development for Via, the world's leading public mobility technology company, where I work with transportation executives and municipal leaders around the world to transform public transit using advanced technology. Prior to this, I spent several years as an urban policy researcher, and then as a mobility consultant to both the private and public sectors, advising clients on how disruptive trends in the transportation and technology sectors will transform urban systems. I believe that my understanding of the trends, organizations, and policies shaping the future of transportation and urban areas will provide valuable perspective to the BUP Board's work.

Thank you for your consideration of my application. I look forward to this opportunity to serve the Bethesda and Montgomery County communities as a member of the BUP Board.

Best Regards,

Dan Schlaff

EXPERIENCE

VIA Vice President, Strategy & Business Development Director, Strategy & Business Development

Washington, DC 2021 - Present 2018 - 2021

Washington, DC

- Direct 10-member global BD team to win 50+ transit technology and services contracts with municipal governments and transit authorities, driving over \$150M in revenue growth from 2020-2021
- Transform go-to-market operations by growing BD organization, scaling and automating RFP response processes, collaborating with Product and Operations teams, and assuming BD responsibilities for new portfolio acquisitions
- Led Via's federal funding strategy, successfully winning multiple competitive grants from the Federal Transit Administration to fund innovative microtransit, paratransit, and autonomous vehicle services

DELOITTE CONSULTING Manager, Strategy & Operations

2017 - 2018Senior Consultant, Strategy & Operations 2015 - 2017Developed a cloud-based IoT platform for a global automotive OEM by managing a partnership with 3

- Independent Software Vendors (ISVs) to build the business case, architecture and implementation plan Established the go-to-market strategy for a venture-backed engine technology supplier
- Created a mobility product and service roadmap for a \$70B transportation & logistics client through leading an innovation strategy engagement with executive leadership
- Achieved double-digit growth for Deloitte's Future of Mobility practice by leading go-to-market efforts for mobility services and solutions, and developing partnerships with mobility ecosystem stakeholders
- Identified \$150M in annual savings across 16 technology divisions through analyzing labor capitalization processes for a \$164B telecommunications client

MBA CONSULTANT New York, NY 2014

- BARCLAYS INVESTMENT BANK: Produced a geopolitical risk and scenario planning tool to advise client's equity research group on risk facing investment portfolios in Russian oil & gas industry
- **CROWDABILITY:** Created the go-to-market plan and product strategy for a digital media startup
- SLEUK RITH INSTITUTE: Developed the strategic plan for a leading Cambodian NGO to launch a new research university (winner, 2014 Columbia Business School International Development competition)

San Francisco, CA NEW SECTOR ALLIANCE 2013 **Senior Summer Consultant**

Developed two-year strategic plan to increase an international health organization's fundraising by 150%

MDRC New York, NY 2009 - 2012**Public Policy Researcher**

- Partnered with public sector policymakers and major philanthropies to design, launch, evaluate and scale innovative urban development and social impact programs using behavioral economics
- Designed and managed two award-winning economic development initiatives in partnership with the NYC Mayor's Office for Economic Opportunity and the U.S. Social Innovation Fund
- Communicated impact of multimillion-dollar urban development programs to senior policymakers

EDUCATION

COLUMBIA BUSINESS SCHOOL **MBA.** May 2015

COLUMBIA UNIVERSITY - SCHOOL OF INTERNATIONAL & PUBLIC AFFAIRS

MA, International Affairs. May 2015

TULANE UNIVERSITY

BA, Political Science; Minor in Business. May 2007

Internship: Louisiana Department of Labor: Restored Orleans Parish operations post-Hurricane Katrina

New Orleans, LA 2003 - 2007

New York, NY 2012 - 2015

PUBLICATIONS

Experiencing the Future of Mobility: Media in the new Transportation Ecosystem (Deloitte Insights, August 2017)