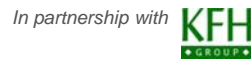


TCRP REPORT 204: PARTNERSHIPS BETWEEN TRANSIT AGENCIES & TNCs

Presented at Alameda CTC ParaTAC/PAPCO Joint Meeting

May 20, 2019

Presented by:
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Partnership Playbook

Informed Decision Making for Transit Agencies Interested in Partnering with TNCs

As Excerpted from TCRP Report 204

Authored by in partnership with



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GUIDANCE FROM INDUSTRY LEADERSHIP

TCRP Research Panel



**Transit
Practitioners**



**Industry
Groups**



TNC Staff



FTA Legal



Academics



**Transit
Union**

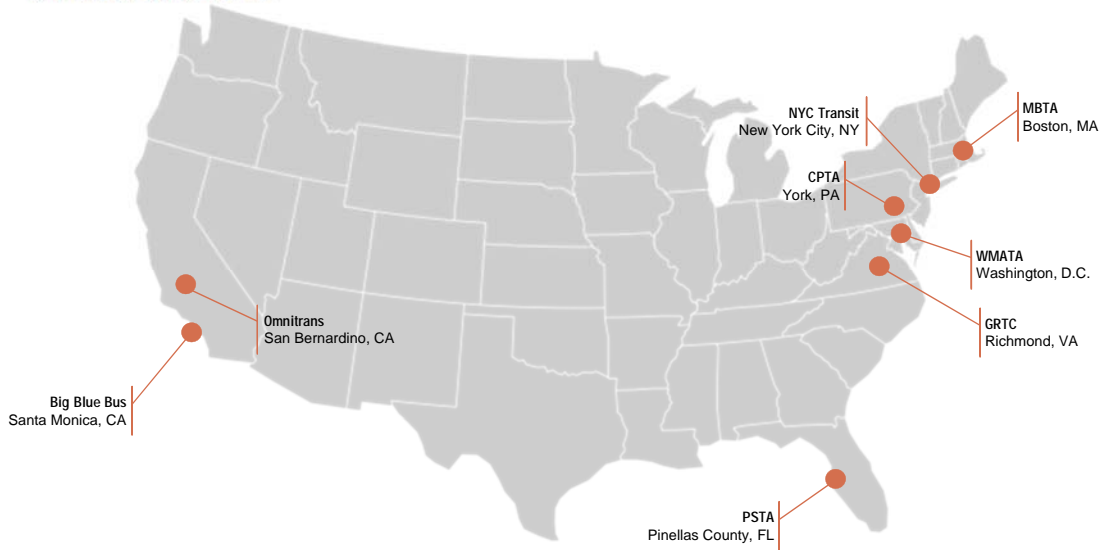
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How should partnerships
between transit agencies
and TNCs be pursued?

20 CASE STUDIES



40% TARGET CUSTOMERS OF PARATRANSIT



WHAT WE FOUND

7

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Our agency is always looking for cost-effective ways to provide first-last mile solutions."

THE
WHY

-Transit Agency Rep

8

//

THE
WHY

Showing it is more
effective than saying it."

-TNC rep

9

REGULATORY AND POLICY FINDINGS

FTA Approach

Actively updating



ADA

Equivalent service



Title VI

Cash and phone
options



NTD

Awaiting FTA ruling
for TNC trips



Sunshine Laws

Requirements and
protections vary



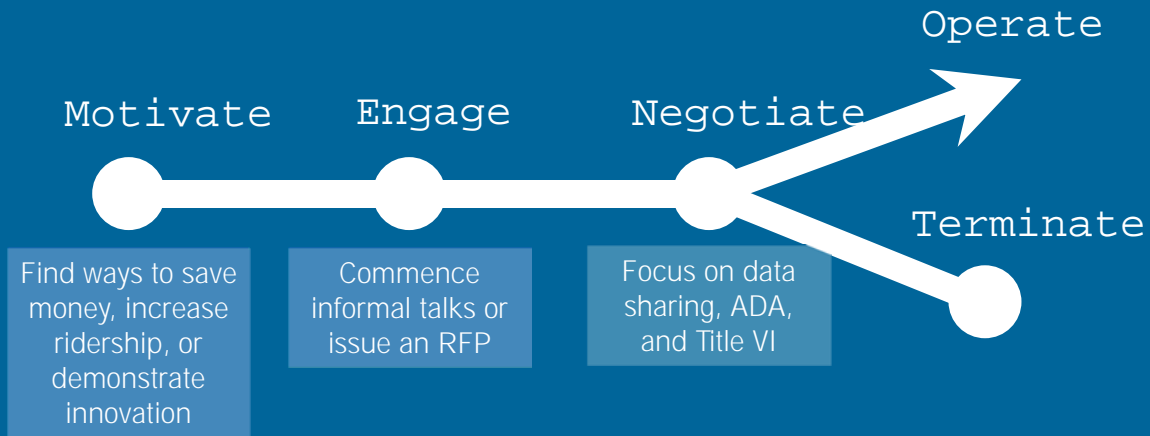
D&A Testing

"Taxicab exception"



TYPICAL STORYLINE

How have transit agencies approached TNC partnerships thus far?



CASE STUDIES

GRTC (RICHMOND, VA)

Background

- Same-day service for ADA paratransit riders
- RFP with deliberate focus on ADA and Title VI
- 2 “hybrid TNCs” – UZURV and RoundTrip
 - 2-hour advance reservation
- Drivers receive ADA and sensitivity training; provide door-to-door service when needed
- Extensive data sharing

Key takeaways

- “We did our homework”
- Slow approach to ridership growth
- Clear communications about trip costs necessary

GREATHER RICHMOND TRANSIT COMPANY (GRTC)
CARE On-Demand – Richmond, VA

Partnership Development & Implementation

Why Enter a Partnership?
GRTC wanted to provide another mobility option for its ADA paratransit customers and also to help steer the increasing demand for ADA paratransit to a service more cost effective than ADA paratransit.

Partnership Development
GRTC reached out to several other transit agencies that had implemented ADA paratransit alternatives with TNCs to learn about their experience. Additionally, one of the transit agency's senior managers brought direct experience with a same-day taxi- and sedan-based service for ADA customers from a prior position in a different city.

In developing its pilot, GRTC was very focused on ensuring compliance with ADA and Title VI requirements following the December 2016 “Dear Colleague” letter issued by the then-U.S. DOT secretary. In addition to a careful reading of the letter, the transit agency contacted its FTA Regional Office for further guidance.

GRTC was then deliberate in including ADA and Title VI requirements in its procurement document for the pilot, in particular, including a requirement for a call center and accessible vehicles.

GRTC's planning efforts explored use of taxis and TNCs for the same-day service. Taxis did not seem a feasible option given the local taxi industry, and the TNCs did not seem interested in providing a call center, a feature GRTC specifically required.

Basic Parameters
GRTC has agreements with two “reservation network companies.” The first, UZURV (founded by two Uber drivers and based in Richmond) provides a call center and a mobile app. UZURV has agreements with a number of transportation providers in its network, including Lyft and providers with accessible vehicles. The second company, RoundTrip, is a web-based reservation

Case Study Highlights	
Paratransit	Subsidized
Target Market	ADA paratransit eligible customers
Service Area Context	Urban, Suburban
Vendor/Partner(s)	Two “reservation network companies” — UZURV and RoundTrip
Type of Arrangement	Formal
Key Themes	Cost savings, use of “reservation network companies” to ensure provision of a call center
Partnership Scope at-a-Glance	GRTC partnered with two reservation network companies that in turn have agreements with transportation providers, including providers with accessible vehicles. ADA riders can book same-day or advance reservation trips.
Duration	Pilot began August 1, 2017 for one-year period with option to extend for an additional one year.
Indicators of Success	<ul style="list-style-type: none"> • Percentage of ADA trips taken on CARE On-Demand, goal of 10% • Miles, hours and ridership
Funding Source(s)	State and local funds
Budget	Allocated: \$224,00
As of June 2018	Expended: \$187,503

MBTA (BOSTON, MA)

Background

- Same-day service for ADA paratransit riders
- Objective of operating cost savings
- Extensive data-sharing from Uber, Lyft
- ADA and Title VI compliance strategies
 - Call centers, for riders w/o smartphones
 - Wheelchair-accessible vehicles (WAVs)
 - Flexible payment options

Key takeaways

- Increased mobility for ADA paratransit riders and lower cost per ride (\$15 vs. \$40)
- Trip volumes up 43%, cutting into overall cost savings
- Ridership/cost data pre and post-pilot to measure performance outcomes

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)
The RIDE – Boston Region, MA

Partnership Development & Implementation

Why Enter a Partnership?
In September 2016, the MBTA initiated a pilot through Lyft and Uber to provide an alternative to its traditional ADA paratransit service known as the RIDE. The pilot was intended to reduce the overall cost of providing paratransit, while also providing an on-demand transportation option. The MBTA has experimented with various co-pay amounts, subsidy caps, and trip caps – with the intention of understanding how program design effects overall cost and customer mobility.

Partnership Development
The agency released an RFP in summer 2016, to which both Uber and Lyft responded. After several months of negotiation and pilot development – focusing primarily on providing Wheelchair Accessible Vehicles (WAVs) and providing services for those who do not have access to smartphones or credit cards – both Uber and Lyft launched the pilot service in September 2016.

Basic Parameters
Customers who opted into the pilot could choose to use either Uber or Lyft for on-demand trips, providing an alternative to The RIDE's one to seven day advanced reservation service. Customers sign up for the pilot via Uber or Lyft's website.¹ Applications are verified by the MBTA, and then the pilot program is activated to the user's account by either Lyft or Uber. Customers can make any trip with in The RIDE service area during The RIDE service hours, with certain restrictions (discussed below), and the customer's co-pays are automatically adjusted within the app. Both

Case Study Highlights	
ADA Paratransit	Subsidized
Target Market	People with disabilities (ADA)
Service Area Context	Urban
Vendor/Partner(s)	Uber, Lyft
Type of Arrangement	Formal
Key Themes	Multi-stage pilot, multi-vendor, ADA and Title VI compliance
Partnership Scope at-a-Glance	MBTA is the primary public transit agency in Greater Boston. In early 2016, the MBTA began investigating the potential for using ride-hailing services to reduce the overall cost of providing its ADA paratransit service – known as The RIDE.
Duration	September 2016 – Present
Indicators of Success	<ul style="list-style-type: none"> • Monthly average ridership • Cost savings • Customer mobility
Funding Source(s)	MBTA Operating Budget
Budget	Allocated: Unknown
As of Aug 2018	Expended: \$2.2 million

¹ <http://get.lyft.com/mbta/> and <https://www.uber.com/mbta/mbta/>

PSTA (ST. PETERSBURG, FL)

Background

- Three partnerships under one agency, PSTA is a transit-TNC pioneer
- Direct Connect (Uber) – \$5 subsidies for first/last-mile connections to bus stops
- TD Late Shift (Uber) – late-night commuting for low-income shift workers
- P4 MOD (Lyft) – same-day rides for ADA paratransit riders

Key takeaways

- Rising TNC fares limit effectiveness of first/last-mile subsidies
- Identify specific performance metrics and data-sharing needs at program outset
- Focus on transportation-disadvantaged communities – more likely to use transit

PINELLAS SUNCOAST TRANSIT AUTHORITY (PSTA)
Direct Connect, TD Late Shift, P4-MOD – Pinellas County, FL

Case Study Highlights	
	First/Last Mile Late-Shift Workers
	Service Area Suburban
	Vendor/Partner(s) <ul style="list-style-type: none"> • Direct Connect: Uber, United Taxi, Wheelchair Transport • TD Late Shift: Uber, United Taxi, Care Ride • P4-MOD: Lyft, United Taxi, CareRide, GoM, Wheelchair Transport
	Type of Arrangement Formal
	Key Themes Multi-vendor, ADA and Title VI provisions, means-based eligibility
	Partnership Scope at-a-Glance <ul style="list-style-type: none"> • Direct Connect: first-last-mile connections for general population • TD Late Shift: late night commute for low-income shift workers • P4-MOD: same-day, on-demand rides for paratransit riders
	Duration <ul style="list-style-type: none"> • Direct Connect: February 2016 - present • TD Late Shift: August 2016 - present
	Indicators of Success <ul style="list-style-type: none"> • Increasing ridership • Lower response times • Number of rides per month • Number of unique users • PSTA tracks NTD metrics for rides done on Wheelchair Transport, Care Ride, and United Taxi.
	Funding Source(s) <ul style="list-style-type: none"> • Direct Connect: PSTA operating cost savings from previous contractors • TD Late Shift: Center for Transportation Disadvantaged • P4-MOD: FTA MOD
	Budget As of September 2018 Allocated. The funding for Direct Connect and TD Late Shift vary between each fiscal year.

Partnership Development & Implementation
Why Enter a Partnership?
A one-cent sales tax referendum to fund transit operations in Pinellas County failed to pass in 2014. The Pinellas County Suncoast Transit Authority (PSTA) had been relying on reserves to fund basic operations, and as a result of the transit referendum's failure, the agency was considering discontinuation of three underperforming local bus routes and consolidation of two others. In its initial "Direct Connect" program, PSTA sought partnerships with TNCs to provide more cost-effective first/last-mile transit connections to areas that could potentially lose fixed-route service. A subsequent partnership, "TD Late Shift," aimed to improve point-to-point mobility for low-income service workers who need transportation in late evening hours after PSTA's fixed-route service stops operating. A third partnership in development (Public-Private-Partnership for Paratransit Mobility on Demand, or "P4-MOD") aims to provide same-day, on-demand mobility for paratransit riders, at lower cost to PSTA, via a modernized central dispatch system.

Partnership Development
In its original zone-based "Direct Connect" partnership with Uber and United Taxi, PSTA paid up to \$5 towards first-/last-mile Uber and United Taxi rides to and from selected bus stops or transit stations in zones within Pinellas Park and the East Lake area. The program began operating in February 2016 and



Is there a better way?

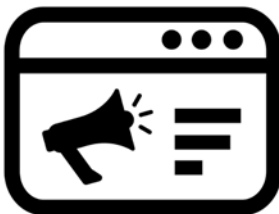
PARTNERSHIP PLAYBOOK

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WHAT MAKES A GOOD PILOT?

MARKET

*Spread the
Word*



+

EVALUATE

*Iterate and
Critique*



+

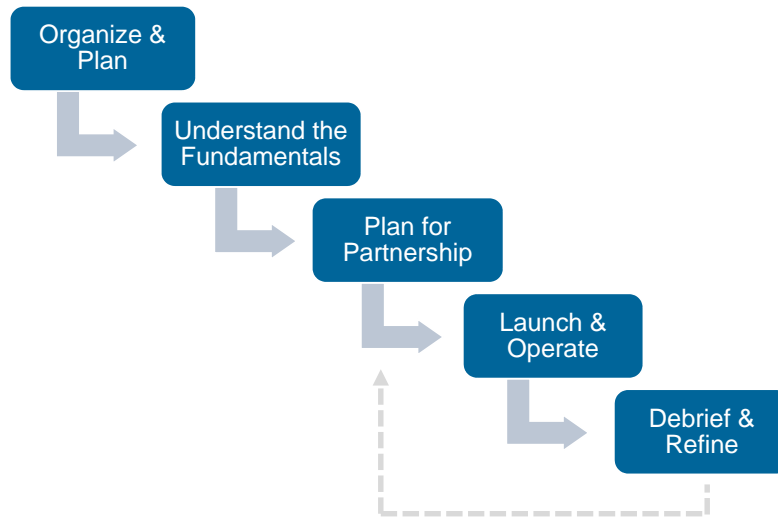
**SCALE,
ADJUST,
or
TERMINATE**
*Informed
Growth*



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HOW SHOULD PARTNERSHIPS BE PURSUED?

Do it for a reason, and check whether it's working.



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Should partnerships be pursued?

THANK YOU!



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