Partnering w/ TNC’s for Subsidized Demand Response Service
Lessons Learned

In 2016 Big Blue Bus decided to re-make its traditional Dial-A-Ride

By opening up to Transportation Network Companies (TNC’s) like Uber & Lyft

Tim McCormick, Big Blue Bus, Santa Monica, CA
Dial-A-Ride was:
Expensive
Used by Few
Inflexible
Widely Loathed

Why?

Dial-a-Ride Ridership Before July 2018

3,223 Members
440 Rode at Least Once in Last Year
2,783 Registered Members (86%) Did Not Use the Service All Year

157 regular riders

<table>
<thead>
<tr>
<th>Trips per Month</th>
<th>No Trips</th>
<th>Less than once a month</th>
<th>1-2 times a month</th>
<th>3-5 times a month</th>
<th>6-10 times a month</th>
<th>10+ times a month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,783</td>
<td>283</td>
<td>79</td>
<td>38</td>
<td>24</td>
<td>16</td>
</tr>
</tbody>
</table>
In July 2018, Dial-A-Ride became MODE (Mobility on Demand Every Day)

Simultaneous rebranding & contract award to Lyft for ambulatory trips

Santa Monica Dial-A-Ride Transportation

• On Demand
• Residents only
• 60+ years, or 18+ years with a disability
• Weekdays 8am to 6pm, Limited weekend hours
• Trips within City limits, to 4 medical centers outside, & 1 shopping area in Los Angeles
• 50 cent fare

MODE retained all of these features
Dial-A-Ride Passengers Before July 2018

Wheelchair Accessible Vehicle (WAV) Demand

10% Wheelchair users

90% Ambulatory

MODE Launch – 2 WAV’s
Retained 33% of previous wheelchair capacity

Dial-A-Ride vs. MODE

Dial-A-Ride
• 6 WAVs operated by MV Transportation
• 21,384 trips in final year
• 78 trips / day
• $22.45 avg cost per ride

Vs.

MODE
• 2 WAVs operated by MV Transportation
• Lots of Lyft cars
• Reservation, scheduling & dispatch by SafeRide, Inc
• 55,682 trips in the first year
• 250 trips / day
• $12.06 avg cost per ride
How is MODE Different from Dial-A-Ride?

- Virtually unlimited capacity w/ TNC’s
- New payment & booking options
- Increased flexibility
- Spontaneity restored
- Improved customer experience
- Automated systems for reservation & dispatching

Ensuring Equity

- Call Center for those w/out smart phones or data plan
- Debit accounts for unbanked
- Wheelchair Accessible Vehicles for advance or live request
- Near zero refusals - Less than one a month
In the first 9 months, MODE Ridership Grew

And MODE Enrollment Grew
And Yet, We Were Only Scratching The Surface

3,237 – 60+ living in poverty
1,684 - MODE Members
Expected Stabilized Enrollment +/- 8,000
23,119 Santa Monica residents over 60 years old

2016 Census – Santa Monica, CA

Operating Cost Projections Exceeded Budget

Budget: $600,000
Dial-A-Ride MODE - Projected

Budget: $600,000
$695K $981K $1,359K

2016 Census – Santa Monica, CA
**Stakeholder Group Point of View:**

*Protect the most vulnerable, share the opportunity for mobility widely, & stop any frivolous overuse*

**MODE Members by Self-Reported Income**

- Under $25K: 57%
- $25K-$36.5K: 16%
- More than $36.5K: 21%
- Not Reported: 6%

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**So We Assembled a Stakeholder Group to Make Tough Decisions**

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**Managing Cost Containment**

**Stakeholder Group Helped Us Choose**

- Implementing Shared Rides on Lyft
- Adjusting Hours of Operation
- Reduced Service Area
- Enrollment Freeze
- Raising Age Requirement
- Reducing trips per month allowance
- Raising Fares
- Differentiating fares by income
- Shifting trips to less expensive options
MODE Ridership Declined But is Now Rising Again

But Membership Continues to Grow
**Dial-a-Ride Ridership Before July 2018**

3,223 Members
440 Rode at Least Once in Last Year
2,783 Registered Members Did Not Ride

**MODE Ridership Now**

2,242 Members
1,024 Rode at Least Once in Last Six Months
1,218 Registered Members Did Not Ride

- **No Trips**: 2,783
- **Less than once a month**: 283
- **1-2 times a month**: 79
- **3-5 times a month**: 38
- **6-10 times a month**: 24
- **10+ times a month**: 16

- **No Trips**: 1,218
- **Less than once a month**: 402
- **1-4 trips**: 306
- **5-8 trips**: 120
- **9-12 trips**: 61
- **13-16 trips**: 53
- **17-20 trips**: 18
- **21-24 trips**: 21
- **25-30 trips**: 43

**296% increase in the number of people travelling at least once a month**
TNCs don’t typically offer fixed pricing

A mandatory 20-minute one-on-one program orientation with each passenger saves time later
Using shared rides saves 25% of TNC costs & was relatively well received

Lessons Learned

Ambulatory users who usually use Lyft ask us for a WAV when they need assistance. There is an assistance gap between WAV & regular Lyft
Lessons Learned

Some members have told us that TNC riding has been a rare chance to regain independence, freedom, spontaneity, & social status

Lessons Learned

TNC’s are a game changer in terms of increased customer satisfaction & usage, and decreased cost per ride

Lessons Learned

There is no going back now for us
Thank You

timothy.mccormick@smgov.net