

**Partnering with Transportation Network Companies (TNCs)  
Examples from Massachusetts (Updated April 25, 2019)**

	<b>North Shore Community College (NSCC) - Last/First Mile Initiative</b>	<b>Needham Community Council (The Council)</b>	<b>MBTA "RIDE"</b>	<b>Brookline Senior Center (BSC)</b>	<b>Community Accessing Rides (CAR)</b>
<b>Problem</b>	<ul style="list-style-type: none"> <li>NSCC Danvers campus and Middleton location are not serviced by public transit, and the nearest bus service is 3 miles away and includes walking on a service road; students were having difficulty traveling to and from campus</li> </ul>	<ul style="list-style-type: none"> <li>Transportation for residents in Needham to medical appointments; created program to provide rides to residents of Needham through volunteer driver program; however, volunteer drivers weren't always available when needed</li> </ul>	<ul style="list-style-type: none"> <li>Balancing the cost of operating a paratransit service with the desire to provide a high level of service to customers</li> </ul>	<ul style="list-style-type: none"> <li>Transportation for older adults in Brookline; while there are a multitude of transportation providers, residents were lacking on-demand options and the ability to travel at certain times of the day (for example, when COA van was not available)</li> </ul>	<ul style="list-style-type: none"> <li>Attleboro Area Social Responsibility Alliance formed following community forums in 2015; data from forums revealed transportation as greatest unmet need</li> </ul>
<b>Implementation Date</b>	<ul style="list-style-type: none"> <li>Pilot launched in Fall 2016</li> <li>Update Uber platform in Fall 2017 for a second pilot year</li> <li>Operationalized in Fall 2018</li> </ul>	<ul style="list-style-type: none"> <li>Launched in 2017</li> </ul>	<ul style="list-style-type: none"> <li>RFP issued in 2016 with pilot starting in the Fall of the same year; scheduled to run through July 1, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Program started in summer of 2017 and is currently still in operation</li> </ul>	<ul style="list-style-type: none"> <li>Pilot program launched on October 1, 2017 and is currently still active</li> </ul>

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Players	<ul style="list-style-type: none"> <li>• NSCC</li> <li>• Uber</li> </ul>	<ul style="list-style-type: none"> <li>• The Council</li> <li>• Lyft</li> <li>• Beth Israel Deaconess Hospital (BID) - Needham</li> </ul>	<ul style="list-style-type: none"> <li>• MBTA</li> <li>• Uber</li> <li>• Lyft</li> <li>• Curb</li> </ul>	<ul style="list-style-type: none"> <li>• BSC</li> <li>• Lyft</li> <li>• Uber</li> </ul>	<ul style="list-style-type: none"> <li>• Attleboro – Norton Social Responsibility Consortium including GATRA and the following participating social service agencies: Attleboro YMCA, Arbour Fuller Hospital, The Literacy Center, St. Vincent de Paul Society, Norton veterans office, New Hope, and Attleboro Interfaith Collaborative</li> <li>• Uber</li> <li>• Support from various other stakeholders, ex. Rep. Elizabeth Poirier and Willow Tree</li> </ul>

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Contract Language	<ul style="list-style-type: none"> <li>Standard Uber for Business Contract</li> </ul>	<ul style="list-style-type: none"> <li>Standard Lyft Concierge Contract</li> </ul>	<ul style="list-style-type: none"> <li>Monthly trip data for each customer, origin/destination zip codes, distance/duration, and trip cost</li> <li>Lyft and Curb are willing to share customer contact information but Uber is not, as it violates their current privacy policy</li> </ul>	<ul style="list-style-type: none"> <li>Standard Uber for Business and Lyft Concierge contract</li> <li>Report on number of rides, destinations, and cost</li> </ul>	<ul style="list-style-type: none"> <li>TNC agreed to share information on who booked the trip, day, time, miles, amount, etc.</li> </ul>
Model	<ul style="list-style-type: none"> <li>NSCC plays the first \$10 of any approved Uber ride between: <ul style="list-style-type: none"> <li>Danvers Campus &amp; North Shore Mall</li> <li>Danvers Campus &amp; Beverly Depot</li> <li>Middleton location &amp; North Shore Mall</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Supplement volunteer driver program with Lyft service; use volunteer drivers as first line of transportation, if none are available summon a Lyft</li> <li>Rides are requested in-advance by consumer, staff at the Council uses Lyft concierge service to request trip and relays</li> </ul>	<ul style="list-style-type: none"> <li>Model has shifted throughout course of pilot program</li> <li>Currently, participants are allowed a limited number of monthly subsidized rides, based on previous RIDE usage</li> <li>Cost structure varies: <ul style="list-style-type: none"> <li>UberPOOL: Rider pays first \$1 for the trip and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Provide rides to medical appointments, outings during times that the BSC van is not available (early mornings and evenings), in emergency situations, and to folks who are interested in trying TNCs for first time</li> <li>To book a ride, an individual contacts the BSC who</li> </ul>	<ul style="list-style-type: none"> <li>Participating organizations placed into subcommittees focusing on various aspects of initiative (operations, funding, and marketing)</li> <li>7 members contributed funds entitling each up to \$2,000 worth of rides</li> <li>Staff of participating social</li> </ul>

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Model, cont.	<ul style="list-style-type: none"> <li>○ Middleton location &amp; Beverly Depot</li> <li>○ Middleton location &amp; Danvers Campus</li> <li>● North Shore Mall or Beverly Depot provides connections to CATA and MBTA</li> <li>● Operates Monday through Saturday, all year long</li> <li>● Students utilize discount by signing up and requesting an Uber in designated locations and timeframes. If signed up, then the discount is automatically applied</li> </ul>	<p>information to rider</p> <ul style="list-style-type: none"> <li>● Billing is done through Council credit card</li> </ul> <p>Organization covers cost of ride</p>	<p>anything over \$41 total trip cost</p> <ul style="list-style-type: none"> <li>○ For all other Uber, Lyft, or Curb trips: Rider pays the first \$2 and anything over a \$42 total trip cost</li> </ul>	<p>arranges the transportation through Lyft Concierge or Uber Central and then contacts the resident with all Information pertinent to the trip. At time of pickup, BSC staff member will contact rider with information about the driver and vehicle</p> <ul style="list-style-type: none"> <li>● Organizations covers cost of ride</li> </ul>	<p>service agencies makes sure public transit through GATRA is not an available option before summoning Uber</p> <ul style="list-style-type: none"> <li>● Use Uber Central platform with single organization (YMCA) acting as fiscal agent and billing agency; unique access codes were provided for each organization to track trip data and for billing purposes</li> <li>● Participating agencies can book trips via smartphone, tablet, or desktop computer</li> <li>● Organization covers cost of ride</li> </ul>

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Funding	<ul style="list-style-type: none"> <li>• Money for NSCC pilot allocated in institution's budget</li> <li>• Following success of pilot, funded initiative with repurposed \$100k that was previously used to support a third-party shuttle service</li> </ul>	<ul style="list-style-type: none"> <li>• 2017 program funding came from the Council's budget and BID Needham donation</li> <li>• 2018 program funding from a BID Needham donation and the Council Transportation Fund; the Council sends a survey to riders following their trip with a soft ask, some riders donated an amount greater than the cost of the trip</li> </ul>	<ul style="list-style-type: none"> <li>• MBTA budget covers portion of ride with rest paid by consumer</li> </ul>	<ul style="list-style-type: none"> <li>• Funding came from Brookline Rotary's "Dancing with the Stars" fundraising event; the winner, BSC Board President Betsy Pollack, donated her \$10,000 prize to the BSC; the amount was enough to cover the cost of about 100 rides a month for a year; further funding comes from other individual donations to BSC</li> </ul>	<ul style="list-style-type: none"> <li>• Each pilot member contributed between \$250 and \$1,000 depending on organization size, totaling \$4,750</li> <li>• \$30,000 from Community Transit Grant Program (CTGP)</li> <li>• Attleboro Rotary contributed \$2,000</li> <li>• Wal-Mart \$250</li> <li>• State legislature appropriated \$20,000</li> <li>• Willow tree contributed \$1,000</li> </ul>
Requests for Wheelchair Accessible Vehicle (WAV)	<ul style="list-style-type: none"> <li>• On-demand requests are made through Beauport Ambulance Services.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to provide rides to Needham residents that are in wheelchairs via our Volunteer Driver Program or Via our Lyft Program</li> </ul>	<ul style="list-style-type: none"> <li>• MBTA identifies whether customers applying for pilot require WAV, send information to TNC</li> <li>• Due to limited availability, those requiring WAV are able to sign up with all TNCs</li> <li>• Book WAV in-app</li> </ul>	<ul style="list-style-type: none"> <li>• If non-ambulatory, utilize WAV TNC</li> <li>• Have not had to turn anyone away due to accessibility concern</li> </ul>	<ul style="list-style-type: none"> <li>• No requests to date</li> <li>• During CTGP grant period, would be contacted and GATRA could provide a trip through our Medical transportation providers.</li> </ul>

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Eligibility	<ul style="list-style-type: none"> <li>• Must be student enrolled in NSCC</li> </ul>	<ul style="list-style-type: none"> <li>• Must be resident of Needham without alternative transportation option available, self-report</li> </ul>	<ul style="list-style-type: none"> <li>• Eligible RIDE customer with valid email address, phone number, and payment method on file with the RIDE</li> </ul>	<ul style="list-style-type: none"> <li>• Must be Brookline resident 60+ need transportation outside of COA van hours; usually referred to program through outreach worker</li> </ul>	<ul style="list-style-type: none"> <li>• Each agency is responsible for vetting their clients. During CTGP grant period, they have to be seniors, disabled, or low-income.</li> </ul>
Results/ Outcomes	<ul style="list-style-type: none"> <li>• More easily accessible for students than the shuttle service</li> <li>• Decreases travel time for students</li> <li>• Provides on demand access</li> <li>• Proven to be more cost effective for school to operate</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully doubled number of individuals able to access medical appointments each month due to increased availability of rides</li> <li>• Ability to reach demand of medical rides requested allowed creation of "Transportation of Last Resort" program that provides rides for any purpose to Needham residents who have no other transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Average TNC trip to MBTA is \$17, while average RIDE trip cost is around \$41; but increased TNC trip usage has not resulted in cost savings for MBTA</li> <li>• Higher customer service rating than RIDE vehicles</li> <li>• Increased number of trips taken by participating RIDE customers</li> </ul>	<ul style="list-style-type: none"> <li>• Older adults in Brookline have been utilizing this transportation option, but not as frequently as BSC originally anticipated</li> <li>• Originally partnered solely with Lyft, but expanded to include Uber</li> <li>• FY '20 - planning to ask the town of Brookline for ongoing support using TNC assessment funds to expand program</li> </ul>	<ul style="list-style-type: none"> <li>• Over 1,200 rides have been booked since pilot program began</li> <li>• Pilot successful, GATRA replicating model in Plymouth County</li> <li>• Following the expiration of CTGP funds, six member organizations have been able to continue the Uber partnership on their own while the others are working on a plan for sustainability</li> </ul>

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Costs Associated with Project	<ul style="list-style-type: none"> <li>The average monthly cost between September 2018 to present is \$2092.99, which covers cost of subsidy</li> </ul>	<ul style="list-style-type: none"> <li>Cost of ride</li> <li>Cost of mailing survey following trip</li> <li>Total of \$5,101.08 through March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Cost of ride subsidy and various operating costs</li> </ul>	<ul style="list-style-type: none"> <li>Cost of ride</li> <li>Dispatched hours, already covered in BSC budget but costs staff time</li> </ul>	<ul style="list-style-type: none"> <li>The YMCA took 5% administration fee as they process the bills</li> <li>Cost of ride</li> </ul>
Ridership numbers and trip costs	<ul style="list-style-type: none"> <li>The averages between September 2018 to the present: <ul style="list-style-type: none"> <li>Number of people served per month - 34;</li> <li>Number of trips per month - 187</li> <li>Cost per trip - \$10.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>An average of 1,250 active users taking 13,000 monthly trips with average trip cost at \$17</li> <li>For February '19 - around 1650 active customers take 17,000 trips for under \$16 a trip.</li> </ul>		<ul style="list-style-type: none"> <li>Average cost \$20 per ride</li> <li>1,877 rides (average 125 per month)</li> <li>13,458 miles so the average ride was 7.16 miles</li> <li>43% were after 6PM</li> </ul>

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Marketing and Outreach	<ul style="list-style-type: none"> <li>Program is promoted during new student recruitment, student advising, and new student and transfer orientations. PR pushes program via social media throughout year</li> </ul>	<ul style="list-style-type: none"> <li>Speaking engagement to local service groups, clergy, social workers, and guidance counselors</li> <li>Articles in local paper</li> <li>Website</li> <li>Brochure that is sent annually to every household in Needham</li> </ul>	<ul style="list-style-type: none"> <li>No real marketing or outreach strategy, strictly word of mouth and information on MBTA website</li> </ul>	<ul style="list-style-type: none"> <li>Brookline Senior Center Newsletter</li> <li>Outreach workers</li> <li>Flyer</li> <li>Brookline Senior Transportation options events hosted by TRIPPS</li> <li>In TRIPPS mobility resource guide</li> </ul>	<ul style="list-style-type: none"> <li>Small marketing committee</li> <li>Mostly word of mouth</li> <li>PSA in Attleboro newspaper</li> </ul>
Lessons Learned	<ul style="list-style-type: none"> <li>Concerns from students and staff around safety; addressed by creating safety presentations</li> <li>Better marketing is needed to spread awareness of service</li> </ul>	<ul style="list-style-type: none"> <li>Takes longer to arrange ride through concierge model than smart phone application</li> <li>Geolocation is not always accurate</li> <li>Lack of accessible vehicles or passenger assistance can be problematic</li> </ul>	<ul style="list-style-type: none"> <li>Pilot is popular with customers – the top complaint fielded is that customers wish they were allowed more trips per month. Overall, pilot customers take roughly 50% more total trips (RIDE + Pilot) after enrolling than they were taking on The</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging older adults to use a transportation service they are unfamiliar with is challenging, works best when done through peers by word of mouth</li> <li>Lack of accessible vehicles or passenger assistance can be problematic</li> </ul>	<ul style="list-style-type: none"> <li>Important to have cross-sector involvement and commitment from participating organizations</li> <li>Training of staff at each social service agency key in providing high quality customer service and improving their</li> </ul>



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Lessons Learned, cont.			RIDE prior to enrollment <ul style="list-style-type: none"> <li>• Pilot trips (\$16) are much cheaper than RIDE trips (\$45), on average</li> </ul>	<ul style="list-style-type: none"> <li>• Better marketing is needed to spread awareness of services</li> </ul>	knowledge of and comfortability with the service leads to an improved user experience

This chart was created by MassMobility, a statewide transportation initiative based out of the Massachusetts Executive Office of Health and Human Services. For more information about TNC partnerships in Massachusetts, please visit [www.mass.gov/service-details/partner-with-a-transportation-network-company-to-improve-community-mobility](http://www.mass.gov/service-details/partner-with-a-transportation-network-company-to-improve-community-mobility) or email Mobility Coordinator Jenna Henning at [jennifer.henning@state.ma.us](mailto:jennifer.henning@state.ma.us).