

# Revisit & Update Mobility Hubs Program

Integrating Ride-Hailing with  
Mobility Hubs

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# Integrating Ride-Hailing with Mobility Hubs

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# Mobility Hubs Program

## Integrating Ride-Hailing with Mobility Hubs

### Overview

Mobility Hubs are central locations in the public transit network where people can connect between transit services and other public and private mobility options. The Broward Metropolitan Planning Organization (MPO) is currently updating its countywide Mobility Hub plan and completing designs for Mobility Hubs at several previously identified locations. Since the initial countywide Mobility Hub plan was completed, on-demand ride-hailing<sup>1</sup> services, such as Lyft and Uber, have emerged as an important transportation option. Ride-hailing services have significant potential to be a fast and affordable option for accessing a Mobility Hub from up to several miles away, addressing the so-called “first/last mile problem.”

This document explores how ride-hailing services could be integrated into the Mobility Hub plan, as well as how the Broward MPO and its partner agencies and member governments could leverage partnerships with ride-hailing services to enhance the mobility of Broward County residents and visitors. The document includes the following elements:

- An introduction to ride-hailing services
- A review of design considerations to integrate ride-hailing service into Mobility Hubs
- An overview of potential public-private partnerships with ride-hailing companies
- Case studies focusing on how public transit operators and municipalities have integrated ride-hailing into their suite of services

### INTRODUCTION TO RIDE-HAILING

There are four primary types of ride-hailing services: on-demand ride-hailing, dynamic carpooling, microtransit, and traditional demand response.

**On-Demand Ride-Hailing:** On-demand ride-hailing is a smartphone-hailed private driver service. Ride-hailing is similar with taxi service in many ways. The primary differences are that trip requests and fare transactions are handled via a smartphone application (app) and trips are typically completed by a “driver-partner” using their private vehicle. Uber and Lyft are the primary ride-hailing operators in Broward County, and control upwards of 90% of the ride-hailing market nationally.

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<sup>1</sup> Ride-hailing operators are sometimes referred to as “Transportation Network Companies” or TNCs.

**Dynamic Carpooling:** In addition to private driver service, many ride-hailing companies also provide a dynamic carpooling option. These services match customers traveling in a similar direction to a single “driver-partner” operated vehicle. Customers using a dynamic carpooling service pay a lower fare per trip in exchange for sharing a vehicle and accepting a less direct route to their destination. UberPool and Lyft Line are the most popular dynamic carpooling services nationally, and both are available to Broward County residents.

**Microtransit:** Microtransit is a shared ride service, typically provided using a van or small bus. Microtransit services often run along a fixed route with either fixed or dynamic stops, like public transit or a jitney service. Some microtransit operators have also begun to operate dynamic routes that change based on real-time rider requests. Payment and trip requests (if applicable) occur via a smartphone app. The most common application for Microtransit is corporate shuttles. Some private companies also operate routes available to the public. Chariot, which is owned by Ford, is currently the largest microtransit operator in the United States.

**FIGURE 1 | CHARIOT MICROTRANSIT**



**Traditional Demand Response:** Demand response is a long-standing publicly operated shared ride service model provided by transit agencies throughout the country. Demand response services provide trips between locations in a pre-determined service area, typically using wheelchair-accessible cutaway buses. Riders request a ride by calling a reservationist several hours or even days in advance. Most demand response services operate in areas where there is insufficient demand to support fixed-route bus services operating with a regular schedule.

## MOBILITY HUB DESIGN CONSIDERATIONS

The design considerations for Mobility Hubs are generally similar across all four types of ride-hailing services. This overview primarily focuses on on-demand ride-hailing and dynamic carpooling services, which are by far the most popular ride-hailing options in the Broward County market.

Ride-hailing services will likely serve as a primary option for first/last mile connections to transit services offered at all Mobility Hub typologies. The Broward MPO and its partner agencies and member governments should therefore consider ride-hailing operations while developing the physical infrastructure for Mobility Hubs. The primary areas for design consideration include ride-hailing pick-up and drop-off locations, passenger facilities and amenities, and potential impacts on parking demand.

### Ride-Hailing Pick-up and Drop-off Locations

Ride-hailing services typically allow customers to request to be picked up and dropped off at any location. Customers often simply input their origin and destination address, without regard to whether those locations have safe and efficient pick-up and drop-off locations. As a result, pick-ups and drop-offs are the most difficult aspect of any ride-hailing trip. Customers often find that drivers have trouble finding and accessing their requested pick-up locations, especially in large complexes. Drivers frequently report having to pick-up and drop-off customers in illegal or potentially unsafe locations. These issues are compounded for dynamic carpooling services that involve pick-up and drop-off of multiple passengers during a single trip.

At Mobility Hubs, ride-hailing pick-ups and drop-offs can disrupt bus operations. Ride-hailing drivers frequently use bus stops as pick-up and drop-off locations, as they are often the only available location along the curb. Bus drivers then wait for ride-hailing vehicles to leave the curb before serving a stop, or even force bus riders to board the vehicle away from the curb. These interactions slow down bus service and make using transit more difficult for older adults and wheelchair users.

Mobility Hub designs should separate bus operations from ride-hailing operations whenever possible. At Rail, Bus Transfer Facility, and Park & Ride Mobility Hubs, buses should serve stops located on clearly marked transit-only busways. At Streetside Transfer Mobility Hubs, signage (and physical barriers, if possible) should clearly separate curb space for bus stops and for ride-hailing pick-ups and drop-offs. Where space is constrained, ride-hailing pick-up/drop-off locations could also serve as taxi stands and drop-off areas. Curb regulations at shared locations should be designed ensure that idling vehicles do not consume all available curb space. A Broward MPO partner agency or member government could, for example, limit the number of taxis that can wait at the stand or enforce a maximum idling time at drop-off areas.

## Uber and Lyft Preferred Pick Up Location Feature

Both Uber and Lyft software can designate preferred pick-up locations at high volume destinations. The preferred pick-up location feature is primarily used at airports, where curbside regulations limit ride-hailing pick-ups to specific locations (see Figure 2). Both companies have expressed interest in expanding the preferred pick-up feature to other locations where pick-ups are often difficult, such as sports arenas and resort complexes. Broward MPO partner agencies and member governments could work with ride-hailing providers to designate specific locations at Mobility Hubs as preferred pick-up locations. Through this feature, a customer within a short walk of a Mobility Hub would be instructed to use the designated ride-hailing pick-up location when requesting a trip. These preferred pick-up locations will provide the greatest benefits for customers using ride-hailing services in dense areas or large complexes and campuses, such as Mobility Hubs in the Urban Core, Urban General, Suburban Commercial transect typologies and the Rail Station, Bus Transfer Center, and Park & Ride transit activity typologies.

**FIGURE 2 | DESIGNATED RIDE-HAILING PICK-UP AREA AT MCCARRAN INTERNATIONAL AIRPORT (LAS VEGAS)**



## Passenger Facilities and Amenities

Using a ride-hailing service is in many ways like using a bus. After a customer requests a ride-hailing trip, they must wait several minutes before their vehicle arrives. This wait time is affected by congestion and other unforeseen issues, just like waiting for a regularly scheduled bus. Ride-hailing customers thus seek similar amenities as bus riders. High quality waiting facilities will increase customer comfort while waiting for their ride-hailing vehicle, and likely encourage some customers to use a Mobility Hub as their preferred pick-up location. In fact, some developers have begun integrating waiting rooms for ride-hailing customers as an amenity in luxury apartment complexes.

## Potential Impacts on Parking Demand

Many Broward County neighborhoods have disconnected street grids that increase the traveling distance between locations. For example, a resident of SW 21<sup>st</sup> Way in Fort Lauderdale lives less than 500 feet from the Ft. Lauderdale Tri-Rail Station. Due to the lack of connecting streets and sidewalks, this resident must travel a mile to access Tri-Rail (Figure 3). What could potentially be a one- to two-minute walk becomes a twenty-minute walk, or more likely, a short car ride to free parking at the station. Private vehicles serve a key role as a first/last mile connection for many Broward County public transportation customers.

Given the importance of private vehicles for transit access, Broward MPO partner agencies have constructed or leased parking facilities at locations throughout Broward County. Nearly 4,300 free commuter parking spaces are available for Broward County Transit and Tri-Rail customers at 16

park-and-ride lots and commuter rail stations. These facilities range from 16 designated spaces within the Hollywood Hills Plaza shopping center parking lot to 849 spaces across multiple facilities at the Sheridan Street Tri-Rail Station<sup>2</sup>. Parking for public transit customers in Broward County is currently provided free of charge at all facilities.

The Revisit & Update Mobility Hubs study has identified commuter parking as a project element for the Rail and Park & Ride Mobility Hub typologies, and as an optional element for the Bus Transfer Facilities typology. Candidate locations

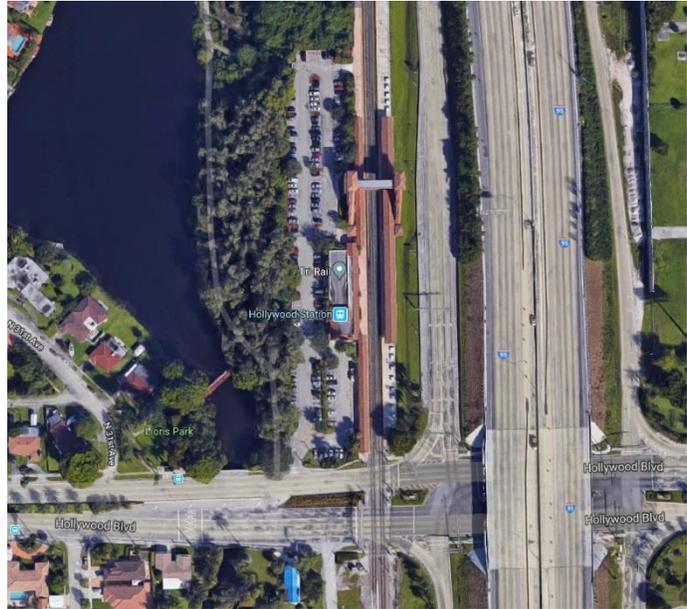
**FIGURE 3 | EXTENDED TRIP DUE TO DISCONNECTED STREETS AT FT. LAUDERDALE**



<sup>2</sup> Parking inventory available at: [http://www.1800234ride.com/static/sitefiles/files/Park\\_and\\_Ride\\_Lots.pdf](http://www.1800234ride.com/static/sitefiles/files/Park_and_Ride_Lots.pdf)

within these typologies may be space constrained, limiting opportunity to parking facilities large enough to meet customer demand. Parking facilities also require significant capital expenditures, with costs per parking space ranging from \$5,000 for a surface space with minimal infrastructure requirements to \$50,000+ for a space in a structured facility. The Broward MPO and its partner agencies and member governments must therefore balance the demand for commuter parking with the difficulty of identifying potential sites and the expense of constructing new facilities.

FIGURE 4 | PARKING AT HOLLYWOOD TRI-RAIL



The Hollywood Tri-Rail Station provides an example of the challenges to provide adequate parking at existing multimodal transportation facilities (Figure 4). The station's 122-space commuter parking lot approaches 95% utilization on weekdays.<sup>3</sup> Ridership figures (Average Weekday Boardings = 694 in calendar year 2012) indicate that many of the customers who board at this station are not able to use the existing parking. It is difficult to determine how many potential customers travel to other commuter facilities or avoid using transit altogether due to the lack of available parking. The station's space constrained location, however, limits opportunities to expand commuter parking options.

Ride-hailing can help reduce parking demands at Mobility Hubs by replacing private vehicles as a first mile/last mile connection. The use of ride-hailing as an alternative for driving and parking has benefits for both customers and transportation providers, particularly at highly utilized facilities. For customers, ride-hailing provides a lower risk alternative to driving by guaranteeing access to transit even if the adjacent parking facility is full. For transportation providers, ride-hailing could reduce the need to construct or expand parking facilities. In fact, some transit agencies have begun to subsidize ride-hailing to increase access to over utilized park and rides (see LAVTA case study below). While these programs are currently in the pilot phase, they potentially provide a more cost-effective option than constructing new parking spaces and provide an alternative at space constrained locations. Ride-hailing subsidy programs are an operating expenditure, not a capital expenditure, and must be funded on an annual basis.

<sup>3</sup> FY 17-26 SFRTA TDP

## RIDE-HAILING/PUBLIC TRANSIT PARTNERSHIP OPPORTUNITIES

Public agencies have three primary options for engaging in partnerships with ride-hailing providers. These include marketing campaigns, first mile/last mile connection services, and trip planner app integration. Transit agencies and municipalities have consummated partnerships with ride-hailing providers through a variety of methods, including sole-source procurements, advertising contracts, app development, competitive Requests for Proposals (RFPs), and unsolicited proposal programs, where an agency responds to a proposal made by a potential contractor or vendor outside of the traditional RFP process.

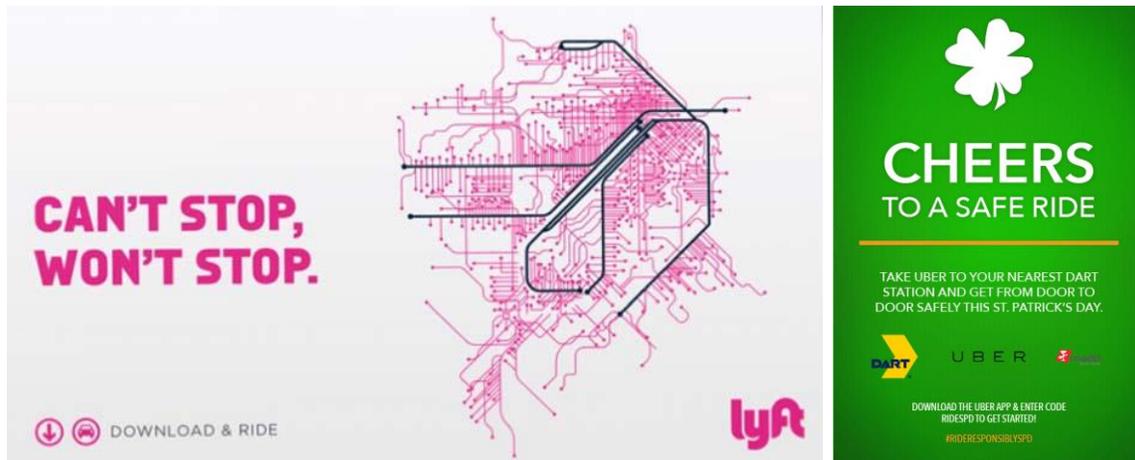
### Marketing Partnerships

The simplest type of ride-hailing/public transit partnership is a marketing partnership, which can range from traditional marketing to the provision of links from transit apps to ride-hailing service apps. For example, both transit operators in the Dallas/Fort Worth area (DART and “The T”) provide direct links from their transit apps to Uber. In Boston, the MBTA’s ticketing app also provides a direct link to Uber.

In many major cities, ride-hailing companies have focused much of their marketing efforts on advertisements at or adjacent to public transit facilities. In 2016, for example, Lyft launched its “Friends with Transit” marketing campaign that in part targeted customers seeking a first/last mile connection to rail services (see Figure 5). Both Lyft and Uber have also provided free ride credits for new customers as part of co-marketing campaigns with agencies advertising new rail service. Many of these co-marketing campaigns are funded primarily or exclusively by ride-hailing providers, but others involve more advanced subsidy partnerships funded at least in part by transit agencies.

Broward MPO partner agencies or member local governments could choose to engage in a co-marketing strategy with a ride-hailing provider when designing and planning Mobility Hubs. A co-marketing campaign, for example, could encourage customers to use a ride-hailing provider as a first/last mile connection to access transit at a Mobility Hubs. Broward MPO partner agencies or member local governments could choose to limit co-marketing efforts to Mobility Hubs where transit is not a viable option for first/last mile connections, reducing the likelihood that ride-hailing will divert trips that would otherwise be made using a partner agency service.

**FIGURE 5 | JOINT TRIP MARKETING EXAMPLES (LYFT IN SAN FRANCISCO AND UBER IN DALLAS)**



Advertisements can include a code that provides limited-time free ride credit offer for trips beginning or ending at the Mobility Hub. Broward MPO partner agencies and member governments could contract site-specific advertising relationship with a ride-hailing provider, such as ads branding the ride-hailing pick-up and drop-off zone. Similar campaigns typically include a reference to using ride-hailing services to access transit, and a coupon code providing free rides to new customers.

### **First Mile/Last Mile Subsidy Programs**

Many public transit agencies and municipalities have entered into partnerships with ride-hailing companies to provide first/last mile connections to transit service. These partnerships are typically designed either to supplement existing fixed-route transit service in areas with low transit demand or to replace unproductive fixed-route service. In most cases, first mile/last mile partnership programs take the form of fare subsidies when transit agencies agree to pay for a portion of the fare of a ride-hailing trip that satisfies certain criteria where passenger costs are relatively high. For example, and as described further below, some transit agencies pay up to the first \$5 of ride-hailing fares for trips that begin or end at a Mobility Hub. By comparison, the average cost per passenger trip on Broward County Transit was \$2.84 in 2014.<sup>4</sup>

Most agencies that implement first mile/last mile partnerships start with a pilot program of up to 12 months. The pilots allow agencies to work through any potential ADA and Title VI issues (see Title VI section, page 12) and determine the potential subsidy requirements. Several agencies that have initiated pilot partnership programs have substantially modified the design of the program

<sup>4</sup> From Broward County Transit's 2014 National Transit Database Profile, available here: <https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/40029.pdf>

during pilot period, typically either extending the program to cover more trip types or limiting the number of trips that can be made by a given customer.

If Broward MPO partner agencies or member local governments decide to explore a ride-hailing partnership pilot for first/last mile connections to Mobility Hubs, the following should be considered:

- Identify a specific goal for the pilot, such as increasing access to transit service from low density residential neighborhoods
- Determine specific thresholds and targets for success, such as a percentage increase in transit boardings at Mobility Hubs
- Develop clear data-reporting requirements for potential ride-hailing partners that are directly related to the stated measures for success
- Publicize goals, measures, and next steps, ensuring that stakeholders understand whether a pilot is successful and how a successful pilot will lead to a permanent service offering

### **Ride-Hailing Subsidy Program Design Options**

Ride-hailing providers have implemented a range of features that enable transit agencies to customize their subsidy programs. These features primarily fall into three categories: geographic restrictions; time restrictions; and user restrictions. Most ride-hailing providers can create a virtual boundary, also known as a geofence, to restrict customer trips to a specific neighborhood or destination. A geofence could, for example, be used to limit subsidies to only trips that begin or end at a transit station. Ride-hailing providers can also restrict trips by time or day of the week, such as a subsidy program only for trips that occur after 10pm on weekend nights. Subsidy programs can be restricted to specific users for a single trip or multiple trips. The most common method is to require users to enter a coupon code through the app when they request trip(s).

Geographic, time, and user restrictions can be used in combination to create a highly tailored subsidy program. For example, a municipality could provide coupons to restaurants that enable customers to make a single subsidized trip to the nearest rail station only on weekend nights. The case studies below include several example applications of how these restrictions can be used to customize a subsidy program design.

### **Ride-Hailing Subsidy Program Cost Evaluation**

The study team determined potential costs for a ride-hailing subsidy program using Uber Fare Estimate<sup>5</sup> portal, as well as fares and service statistics from Broward County Transit. The team first calculated the fare for a typical first mile/last mile connection between a local residence and a Mobility Hub (in this case a resident traveling between NE 2<sup>nd</sup> Terrace and the Cypress Creek Tri-Rail station). Uber fares, similar with most ride-hailing services, include a base fare, a

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<sup>5</sup> Available at <https://www.uber.com/fare-estimate/>

booking fee, a per minute charge, and a per mile charge. Table 1 shows examples of each of these fare components. At regular prices, the example trip would cost a total of \$6.06. With a 1.5x or 2.0x surge multiplier, which is typical during rush hour periods, this fare could increase to over \$12.

**TABLE 1. EXAMPLE UBER FARE ESTIMATE (NE 2<sup>ND</sup> TERRACE TO CYPRESS CREEK)**

Uber Fare Component	Component Cost	Example Trip Characteristics	Example Fare
Base Fare	\$0.95		\$0.95
Booking Fee	\$2.20		\$2.20
Per Minute Charge	\$0.13	7 minutes	\$0.91
Per Mile Charge	\$0.91	2.2 miles	\$2.00
<b>Total Charge without Surge</b>			<b>\$6.06</b>
<b>Total Charge with 1.5x Surge</b>			<b>\$9.09</b>
<b>Total Charge with 2.0x Surge</b>			<b>\$12.12</b>

The study team next analyzed two different ride-hailing subsidy program designs, focusing on the cost for both the customer and the subsidy program sponsor:

- In the first design, the sponsoring agency would pay the first \$5 dollars and the customer would pay any remaining ride-hailing fare above \$5. This design is similar with many current ride-hailing or taxi subsidy programs. The sponsoring agency is protected against any expensive trips (either due to surge pricing or trip length/time), but is still paying nearly twice the subsidy of an average Broward County Transit bus trip.
- The second design reduces the sponsoring agency subsidy to \$3 dollars of the ride-hailing fare, approximately equivalent to the current subsidy for a Broward County Transit bus trip (\$2.84 as of 2014). Similar with the first design, the customer would pay any remaining fare above three dollars. This strategy ensures that the sponsoring agency is providing the same average subsidy to both bus riders and ride-hailing customers.
- In the third design, the customer would pay the first \$2.00 of the ride-hailing trip fare and the subsidy program sponsor would pay the remaining cost. This design is the same as a typical bus fare, in which the customer pays a fixed fare and the transit agency subsidizes the remaining cost. The sponsoring agency would subsidize between \$4 and \$10 dollars under this design, as much as three times the subsidy of an average Broward County Transit bus trip.

Table 2 shows the customer fares and sponsoring agency subsidies for each of these three subsidy program designs.

**TABLE 2. RIDE-HAILING SUBSIDY PROGRAM FARES AND SUBSIDIES BY PROGRAM DESIGN**

Program Design	Sponsoring Agency Subsidy	Passenger Subsidy
#1 – Agency pays first \$5	\$5	\$1 to \$7
#2 – Agency pays first \$3	\$3	\$3 to \$9
#3 – Passenger Pays first \$2; Agency pays remainder	\$4 to \$10	\$2

## Trip Planner App Integration

As new public and private services enter the market, access to comprehensive transportation service information has become a key element for enhancing mobility. Many transit agencies have begun to integrate additional services into their public transit trip planning apps and websites, including ride-hailing options. These integrations highlight when ride-hailing services can act as a first/last mile option for accessing transit services, as well as when ride-hailing can serve a trip where public transit is not an option. Agencies have also used their trip planning apps as the access point for ride-hailing partnerships, encouraging customers to view public transit options in advance of choosing a ride-hailing alternative.

Trip planner app integrations are made possible by application programming interfaces (APIs) published by many ride-hailing companies, including Lyft and Uber. These APIs have varying capabilities, but most enable wait time, fare quotes, and a ride request button to be integrated into a third-party app. Most public transit agencies have integrated ride-hailing services for customers by providing a ride request link in their trip planning apps. The app then redirects the customer to the app of the selected ride-hailing company. Some have limited these links to pages customers receive if there is no transit service that meets their requested travel itinerary. More advanced integrations include ride-hailing directly into a multimodal itinerary, recommending that customers use a ride-hailing service as a first mile/last mile option for accessing transit. An example of this type of integration in Los Angeles is described as a case study below.

## Partnership Considerations

The Federal Transit Administration released a “Dear Colleague” letter in December 2016 that outlines agency obligations when engaging in partnerships with ride-hailing companies.<sup>6</sup> These obligations generally fall in line with existing

<sup>6</sup> Available at <https://www.transit.dot.gov/sites/fta.dot.gov/files/Dear%20Colleague%20Letter%20re%20Shared%20Mobility.pdf>

regulations for public transit service, including those under the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act.

### **Americans with Disabilities Act Considerations**

A pilot or permanent ride-hailing partnership program must be fully accessible for people protected under the Americans with Disabilities Act (ADA), regardless of whether the program is paid for using federal funding. Service for people with disabilities must be equivalent in the following areas:

- Response time
- Fares
- Geographic area of service
- Hours and days of service
- Restrictions or priorities based on trip purpose
- Availability of information and reservations capability
- Any constraints on capacity or service availability

In practice, agencies have satisfied these requirements through two primary mechanisms. First, agencies have worked with ride-hailing companies, a local taxi operator, and/or a local chair-car operator to ensure that wheelchair accessible vehicles are available with same response time as other vehicles. Second, agencies have worked with ride-hailing companies or a local taxi operator to ensure that customer can talk to someone by phone as an option to using a smartphone app.

### **Title VI**

There are two primary Title VI issues related to ride-hailing partnerships. First, as outlined in the Dear Colleague letter, agencies must ensure that customers who do not use banking services and/or own a smartphone can access equivalent service. Agencies have generally satisfied this requirement by partnering with a local taxi company in addition to a ride-hailing company. This practice enables customer to access taxi dispatching services by phone and pay taxi drivers in cash.

Ride-hailing pilots that last longer than 12 months and result in a reduction in fixed-route service may also be subject to disparate impact and disproportionate burden regulations under Title VI. In these cases, agencies may have to complete a full Title VI analysis to determine whether the ride-hailing partnership has a disparate impact or disparate disproportionate burden to protected populations. More formalized regulations for emerging mobility partnership programs, including Title VI requirements, are expected to be developed as part of the FTA Mobility on Demand (MOD) Sandbox Program<sup>7</sup>.

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<sup>7</sup> For more information about the FTA MOD Sandbox Program, see: <https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program.html>

## CASE STUDIES

### First Mile/Last Mile: LAVTA Go Dublin (Dublin, CA)

In early 2017, the Livermore-Amador County Transit Authority (LAVTA) launched the Go Dublin first/last mile pilot program in Dublin, CA. Go Dublin enables residents to request a shared-ride for any trip within the City of Dublin using UberPool, Lyft Line, or De Soto Share. LAVTA subsidizes 50% of any Go Dublin fare up to \$5 dollars. Customers must enter a coupon code to receive access to the trip subsidy, and the program uses a geofence to limit subsidies to trips that begin and end in Dublin, CA.

The goal of the program is to provide cost-effective transit service to lower density residential neighborhoods, while also providing an alternative for accessing BART regional rail stations where parking lots fill up early each morning. LAVTA has continued operating underperforming fixed-route service in the pilot area, but plans to reevaluate those services if it decides to make the pilot permanent.

The Go Dublin pilot was designed to ensure access for all (see Figure 6). Service for those without smartphones is provided by De Soto Share, which is provided by the local taxi operator. For its first mile/last mile services, De Soto takes reservations using its regular taxi dispatchers, and accepts cash in the same manner as with its traditional taxis. Both De Soto and Uber provide wheelchair accessible service.

**FIGURE 6 | GO DUBLIN FEATURES BY PROVIDER**

Provider	Phone App	Call-in Option	Wheelchair Accessible	Cash Payment Option	24/7 Customer Support	Upfront Pricing
UBER						
lyft						
DESOTO						

#### Lesson for Broward

Local taxi operators can be effectively integrated into an emerging mobility subsidy program to satisfy Title VI and ADA requirements, such as booking by phone, cash payments, and wheelchair accessible vehicles.

## Transit Service Supplement/Replacement: PSTA Direct Connect and Transportation Disadvantaged Late Shift

Pinellas Suncoast Transit Authority (PSTA) currently has two pilot ride-hailing subsidy programs: Direct Connect and Transportation Disadvantaged (TD) Late Shift.

### **Direct Connect**

Direct Connect is a public first/last mile program designed to connect residents in low density residential neighborhoods with the local bus system. The program was originally designed to cover an area where fixed-route service had previously been eliminated. However, it has since been expanded county-wide and now has eight service zones, each with a designated connection point to the local bus network.

PSTA pays up to \$5 dollars for an Uber or taxi trip between any location in each zone and the connection point. Customers are responsible for any fare above \$5, which is typically \$1 to \$2. For a limited time, PSTA is also providing free transfers to PSTA fixed-route services. The program uses a geofence to limit subsidies to trip that begin or end at the designated connection points, a time restriction that limits trips to the general operating hours of PSTA fixed-route services, and requires that customers call the PSTA InfoLine to obtain a coupon code.

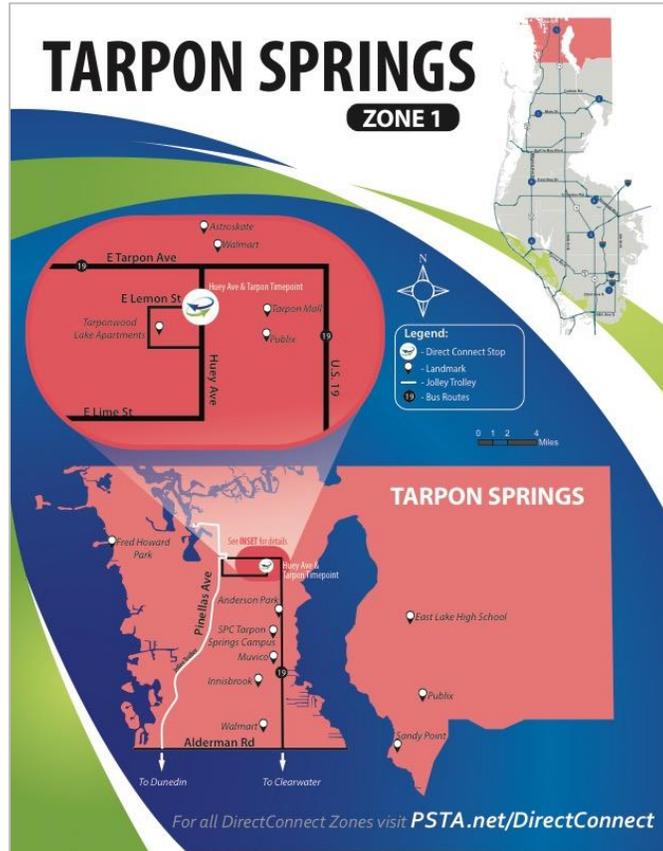
### **TD Late Shift**

TD Late Shift is a free fare service for those who work overnight shifts and qualify for Transportation Disadvantaged services. Program participants receive up to 25 free trips to and from work during periods when PSTA bus service does not operate (10 pm to 6 am). Customers must live in Pinellas County, meet income requirements, demonstrate that they cannot get a ride from a family member for “life-sustaining trips”, provide proof of employment and shift start time, and purchase a reduced-cost bus pass. The program uses a time restriction and requires customers to complete an application process before receiving a coupon code that activates their monthly trip allotment.

## Multiple Operators

Similar to LAVTA, PSTA has partnered with both a ride-hailing company and a local taxi operator (United Taxi) to ensure that all eligible residents can access both Direct Connect and TD Late Shift. After a year in operation, PSTA has provided 3,167 rides across both programs. The average subsidy was \$11.48 per trip, primarily due to the higher cost of providing longer trips at no cost through the TD Late Shift program.

FIGURE 7 | PSTA DIRECT CONNECT EXAMPLE



## Lessons for Broward

- Ride-hailing subsidy programs can effectively serve as a first/last mile solution for accessing transit from neighborhoods that cannot be efficiently served by public transportation.
- Per trip subsidy caps are an effective mechanism for controlling the cost of an emerging mobility partnership program. Uncapped programs typically result in higher overall subsidies, with similar or higher costs per trip as extremely unproductive fixed-route transit services.

## Safe Rides Program: Evesham Township, NJ

In October 2015, Evesham Township, NJ introduced the Safe Rides Program – a ride-hailing subsidy program designed to provide an alternative transportation option for late night restaurant patrons. The program fully subsidizes trips between 9pm and 2am from select bars and restaurants to any residential address in Evesham Township and Voorhees, NJ. Over the past two years, the program has provided between 5,000 and 6,000 trips within the two communities at a cost of over \$10,000. All subsidies are funded by local donors, which include many of the participating bars and restaurants. Local police credit the program with reducing drunk driving arrests by 15 percent overall, and decreasing the number of Evesham residents arrested for drunk driving by 50 percent.

The program uses a geofence that automatically activates a special ride request menu within the Uber app (Figure 8). The menu is activated only when a customer is directly located at a participating restaurant or bar between 9am and 2pm. Customers do not have to enter a coupon code to access the ride request menu. Customers then input their destination, which must be within a Evesham or Voorhees zip code.

FIGURE 8 | EVESHAM SAFE RIDE - RIDE REQUEST SCREEN

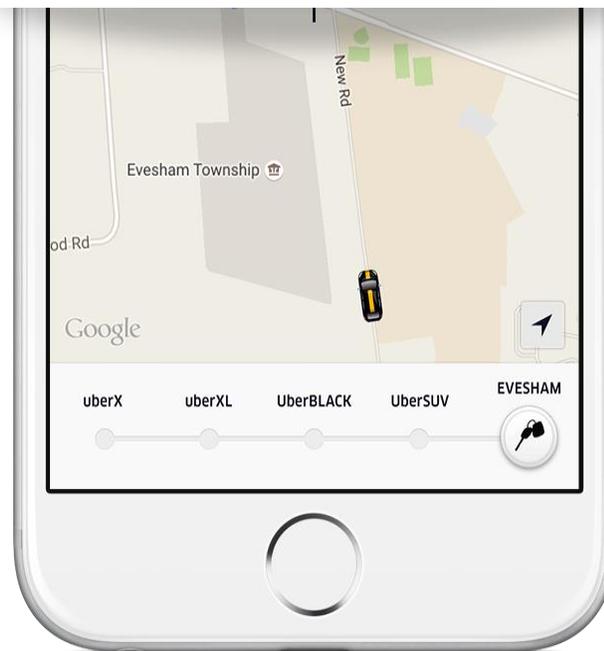


Image Source: Uber.com

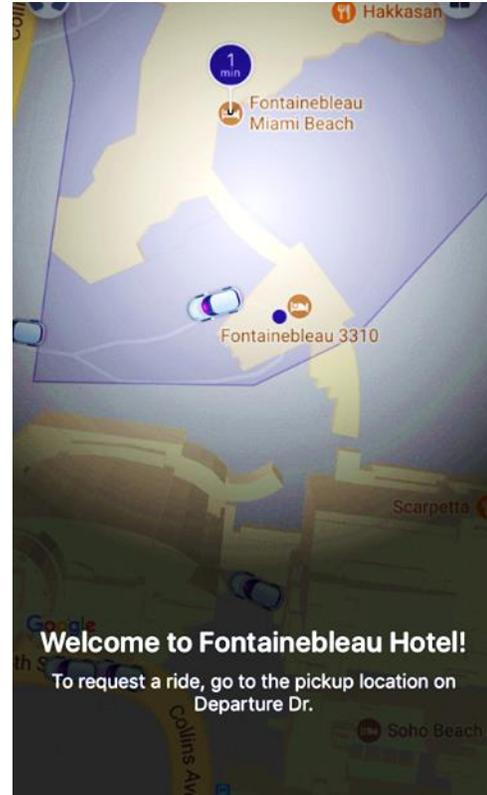
### Lessons for Broward

- Ride-hailing subsidy programs can be implemented by municipalities in addition to transit agencies, and funding can be provided through partnerships with local institutions and businesses.
- Geofencing can be used to make a program more accessible to potential customers, and eliminate the need for special coupon codes for activation.
- Ride-hailing subsidy programs can be used to provide a safe alternative transportation option for late night restaurant and bar customers in areas without direct public transit access.

## Curb Management: Fontainebleau Hotel (Miami Beach, FL)

Both Lyft and Uber are currently expanding their preferred pick-up location programs beyond major airports to large destinations and major events. The Fontainebleau Hotel in Miami Beach is a large resort that has multiple driveways and potential pick-up locations. Because many customers were not providing specific pick-up locations, drivers and riders were having trouble connecting with each other. To resolve this problem, Lyft and Fontainebleau management identified a central pick-up location within the complex, which also serves as the primary taxi stand. When a customer requests a Lyft pick-up at the Fontainebleau, the app automatically directs the customer to the pick-up location (Figure 9). Lyft operations staff report that the preferred pick-up location has significantly streamlined operations at the Fontainebleau, enabling drivers to reach customers without driving to multiple locations around the hotel.

**FIGURE 9 | PREFERRED PICK-UP LOCATION NOTIFICATION SCREEN (FONTAINEBLEAU HOTEL)**



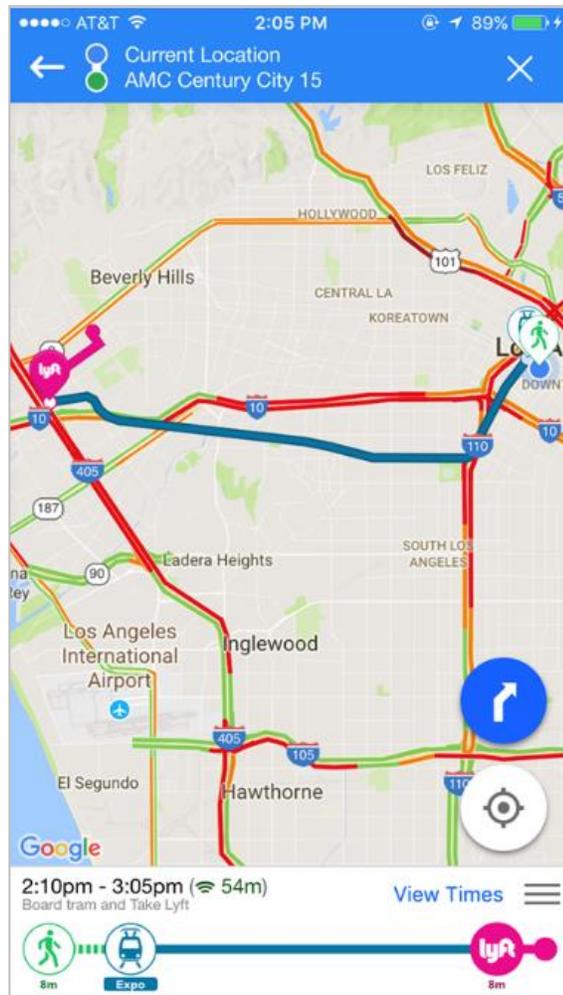
### **Lesson for Broward**

Preferred pick-up locations can streamline ride-hailing pickups at large, complex, and/or crowded destinations.

## Trip Planner App Integration: Go LA (Los Angeles, CA)

Go LA is a trip planner mobile app developed by Conduent for the Los Angeles Department of Transportation (LADOT). The app integrates public transit schedule information with other mobility options, including local bike-share services, Zipcar, and Lyft. Customers can identify travel preferences, such as the cheapest or most environmentally friendly option, and receive multimodal itinerary options. LADOT asked Conduent to integrate Lyft into the app using a publicly available API, which enables third-party developers to access Lyft fare information and initiate ride requests. With this integration, the Go LA app can, for example, suggest that riders use Lyft to make a last mile connection from a rail station (see Figure 10). Customers can see the combined transit plus Lyft travel time and fare, and request a Lyft directly from the Go LA app when they arrive at the station.

FIGURE 10 | GO LA TRIP ITINERARY



### Lessons for Broward

- Online and smartphone-based trip planners can assist customers in understanding how to use a wide range of public and private mobility options.
- Government agencies can leverage open data published by both public and private transportation providers to create comprehensive trip planning platforms. Agencies that create trip planners do not necessarily have to operate the services included in the planner.

## RECOMMENDATIONS

Emerging mobility services, such as on-demand ride-hailing and dynamic carpooling, have become an increasingly important travel mode for many Broward County residents. These services provide unique benefits in the context of Mobility Hubs, especially as a first mile/last mile option connecting residents between their origin or destination and transit services. The Broward MPO should coordinate with its partner agencies and member governments to implement the following strategies to integrate emerging mobility services with Mobility Hubs:

- **Establish Ride-Hailing Pick Up Locations at Mobility Hubs:** All Mobility Hub typologies should include a designated location for ride-hailing pick-ups and drop-offs that is separated from transit operations. This design will ensure efficient bus service, while reducing challenges for ride-hailing passengers and drivers. Broward MPO partner agencies and member governments could also work with Uber and Lyft to create preferred pick-up locations within their respective apps, which will encourage ride-hailing customers to interact with Mobility Hubs. These preferred pick-up locations will provide the greatest benefits for customers using ride-hailing services in dense areas or large complexes and campuses, such as Mobility Hubs in the Urban Core, Urban General, Suburban Commercial transect typologies and the Rail Station, Bus Transfer Center, and Park & Ride transit activity typologies.
- **Explore Marketing Partnerships with Emerging Mobility Providers:** Marketing partnerships with emerging mobility providers present a low or no cost opportunity to promote first mile/last mile connections to Mobility Hubs. These partnerships could include co-marketing campaigns coinciding with the unveiling of a new Mobility Hub investments or a limited-time free ride program design to attract multimodal connections at Mobility Hubs.
- **Further Evaluate Potential Ride-Hailing Subsidy Programs:** Ride-hailing subsidy programs provide an opportunity to increase access to Mobility Hubs from low-density neighborhoods. These subsidy programs are a significant departure from current publicly subsidized transportation options in Broward County, and could require significantly higher subsidies per trip than local bus service. The Broward MPO should support its partner agencies and member governments to further explore the potential benefits and costs of a ride-hailing subsidy program, focusing specifically on balancing mobility benefits and per trip costs.
- **Integrate Emerging Mobility Services in Trip Planning Apps:** Transit agencies are increasingly integrating private services into online and smartphone-based trip planners. These integrations enable customers to use private services, including emerging mobility services, to travel to neighborhoods that are inaccessible using public transportation. Broward MPO partner agencies should consider integrating emerging mobility services into existing or new trip planning apps.



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### **Broward Metropolitan Planning Organization**

Trade Centre South  
100 West Cypress Creek Road, Suite 650, 6<sup>th</sup> Floor  
Fort Lauderdale, FL 33309  
[info@browardmpo.org](mailto:info@browardmpo.org)  
(954) 876-0033 Office  
(954) 876-0062 Fax

For more information on activities and projects of the Broward MPO, please visit:  
[BrowardMPO.org](http://BrowardMPO.org)

For complaints, questions or concerns about civil rights or nondiscrimination; or for special requests under the Americans with Disabilities Act, please contact Christopher Ryan, Director of Public Involvement and Communication/Title VI Coordinator at (954) 876-0036 or [ryanc@browardmpo.org](mailto:ryanc@browardmpo.org).

For more information, please contact:

Christopher Ryan - Public Information Officer/Title VI Coordinator  
Broward Metropolitan Planning Organization - Trade Centre South  
100 West Cypress Creek Road, Suite 650, Fort Lauderdale, Florida 33309  
Phone: (954) 876-0033 | Email: [ryanc@browardmpo.org](mailto:ryanc@browardmpo.org)