



TRANSIT OPERATIONS PLAN

DRAFT *SERVICE ALTERNATIVES*

SEPTEMBER 2017



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1.0 Service Alternatives - Introduction

The City of Glenwood Springs is interested in updating its *Transit Operations Plan* to better meet the transportation and mobility needs of residents and visitors. To date, the consultant team has completed an assessment of *existing conditions*, initial *outreach and consultation*, and the administration and analysis of a *community survey* (solicited feedback from residents, employees, and visitors regarding mobility needs, existing transit services and usage, connectivity, areas for improvement, and other transportation concerns). These study elements have been documented in previous working papers/technical memos.

The structure and content of this report is organized to include background and existing conditions information that provide the basis for analyzing the current RGS system and community input that form the basis for developing service alternatives.

This third technical memo presents three alternatives to potentially improve upon existing RGS fixed route service with a more effective service to meet current and future needs for local mobility in Glenwood Springs residents, employees and visitors. The alternatives are not necessarily mutually exclusive and include:

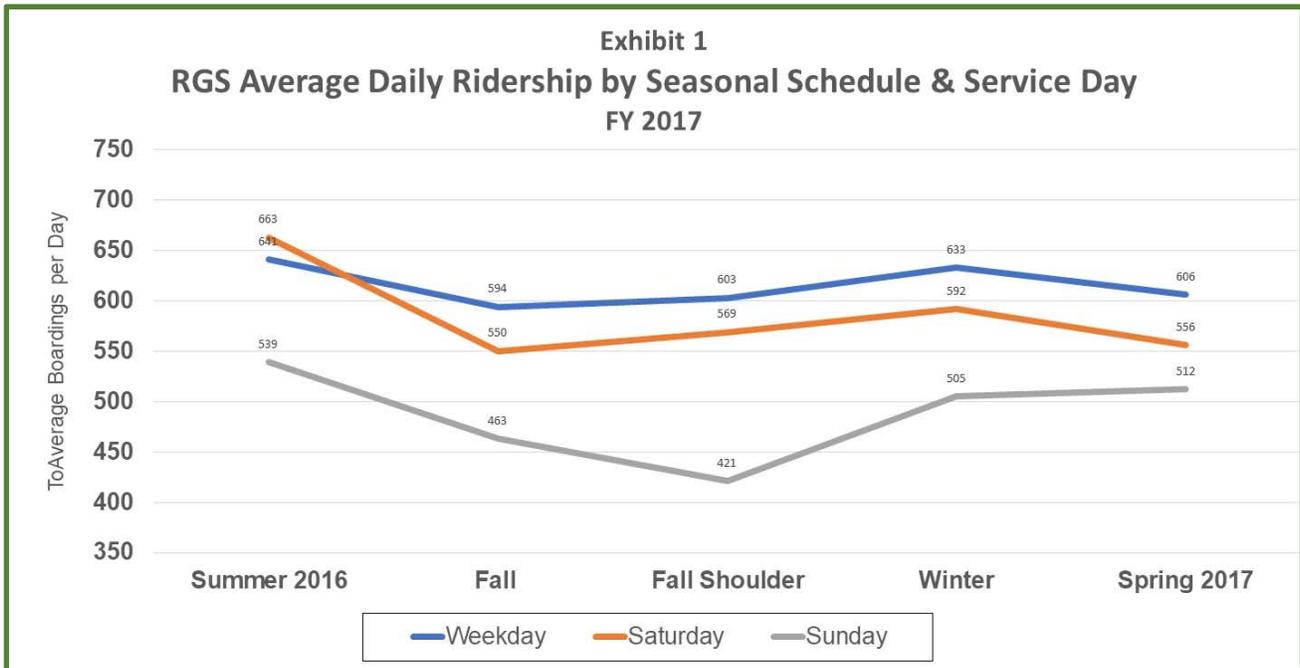
1. Local Fixed Route Consolidation
2. Flex Route and Local Ride Hailing
3. City-wide Ride-hail Subsidy

Conceptual alternatives are presented for consideration and discussion with the project management team and subsequently to be presented in a public meeting/Webinar to solicit feedback.

2.0 Background

2.1 Existing Conditions

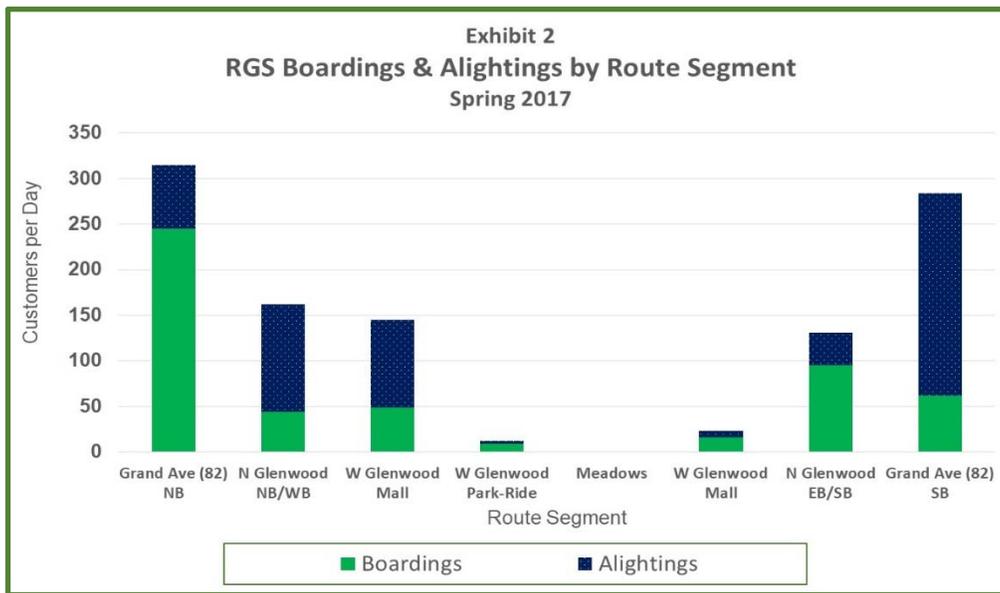
As discussed in the *Existing Conditions* working paper/technical memo, RGS route ridership and productivity have steadily declined over the last five years to about 185,000 total boardings and 18.8 boardings per revenue hour in FY 2016. Exhibit 1 shows average daily RGS ridership by season and day of week for the most recent 12-month period 2016 - 2017. Daily boardings range from a high of 663 customer boardings per summer Saturday (2016) to a low of 421 boardings per late fall/early winter Sunday. Unlike RFTA Valley Local and VelociRFTA routes, the RGS timetable is the same every day.



Route segment analysis helps to distinguish ridership activity in the 6th Street corridor through North Glenwood (which is uniquely covered by the RGS route) from the Grand Avenue corridor (south of 8th Street to the Roaring Fork Market Place), which is also covered by RFTA Valley Local and VelociRFTA lines. The West Glenwood area, including Glenwood Meadows, West Glenwood Park-Ride Lot, and West Glenwood Mall, are partly overlapped by the RGS, Hogback, and Valley Local routes.

Recent ridership data supplied by RFTA allows for a detailed analysis of the RGS route by route segment and bus stop. Spring 2017 average daily ridership is distributed by route segment in Exhibit 2. The green and blue bars reflect average total daily boardings and alightings on the following eight segments (showing left to right):

1. Northbound trips departing from Roaring Fork Market Place to 8th Street
2. Northbound/westbound trips on 6th Street and Hwy 6 to Road 135
3. West Glenwood Mall
4. West Glenwood Park-Ride
5. Meadows
6. Returning to West Glenwood Mall
7. Eastbound/southbound trips on Hwy 6 and 6th Street to the Grand Avenue Bridge
8. Southbound trips on Grand Avenue from 8th Street to Roaring Fork Market Place



Grand Avenue south of 8th Street - Nearly three-fifths of all RGS boardings occur on Grand Avenue between 8th Street and Roaring Fork Marketplace, in both directions. This equates to 250 – 350 boardings depending on season and service day; or 150 – 200 individuals per day, assuming that most customers take round trips on RGS. Key destinations along this segment include:

- Grand Avenue & 14th Street 75 - 100 boardings
- Roaring Fork Marketplace 65 - 80 boardings
- Grand Avenue & 9th Street 55 - 70 boardings
- 27th Street BRT station 50 - 60 boardings

This segment is served by RFTA’s Valley Local and VelociRFTA routes; therefore, it is assumed that those customers who both board and alight on this segment would not be impacted significantly if the RGS route were discontinued. These customers, estimated to be about 200 – 250 daily boardings, or 120 – 140 individuals per day, can use the Valley Local, which operates year-round service every 30 minutes on weekdays and hourly after 8:00 pm.¹ On weekends, the Valley Local operates every 30 minutes during peak times, and hourly at other times. .

North Glenwood – Approximately 27% of all RGS boardings occur on 6th Street west of the Grand Avenue Bridge through the Historic Village and west on Hwy 6 to Road 135, in both directions. This equates to 150 – 200 customer boardings depending on season and service day; or 85 - 125 individuals per day, assuming that most customers take round trips on RGS. The prevailing customer traffic flow is south toward Downtown and South Glenwood, with nearly

¹ This assumes that sufficient capacity exists on the Valley Local to accommodate these customers, which has yet to be confirmed.

three times the number of daily boardings on eastbound/southbound trip as those boarding northbound/westbound trips toward West Glenwood Mall. Many of these customers are likely visitors and locally-employed residents working in the businesses along Hwy 6. Key destinations along this segment include:

- Hwy 6 & Road 135 40 – 50 boardings
- Hwy 6 & Johnson Park 25 – 35 boardings
- 6th Street & Ramada/Antlers 15 – 25 boardings
- 6th Street & Grand Avenue 15 – 25 boardings

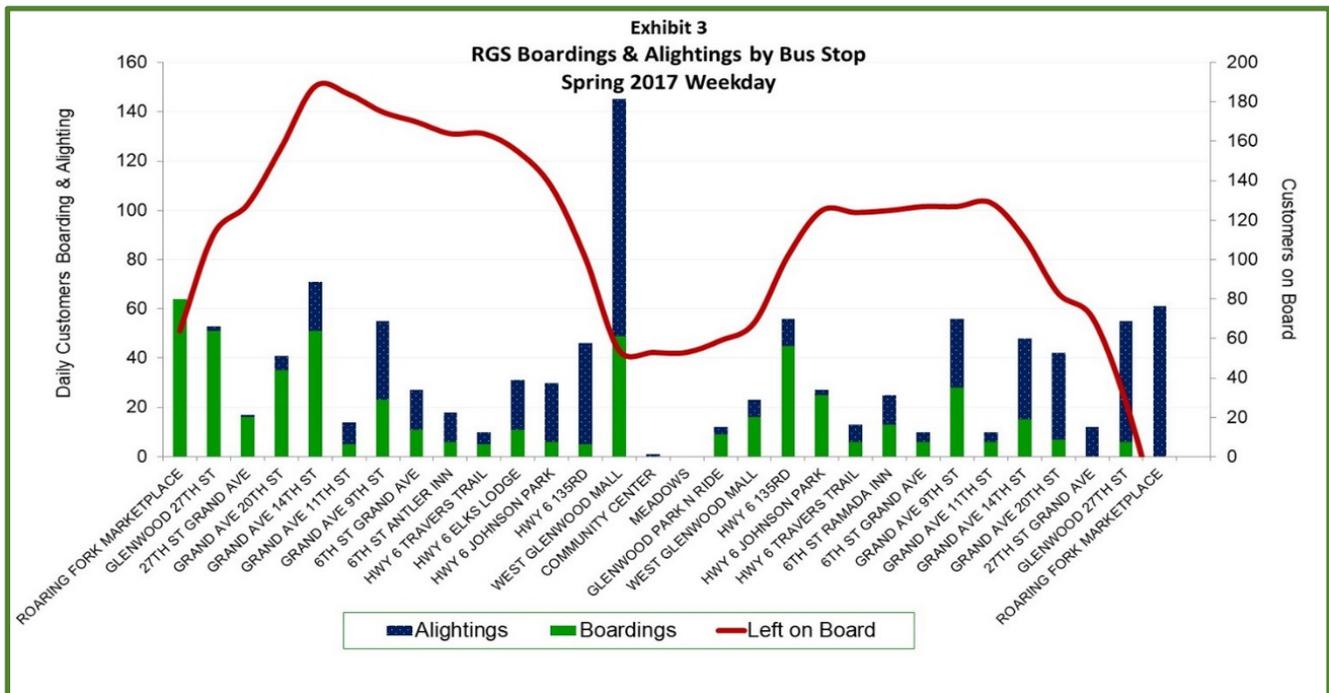
This group would require alternative local service if the RGS route were discontinued.

West Glenwood Mall – Approximately 15% of all RGS boardings occur at the mall, in both directions. This equates to 80 – 120 customer boardings depending on season and day of week; or 50 – 75 individuals per day, assuming that most customers take round trips on RGS. Many of these customers are South Glenwood residents shopping or working at the mall, or visitors.

West Glenwood Park-Ride – Less than two percent of all RGS boardings occur at the park-ride. This equates to 10 - 15 boardings depending on season and day of week; or 5 – 10 individuals per day, assuming that most customers take round trips on RGS. These customers likely are making transfers to RFTA routes or the Bustang intercity route.

Glenwood Meadows - This segment is served by RFTA's Local Valley and VelociRFTA routes running on Wulfsohn Road. Ridership data obtained from RFTA implies negligible boardings at this location, but note that the data is insufficient for a more complete analysis.

The data is parsed further by directional bus stop in Exhibit 3. The bars on this graph indicate boardings and alightings, and the red line indicates the number of passengers remaining on board all trips departing each bus stop. The data shows that the RGS route is busiest along the Grand Avenue segment south of Downtown Glenwood Springs. The graph also shows that West Glenwood Mall is the busiest stop on the RGS route for weekday boardings and alightings, followed by Roaring Fork Marketplace.



2.2 Community Input

Results from the community survey indicated that there is interest in utilizing transit services provided by Ride Glenwood Springs, however a number of qualitative aspects of existing services impact mode choice. Survey participants who currently utilize transit services by Ride Glenwood Springs were generally satisfied with existing services. Survey participants generally felt that existing transit fares were reasonable and that transit services were safe. However, survey participants identified service frequency, stop location, on-time performance, and access to bus schedule information as areas that need improvement. Some stated that transit service could be improved by adding new stop locations in Glenwood Park, the Red Mountain neighborhood, Midland Avenue corridor, south Glenwood, as well Canyon Creek beyond the city limits. Additionally, survey participants did not know where to access bus schedule information and felt the schedule was confusing.

The results of this community survey suggest that service improvements such as frequency and additional bus stop locations should be considered to attract more ridership. Additionally, outreach and marketing of bus services should better communicate where people can access information about bus services, and how to read the schedule or map their ride.

Combined with input from the consultation and outreach efforts, the development of service (or conceptual) alternatives considered the need to provide transit/mobility solutions that address three key concerns:

- Current transit service “doesn’t go close enough to desired destinations”;

- “It takes too long to travel by bus”; and
- Better connectivity to Glenwood Park, the Red Mountain neighborhood, Midland Avenue corridor, south Glenwood; as well as Canyon Creek outside of the City’s boundaries.

3.0 Service / Conceptual Alternatives

3.1 Local Fixed Route Consolidation

Given considerable overlap in Downtown and South Glenwood, this service concept speaks to the present network being modified to create more one-seat rides between origins and destinations in Glenwood Springs, while also reducing service duplication on South Grand Avenue between Downtown and Roaring Fork Market Place. Several options are possible, ranging from truncation and realignment of the current RGS route to fit better with RFTA regional routes operating within the City, to discontinuation of RGS and introduction of alternatives to a purely fixed route service design. Key considerations to the discussion of fixed route service consolidation options are highlighted in the following paragraphs.

West Glenwood Transfer Point

Looking holistically at the route network, it is observed that RFTA’s use of the West Glenwood Park-Ride lot, while operationally convenient, is not necessarily consistent with customer travel patterns. For example, the RGS route data presented above indicates that the mall is the single largest generator of average weekday boardings and alightings on the route. West Glenwood Mall ridership activity was eight times greater than at the park-ride lot, which is isolated as a destination even though adequate as a transfer point.

Industry best practice for situating transit transfer facilities includes developing a location that has high visibility, access from a major roadway(s), trip chaining opportunities, and adequate parking. The City, RFTA and CDOT should consider relocating the West Glenwood transfer point to the mall, which meets best practices criteria, is closer to the I-70 Exit 114 interchange, and has eight times more boardings than the West Glenwood Transfer Point. This would require that RFTA extend Valley Local and VelociRFTA lines 0.9 mile west beyond the park-ride lot via Wulfsohn Road and Midland Avenue. Operationally, the extension would add about five minutes of running time to a one-way trip currently requiring up to 80 minutes end-to-end between Aspen and Glenwood Springs.

In addition to responding to existing ridership patterns, there are a number of additional benefits that might be realized by moving the transfer point to the Glenwood mall. The mall provides a more visible park-ride location and trip-linking opportunities for customers who use the park-ride. The Bustang regional service would end at the mall, eliminating duplication of BRT and Valley Local service to the 27th Street Station and providing easier access from Interstate 70.

Possible locations for a mall transfer point include leasing the existing parking north of the mall or an underdeveloped parcel situated just north of the mall property.

Fare Equalization

The current fare differential between RGS and Valley Local service is one key reason why customers with a choice would prefer to take the RGS route rather than the Valley Local. Currently, the one-way fare for Valley Local travel within Glenwood Springs is \$1.00, while the comparable RGS fare is \$1.00 per day for unlimited travel. Effectively, this means that a one-way trip is the same on both services; however, the round trip fare on the Valley Local is twice that of RGS. As noted earlier, most RGS customers use transit to make round trips, and typically less than 25% riding one-way only on a given day.

Fare equalization is an important pre-requisite to fixed route network rationalization within Glenwood Springs; however, a detailed fare analysis and recommendations is beyond the scope of this study. Ideally, local and regional fares should be integrated and make sense to customers. There are several ways to accomplish this policy; one relatively simple way would be to simply honor the RGS Day Pass on the Valley Local for travel entirely within Glenwood Springs. This would encourage local customers to switch from cash to the Day Pass to ride the Valley Local at a lower price, assuming that the cash fare differential does not change. This might require a proof-of-payment mechanism (e.g., fare receipt) for customers boarding in Glenwood Springs and traveling beyond the City limits. Depending on the City's preferred fare policy, another way would be to eliminate the \$1.00 Day Pass, or increase the price to an amount approaching \$2.00.

Service Options

Several possibilities exist for fixed route service consolidation options. All are consistent with the premise that the City defer to RFTA not only for service delivery, but most other aspects of the conventional fixed route system serving the City. Creating a single identity for the fixed route system, along with a single schedule offering the most frequent service affordable.

Option 1 – Reduce RGS from the present two buses to one bus operating between Downtown and West Glenwood Mall via the Grand Avenue Bridge, 6th Street and Hwy 6. Within the Downtown area, two-way operation on Grand Avenue with a terminal loop through south of 9th Street is suggested to facilitate transfer connectivity between local and regional routes, and to turn the bus around. This option eliminates RFTA fixed route duplication, maintains the unique component of the RGS route, and truncates the route with downtown. Current service span (6:00 am – 8:00 pm) and frequency (30 minutes) would be retained. This option assumes concurrent extension of the Valley Local route from its present terminus at West Glenwood Park-Ride to West Glenwood Mall located 0.9 mile west via West Wulfsohn Road and Midland Avenue.

Option 2A – Discontinue RGS fixed route service entirely and cover North Glenwood with a flexible service variation, as described in the next section. This option also assumes concurrent extension of the Valley Local route from its present terminus at West Glenwood Park-Ride to West Glenwood Mall via West Wulfsohn Road and Midland Avenue.

Option 2B – Discontinue RGS fixed route service entirely and reroute the Valley Local via North Glenwood on the RGS alignment to West Glenwood Mall and terminating at the West Glenwood Park-Ride lot. This would maintain a one-seat ride for City residents traveling to the West Glenwood Mall that currently is provided by the RGS route. Existing Valley Local operation on Wulfsohn Road, Midland Avenue and 8th Street between Glenwood Meadows and Downtown would be replaced by flex-route or city-wide ride hailing service as described in the following sections.

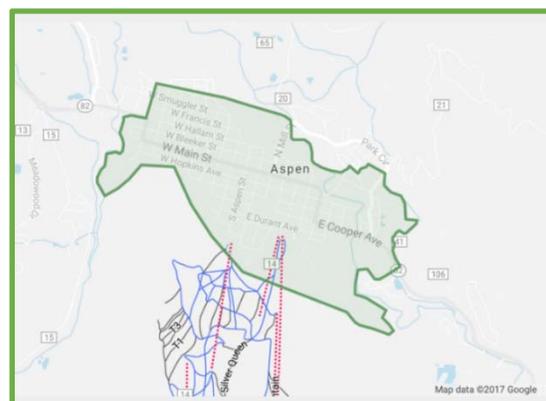
Options 2A and 2B assume that all fixed route services are provided by RFTA, which would consolidate service, branding and schedules, simplifying the service for passengers. These options also include that the City would operate the flex-route service since it is already operating a neighborhood circulator/shuttle service to address the Grand Avenue Bridge closure; however, the flex-route service could also be contracted to RFTA.

3.2 North Glenwood Alternative Service

In conjunction with RGS fixed route elimination (Options 2A and 2B), the City could consider redeploying local resources on a customized service oriented to visitors and employees traveling between North Glenwood, Downtown and other parts of the City.

One alternative to RGS fixed route service in North Glenwood would be to replace it with a separately branded microtransit service featuring flexible routing and direct ride-hailing capacity for customers. Consistent with the goals of the recently completed *6th Street Master Plan*, the service design would link the North Glenwood Historic Village Core with Downtown and Confluence areas, and extend west through the Hwy 6 tourism corridor to the West Glenwood Mall.

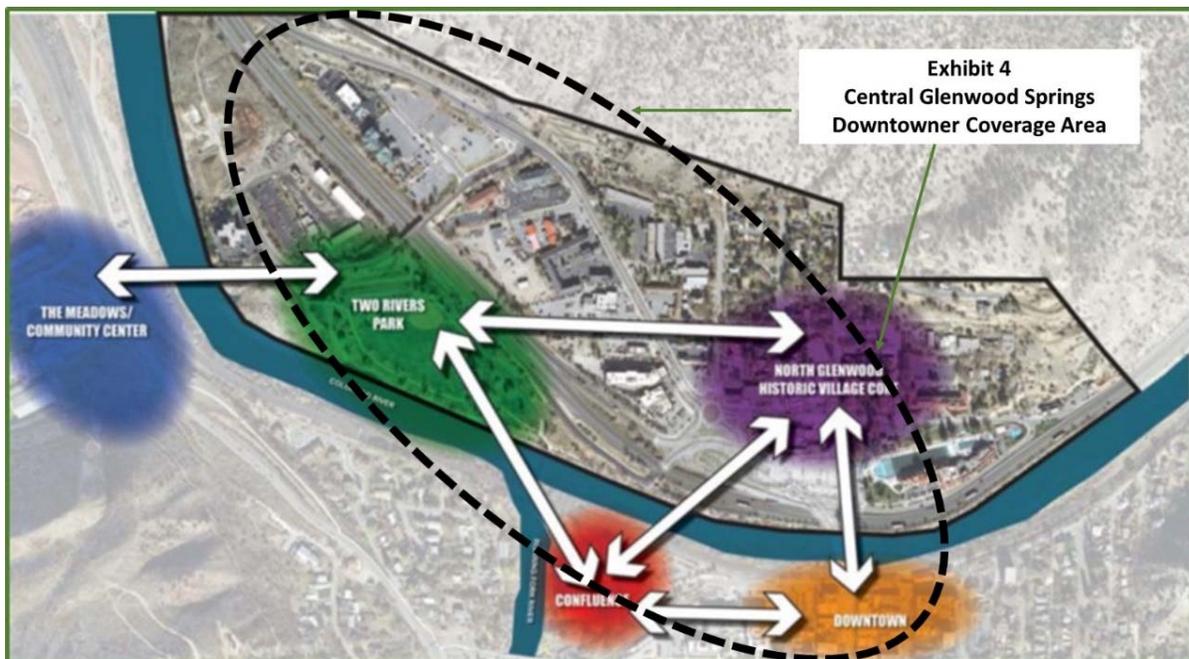
An illustrative example of potential service provider and system design is that of Downtowner, Inc., and its new service implemented in Aspen in summer 2016. Downtowner, Inc. partners with cities and local business sponsors to provide localized shuttle services using six-passenger electric Gem Carts, which are manufactured by Polaris Industries in Minnesota. Service design is based on a defined service area, but not necessarily a defined route or schedule. Some boarding may occur at designated stops, but most customers use Downtowner's mobile phone application to hail a ride and track vehicle location and expected arrival time. Downtowner service is fare-free. Drivers are cross-trained as tour guides to enhance the visitor experience. Program revenue is generated primarily through paid advertising, sponsorships and potentially grants. Currently, Downtowner has operating contracts in five cities, including Manhattan Beach and Newport Beach, CA; Delray Beach and Downtown Tampa FL; and Aspen. The *Aspen Downtowner* began service in summer 2016



through a partnership between the City, Downtowner Inc., and Smarking, a parking data management provider. Service operates daily from 11:00 am to 11:00 pm in an area (see adjacent map) extending about 0.8 mile north-south and 1.5 miles east-west across the Downtown grid from the Roaring Fork River to the base of Ajax Mountain. The service operates in the downtown core to Seventh Street in the West End. The City increased parking fees by 50% to partly fund the service, and to encourage ridership.

Applied to Glenwood Springs, the Downtowner service area would include Downtown north of 12th Street, the Confluence area immediately west of Downtown, the North Glenwood Historic Village, and the Hwy 6 corridor extending west to West Glenwood Mall. The City would need to consider the type of vehicle to be utilized in this service scenario as the small, electric vehicles used by Aspen may impose capacity and speed constraints, and vehicles would need to meet ADA requirements. Note that it is difficult to assess the size of vehicle that may be required, given the limitations of current ridership data.

This service design supports the recently completed 6th Street Corridor Master Plan vision of bringing together major activity centers separated by the river and the freeway, as illustrated in Exhibit 4. Among the key goals of the Master Plan is seamless connectivity between North Glenwood, Downtown, and the Confluence area via multiple travel modes. A new Grand Avenue pedestrian bridge separated from vehicle traffic will open in 2018, which will significantly improve conditions for pedestrians and bicyclists making the less than quarter-mile trip between 6th Street in North Glenwood and the 7th Street shops and restaurants in Downtown.



Glenwood Springs' Exit 116 is undergoing a major redesign with a new Grand Avenue auto bridge, separate pedestrian bridge, and roundabout that intersects 6th Street in the project area.

When completed in 2018, Highway 82 will be rerouted with the new interchange. A new public park will be located at the terminus of the new pedestrian bridge. The east end of 6th Street between Laurel and Pine, is envisioned as becoming an extension of downtown, including a mixture of old and new buildings with uses that complement downtown. A compact residential neighborhood sits on the south-facing hill above 6th Street, and east of Laurel Street. The neighborhood consists of mostly single-family homes, some dating to the original 1885 town site, which also included the downtown area south of the Colorado River to 12th Street.

The Downtowner service model is potentially well-suited to a branded transit service focusing on the transportation needs of visitors, industry employees, and patrons. The 6th Street-Hwy 6 corridor caters to visitors with more motels and lodging, iconic tourist destinations, restaurants and traveler services; notably:

- Glenwood Hot Springs Lodge
- Hotel Colorado
- Ramada Inn
- Silver Spruce Motel
- Affordable Inns
- Holiday Inn Express
- Hampton Inn Glenwood
- Hanging Lake Inn
- Hotel Glenwood Springs
- Best Western Antlers
- Glenwood Motor Inn
- Starlight Lodge
- Glenwood Hot Springs
- Yampah Spa & Vapor Caves
- Glenwood Caverns Adventure Park Tram
- Iron Mountain Hot Springs
- Rafting & outdoor adventure companies

3.2.2 Flex Route with Ride-Hailing

A second alternative would be to replace the existing RGS route with separately branded small bus flexible route with citywide ride hailing capability through a cell phone application. The service area would be much the same as described for the microtransit option. RFTA could utilize a smaller fleet, initially utilizing vehicles from The Traveler.



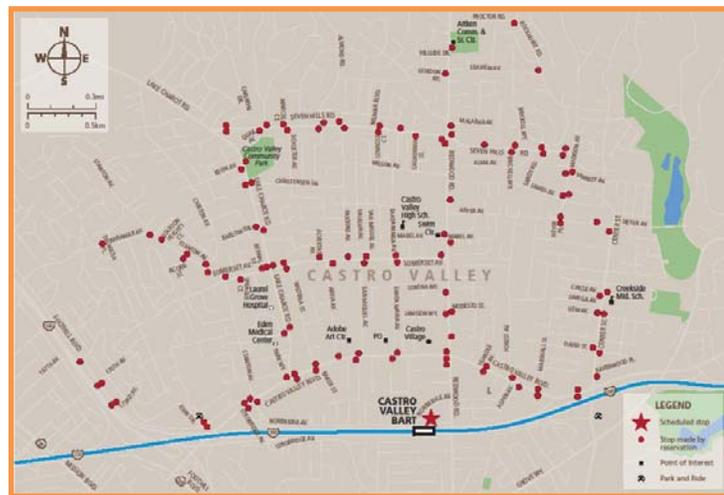
An example of such a service is the AC Flex system in the Oakland, California. The service is a blend of on-demand service and traditional buses, designed to compete with ride booking services such as Uber and Lyft. AC Transit began a one-year demonstration of on-demand flex route service in July of 2016 in two suburban Oakland communities of Castro Valley and Newark, which previously were covered by fixed route 275, which was discontinued for one-year in March of

2017. AC Flex is a pilot program developed as an alternative to marginal fixed route service in areas with lower transit demand. Initially, the service ran concurrently with route 275, averaging

40 daily riders compared to 224 daily riders on the fixed route. There was a marketing push to begin 2017 and ridership on the *AC Flex* increased by 33% during the first quarter of 2017. The service has provided more than 20,000 trips since inception.

AC Flex routing is structured around the former fixed route bus stops (see adjacent maps). Customers are requested to begin or end their trips at a designated bus stop. All trips must

begin and end within the flex service area, which includes two BART rail stations where customers may board without reservations at selected intervals: Union City BART every 30 minutes; and Castro Valley BART every 60 minutes.



AC Transit operates 12-passenger buses equipped with wheelchair access, fareboxes and Clipper Card readers. Service is accessed by customer request through an online account that links to a mobile phone number or e-mail address. Trips can be reserved using a cell phone, tablet or computer. Customers are advised to book trips at least 30 minutes prior to departure. Recurring trips may be reserved up to three months in advance. Service is available on weekdays from 6:00 am until 8:00 pm. Customers receive a text or e-mail notification 10 minutes prior to bus arrival. Fares are the same as for fixed route service. The adult cash fare is \$2.25 with half-fare discounts for youth ages 5-18, as well as customers with disabilities, and senior citizens 65 and older.

In Glenwood Springs, if designed around existing ridership travel patterns, this type of service would allow for a wider distribution of transit resources that might include Donegan Rd., Mountain Valley and Red Mountain.

3.3 City-Wide Ride-Hailing (e-Hailing) Services

Another microtransit service alternative that could be applicable to Glenwood Springs and provide additional service coverage on Donegan Road., Mountain Valley and Red Mountain is an enhanced ride-hailing service offered by transportation network companies (TNCs) and traditional taxi companies. Such services are growing rapidly because they meet customer expectations for convenience of hailing a ride, real-time vehicle location information, and electronic fare payment using current mobile phone technology.



For consideration, the City of Glenwood Springs may advance the deployment of **RGS e-Ride** service. **RGS e-Ride** will be a directly subsidized microtransit/ on-demand ride hailing (e-Hailing) of shared ride service in sedans, SUVs or vans.

This program would provide trips to anybody in the community for trip origins and destinations within the City of Glenwood Springs. Service would be available to accommodate all discretionary and non-discretionary trips (no trip purpose restrictions), operating 7-days a week between the hours of 6:00am and 8:00pm. **RGS e-Ride** may charge a \$2.00 fare with a maximum trip cost of \$9.00 (hence a subsidy of \$7.00 per trip). Conversely, the fare structure may be modified to promote certain trip types such as commuters, whereby a \$1.00 fare may be charged during the hours of 6:00am-9:00am and 4:00pm-7:00pm, for example.

RGS e-Ride would enable residents or visitors to e-Hail eligible trips from their smartphones. For example, using the phone app of the participating transportation company (i.e., TNC or taxi company), the rider can input “RGS e-ride” in the payment section in order to receive the discounted rate. Ride costs of \$1 or \$2 plus the additional fare for rides that would otherwise exceed \$9.00.

Glenwood Springs is served by a growing number of transportation network companies (TNCs), diversified taxi and private bus companies offering personal and group transportation options. These include Lyft and Uber ride-hailing services, as well as taxi services provided by locally-based Valley Taxi as well as regional providers such as High Mountain Taxi in Gypsum and Basalt Cab Services. It is recognized that there are some potential issues with private providers that include staffing and a changing regulatory environment; however, the providers are currently operating and these issues are beyond the control of the City. A ride hailing service could also be operated by RFTA. The major local providers are described briefly as follows.



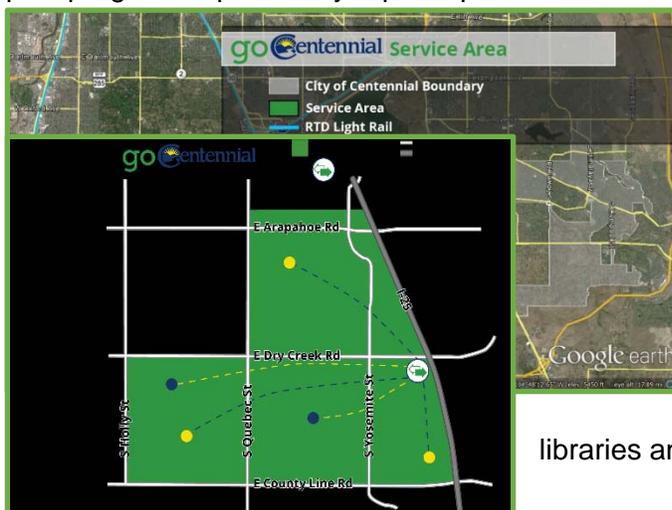
- Uber Technologies Inc. formed in 2009 in San Francisco and currently operates in over 500 cities worldwide. It develops, markets and operates the Uber car transportation and food delivery mobile apps. Branded service variations include UberX (shared ride), UberPOOL (discount carpooling), UberXL (large sedan), UberSUV, and UberASSIST for persons with disabilities. Uber is actively pursuing partnerships with public entities including cities, counties and transit agencies to offer subsidized services.

- Lyft Mobility Solutions formed in 2012 in San Francisco as a peer-to-peer ridesharing mobile app linking riders with drivers. Lyft has evolved into a hybrid between a taxi company and a ridesharing app to accommodate regulatory requirements in various cities. Currently, Lyft operates in over 85 California cities and 220 communities nationwide. The company offers four branded services: Lyft Line (shared ride); Plain Lyft (exclusive ride); and Lyft Plus (larger cars and SUVs those traveling with suitcases and boxes, or in groups larger than four; and Lyft Shuttle fixed route bus routes in Chicago and San Francisco charging fares based on time and distance. In San Francisco, LyftLine uses “hot spots” encourage passengers to congregate at select intersections in exchange for discounted fares. Lyft is actively pursuing partnerships with public entities including cities, counties and transit agencies to offer subsidized services.
- Valley Taxi provides taxi, shuttle, wedding and corporate transportation services to all of Glenwood Springs and the surrounding areas, including connections to Airport, Amtrak, and Bustang Shuttle service.

Since the providers already are providing service in Glenwood Springs, a potential role for the City would be to channel a portion of its transit funding toward market incentivization through fare subsidies or promotional activities. For example, the City could enter into partnerships with multiple providers to encourage an expansion of microtransit services without loss of competition or customer service quality. This approach avoids direct institutional ownership of the service by the City.

There is a growing number of examples in which transit agencies, cities and other governmental entities are collaborating with microtransit providers to facilitate personal mobility through ride-hailing services. Two variations are highlighted in the following paragraphs.

Go Centennial - The suburban Denver city of Centennial (population 107,000) contracts with Lyft to provide subsidized on-demand ride hailing service between residential areas of the City and RTD’s Dry Creek light-rail station. *Go Centennial* began in August 2016 as a six-month pilot program to potentially replace pre-scheduled Call-a-Ride service operated by RTD. Fixed



route transit is limited to one bus line running east-west through the City. The pilot program concluded in February 2017. Service was offered fare-free to registered customers on weekdays from 5:30 am until 7:00 pm. Service was accessed by customer request using either Lyft’s mobile phone app or the *Go Denver* integrated regional scheduling and fare payment app. The City administered app-training workshops in libraries and recreation centers to help older residents

and others become fully familiar with current technology.

The City of Centennial and the Denver South Transportation Management Association each committed \$200,000 to fund the *Go Centennial* pilot program as a public-private partnership between the City of Centennial, Denver South Transportation Management Association (DSTMA)/Southeast Public Improvement Metropolitan District (SPIMD), Lyft, Via Mobility Services, and corporate sponsors.

Altamonte Springs FL - The suburban Orlando city of Altamonte Springs (population 43,000) contracts with Uber to offer subsidized on-demand transportation service.

All travel within the city limits is eligible for subsidy. Subsidized service is



obtained by customers using Uber's mobile phone app with a promo code that automatically deducts the subsidy from the customer fare. The City pays 20% of the cost of Uber travel within the city limits, and 25% of the cost of rides that begin or end at the SunRail commuter rail station. Service began in March 2016 as a one-year demonstration with a budget of \$500,000, partly from local businesses.

