

First + Last Mile Pilot Operations Plan

for RTD's Dry Creek Light Rail Station Area

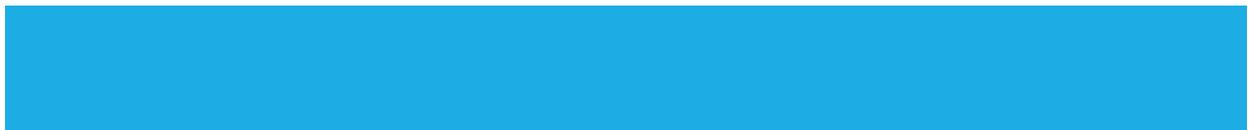
A Public-Private Partnership Model prepared by:



Denver South TMA/SPIMD

Lyft

Xerox



Introduction

The First and Last Mile Pilot (FLMP) is a public-private partnership between the City of Centennial, the Denver South Transportation Management Association (DSTMA)/Southeast Public Improvement Metropolitan District (SPIMD), Flitways, Lyft and Xerox to address the first and last mile problem—how to get travelers from their origins or destinations to transit stations and vice versa. This model applies an on-demand, demand-responsive mobile platform to provide intuitive and efficient transportation connections to and from the Regional Transportation District (RTD) Dry Creek light rail station in Centennial, Colorado.

On-demand: Users call a ride exactly when they need one

Demand-responsive: the number of drivers increases when there is more ridership demand

The FLMP will provide a streamlined, intuitive approach to travel for residents, workers and visitors in Centennial. Travelers will use the Go Denver app, powered by Xerox, to book a no-fee first or last mile trip to the Dry Creek light rail station. The Go Denver app will communicate directly with Lyft to ensure that a car is ordered for the origin and destination as specified by the user.

The program will be managed by the City of Centennial and DSTMA. These stakeholders are responsible for the program's design, planning, funding, user experience and performance management. The Go Denver app will function as the Travel Management Coordinator Center (TMCC); Xerox will create and develop this User Interface. Lyft will operate this service as an enterprise solution under contract with the City of Centennial. Lyft will provide rideshare service and customer support for this component of the program.

While other FLM pilots have taken great steps forward throughout the nation, the Denver Metropolitan Area has an exceptional opportunity to expand on these models as a result of its recent investments in light rail infrastructure; RTD will be opening four rail lines in 2016, greatly expanding the number of destinations reachable through the light rail system. While this network is expanding rapidly, connecting people to and from light rail stations remains a challenge. The FLMP goes a necessary step beyond similar pilots by experimenting with user experience and testing demand for a free FLM rideshare as a service add-on to regular light rail fares. Additionally, the FLMP will integrate wheelchair-accessible transportation with its rideshare service in order to accommodate users with disabilities. As a result of these features, the FLMP will provide a fully-integrated trip planning experience for all users that will help make transit ridership competitive with single-occupancy vehicle use. Notably, this pilot program will serve as a case study for the rest of the RTD service area and provide a model that can be replicated around the country.

Platform Overview

Service Area

The pilot will begin in a defined service area; only trips with one end at the Dry Creek light rail station and the other within the identified boundaries are eligible. **Figure 1** shows the RTD service area and the City of Centennial’s position within the Denver Metropolitan Area. **Figure 2** shows the service area boundary of the pilot program. This boundary is the same as the existing Dry Creek Call-N-Ride (CnR) service area, with the exception of the small area south of County Line Road (beyond the City of Centennial jurisdictional boundary) that is not eligible for the FLMP.



Figure 1: Pilot Area within RTD Service Area

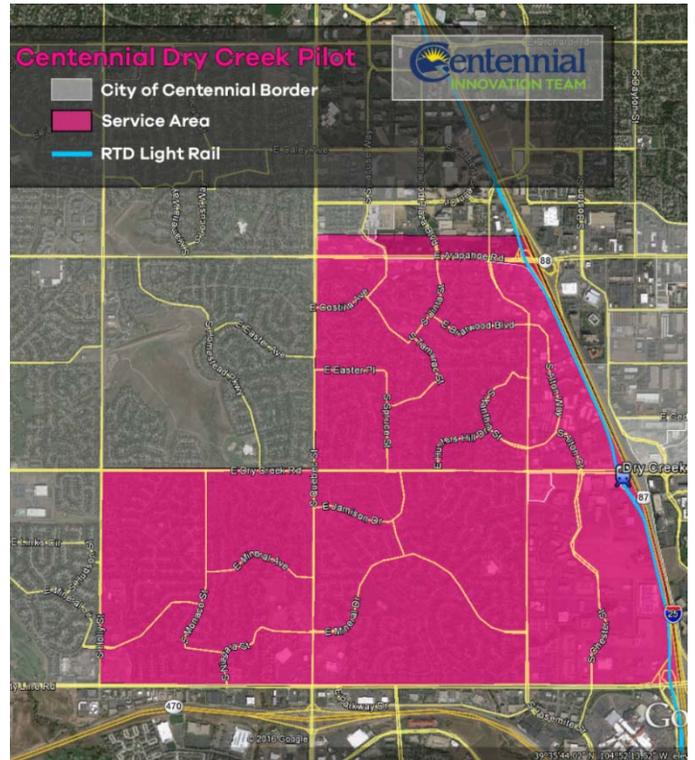


Figure 2: FLMP Service Area Boundary

Timeframe

The FLMP will strive to operate for six months, from August 2016 to February 2017. Based on anticipated demand and Lyft Line prices, the requested funding is anticipated to last six months. However, this timeframe is flexible based on how long the available funding lasts. Hours of operation will be Monday through Friday, 5:30 AM to 7:00 PM – the same hours of operation as the current CnR service.

Service Types

Lyft offers two different ride options as a part of its general services—Lyft and Lyft Line. Lyft is the company’s traditional rideshare service, in which drivers use their personal vehicles to drive a single rider (or group of riders going to the same destination together) to his/her desired

destination. Lyft Line is a modified version of this model that allows for carpooling based on an algorithm created by Lyft. Lyft Line groups users with nearby origins and destinations into a single vehicle.

At its launch, the FLMP will use Lyft Line for all trips. This carpool alternative will reduce the number of vehicle miles traveled (VMT) by the fleet of Lyft drivers in Centennial. Lyft Line allows a maximum of two individual ride requests per trip, allowing each user to bring one companion. Because Lyft Line is capped at two different origins or destinations, the additional travel time (relative to traditional Lyft service) will be minimal. Performance measures and survey data will be analyzed throughout the program to determine if users should be given the option between Lyft and Lyft Line later in the pilot.

Lyft provides service to users with service animals or folding wheelchairs. Through a separate partnership, accessible vehicles will accommodate wheelchairs, scooters and oxygen tanks. The designated pick up/drop-off space at the Dry Creek station will have the necessary ADA features, including curb ramps and wheelchair loading and unloading space. Users with visual impairments and users without smart phones may contact the Centennial Citizen Response Center (CRC) for assistance scheduling a ride.

Travel Management Coordination Center: Go Denver

Sign-Up Process

The Go Denver app will serve as the platform through which FLMP trips (RTD light rail + Lyft Line) will be scheduled. First-time users of Go Denver will be asked to sign-up for the app with a name, password and email. The first time they use the FLMP, they will be required to answer a few additional registration questions.

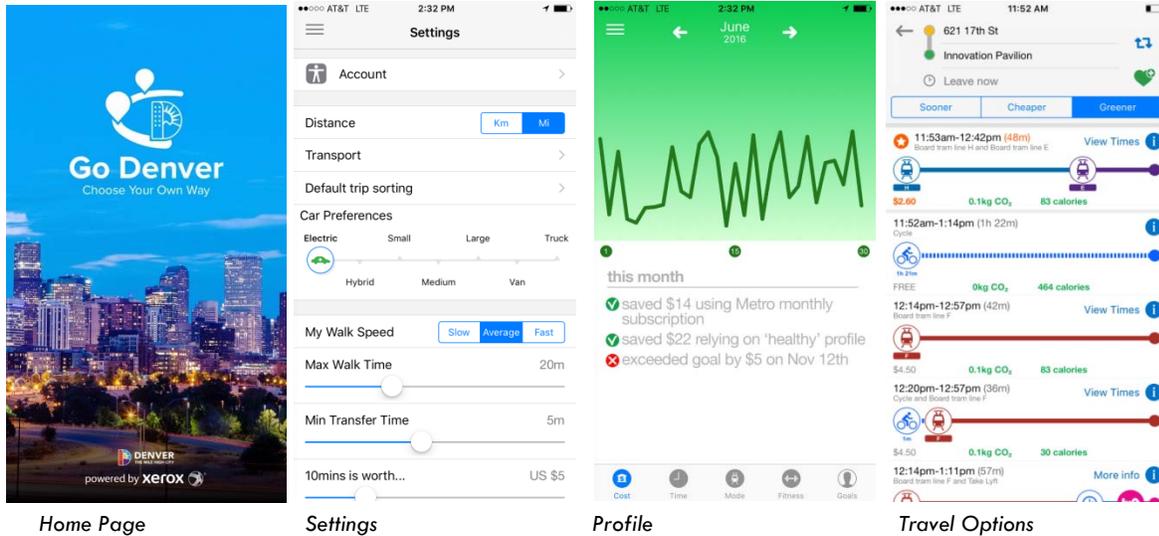
Registration for the FLMP will consist of the following questions:

- i. Normal Go Denver and Lyft registration processes, including and in addition:
- ii. Whether they are a day user or EcoPass/CollegePass/FlexPass/ValuePass/MonthlyPass holder;
- iii. Current use frequency of
 - a. RTD light rail,
 - b. Lyft or Uber,
 - c. RTD Call-n-Ride;
- iv. Whether they require a wheelchair accessible vehicle?

Once a user has registered for the program, they will not have to answer the above questions again. Instead, they will see a splash page with Terms and Conditions each time they use Go Denver to arrange an FLMP trip. Users who have not previously downloaded and registered for Lyft on their phone will be prompted to download the app and go through the initial Lyft registration process.

Trip Planning

To plan a trip, users will enter their origin and destination, and a series of travel options will appear. Each option shows the mode, total travel time, time on each mode, cost, calories burned and CO₂ emissions.



Service Coordination

Users will coordinate their trip through Go Denver (or the Centennial CRC) on the front end. Xerox will coordinate service on the back end through Lyft. On the back end, Lyft will apply their algorithm to determine other users (FLMP and not) who may be able to share a Lyft Line ride. Lyft will not only be responsible for carpool coordination, but also for routing, prompt arrival and departure times and any other service elements during or in preparation for the actual Lyft Line ride.

Payment Integration

No-fee Lyft Line rides included with the user's purchase of a light rail ticket will be clearly designated within the Go Denver App. No payment will need to be made for those who have a transit pass in order to emulate the current fare structure of RTD's CnR and the Lone Tree Link, which serves one of Centennial's neighboring communities. At the end of their ride, users will be made aware through the Go Denver app that they are responsible for purchasing a light rail ticket at the Dry Creek station. Lyft Line rides will be tallied and paid through the City of Centennial. This will be discussed further in the *Cost Estimate* section.

Concierge Services

The FLMP program will provide assistance for users who are unable to use the Go Denver app. CH2M operates the City's 24/7 CRC. Employees working at the CRC will be trained to answer questions about the FLMP and to book trips through Lyft's enterprise platform, Concierge. The phone number for the CRC will be available on the Go Denver app, as well as all FLMP material. While the pilot will begin by using existing capacity at the CRC, the FLMP will reallocate

resources if demand for services exceeds the existing call response capacity. Lyft’s customer response center will be available for questions and assistance related to Lyft trips. Both Lyft Customer Response services and CRC services will be available for free as part of this pilot.

How it Works

Step 1: Determine the modes available for trip

User-end

The user enters their origin and destination into the Go Denver app. The user then chooses whether to sort travel options by ‘sooner,’ ‘cheaper’ or ‘greener.’ Transportation options appear with calories, price, travel time, CO₂ emissions and departure and arrival times. For eligible trips, a banner will be used to highlight the FLMP option, and the price will be reduced to reflect the free Lyft Line trip.

If the user does not have a smart phone, they can call the CRC number that will be available on promotional material and at the Dry Creek station. Those working at the CRC will be trained and equipped to book rides for these users.

Back-end

The Go Denver app will determine all of the applicable transportation options based on the user’s origin, destination and departure time. The FLMP option will show up if either the origin or destination is within the geofenced boundary (as shown in **Figure 2**).

Step 2: Selection of ‘Light Rail + Lyft Line’

User-end

- a) The user will select the ‘Board light rail and take Lyft Line’ or ‘Take Lyft Line and board light rail’ option for the desired time as provided by the Go Denver app. If the user does not currently have the Lyft app, the user will be prompted to install the free Lyft app and go through the standard Lyft registration process. If the user already has the Lyft app, the process will continue seamlessly through the Go Denver app.
- b) If this is the first time the user has selected the FLMP option (i.e., “Light Rail + Lyft Line”), they will be instructed to register for the program.
- c) After the user has registered, the app will clearly state that light rail tickets and existing monthly and annual light rail passes (EcoPasses) include a Lyft Line ride without additional payment. Day users (i.e., users without passes) will be instructed by the Go Denver app to purchase a light rail ticket at the station.
- d) Users will be assigned to their respective Lyft Line or wheelchair-accessible vehicle. The user will be notified of the vehicle type and license plate of their assigned driver, the estimated pick-up time and the pick-up location.

Back-end

- a) Once the user has registered for Lyft through the Lyft app, the Lyft app will automatically link to the Go Denver app, without requiring the user to leave the Go Denver app.
- b) User registration for the FLMP program will create a database that collects user data from the registration questions.
- c) The Lyft Line carpool feature of the FLMP will be worked into Lyft’s normal algorithm. FLMP users can potentially be paired with non-FLMP users.
- d) Lyft will track trips taken as part of the FLMP. These will be billed on a recurring schedule to be determined through the contract negotiation process.

Step 3: The Commute

The following section presents an example FLMP trip, assuming that the user rides Lyft Line for the final mile. A commute with Lyft Line as the first mile would work similarly.

User-end

The user boards the light rail at the station near their origin. The user alights the light rail at the Dry Creek station and goes to the well-marked, well-signed, designated Lyft curb pick-up location. A vehicle matching the vehicle type and license plate number as displayed on Go Denver (following the selection of a trip) will be waiting (or arriving within a few minutes of light rail arrival). The driver will already have the user’s final destination(s) in the mapping device. The user will get in the vehicle and travel safely and quickly to their final destination. The user will review the Lyft driver (one to five stars) and have the opportunity to tip the driver, via the same process as normal Lyft rides. (Any tip will be charged to the credit card on file in the Lyft app.)

Back-end

Lyft drivers currently within the Centennial region will be notified when a request is submitted. If it is a last mile trip, the driver will be made aware of the train arrival time in order to arrive at the station within a short time of the train’s arrival. Lyft will determine arrival times based on light rail schedules until on-time arrival can be determined and released by RTD. Lyft drivers will be trained on FLMP protocols and will pull up to the designated curb area at the Dry Creek station. Lyft or Lyft Line will function normally after this point in the trip. That is, Lyft drivers will proceed to the final destination that was designated by the user through the Go Denver app.

Enforcement

Geofencing

The geofenced area presented in **Figure 2** — bounded by I-25, Arapahoe Road, Quebec Street, Dry Creek Road, Holly Street and County Line Road — will serve as the geographic limits for this pilot. In other words, users’ first or last legs of their trips must be between Dry Creek light rail station and a location within this area. Lyft will be programmed in order to ensure that only trips within this defined area can be made through the FLMP.

Use Limitations

There will be no limitations to the number of users per day, week or month. The only limitation is based on total available funding, which is proposed at \$350,000 for rides. Once funding runs out, the pilot in its current state will end. While Lyft Line costs are currently under negotiation, **Table 1** shows the number of rides per day, based on the price options per ride that would allow the pilot to last six months given the current funding. However, there is no limit to the number of trips per day that one user can make. The Go Denver app will have the ability to track the number of trips per day for ongoing monitoring purposes.

Table 1: Preliminary Ride Totals within Budget, Based on Potential Lyft Line Costs*

Fully Loaded Costs per Ride (Lyft Line Fare + Overhead)	Total Rides (6 Mo. Pilot)	Rides (Per Day)
\$8.00	43,750	350
\$7.00	50,000	400
\$6.22	56,250	450
\$5.60	62,500	500

**Centennial internal estimates which do not reflect actual rates; rates currently under negotiation*

Service Eligibility

Anyone taking a trip within the service area that either starts or ends at Dry Creek station is eligible to use the service whether or not they hold an RTD pass. The current structure of the FLMP does not allow the service to determine if a user is in fact pairing their Lyft Line trip with a light rail trip. Therefore, this service can technically be used by anyone. However, given the low-density land use around Dry Creek station, it is unlikely that a Lyft trip starting or ending at Dry Creek station will be used for a trip that is not paired with light rail.

Use Tracking

Upon each user’s registration, the FLMP will add the user to a database that tracks usage of the service for the purpose of evaluation, performance management and long-term implementation. Trends within and between users will allow the program to be tweaked during and after the pilot in order to ensure greater ridership and customer satisfaction. The service will track the following types of data:

- Origin and destination data by trip
- Origin and destination data by user
- Number of trips per user
- Waiting time before rideshare arrives
- Driver ratings from First Last Mile Pilot (FLMP) trips
- Trip length
- Passenger load per trip
- User satisfaction (measured through surveys administered via the Go Denver app)

Management and Supervision

Partnership Model

The First and Last Mile Pilot (FLMP) is a public-private partnership between the City of Centennial, DSTMA/SPIMD, Flitways, Lyft and Xerox. Each project partner has clearly defined roles and responsibilities throughout the pilot.

Centennial + DSTMA

The program is managed by the City of Centennial and DSTMA. During the start-up phase, the Centennial innovation team (i-team) was responsible for the front-end behavioral design, operational planning, governance and marketing. During the implementation phase, Centennial will be responsible for on-going communications, employer relations, user outreach, fundraising, local operations, performance tracking and project management.

Lyft

The Centennial i-team is pursuing funding from the City of Centennial and DSTMA/SPIMD to compensate Lyft for their services according to a service level agreement to ensure that service is provided at an acceptable level. During the implementation phase, Lyft will also be responsible for user data collection, route optimization, service improvement and driver and vehicle coordination (addressing vehicle supply and system capacity based on demand in order to minimize charging surge prices).

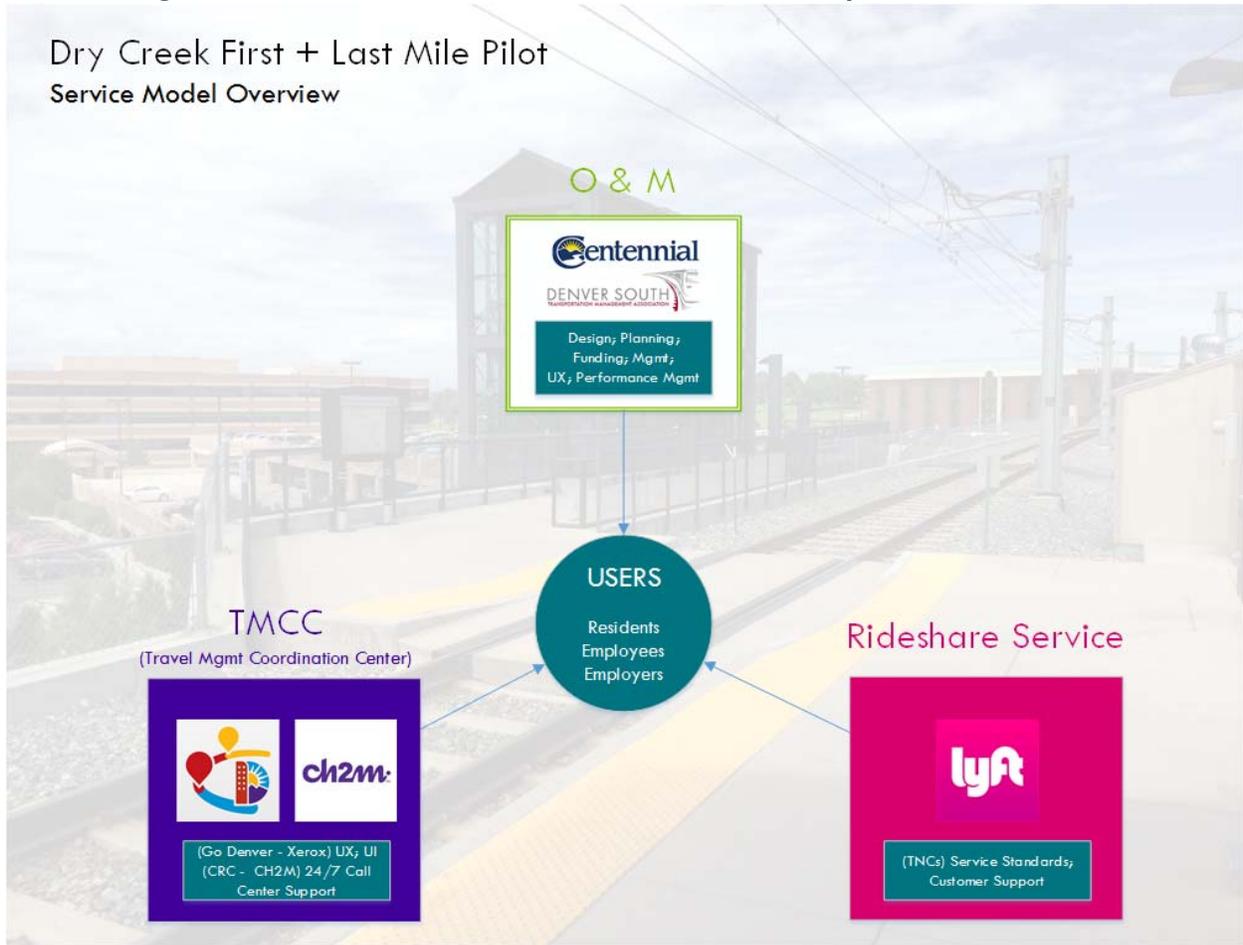
Xerox

Xerox's Go Denver app will communicate directly with Lyft. Xerox will maintain the Go Denver app to provide a platform for users to book trips, pay fares and learn about other transportation options. During the implementation phase, Xerox will be responsible for continual system improvement, quality assurance/quality control testing, payment systems integration and user interface-based performance measurement programming and data collection.

Additional support

In addition to the stakeholders listed above, CH2M will provide support and booking assistance through the CRC under the existing contract with the City of Centennial. DSTMA/SPIMD is considering providing funding and will work closely with the team to integrate the FLMP with their resources and programs and serve an advisory role on the planning, design and evaluation of the program. **Figure 1** below summarizes the relationship between these various stakeholders.

Figure 1: Overview of each stakeholder’s role in the operation of the FLMP



Key Performance Measurements

Performance management is an approach to transportation planning that provides a link between short-term management and long-range decisions about policies and investments. Performance management is particularly important for pilot programs, such as the FLMP, because it allows the project proponents to define goals for the pilot and then use data to determine whether their pilot has achieved its stated objectives. These metrics also allow an objective and quantifiable assessment of the program and opportunities for change that will allow for the increased success of a more permanent installation.

As mentioned in the “Use Tracking” subsection prior, the FLMP will track various usage and survey data to monitor the performance of the program. This data will aid the project stakeholders in the evaluation and long-term implementation. By tracking the success of the program, performance measures will also allow stakeholders to make a case for the continuation or modification of the program as appropriate. Finally, performance measures also contribute to the transferability of the pilot program to other RTD light rail service areas, cities and regions.

Table 2 shows the goals of the FLMP and connects each goal with a performance target and a source of data to measure performance in each area.

Table 2: Performance Measures by Goal

Goal	Performance Target	Data Type and Source
Provide better service levels for First and Last Mile service riders	Reduction in travel time to station relative to existing CnR service	Travel time and wait time data from Lyft and RTD CnR
Attract new light rail riders through provision of first-and-last mile service	Conversion of former SOV commuters to RTD light rail service	Origin and destination data by user; survey data collected through app
Increase total light rail ridership ; reduce congestion due to fewer SOVs on the roadway	Increase in riders boarding and alighting at the Dry Creek station	RTD ridership
Reduction in SOV trips to the Park-N-Ride	Decrease in cars parked at the Dry Creek PnR	PnR counts
Reduce costs associated with RTD’s current CnR dispatch system	Decrease in per trip cost for first and last mile service	User cost and RTD subsidy for CnR vs cost for Lyft Line
Provide a responsive, on-demand service	Wait time for Lyft Line ride under set threshold	Lyft data
Develop reliable and integrated trip planning and payment systems	Customer satisfaction with integration of trip planning and payment	Qualitative survey data collected through Go Denver app
Reduce commuter stress levels and enhance well-being by providing comfortable service	Customer satisfaction with FLMP service	Qualitative survey data collected through Go Denver app
Provide Lyft access to the untapped RTD transit feeder market during traditional off-peak hours	Increase in Lyft operations within service area during FLMP hours of operation	Lyft data
Provide a safe commuter option for users	No safety-related incidents during pilot period	Police reports
Create an equitable system that is accessible to all types of users	No users turned away from Flitways ADA-accessible service; diverse user base	Flitways service information; CRC data;
Customer satisfaction	Users have a positive experience resulting in repeat use of the program and positive survey responses	Lyft driver ratings from FLMP trips; qualitative survey data; user trends from Go Denver
User retention	Users return to FLMP service regularly after initial trip	Average rides per user from Lyft
Environmental Quality	Reduction in CO2 emissions	Distance of trips now taken on light rail instead of SOVs

Experimental Design/Transferability

Several transit agencies in the United States have identified the potential benefits of coordination with private rideshare companies. Pilot programs in Dallas, Kansas City, Philadelphia and St. Petersburg, FL have are experimenting with the integration of private ridesharing services like Lyft, Uber and Bridj and transit. However, these pilots are restricted in scope and limited data on their success are available. To our knowledge, no other pilot tests the provision of free rideshare service linked with transit. A few provide partially-subsidized rides and Tampa, Florida, recently launched a fully-subsidized program for trips overnight, when transit does not operate. As such, the transferability of this pilot is crucial to its implementation throughout the Denver Region and the rest of the country.

The FLMP program aims to leverage the on-demand, demand-responsive capabilities of ridesharing platforms to enhance the effectiveness and ridership of transit systems. This goal applies not only to the pilot service area, but to the broader RTD service area and to transit ridersheds nationwide. In addition to providing no-fee ridesharing service to users in Centennial, the FLMP will test an entirely new platform for seamless door-to-door transit planning that streamlines payment and systems integration. Furthermore, Centennial's FLMP strives to provide equivalent experiences for people with disabilities and for those that do not have smartphones.

To achieve these goals, it is important that the FLMP demonstrate that similar programs could succeed in other transit ridersheds, cities and metropolitan areas. Due to the rapid expansion of RTD's light rail network through FasTracks and the explosive growth of the Denver metropolitan area, it is particularly important that the FLMP demonstrate the transferability of rideshare/transit partnerships to other light rail stations in the Denver region. In fact, it is possible that other FLM programs could achieve an economy of scale, due to RTD's current expansion. The larger the demand for rideshare services for the FLM, the greater the number of opportunities there are for carpooling within this on-demand model. While the FLMP is currently limited in duration, hours of operation and geography, the pilot will test the feasibility and desirability of expanding past these boundaries. If the program is successful according to the performance measures listed in this document, the FLMP will provide a replicable, scalable model for Denver and other American cities with light rail systems and bus rapid transit (BRT) within lower-density areas. The FLMP will provide not only a proof of concept, but also a model for potential regulatory changes, system integration needs and reasonable cost estimates for transit systems throughout the country.

Cost Estimates

Up-front Investment

The i-team has contributed, largely through in-kind resources, for design and planning of the pilot. As part of project planning, the i-team will contribute \$25,000 to Xerox for app design, development and integration. This \$25,000 cost will be paid for through the i-team budget and not the pilot funding pool supported by the City of Centennial and DSTMA/SPIMD.

Ongoing Costs

The ongoing costs, which will be supported by City of Centennial and DSTMA/SPIMD funds, fall into three main categories— 1. Xerox hosting, data collection and analysis; 2. administrative and operational costs; 3. Lyft Line rides.

A total of \$50,000 is budgeted for overhead costs. For \$10,000 Xerox will host the FLMP integration, collect user and trip request data and conduct data analysis.

To close-out the design and planning phase of the pilot, the i-team will contribute staff time for the first month of the pilot to evaluate effectiveness and determine ongoing operations needs. One of the overarching goals of the program is to automate many of the business processes, systems and dispatch services required of typical transportation programs. However, because of the fluid nature of the FLMP, a \$40,000 operations and maintenance contingency has been budgeted to facilitate administration and operational oversight throughout the remainder of the pilot period. Although the i-team intends to keep these operations and maintenance costs to a minimum, this funding would provide contracted services up to \$8,000 per month for five months if necessary.

The primary ongoing cost is for service provision. \$350,000 is budgeted for Lyft Line rides. Lyft Line prices are currently being negotiated. The number of estimated trips at each price point to allow for a six-month pilot is outlined in **Table 1**.

Implementation Plan

Phasing

Before beginning full service in August 2016, the FLMP stakeholders will perform quality assurance/quality control testing on a defined user group during the month of July. This user group will consist of self-identified interested parties who will take light rail and rideshare trips using the Go Denver interface. These users will provide feedback on the service to Lyft, Xerox and the Centennial i-team, who will tweak the service and the user experience as appropriate, prior to the August launch.

After launching in August, the pilot will continue for approximately six months within the service area defined in **Figure** . Features of the program will stay consistent during this duration, except for small tweaks essential to its success.

Should the initial FLMP program prove successful according to the key performance measures defined in this document, the i-team and City of Centennial will work to identify additional funding opportunities and models to extend the pilot or seek long-term implementation. The *Service Sustainability* section of this document further discusses long-term opportunities.

Customer Communication and Branding

Promoting the program is an important part of its success. The program will have a strong, distinct brand that includes the Lyft, City of Centennial and DSTMA logos but also a unique FLMP branding as part of Xerox's Go Denver platform. The program will be publicized both in advance of the launch as well as throughout the duration of the pilot. Methods of advertising will include:

- Signage and pamphlets at the Dry Creek light rail station
- Signage and pamphlets at key destinations in the service area
- Distribution of informational material through large employers in Centennial
- Educational events at Dry Creek station to guide users through the downloading and use of the Go Denver app
- Coordination with Homeowners Associations within the service area
- Social Media exposure including City website, Facebook, Instagram, Next Door and Twitter
- Outreach through City of Centennial Senior and Youth Commissioners to senior and youth population, respectively
- Piggy-backing promotion with other local events in the City of Centennial, such as the Centennial Brew-N-Que (July 16th), National Night Out (August 2nd) and Centennial under the Stars (August 13th)
- Notifications delivered through the Lyft app

Evaluation

Data collection, data analysis and evaluation of the program are important components of this pilot. Performance metrics will allow the project stakeholders to measure the achievement of program goals and also inform modifications to the program for long-term implementation and sustainability.

A portion of the data acquired will be collected through the questions and information entered during the registration of the program via Go Denver. Online and intercept surveys of users of the program will also be conducted during and at the end of the pilot to gauge what's working

well and how it can be improved. Both qualitative and quantitative data will be collected and analyzed through this survey.

CnR data during the pilot project will be compared to CnR ridership numbers during the same months in the previous year. CnR ridership will also be compared to FLMP ridership to determine the relative success of the FLMP compared to the existing service.

Qualitative and quantitative data, including the users' ratings of drivers, will be analyzed to determine the success of the program and inform strategies for its long-term implementation.

Service Sustainability and Exit Strategies

The program is currently designed to continue until the funding, proposed at \$400,000, runs out. Based on demand estimates for the service area and the cost of a Lyft Line ride, is estimated that the program will be able to operate with these funds for six months. The i-team will search for additional opportunities for funding and long-term sustainability throughout the duration of this pilot.

If the six month FLMP pilot is to translate into a long-term program, its service needs to be financially, economically and programmatically sustainable. Potential sources of funding after the pilot period include sponsorships from large employers in the area, such as Ikea, Zillow and others. Various models of partnership could also be employed, for example, where in exchange for sponsorship, employees are offered additional rideshare levels of service or carpool opportunities.

Another sustainable model for continuing the FLMP program beyond the six month pilot is a collaborative public-private partnership similar to the existing Lone Tree Link service in the nearby City of Lone Tree, which provides a connection from the Lincoln light rail station to employers along Park Meadows Drive every ten minutes. Link service is provided by a partnership of organizations, including the City of Lone Tree, DSTMA/SPIMD, Charles Schwab, the Sky Ridge Medical Center and the Park Ridge Corporate Center. Large businesses contribute to the service as a benefit for their employees, as a tool for workforce recruitment and as a means for reducing congestion in Lone Tree.

In addition to public-private partnerships, RTD may also be able to fund and administer the program after the completion of the pilot, particularly if it replaces its CnR and Access-A-Ride programs with FLMP service to reduce redundancy. RTD may find that the program enhances ridership to and from Dry Creek at operating costs comparable to the existing current CnR service. However, in order for RTD to administer the program going forward, it is important that the City of Centennial uses the pilot to demonstrate the program is low-risk for the transit agency. The i-team is partnering with RTD on an application to the Federal Transit Administration's

Mobility on Demand Sandbox Grant. If successful, this funding could continue service in the Dry Creek service area and expand the service to other CnR areas in Southeast Denver.

Finally, the continued success of the FLMP beyond the period of the pilot requires on-going commitment from the project's private partners. Xerox will conduct tweaks to the app and its application as the program evolves and additional needs are uncovered. Xerox's hosting of the Go Denver platform is contingent on the extension of its contract with the City and County of Denver in Q1 2017. Similarly, Lyft has signed a service agreement for the program. If the FLMP service proves profitable for Lyft and Lyft drivers, then the company will presumably retain its interest in accessing the Centennial transit ridershed.