



RideKC: Bridj Pilot Evaluation: Impact, Operational, and Institutional Analysis

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Acknowledgements

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Study Overview

Researchers at the Transportation Sustainability Research Center (TSRC) at UC Berkeley conducted an evaluation of the RideKC: Bridj pilot program operating in Kansas City, MO. RideKC: Bridj is a public-private partnership with the goal to enhance existing public transit options in Kansas City through a flexible microtransit service offered by Bridj. TSRC UC Berkeley's goal in this evaluation is to assess the travel behavior impacts of the service, as well as to provide operational and institutional analysis.

The evaluation consists of multiple pieces of analysis. The following slides outline findings from two online surveys, a community survey, activity data analysis, and expert interviews. Survey deployment and expert interviews took place between July and September 2016, and activity data analyses took into consideration all user and vehicle activity during the six-month period of 3/7/16 to 9/6/16. Please reference the study's corresponding appendix document for deeper description of expert interview findings outlined in this slide deck.

Methodology Overview: Surveys

TSRC designed two online survey instruments and one community intercept survey. Of the online surveys, one was distributed to riders, and one was distributed to people who have downloaded the RideKC: Bridj smartphone app but have never taken a RideKC: Bridj ride (we refer to these respondents as the “signed-up” population). Bridj sent the survey invitations to approximately 70 riders and 1,100 “signed-up” members. The surveys were accessed via an online survey platform and are confidential. KCATA employees surveyed members of the community at a number of locations in neighborhoods served by RideKC: Bridj.

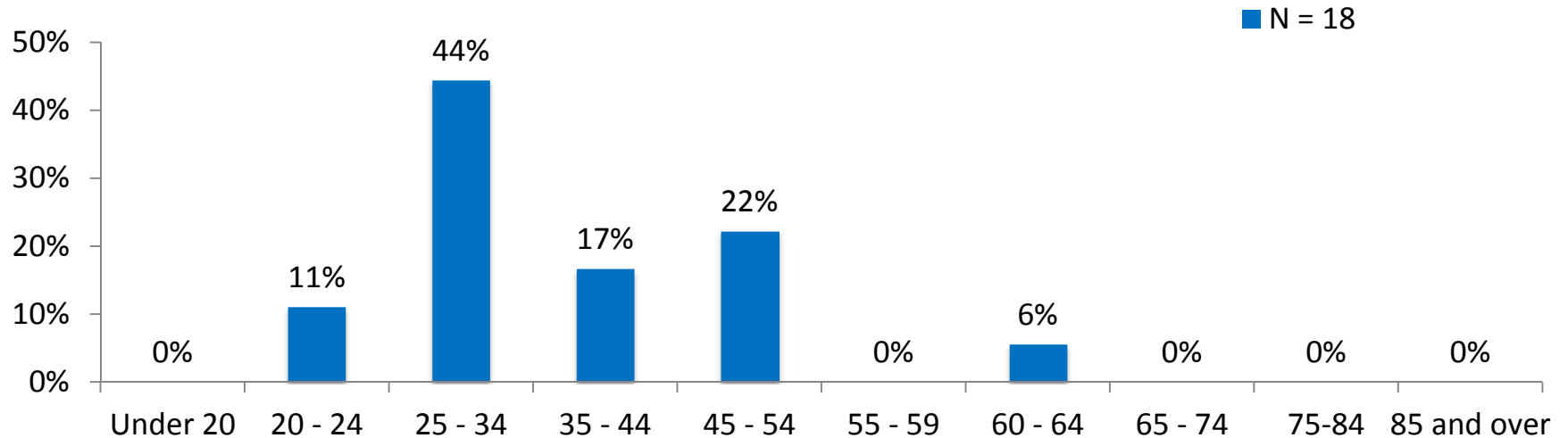
The surveys asked questions about usage and opinions of the RideKC: Bridj service, travel behavior, and respondent demographics. Eighteen rider surveys and 119 signed-up surveys were completed, yielding a response rate of 26% and 11%, respectively. Seventy-eight community survey responses were completed, and the response rate was not recorded.

RIDER SURVEY

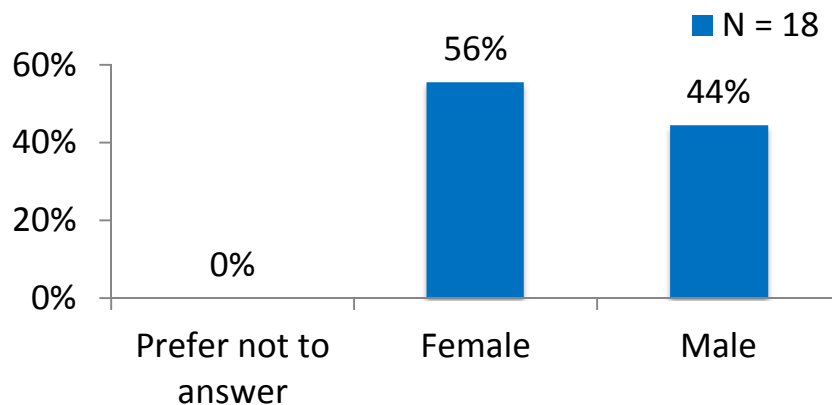
RIDER SURVEY RESULTS: DEMOGRAPHICS

Demographics – Age and Gender

What is your age?



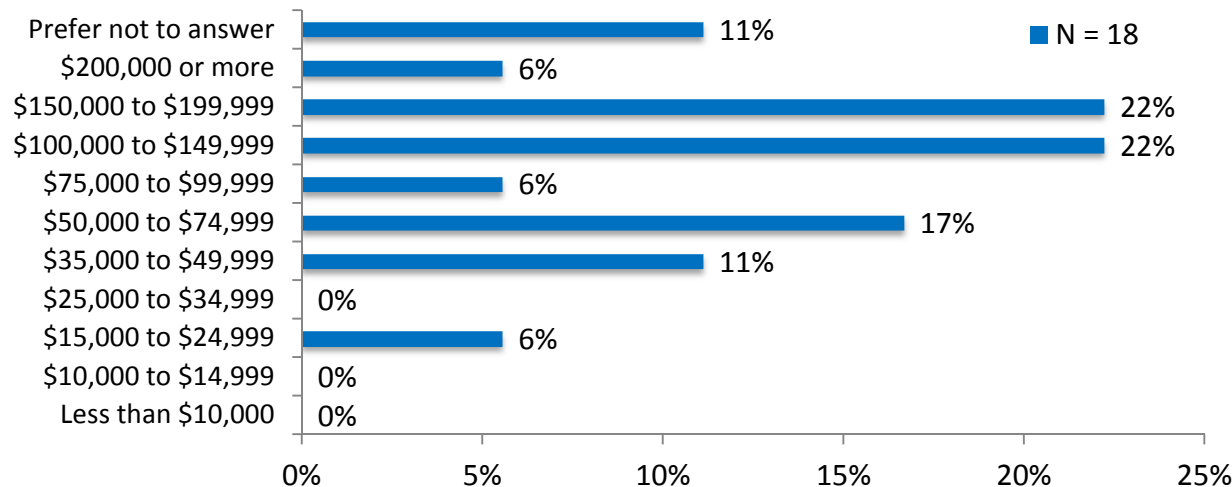
What is your gender?



- **55%** of respondents are **between the ages of 19 and 35**
- **56%** of respondents are **female**, and **44%** are **male**

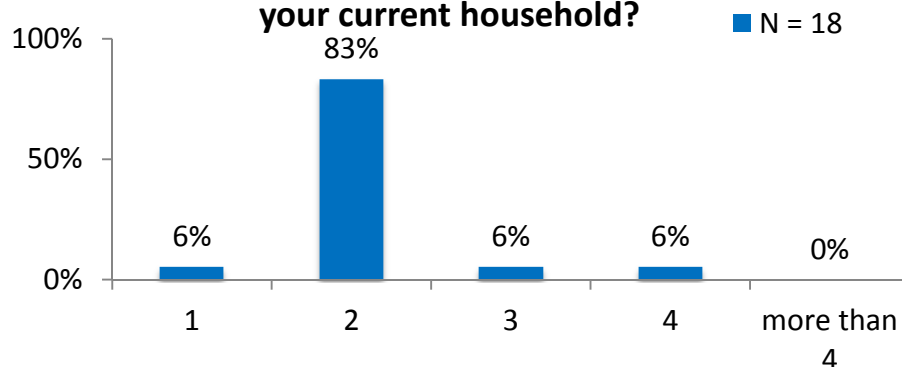
Demographics – Household Size, Income, and Vehicle Ownership

Approximately what is your gross (pre-tax) household income?

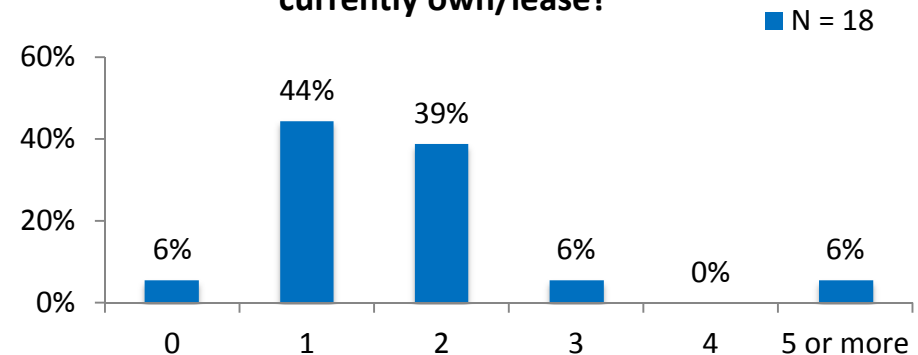


- **Most** respondents live in *two-person households*
- **44%** of respondents have *1 household vehicle*; **39%** have *2 household vehicles*
- **Half** of the respondents have a **gross household income of \$100,000 or more**

Including yourself, how many people live in your current household?



How many vehicles does your household currently own/lease?

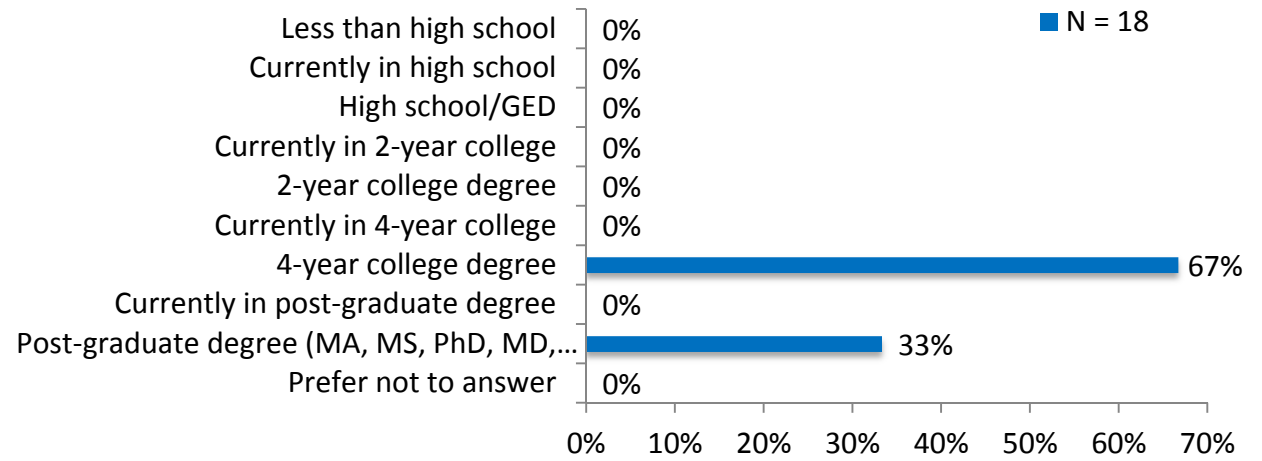


Demographics – Education and Race/Ethnicity

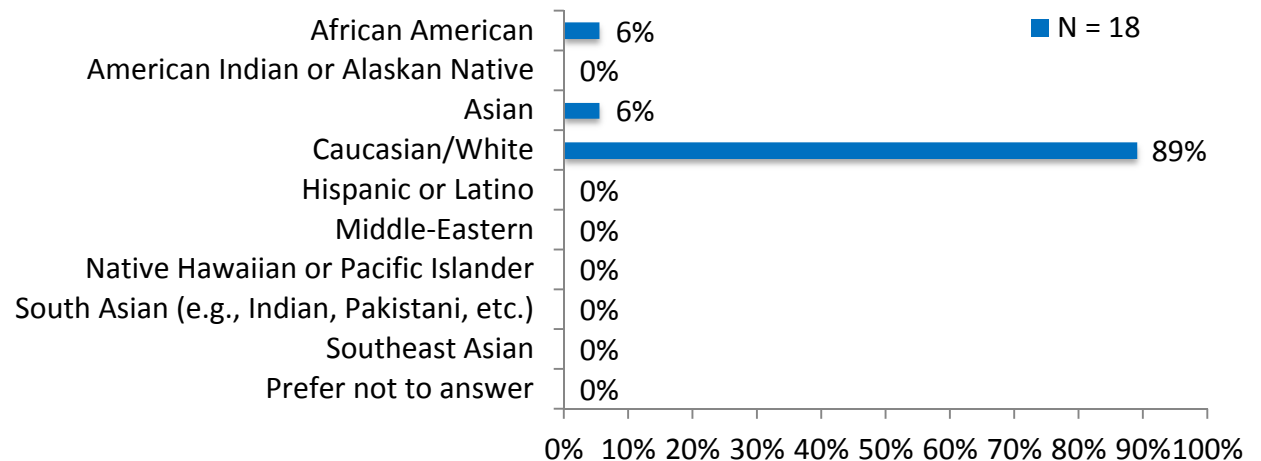
- **All** respondents have a **4-year college degree or higher**

- **Most** respondents identify as **Caucasian/White**

What is the highest level of education you have completed?



What is your race or ethnicity? (please check all that apply)



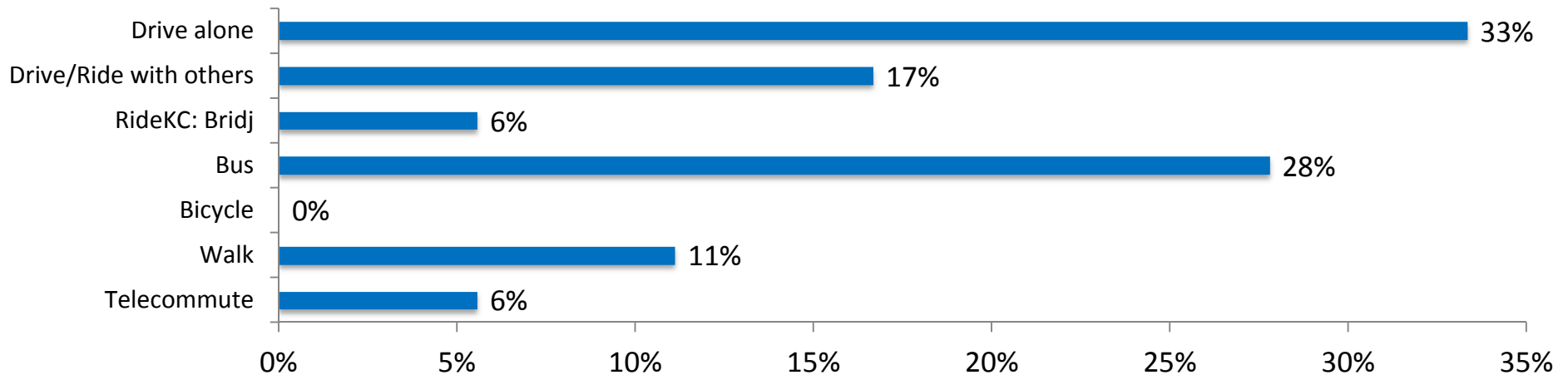
RIDER SURVEY RESULTS: TRAVEL BEHAVIOR / MODE SPLIT

How do RideKC: Bridj Riders Commute?

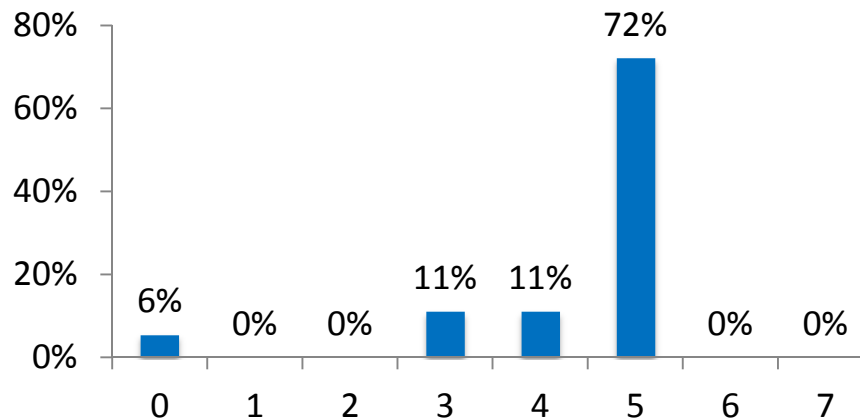
What is the main mode you typically use to commute to and from work or school?

Please select the mode that you currently use the most often for commuting.

■ N = 18



How many days a week do you typically commute to work or school?

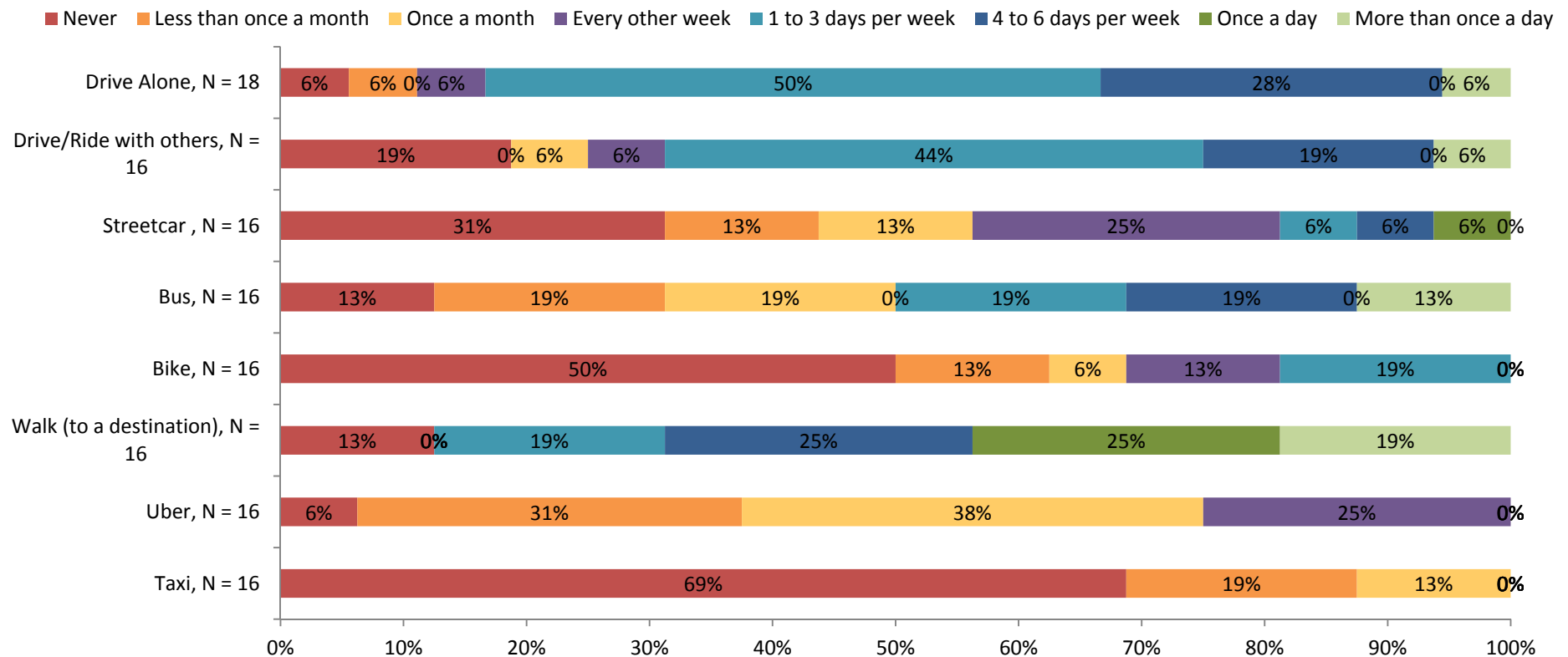


- **6%** of respondents are using RideKC: Bridj as **their main mode of commuting**
- **50%** of respondents **commute in a car** (either drive alone or drive/ride with others)
- **72%** of respondents **commute every weekday**

RideKC: Bridj Riders' Use of Other Modes of Transportation

- **Most** respondents **drive** (alone or with others) **and/or walk *at least once a week***
- **About half** of the respondents **use the bus and/or streetcar *more than once a month***

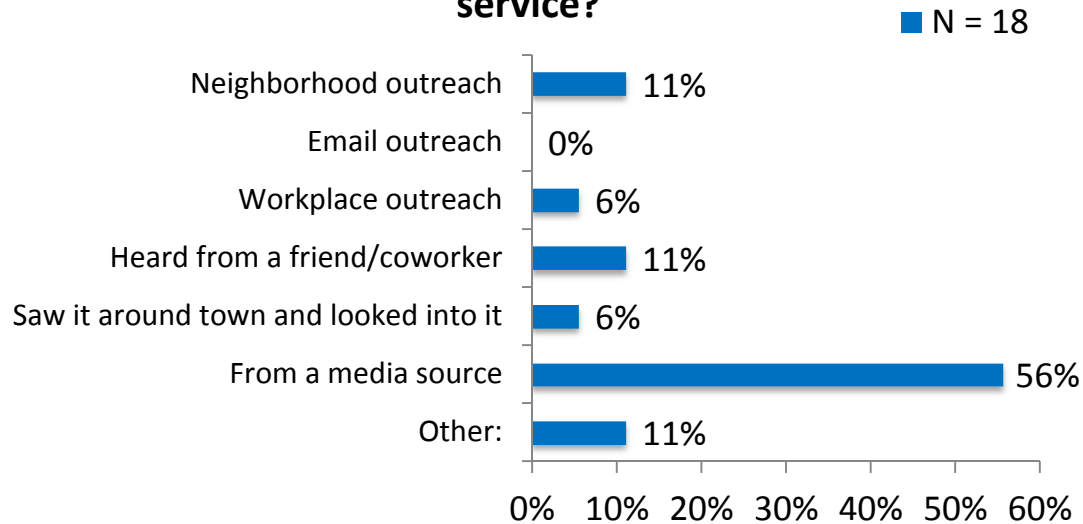
Please indicate how frequently you **CURRENTLY** use the following modes of transportation:



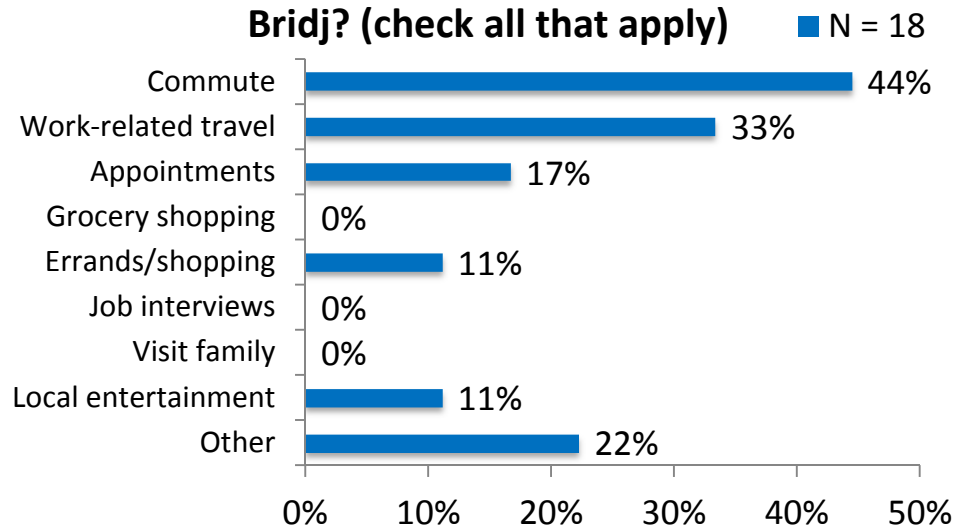
RIDER SURVEY RESULTS: USE OF RIDEKC: BRIDJ

Use of RideKC: Bridj - Outreach and Trip Purpose

How did you learn about the RideKC: Bridj service?



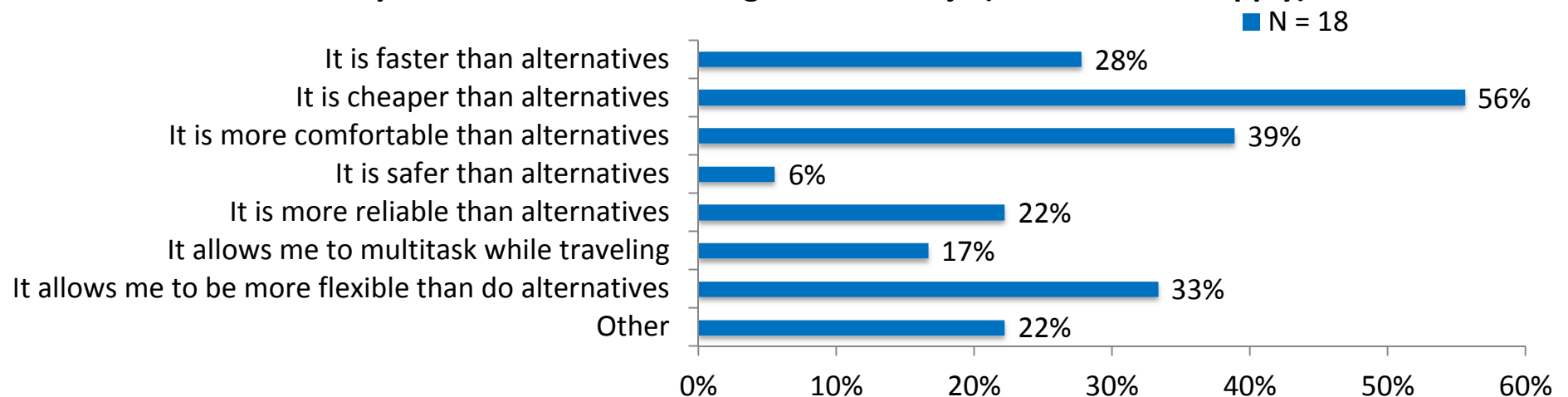
For what trip purposes do you use RideKC: Bridj? (check all that apply)



- **56% of respondents learned about RideKC: Bridj from a media source**
- **17% of respondents learned about RideKC: Bridj from some form of outreach**
- **44% of respondents use RideKC: Bridj to commute**
- **One third of respondents use RideKC: Bridj for work-related travel**

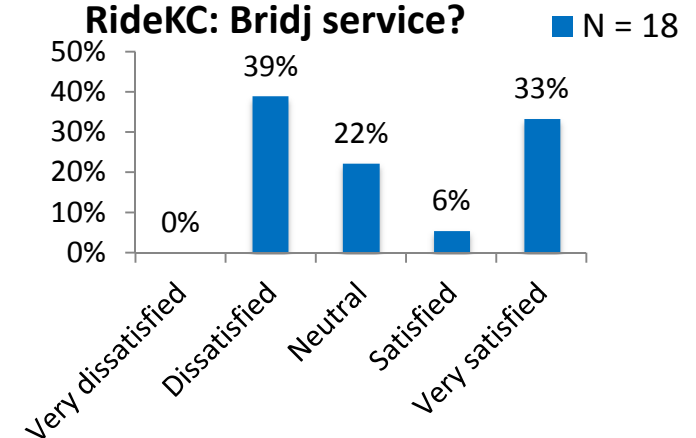
Use of RideKC: Bridj – Motivations and Level of Satisfaction

What are your motivations for using RideKC: Bridj? (choose all that apply)



- **More than half** of respondents use RideKC: Bridj *because it is cheaper* than alternatives
- **About a third** of respondents use RideKC: Bridj because it is *more comfortable* or because it *allows greater flexibility* than alternatives
- **39%** of respondents say they are **either satisfied or very satisfied** with RideKC: Bridj, and **39%** say they are **dissatisfied** with RideKC: Bridj

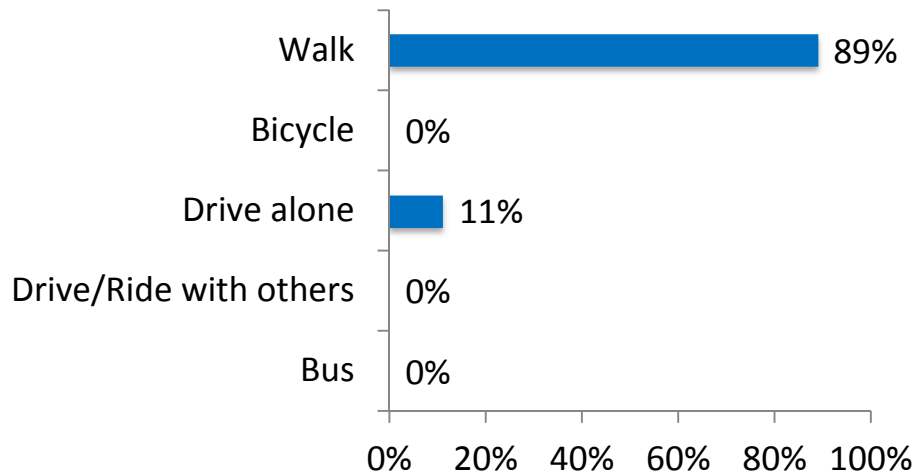
How satisfied are you with the RideKC: Bridj service?



Use of RideKC: Bridj – Access Mode and Time of Day

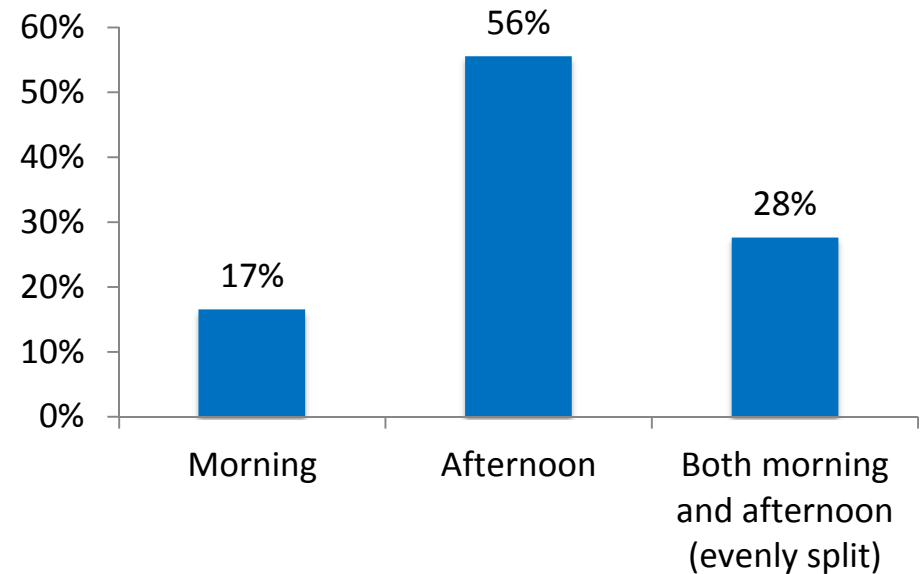
How do you normally get to/from the RideKC: Bridj stop?

■ N = 18



What time of day do you use RideKC: Bridj most often?

■ N = 18



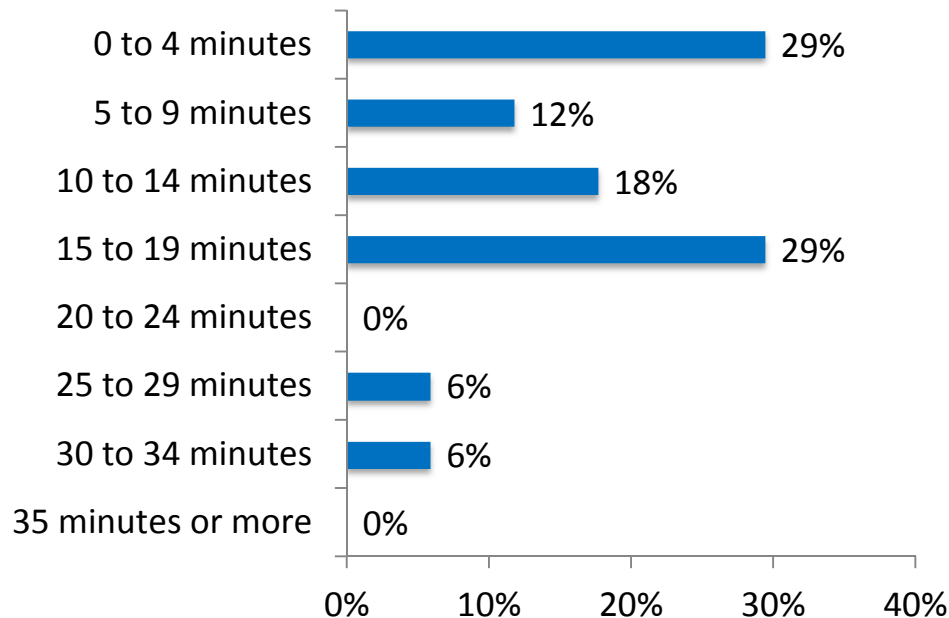
- **89%** of respondents *walk* to/from the RideKC: Bridj stop
- **More than half** of respondents use RideKC: Bridj in the *afternoon only*
- **28%** of respondents use RideKC: Bridj in *both the morning and the afternoon, evenly*

Use of RideKC: Bridj – Access Time

- **About one third of respondents take *less than five minutes* to get to the RideKC: Bridj stop from either their workplace or their residence**
- **It takes respondents longer, on average, to get to the RideKC: Bridj stop *from their residence* than from their workplace**

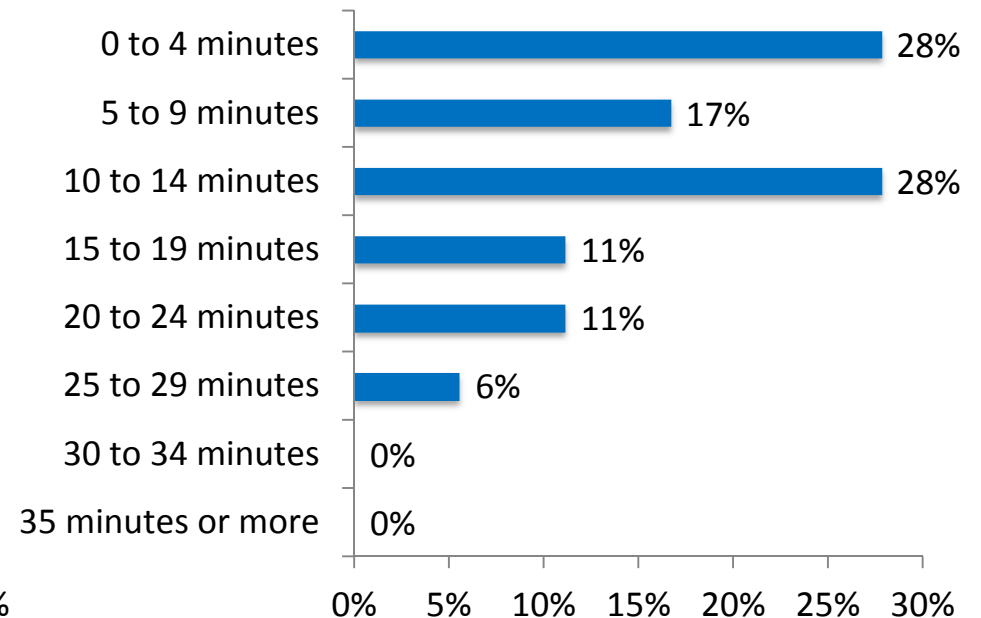
About how long does it normally take you to get to the RideKC: Bridj stop from your residence?

■ N = 17



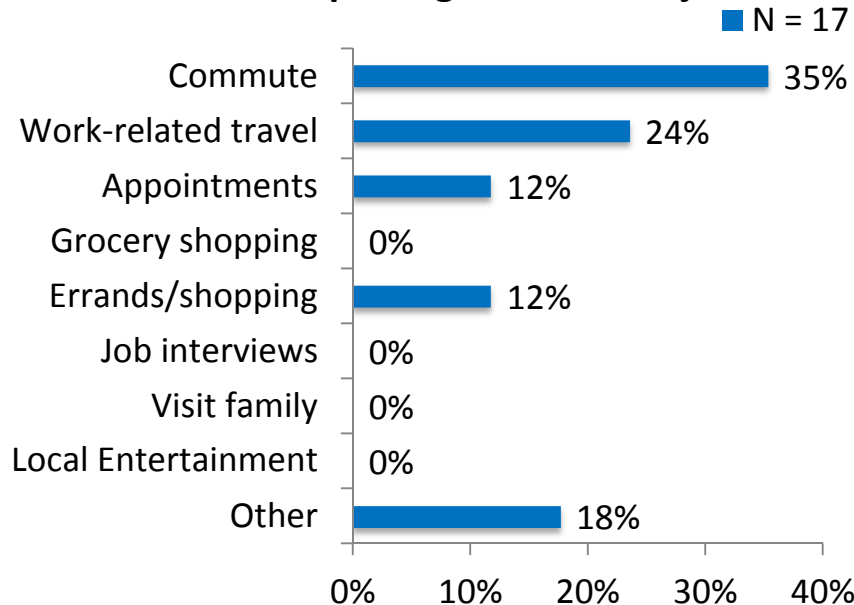
About how long does it normally take you to get to the RideKC: stop from your workplace?

■ N = 18

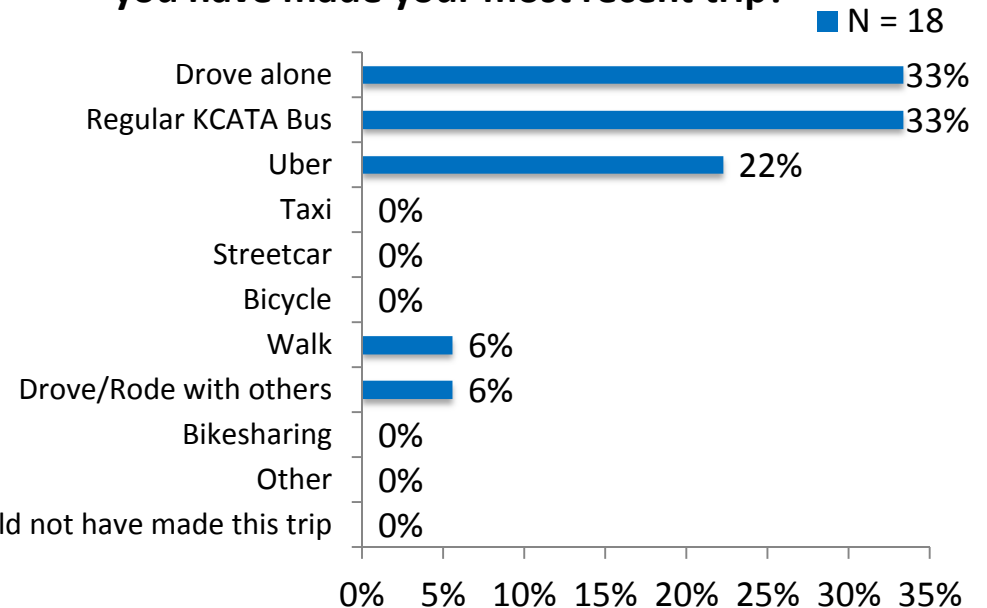


Use of RideKC: Bridj – Most Recent Trip

What was the purpose of your most recent trip using RideKC: Bridj?



If RideKC: Bridj was not available, how would you have made your most recent trip?

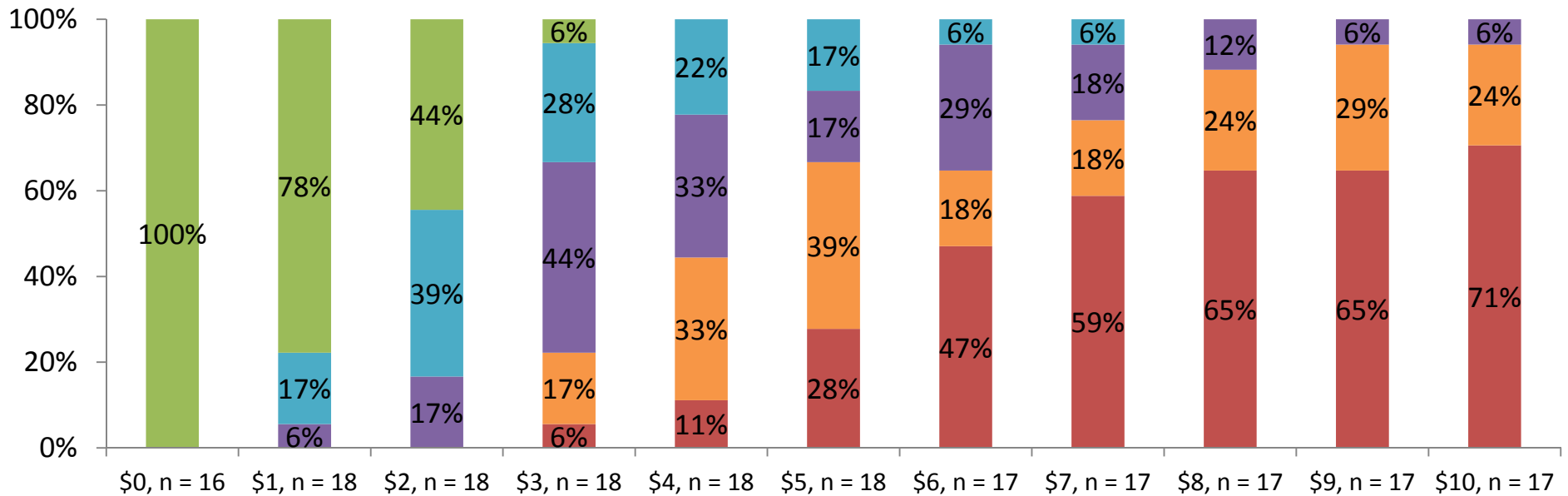


- The distribution of respondents' most recent trip purposes is very similar to the distribution of respondents' stated trip purposes (see slide 8)
- **One third** of respondents **would have driven alone** for their most recent trip, if RideKC: Bridj were not available and **one third would have taken a regular KCATA bus**
- **Uber** is the next most popular alternate mode to RideKC: Bridj after driving and bus

Use of RideKC: Bridj – Price Tolerance

Given the prices below (for a one-way trip) at what prices do you think you would
“_____” consider using RideKC: Bridj for travel in Kansas City?

Definitely not Probably not Maybe Probably Definitely

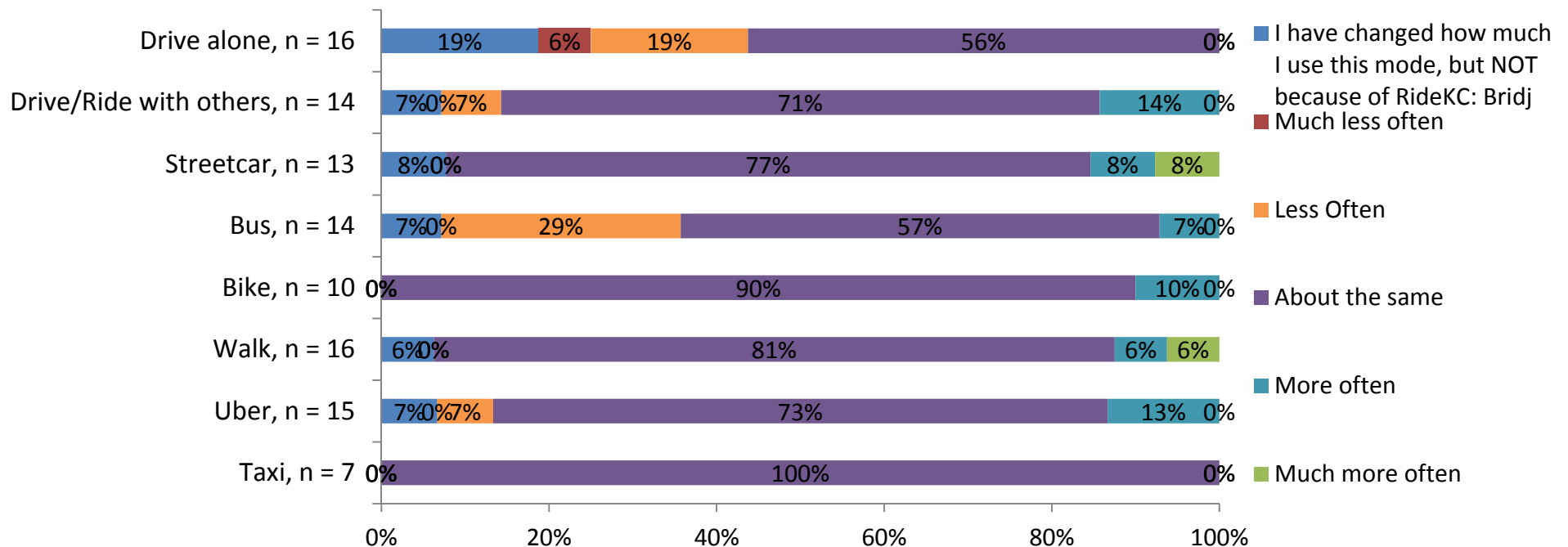


- **100% of respondents** said they would **definitely** use RideKC: Bridj, if it were free
- While *all respondents* would *maybe, probably, or definitely* use RideKC: Bridj for a \$2 fare, **6% would definitely not** and **17% would probably not** use it for a \$3 fare
- **No respondents** would **definitely** use RideKC: Bridj for a fare higher than \$3

Use of RideKC: Bridj – Mode Shift Due to RideKC: Bridj

- **25%** of respondents who **drive alone** do so *less often* because of RideKC: Bridj
- **16%** of respondents who use the **streetcar** do so *more often* because of RideKC: Bridj
- **29%** of respondents who use the **bus** do so *less often*, and **7%** do so *more often* due to their use of RideKC: Bridj

Because of RideKC: Bridj, are you using the following modes more or less often?*



* The above graph does not include respondents who reported that they “did not use [these] modes before, and [don’t] use [them] now”

RIDER SURVEY: KEY TAKEAWAYS

Key Takeaways – Rider Survey

- **Six percent** of respondents are using RideKC: Bridj as their *main mode of commuting*. **Fifty percent** of respondents **commute to work in a car**, and **28%** use a regular KCATA bus.
- **About half** of the respondents **use the bus and/or streetcar more than once a month**. Most respondents **drive at least once a week**.
- **Almost half** of all RideKC:Bridj users have *made only one trip*, and **9%** of users have taken more than 10 trips.
- **More than half** of the respondents use RideKC: Bridj because it is *cheaper than alternatives*.
- **Most respondents walk** to get to and from the RideKC: Bridj stop, and **about one third** of respondents **can access the RideKC: Bridj stop in less than five minutes** from either their workplace or residence.
- **One third** of respondents **would have driven alone** for their most recent trip, if RideKC: Bridj were not available. Another **third would have taken a regular KCATA bus**, and **22% would have used Uber**.
- While **all respondents** would *maybe, probably, or definitely* use RideKC: Bridj for a **\$2 fare**, **23% would not** use it, if the fare were **\$3**.
- **Twenty-five percent** of respondents who **drive alone** do so *less often* because of RideKC: Bridj, and **29%** who **use the bus** do so *less often* due to RideKC: Bridj.

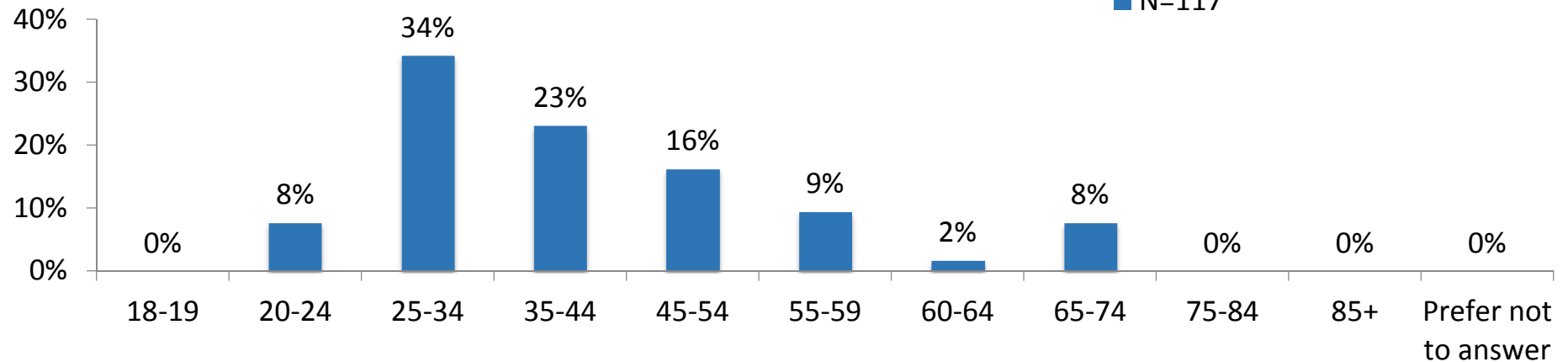
SIGNED-UP SURVEY

SIGNED-UP SURVEY RESULTS: DEMOGRAPHICS

Demographics – Age and Gender

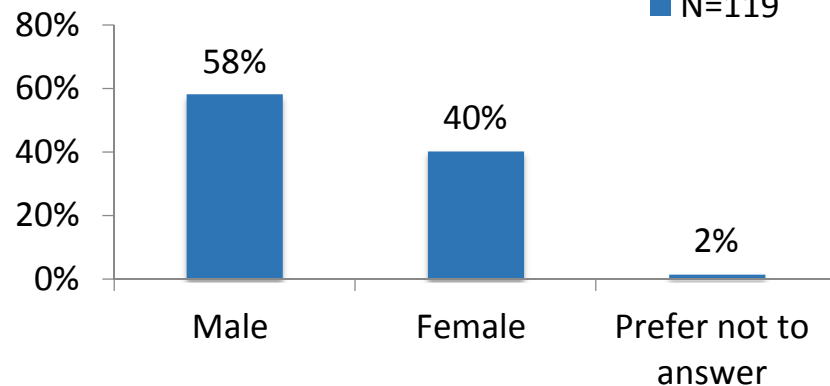
What is your age (in years) ?

■ N=117



What is your gender?

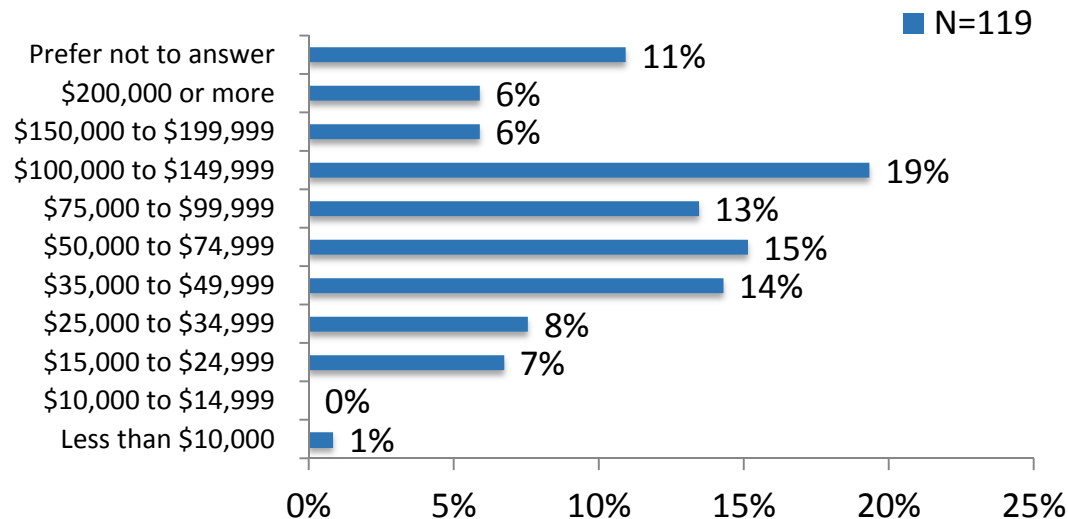
■ N=119



- **One third** of respondents are **between the ages of 24 and 35**
- **One fourth** of respondents are **between the ages of 34 and 45**
- **One fourth** of respondents are **between the ages of 44 and 60**
- **40%** of respondents are **female**, and **58%** are **male**

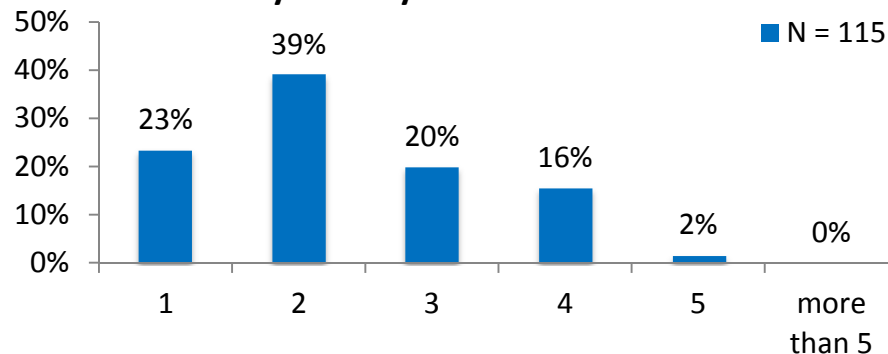
Demographics – Household Size, Income, and Vehicle Ownership

Approximately what was your gross (pre-tax) household income?

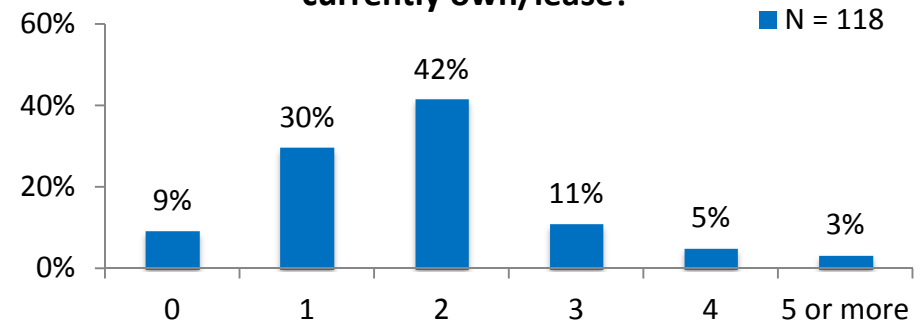


- **23%** of respondents live **alone**; **39%** of respondents live in **two-person households**
- **42%** of respondents have **two household vehicles**; **30%** have **one household vehicle**
- **30%** of respondents have a **gross household income of less than \$50,000**; **31%** have **\$100,000 or more**

Including yourself, how many people currently live in your current household?



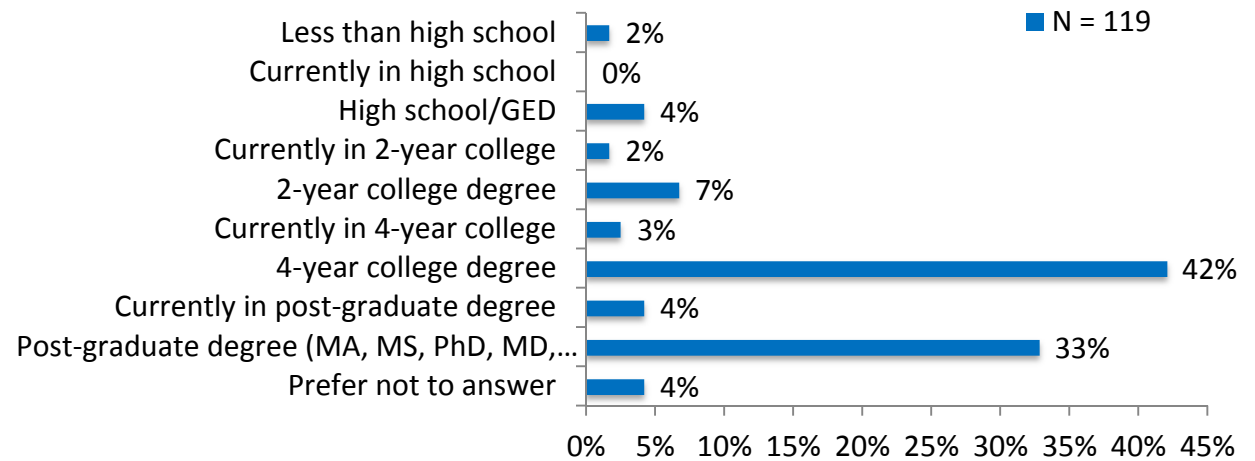
How many vehicles does your household currently own/lease?



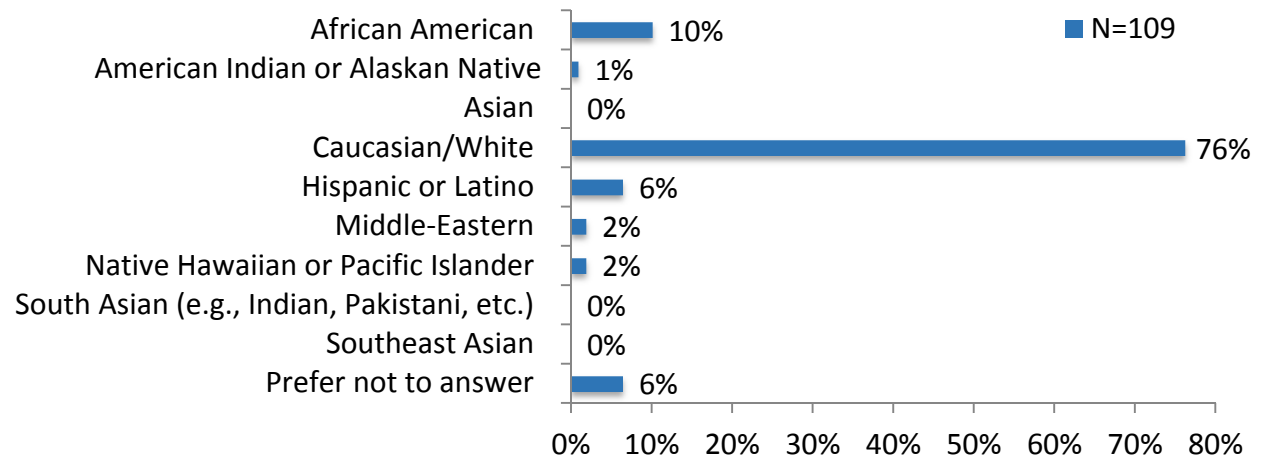
Demographics – Education and Race/Ethnicity

- **18% of respondents do not have a 4-year college degree**
- **46% of respondents have a 4-year college degree**
- **33% of respondents have a post-graduate degree**
- **Most respondents identify as Caucasian/White**

What is the highest level of education you have completed?



What is your race or ethnicity? (Please check all that apply.)

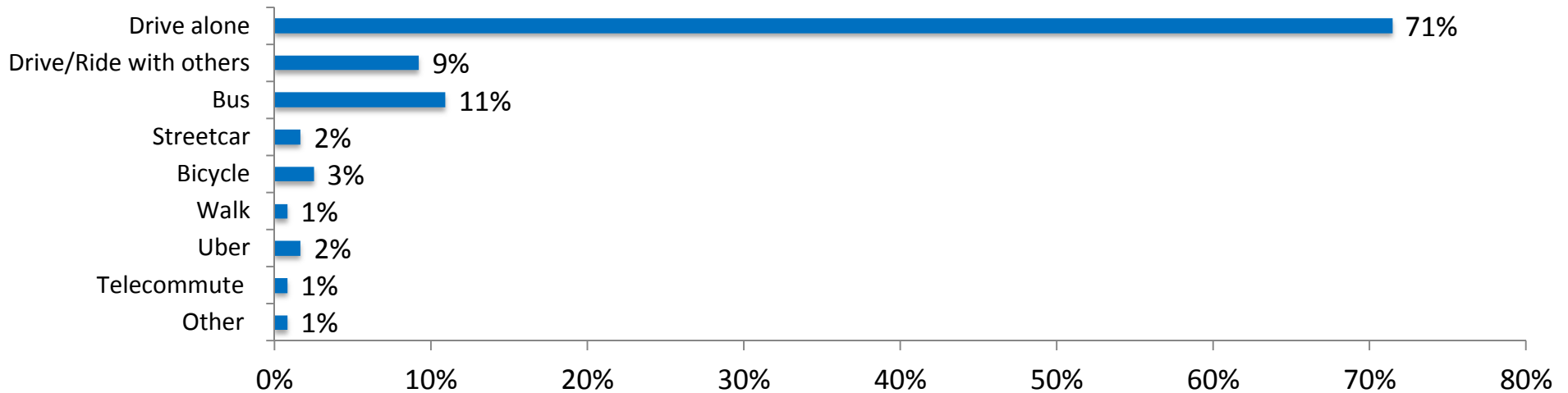


SIGNED-UP SURVEY RESULTS: TRAVEL BEHAVIOR / MODAL SPLIT

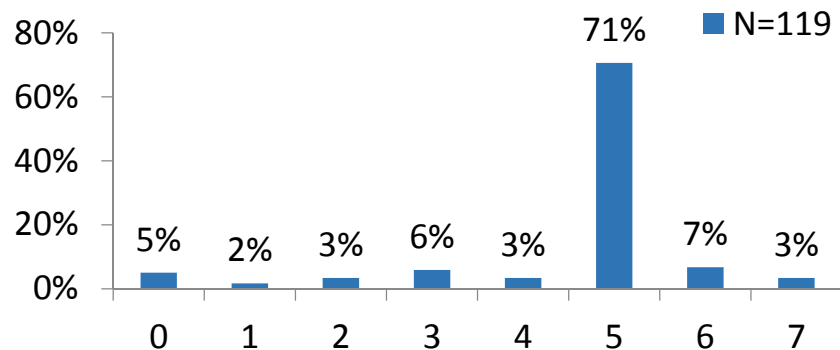
How Do Signed-Up Respondents Commute?

What is the main mode you typically use to commute to and from work or school?
Please select the mode that you currently use the most often for commuting.

■ N = 119



How many days a week do you typically commute to work or school?

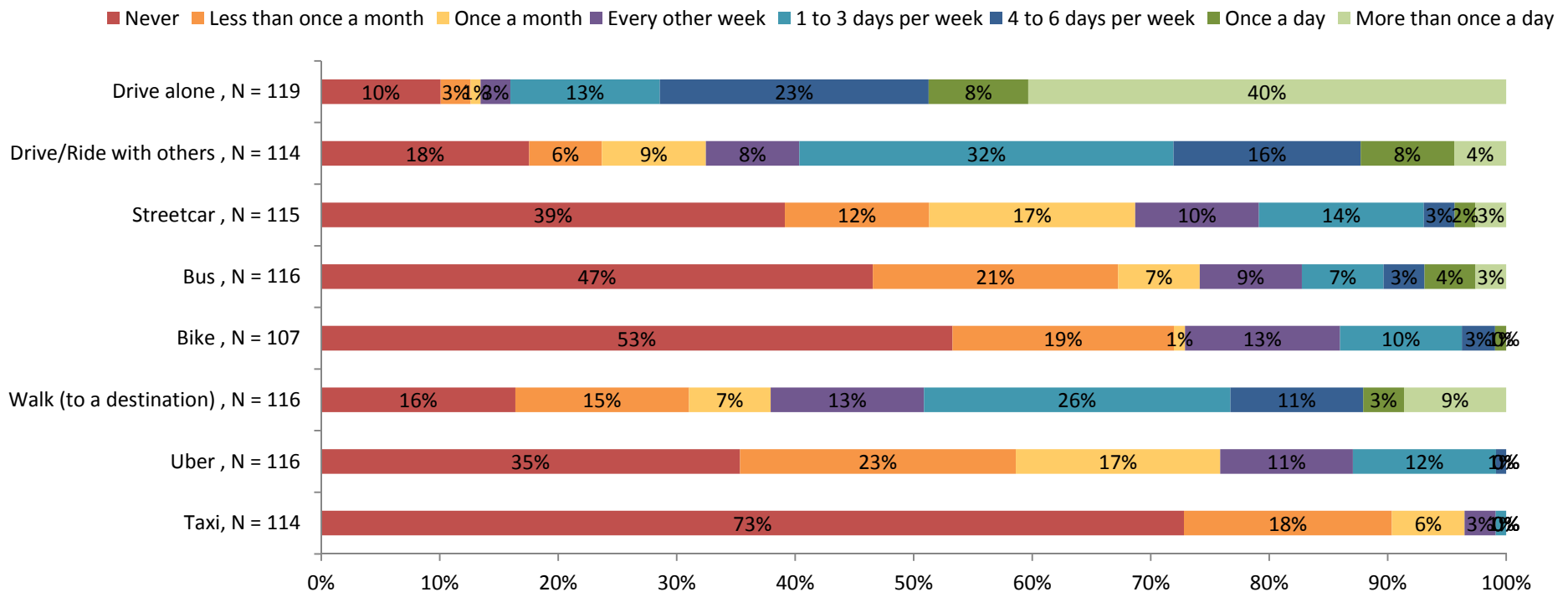


- **71% of respondents commute alone in a car**
- **13% of respondents use the bus or streetcar to commute**
- **71% of respondents commute every weekday**

How Often Do Signed-Up Respondents Use Other Modes?

- **Most** respondents **drive alone *multiple days a week***; almost half drive alone ***daily***
- **About half** of the respondents **walk *at least once a week***; 12% walk (to a destination) ***daily***
- **About a third** of the respondents **use the bus and/or streetcar *more than once a month***

Please indicate how frequently you CURRENTLY use the following modes of transportation:

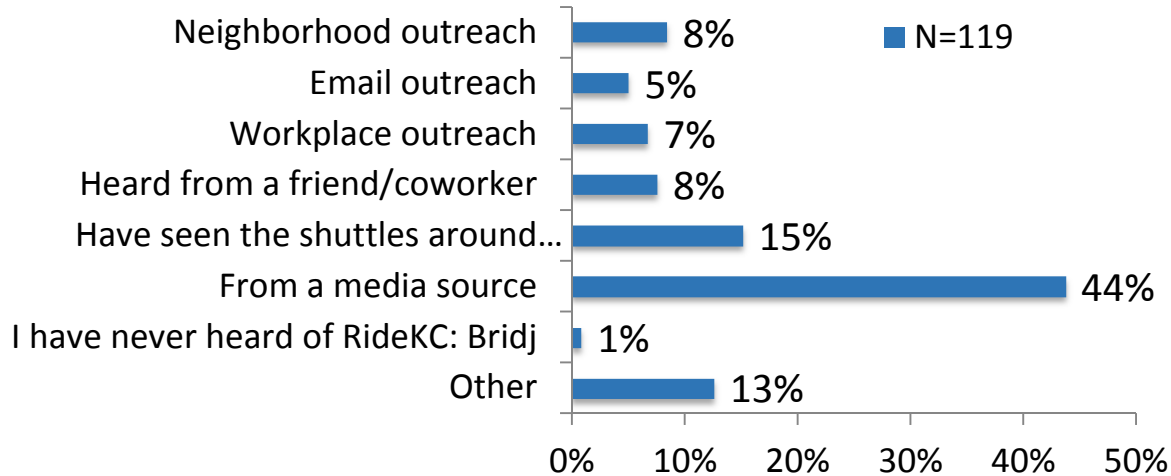


SIGNED-UP SURVEY RESULTS: PERCEPTION OF RIDEKC: BRIDJ

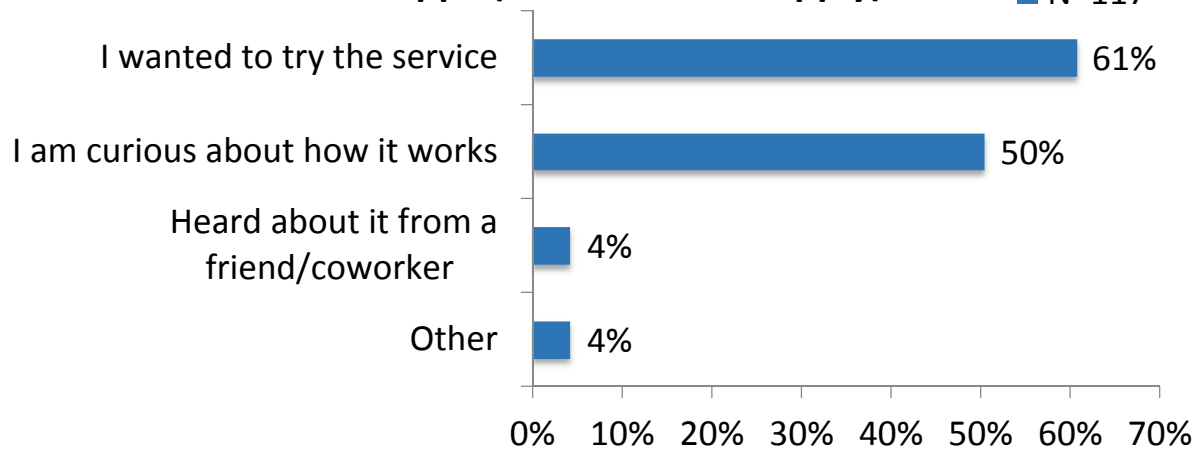
Perception of RideKC: Bridj – Outreach

How did you hear about the transportation service

RideKC: Bridj?



For what reasons did you download the RideKC: Bridj app? (choose all that apply)

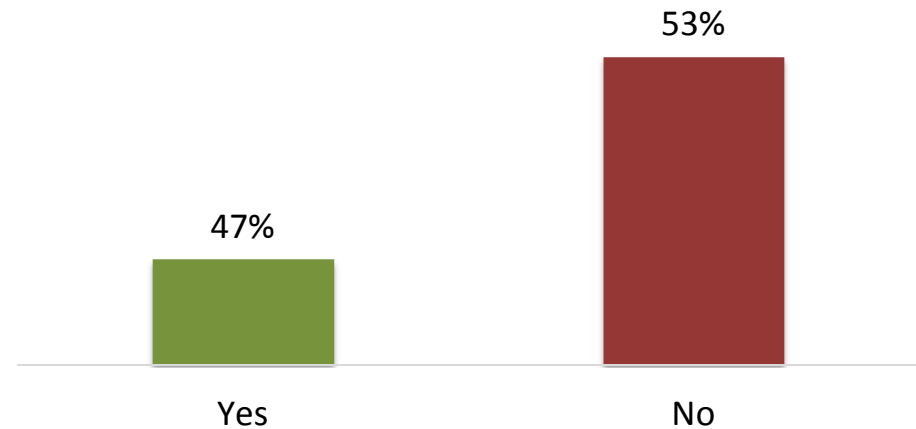


- **44% of respondents learned about RideKC: Bridj from a media source**
- **20% of respondents learned about RideKC: Bridj from some form of outreach**
- **60% of respondents downloaded the RideKC: Bridj app to try the service**
- **Half of respondents downloaded the RideKC: Bridj app out of curiosity**

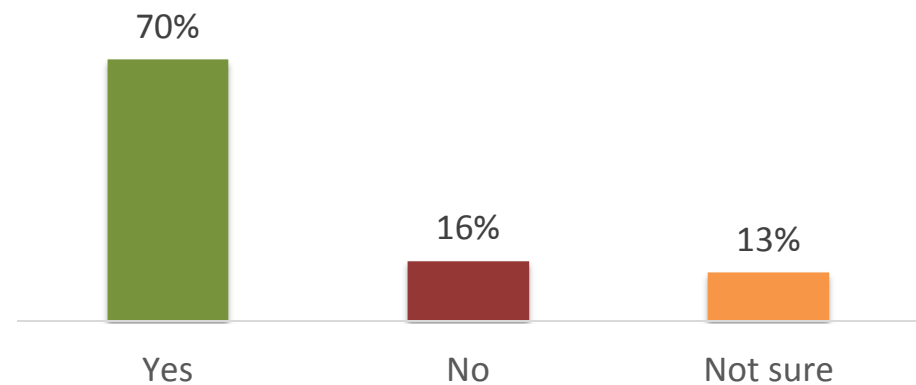
Perception of RideKC: Bridj – Promotion

- **More than half** of the respondents were *not aware* of the **10 free ride promotion**
- Of the respondents that did not know about the promotion, **70%** said they were *more likely to try RideKC: Bridj* after learning about the opportunity to receive 10 free rides

Are you aware of the promo code KCBRIDJ to receive your first 10 rides for free? (n = 119)



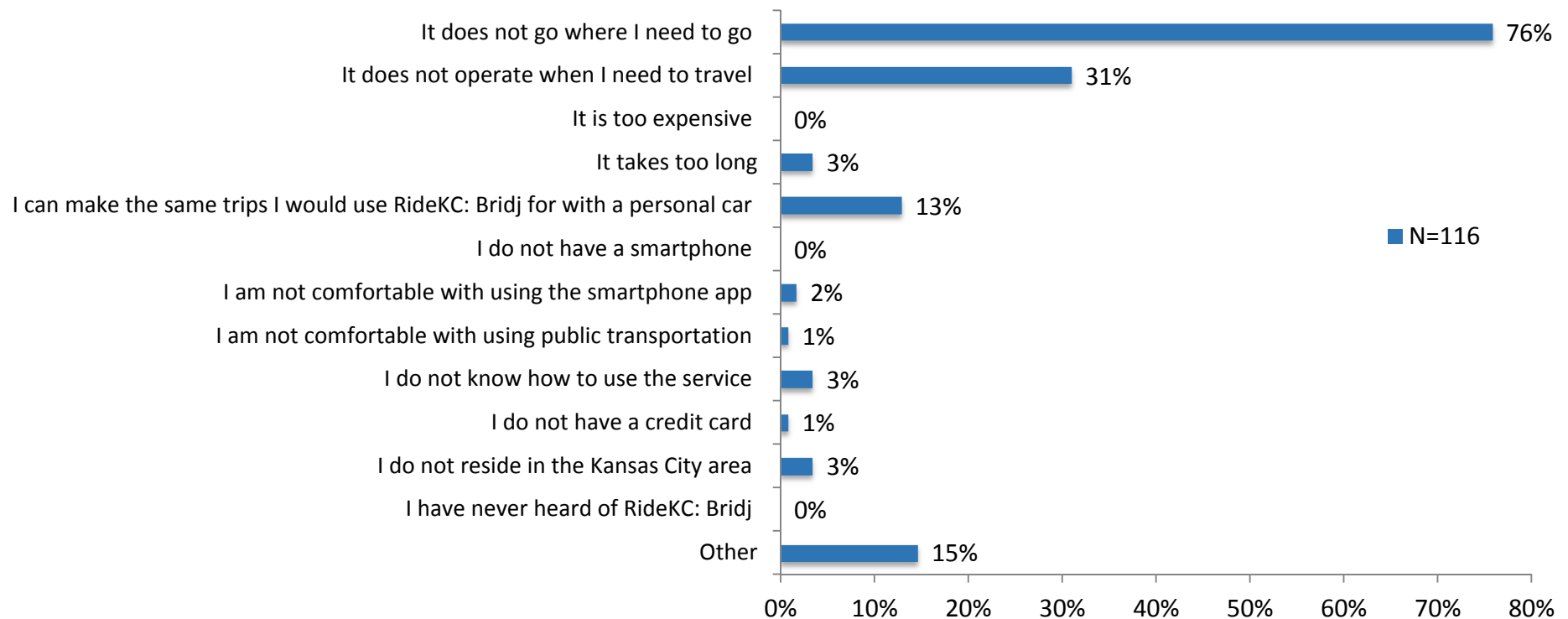
Given that you can get free rides, are more likely to try RideKC: Bridj? (n = 61)



Perception of RideKC: Bridj – Barriers to Use

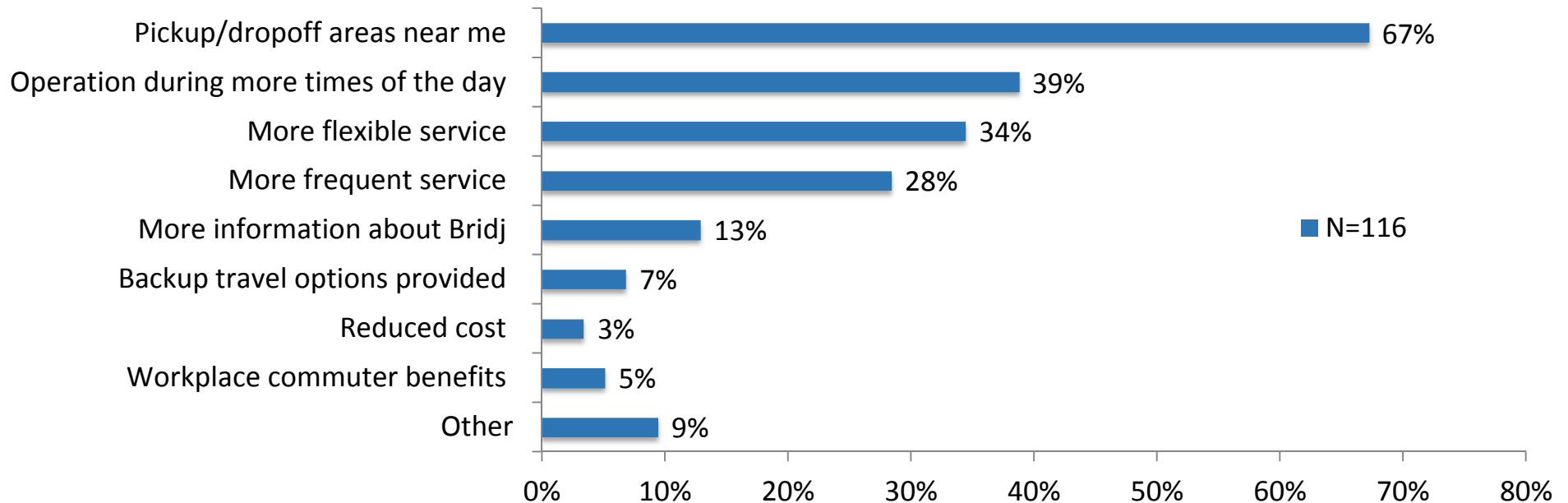
- **76%** of respondents do not use RideKC: Bridj because of *geographical coverage limitations*; **31%** do not use the service because of *temporal coverage limitations*
- **13%** of respondents do not use RideKC: Bridj because they *can make the same trips using a personal car*

For what reasons have you not used RideKC: Bridj? (choose all that apply)



Perception of RideKC: Bridj – Desired Changes

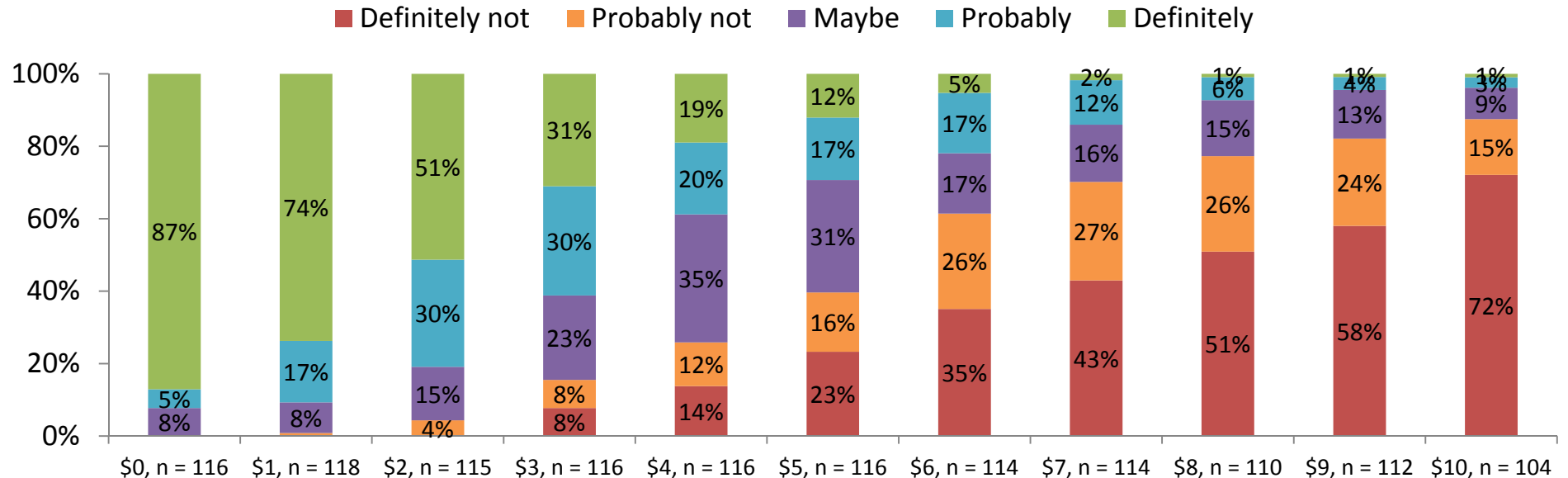
What changes to RideKC: Bridj would encourage your use of the service? (choose all that apply)



- **67%** of respondents said they would be encouraged to use RideKC: Bridj, if the ***service area were expanded***; **39%** said they would use it, if the ***service times were expanded***
- **34%** of respondents said they would be encouraged to use RideKC: Bridj, if the service were ***more flexible***; **28%** said they would, if the service were ***more frequent***

Perception of RideKC: Bridj – Price Tolerance

Given the prices below (for a one-way trip) at what prices do you think you would “_____” consider using RideKC: Bridj for travel in Kansas City?



- **87% of respondents** said they would **definitely** use RideKC: Bridj, if it were *free*; **74%** said they would **definitely** use RideKC: Bridj, if it cost **\$1**
- While **84%** of respondents would *maybe, probably, or definitely* use RideKC: Bridj for a **\$3 fare**, **14%** would *definitely not* and **12%** would *probably not* use it for a **\$4 fare**
- Signed-up respondents appear to have a *higher price tolerance* than rider respondents

SIGNED-UP SURVEY: KEY TAKEAWAYS

Key Takeaways – Signed-Up Survey

- The **highest proportion** of respondents **heard about Bridj from a *media source*** (44%).
- **Most** of the signed-up respondents say RideKC: Bridj **does not go *where they need to go*** (76%), and **31%** said it **does not operate *when they need*** to travel.
- **More than half** (53%) of the respondents ***were not aware*** of the **10 free rides promo code**, and **70%** of the unaware respondents said they are ***more likely to try RideKC: Bridj*** now that they are aware of the promotion.
- **The majority** of respondents (81%) ***drive alone or with others*** as their main commute mode to work. **Twelve percent use public transportation** to commute.
- **Fifty-eight percent** of respondents are **male**, **76%** identify as **Caucasian/white**, and there is a **wide distribution of incomes**, among the signed-up respondents.

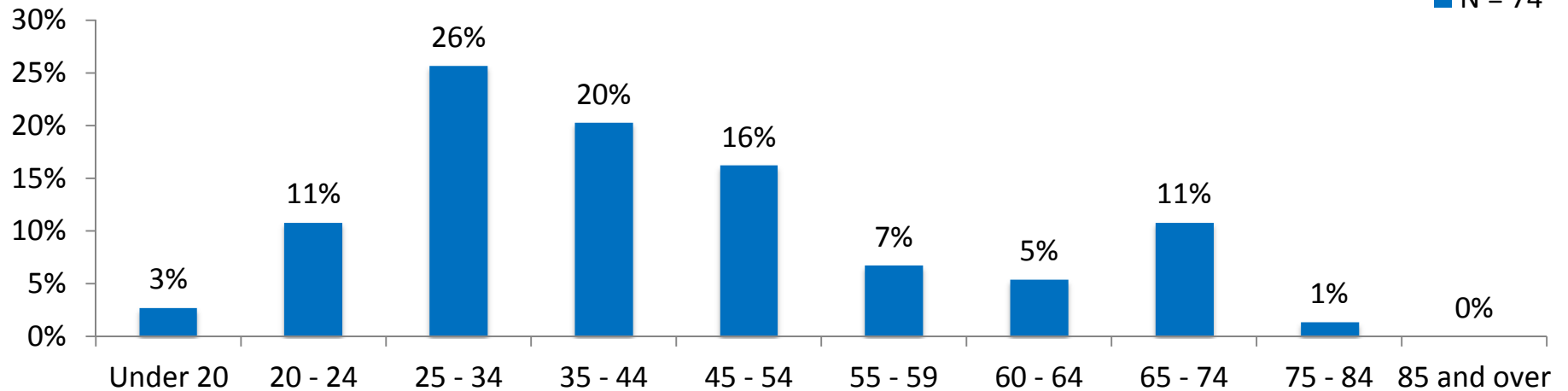
COMMUNITY SURVEY

COMMUNITY SURVEY RESULTS: DEMOGRAPHICS

Demographics – Age and Gender

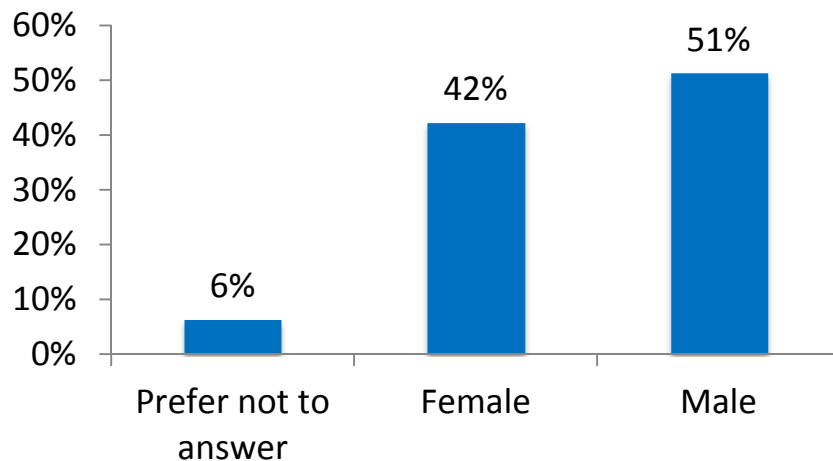
What is your age (in years)?

■ N = 74



What is your gender?

■ N = 78

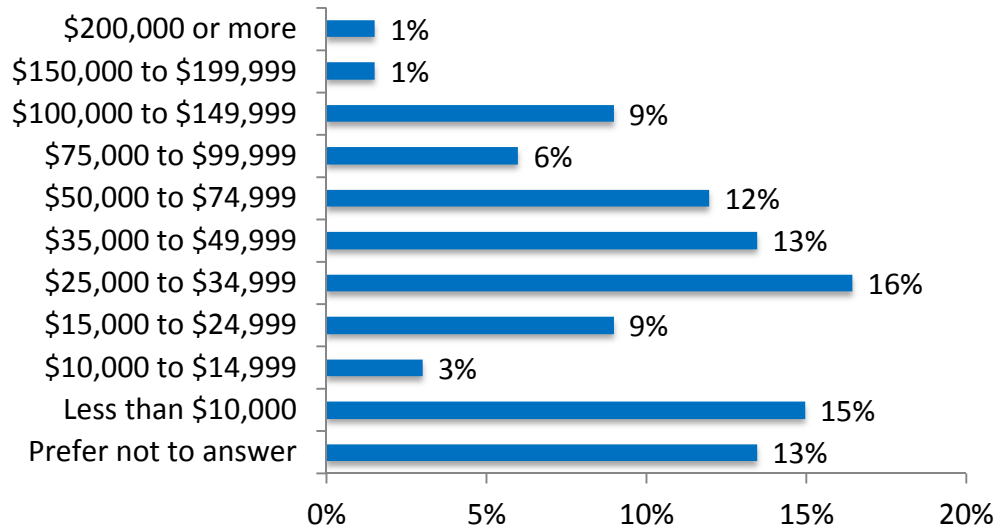


- **One fourth** of respondents are **between the ages of 24 and 35**
- **20%** of respondents are **between the ages of 34 and 45**
- **23%** of respondents are **between the ages of 44 and 60**
- **42%** of respondents are **female**, and **51%** are **male**

Demographics – Household Size, Income, and Vehicle Ownership

Approximately what was your gross (pre-tax) household income?

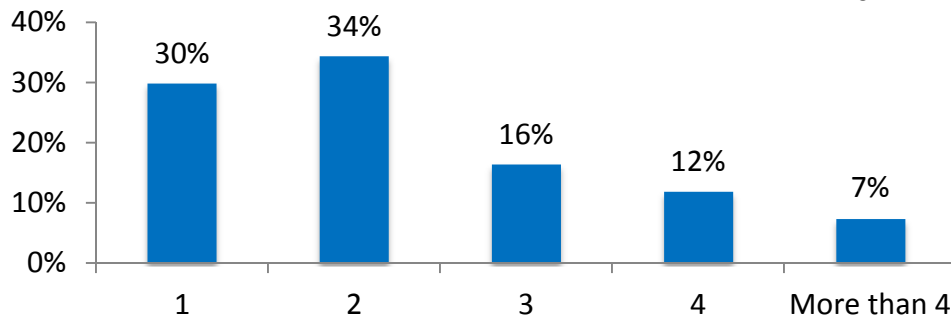
■ N = 67



- **30%** of respondents **live alone**; **34%** live in ***two-person households***
- **28%** of respondents live in ***zero-vehicle households***; **30%** have ***one household vehicle***; **28%** have ***two household vehicles***
- **57%** of respondents have a **gross household income of *less than \$50,000***; **18%** have ***between \$50,000 and \$100,000***

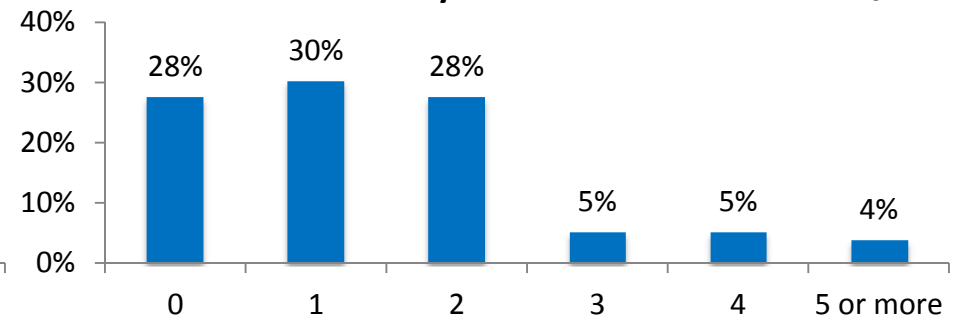
Including yourself, how many people live in your current household?

■ N = 67



How many vehicles does your household currently own or lease?

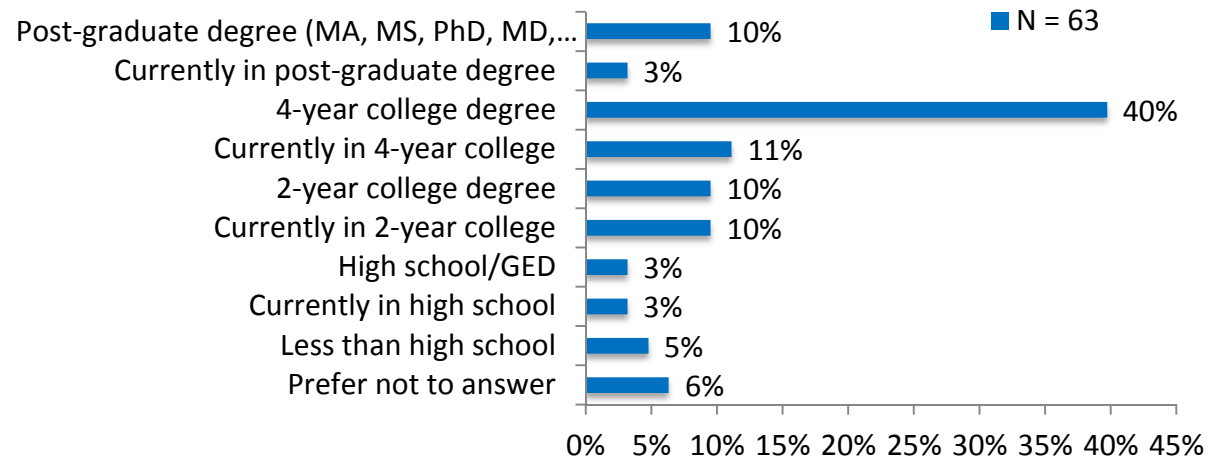
■ N = 76



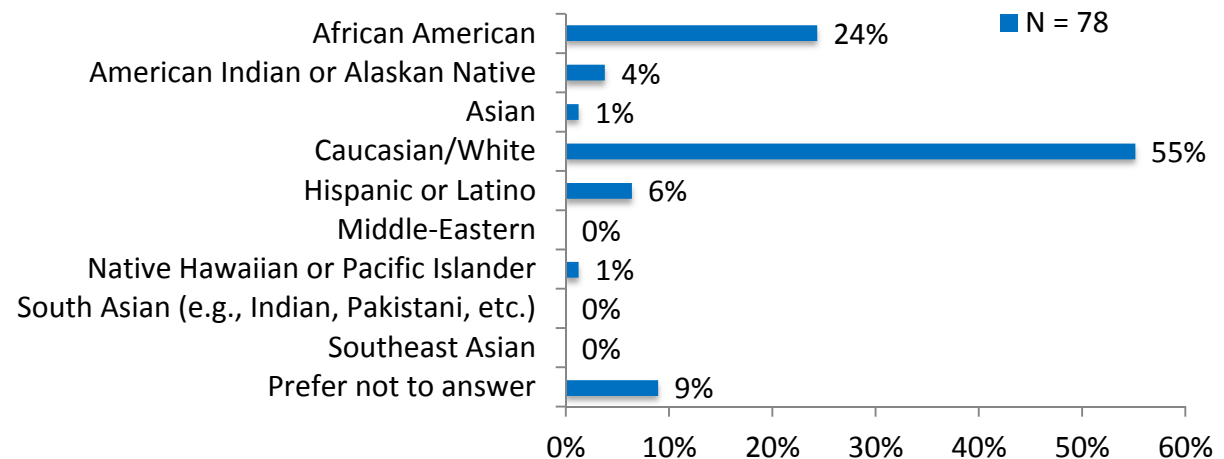
Demographics – Education and Race/Ethnicity

- **42%** of respondents **do not have a 4-year college degree**
- **43%** of respondents have a **4-year college degree**
- **10%** of respondents have a **post-graduate degree**
- **About half** of respondents **identify as Caucasian/White**
- **About a quarter** of respondents **identify as African American**
- **6%** of respondents **identify as Hispanic or Latino**

What is the highest level of education you have completed?



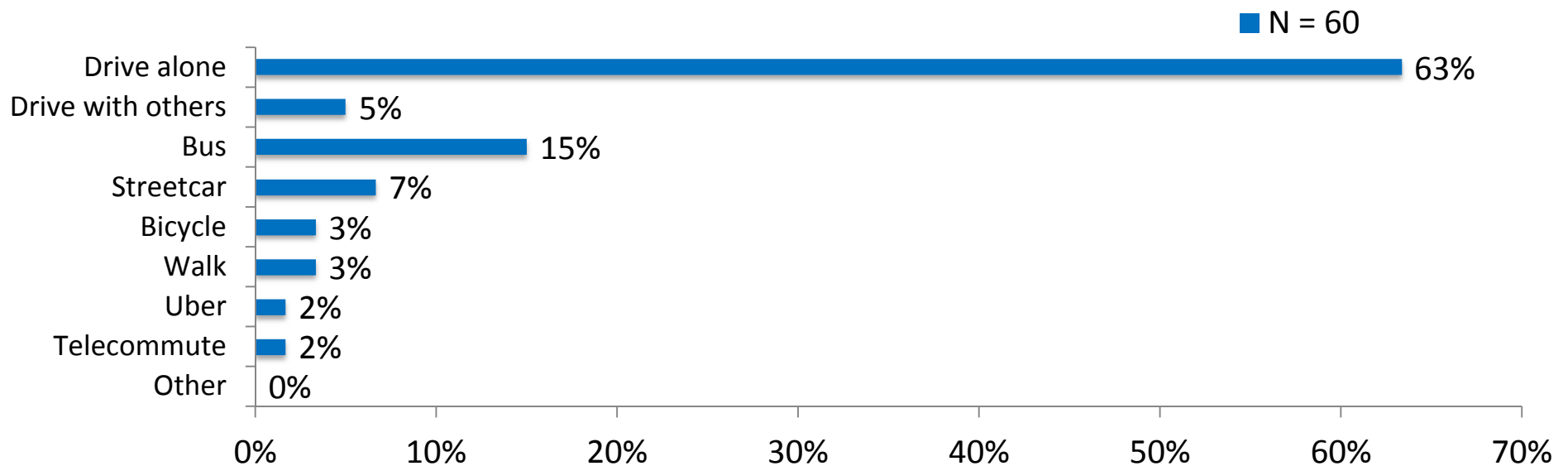
What is your race or ethnicity? (Please check all that apply.)



COMMUNITY SURVEY RESULTS: TRAVEL BEHAVIOR / MODAL SPLIT

How Do Community Respondents Commute?

What is the main mode you typically use to commute?

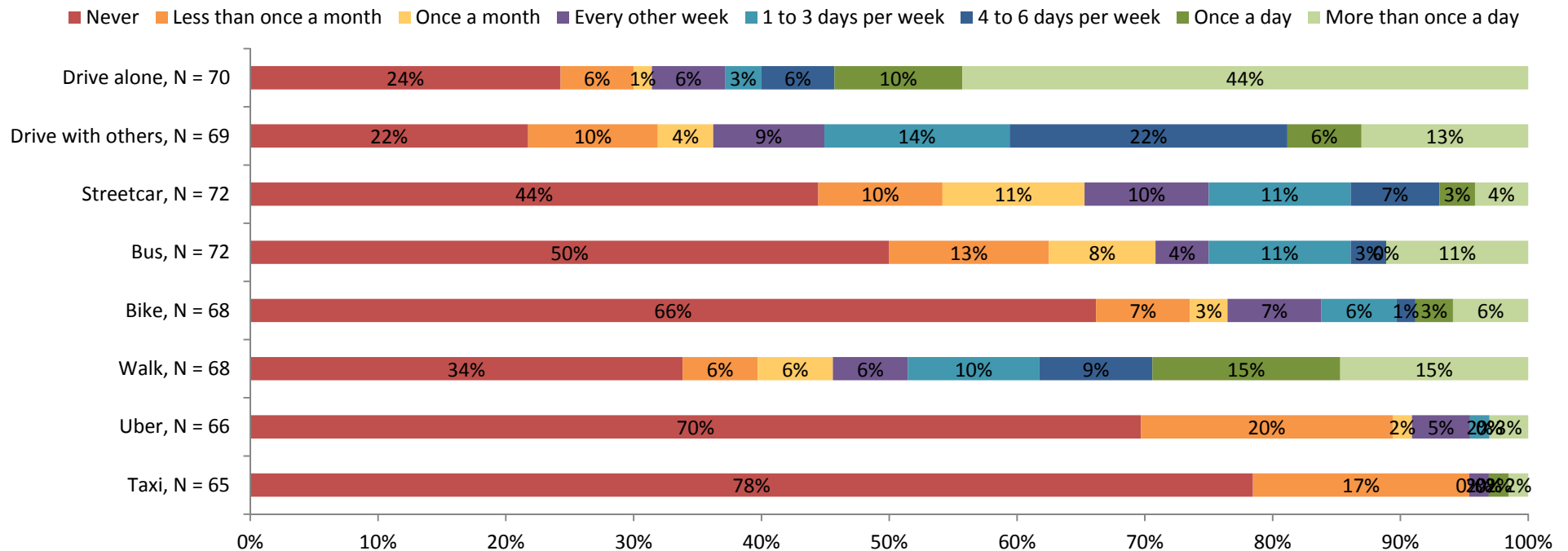


- **63%** of respondents **commute alone in a car**
- **22%** of respondents **use the bus or streetcar to commute**
- **3%** of respondents **walk**, and **3%** of respondents **bike to commute**

How Often Do Community Respondents Use Other Modes?

- **63%** of respondents **drive alone *multiple days a week***; more than half drive alone ***daily***
- **About half** of the respondents **walk *at least once a week***; 30% walk (to a destination) ***daily***
- **About a third** of the respondents **use the bus and/or streetcar *more than once a month***

Please indicate how frequently you **CURRENTLY** use the following modes of transportation:

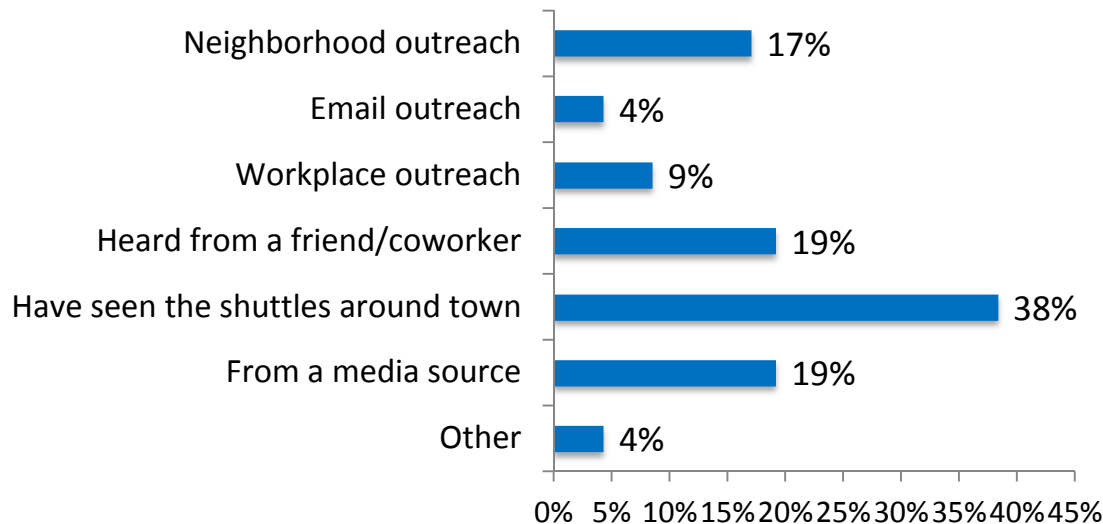


COMMUNITY SURVEY RESULTS: PERCEPTION OF RIDEKC: BRIDJ

Community Perception of RideKC: Bridj – Outreach

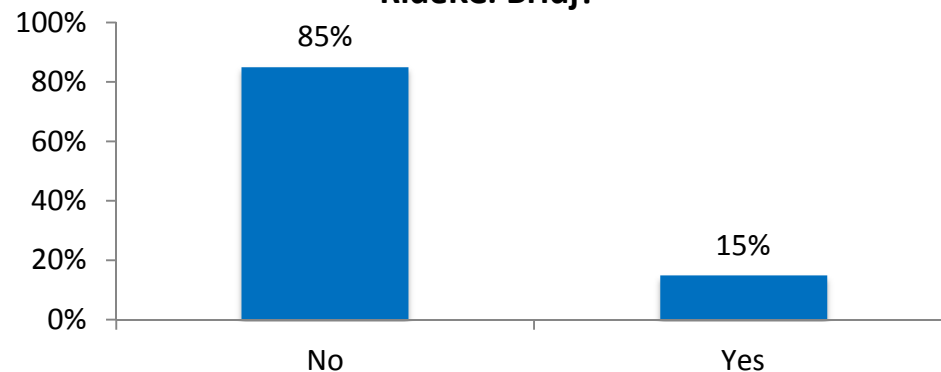
How did you hear about the transportation service RideKC: Bridj?

■ N = 47



Have you ever used the transportation service RideKC: Bridj?

■ N = 47



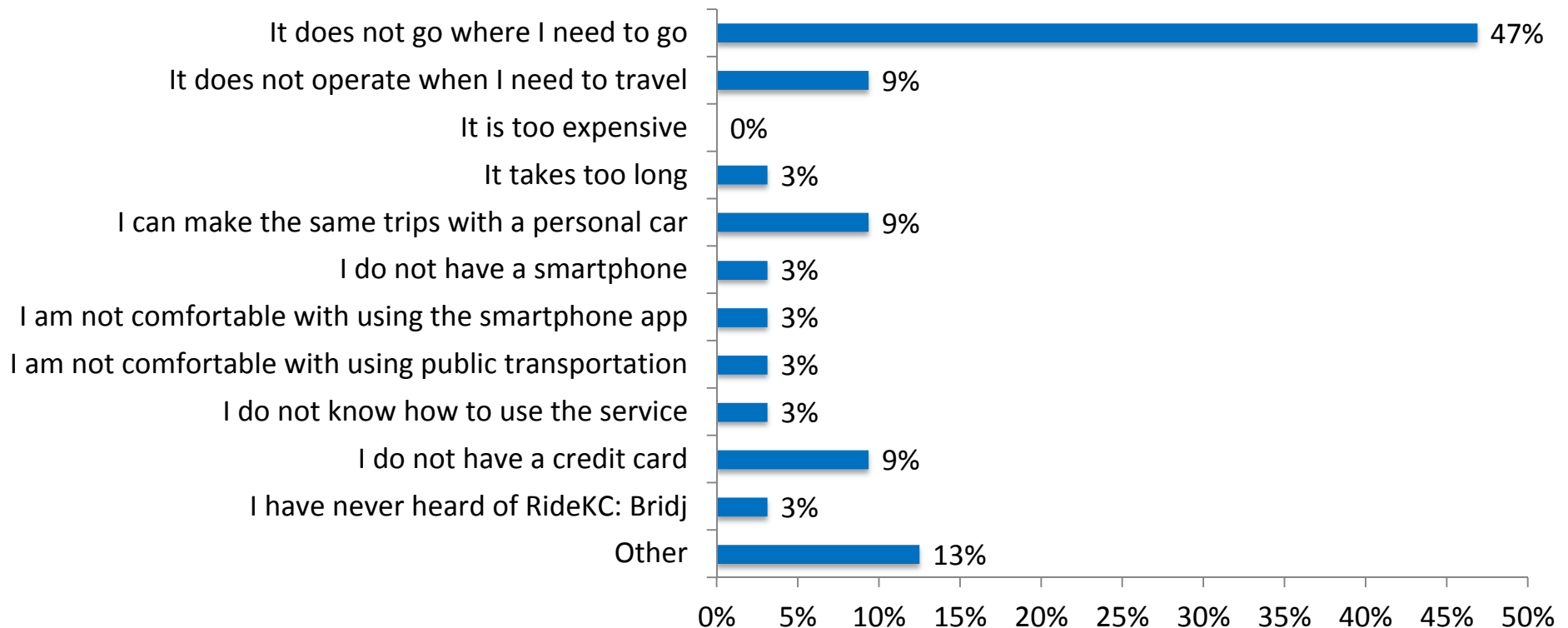
- **41%** of respondents *have not heard of RideKC: Bridj*
- **38%** of respondents **learned about RideKC: Bridj from seeing the shuttles around town**
- **30%** of respondents who have heard of RideKC: Bridj **learned about the service from some form of outreach**
- **85%** of respondents who have heard of RideKC: Bridj **have never used the service**

Perception of RideKC: Bridj – Barriers to Use

- **47%** of respondents do not use RideKC: Bridj because of *geographical coverage limitations*; **9%** do not use the service because of *temporal coverage limitations*
- **9%** of respondents do not use RideKC: Bridj because they *can make the same trips using a personal car*

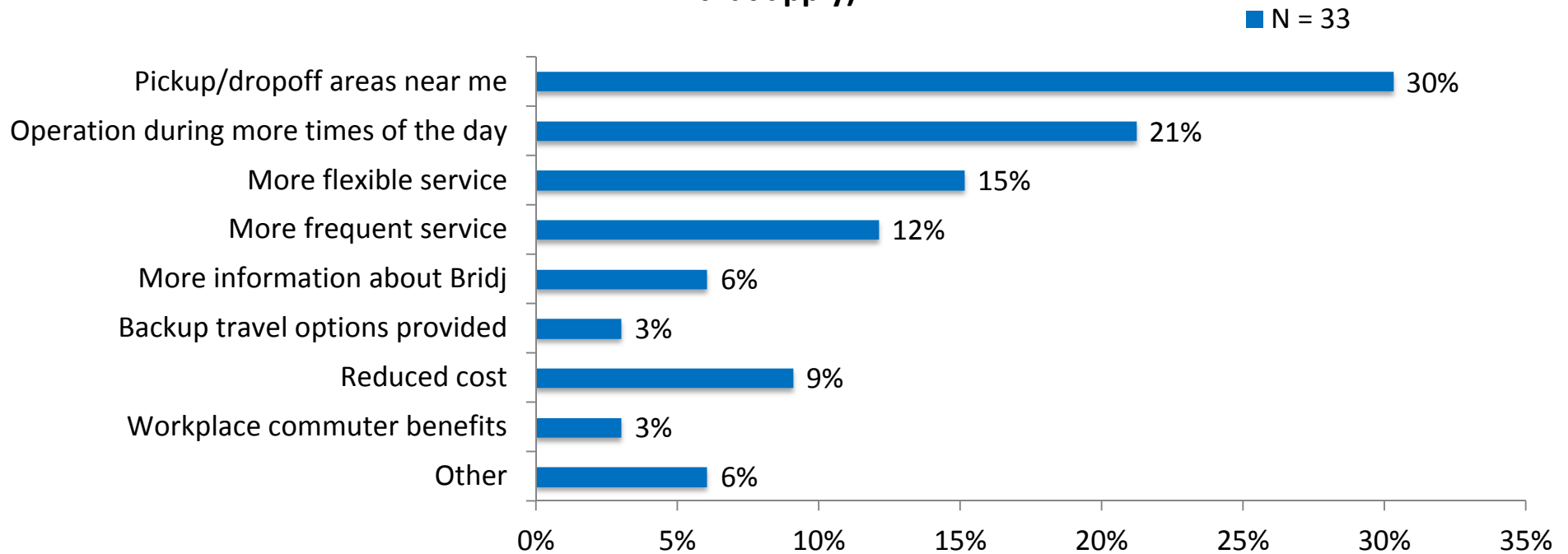
For what reasons have you not used RideKC: Bridj? (choose all that apply)

■ N = 32



Perception of RideKC: Bridj – Desired Changes

What changes to RideKC: Bridj would encourage your use of the service? (choose all that apply)



- **30%** of respondents said they would be encouraged to use RideKC: Bridj, if the ***service area were expanded***; **21%** said they would use it, if the ***service times were expanded***
- **15%** of respondents said they would be encouraged to use RideKC: Bridj, if the service were ***more flexible***; **12%** said they would if the service were ***more frequent***

COMMUNITY SURVEY: KEY TAKEAWAYS

Key Takeaways – Community Survey

- **Only 59%** of community respondents **have heard of RideKC: Bridj**.
- Of the 59% of respondents who have heard of RideKC: Bridj, **85% have never used the service**.
- The **highest proportion** of respondents **heard about Bridj *by seeing the shuttles around town*** (38%).
- **About half** of the community respondents say RideKC: Bridj **does not go where they need to go** (47%).
- **The majority** of respondents (63%) ***drive alone*** as their main commute mode to work. **Twenty-two percent use public transportation** to commute.
- **Fifty-one percent** of respondents are **male**, **55%** identify as **Caucasian/white**, **24%** identify as **Hispanic/ Latino**, and there is a **wide distribution of incomes**, among the community survey respondents.

ACTIVITY DATA ANALYSIS

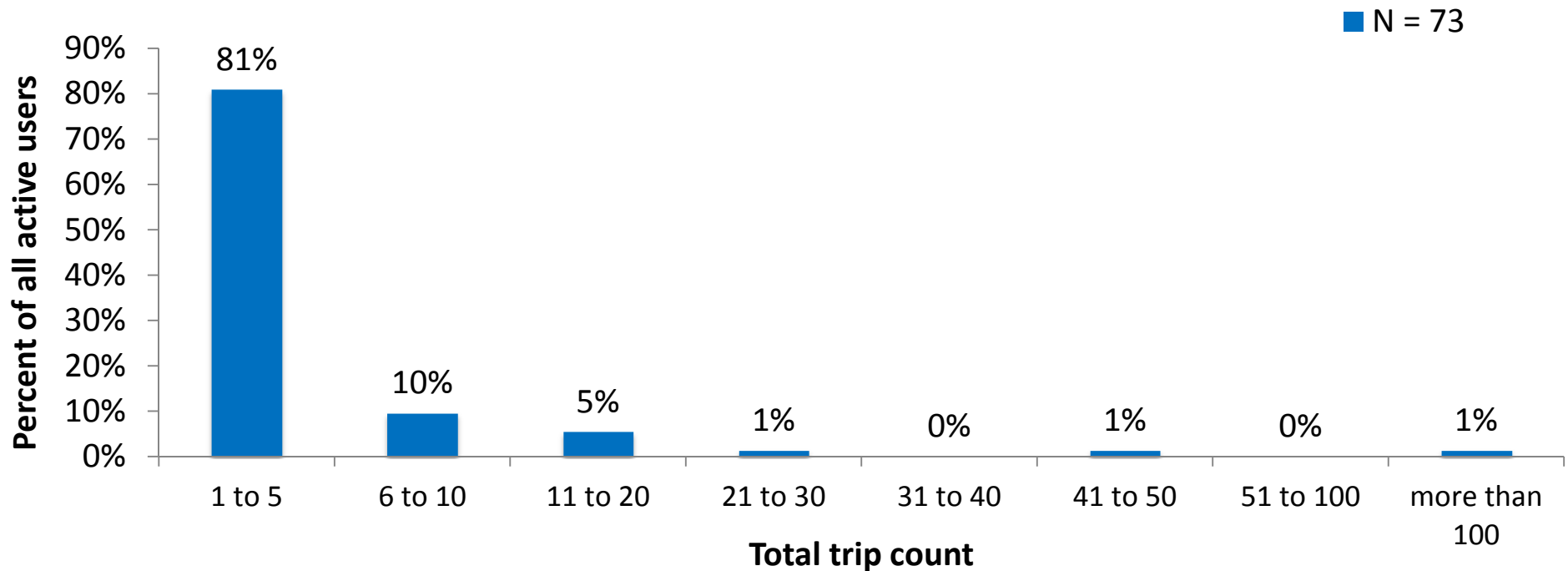
Methodology Overview: Activity Data Analysis

The activity data consist of all user and vehicle activity during the 6 month period from 3/7/16 to 9/6/16. The user-level activity data include a de-identified member ID, travel time, and origin and destination locations for all user trips during the period. The vehicle-level data include stop locations and timestamps for all routes driven by RideKC: Bridj vehicles during the period. Our analysis presents distributions related to components of user trip activity on RideKC: Bridj.

RideKC: Bridj Activity Data Analysis - Trip Frequency

- **47%** of people who tried RideKC:Bridj in the past six months ***took only one trip***
- **9%** of riders **took more than 10 trips** with RideKC: Bridj

RideKC: Bridj Trip Frequency* (3/7/16 to 9/6/16)

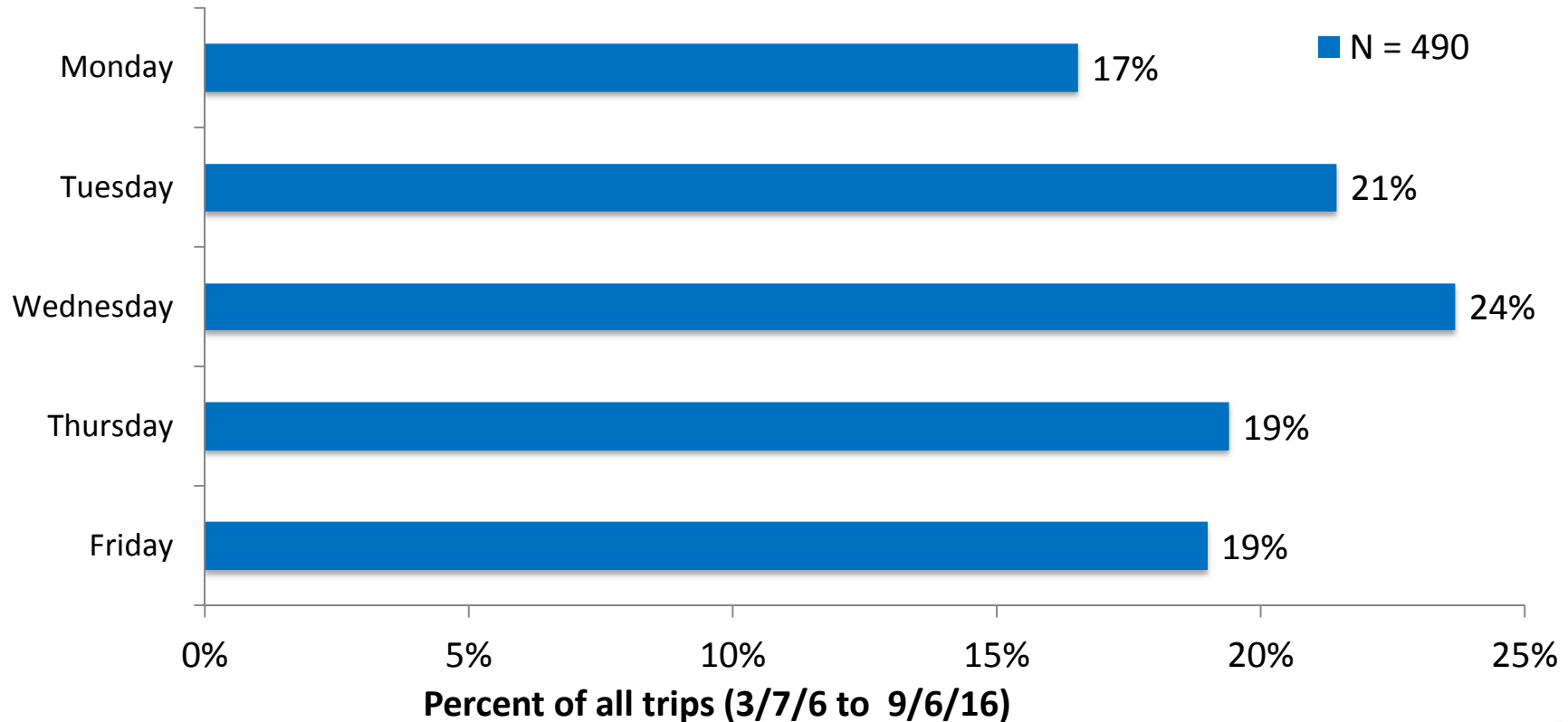


* The trip frequencies displayed above reflect the total trip counts in the actual activity data for *all riders* of the RideKC: Bridj service

RideKC: Bridj Activity Data Analysis – Trip Day of Week Distribution

- Trips are *fairly evenly distributed* throughout the week
- The **most trips** are taken on *Wednesdays* (24%) and *Tuesdays* (21%)

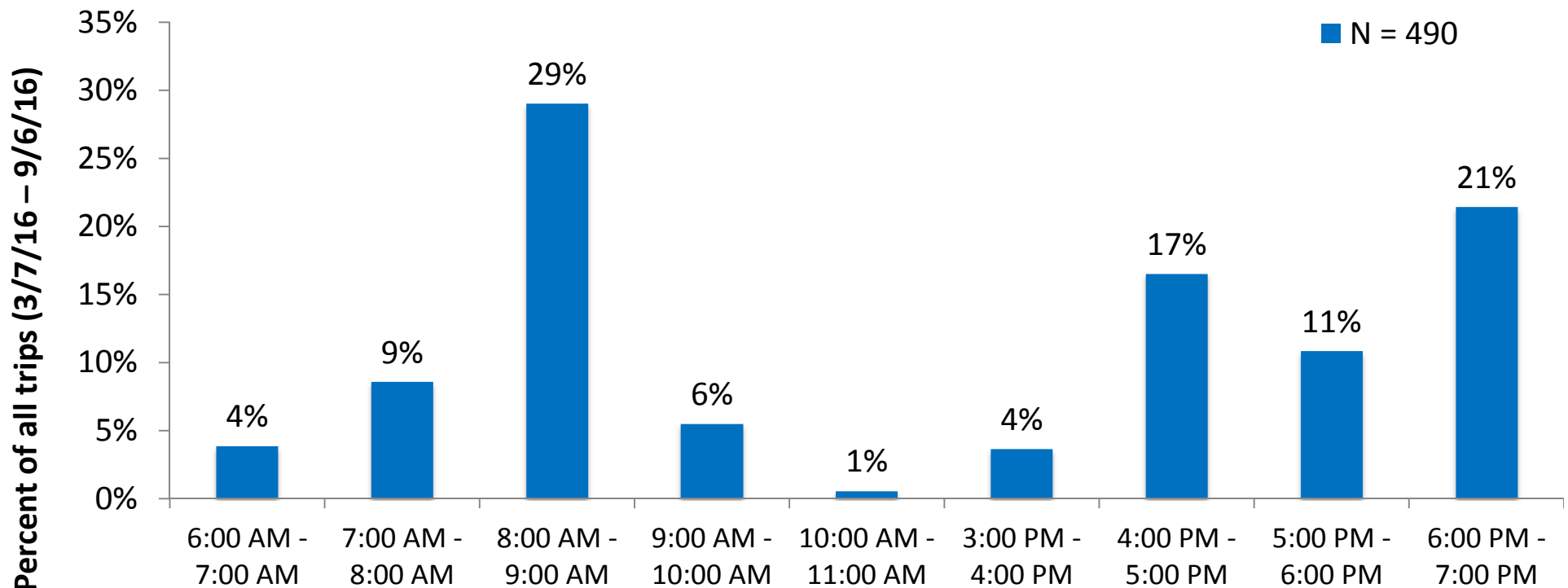
Distribution of Trips by Day of the Week



RideKC: Bridj Activity Data Analysis – Time of Day Distribution

- **48%** of trips are taken *in the morning*, and **52%** are taken *in the evening*
- **61%** of morning trips are taken *between 8:00 and 9:00 AM*; **41%** of evening trips are taken *between 6:00 and 7:00 PM*

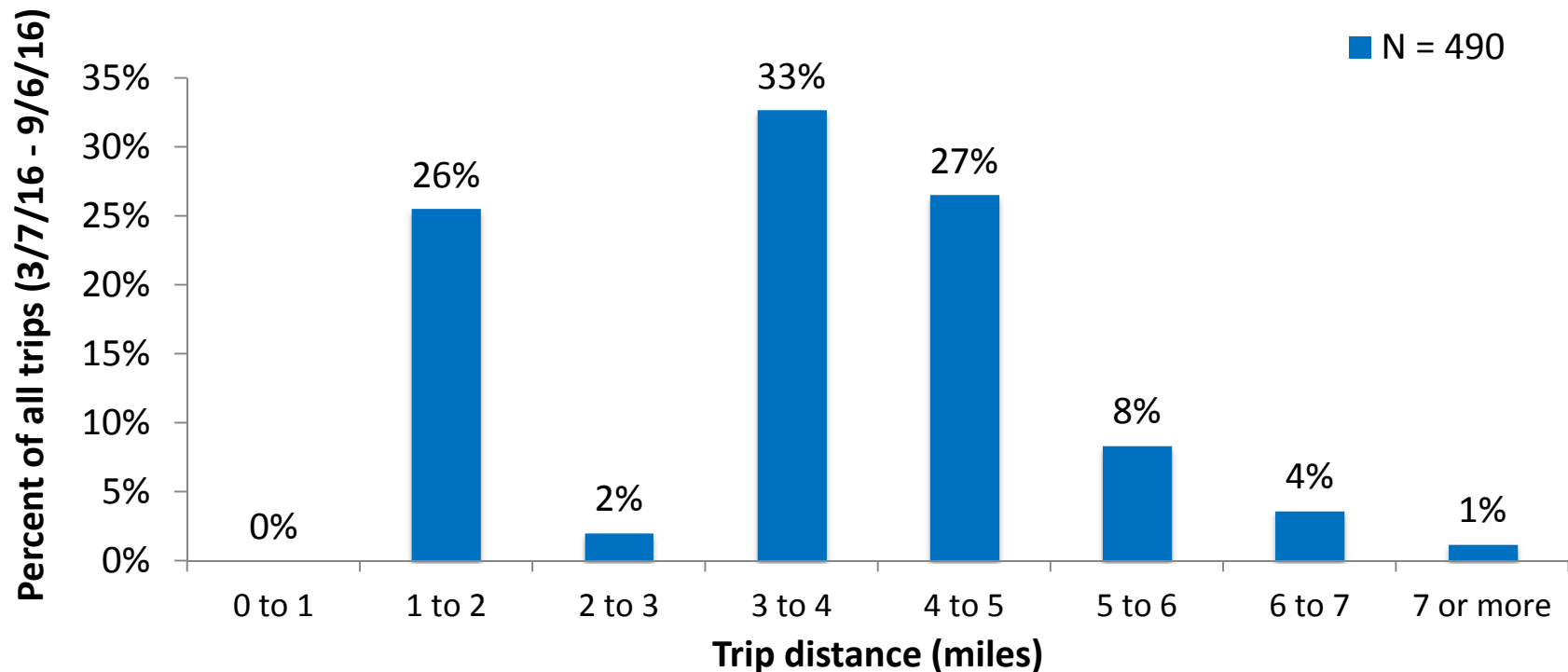
Distribution of Trips by Time of Day



RideKC: Bridj Activity Data Analysis – Trip Distance Distribution

- The average trip distance on RideKC: Bridj vehicles is **3.4 miles**
- **28% of user trips** are *less than 3 miles* in distance
- **13% of user trips** are *more than 5 miles* in distance

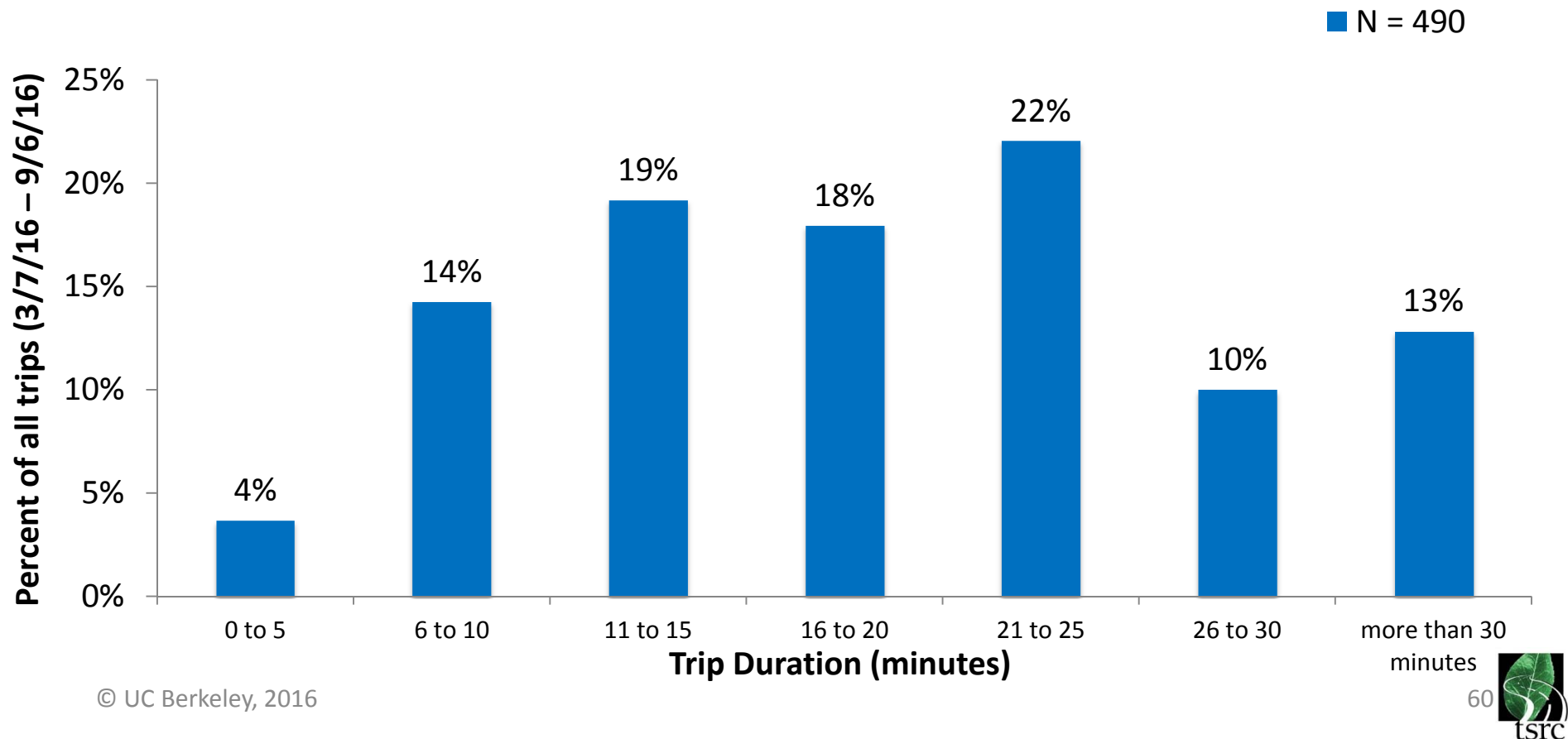
Distribution of Trip Distance



RideKC: Bridj Activity Data Analysis – Trip Duration Distribution

- The **average trip duration** of all rides taken using RideKC: Bridj is **20 minutes**
- **59% of user trips** take between **11 and 25 minutes**

Distribution of Trip Duration



EXPERT INTERVIEWS

Methodology Overview: Interviews

Interviews of experts involved at various levels of pilot project implementation were conducted, and the findings from completed interviews are summarized in this slide deck.

Questions for the public- and private-sector stakeholders and experts were designed to gauge their involvement and experience with the RideKC: Bridj pilot, as well as their opinions about the successes and difficulties related to project implementation and operations. The interviews provide insights into the unique challenges faced by RideKC: Bridj as a public-private partnership. You can find a full description of expert interview findings in the additional appendix document.

EXPERT INTERVIEW FINDINGS

❖ Goals for the RideKC: Bridj pilot project:

- To show that the public and private sector can ***work together collaboratively*** for a common interest of an **efficient** public transit system.
- **Explore the market** for on-demand services in Kansas City.
- ***Cause people to change*** their travel habits by **providing an alternative** to driving, as well as traditional bus service.

❖ Challenges of the RideKC: Bridj pilot project:

- **Marketing** the product efficiently to a wide range of people.
- **Communicating** to residents about **how to use the app** to help **retain engagement**.
- Overcoming **cultural differences** between a startup company and public organization.
- **Establishing a common goal** for both KCATA and Bridj because this is a ‘first of its kind’ collaboration.
- Understanding the **local transportation patterns** and **attracting people** to a public transit service in a city where driving is the dominant mode.
- Implementing **American with Disabilities Act (ADA) compliance** when forming collaborations with a private company.
- **Operational challenges** due to public transit driver unions.
- **Adjusting the ‘time to market,’** which varies for a private company vs. public organization, especially when federal guidelines are involved (6 weeks vs. 8 months timeline difference).
- **Identifying service areas** that will justify the level of service **during certain times of day**.
- Adjusting the Bridj business model to a **less dense city**, unlike Boston (where it operates).

❖ **Benefits from the project:**

- **Setting an example** for other cities in the U.S. and Canada that a **public-private partnership can work smoothly and efficiently.**
- Giving residents of Kansas City the **option of a cheaper alternative to ridesourcing and taxis.**
- Learning about the travel needs of citizens that will **help planners identify user demand.**
- **More efficient transportation** by providing similar coverage for lower operating cost.
- The Federal Transportation Authority (FTA) is looking to change policies to **lower 'time to market,'** which only applies to pilot projects.

❖ **Aspects that need to change, if it continues beyond the pilot:**

- Right now, it is directional and only operates at certain hours of the day. Beyond a pilot, it will **need to operate for longer hours to attract a critical mass.**
- **Coverage needs to be strategically expanded** to encourage people to use RideKC: Bridj for non work-related trips, as well.
- Special attention should be given to the **service hours near the downtown hospital area** because many hospital employees work specific shifts.
- **Better real-time information** should be provided to the drivers of the vehicles about passenger number and routing demands.

❖ **Lessons learned:**

- **Governmental agencies are ready to invest** in innovation, and **federal rules and timelines can be adjusted** according to project needs.
- Operating costs can be reduced dramatically by obtaining a **greater number of users.**

APPENDIX

APPENDIX

Please see the Appendix PDF document titled “RideKCBridj_Appendix_ExpertInterviews.pdf” for a full description of findings from the expert interviews.