INCREASING ACCESS THROUGH RIDESHARING

An Uber Community Impact Initiative Program

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forthmobility.org

FORTH
Empowering Mobility

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Building off of the lessons learned from the Community Electric Vehicle (CEV) and Community Electric Bike (CEB) projects which took place in 2017 in the Cully neighborhood of Portland, Oregon, Forth partnered with Hacienda CDC and Seattle Housing Authority to apply for Uber's Community Impact Initiative (CII). This grant program would provide free ride credits to the residents and clients of these community-based organizations. In the program, Hacienda CDC and Seattle Housing Authority coordinators would order Uber rides for their clients, allowing community members to take advantage of the flexibility that rideshare services offer without the cost burden. Forth hoped this mobility option would eliminate some of the barriers associated with more traditional modes of transportation such as possession of a driver's license, digital payment methods, and access to fast, reliable public transportation. Riders only needed to tell the coordinator where they wished to be picked up and dropped off. This allowed community members to easily access doctor's appointments, grocery stores, and professional development opportunities.

The project officially launched in February 2018 and wrapped up in December 2018. A total of 1,111 rides were provided to over 20 community members in Portland and Seattle throughout this project. While we did experience barriers related to language, technology, staff capacity and lack of training, we expected a fair amount of challenges to occur since this was a pilot of an unfamiliar mobility option. We want to bring light to the lessons we learned but also to the successes we experienced. This project presented community members with a mode of transportation which was easily accessible, efficient and in this case, free. Forth is also excited to report that the second iteration of this project is currently underway at both Hacienda CDC and Seattle Housing Authority and running smoothly without any support from us.

Forth hopes the lessons that follow will provide insight for organizations interested in testing ridesharing and other emerging technologies in traditionally underserved communities.

INTRODUCTION

The ridesharing economy is thriving in urban areas and expanding transportation options for residents with new and innovative services for riders. While the increase of shared mobility options is essential to advancing a cleaner and more efficient transportation industry, we must also consider low-income communities and communities of color who often have the least access to these new mobility options. When we increase access to mobility we simultaneously increase access to opportunity.

Disadvantaged groups often rely heavily on a combination of mobility options to meet their daily transportation needs. When designed with equity in mind, rideshare programs present a major opportunity to address barriers to mobility, especially with the added convenience of door-to-door drop-off. Uber's Community Impact Initiative (CII) is an example of a program created to leverage smart mobility technologies to address some of the challenges present in the Northwest region. Uber's CII program periodically invites nonprofits in the Pacific Northwest to submit ideas for shared value programs which utilize donated Uber ride credits to ensure everyone has equal access to pursue opportunity.[i]

Traditionally, Forth has worked to expand electric vehicle adoption, but with the conclusion of Forth's Community Electric Vehicle (CEV) and Community Electric Bike (CEB) pilots, Uber's CII program was a logical next step for Forth to continue to implement new transportation solutions for low-income communities and communities of color.

PROJECT OVERVIEW

PURPOSE

This project was born out of the need to improve transportation options for the Hacienda and Living Cully Communities in Portland, Oregon. The Cully community is located on the outskirts of Portland where community members often face longer transportation times and higher transportation costs due to limited public transit and transportation options. Forth pursued funding to deepen its understanding of existing barriers to transportation in the community and explore additional ways to alleviate those obstacles. Prior to this project, Forth and Hacienda had partnered on two projects aimed at improving mobility options in this community, the Community Electric Vehicle (CEV) and Community Electric Bike (CEB) projects.

While this project began as a continuation of Forth's partnership with Hacienda CDC in Portland, Forth knew that better transportation options at affordable housing sites existed in other places as well. We spoke to a few affordable housing sites in Seattle, Washington that we had developed relationships with and determined that Seattle Housing Authority (SHA) would be a good candidate for the pilot. For Hacienda CDC and Seattle Housing Authority, Forth sought to

determine how rideshare services could address existing barriers to transportation. These communities are underserved by public transportation options and many residents face barriers to utilizing other transportation options. Previous projects have illuminated a range of challenges community members face: cost of vehicle ownership, possession of driver's licenses, concerns over financial and personal privacy, familiarity with web-based application software, and language barriers with existing application software. An additional goal of this project was to reduce transportation and mileage reimbursement costs for Hacienda CDC and Seattle Housing Authority, allowing for money savings that might be used to support existing/future programs or for the purchase of a fleet vehicle.

Furthermore, Forth believes that all communities should have access to emerging mobility options, including rideshare services such as Uber and Lyft.

Project goals included:
- Improve transportation options for underserved communities
- Eliminate some of the barriers to transportation including: possessing a driver's license, willingness to share credit card information, and familiarity with web-based application software
- Provide access to an alternative form of transportation for employees

Building off of the lessons learned from the Community Electric Vehicle and Community Electric Bike projects, we believed this project would allow for an even greater diversity of participants. For example, this project did not require participants to have a driver's license, a credit card, or access to a smart phone. Additionally, this project still provided participants access to a passenger vehicle, allowing for travel with children, family members, luggage, groceries, and across longer distances.

STRATEGY

Forth applied for Uber's Community Impact Initiative (CII) in September 2017 for a project which would utilize the Uber for Business platform to provide subsidized ride credits to community members at Hacienda CDC in Portland, OR and Seattle Housing Authority in Seattle, WA. The proposed project duration was from January 2018 to June 2018 and project design was similar for projects in both Portland and Seattle. The original project design consisted of three (3) cohorts of 10 - 30 people that currently live at one of the affordable housing properties managed by the partner organizations. As mentioned later in the project outcomes section, the project duration was eventually extended to December 2018 and the cohort size was modified to reflect the needs of each project partner.

Forth was 1 of over 25 nonprofits to receive project approval in late 2017. Shortly after confirming Forth's participation in the CII, project initiation began. Forth had already identified a project design when submitting the proposal to Uber, so much of the initiation phase revolved around becoming familiar with the Uber for Business platform and recruiting the project cohorts. Forth worked closely with a contact at each partner organization who had already developed

relationships with the residents and would act as the project coordinator. The coordinators were responsible for recruiting cohorts of residents who had a need for increased transportation options. Cohort members could use the Uber rides for activities such as school events, job training, medical appointments, and other vital errands where a lack of transportation acted as a barrier. Prior to beginning participation in the program, cohort members were asked to complete a pre-survey which asked questions about their current transportation situation and experience with ridesharing. Additionally, after completing the program each participant was asked to complete a post-survey outlining their experience with the program. A copy of the pre and post surveys are included in Appendix A and B.

Uber provided a designated contact who was available throughout the project for support. This contact provided direction prior to kick off and was available to answer questions and troubleshoot when necessary. Forth's primary role throughout the project was implementation and management. We acted as a liaison between the community partners and Uber and provided training resources and strategic advice to support the project's success. Hacienda CDC and SHA's roles revolved around the day to day project operations such as participant communication and securing Uber rides. The cohort members would contact the coordinator at Hacienda CDC or SHA when they knew they would need an Uber arranged and would provide their name, phone number and pickup/dropoff location. Cohort members were not required to have an Uber account, credit/debit card or smartphone to participate in the program.

The three ways to order rides are outlined below:

1. On Demand: This option was utilized if the rider was ready to be picked up now. Cohort members would call the designated Hacienda or SHA coordinator and they would request an Uber driver immediately. The rider would receive an SMS text with a link to the driver details including name, car type, and license plate number. Alternatively, if the rider did not have a mobile phone, they would receive an automated call to their landline with the driver's details.
2. Flexible Pick-Up: If the rider's departure time was unpredictable, the cohort member could call a coordinator and request an SMS text with a ready-to-ride link. The rider clicked the link as soon as they wanted to request a ride. Links expired within 12 hours.
3. Scheduled Rides: This option was available to coordinate rides up 90 days in advance. The rider would receive an SMS text with a request ride link on the scheduled ride date. Similar to flexible pick-up, the driver would be called when the link was clicked.

FUNDING

Forth, Hacienda CDC, and SHA were each awarded a $10,000 grant to cover administrative costs in addition to any marketing and overhead expenses incurred. As for the Uber ride credits, $12,000 in credits were distributed to both Hacienda CDC and SHA's Uber for Business accounts. One Uber ride credit was equal to $1, so an Uber ride costing $20 would cost 20 credits. The credit balance was maintained in the online Uber for Business Portal as a remaining dollar amount.

PROJECT IMPLEMENTATION

PORTLAND

This project was designed to feature three separate cohorts of participants, each eight weeks long, the first to begin in January 2018. Unfortunately, due to delays in Uber's finalizing contract agreements, Hacienda CDC did not receive access to the Uber credits until mid-January and the proposed schedule was thrown off. The first ride occurred the first week of February and at the end of February, only a few participants had accessed the program. Forth and Hacienda CDC decided to lengthen the cohorts to nine weeks and allow for expanded participation.

There were several reasons for changing the approach. When Forth designed the project, there was hope that the Uber for Business platform nature of the technology would allow for minimal time spent by staff to facilitate rides. Unfortunately, it required a great deal more time than anticipated and the Resident Services Coordinator, given other work-related responsibilities, did not have the capacity to promote the program, train participants and facilitate ride requests. Another consequence of this was that the pre-study surveys we designed were not administered. Forth had hoped to gain insight into the transportation behaviors and challenges of the participants before the program and then see if they felt their participation in the program was beneficial or not through a post-survey. Forth was unable to collect the pre-study surveys, but was able to gather responses from some participants through a post-study survey. Additionally, language and technological barriers meant that Hacienda staff were needed to schedule and assist with every ride reservation. The participants, many of whom only used their cell phones to make phone calls, did not understand how to order their rides and needed a great deal of assistance navigating the process. Finally, the lack of multiple languages being available on the Uber platform made it difficult for non-English speakers to participate without assistance.

In the midst of working out some of the unexpected kinks of the program, the Resident Services Coordinator left Hacienda CDC in April 2018. At this point, administration of the program fell to the Director of Youth and Family Services, who experienced many of the same issues that the Resident Services Coordinator, namely the time demanded of her to assist in ordering rides for residents, and the language and technological barriers that persisted. It was not uncommon for one ride to take up to 30 minutes to manage. Forth and Hacienda CDC sought solutions to many of these issues.

First, the idea of a second cohort was no longer reasonable and was dropped. One suggestion we had was to have one of Forth's Spanish-speaking staff present at the time of ordering the rides to assist residents that were continually struggling to navigate the process. Another attempt was also made to provide trainings about the program to staff in Spanish to allow more Hacienda staff to assist in facilitating ride requests. With the hiring of a new Resident Services Coordinator and enabling staff in other departments to order rides, the program began running more smoothly for residents and staff. Given this momentum, we decided to expand the project

to include a greater number of participants in one long cohort. Some residents from the initial cohort had begun to access the rides regularly, and Forth did not want to take that away. Also, at the time, overall participation was low and, given our contract deadline was approaching, Forth and Hacienda CDC felt it would be best to leave the program open to anyone to ensure more of the credits were utilized.

By May, only $912.08 worth of ride credits had been spent by Hacienda CDC and it did not seem likely that Hacienda would be able to utilize all of the credits in their Uber account. Forth and Hacienda worked with Uber to facilitate an extension of the contract, allowing them to continue to spend the credits through the end of 2018. This update provided an opportunity for Hacienda to be more creative in finding ways to spend the credits which led to an idea: Hacienda could use the credits to provide transportation for after-school and summer youth programs and field trips. By utilizing Uber XL, a single ride could accommodate a large number of students. This allowed Hacienda to save money that would have otherwise been required to provide transportation for the students.

By July, the program was running smoothly. More staff members were able to use the reservation program and a diversity of programs at Hacienda were being served by the ride credits: youth and family services, professional development, personal trips, and on-site events.

Over the course of this program, there were a total of 624 rides given. We were unable to capture how many individuals were served as there were many participants who participated on multiple occasions and others that participated only once. Additionally, some rides were taken alone and others in large groups. Another piece of data we were interested in was the number of canceled rides. Rides may have been canceled for a number of reasons, either on the part of the site host ordering the rides or the driver. In Portland there were a total of 83 canceled rides, which totaled $478.00 in cancellation fees and therefore subsidized ride credits. The average trip length was 6.31 miles., which is roughly the distance between the Cully Neighborhood and Portland City Center. While we cannot confirm that this is where participants travelled to and from, the average distance travelled is not within reasonable walking or biking distance. At Hacienda CDC, at least 90% of the rides were accessed by residents and members of the community, with a small percentage being used by employees. A few rides were used by clients coming to the economic development office, but 98% were taken by Hacienda residents.

One of the most frequent users of the program utilized it to access mental health programs and, due to a recent surgery, would have been uncomfortable taking the bus to her appointments. Another client accessed the program to go to prenatal check-ups and even to travel to the hospital for the scheduled delivery of her child. Forth views this as a phenomenal success.

SEATTLE

The original partner listed on the proposal for this project was Capitol Hill Housing, however the project timeline was not ideal for their participation so Forth reached out to another trusted

affordable housing provider in Seattle, the Seattle Housing Authority (SHA). Their excitement for sustainable transportation solutions and capacity to successfully carry out project operations made them an ideal partner. Prior to kicking off recruitment, Forth and SHA decided that ride credits would be solely utilized by community members and not staff as originally proposed. Uber approved 10% of credits being utilized by staff but Forth and SHA felt that community members had a greater need for transportation options and so our focus for the cohorts would be on the community. The contracting process between Forth, SHA, and Uber took longer than anticipated so Uber did not deposit the ride credits until late February when project agreements were finalized. This led to a modification of our original timeline, specifically, recruitment of the first cohort was amended to begin in March.

SHA's recruitment began with talking to participants from their JobLink program. This program aimed to help tenants find a job, enroll in training and education, or start a small business. The goal was for participants of the JobLink program to utilize the ride credits to attend job interviews and other related errands. SHA was able to recruit four participants from the JobLink program to utilize the ride credits, however, there was still a desire to increase the cohort size for maximum utilization. SHA reached out to one of their community's social workers to identify residents that had a greater need for transportation and eight additional participants were added to the first cohort. The cohort completed training in late March, began utilizing rides in early April and concluded in late May. There were a few challenges in the beginning as both Forth and SHA were unfamiliar with the Uber for Business platform and did not anticipate the amount of staff time it would require to order rides for participants. This led to low utilization at the beginning of the program due to SHA staff not always being available to order an Uber ride when a resident reached out to make the request. Additionally, many of the residents participating in the program did not frequently use a mobile phone and when an Uber ride was ordered, a text and link was sent to residents with their ride details which seemed unfamiliar and difficult to interpret. It was not immediately obvious if residents needed to click somewhere or what steps to follow after receiving the text. Uber did not provide an example of the text participants received so Forth and SHA did not have the resources to prepare residents for this step. The barriers incurred throughout the first cohort caused Forth concern around SHA residents being able to utilize all the Uber credits by the project end date in June. This along with the language barriers experienced in Portland was explained to Uber and an extension was granted to complete the projects by December 2018.

After the first cohort wrapped up in June, Forth and SHA discussed ways in which the Uber credits could be utilized more frequently. Forth decided that the second cohort would focus on the youth programs that would be occurring throughout the summer as part of SHA's Youth Opportunities group. This group facilitated events and opportunities for youth and families living on SHA's properties. The cohort was comprised of program coordinators (SHA staff), youth (most under 18, some over 18) and parents. Youth under 18 would always ride with an adult per Uber's requirements. The utilization of Uber XL to provide transportation to the Youth Opportunities team meant that the cost per trip was higher and thus utilization of credits was increased. The second cohort completed training in early July and utilized the credits beginning in late July and throughout the remainder of the program. Additionally, one of the JobLink participants from the

first cohort expressed interest in continuing to participate in the program through December and Forth happily obliged. By August, concerns about credit utilization had disappeared as the program was running smoothly and feedback continued to be positive.

This program provided 487 rides to over 20 residents at SHA properties and individual usage ranged from 1 to 40 trips. The SHA residents that participated only provided positive commentary about the program, despite early program challenges. The JobLink participant who used credits throughout the whole program spoke candidly about how the Uber credits allowed her to start a new job without having to worry about a long commute on public transit. The lead from SHA who coordinated rides for the Youth Opportunities cohort was so impressed with the program that they reapplied again in 2019 and were successfully awarded credits. Forth and SHA learned a number of lessons throughout the course of the project and those lessons have shaped the Youth Opportunities cohort now underway at SHA for a 2nd year.

NOTABLE LESSONS

Forth, Hacienda CDC, and SHA experienced a number of unforeseen barriers throughout this program but despite these barriers, we still believe this project positively impacted the lives of those who participated and allowed them to experience a mode of transportation which is often inaccessible to low-income communities. Our hope is that the lessons that follow will encourage Uber to explore solutions to barriers that incurred within their program while also providing insight to anyone considering launching a ride-share program similar to the Uber CII.

LANGUAGE BARRIERS

In both Portland and Seattle, we were working with community members whose primary or preferred language was often something other than English. Given that the Uber platform and most Uber drivers operate in English, this created several challenges for participants.

The first challenge occurred when participants wished to request a ride. They would first need to contact one of the program administrators at either Hacienda CDC or Seattle Housing Authority and provide the time they need to be picked up and the addresses of their pick-up and drop-off locations. Once the ride was ordered, the participant would receive a text message on their phone with a message that would either a) indicate that the driver would be arriving soon with details about the car OR b) include a link to click when the participant was ready to go. In both cases, an English speaker should be able to navigate the scenario with little trouble. For a non-English speaker, however, this process would be challenging and frustrating.

The next step in successfully obtaining a ride involved identifying and signaling the driver picking up the participant. If there was any confusion on the part of the driver or the rider as to where exactly the pick-up location was, a non-English speaker may have difficulty navigating the situation, especially if they did not fully understand the messaging included in the text message from the prior step. For an Uber driver, this is normally resolved by calling the rider and verbally

clarifying the pick-up location. Most Uber drivers are only fluent in English, so for non-English-speaking participants, communication between the driver and rider would be a challenge. Throughout the course of this project, participants were left behind on occasion because the driver was simply unable to find the rider and cancelled the pick-up.

The communication barrier between rider and driver also played out once the rider was picked-up. If the rider needed to communicate specific drop-off directions or if the address had been miscommunicated in some way, the participant and the driver would have to work this out verbally. In the case of two people who were unable to understand one another due to a language barrier, this again became a frustrating experience. In this situation, the participant might be able to resolve the issue by calling their program administrator back at Hacienda CDC or SHA, but this would add a time burden to that staff member, and would only work if the staff member was available to assist at that time.

While this was certainly a barrier that proved frustrating at times for the participants, many Uber drivers were happy to help those experiencing a language barrier. One of the most widely shared opinions coming out of this program was the desire to be able to request a Spanish-speaking Uber driver.

RECOMMENDATION: Once the community demographics have been identified, the project partner should seek out platforms and tools which will be most accessible to the community. In the case of ridesharing, Uber should ensure their platform is in multiple languages and that community members have access to a driver which speaks their language. Project partners should not be solely responsible for translating training materials, our recommendation is that Uber provide materials translated already. The platforms should work as seamlessly for non-English speakers as they do for English speakers.

LACK OF TRAINING

At the beginning of the project, Forth and its partners Hacienda CDC and Seattle Housing Authority, worked together to create training materials and procedures for participants. These materials were created in multiple languages to accommodate the diversity in the communities that would be served by the program. An example of the bilingual materials created at Hacienda CDC are included in the Appendixes C and D. As trusted assets within their communities, coordinators at each site would facilitate trainings for staff and participants, to simplify scheduling challenges and these leaders were trusted assets within their communities. Given the number of language and technological barriers that arose throughout the project, Forth and its partners believe it would have been beneficial to host several trainings, gathering community members and staff in one room to lead tutorials. Instead, staff were left to give trainings on an individual basis, and many times this had to occur repeatedly with the same participants. We realized later on that these trainings would have benefited from having an Uber employee to meet the community members and be available to present and answer questions about the technology.

In addition to providing more meaningful trainings to the community, additional trainings for staff may have created a more successful program. Several staff were trained toward the end of the project when youth were utilizing the service for summer and after-school trips. A few additional staff were trained to use the program to order rides for clients visiting the site. These staff also were not trained until several months of administering the program had passed. Perhaps if all staff were made aware of the program and trained on how to use it, several of the barriers involving language and technology could have been reduced. As new staff were brought in to participate and facilitate ride ordering, a flyer or informational packet may have helped to inform staff of the basics and provide contacts within Forth and Uber to reach out to with questions. Finally, there were aspects of the Uber platform that staff were not able to fully take advantage of given their lack of training. For example, it is possible to request an Uber vehicle that comes with a car seat. This was a desirable feature but staff did not learn about the feature to request rides until later in the project. After the conclusion of the program when speaking with partner organizations, there was a general desire to have capitalized on training support offered by Forth.

Technical support seemed to diminish toward the end of the project for both locations. At Hacienda CDC for example, a new staff member, Jose, was hired to replace the previous resident services coordinator. When he attempted to register on Uber for Business, he was unable to create a unique account using his work phone number because it had already been registered under his predecessor. Instead, he had to use his personal phone to access the application. Additionally, the phone-based application stopped working for Hacienda CDC staff a few months prior to the completion of the project, but they received little assistance in resolving this. Instead, they were only able to use computers to order rides for their clients, which put a further burden on staff to administer this program.

RECOMMENDATION: We'd like to see Uber play a more active role in preparing project partners for administering the program. They could designate a representative to attend a kick-off training and schedule regular check-ins to troubleshoot and follow-up training if needed.

TECHNOLOGICAL BARRIERS

One of the first challenges incurred during the project was unfamiliarity with the Uber for Business and Uber Central platforms. Forth, Hacienda, and SHA didn't have access to the platforms until the credits were deposited and at that point we couldn't test its functions until we were ready to order a first ride. Uber provided onboarding guides to assist with getting started but without having access to the platform, it was difficult to know what to expect once the program was live. Forth developed additional onboarding materials for Hacienda and SHA to use as a reference when training cohort members based on the onboarding guide provided by Uber. The cohort onboarding might have been better prepared for the user experience if Forth, Hacienda and SHA had access to the platforms in advance. It became clear that this platform was designed with businesses in mind and was not modified to accommodate the needs of community-based organizations.

The primary challenge was understanding the three ways to order rides through Uber Central. Both Hacienda and SHA chose not to utilize the "Scheduled Rides" option due to the short-term nature of the program. Once the program was launched, we realized the two methods being used to ordering rides presented additional barriers within the texts that riders were receiving. The flexible pick-up option required two links to be sent to riders, one for the ride to their destination and one for the ride back. There was confusion amongst riders at both Hacienda and SHA around which link to utilize and how to use the link. A few weeks into the program both organizations reverted to only offering the "On Demand" option.

With this option, Hacienda CDC and SHA ordered the rides for participants and they would then receive a text message with an SMS link or a phone call with driver details. Hacienda and SHA were not originally aware how the text looked or if participants needed to click the embedded link, which redirected to a map showing driver location, so there was a lack of direction for participants. Many of the residents in SHA's first cohort did not use their mobile phone often and one person mentioned they only turned their phone on to make a call and turned it right back off. Riders from both Hacienda and SHA found the embedded links confusing. This presented a barrier to participant access and led to a few cancelled rides.

RECOMMENDATION: Project partners should have access to the U4B platform prior to the credits being deposited. Additionally, a demo which outlines both the experience of the project administrator and user would be helpful so partners can adequately prepare staff and community members once the program launches. Based on our experience, project partners might also want to explore the three options to order a ride and identify the one which best suits the community.

STAFF CAPACITY

When Forth applied for Uber's CII program, we understood that a coordinator from Hacienda and SHA would need to order rides for participants but we did not know how it would be executed through the Uber for Business and/or Uber Central platforms.

The two methods of ordering rides that the cohort utilized required the coordinator to be available with access to a computer when the resident called. There was an increased sense of urgency for the coordinator to be available when the organizations decided to only utilize the "On Demand" option because residents expected to be picked up immediately. Both organizations only allowed rides to be ordered during business hours but a coordinator could not always have access to their phone to receive calls from residents or a computer to order rides. This created an unforeseen burden on both organization's staff at the beginning of the program as they figured out the most effective way to execute ordering rides. Eventually, SHA was able to build capacity through training an intern to order rides and Hacienda trained additional staff members. Even with these solutions, the process of ordering rides could sometimes take up to thirty minutes and remained a burden on staff capacity.

In an effort to search for alternatives to staff ordering rides, SHA presented the option for residents who had an Uber account to order their own rides. This option was not available to those who did not have an Uber account and many residents did not feel comfortable creating an Uber account because it required a debit/credit card and would impact their data usage. Thus, many residents opted to order rides through the coordinator.

RECOMMENDATION: There should be an intentional and transparent conversation with the project partners around how much time project administration would take. Project partners might need to coordinate additional hiring or carve out more time in current positions for administration of the project. Although our intentions are to minimize the burden on the project partner, you should plan for administration to take more time than originally forecasted and ensure the project partner is aware and can be flexible to that.

SUCCESSES

This project did come with several unintended barriers, however, it was successful in providing a transportation option for the sites and community members that might not have been accessible otherwise, especially because ridesharing often comes with a higher cost. We don't see ridesharing as a replacement to public transportation but rather an appropriate alternative for those who don't have access to a personal vehicle or are unable to drive and are looking for a faster option with more storage space. This project created an alternative transportation option which not only shortened commutes and costs but also alleviated the stress of getting around during major life events. Participants traveled to medical appointments comfortably after surgery, the first few months of a new job, and even the scheduled delivery of their child.

After the conclusion of the project, participants were asked to complete a post-study survey so we could learn more about how they accessed the program and collect their feedback. We learned most people used the ride credits for necessary errands like doctor's appointments and the grocery store. A number of participants also used the program to access youth programs and field trips. All survey respondents found the program to be quite helpful in meeting their transportation needs and a majority said they would be very likely to use a rideshare service in the future. Additionally, Forth completed interviews with two of the community members who participated in the project to recap their experience. The interviews will be summarized in a blog post on Forth's website but a preview is included below.

Community Snapshot: "I wouldn't have been able to get to work as easily. There was no stress or worry because I could use Uber. I didn't have to rush or try and plan my route. Just pressed a button and it was in motion. I actually ended up knowing some of the drivers who picked me up and all the other drivers I met were nice."

This program ended up providing a total of 1,111 total rides to community members in Portland and Seattle. Overall, participants and the sites themselves were extremely impressed with the Uber Community Impact Initiative (CII) program. Forth recognizes the benefits that Uber CII

brought to these communities and project outcomes suggest that subsidizing rideshare services can support a community's access to opportunity by increasing their mobility options. The collective lessons we learned are already shaping new projects including this year's continuation of the Uber CII program at both Hacienda CDC and SHA. Both sites' experience with the pilot project lead coordinators to have enough familiarity and confidence with the program to manage and facilitate its continuation without support from Forth. We consider this the biggest success of the project and look forward to hearing about the opportunities created because of the community's access to ridesharing.

CONCLUSION

The residents and staff at Hacienda CDC and SHA were disappointed to see this pilot end. Many community members became regular users of the program, enjoying cost savings from their usual transportation options and the convenience of door-to-door drop off, a luxury not often experienced for those reliant on public transportation. Hacienda CDC and SHA were given the opportunity to apply for another community grant, valued at $12,000, through Uber to continue the service in 2019. This would allow both organizations to continue offering this service to the clients that were part of the original project but also to new clients, including residents and clients served by other sites.

Both Hacienda CDC and Seattle Housing Authority were awarded another cycle of grant funding from Uber's Community Impact Initiative Program to offer free rides to their residents and clients. Forth is thrilled that both organizations decided to continue participating in this program and without needed support from Forth. This demonstrates the value that subsidized rideshare can provide to community-based organizations and their clients. Forth is hopeful that Uber and other rideshare companies will continue to improve their service to better meet the needs of all users, particularly those who face language and technological barriers when accessing mobility. Forth will continue to track the success of these programs and looks forward to learning how rideshare can provide an equitable solution to barriers and access to social mobility through transportation.

APPENDIX A: PRE-SURVEY

The purpose of this survey is to gain a better understanding of your current transportation situation; including satisfaction, needs, and barriers. How do you currently get around and how satisfied are you with your current modes of travel? Are there any places that are challenging to get to given current transportation options? What barriers do you currently face? All of your responses will remain completely anonymous.

1. What is your t-code? If you do not have a t-code, please provide your first name and last initial (ex: Sam H.). Your identification here is only used to link your pre-study survey to your post-study survey. Responses will remain confidential.

   _____

2. What is your age range?
   - ☐ 18-29 years old
   - ☐ 30-39 years old
   - ☐ 40-49 years old
   - ☐ 50-59 years old
   - ☐ 60-69 years old
   - ☐ 70 years or older

3. What is your gender?
   - ☐ Male
   - ☐ Female
   - ☐ Non-binary
   - ☐ Transgender
   - ☐ Another (please specify) _____

4. Which of the following describes your race? Please check all that apply.
   - ☐ Native America/ Alaskan Native
   - ☐ Black/African American
   - ☐ Asian
   - ☐ Native Hawaiian/Pacific Islander
   - ☐ White
   - ☐ Prefer not to identify
   - ☐ Another (please specify) _____

5. Are you of Hispanic, Latino, or Spanish origin, such as Mexican, Puerto Rican, or Cuban?
   - ☐ Yes
   - ☐ No
   - ☐ Prefer not to identify

6. What languages do you speak? Please check all that apply.
   - ☐ English
   - ☐ Spanish
   - ☐ Vietnamese
   - ☐ Russian
   - ☐ Chinese
   - ☐ Another (please specify) _____

7. What is the highest grade or latest year of school you completed?
   - ☐ Less than High School
   - ☐ Some High School
   - ☐ High School
   - ☐ Some College
   - ☐ 2-year College Degree (Associate's Degree)
   - ☐ 4-year College Degree (BA, BS)
   - ☐ Master's, JD, MD, Professional Degree

8. What is your zip code?

   _____

9. Do you have a driver's license?
   - ☐ Yes
   - ☐ No

10. Do you have a debit or credit card?
   - ☐ Yes
   - ☐ No

11. Do you have a smartphone or a computer in your home which allows you to regularly access the internet?
   - ☐ Yes
   - ☐ No

12. What are the most common modes of travel you use to get around your neighborhood and city? Please check all that apply.
   - ☐ Own vehicle—drive alone
   - ☐ Carpool
   - ☐ Public Transportation
        - ☐ Bus
        - ☐ Light Rail
   - ☐ Walking
   - ☐ Bicycle
   - ☐ Rideshare (Uber, Lyft)
   - ☐ Taxi

☐ Other _____

13. For the options that you checked above, how satisfied are you with your current transportation options?
 ☐ By own vehicle
  ☐ Very satisfied
  ☐ Somewhat satisfied
  ☐ Neither satisfied nor dissatisfied
  ☐ Somewhat dissatisfied
  ☐ Very dissatisfied
 ☐ By Foot
  ☐ Very satisfied
  ☐ Somewhat satisfied
  ☐ Neither satisfied nor dissatisfied
  ☐ Somewhat dissatisfied
  ☐ Very dissatisfied
 ☐ By Bicycle
  ☐ Very satisfied
  ☐ Somewhat satisfied
  ☐ Neither satisfied nor dissatisfied
  ☐ Somewhat dissatisfied
  ☐ Very dissatisfied
 ☐ By Public Transportation
  ☐ Very satisfied
  ☐ Somewhat satisfied
  ☐ Neither satisfied nor dissatisfied
  ☐ Somewhat dissatisfied
  ☐ Very dissatisfied

14. How far do you commute every day?
_____

15. How long do you spend traveling throughout a day?
_____

16. Do you have a disability or some other health concern that prevents you from driving?
 ☐ Yes
 ☐ No

17. Have you used a carpool with your family and/or friends?
 ☐ Yes
 ☐ No
 ☐ I don't know

18. Have you ever used a Rideshare program such as Uber or Lyft?
  - ☐ Yes
  - ☐ No
  - ☐ I don't know

19. If you answered 'no' to the above question, why?
  - ☐ I'm not familiar with Uber or Lyft
  - ☐ I prefer to use taxis
  - ☐ Other (please specify)

  _____

20. Can you estimate your monthly transportation costs?

  _____

APPENDIX B: POST-SURVEY

The purpose of this survey is to gain a better understanding of your current transportation situation; including satisfaction, needs, and barriers. How do you currently get around and how satisfied are you with your current modes of travel? Are there any places that are challenging to get to, given current transportation options? What barriers do you currently face? All of your responses will remain completely anonymous.

1. What is your t-code? If you do not have a t-code, please provide your first name and last initial (ex: Sam H.). Your identification here is only used to link your pre-study survey to your post-study survey. Responses will remain confidential.
   _____

2. How often did you use the service?
   _____

3. Where did you go using Uber? Please check all that apply.
   ☐ Work
   ☐ Grocery store
   ☐ To visit family and/or friends
   ☐ Doctor's appointments
   ☐ Other (please specify)
   _____

4. Did these rides help you meet your transportation needs?
   ☐ Yes, this program was quite helpful
   ☐ The program was somewhat helpful
   ☐ The program was somewhat unhelpful
   ☐ The program was entirely unhelpful

5. If the program was at least somewhat helpful, what made it a valuable service for you?
   _____
   _____
   _____

6. If the program was at all unhelpful, could you elaborate?
   _____
   _____
   _____

7. How many people did you take with you on your trips on average?
   ☐ I rode by myself
   ☐ 1

☐ 2-3
☐ 4 or more

8. What, if any, concerns did you have about/while using this service?

_____
_____
_____
_____
_____
_____

9. How likely are you to use a ridesharing service like Uber in the future?
☐ Very likely
☐ Somewhat likely
☐ Unsure
☐ Somewhat unlikely
☐ Very unlikely

10. If unsure or unlikely, why?

_____
_____
_____

11. What, if anything, can we do to improve a similar program in the future?

_____
_____
_____

APPENDIX C: PARTICIPANT ONBOARDING DOCUMENT (Seattle Housing Authority)

Welcome to Cohort One of FUTURE!

FUTURE is a project between Forth, Seattle Housing Authority and Uber. The goal of FUTURE is to improve transportation options for yourself and your fellow community members by eliminating some of the challenges that currently exist.

<u>You are not required to have a driver's license, debit/credit card, smart phone or the Uber application to participate in FUTURE.</u>

Your participation in this cohort will provide feedback for future projects focused on providing more transportation options for community members such as yourself. Your identity will not be shared unless we receive prior approval from you.

<u>**How to Participate**</u>

Part One: Meet with your cohort leader to complete the pre-survey. We want to know about your current transportation experience.

Part Two: You're ready to ride! Choose from one of the options below.

Option #1: <u>You have a phone with internet access, an email address and will be **ordering your own rides.**</u>
1. Contact your cohort leader and let them know you would like to be set up to order your own rides.
2. You will receive an email from Uber with instructions to activate your account. If you don't already have an Uber account, you will be instructed to create one with your email and a password.
3. When you are ready to ride, login to **central.uber.com** with your Uber credentials and select Campus of Learners Foundation. You will be redirected to the page where you will order your ride.
4. Choose a pickup time option and fill in your name, phone number, pickup and dropoff location.
5. When you're ready for your ride back, repeat steps 3-4.

Option #2: <u>You have a phone that can receive text messages and will be ready to ride within the next twelve (12) hours.</u>
1. Contact your cohort leader and let them know your pick-up and drop-off location to your destination and back.
2. You will receive a text message with a ready-to-ride link.

3. Click this link when you're ready to be picked up. You have twelve (12) hours from the time you receive it to request your Uber. You'll receive a text message with your driver's details once they arrive.
4. You will receive a second text message with a ready-to ride link shortly after the 1st text message.
5. When you're ready for your ride back, click this link. You have twelve (12) hours from the time you receive it to request your Uber.

Option #3: <u>You don't have a phone that can receive text messages and are ready to ride **as soon as possible.**</u>
1. Contact your cohort leader and let them know your pick-up and drop-off location. Be prepared with a backup option in case your cohort leader is unavailable.
2. You will receive a phone call with your driver's details. Be ready at your pick-up location.
3. When you're ready for your ride back, repeat the above steps.

Share your experiences and feedback with your cohort leader. Any information is good information!

Part Three: Complete the post-survey as instructed by your cohort leader. We want to know about your experience with ride-sharing. This is an important part of the project!

APPENDIX D: PARTICIPANT ONBOARDING DOCUMENT (Hacienda CDC)

Hacienda Uber Program Policies

- Clients may use this service for transportation to and from medical appointments, social services, school, work, legal appointments and to buy groceries. If the trip you are requesting does not fall into any of the categories above, please ask Hacienda staff if the reason for your trip qualifies you for the service.
- The service is completely free for Hacienda clients.
- **Clients must reserve rides at least 24 hours in advance.** Hacienda staff is available to reserve rides only between the hours of 8am-5pm.
- Youth under 18 must be accompanied by an adult when requesting and riding.

Accessing the Uber Program

- Contact any member of the Youth and Family Services team and tell them you would like an Uber ride.
- Be sure to have the address of pickup and drop-off as well as the times you need to be picked up and dropped off.
- A text message will come to your phone with confirmation and information about the vehicle and its arrival time for pickup.
- You need to be ready when the Uber arrives as they only stay 2 minutes before they cancel the ride.
- You may request a car seat in advance if your child needs one. (add car seat rules and regulations)
- You may request a larger vehicle if you are traveling with more than four passengers. Uber has cars to accommodate six passengers.
- Please contact Hacienda staff with any questions.

Pólizas del programa Hacienda Uber

- Los clientes pueden usar este servicio para el transporte hacia y desde citas médicas, servicios sociales, escuela, trabajo, citas legales y para comprar comestibles. Si el viaje que solicita no corresponde a ninguna de las categorías anteriores, pregunte al personal de Hacienda si el motivo de su viaje lo califica para el servicio.
- El servicio es totalmente gratuito para los clientes de Hacienda.
- **Los clientes deben reservar viajes con al menos 24 horas de anticipación**. El personal de Hacienda está disponible para reservar viajes solo entre las horas de 8 am a 5 pm
- Los menores de 18 años deben estar acompañados por un adulto cuando solicitan y viajan.

Cómo acceder al programa Uber

- Comuníquese con cualquier miembro del equipo de Servicios para Jóvenes y Familias y dígales que le gustaría un viaje en Uber.
- Asegúrese de tener la dirección de recogida y entrega, así como las horas en que debe ser recogido y dejado.
- Recibirá un mensaje de texto en su teléfono con la confirmación y la información sobre el vehículo y su hora de llegada para recogerlo.
- Necesitas estar listo cuando llegue el Uber, ya que solo se quedan 2 minutos antes de que cancelen el viaje.
- Puede solicitar un asiento de automóvil con anticipación si su hijo lo necesita. (agregue las reglas y regulaciones del asiento de carro)
- Puede solicitar un vehículo más grande si viaja con más de cuatro pasajeros. Uber tiene autos para seis pasajeros.
- Por favor, póngase en contacto con el personal de Hacienda con cualquier pregunta.

SOURCES

[i]"How nonprofits are using our technology to solve community challenges", Uber, August 2017, https://www.uber.com/blog/washington/community-impact-initiative/.