



## Board Report

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### FINANCE, BUDGET AND AUDIT COMMITTEE JANUARY 20, 2016

**SUBJECT: RIDERSHIP AND CUSTOMER SERVICE INITIATIVES - FY16Q2 STATUS REPORT**

**ACTION: RECEIVE AND FILE STATUS REPORT ON RIDERSHIP TRENDS AND INITIATIVES TO INCREASE RIDERSHIP AS OF FY16Q2**

#### RECOMMENDATION

RECEIVE AND FILE status report on **ridership trends and efforts taken as part of the Immediate Action Plan** to increase ridership and improve customer service. Attachment A provides a status report on these actions.

#### ISSUE

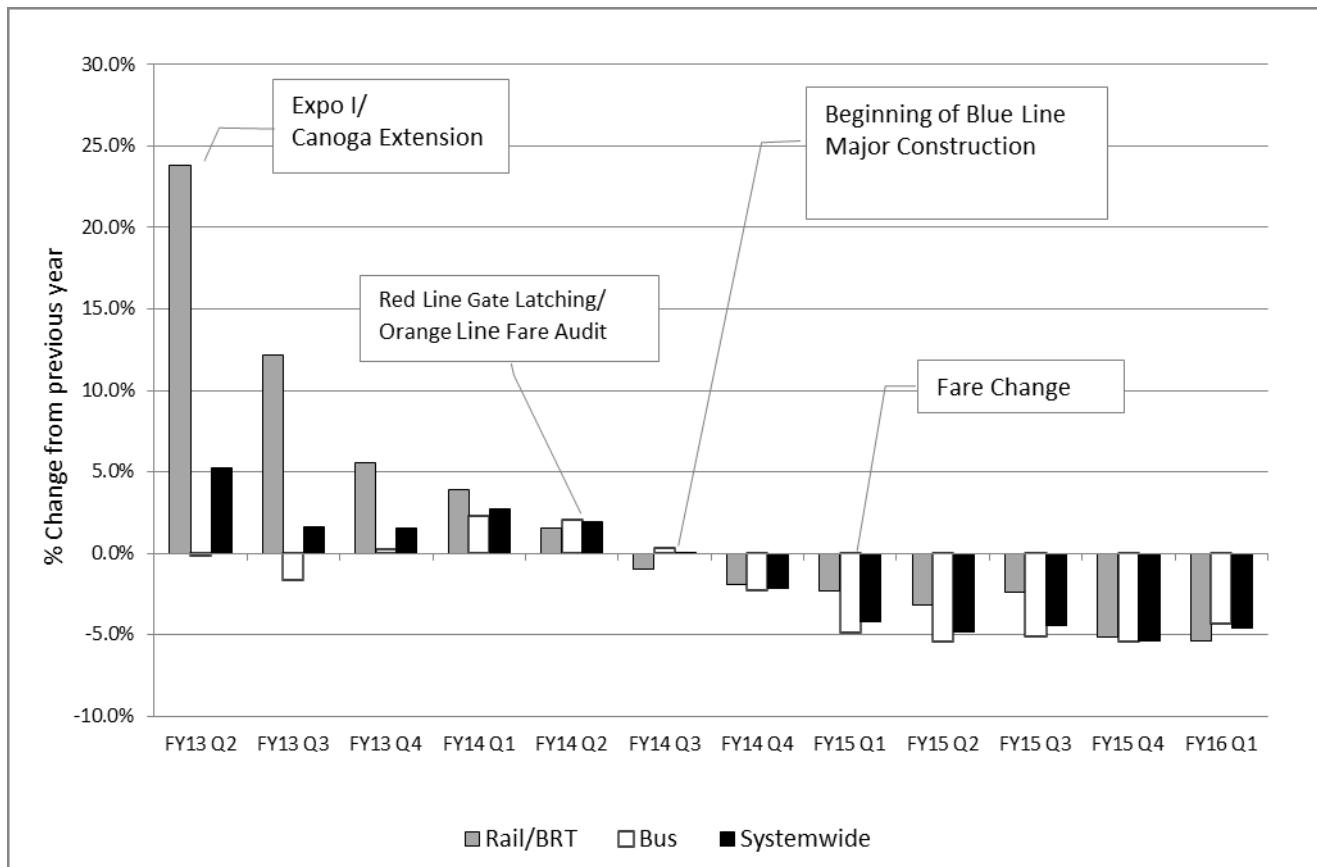
Prior to April 2014, systemwide ridership continued to increase with a peak in FY13Q2 of 1.49 million boardings per weekday. Since April 2014, ridership has steadily declined compared to the same period of the previous year. This decrease continued at an average rate of 4% per quarter year-over-year, accounting for a cumulative decline of 9% since April 2014. In June 2015, Board Motion No. 50 directed staff to implement an Immediate Action Plan to increase ridership and improve customer service, and evaluate other longer term strategies referenced in Attachment B. This report provides a status update on ridership and customer service initiatives as of December 2015.

#### DISCUSSION

##### **Ridership Trends and Analysis**

As shown in Figure 1, Metro ridership continues to decline on a year-over-year basis since April, 2014 (FY14Q4). Through the first quarter of FY16, systemwide ridership has decreased on average by 4.3% each quarter. Bus ridership and Rail/BRT ridership have declined on average by 4.6% and 3.4% respectively each quarter compared to the same quarter of the previous year.

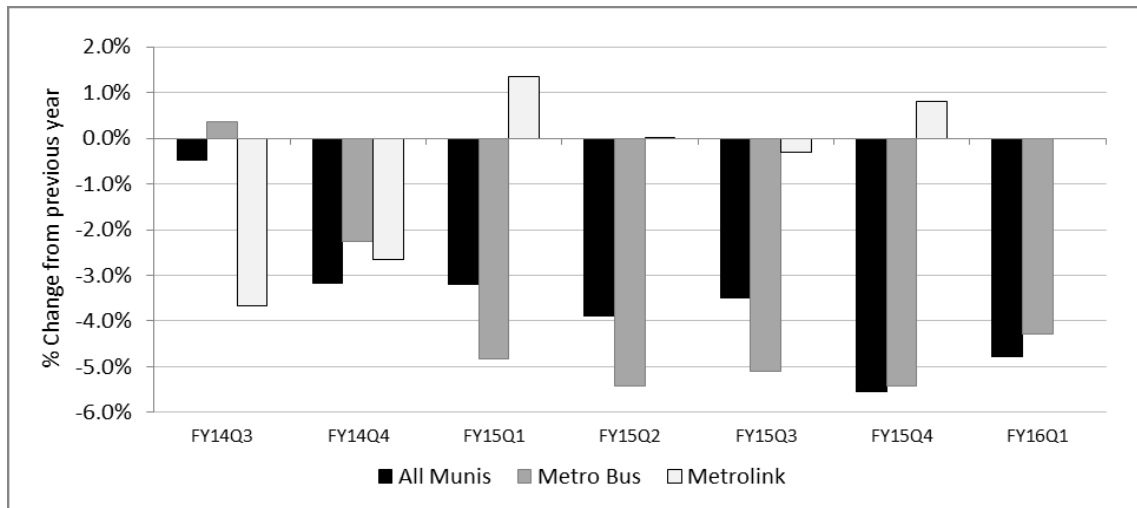
**Figure 1**  
Percent Change in Quarterly Boardings Year-Over-Year  
(FY13Q2-FY16Q1)



Regional Ridership Trends

In aggregate, LA County municipal operator ridership has also declined from FY14Q3 to FY16Q1 compared year over year (see Figure 2). Ridership declines have been as great as -16% year-over-year for some operators, while others have experienced an overall increase in ridership. Metrolink has seen an increase since FY15Q4, reversing their downward trend.

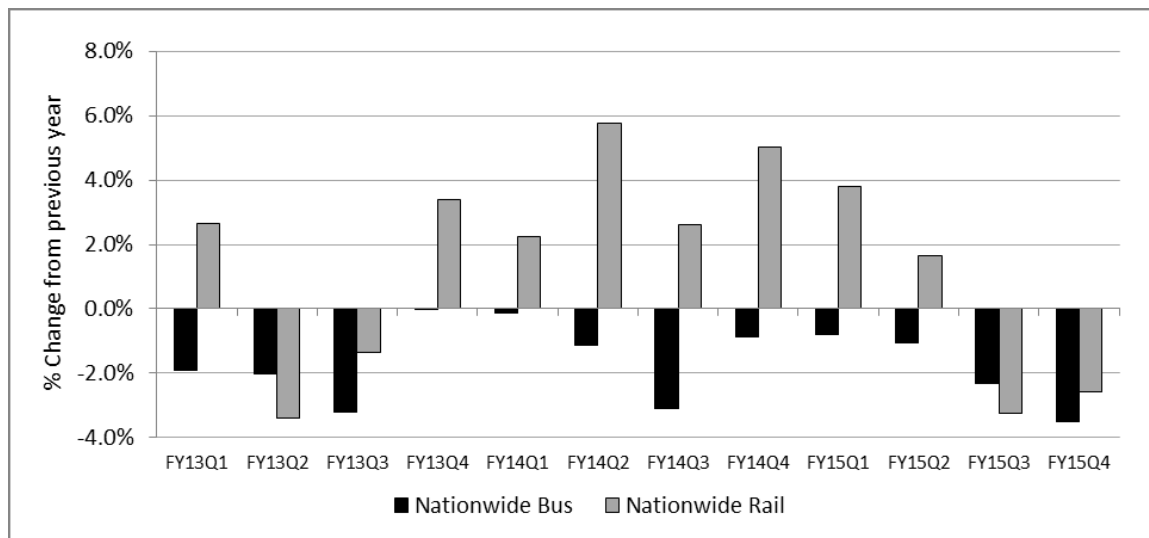
**Figure 2**  
 Percent Change in Boardings - LA County Operators  
 (FY14Q3-FY16Q1)



National Ridership Trends

Nationally, bus ridership continues to decline year-over-year. However, unlike Metro where the rate of decline has held steady, the national decrease appears to be growing since FY15Q2 as several of the top 10 bus operators are experiencing an increasing rate of decline. Prior to FY15Q3, national light and heavy rail ridership was increasing year-over-year. However, since then, rail ridership has begun to decrease largely due to heavy rail ridership declines.

**Figure 3**  
Percent Change in Boardings - National Trends  
(FY13Q1-FY15Q4)



Factors that Influence Ridership

Analyzing ridership trends is ongoing in an effort to gain insight into the various factors that impact ridership, and Metro’s opportunities to attract new riders. The following are lessons learned to date:

Analysis	Findings
External Factors • employment • school enrollment • gas prices • car ownership	<ul style="list-style-type: none"> <li>• Employment appears to be the most significant external factor influencing ridership, particularly on the rail/BRT network.</li> <li>• Gas prices do not show a strong relationship to bus nor rail service as nearly 70% of riders do not have a car available for their trip.</li> <li>• There is a strong relationship between vehicle registration and Rail/BRT ridership, indicating that both car sales and Rail/BRT usage increases and decreases in parallel with the economy.</li> </ul>
Internal Factors • service reductions • fare enforcement • service disruptions • comfort	<ul style="list-style-type: none"> <li>• 10% of bus service was reduced in FY2010-11, however, there was no significant impact to ridership.</li> <li>• Fare checks and gate latching appear to have a direct impact on Orange and Red Lines.</li> <li>• Service disruptions due to system maintenance appear to be impacting ridership, particularly on the Blue Line.</li> <li>• Several past customers commented on using the system less, or leaving the system entirely due to people not feeling comfortable on the buses and trains (e.g. harassment, loud music, vendors, rider discourtesy).</li> </ul>
Ridership by Time of Day and Day of Week	<ul style="list-style-type: none"> <li>• Midday experienced the greatest decline in ridership.</li> <li>• While overall rail ridership continues to decline, there appeared to be a slight increase in weekend boardings, perhaps signifying an opportunity to attract more discretionary riders and trips.</li> </ul>
Ridership by Bus Service Type	<ul style="list-style-type: none"> <li>• The Silver Line and other I-110 express bus services have seen an overall increase in ridership during all time periods, perhaps as redirected ridership from the Blue Line.</li> </ul>
Ridership by Rail Line	<ul style="list-style-type: none"> <li>• The Gold Line is the only rail line that continues to increase ridership.</li> <li>• All other rail lines show a decrease, with Blue and Green Lines declining most significantly. The significant decline is likely due to the track and station maintenance on these two lines.</li> <li>• Expo ridership showed a continued increase until May 2015 when it began to decline.</li> </ul>
Other Transportation Options • Biking • Transportation Network Companies • Shared Mobility • AB 60	<ul style="list-style-type: none"> <li>• There has been a significant amount of anecdotal evidence that other transportation options, including biking, shared mobility, and the ability for those without legal proof of residency to obtain a driver’s license. However, these impacts on Metro ridership are difficult to quantify due to lack of data to date. Staff will continue analysis of these factors as data is made available.</li> </ul>

### Ridership Increase Strategy

To reverse the decline in ridership, it is important to understand the customer, their travel patterns, and what travel attributes are important to them (e.g. cost, speed, reliability, cleanliness, safety, etc.). This understanding should drive the development of products, services, and amenities that can attract and retain riders. Finally, efforts must be made to operate services as planned. If services are disrupted or systems are down, procedures and information must be in place to minimize confusion and frustration to riders. A comprehensive and targeted public information, marketing, and promotions program should be in place to support these efforts.

In June 2015, staff presented the Immediate Action Plan as well as other longer term strategies to increase ridership and improve customer service. The priorities of the Immediate Action Plan reflect the trends and opportunities identified from analyzing the factors that influence ridership, as presented in the following table.

Trends and Opportunities	Immediate Action
Employment appears to be the most significant external factor influencing ridership, particularly on the rail/BRT network.	<ul style="list-style-type: none"> <li>• 24 major employment centers have been identified in the region. Census journey to work information was compared to existing ridership to begin evaluating transit demand. The next level of analysis would include identifying potential pockets of new riders and gaps in service which will provide input into the Comprehensive Operations Analysis.</li> </ul>
Service disruptions due to system maintenance appear to be impacting ridership, particularly on the Blue Line.	<ul style="list-style-type: none"> <li>• To improve customer service during service disruption, TAP “Blue Shirt” ambassadors have been added to the formal Bus Bridge procedures. This enhancement is timely given increases in rail service disruptions due to planned construction and unplanned breakdowns.</li> </ul>
Several past customers commented on using the system less, or leaving the system entirely due to people not feeling comfortable on the buses and trains (e.g. harassment, loud music, vendors, rider discourtesy).	<ul style="list-style-type: none"> <li>• Several safety and security related technology improvements have and are currently being implemented, including installation of security kiosks at nine locations. In addition, there has been a greater emphasis on riding trains, buses and patrolling Metro’s above and underground train stations. Staff members are also engaging Metro’s regional law enforcement partners to bolster security system-wide.</li> </ul>

<p>While overall rail ridership continues to decline, there appeared to be a slight increase in weekend boardings, perhaps signifying an opportunity to attract more discretionary riders and trips.</p>	<ul style="list-style-type: none"> <li>• Staff have begun efforts to tap into the rich meta data from social media accounts of Metro customers, and to link that information with TAP activity, Metro web site visits and app usage. Linking this information will allow staff to develop rider profiles that can advise service design and development of targeted and relevant outreach and promotions.</li> <li>• In addition, Communications has entered into promotional agreements with the LA Kings and LA Clippers as well as promoting transit to the FYF music festival in August.</li> </ul>
<p>The Silver Line and other I-110 express bus services have seen an overall increase in ridership during all time periods.</p>	<ul style="list-style-type: none"> <li>• Silver Line service was extended to San Pedro on December 13, 2015.</li> <li>• A North Hollywood to Pasadena express service is anticipated to begin service in tandem with the Gold Line Foothill Extension to Azusa.</li> <li>• In addition, the Transit Service Policy was revised in October 2015 adjusting the load standard, proposing enhancements to the frequent bus network, and including guidance on realigning services between Metro and municipal operators. As a result, frequency on Line 704 (Santa Monica Blvd) has been improved from 20 minutes to 15 minute service.</li> </ul>
<p>There has been a significant amount of anecdotal evidence that other transportation options, including biking, shared mobility, and the ability for those without legal proof of residency to obtain a driver’s license.</p>	<ul style="list-style-type: none"> <li>• A Transportation Network Company MOU has been outlined, identifying terms for developing first/last mile and late night venue pilot programs, mobility and equity for low income and special needs customers, and data sharing on customer usage and travel demand.</li> </ul>
<p>The ridership decline appears to be a regional and national trend, and not isolated to Metro.</p>	<ul style="list-style-type: none"> <li>• Metro is facilitating a working group with all TAP operators to further analyze ridership trends as a region and share information on the actions each agency is taking to reverse this negative trend.</li> </ul>

Detailed statuses of all efforts underway are provided in Attachment A. While individual initiatives requiring approval will be brought to the Board under separate cover by the designated project manager, OMB will continue to coordinate efforts of all departments, analyze ridership trends, and establish performance metrics to evaluate results from implementing initiatives identified in the Immediate Action Plan.

## **FINANCIAL IMPACT**

Initiatives identified in Attachment B, "Ridership Initiatives: Immediate Action Plan", can be implemented within budgeted resources for FY16. Additional efforts identified in Attachment C may require additional resources and will be presented to the Board under separate cover for approval prior to adoption.

## **ALTERNATIVES CONSIDERED**

If no action is taken on ways to increase ridership, the recent downward trend in boardings could continue, negatively impacting fare revenues and the future growth of the transit system.

## **NEXT STEPS**

Staff will return to the Board on a quarterly basis with a status update on ridership trends and the Immediate Action Plan and other ridership and customer service initiatives.

## **ATTACHMENTS**

Attachment A - FY16Q2 Update on Ridership and Customer Service Initiatives

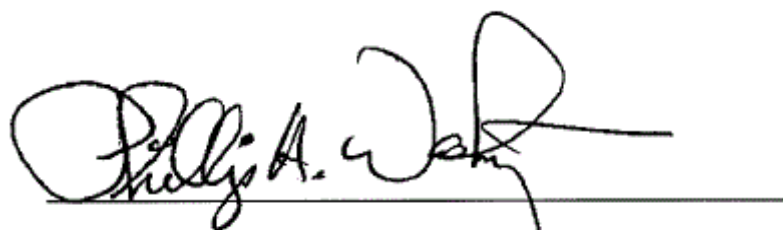
Attachment B - Ridership Initiatives - Immediate Action Plan

Attachment C - Ridership Initiatives - Other Ridership Increase Strategies

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ATTACHMENT A  
**FY16Q2 STATUS UPDATE ON RIDERSHIP AND CUSTOMER SERVICE  
INITIATIVES**

**MARKET RESEARCH**

Work during FY16Q1 focused on traditional broader based market research efforts to identify opportunities for ridership within the region's 24 major employment centers as identified by high densities of employment, regional destinations, and activities. Once the centers were identified, Census journey to work information was compared to existing ridership to begin evaluating transit demand. The next level of analysis would include identifying potential pockets of new riders and gaps in service. This information would be one input in developing service adjustments through the Comprehensive Operations Analysis (COA) to be implemented starting December 2016.

Operations also completed an initial Owl Network analysis, evaluating the productivity of each segment of the lines within the network. They also identified the locations of 24 hour services and their proximity to the Owl Network. An initial plan for improving Owl service has been developed, which includes modifying service levels on some lines and restructuring the service in the San Fernando Valley. Input from this effort is also included in the COA planning study. On board surveys and surveys of 24 hour businesses, originally proposed, are subject to available funding.

Targeted Media Research and Development of Rider Profiles

A more comprehensive understanding of rider and non-rider demographics, their opinions, travel patterns, interests, likes and dislikes will help to refine services to better meet their needs, develop targeted marketing campaigns for specific market segments, and invest in system enhancements that are important to riders.

While traditional market research efforts are well underway through on board surveys and analysis of population, employment and other Census data, staff have begun efforts to tap into the rich meta data from social media accounts of Metro customers, and to link that information with TAP activity, Metro web site visits and app usage. Communications has added a Facebook tracking pixel to the Metro web site and mobile app, which allows staff to begin creating custom audience segments of likely riders and use Facebook's audience insight tool to capture demographic, psychographic and behavioral data. Linking travel history from TAP activities with behavioral and attitudinal information from Metro's web side, apps and social media, will allow staff to identify rider and potential rider profiles that can be used to develop rider data dashboards to better understand the unique characteristics of individual lines and areas, customized surveys based on those characteristics, as well as develop more targeted and relevant outreach and promotions. Developing the data dashboards and customized surveys is anticipated for Spring/Summer 2016.

In addition, emails of registered TAP users have been compiled and a customized



survey will be developed and administered to better understand these users, particularly past users who no longer rely on Metro services. Information collected on these as well as current users will help staff to what is working and what is not, areas of concern that drive riders away from Metro services, and important aspects of the transit system to focus improvement.

Staff is also collecting data on Millennials who live and work near transit-accessible locations. This information will be used to develop outreach specifically tailored to this audience.

## **SERVICE DESIGN**

### Strategic Bus Network Plan/Frequent Bus Network

Service Development staff completed the update to the adopted Transit Service Policy documents and is proceeding with the development of a line by line analysis of each route in the system. Workshops are planned for each of the service councils in January 2016 to develop a program of service changes that would likely be implemented over the next 2-3 years assuming that the bus system RSH budget remains relatively constant over the same period.

The goal of these workshops is to implement the 15-minute peak service network based on the draft Strategic Bus Network Plan recommendations from the Peer Review Committees for gap closures to the peak 15-minute service plan.

Bus service changes on the Silver Line were inaugurated Sunday December 13, 2015 and were the subject of a Public Hearing in September 2015. This line combines the Line 450 express from San Pedro with the Silver Line to provide additional service in the I-110 corridor. Individuals can now board the bus in San Pedro and ride through to El Monte.

In March 2016, complementing the opening of the Foothill Rail Extension to Azusa, a new contracted service connecting the red and orange lines with the Foothill extension will commence service. For the first time, customers will be able to travel from the San Fernando Valley to the San Gabriel Valley without having to go downtown first to make connections.

A public hearing will be held in February 2016 for service changes to be implemented in June 2016 that will provide further service improvement opportunities including, but not limited to:

- Combination of Lines 156 and 237 in the San Fernando Valley providing a one seat ride from Hollywood, the red and Orange Lines, Van Nuys, and the Van Nuys Airport;
- Planned extensions of routes 234, 734, and 788 to connect with the EXPO line to Santa Monica;

- Provision of an increase in service on Rapid Line 704 (Santa Monica Boulevard) improving midday service;
- Provision of additional stops on Line 577 from the San Gabriel Valley to the Long Beach VA Medical Center; and
- Maintenance of service on Robertson Boulevard.

In addition, the Transit Service Policy was revised in October 2015 adjusting the load standard, proposing enhancements to the frequent bus network, and including guidance on realigning services between Metro and municipal operators. As a result, frequency on Line 704 (Santa Monica Blvd) has been improved from 20 minutes to 15 minute service, and load factor changes and bus stop consolidations have been incorporated into the schedule changes for December 2015. These scheduling policy directives were recommended by the APTA peer review committee.

Lastly, staff will be proposing changes to reinvigorate the rapid services and make revisions to the OWL service network which has not been reviewed for the last 15 years.

## **SERVICE MANAGEMENT**

### Improve Bus Bridge Operations

The rail network is designed to serve customer travel needs along key corridors with consistent, frequent, and simple to use service. Unfortunately, the rail system cannot operate perfectly all the time due to planned maintenance and enhancement work, and unplanned accidents or other incidents that disrupt service between stations. During these interruptions, it is critical to continue providing consistent, frequent, and simple to use service to our customers through well planned bus bridges and alternative services,

Bus bridges are a service mitigation tool employed to minimize the effects of rail service interruptions. To help reduce the amount of confusion and frustration by customers during a service disruption, the support of TAP “Blue Shirt” ambassadors have been added to the formal Bus Bridge procedures to allow Vehicle Operations Supervisors to focus on the logistics of the bus bridge, while the Blue Shirts, who have been well received by customers as friendly and knowledgeable ambassadors of the TAP program, provide customer support during bus bridges by “hand holding” passengers through the bus bridge operations. This enhancement is particularly timely and important in helping to retain customers as planned rail service interruptions will increase throughout the construction of the Regional Connector.

## **TRANSIT PRIORITIES**

### Identification of Bus Service Bottlenecks

Most of Metro's bus service operates in mixed flow conditions, sharing the road with other vehicles such as cars, trucks, and bikes. As a result, bus service becomes slow and unreliable when moving through congestion bottlenecks, degrading service quality and decreasing ridership.

As reported in the last update on ridership initiatives, Operations' Service Planning and Scheduling Staff have identified a list of congestion hotspots as well as lines impacted. Since then, 10 hot spots were identified as the first priority to work with the City of Los Angeles to address. Metro and City staff are currently refining solutions and identifying funding options.

Countywide Planning has initiated detailed technical studies to improve transit operations along two critical corridors identified through the LA County Bus Rapid Transit Study completed in December 2013. Consultant task orders were awarded in July 2015 to analyze the Vermont and North Hollywood to Pasadena corridors and develop BRT operating plans, alignments and potential stations for each, with the objectives of improving travel times, service reliability, passenger comfort and convenience and traffic flows. The majority of technical work is anticipated to be completed within 12 months, and three meetings of the Technical Advisory Committee for each project have been convened.

#### All Door Boarding and Off Board Fare Payment

All Door Boarding (ADB) was piloted during the summer of 2015 on Line 720. The objectives of the pilot were to study the benefits of ADB on stop dwell time and variability, customer and employee perception, and potential impacts to fare evasion. OMB staff is currently working with TAP, Operations, Safety and Security and Countywide Planning to identify how ADB will impact these departments, both positively and negatively, including changes to current procedures, consistency with other programs, required level of support by departments, and financial impact. Evaluation results as well as recommendations for path forward are expected to be presented to the Board for consideration in February 2016.

### **SAFETY/SECURITY**

#### Security Technology Improvements

Several safety and security related technology improvements have and are currently being implemented, including installation of security kiosks at nine locations to help Sheriff's deputies and other security personnel access enforcement tools, such as closed circuit television (CCTV) displays, landline telephones, two-way radios and computer workstations. The kiosks will be installed at the Willow, Crenshaw, Aviation, La Cienega, North Hollywood, Expo Power Sub Station, Wilshire/Western, 7th/Flower and Hollywood/Highland. In addition, there has been a greater emphasis on riding trains, buses and patrolling Metro's above and underground train stations. Staff members are also engaging Metro's regional law enforcement partners to bolster security system-wide.

## **CUSTOMER AMMENITIES**

### Improvements to Real-Time Arrival Countdown Clocks

Since the last update of ridership initiatives, several improvements have been made to the real-time arrival information, as follows:

- Through ongoing partnership with Google, Metro real-time arrival information is now integrated within the Google Maps transit trip planning feature. Google Maps users now will see the scheduled as well as real time arrival information of their selected bus or rail line. After quality checking the real-time data feeds, Metro was able to share the information with Google Maps to launch the new feature in early December 2015.
- With the reprogramming of Homeland Security Grant funding, procurement of the newly ordered Transit Passenger Information System (TPIS) monitors is in process, and are anticipated to be delivered by December 31, 2015. Once delivered, installation will begin on the Red, Blue and Green Lines. Some monitors that were already in stock have been installed at the Rosa Parks/Willowbrook Station.
- Rail Communications is currently assigning a dedicated inspector to verify the operation of the TPIS and providing a daily status report to all parties concerned. They are also labeling the TPIS equipment for easier reporting of failed monitors by Metro customers.
- The prediction software is being monitored daily to ensure accuracy. When accuracy of the information is compromised due to incidents on rail, the TPIS prediction connection will be temporarily disconnected and replaced with a delay message to eliminate confusion to customers.

### Cellular Service on the Red/Purple Line

Staff are continuing to work on providing continuous wireless phone coverage and Internet access to customers on the Red/Purple Line from above ground, down onto the subway station platforms and finally onto the subway trains when travelling within the underground tunnels. InSite Wireless Group has completed construction work for Phase One\* portions (Union Station to 7th / Metro Station) of the Red and Purple Line stations and tunnels. The Distributed Antenna System (DAS), required for maintaining signal strength within the tunnels, has also been completed.

On December 1, 2015, InSite Wireless Group and Verizon Wireless executed a Communications Master Sub-License Agreement which will allow Verizon customers to access cellular voice and data services by the end of the 1st quarter of 2016. At that time, construction work for Phase Two (7th / Flower to Vermont / Sunset and to Wilshire / Western) will also begin. Negotiations with Sprint, AT&T and T-Mobile are ongoing.

*\*Phase One stations include Union Station, Civic Center, Pershing Square and 7th Metro.*

## **FARE STRUCTURE**

### Institutional Transit Access Pass (ITAP) Restructuring

In November 2015, staff presented an evaluation of the current ITAP program in response to Board Motion 49.1 – Community College Student Transit Pass Pilot Program. The report recommended that the ITAP program be restructured based on the already discounted college/vocational pass pricing. With increased marketing and outreach campaigns, additional subsidies from colleges and universities, installing TAP Customer Point of Sales (CPOS) devices on site for convenient card distribution and loading of value, a revamped ITAP program can result in a sustainable program that increases ridership and benefits colleges and universities by relieving pressure on traffic congestion and parking. Next steps and timeline are currently being finalized with the goal of implementing the revamped ITAP program in the Fall of 2016.

## **Marketing/Outreach/Promotions**

### Encourage Discretionary/Late Night/Recreational Ridership

Since the last update of ridership initiatives, Communications has continued to work on several fronts to encourage discretionary transit trips, as follows:

- Building on annual efforts to promote the Dodger Stadium Express, which offers round trip service to Dodger Stadium for ticketholders, Communications launched a social media advertising campaign to promote the service as the Dodgers entered the playoffs. With a total budget of \$3,892.05, these ads drove more than 10,500 clicks to the Dodger Stadium Express webpage on *metro.net* and garnered 789,133 impressions. The campaign also featured a video of the Dodger Stadium Express bus running in the dedicated lanes on Sunset Boulevard, which racked up 43,951 views. Ridership on the Dodger Stadium Express for the two playoff games at Dodger Stadium increased 34% from last year.
- Metro has also entered into promotional agreements with the LA Kings hockey team and LA Clippers basketball team to encourage fans to take Metro to these sporting events. These paid partnerships include radio advertising, in-arena signage, in-game features/promotions, as well as inclusion in the teams' web and social media content. Supporting these agreements, Communications will also develop a long-term discretionary ridership campaign further targeting Kings and Clippers fans with social media advertising. These ads will reinforce messaging about the ease and convenience of the teams' transit-accessible venue, aiming to increase ridership to home games. These are expected to rollout in the later part of the current season.

- For the annual FYF music festival in August, Communications worked closely with Operations to promote ridership to the event at the LA Sports Arena at USC. This promotion included social media posts with a map showing Metro access to the event and a video highlighting several concertgoers plans to ride Metro to the event. Temporary signage and support staff on the ground at the event also supported ridership to the event. Metro and concert organizers estimate that 27 percent of the 35,000 daily attendees accessed the two-day event via the Metro Expo Line.
- Building excitement for the Metro Gold Line Foothill Extension opening next spring, Communications ran a short social media promotion on the announcement of the opening date. Paid social media posts with a total budget of \$3,402.84 generated about 16,000 clicks to the news post on The Source; through sharing of these promoted posts and media coverage of the announcement, The Source experienced a record 42,400 page views on a single story in one day.
- Communications recently released two ridership-focused promotional videos. Featuring local musicians and original multi-cultural songs, each of the videos outlined instructions for riding the bus and train and directed viewers to download the Go Metro mobile app. The videos were released on Facebook in November and December and have been viewed 118,269 times and shared 1,322 times so far, without any paid promotion. Metro Communications will add paid advertising to these videos to further extend their reach in coming weeks.

## **Partnerships**

### Collaboration with Transportation Network Companies

Metro staff continues to investigate opportunities to partner with Transportation Network Companies (TNC). A Memorandum of Understanding (MOU) has been outlined identifying terms of agreement for coordinating with TNCs and is currently being reviewed by one TNC. This MOU includes identifying pilot programs for first/last mile, late night venues, mobility and equity for low income and special needs customers, and data sharing on customer usage and travel demand. Agreement on terms is expected by January 2016.

In addition, Metro's Guaranteed Ride Home program (GRH) has expanded to incorporate carsharing and TNCs. Finally, staff is investigating options for integrating TNCs with TAP and the Metro Trip Planner.

### Regional Ridership Review

The majority of municipal bus operators in the region continue to experience ridership decline similar to Metro. As a result, Metro is facilitating a working group consisting of

all operators within the TAP program to further analyze ridership trends as a region and share information on the actions each agency is taking to reverse this negative trend. Additional information will be provided in future status updates.

**ATTACHMENT B  
RIDERSHIP INITIATIVES - IMMEDIATE ACTION PLAN**

**Bold:** Status Update in Attachment A

**Updated: December 2015**

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
<b>Market Research</b>					
<b>Conduct a survey of Non-riders to determine travel patterns and transportation attributes that are critical to their mode choice</b>	X	X			
Analyze travel patterns of major employment centers, including origins and time of travel	X	X			
Analyze potential tourist ridership opportunities by working with the tourism and convention bureau, major attractions, and hotels	X				
<b>Use social media to better understand the young discretionary rider market and transportation attributes important to them</b>	X				
Prior to implementation of new rail and BRT services, identify potential markets around new stations to assist in marketing/ promotion, first/last mile planning, and bus feeder planning	X			X	
Analyze Owl network ridership and their travel needs		X			
Analyze Senior ridership and their travel needs		X			
Other market research efforts as needed to support other ridership initiatives	X	X			
<b>Service Design</b>					
Analyze successful services and identify best practices to be implemented as applicable throughout the system		X			
<b>Begin implementation of a 15 minute network based on the Strategic Bus Network Plan currently being developed</b>	X	X			
<b>Develop list of experimental services to address gaps in service identified through market research efforts, including new employment shuttles and point to point commuter express services</b>	X	X			



**RIDERSHIP INITIATIVES - IMMEDIATE ACTION PLAN**

**Bold:** Status Update in Attachment A

**Updated: December 2015**

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Evaluate Metro Rapid services and develop recommendations to optimize service		X			
Coordination between Operations and Communications units to minimize impacts on ridership due to system maintenance		X		X	
Develop a bus service integration plan that takes advantage of Expo Phase 2 and Gold Line Foothill Phase 2A rail lines	X	X			
Review and make recommended changes to the Owl service network based on market research		X			
<b>Service Management</b>					
<b>Update Standard Operating Procedures (SOP) for Vehicle Operations and Bus Operations Control supervisors to ensure consistency and effectiveness in service management</b>		X			
Partner with Rail to develop training module for bus bridge management		X			
Headway based operations on high frequency lines (pilot on Silver Line, Orange Line, Wilshire BRT)		X			
<b>Transit Priorities/Technology</b>					
<b>Pilot All-Door Boarding/Off-Board Fare Payment on Rapid and Silver Lines</b>		X			
<b>Study BRT options for Vermont and North Hollywood to Pasadena service</b>		X			
<b>Establish a list of bus service bottlenecks that would benefit from strategically-placed bus-only facilities</b>		X			
<b>Safety/Security</b>					
Increase law enforcement and Metro security presence throughout the system, including a new Community Policing Plan and a new Policing contract			X		
Increase public awareness of Customer Code of Conduct and additional public messaging on safety/security			X	X	

**RIDERSHIP INITIATIVES - IMMEDIATE ACTION PLAN**

**Bold:** Status Update in Attachment A

**Updated: December 2015**

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
<b>Implement system safety and security technology including Transit Watch and security kiosks</b>		X			
<b>Customer Amenities</b>					
Implement Wifi on buses and trains for customer amenitized, security data feed, and faster TAP autoloads		X			
<b>Improve the accuracy and reliability and expand placement of real-time arrival countdown clocks at rail stations and high-volume bus stops</b>		X		X	
Investigate onboard train amenities such as strap hangers, bike racks/holders, seating configuration options, static vs digital location indicators/maps		X			
Implement a strategic parking management plan that optimizes use for transit riders		X			
Improve customer content and sound quality on Transit Passenger Information Systems (TPIS) and Public Address (PA) Announcements		X		X	
<b>Fare Subsidies</b>					
Explore the option of developing an Off-Peak Downtown LA Rail Pass that offers excess off-peak capacity at a reduced rate	X		X		
<b>Outreach to employers, large education institutions and government agencies to increase sales of Annual Transit Access Pass (ATAP), Business Transit Access Pass (BTAP), and Institutional Transit Access Pass (ITAP)</b>	X		X		X
Partner with Metro Joint Development and other high density residential, mixed-use and affordable housing units to include a transit pass as part of Home Owner Association (HOA) fees	X		X		X
<b>Marketing/Outreach/Promotions</b>					
<b>Encourage late night/recreation ridership</b>	X			X	
Develop an interactive frequent network map that shows different service levels depending on the trip and time a rider is planning		X		X	

**RIDERSHIP INITIATIVES - IMMEDIATE ACTION PLAN**

**Bold:** Status Update in Attachment A

**Updated: December 2015**

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Pop-up/open streets events to cross-promote Metro for bike/ped/rideshare coordination				X	X
Social media promotions				X	
Develop a customer loyalty reward program such as the Montreal Merci, Singapore Travel Smart Rewards, or Minneapolis-St. Paul Ride to Rewards programs		X			X
<b>Partnerships</b>					
<b>Identify and implement a pilot effort with a ridehailing company such as Uber or Lyft to provide first mile connection from home to a transit center, or last mile connection from a transit center to employment center</b>			X		X
<b>Identify and implement a pilot effort with a ridehailing company such as Uber or Lyft to provide first/last mile service to/from a major event or venue event</b>			X		X
Implement promotional event(s) for 2016 Foothill and Expo Line openings	X			X	
Partner with a 3rd party app developer to collect traveller information from their customers			X		X
Work with 3rd party app developers to promote Metro, including cross promotions, providing travel information, service alerts, and other information				X	X
Lead the nation's efforts to identify ways to reverse the national decline in bus ridership, including participating in OCTA's APTA Peer Review on Ridership Trends					X
<b>Establish a panel of peer agencies to review and share ridership trends and strategies to increase ridership</b>					X
Integrate frequent bus network with local street network and transportation plans, including LA City's Mobility Plan					X
Coordinate bus/bicycle planning					X

**ATTACHMENT C  
RIDERSHIP INITIATIVES - OTHER RIDERSHIP INCREASE STRATEGIES**

Updated: December 2015

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
<b>Service Design</b>					
Consider developing tailored subscription bus service to meet specific major employer travel demand	X	X			
<b>Service Management</b>					
Hire and train additional Vehicle Operations Supervisors to allow for rapid response task forces to be deployed during major service interruptions		X			
Pilot project to control bus bunching on Wilshire BRT using Operator-facing software such as VIA Analytics product		X			
<b>Transit Priorities/Technology</b>					
Explore options for countdown clocks at rail stations and high-use bus stops (Orange Line can serve as a pilot)		X			
Explore options to increase transit priorities for Expo Rail		X			
Install queue jumpers at congested intersections for buses to bypass congestion hot spots		X			
Investigate technology that alerts Operators of waiting passengers at multi-line stops to reduce confusion and pass-ups		X			
Work with jurisdictions to install bus lanes on key transit corridors		X			
<b>Safety/Security</b>					
Enhance CCTV hardware/software and streaming capabilities through Metro operating fleets to provide law enforcement and Metro Security the ability to respond quickly to an incident		X			
Continue to improve and enhance Transit Watch LA app, including providing communication between law enforcement and riders, and tools for faster/direct response in the field		X		X	

**RIDERSHIP INITIATIVES - OTHER RIDERSHIP INCREASE STRATEGIES**

Updated: December 2015

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Investigate options for permitting of vendors at transit centers			X		
Implementation of Mobile Data Terminal: Enhance safety and security by providing situation awareness for law enforcement and Metro Security to view CCTVs via tablet/smartphones		X			
Increase patrolling of the bus network at strategic locations		X		X	
<b>Customer Amenities</b>					
Attract concessionaires that provide convenience services at rail stations (e.g. dry cleaners, watch repair, fast food, farmers markets, child care, etc.)		X			X
Design facilities and equipment based on the customer preference first, including TVM and faregate orientation, information case placement, etc.		X			
Improve bus shelters (Metro Rapid)		X			
Improve customer content and sound quality on Transit Passenger Information Systems (TPIS) and Public Address (PA) Announcements		X		X	
Improved wait experience at freeway rail stations, including sound barriers, platform barrier doors, better schedule coordination between the Green and Blue, and Green and Silver Lines		X			
Systemwide comprehensive signage makeover		X			
<b>Marketing/Outreach/Promotions</b>					
Media partnerships to promote Metro				X	
New rider encouragement program to promote services to new residents and employees	X			X	

**RIDERSHIP INITIATIVES - OTHER RIDERSHIP INCREASE STRATEGIES**

Updated: December 2015

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Social media promotions, including transportation makeover videos, giveaways for participating, promotions ahead of events, etc.				X	
Create an Art Night on the Red Line with temporary art installations at each station in tandem with DTLA Art Walk dates or Art Night Pasadena				X	
Develop an "Amazing Race" type of event, using transit to access locations along a scavenger hunt				X	
Host travelling rail car concert to highlight a specific rail line				X	
Launch fitness themed events (e.g. Metro Bootcamp) that encourages incorporating transit into fitness routines/active lifestyle				X	
Produce rush hour concerts at multiple locations within the system, like the Colburn School				X	
Similar to Speed Dating on the Metro Red Line, activate Metro Mingle with an organized 'Meet-Up' theme				X	
<b>Partnerships</b>					
Partner with ridehailing companies such as Uber or Lyft to allow payment for their services through TAP			X		X