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NOVEMBER 3, 2020

TO: BOARD OF DIRECTORS

THROUGH: PHILLIP A. WASHINGTON PAW
CHIEF EXECUTIVE OFFICER

FROM: JOSHUA L. SCHANK JLS
CHIEF INNOVATION OFFICER

SUBJECT: MOBILITY ON DEMAND: QUARTERLY REPORT

ISSUE

Metro's Mobility on Demand (MOD) pilot has now completed 20 months of service and more than 178,000 rides. The project was designed to enhance first/last mile connections to rapid transit for vulnerable populations who are excluded from private mobility providers like Uber and Lyft, including people in wheelchairs, people without smartphones, and low-income riders.

Despite the COVID-19 health crisis, MOD continues to exceed its monthly Key Performance Indicators (KPIs), which were developed long before the pandemic. This is partly due to a pivot in March to include point-to-point service to provide access to essential workers and essential trip making, which had a substantial impact on utilization by expanding the type of trips drivers could serve. Expanded service hours have also contributed to the increase in ridership as night and weekend rides now make up 30% of the total. The service completed over 20,000 rides in September 2020, which is more rides than in any previous month. The latest numbers show the continuation of an upward trend that staff would expect to continue.

In June, the Board approved expansion of the food and essential goods delivery pilot, which is now serving vulnerable and food insecure individuals and families in ten Best Start Communities across the county ([2020-0374](#)). This expansion of eligible trip types has further improved driver and vehicle utilization and contributed towards improved cost-efficiency.

In July, the CEO exercised the authority granted in January by the Metro Board to extend the MOD contract with Via through January 2021. The June Board Report regarding this action also served as staff's quarterly report to the Board on MOD Performance. This Board Box is the 6th quarterly performance report. When the MOD contract ends in January 2021, staff plan to prepare a final report documenting the service performance and key findings of the pilot for the Board to review.

DISCUSSION

MOD ridership has fully recovered from early COVID-19 impacts and rebounded to levels above pre-pandemic performance. The service completed over 16,000 rides in August and 20,000 in September, the two highest months of ridership since the service began in January 2019.

In March, emergency service adjustments were made in response to the COVID-19 health crisis. These included: 1) suspending shared rides in support of social distancing; 2) offering point-to-point rides to accommodate essential trips; and 3) adding essential destinations outside service zone boundaries. These service adjustments remain in effect.

Via has also implemented several enhanced safety measures in response to the COVID-19 health crisis. They have provided driver partners with personal protective equipment (PPE), vehicle partitions to protect both drivers and passengers, and daily vehicle cleaning and disinfection service.

Key Performance Indicators

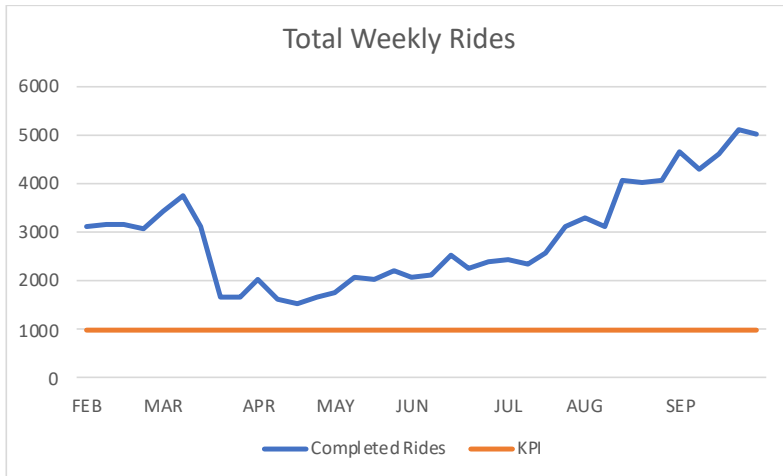
Key performance indicators and statistics through the month of September 2020 are as follows:

- Total Rides: 178,829
- Call Center rides: 2,129
- WAV rides: 1,770
- Average Trip Distance: 2.48 miles
- Total cost **\$3.685M** / \$7.5M contract authority maximum
- Cost Per Ride: \$14.41 average subsidy (Sep 20)
- Weekly rides: **5,000+** / target 1000
- Average wait time: **9.76 min** / target 10 min
- Average rating: **4.9 stars** / target 4.5 stars
- Rides per driver hour: **2.3** / target 2.5

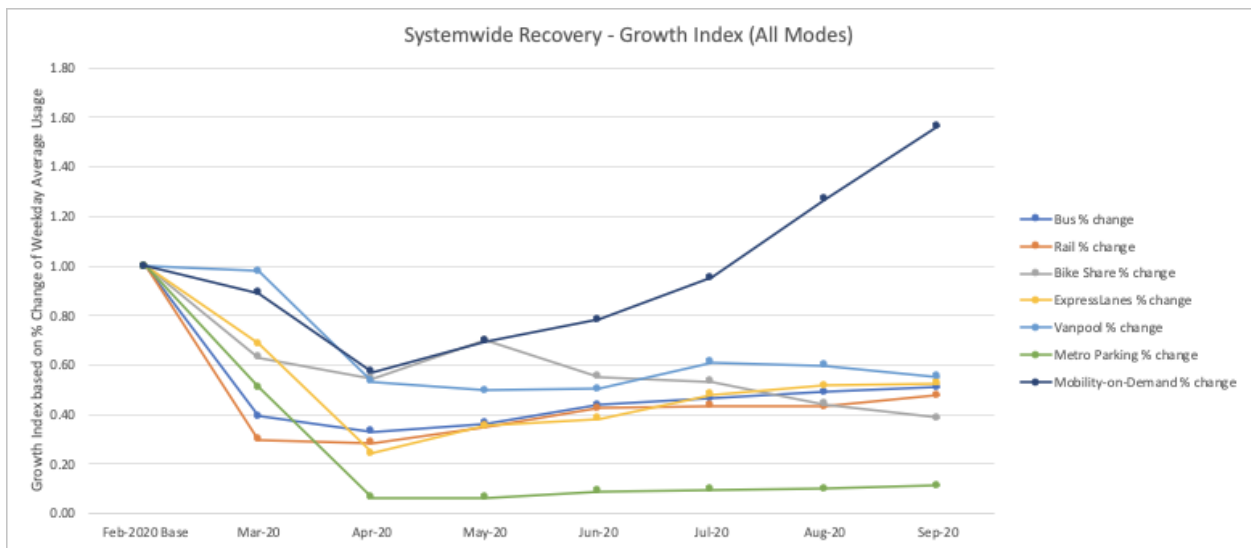
A discussion of each follows.

Total Weekly Rides

MOD has achieved eight consecutive weeks of more than 4,000 rides during the months of August and September. Ridership has reached levels of more than double pre-COVID numbers and will likely continue to increase.



MOD has recovered ridership faster (returning to pre-COVID levels in August) and attracted more ridership growth (60% above pre-COVID levels in September) than all other Metro modes. The below graph illustrates Metro’s systemwide recovery growth index across all modes from February to September.

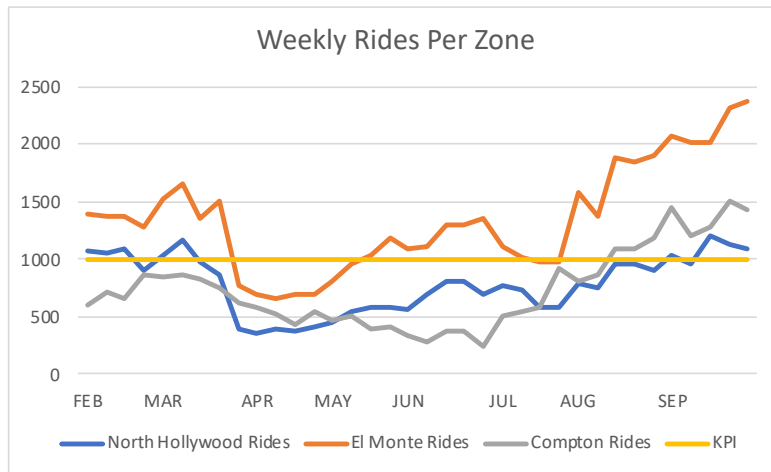


*The above user data by mode was provided by the department responsible for managing each service.

Weekly Rides by Zone

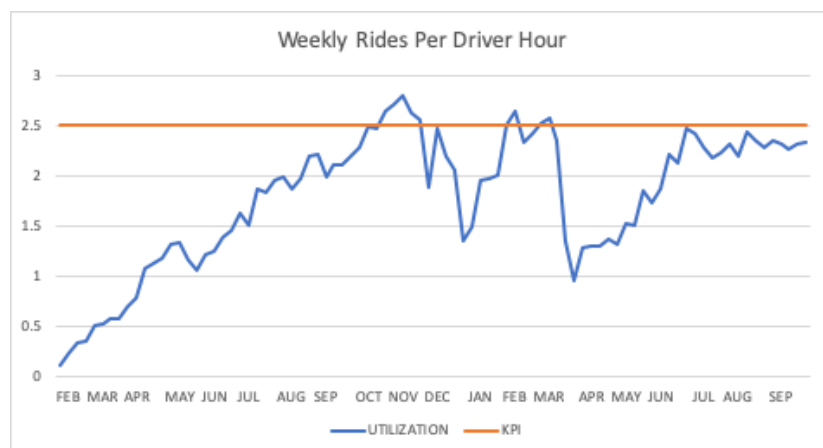
The El Monte zone continues to perform better than any other. El Monte proved most resilient to the impacts of the pandemic, recovering its ridership faster than the other zones and subsequently increasing by 56% over pre-COVID levels. Compton, however, has added more riders than any other zone, increasing the weekly number of rides by

130% over pre-COVID levels. The North Hollywood zone has fully recovered its ridership to pre-COVID levels.



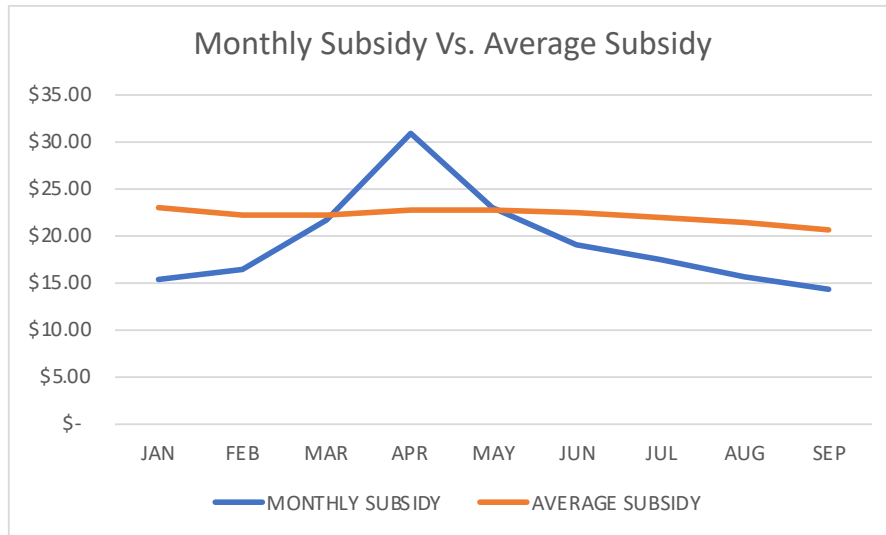
Utilization (Completed Rides Per Driver Hour)

More than any other Key Performance Indicator, COVID-19 has impacted MOD’s ability to achieve a utilization rate of 2.5 rides per driver hour. While MOD suspended shared rides in March, the service continues to allow two passengers to share a vehicle if they are from the same household. Nonetheless, after a very sharp dip during the early weeks of the health crisis, utilization has almost fully recovered. During the past three months, MOD has averaged 2.3 rides per driver hour.



Subsidy Per Completed Ride

The subsidy per completed ride continues to trend downward. The subsidy for the month of September was \$14.41, lower than any other month since the service began. Despite suspending shared rides in March, adding point-to-point rides has helped to drive the subsidy per ride lower than pre-COVID levels. We expect this trend to continue as ridership continues to grow.



This subsidy is reasonable given the high levels of mobility and customer experience it provides and compared to other modes Metro is currently operating.

Mode	Avg. trip length	Max wait time	On-demand?	Subsidy per ride	Convenience
Mobility on Demand	2.5 miles	10 min	Yes	\$14.4	High
Access Services*	10 miles	N/A	24 hrs in advance	\$39	Medium
Bus Service	2.36 miles	60 min (local); 20 min (rapid)	No	\$7.72	Medium to Low
Rail Service		8 minutes (peak); 20 min (off-peak)	No	\$8.92	Medium
Park & Ride	N/A	0 min	Yes	\$12***	High
Bike Share	1 mile	0 min	Yes	\$8	Medium

*Shorter trips have the same subsidy as Access Services pays its vendors per trip

**Metro Bus 607 (with current lowest route performing index of Metro Bus lines)

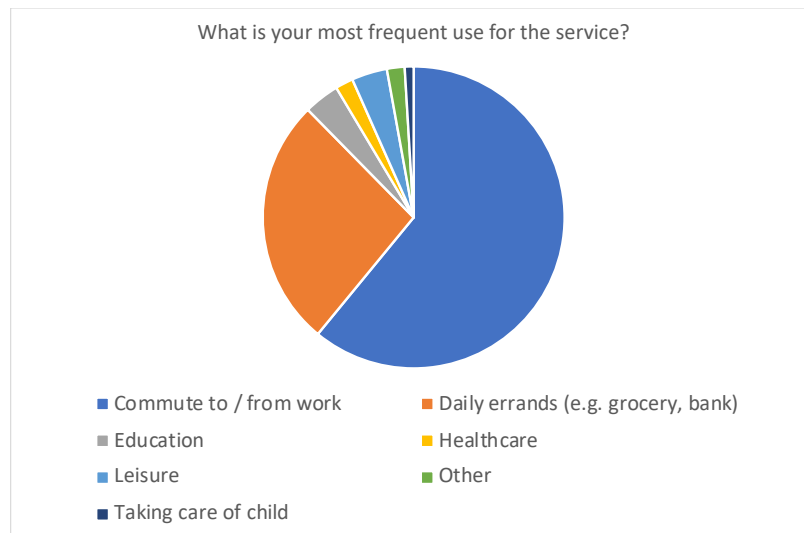
***In addition, park and ride lots are a barrier to transit oriented development and pedestrian access

Research

As part of the FTA Mobility on Demand Sandbox grant, the Eno Center for Transportation, UCLA, and University of Oregon are conducting research on the Via service and publishing a total of 4 policy papers covering a variety of issues. [MOD Fare Integration for Transit](#) is the third paper in the series and was published on September 22, 2020. This report discusses individual and collaborative efforts of public transit agencies and private companies to collect and integrate payment methods and information. A fourth paper analyzing MOD and accessibility will be published within the next few weeks, and a final report analyzing the first full year of service will be published in the winter.

Rider Survey

Metro and Via conducted a rider survey in August to learn more about riders and how they are using the service. More than 60% of riders use MOD to commute to and from work. Another 27% use the service to handle daily errands like traveling to the grocery store. The below graph illustrates the most frequent use of the service.



More than 50% of survey respondents most liked that the MOD service is free and 20% most liked that the service is an easier journey than using the bus or train. 76% of respondents expressed that they would like to see decreased wait times, increased coverage areas or expanded operation hours.

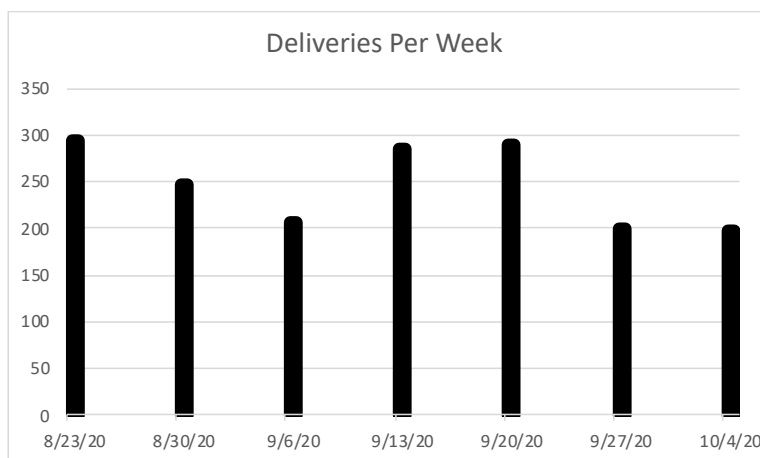
Food and Essential Goods Delivery Pilot

In April, the project team began a small-scale emergency food and essential goods delivery pilot. Metro partnered with First 5 LA, an independent public agency, and Para Los Niños, a non-profit community-based organization, to temporarily provide deliveries to vulnerable and food insecure families within the Metro LA Best Start Community.

In June, the Board authorized expansion of the pilot to up to 750 deliveries per week. The expanded service launched in August and has now completed deliveries in ten Best Start Communities across LA County (Metro LA, East LA, Southeast LA, South El Monte / El Monte, Broadway Manchester, Compton, Pacoima, Panorama City, Watts / Willowbrook and Lancaster).

Food and essential goods recipients include those with limited or no transportation options or must walk-up to reach food distribution centers. Other recipients include single-parent families with small children, families with sick or otherwise vulnerable family members, seniors, and unhoused families who have been temporarily housed in hotels. Recipients cannot afford traditional home delivery groceries, nor do they have sufficient resources to pay for food.

The service has completed more than 2,000 deliveries to date at a cost of \$10.56 per delivery. This is below Staff’s original estimate of \$12.15 per delivery. The utilization rate, which is currently 4.7 completed proposals per hour, indicates that the cost per delivery will decrease as up-front software development costs are spread across an increasing number of deliveries.



As the food and essential goods delivery pilot has expanded, Metro community-based partners have identified many families for deliveries who reside in ZIP codes that overlap with or are directly adjacent to Best Start Community zone boundaries. To ensure that the Pilot reaches the maximum number of eligible Best Start Community members within the approved budget, the CEO approved that food delivery zones incorporate these ZIP codes. While this proposed adjustment will largely impact the Region 1 Metro LA Best Start Community, making zone adjustments by ZIP code as need arises will allow us to continue working in a flexible way with CBOs to support food deliveries to families who reside in the zone and immediately adjacent to the zones as our contract authority allows. This change would be accommodated within the existing approved budget. **The MOD Food Delivery Zone Clarification memo is included in this Board Box as Attachment A.**

Food and Essential Goods Delivery Recipient Surveys

Metro is also working with its local partners to collect recipient feedback and better understand the need for food and essential goods delivery during a pandemic. Staff is collaborating with Para Los Niños on a postcard survey to 400 households across four Best Start Communities. Data received will help Metro better understand the need for alternative ways to provide food access and whether it is more cost-effective to bring food to people than to bring people to food.

Results from a customer satisfaction survey by El Nido Family Centers, Metro's local partner in Pacoima and Panorama City, indicated that 100% of survey respondents were satisfied with the service, would be interested in continued participation, and would recommend it to others in their community.

NEXT STEPS

The two-year MOD research pilot will end in January 2021. MOD project managers are working to transition the North Hollywood/Burbank, El Monte and Compton service zones to Metro Micro. Metro anticipates existing MOD customers in the three service zones will utilize Metro Micro, a new app-based shared ride service, which is on track to launch in impacted areas in January 2021. MOD project managers are separately preparing an RFP to continue the food and essential goods delivery pilot based on public health need and budgetary support.

ATTACHMENTS

Attachment A [Food Delivery Zone Clarification Memo](#)

ATTACHMENT A

Date	8/20/2020
To	Phillip A. Washington, Chief Executive Officer
From	Joshua Schank, Chief Innovation Officer
Subject	MOD Food Delivery Zone Clarification

Purpose

The purpose of this memo is to clarify the geographies of the MOD Food and Essential Goods Delivery Partnership as a follow-up to the June 2020 Metro Board approval.

Background

In June 2020 the Metro Board approved up to 750 deliveries per week to First 5 LA's 14 Best Start Communities ([2020-0374](#)). The Community Based Organizations (CBOs) that oversee Best Start Community Partnerships serve families who reside within these geographic boundaries as well as families who reside immediately adjacent to them, in covered ZIP codes.

Issue

As Metro expands food deliveries as a result of the June 2020 Board report, Metro's CBO partners have identified a number of families for deliveries in ZIP codes that overlap with or are directly adjacent to Best Start Communities zone boundaries. The June 2020 Board Report gives Metro flexibility to adjust service parameters, including service boundaries, stating, "Metro staff will continue to analyze Via service during the COVID-19 crisis...Metro staff is continuing to analyze the service and ridership levels and make adjustments as needed in order to ensure that the service continues to meet the needs of patrons during this unpredictable time, as well as to better understand how such on-demand models may fit into Metro's long term service offerings."

During the pilot phase of this project, Metro has delivered food and essential goods to families in Central LA who reside both within the Best Start Community zone and immediately adjacent to the zone (Attachment A), in ZIP codes covered by the Best Start Community zone.

Recommendation

To ensure that the Pilot reaches the maximum number of eligible Best Start Community members within the approved budget, staff proposes that food delivery zones incorporate all ZIP codes that overlap and are immediately adjacent to the established First 5 LA Best Start Community geographic boundaries. While this proposed adjustment will largely impact the Region 1 Metro LA Best Start Community, making zone adjustments by ZIP code as need arises will allow us to continue working in a flexible way with CBOs to support food deliveries to families who reside in the zone and immediately adjacent to the zones as our contract authority allows. This change would be accommodated within the existing approved budget.

Please see the attached map illustrating how the proposed changes impact each Best Start Community (Attachment B).

Next Steps

Beginning August 24, food and essential goods deliveries will launch full-scale up to 750 deliveries per week. We continue to collaborate with First 5 LA and their network of CBO partners to survey delivery recipients, identify delivery demand and better understand the impact of this partnership.

Copy:

Colin Peppard
Avital Shavit
Shaun Miller

(ATTACHMENT A)

DATE April 22, 2020

TO Philip A. Washington
Chief Executive Officer

THROUGH Nadine Lee
Chief of Staff
Joshua Schank
Chief Innovation Officer

FROM Marie Sullivan
Manager, Transportation Planning

RE **Emergency Food Delivery Proposal**

This memo is to seek concurrence for a proposal to use Metro's existing contract with Via Transit for the Mobility on Demand Partnership for a small-scale emergency food delivery service in response to the Covid-19 crisis.

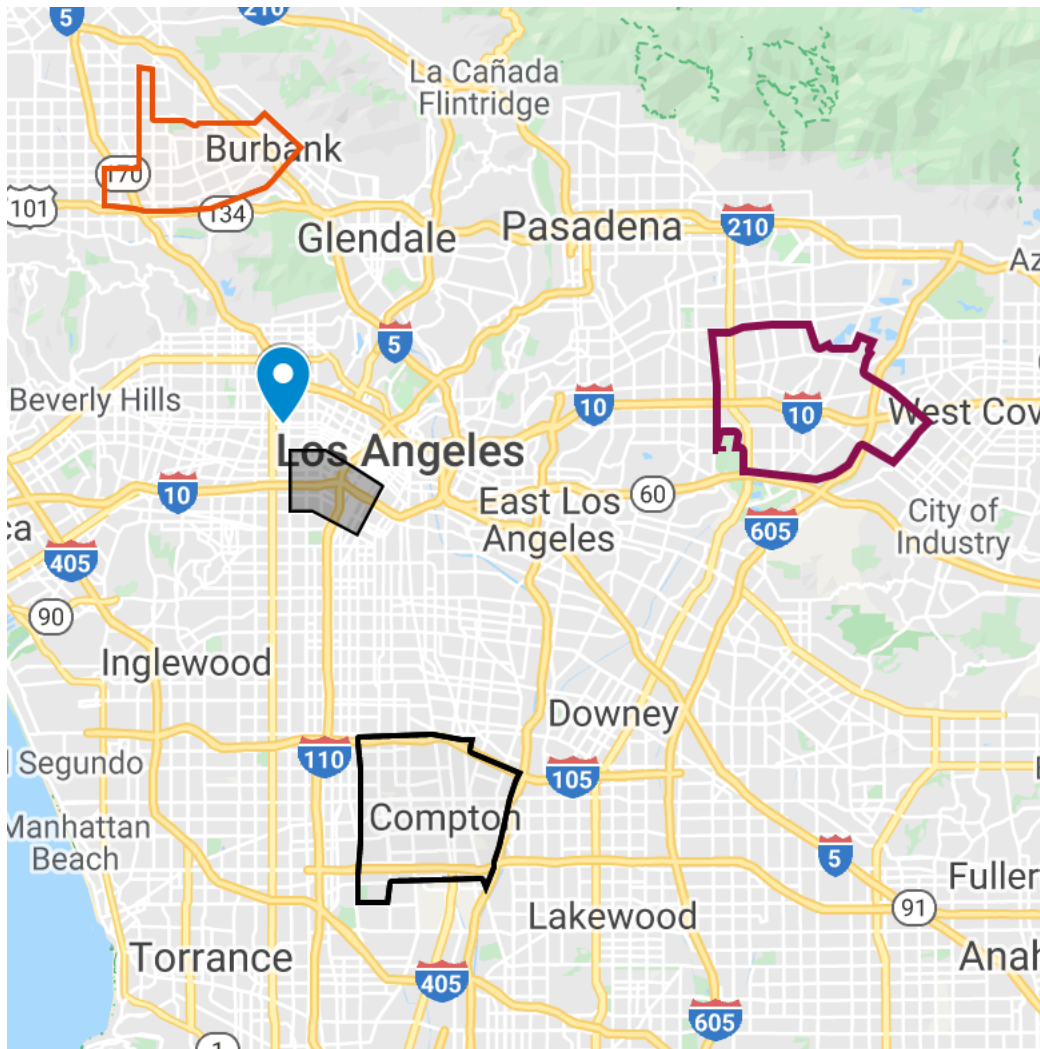
The initial service would operate at no additional cost to Metro.

The service design is as follows:

- Metro and Via would work with First Five LA and Para Los Ninos to deliver food bank donations and household essentials to families with young children who are unable to go to the store safely and cannot afford to order traditional home delivery groceries. (First Five is a state-funded early childhood education agency for the County and Para Los Ninos is one of the partner non-profits they work with.) They approached Metro with this idea based on needs they are seeing in their communities.
- Via will set up a system where Para Los Ninos can upload all meal delivery requests twice a week.
- Via will assign those delivery requests within the week using existing supply of Via drivers.

- The first deliveries will be made in the First Five "Metro LA" region, pictured below which surrounds the intersection of the 10 and 110 freeways. Note that this is not an existing service area for Metro Via passengers.
- The first week of service is proposed to be the week of April 27 with deliveries to ten families.
- Para Los Ninos will continue to identify families who need meal deliveries with the potential of a few hundred deliveries per week.
- Metro, Via, and First Five LA will continue to work with additional non-profits to determine the need for this service across the County and scale up as resources allow.

The proposed food delivery zone is the grey, solid zone in Central LA pictured below. It may vary slightly in order to accommodate specific requests. It is significantly smaller than the existing Via zones, shown in outlines in North Hollywood, El Monte and Compton.

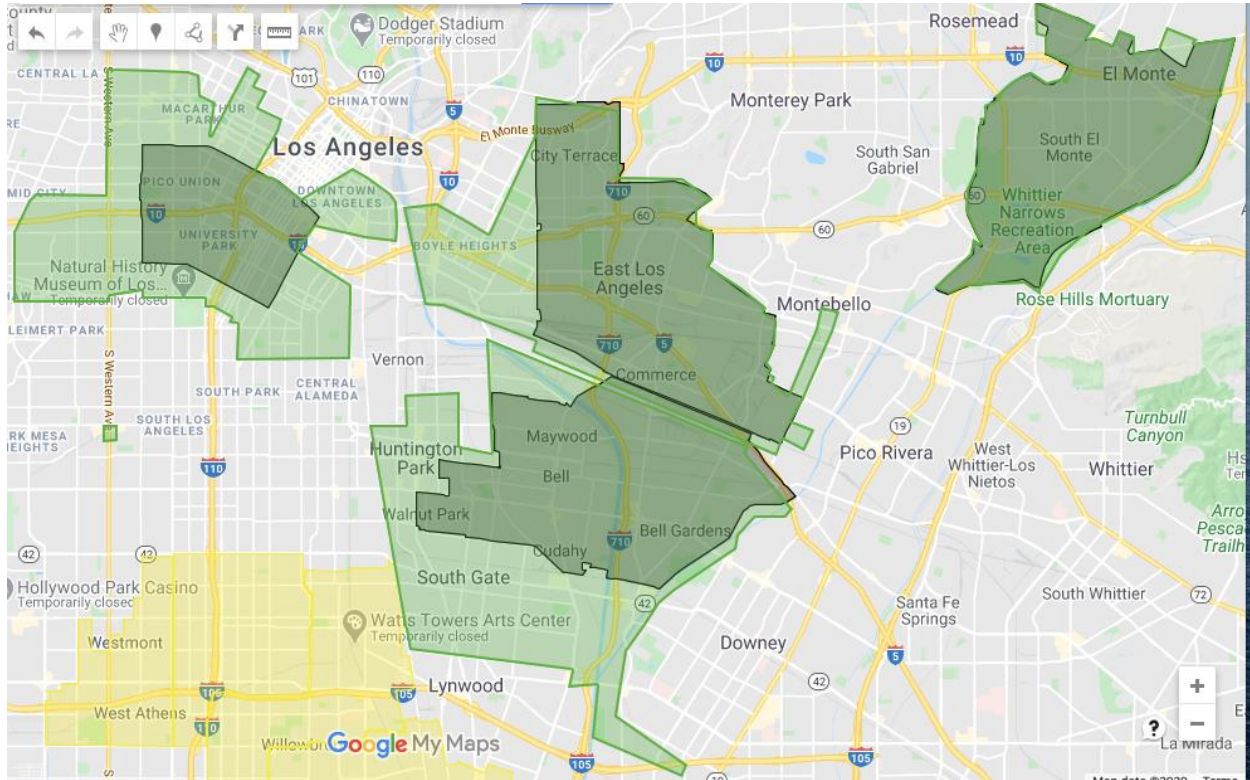


Please sign below if you concur with the proposed emergency operation.

(ATTACHMENT B) – Food Delivery Zones By First 5 LA Region

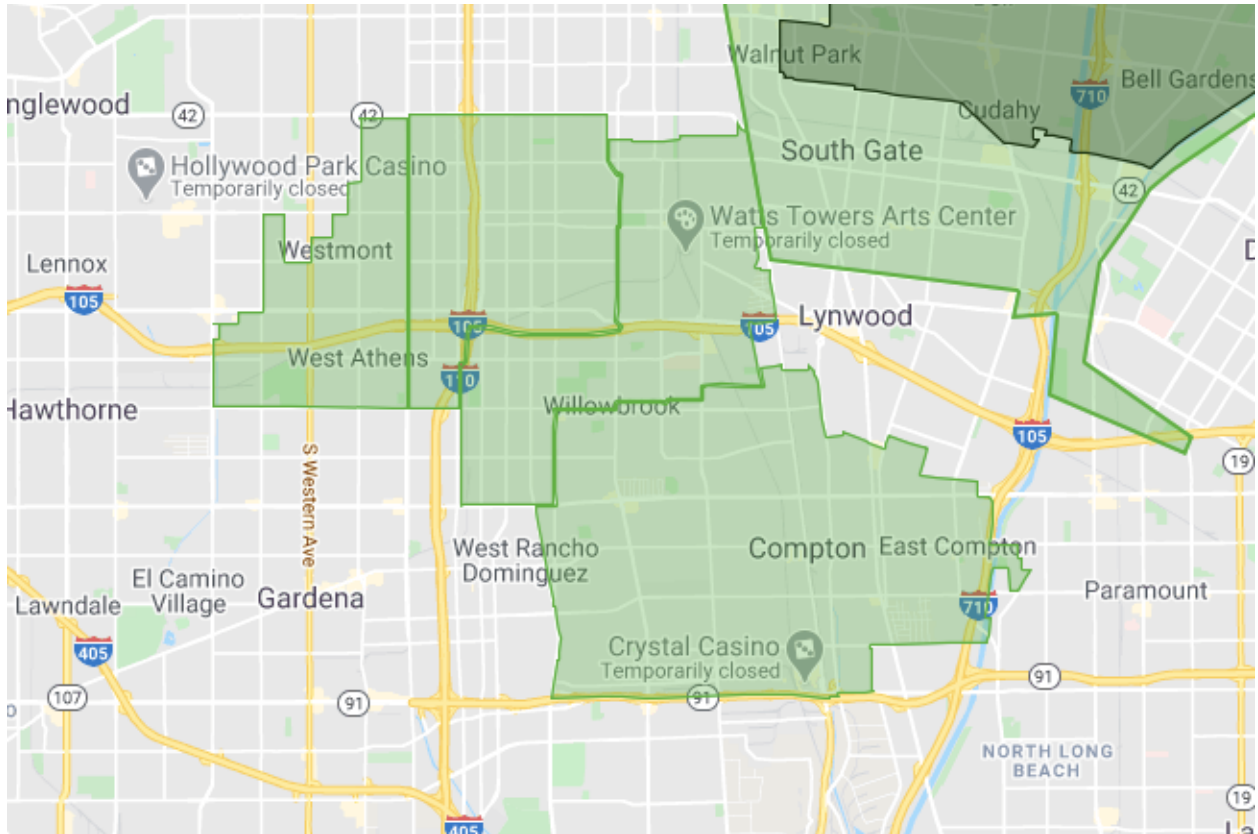
Region #1

The Best Start Communities most impacted by this decision will be Metro LA (the original food delivery pilot zone), East Los Angeles and Southeast Los Angeles. In the map below, the dark green areas denote the geographic boundaries of each Best Start Community while the light green areas denote proposed the food delivery zone adjustments to include overlapping and adjacent zip codes.



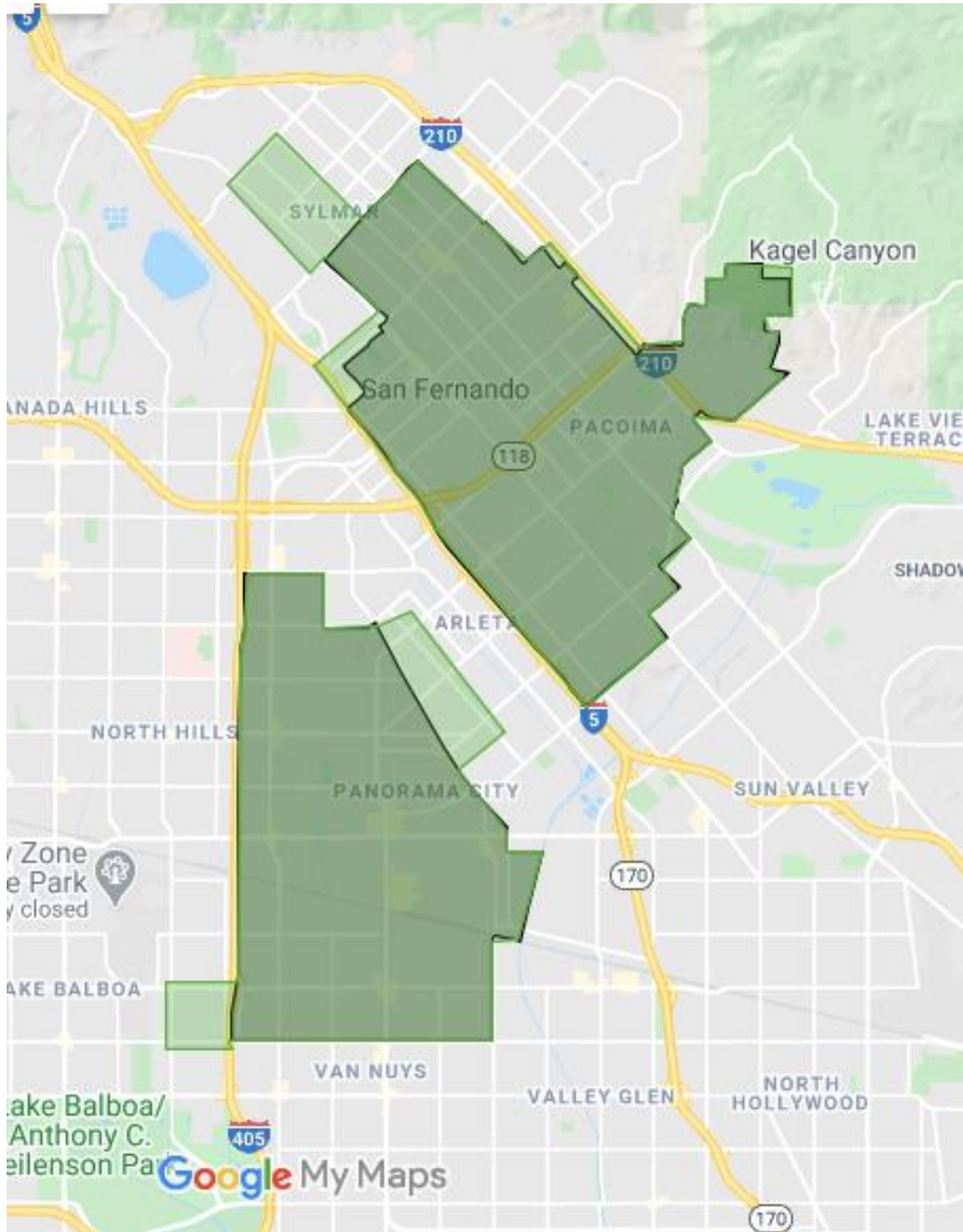
Region #2

The Best Start Community geographies in Region #2 remain unchanged at this time. In the map below, the light green areas denote the Best Start Community as well as the food delivery zone.



Region #3

In the map below, the dark green areas denote the geographic boundaries of each Best Start Community while the light green areas denote proposed the food delivery zone adjustments to include overlapping and adjacent zip codes.



Region #4

The Best Start Community geographies in Region #4 remain unchanged at this time. In the map below, the light green areas denote the Best Start Community as well as the food delivery zone.



Region #5

The Best Start Community geographies in Region #5 remain unchanged at this time. In the map below, the light green and dark areas denote the two existing Best Start Communities (Lancaster and Palmdale) as well as the food delivery zones that directly overlay them.

