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JUNE 20, 2023

TO: BOARD OF DIRECTORS

THROUGH: STEPHANIE N. WIGGINS *SNW*
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FROM: CONAN CHEUNG *CC*
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SUBJECT: MICROTRANSIT PILOT PROJECT UPDATE REPORT

ISSUE

In 2017, the MicroTransit Pilot Project (MTP) was designed as a three-year pilot to test the delivery of a new on-demand ridesharing service model for public transit throughout Los Angeles County. Under deployment of the new on-demand service model, Metro sought to learn from this pilot and utilized the following five guiding questions to assess if this model could be incorporated into Metro's public service:

1. How can new management models improve workforce retention, advance career pathways, and establish workplace satisfaction?
2. How can an innovative Pre-Development Agreement / Public-Private Partnership (PDA-P3) procurement tool be leveraged and improved upon to support testing emerging technology, risk sharing, and rapid iteration in service delivery models?
3. How can a large public agency operate an on-demand transit service that prioritizes customer experience and equity?
4. Will customer experiences on MTP translate to increased ridership on the fixed-route services for both current riders as well as non-riders?
5. Can MTP perform as a cost-efficient alternative to underperforming fixed-route service?

This report provides an update on the current status and lessons learned from the MTP program. Since June 2022, staff has worked on the optimization of the

operations and service design with a focus on improving productivity and cost efficiency.

BACKGROUND

On March 23, 2019, the Metro Board of Directors approved Part A (Feasibility Study) to three contractors to plan and develop an on-demand rideshare service under a competitive Pre-Development Agreement. On February 27, 2020, after reviews and evaluations of the three contractors' proposed plans, RideCo, Inc. was ranked the highest scoring firm, and the Metro Board of Directors approved Part B of the MTP to RideCo, Inc. under Contract No. PS46292001 for the implementation and evaluation of the project.

This new service model was deployed to implement and evaluate on-demand ridesharing service to operate in eight zones across Los Angeles County. The intent of the MTP was to assess if an on-demand ridesharing service could be incorporated into Metro services as a permanent transit service.

In December 2020, Metro Micro was launched in two zones (Watts/Willowbrook and LAX/Inglewood). As part of the NextGen bus network redesign, MTP zones were adjusted to backfill underutilized fixed-route bus service with the goal of retaining transit coverage using a more relevant service that could be provided at a lower cost to better serve the customer. In addition, with the sunset of the Mobility on Demand (MOD) grant that was utilized for first-last mile trips to Metro stations, in January 2021, the MOD zones (Compton/Artesia, El Monte, North Hollywood/Burbank) were subsequently added to the MTP program. The Compton/Artesia zone was later merged into the existing Watts/Willowbrook MTP zone in September 2021, creating a total of eight zones.

Additionally, Metro established a brand-new position of Micro Operator with flexible work rules in close partnership with SMART-TD. This was pursued as an investment in workforce development in light of the ongoing environment with gig workers being utilized in rideshare programming.

Today, in the eight zones, MTP provides coverage in 21 cities as well as several unincorporated Los Angeles County communities across 165 square miles.

DISCUSSION

While there was extensive design and planning leading up to the MTP, three factors impacted the implementation of the program, as follows:

- 1) With the implementation of NextGen, several underutilized fixed route bus segments were discontinued. To maintain coverage, MTP zone boundaries and hours of operation were adjusted and expanded to cover lost bus service with the thought that Metro Micro could provide more responsive and direct service at a lower cost compared to fixed route bus.

While the cost per revenue service hour for Metro Micro (\$149) is 24% lower than fixed route Bus (\$195), ridership in these Metro Micro areas are not as concentrated as other populated areas of the Micro zones. As a result, less concentrated Micro zones experience higher cost per revenue service hour. In addition, expanding the zones to cover these areas reallocated resources from the original zone boundaries to these areas, negatively impacting the service availability, responsiveness, quality and performance of the original zones.

- 2) Metro Micro was implemented in December 2020 during the height of the pandemic. To ensure social distancing and customer safety, available occupancy per trip was reduced from nine to five passengers per vehicle at any time and from three to two in the Accessible vehicles. In addition, shared rides were not promoted. Limiting the boardings per vehicle did negatively impact the productivity and cost effectiveness of the Mero Micro service.
- 3) With the conclusion of the MOD pilot in January 2021, a decision was made to assume the three MOD zones (Compton/Artesia, El Monte, North Hollywood/Burbank) into the MTP program, even though they were shown to be less productive. In September 2021, the Compton/Artesia MOD zone was combined with the MTP Watts/Willowbrook zone to provide more travel options for customers and to generate operating efficiencies. However, the El Monte and North Hollywood/Burbank MOD zones continue to be the lowest performers in the system as discussed below.

By increasing the number of zones from MOD, expanding the zone boundaries and hours of operation from NextGen, and reducing the allowable boardings per vehicle as a result of the pandemic, the MTP program was impacted in providing the initial outcomes as originally designed.

Goal 1: Workforce Development and Job Satisfaction

Amongst the most important goals of MTP has been to develop and test a new workforce model, including the use of part time (more flexible) operators and a value placed on mentoring/coaching to improve retention. It was noted that many of the operators who initially joined the workforce during the pandemic appreciated the flexible nature of the work (the expectation of a part-time commitment with adjustable hours and shifts at the direction of management). However, during the last two shake ups, most recently on May 14, 2023, most operators bid their assignments based on the following priorities in order of importance: 1) weekends off, 2) maximum pay hours, 3) reporting location. Therefore, today, operators are choosing assignments with the most work hours and thus the highest paid, which is consistent with fixed route bus and rail.

By applying support for the frontline and supervisory team through mentoring and coaching, the implementation of this assistance initially yielded an impressive

impact. Based on an operator survey conducted during the Spring of 2022:

- With 90% of Metro Micro operators completing surveys, 79% indicated they are happy with their job, and 74% would recommend their job to family and friends. Comparatively, 60% of Metro fixed route bus operators indicated they are happy with their job, and only 31% stated that they would recommend their job to a friend or family member.
- As of May 3, 2023, 57.8% of Metro Micro operators hired at least a year ago are still with the project. (Goal: 50%)
- 6% of all those hired have been promoted to other positions within Metro (Goal: 5%).

Goal 2: Procurement Innovation

With respect to the business model, Metro has benefited from meaningful lessons learned through the application of the PDA/P3 for transit operations. Under this procurement model, Metro Micro’s roles and responsibilities were designed to be shared for the implementation, operations, and maintenance of vehicles and are generally outlined below:

Function	Responsibility	
	Metro	Contractor
Reporting Locations (including leasing, furniture, supplies, cleaning, etc.)		X
Operations (Ops management, operators, recruitment and training, etc.)	X	
Fleet Maintenance (vehicle procurement, including TAP readers, fueling, cleaning, vehicle PM maintenance, accident damage)		X
On Demand Software (Micro Transit dispatch software) and Data Management		X
On Demand Hardware (Operator cell phone and tablets to run software)	X	
Project Support (Marketing, Customer Call Center, etc.)	X	X
Automobile and Liability Insurance		X

The bifurcation of roles and responsibilities in this manner created several operating and management inefficiencies, including the following examples:

- Insurance: Since the operators are Metro employees, but the vehicles are leased and insured by the contractor, it presented a uniquely risky situation for insurers since the contractor has no authority over the training, discipline, and management of the operators. As such only one insurance company was identified who was willing to assign a primary

- liability policy, but at a significant premium, adding to the cost of operations.
- Operations and Maintenance: Having the operations and maintenance divided between Metro and the Contractor required duplicate management/supervisory staff at each of the reporting locations, one to manage the operators and one to manage the fleet contract.
 - Reporting Locations: In addition, as a pilot project, the option year of the contract allowed up to 12 months of service on a month-to-month basis, which allows Metro to end the service at any time during the option term of the contract. Since the Contractor was responsible for leasing the reporting locations, and the leases have penalties for early cancellation, the pricing of the lease cost accounted for these penalties in the event that Metro canceled the MTP prior to the end of the leases.
 - Vehicle Maintenance: Given the Firm Fixed Price terms of the contract, the vehicle maintenance and fuel costs were priced out assuming 50,000 miles of usage per vehicle per year. This was the basis of the cost per vehicle irrespective of whether the vehicle logged more or less miles per year than forecasted.

Metro gained experience in the application of the P-3 procurement tool for transit operations. The P-3 contracting tool was designed for the sharing of risk and reward through partnership with the private sector (Public-Private-Partnership). One of the most challenging aspects in the sharing of risk/reward in this new procurement tool was the unknowns caused by the COVID-19 pandemic and the resulting increases in expenses while the Agency experienced a decrease in revenue. As a result, it became challenging to establish the risk/reward sharing part of the firm-fixed price contract.

If the Board decides to continue with Metro Micro beyond the current pilot period, staff will recommend a new procurement with a revised business model that seeks to properly align responsibilities between Metro and the Contractor.

Goal 3: Customer Service and Equity

Metro Micro has been well-received by the public. The ride rating system is on a scale of 1-5, where 1 is the lowest and 5 is the highest; average ratings have consistently been around 4.8 for completed rides for each Micro zone over the 31 months of operations. The fact that the average rating is above 4.5 on a scale of 1-5 is an indication of the moderate-to-high levels of service. An analysis of the percentiles of the ratings showed that most of the ratings are 4 and 5. This confirms that the average is not heavily weighted by some very high ratings, masking some low ratings. The average rating on weekdays is lower than that on weekends. The average rating in the early AM hours is the lowest, possibly due to the availability of a ride on-demand.

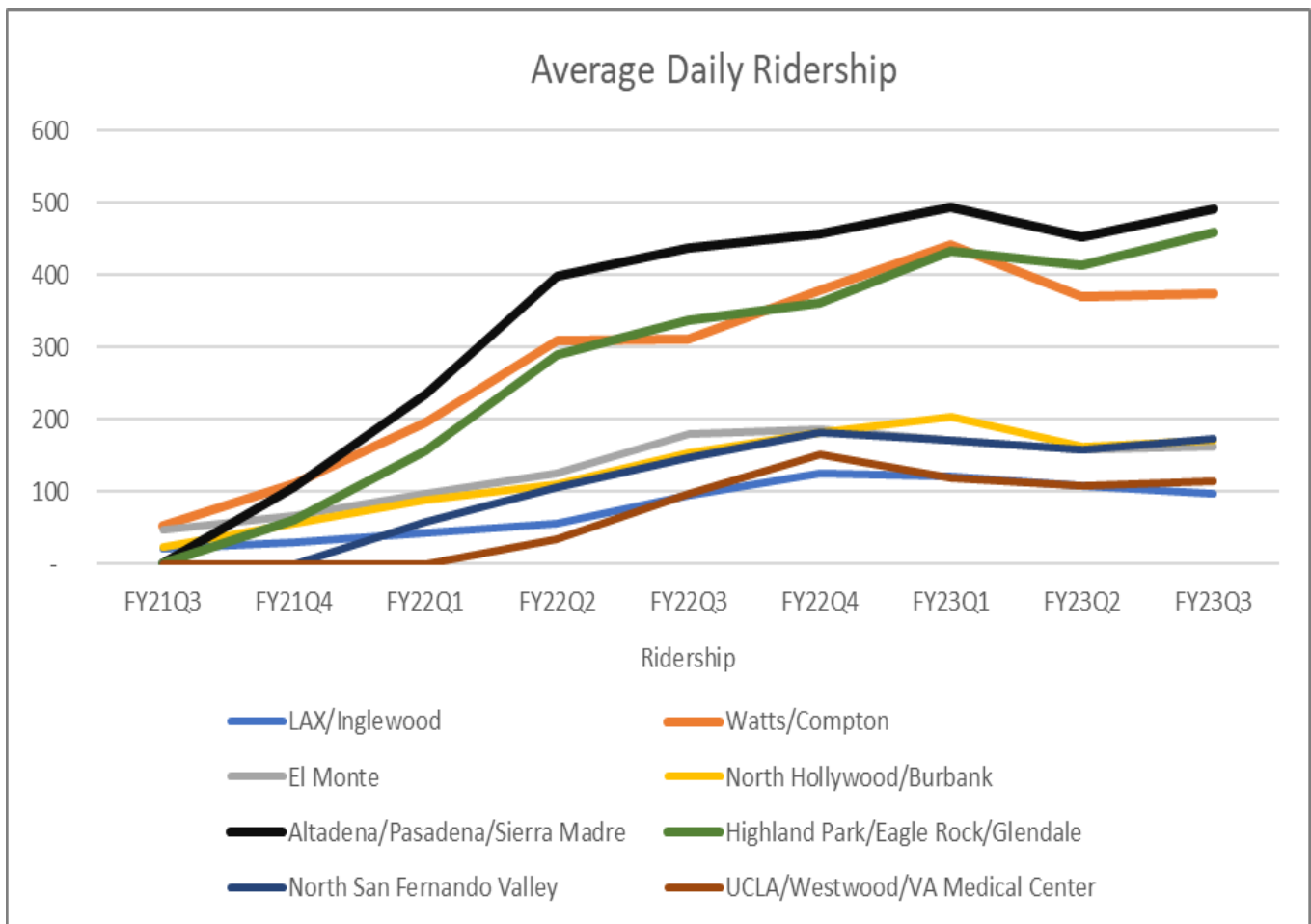
In addition to customer satisfaction, staff is tracking several other Key Performance Indicators (KPI) to determine the level of success for the MTP. In

addition to the KPIs presented below, staff has engaged with a third-party contractor to assist with an independent evaluation of the MTP program. Results of this comprehensive evaluation are expected to be presented in July 2023.

Ridership

Metro Micro has experienced a steady increase in ridership since inception. As noted in Chart 1 below, three zones account for about two-thirds of all ridership throughout the program: Watts/Compton, Highland Park/Eagle Rock/Glendale, and Altadena/ Pasadena/Sierra Madre. Ridership has followed expected trends in terms of the holiday “slump”. Recently, Highland Park/Eagle Rock/Glendale has shown a growth trend powered by high weekend usage and is catching up to Altadena/Pasadena/Sierra Madre, vying for top volume. With each shakeup, the schedule is adjusted to meet current demand trends, considering not only completed rides but also no-capacity searches and conversion rates (percentage of those searching who book a ride) to better match resources to growing markets.

Chart 1: Ridership from January 2021 to March 2023



The following are the predominant trip purposes within each zone based on usage patterns and responses from the 2021 marketing survey:

Zone	Predominate Trip Purpose
Watts/Compton	Shopping, connect to transit
El Monte	Shopping
LAX/Inglewood	Work
Highland Park / Eagle Rock / Glendale	Restaurant, visiting friends/family
North Hollywood / Burbank	Restaurant, entertainment
Altadena / Pasadena / Sierra Madre	Shopping, work, visiting friends/family
UCLA / Westwood / VA Medical Center	N/A – was not operating yet during survey
Northwest San Fernando Valley	N/A – was not operating yet during survey

Productivity

Metro Micro has seen an upward trend in Passenger per Vehicle Hour (PVH) since inception. As seen in the Table 1 below, three zones account for the highest average PVH: Altadena/ Pasadena/Sierra Madre, Highland Park/Eagle Rock/Glendale, and North San Fernando Valley. The data suggests varying levels of efficiency and demand across different zones, with some zones consistently showing higher PVH values than others. During the recent week of May 15, 2023, the ridership reached the highest daily average of 2,483 with a single day record of 2,607 passengers and the PVH average of 3.41.

Table 1: Productivity by Zone

Zone	Passengers per Vehicle Hour (PVH)								
	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
LAX/Inglewood	0.7	1.2	1.8	1.9	2.2	2.9	2.9	2.6	2.4
Watts/Compton	0.8	1.7	2.3	2.6	2.9	3.1	3.3	2.8	2.9
El Monte	1.5	1.8	2.2	2.3	2.7	3.0	3.2	2.9	2.8
North Hollywood/Burbank	0.9	1.7	2.6	2.3	2.6	2.9	2.9	2.6	2.6
Altadena/Pasadena/Sierra Madre	--	1.9	3.0	3.1	3.4	3.4	3.7	3.3	3.3
Highland Park/Eagle Rock/Glendale	--	1.0	2.4	2.6	3.0	3.0	3.2	3.1	3.0
North San Fernando Valley	--	--	0.8	1.8	2.9	3.5	3.7	3.6	3.5
UCLA/Westwood/VA Medical Center	--	--	--	0.7	2.5	3.3	3.0	2.6	3.0
SYSTEMWIDE	1.0	1.7	2.4	2.5	2.9	3.2	3.3	3.0	3.0

Shared Rides

In Table 2 below, the systemwide percentage of shared rides started at 20.3% and consistently increases over time. It reached a peak of 62.2% in FY23Q1 and remains high at 58.0%. The Altadena/Pasadena/Sierra Madre zone consistently has the highest percentage of shared rides, followed by North San Fernando Valley and Highland Park/Eagle Rock/Glendale. These zones consistently demonstrate a positive trend. Overall, the data highlights varying levels of shared rides across different zones. This information can be valuable for understanding the demand and preferences of passengers in different areas and can inform decision-making regarding resource allocation. In addition, increasing the number of customers able to share the same vehicle trip not only improves productivity and cost efficiency, but it frees up resources for others who want to book a ride.

Table 2: Percent Shared Rides by Zone

Zone	Percent Shared Rides								
	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
LAX/Inglewood	45.0%	40.0%	44.9%	47.3%	41.7%	49.9%	52.1%	49.4%	42.6%
Watts/Compton	13.0%	22.9%	30.7%	36.8%	44.3%	47.8%	57.7%	51.0%	48.1%
El Monte	18.8%	19.6%	30.3%	32.9%	38.6%	46.6%	53.3%	48.3%	43.4%
North Hollywood/Burbank	18.0%	25.9%	41.5%	41.0%	44.9%	53.3%	60.2%	53.7%	50.4%
Altadena/Pasadena/Sierra Madre		35.3%	50.3%	52.8%	58.9%	64.7%	74.0%	70.3%	73.9%
Highland Park/Eagle Rock/Glendale		14.5%	42.1%	45.4%	53.6%	56.0%	64.9%	64.5%	63.9%
North San Fernando Valley			17.6%	31.4%	44.7%	52.6%	55.9%	56.6%	50.9%
UCLA/Westwood/VA Medical Center				8.8%	40.2%	51.3%	51.0%	51.1%	50.8%
SYSTEMWIDE	20.3%	24.1%	39.4%	43.1%	49.2%	54.6%	62.2%	59.0%	58.0%

On-Time Performance

The on-time performance metrics shown below in Table 3 indicate an overall decline since the inception of the system, largely attributed to changes in traffic patterns during the recovery from the pandemic. However, the average on-time performance from FY22Q3 to the most recent quarter indicates a return to more normalized conditions. The systemwide average on-time performance as of FY22Q3 stands at 87%, with the top three zones being LAX/Inglewood, El Monte, and North Hollywood/Burbank, achieving an impressive 90% on-time performance. Notably, all zones have displayed an increasing trend in on-time performance over the last two quarters.

Table 3: On Time Performance by Zone

Zone	On Time Performance								
	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
LAX/Inglewood	99.3%	97.5%	96.0%	96.6%	94.8%	91.6%	90.8%	92.0%	93.9%
Watts/Compton	98.7%	97.4%	92.3%	88.8%	84.8%	83.9%	82.5%	84.7%	86.5%
El Monte	98.4%	98.1%	92.8%	94.3%	92.2%	87.7%	86.3%	90.4%	91.8%
North Hollywood/Burbank	98.3%	97.3%	92.3%	90.7%	91.8%	87.8%	87.9%	88.9%	93.2%
Altadena/Pasadena/Sierra Madre	--	94.9%	90.3%	90.1%	83.3%	81.8%	83.4%	80.5%	81.2%
Highland Park/Eagle Rock/Glendale	--	97.0%	88.3%	88.0%	83.7%	81.5%	84.7%	82.1%	84.7%
North San Fernando Valley	--	--	97.7%	94.7%	91.6%	89.3%	86.6%	86.6%	90.3%
UCLA/Westwood/VA Medical Center	--	--	--	98.5%	90.7%	87.3%	90.0%	88.9%	89.7%
SYSTEMWIDE	98.4%	97.2%	91.5%	90.5%	87.0%	84.9%	85.2%	84.8%	86.5%

Equity and Customer Demographics

The MTP sought to also address inequities in the availability and affordability of on-demand ride-hailing offered by private companies, which are often less available in communities of color and areas with lower median household incomes. Part of this effort included asking appropriate questions in our April/May 2023 Mode Shift Survey that examined how we can provide better availability and affordability through the MTP program. The results of the survey will be presented next month. While all Micro zones contain EFCs, there is a range of EFC coverage between zones:

Zone	% of Land Area in EFC	% of Population in EFC
Watts/Compton	68.0%	69.8%
El Monte	50.6%	73.3%
LAX/Inglewood	33.2%	40.3%
Highland Park / Eagle Rock / Glendale	19.3%	31.7%
North Hollywood / Burbank	19.2%	29.5%
Altadena / Pasadena / Sierra Madre	9.9%	23.7%
UCLA / Westwood / VA Medical Center	5.5%	10.6%
Northwest San Fernando Valley	3.9%	7.2%

For context, 31% of the land area of the eight Metro Micro zones are in EFCs.

Ridership is uneven across Metro Micro zones. For a long time, Altadena/Pasadena/Sierra Madre has had the highest ridership volume. However, in recent months, Highland Park/Eagle Rock/Glendale has seen

steadying growth and increasing in ridership. Watts/Compton remains in third place. As a result, when looking at the proportion of our target population which resides in EFCs and combining that with our ridership proportion in each Metro Micro zone, we can estimate that 38.4% of Metro Micro ridership comes from EFCs.

Most recently, staff contracted for a survey of Metro Micro customers which was conducted between March 21, 2023 to April 28, 2023. To generate the broadest sample possible, the survey was issued through three methods: (1) an online survey, announced via email in English and Spanish; (2) an on-board survey conducted by bilingual outreach personnel; and (3) a telephone survey in English and Spanish of people booking through the Metro Call Center in September 2022 who opted-in to be contacted. A total of 2,875 Metro Micro customers completed surveys. The survey was available in English and Spanish. Completion rate for English-language was 80%, Spanish-language was 78%. 95% (n=2733) of the surveys were completed in English, 5% (n=142) were completed in Spanish. Initial findings show:

- More than half of respondents identified as female (53%), 40% identified as male, 3% as non-binary, and 0.3% as other genders.
- Compared to Metro customers overall, Metro Micro users disproportionately identified as Asian/Native Hawaiian/Pacific Islander (18% versus 7%, respectively) and White/Caucasian (28% versus 12%, respectively), with Black/African American (10% versus 14%, respectively) or Hispanic/Latinx (40% versus 58%, respectively).

MTP Optimization

In summer 2022, Metro has continued experimenting with the adjustment of software business rules used to make Micro a shared ride service. Below in Table 4 is an outline of changes implemented to improve performance, and in turn, the service KPIs. Metro staff anticipates continuous improvement in optimizing business rules as needed that would provide for greater ridership and productivity to increase optimization.

Table 4: Zone Parameter Optimization

Goal:	Objective:	Activities:	Outcome (PVH):	
			30 days prior	30 days after
Lower Per-Passenger Costs	<i>Increase passengers per vehicle hour (PVH)</i>			
	• Increase ride pooling	A: Time Snapping	3.23	3.36
	• Reduce visits to outlying areas	B: Frequency Variation	3.29	3.11
	• Incentivize trips to/from identified hubs	C: Onboard time	3.28	3.40
	• Reduce cancellations and no-shows	D: Automatic Booking Limits	2.97	3.19
	• Improve on-time performance	E: Operator Training and Feedback	2.78	3.03
	• Match supply to demand	F: Scheduling Fine-Tuning	2.92	2.96

Note: Green is positive result and Red is not as expected

- Geographic distribution of demand: During the development phase, one assumption was that trips would naturally aggregate into a first/last mile pattern, with approximately 50% of trips being to or from a key hub. This would provide significant opportunities for pooling and shared pick-ups and drop-offs. In reality, demand is very diffuse, with few zones having any single location accounting for more than five percent of origins or destinations. Some of the service optimization efforts last summer were intended to incentivize trips to/from key hubs, but this has had a minor effect. Staff is in the process of stop optimization in each zone to better group riders at the same pick-up or drop-off location.
- Automatic Booking Limits (ABL): As the MTP seeks to increase ridership and efficiency, with an eye toward reducing cost per boarding, staff has been conscious of the potential impacts on equity. Recently, MTP has enabled a software feature called Automatic Booking Limits. This feature identifies users with high rates of no shows and short-notice cancellations (NS/SNC), and temporarily limits them to only having four rides open at once, and only booking two days in advance. The goal is to (1) reduce the impact of these users on the system; and (2) motivate users to book responsibly, rather than absorbing resources that could be used to transport other passengers.

In response to feedback from multiple Metro departments, Metro staff worked with the Contractor to develop a notification system for customers at risk of being limited. The notification language has recently been refined

based on rider feedback. Preliminary results show that No Shows/Short Notice Cancellations and excess demand (measured in the proportion of searches that receive a “high demand” error rather than returning results) have gone down since activating ABL, but a more thorough evaluation is currently being developed.

Goal 4: Increased Use of Fixed Route

As stated above, Metro contracted for a survey of Metro Micro customers which was conducted between March 21, 2023 to April 28, 2023. Based on responses from 2,875 Metro Micro customers who completed the survey:

- Metro Micro is providing trips that may not have otherwise been made, suggesting it expands transportation options and access to destinations relative to other alternatives.

Highland Park Walk Shed

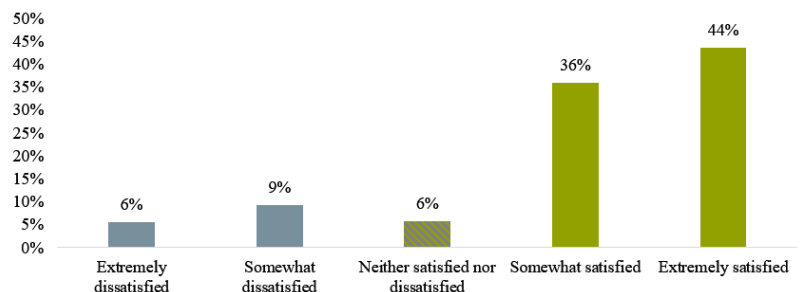


- 50,700 (44%) more residents and employees have access to Metro Micro than fixed route

One day 456 completed trips comparison				
	>0.25 Walking	>0.5 Walking	Walking entirely	<0.25% Walking
Fixed Route	62%	46%	6%	0%
Microtransit	5%	1%	0%	94%

- It is disproportionately used—like transit overall—by people who do not own a car, and riders report overall high levels of satisfaction with the service.

The majority (80%) of Metro Micro riders are somewhat or extremely satisfied with the service. Satisfaction is higher among those who use Metro Micro at least weekly (84%) compared to those who ride less than once per week (76%).



- Most people access Metro Micro pickup points and their final destinations by walking or using a mobility device, and about two-thirds of riders sometimes or always combine Metro Micro with another mode in order to reach their final destination.

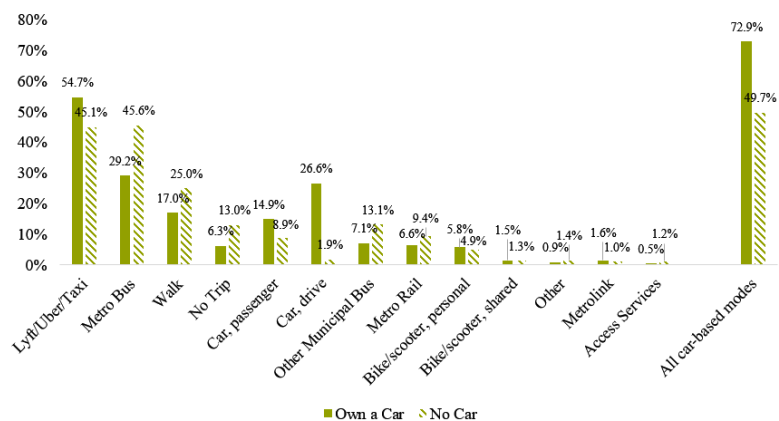
Access to Metro Micro Pickup Point and Final Destinations

The majority of riders access both Metro Micro pickup points and their final destinations (following their Metro Micro trip) by walking or using a mobility device (78% and 71%, respectively). ***Eighteen percent transfer from Metro Micro to Metro bus or rail to access their final destination, while 14% use Metro transit to access the Metro pickup point.*** Few use a car as either a passenger or driver (about 2%) or bikes/scooters (about 1.4%) to access either Metro Micro pickup points or final destinations.

	Access to Metro Micro Pickup Point	Access to Final Destination
Walk or use a mobility device	78.2%	71.1%
Metro Bus	9.8%	10.7%
Metro Rail	4.3%	7.5%
Other	2.9%	5.2%
Personal bike or scooter	1.2%	1.2%
Metrolink/Amtrak	0.9%	0.7%
Other municipal bus	0.8%	1.2%
Drive a car	0.6%	0.5%
Passenger in a car	0.6%	0.3%
Uber/Lyft/taxi	0.5%	1.4%
Shared bike or scooter	0.2%	0.2%

- The majority (58%) of riders would have used a car-based mode—driving, riding in a car as a passenger, ride-hail, or taxi—on their last trip if they had not taken Metro Micro; a higher percentage of people with a car in the household substituted a car-based mode (73%) compared to those without a car in the household (50%), who were conversely more likely to substitute another transit mode (bus, rail) for a Metro Micro ride.

Seventy-three percent of those with a car at home would have taken a car-based mode instead of Metro Micro compared to half (50%) of those without personal cars, nearly all of whom would have either hailed an Uber/Lyft/taxi (45%) or gotten a ride as a passenger (9%). Contrastingly, the plurality of Metro Micro users without cars (46%) would have taken a Metro bus had they not used Metro Micro, followed by walking (25%).



Goal 5: Cost Efficiency

Line	FY21 Q2 Subsidy per Boarding	Adjusted for Inflation	Average Daily Boardings	Service Frequency	Zone(s)
183	\$16.07	\$18.32	728	54-66 minutes	North Hollywood/Burbank, Highland Park/Eagle Rock/Glendale
201	\$13.88	\$15.82	454	60-65 minutes	HPERG
202	\$25.66	\$29.25	160	90 minutes	WC
252	\$8.61	\$9.82	742	30-56 minutes	HPERG
254	\$9.79	\$11.16	563	55-73 minutes	WC
268	\$19.17	\$21.85	643	33-60 minutes	Altadena/Pasadena/Sierra Madre (Sierra Madre loop), El Monte
242/243	\$13.67	\$15.58	621	48-61 minutes	Northwest San Fernando Valley (Porter Ranch area)
487	\$22.93	\$26.14	823	23-50 minutes	Altadena/Pasadena/Sierra Madre (Sierra Madre loop), El Monte
612	\$14.98	\$17.08	770	60-62 minutes	Watts/Compton
625	\$24.14	\$27.52	64	26 minutes (weekdays peak periods only)	LAX/Inglewood
685	\$23.37	\$26.64	144	30 minutes (weekdays only)	Highland Park/Eagle Rock/Glendale

EQUITY PLATFORM

Equity has been considered throughout development and implementation of the MTP program. Please refer back to Goal 3: Customer Service and Equity for more information on EFC coverage and access, bilingual engagement, and ridership demographics.

Metro staff continues to monitor changes to daily operations for equity related impact.

As the MTP seeks to increase ridership and efficiency, with an eye toward reducing cost per boarding, Metro staff has been conscious of the potential impacts on equity.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The MTP supports strategic plan goals #1.2 and 2.3: Metro Micro is an investment in a world-class transportation system that is reliable, convenient, and attractive to more customers for more trips. Metro Micro continues to improve customer satisfaction at customer touch points by offering an accessible, flexible service that better adapts to customer demand and needs.

NEXT STEPS

Metro staff will return to the Board in July 2023 to present both the evaluation of the MTP and the next steps. The evaluation, which is currently in the final stage of development, will provide trends and insights to inform future programming. The path forward for Metro Micro may include:

- Path 1: Discontinue Metro Micro

- Path 2: Continue current business model as is with continued optimization and revised service zones
- Path 3: New business model and revised service zones