



Board Report

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FINANCE, BUDGET AND AUDIT COMMITTEE

JUNE 17, 2015

EXECUTIVE MANAGEMENT COMMITTEE

JUNE 18, 2015

SUBJECT: RIDERSHIP INITIATIVES

ACTION: RECEIVE AND FILE RESPONSE TO BOARD MOTION NO. 8: MTA RIDERSHIP

RECOMMENDATION

RECEIVE AND FILE status report on **response to Board Motion No. 8: MTA Ridership** (March 19, 2015) to develop an Action Plan to increase Metro ridership.

ISSUE

Since April 2014, ridership across the Metro system, including bus, rail, and BRT service, has declined by 4%. This decline contrasts with a 3% increase in ridership that occurred in the previous four years, from 2010 to 2014. The March 19, 2015 Board Motion No. 8: MTA Ridership (Attachment A) instructed the Metro CEO to develop an action plan to reverse the recent downward trend in boardings and to report back to the Board within 90 days of the Motion. This report provides the requested response and action plan.

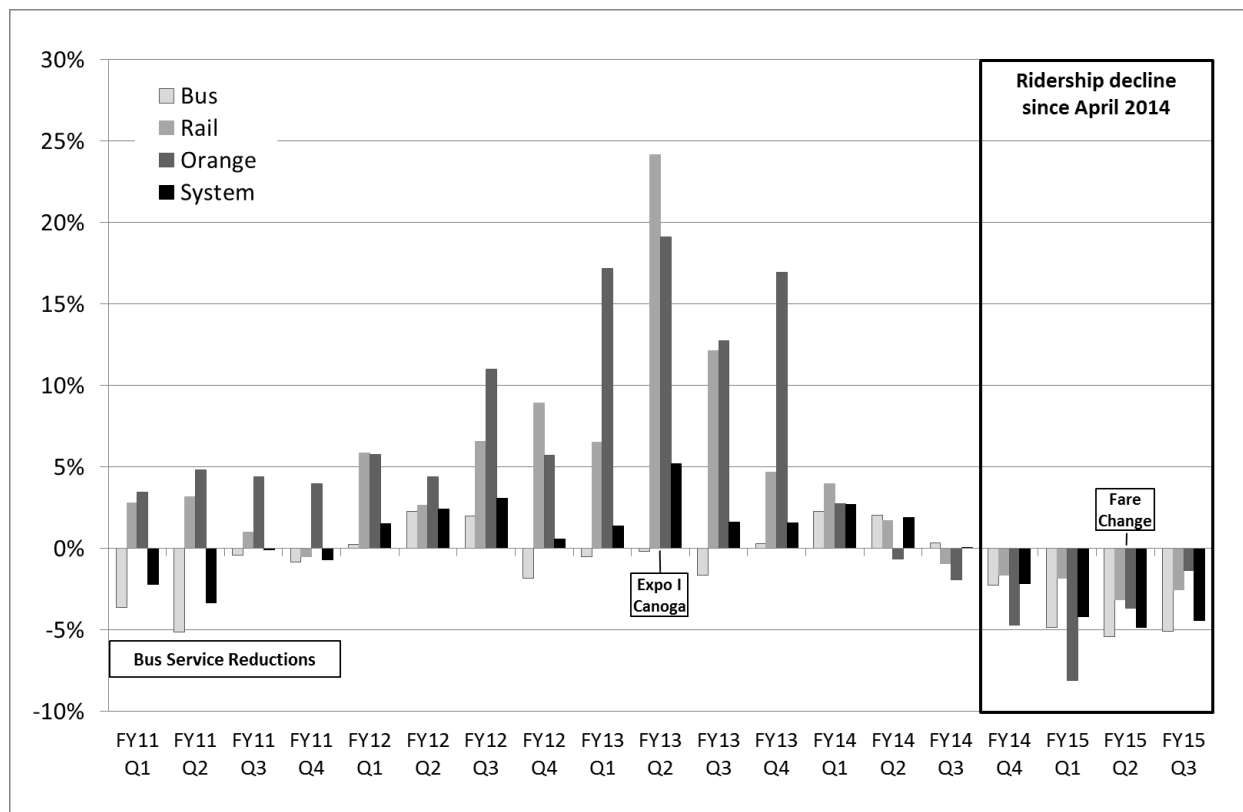
DISCUSSION

Ridership Trends

As shown in Figure 1, Metro ridership has been declining on a year-over-year basis since April of 2014, in the fourth quarter of FY14. This decline precedes the September 2014 fare restructuring by six months and is part of a larger national trend of declining transit ridership, as shown in Figures 2 and 3.

Figure 1 shows that, through the third quarter of FY15, over the past year Metro boardings have decreased on average by 4% on a year-over-year basis, impacting all modes, including bus, rail, and bus rapid transit (BRT). As shown in Figure 1, bus boardings have decreased by 5%, rail by 2%, Orange Line BRT by 4%, resulting in a total system boardings decline of 4%.

Figure 1
 Year-Over-Year Percent Change in Boardings
 FY11 - Current



Figures 2 and 3 compare Metro ridership trends by bus (Figure 2) and rail and BRT (Figure 3) with regional and national trends. As shown in Figure 2, national bus ridership began declining in the first quarter of FY14, while Metro bus ridership began declining in the fourth quarter of FY14. Figure 3 shows that, despite a significant increase in rail and BRT ridership with the opening of the Expo Line and Orange Line Canoga Extension in the second quarter of FY13, rail and BRT ridership has been declining since the third quarter of FY14. This trend is particularly worrisome as national rail ridership continues to increase.

Figure 2
 Year-Over-Year Percent Change in Local, Regional, National Bus Boardings
 FY11 - Current

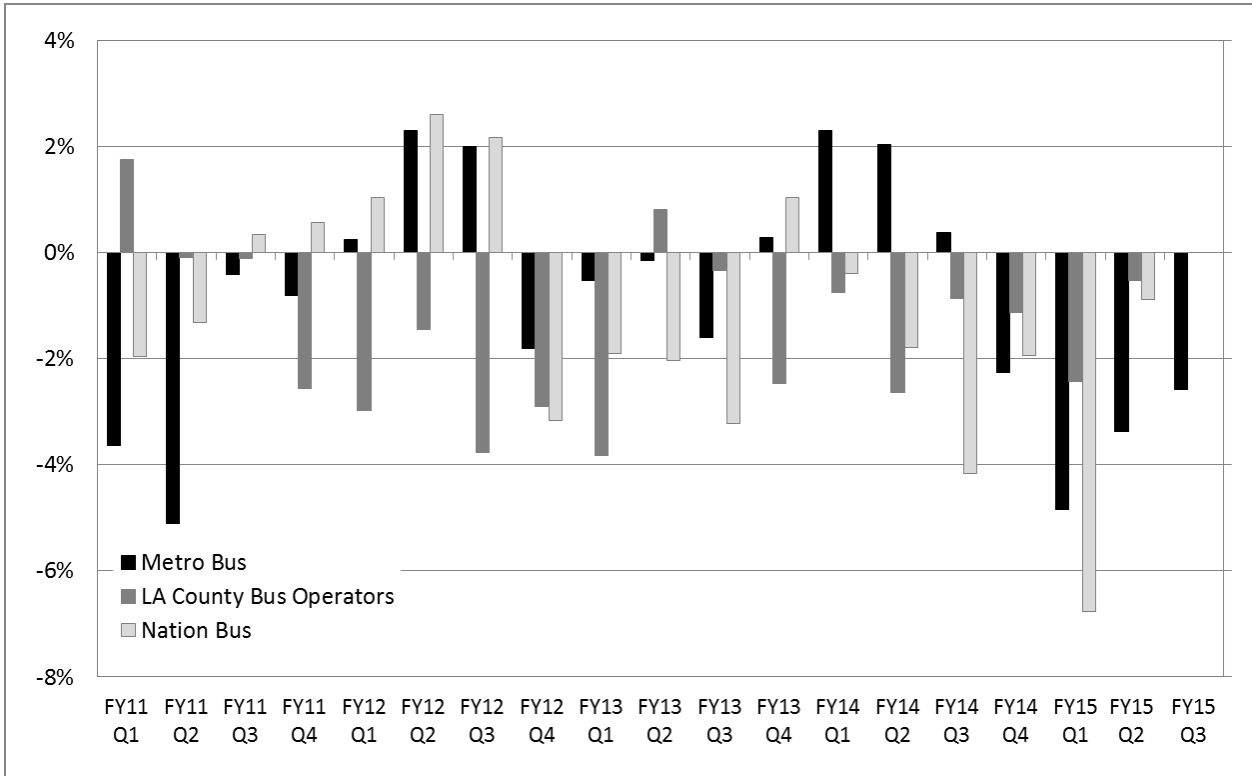
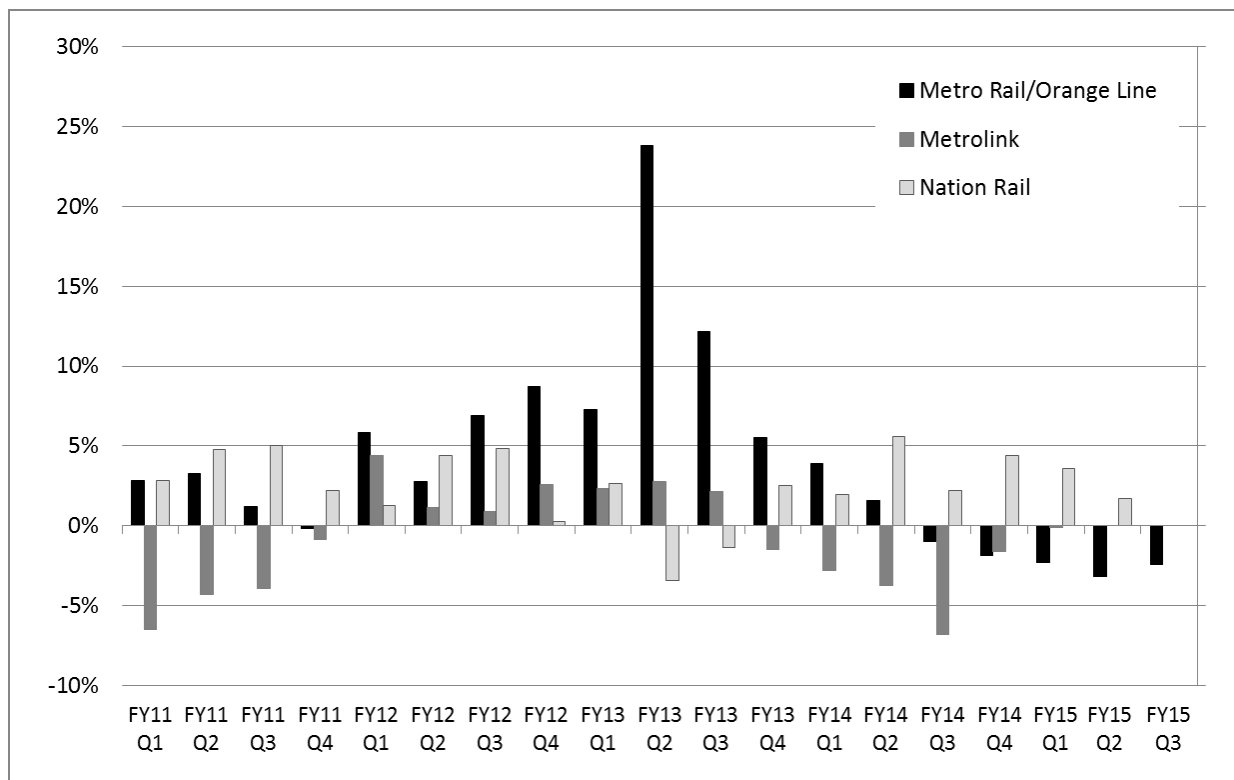


Figure 3
 Year-Over-Year Percent Change in Metro Rail/BRT, Metrolink, and National Rail Boardings
 FY11 - Current



Metro staff has analyzed several factors that could influence ridership in different transit modes, including employment by industry sector, school enrollment, gas prices, and car sales. This analysis shows that bus ridership has very little relationship to these identified factors, indicating that bus ridership is not determined solely based upon any one factor. Based on Metro’s Spring 2014 customer satisfaction survey, 83% of bus riders did not have a car available for their trip, indicating that Metro’s bus system is providing basic mobility for residents who do not have access to a car. By contrast, rail/BRT ridership has a strong relationship with employment and new car sales, indicating that an improving local economy leads to increased Metro rail and BRT ridership.

Board Motion No. 8: MTA Ridership (March 19, 2015)

In response to this observed decline in Metro ridership, the Metro Board of Directors passed Motion No. 8, which directs the Metro CEO to develop an action plan to address the downward trend in ridership, including:

- Evaluate existing travel demand and identify new ridership opportunities;
- Optimize the existing transit network, including but not limited to: 1) Improving bus service between rail service and key destinations, 2) Establishing a frequent bus network, 3) Developing new types of bus service to attract discretionary riders, and 4) Coordinating better with municipal operators and Metrolink;
- Develop a campaign to market, promote, and outreach to potential new and discretionary riders about MTA transit services, including but not limited to 1) a revenue-neutral residential TAP bulk purchase program, 2) an incentive to travel during times of excess capacity, and 3) exciting marketing programs such as MTA's recent Red Line Speed dating event;
- Recommend strategies to improve on-time performance, including but not limited to 1) testing All-Door Boarding, 2) installing Stand-Alone TAP Validators, and 3) working with local jurisdictions to implement bus-only lanes in key locations and at key times;
- Evaluate the reliability of existing rail station countdown clocks and installing countdown clocks at additional rail stations and high-use bus stops;
- Develop and utilize a frequent network map;
- Other innovative strategies to increase ridership.

American Public Transit Association (APTA) Peer Review

As part of the September 2014 fare restructuring, the Board requested an APTA Peer Review of Metro's Fare Policy that also identified methods to increase ridership and considered new approaches to revenue generation. The resulting report identified a number of strategies that could be implemented by Metro to increase ridership, many of which are incorporated into the Action Plan presented in this report. Further, some of the proposed measures could establish Metro as a leader in taking innovative approaches to address the national decline in transit ridership.

Ridership Task Force

In response to Board Motion No. 8 and following up on the APTA Peer Review, Metro staff is taking an "all hands on deck" approach to increasing ridership by convening a new Ridership Task Force, comprised of representatives from Metro Operations, TAP, Management and Budget, Communications, Planning, Information Technology, and Security. The Ridership Task Force has identified a series of "immediate actions" that could be undertaken within existing budgeted resources and initiated by the second quarter of FY16 (Attachment B).

In addition to the immediate actions identified in Attachment B, the Task Force has also outlined a set of longer term strategies that are presented in Attachment C. These longer term strategies require further evaluation of cost, benefit, and implementation before proceeding.

Given that the current bus system is primarily serving the transportation needs of riders who do not have access to a car, there are opportunities to redefine and refocus the transit system to

- Attract new markets, including new employment and educational institution ridership, as well as recreational trips such as tourists, late night, weekend, and event- and activity-based travel;
- Improve the quality and convenience of bus service that would help to increase the number of trips taken by the existing ridership base; and
- Further expand into the commuter market by addressing first-/last-mile needs as many rail and BRT stations are not immediately adjacent to employment centers.

Based on these goals, the Ridership Task Force is developing an action plan focused on the following objectives:

- Attract new markets,
- Provide customer-focused service,
- Remove barriers to transit use,
- Get the word out, and
- Foster partnerships.

The action plan addresses these objectives by incorporating the following strategies toward attracting new ridership:

1. Market Research
2. Service Design
3. Service Management
4. Transit Priorities and Technology
5. Safety and Security
6. Customer Amenities
7. Fare Subsidies
8. Marketing, Outreach, and Promotions
9. Partnerships

Each of these nine strategies is discussed in further detail below.

Market Research

One of the keys to success in attracting new riders is to know what they need and want. Changing customer demographics and lifestyles is identified by APTA as one of the “Megatrends” that transit is facing in the next five years. Understanding this trend and its impacts in LA County will aid in developing products for new riders and markets. At present, staff is working on efforts to better understand new markets, including:

- Identifying travel patterns for major employment centers within the region,

- Surveying existing riders, including those who use the “Owl” bus network, and
- Planning pre- and post-implementation surveys for Expo Phase 2 and Gold Line Foothill Phase 2A Extensions.

Staff will also research opportunities to better understand tourist travel needs through partnerships with the tourism and convention industry, hotels, and major attractions. Social media also provides an opportunity to seek information and opinions from riders to develop products and to suit services to their needs.

Service Design

Where, when, and how services are provided is critical to attracting new riders, and influencing existing riders to ride more often for different trip purposes. Staff is currently composing a plan that will:

- Maximize the availability of bus service, with consideration of Metro and its Municipal partners,
- Take advantage of the expansion of the rail and BRT network
- Analyzing successful services and identify best practices to help refine Metro’s service delivery regimens
- Study the Rapid bus network and seek to optimize its performance,
- Review and make recommendations for changes to the Owl service network to meet the needs of employees, visitors, and area residents so that they can use transit to travel to and from late night venues,
- Develop bus services oriented to serve Metrolink and Metro Rail connections,
- Begin refining the core frequent bus network based on a Strategic Bus Network Plan, and
- Develop point-to-point commuter services, based on market research of employment centers.

Service Management

Planning and designing optimal services is important; however, equally important is ensuring that services are delivered as planned. The APTA Peer Review identified improved transit service quality as a key means to increase ridership. Management should take a customer-focused approach to minimize the impact of service interruptions on riders, including:

- Proactive, real-time service management that minimizes the impact of delays and service disruptions and that ensures service is on time and available according to rider expectations;
- Regular review and updates to Standard Operating Procedures and training for on-street Vehicle Operations Supervisors and Transit Operations Supervisors in the Bus and Rail Operations Control Center;
- Timely and consistent customer information on service issues distributed through multiple forms; and,
- Planned service disruptions due to maintenance or construction that minimize impacts to riders.

Transit Priorities and Technologies

Transit vehicles are impacted by auto congestion, competition for road space by other modes, and traffic flow condition variability. Transit operations can therefore benefit from measures such as

- Dedicated bus lanes,
- Queue jumpers,
- Signal priorities, and
- Countdown timers to provide advance notice of green lights.

Technologies to improve customer convenience and flow on and off the vehicle include

- All-door boarding,
- Off-board fare payment, and
- Mobile apps to streamline fare payment and transit information.

Safety and Security

Riders must feel and be safe when riding Metro services. Efforts are underway to continue to improve Metro's transit policing programs, including

- Increased security presence,
- Greater use of analytics to identify when and where crime occurs for more-focused security dispatching, and
- Improved real time surveillance and interaction between riders and security.

In addition, policies and procedures need to be improved and developed to control illegal activities at stations and on vehicles, including vending, harassment, and fare evasion.

Customer Amenities

Customer amenities complement transit services, helping to attract more riders by making information simple, clear, and immediate; improving the safety and comfort of the wait environment; and providing additional products and services that are important to riders. Customer amenities are provided at key stops and stations to help disseminate information on service, schedules and fares; improve passengers' wait experience; and include conveniences such as WiFi and concessions.

Fare Subsidies

Metro currently maintains partnerships with employers and educational institutions to provide transit benefits through the Employer Annual Pass Programs, including the Annual Transit Access Pass (A-TAP), Business Transit Access Pass (B-TAP), and Institutional Transit Access Pass (I-TAP), designed for colleges and universities. However, Metro has numerous other opportunities to access new markets in transit-oriented housing, including housing in Metro joint developments.

Additionally, outside of peak commute hours, the Metro rail network has spare capacity that could be offered at a discounted rate through an Off-Peak Downtown LA Rail Pass. Such a pass could give downtown commuters the opportunity to use the rail network for lunch, meetings, or errands during

the midday, and it would also allow downtown residents the opportunity to use the rail network during nights and weekends at a reduced fare.

Marketing, Outreach, and Promotions

Attracting new riders means new efforts to “get the word out” about Metro’s products and services. Efforts under consideration include

- Better use of social media to develop targeted marketing and outreach campaigns,
- Social media ads ahead of major events with information on using Metro and the resources available to complete the first-/last-mile connection,
- Giveaways to incentivize the use of Metro services and partnerships with the media to “Tell the Metro Story” and put a friendly face to the agency and its service,
- An interactive frequent bus network map showing various service levels depending on the trip and time that a rider is planning to illustrate the ease and convenience of navigating Metro.

Given the success of promotional strategies that involve creative events, like Speed Dating on the Metro Red Line, Metro could consider establishing a department responsible for launching a series of brand-positive events to engage new and existing riders. This department would work with Metro staff and vendors to curate and execute events that will continually promote Metro.

Partnerships

Partnerships with public and private entities help Metro to coordinate inter-agency efforts and to leverage information to increase ridership. Since ridership decline is happening across the region, partnerships can increase data sharing, strengthen intermodal planning efforts, and improve trip planning. Current Metro staff partnership efforts include:

- Working with the City of Los Angeles to coordinate the City’s Mobility Plan and Metro’s Strategic Bus Network Plan,
- Developing a Buses and Bicycles Road Share document to improve coordination between bus operations and bike planning,
- Coordinating service plans between Metro and Municipal Operators to reduce duplication and coordinate schedules,
- Sharing ridership trend analysis and strategies to increase ridership with other agencies including participating in the Orange County Transportation Authority’s (OCTA) APTA Peer Review on Ridership Trends, and
- Working with 3rd party partners and mobile app developers to provide first-/last-mile services and aid in trip planning.

Task Force Action Plan

Numerous ridership initiatives could be initiated by the second quarter of FY16, as outlined in Attachment B to this report, “Ridership Initiatives: Immediate Action Plan.” Other initiatives require

further evaluation as to cost and benefit as well as barriers to implementation, and additional resources to implement. These efforts have been included in Attachment C, and will be presented to the Board for approval after passing further evaluation.

In addition, as requested in Supervisor Antonovich's Amendment to Board Motion No. 8, Attachment D presents Board Motions from the last 5 years that sought to increase ridership, as well as the status of these Motions.

FINANCIAL IMPACT

Efforts identified in the Attachment B, "Ridership Initiatives: Immediate Action Plan," can be initiated within budgeted resources by the second quarter of 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 initiation.

ALTERNATIVES CONSIDERED

If no action is taken on ways to increase ridership, the recent downward trend in boardings could continue, which will hinder Metro's ability to continue to provide excellence in service and support and negatively impact fare revenues.

NEXT STEPS

Staff will return to the Board on a quarterly basis with a status update on the Immediate Action Plan and Other Ridership Increase Strategies.

ATTACHMENTS

Attachment A - Motion 8: MTA Ridership

Attachment B - Ridership Initiatives - Immediate Action Plan

Attachment C - Ridership Initiatives - Other Ridership Increase Strategies

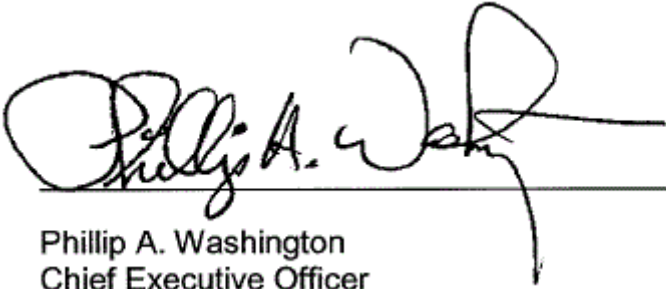
Attachment D - Prior Board Motions on Increasing Ridership

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Phillip A. Washington
Chief Executive Officer

MOTION BY:

**MAYOR ERIC GARCETTI, DIRECTOR PAUL KREKORIAN
DIRECTOR ARA NAJARIAN, AND SUPERVISOR HILDA SOLIS**

Executive Management Committee Meeting

March 19, 2015

Item 8: MTA Ridership

MTA should strive to achieve a continually expanding ridership base.

According to MTA data, transit ridership in Los Angeles County has grown by nearly 6.5 million boardings over the past 30 years.

However, recently, MTA has not enjoyed a growth in ridership.

MTA's boardings began to decline in April 2014 and MTA's boardings are down 5% in Fiscal Year 2015 so far.

This trend of declining ridership is troubling.

While there is no single factor that holds sway over MTA ridership, MTA can and should develop and implement strategies to reverse the downward trend in boardings.

Broadly, these strategies include market analysis, network improvements, promotion and outreach, on-time performance, and customer service.

WE, THEREFORE, MOVE that the Board instruct the CEO to:

- A. Develop an action plan to address the downward trend in ridership. The plan should include:
1. Evaluate existing travel demand and identify new ridership opportunities;
 2. Optimizing the existing transit network, including but not limited to: 1) Improving bus service between rail service and key destinations, 2) Establishing a frequent transit network, 3) Developing new types of bus service to attract discretionary riders, and 4) Better coordination with municipal operators and Metrolink;

CONTINUED

3. Develop a campaign to market, promote, and outreach to potential new and discretionary riders about MTA transit services, including but not limited to 1) a revenue-neutral residential TAP bulk purchase program, 2) an incentive to travel during times of excess capacity, and 3) exciting marketing programs such as MTA's recent Red Line Speed Dating event;
 4. Strategies to improve on-time performance, including but not limited to 1) testing all-door boarding, 2) installing stand-alone TAP validators, and 3) working with local jurisdictions to implementing bus-only lanes in key locations and at key times;
 5. Evaluate the reliability of existing rail station countdown clocks and installing countdown clocks at additional rail stations and high-use bus stops;
 6. Develop and utilize a frequent network map;
 7. Other innovative strategies to increase ridership.
- B. Report to the MTA Board in 90 days on the action plan.

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ITEM #8

AMENDING MOTION DIRECTOR ANTONOVICH

The Board of Directors has approved multiple motions over the past five years to increase ridership on our system. These motions have focused on improving different elements of the customer experience, from improving transfer connectivity to other regional operators such as Metrolink and municipal services to improving signage and wayfaring at stations to increasing security on our system.

In support of the motion offered by Chairman Garcetti, Supervisor Solis, and Directors Krekorian and Najarian to request an Action Plan from MTA staff to improve ridership, it is vital that MTA staff also provide a review of all motions made over the past five years to address this issue and present a status update on those motions so that these efforts and their outcomes can be included as part of the Action Plan requested.

It is also important that staff seek information from the public to understand reasons why people do not ride our system so that we can address those issues as well.

I THEREFORE MOVE the Board directs the CEO to review all motions made by Directors over the past five (5) years that focus in whole or in part on increasing ridership by improving:

- Customer safety and experience
- System connectivity and improved transfers
- Improved bus and rail service

and report to the Board in 90 days as part of the Action Plan requested in the Garcetti/Solis/Krekorian/Najarian motion a review of these motions, their status and outcomes, and how these motions can be integrated into the Action Plan requested so that prior Board policies are reviewed and considered as part of the staff report.

I ALSO MOVE that the Board directs the CEO to include as part of this Action Plan an item that seeks input from the non-transit riding public on their primary reasons for not using transit, and provide recommendations as part of this Action Plan on how to address this input to entice new riders onto the MTA system.

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

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Market Research					
Conduct a survey of Non-riders to determine travel patterns and transportation attributes that are critical to their mode choice	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				
Use social media to better understand the young discretionary rider market and transportation attributes important to them	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			
Service Design					
Analyze successful services and identify best practices to be implemented as applicable throughout the system		X			
Begin implementation of a 15 minute network based on the Strategic Bus Network Plan currently being developed	X	X			
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	X	X			
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	
Review and make recommended changes to the Owl service network based on market research		X			
Service Management					
Update SOP's for VO and BOC to ensure consistency, effectiveness		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			
Transit Priorities/Technology					
Pilot All-Door Boarding/Off-Board Fare Payment on Rapid and Silver Lines		X			
Study BRT options for Vermont and North Hollywood to Pasadena service		X			
Safety/Security					
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	
Use Transit Watch information to develop targeted campaigns to specific market segments		X			
Customer Amenities					
Implement Wifi on buses and trains for customer amenity, security data feed, and faster TAP autoloads		X			
Improve "Next Vehicle" Information		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	
Fare Subsidies					
Explore the option of developing an Off-Peak Downtown LA Rail Pass that offers excess off-peak capacity at a reduced rate	X		X		
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)	X		X		X

RIDERSHIP INITIATIVES - IMMEDIATE ACTION PLAN

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Marketing/Outreach/Promotions					
Encourage late night/recreation ridership	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	
Pop-up/open streets events to cross-promote Metro for bike/ped/rideshare coordination				X	X
Social media promotions				X	
Partnerships					
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			X		X
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			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
Establish a panel of peer agencies to review and share ridership trends and strategies to increase ridership					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

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Service Design					
Consider developing tailored subscription bus service to meet specific major employer travel demand	X	X			
Service Management					
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			
Transit Priorities and Technology					
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			
Safety and Security					
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	
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	
Customer Amenities					
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			
Fare Subsidies					
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

ATTACHMENT C

RIDERSHIP INITIATIVES - OTHER RIDERSHIP INCREASE STRATEGIES

Action Item	Goals				
	Attract New Markets	Customer Focused Service	Remove Barriers to Transit Use	Get the Word Out	Partnerships
Marketing, Outreach, and Promotions					
Media partnerships to promote Metro				X	
New rider encouragement program to promote services to new residents and employees	X			X	
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	
Partnerships					
Partner with ridehailing companies such as Uber or Lyft to allow payment for their services through TAP			X		X

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Customer Safety and Experience			
O'Connor, La Bonge	2/25/2010	(Item 53) O'Connor Motion that the Metro Board direct staff to work with the Planning and Programming Committee in conjunction with the Ad Hoc Congestion Pricing Committee to examine the problems confronting the Artesia Transit Center with input from the South Bay Sector Council, the South Bay Cities COG and members of the transit riding public in an effort to address the resolution of providing public restroom facilities at select Metro transit centers. LaBonge requested Board discussion at Operations Comm. re removal of restrooms at El Monte Station & restoration of restroom facility at San Fernando Station. Also suggested looking into toilets w/advertising as well as the use of food vendors to increase revenue.	Completed
Yaroslavsky	1/17/2011	(Item 2) Yaroslavsky requested a full report/history on the gating program (EMC).	Completed
Knabe and DuBois	4/28/2011	(Item 23) Knabe-DuBois Motion Analyze potential impact of removing train seats, including standing time, vendor mitigation, bicycle demand, bicyclist alternatives such as station bikes, rentals, shared bikes.	Completed
Board Meeting	8/4/2011	Public Comment - Based on a comment received: Board requested a report back on ITAP negotiations.	Completed
O'Connor	11/16/2011	(Item 14) Prioritization and transfer process of state-owned park and ride lots: O'Connor requested an update, status, and timeline of the Artesia Transit Center.	Completed
Yaroslavsky	2/16/2012	(Item 26) Fare gate locking at selected Metro Rail stations - Yaroslavsky: Report back in one month with a plan that would implement gate locking within 5-6 months.	Completed
Fasana	2/16/2012	(Item 46) Fasana: Consider using cell phone technology for next bus information instead of expensive equipment on platforms.	Completed
Yaroslavsky	7/26/2012	Yaroslavsky Motion: that the CEO convene a Metro Blue Line Task Force with staff and safety/rail experts to investigate and report to the Operations Committee/Board in November 2012 on: 1) Causes for accidents along the Blue Line, including but not limited to adequacy of current safety procedures, operational concerns, structural concerns, signage, and traffic conditions; 2) Potential suicide prevention strategies; 3) Solutions to the issues that are identified as well as plans for implementing those solutions.	Completed
Ridley-Thomas	8/6/2012	(Item 5) Blue Line: Timely Reporting of Accidents and Breakdowns - Ridley-Thomas: Establish public information protocols to report accident and service disruption information when incidents occur. Detailed factual information shall be posted via appropriate websites and social media as available and news media shall be notified. Report back to the board in September.	Completed
Board Meeting	2/20/2013	(Item 13) Budget themes and performance metrics: Wilson - Recommendation for improving the 10% fare evasion.	Completed
Fasana	2/21/2013	(Item 40) Budget themes and performance metrics - Fasana: GO METRO, what are the pros & cons to establish a better target telephone wait time than 2 minutes.	Completed
Fasana	3/21/2013	(Item 37) Fasana: How many operators have had 2 or more red light violations?	Completed
Antonovich	6/27/2013	(Item 77) Antonovich Motion: that the MTA Board of Directors adopts as a standing policy the conducting of an annual independent Safety Culture review of the agency. This review shall: Be procured under the authority of and overseen by the System Safety and Operations Committee with the goal of maintaining independence of the report within the agency; include recommendations for considerations by the Board to improve Safety Culture within the agency. Include a review of roles and responsibilities of the Board to provide top-down leadership in implementing Safety Culture within the agency; Be presented to the System Safety and Operations Committee and Full Board every January for consideration by the Board.	Completed
DuPont-Walker	10/17/2013	(Item 31) LASD Emergency Response Time - DuPont-Walker: What percent of calls are answered by other agencies. Asked that the report would date back to July 2012. Total	Completed
DuPont-Walker	10/17/2013	(Item 42) Gate Latching Schedule - DuPont-Walker: Asked the cost to redesign projects currently in progress.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Krekorian	10/24/2013	(Item 47) Universal City Station Pedestrian Bridge - Krekorian: Informational signage on the bridge indicating the historical significance of the site, insure regular graffiti abatement, graffiti proofing for stairs, elevators & bridge. Add additional vegetation and landscaping for softened visual impact. Continue to reach out to the community and include them in the design process.	Completed
Fasana	1/15/2014	(Item 6) Report for Orange Line Safety/Security - Fasana suggested adding a "green" light indicating the TAP went through. Requested the findings be added to Yaroslavsky's Motion.	Completed
Knabe	1/23/2014	(Item 55) Knabe Motion that the MTA Board instruct the CEO to report back to the Board in March 2014, at a minimum to the EMC Committee and the full Board, with a "top ten" list of ten or more innovative ways to use technology to enhance the customer experience and improve customer access to the Metro bus and rail system, including an evaluation of how these innovations would advance Metro's strategic goals and improve customer service.	Completed
Yaroslavsky and Krekorian	1/23/2014	(Item 6) Yaroslavsky/Krekorian Motion that staff develop options to gate or partially gate all Orange Line Stations and/or other actions as appropriate, that an educational/media campaign regarding TAP be explored, and that signage be placed on or adjacent to the SAVs informing patrons of the need to TAP and the associated fine. Staff should report back at the March Finance, Budget and Audit Committee meeting with a plan of action and status. WE FURTHER MOVE that staff report back to the Board at the March meeting on the status of gating the Exposition Line, Foothill Extension and Crenshaw Line which are currently under construction/design.	Completed
Yaroslavsky and O'Connor	1/23/2014	(Item 70) Motion by Directors Yaroslavsky and O'Connor that Metro prepare a parking utilization study of all our current parking facilities/lots whether owned or leased by Metro and report these findings to the Metro Board within 90 days; and that once the study is complete, Metro develop recommendations on the following: A. how should parking be available and at what cost on a daily, monthly basis; B. which facilities/lots should continue to be used for parking or what portion; and C. where we can expand and create facilities.	Completed
Yaroslavsky and Krekorian	2/27/2014	(Item 70) Yaroslavsky and Krekorian Motion on the Universal City/Studio City Station Overflow Lot that the Board direct staff to: A. implement any temporary safety improvements that Metro can make on its own to the crossing or along the path to the crossing as soon as possible; B. coordinate with City of Los Angeles and other relevant entities to implement further safety improvements to the crossing as soon as possible; C. evaluate the lighting of parking lots at the above-mentioned stations for potential improvements; and D. report back to the Board in 60 days.D) Return at the December Board with an independent review using an outside contractor that includes the following: customer satisfaction survey of Access patrons, review and analysis of projected demand for Access for the next five years, listing of all federal and state funds eligible for Access and their projected uses, funding plan, including cost and demand mitigation strategies, performance and financial review a of Access, including review of their eligibility certification criteria, Access service provided compared to the ADA requirements; longer term strategy and options to apply future service changes to current Access clients. E) Work with Access to incorporate findings and recommendations of the above review into Access operations and budget request for Fiscal Year 2015.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
EMC	3/20/2014	(Item 37) status report on a "top 10" list of innovative ways to use technology to improve the customer experience and improve customer access to the Metro Bus and Rail Systems - Garcetti and Knabe Motion that the MTA Board of Directors Direct the CEO to: A. Implement a platform to provide real-time inter-modal navigation for mobile devices, including but not limited to: 1. The ability for third-party applications to receive real-time transit data (e.g. bus and train arrivals); 2. Indoor and outdoor navigation (e.g. triangulated Wi-Fi underground and Global Positioning System augmentation); 3. Proximity awareness that support concierge services, the physically disabled, and other use cases; B. Evaluate and implement wireless broadband Internet connectivity services across all transportation modes and stations for mobile devices with cellular and Wi-Fi; C. Develop alternative mobile-based payment and concierge services beyond NFC to take touch-less proximity awareness and payments from mobile devicesD. Reallocate existing funding previously awarded to similar technology programs outlined above and in MTA's receive-and-file staff report due to the lack of significant regional impact and uncertainty of implementation; this includes the following projects awarded to the City of Los Angeles: 1. Gold Line Wi-Fi; 2. Downtown L.A. Alternatives Green Transit Modes Trial Program; 3. Experience L.A.'s Historic Cultural Neighborhood Connections; E. Incorporate the above into the Board adopted technology investment strategy that is currently being developed; and F. Report back by July 2014, and quarterly thereafter, on the implementation of all of the above.	Completed
DuBois	7/16/2014	(Item 28) response to the December 5, 2013 Board Motion San Fernando Valley Red Line Parking, Multi-Modal Transit Improvements and the January 14, 2014 Motion on Parking Utilization. DuBois requested a report back on the progress regarding the Multi-Modal Transit Improvements in October 2014.	Completed
Solis	1/15/2015	(Item 37) report on System Safety, Security and Operations: Solis asked for more info on outreach to various languages.	In Process
Garcetti, Antonovich and Kuehl	3/26/2015	(Item 55) Garcetti, Antonovich and Kuehl Motion that the Board instruct the CEO to: Task Force A. formalize a multi-departmental Safe Space Task Force, including but not limited to the Communications, Community Relations, Ethics, Human Resources, Information Technology, Operations, Security, and Planning departments. B:Community Input- convene a community roundtable on issues of safe space and sexual harassment to better connect MTA with its customers and inform MTA's response to these issues. C. work with the American Public Transportation Association (APTA) to review national and international best practices for safe space in transit.	In Process

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Improved Bus and Rail Service			
DuBois	6/18/2009	(Item 54) Receive and file report on FY2009 Third Quarter performance monitoring data. Director Dubois requested: 1) Plan for improving On-Time-Performance; 2) report on what is being done to improve ridership on poor performing lines and; 3) if reducing headways leads to denigration and truncation of ridership which leads to cancellation of a line.	Completed
Villaraigosa	5/20/2010	(Item 45) Villaraigosa Motion that the MTA Board direct the Chief Executive Officer to: A) Meet with the municipal operators and Metrolink to develop a weekly and daily EZ pass usable on all transit services operated within Los Angeles County; B) Develop an enhanced distribution system so that passes are more readily available to the public; C) Create a customer-oriented website and smart phone/personal digital assistant applications that enable patrons to receive rider information, schedule trips, etc. for all transit services operated within Los Angeles County; D) Meet with the municipal operators and Metrolink to identify service duplication, recommend to the MTA Board service restructuring that maintains service in the most cost effective manner, and identify other service restructuring that will make the transit system more convenient.	In process, partially completed
Antonovich	5/27/2010	(Item 79) B.) Analysis of current Metro fare media and fare collection technology to assess potential for implementing a distance/time-based fare policy C.) Assessment of Metro organizational structure, personnel and other strategic changes that would be necessary to implement a distance/time-based fare policy in an effective manner. Analysis of distance/time-based fare policies adopted by other major transit properties in the United States, and their applicability to our Metro bus and rail system D.) Literature review of academic journals since 2000 that have explored the topic of public transit distance/time-based fares E.) At least three models for how a distance/time-based fare policy on the Metro bus and rail system would be implemented, including the spectrum of pros and cons associated with each model F.) A timeline for implementing a distance/time-based fare policy for the Metro bus and rail system, both overall and in pieces G.) Analysis of coordination necessary with other transit agencies and public agencies to implement a distance/time-based fare policyAntonovich Amending Motion as amended by Director Robinson that the MTA Board direct the CEO to return to the Board during the September 2010 Board cycle with a presentation and recommendations on the potential for distance/time-based fares for the Metro bus and rail system, including but not limited to the following elements:	Completed
Villaraigosa, Dubois, Najarian	11/17/2010	(Item 7)Villaraigosa's Motion - Regarding student free fares: Dubois - What is the cost, responsibility, and safety? Najarian - What are the capacity problems for paying customers.	Completed
Villaraigosa, Molina and Wilson	3/24/2011	(Item 20) Motion by Villaraigosa, Molina, and Wilson on Bus Service Changes - Molina requested a report back in April on the following: 1.) Recent service changes; 2.) Future service changes and 3.) Service levels 4.) Service quality 5.) Cost effectiveness; and 6.) Service enhancements.O'Connor requested a confirmation that all major hospitals, schools, and shopping centers are still being serviced.	Completed
Villaraigosa, Molina and Wilson	4/28/2011	(Item 25) Villaraigosa, Molina, and Wilson Motion for additional information pertaining to past, present and future service changes, part 1. Katz: report on feasibility of performing service assessments and adjustments more frequently than every 6 months?	Completed

Attachment D
Prior Board Motions on Increasing Ridership

Director	Date	Motion	Status
Villaraigosa	5/26/2011	(Item 16) FY2012 Budget. VILLARAIGOSA requested a quarterly report assessing impact of bus cuts over time in terms of degradation of bus system.	Completed
Board Meeting	5/26/2011	(Item 19) Temporary roll-back of the regular Day Pass from \$6 to \$5 for a period of one year and return to the Board in six months with a report.	Completed
Wilson	6/16/2011	(Item 7) Past, present, and future service changes, part 2. Wilson asked about the reinvestment of the \$30 million savings from service cuts	Completed
Knabe and Ridley Thomas	6/23/2011	(Public Comment) Knabe/Ridley-Thomas asked the CEO to take another look at Line 442 and report back.	Completed
Wilson	6/23/2011	Wilson asked about the Impacts of bus size on passenger loads and headways.	Completed
Antonovich	7/20/2011	(Item 26) Antonovich would like the analysis of price vs. demand. The CEO would like the analysis to include Metrolink.	Completed
Villaraigosa	8/4/2011	(Item 62) VILLARAIGOSA BUS MOTION: Strategy and timeline for the TAP card by October 2011 Board meeting. Requested monthly report from compliance manager and recommendations for six corridors for BRT.	Completed
Antonovich	8/4/2011	(Item 63) ANTONOVICH MOTION regarding Free Easy Transit passes to foster youth to be implemented no later than March 1, 2012.	Completed
Ridley-Thomas and Knabe	9/22/2011	(Item 54) Ridley-Thomas and Knabe Motion - Amended to include in the study Line 201 into Glen Oaks Canyon, on a cost neutral basis.	Completed
Board Meeting	10/27/2011	(Item 56) Response to the various elements of the August 2011 Villaraigosa Motion regarding Customer-Oriented, Integrated Bus Service Enhancements and Innovations - Najarian and Wilson Motion: MTA staff report back to the January Operations Committee with a report on the success of the Bay Area Program, including the equipment currently in use, and the feasibility of rolling out this program incrementally in Los Angeles County; and MTA staff provide monthly updates beginning February using the attached matrix on the signature process of the draft reimbursement MOU and any new additions of municipal operators accepting TAP.	Completed
Board Meeting	12/15/2011	(Item 62) VILLARAIGOSA BUS MOTION: B) Provide to the Board by December 2011 a plan to convert the schedule displays in our system stations to provide a countdown timer in lieu of the current arrival schedule, including timeline and cost to accomplish this goal.	Completed
Villaraigosa	1/19/2012	(Item 28) Report of the Chief Communications Officer - Villaraigosa: How do we increase ridership on the lines that are lagging?	Completed
Ridley-Thomas	1/19/2012	(Item 64) Metro Silver Line - Ridley-Thomas: Report back with an analysis of the Silver Line fare structure. In particular, should the fare be on par with other Metro Rail and dedicated bus routes (i.e. Orange Line). Report back on park and ride lot improvements. Fasana: Include issues regarding hazmat.	Completed
Huizar	2/16/2012	(Item 48) Huizar Motion: The CEO establish a working group comprised of six municipal operators of which three are TAP enabled and three that are not TAP enabled along with high level executive MTA staff. The working group shall address the 7 overarching items identified in the Municipal Operator letter dated January 30, 2012. Total	Completed
Villaraigosa	3/22/2012	(Item 36) Civil Rights Progress Update - Villaraigosa: Wants to see the cumulative impact to service cuts.	Completed
EMC	5/17/2012	(Item 30) Implement the Gate Locking Plan and convert all TVM's throughout the Metro Rail system to operate in a TAP only environment - Villaraigosa: Create a working group on how we are going to accelerate and fix this and Light Rail should be included.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Antonovich	7/26/2012	(Item 79) Antonovich Motion: MTA Board adopts as a policy goal the coordination and synchronization among transit agencies serving Los Angeles County of service change schedules and transfers between transit services to improve our regional transportation system. MTA Board direct the CEO to take at minimum the following actions by September 15th to meet this goal: 1.) Convene the transit agencies that serve Los Angeles County to discuss implementing this goal, 2.) Develop a prioritized list of Metrolink stations, transit hubs and transfer points between agencies to guide decisions on coordinating schedules, 3.) Develop an implementation plan to complete this goal by December 31, 2012, and 4.) Develop an MOU or similar agreement to coordinate when transit agencies schedule their service changes. I FURTHER MOVE that the MTA Board direct the CEO to report back to the Board in September at the System Safety and Operations Committee and Executive Management Committee on the progress toward completing this goal.	Completed
Board Staff Briefing	11/8/2012	Track impact of ExpressLanes on Silver Line ridership and service quality and schedule field trip for Board Staff to examine stations, buses and rail for cleanliness, safety, operations, and maintenance.	Completed
Knabe, Antonovich, and Katz	6/27/2013	(Item 75) Knabe, Antonovich, and Katz Motion - Instruct the CEO to: A) Ensure that any future discussions regarding changes to any fixed-route service include a thorough cost benefit analysis of the impact to our ADA paratransit services. B) Closely coordinate with local transit providers, including municipal dial-a-rides and other paratransit service to assist patrons. C) Identify supplemental federal and state funds, including grants, to augment the Access budget that can be used in the near-term to Grandfather-In current Access clients that now find themselves out of the service area. Total	Completed
Fasana, O'Connor and Bonin Motion	11/20/2013	(Item 7) Fasana, O'Connor and Bonin Motion that the Metro Board directs the CEO to report back in February 2014 with the following: A) identification of two stations for each line which would benefit from implementation of First/Last Mile improvements based on recommendations outlined in Metro's First/Last Mile Study. B) identification of funding to implement the improvements including working with jurisdictions to utilize and/or supplement existing Call Funding without impact to other transit lines. C) coordination and further development of design concepts to prototype a seamless regional First/Last Mile vision for potential implementation at other transit line stations including Crenshaw, Regional Connector and the Westside Subway. O'CONNOR AND DUBOIS AMENDMENT: A) include jurisdictions with rail lines already authorized for construction or presently in operation; and B) allow "sub-regional funding" to be an eligible local source of funding for projects that are eligible under sub-regional fund guidelines and meet the First/Last Mile funding eligibility criteria.	Completed
Krekorian, Garcetti and Yaroslavsky	12/5/2013	(Item 74) Krekorian, Garcetti and Yaroslavsky Motion that the MTA Board instruct the Chief Executive Officer to report back to the board in March 2014 on a long term strategic plan for the North Hollywood and Universal City/Studio City stations that analyzes the following: A) explore options and provide recommendations both long-term and short-term to increase parking availability at the Red Line North Hollywood and Universal City/Studio City stations (at the North Hollywood station, the options to be explored should include but not be limited to the creation of additional parking lots on vacant land, construction of a multi-level parking garage, and providing public parking as part of a joint-development); B) Provide recommendations for potential bicycle and pedestrian improvements at those stations and surrounding areas; C) Evaluate existing connections to the stations from Metro transit as well as other transit lines and make recommendations to either, add, adjust or modify existing services in order to maximize ridership; D) Identify available/potential funding sources for parking facilities, bicycle and pedestrian improvements. AMENDMENT by Fasana: Requested a broader report back including the full range of options for First/Last Mile including policy strategies.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Yaroslavsky and Najarian	1/15/2014	(Item 71) Yaroslavsky and Najarian Motion - That MTA work with both UCLA and USC to develop commemorative TAP cards that can be purchased, loaded and ready to use when a ticket(s) is bought through the university. WE FURTHER MOVE that these cards be ready to purchase in time for the Fall 2014 football season and that the option be available for other athletic events.	Completed
Yaroslavsky	3/24/2014	(Introduced Motion) Yaroslavsky Motion - that the Board direct staff to: 1. Prepare studies, tests and analysis for launching Line 588, an express bus connecting the San Fernando Valley and the Westside via the I-405 HOV lanes; and 2. Report back on the status and progress of the preparations at the May 2014 full Board meeting.	Completed
Yaroslavsky motion as amended by Knabe and O'Connor	4/24/2014	(Item 41) Yaroslavsky Motion as amended by KNABE and O'CONNOR that the Board direct staff to: A. prepare studies, tests and analysis for launching Line 588, an express bus connecting the San Fernando Valley and the Westside via the I-405 HOV lanes, as well as a proposed South Bay to Westside express; and B. report back on the status and progress of the preparations at the June 2014 full Board meeting.	Completed
Board Meeting	5/22/2014	(Item 3) Antonovich: 3. Report back to the Board in May 2015 with assessments regarding whether additional funding should be allocated to meet growing demand. B. Direct the Chief Executive Officer to temporarily freeze student fares at their current pricing levels until July 2015 with such a freeze being subject to further evaluation by the APTA-coordinated Transit Ridership Best Practices Task Force. Staff must come back to the board for authorization to unfreeze student fares. Report back at the next meeting on the costs associated with expanding the fare hike freeze to seniors and disabled passengers. C. Direct the Chief Executive Officer to take the following steps in order to decriminalize youth fare evasion on Metro's system. D. Postpone consideration of the proposed 2017 and 2020 fare increases until after the Chief Executive Officer convenes a Transit Ridership Best Practices Task Force, in coordination with the American Public Transportation Association, to provide guidance on fare structuring strategies that optimize MTA's financial performance while minimizing the burden on the system's lowest income riders. The panel should be asked to consider alternative revenue generation strategies as well as provide recommendations on opportunities to expand ridership; and report back to the Board by July 2015 with their recommendations. Formal adoption of the 2017 and 2020 increases should be contingent upon validation of the fare restructuring by the APTA-coordinated Transit Ridership Best Practices Task Force, no other potential revenue streams for bus and rail operations being identified, and a public hearing.	Completed
Bonin and Molina	6/26/2014	(Item 70) Bonin and Molina Motion to launch in August 2014, a multi-lingual advertising campaign promoting fare subsidy programs on Metro buses, on Metro rail cars, and at Metro stations prior to the increase in Metro fares; and to report at the July 2014 Board with a status report on when the full public relations campaign will launch, and with a demonstration of what the promotions will look like; and report back in September 2014, as previously directed, on other potential strategies to increase awareness of and use of the subsidy programs, and with recommendations on how to make the application process easier and more accessible to the transit-dependent. Report back in September 2014, as previously directed, on other potential strategies to increase awareness of and use of the subsidy programs, and with recommendations on how to make the application process easier and more accessible to the transit-dependent.	Completed
Garcetti, O'Connor and Bonin Motion	7/24/2014	(Item 28) Garcetti, O'Connor and Bonin Motion: that the MTA Board direct the CEO to: A. develop pre-certification criteria for qualified carshare operators; B. work with a qualified carshare operator to immediately initiate a carshare pilot program at a minimum of five select Park & Ride lots; C. in conjunction with the Comprehensive Parking Assessment, develop and initiate a long-term carshare program at appropriate Park & Ride lots, including those that currently exist, are under construction, and are planned; and D. report back at the October 2014 MTA Board meeting on all the above.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Garcetti	7/24/2014	(Item 71) Garcetti Motion that the MTA Board direct the CEO to: A. convene a one-day roundtable in October 2014 of industry leaders from all sectors to discuss lessons learned on the utilization of technology to improve the customer experience for all travel modes; this includes, but should not be limited to experts and/or representatives from the transit, technology, academic, bikesharing, carsharing, and automotive industries; B. immediately begin implementation of a pilot to allow for the loading of fare value to TAP cards via a smart phone through phone app technology and begin the development and testing phase by March 2015 with final pilot implementation by July 2015; and C. report back by September 2014 on the status of the technology initiative full-time employee position that was approved by the MTA Board in 2014-2015 fiscal year budget.	Completed
DuBois, Knabe, Fasana	11/13/2014	F. Establishing a TAP purchase program that provides passes to occupants of MTA joint developments. This purchase program could be modeled on MTA's Business TAP program, making passes available for purchase in whole or shared by entities including but not limited to occupants, property owners, and property managers. DUBOIS AMENDMENT: Instruct the CEO to pursue any appropriate opportunities to collaborate with local jurisdictions on pursuing Affordable Housing in advance of returning with this assessment. KNABE AMENDMENT: To provide cost estimates for C through F. FASANA AMENDMENT: As part of the Joint Development TAP Purchase Program, imbed the cost of TAP cards into the cost of affordable housing.	Completed
Garcetti, DuPont-Walker, Knabe and Butts	2/26/2015	(Item 21) Garcetti, DuPont-Walker, Knabe and Butts Motion that the Board direct the CEO to evaluate options for improving the connection between the Silver Line and service operating into South Bay communities via the Harbor/Gateway Transit Center, including: A. direct routing of Silver Line trips into Palos Verdes and San Pedro; B. improved frequencies on local services, including Lines 246 and 344, for better connections with the Silver Line; C. timed transfers and improved on time performance to ensure connections are met; D. evaluation should be based on the demand for the connection by time of day and day of week, and address fare pricing implications, resource and other requirements, ridership impacts, and implementation schedule; and E. report back with the findings on all the above by the June 2015 Regular Board meeting. Amended by Butts and DuPont-Walker: Instruct staff to coordinate these efforts with the South Bay Municipal Operators including Torrance, Gardena, Beach Cities Transit, and other relevant stakeholders to avoid the potential of service duplications, customer confusion and cost overruns.	Completed
Garcetti, Krekorian, Najarian and Solis Motion	3/26/2015	(Item 8) Garcetti, Krekorian, Najarian and Solis Motion that the Board instruct the CEO to: A. develop an action plan to address the downward trend in ridership. The plan should include: 1. evaluate existing travel demand and identify new ridership opportunities; 2. optimizing the existing transit network, including but not limited to: a) Improving bus service between rail service and key destinations, b) Establishing a frequent transit network, c) Developing new types of bus service to attract discretionary riders, and d) Better coordination with municipal operators and Metrolink; 3. develop a campaign to market, promote, and outreach to potential new and discretionary riders about MTA transit services, including but not limited to 1) a revenue-neutral residential TAP bulk purchase program, 2) an incentive to travel during times of excess capacity, and 3) exciting marketing programs such as MTA's recent Red Line Speed Dating event; 4. strategies to improve on-time performance, including but not limited to 1) testing all-door boarding, 2) installing stand-alone TAP validators, and 3) working with local jurisdictions to implementing bus-only lanes in key locations and at key times; 3. evaluate the reliability of existing rail station countdown clocks and installing countdown clocks at additional rail stations and high-use bus stops; 4. develop and utilize a frequent network map; 5. other innovative strategies to increase ridership; and B. report to the MTA Board in 90 days on the action plan.	In process

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
System Connectivity and Improved Transfers			
Antonovich	12/15/2011	(Item 48) Antonovich Motion: A) Develop a partnership with the theme parks (e.g. Six Flags Magic Mountain, Universal Studios, Knott's Berry Farm, Disneyland) and entertainment industry (i.e. Warner Brothers) to review and make recommendations on how MTA can provide a better customer experience when using our system, and report back to the board within 90 days on this effort. B) Provide to the Board by December 2011 a plan to convert the schedule displays in our system stations to provide a countdown timer in lieu of the current arrival schedule, including timeline and cost to accomplish this goal. C) Provide to the Board by January 2012 a review of all signage at our MTA stations with recommendations on how to enhance system signage to help our customers use the system more effectively and make transfers easier. E) Provide to the Board by January 2012 an update with recommendations on how purchasing fare media to use the MTA system could be made more customer friendly. F) Provide to the Board by March 2012 a review of other major transit properties in the country with recommendations on other ideas currently in place nationally that could improve the customer experience using the MTA bus and rail system.	Completed
Villaraigosa, DuBois, O'Connor, Wilson, and Huizar Motion	2/16/2012	(Item 31) Villaraigosa, DuBois, O'Connor, Wilson, and Huizar Motion: The MTA Board of Directors adopt and direct the CEO to use the following framework to improve existing and future stations along the MTA rail system: A.) Signage and Way-finding, B.) Station Park & Ride, C.) Noise Abatement, D.) Transit Oriented Development, E.) Funding. Improving/Enhancing Bus and Rail Stations - Knabe: Report back on how we could do a better job of notifying passengers about delays and other problems.	In Process
Antonovich and Molina	12/13/2012	Antonovich and Molina Motion: Report back in January regarding the performance of the Silver Line. 1.) What changes have been made to the service? 2.) What actions have been taken thus far? 3.) Those responsible be held accountable. 4.) What is the correction plan?	Completed
La Bonge	6/27/2013	La Bonge Motion: Asked that the Board instruct the CEO to develop a plan for increased wayfinding signage around the 7th/Metro station to communicate the location of the Metro Red Line to pedestrians in the area.	Completed
Bonin, O'Connor and Ridley-Thomas	10/24/2013	(Item 64) Bonin, O'Connor and Ridley-Thomas Motion: That the Board direct the CEO to convene a working group with Big Blue Bus and Culver City to: A) identify existing bus routes that will service Expo Phase 2 rail stations; B) evaluate how these routes and schedules can be augmented to seamlessly integrate bus service with the new rail line; and C) explore other methods for improving transit connections to the rail stations, such as wayfinding signage and bus stop location. WE FURTHER MOVE that staff present the findings and recommendations of the working group to the Board for consideration at the February 2014 Board meeting.	Completed
Yaroslavsky	11/20/2013	(Item 18) Yaroslavsky and Krekorian Motion that staff evaluate options for increased fare collections along the Orange Line and report back before the Board in 90 days and that all alternatives be studied including but not limited to : gating, installation of fare boxes, validators, increased signage: and FURTHER that staff report back to the Board at the January meeting on estimated fare evasion, exists.	Completed
Board Meeting	11/20/2013	LA Times article dated February 11, 2014 on fare evasion: Fasana requested more information on how the following contribute to "misuse" and what MTA can do to mitigate it: signage/wayfinding, constraints in optimal placement at stations of tap equipment, wait cues for TAPPING, and lack of visual feedback when TAPPING correctly.	Completed

**Attachment D
Prior Board Motions on Increasing Ridership**

Director	Date	Motion	Status
Attract New Riders			
Fasana	2/18/2010	(Item 26) Customer Preference Survey. Director Fasana suggested a focus group of non-users.	Completed
Fasana	11/18/2010	(Item 3) Metro Research Program: Fasana - requested future report on promising corridors/strategies for gaining ridership.	Completed
Cano/Staff Briefing	11/8/2012	TAP Update - includes item 12: Cano - Complete overview of strategic opportunities to integrate TAP into other cards including the Los Angeles Library ID card.	Completed
Wilson	11/14/2012	(Item 10)Wilson: Staff report on how ridership was affected last month when gas prices increased by 20%.	Completed
Yaroslavsky, Krekorian and O'Connor	9/18/2014	(Item 77) Yaroslavsky, Krekorian and O'Connor Motion that the Board direct staff to: A. rename Metro Express Bus Line 788 as the "Valley-Westside Express" B. develop a strategy to promote and advertise the line in coordination with the communities, businesses and institutions that will be affected by the service, using Metro's traditional methods and also taking advantage of social media outlets, on-site advertising and other creative methods of branding and public outreach; and C. report back with plans and a timetable for promoting the line at the November 2014 full Board meeting.	Completed
Najarian	11/13/2014	(Item 40) Najarian Motion: A. direct staff to explore establishing new bus service between the North Hollywood Red/Orange Line Stations, through Bob Hope Airport, and the Lake Avenue Pasadena Gold Line Station and report back at the January Board Meeting on the proposed route; and B. explore funding sources, including but not limited to Congestion Mitigation and Air Quality Improvement Program with startup service beginning in February 2015.	Completed
Bonin	2/26/2015	(Item 50) analysis of latest on-board customer satisfaction survey results including sexual harassment responses - Bonin asked that in future surveys a question be added asking people if they are aware of Metro's low income subsidy program.	Completed