



**Board Report**

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**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: ORAL REPORT ON MICROTRANSIT PILOT PROJECT**

**RECOMMENDATION**

RECEIVE oral report on MicroTransit Pilot Project (MTP), costs, and resources.

**EQUITY PLATFORM**

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

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Conan Cheung, Chief Operations Officer, Mobility Services & Development, (213) 418-3034

Stephanie N. Wiggins  
Chief Executive Officer

The signature is a stylized, handwritten cursive script in black ink, written over a horizontal line. Below the signature, the name 'Stephanie N. Wiggins' and title 'Chief Executive Officer' are printed in a black, sans-serif font.

# Metro Micro™

April 21, 2022



# Metro Micro Background



2017

- Metro issues RFP for industry's first PDA-P3 for on-demand transit service

2018

- Metro signs multi-vendor PDA-P3 for pilot design and analysis

2020

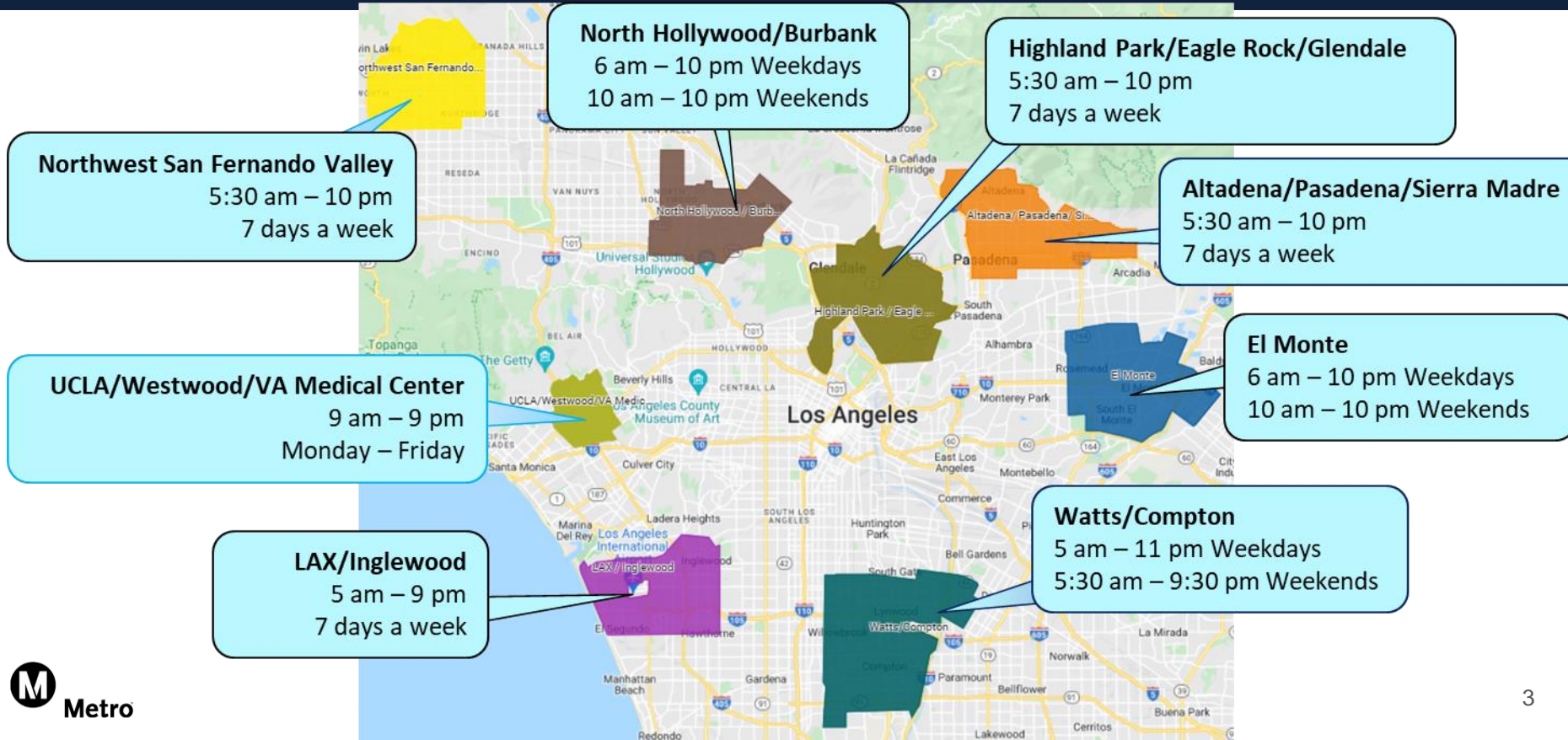
- Metro Micro launches at the peak of the COV-19 pandemic

Today

- Metro Micro has served +327,000 trips, 2,000 daily
- With 8 zones operating, Metro Micro is the largest on-demand program in the U.S.

*April 2022 marks the 15<sup>th</sup> month of operating Metro Micro Ridehail*

# 8 Metro Micro Zones



# Pilot Objectives to Measure



Key questions at the heart of our pilot are as follows:	Measurements
1. How does a large public agency operate an on-demand transit service that prioritizes customer experience and equity?	Ridership, Trip Purposes, Safety Reporting
2. Can new management models (e.g., positive discipline) improve workforce retention, advance career pathways and establish workplace happiness?	Scheduling Flexibility, Job Satisfaction, Promotions
3. 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?	Budget Snapshot
4. Can positive customer experiences on Metro Micro translate into increased ridership to the fixed-route services for both current and non-riders?	Ride Ratings, Max. Wait Time, Net Promoter Score
5. Can Metro Micro perform as a cost-effective alternative to underperforming fixed-route service?	Unit Costs (\$/Boarding and \$/Revenue Service Hours)

# Key Performance Indicators & Measures



Zone-Level	Measure	Target	October 2021	March 2022
Ridership	Passengers per vehicle per hour	3	2.55	2.97
Customer Experience	Average number of trips per week on Micro by unique users	3	3.3	3.2
	Percentage of trips with maximum wait time of 15 mins	75%	51%	70%
	Percentage of excess demand (no ride available)	<10%	9.40%	33.40%
	On-time Performance % of pickups/drop-offs after promised time (10 min window)	75%	--	64.01%
Project-Level	Measure	Target	October 2021	March 2022
Innovation	Launch six service zones testing a variety of use cases	6	8	8
	% of flexible operators per SMART-TD side letter	90%	10%	31%
Customer Experience	Star rating from customer in Metro Micro mobile applications (completed rides)	4.5 of 5 stars	4.80	4.85
Strategic Partnerships	Number of partnerships with health, transport and higher education institutions	2 per zone	1	5
Workforce Investment	Percentage of Micro operators promotion to full-time positions throughout Metro	5%	2.2%	4.8%
	Percentage of Micro Operators who stay on project or more than 1 year	50%	--	51.9%

# Customer Experience



Metric	Jan 22	Feb 22	Mar 22	Status	Proposed Solutions/Comments
<b>Maximum Wait Time</b> (15 minutes) <small>% of Search Results &gt; 15 minutes after searched time</small>	27.9%	29.2%	30.2%		Optimize system algorithm and adjust program parameters
<b>Unmet Demand</b> <small>% of searches when no rides are available</small>	21.4%	28.4%	33.4%		Optimize system algorithm and adjust program parameters
<b>Ride Rating</b> <small>Average out of 5 stars</small>	4.84	4.85	4.85		87% of rides are rated
<b>On-time Performance</b> <small>% of pickups/drop-offs after promised time (10 min window)</small>	71.89 %	65.01%	64.01%		Optimize system algorithm and adjust program parameters

# Ridership & Use Cases



Zones	Ridership Numbers	Change Average monthly growth in FY22	Change March 2022 over February 2022
Total Boardings for Program Dec 2020-Mar 2022	327,059	+10.9%	+12.0%
Altadena/ Pasadena/ Sierra Madre	89,837	+13.3%	+14.9%
Highland Park/ Eagle Rock/ Glendale	67,766	+15.9%	+13.8%
Watts/ Compton	83,080	+12.4%	+11.6%
Average Weekday Boardings Mar 2022	1,849	+20.0%	+1.5%





# Workforce Investment (Video)



# Workforce Investment



**Metro Micro seeks to determine if and how, new management models (e.g., positive discipline) will improve workforce retention, advance career pathways and establish workplace happiness?**

The following steps have been initiated in 2022:

- Track internal promotions and retention quarterly
- Launch flexible “gig” scheduling for future shake-ups
- Implement Positive Discipline training curriculum 2.0
- Host series of focus groups with first 3 classes of operators
- Surveying of employees on work schedules (caregiving responsibilities)
- Develop Micro Leadership Training standards

## Initial Frontline Findings March 2022:

- ☺ 79.6% agree that they enjoy being a Metro Micro Operator.
- ☺ 74.1% would recommend this job to family and friends.
- ☺ Meeting people or serving the community is what team members like most about the job.

# Customer Experience (Video)

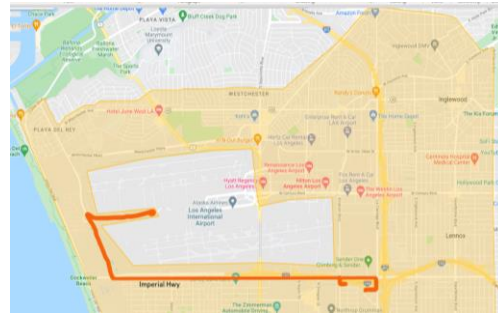


# Cost Effectiveness



Period	Budgeted to Project	Actual Project Expenses	Passenger Boardings	Revenue Service Hours (RSH)
FY21 Revenue Service (12/13/20 – 6/30/21)	\$11,294,896	\$13,530,983	42,096	37,958
FY22 Year to Date (through February 2022)	\$25,640,571	\$11,881,940	285,085	113,595

	\$/Boarding	\$/RSH
FY21	\$321.43	\$356.47
FY22	\$41.68	\$104.60
Under-utilized Fixed Route	\$8.21	\$164.33



## Example: Line 625 Aviation/LAX Stn-World Way West

Metrics	Line 625	Metro Micro Service Zone
Cost per Hour	\$163.33	\$104.60
Cost per Boarding	\$7:46	\$41.68
Service Span	4:30 –10 am, 2 – 7 pm Weekday only	5 am – 9 pm 7 days
Frequency	20-30 min.	18 min. Average Wait Time
Route Length/ Zone Size	6.1 miles	19.5 square miles

### Finding:

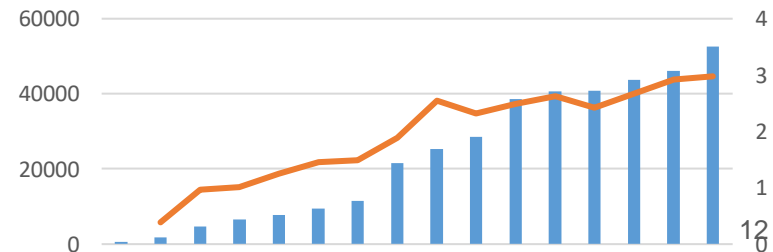
- Unit costs have (\$/boarding and \$/RSH) fallen as ridership rises
- Per boarding cost will continue to fall in FY22

# Productivity



Metric	Avg. FY22 through Feb-22	March 2022	Comments
Boardings/RSH	2.57	2.97	Key productivity and cost efficiency statistic. Consistently trending upward with more ridership.
On-fare time/Online time Time that an operator is carrying a passenger or on their way to a passenger divided by the time they are available for rides.	58.4%	68.2%	Consistently trending upward.

As total boardings ■ increase, productivity — increases too



# Findings & Next Steps



- Unit costs are improving as expected with increasing ridership and productivity.
- Demand for Metro Micro continues to increase with re-openings, including schools.
- With increasing ridership, Metro Micro experiences increasing unmet demand due to operator shortage.
  - Continue to work with OMB toward an optimal Full Time/Part Time operator adjustment
  - Backfill positions on long-term leave
- Focus is needed on refinements to the system and operating practices to optimize service delivery
  - Service spans
  - Zone boundaries (top hubs)
  - Virtual stops
  - Vehicle pooling

