

**Los Angeles County
Metropolitan Transportation Authority
Office of the Inspector General**

**Increasing Public
Transit and Rideshare
Use Study**

Report No. 18-AUD-04

January 30, 2018





Metro

Los Angeles County
Metropolitan Transportation Authority

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January 30, 2018

Metro Board of Directors

RE: Increasing Public Transit and Rideshare Use Study

Dear Metro Board Directors:

The Metro Office of the Inspector General (OIG) conducted a study on potentially under-tapped sources for increasing use of public transit and rideshare.


Consistent with national trends, transit ridership in Los Angeles (LA) County has declined over the last several years. Although various factors have contributed to these ridership trends, there may be Metro contractor and local City and County efforts that can help address these patterns. The OIG understands that an important core business goal for Metro is to decrease congestion and increase public transit use and ridership. We conducted this study, with assistance from an expert, TransLink, to determine what methods and strategies are currently being deployed within LA County to address and identify potential policies and programs that could apply to LA County commuters, employers, and agency partners such as Metro contractors/vendors and local public agencies, to address ridership trends.

The overall findings and recommendations in the report include:

- The surveys and interviews indicated that there are opportunities to encourage transit usage by stakeholders, Metro's government and private business partners, through increased marketing campaigns, provision of additional incentives, improved awareness of Metro's Employee Annual Pass and Guaranteed Ride Home programs, and encouraging and promoting transit use to their employees by Metro partners.
- Interviews of sampled governmental agencies and private businesses indicated that some entities could provide better transit subsidies to help cover a larger portion of monthly public transit cost, particularly considering that some of these entities provide free or subsidized parking that encourages driving a private vehicle over public transit.
- Coordinate with other LA County government agencies to encourage additional use of public transit and participation in rideshare programs, including maximizing allowable transit subsidies over parking subsidies.
- Explore modifications to Metro's Employer Annual Pass Program to further encourage transit usage, such as the addition of a monthly pass option.
- Encourage use of public transit at meetings and events where contractors/vendor will be present.
- Consider whether any program can be created that specifically addresses contractors/vendors use of public transit.

The report includes recommendations that Metro could take actions to increase public transit and rideshare use. Those recommendations are summarized in Attachment G of the report.

Sincerely,



Karen Gorman
Inspector General

cc: Phillip Washington
Stephanie Wiggins
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Board Deputies

Increasing Public Transit and Rideshare Use Study

FINAL REPORT



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GODBE RESEARCH

&

**KITTELSON
& ASSOCIATES**

January 30, 2018



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EXECUTIVE SUMMARY

Introduction

Consistent with national trends, transit ridership in Los Angeles (LA) County has been declining over the last several years. Although various regional planning and economic factors have contributed to these ridership trends, there may be local City and County efforts that can help address these patterns. The Metro Office of the Inspector General (OIG) understands that an important core business goal for Metro is to increase transit use and ridership; as such, it initiated this study to determine what methods and strategies are currently being deployed within LA County to identify potential policies and programs that could influence LA County commuters, employers and agency partners to increase transit ridership and rideshare usage on a system-wide basis.

Purpose of the Study

The study included the following steps and research objectives:

- Perform market research surveys on business and government entities to gather information on their transit subsidy program, and to understand factors that may affect employee ridership patterns including transit and non-transit commuters.
- Interview various Metro and Southern California Air Quality Management District (SCAQMD) department staff to gather their perspectives on existing and potential new rideshare and transit programs.
- Research national trends and industry best practices to encourage promoting the use of public transit through relationships with business and agency partners.

Trends Affecting Ridership

Ridership Trends and User Characteristics

Metro has had a 13.2 percent decrease in ridership since 2014. Based on Metro's On-Board Ridership Surveys and interviews with Metro staff, general ridership trends may be related to improved economic conditions, competing options of ride-hailing/sharing services, and the perception of safety and convenience of the system. Also during this time period, fare prices have increased (locally and regionally) and the price of gas began to decrease.

Of current Metro riders, about one-third are transit dependent (have no other modes available), and one-third are choice riders (have other transportation options). Based on Metro's market research, the most common reasons why transit was not used for commuting were: it was too hard to get to/from transit, service was too slow, service was not reliable, and security concern. To capture more riders, Metro has been implementing programs to address customer satisfaction. In 2017, Metro has improved bus stops and rail stations, established a Customer Experience

Committee, created plans to improve bus system speed, on-time performance, and provided rideshare/shared mobility program support, contracted for transit policing services with LA County Sheriff Department, LA Police Department, Long Beach Police Department, and implemented planning for first/last mile program to help Metro riders travel easier from their home to first transit stop and from last transit stop to their destinations.

Surveys and Interviews

Interviews were conducted with Metro executives and staff from various departments, as well as SCAQMD staff to provide insight on Metro ridership trends, rideshare/transit opportunities for Metro employees, and vendors/contractors. In addition, interviews were conducted with a sample of 42 public sector agencies and private sector vendors throughout LA County to understand their level of transit and parking subsidies and their current policies that support transit and rideshare usage.

Key Findings

Ridership Can Be Increased by Metro Stakeholders

Overall, the surveys and interviews indicated that there are opportunities to encourage transit usage by employees of Metro contractors/vendors and government agencies in the County through marketing campaigns, provision of additional incentives, and improved awareness of Metro's Employee Annual Pass and Guaranteed Ride Home programs. Furthermore, the review of the current commute subsidy programs indicated that some government agencies and most private-sector firms do not provide transit subsidies that help cover a portion of the cost of monthly transit passes, although some of these entities provide free or subsidized parking.

Existing Policies and Best Practices

Few of the agencies surveyed tie transit incentives through the procurement and contracting processes. However, there are several examples which indicate that Metro could adopt programs to encourage promoting transit/rideshare use. In addition, there are opportunities to leverage current Metro policies and programs to reduce incentives for driving and encourage transit and rideshare usage.

Opportunities to Increase Ridership

Based on the review of the ridership data, surveys/interviews, reviews of policies, and best practices, multiple approaches that Metro could take to increase ridership were identified. These include encouraging Metro business partners to promote public transit/ridership use, increased marketing to specific audience groups (such as students and employees who live near transit), working with other government agencies in LA County, and better publicizing the Guaranteed Ride Home Program to employees. Implementation of these programs by Metro would ensure that opportunities are provided to improve rideshare and overall transit ridership.

Key Recommendations

- Increase marketing to specific audience groups to increase ridership by developing additional marketing programs directly aimed at user groups such as students, business and government entities, and employees "Live Near Your Work" campaigns.
- Coordinate with other LA County public agencies to encourage additional use of public transit and participation in ridership programs, including maximizing allowable transit subsidies over parking subsidies.
- Explore modifications to Metro's Employer Annual Pass Program to further encourage transit usage, such as the addition of a monthly pass option.
- Publicize the Guaranteed Ride Home Program to employees.
- Encourage use of public transit at meetings and events where contractors will be present.
- Consider whether any programs can be created that specifically address vendor/contractor use of public transit.

See Attachment G for Schedule of Recommendations.

1.0 BACKGROUND

Over the past several years, transit agencies across the country have noted decreasing ridership on their systems despite capital and operational investments. This recent trend is primarily due to the loss in bus ridership with a 6.7 percent decrease nationwide and 6.0 percent decrease in LA County from 2014 to 2016. Several regional planning and economic factors have likely contributed to ridership trends such as changes in major population groups, gas prices, personal travel options, fare increases, reduced bus services, and access to transit services. However, from a local perspective, there may be specific programs and policies that could be applied to mitigate these patterns. This study focuses on potential policies and programs that could apply to LA County commuters, employers, and agency partners to address overall ridership trends.

Metro OIG understands that an important core business goal for Metro is to increase transit use and ridership; as such, it initiated this study to determine what methods and strategies are currently being deployed within LA County to address decreasing ridership and what best-practice programs could be considered locally. This study researches, from the perspective of commuters and Metro's business partners, what incentives and programs could be effective in promoting transit and rideshare programs.

Purpose of the Study

The purpose of this study is to research programs and policies that can potentially improve rideshare and overall transit ridership for Metro. To better understand what is occurring locally in LA County, the study focused on businesses and government entities' opinions and attitudes toward rideshare and transit for their employees, and existing Metro and SCAQMD programs to address regional emission goals. These interviews accompanied research on transit promotions, procurement incentives, and national best practices in order to provide policy and program recommendations for Metro to consider.

Some of the major research objectives considered for this study included:

- Perform market research surveys on business and government entities to gather information on their transit subsidy program, and to understand factors that may affect employee ridership patterns including transit and non-transit commuters.
- Interview various Metro and SCAQMD department staff to gather their perspectives on existing and potential new rideshare and transit programs.
- Research national and industry best practices to encourage promoting the use of public transit through relationships with business and agency partners.

Supported by information and research conducted during the study, this report recommends feasible methods and strategies to expand transit rideshare programs of business partners and government entities within LA County and address decreasing ridership trends.

This study is organized into four major categories:

1. Background research on declining trends in transit ridership both nationally and locally.
2. Rideshare and transit commute characteristics of employees in LA County.
3. Opportunities to provide transit and rideshare incentives for Metro vendors and contractor partners, and other government agencies in the County.
4. Metro program and policy recommendations for further consideration.

2.0 RIDERSHIP TRENDS

Ridership trends help recognize the historic shifts in transportation modal choice over short-term and long-term periods. Although ridership trends both nationally and in LA County have similar patterns, several important factors have affected these trends such as economic shifts and population changes. This section describes national and local ridership trends and the potential factors that affect travel decisions.

a) National Ridership Trends

Over the past several years, many transit agencies across the country have noted decreasing ridership despite capital investments (such as new high-capacity lines). The decreases in ridership since 2015 have been most pronounced on bus systems. During this period, total bus ridership had a negative growth (around 6.7 percent) compared to the 1.2 to 1.9 percent increases in heavy, light, commuter, and trolleybus ridership. This trend was not uniform across all metropolitan areas: Houston and Seattle experienced transit ridership gains in 2016 after investments and redesigning their bus systems. Details on the national ridership trends are provided in Attachment A of this report.

b) Metro Ridership Trends

Since 2014, the greater Los Angeles County/Orange County area experienced a 13.2 percent decrease in total transit ridership. The 2014 decline in ridership occurred as fare prices increased and gas prices began to decrease, which may be motivating users to find other options for personal travel. Details on Metro ridership trends are provided in Attachment B.

c) Metro 2016 Rider/Non-Rider Surveys

Metro performs On-Line Rider and Non-rider surveys to better understand current, past and potential users of its system. The survey information is used to inform Metro on ridership trends in LA County. Details on the 2016 Metro surveys are provided in Attachment C.

The Metro surveys found that about one-third of bus riders were transit dependent (have no other modes available), and one-third are choice riders (have other transportation options). Based on Metro's market research, the most common reasons why transit was not used for commuting were: it was too hard to get to/from transit, service was too slow, service was not reliable, and security concern.

The surveys also reveal important information on how past, infrequent, and non-riders currently travel throughout LA County. In particular, although Metro could address ridership decline through major investment and policy changes, the surveys indicate there may be rideshare opportunities that could appeal to current, past, occasional, and non-riders.

To address ridership and customer satisfaction, Metro has recently implemented various programs including:

- Bus stops and rail station improvements such as new lighting and security measures are being installed.
- The Metro Board established a new Customer Experience Committee to further Metro as a safe, more predictable and more enjoyable experience.
- Developed plan to improve bus system speed and on-time performance.
- Contracted with a firm to provide rideshare/shared mobility program support.
- Contracted with LA County Sheriff's Department, LA Police Department, and Long Beach Police Department to provide better security for Metro stops and stations in their jurisdiction.
- Implemented planning for first/last mile program to help Metro riders travel easier from their home to first transit stop and from last transit stop to their destinations.
- Ordered new buses and is overhauling buses at mid-life to improve reliability.

3.0 RIDESHARE AND TRANSIT CHARACTERISTICS OF EMPLOYEES

Existing rideshare and transit characteristics of employees in LA County are important to consider as they reflect current travel trends and challenges to address. This section describes (1) the travel trends of employees in LA County and presents the major discussion points of the Metro staff interviews, and (2) market research with public sector agencies and private-sector business entities.

a) SCAQMD Rule 2202

Southern California Air Quality Management District (SCAQMD) Rule 2202 – On-Road Motor Vehicle Mitigation Options Employee Commute Reduction Program Guidelines (2016)¹ describes options to reduce mobile source emissions generated from employees commuting to work and requires employers with over 250 employees at a worksite to report their Average Vehicle Ridership (AVR) targets and comply with employee commute reduction programs.

According to SCAQMD Rule 2202 Summary Status Report January 2016 to December 2016, approximately 370 worksites (i.e., those with 250+ employees) must comply with Rule 2202 in LA County. Worksites comply with one of the three program compliance options:

- Comply with the Employee Commute Reduction Program (ECRP) to develop and implement trip reduction programs and meet designated Emission Reduction Targets (ERT);
- Contribute to the Air Quality Investment Program (AQIP), which currently has a rate of \$43.73 per employee; or
- Apply for Emission Reduction Strategy (ERS) credits to meet ERTs.

LA County has a higher percentage of worksites with commute reduction programs to meet ERTs and a higher compliance with the ECRP as compared to other Southern California counties (see Table 1 below).

¹ SCAQMD Rule 2202 is based on Federal and State Clean Air Act requirements, Health & Safety Code Section 40458, and Section 182(d)(1)(B) of the federal Clean Air Act (SCAQMD, 2014)

Table 1 Los Angeles County Compared to Surroundings Counties

Compliance Options	LA County	Orange County	Riverside County	San Bernardino County
ECRP	43.6%	29.8%	34.4%	34.2%
AQIP	9.1%	9.2%	3.3%	12.3%
ERS	47.3%	61.0%	62.3%	53.5%

Source: SCAQMD Rule 2202 On-Road Motor Vehicle Mitigation Options Annual Update 2016

Metro adheres to SCAQMD Rule 2202 by collecting employee commuter information, reporting average vehicle ridership (AVR) annually, and paying required fees based on the number of worksites at which their employees work. Metro has continuously met its AVR performance goal (above 1.50). Based on interviews with SCAQMD staff, Metro currently has a generous program by offering maximum subsidies and consistently meeting their ERTs.

Although Metro has consistently met its AVR goals, the proportion of Metro employees who drive to work has fluctuated in recent years. Based on Metro’s AVR data², the aggregate AVR decreased from 1.843 in 2014 to 1.703 in 2015. This meant more employees were driving versus using alternative modes of travel (transit, rideshare, bicycle or walking) in 2015.

b) Metro Employee Commuting Trends

Metro encourages employees to take transit through a variety of programs:

- Metro employees have free use of the Metro rail and bus systems.
- An Employee Rideshare Program Subsidy Policy with maximum pre-tax benefits for public transit and rideshare including a monthly subsidy.
- Staff assistance in organizing vanpools.
- Rideshare and public transit program information during new employee orientation.
- A telecommuting policy.
- Flexible work hours to accommodate public transportation schedules.

Metro employees can use Metro’s transit system free of charge as they are provided an employee identification badge that can be used to ride on the Metro system. This provides the employees with the ability to use the system to commute to work, attend meetings, and other uses.

² Source: SCAQMD Rule 2202- Metro Registration Form 2015

The Employee Rideshare Program Subsidy Policy provides transportation and bike subsidies to eligible employees in an effort to reduce traffic congestion and air pollution.³ The purpose of the policy is to establish guidelines for administration of Metro’s Employee Rideshare Program. This program provides subsidies for employees who commute on non-Metro public transportation, vanpool, and/or bicycle (Metro 2015). The subsidy program requires that a Metro employee submits an application to participate in the program. The subsidies are for non-Metro operated systems and requires a minimum of 75 percent of commute day trips to be made by transit or vanpool. The dollar amount of the subsidies varies depending on which non-Metro transit, vanpool, or other mode is applied. The maximum subsidy is \$160 a month for transit and vanpool, and \$20 a month for bicycle. However, if the cost of the transit or vanpool monthly pass exceeds the Employee Rideshare subsidy (\$160), then additional pre-tax payroll deductions can be applied towards commuting, up to the IRS pre-determined annual amount. This pre-tax amount may change in 2018 due to Federal tax policy changes.

These existing programs have allowed Metro to have one of the highest employee transit commute shares among the largest LA County employers. Table 2 below shows a modal breakdown of how Metro employees commute to work in 2015. In total, about 35.7% of Metro employees commuted by transit, walk or bike to work. Although 54.8% drove alone, there is a significant portion of employees who travel by transit or alternative modes.

Table 2 Metro Employee Mode of Commute to Work

Metro Employee Mode of Commute to Work	Percentage
Bus	11.9%
Rail	22.7%
Walk	0.3%
Bike	0.8%
Carpool (2+ Persons)	8.8%
Drive Alone	54.8%
Motorcycle	0.7%
TOTAL	<u>100.0%</u>

Source: SCAQMD Rule 2202 – Metro Registration Form 2015

³ Metro Human Resources Employee Rideshare Program Subsidy Policy (Effective July 14, 2015).

c) Metro and SCAQMD Staff Interviews

To understand rideshare and ridership options from a Metro employee's perspective, 10 in-person interviews were conducted with Metro executives (who manage staff) as well as staff. The interviews involved individuals from several different Metro departments including Rideshare Programs, Communications, Procurement, and Planning. Interviews with individuals assigned to a variety of departments allowed for a broader understanding of potential transit and rideshare programs from an employee's perspective.

Additionally, a group interview was conducted with SCAQMD staff to obtain a regional perspective on rideshare programs and overall transit ridership. In particular, interviews were conducted with SCAQMD staff who monitor and enforce SCAQMD Rule 2202.

The interview questions focused on three primary topics:

- Declining ridership trends in Metro and other transit systems;
- Rideshare and transit opportunities for employees; and,
- Transit and rideshare incentives for the vendors/contractors you work with.

The major points discussed from the interviews are summarized below:

General Declines in Ridership

- The decline in overall ridership can be attributed to the improving economy allowing people to purchase vehicles, lower gas prices, competing options of digital ride-hailing/sharing services (Lyft/Uber), perception of safety, and fare increases.
- Strategies or policies to improve the system could include: encouragement marketing campaign focused on Metro's new security contract and usability of the system; expansion of the system; provision of more incentives to employers within the LA Metro region to encourage transit and rideshare usage; and improvement to maintenance and upkeep for less service disruption and cleaner buses/trains.

Rideshare/Transit Opportunities for Partner Agency Employees

- Metro can address safety concerns by improving station and station area lighting, changes to first and last mile safety, ensure the new security contract is advertised, ensure visual presence of officers on both rail and buses, and communicate to the public about the safety of the system.
- Metro could work with agency partners to provide employees more incentives including maximizing transit subsidies, assisting employees find carpool partners, making vanpooling easier and expanding on publicizing the Guaranteed Ride Home Program.
- Obstacles in instituting rideshare or incentive programs are matching vanpool, schedules and location of work, a ride home in case of emergency, and limitations of the tax code.

Address Transit and Rideshare for Metro Contractors and Vendors

- Metro could encourage rideshare and transit programs with vendors and contractors by providing them with information on the transit options and benefits, incentivize using public transit for meetings with Metro including those at Metro Headquarters, and make rideshare by vendor employees and transit usage a part of the contract/bid process.
- New potential rideshare programs such as shuttles from Metro headquarters to off-site facilities (similar to Google's shuttle system⁴), friendly competitions for rideshare use between vanpools or between departments, and award/reward system using rankings and scoring to demonstrate high usage of rideshare programs (e.g., a pin indicating that you are an avid user). Make use of public transportation a civic duty.
- Majority of Metro staff interviewed supported mandatory requirements for vendors to offer transit programs for their employees. Some supported a procurement process that would provide bonus points for the firms who encourage rideshare and transit usage for their employees. For example, Metro could set goals for vendor participation in transit-supportive programs.

d) Los Angeles County Public and Private Sector Surveys

To understand the characteristics of employees in LA County, a total of 42 interviews were conducted in August and September 2017, including 16 with public sector agencies and 26 with private-sector vendors. A map of the location of agencies and private entities that participated in the interviews is included in Attachment D.

A discussion guide was designed to collect in-depth knowledge on a variety of topics, including sections for basic agency or firm information, current transit and parking subsidies, relationship with Metro, and employee ridership (commute) information. The market research involved a series of one-on-one interviews with Metro's public agency partners including: City of Los Angeles departments, cities in LA County, County of LA departments, Councils/Associations of Governments, and a State of California agency located in LA County. Participants that were interviewed represented a broad range of agencies and level of contacts throughout LA County. Private sector business entities represented a broad range of companies that do, or have done, business with Metro in the past year (since 2016). Participants that were interviewed represented a broad range companies and level of contacts with employees and/or physical presence in LA County.

While the results for a qualitative process such as one-on-one interviews cannot be generalized to the larger population of interest, the participants interviewed well represented public-sector agencies and private-sector firms in terms of agency, firm size, type of agency or firm, agency/firm contact, and geographical location within Los Angeles County. Based on the

⁴ Google operates a shuttle system between their various campuses in the San Francisco Bay Area which reduces the need for private vehicles.

geographic location of Metro's partner agencies, vendors and interview participants, the majority are closely located to public transit which indicates many employees have an option to select public transit as their primary mode of travel to and from work.

The one-on-one interviews with Metro's partner agencies and private sector business entities focused on the following general topics:

- Determining the number of employees within LA County at the location specific to where the interview participant works or is responsible for;
- Evaluating current policies for reimbursement of parking and/or driving expenses, and parking or transit subsidies provided by the agency or entity;
- Assessing awareness and usage of Metro's Employer Annual Pass Program;
- Discussing programs and policies that may encourage public transit usage among agency or firm employees, including testing potential changes to the Metro vendor program;
- Determining targets, goals, and outcomes for non-auto travel among agency and firm employees, and;
- Evaluating commute type information for agency and firm employees by modality.

With respect to subsidies provided by the government agencies and business partners, Table 3 summarizes the subsidies provided for transit and parking use.

- Public-sector agencies are much more likely than private-sector firms to provide monthly transit subsidies to their employees. The survey found that 12 of the 16 (75%) public-sector agencies provide some sort of transit subsidy, compared to 12 of the 26 (46%) private-sector firms. The transit subsidy dollar amount provided to employees by private-sector firms is generally greater than public-sector agencies. Attachment D shows the amount of transit subsidies provided and the percentage of employees using public transit.
- Conversely, private-sector firms are much more likely than public-sector agencies to provide a monthly parking subsidy to employees. The survey found that 9 of the 26 (35%) private sector firms provide a parking subsidy, and 3 of the 16 (19%) public-sector agencies provide a monthly parking subsidy. In addition, over 40% of public-sector agencies provide free parking for employees, whereas about 25% of private-sector firms provide free parking for employees.

Table 3 Typical Monthly Transit and Parking Subsidies for Surveys

Subsidies Provided	Public Sector	Private Sector
Transit Subsidy		
\$0	4	14
Up to \$50	3	2
Up to \$100	1	3
Up to \$150	5	4
Up to \$200	0	1
Up to \$250	0	2
Over \$250	0	0
Other (1)	3	0
Totals	<u>16</u>	<u>26</u>
Parking Subsidy		
\$0	6	9
Up to \$50	3	1
Up to \$100	0	5
Up to \$150	0	0
Up to \$200	0	0
Up to \$250	0	2
Over \$250	0	1
Free Parking	7	6
Other (2)	0	2
Totals	<u>16</u>	<u>26</u>

Source: Metro Survey Conducted July to August 2017

Notes:

(1) Other includes free use of transit system, 50% of Metro/Metrolink monthly pass, and up to 75% of transit receipts received.

(2) Other includes private firms who declined to answer the question/did not know the answer.

In addition, the major findings from the interviews are summarized below:

- Awareness of Metro’s Employer Annual Pass Program (Program) is almost twice as high among public-sector agencies. Seventy-five percent of public-sector respondents indicated being aware of the Program, where significantly fewer than half (38%) of private-sector respondents indicated being aware of the Program.
- Regardless of awareness of the Employer Annual Pass Program, usage of the Program is very low among both public-sector agencies and private-sector firms. None of the 16 public-sector agencies interviewed use the Program, and only 2 of the 26 private-sector agencies use the Program. Many of the respondents indicated that they use monthly passes from Metro, so there is opportunity to increase usage of the Program among both groups.
- Of the factors that affect transportation mode choice when travelling to/from meetings at Metro, travel time was a very important factor. In addition, most respondents for both groups indicated that they typically have multiple meetings in a day, which was a factor in transportation mode choice. These respondents were more likely to drive to/from Metro for a meeting.
- Both public-sector agencies and private-sector firms are open to taking public transit for meetings. However, there was concern about any policy being fair and equitable in terms of: 1) not favoring agencies/firms that are in close proximity to public transit systems, 2) taking into account that many people have multiple meetings scheduled throughout the day, and 3) potential time requirements to take public transit versus driving.
- Seventy-five percent of public-sector agencies convey information to employees regarding public-transit services (including Metro) via mass communications methods such as emails, websites, intranets, or newsletters, and half also provide similar information through events such as employee fairs, bike-to-work day events, Earth Day, or information sessions.
- Almost two-third (65%) of private-sector firms convey information to employees regarding public-transit services (including Metro) via mass communications methods such as emails, websites, intranets, or newsletters. In addition, about half of the firms also provide similar information through more personalized one-on-one communications or meetings with their teams.
- Almost half (46%) of private-sector firms interviewed have some sort of policy to take proximity to public transit into account when opening, moving, or relocating an office, although office lease/rental/purchase costs are still the dominant factor in office location.
- Very few public-sector agencies (2 of 16) and private-sector firms (1 of 26) provide any incentive to employees to reside near their work location or near transit that can access their work location. Metro could work with private sector firms and government agencies to develop strategies to provide incentives for employees to reside near their work location or near public transit.
- Seventy-five percent of public-sector agencies measure the extent to which employees commute by public-transit versus slightly over one-third (35%) of private-sector firms. In



addition, 75% of public-sector agencies and almost half (44%) of private-sector firms have goals for employees commuting by public transit or some other non-auto mode for the agencies/firms that measure employee commute mode. Finally, about half of both groups that have goals reported meeting those goals.

- Driving alone is the most used commute mode among employees of public-sector agencies and private-sector firms interviewed. Public transit is the second most used commute mode, but there is opportunity for increased public transit use among both groups based on the large number of employees who drive.

One area discussed was to work with private-sector firms and public-agencies to develop rideshare or other programs for first-mile (home to transit) and last-mile (transit to work) connectivity to public transit. Metro has already begun to address strategies for last mile/first mile connectivity through a variety of programs. Development of additional strategies (which would require participation from SCAQMD and other agencies) could potentially reduce use of single occupancy vehicles and increase use of public transit as well as carpools/vanpools, by improving the linkage between housing and places of work via public transit.

Attachment D provides a summary of the one-on-one interview discussion, employee use of public transit/rideshare, and interview findings.

e) LA County and City of LA Employee Subsidy Programs

An additional review was conducted of the transit ridership and rideshare programs provided by two of the largest public sector agencies in Southern California: the City of Los Angeles and County of Los Angeles Departments (these entities were included in the surveys discussed in section d above). In 2016, the City of LA employed approximately 49,500 employees and County of LA employed approximately 108,000 employees⁵.

City of LA

Currently, the City of LA (through its Commute Options & Parking Section) provides an employee transit subsidy reimbursement of up to \$50 per month for City employees who commute to work via public transit. A similar program is in place to allow for bike and walk reimbursements. Employees who take transit may also be eligible for an “occasional parking” benefit, whereas they would be allowed to park up to three times per month at an approved City-administered parking facility. The City of LA instituted a transit spending account that allows employees to set aside up to \$255 (pre-tax dollars) per month to pay for public transit expenses. (This pre-tax amount may change in 2018 due to Federal tax policy changes.) Additionally, the City of LA promotes the use of alternative schedules and telecommuting for appropriate jobs and positions.

⁵ Transparent California. www.transparentcalifornia.com

County of LA

The Los Angeles County Commuter Benefit Plan allows LA County employees to pay for transit using pre-tax dollars (which was a maximum of \$255 per month). Additional a \$70/month transit subsidy is currently only available to employees represented by one union in the County of LA. There is also a \$70/month “Traffic Congestion Allowance” for employees working in the County defined “Civic Center” area toward use of an alternate mode of transit and/or parking.

To assist employees who participate in rideshare, the County has a Guaranteed Ride Home Program that provides a reimbursed ride home in the event of a valid emergency. As support for this program, LA County has Employee Transportation Coordinators to provide information about ridesharing options, including transit routes and potential carpool and vanpool matching. In addition, LA County has implemented the Los Angeles County Telework Program which promotes and provides resources for employees to work from home on a regular basis.

f) Transit Accessibility of Current Metro Contractors/Vendors

A review was conducted among a sample of current Metro vendors/entities (e.g., those that participated in the survey) to understand their accessibility to transit. In particular, the review compared the availability of transit and the differences in travel times between their office locations and the Metro Headquarters at Gateway Plaza in downtown Los Angeles.⁶ These findings will help assess the proportion of Metro partner vendors/entities that are located in areas that are not efficiently connected to transit, and provide insight into the potential effects of changes to the Metro policies.

For this assessment, a sample of 44 work locations (representing 33 individual entities) of current Metro partner vendors/entities was identified, and the following three items were assessed:

- The primary location of each of their offices.
- The amount of time (in minutes) needed to drive or use transit from the office to Metro Headquarters during a typical weekday morning.
- The most efficient transit routes from each of their offices to Metro Headquarters.

The majority of the 44 sample work locations are relatively close to public transit service, and many of those are directly connected to Union Station or Gateway Plaza without requiring a transfer (21 locations, or about 50%). In addition, 15 locations (34%) have public transit times to Metro headquarters of 20 minutes or less, 10 locations (23%) have transit times of 21 to 40

⁶ For this comparison, Metro Headquarters was selected due to its transit-friendly location and that Metro could have an effect on whether contractors/vendors could feasibly change their travel patterns when doing business with Metro.

minutes, and the rest of travel times of greater than 40 minutes. In general, the private sector firms tend to have shorter travel times and more direct routes to Metro headquarters, as there are a higher percentage who are located within Downtown Los Angeles or directly adjacent to a Metro light rail line.

Public transit trips along key rail routes of 10 miles or less can be made within 30 minutes from various parts of Los Angeles County, particularly those along Metrolink routes. Of the sampled vendors/entities, 18 locations (about 45%) are within a 30 minute transit trip and 25 locations (over 55%) are within 10 miles of Metro Headquarters.

Attachment E provides details of the locations and accessibility of transit for the 44 Metro partners/vendors.

g) Additional Research of Other Transit Agencies and Public Sector Partners

Research was conducted of 22 current Metro public sector partner agencies (e.g., 17 transit agencies and five regional agencies: three Council of Government entities, Caltrans, and SCAG) to determine their overall ease of access to transit and their current commuter programs. Included in the review was the agency's general proximity to high-quality transit service (defined as at least two buses an hour and/or walking distance to a rail station) and the current commuter program offerings.⁷

Overall, 17 of the agencies reviewed (over 77%) are located within a ¼ mile of a bus stop with two or more buses an hour, and 10 agencies (45%) are within one mile of a light rail or commuter rail station. In addition, 17 of the 22 agencies reviewed do not provide transit subsidies to employees, two provide transit subsidies to employees (Caltrans and SCAG), one has a rideshare program, and information was not available for the remaining two agencies. The organizations that provide subsidies for transit passes also provide other subsidies/programs such as bike share and ridesharing.

It should be noted that some of the agencies that are not located near higher quality transit offer commuter auto benefits such as mileage reimbursement or a car allowance.

Given that many of these agencies are located near transit, there is potential to capture additional transit ridership with implementation of new commuter programs or enhancements to existing programs. Attachment F provides details of commuter programs and the proximity to transit of the 22 representative partner public sector agencies.

⁷ As provided on the websites for each of the agencies reviewed.

4.0 OPPORTUNITIES TO INCREASE PUBLIC TRANSIT AND RIDERSHIP USE BY METRO CONTRACTOR AND VENDOR PARTNERS

Metro has opportunities to work with contractor/vendor partners to improve rideshare and public transit usage. In particular, there are policies and programs that Metro can consider that are part of these processes.

The section below focuses on options that could have the most influence on the usage of rideshare/transit by Metro business partners:

- existing programs, policies and issues;
- leveraging current Metro policies; and
- introducing new policies and programs that are considered best practices from other agencies.

It should be noted that any procurement strategies must not conflict with the Federal Transit Administration (FTA) or other regulatory guidelines. This includes the Brooks Act, which establishes a qualifications-based selection process for architectural and engineering services procurements.⁸ Therefore, if specific strategies are pursued, potential conflicts will need to be explored in more detail by Metro officials, legal, and contracting departments.

a) Review of Existing Policies and Issues

Based on a detailed review of the existing Metro policies, there may be opportunities to move towards policies that incentivize and promote the usage of rideshare/transit for Metro's business partners. Below are two examples of programs that could help incentivize rideshare/transit.

- First, Metro does not ask vendors for information on transit/ridership usage, adherence with SCAQMD requirements, transit subsidies, rideshare measures, or presence of a Travel Demand Management (TDM) plans. As a result, current programs do not prioritize or promote usage of rideshare/transit for their contractors and vendors.
- Second, Metro's procurement policies do not specifically address reimbursement to contractors for mileage/parking when public transit use is available. Reimbursement for these expenses may be included in the standard contract. Because of this, contractors, vendors and partners may not use public transit even though it is a feasible option since their driving and parking expenses are covered in the contract.

⁸ See <https://www.acec.org/advocacy/qbs/brooks2/> for more information on the Brooks Act and the contractual requirements.

b) Leveraging Current Metro Policies

There are existing Metro policies and programs that could be leveraged to encourage rideshare/transit. The following examples include implementation or alteration of a program as well as potential policies to reduce incentives or subsidies for driving.

- Metro has an established program that provides guidelines for contractors to be recognized for superior safety performance. This program could be the model for a similar program which would recognize contractors for “transit use.” This would be an incentive for contractor/vendor employees to use rideshare/transit and for firms to promote usage of transit and rideshare to their employees. This program could follow SCAQMD Rule 2202 or could model aspects of the superior safety performance program.
- Metro audits and negotiates indirect costs rates for contracts. There is an opportunity for Metro to integrate auditing and negotiating costs related to transit time and expenses. This would allow Metro to indirectly provide incentives to use rideshare/transit where feasible. Metro may consider disallowing billing of travel time in a private vehicle, which could make transit a more attractive option.
- To encourage transit/rideshare, Metro could disallow reimbursements for parking and mileage in certain contracts when public transit is available and feasible. This could be qualified by applying only to meetings at Metro Headquarters or at locations that are considered transit-accessible (which might be defined as locations within convenient walking distance of a high-quality transit route when transit service is operating). This change would incentivize the use of rideshare/public transit, and also eliminate a subsidy for driving.

c) Best Practices by Other Agencies

A review of procurement documents (including regulatory documents, guidance documents, and solicitations) was conducted to identify national best-practice trends. The documents were identified through consideration of peer agencies (or related organizations) and through review of libraries and databases compiled by key funding partners, transportation research agencies, and relevant professional organizations. The review included the following documents:

- Research projects and reports contained within Transportation Research Board (TRB) and Transport Research International Documentation (TRID) databases.
- FTA documents including Best Practices Procurement & Lessons Learned Manual and Third Party Contracting Guidance.
- Procurement manuals and policies and Request for Proposals (RFP) including documents from American Public Transportation Association (APTA), San Diego Association of Governments (SANDAG), Metropolitan Council (Minneapolis-St. Paul), Massachusetts Bay Transportation Authority, Hampton Roads Transit, Florida Department of

Transportation (DOT), Iowa DOT, Michigan DOT, Ohio DOT, Texas DOT, Anaheim Transit Network, The World Bank, and New Zealand Transport.

Overall, there are few policies and programs used by other agencies that are tied to transit initiatives through the procurement and contracting processes. However, the relatively common inclusion of criteria related to sustainability, local preference when permissible, and other similar attributes in the procurement processes (in transit and broader transportation procurements) suggest that it is feasible for Metro to encourage contractors to promote transit usage. In particular, staff interviewed at TriMet in Portland, OR suggested that would-be contractors would adapt to reasonable requirements.

The following examples of policies and programs that have been used by different agencies could either be directly implemented or used as a guide to be adapted by Metro.

- Instead of reimbursing mileage and other travel expenses, the Denver Regional Transportation District (RTD) provides contractors bus passes for use by their employees who are working on the projects that require business travel that is accessible to public transit. As a result, incentives are provided to take transit, as the business travel would be of no cost to the employer. This approach could be adapted by Metro to provide transit passes to contractors for business travel that is accessible to transit in lieu of incurring travel expenses.
- The San Diego Association of Governments (SANDAG) specify “Knowledge and Understanding of Local Environment” as a selection criterion for the bid process. Metro could have a similar approach to request bidders to demonstrate their knowledge and use of Metro’s transit system, transit/rideshare policies and programs, and other relevant travel-related policies (such as SCAQMD Rule 2202) as part of their proposals.
- The Ohio Department of Transportation (DOT) suggests that a RFP could require a proposing firm to describe the resources it will make available to support successful project delivery. For Metro, successful project delivery could include maximizing utilization of public transit and rideshare opportunities and minimizing the amount of driving for project-related travel by vendor employees. As such, incentives to use public transit might be considered a resource in this context that can be evaluated during the procurement process.
- The World Bank provides guidance which suggests that transit usage promotion can be considered a factor in the scoring of a sustainable project approach, and that promotion of transit usage could be a factor in evaluating innovative techniques. The procurement process provides multiple opportunities for Metro to implement new policies to encourage rideshare/transit usage and set public transit goals.
- Baltimore, MD, the District of Columbia, and other major cities offer “Live Near Your Work” grants, often co-sponsored by institutions or partner agencies. These programs are designed to encourage homeownership near the employee’s place of work or by transit by contributing funds to help pay for a new house. In addition, the cities of San Francisco, Seattle, Los Angeles, and Chicago have some form of “Location Efficient Mortgage” incentives. Metro might work with partners to consider such programs to encourage

employees to live in locations with high quality transit or within convenient distance to their place of employment.

As part of the interviews with Metro staff and the overall market research, the potential implementation of these possible programs was discussed. Overall, Metro staff, as well as Metro contractors/vendors, were generally receptive to the concepts to enhance transit usage, but expressed concerns regarding their implementation.

The majority of Metro staff supported contractors/vendors participating in transit programs. All Metro interviewees agreed instituting a transit program for vendors/contactors is a good idea.

During the interviews with Metro contractors/vendors, they expressed concerns about mandatory transit participation programs or incentive programs during the procurement process. Metro contractors/vendors said that the program should be flexible, on a case-by-case basis, depending on location and type of business. The interviewees responded favorably with the idea to provide free use of the Metro system for contractor employee business travel and to share responsibility and cost of transit ridership with the private sector.

d) Establish Policies and Programs for Contractors and Vendors

There are policies and programs that Metro can implement to prioritize and incentivize rideshare/transit usage for Metro contractors and vendors. The contracting process allows Metro the opportunity to encourage/incentivize contractors and vendors to increase transit ridership and rideshare. Below are potential actions:

- Metro could favor reimbursement of contractors/vendors for public transit use over rental cars, mileage and parking costs when public transit is available and feasible.
- Metro could provide contractors/vendors a Metro TAP or transit pass to use on business travel that is accessible by public transit rather than including parking/mileage expenses in the cost of the contract.
- Metro could encourage use of public transit to vendor/contractor partners and/ or create programs that specifically address vendor/contractor use of public transit.

5.0 OPPORTUNITIES TO INCREASE RIDERSHIP FOR GOVERNMENT AGENCIES AND OTHER SPECIFIC GROUPS

The study identified other opportunities to improve public transit/rideshare usage in three other areas:

- Market to specific audience groups to increase ridership.
- Continue working with government agencies to increase ridership.
- Publicize the Guarantee Ride Home Program to employees.

a) Market to Specific Audience Groups to Increase Ridership

The market research and staff interviews provided insight into which groups could be targeted to increase transit ridership. The research also provided useful feedback on example of policies and programs that could increase choice riders of transit.

One strategy is to target employees by providing them information and opportunity to live closer to their place of employment, or within walking distance to high quality transit stops. Two programs that can be marketed to this audience are:

- Support “Live Near Your Work” programs and grants
- Provide location Efficient Mortgage programs and incentives

Metro could support “Live Near Your Work” programs and grants, and work with partner agencies to provide the opportunities for employees to live near work. This program could also be adapted for workers to live in high transit areas allowing for easier use of transit for work as well as other trips. These programs and grants have been used by municipalities such as Baltimore, MD, and Washington DC. This program could also be used by government agencies in LA County to support its employees. Metro’s Transit Oriented Communities Department has policies already set up to influence live near work programs. These programs can be augmented and further supported and used as a model for other agencies.

Location efficient mortgage programs and incentives have a similar goal in providing additional housing opportunities within high quality transit areas. There is an opportunity for Metro to work with partner agencies to create a program that assists employees to live in high quality transit areas and to incentivize their use of transit. A program could be adapted to focus on Transit Orientated Developments (TOD) or other housing opportunities that are favorable for transit accessibility and usage.

In Fullerton, California, a housing development adjacent to a train station offered a two year transit pass as part of the sale price of a new home.

Another target group is commuters who currently live and/or work in transit-friendly areas. To help encourage the use of transit and rideshare by commuters, additional marketing could be extended to choice riders (i.e., riders that have a choice on which mode they can take) that either live near or work near existing transit services. In addition, marketing campaigns could target businesses and business communities that are located near transit services. These campaigns would provide commuters, governments, and businesses with information on the transit system and informing them of reimbursement or tax incentive programs in which they and their company can engage. Similarly, programs can also be developed to encourage rideshare for commuters and businesses located near freeway networks. This could include information on the location and access for park-and-ride lots, pick-up and drop-off zones, and means of finding alternative commute modes. The program could also help LA County employers by providing materials and training to companies to help their employees choose an alternative to driving alone. Metro has initiated programs in many of these areas and should continue pursuing these programs.

Although students were not a focus of this study, research has shown that students are a viable target audience with their fixed incomes and limited transportation choices. Students are also future workers who could be transit choice riders, especially if they become familiarized with Metro and other transit systems. Metro already offers discounted TAP cards to elementary/high school and college/vocational students. To further increase public transit participation of students, Metro could dedicate additional marketing resources to this audience, including advertising on campuses, utilization of social media channels, and other marketing resources. These marketing campaigns can focus on reduced stress, ability to use transit time to study, or use smart devices and other means to demonstrate how transit can be a viable alternative to driving.

Another program that can be combined with awareness campaigns is Metro's current "U-Pass Pilot Program."⁹ This reduced-fare transit pass offers students unlimited rides on Metro's rail and bus lines and is designed to streamline the process of purchasing college student discount transit passes. A pilot program was launched in Fall of 2016 at eight colleges/universities in LA County. This student pass program can be expanded and modified allowing for even more usage. Specifically, there can be additional marketing campaigns that provide information about the program and incentives for students to use transit. In addition, the reduced price can eliminate a barrier of entry for some and for others the incentive of reducing travel costs could be the trigger to try transit.

b) Work with Government Agencies to Increase Ridership

There are opportunities to increase transit ridership and rideshare uses at other public agencies throughout LA County. In particular, Metro could encourage rideshare and transit ridership

⁹ Additional information can be found at: <https://www.metro.net/riding/colleges/u-pass-pilot-program/>

programs by providing them with information on transit options and benefits and assist in administration of programs.

As discussed in Section 3.0 (d), 25% of public agencies surveyed did not provide public transit subsidies, another 25% of the public agencies provide less than \$100 in monthly transit subsidies, and the remaining 50% provide more than \$100 of transit subsidies.

Given Metro's level of subsidies for transit usage (up to \$160 per month) and the provision of bicycle subsidies (up to \$20 per month), it can be used as a model agency to demonstrate how a successful employee program can be established. About 44% of Metro employees use public transit or participate in rideshare programs.

For example, the City of LA could offer higher transit subsidies to further encourage transit usage. Currently, the City provides up to \$50 per month in transit subsidy. However, the cost of Metrolink monthly passes ranges from \$50 to over \$450 (based on distance) and cost of a Metro 30-day pass is \$100. As such, \$50 monthly subsidy might be inadequate encouragement to use public transit.

Since the County of LA does not currently offer a transit subsidy for its employees (except for \$70/month for employees in one local union and \$70/month traffic mitigation allowance for alternate commute mode and/or parking for Civic Center employees), a program could be implemented to provide subsidies to help off-set transit costs for all employees of the County of Los Angeles. In addition, the County could utilize their Employee Transportation Coordinator and Los Angeles County Telework Program to increase promoting transit and rideshare usage. The County program could include transit subsidies for its employees located at Metro and other locations outside the Civic Center.

c) Publicize the Guarantee Ride Home Program

During interviews conducted for this study, both Metro and SCAQMD staff emphasized the importance of access to home or other emergency situations that are outside the public transit travel and time schedules. Transit and rideshare users do not have access to a private vehicle for contingencies when they cannot wait for the next train or bus. Some employees interviewed were hesitant to use transit or participate in rideshare programs for these reasons.

Metro is a co-sponsor of the regional Guaranteed Ride Home (GRH) Program that provides a reimbursed ride home in the event of a valid emergency. This program is available to employees who work for entities enrolled in the GRH Program, including Metro employees. A description of this program, a handbook, and flyer are posted on Metro's website (metro.net). However, there are no internal Metro policies/guidelines to publicize this program. When interviewing Metro staff, less than 10 percent knew this program existed. Almost all Metro staff interviewed supported the idea of publicizing the program to employees and thought that this program would be a good incentive to encourage employees to take rideshare/transit to work.

6.0 CONCLUSION

The decline in rideshare and overall transit ridership is a challenge to Metro and other transit operators. Given the various factors associated with these ridership trends, it will take a comprehensive set of policies and programs to increase transit usage throughout LA County. There are several steps that Metro can take to ensure that opportunities are provided to improve rideshare and overall transit ridership.

Overall, the study showed that there are opportunities to encourage transit usage by employees of Metro business partners and government agencies. Based on the review of the ridership data, surveys/interviews, and reviews of polices and best practices, multiple approaches that Metro could take to encourage and increase ridership were identified. In particular, these include:

- encouraging contractors to promote public transit to their employees,
- increasing marketing to specific audience groups (such as students and employees who live near transit),
- working with other government agencies in LA County, and
- improving awareness of Metro's Employer Annual Pass and the Guaranteed Ride Home Program.

Furthermore, the review of the current commute subsidy programs indicated that some government agencies and most private-sector firms do not provide the transit subsidies that cover a portion of monthly transit passes, although some of these entities provide free or subsidized parking. Implementation of the above programs by Metro would provide opportunities to increase use of public transit and rideshare programs.

7.0 RECOMMENDATIONS

The study identified a number of potential policies, programs, and strategies that could be implemented to increase transit and rideshare usage for employees of partner agencies, contractors, and vendors. Collectively, the following recommendations provide Metro a means to enhance transit and rideshare and address recent ridership trends.

1. Increase marketing to specific audience groups to increase ridership by developing additional marketing programs directly aimed at user groups such as students, business and government entities, and employees "Live Near Your Work" campaigns.
2. Coordinate with other LA County public agencies to encourage additional use of public transit and participation in rideshare programs, including maximizing allowable transit subsidies over parking subsidies. For example:
 - a. The City of LA could increase its monthly transit subsidy to be more in line with monthly transit costs, and
 - b. The County of LA could expand its current commuter programs to provide employees subsidies for using public transit/rideshare for commute trips for all County work locations at a monthly rate closer to actual costs.
3. Explore modifications to Metro's Employer Annual Pass Program to further encourage transit usage, such as the addition of a monthly pass option.
4. Work with partner agencies to ensure that the Guarantee Ride Home Program is publicized to employees.
5. At meetings and events where contractors will be present, encourage use of public transit.
6. Consider whether any programs can be created that specifically address vendor/contractor use of public transit.

Attachment A

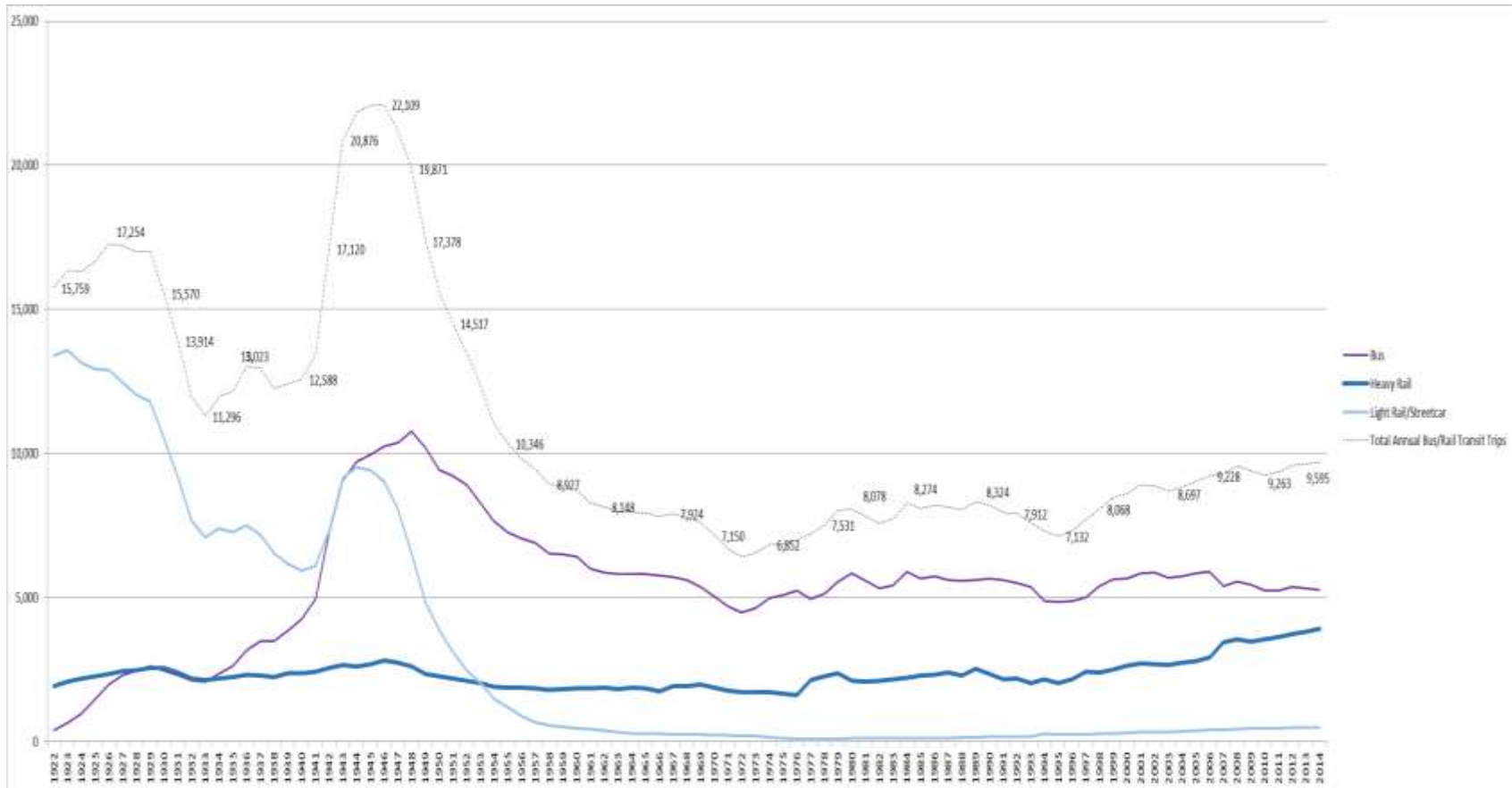
National Ridership Trends

Over the past several years, many transit agencies across the country have noted decreasing ridership on their systems despite capital investments (such as new high-capacity lines). The decline primarily is due to the nationwide trend in reductions in bus ridership. The following figures, sourced from the 2016 American Public Transportation Association (APTA) Fact Book, show the long- and medium- term nationwide transit usage trends, respectively. The figure below (Transit Ridership Trends since 1922) presents ridership trends from 1922 to 2014 (in millions of trips annually) by bus, heavy rail, and light rail/streetcar. This figure shows the highest peak of ridership occurring during the 1940's, then a fairly consistent trend of overall ridership over time until 2014. The second figure (Transit Ridership Trends since 1997) presents a more detailed look at ridership trends by type. Since 1997, heavy rail trips have increased, while bus ridership has decreased and light rail/streetcar ridership has remained fairly constant nationwide.

While the total number of transit trips in the US has fallen significantly since its peak in the late 1940's, coinciding with the widespread adoption of the private automobile, the ridership has been generally increasing since the mid-1990s. In particular, transit ridership has grown faster than overall population. The third figure (Population Growth vs. Ridership Growth) shows how transit ridership has had higher increases in growth since 1995 than US population growth.

Attachment A National Ridership Trends

Transit Ridership Trends since 1922 (Trips, in Millions)

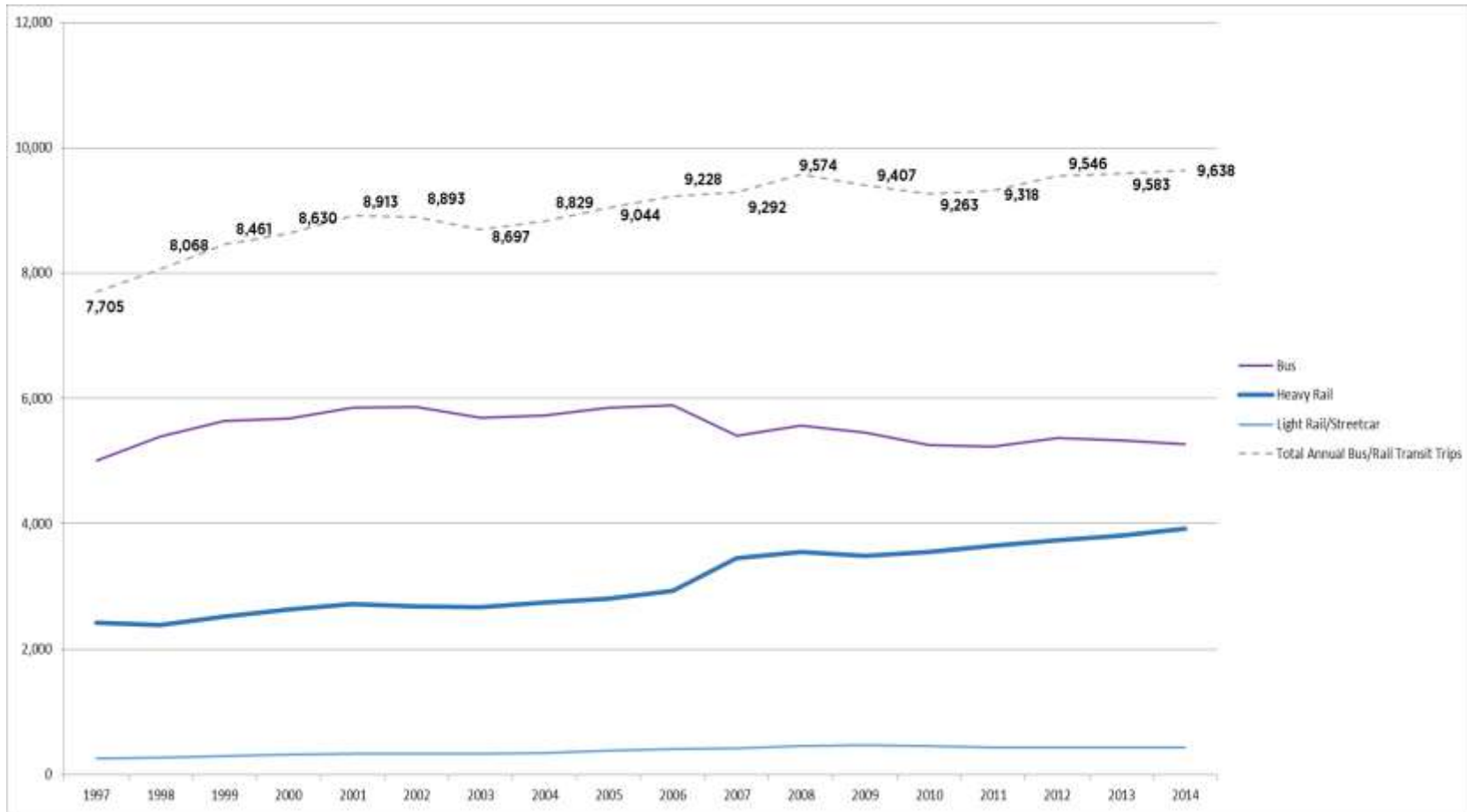


Source: APTA Fact Book (2016)

Attachment A

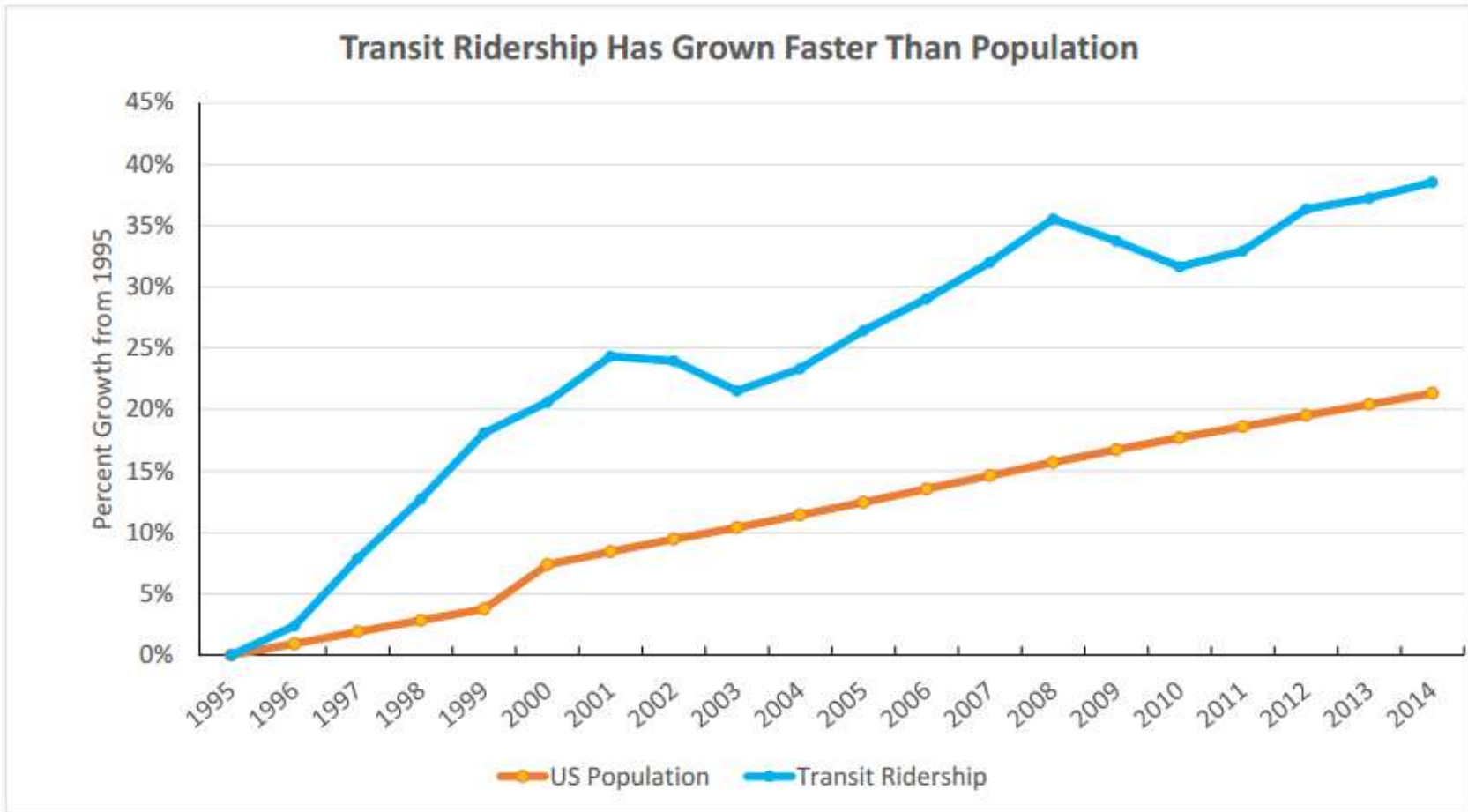
National Ridership Trends

Transit Ridership Trends since 1997 (Trips, in Millions)



Source: APTA Fact Book (2016)

Attachment A
National Ridership Trends
Population Growth vs. Ridership Growth



Source: APTA, Transit Ridership Trends (2016) - http://www.apta.com/mc/transitceos/program/Documents/Transit%20Ridership%20Trends_A.Guzzetti.pdf

Attachment A National Ridership Trends

The decreases in ridership since 2015 have been most pronounced on bus systems. The figure below (Ridership Trends) shows the ridership changes since 2015 where a general negative growth (around 6.7 percent) has occurred in total bus ridership compared to the 1.2 to 1.9 percent increase in heavy, light, commuter and trolleybus ridership.

Ridership Trends Since 2015

Ridership dip in 2015 and 2016	Two-year modal snapshot <small>(9 mo. 2014 vs. 2016)</small>
<u>2015 Calendar year</u>	
First Quarter:	- 0.66%
Second Quarter:	- 1.24%
Third Quarter:	- 1.69%
Fourth Quarter:	- 1.64%
<u>2016 Calendar year</u>	
First Quarter:	+ 0.35% (leap year day)
Second Quarter:	- 2.39%
Third Quarter:	- 2.85%
Heavy Rail	- 0%
Light Rail	+ 1.7%
Commuter Rail	+ 1.9%
Trolleybus	- 1.2%
Bus Population Group	
2,000,000 +	- 5.9%
500,000 – 1,999,999	- 9.0%
100,000 – 499,999	- 8.8%
Below 100,000	- 4.8%
Bus Total	- 6.7%
Demand Response	+ 1.1%
Other	+ 2.0%
United States Total	- 3.0%
Canada Total	- 4.9%

Source: APTA, Transit Ridership Trends (2016) - http://www.apta.com/mc/transitceos/program/Documents/Transit%20Ridership%20Trends_A.Guzzetti.pdf

This trend was not uniform across all metropolitan areas: Houston and Seattle experienced transit ridership gains in 2016 after investments and redesigning their bus systems. During this period, the greater Los Angeles County/Orange County area experienced a 7.6 percent decrease in total transit ridership. The figure below (2016 Transit Ridership Gains and Losses by Metropolitan Area) illustrates these trends.

Attachment A National Ridership Trends

2016 Transit Ridership Gains and Losses by Metropolitan Area

UZA Name	Sum of 2015	Sum of 2016	Change
Seattle, WA	178,640,154	185,913,534	4.1%
Houston, TX	83,285,295	85,180,489	2.3%
Milwaukee, WI	40,610,851	41,476,982	2.1%
Detroit, MI	36,734,180	37,079,598	0.9%
New York-Newark, NY-NJ-CT	4,222,700,561	4,241,214,495	0.4%
San Francisco-Oakland, CA	454,952,418	454,996,256	0.0%
Boston, MA-NH-RI	403,464,723	402,554,159	-0.2%
Pittsburgh, PA	63,990,430	63,570,697	-0.7%
Denver-Aurora, CO	101,021,365	99,777,407	-1.2%
Portland, OR-WA	112,440,100	110,985,034	-1.3%
San Antonio, TX	37,983,886	37,290,201	-1.8%
Salt Lake City-West Valley City, UT	44,909,741	43,776,825	-2.5%
Minneapolis-St. Paul, MN-WI	96,636,368	93,716,857	-3.0%
Chicago, IL-IN	623,466,948	603,747,357	-3.2%
Urban Honolulu, HI	68,587,549	66,361,162	-3.2%
Las Vegas-Henderson, NV	72,044,767	69,420,973	-3.6%
Dallas-Fort Worth-Arlington, TX	75,998,371	72,137,725	-5.1%
Baltimore, MD	111,070,976	105,214,371	-5.3%
Atlanta, GA	141,154,134	132,925,293	-5.8%
Philadelphia, PA-NJ-DE-MD	369,644,085	346,276,496	-6.3%
Phoenix-Mesa, AZ	69,525,177	64,898,486	-6.7%
San Diego, CA	94,921,830	88,507,937	-6.8%
St. Louis, MO-IL	47,250,866	44,020,031	-6.8%
Cleveland, OH	46,844,074	43,507,057	-7.1%
Los Angeles-Long Beach-Anaheim, CA	619,459,557	572,589,716	-7.6%
San Jose, CA	44,718,244	40,763,554	-8.8%
Miami, FL	156,449,301	141,556,090	-9.5%
Washington, DC-VA-MD	441,222,366	396,260,838	-10.2%
Austin, TX	32,795,531	28,893,986	-11.9%
San Juan, PR	38,853,326	32,289,221	-16.9%

Source: Seattle Times (2017)

APTA researchers posit a combination of factors that could be driving this decrease in ridership:

1. Changes in the mobility services (such as prevalence of the transportation networking companies/shared ride services)
2. Sustained low gasoline prices
3. Lingering impacts of the recession (service cuts)
4. Increase in automobile purchases/changing attitudes [toward driving]
5. Service quality issues in certain regions
6. Work-at-home trends
7. Vulnerability of the marginal transit trip
8. Other/Combination of factors

Attachment B Metro Ridership Trends

Nationwide, researchers have found around 83 percent of personal travel is via single occupancy vehicles¹⁰ whereas only around two percent rely on public transit for personal travel.¹¹ However, in LA County, seven percent of residents used transit (American Community Survey, 2009-2014), which is significantly higher than the national average.

Despite the continual expansion of Metro’s rail and bus rapid transit (BRT) systems, annual ridership totals have decreased in LA County since 2014.¹² Though subway and light rail ridership has increased through expansion of these systems, the bus system has had a steady decline in patronage. In 2016, ridership declined six percent compared to the previous year as shown in the table below (Metro Ridership Trends FY 2011 to 2016). Metro’s overall ridership trends are similar to the nationwide trend for major cities such as New York and Washington DC.¹³

Metro Ridership Trends (Fiscal Year 2011 to 2016)

Period	Estimated Weekday Ridership	Annual % Change
2011	1,444,645	
2012	1,475,840	2.1%
2013	1,504,778	1.9%
2014	1,459,150	-3.1%
2015	1,384,995	-5.4%
2016	1,306,396	-6.0%

Source: Metro. (2017). Interactive Estimated Ridership Statistics.
<http://isotp.metro.net/MetroRidership/IndexSys.aspx>

The 2014 decline in ridership occurred as fare prices increased and gas prices began to decrease, which may be motivating users to find other options for personal travel.¹⁴

Traditionally, ridership has been affected by factors such as service and on-time performance, which are particularly true for non-fixed service such as buses and shuttles. In 2014, 76 percent

¹⁰ B D Taylor & C N Y Fink (2013) Explaining transit ridership: What has the evidence shown?, Transportation Letters, 5:1, 15-26, DOI: 10.1179/1942786712Z.0000000003

¹¹ US Department of Transportation. 2011. Summary of travel trends: 2009 National Household Travel Survey. Santos, A., McGuckin, N., Nakamoto, H. Y., Gray, D. and Liss, S., Federal Highway Administration

¹² Metro. (2015). Board Report: Ridership and customer service initiatives FY16Q2 Status Report. <https://www.scribd.com/document/296115785/Metro-staff-report-on-ridership>

¹³ Nelson, L. (2017). The Metro can take you farther than ever. Here's why ridership dropped — again. Retrieved from: <http://www.latimes.com/local/lanow/la-me-ln-2016-metro-ridership-decline-20170209-story.html>

¹⁴ Chiland, E. (2017). Metro ridership continues to fall. Curbed Los Angeles.

Attachment B

Metro Ridership Trends

of Metro buses arrived on-time, which decreased to 72 percent in 2016 which might have contributed to decreases in ridership over the same time period.¹⁵

In addition, on-board surveys show that three out of ten passengers stopped using bus service due to concerns over their safety¹⁶. Factors such as costs, routes, service, frequency, stops, accessibility, convenience, availability of personal automobiles, and population density can also affect ridership trends.¹⁷ As the economy improves, more people may be able to afford personal automobiles; these trends are further enhanced by low gas prices. Furthermore, active transportation options and the availability of ridesharing apps (such as Uber and Lyft) are associated with decreasing transit ridership trends. However, transit research in recent years has found that active transportation options complement public transit, rather than contribute to its decrease. New ridesharing opportunities have most commonly affected evening and late evening trips (from 10:00 pm to 4:00 am) when transit is not as readily available.¹⁸

In terms of major population groups, immigrants in 2010 used public transit twice as much as native-born workers. This may be attributed to higher low-income status and difficulty in obtaining a vehicle of their own.¹⁹ In the 1980's, the height of public transit use, immigrants made up 30 percent of all transit commuters and in years 2006-2008 made up 51 percent of all transit commuters. This growth was attributed to the growth of the immigrant population during this time. The table below (Factors Influencing Ridership Trends) presents factors that may have influenced trends in ridership in LA County.

¹⁵ Nelson, L. (2017). The Metro can take you farther than ever. Here's why ridership dropped — again. Retrieved from: <http://www.latimes.com/local/lanow/la-me-ln-2016-metro-ridership-decline-20170209-story.html>

¹⁶ Nelson, L. (2017). The Metro can take you farther than ever. Here's why ridership dropped — again. Retrieved from: <http://www.latimes.com/local/lanow/la-me-ln-2016-metro-ridership-decline-20170209-story.html>

¹⁷ B D Taylor & C N Y Fink (2013) Explaining transit ridership: What has the evidence shown?, Transportation Letters, 5:1, 15-26, DOI: 10.1179/1942786712Z.0000000003

¹⁸ Research Analysis. (2016). Shared Mobility and the Transformation of Public Transit. American Public Transportation Association

¹⁹ Blumenburg, E. & Noton, A. (2010). Falling immigration rates mean falling transit ridership. ACCESS Magazine. <http://escholarship.org/uc/item/2w12r6db>

Attachment B Metro Ridership Trends

Factors Influencing Ridership Trends

Year	Ridership Trends in LA County	Factors
1980-1982	Increase in ridership; however, transit price increase in 1982 followed an 11% decrease in ridership	Price and uncertainty on the provision of oil, high Hispanic immigration
1982-1985	Increase in ridership	Fares decreased
1985-1996	27% decrease in ridership	Fares increased
1996-2007	36% increase in ridership	Metro system improvements
2007-2016	12% decrease	Bus service reduced, fares increased

Source: Thomas A. Rubin, CPA, CMA, CMC, CIA, CGFM, CMF

Attachment C

Metro 2016 Rider/Non-Rider Surveys

Metro performs On-Line rider and Non-rider surveys to better understand current, past and potential users of its system. The most recent survey was conducted in 2016. Approximately 10,500 persons participated in the survey, which included 4,600 frequent riders, 3,400 infrequent/occasional users, 2,000 past riders, and 600 non-users. The survey information is used to inform Metro on ridership trends in LA County.

The 2016 surveys found that about one-third of bus riders used transit because no other modal option was available. Approximately one-third of rail riders had modal options, but used transit to avoid traffic.²⁰ Those surveyed suggest providing new services to more places with more frequency, enhanced safety, and later night service would encourage higher ridership. Those who previously used transit and those who chose not to use transit (from non-rider survey), did use other modes of travel such as ridesharing, active transportation, and carpool (not just single occupancy vehicles).

To understand the connection between ridership decline, persons were surveyed who no longer use the system, infrequent riders, and potential users (non-transit users). The surveys found the following four major concerns: “It is too hard to get to and from transit,” “Transit is too slow,” “I do not feel safe using transit,” and “Transit is not reliable.” The two tables below (Infrequent Riders and Non-Transit Users) cite the results of the survey on why these infrequent and non-transit users do not use Metro.

Infrequent Riders

Why do you use your current mode of transportation instead of Metro?		
	Frequency (number)	Percent
It is too hard to get to and from transit	1,528	28%
Transit is too slow	1,423	26%
I do not feel safe using transit	679	13%
Transit is not reliable	539	10%
I am not comfortable on transit	404	7%
Doesn't go where I need/No rail near me	169	3%
Too expensive	58	1%
I need my car for work or errands	58	1%
My trips are close by/I don't travel often	56	1%
Not enough parking	40	1%
Not enough frequency/span	47	1%
Other	449	8%
Total	<u>5,450</u>	<u>100%</u>

Source: LA Metro 2016 On-line Rider/Non-rider Survey

²⁰ LA Metro. (2016). Summer 2016 On-Line Rider/Non Rider Survey.

Attachment C Metro 2016 Rider/Non-Rider Surveys

Non-Transit Users

Why do you use your current mode of transportation instead of Metro?		
	Frequency (number)	Percent
It is too hard to get to and from transit	269	30%
Transit is too slow	195	22%
I do not feel safe using transit	140	16%
Transit is not reliable	84	9%
I am not comfortable on transit	84	9%
Doesn't go where I need/No rail near me	40	4%
I don't know how to ride	27	3%
Other	64	7%
Total	<u>903</u>	<u>100%</u>

Source: LA Metro 2016 On-line Rider/Non-rider Survey

The surveys also reveal important information on how past, infrequent, and non-riders currently travel throughout LA County. The table below (Current Travel Characteristics) presents general travel characteristics by user type and primary mode of transportation.

Current Travel Characteristics

How do you travel throughout Los Angeles County NOW? (select all that apply)						
	Frequency (number)			Percent		
	Past Rider	Occasional Rider	Non-Rider	Past Rider	Occasional Rider	Non-Rider
Drive by myself	1,633	2,876	517	48%	40%	57%
Taxi or Ridesharing (e.g. Uber/Lyft)	558	1,059	115	17%	15%	13%
Carpool/Vanpool	417	758	98	12%	11%	11%
Walk/Bike/Roll	414	97	100	12%	1%	11%
Other bus service	200	1,039	41	6%	15%	5%
Metrolink	94	689	10	3%	10%	1%
I no longer reside in the Los Angeles area	51	60	12	2%	1%	1%
Other (Access, etc.)	10	531	8	0%	7%	1%
Total	<u>3,377</u>	<u>7,109</u>	<u>901</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

Source: LA Metro 2016 On-line Rider/Non-rider Survey

An important finding of the survey is that each of the user groups has similar percentages using both taxi/ridesharing and vanpool/carpool (13 to 17 percent, and 11 to 12 percent, respectively). This may indicate an opportunity to develop rideshare programs that could apply similarly for all users, whether they use transit or not. Although Metro could address ridership decline through major investment and policy changes, the surveys indicate there may be rideshare opportunities that could appeal to current, past, occasional, and non-riders.

Attachment C

Metro 2016 Rider/Non-Rider Surveys

To overcome issues identified from these surveys and to improve customer satisfaction, Metro has implemented the following various programs in 2017:

- Better bus stops and rail stations lightings are being installed.
- Metro Board established a new Customer Experience Committee to continue making the Metro experience safe, more predicted and more enjoyable.
- Developed plan to improve bus system speed and on-time performance.
- Contracted with a firm to provide rideshare/shared mobility program support.
- Contracted with LA County Sheriff, LA Police Department, Long Beach Police Department to provide better security for Metro stops and stations in their jurisdiction.
- Implemented planning for first/last mile program to help Metro riders travel easier from their home to first transit stop and from last transit stop to their destinations.

Attachment D Public and Private Sector Surveys

Locations of Participating Agencies and Vendors



Attachment D

Metro Partner Public Sector Entities (Government Agencies) Surveys

#	No. of Employees	No. of Employees Using Public Transit	No. of Employees Using Vanpool or Carpool	No. of Employees Biking	No. of Employees Walking	No. of Employees Driving Alone	Amount of Monthly Transit Subsidy	Amount of Monthly Parking Subsidy	Aware of Metro Employer Annual Pass Program	Using Metro Annual Employer Pass Program	Other Initiatives to Encourage Public Transit Use
#1	2,200	252 (11%)	220	88	88	1,276	up to \$110	Free Parking	Yes	No	Flexible start/quit times. Internal annual survey. Incentives for new hires/points for gift cards. Hired an outreach person.
#2	550	55 (10%)	0	<10	<10	505	\$0	\$0	No	No	None.
#3	2,400	480 (20%)	1,150	38	55	1,240	up to \$50	Free Parking	Yes	No	Discounted transit passes. Payroll set aside for transit (pre-tax). ETC for each department.
#4	2,000	60 (3%)	140	60	40	1,240	Free for All Long Beach Transit Usage	\$0	Yes	No	Free Long Beach transit passes. Points for gift cards for biking to work, even if it's last mile. Transit/bike/walk to work events.
#5	980	2 (<1%)	160	5	1	812	up to \$50	\$0	No	No	Flexible start/quit times.
#6	3,500	350 (10%)	448	N/A - No SCAQMD Data	N/A - No SCAQMD Data	1,800	up to \$50	up to \$25	Yes	No	Flexible start/quit times. Post transit info in office. Guaranteed ride home.
#7	600	30 (5%)	30	5	5	540	\$0	\$0	Yes	No	Metro rewards. Guaranteed ride home. Gift cards for transit receipts.
#8	480	1 (<1%)	11	2	2	464	\$0	Free Parking	Yes	No	Guaranteed ride home. Monthly \$50 drawing. Internal commute surveys.

Attachment D

Metro Partner Public Sector Entities (Government Agencies) Surveys

#	No. of Employees	No. of Employees Using Public Transit	No. of Employees Using Vanpool or Carpool	No. of Employees Biking	No. of Employees Walking	No. of Employees Driving Alone	Amount of Monthly Transit Subsidy	Amount of Monthly Parking Subsidy	Aware of Metro Employer Annual Pass Program	Using Metro Annual Employer Pass Program	Other Initiatives to Encourage Public Transit Use
#9	750	50 (7%)	40	8	18	634	50% of Metro Pass or Metrolink Pass	Free Parking	Yes	No	Grant with Cities of Burbank and Pasadena to reduce carbon footprint. Guaranteed ride home. Incentive for bike to/from transit to/from work.
#10	200	5 (3%)	5	1	5	184	up to \$110	\$0	Yes	No	Guaranteed ride home. Commute fairs/events.
#11	3,600	189 (5%)	504	5	2	2,900	up to \$110	\$0	Yes	No	Private bus to transit. Easy pass program. Guaranteed ride home. Flexible shifts.
#12	200	5 (3%)	10	6	1	178	up to 75% of receipts submitted	Free Parking	No	No	Guaranteed ride home. Commute fairs/events.
#13	365	45 (12%)	130	0	10	180	up to \$60	Free Parking	No	No	Can use City's SPIRIT bus for free.
#14	15	3 (20%)	0	0	0	10	\$0	\$45	Yes	No	None.
#15	100	41 (41%)	0	5	5	50	up to \$110	Free Parking	Yes	No	Guaranteed ride home. Commute fairs/events.
#16	570	62 (11%)	222	37	36	213	up to \$110	\$12	Yes	No	Guaranteed ride home. Publish info on Intranet. New employee orientation.

Note: Data based on information gathered in Metro surveys (July to August 2017) and/or supplemented by SCAQMD Annual Surveys (2016). N/A – No SCAQMD Data = No information was provided from the survey and no SCAQMD Data was available.

Attachment D

Metro Partner Private Entities (Businesses) Surveys

#	No. of Employees	No. of Employees Using Public Transit	No. of Employees Using Vanpool or Carpool	No. of Employees Biking	No. of Employees Walking	No. of Employees Driving Alone	Amount of Monthly Transit Subsidy	Amount of Monthly Parking Subsidy	Aware of Metro Employer Annual Pass Program	Using Metro Annual Employer Pass Program	Other Initiatives to Encourage Public Transit Use
#1	615	252 (41%)	5	10	5	342	\$0	Free Parking	Yes	No	None.
#2	300	20 (7%)	20	20	5	235	\$0	\$0	No	No	None.
#3	600	35 (6%)	25	6	4	530	\$0	Free Parking	No	No	TAP cards for new hires. Points for non-SOV trips for gift cards. Parking opt out. Quarterly events/raffles.
#4	45	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	\$0	N/A	Yes	No	None.
#5	20	5 (25%)	0	0	0	15	\$0	\$0	No	No	Small company. Owner asks employees to take transit.
#6	3,760	405 (11%)	5	5	5	3,342	up to \$100	\$45	No	No	Pre-tax allowance for public transit. Cash out parking if not using parking.
#7	10	9 (90%)	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	\$0	\$0	Yes	No	None. Many field based employees.
#8	25	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	\$0	\$0	No	No	None.
#9	60	5 (8%)	0	0	0	52	\$0	\$0	No	No	Monthly allowance for not using parking.
#10	60	25 (42%)	0	10	5	20	up to \$110	\$215	Yes	Yes	Pre-tax allowance for public transit.

Attachment D

Metro Partner Private Entities (Businesses) Surveys

#	No. of Employees	No. of Employees Using Public Transit	No. of Employees Using Vanpool or Carpool	No. of Employees Biking	No. of Employees Walking	No. of Employees Driving Alone	Amount of Monthly Transit Subsidy	Amount of Monthly Parking Subsidy	Aware of Metro Employer Annual Pass Program	Using Metro Annual Employer Pass Program	Other Initiatives to Encourage Public Transit Use
#11	60	30 (50%)	0	0	3	27	up to \$100	up to \$100	No	No	\$100 per month can be used for parking or transit.
#12	35	5 (14%)	0	0	0	30	\$0	\$0	Yes	No	None.
#13	15	3 (20%)	0	2	2	8	up to \$110	up to \$60	No	No	None.
#14	290	30 (10%)	5	5	0	250	up to \$150	Free Parking	No	No	Pre-tax allowance for public transit.
#15	20	7 (32%)	0	2	0	13	up to \$100	up to \$100	No	No	Up to \$100 per month for parking OR transit. Guaranteed ride home.
#16	460	90 (20%)	50	5	5	308	\$0	\$0	No	No	Free private shuttle for employees living near White Memorial.
#17	35	25 (71%)	0	2	3	5	Free Metro Annual Pass. Up to \$120 per month.	\$215	Yes	Yes	Free Metro Annual Pass for employees. Guaranteed ride home.
#18	20	0	0	0	0	20	\$0	\$100	Yes	No	None.
#19	55	0	0	5	0	50	\$0	N/A	Yes	No	None.

Attachment D

Metro Partner Private Entities (Businesses) Surveys

#	No. of Employees	No. of Employees Using Public Transit	No. of Employees Using Vanpool or Carpool	No. of Employees Biking	No. of Employees Walking	No. of Employees Driving Alone	Amount of Monthly Transit Subsidy	Amount of Monthly Parking Subsidy	Aware of Metro Employer Annual Pass Program	Using Metro Employer Annual Pass Program	Other Initiatives to Encourage Public Transit Use
#20	50	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	up to \$250	Free Parking	No	No	Pre-tax allowance for public transit. Guaranteed ride home.
#21	10	6 (60%)	0	1	0	3	up to \$50	up to \$60	No	No	Up to \$60 for parking OR transit.
#22	30	25 (83%)	0	2	2	1	up to \$200	Free Parking	No	No	None.
#23	4	0	0	0	0	4	\$0	\$0	No	No	Small company. Owner asks employees to take transit.
#24	25	0	0	0	0	25	\$0	\$0	No	No	None.
#25	15,000	1,100 (7%)	3,500	350	620	9,430	50% up to \$80	Free Parking	Yes	No	Guaranteed ride home. Employee event/fairs.
#26	75	45(60%)	N/A - No SCAQMD Data	N/A - No SCAQMD Data	N/A - No SCAQMD Data	20	up to \$250	up to \$300	Yes	No	Pre-tax allowance for public transit. Guaranteed ride home. Yearly bike/transit drive/event.

Note: Data based on information gathered in Metro surveys (July to August 2017) and/or supplemented by SCAQMD Annual Surveys (2016). N/A – No SCAQMD Data = No information was provided from the survey and no SCAQMD Data was available.

Attachment E
Metro Partner Private/Public Entities Accessibility to Metro
Headquarters

Company Name	Location	Public Transit Time to Metro HQ	Route
LONG BEACH TRANSIT	Long Beach	87	Metro Blue Line (801) > Metro Red Line (802)
DEPARTMENT OF WATER & POWER	Los Angeles	9	DASH Downtown B
PERS	Glendale	47	Bus 501 > Metro Gold Line (804)
PB AMERICAS, INC.	Los Angeles	9	Metro Purple Line (805)
THE GAS COMPANY	5th Street	12	DASH Downtown B
THE GAS COMPANY	Daly Street	16	Metro Gold Line (804)
THE GAS COMPANY	Pasadena	41	Metro Expo Line (806) > Metro Red Line (802)
BLUE CROSS OF CALIFORNIA	Los Angeles	13	Metro Purple Line (805)
U. S. BANK Tower	Los Angeles	13	DASH Downtown B
US Bank (1)	Hollywood Blvd	20	Metro Red Line (802)
US Bank (2)	Larchmont Blvd	36	Metro Red Line (802)
CUBIC TRANSPORTATION SYSTEMS INC.	San Diego	241	Bus 928 > Green Line > Pacific Surfliner / Metrolink
MV TRANSPORTATION INC	Los Angeles	36	Bus 18 > Metro Purple Line (805)
HENSEL PHELPS/HERZOG JOINT VENTURE	Irvine	142	Bus 53X > Pacific Surfliner / Metrolink
ARCADIS US INC.	Figueroa Street	15	Metro Red Line (802)
CUMMINS PACIFIC INC.	Downey	69	Bus 115 > Bus 460 > Metro Purple Line 805
CUMMINS PACIFIC INC.	Santa Fe Springs	85	Bus 62 > DASH Downtown D
ATKINSON CONTRACTORS LP	Irvine	132	Bus 53X > Pacific Surfliner / Metrolink
SOUTHERN CALIFORNIA	Rosemead	57	Bus 770 > Silver Streak

Attachment E
Metro Partner Private/Public Entities Accessibility to Metro
Headquarters

Company Name	Location	Public Transit Time to Metro HQ	Route
EDISON			
SAN GABRIEL VALLEY COG	San Gabriel Valley	29	Bus 258 > Bus 910/950
STANTEC CONSULTING INC.	Van Nuys	76	Bus 901 > Metro Red Line (802)
STANTEC CONSULTING INC.	Woodland Hills	88	Bus 901 > Metro Red Line (802)
STANTEC CONSULTING INC.	Pasadena	34	Metro Gold Line (804)
MORLIN ASSET MANAGEMENT LP	Glendale	47	Bus 501 > Metro Gold Line (804)
HDR ENGINEERING INC.	Los Angeles	11	DASH Downtown B
TRANSDEV SERVICES INC.	Los Angeles	39	Metro Blue Line (801) > Metro Red Line (802)
TCU/MTA HEALTH & WELFARE FUND	Los Angeles	19	Metro Red Line (802)
KAISER PERMANENTE MEDICAL CNTR	Los Angeles	22	Metro Red Line (802)
THE BANK OF NEW YORK MELLON	Century City	68	Bus 2728
THE BANK OF NEW YORK MELLON	Los Angeles	14	Metro Purple Line (805)
PORT OF LONG BEACH	Long Beach	97	Bus 176 > Metro Blue Line (801) > Metro Red Line (802)
WALSH/SHEA CORRIDOR	Los Angeles	84	Bus 111 > Bus 745
CLARK CONSTRUCTION GROUP - CA, LP	Irvine	132	Bus 53X > Pacific Surfliner / Metrolink
NEW FLYER PARTS	Ontario	162	Bus 81 > Bus 61 > Silver Streak

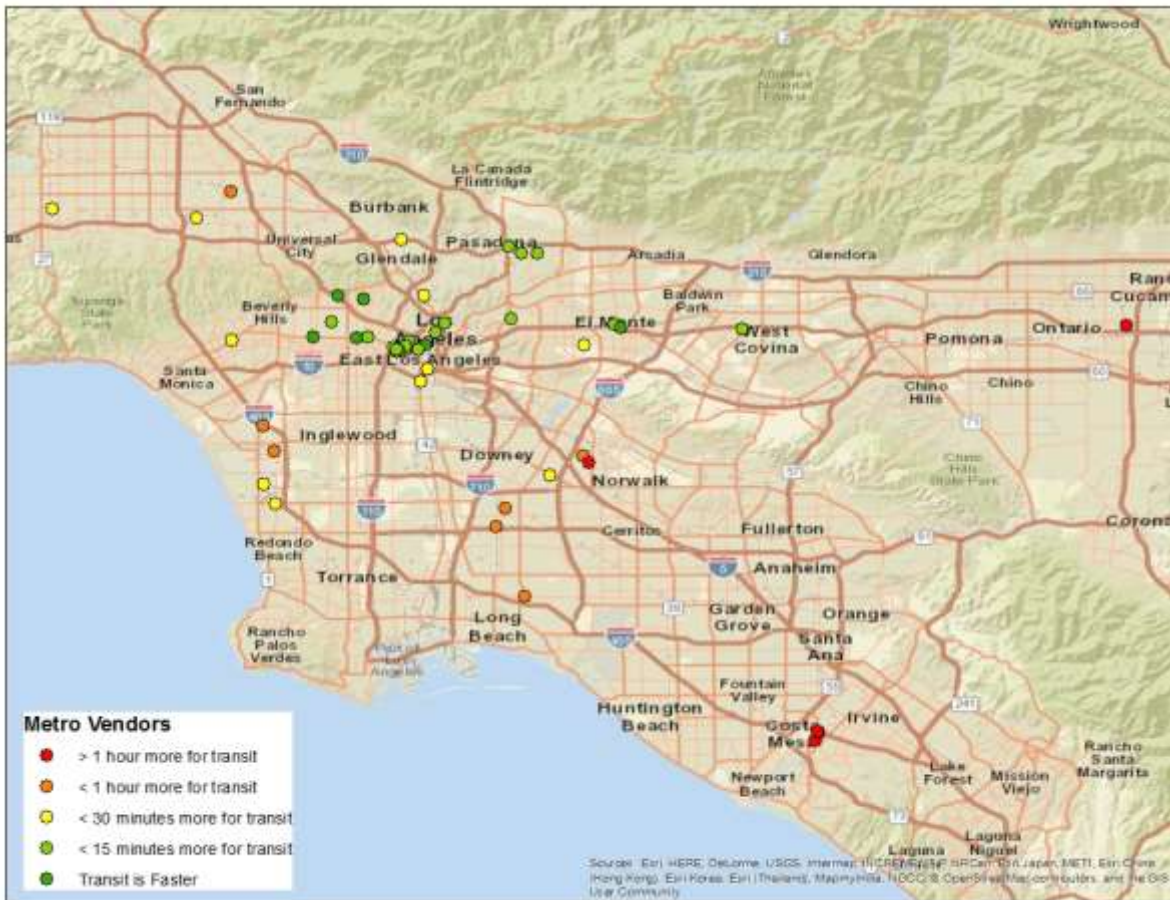
Attachment E
Metro Partner Private/Public Entities Accessibility to Metro
Headquarters

Company Name	Location	Public Transit Time to Metro HQ	Route
RMI INTERNATIONAL INC.	Paramount	76	Bus 127 > Metro Blue Line (801) > Metro Red Line (802)
BANK OF AMERICA, N.A.	South Hope St, Los Angeles	13	DASH Downtown B
BANK OF AMERICA, N.A.	7th St, Los Angeles	9	Metro Red Line (802) or Metro Purple Line (805)
BANK OF AMERICA, N.A.	Wilshire Blvd, Los Angeles	17	Metro Purple Line (805)
WOODS MAINTENANCE SERVICE INC	North Hollywood	73	Bus 163/162 > Metro Red Line (802)
CH2MHILL INC.	Los Angeles	12	Metro Purple Line (805)
ICON WEST	Los Angeles	23	Metro Purple Line (805) or Metro Red Line (802)
SOUTHLAND TRANSIT, INC.	West Covina	37	Bus 267/264 > Bus 910/950
PARSONS TRANSPORTATION GROUP INC.	Pasadena	34	Metro Gold Line (804)
PARSONS TRANSPORTATION GROUP INC.	Manhattan Beach	76	Metro Green Line (803) > 910/950

Attachment E

Metro Partner Private/Public Entities Accessibility to Metro Headquarters

Sample of Metro Partner Vendor/Entities Location and Travel Time Assessment



Source: Kittelson & Associates 2017

Attachment F

Commuter Programs and Transit Proximity of Representative Partner Agencies

Partner Agency	Bus Access	Access to Rail Transit	Transit Subsidy to Employees
Antelope Valley Transit Authority	1 Bus/ hour	No	No
Foothill Transit	1 Bus/ hour	No	No
Omnitrans	>2 Buses/ hour	Metrolink almost a mile away	Not listed
Palos Verdes Peninsula Transit Authority	None	No	No
Redondo Beach Transit	>2 Buses/ hour	No	No
Santa Clarita Transit	1 Bus/ 1.5 hours	No	No
Burbank Bus	>2 Buses/ hour	Yes, Metrolink < ½ mile	No
Carson Circuit	>2 Buses/ hour	Yes	No
El Monte Transit	>2 Buses/ hour	Metrolink almost a mile away	No
Gateway Cities Council of Governments	>2 Buses/ hour	No	Not listed
Glendale Beeline	>2 Buses/ hour	No	No
Gtrans (Gardena)	>2 Buses/ hour	No	No
Montebello Transit	>2 Buses/ hour (about ¼ mile away)	No	No

Attachment F

Commuter Programs and Transit Proximity of Representative Partner Agencies

Partner Agency	Bus Access	Access to Rail Transit	Transit Subsidy to Employees
Norwalk Transit System	>2 Buses/ hour	Yes	No
San Gabriel Valley Council of Governments	1 Bus/ hour	No	No
Big Blue Bus (Santa Monica)	>2 Buses/ hour	Yes	Yes
California Department of Transportation (Downtown Los Angeles)	>2 Buses/ hour	Yes	Yes (75% discount on monthly public transit passes up to \$65 per month)
Culver City Bus	2 Buses/ hour	No	No
Long Beach Transit	>2 Buses/ hour	No	Yes
Pasadena Transit	>2 Buses/ hour	Yes	Rideshare Program
Southern California Association of Governments	>2 Buses/ hour	Yes	\$230 towards monthly bus pass, vanpool or Metrolink
Westside Cities Council of Governments	>2 Buses/ hour	Yes	No

Attachment G

Schedule of Recommendations and Metro’s Proposed Actions

Rec. #	Recommendation Description	Assigned Staff in Charge	Agree or Disagree	Proposed Action	Est. Date Completion
1	Increase marketing to specific audience groups to increase ridership by developing additional marketing programs directly aimed at user groups such as students, business and government entities, and employees “Live Near Your Work” campaigns.				
2	Coordinate with other LA County public agencies to encourage additional use of public transit and participation in rideshare programs, including maximizing allowable transit subsidies over parking subsidies.				
2a.	The City of LA could increase its monthly transit subsidy to be more in line with monthly transit costs.				
2b.	The County of LA could expand its current commuter programs to provide employees subsidies for using public transit/rideshare for commute trips for all County work locations at a monthly rate closer to actual costs.				
3.	Explore modifications to Metro’s Employer Annual Pass Program to further encourage transit usage, such as the addition of a monthly pass option.				
4.	Work with partner agencies to ensure that the Guarantee Ride Home Program is publicized to employees.				
5.	Encourage use of public transit at meetings and events where contractors will be present.				
6.	Consider whether any programs can be created that specifically address vendor/contractor use of public transit.				