

FULL BOARD MEETING

July 24, 2008

MOTION

Supervisor Antonovich

In November 2007, the Metro Board of Directors (Board) approved a Five-Year Ridership Plan (Plan) which contemplated a path forward to increasing ridership on the Metro system by 5% every year for five years. Since the adoption of this plan by the Board eight months ago, the average cost of a gallon of gasoline in California has risen by \$1.15, or 34%, to \$4.52/gallon¹.

Consequently, Metro has experienced weekday ridership records on the Gold Line, Green Line, Red Line, Purple Line and Orange Lines, with the popular Blue Line just short of a new record. With gas prices not likely to drop anytime soon and other economic factors driving new riders onto our rail and bus rapid system, Metro is experiencing an unprecedented and welcome surge in ridership that outpaces the then-optimistic forecast in the Plan.

This rapid growth in ridership, however, does put strain on Metro's infrastructure, operations, policies and resources that govern the mass transit experience for our ridership as a whole, in particular new ridership now acclimating to public transportation.

The strain on Metro's infrastructure will be even more evident over the next two years when both Eastside and Expo I projects come on line and feed the existing lines—particularly Metro's Red and Purple Lines—with direct transfers.

It is vital that Metro take anticipatory, swift and interdepartmentally-coordinated measures to determine in a holistic manner the strengths, weaknesses, opportunities and threats this current and future popularity of

¹ http://www.californiagasprices.com/retail_price_chart.aspx

our system presents in light of current core infrastructure capabilities and policies.

A “Tiger Team” is an effective policy and management tool available to Metro to address these types of issues and present to the board policy recommendations that will keep our system—particularly our record-breaking rail and bus rapid lines—at a high level of operational efficiency while maximizing customer satisfaction and retention.

I THEREFORE MOVE that the Board of Directors instruct the Chief Executive Officer (CEO) to assemble a “Tiger Team” by July 31, 2008, that will do the following:

- Be in effect for a six-month period until January 31, 2009
 - The CEO shall bring to the Board an item for consideration to extend the term, and/or modify the mission and composition, of this “Tiger Team”, in January 2009.
- Be composed of key members of each of the Metro departments—bus operations, rail operations, planning, finance, communications, government relations, construction, risk management and economic development—as well as County Counsel, the Sheriff’s Department and Caltrans.
- Be convened by the Chief Operating Officer as often as deemed necessary given the trends in ridership and impacts on the system, but with a meeting once a week at minimum to maintain a current level of awareness of Metro ridership issues.
- Evaluate the current implementation and effectiveness of the Metro Five-Year Ridership Plan adopted in November 2007, and propose policies if necessary to the Board.

- Analyze and propose policies for implementation for all elements of the transit ridership experience, including but not limited to issues and policies related to the following:
 - parking structures and parking costs
 - bikes, carts, strollers, wheelchair, and suitcase capacity on buses and rail during peak periods
 - rail and bus rapid line stations
 - asset condition of rail system and facility infrastructure to sustain current and future increases in service
 - evaluate new rail and bus service plans and the equipment and operating resources to meet them
 - advertising and communications focused on acclimating new ridership to Metro service and guidelines
 - ridership safety
 - economic opportunities associated with ridership growth, such as vending, advertising and customer service, complaints and outreach
 - operational efficiency and effectiveness
 - Metro and non-Metro feeder systems into rail and bus rapid lines
 - lessons learned for application to Eastside, Exposition, and all future rail and bus rapid lines
 - enforcement and evaluation of the customer code of conduct
 - evaluation of enforcement of current Metro policies by sheriffs and security force

- Be authorized under the authority of the CEO to take immediate action to implement temporary policies and decisions across Metro departments specifically designed to mitigate problems associated with the focus of this motion as they arise.
 - These policies will expire at the conclusion of each month unless the CEO gains authorization from the Board to continue for a longer period of time
- Report back to the Operations Committee and the Board of Directors on a monthly basis with the following elements:
 - a report on temporary actions approved by the CEO for the prior month, with written justification and rationale.
 - policy recommendations for the committee and Board to consider for action on any of the items listed above.
 - an overview of the impact of higher ridership on the Metro system and emergent trends—both positive and negative—in the short term and long term.