

**Mobility on
Demand (MOD)
Sandbox
Demonstration:
LA Metro First/
Last Mile
Partnership
with Via
*Final Report***

PREPARED BY
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Los Angeles County Metropolitan Transportation Authority



U.S. Department of Transportation
Federal Transit Administration

OCTOBER
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OCTOBER 2021

FTA Report No. 0201

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Metric Conversion Table

SYMBOL	WHEN YOU KNOW	MULTIPLY BY	TO FIND	SYMBOL
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft³	cubic feet	0.028	cubic meters	m ³
yd³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE October 2021		2. REPORT TYPE Final		3. DATES COVERED March 2017–January 2021	
4. TITLE AND SUBTITLE Mobility on Demand (MOD) Sandbox Demonstration: LA Metro First/Last Mile Partnership with Via				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Shaun Miller, Emma Huang, Marie Sullivan, Avital Shavit				5d. PROGRAM NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) LA Metro 1 Gateway Plaza Los Angeles, CA 90012-2952				8. PERFORMING ORGANIZATION REPORT NUMBER FTA Internal Report No. 0201	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Department of Transportation Federal Transit Administration Office of Research, Demonstration and Innovation 1200 New Jersey Avenue, SE, Washington, DC 20590				10. SPONSOR/MONITOR'S ACRONYM(S) FTA	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Available from: National Technical Information Service (NTIS), Springfield, VA 22161; (703) 605-6000, Fax (703) 605-6900, email orders@ntis.gov ; Distribution Code TRI-30					
13. SUPPLEMENTARY NOTES [www.transit.dot.gov/research-innovation/fta-reports-and-publications] [https://www.transit.dot.gov/about/research-innovation] [https://doi.org/10.21949/1520687] Suggested citation: Federal Transit Administration. Mobility on Demand (MOD) Sandbox Demonstration: LA Metro First/Last Mile Partnership with Via. Washington, D.C.: United States Department of Transportation, 2021. https://doi.org/10.21949/1520687.					
14. ABSTRACT This report documents the development, evolution, and evaluation of the Los Angeles County Metropolitan Transportation Authority (LA Metro) Mobility on Demand (MOD) Sandbox Demonstration project, Mobility on Demand Partnership with Via. LA Metro partnered with mobility solutions provider Via to test whether an on-demand rideshare service improved first/last mile access to Metro transit stations in three service zones—Artesia, El Monte, and North Hollywood. The project sought to show how transportation agencies can align Transportation Network Companies (TNC) with planned and existing transit service to serve as an effective and cost-effective first/last mile solution that also ensures equal access and an equivalent level of service for individuals with disabilities and low incomes.					
15. SUBJECT TERMS Mobility on Demand (MOD), first/last mile, transportation network company, TNC, Via, LA Metro					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Unlimited	18. NUMBER OF PAGES 135	19a. NAME OF RESPONSIBLE PERSON
a. REPORT Unclassified	b. ABSTRACT Unclassified	c. THIS PAGE Unclassified			19b. TELEPHONE NUMBER

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Acknowledgments

The authors would like to thank the following people and organizations who supported the development, operations, and research of the Los Angeles County Metropolitan Transportation Authority Mobility on Demand Partnership with Via:

- Paul Lewis, Vice President, Policy and Finance, Eno Center for Transportation
- Alice Grossman, former Senior Policy Analyst, Eno Center for Transportation
- Michael Manville, Associate Professor of Urban Planning, University of California, Los Angeles
- Anne Brown, Assistant Professor, University of Oregon, Eugene
- Alexandra Weber, Graduate Research Assistant, University of California, Los Angeles
- Yael Schiff, Via Transportation
- George Brighten, Via Transportation
- Ari Luks, Via Transportation
- Marla Westervelt, former Principal Transportation Planner, LA Metro
- Joshua Schank, Chief Innovation Officer, LA Metro
- Colin Peppard, former Senior Director, LA Metro

Abstract

This report documents the development, evolution, and evaluation of the Los Angeles County Metropolitan Transportation Authority (LA Metro) Mobility on Demand (MOD) Sandbox Demonstration project, Mobility on Demand Partnership with Via. LA Metro partnered with mobility solutions provider Via to test whether an on-demand rideshare service improved first/last mile access to Metro transit stations in three service zones—Artesia, El Monte, and North Hollywood. The project sought to show how transportation agencies can align Transportation Network Companies (TNC) with planned and existing transit service to serve as an effective and cost-effective first/last mile solution that also ensures equal access and an equivalent level of service for individuals with disabilities and low incomes.

Executive Summary

The Los Angeles County Metropolitan Transportation Authority (LA Metro, or Metro) and Via, a private mobility solutions provider, partnered to improve rider options for first/last mile access to Metro stations in three service zones—Artesia, El Monte, and North Hollywood. The LA Metro First/Last Mile Partnership with Via project, called Mobility on Demand (MOD) Partnership with Via, offered on-demand rides to and from major bus and rail stations within the zones. The service operated Monday through Friday from 6:00 AM to 8:00 PM. Customers were able to book a seat in a shared vehicle using Via’s mobile app or by calling the Via-operated call center by phone. Customers with disabilities, including those with service animals, wheelchairs, or other mobility aids or who need additional assistance to board or alight, were served at the same level of service. The project was one of 11 projects funded by the Federal Transportation Administration (FTA) Mobility on Demand (MOD) Sandbox Demonstration program. This report describes the project and its genesis and evolution, evaluates performance against project goals and guiding principles, and discusses research findings and conclusions of the pilot’s first year of service, from January 2019 to February 2020.

Project Background

Metro is the regional transportation planning agency serving Los Angeles County, which is home to more than 10 million inhabitants. The agency plans, coordinates, designs, builds, and operates transportation services for the most populous county in the US and employs over 9,800 full-time individuals, with an annual budget of over \$6 billion. In 2016, Metro and Central Puget Sound Regional Transit Authority (Sound Transit) partnered with mobility solutions provider Via to test the viability and benefit of using on-demand rideshare service to provide first/last mile solutions for trips originating and ending at major Metro bus and rail stations within the zones. Following almost two years of development, Metro’s MOD Partnership with Via launched in January 2019 in Artesia, El Monte, and North Hollywood.

Metro faces several challenges in providing robust, flexible and accessible first/last mile options for its riders to connect to Metro’s transit system. During the development phase, the project team identified some of those challenges as a lack of best practices and standards for engagement with Transportation Network Companies (TNCs), outdated regulations and inconsistent interpretations at the transit operator level, duplicative systems that divide public transit and TNC users, a built environment that benefits cars over transit and transit users, the high cost of transit in areas with low population density, equivalent service for those with accessibility needs, and reduced parking availability at stations. These challenges established the set of minimum

conditions that Metro needed to address when developing its guiding principles that informed the design and implementation of the MOD Partnership with Via.

Guiding Principles

Metro is committed to providing equitable first/last mile access. New mobility services, such as Mobility on Demand, promise to improve transit options and availability for its most vulnerable communities and riders. As such, Metro sought to design and implement a first/last mile (FMLM) pilot project that was guided by and adhered to three core principles that demonstrate how:

- TNC services can be aligned with existing and planned transit service to serve an effective FMLM solution and identify other niche markets relevant to improving overall system mobility.
- Key partners can cost-effectively ensure that equal access is provided for individuals with disabilities and low incomes on the TNC platform.
- Methods of payment can be integrated across transit operator and TNC platforms, specifically to enable service to lower-income and unbanked populations.

Metro's MOD Partnership with Via proved that transportation agencies can align mobility solutions providers with planned and existing transit service to serve as an effective and cost-effective first/last mile solution. The project also proved that first/last mile rideshare service can ensure equal access and an equivalent level of service for individuals with disabilities and low incomes. Finally, despite barriers to technology adoption or access to credit, Metro and Via successfully delivered first/last mile rideshare service to those without smartphones or who are unbanked.

Metro's Partnership with Via

Based on the guiding principles, six project goals were established:

- Improve mobility by increasing ridership for LA Metro through pilot service.
- Provide a reliable, high-quality FMLM customer experience.
- Increase utilization of FMLM mile vehicles by aggregating multiple riders into single vehicles when possible.
- Ensure access for disadvantaged populations through ensuring the availability of a Limited English Proficiency-enabled call center and ensuring affordability of the service.
- Ensure the availability and usability of an Americans with Disabilities Act (ADA)-compliant accessible vehicle service.
- Ensure cost efficiency to LA Metro and the contractor, Via.

At the completion of the first year of service, Metro's Partnership with Via resulted in almost 80,000 rides to and from transit stations. The Partnership was always meant to be iterative—to not only learn as it proceeded but also to make service adjustments based on those learnings. As such, the project evolved significantly over time. Its service zones expanded, and fare structures were adjusted in response to rider feedback and ridership trends. By the end of the period of performance, the project had exceeded all key performance indicators (KPIs), including more than 1,000 weekly trips, wait times of 10 minutes or less for both standard and wheelchair-accessible vehicles (WAVs), an average ride rating of 4.5 of 5 stars, and a utilization factor of more than 2.5 completed riders per driver hour.

Although the FTA-sponsored MOD Sandbox Demonstration period of performance ended in January 2020, Metro's Board of Directors approved continuation of the pilot for a second year, which was locally funded. The Partnership reached new levels of success during its second year of operation, as service hours were increased again and weekend service was added. Despite the challenges presented by the COVID-19 health crisis, Via served more than twice as many rides in its second year, completing more than 272,000 rides after two years of operation. In April 2020, Metro launched a food delivery pilot-within-a-pilot through MOD to deliver meals to vulnerable individuals and families, completing more than 9,000 deliveries of food and essential goods over 10 months. Although Metro's Partnership with Via ended in January 2021, its service zones transitioned to Micro, Metro's new on-demand rideshare service, further indicating project success and proving that on-demand rides as a public transportation service are here to stay.

Introduction

Project Background

The LA Metro First/Last Mile Partnership with Via project, called Mobility on Demand Partnership with Via, received funding from the Federal Transportation Administration (FTA) through its Mobility on Demand (MOD) Sandbox Demonstration program. The Los Angeles County Metropolitan Transportation Authority (LA Metro, or Metro) submitted the application as lead applicant in partnership with the Central Puget Sound Regional Transit Authority (Sound Transit) as the sub-recipient and King County Metro as the project partner. Metro is the regional transportation planning agency serving Los Angeles County, which is home to more than 10 million inhabitants, representing almost 27% of the total population of California. The agency plans, coordinates, designs, builds, and operates transportation services for the most populous county in the US and employs over 9,800 full-time individuals, with an annual budget of over \$6 billion. Metro also administers Los Angeles County's Proposition A, Proposition C, Measure M, and Measure R sales taxes, which has enabled the agency to embark on one of the largest capital infrastructure expansions in the nation.

Offering two diverse regions and geographies as test beds, Metro and Sound Transit partnered with the mobility solutions provider Via to explore the viability and benefit of using Transportation Network Company (TNC) services to provide first/last mile (FMLM) solutions for trips originating and ending at selected regional transit stops. Although the two regions are unique, both have committed to historic, voter-supported transit investments, and both are seeing major growth of on-demand mobility services. However, as the new mobility marketplace is disconnected from the public transportation system, each region's transit planning actions have recognized the need to connect people more effectively with transit service and the inherent challenge of providing these connections through more traditional service options.

MOD was identified as one solution to improve transit system connecting services. MOD and transit service can be complementary, but if they are not aligned, riders will not realize the full benefits of either service. Metro proposed a service model that used the key strengths of one to address the challenges raised by the other. Together, transit service and FMLM connecting service create a whole that is greater than the sum of its parts. Metro's MOD Partnership with Via not only harnessed the mobility benefits of on-demand rideshare service but also ensured that those benefits were accessible across all socioeconomic statuses and minority populations.

Mobility solutions providers and TNCs can improve mobility by expanding travel choices, reducing car dependency, and supporting public transit service. However, even as riders take advantage of the ever-increasing range of

transportation options, including walking, biking, and public transit, mobility benefits will be left on the proverbial table, exacerbating the digital divide and creating separate systems for the rich and the poor if emerging service types continue to expand without public sector collaboration.

This report details LA Metro's efforts to deliver equitable and accessible first/last mile service through its MOD Partnership with Via. The King County Metro and Sound Transit MOD Sandbox Demonstration project report can be found at <https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-demonstration-puget-sound-firstlast-mile>.

Regional First/Last Mile Options

LA Metro remains at the forefront of transit agencies identifying first/last mile service solutions. Serving as Los Angeles County's transportation planner, coordinator, designer, funder, builder, and operator, the agency is constantly working to deliver a regional system that supports mobility for its more than 10 million residents who live within 89 jurisdictions. Regional coordination, collaboration, and innovation are imperative to delivering service that meets the needs of the riders; the following are some initiatives and services developed prior to Mobility on Demand:

- **Metro's First/Last Mile Strategic Plan** – Metro's first/last mile efforts were established by its First/Last Mile Strategic Plan and Planning Guidelines adopted in April 2014. The Plan focuses on infrastructure improvements in station areas that ease access to stations and surrounding destinations but also prompts Metro to explore modal connections (shared mobility services, bus/rail interface, pick-up/drop-off, and public/private partnerships) to offer a broader array of travel choices. Metro also adopted an Active Transportation Strategic Plan in 2016 that further delineated the process for funding and implementing projects and provides a rich array of data for project proponents.
- **Bike Share** – The Metro Bike Share system makes over 1,000 bikes available 24 hours per day, 7 days per week, 365 days per year in Downtown LA, Central LA, North Hollywood, and the Westside to facilitate first/last mile connections to transit and short point-to-point trips.
- **Payment Integration on Bike Share** – The Transit Access Pass (TAP) program, Metro's contactless card fare payment system, began integration with Metro Bike Share in July 2016. Customers register online by connecting a new or existing TAP card with a Bike Share account. Once this action is complete, Bike Share customers can use the TAP card's near field communication (NFC) capability to unlock a bike using a PIN. Although payment is not made with the TAP card, the customer's account is associated to that particular TAP card number so the appropriate credit

card may be charged. The TAP card works like an NFC fob to identify the Bike Share account, unlock the bike, and charge the customer credit card.

- **Car Share** – Metro partners with Zipcar, the world’s leading car-share network, to provide vehicles at 10 Metro park-and-ride locations to further improve first/last mile connectivity to Metro transit stops. Metro also partners with Getaround to provide new, affordable personal car sharing service at key Metro parking lots.
- **Mobility Hubs** – Metro is collaborating with the City of Los Angeles to create mobility hubs at major transit stations and provide “on-demand” transportation services to address FMLM connections. Mobility hubs will offer an integrated menu of options for customers.
- **TNCs** – TNCs are prevalent across Los Angeles County and are enhancing connections to the transit system and improving overall regional mobility. In support of these growing mobility options, Metro partnered with Uber to provide a temporary promotion centered on the grand opening of Metro’s newest rail line extension, the Metro E Line (Expo) Phase II. This collaboration represented a new kind of partnership between a TNC and a transit agency and involved promotional discounts and direct marketing, designed to encourage travelers to use Uber to connect with Metro’s new rail service.
- **Paratransit Service** – Access is a national leader in transportation coordination and promotes all modes of public transit for people with disabilities in Los Angeles County. The Free Fare program, which allows all ADA-eligible customers in LA County to ride the fixed- route systems for free using their TAP-enabled Access identification card, is one of the ways that Access increases accessibility and mobility for people with disabilities, demonstrates technological integration with partner agencies, and manages ADA-paratransit costs.

First/Last Mile Challenges

Despite the above options for riders, they are not uniformly available across the county. Several factors presented challenges for Metro providing robust, flexible, and accessible first/last mile options. These included:

- **Lack of best practices and standards for engagement with mobility solutions providers** – Due to the recent emergence of companies such as TNCs, transit agencies are still defining standards and best practices for their use as service complementary to the transit system. A lack of common guidelines makes engagement with mobility solutions providers inconsistent within regions.
- **Inconsistent and outdated regulation** – Metro’s temporary partnership with Uber to market the opening of its newest rail line in May 2016 highlighted the inconsistencies across transit agencies in interpreting the regulatory structure for partnering with mobility solutions providers.

- **Duplicative transportation systems** – With access to on-demand service, higher-income households willing to use modes other than private automobile travel may forego public transit use, resulting in a loss of the many social and mobility benefits that come along with high transit utilization across income classes. Without intervention, it is likely that the divide between mass transit users and TNC users will grow, creating duplicative transportation networks, increasing congestion, and lowering the utility of both services.
- **Auto-centric built environment** – Individual transit users in Los Angeles County experience a range of site-specific physical challenges to access train stations, such as poor walking and bicycling conditions, neighborhoods that are hostile to those not in a car, poor wayfinding, and high vehicle speeds. Engaging mobility solutions providers can fill the first/last mile gap in areas where infrastructure is inadequate.
- **Low population density in service areas** – Public transportation operates most efficiently in areas with moderate to high population densities. Low-density areas, however, are difficult to serve by traditional means, and the productivity of these routes is very low and the cost of operating them is very high.
- **Challenges for people with disabilities** – ADA-eligible customers in Los Angeles County can ride any local bus or rail line for free as part of the Access Free Fare program. A significant number of ADA-eligible customers use both paratransit service and fixed-route service, making trip-by-trip decisions on what system to use. Local data suggest that even when removing the cost of the fixed-route service, challenges remain that may deter fixed-route use among a significant portion of this population, including barriers in the pedestrian environment that inhibit getting to and from stations, distances to or from stations, complex or multiple transfers on fixed-route service, frequency of bus service, and disability-related challenges.

Guiding Principles

Given the goal to equitably expand first/last mile access through promising new mobility options offered by TNCs, Metro sought to design and implement a first/last mile pilot project that was guided by and adhered to three core principles that demonstrate how:

- TNC services can be aligned with existing and planned transit service to serve an effective FMLM solution and identify other niche markets relevant to improving overall system mobility.
- Key partners can cost-effectively ensure that equal access is provided for individuals with disabilities and low incomes on the platform.
- Methods of payment can be integrated across transit operator and TNC platforms, specifically to enable service to lower-income and unbanked populations.

Project Overview

Project Description

Metro's MOD Partnership with Via provided on-demand rides to and from Metro bus and rail stations within three distinct service zones—Artesia, El Monte, and North Hollywood. The service was operated by Via, a mobility solutions provider, Monday through Friday from 6:00 AM to 8:00 PM during its first year.¹ Via Driver Partners operated standard-size vehicles as well as wheelchair-accessible vehicles (WAVs) within each zone. Customers were able to book a seat in a shared vehicle using Via's mobile app or by calling the Via-operated call center by phone. Customers with disabilities, including those with service animals, wheelchairs, or other mobility aids or who needed additional assistance to board or alight, were served at the same level of service.

In May 2016, when FTA released a Notice of Funding Opportunity (NOFO) for its Mobility on Demand Sandbox Demonstration Program, Metro quickly began an extensive internal coordination effort with other departments to inventory existing regional first/last mile options and identify challenges for delivering more and higher-quality options. Metro also sought an external partnership with Sound Transit as sub-recipient and King County Metro as project partner. During this pre-development phase of the project, which lasted through the grant submission process, Metro and its partners conceptualized the project and developed guiding principles.

In February 2017, Metro was awarded a Cooperative Agreement, and project development began in earnest. Multiple project activities advanced simultaneously. The project team negotiated terms with TNCs and service areas with Metro operations and service planners. In February 2018, the project team changed service providers from Lyft to Via, when Lyft was unable to meet requirements for data-sharing or an equivalent level of service for WAVs. After 10 months negotiating terms with Via, an agreement was executed in December 2018, and service launched in January 2019.

Service zones (Figure 2-1) were selected through a comprehensive evaluation process; evaluation criteria included equity and accessibility, geographic diversity, current first/last mile access and feasibility, and overall anticipated project impact. The selected service zones represent a diverse range of communities and transit users, income levels, and minority populations and a variety of station

¹This report focuses on the first year of Metro's MOD Partnership with Via from January 2019 to February 2020. Analysis and conclusions from the second year of service are noted as appropriate. Following completion of the first year, Metro extended its contract with Via to provide service through January 2021. At the conclusion of that period, all three Mobility on Demand service zones transitioned to Micro, Metro's new on-demand rideshare service. All three service zones continue to be served by on-demand rideshare service at the time of this report's publication.

types and connecting modes including mixed-modal transit centers, heavy rail, light rail, regional rail, bus rapid transit, and local and express bus.

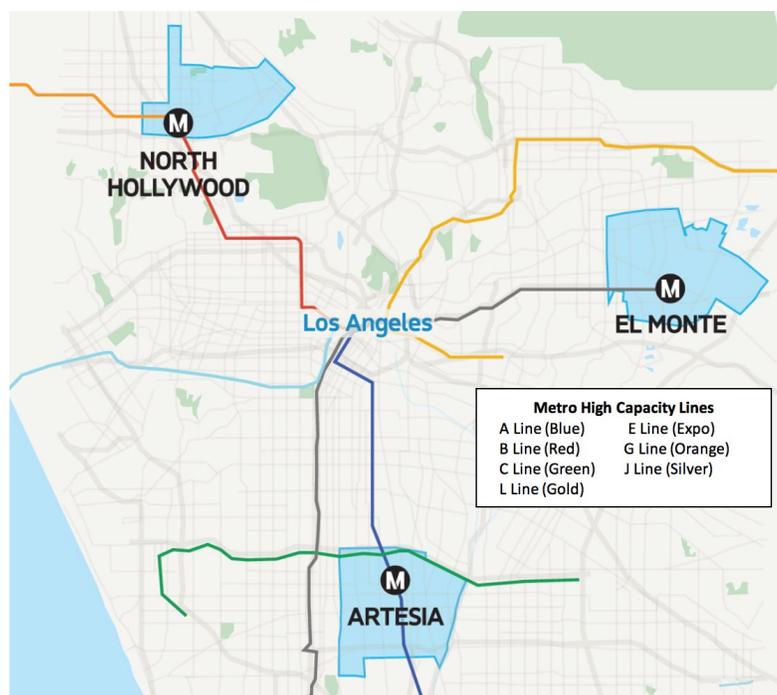


Figure 2-1 Map of Final Iteration of MOD Service Zones in Relation to Rail and Express Bus Lines

Although the MOD Partnership with Via pilot launched with a fare schedule, including reduced rates for Transit Access Pass (TAP)² users, riders qualifying for Metro’s Low Income Fare is Easy (LIFE)³ program, and riders with accessibility needs, service became free in its third month of operation (and continued throughout the second year of service). Full-fare integration was not achieved despite efforts by Via and the project team to integrate TAP with the customer experience.

Key Performance Indicators

Project performance was evaluated on an ongoing basis against several key performance indicators (KPIs) that were agreed upon by Metro and Via prior to service launch. Table 2-1 provides the project KPIs throughout the life of the service.

²TAP (Transit Access Pass) is a reloadable fare card that offers the most convenient and flexible way to pay for fares on Metro bus and rail. It is also valid for travel with 25 transit agencies across LA County.

³The LIFE program provides transportation assistance to low-income individuals in LA County and offers fare subsidies that may be applied toward the purchase of passes on Metro or any LIFE participating transit agencies or a free regional ride option. Once enrolled, LIFE benefits can be loaded onto a TAP card at any participating vendor.

Table 2-1 Key Performance Indicators as They Relate to Each Project Goal

Project Goals	Key Performance Indicators for Via	Key Performance Targets for Via	Data Field Relied Upon
Improve mobility by increasing ridership for the Agency through Pilot service	Number of trips on Pilot service per week. A trip is defined by passenger ride with unique origin and destination.	1,000 trips/wk	Aggregate number of trips taken on weekly basis for the month
Provide a reliable, high quality FMLM customer experience.	Average actual amount of wait time	10 min or less	Averaged actual amount of wait time for all trips per month
	Average ride feedback/ rating	Average ride rating of 4.5	Average ride rating awarded by passengers of all trips per month
	Percent demand met	80%	Total completed trips divided by total number of valid requests
Increase vehicle utilization of FMLM vehicles by aggregating multiple riders into single vehicles when possible.	Average riders per driver per hour	2.5 rides per driver per hour	Number of trips completed per driver per driver hour
Ensure access for disadvantaged populations through ensuring the availability of a Limited English Proficiency (LEP) enabled call center and ensuring the affordability of the service.	Percent demand met for users using call center, including LEP services	80%	For call center users: total number of completed trips divided by total number of valid requests
	Average wait times for rides dispatched through call center	10 min or less	Average actual wait times for all rides dispatched through call center
	Number of trips paid for using pre-paid debit cards	Target to be set in month three	Number of trips paid for using pre-paid debit cards
Ensure the availability and usability of an ADA-compliant Accessible Vehicle service.	Percent demand met for users who requested an ADA-compliant Accessible Vehicle	80%	For ADA riders: total number of completed trips divided by total number of valid requests
	Average actual wait times for users who requested an ADA-compliant Accessible Vehicle	10 min or less	Average actual wait times for all rides for users who requested ADA-compliant Accessible Vehicle Service
Ensure cost efficiency to the Agency and the Contractor.	Utilization (Average Rides per Driver per Hour)	2.5 rides per driver per hour	Number of trips completed per driver per driver hour

Marketing and Outreach

Throughout the project development phase, Via developed a comprehensive Communication and Marketing Plan to drive awareness of the service, promote the service, and educate the public on how to use the service. The Plan established the marketing activities and materials to be developed by Via to engage the diverse communities that surround the Artesia, El Monte, and North Hollywood transit stations and related catchment areas, including populations largely excluded from using the services offered by private rideshare services (whether due to income, bank access, language barriers, access to smartphones, or need for accessible services). Metro's Community Relations Department helped Via identify specific organizations, employers, points of interest, and public institutions (such as cultural centers, employers, neighborhood councils, community-based organizations) within each catchment area with the intent that Via would engage and educate them about the service.

Given the new nature of this mobility service and the steep learning curve on how to use it, Via dedicated a significant portion of communication and marketing efforts to on-the-ground activities to make potential patrons become aware of this service and become familiar with how to use it. This included using street teams that engaged people arriving at and departing from the stations within each service zone. Street team members were trained on the Partnership with Via and on Metro connecting services.

Prior to service launch but once the service zones had been established, Via and the project team executed vast outreach to introduce the pilot to the communities that surround the Artesia, El Monte, and North Hollywood stations and catchment areas. This included meeting with local government staff and municipal transit operators as well as Metro Board staff serving these communities. Input received from City and municipal transit staff included recommendations for opportunities to expand service area coverage, opportunities to conduct additional outreach with local organizations and non-profits, and expectations for continuing communication, outreach, and performance reporting with local government and municipal transit staff. Some of this accumulated input resulted in real changes to service areas throughout the period of performance.

Due to limited in-house marketing resources, Via led direct marketing activities with input and support from Metro. Prior to launch and throughout the course of the pilot, Via targeted potential customers around each of the three stations to drive awareness of and educate them about the service. Via determined the level and development of branding and marketing strategy best suited for engaging the customer base identified in the Communications and Marketing Plan. All print materials featured Via's logo more prominently, although it was

a co-branded service, and all materials followed Metro’s Language Assistance Plan. Printed materials included large-format cards mounted within bus and rail vehicles that advertised the availability of the service and directed customers to download the app or call to book a ride.⁴ Signage at stations was limited to “Via Pick-Up” parking signs placed at the head of parking spaces reserved for Via passenger pick-ups. Metro also hosted a “Ride with Via” webpage on its website.⁵ The webpage included information about service zones, fares, hours of operation, and instructions for how to use the service.

⁴ Sample bus and rail marketing cards can be found in Appendix C.

⁵ www.metro.net/projects/mod.

Section 3

Project Description and Evolution

This section describes in detail the evolution of the project from the pre-development phase through the first year of operation. It also notes certain service adjustments made during the second year of operation⁶ that were crucial to the agency's response to the COVID-19 health crisis.

MOD Milestone Timeline

- **May 2016** – FTA releases Notice of Funding Opportunity (NOFO).
- **July 2016** – Metro submits grant proposal as lead agency, with Sound Transit as sub-recipient and King County Metro as project partner.
- **February 2017** – Metro awarded cooperative agreement.
- **February 2018** – Metro and Puget Sound change TNC service providers.
- **December 2018** – Metro executes contract with Via.
- **January 2019** – MOD (Ride with Via) launches in North Hollywood, El Monte, and Artesia.
- **March 2019** – North Hollywood zone expands.
- **April 2019** – MOD introduces free fares, El Monte and Artesia zones expand.
- **January 2020** – Pilot Year 1 concludes, Year 2 begins.
- **March 2021** – MOD suspends shared rides in support of social distancing and extends service hours to weeknights and weekends to support essential trips.
- **April 2021** – Metro launches point-to-point rides, essential destinations outside of the zone, and food and essential goods delivery through MOD.
- **January 2021** – Pilot Year 2 concludes, all three service areas transition to Metro Micro on demand service.

Service Provider

When the application to FTA for the Mobility on Demand Sandbox program was submitted, Metro had identified Lyft as its service provider. Unfortunately, although Lyft had partnered with Metro in the grant development phase, it was unable to deliver results on several deliverables as the project moved toward implementation. To begin, partnering with Lyft would require Metro to manage the call center. As Metro's call center operates only during standard business hours, it would significantly limit the ability of unbanked riders to use the service. Likewise, Lyft did not propose a solution for WAV rides. The solution

⁶The second year of operations was not officially a part of the FTA-sponsored MOD Sandbox Demonstration period of performance which ended in January 2020. Metro's Board of Directors approved continuation of the service with local funds.

initially proposed was that Metro would establish a separate contract with Access Services (ACCESS).⁷ This was not ideal, as it would lead to longer wait times (estimated to be at least 45 minutes), and WAV service would not be integrated into the Lyft app, requiring riders with WAV requirements to call for a ride. Also, although an agreement had been reached with Lyft about data-sharing during the grant development phase, it was unable to deliver on that agreement in the run up to implementation. Data requests remained unmet, and lack of clarity as to the solution meant that Metro would need to seek another partner.

Via was selected because it could offer the elements that Lyft could not. Via leveraged its existing call center to facilitate phone bookings and to provide real-time assistance to riders and drivers. The call center also provided support to LEP riders. Via could also offer WAV rides at a level of service equivalent to standard rides through its agreement with Metro. Via also promised (and delivered) all data-sharing requests from Metro.

Service Areas

Metro staff analyzed potential stations to provide the pilot service based on a series of criteria. Based on this analysis, Metro's Office of Extraordinary Innovation (OEI) and Via staff selected the following three stations for the pilot:

- North Hollywood Station, Metro B Line (Red) in Los Angeles
- El Monte Station, Metro J Line (Silver) in El Monte
- Artesia Station, Metro A (Blue) in Compton

Station Selection Criteria

The MOD pilot location criteria were developed based on criteria defined in FTA's MOD NOFO and Metro's proposal. The following criteria were evaluated to determine the selected stations:

- **Equity and access for Title VI and Environmental Justice populations** – The primary goal of the Partnership is to enable TNC access to populations that had not yet had the opportunity to use these services. The team selected two of three stations, as defined by their census tracts, that meet thresholds for percentage of persons in poverty and percentage of persons reporting as a minority population.
- **Geographic diversity** – To provide access to a diversity of populations, staff selected locations representative of the diversity in the broader regions, taking into account the transit agency partners collaborating on

⁷ Access Services is the ADA Complementary Paratransit service for functionally-disabled individuals in Los Angeles County.

the delivery of the Partnership, to ensure that at least one station was within the Los Angeles Department of Transportation’s (LADOT) service area (Los Angeles) and at least one station was within Foothill Transit’s service area.

- **Current first/last mile access and feasibility** – Staff evaluated each qualifying site to determine nearby trip generators, barriers to effectively serving the station with high-capacity, fixed-route service, current parking availability, and the presence of safe locations for pick-up and drop-off of passengers.
- **Where Via could provide the greatest value** – Staff and Via evaluated where the FMLM TNC service could provide the most value. Indicators included high daily rider activity, high employment density, high population density, and limited access to other public transit connections. Via’s proposed zones then aimed to maximize value of service and use budget efficiently.

Methodology for Station Selection

To identify pilot station locations,⁸ the project team began by working in coordination with Metro Service Planning and other departments to compile data for census tracts within a one-mile radius of each transit station in Metro’s rail and bus rapid transit (BRT) network. Stations were evaluated on whether they met the thresholds for percentage of low-income and minority populations.⁹ In total, 68 stations met the minimum threshold, representing a variety of station types and connecting modes, including mixed-modal transit centers, heavy rail, light rail, BRT, and bus. The project team next gathered data to provide quantitative context for first/last mile service need and current station utilization.

From the quantitative and qualitative review, the project team recommended nine stations for consideration. Table 3-1 provides a snapshot of key quantitative data used to evaluate each station.

⁸ The complete Pilot Location Selection memo is provided in Appendix A and details the station methodology and selection process.

⁹ Metro staff used the county-wide average of percentage of minority persons (70.5%); the Title VI Circular definition for low-income persons—“a person whose median household income is at or below the U.S. Department of Health and Human Services poverty guidelines”. To determine which census tracts can be defined as low-income, staff used the definition found in 49 U.S.C. 5302, as amended by Moving Ahead for Progress in the 21st Century Act (MAP-21)—“an individual whose family income is at or below 150 percent of the poverty line.” Metro staff used the county-wide average of percentage of persons in poverty (15.9%). These minimum thresholds served to define stations for consideration for the pilot.

Table 3-1 *Nine Stations Identified for Final Review and Consideration as Pilot Locations*

	Artesia	Farmdale	APU/ Citrus	East LA CC	El Monte	Long Beach Blvd	North Hollywood	Rosecrans	Woodley
Line	Blue	Expo	Gold	Gold	Silver	Green	Red	Silver	Orange
City	Compton	LA	Azusa	East LA	El Monte	Lynwood	LA	LA	LA
Population	41,301	69,976	33,730	82,738	61,532	99,545	72,039	41,377	44,854
Employment Density (jobs/ sq mi)	4,658	2,277	1,095	3,835	4,951	2,945	4,922	5,883	4,101
Population Density	4,584	11,232	3,381	11,106	10,411	15,083	12,231	7.272	5,504
Minority %	94.5%	93.7%	64.1%	98.1%	95.4%	97.4%	53.1%	92.7%	70.8%
Poverty %	21.9%	23.3%	17.8%	19.7%	19.4%	21.8%	14.4%	20.5%	19.4%
Parking Spots	297, 83% occ	None	200, 100% occ, \$3 per 24hr	None	1,809, 88% occ, \$2 per 24hr	605, 45% occ	1,081, 82% occ, \$3 per 24hr	338, 16% occ	None

Station Selection

Following the comprehensive review of candidate stations, the project team identified the three stations. Each was selected for several reasons, including existing transit service, station and mode types within the zone, and demographic data.

Table 3-2 *Score and Characteristics of Three Selected Pilot Locations*

	North Hollywood		El Monte	Artesia
Line	Red Line	Orange Line	Multiple (incl. Silver Line)	Blue Line
City	Los Angeles		El Monte	Compton
Population	72,039		61,532	41,301
Employment Density (jobs/sq mi)	4,922		4,951	4,658
Population Density (people/sq mi)	12,231		10,411	4,584
Minority %	53.1%		95.4%	94.5%
Poverty %	14.4%		19.4%	21.9%
Parking Spots	1,091, 82% occ, \$3 per 24hr		1,809, 88% occ, \$2 per 24hr	297, 83% occ
Daily Ridership (weekday boardings/ alightings)	29,218		13,414	6,661
Via Score	0.86		0.68	0.48

The North Hollywood Station is one of LA Metro's major transit hubs and is located at the northern terminus of the heavy rail subway Metro B Line (Red) and the southern terminus of the BRT Metro G Line (Orange). The hub also has connecting local bus service and more than 1,000 park-and-ride spaces. Although the area is well-served by fixed-route transit, the station has a low walkability score, and the project team considered its proximity to mid- to high-density residential areas paired with long city blocks without pedestrian crossings and an adjacent freeway as a strong argument and use case for selecting and serving the area with mobility on demand.

The El Monte Station is the largest regional bus transfer hub west of Chicago. Following a renovation in 2012, it more than doubled in size to include a two-level bus terminal station with 29 bays. The station allows customers to connect to Metro, Foothill Transit,¹⁰ El Monte Transit,¹¹ and Greyhound bus service. The station was selected, in part, because Foothill Transit is an important partner of Metro, especially within the selected service area, and provides a higher penetration of service in this area. Additionally, because Metro bus service did not serve as many routes as Foothill, there were fewer labor concerns from operator unions that MOD service would take ridership away from bus service compared to other similar zones with higher penetration of Metro bus service. Also, the El Monte Station is a terminus for the Metro J Line (Silver)¹² express bus service; it was important for the project team to include multiple modes within the pilot, and providing on-demand service within the area surrounding El Monte Station, especially for Metro J Line (Silver) customers, was considered as a continuation of the express service to carry customers to their final destination.

The Artesia Station is a park-and-ride light rail station situated at-grade in Compton. Due to its location near the SR-91 freeway, it is a challenging station for pedestrians to access and therefore had one of the lowest walk scores of any Metro station. Additionally, rehabilitation of the Metro A Line (Blue) had been long scheduled to start during the same month of MOD service launch. Beginning in January 2019, the Metro A Line (Blue) was closed from downtown Long Beach Station north to 103rd Street/Watts Towers Station. This work was completed in May 2019, and the section reopened. However, following completion of that work, service was shut down from Compton Station north to 7th Street/Metro Center Station in Downtown Los Angeles until November 2019. This meant that service to and from Artesia Station would be severely limited during the period of performance. Nonetheless, the project team determined

¹⁰ Foothill Transit is the regional fixed-route bus service connecting the San Gabriel Valley to greater Los Angeles. The agency is governed by a Joint Powers Authority of 22 member cities and the County of Los Angeles.

¹¹ El Monte Transit is the municipal transit operator for the city of El Monte.

¹² The Metro J Line (Silver) provides express bus service from El Monte, Downtown Los Angeles, and San Pedro.

to maintain the Artesia service area to ensure geographic and demographic equity. Although another option was available—Farmdale Station on the newly-constructed Metro E Line (Expo)—it resided in Los Angeles along with the North Hollywood Station. Therefore, no adequate alternatives were available, and the project continued to serve the Artesia service zone.



Figure 3-1 Station Diagram of Metro A Line (Blue)

Via then applied a weighted scoring methodology to the characteristics of the service areas. The “Via Score” in Table 3-2 weighted daily rider activity at 20% and employment and population density each at 40%. This score was taken into account along with other factors outlined in the table and methodology.

Service Area Adjustments

North Hollywood

Although Metro OEI and Operations reached relatively quick agreement on the station selection criteria and the three stations that would serve as hubs to each MOD service area, disagreement remained around the geographic scope of the North Hollywood service area.

Deploying MOD at the North Hollywood Station would allow Metro to test the potential of a TNC to connect customers to the heavy rail subway Metro B Line (Red) and one of the most heavily-used BRT lines in the US, the Metro G Line (Orange). In particular, a service zone along the Lankershim Boulevard corridor would generate useful data on the utility of an FMLM service option that connects to Metro’s highest-capacity and fastest-service options, especially at the southern end of the boulevard, which connects to two Metro B Line stations.

OEI and Via believed that MOD service operating within the area outlined in Figure 3-2 would see a high demand due to its proximity to clear ride generators, including North Hollywood’s Arts District and a variety of commercial destinations within the zone. Metro’s Operations Department

proposed an alternative it believed would stimulate transit demand that could eventually be shifted to a potential future BRT route and bridge a gap in service between two major transit stations that historically have been challenged by difficult to serve residential street networks.

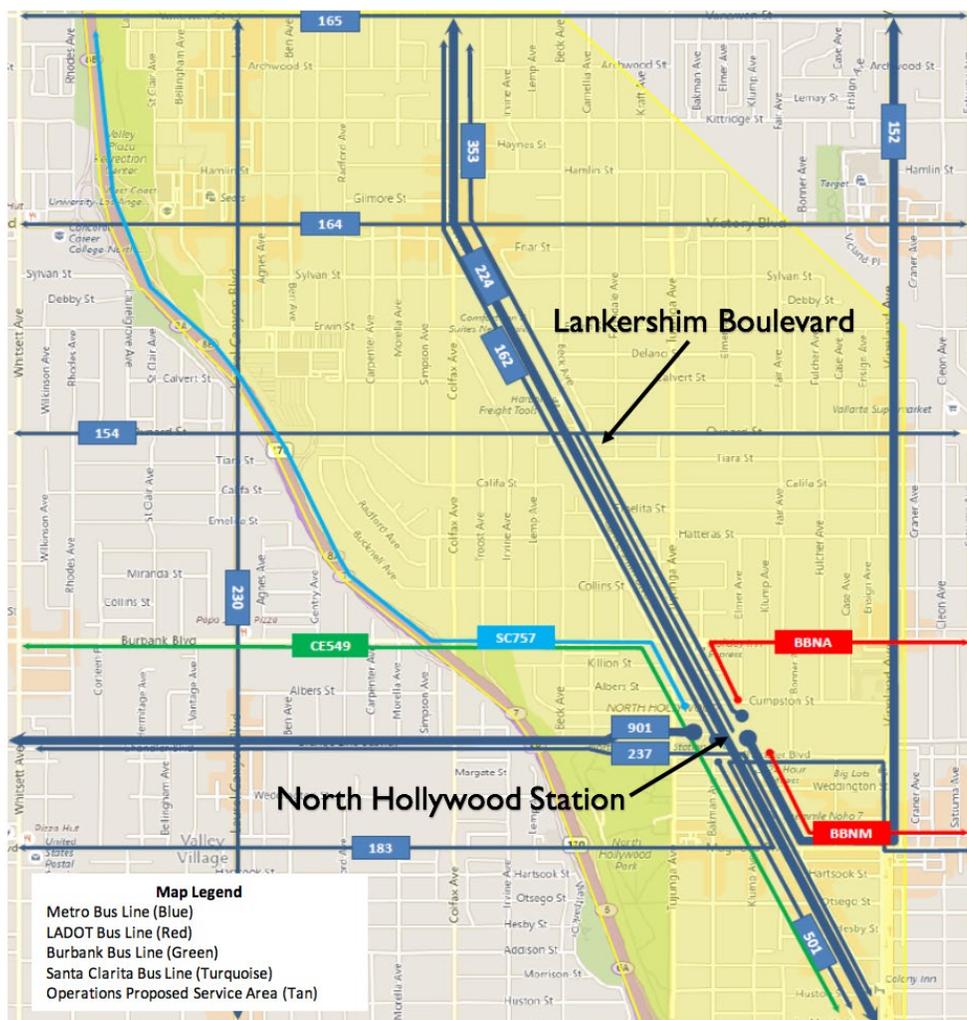


Figure 3-2 OEI and Via's Recommended North Hollywood Service Area

Metro eventually selected the Operations preferred alternative (Figure 3-3); the zone was expanded during Week 9. Via and Metro's contract and statement of work allowed for flexibility and iteration of the service and, based on ridership data and customer feedback, Via and Metro quickly decided to expand the North Hollywood zone. Artesia and El Monte were soon to follow.

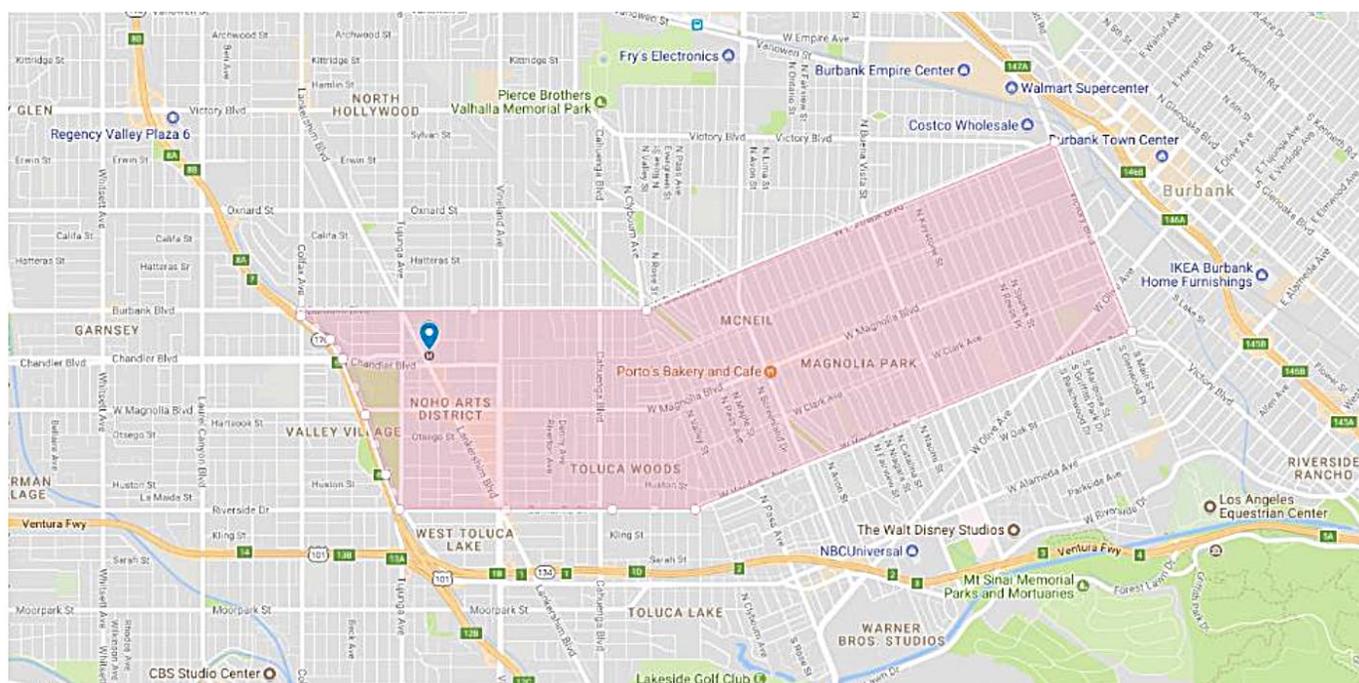


Figure 3-3 Operations Recommended North Hollywood Service Area

The expansion went into effect on March 27, 2019, and expanded from the original 6 square miles to 13 square miles (Figure 3-4). Metrolink's Burbank Airport-South and Burbank-Downtown stations were also added as additional destinations to study new use cases as the service continued.

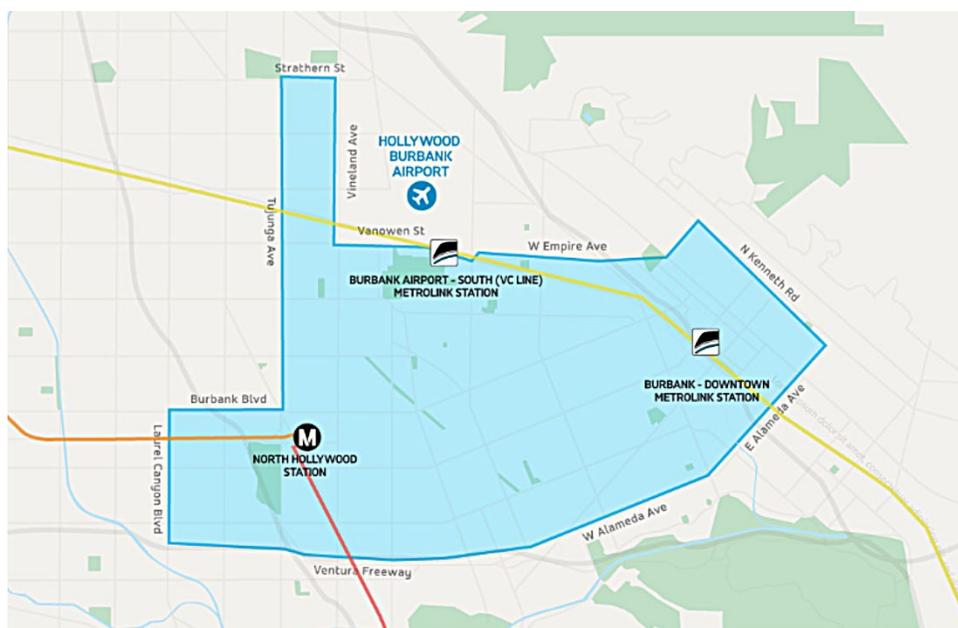


Figure 3-4 Expanded North Hollywood Zone

Artesia and El Monte

Like North Hollywood, based on ridership data and customer feedback, the Artesia and El Monte zones also expanded in size, in April of 2019. El Monte expanded to the south and north to capture local civic, shopping, and employment centers. Justification for expansion was based on community and local government outreach, which recommended specific areas that would likely result in ridership increases. Additionally, Via provided data to support expansion to areas based on the locations of app user data. In several cases, many users resided outside the service area but downloaded the app to use the service. Expansion was informed by these data to capture a maximum numbers of previous app downloads residing just outside of the zone and meet unmet demand.

Due to challenges attracting ridership in Artesia, because of the Metro A Line (Blue) rehabilitation project, the zone expanded northward to include two additional Metro A Line (Blue) stations and two Metro C Line (Green) stations. This expansion allowed Via customers to connect the Rosa Parks/Willowbrook Station, giving access to the Metro J Line (Silver) express bus service to reach downtown Los Angeles increased the available use cases for Via service and allowed more connecting options to avoid impacts due to the Metro A Line (Blue) closure.

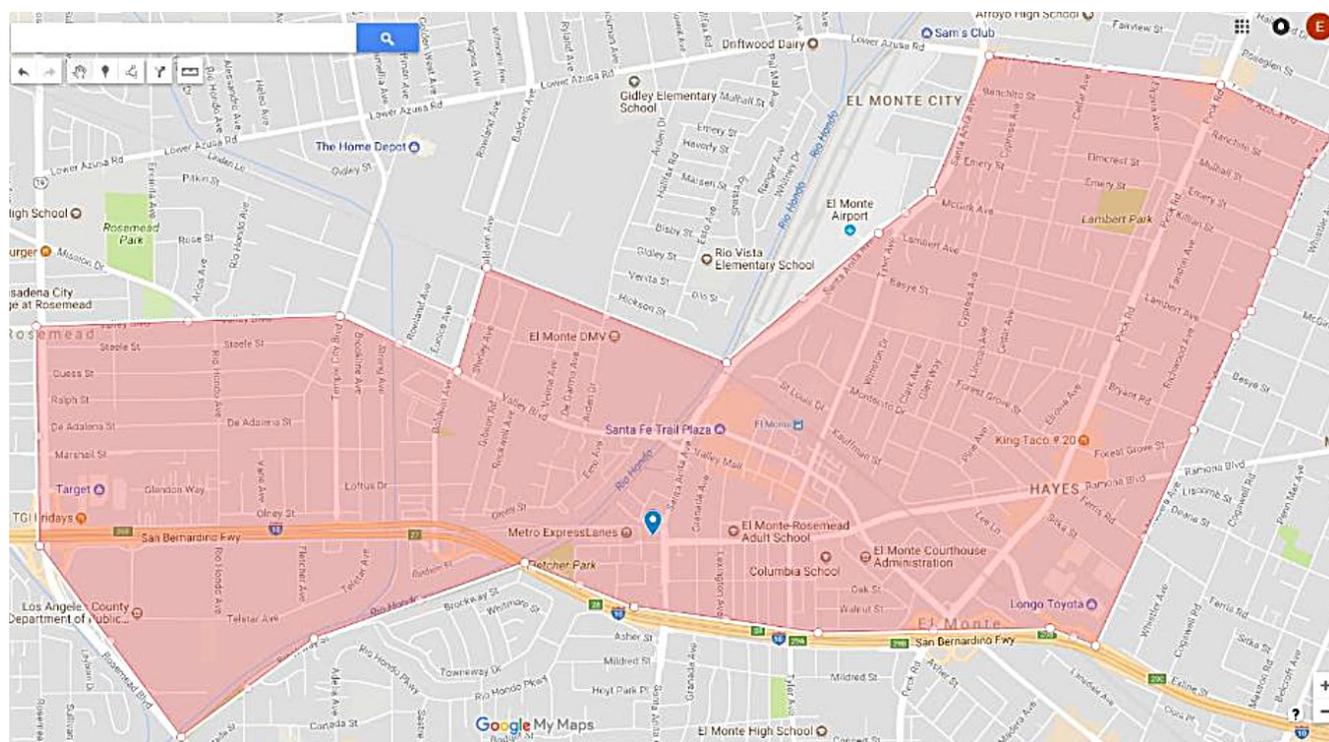


Figure 3-5 Original El Monte Zone at Pilot Launch

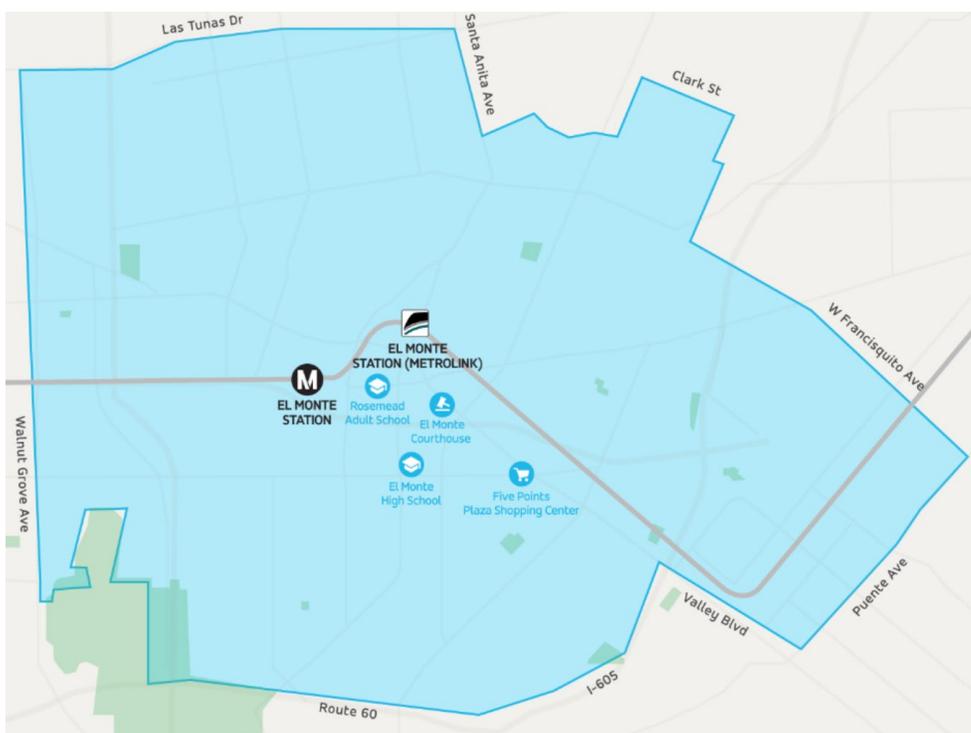


Figure 3-6 Expanded El Monte Zone

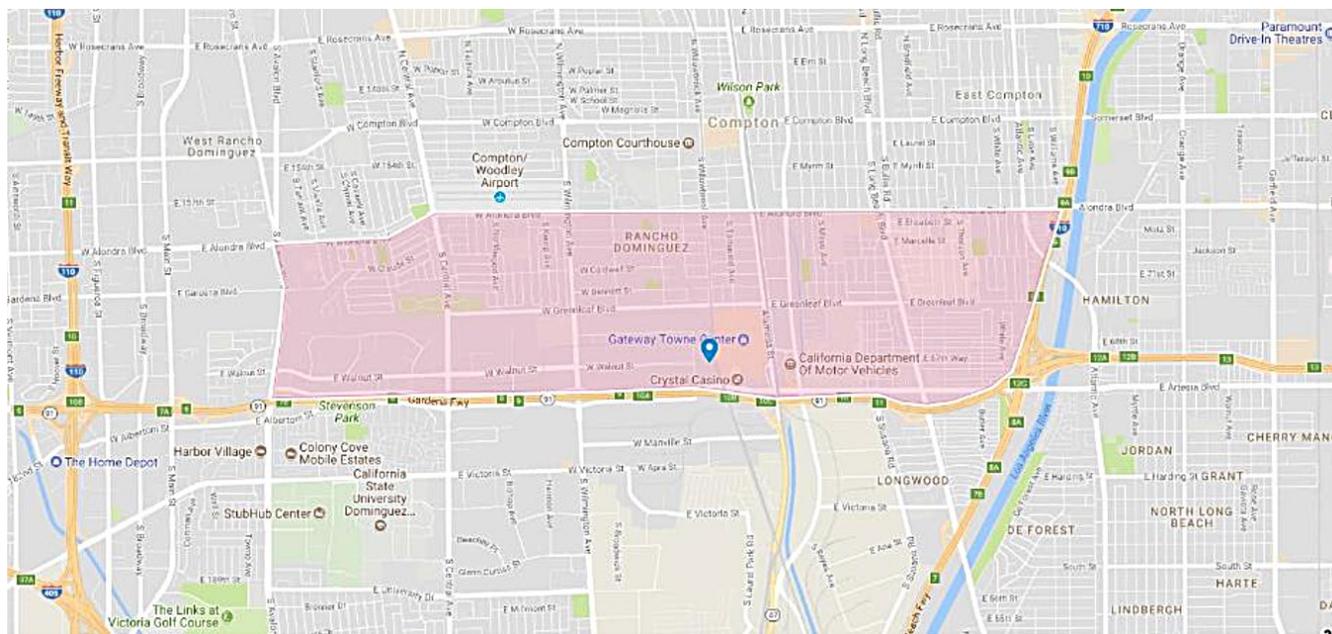


Figure 3-7 Original Artesia Zone at Pilot Launch

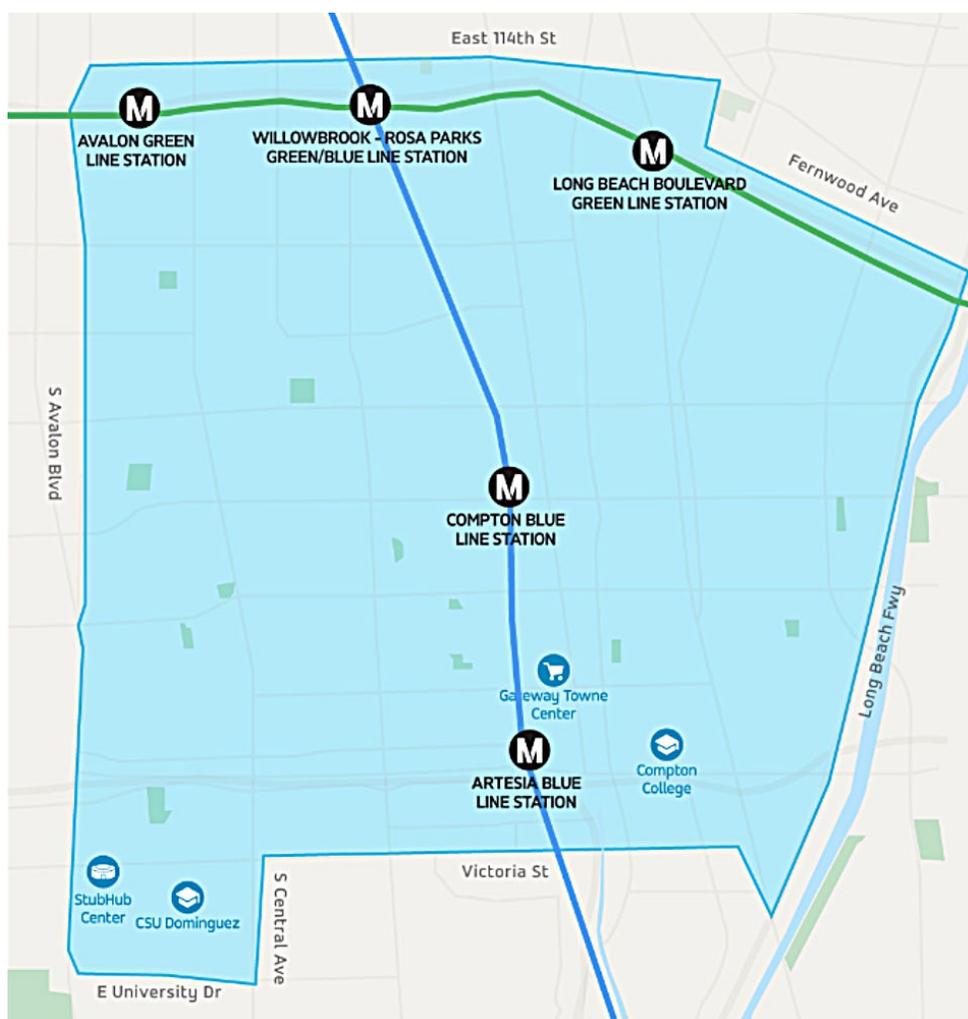


Figure 3-8 *Expanded Artesia Zone*

Fares and Fare Integration

Fares

MOD fares changed during the first year of service, transitioning from an established base fare schedule to a promotional schedule and ultimately to free fares, which continued through the end of the first year (and throughout the second year of service as well). Although the project team initially anticipated full-fare integration with TAP, that effort was abandoned prior to the MOD Partnership with Via service launch.

At service launch, MOD required fares at different levels depending on whether riders did or did not use TAP and riders who participated in Metro’s LIFE¹³ program. Because fare integration had not been achieved at service launch and for TAP and LIFE account holders to receive their fare discount, individuals with TAP or LIFE accounts were prompted to manually input their account numbers into their Via account at the time of app registration. Although riders ultimately were unable to use their TAP card to pay for their ride, they could use a credit, debit, or prepaid card. Table 3-3 illustrates the initial fares for MOD service, representing the full cost to the customer for the FMLM service and the transfer to Metro operated transit. Customers were required to pay for each service separately throughout the life of the service, meaning that they would pay for MOD service by credit, debit, or prepaid card and Metro bus or rail service by TAP or other accepted payment methods. A viable technological solution was not identified during the life of the project; therefore, full fare integration was not achieved.

Table 3-3 *Fare Table Prior to Service Transitioning to No Cost to Riders*

Description	TAP	Fare (One-Way)	Fare (Round-Trip)
Via FMLM ride + transfer to Metro operated service	TAP number input	\$3.50 (or \$1.75 for Via service)	\$7.00
Via FMLM ride + transfer to Metro operated service	No TAP number input	\$5.50 (or \$3.50 for Via service)	\$11.00
Via FMLM ride	LIFE number input	\$0.00	\$0.00
No-show fee	With and without TAP input	\$1.00	N/A
Cancellation fee	With and without TAP input	\$1.00	N/A

During the project design phase, the project team identified and anticipated the potential for fare discounts and promotions. The contract entitled Via to collect and retain all fare revenue generated by MOD, unless the parties mutually agreed to an alternative fare revenue split. Fare changes could be proposed by either Metro or Via as long as fare changes were mutually agreed upon.

Beginning February 11 (Week 3), Via launched a \$1.00 ride promotion and also offered a “First Two Free Rides” promotion during the first six weeks of service to attract more ridership; on April 8 (Week 11), Via began offering all rides free of charge. This decision was driven largely by customer feedback received by Via’s marketing street teams, which recruited riders for the service and collected

¹³The LIFE (Low Income Fare is Easy) program provides transportation assistance to low-income individuals in LA County and offers fare subsidies that may be applied toward the purchase of passes on Metro or any LIFE participating transit agencies or a free regional ride option. Once enrolled, LIFE benefits can be loaded onto a TAP card at any participating vendor.

customer feedback. Many regular commuter transit users noted that whereas using Via was convenient and easy, it was also twice the cost of taking transit one way (\$3.50 compared to \$1.75). Free fares also aligned with Metro's free transfer policy and supported those who were unbanked.

Fare Integration

A stated goal of the FTA MOD Sandbox Demonstration program was that technology integrate with existing transit services. In addition, FTA aimed to have all MOD projects demonstrate and promote equitable mobility service for all travelers, including low-income and unbanked communities. As such, fare payment integration between TAP and Via was identified as the most effective way for Metro to ensure that customers who were low-income or unbanked had access to MOD and its innovative service because it would allow customers to load their TAP wallet with cash and pay for the service in Via's app. Unfortunately, despite prolonged efforts by the project team, TAP was unable to integrate due to process and budgetary challenges.

The project Scope of Work called for Via to provide Metro with access to an in-app feature that allows customers to input their TAP card number and their LIFE number. Customers were to also have an option to provide this information over the phone. Via was to be able connect with TAP's Nextfare application programming interface (API) to verify that the customer's TAP number was valid. The Scope of Work required that Via determine whether the customer's TAP and LIFE information was valid based on the information provided by Metro; if the information could not be validated, then Via would charge the full fare.

Although MOD was originally scheduled for launch in July 2018, in the spring of that year the project team learned that full-fare integration would require that the Metro Board authorize additional funds up to \$700,000 for back-end development, which would not be completed until at least September 2018. The project team communicated this delay to FTA and presented two options—launch MOD and find alternative solutions for unbanked customers (e.g., free fares for LIFE participants until full fare integration could be achieved) or delay launch until full-fare integration could be achieved. FTA preferred a comprehensive program launch that had all project elements in place at the beginning of service. Metro agreed with FTA and delayed launch. Unfortunately, shortly thereafter, it was determined that budgetary resources would not become available and full integration would be impossible.

In June 2018, the project team sought options for "lite" TAP integration for LIFE participants only but learned that it would require full integration. Therefore, the project team considered developing a manual reconciliation process, verifying TAP card numbers against a list of LIFE program participants. However, the TAP system would provide only a regularly-updated list of initialized TAP

cards used on Metro's system within a certain period. This information would be insufficient, however, because the list would not identify LIFE participants.

By November, OEI and Via had reached a broad agreement with the TAP management team about project information needs and business rules. The TAP management team agreed to allow Via access to the TAP database to verify that a user's card was not hot-listed or expired. Separately, the TAP management team agreed to send a daily report to Via of all TAP card numbers registered to LIFE participants. Ultimately, however, the offer to allow Via access to the TAP database was rescinded prior to service launch. Instead, the TAP management team sent Via a weekly report in Excel format of all TAP cards issued within the last five years. Via used this report to verify TAP users early in the service life, but once the service changed to free fare, there was no incentive for riders to input their TAP card numbers.

Key Performance Indicators

Key Performance Indicators remained the same throughout the life of the project, except for one indicator meant to address and support unbanked riders. A threshold for the number of trips paid for using pre-paid debit cards was to be set after three months of service. Because the service transitioned to free fares after 11 weeks, this Key Performance Indicator did not go into effect.

Call Center and Customer Experience

Call Center

One reason that Metro decided to pursue a partnership with Via rather than other service providers was Via's willingness and ability to provide a customer support call center through its contract with Metro and to offer call center support to LEP riders. During the pre-development phase, Metro explored the option of using its in-house call center for riders to book rides. However, the center was not available for live support during all hours of operation¹⁴ expected for MOD. Furthermore, even if the call center hours mirrored MOD's hours of operation, it would still complicate matters, as certain calls would require transfer to the eventual service operator; for instance, a customer who called about past fare charges or with technical questions about the smartphone app could not have received the necessary support by Metro call center personnel.

Regardless of the selected contractor or whether the call center would be operated by Metro or the contractor, some level of coordination between the two call centers would have been required. Therefore, when Via was selected, it provided to Metro's Customer Care team, which operates Metro's call center, a

¹⁴MOD service operated Monday through Friday from 6:00 AM to 8:00 PM during the first year of the pilot.

fact sheet providing information about the service including pricing, operating hours, and how to ride as well as instructions for redirecting customer calls to Via's call center. Customer Care agents were prepared with appropriate background information to answer basic questions and to share the appropriate contact information to redirect inquiries related to Via service to Via's Member Services agents. Via also equipped its Member Services agents with key Metro service information so they could redirect customers to Metro's call center for questions about TAP card balances, etc.

The Via call center remained open to customers during regular operating hours, Monday through Friday from 6:00 AM to 8:00 PM. Customers could also text the customer support center during service hours and receive a response. Texts received outside of regular business hours received a response within 24–48 hours. The call center also provided support in 11 languages¹⁵ in addition to LEP support. Via Member Services agents also were trained to provide real-time support to customers with disabilities to quickly dispatch rides and address any issues encountered when using the service.

Via remained responsible for operating the customer support call center through the contract and life of the service and provided high-touch customer service to both riders and drivers.

Ride Experience in App

Riders who used the app, upon accepting a Trip Proposal, would immediately see a display box at the top of their screen containing the vehicle's estimated time of arrival (ETA), pick-up address, cost, ride credit, and vehicle information (vehicle model, color, and Via vehicle ID number, which was placed under the windshield and in a front window) as shown in Figure 3-9. Clicking on the cost, ride credit, and vehicle boxes revealed additional information about each. The Via app had additional features discussed below to ensure that riders enjoyed a high-quality experience:

¹⁵ The Scope of Work required that translation services support be available in English, Spanish, Chinese (simplified), Chinese (traditional), Korean, Japanese, Khmer, Thai, Armenian, Vietnamese, and Russian.

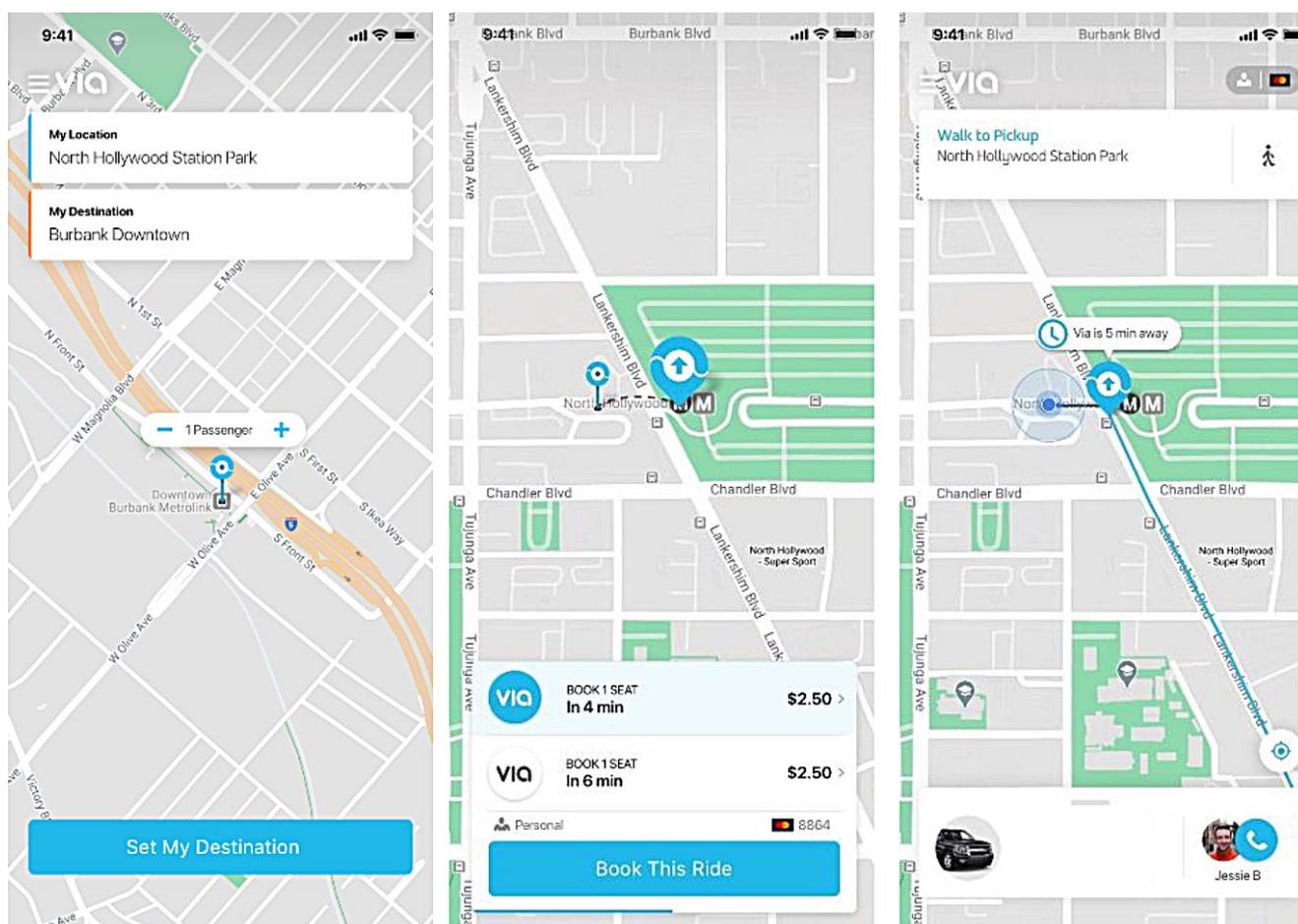


Figure 3-9 Via In-app Customer Experience

- **Walking Directions** – The Trip Confirmation screen revealed in-app walking directions to route the riders to their “virtual bus stops.” Rather than limiting passengers to a predefined list of allowed stops, Via’s technology automatically selected these optimal pick-up and drop-off locations for each customer based on their desired origin and destination within the operating zone. By asking passengers to walk a short distance to the virtual bus stop, Via’s technology made it possible to route vehicles more efficiently and avoid unnecessary detours.
- **ETA Clock** – A dynamically updated clock appeared above the pick-up pin, providing riders with real-time information about their vehicle’s arrival time.
- **ETA Messaging and Updates** – Riders received an SMS message when their vehicle was two minutes away and again when it arrived. In cooperation with Metro, Via pre-determined the quality of service (QoS) standards it wished to maintain and defined when and how customers were updated about their trips. For example, any customer whose ETA was delayed more

than a specific amount of time (i.e., 2 minutes, 5 minutes, 10 minutes, etc.) was to be automatically updated through an SMS message and/or automatically reassigned to a new vehicle with a lower ETA. Riders could reply to these messages, which appeared on Via's web-based service management tool, the Visualizer, allowing dispatchers to intervene as necessary.

- **Real-time Vehicle Tracking** – A small vehicle-themed button in the bottom righthand corner of the app screen enabled riders to re-center the map on the vehicle en-route to pick them up as it moved in real time, thus making the pickup experience more transparent.
- **Call Driver** – A green phone icon at the bottom right of the screen enabled riders to call their driver directly, using a masked phone number, to coordinate directly prior to and upon pick-up.

Call Center Bookings

For riders without a smartphone, Via's technology was configured to allow a dispatcher to book rides in just a few clicks on behalf of riders who phoned the call center. This allowed users of all technological abilities and access levels to enjoy the same level of service as those who booked a ride with their smartphone. For this purpose, Via provided a phone number for users to call dedicated dispatchers to book and coordinate rides for users without smartphones.

Call Center Number Change

After presenting information about MOD to Metro's Accessibility Advisory Committee, the call center phone number was changed to a toll-free number so customers did not have to use cell phone minutes to request a ride. The caller center phone number change also allowed customers to request a ride from a pay phone free of charge.

Real-Time and Post-Ride Live Support

The typical Via ride required no guidance from human dispatchers. Via's service management system was highly automated and designed to minimize the amount of manual operator intervention necessary to provide an exceptional customer service experience to thousands of riders per hour.

If a route deviation or change in traffic conditions altered a rider's ETA, the system automatically updated that rider through an SMS message. Via also defined parameters that determined when a rider should be re-assigned automatically to a new vehicle. For example, riders who received a delay of more than 10 minutes or, conversely, an arrival more than 5 minutes ahead of schedule at the time of booking, to be automatically reassigned to a new vehicle

better able to accommodate their request. Moreover, the system predicted and notified the dispatcher when a customer was in danger of missing their pickup.

However, as every surface transportation system regularly encounters service anomalies (unexpected traffic, vehicle breakdowns, accidents, etc.), Via developed powerful and intuitive web-based tools to enable dispatchers to intervene manually as necessary. Via's solution included both a map-based service management tool called the Visualizer and a back-end trip management system called the Admin Console, discussed below. Together, they allowed dispatchers to intervene across all service functions – including booking rides, cancelling rides, rebooking rides, responding to driver and customer communications by SMS or phone, granting trip credit, waiving or modifying trip fares (where applicable), adjusting vehicle occupancies, editing customer and driver account information, etc. – as needed. These actions were performed with a click or two; many of them from multiple places within the Visualizer and Admin Console, empowering dispatchers to respond to issues as quickly and conclusively as possible.

Riders who required immediate support could simply reply to the SMS message received when the vehicle was two minutes away or when the vehicle reached the pick-up point. The message immediately appeared in the Visualizer's newsfeed, giving dispatchers the opportunity to resolve coordination and/or service problems between the customer and the driver using a set of configurable, pre-written responses. Dispatchers were able to write custom messages as well.

After a trip, customers could reply to the same SMS messages and/or email Via's Member Services team. Inquiries were fed into a queue where they were prioritized and answered according to urgency.

Wheelchair Accessible Vehicles (WAVs)

During the pre-development period,¹⁶ Metro identified improving FMLM connections for people with disabilities as an important need to be addressed by MOD. The project team believed that by offering an on-demand FMLM option with an equivalent level of service for riders with disabilities, which until the time of project was not available to this customer group, could increase the number of ADA-eligible customers who use the fixed-route service for more trips.

Despite Metro's intention to offer an equivalent level of service for riders with disabilities, during the pre-development period, Lyft, the project partner

¹⁶The pre-development period consisted of Metro's grant application planning up to the application submission. During this phase, Metro identified and began to elaborate upon project goals, objectives, and guiding principles as well as service parameters and requirements.

at the time of grant submittal, was unable to provide an adequate solution. Lyft suggested that Metro contract directly with Access Services, LA County's paratransit provider, to provide rides. This arrangement was not ideal for Metro, as it would require a second separate contract, complicating partnering strategy and adding another layer of accountability. It would also significantly impact the level of service as rides for those with disabilities could only be available through the call center and wait times would have likely exceeded 45 minutes.

When Metro selected Via as the service provider, Via was the only company that had earlier promised an equivalent level of service during pre-development meetings. They were also able to accommodate both wheelchair and ambulatory trips with the same vehicle.

Via explored several options for WAV rides at an equivalent level of service to be cost-effective but did not require purchasing new or used accessibility vehicles. Via considered subcontracting with local WAV providers that already operated fleets of WAVs driven by personnel that are trained to operate these vehicles and equipment safely to assist individuals with disabilities. Via also considered recruiting individual WAV owner operators through its regular Driver Partner recruiting strategies. According to the plan, WAV Driver Partners that met the necessary criteria would be expedited through the recruitment process and ensure appropriate training for operation and customer service. Via also considered an option to retrofit non-WAV vehicles (e.g., minivans) on the Via platform to become WAVs. Ultimately, Via selected a leasing model for WAV vehicles, leasing them on an annual basis from its vehicle partner, VMAC. Standard vehicle Driver Partners, who operated the WAV fleet, then leased the vehicle every time they drove a shift in a WAV vehicle.

A significant barrier to Driver Partners acquiring WAVs is cost and availability. To improve Driver Partner ability to access WAV vehicles, Via explored partnerships with car manufacturers, dealers, and leasing companies. By making WAV vehicles more available and more affordable, Via aimed to reduce the issues involved in leasing a vehicle. Under this leasing model, the project team and Via settled on a solution that dedicated a single WAV vehicle stationed within each service area to provide wheelchair-accessible service.

WAV Rider In-App Experience

WAV Specific Option

The Via rider app allows riders to indicate that they would like to request a WAV vehicle. Those who input a special promo code are matched only with drivers of WAVs who are trained to assist and treat individuals with disabilities in a courteous and respectful manner. Custom alerts through SMS messages, push notifications, and in-app notifications alert passengers requesting WAV

trips about some specific elements of the Via service that are particularly important for them to know (e.g., Via service picks up customers on the corner of blocks, and customers must be waiting for the Driver Partner ahead of the vehicle's arrival). When appropriate, in locations where WAV trips were most likely (e.g., hospitals), Via adjusts service parameters such as walking distance and pick-up points to ensure that any manual interventions are minimized.

Accessibility Features

The Via mobile app supports all core accessibility features offered by the iOS and Android operating systems:

- **For iOS (Apple) devices:**
 - VoiceOver, a gesture-based screen reader included on iOS devices that allows visually-impaired users to navigate apps by hearing a description of everything on the screen.
 - Adaptive Font Size
 - Switch Control, which allows customers with disabilities to customize their smartphone by adding switches that change the gestures used to control it—for example, incorporating adaptive accessories, head movements, or facial expressions.
- **For Android devices:**
 - TalkBack, a screen reader that uses spoken feedback to describe a user's actions and to tell users about alerts and notifications.
 - Adaptive Font Size and Contrast

Call Center Support

Member Services provided real-time support to customers with disabilities to quickly address issues encountered when trying to use the Via platform, including technical support, routing adjustments, helping customers locate their vehicles, and helping to resolve any issues with drivers or other riders.

Via's Member Services team also was trained to handle specific issues that passengers with disabilities may encounter, such as how to accommodate service animals, how to make special accommodations for riders with mobility aids (e.g., canes, collapsible wheelchairs, walkers), and how to accommodate blind/low-vision or deaf/hard of hearing passengers. The Member Services team also instructed drivers of passengers with disabilities to make reasonable accommodations in pick-up and drop-off locations to ensure the comfort and safety of those riders.

Shared Rides

Rides on the Via platform always have the possibility of being shared; thus, in booking a ride with Via, customers would be accepting that possibility.

When choosing to accept a ride, Via riders were not aware in advance whether they would actually share the ride with other customers, nor the identity or description of any other customer with whom they might share the ride. It was not possible, therefore, for a Via customer to elect to decline a particular ride proposal based on the knowledge of another customer in their ride.

Outreach to Riders with Disabilities and Service Providers

Despite having a dedicated WAV positioned at each of the three stations, in the first quarter of service, Via received only four requests for WAV rides. Metro and Via took steps to ensure that this feature was widely promoted through marketing materials to clearly describe this available option. Metro and Via staff also delivered presentations to Metro's Accessibility Advisory Committee, Access Services community meetings, Metro's On the Move group, and multiple community, recreation, and senior centers in the service areas.

Metro and Via collaborated with Access Services to distribute targeted mailers to Access Services users who lived in the three service areas and who had used Metro's system in the past six months. Access Services made targeted calls to Access Services patrons in the service zones to educate potential users on the service and recruit potential participants in a focus group.

After this targeted outreach, use of WAV vehicles increased to approximately 10 rides per week, topping 20 rides in the last week of the second quarter. As outreach and familiarity with the service increased, Via served up to 75 WAV rides per week, averaging 45 WAV rides per week in the final quarter of the first year of service.

Data Sharing

Although an agreement had been reached about data-sharing during the grant development phase, Lyft was unable to deliver on that agreement in the run up to implementation. Data requests remained unmet, and lack of clarity on a solution meant that Metro would need to seek another service partner. Via was selected because it could offer all the elements that Lyft could not, especially in its willingness to promise and deliver a robust set of data points with Metro.

Throughout the life of service, Via provided Metro, its research partners, and the U.S. Department of Transportation's (USDOT's) independent evaluation team access to a data portal that processed and updated service performance on a weekly basis. Each project partner was given a user account with read and download permissions for a VPN-protected online portal, and all agreed to publish results aggregated to a scale at which all personally identifiable information and trade secrets defined by the State of California were protected.

Additionally, Via agreed to support both the research team and USDOT's independent evaluation team¹⁷ to administer digital customer surveys through its app. This included providing in-app links for customers using the service and participating in interviews that explored its design, development, and implementation.

Disaggregated Trip Data on Per Trip Basis

Disaggregated data¹⁸ describing trip activity comprised the fields in Table 3-4, which describe trip-by-trip records (i.e., one row is a trip event per passenger ID). A trip is defined by passenger ride with unique origin and destination.

Table 3-4 *Disaggregated Trip Data on Per-Trip Basis Collected Throughout Pilot*

Data Field	Description/Definition
De-identified passenger ID	Unique passenger identification number, contains no personally identifiable information
Vehicle make, model, year	Vehicle used to transport passenger
TAP identification number, where available	TAP ID number
Zone ID	Which of three station catchment areas did ride originate?
Request pick-up location – latitude (rounded to 3 digits after decimal)	Latitude of requested pick-up location
Request pick-up location – longitude (rounded to 3 digits after decimal)	Longitude of requested pick-up location
Request drop-off location – latitude (rounded to 3 digits after decimal)	Latitude of requested drop-off location
Request drop-off location - longitude (rounded to 3 digits after decimal)	Longitude of requested drop-off location
Request pick-up date/time (rounded to nearest min) (YYYY-MM-DD HH:MM)	Time stamp of request
Estimated response time communicated to passenger (rounded to nearest min)	Estimated response time communicated to passenger after driver partner dispatched
Actual amount of wait time to passenger before pick-up	Actual amount of time passenger spent waiting to be picked up by driver partner
Actual pick-up date and time (rounded to nearest min)	Time stamp when trip starts with passenger

¹⁷ The research team consisted of the Eno Center for Transportation; the University of California, Los Angeles (UCLA) Institute of Transportation Studies; the Washington State Transportation Center at the University of Washington (UW); and the University of Oregon, Eugene. The team prepared and published four research papers throughout the course of the performance period to examine and evaluate the effectiveness of the Mobility on Demand pilots in the Los Angeles and Puget Sound regions.

¹⁸ The disaggregated data marked “Trade Secret” was considered a Trade Secret by Via. Metro, the research team, and the independent evaluator were permitted to aggregate all data in Table 1 at a weekly level or greater and were able to make that information publicly available. After five years, Metro will delete the disaggregated data. The research team is required to delete all downloaded data identified as confidential within five years after the conclusion of the pilot study.

Table 3-4 (cont.) *Disaggregated Trip Data on Per-Trip Basis Collected Throughout Pilot*

Data Field	Description/Definition
Actual drop-off date and time (rounded to nearest min)	Time stamp when trip ends with passenger
Origin to destination distance (mi)	Actual distance of travel of vehicle to deliver passenger from origin to destination
Average travel speed of ride	Average miles per hour travel speed during passenger trip
Trip cost charged to paying passenger	Total cost of trip charged to paying passenger
Number of guests with requesting passenger (if any)	Number of guests per passenger ID (applicable only if requesting passenger has guests)
Accessible vehicle ride requested (yes/no)	Did passenger request accessible vehicle (yes/no)?
Accessible vehicle ride provided (yes/no)	Did contractor provide accessible vehicle ride (yes/no)?
Trip outcome (completed, rider cancelled, driver cancelled, no-show)	Indicate if trip completed, rider cancelled, driver partner cancelled, or passenger was no-show
Trip cancellation or no-show timestamp (rounded to nearest min) (YYYY-MM-DD HH:MM)	Relevant only for cancelled or no-show trips
Trip request never accepted (Y/N)	Did passenger request trip but never accepted?
Shared ride (yes/no)	More than one passenger in car? (does not include guests with passenger, i.e., “plus one”)
Ride rating awarded by passenger (1–5 stars)	Rating awarded by passenger
Method used by passenger to request pick-up	Did passenger dispatch ride through smartphone application or through call center?
Payment method (credit card, debit card, promo code, etc.)	Payment method used by customer

Aggregated Weekly Data

Additionally, Via provided aggregated data¹⁹ reports on a weekly basis comprising the data points of Via app data, call center data, vehicle data, driver hour data, KPI data, ridership data, and shift data. The fields within each report are included as Appendix E of this report.

Safety and Security

During the development phase, the project team and the Metro Systems Security and Law Enforcement (SSLE) Department established an incident reporting protocol by which Via would notify the Metro project manager of any incidents and the project manager would seek advice from SSLE should the incident warrant further investigation. However, in April 2019, three months after service launch, the protocol was revised with the expectation that Via would promptly notify Metro Security Dispatch of any occurrence of those described as follows that were deemed to have safety implications for

¹⁹Metro will retain the aggregated data indefinitely.

drivers, riders, or the general public. As soon as Via was made aware, they were expected to promptly notify Metro of occurrences of incident or accident that resulted in a fatality; any property damage; any alleged bodily injury; allegations of sexual harassment or rape; assaults, thefts, and other wrongful acts; collision between Contractor Driver Partner vehicle and another vehicle, person, or object; any/or all incidents that occurred inside the Driver Partner's vehicle or outside the perimeter of the Driver Partner's vehicle, including health emergencies; passenger incidents involving passengers in proximity to entering, occupying, or exiting the vehicle; passenger complaints of discrimination, injury, or property damage or other circumstances likely to result in the filing of claims against Via or Metro; and/or any passenger, driver, and/or service complaint arising from an accident. Via was required to ensure that all Driver Partners were made aware of the expectations and protocols related to incident reporting.

The project Scope of Work required Via to report any alleged violation(s) of Via's Zero Tolerance Policy, accident, passenger code of conduct, or other incidents with safety implications related to service. A report summarizing escalated reported incidents and all post-trip rider feedback was delivered to Metro OEI once per month.

Section 4

Evaluation

This section summarizes project data collection and evaluation efforts for the duration of the FTA-funded portion (MOD Sandbox Demonstration) of LA Metro’s MOD Partnership with Via. Metro and Sound Transit executed an agreement with the Eno Center for Transportation to lead a consortium of research partners to review, analyze, and make recommendations based on the first year of pilot performance. Eno worked in collaboration with the University of California, Los Angeles (UCLA) Institute of Transportation Studies, the Washington State Transportation Center at the University of Washington (UW), and the University of Oregon. The research team prepared and published four research papers throughout the course of the period of performance to examine and evaluate the effectiveness of the MOD pilots in the Los Angeles and Puget Sound regions. The research papers focused on the procurement process, data-sharing, fare integration, and accessibility and can be downloaded from the Eno Center for Transportation website.²⁰

In accordance with Federal public transportation law (49 U.S.C. § 5312 (e)(4)), an independent evaluator will publish a separate evaluation report on behalf of the USDOT/FTA.

Methodology

The research team created and implemented a multi-step approach to evaluate the pilot service zones before, during, and after the trial. The approach examined several factors—the effectiveness of the program, steps to improve it, and how to implement successful partnerships in the future at other agencies across the US. The research effort included the following methodological components:

- **Existing regulatory environment** – This included a close look at current federal and state laws in California as well as the agency internal and regional policies. This analysis was intended to provide context for how these rules and regulations affected partnerships with a private companies in terms of access for disadvantaged populations and persons with disabilities and in terms of reporting requirements, among other potential barriers.
- **Business approaches** – In close cooperation with Metro and Via, the research team considered models for structuring agreements with private technology firms that balance risks, increase customer service, and reduce public costs. This included describing different pricing and payment schemes that could work in the pilot.

²⁰ The four pilot research papers—“Contracting for Mobility,” “Data on Demand,” “Fare Integration for Transit,” and “Toward Universal Access”—are available at <https://www.enotrans.org/enomod/>.

- **Data-sharing** – The research team examined how public agencies and private companies can share the data needed by each other. This included what data can be shared with and by private companies and how those data are shared to balance the need for public records access, user privacy, and proprietary business information.
- **Pre-pilot accessibility analysis** – The research team evaluated the present land use and access options to rail stations included in the pilot prior to commencement.
- **Pilot progress** – During the pilot period, the research team oversaw a survey and analyzed how the demonstration project affected accessibility to and from the selected stations.
- **Post-pilot accessibility analysis** – The research team evaluated how access to the station changed after the completion of the pilot.
- **Institutional capacity and implementation** – The research team examined how the pilot proceeded from start to end and evaluated institutional barriers and implementation strategies at Metro and Via.
- **Final report** – Based on the information gathered in this project, the research team compiled and created a final report that includes recommendations for other agencies looking to implement a TNC-agency partnership.
- **Report release and press events** – As reports were completed, the research team organized and implemented events to ensure that the findings and recommendations were disseminated to interested parties across the country.

Data Resources

Data were collected using the following methods:

- An in-person intercept survey administered by Metro at North Hollywood, El Monte, and Artesia stations during January 2019 before launch of service.
- An online survey administered by Via and completed by users of the Via app between November 2019 and February 2020.
- Metro on-board rider survey administered systemwide between October and November 2019.
- Trip data available through Via's online data dashboard tools; the fields in each report are included as Appendix E of this report.

Ridership Trends

First Quarter of Service

Service of LA Metro’s MOD Partnership with Via began on January 28, 2019. During the first 12 weeks of operations, several milestones occurred that required special attention; therefore, a closer look was given to the first quarter of service before reviewing ridership trends and performance key performance indicators for the entire service. The following milestone occurred in the first quarter:

- During Week 1, Via implemented a \$1 rider promotion.
- During Week 9, the North Hollywood (NoHo) service area was expanded.
- During Week 11, Via implemented free fares.

During that period, the number of passenger trips²¹ steadily increased week over week, beginning with 169 total passenger trips in Week 1 and increasing to 585 total passenger trips in Week 12, for a total of 3,988 passenger trips. Excluding startup costs, MOD operated at approximately \$26 per driver hour (including the cost of WAV services).²² Low ridership seen during the first few weeks was not necessarily indicative of future trends; rather, Via and Metro agreed to a soft launch of the service and a slow ramp-up on marketing to allow for any unforeseen software, app, or driver issues to be worked out.

Following marketing initiatives and aggressive fare promotions (\$1 fares beginning March 11 and free rides beginning April 8), ridership for both new and repeat riders increased, especially as seen after April 8 in Week 11 (Figure 4-1).

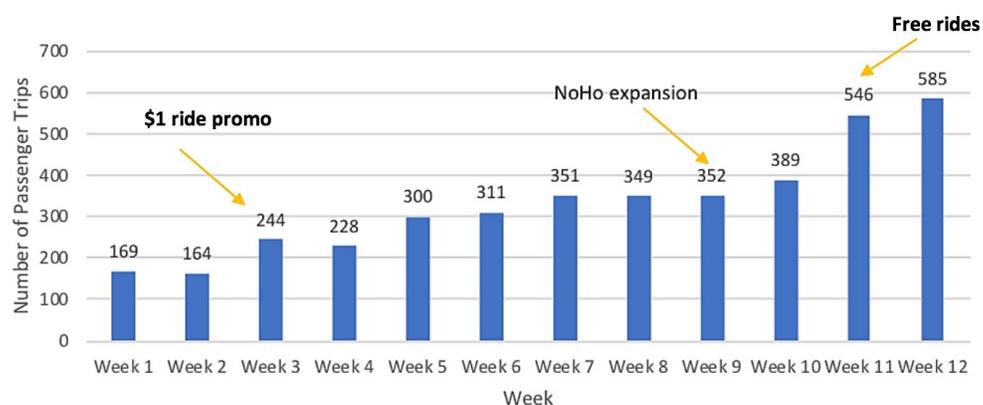


Figure 4-1 Total Passenger Trips per Week during First 12 Weeks of Service

²¹ For this pilot, “passenger trip” defined as a trip—if one Via booking has an occupancy of 3, it was considered 3 trips; if that booking was shared with a separate booking, it was considered a “shared” ride.

²² For this pilot, the definition of a driver hour is similar to the definition of a revenue service hour.

As seen in Figure 4-2, active users²⁴ of the Via app increased generally through the first 12 weeks of the pilot. Repeat riders²⁵ also show a consistent increase through the first 12 weeks, with approximately triple the number of repeat riders from Week 1 to Week 12.

Without more of a baseline, it is difficult to determine impact of the \$1 ride promotion on passenger trips. Although there was 49% increase in passenger trips from Week 2 to Week 3, passenger trips dropped during Week 4 and increased more incrementally during the weeks of service leading up to the switch to free fares.

The second biggest week-over-week increase in passenger trips during the first quarter came when free fares were introduced beginning in Week 11—passenger trips increased 40% compared to Week 10. Although free fares no doubt are partially responsible for this increase, the North Hollywood service zone had also been expanded two weeks prior. Although the \$1 ride promotion and free fares were followed by the two largest week-over-week increases during the first quarter, passenger trip growth was more likely attributable to a combination of factors, including a soft marketing launch, building familiarity with the service among riders, and the North Hollywood zone expansion and fare promotions.

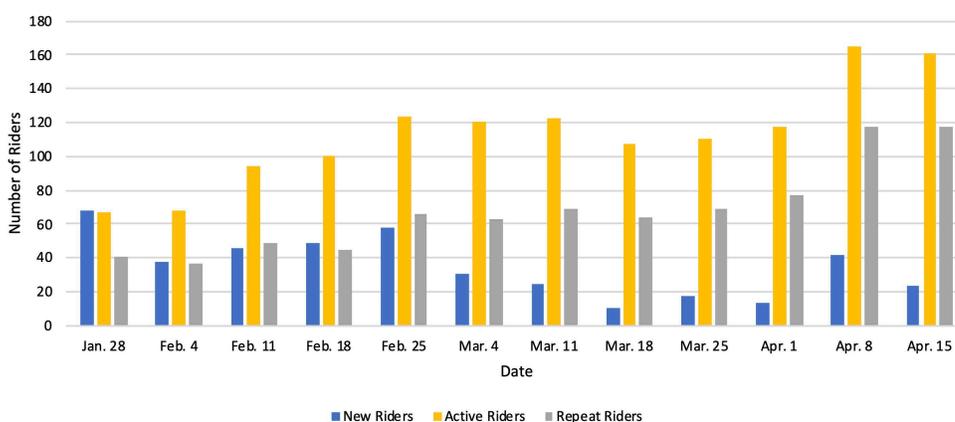


Figure 4-2 *New, Active, and Repeat Riders during First 12 Weeks of Service*

The North Hollywood zone had the highest ridership in the first quarter (not only due to zone expansion in effect during the final four weeks of the quarter), completing approximately twice as many rides as the El Monte zone and seven times that of the Artesia zone.

Analysis and comparison of ridership and service performance across all three zones took into consideration the impact of the New Blue rehabilitation project and the associated rail service suspension. Rail service for the southern segment of the Metro A Line (Blue) was suspended from January 2019 to June

²⁴Active users defined as those who had taken a Via ride within the week before the analysis.

²⁵Repeat riders defined as those who had taken a Via ride more than once.

2019, and rail service for the northern segment of the Metro A Line (Blue) went into effect in June 2019 and ended in November 2019. This impacted ridership to and from Artesia Station, as customers could no longer connect to the Metro A Line (Blue) via the MOD service but could take only a temporary bus bridge that traveled station-to-station in addition to regular bus service operating out of Artesia Station.

First-Year Key Performance Indicators

1,000 Passenger Trips per Week

The 1,000 passenger trips per week KPI threshold was first crossed in Week 19 and did not fall below that threshold for the remainder of the service. Other than expected reductions in ridership during holiday weeks (Labor Day, Thanksgiving, Christmas, New Year's), weekly passenger trips increased week over week at a steady trajectory.



Figure 4-3 *Total Passenger Trips per Week Across All Zones*

The same trend was true within each zone. MOD ridership continued to grow during the second quarter due to several factors, including geographic changes to the El Monte and Artesia service areas; by the end of the second quarter, weekly ridership had reached 1,675 total rides—a tenfold increase from the first week of service. El Monte ridership surpassed that of North Hollywood during Week 20. The Metro A Line (Blue) closure continued to impact ridership in Artesia, which did not surpass 100 passenger trips until Week 20 (June 2019). Free rides continued through the second quarter and also became permanent for the duration of the pilot. In June 2019, MOD began providing service to Metrolink²⁶ stations in El Monte (El Monte zone), Downtown Burbank, and Burbank Airport South (NoHo

²⁶Metrolink is the commuter rail system in Southern California.

zone). Metrolink issued a press release to promote the service, and Via assisted Metrolink by providing promotional and marketing material.

El Monte surpassed 1,000 weekly passenger trips during Week 29, and by Week 33 largely sustained rides above that number (except during the holiday weeks noted above). North Hollywood also surpassed 1,000 weekly passenger trips but not until the week before Thanksgiving. Although the KPI was meant to be aggregated across all zones, it was encouraging to see the service performing at nearly three times the expected rate of adoption by the end of the period of performance.

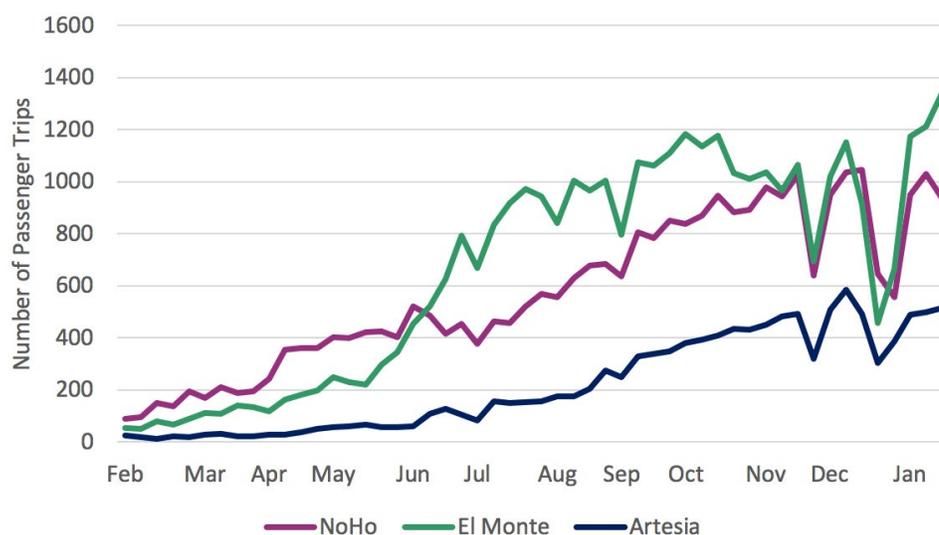


Figure 4-4 Total Passenger Trips Per Week by Zone

10-minute Average Wait Time

An average wait time of a 10-minute threshold was set for standard shared rides booked through the Via app and also call center-requested rides and WAV rides. Throughout the first year, the service achieved an average wait time of less than 9 minutes for the total number of rides. Wait times steadily increased throughout the first year as ride requests increased but never increased substantially beyond the KPI threshold. During Weeks 39–43, riders experienced five weeks of wait times above 10 minutes, but average wait time was never higher than 11.43 minutes. Despite this stretch, the service was able to reduce wait times during the remainder of the service and accomplish the goal for the year of an average wait time of less than 10 minutes.



Figure 4-5 Average Wait Time Across All Zones and Passenger Trip Types

Wait times through the call center, however, lagged the rest of the service. Call center-requested rides were relatively consistently above the threshold and experienced an average wait time of about 11 minutes. This, however, was far better than typical bus headways within the service areas, and the option for riders to book rides and receive information in their first language was a far superior customer experience compared to standard bus service.

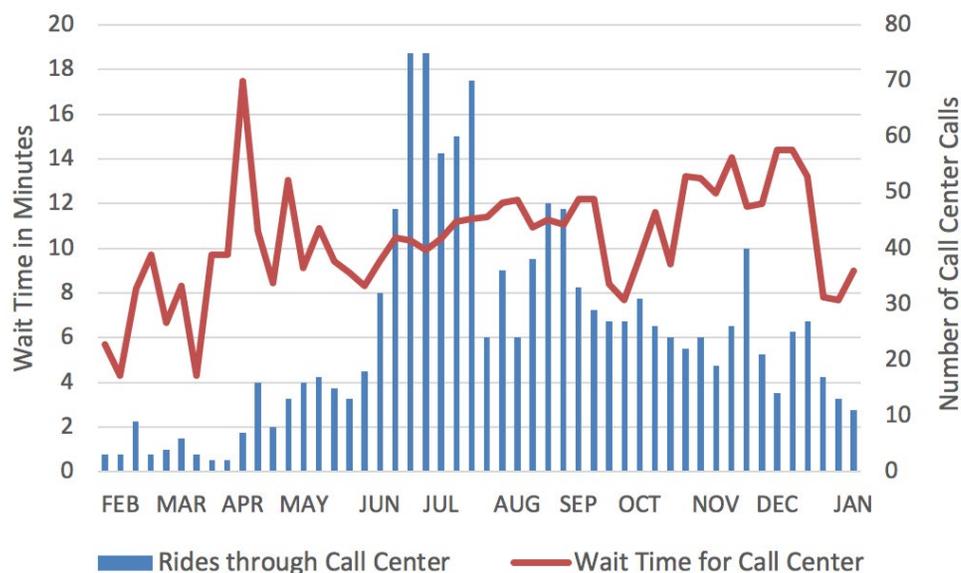


Figure 4-6 Call Center-requested Passenger Trips Compared to Wait Time

Limited data were available to explain the large increase in call center calls beginning in June; however, this increase coincided with conversion of the call center phone number from a local number to a toll-free number that allowed customers to call the call center without using cell phone minutes to request a ride and to call from a pay phone.

WAV riders also experienced longer wait times than the rest of the service, typically 15–19 minutes. However, this standard is far superior to other paratransit services. Considering that the regional paratransit service, Access Services, is oversubscribed and rides must be booked a day or more in advance, the ability of riders with accessibility needs to book an on-demand ride was a vast improvement over existing service.

4.5 Average Passenger Trip Rating

The KPI of an average passenger trip rating of 4.5 was exceeded for every week of the service.



Figure 4-7 Average Passenger Trip Rating during Period of Performance

80% Requested Passenger Trips Demand Met

The project team did not track this KPI adequately to present accurate findings in this report. The Eno Center for Transportation, however, published an evaluation of the service that concluded that 78.7% of passenger trip requests were completed from January 2019 to February 2020.²⁷

²⁷ As reported in *Mobility on Demand in the Los Angeles Region: Evaluation of the Use and Performance of the MOD Pilot*, <https://www.enotrans.org/eno-resources/mobility-on-demand-in-the-los-angeles-region-evaluation-of-the-use-and-performance-of-the-mod-pilot/>.

2.5 Passenger Trips per Driver Hour (Utilization)

The goal for service utilization of 2.5 passenger trips per driver hour was the most elusive KPI throughout the period of performance. Although utilization steadily increased through the service, the threshold was not achieved until the end of October 2019 and fell shortly thereafter due to the holiday season.



Figure 4-8 Completed Passenger Trips per Driver Hour Across All Zones (Utilization)

Even so, as expected, the zones with the highest ridership achieved the highest level of utilization. Prior to the holiday season, El Monte surpassed and sustained three passenger trips per driver hour and quickly recovered each week following the Thanksgiving and Christmas holiday weeks. El Monte was able to sustain above the KPI during the New Year's week. North Hollywood briefly sustained the utilization goal but did not surpass the threshold once the holidays began. Artesia never achieved the threshold; this is largely due to the closure of the Metro A Line (Blue), despite reopening in November. Sufficient time was not available to reach the goal following reopening.

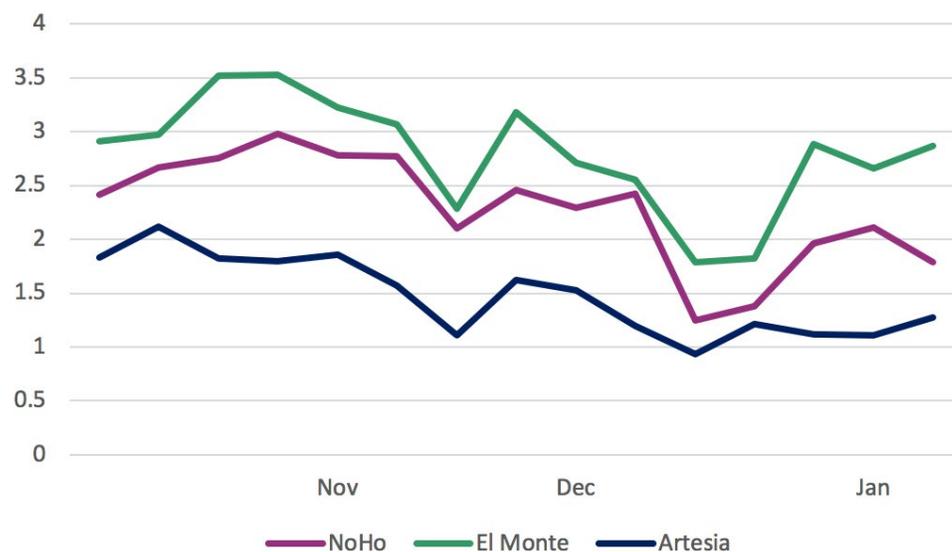


Figure 4-9 Completed Passenger Trips per Driver Hour by Zone (Utilization)

Travel by Time of Day

The service was used most frequently during the morning and afternoon hours in its first year. Considering nearly 50% of Via customers who responded to the in-app survey reported using the service to travel to and from work, the higher share of rides during and around traditional commute hours (morning 6:00–10:00 AM, afternoon 2:00–6:00 PM) was to be expected.

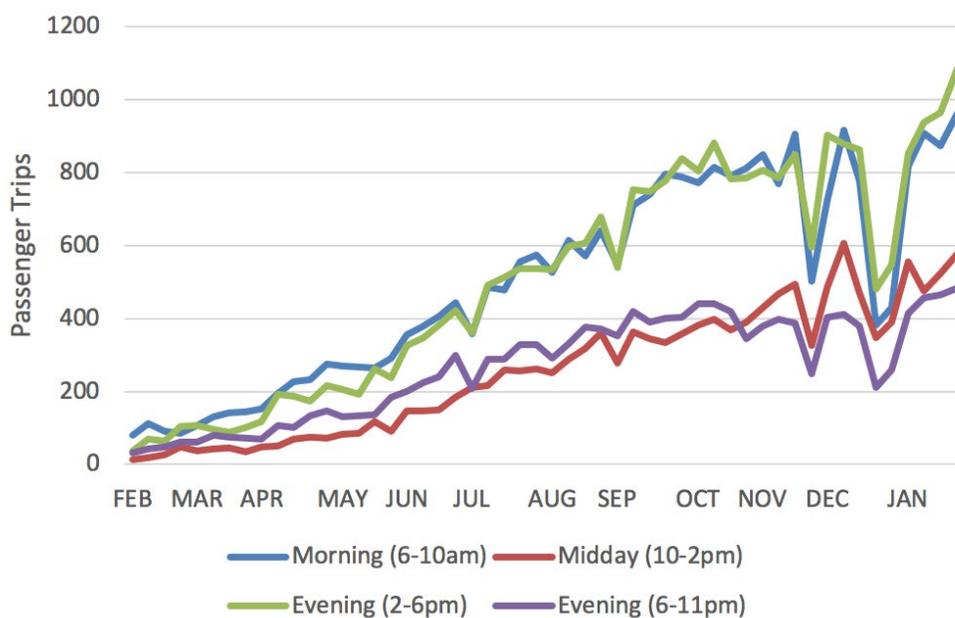


Figure 4-10 Passenger Trips by Time of Day

WAV Service

MOD's guiding principles committed Metro to providing an equivalent level of service for riders with disabilities. Therefore, each zone had a dedicated WAV anchored at each station. It took time, however, for the project to see this aspect of the service taken up by riders. Only six trip requests were made during the first quarter of service, none of which were completed, because in five cases a WAV vehicle was not available and in one case the request was outside of operating zone. In the second quarter, only one WAV trip was completed. In May 2019, the project team collaborated with Access Services, the ADA complementary paratransit service in LA County, and, beginning in July 2019, use began to increase throughout the period of performance. Figure 4-11 illustrates the number of passenger trips per month from July 2019 to January 2020.



Figure 4-11 *Monthly WAV Passenger Trips*

Response time, an equivalent level of service characteristic, was measured and compared for WAVs and standard vehicles (non-WAVs) in the MOD Sandbox Demonstration. As shown in Figure 4-12, wait times for WAVs were competitive compared to wait times for standard vehicles during the period of performance. It is important to note that existing paratransit service in LA County offers customers only day-before, call-ahead service. Therefore, wait times for WAVs of 6–19 minutes, on average, over the period of performance represents a superior service compared to wait times for existing paratransit options. Furthermore, a review of WAV average wait times compared to WAV median wait times indicates that there was relatively even distribution across all WAV rides and that the average was not artificially low due to very short waits on some rides.

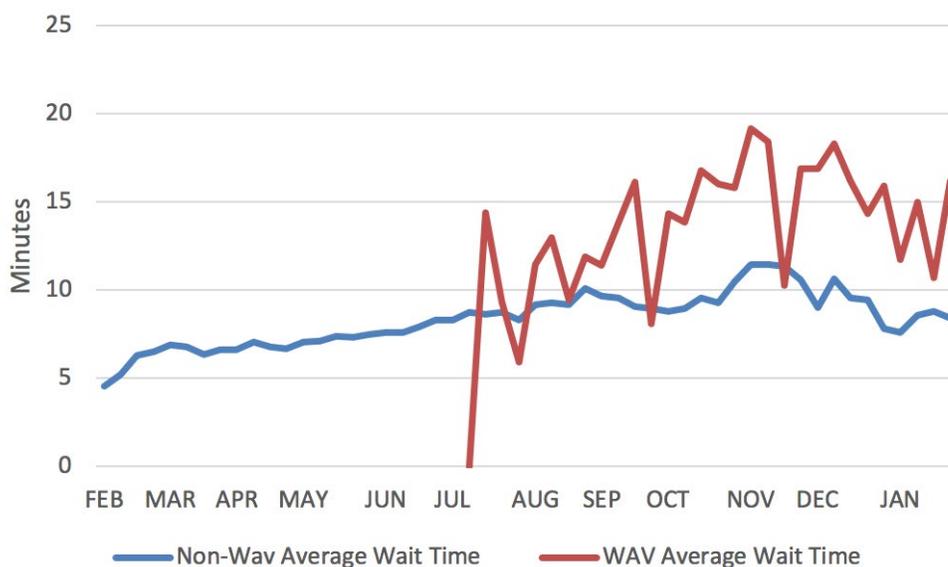


Figure 4-12 Non-WAV Average Wait Time vs. WAV Average Wait Time

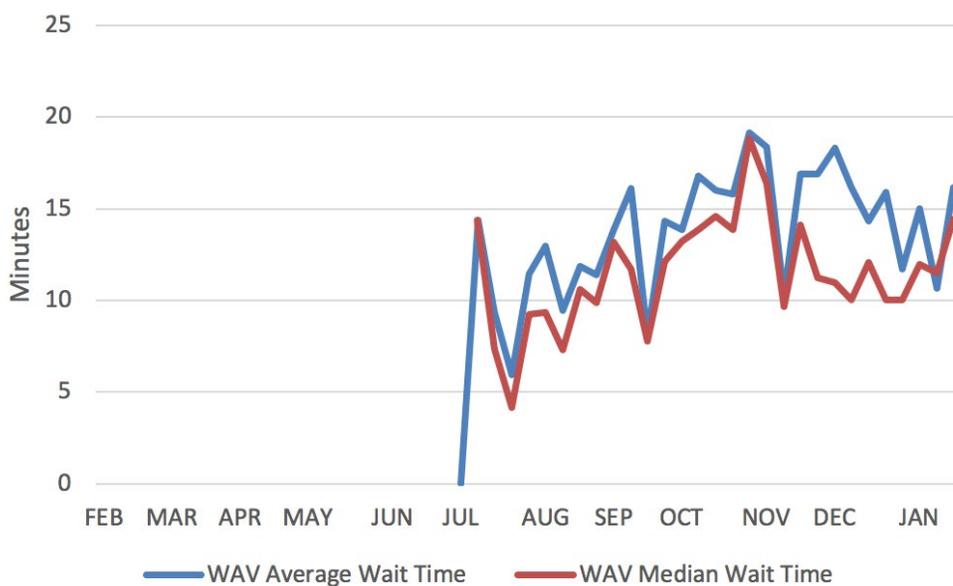


Figure 4-13 WAV Average Wait Time vs. WAV Median Wait Time

Subsidy per Passenger Trip

During the period of performance, the cost subsidy per passenger trip was \$23.09, which includes all fixed and variable costs associated with providing the service (driver hours, project management fees, insurance, indemnification, driver and rider support, rider and driver acquisition, hosting & IT services,

operations support and regulatory fees) as well as funding received through the FTA grant. Table 4-1 compares this subsidy to other Metro FMLM and low-capacity services.

Table 4-1 *Other Metro FMLM and Low-Capacity Services Subsidy per Passenger Trip*

FMLM/Flexible/Low-Capacity Services	Cost Subsidy (\$)
Bike-share	\$8.00*
Lowest 20% of Metro Bus	\$9.50*
Lowest performing bus (607)	\$21.00*
Access Services (complementary ADA paratransit service)	\$39.00

*Does not include capital costs

Rider Characteristics

In January 2019, prior to launch of the service, Metro administered an in-person, pre-pilot intercept survey of all transit riders at the three original MOD stations. Customers were asked their race/ethnicity, gender, age, and income, if they had a disability, had access to a checking account, and owned a smartphone or a car. The survey served as the basis of understanding for customers traveling through these stations. From November 2019 to February 2020, an in-app Via survey sought responses to the same questions. The responses from both surveys were compared to better understand to what extent MOD was successful at serving station ridership as understood through the intercept survey.²⁸

Two of the project's three guiding principles were oriented toward ensuring equal access for individuals with disabilities or were low-income. Although several efforts were undertaken to ensure equal access, including offering free rides and WAV rides at an equivalent level of service, a higher number of respondents to the Via in-app survey identified as Asian/Pacific Islander or White, were younger, owned a car, or had higher incomes, smartphones, and access to checking accounts compared to those from the intercept survey.

Station Parking Lot Trends

One challenge that the MOD Partnership with Via was meant to address was reduced parking availability at Metro stations. Unfortunately, evaluation of whether MOD made meaningful impacts to parking availability at El Monte, North Hollywood, or Artesia Stations remains incomplete. In total, 18.9% of respondents to the Via in-app survey reported previously traveling to the station by car. Normally distributed across all completed passenger trips, this

²⁸A complete breakdown and review of rider characteristics can be found in the Eno Center for Transportation white paper "Mobility on Demand in the Los Angeles Region: Evaluation of the Use and Performance of the MOD Pilot," <https://www.enotrans.org/eno-resources/mobility-on-demand-in-the-los-angeles-region-evaluation-of-the-use-and-performance-of-the-mod-pilot/>.

equates to approximately 15,000 passenger trips during the first year of service, or approximately 13 trips per station per day for customers who had previously driven to the station. North Hollywood and El Monte Stations each offer more than 1,000 parking spaces, and both introduced paid parking programs in 2017, which suggest that any impact MOD would have had on parking availability would be immeasurable. Artesia Station, however, offers less than 300 parking spaces. Although it is possible that MOD could have increased parking availability at Artesia Station by up to 3%, because the paid parking program has not yet been implemented at Artesia Station, it seems unlikely that MOD would have had much of an impact.

Other Evaluation Activities

Upon completion of the first year of service, UCLA examined whether the MOD Partnership with Via demonstration meaningfully improved access to transit for customers. Their analysis of the service included the following:

- Comparison of responses from pre-service intercept survey and Via user survey
- Trip request data by station over time
- Trip characteristics (completed, cancelled, no-show, trip not offered, did not accept)
- Average time to and from station by mode
- Temporal trip distribution
- Trip distance
- Share of riders by trip request frequency
- Rider trends over time
- Rider characteristics compared across Via, pre-pilot intercept and Metro on-board survey
- Rider disability types
- Trip purpose
- Travel mode to station
- Time differences between Via and previous mode

The UCLA analysis can be found in its entirety at <https://www.enotrans.org/en-resources/mobility-on-demand-in-the-los-angeles-region-evaluation-of-the-use-and-performance-of-the-mod-pilot/>.

Conclusions, Lessons Learned, and Next Steps

Conclusion

At the completion of the first year of service, Metro's Partnership with Via resulted in nearly 80,000 passenger trips. The Partnership was always meant to be iterative—to not only learn as it went but also to make service adjustments based on those learnings. As the project evolved, the service zones expanded and fare structures were adjusted in response to rider feedback and ridership trends. Service iterations continued until the end of the project, and the lessons learned continue to inform the design and implementation of new projects at Metro to this day. Although MOD was a success because it delivered flexible transportation options for customers, it delivered to LA Metro many lessons that it will carry forward as it plans and delivers future service.

Lessons Learned

- **There is no such thing as overcommunicating.** The successful development, implementation, and evaluation of Metro's MOD Partnership with Via required an enormous amount of internal and external coordination and collaboration. Internally, the project team acknowledged that it should have spent more time socializing the project with other departments to bring them on-board with its goals and guiding principles. This is especially true for project goals that appeared at odds with the standard operating procedure of other departments. For instance, Mobility on Demand was met with skepticism from Metro's Operations Department because it did not believe that an on-demand first/last mile solution would be worth the cost (i.e., subsidy per ride) compared to increasing bus service. However, the project team could have better communicated that not only would on-demand service greatly improve the customer experience but it also would potentially introduce new riders to Metro's transit system. Furthermore, the project team may have overestimated the ability of a private rideshare partner to contract with a large public agency.
- **Metro knows its riders better than a TNC.** During the project development phase and in the first months of service, the project team anticipated that direct marketing dollars would translate into more completed rides for the MOD service. However, the data seem to suggest that this was not the case. Metro coordinates with many local organizations through outreach and engagement activities during project planning and environmental work. These efforts represent a conduit of significant capacity that lead to more and better service for some of the system's most reliable customers.

The project team likely underestimated the value of this work compared to standard marketing practices and, therefore, may not have realized the real potential for riders of a service of this nature. In the end, Metro's in-house marketing resources were limited and identified that Via's ability to create and disseminate printed marketing materials would result in better outcomes than Metro would have otherwise been able to achieve.

- **Low-income riders and riders with accessibility needs require greater effort to reach.** The project's goals and guiding principles were shaped by a desire and need to reach low-income and unbanked riders as well as riders with accessibility needs. However, despite taking steps to increase access for these riders, including providing a call center, interpreter services, free fares, and WAV vehicles at an equivalent level of service, the project did not realize ridership levels for these groups at those anticipated or in comparison to other demographic groups. The digital divide likely exacerbated the project's ability to serve low-income and unbanked groups. Although marketing materials were printed in multiple languages, the Via app was available in English only, requiring customers with limited English proficiency to book rides through the call center. Likewise, during the first quarter, the service did not complete any WAV rides even though Access Services, the regional paratransit provider, was oversubscribed. However, once Metro collaborated with Access Services on a targeted marketing campaign, WAV rides immediately began to increase.
- **Insurance markets and transit operator risk assessors are still catching up to this new service.** At the time of project development, the insurance industry was not prepared to adequately assess the risk Metro and other transit operators would be taking on for an on-demand shared ride service. As such, Metro's risk team insured and indemnified the project at the same insurance limits as contracted bus services. Although this assessment substantially mitigated risk, it also transferred huge costs onto the project. Insurance and indemnification amounted to more than 25% of the project cost despite claims related to the service being almost non-existent.
- **Robust data-sharing is crucial to evaluate the effectiveness of the service.** Metro secured a best-in-class data-sharing agreement with Via, indicating that the public and private sectors can find common ground even when public sector expectations are high. Noteworthy was Metro's desire for and Via's willingness to provide origin and destination data up to three decimal places. This allowed Metro to validate performance data and support service adjustments throughout the life of the service. Although the negotiation process was long and at times arduous, it was well worth the outcome and set an industry-leading precedent for other agencies to follow.
- **Inadequate data inhibit the ability to fully evaluate the effectiveness of the service.** The inability of TAP to provide enough API documentation to support a full integration with the Via app represents a major gap in

Metro's ability to understand the full impact of the service. Without TAP user data, Metro will never be able to understand the extent to which the MOD Partnership with Via introduced new riders to Metro's transit system. The case of whether to expand or retire the pilot would be easier to validate and more compelling had full integration been achieved.

- **New services that lack an existing constituency require strong leadership and persistence to come to life and survive.** From the moment the project was conceived at Metro, opposition surfaced in some form at various times from multiple sources, both internally and externally. This project survived and thrived because it had outside funding from FTA and a CEO with a strong leadership style and an unwavering commitment to innovation. Without these components, the project would not have gotten off the ground and nothing would have been learned from the experience. If transit agencies are going to introduce more innovative programs like this, they will likely need grant assistance in some form that facilitates experimentation.

Next Steps

Pilot Year Two

The first year of the MOD pilot increased mobility and decreased travel times for thousands of riders. The project met all KPIs and exceeded several and spent only 80% of the contracted budget. The Metro Board extended the contract in January 2020 for six months, with an option to extend for an additional six months until January 2021; the CEO executed the second extension in June 2020. To capture additional travel demand within the approved budget, the contract extension also expanded the service hours to 6:00–12:00 AM on weekdays and 8:00 AM–10:00 PM on weekends. This change resulted in ridership increases, especially in the early morning hours, as it allowed greater flexibility for riders who used FMLM MOD for their morning commute.

In March 2020, the COVID-19 outbreak decreased ridership in the MOD pilot, but the decrease was less than that experienced by traditional Metro services and transit services worldwide. The project team worked with Via to make three temporary emergency adjustments, which began in late March, just after local Safer-at-Home orders were announced—1) suspended shared rides in support of social distancing, 2) began offering point-to-point services to accommodate essential trips beyond existing transit station destinations, and 3) added new essential destinations beyond zone boundaries (Figure 5-1).

These changes were implemented swiftly due to the flexibility of the contract and the private sector partner and allowed essential trips to be made safely, predictably, affordably, and flexibly by people without access to private options or frequent transit. Via communicated these updates to riders through emails

and mobile push notifications, and Metro published an article to *The Source*, Metro's blog. Drivers were instructed to follow all guidance issued by the Centers for Disease Control and wipe down all vehicle surfaces before driving and as often as possible during shifts. Via also issued Personal Protective Equipment (PPE) to its drivers, including vehicle partitions, and in June began offering daily vehicle cleanings at a local provider in each operating zone and cleaned fleet vehicles daily in the parking lots of each station.

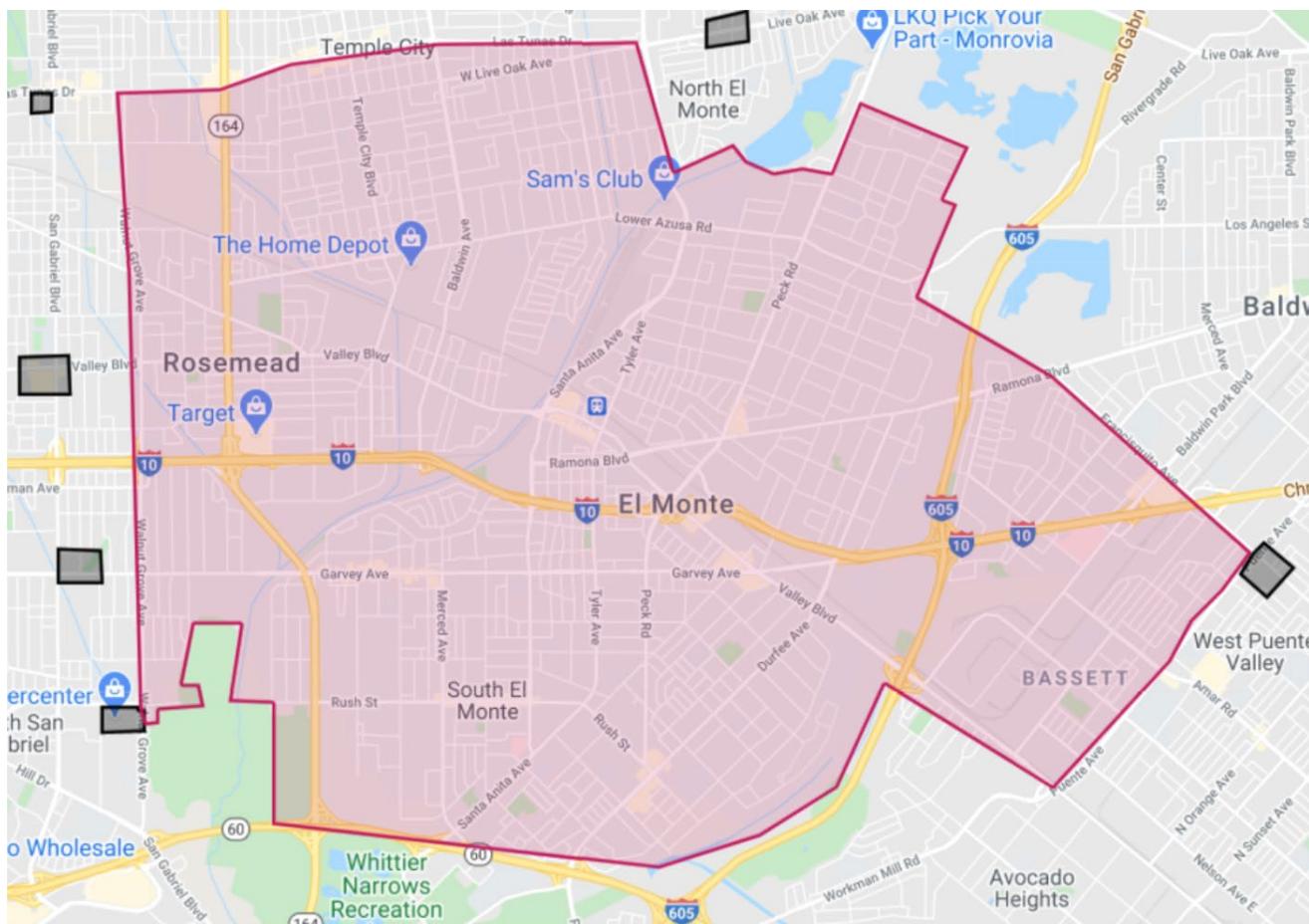


Figure 5-1 El Monte Service Zone with Essential Destinations Outside Zone

In late April, Via began a small-scale emergency food delivery service in response to the COVID-19 crisis in partnership with First Five LA, an independent public agency, and Para Los Ninos, a non-profit community-based organization. Via delivered food bank donations and household essentials to families with young children who were unable to go to the store safely and could not afford to order traditional home delivery groceries. The service operated within the original MOD budget, using the excess supply of drivers created by the drop in ridership. In June, Metro's Board expanded the program to up to 750 deliveries

per week. The food delivery pilot ended in January 2021 but was re-launched in February as a standalone project to continue for up to 12 months.

Although the COVID-19 pandemic disrupted ridership, emergency service adjustments helped the service to quickly recover. The service regained pre-COVID levels of ridership in July 2020 and exceeded pre-COVID levels in August. By December, the service had completed more than 27,000 rides, more than twice the number of rides of the highest pre-COVID month. Even with the influx of ridership, wait times remained below 10 minutes and the subsidy per ride dropped to below \$13 per ride.

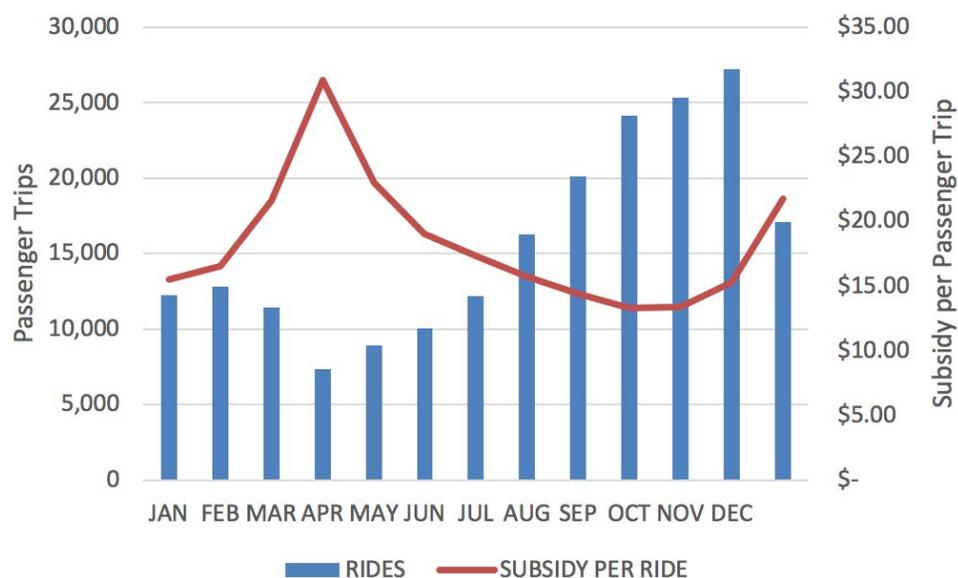


Figure 5-2 Year 2 (2020) Monthly Passenger Trips and Subsidy per Passenger Trip

Rideshare Transition to Metro Micro

On January 25, 2021, all service zones served by Metro’s MOD Partnership with Via transitioned to Metro’s new on-demand service, Metro Micro. The new Metro Micro is designed to replace short, solo trips by offering flexible, on-demand service in vehicles that hold up to 10 passengers. Metro Micro is a supplement to the existing bus and rail system in Los Angeles County and is meant to complement equity, reliability, and efficiency improvements being implemented as part of the NextGen Bus Plan²⁹ approved in October 2020. Service is provided in a vehicle that will make short trips within the service area, and customers must plan a separate bus trip to complete any trip outside the service area.

²⁹The NextGen Bus Plan was developed to implement a new competitive bus system in Los Angeles County that is fast, frequent, reliable, and accessible.

Although daily hours of operation have been reduced slightly, service remains available in all three zones seven days a week. Metro Micro service hours are as follows:

- Compton/Artesia Zone – 9:00 AM–9:00 PM seven days a week
- El Monte Zone – 9:00 AM–9:00 PM Monday–Friday; 10:00 AM–10:00 PM Saturday and Sunday
- North Hollywood/Burbank Zone 10:00 AM–10:00 PM seven days per week

Metro Micro will continue to serve these communities for up to three years, a testament to the foundation and success of the MOD Partnership with Via pilot.



Appendix A

Location Selection Memo



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

Los Angeles County Metropolitan Transportation Authority LA County and Puget Sound First and Last Mile Partnership with Via

Mobility on Demand (MOD) Sandbox Program Los Angeles Pilot Location Selection

Last Updated: April 26, 2018

The Los Angeles County Transportation Authority (Metro) received a grant from the Federal Transit Administration (FTA) to develop a service delivery partnership with Via, a transportation network company (TNC), to explore the viability and benefit of using TNC services to provide first and last mile(s) (FLM) solutions for trips originating and ending at three regional transit stations.

Metro staff analyzed potential stations to provide this pilot service based on a series of criteria. Based on this analysis OEI and Via staff selected the following three (3) stations for selection for the purposes of this pilot:

- North Hollywood, Red Line Station in the City of Los Angeles
- El Monte, Silver Line Station in the City of El Monte
- Artesia, Blue Line Station in the City of Compton.

This memo provides the analysis that led to the selection of these stations. A Google Map for the service areas can be found [here](#). There are also maps of each service area in **Appendix A**. These services areas are subject to change.

Selection Criteria

The MOD pilot location criteria were developed based on criteria defined within the FTA's MOD notice of funding opportunity and Metro's submitted proposal. The following criteria were evaluated to determine the selected stations:

1. **Equity and Access for Title VI and Environmental Justice Populations.** The primary goal of this partnership is to enable TNC access to populations that have not yet had the opportunity to utilize these services. Staff will selected two out of three stations, as defined by their census tracts, which meet thresholds for percentage of persons in poverty and percentage of persons reporting as a minority population.
2. **Geographic Diversity.** In order to provide access to a diversity of populations, staff selected locations representative of the diversity in our broader regions. Staff took into account the transit agency partners collaborating on the delivery of this partnership, to ensure that at least one station was within the Los Angeles Department of Transportation's (LADOT) service area (the City of Los Angeles) and at least one station was within Foothill Transit's service area.

3. **Current First and Last Mile Access and Feasibility.** Staff evaluated each qualifying site to determine nearby trip generators, barriers to effectively serving the station with high-capacity, fixed-route service, current parking availability, and the presence of safe locations for pick-up and drop-off of passengers.
4. **Where Via can provide the greatest value:** Staff and Via evaluated where the FLM TNC service can provide the most value. Indicators include high daily rider activity, high employment density, high population density, and limited access to other public transit connections. Via’s proposed zones then aimed to maximize value of service and use budget efficiently.

The remainder of this memo provides an overview of the quantitative and qualitative data that was considered in the selection of these stations and service catchment areas.

Appendix B provides an overview of the methodology used to determine the selection of the three recommendations, in addition to quantitative and qualitative of the six (6) stations that staff conducted a deeper dive into to determine the final recommendation.

Station Recommendations

	North Hollywood		El Monte	Artesia
Line	Red Line	Orange Line	Multiple including Silver Line	Blue Line
City	Los Angeles		El Monte	Compton
Population	72,039		61,532	41,301
Employment Density (Jobs/SqMi)	4,922		4,951	4,658
Population Density (People/SqMi)	12,231		10,411	4,584
Minority %	53.1%		95.4%	94.5%
Poverty %	14.4%		19.4%	21.9%
Parking Spots	1,091, 82% occupancy, \$3 per 24 hour		1,809, 88% occupancy, \$2 per 24 hour	297, 83% occupancy
Daily Ridership (weekday boardings and alightings)	29,218	13,414	10,336	6,661
Via Score	0.86		0.68	0.48

Red Line/Orange Line- North Hollywood

North Hollywood (NoHo) is the northern terminus of the Red Line, which connects the valley to downtown Los Angeles, in addition to being a transfer point to the Orange Line, which is a Bus Rapid Transit (BRT) line that provides an east-west rapid connection option across the San Fernando Valley. NoHo is home to 1,091 total parking spaces with an 82 percent occupancy rate. The daily rate to park is \$3 per 24-hour period, and \$59 for a monthly pass. NoHo is a dense urbanized and mixed-use transit node. It is adjacent to the NoHo Arts District, an active commercial area to the south of the station. In addition, there are mid- to high- density residential areas closer to the station with residential density decreasing away from the station. Long blocks without crossings and an adjacent freeway pose walkability challenges.

Trip Generators

- Dense commercial district
- Greyhound Bus Station
- North Hollywood Park and Recreation Centers
- North Hollywood Library

Barriers to High-Capacity Fixed-Route Service

North Hollywood is well served by fixed route transit, but has room for improvement in walkability. Deploying MOD in North Hollywood would serve to test how well Via could complement the fixed route transit options and potentially improve mobility.

Current Service Options

Metro Services

- 152, 153, 154, 156, 724, 165, 363, 224, 163, 156, 183, 353, 230, 656

Burbank Bus

- BB NoHo-Empire
- BB NoHo-Media District

LADOT Commuter Express

- CE549

Silver Line – El Monte Station (Foothill Transit option)

El Monte Station is the starting point of the El Monte Bus-Way (I-10), located at the intersection of Santa Anita Avenue and the I-10 freeway. The station has 29 bus bays, serving 22,000 Metro, Foothill Transit, El Monte Transit, Norwalk Transit and Greyhound passengers daily. There are 1,031 paid parking spots at the El Monte Station which are fully occupied on a daily basis, as well as secure bicycle parking (26 bike racks and 8 bike lockers) and Metro ExpressLanes Customer Care Center. The station also in close proximity to the El Monte Metrolink Station and is surrounded by moderate density commercial and low to moderate density residential.

Trip Generators

- El Monte Metrolink Station
- Emerald Necklace Bicycle Path (along the Rio Hondo River)
- Downtown El Monte
- El Monte Courthouse
- Columbia School
- El Monte-Rosemead Adult School
- El Monte Airport
- El Monte Comprehensive Health Center

Barriers to High-Capacity Fixed Route Service

The I-10, the Rio Hondo River and I-605 act as a physical barrier preventing contiguous access from the south, east and west. Lighting is also poor in some places near the station, and many areas near the station could be difficult for individuals with disabilities to navigate. In the City of El Monte and immediately adjoining cities, municipally provided transit service is oriented around intra-city circulation for coverage purposes with 40-60 minute headways and circuitous routing. Most intra-city service runs only during weekday or during peak hours only.

Current Service Options

There are multiple transfer opportunities between the Silver Line busway service and connecting bus services, including Metro, Foothill Transit, El Monte Transit, Norwalk Transit, and Greyhound.

Other Transit Center Connecting Services

- Foothill Transit Silver Streak (24 hour bi-directional service)
- Foothill Transit Local Service 178, 190, 194, 269, 270, 282, 486, 488, 492
- Metro Local Service 70, 76, 176, 267, 268, 487
- Metro Rapid 770
- Metro Express 577X (peak rush hour only)
- Norwalk Transit 7
- El Monte Trolley (peak rush hour only)
- El Monte Green Route
- Greyhound

Blue – Artesia

Artesia Station is an at grade light rail station in the City of Compton. The station has a park and ride with 297 parking spaces. It is near the southern border of Compton, near the unincorporated community of Rancho Dominguez. The station has a mix of land uses, including industrial, with some residential, a large shopping mall, and casino next to the station.

Trip Generators

- Shopping Mall
- Radisson Crystal Park Hotel and Casino
- El Camino College Compton Center
- Major League Baseball Urban Youth Academy
- Dominguez Rancho Adobe California State Historic Landmark # 152

Barriers to High-Capacity Fixed-Route Service

While the station is designed as a transit hub, the SR-91 freeway makes it challenging for people to get to and from the station. The station is secluded from surrounding areas and difficult to find for people unfamiliar with the area. The station is difficult to access for pedestrians, and there are many informal cut-through routes leading to it. There are limited ADA-accessibility features. There is a park & ride facility, but no crosswalks connecting it to the station.

Current First and Last Mile(s) Connections

There are multiple transfer opportunities between the train and connecting bus services, including Metro, Compton Transit, Long Beach Transit, and Torrance Transit.

Metro Rail service

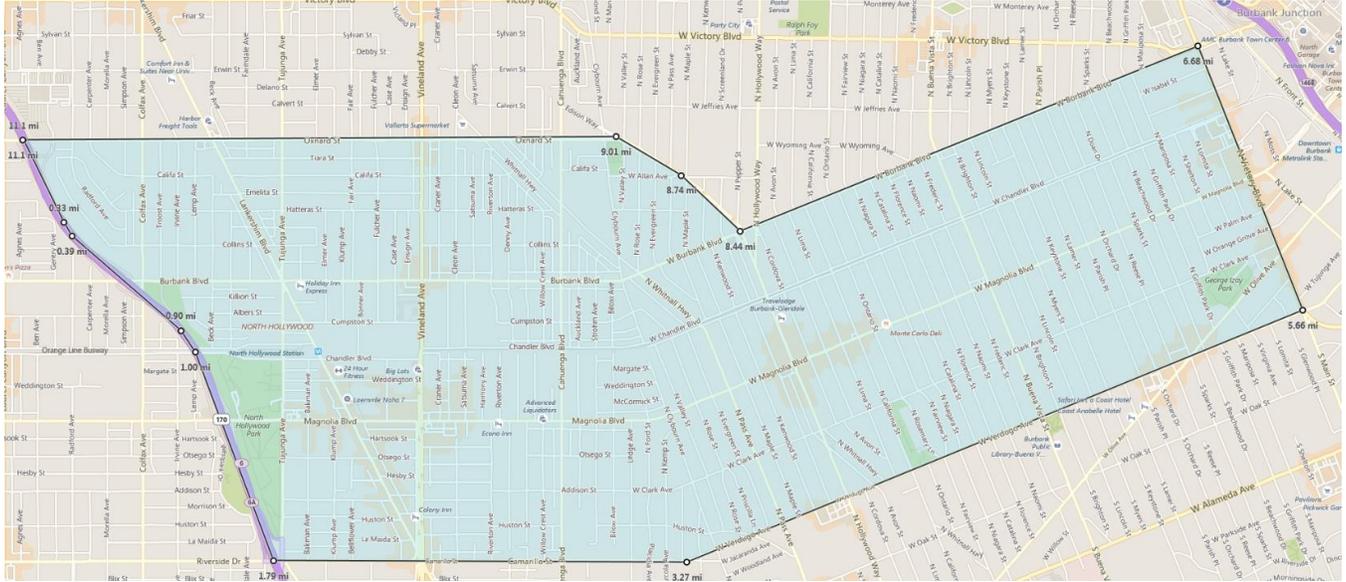
- Blue Line service hours are approximately from 5:00 AM until 12:45 AM daily.

Bus connections

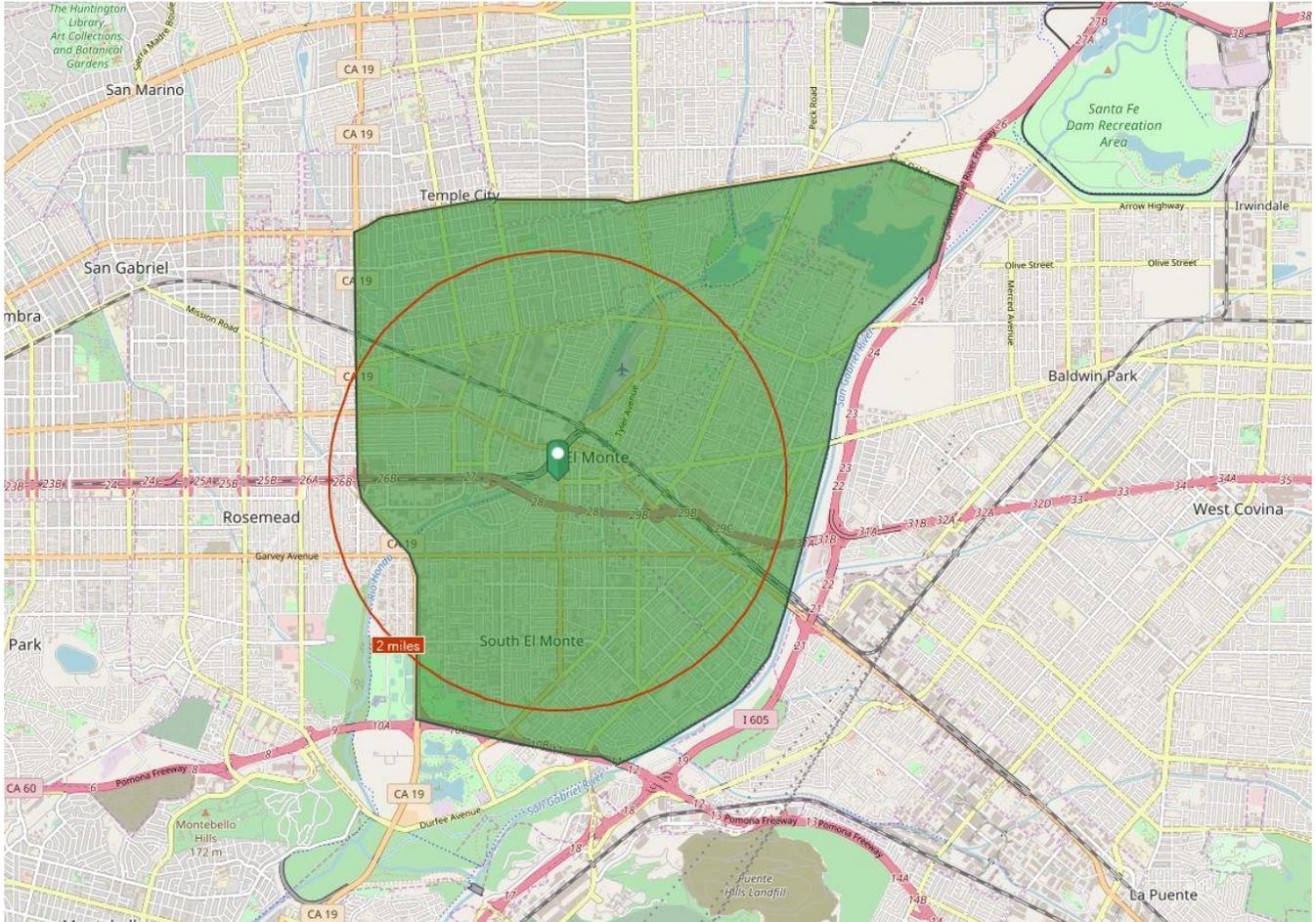
- Metro Local: 60, 130, 205, 260
- Metro Rapid: 762
- Compton Renaissance Transit: 5
- Long Beach Transit: 51, 52, 61
- Torrance Transit: 6

Appendix A: Service Areas

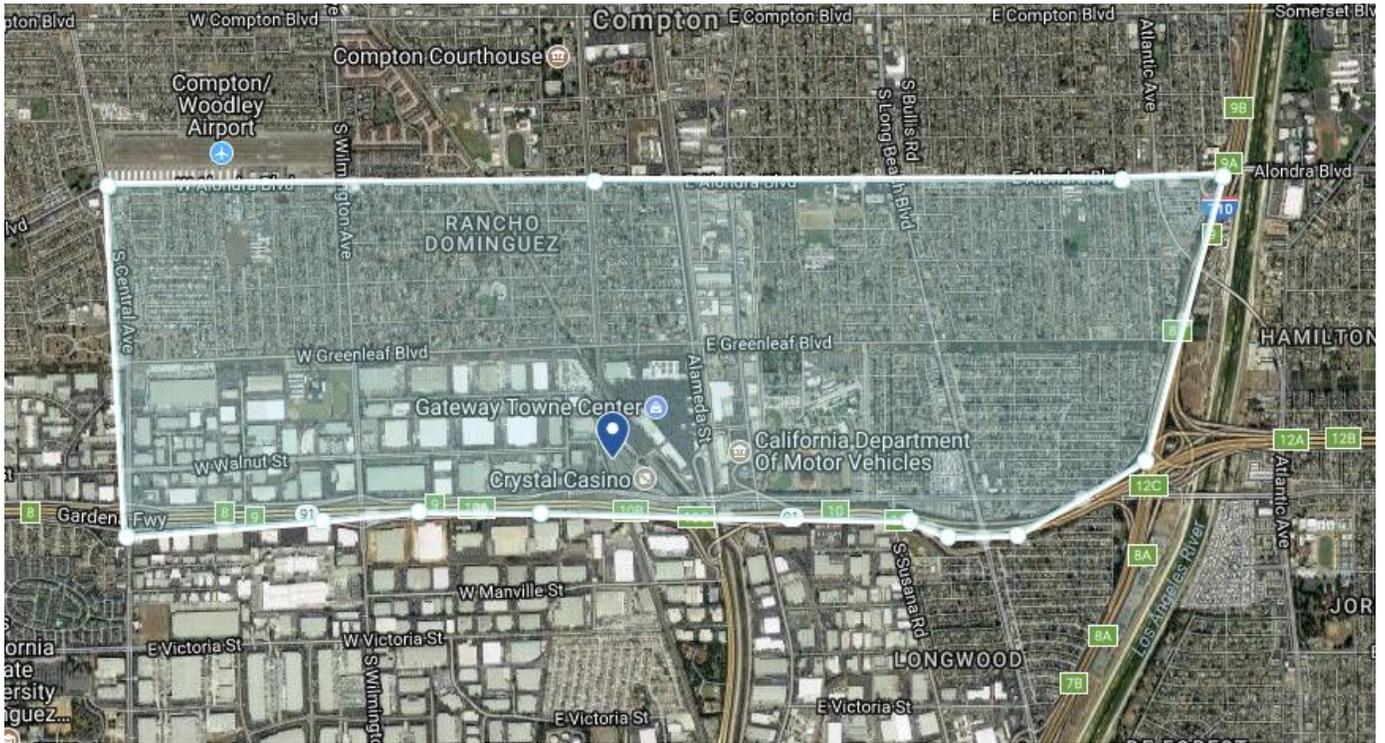
North Hollywood:



El Monte:



Artesia:



Appendix B

Methodology

Staff compiled data for census tracts within a mile radius of each transit station within Metro's train and bus rapid transit (BRT) network. Planners included all census tracts that were either fully or partially within the defined one-mile radius of each station. All data was collected from the 2010 census.

Stations were first evaluated on whether they met the thresholds for percentage of low income and minority populations. Staff utilized the definitions for low income and minority populations that can be found in the Title VI Requirements and Guidelines for Federal Transit Administration Recipients Circular (FTA C 4702.1B).

Staff defined minority populations as any readily identifiable group of minority persons who live in geographic proximity and, if circumstances warrant, geographically dispersed/transient populations (such as migrant workers or Native Americans) who will be similarly affected by a proposed U.S. Department of Transportation (USDOT) program. Staff utilized the definition of the minority transit route, defining the threshold for minority populations as a population that exceeds the percentage of minority population in the transit service area. Metro staff utilized the county-wide average of percentage of minority persons, which is 70.5 percent.

Staff also utilized the Title VI Circular definition for low-income persons, which is defined as a person whose median household income is at or below the U.S. Department of Health and Human Services (HHS) poverty guidelines. To determine which census tracts can be defined as low income, staff utilized the definition found in 49 U.S.C. 5302, as amended by Moving Ahead for Progress in the 21st Century Act (MAP-21), which defines a low income person as "an individual whose family income is at or below 150 percent of the poverty line." Metro staff utilized the county-wide average of percentage of persons in poverty, which is 15.9 percent.

These minimum thresholds served to define stations for consideration for the pilot. Staff also included two stations that did not meet these minimum thresholds, which were identified as finalists due to their potential compelling use-cases that could be tested through this pilot. For the 68 stations which met these minimum thresholds and the two additional stations, staff gathered data to provide quantitative context for first and last mile service need and current station utilization. The following data sets were gathered:

- Employment Density
- Current Daily Ridership

Staff then conducted a qualitative analysis to determine which stations' customers would most readily benefit from the additional service provided through this MOD program. Staff specifically analyzed where there were additional service needs to ensure that this service would complement rather than replace current public transportation options. Staff also analyzed where safe pick-up and drops-off were feasible.

Analysis

Staff analyzed all stations meeting the minimum thresholds for minority populations and percentage of persons in poverty. Based on the available data, both quantitative and qualitative, staff recommended seven stations for consideration. **Table 1** provides a snap-shot of key quantitative data used to evaluate each station. Additional quantitative data can be found in the attachments. **Attachment A** provides additional data on the initial threshold analysis, in addition to data on all station that met the minimum threshold criteria. **Attachment B** provides insight into ridership at the seven recommended stations.

For Attachment B, please refer to the following definitions:

- **AM Peak:** 6:00 AM- 9:00 AM
- **Base:** 9:00 AM- 3:00 PM
- **PM Peak:** 3:00 PM- 7:00 PM
- **Evening:** 7:00 PM- 10:00 PM
- **Late Evening:** 10:00 PM- Midnight
- **Owl Service:** Midnight- 4:00 AM

The numerical terms for days of the week are as follows:

- **Weekday:** 1
- **Saturday:** 2
- **Sunday:** 3

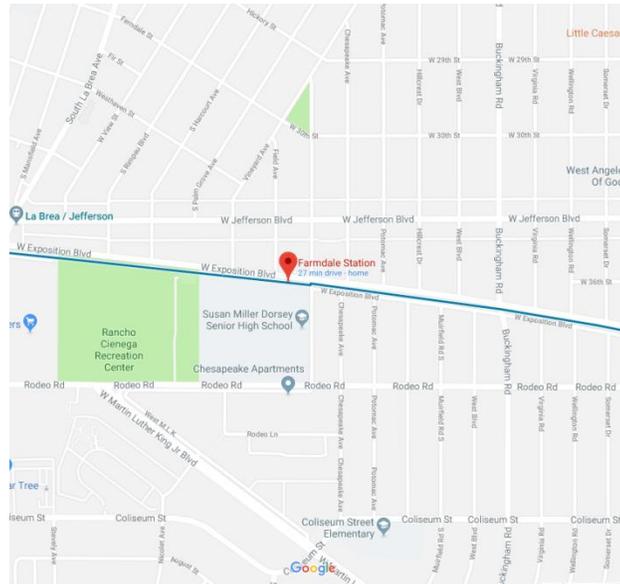
	Artesia	Farmdale	APU/Citrus	East LA CC	EI Monte	Long Beach Blvd	North Hollywood	Rosecrans	Woodley
Line	Blue	Expo	Gold	Gold	Silver	Green	Red	Silver	Orange
City	Compton	Los Angeles	Azusa	East LA	EI Monte	Lynwood	Los Angeles	Los Angeles	Los Angeles
Population	41,301	69,976	33,730	82,738	61,532	99,545	72,039	41,377	44,854
Employment Density (Jobs/SqMi)	4,658	2,277	1,095	3,835	4,951	2,945	4,922	5,883	4,101
Population Density	4,584	11,232	3,381	11,106	10,411	15,083	12,231	7,272	5,504
Minority %	94.5%	93.7%	64.1%	97.1%	95.4%	97.4%	53.1%	92.7%	70.8%
Poverty %	21.9%	23.3%	17.8%	19.7%	19.4%	21.8%	14.4%	20.5%	19.4%
Parking Spots	297, 83% occup.	None	200, 100% occup., \$3 per 24hr	None	1,809, 88% occup., \$2 per 24hr	605, 45% occup.	1,091, 82% occup., \$3 per 24 hr.	338, 16% occup.	None

Table 1

The following provides an overview of the qualitative analysis of the six stations that were selected for further analysis but were not in the final recommendation.

Expo – Farmdale

Farmdale Station is an at-grade light rail station on the Expo Line in the West Adams District in Los Angeles. The station is surrounded by both commercial and residential land uses, including schools, a park, and the Rancho Cienga Sports Complex.



Trip Generators

- Dorsey High School
- Rancho Cienga Sports Complex
- Local business

Barriers to High-Capacity Fixed-Route Service

The station is surrounded by small secondary streets. The crosswalks around the station have long crossing distance distances, and pedestrians often jaywalk due to short countdown timers. The area around the station lacks sufficient and quality signage / wayfinding.

Current First and Last Mile(s) Connections

There are not enough transit services or connections; only the Metro Line 38 connects nearby.

Metro Rail service

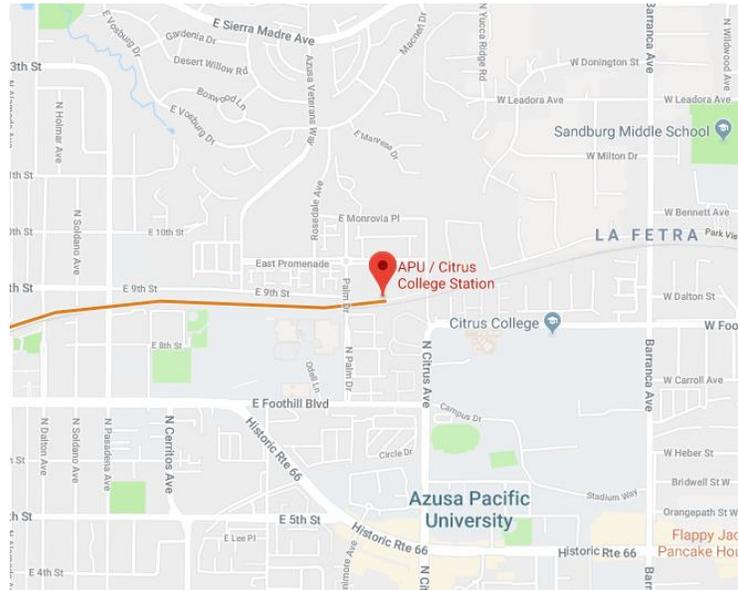
- Expo Line service hours are approximately from 5:00 AM until 12:45 AM daily.

Bus connections

- Metro Local: 38

Gold – APU/Citrus (Foothill Selection)

The APU/Citrus College Station is the terminus of the Foothill Gold Line and is located just northwest of Citrus Avenue (north of Foothill Boulevard) in Azusa. This station is surrounded by residential land uses, including schools, a park, a playground, and a community recreation center. A 200-space parking facility is just north of the station, which includes bicycle parking and lockers. The parking facility averages 100 percent occupancy and it costs \$3 for 24 hours.



Trip Generators

The station is adjacent to the Rosedale Master Planned Community development (500-acre lot to include 1,500 residences), in addition to a K-8 elementary/middle school, Azusa Pacific University, and Citrus College.

Barriers to High-Capacity Fixed-Route Service

The physical geography of this station makes it challenging to serve with typical fixed route service and makes it challenging to walk to final destinations.

Current Service Options

There are multiple transfer opportunities between the train and connecting Foothill Transit bus services.

Metro Rail service

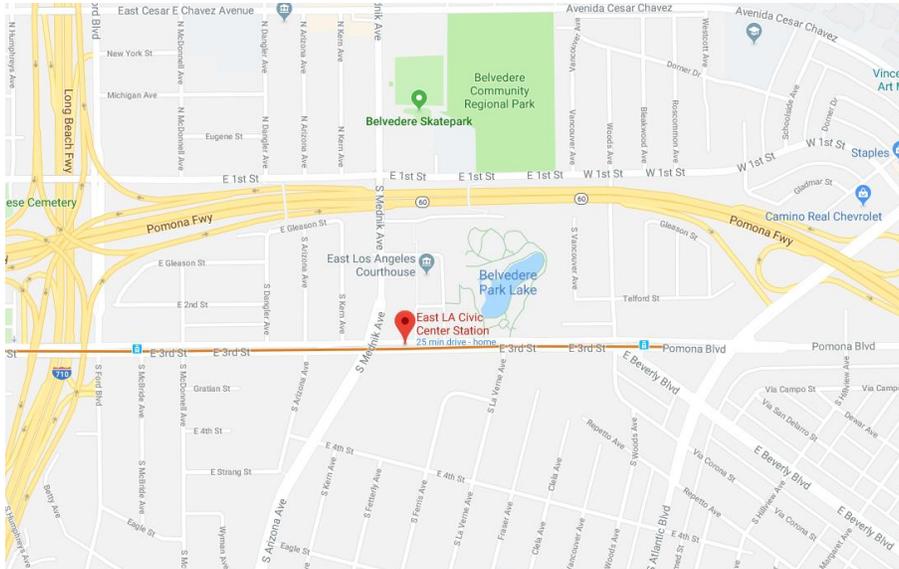
- Gold Line service hours are approximately from 5:00 AM until 12:45 AM daily.

Bus connections

- Foothill Transit: 188, 281, 284, 488, 690

Gold – East LA Civic Center

East LA Civic Center is an at-grade light rail station located at the intersection of 3rd Street and Mednik Avenue in East Los Angeles. This station is surrounded by commercial and residential land uses, including schools, two parks, sheriff and probation facilities, regional county health and court facilities, library, and several churches.



Trip Generators

- Kaiser Permanente East LA Medical Offices
- East LA College
- Belvedere Community Regional Park
- Edward R. Roybal Comprehensive Health Center
- East LA Civic Center
- East LA Probation Department
- East LA Courthouse
- East LA Library
- Griffith Middle School

Barriers to High-Capacity Fixed-Route Service

This station is close in proximity to the Atlantic and Maravilla Stations.

Current Service Options

There are multiple transfer opportunities between the train and connecting bus services, including Metro, Montebello Transit, and El Sol.

Metro Rail service

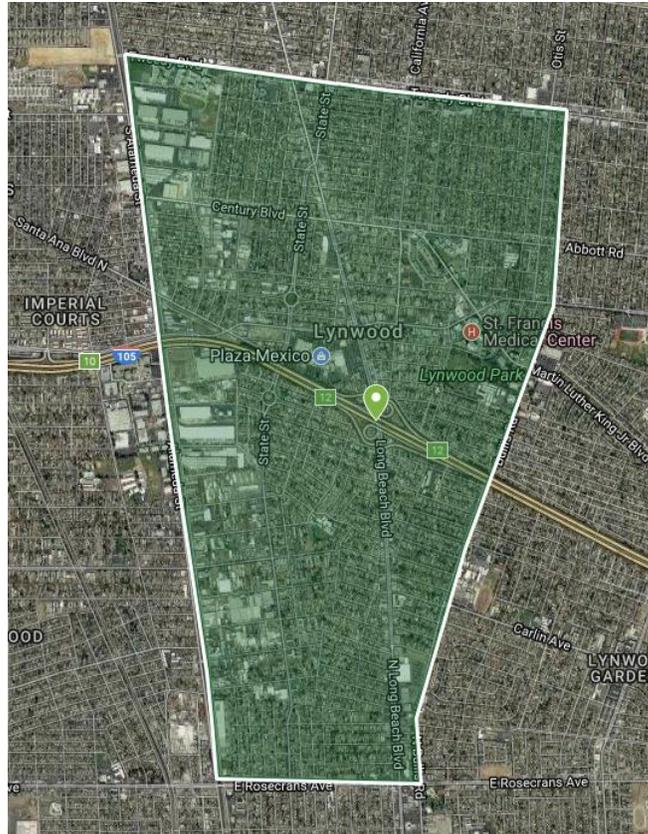
- Gold Line service hours are approximately from 5:00 AM until 12:45 AM daily.

Bus connections

- Metro Local: 258
- Montebello Transit: 40
- El Sol: City Terrace/ELAC, Union Pacific/Salazar Park, Whittier Bl/Saybrook Park

Green – Long Beach Blvd

This station is located in the center median of Century Freeway at the interchange with Long Beach Boulevard in Lynwood. A 605-space parking facility is provided just north of the station, which includes bicycle parking and lockers. The parking facility averages 45 percent occupancy.



Trip Generators

- Plaza Mexico
- St. Francis Medical Center

Barriers to High-Capacity Fixed-Route Service

No east/west bus connections and existing bus stops lack amenities for transit users. The I-105 freeway acts as a barrier for pedestrians to access station. Many cyclists ride on sidewalks and pedestrians often cross outside marked crosswalks due to a lack of crosswalks and long blocks.

Current Service Options

There are few transit connections near the station.

Metro Rail service

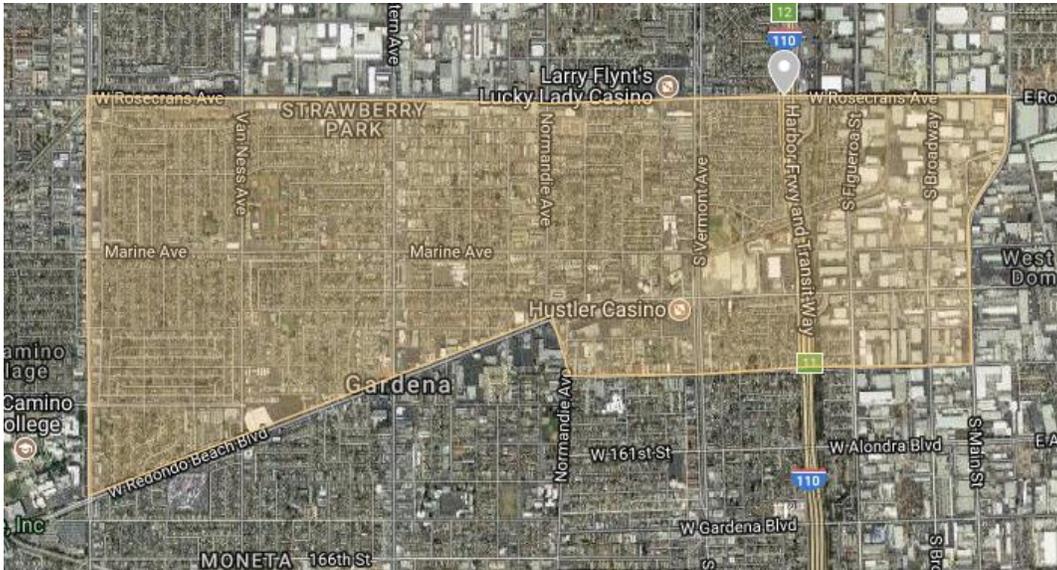
- Green Line service hours are approximately from 5:00 AM until 12:45 AM daily.

Bus connections

- Metro Local: 60, 251
- Metro Rapid: 760

Silver Line – Rosecrans Station

Rosecrans station is on the Harbor Transitway (I-110) at the undercrossing with Rosecrans Avenue in Harbor Gateway, Los Angeles, near Gardena. This station has a 338 space park & ride lot with an average of 16 percent occupancy. The station is home to a mix of land uses including industrial, residential, and commercial.



Trip Generators

- Shopping Mall
- Larry Flynt's Lady Luck Casino
- Hustler Casino
- Las Flores Convalescent Hospital
- Memorial Hospital of Gardena
- Kindred Hospital South Bay
- Rosecrans Recreation Center

Barriers to High-Capacity Fixed-Route Service

The I-110 acts as a physical barrier, and the area may feel unsafe for pedestrians due to vehicle speed as well as a lack of visibility from the street. Lighting is also poor in some places near the station. Most of the area near the station could be difficult for individuals with disability to navigate.

Current Service Options

There are multiple transfer opportunities between the Silver Line busway service and connecting bus services, including Metro, Gardena Transit, and Torrance Transit.

Other transitway services

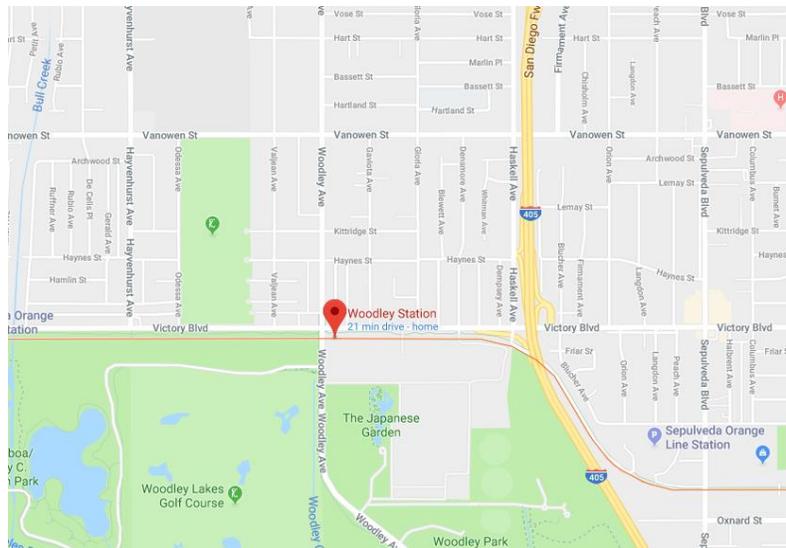
- Metro Express: 550 (weekday rush-hour only)
- Dodger Stadium Express (home games during baseball season only)
- Gardena Transit: 1x
- Torrance Transit: 4x (weekday rush-hour only)

Services from Rosecrans Avenue

- Metro Local: 125

Orange Line – Woodley

Woodley Station is in the Van Nuys district of Los Angeles, in the San Fernando Valley. This station has a mix of land uses: industrial, residential, and commercial.



Trip Generators

- The Heart Medical Group
- Van Nuys Airport
- Sepulveda Dam Basin Wildlife Preserve
- The Japanese Garden
- Woodley Lakes Golf Course
- Woodley Avenue Park
- Parklane Center
- Woodley Park Archery Range

Barriers to High-Capacity Fixed-Route Service

Poor north/ south bus connection (infrequent and limited span of service).

Current Service Options

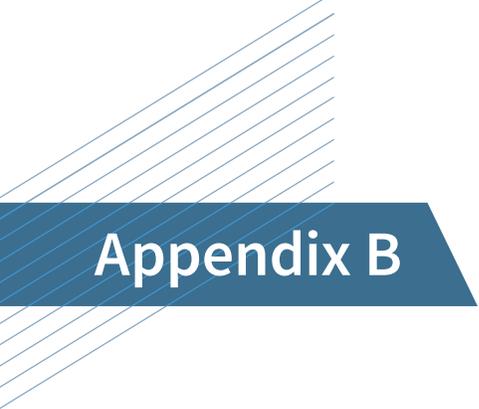
There are multiple transfer opportunities between the train and connecting bus services, including Metro, Compton Transit, Long Beach Transit, and Torrance Transit.

Orange Line

- Metro Orange Line is a 24/7 service.

Services from Rosecrans Avenue

- Metro Local: 164, 237
- LAX Flyaway



Appendix B

Equity and Accessibility Plan



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

**Los Angeles County Metropolitan Transportation Authority
LA County and Puget Sound First and Last Mile Partnership with Via**

**Mobility on Demand (MOD) Sandbox Program
Equity and Accessibility Plan
FTA Deliverable (Task 4)**

Date: December 28, 2018

The Los Angeles County Metropolitan Transportation Authority (LACMTA), in partnership with Sound Transit and King County Metro in the Central Puget Sound (collectively the “Agencies”), received \$1.35 million Federal Transit Administration (FTA) Mobility on Demand (MOD) Demonstration Grant. To deliver this MOD project, the Agencies are partnering with Via Transportation, Inc. (“Contractor”), an on-demand transportation network company (TNC), to test using TNC services to provide first and last mile (FLM) solutions for trips originating or ending at select regional transit stops.

This plan outlines the ways in which the Contractor and the Agencies aim to ensure that this MOD program is affordable, equitable, and accessible to all potential customers. Specifically, how the MOD project team aims to:

- Ensure affordability of rides;
- Provide service for Environmental Justice Populations;
- Provide service for customers who have disabilities and/or who are in wheelchairs;
- Provide service for customers with Service Animals

Ensure Affordability of Rides

In both regions, the public agencies will fund the Contractor’s operation. Both regions will set fares at an affordable rate. In LA County, the fare policy will be as follows: If customers input their TAP card number when registering for a Via account, they will be eligible for the flat, base fare of \$1.75 for a ride. For customers who do not input a TAP card number when registering for a Via account, they will have to pay an additional \$2 fee on top of the \$1.75. For Metro’s LIFE customers (low income fare program), as long as they register for their Via account with the same TAP card number associated with their LIFE program, they will be able to ride for free. To be clear, customers in the LA pilot will still have to pay for their rides using a pre-paid debit card or credit card. There will be no free transfers offered, since there is no full TAP integration.

In the Puget Sound, the cost per ride for a standard adult fare will be \$2.75, and customers may pay using their ORCA card. This feature provides for standard, automatic detection of reduced fare eligibility for those riders with associated reduced fare eligibility. Just as with standard

ORCA usage on other public transit modes, using an ORCA card for this service will provide for standard trip transfer rates between public modes.

Based on direction from FTA, public agencies will conduct a fare equity analysis at the end of the pilot period. In addition, FTA has indicated that the reduced fare regulation of 5307 (49 CFR 609.23) does not apply for the purposes of this pilot.

The project team will explore subsidy strategies to help determine a fare structure that works from both an economic (for the transit agency and Via) and a customer perspective. Results from this task will be documented in a subsidy plan for each region (see Task 8).

Provide Service for Environmental Justice Populations

Per FTA Circular 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients, LA Metro, Sound Transit and King County Metro have completed a Limited English Proficiency Plan Four Factor Analysis. Both regions will be in compliance with these analyses.

The Contractor's app and features are only available in English. While it is outside of the scope of this project for the Contractor to expand its language options within its smartphone application, in both regions the agencies will ensure compliance with their Four Factor Analyses. For Los Angeles, those languages are: English, Spanish, Chinese (simplified), Chinese (traditional), Korean, Japanese, Khmer, Thai, Armenian, Vietnamese, and Russian. For the Puget Sound, those languages are: English, Spanish, Chinese (Mandarin), Korean, Russian, Tagalog and Vietnamese . Specifically, the project teams will do the following:

- 1. Provide "How to Ride" materials in multiple languages.** The MOD team will provide information in multiple languages that explain what the service is, how it works, how to navigate the app, and how to use the call center. The format of these materials will be determined as the communications and outreach strategies are developed.
- 2. Ensure the availability of a call center in multiple languages.** In both regions, the Contractor will operate a call center that will be available to dispatch and pay for rides associated with this program in the languages indicated in each region's Four Factor analysis.

Provide Service for Customers who have Disabilities or who are in Wheelchairs

The equivalent service standard directs public entities operating a demand responsive service to ensure equivalent service to persons with disabilities, including those who require vehicles that can accommodate customers who have disabilities or who are in wheelchairs.

The MOD project team will ensure the availability of vehicles that can accommodate customers who have disabilities or who are in wheelchairs. In both regions the Contractor will take the lead in testing and identifying the best way to ensure the provision of these types of vehicles, aiming to define the most cost efficient method. The Contractor's approaches will include one of the following:

- Subcontracting with a local provider of vehicles that can accommodate customers in wheelchairs; or
- Recruiting and engaging individual driver operators who have rented or own vehicles capable of transporting customers in wheelchairs as the Contractor's Driver Partners;

The Contractor will define the approach to be deployed in each region as an early deliverable, which will be subject to approval by the Agency. The Contractor will also define driver partner training as an early deliverable that will also be subject to approval by the Agency.

By way of the Contractor defined, and Agency approved, training, drivers will be trained to operate vehicles and equipment safely and to properly assist and treat individuals who use the service in a respectful and courteous way, with appropriate attention to the difference among individuals with disabilities. The Contractor and the Agencies will collect data to determine to help define the equivalent service standard for transportation network companies.

Provide Service for Customers with Service Animals

Section 37.167 directs grantees to permit service animals to accompany individuals with disabilities in vehicles and facilities. The Contractor's service animal policy directs all drivers to comply with applicable laws and the Contractor's Service Animal Policy, which states that "licensed service animals are welcome to ride in vehicles without restrictions. Other dogs and cats must be in an airline-approved carrier in order to ride with Via."

49 CFR Parts 653, 654, 655: Drug and Alcohol Testing

Per FTA guidance on this topic, if a project is funded with research dollars, the law permits the Secretary to prescribe terms and conditions for the grant award. FTA has determined that drug and alcohol rules do not apply to these funds, even if the recipient of Public Transportation Innovation (§ 5312) research funds is also a recipient of Urbanized Area (§ 5309), Capital Investment Grant (§ 5309), or Rural Area (§ 5311) funds.

As an early deliverable the Contractor will provide the Agencies documentation regarding how they intend to implement a drug and alcohol testing program and a background check program. These programs will be subject to approval by the Agencies.

In the event that the Agency choose to exercise an option to extend the pilot beyond the 12-month period as supported by FTA, the partners will work with FTA to comply with drug and alcohol testing.

Executive Order 12898: Federal Actions to Address Environmental Justice (EJ) in Minority Populations and Low-Income Populations

EO 12898 directs federal agencies to ensure environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.

Department of Transportation (DOT) Order 5610.2(a), the final DOT Environmental Justice Order, defines USDOT's implementation policy for EO 12898. To implement EJ requirements,

USDOT directs implementers to, among other steps, to define steps to guard against disproportionately high and adverse effects on the basis of race, color, or national origin, and income level.

To mitigate disproportionately high and adverse effects on EJ populations, project partners have taken the following steps:

1. Considering EJ as a key component of site selection;
2. Identifying payment options for unbanked and low income populations;
3. Including a free fare option for LA Metro's LIFE (low income fare program) participants; and
4. Providing a dispatch mechanism for customers without smart phones.

The following sections provide additional detail on the implementation of these steps.

Pilot Site Selection

In each region, the public agencies worked with community partners and the Contractor to identify a minimum of three (3) pilot stations for our MOD project. Pilot locations were selected using a data-driven analysis of the following factors:

- 1. Equity and Access for Environmental Justice Populations.** One of the primary goals of this partnership is to enable TNC access to populations that have not yet had the opportunity to utilize these services. The Agencies have selected locations that will provide service to EJ populations through identifying pilot locations with disproportionately large populations of low income and high minority populations within a one-mile radius of the selected stations.
- 2. Geographic Diversity.** Both Los Angeles County and the Puget Sound are large and home to diverse populations. In order to provide access to a diversity of populations, the Agencies selected locations that are geographically and demographically diverse.
- 3. Current First and Last Mile Access.** The Agencies worked with their service planning teams to identify areas with acute first and last mile access challenges, where Mobility on Demand can provide the greatest benefit.

Service for the Unbanked and Low Income Populations

EO 12898 specifically covers low-income populations, which has implications for unbanked populations. Additionally, per the MOD Notice of Funding Opportunity (NOFO), one of the guiding principles of the MOD program is "equity of service delivery." Specifically, the NOFO directs eligible projects to provide "payment options that can accommodate all users, including the unbanked."

In order to ensure that all populations, including the unbanked, have access to our pilot program, the Contractor will ensure that customers can pay for rides with pre-paid debit cards. The project team is actively seeking solutions to expand access to pre-paid debit cards and aiming to identify and implement additional solutions to meet the needs of these populations. Further, the LA Metro pilot includes a fare policy that allows Metro's LIFE participants to ride for free.

Access for those without Smart Phones and Sight Impaired Customers

Another potential EJ concern and barrier to the use of TNC services, such as the Contractor, is lack of access to smart phones and customers who are sight impaired. Some customers may not have access to smart phones, or those who do have access to smart phones may not have a reliable data plan, or the ability to reliably pay for their data plan. Customers who are sight impaired may not be able to use all features of the Via application.

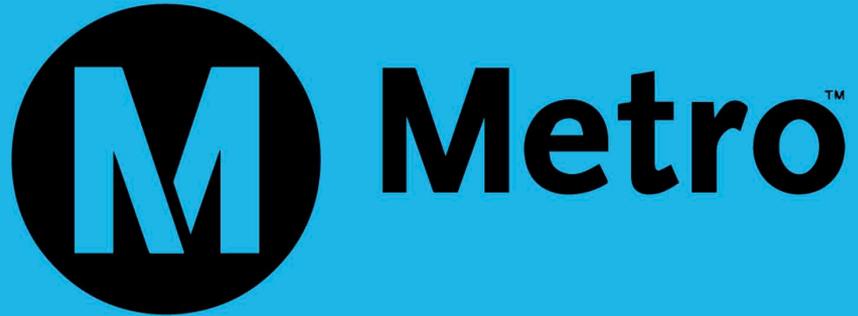
To provide an option for these customers, the Contractor will offer the option to dispatch rides through a call center available for use in each region.



Appendix C

Communications and Marketing Strategy

LA Metro Mobility On Demand Marketing & Outreach Proposal



November 2018

Strategy Overview

Leveraging Via's extensive experience in launching, building brand awareness, and driving engagement throughout the customer lifecycle, Via has identified key best practices which inform the basis of our marketing strategy. These best practices include:

- **Lifecycle-based Marketing:** Understand the unique challenges in driving engagement at every stage in the customer journey (acquisition, activation, engagement) and deploy strategic initiatives tailored to each phase
- **Customer Segmentation:** Identify core use-cases and rider behaviors and tailor the content and cadence of messaging to these unique commuter profiles
- **Multi-Channel Presence:** Develop a multitude of touchpoints (digital advertising, out of home inventory, paid/earned media, and community engagement and outreach) to reinforce key messaging and drive conversion
- **Leverage Real Time Data:** Understand real time behavioral trends to strategically deploy hyper-relevant messaging quickly and easily across native product (email, in-app, push message)
- **Create Virality:** Develop an intuitive and frictionless referral program with customizable incentive structures that creates opportunities for riders to become your biggest ambassadors

(1) Lifecycle Phase: Acquisition

Developing a strong multi-channel presence helps to build brand awareness, familiarize riders with the new service, and tell the narrative of why this new offering is relevant to our audience. We recommend a strong coordinated approach that leverages:



(1) Lifecycle Phase: Acquisition

PR:

We will deploy a concerted and coordinated PR and marketing effort leading up to and at the time of service launch, and leveraging anecdotes gained within the operational phase of the service to generate sustained press coverage

Launch PR

- Hone and craft unique key messages aimed at differentiating the service and highlighting unique selling points. This will form the basis of the launch release and FAQ.
- Work with LA Metro to curate a list of target media for whom we will pitch exclusive executive interviews under embargo in order to ensure media placement for day 1 of launch
- Supply media with ample visual assets under embargo in advance of launch to support coverage efforts
- Prepare a launch event for journalists including an interactive portion that invites them to trial the service and familiar themselves with the product



(1) Lifecycle Phase: Acquisition

Sustained PR:

- We will leverage unique storytelling opportunities to regularly generate sustained coverage. These can include:
 - Data-focused trend stories - are there interesting destinations or top highly-used pick up points for riders?
 - Human interest pieces - was someone's quality of life impacted dramatically with access to transportation? Was there an interesting personal result or opportunity gained through the service (e.g. job opportunity, shared connections, etc.)?
 - Unusual use cases - are certain population segments using the service en masse?
 - Tell the unique project goals and story of Mobility on Demand



The back seat of a Via functions as Joanne Gamel's mobile office. It is where Ms. Gamel, a New York real estate agent, checks email, calls clients and gets listings, all while being chauffeured to appointments in Manhattan.

But the best part of a shared car service like Via is the business she does with fellow brokers who are also in the back doing the same thing.



(1) Lifecycle Phase: Acquisition

Create Numerous Physical Impressions:

We will develop a network of touchpoints within the operational zone to help cultivate brand familiarity and interest

Street marketing

- Street marketing will be a key pillar of our rider acquisition strategy. This includes in-person street-marketing, community outreach events, local partnerships and sponsorships. This physical presence in the launch zone will help amplify the message
- Brand ambassadors will help educate local commuters about the new service in person, including assisting with downloading the app, and creating accounts
- A local Marketing Manager will help coordinate activities and manage the brand ambassador teams in the field
- We will explore opportunities for sponsorship of local events such as fairs or festivals, where brand ambassadors can set up a booth or otherwise participate. LA Metro has helped us identify a group of potential partners (In “List for Via of Potential Customer Touchpoints”). Via will reach out to members on this list and add to it as our brand ambassador team engages with the communities.

Example from other partner



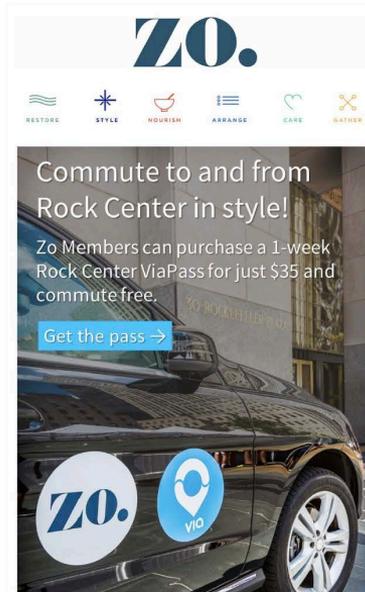
(1) Lifecycle Phase: Acquisition

Create Numerous Physical Impressions:

We will develop a network of touchpoints within the operational zone to help cultivate brand familiarity and interest

Partnership Marketing

- Establish partnerships to increase brand awareness and reach and activate new rider audiences quickly
- Target local businesses and community centers to offer exclusive promotions such as free or subsidized rides for their customers
- LA Metro has helped us identify a group of potential partners (In “List for Via of Potential Customer Touchpoints”)



Dear Via-istas,

ViaPass is already the go-to option for savvy New Yorkers, but this summer we're taking it to the next level! We've partnered with our friends at The New York Times to add a special perk to your monthly ViaPass, making it the most affordable way to ride *and* stay informed.

Buy or renew a 30-day ViaPass by the end of August, and you'll get **eight weeks of complimentary digital access to The New York Times!*** Beyond just news, you'll enjoy access to NYT documentaries, podcasts, and 360-degree videos.

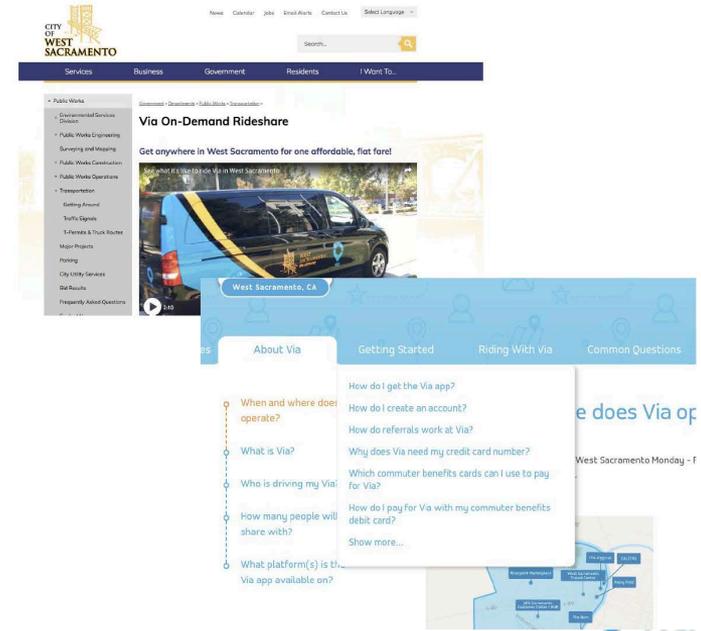
(1) Lifecycle Phase: Acquisition

Owned Digital Presence:

We will leverage the service's native channels to organic discovery and reinforce our unique value propositions to riders

Web & Social Presence

- Develop a website to serve as a go-to resource for those seeking information about the service and drive traffic to the app store listing
- **Dedicated Metro website** - Page on LA Metro's website providing information on MOD and the Via service
- **Dedicated Via website** - Pages on Via's website for general information on the MOD service and very detailed FAQs



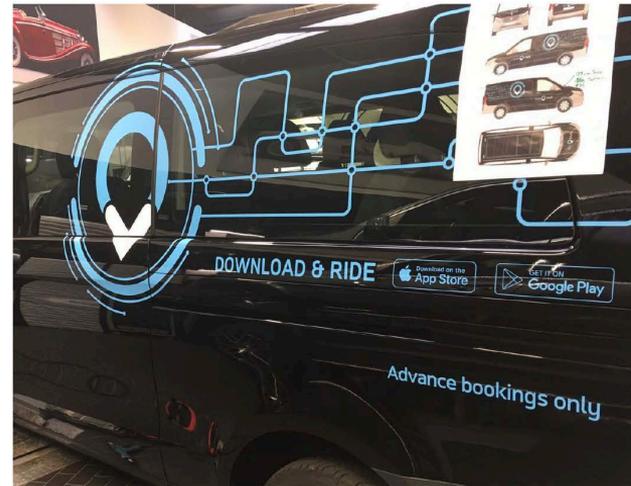
(1) Lifecycle Phase: Acquisition

Create Numerous Physical Impressions:

We will develop a network of touchpoints within the operational zone to help cultivate brand familiarity and interest

Vehicle Branding

- Highly visible branding on the service's WAV vehicles so that commuters become familiar with the brand
- Branding should ideally help educate commuters about the new on-demand service and include a call to action to download the app
- For other vehicles utilize clearly branded Via magnet's to foster brand familiarity



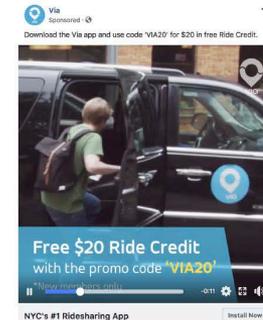
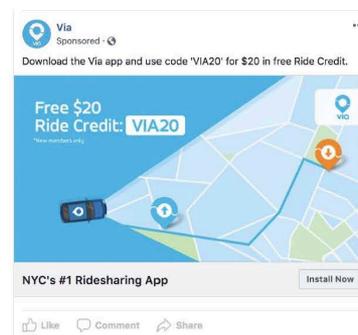
(1) Lifecycle Phase: Acquisition

Create Numerous Physical Impressions:

We will develop a network of touchpoints within the operational zone to help cultivate brand familiarity and interest

Paid advertising

- **Digital Marketing Campaigns** - Leverage Via's digital marketing team to run localized digital marketing campaigns centered on each of the three catchment areas to generate awareness and drive app installs
- **OOH Campaigns** - Develop targeted OOH strategy that leverages LA Metro's available inventory at key stations and points in our service zones. Given the lack of Metro's inhouse availability, OOH will likely be a lower priority, but we will continue to look for cost efficient OOH opportunities
- Leverage commuter behavioral insights to build strategic audiences for digital advertising



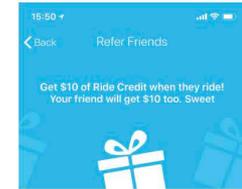
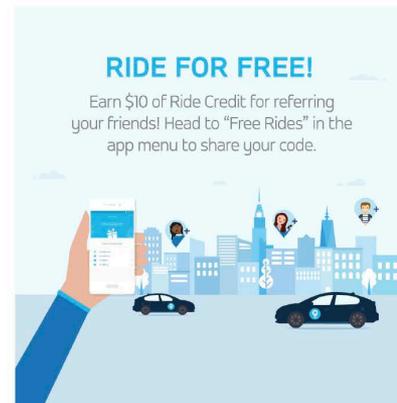
(1) Lifecycle Phase: Acquisition

Create Numerous Physical Impressions:

We will develop a network of touchpoints within the operational zone to help cultivate brand familiarity and interest

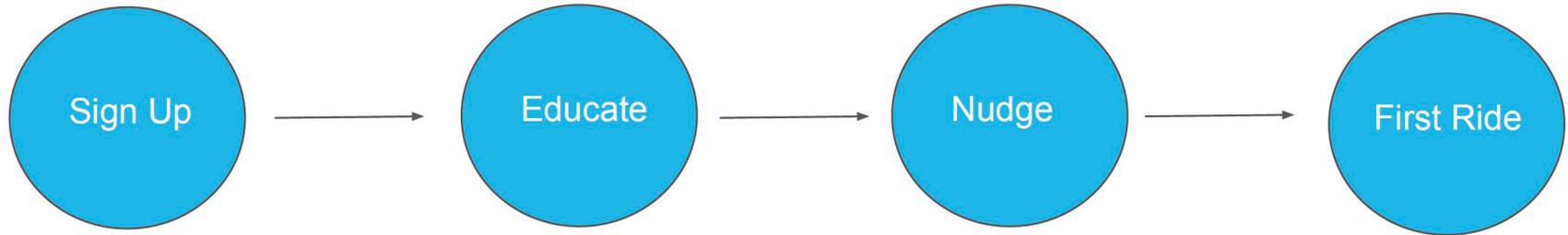
Referral program

- Develop a strong rider referral program incentivising riders for referring other individuals in their network
- The referral program will be fully integrated and easily accessible directly from within the app for maximal exposure and virality
- We will keep track of which of riders are the most active referrers, and which riders are heavy users of the service but don't refer other riders
- For the LA Metro MOD service, we plan on offering referrers 2 free rides as an incentive to refer. The referral will also receive 2 free rides. The referral program tends to be our biggest and most cost-effective rider acquisition channel



(2) Lifecycle Phase: Activation

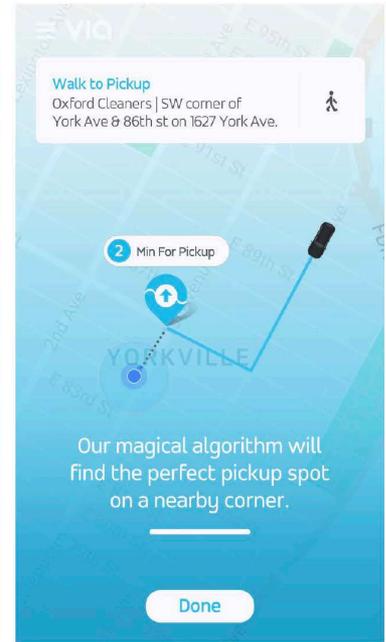
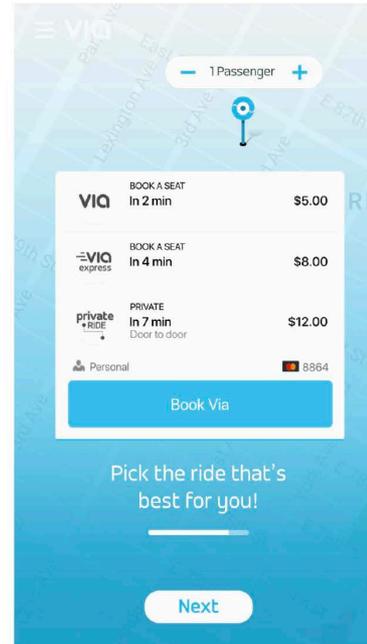
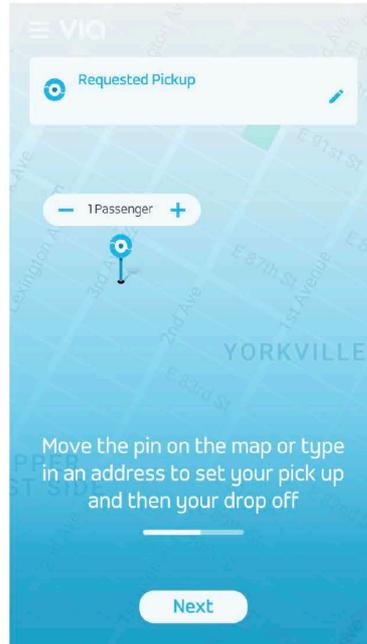
Once new commuters sign up, it is important to establish effective follow up to make sure they activate and take their first ride. We will track and analyze conversion from sign-up to first ride to both enhance our acquisition efforts, and to activate users who may be slower to convert to their first ride.



(2) Lifecycle Phase: Activation

Onboarding Flows

- Develop a customized sequence of emails and in-app messages that welcome new users to the service



(2) Lifecycle Phase: Activation

Onboarding Flows

- Educate new users on how to use the service
- Help alleviate any concerns they may have in advance of taking a first ride



Dear $\{{"first_name"}\}$ or $\{{"Via-Ista"}\}$,

We've heard it before - how can a ride share possibly make multiple stops without adding a ton of time to my trip?



It's simple - Via combines cutting-edge algorithms, real-time traffic data, and an intricate system of virtual bus stops, ensuring every ride hits that sweet spot of efficiency and affordability.

SMART SHARED RIDES DONE RIGHT
The difference is in the tech. Our super smart algorithm perfectly matches people headed in the same direction. No detours, no delays.



REAL-TIME SMART ROUTING
Our dynamic routing analyzes current driving conditions and traffic trends helping your driver get you to your destination faster.



VIRTUAL MAGIC CORNERS
Every time you book a ride, we'll find the perfect nearby pickup corner - the magic point that gets you in your Via-icle fast.



Not to mention, when you Via you're taking a stand - against congestion and CO2 emissions. With every ride you share, we need fewer cars on the road and that gets us that much closer to defeating traffic and pollution. Nicely done, you.

We can't wait to see you on board!

With love,
Team Via DC
www.ridewithvia.com



Dear $\{{"first_name"}\}$ or $\{{"Via-Ista"}\}$,



Major kudos for discovering New York's best kept secret! With super affordable rides, we bet you've got some friends/family/random strangers who could use a little Via in their life. Make their day and ride for free!

Any friend you refer will earn $\{{"adj_referral_value"}\}$ or $\{{"10"}\}$ just for signing up, and you'll earn $\{{"adj_referral_value"}\}$ or $\{{"10"}\}$ once they take their first ride!

Shout your referral code from the rooftops, wallpaper your office bathroom in it, or just share it directly through the Via app by tapping Free Rides in the app menu.

In free ride lovin',
Team Via NYC
www.ridewithvia.com



Dear $\{{"first_name"}\}$ or $\{{"Via-Ista"}\}$,



Welcome to Vial Did you know rides in NYC start at just \$3?

Get from Nolita to the Lower East Side from \$3, Lincoln Center to Union Square from \$5, and from Brooklyn Bridge Park to the Brooklyn Museum from \$7:



No matter where you're heading, you'll always see a guaranteed low price before you book - just check your app!

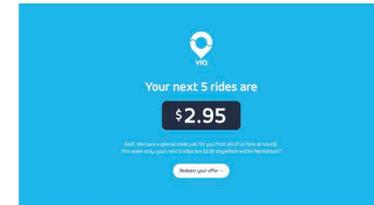
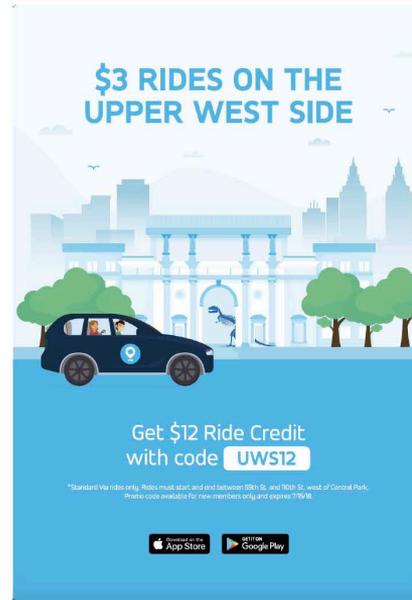
Here's \$10 of Ride Credit to get you started. Happy riding and saving!

With love,
Team Via NYC
www.ridewithvia.com

(2) Lifecycle Phase: Activation

Targeted promotions

- Group users into cohorts based on their activation timing or geography to gain insight into user behavior
- Use a combination of channels including email, push notifications, in-app messaging and targeted digital ads to nudge commuters to try the service
- Focus activation efforts towards times of day when potential for a good user experience is highest and barriers to trial are at a minimum



(2) Lifecycle Phase: Activation

Community Outreach

- Identify key stakeholders within the community (civic groups, senior homes, community religious organisations, etc)
- Spend time visiting these organizations to demonstrate app usage and answer questions about the service
- Develop clear materials to help familiarize local audiences with key service information. Ensure materials are printed with clear visuals and in multiple languages and contain vital details such as the phone booking number



What is Via?

The City of West Sacramento has partnered with Via to provide shared rides on demand anywhere in the City at an affordable price. Book a ride and you will get picked up by a Mercedes van in minutes!

How to Ride

1 Create Your Account

If you have a smartphone or tablet:

- Download the Via app and sign up for an account using a credit/debit or pre-paid card.
- Search "Via" on the App Store or Google Play Store and look for the blue app icon.

If you do not have a smartphone or tablet:

- Please call Via at 916-318-5101 to arrange for an in-person meeting to set up your account.

2 Request a Ride

- Type your pickup address and destination in the app.
- You'll receive a proposal with an estimated time of arrival (ETA) when the next available Via-icle can pick you up.

3 Meet Your Driver

- You'll be asked to meet your driver at a nearby pickup spot (no more than 500 feet). If you're having trouble finding your ride, call your driver in the app or contact Via's Live Support at 916-318-5101.

Learn more at:
cityofwestsacramento.org/via

VIA WEST SACRAMENTO COMING SOON

Initial Service:

Monday - Friday: 7am - 7pm
Saturday: 9am - 7pm

Rides cost just \$3.50

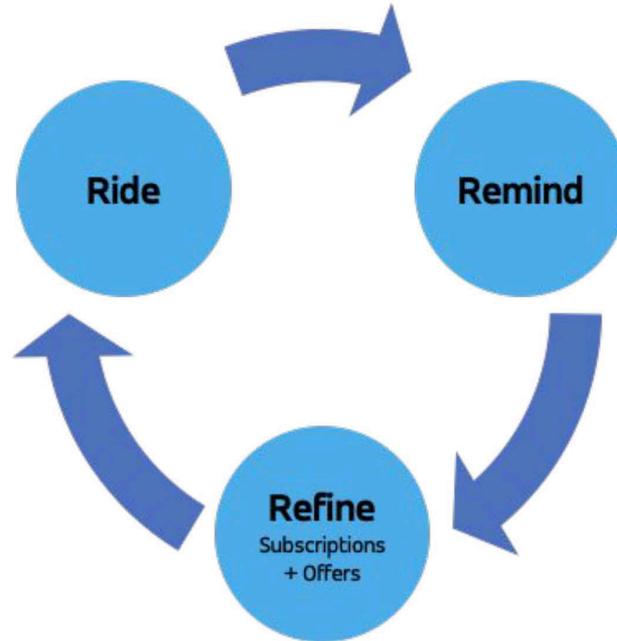


Need a wheelchair accessible ride?

Type **RIDEWAV** into the promo code section of your app or tell a support rep when you book by phone.

(3) Lifecycle Phase: Engagement

Once a user has converted into an active commuter it's important to develop a sustained messaging cadence to help drive repeat usage and develop habitual behaviors.



(3) Lifecycle Phase: Engagement

Regular email content

- We will send regular emails to riders keep them engaged and the service top of mind. We've found that a regular email every few weeks is best practice.
- We will tailor the email around a specific topic (or max two), e.g. in order to drive brand messaging, promote a new product feature, drive growth targets, or illustrate a new use for the service
- We will experiment with A/B messaging and sending schedule to optimize for open rates



Dear Via-istas,

Every time you choose to ride Via, you make our city smarter, greener, and friendlier.

By efficiently utilizing the seats in every Via-clc, we enable tens of thousands of New Yorkers each day to travel using a fraction of the number of cars it would otherwise take. With vehicle usage accounting for nearly a quarter of all emissions produced in NYC, that means major savings for our planet!

This Earth Day (Friday, April 22), we're especially pumped to be donating 5% of all Via fares to the [City Parks Foundation](#). The City Parks Foundation aims to transform our public parks into dynamic, vibrant centers, shaped by the local communities that use them. Every ride you take this Friday will help support one of our favorite NYC organizations. Happy Via-ing!

We're also supporting #CarFreeNYC, an initiative encouraging New Yorkers to travel using alternative, efficient transportation (like Vial). Together, we can fight congestion and emissions!

In love and a happy planet,

Team Via NYC
www.ridewithvia.com

(3) Lifecycle Phase: Engagement

Targeted campaigns

- We will define and track active rider states, including daily, weekly, and monthly riders
- We will run campaigns aimed at increasing the level of rider engagement (e.g. motivating monthly users to travel more so they become weekly users, etc.)
- We will identify gaps in rider behavior of less engaged users and run initiatives to improve on those
- We will explore the development of custom subscription models (“ViaPass”) to drive repeat usage
- We will leverage our most engaged riders as an engine for growth through referrals and word of mouth



Dear <<First Name>>,

Now that jumper weather is rolling in, we're making it easier than ever to ride and save with the perfect ViaPass just for you!

4-Week Commuter ViaPass: Finish prepping for that early morning meeting from the comfy backseat of your ViaVan. Every. Single. Weekday.

4-Week Going Out ViaPass: Treat yourself to that extra pint. Make those brunch plans at that cool spot all the way across town. We've got your ride covered.

New to ViaPass? Here's the scoop on what you get:

	4-WEEK COMMUTER		4-WEEK GOING OUT	
	4 free/discounted rides per day in Zone 1 and 2		4 free/discounted rides per day in Zone 1 and 2	
	MON-FRI 6AM-9PM	ALL OTHER TIMES	MON-FRI 9PM-1AM, ALL DAY SAT & SUN	ALL OTHER TIMES
Via Shared Rides	Free	10% off	Free	10% off
Private Rides	10% off		10% off	

LA Metro MOD - Sample Marketing Budget

Note: All costs reflected below are estimates; split between categories is subject to change

# of zones	3
Design / creative cost	
# of weeks	10
Design / creative contractor hourly rate	\$50
Design / creative contractor cost	\$20,000
Marketing and outreach cost	
# of weeks	10
Marketing and outreach contractor weekly rate	\$1,440
Marketing and outreach contractor cost	\$14,400
Brand ambassador labor cost	
Brand ambassador cost per hour	\$22
Brand ambassador hours per day	6
Brand ambassador days per week	5
Brand ambassador team size per zone	2
Length of brand ambassador program (weeks)	8
Total brand ambassador hours per week per zone	60
Total brand ambassador cost per week per zone	\$1,320
Total brand ambassador labor cost per zone	\$10,560
Brand ambassador flyer cost	
Cost per flyer	\$0.04
Flyers passed out per brand ambassador hour per zone	50
Total flyer handouts per week per zone	3,000
Total brand ambassador flyer costs per zone	\$960
Brand ambassador commission cost	
1st ride conversion	1.50%
First rides	45
Total first rides	360
Bonus per first ride	\$1.00
Total commission costs per zone	\$360
Hats / T-Shirts / Pinnies cost	\$750
Total street marketing cost	\$36,390
Vehicle wraps cost	
# of vehicle wraps needed	3
Cost per vehicle wrap	\$900
Total vehicle wraps cost	\$2,700
Digital marketing cost	
Cost per 1,000 impressions	\$15.00
# of impressions	1,000,000
Total paid (digital) marketing cost	\$15,000
Marketing labor cost	
Via blended labor rate	\$140
Via labor hours	500
Total Via labor cost	\$70,000
Flyers cost	
Cost per flyer	\$0.07
Estimated number of discretionary flyers per zone	10,000
Total flyer cost per zone	\$700
Posters cost	
# of posters per zone	500
Cost per poster	\$0.75
Total poster cost per zone	\$375
Station ads cost	
# of ads per zone	3
Cost per ad	\$2,500
Total station ads cost per zone	\$7,500
Translation cost (flyers, posters, etc.)	
Cents per word cost	\$0.25
Words translated	20,000
Total translation cost (all zones)	\$5,000
Total out-of-home marketing collateral (flyers) cost	\$30,725
Total # of annual rides @ utilization of 3	163,800
Implied promotion spend per ride	\$0.37
% reduction vs \$1.75 fare	21%
Total rider discounts / Referral credit	\$60,785
Total marketing cost	\$250,000

Mobility on Demand [For Via]

Customer Touchpoints for Engagement / Potential Trip Generators (any place we can target potential riders or educate about the service)

Artesia Station & Catchment Area	
Compton College	
College Square	
California DMV	
Gateway Towne Center	
Lincoln Memorial Park	
Cal State Dominguez Hills	
LA Galaxy Games	
Coolidge Triangle	
LA County Department of Social Services	
Colony Cove Mobile Estates	
Dr Martin Luther King Jr. Library	
El Monte Station & Catchment Area	
Gibson Mariposa Park	Day One
El Monte DMV	El Monte Access & Outreach Center
El Monte Courthouse	Our Lady of Guadalupe Church
Flair Business Park	El Monte Airport
Planned Parenthood	Rosemead Park
Shopping Complex: Target, Ulta, TGIF, LA Fitness	Congresswoman Grace Napolitano District Office
Dinsmoor Heritage House & Cultural Museum	Los Angeles County Office of Education
Longo Toyota, El Monte Honda, WIN Hyundai	Department of Public Social Services
DCSF	California Air Resources Board
Alma Family Services	Department of Corrections and Rehabilitation
Five Points Neighborhood: Plaza Shopping Center	San Gabriel Valley GAIN Career Center
Farmers Market	IRS – El Monte
PCC Extension	El Monte School District
Lawrence Equipment	Zamora Park
Klingerman Apartments	
El Monte High School	
Downtown El Monte Business Association	
El Monte-Rosemead Adult School	
North Hollywood Station	
Providence St. Joseph Medical Center	Providence High School
Valley Village Neighborhood Council	North Hollywood Station Pop-up event
North Hollywood Neighborhood Councils	
Valley Village Neighborhood Association	Universal – NOHo Chamber of Commerce
Magnolia Park Business Improvement District	NoHo Arts District

Organizations that have expressed interest and should be contacted for further discussions for driving awareness:

MoveLA – Neil Richman (wants to help publicize)

AARP Southern California (wants to help publicize to members)

City of Burbank's own call center

First5LA

Resources/relationships to tap into for targeted customers:

LA Metro's Aging and Disability Transportation Network

LA Metro's Commission on Disabilities

LA Metro's Accessibility and Advisory Committee

LA Metro's Employer Groups

LA Metro's TAP database

LA Metro's LIFE database

Access Services customer database

Potential media outlets to tap into:

Carson quarterly newsletter



Appendix D

Sample Marketing Materials

**Free rides to and from Metro
North Hollywood Station, and the
Metrolink Downtown Burbank and
Airport South Stations!**

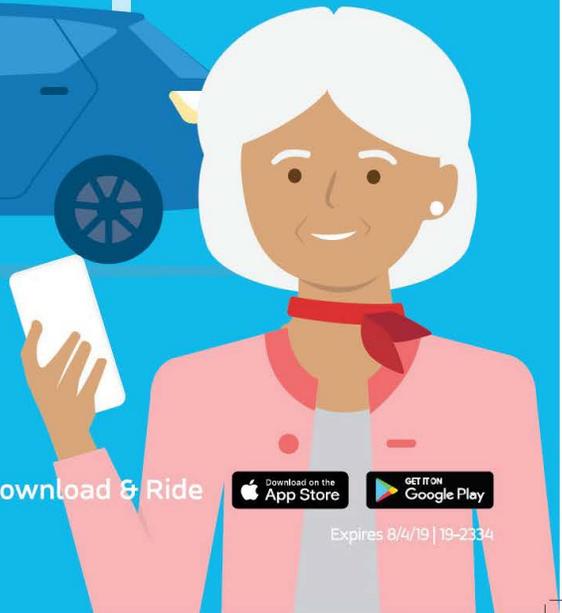


Download & Ride



Expires 8/4/19 | 19-2334

Free rides to and from Metro Blue and Green Line stations in Compton!

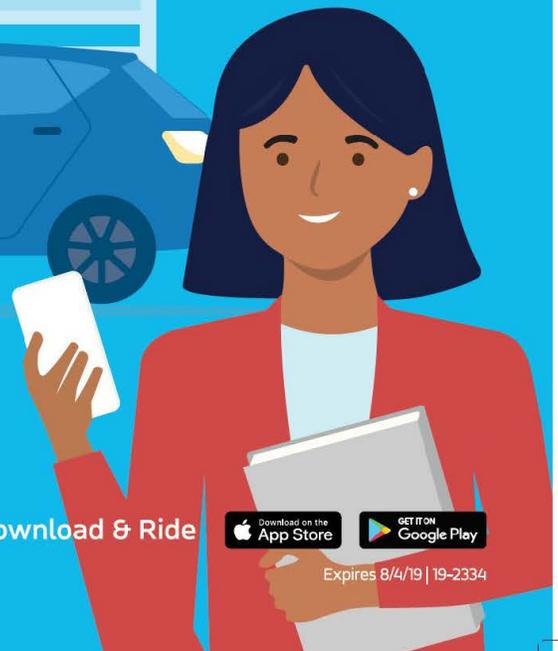


Download & Ride



Expires 8/4/19 | 19-2334

Free rides to and from Metro and Metrolink stations in El Monte!



Download & Ride



Expires 8/4/19 | 19-2334

Hello Access Rider!



access



Free rides on Via until May 17!

Access Services wants to let you know that LA Metro has partnered with Via to provide accessible, on-demand rides to and from the North Hollywood Station and the Downtown Burbank and Burbank Airport – South Metrolink stations. Download the Via app, create an account and you're ready to ride. If you need an accessible vehicle, just choose "Wheelchair accessible" in your app and you will get a wheelchair accessible vehicle right at your door. No smartphone? Call **619-731-0710** to create an account and book a ride over the phone.



✉ losangelesriders@ridewithvia.com

☎ 619-731-0710



access



North Hollywood Service Zone:





Metro

RIDE WITH VIA
Book a Ride in Real Time!

What is Via?

Metro has partnered with Via to provide shared, on-demand rides to or from the Artesia Blue Line Station. Book a ride and you will get picked up by a vehicle in minutes!*

How to Ride

1 Create Your Account

If you have a smartphone or tablet:

- Download the Via app and sign up for an account using a credit/debit or pre-paid card.
- Search “Via” on the App Store or Google Play Store and look for the blue app icon.

If you do not have a smartphone or tablet:

- Please call us at (619) 731-0710 to set up your account and book a ride.

2 Request a Ride

- Type your pickup address and destination in the app.
- You’ll receive a proposal with an estimated time of arrival (ETA) when the next available Via-icle can pick you up.
- This service is intended to serve first/last mile connections for Metro transit, so all trips must start or end at this station.

3 Meet Your Driver

- You’ll be asked to meet your driver at a nearby pickup spot (no more than 500 feet). If you’re having trouble finding your ride or have any questions about the service, contact Via’s Live Support at (619) 731-0710.

Learn more at: ridewithvia.com/losangeles

*Via service will be in operation to and from the Artesia Metro Station throughout the rail suspension on the Metro Blue Line.

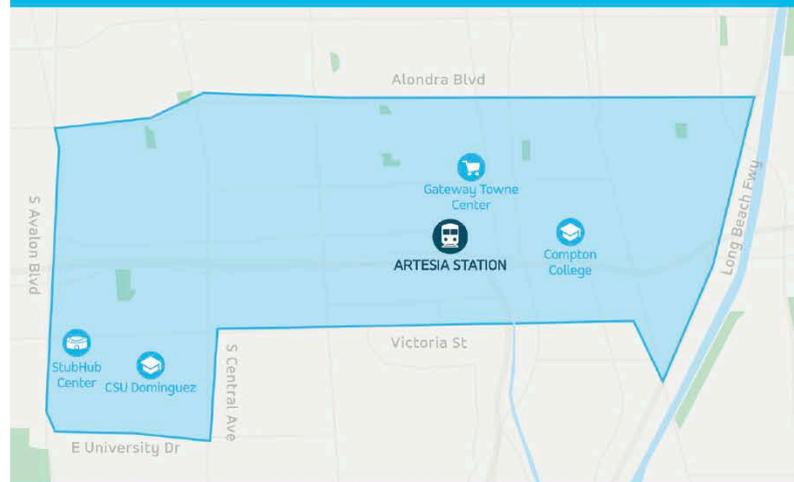


Metro

Service Details

Monday - Friday: 6am - 8pm

TAP Card holders pay \$1.75 per ride
LIFE Participants ride for free
All other riders pay \$3.75 per ride



Need a wheelchair accessible ride?

Check the wheelchair accessible option in your app or tell a support rep when you book by phone.



Metro

VIAJA CON VIA

¡Reserva un viaje en tiempo real!

¿QUÉ ES VIA?

Metro se alió con Via para ofrecer viajes compartidos a demanda, hacia o desde la estación Artesia en la Línea Azul. ¡Reserva un viaje y te recogeremos en minutos!*

Cómo viajar

1 Crea tu cuenta

Si tienes un teléfono inteligente o una tableta:

- Descarga la aplicación Via y regístrate para crear una cuenta con una tarjeta de crédito o de débito, o con una tarjeta prepagada.
- Busca "Via" en la tienda de aplicaciones o en Google Play, y busca el icono de la aplicación de color azul.

Si no tienes un teléfono inteligente o una tableta:

- Llámanos al (619) 731-0710 para configurar tu cuenta y reservar un viaje.

2 Pide un viaje

- Escribe la dirección donde deseas que te recojamos y tu destino en la aplicación.
- Recibirás una propuesta con el tiempo estimado de llegada (ETA) cuando el próximo vehículo Via pueda recogerte.
- Este servicio se ofrece sobre la base de la primera/última conexión en millas para los medios de transporte Metro, de modo que todos los viajes deben iniciarse o terminar en esta estación.

3 Encuéntrate con el conductor

- Te solicitaremos que te encuentres con tu conductor en un punto de recogida cercano (a no más de 500 pies). Si tienes problemas para encontrar a tu conductor o tienes alguna pregunta sobre el servicio, comunícate con Via a través del servicio de Atención al cliente en vivo, al (619) 731-0710.

Infórmate mejor en: ridewithvia.com/losangeles

*El servicio de Via funcionará hacia y desde la estación de Metro Artesia y hasta el tren suspendido de la Línea Metro Azul.

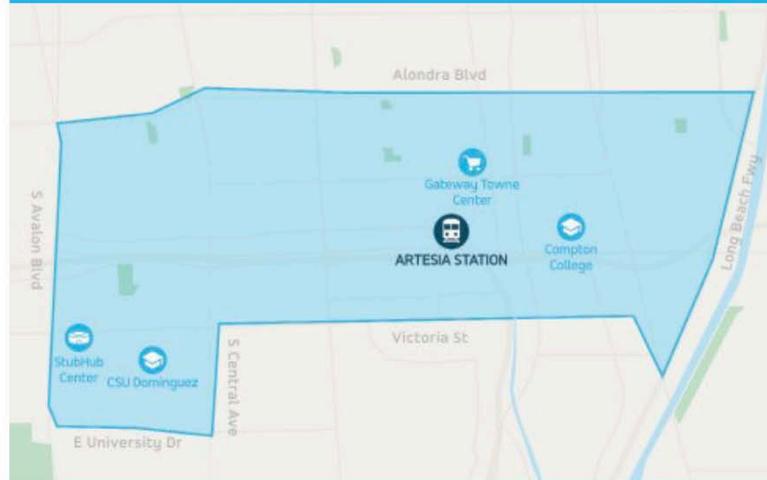


Metro

Detalles del servicio

Lunes a viernes: 6 a.m. – 8 p.m.

Los titulares de tarjetas TAP pagan \$1.75 por viaje
Los titulares de tarjetas LIFE viajan gratis
Todos los demás pasajeros pagan \$ 3.75 por viaje



¿Necesitas un viaje accesible para sillas de ruedas?

Marca la opción de accesible para sillas de ruedas en tu aplicación o dile a un representante de atención al cliente si reservas por teléfono.



\$1 RIDES TO AND FROM THE ARTESIA METRO STATION

*All rides are free for LIFE participants

Starting January 28, 2019



In partnership with



ridewithvia.com

Download the App



DOWNLOAD & RIDE



Smart

Share with others
going your way



Affordable

Flat per ride rates!
TAP riders: \$1.75 / LIFE riders: \$0
All other riders: \$3.75



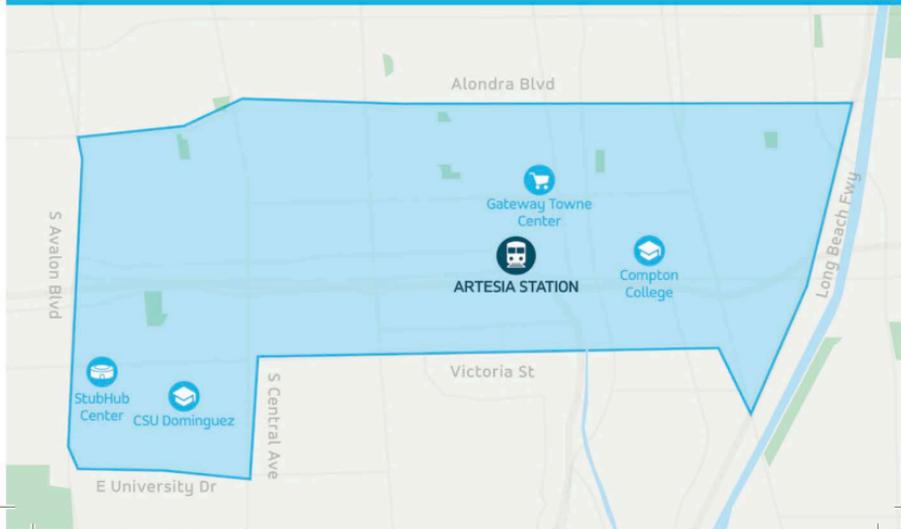
Quick

Get picked up
in minutes



Efficient

Meet your Via-cle
at a nearby corner





RIDE FOR FREE!

To/from: Metro Willowbrook,
Compton + Lynwood Stations

ridewithvia.com/losangeles



In partnership with  Metro

Wheelchair Accessible

DOWNLOAD & RIDE



Smart - Share with others going your way



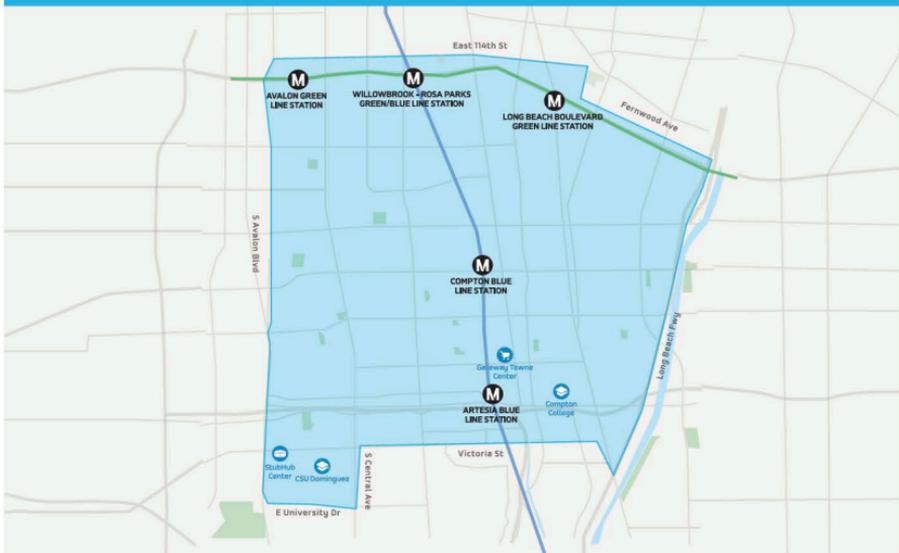
Free - All rides are totally free until 7/30/19!



Quick - Get picked up in minutes



Efficient - Meet your Via-cle at a nearby corner



No smartphone? No problem!

Call **(619)731-0710**

to create an account and book rides over the phone.



Appendix E

Disaggregated and Aggregated Data Acquisition Fields

The data fields in the following tables were delivered to Metro by Via on a weekly basis throughout the duration of the pilot project.

Table E-1: Disaggregated Trip Data on Per Trip Basis:

Table 1. [All data in Table 1 is Trade Secret, except for TAP ID number and Vehicle Make, Model, Year]	
Data Field	Description/Definition
De-Identified Passenger ID	A unique passenger identification number that contains no personally identifiable information
Vehicle Make, Model, and Year	Vehicle utilized to transport Passenger
TAP identification number, where available	TAP identification number
Zone ID	Which of the three station catchment areas did the ride originate in
Request pickup location – latitude (Rounded to 3 digits after the decimal point)	Latitude of requested pick up location
Request pickup location – longitude (Rounded to 3 digits after the decimal point)	Longitude of requested pick up location
Request drop-off location – latitude (Rounded to 3 digits after the decimal point)	Latitude of requested drop off location.
Request drop-off location - longitude Rounded to 3 digits after the decimal point	Longitude of requested drop off location
Request pick-up date / time. Rounded to the nearest minute (YYYY-MM-DD HH:MM)	The time stamp that the request is made.
Estimated response time communicated to passenger. (Rounded to the nearest minute)	The estimated response time communicated to the passenger after the Driver Partner is dispatched
Actual amount of wait time to passenger before pick-up	This is the actual amount of time the passenger spent waiting to be picked up by Driver Partner
Actual pick-up date and time. Rounded to the nearest minute.	The time stamp when the trip starts with the passenger.
Actual drop-off date and time. Rounded to the nearest minute.	The time stamp when the trip ends with the passenger.
Origin to destination distance (miles)	The actual distance of travel of the vehicle in order to deliver passenger from origin to destination
Average travel speed of ride	The average miles per hour travel speed during the passenger’s trip.
Trip cost charged to paying passenger	The total cost of the trip charged to the paying passenger
Number of guests with requesting passenger (if any)	The number of guests per passenger ID (only applicable if requesting passenger has any guests)
Accessible Vehicle ride requested (Yes/No))	Indicate Yes or No on whether the passenger requested an accessible vehicle
Accessible Vehicle ride provided (Yes/No)	Indicate Yes or No on whether Contractor provided an accessible vehicle ride
Trip Outcome (completed, rider cancelled, driver cancelled, no show)	Indicate whether the trip was completed, rider cancelled, Driver Partner cancelled, or the passenger was a no-show

Trip Cancellation or no-show timestamp. Rounded to the nearest minute (YYYY-MM-DD HH:MM)	Relevant only for cancelled or no-show trips.
Trip request never accepted (Y/N)	Indicate Yes or No whether a passenger requested a trip and it was never accepted.
Shared Ride (Yes/No)	Indicate whether there was more than one Passenger in the car (this does not include any guests with passenger i.e. a 'plus one')
Ride rating awarded by passenger (1-5 stars)	Provide the rating awarded by the passenger
Method used by passenger to request pick-up	Indicate whether the passenger dispatched the ride through a smart phone application or through the call center
Payment method (Credit Card, Debit Card, Promo Code, etc.)	Indicate the payment method used by the customer

Table E-2: Aggregated Weekly Contractor App Data:

Data Field	Descriptions/Definition
New Via accounts created per week – Trade Secret however, such data can be aggregated monthly and will not be Trade Secret. To the extent, that contractor creates Consumer Facing Rideshare Service in Los Angeles that is separate from pilot with LACMTA, the parties will revisit whether the information can be aggregated monthly and can be shared.	Indicate the number of new Via accounts registered in the Los Angeles service area per week
Number of customer service inquiries submitted to Contractor through app	Indicate the number of customer service inquiries submitted to Contractor per week
Ride request source	Indicate the number of trip requests made using Via's app and number of trip requests made using call center
Frequency of proposals not booked – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	The number of times a requested ride proposal is not booked

Table E.3 Aggregated Weekly Call Center Data for LA Service Area:

Data Field	Descriptions/Definition
Number of calls received by call center	Indicate the number of calls received by the call center per week
Number of rides dispatched through call center	Indicate the number of rides dispatched through the call center on a weekly basis

Table E-4: Aggregate Weekly Vehicle Data for LA Service area:

Data Field	Descriptions/Definition
Vehicle Make	Indicate the vehicle make.
Vehicle Model	Indicate the vehicle model.
Vehicle Year	Indicate the vehicle year.
Date/time of the beginning of the shift. (YYYY-MM-DD HH:MM)	This is the date and time of the start of the shift for the vehicle.
Date/time of the end of the shift. (YYYY-MM-DD HH:MM)	This is the date and time at the end of the shift for the vehicle.
Non-revenue miles driven while on shift – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	This is the total amount of miles the vehicle drove without any passengers on board during the shift.
Revenue miles driven while on shift – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	This is the total amount of miles the vehicle drove with at least one paying passenger on board during the shift.
Vehicle miles driven with 1, 2, 3, ..., 8 bookings on board during that shift (separate column for each count) – Trade Secret	This is the miles driven by count of passengers in the vehicle at a time.
PMT:VMT on an hourly basis per vehicle – Trade Secret	Comparison of passenger miles travelled versus vehicle miles travelled on an hourly basis per vehicle during each shift.

Table E-5: Other Data Related to LA Service Area:

Data Field	Descriptions/Definition
New riders, reported on a weekly basis – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	Indicate the number of customers who took their first rides on a weekly basis.
Unique active riders, reported on a weekly basis – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	Active is considered to be someone who has used Pilot service at least once in the week. This does not count multiple trips made by the same rider.
Unique repeat riders, reported on a weekly basis – Trade Secret; however, such data can be aggregated monthly and will not be Trade Secret.	A repeat rider is considered someone who has used Pilot service more than once in a week.
Utilization of passenger per vehicle per hour – Trade Secret	Indicate the average number of passengers per vehicle per hour.

Table E-6: Other Data Related to LA Service Area:

Data Field	Descriptions/Definition
Week	Indicates the week when this occurred.
Pick-up or Drop-off	Indicates whether the below latitude/longitude is in reference to a pick-up or drop-off.
Latitude (rounded to 3 digits after the decimal point)	Indicate the actual pick-up and drop-off locations for the previous week where customers were picked up and dropped off. Origins and destinations do not need to be paired. This data point is to determine whether the pick-ups and drop-offs are at accessible locations.
Longitude (rounded to 3 digits after the decimal point)	Indicate the actual pick-up and drop-off locations for the previous week where customers were picked up and dropped off. Origins and destinations do not need to be paired. This data point is to determine whether the pick-ups and drop-offs are at accessible locations.



Appendix F

Subsidy Plan

Price Proposal for Mobility on Demand
July 16, 2018

The document provides an overview of the mechanism by which the Agency proposes to pay the Contractor for services rendered under the Agreement.

Payments to the Contractor

The Agency will reimburse the Contractor on a per driver hour basis, based on the actual number of driver hours expended on a monthly basis. The Agency will reimburse the Contractor at a rate of \$21.60 per driver hour with a total budget of 54,600 driver hours for the tenure of the project. The Contractor will notify the Agency at the end of each week the number of driver hours that were utilized during the week time-span. Table 1 illustrates the rate at which the Contractor will be reimbursed with allocated driver hours. The rate of \$21.60 per driver hour was identified based on the estimated fixed and variable costs provided by the Contractor. The Agency has amended the estimates to quantify cost of the driver hour at \$19.00 per hour and has not included as expenses that the Contractor may have for driver/customer acquisition or for the delivery of Accessible Vehicle service. The Contractor's expenses associated with driver and customer acquisition will be covered in-full by the Contractor. The Agency will reimburse the Contractor for the actual costs of delivering Accessible Vehicle services in a separate line item.

Table 1

Description	Price
Reimbursement to Contractor per Driver Hour	\$21.60
Estimated Revenue to Contractor per Driver Hour	\$3.00
Total Revenue to Contractor per Driver Hour	\$24.60

Table 2 illustrates the items considered when calculating the fully loaded cost per driver hour.

Table 2

Description	Price per Unit	Total Price
Driver Cost	\$19.00	\$1,037,400
Live Driver and Rider Support	N/A	\$45,500
LED for Live Support	N/A	\$30,240
Insurance	N/A	\$49,140
Additional Insurance	N/A	\$52,000
Dedicated Operations Personnel	N/A	\$105,000
Hosting, IT Services, Rent, Misc.	N/A	\$24,000
Total	\$24.60	\$1,343,280

Table 3 illustrates that with the reimbursement per driver hour in addition to the revenues that a driver is expected to generate per driver hour that the Contractor will have the opportunity to capture the full operational cost of delivering the Mobility on Demand service on an hourly basis.

Table 3

Description	Price
Reimbursement to Contractor per Driver Hour	\$21.60
Estimated Revenue to Contractor per Driver Hour	\$3.00
Total Revenue to Contractor per Driver Hour	\$24.60

Table 4 illustrates the full proposed amount that Agency will pay the Contractor for services rendered.

Table 4

Description	Price
Reimbursement to Contractor per Driver Hour	\$21.60
Number of Driver Hours Budgeted	54,600
Total Budgeted for Fully Loaded Driver Hours	\$1,179,480
Accessible Vehicle Service Budgeted at Not to Exceed for Actual Services Provided	\$301,320
Total Budgeted	\$1,480,800

Fares to Customer

Table 5 illustrates the initial fares for MOD, with the potential for discounts and/or promotions made available to users during the launch periods. Based on service data, the Agency and the Contractor may choose to change these fares, subject to mutual agreement.

Table 5

Description	TAP	Fare (one way)	Fare (round trip)
Via FMLM ride + transfer to Metro operated service	TAP number inputted	\$3.50 (or \$1.75 for Via service)	\$7.00
Via FMLM ride + transfer to Metro operated service	No TAP number inputted	\$5.50 (or \$3.50 for Via service)	\$11.00
Via FMLM ride	LIFE number inputted	\$0.00	\$0.00
No show fee	Both with TAP inputted and without TAP inputted	\$1.00	N/A
Cancellation fee	Both with TAP inputted and without TAP inputted	\$1.00	N/A

*These fares capture the full cost to the customer for the FLM service and the transfer to Metro operated transit. Customers may have to pay for each of these items separately unless a viable technological solution is identified.

No-Show Fee

The Contractor provides a shared service, and to ensure a high quality of service for riders already on board (and/or riders waiting to be picked up), the Contractor's driver partners will be instructed to wait a maximum of 2 minutes for each rider. After 1 minute, the Contractor's system will automatically send a coordination SMS to the rider warning them that their driver will need to get moving soon. If after another minute the rider is not at the car, the driver partner marks the rider as a "No Show" and riders are assessed a "No Show" fee. The No Show fee will be \$1. (Note: if a rider texts or emails the Contractor's customer support and requests that the Contractor waive the No Show fee, the Contractor will generally comply.)

Should a rider have trouble locating their ride, the rider can contact the driver partner directly through the app by pressing the small green phone icon located at the bottom right of the screen. The rider can

also communicate directly with the Contractor’s Live Support Team by replying to the coordination SMS that is automatically sent upon the vehicle's arrival.

Cancellation Fee

For any rides cancelled more than 1 minute after booking, the Contractor charges a cancellation fee to riders. This is due to the fact that as soon as a ride request enters the system, the car assigned will be rerouted to accommodate the pick-up, so it can end up adding a slight detour to not just the driver but also the existing passengers in the vehicle. However, if a cancellation occurs because the car is running late or early (for instance, current ETA is more than 5 minutes greater than the original ETA that was quoted at the time of booking), the system will automatically waive the cancellation fee as the Contractor understands that in these situations riders need to be able to make the most informed decision about their ride. The Contractor also waives the cancellation fee in the event of an emergency or an unforeseen situation.

Farebox Recovery

Table 6 provides an overview of how the farebox revenues will be accounted for and distributed between the Contractor and the Agency.

Table 6

Description	Recipient
Transit Fee of \$1.75	A \$1.75 transit fee will be credited to the Agency*
Transfer Fee of \$1.00	The first \$1.00 of revenue generated from each ride will be credited to the Agency in-full as the “transfer fee.”
Via FLM Fare for customers who have inputted TAP number @ \$1.75	For customer fares of \$1.75, the Contractor will receive the remaining \$0.75 after they have credited the Agency the first \$2.75.
Via FLM Fare for customers who have not inputted TAP or LIFE number @ \$3.75	The aforementioned rules will apply to the first \$2.75. The remaining \$2.00 will be split 50/50 between the Contractor and the Agency.
Via FLM Fare for customers who have inputted LIFE number	LACMTA to pay Via \$0.75 per ride.
Cancellation Fee @ \$1.00	LACMTA to receive \$1.00 cancellation fee.
No Show Fee @ \$1.00	LACMTA to receive \$1.00 no show fee.

*The \$1.75 transit fee will be credited to the Agency if there is a technological solution identified to enable the Contractor to capture the full fare of both the transit fare and the FLM fare. If no technological solution is identified this line item will be removed.

Table 7 estimates potential farebox revenues. These estimates assume that the majority of customers will input a TAP number.

Table 7. Estimated Farebox Revenues

Description	Revenues to Agency	Revenues to Contractor
Transit Fee Revenues	\$382,200	N/A
Transfer Fees Revenues	\$218,400	N/A
FLM Fare for Customers who have inputted TAP Number	N/A	\$163,800

Reinvestment of Profits

All revenues generated that exceed operational costs will be reinvested back into the service for the duration of the one-year pilot. Based on current estimations of the fully-loaded cost of service operation (including LEP costs and additional insurance costs), it is estimated that Via will be able to recover the cost of service operation if each driver is able to provide on average 4 customer rides per hour. At the documented point at which Via is able to recover costs based on actual service delivery, any additional revenues will be reinvested back into the service. Functionally, this will mean that these revenues will be applied to the amount the LACMTA will be paying on a per hour basis/to pay for LIFE fees. In addition, any revenues that of which Page 5 of 5 LACMTA is the recipient (transfer fee, no show fee, cancellation fee, cost sharing for \$3.75 rides) will be applied to the amount that LACMTA will be paying on a per hour basis/to pay for LIFE fees.



Acronyms and Abbreviations

ACCESS	Access Service
APTA	American Public Transportation Association
BRT	Bus Rapid Transit
FMLM	First Mile/Last Mile
KPI	Key Performance Indicator
LEP	Limited English Proficiency
LIFE	Low Income Fare is Easy
Metro	Los Angeles County Metropolitan Transportation Authority
MOD	Mobility on Demand
NOFO	Notice of Funding Opportunity
TAP	Transit Access Pass
TNC	Transportation Network Company
UCLA	University of California, Los Angeles
UW	University of Washington



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