UTAH TRANSIT AUTHORITY

UTA

Memo

Subject: Peer Agency Benchmarking Study **FINAL**

June 3, 2024

Introduction

UTA is in the process of updating their Innovative Mobility Solutions (IMS) service strategies to align with and "fill in" the Five-Year Service Plan and UTA Moves 2050 Long-Range Transit Plan. One key element of UTA's IMS service strategies is their microtransit program. Over the years, UTA's On Demand service has evolved from a small pilot to providing significant coverage service carrying 2,000 trips per day.

While UTA's efforts have been well-recognized as an industry best practice, many agencies across the country have adopted similar on-demand, microtransit models and have applied new technology tools, communications and customer service programs, and crafted dynamic partnerships to optimize and maximize transportation services.

The purpose of this study is to benchmark UTA's on-demand service and performance relative to other peer agencies from across the U.S., and to memorialize the dialogue exchange between agencies. To that end, this memorandum includes a detailed comparative evaluation among each agency and illustrates key differences and similarities. This information will help UTA define their future service and operating budget plans and support their decision-making process towards any modifications or expansion to its current on-demand, microtransit service to better support mobility for customers and increase overall transit system ridership.

Key Takeaways

Strategy / Topic	Description
Smaller Service Zones	Designating smaller service zones enable agency and operators to better manage service performance, easier to predict and respond to customer needs, and mitigate delays in arrival/pick-up times.
	Enables agency and operators to adaptive and respond quicker to service changes and communicate changes to customers within each zone.
	Allows for more scalability and adjustment to service operations, including number and size of vehicles, driver accommodations and working hours.
	Smaller zones are approximately 10 square miles or less.
Partnerships with TNCs & Other Services	Partnerships with TNCs (Uber, Lyft), Taxi and Private Shuttle companies allow for more dynamic service within each zone and penetrate larger customer market share.
	Subsidized TNC trips to transit stations and major destinations has generated relatively positive customer experience.
	Integration of TNCs and other providers into service areas can significantly reduce operating costs to agency.

Have an Established Process	Implementation of a standard process that includes specific thresholds to determine new/modified service can yield benefits to forecasting quality of service and performance outcomes.
	Make guidelines for microtransit service publicly available and illustrate the decision-making process of how and why service areas and service types are planned, operated, and measured.
Choose Business Model that Works Best	Traditional turnkey models may have a tendency of limiting agency's ability to effectively manage service operations, performance, driver and workforce dynamics, customer satisfaction, and communications. For example, increased prescheduled trips can be problematic for turnkey operators that focus mostly on real-time, on-demand requests and operations.
	Agency operating budgets largely influence service types and dictate to contract under a turnkey, owner-operator, or hybrid model.
Leverage Fixed-Route Service	Microtransit service that is co-located in areas served by existing fixed-route transit results in varying outcomes. Agencies may require microtransit to operate in areas with a minimum of one fixed-route service or in areas with no fixed-route service but must make a connection to specific destinations, such as grocery stores, pharmacies, and essential services.
	Dedicated microtransit service that links to major transportation hubs, stations, and high-capacity transit corridors are effective in bolstering ridership and capture larger transit mode share
Evolving Fleet Electrification	Agencies are challenged with implementation of fully-electric fleet vehicles for microtransit service. Demand for vehicles and costs are a major influence and climate conditions can significantly affect operations of electric vehicles (e.g., extremely cold weather conditions).
	Electric vehicle pilot programs resulted in need for more service vehicles and running hours due to charging needs, which can increase operating costs.
	Agencies look to consider fleet transitions and continue to pilot services by 2030 and beyond, in concurrence with larger fleet transition efforts for fixed-route services.

Benchmarking

The identification and selection of peer agencies was conducted in coordination between UTA and HNTB. While numerous microtransit and other on-demand services exist across the country, several variables were considered to best determine the most relevant agencies and their programs to include in the benchmarking effort. Below is a summary of the evaluation criteria. See **Appendix A** for detailed criteria and datasets for each agency considered for purposes of this study.

Evaluation Criteria for Selecting Peer Agencies

Category	Criteria
Land Use	2024 Percent of Single-Family Housing
	Urban Area Population
	Population Density
Demographics	Percent Population with College Degree
	Population Growth Rate
	Percent Poverty
Transit	2023 Average Weekday Ridership
	2023 Average Ridership
	Total Revenue Miles Operated
	Total Operating Budget
	Service Area Type
Microtransit Program (or comparable service)	Percent Service Demand Response
	Percent Service Purchased
	Distance (miles)
	Vanpool (Directly Operated/Purchased Transportation)
	Demand Response (Directly Operated/Purchased Transportation)

It is noted that other non-quantitative factors were considered, including the current types of microtransit and comparable services provided by peer agency and relevance to the purpose of this study. For example, agencies with flexible service (e.g., zonal, curb-to-curb, point-to-point, etc.), Transportation Network Companies (TNCs) partnerships, and advanced planning and operational methods were significantly favored during the selection of peer agencies.

Benchmark Summary: UTA & Peer Agencies

The following provides a comprehensive evaluation of UTA and the four select peer agencies; listed below.

San Diego Association of Governments (SANDAG)

Des Moines Area Regional Transit Authority (DART)

Dallas Area Rapid Transit (DART)

Capital Metropolitan Transportation Authority (CapMetro)

A series of one-hour interviews were conducted between UTA, HNTB, and peer agencies. The following memorializes the information received during those interviews as well as relevant documents and data provided by peer agencies. See **Appendix B** for full list of interview questions asked during discussions with each agency.

The benchmarking effort provided a wealth of information on how other agencies are planning, operating, and managing similar microtransit and multimodal services. Importantly, this effort helped address a range of topics of interest to UTA; these are summarized below.

How are other transit agencies are using innovative on-demand services?	On-demand service, be it microtransit or TNCs or combination of both, are being used to serve two main purposes: getting customers to essential services around town (e.g., grocery stores, pharmacies, hospitals, etc.) and to major transit hubs to connect to local and regional services. Use of on-demand service is mostly to accommodate mobility services in areas with little to no fixed-route bus service. In significantly low-density, lower-demand areas, partnerships with TNCs have been useful to provide greater coverage to meet demand while reducing operating costs to agencies (DART in Dallas is good example of this partnership).
Who are the most productive target markets?	This ranges widely based on location, local context and needs. For example, CapMetro initially marketed existing transit customers and now apply their new Pickup *Service Standards and Guidelines* more broadly to include Community Characteristics drawn from Census Bureau data that helps them determine an area's viability for a Pickup zone. SANDAG initially marketed their flexible fleets in areas with significant parking constraints and have pivoted towards first-/last-mile connections and social equity determinants of different neighborhoods (e.g., getting seniors to grocery stores).
What are best microtransit/TNC practices and metrics?	Allowing microtransit service to be scalable and adaptive to customer market needs is paramount. Performance metrics focused on number of riders per vehicle per hour, customer wait times, real-time vs. advanced bookings, etc. and evaluating these metrics through an equity lens are the industry standard. For example, DART (Dallas) established specific thresholds such as 93-97% reservation service/acceptance, 0.5% service delivery gap, high contractor ratings and track these metrics on a monthly basis.
Are UTA's microtransit metrics best practice (utilization, availability, cost per rider)?	See recommended KPIs in the section below.
How do peers measure customer satisfaction?	Offering various touchpoints, communications platforms, and technologies can provide the best measurement of customer satisfaction. DART (Des Moines) conducts customer surveys every other year and provides a customer service line and mobile app that allows customers to provide feedback on their service or suggest new service/stop recommendations. DART dedicates their staff to review customer feedback on a consistent basis. CapMetro provides a "star rating" system via mobile

	app and riders can rate their rides. Any rider who rates a trip three stars or lower gets a call from CapMetro. DART (Dallas) also applies a rating system (1-5), with a minimum threshold of 4.0 as a key performance metric
How to have both flexible and reliable service?	It is best practice to define and limit microtransit zone sizes to a scale most manageable from both operations and customer standpoints, while ensuring each zone includes access to the greater bus network and essential services.
What vehicles are peers using now and plan to use in the future?	Standard passenger vans are being used, such as Ford Transit T350, Dodge Ram Promaster 3500 as well as small- to regular-sized buses (i.e., 30 seated capacity). Some agencies, such as SANDAG are operating low-speed neighborhood electric vehicles (NEV) shuttles in specific community areas that travel up to 25mph and this is contracted by vendor (Circuit).
What are the best First Mile Last Mile (FMLM) tactics?	Various methods can be applied to strengthen FMLM connections. SANDAG has focused on mobility hubs in key neighborhood locations and in proximity to transit to complement their Flexible Fleets services. CapMetro manages and operates their MetroBike bikeshare program and are situated in strategic locations to connect to transit stops across Austin.
Are other transit agencies using their apps and technology more effectively?	All agencies are using their mobile app as a primary source of customer interface, communications, tracking data, and providing information about all available modes of transportation (e.g., transit, bikeshare, rideshare, etc.) Certain agencies, such as SANDAG, post monthly performance via their Open Data Portal that is public and CapMetro published their *Guidelines for Pickup Services* that demonstrates all the technological capabilities offered to their customers.

Recommended KPI Considerations

UTA's current Key Performance Indicators (KPIs) are relatively similar to its peer agencies and in some respects, have far fewer metrics to measure performance. Regardless, KPIs are not universal or homogenous, they are meant to be tangible to gauge operational and service levels, and customer satisfaction. Therefore, each peer agency's microtransit program varies in size, scale, and operations, and any establish metric is meant to be malleable.

Based on the information provided by peer agencies, there are other KPIs for UTA to consider which can provide a more holistic measure of their current and potent microtransit service. These recommendations are presented below.

UTA Key Performance Indicators	Considerations
10% Growth Ridership per Year	Expand ridership measurement to include: • New accounts created (% per month) • First time riders (% per month) • Unique active riders (% per month)
On-Time Performance: 90% of bookings "picked up" no later than 5 minutes after planned pickup time	Expand performance to account for loss time (drivers arriving to the zone late or leaving early, unscheduled breaks) • Less than 0.5%
Service Quality: no more than 3% of customer booking requests receive a "seat unavailable" error	*None. UTA upholds very high standards regarding customer booking request. Other agencies have slightly higher thresholds (e.g., 5%) but have a goal of 3%.*
Service efficiency: Average service utilization between 2.0 and 3.5 completed passenger trips per driver shift hour	Expand service efficiency to include run times per trip per revenue hour: • Minimum 10% trips running late
Cost efficiency: Average cost per ride $20.00 or lower	*None. UTA maintains a relatively low average cost per ride.*

Other KPIs

- Partnerships:
  - While in experimental phase, UTA can continue to track percentage of trips made by Uber/Lyft and establish minimum thresholds per zone to meet rider demand. For example,
    - Smaller zones (<20 sq. miles) = 10%
    - Larger zones (>20 sq. miles) = 20%
- Shared Rides:
  - UTA tracks overall percentage of shared rides (ranges 20-30%). Marketing efforts will be required to encourage shared rides. Establish minimum threshold per zone to track performance.
    - Minimum 20% shared riders per zone per month
- Community & Equity:
  - Establish threshold minimums to track service in locations with vulnerable population. Census data will be required to normalize and identify natural breaks. For example,
    - 5% household in poverty
    - 5% zero-car households
    - 10% minority population
    - 15% population age 65 and over
    - 10% in areas of high cost-burdened households (over 30% of HH income on housing and transportation)
    - 15% trips to essential services and locations (pharmacy, grocery store, hospital, clinic, school, etc.)

Performance Benchmark Matrix

	UTA	SANDAG	DART (Des Moines)	CapMetro	DART (Dallas)
Service Area	184 square miles	3 square miles (due to electrification)	27.2 square miles	45.63 square miles	360 square miles
Vehicles	45	3	4	49	1,200
Zones / Point-to-Point	4 zones	5 zones	3 zones	11 zones	35 zones
Ridership	2,000 (trips per day)	16,101 trips (Oct. 2023)	1,785 (trips per month)	43,500 (trips per month)	5,000 (trips per week)
Cost per Rider	$20.00 or lower (average)	--[1]	$20.00 average	$29.41 cost per rider	$24/$25, subsidy per rider $13.84 with Uber partnership
Service Types & Vehicles	On Demand Vehicles are minivans (e.g., Chrysler Pacifica)	On Demand	On Demand – can pre-book up to 7 days in advance (online, app, or calling). Operating buses for service.	On Demand - Curb-to-Curb Vehicles are Dodge Ram and Ford 350 – around 9 pax/capacity	On Demand - accepts requests up to 1 hour in advance. Main contractor is MV transportation with a combination of subcontracted service providers (YellowCab, LINK, and BlueStar) Offers Zone-to-Zone service (each zone approx. 10 sq. miles) Vehicles are cargo vans (e.g., Dodge ProMaster)
Electric Vehicles	All electric vehicles are in service in Tooele	Neighborhood Electric Vehicles (NEV)	No electric vehicles	No electric vehicles	Eight (8) electric vehicles in service
Paratransit Services	Trips can be scheduled in advance and provide riders with curb-to-curb transportation between home, work, appointments, and community destinations. To utilize paratransit services, riders must be approved through an in-person interview and abilities assessment.	Paratransit not provided by SANDAG but is provided by San Diego Metropolitan Transit System (MTS), local transit agency.	Paratransit is powered by Trapeze and is a separate entity from DART On Demand. Microtransit and Paratransit employees are intermixed but separated by shifts. DART On Demand provides services to persons who may not qualify for paratransit services.	Paratransit is interchangeable with Pick Up services by CapMetro. Drivers are trained to serve in both capacities.	Paratransit is powered by Trapeze and is a separate entity from GoLink. Paratransit services are provided by a combination of subcontracted service providers.

Partnerships (TNCs, Taxis, others…)	Reconnect Program with TNCs Turnkey service with Via: accounts for 20-30% shared rides	Turnkey service with Via for larger vehicles (10-15 people) Partner with Circuit for NEV vehicles	Hybrid model: DART manages drivers/vehicles, and Via manages booking/dispatch, etc. Utilize Uber for first mile-last mile connections with vouchers	Hybrid Model: CapMetro manages vehicles and drivers; Via manages booking/dispatch, etc. None. TNCs do not provide adequate number of ADA-accessible vehicles to meet demand	Third-Party Model: MV Transportation operates services, drivers, and vehicles, including vans and taxis (through separate contracts). Scheduling managed by Spare and DART manages bookings via app Uber accounts for 57% of service Shuttle service to transit facilities provided via employer/institution (e.g., UT students pay 50%, DART other 50%

Key Performance Indicators (KPIs)	• 10% Growth Ridership per Year
	• On-Time Performance: 90% of bookings "picked up" no later than 5 minutes after planned pickup time
	• Service Quality: no more than 3% of customer booking requests receive a "seat unavailable" error
	• Service efficiency: Average service utilization between 2.0 and 3.5 completed passenger trips per driver shift hour
	• Cost efficiency: Average cost per ride $20.00 or lower for On Demand service.
		• Median Ride Time
		• Median Wait Time
		• Monthly Unique Riders
		• Total rides and passengers per month
			• Ridership (no set measure)
			  ○ 2.0 riders per service per hour
			  ○ New accounts created (avg. 49 per month)
			  ○ Unique active riders – no set measure but 35% increase from 2023 (446 to 604)
			  ○ First time riders – no set measure but 40% increase from 2023 (27 to 38)
			• Customer Wait Times (13 minutes or less)
			• Trip Denial (<15%)
			• Ratio of callers to book or mobile device booking (no set measure)
			• Cost per rider (no set measure)
				• Population Age 65 and Over (> 13%)
				• Zero Car Household (> 3.3%)
				• Median Household Income (< $55,000)
				• Households in Poverty (> 6.3%)
				• Minority Populations (> 74.3%)
				• Essential Services (Medical, Grocery, School, Shopping, Affordable Housing) (10 services)
				• On Time performance (15 min or less wait time) (> 92%)
				• Square Mileage: Urban (3 sq. miles or less) or Suburban zone (6 sq. miles or less)
				• Ridership: 4 passengers per hour or greater
				• Cost Effectiveness (< $9)
				• MetroAccess Customers using Pickup (10% or greater)
				• Mobility impaired passengers transported (5% or greater)
				• Shared Rides (>=50%)
					• Provide pickups within 15 minutes or less
					• Dispatch calls answered between 3-5 minutes
					• Service delivery gap - amount of loss time < .5% (drivers arriving to the zone late or leaving early, unscheduled breaks)
					• Driver ratings 4.0 minimum

Note: 1) information not available at time of publication.

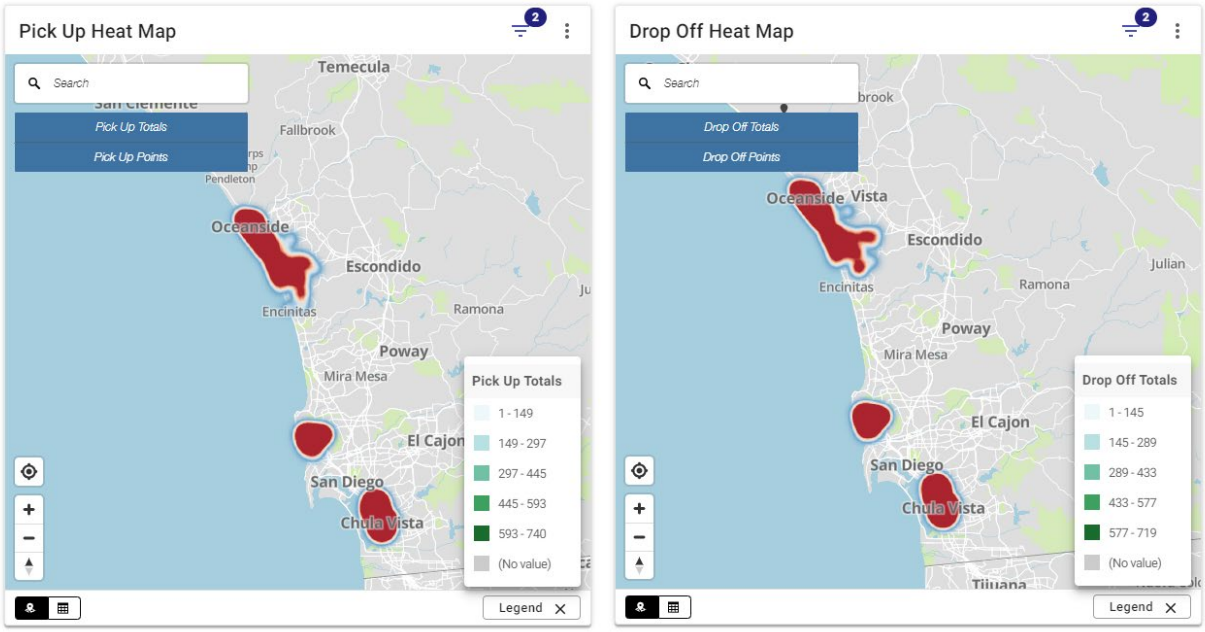
San Diego Association of Governments (SANDAG)

Background

Neighborhood Electric Vehicle (NEV) shuttles is a part of SANDAG's flexible fleets initiative that also includes micromobility, rideshare/ridehailing, and last mile delivery. Flexible fleets are one of the 5 Big Moves from SANDAG's *2021 Regional Plan* with the goal to have a sustainable transportation network with reduction in greenhouse gases. NEVs aim to close first mile-last mile gaps in places of high density with parking constraints. Circuit Transit operates the NEVs that were first piloted in June of 2022. Currently, NEV service operates in Oceanside, Pacific Beach, National City, Chula Vista, and Carlsbad. NEVs are fully electric, that can travel within a radius of 3 miles or less at 35 miles per hour.

SANDAG's neighborhood electric vehicle (NEV) shuttle service consist of two primary vehicle: the "Beach Bug" and the "gO'side" shuttle. Each partner with the City of San Diego, SANDAG and local entities to provide short trips (up to three miles) first/last mile connections to transit and within business districts. The Beach Bug primarily provides service between the UC San Diego Blue Line Trolley Balboa Avenue Transit Station and local destinations, while the Beach Bug provides short trips within Oceanside. NEVs can be hailed via app and cost $2.50 per person per ride and operate until 10pm.

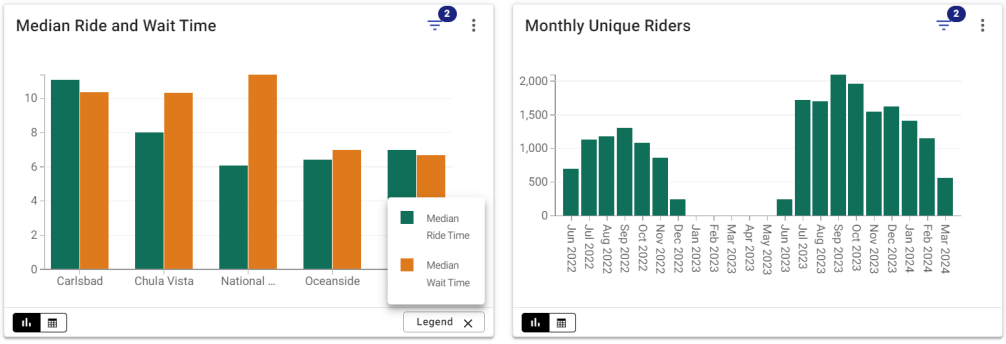
SERVICE ZONE MAP[1]



What Metrics are Used to Measure Performance?

Median Ride Time
Customer Wait Time
Monthly Unique Riders
Passengers by hour, day, week, day of week
Common Trips
Pickup/Drop off Locations
Simulated Road Segments

SANDAG OPEN DATA PORTAL



[1] Available from the SANDAG Open Data Portal: https://opendata.sandag.org/stories/s/ekv7-7x6t

What is the Decision-Making Process for New or Modified Service?

For new or a modification to service, SANDAG looks to the needs of community members and linkages between microtransit and mobility hubs to further extend first mile-last mile connections.

How is Customer Satisfaction Considered?

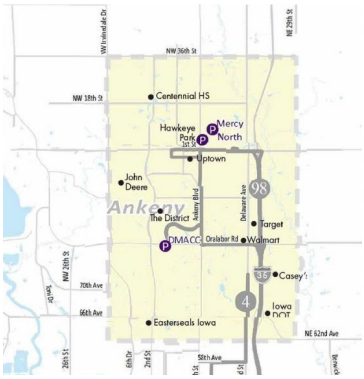
Circuit provides an opportunity for customers to rate their trip with a star rating and provide comments. SANDAG conducts driver interviews that provides insights into operations. SANDAG also frequently asks customers, "if this service wasn't available, what mode would you use?"

Des Moines Area Regional Transit Authority (DART)

Background

DART's governing body felt that fixed-route transit was not effective and wanted to shrink the network and set up more microtransit or alternative services as a means to save money. To address these concerns, DART on Demand launched in November 2021 and quickly gained in popularity by Spring 2022. The microtransit service operated in the fastest growing areas of Des Moines and service population of over 66,000 people. Service started with one vehicle operating during weekdays and to date, DART operates a total of four vehicles in service and three during peak periods. DART on Demand operates in three zones, shown below.

SERVICE ZONE MAPS[2]



What Metrics are Used to Measure Performance?

DART (DES MOINES) KEY PERFORMANCE METRICS

Ridership
Customer Wait Time
Trip Denial
Ratio of advanced booking to real-time booking
Ratio of customers calling to book rides or reserving online

[2] https://www.ridedart.com/dart-demand

What is the Decision-Making Process for New or Modified Service?

The determination of zone location is through the political desire to serve the area and first mile-last mile connections in West Des Moines. DART monitors key performance indicators and adjusts service when necessary. For example, at points of high ridership, trip denials increased; therefore, DART deployed another vehicle to better meet demand.

How is Customer Satisfaction Considered?

To date, two surveys have been conducted with Via for On Demand zones. Every other year, DART rolls out a system-wide customer survey. A customer service phone line is available and often used to capture feedback, however the mobile app does not allow for feedback. DART staff collects comments on improvements to the service and has a running list internally.

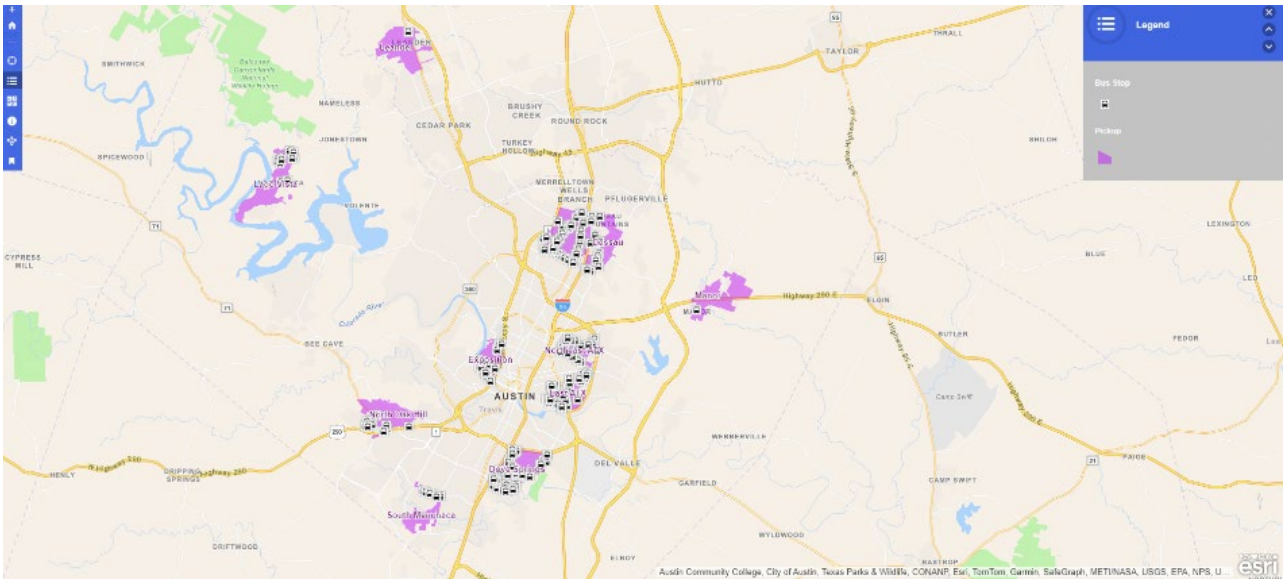
Capital Metropolitan Transportation Authority (CapMetro)

Background

CapMetro was faced with removing portions of existing bus routes that were underperforming and Board of Directors required the agency to insert a service to cover the areas previously covered by the removed bus routes. Target market for the initial phase was existing customers and the general population in the affected area.

"Pickup by CapMetro" (Pickup) started as a pilot program between 2017 and 2018 with service in Northeast Austin, including the Mueller and Windsor Park neighorhoods. By 2019, additional zones were added throughout the city. The Pickup service app was developed in partnership with Via, which is CapMetro's current service provider. To date, the microtransit program operates in 11 service zones and customers can request a ride using their phone via mobile app or calling the Pickup Service Center. Shared-ride services are available to accommodate more than one passenger per trip and all vehicles are ADA-accessible and accommodates customers in a wheelchair. Below is an image of the Pickup Service Area which displays zonal boundaries and existing transit stops within each zone.

Service Zone Map



What Metrics are Used to Measure Performance?

CapMetro has established a formal process to measuring performance and include a wide array of metrics.

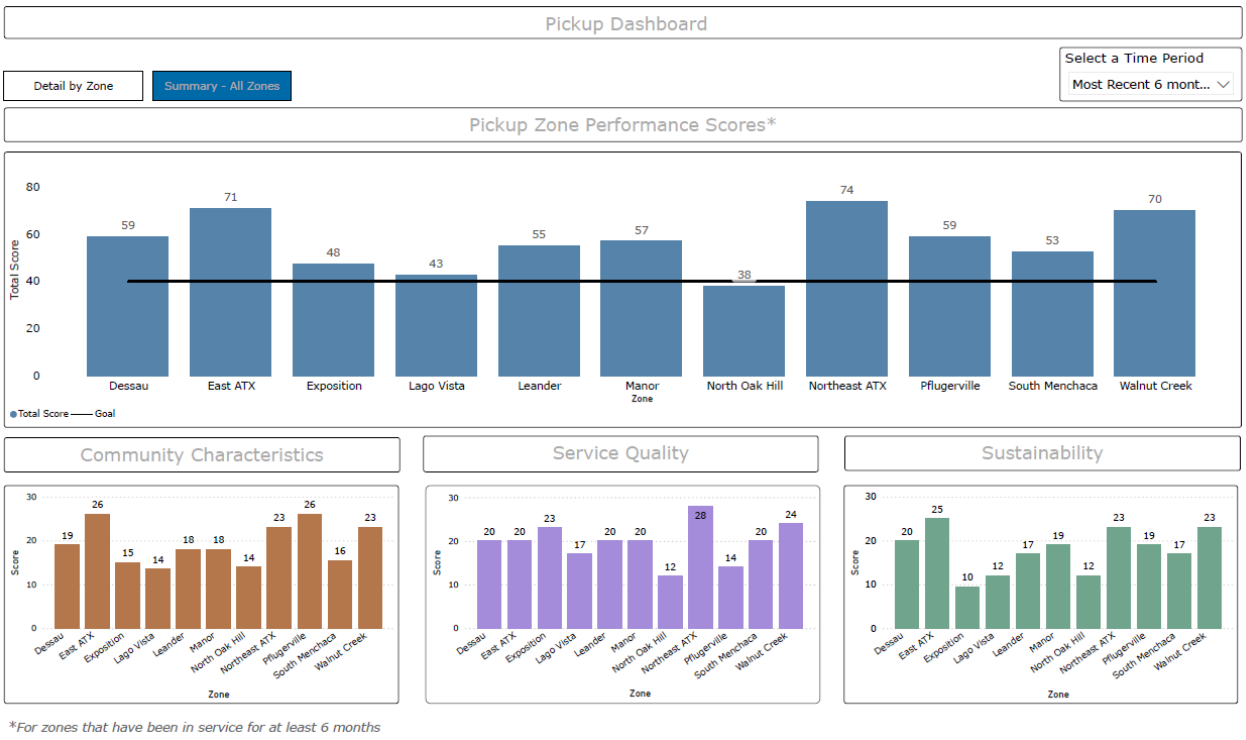
CapMetro Key Performance Metrics

Population Age 65 and Over	Square Mileage: Urban zone
Zero Car Households	Square Mileage: Suburban + zone
Median Household Income	Ridership: Passenger per hour
Households in Poverty	Cost Effectiveness
Minority Population	MetroAccess Customers using Pickup
Essential Services (Medical, Grocery, School, Shopping, Affordable Housing)	Mobility impaired passengers transported
On Time performance (15 min or less wait time)	Shared Rides

CapMetro also provides real-time performance for its Pickup Service, including ridership statistics for each zone[3].

[3] This information is publicly available online at: https://www.capmetro.org/dashboard/pickup-stats

CapMetro Pickup Service Stats (Online Dashboard)



*For zones that have been in service for at least 6 months

What is the Decision-Making Process for New or Modified Service?

CapMetro begins with defining an area that is a good candidate for Pickup service and then determines what existing service is in the area. Points of interests and a boundary is created around nearby points of interests and bus stops/bus routes in the area are identified. Land uses, such as apartment, subdivisions, and the street network in the area are then incorporated to finalize the zone boundary.

CapMetro has prepared *Guidelines for Pickup Service* in 2020. This document is available to public and provides in-depth information about the vision and goals of the microtransit service, how customers can use the service, and how service zones, routes, vehicles, and all operational matters are considered. The following provides specific thresholds CapMetro applies to ranking their service area metrics and determining whether to keep, modify, or remove a zone and associated service.

CapMetro Pickup Service Thresholds

Measure would be either for an in-town zone or a suburban plus zone.
* Total of 10 points split between two measures, unless a zone has no
letroAccess customers. In that case mobility impaired passengers would
:count for all 10 points.

Community Characteristics	Measures/KPI	Max Points Available	No Points	1 point	2 points	3 points	4 points	5 points	
	Population Age 65 and Over	5	<= 5.8%	> 5.8%	> 7.2%	> 9%	> 10.8%	>13%	Baseline of service area metrics begins at midpoint of 3 points. A change in the value of 20% in either direction changes the point total. Updated based on 2021 ACS data.
	Zero Car Households	5	<= 1.5%	> 1.5%	> 1.8%	> 2.3%	> 2.8%	> 3.3%	
	Median Household Income	5	>= $124k	< $124k	< $103k	< $86k	< $69k	< $55k	
	Households in Poverty	5	<= 2.8%	> 2.8%	> 3.5%	> 4.4%	> 5.3%	>6.3%	
	Minority Population***	5	<= 32.8%	> 32.8%	> 40.9%	> 51.6%	> 61.9%	> 74.3%	
	Essential Services (Medical, Grocery, School, Shopping, Affordable Housing)	5	0	2	4	6	8	10	

Service Quality	Measures/KPI	Max Points Available	No Points	1 point	2 points	3 points	4 points	5 points	6 points	7 points	8 points	9 points	10 points
	On Time performance (15 min or less wait time)	10	< = 74%	>74%	>76%	>78%	> 80%	> 82%	> 84%	> 86%	> 88%	> 90%	> 92%
	Square Mileage: Urban zone	10*	>5.5	4.6 to 4.4	4.4 to 4.2	4.2 to 4.0	4.0 to 3.8	3.8 to 3.6	3.6 to 3.4	3.4 to 3.2	3.2 to 3.1	3.1 to 3.0	<=3 Sq Miles
	Square Mileage: Suburban zone		>8.5	8.5 to 8.2	8.2 to 7.9	7.9 to 7.6	7.6 to 7.3	7.3 to 7.0	7.0 to 6.7	6.7 to 6.4	6.4 to 6.2	6.2 to 6.0	<=6 Sq Miles
	Ridership: Passenger per hour	10	<1.5	1.5	1.75	2	2.5	2.75	3	3.25	3.5	3.75	4 or >
		30											

Sustainability	Measures/KPI	Max Points Available	No Points	1 point	2 points	3 points	4 points	5 points	6 points	7 points	8 points	9 points	10 points
	Cost Effectiveness	10	>$44	< = $44	< = $37	< = $31	< = $26	< = $22	< = $18	< = $15	< = $13	< = $11	< = $9
	MetroAccess Customers using Pickup	10**	<= 1%	> 1%	> 2%	> 3%	> 4%	> 5%	> 6%	> 7%	> 8%	> 9%	> 10%
	Mobility impaired passengers Transported		< = 0.5%	> 0.5%	> 1%	> 1.5%	> 2%	> 2.5%	> 3%	> 3.5%	> 4%	> 4.5%	> 5%
	Shared Rides	10	< =5%	> 5%	> 10%	> 15%	> 20%	> 25%	> 30%	> 35%	>=40%	> 45%	>=50%
		30											

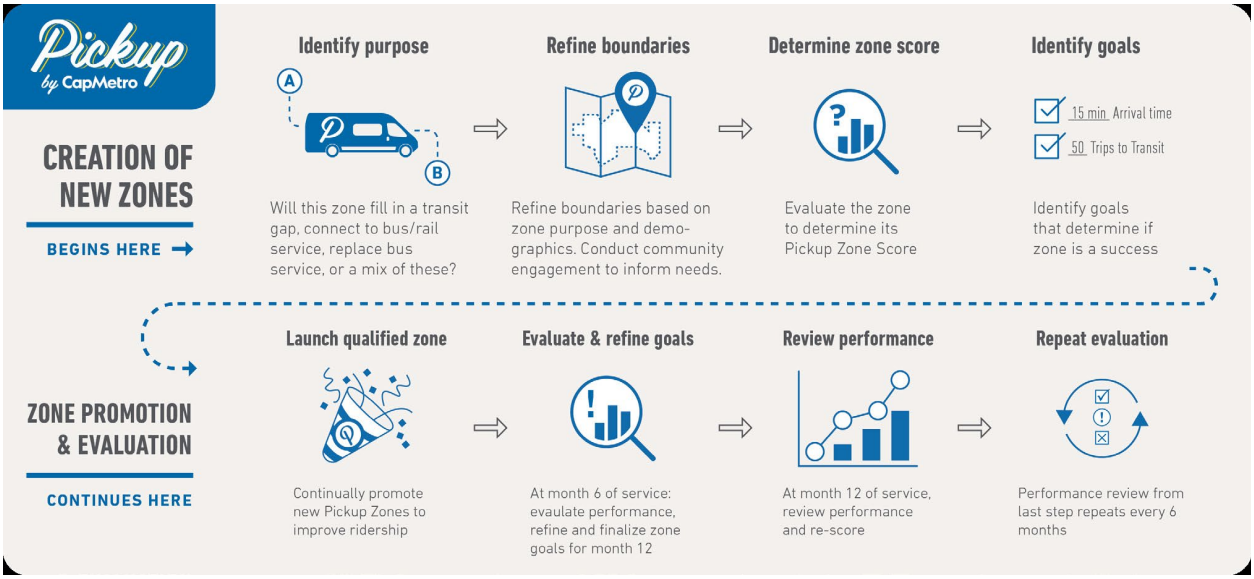
Meets Expectations	60 plus
Needs Improvement	41 - 59
Does Not Meet Expectations	40 or less

Measure would be either for an in-town zone or a suburban plus zone.
* Total of 10 points split between two measures, unless a zone
as no MetroAccess customers. In that case mobility impaired
assengers would account for all 10 points.

Source: Pickup by Metro: Guidelines for Pickup Service, 2020.

CapMetro's *Guidelines for Pickup Service* includes details about the process to create new zones and how any adjustments or modifications are made throughout the lifespan of the service.

CapMetro Decision-Making Process: Creating New Zones



Source: Pickup by Metro: Guidelines for Pickup Service, 2020.

How is Customer Satisfaction Considered?

CapMetro applies a star rating system. Customers can rate their rides and any customer who rates a trip three stars or lower gets a call from a CapMetro representative to discuss their trip and determine how we can make their experience better.

What's Next?

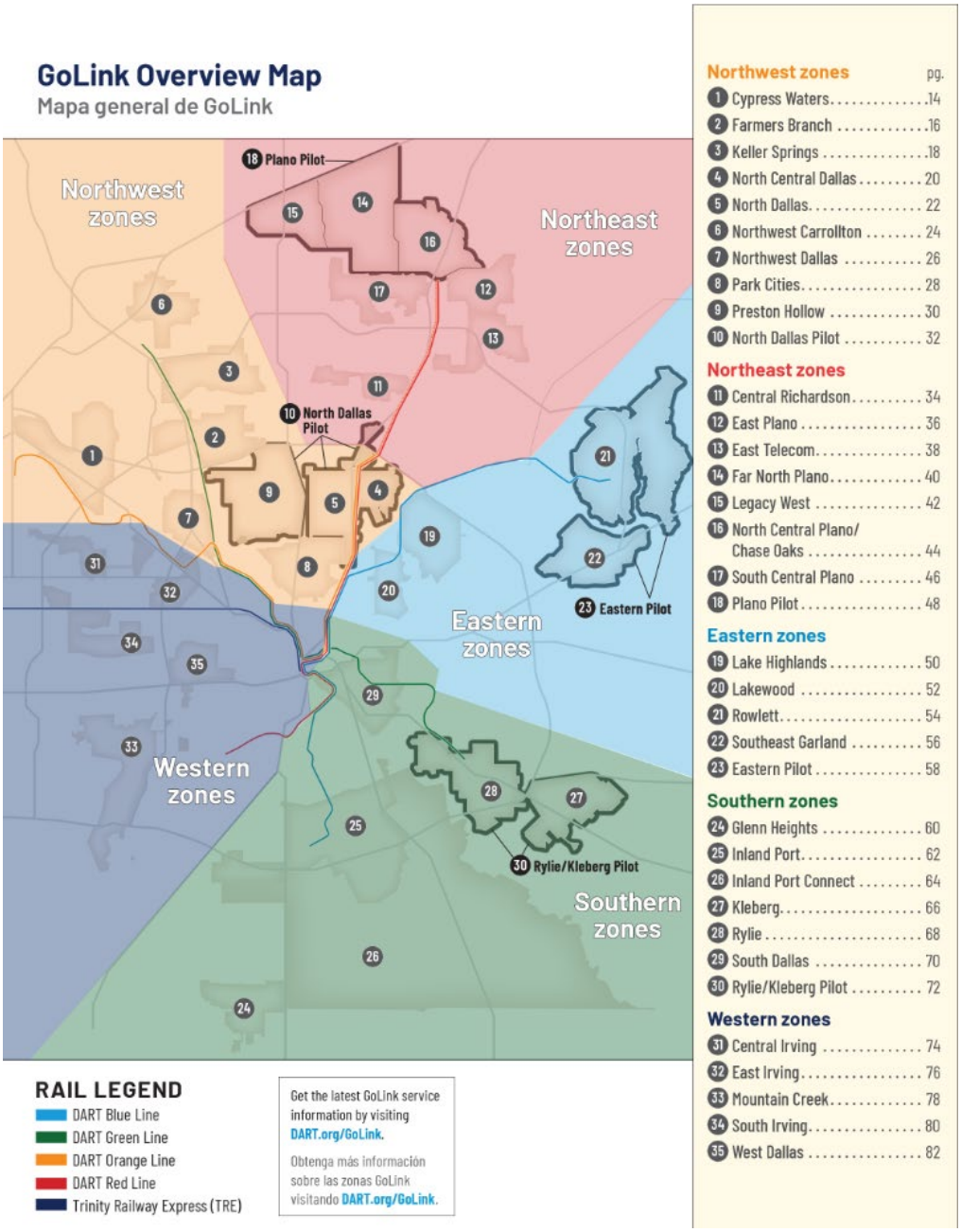
CapMetro continues to look towards expanding services and zones but is cognizant of negative effects, such as longer trips, longer wait times, increased driver hours that result in higher cost per passenger.

Dallas Area Rapid Transit (DART)

Background

Starting in 2018, DART's GoLink curb-to-curb service spans 35 zones, serving 360 square miles of Dallas and surrounding suburbs. In March of 2019, Go Link was integrated into DART's GoPass app and partnered with Uber to expand service options. DART intends to add more square mileage of service coverage in Summer of 2024. Customers may not pre-book GoLink services, however, they can reserve rides up to one hour in advance. 70% of GoLink customers book rides using the GoPass app, whereas 30% of customers call to reserve their ride. On average, the GoLink system services 5,000 trips per weekday.

SERVICE ZONE MAP[4]



[4] GoLink service map: https://dartorgcmsblob.dart.org/prod/images/default-source/default-album/golink_landingpage_overviewmap.png?t=638488745291760037

What Metrics are Used to Measure Performance?

Calls answered at dispatch in timely manner
Customer Wait Time
Service Delivery Gap[5]
Driver Ratings

What is the Decision-Making Process for New or Modified Service?

When fixed route service was replaced with GoLink, DART saw an increase in ridership 20-30% overall. Staff noted the marginal cost of microtransit per rider, "the point where we can deliver equivalent service with fixed route at the cost of what we're spending in that same area to provide GoLink service is the point that we make the transition from microtransit to fixed route." Staff also looks toward equitable practices. Prior to 2018, on-demand services we geographically unbalanced. Once GoLink started in 2018, a rebalance was done with an equitable lens of Title VI impacts throughout the network.

DART is experimenting with zone-to-zone service. This year, they started with three adjacent zones in suburban Plano; concluding that a maximum of three zones can have zone-to-zone service and will likely charge a premium fare if zone-to-zone service is systemwide. To continue zone-to-zone service, DART is introducing a crosstown bus and considering removing a zone. For areas of high ridership, DART contracts shuttle services to connect customers to key destinations like Texas Instruments or UT-Dallas.

How is Customer Satisfaction Considered?

Customer service is a high priority of DART. Staff responds to inquiries and reviews that customers submit on the app. There are customer care call lines within DART and their operator, MV Transportation. DART has four geographically assigned service planners to be involved in customer satisfaction within their region.

[5] Service delivery gap accounts for lost time when drivers arrive to the zone late or leave early, unscheduled breaks, etc.

Appendix A – Peer Agency Selection Criteria

All data provided in the following table is from the U.S. Census and National Transit Database (NTD); definitions are provided below. Information on microtransit programs is based on research conducted by HNTB.

					LAND USE			DEMOGRAPHICS			TRANSIT					MICROTRANSIT PROGRAM							
NTD ID	Agency Name	City	State	State Capital	2024 % of housing that is single family	Urban Area Population	Population Density	Percent Population with College Degree	Population Growth Rate	Percent Poverty	2023 Average Weekday Ridership	2023 Average Ridership	Total Revenue Miles Operated	Total Operating Budget	Service Area Type	Percent Service Demand Response	Percent Service Purchased	Vanpool (Directly Operated/Purchased Transportation)	Demand Response (Directly Operated/Purchased Transportation)	Microtransit (Y/N)	Program description	Program II Description	Program III Desctription
80001	**Utah Transit Authority**	**Salt Lake City**	**UT**	**Yes**	**50%**	**1,173,879**	**3,908**	**39%**	**-0.39**	**7%**	**125,200**	**35,058,000**	**37,566,707**	**$421,086,599**	**2**	**0.13**	**0.09**	**DO**	**PT & DO**	**Yes**			
Primary Recommendation																							
60048	*Capital Metropolitan Transportation Authority*	*Austin*	*TX*	*Yes*	*50%*	*1,905,945*	*3,076*	*55%*	*5.31*	*9%*	*81,500*	*25,229,400*	*22,719,574*	*$284,606,933*	*7*	*0.28*	*1*	*PT*	*PT*	Yes	Pickup by CAPMETRO: limited area shared ride shuttle service. Use the Pickup app to arrange on-demand transit service from anywhere within the service zone.	Guaranteed Ride Home: provides customers with a taxi ride home in the event of an unexpected emergency from work.	
60056	*Dallas Area Rapid Transit*	*Dallas*	*TX*	*No*	*46%*	*5,830,932*	*3,338*	*39%*	*1.72*	*11%*	*166,900*	*50,463,300*	*40,196,108*	*$576,277,983*	*4*	*0.28*	*0.29*	*PT*	*PT*	Yes	GoLink: on-demand service, using a variety of vehicles and providers.	Rider Assistance Programs: subsidized on-demand program.	
90095	San Diego Association of Governments	San Diego	CA	No	54%	3,046,560	4,515	44%	-0.77	10.7	N/A	N/A	9,068,287	$5,264,624	8	0	1	PT	None	Yes	Flexible Fleets: an initiative that uses on-demand transportation services to move around the region. Riders can use these services to reach their destinations or to connect to high-speed transit. Flexible Fleets include microtransit and Neighborhood Electric Vehicle (NEV) Shuttles.		
70010	Des Moines Area Regional Transit Authority	Des Moines	IA	Yes	66%	548,926	2,442	44%	1.19	9%	N/A	N/A	4,589,430	$32,100,126	7	0.15	0	DO	DO	Yes	DART On Demand: allows riders to reserve real-time trips that must take place within a designated travel zone.	Flex Connect: on-demand service that connects riders in the Flex Connect Zone to DART buses. The yutilize TNCs (Uber, Yellowcab, or DART accessible vehicle) for this service.	On Call: riders in specific regions can make a reservation by calling during DART service hours to have a ride within the specific zone.
Secondary Recommendation																							
50027	Metro Transit	Minneapolis	MN	No	45%	2,892,569	2,850	48%	-0.76	9%	145,600	3,677,500	22,841,187	$412,201,818	3	0	0.02	N/A	N/A	Yes	Micro: on demand pilot program for North Minneapolis.	Transit Link: a curb-to-curb minibus or van service for the general public that operates on weekdays throughout the seven-county metropolitan area. It is a shared-ride service, which must be reserved in advance.	Guaranteed Ride Home: a free reimbursement program for registered commuters to take a taxi, car share, rideshare, or car rental in case of emergency
90019	Sacramento Regional Transit District	Sacramento	CA	Yes	68%	1,957,738	4,187	36%	0.57	11%	56,600	15,836,400	13,595,651	$215,479,361	4	0.33	0	None	DO	Yes	SmaRTRide: curb-to-curb or corner to corner on demand service within service boundaries	Neighborhood Ride Service: buses have regular fixed routes but are able to "deviate" off-route up to 3/4 of a mile to pick up and drop off seniors age 62 and older, and disabled passengers who qualify for paratransit service. Reservations must be made one day in advance.	SacRTGo Paratransit Services: door-to-door, shared-ride transportation for individuals who are unable to use SacRT's bus and light rail system (also referred to as Fixed Route), either all of the time or some of the time, because of a disabling condition.
90154	Los Angeles County Metropolitan Transportation Authority	Los Angeles	CA	No	42%	11,922,389	7,284	37%	-2.57	13%	907,500	284,901,000	100,954,332	$1,801,365,190	2	0.03	0.31	PT	DO	Yes	Metro Micro: on-demand rideshare service, offering trips within several zones in LA County.		

Variable Definitions

State Capital	Whether the transit agency is located in a state capital (Yes/No)
Percentage of Single-Family Housing	Percentage of single-family housing (data source: constructioncoverage.com/research/cities-with-the-most-single-family-homes)
Urban Area Population	The total population in the urbanized area (i.e., an urban area with population over 50,000) in which the transit agency is located (data source: ACS)
Population Density	The total population per square mile in the urbanized area the transit agency resides (data source: ACS).
Percent Population with College Degree	The percentage of population 24 years or older with a minimum of a bachelor's degree in the urbanized area the transit agency resides (data source: ACS).
Population Growth Rate	The percent change in population between the base census year and the user-selected data year. The base census year is 2000 (Decennial) for the 2006-2011 data, and 2010 (Decennial) thereafter (data source: ACS and Decennial Census).
Percent Poverty	Percent of population with income below the poverty level.
2023 Average Weekday Ridership	Average weekday ridership of a transit agency per the APTA Public Transportation Ridership Report
2023 Average Ridership	Average ridership of a transit agency per the APTA Public Transportation Ridership Report
Total Revenue Miles Operated	The total distance traveled annually by revenue service vehicles of a transit system, including both revenue miles and deadhead miles (data source: NTD).
Total Operating Budget	The reported total spending on operation, including administration, maintenance, and operation of service vehicles, of a transit system (data source: NTD).
Service Area Type	An identifier, defined as follows, for determining the service extent/coverage of an agency: 1 = service only to non-urbanized areas (not presently used); 2 = service to multiple urban areas (may also include non-urban areas), and is the primary service provider within at least one urban area central city; 3 = only agency operating within an urban area; no non-urban service; 4 = agency serves the urban area's central city, where other agencies also provide service to portions of the urban area. Urban areas with multiple central cities may have more than one agency classified as a 4; 5 = agency provides service into an urban area's central city, but its primary service area does not include a central city; 6 = agency provides service within an urban area, but does not provide service to a central city; 7 = only agency operating within an urban area; provides non-urban service; 8 = other (special transportation service only, ferry, monorail, etc.)
Percent Service Demand Response	The percentage of demand response service for an agency, measured based on the number of vehicles operated in maximum service (data source: NTD).
Percent Service Purchased	The percentage of transit service purchased from outside service provider(s), measured based on the number of vehicles operated in maximum service. Not used when the target system is a rail mode (data source: NTD).
Vanpool (Directly Operated/Purchased Transportation)	Whether vanpool service is directly operated by the transit agency or purchased from a vendor (data source: NTD)
Demand Response (Directly Operated/Purchased Transportation)	Whether demand response (including paratransit) service is directly operated by the transit agency or purchased from a vendor (data source: NTD)
Microtransit	Whether the transit agency has microtransit service (Yes/No)

Appendix B – Peer Agency Interview Questions

Goal: To learn more about how these agencies approached, analyzed, implemented, and monitored innovative micro transit programs for their networks/service areas.

Approach / Problem Statement

- What was the impetus for this program? What problem were you needing to solve? Who was your target market and why?

Basic Information

- Service coverage in sq. miles
- Average monthly ridership
- Cost per rider. Is it higher than fixed route? If so, what is the number?

Analysis

- What are the primary metrics or KPIs used when measuring the success of your program? Would you share a recent KPI report?
- Were specific service thresholds established? If yes, what is it?
- How do you achieve both flexible and reliable service?
- How did you choose the routes and/or stops?

Implementation

- Note current vendor name(s). How did you select your current vendor and/or business model? Is there anything you would have done differently to do so?
- Was equity taken into consideration while developing your program? How so?
- Based on your experiences, would you have done anything differently when selecting, analyzing or deploying your TNC or microtransit system?
- How much does it cost the agency to provide micro transit as a service (total $budget 2024)?

Monitor/Operate

- Do you measure customer satisfaction? How?
- Have you had any discussions about expanding service? Why or why not?
- Were fixed routes replaced or discontinued or rerouted since microtransit came in?

- Did you bring back any route in a microtransit area due to increased demand observed from microtransit service?
- Are there consequences to the vendor if they do not maintain certain standards? If so, what are they?
- If you have multiple first mile-last mile solutions in place, which is most effective?
- What make/model of WAV vehicles does your service use now, future? Are all your vehicles wheelchair accessible? If not, what is the ratio? Are you able to reach WAV equivalency for FTA?
- Any suggestions for WAV equivalency when the fleets aren't 100% wheelchair accessible?