

Performance  
Metrics  
Fiscal Year-End  
Report  
FY 2019-20



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# INTRODUCTION

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## FY2019-20 A Year Interrupted by Pandemic

There can be no introduction to what happened in FY2019-20 without acknowledging the severe impact of the COVID-19 pandemic that began in the second half of the fiscal year. The spread of COVID-19 significantly impacted Big Blue Bus (BBB). On March 11th, the World Health Organization (WHO) declared COVID-19 a pandemic; on March 13th, emergencies were declared nationally and by the City of Santa Monica. The City of Los Angeles mandated all bars and restaurants (except delivery/takeout) closed on March 15<sup>th</sup> and issued a "Safer at Home" order on March 19<sup>th</sup>. UCLA, Santa Monica College, and K-12 schools closed and moved to online learning indefinitely.

In response to the changing environment and significant declines in ridership, Big Blue Bus reduced its fixed route service four times, adjusting the service model to passenger need and making the final change of the fiscal year on May 24<sup>th</sup>, when a full 36.5% of pre-COVID service was removed. Service cuts included suspension of Rapid 3, Rapid 7, Routes 42 and 44, and reduction of weekday service on all routes except for Routes 1, 3 and 7. Additionally, on March 20<sup>th</sup>, BBB suspended fare collection and enacted rear door only boarding. These policies were adopted to help BBB Motor Coach Operators maintain social distancing with passengers and mitigate the possible transmission of virus particles through fare payments. The MODE system switched to all private rides on March 17, shutting down weekend service, and shortening the weekday service day to 8am to 4:30pm.

Through February 2020, BBB ridership had increased by 3.1% year to date over the prior year. As a result of stay at home orders and the shutting of the economy, by the end of the fiscal year, ridership gains over the prior year were lost, and ridership fell by 17.9 percent year over year. During March, average weekday BBB ridership declined from just under 50,000 passengers a day to approximately 10,000 passengers a day by month's end. Ridership rebounded slightly but finished the year with an average daily ridership of approximately 14,000 passengers per weekday.

BBB's focus during the final quarter of the fiscal year shifted completely as a result of the pandemic. Staff focused their attention on passenger and employee safety, ensuring that essential workers were able to reach their jobs, and making sure that vulnerable populations of riders were able to access the food, medicine, and care that they needed. The following pages note the detail of BBB's performance during the year. They also illustrate some of the challenges that the organization will face in the years ahead as we move through the pandemic and into a period of recovery.

# SYSTEM-WIDE PERFORMANCE METRICS Fiscal Year-End



# SYSTEM - WIDE SUMMARY

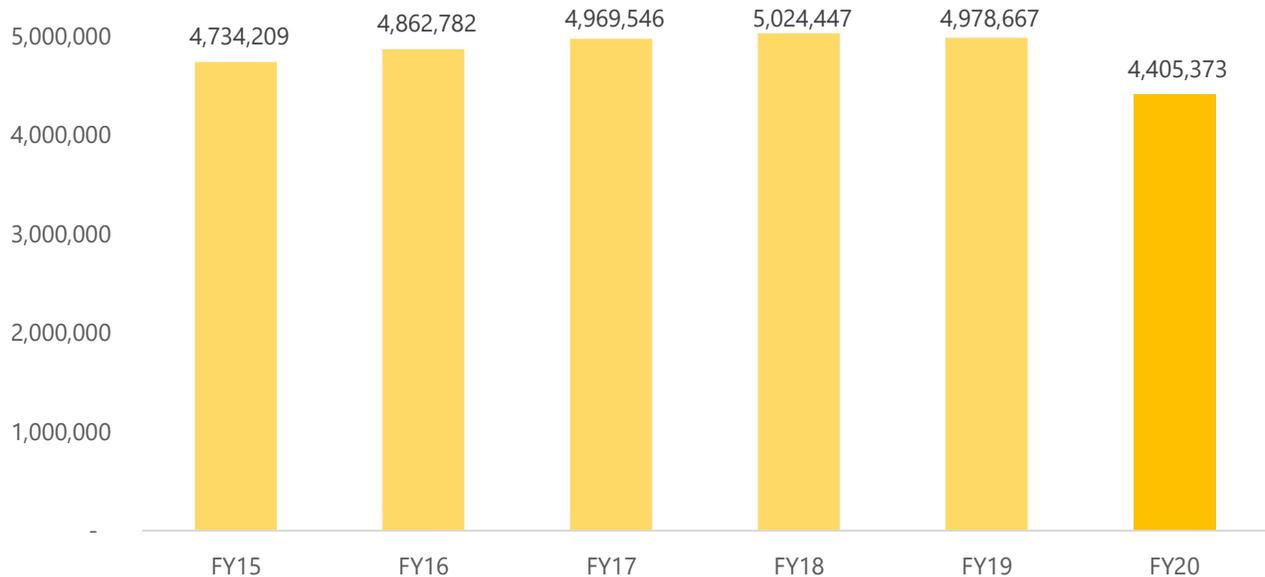
Fixed Route Service						
Key Performance Indicators	FY2019-20					FY2019
System Size	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY2020 FYE	FY2019 FYE
Total Active Fleet	195	195	195	195	195	195
# of Vehicles in Peak Service	163	158	159	100	163	162
Spare Ratio	20%	23%	23%	95%	20%	20%
Vehicle Revenue Hours (VRH)	135,622	136,593	129,935	97,051	499,201	557,473
Ridership & Productivity	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY2020 FYE	FY2019 FYE
BBB Ridership	3,248,675	3,248,396	2,842,433	946,426	10,285,931	12,536,069
Avg. Monthly Ridership	1,082,892	1,082,799	947,478	315,475	857,161	1,044,672
Ridership per VRH	23.95	23.78	21.88	9.75	20.60	22.49
Passenger Miles Travelled	11,057,365	10,718,090	9,468,168	3,115,870	34,359,494	45,792,187
Fare Revenue	2,811,507	2,698,211	2,436,676	1,024,023	8,970,417	11,413,826
Farebox Recovery	15%	16%	13%	5%	12%	15%
% of Boardings - Non-cash	62.5%	67.5%	66.2%	NA	65.4%	66%
Service Quality & Efficiency	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY2020 FYE	FY2019 FYE
Operating Cost	\$ 18,565,584	\$ 17,262,672	\$ 18,842,459	\$ 21,434,265	\$ 76,104,980	\$ 74,941,388
Oper Cost per VRH	\$ 136.89	\$ 126.38	\$ 145.01	\$ 220.86	\$ 152.45	\$ 134.43
Oper Cost per Passenger Mile	\$ 1.68	\$ 1.61	\$ 1.99	\$ 6.88	\$ 2.21	\$ 1.64
Oper Cost per Passenger	\$ 5.71	\$ 5.31	\$ 6.63	\$ 22.65	\$ 7.40	\$ 5.98
Avg. Passenger Fare	\$ 0.87	\$ 0.83	\$ 0.86	\$ 1.08	\$ 0.87	\$ 0.91
Subsidy per Passenger Trip	\$ 4.85	\$ 4.48	\$ 5.77	\$ 21.57	\$ 6.53	\$ 5.07
Maintenance Operating Cost	\$ 2,331,256	\$ 2,673,159	\$ 2,795,199	\$ 3,405,699	\$ 11,205,312	\$ 10,684,638
Maint. Oper Cost per VRH	\$ 17.19	\$ 19.57	\$ 21.51	\$ 35.09	\$ 22.45	\$ 19.17
Miles between Roadcalls	14,244	15,776	14,659	14,072	14,706	20,129
On-Time Performance	77%	76%	76%	76%	76.3%	76.6%
Complaints per 100K Passengers	17.79	16.65	15.16	28.95	17.73	19.21
Compliments per 100K Passengers	2.55	2.65	2.29	1.90	2.45	3.22
MODE Service						
Ridership & Productivity	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY2020 FYE	FY2019 FYE
MODE Ridership	16,960	13,357	12,020	3,173	45,510	55,682
Average Monthly Ridership	5,653	4,452	4,007	1,058	3,793	4,640
Registered Members	2,036	2,215	2,287	2,314	2,314	1,838

Despite reductions in service in response to COVID-19, 4th quarter expenditures increased due to early retirement payouts, and increased maintenance costs associated with the enhanced cleaning protocols set in place as a result of the pandemic.

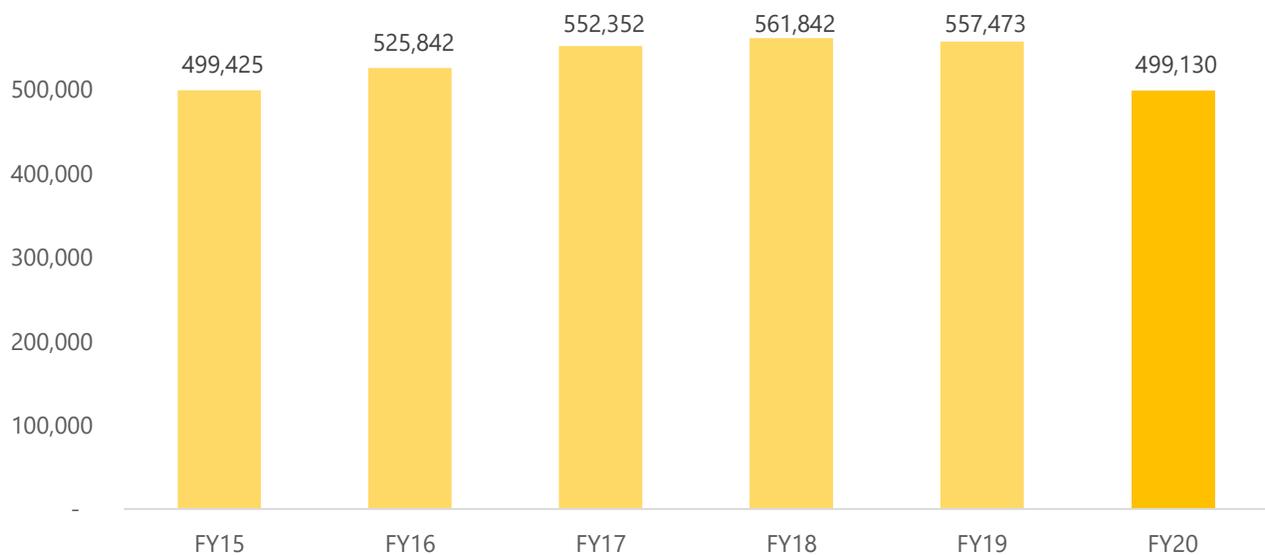
Even with the suspension of fare collection in March, the chart above shows fare revenue in the 4<sup>th</sup> quarter because of fare subsidy agreements with institutions that paid out fare revenue in the 4<sup>th</sup> quarter.

# SYSTEM - WIDE: SYSTEM SIZE

## BBB Vehicle Revenue Miles FY2015 - FY2020



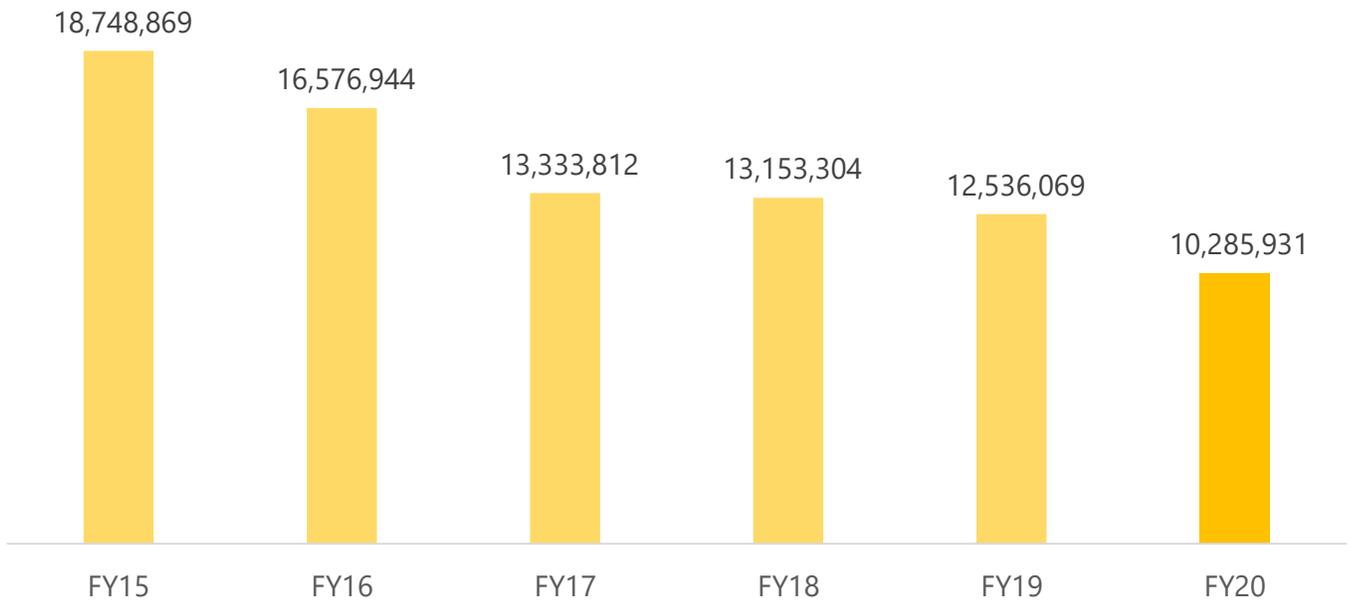
## BBB Vehicle Revenue Hours FY2015 - FY2020



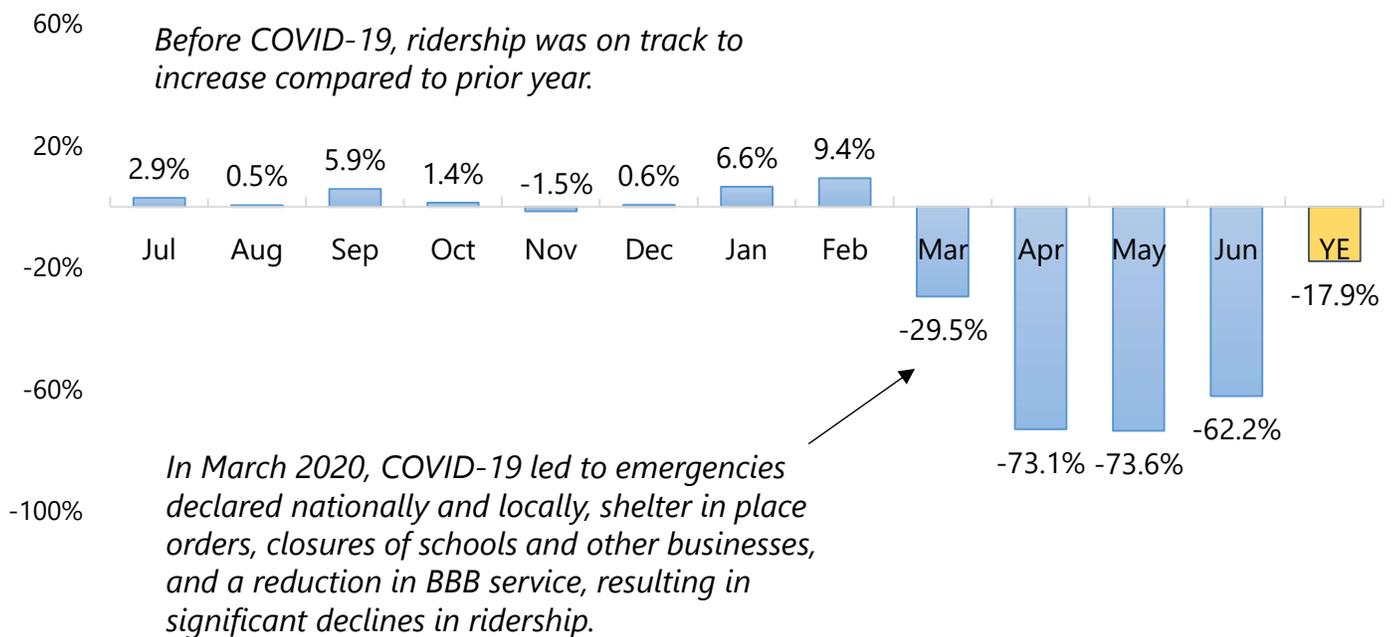
*There was a planned 2.4% reduction in service between FY19 and FY20, however, the implementation of emergency COVID-19 service reductions resulted in an 8.6% reduction in service year over year.*

# SYSTEM - WIDE: RIDERSHIP AND PRODUCTIVITY

## BBB Fixed Route Passengers

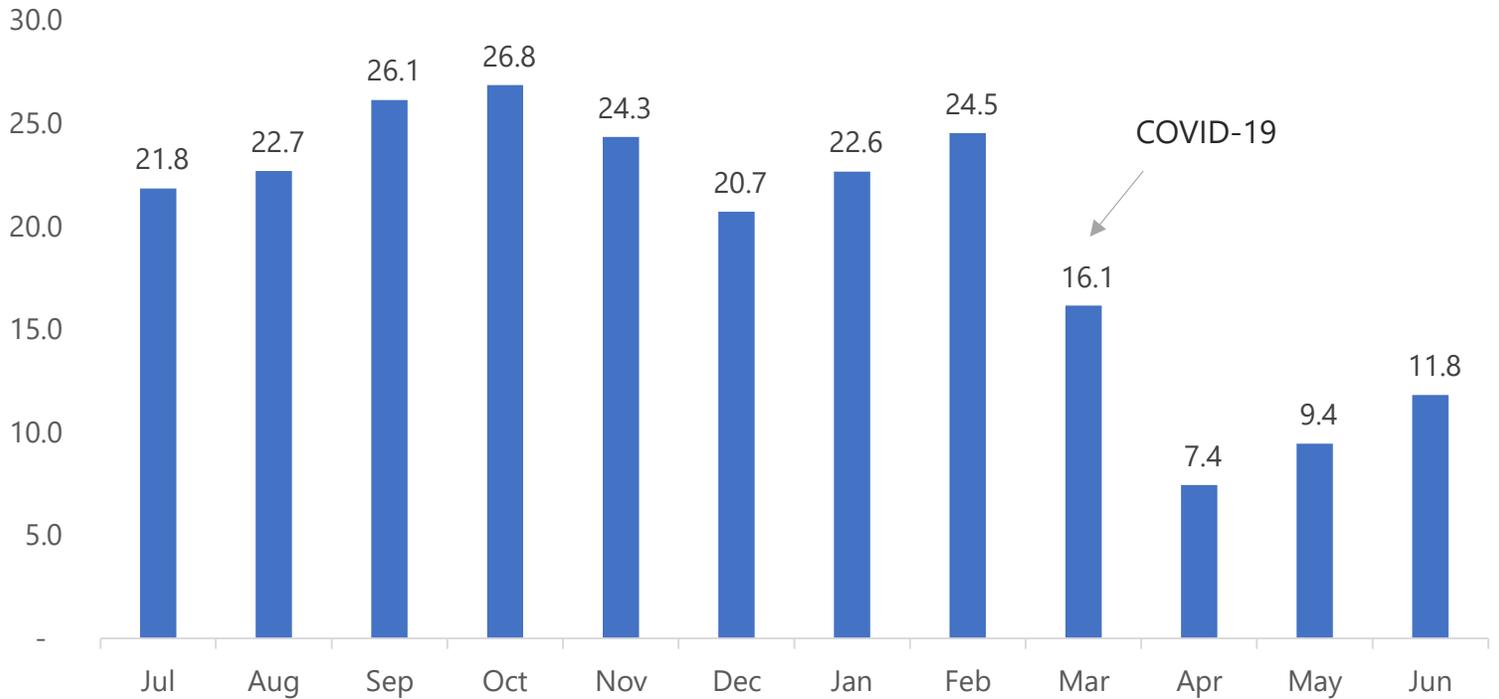


## Monthly % Change in Passengers – FY20 vs FY19

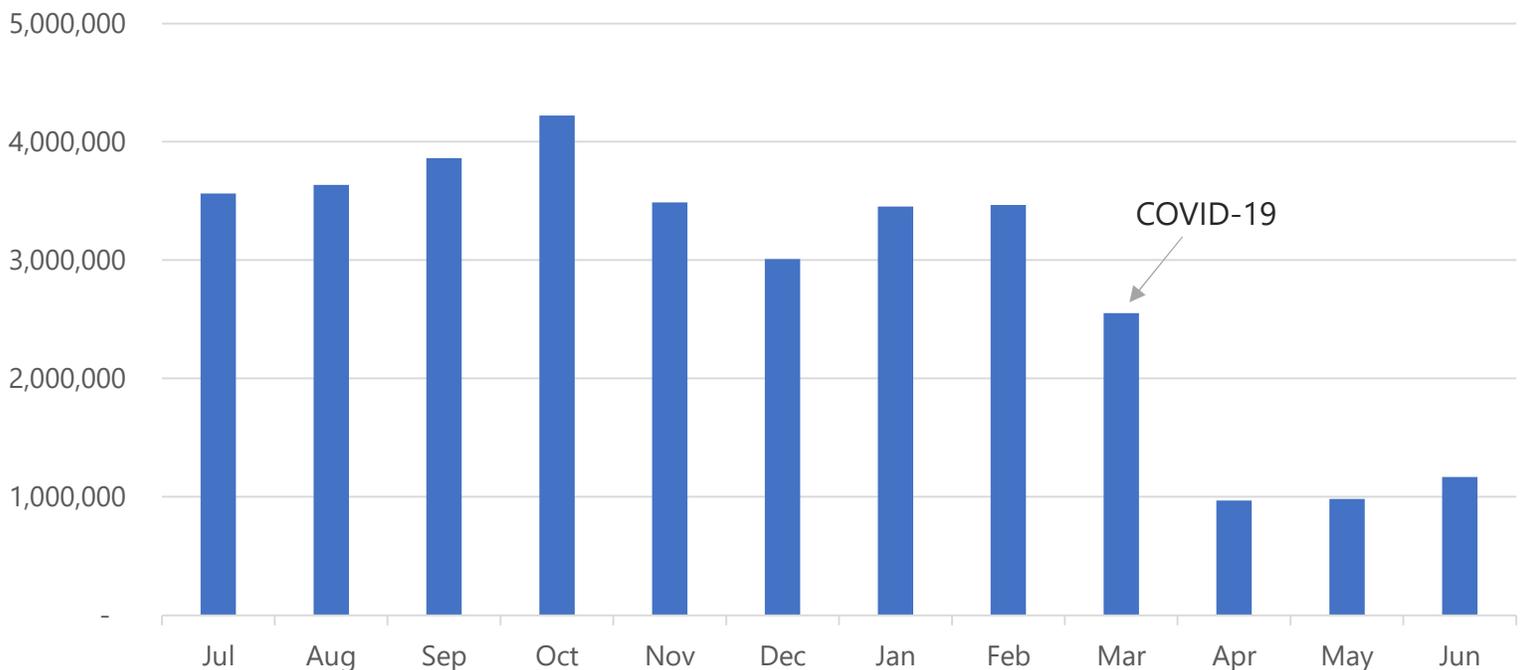


# SYSTEM - WIDE: SERVICE QUALITY AND EFFICIENCY

## Passengers per Vehicle Revenue Hour



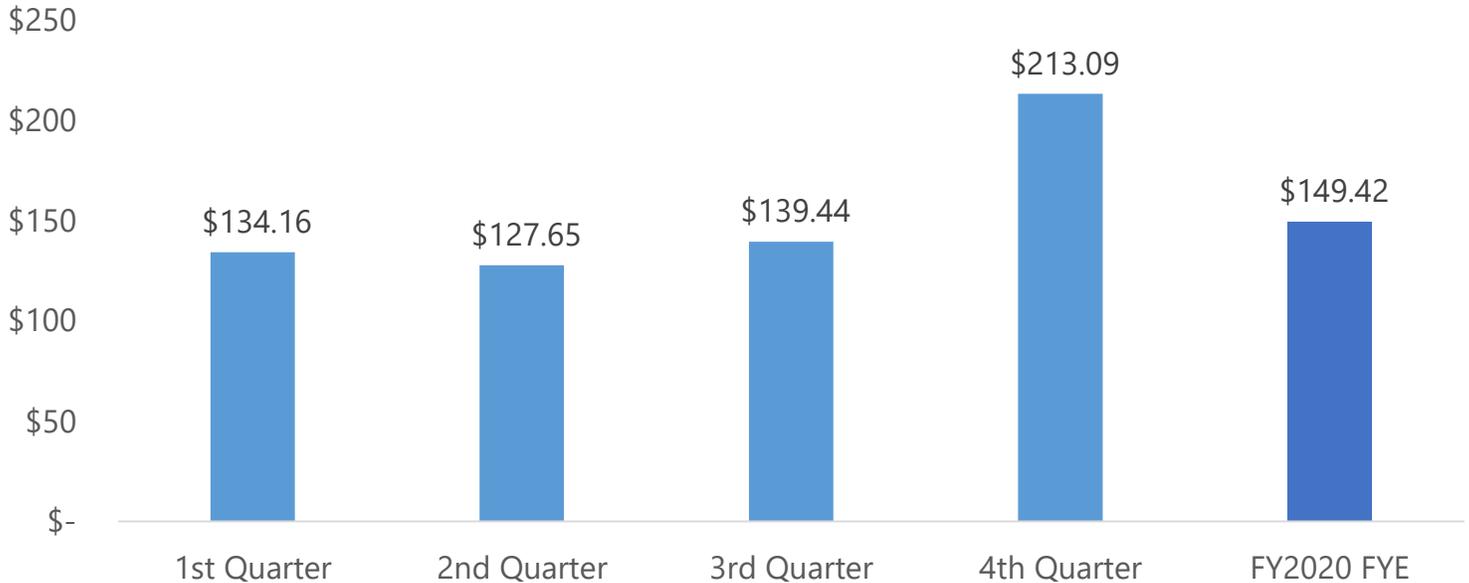
## Total Passenger Miles Travelled



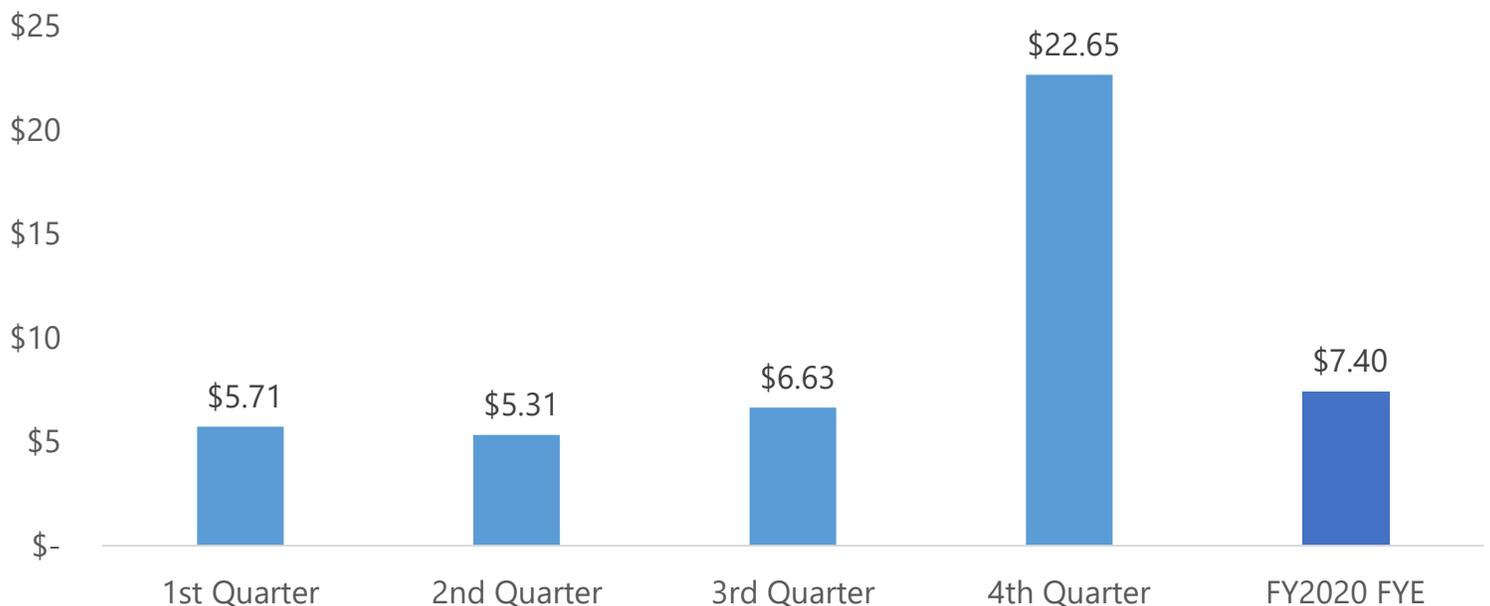
*The fourth quarter saw a 70% decline in ridership below what was observed in the first three quarters of the fiscal year.*

# SYSTEM-WIDE: SERVICE QUALITY AND EFFICIENCY

## Operating Cost per Revenue Hour



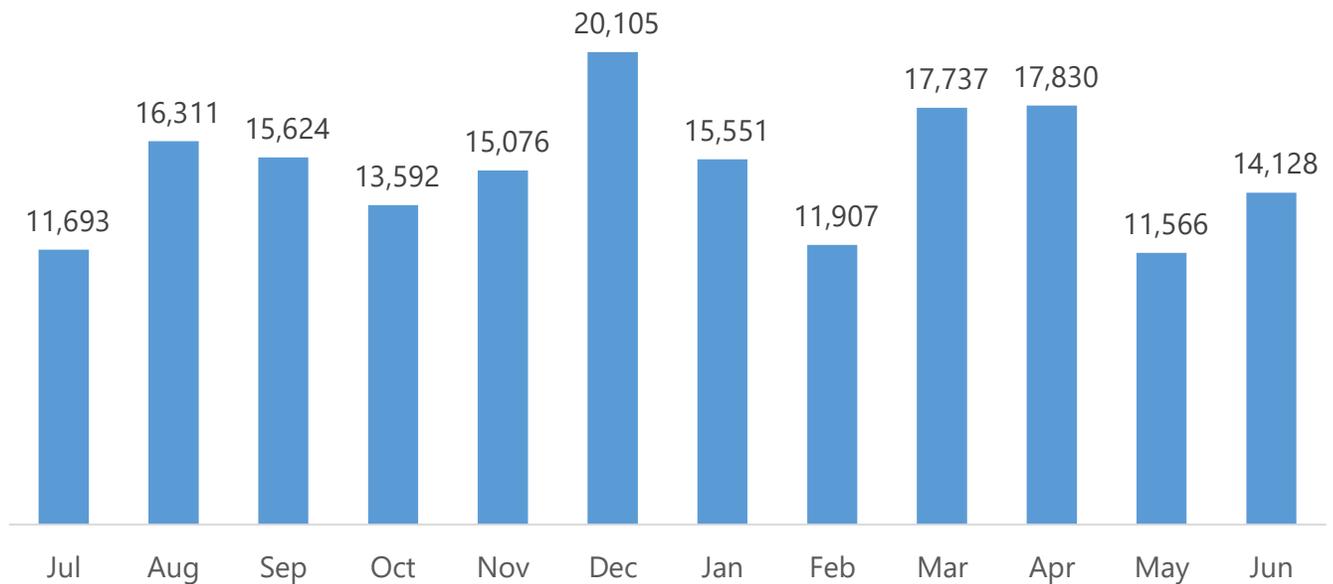
## Operating Cost per Passenger



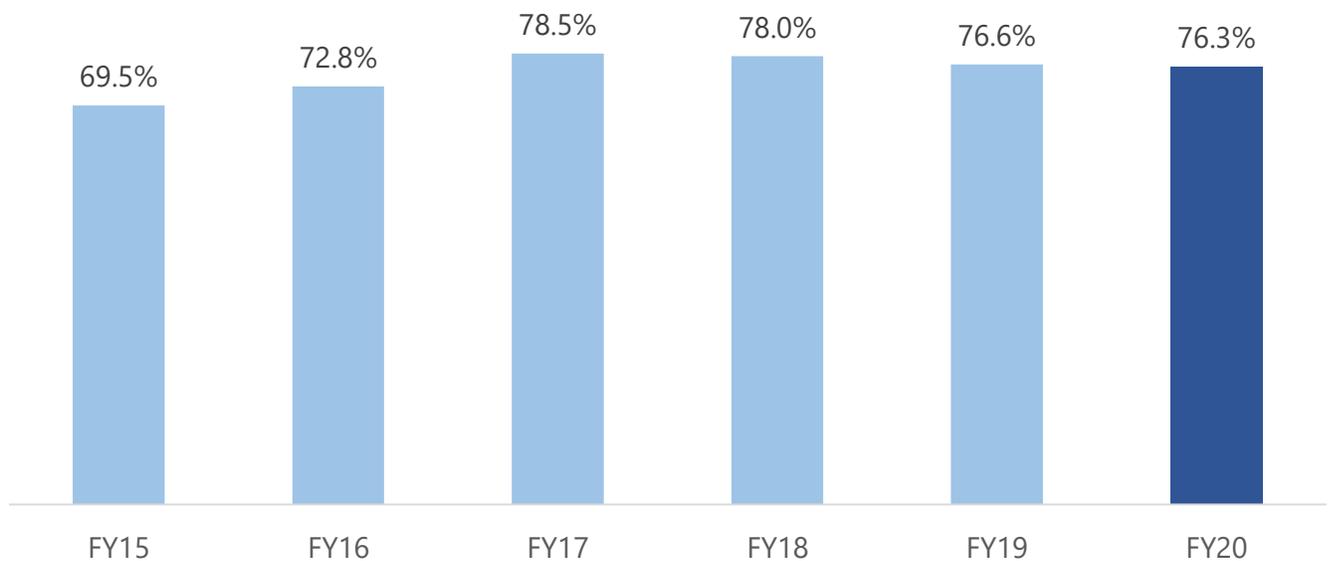
*Operating costs increased in the 4<sup>th</sup> quarter because of expenses related to early retirements and increased maintenance costs associated with the enhanced cleaning protocols set in place as a result of COVID-19. Operating cost per revenue hour increased significantly in the 4<sup>th</sup> quarter (April-June 2020) because of the increased costs and the reduction in revenue hours implemented due to Covid-19. Operating cost per passenger also increased significantly in the 4<sup>th</sup> quarter because of the increased costs and the decline in ridership.*

# SYSTEM - WIDE: SERVICE QUALITY AND EFFICIENCY

## FY20 Miles Between Road Calls



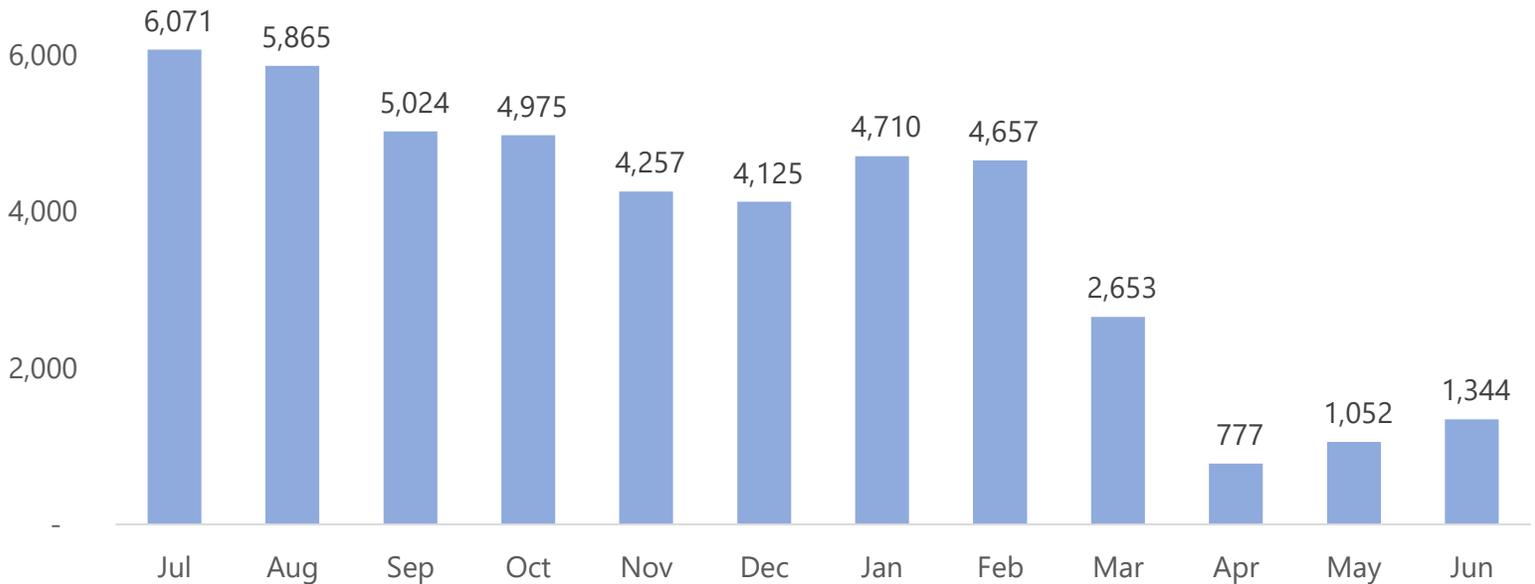
## On-Time Performance FY2015 – FY2020



*On-Time performance (OTP) remained consistent through FY20. Even with improved traffic conditions after stay-at-home orders in the 4<sup>th</sup> quarter, OTP did not improve as would be expected. Instead, with the lower levels of traffic, buses arrived and left earlier than scheduled, reducing lateness but also causing an increase in early buses, also not considered to be "on-time".*

# SYSTEM - WIDE: RIDERSHIP AND PRODUCTIVITY

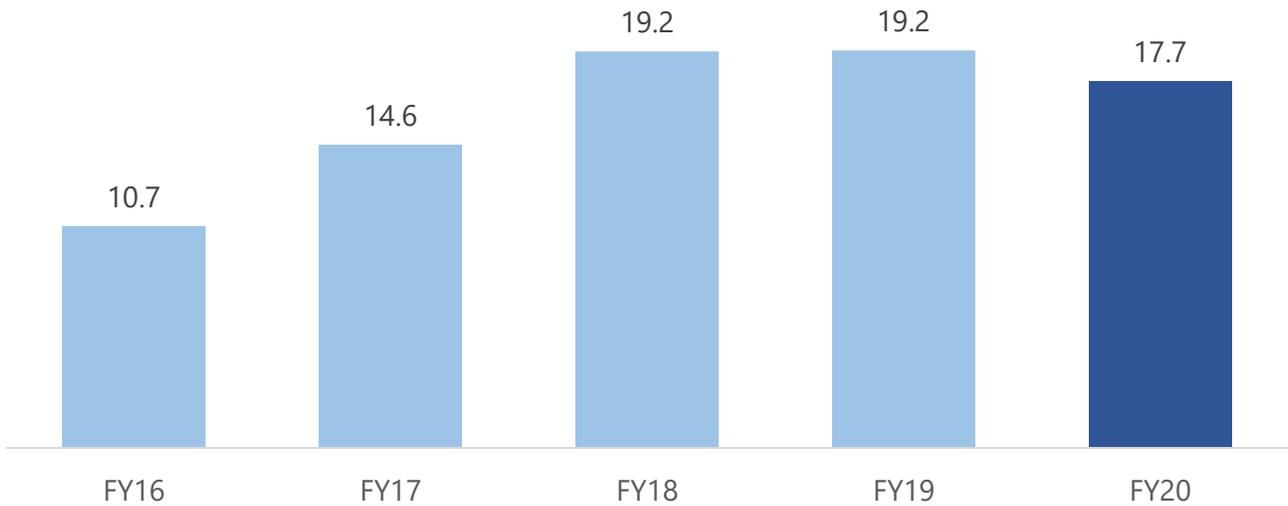
## Mobility on Demand Every Day (MODE) Passengers



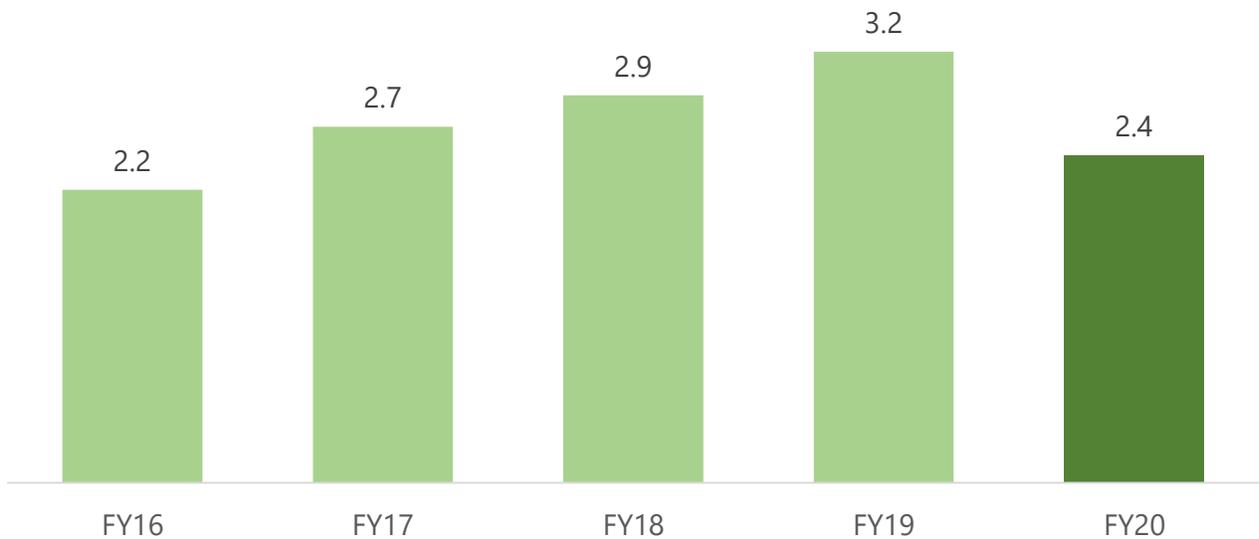
*In response to the COVID-19 pandemic and significant declines in ridership caused by COVID-19 in March, the MODE system switched to all private rides, suspended weekend service, and shortened weekday service day to the hours of 8am to 4:30pm on March 17th. Monthly ridership fell 77% in the fourth quarter of FY19-20, compared to prior three quarters.*

# SYSTEM-WIDE: SERVICE QUALITY AND EFFICIENCY

## Complaints per 100K Passengers



## Compliments per 100K Passengers

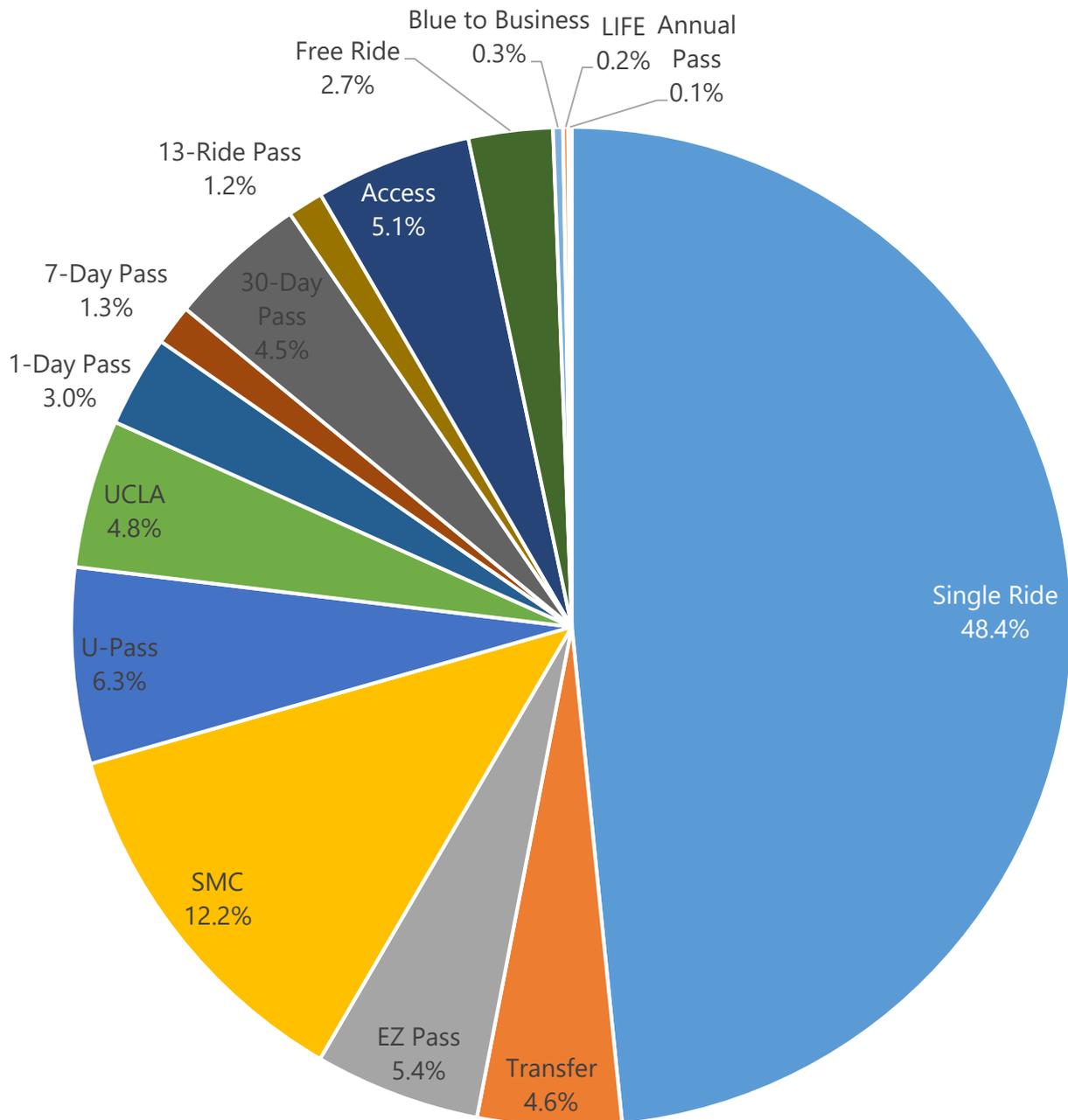


# PASSENGERS BY FARE CATEGORY AND MEDIA Fiscal Year End



# PASSENGERS AND FARE REVENUE: FARE CATEGORY

## Passengers by Fare Category

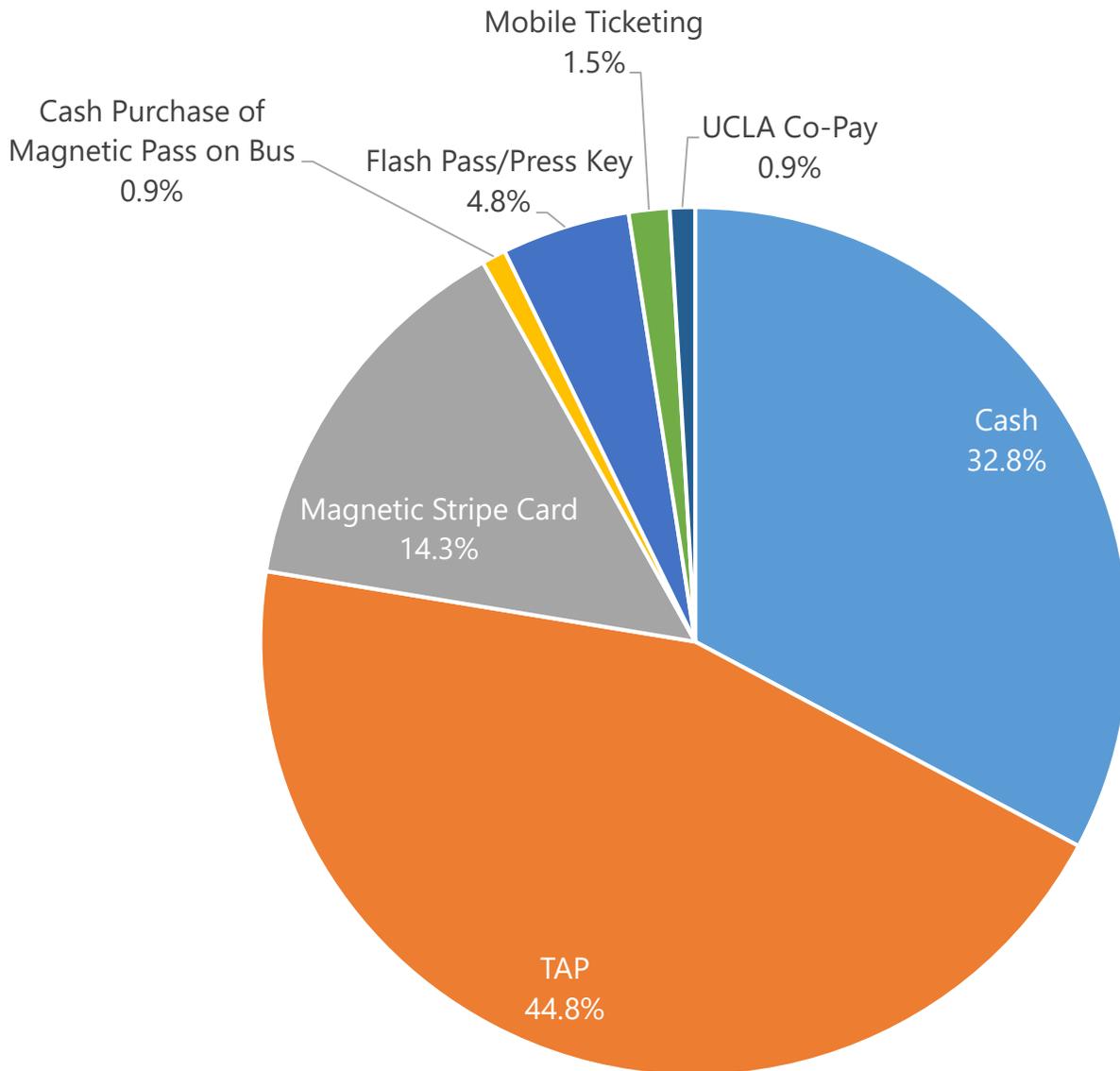


Data from July 2019 – March 2020 – Fare Collection suspended on March 20th

*More than half of UCLA riders shifted from UCLA passes to U-Pass in FY20 with the adoption of the U-Pass program at UCLA. This resulted in a reduction of UCLA pass ridership from 11.2% in FY19 to 4.8% in FY20, and a corollary increase in U-Pass ridership. Passengers choosing fare products continue to show an overwhelming preference for purchasing single rides over any sort of pass.*

# PASSENGERS AND FARE REVENUE: FARE MEDIA

## Passengers by Fare Media



Data from July 2019 – March 2020 – Fare Collection suspended on March 20th

*Efforts to reduce cash and magnetic fare product use, and encourage adoption of contactless fare media resulted in a reduction of cash use year over year from 33.3% to 32.8%, and a reduction in magnetic card use year over year from 15.6% to 14.3%. While mobile ticket adoption remained nearly flat, TAP usage rose year over year from 41.6% to 44.8%.*

ROUTE BASED  
PERFORMANCE  
METRICS  
Fiscal Year-End



# ROUTE BASED

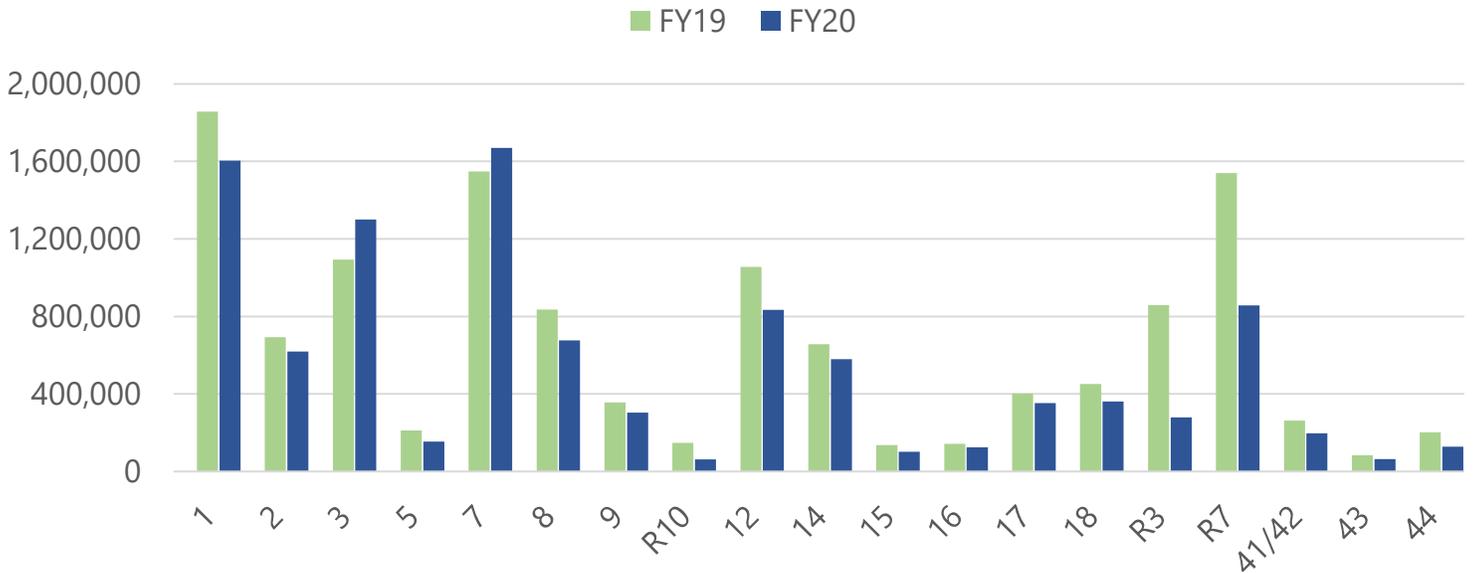
## Route Performance Ranking\*

Ranking	Route Number	Route Name
1	R12	UCLA/Westwood & Overland Ave
2	R7	Pico Blvd Rapid
3	R3	Lincoln Blvd Rapid
4	1	Main St & Santa Monica Blvd
5	7	Pico Blvd
6	14	Bundy Dr & Centinela Avenue
7	44	17th St Station - SMC Ocean Park
8	2	Wilshire Blvd
9	3	Lincoln Blvd
10	8	UCLA/Westwood & Ocean Park Blvd
11	9	Pacific Palisades
12	R10	Downtown LA Freeway Express
13	15	Barrington Avenue
14	41	SMC - 17th St Station - Montana Ave (Clockwise)
15	42	SMC - 17th St Station - Montana Ave (Counter)
16	43	SMC - 26th St - San Vicente Blvd
17	17	UCLA - VA Medical Center - Palms
18	18	UCLA - Abbot Kinney - Marina del Rey
19	16	Wilshire Blvd/Bundy Dr - Marina del Rey
20	5	Olympic Blvd - Century City

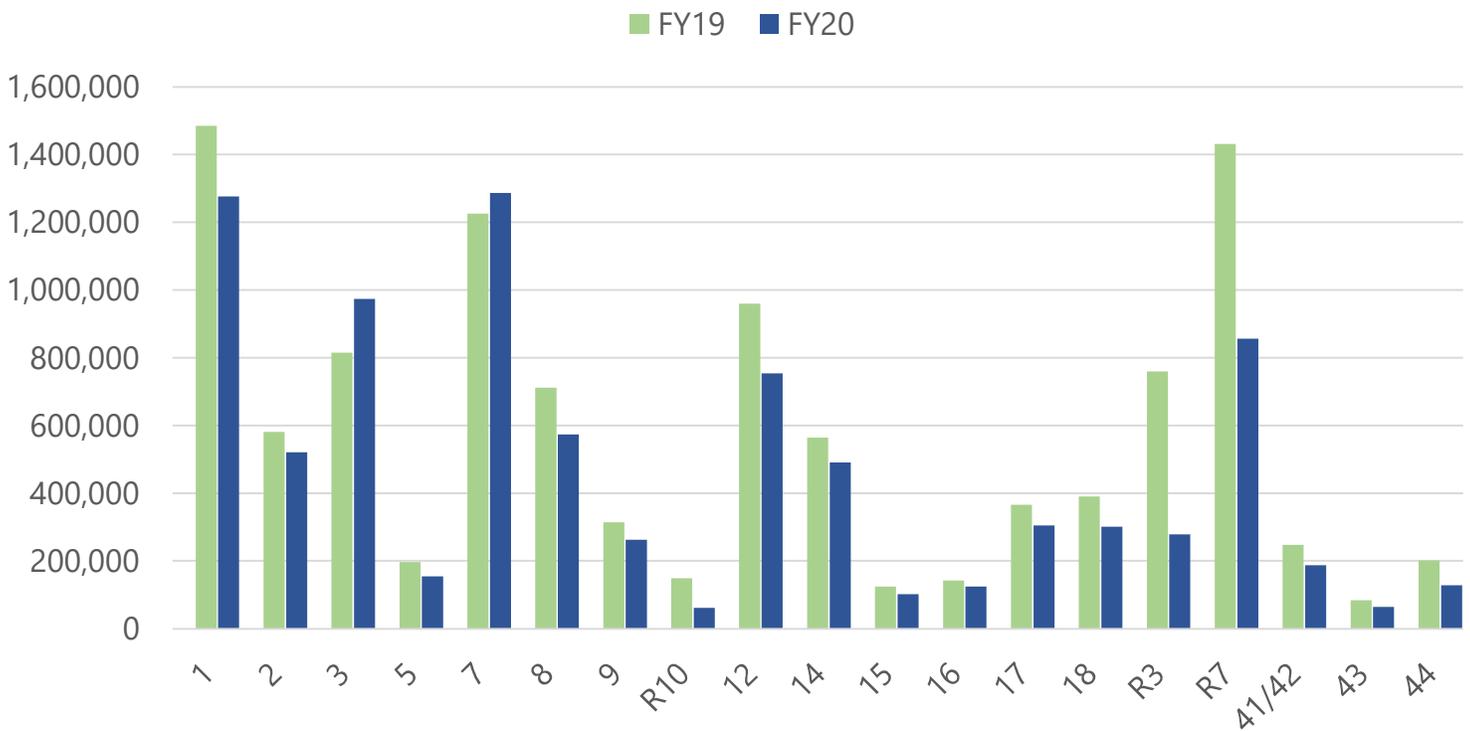
\*Routes are composite ranked using a three-factor index: Passengers per Revenue Hour, Operating Cost per Passenger and Farebox Recovery.

# ROUTE BASED

## Annual Passengers by Route



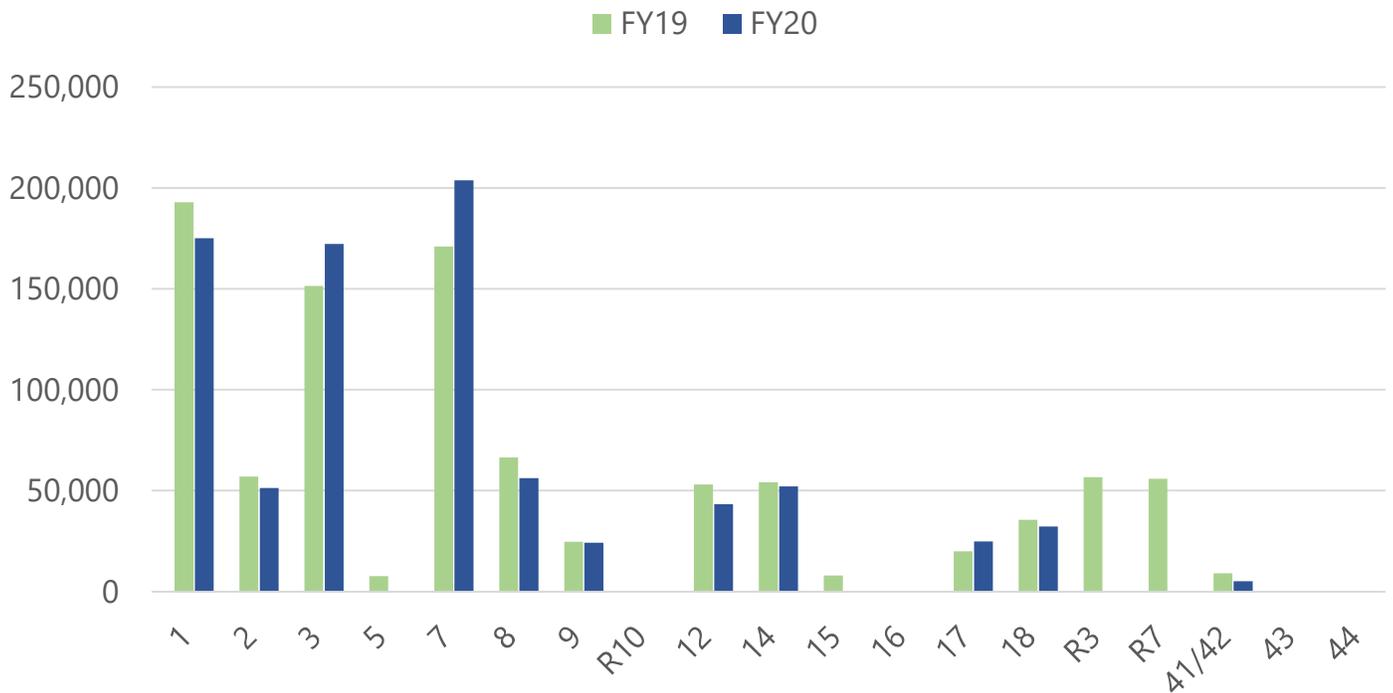
## Annual Passengers by Route Weekday



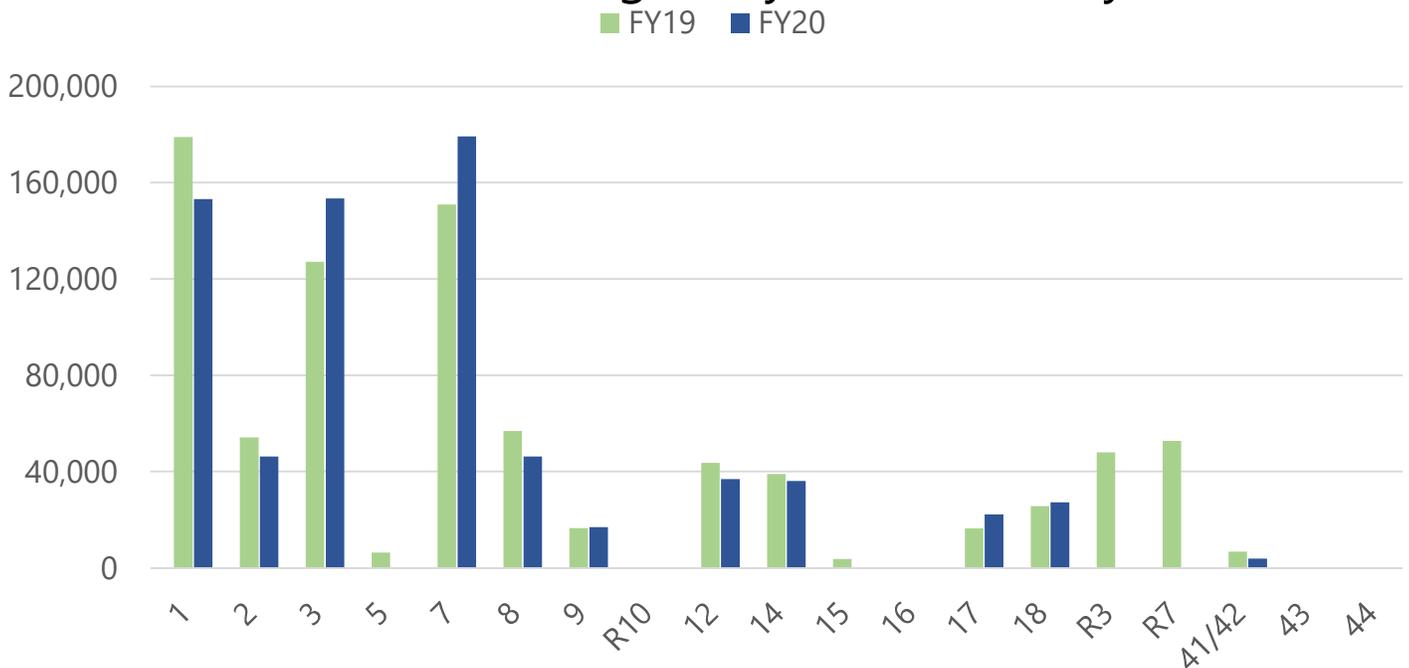
*Rapid 3 and Rapid 7 ridership decreased year over year as a result of no weekend service for all FY20, and the elimination of both routes at the start of the COVID-19 pandemic.*

# ROUTE BASED

## Annual Passengers by Route Saturday



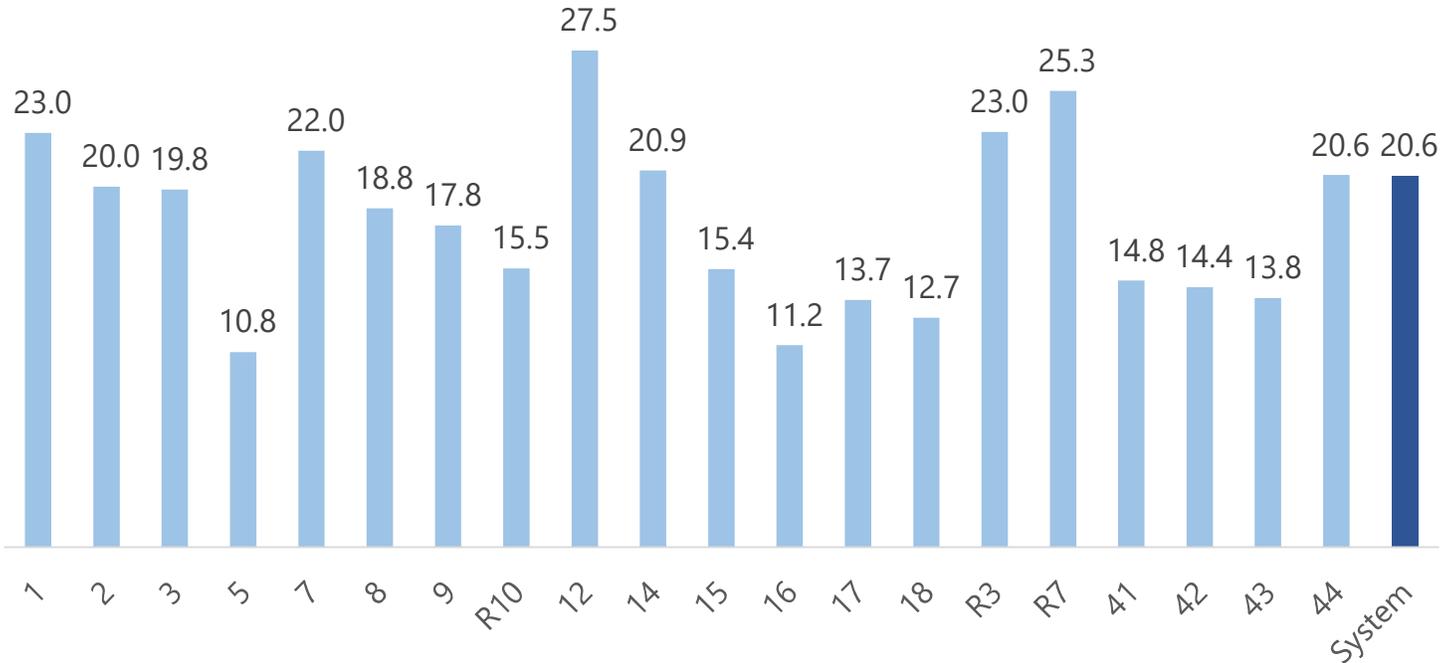
## Annual Passengers by Route Sunday



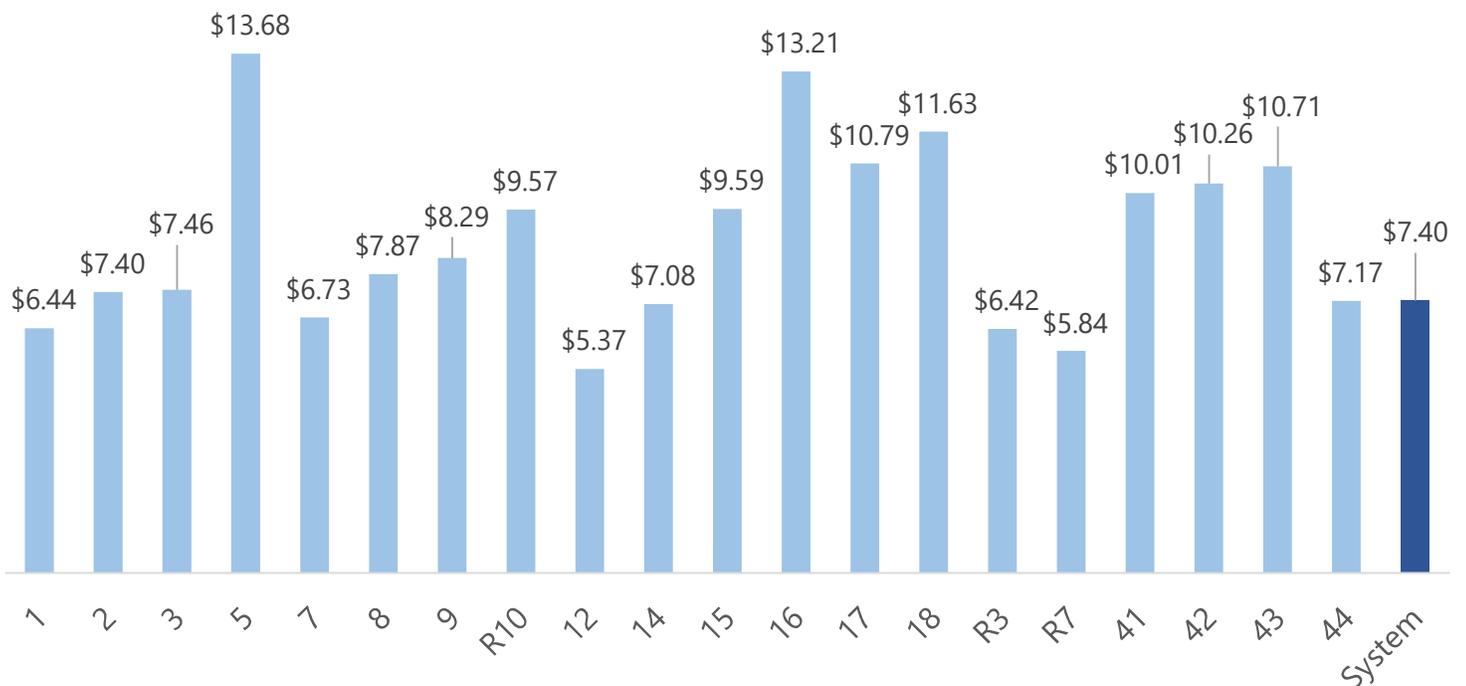
*Rapid 3 and Rapid 7 weekend service was eliminated prior to FY19-20. Meanwhile service on local Routes 3 and 7 increased on weekends to replace that service. Additionally, Route 7 was extended to Wilshire/Western Purple Line Station, leading to an overall annual increase in ridership despite COVID-19.*

# ROUTE BASED

## Passengers per Vehicle Revenue Hour

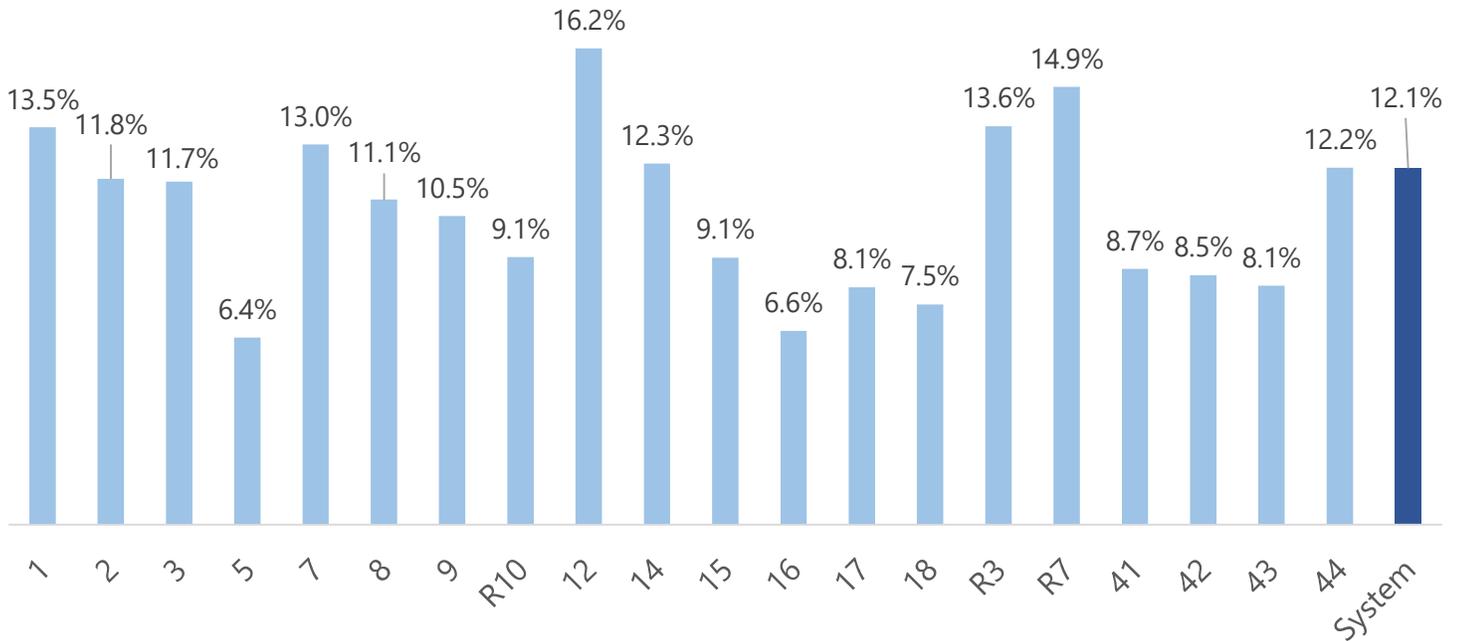


## Operating Cost per Passenger



# ROUTE BASED

## Farebox Recovery by Route



## On-Time Performance

