

Analytics



Outreach



JACKSONVILLE
TRANSPORTATION
AUTHORITY

Transit Board Members Seminar 2019:

Bucking the Trend: Strategies to Increasing Ridership

Cleveland Ferguson III, Senior VP/CAO
July 21, 2019



The Question of Ridership

Transit ridership has been on the decline in most cities across the country for the past few years. What is affecting ridership and how are transit agencies responding to increase ridership?



Circumstances in Jacksonville

Transit ridership has been on the decline in most cities across the country for the past few years. What is affecting ridership and how are transit agencies responding to increase ridership?

2013

Focused on 4 Key Areas

- Financial Management
- Service Delivery
- Internal & External Communications
- Accountability



Reorganized in 2013
12 Characteristics



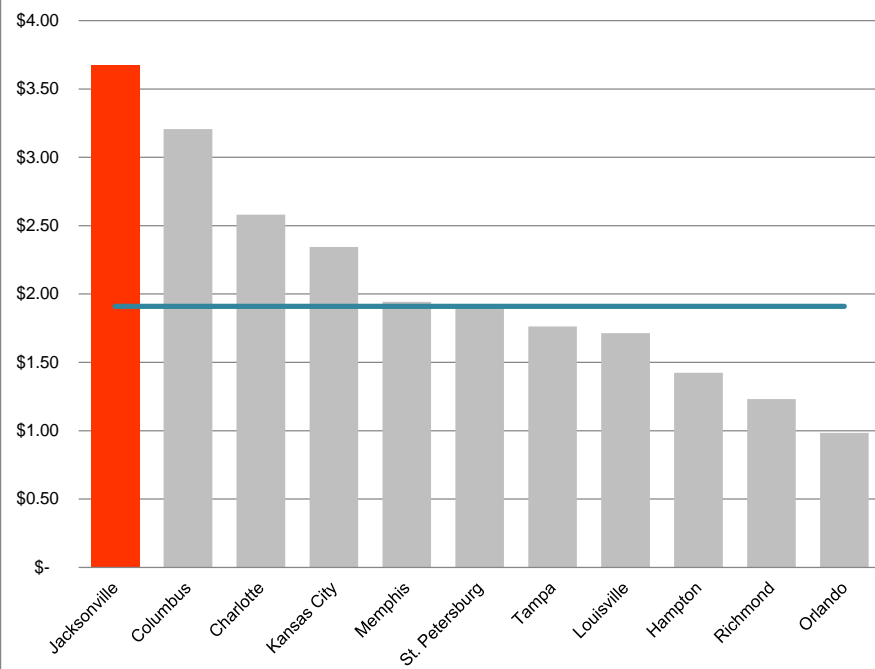


Why Change?



Local Subsidy Per Rider

Local Subsidy Per Rider Average



The initial Route Optimization changes were a result of:

- Customer Feedback
- System Performance
- Stagnant Ridership

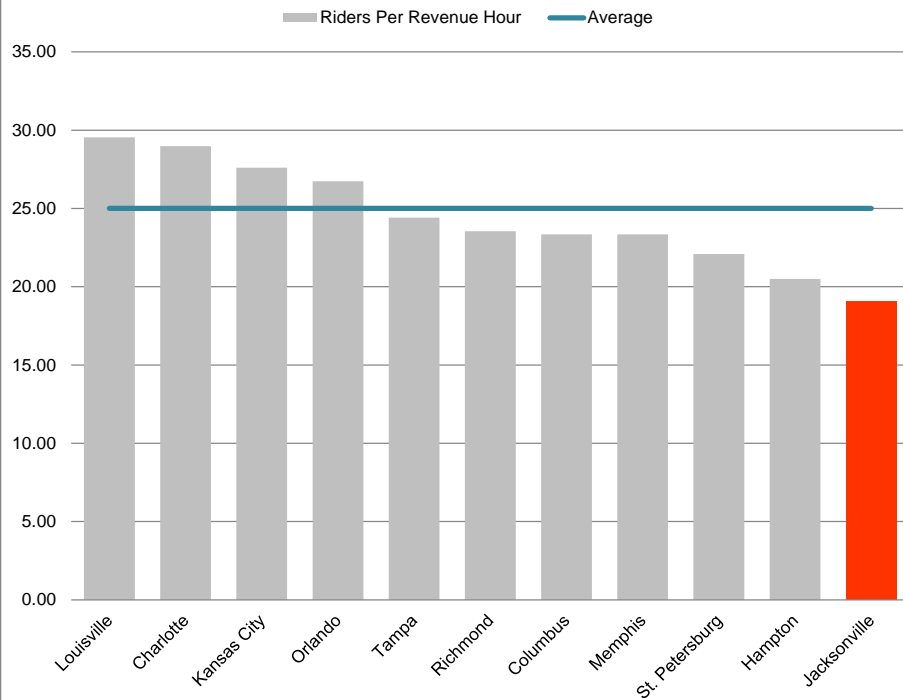
*Transit investment per capita and service efficiency generally at median of peer group



Why Change?



Riders Per Revenue Hour



The initial Route Optimization changes were a result of:

- Customer Feedback
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Poorest cost effectiveness among peers



Comprehensive Approach

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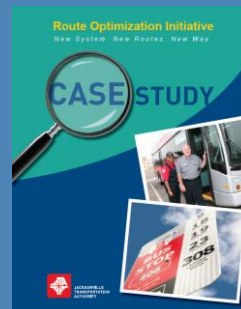


- Route Changes
- New System Map and Route Schedules
- New Route Names
- Over 2,700 New Signs
- Removed Over 1,000 Bus Stops
- Constructed 128 ADA Compliant Stops
- Consistent Bus Branding
- New Uniforms
- Route Supervision (Service Delivery Managers)
- Customer Experience Coordinators
- Real Time Passenger Information
- Enhanced Safety and Security



Outreach. Outreach. Outreach.

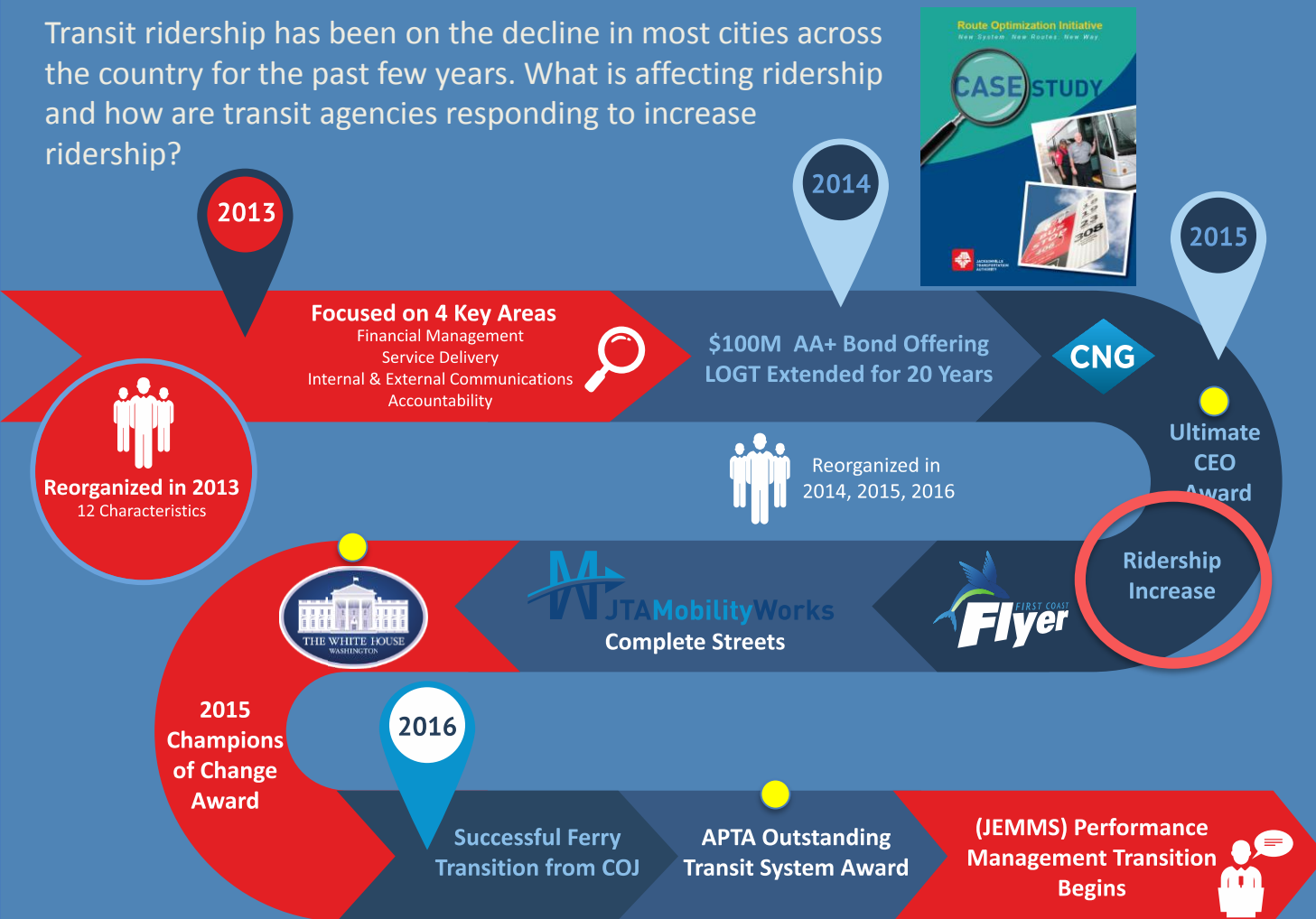
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Context of Changed Brand re: Ridership

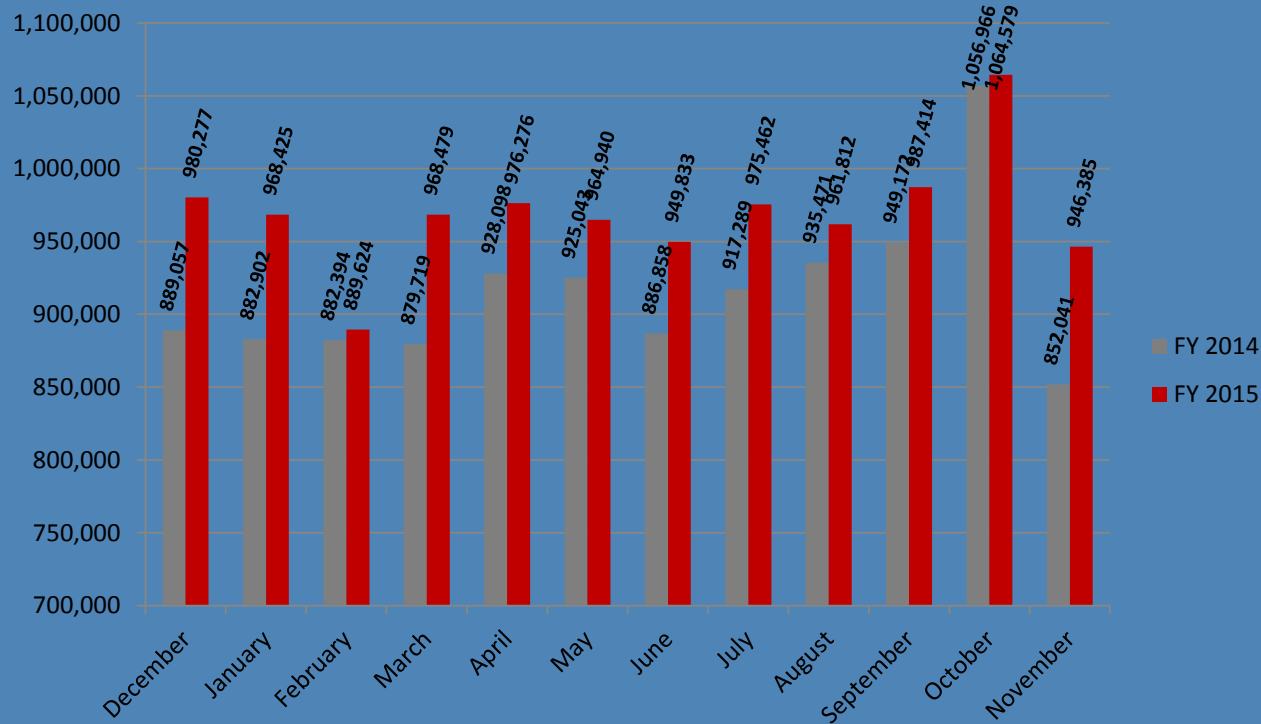
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Ridership Increases

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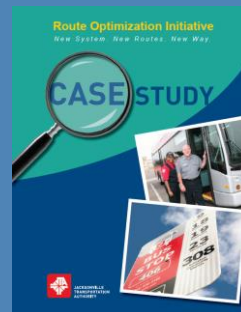


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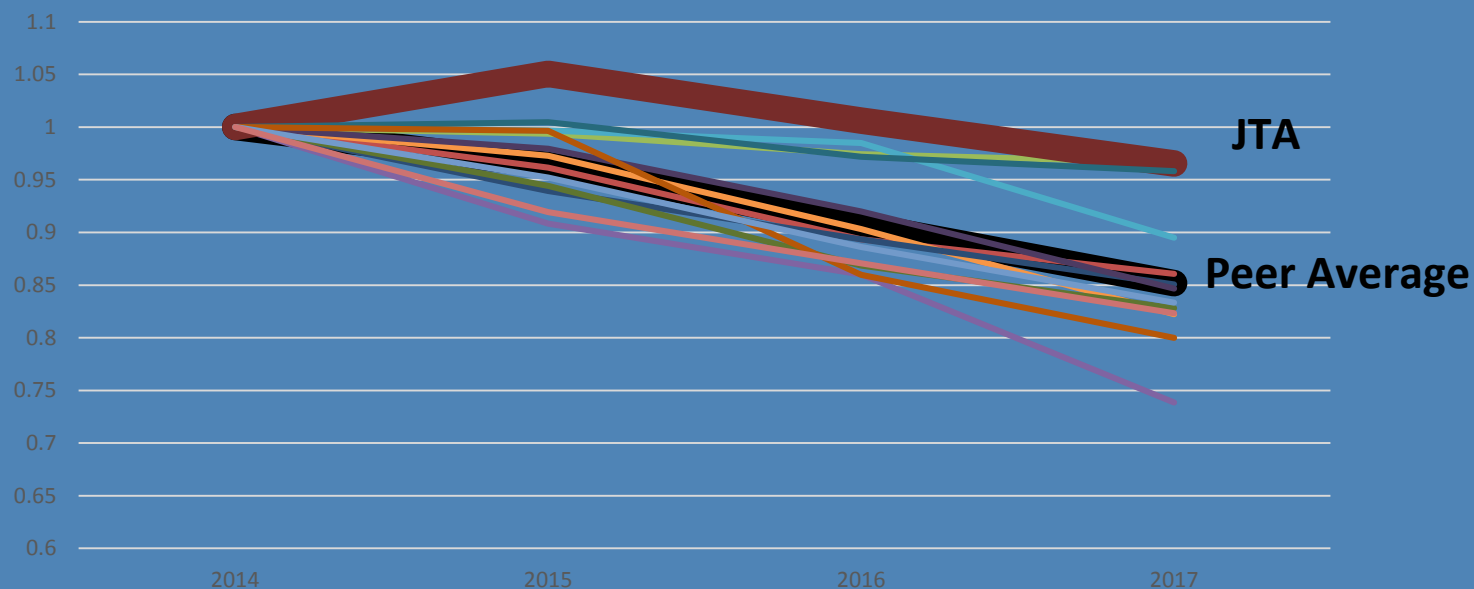


Ridership Decline Arc Less Dramatic

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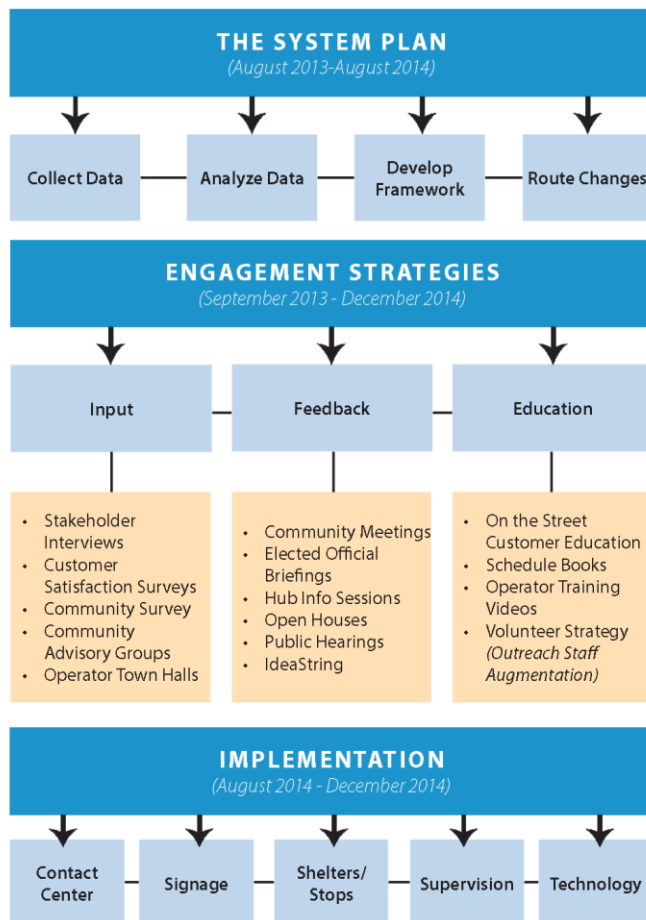
Ridership Change Last 3 Years





ROI Process

Transit ridership has been on the decline in most cities across the country for the past few years. What is affecting ridership and how are transit agencies responding to increase ridership?





Question of Ridership

What's Behind Declining Transit Ridership Nationwide?

LAURA BLISS FEB 24, 2017

“Little is certain in the murky realm of transit ridership interpretation, except perhaps one thing: If cities want to lure passengers onto trains and buses, paying attention to cracks in both types of networks, and investing to fix them, is a pretty sure bet.”

New report: ITS scholars on the cause of California's falling transit ridership

Will Livesley-O'Neill

 **Kirk Hovenkotter**
@khoven

Transit ridership is falling except in 2 cities with major bus network restructures. Lets stop blaming gas prices & start a #busturnaround

| UZA Name | Sum of 2015 | Sum of 2016 | Change |
|-------------------------------------|---------------|---------------|--------|
| Seattle, WA | 178,640,154 | 185,913,534 | 4.1% |
| Houston, TX | 83,285,295 | 85,190,489 | 2.3% |
| Milwaukee, WI | 40,610,951 | 41,476,962 | 2.1% |
| Detroit, MI | 36,734,180 | 37,079,596 | 0.9% |
| New York-Newark, NY-NJ-CT | 4,222,700,561 | 4,241,214,495 | 0.4% |
| San Francisco-Oakland, CA | 454,952,418 | 454,996,256 | 0.0% |
| Boston, MA-NH-RI | 403,464,723 | 402,554,159 | -0.2% |
| Pittsburgh, PA | 63,990,430 | 63,570,697 | -0.7% |
| Denver-Aurora, CO | 101,021,365 | 99,777,407 | -1.2% |
| Portland, OR-WA | 112,440,100 | 110,985,034 | -1.3% |
| San Antonio, TX | 37,983,896 | 37,290,201 | -1.8% |
| Salt Lake City-West Valley City, UT | 44,909,741 | 43,776,825 | -2.5% |
| Minneapolis-St. Paul, MN-WI | 96,636,368 | 93,716,857 | -3.0% |
| Chicago, IL-IN | 623,466,948 | 603,747,357 | -3.2% |
| Urban Honolulu, HI | 68,587,549 | 66,361,162 | -3.2% |
| Las Vegas-Henderson, NV | 72,044,767 | 69,420,973 | -3.6% |
| Dallas-Fort Worth-Arlington, TX | 75,998,371 | 72,137,725 | -5.1% |
| Baltimore, MD | 111,070,976 | 105,214,371 | -5.3% |
| Atlanta, GA | 141,154,134 | 132,925,293 | -5.8% |
| Philadelphia, PA-NJ-DE-MD | 369,644,085 | 346,276,496 | -6.3% |
| Phoenix-Mesa, AZ | 69,525,177 | 64,898,486 | -6.7% |
| San Diego, CA | 94,921,830 | 88,507,937 | -6.8% |
| St. Louis, MO-IL | 47,250,866 | 44,020,031 | -6.8% |
| Cleveland, OH | 46,844,074 | 43,507,057 | -7.1% |
| Los Angeles-Long Beach-Anaheim, CA | 619,459,557 | 572,589,716 | -7.6% |
| San Jose, CA | 44,718,244 | 40,763,554 | -8.8% |
| Miami, FL | 156,449,301 | 141,556,090 | -9.5% |
| Washington, DC-VA-MD | 441,222,366 | 396,260,838 | -10.2% |
| Austin, TX | 32,795,531 | 28,893,986 | -11.9% |
| San Juan, PR | 38,853,326 | 32,289,221 | -16.9% |

👍 123 2:22 PM - Feb 23, 2017

💬 132 people are talking about this

- Increased car ownership
- Car ownership has grown fastest among the most frequent transit riders
- Fuel prices, service changes and rideshare use are not the likely drivers of ridership decline
- Choice riders represent great untapped potential



JTA Strategic Plan Review



BLUEPRINT FOR TRANSPORTATION EXCELLENCE

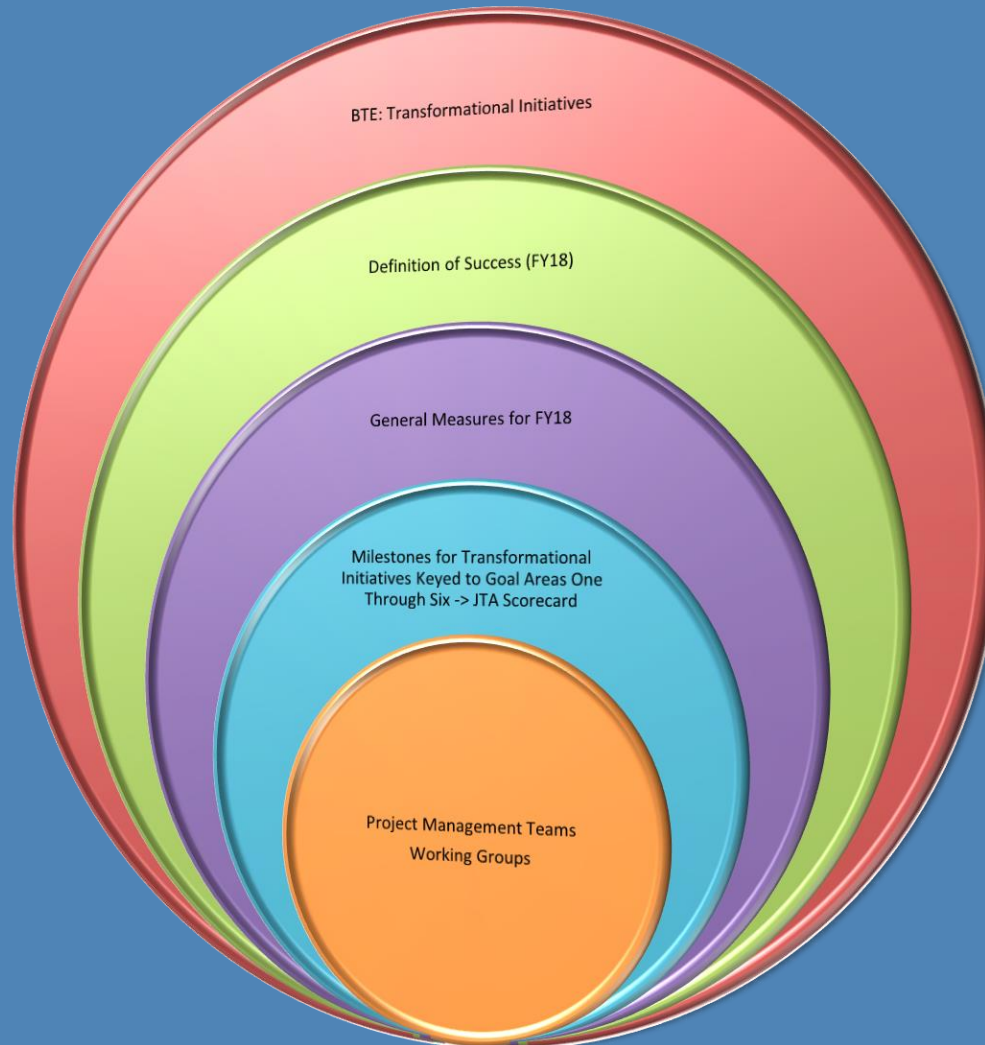


FY2019

AUTHORITY'S GOALS AND OBJECTIVES



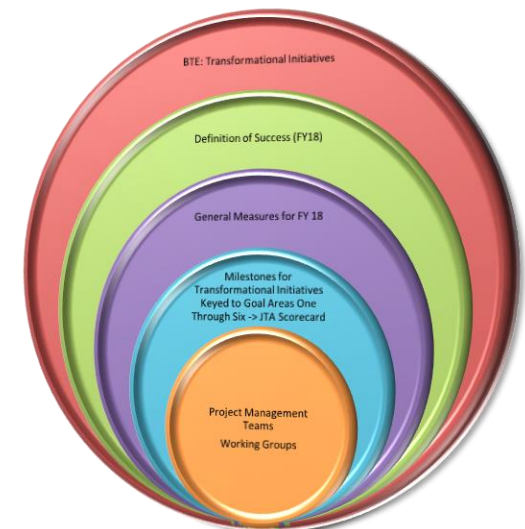
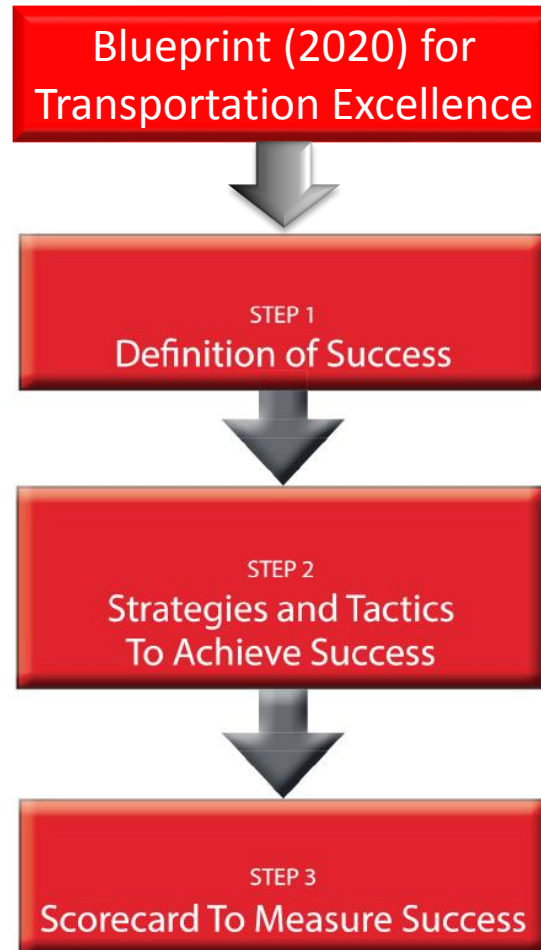
JTA Strategic Plan Integration into Authority Goals & Objectives



| Oversight | Implementation |
|-----------|------------------------------------|
| Red | Board & CEO |
| Green | CEO & ELT |
| Purple | ELT, Senior Managers & Managers |
| Blue | ELT & Divisions |
| Orange | ELT & All (Cross Functional) Teams |



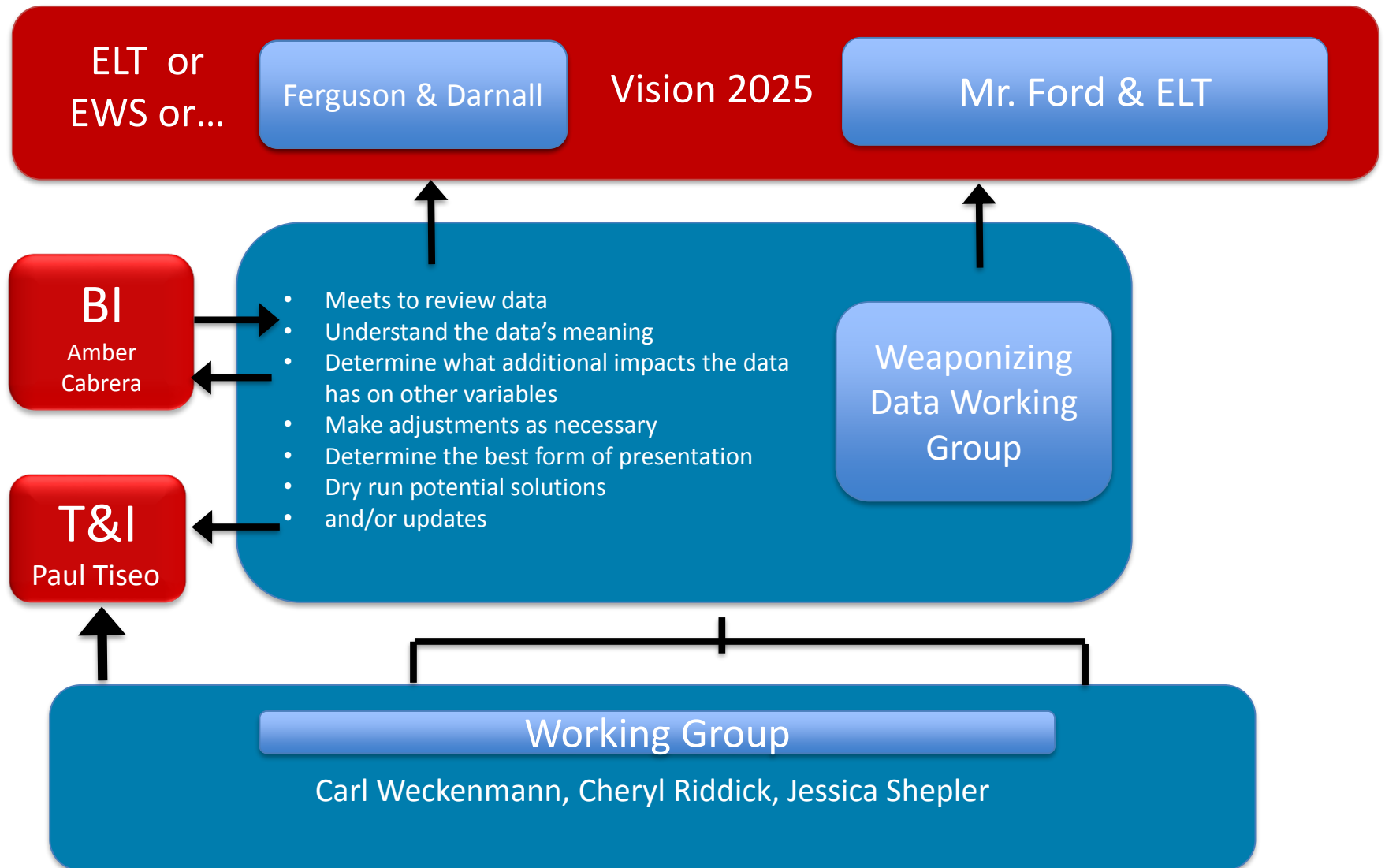
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Working Group Model





FY2019 would be a great year if...

- We successfully implement of ROI 2.0 [NEXT]
- Maintain a high level of service quality
- JTA expands Regional Express Service
- JRTC is on track to open in Q2 2020
- JTA successfully launches the East Line
- The U²C Test & Learn Track has been expanded and data collection has been completed on two different vehicles
- U²C Partnerships formalized
- Two new ASD pilot areas are deployed
- Phase IV Ferry enhancements are underway
- Southwest funding appropriations secured
- We successfully implement JEMMS 2.0
- JTA University expands workforce development curriculum
- JTA enhances its telemedicine program
- JTA adopts the Safety Management System for Fixed Route Service
- JTA Board adopts Transit Asset Management Plan
- JTA continues to be a leader among Mid-sized Transit Agencies in cybersecurity
- Increase customer adoption of JTA technology
- Establish a mobility metric
- Increase non-farebox revenues
- JTAMobilityWorks on track
- Board adopts an updated Transit Oriented Development Policy and Strategy

K&A TRIBUTES TO THE BEATLES
APRIL 24









JTA Transit Services – Ridership FY 2018

Fixed Route



First Coast Flyer (BRT)



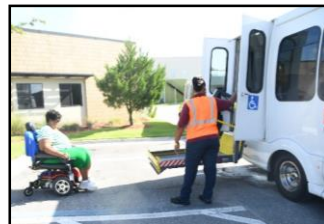
Skyway



St. Johns River Ferry



Connexion



Gameday Xpress



Total Ridership – 12 Million





Network of Enhanced & Expanded Transportation



Black Friday

 Jacksonville Transportation Authority (JTA)
November 23 at 1:01 PM · 📍

What do JTA and shopping on #BlackFriday have in common? Great deals. Ride the First Coast Flyer for free from December 3 - 9 as we celebrate the launch of the East Corridor Red Line connecting downtown JAX to the Beaches. #FCFRedLine #BusRapidTransit

Details at <https://fcf.jtafla.com/freeride>

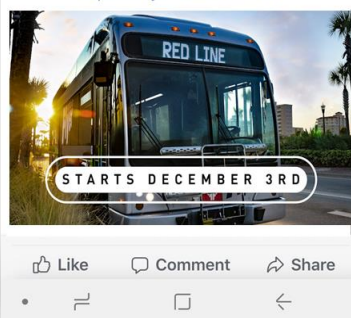


Cyber Monday

 Jacksonville Transportation Authority (JTA)
November 26 at 1:01 PM · 📍

Looking for a great deal this #CyberMonday? Hard to beat this one: Ride the @JTAFLA First Coast Flyer for free from Dec. 3 - 9 as we celebrate the launch of the East Corridor Red Line connecting downtown JAX to the Beaches. #FCFRedLine #BusRapidTransit

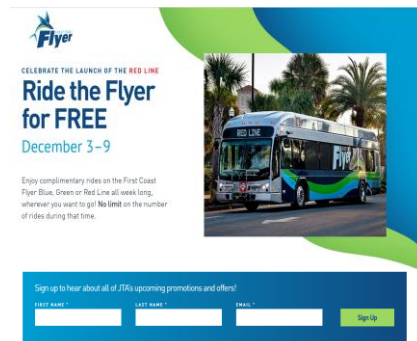
Details at <https://fcf.jtafla.com/freeride>



Customer Vignettes



Mobile Apps



Try Our Premium Bus Service at No Cost

-  **Simple, Direct Routes Across Jacksonville**
Rapid service through the North, Southwest and West End areas of the city. Each line every 10 minutes during peak hours!
-  **Free Wi-Fi and Informational Monitors**
All buses are equipped with complimentary Wi-Fi and informational displays to help you connect while you ride.
-  **No Coupons or Print-Outs Needed**
For a limited time only, you won't need to show back into any First Coast Flyer bus to ride for free - no ticket!



Bus Rapid Transit-First Coast Flyer







New Mobility Paradigm: Internally

Use data to target receptive markets to increase ridership in FY20

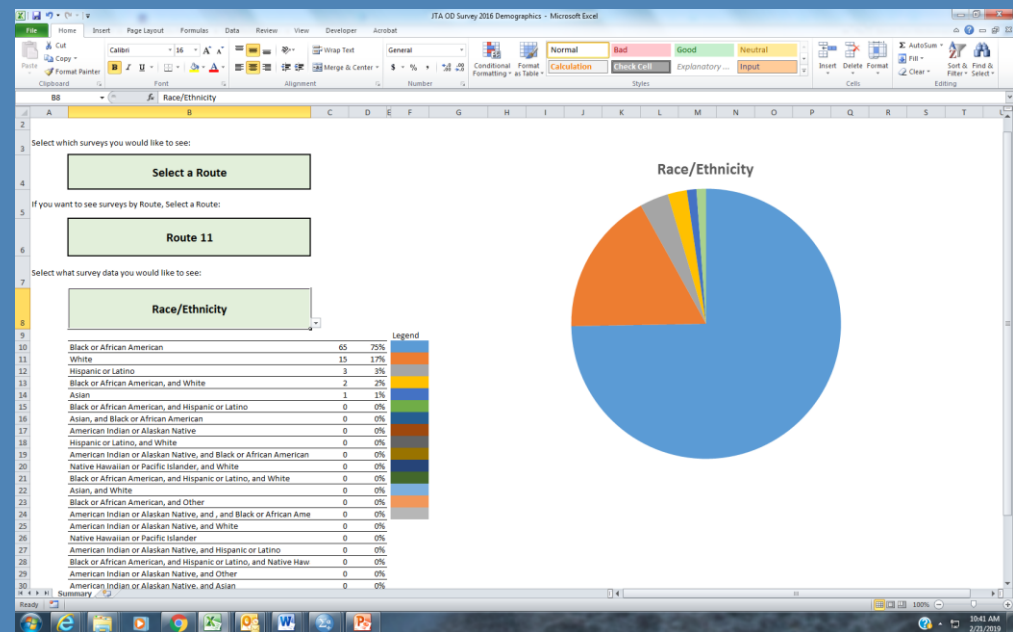
Evaluate current data available and data needed for targeted marketing strategies

- O & D ridership survey tool
- Potential uses
 - Senior rider pilot
 - Mapping targeted areas
- Future data enhancements
 - MyJTA mobile app



O & D Data by Route

- Have created tool using 2016 O&D Data
 - ≡ Allows quick access to roll-up data
 - ≡ Cross-tabulates all data by Route
 - ≡ Allows us to see geographic patterns on any data point in survey





Where Transit Should Work

- **Compared Transit Usage in US with other Data**
- **Top 15 data fields that correlate with transit usage**
 - ≡ 3 are commuting stats themselves – use of other modes
 - ≡ 3 are vehicle availability for households
 - ≡ 0 are basic data elements (race, age, sex)
 - ≡ 0 are social data elements (marriage, education, language)
 - ≡ 0 are other economic elements (employment, income, poverty)
 - ≡ 9 are various stats concerning housing – tenure, age, cost, size
- **Once housing is factored in to analysis...**
 - ≡ Ethnic differences in transit usage disappear completely
 - ≡ Poverty is no longer a predictor of transit use



Implications for Analysis

- **Market Identification**

- ≡ Transportation/housing decisions are intricately linked
- ≡ Potential transit customers are better identified through housing choices vs. data we more commonly use
- ≡ Housing units are also more a more static factor, so analysis will have more staying power

- **Comparing Jacksonville Route Ridership to Demographics**

- ≡ Model developed to score geographies
- ≡ Transportation data (commute & vehicle ownership) omitted, as they may be effects of our service
- ≡ Each route compared to its service shed using Census Tract data

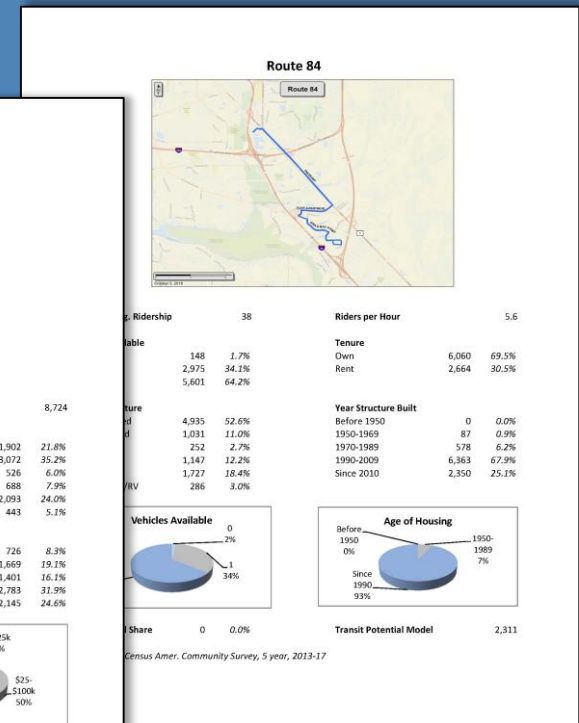
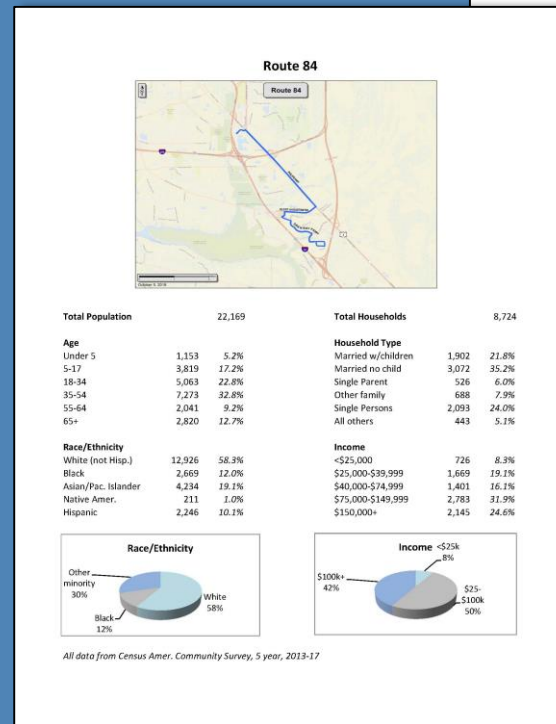
- **Other Considerations & Possible Analysis**

- ≡ Density has previously shown to be more correlative than ANY non-transportation data point
- ≡ Compare data to more cross-tabulation data on multiple variables



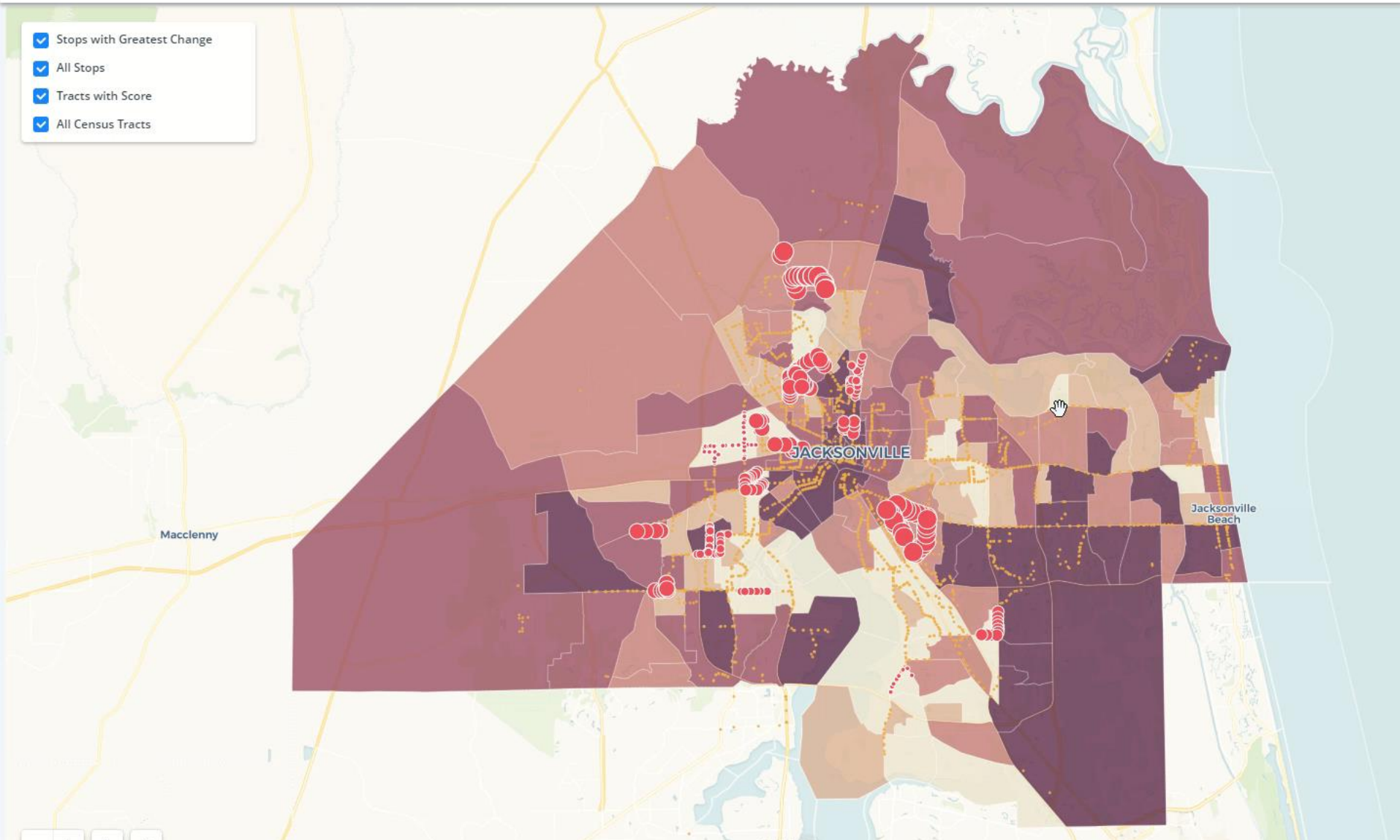
Route Sheet

- Develop an Analysis for each Route
 - ≡ JTA data, such as ridership and operational metrics
 - ≡ Demographic data, housing data
 - ≡ Models potential ridership using best fit statistical data using large database
 - ≡ Compares modeled potential to actual transit use





Identifying Potential Customers

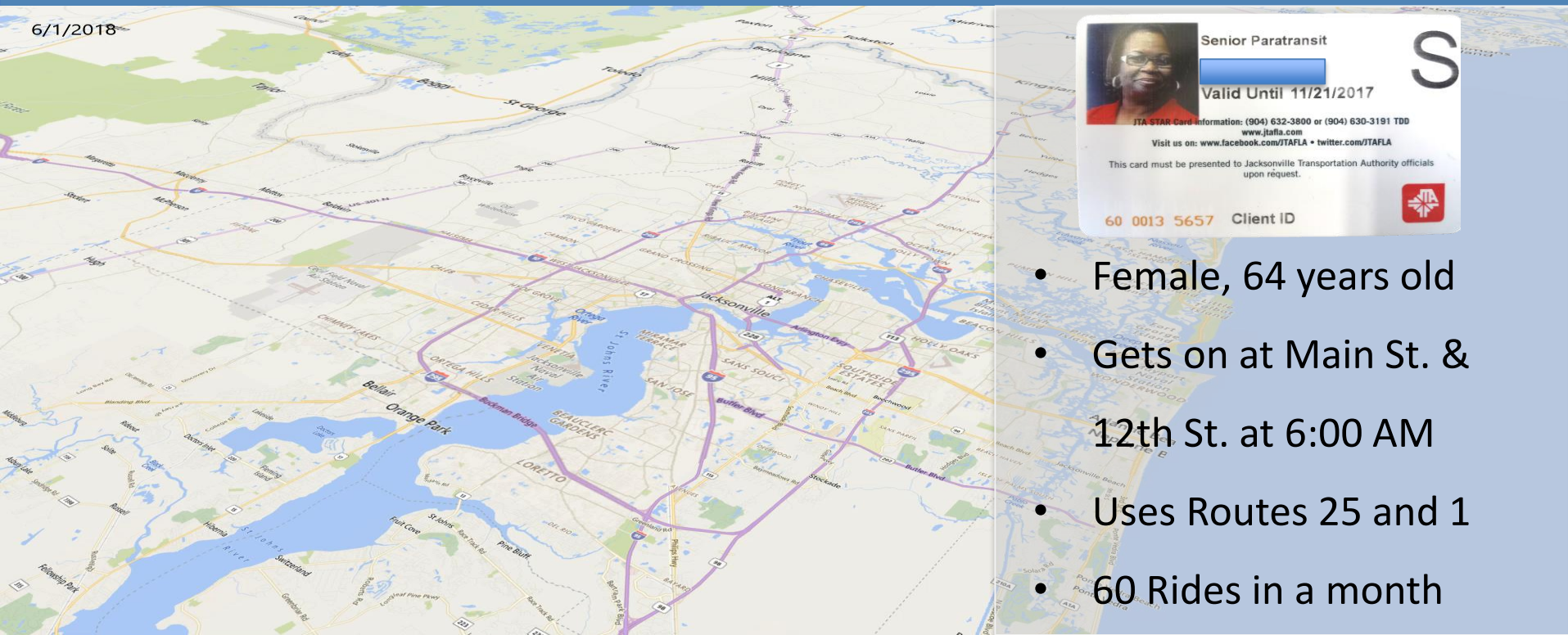




Customer Mapping

- ≡ The objective is to understand our customers through precise data insights
- ≡ Need to know who our customers are as individuals and where they are going
- ≡ Better understand their preferences

6/1/2018



- Female, 64 years old
- Gets on at Main St. & 12th St. at 6:00 AM
- Uses Routes 25 and 1
- 60 Rides in a month



Alternative Transportation Options: New Mobility Paradigm





MyJTA to Build Customer Profiles



- ≡ Working with our private partners to incentivize customers into filling out profile information in app

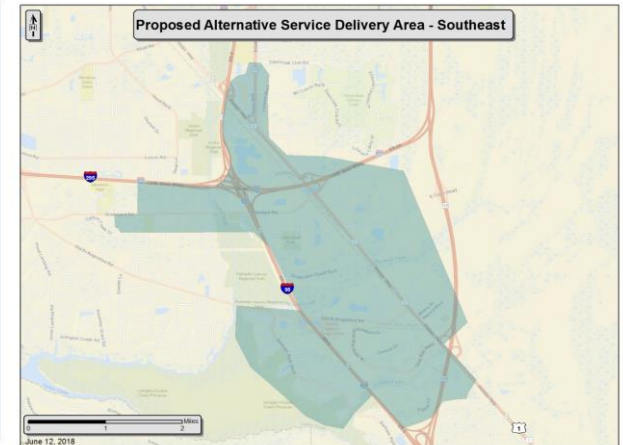
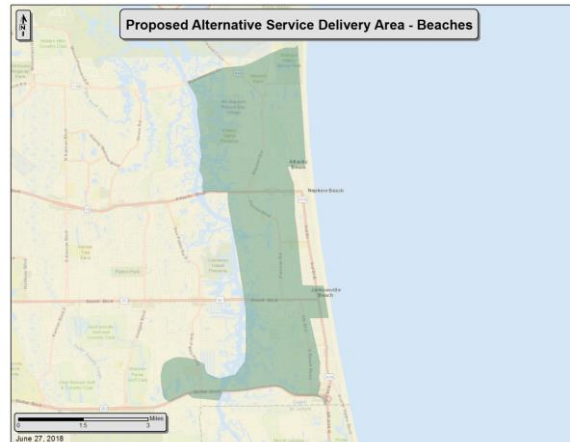


FMLM, P3 and Alternative Service Delivery

- New program for the JTA
- Demand response service
- Low fare
- Operates in 8 zones where community shuttle was less efficient



ReadiRide



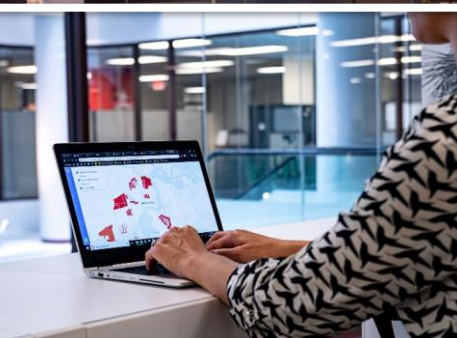








BUSINESS INTELLIGENCE



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