Crossroads Connect Evaluation Report

1 Executive Summary

Crossroads Connect was a pilot partnership between City of Bellevue, King County Metro, Hopelink, and Spare Labs offering riders on-demand transit service to and from transit hubs in the Crossroads and Lake Hills neighborhoods of Bellevue, an area with a diverse population, lower household incomes, a higher percentage of residents with disabilities, and lower car ownership rates compared to other areas in the county and city of Bellevue. The area had experienced local transit service reductions and suspensions as an impact of COVID-19. Crossroads Connect was designed to improve access to Rapid Ride B-line stops and mitigate COVID-19 fixed-route transit service reductions, while testing out new on-demand transit service models, trip-brokering strategies, and flexible routing technology.

The one-year service pilot operated between October 2020 through September 2021. The service was fully funded by the City of Bellevue through a WSDOT First/Last Mile grant and city levy funding. The service was fully contracted through an existing operational contract with Hopelink and technology provided by Spare Labs. The pilot was designed to test out a new service model concept: utilizing a mix of dedicated vehicles (a Metro-owned ADA-accessible van) and non-dedicated vehicles (Yellow Cab taxis) to

pick up and drop off riders. The service model consisted of dedicated vehicles to cover a baseline service with non-dedicated vehicles dispatched to fulfill edge demands when wait times were long and otherwise unfeasible to support with dedicated service alone (Figure 1). Metro wanted to understand if this model could flexibly scale vehicle supply to meet shifting demand.



Figure 1. The Crossroads Connect mobile app enabled transit riders to reserve trips on dedicated, Metro-owned vehicles and non-dedicated, privately-owned vehicles (taxi cabs.

The pilot also tested a new way to provide customers who are eligible for Access, Metro's paratransit program, an on-demand, curb to curb service option. The Crossroads Connect pilot was the first Metro on-demand service that offered eligible paratransit riders with the ability to book on-demand trips anywhere within the service area, while offering the general public point-to-hub trips that connected to and from local transit hubs. Both Paratransit riders and general public riders booked under the same system and shared the same fleet (Figure 2). This service model was later expanded to Metro's other on-demand services.

The pilot project's goals included:

- Improving access to transit hubs in lower density areas with high unmet need
- Mitigating transit service suspension and reductions resulting from the COVID-19 pandemic
- Providing a partnership model for jurisdictions to partner on grant projects that advance Metro's goals around equity, sustainability, and safety
- Upholding King County's principles of equity, accessibility, and financial sustainability. This includes providing options for those with limited mobility and customers who are unbanked or do not have access to a smartphone.





Figure 2. Access paratransit customers benefited from an on-demand service option for travel anywhere within the service area.

• Collecting customer feedback and operational data to inform future Metro planning for on-demand transit services.

Learning objectives included:

- Testing a new on-demand transit service model with trip brokering technology that integrates public transit with private mobility services
- Testing a new approach to improving mobility options for Access paratransit customers by offering point-to-point connections for eligible customers.
- Testing a rapid response transit planning model by continually responding to customer feedback and trip data to adjust service parameters to optimize service

The program launched and operated during shifting phases of COVID restrictions and in a general climate of overall low transit ridership. The shifting conditions of the pandemic provided a need to adjust service features and parameters much more rapidly than Metro in previous on-demand pilots, allowing for rapid response to rider feedback and ridership patterns during a period of unprecedented uncertainty about expected rider behavior throughout the pandemic and recovery.

Performance targets were set across several categories:

- Equity: measuring how well the pilot served priority populations, targeting a high portion of trips serving priority census tracts, and made by low-income riders, people with disabilities, seniors, and youth.
- Safety: measuring if the service made riders feel safer than other modes of travel
- Sustainability: measuring the ratio of passenger miles traveled to vehicle miles travel, and passengers reported mode shift resulting from the service
- Efficiency: measuring the number of rides per vehicle hour, cost per ride, and transfer rate to connecting fixed route service
- Customer experience: measuring customers average ride rating, wait time, and in-vehicle time

Category	Performance Measure	Target	Actual
Equity	Portion of trips to/from priority census tracts	>50%	72%
Safety	Major incidents per 100,000 rides	0	0
Sustainability	Ratio of Passenger Miles Traveled to Vehicle Miles Traveled	1	0.64
Efficiency	Rides per vehicle hour	With shared rides: 3	With shared rides: 0.46
Customer Experience	Ride rating	80% thumbs up	92% thumbs up

Top line performance results are outlined below:

Overall, the program did not meet many of the targets set by the project team, and was not recommended to continue as a sustained service. However, the pilot did provide valuable lessons learned about new on-demand transit service models, features, and strategies to improve efficiency and customer experience that Metro is continuing to apply to our delivery of on-demand services. Crossroads Connect played a key role in testing new ways of delivering on demand service including using non-dedicated vehicles, Point to Point for Access customers, and expanding pickup/drop-off locations to include multiple transit hubs and vaccination centers.

Key Lessons Learned

• Systems to broker trips to non-dedicated vehicles offer a promising solution to improve efficiency and customer experience for flexible on-demand transit. However, to be successful, these systems must be able to reach a large supply of drivers, have an overall high demand of riders and may not work in lower

density areas without either of these factors. These systems must also seamlessly integrate with existing dispatch systems, and driver incentives may be required to engage driver participation.

- Offering point-to-point rides to Access paratransit customers on Metro's publicly available on-demand transit services is an effective way to improve local mobility needs for riders with disabilities.
- Attitudes about the relative safety of public transit throughout the pandemic impacted ridership, and the service saw a much lower ratio of rides to app downloads and signups, and riders feeling "safe" than previous on-demand pilots.
- While the on-demand routing technology allowed the team to nimbly react to changing conditions and implement many changes to the service design and parameters, constantly changing a service required staff intensive decision processes and created additional challenges in communicating changes to customers.

2 Background

In May 2020, the City of Bellevue reached out to partner with Metro on a grant proposal for Washington State Department of Transportation (WSDOT)'s First Last Mile (FLM) funding opportunity to offer a flexible service that could integrate directly with public transit, mitigate fixed route service reductions, serve an area of high unmet need and, and test innovative technologies and service models. Metro worked with Bellevue to craft their application, which was informed by Metro's Mobility Framework, and Bellevue's Transit Master Plan and Smart Mobility Plan. The proposal focused on addressing transportation barriers in the Crossroads and Lake Hills, a Bellevue neighborhood with a diverse population, lower household incomes, a higher percentage of residents with disabilities, and lower car ownership rates compared to other areas in the county and city of Bellevue. The area had also experienced local transit service reductions and suspensions as an impact of COVID-19.

The team's proposal was selected and resulted in a pilot service called Crossroads Connect, a partnership between City of Bellevue, King County Metro, Hopelink, and Spare Labs offering riders an on-demand feeder-to-fixed-route transit service in Crossroads and Lake Hills. The service operated between October 2020 and September 2021. The pilot project was funded by a \$394,000 First/Last Mile Connections grant awarded to City of Bellevue by the Washington State Department of Transportation (WSDOT). The City of Bellevue provided approximately \$153,000 in in-kind services and funding from Bellevue's 2016, voter-approved Neighborhood Safety, Connectivity and Congestion Levy. The total project budget was \$547,000. WSDOT grant funding and City of Bellevue levy funding covered all costs of the service.

3 About Crossroads Connect

Crossroads Connect was an on-demand transit service that transported riders across a flexible service area surrounding the Crossroads Shopping Center, to and from local transit hubs including RapidRide B-line stations and the Eastgate Park and Ride. Crossroads Connect was operated by Metro, contracted through Hopelink. Hopelink contracted technology and non-dedicated on-demand Yellow Cab service from Spare Labs.



Similar to Metro's Via to Transit pilot and previous Ride2 pilot, Crossroads Connect connected riders within a flexible service area to and from key transit and neighborhood hubs. Unlike previous pilots, Crossroads Connect set out to test an emerging service model, utilizing a mix of dedicated fleet vehicles and non-dedicated taxi cabs to achieve target service levels. Trips were brokered from the Spare Labs platform to direct fleet vehicles to pick up and drop off riders, dispatching non-dedicated Yellowcab taxi vehicles to fulfill "edge demand" when wait time are long, to maximize the productivity of a small fleet and balance the needs of supply and customer demand. The pilot service launched and operated during the COVID-19 pandemic and shutdown, creating unique operating conditions and challenges for the project team.

Partnership model:

The Crossroads Connect pilot was intended to serve as a partnership model for local jurisdictions seeking to implement flexible services, demonstrating that Metro is willing to partner with jurisdictions seeking grant/local funding to find innovative ways to mitigate loss of service and improve mobility for residents, in line with Metro strategy and Mobility Framework recommendations to serve unmet need. Lessons learned can serve as an industry example for how to establish new transit partnerships with local jurisdictions.

The project team was interested in understanding if this new model could allow an on-demand transit service to flexibly scale to meet shifting demand and reconnect the community to transit through subsequent phases of COVID-19 recovery.

The Spare Labs platform also offered a way to provide customized service parameters to Access paratransit eligible customers. Access customers were given the ability to confirm their eligibility through the app or call-center, and could then book ondemand point-to-point-service, while other riders were limited to point-to-hub service. The goal was to provide a convenient on-demand alternative to Access paratransit trips, using the existing fleet, drivers, and technology of an on-demand hub-based service.

Service details:

Crossroads Connect provided customers with point to hub connections between a trip request location and a King County Metro B Line station within the service area. Over time the service area was increased to cover wider areas with more Rapid Ride B-line stations, as well as the Eastgate Park and Ride. Vaccination centers were also later included as designated pick-up/drop off areas as a way to encourage access to newly available COVID-19 vaccines.

Riders paid standard King County Metro fares to ride Crossroads Connect. ORCA, Transit GO ticket, cash (exact fare only) or valid transfer were accepted. The cost if a ride was the same as a King County Metro bus ride and included a free transfer to or from connecting transit service. Reduced fares are available through ORCA LIFT or Regional Reduced Fare Permit (RRFP). When a non-dedicated Yellow Cab vehicle was dispatched, the taxi ride was fare-free, and riders were responsible for fare payment on connecting transit routes. To book a ride, riders either used the Crossroads Connect On-Demand app or called dispatch to request a ride. Riders could expect to be picked up within 10 to 25 minutes of a trip request.

The service was originally scoped to have two dedicated fleet vehicles, an ADAaccessible passenger van as well as a Nissan Leaf but was quickly reduced to one vehicle (the passenger van) after launch due to lower than anticipated demand. Crossroads Connect adhered to Metro's standard COVID-19 safety protocols including daily disinfecting of vehicles, partitions separating rider(s) from drivers, and masks required of both riders and drivers. At launch, rides were limited to one ride per booking party. In July 2021, shared rides were introduced but limiting rides to one rider or party per seat row.

4 Marketing and Customer Outreach

The Crossroads Connect service was launched in the middle of high covid restrictions and policies. Marketing towed a fine line of encouraging use of the service while also acknowledging the environment at the time was still directing general public to keep social interactions and travel limited.

The brand objectives and approach for marketing Crossroads Connect are outlined below:

<u>Think</u>: City of Bellevue and King County Metro are developing creative solutions to transit problems in *my* neighborhood.

<u>Feel</u>: Excited to try a new, easy to use mode of transit. Reassured their health and safety are a priority.

Do: Try the service and tell their neighbors about it.

Crossroads Connect was a uniquely branded on-demand service. The project team made this decision to highlight Bellevue's partnership and help create a sense of neighborhood ownership by including neighborhood in the name of the service. Marketing was primarily focused on digital marketing efforts, mainly Facebook ad campaigns.



In addition to social media marketing, the team launched multi-media ads, focusing only on digital mediums—specifically smartphones and tablets. These ads were a new approach for Metro and proved a successful strategy to reach potential riders on the same devices they could use the app from. The strategy effectively targeted riders comfortable using their smartphones to download apps and use them. These ads featured a :15 video and five versions of digital display ads. The team also did virtual outreach to local Community Based Organizations (CBO's), as well as sent messages to various multi-tenant housing units in the service area to promote to their tenants.

At start of service and then again, several months into operations, the project team sent direct mail to all residences in the service area.

The team also sent two direct mail postcards to residences in the Crossroads Connect service area in 2020 at the start of service (13,884 households) and in 2021 to residences and businesses (21,296 household and business addresses). We also experimented with wayfinding/advertising through a metal stencil that City of Bellevue crews pressure washed on sidewalks to display the name of the service and directional arrows pointing customers to stops.

As seen below in section 6, while marketing efforts were successful in driving app downloads and signups, many of those potential riders never ended up taking a first trip. This is likely due to the transit environment at the time, which was still heavily influenced by serving primarily "essential trips" only and encouraging residents to stay home. An analysis of marketing strategy performance is provided in Exhibit C

Community Engagement:

With a short timeline for launch, amid COVID-19 restrictions, there wasn't opportunity to do the traditional Metro pre-service engagement for Crossroads Connect.

The project team relied on customer feedback from past Ride2 pilot and City of Bellevue outreach efforts.

This project supported Mobility Framework Recommendations and aligned with public input gathered for Bellevue's Transit Master Plan, which was adopted by Bellevue City Council in 2014. People who live or work in Bellevue prefer that the region invest in frequent routes serving Bellevue's major activity centers where transit demand is high, and service is more productive. This project worked towards the objective of developing a well-connected transit network that appealed to many different people making a wide variety of trips.

To understand if the service was meeting the need of the customers it was meant to serve, the project team held a customer listening session to garner feedback and adjust pilot accordingly. The full community engagement report is shown in **Exhibit D**. Riders were given a survey of their experience with Crossroads Connect after signing up for the service. Survey results and analysis can be found in **Exhibit E**.

5 Emergency/Recovery Adjustments

While piloting Crossroads Connect over Covid 19 recovery, there were many opportunities to adjust the pilot to respond to ridership data and rider feedback in real time. An overview of program changes is outlined in **Exhibit B.** Throughout the program, many changes were implemented to adjust to shifting conditions. Changes included

- Adjusting service area and span
- Adding additional transit hubs that riders could connect to and from
- Adding new types of hubs including pharmacies to reduce barriers to accessing vaccinations and cooling centers to address unprecedented heat waves.
- Shifting from a period of fare free transit to fare collection.
- Shifting safety protocols around rider capacity limitations throughout various phases of the pandemic recovery.

One lesson learned from constantly changing pilots' operations is that all changes need to be clearly communicated and all coinciding print material should be regularly updated. This led to significant amounts of time updating material and pushing out communications to riders.

6 Customer Adoption and Ridership

Signups and Ridership growth

Figure 1 outlines sign-ups, daily ridership, and the number of active customers (customers who had taken a trip within the week) throughout the pilot.

Over the course of the one-year pilot, there were 677 customers who downloaded the app and/or created accounts. Of those, only 92 riders completed a first trip and only 67 riders had more than one trip. This shows that while there was a high level of initial customer engagement (learning about the service, downloading the app, and creating an account), this service wasn't able to successfully convert new accounts to active riders.

App downloads and ridership were very slow to pick up compared to previous and existing on-demand pilots that weren't launched during a global pandemic. No rides were completed during the first month of operations. While marketing efforts and community engagement helped steadily grow app downloads, sign-ups, overall ridership remained low through the duration of the pilot.

Figure 1



Assumingly due to shifting perceptions about the pandemic, many customers signed up for the service and then never rode or only rode a few times. Of the 677 customers who signed up for the app, only 100 ever attempted to book a ride. Of those 100, 9 attempted to book a ride but never took one, 35 took a single ride or round-trip set of rides, and 19 took between two and five rides. Most of the ridership on the service was driven by a small group of regular customers. Despite making up only 25% of the entire customer pool, the Crossroads Connect customers that took more than 10 rides accounted for 88% of all rides taken. The 9 riders that took over 50 rides made up the vast majority of ridership, and within this group a single rider was responsible for 15% of all rides. Most customers who signed up for the service either took no trips or only a handful of trips. Figures 2 and 3 outline the breakdown of these customer groups.

Figure 2

Group type	Number of Customers	Total Rides Taken	% of All Completed Rides	% of All Riders
No Rides	9	0	0%	9%
Single Ride Customers*	35	47	3%	35%
2 - 5 Rides	19	58	3%	19%
6 - 10 Rides	12	92	5%	12%
11 - 50 Rides	16	397	24%	16%
50+ Rides	9	1079	64%	9%

Figure 3



*Single User Customers are defined as Riders that either only completed one trip, or Riders that only completed one round trip tour in a single day.

Ride completion

Over the course of the pilot 2,146 rides were requested by 100 riders. 1,648 (73%) rides were completed, 479 (22%) were cancelled by either the customer or driver in the case of a no-show, and 119 (5%) requests were denied due to a lack of available drivers). 72 rides were successfully brokered to taxi cabs when wait-times on dedicated vehicles were long. See figure 4.





Hub choice:

New hubs were introduced throughout the various versions of the pilot, as outlined in Exhibit B. Figure 5 outlines the hubs were rides started and originated, as well as point-to-point rides throughout the pilot.



Figure 5:

While many trips connected to transit, hubs that connected to community assets like Crossroads shopping center, as well as vaccine sites at shopping centers like Fred Meyer were attractive hubs for riders who were not connecting to transit. One of the most popular hubs, NE 24th Street and 156th Ave NE, is the furthest north RapidRide Stop in the Crossroads Connect Service area, demonstrating that potentially riders used the service to connect to the furthest RapidRide stop on their way north to Redmond and other northern destinations, and to connect to an on-demand ride as soon as they reentered the service area. Eastgate ridership increased significantly in the final version of the pilot, after COVID restrictions were lifted and some commuters returned to the office.

7 Trip Brokering Approach

The Crossroads Connect on-demand shared ride service was designed to implement a new service model that utilized trip brokering capabilities. Trip brokering is enabled by the software platform used by the service, Spare Labs, and allows trips to be assigned to dedicated Crossroads Connect vehicles and non-dedicated vehicles. The dedicated vehicles were branded and operated by King County Metro while non-dedicated vehicles were taxicabs operated by Yellow Cab. Trips were automatically brokered to a taxicab when the wait times for a dedicated vehicle grew longer than 20 minutes, in order to maintain an optimal level of service for Crossroads Connect customers. This feature was piloted on this project because it allowed the City of Bellevue and King County Metro to gain understanding of trip brokering capabilities and whether it would prove effective in providing operational and cost efficiencies. While Metro's Access paratransit program often brokers pre reserved trips to non-dedicated vehicles like taxicabs, this model had not been implemented on a King County Metro on-demand transit service before.

Implementing the trip brokering model proved to be challenging during the COVID-19 pandemic. Taxicab availability and transit ridership uncertainties during the pandemic resulted in a service model that was difficult to refine as the service relied on an available supply of taxicabs within the service area during peak hours of operations. When Taxicabs were made available, there often wasn't enough demand in ridership to provide the taxicabs with enough trips to make using the platform worthwhile. Using taxicabs for overflow didn't work specifically on this service where demand was overall too low to provide enough trips to taxicabs to make for a successful partnership.

To encourage more taxicab availability, the project team trialed an incentive program that was designed to attract taxicab operators to the Crossroads Connect service area. This incentive program was implemented approximately 6 months after service commenced (April 2021). Taxicab operators were offered a fixed monetary incentive for the first ride that they fulfilled during a week, followed by an additional fixed monetary incentive for three rides accomplished in a week. The initial incentive program garnered minimal uptake. One of the key reasons for low uptake was due to uncertain ridership demands. A taxicab operator could be located within the service area for long durations but not be brokered a trip if all the trips could be fulfilled by the dedicated vehicle. With low ridership demand, the interest from taxicab operators began to wane even as ridership began to slowly increase.

In July 2021, because there was enough remaining budget, the project team considered it important to fully operationalize the trip brokering model before the project concluded in October 2021, to provide better insights on whether such a model would be useful outside of a pandemic. As a result, the fixed monetary incentives were increased, and an hourly stipend incentive was offered to taxicab operators for stationing within the service area. These modifications in the incentive program yielded better participation from taxicab operators. For the last month of service (September 2021), 33 out of a total of 227 trips (15%) were brokered to taxicabs. It is important to note that without the incentives, this level of taxicab participation would likely not have been possible.

Over the course of the pilot, 78 trip requests were brokered to taxis, 58 of which were completed, 9 cancelled by riders, 8 cancelled by the driver, and 3 cancelled by the administrator.

One of the key lessons learned from this pilot is that to operationalize a trip brokering model, there needs to be enough local non-dedicated vehicle supply in the system to meet fluctuating demands and enough ridership to provide somewhat consistent demand for non-dedicated providers. One hypothesis is that leveraging the wider availability of drivers on Transportation Network Companies (TNC) could potentially address the challenges of supply and demand experienced since there are more operators in the system at any given time. However, the COVID-19 pandemic significantly reduced demand for on-demand rides from both taxis and TNCs in the region. Seattle has experienced the slowest recovery in terms of both ride-hailing trips and driver supply compared to most other major metropolitan areas in North America. It is unclear if the local ride-hailing industry could provide enough drivers and vehicles for the trip brokering model to be reliably successful, particularly in lower density areas in King County.

8 Point to Point Service

Point to point rides made up a significant portion of overall ridership, helped improve the efficiency of an on-demand service with excess capacity while improves mobility for riders living with disabilities. Of the 100 customers who signed up for the service, 12 confirmed Access paratransit eligibility and requested a total of 466 rides, which accounts for 21.34% of all requested rides. Four of the customers who took over 50 rides were eligible for Access paratransit and booked point-to-point rides.

Point-to-point riders provided positive feedback about having access to a convenient on-demand alternative to Access paratransit, and point-to-point rides were soon adopted in Metro's other on-demand pilots including Via to Transit and Ride Pingo to Transit. However, those services did not see nearly the same level of uptake in this feature as did Crossroads Connect.

9 Pilot Results

Figure 6 below provides Crossroads Connect key evaluation criteria, targets, and performance results. Performance targets were informed by available data from Metro's on-demand pilots, research on ridership and demographics of RapidRide B line, and service area demographic information.'

While the service did not meet efficiency targets, it met or exceeded other Key Performance Indicators, such as equity and customer experience. Crossroads Connect played a key role in testing new ways of delivering on demand service including using non-dedicated vehicles, Point to Point for Access customers, and expanding pickup/dropoff locations to include multiple transit hubs and vaccination centers.

Equity	Target	Data source	Performance	
Portion of trips that are either picked up or dropped off in a priority census tract	>50%	App data	72%	Exceeded target
Portion of trips made by ORCA LIFT riders	>5%	ORCA data	32%	Exceeded target
Portion of trips made by people w/disabilities	>5%	ORCA data	6%	Achieved target
Portion of trips made by seniors	>2%	ORCA data	11%	Exceeded target
Portion of trips made by youth	>5%	ORCA data	0%	Did not achieve target
Safety	Target	Data source	Performance	
Portion of riders who feel safer traveling as a result of the service	50%	Survey data	41%	Did not achieve target.
Major incident per 100,000 rides	0	Operator reporting	0	Achieved target
Sustainability	Target	Data source	Performance	
Ratio of Passenger Miles Traveled to Vehicle Miles Traveled	1	App data	0.64	Did not achieve target
Mode shift	10% shift from single occupancy vehicle	Survey	29.5%	Exceeded Target
Efficiency	Target	Data source	Performance	
Rides per vehicle per hour	Without Shared rides 2 With shared rides	App data.	Single Rides: 0.53 Shared Rides: 0.46 Pilot total: 0.52	Did not meet target

	3			
Cost per ride	Single rides \$88 Shared Rides \$60	Invoice from operator	Single rides: \$149 Shared rides: \$127 Total: \$141	Did not meet target
Transfer to/from transit	75%	ORCA data	ORCA data: 30% Survey Data: 61%	Did not meet target
Customer Experience	Target	Data source	Performance	
Ride rating	80% thumbs up	App data	92% thumbs up	Exceeded target.
Average wait time	<10 min	App data	11.2 min	Did not meet target
Average in- vehicle time	<15 min	App data	9.6 min	Exceeded target

Equity

Twelve (12) of the 100 customers who took trips on Crossroads Connect were Access paratransit eligible and received point-to-point service (verses hub-based service) within the given service area. This group of 12 riders took 466 rides, which accounts for 21.34% of all requested rides. Four of the customers who took over 50 rides were eligible for Access paratransit and booked point-to-point rides.

Point-to-point rides made up a significant portion of overall ridership, helped improve the efficiency of a first/last mile service with excess capacity. Point-to-point riders provided positive feedback about having access to a convenient on-demand alternative to Access paratransit, and point-to-point rides for Access customers were soon adopted in Metro's other on-demand pilots including Via to Transit and Ride Pingo to Transit.

With the limited ORCA data available, we were able to see a higher percentage of senior, LIFT, and disabled riders, compared to fixed route but not youth. These are key equity priority populations that were important to serve.

The vast majority of rides (72%), either originated or ended in a priority census tract. The service area was initially tightly focused on priority census tracts in the Crossroads neighborhood, and later expanded to cover a wider service area, with a lower proportion of priority census tracks by geographic area. The expansion of service further outside priority census tracts didn't significantly affect the proportion of rides that originated or ended in a priority census tract. This is partially due to land use in the service area: the priority census tracts within the service area were much more densely populated than

the surrounding suburban areas. Sixty-seven percent (67%) of households in the service area were located in the more densely populated priority census tracts.

Safety

In Metro's previous on-demand pilots, most riders indicated feeling safer using the service. However, only 41% of survey respondents indicated that they felt safer or much safer using Crossroads Connect than the other mode they would have used. 38% indicated that they felt neither more nor less safe. Those who indicated they felt less safe or much less safe using Crossroads Connect than their other mode would have either walked or rode their bicycle. The lack in safety from traveling aboard Crossroads Connect is likely indicating that perceived COVID risks on a shared mobility service outweighed perceptions around road safety, and personal safety while accessing and using transit.

Sustainability

Due to low ridership and single-rider requirements in place through the majority of the pilot, Crossroads Connect did not meet the passenger miles traveled over vehicle miles traveled ratio of 1:1, Metro's target for all on-demand service pilots.

Out of all survey participants who used Crossroads Connect, 29.5% indicated they would have either driven alone or used a TNC to get to their destination if the service was not available. This indicates a 29.5% shift away from Single Occupancy Vehicle (SOV) travel, which met the target of 10% mode shift target. If we exclude responses where customers indicated they would not have made the trip at all without Crossroads Connect, the shift away from SOV trips increase 31.6%.

Efficiency:

Crossroads Connect did not meet efficiency targets. These results were mostly driven by low ridership throughout the pilot. While the project team expected more rides per vehicle hour once shared rides were introduced, the impact of allowing shared rides was largely offset by declining ridership towards the end of the pilot.

Compared to previous pilots, a fewer proportion of rides connected to transit. ORCA data showed only 30% of riders who used an ORCA card connecting to or from transit. 61% of survey participants indicated they were connecting to a bus (80% among those who were leaving a pick-up location, and 62% among those going to a drop-off location). Trips to and from the Crossroads Shopping Center, as well as to vaccination sites contributed to lower-than-expected transfer rates.

With lower-than-expected ridership, and slow ridership growth overtime, the service had a high cost per ride at \$141/rider, which did not meet targets. As shown in Figure 7, efficiency was trending well below targets throughout the pilot, resulting in a high cost per ride. Ridership peaked in May 2021, then declined throughout the remainder of the pilot. During the final months of operations, marketing efforts to promote the service were reduced in recognition that the service would come to an end. This could have been a contributing factor to the decline in ridership during the last few months of service.



Figure 7:

Customer Experience

All the KPIs in the customer experience category met or exceeded targets. With lower-than-expected demand, the service was able to provide a high-quality level of service to riders who regularly used it. Of the 12% of rides that were rated by customers, the majority were satisfied with the service, rating it with a thumbs up. Survey data confirmed that customers were largely satisfied with the service. Rides were 1.7 miles long on average with an 11.2 minute average wait time.

10 Conclusion

Overall, Crossroads Connect did not meet many of the targets set by the project team and was not recommended to continue as a sustained service. However, the pilot did provide valuable lessons about new on-demand transit service models, features, and strategies to improve efficiency and customer experience that Metro is continuing to apply to our delivery of on-demand services. Crossroads Connect played a key role in testing new ways of delivering on demand service including using non-dedicated vehicles, Point to Point for Access customers, and expanding pickup/drop-off locations to include multiple transit hubs and vaccination centers.

Key Lessons Learned

- Systems to broker trips to non-dedicated vehicles offer a promising solution to improve efficiency and customer experience for flexible on-demand transit. However, to be successful, these systems must reach a much larger supply of drivers than may be available in lower density areas. These systems must also more seamlessly integrate with existing dispatch systems, and driver incentives may be required to engage driver participation.
- Offering point-to-point rides to Access paratransit customers on Metro's publicly available on-demand transit services is an effective way to improve local mobility needs for riders with disabilities.
- Attitudes about the relative safety of public transit throughout the pandemic impacted ridership, and the service saw a much lower ratio of rides to app downloads and signups than previous on-demand pilots.
- While the on-demand routing technology allowed the team to nimbly react to changing conditions and implement many changes to the service design and parameters, constantly changing a service led to operational and customer communication challenges.

Analysis of pilot goal achievement

- **Improving access to transit hubs in lower density areas with high unmet need -**Crossroads Connect improved access to transit hubs to a very small group of riders who came to rely on the service in lower density areas of unmet need. The pilot also improved access to health services and other sites for Access eligible riders, and vaccination sites for other riders, highlighting the value of both point-to-point connections as well as direct connections to community hubs like grocery stores for customers.
- Mitigating transit service suspension and reductions resulting from the COVID-19 pandemic - The pilot mitigated some suspended and reduced service, but also duplicated service that had been restored before the pilot launched, particularly on trips from Eastgate Park and Ride that could have been served well by local fixed route transit.

- Testing a new on-demand transit service model with trip brokering technology that integrates public transit with private mobility services - The pilot was able to test out trip brokering to non-dedicated vehicles, and the impact of driver incentives to encourage availability. The test revealed that a much wider driver supply, greater trip demand and a more seamless and integrated dispatching system would be necessary for trip brokering models to succeed, and that driver incentives may be necessary to encourage driver adoption.
- Testing a new approach to improving mobility options for Access paratransit customers by offering point-to-point connections for eligible customers - The pilot was able to successfully test offering point-to-point service for Access customers. This feature was successfully deployed and then replicated across the rest of Metro's ondemand service portfolio.
- Testing a rapid response transit planning model by continually responding to customer feedback and trip data to adjust service parameters to optimize service The team was able to rapidly respond to ridership data and rider feedback throughout the pilot and adjust service hours, area, wait-time, and rebalancing parameters, as well as incentivization of non-dedicated drivers. While there was some benefit to being nimble and responsive, continually changing the service parameters required staff intensive decision processes and created additional challenges in communicating about the service to customers. The team also found it challenging to successfully anticipate ridership trends throughout the pandemic when rider's perceptions about safety and travel patterns changed rapidly.
- Providing a partnership model for jurisdictions to partner on grant projects that advance Metro's goals around equity, sustainability, and safety The pilot successfully tested out a new way to share funding, planning, and operational responsibilities through collaborative grant writing and project management with local jurisdictional partners.
- Upholding King County's principles of equity, accessibility, and financial sustainability Crossroads Connect successfully served high equity populations and provided convenient mobility solutions with a higher-than-average participation by Access customers, seniors, riders with disabilities, limited income, or limited access to smartphones. The pilot was successful in delivering a mobility service that demonstrated the principles of equity and accessibility but was not financially sustainable.
- Collecting customer feedback and operational data to inform future Metro planning for on-demand transit services - The pilot produced valuable data and customer feedback that has benefited Metro's planning and delivery of other on-demand transit services. The project team has shared lessons learned with Metro's flexible service planners, supporting successful implementation of future on-demand service pilots and feature adoption.

EXHIBITS

EXHIBIT A: SERVICE AREA MAP





EXHIBIT B PROGRAM ADJUSTMENTS:

Crossroads Connect introduced transit planners with new technology designed to rapidly test and refine service. The launch and operation of the pilot in a pandemic created much more uncertainty about ridership projections compared to previous flexible service pilots. The Spare labs platform allowed the project team to quickly adjust the service to account for ridership data and community feedback. Over the course of the pilot, the project team employed a process of continual iteration, budget optimization, and pandemic response to adjust and refine the operations of the pilot. The team closely monitored feedback and data to continuously improve service design by adjusting service area, span, pick-up/drop-off locations, and other service parameters. The service went through five phases throughout the one-year pilot.

Version 1: 10/1/20-10/31/22

Crossroads Connect originally launched with a 6-hour service span from 3pm, through 9pm Monday through Friday. The afternoon/evening service span was designed to mitigate evening fixed route service reductions and support service industry jobs and essential workers. The service launched with one hub – the RapidRide B-line stations adjacent to the Crossroads Shopping Center. Marketing the service took time, and there were no rides booked the first month of operation. The project team quickly reduced the fleet size from two vehicles to one in response to slow ridership growth and collected feedback from local community organizations on how to better adapt the service to local rider's needs.

Version 2: 11/1/2020 to 12/6/2020

Responding to low ridership and early customer feedback, service hours were expanded to a noon – 9pm service span. The service area was also slightly expanded to include more community partners such as the local YMCA, and transit hub pick-up/drop-off options were extended to all six RapidRide stations within the service area. Point to point service within the service area was made available to Access Paratransit eligible customers.

Version 3: 12/7/2020 to 3/14/2021

In early December 2020 the project team increased the service area expanding to majority of Bellevue East of I-405 and West of I-90. The goal of this expansion was to use excess system capacity to increase potential rider market, offer riders additional transit connection opportunities, and further mitigate transit service reductions. This expansion included two more B-Line Stations, the Eastgate Park and Ride and additional community assets, such as hospitals, shopping, and employment centers. The service expansion, along with marketing and promotional efforts served to steadily grow sign-ups and ridership, and the service started to broker occasional trips to taxicabs. However, availability of taxis that could serve a trip were very limited and were often unavailable to provide rides when trip times were long enough to trigger a brokered ride.

Version 4: 3/15/2021 to 6/25/2021

In March 2020, responding to customer feedback and ridership trends the project team increased service span to cover Monday – Friday 7am to 9pm, and Saturdays 9am to 5pm. Vaccination centers, including local grocery stores and pharmacies within the service area, were added as available hubs for pickup/drop-off.

Version 5: 6/26/2021 to 10/1/2021

WSDOT grant funding expired in July 2021, and funding shifted to city of Bellevue levy funds. The team eliminated Saturday service due to low ridership and announced that the pilot would continue through October 1, 2021. Shortly after offering version 5 to customers, Washington State officially reopened, and COVID-19 capacity restrictions on transit were loosened, allowing shared rides to be introduced to the service through the remainder of the pilot. During this period, the team introduced incentives to taxi drivers to remain nearby the service area and to accept trips brokered through the service.









EXHIBIT C: MARKETING PERFORMANCE ANALYSIS

King County Metro

Crossroads Connect

DECEMBER 17, 2020 - JANUARY 11, 2021



2



Campaign Overview

Display Ads: TOTAL IMPRESSIONS 1, 177,807 TOTAL CLICKS DELIVERED 769 Video Ads:

Skippable Video Completion Rate 40.28% ACTUAL CTR 0.07%

Total Complete Views

121,895



Paid Search: TOTAL IMPRESSIONS 2,604 TOTAL CLICKS DELIVERED 53 ACTUAL CTR 2.04%



Budget Breakdown



Campaign Strategy, Tactics and Creative

Digital Video Ads Hyperlocal Geotargeting Google Paid Search Website & App Store

Double 2

sellevue!

Tactics: Video and Banner Ads

New Goal: Ridership Increase, added Paid Search late in campaign run



Display Performance Overview

Tactic	Imps	Clicks	CTR	Comp Rate
Audience Targeted Banner Ads: 55+	616,372	310	0.05%	
Audience Targeted Banner Ads: RideShare Users	7,386	2	0.03%	
Audience Targeted Video Ads: 55+	303,580	238	0.08%	40.28%
Hyperlocal: Crossroads Connects Service Area	250,469	219	0.09%	
Totals:	1,177,807	769	0.07%	40.28%









Z



Facebook:

Schedule	Unique CTR	Cost Per Click (average)	Reach	Audience Reached Ratio	Frequency seen
3/15 - 4/10	2.00%	\$1.26	35,116	50.17%	4.18
Schedule	Unique CTR	Cost Per Click (average)	Reach	Audience Reached Ratio	Frequency seen
1/20 - 2/18	2.06%	\$1.32	32,256	51.20%	3.86
Schedule 11/24 - 12/18	Unique CTR 1.54%	Cost Per Click (average) \$1.59	Reach 35,639	Audience Reached Ratio 49.50%	Frequency seen 3.32
Schedule	Unique CTR	Cost Per Click (average)	Reach	Audience Reached Ratio	Frequency seen
11/9 – 11/22 ORCA promo	1.61%	\$1.75	22,556	80.76%	3.57
11/9-11/22 General promo	1.26%	\$2.33	21,590	60.08%	3.69



Mailer 1: October 5-9, 2020

Mailer 2: March 15-19, 2021









Tactic: Audience Targeted Video Ads





Sample of Data Companies with Demographic Segments:

- Oracle
- Clickagy
- NinthDecimal
- AnalyticsIQ
- Adstra

Sample of Websites & Apps: (top impressions)

- ESPN.com
- Seattletimes.com
- o wenxuecity.com (Chinese news site) 0.24% CTR
- Ndtv.com (Indian news site)
- o msn.com
- Weather.com





Tactic: Audience Targeted Banner Ads



Geography: Targeted by ZIP Code

Double **Z**

Audience: RideShare Users

Segments:

- People who have downloaded the Lyft app and/or requested a ride.
- People who have used their credit card to pay for an Uber ride
- o People likely to be Uber/Lyft customers

Sample of Websites & Apps:

(top impressions)

- o wenxuecity.com (Chinese news site)
- Dailymail.co.uk
- Britannica.com
- Coolmathgames.com
- App: MyFitnessPal



Tactic: Hyperlocal Geo-Fencing





Tactic Strategy

- We made custom geo-fenced targeting around the service area for the Crossroads Connect program.
- Geo-fencing creates a radius around these points that is accurate within 3 feet.
- Anyone who has GPS tracking enabled on their phone eligible to be served an ad while they are within the Crossroads Connect service area.



Tactic: Paid Search





Impressions: 2,604 Clicks: 53 Click Through Rate: 2.04%

Top Search Terms by Click

- Seattle mass transit
- o Metro trip planner
- o 250 bus

Top Demos by Click

- o Age 25 34
- Male
- o HHI Lower 50%





Performance by Day of Week - Clicks and Imps



Performance by Day of Week - Video



14



400.0K -349,394 344,777 350.0K 300.0K 250.0K 200.0K 150.0K 100.0K 50.0K 0.0K 12/14/20 12/21/20 12/28/20 01/04/21 01/11/21 Doub ρ Imps Won

Performance by Week - Clicks and Imps



50.0% 44.101% 45.0% 40.0% 35.0% 30.0% 25.0% 20.0% 15.0% 10.0% 5.0% 0.0% 12/14/20 12/21/20 12/28/20 01/04/21 01/11/21 VCR

DSP Performance by Week - Video





Takeaways for future marketing:

- SEO: we only did a little of it, worth exploring in the future ("set it and forget it")
- Display advertising is not a good ROI for these types of "hyper-local" services
- Creative refresh needed
 - Explore photo shoot/images of real people using the service



EXHIBIT D: COMMUNITY ENGAGEMENT OVERVIEW

Crossroads Connect Community Conversation #1

Overview

In November and December of 2020, the project team began recruiting Crossroads Connect customers, known as "superusers" to participate in Community Conversations. The purpose of the Community Conversations is to gain customer input on desired changes to the services, and help program managers prioritize service revisions and promotional efforts based on customer experience. This memo serves as a recap of the first of three Community Conversations.

Logistics

The first Community Conversation was on Thursday, January 7 from 6-7 PM over Zoom. Thirteen Superusers were invited to participate in the meeting, but five were unable to attend. Of the eight that did attend, four had not used the Crossroads Connect service yet, and four had used the service at least once. Breakout rooms allowed deeper discussion with superusers who have used the service and those who have yet to try it.

The majority of attendees used an Adult ORCA fare. Attendees using a Subsidized Annual Pass, Seniors RRFP, and ORCA LIFT were also represented. Image 1 shows the breakdown of ORCA fares by participant.





Goals & Objectives

• Goals

The goals for the first Community Conversation were to learn:

- 1. how individuals heard about and use the service
- 2. what they like about the service
- 3. what they find as challenging in using or a barrier to using the service
- 4. what changes they would like to see to the service
- Objectives

In addition to the primary goals above, the project team hoped to:

- Provide an overview of the service, fares, health, and accessibility features
- Learn how COVID-19 has impacted travel behavior
- Receive feedback on the process for using the app, booking a ride, and paying
- Hear about challenges experienced getting to and from the pick-up/drop-off locations
- Determine preferred service areas and hours
- Explain the concept of "free fare transfer"
- Answer any questions that have come up while using the service

Since there was a lot to cover in a short period of time, not every objective was met in the level of detailed planned. However, the superusers provide a lot of valuable feedback, as discussed in the next section.

Compiled Feedback

• Travel Behavior

To learn about the Superuser's travel behavior, the project team launched a poll with three questions:

- 1. How familiar are you with taking transit (riding the bus or Link light rail)? Think about your transportation habits before the COVID-19 pandemic.
- 2. How much has COVID-19 affected how you get around?
- 3. How has Crossroads Connect impacted how you use transit in Bellevue?

As seen in the poll results (Image 2), all superusers were very familiar with taking transit, reporting riding the bus or Link light rail at least twice a week prior to COVID-19. The pandemic has affected all of the superusers' transportation behaviors, most of whom say it has caused them to completely change how they get around. Only one superuser responded that they've only made some transportation changes due to the pandemic. Crossroads Connect has allowed

one of the four superusers who have tried the service to ride the bus more. Whereas, the remaining three current riders indicated that Crossroads Connect has not affected how they use transit in Bellevue.

Sharing Poll Results	
Attendees are now viewing the poll results	
 How familiar are you with taking transit (riding the bus or Link light rail)? Think about your tra pandemic. Please select one response. 	nsportation habits before the COVID-19
Very familiar - I take transit at least twice a week	(9) 1009
amiliar - I take transit a few times a month	(0) 0%
ittle bit familiar - I take transit several times a year	(0) 0%
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? I lot - My travel needs have completely changed	(0) 09 (8) 89%
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same	(0) 0% (8) 89% (1) 11%
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same Not at all - My travel hasn't changed one bit.	(0) 09 (8) 899 (1) 119 (0) 09
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same Not at all - My travel hasn't changed one bit. 3. How has Crossroads Connect impacted how you use transit in Bellevue?	(0) 0% (8) 89% (1) 11% (0) 0%
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same Not at all - My travel hasn't changed one bit. 3. How has Crossroads Connect impacted how you use transit in Bellevue? ride the bus more because of Crossroads Connect	(0) 0% (8) 89% (1) 11% (0) 0% (1) 11%
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same Not at all - My travel hasn't changed one bit. 3. How has Crossroads Connect impacted how you use transit in Bellevue? Iride the bus more because of Crossroads Connect I have not changed how much I ride the bus because of Crossroads Connect	(0) 09 (8) 899 (1) 119 (0) 09 (1) 119 (3) 339
Not very familiar - I have not taken transit or very rarely ride transit 2. How much has COVID-19 affected how you get around? A lot - My travel needs have completely changed A little - I've made some changes, but it's mostly the same Not at all - My travel hasn't changed one bit. 3. How has Crossroads Connect impacted how you use transit in Bellevue? Iride the bus more because of Crossroads Connect Iride the bus less because of Crossroads Connect	(0) 03 (8) 893 (1) 119 (0) 03 (1) 119 (3) 333 (0) 09

Image 2. Travel Behaviors Poll Results¹

¹ While eight superusers attended the Community Conversation, one agency staff may have participated in the polls, accounting for nine responses throughout the polling.

• Destinations

The majority of superusers who have tried Crossroads Connect have only ridden twice. One superuser uses it on a regular basis. Destinations that the superusers have gone to using Crossroads Connect, either with the B-line or without a connection to transit, include:

clinic

Lifewire

- Downtown
 Bellevue
- Stevenson
 Elementary
- Eastgate PHSKC

- Jubilee REACH
- Safeway
- Applebee's
- 148th & 8th

 148th & Main shopping area Eastgate
 Park &

Ride to get to Factoria

Of those who have not yet tried the service, the destinations they would like to get to and from using the service include Overlake Hospital, Bellevue College, local public school, Crossroads Shopping Center, and more broadly, to explore the City of Bellevue more.

• Experience Using the Service

All of those who have used the service expressed confusion about where you get picked up and dropped off. Specifically, it is unclear in the app which side of the street you should be on or where the driver is going to pick up or drop off the rider. Three superusers used the app to book their rides, whereas one superuser had called for their ride. Most of these superusers had taken their rides prior to the wayfinding guidance added to the app experience.

Additionally, the one superuser who called to book their ride found that needing to be at the pickup spot prior to booking was inconvenient.

For those who have not yet used the service, but have explored using the app, many also expressed confusion about how to identify which RapidRide stop in the app is the one they want or where they would be picked up or dropped off.

• Health & Safety

Two of the superusers who have yet to use the service cited COVID-19 as the reason why they have yet to try it. Further discussion on perception of health and safety measures is planned for Community Conversation #2.

• Service Area & Times

Superusers didn't express a desire for the service area to be changed at this time, but did express interest in the service times to be expanded. Specifically, some superusers asked for expanded service hours to meet early morning travel needs, such as getting to class at Bellevue College or another school. Another superuser said they would be more likely to use the service on weekends.

• Messaging & Communications

The community conversation topics included how people learned about the service, how to book a ride, and what a free fare transfer is. Superusers had learned about the service in a variety of ways, including, but not limited, to the following:

- King County Metro email
- Bellevue College promotion
- City of Bellevue Scavenger hunt
- Hopelink caseworker

When asked if it was clear how transfers worked, one superuser suggested saying "it's part of your bus ride" instead of "it's the same cost as a bus ride." Those who had yet to use the service watched the <u>How to Book & Pay video</u> during their session and were asked their thoughts on it. The superusers said the video was helpful and clear, although there was insufficient time to discuss the video specifics.

When asked for their anonymous feedback to the question, "How likely are you to recommend the service to a friend, family member, or coworker?" seven out of eight superusers said "Very likely," with the remaining one superuser reporting, "Likely" (Image 3).

Image 3. Likelihood of Recommendation Poll Results

3. How likely are you to recommend the service to a friend, family member, or coworker?

Very likely -	(7) 88%
Likely -	(1) 13%
Unlikely -	(0) 0%
Very unlikely -	(0) 0%

Service Adjustment Recommendations

Based on the compiled feedback, the project team recommends the following service adjustments:

- While in-app wayfinding improvements have rolled out, we recommend improving onsite wayfinding. Using the existing Crossroads Connect stencils, work with the City of Bellevue and pick-up/drop-off site property owners (as applicable) to implement temporary wayfinding. Use arrows to guide riders to and from the pick- up/drop-off site and the logo for brand recognition. If temporary paint is used in place of power washing, use colors that align with the service's brand and contrast well with the various application sites.
- Test the suggested free transfer language, "it's part of your bus ride," in marketing promotions. This copy can also enhance messaging about this pilot service helps get riders to and from the bus.
- Consider revising the 'how to book a ride' video to use Crossroads Connect as the example geography and service offering within the video, to make the service provisions and booking more understandable to Crossroads Connect users.
- Consider expanding service hours to start earlier in the morning, so that community members can use the service to get to school or work and/or pilot offering limited service on weekends. Earlier weekday service hours could support students and others commuting to school or work between 8-9 AM, whereas weekend service hours could support riders looking to run their essential errands.

Actions

The team has followed up on the action items below at the end of first Community Conversation:

- 1. King County Metro will send all registered attendees their \$50 Tango Gift Card
- 2. Alta will schedule the second Community Conversation
- 3. Alta will encourage all superusers to use the service, if comfortable doing so
- 4. Superusers are asked to:
 - a. Share about the service with a friend, colleague, or another person outside of their household
 - b. Focus on the experience of booking a trip and riding with Crossroads Connect prior to the next Community conversation

Superuser Quotes

Superusers shared the following quotes with their permission for partner agency staff to integrate in communications and promotions, using their first name only.

- Bus service within a mile of my home is infrequent. The ability to conveniently schedule Crossroads Connect enables me to more easily access Rapid Ride transit and light rail in the near future. Pete
- [I] use the service to visit my doctors at Overlake Medical Center and Hospital. Susane
- The drivers are friendly and on time. Since I'm disabled this service is a huge convenience for me. Thank you Crossroads Connect! David
- Wonderful service and connect the last mile so make it easier for people to utilize the public transit to reduce traffic and support [the] environment. Looking forward to see this expand to more Bellevue areas and mature the services Shanying
- Crossroad Connects is an easy and quick way for me to extend my bus trip right to my destination. Mark
- Running late, overslept, call Crossroads Connect!! Tralandia

Community Conversation #2

For the second Community Conversation, we plan to cover the following topics:

- Report back about any changes implemented in January and February
- Discuss rider experience
 - Deciding to use Crossroads Connect
 - Booking Crossroads Connect (app and phone experience, if relevant)
 - Log-In Reminder: new, unique code for secure log-in.
 - App experience: ease of use, identification of which RapidRide B Line Stop
 - Getting to/from Crossroads Connect

- Wayfinding to the pick-up or drop-off location
- Wait time to ride
- Riding in Crossroads Connect
 - Perception of and clear processes around health and safety
 - Payment process
 - Taxi service ride, if applicable
- Service desirability (if time permits)
 - Perception of what their community may most value about the service (e.g., cost/free transfer, flexibility, speed, etc.)
 - What would you tell a community member to encourage them to use it?
- Next steps
 - Scheduling Community Conversation #3
 - Gift card reminder
 - Superuser ask

EXHIBIT D: SURVEY RESULTS

Survey analysis

Survey was run throughout V5 of the pilot and was emailed to all existing Crossroads Connect customers. As new customers joined the service, they were sent a survey a week after taking their first trip.

Mode Shift: Of 61 responses where a trip was taken, 18 survey participants indicated they would have either driven alone or used a TNC to get to their destination. This indicates a **29.5% shift away from single occupancy vehicles**.

Grow Transit Ridership: Crossroads Connect did grow transit ridership, with 41 (67%) responses indicating that they would not have used transit to make their trip (but did use transit for this trip by using CC) or would not make the trip at all. 16 respondents would have taken the bus to make their trip, and 3 respondents would have used Access paratransit to make their trip.

Safety: Of the 61 responses who used CC, **25 (41%) indicated that they felt safer or much safer using CC** than the other mode they would have used. An additional 23 responses indicate that they felt neither more nor less safe using CC (38%). Those who indicated they felt less safe or much less safe using CC than their other mode would have either walked or rode their bicycle.

Overall, there were 141 responses to the Crossroads Connect Rider Survey. Of responses, **61 (43%) had used the service,** while the remaining 80 (57%) indicated they had not used the service (Figure 1).



Have you ever taken a trip on Crossroads Connect?

Hearing about Crossroads Connect [CC] through on-street signage at transit stops was the most cited source of information (n=47, 33.3%), followed by seeing a CC vehicle (n=44, 31.2%). Across the entire sample, 69 (48.9%) responses cite either signage or the vehicle as the way they hear about CC.

		•	33.3
Saw Crossroads Connect vel	nicle		
		٠	31.2%
Poster or brochure			
	•	19.1%	
King County email or text		-	
	•	19.1%	
Newsletter from community o	rg.	_	
•	14.9%)	
Social media			
•	15.6	%	
Nord of mouth			
•	11.3%		
Website or streaming ad	_		
• 3.5%			
Local media coverage			
• 3.5%			
In-person outreach			
• 2.8%			
Employer			
• 2.1%			
		20	

On-street signage at transit stops

Of the 61 responses where CC was used, the vast majority **used the app** to book their ride (n=45, 74%).



Nearly two-in-three responses indicated that they used CC go to **a drop-off location** rather than from a pick-up location. And the modal pick-up/drop-off location was the **RapidRide Station at Crossroads Shopping Center** (n=21, 37%).



Was your trip to or from one of the designated pick-up/drop off areas?

RapidRic	de Station a	t Crossroads Sho	oping Center		
				•	36.8
Eastgate	Park and I	Ride			
	•	12.3%			
RapidRic	de Station a	t NE 8th St and 14	18th Ave NE		
	•	8.8%			
RapidRic	de Station a	t 156th Ave NE &	NE 24th St		
	•	8.8%			
Avaccin	ation site	_			
	•	7.0%			
l don't kr	iow/l don't i	emember			
	•	7.0%			
RapidRic	de Station a	t NE 8th St and 12	24th Ave NE		
•	5.3	%			
RapidRic	de Station a	t 156th Ave NE &	NE 16th PI		
•	3.5%				
RapidRic	de Station a	t NE 8th and 143r	d Ave N		
•	3.5%				
RapidRic	le Station a	t NE 8th St and 14	10th Ave NE		
•	3.5%				
RapidRic	de Station a	t NE 8th St and 13	34th Ave NE		
٠	3.5%				
)	10	20	30	40	50

Most participants, regardless of whether they were travelling to or a from a pickup/drop-off location, **were connecting to a bus** (61% overall, 80% among those who were leaving a pick-up location, and 62% among those going to a drop-off location). And, had they not been able to take CC, the most common way to have made that trip was by taking the bus (n=16, 26%).



Participants most frequently cited **shorter travel times** (33%) and **convenience** (31%) as reasons for taking CC over the mode they would have taken otherwise. **Shorter wait times** (26%) and **less expensive prices** (26%) were also cited by more than 1 in 4 participants.

- Of the 16 participants who would have taken the bus if they did not use CC, 44% cited shorter travel time, 44% citied shorter wait time, and 38% cited convenience as reasons for taking CC instead of the bus.
- Of the 8 participants who would have used a TNC, all (100%) indicated they selected CC because it was cheaper.
- Of the 9 participants who would have driven alone if the did not use CC, 44% cited price and 33% cited convenience as reasons for taking CC instead of driving alone.

The most common **trip purpose was shopping/errands** (n=1822), followed by going home (n=11) and going to a medical appointment (n=89).

On average, people felt **safer** taking CC than the other mode they would have used (mean = 3.8 on five-point scale). And, 20 participants (33%) felt much safer on CC than their other mode.

 These 20 people either would have taken the bus (n=9), walked (n=6), taken Lyft/uber (n=3), or used Access or carpooled (n=2). Overall, **people were satisfied** with the various service components of CC. Areas for some slight improvement, however, include:

