INVESTING in PLACE

Better Buses for LA
#JustGrowth Work Group
July 16, 2019
Agenda

- Introductions and Welcome
- What’s NextGen?
- What’s Metro Board to decide this month?
- Some of Our Concerns
- Your thoughts and ideas
- Next Steps
Who’s in the Room?

American Heart Association
BizFed
City of LA
City of Los Angeles
City of Los Angeles
Climate Resolve
Community Coalition
Inclusive Action for the City
Kounkuey Design Initiative
LA County Dept. of Public Health
LA Metro

LA Metro
LABAC - Vice Chair
Labor Community Strategy Center
LANI
Los Angeles Walks
Metro
NRDC
People for Mobility Justice
Safe Routes to School National Partnership
UCLA Lewis Center for Regional Policy Studies
Women Organizing Resources, Knowledge and Services (WORKS)
What’s NextGen?
NextGen Bus Network Redesign

Service Performance: Where People are Currently Using Metro

Service is most successful where we have a strong, integrated bus/rail network and the right market conditions.

Trip Intensity Per Square Mile
- 45,000 – 119,202
- 35,000 – 45,000
- 27,000 – 35,000
- 23,000 – 27,000
- 18,000 – 23,000
- 12,000 – 18,000
- 5,000 – 12,000
- 2,000 – 5,000
- 0 – 2,000

Metro Weekday Boardings
- 10,000
- 5,000
- 1,000
- 500
- 50

Metro Lines
Muni Lines
Timeline

**SPRING/SUMMER 2018**

- **Step 1**
  - Market Demand & Travel Patterns, Existing Service Evaluation
  - Project awareness and listening to what the market tells us about how we travel, evaluate how existing bus service relates to the needs of the rider.

**FALL 2018/WINTER 2019**

- **Step 2**
  - Policy Choices for Service (or Market) Priorities, Service Characteristics, & Network Design
  - Policies to develop potential bus service priorities to better meet the needs of the rider.

- **Step 3**
  - Service Design Guidelines & Route/Schedule Changes
  - Redesign new routes and schedules based on guidelines and parameters reflecting the adopted policy choices.

**SPRING/SUMMER 2019**

- **Step 4**
  - Implementation & Marketing
  - Implement new routes and schedules that reflect the way people travel today. Market the new services to existing, former, and non-riders through education and information sharing tools.

**FALL 2019/WINTER 2020**

- **Starting June 2020**
What’s Metro Board to decide this month?
Operations, Safety, and Customer Experience Committee

Mike Bonin (chair)
Mark Ridley-Thomas
Jacquelyn Dupont-Walker
John Fasana
Robert Garcia
John Bulinski (non-voting)

This Thursday, July 18, 2019 at 9 a.m.
@ One Gateway Plaza, LA, 3rd Floor
Two Parts

1. Approve the Regional Service Concept -- a four-point framework for restructuring Metro’s bus lines and schedules
   ○ Goals and Objectives of the new bus network
   ○ Measures of Success
   ○ Route and Network Design Concepts
   ○ Framework for making tradeoffs on equity

2. Following approval by all five regional Service Councils, the Board may then modify and/or approve the Regional Service Plan
Goals & Objectives (Part 1 of 4)

“To be more relevant, reflective of, and attractive to the diverse customer needs within Los Angeles County.”

“More specifically, the NextGen Bus Study aims to increase transit use within the County over the next decade by retaining current customers and attracting them to ride more often, reclaiming past customers, and recruiting new customers.”

“In addition, the new bus network will set the foundation for future growth from transportation investments provided through Measures R and M.” (read: bus lines will serve capital projects)
Measures of Success (Part 2 of 4)

CONCERN: Metro uses mean averages to evaluate parts of a whole. However, mean averages obscure people with the greatest needs. The concern is not what Metro proposes to evaluate but **who and, importantly, what Metro might do as a result of receiving a range of scores from poor to great.**

RECOMMEND: Metro staff should use **weighted averages with heavier weight on current riders and heaviest weight given to trips of current riders living in Equity Focused Communities.**
Map of Equity-Focused Communities (EFCs) (June 2019)
Route and Network Design Concepts (Part 3 of 4)

1. Faster and more frequent service;
2. Better reliability and accessibility to key destinations;
3. Better connectivity particularly with the municipal operators; and
4. Improved perception of safety on board buses and at bus stops.

<table>
<thead>
<tr>
<th>Table 1 Service Design Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faster service</td>
</tr>
<tr>
<td>Routing to Reflect Current Travel Patterns and Transit Propensity</td>
</tr>
<tr>
<td>Standardize Frequencies by Service Tiers</td>
</tr>
<tr>
<td>Subarea Transit Hubs</td>
</tr>
<tr>
<td>Shorter Route Lengths</td>
</tr>
<tr>
<td>Hybrid Local/Rapid Stop Spacing</td>
</tr>
<tr>
<td>Municipal Operator Coordination</td>
</tr>
<tr>
<td>Microtransit and Other On-Demand</td>
</tr>
<tr>
<td>Transit Supportive Infrastructure</td>
</tr>
</tbody>
</table>
Framework for Making Equity Tradeoffs (Part 4 of 4)

1. Define & Measure (p.5): “Evaluate bus network changes based on the customer focused performance metrics within this report with particular focus on communities with the greatest mobility needs as identified above.” ... and then what will Metro do what with that evaluation?

2. Listen & Learn: Metro staff enumerates its year-long public engagement

3. Focus & Deliver: Transit Propensity Score

4. Train & Grow: (1) Metro’s Transit Service Policy will be updated to reflect the Regional Service Concept as adopted by the Board, and (2) an annual monitoring program will be established to track the progress of achievement towards the goals and objectives, and to inform on necessary adjustments.
Framework for Making Equity Tradeoffs (Part 4 of 4)

Metro’s Transit Propensity Score Map (July 2019)

Item #22 Attachment D
Some of Our Concerns

1. Equity including Equity Focused Communities

2. Bus Supportive Infrastructure
   a. What’s the process and timeline for city/county approval of bus only lanes, traffic signal priority, and other “bus supportive infrastructure?”

3. Customer Service Improvements -- such as All Door Boarding

4. Bus Service Hours
   a. When will the board be asked how much service to offer?
Bus Supportive Infrastructure
Bus Service Hours

FUNDING/RESOURCES

9) Will the NextGen Bus Service Plan be constrained to the current level of service hours?

The initial assumption of the NextGen Bus Study is to develop a service plan within the range of 7 million service hours, plus or minus 10 percent (6.3 million to 7.7 million hours). However, this does not preclude Metro from developing a service plan that exceeds this range should the benefits justify any tradeoffs to other Metro projects and programs.

Source: Attachment B - Metro NextGen Workshop Summary (p. 70) (July 2019)
Operations, Safety, and Customer Experience Committee

Mike Bonin (chair)
Mark Ridley-Thomas
Jacquelyn Dupont-Walker
John Fasana
Robert Garcia
John Bulinski (non-voting)

This Thursday, July 18, 2019 at 9 a.m.
@ One Gateway Plaza, LA, 3rd Floor
Metro Board of Directors - next Thu., Jul. 25 at 9:30 AM

LA County Supervisors
- Kuehl: West LA/SF Valley
- Barger: North County/SF Valley
- Solis: East LA/SG Valley
- Ridley-Thomas: Central/South LA
- Hahn: South Bay

LA City Representatives
- Garcetti: 1st Vice Chair Mayor
- Bonin: Councilmember (West LA)
- Dupont-Walker: Mayor Appointee
- Krekorian: Councilmember (East SF Valley)

City Selection Committee Reps
- Najarian: Glendale City Councilmember (North County/San Fernando Valley)
- Butts: CHAIR
- Fasana: Duarte Councilmember (San Gabriel Valley)
- Garcia: Long Beach Mayor (Southeast/Long Beach)
- Bulinski: Governor's Appointee, Caltrans LA Director

NON-VOTING: Governor's Appointee, Caltrans LA Director
Your Thoughts and Ideas
Thank you

INVESTING in PLACE

@investinplace
July 23, 2019

Via email: Metro Board Secretary Michele Jackson

Re: NextGen Bus Study -- Regional Service Concept Framework

Dear Metro Chair James Butts and the Metro Board:

The NextGen Bus Study may be the most important work Metro is doing today. Prop A, Prop C, Measures R and M are pouring tens of billions of dollars into our rail network, while buses already handle more than 70% of Metro’s daily ridership. With the LA region's expansive roadway network, buses will continue serving as the workhorse of our region's transit system. It’s imperative that we do everything we can to ensure our bus network offers safe, accessible, fast, dignified, frequent, and reliable transportation that results in increased economic opportunity, and improved health and wellness outcomes.

Metro’s Regional Service Concept Framework primarily outlines Metro staff's goals and objectives for redrawing Metro’s bus lines and schedules. As a condition of the Board’s adoption, Metro staff must update the framework to first serve communities based on need, to demand from cities and LA County the street infrastructure Metro needs to respectfully operate buses.

Below are the priority issues that we hope to see addressed as conditions of the Board's adoption of the Regional Service Concept Framework.

1) **Serve Communities Based on Need -- With NextGen's Transit Propensity Maps, Metro staff should include race as a variable and use weighted averages to place heaviest weight to trips of current riders living in Equity Focused Communities.**

Metro's NextGen staff will purportedly use the Transit Propensity Maps to redraw bus lines and schedules. Therefore, the quality of the resultant bus lines and schedules can only be as good as the input data included in the Transit Propensity Maps.

Currently, the Transit Propensity Maps appear to exclude race, despite Metro Board’s rightful inclusion of race in the board-adopted Equity Focused Communities Map last month. Moreover, since race is a researched indicator of transit propensity (UCLA ITS 2018, USC PERE 2018), the Transit Propensity Maps should include race as a variable.
Lastly, the Transit Propensity Maps should apply the Equity-Focused Communities (EFCs) Map, adopted by the board in June 2018 to inform the NextGen process, as a statistical floor. The Transit Propensity Maps should place the heaviest weight on the EFC variables: race, income, and car ownership. After doing so, Metro staff should verify that communities included in the Transit Propensity Map are equal to or more inclusive of historically underinvested communities reflected in the EFCs map (i.e. more inclusive of more communities of color, low-income communities, or communities with zero car ownership).

2) **Demand Bus Supportive Infrastructure** -- Metro board should take a position in support of more and better quality bus supportive infrastructure and Metro staff should establish and execute an ongoing partnership with cities and LA County focused on correcting street infrastructure inadequacies and sustaining a minimally acceptable bus operating environment.

Metro is in a great position to work with cities to achieve the street infrastructure Metro needs to respectably operate buses. The quality of Metro bus service relies on how well streets are designed to respect public transit. Metro service relies on a basic operating environment that currently falls below a minimum level necessary to enable bus operators to serve riders respectably.

Understandably, Metro does not hold political authority over streets (cities and LA County collectively hold that authority). However, in order for Metro to respectably serve current bus riders and rebuild Metro’s ridership (an explicit goal of the NextGen project), Metro should establish and execute an ongoing partnership with cities and LA County that is focused on correcting street infrastructure inadequacies and sustaining a bus operating environment that respects and prioritizes bus trips.

For example, Metro staff can start by identifying shared street priorities by overlapping the Transit Propensity Map with maps in cities and LA County’s respective General Plan mobility elements, such as the City of LA’s Mobility Plan 2035. **As for partnerships, Metro staff should convene the leadership of cities and LA County transportation officials and may consider elevating the functionality of already-convened Metro advisory bodies including the Metro Technical Advisory Council, Policy Advisory Council, and Metro’s five Service Councils.**

3) **Deploy More Buses to Serve Increasingly More Riders** -- Metro staff should redraw bus lines and rewrite bus schedules with a baseline, minimum increase of 20 percent more bus service hours over 2016 levels to keep the Measure M promise and Metro staff should develop a funded and staff resourced plan to deploy more buses incrementally beyond that baseline.

Metro staff often states that their primary goal with the NextGen project is to ‘do more with existing resources.’ While such an exercise is a prudent first step, the NextGen project -- a first in a generation bus network redesign -- demands a far bolder target. For
Metro to meaningfully achieve equitable outcomes and for Metro to work for climate resiliency, at the very least, Metro needs a bolder plan that better serves current riders and attracts more riders, not simply sustains a falling trend. **Metro’s Vision 2028 strategic plan contains valuable accessibility goals. Metro staff should analyze how much operations resources are necessary in order to achieve strategic plan goals.**

Metro staff should redesign its bus network with at least 20 percent more service hours than 2016 levels to keep the Measure M promise (see Measure M’s Outline of Expenditure Categories and this October 2016, Investing in Place blog post linked here). Additionally, Metro staff should propose an actionable, funded, and staff resourced service plan that outlines the range of rider benefits anticipated (e.g. travel time savings from a discrete bus only lane) and contingencies needed (e.g. city street authorization) to increase bus service hours beyond the baseline of 20 percent more than the 2016 service levels.

Thank you for your time and consideration of these issues,

David Diaz
Executive Director
Active San Gabriel Valley

John Yi
Executive Director
Los Angeles Walks

Shady Mallory
Chief Executive Director
A Meaningful Goal Housing Shelter

Denny Zane
Executive Director
Move LA

Climate Resolve
Deputy Director
Bryn Lindblad

Rio Oxas
Building Power Director
People for Mobility Justice

Rudy Espinoza
Executive Director
Inclusive Action for the City

Manal Aboelata
Deputy Executive Director
Prevention Institute

Jessica Meaney
Executive Director
Investing in Place

Juan Matute
Deputy Director
UCLA, Institute of Transportation Studies

**Individuals:**
Max Himelhoch
Vanessa Carter
Jennifer Gill

3