Metro Advocacy 101
Structure :: Power :: Strategies
Metro Advocacy 101 Presentation developed June 2019 by:

Funded by:

INVESTING in PLACE

Strong. Prosperous. and Resilient Communities Challenge
An initiative of Enterprise Community Partners, the Federal Reserve Bank of San Francisco, the Low Income Investment Fund, and the Natural Resources Defense Council
Today’s POP
(Purpose, Objectives, Process)

Purpose
Overview of agency structure, decision making, major policies, plans, and funding streams at Metro
Overview of existing campaigns
Landscape analysis of key decision makers in LA County + power map
Metro advocacy and engagement opportunities

Objectives
Shared understanding of Metro governance and authority
Shared understanding of key Metro Decision Makers and advocacy opportunities

Process
Pre-interviews with each partner organization
Feedback and review of curriculum outline
Train the trainer model, takeaway materials + ongoing support
Today’s Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Item</th>
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<tbody>
<tr>
<td></td>
<td>Welcome and introductions</td>
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<tr>
<td>STRUCTURE</td>
<td>Overview, Context, Training Expectations</td>
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<td></td>
<td>Metro 101 - Part 1 -- Agency Structure</td>
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<td></td>
<td>BREAK</td>
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<td></td>
<td>Metro 101 - Part 2 -- Your Campaigns</td>
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<td></td>
<td>LUNCH</td>
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<tr>
<td>POWER</td>
<td>Metro Power + Landscape Analysis &amp; Mapping</td>
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<tr>
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<td>BREAK</td>
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<tr>
<td>STRATEGIES</td>
<td>Metro Engagement + Advocacy 101</td>
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<tr>
<td></td>
<td>Strategizing Opportunities</td>
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<td>Reflections &amp; Closing</td>
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</tbody>
</table>
Metro 101

Brief History of Racial, Economic & Environmental Injustices
1990s: Mandated compliance with Bus Riders
Union/Metro consent decree

- **1990**: Blue Line opens
- **1990**: LA voters pass second Sales tax measure (Prop C), Expand rail transit
- **1994**: Bus Riders Union (BRU) Delays Metro fare hike
- **1996**: Federal judge approves BRU/Metro settlement (consent decree) favoring bus riders
2000s: Status Quo
Transportation Planning

2001
710-S Project

2006
Federal judge agrees to end Metro’s consent decree

2008
Metro wins federal grant to pilot toll lanes with a local revenue reinvestment commitment

2009
Metro adopts a 30-year Long Range Transportation Plan

2009
Gold Line Eastside Opens
2010s: Broadening the agency’s engagement with local-level officials and advocates

- **2013-16**: Measure M coalition secures a portion of tax revenue for local jurisdictions

- **2016-PRESENT**: Metro cross-sector Policy Advisory Council weighs-in on policies and investments

- **2017**: $800m 5-year Policing budget

- **2018-PRESENT**: Metro adopts a Equity Platform Framework, promises fairness in decision-making

- **2019**: New Blue improvements
Metro 101
Agency Structure
Part 1 of 2
Project | Budget | Projects
How people travel in the LA Region

LA Region Mode Split

**FEMALE MODE SPLIT**

- AUTO SOV: 33%
- AUTO HOV: 48%
- WALK: 14%
- BIKE: 4%
- TRANSIT: 0.7%
- TAXI/TNC*: 0.6%
- PARATRANSIT/OTHER: 5%

**MALE MODE SPLIT**

- AUTO SOV: 39%
- AUTO HOV: 42%
- WALK: 12%
- BIKE: 3%
- TRANSIT: 1.3%
- TAXI/TNC*: 0.8%
- PARATRANSIT/OTHER: 0.6%

* Source: National Household Travel Survey (2017)
* TRANSPORTATION NETWORK COMPANY
L.A. Metro riders ditching the bus

Since 2009, trips on the West Coast’s largest bus system have fallen by more than 25%

(Jon Schleuss / Los Angeles Times)  
Source: Metro | Los Angeles Times
We conducted a poll among likely LA County voters in 2016 on transportation in advance of Measure M:

Voters across the county support fixing sidewalks. Over three-fourths of voters in the Gateway cities want more to be spent on improving sidewalks.

People want to get out of their cars and to have options other than driving. Sixty-eight percent of County voters say they would like to spend less time in their cars (including 73% of potential November ballot measure supporters), and 73% say they feel they have “no choice” but to drive as much as they do.
Let’s compare a bit...
Every year they spend

LAUSD
Metro
City of LA

$13 billion
$7 Billion
$10 billion
## FY 2019 Budget

<table>
<thead>
<tr>
<th>Resources</th>
<th>In Millions</th>
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<tbody>
<tr>
<td>Passenger Fares</td>
<td>$302.6</td>
</tr>
<tr>
<td>TDA/STA/SB1</td>
<td>$604.2</td>
</tr>
<tr>
<td>Proposition A</td>
<td>$844</td>
</tr>
<tr>
<td>Proposition C</td>
<td>$844</td>
</tr>
<tr>
<td>Measure R - Sales Tax</td>
<td>$844</td>
</tr>
<tr>
<td>Measure M - Sales Tax</td>
<td>$844</td>
</tr>
<tr>
<td>Federal and State Grants</td>
<td>$1001</td>
</tr>
<tr>
<td>Bond Proceeds, TIFIA &amp; Prior Year Carryover</td>
<td>$1169.4</td>
</tr>
<tr>
<td>Over System-generated revenues</td>
<td>$157.5</td>
</tr>
<tr>
<td><strong>Total Resources</strong></td>
<td><strong>$6,610.7</strong></td>
</tr>
</tbody>
</table>
Los Angeles County: Sources of Transportation Funding

Federal 12%
California 18%
LA County 70%
The majority of Metro funding is provided from the Proposition A, C and Measure R local sales taxes

1980  Proposition A
1990  Proposition C
2008  Measure R
Who makes Metro run?

About 10,000 staffers

8,400 staff are union members
Majority (about half) are bus and rail operators, other union staff include mechanics, clerks, transit supervisors, security guards.

1,300 staff are non union staffers
Most of these staff positions are people working in planning, capital and administration and some operations. Primarily these are the staff that make up who is in the Metro building at Union station.
Metro Safety & Security

Metro Safety & Security Contract
5-Year Contract
$797m*

LAPD
$369m
(now $411m) covering
City of LA
bus and rail

LASD
$246m
Non-City of LA &
non-Long Beach
bus and rail

LBPD
$30m
Long Beach
Blue Line Corridor
(8 stations)
Metro Board of Directors - Composition

**LA County Supervisors**
(all electeds)

5 votes

**LA City Representatives**
(3 electeds + 1 appointed)

4 votes

**City Selection Committee**
(all electeds)

4 votes

**Governor’s Non-Voting Appointee**
(Caltrans LA Director)

Quorum & Majority Vote
7 votes

Two-thirds Vote
9 votes for eminent domain and non-standard contract procurement

Four-fifths Vote
Req'd to send a committee recommendation to the full board

Total =
13 voting members
Metro Board of Directors

LA County Supervisors

- Kuehl
  West LA/ SF Valley
- Barger
  North County/ SF Valley
- Solis
  East LA/ SG Valley
- Ridley Thomas
  Central/ South LA
- 2nd Vice Chair
- Hahn
  South Bay

LA City Representatives

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

City Selection Committee Reps

- Najarian
  Glendale City Councilmember (North County/San Fernando Valley)
- Butts
  Inglewood Mayor (Southwest Corridor)
- Chair
- Fasana
  Duarte Councilmember (San Gabriel Valley)
- Garcia
  Long Beach Mayor (Southeast/ Long Beach)

NON-VOTING

Governor's Appointee,
Caltrans LA Director

- Bulinski
Other key players

California Transportation Commission (CTC)

Southern California Association of Governments (SCAG)

L.A. Metro

9 subregional Council of Governments

City of Los Angeles

California Transportation Commission: State transportation funds like highways and walking and biking improvements.

Southern California Association of Governments: Local governments and agencies convene to address regional issues, like transportation.

L.A. Metro: Funder, planner, builder, and policy maker for all transportation modes.

Council of Governments: Local government representatives and agencies that plan and address subregional issues, like transportation.

City of Los Angeles and Department of Transportation: Plans and implements transportation policy and projects such as sidewalks, stop signs, and crosswalks.
What they do/influence:
Funding Authority and Political Authority

To fund | To design, Build | To operate and maintain
$10 Billion - Measure M
Mulityear Subregional Programs Funding from 2018 - 2057

One of best sources of funding for sidewalks, crosswalks, complete streets, bike lanes
(except in Gateways - see handout for more detail)

<table>
<thead>
<tr>
<th>Region</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Arroyo Verdugo</td>
<td>$1,390,700</td>
</tr>
<tr>
<td>Central LA</td>
<td>$1,812,000</td>
</tr>
<tr>
<td>Gateway Cities</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Las Virgenes/Malibu</td>
<td>$296,000</td>
</tr>
<tr>
<td>North County</td>
<td>$1,550,000</td>
</tr>
<tr>
<td>San Fernando Valley</td>
<td>n/a</td>
</tr>
<tr>
<td>San Gabriel Valley</td>
<td>$1,348,000</td>
</tr>
<tr>
<td>South Bay Cities</td>
<td>$1,143,500</td>
</tr>
<tr>
<td>Westside Cities</td>
<td>$361,000</td>
</tr>
<tr>
<td>Countywide</td>
<td>$1,172,500</td>
</tr>
<tr>
<td><strong>Total: In Thousands</strong></td>
<td><strong>$10,073,700</strong></td>
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</table>
## Annual Local Return - Fiscal Year 2019

<table>
<thead>
<tr>
<th>City</th>
<th>Prop A</th>
<th>Prop C</th>
<th>Measure R</th>
<th>Measure M</th>
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</thead>
<tbody>
<tr>
<td>City of LA</td>
<td>$79 Million</td>
<td>$66 Million</td>
<td>$49 Million</td>
<td>$56 Million</td>
</tr>
<tr>
<td>Inglewood</td>
<td>$2.2 Million</td>
<td>$1.9 Million</td>
<td>$1.4 Million</td>
<td>$1.6 Million</td>
</tr>
<tr>
<td>Long Beach</td>
<td>$9.4 Million</td>
<td>$7.8 Million</td>
<td>$5.8 Million</td>
<td>$6.6 Million</td>
</tr>
</tbody>
</table>
Equity Framework: Race and Income

Figure 2. Percent Using Public Transit By Earning By Race/Ethnicity/Nativity, Los Angeles Metro, 2006-2010

Source: USC PERE An Agenda for Equity
Equity Framework: Defining High Need Communities for NextGen and Congestion Pricing

Map of Equity-Focused Communities (EFCs)  
June 2019

Census Tract Thresholds
> 80% Non-white
> 40% Low Income
> 10% Zero Car
Service Performance:
Where People are Currently Using Metro
Study will look at how pricing can reduce congestion, improve equity, and cut emissions:

- Equity Strategy to specifically address impact to vulnerable population
- Research and analysis of three pricing models, including projected revenues and policy implications
- Selection criteria and process to identify potential pilot locations (Diverse areas are a consideration)
- Identification of transit service and improvements to provide mobility options in congestion pricing pilot
Measure M
Capital Projects: Rail

Measure M Highway and Transit Project Map (2016)
Measure M
Capital Projects: Highway

Measure M Highway and Transit Project Map (2016)

Sepulveda Transit Corridor/ExpressLanes

I-105 ExpressLanes: I-405 to I-605

I-710 South Corridor Zero Emission Truck Lane Additions: Long Beach to Commerce
Break
10 Minutes
Metro 101
Your Campaigns

(5 minutes per group)

Part 2 of 2
Priorities | Prior Metro Engagement | Prior Campaigns
Your Campaigns
(5 minutes per group)
1. Connecting the dots

2. Q&A
Lunch
45 Minutes
Metro Power Landscape Analysis

(60 minutes)

Part 2 of 2
Priorities | Prior Metro Engagement | Prior Campaigns
**Power + Landscape Analysis**

**Decision Makers**
- Metro: Board of Directors, staff, advisory bodies
- COGs
- SCAG
- Caltrans

**Power Players**
- Private sector (Construction Companies, transportation Planning firms, etc.)
- Unions

**Organized Groups**
- Businesses
- Faith-based
- CBOs
- Research/Universities
- Media

**Community members**
Transit users, young people, older adults, pedestrians, cyclists, renters, individuals with disabilities
Metro Decision Makers

LA County Board of Supervisors (5)
City of LA Representatives (4)
City Selection Committee Representatives (4)
Governor’s Appointee (1 - non-voting)
Metro Board of Directors

**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**
  - Mayor
- **Barger**
  - Mayor Appointee
- **Bonin**
  - Councilmember (West LA)
- **Krekorian**
  - Councilmember (East SF Valley)

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

**2nd Vice Chair**
- **Solis**

**1st Vice Chair**
- **Barker**

**Chair**
- **Garcetti**

**NON-VOTING**
Chair Duties:
- Selects committee chairs (via Board deputies)
- Elevates own priorities by setting the agenda
Metro Board of Directors

**LA County Supervisors**
- Kuehl
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- Chair
- Fasana
  Duarte Councilmember (San Gabriel Valley)
- Garcia
  Long Beach Mayor (Southeast/Long Beach)

**NON-VOTING**
- Governor's Appointee, Caltrans LA Director
  Bulinski
LA County Supervisors - District 1

Solis (2nd Vice Chair)

2nd Vice Chair until July 2020

Committees:
Executive Management; Operations; Ad-Hoc Congestion

Board Deputies:
Waqas Rehman, Martin Reyes

Priorities:
Equity, environmental issues, labor, TOC, youth workforce development, active transportation, West Santa Ana Branch
*Terms out 2020*

**Committees:**
Planning & Programming; Finance

**Board Deputies:**
Karly Katona, Lacy Johnson

**Priorities:**
Crenshaw/LAX Subway, Vermont/Manchester Transportation School, homelessness
LA County Supervisors - District 3

Committees:
Executive Management

Board Deputies:
Madeleine Moore, Nicole Englund, Timothy Lippman

Priorities:
Purple Line extension, sustainability, affordable housing, congestion pricing
LA County Supervisors - District 4

Committees:
Operations, Construction

Board Deputies:
Young-Gi Kim Harabedian

Priorities:
Woman and girls, Blue Line, Green Line, West Santa Ana Branch, LAX People Mover, congestion pricing
Committees:
Finance

Board Deputies:
Dave Perry

Priorities:
Highways, I-710 North alternative projects, concerns with congestion pricing
Metro Board of Directors

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
- **2nd Vice Chair**

LA City Representatives

- **Garcetti**: Mayor
- **Dupont-Walker**: Mayor Appointee
- **Bonin**: Councilmember (West LA)
- **Krekorian**: Councilmember (East SF Valley)

City Selection Committee Reps

- **Najarian**: Glendale City Councilmember (North County/San Fernando Valley)
- **Butts**: Inglewood Mayor (Southwest Corridor)
- **Fasana**: Duarte Councilmember (San Gabriel Valley)
- **Garcia**: Long Beach Mayor (Southeast/ Long Beach)
- **Chair**

**NON-VOTING**

- **Governor's Appointee, Caltrans LA Director**

- **Bulinski**
Metro Board of Directors
City of Los Angeles

Garcetti
1st Vice Chair

Vice Chair until June 2020

Chair (July 2020-June 2021)

Committees:
Executive Management

Board Deputy:
Dan Rodman

Priorities:
28 x 28, congestion pricing, clean air bus fleet, Expo Line extension, Gold Line 2A, Regional Connector, Purple Line Extension

Founder/President, Ward Economic Development

Committees:
Operations/Safety, Construction, Ad-Hoc Congestion

Board Deputy:
Dan Rodman

Priorities:
Crenshaw Line, Vermont BRT, Blue Line, community partnerships, equitable congestion pricing.

Dupont-Walker

Councilman, CD-11 (Westside)

Committees:
Operations/Safety, Planning & Programming

Board Deputy:
Eric Bruins

Priorities:
Active transportation, congestion pricing, environmental issues, homelessness, equity

Bonin

Councilman, CD-2 (Van Nuys, Studio City, Sun Valley, Valley Village, North Hollywood)

Committees:
Executive Management, Finance/Budget/Audit

Board Deputy:
Doug Mensman

Priorities:
Fiscal responsibility, Orange Line improvements.

Krekorian
Mayor of Inglewood

Chair until June 2020

Committees:
Executive Management, Construction

Board Deputy:
Mike Bohlke, Steve Lantz

Priorities:
Sepulveda Pass, Crenshaw/LAX Line, Inglewood People Mover

Glendale

Councilmember North County/SFV Rep

Board tenure
2006 (13yrs)

Committees:
Planning; Finance; Operations; Ad-Hoc Congestion

Board Deputy:
Maureen Micheline

Priorities:
Congestion pricing, slow growth, mass transit

Duarte

Councilmember SGV Representative

Board tenure
1993 (26yrs)

Committees:
Executive; Planning; Finance; Operations; Ad-Hoc Congestion

Board Deputy:
Mary Lou Echternach

Priorities:
Gold Line Foothill extension, congestion pricing

Mayor of Long Beach

Southeast/Long Beach Representative

Board tenure
2017 (2yrs)

Committees:
Operations, Construction

Board Deputy:
Sharon Weissman, Luke Kipp

Priorities:
Metro Blue Line, active transportation

Butts

Chair

Najarian

Fasana

Garcia
Metro Board of Directors
Caltrans

**John Bulinski**

**NON-VOTING**
Governor Appointee
District 7 Director
Committees: All

**Priorities:**
Congestion Pricing
<table>
<thead>
<tr>
<th>No.</th>
<th>Committee Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Executive Management</td>
<td>Public policies, legislative matters at the local, state and federal level, strategic relationships with other governmental entities.</td>
</tr>
<tr>
<td>02</td>
<td>Planning &amp; Programming</td>
<td>Programs, long range and short range plans for all modes of transportation, strategic plans, environmental impacts and clearances.</td>
</tr>
<tr>
<td>03</td>
<td>Operations, Safety, Customer Experience</td>
<td>Service design and service changes, security and surveillance systems, policing, nominations to Metro’s local service councils.</td>
</tr>
<tr>
<td>04</td>
<td>Finance, Budget, Audit</td>
<td>Annual budget, financing, bonding, risk management, insurance policies, fare policy, revenues, investments, eminent domain, and real estate transactions.</td>
</tr>
<tr>
<td>05</td>
<td>Construction</td>
<td>Capital building and engineering of Metro's transportation infrastructure program.</td>
</tr>
<tr>
<td>06</td>
<td>Ad-Hoc Congestion, Highways, Roads</td>
<td>Highway capital projects, congestion pricing, toll revenues.</td>
</tr>
</tbody>
</table>
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- Barger: North County/SF Valley
- Solis: East LA/SG Valley
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- Fasana: Duarte Councilmember (San Gabriel Valley)
- Garcia: Long Beach Mayor (Southeast/Long Beach)

Governor’s Appointee, Caltrans LA Director
- Bulinski
Metro Decision Makers

Key Metro Staff
Metro Advisory Bodies
Key Metro Leadership
Key Metro Staff
Metro Decision Makers

Metro Advisory Bodies
Councils of Government (COGs)
Transportation Consumers (10)

2. Older Adults: AARP, Long Beach Gray Panthers (Alt)
3. Enviro/Social Equity/Environment: Climate Resolve, Pacoima Beautiful (Alt)
4. Enviro/Social Equity/Low Income: Enterprise Community Partners, TRUST South LA (Alt)
5. Enviro/Social Equity/Social Justice: Investing in Place (Rep, Officer), LA THRIVES (Alt)
7. CAC: Citizens’ Advisory Council
8. Small Business: Transportation Business Advisory Council (TBAC), Los Angeles Latino Chamber of Commerce (Alt)
9. Students: Los Angeles Trade Tech College (Rep), CSU, Northridge (Alt)
10. Individuals w/Disabilities: Disabled Resources Center, Aging and Disability Transportation Network (Alt)

Jurisdictions (10)

1. LA County
2. City of Los Angeles
3. San Gabriel COG
4. San Fernando Valley COG
5. Gateway COG
6. South Bay COG
7. North County COG
8. Westside Cities COG (Officer)
9. Las Virgenes/Malibu COG
10. Arroyo Verdugo COG

Transportation Providers (10)

1. Access Services
2. Airports: Hollywood Burbank Airport, Long Beach Airport
3. AAA
4. Bicycle/Pedestrian: LACBC, CicLAvia (Alt)
5. Caltrans District 7
6. Metrolink
7. Ports: Port of Los Angeles, Port of Long Beach (Alt)
8. SCAG
9. Transit Munis: City of Gardena, Santa Monica Big Blue Bus (Alt)
## Transportation Consumers (10)

1. **Business**: Fixing Angelenos Stuck in Traffic, LA County
2. Los Angeles Business Council (Alt)
3. **Older Adults**: AARP, Long Beach Gray Panthers (Alt)
4. **Enviro/Social Equity/Environment**: Climate Resolve, Pacoima Beautiful (Alt)
5. **Enviro/Social Equity/Low Income**: Enterprise Community Partners, TRUST South LA (Alt)
6. **Enviro/Social Equity/Social Justice**: Investing in Place (Rep, Officer), LA THRIVES (Alt)
7. **Labor**: LA/OC Building Trades Council (Rep), LA Fed (AFL-CIO) (Alt)
8. **CAC**: Citizens’ Advisory Council
9. **Small Business**: Transportation Business Advisory Council (TBAC), Los Angeles Latino Chamber of Commerce (Alt)
10. **Students**: Los Angeles Trade Tech College (Rep), CSU, Northridge (Alt)
11. **Individuals w/Disabilities**: Disabled Resources Center, Aging and Disability Transportation Network (Alt)

## Jurisdictions (10)

1. LA County
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5. Gateway COG
6. South Bay COG
7. North County COG
8. Westside Cities COG (Officer)
9. Las Virgenes/Malibu COG
10. Arroyo Verdugo COG

## Transportation Providers (10)

1. **Access Services**: Hollywood Burbank Airport, Long Beach Airport
2. **Airports**: Hollywood Burbank Airport, Long Beach Airport
3. **AAA**
4. **Bicycle/Pedestrian**: LACBC, CicLAvia (Alt)
5. **Caltrans** District 7
6. **Metrolink**
7. **Ports**: Port of Los Angeles, Port of Long Beach (Alt)
8. **SCAG**
9. **Transit Munis**: City of Gardena, Santa Monica Big Blue Bus (Alt)
10. **Public Health**: LAC Dept. of Public Health, Prevention Institute (Alt)
Other Metro Advisory Bodies

Metro Sustainability Council | Metro Service Councils (5 Councils)

Legend
- Highway/Freeway
- City/Community Boundary
- Los Angeles County

Service Council Areas
- Gateway Cities
- San Fernando Valley
- San Gabriel Valley
- South Bay
- Westside Central

GLENDALE - City Name
East Los Angeles - Community Name

Source: City/Community Boundary File by The Los Angeles Times

0 5 10 Miles
Los Angeles County Subregions
Role and Impacts of COG

....how COGs are they funded, staffed, influencing?

Member Cities Pay dues

Measure M first substantial and long term funding for projects (MSPs)

COGs seek out grants from entities such as SCAG, the state Strategic Growth Council, the Air Resources Board and Metro.

Varying levels of standing meetings, efforts of transparency, staffing

View of primary stakeholders are their members. COGs function to serve members and their project revolve around what their member jurisdictions need and want (to varying degrees).

Key contacts: COG Executive Directors, City Council representatives appointed to COG and key COG committees, Planning Directors Meetings.

South Bay Cities COG, Gateway Cities COG, Central City LA Subregion
Metro Power Players

Engineering & Construction Firms
Transportation Planning Firms
Unions
Private Sector Power Players

Engineering and Construction Firms
Organized Groups & Community Members
## Organized Groups (focused on transportation issues)

<table>
<thead>
<tr>
<th>Businesses/Industry</th>
</tr>
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<tbody>
<tr>
<td>• Ports of Los Angeles and Long Beach</td>
</tr>
<tr>
<td>• LA Area Chamber of Commerce</td>
</tr>
<tr>
<td>• Los Angeles County Business Federation (BizFed)</td>
</tr>
<tr>
<td>• Los Angeles Business Council</td>
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<th>Faith-Based Groups</th>
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<tr>
<td>• One LA</td>
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<td>• Leo Baeck Temple</td>
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<tr>
<td>• Black Community Clergy &amp; Labor Alliance</td>
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<th>Community Groups</th>
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<tbody>
<tr>
<td>• FAST, Move LA, Investing in Place</td>
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<tr>
<td>• ACT-LA, ELACC, EYCEJ, PMJ, LACBC</td>
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<tr>
<td>• Labor Community Strategy Center/Bus Riders Union</td>
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<td>• Jobs to Move America, Black Workers Center, PV Jobs</td>
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<th>Research Institutions</th>
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<tr>
<td>• UCLA Luskin</td>
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<td>• USC PERE</td>
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<th>Media</th>
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<tr>
<td>• LA Times: Laura Nelson, Frank Shyong, Angel Jennings</td>
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<tr>
<td>• Long Beach Post: Brian Addison</td>
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<td>• Streetsblog LA: Sahra Sulaiman, Joe Linton, Damien Newton</td>
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<tr>
<td>• 2 Urban Girls</td>
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</table>
Community Members - Overview

Your networks

- People of color
- Longtime renters
- Low-income households
- Transit-dependent households
- Immigrants
- People with disabilities
- Pedestrians and cyclists

Metro users (2018)

- 22% Spanish speaking
- 88% People of color:
  - 57% Latino
  - 20% African American
  - 9% Asian/Pacific Islander
  - 1% Native American
  - 1% Other
- 29% Young people (0-24)
- 26% Older adults (50+)
- 62% make less than $25,000 a year
- 76% do not own vehicle
- Median income: $19,713
Developing A Power Map

(© SCOPE 2008)
Vertical Axis: Amount of Power

Horizontal Axis: Position or perspective on your agenda and the opposing agenda
Geographic Breakout

(40 minutes)
In your small groups, discuss the following:

a. What new information did you learn today that is helpful for your campaign/advocacy?

b. What additional information do you need to help inform your campaign/advocacy?

c. Who are key decisionmakers, power players, or advocacy groups that are important to engage with on your issue? Where do they side on your issue?

Using the materials provided, pick a campaign issue and develop a power map:

d. Pick and define an issue

e. Identify major policy issues/battles that are relevant to your issue (annual budget cycle, long range transportation plan, NextGen process, etc.)

f. Identify and map key decisionmakers, power players, advocacy groups and how they align (powerful or not powerful? supporters or opposition?)

g. Analyze the map and develop strategies for changing the equation (i.e. how to build power and move more groups to your side/to the left)
Metro Engagement + Advocacy 101

Case Examples | Levels & Levers | Strategizing Opportunities
Case Examples (5 minutes/each)

Mariachi Plaza (ELACC): An Advocacy Win

Green Line/Crenshaw Operating Plan: An Advocacy Miss
Popcorn Session (15 minutes total)

What’s worked for your campaign in the past?

1. Successes
2. Breakthroughs
3. Challenges
4. Use of Media and/or changing the narrative

(3 to 5 minutes per group)
Budget Advocacy

Budget office builds next FY budget w/ project managers
Office of Management and Budget staff (led by Nalini Ahuja) confer with Metro project delivery and operations project managers (staff) for their program’s financial needs.

Board receives next FY budget process
How will Metro staff collect public and board input + account for financial projection details?

Board adopts Capital Budget
What will Metro spend next year to build transit, highway, and regional rail infrastructure?

Board adopts Operations Budget
What will Metro spend next year to operate transportation services (buses and rail)?

Board adopts Full Annual Budget
What will Metro spend and collect in revenue next year on countywide transportation?

Metro CEO’s State of the Agency Public Address
What will be Metro’s priorities in the next 12 months? Introduce the next board chairperson.

Source: https://boardagendas.metro.net/board-report/2019-0002/

Next Fiscal Year (FY) = FY21 = reflects July 2020 to June 2021 spending and collections
Bus Service Advocacy (now - June 2020)

Making Today’s Transit Service Run Better
Bus Network Redesign (now - June 2020)

Timeline

**Sprint/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.

**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.

Now thru September 2019

**Fall 2019/Winter 2020**

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

By November/December 2019

**Fall 2019/Winter 2020**

**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.

Starting June 2020
Established in early 2017

Meets Quarterly
Public Meeting - anyone can attend

Sign up for email meeting/materials notices:
PAC@metro.net

**Purpose:** to review, comment and provide input on the draft Measure M Master Guidelines (Guidelines), the Long Range Transportation Plan (LRTP), and other work plans and policy areas that the Metro Board may request.

**Active Work Groups:** Transit Oriented Communities, Equity Focused communities, and Active Transportation
Metro Policy Advisory Council (PAC)

Transportation Consumers (10)
1. **Business**: Fixing Angelenos Stuck in Traffic, Los Angeles Business Council (Alt)
2. **Older Adults**: AARP, Long Beach Gray Panthers (Alt)
3. **Enviro/Social Equity/Environment**: Climate Resolve, Pacoima Beautiful (Alt)
4. **Enviro/Social Equity/Low Income**: Enterprise Community Partners, TRUST South LA (Alt)
5. **Enviro/Social Equity/Social Justice**: Investing in Place (Rep, Officer), LA THRIVES (Alt)
6. **Labor**: LA/OC Building Trades Council (Rep), LA Fed (AFL-CIO) (Alt)
7. **CAC**: Citizens’ Advisory Council
8. **Small Business**: Transportation Business Advisory Council (TBAC), Los Angeles Latino Chamber of Commerce (Alt)
9. **Students**: Los Angeles Trade Tech College (Rep), CSU, Northridge (Alt)
10. **Individuals w/Disabilities**: Disabled Resources Center, Aging and Disability Transportation Network (Alt)

Jurisdictions (10)
1. **LA County**
2. **City of Los Angeles**
3. **San Gabriel COG**
4. **San Fernando Valley COG**
5. **Gateway COG**
6. **South Bay COG**
7. **North County COG**
8. **Westside Cities COG (Officer)**
9. **Las Virgenes/Malibu COG**
10. **Arroyo Verdugo COG**

Transportation Providers (10)
1. **Access Services**
2. **Airports**: Hollywood Burbank Airport, Long Beach Airport
3. **AAA**
4. **Bicycle/Pedestrian**: LACBC, CicLAvia (Alt)
5. **Caltrans** District 7
6. **Metrolink**
7. **Ports**: Port of Los Angeles, Port of Long Beach (Alt)
8. **SCAG**
9. **Transit Munis**: City of Gardena, Santa Monica Big Blue Bus (Alt)
10. **Public Health**: LAC Dept. of Public Health, Prevention Institute (Alt)
**Public Comment Letter**

By 9:00 am, day before meeting:
Email Michele Jackson
Board Secretary
213.922.4605
jacksonm@metro.net

**Foster Staff/Board Relationships**

Target meeting Week #1 to #2 (Thursday) to get ahead of the monthly board cycle (for whom: see power analysis slides)

---

**City & COG advocacy**

Your City Council Meetings + Transportation/Land Use Committees (see COG slide)

**Attend and/or serve on Metro councils**

2) Service Council: nominee of Board or COG director

**Foster Staff/Board Relationships**

Aim to meet Week #1 to #2 to get ahead of the monthly board cycle (see power analysis slides for whom to meet)
Metro Board of Directors with Deputies’ Names

**LA County Supervisors**
- **Kuehl**: Nicole Englund, Madeleine Moore, Timothy Lippman
- **Solis**: Leticia “Lita” Solis, Karly Katona, Lacey Johnson
- **Hahn**: Young-Gi Kim, Harabedian, Michael Ervin

**LA City Representatives**
- **Garcetti**: 1st Vice Chair
  - Michelle Boehm, Dan Rodman, Julia Salinas, Karina Macias, Stacy Weisfeld
- **Bonin**: Eric Bruins
- **Dupont-Walker**: Mayor Appointee
- **Krekorian**: Doug Mensman

**City Selection Committee Reps**
- **Najarian**: Maureen Micheline
  - Mike Bohlke, Steve Lantz
- **Butts**: Chair
  - Fasana: Mary Lou Echternach
  - Garcia: Sharon Weissman, Luke Klipp

**Non-Voting**
- **Governor’s Appointee, Caltrans LA Director**: Bulinski
## Monthly Metro Standing Committees and Board Mtgs

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<th>Sun</th>
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<td></td>
<td><strong>End of Day:</strong> Metro staff sends draft agenda items to Board Deputies</td>
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<td><strong>Week 2</strong></td>
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<td><strong>9a-1p:</strong> Metro staff brief of Board Deputies</td>
<td><strong>End of Day:</strong> Committee agendas posted</td>
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<td><strong>Week 3</strong></td>
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<td><strong>11a:</strong> Ad Hoc Congestion</td>
<td><strong>9a:</strong> Ops, Safety, Customer Exp.</td>
<td><strong>End of Day:</strong> Board agenda posted</td>
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<td><strong>12p:</strong> Finance &amp; Budget</td>
<td><strong>1015a:</strong> Construction</td>
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<td><strong>2p:</strong> Planning &amp; Programs.</td>
<td><strong>1130a:</strong> Exec. Mgmt</td>
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<td><strong>Week 4</strong></td>
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<td><strong>9:30 a.m.</strong> Board of Directors Meeting</td>
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Estimated timelines for key initiatives

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<th>Jul</th>
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<td>Board of Directors</td>
<td>4th Thu.</td>
<td>No mtgs.</td>
<td>4th Thu.</td>
<td>4th Thu.</td>
<td>Cmte Wk 3</td>
<td>1st Thu.</td>
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<td>Policy Advisory Council</td>
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| Projects                        |      |      |      |      |      |      |      |      |      |      |      |      |
| Long Range Transportation Plan (2020-50) |      |      |      |      |      |      |      |      |      |      |      |      |
| Congestion Pricing              |      |      |      |      |      |      |      |      |      |      |      |      |
Metro Engagement + Advocacy 101

Strategizing Opportunity by Geography
(15m+15m) 15m group discussions + 15m share-out

Guiding Questions:

1. How does today’s information influence your campaign strategy?
2. What are key advocacy opportunities that you’ve identified?
3. What are strategic considerations that you’re walking away with?
Thank You!

Questions? Follow up?