



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

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**OPERATIONS COMMITTEE  
JULY 15, 2010**

**SUBJECT: BLUE RIBBON COMMITTEE POLICY GUIDANCE FOR SERVICE DEVELOPMENT**

**ACTION: ADOPT PROPOSED POLICY GUIDANCE**

**RECOMMENDATION**

Adopt the Blue Ribbon Committee's (BRC) proposed policy guidance for service development in the region (Attachment A).

**ISSUE**

As with most other transit agencies in the country, we are faced with a significant operating deficit as a result of a reduction in operating subsidies, fare revenue, and overextending the amount of service provided. Inefficient allocation of service exacerbates our funding deficit, adds undue pressures on fleet management and facilities, and greatly inhibits our ability to focus on providing quality service because our resources are over extended. To help address these issues, we established a Blue Ribbon Committee of key stakeholders to establish policy guidance for transit service development in the region. The work of the BRC has been completed and this document serves as the final report of the Committee.

**POLICY IMPLICATIONS**

The proposed policy guidance will provide the basis for amending the specific service design guidelines, performance metrics and standards within the Transit Service Policy, developing future service adjustments, and establishing formal processes for coordination of service between Metro and other transit operators in the region.

**OPTIONS**

The alternative is to continue providing service under the same service levels, demand on resources, and standards as current. This alternative is not recommended given the demands on our resources and infrastructure, its resulting poor service quality, and the fact it does not address the operating deficit.

## **DISCUSSION**

We established a Blue Ribbon Committee (BRC) represented by key stakeholders (Attachment B) to help guide the development of a regional transit service concept that defines the roles of Metro bus, rail, municipal, local return, and Metrolink operations, identifies and prioritizes service quality attributes, and recommends policy guidance on service coordination, bus/rail integration, and reduction/elimination of duplicative services. Ultimately, this service concept will serve as the blueprint for creating a better transit system and improving regional mobility using fewer resources.

Over the course of the past six months, the BRC debated issues related to governance and service coordination, service design, service priorities, and service quality attributes. Based on presentations from staff, interactive exercises, and discussion from various perspectives, the BRC established a set of policy statements listed in Attachment A that provide direction on service development for the Board's consideration.

If approved, the policy guidance will be translated into a set of service design guidelines, performance metrics and standards that provide the quantitative tools to evaluate the system and identify opportunities for service improvement. The policy guidance, design guidelines, and performance metrics will be incorporated into the Board adopted Transit Service Policy which will be used to restructure our bus service towards achieving the goals and objectives of the policy guidance. Specific service change proposals will be presented for Governance Council and Board consideration starting with December 2010 service changes.

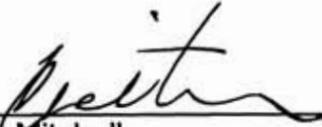
## **NEXT STEPS**

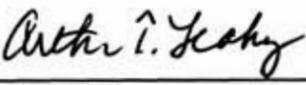
The next steps in this process will include development of service design guidelines and update of the Transit Service Policy for Board approval by September 2010. In addition staff is developing service change proposals for implementation starting December 2010.

## **ATTACHMENTS**

- A. Proposed Policy Guidance for Service Development
- B. BRC Membership Roster

Prepared by: Conan Cheung, Deputy Executive Officer, Service Development

  
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Lonnie Mitchell  
Chief Operations Officer

  
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Arthur T. Leahy  
Chief Executive Officer

## Metro Blue Ribbon Committee

### POLICY AND POSITION STATEMENTS

July 6, 2010 Committee Final Draft

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#### **Summary Position Statement**

Increased regional coordination and integration of service, and improved reliability are essential to having a seamless system that is convenient, intuitive and of high quality – and provides maximum benefit in light of scarce resources.

**Service Priorities:** Service should be focused first in high-density areas and be scaled to fit the overall density and passenger demand in the service area.

- 1) Highest priorities include weekday services and basic weekend service in areas of high demand.
- 2) Later-night service in areas of higher demand is of secondary but still important priority to provide basic mobility.
- 3) Lowest priorities are owl service and service to low-density areas.

**Service Design:** The network should be coordinated and designed to be simple and intuitive to increase trip making by existing riders and attract new riders.

- 1) Rail, other fixed or exclusive guideway services (e.g. Metro Orange Line, Metro Silver Line), and Metro Rapid should serve as the backbone of the transit system, fed and complemented by a regional bus network of key travel corridors, that provide high-frequency service for easy transfers.
- 2) Less-frequent localized services should augment the regional network to provide geographic coverage.
- 3) Transfers should be as seamless as possible – high frequency on regional network, timed transfers for less frequent services; consolidate bus stops at same intersection, and implement a more liberal transfer policy.
- 4) Closely-spaced services should be consolidated into fewer, more frequent services at a one half to one mile route spacing.
- 5) Connectivity of services and alignment of schedules should be a high priority – coordinated planning and scheduling between Metro, Muni, Local Return, and Metrolink operations are essential.

**Service Attributes:** The system should provide high-quality service to better serve existing riders and attract new riders. Service quality priorities include:

- Reliability – “I can count on it”
- Fast travel options
- Real-time, readily-available information
- Clean and safe transit vehicles, stops, and all transit facilities (e.g. Park and Ride, Transit Hubs, Rail Stations, etc.).

- 1) Less frequent services must be held to a higher standard of on-time performance to minimize passenger waiting time for missed trips or connections.
- 2) Clear, accurate, and timely customer information is an important adjunct to service quality, especially when and where service is less available and when service is not provided as expected. (e.g. bus stop signage should include website, phone number, basic service characteristics)

**Governance:** Metro should serve as a facilitator to coordinate services among operators in the region.

- 1) Metro should develop a formal process for working with Muni, Local Return, and Metrolink operators to arrive at mutually agreed-upon service coordination plans.
- 2) Metro should offer technical assistance to local operators and facilitate more cooperative, coordinated funding approaches.
- 3) Metro Governance Councils should broaden their perspective beyond Metro bus to include all public operators that provide services within their jurisdictions, and provide a forum for the community to express needs and priorities, and operators to evaluate opportunities and issues with service coordination.

### **Unresolved Issues**

Blue Ribbon Committee members have flagged some unresolved issues that could preclude certain BRC recommendations on service coordination, and need to be addressed in order to fully implement the regional transit vision.

- 1) Supporting coordination of service by facilitating a working group consisting of Metro, Muni, and included Operators to resolve any funding impediments to service coordination.
- 2) Achieving our desire for local system identity at the operator and city level, while providing seamless, coordinated services.
- 3) Addressing "first mile/last mile" issues by integrating other modes (e.g. bicycles, bikeshare/carshare systems, taxi, pedestrian networks, etc.).
- 4) Coordinating information among operators, keeping information current, maintaining signage, etc.
- 5) Developing the TAP program to achieve its full potential.
- 6) Working closely with labor to identify strategies, solutions, and agreements that result in better coordination and efficiencies of service provision.
- 7) Providing funding flexibility and addressing the need for increased advocacy efforts at the federal level to allow use of federal capital funding for operating purposes.

### **Next Steps**

Blue Ribbon Committee members recommend the following actions for consideration by the Metro Board.

1. Update the Transit Service Policy to include specific service design guidelines, performance metrics and standards to reflect BRC policy recommendations by September 2010 for Metro Board approval.
2. Develop future service change proposals based on the updated Transit Service Policy.
3. Establish operator working groups to identify specific service coordination opportunities.
4. Revise Governance Council Bylaws to expand the scope of responsibility to include identification and recommendations for inter-operator and multi modal service coordination.
5. Clarify the mission and purpose of the Citizens Advisory Council and utilize the Council to further promote the vision of a seamless regional transit system.
6. Coordinate the efforts of Governance Councils and CAC.
7. Establish working group to resolve any funding impediments to service coordination.
8. Establish formal process for coordinating inter-operator service plans.
9. Convene the BRC on a periodic basis to review the status of BRC recommendations.

**BRC Membership Roster**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
Neil Bjornsen	Council Member	Metro Citizens Advisory Council
Cathi Cole	Transit Manager	Pasadena Area Rapid Transit System (ARTS)
Donald Camph	Executive Director	El Segundo Employers Association
Diana Ho for Larry Eisenberg	Executive Director of Facilities Planning	Los Angeles Community College District
Genevieve Giuliano	Professor of Policy, Planning, and Development	University of Southern California
Alex Gonzalez	Council Member	Metro San Gabriel Valley Sector Governance Council
Rena Kambara	Council Member	Metro South Bay Sector Governance Council
Jim Lefton	Chief of Transit	Los Angeles Department of Transportation
Antonio LeMons	Executive Vice President of Operations	FAME Assistance Corporation
Stephanie Negriff	Director of Transit Services	Santa Monica Big Blue Bus
Jim Parker	Director of Transportation	Norwalk Transit System
Kymberleigh Richards	Service Sector Representative	Metro San Fernando Valley Sector Governance Council
Joyce Rooney	Transportation & Transit Operations Supervisor	City of West Hollywood
Wally Shidler	Council Member	Metro Gateway Cities Sector Governance Council
Stuart Waldman	President	Valley Industry & Commerce Association
Jerard Wright	Council Member	Metro Westside/Central Sector Governance Council
Kathy Norris	Executive Director	Valley Industrial Association of Santa Clarita