1. **PAC Business and Minutes**

Roll call was held and the meeting minutes for March and April were approved.

Seleta Reynolds, Stephanie Ramirez, John Bwarie, Steve Lantz, Paul-Albert Marquez, Jessica Meaney, Cesar Hernandez, Carrie Cartwright, Mark Christoffels, Hector Rodriguez, Bryn Linblad, Mark Hardyment (Burbank Airport), Hilary Norton, Roderick Diaz, William Osgood were in attendance.

Bridget Smith, Andres Ramirez, Marianne Kim, Gwendolyn Young, Nancy Pfeffer, Naresh Amatya, and Rog were on the phone.

2. **Measure M ATP 2% Admin Procedures Update**

SCAG is currently providing technical assistance in mapping the high injury network in each county. A draft of the maps is available on the SCAG website. Mapping the network is a board-backed decision that helps prioritize ATP projects.

Mr. Jacob Lieb noted a draft of the ATP 2% Admins Procedures will be finalized and distributed within the incoming weeks. An ATP open format workshop will be held before the June PAC meeting to obtain feedback to improve the guidelines. Once the feedback is received, the guidelines will be shared again during the June PAC meeting in hopes of finalizing the procedures. Dates for the ATP workshop will be sent via email shortly.

3. **Draft Vision 2028**

**OEI Staff Presentation**

Ms. Nadine Lee and Ms. Tham Nguyen presented that for the past 18 months, the OEI staff has worked diligently to develop the Metro Vision 2028—the 10 year strategic plan that pulls everything that Metro does together. The strategic plan sets to provide a world class transportation system that enhances the quality of life for LA County residents by ensuring that:

1. All residents have access to high quality mobility options within a 10-minute walk from home
2. Maximum wait times for any trip are reduced to 15 minutes regardless of the time of day
3. Average travels speeds on the County’s bus are improved 30 percent
4. Convenient and dependable options for bypassing congestion on streets and highways are largely made available

Plans such as the Long Range Plan and the NextGen Bus Study fall under and operationalize the strategic plan. The plan outlines five major goals:

1. Provide high-quality mobility options that enable people to spend less time traveling
2) Deliver outstanding trip experiences for all users of the transportation system
3) Enhance communities and lives through mobility options and access to opportunity
4) Transform Los Angeles County through regional collaboration and national leadership
5) Provide responsive, accountable, and trustworthy governances within the Metro organization.

OEI staff obtained stakeholder input and included it in the plan which is currently in the open feedback stage that closes May 24th. The plan will be presented for approval in June.

PAC Discussion
Mr. Kerry Cartwright recommended that a 45-day comment period be included on the plan over a 30 day period because the latter is too short in duration. Ms. Meaney seconded the statement. They stated large projects that impact the well-being of communities need ample time to be thoroughly assessed. Mr. Cartwright and Ms. Nancy Pfeffer added that freight and air quality aspects need to be better mentioned because they both ultimately deal with transit. Ms. Pfeffer was further interested in how equity and the plan interact with one another. Ms. Nguyen responded that the intent was to follow Metro’s equity framework that will be followed throughout all plans. Ms. Meaney noted that without an equity definition, it is impossible to measure equity metrics.

Mr. Hector Ramirez stated 15 minute frequency response times increase vehicles on the road and that funding needs to change systematically in order to fund transit at a local level. Ms. Nguyen responded that the plan is mode agnostic—they are researching different options to best support ridesharing. Ms. Stephanie Ramirez added that if the plan is a visionary document, there is a need to include all voices, in particular lowering the time of scheduling accessible transportation in advance.

Mr. Roderick Diaz would like Vision 2028 to accentuate the state of good repair and define the priority of state of good repair because the age of system now requires these types of explicit statements. Mr. Diaz added that he would like to see performance measurements as a basis for investments decisions even if it means revising funding formulas. He wants investments not to be duplicative and measure the benefits received from each investment.

Ms. Seleta Reynolds congratulated the OEI team for creating the plan and would like the plan to case-make their decisions. She added there needs to be clarity on why specific metrics were chosen, such as increasing usage of transit by 30 percent. Ms. Reynolds provided the example that there could be a 30 percent speed increase on a low-use route by removing stops but not necessarily a great travelled route sitting in traffic. Finally, Ms. Reynolds noted Vision 2028 could benefit from case making and additional voices from Metro, like the operations team. The OEI team responded there 130 stakeholder voices were included in the plan.

Mr. Steve Lantz stated that he is concerned about service coverage and frequency—if there are fixed service hours and frequency is increased, there will be a large problem with service areas. He added that “the trip not taken” needs be included in strategic plan. Next, he added that there needs to be a clarification between the Vision plan, NextGen Bus Study, and Long Range Plan, given they overlap and specific of each plan are confusing. Finally, Mr. Lantz is concerned about word choice—the strategic plan cannot boast to reclaim streets that do not belong to Metro.
Mr. John Bwarie asked about a transportation school. The OEI team responded that partnerships were started with colleges and schools that teach the future transportation workforce. Furthermore, Mr. Bwarie questioned the significance of 18 miles per hour and whether the goal of Vision 2028 is to attract more people to bus. He also added there is a need to explain the reasons on particular sections. Finally, he stated that a strategic plan cannot work in isolation and exist without mentioning other agencies.

Ms. Bryn Lindblad questioned the word choice in regards to mitigating sprawl. There was uncertainty if the strategic plan hoped to charge for sprawl in order to limit it. The OEI team acknowledged the word choice and responded that they are looking to work with groups to limit sprawl. Ms. Lindblad asked that Metro provides more realistic land use plan support to be realistic on how to provide a 10-minute walk or rolls to a stop. Ms. Lindblad stated that the asset plan management could be looking into the future on climate change impacts. Finally, Ms. Lindblad questioned more word choice that urged the need to maximize person throughput and asked that language be reflective of helping most vulnerable populations that use the roads.

Ms. Stephanie Ramirez advocated including more perspectives into the conversation. She is concerned not enough lay-terms are used in deconstruct the 40 page document. She also noted her concerns about the documents not being in languages other than English and that this could be mitigated under the equity platform. Ms. Jessica Meaney underscored the importance of this position.

Mr. Kerry Cartwright said there needs to be a tie in with the SCAG LRT, quality plans, and funding programs because of SB 1 and the potential repeal. He also said highways are not acknowledged in the plans and there needs be a roadway section in the plan with performance measures.

Mr. Mark Chistoffels said that Metro should take a proactive rather than reactive approach to technology. With new technologies quickly introduced, he wouldn’t want to see a repeat of what occurred with the Metro bikes—an outdated fixed stop technology that receives tons of negative media backlash. Finally, he added that the documents need to show community input in BRT and other transit corridors. Transportation mobility drives economic development; but sometimes communities are not on board with the same outcomes. The vision needs to be consistent for Metro and the communities and needs to be spelled out in the Vision.

Ms. Hilary Norton is delighted about the group, she is wondering if there is another opportunity to return on the Vision. So that it is collaborative and reflective of the real-lived experience. She hopes for another opportunity given rich comments.

Finally, Mr. Steve Lantz added that the Vision should be supported by the data. And Ms. Meaney stated she will send email with key points and discussion to the CEO, acknowledging that 30 days is not ample review time.
PAC Announcements

Membership
Arroyo and Verdugo has officially become a COG and a representative will have a seat at the table.

Future PAC Meetings
June will be the first quarterly meeting. The plan is to have a draft document with deliverables for the LRTP. The latest schedule of LRTP will be made available shortly.

PAC 1st Year Accomplishments
A draft document of first year accomplishments is being circled around. The document is open to feedback and will be submitted to the CEO via board box.

4. Public Comments

No public comments were made. The session concluded at 3:15PM.
<table>
<thead>
<tr>
<th>Year</th>
<th>PAC Deliverable</th>
<th>LRTP Board of Directors Deliverable</th>
<th>PAC Regular Meeting Agenda</th>
<th>Incorporating Vision 2028</th>
<th>Outreach Support &amp; Strategy</th>
<th>Values Scenarios &amp; Performance Measures</th>
<th>LRTP Illustrative Scenarios</th>
<th>TOC Policy and Implementation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2018</td>
<td>LRTP Subregional Boundaries</td>
<td>LRTP Subregional Boundaries</td>
<td>Building on Vision 2028 July 18, 2018*</td>
<td>PAC Support July 25, 2018*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 2018</td>
<td>Baseline Understanding</td>
<td>Baseline Understanding</td>
<td>Baseline Understanding</td>
<td>Outreach Round 1 Update</td>
<td>Reform Values Scenarios &amp; Performance Measures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>September 2018 PAC: Sep 11</td>
<td>Baseline Understanding</td>
<td>Baseline Understanding</td>
<td>Baseline Understanding</td>
<td>Outreach Round 1 Update</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Review Values Scenarios &amp; Performance Measures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>November 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Refine Values Scenarios &amp; Performance Measures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December 2018 PAC: Dec 4</td>
<td>Values Framework</td>
<td>Values Framework</td>
<td>Values Framework</td>
<td>Outreach Round 2 Update</td>
<td>Identify Values Scenarios &amp; Performance Measures</td>
<td>Identify Illustrative Scenarios</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 2019 (Special PAC Mtg)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Review Illustrative Scenarios</td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Finalize Illustrative Scenarios</td>
<td>Land Use 101 and Strategies</td>
<td></td>
</tr>
<tr>
<td>March 2019 PAC: Mar 5</td>
<td>Illustrative Scenario Concepts</td>
<td>Outreach Round 3 Update</td>
<td>Outreach Round 3 Update</td>
<td>BRT Vision &amp; Principles Study</td>
<td></td>
<td>Draft #1 Policies &amp; Implementation Measures</td>
<td>Draft #2 Policies &amp; Implementation Measures</td>
<td></td>
</tr>
<tr>
<td>April 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 2019 PAC: Jun 4</td>
<td>Preferred Scenario</td>
<td>Preferred Scenario</td>
<td>Preferred Scenario</td>
<td>Transportation Network &amp; Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Working Group meeting date/time to be confirmed

*edit: 6/1/2018, v1*
May 24, 2018

Ms. Tham Nguyen, Project Manager
Countywide Planning & Development
One Gateway Plaza, MS 99-25-1
Los Angeles, CA 90012

Subject: Draft Metro Vision 2028 Strategic Plan – LADOT Comments

Dear Ms. Nguyen:

The City of Los Angeles Department of Transportation (LADOT) congratulates Metro on its efforts in developing the draft Metro Vision 2028 Strategic Plan (Strategic Plan) and appreciates the opportunity to review the Strategic Plan. Metro’s Strategic Plan focuses on forward-thinking principles and strategies that will guide the agency to improve mobility in Los Angeles County and lead the greater Los Angeles region to deliver a more efficient and less congested transportation network over the next ten years. LADOT offers the following comments and suggestions for your consideration.

LADOT supports the vision and goals of the Strategic Plan and commits to being a partner in planning, implementing, and measuring the actions proposed in the Strategic Plan. LADOT aims to collaborate closely with Metro and support the implementation and delivery of our agencies’ common vision and goals for transportation in Los Angeles by 2028. Many LADOT goals are consistent with Metro goals described in the Strategic Plan – we outline these overlapping objectives in Attachment A.

Metro is the leading provider of mobility options in Los Angeles County, including the rail and bus transit system, bikeshare, first-last mile links, and groundbreaking technology-based new mobility services, including U-Pass and on-demand microtransit pilot initiatives. The Strategic Plan (Goal 4.1, Page 29) should address how Metro will partner with constituent agencies on advancing a comprehensive countywide Transportation Demand Management (TDM) program, as directed by the recent Board action (File 2017-0715). Metro’s leadership on TDM can support and encourage municipalities throughout Los Angeles County to adopt local TDM requirements by creating recognizable TDM brand identity and administering easily accessible encouragement programs to promote transit ridership, more shared-use mobility, and active modes of transportation. A well-orchestrated Countywide TDM program will help decrease drive alone trips, the growth of transit ridership and improve the operational efficiency of our regional roadway network. The City of Los Angeles is processing an update of our TDM Ordinance to proliferate site-level TDM implementation and evaluation, which will expand access to new mobility services for people living, working, and visiting our City while allowing LADOT to continuously measure TDM performance.
Metro has proven to be a leader in planning for and adopting new transportation technologies and innovations to improve mobility in the LA region. LADOT supports Metro in this role and suggests that the Strategic Plan more clearly define specific policies and enforcement strategies that Metro is considering to test and integrate transportation innovations into the regional transit system now as well as transportation technologies of the future (Strategic Plan, Goal 4.2, Page 30). The LADOT Transportation Technology Strategy, titled “Urban Mobility in a Digital Age,” defines our City’s vision for mobility in the future and outlines how our City plans to test, evaluate, and manage the foreseeable advancements in transportation technologies and changes in the mobility marketplace, such as the introduction of autonomous vehicles and demands for shared mobility options.

We recognize streets and public places need to be managed as valuable community assets that can foster healthy activity and a sense of community pride. Goal 2.2 should expand to recognize Metro’s role in place-making and fostering a more engaging user-experience at Metro stations and bus stops in addition to advancing efficiency, accessibility, clarity and comfort.

In line with Metro’s Equity Platform Framework, LADOT is committed to providing affordable and dependable transportation services and investing in infrastructure that support inclusive communities, provide access to employment, education, and training, and foster equitable outcomes. The four pillars of the multi-point Metro Equity Platform Framework (Appendix C, Strategic Plan) should shape analyses and actions described in the Strategic Plan. By incorporating the Equity Platform more explicitly into each of the implementation initiatives and measures identified in the Action Matrix of this Strategic Plan, Metro, LADOT, and other partners can address socioeconomic disparities and achieve the greatest impacts while delivering transportation solutions and progressing toward our shared vision. The Action Matrix should define community engagement and outreach and include performance indicators to measure achievement of Initiative 3.3, which commits Metro to genuinely engage the public and community to achieve better mobility outcomes.

The Strategic Plan should identify key partners and agencies needed or required to successfully deliver each initiative, which would communicate to LADOT and other agencies the roles they should anticipate assuming to deliver the regional vision for mobility by 2028. Additionally, this Strategic Plan should propose plans, programs, or projects Metro would implement to advance each defined goal, so that the City of Los Angeles and other municipalities can better prepare to collaborate and engage with Metro to implement.

To this end, we suggest incorporating some specificity around the top line goals that would tie directly to outcomes. For example, while improving travel time for buses is widely understood as a way to increase ridership, the plan could do a better job at being explicit about this connection; detailing outcomes in either qualitative or quantitative means. The plan could benefit from a more rigorous overall approach to case-making for each initiative and clarity around expected outcomes for each one. With more specific information on implementation strategies, performance indicators, and metrics, the Strategic Plan can guide how LADOT and other partners collaborate, share data and analyses, and allocate resources to better support Metro.

We support the overall vision of the Strategic Plan, though we highlight that one vision statement could be revised to understand the intent. The vision statement “Providing convenient and dependable options for bypassing congestion on streets and highways” could be interpreted to imply traffic diverted on to local streets parallel to major roads with traffic congestion (Mission & Vision, Page 6). Angelenos
have seen the greater reliance on local streets as a means of providing non-local trip routing, which is assisted with the onset of travel routing apps. We recommend that this vision statement be reframed to directly address the desired outcome of advancing greater user reliability and choice in managing travel times.

The Strategic Plan should add a sixth goal that Metro will incorporate safety into all decision points. This would elevate the initiative to improve safety on the transit system and reduce roadway collisions and injuries. As indicated in Metro’s customer surveys, lack of safety on bus and rail services, and security concerns while waiting for transit services has contributed to the decrease in ridership. Metro should encourage jurisdictions to support pedestrian safety measures that will save lives for transit riders especially the most vulnerable riders - children and older adults. The majority of transit trips are made with some walking to and from transit stops, so we believe that elevating this initiative to a Goal would highlight its importance.

LADOT is supportive of reducing the maximum wait times for any trip to 15 minutes during any time of the day. The LADOT Transit Bureau is in the midst of implementing its Transit Service Analysis that recommends a reduction of headways from 30 minutes to 15 minutes. LADOT recommends that Metro provide operating funding for local transit operators to facilitate the reduction of headways that match Metro’s new 15 minute headway standard.

To meet its objectives, Metro should provide regional funding for local services that offer transfer opportunities and connections to regional services. LADOT operates the majority of its DASH program with Proposition A Local Return funding. With the proposed route modifications that connect all of our services to high usage transit stops (rail and bus), LADOT allows regional riders to connect to their destinations. As a partner in providing transit trips, LADOT requires regional funding to reduce the headways from 30 minutes to 15 minutes. The regional distribution of funding should be revisited to fund services that complement and implement Metro Vision 2028 goals.

We appreciate the opportunity to provide comments. If you have any questions, please contact Tomas Carranza, Principal Transportation Engineer overseeing our Bureau of Transportation Planning and Development Services at tomas.carranza@lacity.org or (213) 972-5900.

Sincerely,

Seleta J. Reynolds
General Manager

Attachment

c: Dan Mitchell / Jay Kim / Tomas Carranza, LADOT
Arthi Varma / Rubina Ghazarian, DCP
## Attachment A: City of Los Angeles plans and policies consistent with Draft Metro Vision 2028

<table>
<thead>
<tr>
<th>City of Los Angeles Plan / Policy</th>
<th>Shared Goals</th>
<th>Strategic Plan Goal or Objective</th>
<th>Vision / Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Los Angeles Mobility Plan 2035</strong></td>
<td><strong>Expand the role of the street as a public place</strong> (Key Policy Initiative, Page 14)</td>
<td>Key Trends; Page 10</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Transit Network: Improvement the performance and reliability of existing and future bus network</strong> (Policy 2.5, Page 82)</td>
<td>Goal 1.2; Page 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Ensure fair and equitable treatment of people of all races, cultures, incomes and education levels with respect to the development and implementation of citywide transportation policies and programs.</strong> (Policy 4.3, Page 104)</td>
<td>Goal 1; Page 14</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Support the role of community engagement in design outcomes and implementation of mobility projects</strong> (Policy 4.4, Page 105)</td>
<td>Goal 1; Page 14</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Data-driven prioritization of transportation projects</strong> (Policy 4.6, Page 107)</td>
<td>Goal 2.3: Page 24</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Communicate and partner with SCAG, Metro and adjacent cities and local transit operators to plan and operate a cohesive regional mobility system</strong> (Policy 4.11, Page 113)</td>
<td>Mission &amp; Vision; Page 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Encourage the adoption of low and zero emission fuel sources, new mobility technologies and supporting infrastructure. Advanced transportation technologies</strong> (Policy 5.4, Page 128)</td>
<td>Goal 4.2; Page 30</td>
<td></td>
</tr>
<tr>
<td><strong>Plan for a Healthy Los Angeles</strong></td>
<td><strong>Leader in health and equity by reducing displacement and expand upon affordable housing in low-income communities</strong> (Section 1.7, Displacement and Health)</td>
<td>Goal 3.2; Page 26</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainability City pLAn</strong></td>
<td><strong>Constructing new housing units within 1,500 feet of transit</strong> (Page 48)</td>
<td>Goal 3.2; Pages 26 - 27</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Revamping zoning codes and streamlining development processes and targeting improvements to better promote transit-oriented development</strong> (Page 51)</td>
<td>Goal 3.2; Page 26</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Create pathways by working with Metro for permanent sources of funding for TOD and affordable</strong> (Page 53)</td>
<td>Key Trends; Page 11</td>
<td></td>
</tr>
<tr>
<td><strong>A Bridge Home - Mayor Garcetti Directive on Homelessness in Los Angeles</strong></td>
<td><strong>Coordination of social services across the City and County to help the homeless population in the Los Angeles region to connect with existing and new services that will help to provide both temporary and permanent housing solutions.</strong></td>
<td>Goal 2.1; Page 23</td>
<td></td>
</tr>
<tr>
<td><strong>Updated TDM Ordinance (Anticipated Adoption 2019)</strong></td>
<td><strong>Updating the TDM Ordinance aims to shift travel from driving alone (single-occupancy vehicle trips) to sustainable travel choices to minimize impacts of new developments on the transportation system.</strong></td>
<td>Mission &amp; Vision; Page 6</td>
<td>Goal 1.3; Page 18</td>
</tr>
</tbody>
</table>
May 24, 2018

Ms. Tham Nguyen  
Los Angeles County  
Metropolitan Transportation Authority  
One Gateway Plaza  
MS 99-25-1  
Los Angeles, CA 90012-2952

Dear Ms. Nguyen:

Thank you for the opportunity to review the Metro Vision 2028 Strategic Plan draft document. The Strategic Plan is generally in alignment with Caltrans’ Strategic Plan and the California Transportation Plan (CTP) 2040.

We have following comments on the Strategic Plan:

- Caltrans recommends that the Plan further discuss how the mobility options will help meet the State’s greenhouse gas (GHG) goal. The goal is to reduce GHG emissions to 40% below the 1990 levels by 2030 per the Governor’s Executive Order B-30-15.

- The Plan touches on reducing conflicts between movement of goods and people on streets and highways. Caltrans recommends a greater discussion of the movement of goods on the State Highway System and the local roadway networks. With continued population growth within the Southern California region, there is greater demand for goods, which will exacerbate conditions on our existing transportation networks and impact our communities. In conjunction with pedestrian, bicycle, and transit improvements, future funding allocations should also address freight challenges as a part of a multi-modal approach. Caltrans recommends consideration of policies that may incentivize near-zero emissions and zero emissions freight vehicles in and around congested corridors.
Ms. Tham Nguyen
May 24, 2018
Page 2

If you have any questions regarding these comments, please do not hesitate to contact Daniel Kopulsky of my staff at (213) 897-0227.

Sincerely,

[Signature]

PAUL MARQUEZ
Deputy District Director
Planning, Goods Movement and Local Assistance
May 24, 2018

Tham Nguyen
Project Manager, Metro
One Gateway Plaza
Los Angeles, CA 90012
nguyentha@metro.net

RE: Metro Vision 2028 Plan – Public Comments

Dear Ms. Nguyen:

The Auto Club of Southern California (Auto Club) appreciates this opportunity to provide public comment on Metro’s Vision 2028 Plan soon to be considered by the Board. The Auto Club appreciates Metro efforts to constantly look towards the future managing the County’s mobility system. However, our comments below reflect an overall concern that elements of this self-described “aggressive approach” need more discussion with stakeholders.

- **The Vision 2028 Plan must include needed road improvements.** Over 83% of workers in LA County commute to work by car (either alone or in a carpool). A large number of commercial vehicles also travel into or through Los Angeles daily to support the region’s economy. Any vision for 2028 or beyond must include adequate investment for a safe and functional street and highway system for cars and trucks. The quality of life and economic potential of residents, workers, and visitors depends on it.

- **Vision 2028 should not assume or include untested, unpopular, and unlikely congestion pricing.** Congestion pricing on local roads and existing general purpose travel lanes has never been implemented in the United States and its results in a few other parts of the world are uncertain and not applicable to Los Angeles. That is why AB 3059 (Bloom), a recent legislative proposal to authorize pilot projects in the state, quickly died this year without any discussion. Congestion pricing on local roads and existing general purpose travel lanes lacks policy consensus and Metro lacks state authorization to implement this strategy. Significant stakeholder discussion and research needs to occur before including such a major policy change in a Board adopted plan.

- **Existing transportation plans that were adopted into federal/state required programs, or approved by part of expenditure strategies tied to funding programs, must be the primary basis for a new mobility vision.** Vision 2028 needs to recognize that existing spending for highways and roadways are already in several adopted spending plans based on funding sources, including sales taxes measures, such as Propositions A and C and Measures R and M. Many projects were also approved as part of the most recent long range transportation plans for the region. In particular, voter approval of all transportation sales tax measures included binding agreements that Metro would allocate specified revenue shares to certain highway and road improvements. We recommend this Plan clarify that Metro’s intent is not to reallocate use of those highway/road funds or place new conditions on local agencies for approved projects that do not meet the re-envisioned criteria proposed with Vision 2028.
Metro’s Vision 2028 outreach process lacked balanced input from a broad variety of system users. The Plan states staff conducted 130 meetings and interviews with external and internal key stakeholders over 17 months. The majority of those interviewed were Metro Board members, staff, or individuals associated with internal advisory committees. Some external groups representing alternative modes were included in the outreach, but road users such as motorists, truckers and businesses were left off. Before adopting this Plan, we recommend Metro return to the stakeholder outreach process and confer with a more inclusive and representative list of system user groups.

Many of our members in Los Angeles ride bikes, use transit and walk when not driving cars. Increasingly, people are also looking at other alternative travel options like ride-share, scooters, and skateboards. We agree all travel choices should have a place in the regional mobility eco-system, and hope Metro Board will agree highways and roads will still have an important role in 2028 and beyond. Once again, thank you for this opportunity to comment and please contact me at kim.marianne@aaa-calif.com if you have any questions.

Respectfully Submitted,

Marianne Kim
Automobile Club of Southern California
May 24, 2018

Tham Nguyen
Project Manager
Los Angeles County Metropolitan Transportation Authority
One Gateway Plaza
Los Angeles, CA 90012

Subject: SBCCOG Comments on Metro’s Vision 2028 Strategic Plan Draft

Thank you for providing an opportunity to comment on the draft Metro Vision 2028 strategic plan. We have the following comments and recommendations:

1. We are concerned that the plan aspires to an unrealistic goal of delivering "a mobility system that enables people to travel swiftly and easily throughout the LA County region, no matter where they want to go or when.” Although this is a laudable goal in the abstract, we question whether it is achievable within the Vision Plan timeframe. Metro should recognize that neither SCAG nor Caltrans promises swift or easy travel in LA County due to constrained funding and project development / delivery schedules.

2. The plan notes that socioeconomic disparities continue to be "exacerbated by a lack of high-quality transportation options among the most disadvantaged populations of the County." We believe more detailed analysis would show that by Metro’s definition of high quality transit service definition, Metro bus and rail service comes closest to meeting the standards in historically transit dependent communities. We wonder if the inequity is more caused by gentrification and growing lack of affordable housing along high-quality bus and rail transit corridors. The Vision Plan might be improved by understanding the need to anticipate the dislocation effects and the need for Metro’s transit system to be adjusted to ensure that those who are displaced continue to have access to high quality transit in their new LA County neighborhood.

3. We are curious what level of investment would be needed to deliver the 2028 Vision Plan goal of “reducing maximum wait times for any trip to 15 minutes during any time of day.” With projected public transit resources and dynamically-changing demand for fixed route transit, we question whether this frequency of fixed route service may be unrealistic in off-peak, evening and weekend service periods, especially outside the urban core. We also question the reasonableness of increasing fixed route transit to accomplish the goal. We urge Metro to place more emphasis in the Vision Plan on the role of its private and public mobility partners and the expanded mobility options that are being created with emerging technology (e.g.: shared-ride approaches and autonomous vehicles).

4. We applaud Metro’s willingness to explore opportunities to provide more demand responsive service where achieving a 15 minute headway will be a challenge. However, this strategy must become a
priority for Metro comparable to its fixed route system if Metro is to deliver its Vision Plan goals to
“ensure all County residents have access to high quality mobility options with a 10 minute walk from
home.” We are concerned with Metro’s statement, “Metro will begin looking at possible legislative and
regulatory strategies for leveling the playing field (between TNCs and other providers) to preserve
competition, reduce negative effects, and ensure access to a variety of transportation options for
everyone.” We believe that new private sector options should be embraced by Metro as creators of new
capacity that allow Metro to focus its resources on service gaps rather than regulating these new
mobility options as competitors. The market should be allowed to decide how mobility is developed and
operated by the public and private sector providers.

5. The Vision Plan needs to broaden its treatment of autonomous air and street-based vehicles to
revolutionize urban passenger and goods movement opportunities. The Vision Plan should acknowledge
the opportunity and focus on developing and delivering the public infrastructure needed to safely
implement this potentially transformational technology. Moving goods and people autonomously may
provide a key strategy for providing more mobility options for seniors and the disabled, increasing
safety, and reducing congestion throughout the county.

6. We question Metro’s ability to obtain local and state approvals needed to change street configurations
by 2028 to provide bus rapid service on sufficient corridors in LA County to “Improve average travel
speeds on the County’s bus network from 11 mph to 15 mph.” We would like the plan to include how
many new miles of BRT would be needed to meet that countywide average goal.

7. The plan calls for re-investing surplus ExpressLane revenues throughout the county. We are
concerned that Metro does not recognize that current state law restricts investments of ExpressLane
surplus revenues to their corridor of origin. We would recommend that the plan provide specific
language which acknowledges the state law and the current challenges and partnerships needed to
equitably use these revenues – first for improvements in the corridors from which they are collected and
then for expansion of the system which would be using borrowed funds from the current corridors.

8. More specifics are needed in the Vision plan regarding Metro’s proposed strategies that involve
“pricing of all vehicle travel to manage congestion.”

9. There are several planning efforts being simultaneously undertaken by Metro (e.g.: Next Gen Bus
Study; Long Range Transportation Plan, goods movement and active transportation studies) that have
different assumptions, performance metrics and expected mobility, safety and equity outcomes. If the
Vision Plan is to be an outline of the agency’s strategic goals for the next decade, the other plan
assumptions, performance metrics, and outcomes should be aligned with this umbrella plan. Otherwise
each of the many planning silos within Metro will risk confusion caused by incompatible plans.

Thank you again for the opportunity to provide our comments.

Sincerely,

Jacki Bacharach
SBCCOG Executive Director
May 23, 2018

Ms. Tham Nguyen
Project Manager
LA Metro
One Gateway Plaza, MS 99-25-1
Los Angeles, CA 90012

RE: Metro Vision 2028 Draft Strategic Plan

Dear Ms. Nguyen:

The Southern California Regional Rail Authority (SCRRA) has reviewed the DRAFT Metro Vision 2028, Metro’s Strategic Plan for 2018 – 2028. We appreciate your clearly articulated vision as well as your detailed description of your strategic plan and goals. We look forward to reviewing future drafts and in that context we offer the following initial comments:

1. **Acknowledge transit across all of Los Angeles County** – We suggest reviewing references to Metro Bus and Metro Rail and to determine whether it is more accurate to say “Los Angeles County’s bus network or system” or “Los Angeles County’s rail network or system”. For example, the reference to “Metro’s transit assets” can be changed to “Los Angeles County’s transit assets”. It is important for Metrolink to be acknowledged as an important component of Los Angeles’s rail system.

2. **Enhance the inclusion of Metrolink as a Partner in the Regional Transportation System** – We recommend to emphasize investment in asset management for commuter rail by adding the phrase “and investing in the health of assets in the regional rail system”. We also encourage an acknowledgement of Metro and its prominent role in the governance of the SCRRRA Joint Powers Authority structure recommending resource allocations and investments in the Metrolink system. Finally, we recommend additional measures that normalize performance compared to Metro’s own investments in its share of the Metrolink system. For example, one additional measure could be the size of the State of Good Repair Backlog compared to Metro’s investments in asset rehabilitation.
3. **Expand on improving safety on the transit system and reduce roadway collisions and injuries** - We suggest adding language dealing with increased funding for grade separation projects and with formulating a county-wide grade crossing safety initiative to enhance the safety of all “at-grade” crossings within the county.

4. **Elevate the prominence of Asset Management and State of Good Repair** – State of Good Repair is an important issue not only for transit and highway investments but also for the growing range of infrastructure investments in Los Angeles County’s transportation system. Especially with aging freeways, regional arterials and transit systems reaching over one quarter-century in age, asset management and State of Good Repair is such a prominent issue that it should be elevated into its own section.

5. **Promote integrated fare policies** – We recommend a discussion on integration of fare policies consistent with an integrated transit system.

6. **Encourage use of performance measures to promote consistency** – We recommend the use of performance measures to support investments that best meet the objectives of Los Angeles County’s transportation system. These will help to guide funding formulas that will also promote integration and reduce redundancy.

We thank you for allowing us to provide input into the Metro Vision 2028 and look forward to collaborating further to achieve the success of important transportation project to benefit the Southern California commuting public.

If you have any questions, feel free to contact me at (213) 452-0455 or via e-mail at diazr@scrra.net.

Sincerely,

Roderick Diaz
Director, Planning and Development
Comments submitted via Vision 2028 site
Name
Karen Heit

Organization
Gateway Cities Council of Governments

Mission and Vision
n/a

The Metro Vision 2028 Process (starts on page 7)
n/a

Key Trends (starts on page 8)
n/a

Goal 1: Provide high quality mobility options that enable people to spend less time traveling (Starts on Page 14)
n/a

Goal 2: Deliver outstanding trip experiences for all users of the transportation system (Starts on Page 22)
n/a

Goal 3: Enhance communities and lives through mobility and access to opportunity. (Starts on Page 26)
n/a

Goal 4: Transform Los Angeles County through regional collaboration and national leadership (Starts on Page 29)
n/a

Goal 5: Provide responsive, accountable and trustworthy governance within the Metro organization (Starts on Page 32)
n/a

Action Matrix (Starts on Page 36)
n/a

General Comments
Comments on Metro Vision 2028 submitted on behalf of the Gateway Cities Council of Governments. Vision 2028 is a comprehensive look at achieving mobility goals for Los Angeles County. The plan holistically touches on the relationships between land use, affordable housing and transportation. This Vision is important in that seeks to move away from auto-centrism a broader range of mobility options that serve a broad range of mobility needs. The plan also recognizes that underserved communities need more attention and more difficulty in coping with long commutes to employment and other services. The Plan recognizes the issue with the “oversubscribed transportation system” alluding to the roadway system without precisely identifying that the deficit lies with the roadway system. There should be more attention paid to
how to best utilize and expand the roadway system to accommodate transit and other modes. Expansion does not necessarily building more roads (although that should still be a tool in the mobility toolbox) but can mean using technology and pricing to better utilize existing roadway capacity. Page 11 contains a discussion that should be expanded to talk about changing policies on SOV usage and - the next ten years will most likely be a critical period for transit and other modes to assume a larger percentage of the mode split. The Plan correctly identifies that driving alone is inconsistent with California’s climate goals, but there is still a need to plan for the SOV and the solo driver. Page 19 contains a discussion about managing congestion and reducing conflicts with goods movement. This discussion should expand to emphasize safety (truck/auto conflicts), the difficulty of planning truck routes through communities as well as the air quality impacts of goods movement. Lastly, the plan does not contain a discussion on the highway system other than to discuss the Expresslane network. Fixing freeway bottlenecks and safety improvements (items potentially achievable in the 10-year time frame) merit attention in this plan. P.29 4.1. MTA working collaboratively with partners presented an opportunity to include a discussion on how MTA can work with Caltrans and FHWA to make the highway and freeway system more sustainable and efficient. As a major funder of highway improvements – this discussion is somewhat lacking.
Name
Bryn Lindblad

Organization
EnviroMetro Coalition

Mission and Vision
We commend you for recognizing the importance of reducing disparities through an approach that improves the quality of transportation options for our region’s most in-need people, and for naming the need to reduce the mode share of solo driving.

The Metro Vision 2028 Process (starts on page 7)
n/a

Key Trends (starts on page 8)
Climate change is impacting the prevalence of extreme heat and increasing the need for improvements to local stormwater management. These larger context trends should be discussed, and warrant the need for multi-benefit infrastructure investments that contribute to the environmental sustainability of our region in ways other than reduced emissions from driving. These impacts of climate change are described in greater length in the General Comments section that follows this one.

Goal 1: Provide high quality mobility options that enable people to spend less time traveling (Starts on Page 14)
Goal 1.2 (page 17) aims to “improve connectivity to provide seamless journeys.” While there is some reference to the existence and quality of different types of transportation infrastructure throughout the county, there is a lack of direct focus on active transportation infrastructure. Respondents to EnviroMetro’s Equity Survey make it clear that first-last mile infrastructure is a main consideration of their commute. In fact, 62.7% of survey respondents identified a need for safer routes to bus stops. Therefore, EnviroMetro recommends that the strategic plan dedicate a more targeted focus on and set actionable goals to prioritize active transportation infrastructure, such as sidewalks, bikeways and complete street planning.

Goal 2: Deliver outstanding trip experiences for all users of the transportation system (Starts on Page 22)
Re. Goal 2.2 (Page 23-24): The concept of comfort at stops / transfer points should be expanded to include important public health considerations, such as exposure to extreme heat, as detailed in the General Comment section. Re. Goal 2.3 on customer feedback (Page 24): Customer satisfaction results are influenced by the type of outreach conducted. Therefore, we recommend that customer satisfaction be measured through targeted, solutions-oriented outreach to Metro’s core riders. This should include opportunities for riders to express open-ended feedback on ways to improve their rider experience, multiple platforms to express feedback such as online or in-person surveys, and multiple formats for riders with varying technical proficiencies (e.g. dominant language, writing skills, and literacy levels). Additionally, Metro should approach customer satisfaction studies with an unbiased lens and present neutral language to not skew survey results. For example, rather than asking customers to agree or disagree with a statement such as “this bus is generally dirty” or “this bus is generally clean,” surveys could ask respondents to provide a short answer on their satisfaction with bus cleanliness.
Goal 3: Enhance communities and lives through mobility and access to opportunity. (Starts on Page 26)

n/a

Goal 4: Transform Los Angeles County through regional collaboration and national leadership (Starts on Page 29)

Re. Goal 4.1 on partnerships (Page 29): Be more explicit about the potential for partnerships with sister governmental agencies and non-profit organizations to develop best practices for delivering multi-benefit, sustainability-enhancing infrastructure. Re. Goal 4.2 on Metro’s role as an advocate for a supportive policy context (Page 30): This should be expanded to include the land use planning context. Metro should play a role in weighing in when proposed sprawl development would be difficult to serve with transit and thus result in added congestion to our streets.

Goal 5: Provide responsive, accountable and trustworthy governance within the Metro organization (Starts on Page 32)

n/a

Action Matrix (Starts on Page 36)

n/a

General Comments

On behalf of the EnviroMetro Coalition, organizations interested in a green, equitable, and healthy transportation future for Los Angeles, we are submitting the following comments on the Metro Vision 2028 Strategic Plan. This update on Metro’s mission is exciting work and we applaud the agency’s commitment to providing high-quality, reliable public transit. Upon reviewing the draft plan, we commend its focus on Metro core riders by aiming to make the bus network faster and more reliable. However, there is a key aspect missing from this plan: consideration of extreme heat exposure on Metro ridership, and delivering other multi-benefits of green infrastructure. Los Angeles is the most pronounced Urban Heat Island (UHI) in California. This means that because LA contains many buildings and surfaces that absorb and radiate heat and fewer trees and green spaces to cool it down, it can be up to 19 °F hotter than surrounding areas. On top of the UHI effect, temperatures in the LA region are expected to rise 3.5-5 °F over the next 20-40 years from climate change, and the number of extreme heat days will double or triple across the county. Research shows that exposure to extreme heat is bad for public health and will pose barriers to accessing public transit. Aside from increased heat strokes and the discomfort of being outside in extreme heat, higher temperatures will create more smog and impede riders ability to wait for transit stops. Heat stress and related dehydration can also exacerbate existing chronic illnesses, posing additional threats to public health. Furthermore, changing precipitation patterns from climate change as well as higher evaporation rates with warmer temperatures are also causing water quantity and quality to decline. For this reason, local stormwater capture is becoming all the more important. In order to appeal to the stated goals of a “reliable, convenient, and attractive” bus system, “leveraging partnerships”, and “maintaining a high standard of fiscal stewardship”, the Strategic Plan should include emphasis on investing in multi-benefit, green infrastructure and innovative materials that reduce extreme heat exposure and improve stormwater management. Taxpayers do not want public agencies addressing these issues separately, but rather it would be a better use of tax money to address multiple issues at once with smart, forward-looking investments. In 2017,
the EnviroMetro Coalition conducted a survey that targeted transit-dependent Angelenos’ transportation investment priorities and two themes emerged that lack focus in the strategic plan: shade structures at bus stops and cleaner busses and bus stops. These results exemplify the public desire for more investments in the bus network, especially as they relate to extreme heat relief and improving the quality of service, beyond the critical aspects of improving frequency and reliability of service. Specifically, the survey over-sampled low-income, core transit riders to highlight needs that may be traditionally overlooked, such as extreme heat impacts, which are borne most heavily by transit-dependent populations. Consideration of extreme heat and other climate impacts is integral to the success of an effective and equitable transportation system.
Comments from Kerry Cartwright, Port of Los Angeles
This document is intended to be the policy document informing/guiding METRO’s new Long Range Transportation Plan (LRTP) that is presently under development. Hence, it’s important to ensure highways and freight are an important element of this foundational plan, and ensuring LRTP. The document is inadequate in addressing freight and also highways. As contained in the SCAG’s “Regional Pocket Guide,” which cites an existing commuter drive-alone (D-A) mode split value of 75.9%; the roadway/highway system improvements are still crucial to mobility in the region, regardless of the universal desire to reduce D-A alone trips, roadway improvements. In addition to moving about 80% of all person trips (whether drive alone or HOV), highways of course carry all freight, whether in small delivery vehicles or 53” trailers. The lack of discussion about freight needs and highways is not consistent with all of our other key policy/planning/needs assessment documents such as: the SCAG RTP; the State’s California Freight Mobility Plan, the State’s California Sustainable Freight Action Plan; SB1 (in which funding was recently announced for major highway projects throughout LA County via the Congested Corridors and TCEP programs); and of course METRO’s own, voter approved Measure R and M sales tax programs, which contain many key highway projects such as I-710 South.

Roadway/highway improvements (such as bottleneck removals on roadways and freeways) are also needed to improve bus transit mobility, HOT/HOV lanes, and goods movement for all consumers/residents. Consequently, $billions in Measure R and M funds are planned for roadway/freeway improvements.

In beginning of the document, include a section on relationship of the Plan to: METRO LRTP, SCAG RTP, Measures R & M

Given the significance of the State’s and SCAQMD’s laws/regs/plans for emission/GHG reduction, include in the Plan a section on relationship to: SB 32, State SIP for SCAB (which includes on-going & pending rule-making by CARB for mobile emission sources)
  – FYI: AQMD, METRO, Caltrans, Gateway Cities COG, POLA-POLB have a zero emission truck collaborative (working group) that was established over four years ago, and is now working with Supervisor Hahn’s staff, pursuant to her recent motion as part of the I-710 South Corridor LPA selection. Hence, emission reduction and ZET is important to METRO.

Relocate the “Goals” table to the front of the document
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>3</td>
</tr>
<tr>
<td>ABOUT METRO AND ITS MISSION</td>
<td>5</td>
</tr>
<tr>
<td>METRO’S VISION FOR THE FUTURE OF TRANSPORTATION IN LOS ANGELES COUNTY</td>
<td>6</td>
</tr>
<tr>
<td>THE VISION 2028 PROCESS</td>
<td>7</td>
</tr>
<tr>
<td>KEY TRENDS</td>
<td>8</td>
</tr>
<tr>
<td>A STRATEGIC PLAN FOR THE NEXT TEN YEARS</td>
<td>12</td>
</tr>
<tr>
<td>Goal 1: Provide high-quality mobility options that enable people to spend less time traveling</td>
<td>14</td>
</tr>
<tr>
<td>Goal 2: Deliver outstanding trip experiences for all users of the transportation system</td>
<td>22</td>
</tr>
<tr>
<td>Goal 3: Enhance communities and lives through mobility and access to opportunity</td>
<td>26</td>
</tr>
<tr>
<td>Goal 4: Transform Los Angeles County through regional collaboration and national leadership</td>
<td>29</td>
</tr>
<tr>
<td>Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization</td>
<td>32</td>
</tr>
<tr>
<td>CONCLUSION</td>
<td>34</td>
</tr>
<tr>
<td>ACTION MATRIX</td>
<td>36</td>
</tr>
</tbody>
</table>

## APPENDICES

- Appendix A: 2017 Customer Satisfaction Survey Results
- Appendix B: Summary of Outreach
- Appendix C: Equity Platform Framework

Appendices can be accessed online: [metro.net/vision2028](http://metro.net/vision2028)
INTRODUCTION

Los Angeles County is a beautiful place with a vibrant, diverse economy that draws people from all around the world in pursuit of seemingly unlimited opportunities to realize their dreams. As in all major metropolitan areas, a reliable, high-quality transportation system is crucial to the County’s continued prosperity and the quality of life of its inhabitants. But the imperative—and the challenge—of efficiently moving people and goods takes on particular significance in LA County, given its daunting geographical scale and its longstanding, near-iconic association with the automobile. Put simply, few issues will be more important in shaping the region’s future and sustaining its unparalleled economic and social promise than our collective ability to marshal the creativity, the resources, and the political will to implement transportation solutions that successfully meet LA County’s mobility needs—now and in the future.
It has been more than ten years since the Los Angeles County Metropolitan Transportation Authority (Metro) last undertook an agency-wide strategic planning process. In that time, the County itself, and the transportation challenges and opportunities it confronts, has evolved dramatically. While LA County has made important investments in improving and expanding its transportation infrastructure over the last decade with the passage of Measure R, a sales tax for transportation approved by voters in 2008, transportation capacity has struggled to keep pace with growth in travel demand. The Los Angeles region consistently ranks among the top congested places in the country. Meanwhile, a critical recent development in terms of the County’s ability to make needed transportation investments going forward was the passage in 2016 of Measure M, a voter-approved sales tax anticipated to inject $120 billion of transportation funds into the region over the next 40 years.

This Metro Vision 2028 Plan (Plan) outlines the agency’s strategic goals for 2018–2028, and the specific actions Metro will undertake to meet those goals. It explains what the public can expect from Metro over the next ten years and describes how we intend to deliver on those expectations.

---

1 For information on Measure R, please visit metro.net/projects/measurer
2 Texas A & M Transportation Institute, Urban Mobility Scorecard, https://mobility.tamu.edu/ums/congestion-data/west-map/ and INRIX, 2017 Traffic Scorecard
3 For information on Measure M, please visit theplan.metro.net
ABOUT METRO AND ITS MISSION

LA County’s transportation system is a complex network, consisting of highways, local streets, sidewalks, bikeways, buses, and rail, and controlled by a patchwork of local, regional, state, and federal agencies. Metro is woven into this complex landscape as the regional transportation planner, coordinator, designer, builder, funder, and operator. Because it serves these multiple functions for one of the country’s largest and most populous counties—more than 10 million people live within Metro’s service area—Metro is unique among the nation’s transportation agencies. Its core mission is to provide a world-class transportation system that enhances quality of life for those who live, work, and play within LA County.

“Metro’s mission is to provide a world-class transportation system that enhances quality of life for those who live, work, and play within LA County.”

This Plan reflects Metro’s current understanding of the aspirations and mobility goals of the people we serve. Achieving these goals will require concerted coordination and active collaboration with local municipalities; municipal transit operators; Councils of Government; Metrolink; Access Services; political, business, and community leaders; other partners and stakeholders; and the public, all of whom have critical roles to play in realizing the vision described in this Plan.

Commented [CK1]: Include section on relationship of the Plan to: METRO LRTP, SCAG RTP, Measures R & M.

- Given the significance of the State’s and SCAQMD’s laws/regs/plans for emission/GHG reduction, include in the Plan a section on relationship to: SB 32, State SIP for SCAB (which includes ongoing & pending rule-making by CARB for mobile emission sources).
- FYI: AQMD, METRO, Caltrans, Gateway Cities COG, POLA-POLB have a zero emission truck collaborative (working group) that was established over four years ago, and is now working with Supervisor Hahn’s staff, pursuant to her recent motion as part of the I-710 South Corridor LPA selection. Hence, emission reduction and ZET is important to METRO.
METRO’S VISION FOR THE FUTURE OF TRANSPORTATION IN LOS ANGELES COUNTY
This Plan is designed to deliver a mobility system that improves mobility for people and goods, throughout the LA County region, no matter where they want to go or when. Metro recognizes that vast disparities exist between the ability of individuals and communities to identify and safely access even the most basic needs in life, such as jobs, housing, education, and health care. Despite substantial investment and progress toward addressing transportation inequities, current socio-economic disparities continue to be exacerbated by a lack of high-quality transportation options among the most disadvantaged populations of the County. Thus, a crucial part of Metro’s vision is to bridge these gaps and help remove mobility barriers to increased prosperity for all the County’s residents.

Metro also recognizes that, while an adequate, safe, and efficient network of roads and highways will always be an essential component of our transportation system, building new roadway capacity along with striving to reduce solo driving is needed. The focus of this Plan is to address increased mobility demands by improving the variety and quality of transportation options available to people. Specifically, the actions set forth in this Plan aim to double the total usage of transportation options other than driving alone, including taking transit, walking, biking, sharing rides, and carpooling.

Achieving this vision by 2028 means that Metro will take steps to accomplish the following:

Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk from home.

Reducing maximum wait times for any trip to 15 minutes during any time of day.

Improving average travel speeds on the County’s bus network by 30 percent.

Providing convenient and dependable options for bypassing congestion on streets and highways.

Commented [CK2]: METRO cannot entirely “manage” drive-alone demand; the region’s D-A mode share has been 75-80% for decades; The manner in which the State will achieve federal/State air quality attainment and GHG reduction is via technology (shifting to EV and hybrid vehicles as opposed to trip reduction).

Deleted: enables people to travel swiftly and easily

Deleted: without managing the long-term demand for

Deleted: not a plausible strategy for meeting the region’s rapidly evolving mobility needs.

Deleted: Instead,
Later sections describe Metro’s plan for achieving these outcomes in greater detail. There are many important current and short-term initiatives underway at Metro that can be completed within today’s resource, technical, political, and legislative environments. Those initiatives are not all necessarily referenced in this Plan because they are already on a path towards implementation. This Plan describes the initiatives that go beyond the status quo and the aggressive, strategic actions required to meet the region’s ambitious mobility goals. To provide context for these sections, we begin by discussing the process used to develop the Plan and by describing some of the key trends that we believe will shape the County’s transportation needs and challenges in the decades to come.

THE VISION 2028 PROCESS
To establish a baseline for understanding where LA County is now, Metro started the strategic planning process by opening an extensive dialogue with its many diverse stakeholders. The purpose of this information-gathering exercise was to begin identifying key trends, issues, opportunities, and challenges for the region and to learn from a range of perspectives about how Metro could help meet those challenges.

As a first step, Metro launched a comprehensive customer satisfaction survey of transit riders and non-riders in the County. We administered the survey online and received over 18,000 responses. In addition, Metro conducted focus group research to elicit input from groups that may have historically been less prone to engage in online surveys, such as those with limited English proficiency as well as low-income, elderly, and minority populations. The survey results are provided in Appendix A.

During a 17-month-long outreach process, Metro conducted more than 130 meetings and interviews with external and internal key stakeholders. We were interested in hearing not only about transportation needs and concerns, but also, critically, about how these concerns relate to social and economic priorities, such as affordable housing, equity, jobs, and education. The interviews were essential for painting a true picture of the County’s current transportation landscape, for articulating a compelling and comprehensive vision for the Plan, and for informing Metro’s understanding of the specific actions and investments that would be needed to realize this vision. A list of the stakeholders consulted during the planning process is provided in Appendix B.

Metro also administered an agency-wide survey of its 10,800 employees to assess staff’s readiness to implement planned initiatives and to learn how Metro leadership could better support and develop the agency’s workforce to meet future mobility needs. More than 4,700 Metro employees responded to the survey.

In sum, this extensive outreach process was enormously valuable in identifying key trends and developing specific elements of Metro’s Vision 2028 Plan for the next decade.
KEY TRENDS

Understanding the overarching trends that will shape transportation needs in LA County going forward is critical to Metro’s success in meeting those needs. Based on our outreach to stakeholders, transportation system users, and staff, we identified several key trends.

**Continued growth in demand is straining an already oversubscribed transportation system.** LA County is currently home to more than ten million people and its population is projected to grow further over the next decade. This means that an increasing volume of people and goods will need to travel on an already-congested transportation network. Optimizing system capacity to accommodate new growth will be necessary to ensure that the region can meet these new demands and remain economically competitive in the global marketplace. Significant investments are needed, both to shore up an aging system of roadway and transit infrastructure as well as to expand and fully utilize available capacity to ensure continued delivery of safe and reliable transportation services.

Commented [CKS]: invalid, as truck VMT much less than vehicle VMT; such a document should not prioritize bus transit movement over freight movement on roadways

Deleted: Overall consumption in the region is expected to intensify the conflicts between passenger and goods
Increasing challenges in meeting the mobility needs and expectations of a diverse County. LA County is home to a diverse population with ever-evolving mobility needs and expectations. As a result, the transportation system and the delivery of mobility services must continue to adapt to changing demographics and consumer demands. For example, as the population ages, older people have different needs for access than younger people. Younger people have different expectations about the use of technology for their trips. For Metro, the task of communicating with the public about our services is made more complex by the diversity of people who use those services. The region’s socioeconomic and ethnic diversity creates challenges to ensuring that the transportation system is inclusive and responsive to the needs of all people in LA County.
Technological innovations are changing the mobility landscape. Technological innovations are changing the way consumers access goods and services. They influence how businesses operate, create virtual worlds of social interactions and economic transactions that further reshape the mobility landscape, and change travel preferences and service performance expectations. The widely anticipated autonomous vehicle technology presents possibilities for safer, more efficient travel, but could also add to the appeal of solo travel in passenger vehicles. Metro is well-positioned to harness the power of technology innovations to enhance customer experience by offering new mobility services, integrating and optimizing the design of vehicles and infrastructure, increasing overall system efficiency, and improving the first/last-mile experience for transit users—all to better manage and serve the mobility needs of the public.

Commented [CK6]: I am not sure any agency is yet well equipped or ready for autonomous vehicle deployment, when connected-vehicle technology is still in its infancy for deployment; e.g., the POLA is currently partnering with the CA Energy Commission and METRO on a connected truck proof of concept.
A shortage of affordable housing across the region exacerbates transportation challenges. As the LA County economy surges, rising housing costs are pushing many workers farther away from their jobs, imposing added strains on the transportation system and affecting quality of life for those impacted. Metro has the opportunity to work with local government, community partners, businesses, and institutions to support transit-oriented communities that are affordable for families of diverse income levels, particularly as we undertake an unprecedented expansion of the region’s transit system. Metro also has the opportunity to leverage its resources and influence to help stabilize and support communities in which people have access to high-quality mobility options and can continue to reside in their changing neighborhoods.

Failure to reform policies that favor solo driving will continue to add congestion and reduce mobility. Historically, transportation policies and investments in LA County and elsewhere have prioritized travel in private passenger vehicles at the expense of providing other high-quality travel alternatives. The result is an unequal transportation system that exacerbates the divide between those who have the access and means to drive and those who do not, while providing inadequate options for both groups. As more people turn to driving alone for speed and convenience, mobility for all travelers suffers due to the inefficient use of existing street space. Changing this paradigm and raising the quality of alternative transportation options is essential to delivering a system that provides better mobility for everyone. This means investing in attractive transit options that can carry more people in less space, clarifying policies on solo driving, and removing incentives that further exacerbate transportation inequities. Metro also recognizes the need for a transportation system that more harmoniously balances the movement of passengers and goods while maintaining speed and economic competitiveness. Moving forward we must align Metro’s policies
and investments across its portfolio of programs and services to provide more high quality transportation options for people and to manage demand from all users.

Achievement of our mobility goals has long-term ramifications beyond the next ten years. As transportation contributes nearly 40% of all greenhouse gas (GHG) emissions in California, and demand for trips continues to increase due to population and economic growth, Metro's ability to increase use of modes other than driving alone is integral to reaching the LA region's and State of California's ambitious climate goals. By providing more convenient, efficient, and appealing alternatives, Metro can move more people while reducing GHG emissions for each trip taken, significantly limiting the impact transportation has on the environment.

Driving alone to complete a trip generates more emissions than taking the same trip by transit.

![Greenhouse Gas Emissions per Person per Trip](image)

**A STRATEGIC PLAN FOR THE NEXT TEN YEARS**

The Metro Vision 2028 Plan is organized around five goals that together advance our vision for a world-class transportation system that will efficiently and equitably serve the mobility needs of people and businesses in LA County. These goals are:

1. Provide high-quality mobility options and improvements, that reduce travel time for motorists and goods movement, and improve reliability/predictability in the entire multi-modal transportation system; Delivery outstanding trip experiences for all users of the transportation system;
2. Enhance communities and lives through mobility and access to opportunity;
3. Transform Los Angeles County through regional collaboration and national leadership; and
4. Provide responsive, accountable, and trustworthy governance within the Metro organization.

The sections that follow describe the specific initiatives and actions we have identified for achieving each of these goals, including, where applicable, benchmarks and targets that will help Metro measure progress. Both the goals themselves, and the action items identified to achieve those goals, reflect input gathered through the outreach process described previously. The Action Matrix at the end of the Plan summarizes the goals, initiatives, and actions for quick reference.
Goal 1: Provide high-quality mobility options and improvements, that reduce travel time for motorists and goods movement, and improve reliability/predictability in the entire multi-modal transportation system.

To achieve this goal, Metro will expand transportation options, improve the quality of its transit network and assets, and take steps to manage demand on the entire network. This includes leveraging resources and influence and working with public and private sector partners to provide a transportation system that is easy, convenient, and reliable for diverse users. Increased use of high-capacity mass transit, walking, bicycling, and sharing rides will allow the existing network to accommodate more trips while providing a higher level of mobility for residents and businesses. Specific actions and initiatives to advance this goal are described below.

Finite and precious, our street space can be better used. For example:

16 solo drivers in traffic congestion.

VS.

Many more people moving smoothly when we use street space better.

1.1 To expand the transportation network and increase mobility for all users, Metro will:

Target infrastructure and service investments toward those with the greatest mobility needs.

For the ten million residents of LA County, access to opportunity requires access to transportation. Currently, however, vast disparities in access to high-quality transportation exist among neighborhoods and population groups in the region. These differences limit the ability of many residents to access jobs, housing, education, and health care. To address and overcome these disparities, Metro will begin by identifying gaps in the transportation system and then prioritize service and infrastructure investments to areas with the greatest need in terms of improving transportation options for the County’s most vulnerable populations.

Metro has established an equity framework founded on the principles of comprehensive, broad, and inclusive community engagement. These principles will be embedded in all aspects of the agency’s activities as we forge partnerships to plan and deliver mobility services and related infrastructure that addresses physical, social, and economic barriers to access. An overview of the equity framework is provided in Appendix C.
Expand the transportation system as responsibly and quickly as possible. Measures R and M provide funding for investments to strengthen and expand LA County’s transportation system, as well as to support ongoing operations and maintenance so that the system can continue to perform at the highest levels over time. Metro is committed to delivering projects in Measures R and M as quickly as possible without adversely affecting other services and responsibilities. Our Long Range Transportation Plan update process will be used to forecast available revenues to meet the timeline for completing those projects. As a start, LA’s commitment to host the 2028 summer Olympic Games creates a strong added incentive to improve mobility across the region quickly. Metro has the opportunity to advocate for accelerated resources, particularly from the state and federal government, to deliver the 28 projects that have been identified for improving the transportation system before the start of the Games.

1.2 To improve LA County’s overall transit network and assets, Metro will:

Invest in a world-class bus system that is reliable, convenient, and attractive to more users, for more trips. Metro’s bus network is the foundation of our public transport system and carries over 70% of our transit passengers. However, our 2017 customer satisfaction survey highlights several opportunities for attracting and promoting increased use of the network. Despite proximity to bus services, many survey respondents did not feel that buses offered them a viable form of transportation. Many expressed concern that bus travel was too slow and took too long to get them where they wanted to go. Respondents attributed this issue to buses operating on congested streets, being stuck at traffic lights, and lacking dedicated lanes that would prioritize bus travel. There was also concern about the reliability and convenience of trips that require multiple transfers, since the wait time between transfers can greatly increase travel time uncertainty and overall trip time. Increasing congestion on local streets has significantly degraded the performance of Metro bus routes in recent years, causing substantial inconvenience to transit passengers and increasing Metro’s costs to maintain the same levels of service.

To address the travel time and reliability concerns we heard in the customer survey, Metro will prioritize significant investments to improve the performance and overall user experience of our bus network over the next ten years, including a 30% improvement to the system-wide average bus speed from the current 11 mph. We will collaborate with municipal partners and other transit operators to dedicate the resources necessary to reclaim street space in order to maximize people throughput over vehicle throughput. Exclusive lanes will be assigned to high capacity vehicles, and passengers who are willing to share rides will be rewarded. Metro will also take a more aggressive approach to identifying and mitigating congestion hot spots that inhibit faster transit operating speeds on the network. In sum, we will work to vastly reduce trip times for bus passengers by finding ways to move buses swiftly through congested areas. Complementing this effort is our NextGen Bus Study, which will reimagine the bus network to improve mobility for residents in the County. Our current bus network has not had a major overhaul in 25 years. Since that time, LA County has added over a million residents, many local communities have transformed, and travel patterns have changed.
For the local bus network, Metro’s aim is to achieve a minimum average speed of 15 miles per hour (mph) and an aggregate minimum service frequency of 15 minutes along each service corridor. Where there would be significant challenges to delivering a minimum service frequency of 15 minutes, Metro will explore opportunities to provide more demand responsive services as a better alternative for customers.

Metro will also make a number of improvements aimed at increasing the speed and carrying capacity of the entire bus system.

- Over the first five years of this Plan, Metro will identify and implement measures, such as signal priority, queue jumps, and enforcement of exclusive lanes, to achieve a minimum average speed of 18 mph on Rapid bus routes, in order to provide faster travel than on local bus routes.

- In the second five years of this Plan, Metro will begin converting strategic Metro Rapid corridors to bus rapid transit (BRT) corridors as part of an effort to establish a network grid of high-frequency, high-capacity, fast bus service across LA County.

- Metro will expand the BRT program as planned along major arterials and highways throughout the County and will use Metro funds to provide incentives for regional partners to accelerate the delivery of elements that are critical to BRT success, such as signal priority and exclusive lanes.

Any savings from improving bus network efficiency will be reinvested in bus services for LA County.

**Partner with Metrolink to increase the capacity of the regional transportation system.** Regional commuter rail services in LA County are provided on behalf of Metro by the Southern California Regional Rail Authority (SCRRA) under the brand name Metrolink, which serves people traveling to LA County from throughout the Southern California region. Metrolink trains run on routes that parallel congested highway corridors and offer the traveling public an alternative solution to driving alone. However, service is at capacity due to the constraints of the existing infrastructure, such as single-track sections and limited station capacity. This affects the frequency of services on all lines. Metrolink service is further constrained by operating agreements with freight railroads and the freight traffic that shares tracks on parts of the network. Metro will work with SCRRA to leverage the potential of this critical transportation resource by exploring opportunities to provide more frequent and reliable services, improving customer satisfaction, and supporting better transit connections throughout the network.

**Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro’s transit assets.** To deliver world-class transit service, transit assets must be maintained in a state of good repair. Over the next ten years, Metro will build a state-of-the-art, condition-based asset management practice for maintaining all its mission-critical assets to the highest performance standards and upgrading to current technologies. This will significantly reduce trip disruptions on our buses and trains and improve the integrity of the overall network.
Improve connectivity to provide seamless journeys. A major opportunity exists to improve customers’ overall trip experiences by improving the connectivity of transportation services. A number of customer survey respondents indicated that access to and from Metro rail stations made it challenging to use rail service. Transit customers, even those with access to bus service, reported challenges resulting from the need to transfer between routes.

To improve connectivity and service performance across the entire transportation network, Metro will measure and improve upon a number of factors:

- Distance customers must travel to access a high-quality service;
- Number of transfers to complete a trip;
- Time to wait at each transfer point;
- Quality of the integration and coordination of mobility services, regardless of mode or provider (e.g., rail and bus connections, coordination of services between Metro and municipal transit operators, improvements at transfer points between transit lines);
- Level of understanding and comfort with using the transit system (this issue is discussed further as part of Goal 2, improving user experience);
- Quality, content, and accuracy of information provided to users for their entire trip, (likewise discussed as part of Goal 2); and
- Existence and quality of transportation infrastructure, such as sidewalks, bikeways, and drop-off zones, that help facilitate access to transit.

As a major funder of many transportation providers in the region, Metro will leverage its resources to provide incentives for public and private sector partners to connect and integrate mobility infrastructure and services with the aim of delivering more efficient and seamless journeys across the County. We will update our design standards to improve connectivity between transit lines and connecting modes for all transit facilities. All transit corridors under study will include plans related to creating clear, comfortable, and user-friendly transfers at major connection points.

Improve safety on the transit system and reduce roadway collisions and injuries. As a transit operator and funding partner for streets and highways, Metro plays a significant role in transportation safety. Metro will continue to use improvements in technology, equipment, and infrastructure to improve safety on its transit network. In addition, Metro’s funding decisions will prioritize projects that improve safety and reduce conflicts between the different users of the roadway while improving system integration and maximizing person throughput. Finally, Metro will develop and execute a legislative strategy to improve passenger and transit vehicle safety through policy and regulatory actions at all levels of government.
As part of an effort to manage transportation demand through fair and equitable pricing structures, Metro will:

Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services. Sustainable pricing of transportation services has long posed challenges for government agencies around the world. Metro will assess new pricing models to develop a simplified, fiscally sustainable, system-wide approach to pricing that addresses affordability concerns for low-income and disadvantaged populations while also providing better mobility and security for all users across Metro’s portfolio of transportation services. Reforms to our pricing strategy must balance revenue, equity, security, and ridership concerns. Over the next five years, Metro will conduct a comprehensive pricing study to develop policy recommendations consistent with these goals.

Implement the ExpressLanes Tier 1 network within the next ten years. Travel time uncertainty is a significant factor in people’s choice of transportation modes. The Metro ExpressLanes Program can help mitigate time uncertainty by providing solo drivers a choice to pay a toll in order to save time. This program currently operates on the I-110 and I-10 freeways. Not only will ExpressLanes
provide drivers with options for a reliable trip experience, it will also improve the operational efficiency of existing highway lane capacity and improve the performance of Bus Rapid Transit services that run along such corridors. Planning studies are underway to add new ExpressLane corridors in the County that will eventually create a network that benefits users system-wide.

In the future, it may be possible to reduce capital investment needs through advances in technology, such as vehicle platooning or connected-vehicle technology and the use of innovative financing models to accelerate the implementation of the planned ExpressLanes Tier 1 network within LA County. Revenue generated from the ExpressLanes Program will be reinvested to provide improved, high-capacity mobility services throughout the County.

**Test and implement pricing strategies to reduce traffic congestion.** Congestion in LA County is prevalent throughout the day and occurs on arterial streets as well as on regional highways. To address this problem, Metro will test strategies for managing demand in the most traffic-clogged areas of the County. Such strategies will seek to simultaneously improve transportation equity by applying excess revenues to expand high-quality rapid transit options. Metro will conduct a study to identify the best locations for proof-of-concept projects, with the intent to deploy demonstration projects within five years.

LA County is home to the nation’s largest container port complex, which handles approximately 40 percent of all containerized imports to the United States and serves as a critical transport link for U.S. exports. Movements between the County’s ports and intermodal transfer, warehousing, and distribution facilities located along its major north-south and east-west transportation corridors generate high volumes of truck traffic on highways and connecting local arterials. Resulting congestion and traffic delays adversely affect businesses’ ability to get goods to market quickly and cause economic losses to the County and the nation as a whole.

Meanwhile the growth of home delivery services is adding to traffic in urban areas, further straining the County’s local road networks. This trend is also leading to increased interactions between delivery-vehicle drivers and other travelers (including bus passengers, pedestrians, bicyclists, and motorists), impacting transit operations, exacerbating parking issues, and elevating the need for curb management on local streets.
Finally, Metro commits to working in partnership with the supply chain (domestic and international), the State and local municipalities, to address goods movement needs and issues, including emission reductions.

**Explore opportunities for expanding access to shared, demand-responsive transportation options for everyone.** The prevalence of transportation networking companies (TNCs), such as Uber and Lyft, is generating new demand-responsive travel options for many people. However, these types of services are not accessible to all residents, add to congestion and pollution, and typically operate under different rules than other providers, which remain subject to strict regulations of the past. Metro will begin looking at possible legislative and regulatory strategies for leveling the playing field to preserve competition, reduce negative effects, and ensure access to a variety of transportation options for everyone.

Commented [CK12]: domestic freight movement comprises > 80% of all truck VMT in the region; hence, METRO must work with the entire supply chain, not just POLA-POLB freight

Deleted: Ports of Los Angeles and Long Beach,

Deleted: Caltrans

Deleted:;

Deleted: and private freight operators to leverage the resources necessary to improve operational conditions on all the County’s critical freight corridors as well as on local streets.

Commented [CK13]: these types of services are very good for reducing VMT and emissions, and it’s inappropriate to assert globally that they increase congestion; calling out Uber/Lyft is not necessary for such a plan document
Goal 2: Deliver outstanding trip experiences for all users of the transportation system.

Metro will endeavor to improve trip experiences for all users of the transportation system, recognizing that a world-class system, serving a world-class metropolis, should be attractive, affordable, efficient, safe, convenient, and user-friendly. Specifically, Metro will take actions to improve security, ease of use, and access to accurate travel information on the region's transit systems, and improve customer satisfaction at all customer touch points, as described below.

2.1 Metro is committed to improving security. Consistent with that commitment, Metro implemented a new staffing and deployment model in 2017 that is designed to increase the

Commented [CK14]: include goods movement
visibility and effectiveness of security and law enforcement personnel at Metro facilities. Metro’s objectives are to:

- Prevent crime,
- Reduce the transit system’s vulnerability to terrorism, and
- Enforce Metro’s Code of Conduct, as well as the payment of fares.

To achieve these objectives, Metro is relying on a multi-layered, integrated security program that comprises technology, people, and partnerships. Our first line of defense is prevention. By actively riding buses and trains, and by conducting foot patrols at stations, the deployment strategy aims to deter criminal activity by maintaining high law enforcement visibility, system-wide. Metro also plans to install state-of-the-art technologies for improved video surveillance and access control systems. Metro is also working with social service agencies to provide outreach to persons experiencing homelessness or suffering from mental illness. Connecting these populations to social services will have a positive impact on the overall experience of transit users.

Partnering with communities is a key component of Metro’s plan and is critical to improving the security environment. As Metro continues to identify ways to enhance security, we will engage in community outreach to help inform our strategy to prevent sexual harassment, transit-related crime, and fare evasion. Metro’s team of civilian fare inspectors will undergo implicit bias training, and law enforcement partners will increase their community policing efforts. Metro is committed to implementing a security and policing model that enables all transit users to travel anytime and anywhere, without fear.

2.2 **Metro is committed to improving legibility, ease of use, and trip information on the transit system.** Whether planning a trip, paying a fare, finding a stop, or sharing a ride, customers need convenient and seamless options for planning and completing their travel. In Metro’s 2017 customer satisfaction survey, respondents asked for clear, timely, and accurate information about arrival times, bus lines, and transfers between transit services.

In coming years, Metro will work to align information across all its technology platforms to ensure that customers can make informed travel decisions and easily access accurate trip information. We will coordinate with other municipal and local transit operators, Metrolink, and Access Services to streamline transit information across the different providers. In addition, Metro is in the process of equipping its bus fleet with a cellular data system that will vastly improve arrival time predictions and make more information available to riders through on-board WiFi. This capability will be expanded to all of Metro’s rail services so that accurate information is consistent across all modes.

Metro will also work to improve the transfer experience, focusing on four guiding principles from our Transfers Design Guidelines:

- Efficiency, which relates to the rider’s path from transit door to transit door and to how transit stations/stops are located in relation to each other.
• Accessibility, as defined by clear paths and boarding areas for riders of all abilities and accommodations for the different ways people travel (e.g. alone or with bicycle, wheelchair, stroller, etc).
• Clarity, with respect to the quality of information and wayfinding supports provided to help users navigate the station area and greater transit network.
• Comfort, in terms of the quality of the transit environment, the amenities provided, and users’ overall perceptions of safety and security.

To streamline trip payment for all travelers within the next five years, Metro will integrate fare collection for all mobility service providers through our Transit Access Pass (TAP) card program. Metro will leverage TAP’s planned enhancements while positioning our agency to take advantage of rapidly evolving technology and fare payment options over the 10-year horizon of this Plan. Along with this program, Metro will implement a new mobile application that integrates trip planning and payment for all services on a single platform. Beyond five years, Metro will establish an open payment system that allows cardholders to use TAP for small purchases of other goods and services, in addition to mobility services.

2.3 Metro will improve customer satisfaction at all customer touch points. Touch points include when customers are interfacing with Metro’s trip planning tools and website, using mobility services, waiting at a bus stop or train station, contacting Metro’s customer care service center, or interacting with Metro personnel in other ways. Metro plans to dedicate staff resources to oversee customer experience and will develop a comprehensive approach for improving customer satisfaction, focusing on several areas of opportunity:
• Develop a unifying vision and strategy for enhancing the customer’s experience,
• Improve customer journey and touch points, and
• Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets.

Metro will regularly seek feedback through customer engagement to improve existing products and services and develop new ways to meet evolving customer needs.
Goal 3: Enhance communities and lives through mobility and access to opportunity.
Transportation plays an integral role in supporting vibrant, prosperous communities and in enabling individuals and families to access jobs, essential services, education, and other social, cultural, and recreational opportunities. Through active collaboration with public- and private-sector partners, Metro will continue to work to make LA County’s transportation system more accessible, inclusive, and responsive to the needs of the diverse communities it serves.

3.1 To lift up local communities, Metro will create jobs and career pathways in transportation.
Metro is already deploying a number of strategies to ensure that its programs and services generate direct opportunities for LA County residents to contribute to their communities and the local economy.

For example, Metro is rolling out the Workforce Initiative Now-Los Angeles (WIN-LA) Program, a groundbreaking workforce development program that promotes career pathways in the transportation field, including in such occupations as construction, operations and maintenance, administration, and professional services. The program will support participants in areas such as life skills development, skill set enhancement, and educational attainment services. WIN-LA will also increase resources for the training and placement of qualified individuals in “hard-to-fill” positions within Metro and the transportation industry.

Metro is eager to collaborate with private-sector employers, community colleges, labor organizations, and others to implement WIN-LA. We will also work with federal funding partners to support targeted and local hiring in the interests of advancing economic opportunities and benefits for communities in LA County.

Finally, Metro will develop a transportation-focused school curriculum to extend the career pipeline to elementary, middle, and high school students. This curriculum will be implemented as part of a specialized school in Los Angeles that is designed to cultivate the transportation workforce of the future.

3.2 Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.
Transit-oriented communities (TOC) maximize equitable access to the transit network through land use and community development policies, which are integrated with transportation infrastructure and service delivery. As further defined by Metro’s TOC Policy, we will actively promote vibrant, healthy, complete communities that support transit use by emphasizing:

- Development and retention of affordable housing;
- Land use regulations that promote housing development along with a mix of uses that minimize the need for residents to travel long distances to access jobs, goods, and services; and
- Transportation infrastructure and services that prioritize safe and efficient movement of people and allow for seamless connections between modes.
Metro will work to achieve these objectives by:

- Working aggressively to achieve 35% affordable housing on Metro-owned land;
- Actively partnering with municipalities, developers, community-based organizations, philanthropic organizations, and other willing partners to fund, implement, enable, and incentivize investments that lead to TOCs;
- Integrating TOC considerations into each stage of the transit corridor process, from early planning studies through engineering and design, to ensure that community needs are addressed holistically to deliver high quality transit services that improve mobility (social, economic, physical) for the communities we serve.

3.3 Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County. Using our equity framework as a guide, Metro will invite a diverse range of voices to participate in decision-making about future service and infrastructure investments. This includes proactively reaching out to those who have remained at the margins of decision-making in the past, including underserved communities and the organizations that represent them. We will increase efforts to establish multiple forums and methods to engage communities meaningfully, which may include in-person and virtual meetings and townhalls, social media platforms, community surveys, and a variety of other methods specific to the context and needs of each community.

Commented [CK15]: include outreach to goods movement sector - especially the trucking community, who pay fuel taxes and other fees like all other motorists
Goal 4: Transform Los Angeles County through regional collaboration and national leadership.

Metro has been entrusted with improving LA County’s transportation system, thereby helping the region to realize its full economic potential and delivering greater access to opportunity and improved quality of life for the County’s ten million residents. Achieving the vision and goals laid out in this Plan will require cooperation, coordination, and collaboration among Metro and its many partners and stakeholders.

4.1. Metro will work with partners to build trust and make decisions that support the goals of the Strategic Plan. While Metro owns and operates significant components of the County’s transportation system, the remaining elements, particularly streets and highways, are governed by other jurisdictions. Many transportation services in the region are also owned and operated by a combination of public and private providers. Although Metro does not direct the actions of its partners, Metro does distribute a substantial portion of the County’s transportation funds to these organizations. In this capacity, Metro can provide incentives for partner organizations to help in delivering the mobility agenda described in this Plan.

Transportation interfaces with quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing, homelessness, environment, public health, and access to education and health care. Beyond its core transportation responsibilities, Metro cannot address the broader challenges facing our community alone. Partnerships with other public, private, and non-profit organizations are essential to identify and implement effective solutions.

Metro’s partnerships will be guided by several principles:

- Metro will work to build trust with partners and stakeholders across the County in the interests of sharing data and information for transparent, inclusive decision-making.
- Metro will encourage municipal partners to adopt transit-supportive land use policies, including appropriate parking, urban design, and housing regulations.
- Metro will work closely with municipalities, Councils of Government, Caltrans, municipal and local transit operators, Metrolink, and Access Services to implement holistic strategies for advancing mobility goals in LA County.
- Metro will work with the business community, including the logistics sector
- Metro will incentivize partners to coordinate resources and cooperate with Metro to improve multimodal transportation options for all users.
- Metro will seek opportunities for co-investments with public and private sector partners where both risk and reward are shared proportionately between partners.

Historically, Metro has assumed a de facto role in attempting to mitigate some of these challenges. However, to realize its strategic goals, Metro must engage the participation of stakeholders across the region and play a supporting role where the governing authority lies with other organizations. Leveraging these partnerships, Metro can take deliberate steps to lead where it has the authority, offer guidance where it provides funding, and support others where there are additional opportunities to shape outcomes that benefit the broader public.
4.2 Metro will help drive mobility agendas, discussions, and policies at the state, regional, and national levels. As we implement this Plan over the next ten years, Metro will engage partners throughout government and in the private sector to test ideas and solutions for delivering better, faster, smarter, and more cost-effective transportation services to our customers. We will work with the California legislature and the U.S. Congress to explore new or enhance existing cost-sharing models, enact supportive policies and, where appropriate, remove bureaucratic red-tape to bring innovative ideas to fruition. With respect to new technologies that have yet to be regulated, such as autonomous vehicles, Metro will work to help establish and enforce policies aimed at shaping their deployment in ways that advance the goals in this Plan and protect the public interest.

To focus its efforts for the duration of this Plan, Metro will develop a five-year legislative strategy and track progress on an annual basis. Metro will also continue building coalitions with local and regional organizations to address common issues at the state and national levels.
Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.

To deliver the best possible mobility outcomes, Metro itself—as an organization—must be positioned to succeed. Responsive, accountable, and trustworthy governance is critical to continuing the building of credibility with decision-makers, public and private sector partners, customers, and employees. By improving its business practices, Metro can perform more effectively and adapt more nimbly to the changing needs of its customers.

5.1 Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Strategic Plan. This includes aligning all of the agency’s business processes, resources, plans, and tools with its strategic vision, goals, and initiatives and ensuring that financial decisions, annual budgets, and the update of Metro’s Long Range Transportation Plan support the Metro Vision 2028 Plan. It also means aligning human capital and financial resource decisions to reflect the Plan’s vision and priorities. This realignment will occur in a phased approach over the next several years to allow for the completion of initiatives that are already in progress.

5.2 Metro will exercise good public policy judgment and sound fiscal stewardship. Although LA County has seemingly unlimited transportation needs, we operate in an environment of finite resources. This means Metro must continuously prioritize limited resources to provide the most value to the public while maintaining a high standard of fiscal responsibility. We will be transparent about the tradeoffs of these budget decisions and use best practices to assess the full life-cycle costs of infrastructure and service investments, particularly as we move to implement projects made possible by Measures R and M. Metro is keenly aware of the need to allocate adequate resources for operation and maintenance over the life of our equipment and infrastructure. We will not build unless we can also afford to maintain.

Periodically, Metro will evaluate existing service investments to ensure that we are continuing to offer high-quality mobility options across the County. The metrics used to assess service quality will extend beyond service frequency and coverage to include performance outcomes such as responsiveness and productivity. Metro will preserve service levels, quality, and performance to the greatest extent possible, especially during periods of declining or uncertain revenues. When revenues fall short of projections, investments in service continuity and maintenance to preserve all mission-critical operations in a state of good repair should take precedence over other investments.

Metro strives to achieve the highest return on investment for taxpayers and acknowledges that “return” is not always best measured in monetary terms. The value that Metro provides in transportation services is defined by more than just fare box recovery and ridership. As passenger miles traveled in LA County continue to grow, strains on the transportation system can be expected to increase. Metro will regularly evaluate its service offerings to ensure the lowest system impact for the highest gain in mobility. Metro will consider multiple measures of success to demonstrate value to the public, such as:
3.3 Productivity of service in terms of people throughput
3.4 Passenger miles traveled relative to vehicle miles traveled

Over the next two years, Metro will align the policies governing its service investments with the priorities and objectives of this Plan and will incorporate the measures used to assess Metro services in an agency-wide program for performance management and continuous improvement.

Metro operates under the philosophy that the assets we acquire and develop on behalf of LA County taxpayers should generate maximum value and benefit to the public. As part of this obligation, Metro will explore, evaluate, and implement revenue generation and value creation initiatives to generate additional resources needed to support operations, maintenance, and reinvestment in the County’s mobility system.

5.3 Metro will apply prudent commercial business practices to create a more effective agency. Flexibility in our governance structure, policies, and processes will allow Metro to be nimble and to quickly realize the benefits of new opportunities that arise in the ever-changing transportation landscape. Over the next ten years, Metro will look at its internal processes to remove unnecessary procedures and decision ladders that stand in the way of being an agile, high-functioning organization. We will explore new business models, technologies, and tools for delivering services better, faster, and more effectively and empower our staff with increased decision-making authority where appropriate. By applying prudent commercial business practices, Metro can use resources more efficiently, generating cost-savings that we will reinvest to improve service for customers. Other organizational improvements and reforms will free up capacity for innovation and strategic thinking and allow Metro to cultivate a workforce that can more effectively advance its mobility goals.

Over the next five years, Metro will develop a program of rigorous performance management and continuous improvement that includes streamlining business processes. One aim of this program will be to greatly improve the quality, management, and use of data to help Metro make prudent decisions in all parts of the organization. Key performance indicators and targets will be scrutinized and updated to ensure that they align with desired outcomes for both customer-facing services and internal business processes. Metro will identify and incorporate global best practices and will benchmark its performance against that of best-in-class organizations.

Information exchange is essential to meeting Metro’s commitments to the public. We intend to be transparent in our processes, decision-making, and performance and to share information about our progress with the public along the way.

5.4 Metro will expand opportunities for businesses and external organizations to work with us. The number of new players in transportation continues to increase. Unconventional firms now overlap with traditional providers, enhancing access to innovation, but challenging Metro’s ability to respond quickly to the rapid pace of change. To maximize our engagement with traditional and non-traditional business partners, Metro will re-examine contracting rules, policies, and regulations to minimize requirements that unnecessarily restrict creativity and create barriers to
entry for emerging and small businesses. We will also survey the small business community on a regular basis to assess the impact of changes we make to our processes and procedures.

Metro will continue to promote its Unsolicited Proposal Policy as another mechanism for introducing new ideas and business models and will refine this process to focus on solutions for specific problems. Expanding the network of businesses that can contract with Metro will help drive innovation, support market competition, and generate better mobility solutions for the people of LA County.

5.5 Metro will supplement and strengthen programs to address workplace safety, security, and employee wellness. Supporting the physical and mental health and wellbeing of Metro’s workforce is of the utmost importance. To that end, Metro will continue to invest in holistic programs for worker safety and wellness throughout its operations, with a special focus on enhancing security for frontline employees and improving worker safety at maintenance facilities and construction sites. These efforts will address all aspects of worker safety and security, including prevention first, incident response, and post-incident support and care.

5.6 Metro will build and nurture a diverse, inspired, and high-performing workforce. Metro recognizes that the work its employees do every day, in every single position, has a potentially significant impact on quality of life in LA County. Our employees are foundational to our success and we are committed to hiring the best people and nurturing them throughout their careers at Metro.

Over the next few years, Metro will streamline and improve recruitment processes to quickly hire the best and brightest workers at all levels of the organization. We will also continue to develop our Career Pathways program to provide leadership and supervisory training and build a leadership capacity within the organization.

The 2017 Metro Team Survey provides a benchmark for employees’ feelings about their work environment. Based on results from the survey, Metro is taking action to improve communications, safety, trust, and diversity and inclusion across the organization. We will continue to seek feedback from employees to improve their work experience and establish a culture of continuous workforce improvement.

In addition, Metro’s Senior Leadership Team will cultivate a work environment that encourages innovation, independent thinking, and respect throughout the organization. Sharing this philosophy will help establish Metro as a workplace of choice that thrives on the exceptional talent to be found within the organization and in the transportation industry at-large.

**CONCLUSION**

To successfully and sustainably meet the transportation needs of LA County in the decades to come, existing resources must be used more effectively. The current system is inefficient: limited street space is largely given over to single-occupancy vehicles, which are too often stuck in traffic, while the most disadvantaged members of our community are confined to a patchwork of
transportation options that frequently fail to meet their basic mobility needs. Changing this state of affairs is central to transforming LA County into a happier, more vibrant, more prosperous, and more equitable place to live and work.

This Plan describes the aggressive, long-term initiatives required to meet our region’s ambitious mobility goals. Only by taking bold action can we make lasting, positive impacts for our region and our citizens. It is a collective effort requiring participation from all players in the region, making leadership and partnership essential to achieving these goals.

Fulfilling and sustaining LA County’s economic and social promise will mean that our future transportation system can be a bridge to prosperity. As we have described through this Plan’s five goals, there is no single solution for our transportation challenges; we must tackle them from several different angles using a variety of strategies. Accomplishing these mobility goals will take leadership, partnership, and widespread support of the vision for our mobility future. We must summon the courage and political will of our elected leaders as well as the support of the public. We will need a higher tolerance for risk and greater perseverance to get through the inevitable challenges. Above all, we must relentlessly pursue this vision together because our future depends on it.

This Plan is about changing how Metro does business and about putting customers at the heart of our operations. The aggressive proposals we have put forward reflect a desire to cultivate a new relationship with all the County’s residents. Fully achieving our core goal of delivering convenient, efficient travel options for everyone, at all times, on all modes, may take longer than a decade. But over the next ten years, we believe we can make substantial progress consistent with the needs and priorities our customers have expressed.

Time is a precious commodity, and it must be valued accordingly. Transforming travel in LA County is all about giving people more time to focus on the things that matter most to them. You, the transportation system user, are at the heart of this journey, and we hope you will join us as we embark, together, on building a better transportation future for LA County.
### ACTION MATRIX

**Summary of Actions**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision:</strong> Double the total usage of transportation modes other than driving alone, including transit, walk, bike, shared-ride and carpool modes.</td>
<td>Establish baseline mode share for all trips</td>
<td>Mode share benchmark and improvements over time</td>
</tr>
<tr>
<td></td>
<td>Establish mobility standards, benchmark current condition, and identify gaps</td>
<td>Benchmark in 2019, periodic tracking of trends</td>
</tr>
<tr>
<td></td>
<td>* Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk from home;</td>
<td>2 years for benchmark data and gap analysis</td>
</tr>
<tr>
<td></td>
<td>* Reducing maximum wait times for any trip to 15 minutes during any time of day;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Improving average travel speeds on the County’s bus network by 30 percent; and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Providing convenient and dependable options for bypassing congestion on streets and highways.</td>
<td></td>
</tr>
</tbody>
</table>

**Goal 1: Provide high quality mobility options that enable people to spend less time traveling.**

**Initiative 1.1 - To expand the transportation network and increase mobility for all users, Metro will:**

- Target infrastructure and service investments toward those with the greatest mobility needs.
- * Implement equity framework and adopt performance metrics; incorporate into practices at Metro
- Adherence to performance metrics | 2 years |
- Expand the transportation system as responsibly and as quickly as possible.
- * LRTP schedule for Measures R and M
- Progress toward project completion, compared to financial forecast | Ongoing |
- * Advocate for accelerated resources, particularly from the state and federal government, to deliver the 28 by ’28 projects
- Progress toward project completion | 10 years |

**Initiative 1.2 - To improve LA County’s overall transit network and assets, Metro will:**

- Invest in a world-class bus system that is reliable, convenient, and attractive to more users, for more trips.
- * Allocate resources in 10-year Strategic Budget Plan for World Class Bus implementation
- Availability of resources to accomplish World Class Bus Initiatives according to schedule for completion | Annually |
- * Improve Metro Local travel speeds to 15 mph
- Improvements to average travel speeds compared to baseline | 5 years |
- * Improve Metro Rapid speeds to 18 mph
- Improvements to average travel speeds compared to baseline | 5 years |
- * Convert strategic Metro Rapid corridors to bus rapid transit corridors
- Adherence to implementation schedule | 5-10 years |
- * Identify congestion hot spots for critical/core bus corridors
- Hot spot mitigation plan completion | 2 years |
- * Implement transit priority measures (e.g., signal priority, queue jumps, exclusive lanes, and congestion hot spot mitigations) for bus corridors.
- Funding/resource allocation in annual budget | 5 years |
- * Align transit network with future land use plans to determine best mitigation approaches to improve bus operations. | |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner with Metrolink to increase the capacity of the regional transportation system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Work with the Southern California Regional Rail Authority (SCRRA) to provide more frequent and reliable Metrolink services, improve customer satisfaction, and support better transit connections throughout the network.</td>
<td>Customer satisfaction and utilization of Metrolink services</td>
<td>5 years</td>
</tr>
<tr>
<td>Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro’s transit assets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Build a state-of-the-art, condition-based asset management practice for maintaining all mission-critical assets to the highest performance standards and upgrading to current technologies.</td>
<td>Funding/resource allocation in 10 year Strategic Budget Plan and annual budget</td>
<td>5 years</td>
</tr>
<tr>
<td>Improve connectivity to provide seamless journeys.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Define guidelines for performance outcomes of full transportation network</td>
<td>Define guidelines for performance outcomes</td>
<td>1 year</td>
</tr>
<tr>
<td>* Update funding guidelines for local and municipal transit providers to align with achieving goals of Metro Strategic Plan</td>
<td>Modifications to local and municipal transit services to align with the transportation network per the Metro Strategic Plan</td>
<td>2 years</td>
</tr>
<tr>
<td>* Incentivize Metro funding program recipients to contribute to achieving the mobility goals of the transportation network per the Metro Strategic Plan</td>
<td>Progress toward achieving mobility goals of transportation network; effectiveness of funding programs</td>
<td>1 year</td>
</tr>
<tr>
<td>* Update Metro design standards to improve connectivity between transit lines and connecting modes for all transit facilities</td>
<td>Update Metro design guidelines</td>
<td>2 years</td>
</tr>
<tr>
<td>* Plans to create clear, comfortable, and user-friendly transfers at all major connection points</td>
<td>Progress toward incorporation into transit corridor studies</td>
<td>2 years</td>
</tr>
<tr>
<td>* Collaborate with municipal partners to establish policies to prohibit curb congestion in bus corridors</td>
<td>Improvement to bus operations</td>
<td>5 years</td>
</tr>
<tr>
<td>Improve safety on the transit system and reduce roadway collisions and injuries.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Use improvements in technology, equipment, and infrastructure to improve safety on Metro transit network</td>
<td>Measure before and after effects of safety improvements and enforce ongoing reporting</td>
<td></td>
</tr>
<tr>
<td>* Update funding program criteria to prioritize projects that improve safety and reduce conflicts between different users of the roadway while improving system integration and maximizing person throughput</td>
<td>Measure before and after effects of safety improvements and enforce ongoing reporting</td>
<td></td>
</tr>
<tr>
<td>* Develop and execute a legislative strategy to improve passenger and transit vehicle safety through policy and regulatory actions at all levels of government</td>
<td>Decrease in rates of fatalities and injuries on transportation system</td>
<td></td>
</tr>
<tr>
<td>Initiative 1.3 - As part of an effort to manage transportation demand through fair and equitable pricing structures, Metro will:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Conduct comprehensive transportation system pricing study to determine options for meeting four goals of revenue, equity, security, and ridership</td>
<td>Completion of study and staff recommendation on strategy</td>
<td>5 years</td>
</tr>
<tr>
<td>* Implement transportation system pricing policy based on study</td>
<td>Improvement to trends for attaining policy goals of revenue, equity, security, and ridership.</td>
<td>5-10 years</td>
</tr>
<tr>
<td>Implement the ExpressLanes Tier 5 network within the next ten years.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Implementation of ExpressLanes network</td>
<td>Completion of ExpressLanes network</td>
<td>10 years</td>
</tr>
<tr>
<td>Test and implement pricing strategies to reduce traffic congestion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Pilot study to identify best locations for proof of concept</td>
<td>Completion of study and staff recommendation</td>
<td>2 years</td>
</tr>
<tr>
<td>* Implement pilot program</td>
<td>Change in people-throughput during pilot</td>
<td>5 years</td>
</tr>
<tr>
<td>Actions</td>
<td>Measure</td>
<td>Timeline</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Manage congestion and reduce conflicts between the movement of goods and people on streets and highways.</td>
<td>Improvement to safety and people- throughput</td>
<td>5 years</td>
</tr>
<tr>
<td>* Develop strategy to increase rapid transit capacity and consider strategies to price all vehicle travel to manage congestion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore opportunities for expanding access to shared, demand-responsive transportation options for everyone.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Begin looking at possible legislative and regulatory strategies for leveling the playing field to preserve competition, reduce negative effects, and ensure access to a variety of transportation options for everyone</td>
<td></td>
<td>2 years</td>
</tr>
<tr>
<td><strong>Goal 2: Deliver outstanding trip experiences and a legacy of future transportation system.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Initiative 2.1 - Metro is committed to improving security.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Update performance measures related to security, benchmarked against best-in-class organizations</td>
<td>Response times trending down; number of violent crimes on system trending down</td>
<td>Ongoing, but allow for new security contract numbers to indicate trends</td>
</tr>
<tr>
<td>* Develop and implement employee training program, including outreach to community-based organizations; provide implicit bias training for fare inspectors and officers.</td>
<td>Employee Training Program plan, funding and implementation.</td>
<td>2 years</td>
</tr>
<tr>
<td>* Explore and implement prevention tactics. Promote prevention as a first measure to reduce frequency and severity of crimes.</td>
<td>Crime analysis and proposed tactics for managing incidents.</td>
<td>5 years</td>
</tr>
<tr>
<td>* Install state-of-the-art video surveillance and access control systems</td>
<td>Funding and installation per schedule</td>
<td>3 years</td>
</tr>
<tr>
<td>* Measure change in perception of safety</td>
<td>Customer Survey</td>
<td>Biennially</td>
</tr>
<tr>
<td>* Develop and implement community policing plan</td>
<td>Progress toward completion</td>
<td>2 years</td>
</tr>
<tr>
<td>* Develop and deploy program to prevent sexual harassment on system.</td>
<td>Progress towards deployment of program. Improvements to program measures over time.</td>
<td>2 years</td>
</tr>
<tr>
<td><strong>Initiative 2.2 - Metro is committed to improving legibility, ease of use, and trip information on the transit system.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Transit Access Pass (TAP) card integration across all services</td>
<td>Progress towards completion of TAP integration across network of transportation services within 5 years</td>
<td>5 years</td>
</tr>
<tr>
<td>* Develop plan and implementation process/schedule to align transit information across system</td>
<td>Progress toward completion of information alignment in 3 years.</td>
<td>3 years</td>
</tr>
<tr>
<td>* New mobile app integrating trip information and fare payment for all mobility services in the County</td>
<td>Funding and implementation of mobile app</td>
<td>5 years</td>
</tr>
<tr>
<td>* Partner with other transit providers to share transit information across all digital signs and mobile platforms for convenient trip planning and transfers across region.</td>
<td>Customer satisfaction</td>
<td>Biennially</td>
</tr>
<tr>
<td>* Conversion of bus and rail fleets to cellular communications and data systems to improve accuracy of travel time, allow TAP card loading and wireless transfer of data and fares</td>
<td>Funding and implementation timeline benchmarked to original plan</td>
<td>In progress for completion in 2 years</td>
</tr>
<tr>
<td>* Establish open payment system for TAP</td>
<td>Progress towards implementation within five years</td>
<td></td>
</tr>
<tr>
<td>Initiative 2.3 - Metro will improve customer satisfaction at all customer touch points.</td>
<td>Measure</td>
<td>Timeline</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>* Customer satisfaction survey</td>
<td>Results of customer satisfaction survey compared to 2017 survey</td>
<td>Biennially</td>
</tr>
<tr>
<td>* Dedicate staff resources to oversee customer experience and develop a comprehensive approach for improving customer satisfaction</td>
<td>Completion of customer satisfaction plan and implementation</td>
<td>1 year</td>
</tr>
<tr>
<td>* Performance measurement/ continuous improvement program with measures related to customer satisfaction for all services, benchmarked against best-in-class organizations</td>
<td>Performance measurement/ continuous improvement program with measures related to customer satisfaction for all services, benchmarked against high performing organizations</td>
<td>2-5 years</td>
</tr>
<tr>
<td>* WiFi as amenity to all customers</td>
<td>Implementation of WiFi on all Metro transit services</td>
<td>3 years</td>
</tr>
</tbody>
</table>

Goal 3: Enhance communities and lives through mobility and access to opportunity.

### Initiative 3.1 - To lift up local communities, Metro will create jobs and career pathways in transportation.

* Implement Workforce Initiative Now-Los Angeles (WIN-LA) Program | Track participation and progress of participants over time |

* Develop curriculum for Transportation School | Progress towards implementation of transportation curriculum in schools |

* Work with federal funding partners to support targeted and local hiring | Track participation |

Goal 4: Transform Los Angeles County through regional collaboration and national leadership.

### Initiative 4.1 - Metro will work with partners to build trust and make decisions that support the goals of the Strategic Plan.

* Align funding program requirements to Metro Strategic Plan goals and initiatives. | Projects funded that support or advance initiatives in Metro Strategic Plan. |

### Initiative 4.2 - Metro will help drive mobility agendas, discussions, and policies at the state, regional, and national levels.

* Develop annual and 5-year legislative strategy on mobility issues | Track progress on an annual basis |

Goal 5: Provide responsive, accountable, and trustworthy governance.

### Initiative 5.1 - Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Strategic Plan.

* Align all of the Metro’s business processes, resources, plans and tools with its strategic plan vision, goals, and initiatives | Alignment of annual budget and staff resources | 2 years |

### Initiative 5.2 - Metro will exercise good public policy judgment and sound fiscal stewardship.

* Develop 10 year Strategic Budget Plan reflecting Metro Strategic Plan goals and initiatives phased in over 10 year period | Alignment of annual budget to Strategic Budget Plan | 1 year |

* Use best practices to assess the full life-cycle costs of infrastructure and service investments; identify and share information about trade-offs | Transparency about full life cycle costs of projects and services |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Regularly evaluate Metro’s service offerings to ensure the lowest system impact for the highest gain in mobility.</td>
<td>Consider multiple measures of success to demonstrate value to the public, such as: • Productivity of service in terms of people throughput • Passenger miles traveled relative to vehicle miles traveled</td>
<td></td>
</tr>
</tbody>
</table>

**Initiative 5.3 - Metro will apply prudent commercial business practices to create a more effective agency.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Develop a program of rigorous performance management and continuous improvement across all functions of the organization. Look at internal processes to remove unnecessary procedures and decision ladders.</td>
<td>Annual improvements in performance across all functions of the organization</td>
<td>5 years</td>
</tr>
<tr>
<td>* Establish baseline for system performance</td>
<td>Benchmark report</td>
<td>1 year</td>
</tr>
<tr>
<td>* Allocate staff and financial resources in annual and 10-year strategic budget plan to lead and administer the performance management and continuous improvement program</td>
<td>Resource allocations reflected in the annual budget and 10-year Strategic Budget Plan</td>
<td>1 year</td>
</tr>
</tbody>
</table>

**Initiative 5.4 - Metro will expand opportunities for businesses and external organizations to work with us.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Survey the small business community to assess the impact of changes we make to our processes and procedures.</td>
<td>Favorability ratings compared to baseline</td>
<td>Annually</td>
</tr>
</tbody>
</table>

**Initiative 5.5 - Metro will supplement and strengthen programs to address workplace safety, security, and employee wellness.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Conduct survey to gauge employee perceptions of safety, security and wellness</td>
<td>Favorability ratings in each category compared to baseline</td>
<td>Biennially</td>
</tr>
</tbody>
</table>

**Initiative 5.6 - Metro will build and nurture a diverse, inspired and high-performing workforce.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measure</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Develop and implement supervisor training curriculum to build leadership capacity from within the organization</td>
<td>Supervisory training curriculum</td>
<td></td>
</tr>
<tr>
<td>* Streamline and improve processes for recruitments and promotions to focus on hiring the best people</td>
<td>Recruitment and retention rates improving over time. Department satisfaction on recruitment and retention processes.</td>
<td>3 years</td>
</tr>
<tr>
<td>* Update onboarding process and curriculum for new employees to incorporate understanding of Metro vision and philosophy</td>
<td>Favorability ratings for biennial Employee Survey</td>
<td>Biennially</td>
</tr>
</tbody>
</table>