



# Metro Board Approved Policy

## Bus System Improvements & 2020 Vision Plan

*Adopted: November 20, 1997*

### Historical Perspective

The BSIP establishes a framework for improving baseline MTA bus operations and implementing the 2020 Vision for countywide bus service. Key elements of the plan include the vision, goals and strategies. The tactical plan includes six year and interim targets, cost performance indices and accountability for each improvement.

## **2020 BUS SYSTEM VISION**

### **Introduction**

The purpose of this document is to outline, in broad terms, our mutual countywide vision of the ideal bus system, to which there is a commitment and an investment of time and resources. The MTA and its regional partners will be jointly creating this vision and will work together to make it a reality. The restructuring studies that we jointly are, and have been, conducting and endeavoring to implement are important precursors to this vision. Other important steps will need to be taken to reshape our regional bus system to resemble this vision. Tactics to implement the vision will be independently developed and administered by bus operators, and cooperative strategies will be promoted in areas of mutual interest. Programs and resources to implement the vision will be developed as a component of the MTA Long Range Transportation Plan (LRTP).

### **Vision**

*The regional bus system will be a balanced and fully-integrated system that serves Los Angeles area residents, commuters and visitors. The service will be clean, courteous, comfortable, convenient, safe, reliable, affordable and customer focused. It will provide accessibility with minimal wait times and transfers for those who depend upon public transportation, serve as an attractive alternative for those with other means of travel, and comply fully with the Americans with Disabilities Act (ADA). Service will be fast, reliable, and responsive to commute, business, educational, health and recreational mobility requirements.*

### **Intent**

The bus system will be operated within a cooperative environment that strikes a healthy balance between service quality and cost. High quality, seamless travel within the region will be provided by a variety of public and private carriers. A regionwide seamless fare technology system will be in place. To minimize wait times, schedules will be coordinated between bus lines, bus operators, and transit modes. The bus and rail services will be carefully blended to complement one another. Transit services will be aggressively and cooperatively marketed.

To the maximum extent possible, travel times on the bus system will be fast, accommodating the travel needs of the transit-dependent and making the bus system a viable alternative for those with other means of travel. Preferential treatments such as busways, freeway bus/carpool lanes, surface street bus lanes, and signal priority and signal coordination among jurisdictions located along a corridor will be employed to improve travel times. Passenger wait times at bus stops will be minimized through more frequent service, schedule adherence and the ability of the buses to move more quickly through local streets and roads as well as on the freeway network.

### **Three-Tiered System**

Three types of services will be provided among the region's existing and future transit providers to meet the diverse travelling needs and geographic areas of the County.

- Core Regional Service - The core routes will serve the major activity centers within the region and will generally average 20,000 boardings per day. These bus routes will provide more standardized, direct service in major corridors and where possible, use freeway carpool/bus lanes to speed travel. A typical minimum service level of 15 minutes during the peak periods and mid day and 30 minutes during the evenings and late nights will be provided. Those services using the freeways will be, for the most part, targeted for peak period only; while those using surface streets will operate seven days, with extended service hours matching market demands. High capacity vehicles will be used to meet the demand for transit services in these corridors. Where possible, fares will be paid prior to boarding transit vehicles to facilitate the movement of passengers on and off the vehicle.
- Community Connectors - These bus lines will serve inter-community travel needs and link outlying areas to intermediate activity centers and the core regional service. The Community Connectors will generally average between 2,000 and 10,000 boardings per day and serve a variety of travel markets and destinations. Service will typically operate every 15 to 30 minutes with frequency and vehicle type matching demand. Selected lines serving activity centers such as colleges offering night classes, medical facilities and work sites with evening shifts will operate evening services accordingly.
- Local Services - These services will include shuttles, circulators, dial-a-ride, taxi cab scrip programs or other demand responsive, flexible destination operations. They will be designed for smaller markets and short distance trip-making. The Local services will play an important feeder/circulator role with respect to building system ridership. These services will be an important, cost-effective tool for improving market penetration and serving low-density areas.

### **Customer Information**

The regional bus system will be designed for easy use. Fares, schedule information, and route design will be simple and straight forward. A service identity program will be designed to help customers navigate the system. Vehicles and time tables will use coordinated themes to distinguish the type of service and service area. Service information will be readily available at transit stops, on the Internet, via the telephone, and at passenger information centers staffed by representatives of the various public and private operators servicing an area. Telephone wait times will be reduced.

### **Transit Stops/Centers**

Transit stops will be treated as an integral part of the system. All bus stops in the County will be clean, comfortable and easily accessible. Each bus stop will be an easily identified attractive environment, a safe and appealing front door to the transit system.

Transit Hubs, where a multitude of lines, operators, and/or modes (urban or commuter rail) interface, represent the most elaborate of the stops. To the maximum extent possible, the hubs will be surrounded by complementary land uses such as commercial and retail outlets. Wherever possible, transit centers will be incorporated into major commercial developments, as well as rail stations and other activity centers and have the highest level of passenger amenities. These centers will serve as key access and transfer points, maximizing travel speed and ease of transfers between lines and modes.

### **Passenger Safety**

Uniformed peace officers will patrol the entire system including vehicles, stops and transit hubs. Plain clothes peace officers will augment the uniformed officers. Greater use of flexible services, improved frequencies and coordinated schedules among operators and between bus lines reduce passenger wait-time at stops during evening hours and in remote areas.

### **Service Quality**

Service quality standards will be used to manage the operation of the system. These performance standards will cover such things as driver performance, fleet appearance, comfort, frequency of service, on-time performance and service reliability. Service delivery will be supervised to ensure efficiency.

Bus cleanliness standards will ensure that the Los Angeles area bus fleet will be the cleanest in the nation. Campaigns to ensure that all vehicles will be free of graffiti and window etching will continue. New programs will be tested and implemented.

### **Employee Safety**

The regional service operators will maintain a safe work environment. A number of programs will be in place to control worker compensation costs and to ensure that front-line employees receive prompt support when service disruptions occur. Measures providing incentives, controls and technology will be continued and strengthened to improve the work environment and operator safety will be a key priority.

### **Labor Relationships**

The service operators within the region will develop strong relationships with their front-line employees and labor groups. These relationships will be built on open lines of communication, win-win solutions that are customer-focused, and a mutual commitment to delivery of bus service that sets the standard for the industry and builds broad-based community support for public transit.

### **Accessibility**

Careful attention will be provided to the needs of individuals with disabilities and older adults. The fleet and system operation will be in full compliance with the letter and spirit of ADA regulations. Bus design and customer amenities will take into account age and disability.

## **Market Development**

MTA and its regional partners will make a continuous effort to identify our customers' preferences and needs and to reshape our services to meet them. There will be an entrepreneurial approach to developing new ridership markets. Regional research will be used to identify and prioritize unmet demand as well as emerging markets. Coordinated marketing programs will be employed to increase overall ridership and to target corridors with poor-performing services. Creative market development programs will be used to test the viability of potential markets. Marketing will be a key element of all major bus improvement within the region.

## **Air Quality**

Proven clean air vehicle technology will be employed within the region, allowing for economies of scale in procurement and maintenance. The high quality service that will be provided will attract discretionary riders thus reducing the number of vehicle trips.

## **Bus Service in the Year 2020**

The Los Angeles area bus system strives to be the best in the nation. Bus service will be heavily used by not only those dependent upon transit, but by those with mobility choices. The system will be among the cleanest, safest, most efficient, reliable, well-coordinated, and cost-effective in the nation.

# BUS SYSTEM IMPROVEMENT PLAN

GOAL: IMPROVE MOBILITY	RESPONSIBLE AGENCY/DEPARTMENT
<b><i>Strategy 1: Maintain Clean Vehicles and Transit Environments</i></b>	
1.1 Implement formal bus cleanliness standards including interior/exterior, graffiti on seats and window etching	MTA Operations
1.2 Improve bus stops county-wide	Local Jurisdictions/MTA RTP&D/MTA Operations
<b><i>Strategy 2: Enhance Regional Coordination</i></b>	
2.1 Develop and implement seamless fare technology system	Municipal Operators/MTA RTP&D/MTA Revenue Administration
2.2 Coordinate ASI service with E&D Services provided by local agencies	Local jurisdictions/ASI/ MTA RTP&D
2.3 Leverage Regional Technical Resources (training, facilities, etc.)	Municipal Operators/MTA Operations
2.4 Complete and implement Bus Restructuring Study recommendations	Municipal Operators/MTA RTP&D
<b><i>Strategy 3: Increase Bus Operation Speeds</i></b>	
3.1 Complete feasibility studies of 4 potential high speed busway corridors	MTA RTP&D
3.2 Expedite transit signal priority demonstration project	Local jurisdictions MTA RTP&D
3.3 Bus Speed Improvement Program (Project Imagine)	Local jurisdictions/MTA RTP&D
3.4 Complete Arterial HOV Master Plan	Local jurisdictions/MTA RTP&D

**Strategy 4: Improve Service Reliability**

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| 4.1 Implement Maintenance Improvement Program including consultant assistance in implementing improvements in maintenance practices, technical skills assessment, labor productivity, preventative maintenance, and recommendations from previous studies. | MTA Office of Chief of Staff/MTA Operations |
| 4.2 Spread the Ethanol Fleet   | MTA Operations                              |
| 4.3 Convert Non-Operational Alcohol Fueled Buses to Reliable Fuel Technology   | MTA Operations                              |

**Strategy 5: Improve Schedule Adherence**

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| 5.1 Increase on-street supervision                            | MTA Operations  |
| 5.2 Explore use of Automated Vehicle Locator (AVL) Technology | MTA Operations/MTA Information Technology Services (ITS)/MTA Security Merger Oversight Committee/MTA Contract Administrator |

**GOAL: IMPROVE ACCESSIBILITY**

**Strategy 1: Provide A Safe Transit Service Environment**

1.1 Develop MTA Transit Law Enforcement Intensive Patrol Program	Security Merger Oversight Committee/MTA Contract Administrator
1.2 Develop MTA Rail Transit Fare Inspector Program (Allowing redeployment of sworn personnel from Rail System to Bus System)	Security Merger Oversight Committee/MTA Contract Administrator
1.3 Develop Advanced Transit Policing Operations and Tactics for Transit Policing Partnership	Security Merger Oversight Committee/MTA Contract Administrator
1.4 Develop Advanced Transit Crime Data Analysis Systems	Security Merger Oversight Committee/MTA Contract Administrator
1.5 Develop Transit Policing Training Programs in Support of Regional Bus Transit System	Security Merger Oversight Committee/MTA Contract Administrator
1.6 Expand Transit Community Policing Programs (TOPS Program - Transit Oriented Problem Solving)	Security Merger Oversight Committee/MTA Contract Administrator
1.7 Develop MTA Law Enforcement Bus Operating Division Liaison Program	Security Merger Oversight Committee/MTA Contract Administrator
1.8 Increase Development and Utilization of Advanced Technology for Transit Law Enforcement and Security	Security Merger Oversight Committee/MTA Contract Administrator
1.9 Develop MTA Transit Law Enforcement and Security C4i Program (Command, Control, Communications, Computers and Intelligence)	Security Merger Oversight Committee/MTA Contract Administrator

**Strategy 2: Implement Major Service Improvements**

2.1 Reduce load factor	MTA RTP&D/MTA Operations
2.2 Evaluate MTA express fare pricing	MTA RTP&D
2.3 Conduct annual "shoppers' review" of MTA bus and Information Services	MTA Office of Chief of Staff
2.4 Develop comprehensive new MTA service program	MTA RTP&D
2.5 Improve operator customer relations skills on Metro buses	MTA Operations

**Strategy 3: Meet ADA Requirements**

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| 3.1 Improve wheelchair maintenance to reduce mechanical failures of lifts   | MTA Operations |
| 3.2 Reduce wheelchair pass ups  | MTA Operations |
| 3.3 Replace wheelchair lifts on alcohol fueled buses  | MTA Operations |
| 3.4 Complete field trial of voice-enunciator systems; if successful and cost-effective, develop plan for expansion. | MTA Operations |

**Strategy 4: Coordinate ASI Services**

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| 4.1 Explore feasibility of programs to transfer more ASI riders onto fixed route transit  | Municipal Operators/ASI/MTA RTP&D/MTA Operations       |
| 4.2 Continue exploring programs to maximize the use of lower cost services such as shuttles, paratransit and ASI excess capacity for low productivity lines | Municipal Operators/ASI/MTA RTP&D                      |
| 4.3 Complete consultant study of bus system factors that affect ASI costs   | ASI/MTA RTP&D  |
| 4.4 Establish enhanced communication links between paratransit and fixed route bus dispatch systems   | Municipal Operators/ASI/MTA ITS/MTA Operations         |
| 4.5 Establish CCIS communication link between fixed route bus customer information service and paratransit service.   | Municipal Operators/ASI/MTA ITS/MTA Customer Relations |

**Strategy 5: Make Customer Information More Readily Available**

5.1	Develop graphics guidelines to achieve a clear, uniform look for all bus-related information	Municipal Operators/MTA Marketing/MTA Customer Information
5.2	Assess feasibility of interagency marketing materials/programs	Municipal Operators/MTA Marketing
5.3	Consolidate and make more readily available various types of MTA passenger information	MTA Marketing/MTA Customer Information
5.4	Offer interactive trip planning on the internet	MTA Marketing
5.5	Evaluate/expand if appropriate, pilot project for installing bus stop "cubes"	MTA Marketing/MTA Operations
5.6	Implement new computerized systems to improve customer telephone service quality	MTA Customer Information
5.7	Use findings of the Transportation Communications Needs Assessment Study to develop multi-lingual marketing campaigns	MTA Marketing

**GOAL: INCREASE COST EFFECTIVENESS****Strategy 1: Reduce Fleet Replacement Costs**

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| 1.1 Revise procurement plan to provide sizes/numbers of vehicles necessary to implement three-tier service plan | MTA Operations                     |
| 1.2 Move future bus specifications toward proven technology and standard drive line for all like vehicles       | MTA Operations                     |
| 1.3 Reduce bus spare ratio for all operators to 20% each.   | Municipal Operators/MTA Operations |

**Strategy 2: Creative Cooperative Service Delivery Environment**

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| 2.1 Implement new provisions of labor contracts   | MTA Labor Relations  |
| 2.2 Develop phased plan for three tier service delivery concept including achieving consensus of performance measures | Municipal Operators/MTA RTP&D/MTA Labor Relations/<br>MTA Operations |

**Strategy 3: Ensure Reasonable Return on Investment**

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| 3.1 Revise MTA Consolidated Service Policies and develop consensus with regional partners to establish regional guidelines   | Municipal Operators/Local Transit Systems/MTA RTP&D/<br>MTA Operations |
| 3.2 Expand service monitoring capabilities   | MTA RTP&D/MTA Operations   |
| 3.3 Obtain corporate sponsors for special services (Free Fare Days, Hollywood Bowl, Dodger Service, L.A. Marathon, Cinco de Mayo, etc.)                            | MTA Marketing  |
| 3.4 Work with the Municipal Operators to develop an action plan for improving performance monitoring and reporting practices for the regional bus system           | MTA RTP&D  |
| 3.5 Determine the relative cost per new rider for each marketing program implemented during FY 1998 and prepare a year end report of findings and recommendations. | MTA Marketing  |
| 3.6 Develop plan to reduce annual cost of worker compensation claims   | MTA Labor/MTA Operations/MTA Risk Management                           |
| 3.7 Develop county-wide uniform cost component reporting   | Municipal Operators/MTA Operations/MTA RTP&D                           |

**GOAL: IMPROVE AIR QUALITY**

***Strategy 1: Expedite Procurement of Clean Air Buses***

1.1 Identify number of new buses to buy each year

MTA Operations/MTA RTP&D

***Strategy 2: Reevaluate Alternative Fuels Initiative***

MTA Operations

## OUTREACH PRESENTATION LIST

PRESENTED TO	DATE
San Gabriel Valley COG Transportation Committee	July 17
General Managers <i>(Special meeting to review the 2020 Vision)</i>	August 13
Bus Operations Subcommittee (BOS)	August 26
Citizens Advisory Committee (CAC)	August 26
General Managers	August 27
UTU	August 27
Technical Advisory Committee (TAC)	September 3
General Managers <i>(Special meeting to review the 2020 Vision)</i>	September 3
General Managers	September 11
Northern Corridor Meeting	September 15
NRPAC* Meeting - Division 8	September 18
Valley Industry & Commerce Association Transportation (VICA) Committee	September 18
	September 19
NRPAC* Meeting - Division 3 - Cypress Park	September 19
North County Transportation Coalition	September 23
Westside Mobility Roundtable	September 24
NRPAC* Meeting - Division 9 - El Monte	September 24
Gateway Cities COG Planning Directors	September 24
NRPAC* Meeting - Division 15 - Sun Valley	September 25
Access Advisory Committee (AAC)	September 25
South Bay COG	September 25
South Bay Cities COG TAC	October 9
General Managers Meeting	October 16
VICA Transportation Committee Workshop	October 31
Bus Operations Subcommittee (BOS)	November 4
Technical Advisory Committee (TAC)	November 5

\*Northern Region Passenger Advisory Committee