

Los Angeles County  
Metropolitan Transportation Authority

# Measure R & the Politics of Los Angeles Transportation Planning

Jody Litvak  
Community Relations Manager  
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“Here in the birthplace of car culture, we are well on our way to becoming the new home of 21<sup>st</sup> century transit culture.”

*Los Angeles Mayor Antonio Villaraigosa, November 13, 2012*



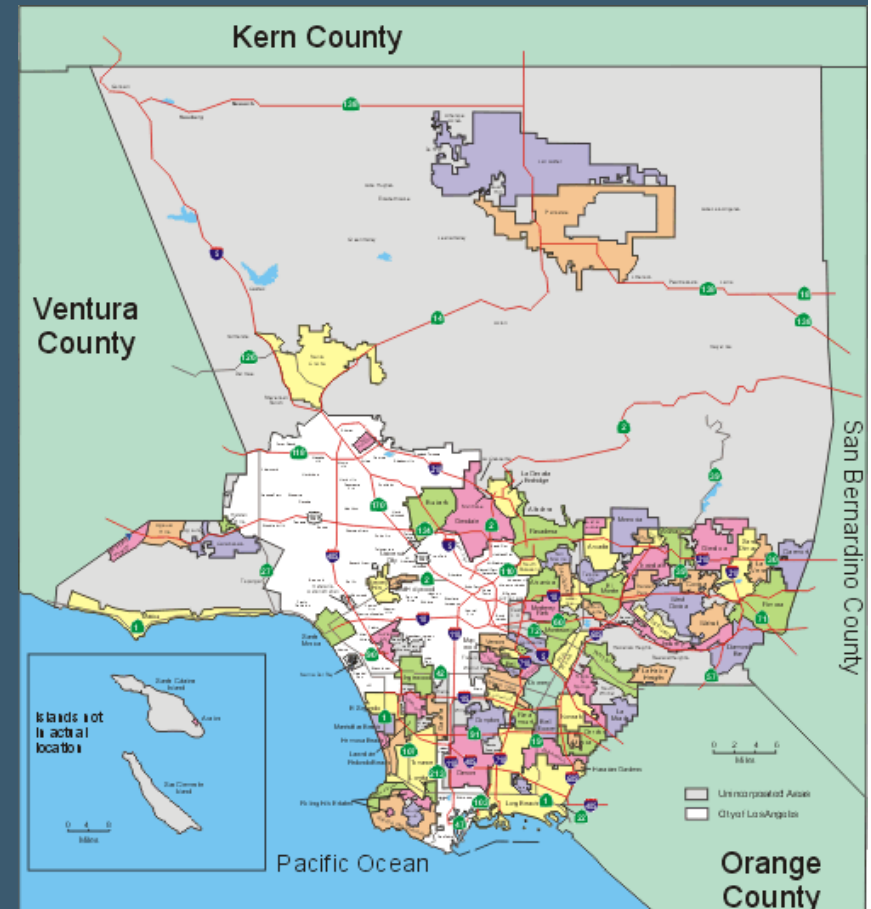
# Measure R is the Story of . . .

- Key actors
- New environment
- Historic coalitions
- Timing
- Flexibility
- Moving the needle
- Clear messaging
- Calculated risk-taking



# Los Angeles County

- More than 4,000 square miles
- More than 10 million people
- 88 independent cities
- Complex travel patterns
  - Many activity centers
  - Multi-directional travel
  - Long “peak” travel periods
- Infamous congestion & air quality
- Mountains



# LA County Transportation “Actors”

- Metro: Same geographic boundaries as LA County. Responsibilities:
  - Regional transportation planning & programming
  - Rail builder
  - Regional bus & rail operator
- Caltrans: State highways
- Cities: Streets & roads
- Municipal transit operators
- Metrolink
- Ports and airports



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# Local Transportation Funding History

- 3 failed ballot initiatives
  - 1968, 1974 & 1976
  - Support in mid-high 40% range
- 1980: Proposition A: 1<sup>st</sup> ½ cent sales tax
- 1990: Proposition C: 2<sup>nd</sup> ½ cent sales tax



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# 1990's: The "Dark" Days

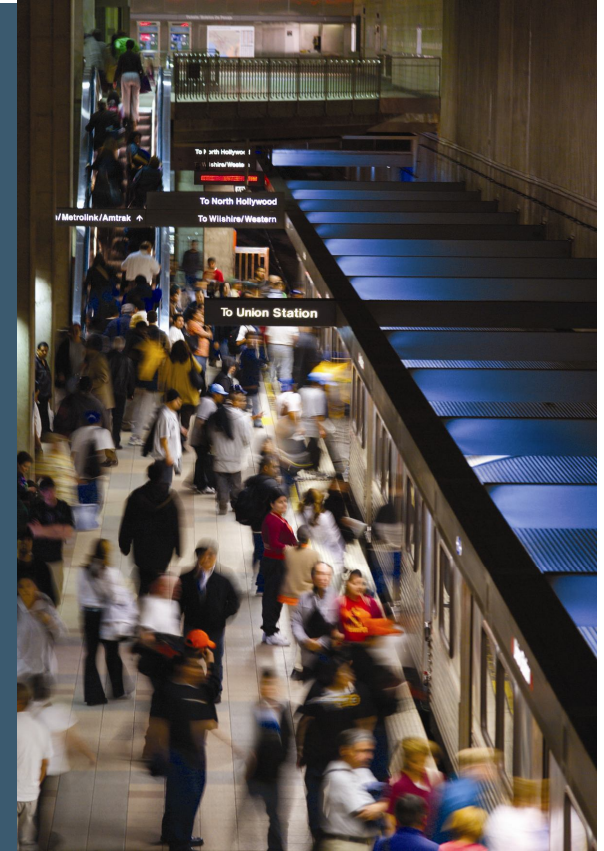
- Post Cold-War recession
- 1993: SCRTD-LACTC Merger
- 1995: Hollywood sinkhole
- 1996: Consent Decree
- Bus vs. Rail debate
- Board & contractor scandals



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# A New Century: Things Begin to Improve

- Economy: Tech & real estate boom
- Project successes:
  - Launch of Metro Rapid Service (2000)
  - And all of the following on time, on budget with no construction problems:
    - 2000: Red Line to North Hollywood (HRT subway)
    - 2003: Gold Line to Pasadena (LRT with 1.8 mile subway)
    - 2005: Orange Line (dedicated busway)
- Bus service improves: APTA Agency of the Year (2006)





# Middle of the Decade

- 2005: Antonio Villaraigosa becomes Mayor
  - Charismatic
  - Campaigned on “Subway to the Sea”
- Worsening congestion palpable
- Projected population growth
- Can’t build our way out State takes transportation funds to address their budget challenges
- Begin development of new Long Range Transportation Plan (LRTP)



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# 2006-07: Updating the LRTP

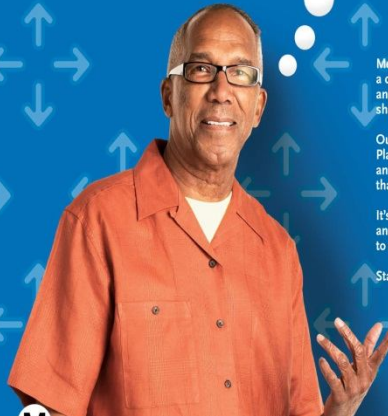
- Must be based on realistic financial forecasts
- Priorities
  - 1<sup>st</sup>: Maintain existing programs & services
  - 2<sup>nd</sup>: Fulfill commitments from prior plan
  - 3<sup>rd</sup>: New projects with any uncommitted funds
- Escalating project/construction costs
- Available “new” money dwindled to zero
- Difficult for Metro Board to accept



# Moving the Needle

Inviting Los Angeles  
to imagine a new  
future

Imagine the freedom  
to go anywhere.



Metro is imagining LA County a quarter century from now, and we need your help in shaping our future.

Our Long Range Transportation Plan is a blueprint for building an expanded transit network that's even easier to use.

It's time to share your vision, and find out what it will take to make it a reality.

Start at [metro.net/imagine](http://metro.net/imagine).

Imagine a  
faster commute.

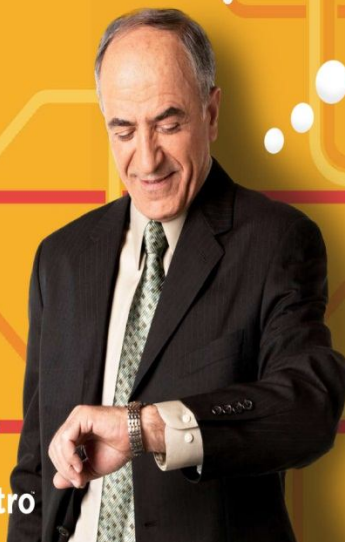


Metro is imagining LA County a quarter century from now, and the possibilities are exciting.

More rail to more places.  
Faster freeways and fewer cars.  
Rapid build out of rapid transit.

So how do you see our future?  
Join the conversation, and share  
your vision at [metro.net/imagine](http://metro.net/imagine).

Imagine even  
better connections.



Metro is imagining LA County a quarter century from now, and we need your help in shaping our future.

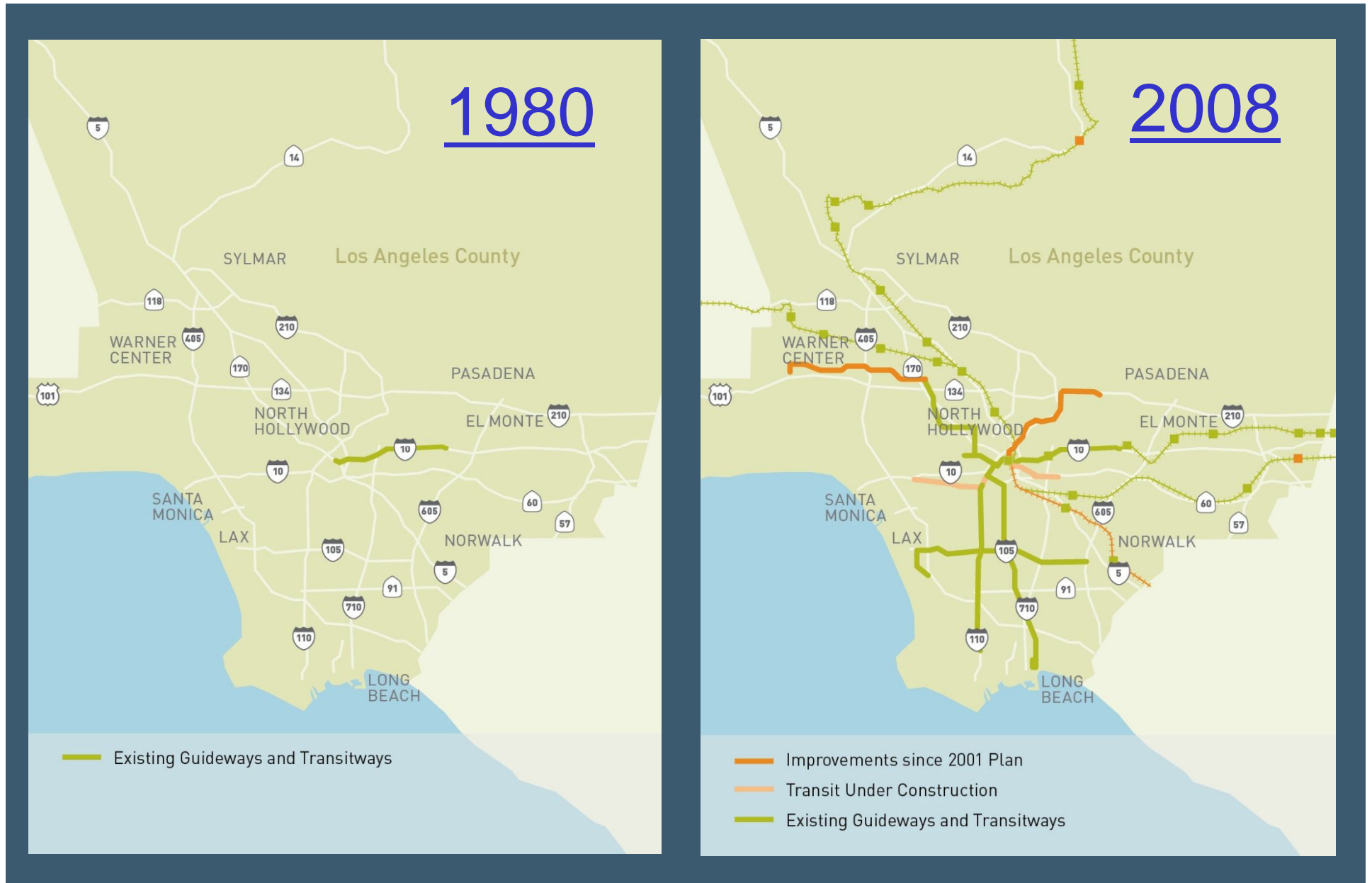
Our Long Range Transportation Plan is a blueprint for creating simple, strategic bus and rail connections and steering our way out of gridlock.

It's time to share your vision, and find out what it will take to make it a reality.

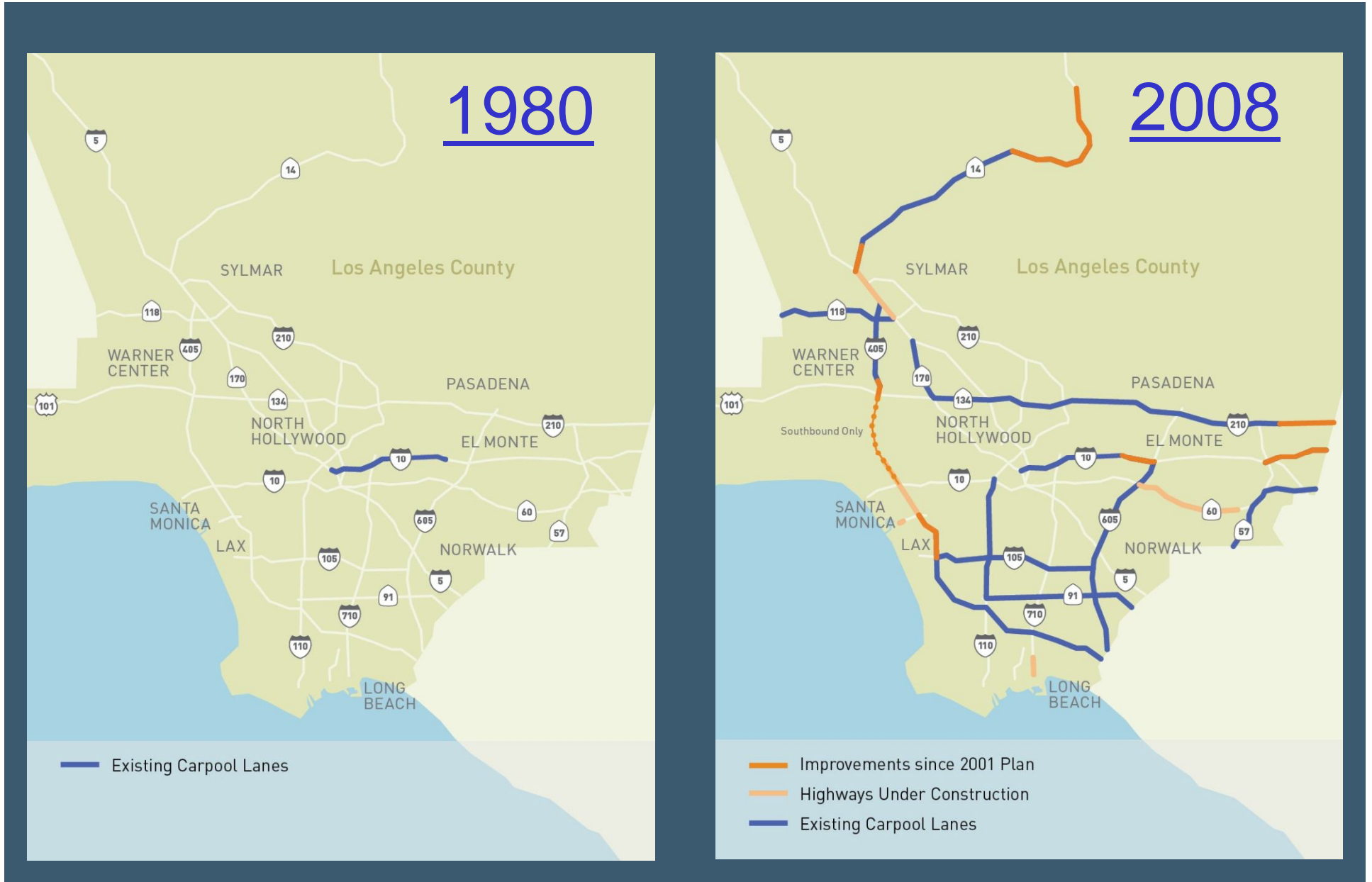
Start at [metro.net/imagine](http://metro.net/imagine).



# 2008: Changed Landscape - Transit



# 2008: Changed Landscape - Highways



# 2008: Opportunities & Challenges

- Transformed view of transit & agency
  - Expanded the highway carpool network (500+ miles)
  - Built nearly 80 miles of rail & 70 stations
  - Opened 40 miles of dedicated BRT
  - Returned \$5 billion to cities
  - Helped fund & start Metrolink
- Interest in finding a new way to address unmet need
- Need to form new coalitions
- Presidential election year



# Denny Zane – Catalyst

Former Santa Monica Mayor & “Civic Entrepreneur”

- 2006-07: Begins looking to put political support behind “Subway to the Sea”
- Comes to realize:
  - Mobility needs are greater than the subway
  - No money for subway or anything else new
  - Everybody needs to win for anybody to win
  - 2008 Presidential election opportunity
- Strong labor & environmental credibility
- History of successfully building coalitions



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# Giving Political Leaders Confidence

- Early coalition meetings
- January 2008 conference
- Series of polls with consistent results
- Support & interest from labor, business, environmental groups, transit & transportation activists



... All confirmed that it was worth it to try



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# Possible New Funding Sources

- Investigated numerous options
  - Sales tax
  - Gas tax
  - VMT fee
  - Special property assessment
  - Other
- Only sales tax generated:
  - Significant revenue
  - Sufficient support



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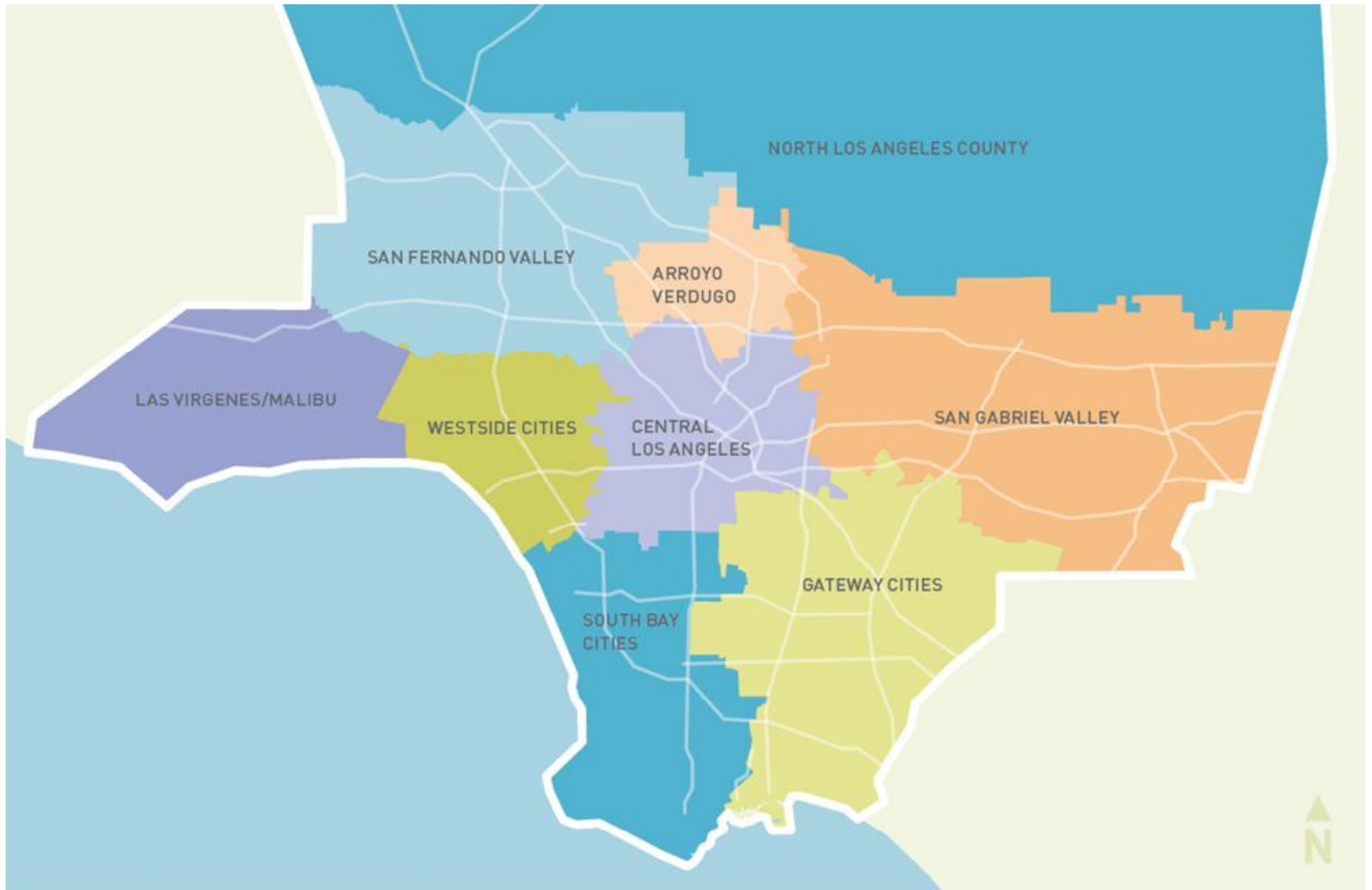
# *Equity is in the eye of the beholder*

- Negotiations within LA County & in Sacramento
- Discussions about:
  - Geographic balance of projects
  - Portions for transit & highways
  - Funding for operations
  - Project timing



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# Location matters – LA County Sub-Regions



# Five Other Key Actors

- County Supervisor Zev Yaroslavsky
  - Long tenure
  - Smart & focused on issues
  - Coat tails
- Metro Board Member Richard Katz
  - Former State Assembly Member & Transportation Committee Chair
  - Mayor Villaraigosa’s “envoy” in negotiations
- Assemblyman Mike Feuer
  - Carried State legislation
  - Kept focus
- Metro Board Chair Pam O’Connor
  - Metro Board management in coordination with CEO



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# The Campaign

- Polling was helpful. Used to effectively:
  - Develop campaign messages
  - Target geographically



# Simple Ballot Language

Traffic Relief. Rail Extensions. Reduce Foreign Oil Dependence. To:

- Synchronize traffic signals;
- Repair potholes;
- Extend light rail with airport connections;
- Improve freeway traffic flow (5, 10, 14, 60, 101, 110, 138, 210, 405, 605, 710);
- Keep senior/student/disabled fares low;
- Provide clean-fuel buses;
- Expand subway / Metrolink / bus service;
- Dedicate millions for community traffic relief;


Shall Los Angeles County's sales tax increase one-half cent for 30 years with independent audits, public review of expenditures, all locally controlled?



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# Simple Messaging from Metro

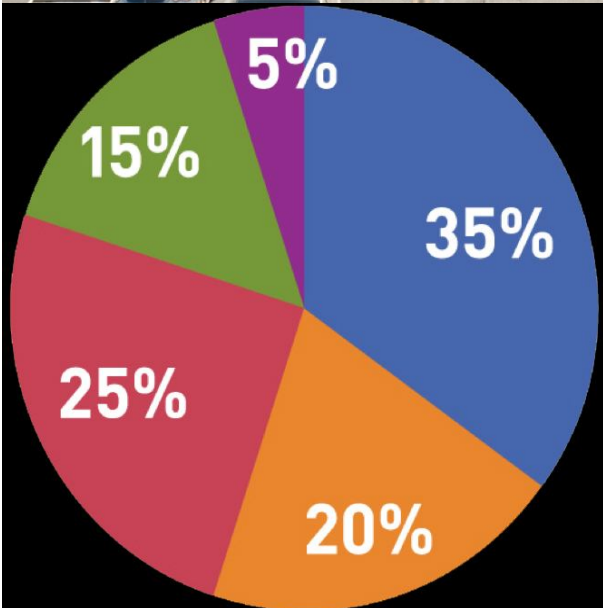

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Metropolitan Transportation Authority



## MEASURE R

TRAFFIC RELIEF — RAIL EXTENSIONS — REDUCE FOREIGN OIL DEPENDENCE

Measure R is a half-cent sales tax to fund transportation improvements throughout Los Angeles County.



Category	Percentage
Blue	35%
Red	25%
Orange	20%
Green	15%
Purple	5%



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Text Only

NEWS & MEDIA PROJECTS & STUDIES BUSINESS INFO METRO STORE JOBS ABOUT US METRO TRIP PLANNER

## Measure R

Information Guide

- RAIL EXPANSION
- STREET IMPROVEMENTS
- TRAFFIC REDUCTION
- PUBLIC TRANSPORTATION
- QUALITY OF LIFE

INTRODUCTION FIND OUT MORE

**Measure R works for LA**

Everyone talks about being stuck in traffic, but Los Angeles County voters did something about it.

In November 2008, Measure R was approved by an amazing two-thirds majority, committing a projected \$40 billion to traffic relief and transportation upgrades throughout the county over the next 30 years.

Measure R will help fund dozens of critical transit and highway projects, create more than 210,000 new construction jobs and infuse an estimated \$32 billion back into the local economy, according to estimates by the nonprofit Los Angeles County Economic Development Corporation.

Measure R goes into effect July 1, 2009, but Metro is already working to launch its implementation.

[Latest Measure R Progress Report](#)

**Immediate benefits**

Some of Measure R's most immediate benefits will be for the 88 cities in Los Angeles County. In the first full year of implementation, local jurisdictions are expected to receive a total of over \$100 million for their transportation needs.

These funds may be put to work by cities for projects such as pothole repairs, major street resurfacing, left-turn signals, bikeways, pedestrian improvements, streetscapes, traffic signal synchronization and local transit services.

**New projects, lower fares**

The remaining Measure R funds will finance dozens of new transit and highway projects countywide and accelerate those already in the pipeline. In addition, fares for Metro bus and rail service will remain the same for a year, while discounted fares for disabled, senior, student and Medicare riders will not be raised for five years.

**INTRODUCTION**  
Background on Measure R

**WHAT'S IN MY AREA?**  
View proposed Measure R by Subregion

**FREQUENTLY ASKED QUESTIONS**  
Get Answers To All The Most Commonly Asked Questions.

**BALLOT LANGUAGE, EXPENDITURE PLAN & ORDINANCE**

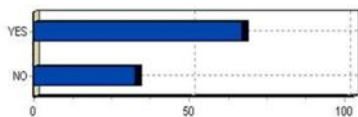
**PROJECT INDEX**  
Listing of Measure R

**REPORTS**  
Read the reports

# VICTORY!

- 67.9% Approval
- All areas of the County
- Even where it was opposed by local officials
- Measure R program adopted into 2009 LRTP

## LA METRO TRANS AUTHORITY - MEASURE



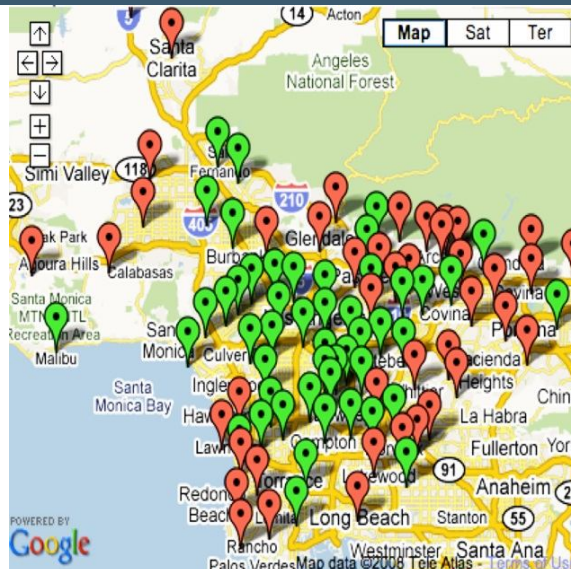
### 2/3 OF VOTES CAST

MEASURE	Votes	Percent
R - MTA SALES TAX - YES	1,724,415	67.22
NO	841,106	32.78

Registration	4,111,642
Precincts Reporting	4,883
Total Precincts	4,883
% Precincts Reporting	100

Remember, you need to refresh this page to ensure that you have the latest results.

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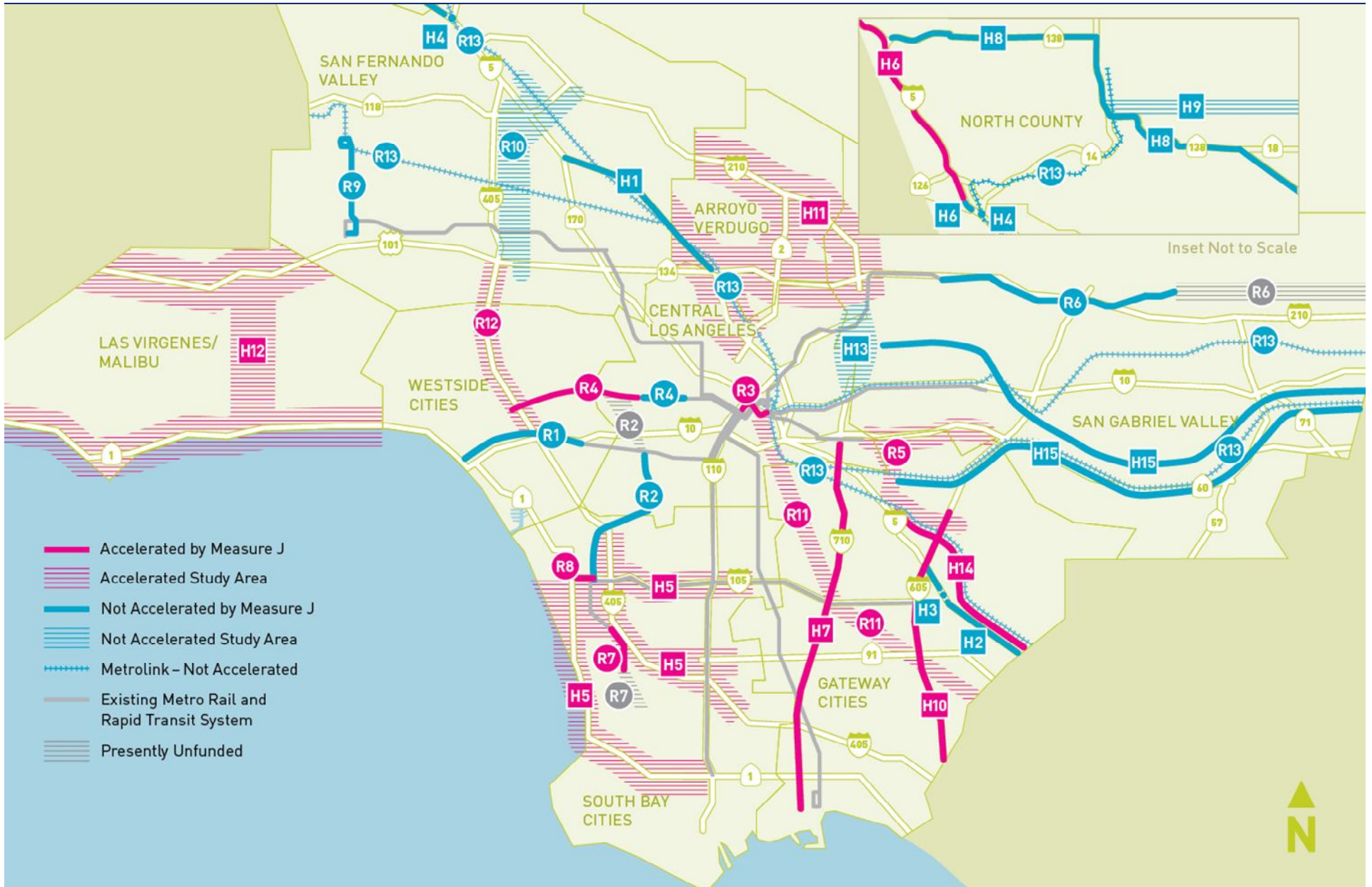


# 2012: We're Going from This



- 88 miles of rail & 96 stations (+ Silver Line)
- 1<sup>st</sup> “HOT” lane

# To This in 2039 . . . Or Sooner???



# We Don't Want to Wait 30 years: America Fast Forward (AFF)

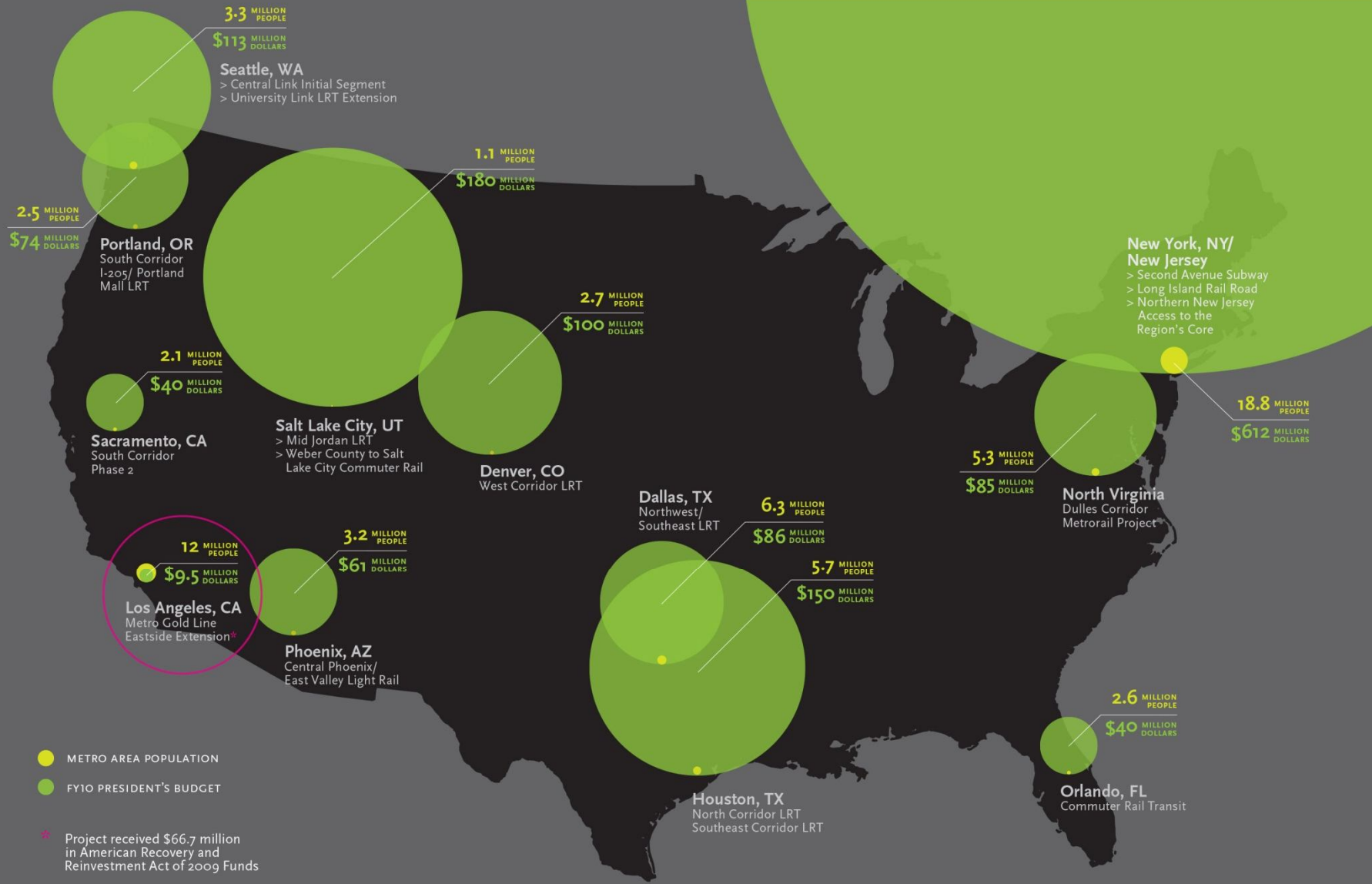
- Leverage local dollars to accelerate program
  - Mobility & environmental benefits sooner
  - Put people to work
  - Lower construction costs/economies of scale
- Asking the federal government to “be a lender, not a spender” with various new, creative financing tools:
  - Loans
  - Interest rate subsidies
  - Bonds
  - Some success with MAP-21
- Change some federal funding guidelines to allow more local purchasing
- Taken the concept national with support from:
  - AFL-CIO and US Chamber of Commerce
  - 100+ chambers around the US
  - Mayors around the US



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# Messaging is Still Important

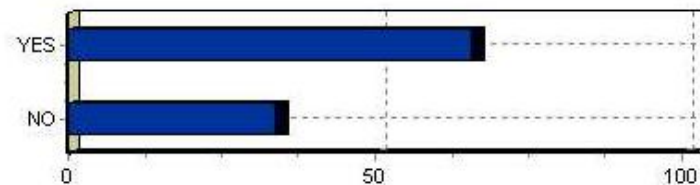
## FY2010 Funding for New Starts Projects vs. Population



# And We Don't Want to Wait for Washington

- November 2012 ballot: Measure J
- To Extend Measure R sales tax to 2069 to allow
  - Bonding of “new” revenues to build & operate sooner
  - Generate jobs
  - Take advantage of historically low rates and construction costs
  - Generate jobs
- Oh so close . . .

## LOS ANGELES COUNTY METRO - J



## 2/3 OF VOTES CAST

J	Votes	Percent
J - MTA SALES TAX CONTINUANCE - YES	1,841,208	65.88
NO	953,507	34.12

Registration	4,593,621
Precincts Reporting	4,993
Total Precincts	4,993
% Precincts Reporting	100

Remember, you need to refresh this page to ensure that you have the latest results.

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# Politics Continue

- Rivalries & interests don't change
- Metro Board members & others continue to:
  - Push for more for “their” projects
  - Watch other projects closely

*But . . .*

- Nobody has really tried to overturn the delicately crafted Measure R program

*. . . Yet*



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# Discussion



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