

We see a better LA for everyone.

Vision 2028

STRATEGIC PLAN | 2018 – 2028



Los Angeles County
Metropolitan Transportation Authority



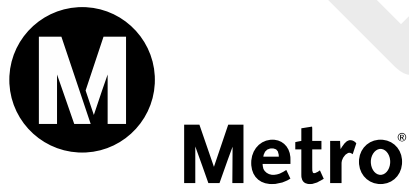
Metro

Metro Vision 2028

A Strategic Plan for 2018-2028

DRAFT

Los Angeles County Metropolitan Transportation Authority



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TABLE OF CONTENTS

INTRODUCTION.....	6
ABOUT METRO AND ITS MISSION.....	8
METRO’S VISION FOR THE FUTURE OF TRANSPORTATION IN LOS ANGELES COUNTY	9
THE VISION 2028 PROCESS	11
KEY TRENDS.....	11
A STRATEGIC PLAN FOR THE NEXT TEN YEARS	15
Goal 1: Provide high-quality mobility options that enable people to spend less time traveling.	19
Goal 2: Deliver outstanding trip experiences for all users of the transportation system.	28
Goal 3: Enhance communities and lives through mobility and access to opportunity.	32
Goal 4: Transform Los Angeles County through regional collaboration and national leadership.....	35
Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.	38
CONCLUSION.....	41
ACTION MATRIX.....	43

APPENDICES

Appendix A: 2017 Customer Satisfaction Survey Results

Appendix B: Summary of Outreach

Appendix C: Equity Platform Framework

Appendix D: Transit-Oriented Communities Policy

Appendices can be accessed online: 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. 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.

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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 and the transportation challenges and opportunities it confronts have 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,¹ 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 most congested places in the country,² and a mode share for transit that is among the lowest for regions of comparable size.³ 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,⁴ 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 Metro'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 and hold ourselves accountable for 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 The Los Angeles region ranks 15th out of the 54 largest urban areas when comparing transit trips per resident. For more information, please visit. <https://fivethirtyeight.com/features/how-your-citys-public-transit-stacks-up/>

⁴ 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, bus routes, and rail lines which are 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 all 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 all 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; Caltrans; Southern California Association of Governments; 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.

METRO'S VISION FOR THE FUTURE OF TRANSPORTATION IN LOS ANGELES COUNTY

This Plan is designed to **deliver 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.** 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 without managing the long-term demand for solo driving is not an enduring strategy for meeting the region's rapidly evolving mobility needs. An approach primarily geared to serving single-occupancy vehicles is neither economically nor environmentally sustainable, nor would it advance other widely shared goals for improving quality of life within the region. Instead, 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 percent usage of transportation options other than driving alone, including taking transit, walking, biking, sharing rides, and carpooling.

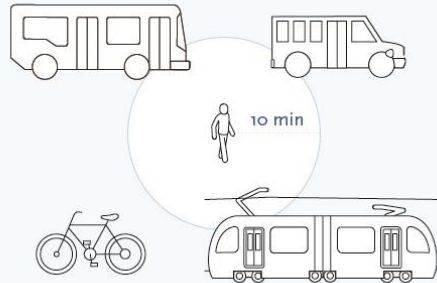
Achieving this vision by 2028 means that Metro will take steps to accomplish the following:

- Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk or roll from home.
- Reducing maximum wait times for any trip to 15 minutes at any time of the day.
- Improving average travel speeds on the County's bus network by 30%.
- Providing reliable and convenient options for users to bypass congestion.

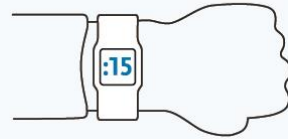
Later sections describe Metro's plan for achieving these outcomes in greater detail. To provide context for these sections, we begin by discussing the process used to develop the Plan and by describing some of the key trends that we believe will shape the County's transportation needs and challenges in the decades to come.

Metro's Visionary outcomes by 2028.

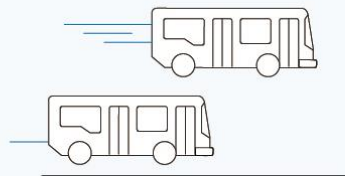
10-minute walk or roll to high-quality mobility options.



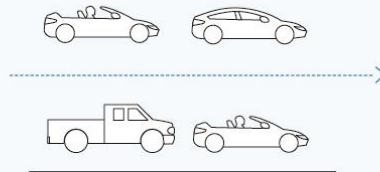
15-minute maximum wait, any time of day.



30% faster bus speeds.



Options to bypass congestion.



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 been less prone to engage in past 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 key external and internal 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 complete 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 the core elements of Metro's Vision 2028 Plan.

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 to 10.75 million by 2028.⁵ This means that an increasing volume of people and goods will need to

⁵ For more information on Los Angeles County population forecast, see pages 73 and 74 of the California County-Level Economic Forecast 2017-2050 at http://www.dot.ca.gov/hq/tpp/offices/eab/socio_economic_files/2017/FullReport2017.pdf

travel on a transportation network that is already inadequately serving their needs. Overall consumption in the region is expected to intensify the conflicts between passenger and goods movement. 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.

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The challenges of meeting the mobility needs and expectations of a diverse region are becoming increasingly complex. 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 cultural diversity creates challenges to ensuring that the transportation system is inclusive and responsive to the needs of all people in LA County.

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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 advent of connected and autonomous vehicle technology presents possibilities for safer, more efficient travel. 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. Technology innovations and other advances in the goods-movement sector also present possibilities for implementing more efficient, environmentally and socially-responsible logistics practices that can benefit all system users.

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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 single-occupant travel in private passenger vehicles at the expense of providing other high-quality travel alternatives. The result is an inequitable 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. This system is not sustainable from an economic or environmental perspective. 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 multiple 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 people 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 effectively manage demand from all users.

A STRATEGIC PLAN FOR THE NEXT TEN YEARS

The Metro Vision 2028 Plan addresses the root cause of LA County's transportation problem: population and economic growth are increasing travel demand on a system that is inadequately meeting the needs of its users. The current system is congested because roadway space is inefficiently used: 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. Better mobility in LA County can best be achieved by prioritizing the movement of people over vehicles. This means using our limited street space more effectively and giving people higher-quality options for getting around, regardless of how they choose to travel. We must create high-quality alternatives to solo driving so that individuals have reliable, convenient, and safe options for taking transit, walking, biking, sharing rides, and carpooling. By better managing roadway capacity, we can make room for more efficient goods movement and deliver greater mobility for all users.

Achievement of our mobility goals has long-term ramifications beyond the next ten years. Transportation accounts for nearly 40% of all greenhouse gas (GHG) emissions in California, and as demand for trips continues to increase due to population and economic growth, Metro’s ability to increase the use of modes other than driving alone is integral to achieving the County’s and the State’s ambitious climate goals. The impact of GHG emissions on public health only raises the level of urgency to change our approach to mobility. By providing more convenient, efficient, and appealing transportation options, Metro can move more people while reducing GHG emissions for each trip taken—thereby significantly mitigating the impact transportation has on the environment and public health. A more diverse, responsive, and resilient transportation system will also be better equipped to adapt to the challenges of warming climate.

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



Greenhouse Gas Emissions per Person per Trip. Units are approximate grams of CO₂ equivalent from life-cycle assessment based on long-term emissions projections. Transit trips are based on average emissions over peak and off-peak times.

Source: Mikhail Chester et al, "Infrastructure and Automobile Shifts: Positioning Transit to Reduce Life-Cycle Environmental Impacts for Urban Sustainability Goals", *Environmental Research Letters* 8, no.1 (2013). doi:10.1088/1748-9326/8/1/015041

This Plan serves as the foundation that aligns all Metro’s plans, programs, and services to achieve a common vision. It establishes the mission, vision, and goals that will guide the agency’s other specific plans, such as its Long Range Transportation Plan and NextGen Bus Study. This Plan also articulates a set of principles that Metro will apply in making decisions and conducting business. In short, everything Metro does in the next ten years will fall under the umbrella of the Vision 2028 plan.

Many important short-term initiatives are already underway at Metro that can be completed within today’s resource, technical, political, and legislative constraints. Not all of these initiatives are necessarily referenced in this Plan because they are already on a path towards implementation. Instead Vision 2028 focuses on initiatives that go beyond the status quo and on the aggressive, strategic actions that will be required to meet the region’s ambitious mobility

goals. In addition, this Plan acknowledges that individual infrastructure projects will need to be coordinated and vetted in the context of the Southern California Association of Governments (SCAG) Regional Transportation Plan and Measures R and M as they relate to future financial investments in the transportation system.

Metro’s 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 who live, work, and play within LA County. These goals are:

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 and access to opportunity;
4. Transform Los Angeles County through regional collaboration and national leadership; and
5. Provide responsive, accountable, and trustworthy governance within the Metro organization.

LA County has a complex transportation ecosystem, with equally complex and varying governing structures. However, these intricacies and nuances should be invisible throughout the user’s mobility experience. This Plan puts the user at the forefront of how we do business. We employ the idea of the “curb-cut effect”⁶ throughout the Plan—the concept that when the transportation system is designed to meet the needs of its most vulnerable users, the benefits cascade to everyone.

In theory, these are simple concepts. Addressing the root causes of our transportation problems will require bold action that can only be taken with a combination of leadership and partnership, and with the widespread support of the public. Implementing Metro’s vision will be a collective effort that draws the active participation of many people and organizations in the region. The sections that follow describe the specific initiatives and actions we have identified for achieving each of our five core 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 this document summarizes the goals, initiatives, and actions contained in the Plan for quick reference. The measures and timelines shown in the matrix will be reviewed and refined as we implement Vision 2028 to ensure alignment with the desired outcomes. Metro will issue periodic reports to the public on the progress toward these goals and initiatives, and we will review the Plan every five years to ensure that we are advancing toward our vision.

⁶ For more information, please visit www.ssir.org/articles/entry/the_curb_cut_effect

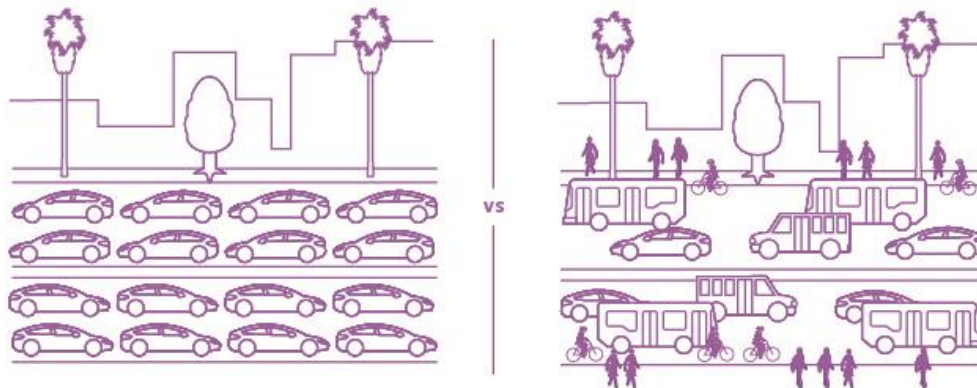
We see faster travel options.



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

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 all users. Increased use of high-capacity mass transit, walking, bicycling, and ride sharing 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 Goal 1 are described below.

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



16 solo drivers in traffic congestion.

Many more people moving smoothly when we make better use of street space

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 prioritizing service and infrastructure investments to areas with the greatest need, with the goal of improving transportation options for the County's most vulnerable populations. Those investments will also deliver tangible public health benefits—in the form of increased safety, improved air quality, and better access to goods and services, including health care—that are especially important for disadvantaged residents.

Metro has already established an equity framework that is 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 helps address physical, social, and economic barriers to opportunity. 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 across all modes as mandated by Measures R and M as quickly as possible without adversely affecting other services and responsibilities. This means delivering projects on-time and on-budget, and considering multiple potential delivery mechanisms for any project, including public-private partnerships. Our Long Range Transportation Plan update process will be used to forecast available revenues to meet the timeline for completing these projects. As a start, LA's commitment to host the 2028 summer Olympic Games creates a strong added incentive to quickly improve mobility across the region. 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 uncertainty over travel time as well as 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 average of 11 miles per hour (mph). We will collaborate with municipal partners and other transit operators to dedicate the resources necessary to reclaim street space in ways that 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

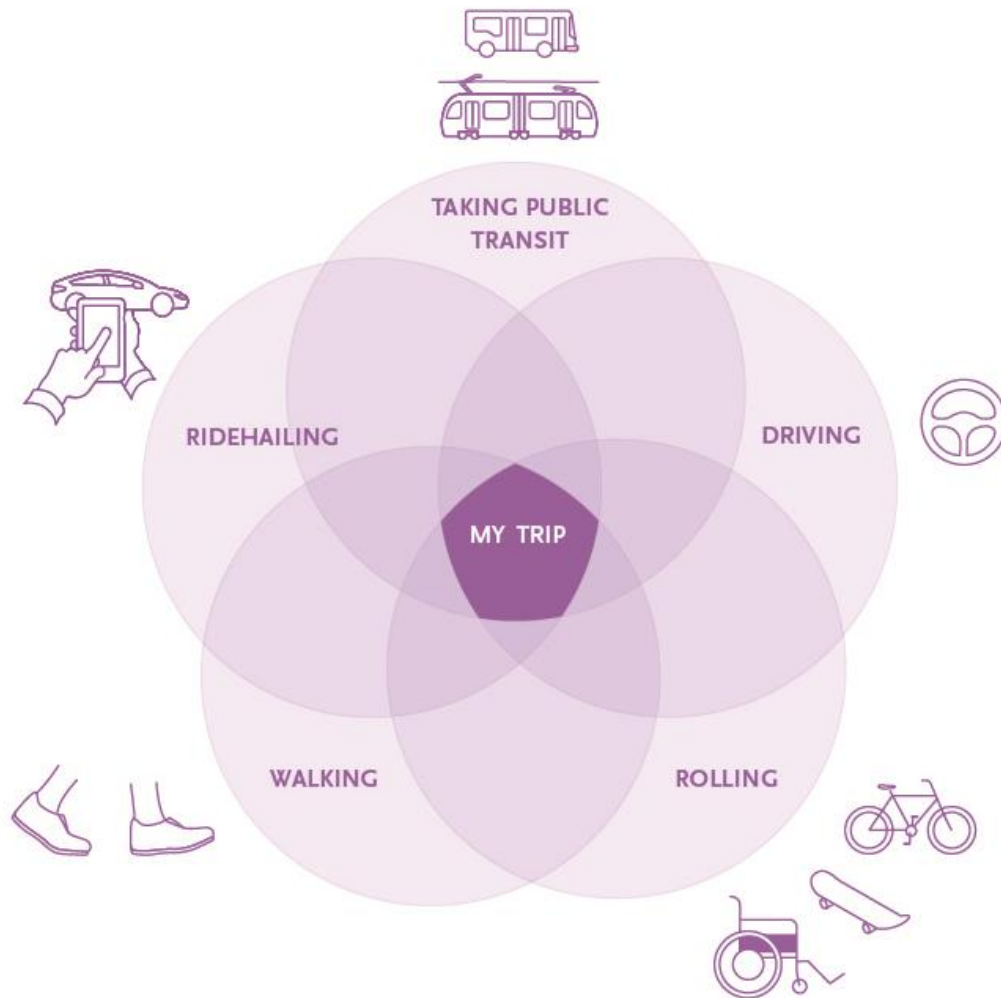
congested areas. Complementing this effort is our ongoing NextGen Bus Study, which will reimagine the bus network to improve mobility for County residents. Our current bus network has not had a major overhaul in 25 years. Since that time, the region has added over a million residents, many local communities have transformed, and travel patterns have changed.

For the local bus network, Metro's aim is to achieve a minimum average speed of 15 mph and an aggregate minimum service frequency of 15 minutes along each service corridor. Where it would be very challenging to deliver a minimum service frequency of 15 minutes, Metro will explore opportunities to provide demand responsive services, such as microtransit or shared ride 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. Any savings from improving bus network efficiency will be reinvested in bus services for LA County.

- 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 and provide faster travel options in these corridors.
- 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. BRT corridors will be implemented in partnership with local municipalities, who control the roadways in most instances. Implementation details will be developed through additional studies, such as the NextGen Bus Study, the BRT Vision and Principles Study, and updates to the Long Range Transportation Plan.
- 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.

A trip can be completed in varieties and combinations of travel methods.



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. Metrolink serves people traveling to LA County from throughout the Southern California region. Its 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, which include 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 by the need to share track with freight traffic 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 Metrolink 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 (note that several of these issues are also discussed under Goal 2, which focuses on improving the user experience):

- Distance customers must travel to access a high-quality service;
- Number of transfers to complete a trip;
- Time to wait and quality of experience 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;
- Quality, content, and accuracy of information provided to users for their entire trip; and
- Existence and quality of transportation infrastructure, such as sidewalks, bikeways, and drop-off zones that help facilitate access to transit (these efforts will build off Metro’s current first/last mile and active transportation planning work⁷).

As a major funder of many transportation providers in the region, Metro will leverage its resources to incentivize regional partners to improve connectivity and deliver seamless journeys. 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

⁷ For more information, please visit www.metro.net/projects/active-transportation-strategic-plan/

infrastructure to improve safety on its transit network. In addition, Metro’s funding decisions will prioritize projects that improve safety and reduce conflicts between different roadway users 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.

1.3 As part of an effort to manage transportation demand in a fair and equitable manner, Metro will:

Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services. Sustainable financing 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 the choice of transportation modes for people and goods. The Metro ExpressLanes Program can help mitigate delay by providing users a choice to pay a toll in order to save time. This program currently operates on the I-110 and I-10 freeways. ExpressLanes provides drivers with options for a reliable trip experience and can also improve the operational efficiency of existing highway lanes for all users, including freight. Planning studies are underway to add new ExpressLanes corridors to County highways to 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 apps that facilitate toll payments) and the use of innovative financing models to accelerate 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 pricing strategies for managing demand in the most traffic-clogged areas of the County. Such strategies will seek to simultaneously improve transportation equity and capacity 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.

Manage congestion and reduce conflicts between the movement of goods and people on streets and highways. LA County is home to the nation’s largest container port complex, which handles

approximately 40% 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.

Rising demand for the movement of people and goods increases congestion and affects safety, efficiency, and capacity on the County's critical freight corridors and local streets. To address these daunting challenges, Metro will develop a Goods Movement Strategic Plan for Los Angeles County that holistically evaluates the interaction of goods movement and passenger mobility and sets a course toward implementing solutions that ensure mobility for all users while balancing economic, environmental, and equity goals. Metro commits to partnering with the Ports of Los Angeles and Long Beach, Caltrans, local municipalities, and private freight operators to leverage the resources necessary to improve operational conditions on all the County's critical freight corridors and on local streets.

In sum, Metro's aim is to ensure that all transportation system users can safely and effectively coexist despite the potential conflicts between them. Strategies to resolve these conflicts and improve goods movement across the region will include the use of technology and pricing to improve safety and operational efficiencies in high-volume corridors while increasing rapid transit capacity as a way to move large numbers of people through these corridors more quickly. By doing so, adequate capacity will be preserved for goods movement.

Metro acknowledges the need for partnerships with local, regional, and state authorities to leverage funding to maintain streets, highways, and shared freight rail corridors in a state of good repair for all users. Consistent with the vision of this Plan, Metro will work with its partners in the region to advance more efficient use of roadway capacity through needed state of good repair projects.

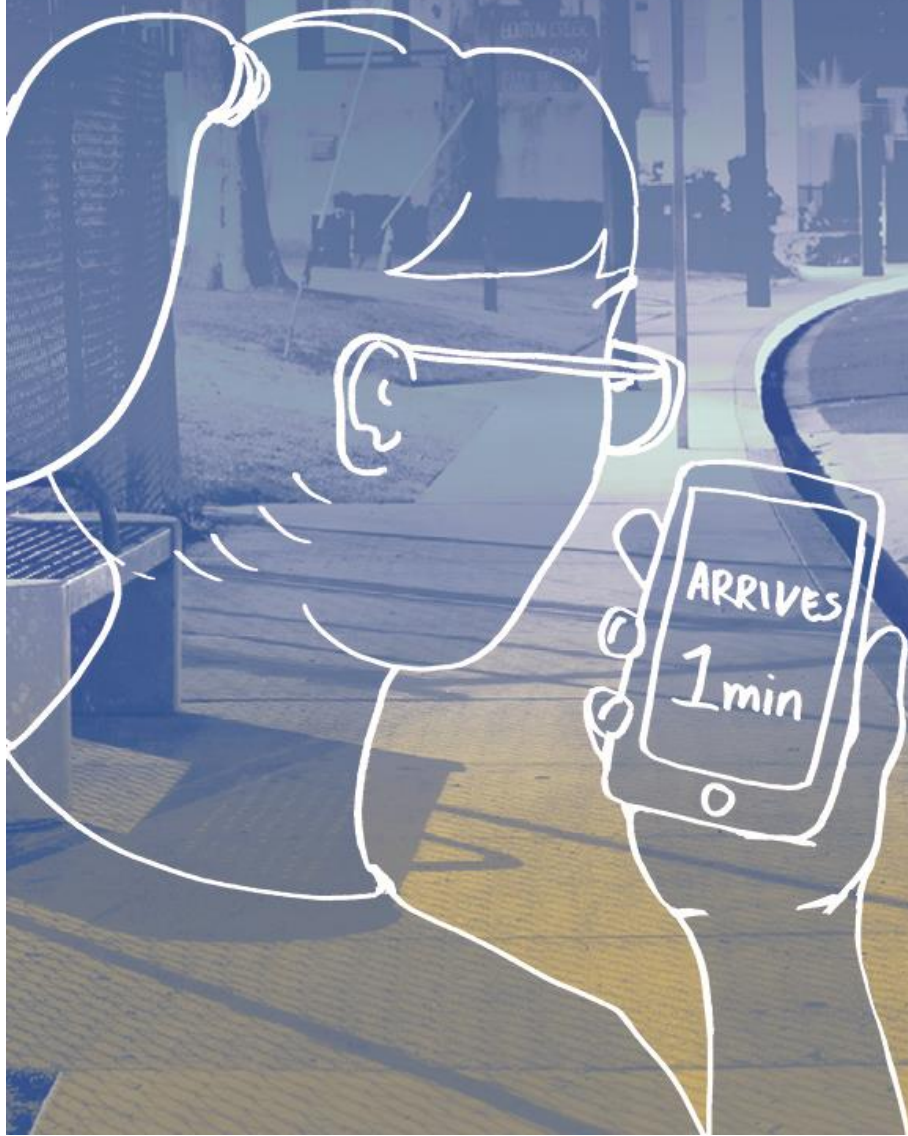
Finally, the Metro Vision 2028 Plan asserts that, on the region's highway and roadway system, new capacity and elimination of bottlenecks will be balanced with complementary measures to manage long-term demand for solo driving. Attention will be paid to capacity management in order to improve the overall efficiency and effectiveness of the system for all users. Moving more individuals using less space will allow the entire system to operate more effectively.

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 that were established in a different era. Metro will begin looking at possible legislative and regulatory strategies for leveling the playing field to preserve competition, reduce negative impacts, and ensure access to a variety of transportation options for everyone.

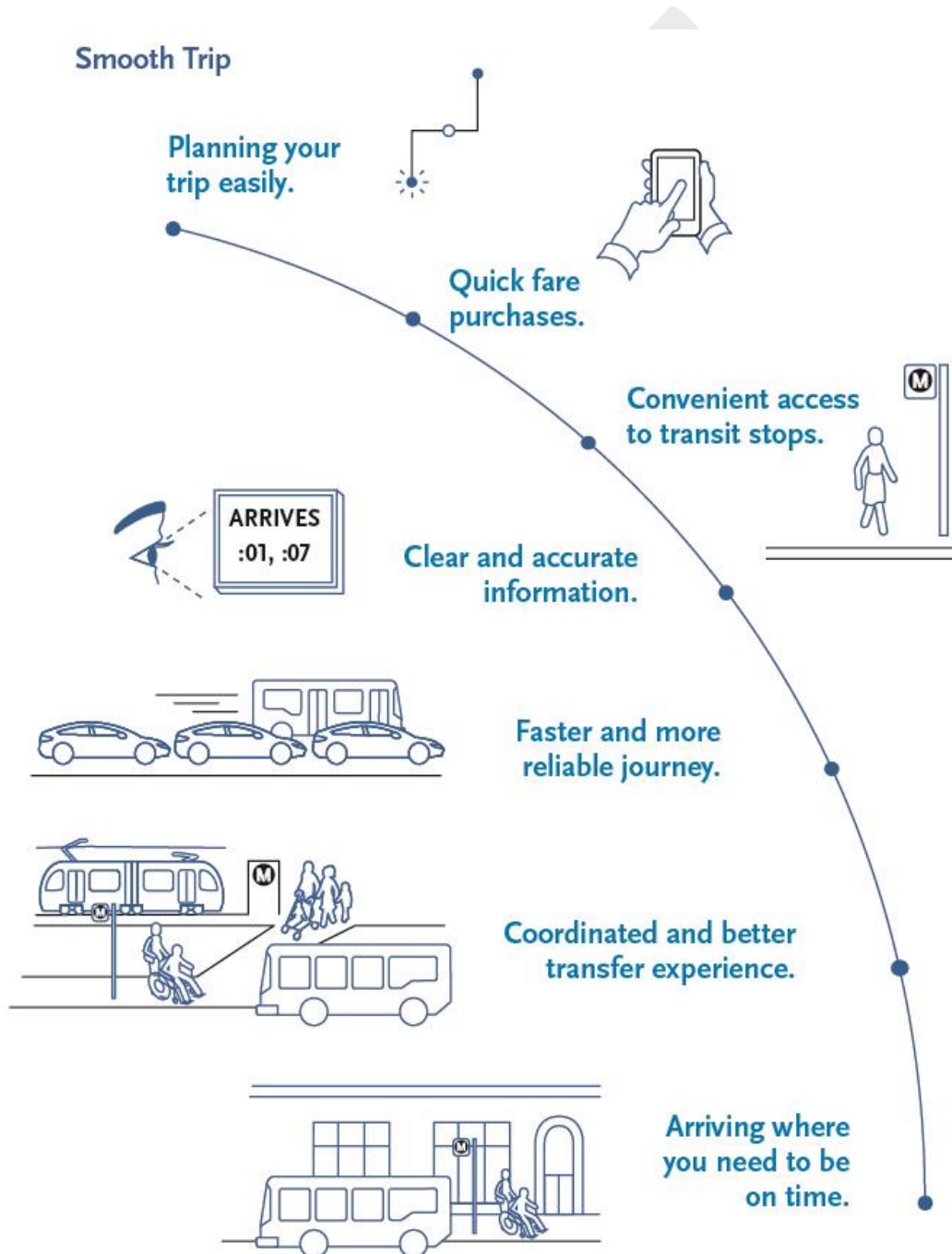
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We see a better trip.



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 will work to improve customer satisfaction at all customer touch points, as described below.



2.1 Metro is committed to improving security. In 2017, Metro implemented a new staffing and deployment model that is designed to increase the 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 will rely 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.

Partnering with communities is a key component of Metro's security 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 efforts to prevent sexual harassment, transit-related crime, and fare evasion. Metro's team of civilian fare inspectors will undergo implicit bias training, and Metro will work with law enforcement partners to update our current Community Policing Plan to reflect the agency's priority to improve the customer experience. Metro is committed to implementing a security and policing model that enables all transit users to travel safely, anytime and anywhere.

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 the six guiding principles from our Transfers Design Guide:

- Safety and Security, such that the transit journey feels safe and secure for all riders.
- Efficiency, which relates to the rider's path between connections (i.e. proximity between stops and directness of path).
- Accessibility, as defined by an unobstructed path and boarding area for customers of all abilities and the variety of ways in which they travel (e.g. alone or with a bike, wheelchair, stroller, etc.).
- Clarity, as it relates to clear information and wayfinding, presented in accessible formats to navigate the transit network.
- Comfort, in terms of the quality of the overall transit environment (e.g. transit amenities, artwork, cleanliness, maintenance) and experience.
- Consistency, as it relates to reliable elements at each stop or station that help create a comfortable journey.

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 itself to take advantage of rapidly evolving technology and fare payment options over the ten-year horizon of this Plan. Along with improvements to TAP, 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 occur when customers interface with Metro's trip planning tools and website, use mobility services, wait at a bus stop or train station, contact Metro's customer care service center, or interact with Metro personnel in other ways. Metro will strive to make customer interactions easy, seamless, comfortable, and inviting. 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.

Quality of customer experience is further described in Metro's Transfers Design Guide; it also overlaps with the issues raised in the foregoing point about improving transit users' experiences, which includes, but is not limited to, addressing items such as cleanliness, comfort (protection from heat and other weather and environmental conditions), ease of navigation, and security. Metro will regularly seek feedback through customer engagement to improve existing products and services and develop new ways to meet evolving customer needs.

We see vibrant communities.



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. 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 (TOCs) maximize equitable access to a multi-modal transit network through land use and holistic community development policies that are integrated with transportation infrastructure and service delivery. To catalyze and support TOCs, Metro will actively promote policies that address key challenges for nurturing vibrant, healthy, and complete communities, including:

- **Housing Affordability:** Prioritize development and preservation of transit-adjacent Affordable Housing.
- **Neighborhood Stabilization:** Protect and support local residents and businesses from displacement.

- Sustainability: Ensure that infrastructure investments are multi-beneficial, improving access to transit and enhancing communities' environmental resilience.
- Economic Vitality: Promote sustained economic vitality directly benefiting existing communities.

In addition, Metro will incorporate TOC considerations into all new transit corridor plans and develop strategic TOC recommendations for jurisdictions where transit corridors are located. Metro's proposed TOC policy is included in Appendix D.

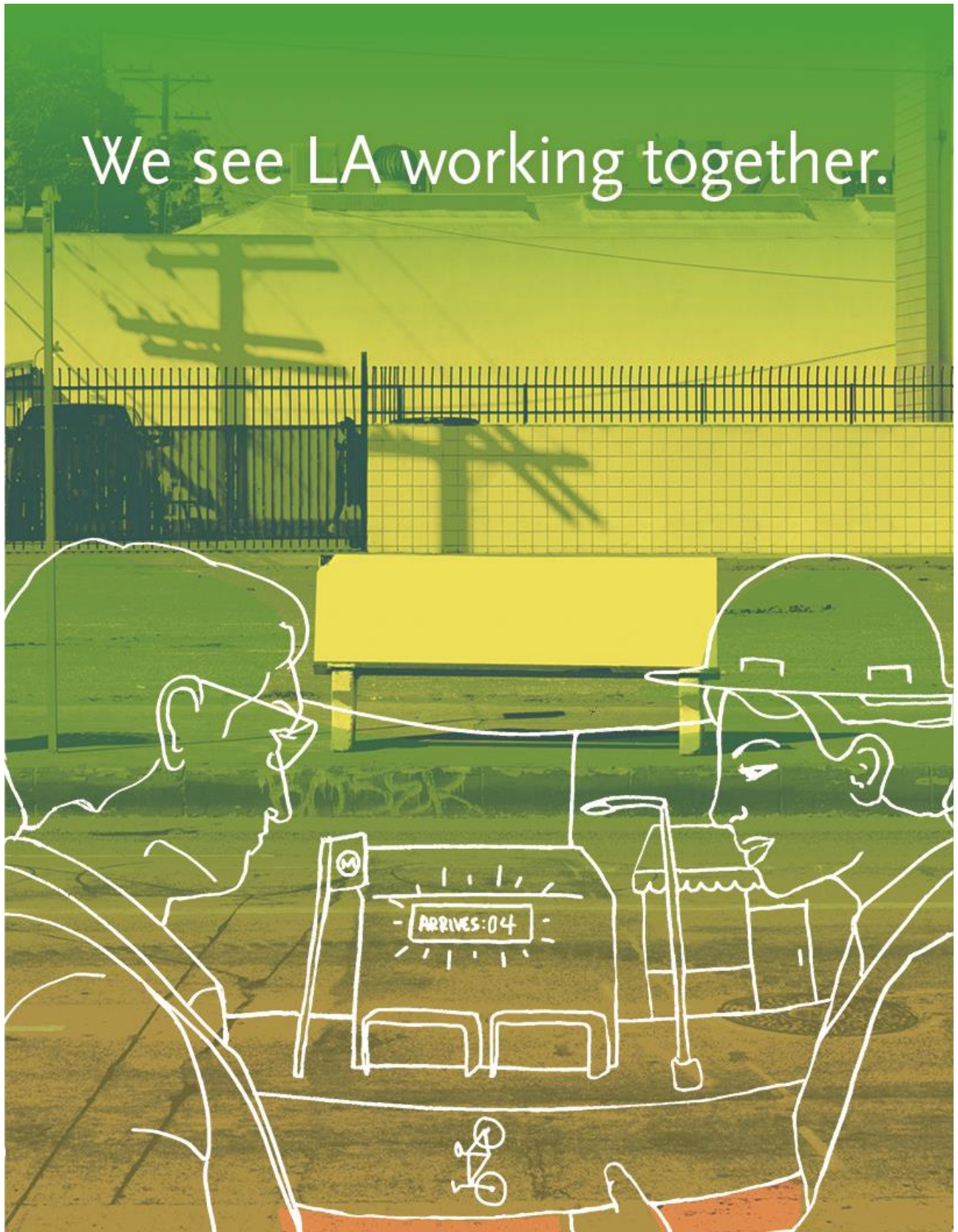
3.3 Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County. Using our equity framework as a guide, Metro will invite a diverse range of participants to have a voice in decision-making about future service and infrastructure investments. 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 for meaningfully engaging with communities, including through in-person and virtual meetings and town halls, social media platforms, community surveys, and a variety of other methods specific to the context and needs of different communities. Metro's equity framework provides the foundation that supports all our engagement and outreach efforts.

3.4 Metro will play a strong leadership role in efforts to address homelessness in LA County. Homelessness is a crisis not only for people who cannot obtain shelter, but for all County residents. In terms of transportation impacts specifically, the presence of homeless people on Metro services and properties can deter other potential riders and affect mobility. For Metro, the critical challenge is to balance our commitment to delivering excellent customer experiences with our commitment to also assist homeless individuals. Metro is 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.

More broadly, Metro will integrate the philosophy of "housing for all, jobs for all" in all programs, services, and outreach, recognizing that Metro itself produces significant opportunities for employment throughout the agency and heavily influences housing development throughout the County. Together with partners across the County, Metro will aggressively pursue an end to chronic homelessness for the sake of homeless individuals and our customers.

Through partnerships with government, advocacy organizations, and others, Metro will lead, support, and promote strategies that effectively transition individuals from homelessness to permanent housing. This includes expanding on our existing Homeless Outreach Pilot Program to increase the presence of C3 (city, county, and community) teams as the first point of contact with individuals in need. Our philosophy is to approach homeless individuals with respect and make every effort to preserve their dignity as we seek to address their needs.

We see LA working together.



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. Metro shares the region's commitment to environmental sustainability and will take a strong leadership role in managing and building a resilient mobility system that effectively reduces greenhouse gas emissions and helps to address public health issues while moving people throughout the County. 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 Vision2028 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. To this end, we view Vision 2028 as a launch pad for achieving a shared mobility vision within the Metro organization and with our stakeholders throughout the region. Additional coordination and identification of parties involved in each action will occur as we implement the Plan.

Transportation interfaces with quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing, homelessness, environmental quality, public health, and access to education and health care. Beyond its core transportation responsibilities, Metro cannot, by itself, address the broader challenges facing our communities. 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 incentivize partners to coordinate resources and cooperate with Metro to improve multi-modal transportation options for all users.
- Metro will seek opportunities for co-investment 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 the above-mentioned quality of life 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 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, equitable, 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 connected and 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.

We see a responsive Metro.



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 continue building 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 Vision 2028 Plan. This includes aligning all business processes, resources, plans, and tools with our strategic vision, goals, and initiatives and ensuring that financial decisions, annual budgets, programs, services, and the update of Metro’s Long Range Transportation Plan support Metro Vision 2028. 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. Metro must continuously prioritize limited funds to provide the most value to the public while maintaining a high standard of fiscal responsibility. We will be transparent about the tradeoffs of our 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, funding for mission-critical operations in the form of service continuity and maintenance to preserve state of good repair will 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:

- Productivity of service in terms of people throughput, and
- 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 the additional resources needed to support operations, maintenance, and reinvestment in the County's mobility system.

5.3 Metro will develop a transparent data management policy that addresses open data, data storage, and data protections. Data is one of the most valuable assets in the digital age and is used and generated throughout Metro's business units. As we adopt and deploy new technologies, these technologies will generate new types of data that will be key to making effective service delivery decisions. Metro will develop an open data policy and data portal through which the public can access information with the aim of encouraging transparency and innovation. At the same time, Metro will also develop clear policies on data access, the protection of personally identifiable information, and data generated by private vendors under Metro contracts.

5.4 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 we will 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 (a) align with desired outcomes for both customer-facing services and internal business processes, and (b) demonstrate progress towards achieving the long-term vision of this Plan. 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.

5.5 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, increasing options and enhancing 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.

5.6 Metro will foster and maintain a strong safety culture. As Metro expands its rail system and bus fleet, keeps its transportation assets in a state of good repair, and operates in more shared-use corridors, a disciplined and ongoing commitment to safety culture by Metro's Board and staff will be necessary to protect the safety and well-being of Metro's passengers, employees, and the public at-large. Under the framework of an actively renewed safety culture, Metro's commitment to supplement and strengthen programs designed to address workplace safety, security, and employee wellness and support the physical and mental health and wellbeing of its workforce is of the utmost importance. In support of sustaining a strong safety culture, 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. Metro will also remain diligent in implementing policies and providing management that support the safe operation of its buses and trains and the timely investment in maintaining a state of good repair for its operations infrastructure.

5.7 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 the 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 the County's ambitious mobility goals. Only by taking bold action can we achieve lasting, positive impacts for our region and our citizens. Implementing Vision2028 will be a collective effort that requires participation from all players in the region. This means leadership and partnership will be essential to achieving our goals.

To fulfill and sustain LA County's economic and social promise, our future transportation system must provide a bridge to prosperity. Implicit in the five goals we have articulated for this Plan is the recognition that there is no single solution for our region's transportation challenges. Rather, we must tackle these challenges from several different angles, using a variety of strategies. To do so, we must summon the courage and political will of our elected leaders as well as the support of the public. We will need to cultivate a higher tolerance for risk and greater perseverance to overcome inevitable setbacks and adapt to new developments. Above all, we must relentlessly and collectively pursue a common vision because our future depends on it.

Vision 2028 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 on building a better transportation future for LA County.

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ACTION MATRIX
Summary of Actions

Actions	Measure	Timeline
Vision: Double the percent usage of transportation modes other than driving alone, including taking transit, walking, biking, ride-sharing, and carpooling.		
Establish baseline mode share for all trips	Mode share benchmark and improvements over time	Benchmark in 2019, periodic tracking of trends
<p>Establish mobility standards, benchmark current condition, and identify gaps</p> <ul style="list-style-type: none"> • Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk or roll 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%; and • Providing reliable and convenient options for users to bypass congestion. 	<ul style="list-style-type: none"> • % households within 10-minute walk or roll of high-quality mobility options • Average wait time for services by mode • Average travel speeds for each class of bus service compared to benchmark • Average level of service in managed lanes measured as function of time of day and day of week. 	2 years for benchmark data and gap analysis
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 quickly as possible.		
* Long Range Transportation Plan 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	Appropriation 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
* Conduct NextGen Bus Study	Progress towards completion of study	2 years
* Conduct Metro Bus Rapid Transit Vision and Principles Study, including development of Bus Rapid Transit design guidelines, performance metrics, and prioritized list of corridors	Progress towards completion of study	2.5 years
* Identify congestion hot spots for critical/core bus corridors	Hot spot mitigation plan completion	2 years

Actions	Measure	Timeline
* 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		5 years
Partner with Metrolink to increase the capacity of the regional transportation system.		
* 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	Customer satisfaction and utilization of Metrolink services	5 years
Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro's transit assets.		
* 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	Funding/resource allocation in 10 year Strategic Budget Plan and annual budget. Progress towards implementation of asset management program.	5 years
Improve connectivity to provide seamless journeys.		
* Define guidelines for performance outcomes of full transportation network	Define guidelines for performance outcomes	1 year
* Update funding guidelines for local and municipal transit providers to align with achieving goals of Metro Vision 2028 Plan	Modifications to local and municipal transit services to align with the transportation network per the Metro Vision 2028 Plan	2 years
* Incentivize Metro funding program recipients to contribute to achieving the mobility goals of the transportation network per the Metro Vision 2028 Plan	Progress toward achieving mobility goals of transportation network; effectiveness of funding programs	1 year
* Update Metro design standards to improve connectivity between transit lines and connecting modes for all transit facilities	Update Metro design guidelines	2 years
* Plans to create clear, comfortable, and user-friendly transfers at all major connection points	Progress toward incorporation into transit corridor studies	2 years
* Collaborate with municipal partners to establish policies to prohibit curb congestion in bus corridors	Improvement to bus operations	5 years
Improve safety on the transit system and reduce roadway collisions and injuries.		
* Use improvements in technology, equipment, and infrastructure to improve safety on Metro transit network	Measure before and after effects of safety improvements and enforce ongoing reporting	Annually
* 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	Measure before and after effects of safety improvements and enforce ongoing reporting	2 years
* Develop and execute a legislative strategy to improve passenger and transit vehicle safety through policy and regulatory actions at all levels of government	Decrease in rates of fatalities and injuries on transportation system	5 years
Initiative 1.3 - As part of an effort to manage transportation demand in a fair and equitable manner, Metro will:		
Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services.		
* Conduct comprehensive transportation system pricing study to determine options for meeting four goals of revenue, equity, security, and ridership	Completion of study and staff recommendation on strategy	5 years
* Implement transportation system pricing policy based on study	Improvement to trends for attaining policy goals of revenue, equity, security, and ridership.	5-10 years

Actions	Measure	Timeline
Implement the ExpressLanes Tier 1 network within the next ten years.		
* Implementation of ExpressLanes Tier 1 network	Completion of ExpressLanes Tier 1 network	10 years
Test and implement pricing strategies to reduce traffic congestion.		
* Pilot study to identify best locations for proof of concept	Completion of study and staff recommendation	2 year
* Implement pilot program	Change in people-throughput during pilot	5 years
Manage congestion and reduce conflicts between the movement of goods and people on streets and highways.		
* Develop strategy to increase rapid transit capacity and consider strategies to price all vehicle travel to manage congestion	Improvement to safety and people- throughput	5 years
Explore opportunities for expanding access to shared, demand-responsive transportation options for everyone.		
* 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		2 years
Goal 2: Deliver outstanding trip experiences for all users of the transportation system.		
Initiative 2.1 - Metro is committed to improving security.		
* Update performance measures related to security, benchmarked against best-in-class organizations	Response times trending down; number of violent crimes on system trending down	Ongoing, but allow for new security contract numbers to indicate trends
* Develop and implement employee training program, including outreach to community-based organizations; provide implicit bias training for fare inspectors and officers.	Employee Training Program plan, funding and implementation	2 years
* Explore and implement prevention tactics. Promote prevention as a first measure to reduce frequency and severity of crimes.	Crime analysis and proposed tactics for managing incidents.	5 years
* Install state-of-the-art video surveillance and access control systems	Funding and installation per schedule	3 years
* Measure change in perception of safety	Customer Survey	Biennially
* Develop and implement community policing plan	Progress toward completion	2 years
* Develop and deploy program to prevent sexual harassment on system	Progress towards deployment of program. Improvements to program measures over time.	2 years
Initiative 2.2 - Metro is committed to improving legibility, ease of use, and trip information on the transit system.		
* Transit Access Pass (TAP) card integration across all services	Progress towards completion of TAP integration across network of transportation services within 5 years	5 years
* Develop plan and implementation process/schedule to align transit information across system	Progress toward completion of information alignment in 3 years	3 years
* New mobile app integrating trip information and fare payment for all mobility services in the County	Funding and implementation of mobile app	5 years
* Partner with other transit providers to share transit information across all digital signs and mobile platforms for convenient trip planning and transfers across region	Customer satisfaction	ongoing
* 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	Funding and implementation timeline benchmarked to original plan	In progress for completion in 2 years
* Establish open payment system for TAP	Progress towards implementation within five years	5-10 years

Actions	Measure	Timeline
Initiative 2.3 - Metro will improve customer satisfaction at all customer touch points.		
* Customer satisfaction survey	Results of customer satisfaction survey compared to 2017 survey	Biennially
* Dedicate staff resources to oversee customer experience and develop a comprehensive approach for improving customer satisfaction	Completion of customer satisfaction plan and implementation	1 year
* Performance measurement/ continuous improvement program with measures related to customer satisfaction for all services, benchmarked against best-in-class organizations	Performance measurement/ continuous improvement program with measures related to customer satisfaction for all services, benchmarked against high performing organizations	2-5 years
* WiFi as amenity to all customers	Implementation of WiFi on all Metro transit services	3 years
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	Ongoing
* Develop curriculum for Transportation School	Progress towards implementation of transportation curriculum in schools	Ongoing
* Work with federal funding partners to support targeted and local hiring	Track participation	Ongoing
Initiative 3.2 - Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.		
* Develop strategic Transit Oriented Communities recommendations for jurisdictions where transit corridors are located	Completion of Transit Oriented Communities recommendations for jurisdictions affected by transit corridor implementation	Ongoing
* Incorporate Transit Oriented Communities considerations into all new transit corridor plans	Integration and implementation of Transit Oriented Communities considerations in each new transit corridor plan	Ongoing
Initiative 3.3 - Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.		
* Develop community engagement strategy in alignment with equity framework in Initiative 1.1	Completion of engagement strategy and compliance with equity framework	2 years
Initiative 3.4 - Metro will play a strong leadership role in efforts to address homelessness in LA County.		
* Expand Homeless Outreach Program to increase the presence of C3 (city, county, and community) teams as the first point of contact with individuals in need	Track progress and results of expanded program	Ongoing
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 Vision 2028 Plan.		
* Align funding program requirements to Metro Vision 2028 Plan goals and initiatives	Projects funded that support or advance initiatives in Metro Vision 2028 Plan	2 years
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	

Actions	Measure	Timeline
Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.		
Initiative 5.1 - Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Vision 2028 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 Vision 2028 Plan goals and initiatives phased in over 10 year period	Alignment of annual budget to Strategic Budget Plan	1 year, then annually
* 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	Ongoing
* Regularly evaluate Metro's service offerings to ensure the lowest system impact for the highest gain in mobility	Develop measures of success to demonstrate value to the public, such as: <ul style="list-style-type: none"> • Productivity of service in terms of people throughput • Passenger miles traveled relative to vehicle miles traveled 	1 year
Initiative 5.3 - Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.		
* Develop a data management policy containing policies on data access, protection of personally identifiable information and data generated under Metro contracts	Completion and adoption of data management policy	2 years
Initiative 5.4 - Metro will apply prudent commercial business practices to create a more effective agency.		
* 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.	Progress towards completion and implementation of performance management program; year over year annual performance across all functions.	5 years
* Establish baseline for system performance	Benchmark report	1 year
* Allocate staff and financial resources in annual and 10-year strategic budget plan to lead and administer the performance management and continuous improvement program	Resource allocations reflected in the annual budget and 10-year Strategic Budget Plan	Annually
Initiative 5.5 - Metro will expand opportunities for businesses and external organizations to work with us.		
* Survey the small business community to assess the impact of changes we make to our processes and procedures.	Favorability ratings compared to baseline	Annually
Initiative 5.6 - Metro will foster and maintain a strong safety culture.		
* Conduct survey to gauge employee perceptions of safety, security and wellness	Favorability ratings in each category compared to baseline	Biennially
* Develop benchmark and measures for employee wellness	Progress toward completion of strategies and metrics; year over year trends in data	Annually
* Develop strategies and metrics for improving safety and security for employees	Progress toward completion of strategies and metrics; year over year trends in data	Ongoing

Actions	Measure	Timeline
Initiative 5.7 - Metro will build and nurture a diverse, inspired and high-performing workforce.		
* Develop and implement supervisor training curriculum to build leadership capacity from within the organization	Supervisory training curriculum	
* Streamline and improve processes for recruitments and promotions to focus on hiring the best people	Recruitment and retention rates improving over time. Department satisfaction on recruitment and retention processes.	3 years
* Update onboarding process and curriculum for new employees to incorporate understanding of Metro vision and philosophy	Favorability ratings for Metro Team Survey	Biennially
* Administer Metro Team Survey to gauge employee empowerment and engagement	Favorability ratings in each category compared to baseline	Biennially
* Develop and implement action plan based on Metro Team Survey results	Outcomes of action plan implementation as marked by trends in Metro Team Survey	Biennially