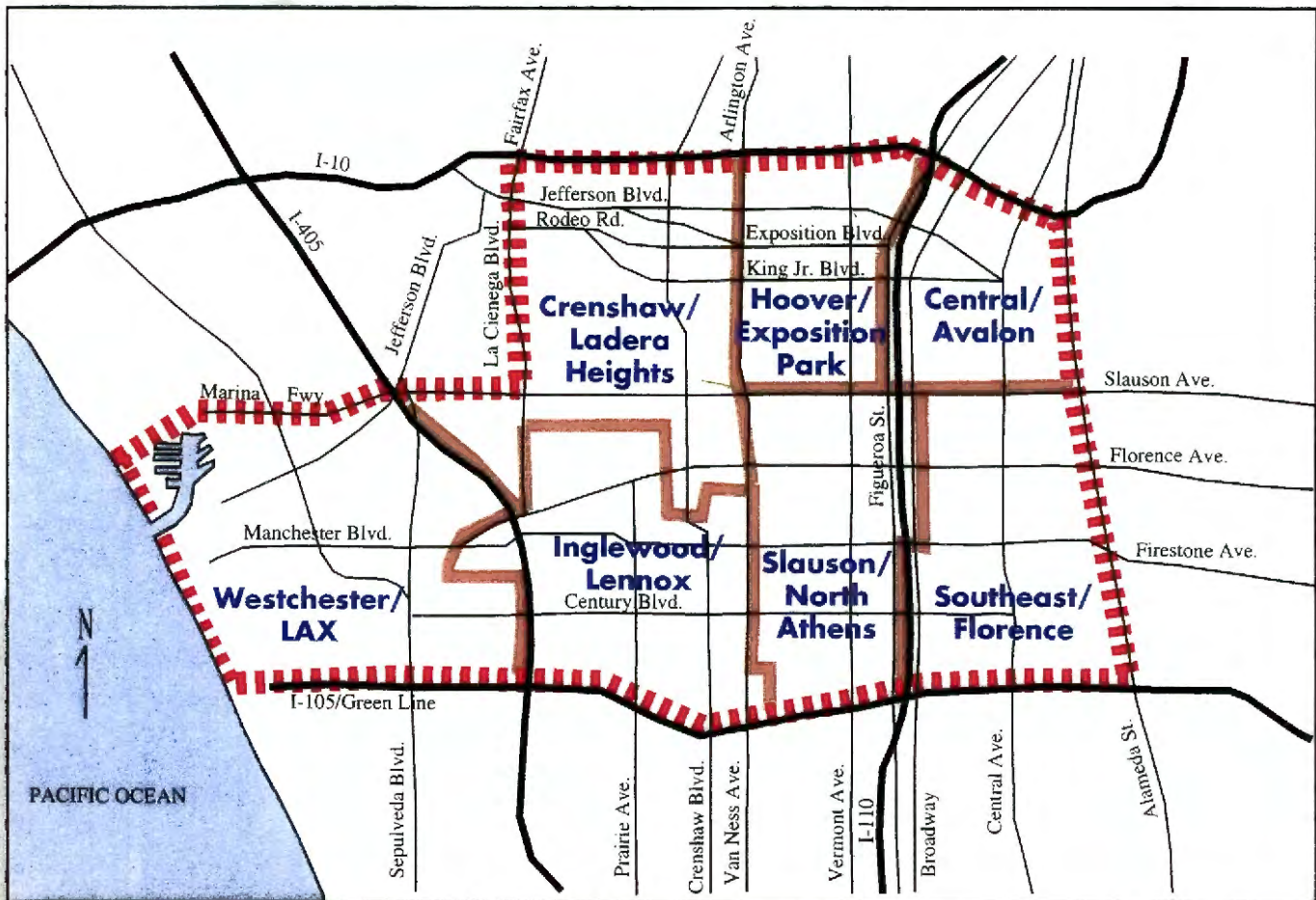




Mid-Cities Bus Transit Restructuring Study



Deliverable 15 Final Transit Restructuring Plan



March 1999

IBI GROUP

In association with
 MIG, Inc.
 Tierra Concepts
 The Robert Group
 DKS Associates
 Echelon Industries, Inc.
 Patti Post & Associates



March 5, 1999

Ms. Naomi M. Lomsky
Supervising Transportation Planner
City of Los Angeles Department of Transportation
221 North Figueroa Street, Suite 400
Los Angeles, CA, 90012

Dear Ms. Lomsky:

Mid-Cities Bus Transit Restructuring Study

We are most pleased to submit our final report on the Mid-Cities Bus Transit Restructuring Study. The report describes proposed changes to the LADOT and MTA bus services operating in the Mid-Cities area of Los Angeles County. The changes are the result of an in-depth analysis of the present system complemented by an extensive public outreach program and transit needs assessment.

We appreciate the opportunity of conducting this work and wish to thank the staffs of LADOT and MTA for their assistance throughout the project. We trust that the recommendations will provide an improved transit service to the residents of the Mid-Cities.

Sincerely,

IBI GROUP


Alistair Baillie
Director


Steve Schibuola
Associate, Project Manager

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1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Mid-Cities Bus Transit Restructuring Study began in Autumn 1996 as a follow-up to the 1993 Inner City Transit Needs Assessment Study. The City of Los Angeles Department of Transportation (LADOT), the lead agency has been joined by the Los Angeles County Metropolitan Transportation Authority (MTA) in sponsoring the study. Other participants include the City of Inglewood, the Los Angeles County Department of Public Works and the Los Angeles Community Redevelopment Agency. LADOT engaged the services on the consulting team headed by IBI Group to conduct this study.

LADOT and the MTA, in conjunction with local jurisdictions, are systematically studying the various subregions in the LADOT/MTA service area. The purpose of these restructuring studies is to identify reliable, safe and convenient transit delivery systems which will most effectively deploy transit resources in each subregion. The Mid-Cities area is the fourth subregion to be studied. The study area, which is shown on Exhibit 1, is bounded on the south by the Glenn Anderson Freeway (I-105)/Metro Green Line; on the west by the Pacific Ocean and La Cienega Boulevard; on the north by Slauson Avenue and the Marina Freeway (SR 90) west of La Cienega Boulevard and the Santa Monica Freeway (I-10) east of La Cienega Boulevard; and on the east by Alameda Street.

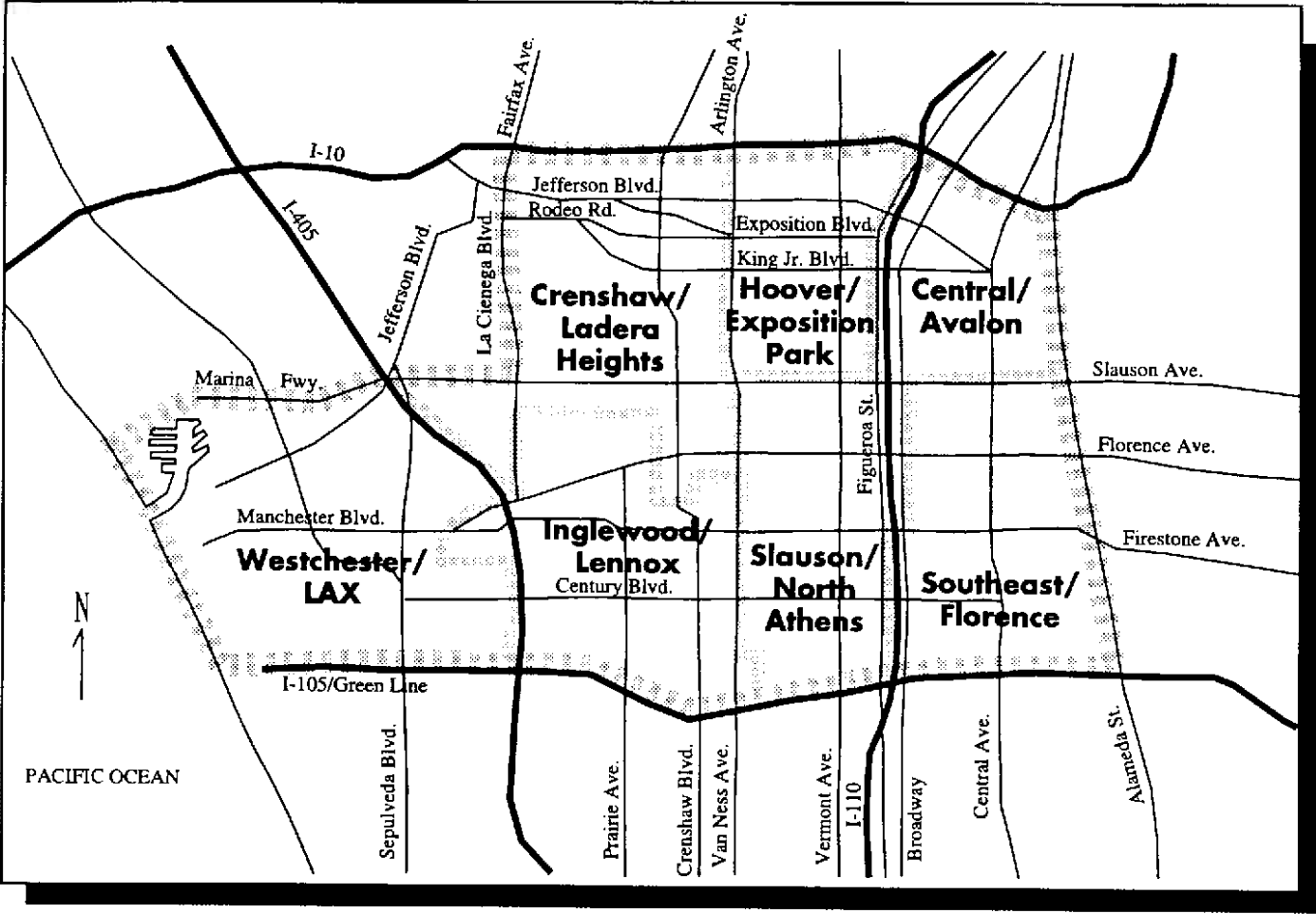
1.2 STUDY GOALS

The goals of this study include:

- *Ridership Goal:* Provide transit services that meet the mobility needs of people within the Mid-Cities area, and particularly those dependent on transit.
- *Operational Goal:* Develop a transit system that is integrated with itself and other modes, and provides for both regional and local community needs.
- *Economic Goal:* Improve the cost-efficiency and cost-effectiveness of Mid-Cities bus transit service. Develop recommendations that can be implemented within prevailing funding constraints.
- *Coordination Goal:* Develop an integrated transit system through an interactive, coordinated relationship with all Mid-Cities residents, employers, cities, school districts, transit operators, and other Mid-Cities stakeholders.

STUDY AREA

Exhibit 1



Mid-Cities Bus Transit Restructuring Study: Executive Summary

1.3 METHODOLOGY

The Mid-Cities Transit Restructuring Study progressed in four phases. Two rounds of public participation at the beginning and middle of the study included focus groups and workshops with riders, bus operators and other stakeholders. The Needs Assessment phase involved review of existing services and operations practices as well as evaluation of market characteristics and user needs. Analysis of that information led to draft Service and Operating strategies in the next phase, which, after review by the public and affected parties, were refined into a Transit Restructuring Plan in the fourth study phase. Project methodology is discussed more fully in Chapter 1 of this report.

1.4 NEEDS AND OPPORTUNITIES

The assessment of transit needs is the starting point for determining future directions for the LADOT and MTA bus services in the Mid-Cities area. The transit needs and opportunities for transit improvements identified in this report reflect the findings of an extensive public outreach program as well as detailed analysis by the consultant team.

Market Characteristics

To better understand the differences and similarities of the communities making up the Mid-Cities study area, transit needs and opportunities were developed by subregion. For purposes of this study, the Mid-Cities area was further subdivided into seven districts (See Exhibit 1):

- Central/Avalon District
- Hoover/Exposition District
- Crenshaw/Ladera Heights District
- Florence/Watts District
- Slauson/North Athens District
- Inglewood/Lennox District
- Westchester/LAX District

Details on the market characteristics of each District are contained in Section 2.1. That section also has service characteristics and stakeholder improvement suggestions by District.

A market analysis indicates that there are several factors that are affecting the performance of the transit systems and their ability to respond to changing market conditions in the Mid-Cities area. Demographic and economic trends and the structure and operation of the transit services are contributing to a decline in ridership and a loss of market share for the Mid-Cities' transit systems. The level of service (revenue vehicle hours) provided by LADOT and MTA in the Mid-Cities area in 1996 was 13% less than in 1990. Mid-Cities transit ridership has dropped almost 20% while the population has increased almost 5% during the same period.

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The drop in transit ridership and market share is due in part to funding cuts and budget restrictions which required a thinning of transit services and caused a loss of both choice and captive riders. Also, high unemployment and growing poverty levels in the Mid-Cities area have caused fewer trips to be made. Overcrowded buses, gaps in service and slow bus speeds also contributed to the ridership decline. The study team reviewed the performance of 49 routes serving the study area and found that loads on nearly half of the routes exceeded the year-2000 Consent Decree loading standard (125% of seated capacity) at least some of the time. As the economy improves over the next five years, transit ridership will also improve, although it is unlikely that it will return to its pre-recession levels without some fundamental changes to the way transit services are delivered in the Mid-Cities area.

Stakeholder Opinions

As part of the Mid-Cities Transit Restructuring Study, an extensive public outreach program was conducted throughout the area to determine what people like and dislike about the bus system and to identify improvement options for LADOT and MTA consideration. The main positive aspects and the main negative aspects of the area's transit service, as expressed by local stakeholders and as discovered through the line segment analysis, are displayed on Exhibit 2 and are discussed in Section 2.3 of this report.

1.5 THREE-TIERED STRATEGY FOR MEETING MID-CITIES' TRANSIT NEEDS

The public outreach program, market analysis and needs identification provide strong evidence that a restructuring of the transit system is required to meet the growing and changing needs of Mid-Cities residents within the financial constraints of the City and MTA. The objective should be to restructure Mid-Cities transit services and operations according to the needs of the market, the requirements of the Consent Decree and the fiscal priorities of LADOT and MTA.

Trip making in the Mid-Cities area, the region and across the county is becoming both more localized and less centered on downtown. Still, the best way to provide transit services to the Mid-Cities area is to maintain and improve the grid system, which has served the area for years. Grid systems have advantages and disadvantages. The main advantage is that riders can gain access to a large number of destinations within the service area. The main disadvantage is that many riders are forced to transfer to reach their final destination. In order for the Mid-Cities grid system to work well, it must be strengthened and supported. To use the grid system as the basis for transit restructuring, MTA must make a commitment to meet service standards that will ensure that the grid will work better than it does now. Sufficient service must be provided to carry the

**EXHIBIT 2
MID CITIES TRANSIT RESTRUCTURING STUDY
SUMMARY OF LINE DEFICIENCIES BY DISTRICT**

	SPAN		HEADWAYS Too Long During Day	STRUCTURE OF THE SERVICE					OVER- LOADED BUSES	POOR ON-TIME PERF.	OPERATIONS		SAFETY INCIDENTS
	Starts Too Late	Finishes Too Early		SLOW SPEEDS	LOW PRODUCTIVITY (Pass/vsh)						PASS UPS	NO SHOWS	
					Peak	Day	Eve	Owl					
LOCAL FIXED ROUTES - DOWNTOWN LINES													
37 West Adams				1,3					2		●		
38 West Jefferson				1			1.2	1,2,3		●			
40 Hawthorne-King				6				1,2		●			
442 Hawthorne-Manchester													
42 La Tijera-King				7									
45/345 Broadway								1		●			
48 Maple				1				1		●			
51 Avalon								1,4		●	●		
53 Central				1				1,4		●			●
55 Compton								1			●		●
56 Wilmington			1,4							●			●
81 Figueroa								2		●			
LOCAL FIXED ROUTES - EAST/WEST LINES													
102 Coliseum-Exposition	1,2,3		1,2,3	1,2						●			
105 Vernon				2,3				1		●	●	●	●
107 54th Street			1,2,3,6	6						●			●
108 Slauson				1				1,2,3		●	●		
110 Gage	6							4		●		●	
111 Florence			6,7	4,6				4,5		●			
115/315 Manchester	7		7					4,5,6,7				●	●
117 Century				4,6				4,5,6,7					
119 108th Street	4,5,6		4,5,6	4,6									
120 Imperial													
LOCAL FIXED ROUTES - NORTH/SOUTH LINES													
200 Alvarado				2							●		●
204/354 Vermont				2				2					●
206 Normandie				5				2					
207/357 Western								2					
209 Van Ness	6		3,6							●			
210/310 Vine-Crenshaw				3				3,6			●		●
211 Priarie	6		6							●			
212 La Brea				6						●		●	
215 Inglewood	6		6							●			
220 Culver-LAX	7		7			7							
254 Willowbrook	4		4										
COMMUNITY ROUTES													
DASH Southeast	1,2							1					●
DASH Pueblo Del Rio	1												●
DASH Leimert-Slauson	2,3			3									
DASH Midtown	3	3		3									
DASH Crenshaw	3			3	3	3							●
608 Crenshaw Connection				3									
DASH Watts	4	4						4					●
DASH Watts North	4	4	4		4	4							
RAIL FEEDER ROUTES													
213 Crenshaw Sta.Shuttle	6			6	6	6							
625 Westchester Shuttle					7	7							
629 LAX Shuttle													
EXPRESS ROUTES													
437 Marina Del Rey	7	7											
438 Playa Del Rey	7												
439 LAX Express	7		3,7	7									
561 Van Nuys Express	7		7	7								●	
576 Pacific Palisades										●			

The figures in the columns show the district the deficiencies occur:

- District 1 Central/Slauson
- District 2 Hoover/Exposition Park
- District 3 Crenshaw/Ladera Heights
- District 4 Florence/Watts
- District 5 Slauson/North Athens
- District 6 Inglewood/Lennox
- District 7 Westchester/LAX

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waiting passengers. Schedules must be kept so that transfers can be made with a minimum of waiting.

While meeting the requirement of the Consent Decree will cause costs to increase, this restructuring plan will keep cost increases under 5%, or 1-3% per annum during the next three to five years. To keep cost increases to this minimum level, a layered approach to service delivery is suggested, consistent with the increasing decentralization of travel in the region and the need to have better circulation within communities. A layered, three-tiered approach to restructuring existing transit will be responsive to regional and local travel needs as well as the Consent Decree. This approach is illustrated in Exhibit 3.

Tier 1

The core service of basic routes which provide standardized, direct service coverage in major corridors throughout the Mid-Cities

These high-demand, high-frequency routes form a grid with routes often (but not always) about one mile apart. This tier includes both local and limited-stop services. Limited-stop services will be enhanced and upgraded into a network of routes to provide faster service to longer-distance travelers. Owl service on this set of lines is included in Tier 3.

Tier 2

Community Connectors which serve inter-community (subregional) travel

These routes fill in the gaps between routes in Tier 1. Service levels are based on performance. The higher the demand, the greater the amount of service. If there is insufficient constituency for a route, it will be dropped.

Tier 3

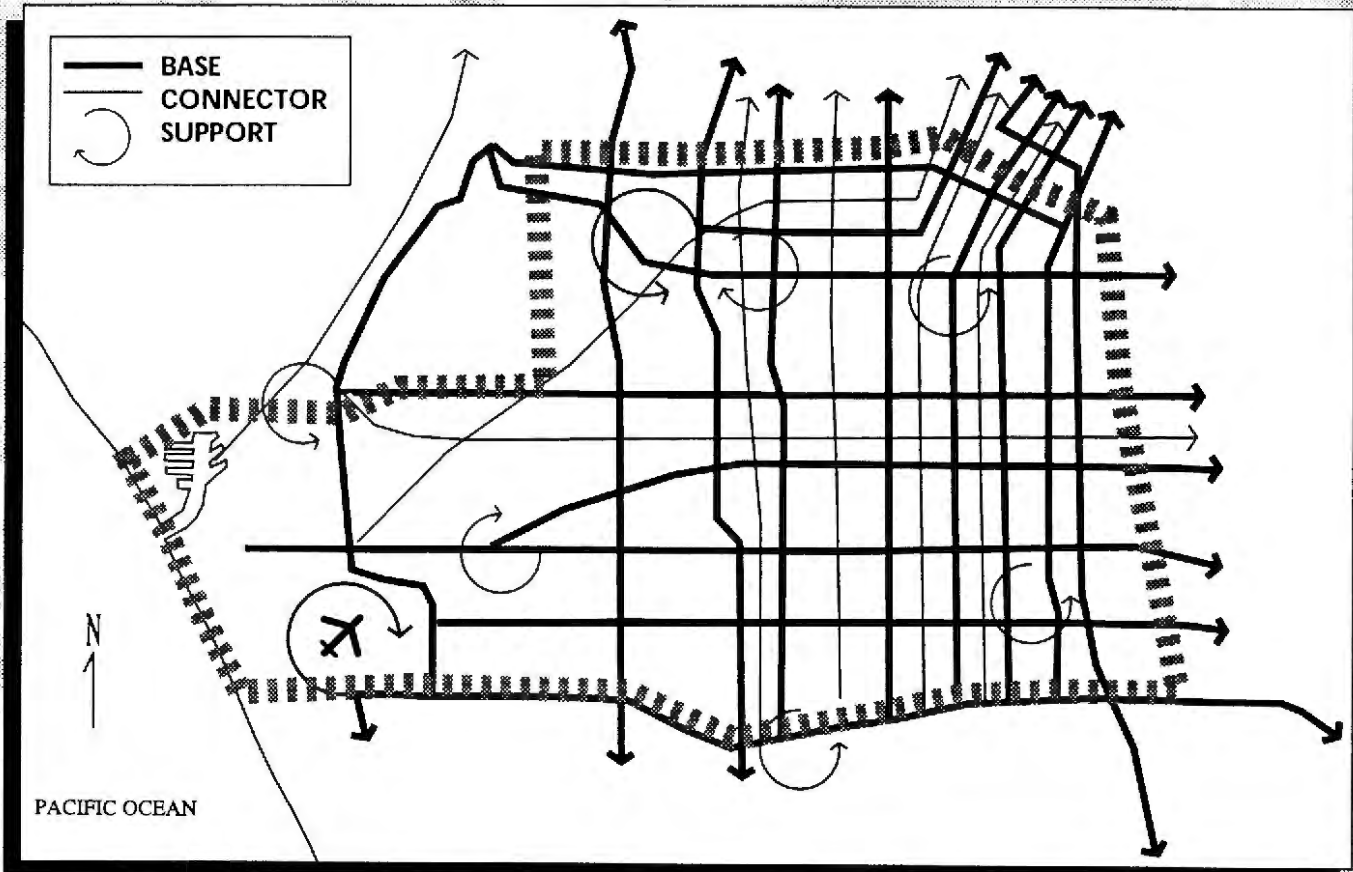
Local services, including shuttles, circulators, feeder services and demand-responsive services to provide local transportation and feed Tier 1 and Tier 2 services

Also included in this tier are the evening and late night services on routes in Tier 1. Because of reduced demand during this time period, riders might be best served with smaller buses, smart shuttles or route deviation services. Service levels in this tier are also based on performance.

An improved Tier 1 would include a stronger grid system of routes in major corridors. This tier would have a base network of local and limited-stop routes covering the entire Mid-Cities area. To meet Consent Decree service standards, buses would be added in high-

Exhibit 3

PROPOSED RESTRUCTURING STRATEGY



<p>FIRST TIER</p>	<p>BASE ROUTES</p>	<ul style="list-style-type: none"> • HIGHEST PRODUCING ROUTES • HIGHEST FREQUENCY SERVICE • FORMS A ONE-MILE GRID NETWORK • LOCAL AND LIMITED-STOP SERVICES
<p>SECOND TIER</p>	<p>COMMUNITY CONNECTORS</p>	<ul style="list-style-type: none"> • FILLS GAPS IN BASE ROUTES • WITH BASE ROUTES, FORMS A HALF-MILE GRID • FREQUENCY BASED ON DEMAND
<p>THIRD TIER</p>	<p>LOCAL ROUTES</p>	<ul style="list-style-type: none"> • COMMUNITY SERVICE ROUTES • RAIL FEEDER ROUTES • OWL SERVICE • SPAN AND FREQUENCY DRIVEN BY DEMAND AND POLICY

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demand corridors to increase capacity, which would reduce overcrowding and pass-ups. Faster, more reliable through service would be provided on a network of limited-stop services. This network would include both east-west and north-south routes operating on headways of 15 minutes or better during peak times. Through technology enhancements (such as signal pre-emption) and increased supervision, this network of limited-stop services will provide reliable service which will save time for the longer-distance traveler. Taking the longer-distance travelers off the local lines will help reduce overcrowding on those lines, making them easier to operate and keep on schedule.

Tier 2 would provide a grid of routes in secondary corridors to supplement the first tier of services. This tier would bring transit service close to much of the population. These Community Connector routes would maintain the present good coverage but provide better circulation to and from local activities. Service levels in this tier will be demand-based.

Supporting the grid system would be DASH-type community services and demand-responsive services in the third tier. Tier 3 would have services, including community shuttles, circulators and rail/bus feeder services to respond to local needs. Where feasible, small buses should operate in neighborhoods. The tier would include owl service on some of the Tier 1 routes to provide a skeleton network at night. Service levels in this tier will be demand-based.

What Is Different With the Three-Tiered Approach?

A three-tiered approach is not new. The Southern California Association of Governments has included this approach in its Regional Transportation Plan (RTP) since about 1989. The 1994 RTP stressed the three-tiered approach as the basis for the provision of transit service throughout the six-county region. The 1997 RTP continues to stress the three-tiered approach. Recently, the MTA staff developed a Bus System Vision, which calls for MTA to adopt a three-tiered approach to providing transit services.

However, there are some subtle but fundamental differences between what is proposed in the multi-tiered approach and what is operating on the street today. MTA currently operates a grid system in the Mid-Cities area. However, the time between buses has lengthened on many routes, making transferring time-consuming and inconvenient. The services in all three tiers will be coordinated to minimize the transfer penalty. Schedules will be pulsed in many high-transfer areas. This means that lines with longer headways, such as local circulators, will be scheduled to arrive at the transfer points at the same time as Community Connectors, other circulators

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and core routes on more frequent headways. Certain pairs of lines will have timed-transfers, where routes are scheduled to meet to facilitate high-volume transfers. Pulsed schedules and timed-transfers will help reduce the inconvenience of transferring.

The proposed limited-stop services will be designed to operate as a network. Many current lines have limited-stop services, but most only serve north-south movements and offer only minimal time savings. With signal pre-emption, fewer stops and increased on-street supervision, this new network will move people faster and more reliably. The entire network will be scheduled to facilitate transfers from one limited-stop service to another. Stressing quality and reliability, this network can achieve the same high quality standards as the MTA light rail services. The longer-distance traveler will experience a significant time savings. Furthermore, removing the longer-distance traveler from the local lines (along with additional buses) will ease the overcrowding on the local lines.

The Mid-Cities area offers residents a variety of local services. These services, most of which are operated by the LADOT as part of their DASH program, were designed one at a time to meet local needs. With the multi-tier approach, these local services will be reconfigured to not only serve local needs, but also to support the regional (Tier 1) and subregional (Tier 2) systems.

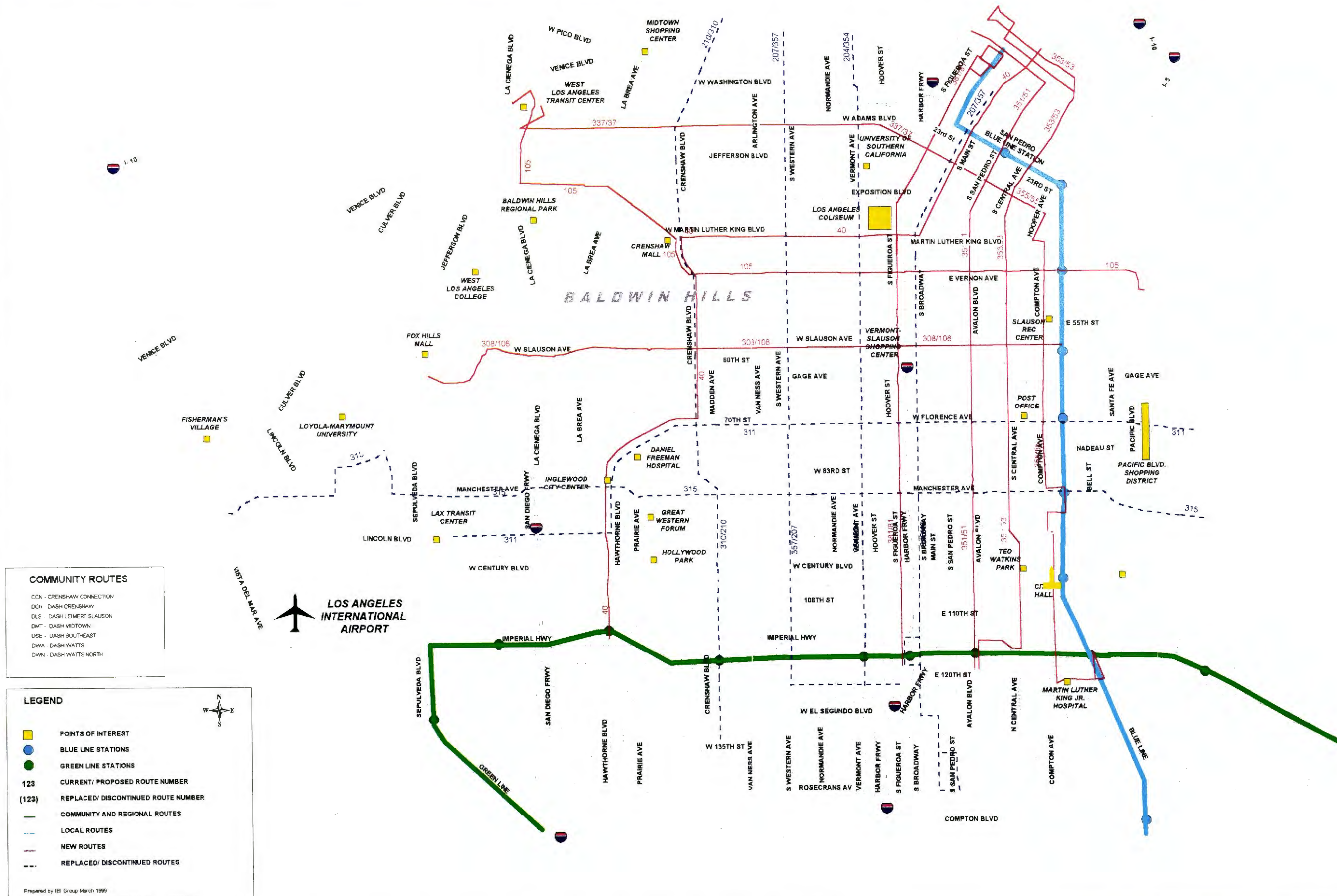
1.6 SERVICE PLANS AND COSTS

The Mid-Cities restructuring plan responds to the City's and MTA's desires to improve the level of transit service to Mid-Cities residents as well as providing the operating strategy to fulfill the requirements of the Consent Decree. The plan creates an overlay network of limited-stop services and also involves careful reconfiguring of many lines to better serve the neighborhoods. The best way to describe the collection of proposed changes is graphically. Exhibits 4 through 7 contain maps displaying the proposed routes in all three tiers. Exhibit 8 compares the existing services and the proposed changes to show how the plan could affect each existing route.

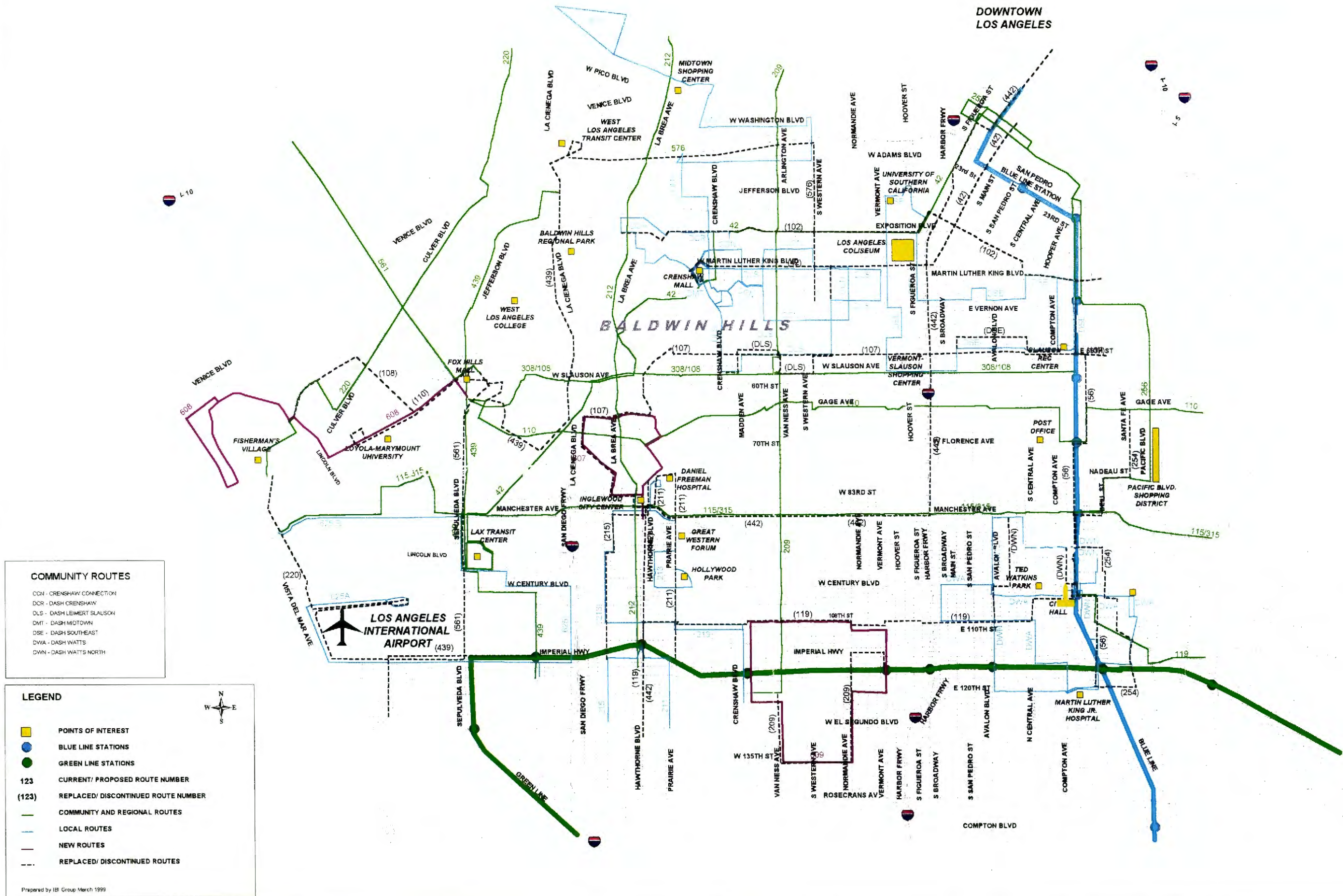
When implemented, the Mid-Cities restructuring plan will:

- Create a coordinated system out of a collection of bus routes developed and altered over time;
- Reconfigure 45 subregional and local routes to provide better coverage and increased opportunities for convenient transfers;
- Add eight new limited-stop services and upgrade existing limited-stop services to create a network of high-quality limited-stop services with coordinated transfers;

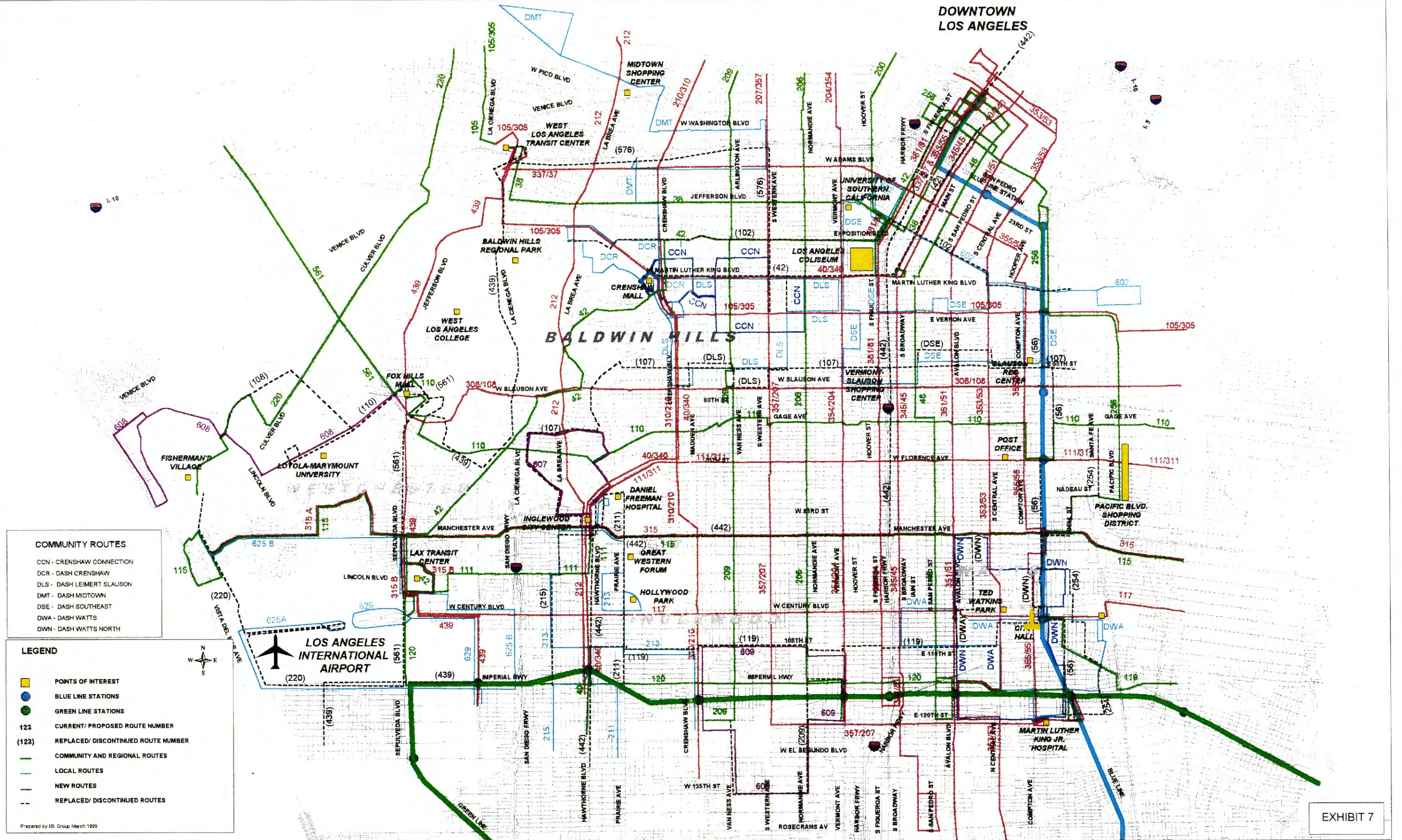
NEW PEAK LIMITED STOP LINES



PROPOSED ROUTING CHANGES



MID-CITIES EXISTING AND PROPOSED ROUTES



COMMUNITY ROUTES

- CCN - CRENSHAW CONNECTION
- DCR - DASH CRENSHAW
- DLS - DASH LEIMERT SLAUSON
- DMT - DASH MIDTOWN
- DSE - DASH SOUTHEAST
- DWA - DASH WATTS
- DWN - DASH WATTS NORTH

LEGEND

- POINTS OF INTEREST
- BLUE LINE STATIONS
- GREEN LINE STATIONS
- 123 CURRENT/ PROPOSED ROUTE NUMBER
- (123) REPLACED/ DISCONTINUED ROUTE NUMBER
- COMMUNITY AND REGIONAL ROUTES
- LOCAL ROUTES
- NEW ROUTES
- - - REPLACED/ DISCONTINUED ROUTES

Prepared by IBI Group March 1999

Exhibit 8

SUMMARY OF ROUTE RESTRUCTURING RECOMMENDATIONS

Recommended Improvements		New Peak-Hour Limited Service	More Frequent Local Service	Routing Changes
Transit Line				
37	W. ADAMS	•		EXTEND OWL SERVICE TO WEST LA TRANSIT CENTER
38	W. JEFFERSON		•	DROP OWL SERVICE
40	HAWTHORNE - LA	•		
42	LAX - LA			MOVE TO THE LINE 102 CORRIDOR
45/46/345	SOUTH BROADWAY		•	
48	SAN PEDRO		•	
51	AVALON	•		
53	CENTRAL	•		
55	COMPTON	•		
56	WILLOWBROOK			NEW ROUTE SOUTH OF VERNON: PACIFIC-NADEAU-FIR
81	SOUTH FIGUEROA	•		DROP SOUTH OF FIRESTONE BLUELINE STATION
102	E. JEFFERSON			DROP WEST OF FIGUEROA (SEE 42)
105	VERNON	•		
107	54TH			DROP ROUTE
108	SLAUSON	•		DROP WEST OF FOX HILLS MALL (SEE 608A)
110	GAGE		•	DROP WEST OF FOX HILLS MALL (SEE 608A)
111/112/311	FLORENCE			
115/315	MANCHESTER			BRANCH WEST OF SEPULVEDA: A-TO LAX, B-TO PERSHING
117	CENTURY		•	EXTEND OWL TO LAX TRANSIT CENTER
119	108TH			DROP NORTH OF HAWTHORNE STATION WEST OF 103RD STATION
120	IMPERIAL			
200	ALVARADO			
204/205/354	VERMONT		•	
206	NORMANDIE		•	
207/357	WESTERN		•	EXTEND OWL TO WILMINGTON STATION
209	VAN NESS		•	SERVE CRENSHAW STATION, NOT VERMONT STATION
210/310	CRENSHAW		•	
211	PRAIRIE			DROP NORTH OF HAWTHORNE STATION (SEE 213)
212	LA BREA		•	EXTEND TO HAWTHORNE STATION
213	CRENSHAW STA RAIL FEEDER			RELOCATE/EXTEND TO 106TH, PRAIRIE, INGLEWOOD
215	INGLEWOOD			DROP NORTH OF HAWTHORNE STATION
220	CULVER			DROP SOUTH OF MARINA DEL REY
254	120TH			DROP ROUTE
437	MARINA DEL REY EXPRESS			
438	HERMOSA - LA			
439	REDONDO - LA			SERVE CULVER CITY VIA JEFFERSON
442	HAWTHORNE - LA			DROP ROUTE
561	VAN NUYS EXPRESS			DROP SOUTH OF FOX HILLS MALL (SEE 439)
576	PACIFIC PALISADES			USE CRENSHAW NOT WESTERN
608	CRENSHAW CONNECTION			
625	WESTCHESTER RAIL FEEDER		•	EXTEND TO MANCHESTER
629	LAX GREEN LINE SHUTTLE			
DASH	SOUTH EAST			USE 54TH STREET, NOT SLAUSON/51ST STREET
DASH	PUEBLO DEL RIO			
DASH	LEIMERT - SLAUSON			USE 54TH STREET NOT SLAUSON
DASH	MIDTOWN			
DASH	CRENSHAW			
DASH	WATTS		•	EXTEND WEST ON 108TH/CENTURY TO BROADWAY
DASH	WATTS NORTH		•	EXTEND EAST TO WILMINGTON
NEW LINES:				
607	NORTH INGLEWOOD			30-MINUTE CIRCULATOR IN MARKET STREET AREA
608A	MARINA DEL REY			REPLACES 108 AND 110 WEST OF FOX HILLS MALL
609	GREEN LINE SHUTTLE			REPLACES 119 AND 209

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- Add capacity to overcrowded lines;
- Improve service reliability through reductions in overcrowding, technology enhancements and increased road supervision.

Relative to the service deployed at the beginning of the study, September 1996, the proposed restructured Mid-Cities transit system will increase weekday revenue vehicle hours by 179 (5%), from 3,417 to 3,596 hours. The plan will also add 23 morning peak vehicles and 29 evening peak vehicles to the area's transit fleet. The additional hours and vehicles will increase Mid-Cities' annual operating costs by about \$3.5 million. Average weekday passengers will rise less than one percent from about 187,000 to 188,000.

Since the study was initiated, MTA has increased service on lines serving the Mid-Cities to comply with Consent Decree requirements. A preliminary update of the September 1996 baseline was undertaken to estimate the new level of service on the Mid-Cities portion of routes serving the Mid-Cities after the last service shakeup for which data is available (December 1997). The relationship of current service and proposed service is summarized in Exhibit 9.

The Consent Decree requires MTA to reduce loading standards in increments from 1.45 in 1996 to 1.2 in the year 2002. A loading standard of 1.2 means that a bus should not carry more than 120% of its seated load. For example, a bus with 43 seats could carry only 52 people (43 seated and nine standing) and still meet the 1.2 standard. Meeting this standard will require additional service and more vehicles as well as better operating strategies. To minimize cost, resources must be allocated where they will produce the biggest benefit. This restructuring plan will allow MTA to meet the Consent Decree loading standards in the Mid-Cities area by adding capacity where it is needed and by creating the operating strategies which will focus resources where they will produce the greatest good.

1.7 IMPLEMENTATION STRATEGIES

One of the key principles of the three-tiered approach is coordination. Routes will be designed to fit together well, serving the entire subregion. Schedules will be coordinated to facilitate transferring, which will increase mobility and minimize the transfer penalty. All three tiers are required for a complete system. To the extent that priorities can be set, the first tier is the most essential. This tier contains the core routes which bring transit service within the reach of most area residents. Next in importance is the third tier. These routes provide community circulation and bring riders to routes in the first tier. The second tier, while important,

**EXHIBIT 9
PROPOSED MID-CITIES RESTRUCTURING STRATEGY
FACT SHEET**

SERVICE CHARACTERISTIC	PRESENT SYSTEM*	RESTRUCTURED SYSTEM	% INCREASE (DECREASE)
DAILY SERVICE HOURS	3,541	3,596	2%
P.M. PEAK BUSES	319	324	2%
NORTH-SOUTH LIMITED-STOP SERVICES	3	8	167%
EAST-WEST LIMITED-STOP SERVICES	2	5	150%
COMMUNITY CIRCULATORS	8	10	25%
OVERCROWDED LINES**	19	0	-100%
DAILY RIDERSHIP	187,350	188,300	1%***
ANNUAL OPERATING COST	\$63,500,000	\$64,300,000	1%

*As of December, 1997.

**Lines exceeding the Consent Decree year-2000 maximum load factor of 125% of seated capacity, averaged over the 20-minute peak period

***Most of the added service will go to reducing overcrowding for existing riders.

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supplements Tier 1 and bring bus service closer to many people. Constrained budgets should first fund Tier 1. Next, Tier 3 services should be funded, followed by those in Tier 2.

The most effective implementation strategy would be to implement all restructured lines in all three tiers at one time. The Sector improvements initiated by RTD in the 1970s were implemented in this way. After careful planning and extensive public education, the complete new system of services were begun all at once.

However, implementing the complete strategy in one effort presents institutional challenges, as very close coordination and cooperation is required between LADOT and MTA. It is also difficult financially, as the additional funds required may not all be available in a single year. Therefore, a two-phase strategy has been developed, based on fiscal restraints, Consent Decree requirements, and input from the Technical Advisory Group.

Phase One includes the following elements of the proposed strategy:

- cost-reduction measures that can be implemented unilaterally by a single transit operator;
- structural route changes to improve area coverage;
- new limited-stop services, and frequency improvements to local routes, to address Consent Decree overloading requirements - routes were prioritized based on their degree of overcrowding, then added to Phase One until a net increase of 5% in revenue service hours relative to the September 1996 baseline was reached.

Phase Two includes the remaining elements of the proposed strategy, ie. :

- cost-reduction measures that require joint implementation between LADOT and MTA;
- new limited-stop services, and frequency improvements to local routes, to the remaining lines that do not meet the Consent Decree overloading requirements;

The implementation strategy is summarized in Exhibit 10.

Exhibit 10 PROPOSED IMPLEMENTATION PLAN

Recommended Improvements Transit Line	New Peak-Hour Limited Service	More Frequent Local Service	Routing Changes
PHASE 1			
37	W. ADAMS	•	XTEND OWL SERVICE TO WEST LA TRANSIT CENTER
38	W. JEFFERSON		DROP OWL SERVICE
40	HAWTHORNE - LA	•	
42	LAX - LA		MOVE TO THE LINE 102 CORRIDOR
45/46/345	SOUTH BROADWAY		
48	SAN PEDRO	•	
51	AVALON	•	
53	CENTRAL	•	
55	COMPTON	•	
102	E. JEFFERSON		DROP WEST OF FIGUEROA (SEE 42)
105	VERNON	•	
108	SLAUSON	•	DROP WEST OF FOX HILLS MALL (SEE 608A)
110	GAGE	•	DROP WEST OF FOX HILLS MALL (SEE 608A)
115/315	MANCHESTER		BRANCH WEST OF SEPULVEDA: A-TO LAX, B-TO PERSHING
117	CENTURY	•	EXTEND OWL TO LAX TRANSIT CENTER
207/357	WESTERN	•	EXTEND OWL TO WILMINGTON STATION
210/310	CRENSHAW	•	
211	PRAIRIE		DROP NORTH OF HAWTHORNE STATION (SEE 213)
212	LA BREA	•	EXTEND TO HAWTHORNE STATION
213	CRENSHAW STA RAIL FEEDER		RELOCATE/EXTEND TO 106TH, PRAIRIE INGLEWOOD
215	INGLEWOOD		DROP NORTH OF HAWTHORNE STATION
220	CULVER		DROP SOUTH OF MARINA DEL REY
439	REDONDO - LA		SERVE CULVER CITY VIA JEFFERSON
442	HAWTHORNE - LA		DROP ROUTE
561	VAN NUYS EXPRESS		DROP SOUTH OF FOX HILLS MALL (SEE 439)
576	PACIFIC PALISADES		USE CRENSHAW NOT WESTERN
625	WESTCHESTER RAIL FEEDER	•	EXTEND TO MANCHESTER
NEW LINES:			
608A	MARINA DEL REY		REPLACES 108 AND 110 WEST OF FOX HILLS MALL
PHASE 2			
56	WILLOWBROOK		NEW ROUTE SOUTH OF VERNON: PACIFIC-NADEAU-FIR
81	SOUTH FIGUEROA	•	DROP SOUTH OF FIRESTONE BLUELINE STATION
107	54TH		DROP ROUTE
119	108TH		DROP NORTH OF HAWTHORNE STATION WEST OF 103RD STATION
204/205/354	VERMONT	•	
206	NORMANDIE	•	
209	VAN NESS	•	SERVE CRENSHAW STATION, NOT VERMONT STATION
254	120TH		DROP ROUTE
DASH	SOUTH EAST		USE 54TH STREET, NOT SLAUSON/51ST STREET
DASH	LEIMERT - SLAUSON		USE 54TH STREET NOT SLAUSON
DASH	WATTS	•	EXTEND WEST ON 108TH/CENTURY TO BROADWAY
DASH	WATTS NORTH	•	EXTEND EAST TO WILMINGTON
NEW LINES:			
607	NORTH INGLEWOOD		30-MINUTE CIRCULATOR IN MARKET STREET AREA
609	GREEN LINE SHUTTLE		REPLACES 119 AND 209

Mid-Cities Bus Transit Restructuring Study: Introduction

1.0 INTRODUCTION

The Mid-Cities Bus Transit Restructuring Study began in 1996 as a follow-up to the 1993 Inner City Transit Needs Assessment Study. The City of Los Angeles Department of Transportation (LADOT), the lead agency, has been joined by the Los Angeles County Metropolitan Transportation Authority (MTA) in sponsoring the study. Other participants include the City of Inglewood, the Los Angeles County Department of Public Works and the Los Angeles Community Redevelopment Agency. LADOT engaged the services of the consulting team headed by the IBI Group to conduct this study.

The MTA, in conjunction with local jurisdictions, is systematically studying the various subregions in its service area. The purpose of these restructuring studies is to identify reliable, safe and convenient transit delivery systems which will most effectively deploy transit resources in each subregion. The Mid-Cities area is the fourth subregion to be studied.

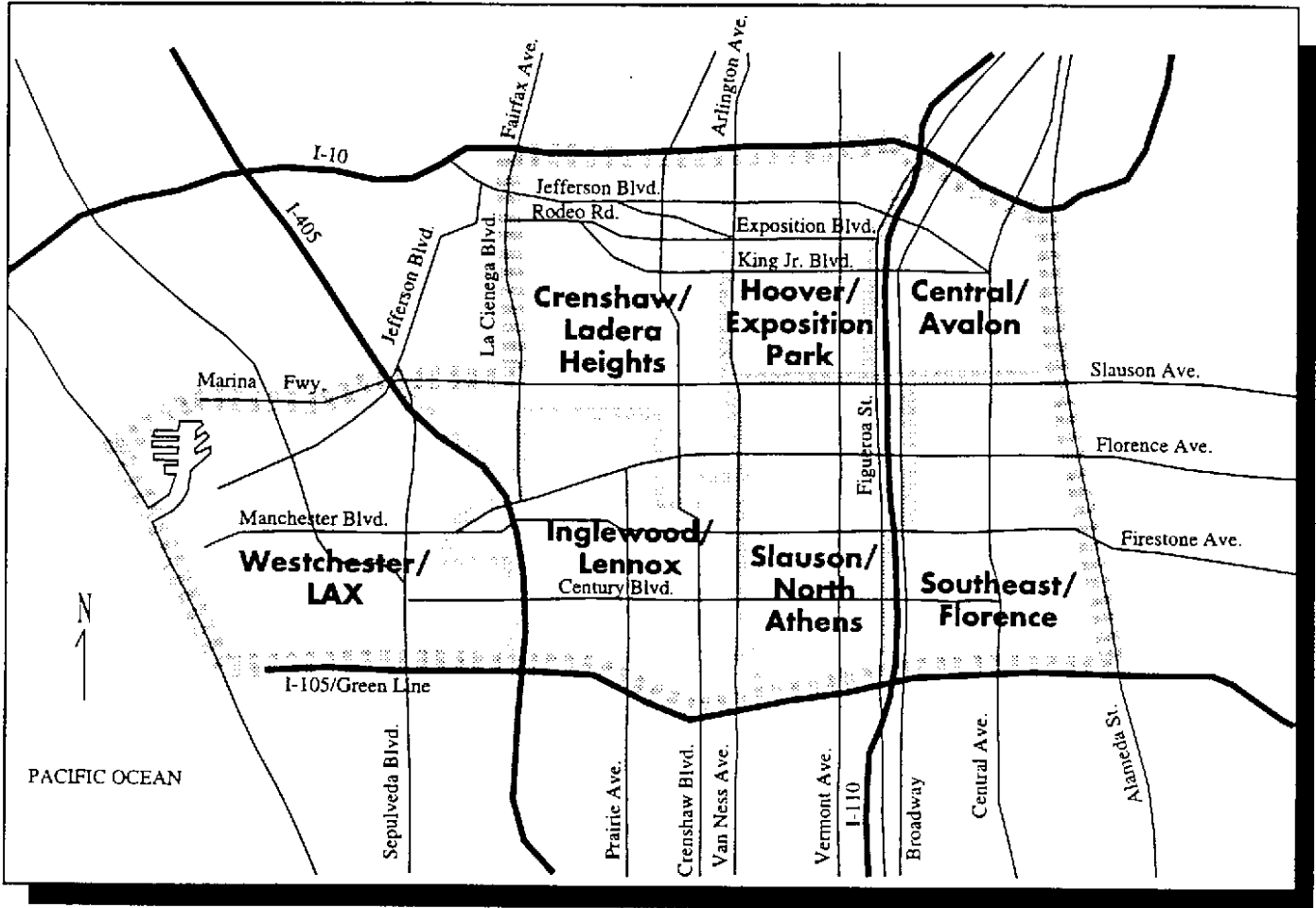
The study area, which is shown on Exhibit 1, is bounded on the south by the Glenn Anderson Freeway (I-105)/Metro Green Line; on the west by the Pacific Ocean and La Cienega Boulevard; on the north by Slauson Avenue and the Marina Freeway (SR 90) east of La Cienega Boulevard and the Santa Monica Freeway (I-10) west of La Cienega Boulevard; and on the east by Alameda Street. The study differs in some important ways from the study area of the predecessor study. The Inner City Study area was bounded by four freeways: the Santa Monica Freeway (I-10), the Harbor Freeway (I-110), the Anderson Freeway (I-105) and the San Diego Freeway (I-405). The current study area includes most of that area plus the area around Los Angeles International Airport. Also added is the area to the east of the Harbor Freeway, allowing the analysis to include the Metro Blue Line service. The area in the southeast quadrant of the junction of the Santa Monica and San Diego Freeways was included in the Inner City study area but was dropped from the current study. It was included in the study of the Westside.

1.1 STUDY GOALS

The overall goal of the study is to identify a reliable, safe, and convenient transit service delivery system that most effectively deploys transit services in the Mid-Cities area. The study sponsors and consultants understand that while transit budgets are fiscally constrained, the MTA must meet the commitments contained in the Consent Decree. These commitments will entail adding service to relieve overcrowding and managing its

STUDY AREA

Exhibit 1



Mid-Cities Bus Transit Restructuring Study: Introduction

resources as effectively as possible to provide the most efficient and effective service.

More specific study goals include:

- Ridership Goal: Provide transit services that meet the mobility needs of people within the Mid-Cities area, and particularly those dependent on transit
- Operational Goal: Develop a transit system that is integrated with itself and other modes, and provides for both regional and local community needs
- Economic Goal: Improve the cost-efficiency and cost-effectiveness of Mid-Cities bus transit service. Develop recommendations that can be implemented within prevailing funding constraints
- Coordination Goal: Develop an integrated transit system through an interactive, coordinated relationship with all Mid-City residents, employers, cities, school districts, transit operators, and other Mid-City stakeholders

1.2 STUDY APPROACH

The Mid-Cities Transit Restructuring Study progressed in four phases. Three rounds of public participation at the beginning, middle and conclusion of the study included focus groups and workshops with riders, non-riders, bus operators and other stakeholders. The key elements of the public participation program included: developing community profiles, conducting interviews with key stakeholders, and holding two rounds of community workshops throughout the study area. The purpose of the focus groups and workshops was to:

- Find out how bus riders were currently using the bus services
- Hear the riders' ideas about how to improve bus service
- Find out where riders would like to go but currently could not reach by bus

The Needs Assessment phase included the initial public input, rider survey, operator focus groups, analysis of existing services and operations practices, evaluation of market characteristics, identification of travel patterns and determination of unmet transit needs. In the next phase, Service and Operating Strategies, the study team developed, analyzed and evaluated alternative operating strategies. That analysis, after review by

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

the public and affected parties, was refined into a Transit Restructuring Plan in the fourth study phase.

2.0 NEEDS AND OPPORTUNITIES

The assessment of transit needs is the starting point for determining future directions for the LADOT and MTA bus services in the Mid-Cities area. The transit needs and opportunities for transit improvements identified in this report reflect the findings of an extensive public outreach program as well as detailed analysis by the consultant team.

2.1 MARKET CHARACTERISTICS

To better understand the differences and similarities of the communities making up the Mid-Cities, the study area was subdivided into seven districts (See Exhibit 1). These seven relatively distinct districts include four in the heavily populated, higher density area east of Arlington/Van Ness containing some 600,000 people, and three in the less populated, lower density area west of Arlington/Van Ness containing some 340,000 people. The characteristics of these districts are summarized in Exhibit 2 and are described below.

2.1.1 Central/Avalon District

This District contains the Central and Avalon areas of Los Angeles south of downtown bounded by the I-10, Figueroa, Slauson and Alameda. It houses some 131,000 residents at an average density of over 18,000 persons per square mile with the highest densities being in the corridor between Broadway and Avalon.

The District has a large Latino presence and one of the youngest populations in the Mid-Cities area with almost 37% of the population being under 18 years old. Almost 35% of the population live below the poverty line and have no car available.

The District has about 52,000 jobs concentrated in work places primarily in the Figueroa/Broadway corridor and along Washington Blvd. The major work places and attractors include three LA County offices, three health care centers, the Orthopaedic Hospital, Friedman Occupational Center, the Los Angeles Trade Technical College, Adams and Carver Middle Schools and Jefferson Senior High School, and about nine employers employing over 200 people.

The District's transit market base is currently some 14,000 people who make about 40,000 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a market share of 10.7%. While this is one of the highest market

EXHIBIT 2
MID-CITIES WEEKDAY TRANSIT RIDERSHIP CHARACTERISTICS (1996)

MID-CITIES DISTRICT	POPULATION	PASSENGERS BOARDING IN MID-CITIES	MID-CITIES PASSENGERS RETURNING	MID-CITIES TOTAL PASSENGERS	MID-CITIES REVENUE PASSENGERS	MODAL SPLIT	EXTERNAL PASSENGERS ENTERING	TOTAL PASSENGERS IN MID-CITIES	REVENUE HOURS IN MID-CITIES	TOTAL PASS PER REV. HOUR	PM PEAK BUSES IN MID-CITIES
1. Central/Avalon	131,000	34,456	5,524	39,980	27,986	10.7%	3,495	43,475	515	84.4	45
2. Hoover/Exposition Park	152,000	40,881	6,414	47,295	33,107	10.9%	3,029	50,324	608	82.7	51
3. Crenshaw/Ladera Heights	158,000	20,474	3,680	24,154	16,908	5.4%	3,495	27,649	458	60.4	40
4. Florence/Watts	170,000	34,524	6,221	40,745	28,522	8.4%	1,631	42,376	651	65.1	58
5. Slauson/North Athens	123,000	27,746	4,121	31,867	22,307	9.1%	932	32,799	503	65.2	39
6. Inglewood/Lennox	139,000	21,603	2,333	23,936	16,755	6.0%	4,193	28,129	425	66.2	38
7. Westchester/LAX	60,000	8,738	360	9,098	6,368	5.3%	6,523	15,621	279	55.9	24
TOTAL	933,000	188,422	28,653	217,075	151,952	8.1%	23,297	240,372	3,439	69.9	295

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shares in the County, it is low considering the transit dependency of the market. This is due in part to overcrowding on almost all of the MTA lines in the district which make it difficult to travel locally and to/from destinations in the Mid-cities area, and in part to the lack of direct service to Boyle Heights and East Los Angeles, northeast of the district, where there are unmet demands. The unmet demand is broadly estimated at 6,000 people or a 40% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	14.7%	10.9%
Other Mid-Cities	26.8%	14.1%
Downtown	12.9%	46.7%
West LA	21.4%	19.9%
East LA	14.1%	4.7%

2.1.2 Hoover/Exposition Park District

This District contains the Normandie, Hoover/University Park, and Exposition Park areas of Los Angeles southwest of downtown bounded by the I-10, Figueroa, Slauson and Arlington. It houses some 158,000 residents in one of the highest density districts in Los Angeles. It has an average population density close to 18,000 persons per square mile with the highest densities being around the University of Southern California and in the corridor between Vermont and Figueroa.

Almost 30% of the population live below the poverty line and have no car available. Around USC, the figure is almost 40% due to the student residents attending the university; university enrollment is about 13,500 students. There are a high number of young people and, except for one area, a low number of seniors in the district. The majority of seniors are located in Normandie in the corridor between Arlington and Western.

The District has low employment with some 36,000 jobs concentrated in work places primarily at USC and in the Figueroa corridor. The major work places and attractors include USC, Automobile Club of Southern California (AAA) offices, and Mount Saint Mary's College, MTA and LAPD division offices, Foshay and Muir Middle Schools, Widney High Schools, the Manual Arts Senior High and Adult Schools, and about five employers employing over 200 people.

The District's transit market base is currently some 16,500 people who make about 40,000 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

market share of 10.9%. If the ridership on the USC student bus services is taken account, the market share is likely close to 13%. This is still low considering the transit dependency of the market and is due in part to overcrowding on almost all MTA lines in the district which makes it difficult to travel locally. The unmet demand is broadly estimated at 3,000 people or a 20% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	13.7%	5.2%
Other Mid-Cities	34.6%	23.5%
Downtown	7.4%	29.8%
West LA	27.3%	30.2%

2.1.3 Crenshaw/Ladera Heights District

This District contains the West Adams, Crenshaw, Baldwin Hills, Leimert Park, Hyde Park, Ladera Heights and Fox Hills Mall areas of Los Angeles County bounded by the I-10 on the north, Arlington Avenue on the east, the northern boundary of the City of Inglewood on the south, and I-405 and the eastern boundary of Culver City on the west. It houses some 158,000 residents at an average density of over 17,000 persons per square mile with the highest densities being in the corridor between Jefferson and the I-10 freeway in the north and in the Crenshaw corridor south of Slauson in the south.

The District has a large seniors population with 13% of the population being 65 years and older; they are concentrated primarily in the Leimert Park/Baldwin Hills/Ladera Heights area. Outside of the Fox Hills/Ladera Heights/Baldwin Hills area, about one-quarter of the population live below the poverty line and have no car available.

The District has low employment with some 43,000 jobs scattered uniformly throughout the district. The major work places and attractors include the Fox Hill and Baldwin Hills-Crenshaw Malls, Vencor Hospital, Audubon Middle School, Dorsey and Crenshaw Senior High Schools, Crenshaw-Dorsey Adult School, West Los Angeles College, and about six employers employing over 200 people.

The District's transit market base is currently some 8,500 people who make about 25,000 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a market share of 5.4%. While this is one of the lowest market shares in the Mid-Cities area, it is consistent with the hilly terrain and low

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density/high income nature of the western section of the district containing Ladera Heights and Baldwin Hills which have very low transit ridership. These areas have poor internal transit circulation and poor transit access to local activity centers such as the Fox Hill and Crenshaw Malls. The unmet demand is broadly estimated at 1,500 people or a 20% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	20.5%	5.8%
Other Mid-Cities	29.5%	23.3%
Downtown	3.2%	24.9%
West LA	34.9%	38.2%

2.1.4 Florence/Watts District

This District contains the Green Meadows and Watts area in the City of Los Angeles and the Florence area in Los Angeles County bounded by the Figueroa, Slauson, Alameda and I-105/Green Line. It houses some 170,000 residents at an average density of almost 15,000 persons per square mile with the highest densities being in the corridor between Florence and Manchester.

The District has a large Latino and African-American presence and one of the youngest populations in the Mid-Cities area with almost 39% of the population being under 18 years old. 37% of the population live below the poverty line and have no car available.

The District has very low employment with some 30,000 jobs concentrated in work places primarily north of Florence in Green Meadows. The major work places and attractors include US Postal Service and City and County offices, Watts Health Systems facility, the Bethune, Gompers, Markham, Drew and Edison Middle Schools, the Fremont, Locke and Jordan Senior High Schools, and the Jordan-Locke Adult School. Other than the government offices and Health Center, there are no employers employing over 200 people.

The District's transit market base is currently some 14,000 people who make about 41,000 unlinked passenger trips on the Mid-Cities bus systems on a typical weekday. If the use of the Metro Blue and Green Lines is taken into account, some 19,000 people use transit in the area which is a market share close to 11%. While this is one of the highest market shares in the County, it is still low considering the transit dependency of the market. This is due in part to concerns about safety and security

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waiting for and riding the buses, and in part to the lack of local community services in the Florence area and the lack of direct/transfer-free service to/from the Carson/Long Beach areas south of the district where the majority of people want to travel. The unmet demand for bus service is broadly estimated to be a market of close to 7,000 people or a 50% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	17.9%	5.2%
Other Mid-Cities	29.5%	31.6%
Downtown	2.7%	16.7%
West LA	9.4%	20.0%
South Bay	35.0%	21.4%

2.1.5 Slauson/North Athens District

This District contains the Slauson, South Vermont, and North Athens areas of Los Angeles bounded by Van Ness, Slauson, Broadway/Figueroa, and I-105/Green Line. It houses some 123,000 residents at an average density close to 14,000 persons per square mile with the highest densities being in the corridor between Vermont and I-110.

The District has a young populations in with almost 33% of the population being under 18 years old. Almost 25% of the population live below the poverty line and have no car available.

The District has low employment with some 11,000 jobs scattered uniformly throughout the district. The major work places and attractors include LA County offices, Los Angeles SW College, Harte Preparatory Intermediate and Washington Preparatory High School, Mann Middle School, and Crenshaw Christian Center.

The District's transit market base is currently some 11,000 people who make about 32,000 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a market share of 9.1%. While this is a high market share, it is low considering the transit dependency of the market. This is due in part to overcrowding on the east-west lines in the lines in the district which make it difficult to travel locally and to/from destinations in the Mid-Cities area, and in part to the lack of direct service to the South Bay area where there are unmet demands. The unmet demand is an estimated 3,000 people or a 30% increase in ridership.

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Main Travel Destinations	Total Trips	Transit Trips
Internal	12.2%	3.4%
Other Mid-Cities	44.4%	30.6%
Downtown	2.8%	24.0%
West LA	12.5%	24.5%
South Bay	17.0%	8.3%

2.1.6 Inglewood/Lennox District

This District contains the City of Inglewood and the Lennox area in Los Angeles bounded by I-405 and the western and northern boundary of Inglewood, Van Ness, and I-105/Green Line. It houses some 139,000 residents at an average density close to 12,000 persons per square mile with the highest densities being west of Prairie Avenue.

The District has a young population with 31% of the population being under 18 years old. While there is a low seniors population overall, there is a large concentration in the vicinity of the Daniel Freeman Memorial Hospital and in the Manchester corridor east of the central business district where over 30% of the population are seniors. About 15% of the population live below the poverty line and have no car available.

The District has relatively high employment with some 49,000 jobs concentrated in the central business district along Manchester Avenue. The major work places and attractors include LA County Sheriff's Office, City offices, Centennial and Daniel Freeman Hospitals, Los Angeles SW College, Watts Health Center, Crozier, Monroe and Lennox Middle Schools, Inglewood and Morningside High School, Northrop University, and nine employers employing over 200 people.

The District's transit market base is currently some 8,200 people who make about 24,000 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a market share of 6.0%. This is a low market share considering the dependency of the market, and is due in part to the long headways on most of the transit routes in the district, and in part to the lack of direct service to the South Bay area where there are unmet demands. The unmet demand is broadly estimated at 3,000 people or a 40% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	21.2%	15.4%
Other Mid-Cities	34.7%	22.7%
Downtown	1.9%	22.4%

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West LA	14.3%	20.6%
South Bay	22.9%	13.2%

2.1.7 Westchester/LAX District

This District contains the Los Angeles International Airport, and the Marina Del Rey, Playa Del Rey, and Westchester areas in Los Angeles bounded by I-405 and the western boundaries of Inglewood on the east, Washington and the Marina Freeway on the north, the Pacific Ocean on the west, and the Imperial Highway on the south. It houses 60,000 people north of the Airport at a relatively low density of under 8,000 persons per square mile.

The District has a large working age population with only 17% of the population being under 18 years old. There is a large seniors population in The district concentrated in the Westchester area. Except for the Jefferson corridor in Marina Del Rey, The district is a relatively high income area with few transit dependents. In the Jefferson corridor, over 20% of the population are below the poverty line and have no car available.

The District has the highest employment in the Mid-Cities area with some 75,000 jobs concentrated in the Airport area (51,000 jobs) and the Marina Del Rey area (24,000 jobs). The major work places and attractors include the Department of Airport offices, US Postal Service plants, US Customs offices, LA County offices, Daniel Freeman Marina Hospital, Washington Medical Center, Loyola Marymount University, Marina Del Rey Junior High School, Saint Bernard High School, Westchester Senior High School, Wright Middle School, Westchester-Washington Adult School, LA County Sheriff's Office, City offices, Centennial and Daniel Freeman Hospitals, Los Angeles SW College, Watts Health Center, Crozier, Monroe and Lennox Middle Schools, Inglewood and Morningside High School, Northrop University, and 39 employers employing over 200 people.

The District's transit market base is currently some 3,200 people who make about 9,100 unlinked passenger trips on the Mid-Cities transit systems on a typical weekday, which is a market share of 5.3%. This is a low market share considering the employment concentrations in the district, and is due in part to the long headways on some of the transit routes in the district and the limited service in the residential areas north of Manchester, and in part to the lack of direct service to South

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

Bay where there are unmet demands. The unmet demand is broadly estimated at 500 people or a 15% increase in ridership.

Main Travel Destinations	Total Trips	Transit Trips
Internal	19.8%	10.8%
Other Mid-Cities	16.4%	12.9%
Downtown	5.5%	35.0%
West LA	14.3%	20.6%
East LA	8.5%	7.5%
South Bay	6.7%	1.8%

2.2 OUTREACH RESULTS

As part of the Study, an extensive public outreach program was conducted throughout the area to determine what people liked and disliked about the bus system and to identify improvement options for LADOT and MTA consideration. Twelve citizen workshops were held in various locations in the Mid-Cities area involving some 400 participants representing a cross-section of users and interested non-users; these were recruited from senior citizen associations, minority associations, employee groups, transit advocates and transit users. Coach operators were asked to complete a questionnaire and a cross section were invited to attend one of four focus group; 230 operators responded to the questionnaire and 40 participated in the focus groups. In addition, MTA surveys and records were examined for citizen opinions and improvement suggestions. The findings of the public outreach program are summarized in this section.

Exhibit 3 shows the main deficiencies in the routes based on stakeholders opinion, staff analysis and other sources.

MAIN POSITIVE ASPECTS

- general satisfaction with the structure of the local fixed routes and the coverage they provide in the Mid-Cities area;
- general satisfaction with the concept of community routes, although some of the routes need to be changed to reduce duplication of service;
- general satisfaction with the limited services, once users have become familiar with the service

**EXHIBIT 3
MID CITIES TRANSIT RESTRUCTURING STUDY
SUMMARY OF LINE DEFICIENCIES BY DISTRICT**

	SPAN		STRUCTURE OF THE SERVICE							OPERATIONS				
	Starts Too Late	Finishes Too Early	HEADWAYS Too Long During Day	SLOW SPEEDS	LOW PRODUCTIVITY (Pass/vsh)			OVER-LOADED BUSES	POOR ON-TIME PERF.	PASS UPS	NO SHOWS	SAFETY INCIDENTS		
					Peak	Day	Eve						Owl	
LOCAL FIXED ROUTES - DOWNTOWN LINES														
37	West Adams			1,3					2		●			
38	West Jefferson			1			1.2	1,2,3	●	●				
40	Hawthorne-King			6				1,2		●				
442	Hawthorne-Manchester													
42	La Tijera-King			7										
45/345	Broadway							1		●				
48	Maple			1				1	●					
51	Avalon							1,4	●	●	●			
53	Central			1				1,4		●		●		
55	Compton							1			●	●		
56	Wilmington			1,4					●			●		
81	Figueroa							2		●				
LOCAL FIXED ROUTES - EAST/WEST LINES														
102	Coliseum-Exposition	1,2,3		1,2,3	1,2					●				
105	Vernon				2,3			1	●	●	●	●		
107	54th Street			1,2,3,6	6				●					
108	Slauson				1			1,2,3	●	●				
110	Gage	6						4	●		●			
111	Florence			6,7	4,6			4,5	●					
115/315	Manchester	7		7				4,5,6,7			●	●		
117	Century				4,6			4,5,6,7						
119	108th Street	4,5,6		4,5,6	4,6									
120	Imperial													
LOCAL FIXED ROUTES - NORTH/SOUTH LINES														
200	Alvarado				2					●		●		
204/354	Vermont				2			2				●		
206	Normandie				5			2						
207/357	Western							2						
209	Van Ness	6		3,6					●					
210/310	Vine-Crenshaw				3			3,6		●		●		
211	Prairie	6		6					●					
212	La Brea				6				●		●			
215	Inglewood	6		6					●					
220	Culver-LAX	7		7		7								
254	Willowbrook	4		4										
COMMUNITY ROUTES														
DASH	Southeast	1,2						1				●		
DASH	Pueblo Del Rio	1										●		
DASH	Leimert-Slauson	2,3			3									
DASH	Midtown	3	3		3									
DASH	Crenshaw	3			3	3	3					●		
608	Crenshaw Connection				3									
DASH	Watts	4	4					4				●		
DASH	Watts North	4	4	4		4	4							
RAIL FEEDER ROUTES														
213	Crenshaw Sta.Shuttle	6			6	6	6							
625	Westchester Shuttle					7	7							
629	LAX Shuttle													
EXPRESS ROUTES														
437	Marina Del Rey	7	7											
438	Playa Del Rey	7												
439	LAX Express	7		3,7	7									
561	Van Nuys Express	7		7	7						●			
576	Pacific Palisades								●					

The figures in the columns show the district the deficiencies occur:

- District 1 Central/Slauson
- District 2 Hoover/Exposition Park
- District 3 Crenshaw/Ladera Heights
- District 4 Florence/Watts
- District 5 Slauson/North Athens
- District 6 Inglewood/Lennox
- District 7 Westchester/LAX

The circle ● indicates that the deficiency affects the whole route and is not confined to one district.

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

MAIN NEGATIVE ASPECTS

- overloading, pass-ups, and gaps in the service are a major problem on most local fixed routes east of Crenshaw create behavioral problems on the buses and increase safety and security incidents;
- general perception that the buses are not being operated very well; runs not pulling out because of a lack of buses, routes not being supervised, frequent breakdowns;
- general perception that walking to and waiting at bus stops is unsafe, especially at night;
- increasing fear of being harassed on the buses by other passengers, and concern that there are not enough transit police riding the services;
- little or no marketing of the types of services offered, bus schedules and route information both difficult to comprehend and to obtain.

GENERAL IMPROVEMENT SUGGESTIONS

- greater use of limited stop services;
- shortening the routes, including breaking them at the Green and Blue Line Stations, to improve schedule adherence and overloading;
- operate more community services, particularly west of Crenshaw focused on the malls, and north of the Green Line in the Route 119 corridor focused on the Green Line Stations;
- coordinate and integrate all local fixed routes and community services to eliminate competing service areas and provide better interfaces;
- give more attention to safety at bus stops particularly in isolated areas, and have a more police riding the buses

2.3 ROUTE PERFORMANCE

The operating characteristics of each route and its line segments were reviewed by the consultant team. Detailed information about current operating characteristics can be found in two earlier project reports: "Deliverable 3B Transit

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

Service Line Segment Analysis” (January 1997) and “Report on Needs and Opportunities” (March 1997). “Deliverable 3A: Transit Service Characteristics and Standards” (December 1996) included descriptions of the service standards used by the MTA. LADOT is in the process of developing service standards. Guidelines for achieving goals and standards are grouped into five broad categories: convenience, reliability, comfort, efficiency and financial.

The deficiencies in the bus system were determined by the extent that the routes and the services on the routes adhered to the MTA’s established service standards, and by the opinions of the various stakeholders in the system. The following guidelines, based on MTA’s current Consolidated Transit Service Policies (CTSP) and supplemented by consultant experience and industry practices were used for the analysis. Guidelines not based on the CTSP are denoted by an asterisk*. The characteristics and performance-to-standard of the bus routes in each District of the Mid-Cities area are summarized in Exhibit 4. Deficiencies fell into two main areas: schedule adherence problems, and overcrowding and pass-ups.

2.3.1 Convenience Guidelines

To achieve this goal, the objective should be to provide a transit system that will enable most residents in the developed areas of Los Angeles County to be within reasonable walking distances of bus routes offering acceptable levels of service during weekdays and weekends. For these objectives, the following system guidelines are recommended.

Headway Guidelines

To provide a maximum interval between buses of 30 minutes or better during peak weekday periods and 60 minutes or better during all other periods and days.

Span of Service Guidelines*

To operate the bus routes so that a passenger boarding a bus anywhere in the system between the hours of 6:00 a.m. and 6:00 p.m. on weekdays, and between the hours of 9:00 a.m. and 6:00 p.m. on weekends can complete the trip within the service area of the bus system.

EXHIBIT 4
MID CITIES TRANSIT RESTRUCTURING STUDY
ROUTE PERFORMANCE BY DISTRICT

ROUTE AND DISTRICT	HRS. OF SERVICE Weekdays	SPAN (1)		HEADWAY		AVG SPEED PM Peak	PASS/VEH SERVICE HR.			MAX LOAD PER BUS PM Peak	% ON TIME		PASS UPS (2)	NO SHOWS (2)
		Start	Finish	Max PM Peak	Max Midday		Max PM Peak	Max Late Eve	Max Owl		Early	Late		
STANDARD		6:00am	6:00pm	30	30	12.0	30	20	20	125	2	10	0	0
LOCAL FIXED ROUTES - DOWNTOWN LINES														
37	WEST ADAMS BLVD Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	19 24 24			8 8 8	24 12 12	10.0 11.5 6.0	130 322 248	75 131 77	26 33 21	67 137 123	4 7	4	
38	WEST JEFFERSON BLVD Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	18 24 24			15/18 15/18 15/18	18/20 18/20 18/20	12.5 12.4 5.0	297 222 309	57 61 75	8 8 16	142 151 151	7 14	1	2
40	HAWTHORNE-M.L.KING Inglewood/Lennox Crenshaw/Ladara Hts Hoover/Expo. Park(40/42) Central/Avalon (40/42)	24 24 24/17 24/17			7 7 5 5	10 10 7/10 7/10	9.7 12.0 12.5 13.5	122 218 365 425	100 176 123 153	56 92 82 150	121 95 130 149	3 14	6	3
442	HAWTHORNE-MANCHESTER Inglewood/Lennox Slauson/North Athens Hoover/Exposition Park	5 5 5			19 19 19		10.5 28.2 14.6	47 85 49						4
42	LA TIJERA-M.L.KING Westchester/LAX Crenshaw/Ladara Hts	17 17			28/30 28/30	26/30 26/30	10.5 15.4	103 187	96 132		107 93		1	2
45/345	BROADWAY Florence/Watts Central/Avalon	24 24			7 7	10 10	12.0/18.0 12.4/13.5	157 121/70	55 43	32 34		4 5	2	
48	MAPLE AVENUE Florence/Watts Central/Avalon	14 20			7/10 7/10	24 24	12.0 9.5	124 169	20 33		109 170	5 14	1	6
51	AVALON BLVD Florence/Watts Central/Avalon	17 24			5 5	11 11	13.2 12.9	317 283	111 80	140 66	91 163	6 12	5	4
53	CENTRAL AVE. Florence/Watts Central/Avalon	20 24			8/10 8/10	15 15	13.3 10.4	185 180	129 151	42 176	126 144	2 13	7	1
55	COMPTON AVE. Florence/Watts Central/Avalon	24 24			8/20 8/20	15/17 15/17	12.0 11.7	234 161	107 59	53 31	98 146	5 9	1	4
56	WILMINGTON AVE. Florence/Watts Central/Avalon	15 15			40 40	60 60	14.6 12.5	51 84			46 56	4 18		
81	FIGUEROA ST. Slauson/North Athens Hoover/Exposition Park	19 19			7/10 7/10	13/15 13/15	13.4 12.4	112 231	55 86		105 137	6 8	5	
LOCAL FIXED ROUTES - EAST/WEST LINES														
102	COLISEUM/EXPOSITION Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	14 14 14	6:14WB 6:10WB 6:07WB		35/40 35/40 35/40	50 50 50	11.6 11.0 10.5	85 105 52			60 58 49	2 17		
105	VERNON AVE. Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	19 24 24			8/11 8/11 8/11	15 15 15	10.0 7.5 11.7	362 187 216	3 88 64	80 80 27	105 126 149	3 22	8	6
107	54TH STREET Inglewood/Lennox Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	16 16 16 16			60 60 60 60	60 60 60 60	10.7 17.5 14.0 13.8	61 96 150 143			37 44 60 56	5 27	1	3
108	SLAUSON AVE. Westchester/LAX Crenshaw/Ladara Hts Hoover/Exposition Park Central/Avalon	17 17 17 17			14 14 14 14	20 20 20 20	12.5 14.3 13.3 10.6	89 141 383 316	39 138 286 240		58 126 149 198	6 26	5	3
110	GAGE AVE. Westchester/LAX Inglewood/Lennox Slauson/North Athens Florence/Watts	15 15 15 15	6:06WB		16/20 16/20 16/20 16/20	30 30 30 30	14.2 13.5 14.7 14.5	23 75 133 152			19 74 109 149	5 14	1	6
111	FLORENCE Westchester/LAX Inglewood/Lennox(111/112) Slauson/N. Athens(111/112) Florence/Watts (111/112)	17 24 24/15			31/38 8 8 8	48 48 12 12	15.6 10.9 13.3 9.7	178 480 267 211	159 85 64 75	47	91 81 128 184	4 15	3	3
115/315	MANCHESTER AVE Westchester/LAX Inglewood/Lennox Slauson/North Athens Florence/Watts	17 17 17 17	6:30WB		9 9 9 9	49 15 15 15	14.4/18.0 16.2 15.0 11.5/18.9	533 295 414 137	91 108 162 91		165 160 172 165	3 12	3	6
117	CENTURY BLVD. Westchester/LAX Inglewood/Lennox Slauson/North Athens Florence/Watts	20 20 20 20			18 18 18 18	20 20 20 20	16.0 9.5 12.0 10.6	257 140 293 243	296 73 144 75		133 151 142 151	2 11	2	2
119	108TH STREET Inglewood/Lennox Slauson/North Athens Florence/Watts	13 13 13	7:13WB 7:04WB 6:40WB		60 60 60	60 60 60	10.7 12.0 7.1	55 62 55			37 32 44	3 15		
120	IMPERIAL HIGHWAY Westchester/LAX Inglewood/Lennox Slauson/North Athens Florence/Watts	18 18 18 18			20 20 20 20	30 30 30 30	17.3 13.1 10.3 12.4	70 158 214 131	31 44 59 95		44 102 102 95	3 18		

(1) This column only shows the span of service when it does not agree with the standard
 (2) These columns show the reported incidents of passengers left at stops, and buses not showing and late arriving at stops.

EXHIBIT 4 (Cont'd)
MID CITIES TRANSIT RESTRUCTURING STUDY
ROUTE PERFORMANCE BY DISTRICT

ROUTE AND DISTRICT	STANDARD	HRS. OF SERVICE Weekdays	SPAN (1)		HEADWAY		AVG SPEED PM Peak	PASS/VEH SERVICE HR			MAX LOAD PER BUS PM Peak	% ON TIME		PASS UPS (2)	NO SHOWS (2)
			Start	Finish	Max PM Peak	Max Midday		Max PM Peak	Max Late	Max. Owl		Early	Late		
LOCAL FIXED ROUTES - NORTH/SOUTH LINES															
200	ALVARADO ST Hoover/Exposition Park	19			8	10	10.7	76	25		79	6	11	5	2
204/354	VERMONT AVE. Slauson/North Athens Hoover/Exposition Park	24 24			4 4	5 5	12.6/21.0 10.0/20.0	258 235	92 103	33 45	100 128	2	9	2	3
206	NORMANDIE AVE. Slauson/North Athens Hoover/Exposition Park	19 19			12 12	16 16	7.1 12.4	51 205	19 38		121 135	5	8	3	2
207/357	WESTERN AVE. Slauson/North Athens Hoover/Exposition Park	24 24			6 6	17 8	12.0 12.0/18.0	178 251	46 89	34 61	116 149	7	11	2	3
209	VAN NESS AVE. Inglewood/Lennox Crenshaw/Ladera Hts	14 14	6:08SB		35/40 35/40	45 45	15.0 13.7	105 67			63 49	8	12		1
210/310	VINE-CRENSHAW Inglewood/Lennox Crenshaw/Ladera Hts	21 21			7 7	14 14	12.4/19.1 10.5/14.0	170 177	116 160		167 188	4	13	9	3
211	PRAIRIE AVE Inglewood/Lennox	14	6:30NB		30	60	13.5	63			95	3	16	1	
212	LA BRAE AVE. Inglewood/Lennox Crenshaw/Ladera Hts	21 21			9/13 9/13	19 19	8.2 15.4	130 110	87 70		93 109	12	9	1	5
215	INGLEWOOD AVE. Inglewood/Lennox	14	6:04SB		60	60	13.0	80			35	3	16		
220	CULVER - LAX Westchester/LAX	14	6:30NSB		60	60	19.9	24			46	2	14		5
254	WILLOWBROOK Southeast L.A./Florence	14	6:10SB		40	60	13.0	111			121	3	14		
COMMUNITY ROUTES															
DASH	SOUTHEAST Hoover/Exposition Park Central/Avalon	11.5 11.5	6:30am 6:30am		30 30	30	13.0 12.7	60 82			106 126				
DASH	PUEBLO DEL RIO Central/Avalon	11.5	6:30am		10	10	12.0	48			31				
DASH	LEIMERT-SLAUSON Crenshaw/Ladera Hts Hoover/Exposition Park	11.5 11.5	6:30am 6:30am		25 25	25	9.4 13.1	48 66			73 102				
DASH	MIDTOWN Crenshaw/Ladera Hts	10.5	7:00am	5:30pm	30	30	8.9	35			65				
DASH	CRENSHAW Crenshaw/Ladera Hts	11	7:00am		30	30	10.8	20			44				
608	CRENSHAW CONNECTION Crenshaw/Ladera Hts	11.5			30	30	7.7								
DASH	WATTS Florence/Watts	10.5	7:00am	5:40pm	20	20	12.7	55			141				
DASH	WATTS NORTH Florence/Watts	10.5	7:00am	5:30pm	35	35	15.6	18			42				
RAIL FEEDER ROUTES															
213	CRENSHAW STA. SHUTTLE Inglewood/Lennox	16	6:30SB		15	30	10.8								
625	WESTCHESTER SHUTTLE Westchester/LAX	8			25		14.7								
629	LAX SHUTTLE Westchester/LAX	18			9	12	12.0								
EXPRESS ROUTES															
437	MARINA DEL REY Westchester/LAX	3.5	6:20NB	5:50SB	30		18.0	52			87				
438	PLAYA DEL REY Westchester/LAX	3.5	6:17NB		30		44.0	176			52				
439	LAX EXPRESS Crenshaw/Ladera Hts Westchester/LAX	16 16	6:11SB		30/35 30/35	51	15.1 10.5	88 86	40 49		98 91	6	12	2	3
561	VAN NUYS/LAX EXP Westchester/LAX	18	6:45SB		60	60	12.0							2	4
576	PACIFIC PALISADES Hoover/Exposition Park Central/Avalon	5 5			24 24		18.0 13.8	40			100 60	23	11	1	2

(1) This column only shows the span of service when it does not agree with the standard
 (2) These columns show the reported incidents of passengers left at stops, and buses not showing and late arriving at stops

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

Transfer Wait Time Guidelines*

Maximum wait time at transfer points should not exceed 10 minutes if there are 200 or more daily transfers.

2.3.2 Reliability Guidelines

To achieve this goal, the objective is to ensure that the scheduled service (the service published in the public timetables) is dispatched and operated on-time to the extent possible considering the traffic conditions. For this objective, the following system guideline is recommended.

On-Time Guideline

To operate the bus services so that 90% of all trips leaving any time point will be no later than 5 minutes or 10% of the headway of the line whichever is greater, and 98% of all trips will be no earlier than 2 minutes ahead of their scheduled time excepting the terminal time.

2.3.3 Comfort Guidelines

To achieve this goal, the objectives are to provide a pleasant and safe riding environment for transit patrons on the buses, and passenger amenities at major bus stops. For these objectives, the following system guideline is recommended.

Loading Guideline

To operate the bus services on the routes so that maximum passenger loads per bus, on average, do not exceed 120% of the seating capacity on local, rail feeder and community circulator service during peak periods; 100% of the seating capacity on local, rail feeder and circulator services during all other periods, and 100% of seating capacity of express service during all periods of operation.

2.3.4 Efficiency Guidelines

To achieve this goal, the objectives are to provide local, express, rail feeder, and circulator services in a financially-sound manner to serve target markets at a reasonable cost.

The overall amount of service provided in the County is established by the 50% cost recovery target. The efficiency guidelines presented here reflect this financial target and provides the criteria for tailoring transit services to the demand within the budget constraints defined by the target.

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

For this objective, the following guidelines are recommended.

System Performance Guideline*

The bus system, as a whole, should achieve a minimum ridership performance of 55 boarding passengers revenue bus hour. Individual routes and service types can have lower utilization levels provided that, as a system, they meet this minimum system guideline.

Line Performance Guideline*

Individual lines should achieve the following minimum ridership performance, expressed in passengers per hour.

	Community Services*	Local Fixed Routes	Express Services
Peaks	15	30	25
Midday/Weekends	10	25	20
Nights	10	20	15

2.3.5 Financial Guidelines

Operating Ratios

Passenger and related revenues will cover:

- 50% of system average costs on weekdays
- 40% of system average costs on weekends
- 30% of system average costs on nights.

Maximum Subsidy per Passenger

Local Lines - twice the system average subsidy per passenger

Express Lines - 2.5 times the system average subsidy per passenger

Maximum Subsidy per Revenue Bus Hour

Three times the system average subsidy per revenue bus hour.

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

2.4 NEEDS AND OPPORTUNITIES

A market analysis indicates that there are several factors that are affecting the performance of the Mid-Cities transit systems and their ability to respond to changing market conditions in the Mid-Cities area. This section examines the future prospects for the target markets of bus services, explores the barriers and constraint to transit improvements, identifies the elements of the bus system that needs improvement, and reviews the improvement opportunities suggested by passengers and other stakeholders.

2.4.1 Future Prospects

Demographic trends and the structure and operation of the transit services are contributing to a decline in ridership and a loss of market share for the Mid-Cities transit systems. Also, high unemployment and growing poverty levels in the Mid-Cities area have caused fewer trips to be made. Overcrowded buses, gaps in service and slow bus speeds also contributed to the ridership decline. The study team reviewed the performance of 43 of the 56 routes serving the study area and found that loads on two-thirds of the routes exceeded the year 2000 Consent Decree loading standards at least some of the time. Over the past five years, transit ridership has dropped almost 20% on the MTA routes in the Mid-Cities area. While some ridership has switched to the DASH services, there is an overall loss of transit ridership of about 4% per annum as well as a loss of market share considering that the population has been increasing at the rate of about 1% per annum over the past five years.

The drop in ridership and market share has been occurring for some time, consistent with the thinning of the transit services in the area; the revenue vehicle hours provided by the present transit services of MTA/LADOT in the Mid-Cities area are 13% less than the revenue vehicle hours provided in 1990. The thinning of the transit services has caused a loss of both choice and captive riders on the transit system. As the economy improves over the next five years, transit ridership will also improve, although it is unlikely that it will return to its pre-recession levels without some fundamental changes to the way transit services are delivered in the Mid-Cities area.

Transit's main markets in the Mid-Cities area will continue to be those people who do not have a choice and are captive to the transit system. While the general aging of the population is shrinking transit's traditional captive market, continued immigration to the area, high birth rates, high unemployment

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

and low income levels will keep Transit's target markets at high levels for some time. Transit's target markets are young people under 18 years old, students attending the high schools, colleges and universities in the area, seniors over 64 years of age, and adults living below the poverty line without access to a car. These markets constitute almost one-half the population of the Mid-Cities area or about 450,000 people. The transit system has captured about 15% of this market. Transit could attract a significantly higher proportion of the market with better service.

2.4.2 Barriers and Constraints

There are a number of factors that will affect the penetration of these target markets by the bus systems. LADOT and MTA have a considerable amount of control over how the transit market is to be served and the extent to which ridership grows, levels-off or continues its downward trend. The main barrier is constraints on transit budgets. If there were no constraints, the simple addition of more frequent and more reliable bus services in the Mid-Cities area would accommodate a substantial increase in transit ridership, as there is considerable unmet demand in the area. The current overloading, gaps in the service and pass-ups are discouraging even the captive riders from using the transit system.

Future transit ridership in the Mid-Cities area will be affected by:

- Factors BEYOND CONTROL of LADOT and MTA including:
 - the economy
 - the demographics of the population (age, ethnicity, poverty level)
 - growth and development of population and employment
 - travel patterns and propensity to use transit
 - school district transportation policies
 - delays at rail crossings
 - physical barriers to transit (walled/gated communities, hilly terrain)
 - bus stop safety
 - passenger behavior

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

- Factors WITHIN CONTROL of LADOT and MTA including:
 - financial constraints on transit capital and operations
 - structure of the routes and services
 - coordination of multiple operators (services, fares and information)
 - scheduling and operations control
 - bus maintenance
 - priority treatments to increase bus operating speeds
 - on-bus safety and policing
 - public education/marketing
 - operator behavior

2.4.3 Needs and Opportunities

The challenge is to find ways to meet the needs without putting an undue burden on the transit budgets. The focus groups, surveys and line segment analysis provided some important insights into what the needs are and what opportunities are available to satisfy the needs in the Mid-Cities area. The opportunities focus on meeting the basic needs of Mid-Cities riders and making the transit system more reliable, convenient and safer. In other words, getting “back to the basics”. Improvement suggestions fall into five categories:

Route Structure

- Some routes are too long for control purposes and could be broken at the Blue and Green Line Stations;
 - Owl service should be improved to form a basic skeleton route structure touching all districts;
 - Opportunity to develop a basic core grid system of routes which would have local and limited routes and owl services. In times of constraint, resources could be concentrated in the core system to give priority treatment for buses and improved control practices to reduce overloading and slow operation; In times of constraint, the other local fixed routes could become secondary routes focussed on the core system and not necessarily operating the full length of the service area. Some could become community routes.
- Crenshaw and LAX community routes need to be restructured;
 - There should be more community routes west of Crenshaw focused on the Crenshaw and Fox Hills

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

- Malls, particularly in the Baldwin Hills and Westchester areas;
 - Some requests for improved community services on the eastern fringes of the service area, particularly Florence and Huntington Park;
 - Opportunity to develop a "family of community routes" that supports the basic core system including secondary local fixed routes, community circulators, paratransit services; these would expand or contract based on the economy (the objective would be to keep the core system going at all costs).
- Riders want more limited services, but there is no enthusiasm for more "L" shaped services.
 - Priority on street would improve speed for both local and longer distance travelers.
- Service Levels
- Expand the span of service on LADOT routes to match the MTA service.
 - Regularize headways to make it possible to have timed-transfer connections at main transfer points;
 - Add service to relieve overcrowding
 - Opportunity to develop more consistency in spans and headways if a basic core system was developed; the core system's limited services could be interfaced on a timed-transfer basis.
 - Improve schedule adherence
- Operations
- Lack of line supervisors to monitor and control the operation of the routes was singled out by the operators as the main reason for the poor on-time performance of many of the routes, and for the gaps in the service that are occurring; the gaps contribute to the overloading and pass-ups.
 - Operators advise that some runs (particularly trippers) are being canceled for a lack of buses; this contributes to the overloading and pass-ups.
 - Operators advise that the buses are failing quite frequently on the Mid-Cities MTA and LADOT routes; the response

Mid-Cities Bus Transit Restructuring Study: Needs and Opportunities

to road calls is apparently slow which creates major gaps in the service.

Safety and Security

- Passengers and operators suggest having more uniformed police riding the buses, particularly in high crime areas.
- More reliable service and better connections would reduce time people have to wait at stops, particularly at night;

Marketing

- Provide large route maps and schedules at transit centers and major passenger areas; improve signage at the centers.
- Riders suggest posting schedules at selected bus stops and time points.
- Expand public outreach programs to educate the public on the different transit services and how to use the various services.

Mid-Cities Bus Transit Restructuring Study: Recommended Strategies

3.0 RECOMMENDED RESTRUCTURING STRATEGIES

The public outreach program, market analysis and needs identification provide strong evidence that a restructuring of the transit system is required to meet the growing and changing needs of Mid-City residents within the financial constraints of the City and MTA. The objective should be to restructure Mid-Cities transit services and operations according to the needs of the market, the requirements of the Consent Decree and the fiscal priorities of LADOT and MTA.

3.1 TYPES OF SERVICE

Trip making in the Mid-Cities area, the region and across the country is becoming both more localized and less centered on downtown. Still, the best way to provide transit services to the Mid-Cities area is to maintain and improve the grid system, which has served the area for years. Grid systems have advantages and disadvantages. The main advantage is that riders can gain access to a large number of destinations within the service area. The main disadvantage is that many riders are forced to transfer to reach their final destination. In order for the Mid-Cities grid system to work well, it must be strengthened and supported. To use the grid system as the basis for transit restructuring, MTA must make a commitment to meet service standards that will ensure that the grid will work better than it does now. Sufficient service must be provided to carry the waiting passengers. Schedules must be kept so that transfers can be made with a minimum of waiting.

While meeting the requirement of the Consent Decree will cause costs to increase, this restructuring plan will keep cost increases under 5%, or 1-3% per annum during the next three to five years. To keep cost increases to this minimum level, a layered approach to service delivery is suggested, consistent with the increasing decentralization of travel in the region and the need to have better circulation within communities. A layered, three-tiered approach to restructuring existing transit will be responsive to regional and local travel needs as well as the Consent Decree.

A three-tiered approach is not new. The Southern California Association of Governments has included this approach in its Regional Transportation Plan (RTP) since about 1989. The 1994 RTP stressed the three-tiered approach as the basis for the provision of transit service throughout the six-county region. The 1997 RTP continues to stress the three-tiered approach. Recently, the MTA staff developed a Bus System Vision, which calls for MTA to adopt a three-tiered approach to providing transit services.

Mid-Cities Bus Transit Restructuring Study: Recommended Strategies

As illustrated in Exhibit 5, this multi-tier approach consists of:

- Tier 1 The core service of basic routes which provide standardized, direct service in major corridors. These high-demand, high-frequency routes form a grid with routes often (but not always) about one mile apart. This tier includes both local and limited-stop services. Limited-stop services will be enhanced and upgraded into a network of routes to provide faster service to longer-distance travelers. Owl service on this set of lines is included in Tier 3.
- Tier 2 Community Connectors which serve inter-community (subregional) travel. These routes fill in the gaps between routes in Tier 1. Service levels are based on performance. The higher the demand, the greater the amount of service. If there is insufficient constituency for a route, it will be dropped.
- Tier 3 Local services, including shuttles, circulators, feeder services and demand-responsive services to provide local transportation and feed Tier 1 and Tier 2 services. Also included in this tier are the evening and late night services on routes in Tier 1. Because of reduced demand during this time period, riders might be best served with smaller buses, smart shuttles or route deviation services. Service levels in this tier are also based on performance.

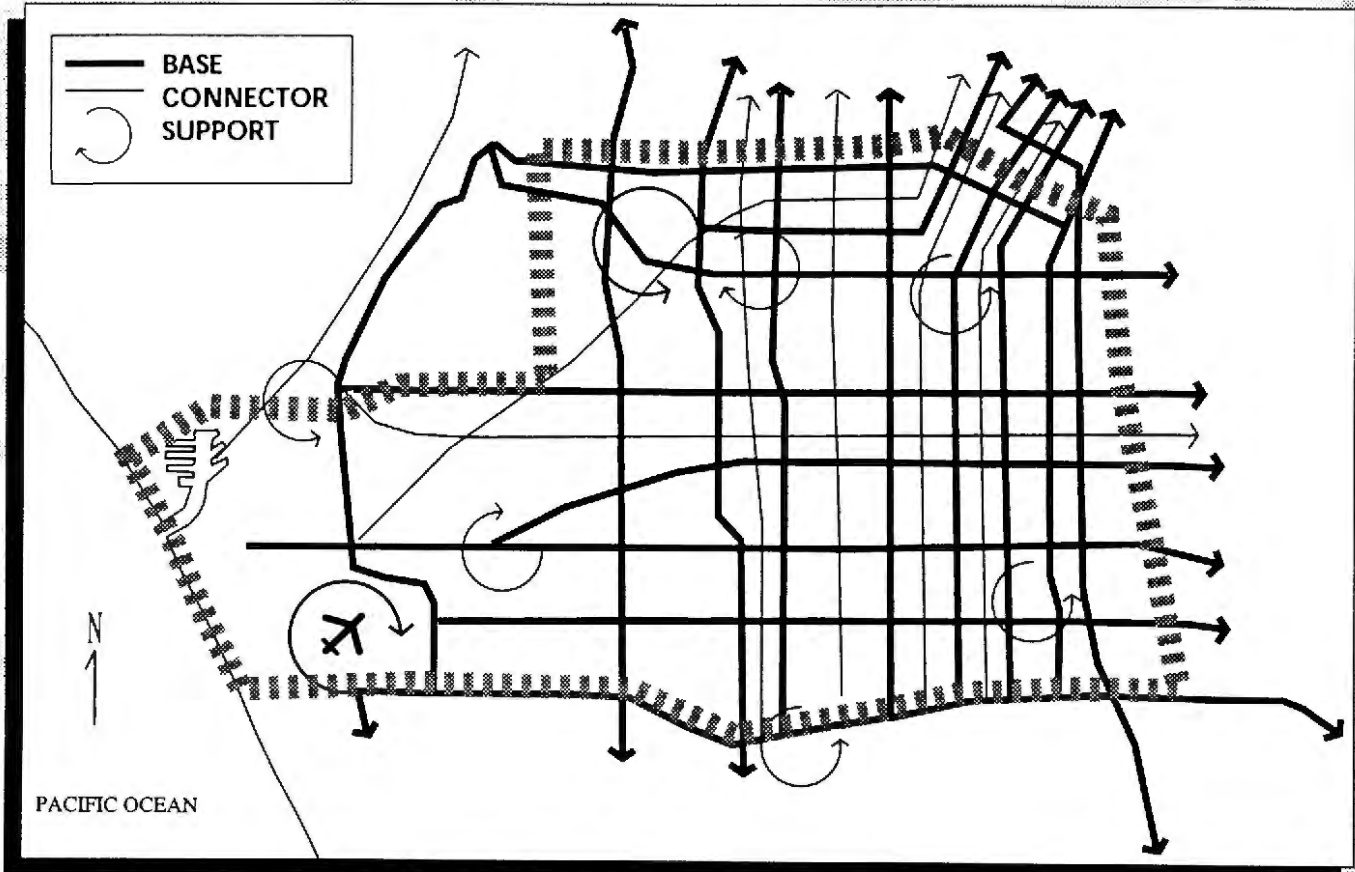
3.2 SERVICE STRATEGIES

An improved Tier 1 would include a stronger grid system of routes in major corridors. This tier would have a base network of local and limited-stop routes covering the entire Mid-Cities area. To meet Consent Decree service standards, buses would be added in high-demand corridors to increase capacity, which would reduce overcrowding and pass-ups. Faster, more reliable through service would be provided on a network of limited-stop services. This network would include both east-west and north-south routes operating on headways of 15 minutes or better during peak times. Through technology enhancements (such as signal pre-emption) and increased supervision, this network of limited-stop services will provide reliable service which will save time for the longer-distance traveler. Taking the longer-distance travelers off the local lines will help reduce overcrowding on those lines, making them easier to operate and keep on schedule.

Tier 2 would provide a grid of routes in secondary corridors to supplement for the first tier of services. This tier would bring transit service close to much of the population. These

Exhibit 5

PROPOSED RESTRUCTURING STRATEGY



FIRST TIER	BASE ROUTES	<ul style="list-style-type: none"> • HIGHEST PRODUCING ROUTES • HIGHEST FREQUENCY SERVICE • FORMS A ONE-MILE GRID NETWORK • LOCAL AND LIMITED-STOP SERVICES
SECOND TIER	COMMUNITY CONNECTORS	<ul style="list-style-type: none"> • FILLS GAPS IN BASE ROUTES • WITH BASE ROUTES, FORMS A HALF-MILE GRID • FREQUENCY BASED ON DEMAND
THIRD TIER	LOCAL ROUTES	<ul style="list-style-type: none"> • COMMUNITY SERVICE ROUTES • RAIL FEEDER ROUTES • OWL SERVICE • SPAN AND FREQUENCY DRIVEN BY DEMAND AND POLICY

Mid-Cities Bus Transit Restructuring Study: Recommended Strategies

Community Connectors routes would maintain the present good coverage but provide better circulation to and from local activities. Service levels in this tier will be demand-based.

Supporting the grid system would be DASH-type community services and demand-responsive services in the third tier. Tier 3 would have services, including community shuttles, circulators and rail/bus feeder services to respond to local needs. Where feasible, small buses should operate in neighborhoods. This tier would include owl service on some of the Tier 1 routes to provide a skeleton network at night. Service levels in this tier would be demand-based.

The proposed plan includes a limited expansion of Tier 3 Services, as constrained by the likely level of funding increases in the next 3-5 years. Appendix C contains preliminary suggestions for new Tier 3 services, as funding becomes available.

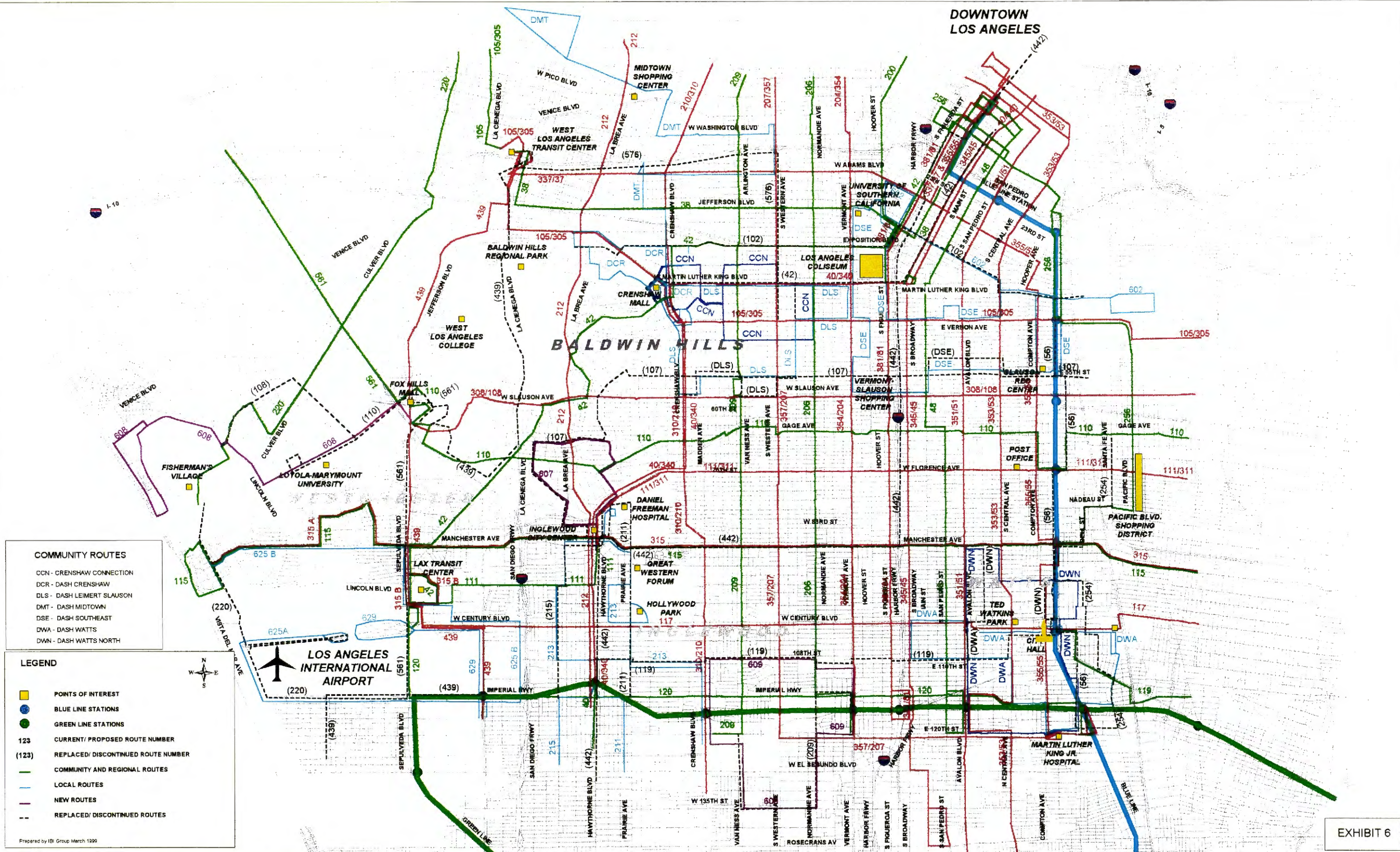
Exhibits 6 through 9 illustrate, and Exhibit 10 summarizes the specific changes to Mid-Cities routes required to implement the proposed strategy. These are further detailed on a line-by-line basis in Appendix A.

Exhibits 11 and 12 present detailed line-by-line “before-and-after” statistics of the restructuring proposals. Exhibit 11 discusses impacts only to the Mid-Cities portion of each route, while Exhibit 12 describes the impacts in the context of complete routes (ie. routes which travel outside the Mid-Cities study area.). Further operating and performance characteristics of each line are given in Appendix B.

What Is Different With the Three-Tiered Approach?

There are some subtle but fundamental differences between what is proposed in the multi-tiered approach and what is operating on the street today. MTA currently operates a grid system in the Mid-Cities area. However, the time between buses has lengthened on many routes, making transferring time-consuming and inconvenient. The services in all three tiers will be coordinated to minimize the transfer penalty. Schedules will be pulsed in many high-transfer areas. This means that lines with longer headways, such as local circulators, will be scheduled to arrive at the transfer points at the same time as Community Connectors, other circulators and core routes on more frequent headways. Certain pairs of lines will have timed-transfers, where routes are scheduled to meet to facilitate

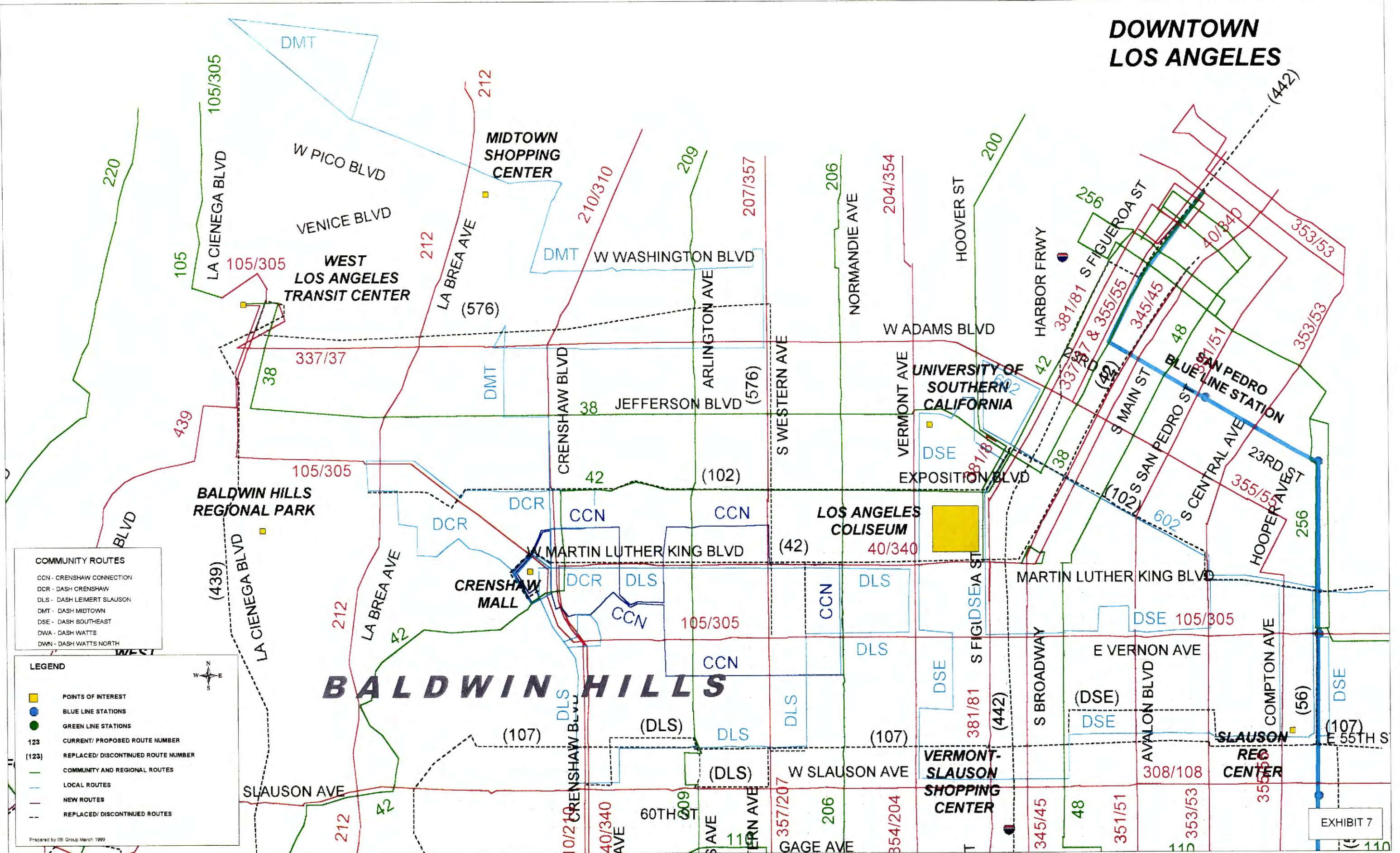
MID-CITIES EXISTING AND PROPOSED ROUTES



Prepared by IBI Group March 1999

MID-CITIES NORTHERN AREA

DOWNTOWN LOS ANGELES



COMMUNITY ROUTES
 CCN - CRENSHAW CONNECTION
 DCR - DASH CRENSHAW
 DLS - DASH LEIMERT SLAUSON
 DMT - DASH MIDTOWN
 DSE - DASH SOUTHEAST
 DWA - DASH WATTS
 DWN - DASH WATTS NORTH

LEGEND

- POINTS OF INTEREST
- BLUE LINE STATIONS
- GREEN LINE STATIONS
- 123 CURRENT/ PROPOSED ROUTE NUMBER
- (123) REPLACED/ DISCONTINUED ROUTE NUMBER
- COMMUNITY AND REGIONAL ROUTES
- LOCAL ROUTES
- NEW ROUTES
- - - REPLACED/ DISCONTINUED ROUTES

Prepared by IBI Group March 1999

MID-CITIES LAX/ INGLEWOOD AREA



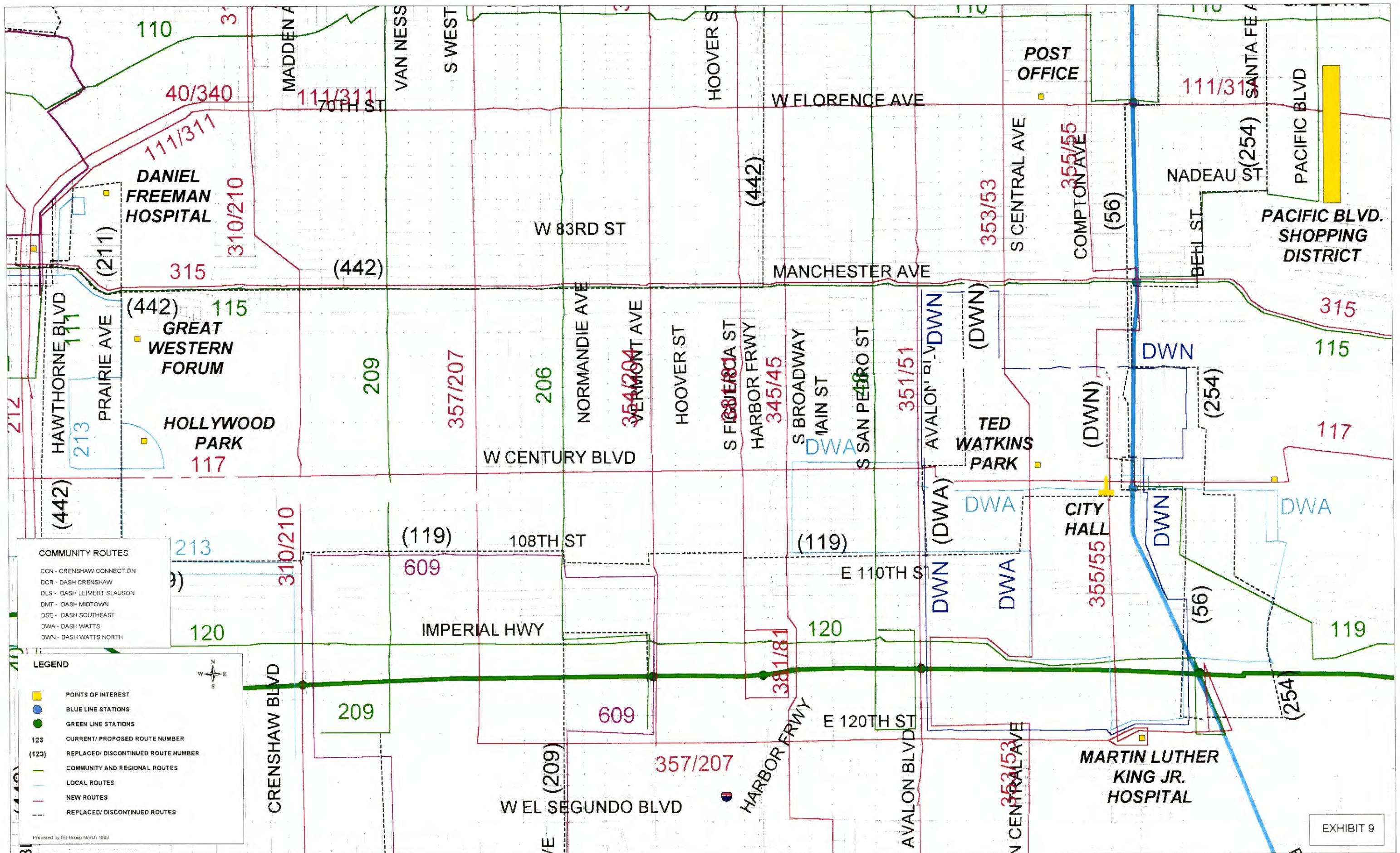
COMMUNITY ROUTES
 CCN - CRENSHAW CONNECTION
 DCR - DASH CRENSHAW
 DLS - DASH LEIMERT SLAUSON
 DMT - DASH MIDTOWN
 DSE - DASH SOUTHEAST
 DWA - DASH WATTS
 DWN - DASH WATTS NORTH

LEGEND

- POINTS OF INTEREST
- BLUE LINE STATIONS
- GREEN LINE STATIONS
- 123 CURRENT/ PROPOSED ROUTE NUMBER
- (123) REPLACED/ DISCONTINUED ROUTE NUMBER
- COMMUNITY AND REGIONAL ROUTES
- LOCAL ROUTES
- NEW ROUTES
- - - REPLACED/ DISCONTINUED ROUTES

Prepared by IEF Group March 1999

MID-CITIES WATTS AREA



- COMMUNITY ROUTES**
- CCN - CRENSHAW CONNECTION
 - DCR - DASH CRENSHAW
 - DLS - DASH LEIMERT SLAUSON
 - DMT - DASH MIDTOWN
 - DSE - DASH SOUTHEAST
 - DWA - DASH WATTS
 - DWN - DASH WATTS NORTH

- LEGEND**
- POINTS OF INTEREST
 - BLUE LINE STATIONS
 - GREEN LINE STATIONS
 - 123 CURRENT/ PROPOSED ROUTE NUMBER
 - (123) REPLACED/ DISCONTINUED ROUTE NUMBER
 - COMMUNITY AND REGIONAL ROUTES
 - LOCAL ROUTES
 - NEW ROUTES
 - - - REPLACED/ DISCONTINUED ROUTES

Prepared by IBI Group March 1999

Exhibit 10 SUMMARY OF ROUTE RESTRUCTURING RECOMMENDATIONS

Recommended Improvements Transit Line		New Peak-Hour Limited Service	More Frequent Local Service	Routing Changes
37	W. ADAMS	•		EXTEND OWL SERVICE TO WEST LA TRANSIT CENTER
38	W. JEFFERSON		•	DROP OWL SERVICE
40	HAWTHORNE - LA	•		
42	LAX - LA			MOVE TO THE LINE 102 CORRIDOR
45/46/345	SOUTH BROADWAY		•	
48	SAN PEDRO		•	
51	AVALON	•		
53	CENTRAL	•		
55	COMPTON	•		
56	WILLOWBROOK			NEW ROUTE SOUTH OF VERNON: PACIFIC-NADEAU-FIR
81	SOUTH FIGUEROA	•		DROP SOUTH OF FIRESTONE BLUELINE STATION
102	E. JEFFERSON			DROP WEST OF FIGUEROA (SEE 42)
105	VERNON	•		
107	54TH			DROP ROUTE
108	SLAUSON	•		DROP WEST OF FOX HILLS MALL (SEE 608A)
110	GAGE		•	DROP WEST OF FOX HILLS MALL (SEE 608A)
111/112/311	FLORENCE			
115/315	MANCHESTER			BRANCH WEST OF SEPULVEDA: A TO LAX, B TO PERSHING
117	CENTURY		•	EXTEND OWL TO LAX TRANSIT CENTER
119	108TH			DROP NORTH OF HAWTHORNE STATION WEST OF 103RD STATION
120	IMPERIAL			
200	ALVARADO			
204/205/354	VERMONT		•	
206	NORMANDIE		•	
207/357	WESTERN		•	EXTEND OWL TO WILMINGTON STATION
209	VAN NESS		•	SERVE CRENSHAW STATION, NOT VERMONT STATION
210/310	CRENSHAW		•	
211	PRAIRIE			DROP NORTH OF HAWTHORNE STATION (SEE 213)
212	LA BREA		•	EXTEND TO HAWTHORNE STATION
213	CRENSHAW STA. RAIL FEEDER			RELOCATE/EXTEND TO 106TH, PRAIRIE, INGLEWOOD
215	INGLEWOOD			DROP NORTH OF HAWTHORNE STATION
220	CULVER			DROP SOUTH OF MARINA DEL REY
254	120TH			DROP ROUTE
437	MARINA DEL REY EXPRESS			
438	HERMOSA - LA			
439	REDONDO - LA			SERVE CULVER CITY VIA JEFFERSON
442	HAWTHORNE - LA			DROP ROUTE
561	VAN NUYS EXPRESS			DROP SOUTH OF FOX HILLS MALL (SEE 439)
576	PACIFIC PALISADES			USE CRENSHAW NOT WESTERN
608	CRENSHAW CONNECTION			
625	WESTCHESTER RAIL FEEDER		•	EXTEND TO MANCHESTER
629	LAX GREEN LINE SHUTTLE			
DASH	SOUTH EAST			USE 54TH STREET, NOT SLAUSON/51ST STREET
DASH	PUEBLO DEL RIO			
DASH	LEIMERT - SLAUSON			USE 54TH STREET NOT SLAUSON
DASH	MIDTOWN			
DASH	CRENSHAW			
DASH	WATTS		•	EXTEND WEST ON 108TH/CENTURY TO BROADWAY
DASH	WATTS NORTH		•	EXTEND EAST TO WILMINGTON
NEW LINES:				
607	NORTH INGLEWOOD			30-MINUTE CIRCULATOR IN MARKET STREET AREA
608A	MARINA DEL REY			REPLACES 108 AND 110 WEST OF FOX HILLS MALL
609	GREEN LINE SHUTTLE			REPLACES 119 AND 209

EXHIBIT 11
IMPACTS OF TRANSIT SERVICE STRATEGY
ON THE MID-CITIES PORTION OF THE TRANSIT ROUTES SERVING THE MID-CITIES AREA

PRESENT ROUTES	PROPOSED ROUTES	BASELINE SYSTEM (Sep 96)				PARTIALLY CONSTRAINED STRATEGY			
		Peak Vehicles AM	PM	Daily Rev.Hrs.	Daily Pass.	Peak Vehicles AM	PM	Daily Rev.Hrs.	Daily Pass.
TIER 1 - BASE NETWORK									
Core Routes									
37	37 Local (Owl)	10.0	11.4	124	7,615	6.7	7.8	102	6,022
	337 Limited					4.2	4.2	25	1,593
40	40 Local (Owl)	17.5	18.0	214	11,802	9.3	10.8	146	7,421
	340 Limited					7.3	7.7	38	2,738
45	45 Local (Owl)	11.9	11.5	155	7,268	15.7	14.1	145	7,268
345	345 Limited	6.6	4.0	25	1,580	5.8	4.0	24	1,580
51	51 Local (Owl)	13.9	12.8	131	9,531	7.9	7.5	116	7,277
	351 Limited					5.8	5.7	30	2,258
53	53 Local (Owl)	12.4	9.7	119	7,632	7.1	7.0	109	6,602
	353 Limited					5.0	5.0	29	1,030
55	55 Local (Owl)	12.6	11.0	111	7,499	10.2	7.3	122	5,729
	355 Limited					6.5	6.4	39	1,770
105	105 Local (Owl)	11.3	13.4	148	11,058	8.3	9.4	139	8,810
576	305 Limited	1.2	1.5	6	160	5.4	5.5	33	2,408
111	111 Local (Owl)	8.2	9.4	127	10,588	8.1	8.2	97	8,755
	311 Limited					3.7	3.7	22	1,833
117	117 Local (Owl)	7.0	6.4	97	7,156	6.0	8.8	111	7,248
204	204 Local (Owl)	8.9	8.1	133	9,044	8.9	8.7	138	9,044
354	354 Limited	9.9	8.5	101	7,384	9.9	9.0	103	7,384
207	207 Local (Owl)	5.8	6.2	120	7,785	6.1	6.0	122	7,785
357	357 Limited	5.7	5.7	26	2,102	8.5	7.9	35	2,102
Connector Routes									
81	81 Local	10.1	9.9	112	6,232	6.2	6.4	94	4,971
	381 Limited					4.1	3.9	24	1,261
108 East	108 Local	8.8	7.4	94	6,243	6.8	7.3	92	5,155
	308 Limited					5.2	5.0	33	1,081
115	115 Local	12.6	8.6	129	8,252	11.8	10.8	135	9,265
315	315 Limited	6.6	7.5	35	1,969	7.9	7.5	46	2,343
210	210 Local	5.3	7.2	100	5,843	5.3	6.6	102	5,843
310	310 Limited	6.1	5.3	26	1,834	5.7	5.0	27	1,834
212	212 Local	5.3	6.3	63	3,601	8.2	8.2	93	5,085
439	439 Local/Express	3.2	3.9	43	1,048	3.3	3.9	56	1,281
561	439 Local/Express	0.8	1.0	17	242	replaced by Route 439			
Base Network Total		202	195	2,256	143,468	221	219	2,427	144,776

EXHIBIT 11
IMPACTS OF TRANSIT SERVICE STRATEGY
ON THE MID-CITIES PORTION OF THE TRANSIT ROUTES SERVING THE MID-CITIES AREA

PRESENT ROUTES	PROPOSED ROUTES	BASELINE SYSTEM (Sep 96)				PARTIALLY CONSTRAINED STRATEGY			
		Peak Vehicles AM	PM	Daily Rev.Hrs.	Daily Pass.	Peak Vehicles AM	PM	Daily Rev.Hrs.	Daily Pass.
TIER 2 - LOCAL ARTERIAL NETWORK									
38	38	5.6	5.7	76	4,607	6.4	7.1	72	4,592
42	42	3.4	5.2	54	2,938	6.1	6.8	81	3,697
48	48	7.9	9.5	77	4,029	7.9	11.8	83	4,029
56		1.9	2.0	27	455	replaced by Route 256			
102 Mid-C Area East	602	1.0	1.0	12	661	1.0	1.0	12	661
102 Mid-C AreaWest		2.0	2.0	23	406	replaced by Route 42 & Dash Crenshaw			
107 Southeast Area						Route 107 from SE terminated at Blue Line			
107 Mid-C Area East		0.9	0.8	19	708	replaced by Dash Leimert-Slauson & SE			
107 Mid-C AreaWest		1.0	1.0	12	216	replaced by Route 607			
110	110	7.3	7.3	73	2,925	6.6	6.6	64	2,796
119 Southeast Area						Route 119 from SE terminated at Blue Line			
119 Mid-Cities Area	119	1.5	1.5	21	499	replaced by Route 213, 609, Dash Watts			
120	120	7.0	6.0	83	4,741	7	6	83	4,741
200	200	2.6	3.6	45	1,601	2.6	3.6	45	1,601
206	206	11.3	11.3	138	6,783	10.3	12.2	147	6,783
209	209	1.9	1.8	29	713	2.9	2.8	31	713
211/215 South Area						211/215 from South terminated at Green Line			
211/215 Mid-C Area		2.1	1.6	20	596	replaced by Route 213			
220 West Area						Route 220 from West terminated at Lincoln			
220 Mid-Cities Area		1.3	1.3	16	252	replaced by Route 625			
254 Southeast Area						Route 254 from SE terminated at Blue Line			
254 Mid-Cities Area		1.2	1.3	16	503	replaced by Route 256 & DASH Watts			
	256					1.3	1.3	17	302
Local Arterial Total		60	63	741	32,633	52	59	635	29,915
TIER 3 - COMMUNITY NETWORK									
213	213	4.0	4.0	44	483	4.0 *	4.0 *	50	1,078
	607					2.0	2.0	18	216
108West	608	1.0	1.0	13	444	2.0	2.0	18	678
	609					1.0	1.0	12	81
608		2.0	2.0	24	222	2.0	2.0	24	222
625	625	4.0	4.0	32	275	7.0	7.0	80	535
629	629	4.0	4.0	61	1,814	4.0	4.0	61	1,814
DASH SouthEast	DASH Southeast	4.0	4.0	48	1,885	6.0 *	4.0 *	54	2,269
DASH Pueblo	DASH Pueblo	1.0	1.0	12	382	1.0	1.0	12	382
DASH Leimert	DASH Leimert	4.0	4.0	48	1,189	7.0 *	5.0 *	60	1,617
DASH Midtown	DASH Midtown	1.9	1.9	21	538	1.9	1.9	21	538
DASH Crenshaw	DASH Crenshaw	2.0	2.0	23	518	2.0	2.0	23	518
DASH Watts	DASH Watts	4.0	4.0	44	2,457	5.0	5.0	54	2,634
DASH Watts North	DASH Watts North	2.0	2.0	22	345	4.0	3.0	42	827
437	437	1.1	1.1	5	233	1.1	1.1	5	233
442		3.6	2.8	23	471	replaced by Route 42			
Community Network Total		39	38	420	11,256	50	45	534	13,642
TOTAL NETWORK		300	295	3,417	187,357	323	324	3,596	188,333
INCREASE(DECREASE)						23	28	179	976
% INCREASE(DECREASE)						7.6%	9.5%	5.2%	0.5%

* Large rather than small buses required

EXHIBIT 12
IMPACTS OF TRANSIT SERVICE STRATEGY
ON THE TRANSIT ROUTES SERVING MID-CITIES AREA

PRESENT ROUTES	PROPOSED ROUTES		BASELINE SYSTEM (Sep 96)				PARTIALLY CONSTRAINED STRATEGY			
			Peak Vehicles		Daily	Daily	Peak Vehicles		Daily	Daily
			AM	PM	Rev.Hrs.	Pass.	AM	PM	Rev.Hrs.	Pass.
TIER 1 - BASE NETWORK										
Core Routes										
37	37	Local (Owl)	14.0	15.0	172	11,321	9.0	10.0	138	8,948
	337	Limited					6.0	6.0	36	2,373
40	40	Local (Owl)	30.5	35.0	370	17,416	14.0	16.0	221	13,031
	340	Limited					16.0	17.0	84	4,385
45	45	Local (Owl)	25.0	28.0	358	14,513	32.0	32.0	352	14,513
345	345	Limited	12.0	6.0	48	2,100	12.0	6.0	48	2,100
51	51	Local (Owl)	31.0	31.0	303	20,940	19.0	20.0	263	17,152
	351	Limited					10.0	11.0	55	3,788
53	53	Local (Owl)	21.0	18.0	218	12,029	14.0	13.0	202	10,617
	353	Limited					8.0	8.0	48	1,412
55	55	Local (Owl)	20.0	17.0	171	9,461	16.0	11.0	179	7,348
	355	Limited					10.0	10.0	60	2,113
105	105	Local (Owl)	20.0	23.0	245	13,500	15.0	17.0	238	11,052
576	305	Limited	5.0	5.0	20	320	9.0	9.0	50	2,768
111	111	Local (Owl)	16.0	21.0	237	15,914	15.0	16.0	178	13,270
	311	Limited					6.0	7.0	41	2,644
117	117	Local (Owl)	11.0	10.0	153	7,990	10.0	13.0	174	8,080
204	104	Local (Owl)	20.0	19.0	289	12,265	20.0	20.0	293	12,265
354	354	Limited	19.0	17.0	201	9,585	19.0	18.0	204	9,585
207	207	Local (Owl)	12.0	13.0	285	11,091	13.0	14.0	276	11,091
357	357	Limited	15.0	14.0	69	3,692	14.0	14.0	82	3,692
Connector Routes										
81	81	Local	25.0	26.0	277	17,169	16.0	17.0	239	13,506
	381	Limited					11.0	11.0	66	3,663
108 East	108	Local	15.0	13.0	169	9,496	12.0	14.0	165	7,917
	308	Limited					7.0	5.0	33	1,572
115	115	Local	17.0	13.0	183	10,553	16.0	15.0	189	10,553
315	315	Limited	12.0	11.0	55	3,222	13.0	13.0	78	3,315
210	210	Local	12.0	16.0	227	10,667	12.0	15.0	230	10,667
310	310	Limited	16.0	15.0	70	3,500	15.0	14.0	73	3,500
212	212	Local	13.0	16.0	157	6,894	16.0	18.0	191	8,378
439	439	Local/Express	8.0	9.0	104	2,202	8.0	9.0	105	2,435
561			21.0	23.0	265	242	20.0	20.0	271	
Base Network Total			411	414	4,646	226,082	433	439	4,862	227,733

**EXHIBIT 12
IMPACTS OF TRANSIT SERVICE STRATEGY
ON THE TRANSIT ROUTES SERVING MID-CITIES AREA**

PRESENT ROUTES	PROPOSED ROUTES	BASELINE SYSTEM (Sep 96)				PARTIALLY CONSTRAINED STRATEGY			
		Peak Vehicles		Daily	Daily	Peak Vehicles		Daily	Daily
		AM	PM	Rev.Hrs.	Pass.	AM	PM	Rev.Hrs.	Pass.
TIER 2 - LOCAL ARTERIAL NETWORK									
38	38	9.0	9.0	116	6,821	10	11	114	6,806
42	42	7.0	6.0	90	4,225	10	11	135	4,984
48	48	9.0	11.0	86	4,855	9	13	92	4,855
56		3.0	3.0	36	635	replaced by Route 256			
102 Mid-C Area East	602	1.0	1.0	12	661	1.0	1.0	12	661
102 Mid-C AreaWest		2.0	2.0	23	406	replaced by Route 42 & Dash Crenshaw			
107 Southeast Area		1.0	1.0	19		1.0	1.0	19	
107 Mid-C Area East		1.0	1.0	19	708	replaced by Dash Leimert-Slauson & SE			
107 Mid-C AreaWest		1.0	1.0	12	216	replaced by Route 607			
110	110	13.0	13.0	136	4,563	12	12	126	4,434
119 Southeast Area		0.5	0.5	5		Route 119 from SE terminated at Blue Line			
119 Mid-Cities Area		1.5	1.5	21	499	replaced by Route 213, 609, Dash Watts			
120	120	7.0	6.0	83	4,741	7	6	83	4,741
200	200	10.0	13.0	171	3,082	10	13	171	3,082
206	206	14.0	14.0	174	9,672	13	15	185	9,672
209	209	4.0	4.0	50	1,533	4	4	42	1,533
211/215 South Area		4.9	3.4	43		4.9	3.4	43	
211/215 Mid-C Area		2.1	1.6	20	596	replaced by Route 213			
220 West Area		1.7	1.7	22		1.7	1.7	22	
220 Mid-Cities Area		1.3	1.3	16	252	replaced by Route 625			
254 Southeast Area		1.8	1.7	36		Route 254 from SE terminated at Blue Line			
254 Mid-Cities Area		1.2	1.3	16	503	replaced by Route 256 & DASH Watts			
	256					4	4	48	832
Local Arterial Total		97	98	1,206	43,968	88	96	1,092	41,600
TIER 3 - COMMUNITY NETWORK									
213	213	4.0	4.0	44	483	4.0 *	4.0 *	50	1,078
	607					2.0	2.0	18	216
108West	608	1.0	1.0	13	444	2.0	2.0	18	678
	609					1.0	1.0	12	81
608		2.0	2.0	24	222	2.0	2.0	24	222
625	625	4.0	4.0	32	275	7.0	7.0	80	535
629	629	4.0	4.0	61	1,814	4.0	4.0	61	1,814
DASH SouthEast	DASH Southeast	4.0	4.0	48	1,885	6.0 *	4.0 *	54	2,269
DASH Pueblo	DASH Pueblo	1.0	1.0	12	382	1.0	1.0	12	382
DASH Leimert	DASH Leimert	4.0	4.0	48	1,189	7.0 *	5.0 *	60	1,617
DASH Midtown	DASH Midtown	3.0	3.0	33	953	3.0	3.0	33	953
DASH Crenshaw	DASH Crenshaw	2.0	2.0	23	518	2.0	2.0	23	518
DASH Watts	DASH Watts	4.0	4.0	44	2,457	5.0	5.0	54	2,634
DASH Watts North	DASH Watts North	2.0	2.0	22	345	4.0	3.0	42	827
437	437	4.0	4.0	18	800	4.0	4.0	18	800
442		6.5	6.0	48	976	replaced by Route 42			
Community Network Total		46	45	470	12,743	54	49	559	14,624
TOTAL NETWORK		553	557	6,322	282,793	575	584	6,513	283,957
						22	27	191	1,164
						3.9%	4.9%	3.0%	0.4%

* Large rather than small buses required

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high-volume transfers. Pulsed schedules and timed-transfers will help reduce the inconvenience of transferring.

The proposed limited-stop services will be designed to operate as a network. Many current lines have limited-stop services, but most only serve north-south movements and offer only minimal time savings. With signal pre-emption, fewer stops and increased on-street supervision, this new network will move people faster and more reliably. The entire network will be scheduled to facilitate transfers from one limited-stop service to another. Stressing quality and reliability, this network can achieve the same high quality standards as the MTA light rail services. The longer-distance traveler will experience a significant time savings. Furthermore, removing the longer-distance traveler from the local lines (along with additional buses) will ease the overcrowding on the local lines.

The Westside Transit Restructuring Study is introducing a new service concept dubbed the Metro Rapid Bus. Falling between the limited-stop service and the express bus, Rapid Bus features:

- articulated buses to increase capacity;
- expedited fare collection (eg. on-street rather than on-bus) and signal priority to improve running time;
- a stop spacing of about one mile (twice that of the limited-stop service) to improve speed.

Rapid Bus is best suited to high-volume corridors with high average trip lengths, and will be demonstrated in the Wilshire and Venice Boulevard corridors where they will replace existing limited-stop services.

The Rapid Bus Concept is compatible with the proposed Tier 1 service strategy; several north-south Tier 1 corridors in the mid-cities are suitable for Rapid Bus application. Since efficient deployment of Rapid Bus requires elimination of the limited-stop service, and limited-stop services do offer advantages to intermediate-length trips (as they provide more stops), it is worth considering a strategy where every other Tier 1 corridor provides Rapid Bus and limited-stop service. e.g.:

- 210/310 Crenshaw - Rapid Bus
- 202/357 Western - limited-stop
- 204/354 Vermont - Rapid Bus
- 81/381 Figueroa - limited-stop
- 45/345 Broadway - Rapid Bus

Mid-Cities Bus Transit Restructuring Study: Recommended Strategies

- 51/351 Avalon - Limited Stop
- 53/353 Central - Rapid Bus
- 55/355 Compton - Limited Stop

If the Rapid Bus test deployment in the Westside proves successful, a feasibility study of extending the concept as an enhancement to the Tier 1 service in the Mid Cities should be carried out.

The Mid-Cities area offers residents a variety of local services. These services, most of which are operated by the LADOT as part of their DASH program, were designed one at a time to meet local needs. With the multi-tier approach, these local services will be reconfigured to not only serve local needs, but also to support the regional (Tier 1) and subregional (Tier 2) systems.

3.3 TERMINAL AND STATION OPERATING STRATEGIES

One of the objectives of the restructuring plan is to develop a three-tiered route system in the Mid-cities area consisting of a base grid network of local and limited stop routes (Tiers 1 and 3, depending on the route), and a community network of routes (Tier 3) providing local coverage and feeding the base network. The limited stop routes would operate as a separate network with clock-face even headways (such as service every 15 minutes) and timed-transfer connections at main transfer points. The community network would be focused on the base network at the main transfer points, and would have clock-face even headways and some timed-transfer connections with the limited stop routes. The community network would have pulsed schedules so that timed-transfer connections can be made with the limited stop services. Pulsed schedules are when two or more routes meet at the same place and time every 15 or 30 minutes.

The main connecting points between the base and community networks are the following terminals and stations where the majority of the transferring will occur. These facilities will require waiting areas for buses and passengers, easy in and out access for the buses, and passenger amenities such as information kiosks, shelters and lighting:

- o Metro Aviation, Hawthorne, Crenshaw, Vermont and Avalon Green Line stations;
- o Metro Imperial/Wilmington, 103rd, Firestone, Florence and Vernon Blue Line stations

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- o Transit Centers at Fox Hills Mall and LAX
- o On-Street Stations at Crenshaw/King, Vermont/King, La Brea/Manchester, and Broadway/Manchester (a planned transit center).

The Green and Blue Line Stations, and the Transit Centers at Fox Hills Mall and LAX, provide adequate bus and passenger facilities and do not currently require upgrades. The cost of upgrading the four proposed on-street stations is approximately \$1 million.

Other restructuring studies propose relocating the LAX Transit Center to the Aviation Green Line Station. While this study did not identify this as a need, the relocation would have no adverse impacts on existing or proposed Mid-Cities lines. Schedule adjustment would be required on lines 42, 111, 315B, 117 and 120.

3.4 ON-STREET OPERATING STRATEGIES

Inconsistencies in the level of supervision and control, operator training, and vehicle maintenance are contributing to the poor on-time performance and the gaps in the service on Mid-Cities routes. Of particular importance is the insufficient level of supervision and control at transfer points and along the routes.

MTA has been cutting back on its line supervisors in favor of automated technology for communications, monitoring and control. The technology is under development and has not been effective at controlling schedule violations and loading problems on Mid-city routes. Overloading, pass-ups, and gaps in the service are a major problem on most MTA routes east of Crenshaw. This affects ridership levels, creates behavior problems on the buses, and increases safety and security incidents.

While due in part to buses not pulling out from the garage or breaking down on the street, the poor performance of the service on the street is due mainly to a slow response to incidents as they occur along the routes. A number of the operators surveyed for this study have suggested that the capacity of the Mid-Cities routes could be increased by as much as 20% with improved supervision and control.

To accomplish this, MTA would need to strengthen its line supervision function in the Mid-Cities area. The function is handled by field personnel who monitor on-time performance and assist coach operators in maintaining schedule adherence

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and clearing incidents, in overcoming overload situations and traffic congestion, and in handling difficult passengers. Corrective actions include: short turning vehicles, holding vehicles, inserting extra vehicles into the schedule, and taking vehicles out of service.

The following line supervisory actions are recommended relative to the service plans in Mid-Cities:

3.4.1 Supervision of Critical Routes

Closely supervise the routes with the highest incidence of late arrivals, overloading and pass ups. The most critical are the following routes with a total 168 peak buses:

- Route 38 West Jefferson - 9 peak buses
- Route 48 Maple - 10 peak buses
- Route 51 Avalon - 38 peak buses
- Route 53 Central - 21 peak buses
- Route 105 Vernon - 23 peak buses
- Route 108 Slauson - 16 peak buses
- Route 110 Gage - 13 peak buses
- Route 111 Florence - 22 peak buses
- Route 210 Vine-Crenshaw - 16 peak buses

3.4.2 Supervision of Transit Centers and Transfer Points

Closely supervise the transit centers and major transfer points in the Mid-Cities to insure adherence to the schedules at all times; some of the routes at the centers and transfer points will have scheduled timed-transfer connections. The transit centers and transfer points with timed-transfer connections are as follows:

- West Los Angeles Transit Center - proposed Mid-Cities Routes 37, 38, 105, 305, 337, 439
- Fox Hills Mall Transit Center - proposed Mid-Cities Routes 108, 110, 308, 439, 608
- LAX City Bus Center - proposed Mid-Cities Routes 42, 111, 315, 625, 439
- Crenshaw/King Transfer Point - proposed Mid-Cities Routes 40, 42, 105, 305, 310, 340; DASH Crenshaw, Midtown and Leimert-Slauson routes
- Vermont/King Transfer Point - proposed Mid-Cities Routes 40, 204, 340, 354; and DASH Leimert-Slauson and Southeast routes
- La Brea/Manchester Transfer Point - proposed Mid-Cities Routes 40, 111, 115, 212, 213, 311, 315, 340,
- Broadway/Manchester Transfer Point (Planned Transit Center) - proposed Mid-Cities Routes 45, 115, 315, 345

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3.4.3 Checks of Limited Stop Routes

Check periodically the limited stop routes to insure that the limited stop or regular routes do not become overloaded because of uncertainties as to which bus to take. The limited stop routes should also be checked for schedule adherence at the major transfer points where there will be timed-transfer connections; these would be required at the following transfer points:

- Crenshaw/King Transfer Point - proposed Limited Stop Routes 305, 310, 340
- Vermont/King Transfer Point - proposed Limited Stop Routes 340, 354
- La Brea/Manchester Transfer Point - proposed Limited Stop Routes 311, 315, 340
- Broadway/Manchester Transfer Point (Planned Transit Center) - proposed Limited Stop Routes 315, 345

3.4.4 Checks of the Branches and Short Lines

Check periodically the new and existing branches and short lines to confirm that the services are blended at the branch and short terminal points.

At least 10 additional line supervisors will be necessary to implement these recommendations.

3.5 EFFECTS ON EXISTING RIDERS

The proposed service strategy and route changes were reviewed with the public at a second series of workshops, as summarized in the Deliverable 14: Public Participation Program - Executive Summary of Round II Workshop/Event Results. In February and March, 1998, approximately 500 people attended 13 workshops designed to:

- provide an opportunity for the public to learn about proposed modifications to bus services;
- gather bus riders' thoughts, concerns and opinions regarding the proposed modifications;
- answer bus riders' questions regarding proposed modifications; and
- find out what riders still need in the way of bus service.

Overall, participants were supportive of the Tier 1 and Tier 2 changes, since they represent increases in current service levels through new limited-stop services or frequency improvements on local routes.

**EXHIBIT 13
PUBLIC WORKSHOP COMMENTS ON ROUTING CHANGES**

ROUTE	PROPOSED ROUTING CHANGE	NUMBER OF PARTICIPANTS DISLIKING PROPOSAL	CONCERNS	
			Concerns	Response
37	Extend owl to WLA TC	1	no specific concern expressed	
38	Drop owl service	9	Evening workers will be impacted	owl service available 4 blocks north on Adams (Line 37)
42	Move to the line 102 corridor on Exposition; King will continue to be served by Line 40	9	no specific concern expressed	
56	New Route South of Vernon: Pacific-Nadeau-Fir; old route served by the Blue Line. Drop Line South of Firestone Blue Line Station; route is served by the Blue Line.	3	An alternative if Blue Line breaks down	
102	Drop West of Figueroa; old route to be served by Line 42	1	no specific concern expressed	
107	Drop Line; route to be served by DASH Southeast, DASH Leimert Slauson, and Line 607	29	No through-service to La Brea Avenue and Hyde Park	requires transfer to 210/310 or 40/340
			Crenshaw High uses this route	DASH Leimert-Slauson available on 54th; 108/308 available on Slauson 2 blocks away
			No service to Broadway/54th	requires three-block walk from Slauson/54th
			No direct service to Huntington Park	108/308 on Slauson serves Huntington Park
108	Drop segment west of Fox Hills; old route to be served by Line 608a	9	no specific concern expressed	
110	Drop segment west of Fox Hills; old route to be served by Line 608a	3	no specific concern expressed	
115/315	315 Branches at Sepulveda - Branch A: LAX Transit Center; Branch B: Manchester/Pershing	4	no specific concern expressed	
209	Terminate at Crenshaw Sta, not Vermont Sta; old route to be served by Line 609	3	no specific concern expressed	
212	Extend to Hawthorne Sta	2	no specific concern expressed	
220	Drop South of Marina Del Rey; use Line 439 and Line 625 to reach LAX	1	no specific concern expressed	
254	Drop Route; route to be served by DASH Watts North and Line 256	3	no specific concern expressed	
439	Serve Culver City via Jefferson; use Lines 108 or 110 to reach Fox Hills Mall from Ladera Heights	5	People still need to go downtown	peak-period downtown express will be retained
442	Drop Route; route served by Lines 212, 40 and 340 on La Brea; 115/315 on Manchester; 81/381 and 45/345 to downtown	1	no specific concern expressed	
561	Drop South of Fox Hills Mall; old route to be served by Line 439	6	Requires coordinated transfer between 439 and 561	will incorporate in recommendations
			Will require 2 transfers from LAX to Getty Center	
576	Use Crenshaw not Western; Western served by 207/357	1	no specific concern expressed	
625	Extend to Manchester	1	no specific concern expressed	
DASH SouthEast	Use 54th Street, Not Slauson/51st Street; Line shifted 3 blocks	3	no specific concern expressed	
DASH Leimert-Slauson	Use 54th Street not Slauson, Vermont not Denker; Line shifted 2-6 blocks	3	no specific concern expressed	

TOTAL Participants (signed in) 473

Mid-Cities Bus Transit Restructuring Study: Recommended Strategies

Some concerns were expressed over proposals to re-route, shorten or eliminate services. Exhibit 13 summarizes the concerns expressed for each proposed routing change, including the number of participants indicating that they disliked the proposal, and their specific concerns. With one exception, fewer than 10 people expressed displeasure for each of the proposed routing changes.

The single exception is Route 107, with 29 of 473 people disliking the proposal to eliminate this route and replace it with rerouted DASH Southeast and DASH Leimert-Slauson services, and a new circulator in the Inglewood area. Although this line is an old, well-established route, it has gradually lost ridership over time to nearby Route 108 on Slauson Avenue, and currently experiences low ridership (1600 passengers per day) and marginal service (60 minute all-day service). Given the pressing overcrowding problems on other lines in the Mid Cities, the resources devoted to this line are best redeployed elsewhere in the area.

As a further exploration of potential rider impacts, the on-board survey conducted as part of the MTA Service Planning Market Research Project was consulted for the 6 routes proposed for elimination or significant truncation. Exhibit 14 summarizes key demographic indicators of transit-dependence for the 6 routes, along with MTA bus systemwide averages for reference.

The high level of transit dependence on these lines (91% have no vehicle available, versus a systemwide average of 76%) underscores the need to provide replacement services for eliminated route segments, as contained in the restructuring strategy. Also, the fact that about 2/3 of riders started and ended their trips on the same bus (ie. did not transfer) suggests that most riders are making short, local trips. This supports the proposed restructuring strategy of replacing underproductive line-haul services using 40' buses with new or restructured community circulators using smaller buses.

EXHIBIT 14
DEMOGRAPHICS OF RIDERS ON ROUTES WITH SIGNIFICANT PROPOSED CHANGES*

ROUTE	PROPOSED CHANGE	Age		Household Income Less than \$14,999	No Vehicle Available	Not transferring to/ from another bus	Use Bus 5+ days/week
		Less than 18	More than 55				
56	New Route South of Vernon: Pacific-Nadeau-Fir; old route served by the Blue Line. Drop Line South of Firestone Blue Line Station; route is served by the Blue Line.	9%	9%	57%	90%	64%	87%
102	Drop West of Figueroa; old route to be served by Line 42	13%	13%	42%	91%	68%	79%
107	Drop Line; route to be served by DASH Southeast, DASH Leimert Slauson, and Line 607	11%	18%	47%	92%	68%	79%
119	Drop north of Hawthorne Station, West of 103rd Station; route to be served by DASH Watts, Line 609 and Line 213	13%	10%	39%	92%	69%	69%
220	Drop South of Marina Del Rey; use Line 439 and Line 625 to reach LAX	5%	15%	36%	91%	59%	74%
254	Drop Route; route to be served by DASH Watts North and Line 256	11%	16%	56%	90%	64%	77%
Typical MTA Bus Rider		8%	16%	48%	76%	-	74%

*Source: MTA Service Planning Market Research Project

Mid-Cities Bus Transit Restructuring Study: Financial Plan

4.0 FINANCIAL PLAN

Implementing the Mid-cities restructuring plan will require extra equipment as well as the provision of additional service. The sections below detail the amount of extra equipment needed and how the additional service will be deployed. One of the major goals of the restructuring plan is to reduce loading levels and comply with the provisions of the Consent Decree. Accordingly, although additional equipment and service will be deployed in the Mid-Cities area, no significant increase in ridership or passenger revenue is projected.

4.1 CAPITAL REQUIREMENTS AND COSTS

The restructuring plan calls for additional service in Tiers 1 and 3. This extra service will require 27 additional buses for Tier 1 and 13 buses for Tier 3. Service will be reduced in Tier 2. Reductions in service in Tier 2 will be in the morning peak only and will not provide buses for expansion of service in Tiers 1 or 3. Reconfiguring some services in Tier 3 will reduce the need for nine smaller (30') buses. These buses will likely have only salvage value.

Line by line changes in equipment (both for morning and evening peaks), weekday revenue hours and weekday passenger are shown in Exhibits 11 and 12. Note that Exhibit 11 shows the impacts to the entire route of each bus line shown, while Exhibit 12 shows only the impacts on the Mid-Cities portion of the transit routes.

Exhibit 15 Capital and Operating Costs of Proposed Strategy, shows changes in equipment needs by Tier and the associated costs of the required equipment. The table also shows the proposed costs of ten additional route supervisors, and physical upgrades to four on-street transit centers. Exhibit 16 summarizes Capital and Operating Costs on a line-by-line basis.

4.2 OPERATING COSTS AND REVENUES

Exhibit 15 Capital and Operating Costs summarizes annual O&M costs and passenger revenues by Tier. A system-wide average annualization factor of 285 weekday-equivalents per year has been used, based on financial data supplied by MTA and LADOT.

The proposed changes will increase weekday revenue hours by 191, 179 of those within the Mid-cities area. No major changes are expected to weekend service levels. Implementing these changes to Mid-Cities transit service is estimated to cost about \$3.5 million annually. Based on assumed direct costs of \$66 per hour for Tiers 1 and 2 and \$40 per hour for Tier 3, the

EXHIBIT 15
CAPITAL AND OPERATING COSTS OF PROPOSED STRATEGY

I. ANNUAL OPERATING COSTS/REVENUES (SAVINGS)

ITEM	BASELINE* DAILY REV HOURS	PROPOSED DAILY REV HOURS	ADD'L DAILY REV HOURS	ADD'L ANNUAL REV HOURS	UNIT COST (DIRECT)	TOTAL COST (DIRECT)
COSTS:						
Base Network	4,646	4,862	216	61,560	\$66	\$4,062,960
Local Arterial	1,206	1,092	(114)	(32,490)	\$66	(\$2,144,340)
Net Cost				29,070	\$66	\$1,918,620
Community Network	470	559	89	25,365	\$40	\$1,014,600
New Route Supervisors (TOS)				10	\$60,000	\$600,000
TOTAL ANNUAL OPERATING COSTS (DIRECT)						\$3,533,220
	BASELINE* DAILY PASSENGERS	PROPOSED DAILY PASSENGERS	ADD'L DAILY PASSENGERS	ADD'L ANNUAL PASSENGERS	AVG. FARE	TOTAL REVENUE
PASSENGER REVENUES:						
Base Network	226,082	227,733	1,651	470,535	\$0.60	\$282,321
Local Arterial	43,968	41,600	(2,368)	(674,880)	\$0.60	(\$404,928)
Net Add'l Passenger Revenues				(204,345)	\$0.60	(\$122,607)
Community Network	12,743	14,624	1,881	536,085	\$0.25	\$134,021
TOTAL ANNUAL PASSENGER REVENUES						\$11,414
TOTAL NET ANNUAL OPERATING COSTS (DIRECT)						\$3,521,806

II. CAPITAL COSTS (SAVINGS)

ITEM	BASELINE* PM PEAK VEHICLES	PROPOSED PM PEAK VEHICLES	ADD'L PM PEAK VEHICLES		UNIT COST	TOTAL COST
40' Buses - Base Network	414	439	25		\$350,000	\$8,750,000
40' Buses - Local Arterial	98	96	(2)		\$350,000	(\$700,000)
40' Buses - Community Network	0	13	13		\$350,000	\$4,550,000
Net Cost			36		\$350,000	\$12,600,000
30' Buses - Community Network	45	36	(9)		\$0	\$0
Transit Center Upgrades						\$1,000,000
TOTAL CAPITAL COSTS						\$13,600,000

*September, 1996

**EXHIBIT 16
CAPITAL AND ANNUAL OPERATING COSTS BY ROUTE**

PRESENT ROUTES	PROPOSED ROUTES		PRESENT		PROPOSED		Additional Cost	
			Buses PM	Daily Rev.Hrs.	Buses PM	Daily Rev.Hrs.	Capital	Annual Operating

TIER 1 - BASE NETWORK**Core Routes**

37	37	Local (Owl)	15.0	172	10.0	138	(\$1,750,000.00)	(\$639,540.00)
	337	Limited			6.0	36	\$2,100,000.00	\$677,160.00
40	40	Local (Owl)	35.0	370	16.0	221	(\$6,650,000.00)	(\$2,802,690.00)
	340	Limited			17.0	84	\$5,950,000.00	\$1,580,040.00
45	45	Local (Owl)	28.0	358	32.0	352	\$1,400,000.00	(\$112,860.00)
345	345	Limited	6.0	48	6.0	48	\$0.00	\$0.00
51	51	Local (Owl)	31.0	303	20.0	263	(\$3,850,000.00)	(\$752,400.00)
	351	Limited			11.0	55	\$3,850,000.00	\$1,034,550.00
53	53	Local (Owl)	18.0	218	13.0	202	(\$1,750,000.00)	(\$300,960.00)
	353	Limited			8.0	48	\$2,800,000.00	\$902,880.00
55	55	Local (Owl)	17.0	171	11.0	179	(\$2,100,000.00)	\$150,480.00
	355	Limited			10.0	60	\$3,500,000.00	\$1,128,600.00
105	105	Local (Owl)	23.0	245	17.0	238	(\$2,100,000.00)	(\$131,670.00)
576	305	Limited	5.0	20	9.0	50	\$1,400,000.00	\$564,300.00
111	111	Local (Owl)	21.0	237	16.0	178	(\$1,750,000.00)	(\$1,109,790.00)
	311	Limited			7.0	41	\$2,450,000.00	\$771,210.00
117	117	Local (Owl)	10.0	153	13.0	174	\$1,050,000.00	\$395,010.00
204	104	Local (Owl)	19.0	289	20.0	293	\$350,000.00	\$75,240.00
354	354	Limited	17.0	201	18.0	204	\$350,000.00	\$56,430.00
207	207	Local (Owl)	13.0	285	14.0	276	\$350,000.00	(\$169,290.00)
357	357	Limited	14.0	69	14.0	82	\$0.00	\$244,530.00

Connector Routes

81	81	Local	26.0	277	17.0	239	(\$3,150,000.00)	(\$714,780.00)
	381	Limited			11.0	66	\$3,850,000.00	\$1,241,460.00
108 East	108	Local	13.0	169	14.0	165	\$350,000.00	(\$75,240.00)
	308	Limited			5.0	33	\$1,750,000.00	\$620,730.00
115	115	Local	13.0	183	15.0	189	\$700,000.00	\$112,860.00
315	315	Limited	11.0	55	13.0	78	\$700,000.00	\$432,630.00
210	210	Local	16.0	227	15.0	230	(\$350,000.00)	\$56,430.00
310	310	Limited	15.0	70	14.0	73	(\$350,000.00)	\$56,430.00
212	212	Local	16.0	157	18.0	191	\$700,000.00	\$639,540.00
439	439	Local/Express	9.0	104	9.0	105	\$0.00	\$18,810.00
561			23.0	265	20.0	271	(\$1,050,000.00)	\$112,860.00

Base Network Total			414	4,646	439	4,862	\$ 8,750,000	\$ 4,062,960
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**EXHIBIT 16
CAPITAL AND ANNUAL OPERATING COSTS BY ROUTE**

PRESENT ROUTES	PROPOSED ROUTES	PRESENT		PROPOSED		Additional Cost	
		Buses PM	Daily Rev.Hrs.	Buses PM	Daily Rev.Hrs.	Capital	Annual Operating
TIER 2 - LOCAL ARTERIAL NETWORK							
38	38	9.0	116	11	114	\$700,000.00	(\$37,620.00)
42	42	6.0	90	11	135	\$1,750,000.00	\$846,450.00
48	48	11.0	86	13	92	\$700,000.00	\$112,860.00
56	-	3.0	36			(\$1,050,000.00)	(\$677,160.00)
102 Mid-C Area East	602	1.0	12	1	12	\$0.00	\$0.00
102 Mid-C AreaWest	-	2.0	23			(\$700,000.00)	(\$432,630.00)
107 Southeast Area	107	1.0	19	1	19	\$0.00	\$0.00
107 Mid-C Area East	-	1.0	19			(\$350,000.00)	(\$357,390.00)
107 Mid-C AreaWest	-	1.0	12			(\$350,000.00)	(\$225,720.00)
110	110	13.0	136	12	126	(\$350,000.00)	(\$188,100.00)
119 Southeast Area	-	0.5	5			(\$175,000.00)	(\$94,050.00)
119 Mid-Cities Area	-	1.5	21			(\$525,000.00)	(\$395,010.00)
120	120	6.0	83	6	83	\$0.00	\$0.00
200	200	13.0	171	13	171	\$0.00	\$0.00
206	206	14.0	174	15	185	\$350,000.00	\$206,910.00
209	209	4.0	50	4	42	\$0.00	(\$150,480.00)
211/215 South Area	211/215	3.4	43	3.4	43	\$0.00	\$0.00
211/215 Mid-C Area	-	1.6	20			(\$560,000.00)	(\$376,200.00)
220 West Area	220	1.7	22	1.7	22	\$0.00	\$0.00
220 Mid-Cities Area	-	1.3	16			(\$455,000.00)	(\$300,960.00)
254 Southeast Area	-	1.7	36			(\$595,000.00)	(\$677,160.00)
254 Mid-Cities Area	-	1.3	16			(\$455,000.00)	(\$300,960.00)
	256			4	48	\$1,400,000.00	\$902,880.00
Local Arterial Total		98	1,206	96	1,092	(\$700,000.00)	(\$2,144,340.00)
TIER 3 - COMMUNITY NETWORK							
213	213	4.0	44	4.0 *	50	\$1,400,000.00	\$68,400.00
	607			2	18		\$205,200.00
108West	608	1.0	13	2	18		\$57,000.00
	609			1	12		\$136,800.00
608	608	2.0	24	2	24	\$0.00	\$0.00
625	625	4.0	32	7	80		\$547,200.00
629	629	4.0	61	4	61	\$0.00	\$0.00
DASH SouthEast	DASH SouthEast	4.0	48	4.0 *	54	\$1,400,000.00	\$68,400.00
DASH Pueblo	DASH Pueblo	1.0	12	1	12	\$0.00	\$0.00
DASH Leimert	DASH Leimert	4.0	48	5 *	60	\$1,750,000.00	\$136,800.00
DASH Midtown	DASH Midtown	3.0	33	3	33	\$0.00	\$0.00
DASH Crenshaw	DASH Crenshaw	2.0	23	2	23	\$0.00	\$0.00
DASH Watts	DASH Watts	4.0	44	5	54	\$0.00	\$114,000.00
DASH Watts North	DASH Watts North	2.0	22	3	42	\$0.00	\$228,000.00
437	437	4.0	18	4	18	\$0.00	\$0.00
442	-	6.0	48			\$0.00	(\$547,200.00)
Community Network Total		45	470	49	559	\$4,550,000.00	\$1,014,600.00
TOTAL NETWORK		557	6,322	584	6,513	\$12,600,000.00	\$2,933,220.00

* Large rather than small buses required. This frees 12 small buses for use on the other community routes.

Mid-Cities Bus Transit Restructuring Study: Financial Plan

provision of 55,000 more weekday revenue hours will cost about \$2,933,000 per year. No additional weekend hours are budgeted. Another \$600,000 will be needed to provide ten additional Transportation Operations Supervisors to keep the networks running smoothly, bringing the annual total to about \$3,533,000.

Assuming an average fare of \$.60 in Tiers 1 and 2 and an average fare of \$.25 in Tier 3, losses in passenger revenue due to service reductions in Tier 2 will almost offset the gains in Tiers 1 and 3. Total additional passenger revenues are expected to be about \$11,000 per year. Annual net costs for the proposed changes (expected costs minus expected increase in passenger revenue) will be about \$3,522,000.

4.3 RELATIONSHIP OF PLAN TO SERVICE ADDED SINCE SEPTEMBER 1996

The operating data and cost figures in Exhibit 15 relate to the baseline service in place at the study initiation in September 1996. Since then, MTA has increased service on lines serving the Mid-Cities to comply with Consent Decree requirements, essentially beginning to implement parts of the proposed plan. A preliminary update of the September 1996 baseline to estimate the level of service on the Mid Cities portion of routes serving the Mid Cities after the last service shakeup for which data is available (December 1997) yielded the following results:

	December 1997 System	Proposed System
Tier 1 Revenue Hours	2,358	2,427
Tier 2 Revenue Hours	763	635
Tier 3 Revenue Hours	420	534
Total Revenue Hours	3,541	3,596
Total PM Peak Buses	320	324
Annual Operating Cost	\$63.5M	\$64.3M

These figures appear to indicate that the MTA has already deployed about 70% of the resources necessary to implement the full restructuring strategy for the Mid Cities. However, the following points of caution should be noted:

- the December 1997 level of service was estimated using "whole-line" summary statistics, not line-segment data. Most MTA routes serving the Mid-Cities extend beyond the study area boundaries, predominantly into downtown Los Angeles and the Westside area. Using "whole-line"

numbers, it is not possible to estimate precisely how much of the added service on a route was actually deployed within the Mid Cities area. It is possible that the analysis overstates the level of new service in the Mid Cities. As part of the implementation effort (discussed in the following chapter), a more comprehensive segment-level update should be carried out.

- although more resources have been deployed in the Mid Cities, they have not been added according to the proposed strategy. Most notably, most new service has been implemented by reducing headways on local service, whereas much of the new service in the proposed strategy is to be deployed as new limited-stop services. Therefore, the added services would need to be reconfigured to be consistent with the plan and reap the maximum benefits in reducing overloading.
- the cost-saving elements of the plan, the expansion of the Tier 3 Community Network and the restructuring of some routes to provide more even area coverage have not been implemented.

4.4 RIDERSHIP IMPACTS

No significant ridership increase is expected as a result of implementing the proposed changes, since the ridership goal is to reduce overcrowding, not to increase ridership. Changes in average weekday boardings are predicted to be +0.7% for Tier 1, -5.4% for Tier 2 and +16.0% for Tier 3. The overall increase of riders is expected to be only about one-half of one percent, or about 1,300 daily riders, as the losses in Tier 2 are offset by gains in Tiers 1 and 3. Productivity, in terms of passengers per hour, will fall slightly from 47.5 to 46.1 on the affected lines, and from 54.8 to 52.4 within the Mid-Cities area. Lower productivity is a reflection of the lower number of passengers on each bus.

The level of service to passengers will be improved as the network of limited-stop services, better oversight by the additional Transportation Operations Supervisors, the coordinated transfer points make traveling easier. Buses will have better schedule adherence and transferring will be more convenient.

Mid-Cities Bus Transit Restructuring Study: Implementation Plan

5.0 IMPLEMENTATION PLAN

5.1 Implementation Strategy

One of the key principles of the three-tiered approach is coordination. Routes will be designed to fit together well, serving the entire subregion. Schedules will be coordinated to facilitate transferring, which will increase mobility and minimize the transfer penalty. All three tiers are required for a complete system. To the extent that priorities can be set, the first tier is the most essential. This tier contains the core routes which bring transit service within the reach of most area residents. Next in importance is the third tier. These routes provide community circulation and bring riders to routes in the first tier. The second tier, while important, supplements Tier 1 and bring bus service closer to many people. Constrained budgets should first fund Tier 1. Next, Tier 3 services should be funded, followed by those in Tier 2.

The most effective implementation strategy would be to implement all restructured lines in all three tiers at one time. The Sector improvements initiated by RTD in the 1970s were implemented in this way. After careful planning and extensive public education, the complete new system of services were begun all at once.

However, implementing the complete strategy in one effort presents institutional challenges, as very close coordination and cooperation is required between LADOT and MTA. It is also difficult financially, as the additional funds required may not all be available in a single year. Therefore, a two-phase strategy has been developed, based on fiscal restraints, Consent Decree requirements, and input from the Technical Advisory Group.

Phase One includes the following elements of the proposed strategy:

- cost-reduction measures that can be implemented unilaterally by a single transit operator (eg. truncating MTA Line 108 at Fox Hills Mall, and replacing the truncated tail with a new community circulator);
- structural route changes to improve area coverage (eg. relocating MTA Line 439 to the Jefferson Boulevard corridor)
- new limited-stop services, and frequency improvements to local routes, to address Consent Decree overloading

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requirements - routes were prioritized based on their degree of overcrowding, then added to Phase One until a net increase of 5% in revenue service hours relative to the September 1996 baseline was reached. (Note the 5% increase is relative to the level of service of the *Mid Cities portion* of routes serving the Mid Cities area; when the increase is spread over the total revenue hours of routes serving the Mid Cities, the figure falls to 3%.)

Phase One is summarized in Exhibit 17, and has the following key features:

	Baseline System (September 1996)	Proposed System
Total Revenue Hours	5,005	5,177
Percent Increase		3%
Total PM Peak Buses	452	474

Phase Two includes the remaining elements of the proposed strategy, ie. :

- cost-reduction measures that require joint implementation between LADOT and MTA (eg. eliminating MTA Line 107 and replacing portions of the route with restructured DASH Leimert-Slauson and Southeast routes);
- new limited-stop services, and frequency improvements to local routes, to the remaining lines that do not meet the Consent Decree overloading requirements.

Phase One is also summarized in Exhibit 17, and has the following key features:

	Baseline System (September 1996)	Proposed System
Total Revenue Hours	1,316	1,336
Percent Increase		1%
Total PM Peak Buses	105	110

Exhibit 17 PROPOSED IMPLEMENTATION PLAN

Recommended Improvements Transit Line	New Peak-Hour Limited Service	More Frequent Local Service	Routing Changes
PHASE 1			
37 W ADAMS	•		XTEND OWL SERVICE TO WEST LA TRANSIT CENTER
38 W JEFFERSON		•	DROP OWL SERVICE
40 HAWTHORNE - LA	•		
42 LAX - LA			MOVE TO THE LINE 102 CORRIDOR
45/46/345 SOUTH BROADWAY		•	
48 SAN PEDRO		•	
51 AVALON	•		
53 CENTRAL	•		
55 COMPTON	•		
102 E JEFFERSON			DROP WEST OF FIGUEROA (SEE 42)
105 VERNON	•		
108 SLAUSON	•		DROP WEST OF FOX HILLS MALL (SEE 608A)
110 GAGE		•	DROP WEST OF FOX HILLS MALL (SEE 608A)
115/315 MANCHESTER			BRANCH WEST OF SEPULVEDA: A-TO LAX, B-TO PERSHING
117 CENTURY		•	EXTEND OWL TO LAX TRANSIT CENTER
207/357 WESTERN		•	EXTEND OWL TO WILMINGTON STATION
210/310 CRENSHAW		•	
211 PRAIRIE			DROP NORTH OF HAWTHORNE STATION (SEE 213)
212 LA BREA		•	EXTEND TO HAWTHORNE STATION
213 CRENSHAW STA RAIL FEEDER			RELOCATE/EXTEND TO 106TH, PRAIRIE, INGLEWOOD
215 INGLEWOOD			DROP NORTH OF HAWTHORNE STATION
220 CULVER			DROP SOUTH OF MARINA DEL REY
439 REDONDO - LA			SERVE CULVER CITY VIA JEFFERSON
442 HAWTHORNE - LA			DROP ROUTE
561 VAN NUYS EXPRESS			DROP SOUTH OF FOX HILLS MALL (SEE 439)
576 PACIFIC PALISADES			USE CRENSHAW NOT WESTERN
625 WESTCHESTER RAIL FEEDER		•	EXTEND TO MANCHESTER
NEW LINES:			
608A MARINA DEL REY			REPLACES 108 AND 110 WEST OF FOX HILLS MALL
PHASE 2			
56 WILLOWBROOK			NEW ROUTE SOUTH OF VERNON: PACIFIC-NADEAU-FIR
81 SOUTH FIGUEROA		•	DROP SOUTH OF FIRESTONE BLUELINE STATION
107 54TH			DROP ROUTE
119 108TH			DROP NORTH OF HAWTHORNE STATION WEST OF 103RD STATION
204/205/354 VERMONT		•	
206 NORMANDIE		•	
209 VAN NESS		•	SERVE CRENSHAW STATION, NOT VERMONT STATION
254 120TH			DROP ROUTE
DASH SOUTH EAST			USE 54TH STREET, NOT SLAUSON/51ST STREET
DASH LEIMERT - SLAUSON			USE 54TH STREET NOT SLAUSON
DASH WATTS		•	EXTEND WEST ON 108TH/CENTURY TO BROADWAY
DASH WATTS NORTH		•	EXTEND EAST TO WILMINGTON
NEW LINES:			
607 NORTH INGLEWOOD			30-MINUTE CIRCULATOR IN MARKET STREET AREA
609 GREEN LINE SHUTTLE			REPLACES 119 AND 209

Mid-Cities Bus Transit Restructuring Study: Implementation Plan

5.2 Coordination With Other Restructuring Studies

The Mid-Cities Transit Restructuring Study is one of 8 restructuring studies that have been, or will be, carried out in the County. As most routes serving the Mid Cities cross into other areas, the restructuring strategy described here will impact, and will be impacted by, restructuring recommendations from the Central East/Northeast Study (completed), the Westside Study (underway), the South Bay Study (underway) and the Southeast Study (future).

Throughout this study, coordination meetings have been held with the Westside and South Bay study teams, and there are no incompatibilities between recommendations arising from the individual studies. However, an outstanding issue is the geographical limits for new limited-stop services and local frequency improvements to the south, east and north (west is not an issue since the study area boundary is the Pacific Ocean).

The proposed restructuring plan generally assumes the following limits for route improvements:

- South: the Green Line;
- East: the Blue Line;
- North:
 - downtown for downtown-bound routes;
 - the West LA Transit Center for routes that serve this hub;
 - Adams Boulevard for all other routes;

With the exception of Adams Boulevard, all of the limits are “natural” places to short-turn service. The question of whether proposed frequency improvements to Lines 212 (La Brea), 210/310 (Crenshaw), 209 (Van Ness), 207/357 (Western), 206 (Normandie) and 204/354 (Vermont) should be extended north of Adams requires further consideration during the implementation phase.

5.3 Agency Responsibilities

The three-tiered approach does not dictate which agency should provide each particular service. The approach is neutral about who operates the services. However, MTA, as the regional carrier, would be in the best position to continue to operate the line-haul services in the major corridors. On the other hand, the municipalities may be best at understanding and responding to local needs. Therefore, it may fall to the cities to design the

Mid-Cities Bus Transit Restructuring Study: Implementation Plan

local services and choose who should operate them. Currently, the responsibility for these services is dispersed among the cities, MTA and other organizations which have received grant funding to demonstrate new service types. As the responsibility for planning these services is clarified, funding for this tier of services must be identified and secured.



APPENDIX A

**Restructuring Plan
Route-by-Route Descriptions
and Maps**

MTA LINE 37/337

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 337) between West L.A. Transit Center and downtown, increase local service headway to 12 minutes, extend owl service to the Center. Interline Route 37 with Route 14 and Route 337 with a proposed limited stop service, Route 314, in the Beverly Boulevard corridor.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
37	14	15	49,020	\$3,235,320
Total Line	14	15	49,020	\$3,235,320
After				
37	9	10	39,330	\$2,595,780
337	6	6	10,260	\$677,160
Total Line	15	16	49,590	\$3,272,940
Change				
37	(5)	(5)	(9,690)	(\$639,540)
337	6	6	10,260	\$677,160
Total Line	1	1	570	\$37,620

Routing Changes:

No routing changes are proposed

MTA LINE 38

Proposal: Insert trippers between La Brea and downtown to decrease the headways from 15 to 12 minutes in the peak direction of travel during the AM and PM peak periods. Drop the owl service.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
38	9	9	33,060	\$2,181,960
Total Line	9	9	33,060	\$2,181,960
After				
38	10	11	32,490	\$2,144,340
Total Line	10	11	32,490	\$2,144,340
Change				
38	1	2	(570)	(\$37,620)
Total Line	1	2	(570)	(\$37,620)

Routing Changes:

No routing changes are proposed

MTA LINE 40/340

Proposal: During peak periods, supplement the local service with 12/15 minute limited stop service (Route 340) between Hawthorne Station and downtown, and increase local service headway to 12 minutes.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
40	31	35	105,450	\$6,959,700
Total Line	31	35	105,450	\$6,959,700
After				
40	14	16	62,985	\$4,157,010
340	16	17	23,940	\$1,580,040
Total Line	30	33	86,925	\$5,737,050
Change				
40	(17)	(19)	(42,465)	(\$2,802,690)
340	16	17	23,940	\$1,580,040
Total Line	(1)	(2)	(18,525)	(\$1,222,650)

Routing Changes:

No routing changes are proposed

MTA LINE 42

Proposal: Relocate Route 42 to the Route 102 corridor and have it operate Crenshaw/Coliseum/Exposition/ South Figueroa to downtown. Drop Route 102 in this section as Route 42 would provide better service. Drop Route 442 as Route 42 is an alternative to Route 442. The route would require 15/20 minute service during the daytime to handle the loads.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

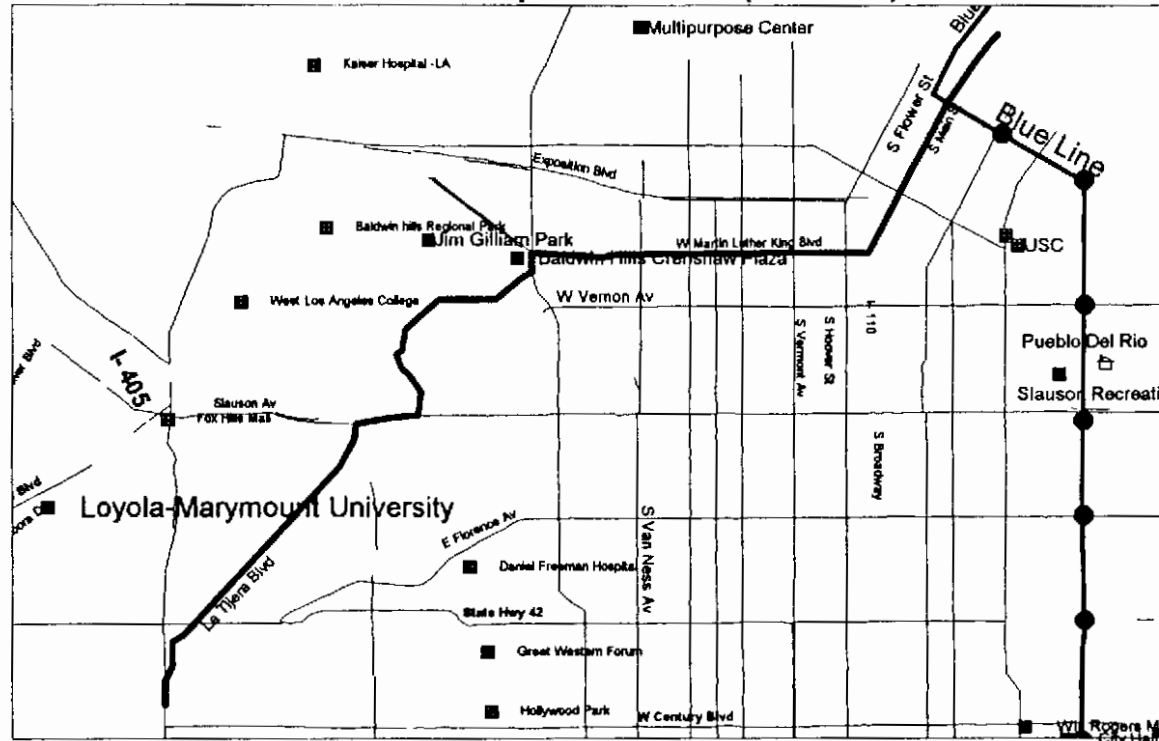
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
42	7	6	25,650	\$1,692,900
Total Line	7	6	25,650	\$1,692,900
After				
42	10	11	38,475	\$2,539,350
Total Line	10	11	38,475	\$2,539,350
Change				
42	3	5	12,825	\$846,450
Total Line	3	5	12,825	\$846,450

Routing Changes:

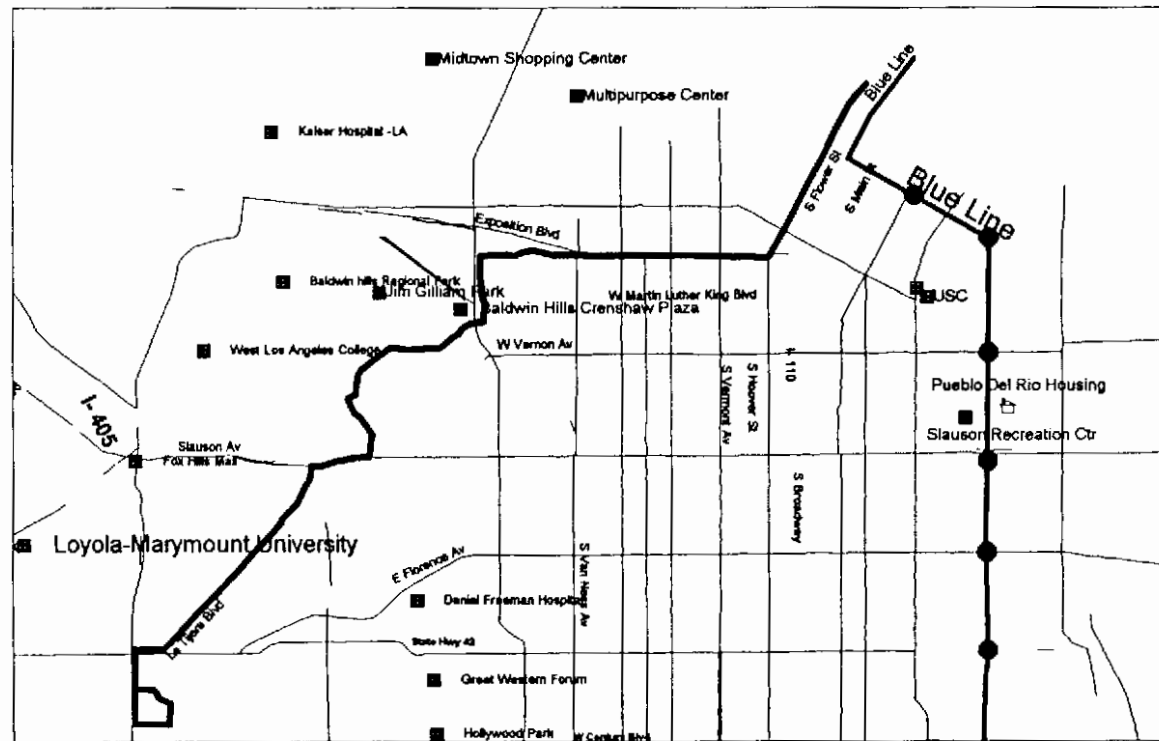
Please see attached map for routing changes

Current and Proposed Routes (Route 42)

Current



Proposed



MTA LINE 45/345

Proposal: Decrease headways on Route 45 between Slauson and Temple from 5 to 3 minutes in AM peak and from 7 to 3 minutes in PM peak.
Increase headways on Route 345 from 8 to 10 minutes in PM peak.

Operating costs are estimated using: 66 per hour
Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
45	25	28	102,030	\$6,733,980
345	12	6	13,680	\$902,880
Total Line	37	34	115,710	\$7,636,860
After				
45	32	32	100,320	\$6,621,120
345	12	6	13,680	\$902,880
Total Line	44	38	114,000	\$7,524,000
Change				
45	7	4	(1,710)	(\$112,860)
345	0	0	0	\$0
Total Line	7	4	(1,710)	(\$112,860)

Routing Changes:

No routing changes are proposed

MTA LINE 48

Proposal: Reduce headways between Slauson and Temple from 10 to 8 minutes SB in PM peak period.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
48	9	11	24,510	\$1,617,660
Total Line	9	11	24,510	\$1,617,660
After				
48	9	13	26,220	\$1,730,520
Total Line	9	13	26,220	\$1,730,520
Change				
48	0	2	1,710	\$112,860
Total Line	0	2	1,710	\$112,860

Routing Changes:

No routing changes are proposed

MTA LINE 51/351

Proposal: During peak periods, supplement the local service with 10 minute limited stop service (Route 351) between Avalon Station and downtown, and increase local service headway from 5 to 8 minutes in the peak direction of travel.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
51	31	31	86,355	\$5,699,430
Total Line	31	31	86,355	\$5,699,430
After				
51	19	20	74,955	\$4,947,030
351	10	11	15,675	\$1,034,550
Total Line	29	31	90,630	\$5,981,580
Change				
51	(12)	(11)	(11,400)	(\$752,400)
351	10	11	15,675	\$1,034,550
Total Line	(2)	0	4,275	\$282,150

Routing Changes:

No routing changes are proposed

MTA LINE 53/353

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 353) between Avalon Station and downtown, and increase local service headway to 12 minutes.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
53	21	18	62,130	\$4,100,580
Total Line	21	18	62,130	\$4,100,580
After				
53	14	13	57,570	\$3,799,620
353	8	8	13,680	\$902,880
Total Line	22	21	71,250	\$4,702,500
Change				
53	(7)	(5)	(4,560)	(\$300,960)
353	8	8	13,680	\$902,880
Total Line	1	3	9,120	\$601,920

Routing Changes:

No routing changes are proposed

MTA LINE 55/355

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 355) between Imperial Station and downtown, and increase local service headways from 4 to 6 minutes NB in AM and from 8 to 12 minutes SB in PM peak periods. Decrease local service headways from 20 to 15 minutes SB in AM and NB in PM peak periods.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
55	20	17	48,735	\$3,216,510
Total Line	20	17	48,735	\$3,216,510
After				
55	16	11	51,015	\$3,366,990
355	10	10	17,100	\$1,128,600
Total Line	26	21	68,115	\$4,495,590
Change				
55	(4)	(6)	2,280	\$150,480
355	10	10	17,100	\$1,128,600
Total Line	6	4	19,380	\$1,279,080

Routing Changes:

No routing changes are proposed

MTA LINE 56

Proposal: Restructure the Route 56 south of Vernon; extend to Pacific and have it operate along Pacific to Gage. Combine with Route 254 at Gage and operate to the Firestone Station. Drop 56 and 254 south of Firestone as this is the Dash Watts North service area. Consider renaming Route 56 to Route 256. Consider dropping Route 254 north of Firestone.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

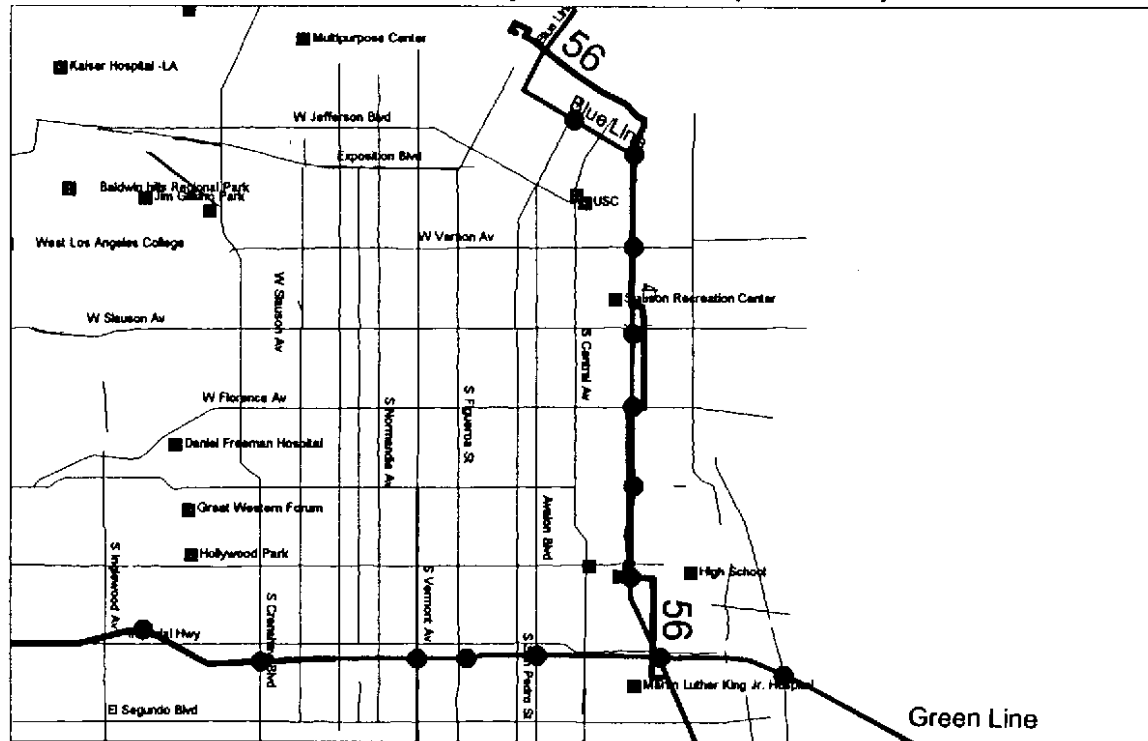
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
56	3	3	10,260	\$677,160
Total Line	3	3	10,260	\$677,160
After				
256	4	4	13,680	\$902,880
Total Line	4	4	13,680	\$902,880
Change				
256	1	1	3,420	\$225,720
Total Line	1	1	3,420	\$225,720

Routing Changes:

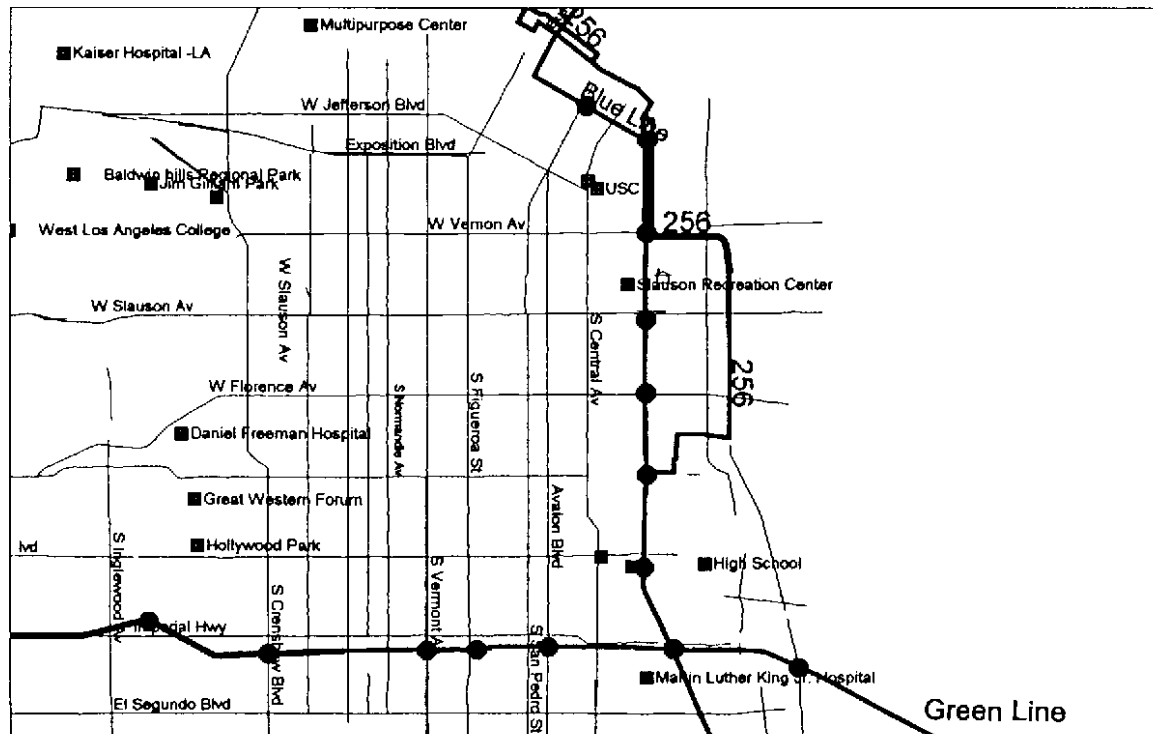
Please see attached map for routing changes

Current and Proposed Routes (Route 56)

Current



Proposed



MTA LINE 81/381

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 381) between Harbor Freeway Station and the downtown, and increase local service headways from 8 to 12 minutes.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
81	25	26	78,945	\$5,210,370
Total Line	25	26	78,945	\$5,210,370
After				
81	16	17	68,115	\$4,495,590
381	11	11	18,810	\$1,241,460
Total Line	27	28	86,925	\$5,737,050
Change				
81	(9)	(9)	(10,830)	(\$714,780)
381	11	11	18,810	\$1,241,460
Total Line	2	2	7,980	\$526,680

Routing Changes:

No routing changes are proposed

MTA LINE 102

Proposal: Drop Route 102 west of Figueroa; the section of Route 102 between Crenshaw and Figueroa would be replaced with a restructured Route 42 which would connect the section to the downtown. The section west of Crenshaw would be served by the Dash Crenshaw route. Route 102 east of Figueroa would become a community route, Route 602, with a 45 minute headway as now.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
102 Mid-C Area E	1	1	3,420	\$225,720
102 Mid-C Area W	2	2	6,555	\$432,630
Total Line	3	3	9,975	\$658,350
After				
602	1	1	3,420	\$225,720
102 Mid-C Area W	0	0	0	\$0
Total Line	1	1	3420	\$225,720
Change				
602	0	0	0	\$0
102 Mid-C Area W	(2)	(2)	(6,555)	(\$432,630)
Total Line	(2)	(2)	(6,555)	(\$432,630)

Routing Changes:

Please see attached map for routing changes

Current and Proposed Routes (Route 102)

Current



Proposed



MTA LINE 105/305(576)

Proposal: During peak periods on Route 105, supplement the local service with 15 minute limited stop service (Route 305) between Pacific & Sante Fe and W.L.A. Transit Center, and increase local service headway from 10 to 12 minutes in AM and from 8 to 12 minutes in PM peak periods. The limited stop service would be restructuring of Route 576 by extending it along King to W.L.A. Transit Center and to northwest L.A. operating in both directions picking-up/dropping off inbound and outbound.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

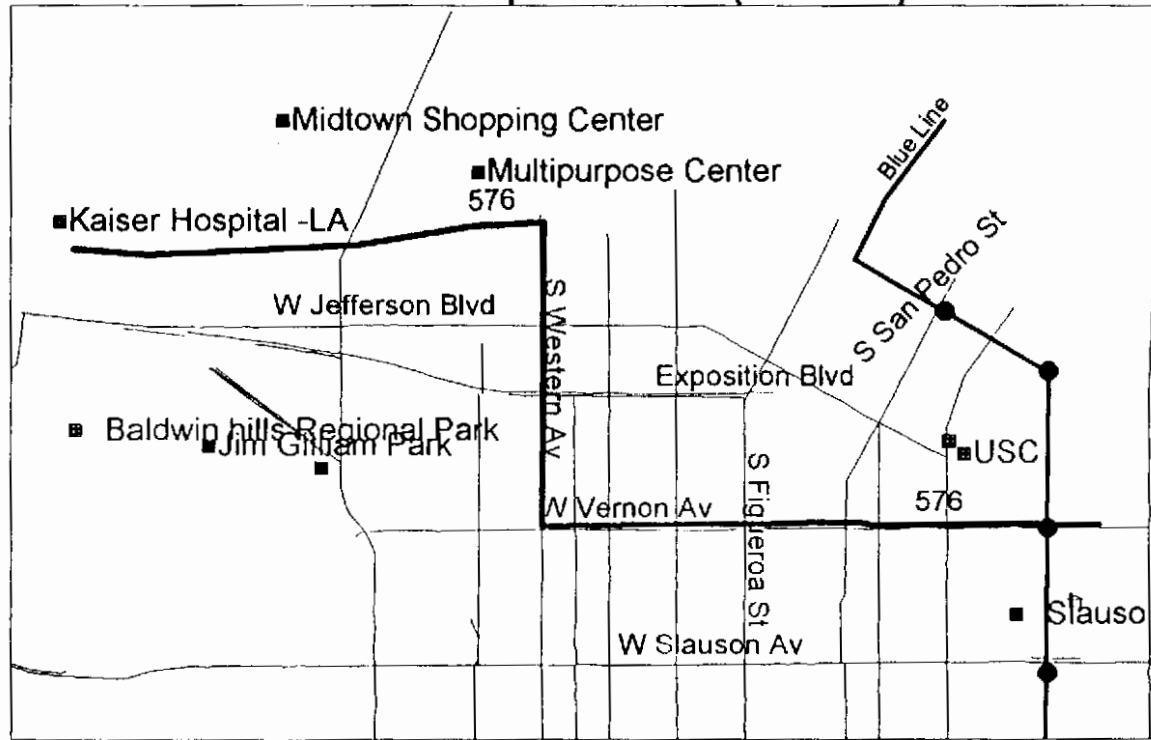
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
105	20	23	69,825	\$4,608,450
576	5	5	5,700	\$376,200
Total Line	25	28	75,525	\$4,984,650
After				
105	15	17	67,830	\$4,476,780
305	9	9	14,250	\$940,500
Total Line	24	26	82,080	\$5,417,280
Change				
105	(5)	(6)	(1,995)	(\$131,670)
305	4	4	8,550	\$564,300
Total Line	(1)	(2)	6,555	\$432,630

Routing Changes:

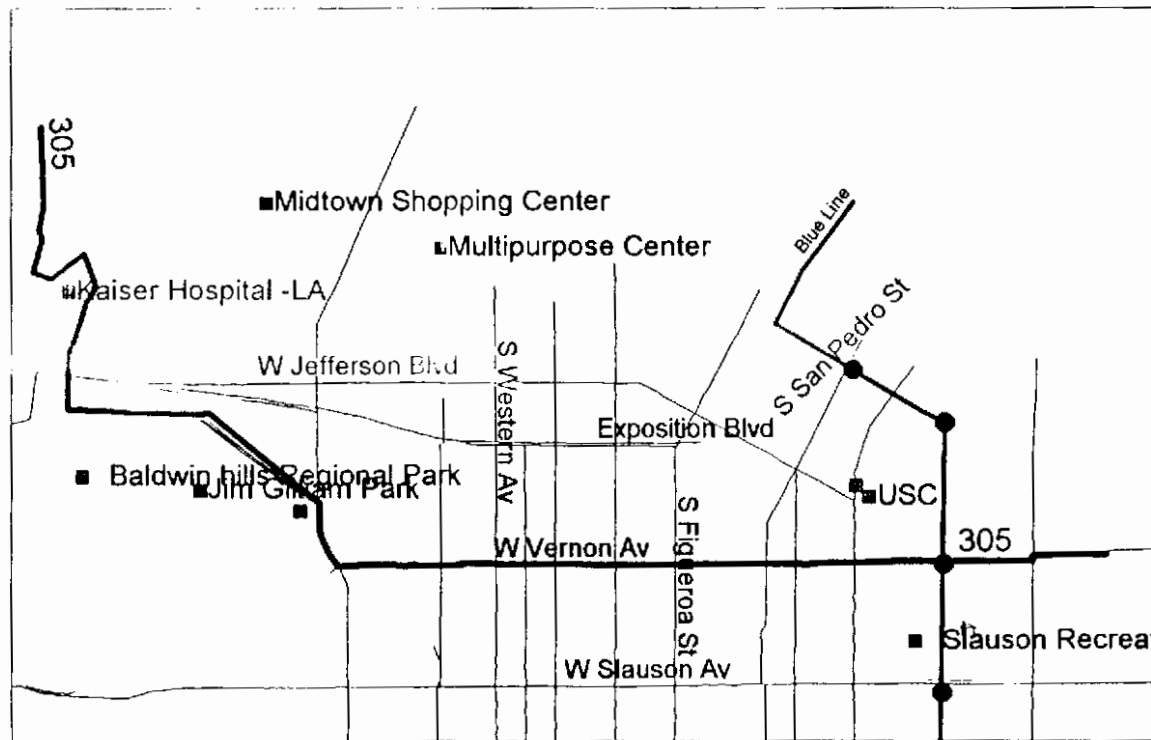
Please see attached map for routing changes

Current and Proposed Routes (Route 576)

Current



Proposed



MTA LINE 107

Proposal: Drop route; the central portion of the route on 54th Street can be handled by minor modifications to the DASH Southeast and Leimert-Slauson services, and the service areas west of Crenshaw would be served by a new community route (Route 607).

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

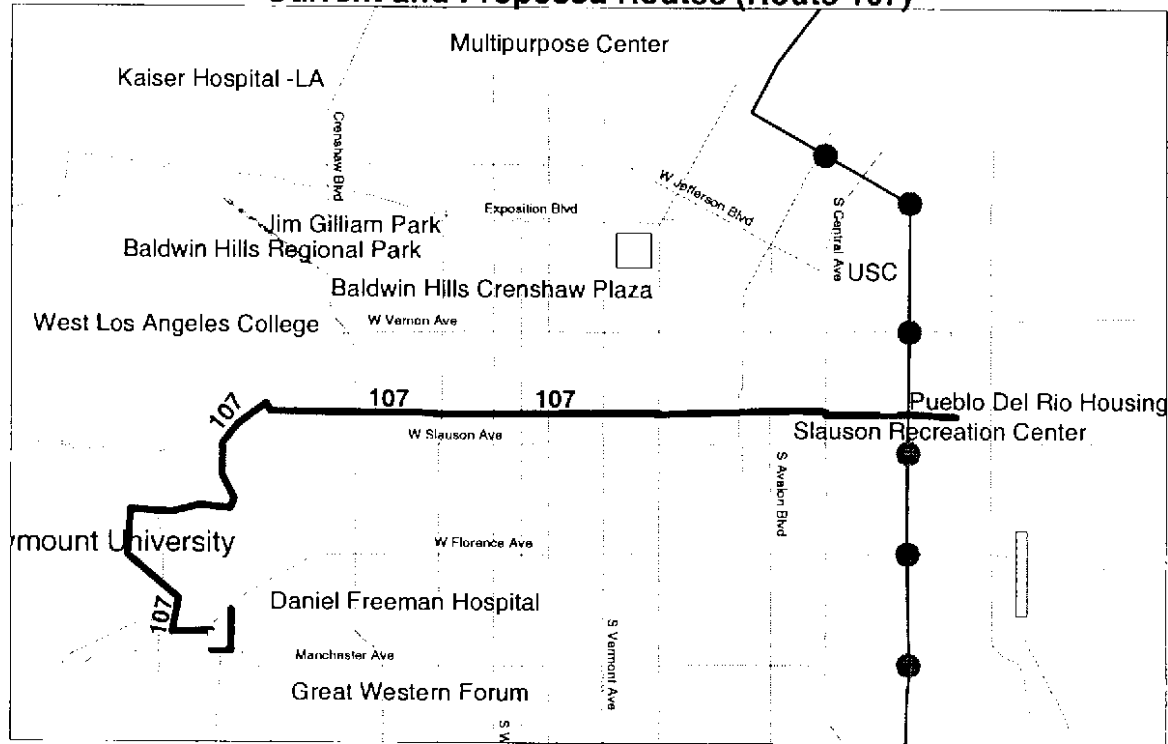
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
107 SE Area	1	1	5,415	\$357,390
107 Mid-C Area E	1	1	5,415	\$357,390
107 Mid-C Area W	1	1	3,420	\$225,720
Total Line	3	3	14250	\$940,500
After				
107 SE Area	1	1	5,415	\$357,390
107 Mid-C Area E	0	0	0	\$0
107 Mid-C Area W	0	0	0	\$0
Total Line	1	1	5,415	\$357,390
Change				
107 SE Area	0	0	0	\$0
107 Mid-C Area E	(1)	(1)	(5,415)	(\$357,390)
107 Mid-C Area W	(1)	(1)	(3,420)	(\$225,720)
Total Line	(2)	(2)	(8,835)	(\$583,110)

Routing Changes:

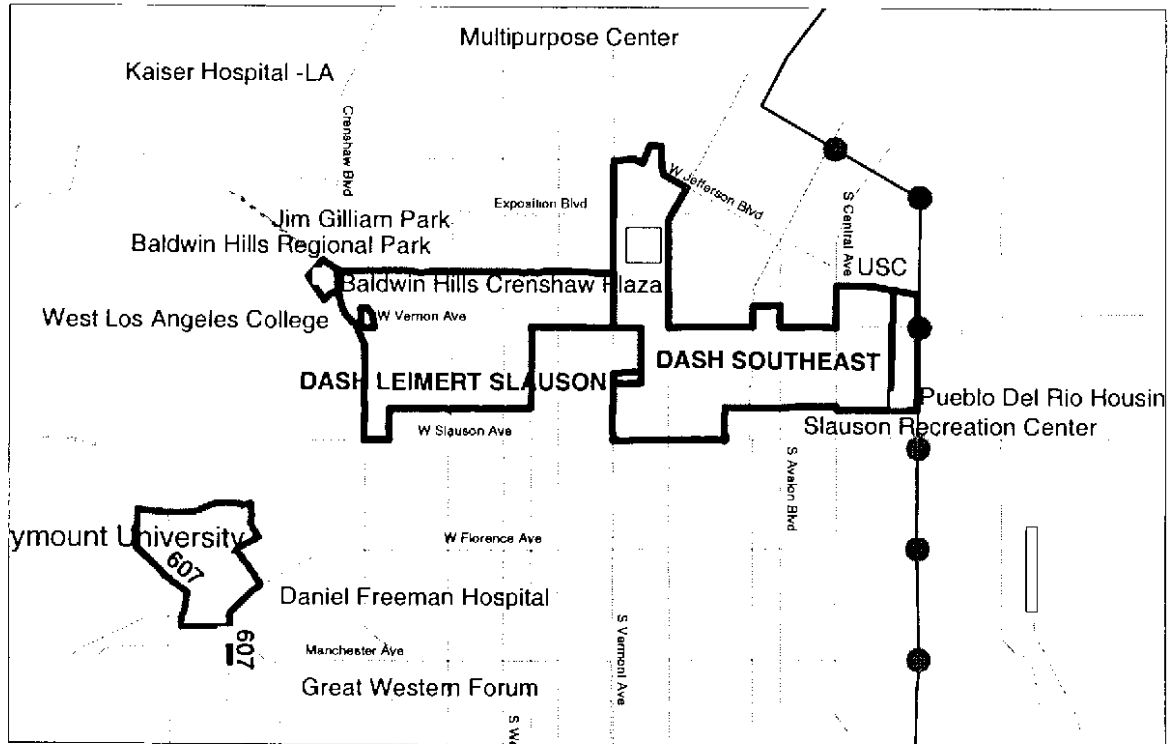
Please see attached map for routing changes

Current and Proposed Routes (Route 107)

Current



Proposed



MTA LINE 108/308

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 308) westward from the Fox Hills Mall, and increase local service headways from 10 to 12/15 minutes WB in AM peak period, and reduce local service headways from 4 to 12 minutes EB in PM peak period. Drop Route 108 west of Fox Hills Mall and serve with a new community route (refer to Route 608A).

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

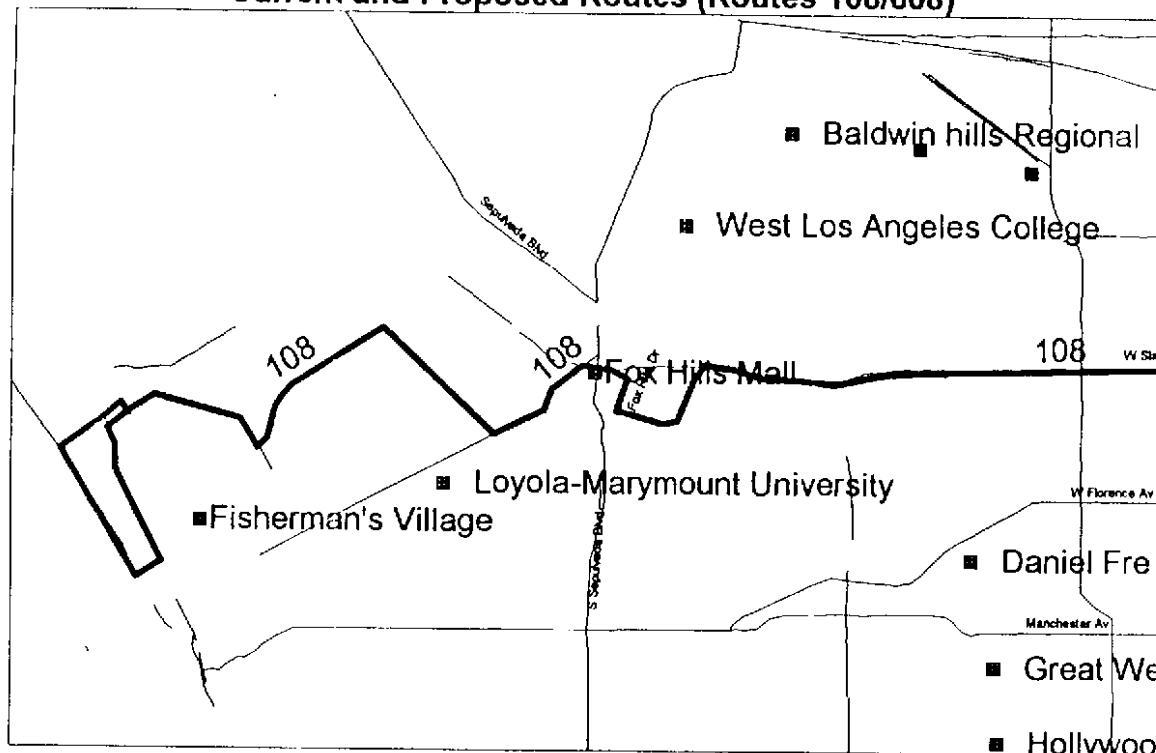
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
108 E	15	13	48,165	\$3,178,890
108 W	1	1	3,705	\$244,530
Total Line	16	14	51,870	\$3,423,420
After				
108	12	14	47,025	\$3,103,650
308	7	5	9,405	\$620,730
Total Line	19	19	56,430	\$3,724,380
Change				
108	(3)	1	(1,140)	(\$75,240)
308	7	5	5,700	\$620,730
Total Line	4	6	4,560	\$545,490

Routing Changes:

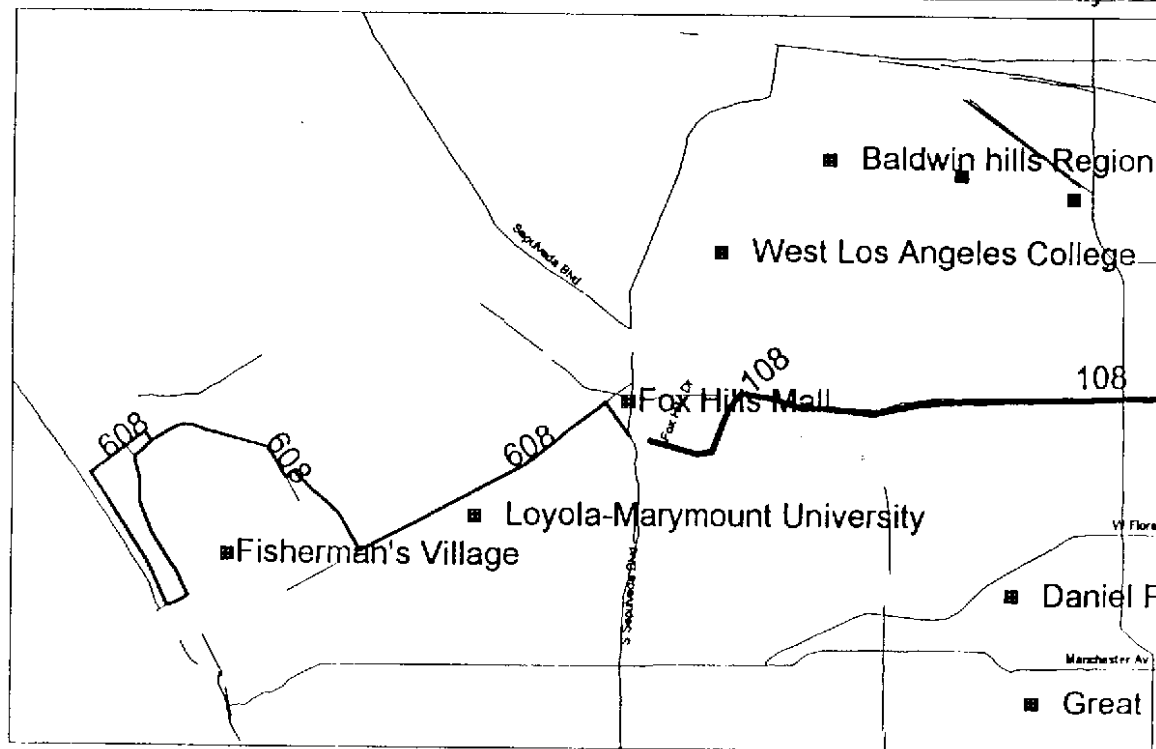
Please see attached map for routing changes

Current and Proposed Routes (Routes 108/608)

Current



Proposed



MTA LINE 110

Proposal: Reduce headways by 1 minute (AM) and 4 minutes (PM) by adjusting the recovery times which are excessive. Drop the route west of Fox Hills Mall as this section will be served by Route 608A.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

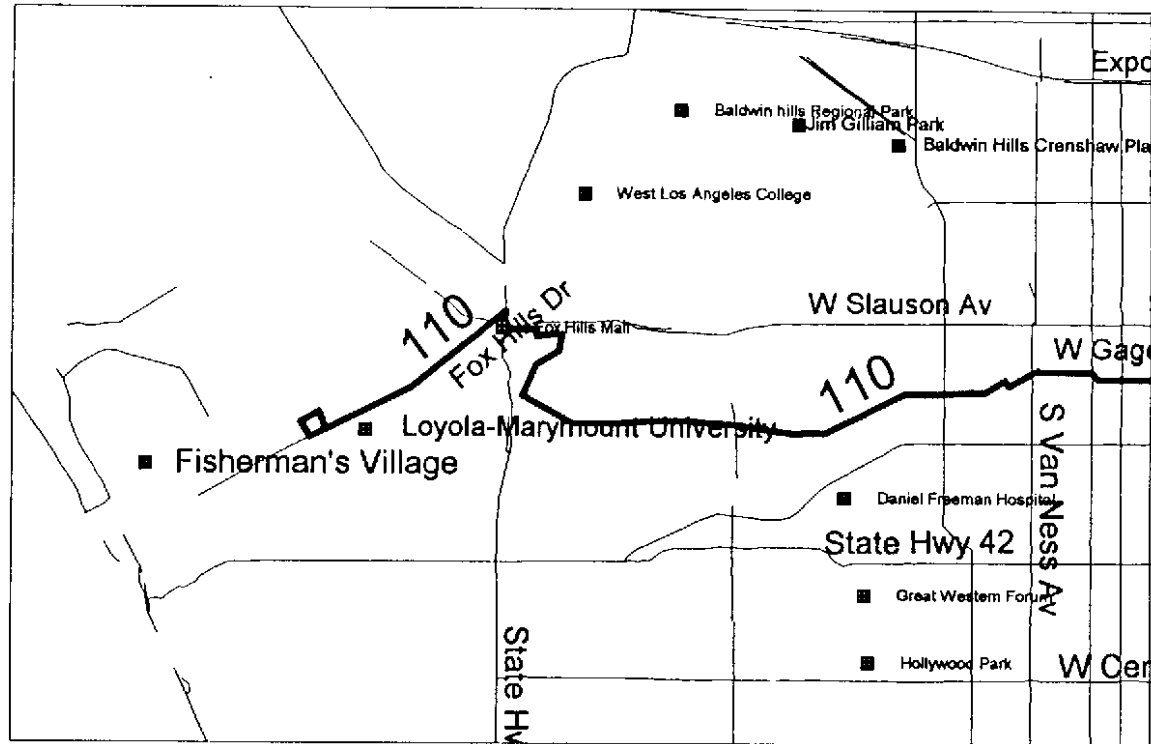
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
110	13	13	38,760	\$2,558,160
Total Line	13	13	38,760	\$2,558,160
After				
110	12	12	35,910	\$2,370,060
Total Line	12	12	35,910	\$2,370,060
Change				
110	(1)	(1)	(2,850)	(\$188,100)
Total Line	(1)	(1)	(2,850)	(\$188,100)

Routing Changes:

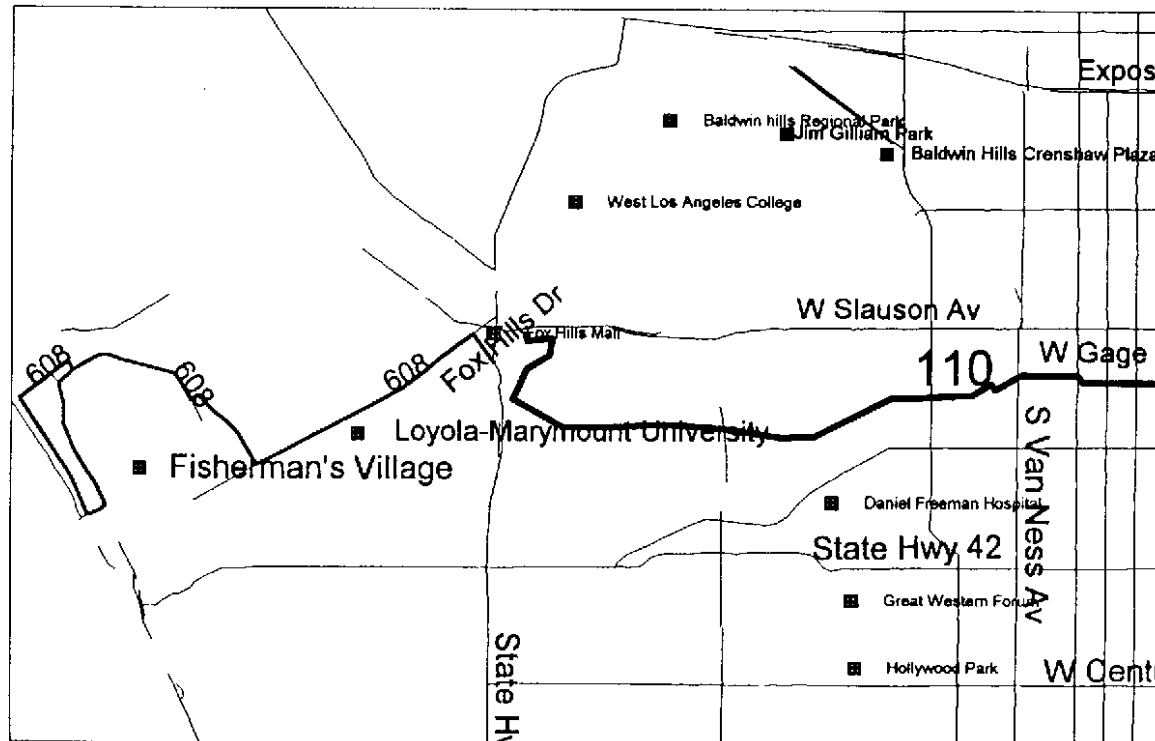
Please see attached map for routing changes

Current and Proposed Routes (Routes 110/608)

Current



Proposed



MTA LINE 111/311

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 311) between Market & Kelso and Flower & Pacific, and increase local service headway from 8 to 10/12 minutes.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
111	16	21	67,545	\$4,457,970
Total Line	16	21	67,545	\$4,457,970
After				
111	15	16	50,730	\$3,348,180
311	6	7	11,685	\$771,210
Total Line	21	23	62,415	\$4,119,390
Change				
111	(1)	(5)	(16,815)	(\$1,109,790)
311	6	7	11,685	\$771,210
Total Line	5	2	(5,130)	(\$338,580)

Routing Changes:

No routing changes are proposed

MTA LINE 115/315

Proposal: During peak periods, supplement the local service with 15 minute limited stop service (Route 315) through the mid-cities area, and increase local service headways to 8/12 minutes. The limited stop service would be branched with one 30 minute branch serving LAX Transit Center, and one 30 minute branch serving Manchester corridor west of Sepulveda. The branches would require trippers to reduce the headway to 15 minutes on the LAX branch WB in the AM, and on the Manchester branch EB in the PM peak periods.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
115	17	13	52,155	\$3,442,230
315	12	11	15,675	\$1,034,550
Total Line	29	24	67,830	\$4,476,780
After				
115	16	15	53,865	\$3,555,090
315	13	13	22,230	\$1,467,180
Total Line	29	28	76,095	\$5,022,270
Change				
115	(1)	2	1,710	\$112,860
315	1	2	6,555	\$432,630
Total Line	0	4	8,265	\$545,490

Routing Changes:

No routing changes are proposed

MTA LINE 117

Proposal: During PM peak periods, reduce the headways from 18 to 15/12 minutes between 103rd Station and LAX Transit Center. Add owl service in this section.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
117	11	10	43,605	\$2,877,930
Total Line	11	10	43,605	\$2,877,930
After				
117	10	13	49,590	\$3,272,940
Total Line	10	13	49,590	\$3,272,940
Change				
117	(1)	3	5,985	\$395,010
Total Line	(1)	3	5,985	\$395,010

Routing Changes:

No routing changes are proposed

MTA LINE 119

Proposal: Drop the route in mid-cities and restructure other routes to serve the Route 119 corridor; Route 213 in Inglewood, Route 609 in Lennox, Dash Watts in Watts.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
119 SE Area	1	1	1,425	\$94,050
119 Mid-Cities Area	2	2	5,985	\$395,010
Total Line	3	3	7,410	\$489,060
After				
119 SE Area	0	0	0	\$0
119 Mid-Cities Area	0	0	0	\$0
Total Line	0	0	0	\$0
Change				
119 SE Area	(1)	(1)	(1425)	(\$94,050)
119 Mid-Cities Area	(2)	(2)	(5985)	(\$395,010)
Total Line	(3)	(3)	(7,410)	(\$489,060)

Routing Changes:

Please see attached map for routing changes

MTA LINE 120

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 66 per hour
Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
120	7	6	23,655	\$1,561,230
Total Line	7	6	23,655	\$1,561,230
After				
120	7	6	23,655	\$1,561,230
Total Line	7	6	23,655	\$1,561,230
Change				
120	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

MTA LINE 200

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 66 per hour
Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
200	10	13	48,735	\$3,216,510
Total Line	10	13	48,735	\$3,216,510
After				
200	10	13	48,735	\$3,216,510
Total Line	10	13	48,735	\$3,216,510
Change				
200	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

MTA LINE 204/354

Proposal: During AM & PM peak periods, reduce the headways by 1 minute to relieve the overloading. Consider better line supervision for this route.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
204	20	19	82,365	\$5,436,090
354	19	17	57,285	\$3,780,810
Total Line	39	36	139,650	\$9,216,900
After				
104	20	20	83,505	\$5,511,330
354	19	18	58,140	\$3,837,240
Total Line	39	38	141,645	\$9,348,570
Change				
104	0	1	1,140	\$75,240
254	0	1	855	\$56,430
Total Line	0	2	1,995	\$131,670

Routing Changes:

No routing changes are proposed

MTA LINE 206

Proposal: Put extra buses on the route to reduce headways by about 2 minutes to 10/12 minutes during peak periods.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
206	14	14	49,590	\$3,272,940
Total Line	14	14	49,590	\$3,272,940
After				
206	13	15	52,725	\$3,479,850
Total Line	13	15	52,725	\$3,479,850
Change				
206	(1)	1	3,135	\$206,910
Total Line	(1)	1	3,135	\$206,910

Routing Changes:

No routing changes are proposed

MTA LINE 207/357

Proposal: During AM peak periods on Route 207, reduce the headways from 10 to 9 minutes NB, and during PM peak periods reduce the headways from 10 to 9 minutes SB. Increase the headways on Route 357 from 10 to 12 minutes NB during AM peak periods. Extend owl service on Route 207 to Wilmington Station.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
207	12	13	81,225	\$5,360,850
357	15	14	19,665	\$1,297,890
Total Line	27	27	100,890	\$6,658,740
After				
207	13	14	78,660	\$5,191,560
357	14	14	23,370	\$1,542,420
Total Line	27	28	102,030	\$6,733,980
Change				
207	1	1	(2,565)	(\$169,290)
357	(1)	0	3,705	\$244,530
Total Line	0	1	1,140	\$75,240

Routing Changes:

No routing changes are proposed

MTA LINE 209

Proposal: Reduce headways to 30 minutes during peak periods. Shorten the route by having it serve the Crenshaw rather than the Vermont Station.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

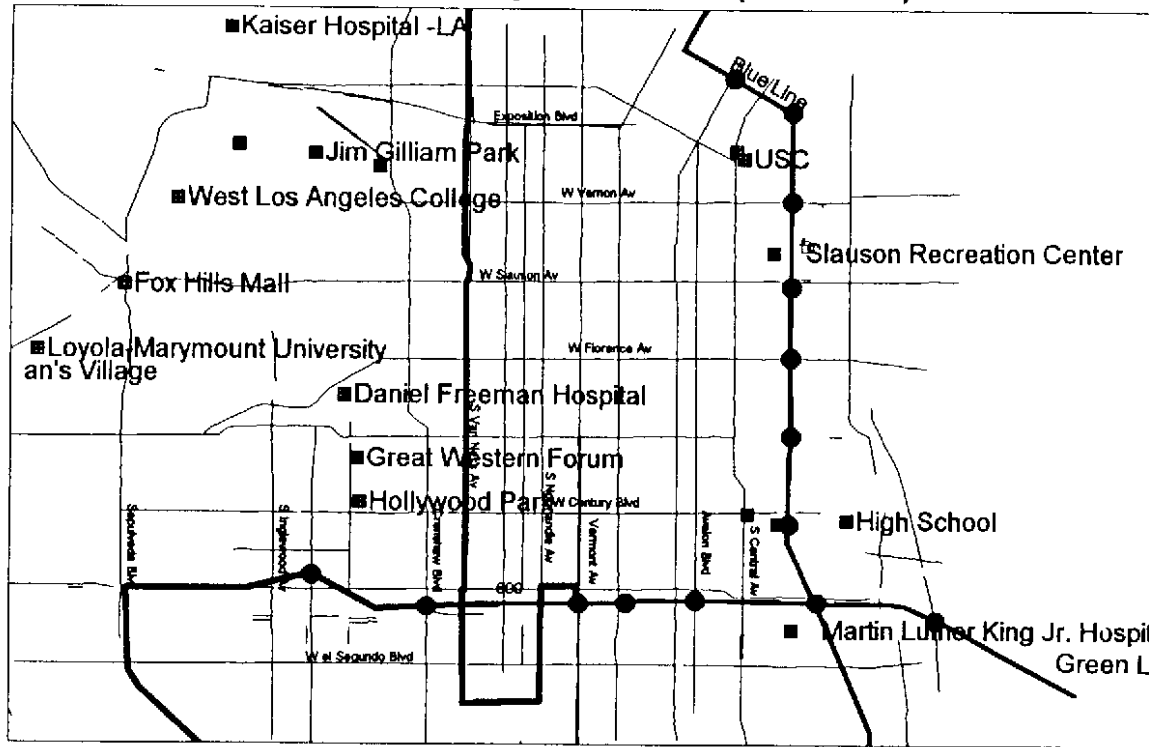
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
209	4	4	14,250	\$940,500
Total Line	4	4	14,250	\$940,500
After				
209	4	4	11,970	\$790,020
Total Line	4	4	11,970	\$790,020
Change				
209	0	0	(2,280)	(\$150,480)
Total Line	0	0	(2,280)	(\$150,480)

Routing Changes:

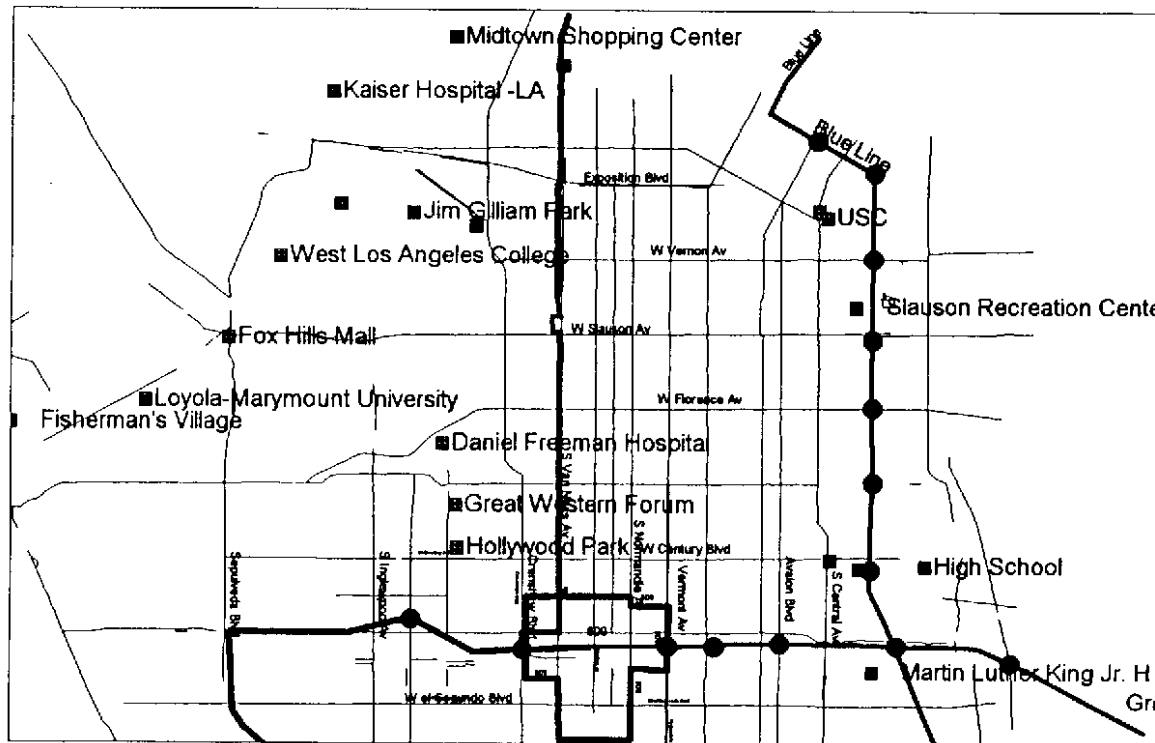
Please see attached map for routing changes

Current and Proposed Routes (Route 209)

Current



Proposed



MTA LINE 210/310

Proposal: Add trippers to reduce the headways by 1 minute in each direction during peak periods.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
210	12	16	64,695	\$4,269,870
310	16	15	19,950	\$1,316,700
Total Line	28	31	84,645	\$5,586,570
After				
210	12	15	65,550	\$4,326,300
310	15	14	20,805	\$1,373,130
Total Line	27	29	86,355	\$5,699,430
Change				
210	0	(1)	855	\$56,430
310	(1)	(1)	855	\$56,430
Total Line	(1)	(2)	1,710	\$112,860

Routing Changes:

No routing changes are proposed

MTA LINE 211/215

Proposal: Drop Routes 211/215 would continue to operate south of Hawthorne Station, while restructured Route 213 would operate in Inglewood.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

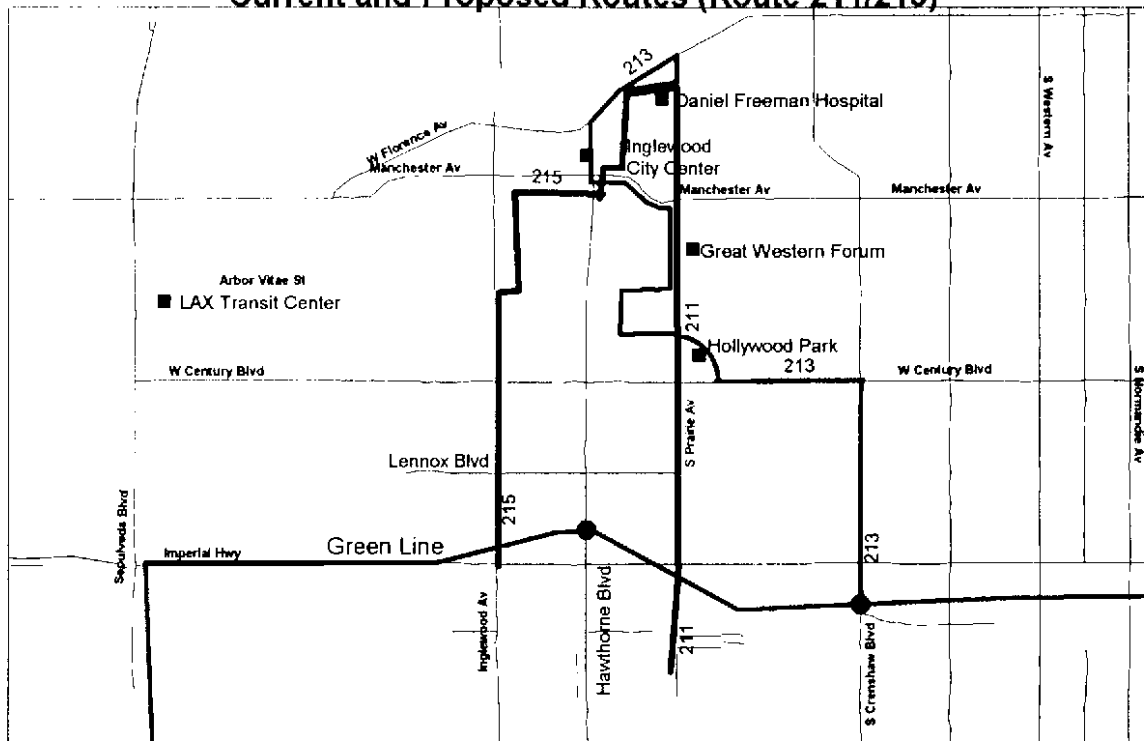
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
211/215 S Area	5	4	12,255	\$808,830
211/215 Mid-C Area	2	2	5,700	\$376,200
Total Line	7	6	17,955	\$1,185,030
After				
211/215 S Area	5	4	12,255	\$808,830
211/215 Mid-C Area	0	0	0	\$0
Total Line	5	4	12,255	\$808,830
Change				
211/215 S Area	0	0	0	\$0
211/215 Mid-C Area	(2.0)	(2.0)	(5,700)	(\$376,200)
Total Line	(2.0)	(2.0)	(5,700)	(\$376,200)

Routing Changes:

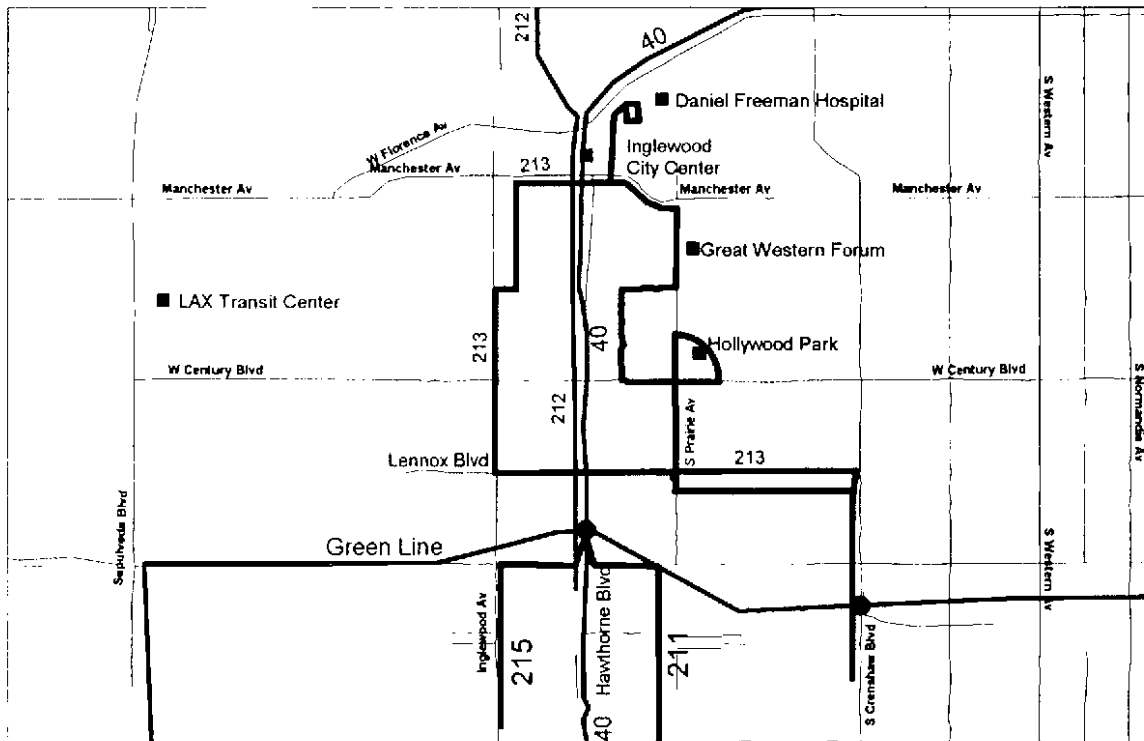
Please see attached map for routing changes

Current and Proposed Routes (Route 211/215)

Current



Proposed



MTA LINE 212

Proposal: Reduce the headway in AM peak period from 15 to 12 minutes SB and from 12 to 10 minutes NB in AM peak, from 19 to 15 minutes during mid-day, and from 14 to 12 minutes NB and from 10 to 8 minutes SB in PM peak periods. Standardize early evening headways at 30 minutes. Extend the route to the Green Line.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
212	13	16	44,745	\$2,953,170
Total Line	13	16	44,745	\$2,953,170
After				
212	16	18	54,435	\$3,592,710
Total Line	16	18	54,435	\$3,592,710
Change				
212	3	2	9,690	\$639,540
Total Line	3	2	9,690	\$639,540

Routing Changes:

No routing changes are proposed

MTA LINE 213

Proposal: Restructure the route to operate on 106th, Prairie, Inglewood. This would enable Routes 211/215 to be dropped in Inglewood, and would give Route 213 better ridership. Use large buses on the route so that a 30 minute headway can be maintained in both the clockwise and counter-clockwise directions. Being a loop route, the 30 minute headways will provide a combined 15 minute headway along the route although passengers may have to cross the street to get the 15 minute bus. Routes 211/215 would continue to operate south of Hawthorne Station.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

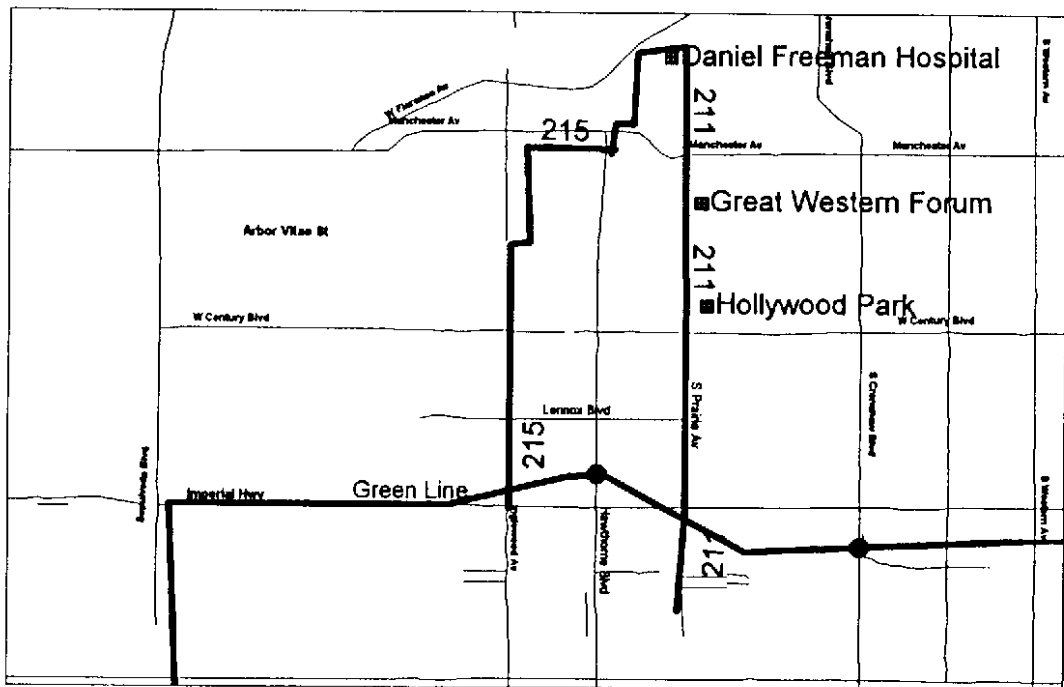
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
213	4	4	12,540	\$501,600
Total Line	4	4	12,540	\$0
After				
213	4	4	14,250	\$570,000
Total Line	4	4	14,250	\$570,000
Change				
213	0	0	1,710	\$68,400
Total Line	0	0	1,710	\$68,400

Routing Changes:

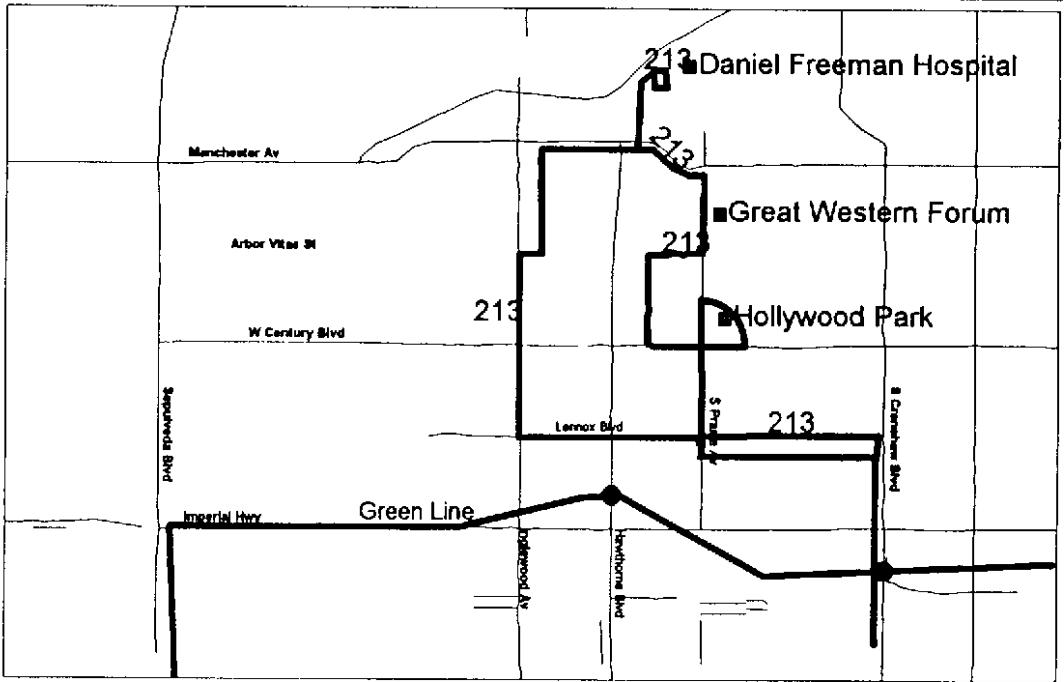
Please see attached map for routing changes

Current and Proposed Routes (Route 213)

Current



Proposed



MTA LINE 220

Proposal: Drop Route 220 in mid-cities, and extend Route 625 to Manchester (previously served by 220) and provide 15 minute service during peak period to better coincide with the train times.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

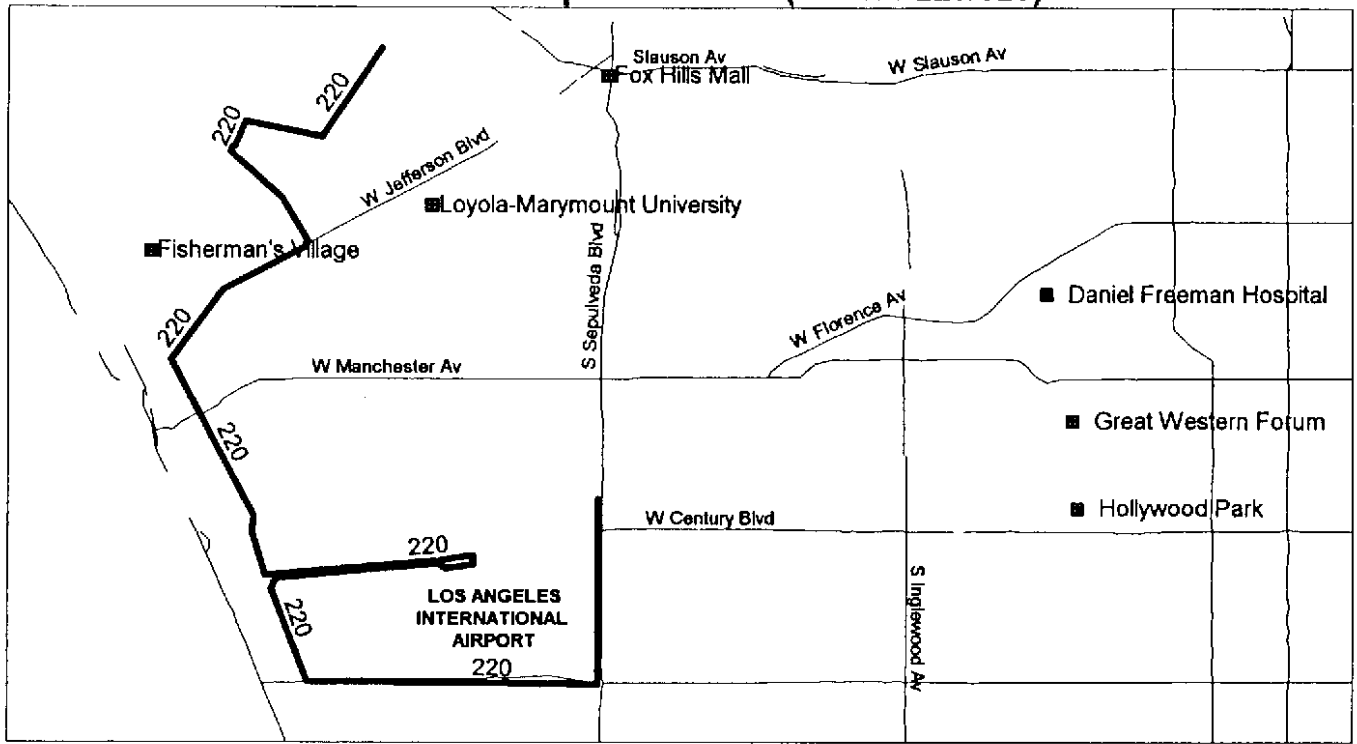
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
220 W Area	2	2	6,270	\$413,820
220 Mid-Cities Area	1	1	4,560	\$300,960
Total Line	3	3	10,830	\$714,780
After				
220 W Area	2	2	6,270	\$413,820
220 Mid-Cities Area	0	0	0	\$0
Total Line	2	2	6,270	\$413,820
Change				
220 W Area	0	0	0	\$0
220 Mid-Cities Area	(1)	(1)	(4,560)	(\$300,960)
Total Line	(1)	(1)	(4,560)	(\$300,960)

Routing Changes:

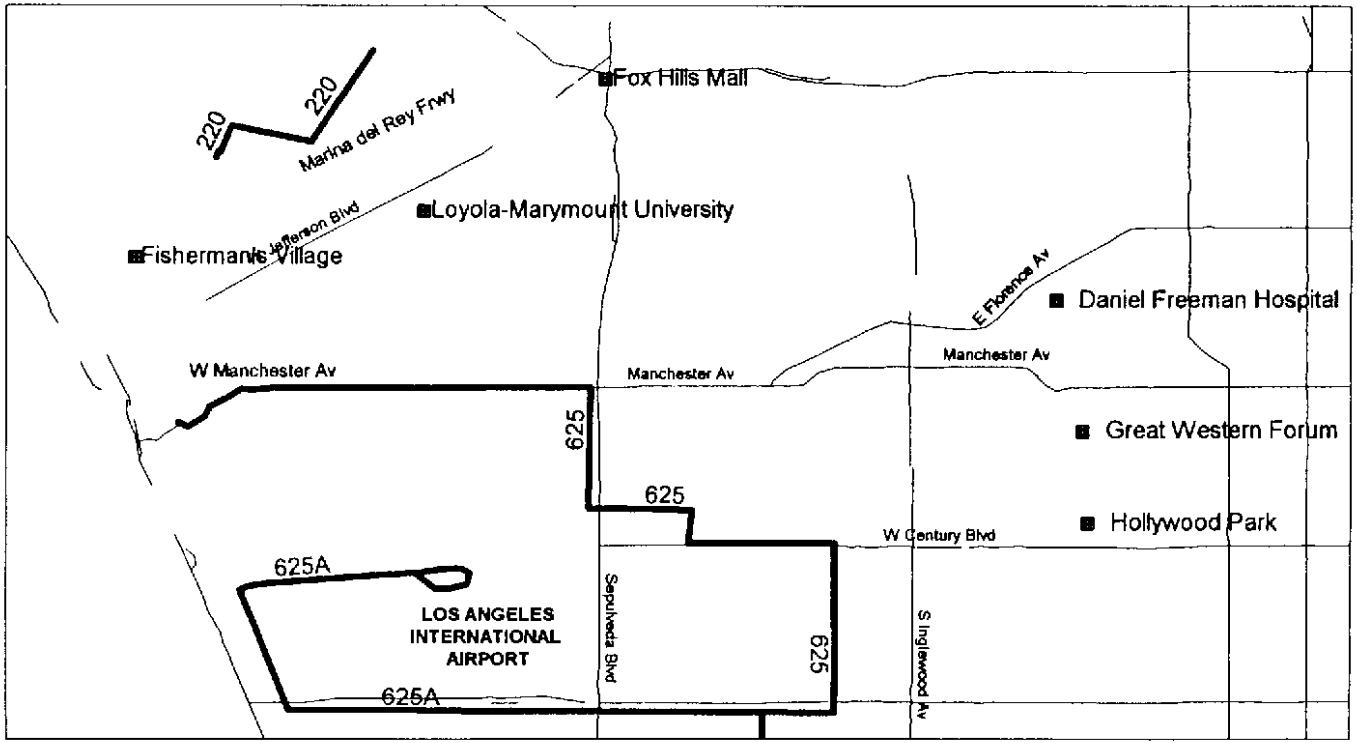
Please see attached map for routing changes

Current and Proposed Routes (Routes 220/625)

Current



Proposed



MTA LINE 254

Proposal: Restructure the Route 56 south of Vernon; extend to Pacific and have it operate along Pacific to Gage. Combine with Route 254 at Gage and operate to the Firestone Station. Drop 56 and 254 south of Firestone as this is the Dash Watts North service area. Consider renaming Route 56 to Route 256. Drop Route 254 north of Firestone.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

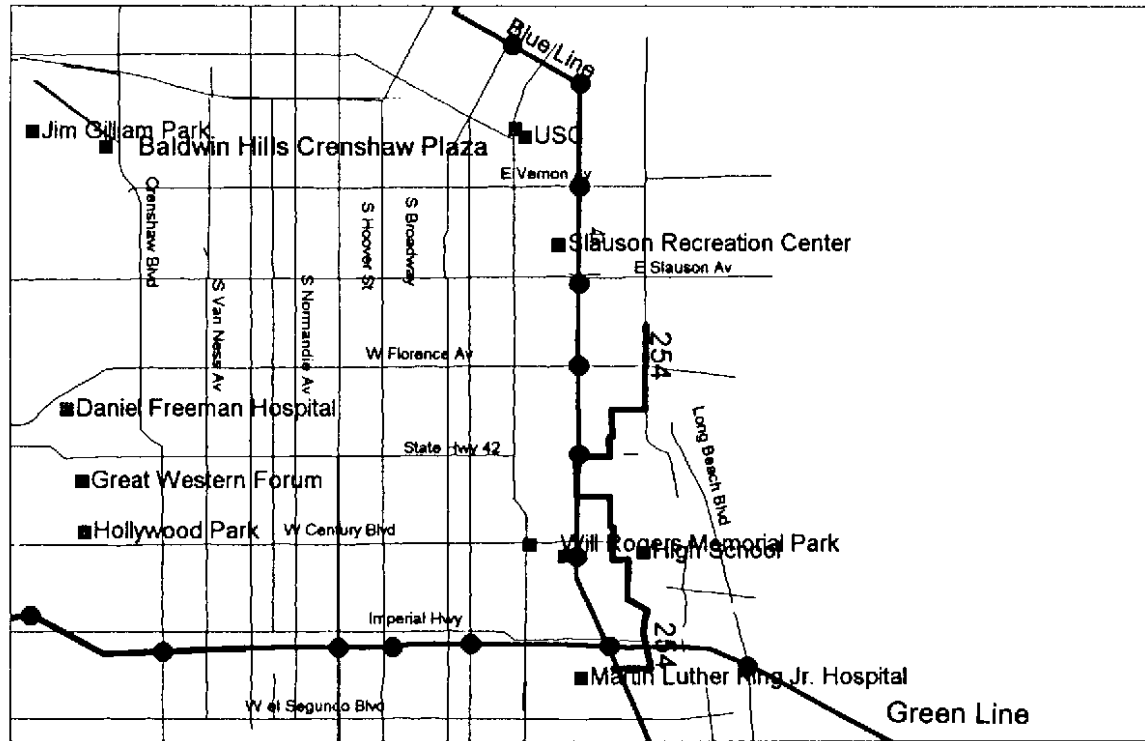
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
254 SE Area	2	2	10,260	\$677,160
254 Mid-Cities Area	1	1	4,560	\$300,960
Total Line	3	3	14,820	\$978,120
After				
254 SE Area	0	0	0	\$0
254 Mid-Cities Area	0	0	0	\$0
Total Line	0	0	0	\$0
Change				
254 SE Area	(2)	(2)	(10,260)	(\$677,160)
254 Mid-Cities Area	(1)	(1)	(4,560)	(\$300,960)
Total Line	(3)	(3)	(14,820)	(\$978,120)

Routing Changes:

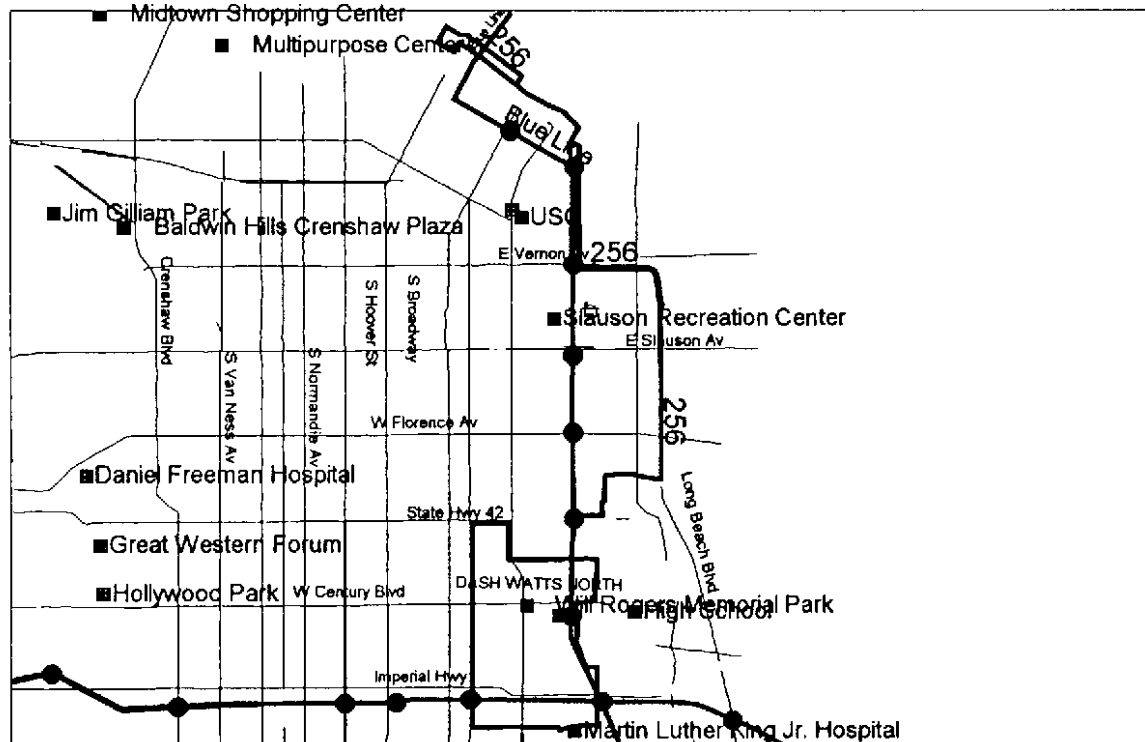
Please see attached map for routing changes

Current and Proposed Routes (Route 254)

Current



Proposed



LADOT LINE 437

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 62 per hour*
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
437	4	4	5,130	\$338,580
Total Line	4	4	5,130	\$338,580
After				
437	4	4	5,130	\$338,580
Total Line	4	4	5,130	\$338,580
Change				
437	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

*For consistency with other routes, revenue hours include the deadhead return leg of this express route. Therefore the cost-per-hour is one-half the cost reported by LADOT for this route (\$123/hour)

MTA LINE 439

Proposal: Restructure route to operate on Jefferson serving Culver City and W.L.A. Center. The route would operate express between the Center and the downtown during peak periods only and would terminate at the Center during off-peak periods; it presently operates to the downtown all day. An improved headway of 30 minutes would be offered on the route during the daytime. Align schedule to facilitate a timed transfer with line 561 at Fox Hills Mall.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
439	8	9	29,640	\$1,956,240
Total Line	8	9	29,640	\$1,956,240
After				
439	8	9	29,925	\$1,975,050
Total Line	8	9	29,925	\$1,975,050
Change				
439	0	0	285	\$18,810
Total Line	0	0	285	\$18,810

Routing Changes:

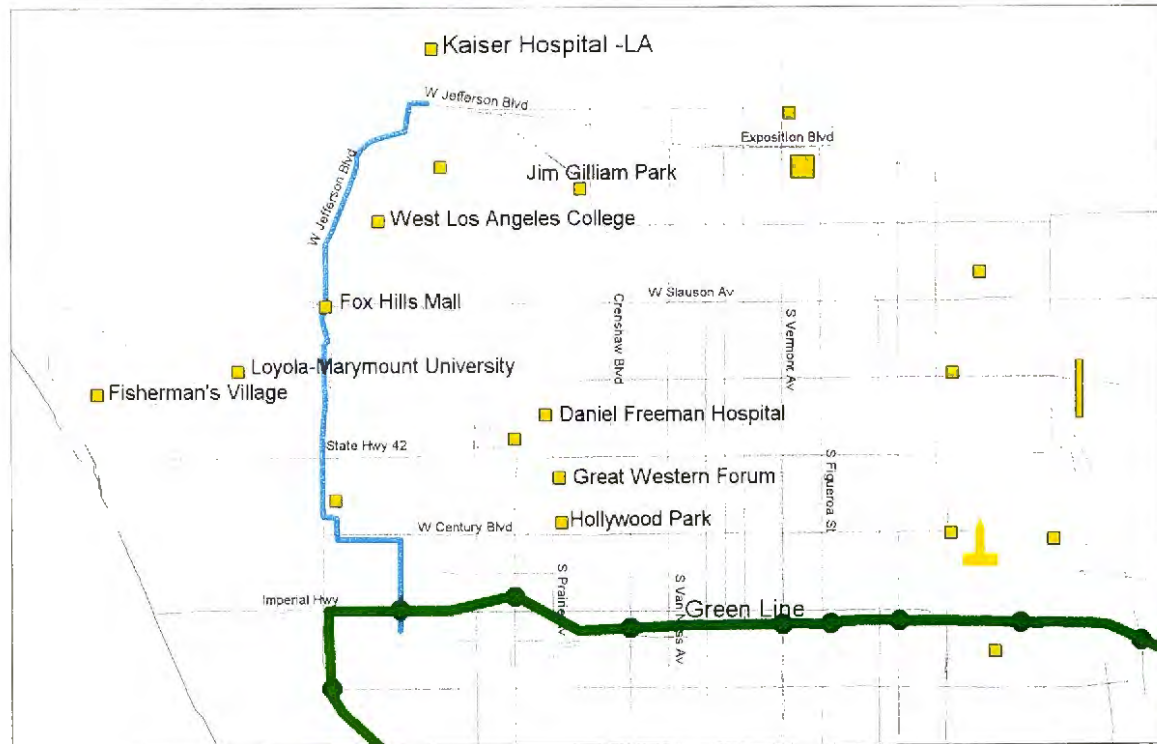
Please see attached map for routing changes

Current and Proposed Routes (Route 439)

Current



Proposed



MTA LINE 442

Proposal:

Drop Route 442 as Route 42 is an alternative to Route 442.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
442	7	6	13,680	\$902,880
Total Line	7	6	13,680	\$902,880
After				
442	0	0	0	\$0
Total Line	0	0	0	\$0
Change				
442	(7)	(6)	(13,680)	(\$902,880)
Total Line	(7)	(6)	(13,680)	(902,880)

Routing Changes:

Please see attached map for routing changes

MTA LINE 561

Proposal: Drop the route south of Fox Hills Mall as this section is served by Route 439.

Operating costs are estimated using: 66 per hour
 Annualization Factor: 285

Impacts:

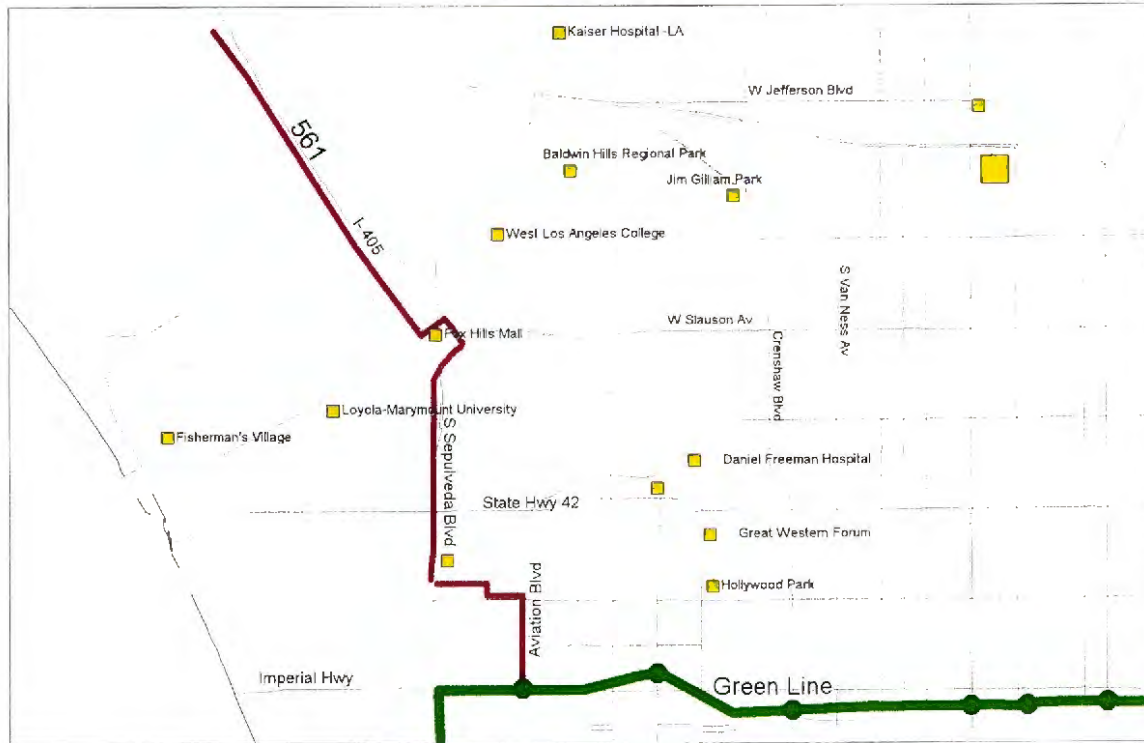
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
561	21	23	75,525	\$4,984,650
Total Line	21	23	75,525	\$4,984,650
After				
561	20	20	77,235	\$5,097,510
Total Line	20	20	77,235	\$5,097,510
Change				
561	(1)	(3)	1,710	\$112,860
Total Line	(1)	(3)	1,710	\$112,860

Routing Changes:

Please see attached map for routing changes

Current and Proposed Routes (Route 561)

Current



Proposed



MTA LINE 607

Proposal: This would be a new community route centered on Market Street in North Inglewood and serving the area west of Crenshaw previously served by Route 107. Route 607 would operate at a 30 minute headway in say the counterclockwise direction.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

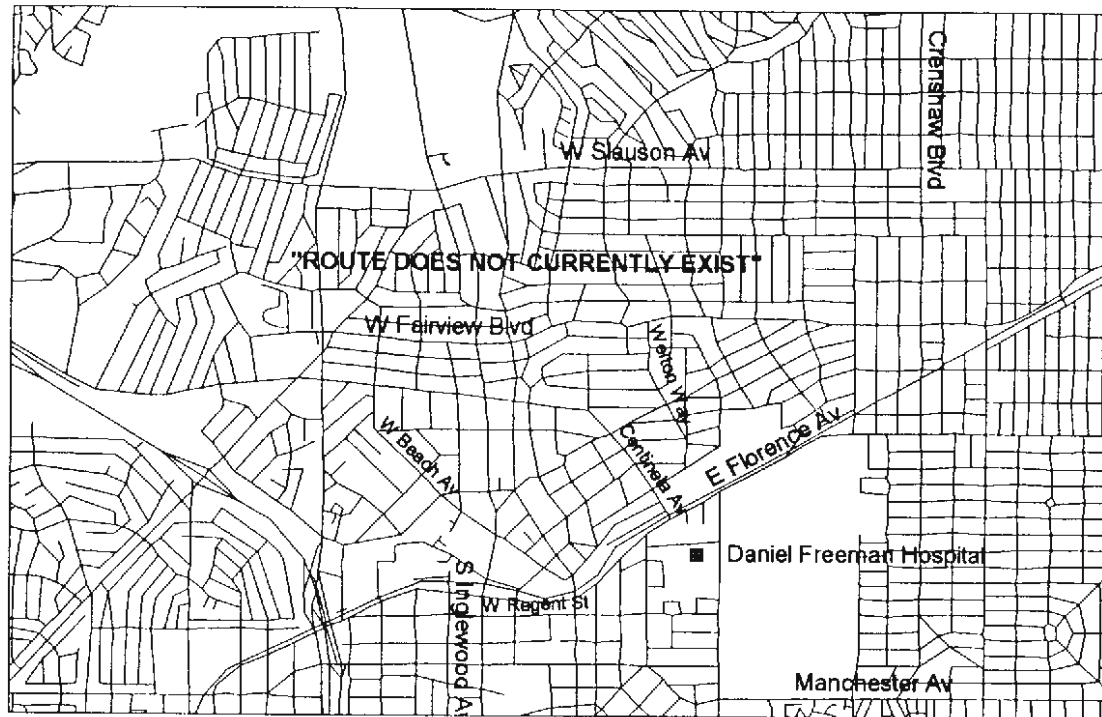
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
607	0	0	0	\$0
Total Line	0	0	0	\$0
After				
607	2	2	5,130	\$205,200
Total Line	2	2	5,130	\$205,200
Change				
608	2	2	5,130	\$205,200
Total Line	2	2	5,130	\$205,200

Routing Changes:

Please see attached map for routing changes

Current and Proposed Routes (Route 607)

Current



Proposed



MTA LINE 608A

Proposal: This would be a new community route replacing the Marina Del Rey leg of Route 108 west of Fox Hills Mall, and Route 110 west of the Mall; this would enable Routes 108 and 110 to be terminated at the Mall. The route would offer an improved headway of 30 minutes during peak periods.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

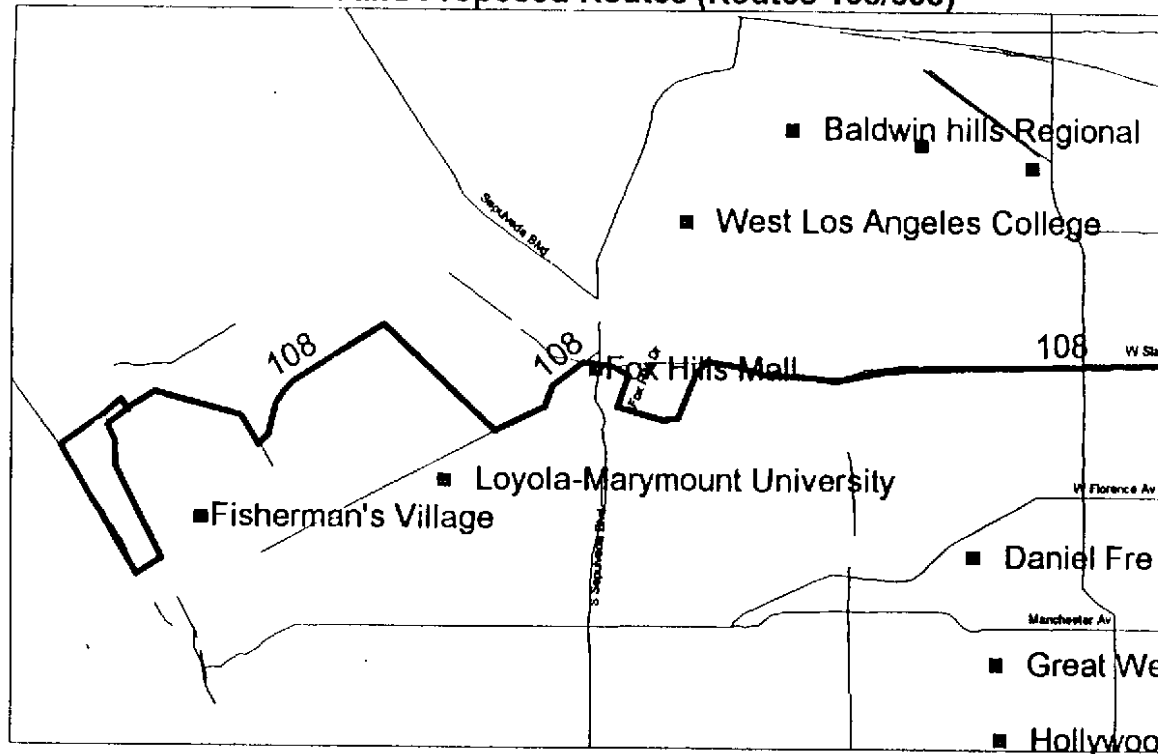
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
608	0	0	0	\$0
Total Line	0	0	0	\$0
After				
608	2	2	5,130	\$205,200
Total Line	2	2	5,130	\$205,200
Change				
608	2	2	5,130	\$205,200
Total Line	2	2	5,130	\$205,200

Routing Changes:

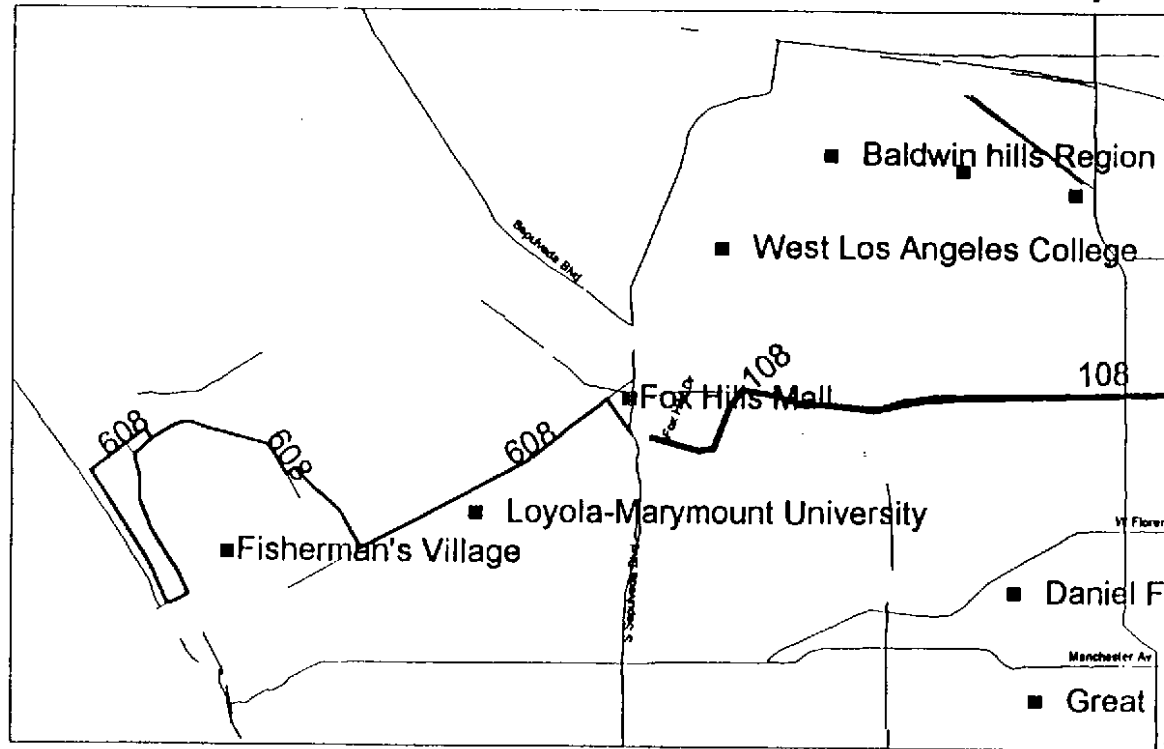
Please see attached map for routing changes

Current and Proposed Routes (Routes 108/608)

Current



Proposed



MTA LINE 609

Proposal: This would be a new community route added to serve the areas north and south of the Green Line affected by the restructuring of Route 209 and the dropping of Route 119. Route 609 would offer 60 minute service in both the clockwise and counter-clockwise direction or a combined 30 minute headway.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

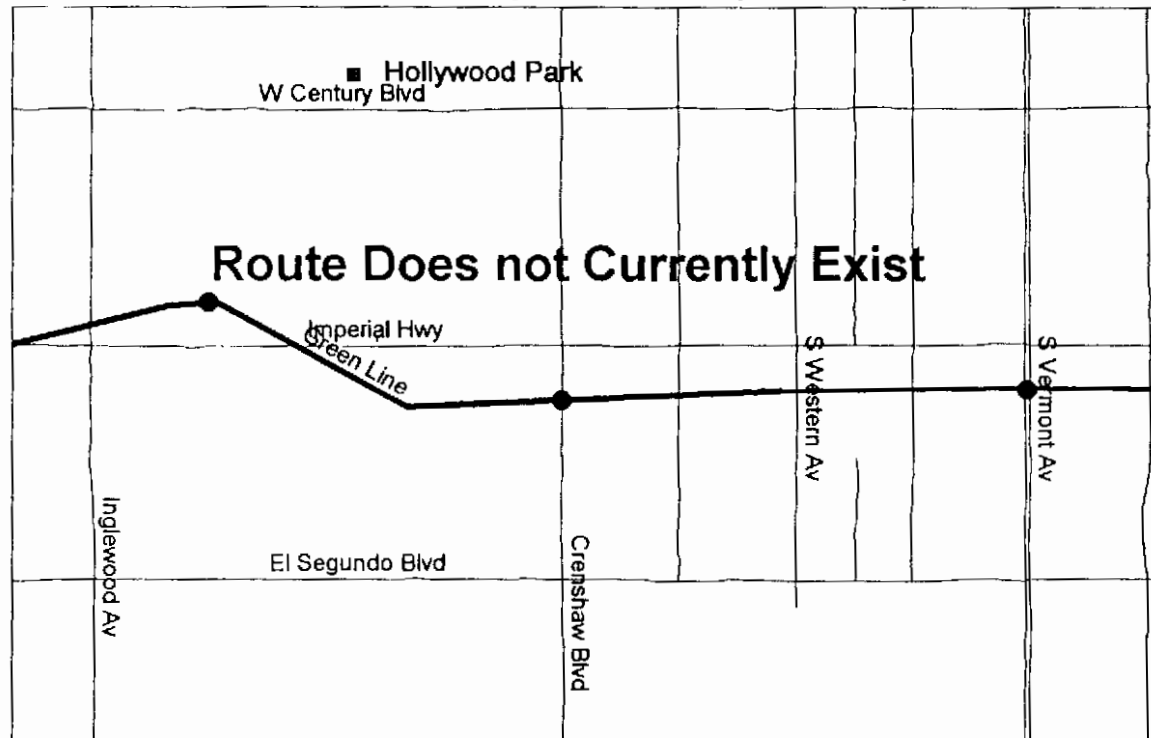
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
609	0	0	0	\$0
Total Line	0	0	0	\$0
After				
609	1	1	3,420	\$136,800
Total Line	1	1	3,420	\$136,800
Change				
609	1	1	3,420	\$136,800
Total Line	1	1	3,420	\$136,800

Routing Changes:

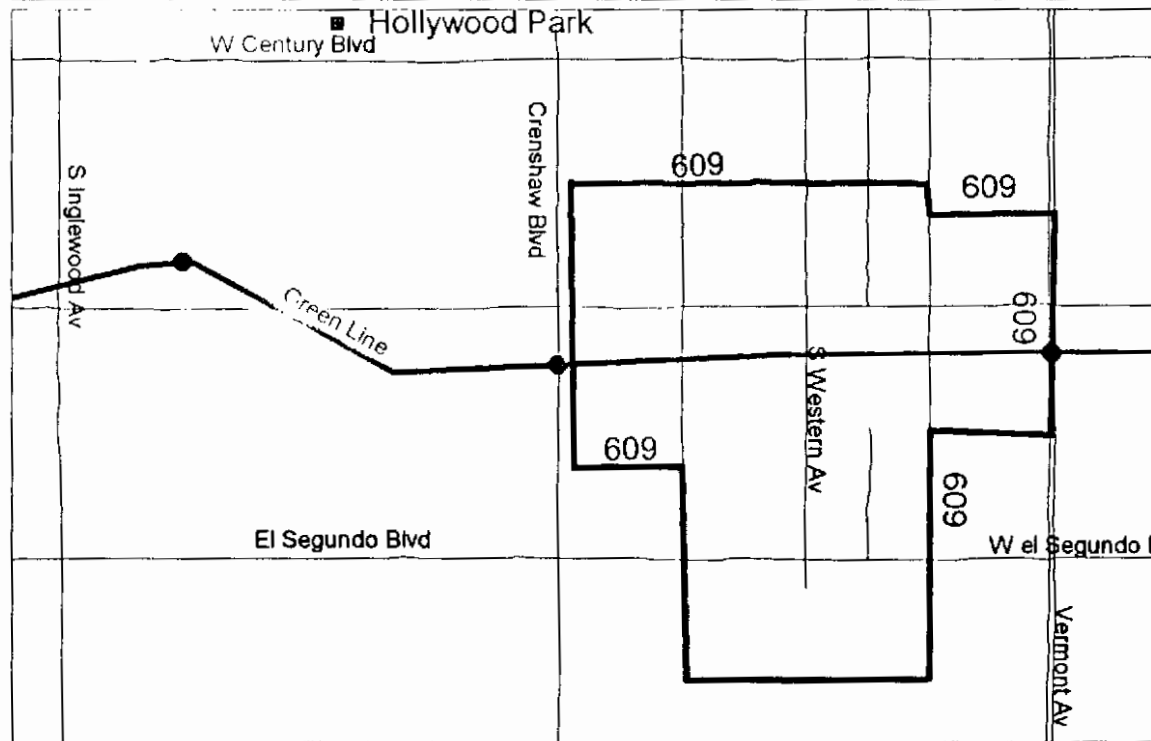
Please see attached map for routing changes

Current and Proposed Routes (Route 609)

Current



Proposed



MTA LINE 625

Proposal: Drop Route 220 in mid-cities, and extend Route 625 to Manchester (previously served by 220) and provide 15 minute service during peak period to better coincide with the train times.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

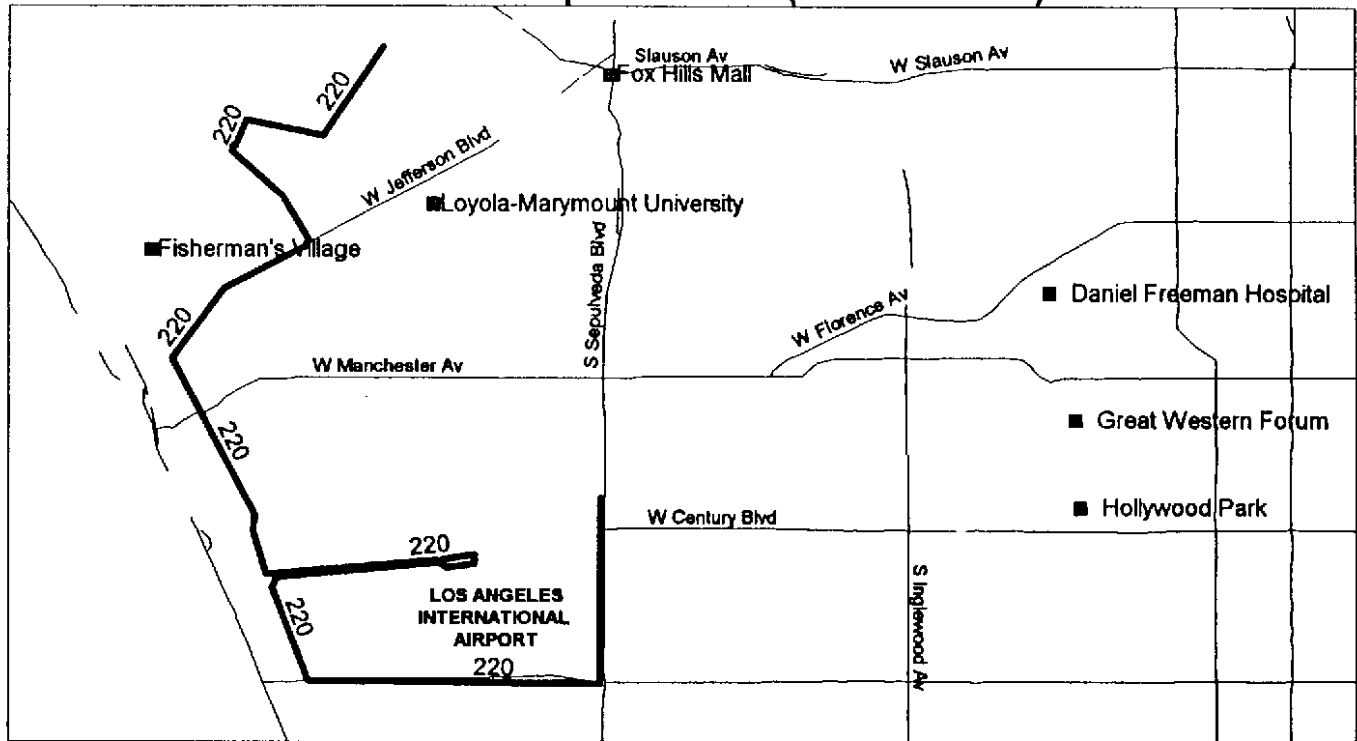
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
625	4	4	9,120	\$364,800
Total Line	4	4	9,120	\$364,800
After				
625	7	7	22,800	\$912,000
Total Line	7	7	22,800	\$912,000
Change				
625	3	3	13,680	\$547,200
Total Line	3	3	13,680	\$547,200

Routing Changes:

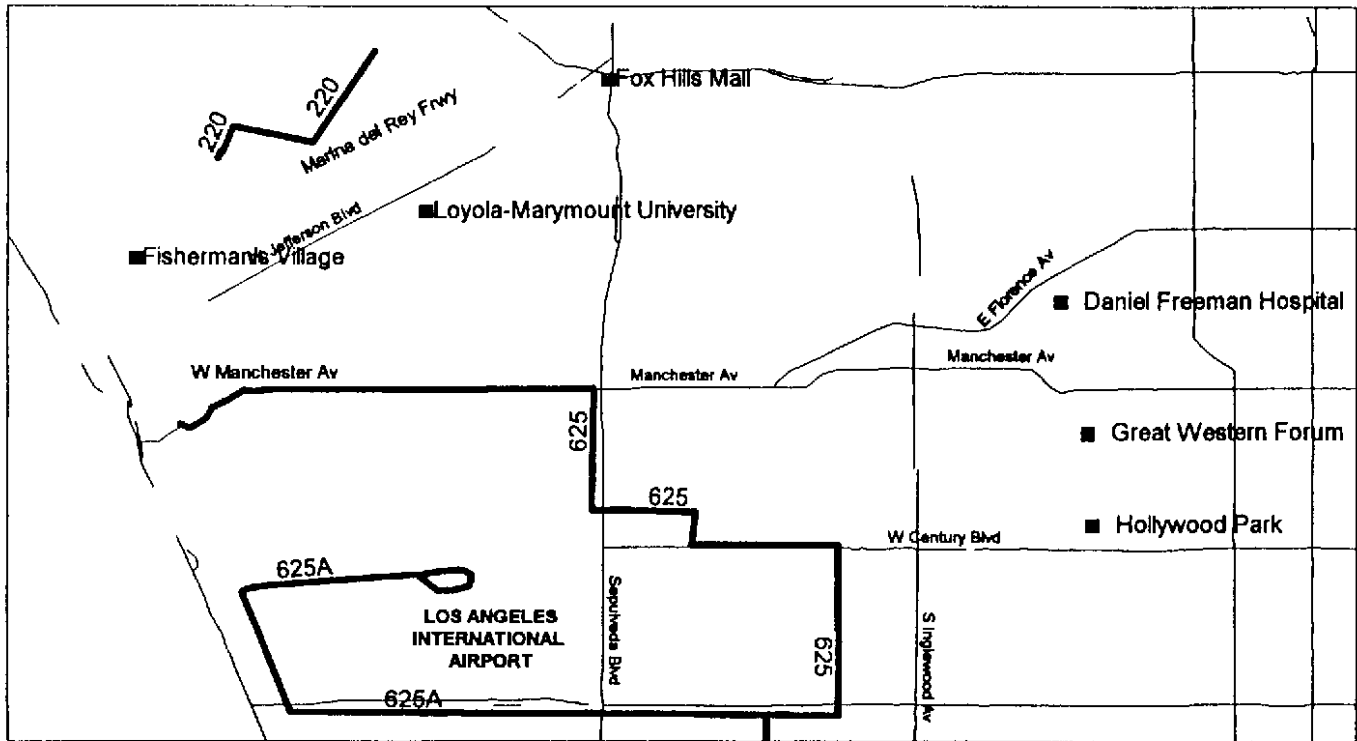
Please see attached map for routing changes

Current and Proposed routes (Routes 220/625)

Current



Proposed



MTA LINE 629

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 40 per hour
Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
629	4	4	17,385	\$695,400
Total Line	4	4	17,385	\$695,400
After				
629	4	4	17,385	\$695,400
Total Line	4	4	17,385	\$695,400
Change				
629	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

LADOT LINE DASH Crenshaw

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before DASH Crenshaw	2	2	6,555	\$262,200
Total Line	2	2	6,555	\$262,200
After DASH Crenshaw	2	2	6,555	\$262,200
Total Line	2	2	6,555	\$262,200
Change DASH Crenshaw	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

LADOT LINE DASH Leimert-Slauson

Proposal: This route should be modified to serve the 54th St. corridor now served by Route 107 which is to be dropped. It would be extended to Vermont so that it can connect with Route 204 and the DASH Southeast service at King and Vermont which is a major transfer point. The demand on this route justifies large buses to reduce overloading.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

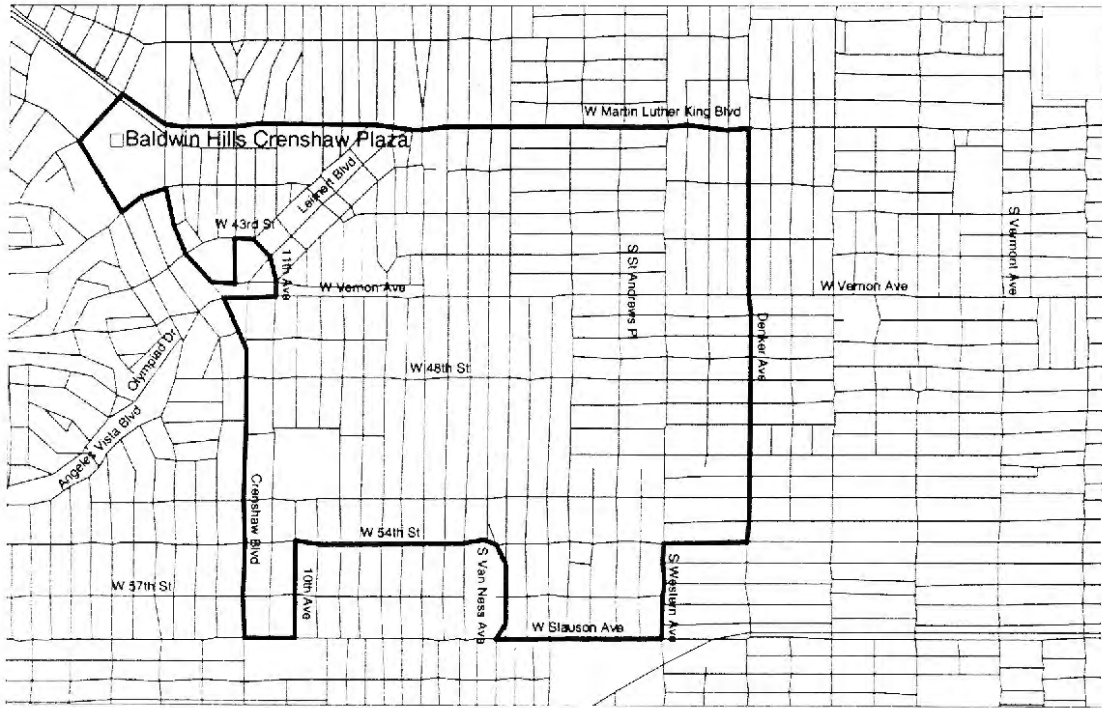
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
DASH Leimert	4	4	13,680	\$547,200
Total Line	4	4	13,680	\$547,200
After				
DASH Leimert	7	5	17,100	\$684,000
Total Line	7	5	17,100	\$684,000
Change				
DASH Leimert	3	1	3,420	\$136,800
Total Line	3	1	3,420	\$136,800

Routing Changes:

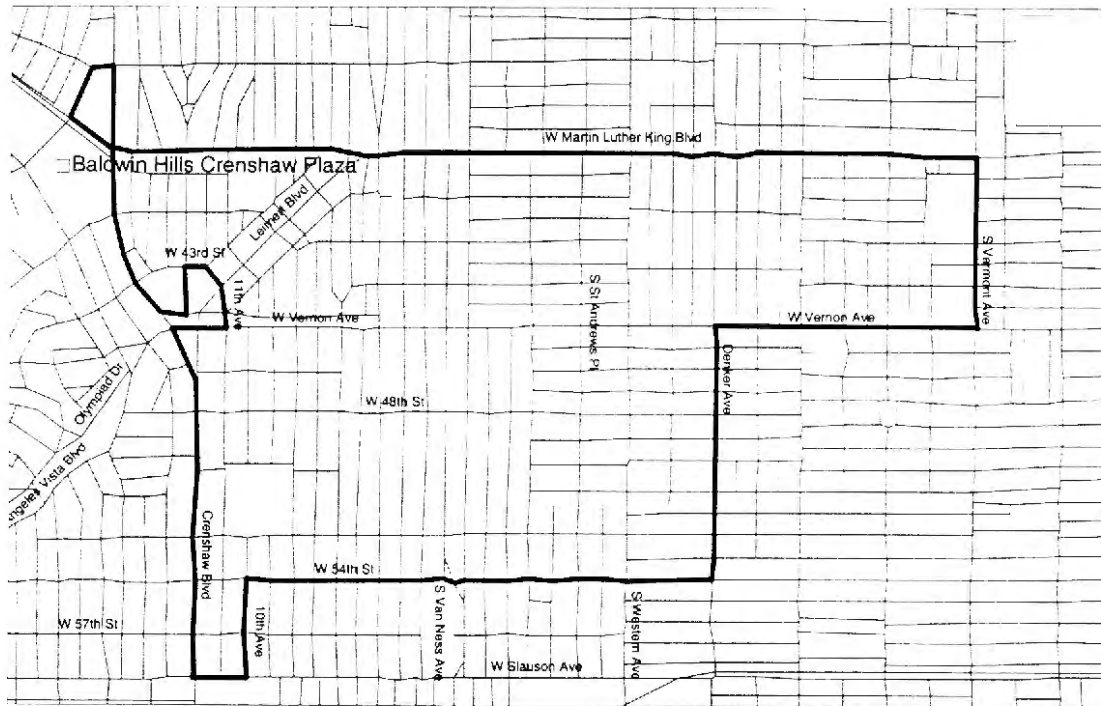
Please see attached map for routing changes

Current and Proposed Routes - DLS (DASH LEIMERT SLAUSON)

Current



Proposed



LADOT LINE DASH Midtown

Proposal: No changes are proposed at this time.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
DASH Midtown	3	3	9,405	\$376,200
Total Line	3	3	9,405	\$376,200
After				
DASH Midtown	3	3	9,405	\$376,200
Total Line	3	3	9,405	\$376,200
Change				
DASH Midtown	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

LADOT LINE DASH Pueblo Del Rio

Proposal: LADOT advises that this route cannot be dropped as it was part of the mitigation package implemented during construction of the Blue Line, to retain a connection across the tracks. Nevertheless, this is one of the poorest-performing routes in the system, costing about \$540/day to operate and carrying less than 400 daily passengers. This low level of usage suggests that the barrier effect of the Blue Line is less than originally anticipated, reducing the need for this mitigation measure.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
DASH Pueblo	1	1	3,420	\$136,800
Total Line	1	1	3,420	\$136,800
After				
DASH Pueblo	1	1	3,420	\$136,800
Total Line	1	1	3,420	\$136,800
Change				
DASH Pueblo	0	0	0	\$0
Total Line	0	0	0	\$0

Routing Changes:

No routing changes are proposed

LADOT LINE DASH SouthEast

Proposal: This route should be modified to serve the 54th St. corridor now served by Route 107 which is to be dropped. The demand on this route justifies large buses to reduce overloading, and a reduction in the headways from 30 to 20 minutes during peak periods.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

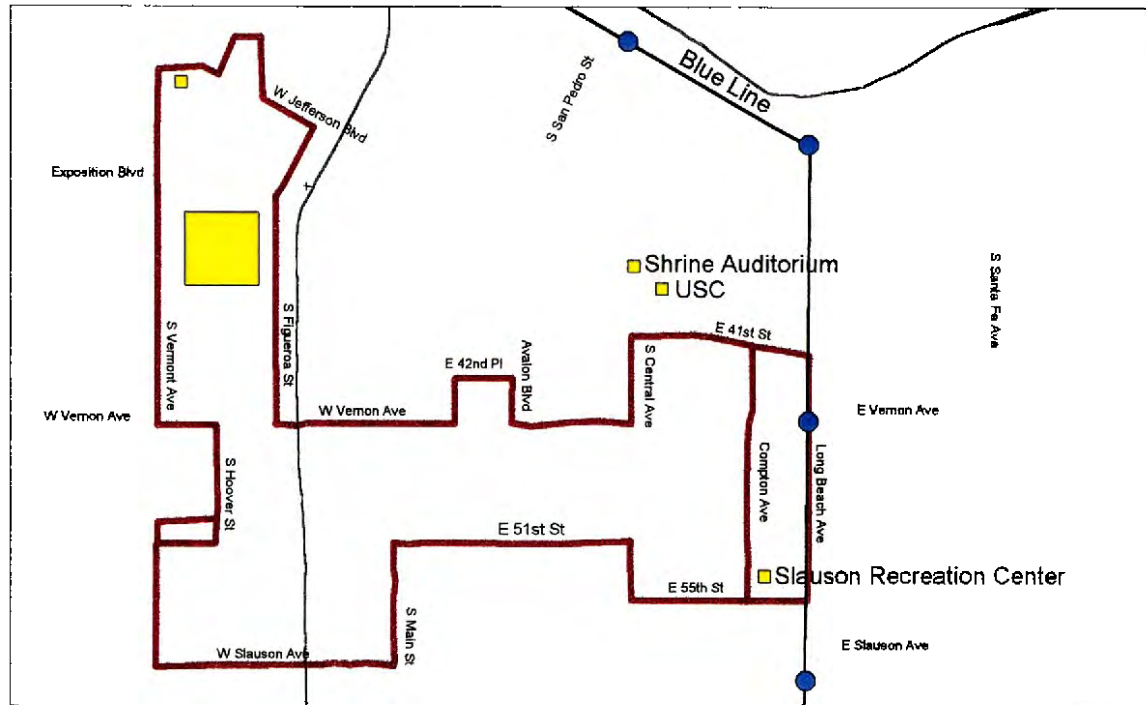
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before DASH SouthEast	4	4	13,680	\$547,200
Total Line	4	4	13,680	\$547,200
After DASH SouthEast	6	4	15,390	\$615,600
Total Line	6	4	15,390	\$615,600
Change DASH SouthEast	2	0	1,710	\$68,400
Total Line	2	0	1,710	\$68,400

Routing Changes:

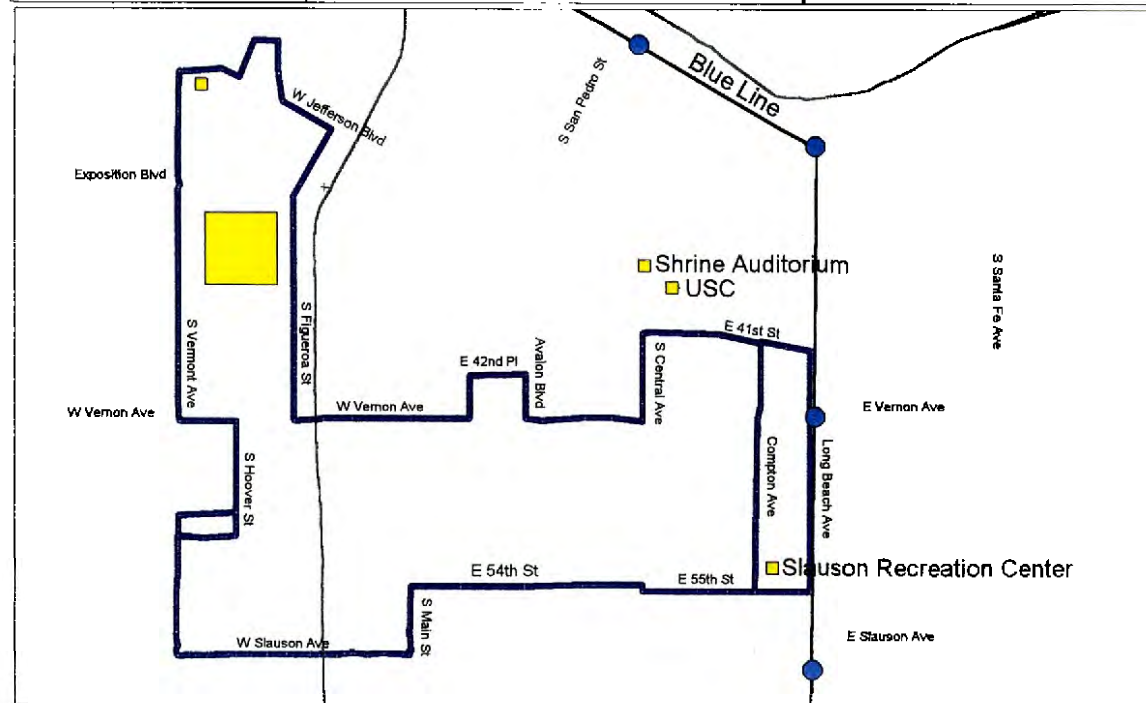
Please see attached map for routing changes

Current and Proposed Routes - DSE (DASH SOUTHEAST)

Current



Proposed



LADOT LINE DASH Watts

Proposal: The route should be slightly modified to accommodate Route 119 passengers when that route is dropped. Reduce headways from 20 to 15 minutes during peak periods.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

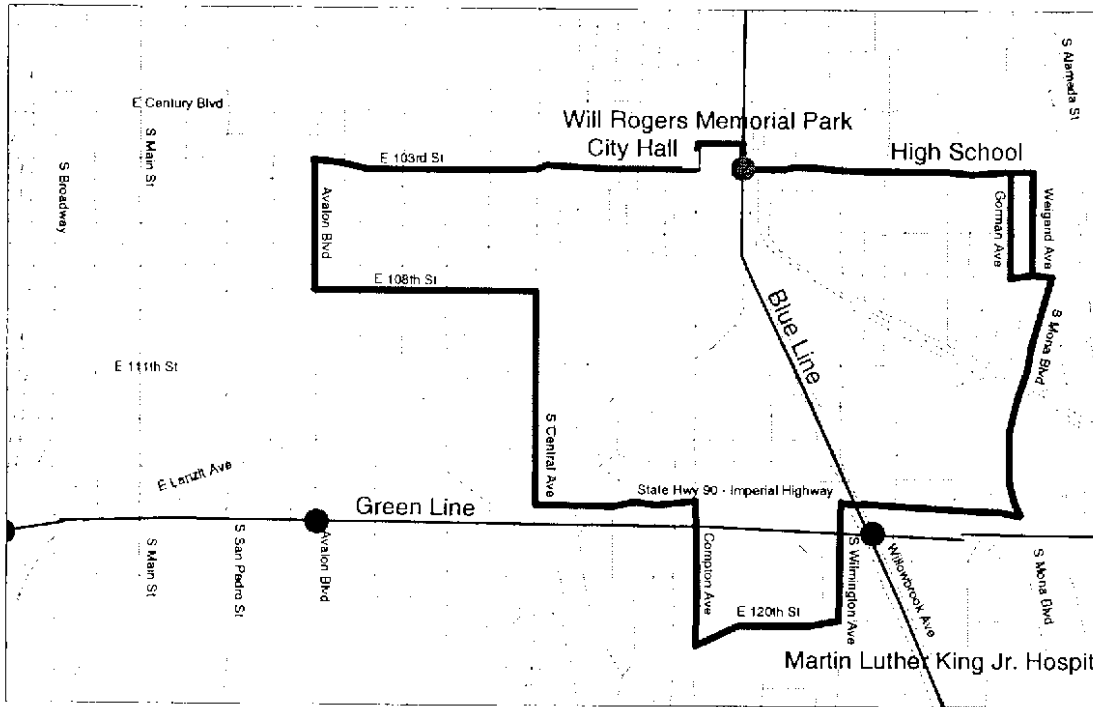
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before				
DASH Watts	4	4	12,540	\$501,600
Total Line	4	4	12,540	\$501,600
After				
DASH Watts	5	5	15,390	\$615,600
Total Line	5	5	15,390	\$615,600
Change				
DASH Watts	1	1	2,850	\$114,000
Total Line	1	1	2,850	\$114,000

Routing Changes:

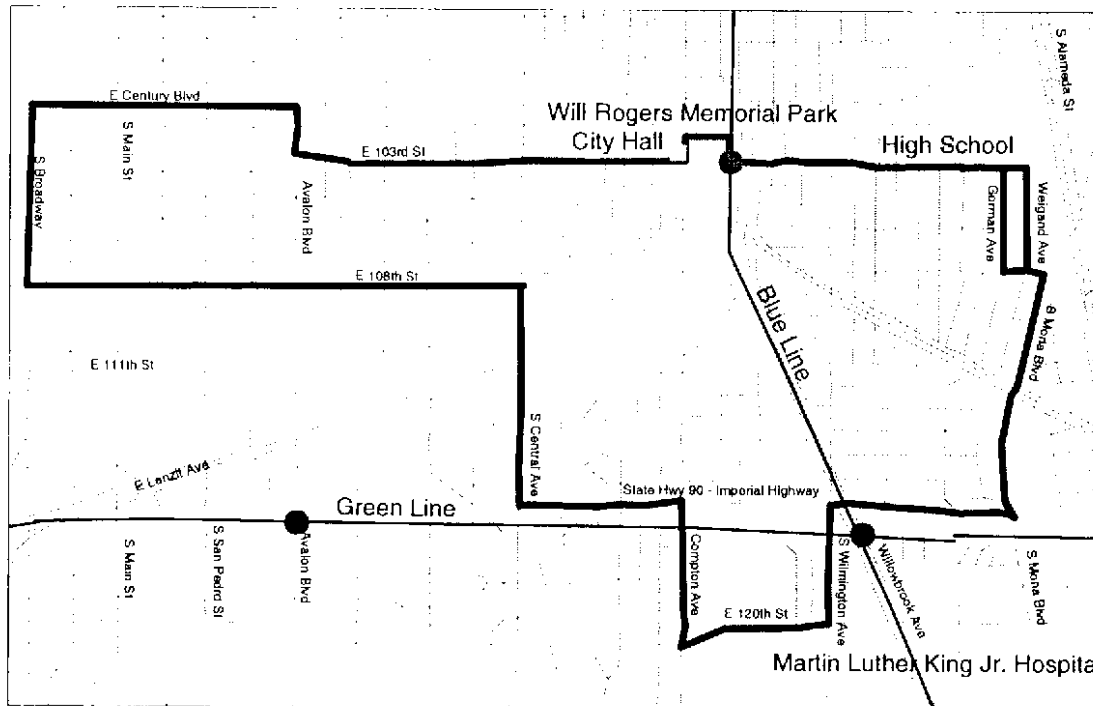
Please see attached map for routing changes

Current and Proposed Routes - DWA
(DASH WATTS)

Current



Proposed



LADOT LINE DASH Watts North

Proposal: Change the headways to 20 minutes (AM & PM). Extend route to the east to pick-up service area of Routes 56 and 254 which will be dropped south of Firestone.

Operating costs are estimated using: 40 per hour
 Annualization Factor: 285

Impacts:

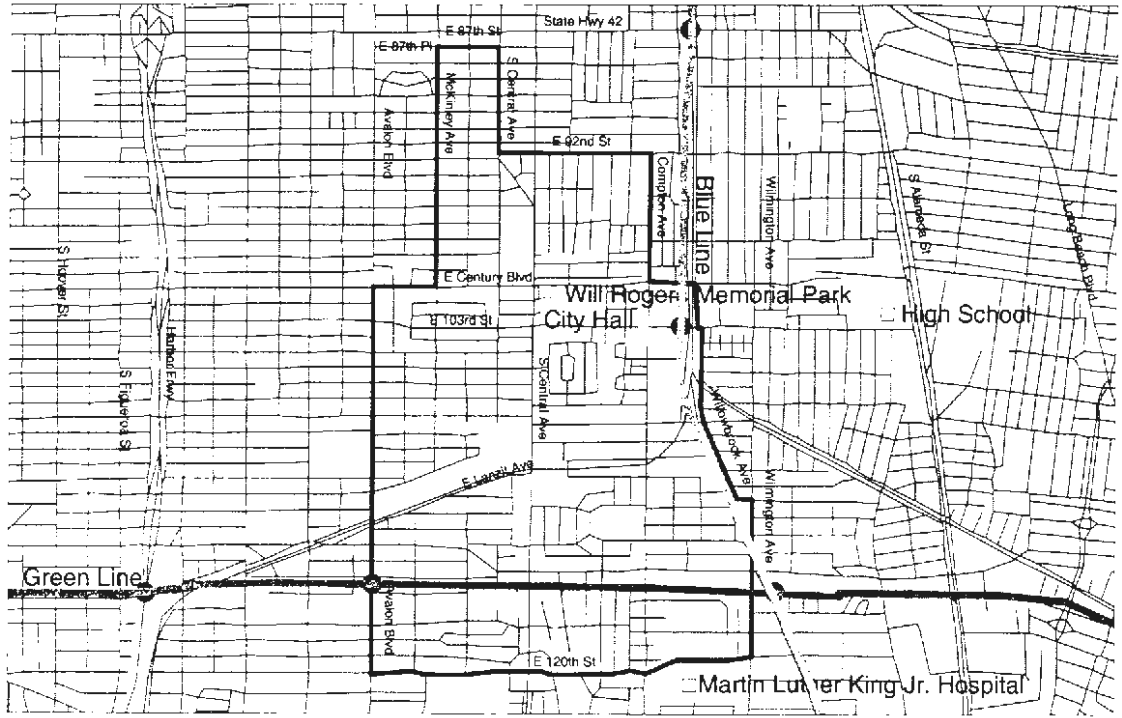
	AM Peak Vehicles	PM Peak Vehicles	Annual Revenue Hours	Annual Service Operating Costs
Before DASH Watts North	2	2	6,270	\$250,800
Total Line	2	2	6,270	\$250,800
After DASH Watts North	4	3	11,970	\$478,800
Total Line	4	3	11,970	\$478,800
Change DASH Watts North	2	1	5,700	\$228,000
Total Line	2	1	5,700	\$228,000

Routing Changes:

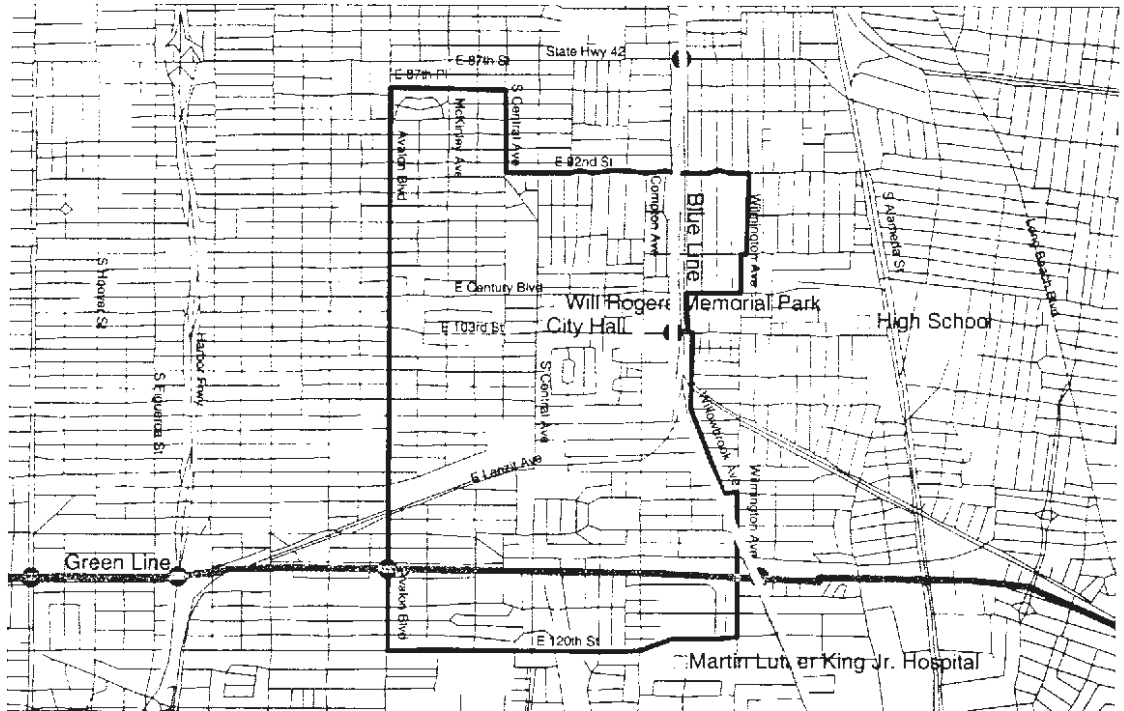
Please see attached map for routing changes

Current and Proposed Routes - DWN (DASH WATTS NORTH)

Current



Proposed





APPENDIX B

**Restructuring Plan
Detailed Operational and Performance Data**

EXHIBIT 2 OPERATING CHARACTERISTICS OF CONSTRAINED SERVICE PLAN FOR MID-CITIES AREA (September Weekly 1997)

LINE NO.	INTER-URBAN WITH	NAME	SECTOR DESCRIPTION	REGION IN MID-CITIES	SPAN OF SERVICE	DIST												MIDWAY												WEEKDAY												VEHICLES												AVERAGE VEHICLE HOURS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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APPENDIX C

Potential Tier Three Community Services

APPENDIX C: POTENTIAL NEW TIER 3 COMMUNITY ROUTES

The proposed Mid-Cities restructuring plan includes a limited expansion of the community route network in Tier 3, as constrained by the likely level of funding increases in the next 3-5 years. However, requests from the public and a review of the transit-dependent characteristics of the Mid-Cities reveals that there is a market for much more community-level service - as much as 50% more than the proposed level. This appendix contains preliminary suggestions for new community services in the Mid-Cities area, over-and-above the draft recommendations contained in the Restructuring Plan. It is intended as a reference point for developing new routes, as funding becomes available.

The suggested services are listed in order of priority, with the routes filling the greatest need and providing the highest ridership potential first. As general operating parameters, each service would run 7 days a week, with a span of service from 6:00 am to 6:00 pm. Also two-way 15-20 minute headways are assumed during the week and 30 minute headways on weekends.

Note that these are very preliminary route ideas. Specific spans of service, frequencies and routings require further refinement, including significant community input to better plan the routes. For reference purposes, preliminary maps of conceptual route alignments are attached.

1. MANCHESTER-FLORENCE CIRCULATOR

Whether it continues as a Smart Shuttle or is replaced by a conventional fixed-route community circulator, this service supplements the longer-distance grid service provided by MTA in this corridor by providing direct, transfer-free "L-shaped" access to key regional attractions such as the Pacific Blvd Shopping District, and connections to the Blue Line. This relieves the regional system for short trips that cut across the grid.

Number of Buses: Fixed-Route - 4 on weekdays and weekends;
Route-Deviation (Smart Shuttle) - 6 on weekdays and weekends.

2. CENTRAL-VERMONT-MAIN CIRCULATOR

Whether it continues as a Smart Shuttle or is replaced by a conventional fixed-route community circulator, this service supplements the longer-distance grid service provided by MTA in this corridor by providing direct, transfer-free "L-shaped" access to key regional attractions such as the Vermont-Slauson Shopping Center, and connections to the Green Line. This relieves the regional system for short trips that cut across the grid.

Ray's Boys Town has requested service on Main Street between 82nd and 110th Streets. While this is discussed as a stand-alone service under item 5 below, the option exists to replace either the Central or Vermont legs of this circulator with Main Street between Gage and 120th Street.

Number of Buses: Fixed-Route - 4 on weekdays and weekends;
Route-Deviation (Smart Shuttle) - 6 on weekdays and weekends.

2. KING-EAST CIRCULATOR

Comments: This LA community bounded by the Blue Line on the north and east, Figueroa on the west and Vernon to the south is on the fringe of downtown, and is heavily transit-dependent. While plenty of MTA services pass through the area, the buses are typically full on their way into and out of downtown, making both local circulation and access to the Blue Line difficult for local residents. Many east-west MTA routes in the area turn north into downtown, making east-west cross-travel difficult. Also, King Boulevard east of Broadway has no LADOT or MTA service.

Conceptual Routing: A circulator that serves the King Blvd. corridor between Central and Figueroa, and feeds the Blue Line at the San Pedro station. Other potential route segments to complete the circle include Figueroa, 23rd Street, Central Avenue or Hooper Avenue.

Approximate Route Length (one-way): 6 miles
Number of Buses: 4 on weekdays, 2 on weekends

3. HUNTINGTON PARK SHUTTLE

Comments: Although the Pacific Boulevard Shopping District is located outside Los Angeles city limits in the City of Huntington Park, it nevertheless remains a significant travel destination for residents in the eastern portion of the Mid-Cities. The Manchester-Florence Smart Shuttle provides direct access to the area for residents of the Manchester-Florence corridor, as well as longer-distance riders using the Manchester or Florence Blue Line Stations. However, comparable service for LA residents north of Florence does not exist. Also, the Blue Line Station is the only one in the area not served by a DASH route or a Smart Shuttle.

Conceptual Routing: A shuttle service connecting the LA community in the Slauson/Compton area to the Pacific Blvd Shopping District, providing full service along the length of the District from Slauson to Nadeau. This could be a rapid shuttle originating at the Slauson Blue Line station, or a longer loop that circulates in the neighborhood around the Slauson Recreational Center before heading to the Shopping District. Alternatively the service could be implemented as two shorter runs with a timed transfer at Slauson Station, one circulating through the neighborhood and one shuttling between the Station and Pacific Boulevard.

Approximate Route Length (one-way): 6 miles (from Slauson Station) or 12 miles (for longer loop through neighborhood).
Number of Buses: 4-8 on weekdays, 2-4 on weekends

6. JEFFERSON PARK CIRCULATOR

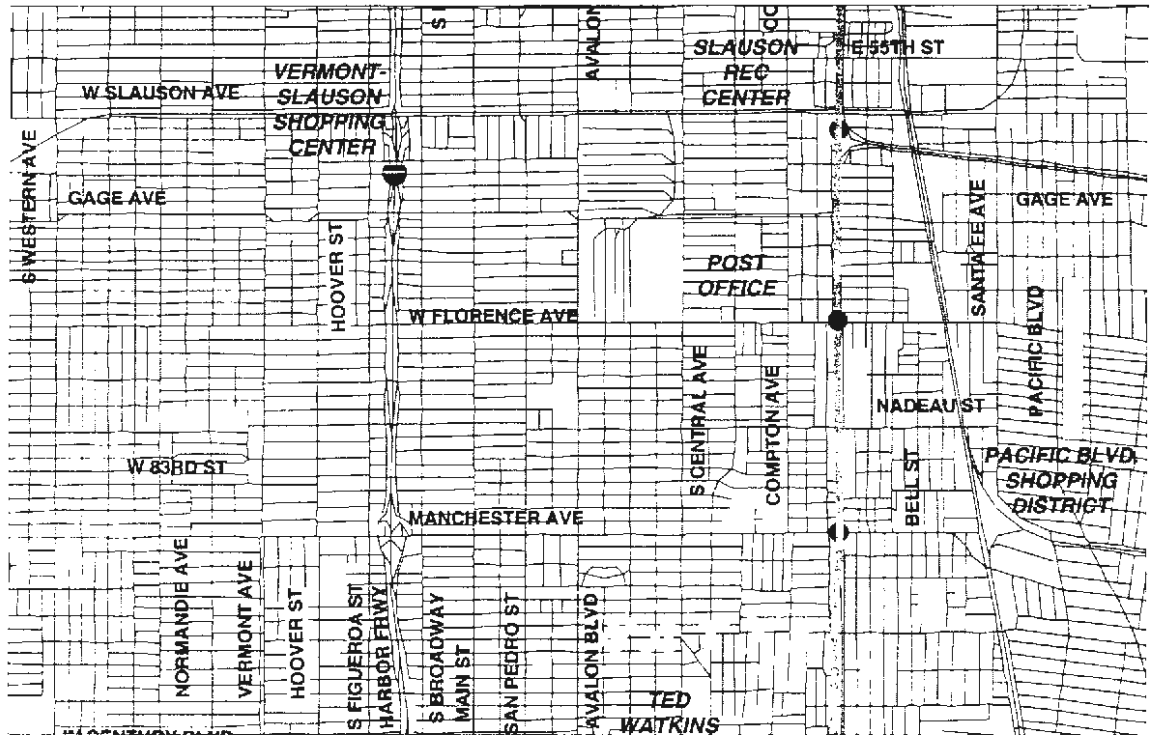
Members of the Jefferson Park Improvement Project have expressed interest in a new community route connecting the Jefferson Park neighborhood with the Crenshaw Mall. Residents along the Jefferson Boulevard corridor currently must transfer once to reach the Mall.

However, DASH Midtown serves the northern boundary of Jefferson Park on Adams Boulevard between Western Avenue and Crenshaw Boulevard, and provides a direct transfer-free ride to the Crenshaw Mall. Adams Boulevard is one-half mile north of Jefferson. Also, part of the Restructuring Plan includes rerouting MTA Line 42 from King Boulevard to Exposition Boulevard, which is one-half mile south of Jefferson. Route 42 also provides direct transfer-free service to the Crenshaw Mall, thus when this change is implemented, Jefferson Park residents will have access to two direct services to the Crenshaw Mall, both within a half-mile of Jefferson Boulevard. Therefore, a Jefferson Park Circulator is not recommended for implementation.

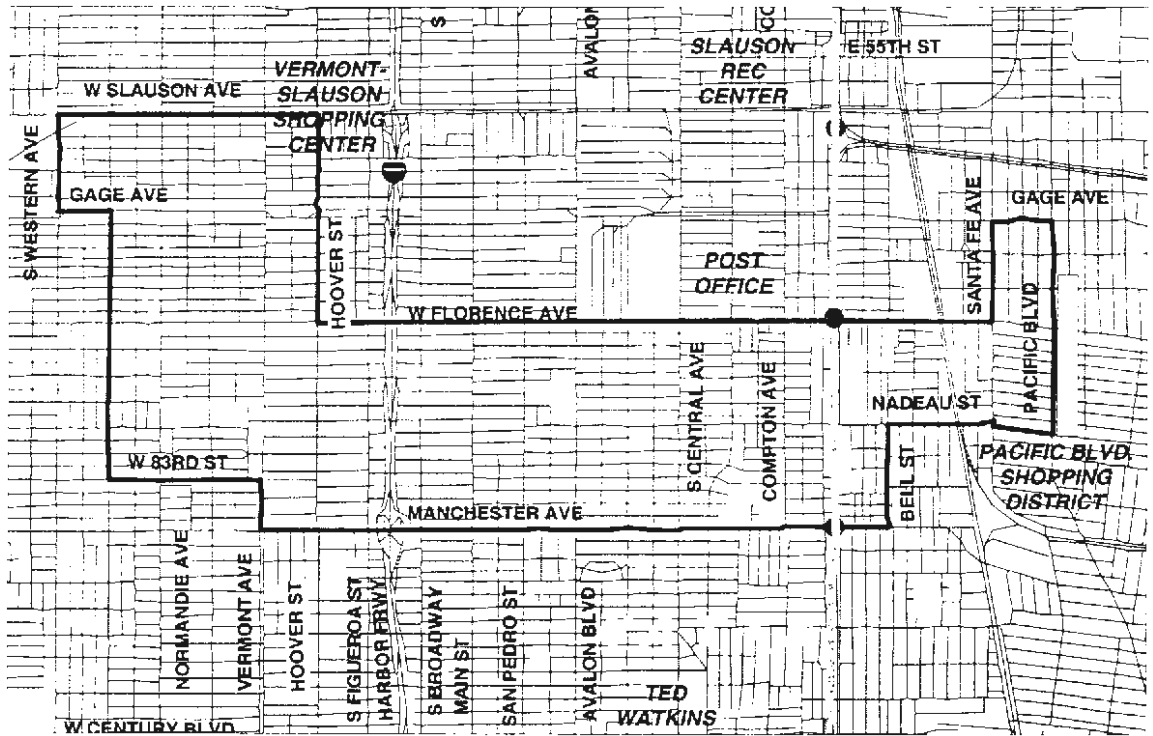
This recommendation should be revisited once the new West Angeles Cathedral development is completed. This complex, located at the intersection of Crenshaw Boulevard and Exposition Boulevard, is a sizable mixed-use project that features job training facilities, childcare and retail services. Two routes currently provide a direct connection along Crenshaw Boulevard from the site to the Crenshaw Mall (MTA Line 210/310 and DASH Crenshaw), and the proposed rerouting of MTA Line 42 will also provide this direct connection, as well as service along Exposition Boulevard. Nevertheless, the size of this development merits a second look to determine if additional service is warranted.

Conceptual Routing Only (Manchester- Florence Circulator)

Current

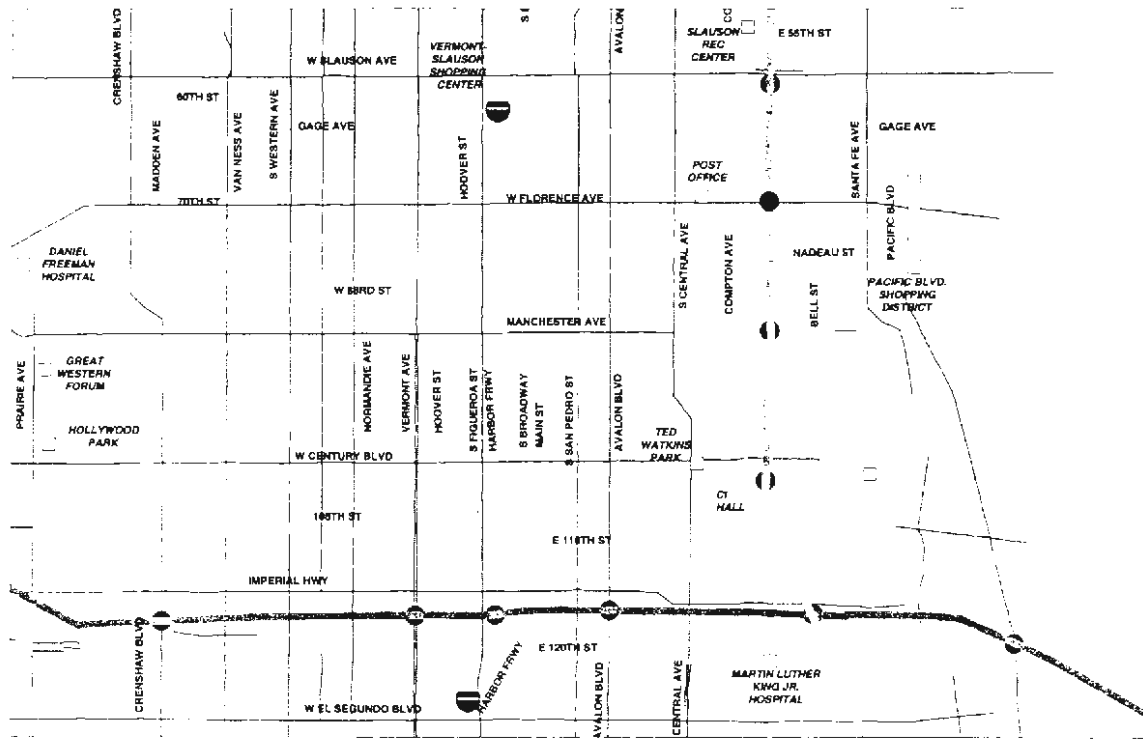


Proposed

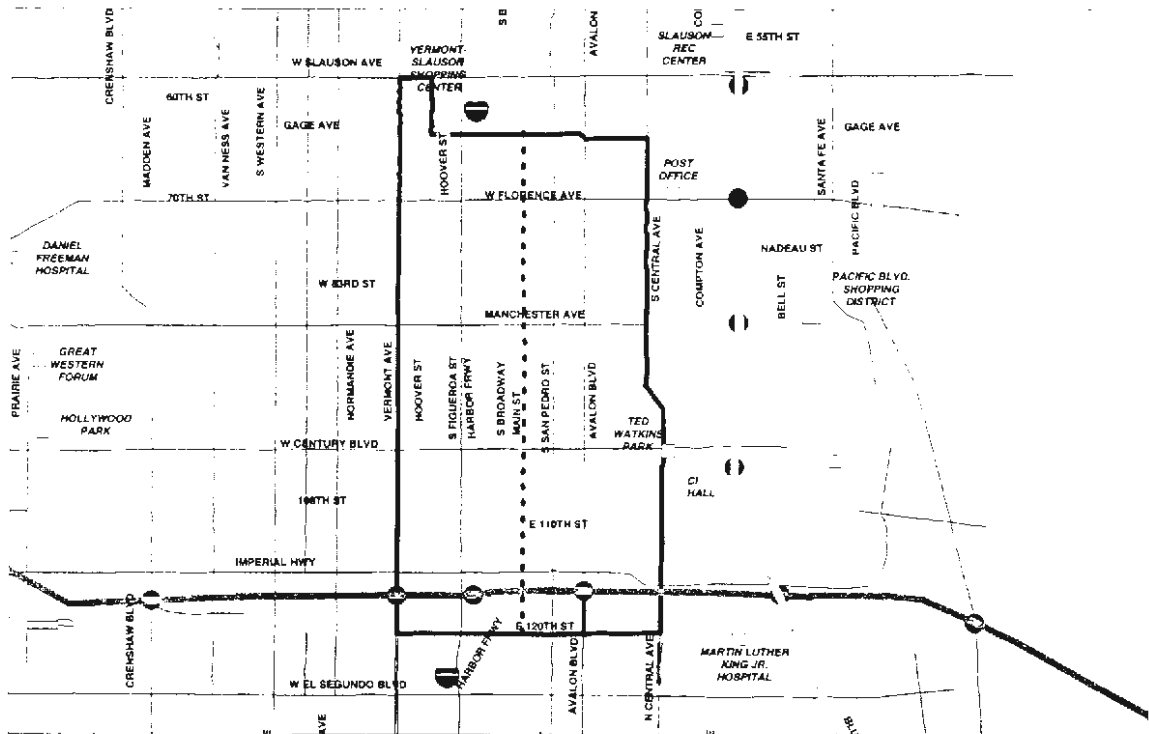


Conceptual Routing Only (Central- Vermont Circulator)

Current

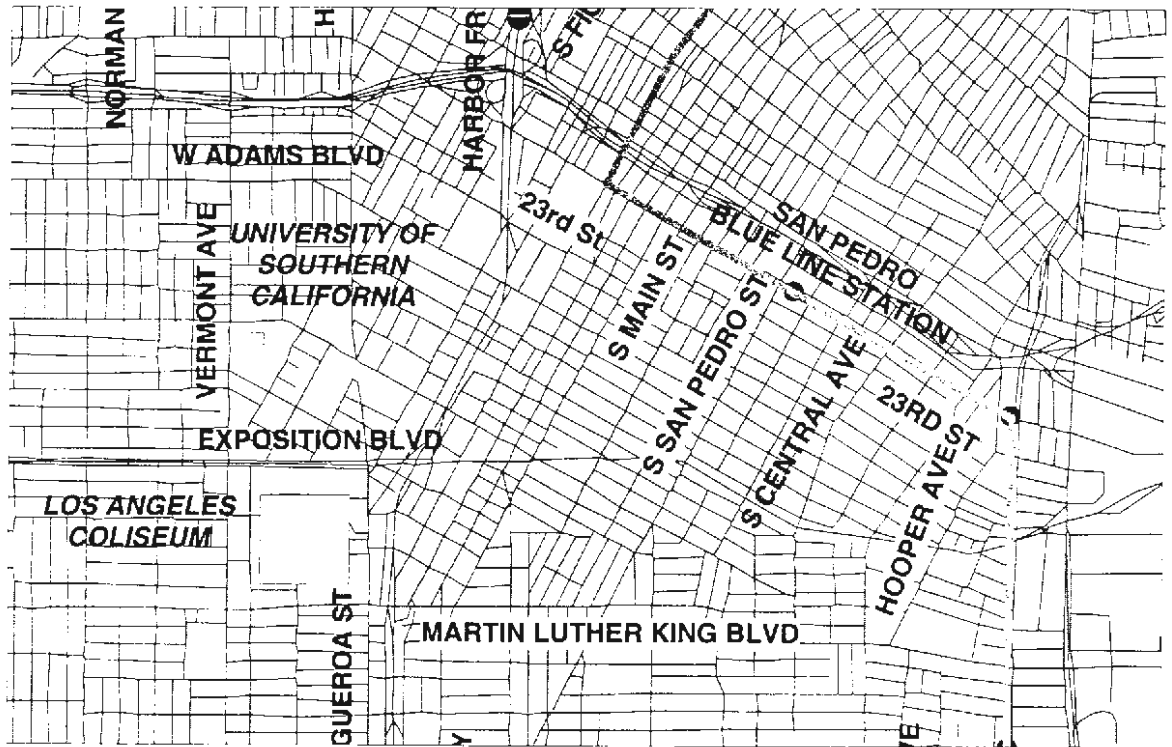


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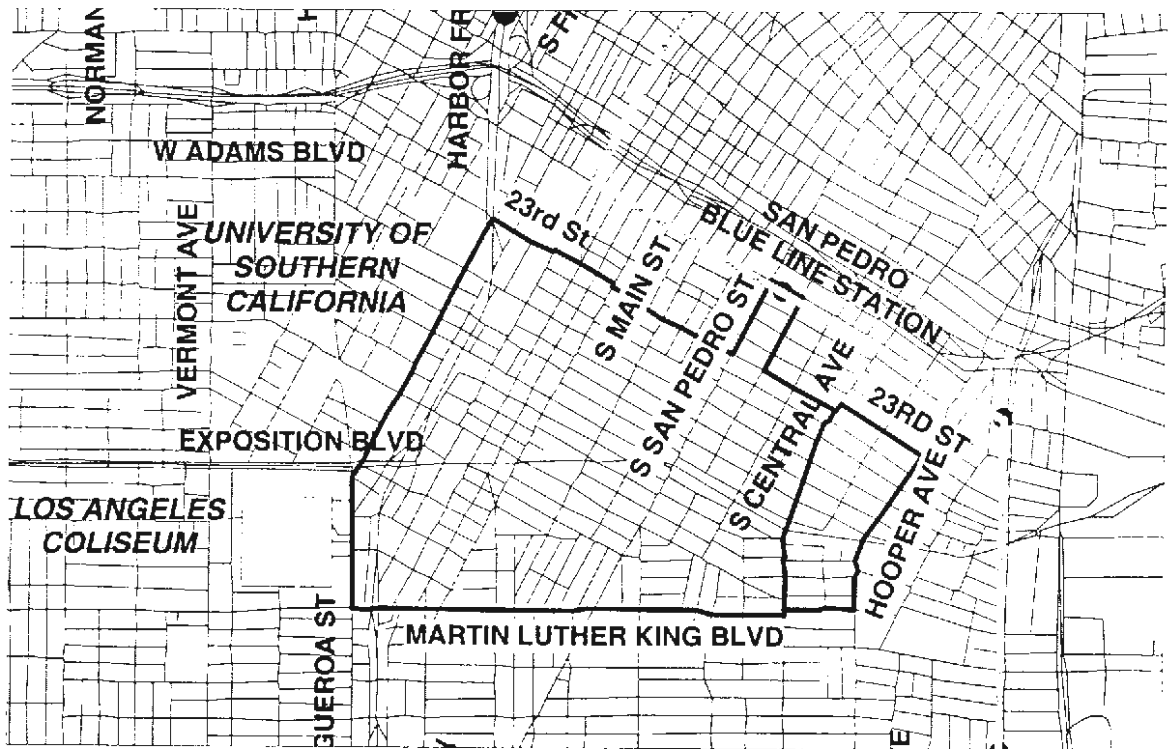


Conceptual Routing Only (King East Circulator)

Current

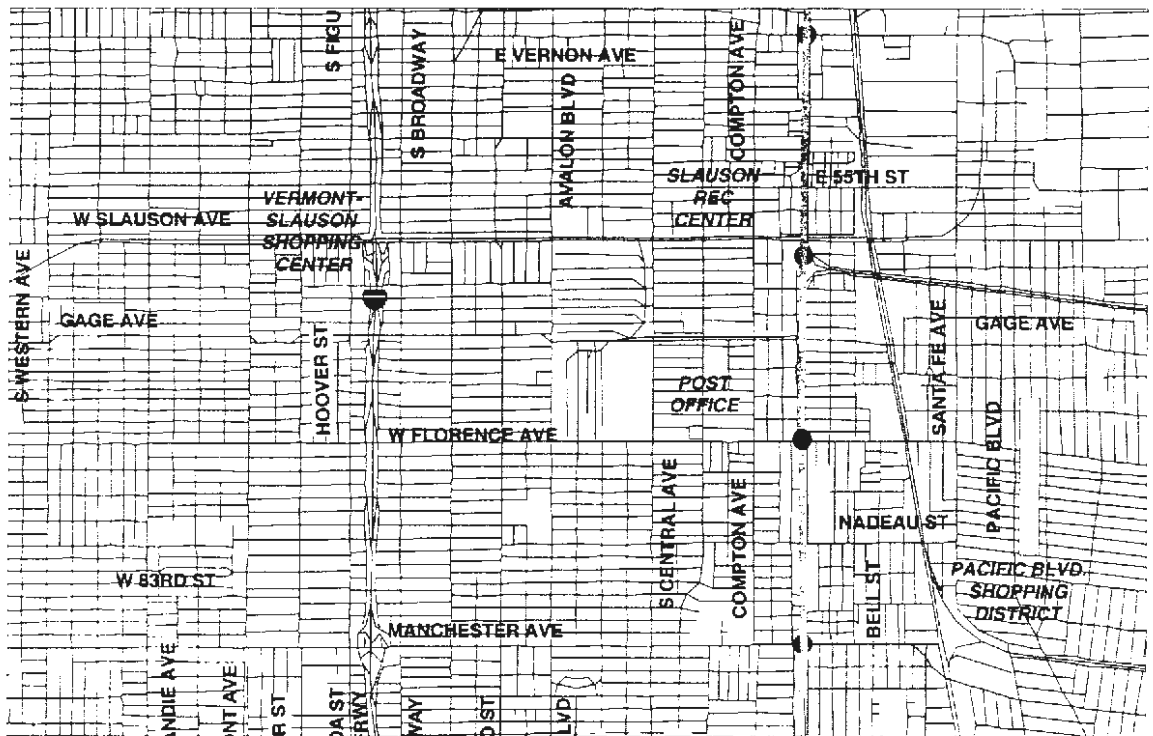


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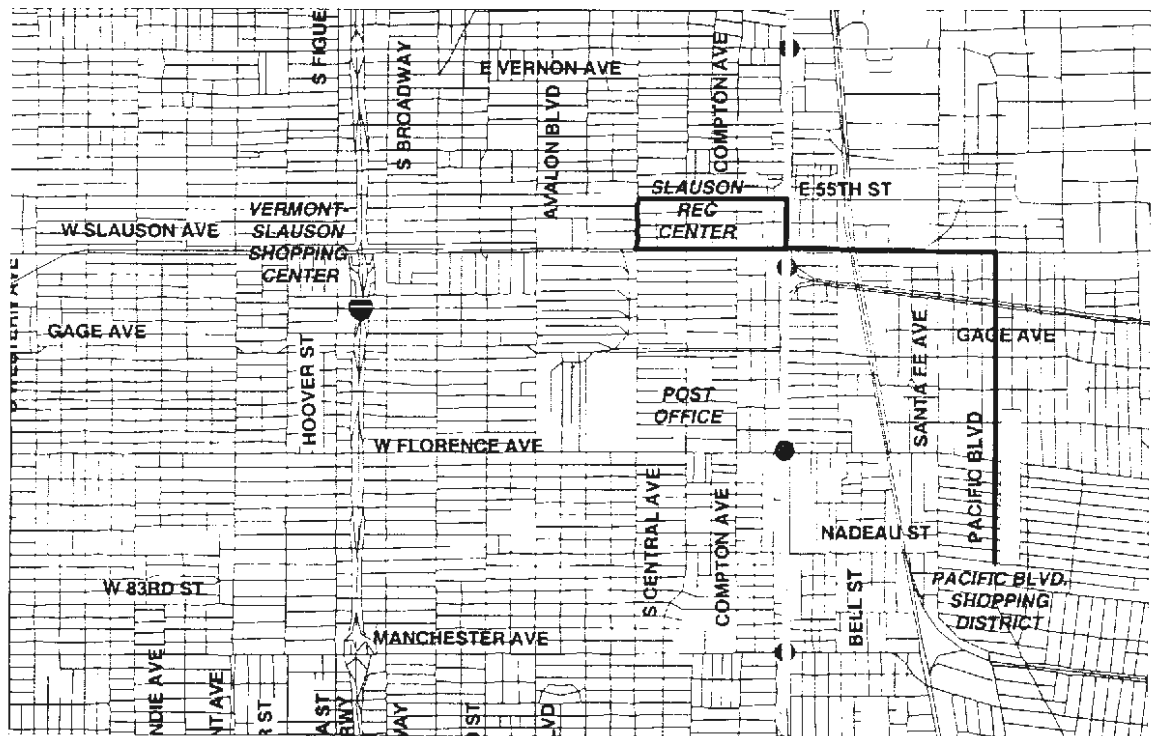


Conceptual Routing Only (Huntington Park Shuttle Circulator)

Current

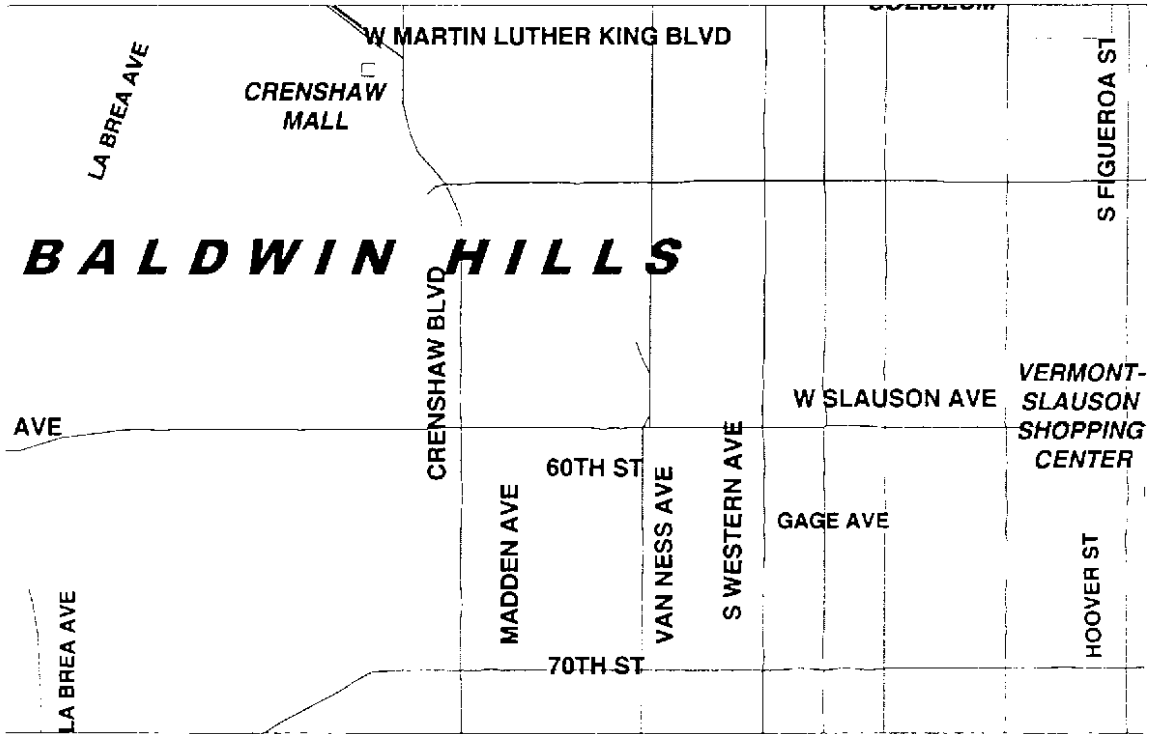


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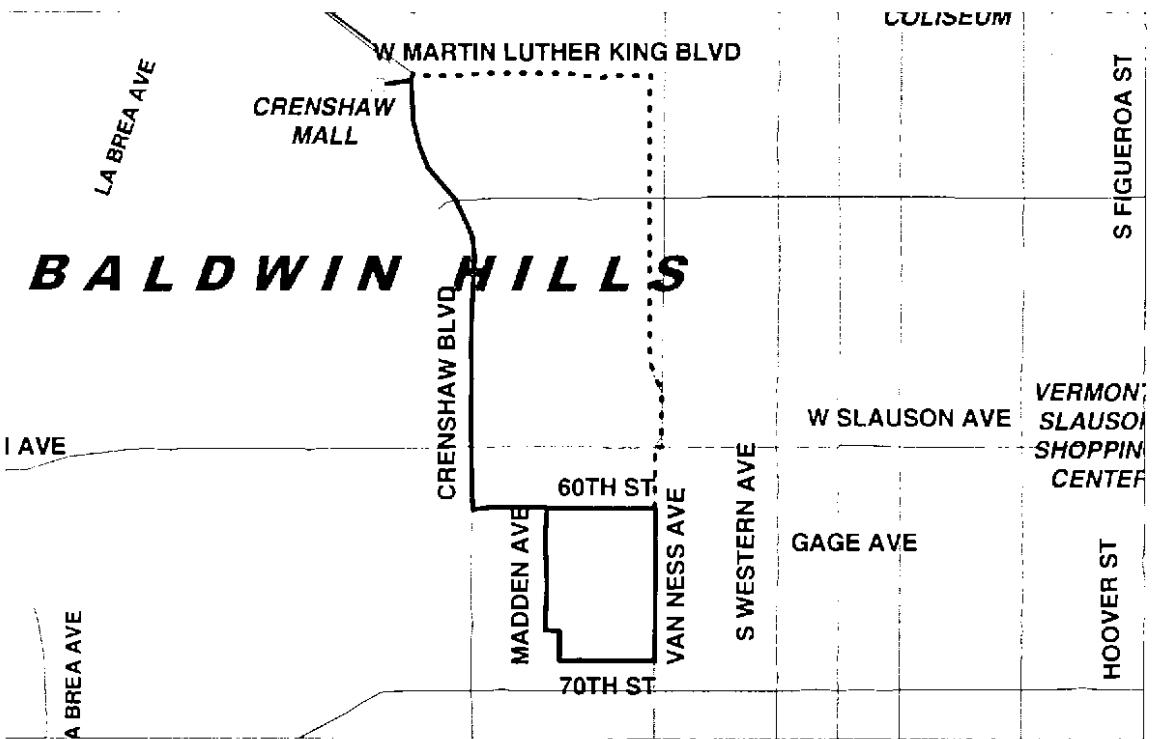


Conceptual Routing Only (Hyde Park Circulator)

Current

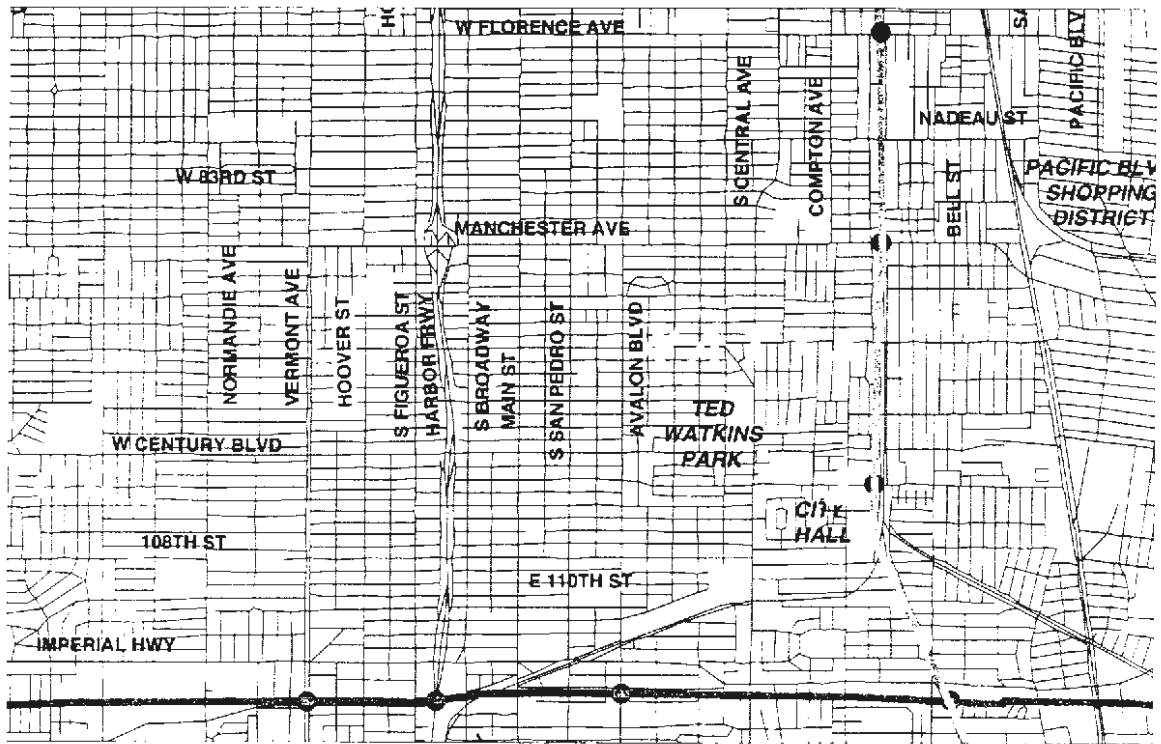


Proposed



Conceptual Routing Only (Main Street Circulator)

Current



Proposed

