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**Urban Mass
Transportation
Administration**

Providing Transit Technical Assistance: The Los Angeles County Experience

UMTA/TSC Evaluation Series

Interim Report
July 1986

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16. Abstract

This report presents an evaluation of a transit technical assistance program currently being provided for local officials by the Los Angeles County Transportation Commission (LACTC) in Los Angeles County, California. The program makes available to local officials in the county a variety of technical services which can help them in identifying their local transit needs and developing cost-effective solutions. The program was established following the passage of Proposition A, a 1980 Los Angeles County tax initiative that dedicates a portion of the county's sale tax revenues to the improvement of local transit services.

The evaluation describes the activities of the technical assistance program during the first two years of its existence. Based upon several cycles of in-depth interviews with involved local officials, the primary factors which influence the effectiveness of technical assistance programs of this kind are identified. An assessment is made of the impact that a technical assistance program can have in both the the short- and long-term on the type, quality and delivery of local transit services. Guidance is also offered to those considering the establishment of similar technical assistance programs at other sites across the country.

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PREFACE

This document was prepared under Task Directive DOT-TSC-1752-28 as part of the Service and Methods Demonstration (SMD) Program sponsored by the Urban Mass Transportation Administration (UMTA). This report describes and evaluates a transit technical assistance program presently being provided for local officials by the Los Angeles County Transportation Commission (LACTC) located in Los Angeles, California. The evaluation assesses the performance of the program over a two-year period and comments on the prospect of establishing similar technical assistance programs in other areas.

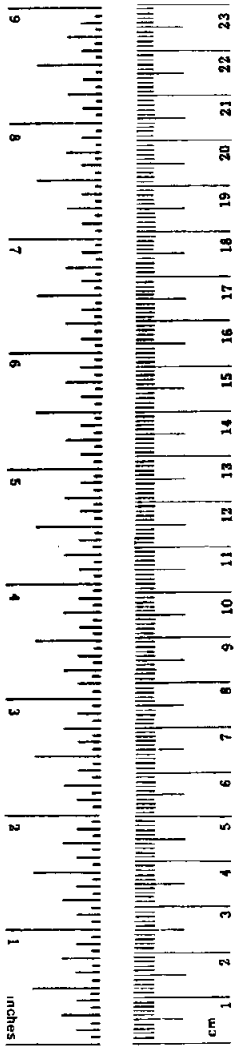
Cambridge Systematics had primary responsibility for the evaluation of the technical assistance program. David Friend, Cambridge Systematics' project manager for the evaluation, is the principal author of this report. The cooperation and assistance provided throughout the evaluation by Patricia Van Matre, Manager of LACTC's Local Assistance Programs, and by the technical assistance program staff, Alan Patashnick and Kristine Hill, are greatly appreciated. Valuable suggestions and guidance for this evaluation were provided by Bruce Spear and Lawrence Doxsey, the Transportation System Center's (TSC) current and former evaluation managers, and Larry Bruno, the UMTA project manager.

METRIC CONVERSION FACTORS

Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
	LENGTH			
in	inches	*2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
	AREA			
in^2	square inches	6.5	square centimeters	cm^2
ft^2	square feet	0.09	square meters	m^2
yd^2	square yards	0.8	square meters	m^2
mi^2	square miles	2.6	square kilometers	km^2
	acres	0.4	hectares	ha
	MASS (weight)			
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
	VOLUME			
tsp	teaspoons	5	milliliters	ml
Tbsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft^3	cubic feet	0.03	cubic meters	m^3
yd^3	cubic yards	0.76	cubic meters	m^3
	TEMPERATURE (exact)			
°F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C

*1 in = 2.54 (exactly). For other exact conversions and more detailed tables, see NBS Misc. Publ. 286, Units of Weights and Measures, Price $2.25, SD Catalog No. C13.10:286.



Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
	LENGTH			
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.6	miles	mi
	AREA			
cm^2	square centimeters	0.16	square inches	in^2
m^2	square meters	1.2	square yards	yd^2
km^2	square kilometers	0.4	square miles	mi^2
ha	hectares (10,000 m^2)	2.5	acres	
	MASS (weight)			
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	
	VOLUME			
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m^3	cubic meters	35	cubic feet	ft^3
m^3	cubic meters	1.3	cubic yards	yd^3
	TEMPERATURE (exact)			
°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F

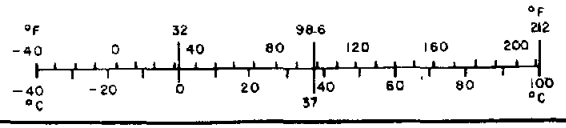


TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

AMTRAK	National Intercity Passenger Rail System
CalTrans	California Department of Transportation
CBD	Central Business District
DOT	Department of Transportation
E&H	Elderly and Handicapped
FAUS	Federal Aid Urban System
FHWA	Federal Highway Administration
LADOT	Los Angeles (city) Department of Transportation
LACTC	Los Angeles County Transportation Study
LARTS	Los Angeles Regional Transportation Study
MPO	Metropolitan Planning Organization
NCHRP	National Cooperative Highway Research Program
NCTRP	National Cooperative Transit Research Program
PTN	Public Transportation Network
RFP	Request for Proposal
SCAG	Southern California Association of Governments
SCRTD	Southern California Rapid Transit District
SMD	Service and Methods Demonstration
TAO	Transit Advisory Office
TDA	Transportation Development Act
TIP	Transportation Improvement Program
TRB	Transportation Research Board
TSC	Transportation Systems Center
TSM	Transportation Systems Management
UCLA	University of California at Los Angeles
UMTA	Urban Mass Transportation Administration

EXECUTIVE SUMMARY

In the fall of 1980, voters in Los Angeles County, California, approved a 1/2-cent sales tax increase and mandated that a portion of the additional revenue be returned to local officials to sustain or improve local transit services. In anticipation of the technical needs of local planners and administrators, a technical assistance program was established by the Los Angeles County Transportation Commission (LACTC) with funding from the Urban Mass Transportation Administration (UMTA) to help identify local transit problems and design cost-effective, innovative solutions. This technical assistance program is now in its third year of operation.

This evaluation describes the activities of the technical assistance program during the first two years of its existence. It describes the objectives of the program and how they changed over time, the technical services that were provided, the management and institutional setting of the program, and the kind of local transit programs that have been implemented in the county. Using this information, and the results of a series of in-depth interviews with select local officials, an assessment is made of the impact that a technical assistance program of this kind can have on the type, quality and delivery of local transit services. Guidance is also offered to those involved in the design of similar technical assistance programs at other sites across the country.

In Los Angeles County, it was found that there are measurable benefits associated with a technical assistance program that can be accessed with a minimum of effort, yet can respond quickly to local requests for

information and assistance. A technical assistance program that disseminates information on the kinds of transit projects being examined by others, assists communities in identifying their unique problems and needs, and which makes clear its relationship with area consultants is also viewed positively by local officials. The success of a technical assistance program also seems to be positively influenced by the establishment of personal relationships and mutual trust between the program and local staffs. The institutional setting in which the technical assistance program operates also has a significant impact on its effectiveness. The availability of funding for project planning, design, implementation, operations and maintenance is especially important.

Overall, it is concluded that a technical assistance program modeled after the Los Angeles experience can be effective in improving the quality, safety and accessibility of local transit services. However, the effectiveness of a technical assistance program that targets local officials will not always be evident in the short-term. The effectiveness depends on the establishment of relationships and the accumulation of knowledge on local conditions that can only occur over time. Also, its effectiveness cannot be measured solely by the number of new and innovative local transit programs that might be implemented in the targeted area. The influence the program has on the range of transit alternatives that are considered, the modification of inefficient service schedules, the discouragement of cost-ineffective projects, and the institutionalization of local transit planning are all equally important, although less visible and difficult to assess.

1.0 INTRODUCTION

1.1 OVERVIEW

During the past few years, there has been a dramatic shift in the relative roles of various government agencies in the planning and financing of public transportation improvements. In particular, funding priorities at the national level have made it clear that the federal government probably will not continue to support public transit capital and operating expenditures to the extent that it has in the past. This shift in the federal role has forced local officials to assume greater responsibility for the provision of public transit services.

Voters in Los Angeles County, California, responded to these fiscal pressures in the fall of 1980 by approving a 1/2-cent sales tax increase and mandating that a portion (25 percent) of the additional revenue be returned to local officials to "sustain or improve the level, quality, safety, and/or accessibility of transit services available either to the general public or to any group which requires special transportation assistance."[1] In anticipation of the technical needs of local planners and administrators, a technical assistance program was also established by the county with UMTA funding to help identify local transit problems and design cost-effective, innovative solutions. This technical assistance program is now entering its third year of operation.

This report describes and evaluates the technical assistance program which has existed in Los Angeles County during the past two years. As

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[1] Los Angeles County Transportation Commission, "Proposition A Local Return Program Guidelines," revised February 9, 1983, p. 4.

background, it describes the Los Angeles region, the agencies involved in providing public transportation, and the objectives and approach of the evaluation. The technical assistance program and its activities during each of the past two years are described next, and the types of transit assistance in greatest demand during this period are identified. Based upon the results of a series of interviews with participants in the program, an assessment is then made of the factors which have had an effect on the performance of the technical assistance program. Finally, the impact the technical assistance program has had on the type, quality and delivery of local transit services in the region is examined, and comments made on the prospect of establishing similiar technical assistance programs in other areas.

1.2 EVALUATION OBJECTIVES

The technical assistance program established in Los Angeles County has provided a unique opportunity to evaluate a local transit technical assistance program designed with the primary purpose of serving the needs of local officials (planners and administrators). Accordingly, it was the four-fold purpose of this evaluation to use the Los Angeles County experience to:

- identify the factors which influence the effectiveness of a technical assistance program of this kind;
- identify the types of technical assistance that are most useful to local officials and monitor how these information needs evolve over time;
- determine the impact that a technical assistance program can have in both the short- and long-term on the type, quality and delivery of local transit services; and,

- assess the potential for establishing similar technical assistance programs at other sites across the country.

1.3 EVALUATION APPROACH

To accomplish these objectives, the evaluation was designed to examine the four major areas of interest and related issues identified in Table 1-1.

The approach to the evaluation had both a descriptive and subjective component. On one hand, the evaluation describes the objectives of the technical assistance program and how they have changed over time, the technical services provided, the management and institutional setting of the program, and, ultimately, the kinds of transit projects that have resulted. On the other hand, the evaluation relies heavily on professional judgment, reached after conducting a series of in-depth interviews and analyzing the patterns and relationships evident from a data base of local transit project activities. This approach, with an emphasis on personal interviews, was used because the perceptions of the participants in a technical assistance program ultimately determine whether the program is effective in addressing the needs of local communities.

Two cycles of interviews were conducted to examine the dynamics of the interaction between the technical assistance program and local officials. On-site interviews were conducted during the weeks of September 12, 1983 and October 15, 1984 with local officials in each of a select number of cities, as well as with the technical assistance program staff.

TABLE 1-1. MAJOR EVALUATION ISSUES

Area of Interest	Issue
Identification of Local Needs	• Are local technical assistance needs difficult to define? • How do the technical assistance needs of local communities (and hence program objectives) change over time?
Production and Delivery of Technical Services	• How do the procedures for requesting technical assistance affect a technical assistance program? • Does the time necessary to respond to a request for assistance affect the extent of participation in a technical assistance program? • How does the quality and form of the technical assistance that is provided affect the use of a technical assistance program? • Does a technical assistance program's relationship with other sources of technical assistance influence its effectiveness?
Program Administration and Management	• Does the success of a technical assistance program depend upon the establishment of personal relationships and mutual trust? • How does the number of technical staff available and the nature of their technical expertise affect the success of a technical assistance program? • Does the institutional setting in which a technical assistance program operates have any impact on its effectiveness?
Measurement of Program Effectiveness	• Can a technical assistance program improve the quality, safety and/or accessibility of local transit services? Speed the implementation of local transit programs?

During the first evaluation cycle, a sample of ten cities in the county were visited. They were:

La Verne	Pico Rivera
Walnut	La Mirada
Temple City	South Gate
Arcadia	Lynwood
West Covina	Lakewood

Three of these cities--Arcadia, West Covina, and South Gate--were revisited during the second evaluation cycle to determine if any changes had occurred in their attitudes towards technical assistance. In addition, six new cities were visited as part of the second evaluation cycle. They were:

Carson	Bellflower
Monrovia	Bell Gardens
Pasadena	Glendale

The locations of the sixteen cities included in the evaluation are shown in Figure 1-1.

In general, the cities visited each year were selected on the basis of size, and the nature and level of their involvement in the local return program. More specifically, they were chosen because they included at least one city which during the previous year:

- had proposed no transit projects;
- had submitted multiple project applications for many different types of transit projects;
- had proposed to develop a new transit project (versus a proposal which simply continues or expands an existing project);
- had proposed to perform a transit needs study or alternatives analysis;
- had requested and received technical assistance from the technical assistance program; or,

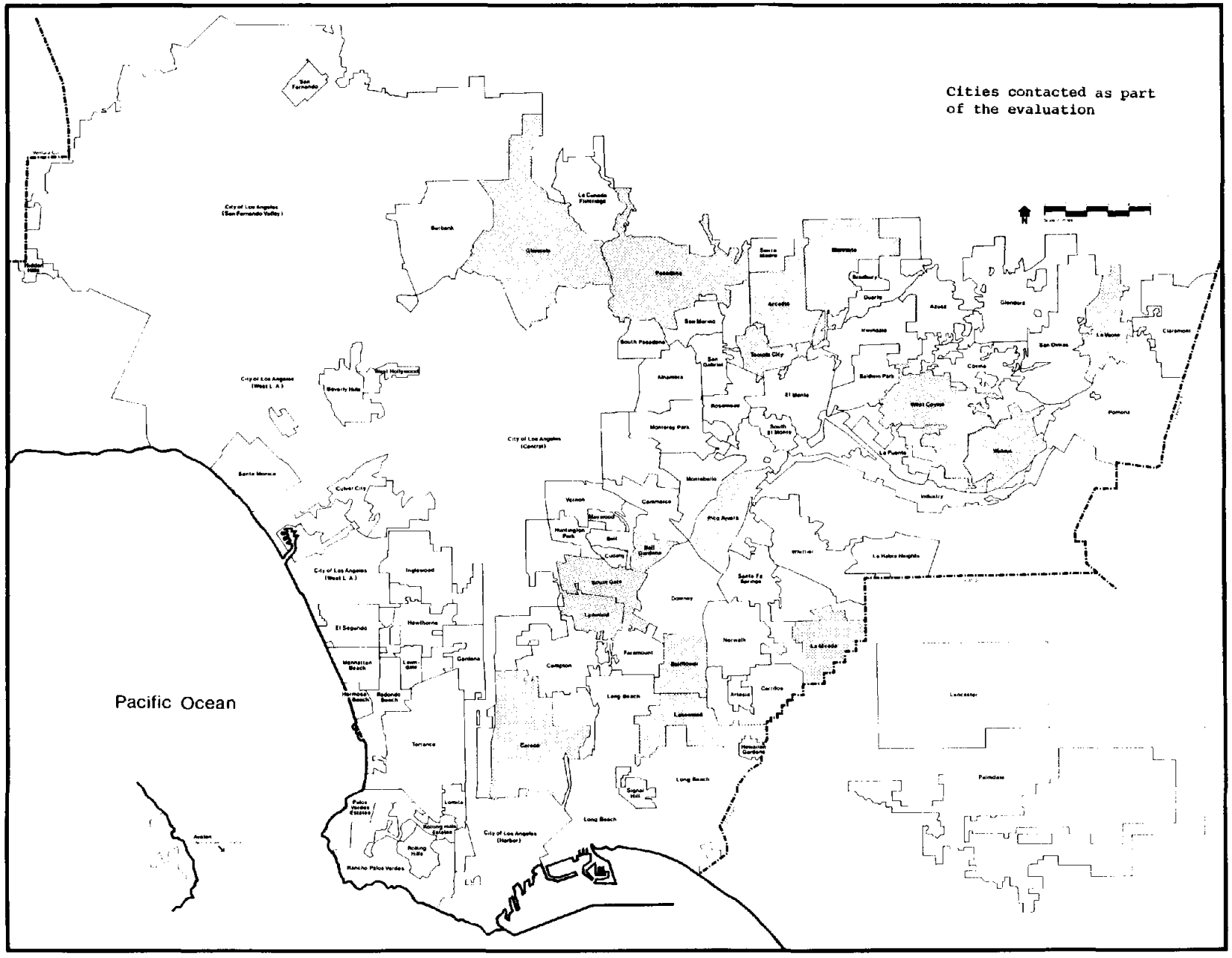

FIGURE 1-1. CITY BOUNDARIES WITHIN LOS ANGELES COUNTY

- had not requested or received assistance from the technical assistance program.

To facilitate these interviews, lists of general issues to discuss with the technical assistance program staff and local officials were developed. Copies of these lists are included in Appendix A. While each of the lists provided a structure and set of issues to address, the interviews were conducted in a way to encourage the participants to raise additional issues and pursue important concerns in detail.

Computerized project data files were also developed during each evaluation cycle. These data files were compiled from two existing--and constantly growing--sources of information: (a) Proposition A (Prop A) Local Return Project Description forms, and (b) quarterly audit reports, both of which are submitted by the local jurisdictions to LACTC's Local Assistance Program Office. These data files were used to profile the kinds of projects that were being proposed, to monitor the progress of projects towards implementation, and to provide an informative parallel to the changes recorded in the interviews. They were also used to provide the information necessary to select the cities in the initial evaluation sample and conduct the local interviews.

2.0 PUBLIC TRANSPORTATION PLANNING IN THE LOS ANGELES REGION

2.1 BACKGROUND

In 1980, the six-county Los Angeles metropolitan region had a population of approximately 10.5 million. This represented a 4.2 percent increase over the area's 1970 population. Los Angeles County, located at the center of this area, had a 1980 population of seven million, a slight population decline from 1970. Los Angeles County encompasses an area of 4,070 square miles characterized by its "dependence on the automobile, low density development, highway congestion, and severe air quality problems."[2] Within the county boundaries lie a total of 83 incorporated cities, in addition to numerous isolated areas of unincorporated land. These cities vary significantly in terms of their geographic size, population, the public transit services they provide or receive, and their future transportation needs. Population, for example, ranges from a low of 88 in the city of Vernon to a high of 3,071,120 in the city of Los Angeles. As shown previously in Figure 1-1, the city of Los Angeles serves as the central anchor of the metropolitan area. The city represents about 43 percent of the population of Los Angeles County and occupies just over 11 percent of the county's land area. Public transit services in the county include fixed-route bus service, demand responsive (dial-a-ride) services, route deviation bus services, a variety of para-transit services (taxis, subscription bus, etc.), and limited intercity

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[2]Frances Banerjee and Mark Alpers, "The Impact of Section 5 Funding Cutbacks on Transit Operations in Southern California," p. 1.

rail (AMTRAK).[3] These services are currently provided by the Southern California Rapid Transit District (SCRTD), 12 municipal fixed-route systems, and a variety of paratransit systems that are either self-operated by the municipality or operated by service contracts with other cities or private contractors. These transit services have been developed over the years (many of them recently) through the efforts of numerous agencies and organizations representing every level of government.

2.2 INSTITUTIONAL ARRANGEMENTS

Like many metropolitan areas, Los Angeles has a complex and fragmented institutional structure for dealing with transportation issues. A number of state, regional and local agencies are involved with different aspects of the financing, planning, operation and maintenance of the public transportation system for the region as a whole, as well as within Los Angeles County. Some understanding of the roles and responsibilities of these different agencies is necessary to define the institutional context within which the Los Angeles County technical assistance program was implemented. A brief description of each of the major agencies is provided below.

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[3] Southern California Association of Governments, "1980 Regional Transportation Plan"; also, Southern California Association of Governments, Transit Section, "Commuter and Express Bus Service in the SCAG Region: A Policy Analysis of Public and Private Operations." Prepared for UMTA, February 1982.

Southern California Rapid Transit District (SCRTD)

SCRTD was created by the California State Legislature in 1964 to operate the Los Angeles County bus system and to plan and implement a rapid transit system. In addition to the urbanized portions of Los Angeles County, it also serves portions of Orange, Riverside, and San Bernadino Counties. SCRTD is financed by UMTA funds, revenues from the state sales tax, and passenger revenues. In addition, it enters into service contracts with selected municipalities. SCRTD coordinates its planning with the Southern California Association of Governments (SCAG) through a number of advisory committees. The Los Angeles County Board of Supervisors exercises significant influence over SCRTD policy through the appointment of five of its eleven board members. The mayor of the city of Los Angeles appoints two members and the balance are appointed by a special county-wide selection committee which consists of one city councillor from each of 78 municipalities in the area. One appointment is made to the board by this committee for each of the four corridors into which the municipalities have been divided.

SCRTD, with an annual operating budget of over $330 million, is the largest of 30 transit operators which serve the Southern California region and is the major provider of fixed-route bus services in the urbanized portions of Los Angeles County. In addition to the bus system, SCRTD is proceeding with planning and engineering work for a rapid rail starter line in the Wilshire Boulevard corridor.

Southern California Association of Governments (SCAG)

Created in 1965 by the state legislature, SCAG is intended as a mechanism for coordinating activities and providing comprehensive planning for the 38,000 square-mile area defined by Imperial, Los Angeles, Orange, Riverside, San Bernadino, and Ventura Counties. However, SCAG has had a long history of difficulty in developing a regional consensus. This difficulty is not surprising, given the size of the area, the strength of local governmental units, and the number of municipalities in the region.

SCAG is supported by the 111 municipalities which are its members, and by grants from the state and federal governments. SCAG participates in the formulation of regional transportation policies, performs numerous regional transportation planning studies, and coordinates subregional transportation planning efforts. Within the area of transportation, SCAG focuses chiefly on planning issues that are long-range and regional in nature. Since 1971, it nas acted as the region's A-95 clearinghouse and, since 1975, has functioned as the Metropolitan Planning Organization (MPO) for the region as required by UMTA and Federal Highway Administration (FHWA) procedures. For the state, it prepares the region's contribution to the state transportation plan and plays a role in allocating state transit assistance funds among the transit agencies in the region.

The California Department of Transportation (CalTrans)

CalTrans was formed in 1972 by combining the Department of Public Works and a number of smaller agencies concerned with non-highway transportation modes. Since then, progress toward a truly multimodal focus at Caltrans has continued, but the emphasis remains on highway construction,

maintenance, and operations. Caltrans is unique among the major agencies involved in transportation planning in the Los Angeles region in that, as a state agency, it does not have to answer to local governmental bodies. Caltran's District 7 office is located in Los Angeles. The transportation planning group within District 7 is the Los Angeles Regional Transportation Study (LARTS), originally responsible for all aspects of regional transportation planning. As SCAG, SCRTD and LACTC were formed between 1964 and 1978 to meet new planning needs, these agencies took on some of LARTS' former responsibilities.

Caltrans also has been involved in transit planning in Los Angeles since 1971 as the result of its administration of California's Transportation Development Act (TDA), which provides funds (sales tax revenues) for subsidizing transit operations and its multi-modal statewide planning responsibilities.[4] The District 7 office has proposed and implemented a number of transit-oriented highway construction programs, including the El Monte busway and preferential ramp metering facilities.

Local Governments

A number of the 83 cities in the county also have played an active role in developing the county's overall transit system.[5] Ten cities in the county now own and operate municipal transit systems which

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[4]Gordon J. Fielding and Roy E. Glauthier, "Distribution and Allocation of Transit Subsidies in California," University of California, Institute of Transportation Studies, September 1976.

[5]Southern California Association of Governments, "Commuter and Express Bus Service in the SCAG Region: A Policy Analysis of Public and Private Operations," prepared for UMTA, February 1982, pp. 41 and 44.

provide fixed-route service: Long Beach, Santa Monica, Montebello, Torrance, Gardena, Culver City, Commerce, Norwalk, Cudahy and Duarte. Two additional cities--Carson and Sante Fe Springs--have contracted fixed-route systems. As shown in Appendix B, a number of cities have established municipal demand-responsive systems by either contracting with other cities or private operators.

With the exception of the city of Los Angeles, all cities in the county operate under a city council/manager form of government. The organizational framework and staff capabilities for administering transit plans and programs at the local level varies substantially from city to city. Although a number of cities in the county own and operate municipal transit systems or provide demand-responsive paratransit services, the administration of these services is not typically institutionalized as part of the city's management structure. Municipalities (or joint powers agencies) in the county that operate transit systems do so as publicly owned public utilities, while local paratransit services are typically publicly owned and privately operated or privately owned and operated (but publicly subsidized).[6] In most communities, transit decision-making appears to rest directly with the city council, with planning responsibilities falling either under a transportation department, the city manager or administrator, or the local departments of engineering, public works, public services, community development, human services, or parks and recreation.

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[6]Transportation Research Board, "Transit Ownership/Operation Options for Small Urban and Rural Areas," NCHRP 97, December 1982, p. 4.

In many of the cities, no individual or department had been assigned the responsibility for transit planning before the initiation of the county's local return program. Where transit responsibilities had been assigned, they were often assumed by individuals with little previous transportation experience and with numerous other responsibilities.

Los Angeles County Transportation Commission (LACTC)

In California, county government is strong and has independent taxing authority. Counties provide a wide range of services, particularly in unincorporated areas where they serve as the local government. Elected boards of supervisors oversee the county governments. While Los Angeles County has long taken an active role in planning in Los Angeles, in 1976 the state legislature supplemented the powers of all counties by creating a statewide system of county transit commissions (AB 1246). While this act did not impact Los Angeles in isolation, the inability of metropolitan agencies in Southern California to generate a regional consensus, to establish priorites for guidance in transportation funding decisions at the state level, and to carry capital construction projects through to completion was a major motivation for creating the county transportation commissions.

Thus, LACTC is the newest actor in the county's transportation planning process. Since its inception, this 12-member commission has been responsible for distributing all state and federal transportation funds in Los Angeles County, developing the county's Transportation Improvement Program, coordinating the operation of public transit services in the

county (AB 103), promoting the development and implementation of short-range capital and transit service planning projects, and overseeing the implementation of a regional rail transit system.[7] Since 1980, the commission has been evaluating the costs, operations, ridership potential, and land use compatability of numerous rail transit lines in the county. A Metro Rail line in the San Fernando Valley and a Long Beach-Los Angeles light rail line are currently in the design stages, while environmental analyses are now being performed for a rail transit line in the median of the proposed Century Freeway (Route I-105).

2.3 LACTC's LOCAL RETURN PROGRAM AND TRANSIT ADVISORY OFFICE (TAO)

Despite the activities and coordination efforts of the above groups, the prospects for public transit in Los Angeles County were not considered very good as recently as 1980. Planning analyses performed by SCAG (among others) predicted that inflation and the loss of UMTA Section 5 funds would result in a transit deficit approaching $140 million in 1986.[8] Faced with significant decreases in federal operating subsidies, transit operators--especially SCRTD--began analyzing the impacts of instituting fare increases, service reductions, and/or a combination of both.

Given legislative authority to seek a local sales or gas tax increase to finance public transit projects, LACTC responded to these conditions by

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[7]Los Angeles County Transportation Commission, "Mapping a Moving Tomorrow."

[8]Banerjee and Alpers, "The Impact of UMTA Section 5 Funding Cutbacks on Transit Operations in Southern California."

authoring a referendum which was placed on the November 1980 ballot.[9] Referred to as "Proposition A", this referendum proposed to increase the then 6-cent sales tax in the county by 1/2 cent, and use the revenue generated to lower bus fares, develop a regional rail rapid transit system, and provide funding for local public transportation improvement projects. Interestingly, the provision of Proposition A which called for local transit funding was considered by the commission and included in the referendum measure only after it became evident that the base of political support associated with the other items was too narrow and insufficient to ensure passage of the referendum. Proposition A was approved by 54.2 percent of the Los Angeles County electorate during the 1980 elections. After surviving an attack on the legality of Proposition A by groups concerned with limiting taxation, the county began collecting the additional sales tax--estimated to approximate $200 million annually--on July 1, 1982.[10]

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[9]Patricia Van Matre, Alan E. Patashnick and Kristine D. Beatty, "The Transit Advisory Office: An Approach to Technical Assistance in the Decentralized Environment." Paper presented at 63rd Annual Meeting of the Transportation Research Board, January 1984.

[10]The sales tax increase was originally scheduled to go into effect on July 1, 1981, but Proposition 13 advocates questioned its legality on the grounds that cities, counties and special districts, like LACTC, require a two-third voter approval--not a simple majority--before they can levy new property or special taxes. In an April 30, 1982 decision, however, the California Supreme Court ruled that LACTC was not bound by Proposition 13 because it had no power to levy property taxes.

Under Proposition A, 25 percent of the additional sales tax revenue generated each year (or about $50 million in FY82-83 and $60 million in FY83-84) is returned on a population formula basis to local jurisdictions for local transit. During the first 3 years of the program, the remaining 75 percent is earmarked for bus operating subsidies and development of a rail program. After the initial 3-year period, however, the rail program is guaranteed a minimum of 35 percent of the fund while the remaining 40 percent becomes discretionary. Consequently, bus operations will continue to be subsidized in 1986 only if it is decided by LACTC to use the discretionary funds for that purpose.

Having the responsibility for administering all Proposition A activities, LACTC responded to the local return requirement by developing guidelines which give local officials fairly broad discretion on how local return monies can be spent.[11] Under these guidelines, a local project is generally deemed eligible for Proposition A funding unless it does not benefit public transit users, or duplicates or competes with the transit services (exisiting or proposed) in another jurisdiction. Municipalities are given the year in which they receive their Proposition A monies, plus 3 additional years, to commit the funds for eligible transit projects. If not encumbered within that period, LACTC is given the authority to redistribute it to other jurisdictions.

LACTC recognized that many local city managers and councils would need assistance in making decisions regarding local transit improvements

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[11]Los Angeles County Transportation Commission, "Proposition A Local Return Program Guidelines," as most recently revised February 9, 1983.

and the effective use of Proposition A funds. Yet, the municipal staffs in many of the cities in the county lacked the time, educational training, professional experience, and technical skills appropriate to adequately identify local transportation problems, and develop and evaluate a realistic range of cost-effective solutions.

In recognition of these conditions, LACTC established a Transit Advisory Office (TAO) as part of LACTC's Local Assistance Program, with funding provided by UMTA.[12] The TAO was created to provide local officials with a fairly broad range of administrative, technical, and coordinative services designed to assist them in making their transit investment decisions. Figure 2-1 shows the organizational structure of the LACTC and where the Local Assistance Office and TAO fit into this structure. The TAO is currently in its third year of operation.

UMTA supported development of the TAO as a pilot technical assistance program which recognizes the importance of peer-to-peer interaction in promoting innovative transportation practices. It embodied many of the features of the Public Transportation Network, a recent nationwide effort by UMTA to improve its technical assistance program and encourage more widespread adoption of the "best practices" for managing and operating public transportation services. In addition, UMTA hoped that the

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[12]Los Angeles County Transportation Commission, "Application for Proposition A Transit Sales Tax Demonstration and Evaluation Program," submitted to UMTA, Office of Service and Management Demonstrations, May 28, 1982.

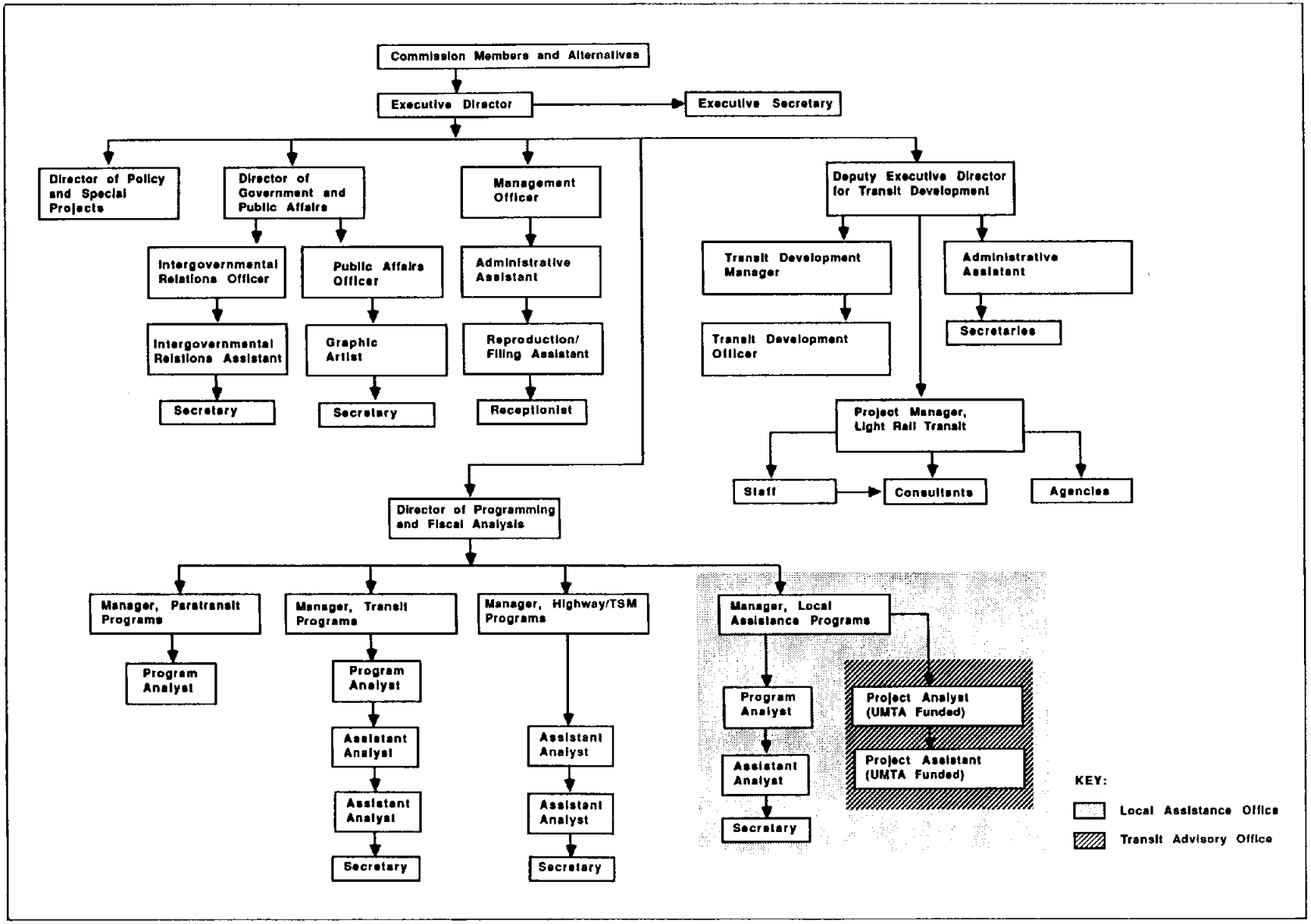

FIGURE 2-1. LOS ANGELES COUNTY TRANSPORTATION COMMISSION

technical assistance program would provide an opportunity to test the Urban Institute's "Short Range Transit Planning Guidelines."[13] These guidelines were developed to help local communities evaluate a range of transit service concepts. It was assumed that some of the communities receiving Proposition A funds might use these guidelines to determine the best use of the funds and provide a test of the effectiveness of this form of technical assistance material.

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[13]To assist local transit planners, the Urban Institute has developed with UMTA funding two guidance documents entitled, "Short-Range Public Transportation Improvements (Volume I)," and "A Casebook of Short-Range Actions to Improve Public Transportation (Volume II)." These documents identify the alternative short-range strategies typically employed by small- and medium-sized communities to satisfy various local transit objectives and to meet the needs of different target markets. Based upon a review and synthesis of local transit experiences nationwide, these guidance documents are oriented towards educating non-technical people interested in developing reasonable transit alternatives at the local level.

3.0 DESCRIPTION OF THE TECHNICAL ASSISTANCE PROGRAM

This section describes the technical assistance program in Los Angeles County and identifies the types of transit assistance that have been in greatest demand during the program's existence. As part of this description, the following material examines the changes over time in:

- the technical assistance needs of municipalities in the county as reflected by the types of local transit projects submitted for Proposition A funding;
- the objectives of the technical assistance program;
- the staffing and management of the technical assistance program; and
- the types of transit technical assistance that have been provided by the technical assistance staff.

3.1 PROJECTS FUNDED BY PROPOSITION A

Before describing the specific technical assistance activities undertaken by the TAO, it is helpful to know what kinds of local transit projects are eligible for funding under Proposition A, and what types of projects have generated the most interest at the local level during the past two years.

In general, local officials in the county have been given a great deal of flexibility under Proposition A in developing local transit projects. They can spend their allocated local return monies to: (a) continue existing transit projects (i.e. replace existing non-property tax funds); (b) expand existing transit services; or (c) initiate new, or restart previous, transit projects. Any one of the following types of projects are considered eligible for local return funding:

- Fixed-Route Transit
- Guideway Program
- General Public Paratransit
- Vehicle Modification Program
- Special Service Paratransit for Elderly and Handicapped (E&H)
- Vehicle Purchase Program
- Commuter Service (Express Bus)
- Bus Lane Modification Program
- Recreational or Special Event Transit
- Bus Pad Modification Program
- On-Board Transit Security
- Park-and-Ride Lot Program
- Subsidized Taxi Services
- Transit Facility Improvements
- User-Side Subsidies
- Transit Centers Program
- Ridesharing Program
- Direct Administration
- Transportation Planning
- Fund Exchange
- Bus Stop Improvements (benches, signs)

Not unexpectedly, this flexibility opened the door for a wide variety of responses by local jurisdictions. Figure 3-1 and Table 3-1 summarize local transit project activities from several important perspectives.

Figure 3-1 indicates that a total of 236 local projects costing just over $22.1 million were submitted and approved by LACTC during the period July 1, 1982 through June 30, 1983. In comparison, the number of local transit projects submitted and approved during the second year of the program was significantly higher, totaling 334 projects worth over $31.7 million. This increase in local project activity can be attributed to:

- An increase in the number of cities proposing Proposition A projects. At the end of the first year, 23 of the 83 municipalities had submitted no projects for funding. By the end of the second year, only 10 cities in the county had yet to propose a project.

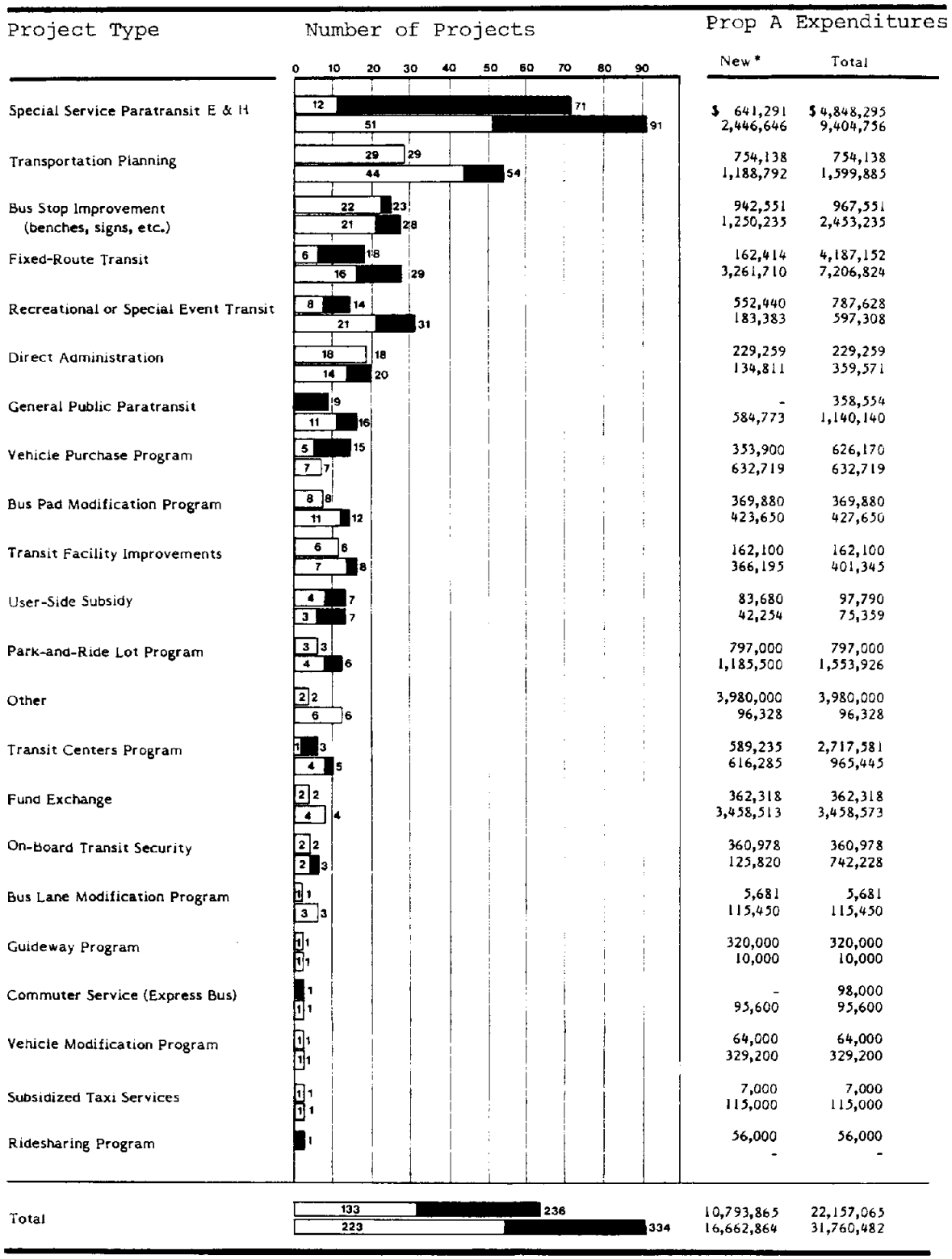

FIGURE 3-1. SUMMARY OF APPROVED TRANSIT PROJECTS BY TYPE: FY82-84

TABLE 3-1. SUMMARY OF APPROVED PROP A PROJECTS BY TYPE AND DATE OF SUBMITTAL: FY82-84

Year/Month	Total # Projects	Type of Project																					
		101	102	103	104	105	106	108	109	110	121	131	141	151	152	161	162	163	164	165	180	190	200
1982 June	2			2								1											
July	11	2		2	1	2						1							3				
August	19	2		7		1			1		3	1									4		
September	34	1	1	12		1		1	3		5	6			1						3		
October	27	1		10					1		5	5			2	1		1			1		
November	22	6		2		2					3		1	1	2				1	2	2		
December	19		3	8		2	1				2	3											
1983 January	27	2		5							2	4			3		5	2			1	1	2
February	9	1	2	3								1			2								
March	15			5					2		3	1			2		1				1		
April	35	1	3	12		2				1	5	1			1		1		1	1	6		
May	22	2	2	5		5	1				1	1			2		1				1	1	
June	58	7	2	28		6			1		5	1			2		1	1			3		
1983 July	55	10	3	14		6	1		1		7	5			1			1			5	1	
August	39	2		6		3			2		11	3	1				1		2	4	2	1	1
September	20		2	4		3			1		4				1	1	1		1		2		
October	22	2	1	7		1					8	1					1				1		
November	31	2	2	6		1			1		5	2		1	1		1		3		2	1	3
December	15			7	1							3					1	2		1			
1984 January	29	3	1	8		1					6	3				2	1	1	1		1		1
February	16	1	1	4		3	1				1	2					1		2				
March	17	1	1	2		1					3	4			1		3						1
April	12	1	1	1		3					2	1			1		1					1	
May	12	1		2		2	1		1		1	2									2		
June	3										1							1			1		
TOTAL	571	48	25	162	2	45	5	1	14	1	83	51	2	2	22	4	20	9	15	8	38	6	8

Project Codes:
101 Fixed-Route Transit
102 General Public Transit (e.g., Dial-a-Ride)
103 Special Service Paratransit E&H
104 Commuter Service (Express Bus)
105 Recreational or Special Event Transit
106 On-Board Transit Security
108 Subsidized Taxi Services
109 User-Side Subsidy
110 Ridesharing Program
121 Transportation Planning
131 Bus Stop Improvement Program
141 Guideway Program
151 Vehicle Modification Program
152 Vehicle Purchase Program
161 Bus Lane Modification Program
162 Bus Pad Modification Program
163 Park-and-Ride Lot Program
164 Transit Facility Improvements
165 Transit Centers Program
180 Direct Administration
190 Fund Exchange
200 Other (Specify)

Source: See Appendix E.

- An increased awareness on the part of city councils and city administrators that local return funds were not going to be allowed for non-transit programs.

- Changes made in the local administration of the program--i.e., shifts in local return project responsibility from one city department/official to another having more interest in the project; and,

- A fear on the part of some cities that they had to spend their local return monies soon or lose them.

Figure 3-1 also indicates that the types of local transit projects have not changed significantly during the two years of the program's existence. The most popular kinds of projects during each of the two years have been as follows:

FY82-83	FY83-84
• Special Service Paratransit E&H (71)	• Special Service Paratransit E&H (91)
• Planning/consultants (29)	• Planning/consultants (54)
• Bus Stop Improvements (23)	• Special Event Transit (31)
• Fixed-route Transit (18)	• Fixed-route Transit (29)
• Administrative Expenses (18)	• Bus Stop Improvements (28)
• New Vehicle Purchases (15)	• Administrative Expenses (20)
• Special Event Transit (14)	• General Public Paratransit (16)

The above types of projects also accounted for the majority of approved Proposition A expenditures during their respective periods.[14]

The most important information from Figure 3-1 is the number and type of new transit projects that have been initiated in the county. A new project is defined as one which did not exist during the previous year; as such, it may be a completely new project or concept in an area, or represent an expansion of an existing transit program. It is in the planning, design and implementation of new transit projects that a technical assistance program can be of greatest help. During the first year of the program, transportation planning studies (29)--chiefly consultant transit

[14]See the project listing in Appendix C for further detail.

studies--outnumbered all other new projects, followed by bus stop improvement projects (22), administrative expenses (18), and special service paratransit E/H projects (12). The remaining new projects during the first year were relatively small in number, as well as in size.[15]

During the second year, new local projects continued to be concentrated in the transit needs assessment (44), bus stop improvement (21) and administration (14) areas. Increasingly significant in importance, however, were special service paratransit E/H projects (51) and recreational/special event transit projects (21). The increase in paratransit projects was principally a reflection of the recommendations made in the transit needs assessment studies completed during the first year.

Table 3-1 summarizes the distribution of projects by date of submittal, and shows that there have not been any important patterns by project type over time. The distribution of projects over time--particularly new projects--can have an important effect on the resources and ability of a technical assistance program to provide the necessary services. As shown in the table, a number of cities apparently moved quickly during the first six months of the program to utilize their Proposition A funds to subsidize or continue the operations of existing fixed-route transit systems and paratransit operations in their areas. As expected, recreational and special transit proposals were most prevalent during the summer and holiday months, respectively. Also, there was a flurry of activity in the months just before the end of the fiscal year (June 30) as cities sought

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[15] See the project listing in Appendix D for further detail.

funding approval for the continuation of existing programs during the next fiscal year. With these exceptions, there does not appear to have been any discernible increase in activity or interest within a particular project category during the 2-year period. Similarly, there does not appear to have been any noticeable shift in interest between different types of projects during that time.[16]

Project activity was also examined from the perspective of the initiating city's population size. It was found that the general profile of projects initiated by cities of different population sizes did not differ noticeably. Cities in the county with populations less than 50,000 were apparently just as likely to enlist the assistance of consultants, initiate bus stop improvements, etc., as were cities with populations greater than 50,000. Project requests to fund administrative activities under the Proposition A program were more numerous from smaller sized cities, however. Similarly, but not unexpectedly, projects to undertake bus pad modifications and develop transit centers were more prevalent in areas with populations greater than 50,000, where bus operations were already well established.

3.2 TECHNICAL ASSISTANCE PROGRAM OBJECTIVES

Before describing the technical assistance program's activities, it is useful to understand the program's objectives. The objectives of the technical assistance program in Los Angeles County were initially defined

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[16]See the project listing in Appendix E for further detail.

in LACTC's application to UMTA requesting funds for the establishment of a TAO. At that time, the objectives of the program were framed to respond to three major problem areas or concerns:

- the administration of the Proposition A Local Return Program;
- the need to provide local jurisdictions with technical assistance; and,
- the need to foster coordination.

Table 3-2 identifies the program objectives which guided the TAO following its inception in July 1982. Compiled from various documents, and confirmed by personal interviews, the table also shows how the program's objectives have changed during the past 2 years.

As shown in Table 3-2, it was the initial intent of the TAO staff to devote a portion of its time and resources to the administration of the local return program. As expected with the establishment of any new program, there was a great deal of administrative confusion on the part of local officials over how to apply for Proposition A funds. By their association with LACTC and the local return program, the TAO assumed an important role early on by accepting some of the administrative burden that accompanied the start-up of the program. Over time, however, the TAO moved to minimize its involvement in the local return program in order to devote more time to the technical assistance function.

The objectives of the technical assistance program also became clearer, more specific, and measurable as the program matured. As shown in Table 3-2, the first year objectives of the program were defined in such general terms as:

TABLE 3-2. SUMMARY OF TECHNICAL ASSISTANCE PROGRAM OBJECTIVES: FY82-84

June 1982

	General Objectives	Refinement
Administration	• Assist in the administration of the Prop. A local return program	
Technical Assistance	• Advise local jurisdictions on project selection, planning, analysis and implementation • Encourage use of a wide variety of transit, paratransit and TSM techniques • Ensure that proposed projects are consistent with local needs and objectives • Minimize LACTC involvement as project implementor or consultant; advise local jurisdictions on opportunities for consultant use; maximize LACTC involvement as facilitator	• Provide cities with assistance in their transportation planning efforts • Aid in the development of a wide range of alternatives designed to meet a community's own particular transit needs • Assist in project selection, monitoring, and evaluation, and in matters concerning the use of private consultants
Coordination	• Encourage efficient service provision and minimize service duplication • Maximize LACTC involvement as project coordinator	• Encourage transit service coordination • Encourage inter-city cooperation, coordination and consolidation of services • Encourage development of joint purchase agreements (e.g., bus shelters and benches)

TABLE 3-2. SUMMARY OF TECHNICAL ASSISTANCE PROGRAM OBJECTIVES: FY82-84 (Continued)

June 1984

	Specific Objectives
• Assist in project alternatives research and analysis and in preparing RPPs • Assist in the design and implementation of Prop. A projects	• Intensify program of technical assistance to recipient jurisdictions, especially when cities are interested in coordinated multi-city paratransit systems - By 9/30/83, brief city managers and other city associations about the changing fiscal picture for transit service in 1986 (w/ Local Assistance Staff) - Target for assistance those 15 cities who have not developed any Prop A projects by 11/1/83 - By 11/30/83, recontact all 68 remaining cities in effort to provide further initial technical assistance - By 12/30/83, conduct workshops with groups of cities to discuss transit service changes in FY86 and how to make optimum use of Local Return Funds (w/ Local Assistance Staff) - Work with Local Assistance & Transit Sections in preparing and implementing 1985 City Options Plan by 4/30/84 - By 4/30/84, conduct follow-up workshops with cities to assist in planning their Local Return expenditures - By 5/15/84, conduct minimum of 4 transit planning workshops designed to aid cities considering or already operating local and regional transportation services
• Assist in possible coordination efforts with nearby cities	• Ensure coordination between cities and between transit operators and cities in the provision of transit service funded from Prop A Local Return Funds - Assist the eight cities and county unincorporated areas in the East San Gabriel Valley who are participating in a transit needs assessment study scheduled to conclude by 4/15/84 - By 6/30/84, work jointly with LACTC Paratransit Section to identify 3 groups of cities potentially interested in paratransit coordination

Sources: Los Angeles County Transportation Commission, "Application for Proposition A Transit Sales Tax Demonstration and Evaluation Program," submitted to UMTA, Office of Service and Management Demonstrations, May 28, 1982, Exhibit C.
Los Angeles County Transportation Commission, "Proposition A Local Return Program Guidelines," as revised February 9, 1983, pp. 11-13.
Letter sent to all Los Angeles County cities by LACTC announcing the staffing and available services of the TAO.
TAO progress reports (monthly).
Patricia Van Matre, Alan E. Patashnick and Kristine D. Beatty, "The Transit Advisory Office: A Model for Technical Assistance in the Decentralized Environment." A paper prepared for the 1983 Annual Meeting of the Transportation Research Board.
Los Angeles County Transportation Commission, Management Report, FY83-84.
Interviews with TAO staff conducted by Cambridge Systematics, Inc. during September 1983 and October 1984.

- assist in the administration of the local return program
- provide cities with assistance
- aid in the development of a wide range of alternatives
- assist in project selection, monitoring and evaluation
- assist in project alternatives research and analysis
- encourage transit service coordination

These statements of program objectives indicate that it was the intent of the TAO during its first year to be flexible in its approach and provide local officials with a very broad range of technical services. This approach was considered necessary while the TAO assessed the technical needs of communities. By contrast, the program's technical objectives during the second year of the program were much more focused, identifying target cities as well as completion dates. This reflected the program's increasing familiarity with local conditions and intent to assume a more active role in local transit decision-making.

3.3 TECHNICAL ASSISTANCE PROGRAM STAFFING AND ACTIVITIES

The TAO is staffed by two professionals: a transportation analyst and an assistant transportation analyst hired for a 2-year term by LACTC with the UMTA demonstration grant monies. The current transportation analyst has been involved with the technical assistance program since its beginning and came to LACTC from a regional transit district. The current assistant transportation analyst is now the second individual to have held that position, having replaced another person when the technical assistance program was roughly 6 months old. This individual has a less extensive formal transportation background than the transportation analyst, but also worked briefly for a transit authority. The TAO is an autonomous office, although it is organizationally affiliated with LACTC's Local

Assistance Program and under the direct supervision of the Manager of Local Assistance. An organizational chart of the LACTC including the Local Assistance Program and TAO was presented earlier as Figure 2-1.

Since the beginning of the technical assistance program, the TAO has established contact with designated local officials in all of the cities in the county. Most of this local contact has been with city staff (engineers, planners and administrative aids), although more direct contact with local elected officials has taken place recently. Also, the TAO staff has divided the county into sectors and assigns staff members as coordinators for specific sectors. The designation of sector coordinators was made in hopes that it would enhance relations between the TAO and involved city staff, increase the TAO's knowledge of local conditions, and improve its ability to identify appropriate transit alternatives and project coordination opportunities. Importantly, there has not been the same continuity of staff at the local level as there has been in the TAO. Normal staff turnover, new appointments and reassignments of responsibility within local governments has resulted in the appointment of 14 new local contacts during the second year of the program.

Tables 3-3 through 3-5 identify the actual activities and services that have been performed by the TAO staff during each of the past two years of the technical assistance program. Compiled from various sources, these tables provide a detailed listing over time of the services provided by the TAO in the administrative, technical and coordination areas, respectively. Close examination of the information in these tables support several important findings.

TABLE 3-3. SUMMARY OF ADMINISTRATIVE ACTIVITIES PERFORMED BY THE TRANSIT ADVISORY OFFICE: FY82-84

FY 1982-1983	FY 1983-1984
• Contacted and personally visited all cities (except Bradbury, Industry and Vernon) in Los Angeles County to discuss Prop. A planning efforts and project eligibility.	• Contacted all cities in Los Angeles County to remind them of the end of the fare reduction program on July 1, 1985. Encouraged cities to begin formulating their own strategies--e.g.,joint efforts, user-side subsidies, contracting services, etc.--for dealing with the situation.
• On as needed basis, provided cities with clarification on use of Prop. A funds (e.g. Monrovia - use of funds for select school - home service and compliance with California Motor Vehicle Codes); also met with several municipal associations to explain local return program (e.g. Municipal Management Assistants of Southern California).	• Participated in interview process for positions at LADOT
• Assisted in refinement of LACTC "Local Return Guidelines".	• Attended UMTA/FHWA transportation seminar in Washington, D.C.
	• Met with Hughes Aircraft commuter bus project manager to discuss private sector role in ridesharing and commuter transit projects.
	• Met with Ridesharing coordinator for Aerospace Corp. in El Segundo; reviewed level of investment by area corporations in ridesharing programs and potential for public/private partnerships.
	• Attended annual conference of Southern California Chapter of the Assoc. of Ridesharing Professionals.
	• Attended and participated in Annual TRB Meeting in Washington, D.C..
	• Attended Women's Transportation Seminar meeting (Los Angeles chapter to be formed will provide opportunity for networking).
	• Attended meetings of Municipal Management Assistants of Southern California.

Source: TAO progress reports; staff interviews; city files.

TABLE 3-4. SUMMARY OF TECHNICAL SERVICES PROVIDED BY THE TRANSIT ADVISORY OFFICE: FY82-84

City	FY82-83 Service/Activity	FY83-84 Service/Activity
Agoura Hills		• Assisted in analysis of alternatives, including identification of methods for establishing joint services with City of Westlake Village. Provided information on contracting and coordination
Alhambra		• Assisted city in development of paratransit service modifications
Arcadia	• Provided list of bus shelter manufacturers and information on different shelter types and costs	
Avalon	• Assisted in preparation of RFP for evaluation of community transit needs; provided copy of "consultant checklist"; reviewed consultant proposals for technical merit	• Pursued with city hiring of consultant to perform needs assessment; evaluated consultant recommendations; met with city frequently to discuss recommendations of TDA Article 8 Hearing Board
Azusa	• Provided list of bus shelter manufacturers and information on different shelter types and costs	
Bellflower		• Assisted in design of transit awareness and attitudes survey; provided technical review of consultant feasibility study recommendations; now providing on-going assistance to ad-hoc transit committee
Beverly Hills	• Researched and provided information on transit marketing techniques	• Assisted city in evaluation of downtown parking shuttle service; advised city on implementation of taxi coupon subsidy program
Burbank	• Provided list of transportation planning consultants	• Participated in consultant interviews for transit needs study
Carson	• Provided guidelines for evaluation of transit operators	• Attended public hearing on city's new 6-line fixed route system ("Carson Circuit"); outlined program to incorporate interagency transfer agreements between the city of Carson and other operators providing service to the city; provided assistance in service evaluation
Compton		• Provided list of bus shelter manufacturers; discussed rail issues and options with city in coordination with LACTC Rail Development Section
Cudahy	• Researched and provided information on transit marketing techniques	
Culver City		• Assisted Culver City Municipal Bus Lines in review of computer information needs and development of RFP for a management information system program
Duarte	• Provided list of companies which offer transit insurance; provided list of van manufacturers; and provided list of bus shelter manufacturers	
El Segundo	• Provided information on zoning ordinances designed to require ridesharing program	

TABLE 3-4. SUMMARY OF TECHNICAL SERVICES PROVIDED BY THE TRANSIT ADVISORY OFFICE: FY82-84 (Continued)

City	FY82-83 Service/Activity	FY83-84 Service/Activity
El Monte	• Assisted in preparation of RFP for taxi/van services; provided bus delay information, average bus occupancy data, and travel time data for specific routes in city; and provided list of bus shelter manufacturers	
Glendale	• Provided sample RFP for transit needs assessment; reviewed the RFP prepared by city	• Assisted in review of consultant plans for fixed route downtown shuttle, and advised city on route structure, headways, equipment procurement and service contract; researched information on van manufacturers and van specifications
Hawthorne	• Estimated a budget for provided E&H service in the city; provided list of bus shelter manufacturers	
Hermosa Beach		• Provided technical review of proposed joint project with Manhattan Beach; also conducted route inspection and provided coordination assistance
La Granada-Flintridge		• Advised city on solutions to park-and-ride lot problem; provided a survey to assess public interest in transit service to the facility and a cost estimate for contracting with a private operator
Lakewood		• Conducted cursory evaluation of city's paratransit service and the fixed-route and paratransit services provided by a neighboring jurisdiction within Lakewood boundaries
Lawndale	• Reviewed proposed public survey re: city transit needs	• Assisted in development of fixed route community shuttle service and identification of funding/service options
Long Beach	• Provided advice on the design of an attitudinal survey	• Attended public hearing on funding of Long Beach Transit by 9 jurisdictions served
Los Angeles	• Provided list of bus shelter manufacturers	
Manhattan Beach	• Provided copy of a service contract for bus operations	
Monrovia	• Provided "consultant checklist"; reviewed consultant report re: community transit needs	• Assisted city in determining information needs and establishing procedure for evaluating/monitoring the local paratransit service begun on July 1, 1983 with Prop. A funds; offered advice regarding the use of professional consulting services
Monterey Park	• Provided descriptive material on well-run jitney operations	
Paramount		• Provided city information on dial-a-ride system versus fixed route bus alternatives; provided advice on methodology for demand forecasting; provide contracting, bus shelter, and vehicle manufacturer information

TABLE 3-4. SUMMARY OF TECHNICAL SERVICES PROVIDED BY THE TRANSIT ADVISORY OFFICE: FY82-84 (Continued)

City	FY82-83 Service/Activity	FY83-84 Service/Activity
Pasadena		• Reviewed consultant RFP for paratransit system and advised city on contract issues; attended public hearing to review projects being considered in Pasadena (e.g., E&H dial-a-ride)
Pico Rivera	• Provided sample RFP for transit needs assessment; provided "consultant checklist"	
Rolling Hills	• Provided list of bus shelter manufacturers and information on different shelter types and costs	• Assisted in developing and reviewing transit alternatives for city
Rolling Hills Estates	• Provided list of bus shelter manufacturers and information on different shelter types and costs	• Recommended that city participate in the Rancho Palos Verde general public dial-a-ride system so that more efficient and higher level of service could be provided
Rosemead		• Provided advice on implementing transit-related capital improvements and outlined resources and contacts for purchase of capital equipment; advised city that current contractor offering poor service
San Fernando	• Assisted in preparation of RFP for transit needs study; reviewed consultant proposals for technical merit	
San Marino	• Provided list of bus shelter manufacturers and information on different shelter types and costs; assisted in preparation of RFP for transit needs assessment; reviewed dial-a-ride proposal from local taxi company	• Assisted Rotarians in providing survey information and information on how to implement a dial-a-ride program
Sierra Madre		• Involved in overseeing consultant study of city's new dial-a-ride service
Signal Hill	• Provided cost comparison of city-operated versus contracted paratransit services	
South El Monte		• Assisted city in costing of vehicle storage facility and in development of minicomputer scheduling/dispatching capabilities
South Gate	• Provided advice on design of local survey; provided information on costs of dial-a-ride programs in other Los Angeles County cities	• Clarified with city the "timely use of funds" provision in LACTC's Local Return Guidelines
South Pasadena	• Provided information on wheelchair lift equipment; provided list of transportation planning consultants	• Will soon be assisting city in evaluation of consultant proposals for needs assessment and alternatives analysis
Temple City	• Provided list of bus shelter manufacturers	
West Lake Village	• Provided clarification re: use of Prop. A funds for intercounty transportation	
Whittier	• Provided RFP for transit needs assessment	• Assisting city in its implementation of a fixed route system similar to Carson Circuit System

TABLE 3-4. SUMMARY OF TECHNICAL SERVICES PROVIDED BY THE TRANSIT ADVISORY OFFICE: FY82-84 (Continued)

City	FY82-83 Service/Activity	FY83-84 Service/Activity
All Cities	• Contacted and personally visited all cities (except Bradbury, Industry and Vernon) in Los Angeles County to identify local technical needs • Prepared and issued "Transit Tips," a bi-monthly newsletter that provides the latest information on the Prop. A Local Return Program, presents project ideas and discusses major transit issues (e.g., provided information from San Diego Transit Corporation on taxi-feeder concept and from Greater Bridgeport Transit District on use and marketing of shopper shuttles).	• Provided on-going, over-the-telephone assistance to all cities in the county (except Industry and Vernon) • Prepared and distributed bi-monthly editions of "Transit Tips" • Prepared packages of information describing the types of legal agreements cities can use to coordinate transportation services ("Mechanisms for Coordinating Transportation Services") • Prepared discussion paper on user-side subsidies for use by LACTC committees discussing how to best allocate the 40% discretionary funds available in 1985 • Prepared list of all cities and unincorporated areas having fixed route and paratransit service; described how services are operated--self, contracted management, service contract • Prepared list by city of uncommitted subsidy funds, uncommitted Prop A funds, unclaimed Article 3 monies, and lapsing FAUS funds for use by cities interested in possible fund exchanges • Organized and conducted 3 UMTA workshops covering the following topics: - Short-Range Planning and Service Evaluation (13 cities/representatives in attendance) - Contracting for Transit Services (15 cities in attendance) - Becoming a Transit Options Analyst (12 cities in attendance) • Provided technical support and attended meetings of Article 8 public hearings on unmet transit needs in area outside of SCRTD service region (Santa Clarita Valley, Antelope Valley, and Catalina Island). • Prepared 4 transit briefs for City Options Plan Workshops (held in anticipation of end of fare reduction program in FY86) covering the following areas: - Transit Changes and Choices - Commuter Service Options - User-Side Subsidy Programs - Transit Options Matrix Attended 8 workshops and used opportunity to encourage cities to contact TAO if they would like assistance on how to spend local return monies most wisely. • Prepared 6 "Sketch Briefings" covering the following topics: - Estimating Demand - Interagency Transfer Agreements - Marketing A Transit Service - Park-and-Ride Lots - Data Collection - Bus Shelter Programs

TABLE 3-5. SUMMARY OF COORDINATION ACTIVITIES PERFORMED BY THE TRANSIT ADVISORY OFFICE: FY82-84

Participants	FY 1982-1983 Services/Activities	FY 1983-1984 Services/Activities
East San Gabriel Valley Prop. A Steering Committee: Azusa, Baldwin Park, Covina, Glendora, Irwindale, La Habra Heights, La Puente, W. Covina, Los Angeles County	Assisted in preparation of RFP for transit needs study which will examine intra-city inter-city, and sub-regional transit needs; also participated in proposal review, consultant interviews and selection	Reviewed consultant reports and recommendations; participated in presentation of results to city managers and other officials; now working with West Covina and La Puente in development of RFP for contracting of general public dial-a-ride system recommended by consultant report.
Mid-Cities: Bell, Bell Gardens, Downey, Lynwood, Norwalk, Paramount, Santa Fe Springs, South Gate	Assisted (with LACTC Paratransit Section) in development of paratransit concepts for mid-cities area; provided outline of conceptual methods for dealing with potential loss of retail sales in each city	TAO with LACTC Paratransit Section continuing to pursue coordination possibilities
Beach Cities: Manhattan Beach, Hermosa Beach, Redondo Beach	Assisted in the coordination of a 3-city dial-a-ride paratransit system for E&H; assisted in establishment of a joint powers agreement to coordinate Sante Fe Railroad right-of-way acquisition for future rail development. (El Segundo, Hermosa Beach, Redondo Beach)	Assisted in development of commuter bus project; involved in development of proposal to coordinate new fixed route commuter line
Peninsula Cities: Rolling Hills, Rolling Hills Estates, Rancho Palos Verdes, Palos Verdes Estates	Assisted in preparation of RFP for joint transit needs assessment study; assisted in the coordination of peninsula-wide dial-a-ride paratransit system for the general public	
South Bay Corridor Steering Committee: Manhatten Beach, Hermosa Beach, Redondo Beach, El Segundo, Torrance, Lawndale, Inglewood, Palos Verdes Estates, Lomita, Hawthorne, Carson, Gardena, Rolling Hills, Rancho Palos Verdes, Rolling Hills Estates	Assisted in the identification of transit project alternatives for the South Bay cities	
Pomona Valley Project Management Committee: Pomona, Claremont, San Dimas, La Verne	Assisted in overseeing a consultant study of transit needs and service alternatives in the Pomona Valley	

TABLE 3-5. SUMMARY OF COORDINATION ACTIVITIES PERFORMED BY THE TRANSIT ADVISORY OFFICE: FY82-84 (Continued)

Participants	FY 1982-1983 Services/Activities	FY 1983-1984 Services/Activities
San Fernando Valley Transit Study: SCAG, city of Los Angeles, SCRTD, Caltrans, Burbank, Commuter Computer, Valley Industry and Commerce Association, Valleywide Transportation Committee, San Fernando Valley Transportation Coalition, Voit Corp., Southern California Private Bus Operators, Ventura Freeway Coalition, Committee of 45, Paratransit Operators, Revitalize Van Nuys, Auto Club of Southern California, Roseda Homeowners, California Highway Patrol.		Assisted in development of scope of work and RFP designed to identify transit needs in the Valley; TAO represents LACTC and provides technical assistance.
Tri-City Chambers of Commerce: Burbank, Glendale, Pasadena		TAO assisted group in identifying ways to improve transportation to area airport; study ultimately performed by USC student group.
UCLA Patient Services Department		Offered to assist department in developing proposal for E&H transport system from multi-purpose centers located in 15 Los Angeles City Council districts to UCLA for medical services.
City of South Gate		Met with city and LACTC Paratransit staff to discuss consolidation of their several paratransit services and an after-hours taxi subsidy program.
In-house Meetings	LACTC Light Rail Development Section LACTC Transit Section LACTC Bus Operations Subcommittee	LACTC Light Rail Development Section LACTC Transit Section (User-side subsidy) LACTC Bus Operations Subcommittee Prop A 40% Discretionary Fund Task Force LACTC Public Affairs (general coordination)
Inter-Agency Meetings	SCAG (Local Transit Assistance Task Force) SCAG (Paratransit Advisory Committee) SCRTD League of Women Voters (various units) Pacific Coast Highway Task Force (transit funding alternatives) El Segundo Employers Association (peak hour congestion) Chambers of Commerce (Huntington Park, Tri-Chamber) Commuter Computer (ridesharing services)	SCAG/SCRTD (Overall Work Program) Los Angeles County Road Dept./SCAG (Article 8 Hearings) SCAG (Air Quality Credits) Pacific Coast Highway Study Group (bus stop alternatives) Various consultants to cities

Source: TAO progress reports, interviews and project files.

In the administrative area, Table 3-3 shows that the TAO's activities has been consistent with its program objectives to divorce itself from the administration of the local return program during the second year and focus more on activities that support its technical functions. These second-year activities included meetings and training seminars which enhanced its understanding of certain transit programs and improved its staff's technical skills. Table 3-3 also reveals the importance assigned by the TAO to continuing interaction and contact (personal visits and/or telephone conversations) with all of the cities in the county.

In the area of technical services, Table 3-4 indicates that the TAO staff acted principally as research assistants and information brokers during the first year of the program. During this year, the TAO received requests by cities to provide them with:

- assistance in the development of transit needs assessment RFP's, and help in identifying and evaluating qualified consultants;
- information on bus shelter and vehicle types, manufacturers and costs;
- information on transit marketing techniques;
- advice on contract services and how to evaluate potential contract operators;
- assistance in the design of local surveys;
- information on costing and evaluation procedures; and,
- information on the kinds of transit projects being initiated by other cities in the county.

First-time requests for assistance made by cities during the second year also fell into these same general areas. In response to the repetition or popularity of these information requests, the TAO developed

a number of generalized briefs and documents during the second year which were then distributed to all cities in the county.

Table 3-4 also shows that cities which requested technical assistance from the TAO in the first year were very likely to seek their help again in the second year, especially those involved in transit needs studies. In return, the TAO provided these repeat users with more detailed and insightful advice based upon its growing familiarity with local conditions and tailored to the specific transit program at issue in the community.

Finally, and when viewed from the perspective of city size, Table 3-4 indicates that a slightly greater proportion of the TAO's technical assistance was directed at cities with smaller populations than at larger cities. Almost 60 percent of those cities in the county with populations of less than 25,000 were provided technical assistance at one time during the 2-year period. In contrast, less than 45 percent of cities with more than 25,000 population were provided TAO services.

In sum, the types of responses given by the TAO to city requests for assistance have to date been of two basic kinds. On the first level, the TAO has been very active in helping cities formulate intelligent inquiries. When a local official calls with a vague, general question or idea based on a concept he or she has heard somewhere, the TAO helps the caller define formulate his/her needs more precisely, and then provides some general background information. This kind of technical assistance has been in demand during both years of the program. On the second level, and primarily during the second year of the program, the TAO has provided more specific guidance and analytic tools to address a better defined

local need. In short, there appears to have been a natural evolution of the technical assistance program towards more detailed assistance with fewer cities. To date, the TAO has not become involved in detailed or time-consuming planning analyses, opting instead to leave that work to consultants.

In the area of coordination, the TAO has functioned primarily as a mediator or project facilitator. As evidenced by Table 3-5, the program's coordination efforts during each of the past 2 years have been aimed principally at encouraging neighboring cities to work with one another, identify common problems, and pursue joint solutions--usually through a consultant contract. Despite a number of opportunities for a regional approach and service coordination, only two attempts at coordination (with the East San Gabriel Valley Steering Committee and Beach Cities) have resulted in specific proposals. All other attempts at coordination have been slow to develop, or have been undermined by an unsupportive participant. To date, little effort has been directed towards coordinating city purchases to generate economies of scale and realize cost savings. Similarly, little attention has been given to the operations of existing transit properties in the county and how coordination might eliminate any areas of duplication, reduce their management or administrative costs, or improve vehicle productivity.

4.0 ASSESSMENT OF THE TECHNICAL ASSISTANCE PROGRAM

This section presents our findings on the factors or conditions which have influenced the effectiveness of the technical assistance program in Los Angeles County during the past two years. Factors which have apparently had a negative, as well as positive, effect on the technical assistance program are identified. This evaluation is based primarily on personal interviews with the TAO staff and selected local officials that were conducted during the past 2 years. The interviews were designed to explore the issues identified previously in Section 1.2. To a lesser extent, this assessment also builds upon the descriptions of local needs and TAO activities contained in the previous section.

4.1 PRODUCTION AND DELIVERY OF TECHNICAL SERVICES

Finding: By employing simple procedures for requesting technical assistance which do not involve lengthy, written documentation, local staff participation in the technical assistance program has been encouraged.

The procedure for requesting technical assistance from the TAO is quite simple and straightforward. A city staff person simply calls the TAO and describes his/her needs. No lengthy forms or bureaucratic procedures are necessary. Interviewed city staff members commented often that they liked being able to make their requests over the telephone, rather than having to prepare and submit a detailed written request. Because most of them have numerous other responsibilities in addition to their local return duties, they value the time saved by the simplified procedures. The absence of lengthy, impersonal procedures was especially appreciated during the first year of the program when city staffs felt

they needed help, but were unsure of exactly what to ask the TAO for. By talking directly with the technical staff, they were able to clarify their needs.

The emphasis of city staff comments on the simplicity of the TAO's request procedures suggest that some cities have contacted the TAO when they might not have otherwise, while other cities have utilized the TAO's services to a greater extent than they might have with more complicated procedures in place.

Finding: City staffs highly value the TAO's ability to respond quickly to their requests for assistance.

To date, the cities in Los Angeles County have been generally pleased by the rate at which the TAO has responded to their needs, and the TAO staff is described by most individuals interviewed as highly responsive to requests. All of the city staff members interviewed who had requested information from the TAO reported receiving it promptly, either by mail or over the telephone. City staff appear to value the responsiveness of the TAO highly because they are often asked to obtain information on very short notice for city councilors or other department managers. Being able to respond quickly to an inquiry on the agenda of an upcoming city council meeting reflects favorably on the individual and city department involved, as well as on the TAO.

Of course, the urgency of local information requests can place a burden on the resources of a technical assistance program. The TAO has been asked to provide numerous cities with various types of background information on very short notice. To date, however, this has strained neither the TAO's resources nor its relationships with local staff because the type of information or data requested usually has been of a general

nature, easily assembled, or already packaged as the result of a previous local request.

Finding: The information provided local staff by the technical assistance program has been informative, accurate and well-organized. A great deal of interest has been expressed by local staffs in knowing the kinds of transit projects being examined by others in the county.

The written products provided by the technical assistance program have been described by the recipient cities as interesting, informative and well-organized. RFP's prepared by the TAO have been extremely comprehensive in their scope and of high technical quality. Similarly, the TAO's bi-monthly "Transit Tips", its City Options Workshop transit briefs, and the recently completed "Sketch Briefings" have all been well received by the cities (see Figure 4-1 and Appendix F). The materials now distributed by the TAO have not always been in their current form. For example, in response to local feedback, "Transit Tips" now devotes considerably more space in each edition describing ongoing project activities in various cities in the county. The publication is also now typeset and printed on quality paper, replete with photo reproductions. The information distributed by the TAO on bus manufacturers and shelters, transit options, transit marketing, and service contracts has also been refined over time into standardized briefing forms appropriate for distribution to all cities.

Local staff expectations on the materials they would receive from the TAO has not been particularly high. The reasons for this attitude appear to be three-fold. First, because the TAO was offering free technical services, cities did not expect to receive comprehensive analyses and

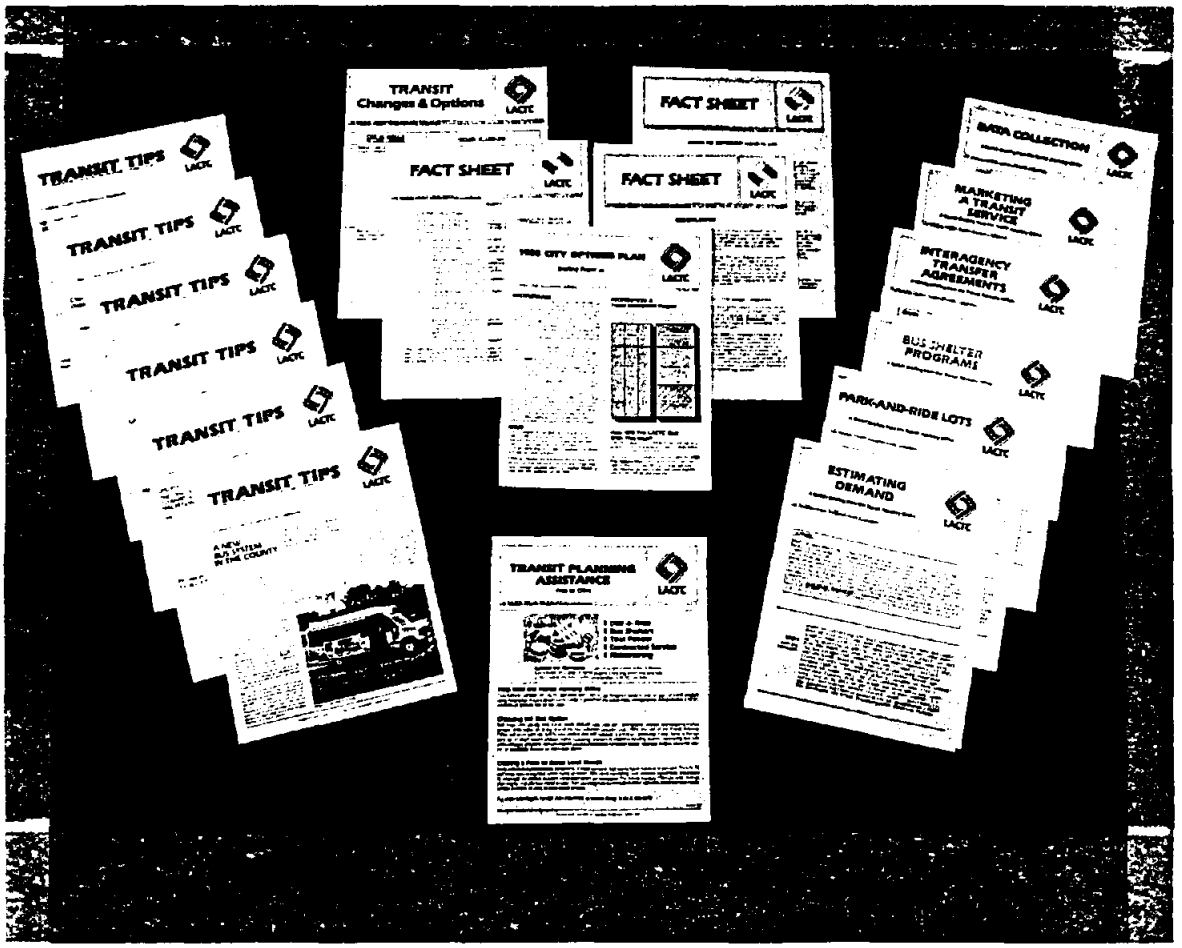

FIGURE 4-1. EXAMPLES OF DOCUMENTS AVAILABLE FROM THE TRANSIT ADVISORY OFFICE

glossy publications. Second, as transit neophytes, most local officials had no comparative basis by which to judge the material's quality, accuracy or comprehensiveness. Finally, many local staffs fully expected to have to rewrite or repackage the information they received from the TAO before passing it along to their council members. Consultants performing local needs assessments, on the other hand, were expected to abide by a higher set of standards and provide monitoring reports and other materials in a format which could be furnished directly to the council.[17]

Local staffs did have an intense interest in knowing about other transit projects that were being explored in the county, however. Based upon interview comments, there appears to be a security in knowing that others have similar problems and are proposing similar solutions. By providing cities with regular summaries of local return project activities in the county, the TAO clearly fostered this awareness of other projects, encouraged city involvement in the local return program, and thus indirectly heightened the demand for its other services.

Finding: The technical assistance program has maximized its effectiveness by offering technical services that complement, rather than compete with, those available from consultants and other area agencies.

To date, the distinction between the technical services available from the TAO and other potential sources--i.e., area consultants, SCAG and SCRTD--has been clear to most local officials and has not undermined the effectiveness of the TAO. As reflected in the program's first year objectives, the TAO sought to minimize potential conflicts with area

[17]This conforms with the preliminary research results obtained from the NCTRP 40-1 Research Project on "Simplified Guidelines for Evaluating Transit Options in Small Urban Areas."

consultants by coordinating its services with theirs. This position was assumed because many cities in Los Angeles County are "contract cities" which have historically relied on consultants to provide them with a broad range of city services, including transportation planning and engineering services. The TAO also made a deliberate decison not to compete with SCRTD or SCAG, both of which also began offering certain technical services during the course of the first year. Soon after the initiation of the local return program, SCRTD informed the cities in the county that they could provide them, at no cost, with Preliminary Inventory of Service and Needs studies. These studies would provide the requesting city or cities a demographic profile of their area, an inventory of existing RTD services, and suggestions on how to improve bus service in the area. Detailed analyses were also available on a fee basis. SCAG, on the other hand, formed a Local Transit Assistance Program designed to provide technical and management assistance to county transit operators, and develop transit needs assessments for communities on a contract/fee basis.

Neither SCRTD or SCAG have competed with the TAO for the attention of local officials. The needs studies performed for several cities by SCRTD were viewed by many local officials as self-serving, identifying actions that could be taken with the community's Proposition A monies to improve or expand SCRTD bus services in the area. As a result, city staffs viewed SCRTD assistance with a great deal of skepticism, preferring instead to consult with the TAO or consultants. SCAG, on the other hand, was considered by most cities to be an "esoteric, modeling agency" with a regional, not local, perspective. When faced with having to pay a fee for their services, few communities were interested.

The TAO has also maintained a good relationship with area consultants. The TAO has avoided conflict with this group by assisting numerous cities in the preparation of consultant RFPs, providing checklists for ranking and selecting consultants, and even participating in the review of consultant proposals. As evidenced by the technical services summarized previously in Table 3-4, the TAO serves primarily as an information clearinghouse and advisor on matters which can be responded to quickly and require little original data collection. In contrast, consultants provide cities with more specific skills and experience in select areas (e.g. paratransit), and on projects that involve the collection and analysis of local data.

It should be noted, however, that some confusion did exist over the TAO's relationship with area consultants early in the technical assistance program. During the first year of the program, the TAO staff actually marketed their availability to assist cities with the same kinds of services available from consultants: project planning, alternatives analysis, project selection, monitoring, and evaluation. Subsequently, some cities became confused over the services the TAO could provide vis-à-vis area consultants. One of the interviewed city officials remarked that he was reluctant to approach the TAO for assistance because of his belief that they would only refer him to an area consulting firm and provide little direct help themselves. Over time, as the needs of cities in the county and the role of consultants became clearer, the TAO modified its program objectives and eliminated this initial confusion. Nevertheless, the fact that some confusion did arise highlights the need for technical

assistance programs to provide local officials with a good first impression, based on a clear and unambiguous description of what it can offer, and what cities should provide themselves or contract out for.

While the relationship between the TAO and area consultants has been a relatively stable one so far, there is reason to believe that it will become less stable as the program matures. In Monrovia, for example, the TAO recently recommended that the city conduct its own evaluation of the Monrovia Dial-a-Ride system just before the city was about to let an evaluation contract to an area consultant. The TAO then provided the city with guidance on the information needs and procedures for conducting such an evaluation. In general, as the TAO has become better acquainted with the problems of select communities, it has been asked to provide the more detailed kinds of assistance that were previously reserved for area consultants. While there will always be a need for general information-sharing services, the demand by cities for more technical, project-oriented services has been increasing. As the TAO staff moves to satisfy these demands, it may find itself in increasing conflict and competition with local consultants.

4.2 PROGRAM ADMINISTRATION AND MANAGEMENT

Finding: The success of the technical assistant program seems to have been positively influenced by the establishment of personal relationships and mutual trust between the TAO and local staff.

Based upon the comments made by many local officials during the second evaluation cycle, the personal and trusting relationships that city staffs have developed with the TAO staff has been an important factor in

their use of the technical assistance program. As described earlier in Table 3-4, the TAO staff made personal visits to almost every city in the county during its first year. Follow-up on-site visits were made to many cities during the second year, although there was greater reliance on telephone contact. Overall, local staffs spoke very highly of the personal nature of the TAO's approach. Knowing the person at the other end of the telephone seemed to make it easier for some city staff call and make a request for assistance without fear of embarassment. During the first year of the program, those cities which had no existing transit programs and were looking for direction and guidance seemed to appreciate the program most. This direct and personal contact gave both the interested local staff member and the TAO staff person an opportunity to get to know each other better. For the local staff person, the personal meeting was an opportunity to explore and clarify the kinds of assistance the TAO could provide. For the TAO staff, it was an opportunity to learn more about the community's needs and special concerns. To some extent, personal visits were also symbolic; the TAO staff felt it was important to make the local staffs feel that they, and their problems, were important enough to justify a personal visit.

Knowing that the TAO staff had no financial interest or historical involvement in a particular transit service also created a feeling of trust between the city and the TAO. This feeling was created in large part by the TAO's review of local consultant reports and the perceived objectivity of its recommendations to the city.

The environment of mutual respect and trust that has developed in Los Angeles County has taken a significant amount of time to nurture. It did not result from a single meeting between the staffs or a single telephone call, but rather from a series of discussions and specific project-related actions taken over time by the TAO as proof of its intentions. It was not until the technical assistance program was well into its first year that city officials came to trust the TAO. This trust would not have developed if there had been significant turnover in either the TAO or local staffs.

It is not clear from the Los Angeles experience that there exists any prescription for how often personal visits should be conducted. In fact, during the second evaluation cycle, many local officials expressed the feeling that it was unnecessary for the TAO staff to visit their city on a regular basis. However, they did expect the TAO staff to be available upon request to appear at local meetings, etc. From the TAO's perspective, this need for less frequent local appearances was welcomed. Even in Los Angeles County, where the TAO is located no more than 40 miles from any city, the TAO staff found it very time consuming (and at times unproductive) to visit every local contact during the first year of the program. Although scheduled visits to each city were not made during the second year, pressure on TAO staff members' time continued, as they were asked to attend an increasing number of in-house and inter-city meetings necessary to support their coordination activities.

Finally, it should also be noted that during both years of the technical assistance program, virtually all of the TAO's working relationships

have been with non-elected city staff: engineers, planners and administrative aids. By design, little direct interaction has occurred between the TAO staff and political decision-makers (city council and city managers). The products being produced by area consultants are generally those of greatest interest to city councilmembers. This has left the TAO staff free to deal with the operating staffs in local cities, with whom they feel most comfortable, rather than become involved in local politics and strategy.

Finding: The interpersonal and research skills of the technical assistance program staff have been more important during the first two years of the program than have specific transit analytic skills.

Our evaluation of the Los Angeles experience suggests that there is probably no minimal level of formal transit education or training that the technical staff involved with a program of this type need have at the outset of the program. Serving primarily as information brokers, it is most important that the technical staff have good interpersonal skills, be adept at general problem solving, and be skilled researchers. Because no one is an expert on everything, it is, of course, desirable that a staff person's experience and skills match as closely as possible with the primary needs of the local communities. Also, it is helpful if the technical staff person has (or acquires quickly) a familiarity with local conditions. In Los Angeles, more refined analytic skills are only now becoming necessary, as the needs of local communities have changed and specific transit programs have become operational.

The success of the technical assistance program depends as well upon the backgrounds of local staffs. At the local level, it is important that the individuals involved have intimate knowledge of local conditions,

problems and needs. Without this knowledge, meaningful dialogue with the TAO staff is impeded. Previous experience in the development, analysis, design and/or operation of local transit programs is also desirable, but not essential, although local planners and administrators familiar with transit planning concepts give the technical assistance program some momentum it might not otherwise have. In short, having local officials with transportation planning educations and backgrounds does not appear to be critical, unless the rate of local project development is an important objective of the technical assistance program.

Finding: The institutional setting in which the technical assistance program operates has had a significant impact on the program's effectiveness.

Of all the factors which have affected the technical assistance program in Los Angeles County, the institutional setting in which the program was established and now exists has been the most frequently mentioned. To explore the significance of the institutional setting, local staffs were asked why they had, or had not, sought help from the TAO. Its creation in Los Angeles County (an area famous for its reliance on the auto), its initiation concurrent with the Proposition A Local Return Program (a major new local initiative), and its organizational association with the LACTC have all apparently had an impact on the program's effectiveness.

Local staffs cited a variety of reasons when asked why they had not utilized the services of the TAO, or had not used them more. Some cities felt they simply did not need any local transit programs. They considered their local road network to be well-marked, well-designed and extensive enough to make it quite easy to get from virtually any point in the city

or county to another. Furthermore, they did not feel that there were any segments of their city's population with special transportation needs not currently being met. Several of these cities tried to change the local return eligibility requirements to permit expenditures for road improvements rather than transit projects.

There were also cities which said they didn't need a technical assistance program. They prefered to either perform the necessary research, planning or analysis themselves, or engage area consultants who had worked with them in the past and were already familiar with their problems and concerns. This attitude was encouraged by the flexibility given cities to use their local return funds to expand their transit staffs and/or retain consultants. It is not clear that they would have adopted the same position towards the technical assistance program in the absence of these funds. In all probability, the TAO would have been much harder pressed to provide all of the assistance in demand if local return funds had not been authorized for in-house staff and consultant uses.

Especially during the first year of the program, many cities expressed their intent to utilize the technical assistance program eventually, but only after they became better coordinated internally to deal with the local return program. Most cities had not dealt with transit issues in the past and were not organizationally prepared for the local return program. Others had no immediate need for the program because they were accumulating their local return monies so they could either fund a large and expensive project they had been wanting to implement for some

time, or pass along their monies to local transit operators (SCRTD, etc.) when Proposition A operating subsidies ended in 1985.

Finally, some cities did not consult the TAO, particularly during the first year of the program, because of the uneasiness they felt toward LACTC as a relative newcomer to the transportation planning process in the region. Only after the role and philosophy of LACTC towards transportation in the region became clearer to city officials at the end of the first year did many cities begin to trust LACTC. Until they were assured of LACTC's intentions, many cities were not willing to trust the TAO.

A variety of institutional responses were also given by city staffs when asked why they had used the technical assistance program. Many remarked that they were attracted by the free services being offered. The vast majority, however, made the point that their involvement in local transit planning, and subsequent participation in the technical assistance program, was predicated almost exclusively upon having local return monies available for project planning, implementation and/or operations. Without a secure funding source, few cities would have considered implementing transit projects, and therefore would not have needed the TAO's services.

Institutional conditions have had a particularly noticeable affect on the ability of the TAO to achieve its coordination objectives. TAO efforts to coordinate the transit activities of neighboring cities have not met with a great deal of success. There appear to be several reasons for this. First, many city officials subscribe to the philosophy that it is not politically prudent to participate in any transportation program which

might improve the accessibility of a neighboring city's shopping areas at the possible expense of a city's own shopping districts. Attempts at inter-city coordination have also been inhibited by the uncertainty which now surrounds the end of the fare reduction program in July 1985. City officials do not yet know what impact the end of the fare reduction program will have on the fares and levels of transit service now provided by transit operators in their communities. Not knowing what local impact this will have, they do not want to become involved in the development or funding of regional concepts. Local self-interest has also made it virtually impossible to achieve cost savings through joint purchase programs, even though a number of opportunities for such coordination exist in the county. Cities simply do not want to be bound by the purchase schedules of other cities; also, cities find it very difficult to agree on all of a vehicle's (or other purchase) specifications.

4.3 IDENTIFICATION OF LOCAL NEEDS

Finding: The identification of local needs by the technical assistance program has required time and a good understanding of local problems.

Perhaps the most obvious and fundamental factor affecting the success of a technical assistance program of this type is its ability to match the services it offers with the technical needs of local officials. Ideally, the objectives of a technical assistance program should be based upon a clearly defined problem or problems, consistent with the needs and expectations of those receiving the assistance, and defined in terms of specific, measurable outcomes which the program hopes to achieve.

The Los Angeles experience has indicated that defining the needs of local officials, and hence, program objectives, is not an easy task. It requires time and a fair amount of interaction between technical assistance program and city staffs. The TAO's program objectives in the first-year focused on alternatives analysis: development of a wide range of alternatives, project alternatives research, and project selection, monitoring and evaluation. These objectives were formulated on the TAO's belief that communities generally knew what their problems were, but had too narrow a view of the solutions available to them. Only after meeting with a number of cities, and reviewing the projects being submitted for local return funding, did the TAO staff recognize that many cities did not know what their major transit problem (if any) was:

> "Many of the cities we have visited have little or no planning staffs with experience in transportation planning or operations. Consequently, with the sudden influx of funds that must be spent specifically for public transit, most communities have no idea of their transit needs nor the types of alternatives open to them. Interest has developed, therefore, for initially conducting transit needs studies to answer these questions."[18]

A similar learning experience was necessary to properly define the program's objectives in the coordination area. Increased transit coordination was cited as the initial coordination objective of the program. Increased coordination, however, is only a means of achieving more cost-effective transit service if it results in: (a) reducing management and administrative costs, (b) reducing service duplication, (c) generating economies of scale through quantity purchases of vehicles and supplies, or

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[18]December 1982 Progress Report of the Transit Advisory Office, p. 4.

(d) improving vehicle productivity. The TAO was able to define its coordination objectives in a more meaningful and measurable way only after having time to assess the needs and potential opportunities for the above kinds of outcomes. At the beginning of the second year of the program, the TAO began to focus its efforts in this area on select groups of cities where the intercity coordination of paratransit services was likely to improve productivity.

Finding: The technical assistance needs of local communities (and hence program objectives) change slowly over time.

In designing and staffing a technical assistance program, it is useful to know whether and how the problems faced by local transit decision-makers change over time. A local transit planning process that proceeds quickly from the conception of a transit project idea through implementation requires a technical assistance program that monitors local transit programs very closely and regularly. It also requires a technical assistance staff able to deliver a wide range of analytic skills.

Not surprisingly, it has been found that local officials in Los Angeles County view transit planning as a slow and incremental process. This finding is confirmed by our earlier description of local transit project activities (Tables 3-1 and 3-2) which shows the types of projects being examined as quite consistent over the 2-year period of the program. It also conforms with other research findings.[19]

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[19]Preliminary findings of the NCTRP 40-1 Research Project on "Simplified Guidelines for Evaluating Transit Options in Small Urban Areas."

The caution with which local decision-makers approach transit projects reflects their reluctance to avoid the establishment of new local programs which might require continuing local administration and funding. This accounts for the popularity of contracted transit services in the county. It has also allowed the TAO to proceed in a very cautious manner.

5.0 CONCLUSIONS

The previous section indicates that a wide variety of factors or conditions have influenced the technical assistance program in Los Angeles County since its inception two years ago. Some factors have had an apparent positive effect, while others have hampered the program's effectiveness. It is important to assess the net effect of all these factors and try to determine whether the technical assistance program has made a difference, and over what time period. This section examines the overall impact that the technical assistance program has had on the quality, safety and delivery of transit services in Los Angeles County. It also comments on the transferability of this kind of technical assistance program to other areas and how the Los Angeles experience can be useful in designing future technical assistance programs.

5.1 IMPACT ON LOCAL PLANNING AND PROJECT IMPLEMENTATION

To evaluate the overall impact of the technical assistance program, it is necessary to examine those projects in which the TAO has been involved and determine whether or not its presence has made a difference. As described in Section 3.1, a significant number of local transit improvement projects have arisen in the region during the past two years. The very nature of these projects indicates that improvements are being made in the quality, safety and accessibility of existing transit services. The coverage area of existing fixed-route transit operations, and the hours and coverage areas of existing paratransit operations are being

expanded; new fixed-route and paratransit programs are being implemented; the quality of transit services is improving as new buses and vans are purchased and bus stop improvements are made; and the safety of existing services are improving as on-board transit security programs are put in place and bus pad modifications are made. Local governments are hiring transit staffs, forming offices to deal with transit issues, and joining neighboring communities in cooperative arrangements.

Of course, the TAO has not been involved in all of these projects. During both years of the program, a vast majority of projects have represented requests for funds to continue existing programs in their current form.

Many requests have been for funds for programs that city administrators had been considering for some time, but had postponed due to a lack of funds (e.g., capital purchases, expansion of program hours or coverage areas). These projects have been influenced primarily by the availability of local return funding, and not by any activity of the TAO. The influence of the TAO has even been difficult to discern with some of the projects in which it has taken an active role. Many cities have claimed that the simple listing of projects eligible for local return funding has been their primary source of new project ideas, and not any material received or discussion held directly with the TAO staff.

Despite the difficulties in establishing direct responsibility, there exists considerable evidence that the activities of the TAO have had an impact on the quality, safety and accessibility of transit services in the region. This impact has taken several forms.

First, the TAO's dissemination of information in "Transit Tips" on the kinds of local transit projects being implemented in the county (as well as elsewhere in the country) has spurred greater interest in particular local transit projects than would have occurred otherwise. Many elected officials tend to be very cautious and conservative. Even in Los Angeles County where significant local funding exists, a fear of failure discourages participation in truly innovative transit projects. Many of the new transit projects during the second year of the technical assistance program emerged out of the knowledge that similar programs had been implemented elsewhere.

Second, the TAO's involvement in the development of RFP's for transit needs assessments, in the selection of consultants, and in the review of consultant products have together contributed to improving the quality of the transit programs ultimately recommended. As discussed earlier, many local staffs had such limited transportation experience that they would have been unable to prepare a comprehensive RFP capable of eliciting proposals containing the kind of information necessary to select a well-qualified consultant. Their lack of general transit knowledge put many of these same local officials at a distinct disadvantage in evaluating the proposals they received, as well as the consultant's final recommendations. By providing model RFPs, encouraging cities to solicit proposals from numerous firms, and recommending in some instances that the city (consultant) pursue another or slightly modified transit option than the one(s) evaluated, the TAO has encouraged a more complete evaluation of

a broader range of applicable transit alternatives. For example, the city of Los Angeles is now considering taking over certain SCRTD express bus routes and establishing its own contracted service at the suggestion of the TAO. The continuing involvement of the TAO in the East San Gabriel Valley Steering Committee Study was also reported as very influential in the consultant's examination of numerous transit options. By being familiar with the cost of consultant services, the technical assistance staff has also made cost savings possible by discouraging several cities in the region from accepting unusually high cost proposals.

Third, by its presence and familiarity with local conditions, the TAO has been able to identify and discourage a number of transit projects in the region that were not cost-effective nor appropriate responses to city needs. Proposals discouraged by the TAO during the past two years have included ones for:

- an electrified guideway system for minibuses in a low-density city;
- a transit center on a suburban college campus that is served by only one bus line operating on hourly headways;
- a shopper shuttle in the central business district (CBD) of a small city using a London-style double deck bus; and,
- fixed-route transit systems in areas better served by more flexible, demand-responsive paratransit systems.

Fourth, the TAO's dissemination of information on the types and performance of different transit systems (self-operated, contracted management, or service contract) has directed the attention of several cities in

the county to the performance of their service contractors. This information has spurred many cities in the county to talk with one another and compare their experiences with different service providers. In one known instance, the information provided by the TAO on service standards and average costs led a city to cancel its contract with the service provider for its dial-a-ride program and solicit new bids.

Fifth, the TAO's regional perspective and familiarity with local conditions in adjoining cities has allowed it to identify a number of opportunities for coordination that would probably have gone unnoticed in its absence. By working closely with LACTC's Paratransit Section, the TAO has been responsible for initiating a number of exploratory meetings between neighboring city staffs. Although few of these efforts have resulted in the coordination or consolidation of services to date, an important dialogue and process has been started.

Another benefical impact of the technical assistance program has been its ability to speed up the process for planning/implementing local transit initiatives. For the city of La Canada-Flintridge, for example, the TAO prepared a brief memo on shuttle bus costs that helped move the idea of providing contracted shuttle service to a park-and-ride lot closer to reality.

The program has had an impact both on shaping the form of local transit projects and on the institutionalization of local transit planning. As described earlier, many of the activities and materials provided by the technical assistance program are not city and/or project specific. On the

contrary, they are general and educational in nature (e.g., Urban Institute Short-Range Planning Guidelines, Sketch Briefs, Workshops), designed to teach local staffs the skills now being used by the technical assistance staff to aid them. On the basis of interview comments, this kind of assistance is also having an effect. During the second cycle of interviews, local staff, with little previous experience in transportation matters, were generally more at ease in dealing with their transit problems. A number of city staffs displayed a noticeable change in the confidence with which they approached their transit responsibilities, to the point where some felt that they were now capable of performing some of the duties (e.g. research) previously provided by the TAO. Given more time, and continuity in local staff, this may be the most important legacy of the technical assistance program.

5.2 TRANSFERABILITY OF THE PROGRAM

Transit technical assistance programs can come in a variety of forms, differing primarily by:

- range of services offered;
- techniques used to deliver the services;
- users who are targeted for assistance;
- techniques used to determine the technical needs of these users;
- size of the geographic area to be covered; and,
- institutional conditions existing in the targeted areas.

Figure 5-1 describes the major features of the technical assistance program in Los Angeles County in terms of the program options that are potentially available. Other transit technical assistance programs can be

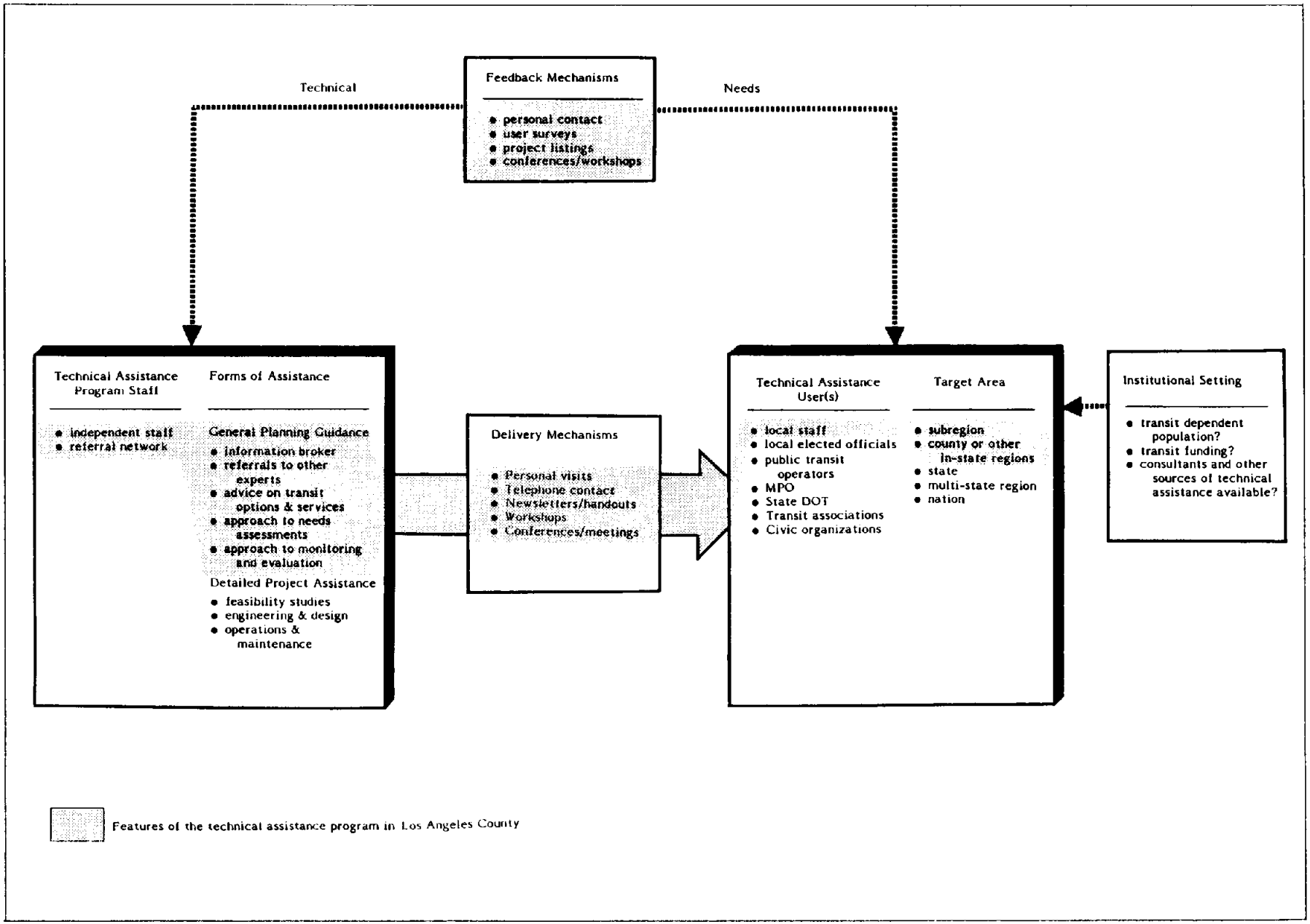

FIGURE 5-1. OPTIONS IN THE DESIGN OF A TECHNICAL ASSISTANCE PROGRAM

similarly categorized.[20] While it is our conclusion from the previous section that a technical assistance program with the features shown in Figure 5-1 can be effective, programs implemented in other areas do not necessarily need to have the exact same mix of features. To those involved in the design of such programs, however, the Los Angeles experience serves as the basis for the following guidance:

1) The effectiveness of a technical assistance program that targets local staffs will not always be evident in the short-term. It depends on the establishment of relationships and on the accumulation of knowledge about local conditions that can only occur over time. Immediate results cannot be expected; sufficient time needs to be allowed for the program to develop.

2) The effectiveness of a technical assistance program of this kind cannot be measured solely by the number of new and innovative local transit programs that are implemented in the targeted area. The influence a program might have on the range of alternatives that are considered, on the modification of inefficient service schedules, on the discouragement of cost-ineffective projects, or on the institutionalization of local transit planning are all as important, although less visible and more difficult to assess.

3) A technical assistance program that targets local staffs should not assume that every community knows what its needs or problems are. Some cities will have identified their problems, but will be unaware of the full range of alternative solutions that are available to them. However, many will need assistance in problem identification. A technical assistance program should be designed to either provide this form of assistance directly, or take steps to ensure that funding and qualified consultants are available to perform such studies.

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[20] For a description of other technical assistance programs, see USDOT, Urban Mass Transportation Administration, Office of Technical Assistance, Public Transportation Network, a brochure describing the UMTA Technical Assistance Program; Metropolitan Transportation Commission, Overall Work Program, Work Element 1001.30: Rent-A-Planner Program (1978), which describes the Rent-A-Planner concept in the San Francisco Bay area; and, Transportation Research Board, State Transit Management Assistance to Local Communities; Synthesis of Highway Practice 74, that describes statewide technical assistance programs that have been successful.

4) There is probably a limit to the size of a geographic area and number of communities that a technical assistance program of this type can effectively serve. Attempts to coordinate or consolidate local transit programs require a good understanding of local conditions. Without this knowledge, inter-city opportunities for coordination are not easily identified. Being unfamiliar with local conditions also makes it difficult for a technical assistance program to flag any "gold-plated" transit projects that might be proposed. Unless the size of the area being covered, and the number of communities being helped, are both manageable, a technical assistance program will be less than effective in both of these areas.

(5) An approach to technical assistance that involves personal contact is beneficial. Many local officials simply do not know what to ask of a technical assistance program; others may feel intimidated by technical experts. Personal, on-site visits--particularly in the early stages of a program--help to overcome these problems and encourage local participation in the program. Personal relationships between the technical program and local users can also provide faster, more reliable feedback to the program staff on the appropriateness of their services. Of course, being able to deliver assistance in this manner becomes increasingly difficult as the size of the technical assistance staff shrinks, the number of users increases, and/or the size of the geographic area to be covered is enlarged.

6) Local participation and interest in a technical assistance program will also be influenced by the prevalence and role of the transit consulting industry in the area being targeted. By the breadth of their experiences in planning, designing and implementing transit services in different communities, transit consultants can usually provide more cost-effective services than a technical assistance program designed to provide a broader range of services. In areas where consultants have established credibility, and funding exists to pay for their services, it is probably advisable to design a technical assistance program that provides services that are complementary to those available from area consultants. It is less important that the technical assistance program complements consultant services in areas where the technical assistance program is free and monies for consultant contracts are scarce.

7) Local participation in a technical assistance program is dependent on the availability of funding for project planning, design, implementation, operations and maintenance.

Local staff, like other potential users of a technical assistance program, are hesitant to initiate projects they cannot finish. In areas where there is not sufficient funding for project development, a technical assistance program may go unused or underutilized. This can be overcome, however, if the technical assistance program provides help with such topics as identifying potential sources of revenue, preparing successful grant applications, identifying opportunities for joint development, and/or downscoping proposed transit projects to meet budget constraints.

8) A technical assistance program that serves as an information exchange will always be in demand. Every local official wants to know how their programs compare with others. Providing local staffs with information on similar transit projects in their general areas is particularly useful because it facilitates peer-to-peer interaction which is more difficult and expensive over longer distances.

APPENDIX A

Interview Issues for Evaluation Cycles 1 and 2

LACTC Transit Advisory Office (TAO) — Interview Issues

1. The institutional feasibility and potential effectiveness of the Transit Advisory Office/Local Assistance Program will be, in part, a reflection of the economic and political conditions which surrounded its inception. Please outline briefly the major events which preceded and immediately followed the passage of Proposition A, in particular the local return provision, the primary individuals and groups involved, and the primary barriers (political, institutional, legal) that had to be overcome. What was the exact nature of the problem(s) that the Local Assistance Program was intended to address? Why did LACTC think it important to provide technical assistance and establish a Transit Advisory Office?

   Note: A. Request that Public Affairs Officer compile and provide copies of newspaper accounts of the activities and positions taken by different organizations, individuals and communities, prior to (and immediately following) the November 1980 election.

   B. Request daytime telephone numbers of Commission members.

2. Proposition A defines for the LACTC a fairly broad and limited set of policy objectives regarding the local transit assistance program. The Commission, in turn, has developed a set of guidelines and procedures by which to administer the program and inform local jurisdictions of the program's objectives. However, both Proposition A and LACTC's subsequent guidelines do not establish specific, measurable program objectives or procedures for monitoring the local return program's performance. This lack of specificity in defining the program's objectives is reflected in the Commission's definition of "public transit purposes" (below), and is indicative of the desire to maintain flexibility and ensure local control over project development and selection.

   > "A proposed expenditure of funds shall be deemed to be for public transit purposes to the extent that it can reasonably be expected to sustain or improve the level, quality, safety and/or accessibility of transit services available either to the general public or to any group which requires special transportation assistance." (emphasis added)
   >
   > From LACTC, "Proposition A - Local Return Program Guidelines, February 9, 1983, p. 4.

   The absence of written, specific and quantifiable program objectives does not mean they do not exist, however. Each participant in the local return program--whether directly or indirectly involved--is currently making decisions and taking actions to effectuate differences they would like to see occur as the result of this program. What are the objectives of the local assistance program as perceived by the LACTC Transit Advisory Office? Are the perceived objectives designed

with a time factor in mind? Most importantly, what specific objectives have been established for the Transit Advisory Office? For example, is it a TAO objective to:

- create a general awareness of opportunities and resources available [i.e., to simply clarify project eligibility, promote LACTC Proposition A Guidelines]?
- serve as a clearinghouse for information?
- provide individual communities with technical information sufficient for problem identification and preliminary alternative assessment?
- provide individual communities with technical information sufficient for detailed alternatives analyses?
- promote coordination of transit services between cities and towns?
- minimize/eliminate transit service duplication?
- promote particular types of projects?
- promote "new" vs. "continuing" projects?
- encourage that all of the Proposition A funds allocated to the local return program be expended?

Have the perceived objectives been designed with a time factor in mind?

3. Local agencies and other organizations are frequently discouraged from seeking assistance from available programs because they fear complicated request procedures, subsequent administrative delays and an absence of quick-response personal assistance. Local officials or staff members are also inhibited from seeking assistance because they are not often sure of what their problem(s) really is(are) and what questions they should be asking. How does the Transit Advisory Office know which cities/towns are in need of particular services? Do you rely on:

   - personal meetings with city officials?
     - how do you know who to contact?
     - do you initiate the contact? or do you react to official requests for assistance?
   - letters, newsletters, etc.?
   - telephone communications?
   - other sources of information?

4. Transportation issues, opportunities and constraints obviously vary widely from city to city in LA County--requiring different problem-solving approaches, analytic tools and techniques, and interpersonal skills. What is the TAO staff finding during its initial dialogue with the recipient communities? How many cities had transit services they simply wanted to continue? How many had a wish list of transit projects? How many had already focused on one project? How many had no idea of what their problems were or what solutions they should be pursuing? Did any communities turn down the TAO? Did any turn down the Proposition A funds?

5. The type of response given by the TAO staff to a request for technical assistance can also vary significantly. The first level of response might be to simply assist in formulating an intelligent query: a local official or staff member may call with a vague, general question or idea based on a related concept they heard about somewhere; the TAO staff helps the caller formulate his/her needs more precisely and may end up identifying specific information items that would be helpful. At the second level, the TAO staff can respond by providing specific guidance manuals and analysis tools to meet specific local needs. The third level of assistance would be for one or two persons from the TAO to visit the community for 1-2 days to assess the nature of the local problem or opportunity. The outcome of such a visit would be to identify the types of strategy options that could be considered and develop a list of local actions and tasks that should be undertaken to evaluate or pursue any of the strategies for implementation. This may lead to assisting local staff in preparing reports or presentations to local officials, policy boards, business groups, etc. The fourth level of assistance would be to follow-up the 1-2 day visit with a more intensive 2-3 week visit during which the TAO staff would assist in detailed planning and assessment of a particular course of action and/or assist in planning the implementation of that course of action. What kinds of technical assistance are being <u>requested</u> by the cities/towns in LA County and how are these request being handled by the TAO staff? Do these services differ significantly (if at all) from those being <u>offered</u> by the TAO?

<u>Sample of Technical Services Requested/Offered</u>

- "project alternatives research"
- information regarding the question of transit operating expenses vs. direct administration expenses (Bell Gardens)
- "coordination" assistance with other cities
- checklist to assist city in evaluating potential transit service operators (Carson)
- information on transit insurance providers and vehicle manufactures (Duarte)

- clarification of regulations regarding provisions for handicapped accessibility with regard to vehicle purchase (Duarte)
- RFP for operation of combined taxi/dial-a-ride and van program (El Monte)
- "model" RFP for transit needs assessment study (El Monte, etc.)
- information on well-run jitney operations (Monterey Park)
- information on cost comparison of city-operated para-transit services vs. contracted paratransit services (Signal Hill)
- appearances before City Council to answer questions regarding Local Return Program (Palos Verdes Estates, Rolling Hills)
- information on projects in other cities (Rancho Palos Verdes)
- short-range planning guidelines

6. To ensure the integrity of the Transit Advisory Office, it is important that the information presented be provided to a community in a timely and personalized manner. How is the TAO actually delivering the technical assistance that has been requested? Is it being provided in a timely manner? Are any of the following mechanisms being used:

   - prepackaged information documents, reports, newsletters?
   - personal correspondence?
   - personal visits
   - seminars?
   - other?

   Are there any mechanisms or procedures in place through which you solicit and receive feedback from local communities on the appropriateness or usefulness of your activities?

7. In summary, do you think the technical services provided by the TAO have helped to increase the number of new local tansit projects, or improve the quality of existing projects? How is this being measured or evaluated by the TAO?

8. With the expressed goal of providing technical assistance, it is important that the acitivites of the TAO be closely monitored and that the time and resources spent by the staff on unrelated or misdirected tasks be minimized. How are the activities of the TAO staff being managed? How is the time spent by TAO staff divided between training sessions, meetings, telephone conversations, fulfilling requests for information, etc. Between technical, administrative, and policy matters? What tools are being used (if any) to monitor and track staff activities? Is there any confusion or overlap internally over the roles and responsibilities of the Advisory Office staff and the staff of other LACTC divisions? What steps have been taken to ensure that the activities of the TAO don't overlap or duplicate these of other agencies (e.g., SCRTD)?

9. The Transit Advisory Office has now been in existence for over one year. In reviewing the staff's activities during the past year--and evaluating feedback from the recipient communities--what would you have done differently? Similarly, what different approaches to offering technical assistance would you propose to make in the coming year?

Local Officials — Interview Issues

Description of Local Transit Planning Process:

1. What are the primary responsibilities or functions of this particular agency/office?

2. How long have you been employed in your current position?

3. What kinds of transit services are now being provided in the community? By whom (list local agencies, private entities)? What target markets and trip purposes are being served?

4. How are transit projects and alternatives initiated in this community and brought to the attention of appropriate local officials and decision-makers?

5. What level of public resources are available in this agency/office to identify, plan and implement desired transit programs? Other agencies? Is there a significant reliance upon private resources?

6. Do local agencies and groups coordinate their efforts? How?

7. In general, what is the attitude and perspective of local officials, community groups, business community, etc. towards local transit services? Towards Proposition A? Towards the local assistance program?

8. What was the status of transit planning in the community before Proposition A and establishment of the Local Return Program? How and why has it changed (if it has)?

Description of Proposition A Projects:

9. Available information indicates that you are familiar with the local return program initiated by Proposition A, with the Los Angeles County Trasportation Commission, and with the Transit Advisory Office established by LACTC to administer the local return program. More specifically, records on file at LACTC indicate that to date the city has submitted applications to LACTC for the following types of projects: [see attached listing] How and why were these particular projects--and not others--identified for Proposition A funding? What kinds of technical information or analysis tools were employed or most useful in the decision-making process?

Role of the Transit Advisory Office in Project Section and Evaluation:

10. Have you--or other city officials--been in contact with the TAO recently? When?

11. Did you initiate this contact, or did the TAO staff?

12. What role (if any) did the TAO staff play in your identification and selection of Proposition A projects?

    - Did you find the TAO staff well-trained and knowledgeable?

    - Did you request any specific information? If so, was it provided in a timely manner? Was it useful? If not, why not?

    - Did the TAO staff make it clear to you what kinds of technical assistance they could not provide?

    - Did you find the Short-Range Planning Guidelines useful? What other information or services provided by the TAO were found to be useful?

13. If you could change the way in which either (a) the local return program, or (b) the Transit Advisory Office, is administered, what would you do differently?

LACTC Transit Advisory Office (TAO) — Interview Issues

1. Discuss Cycle 1 Evaluation Report. Was it an accurate description of first year experiences? What additional observations would have been appropriate?

2. As discussed in both the Cycle 1 Evaluation Report and your TRB paper, it was expected that the objectives of the Transit Advisory Office (TAO) would change as the problems and needs of local communities changed. What were the TAO's goals and objectives at the beginning of FY84? Have they changed at all during the course of the year?

3. The technical assistance program during the first year was described in your TRB paper as a "flexible" one that allowed the staff to respond to a wide range of local needs. Is this concept of flexibility still appropriate and desirable?

4. The TAO's relationship with area consultants, SCAG and SCRTD has always been important. Have the roles of consultants and other agencies vis-a-vis the TAO changed during the past year? Has the TAO come to be perceived as more unique and accessible in certain areas? Have any new groups or competing issues arisen?

5. During the first year of the program, most of the TAO's working relationships were with local city staff: engineers, planners and administrative aids. Little direct contact was being made with local elected officials. Have you found yourself more involved with front-line policymakers during the past year? Do you find yourself most effective when dealing with the "operating" staff or with higher/lower level officials? Finally, what effect has the continuity of staff--both within LACTC and at the local level--had on the TAO's ability to cultivate a sense of trust with local staff?

6. The services offered by the TAO during the first year focused on assisting cities with program evaluation, aiding them in securing consultant services, and--to some extent--in providing project ideas. Has the general type of technical assistance offered by the TAO during the past year changed at all? Are "mediation, facilitation and project research" still the skills in highest demand? Is the kind of assistance easily "transferable" to other cities in the county? What effect has the impending cutback in fare subsidies had on the priorities of the technical assistance program?

7. The kind of "coordination" assistance provided during the first year was described in the Cycle 1 Evaluation Report as being aimed principally towards getting neighboring cities to talk with one another, identify common problems, and pursue joint solutions. Little effort had been

directed as of a year ago towards coordinating city purchases to achieve economies of scale, or to coordinating the operations of existing transit properties in the county. Has this situation changed?

8. Do you think the geographic size of the county and the number of cities you serve is having any effect on the TAO's credibility and effectiveness in dealing with local officials?

9. A number of cities were assisted last year in their preparation of RFP's for transit needs assessments (e.g. Avalon, El Monte, Glendale, San Fernando, San Marino, Whittier, etc.). What is the current status of these projects? What role has the TAO played in each?

10. On a related front, the TAO was also very active last year in promoting regional solutions through such groups as the East San Gabriel Vally Prop. A. Steering Committee, Mid-Cities, Beach Cities, Peninsula Cities, South Bay Corridor Steering Committee, etc. What is the current status of these coordination efforts? What has been the nature and extent of the TAO's involvement in each?

11. In addition to your continuing involvement in the above, the TAO has also undertaken many new activities. Please identify or summarize the number of site/personal visits, meetings, conferences/seminars, publications (e.g. Transit Tips), and/or research activities the staff has been involved with. Describe the subject of these activities, the number of people in attendance, the topics covered, and (in general) their effectiveness in satisfying the programs objectives. How were the need for these activities/services identified--were they initiated by the TAO or local cities?

12. Are more cities involved with and receiving assistance from the TAO this year than last? Why? Has there been any noticeable change in the attitudes of those who were previously apathetic towards the TAO?

13. Do you find any significance in the increased number of projects that were proposed this year? Are there still a number of "gold-plated" projects being proposed? To what do you attribute the changing nature of projects being proposed?

14. As you know, "innovative" projects did not abound during the first year. Have the number of "new, innovative" projects increased during the past year? Why (not)? What conditions were present and favorable to these projects (e.g. funding availability, political impetus, need to satisfy regulatory requirements)? What role did the TAO have in introducing the idea? In speeding its planning or implementation? Please cite specific examples.

15. Is anything different being done this year to monitor staff activities and/or local activities? Please describe the financial audit program as it now stands and provide copies of any audit results.

16. Have the TAO staff taken any training courses this past year at either your request or on their own initiative? Do staff skills still match local needs closely?

17. What has been the cost of providing technical assistance this past year (staff salaries, expenses, etc.)? Has it increased? Provide available documentation, if possible.

18. Overall, do you think the Transit Advisory Office is having a favorable impact on the type, quality and delivery of local transit services in LA County? Please cite examples.

19. What major issues or problems still need to be addressed?

Local Officials — Interview Issues

Description of Local Transit Planning Process:

1. What are the primary responsibilities or functions of this particular agency/office?

2. How long have you been employed in your current position?

3. How are transit projects and alternatives initiated in this community and brought to the attention of appropriate local officials and decision-makers?

4. Describe briefly the kinds of transit services now being provided or planned in the community? By whom (list local agencies, private entities)? Do you anticipate, or are you experiencing any difficulties in providing these services? Please describe.

5. What level of public resources are available in this agency/office to identify, plan and implement desired transit programs? Other agencies? Is there a significant reliance upon private resources?

6. Do local agencies and groups coordinate their efforts? How?

7. In general, what is the attitude and perspective of local officials, community groups, business community, etc., towards local transit services? Towards Proposition A? Towards the local assistance program?

8. What was the status of transit planning in the community before Proposition A and establishment of the Local Return Program? How and why has it changed (if it has)?

Use of Transit Advisory Office

9. Have you--or other city officials--talked with anyone from LACTC's Transit Advisory Office recently? Who in the TAO did you talk with? How many times have you been in contact with the TAO during the past year? Have you participated in any of the TAO-sponsored workshops or seminars?

10. In general, describe for me the kinds of assistance you believe the TAO can provide.

11. On what subject(s) have you requested assistance from the TAO?

12. How did the assistance provided by the TAO help you?

    -give you a new idea for a project?
    -save time in planning or program design?
    -help assess costs and benefits of alternatives?
    -provide information about other projects in the county?
    -help you build political support for project?
    -help you to identify or overcome problem?
    -other?

13. Was the information provided by the TAO staff useful? provided in a concise, easy-to-read form? in a timely manner?

14. Will you continue to seek assistance from the TAO? If the TAO did not exist, who would you have gone to for technical assistance?

15. If you could change the way in which either (a) the local return program, or (b) Transit Advisory Office, were administered, what would you do differently? Are there services you need, but are unable to obtain from the TAO?

16. Examine specific projects proposed for Proposition A funding. For select sample, determine:

    -what was the problem to be solved?
    -what conditions existed that made this project more important than another?
    -were there any particular barriers that the TAO could have been helpful in overcoming?

APPENDIX B

List of Transportation Services in Los Angeles County

LIST OF L.A. COUNTY CITY TRANSPORTATION SERVICES

City		Fixed Route		Non-Fixed Route Paratransit
Agoura Hills		None		None
Alhambra		None		Self-operated
Arcadia		None		Contracted Management
Artesia		None		None
Avalon		None		Contracted
Azusa		None		Self-operated
Baldwin		None		Self-operated
Bell		None		Self-operated
Bellflower		None	*	Contracted
Bell Gardens		None	*	Contracted
Beverly Hills		None	*	Contracted
Bradbury		None		None
Burbank		None		Self-operated
Carson	*	Contracted		Self-operated/ contracted
Cerritos		None		None
Claremont		None		Self-operated/ contracted
Commerce		Self-operated		None
Compton		None		Self-operated
Covina		None	*	Contracted
Cudahy		Self-operated		Self-operated
Culver City		Self-operated		Self-operated/ contracted
Downey		None		Self-operated
Duarte	*	Self-operated		None
El Monte		None	*	Self-operated/ contracted
El Segundo		None		Self-operated
Gardena		Self-operated		Contracted Management
Glendale		None		Contracted
Glendora		None		Self-operated
Hawaiian Gardens		None		Contracted
Hawthorne		None		Contracted
Hermosa Beach		None		Self-operated
Hidden Hills		None		None
Huntington Park		None	*	Contracted
Industry		None		None
Inglewood		None		Self-operated
Irwindale		None		None

* Indicates transit service initiated after the start of Local Return Program on July 1, 1982.

LIST OF L.A. COUNTY CITY TRANSPORTATION SERVICES

City		Fixed Route		Non-Fixed Route Paratransit
LaCanada-Flintridge		None		Contracted
La Habra Heights		None		None
Lakewood		None		Self-operated
La Mirada		None		Contracted/ Management
Lancaster		None		None
La Puente		None		None
La Verne		None		Contracted
Lawndale	*	Contracted		Contracted
Lomita		None		Contracted
Long Beach		Self-Operated		Contracted
Los Angeles		None	*	Contracted
Lynwood		None		Self-operated
Manhattan Beach		None		Self-operated
Maywood		None		None
Monrovia		None	*	Contracted
Montebello		Self-operated		Self-operated
Monterey Park		None		Self-operated
Norwalk		Self-operated		Self-operated
Palmdale		None		None
Palos Verdes Estates		None		Contracted
Paramount		None		Self-operated
Pasadena		None	*	Contracted
Pico Rivera		None		Contracted
Pomona		None		Contracted
Rancho Palos Verdes		None	*	Contracted
Redondo Beach		None		Contracted
Rolling Hills		None		None
Rolling Hills Estates		None	*	Contracted
Rosemead		None	*	Contracted
San Dimas		None		Contracted
San Fernando		None	*	Contracted
San Gabriel		None	*	Contracted
San Marino		None		None
Santa Fe Springs		Contracted		Self-operated
Santa Monica		Self-operated		Contracted
Sierra Madre		None	*	Contracted
Signal Hill		None		Contracted
South El Monte		None	*	Self-operated
South Gate		None	*	Contracted
Temple City		None	*	Contracted
Torrance		Self-operated		Contracted Management

* Indicates transit service initiated after the start of Local Return Program on July 1, 1982.

LIST OF L.A. COUNTY CITY TRANSPORTATION SERVICES

City	Fixed Route	Non-Fixed Route Paratransit
Vernon	None	None
Walnut	None	None
West Covina	None	Contracted
Westlake Village	None	None
Whittier	None	* Contracted
Unincorporated County	Contracted	* Contracted

* Indicates transit service initiated after the start of Local Return Program on July 1, 1982.

Source: LACTC Transit Advisory Office, October 1984.

APPENDIX C

List of Approved Proposition A Projects by Type: FY82-83 and FY83-84

Summary of Approved Prop A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
101	Antelope Valley Bus Service		205,000
	Downtown Minibus Fixed Route		602,850
	Extent Transit Lines #1 and #2		121,949
	Fixed Route - Lan., Palm., Ante.		463,000
	Fixed Route - Santa Clara Valley		463,000
	Fixed Route Bus System Implementation		6,000
	Fixed Route Transit		81,871
	Fixed Route-Free Tram (Revised)		80,504
	Holiday Shopper Shuttle		714
	L.B. Transit Operating Subsidy		948,193
	Operating Subsidy		286,000
	Operating Subsidy (FY82-83)		10,000
	Operating Subsidy Fixed Route		668,000
	Shuttle Bus (Continue thru June 1983)		44,242
	Shuttle Bus (1 Month Extension)		12,204
	Shuttle Bus (Temporary)		41,625
	Trial Lakewood Ctr Intra-Mall Tram		20,000
	Westwood Minibus Fixed Route		132,000
		Total:	4,187,152
		Count:	18
102	Dial-A-Ride (Exp. Days and Area)		32,800
	Dial-A-Ride (Replace 4.5)		2,928
			12,530
	Dial-A-Ride Fare Maintenance Deficit		51,417
			39,141
	Dial-A-Ride Gen. Public		35,456
	Dial-A-Ride Operating Costs		50,000
	Gen Public Dial-A-Ride		129,582
	S.W.S.Gabriel Vly Paratransit Brokerage		4,700
		Total:	358,554
		Count:	9
103	Altadena Senior Citizen Service		4,000
	Bet About		46,000
	Capital Purchase- Tire Changer		1,500
	Community Transit Dial-A-Ride		1,484,513
	Day Care Paratransit (cont)		9,000
	Dial-A-Ride		149,258
			20,470
			10,000
			12,330
	Dial-A-Ride & Escort Service		7,500
	Dial-A-Ride (cont)		21,561
	Dial-A-Ride (Cont. thru 83/06/30)		12,330
	Dial-A-Ride (cont.) Repl. 4.5		46,000
	Dial-A-Ride (Continuing)		56,640
			96,688
			145,157
	Dial-A-Ride (E&H Expanded)		150,000
	Dial-A-Ride (Expanded hours)		17,439
	Dial-A-Ride (Expanded Service)		5,500
	Dial-A-Ride (Handicapped)		17,500
	Dial-A-Ride (Operating)		8,800
	Dial-A-Ride (Replace 4.5)		47,380
	Dial-A-Ride (Replace Local Support)		5,856
	Dial-A-Ride (Replace Local)		10,200
	Dial-A-Ride (revised)		23,500
	Dial-A-Ride E&H		140,000
			4,000
			10,900
			40,930
	Dial-A-Ride E&H (cont)		11,722
	Dial-A-Ride E&H (Continued)		35,310
	Dial-A-Ride E&H (Continuing)		17,803
	Dial-A-Ride E&H (ESGVC)		2,878
			23,350
	Dial-A-Ride E&H (Operating Deficits)		100,000
	Dial-A-Ride E&H (Replace 4.5)		21,000
	Dial-A-Ride Elderly		24,500
	Dial-A-Ride ESGVC		8,612
	Dial-A-Ride Expansion		44,000
	Dial-A-Ride for Senior Citizens		18,879
	Dial-A-Ride Handicapped		2,000
	Dial-A-Ride Operating Subsidy		21,600

Summary of Approved Prop A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
	Dial-A-Ride Program		100,000
	Dial-A-Ride Van Purchase		20,808
	Dial-A-Ride: Microcomputer		9,000
	E&H Dial-A-Ride		9,670
			73,000
			51,210
			62,250
	E&H Dial-A-Ride (Continuing)		50,119
	E&H Education Paratransit		18,126
	E&H Paratransit (cont)		37,500
	E&H Paratransit (Replace 4.5)		77,000
	ELA Transit System (Replace 4.5)		90,885
	Expand Dial-A-Ride (Continuation)		368,243
	Fixed Route Fare Maintenance		435,800
	Get About		35,000
	Get About Dial-A-Ride		30,000
			236,085
	Grant to Southeast Center		3,000
	Lakewood Special Transportation		15,000
	No. San Gabriel Brokerage Local Match		1,815
	Paratransit E&H ESGV Consortium		15,000
	Paratransit E&H Gardena Area		5,000
	Paratransit E&H MVM Consortium		17,000
	Senior Citizen Shuttle		10,500
	Senior Dial-A-Ride		82,732
	Senior Transportation		5,490
	Sr. Citizen Dial-A-Ride		12,000
	Vans for E&H Trans.		15,000
	W. Hollywood Paratransit (82-83)		23,956
		Total:	4,848,295
		Count:	71
104	Commuter - Santa Clar. to Dntn L.A.		98,000
		Total:	98,000
		Count:	1
105	Beach Shuttle - Alta. to Santa Mon		9,000
	Con't Paratransit Program		35,000
	Hollywood Bowl - Park and Ride		422,000
	La Cresenta Summer Beach Bus		13,000
	Parks & Human Services Van		30,000
	Recreational Transit Services		8,000
	Special Event Transit		150
	Special Events Transit		3,592
			16,596
	Special Events Transit E&Y		160,000
	Special Events Transportation		26,000
	Special Events/Rec. Operating		49,890
	Summer Recreation Transit		2,400
	Venice Camp Transportation		12,000
		Total:	787,628
		Count:	14
106	Spec. Service Handicapped Paratransit		5,000
	Transit Security		355,978
		Total:	360,978
		Count:	2
108	Subsidized Taxi Services		7,000
		Total:	7,000
		Count:	1
109	Dial-A-Ride Tickets to Senior Citizens		3,105
	Get About Subsidy		10,000
	NW San Gabriel Valley Brokerage (Local Match)		1,600
	Student User Subsidy		4,000
	Student User-Side Subsidy		2,500
	User Side Subsidy Seniors		5,000
	Userside Subsidy/Fixed Route		71,575

Summary of Approved Prop A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
		Total:	97,780
		Count:	7
110	TSM (Ridesharing) Program		56,000
		Total:	56,000
		Count:	1
121	Airport Shuttle Bus- Joint Study		1,500
	Bus Stop Improvement Planning		3,500
	Consultant Assistance		500
	Consultant Study		4,476
			15,000
			10,000
	Consultant Study (D. Benson)		6,000
	Consultant Study follow-up		3,000
	Consultant Study, Joint		9,000
	Consultant-General Transportation Plng		17,500
	Consulting Work		19,000
	DOT Planning Activities		366,200
	ESGV Joint Transit Needs Study		15,000
	Evaluation of MVM Consortium		500
	Joint Transportation Study		15,000
			10,000
			33,000
	Monitoring & Evaluation Consultant		3,500
	Needs Assessment Study		5,000
	Plng for Bus Benches & Shelters		2,900
	South Bay Transportation Study		4,000
	Transit Consultant		35,000
	Transit Demand Study		30,000
	Transit Planning - Joint Venture		2,200
	Transit Stop Facility Planning		2,500
	Transportation Planning		30,000
			50,000
			13,362
	West Olive Transit Study		46,500
		Total:	754,138
		Count:	29
131	Bus Benches		5,000
			15,000
			4,725
			4,375
	Bus Benches Renovation		1,030
	Bus Shelters		40,000
			37,500
	Bus Shelters and Benches		4,000
	Bus Stop Improvement Planning		16,681
	Bus Stop Improvement Projects		344,000
	Bus Stop Improvements		226,000
			10,000
			76,000
			41,640
	Bus Stop Improvements (WC Ramps)		25,000
			20,000
	Bus Stop Improvements - Slauson Ave.		4,600
	Bus Stop Improvements: Pads and Ramps		25,000
	Bus Stop Pads		13,000
	Bus Stop Trash Containers		15,000
	Dial-A-Ride (Pick-up location)		1,000
	Replacement of Bus Benches		5,000
	Wheelchair Curb Cuts		33,000
		Total:	967,551
		Count:	23
141	L.A.-L.B. LRT Trust Fund		320,000
		Total:	320,000
		Count:	1
151	Bus Air Conditioner Improvement		64,000

Summary of Approved Prop A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
		Total:	64,000
		Count:	1
152	Cancer Van		6,000
	Handicapped Van Purchase (Dial-A-Ride)		23,900
	Paratransit Van Purchase		3,200
	Paratransit Van Purchase (repl.)		4,200
	Polio Handicapped Van Purchase		32,000
	Purchase 3 DAR Vans Local Share		24,000
	Purchase 5 DAR Replacement Sedans		76,000
	Replacement Bus Purchase (FY82-83)		100,895
	Special Event/Rec. Vehicle Purchase		35,000
	Van Lease Dial-A-Ride		5,400
	Van Purchase Dial-A-Ride		18,000
	Vehicle and Radio Purchase		192,000
	Vehicle Purchase (Van)		2,575
	Vehicle Purchase Prog. (Resubmitted)		33,000
	Vehicle Purchase with WC Lifts (2)		70,000
		Total:	626,170
		Count:	15
161	Bus Pad Modification Planning		5,681
		Total:	5,681
		Count:	1
162	Bus Bays, Pads & Curb Returns		15,000
			14,530
			20,000
	Bus Bays, Pads & Curbs (Revised)		155,000
			100,000
	Bus Pad Construction		35,750
	Bus Pad Modifications		21,000
	City Terrace/Sybil Brand (Bus Pad)		8,600
		Total:	369,880
		Count:	8
163	L.B.Airport Park & Ride Lot		120,000
	Park & Ride Lot		410,000
	Park & RIde Lot Ventura Blvd		267,000
		Total:	797,000
		Count:	3
164	Capital Purchase - Drum and Disc Lathe		5,000
	Dial-A-Ride Service Bay		20,000
	Lease & Modify Maint. Fac. Dial-A-Ride		28,100
	Resurface Yard		10,000
	Roof Repairs		31,000
	Security Gate		68,000
		Total:	162,100
		Count:	6
165	Downtown Transit - Cost Over		1,486,346
	Transit Mall O&M		642,000
	Trust Fund for Multi-Modal Terminal		589,235
		Total:	2,717,581
		Count:	3
180	Adm		5,000
	Administration		3,200
			27,900
			4,100
			5,000
			7,200
			8,225
			5,000
			6,000
			10,000
			8,815
	Administraton		8,604
	Capital Purchase - Administration		243

Summary of Approved Prop A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
			1,115
	Planning and Accounting Staff		111,600
	Secretarial Staff		8,787
			7,175
	Transit Administration		1,295
		Total:	229,259
		Count:	18
190	Fund Exchange with Long Beach		162,318
	Fund Exchange with Norwalk		200,000
		Total:	362,318
		Count:	2
200	Union Station Acquisition		3,100,000
	Ventura Blvd Bus Signal Preemption		880,000
		Total:	3,980,000
		Count:	2
		Total:	22,157,065
		Count:	236

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
101	Antelope Valley Bus Service		469,000
	Bus Operators Equity Wage Bonus		86,300
	Bus Tire Purchase Program		55,000
	Carson Shuttle Bus		60,000
	Downtown Minibus		684,629
	Fixed Route Advertising		2,000
	Fixed Route Bus System		119,270
	Fixed Route Shuttle Bus Program		500,000
	Fixed Route Transit		165,000
			101,000
			80,500
	Fixed Route Transit Line #60		31,000
	Fixed Route Transit Program		600,000
	Free Ride Parking Shuttle Bus		118,480
	Free Tram FY 84		104,362
	Holiday Shopper Shuttle		5,000
	LBT - Subsidy		21,800
	LBT Subsidy		5,285
	Lines #1 and #2 Improvement (revised)		230,000
	Maintenance of Status Quo Service		350,623
	Mini Muni Demo Project		60,575
	Operating Subsidy		350,000
	Pacific Coast Hwy Bus Service (expanded)		127,000
	SD2 Peak Hour Bus Service		270,000
	Sta Clarita Valley - L.A. Commuter		115,000
	Sta Clarita Vally Local Bus Service (expanded)		550,000
	Subsidy to Long Beach Transit Co.		1,750,000
	Temporary Shopper Shuttle		50,000
	Westwood Minibus		145,000
		Total:	7,206,824
		Count:	29
102	Automotive Mechanic		30,000
	City Wide Dial-A-Ride Service		173,570
	Clerical Position		5,000
	Day Care Paratransit		17,169
	Dial-A-Lift		47,325
	Dial-A-Ride		82,400
	Gen. Public Paratransit - Cap. Pur.		4,000
	General Public Paratransit		246,000
			203,000
	Hermosa Beach Transit (DAR) & Shuttle		21,867
	Interim Paratransit		10,000
	Marketing		2,500
	Paratransit Service E & H		30,000
	Phone-A-Ride (continuing)		35,456
	Phone-A-Ride (expansion)		69,380
	Senior Ride		162,473
		Total:	1,140,140
		Count:	16
103	24 hr E & H Paratransit (expanded)		48,696
	Alondra Park-Del Aire Paratransit E&H		21,000
	Altadena Paratransit Shuttle		81,000
	Altadena Senior Citizen Service		25,000
	Antelope Valley Paratransit E & H		50,000
	Antelope Valley Sr.Citizen Van Service		25,000
	Antelope-San Fern. Valley Comm. E&H (revised)		6,600
	Arcadia Dial-A-Ride '84		160,000
	Burbank Transportation Service		61,304
	Carson-LaRambla Paratransit E&H (revised)		38,000
	Community Transit (revised) (expanded)		4,427,649
	Cont. of Dial-A-Ride (1/1-6/30)		5,000
	Cont. of Dial-A-Ride (10/1-12/31)		1,944
	Culver City Paratransit Programs		75,000
	Dial-A-Ride		70,000
			16,903
	Dial-A-Ride (continuing)		20,740
	Dial-A-Ride (ESGV)		47,000
	Dial-A-Ride (expanded hours)		20,250
	Dial-A-Ride E & H		12,500
			60,000
			45,000
	Dial-A-Ride E & H (revised)		84,504
	Dial-A-Ride Handicapped Van Service		56,113

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description	Prop A Funds
	Dial-A-Ride New Service	137,112
	Dial-A-Ride Operating	181,058
	Dial-A-Ride Operating Subsidy	21,900
	Dial-A-Ride Performance Audit	5,000
	Diamond Bar Paratransit E&H	42,000
	E & H Dial-A-Ride	35,000
		200,029
	E & H Dial-A-Ride (expansion)	19,954
	E & H Paratransit	51,507
	E & H Paratransit Service	220,000
	E & H Special Paratransit Service	53,275
	E. Compton E&H Paratransit	30,000
	E. San Gabriel Valley Paratransit E&H	80,000
	East L.A. Transit System	210,000
	Elderly & Handicapped Trans. Prog.	17,650
	Florence-Willowbrook E&H Paratransit	129,000
	Gen. Public Paratransit Dial-A-Ride	30,000
	Get About	55,000
	Get About Replace TDA 4.5	58,968
	Get About Subsidy	10,000
	Get About Transportation	278,451
	Glendora Paratransit E & H	57,432
	Grant to Southeast Center	3,000
	H.Hts-R.Hts Paratransit E & H	120,000
	Lakewood Special Transit Program	65,000
	Lenox Paratransit E&H (revised)	20,000
	LSTP Expansion	33,300
	LSTP Training Program	5,000
	Mid-San Gabriel Valley Paratransit E&H	57,000
	Older American Transit Program	68,731
	Palos Verdes Dial-A-Ride	796
	Palos Verdes Dial-A-Ride FY 84	398
	Palos Verdes Pen. Paratransit E&H	3,000
	Palos Verdes Pen. Tran. Auth. FY 84	1,950
	Palos Verdes Pen. Trans. Auth. FY 84	5,000
	Paratransit	180,000
	Paratransit E & H	42,000
	Paratransit Program E & H	10,500
	Paratransit Services	23,505
	Paratransit Services (expanded)	74,000
	Paratransit Services Supervisor	6,511
	Peninsula Dial-A-Ride	4,002
	Peninsula Dial-A-Ride Program	3,100
	Pomona E&H Paratransit (revised)	3,500
	Radio Purchase (expanded)	17,720
	Replacement of 4.5 Funds for Get About	85,861
	Sen. Citizen Trans. Program	14,541
	Senior Citizen Paratransit (continuing)	30,000
	Senior Citizen Shuttle	43,510
	Senior Dial-A-Ride '84	30,000
	Senior Transportation	5,765
		32,100
	Social Services Program - Trans.	8,150
		152,941
	Special Service Paratransit Handicapped	12,500
	Special Transit for Handicapped	3,590
	Special Transportation E & H	30,000
	Sr. Van Dial-A-Ride	38,000
	Sta Clarita Valley Paratransit E&H	41,000
	Topanga Canyon Summer Bus Service	16,000
	W. Hollywood Paratransit Serive (revised)	278,746
	Walnut Park Paratransit E&H	50,000
	West Hollywood Shuttle	9,500
	Westmont-Windsor Hills Paratransit E&H (revised)	83,000
	Whittier Area Paratransit E&H	143,000
	Willowbrook Sr. Citizen Van Service	106,000
	WISE Paratransit	60,000
	Total:	9,404,756
	Count:	91
104	Commuter Bus Service	95,600

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
		Total:	95,600
		Count:	1
105	Altadena/La Crescenta Beach Bus		28,000
	Brookside Pool Shuttle		620
	Bus Trans. Program E & Y (expanded)		271,919
	Community Events Transportation Project		15,912
	Grand Peoples Company		20,000
	Jazz for Special People		300
	Maint. of Special Event Vehicle		8,730
	Outside Recreational Transit Service		2,500
	Public Excursion Transit Findings		10,000
	Recreation		9,000
	Recreation Transit		4,068
			17,823
	Recreation Transit Program		3,000
	Recreation Transit Services (revised)		12,700
	Recreation Transportation		13,600
	Recreational Event Transit		5,000
	Senior Citizen Recognition Day Trans.		240
	Senior Transit Van Service		41,310
	Social Service Receation Trips		4,800
	Special Event Shuttle Bus		2,000
	Special Event Transit		20,000
	Special Events		11,596
	Special Events Sen. Cit. Van FY 84		3,000
	Special Events Transit		7,000
			5,000
	Special Events/Rec. Operating		49,890
	Special Recreation Transit		400
	Summer Recreation Transit		1,700
	Time of Your Life Exposition		4,500
	Vans/Dept. of Social Services		10,700
	Venice Camp Transportation		12,000
		Total:	597,308
		Count:	31
106	SD2 Bus Passenger Security Services		122,000
	Transit Security		3,820
			616,408
		Total:	742,228
		Count:	3
108	Dial-A-Taxi (continuing)		115,000
		Total:	115,000
		Count:	1
109	Bus Token Subsidy		23,974
	Bus Token Subsidy Program		6,800
	Dial-A-Ride Tickets to Seniors		3,105
	Low Income Trans. Program		11,480
	Sr. Citizen Bus Pass Program		6,000
	User Assistance Program		4,000
	User Side Subsidy - RTD Token Prog.		20,000
		Total:	75,359
		Count:	7
121	Bus Stop Improvements Planning		3,500
	Consultant Needs Study		19,000
	Consultant Trans. Planning		5,000
	Develop Dial-A-Ride Program RFP		3,000
	DOT Staffing Level		162,526
	Downtown Shuttle Planning		75,000
	Dwtn Transportation Plan		20,400
	ESGV Transit Needs Study		45,155
			18,904
			8,206
			1,841
			9,139
			9,020
			6,190
			11,942

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
	ESGV Transit NeedsStudy		255
	Fixed Route Planning Assistance		16,000
	Intracity Transit Study (revised)		94,000
	Joint Transportation Study		3,305
	Lynwood Transit Center Study		20,000
	Lynwood Transit Needs Study		15,000
	Metro Rail Transit Corridor Planning		500,000
	Needs Assessment & Trans. Planning		10,000
	Needs Assessment Study		30,000
			3,000
	Needs Assessment Survey		47,262
	Palos Verdes Peninsula Transit Study		5,000
	Peninsula Trans Auth Trans Study		5,000
	Peninsula Transit J.P.A. Transit Study		5,000
	Planning		9,418
	Planning - Bus Shelter		1,000
	Planning Needs Assessment Study		11,600
	Prop A Planning and Administration		120,000
	SD2 SCRTD Transit Safety Program		5,000
	SD2 Transit Needs Study (revised)		54,000
	SD2 Transit Study - RTD		4,000
	So. Bay Transit Center E.L.A.		6,050
	Supplement to ESGV Transit Needs Study		2,886
	Trans. Corridor Specific Plan		65,625
	Trans. Planning (joint venture)		233
	Transit Consultant		38,500
	Transit Needs Assessment Study		10,000
	Transit Needs Study 2nd Sup. District		2,500
	Transit Planning Study		407
	Transit Study		2,500
	Transit Study Workshop		300
	Transit Veh.Storage Yard Eng. Study		2,500
	Transportation Consulting Services (expanded)		1,000
	Transportation Planning		22,500
			30,000
			3,500
			15,721
	Transportation Study		33,000
			5,000
		Total:	1,599,885
		Count:	54
131	Accessible Bus Program		25,000
	Bus Bench Pads		3,360
	Bus Benches		5,000
	Bus Shelter & Pad		10,000
	Bus Shelter Construction		44,000
	Bus Shelters & Benches		5,000
	Bus Shelters & Bus Stop Improvements		47,780
	Bus Shelters/Benches		10,000
	Bus Stop Improvement		10,000
	Bus Stop Improvement Program		10,000
			82,000
			351,700
			1,500
	Bus Stop Improvement Project		13,500
	Bus Stop Improvement Projects		1,140,000
	Bus Stop Improvements		11,000
			2,150
			15,000
			35,200
			3,000
			11,500
			1,000
	Bus Stop Improvements & Maintenance		180,000
	Bus Stop Improvements (Revised)		283,645
	Curb Modification		70,500
	Garfield Ave. Bus Turn Out		21,000
	La Cienega at Slauson Bus Stop Imp.		50,000
	Wheelchair Ramps - Valley Blvd		10,400
		Total:	2,453,235
		Count:	28
141	L.A. - L.B. LRT Planning		10,000

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
		Total:	10,000
		Count:	1
151	Bus Purchase - Local Match		329,200
		Total:	329,200
		Count:	1
152	Dial-A-Ride Replacement Vehicle		120,000
	Dial-A-Ride Sup. Vehicle		10,500
	LSTP Vehicle (expanded) (revised)		205,000
	Replacement Bus Purchase		173,864
	Special Events /Rec. Veh. Purchase		35,000
	Special Events Transit Van Purchase		13,355
	Vehicle Purchase		75,000
		Total:	632,719
		Count:	7
161	Bus Stop Turnouts & Improvements		44,250
	Bus Turn-out Lane		66,200
	Recon. Spring St. Contraflow Lane		5,000
		Total:	115,450
		Count:	3
162	Automated Diesel Fuel Dispensing System		30,000
	Bus Pad Construction		12,000
	Bus Pad Modification		70,000
	Bus Pad Modification Program		10,000
	Bus Pad Modifications		87,150
			4,000
	Bus Pad Reconstruction		42,000
	Bus Pads - Fremont Ave.		7,000
	Bus Pads - Main, New & Garfield		10,500
	Bus Pads - Valley Blvd		105,000
	Civic Center Bus Turnout		15,000
	Transit Terminal Bus Pad		35,000
		Total:	427,650
		Count:	12
163	Hollywood Bowl Park and Ride		341,000
	La Puente Park and Ride		175,000
	Lancaster Park and Ride		94,000
	Park and Ride Lot		772,500
			144,000
			7,426
		Total:	1,533,926
		Count:	6
164	Commuter Train Station		
	Dial-A-Ride Repair Equipment		6,100
			8,800
	Dial-A-Ride Service Bay (revised)		35,150
	Downtown Transit Facility Construction		181,000
	LSTP - Van Shelter		13,000
	Promenade Cross-over		83,295
	Rehabilitation of Bus Office		50,000
	Taylor Ranch Bus Terminal Repairs		24,000
		Total:	401,345
		Count:	8
165	Boardwalk Maintenance (S. Terminus)		35,000
	Boardwalk Maintenance (seaside way)		18,000
	O & M of Busways		121,800
	O & M of Promenade (Tramway)		441,485
	Trust Fund for Multi-Modal Terminal		349,160
		Total:	965,445
		Count:	5
180	Administration		9,418
			3,700

Summary of Approved Prop A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
			6,000
			10,000
			7,855
			10,000
			3,710
			4,916
			6,387
			3,000
	Administration (planning & accounting)		152,760
	Administration (revised)		10,527
			15,000
	Administrative Support		868
	Contract Administration		30,188
	Direct Administration		15,000
			27,000
	Prop A & Consultant Monitoring		19,000
	Transit Program - Adm.		7,092
	Word Processor (Dial-A-Ride)		17,150
		Total:	359,571
		Count:	20
190	Exchange of Funds w/ Long Beach		158,128
	Fund Exchange		125,000
	Fund Exchange with RTD		3,000,000
	Fund Exchange with Torrance		175,385
		Total:	3,458,513
		Count:	4
200	Bus Components & Support Materials		19,928
	Bus Stop Clean-up		30,000
	Bus Trash Containers		15,000
	Computer Purchase DAR		5,400
	Maintenance Equipment - Fixed Route		6,000
	Ticket Dispensor & Change Machine		20,000
		Total:	96,328
		Count:	6
		Total:	31,760,482
		Count:	334

APPENDIX D

List of New Proposition A Projects by Type: FY82-83 and FY83-84

"New" Proposition A Projects by Type (FY82-83)

Code	Project Description	Prop A Funds
101	Fixed Route Bus System Implementation	6,000
	Fixed Route Transit	81,871
	Holiday Shopper Shuttle	714
	Shuttle Bus (1 Month Extension)	12,204
	Shuttle Bus (Temporary)	41,625
	Trial Lakewood Ctr Intra-Mall Tram	20,000
	Total:	162,414
	Count:	6
103	Altadena Senior Citizen Service	4,000
	Capital Purchase- Tire Changer	1,500
	Dial-A-Ride	149,258
	Dial-A-Ride (Handicapped)	17,500
	Dial-A-Ride E&H	10,900
	Dial-A-Ride Van Purchase	20,808
	Dial-A-Ride: Microcomputer	9,000
	E&H Education Paratransit	18,126
	Expand Dial-A-Ride (Continuation)	368,243
	Grant to Southeast Center	3,000
	Paratransit E&H ESGV Consortium	15,000
	W. Hollywood Paratransit (82-83)	23,956
	Total:	641,291
	Count:	12
105	Beach Shuttle - Alta. to Santa Mon	9,000
	Hollywood Bowl - Park and Ride	422,000
	La Cresenta Summer Beach Bus	13,000
	Parks & Human Services Van	30,000
	Special Event Transit	150
	Special Events Transportation	26,000
	Special Events/Rec. Operating	49,890
	Summer Recreation Transit	2,400
	Total:	552,440
	Count:	8
106	Spec. Service Handicapped Paratransit	5,000
	Transit Security	355,978
	Total:	360,978
	Count:	2
108	Subsidized Taxi Services	7,000
	Total:	7,000
	Count:	1
109	Dial-A-Ride Tickets to Senior Citizens	3,105
	Student User Subsidy	4,000
	User Side Subsidy Seniors	5,000
	Userside Subsidy/Fixed Route	71,575
	Total:	83,680
	Count:	4
110	TSM (Ridesharing) Program	56,000
	Total:	56,000
	Count:	1
121	Airport Shuttle Bus- Joint Study	1,500
	Bus Stop Improvement Planning	3,500
	Consultant Assistance	500
	Consultant Study	4,476
		15,000
		10,000
	Consultant Study (D. Benson)	6,000
	Consultant Study follow-up	3,000
	Consultant Study, Joint	9,000
	Consultant-General Transportation Plng	17,500
	Consulting Work	19,000
	DOT Planning Activities	366,200
	ESGV Joint Transit Needs Study	15,000
	Evaluation of MVM Consortium	500
	Joint Transportation Study	15,000

"New" Proposition A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
			10,000
			33,000
	Monitoring & Evaluation Consultant		3,500
	Needs Assessment Study		5,000
	Plng for Bus Benches & Shelters		2,900
	South Bay Transportation Study		4,000
	Transit Consultant		35,000
	Transit Demand Study		30,000
	Transit Planning - Joint Venture		2,200
	Transit Stop Facility Planning		2,500
	Transportation Planning		30,000
			50,000
			13,362
	West Olive Transit Study		46,500
		Total:	754,138
		Count:	29
131	Bus Benches		5,000
			15,000
			4,375
			4,725
	Bus Benches Renovation		1,030
	Bus Shelters		37,500
			40,000
	Bus Shelters and Benches		4,000
	Bus Stop Improvement Planning		16,681
	Bus Stop Improvement Projects		344,000
	Bus Stop Improvements		226,000
			10,000
			76,000
			41,640
	Bus Stop Improvements (WC Ramps)		25,000
			20,000
	Bus Stop Improvements - Slauson Ave.		4,600
	Bus Stop Pads		13,000
	Bus Stop Trash Containers		15,000
	Dial-A-Ride (Pick-up location)		1,000
	Replacement of Bus Benches		5,000
	Wheelchair Curb Cuts		33,000
		Total:	942,551
		Count:	22
141	L.A.-L.B. LRT Trust Fund		320,000
		Total:	320,000
		Count:	1
151	Bus Air Conditioner Improvement		64,000
		Total:	64,000
		Count:	1
152	Handicapped Van Purchase (Dial-A-Ride)		23,900
	Special Event/Rec. Vehicle Purchase		35,000
	Vehicle and Radio Purchase		192,000
	Vehicle Purchase Prog. (Resubmitted)		33,000
	Vehicle Purchase with WC Lifts (2)		70,000
		Total:	353,900
		Count:	5
161	Bus Pad Modification Planning		5,681
		Total:	5,681
		Count:	1
162	Bus Bays, Pads & Curb Returns		15,000
			14,530
			20,000
	Bus Bays, Pads & Curbs (Revised)		155,000
			100,000
	Bus Pad Construction		35,750
	Bus Pad Modifications		21,000
	City Terrace/Sybil Brand (Bus Pad)		8,600

"New" Proposition A Projects by Type (FY82-83)

Code	Project Description		Prop A Funds
		Total:	369,880
		Count:	8
163	L.B.Airport Park & Ride Lot		120,000
	Park & Ride Lot		410,000
	Park & RIde Lot Ventura Blvd		267,000
		Total:	797,000
		Count:	3
164	Capital Purchase - Drum and Disc Lathe		5,000
	Dial-A-Ride Service Bay		20,000
	Lease & Modify Maint. Fac. Dial-A-Ride		28,100
	Resurface Yard		10,000
	Roof Repairs		31,000
	Security Gate		68,000
		Total:	162,100
		Count:	6
165	Trust Fund for Multi-Modal Terminal		589,235
		Total:	589,235
		Count:	1
180	Adm		5,000
	Administration		3,200
			27,900
			4,100
			5,000
			7,200
			5,000
			8,225
			10,000
			8,815
			6,000
	Administraton		8,604
	Capital Purchase - Administration		243
			1,115
	Planning and Accounting Staff		111,600
	Secretarial Staff		8,787
			7,175
	Transit Administration		1,295
		Total:	229,259
		Count:	18
190	Fund Exchange with Long Beach		162,318
	Fund Exchange with Norwalk		200,000
		Total:	362,318
		Count:	2
200	Union Station Acquisition		3,100,000
	Ventura Blvd Bus Signal Preemption		880,000
		Total:	3,980,000
		Count:	2
		Total:	10,793,865
		Count:	133

"New" Proposition A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
101	Bus Operators Equity Wage Bonus		86,300
	Bus Tire Purchase Program		55,000
	Carson Shuttle Bus		60,000
	Fixed Route Advertising		2,000
	Fixed Route Bus System		119,270
	Fixed Route Shuttle Bus Program		500,000
	Fixed Route Transit Line #60		31,000
	Free Ride Parking Shuttle Bus		118,480
	Holiday Shopper Shuttle		5,000
	LBT - Subsidy		21,800
	LBT Subsidy		5,285
	Mini Muni Demo Project		60,575
	Pacific Coast Hwy Bus Service (expanded)		127,000
	SD2 Peak Hour Bus Service		270,000
	Subsidy to Long Beach Transit Co.		1,750,000
	Temporary Shopper Shuttle		50,000
		Total:	3,261,710
		Count:	16
102	Automotive Mechanic		30,000
	City Wide Dial-A-Ride Service		173,570
	Clerical Position		5,000
	Gen. Public Paratransit - Cap. Pur.		4,000
	General Public Paratransit		203,000
	Hermosa Beach Transit (DAR) & Shuttle		21,867
	Interim Paratransit		10,000
	Marketing		2,500
	Paratransit Service E & H		30,000
	Phone-A-Ride (continuing)		35,456
	Phone-A-Ride (expansion)		69,380
		Total:	584,773
		Count:	11
103	24 hr E & H Paratransit (expanded)		48,696
	Altadena Paratransit Shuttle		81,000
	Antelope Valley Paratransit E & H		50,000
	Antelope Valley Sr.Citizen Van Service		25,000
	Antelope-San Fern. Valley Comm. E&H (revised)		6,600
	Carson-LaRambla Paratransit E&H (revised)		38,000
	Cont. of Dial-A-Ride (10/1-12/31)		1,944
	Dial-A-Ride (continuing)		20,740
	Dial-A-Ride (ESGV)		47,000
	Dial-A-Ride (expanded hours)		20,250
	Dial-A-Ride E & H		12,500
			60,000
	Dial-A-Ride New Service		137,112
	Dial-A-Ride Performance Audit		5,000
	Diamond Bar Paratransit E&H		42,000
	E & H Dial-A-Ride		200,029
	E & H Dial-A-Ride (expansion)		19,954
	E & H Special Paratransit Service		53,275
	E. Compton E&H Paratransit		30,000
	Florence-Willowbrook E&H Paratransit		129,000
	Gen. Public Paratransit Dial-A-Ride		30,000
	Glendora Paratransit E & H		57,432
	H.Hts-R.Hts Paratransit E & H		120,000
	Lenox Paratransit E&H (revised)		20,000
	LSTP Expansion		33,300
	LSTP Training Program		5,000
	Palos Verdes Dial-A-Ride		796
	Palos Verdes Dial-A-Ride FY 84		398
	Palos Verdes Pen. Paratransit E&H		3,000
	Palos Verdes Pen. Tran. Auth. FY 84		1,950
	Palos Verdes Pen. Trans. Auth. FY 84		5,000
	Paratransit E & H		42,000
	Paratransit Services (expanded)		74,000
	Paratransit Services Supervisor		6,511
	Peninsula Dial-A-Ride		4,002
	Peninsula Dial-A-Ride Program		3,100
	Pomona E&H Paratransit (revised)		3,500
	Radio Purchase (expanded)		17,720
	Senior Citizen Paratransit (continuing)		30,000
	Social Services Program - Trans.		8,150
			152,941
	Special Service Paratransit Handicapped		12,500

"New" Proposition A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
	Sta Clarita Valley Paratransit E&H		41,000
	Topanga Canyon Summer Bus Service		16,000
	W. Hollywood Paratransit Serive (revised)		278,746
	Walnut Park Paratransit E&H		50,000
	West Hollywood Shuttle		9,500
	Westmont-Windsor Hills Paratransit E&H (revised)		83,000
	Whittier Area Paratransit E&H		143,000
	Willowbrook Sr. Citizen Van Service		106,000
	WISE Paratransit		60,000
		Total:	2,446,646
		Count:	51
104	Commuter Bus Service		95,600
		Total:	95,600
		Count:	1
105	Brookside Pool Shuttle		620
	Community Events Transportation Project		15,912
	Grand Peoples Company		20,000
	Jazz for Special People		300
	Maint. of Special Event Vehicle		8,730
	Outside Recreational Transit Service		2,500
	Public Excursion Transit Findings		10,000
	Recreation Transit		4,068
			17,823
	Recreation Transit Program		3,000
	Recreation Transportation		13,600
	Recreational Event Transit		5,000
	Senior Citizen Recognition Day Trans.		240
	Social Service Receation Trips		4,800
	Special Event Shuttle Bus		2,000
	Special Events Sen. Cit. Van FY 84		3,000
	Special Events Transit		5,000
	Special Events/Rec. Operating		49,890
	Special Recreation Transit		400
	Time of Your Life Exposition		4,500
	Venice Camp Transportation		12,000
		Total:	183,383
		Count:	21
106	SDZ Bus Passenger Security Services		122,000
	Transit Security		3,820
		Total:	125,820
		Count:	2
108	Dial-A-Taxi (continuing)		115,000
		Total:	115,000
		Count:	1
109	Bus Token Subsidy		23,974
	Bus Token Subsidy Program		6,800
	Low Income Trans. Program		11,480
		Total:	42,254
		Count:	3
121	Consultant Needs Study		19,000
	Develop Dial-A-Ride Program RFP		3,000
	Downtown Shuttle Planning		75,000
	Dwtn Transportation Plan		20,400
	ESGV Transit Needs Study		45,155
			18,904
			8,206
			1,841
			9,139
			9,020
			11,942
			6,190
	ESGV Transit NeedsStudy		255
	Fixed Route Planning Assistance		16,000
	Intracity Transit Study (revised)		94,000
	Lynwood Transit Center Study		20,000

"New" Proposition A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
	Lynwood Transit Needs Study		15,000
	Metro Rail Transit Corridor Planning		500,000
	Needs Assessment & Trans. Planning		10,000
	Needs Assessment Study		30,000
	Palos Verdes Peninsula Transit Study		5,000
	Peninsula Trans Auth Trans Study		5,000
	Peninsula Transit J.P.A. Transit Study		5,000
	Planning		9,418
	Planning - Bus Shelter		1,000
	Planning Needs Assessment Study		11,600
	SD2 SCRTD Transit Safety Program		5,000
	SD2 Transit Needs Study (revised)		54,000
	SD2 Transit Study - RTD		4,000
	So. Bay Transit Center E.L.A.		6,050
	Supplement to ESGV Transit Needs Study		2,886
	Trans. Corridor Specific Plan		65,625
	Trans. Planning (joint venture)		233
	Transit Consultant		38,500
	Transit Needs Assessment Study		10,000
	Transit Needs Study 2nd Sup. District		2,500
	Transit Planning Study		407
	Transit Study		2,500
	Transit Study Workshop		300
	Transit Veh.Storage Yard Eng. Study		2,500
	Transportation Consulting Services (expanded)		1,000
	Transportation Planning		22,500
			15,721
	Transportation Study		5,000
		Total:	1,188,792
		Count:	44
131	Bus Bench Pads		3,360
	Bus Shelter & Pad		10,000
	Bus Shelter Construction		44,000
	Bus Shelters & Bus Stop Improvements		47,780
	Bus Stop Improvement		10,000
	Bus Stop Improvement Program		10,000
			351,700
			82,000
			1,500
	Bus Stop Improvement Project		13,500
	Bus Stop Improvements		11,000
			2,150
			35,200
			11,500
			1,000
	Bus Stop Improvements & Maintenance		180,000
	Bus Stop Improvements (Revised)		283,645
	Curb Modification		70,500
	Garfield Ave. Bus Turn Out		21,000
	La Cienega at Slauson Bus Stop Imp.		50,000
	Wheelchair Ramps - Valley Blvd		10,400
		Total:	1,250,235
		Count:	21
141	L.A. - L.B. LRT Planning		10,000
		Total:	10,000
		Count:	1
151	Bus Purchase - Local Match		329,200
		Total:	329,200
		Count:	1
152	Dial-A-Ride Replacement Vehicle		120,000
	Dial-A-Ride Sup. Vehicle		10,500
	LSTP Vehicle (expanded) (revised)		205,000
	Replacement Bus Purchase		173,864
	Special Events /Rec. Veh. Purchase		35,000
	Special Events Transit Van Purchase		13,355
	Vehicle Purchase		75,000

"New" Proposition A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
		Total:	632,719
		Count:	7
161	Bus Stop Turnouts & Improvements		44,250
	Bus Turn-out Lane		66,200
	Recon. Spring St. Contraflow Lane		5,000
		Total:	115,450
		Count:	3
162	Automated Diesel Fuel Dispensing System		30,000
	Bus Pad Construction		12,000
	Bus Pad Modification		70,000
	Bus Pad Modification Program		10,000
	Bus Pad Modifications		87,150
	Bus Pad Reconstruction		42,000
	Bus Pads - Fremont Ave.		7,000
	Bus Pads - Main, New & Garfield		10,500
	Bus Pads - Valley Blvd		105,000
	Civic Center Bus Turnout		15,000
	Transit Terminal Bus Pad		35,000
		Total:	423,650
		Count:	11
163	La Puente Park and Ride		175,000
	Lancaster Park and Ride		94,000
	Park and Ride Lot		772,500
			144,000
		Total:	1,185,500
		Count:	4
164	Commuter Train Station		
	Dial-A-Ride Repair Equipment		6,100
			8,800
	Downtown Transit Facility Construction		181,000
	LSTP - Van Shelter		13,000
	Promenade Cross-over		83,295
	Rehabilitation of Bus Office		50,000
	Taylor Ranch Bus Terminal Repairs		24,000
		Total:	366,195
		Count:	7
165	Boardwalk Maintenance (S. Terminus)		35,000
	Boardwalk Maintenance (seaside way)		18,000
	O & M of Busways		121,800
	O & M of Promenade (Tramway)		441,485
		Total:	616,285
		Count:	4
180	Administration		9,418
			3,700
			7,855
			3,710
			4,916
			6,387
			3,000
	Administration (revised)		10,527
			15,000
	Administrative Support		868
	Contract Administration		30,188
	Direct Administration		15,000
	Transit Program - Adm.		7,092
	Word Processor (Dial-A-Ride)		17,150
		Total:	134,811
		Count:	14
190	Exchange of Funds w/ Long Beach		158,128
	Fund Exchange		125,000
	Fund Exchange with RTD		3,000,000
	Fund Exchange with Torrance		175,385

"New" Proposition A Projects by Type (FY83-84)

Code	Project Description		Prop A Funds
		Total:	3,458,513
		Count:	4
200	Bus Components & Support Materials		19,928
	Bus Stop Clean-up		30,000
	Bus Trash Containers		15,000
	Computer Purchase DAR		5,400
	Maintenance Equipment - Fixed Route		6,000
	Ticket Dispensor & Change Machine		20,000
		Total:	96,328
		Count:	6
		Total:	16,662,864
		Count:	233

APPENDIX E

List of Proposition A Projects by Type and Date of Submittal

Prop A Projects by Type and Date of Submittal (FY82-83)

Date Submitted	Code	Project Description
82/06/15	103	Expand Dial-A-Ride (Continuation)
82/06/23	103	Dial-A-Ride Program
82/07/15	103	E&H Dial-A-Ride (Continuing)
82/07/16	103	Dial-A-Ride (cont)
82/07/20	101	Fixed Route - Lan., Palm., Ante.
		Fixed Route - Santa Clara Valley
	104	Commuter - Santa Clar. to Dntn L.A.
	105	Hollywood Bowl - Park and Ride
		Beach Shuttle - Alta. to Santa Mon
82/07/26	131	Bus Shelters
	164	Security Gate
		Resurface Yard
		Roof Repairs
82/08/02	103	Dial-A-Ride Operating Subsidy
		Bet About
	109	Dial-A-Ride Tickets to Senior Citizens
	121	Joint Transportation Study
	180	Administration
82/08/11	103	E&H Education Paratransit
	105	Special Event Transit
82/08/13	101	Operating Subsidy Fixed Route
82/08/16	101	Fixed Route-Free Tram (Revised)
	103	Vans for E&H Trans.
82/08/19	103	Dial-A-Ride E&H
	121	Evaluation of MVM Consortium
	131	Bus Benches
	180	Secretarial Staff
		Administration
82/08/20	103	Senior Transportation
82/08/26	103	Get About
	121	Consultant Study, Joint
	180	Administration
82/09/01	101	Extent Transit Lines #1 and #2
	103	Fixed Route Fare Maintenance
		Dial-A-Ride Expansion
82/09/14	103	E&H Dial-A-Ride
		E&H Dial-A-Ride
	121	Consultant Study
	180	Administration
82/09/15	103	Dial-A-Ride ESGVC
		Dial-A-Ride E&H (ESGVC)
	152	Van Purchase Dial-A-Ride
82/09/17	102	Gen Public Dial-A-Ride
	103	Dial-A-Ride E&H
	105	Special Events Transportation
	108	Subsidized Taxi Services
	109	Student User Subsidy
	121	Consulting Work
		Needs Assessment Study
	131	Bus Shelters and Benches
	180	Administration
82/09/20	103	Senior Dial-A-Ride
		Dial-A-Ride Elderly
82/09/23	103	Dial-A-Ride (Replace 4.5)
		Dial-A-Ride & Escort Service
		Get About Dial-A-Ride
	109	User Side Subsidy Seniors
		Get About Subsidy
	121	Joint Transportation Study
	131	Bus Stop Improvements
		Bus Benches
		Bus Stop Improvements
	180	Administration
82/09/27	131	Bus Stop Improvements (WC Ramps)

Prop A Projects by Type and Date of Submittal (FY82-83)

Date Submitted	Code	Project Description
82/09/29	121	Consultant Study (D. Benson)
82/09/30	131	Bus Stop Improvements
82/10/02	163	Park & Ride Lot
82/10/04	103	Dial-A-Ride (Expanded hours)
		Dial-A-Ride E&H (Continued)
		Dial-A-Ride for Senior Citizens
	121	Consultant Study
	131	Bus Stop Improvements: Pads and Ramps
	152	Vehicle Purchase (Van)
82/10/06	103	Dial-A-Ride
		Get About Dial-A-Ride
	121	Transportation Planning
		Joint Transportation Study
	131	Bus Stop Improvement Planning
	161	Bus Pad Modification Planning
	180	Administration
82/10/08	121	Transportation Planning
		ESGV Joint Transit Needs Study
	131	Bus Stop Improvements (WC Ramps)
82/10/13	101	Shuttle Bus (Temporary)
82/10/14	131	Bus Shelters
82/10/15	131	Bus Benches Renovation
82/10/18	103	Dial-A-Ride (cont.) Repl. 4.5
82/10/21	103	Dial-A-Ride Handicapped
82/10/28	103	Dial-A-Ride (E&H Expanded)
	109	Userside Subsidy/Fixed Route
82/10/29	103	Dial-A-Ride
		Dial-A-Ride (Replace Local)
	152	Van Lease Dial-A-Ride
82/11/02	121	Consultant Study
82/11/03	105	Special Events Transit
	121	Consultant Assistance
82/11/04	101	Trial Lakewood Ctr Intra-Mall Tram
	180	Adm
82/11/05	180	Administration
82/11/08	101	Operating Subsidy
	151	Bus Air Conditioner Improvement
	164	Lease & Modify Maint. Fac. Dial-A-Ride
82/11/16	103	Dial-A-Ride E&H
	152	Vehicle and Radio Purchase
82/11/19	101	Downtown Minibus Fixed Route
		Westwood Minibus Fixed Route
	105	Special Events Transit E&Y
82/11/22	101	L.B. Transit Operating Subsidy
	121	DOT Planning Activities
	141	L.A.-L.B. LRT Trust Fund
	165	Transit Mall O&M
		Downtown Transit - Cost Over
82/11/24	101	Holiday Shopper Shuttle
82/11/25	103	Community Transit Dial-A-Ride
82/11/29	152	Vehicle Purchase with WC Lifts (2)
82/12/02	102	Dial-A-Ride Gen. Public
	103	Dial-A-Ride E&H (cont)
82/12/07	105	Recreational Transit Services
	131	Bus Benches
		Bus Benches
82/12/13	103	Dial-A-Ride E&H (Operating Deficits)
	131	Dial-A-Ride (Pick-up location)
82/12/14	103	E&H Paratransit (Replace 4.5)
		Day Care Paratransit (cont)
		E&H Paratransit (cont)
	105	Special Events Transit
82/12/20	103	Dial-A-Ride E&H (Replace 4.5)

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
83/03/14	162	Bus Pads - Main, New & Garfield
83/04/11	180	Transit Program - Adm.
83/04/12	103	W. Hollywood Paratransit Serive (revised)
83/04/27	101	Holiday Shopper Shuttle
	102	Phone-A-Ride (continuing)
		Phone-A-Ride (expansion)
	121	Needs Assessment Study
	131	Bus Stop Improvements (Revised)
83/05/12	103	Dial-A-Ride (ESGV)
83/05/16	101	Fixed Route Bus System
	131	Bus Shelter Construction
83/05/23	105	Venice Camp Transportation
83/05/26	105	Special Events/Rec. Operating
	152	Special Events /Rec. Veh. Purchase
83/05/31	102	Paratransit Service E & H
	103	Dial-A-Ride New Service
83/06/02	101	Antelope Valley Bus Service
		Sta Clarita Vally Local Bus Service (expanded)
		Sta Clarita Valley - L.A. Commuter
	103	East L.A. Transit System
		Antelope Valley Sr.Citizen Van Service
		Altadena Paratransit Shuttle
		Antelope Valley Paratransit E & H
		Antelope-San Fern. Valley Comm. E&H (revised)
		Sta Clarita Valley Paratransit E&H
		H.Hts-R.Hts Paratransit E & H
		Carson-LaRambla Paratransit E&H (revised)
		Whittier Area Paratransit E&H
		Lenox Paratransit E&H (revised)
		Florence-Willowbrook E&H Paratransit
	105	Altadena/La Crescenta Beach Bus
	163	Hollywood Bowl Park and Ride
83/06/08	121	Consultant Needs Study
83/06/09	103	Dial-A-Ride E & H
		Arcadia Dial-A-Ride '84
83/06/10	103	Pomona E&H Paratransit (revised)
		Topanga Canyon Summer Bus Service
		Walnut Park Paratransit E&H
		Willowbrook Sr. Citizen Van Service
		Westmont-Windsor Hills Paratransit E&H (revised)
		E. Compton E&H Paratransit
		Senior Dial-A-Ride '84
		Sen. Citizen Trans. Program
	121	Transportation Planning
		Bus Stop Improvements Planning
83/06/14	121	Planning
	180	Administration
83/06/16	105	Recreation Transit
83/06/17	103	Senior Citizen Paratransit (continuing)
	108	Dial-A-Taxi (continuing)
83/06/20	103	Paratransit Program E & H
	180	Administration
83/06/21	102	Day Care Paratransit
	103	E & H Paratransit
	105	Special Events
83/06/24	101	Free Tram FY 84
	103	Dial-A-Ride (continuing)
	105	Maint. of Special Event Vehicle
		Vans/Dept. of Social Services
	152	Special Events Transit Van Purchase
83/06/29	103	Get About Replace TDA 4.5
		Get About Subsidy
	109	Sr. Citizen Bus Pass Program
	180	Administration
83/07/01	101	Fixed Route Transit Program

Prop A Projects by Type and Date of Submittal (FY82-83)

Date Submitted	Code	Project Description
82/12/21	103	Dial-A-Ride E&H (ESGVC)
82/12/22	121	West Olive Transit Study
82/12/27	102	Dial-A-Ride (Replace 4.5)
		Dial-A-Ride (Replace 4.5)
	106	Transit Security
82/12/29	121	Ping for Bus Benches & Shelters
82/12/30	103	Dial-A-Ride (continuing)
83/01/03	103	Dial-A-Ride (Continuing)
	152	Paratransit Van Purchase
83/01/04	103	ELA Transit System (Replace 4.5)
83/01/05	103	Dial-A-Ride (Replace Local Support)
	190	Fund Exchange with Long Beach
83/01/12	103	E&H Dial-A-Ride
	121	Transit Demand Study
83/01/13	101	Antelope Valley Bus Service
83/01/17	121	Consultant-General Transportation Ping
	131	Bus Stop Pads
	152	Polio Handicapped Van Purchase
83/01/24	101	Shuttle Bus (1 Month Extension)
	131	Bus Stop Improvements
		Bus Stop Trash Containers
		Replacement of Bus Benches
	163	L.B.Airport Park & Ride Lot
83/01/25	103	Dial-A-Ride Van Purchase
83/01/26	152	Vehicle Purchase Prog. (Resubmitted)
83/01/27	162	Bus Bays, Pads & Curb Returns
		Bus Bays, Pads & Curbs (Revised)
		Bus Bays, Pads & Curbs (Revised)
		Bus Bays, Pads & Curb Returns
		Bus Bays, Pads & Curb Returns
	163	Park & RIde Lot Ventura Blvd
	180	Planning and Accounting Staff
	200	Union Station Acquisition
		Ventura Blvd Bus Signal Preemption
83/02/03	102	Dial-A-Ride (Exp. Days and Area)
83/02/09	103	Dial-A-Ride: Microcomputer
83/02/17	102	Dial-A-Ride Fare Maintenance Deficit
	103	No. San Gabriel Brokerage Local Match
	131	Wheelchair Curb Cuts
	152	Purchase 5 DAR Replacement Sedans
		Purchase 3 DAR Vans Local Share
83/02/28	101	Shuttle Bus (Continue thru June 1983)
	103	Dial-A-Ride E&H (Continuing)
83/03/01	109	NW San Gabriel Valley Brokerage (Local Match)
	131	Bus Stop Improvements - Slauson Ave.
83/03/04	109	Student User-Side Subsidy
83/03/09	152	Paratransit Van Purchase (repl.)
83/03/15	121	Transit Stop Facility Planning
83/03/22	103	Dial-A-Ride (Cont. thru 83/06/30)
	180	Capital Purchase - Administration
83/03/24	103	Dial-A-Ride E&H
	121	Transit Consultant
83/03/25	103	Dial-A-Ride (Handicapped)
		Dial-A-Ride (Continuing)
	152	Handicapped Van Purchase (Dial-A-Ride)
83/03/30	121	South Bay Transportation Study
83/03/31	103	Dial-A-Ride (Operating)
83/04/04	103	Dial-A-Ride
	180	Administration
83/04/11	162	Bus Pad Construction
83/04/12	103	W. Hollywood Paratransit (82-83)
		Paratransit E&H Gardena Area
83/04/13	103	Lakewood Special Transportation

Prop A Projects by Type and Date of Submittal (FY82-83)

Date Submitted	Code	Project Description
	121	Consultant Study follow-up
83/04/20	103	Altadena Senior Citizen Service
		Paratransit E&H ESGV Consortium
		Paratransit E&H MVM Consortium
	105	La Cresenta Summer Beach Bus
	164	Dial-A-Ride Service Bay
83/04/25	103	Senior Citizen Shuttle
	121	Bus Stop Improvement Planning
		Transportation Planning
83/04/26	103	Dial-A-Ride (Expanded Service)
		Dial-A-Ride (revised)
	105	Parks & Human Services Van
	121	Monitoring & Evaluation Consultant
	152	Cancer Van
	180	Administration
		Administraton
		Capital Purchase - Administration
		Transit Administration
83/04/27	103	Grant to Southeast Center
	165	Trust Fund for Multi-Modal Terminal
83/04/29	102	S.W.S.Gabriel Vly Paratransit Brokerage
	110	TSM (Ridesharing) Program
83/05/02	106	Spec. Service Handicapped Paratransit
83/05/04	162	City Terrace/Sybil Brand (Bus Pad)
83/05/06	102	Dial-A-Ride Operating Costs
83/05/16	101	Fixed Route Bus System Implementation
83/05/18	103	Capital Purchase- Tire Changer
83/05/20	103	Dial-A-Ride
83/05/22	103	Sr. Citizen Dial-A-Ride
83/05/24	105	Venice Camp Transportation
		Summer Recreation Transit
	121	Airport Shuttle Bus- Joint Study
83/05/25	190	Fund Exchange with Norwalk
83/05/26	105	Special Events/Rec. Operating
	152	Special Event/Rec. Vehicle Purchase
83/05/31	180	Secretarial Staff
83/06/06	103	E&H Dial-A-Ride
83/06/09	162	Bus Pad Modifications
83/06/10	102	Dial-A-Ride Fare Maintenance Deficit
	164	Capital Purchase - Drum and Disc Lathe
83/4/6	121	Transit Planning - Joint Venture
83/5/4	131	Bus Stop Improvement Projects
83/6/27	101	Operating Subsidy (FY82-83)
	105	Con't Paratransit Program
	152	Replacement Bus Purchase (FY82-83)
83/6/28	101	Fixed Route Transit
Count:		236

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
	102	General Public Paratransit
	103	Get About
		Dial-A-Ride
		E & H Dial-A-Ride
	105	Recreation
		Special Event Transit
	109	User Side Subsidy - RTD Token Prog.
	131	Bus Stop Improvements
	152	Replacement Bus Purchase
	180	Administration
		Direct Administration
83/07/05	103	Special Transportation E & H
	105	Special Events Transit
		Recreational Event Transit
	121	Needs Assessment Survey
	131	Bus Shelters & Benches
83/07/07	103	Replacement of 4.5 Funds for Get About
		Dial-A-Ride Operating Subsidy
		Older American Transit Program
	121	Joint Transportation Study
83/07/08	101	Free Ride Parking Shuttle Bus
	103	Senior Citizen Shuttle
	105	Recreation Transit Services (revised)
	121	Transit Needs Assessment Study
83/07/11	121	Transportation Study
		Transit Study
	131	Bus Stop Improvements
	180	Administration
83/07/13	103	Peninsula Dial-A-Ride Program
	106	Transit Security
	121	Trans. Planning (joint venture)
	131	Bus Shelters & Bus Stop Improvements
83/07/14	131	Bus Stop Improvement Program
83/07/15	163	Park and Ride Lot
83/07/18	101	Carson Shuttle Bus
83/07/19	190	Fund Exchange with Torrance
83/07/23	101	Bus Operators Equity Wage Bonus
		Downtown Minibus
		Westwood Minibus
	103	Diamond Bar Paratransit E&H
	121	DOT Staffing Level
	180	Administration (planning & accounting)
83/07/26	101	Temporary Shopper Shuttle
	102	City Wide Dial-A-Ride Service
	180	Contract Administration
83/07/27	103	Community Transit (revised) (expanded)
	105	Bus Trans. Program E & Y (expanded)
83/07/28	103	Peninsula Dial-A-Ride
83/07/29	101	Maintenance of Status Quo Service
		Lines #1 and #2 Improvement (revised)
		Fixed Route Transit
	102	Dial-A-Lift
	103	Senior Transportation
		WISE Paratransit
83/08/02	103	Special Transit for Handicapped
	105	Senior Transit Van Service
83/08/04	109	Dial-A-Ride Tickets to Seniors
83/08/08	101	Mini Muni Demo Project
83/08/12	121	ESGV Transit Needs Study
		ESGV Transit Needs Study
	180	Direct Administration
83/08/15	121	ESGV Transit Needs Study
		SD2 Transit Needs Study (revised)
		ESGV Transit Needs Study
83/08/17	101	Subsidy to Long Beach Transit Co.

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
	131	Bus Stop Improvements
	141	L.A. - L.B. LRT Planning
	164	Promenade Cross-over
	165	O & M of Busways
		O & M of Promenade (Tramway)
		Boardwalk Maintenance (seaside way)
		Boardwalk Maintenance (S. Terminus)
	200	Bus Trash Containers
83/08/18	164	Dial-A-Ride Repair Equipment
	190	Fund Exchange with RTD
83/08/19	103	Lakewood Special Transit Program
	121	Consultant Trans. Planning
	180	Prop A & Consultant Monitoring
83/08/22	121	SD2 Transit Study - RTD
83/08/23	121	ESGV Transit Needs Study
83/08/24	103	Paratransit E & H
	105	Special Event Shuttle Bus
	109	Low Income Trans. Program
	121	SD2 SCRTD Transit Safety Program
		ESGV Transit Needs Study
	162	Bus Pad Modification Program
83/08/25	103	24 hr E & H Paratransit (expanded)
	105	Outside Recreational Transit Service
	121	Transit Consultant
83/08/26	131	Bus Benches
		Bus Stop Improvements
83/08/29	103	Paratransit Services
		Paratransit Services (expanded)
83/09/01	102	Marketing
		Clerical Position
	105	Public Excursion Transit Findings
	121	ESGV Transit NeedsStudy
83/09/03	121	ESGV Transit Needs Study
83/09/06	109	Bus Token Subsidy
83/09/09	103	E & H Special Paratransit Service
	105	Recreation Transit
	180	Word Processor (Dial-A-Ride)
83/09/12	121	ESGV Transit Needs Study
	180	Administration (revised)
83/09/15	161	Recon. Spring St. Contraflow Lane
83/09/22	103	Burbank Transportation Service
83/09/23	103	LSTP Expansion
		LSTP Training Program
	121	Fixed Route Planning Assistance
	152	LSTP Vehicle (expanded) (revised)
	162	Bus Pad Construction
83/09/26	105	Special Events Sen. Cit. Van FY 84
83/09/29	164	Commuter Train Station
83/10/03	121	Transit Study Workshop
83/10/04	103	Palos Verdes Pen. Paratransit E&H
	121	Prop A Planning and Administration
83/10/11	102	Dial-A-Ride
	103	Palos Verdes Dial-A-Ride
		Palos Verdes Dial-A-Ride FY 84
		Palos Verdes Pen. Tran. Auth. FY 84
	121	Transit Planning Study
		Transit Needs Study 2nd Sup. District
	131	Bus Stop Improvements
	162	Bus Pad Modifications
	180	Administration (revised)
83/10/12	101	Pacific Coast Hwy Bus Service (expanded)
83/10/14	103	Cont. of Dial-A-Ride (10/1-12/31)
83/10/17	101	Bus Tire Purchase Program
83/10/18	121	Supplement to ESGV Transit Needs Study

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
83/10/20	103	Dial-A-Ride E & H (revised)
	121	Transportation Consulting Services (expanded)
		So. Bay Transit Center E.L.A.
83/10/21	103	Social Services Program - Trans.
83/10/24	121	Intracity Transit Study (revised)
83/10/27	105	Special Events Transit
83/11/01	102	Interim Paratransit
	121	Needs Assessment & Trans. Planning
	131	Bus Stop Improvement Program
83/11/02	151	Bus Purchase - Local Match
83/11/03	103	Dial-A-Ride (expanded hours)
	121	Transportation Planning
83/11/07	109	User Assistance Program
	121	Needs Assessment Study
	131	Bus Shelters/Benches
	162	Bus Pad Modifications
	164	Dial-A-Ride Service Bay (revised)
83/11/08	190	Exchange of Funds w/ Long Beach
83/11/09	103	Culver City Paratransit Programs
	164	Rehabilitation of Bus Office
83/11/10	101	Operating Subsidy
	164	Taylor Ranch Bus Terminal Repairs
	180	Administration
	200	Computer Purchase DAR
		Maintenance Equipment - Fixed Route
		Ticket Dispensor & Change Machine
83/11/15	101	Fixed Route Transit
	121	Metro Rail Transit Corridor Planning
83/11/16	152	Dial-A-Ride Replacement Vehicle
83/11/17	103	Senior Transportation
	105	Recreation Transportation
83/11/18	102	Senior Ride
	103	Dial-A-Ride
		Dial-A-Ride Handicapped Van Service
83/11/28	103	Sr. Van Dial-A-Ride
	121	Planning Needs Assessment Study
	180	Administration
83/12/05	103	Dial-A-Ride Operating
83/12/07	103	Grant to Southeast Center
	165	Trust Fund for Multi-Modal Terminal
83/12/08	103	Get About Transportation
83/12/12	163	Park and Ride Lot
83/12/16	103	Gen. Public Paratransit Dial-A-Ride
		Special Service Paratransit Handicapped
	131	Bus Stop Improvements & Maintenance
83/12/19	103	Cont. of Dial-A-Ride (1/1-6/30)
	163	La Puente Park and Ride
83/12/20	131	Curb Modification
		Bus Bench Pads
83/12/22	103	Radio Purchase (expanded)
	162	Automated Diesel Fuel Dispensing System
83/12/30	104	Commuter Bus Service
84/01/03	161	Bus Turn-out Lane
84/01/04	162	Civic Center Bus Turnout
	164	LSTP - Van Shelter
84/01/05	103	Paratransit
	131	Accessible Bus Program
84/01/12	103	E & H Dial-A-Ride
	121	Develop Dial-A-Ride Program RFP
		Planning - Bus Shelter

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
	131	Bus Stop Improvements
84/01/13	131	Bus Stop Improvements
84/01/18	101	Fixed Route Transit Line #60
		Fixed Route Advertising
84/01/20	101	Fixed Route Transit
	103	E & H Paratransit Service
		Elderly & Handicapped Trans. Prog
	105	Community Events Transportation Project
	180	Administration
84/01/23	121	Transportation Planning
		Lynwood Transit Center Study
		Lynwood Transit Needs Study
	200	Bus Stop Clean-up
84/01/24	121	Transportation Planning
	161	Bus Stop Turnouts & Improvements
84/01/26	103	Alondra Park-Del Aire Paratransit E&H
		Mid-San Gabriel Valley Paratransit E&H
		E. San Gabriel Valley Paratransit E&H
		Altadena Senior Citizen Service
	163	Lancaster Park and Ride
84/01/31	102	General Public Paratransit
84/02/01	131	Bus Shelter & Pad
84/02/03	103	Dial-A-Ride E & H
		Glendora Paratransit E & H
		Social Services Program - Trans.
84/02/06	102	Gen. Public Paratransit - Cap. Pur.
	103	Dial-A-Ride Performance Audit
	162	Bus Pad Modification
84/02/07	164	Downtown Transit Facility Construction
84/02/08	121	Transit Veh.Storage Yard Eng. Study
84/02/10	164	Dial-A-Ride Repair Equipment
84/02/14	101	SD2 Peak Hour Bus Service
	106	SD2 Bus Passenger Security Services
84/02/15	105	Time of Your Life Exposition
84/02/17	105	Summer Recreation Transit
84/02/27	105	Social Service Receation Trips
	131	Bus Stop Improvement Project
84/03/01	152	Dial-A-Ride Sup. Vehicle
	162	Transit Terminal Bus Pad
84/03/06	103	Palos Verdes Pen. Trans. Auth. FY 84
	121	Peninsula Transit J.P.A. Transit Study
84/03/07	102	Hermosa Beach Transit (DAR) & Shuttle
84/03/08	101	Fixed Route Shuttle Bus Program
84/03/12	131	Bus Stop Improvement Projects
		La Cienega at Slauson Bus Stop Imp.
84/03/14	131	Bus Stop Improvement Program
		Wheelchair Ramps - Valley Blvd
	162	Bus Pads - Valley Blvd
		Bus Pads - Fremont Ave.
	200	Bus Components & Support Materials
84/03/23	121	Peninsula Trans Auth Trans Study
84/03/26	105	Brookside Pool Shuttle
	121	Downtown Shuttle Planning
84/03/29	103	Dial-A-Ride E & H
84/04/02	105	Senior Citizen Recognition Day Trans.
84/04/04	103	E & H Dial-A-Ride (expansion)
84/04/05	131	Bus Stop Improvement Program
84/04/09	121	Palos Verdes Peninsula Transit Study
84/04/11	105	Recreation Transit Program
84/04/19	121	Dwtn Transportation Plan
	162	Bus Pad Reconstruction
84/04/23	101	LBT - Subsidy

Prop A Projects by Type and Date of Submittal (FY83-84)

Date Submitted	Code	Project Description
84/04/24	102	Automotive Mechanic
	152	Vehicle Purchase
84/04/26	190	Fund Exchange
84/04/31	105	Grand Peoples Company
84/05/09	101	LBT Subsidy
	103	West Hollywood Shuttle
	131	Garfield Ave. Bus Turn Out
84/05/10	121	Trans. Corridor Specific Plan
84/05/11	109	Bus Token Subsidy Program
84/05/16	180	Administrative Support
84/05/17	105	Jazz for Special People
	131	Bus Stop Improvement
84/05/19	105	Special Recreation Transit
84/05/21	103	Paratransit Services Supervisor
	180	Administration
84/05/29	106	Transit Security
84/06/19	163	Park and Ride Lot
84/06/29	121	Transportation Study
	180	Administration
Count:		335

APPENDIX F

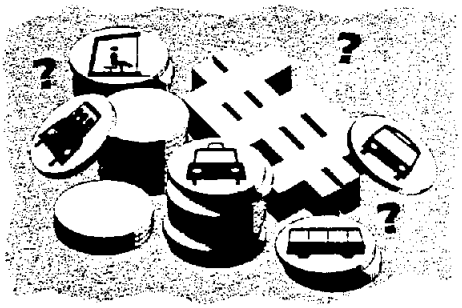
Sample of Transit Advisory Office Publications

TRANSIT PLANNING ASSISTANCE

Free to Cities

LACTC

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013. (213) 626-0370



- **Dial-a-Ride**
- **Bus Shelters**
- **Taxi Feeder**
- **Contracted Service**
- **Ridesharing**

Consider the Alternatives — Cities may spend their share of Proposition A funds on a range of transit projects. Choosing which one best suits a city's needs involves careful consideration. LACTC can help.

Help from the Transit Advisory Office

Two full-time planners on LACTC staff work with cities in Los Angeles County to plan all types of transit projects using Proposition A Local Return funds. Under a grant from the Urban Mass Transportation Administration, LACTC provides all services free to the cities.

Choosing the Best Option

Staff helps cities identify their transit needs through data collection, demographic analysis and targeting market groups. With sights set at the end of the fare reduction program (July 1985), the staff of the Transit Advisory Office will work with city staff to plan projects that will maintain or enhance community transit. Some of the options are: in-depth service analysis, transit marketing, research of additional funding sources, ridesharing, fare subsidies and pass programs, specially-tailored privately-contracted commuter service, new bus shelters, dial-a-ride service, or taxi-feeder services to fixed-route transit.

Clearing a Path to Better Local Transit

Every new transit project needs someone to analyze technical data and to figure out how to proceed. The LACTC staff lends cities its expertise when transit operators' data needs translating, joint purchase agreements and request for proposals are drafted, or when transit alternatives are developed. The Transit Advisory Office provides strategic planning for cost effective transit services. Start planning now by consulting these specialists about the new opportunities available to cities in local transit services.

For more information, contact Alan Patashnick or Kristine Beatty at (213) 626-0370

November 1983

Funded through a grant from the Urban Mass Transportation Administration

TRANSIT TIPS

PROPOSITION A LOCAL RETURN PROGRAM • TRANSIT ISSUES

LACTC

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013. (213) 626-0370

June/July 1984

LACTC TO BUILD RAIL ON CENTURY FREEWAY

A rail transit line in the median of the proposed Century Freeway (Route I-105), will be built. It will stretch 17.3 miles from Norwalk to the L.A. International Airport. The Commission made this decision in June, choosing light rail over a busway, in part because the cost of building a rail line initally was lower than the cost of converting the busway to rail at a future date.

The rail line will cost an additional $133 million in inflated dollars, as opposed to $93 million for the buses and facilities to operate the busway. The operating cost for the rail line would be less than that of the busway, by as much as $9 million per year in current (unescalated) dollars. This difference is due to the higher labor costs of buses versus rail, where a large number of riders is involved. If the busway were to be built initially, converting it to rail later would cost about twice as much in today's dollars. The freeway is scheduled to be completed in 1992, at which time the rail line will be operating.

The overwhelming local support for the rail line was cited as a major reason why the Commission voted for rail; cities in the Century Freeway corridor and the South Bay have strongly advocated the rail alternative.

Other factors considered in the decision were the expected patronage of both routes; operational impacts on the proposed Harbor Freeway Transitway, an elevated busway along Route I-110 being designed by Caltrans; and the effects of bus and rail on the countywide rail system being designed by the LACTC under Proposition A.

Four transit lines will eventually connect with the Century Freeway Transitway under the network approved by the voters in 1980 as part of Proposition A: A line along the Santa Ana Freeway (Route I-5), the Harbor Freeway Transitway, a light rail line in the South Bay, and the Long Beach-Los Angeles Rail Transit Project, now in the engineering stages. The Commission is also considering short extension of the Century line south into the El Segundo employment area and a proposed light rail maintenance facility, which will be developed further in environmental impact analyses.

Help Is Here To Stay

The Transit Advisory Office is permanent, as result of the recently approved LACTC fiscal year 1985 administrative budget.

In 1982, the Transit Advisory Office was established under a two-year demonstration grant from the Urban Mass Transportation Administration. The objective of the two-person office was to provide transit planning assistance for the 84 jurisdictions in the county that were to receive a share of the Proposition A revenues. The Commission felt that most cities in Los Angeles County previously had not had an opportunity to develop very much transit planning experience, and that the local discretion allowed in expenditures meant, for many cities, confusion about where to begin. The task of the Transit Advisory Office has been to assist cities in evaluating the range of options available to them for transit projects, to research information and resources, to assist in preparing projects under the Proposition A Local Return Guidelines, and to help cities keep in touch with what's going on in transit.

At the close of fiscal year 1984, the Commission ensured that the Transit Advisory Office will be absorbed and made a permanent part of the Los Angeles County Transportation Commission staff. The two planners will continue to be available to cities for transit alternatives analysis, assistance in developing projects, to help cities prepare for the end of the Fare Reduction Program and the beginning of construction on the first rail lines, as well as on-going development of local transit projects.

PROJECT UPDATE

As of June 10, the LACTC has received 345 Proposition A Local Return projects totaling more than $32 million from 71 cities and the county in FY 1983-84. Last year, the first full year of the local transit tax program, 256 project descriptions were received and 236, totaling $22 million, were approved. Already this year, local jurisdictions have committed 33 percent more funds and have filed almost 35 percent more projects than in FY 1982-83. It is likely that the numbers will be even higher in the final accounting, since several cities submitted projects just before the June 30 deadline.

The next issue of **Transit Tips** will contain a FY 1983-84 year-end report, as well as the first FY 1984-85 project update. So far, the county and 25 cities have submitted projects for FY 1984-85, the third year of the Local Return Program. Below is an update of the five most popular Proposition A project categories:

Type of Project	Number of Projects
1. Paratransit (Elderly & Handicapped)	94
2. Transit Needs Study/ Planning	53
3. Recreation/Special Events Transit	32
4. Bus Stop Improvements	30
5. Fixed-Route Transit	29

Type of Project	Dollar Amount
1. Paratransit (Elderly & Handicapped only)	$9,686,000
2. Fixed-Route Transit	7,207,000
3. Transit Facilities	3,022,000
4. Bus Stop Improvements	2,673,000
5. Transit Needs Study/ Planning	1,594,000

LACTC Approves Transit Operators' Funding Requests

Annual funding requests from the 14 public transit operators in the county were approved

Funded through a grant from the Urban Mass Transportation Administration

by the Los Angeles County Transportation Commission in June.

As the agency responsible for programming all state and federal public transit funds within the county, the LACTC allotted $215 million for the 14 transit providers' operating expenses, and $77 million for their capital expenditures for fiscal year 1984-85. Projected ridership is expected to total 540 million passengers next year.

Operator	ALLOCATIONS Operations	Capital
SCRTD	$185 Million	$ 63 Million
Long Beach Transit	$ 11 Million	$3.6 Million
Santa Monica Municipal Bus Lines	$8.7 Million	$5.7 Million
Montebello Transit	$2.4 Million	$495,000
Torrance Transit	$ 2 Million	$825,000
Gardena Municipal Bus Lines	$ 2 Million	$740,000
Culver City Bus Lines	$1.4 Million	$ 64,000
Norwalk Transit	$1.2 Million	$ 84,000
Commerce Transit	$453,000	$ 30,000
La Mirada Dial-A-Ride	$220,000	0
Arcadia Dial-A-Ride	$125,000	0
Claremont Dial-A-Ride	$ 34,000	0
Hermosa Beach Free Bus	$ 46,000	0
Redondo Beach Dial-A-Ride	$ 22,000	0

The LACTC makes its allocations based on the operators' mileage and ridership totals. The funding comes from federal and state tax sources. The LACTC also distributes Proposition A monies to transit operators. As a separate allocation, the Proposition A funds will come later this year, and are expected to total $130 million.

Since the 50-cent fare program began in 1982, transit ridership has increased 28%, to 1.7 million daily transit riders.

EAST SAN GABRIEL VALLEY STUDY REACHES CONCLUSION

A consulting firm hired by eight cities and the county to assess transportation needs in the East Gabriel Valley has recommended improvements to SCRTD regional bus service, expansion of dial-a-ride services, and the creation of fixed-route community shuttles in three cities. The recently released study was financed by participating jurisdictions' Proposition A Local Return monies.

Last fall the Cities of Azusa, Baldwin Park, Covina, Glendora, Irwindale, La Habra Heights, La Puente and West Covina and the County hired the firm to identify transportation needs in each community on a regional, subregional, and local basis and to recommend various alternatives that would improve mobility in the region. The consultant's recommendations, although not binding, provide a good framework for a coordinated approach to public transportation.

Although each jurisdiction could still operate its individual system, the consultant recommended that West Covina and La Puente consolidate dial-a-ride programs while Glendora and Covina jointly operate both shuttle and dial-a-ride services. Additionally, the large county unincorporated areas of Bassett, Hacienda Heights, and Rowland Heights could combine with the City of La Habra Heights for a dial-a-ride system. A shuttle also was recommended for Baldwin Park. Other consultant recommendations include a general public dial-a-ride for Azusa and a series of low-cost options for Irwindale, which receives only a small amount of Proposition A funds.

On a regional basis, the recommendations call for restructuring fixed-route services throughout the Valley, especially north-south lines, to better meet residents' needs traveling within the East San Gabriel Valley. To do this, the consultant suggested the operation of a timed-transfer concept from three transfer centers. This arrangement schedules vehicles from several different lines to converge at the same time, enabling passengers to transfer between any two lines, and then depart in their respective directions.

The report was presented in June to the majority of the city councils. Some of the recommendations could be acted upon rather quickly, but other more involved alternatives may take up to a year before they are implemented.

AUDIT TIME

Cities receiving Proposition A Local Return funds during FY 1983-84 should begin preparing for the annual year-end audit. the audits are scheduled to begin around August 13, 1984.

Coopers & Lybrand/Wilfong & Company (a joint venture) will be conducting the audits. Soon they will be contacting each city by letter to schedule a date for beginning the audit.

For more information contact:

Transit Advisory Office staff,
Alan Patashnick or Kristine Beatty,
(213) 626-0370.

TRANSIT TIPS
Los Angeles County
Transportation Commission
354 South Spring Street, Suite 500
Los Angeles, California 90013
LACTC

FACT SHEET

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013, (213) 626-0370

OPTIONS FOR TRANSPORTING PEOPLE TO WORK

1. Commuter Bus Service

A commuter bus is an express service, which makes a limited number of stops on its route from mainly residential areas to major employment centers. Based on the number of vehicles used, the "headways", the interval of time between buses, peak travel hours (6-9 a.m. and 4-7 p.m.) can be as frequenty (every 5 to 10 minutes) or infrequent (once a day) as a city needs. A commuter service can be financed by public sector or private sector entities, or subsidized in part or fully by either. Operations can be coordinated among several cities whose residents travel to a common employment center.

2. Ridesharing Programs

Ridesharing programs take a variety of forms, such as carpools, van pools and buspools. The programs require relatively small capital expenditures, and are proven to be cost-effective. Many private sector employers establish programs simply by encouraging their employees, with preferential parking or other such incentives, to rideshare.

3. Temporal Integration (Mixed Usage Service)

Temporal integration, also known as mixed usage service, is the use of a single vehicle for two or more purposes. For example, a vehicle may provide commuter express service during the morning and afternoon peak periods, then in the mid-day revert to a demand-responsive or community circulator service. If it is a larger vehicle, it can revert to a fixed route service. Two or more local jurisdictions, or several private sector firms can coordinate this type of program for their employees. If carefully designed, temporal integration is an excellent multiuse, cost-effective service.

SOME FACTORS FOR SUCCESSFUL PROGRAMS

1. Population Densities and Other Data

When planning a commuter travel program for a community, its population density must be examined. In addition, look at current transit usage levels, average commute distance, demographic data such as family income, vehicle ownership, and the age range of the population.

-OVER-

2. Trip Patterns to Employment Centers

Large employment centers are excellent targets for commuter programs, and lend themselves to employee home-work travel analysis. Employers can supply employee residential addresses by zip codes, which can be converted to a display map of home-work trip densities. Other employee information, such as their work hours, swing shifts, and flex days (regular days off) can be incorporated into the map. When all the variables are plotted, the map helps identify potential ridesharing routes and vehicle needs. These efforts will help reduce the need for subsequent service modification due to miscalculations.

3. Program Administration

Who should administer the commuter transit service? And how? The options range from contracting the service to a private operator, purchasing or leasing the vehicles and operating the service as a city function, to encouraging private sector employers to provide vehicles and administer programs. The administrative duties include selecting a system for compiling and recording monthly operations' data, developing marketing strategies, and fulfilling staff requirements.

WHERE TO FIND MORE INFORMATION

1. SCAG: The Southern California Association of Governments maintains a large volume of resource materials, including census data, tools for demand estimation, etc. Further work can be done on a fee-for-service basis.

2. SCRTD: The RTD provides preliminary service inventory assessments free upon request. These service assessments can be useful in providing information on the general level of transit ridership in the area. Further work can be done on a fee-for-service basis.

3. Commuter Computer: Commuter Computer is available to contract for subregional commuter rideshare coordination.

4. Private consultants/contractors: There are many private professional transportation consultants in the Los Angeles area who provide needs assessment studies and other transportation consulting and operational services. Requests for proposals and a competitive bid process is customary to obtain these services.

5. LACTC Transit Advisory Office: The Transit Advisory Office staff is available to provide guidance and assistance in establishing transit services of all types. The staff can help city staffs to learn how to plot and analyze demographic and trip information, translate data from transit operators, investigate available operators and negotiate service contracts. This assistance is available free of charge through a grant from the Urban Mass Transportation Administration.

TRANSIT
Changes & Options

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013, (213) 626-0370

TYPE OF SERVICE OF FARE CHANGES	OPTIONS TO CONSIDER
o Reduction/Elimination of night/weekend service	• Subsidize the present operator to continue the service • Contract with another public/private operator for the same weekend service • Subsidize local taxis to transport special user groups (elderly, handicapped) to vital locations such as shopping or church • Utilize inactive dial-a-ride vehicles in your own community • Contract with a neighboring community for use of inactive dial-a-ride vehicles • Private sector contributions (establishing a commuter service or a shopper shuttle)
o Reduction/Elimination of regional/express commuter services	• Contract with the present operator to continue the service • Contract with another public/public operator to provide specially-tailored express commuter service during a.m. and p.m. peak hours • Implement user-side subsidy programs with low fare incentives to keep riders aboard buses • Develop a comprehensive ridesharing program utilizing vanpools and carpools • Contract with an operator to provide feeder service to primary routes.

-OVER-

• Increased headways (lengthening the time interval between buses) or • Reduction in weekday midday/peak hour service	• Contract with present transit provider to maintain a higher level of service. • Contract with a public/private operator for additional service
• Route segment elimination	• Contract with present operator for service • Contract with another public/private operator for service • Contract with a paratransit operator for feeder service to the remaining route structure
• Total route elimination	• Contract with present operator for base service requirement • Contract with another public/private operator for base service requirement • contract with a private operator to provide feeder services to the RTD's regional bus routes or the municipal operators intercommunity service (Unless a number of adjoining cities coordinate their resources, it would be unlikely that a private operator would be used to maintain an existing intercommunity fixed-route scheduled for elimination. Probably the only exception would be when the route operates totally within your jurisdiction). • Establish a paratransit service operated by a private contractor, one city, or a group of cities (a JPA or a brokerage arrangement may be an option worthy of consideration) in an effort to maintain mobility
• Fare Increase	• User-side subsidy program providing passes, tickets, tokens, and coupons at a discounted rate for the transit rider. This concept is usually targeted at a specific user group; elderly and handicapped, low income or unemployed persons, or young non-drivers. • Provide the transit operator with Local Return funds for fare reduction.

ESTIMATING DEMAND

A Sketch Briefing from the Transit Advisory Office

LACTC

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013. (213) 626-0370

SUMMARY:

Before implementing a new transit system, or expanding an existing one, it is wise and prudent to estimate the demand for service to the best of your ability. Estimating demand provides you with a range to work from as you plan a transit service for your community. Bear in mind that your community's propensity for transit travel may increase as your service matures; for many people, the mode shift from auto to transit is a change of habit that will occur once a new service becomes established and well-recognized in the community. It is also important to recognize that performing a demand estimation is, essentially, precision guesswork. Remember, this is a sketch briefing and may not answer all of your questions. The Transit Advisory Office is available to help with any other questions you have.

STEP I
Collecting information

Start by collecting the best information you have available. Most of this will come from the U.S. Census and other demographic data your city may have collected on itself, as well as the boarding/alighting (on & off) counts for your city from the SCRTD and your area's municipal operators, if any. The key categorical census data you'll want to collect include total population, family income, auto ownership, travel to work mode, employment statistics, Driver Age Persons (DAP's), percent of elderly, percent of handicapped, percent of youth, etc. By also looking at your city's ridership figures from the SCRTD and area municipal operators, you'll be able to get a sense of your community's current inclination toward transit usage. Additionally, the Southern California Association of Governments (SCAG) has purchased the Urban Transportation Planning Package

(UTPP). The UTPP contains census-collected data on travel modes, place of residence, place of work, etc. If you are interested in obtaining the UTPP, contact SCAG. Next, gather all the data you've collected and log each element of information.

STEP II
Defining your service area and trip generators

If you haven't yet decided what your service boundaries will be, you may want to work with two or three different scenarios in order to get a good look at the range of possibilities for potential service areas. At any rate, you'll need to inventory the trip generators. For a general public transit service, trip generators will encompass schools, shopping, banks, the post office, medical facilities, recreational areas, work sites, public service buildings etc. For an elderly and handicapped service, the trip generators will probably focus on hospitals and therapy or rehabilitation centers, senior citizen centers, social security offices, banks, the post office, shopping centers, etc. Map these trip generators that fall within your proposed service boundaries. If a facility which might be a major trip generator for your residents is located outside your proposed service boundaries, you may want to include it as a satellite point for service. List the potential satellite points separately. Call all or a few of the facilities you've mapped and ask what their (estimated) daily patronage is. Document the trip generators and their (estimated) daily patronage in your log.

STEP III
Applying the calculations

Now that you have a log of raw data in front of you, you'll want to put it all together in an orderly fashion so that it will give you some answers. There are some simple, rule-of-thumb calculations that will help you do just that. These will be good general figures to work with, but you may want to take the liberty of modifying them slightly if you feel you know your community well enough. The first thing you'll want to do is assign the modal split. Modal split is the term that ascribes the proportion of travelers with a defined set of origins and destinations who travel by various modes. For example, generally, the public's auto/transit modal split is 3-3.5, however, if your community is already well accustomed to transit travel, and transit is readily accessible in your city, or if your city is heavily transit dependant, the modal split may be as high as 4 or more. You can use the

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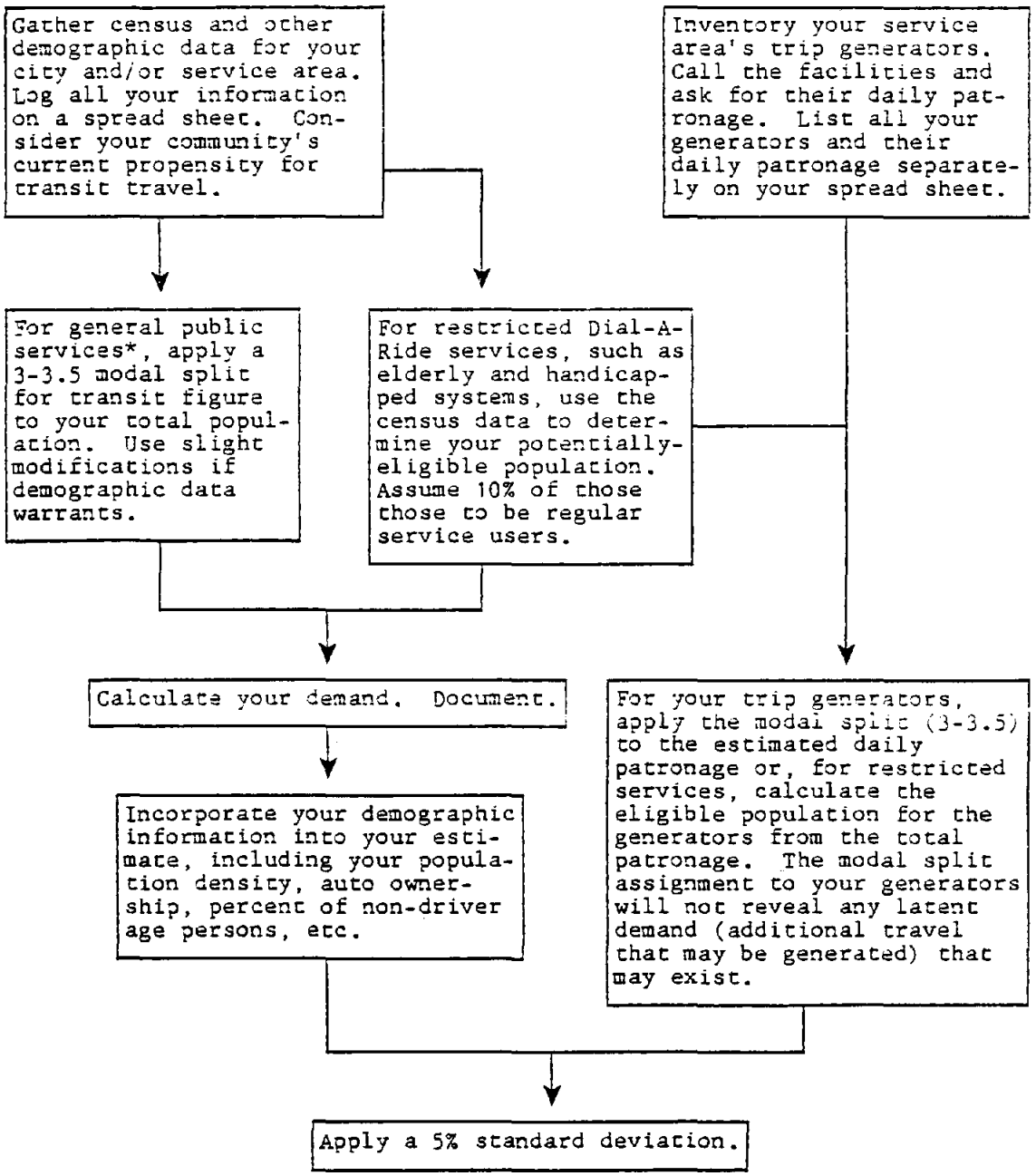
modal split calculation for your general population, but don't forget that you've gotten the estimated daily patronage for some or all of your trip generators. Applying the modal split calculation to those figures will give you an estimate of the daily demand to go to a particular place. This will help in future routing or dispatching of vehicles as well as assisting in letting you know how to focus your service area and hours. In elderly and handicapped services, it is likely that 10% of the eligible population will become regular service users, making an average of 6-8 trips per month. However, some regular elderly and handicapped service users will make 6-8 trips per week. As an example, the Long Beach Dial-A-Lift, a transportationally handicapped service which has been in operation for eight years and provides service seven days a week, gets that high rate of trip making from their regular users. Another general rule-of-thumb, focusing on the decision between demand responsive versus fixed-route systems, is your city's population density. Generally, population densities under 7,000 per square mile would be better served with a demand responsive system, while densities higher than 7,000 per square mile are sufficient to support a fixed-route system. Again, your community's present exposure to transit, its level of ridership, and the demographic characteristics, will make it unique. Remember, demand estimation is exactly that: an estimate. While you'll want to get the best estimate possible, your final figures will still not be entirely conclusive. Apply a 5% standard deviation to your final estimate.

REMEMBER

When presenting the service alternatives to your councils, you will probably want to explain the procedure used in your demand estimates. The simple outline described in this sketch briefing uses rules-of-thumb and applies generally recognized calculations to estimate demand. Inform your council of the methods used in your calculations and use your demographic charateristics to back up your service recommendations. More detailed estimates can be achieved with a greater committment of time and energy. If you are interested in pursuing this more detailed end, the Transit Advisory Office has information on public surveys, detailed models and other resources that may help.

FLOW CHART FOR DEMAND ESTIMATION PROCEDURE



*There is actually no generally recognized modal split figure for general public demand-responsive services; the 3-3.5 modal split is recognized for fixed-route services.

MARKETING A TRANSIT SERVICE

A Sketch Briefing from the Transit Advisory Office

LOS ANGELES COUNTY TRANSPORTATION COMMISSION 354 South Spring St., Suite 500, Los Angeles, CA 90013. (213) 626-0370

SUMMARY:

Transit Information Systems is a specialized form of marketing geared for transit services. While generally similar to marketing any publicly-sponsored community service or activity, Transit Information Systems differ in the publicizing of crucial operational information, such as schedules, routes, stops and zones, dispatching procedures, etc. In addition to items such as schedule leaflets and brochures, often times there is actual "hardware" involved: bus signs, benches, shelters, information kiosks, etc. The following steps will point out marketing elements you may want to consider for your Transit Information Systems program. Remember, this is a sketch briefing and may not answer all of your questions. Call the Transit Advisory Office if you have additional questions or need any additional assistance.

STEP I

Taking an inventory of available information

If your city already has a local transit service in place, or is prepared to implement a newly designed service, you should develop an overall Transit Information Systems Program. Start by comparing the following brief inventory with what your city may already have completed:

Demand Responsive Services

- Brochures describing service eligibility requirements, fares, and a telephone number to request service.
- Publicized telephone number for complaints or comments.

Fixed-Route Services

- Brochures describing service, fares, map of routes and service schedule.
- Publicized schedule information phone line and complaint or comments telephone number.

- Local Advertising in community newspapers and newsletters
- Direct mailing of leaflets to (eligible) residents
- Posters at schools, community and senior centers
- Logo and phone number on the side of vehicles
- Posters, newspaper ads, billboard ads, direct mailings in the community
- Clear signage at stops and zones
- Information kiosks at stops and zones

Make a complete list of what your city has already done, or has immediate plans to do, and a seperate list of the items from this brief inventory that have not been done.

STEP II
Evaluating your dissemination techniques

You should make a cursory evaluation of the tasks on their merit as part of your Transit Information program. Begin with the list of things you've already implemented or planned to implement. Are they/will they accomplish what you want to accomplish? Do they/will they reach the segment of your community you want to reach? (e.g., - youth, elderly, commuters, minorities, etc). Are your brochures and pamphlets placed/will they be placed in the most conspicuous locations possible? Are your bus stop signs eye catching and are the stop areas attractive? Anything on your list that does not pass your merit evaluation should be set aside for special attention later.

STEP III
Selecting the elements of your program

You can now use your list of the most effective Transit Information Systems elements you already have as a basis for selecting the other components of your program. Your selections for additional information should complement the methods that already seem to be effective in your community. For example, if advertising your transit service in a community newsletter has been successful, try advertising in a local newspaper too.

If leaflets and brochures are effective, also include billboards. For fixed-route services, it is very important to have the stops and zones clearly marked. Strategic placement of information kiosks with timetables and route maps is also important. Additionally, look at the ridership (or targeted ridership) on your service; if you want to increase elderly ridership, post information at senior centers and hospitals or therapy centers; for youth, place brochures and flyers at schools and recreation centers; and for the general public, distribute information at libraries, grocery stores, malls, banks, post offices, and other local businesses. Be sure to consider whether the locations you select for distribution of transit information are actually served by the transit system. Transit Information Systems can complement/enhance the city design scheme.

STEP IV
Implementing a Transit Information Systems program

When you have compiled a list of all the components you feel will be most effective in your Transit Information program, you'll need to determine how you are going to produce, implement and/or upgrade them. Here are some general things to look for:

- Schedules/timetables and route maps: Make sure they are accurate! Utilize a good printer, clear sharp colors for your route map and an easy-to-read time table (look at the examples from other municipal operators' schedules). Plan strategic distribution of the information. Be sure the phone numbers are publicized.

- Stops and zones: These areas should be clean and attractive, with clear signage and information kiosks when possible.

- Work with your schools, Chamber of Commerce, Mall Management or other community businesses, libraries, recreation centers, hospitals, etc. to post flyers, make announcements and otherwise assist with transit information dissemination.

STEP V
Your ongoing program

It is critical that you maintain the integrity of your system by ensuring that all printed information is kept current and accurate, and all passenger complaints are investigated (preferably with a personal letter as

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follow-up). Community transit is a service people need to be able to depend upon: making it dependable is as important as making it available!