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TO: BOARD OF DIRECTORS

THROUGH: PHILLIP A. WASHINGTON *PAW*
CHIEF EXECUTIVE OFFICER

FROM: THERESE W. McMILLAN *TWC*
CHIEF PLANNING OFFICER

SUBJECT: FIRST/LAST MILE PROGRAM UPDATE

ISSUE

On May 26, 2016, the Metro Board passed Motion 14.1 and on June 23, 2016 added Motion 14.2. Collectively, these motions established policy and direction related to First/Last Mile (FLM) access for Metro station areas.

On December 1, 2016, staff provided a comprehensive response to the motions and committed to periodic updates on progress. Staff last provided an update to the Planning and Programming Committee on October 18, 2017. This report covers progress and activities since that time and focuses on an emerging process to integrate the planning and delivery of FLM improvements into transit capital projects.

DISCUSSION

Transit Capital Project Integration

Motion 14.1 requires that Metro “incorporate Countywide First/Last Mile Priority Network project delivery into the planning, design, and construction of all MTA transit projects. These Countywide First/Last Mile Priority Network elements shall not be value engineered out of any project.” The following sub-sections of this report will briefly describe how staff is addressing project integration:

- The preparation of **guidelines** to operationalize FLM policy direction, including a generalized **interim funding and implementation approach** that informs project work in advance of guidelines.

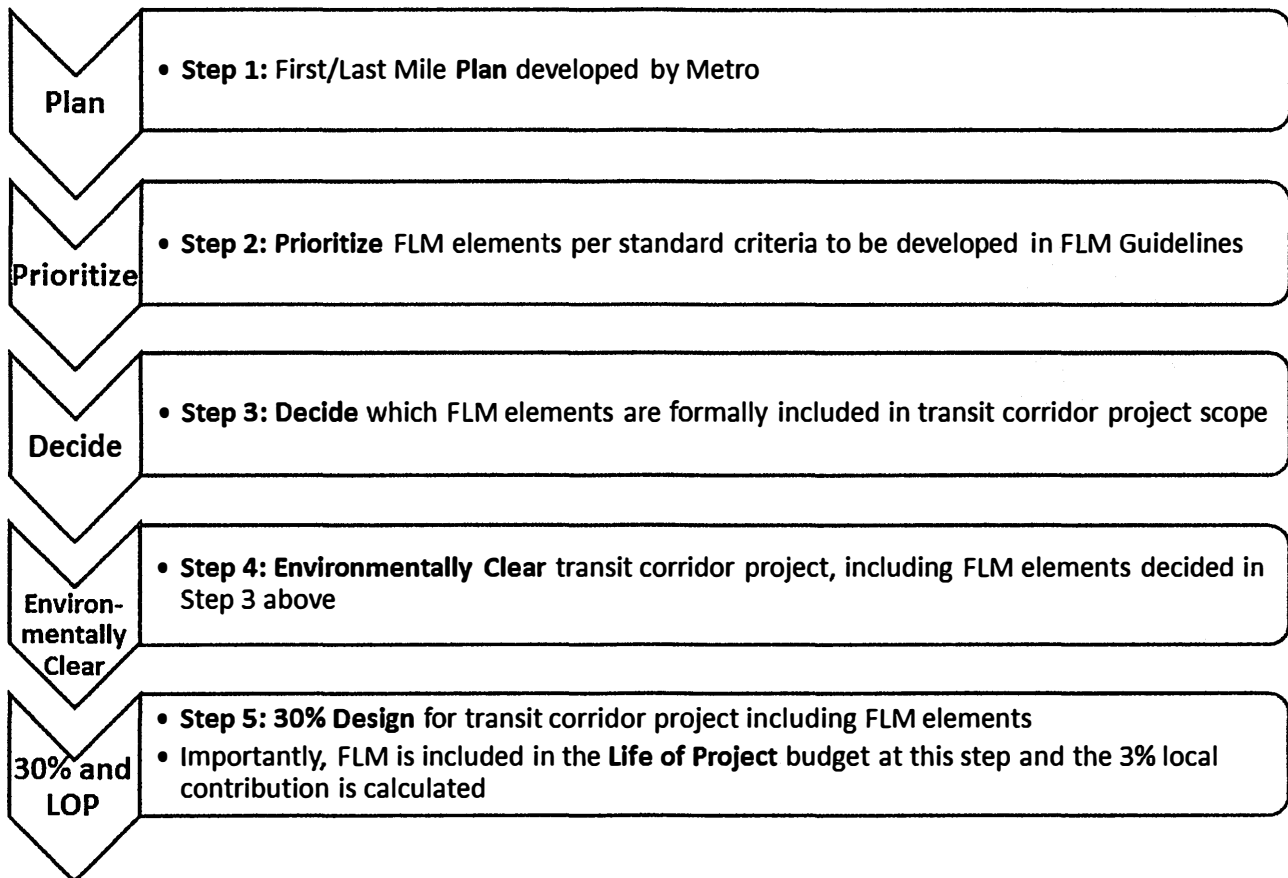
- A brief discussion on specific “**transitional**” projects for which FLM activities are being integrated beyond specific, key project milestones such as environmental clearance and 30% design.
- An update and **status report on individual projects.**

Guidelines

The guidelines process is now underway, with estimated completion by early 2019. As previously reported to the Board, this work will address the integration of FLM into Metro transit project delivery with respect to project definition, improvement standards, phasing and timing, roles and responsibilities, and funding considerations. This work will involve coordination and communication with a variety of internal and external stakeholders.

Of particular note, the guidelines will spell out a step-by-step approach to funding and implementation. Prior to the guidelines, but informed by early experience on projects, staff envisions a general approach to integrating FLM into transit capital projects. The approach is illustrated in the chart below, with a description following. Guidelines will further inform and standardize this process, noting that transitional projects will still differ in approach due to timing considerations.

**Anticipated First/Last Mile Implementation Steps
for Future Transit Corridor Projects**



1. **Creation of a FLM plan.** This first stage planning step identifies a pathway network (prioritized access routes). The plan is developed through a community-based process and features a walk audit of every station under study, among other techniques.
2. **Prioritization.** As a distinct step in finalizing the FLM Plan, specific FLM improvements are prioritized. The forthcoming FLM Guidelines will formalize factors to consider for prioritization, but prioritization factors will be generally geared toward safety (eliminating conflicts and hot spots), proximity (favoring improvements closer to the station), and continuity of the pathway network.
3. **Decision on FLM inclusion in transit corridor project scope.** As a follow-up to prioritization, Metro will decide which specific improvements are included in the project scope. This decision will be made in close coordination with local jurisdictions.
4. **Environmental clearance** of the transit project inclusive of FLM. This step allows for FLM improvements to be implemented as part of the transit project.
5. **30% design process** which will result in refined, detailed cost assumptions for the transit project inclusive of FLM improvements. At the 30% design stage, the 3% local contribution requirement is calculated, and agreements negotiated. The local agency has the option to direct part, all, or none of the 3% local contribution to FLM improvements planned, prioritized, and environmentally cleared by Metro. This stage informs the development of a **Life of Project (LOP)** budget. FLM inclusion in LOP budget is anticipated for future (non-transitional) projects (e.g., West Santa Ana Branch, Eastside Gold Line Phase 2 Extension, others).

Beyond these procedural considerations, the guidelines will provide further definition and detail to the broad direction established by the Board's policy. This will include:

- Definition of "Metro transit project" subject to the policy: Guidelines will determine a formal definition of projects subject to the policy. We anticipate that, at a minimum, FLM requirements will apply to new rail and Bus Rapid Transit (BRT) lines, rail and BRT extensions, or other projects adding a new, permanent station to an existing line.
- Potential differentiation of approach by project type: while we anticipate FLM activities for all rail and BRT projects, some variation may be appropriate between rail and non-rail projects, as well as among other project types (e.g., new rail line vs. added station on an existing line).

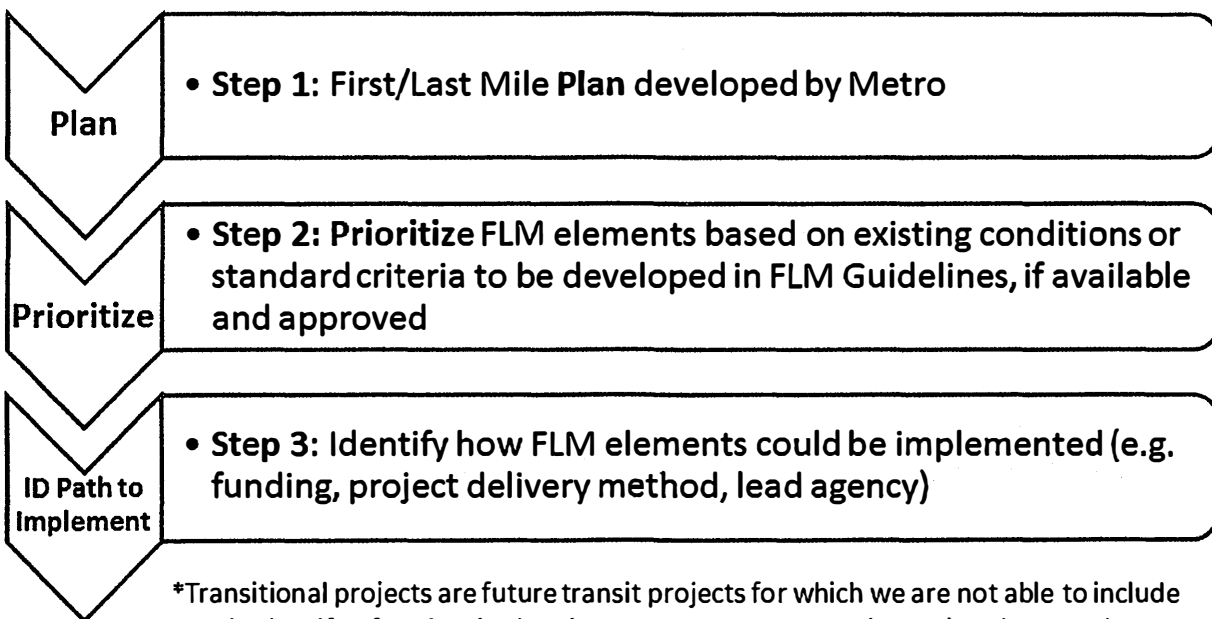
Further, note that the upcoming BRT Vision and Principles Study will consider the application of FLM for BRT projects.

- Implementation standard: as noted above, the guidelines must include a standard for FLM implementation in order to clearly determine whether delivered improvements have satisfied Metro’s FLM policy.

Transitional Projects

Staff is preparing FLM plans for several projects that have already advanced in pre-construction activities, beyond key milestones described above, thereby preventing the inclusion of FLM in the LOP budget. These projects should be considered “transitional” for purposes of delivering FLM improvements, and will require a different approach than outlined above to fund and implement FLM. The general approach for transitional projects is outlined in the chart below.

**Anticipated First/Last Mile Implementation Steps
for Transit Corridor Projects considered “Transitional”* for FLM purposes**



*Transitional projects are future transit projects for which we are not able to include FLM in the Life of Project budget because necessary steps have already passed.

The specific approach for these projects will be determined and reported to the Board on a case-by-case basis and may include pursuing separately funded FLM projects through grant assistance or other means. At this time, the following projects are considered transitional:

- East San Fernando Valley¹

¹ ESFV is considered transitional due to late stage of environmental review on the project preventing environmental clearance of FLM components with the transit project. FLM may,

- Purple Line Sections 2 and 3
- Gold Foothill Extension Phase 2B
- Airport Metro Connector
- Orange Line Gating and Grade Separation (applicable to 2 new/relocated stations)

In the December 2016 motion response, staff described that delivering FLM improvements as a part of transit capital projects will result in additions to the project scope and, thus, to the total cost of the projects. While Motion 14.2 does allow for 3% local contributions to go toward the FLM components that are officially included in the project scope, it should be clearly understood that for several projects already advanced in pre-construction activities prior to this motion, their cost estimates/LOP do not address FLM. Because no project inclusive of FLM has reached the 30% design threshold, we are not able to provide detailed information about the potential costs of implementing FLM at this time. Staff will provide further information to the Board on a project-by-project basis as projects approach and eventually reach 30% design.

Transitional Project Progress/Status

Staff has taken steps to accommodate delivery of FLM in individual projects, as outlined in the following chart:

Project	# of Stations	Current Status	Upcoming Milestone (Anticipated Date)	Notes
Airport Metro Connector	1	FLM planning underway	<ul style="list-style-type: none"> • Contract Modification for add'l feasibility, funding strategy (Sept. 2018) • Final Plan, Prioritized Project List (Early 2019) 	Work proceeding as part of Inglewood project contract.
Foothill Gold Line Phase 2B	5	FLM planning underway	<ul style="list-style-type: none"> • Walk Audits (Sept. 2018) • Final Plan, Prioritized Project List (Early 2019) 	Project funding agreement with Foothill Gold Line Construction Authority allows for some FLM implementation, along with other activities.

pending environmental clearance, meet all other milestones including 30% design and inclusion in the LOP budget.

Project	# of Stations	Current Status	Upcoming Milestone (Anticipated Date)	Notes
Purple Line Sections 2 and 3	4	FLM planning underway	<ul style="list-style-type: none"> • Walk Audits (Fall 2018) • Final Plan, Prioritized Project List (Mid-2019) 	FLM planning contract also includes FLM Guidelines development; design and environmental included as optional tasks.
East San Fernando Valley (ESFV)	14	FLM planning beginning Sept. 2018	<ul style="list-style-type: none"> • Final Plan, Prioritized Project List (TBD) 	FLM planning is part of transit project environmental contract; environmental clearance of FLM is TBD.
Metro Orange Line (MOL) gating and grade separation	1	FLM planning beginning Fall 2018	<ul style="list-style-type: none"> • Final Plan, Prioritized Project List (TBD) 	Project consists of 2 new stations, but planning for Van Nuys will be prepared by the ESFV project.

Metro staff is progressing on coordination on all other future transit corridor projects and will provide further updates to the Board as work proceeds. Of note, the Eastside Gold Line Phase 2 Extension conceptual engineering scope includes a preliminary assessment of FLM existing conditions as part of the analysis of alignments. Further, the West Santa Ana Branch Transit Oriented Development Strategic Implementation Plan includes substantial FLM analysis.

Existing Station Area Projects

Description of progress and status of FLM planning for existing station areas, as directed by Motion 14.1 is included below. These projects are not subject to the funding and implementation approach described in early sections because Motion 14.1 directed FLM planning, and not implementation, of these projects.

- **Blue Line** – the Board adopted the Blue Line FLM Plan at the April 2018 meeting and authorized staff to prepare grant applications seeking implementation funding. Staff worked with the jurisdictions along the corridor (City of Los Angeles, County of Los Angeles, Compton, Long Beach, and Carson) on six grant applications for a total request of \$116m to the State Active Transportation Program (submitted July 31, 2018) to fund a variety of improvements identified in the Blue Line Plan. The local jurisdictions were the applicants and, if successful, will be responsible for

implementation. The approach and process for the Blue Line effort will inform future FLM planning work. Staff will provide future updates on Blue Line progress and the status of grant requests.

- **Inglewood** – Work is progressing on FLM planning for four stations in Inglewood, with expected conclusion in late 2018. This effort was prompted by a local match funding agreement with the City of Inglewood committing Metro to the preparation of FLM plans, with the City contributing \$6 million toward implementation of improvements. The project covers 3 new stations on the Crenshaw-LAX Line along with one existing station (Crenshaw) on the Green Line.

- **Future FLM Planning for Existing Station Areas** – Motion 14.1 also directs staff to prepare plans for 254 station areas on the existing transit network, inclusive of all Metro Rail (noting that the Blue Line is now complete), Metro Busway (Orange and Silver Lines), commuter rail, and the top 100 ridership bus stops. As previously reported to the Board, this large portfolio of planning work is resource-intensive beyond our current capacity and was placed on hold for FY18 and FY19. Also note that the on-going NextGen study may substantially impact the location of the top 100 bus stops to be eligible for FLM plans. The next FLM program update to the Board (which will coincide with the completion of FLM Guidelines) will propose an approach to planning for existing station areas that will consider how to be most effective within available capacity. Priority considerations include:
 - directing planning resources to specific jurisdictions/station areas with distinct local interest and implementation opportunities.
 - linkage to defined Metro policies and policy development efforts that direct resources including:
 - NextGen
 - Long Range Transportation Plan
 - Equity Platform

NEXT STEPS

Staff will provide further updates to the Board in approximately six months. At that time, and as described in this report, we expect to present FLM Guidelines for consideration.