



JEFFERSON PARISH PUBLIC TRANSIT STRATEGIC PLAN

Project Summary

April 2019



Partners



Consultants



BURK-KLEINPETER, INC.



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WELCOME TO JeT

What is the purpose of this document?

This strategic plan is designed to provide guidance over the next 20 years. Suggestions in the strategic plan remain flexible in order to incorporate the findings of the Comprehensive Operations Analysis being completed through the RPC. Decisions about future development will be based upon this plan in the following areas:

1. A mission based upon the needs of the business and transit-riding communities in Jefferson Parish who need improved services;
2. A vision of what JeT could become, given a reduction of available funding, as well as options for growth based upon funding to expand service in a manner consistent with the needs of passengers and local community.
3. Goals that set forth those items required to reach the future and provide improved services;
4. Strategies and actions to accomplish all goals, including a phase-in of changes and updates to broaden service to the local community;
5. Series of performance measures identify how future service will meet the needs of the parish's changing population.

What is not part of this plan?

-  Detailed analysis of traveler demands or ridership;
-  Review of engineering or financing options for individual projects;
-  Review of system governance or evaluation of administrative capacities;
-  Detailed plan for funding services;
-  Resolution of funding needs for transit system development.

What are the plan's Goals and Objectives?

Mission Statement

Provide high-quality public transportation services that meet the mobility needs of Jefferson Parish's residents and workers.

Goals

The Future of Jefferson Transit is:

Connected – JeT reaches a greater share of the population and takes them places they need to go, when they need to go.

Convenient – JeT is easy to find, easy to ride and meets customer expectations on every trip.





Innovative – JeT is on the forefront of technology and technological applications to inform and to serve riders and the public.

Collaborative – JeT is an integral part of the New Orleans regional transit network.

Financially stable – JeT is sufficiently funded to sustain its current system and to grow its future operations.


Objectives

Goal #1: Connected – JeT reaches a greater share of the population and takes them places they need to go, when they need to go:







-  Increase transit to be within ½ mile of jobs and households;
-  Increase early morning, late evening, and weekend service;
-  Encourage transit-supportive land use development along transit lines;
-  Offer transit service alternatives in areas of Jefferson Parish that lack enough density for traditional corridor-based fixed-route transit service;






MISSION STATEMENT: Provide high-quality public transportation services that meet the mobility needs of Jefferson Parish's residents and workers.

-  Work cooperatively with JEDCO, Chamber and other partners to encourage ridership and transit options for enhancing mobility and access to jobs.




Goal #2: Convenient – JeT is easy to find, easy to ride and meets customer expectations on every trip:

-  Improve on-time performance on all routes, but especially those operating on corridors that are part of the region's congested arterial roadway, freeway, and interstate highway network;
-  Establish a seamless system for providing riders with information on available JeT services and trip planning;
-  Increase frequency of service in areas within key employment and population centers during peak commute periods (at least every 20 minutes);
-  Establish standard design and placement criteria for stop area designation and development (include facilities – shelters, benches, signs, connections to bicycle routes, etc.);
-  Improve safety at bus stops, on bus routes, and on the last mile connection (sidewalks, crosswalks, bicycle route/path connections to transit systems) for passengers;
-  Increase trip speed by consolidating redundant stops, implementing transit signal prioritization on key corridors and cashless fare collection where practicable.






Goal #3: Innovative – JeT is on the forefront of technology and technological applications to inform and to serve riders and the public:

-  Provide mobile operating system-based applications which offer customers the option for real time vehicle tracking, fare purchase and trip planning;
-  Provide real-time arrivals and departure information at terminals (Walkertown, Wilty) and transfer locations (JeT to RTA Transfer Points);
-  Utilize electric and dual fuel buses, solar cells with shelters, LEED facility upgrades, etc. to reduce Carbon Emissions and Carbon Footprint.

Goal #4: Collaborative – JeT is an integral part of the New Orleans regional transit network:

-  Support regional initiatives to improve mobility by transit across parish lines and to key regional educational and employment centers including the New Orleans CBD, Elmwood, and Fairfield/Avondale;
-  Streamline system development to include enhanced connectivity with RTA routes in Orleans and Jefferson Parish;
-  Work collaboratively with RTA to establish a model for service, cost and revenue sharing for key regional routes connecting major job centers and transit hubs in Orleans and Jefferson parishes.

Goal #5: Financially stable – JeT is sufficiently funded to sustain its current system and to grow its future operations:

-  Maximize current resources to provide the best service possible;
-  Eliminate routes that are not financially feasible & serve few riders;
-  Establish threshold/standard of performance to help determine financial feasibility;
-  Maintain the established local millage and find ways to grow the amount collected for support of transit operations and facilities development;
-  Supplement existing resources with innovative funding techniques (tax or improvement districts) and grants.

Strengths, Weaknesses, Opportunities, Threats (SWOT)

Representatives of JeT, the RPC and project team worked through a collaborative SWOT exercise to identify the major challenges and opportunities present to JeT within the context of the strategic plan. The project team assigned statements consisting of actions, ideas, and needs into one of four defined categories:

Strengths, a generally positive element, or attribute;

Weaknesses, a generally negative element, or attribute;

Opportunities, an external measure, or factor which can be used to JeT's advantage;

Threats, outside opportunities or events which could undermine the strategic plan.

Figure1: Existing transit route within Jefferson Parish.



Figure 2: SWOT Analysis Findings

Strengths	Weaknesses	Opportunities	Threats
Serves a community need	No standards of service	Dedicated funding source (millage)	Diminished bus/fleet capacity
Parish/region's densest population clusters	Operations funded from reserves to close gap between expenses and revenues	Development boom will increase potential ridership	Millage collection is dependent on Council authorization
Parish is a strong employment center	Flat ridership	Economic development districts might be an untapped funding source	Public misperceptions about transit and JeT
JeT connects to the airport	Outdated fixed-route network	Capital replacement schedule has new buses on-order	Lack of funds to market and promote services
Coordination between RTA and JeT	Fewer vehicles and hours of revenue service than prior to Hurricane Katrina	Working to increase bus speeds and reduce the number of stops with few/no riders	Public fear of scale of financing required for bus fleet renewal
Regional day-ride fare	Many riders lack digital and banking access	Trend to cashless fare payment could reduce some administrative costs and increase speeds	Current federal preferences for funding rural and small urban area projects
Potential government support	Lack of digital platform for schedule and ticket information	Planned implementation of mobile-friendly bus tracking in real-time	
Renewed millage	Low quality infrastructure and amenities	Potential may exist for partnerships with major employers	
Region's strong public transit advocacy ecosystem			
Business community Millennials			

What types of service scenarios/concepts did we look at?

Baseline Service: Buses every 20-45 minutes, longer during off-peak periods; 12-16 hours per day; stops every ¼ mile.

High Capacity Transit: Buses every 15-20 minutes (peak); 20-24 hours per day; stops at existing RTA and JeT Terminals; stops every ¼ to ½ mile; electronic fare payment; transit priority for traffic signals.

Late-Night and Overnight Service: Buses every 45 to 90 minutes (off-peak); condensed route network including East and West Bank Circulators; stops at JeT Terminals and limited number of posted bus stops; service between NO CBD and JeT terminals.

Pilot Programs – Microtransit options

New Facilities – Transit transfer hubs for the East Bank near Causeway Boulevard and Jefferson Highway, somewhere on the Veterans Boulevard Corridor (near David Drive as part of a TOD concept as well as near Lakeside, maybe under the Causeway corridor).

529 Rider Survey Results: In the spring of 2018, surveyors engaged hundreds of bus riders on their commutes, and many more riders completed online surveys through the Jefferson Transit website. In total, 529 responded to questions about how they use transit and what improvements they would like to see.



150 Community Perception Survey Results: During the same period, JeT administered a survey targeting Jefferson Parish residents and visitors who do not ride transit. This survey was administered through the Jefferson Transit website and at in-person pop-up events.



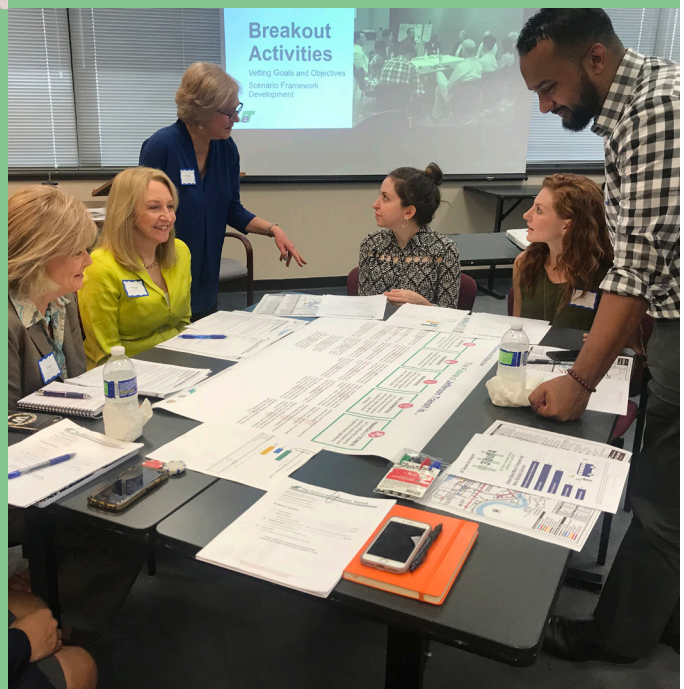
Public Pop-Up Events: Project staff engaged riders in trade-off exercises on Wednesday September 26 at the Willy Terminal (West Bank) and Cemeteries Terminal (East Bank) - the highest-volume transfer locations in the JeT network.



Media: The Jefferson Parish Public Information Office used traditional and social media channels to disseminate information about the project purpose and to encourage public participation. These included an information video posted on Youtube and on JPTV, and posts on the Parish Facebook and Twitter accounts.








Stakeholder Meetings: Small group meetings were held with a variety of stakeholders throughout the process. Focus groups held with current JeT bus operators kicked off community engagement in April 2018. Project staff convened a Project Advisory Group three times: June 29, 2018, September 12, 2018, and January 17, 2019. Representatives of partner agencies, elected officials' offices, advocates and social service providers, civic groups, and business associations were informed of project progress and provided project direction and decision-making. Jefferson Parish Economic Development Commission (JEDCO) hosted a similar meeting July 20, 2018 to engage a broad cross-section of the parish's business community. In addition, the project team engaged 16 civic and faith-based organizations.



What has been the planning process?

The team undertook the following activities to engage the public and key stakeholders in the development of the plan:

-  Gathered input from riders about their transit use through on-board and on-line surveys, the community on their opinion of transit and its role in moving Jefferson Parish forward, and key stakeholders on their support for transit and improving the services provided by the parish;
-  Assessed current operations, market, and services; documented funding history and challenges; identified immediate needs; communicated with peers who had similar experiences and could provide insight to needed changes and potential opportunities;
-  Established goals, objectives, and performance measures to guide future development and to evaluate changes in service and market reach;
-  Evaluated future development scenarios that consider changes required as a result of diminishing local funding, as well as options for targeted improvements available as a result of enhanced funding;
-  Drafted, accepted, and adopted the plan.

Extensive engagement of both current transit riders and the broader population informed the development of this plan's goals, objectives and strategies.





Figure 3: Existing transit station signage.

JeT'S AT THE GATE

What does the current JeT look like?

Currently, Jefferson Transit:

-  Operates under contract on both sides of the Mississippi River with a consolidated third-party operator (Transdev), unified management structure and unionized drivers.
-  Jefferson Parish has a Department level transit manager with a staff of three who oversee and monitor this private operator arrangement. The Director of Transit and three staff members work directly for the Parish President.



-  JeT operated 29 vehicles in revenue service during 2016 on 13 fixed-routes. JeT fixed-route buses carried 2.03 million passengers during 99,335 hours of revenue service, for an average of 20.4 passengers per hour.
-  JeT transported an average of 4 million riders annually before Hurricane Katrina. Since that time, transit operations were scaled back to meet budgetary constraints and a reduced demand for service. Since ridership in Jefferson Parish is tied significantly to the ridership experienced by the New Orleans transit system, JeT continues its efforts to improve service.

Figure 4: Average Passengers per Hour of Revenue Service (2016).

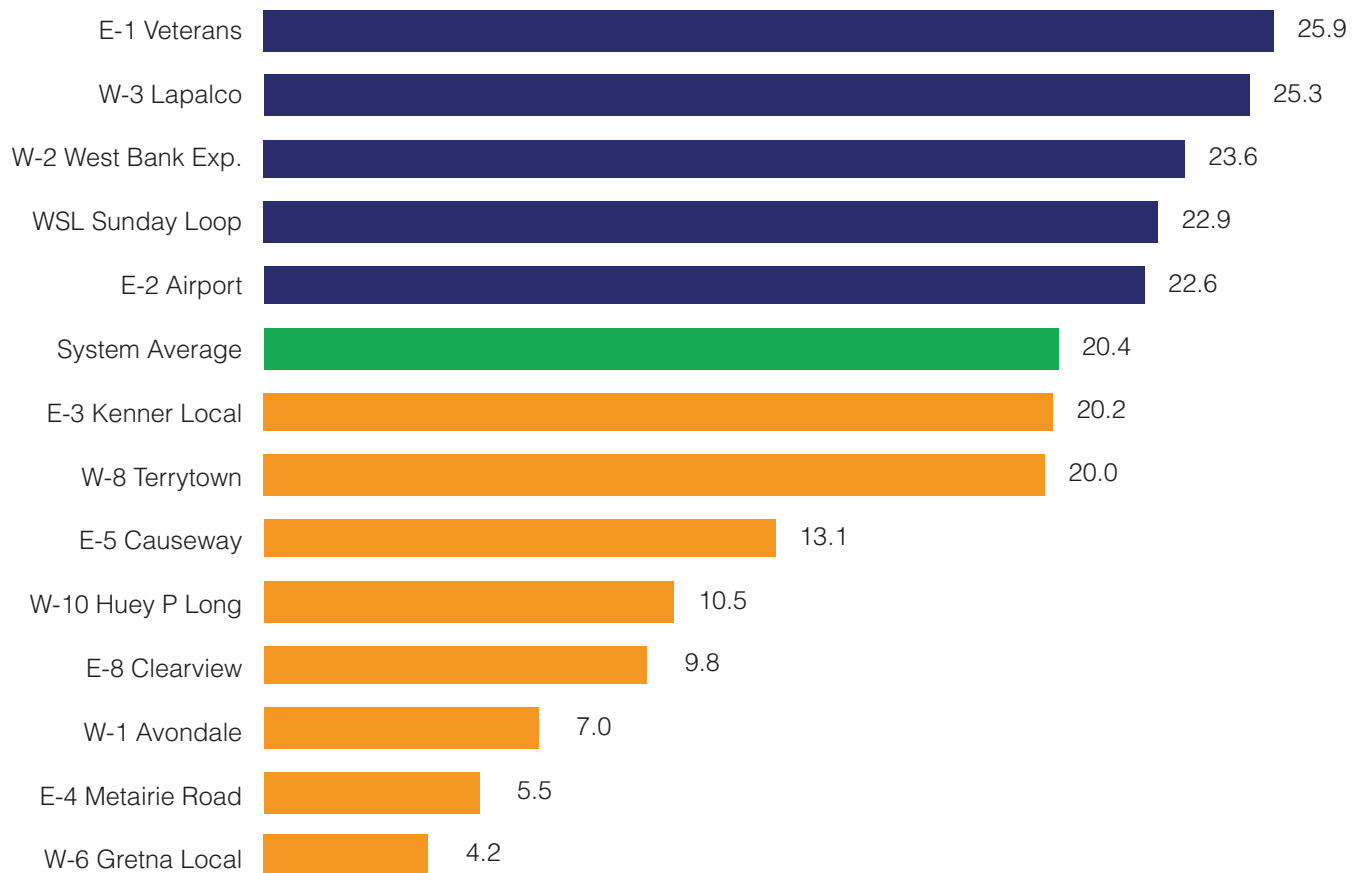
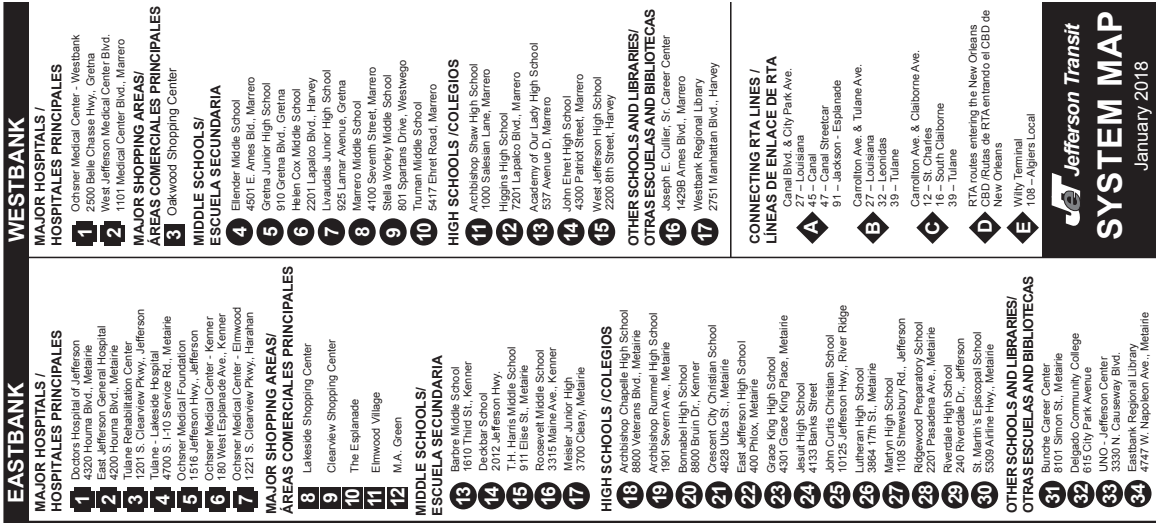
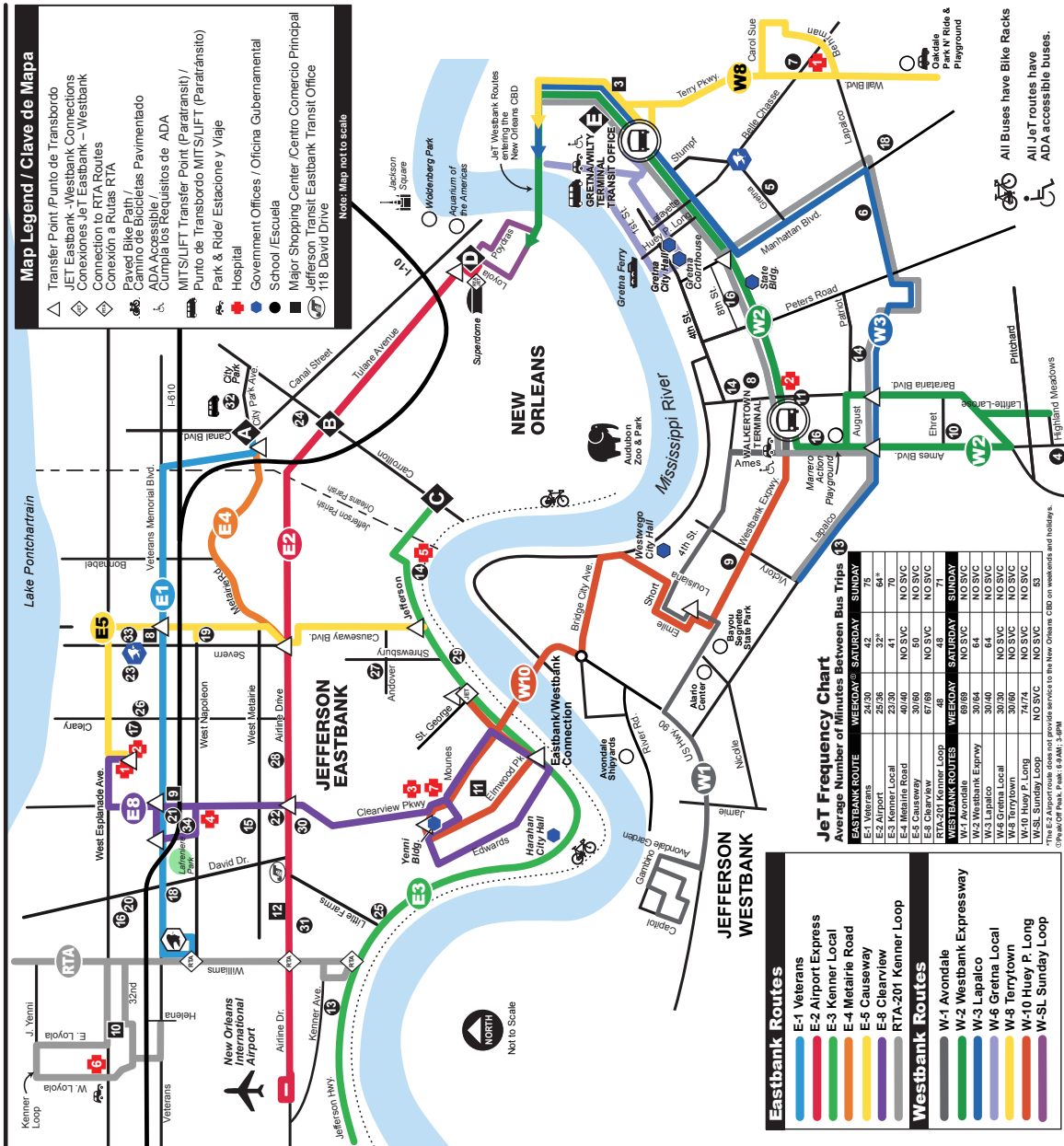


Figure 5. JeT Fixed Routes and Key Facilities.







100% of respondents believe transit is important to Jefferson Parish.



What is the perception of JeT?

What are our stakeholders (Riders, Community and Business, Civic and Faith Based Groups) saying about Jefferson Transit?


From Riders:

-  JeT is a daily necessity. 58% of riders use JeT 5+ days a week, and 79% do not have access to a car.
-  JeT serves the region. A large number of riders transfer between JeT and RTA systems on their commute.
-  JeT moves the economy. 70% of riders commute to work, 10% go to school, and 32% shop for goods and services.
-  Riders want more frequent and more reliable service. (More late night, early morning, and weekend service; greater reliability, more frequent service, ability to go more places; better bus stops).








From the Community:

-  JeT is familiar to 78% of respondents and 100% believe that public transit is important to Jefferson Parish.
-  JeT's value is that it's available to those who need the service, including those who don't own or have access to a vehicle; those unable to drive or who choose not to drive and/or want a cost-

saving alternative. It does play a role in creating more attractive growth and development in the parish.

-  More frequent service is needed to help continue moving the parish effectively (for ex.: more late and early service, better coordination with RTA services and routes).

From Business, Civic and Faith-based Groups and Project Advisory Committee:

-  Jefferson Transit could better meet employees' and customers' transportation needs...
-  Political climate and the lack of community perception of transit are major obstacles complicating a discussion to increase funding...
-  Lack of quality transit service inhibits ability to attract employees and customers...
-  Vibrant, connected transit helps create economic development opportunities...
-  Jefferson Transit needs to reach out to young people who could use the service to get to work and school/job training...
-  The Strategic Plan is the first step in figuring out what people in Jefferson Parish want and will support. If more/better transit is desired, additional resources will be required....
-  Alternative transportation modes, like Jefferson Transit, help the parish attract new business and younger professionals...

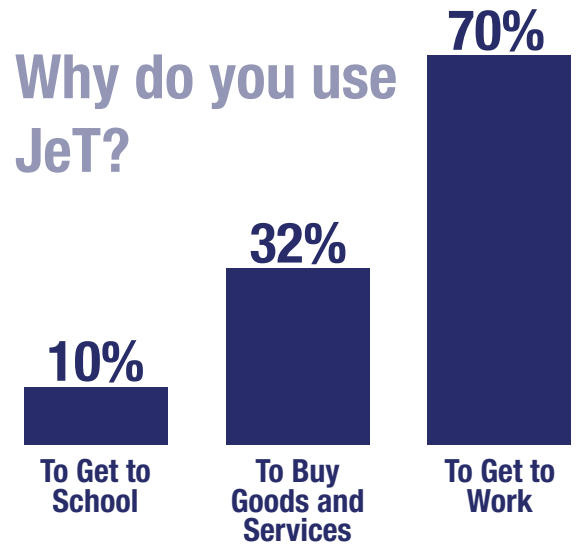
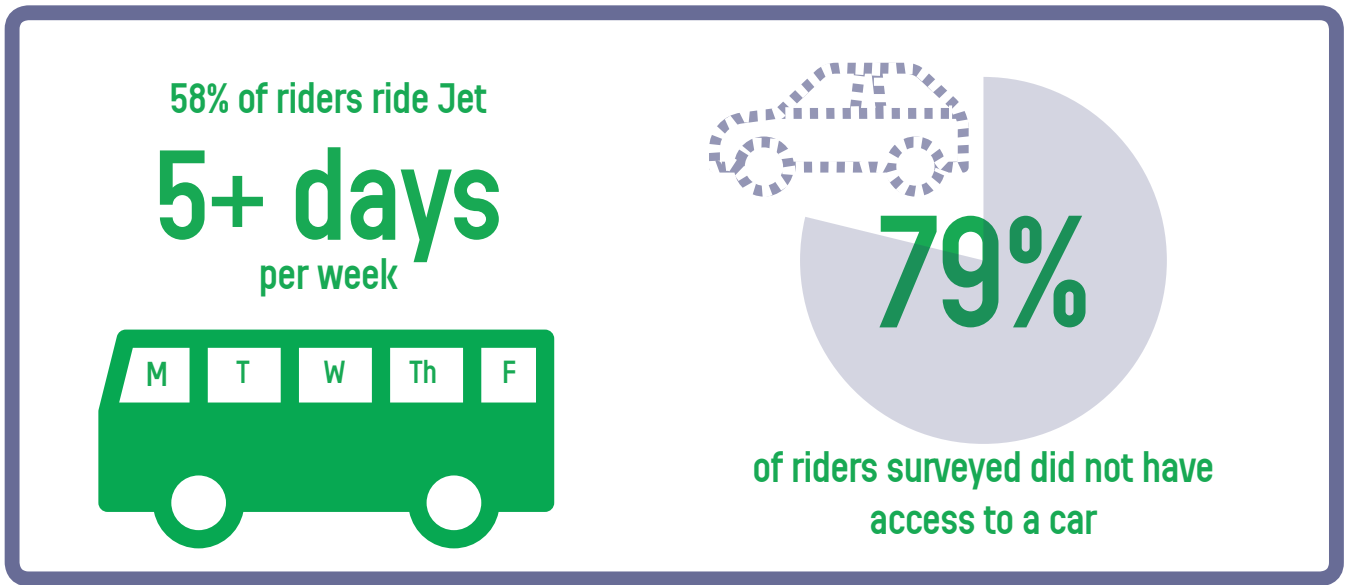






Figure 6: Survey question, "Why it is believed people ride Jefferson Parish public transit" responses.








What community needs does JeT address?

JeT is not effective in providing timely access to the region's jobs:

-  In 268 out of 328 census block groups (82%) within the Jefferson Transit service area, less than 10% of the region's jobs are accessible within a 30-minute transit trip.
-  In 204 block groups (62%), less than 5% of jobs are accessible via transit.
-  In 59 census block groups (18%), 10%-20% of the region's job are accessible.
-  Most of these block groups are located within walking distance of the eastern segments of Veterans Memorial Boulevard in Metairie, and of the West Bank Expressway in Gretna, Harvey and Terrytown. This is due to the proximity of these routes to the region's center, and to the relatively high frequency of bus service during peak travel times.





JeT's on-time performance is affected by traffic congestion on major streets in the parish. Like all people, transit riders value their time, and late arrivals can cause missed transfers and late arrivals for work or other commitments.

-  System-wide, average on-time performance declined, from a high of 94.1% in 2013 to a low of 90.2% in 2017.
-  The five poorest-performing routes all serve the East Bank: the Kenner Local, Clearview, Causeway, Airport and Veterans routes, possibly due to higher ridership and the East Bank's system decline in on-time performance from 2013-2017.
-  The Airport route has steadily declined since 2014, from 93.3% on-time to 82.8% on-time in 2017.
-  From 2013 to 2016, the Clearview route was the lowest-performing route.

-  Increasing traffic volumes on Airline Drive, Causeway Boulevard and Veterans Boulevard may explain its frequently late service during this period, as transit vehicles and automobiles shared travel lanes, and there was no technology employed to address signal timing and phasing to favor bus progression on these corridors.

JeT's riders view the service as lacking in many critical areas. Some initiatives, such as the Regional Ride pass and coordinated call center with RTA, are steps in the right direction. Others that should be part of a future improvement program include:

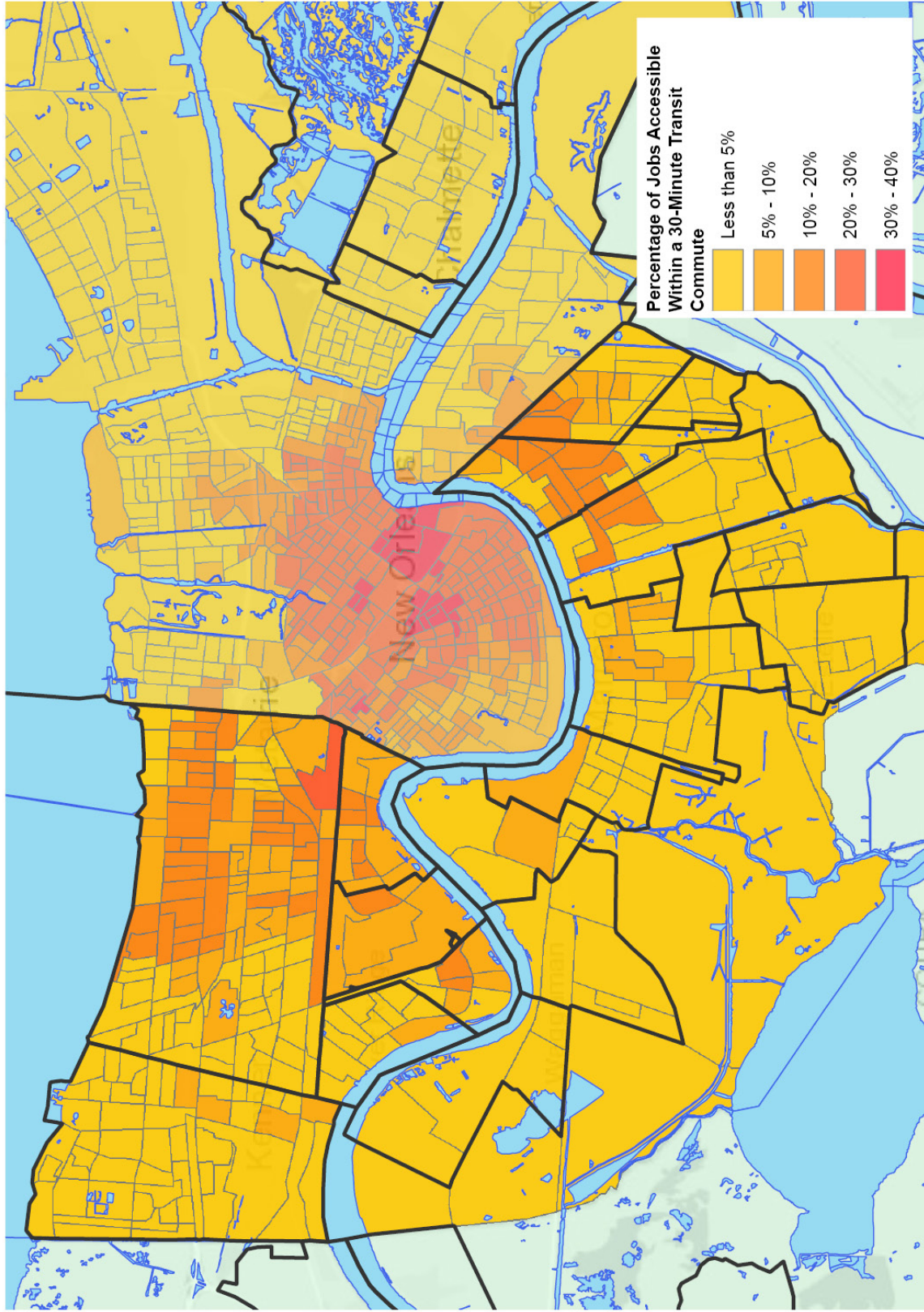
Regional connectivity – Riders don't generally recognize RTA and JeT as distinct transit entities. Riders were clear – they see both as working together as a system responsible for getting them to work, home, school, or necessary services on-time.

-  JeT's Wilty Terminal in Gretna is both a launching point for JeT service across the Mississippi River as well as a location served by an RTA route in Algiers and those that cross the river to serve Algiers.
-  Bus stops in the New Orleans Central Business District served by JeT buses passing through the Wilty Terminal on the West Bank, as well as by the Airport/Airline bus on the East Bank, are also in an area of concentrated RTA service.
-  Two of JeT's bus routes, the Veterans Boulevard and Metairie Road, connect their riders to RTA services at the City Park Terminal in the Mid-City area of New Orleans.
-  Finally, JeT's Kenner Local route connects to RTA bus routes and the St. Charles Avenue Streetcar at the intersection of Carrollton Avenue and Claiborne Avenue.

Efforts to maintain as seamless a connection as possible between these JeT and RTA routes should be a top priority for increasing serviceability to the public and businesses that depend on transit daily.



Figure 7: Regional Job Accessibility via Transit by Census Block Group.



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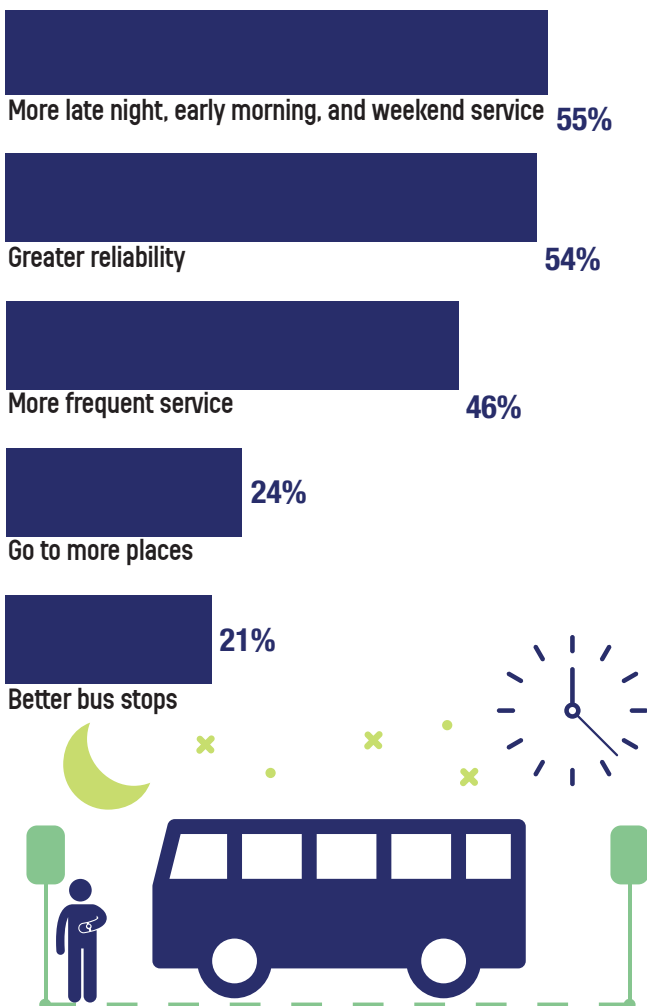
Source: RIDE New Orleans, "From Plans to Action: State of Transit 2018"; U.S. Census Bureau, 2015 Longitudinal-Employer Household Dynamics Program data provided by the U.S. Census Bureau; New Orleans RTA; Jefferson Transit.



RTA is looking to complete feasibility studies and implement High-Capacity Transit (HCT) projects in the Elmwood/Claiborne, Veterans/Airport, and West Bank Expressway corridors by 2027.

Service Availability – Current schedules start JeT buses in service on all 12 routes before 6:00 am each weekday, but begins to take them out-of-service starting with intraparish buses between 6:45 and 7:30 pm followed by all interparish buses by 10:15 to 10:30 pm. Service on Saturdays and holidays remains available on seven routes (3 East Bank and 4 West Bank) with Sunday service limited to four routes only (3 East Bank and 1 West Bank). Headways generally grow on the weekends, which means there is service available, but the time spent waiting for the next bus grows. This type of system creates gaps in coverage, specifically for the support

Riders Want More Frequent and More Reliable Service



of shiftworkers and others in the hospitality and service industries who use transit to get to work. Those who must work early or late may find using JeT to travel to and from work a challenge, especially if services end too early and leave them stranded at their place of work.

Suggestions in the strategic plan remain flexible in order to incorporate the findings of the New Links Comprehensive Operations Analysis, which is currently being completed through the RPC. Decisions about future schedules and route design will be based upon this plan.



Information availability – Mobile devices make possible the sharing of data on the moment-by-moment location of buses as well as the collection of fare payments and scheduling of trips across the parish and across the region. Moving forward with the provision of this information by mobile app is underway. However, not every rider has access to the technology necessary to participate in this effort. Up-to-date print alternatives that provide schedule, route and timetable information should be made available at JeT passenger facilities and key transfer stops.

The parish is working on app development. Roll out of this will likely be in 2020.

Accessibility – Getting to bus stops in some areas takes quite a bit of dexterity. Lack of complete or serviceable sidewalks limit accessibility. Failure to provide pedestrian signals and crosswalks place a penalty on crossing the parish’s busiest thoroughfares to reach a transit stop or destination. Finally, lack of clear stop signage, wayfinding and shelters confuses all but the hardest of transit users as to the availability and frequency of service on many routes. JeT is addressing this with upgrades to its transit stops across the parish. The work has begun and will continue for many years, resulting in a complete update to stops and stop areas.



What are some of JeT's challenges?

-  Most people in Jefferson Parish continue to drive their automobiles to work, school and shopping areas. Community perceptions of Jefferson Transit continue to place a value on transit as a means of facilitating new development opportunities in the parish, but the overwhelming majority see it as an option of last resort for meeting their needs as most (61%) will rely on others, ridesharing or taxi to provide their transportation needs before choosing to use the bus.
-  Choosing to use JeT means dealing with a built environment in the parish that is not transit-friendly. In most areas, the parish lacks critical densities of residential population and employment that would help to encourage transit use. Choosing to ride JeT means having to ride or walk longer distances to reach your boarding location or destination. The cost of using transit is perceived to be high, as schedules are infrequent, and buses share congested roads with other vehicles and no perceived time savings versus driving. The lack of an advantage is reinforced in areas the parish where parking remains free and plentiful in areas of commercial and industrial employment. Building entrances are often set back from street edges and require long walks through unforgiving seas of hard-

surface parking lots teeming with traffic. These challenges are compounded when the local weather conditions include oppressive heat and humidity, a near constant threat of rain or blustery cold.





-  JeT transit stops can be hard to find, lack shelters and benches, might be difficult to walk to or just inaccessible for some members of the population. Riders are more likely to use a system that works well – which includes a system of stops that are clean, pleasant, safe, and attractive.
-  JeT's fixed-route ridership has remained relatively flat, between 1.9 and 2.1 million passenger trips annually between 2010 and 2016. Rider fares are responsible for contributing up to 25% of the total operations budget annually, which is an average percentage among transit systems nationwide.
-  JeT's riders come from all over. 20% of JeT's riders participating in the rider survey identified themselves as residents of New Orleans. Having a system that is easy to understand and offers many opportunities for interconnectivity improves transit travel between the parishes.
-  JeT's schedule is primarily weekdays, oriented to traditional 8-hour workdays and work-to-home commute periods with little service on Saturdays and holidays and no service in most areas on Sundays. Workplaces and work

Figure 8: Survey question, "If a car were not available, respondents would get where they need to go" responses.

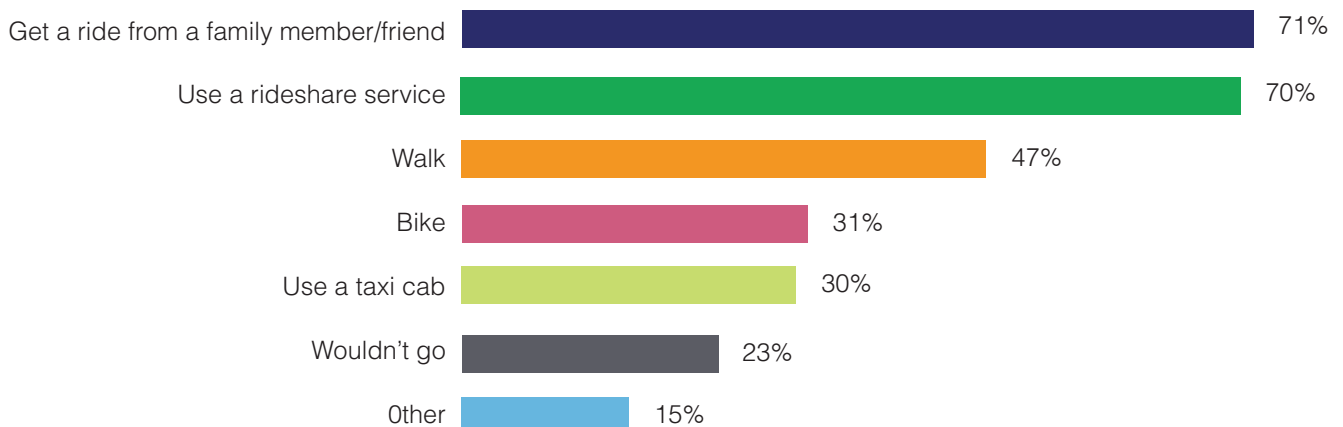




Figure 9: JeT provides service to riders with differential mobility needs.

schedules continue to change, so transit needs to keep up. Service periods should be broad enough to provide workers with the service they need without requiring them to use alternatives for getting to their destination before JeT commences services and after JeT buses stop running.

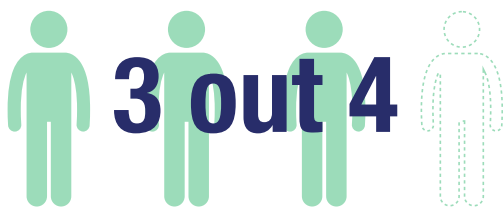
JeT and RTA share riders throughout the day. According to the rider survey, a great number of responding JeT riders transfer to or from RTA. Both Jefferson Parish and the City of New Orleans are part of a common economy. Travel between the systems did require multiple fare payment, which created a burden on some of the transit using public. The Regional Ride pass, made available once again to transit riding public during 2018, eliminated fare payment as a potential barrier for travel, however, JeT riders need other ways to purchase tickets and bulk

ride passes. RTA uses a combination of their mobile app and cooperative retail outlets to sell transit passes. JeT day passes are only available for purchase from drivers; monthly passes are available at JeT's two operating facilities and at the Wilty Terminal.

JeT buses travel many of the same principal arteries, which are known congestion points in the parish. Transit adds capacity to these corridors, collapsing numerous auto trips into the single transit vehicle. Measures to help transit buses move faster through these areas, including signal prioritization, consolidation of stops and dedicated lanes, should all be considered as part of the tools necessary to improve JeT services in the future. Through RPC's efforts, the Veterans route will begin a pilot program in the near future.

JeT riders see technology as important to helping them get around and use the service with confidence. Static schedules (printed or on-line-PDF) lack sufficiency as they quickly become out-of-date or irrelevant due to service delays or changes required to navigate local streets. Having real-time schedule information available in multiple outlets (such as signs in stations and a mobile app) helps riders plan their trips and respond to service changes.

JeT Serves the Region




JeT riders surveyed transfer between JeT and RTA





Figure 10: A rider prepares to board for service.

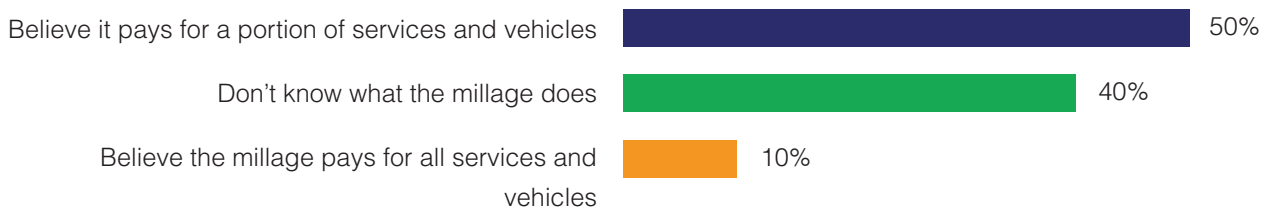
 JeT's future is tied to its ability to fund services that passengers and the public need. Local funds, comprised of a dedicated transit millage funded by tax payer's property, contributed approximately 48% of the average funds required to provide JeT services since 2009. This funding, when combined with revenues raised from fare collection, is insufficient to fund current operations. JeT has relied on its fund reserves to help make up the difference. This fund reserve is elevated due to a one-time growth from federal

assistance following Hurricane Katrina. JeT's funding was unsustainable pre-Hurricane Katrina; post-Hurricane Katrina, 1/3 of service was cut. This method for funding service cannot continue in the future, as the combination of increasing costs for service, static revenues from the property millage and the fluctuation in passenger fares establish a pattern that will consume all reserve funds sometime before 2029, requiring cuts in current service as well as elimination of routes.

Figure 11: Survey question about respondents' familiarity with Jefferson Transit millage responses.



Figure 12: Survey question about the function of millage funds responses.



JeT'S BOARDING NOW

What's the outlook and opportunities for JeT?

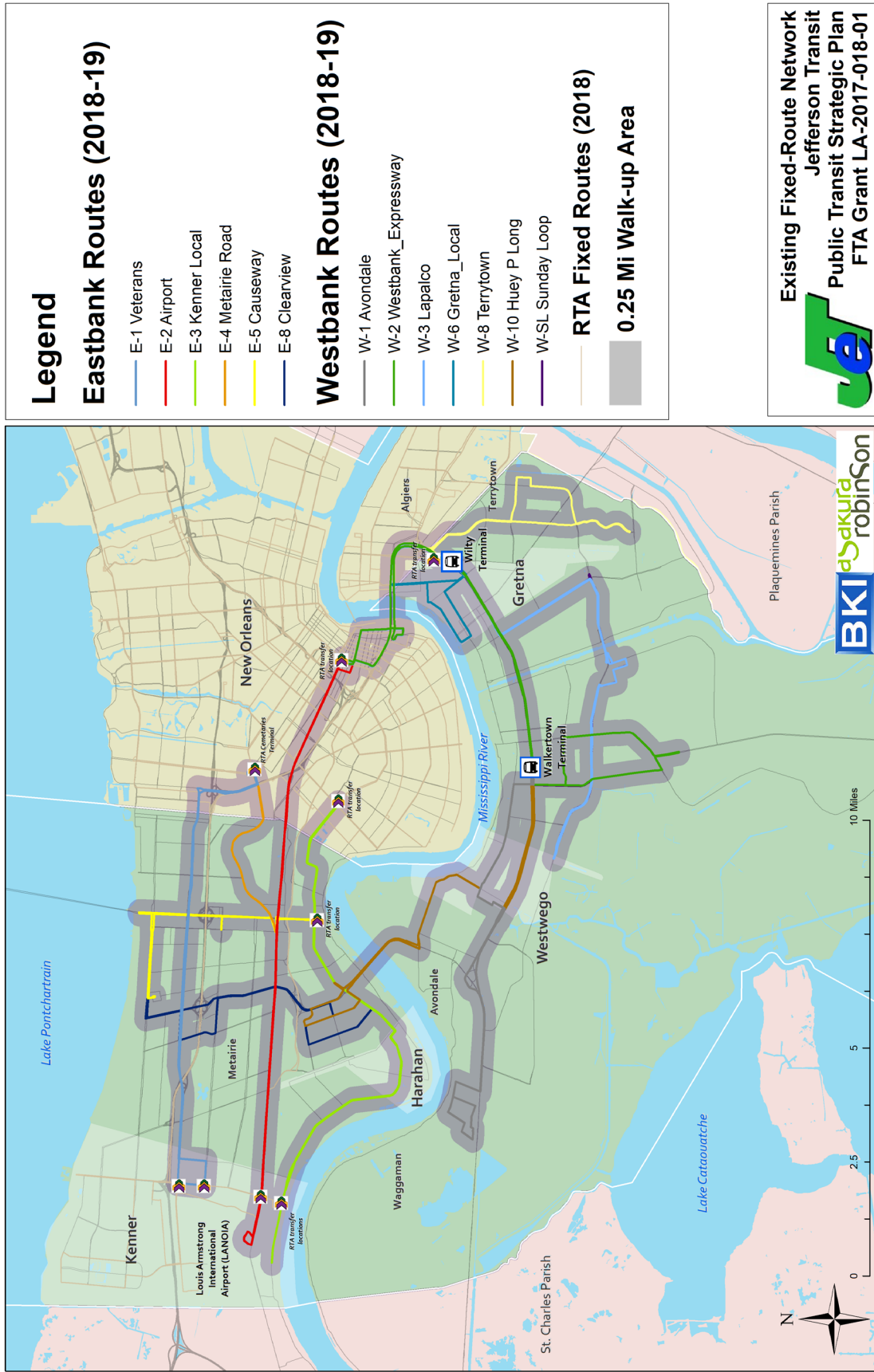
Maintain existing service – existing route network, hours of service remain generally the same, but service coverage diminished over time due to reduction in available funds. (13 routes, 32 vehicles in service, \$11 Million operating budget; 104,000 hours of service; 1.45 M miles of service; 2.0 M passenger trips; most service on weekdays, limited service on Saturdays and Holidays and Sunday); service cuts will be required within the next ten years:

Weekday (85%)	Saturday and Holidays (10%)	Sunday (5%)
89,050 Hours of Service	10,344 Hours of Service	4,745 Hours of Service
E-1 Veterans E-2 Airport E-3 Kenner Local E-4 Metairie Road E-5 Causeway E-8 Clearview W-1 Avondale W-2 West Bank Expressway W-3 Lapalco W-6 Gretna Local W-8 Terrytown W-10 HP Long	E-1 Veterans E-2 Airport E-3 Kenner Local E-5 Causeway W-1 Avondale W-2 West Bank Expressway W-3 Lapalco W-10 HP Long	E-1 Veterans E-2 Airport E-3 Kenner Local WSL – Sunday Loop

Figure 13: Existing West Bank Expressway bus waiting for passengers at transit stop.



Figure 14: Existing Route Network.



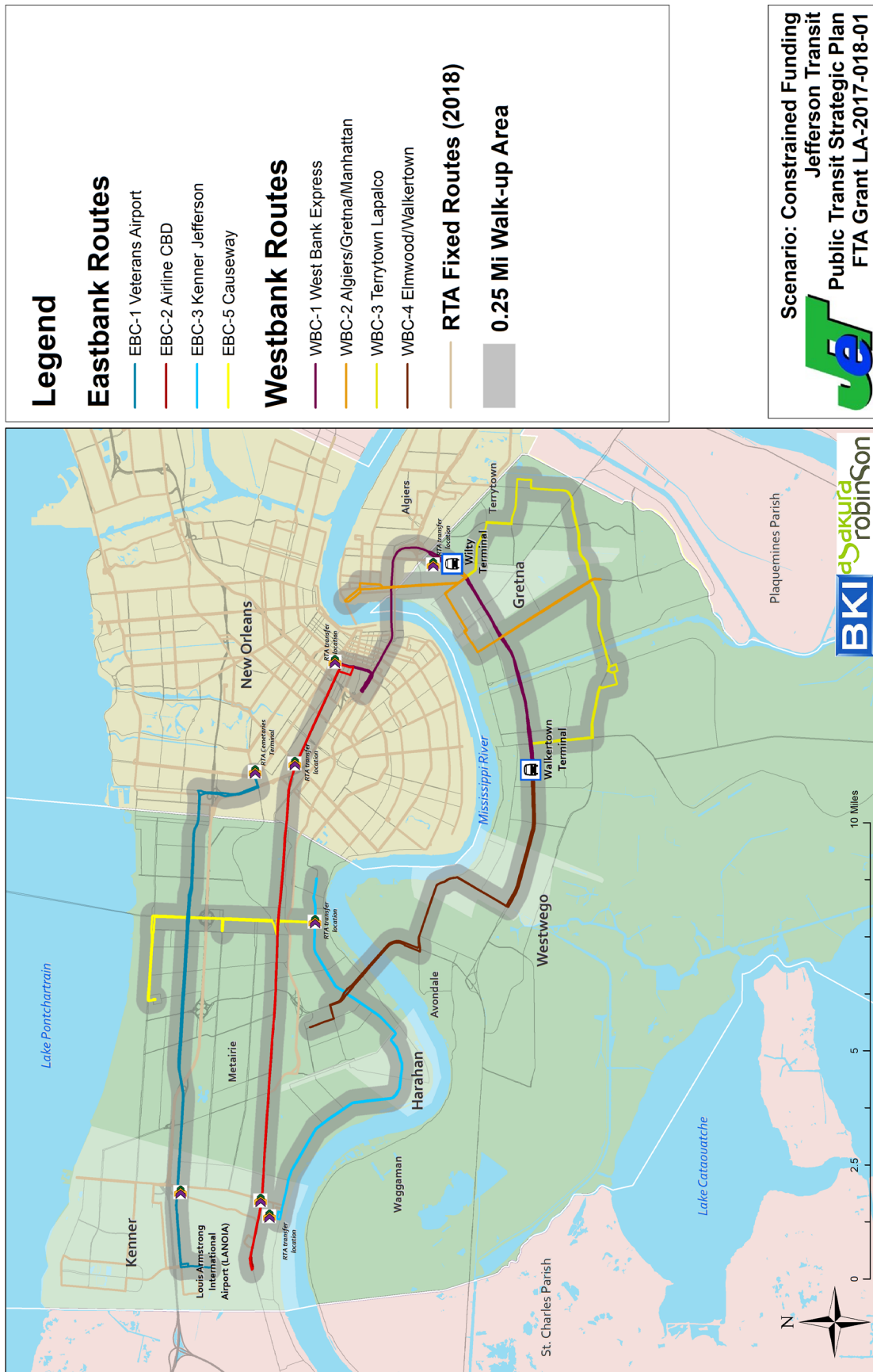
Prioritize available funds – utilize all available funds to provide service – reduction in the number of routes in service (4 eliminated, 3 combined and 3 with reduced service), changes in schedule to provide more weekend/weekday service, but generally not sustainable over time due to a reduction in available funds (8 fixed-routes, 24 vehicles in service, \$10.7 Million operating budget; 97,400 hours of service; 1.35 M miles of service; passenger outlook is down; most service on weekdays, more service on Saturdays and Holidays and Sunday; service cuts likely to start by 2023/2024):

Weekday (83%)	Saturday and Holidays (10%)	Sunday (7%)
81,003 Hours of Service	9,761 Hours of Service	6,610 Hours of Service
EBC-1 Veterans-Airport	EBC-1 Veterans-Airport	EBC-1 Veterans-Airport
EBC-2 Airline CBD	EBC-2 Airline CBD	EBC-2 Airline CBD
EBC-3 Kenner Jefferson	EBC-3 Kenner Jefferson	EBC-3 Kenner Jefferson
EBC-5 Causeway	EBC-5 Causeway	EBC-5 Causeway
WBC-1 West Bank Express	WBC-1 West Bank Express	WBC-1 West Bank Express
WBC-2 Algiers-Gretna-Manhattan	WBC-2 Algiers-Gretna-Manhattan	WBC-2 Algiers-Gretna-Manhattan
WBC-3 Terrytown-Lapalco	WBC-3 Terrytown-Lapalco	WBC-3 Terrytown-Lapalco
WBC-4 Elmwood-Walkertown	WBC-4 Elmwood-Walkertown	WBC-4 Elmwood-Walkertown

Figure 15: Stakeholders participating in a meeting.



Figure 16: Constrained Route Network.



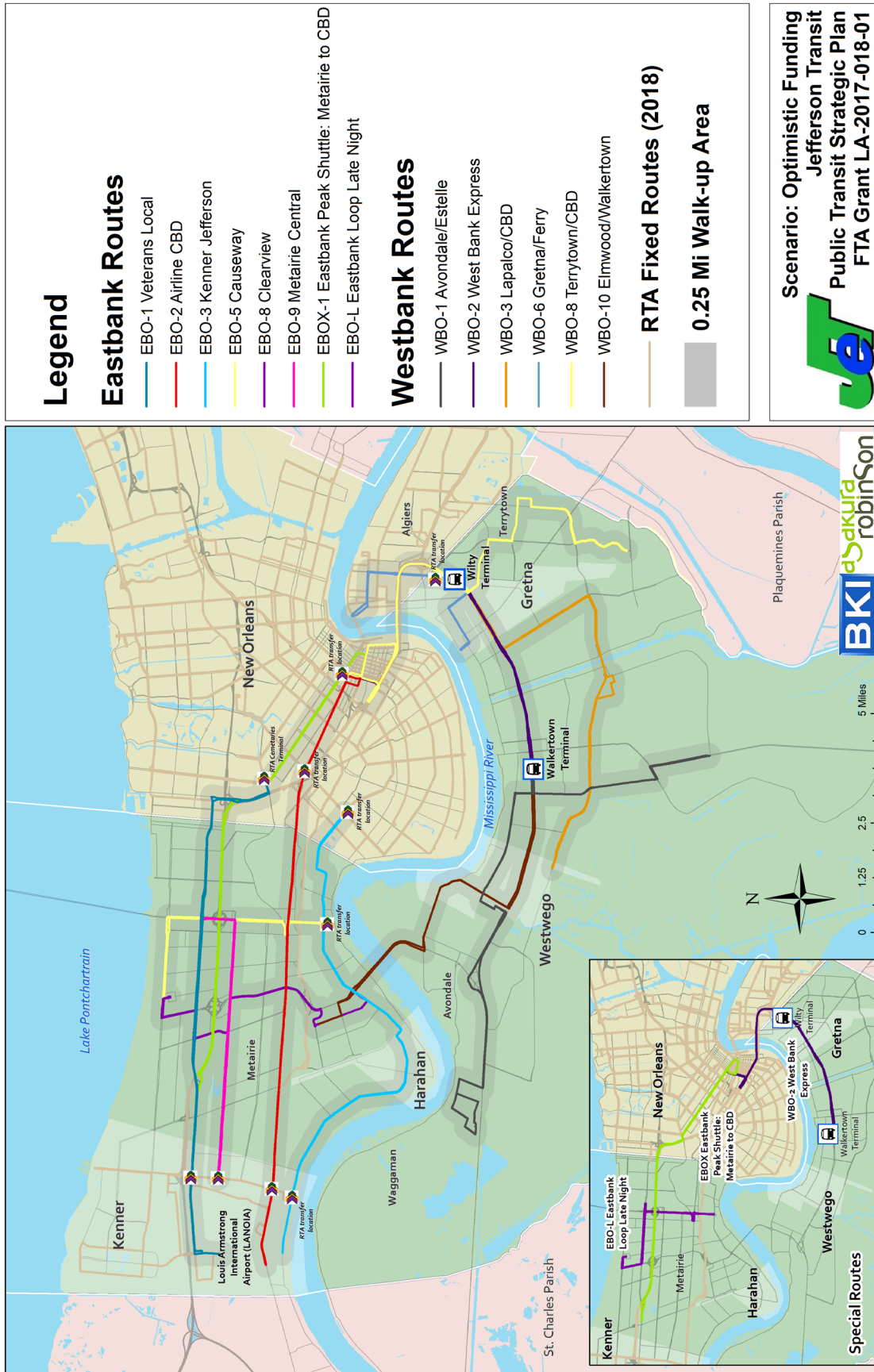
Grow JeT to meet needs of the community (i.e. Target Scenario) – respond to business and rider community requests for reliable, frequent service on all routes, improved connectivity across the Mississippi River, more hours of service and expanded operations (14 routes and 46 vehicles, \$23.5 Million operating budget; 190,700 hours of service; 3.0 M miles of service; passenger outlook is up; service provided early, late and overnight, transit signal priority in-place on major arterials used by transit, more buses in service and stop areas updated with more amenities including shelters, improved signage, benches, sidewalks/pads and service balanced to include a little more service on weekdays, but near equivalent service Saturdays and Holidays and Sunday):

Weekday (78%)	Saturday and Holidays (13%)	Sunday (9%)
149,122 Hours of Service	24,591 Hours of Service	16,938 Hours of Service
EBO-1 Veterans/Airport EBO-2 Airline CBD EBO-3 Kenner Jefferson EBO-5 Causeway EBO-8 Clearview EBO-9 Metairie Central EBO-L East Bank Loop Late Night EBO-X Lafreniere to CBD Express WBO-1 Avondale-Estelle WBO-2 West Bank Express WBO-3 Lapalco-CBD WBO-6 Gretna-Ferry WBO-8 Terrytown-CBD WBO-10 Elmwood-Walkertown	EBO-1 Veterans/Airport EBO-2 Airline CBD EBO-3 Kenner Jefferson EBO-5 Causeway EBO-8 Clearview EBO-9 Metairie Central EBO-L East Bank Loop Late Night WBO-1 Avondale-Estelle WBO-2 West Bank Express WBO-3 Lapalco-CBD WBO-6 Gretna-Ferry WBO-8 Terrytown-CBD WBO-10 Elmwood-Walkertown	EBO-1 Veterans/Airport EBO-2 Airline CBD EBO-3 Kenner Jefferson EBO-5 Causeway EBO-8 Clearview EBO-L East Bank Loop Late Night WBO-1 Avondale-Estelle WBO-2 West Bank Express WBO-3 Lapalco-CBD WBO-6 Gretna-Ferry WBO-8 Terrytown-CBD WBO-10 Elmwood-Walkertown

Figure 17: Public meeting attendees contemplate the future of Jefferson Transit.



Figure 18: Target Scenario Route Network.



Legend

Eastbank Routes

- EBO-1 Veterans Local
- EBO-2 Airline CBD
- EBO-3 Kenner Jefferson
- EBO-5 Causeway
- EBO-8 Clearview
- EBO-9 Metairie Central
- EBOX-1 Eastbank Peak Shuttle: Metairie to CBD
- EBO-L Eastbank Loop Late Night

Westbank Routes

- WBO-1 Avondale/Estelle
- WBO-2 West Bank Express
- WBO-3 Lapalco/CBD
- WBO-6 Gretna/Ferry
- WBO-8 Terrytown/CBD
- WBO-10 Elimwood/Walkertown

RTA Fixed Routes (2018)

- 0.25 Mi Walk-up Area

Scenario: Optimistic Funding
 Jefferson Transit
 Public Transit Strategic Plan
 FTA Grant LA-2017-018-01

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Review of population groups reached, etc. based upon performance variables (variables: System-wide, Route-specific, Community-rider input)

Figure 19: Systemwide Scenario Comparison

Variable	Existing Routes	Constrained Scenario	Optimistic Scenario
Estimated Annual Cost (Millions)	\$11.10	\$11.00	\$23.47
Hours of Service	104,139	97,374	190,651
Population*	187,395	135,189	203,093
Jobs*	174,558	130,661	181,979
Households with no vehicle*	11.4%	12.0%	12.8%
Disabled Persons*	14.5%	14.6%	14.5%
Minority Population*	49.7%	51.2%	52.8%
People below Poverty Level*	19.1%	20.3%	20.7%
People 65 yrs and older*	15.0%	14.3%	14.0%
Population with Limited English*	5.3%	5.7%	5.6%
Total Scheduled Trips	864	948	2022
Weekday Scheduled Trips	506	450	852
Saturday Scheduled Trips	247	324	692
Sunday and Holiday Scheduled Trips	111	174	478

* Estimated within a quarter-mile of bus stops. Source: Remix



System Wide Variables

Source: Remix (Systemwide values)

Total Annual Cost – expressed in total estimated cost per year for operations, given the identified hourly rate from existing contract;

Total Annual Service Schedule – expressed as the change in proposed scheduled headway and hours/days of service;

Total Fleet Demand – expressed as the change in the number of buses required to deliver service (As per the 2016 NTD Report, the total number of fixed-route buses is 41, this leaves no more than 33 buses available for service with a 20% spare ratio of 8);

Total Jobs and Population Reached – expressed as the number of jobs and population per square mile within a ¼ mile of the proposed map network;

Early morning, later evening, and weekend hours of service – expressed as the percentage of total hours of service that fall within these periods.

Route Specific Variables

Source: Remix (within 0.25 mi of route)

Car free – households per square mile with no vehicle available (American Community Survey, 2016);

Disabled – people per square mile who have a disability (American Community Survey, 2016);

Jobs – jobs per square mile (Longitudinal Employment and Household Data, 2015);

Minority – people per square mile who are non-White or of Hispanic origin (American Community Survey, 2016);

Population – people per square mile (American Community Survey, 2016);

Poverty – people per square mile falling below the nationwide poverty level (American Community Survey, 2016);

Senior – people per square mile who are 65 years or older (American Community Survey, 2016).

Community/Rider Input Variables

Source: Community Preference and On-Board Surveys administered during 2018

Trip Destinations – number of high demand destinations identified as needing service from JeT (could be defined as requiring additional service or new service);

Trip Origins – number of concentrated points of origin for JeT passengers beyond the 0.25-mile walking distance from existing routes (could be outside Jefferson Parish and would be defined by concentration of points per square mile, or other identifiable geography including zip code, census tract, etc.);

Schedule/Time Utilization – number of lines/trips added during non-traditional service periods such as late night, Saturday, and Sunday (daytime and peak commute periods) (Remix variable – days and times of service added).



SEE JeT FLY

Visionary ideas and the relative costs/benefits of each



Alternative Fuel Vehicles (AFV) – A growing number of transit systems have incorporated alternative fueled vehicles (electric, hybrid electric, compressed or liquified natural gas) into their bus fleets. JeT is no different, having rolled out of a new fleet of propane vehicles in service to the Mobility Impaired Transportation System (MITS). Incorporating AFVs into the fixed-route fleet as part of the capital vehicle replacement schedule should be explored further. Challenges to this would be the associated increase in the capital costs for purchase of electric buses along with the costs to the maintenance program for training, as well as adding fueling or charging infrastructure at JeT facilities. However, the upfront costs associated of these vehicles is repaid through improved fuel economy, and a reduced cost for maintenance over the longterm.



Bus Rapid Transit (BRT) – JeT riders were clear in their comments: having more frequent service on some JeT routes will help them get to work, home, school and other services across the parish and region. Certainly, reducing waiting times between vehicles on existing routes will help, however, there may be opportunities in areas of concentrated employment and population to offer higher-capacity, higher frequency service. These could include portions of the Veterans Boulevard corridor and potentially Jefferson Highway east of Causeway Boulevard.

According to the Federal Transit Administration, general construction costs for BRT are greater than the traditional fixed-route service. However, in return for these costs, a BRT can accommodate a much greater passenger load. The cost for services varies based upon whether the route is in mixed-traffic or a dedicated busway. Facilities for BRT are more like those found in light-rail systems. BRT service has fewer stops per mile, along with improved facilities to allow for fare payment prior to boarding and shelter for waiting passengers to protect them from weather conditions. Costs for BRT stops are greater than for regular bus stops but are typically much less than establishing stations for light or heavy rail. Buses used for BRT are potentially up to three times that of the typical 35- or 40-foot transit bus, given the level of passenger capacity or amenities, but can carry up to two times the number of passengers compared to traditional buses if articulated.





Cooperative endeavors between RTA and JeT for revenue sharing on common corridors – The recently implemented Regional Ride pass helps break down the fare barrier to travel between the parishes. Improving mobility between parishes means RTA and JeT buses will likely share the load in carrying passengers in some corridors. Right now, RTA and JeT buses both serve the public along Tulane Avenue, in the New Orleans CBD, on S. Claiborne and Jefferson Highway and across the river via US 90 at Wilty Terminal. This helps passenger travel between points in both parishes but does have some potential to impact passenger counts where routes overlap. Data to substantiate changes continues to be collected. RTA and JeT should review this data and arrive at a method to address changes in passenger counts (and fare collections) in these areas.



Expanding JeT service to Kenner – The Kenner route continues to be operated by RTA, with opportunities to connect to JeT buses provided along the Williams Boulevard corridor. The future scenario maintains JeT routes in their current areas of service on the East Bank but has room to include enhanced connections to North Kenner, as well as an improved hub for multiple routes to intersect with the levee-top bicycle path and river access in Rivertown. The benefit would be better connectivity between Kenner and major employment, educational, and retail/service establishments in Jefferson Parish.



Improve the experience of transit – Encouraging transit ridership means making it as easy as possible to get to and from service. This means individual stops need to be distinguishable from the rest of the built environment. Clear signs, well-designed shelters, sidewalks, and full ADA compliance are a must. As noted, the parish is in the process of updating all JeT stops in its route network, a process which will take several years. In order to take these improvements beyond the stop, the rest of the system needs to be reviewed and updated. This includes addressing incomplete and broken sidewalks, marking crosswalks, and providing pedestrian signals to get along and across busy roadways. Local stops that see only occasional service may be sufficiently served by signs with a standing pad and bench. Areas with higher passenger boarding activity per hour usually require more, including a shelter, informational route map or schedule information. Finally, locations with the highest number of passengers per hour would have the highest level of amenities, including bicycle racks, kiosks, or real-time bus arrival and departure information.



Linking transit to land use decisions – Compact, walkable, and pedestrian-oriented mixed-used development areas support transit ridership. Jefferson Parish’s development pattern remains the antithesis of this description. The parish is primarily suburban, dominated by the sprawling residential areas developed during the first phase of major building occurring in the region following WW II. The East Bank’s pattern of land use includes the core municipal areas of Harahan and Kenner, along with linear commercial development along major roadways and at key intersections, surrounded by varying types and densities of residential development. On the West Bank, the municipal development centers in Westwego and Gretna create density along the river. The suburban pattern repeats, filling most developable areas between these cities and the protection levees. Encouraging more density across a wide swath of these areas is not likely or practicable, however, there are pockets of the parish where density may be achievable with some additional encouragement including Elmwood, the Metairie CBD and Fairfield/Avondale. Incorporating transit-oriented development principles as part of the land use decisions in these areas could gradually create density and demand for transit ridership within and to these areas.





Role of Transportation Network Companies (TNC) in the future of transit – In an effort to grow their ridership and offer broad service beyond traditional bus routes, some transit companies have partnered with transportation network companies (TNC) including Lyft, Uber, or local taxi cab services. The purpose for these partnerships varies. Some transit providers use these services to help transport riders from beyond the traditional walking radius of transit routes to nearby stations; others use this service to offer early morning, late or overnight service. JeT continues to explore the options for using these services to offer improved connections to existing routes, or to serve areas of the parish where traditional bus service is not efficient but needs exist.








Autonomous Vehicles (AV) – Automation in the public transit industry is becoming a reality. Features that make buses easier to drive and improve their functionality in the process of stopping, loading passengers, and continuing in service are all available. Some communities also have fully autonomous vehicles under test on short routes or in limited service areas. JeT should continue to stay abreast of these developments in order to incorporate those measures which meet passenger needs and improve efficiency of operations.






JeT IN ACTION


What is the process of implementation?


5 Years - Work on the Basics:

-  Upgrade bus fleet using lease/purchase
-  Provide real-time tracking and service information to riders using Application software
-  Identify and secure additional funding sources
-  Maintain seamless connection with regional transit network and systems
-  Pilot microtransit options in low demand areas and potential low-density markets inside the levee
-  Establish service models to go to remote locations with higher peak demands (i.e. Delgado; Avondale Marine facility)
-  Decrease travel times on congested corridors using signal priority systems
-  Improve high-demand passenger stops (more shelters and benches)
-  Complete sidewalk and crosswalk connections at transit stops on high volume routes
-  Improve bus stops to make them ADA-compliant
-  Enhance marketing of services and available park and ride facilities
-  Refine route schedules and network to address consumer needs and demands





10 Years - Build System Capacity:

-  Upgrade bus fleet using lease/purchase options
-  Expand partnership opportunities with local businesses, major employers, schools, and industrial development initiatives in the parish
-  Construct transit transfer facilities in Kenner, Causeway and Jefferson Highway corridors
-  Improve more passenger stops (benches)
-  Continue to complete sidewalk and crosswalk connections at transit stops across parish

-  Support construction of RTA Downtown Transit Center

-  Continue to investigate microtransit and TNC options for lower density areas

11 to 20 Years:

-  Unveil Comprehensive system upgrade/reorganization, which provides a wider distribution of service options
-  Finish upgrade of bus fleet using lease/purchase option and alternative fuels/propulsion methods
-  Finish passenger stop improvement program
-  Complete improvements to sidewalk and crosswalk connections at transit stops across parish



How will JeT meet community needs?

Figure 20: Goals and action items.

Goal	Action Item	Timeframe
The future of JeT is Financially Stable - JeT is sufficiently funded to sustain its current system and to grow its future operations.	Identify a strategy for growing the pool of available transit funding with input of riders, business, and community stakeholders.	2019-2023
	Maintain an ongoing evaluation of JeT's fare structure and multi-ride pass options.	2019-2023
	Employ non-traditional financing methods (i.e. lease/purchase) for replacing buses in the JeT fleet.	2019-2023
	Renew the parish's established transit millage.	2024-2028
The future of JeT is Connected - JeT reaches a greater share of the population and takes them places they need to go, when they need to go.	Redesign route network to incorporate outcomes of the Strategic Plan scenarios combined with results from the New Links COA.	2019-2023
	Employ Transportation Network Companies (TNCs) in underserved areas of the parish.	2019-2023
	Explore opportunities for creating transit-oriented development areas near existing JeT terminals or in emerging development areas.	2024-2028
	Explore a pilot transit-oriented development area in the parish with Jefferson Parish Planning and others.	2024-2028
The future of JeT is Convenient – JeT is easy to find, easy to ride and meets customer expectations on every trip.	Eliminate bus stops with no apparent passenger demand.	2019-2023
	Update JeT bus stop signs (shelters and kiosks) to include more route information.	2019-2023
	Add more hours of service and reduce headways.	2024-2028
	Create far-side bus stops at highly congested intersections.	2024-2028
	Improve sidewalks, crosswalks and bike facilities near JeT stops.	2024-2028
	Expand the number of shelters along JeT routes.	2024-2028
	Establish a community marketing campaign to promote availability of JeT services.	2019-2023
The future of JeT is Collaborative – JeT is an integral part of the New Orleans regional transit network.	Implement a fare sharing method in corridors where JeT and RTA overlap service.	2019-2023
	Continue to participate in the regional day ride pass with RTA and explore further opportunities for regional fare integration with the RTA.	2019-2023
	Establish mini-hub stations where JeT and RTA routes meet.	2024-2028
	Coordinate with RTA on the development of their downtown transit center.	2019-2023
	Work cooperatively with RTA on the study and implementation of potential high-capacity transit corridors between New Orleans and Jefferson Parish.	2019-2023
	Work with RPC and LADOTD to examine the impact of opening HOV lanes on the Mississippi River Bridge to transit only in both directions.	2019-2023
The future of JeT is Innovative – JeT is on the forefront of technology and technological applications to inform and to serve riders and the public.	Introduce a JeT mobile phone app and coordinate real-time data sharing between RTA and JeT for Go Mobile.	2019-2023
	Make available real-time information on JeT bus arrivals and departures.	2019-2023
	Employ transit signal prioritization and reduce the number of posted JeT bus stops.	2024-2028
	Identify and implement pre-board fare payment options.	2024-2028
	Incorporate low or no emission vehicles and automated vehicle technologies into the future JeT transit bus fleet.	2024-2028





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