

# **Metro**

*Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA*



## **Agenda - Final**

**Thursday, May 17, 2018**

**1:00 PM**

**One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room**

### **Ad Hoc Customer Experience Committee**

*Mike Bonin, Chair*

*Robert Garcia, Vice Chair*

*Tafarai Bayne*

*Jacquelyn Dupont-Walker*

*Kurt Hagen*

*Lys Mendez*

*Dave Myers*

*Carrie Bowen, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**  
(ALSO APPLIES TO BOARD COMMITTEES)

**PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

**INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded on CD's and as MP3's and can be made available for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

## ADA REQUIREMENTS

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## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Board Meetings. Interpreters for Committee meetings and all other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876.



**323.466.3876 x2**

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한국어

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Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department)

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

**CALL TO ORDER****ROLL CALL**

- 37. SUBJECT: HOMELESS OUTREACH** [2018-0214](#)

**RECOMMENDATION**

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to expand the Multidisciplinary Homeless Outreach Program (C3) from 2 to 8 outreach teams operating seven days a week on Metro rail, bus and at Union Station. Staffing levels will be assessed annually thereafter; and

B. RECEIVING AND FILING Metro's inventory planning assessment for homeless temporary housing.

**Attachments:** [Attachment A - Motion for MDT Expansion and Real Estate Inventory](#)  
[Attachment B - Metro Transit Homeless Action Plan](#)  
[Attachment C - Temporary Housing Locations](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

- 41. SUBJECT: TAP MOBILE AND ACCOUNT-BASED SYSTEM UPDATE** [2018-0227](#)

**RECOMMENDATION**

RECEIVE AND FILE TAP Mobile and Account-Based System update.

**Attachments:** [Presentation](#)

- 42. SUBJECT: METRO DRAFT STRATEGIC PLAN** [2018-0224](#)

**RECOMMENDATION**

RECEIVE oral report on Metro's Strategic Plan.

**Attachments:** [Attachment A - Presentation](#)

- 43. SUBJECT: SEVERELY CONGESTED BUS CORRIDORS** [2018-0240](#)

**RECOMMENDATION**

RECEIVE AND FILE status report identifying the most severely congested bus corridors within Metro's service area.

**Attachments:** [Attachment A - Congested Bus Corridor Map](#)

- SUBJECT: GENERAL PUBLIC COMMENT** **2018-0316**

Receive GENERAL PUBLIC COMMENT

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

**Adjournment**



## Board Report

File #: 2018-0214, File Type: Motion / Motion Response

Agenda Number: 37.

**REVISED**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**AD HOC CUSTOMER EXPERIENCE COMMITTEE**  
**MAY 17, 2018**

**SUBJECT: HOMELESS OUTREACH**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to expand the Multidisciplinary Homeless Outreach Program (C3) from 2 to 8 outreach teams operating seven days a week on Metro rail, bus and at Union Station. Staffing levels will be assessed annually thereafter; and
- B. RECEIVING AND FILING Metro's inventory planning assessment for homeless temporary housing.

**ISSUE**

At the ~~March 22, 2018~~ ~~April 26, 2018~~ Board meeting Motion 14.1 by Directors Ridley-Thomas, Garcetti, Fasana, and Kuehl (**Attachment A**) was approved to return to the board in May 2018 as part of the FY19 Budget deliberations, with recommendations on extending the Pilot Multidisciplinary Homeless Outreach Program on an ongoing basis, including expanding the program to various lines and stations experiencing homelessness. The Board also requested that staff inventory Metro-owned real estate to determine what can be used for temporary housing of the homeless.

**BACKGROUND**

Metro has been impacted LA County's homeless crisis. According to the Greater Los Angeles Homeless Count, approximately 58,000 people in LA County are homeless and two-thirds are without shelter. Due to the lack of available shelter space and 24-hour operating shelters County-wide, homeless individuals have taken to Metro's system and properties for shelter. In spring 2016, at the direction of Metro's CEO, Metro's Homeless Task Force was assembled to address the impact of homelessness onto Metro. Metro's Transit Homeless Action Plan (**Attachment B**) was received and approved by the Board in February 2017 and was quickly put into action.

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Implementation of Metro's Transit Homeless Action Plan and Metro's Broader Homeless Efforts

Metro's Transit Homeless Action Plan prioritizes the customer experience, safety and security and provides comprehensive and holistic responsive outreach to the homeless on Metro (**Attachment C**). The Action Plan's key components include coordinating homeless outreach among Metro law enforcement, deploying homeless outreach teams (Multi-Disciplinary Teams/ C3 Teams), partnering with homeless connect days, partnering with LA County, LA City and Long Beach City and aligning Metro's workforce development efforts to identify job opportunities.

Metro has taken major steps in furtherance of the Action Plan's stated initiatives. On May 22, 2017 Metro deployed the Board directed pilot program to provide homeless outreach through two dedicated C3 teams along the Red Line. Since conducting outreach over the last eleven months Metro's C3 teams have made 2,542 homeless contacts and have placed approximately 12% of these contacts into permanent housing. As of July 1, 2017, Metro adopted a multi-pronged law enforcement approach employing LA City Police Department and Long Beach PD along with the LA County Sheriff's Department. This deployment model has enhanced Metro police presence on bus and rail and the ability to utilize their respective homeless outreach police services to engage the homeless and place them into services. Their work is coordinated with Metro's C3 teams and the LA County Department of Mental Health (DMH).

Metro continues to enhance coordination and homeless resources through LA County, LA City, and Long Beach City onto Metro. Officers provide resource information from their respective cities and when necessary transport that individual to homeless resources. Through partnerships, Metro has obtained homeless resources under LA County's Measure H-providing that Metro will share twenty outreach workers with other County-wide government properties to get the homeless into housing. These teams, which are in addition to the dedicated Metro outreach team, will engage homeless on Metro property up to the fare gates, the exception being the 7<sup>th</sup>/ Metro Station where teams will engage homeless on system platforms. Metro will identify any additional funding opportunities through both the County and City of Los Angeles.

Homeless Connect Days adjacent to rail stations provide additional opportunities for homeless to be linked to resources. Over the last few months, Metro has partnered with existing Homeless Connect Days hosted by the Service Planning Areas (SPAs). In addition to having our Red Line C3 Teams connect homeless on the line to services during hours of outreach, Metro's Mobile Customer Center (MCC) attends Metro property- adjacent connect days to provide information and resources available to the homeless under the Metro L.I.F.E.. program (Low-Income Fare is Easy). In addition to providing these resources, Metro also provides work force development opportunities to the homeless. As such, Metro's Project Labor Agreement includes the homeless as an eligible worker to meet the workforce participation goals. In addition, the Metro WIN-LA Program (Workforce Initiative Now) partners with the Weingart Center to provide workforce opportunities to formerly homeless individuals to allow them to become self- sufficient members of society.

As active participants of Mayor Garcetti's Unified Homeless Response Center (UHRC), staff is coordinating with proper parties to collaborate on homeless response where appropriate and to provide heat-map location information of Metro's homeless presence as provided by our C3 teams and officers.

**DISCUSSION**

Expansion of Multidisciplinary Homeless Outreach Teams

The Board motion calls for consideration of an expansion of the Pilot Multidisciplinary Homeless Outreach Teams (MDT) Program. Currently, the two pilot homeless outreach teams conduct outreach on the Red Line exclusively from the hours of 7am to 4pm, Monday through Friday while homeless services are open. In an effort to provide homeless outreach across the system inclusive of bus and rail during peak homeless presence, Metro’s proposal considers the input of the Department of Health Services, our current C3 teams, operator, and officer feedback. The proposal has also been vetted by Metro’s Homeless Task Force. Our outreach provider is prepared to engage in creative methods to keep the homeless interested in services during service gap periods. The program will be assessed on a yearly basis as the landscape of homeless services across the County are continually changing and expanding through Measures H and HHH.

**Recommendation:** Expand pilot program from 2 teams operating 5 days a week to a total of 8 teams, operating 7 days a week for a one-year period. **Approx. Cost-** \$4,207,125

	<b>RAIL</b>	<b>BUS</b>	<b>UNION STATION</b>
<b>COVERAGE</b>	All Rail Lines	Owl Service	On Site
<b>DEPLOYMENT</b>	AM: 3 Teams PM: 3 Teams	PM: 1 Team	PM: 1 Team

\*AM: 6:30am- 3:30pm; PM: 11:30pm- 8:30am; Briefing for AM & PM teams: 7am-8am

In the recommended proposal, homeless outreach will be provided to all rail lines, owl bus service and Union Station property. To allow for a warm-hand-off of engaged homeless from AM and PM teams briefings will occur daily from 7am to 8am. Through the Metro Transit Watch App, customers will be able to report homeless presence on Metro and that individual will be engaged by our MDT designated to that location. Understanding that homeless must voluntary accept services per the law, the ongoing presence of Metro’s MDTs will build a relationship between outreach and the homeless to ultimately get the homeless housed. In measuring MDT effectiveness, Metro will consider:

- the number of homeless contacts made on the system;
- the number of homeless placed into housing; and
- direct feedback from customers through the Metro Customer Service Survey.

Real Estate Metro Inventory Planning Assessment for Potential Homeless Temporary Housing

The Metro owned properties included in **Attachment C** have been identified as potential sites to support temporary housing because of the following conditions:

- (1) Immediately available;
- (2) Have not been identified for future development; and
- (3) Park and Ride utilization is less than 50%

Properties that are too remote either for access or are isolated from services are not considered. Park-n-ride lots that are utilized heavily are not considered in order to minimize the impact on the transit customer experience. All locations provided are tiered based on proximity to stations and are comprised of one or more sites. *Tier 1* is adjacent or near a Metro station. *Tier 2* is within one mile of a station. *Tier 3* is more than a mile from the station.



In addition to identifying an inventory of potential locations for temporary housing, considerations that the requesting entity/jurisdiction provides the appropriate indemnification, and that matters, including costs, pertaining to public safety, maintenance, hygiene and logistics are adequately addressed and do not become Metro’s responsibility, are the required elements to ensure a potential site is suitable for temporary housing.

**FINANCIAL IMPACT**

Homeless MDT Expansion

~~Eight Teams at approximately, \$4,207,125 annually of System Security & Law Enforcement budget. Upon approval, funding for the project will be captured in the FY19 operating budget: Cost Center: 2610 | Project: 306006 | Task: 01.001|.~~

Expansion of the MDT to eight teams will cost \$4,207,125 annually. Funding for the project is included in the FY19 operating budget in Cost Center 2610, Project 306006. If this project is extended beyond FY19, the cost center manager and Chief, System Security and Law Enforcement will be responsible for budgeting funds in future years.

Impact to Budget

The source of funds for this program will be General Funds, which are eligible for bus and rail capital and operations.

**ALTERNATIVES CONSIDERED**

Homeless MDT Expansion

**Alternative 1-** Current Model: 2 teams, 5 days a week, 1 year. **Approx. Cost-** \$1,200,000

	<b>RAIL</b>	<b>BUS</b>	<b>UNION STATION</b>
<b>COVERAGE</b>	Red Line Only	None	None
<b>DEPLOYMENT</b>	AM: 2 Teams	None	None

This alternative is not recommended as staff has determined that there is a need to expand the number of MDT’s on the system beyond one line based upon the demand of the homeless crisis required outreach.

**Alternative 2-** 4 Teams, 7 a week, 1 year. **Approx. Cost-** \$2,250,000

	<b>RAIL</b>	<b>BUS</b>	<b>UNION STATION</b>
<b>COVERAGE</b>	Red/ Gold/ Green	Owl Service	On Site
<b>DEPLOYMENT</b>	AM: 1 Team PM: 1 Team	PM: 1 Team	PM: 1 Team

This alternative is not recommended as it provides limited rail outreach. While a cost savings, the homeless hot spot data, operator and police feedback is that outreach is needed on all lines for more than a few hours a week.

### **NEXT STEPS**

Staff will modify the contract with the County to support the expansion of the homeless outreach teams.

### **ATTACHMENTS**

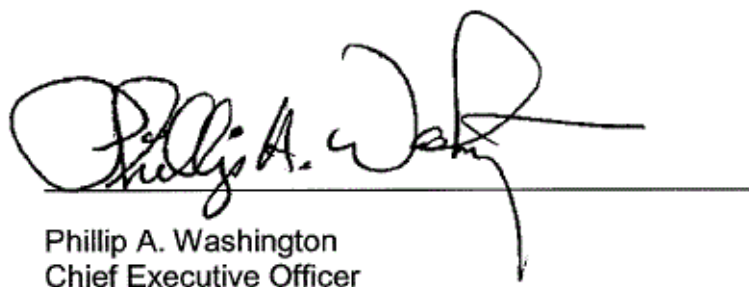
Attachment A - Motion 14.1 for MDT Expansion and Real Estate Inventory

Attachment B - Metro Transit Homeless Action Plan

Attachment C - Metro Temporary Housing Inventory

Prepared by: Jennifer Loew, Manager, System Security and Law Enforcement Special Projects (213) 922-2346

Reviewed by: Alex Z. Wiggins, Chief, System Security and Law Enforcement, (213) 922-4433  
Therese McMillan, Chief Planning Officer, Countywide Planning and Development, (213) 922-7077  
Stephanie Wiggins, Deputy Chief Executive Officer, (213) 922-1023



Phillip A. Washington  
Chief Executive Officer

**14.1 APPROVED REVISED Motion by Ridley-Thomas, Garcetti, Fasana, Kuehl and Bonin** that the Metro Board of Directors:

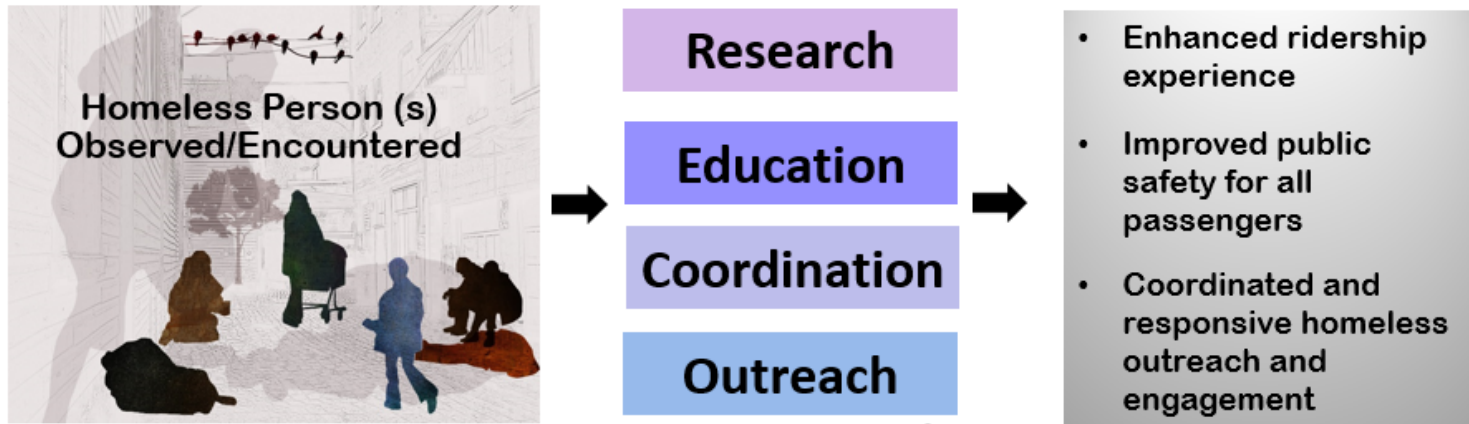
A. ~~RECEIVE AND FILE~~ the report entitled "Metro's Homeless Outreach Efforts";  
—  
-and

B. DIRECT the Chief Executive Officer to return to the Board of Directors in May 2018, as part of the FY19 Budget deliberations, with recommendations on extending the Pilot Multidisciplinary Homeless Outreach Program on an ongoing basis, including a potential expansion of the program to other lines and stations which are experiencing a large homeless population, and inventory Metro-owned real estate to determine what can be used for temporary housing of the homeless.

# Metro Transit Homeless Action Plan

Attachment B

## Metro Cares – Transit Homeless Action Plan



**I. RESEARCH**

- Conduct **demographic surveys** of homeless individuals and families
- Collect and analyze **data from outreach teams**
- Conduct a **cost-benefit analysis** of Metro’s current investment in clearing **homeless encampments** on Metro properties
- Review and analyze data specific to Metro from the Greater Los Angeles **Homeless Count and Metro Customer Surveys**

**II. EDUCATION**

- Develop materials and information for Metro staff and passengers on **reporting transit homelessness** and **how they should respond or assist**
- Develop curriculum and implement **formalized training** for Metro staff and law enforcement
- Formalize the **“Transit Homelessness”** concept and integrate it into implementation plans

**III. COORDINATION**

- Work with the LA County, LA City, and Long Beach City to **align and integrate with adopted homeless strategies**
- Participate in **committees and workgroups** related to the homeless system
- Partner and collaborate with partners on **encampment protocols**
- Partner with the County and City of Los Angeles on **critical initiatives** related to homelessness

**IV. OUTREACH**

- Implement and integrate the **C3 Outreach Teams**
- Develop **uniform outreach** standards
- Implement specialized outreach teams**
- Lead and **coordinate** homeless outreach and law enforcement teams
- Partner with agencies on **homeless connect days**
- Work with Veteran outreach teams
- Align Metro **workforce development** efforts



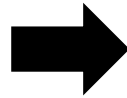
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# Research

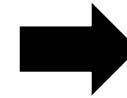
## PLAN

- A. Conduct **demographic surveys**
- B. Collect and analyze **data from outreach teams**
- C. Conduct **cost-benefit analysis of homeless encampment removal or other options**
- D. Review and analyze data from **Homeless Count and Metro Customer Survey**



## FINDING

- A. Each station/ line has **varying clientele**
- B. 12% of **homeless contacts placed into housing services**
- C. **Identified Civil Rights complexities** in clean-ups
- D. **23% County increase to homelessness** from 2016 to 2017. **Noticed increase by customers.**

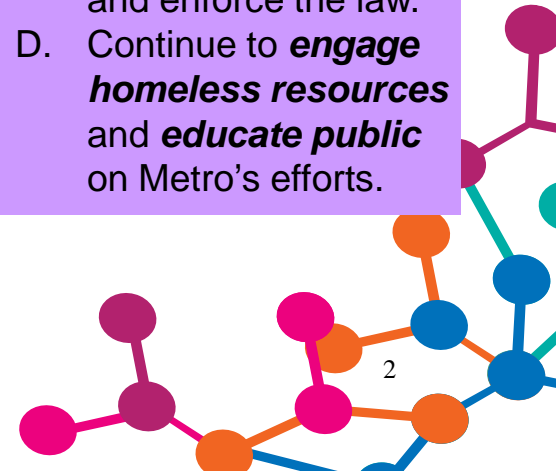


## NEXT STEP

- A. Engage a **variety of homeless outreach to meet varying needs.**
- B. Identify ways to provide for **consistency on reporting if possible.**
- C. Obtain **legal opinion** and **build network** for encampments to support civil liberties and enforce the law.
- D. Continue to **engage homeless resources** and **educate public** on Metro's efforts.



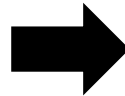
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# Education

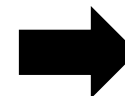
## PLAN

- A. Develop materials and information on **reporting transit homelessness** and **how they should respond or assist.**
- B. Develop **formalized training** for Metro staff and law enforcement
- C. Formalize **“Transit Homelessness”** concept



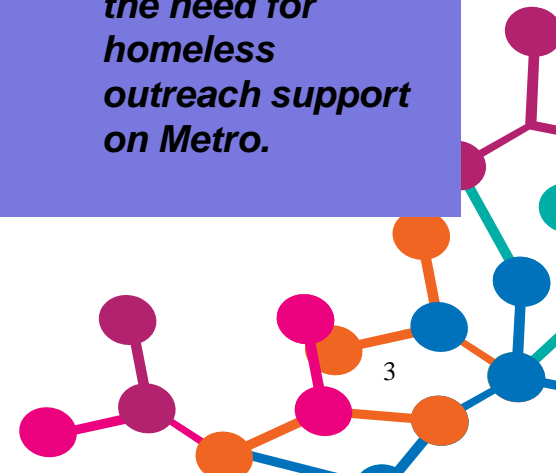
## FINDING

- A. Absence for network reporting, use **211 and winter shelter hotline.**
- B. Absence of full network created, requested to report through **Law Enforcement Service Request Forms (LESR)-HOPE & MET Teams**
- C. Many **unaware** in provider network such **extensive homeless presence on transit and transit properties.**



## NEXT STEP

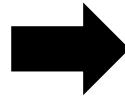
- A. Once solidified **share information with Metro staff and riders.**
- B. Train officers and staff to **use identified new resources**
- C. Continue to attend meetings within the homeless outreach network, **advocate for resources and the need for homeless outreach support on Metro.**



# Coordination

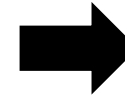
## PLAN

- A. Work with the County and City of Los Angeles to **align homeless strategies.**
- B. Participate in **committees and workgroups** related to the homeless system
- C. Partner and collaborate on **encampment protocols**
- D. Partner with the County and City of Los Angeles and Long Beach for **critical initiatives.**



## FINDING

- A. No resources under **Measure H or HHH for Metro-** until advocacy (40 outreach workers)
- B. Personnel sits on **Regional Homeless Advisory Council** and attends **Measure H** planning meetings.
- C. LA City and LA County had **different encampment protocols** based on history
- D. Series of **resources not geared to Metro** but can shape.



## NEXT STEP

- A. Work with LA County CEO to **deploy 40 outreach workers** effectively
- B. Continue to **advocate** at decision making bodies for Metro consideration.
- C. Adopt **stricter encampment protocol to guard against litigation** while maintaining minimum legal standards.
- D. Advocate, obtain and distribute resources.



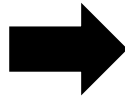
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# Outreach

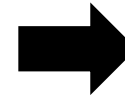
## PLAN

- A. Implement **C3 Outreach Teams**
- B. Develop **uniform outreach standards**
- C. Implement **specialized outreach teams**
- D. Lead and **coordinate** Metro's homeless outreach
- E. Partner with agencies on **homeless connect days**
- F. Work with Veteran outreach teams
- G. Align Metro **workforce development efforts**



## FINDING

- A. High presence one line. 12% placed.
- B. Can not be uniform based on entity or client.
- C. Large price tag, **engage non-profits.**
- D. Coordinate engagement and police departments
- E. Opportunity for **Mobile Customer Service Center**
- F. Partnership Developing for Veterans
- G. Metro's **WIN Program**



## NEXT STEP

- A. Work with additional resources- 40 outreach workers, non-profit
- B. Identify **more uniform reporting opportunities**
- C. Identify more non-profit opportunities
- D. Identify **additional areas for information sharing-** outreach and Police were "ok".
- E. Engage **non-profit/faith based on connect days**
- F. Continue to engage
- G. Collaborate on WIN



Metro







**Metro<sup>®</sup>**

**INVENTORY OF METRO PROPERTY FOR  
TEMPORARY HOUSING OF HOMELESS**

**COUNTYWIDE PLANNING & DEVELOPMENT  
REAL ESTATE—ASSET MANAGEMENT**

**May 9, 2018**

## Index of Location Tier(s)

	DISTANCE TO METRO STATION	CAR/RV PARKING	AMBULATORY (ON FOOT)	SERVICE SITE
<b>Tier 1</b>	Adjacent	NO	NO	YES
<b>Tier 2</b>	Radius Less than 1 Mile	YES	YES	YES
<b>Tier 3</b>	Radius Greater than 1 Mile	YES	NO	YES

## Inventory by Jurisdiction and Neighborhood

### Parking

City	Location Name	Unit of Measure	Approximate Size
Los Angeles	Orange Line Parking - Van Nuys	Parking Space	293
Los Angeles	Orange Line Parking - Sherman Way	Parking Space	157
Los Angeles	Orange Line Parking - Reseda	Parking Space	104
	<b>Total</b>		<b>554</b>

### Inactive R.O.W./Vacant Land

City	Location Name	Unit of Measure	Approximate Size
Los Angeles	Valley Subdivision	SQFT.	34,000
Los Angeles	Division 6 Site - Venice Beach	SQFT.	136,157
	<b>Total</b>		<b>170,157</b>

OL0110

Orange Line Parking - Van Nuys



Current/Future Planned Use	<b>Park and Ride Lot. Only use of Site 38 Proposed.</b>
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
38	SE 6050 Van Nuys Blvd.	Los Angeles	None in immediate area.	Parking Space	293

Total	293
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OL0112

Orange Line Parking - Reseda



Current/Future Planned Use	<b>Park and Ride Lot Only. use of Site 42 Proposed.</b>
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
42	18450 Oxnard St.	Los Angeles	None in immediate area.	Parking Space	157

Total	157
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OL0113

Orange Line Parking - Sherman Way



Current/Future Planned Use	<b>Park and Ride Lot. Only use of Site 44 Proposed.</b>
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
44	7119 Deering Ave.	Los Angeles	None in immediate area.	Parking Space	104

Total	104
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VE0261

Division 6 Site - Venice Beach



Current/Future Planned Use	<b>No immediate plan for development on site.</b>
Conditions	Vacant land is clean. Buildings will likely require additional environmental remediation
Near Active ROW	No
Site Fitness	May Require Remediation

ID	Street Number	City	Homeless Services	UOM	Size
61	100 Sunset Ave.	Los Angeles	Within 1-mile.	SQFT.	136,157

Total	136,157
-------	---------

VL022 Valley Subdivision **M**



Current/Future Planned Use	<b>Recent termination of lease for semi-truck parking. No planned future use.</b>
Conditions	No paving or lighting. Fencing on one side only for active rail right of way.
Near Active ROW	Yes
Site Fitness	Requires Remediation

ID	Street Number	City	Homeless Services	UOM	Size
4	San Fernando Rd. between Colorado Blvd. and Goodwin Ave.	Los Angeles	None	SQFT.	34,000

<b>Total</b>	<b>34,000</b>
--------------	---------------



# Metro's Homeless Outreach Efforts Motion Response

Executive Management Committee

Ad Hoc Customer Experience Committee

May 2018



*Metro Provides Excellence in Service and Support.*



# LA County Homeless Snapshot



Data from 2017 LAHSA Homeless Count

# Metro Transit Homeless Action Plan



Research

Education

Coordination

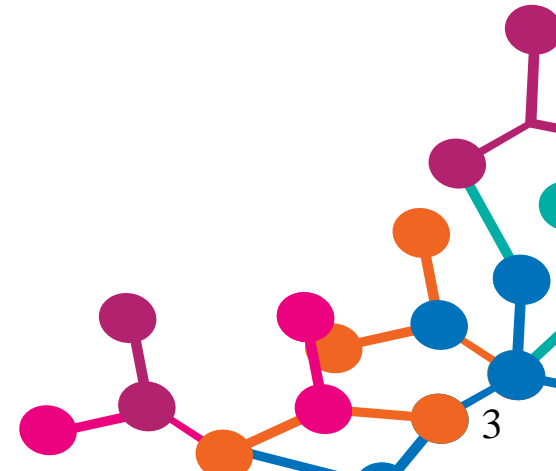
Outreach



- Enhanced ridership experience
- Improved public safety for all passengers
- Coordinated and responsive homeless outreach and engagement



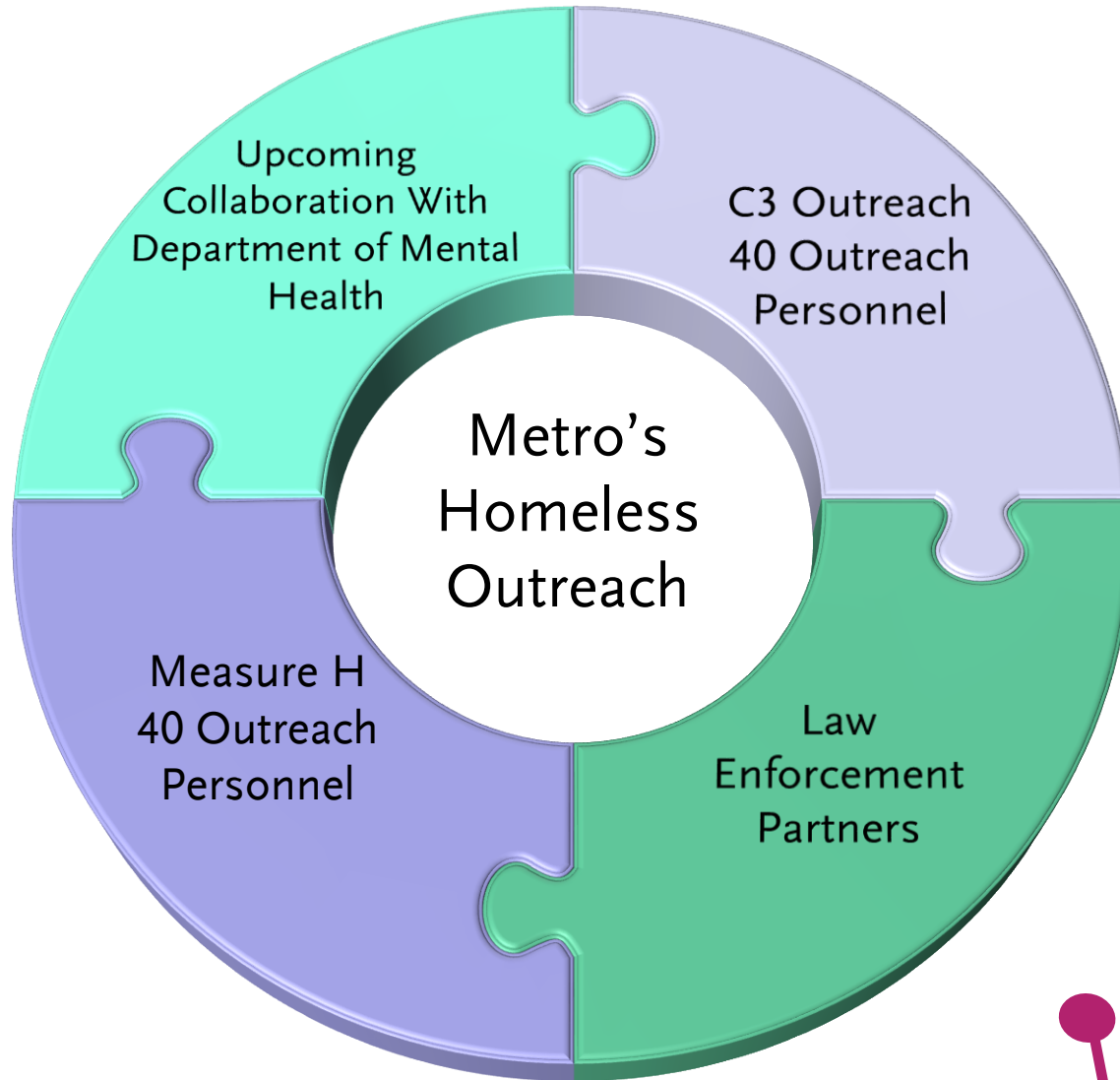
Metro

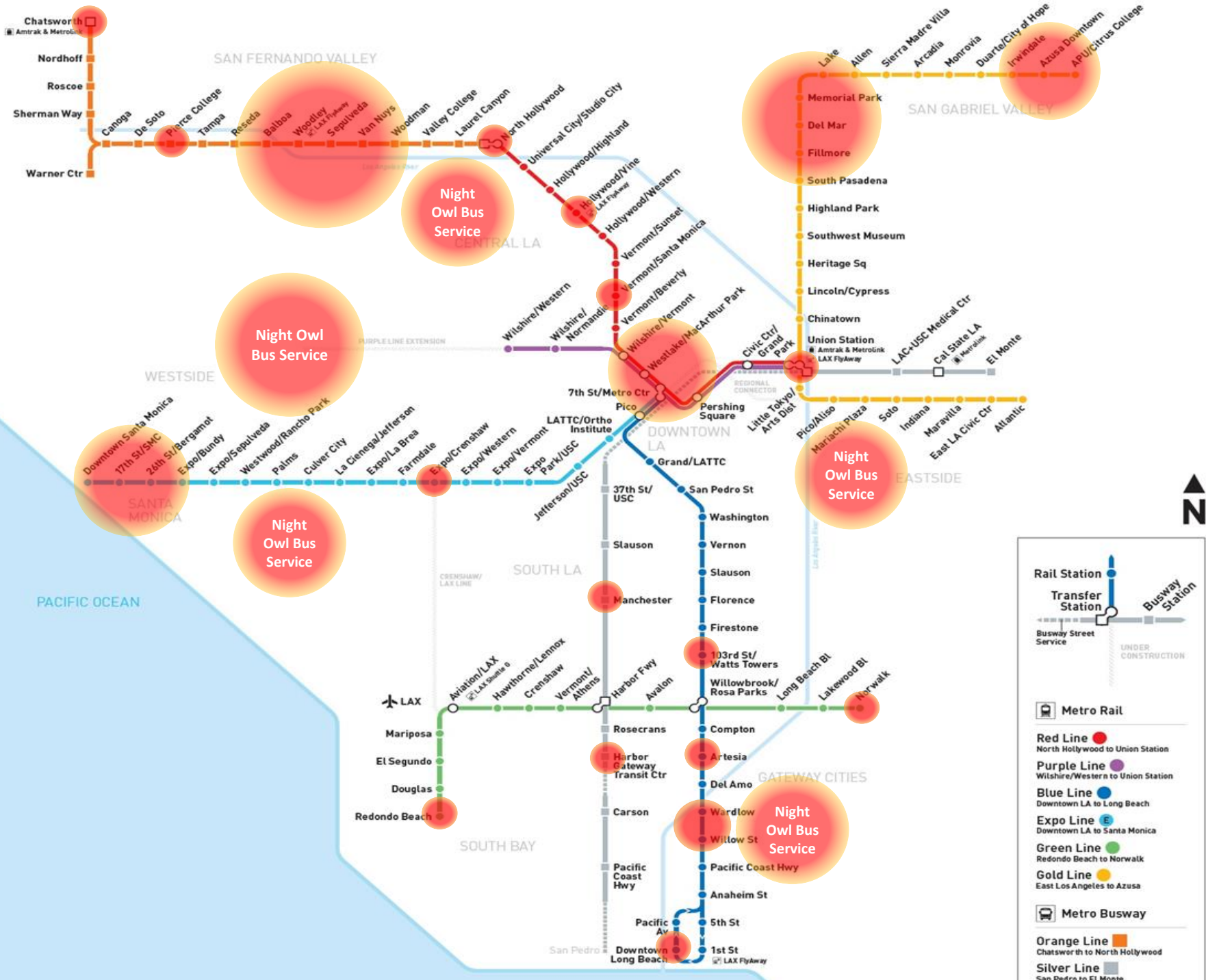


# Action Plan - Highlights

- ✓ Metro Hired C3 Teams – Pilot Program
- ✓ LAPD, LASD, Long Beach PD Homeless Outreach
- ✓ Coordination with County and City Resources
- ✓ Partner in Connect Days- Metro MCC
- ✓ Metro L.I.F.E. Program
- ✓ Metro WIN Program- Weingart Center
- ✓ Chairman Garcetti's Unified Homeless Response Center (UHRC)

# Homeless Outreach Components





# C3 Pilot Expansion- Proposal

**Recommendation:** Expand pilot from 2 teams to a total of 8 teams, 7 days per week for 1 year. Approx. Cost- \$4,207,125

## Bus



## Rail



### Bus: Owl Service

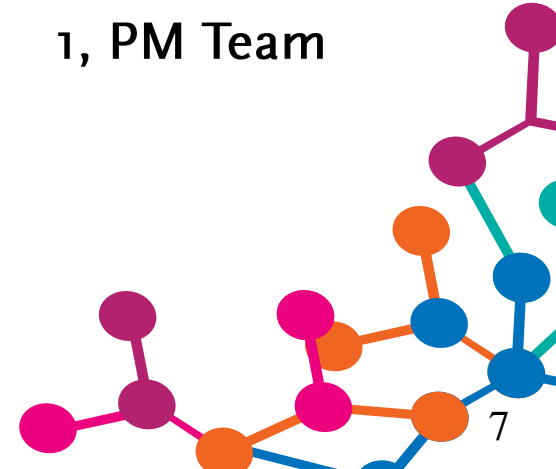
- 1, PM Team

### Rail: All Lines

- 3, AM Teams
- 3, PM Teams

### Union Station: On Site

- 1, PM Team



# Property Inventory- Conditions & Criteria

## ✓ Conditions for identifying property:

- Immediately available to support temporary housing
- Have not been identified for future development
- Park and Ride utilization is less than 50%

## ✓ Additional Criteria For Use:

- Not too remote for access or isolated from services
- Metro indemnification provided by entity/ jurisdiction using property



# Orange Line Parking – Van Nuys



03/08/2017	
Current/Future Planned Use	Park and Ride Lot. Only use of Site 38 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
38	SE 6050 Van Nuys Blvd.	Los Angeles	None in immediate area.	Parking Space	293
Total					293





# Orange Line Parking – Reseda



Current/Future Planned Use	Park and Ride Lot Only. use of Site 42 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
42	18450 Oxnard St.	Los Angeles	None in immediate area.	Parking Space	157
Total					157

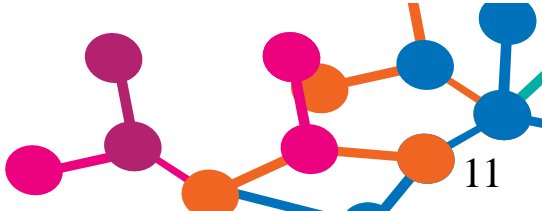


# Orange Line Parking – Sherman Way



Current/Future Planned Use	Park and Ride Lot. Only use of Site 44 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
44	7119 Deering Ave.	Los Angeles	None in immediate area.	Parking Space	104
Total					104



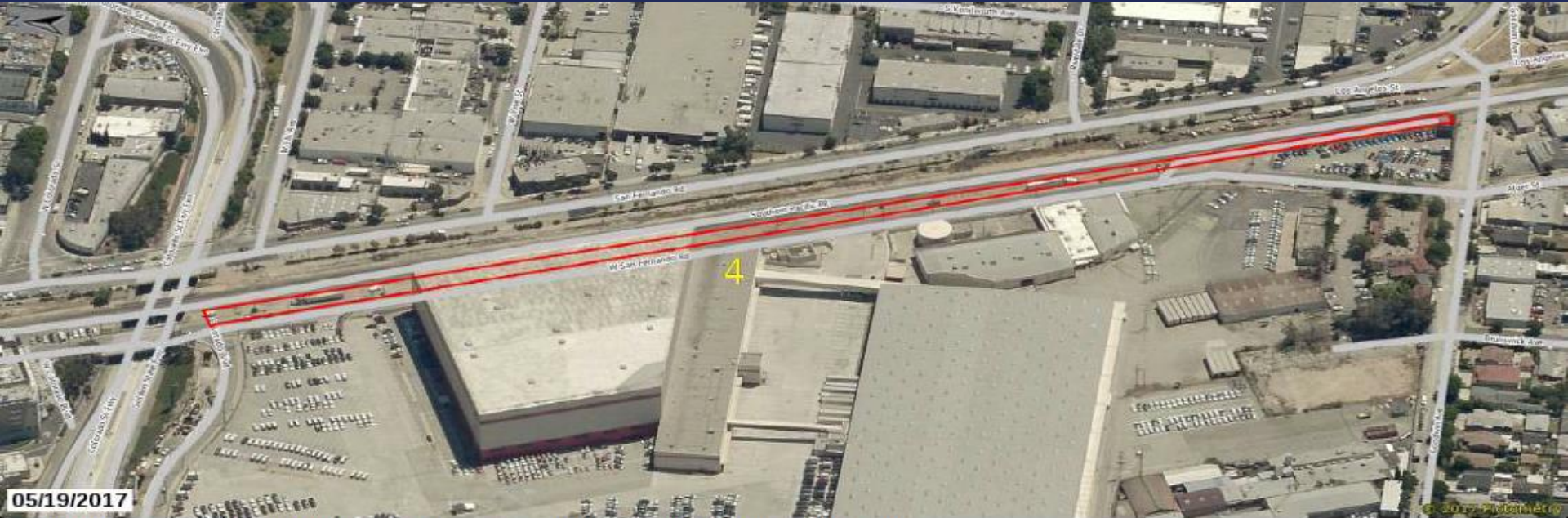
# Division 6 Site – Venice Beach



02/23/2017	
Current/Future Planned Use	No immediate plan for development on site.
Conditions	Vacant land is clean. Buildings will likely require additional environmental remediation
Near Active ROW	No
Site Fitness	May Require Remediation

ID	Street Number	City	Homeless Services	UOM	Size
61	100 Sunset Ave.	Los Angeles	Within 1-mile.	SQFT.	136,157
Total					136,157

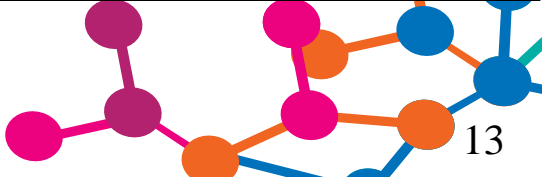
# Valley Subdivision



<b>05/19/2017</b>	
<b>Current/Future Planned Use</b>	Recent termination of lease for semi-truck parking. No planned future use.
<b>Conditions</b>	No paving or lighting. Fencing on one side only for active rail right of way.
<b>Near Active ROW</b>	Yes
<b>Site Fitness</b>	Requires Remediation

ID	Street Number	City	Homeless Services	UOM	Size
4	San Fernando Rd. between Colorado Blvd. and Goodwin Ave.	Los Angeles	None	SQFT.	34,000

Total	34,000
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## Board Report

File #: 2018-0227, File Type: Contract

Agenda Number: 41.

### AD HOC CUSTOMER EXPERIENCE COMMITTEE MAY 17, 2018

**SUBJECT: TAP MOBILE AND ACCOUNT-BASED SYSTEM UPDATE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE TAP Mobile and Account-Based System update.

#### **ISSUE**

The Ad Hoc Customer Experience Committee requested an update on TAP technology development, including 1) update on enabling TAP to be used to pay for multi-modal account-based programs such as Bike Share; 2) update on the TAP mobile app and; 3) next steps for TAP.

#### **DISCUSSION**

##### The Account-Based System

Metro continues to enhance the TAP system to improve and expand payment options for our customers. One of the biggest changes in TAP includes building the architecture for a hybrid, account-based system with Salesforce. This account-based solution is layered on top of TAP's existing smart card system, used by 26 regional agencies. While the TAP card was designed for fare payment on the transit system, account-based architecture is necessary for much-needed integration with outside entities such as Bike Share, LIFE, Electric Vehicle Car Charging, Microtransit, Ride-Hailing and more.

##### TAP App Features

A new TAP mobile app as well as the existing *taptogo.net* website will feature seamless connectivity and convenient registration for new multi-modal programs, all in one centralized place. The app and the website will enable cash participation by customers without credit cards as well as numerous other fare payment options, including Apple Pay and Google Pay. Plans include rewards to incentivize behaviors and discounts that can be personalized for any program. Customers can also take advantage of other tools such as geo-located trip planning, transit arrival times and TAP partner information. In phase one, the customer will be able to load a physical TAP card by tapping it on the app, and in phase two, the customer will be able to actually use the phone itself as a TAP card.

##### Regional TAP App Functions

The new app will offer the ability to filter by transit mode or agency and will support all regional TAP partners. Customers can search for TAP information, vendor locations, frequently asked questions (FAQs) and more. TAP Partners will be able to take advantage of customizable discounts that may be

applied quickly and easily to their own agency fares.

#### Entertainment and Sports Partnerships

Bar code ticketing opportunities will be available on the app for joint efforts with college or professional teams and other sports/entertainment events such as festivals, concerts or the Olympics. The app will be able to provide tickets that will not only provide entry into the event, but also enable transit rides that will reduce traffic and incentivize further transit use.

#### Innovative, Cost Effective Solution

This hybrid account-based solution is very innovative and cost-effective, especially in light of the fact that other major transit systems such as Chicago, New York and Boston are spending hundreds of millions of dollars on full account-based systems. TAP's solution is being built at a fraction of the cost and will feature nearly all the same benefits, without changing out our base system. Changing a base system can be very difficult for customers, with associated steep learning curves. Adding onto our existing system with beneficial and updated features offers lesser impacts and a much better customer experience.

#### Access for the Unbanked

Multiple modern account loading choices will interface with all programs, and provide a unified customer service. Both the TAP website and the TAP app will provide the ability to load cash into a customer's TAP account. This process enables the unbanked to participate in programs in which they were unable to participate in the past, due to the lack of a credit card. This will enable all the customizable rewards, incentives, event-ticketing capabilities and discounts that credit card customers enjoy.

#### Other TAP Initiatives

Additional TAP initiatives that are ongoing are: transfer on 2nd boarding, chain store off-the-shelf TAP cards, addition of Stored Value purchases on bus, token transition to TAP, TAP wearables, Regional TAP Vending Machines, and TAP Vending Machine screen upgrades.

### **FINANCIAL IMPACT**

There is no additional financial impact of the items in this report, since they have been previously budgeted in the FY2017 and FY2018 budgets.

### **ALTERNATIVES CONSIDERED**

Alternatives considered could be to stop any or all of the progress on the above items but this is not recommended, as customer experience will be negatively affected.

### **NEXT STEPS**

TAP will finish building the hybrid account-based system with Salesforce by February 2019.

The Mobile App will begin testing in Summer 2018 with focus groups and user interface testing. Public launch is expected in Winter 2018.

Equipment upgrades are being explored for outdated fareboxes that exist on the nine original agencies on TAP to take advantage of many of the new abilities that the account-based system

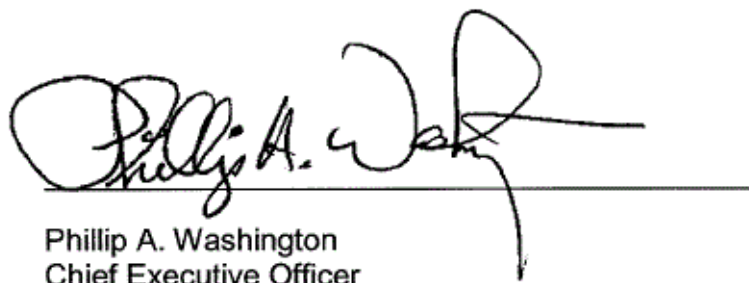
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offers. This fare equipment has more than outlived its life expectancy (since 2002) and will need to be replaced in order to continue the security necessary to interact with modern mobile devices and keep our passengers' information safe. Staff will report back to the Board in the coming months.

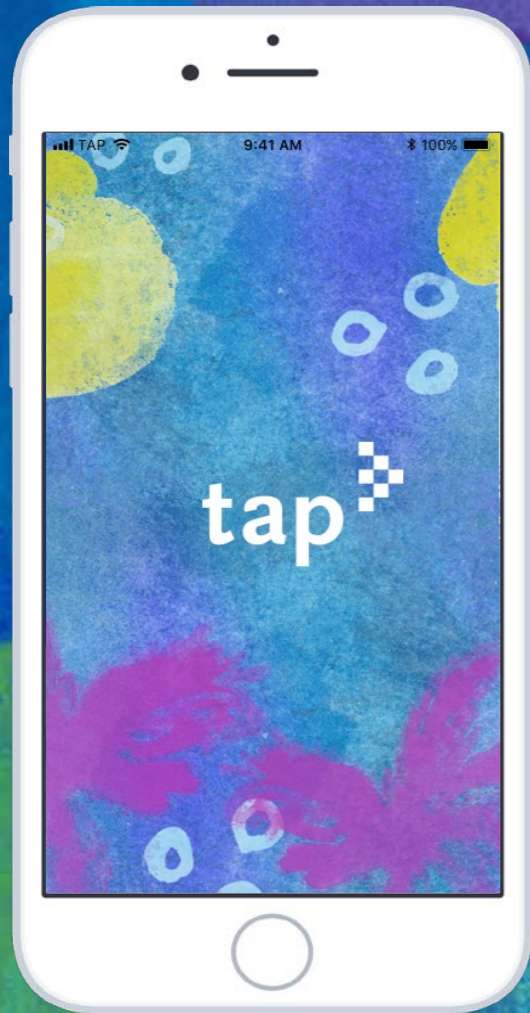
TAP will also continue to actively work along with other major cities on nationwide efforts toward open payment, and banking and credit card regulations that are favorable for transit customers.

Prepared by: Robin O'Hara, Deputy Executive Officer, (213) 922-2411  
David Sutton, Executive Officer, (213) 922-5633

Reviewed by: Nalini Ahuja, Chief Financial Officer, (213) 922-3088



Phillip A. Washington  
Chief Executive Officer



# TAP Mobile and Account-Based System Update

Ad Hoc Customer Experience Committee  
May 17, 2018

Robin O'Hara, Deputy Executive Officer, TAP  
David Sutton, Executive Officer, TAP







# Program Integration

## New:

- Bike Share
- LIFE
- Mobility on Demand
- Microtransit
- Electric Vehicle Car Charging
- Parking

## Future:

- ExpressLanes
- Retail options

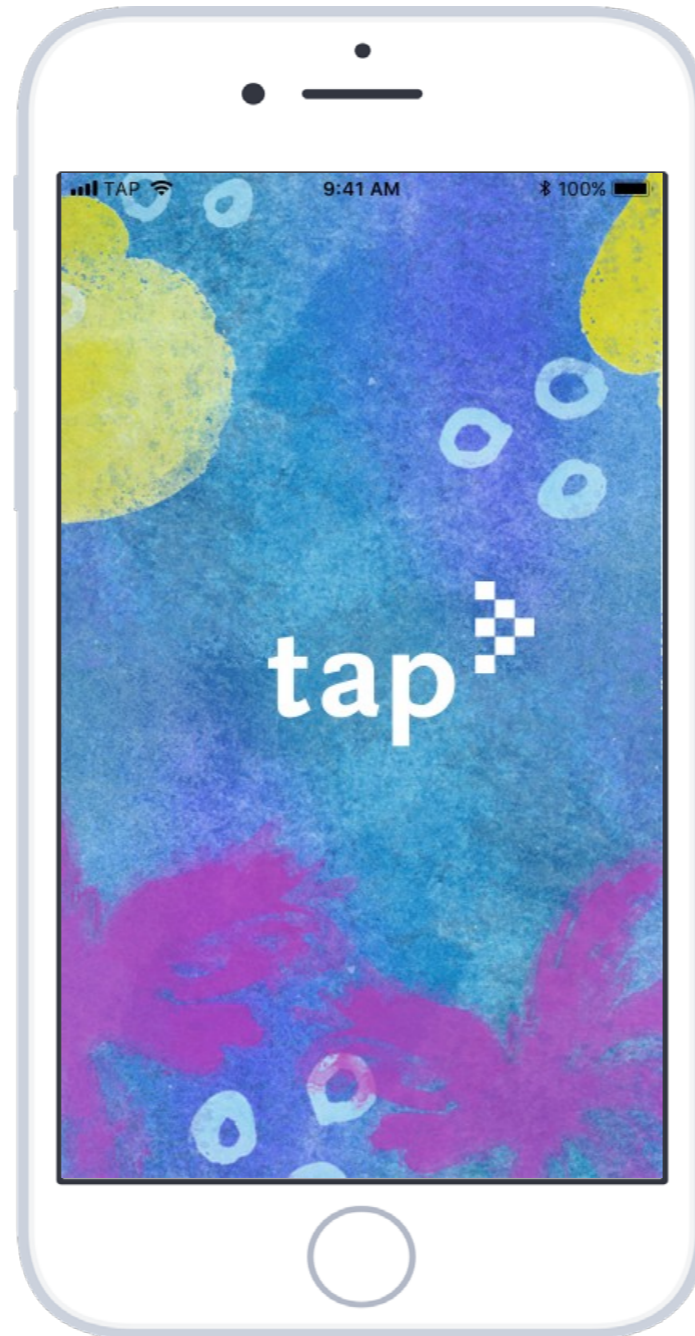
## What's next for TAP Integration?

- Build a hybrid account-based system with Salesforce
- Interface with numerous programs
- Allow unbanked to participate
- Provide discounts across programs
- Offer customizable rewards
- Incentivize behaviors
- Enable sporting and entertainment "flash pass" integration
- Provide account loading choices

# Multiple payment options for customers

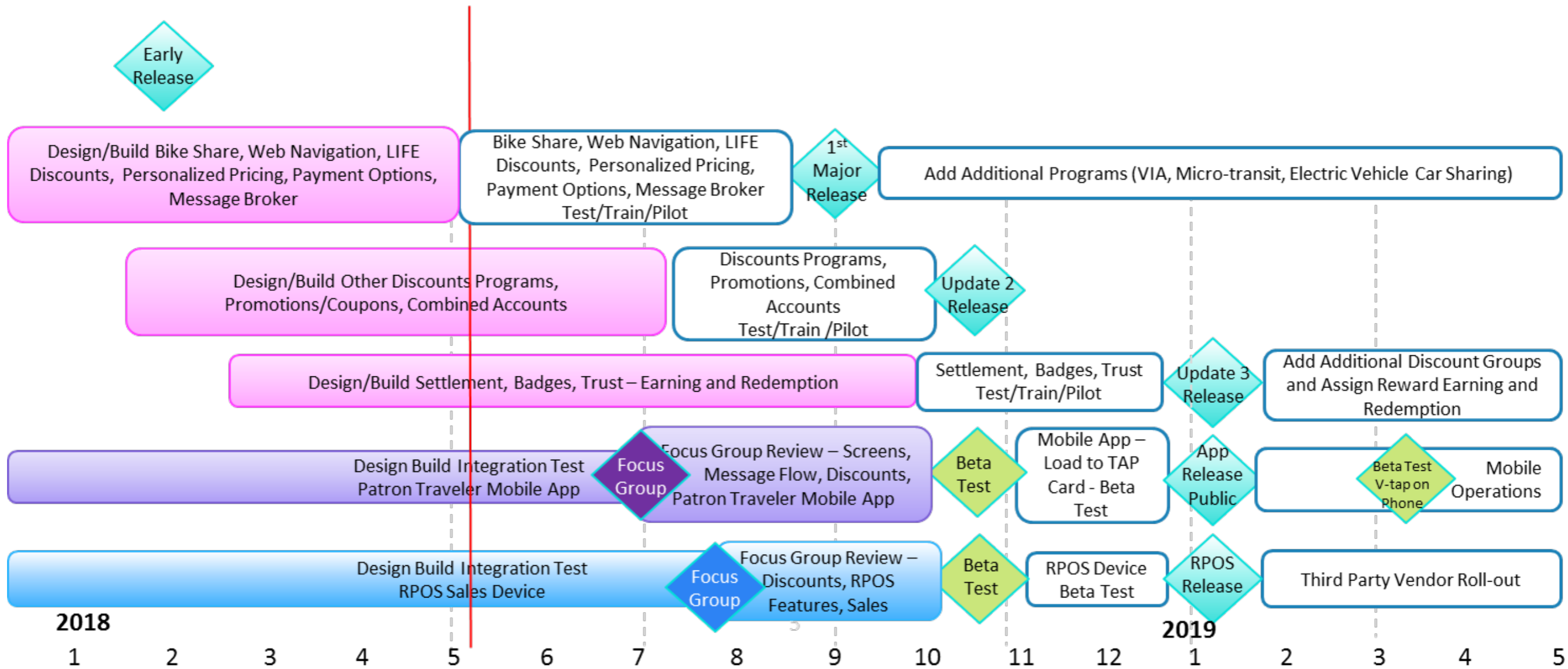


# Mobile App Demo



[Click for Demo](#)

# Timeline





## Board Report

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File #: 2018-0224, File Type: Oral Report / Presentation

Agenda Number: 42.

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### AD HOC CUSTOMER EXPERIENCE COMMITTEE MAY 17, 2018

**SUBJECT: METRO DRAFT STRATEGIC PLAN**

**ACTION: RECEIVE ORAL REPORT**

#### **RECOMMENDATION**

RECEIVE oral report on Metro's Strategic Plan.

#### **DISCUSSION**

The Metro draft Strategic Plan describes the actions Metro will take over the next ten years to improve security, ease-of-use, and access on the region's transit systems and improve customer satisfaction at all touch points. The oral presentation for the Ad Hoc Customer Experience Committee will focus on the customer-centric elements of the Plan. A link to the draft Metro Strategic Plan is provided here:

[https://media.metro.net/about\\_us/vision-2028/Report\\_Metro\\_Vision\\_2028\\_Plan\\_2018-](https://media.metro.net/about_us/vision-2028/Report_Metro_Vision_2028_Plan_2018-)

The website for the Metro Strategic Plan can be found here:

[metro.net/vision2028](https://metro.net/vision2028)

#### **ATTACHMENTS**

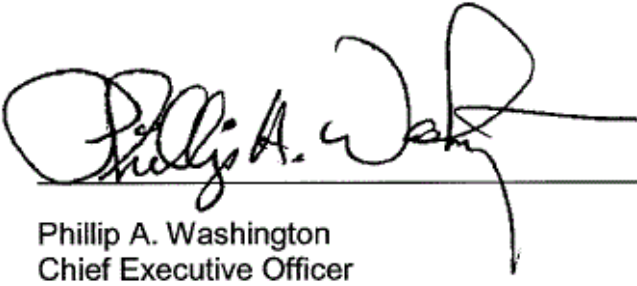
Attachment A - Presentation slides - Metro Draft Strategic Plan: Changing our relationship with the customer

Attachment B - Draft Metro Strategic Plan

[https://media.metro.net/about\\_us/vision-2028/Report\\_Metro\\_Vision\\_2028\\_Plan\\_2018-](https://media.metro.net/about_us/vision-2028/Report_Metro_Vision_2028_Plan_2018-)

Prepared by: Nadine Lee, Deputy Chief Innovation Officer, (213) 418-3347

Reviewed by: Joshua Schank, Chief Innovation Officer, (213) 418-3345



Phillip A. Washington  
Chief Executive Officer



# Metro Strategic Plan: Changing our relationship with the customer

May 17, 2018



# MISSION AND VISION

## Mission

- Provide a world-class transportation system that enhances quality of life for everyone in LA County.

## Vision

- Increase prosperity for all by removing mobility barriers
- **Swift and easy mobility** throughout LA County, anytime
- Provide more trips through a variety of **high quality mobility** options





# VISIONARY OUTCOMES

- Double the total usage of transportation modes other than driving alone, including transit, walk, bike, shared-ride and carpool modes
  - Access to high-quality mobility options within a 10-minute walk from home
  - Reduce maximum wait times for any trip to 15 minutes any time of day
  - Improve average travel speeds on the County's bus network by 30 percent
  - Provide convenient and dependable options for bypassing congestion on streets and highways.

# KEY TRENDS

- Continued growth in demand is straining an already oversubscribed transportation system.
- Challenges in meeting the mobility needs and expectations of a diverse County.
- Technological innovations are changing the mobility landscape.
- A shortage of affordable housing across the region exacerbates transportation challenges.
- Failure to reform policies that favor solo driving will continue to add to congestion and reduce mobility.

# CUSTOMER SATISFACTION SURVEY

## Common Issues

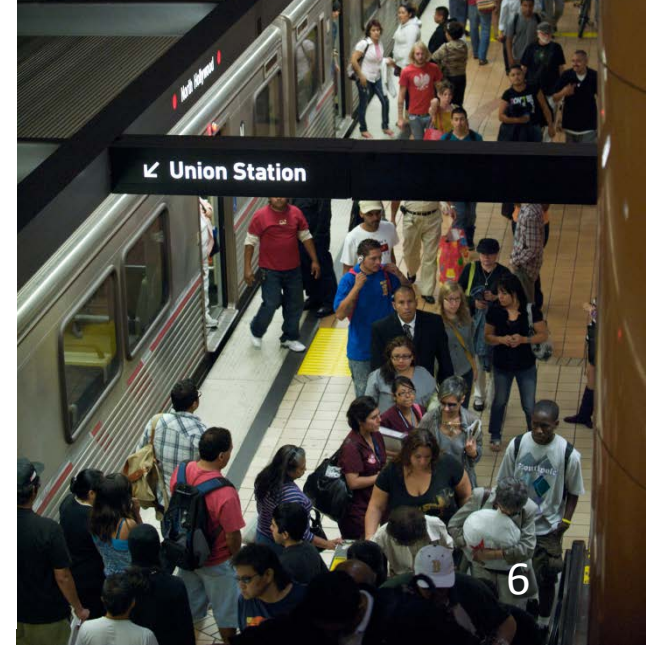
- Bus frequency, reliability, and total trip time
- Access to Metro rail
- New Metro rail lines to new places
- Security concerns
- Better Information



# GOAL 1

***Provide high-quality mobility options that enable people to spend less time traveling.***

- 1.1 Expand transportation network and increase mobility for all users
- 1.2 Improve overall transit network and assets
- 1.3 Manage transportation demand through fair and equitable pricing structures



# GOAL 1 (CONTINUED)

## 1.1 Expand transportation network and increase mobility for all users

- Target investments in areas of greatest mobility need
- Multimodal expansion projects (Measures R and M)

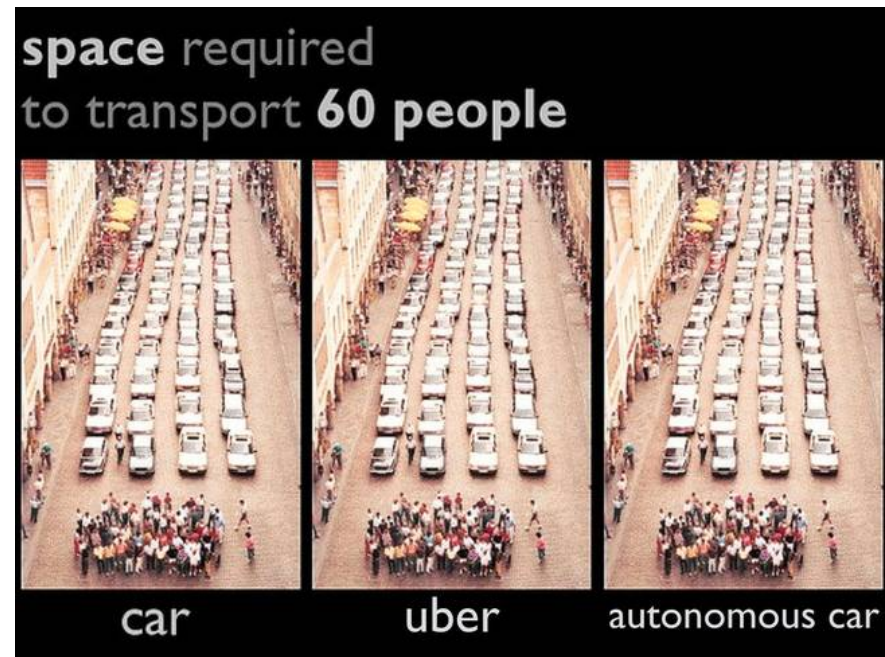
## 1.2 Improve overall transit network and assets

- World Class Bus
- Metrolink
- State of Good Repair
- System safety and connectivity

# GOAL 1 (CONTINUED)

## 1.3 Manage transportation demand through fair and equitable pricing structures

- Pricing policies beyond transit fares (equity, affordability, revenue, security)
- Congestion pricing
- Goods movement
- Regulate new mobility providers



# GOAL 2

***Deliver outstanding trip experiences for all users of the transportation system.***

- Improve security, focusing on prevention and partnerships
- Improve trip planning and trip taking experience
- Improve customer satisfaction at all touch points
  - Dedicated staff for customer experience
  - Performance metrics for customer satisfaction

# GOALS 3-5

***Goal 3: Enhance communities and lives through mobility and access to opportunity.***

***Goal 4: Transform Los Angeles county through regional collaboration and national leadership.***

***Goal 5: Provide responsive, accountable, and trustworthy governance within the LA Metro organization.***



# CONCLUSION

- Transform mobility to give people more time to focus on the things that matter most.
- **Put the customer at the heart of the journey** to build a better transportation future for Los Angeles County.



# NEXT STEPS

April 27-May 24: Public review period

April-May: Stakeholder outreach

May 7: Stakeholder summit

May 17: Ad-Hoc Customer Experience Committee

June: Request Board approval of Metro Strategic Plan





**THANK YOU**





## Board Report

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**File #:** 2018-0240, **File Type:** Informational Report

**Agenda Number:**

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**AD HOC CUSTOMER EXPERIENCE COMMITTEE  
MAY 17, 2018**

**SUBJECT: SEVERELY CONGESTED BUS CORRIDORS**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE status report identifying the most severely congested bus corridors within Metro's service area.

**ISSUE**

As part of the NextGen Bus Study, staff has developed a tool that allows us to identify the impacts of traffic congestion on bus speeds. This report describes the methodology used in the tool, and identifies the 20 most severely impacted corridors.

**DISCUSSION**

In recent years, there have been a number of studies identifying the most congested highway networks in the United States. Various cities are ranked on the basis of hours of delay experienced by commuters annually. The goal of these studies is to identify opportunities to improve traffic flow.

There are two key metrics used in these evaluations - 1) Threshold Speed defined as the uncongested speed achieved by vehicles on each highway segment, and 2) a Travel Time Index (TTI) which compares the actual travel time at any given time period to its Threshold Speed. For example, if it takes 4 minutes to travel one mile at the uncongested Threshold Speed, but 6 minutes during the congested peak period, then the Travel Time Index is 6 minutes divided by 4 minutes, or 1.5.

These metrics were originally developed at the Transportation Institute of Texas A&M University. The lowest possible value for the TTI is 1.0 which signifies travel at the uncongested speed. The Institute determined that values in excess of 1.25 constitutes severe congestion, and values in excess of 1.5 represents very severe or extreme congestion.

Staff determined that a similar metric is needed to analyze bus speeds along congested corridors in Los Angeles. The goal of this effort is to be able to determine when and where buses experience the most adverse impacts to speeds due to traffic, poor signal coordination, or other factors.

Metro maintains a database of time stamped, locational information on all buses as transmitted by the onboard computers on each bus. Weekday data from October 2017 was downloaded and processed by time of day to determine the uncongested speed of each bus line by segment as well as the average speed by segment for each daily time period (AM Peak, Midday, PM Peak, etc.).

Segments were defined from scheduled Time Point to Time Point. The bus onboard computer saves records a time stamp each time it passes a Time Point. A record is also produced when door open and close at stops. Running times by time period were then analyzed, and a Transit Traveltime Index was calculated for each segment and time of day. A tool was built to allow the user to query the database for each bus line, direction of travel, time of day, jurisdiction and neighborhood.

Using a Transit Travel time Index of 1.5 as an indicator of extreme congestion, bus corridors experiencing these conditions for an extended period of time were identified. There were 20 locations experiencing extreme congestion for 22 or more hours a day (both directions of travel combined).

Table 1 identifies these locations as well as the duration of severe congestion by direction of travel. These corridors are mapped on Attachment A. The two most extreme locations (Santa Monica BI and Ventura BI) experience severe adverse impacts on bus speeds continuously from 6am to 9pm daily. Not only do these conditions increase running time by 50% or more, they also adversely impact on-time performance and serve as an impediment to transit use.

Table 1 - Locations Experiencing Extreme Congestion Impacts on Bus Speeds

Corridor	Daily Hours of Excessive Congestion		Bus Line (s) Impacted
	Dir 1	Dir 2	
Santa Monica BI	15	15	4, 704
Ventura BI	15	15	150, 750
Glendale Av / Brand BI	15	13	92
Venice BI	15	10	33. 733
Fairfax Av	15	9	217, 780
Olympic BI	13	13	28, 728
Martin Luther King BI, Crenshaw BI, Hawthorne Av	13	13	40, 740
Compton Av	13	13	55
Long Beach BI	13	13	60, 760
Cesar Chavez Av	13	13	68
La Cienega BI	13	13	105

Van Nuys Bl	13	13	233
Soto St	13	13	251, 751
Western Av	13	12	207, 757
Wilshire Bl	13	10	20, 720
Jefferson Bl	13	10	35
Central Av	13	10	53
Florence Av	13	10	111
Vermont AV	13	10	204, 754
Sunland Bl	13	10	222

**NEXT STEPS**

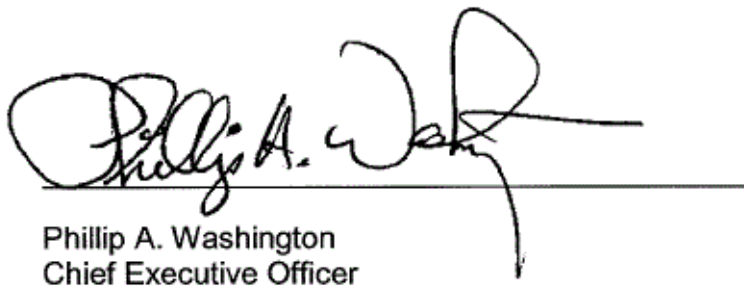
A follow up report for June 2018 will identify one line as a case study to identify congestion hotspots, root cause for the congestion, and a toolbox or improvements to address the congestion.

**ATTACHMENTS**

Attachment A - Congested Bus Corridor Map

Prepared by: Dana Woodbury, Manager Transportation Planning (213) 922-4207  
Gary Spivack, Deputy Executive Officer (213) 418-3432  
Conan Cheung, Senior Executive Officer (213) 418-3034

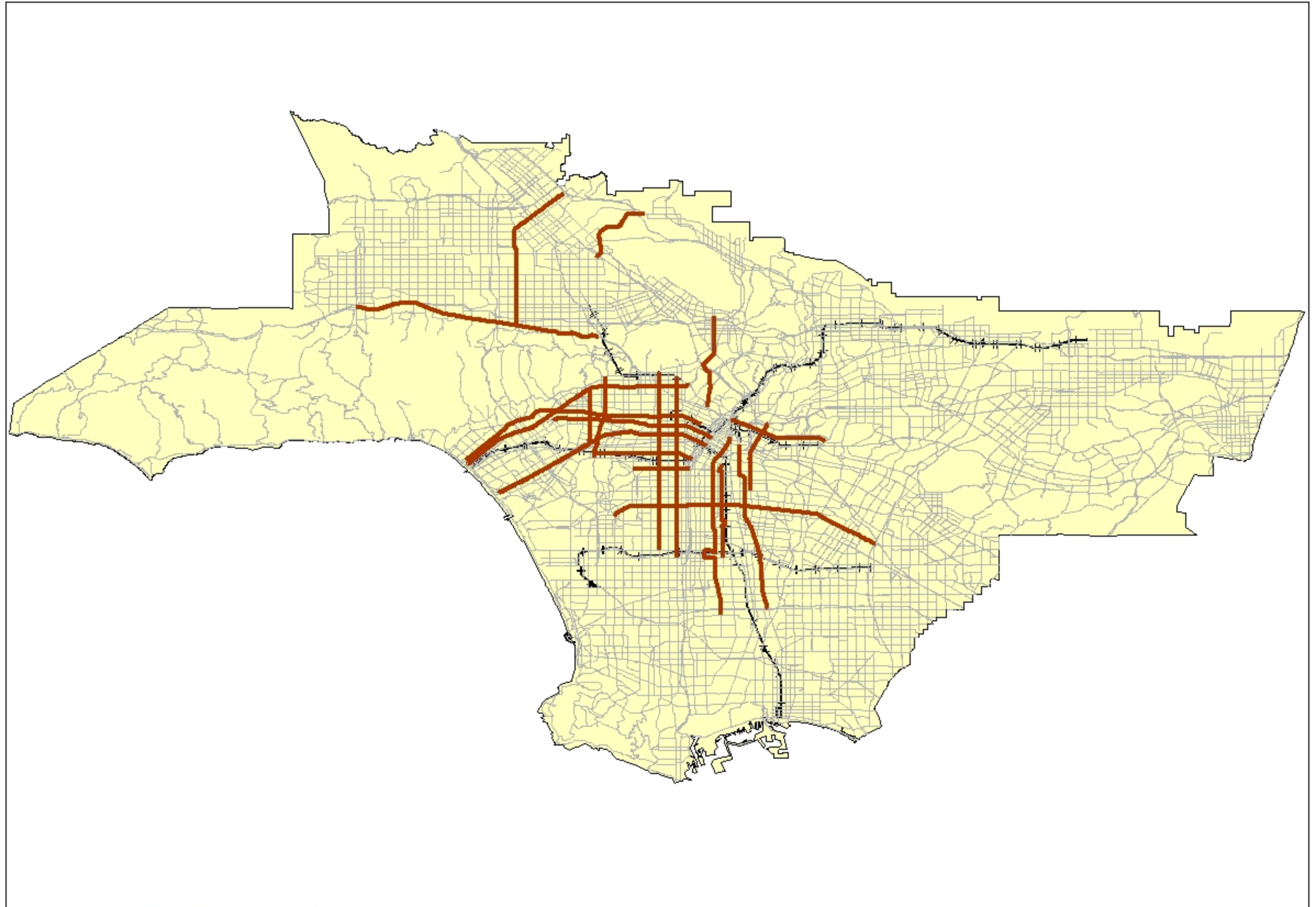
Reviewed by: James T. Gallagher, Chief Operations Officer (213) 418-3108







Phillip A. Washington  
Chief Executive Officer



# Metro Congested Bus Corridors



## Legend

-  Congested Bus Corridors
-  Major Streets
-  metrorail\_dec16
-  Metro Service Area



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