

# **Metro**

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



## **Agenda - Final**

**Thursday, May 17, 2018**

**11:30 AM**

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

### **Executive Management Committee**

*Eric Garcetti, Chair*

*Sheila Kuehl, Vice Chair*

*James Butts, 2nd Vice Chair*

*Jacquelyn Dupont-Walker*

*John Fasana*

*Mark Ridley-Thomas*

*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.

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## LIMITED ENGLISH PROFICIENCY

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TDD line (800) 252-9040

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

## CALL TO ORDER

## ROLL CALL

35. **SUBJECT: STATE AND FEDERAL REPORT** [2018-0220](#)

**RECOMMENDATION**

RECEIVE AND FILE State and Federal Legislative Report.

36. **SUBJECT: STATE LEGISLATION** [2018-0219](#)

**RECOMMENDATION**

ADOPT staff recommended position:

- A. Senate Bill 961 (Allen) - Enhanced Infrastructure Financing Districts

**SUPPORT**

**Attachments:** [Attachment A - State Legislation SB 961 \(Allen\)](#)

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](#)

[Presentation](#)

(ALSO ON AD HOC CUSTOMER EXPERIENCE COMMITTEE)

39. **SUBJECT: UNIVERSAL COLLEGE STUDENT TRANSIT PASS PILOT PROGRAM** [2018-0189](#)

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the results of the Universal College Student



Transit Pass (U-Pass) Pilot and GradPass Programs;

- B. APPROVING the transition of the U-Pass and GradPass Programs to become permanent programs and discontinue the I-TAP Program effective Fall 2018;
- C. APPROVING the unit reduction for undergraduate students from 6 units to 0 units and only require current enrollment in credit or non-credit courses effective Summer 2018 term for the U-Pass Program; and
- D. EXTENDING work on the Regional U-Pass Program to report back to Board within 12 months.

**Attachments:**    [Attachment A – U-Pass Survey Analysis](#)  
                           [Attachment B - U-Pass Fare Consolidation Table](#)  
                           [Presentation](#)  
                           [U-Pass Presentation 051718](#)

**40. SUBJECT: METRO TRANSPORTATION SCHOOL** **2018-0273**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING an update on the Metro Transportation School; and
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute a Memorandum of Understanding (MOU) with the County of Los Angeles (County) based on the principles outlined in Attachment A.

**Attachments:**    Attachment A – Principles for the MOU  
                           Attachment B – Motion 43  
                           Presentation

**44. SUBJECT: STREAMLINING AUDITS FOR SMALL AND DISADVANTAGED BUSINESSES** [2017-0730](#)

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING report on streamlining audits for small businesses; and
- B. APPROVING the establishment of an Indirect Cost Rate Pilot Program for Small and Disadvantaged Businesses on eligible contracts.

**SUBJECT: GENERAL PUBLIC COMMENT** **2018-0315**

## 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 #: 2018-0219, File Type: Federal Legislation / State Legislation (Position)

Agenda Number: 36.

**REVISED**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**MAY 17, 2018**

**SUBJECT: STATE LEGISLATION**

**ACTION: ADOPT STAFF RECOMMENDED POSITION**

**RECOMMENDATION**

ADOPT staff recommended position:

A. Senate Bill 961 (Allen) - Enhanced Infrastructure Financing Districts **SUPPORT IF AMENDED**

**ATTACHMENTS**

Attachment A - SB 961 (Allen) Legislative Analysis

Prepared by: Michael Turner, Deputy Executive Officer, Government Relations, 213-922-2122  
Desarae Jones, State Affairs Administrator, Government Relations 213-922-2230

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777

Phillip A. Washington  
Chief Executive Officer

**BILL:** SENATE BILL 961  
AS AMENDED MARCH 22, 2018

**AUTHOR:** SENATOR BEN ALLEN (D- SANTA MONICA)

**SUBJECT:** ENHANCED INFRASTRUCTURE FINANCING DISTRICTS

**STATUS:** SENATE FLOOR

**ACTION:** SUPPORT IF AMENDED

**RECOMMENDATION**

Staff recommends that the Board of Directors adopt a SUPPORT IF AMENDED position on Senate Bill 961 (Allen).

**ISSUE**

Senator Ben Allen (D-Santa Monica) has recently amended Senate Bill 961, which would enact the Second Neighborhood Infill Finance and Transit Improvements Act (NIFTI-2) to authorize the creation of an additional version of Enhanced Infrastructure Financing Districts (EIFDs) to increase transit-oriented development and affordable housing.

Specifically, this bill:

- Allows for the formation of a second Infill Finance and Transit Improvements Act, or NIFTI-2 within one half mile of a rail transit station;
- Allows a city or county to adopt a resolution to allocate its tax revenues to a NIFTI-2, including revenues derived from its local sales and use taxes,
- Specifies that the 40% of the funds are to be used for affordable housing;
- Specifies the income levels that would be eligible for the affordable housing;
- Authorizes a NIFTI-2 to sell bonds without voter approval;
- Allows NIFTI-2 funds not allocated for housing to be used to facilitate access to transit similar to those permitted under the Affordable Housing Sustainable Communities Program, which funds infill and compact development near transit;
- Direct the Office of Planning and Research (OPR) to evaluate the effectiveness of the various tax increment financing authorities that currently exist and to conduct a study evaluating the impacts of extending NIFTI-2 to apply to areas around bus stops and Bus Rapid Transit and make recommendations to the Legislature; and
- Clarifies provisions related to public work contracts and the public process to community revitalization investment authorities.

## **DISCUSSION**

SB 961 would create an additional option to use the EIFD model to fund various infrastructure improvements. Currently EIFD's are allowed to use their sales tax revenues for affordable housing and infrastructure improvements. This bill would create another pathway to creating EIFD's and a more streamlined process by allowing a district to sell bonds without a vote if a certain percentage of the funds are dedicated to affordable housing.

This bill would create an additional pathway to supporting affordable housing around transit stations. The bill expands upon the existing EIFD law by creating another tool to support these investments. Staff believes it is important to support efforts to increase funding for affordable housing near transit. Staff would like to confirm with counsel and the author that Metro's current sales tax measures would not be impacted by the proposed legislation. Pursuant to discussion at the Executive Management Committee meeting the revised staff recommendation reflects the position to work with the author to seek amendments that would protect Measure M, R and other transportation tax revenues for their intended purpose. The revised position of SUPPORT IF AMENDED will also allow time for staff to evaluate the potential impacts to sales tax revenue. Staff recommends that the Board adopt a SUPPORT IF AMENDED position on the measure SB 916 (Allen) as amended.

## **DETERMINATION OF SAFETY IMPACT**

There is no determined safety impact due to the enactment of the proposed legislation.

## **FINANCIAL IMPACT**

There is not direct financial impact to Metro however the bill would create a new funding opportunity for affordable housing near transit.

## **ALTERNATIVES CONSIDERED**

Staff has determined that the Board could opt to take an OPPOSE or Neutral position on the measure, however this is counter to the Board Adopted 2018 State Legislative Program Goal #2, which outlines Metro's support for legislation that would enhance opportunities for Value Capture or related concepts and mechanisms to fund transportation infrastructure or promote Transit-Oriented Developments and Metro's Transit Oriented Communities strategy.

## **NEXT STEPS**

Should the Board decide to adopt a SUPPORT IF AMENDED position on this measure; staff will communicate the Board's position to the author and work to ensure that Metro's priorities are included in the final version of the bill. Staff will continue to keep the Board informed as this issue is addressed throughout the legislative session.



## 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**

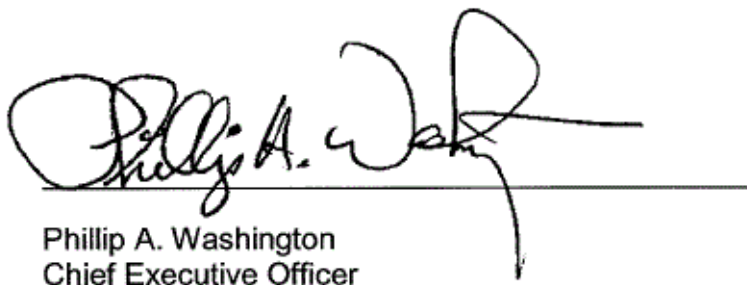
Attachment A - Motion 14.1 for MDT Expansion and Real Estate Inventory

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:

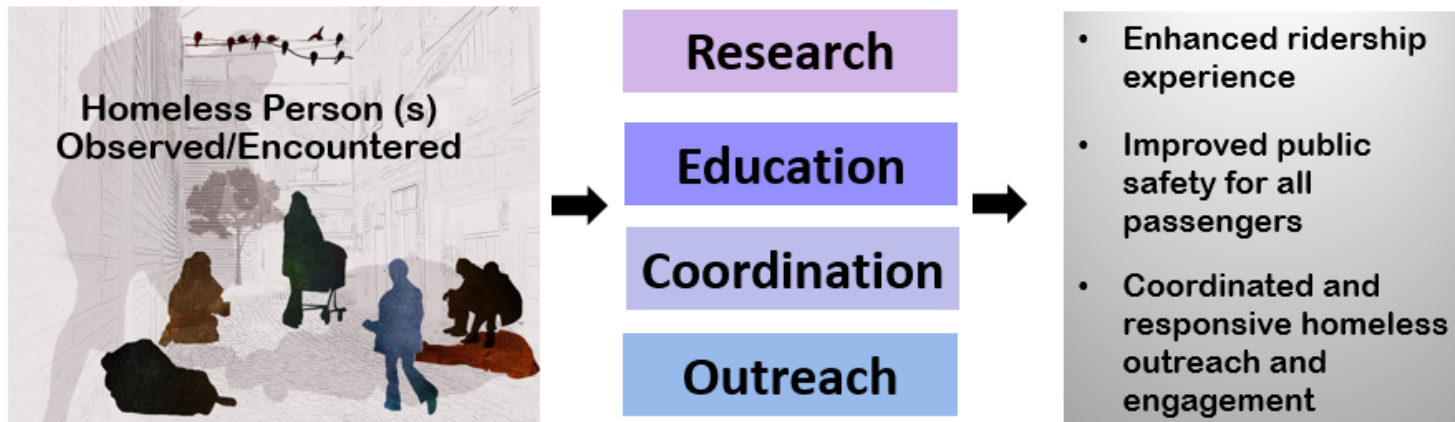
A. ~~RECEIVE AND FILE~~ the report entitled "Metro's Homeless Outreach Efforts";  
—  
-and

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

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

### II. EDUCATION

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

### III. COORDINATION

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

### IV. OUTREACH

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



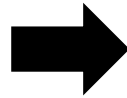
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# Research

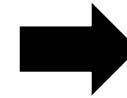
## PLAN

- 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.**

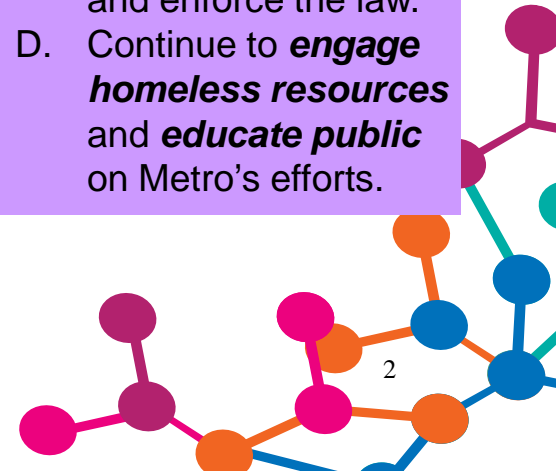


## NEXT STEP

- 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.



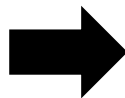
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# Education

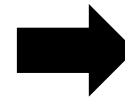
## PLAN

- 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.**

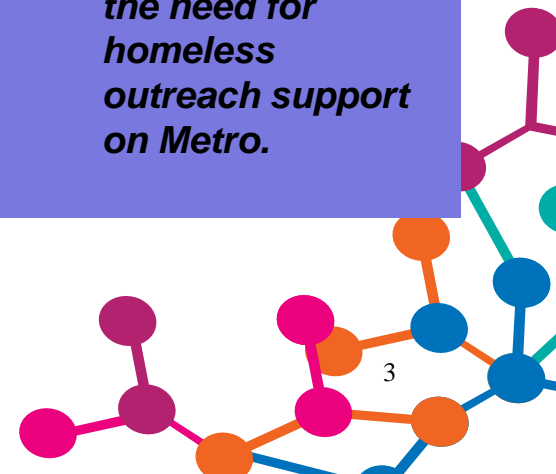


## NEXT STEP

- 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.**



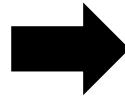
Metro



# Coordination

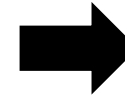
## PLAN

- 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

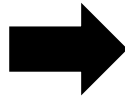
- A. Work with LA County CEO to **deploy 40 outreach workers** effectively
- B. Continue to **advocate** at decision making bodies for Metro consideration.
- C. Adopt **stricter encampment protocol to guard against litigation** while maintaining minimum legal standards.
- D. Advocate, obtain and distribute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



# Outreach

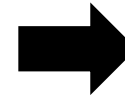
## PLAN

- 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®**

**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
-------	-----

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
-------	-----

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
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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

Total	34,000
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# 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

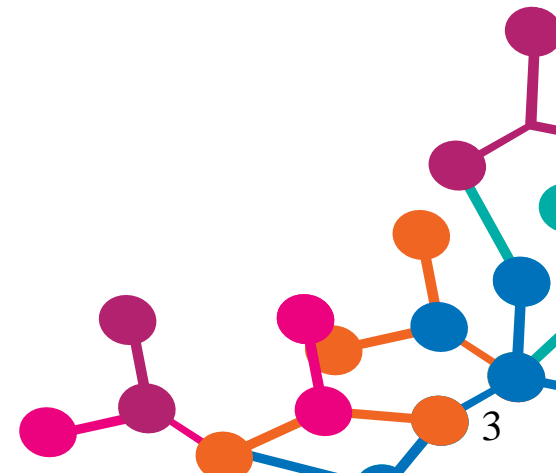
Education

Coordination

Outreach



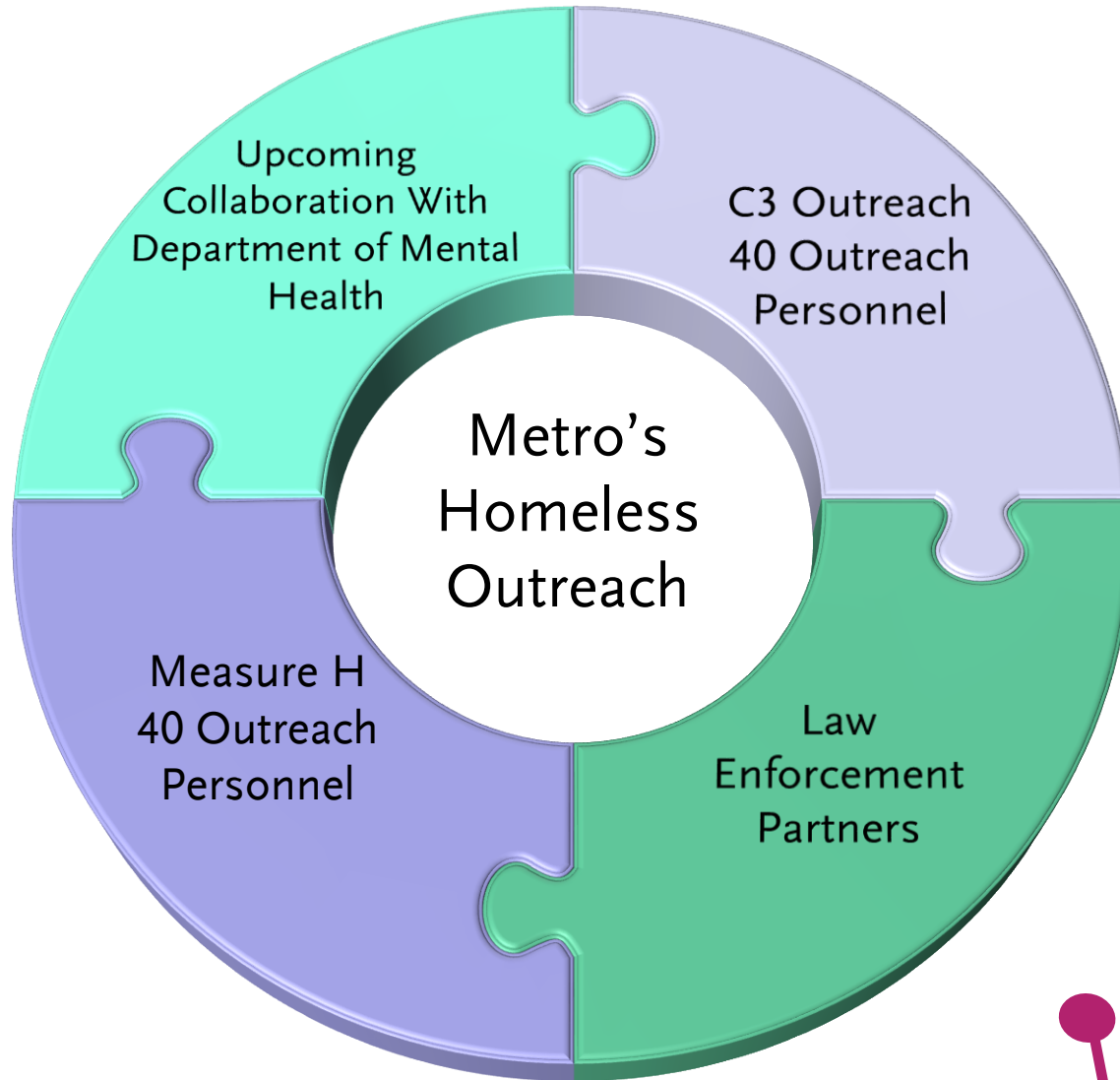
- Enhanced ridership experience
- Improved public safety for all passengers
- Coordinated and responsive homeless outreach and engagement



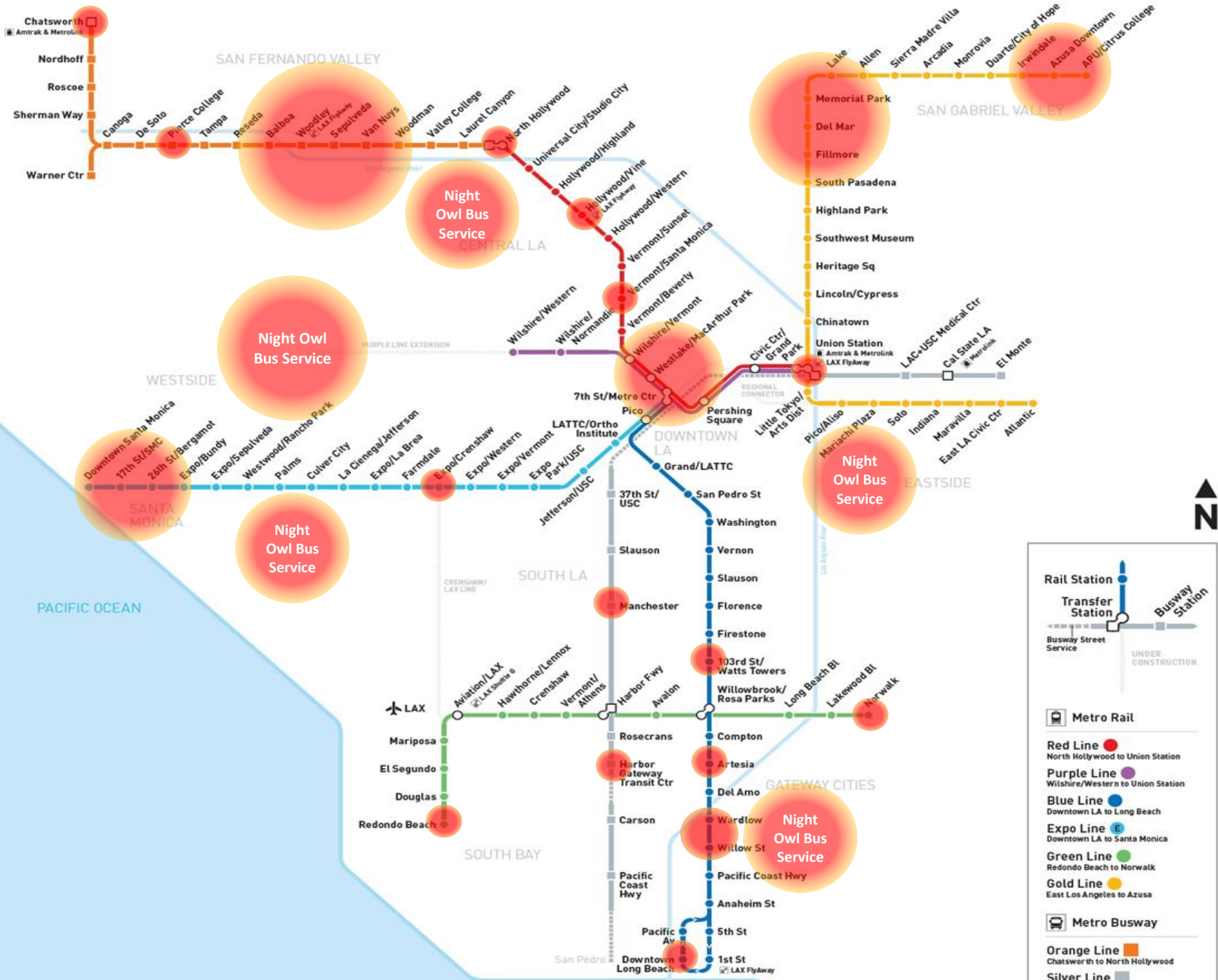
# Action Plan - Highlights

- ✓ 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

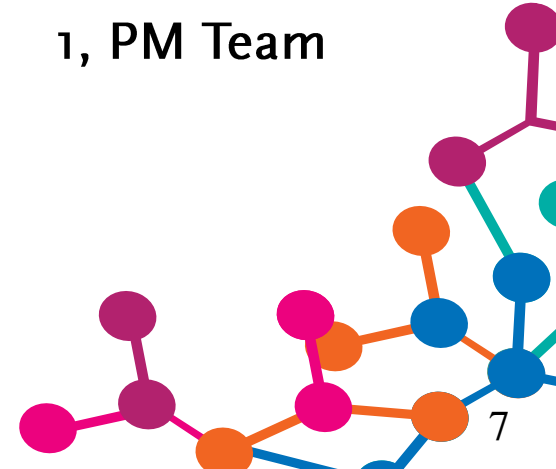
- 1, PM Team

### 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



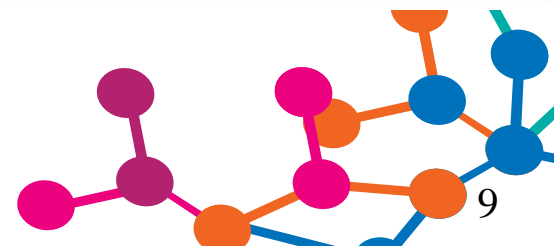


# Orange Line Parking – Van Nuys



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

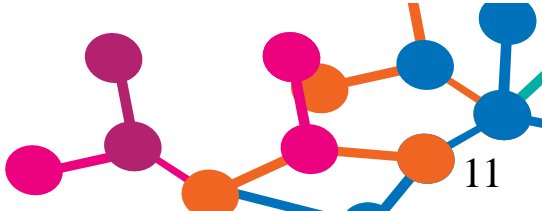


# Orange Line Parking – Sherman Way



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





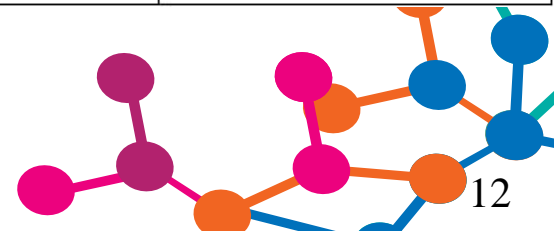
# Division 6 Site – Venice Beach



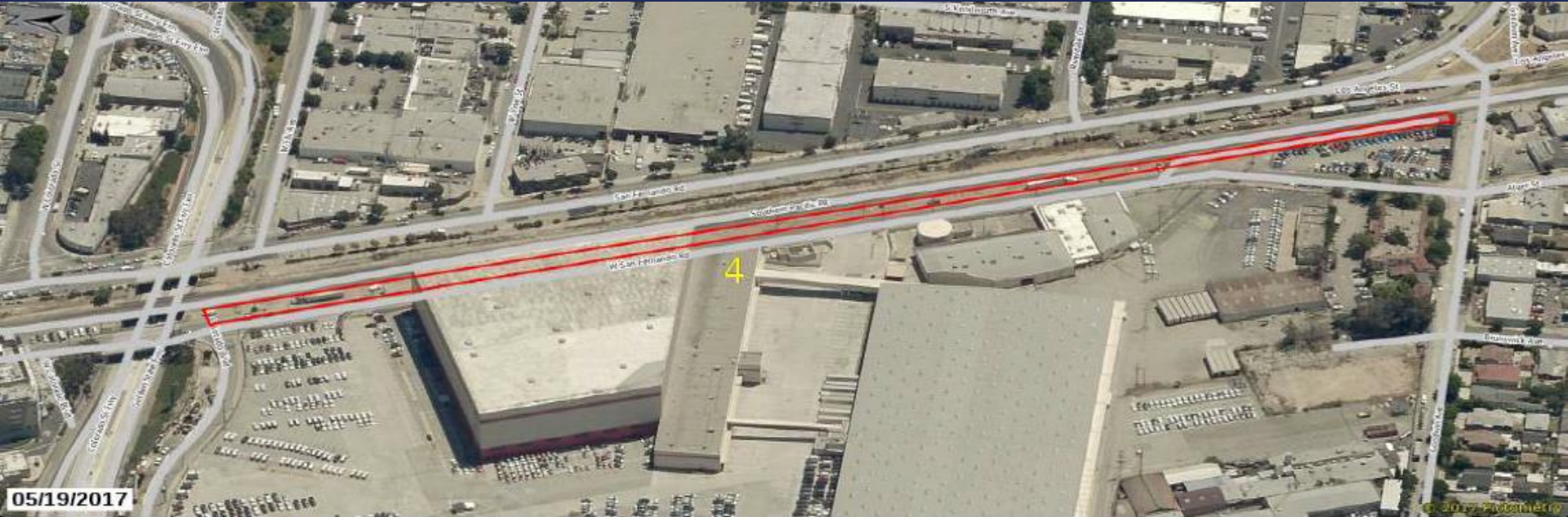
02/23/2017

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



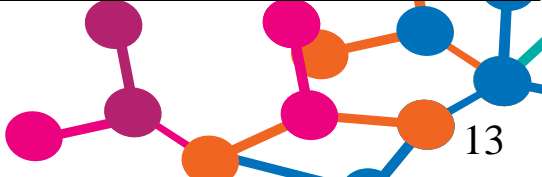
# Valley Subdivision



<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

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**File #:** 2018-0189, **File Type:** Program

**Agenda Number:** 39.

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**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 17, 2018**

**SUBJECT: UNIVERSAL COLLEGE STUDENT TRANSIT PASS  
PILOT PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the results of the Universal College Student Transit Pass (U-Pass) Pilot and GradPass Programs;
- B. APPROVING the transition of the U-Pass and GradPass Programs to become permanent programs and discontinue the I-TAP Program effective Fall 2018;
- C. APPROVING the unit reduction for undergraduate students from 6 units to 0 units and only require current enrollment in credit or non-credit courses effective Summer 2018 term for the U-Pass Program; and
- D. EXTENDING work on the Regional U-Pass Program to report back to Board within 12 months.

**ISSUE**

As part of an ongoing effort to pursue strategies to increase college student transit ridership, the Metro Board approved the Universal College Student Transit Pass (U-PASS) Pilot Program in May 2016 in response to Motion 49.1 by Director Ridley-Thomas. The two-year pilot program concludes in August 2018 and has increased college student ridership by 49%.

A lesson learned from the Pilot Program is that colleges interested in a fee-based administration system where all registered students pay a transportation fee and all registered students receive a TAP-enabled college ID card, for use on Metro and partner agencies, requires all students who pay the fee to be eligible to participate in the U-Pass program. As a result, staff recommends removing the unit requirement from the U-Pass program and allow all students who are enrolled in credit or non-credit courses to be eligible to participate.

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## **BACKGROUND**

In 2003, the Board adopted the I-TAP program. This program was designed to increase college student ridership, while keeping the program revenue neutral for Metro. The I-TAP program allowed schools to purchase passes directly from Metro on a semester or quarterly basis. There were four (4) schools participating in the I-TAP program in 2016 - Pasadena City College, Rio Hondo College, University of California Los Angeles (UCLA) and University of Southern California (USC - graduate students only).

Full-time undergraduate and graduate students in Los Angeles County are eligible for a reduced fare College/Vocational 30-day pass that is offered at \$43 per month, a 57% discount from the regular Metro 30-day pass, which is \$100 per month. In order to be eligible for the C/V pass, undergraduate students must be enrolled in a minimum of 12 units or 12 hours of in-classroom study per week for a minimum of 3 consecutive months. Graduate students must be enrolled in a minimum of 8 units of in-classroom study per week for a minimum of 3 consecutive months. Students can purchase the reduced fare TAP card directly from Metro and load it at Ticket Vending Machines (TVMs), customer centers, vendor outlets, or online.

As of August 2016, there were more than 1.4 million public college students in Los Angeles County, and only 14,000 (1%) were actively participating in Metro's reduced fare college pass programs, the College/Vocational (C/V) Pass and Institutional Transit Access Pass (I-TAP) programs. In addition, the C/V and I-TAP programs were only offered to full-time students who represented only 30% of public school students in Los Angeles County, while the remaining 70% of students were considered part-time and were not eligible for these programs. Lastly, Metro's systemwide average fare per boarding (FPB) was \$0.75 while the I-TAP group rate pricing was only generating \$.29 per boarding. The I-TAP group rate pricing model was no longer revenue neutral to Metro, and the existing college pass programs were not reaching a large enough percentage of the student population to encourage ridership growth.

### *Motion 49.1*

In May 2016, the Board adopted the Universal College Student Transit Pass (U-Pass) Pilot Program in response to Motion 49.1 by Director Ridley-Thomas. While the motion highlighted community college students, the recommended and subsequently adopted pilot program addresses all college students. This program is designed to partner with schools to utilize technology and improve accessibility to reduced fares by streamlining the Pass enrollment process to increase student ridership, while keeping costs low for students. Students of participating schools can purchase semester passes online or on campus. They receive a sticker with an embedded TAP chip, which turns their student ID into a TAP card that can be renewed each semester. Schools partner with Metro in co-branded marketing and collect payments from students to fund the program. At the end of the semester, the schools are only billed for actual rides taken by students at the reduced rate of \$0.75 per boarding and the maximum charge is capped at \$43 per student per month to match the existing C/V program.

Staff created boilerplate Memoranda of Understanding (MOUs) approved by County Counsel and standard administrative procedures to make the U-Pass Program easy to implement, while also

placing a high value on allowing schools to administer the program in the way that works best on their individual campuses.

## **DISCUSSION**

### **U-Pass Participation**

As of May 2018, there are thirteen (13) schools participating in the U-Pass Program:

1. California Institute of Technology (CalTech) - Joined Fall 2016
2. California State University, Northridge (CSUN) - Joined Fall 2016
3. California State University, Los Angeles (CSULA) - Joined Spring 2017
4. Compton Community College District (CCCD) - Joined Fall 2017
5. El Camino College - Joined Fall 2017
6. Los Angeles City College - Joined Spring 2018
7. Los Angeles Mission College - Joined Spring 2018
8. Los Angeles Pierce College - Joined Spring 2017
9. Los Angeles Trade Technical College (LATTC) - Joined Fall 2016
10. Loyola Marymount University (LMU) - Joined Fall 2017
11. Pasadena City College (PCC) - Joined Fall 2016
12. Rio Hondo College - Joined Fall 2016
13. University of Southern California (USC) Graduate Students - Joined Spring 2016

University of California Los Angeles is the only remaining institution in the I-TAP Program and plans to transition to U-Pass on July 1, 2018.

Previously, there were 7,402 I-TAP participants. At the end of the Fall/Winter pass period on February 25, 2018, there were 11,051 participants in the U-Pass Program, which is an increase of 3,649 participants or 49% (see chart below).

### **I-TAP and U-Pass Participants:**

School	ITAP Passes Fall 2015	U-Pass Fall '16 (Annual Increase)	U-Pass Fall '17
PCC	3,724	2,022 (-46%)	2,004 (-0.01%)
Rio Hondo (Rio)	1,198	1,874 (+56%)	1,206 (-36%)
UCLA (ITAP)	1,194	1,818 (+52%)	2,000 (+10%)
USC (Graduate Students)	1,286	1,414 (+10%)	1,295 (-8%)
CalTech	0	8	7 (-1%)
CSUN	0	1,663	1665 (+.001%)
LATTC	0	268	418 (+56%)
CSULA	0	0	2188
Compton College	0	0	58

El Camino College	0	0	110
LA Pierce	0	0	100
LMU	0	0	0
SMC (Test Group)	0	70	0
Annual Totals	7,402	9,137 (+23%)	11,051 (21%)
Total Increase			+49%

In the first 16 months of the program, there were 3.9 million boardings in the U-Pass Program. The success of the program has been largely due to schools subsidizing passes, Metro's presence on participating campuses, co-branded marketing, and the ease of purchasing passes.

The success of this program resulted in Metro's U-Pass Program being chosen by the Transportation Research Board (TRB) as a case study in the Transit Cooperative Research Program (TCRP) report Synthesis 131 on Best Practices in College Student Transit Pass programs ( <http://www.trb.org/Main/Blurbs/177362.aspx>). In addition, U-Pass has been one of the key focuses of the South Los Angeles Transit Empowerment Zone (SLATE-Z), a designated Promise Zone for Federal grant funding, and was included as part of The Kresge Foundation's 2017 National Summit on Higher Education and Transportation.

### Spring Semester Participation

Staff is in discussions with the following schools for Summer or Fall 2018 implementation:

- ArtCenter
- Azusa Pacific University (APU)
- CSUDH
- Glendale Community College
- West L.A. College (WLAC)
- Whittier College
- University of Southern California (USC - Undergraduate Students)
- UCLA - Transition from ITAP on July 1, 2018

If all of the above schools join the U-Pass Program in Fall, 28.5% of colleges in Los Angeles County will be participating in the program. Staff has set an aggressive goal of enrolling the remaining 55 schools in the county within the next two years of the program.

### Reducing the Minimum Unit Requirement

In the initial External Task Force meetings to establish the U-Pass Pilot Program, many of the schools requested that the minimum units required to obtain a reduced fare pass be significantly reduced or eliminated.

Several municipal partners who offer U-Pass-type programs have a zero-unit or one-unit requirement:



- Big Blue Bus - Santa Monica College (SMC) students and staff may ride any Big Blue Bus line at any time using a valid, activated SMC ID card with current semester sticker
- Foothill Transit Class Pass - 1 Unit Required
- Long Beach Transit - CSULB U-Pass covers all students, faculty, staff, and auxiliary, with no unit requirement

One of the primary goals of the Metro U-Pass Program is to help transition participating schools to a fee-based administration system where all registered students pay a transportation fee and all registered students receive a dual-technology ID card with an embedded TAP chip or a TAP sticker on their regular ID Card to use on Metro and partner agencies' services throughout the semester. In order to utilize that type of program administration, all students who pay the fee would need to be eligible to participate in the U-Pass Program.

During the pilot period, 22,833 individuals purchased U-Passes (See Attachment B). Of these, 15,312 (67%) were full-time students and 7521 (33%) were part-time students. Of the part time students, 271 (4%) previously purchased Metro Monthly or EZ Regional passes, and 1,562 (21%) were new Metro riders.

Based on the information above, staff recommends removing the unit requirement from the U-Pass program and allowing all students who are enrolled in credit or non-credit courses to be eligible to participate. Staff also recommends allowing schools who subsidize the program to set specific eligibility requirements for receiving the subsidy as long as any enrolled student is able to purchase the pass at the full U-Pass price.

#### Transitional Pass Program

Staff recommends continuing and expanding the GradPass Program, a reduced fare Transitional Pass available at \$43 per month to U-Pass participants for 12-months after graduation, as a permanent program. For Spring Semester 2017, only two schools participated in the program, CSUN and CSULA. Approximately 15% of qualifying U-Pass graduates at those schools participated in the U-Pass Program. Staff believes this program has much greater potential and will continue to work to expand the program.

#### Staff and Faculty Employer Pass Pilot Program (E-Pass)

Since the beginning of the U-Pass Pilot Program in 2016, schools have been asking for a similar program to cover their staff and faculty boardings. Commute Services is currently working with the Office of Management and Budget (OMB) on a Pilot Program, which will be based on a per-boarding cost and administered through partnership agreements, similar to the U-Pass Program. The per-boarding charge of \$1.40 is equivalent to the current average fare per boarding that Metro is collecting under the ATAP Program. As a marketing incentive, the maximum cost per participant will be capped at \$80 per month. This program will run for up to two years, based on the timeline of OMB's current fare analysis project and all current and future U-Pass schools will have the opportunity to participate in the E-Pass Pilot Program.

## Regional U-Pass

Several of the current and future U-Pass schools have agreements with multiple transit agencies to provide service, which is accessed on a single fare instrument. Previously, the schools paid each transit provider separately, and all passes were loaded onto a single TAP sticker or card. Under that system, there were more than 10 different fare types in the TAP system.

It would benefit students and transit agencies to have one Regional U-Pass that is valid on all participating agencies. Staff recommends moving forward on creating this pass, which will require the agreement of all participating municipal operators.

As a first step, staff has created reimbursement agreements with several of the transit agencies listed above, where the agency adds U-Pass to their farebox and Metro reimburses them for all U-Pass boardings at the end of the semester at the U-Pass rate or their current college rate, whichever is lower. During the Fall 2017 semester, El Camino and Compton College students had access to Torrance Transit, GTrans, and Long Beach Transit through their U-Passes. Staff is currently in discussions to add reimbursement agreements with the following agencies for Fall 2018: Big Blue Bus, County of Los Angeles, Culver CityBus, El Monte Transit, Foothill Transit, LADOT, Norwalk Transit, Montebello Bus, and Santa Clarita Transit. This change would reduce the total college fare types in the TAP fare system to only 3 (See Attachment C). Many other municipal providers have also expressed interest in joining the U-Pass Program.

Staff will continue to work with OMB and municipal agencies to establish a Regional U-Pass and will report back to the Board in 12 months regarding the progress of this program.

## **DETERMINATION OF SAFETY IMPACT**

This program does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval of this request will have no impact on safety.

## **FINANCIAL IMPACT**

Since the beginning of the pilot program in August 2016, the U-Pass Program has generated \$4.1 million in revenue. Of the part time students who participated in the pilot period, 271 (4%) previously purchased Metro Monthly or EZ Regional Passes, representing a potential revenue loss of \$30,000 per month. However, 1,562 did not previously ride Metro, representing potential new revenue of approximately \$50,000 per month (based on the average weekly ridership of 10 boardings per week at \$.75 per boarding) for a net monthly revenue increase of \$20,000 (67% increase).

### Impact to Budget

The funding source for the MCS programs is Enterprise Fund operating revenues including sales tax and fares. The source of funds for this action, operating revenues, is eligible to fund bus and rail operating and capital expenditures.

The continued expansion and support of the U-Pass program may warrant an evaluation of the

staffing for future years as part of the budget process.

### **ALTERNATIVES CONSIDERED**

1. Continue the I-TAP Program. However, due to the lack of widespread usage, difficulty of administration, and the loss of revenue, staff does not recommend continuing the I-TAP beyond the U-Pass Pilot Program. As of July 1, 2018, UCLA will be converting to U-Pass and all current I-TAP schools have been converted to U-Pass.
2. Discontinue the regular monthly College/Vocational Pass discount for students. However, staff does not recommend this because not all colleges are enrolled in U-Pass. As a result, Metro will continue to offer the regular monthly College/Vocational Pass for students at schools not participating in the U-Pass program.

### **NEXT STEPS**

1. Establish long-term contracts with each of the existing U-Pass schools.
2. Enroll the all colleges in L.A. County during the next two years of the program and continue to grow ridership at all partner schools by 10% each year.
3. Expand the GradPass Program to all participating colleges.
4. Continue discussions with Municipal agencies to create countywide Regional U-Pass and report back to board in 12 months.
5. Continue to seek additional funding to further reduce the cost of the program to schools and will work with schools to identify other sources of funding such as parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.
6. Continue to partner with schools to address transit service and service alignment issues.

### **ATTACHMENTS**

Attachment A - U-Pass Survey Analysis

Attachment B - U-Pass Fare Consolidation Table

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957  
Jocelyn Feliciano, Communications Manager, (213) 922-3895  
Glen Becerra, EO, Marketing, (213) 418-3264

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington  
Chief Executive Officer

**U-Pass Survey Data Full-Time Part-Time Students**

	<b>Full-Time</b>	<b>Part-Time</b>	<b>Total</b>	<b>% Breakdown Results (Full-Time &amp; Part-Time)</b>	<b>% Breakdown Results (Full-Time)</b>	<b>% Breakdown Results (Part-Time)</b>
Total Survey Completed	15,312	7,521	22,833	100%	67%	33%
<b>If you currently ride Metro, what type of fare do you use?</b>						
College /Vocational Pass	2,906	1,214	4,120	18%	19%	16%
Regular 30 day /EZ Pass	492	271	763	3%	3%	4%
Pay as you go	7,012	3,111	10,123	44%	46%	41%
I don't ride Metro	2,023	1,562	3,585	16%	13%	21%
No Responses	2,881	1,361	4,242	19%	19%	18%
<b>Total</b>	<b>15,314</b>	<b>7,519</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>How many times a week do you take Metro?</b>						
2	0	0	0	0%	0%	0%
4	0	0	0	0%	0%	0%
6	0	0	0	0%	0%	0%
8	0	0	0	0%	0%	0%
10	0	0	0	0%	0%	0%
14 or more	0	0	0	0%	0%	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Number of units currently enrolled in?</b>						
6 units	0	2,478	2,478	11%	0%	33%
7 units	0	480	480	2%	0%	6%
8 units	0	997	997	4%	0%	13%
9 units	0	1,458	1,458	6%	0%	19%
10 units	0	958	958	4%	0%	13%
11 units	0	709	709	3%	0%	9%
12 units	15,312	0	15,312	67%	100%	0%
No Response	0	441	441	2%	0%	6%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Are you currently enrolled at another college</b>						
Yes	375	639	1,014	4%	2%	8%
No	14,937	6,882	21,819	96%	98%	92%
No Responses	0	0	0	0%	0%	0%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**U-Pass Survey Data Full-Time Part-Time Students**

<b>How many units at other college?</b>						
1-5 units	46	214	260	1%	0%	3%
6 units	20	75	95	0%	0%	1%
7 units	0	27	27	0%	0%	0%
8 units	3	24	27	0%	0%	0%
9 units	9	26	35	0%	0%	0%
10 units	2	19	21	0%	0%	0%
11 units	0	10	10	0%	0%	0%
12 units	119	8	127	1%	1%	0%
No Response	176	236	412	2%	1%	3%
<b>Total</b>	<b>375</b>	<b>639</b>	<b>1,014</b>	<b>4%</b>	<b>2%</b>	<b>8%</b>
<b>Current employment status</b>						
Full-Time	975	1,344	2,319	10%	6%	18%
Part-Time	4,554	2,448	7,002	31%	30%	33%
Not Employed	9,591	3,647	13,238	58%	63%	48%
No Responses	192	82	274	1%	1%	1%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Age group</b>						
17-21	10,224	2,962	13,186	58%	67%	39%
22-25	2,707	1,890	4,597	20%	18%	25%
26-30	1,248	1,290	2,538	11%	8%	17%
Over 30	986	1,277	2,263	10%	6%	17%
No Response	147	102	249	1%	1%	1%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Ethnicity</b>						
Asian or Pacific Islander	2,222	1,218	3,440	15%	15%	16%
Black	833	479	1,312	6%	5%	6%
Hispanic	9,951	4,219	14,170	62%	65%	56%
Native American	84	70	154	1%	1%	1%
White	1,183	950	2,133	9%	8%	13%
Two or more	894	481	1,375	6%	6%	6%
No Response	145	104	249	1%	1%	1%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**U-Pass Survey Data Full-Time Part-Time Students**

<b>Annual household income</b>						
Under \$15,000	5,917	2,983	8,900	39%	39%	40%
\$15,000-\$24,999	3,347	1,489	4,836	21%	22%	20%
\$25,000-\$34,999	1,996	1,115	3,111	14%	13%	15%
\$35,000-49,999	1,653	739	2,392	10%	11%	10%
\$50,000-99,999	1,493	719	2,212	10%	10%	10%
\$100,000-149,999	338	160	498	2%	2%	2%
\$150,000-\$199,999	83	57	140	1%	1%	1%
\$200,000 and over	75	37	112	0%	0%	0%
No Response	410	222	632	3%	3%	3%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>How many people are in your household?</b>						
1	1,830	1,552	3,382	15%	12%	21%
2	1,775	1,165	2,940	13%	12%	15%
3	2,740	1,312	4,052	18%	18%	17%
4	3,576	1,490	5,066	22%	23%	20%
5	2,951	1,061	4,012	18%	19%	14%
6	1,390	517	1,907	8%	9%	7%
7	541	209	750	3%	4%	3%
8	230	89	319	1%	2%	1%
9	88	34	122	1%	1%	0%
10 or more	77	33	110	0%	1%	0%
No Response	114	59	173	1%	1%	1%
<b>Total</b>	<b>15,312</b>	<b>7,521</b>	<b>22,833</b>	<b>100%</b>	<b>67%</b>	<b>33%</b>

**U-Pass Current Fare Type**

College Name	Fare Type	Metro	Gardena	Torrance	Long Beach	Foothill	Montebello	Pasadena Art	Norwalk	Santa Clarita	Santa Monica
California State University, Los Angeles (CSLA)	U-Pass 1 - (Fall, Spring, Summer)	x									
University of Southern California (USC)	U-Pass 1 - (Fall, Spring, Summer)	x									
California State University, Dominguez Hills (CSDUH)	U-Pass 1 - (Fall, Spring, Summer)	x									
California State University, Northridge (CSUN)	U-Pass 1 - (Fall, Spring, Summer)	x									
Loyola Marymount University	U-Pass 1 - (Fall, Spring, Summer)	x									
Los Angeles Trade –Technical College (LATTC)	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
Los Angeles Pierce	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
Long Beach Community College (LBCC)	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
Compton College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
El Camino College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
Los Angeles Mission College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x						
Pasadena City College (PCC)	PCC (Fall, Spring)	x				x	x				
Rio Hondo College	College (Fall, Spring , Winter, Summer)	x				x	x	x			
Cal Tech	ITAP E ( Fall, Winter, Spring, Summer)	x					x				
UCLA (Employee)	ITAP E ( Fall, Winter, Spring , Summer)	x									
UCLA (Students)	ITAP S ( Fall, Winter, Spring Summer)	x									
<b>UCLA (Employee)</b>	<b>SC ( Fall, Winter, Spring, Summer)</b>								x		
<b>UCLA (Employee Student)</b>	<b>SC ( Fall, Winter, Spring, Summer)</b>								x		
<b>UCLA</b>	<b>SM ( Fall, Winter, Spring, Summer)</b>									x	

**U-Pass Fare Consolidation Prosopal - Fall 2018**

College Name	Fare Type	Metro	Gardena	Torrance	Long Beach	Foothill	Montebello	Pasadena	Norwalk	Santa Clarita	Santa Monica	Norwalk	El Monte	La County	Culver City
California State University, Los Angeles (CSLA)	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
California State University, Northridge (CSUN)	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
Loyola Marymount University (LMU)	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
University of Southern California (USC Graduate)	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
<b>Rio Hondo College (Transition from ITAP)</b>	<b>U-Pass 1 (Fall, Spring, Summer)</b>	x	x	x	x	x	x		x	x	x	x	x		
California State University, Dominguez Hills (CSDUH) NEW Fall 2018	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
California State University, Long Beach (CSULB) NEW Fall 2018	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
University of Southern California (USC Undergraduate) NEW Fall 2018	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
Azusa Pacific (APU) NEW Fall 2018	U-Pass 1 (Fall, Spring, Summer)	x	x	x	x	x	x		x	x	x	x	x		
Compton College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
El Camino College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
Los Angeles Trade –Technical College (LATTC)	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
Los Angeles Pierce	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
Los Angeles Mission College	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
<b>Pasadena City College (PCC) (Transition from ITAP)</b>	<b>U-Pass 2 ( Fall, Spring , Summer)</b>	x	x	x	x	x	x			x					x
West LA College NEW Fall 2018	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
Glendale College NEW Fall 2018	U-Pass 2 ( Fall, Spring , Summer)	x	x	x	x	x	x			x					x
<b>Cal Tech (Transition from ITAP)</b>	<b>U-PASS Q ( Fall, Winter, Spring, Summer)</b>	x						x		x	x				x
<b>UCLA (Employee) (Transition from ITAP)</b>	<b>U-PASS Q ( Fall, Winter, Spring, Summer)</b>	x						x		x	x				x
<b>UCLA (Students) (Transition from ITAP)</b>	<b>U-PASS Q ( Fall, Winter, Spring, Summer)</b>	x						x		x	x				x
<b>ArtCenter College NEW Summer 2018</b>	<b>U-PASS Q ( Fall, Winter, Spring, Summer)</b>	x						x		x	x				x



# U-Pass Program

Executive Management Committee  
May 17, 2018



# U-PASS

- The U-Pass Pilot Program has completed 21 months of its 24-month pilot program, which will expire in August 2018.
- Through partnerships with colleges, U-Pass TAP stickers are sold on campus and placed directly onto student IDs
- Schools are billed for actual boardings per semester at \$0.75 per boarding with the maximum cost being \$10.03 per week per participant, which is the equivalent of the \$43/month College/Vocational fare.
- Some schools pay for all or part of the cost on behalf of the students, but others charge them to participate.



## CURRENT PARTNERS

Cal Tech, CSULA, CSUN,  
Compton College, El Camino College, LA  
City College, LA Trade Tech College, LMU,  
Mission College, Pasadena City College,  
Pierce College, Rio Hondo College,  
USC Graduate Students  
UCLA (Transitioning 7/1/18)

Cal State Los Angeles  
Silver Line Station



# U-PASS (Cont'd.)

For the first 16 months of the pilot program), the U-Pass Program had:

- ✓ 31,312 U-Passes sold
- ✓ 3.9 million boardings
- ✓ \$2.95 million in revenue
- ✓ 49% increase in participants (Fall' 15 = 7,402 vs. Fall' 17 = 11,051)





# U-PASS (Cont'd.)

## Title VI Analysis:

In Metro service area is 77% minority with 15.9% low income

U-Pass participation is 93% minority with 75% low income

## Additional Programs Available:

- GradPass available for graduating U-Pass holders to receive reduced fare for additional 12 month after graduation at \$43/mo.
- K-12 Discount for Dual Enrolled Students (\$5.40/wk vs. \$10.03/wk)
- Bike Share and Stored Value can be added to U-Pass
- Additional Transit Agency Partners through reimbursement agreements

# U-PASS (Cont'd.)

Metro's U-Pass Program included in:

- Transit Cooperative Research Program (TCRP) report Synthesis 131 on Best Practices in College Student Transit Pass programs (<http://www.trb.org/Main/Blurbs/177362.aspx> ).
- South Los Angeles Transit Empowerment Zone (SLATE-Z) Transportation Working Group
- The Kresge Foundation's 2017 National Summit on Higher Education and Transportation



# U-PASS (Cont'd.)

Currently seeking Board approval to:

- Make U-Pass a permanent program
- Reduce the number of units required from 6 to 0
  - ✓ Schools would verify enrollment instead of units
  - ✓ Change would match other regional transit agencies' college pass programs (Foothill Transit, Long Beach Transit, Santa Monica Big Blue Bus)
  - ✓ Would also enable schools to implement transportation fees as part of registration fees (must be approved by students)
- Continue work on a Regional U-Pass and report back in 12 months
  - ✓ Current reimbursement agreements with GTrans, Long Beach Transit and Torrance Transit
  - ✓ Additional agreements planned to be added for Fall 2018

# Thank you!

For additional information visit:

[www.metro.net/riding/colleges](http://www.metro.net/riding/colleges)

For questions/participation contact:

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## Board Report

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**File #:** 2018-0189, **File Type:** Program

**Agenda Number:** 39.

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**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 17, 2018**

**SUBJECT: UNIVERSAL COLLEGE STUDENT TRANSIT PASS  
PILOT PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the results of the Universal College Student Transit Pass (U-Pass) Pilot and GradPass Programs;
- B. APPROVING the transition of the U-Pass and GradPass Programs to become permanent programs and discontinue the I-TAP Program effective Fall 2018;
- C. APPROVING the unit reduction for undergraduate students from 6 units to 0 units and only require current enrollment in credit or non-credit courses effective Summer 2018 term for the U-Pass Program; and
- D. EXTENDING work on the Regional U-Pass Program to report back to Board within 12 months.

**ISSUE**

As part of an ongoing effort to pursue strategies to increase college student transit ridership, the Metro Board approved the Universal College Student Transit Pass (U-PASS) Pilot Program in May 2016 in response to Motion 49.1 by Director Ridley-Thomas. The two-year pilot program concludes in August 2018 and has increased college student ridership by 49%.

A lesson learned from the Pilot Program is that colleges interested in a fee-based administration system where all registered students pay a transportation fee and all registered students receive a TAP-enabled college ID card, for use on Metro and partner agencies, requires all students who pay the fee to be eligible to participate in the U-Pass program. As a result, staff recommends removing the unit requirement from the U-Pass program and allow all students who are enrolled in credit or non-credit courses to be eligible to participate.

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## **BACKGROUND**

In 2003, the Board adopted the I-TAP program. This program was designed to increase college student ridership, while keeping the program revenue neutral for Metro. The I-TAP program allowed schools to purchase passes directly from Metro on a semester or quarterly basis. There were four (4) schools participating in the I-TAP program in 2016 - Pasadena City College, Rio Hondo College, University of California Los Angeles (UCLA) and University of Southern California (USC - graduate students only).

Full-time undergraduate and graduate students in Los Angeles County are eligible for a reduced fare College/Vocational 30-day pass that is offered at \$43 per month, a 57% discount from the regular Metro 30-day pass, which is \$100 per month. In order to be eligible for the C/V pass, undergraduate students must be enrolled in a minimum of 12 units or 12 hours of in-classroom study per week for a minimum of 3 consecutive months. Graduate students must be enrolled in a minimum of 8 units of in-classroom study per week for a minimum of 3 consecutive months. Students can purchase the reduced fare TAP card directly from Metro and load it at Ticket Vending Machines (TVMs), customer centers, vendor outlets, or online.

As of August 2016, there were more than 1.4 million public college students in Los Angeles County, and only 14,000 (1%) were actively participating in Metro's reduced fare college pass programs, the College/Vocational (C/V) Pass and Institutional Transit Access Pass (I-TAP) programs. In addition, the C/V and I-TAP programs were only offered to full-time students who represented only 30% of public school students in Los Angeles County, while the remaining 70% of students were considered part-time and were not eligible for these programs. Lastly, Metro's systemwide average fare per boarding (FPB) was \$0.75 while the I-TAP group rate pricing was only generating \$.29 per boarding. The I-TAP group rate pricing model was no longer revenue neutral to Metro, and the existing college pass programs were not reaching a large enough percentage of the student population to encourage ridership growth.

### *Motion 49.1*

In May 2016, the Board adopted the Universal College Student Transit Pass (U-Pass) Pilot Program in response to Motion 49.1 by Director Ridley-Thomas. While the motion highlighted community college students, the recommended and subsequently adopted pilot program addresses all college students. This program is designed to partner with schools to utilize technology and improve accessibility to reduced fares by streamlining the Pass enrollment process to increase student ridership, while keeping costs low for students. Students of participating schools can purchase semester passes online or on campus. They receive a sticker with an embedded TAP chip, which turns their student ID into a TAP card that can be renewed each semester. Schools partner with Metro in co-branded marketing and collect payments from students to fund the program. At the end of the semester, the schools are only billed for actual rides taken by students at the reduced rate of \$0.75 per boarding and the maximum charge is capped at \$43 per student per month to match the existing C/V program.

Staff created boilerplate Memoranda of Understanding (MOUs) approved by County Counsel and standard administrative procedures to make the U-Pass Program easy to implement, while also

placing a high value on allowing schools to administer the program in the way that works best on their individual campuses.

**DISCUSSION**

U-Pass Participation

As of May 2018, there are thirteen (13) schools participating in the U-Pass Program:

1. California Institute of Technology (CalTech) - Joined Fall 2016
2. California State University, Northridge (CSUN) - Joined Fall 2016
3. California State University, Los Angeles (CSULA) - Joined Spring 2017
4. Compton Community College District (CCCD) - Joined Fall 2017
5. El Camino College - Joined Fall 2017
6. Los Angeles City College - Joined Spring 2018
7. Los Angeles Mission College - Joined Spring 2018
8. Los Angeles Pierce College - Joined Spring 2017
9. Los Angeles Trade Technical College (LATTC) - Joined Fall 2016
10. Loyola Marymount University (LMU) - Joined Fall 2017
11. Pasadena City College (PCC) - Joined Fall 2016
12. Rio Hondo College - Joined Fall 2016
13. University of Southern California (USC) Graduate Students - Joined Spring 2016

University of California Los Angeles is the only remaining institution in the I-TAP Program and plans to transition to U-Pass on July 1, 2018.

Previously, there were 7,402 I-TAP participants. At the end of the Fall/Winter pass period on February 25, 2018, there were 11,051 participants in the U-Pass Program, which is an increase of 3,649 participants or 49% (see chart below).

**I-TAP and U-Pass Participants:**

School	ITAP Passes Fall 2015	U-Pass Fall '16 (Annual Increase)	U-Pass Fall '17
PCC	3,724	2,022 (-46%)	2,004 (-0.01%)
Rio Hondo (Rio)	1,198	1,874 (+56%)	1,206 (-36%)
UCLA (ITAP)	1,194	1,818 (+52%)	2,000 (+10%)
USC (Graduate Students)	1,286	1,414 (+10%)	1,295 (-8%)
CalTech	0	8	7 (-1%)
CSUN	0	1,663	1665 (+.001%)
LATTC	0	268	418 (+56%)
CSULA	0	0	2188
Compton College	0	0	58

El Camino College	0	0	110
LA Pierce	0	0	100
LMU	0	0	0
SMC (Test Group)	0	70	0
Annual Totals	7,402	9,137 (+23%)	11,051 (21%)
Total Increase			+49%

In the first 16 months of the program, there were 3.9 million boardings in the U-Pass Program. The success of the program has been largely due to schools subsidizing passes, Metro’s presence on participating campuses, co-branded marketing, and the ease of purchasing passes.

The success of this program resulted in Metro’s U-Pass Program being chosen by the Transportation Research Board (TRB) as a case study in the Transit Cooperative Research Program (TCRP) report Synthesis 131 on Best Practices in College Student Transit Pass programs ( <http://www.trb.org/Main/Blurbs/177362.aspx>). In addition, U-Pass has been one of the key focuses of the South Los Angeles Transit Empowerment Zone (SLATE-Z), a designated Promise Zone for Federal grant funding, and was included as part of The Kresge Foundation’s 2017 National Summit on Higher Education and Transportation.

Spring Semester Participation

Staff is in discussions with the following schools for Summer or Fall 2018 implementation:

- ArtCenter
- Azusa Pacific University (APU)
- CSUDH
- Glendale Community College
- West L.A. College (WLAC)
- Whittier College
- University of Southern California (USC - Undergraduate Students)
- UCLA - Transition from ITAP on July 1, 2018

If all of the above schools join the U-Pass Program in Fall, 28.5% of colleges in Los Angeles County will be participating in the program. Staff has set an aggressive goal of enrolling the remaining 55 schools in the county within the next two years of the program.

Reducing the Minimum Unit Requirement

In the initial External Task Force meetings to establish the U-Pass Pilot Program, many of the schools requested that the minimum units required to obtain a reduced fare pass be significantly reduced or eliminated.

Several municipal partners who offer U-Pass-type programs have a zero-unit or one-unit requirement:



- Big Blue Bus - Santa Monica College (SMC) students and staff may ride any Big Blue Bus line at any time using a valid, activated SMC ID card with current semester sticker
- Foothill Transit Class Pass - 1 Unit Required
- Long Beach Transit - CSULB U-Pass covers all students, faculty, staff, and auxiliary, with no unit requirement

One of the primary goals of the Metro U-Pass Program is to help transition participating schools to a fee-based administration system where all registered students pay a transportation fee and all registered students receive a dual-technology ID card with an embedded TAP chip or a TAP sticker on their regular ID Card to use on Metro and partner agencies' services throughout the semester. In order to utilize that type of program administration, all students who pay the fee would need to be eligible to participate in the U-Pass Program.

During the pilot period, 22,833 individuals purchased U-Passes (See Attachment B). Of these, 15,312 (67%) were full-time students and 7521 (33%) were part-time students. Of the part time students, 271 (4%) previously purchased Metro Monthly or EZ Regional passes, and 1,562 (21%) were new Metro riders.

Based on the information above, staff recommends removing the unit requirement from the U-Pass program and allowing all students who are enrolled in credit or non-credit courses to be eligible to participate. Staff also recommends allowing schools who subsidize the program to set specific eligibility requirements for receiving the subsidy as long as any enrolled student is able to purchase the pass at the full U-Pass price.

#### Transitional Pass Program

Staff recommends continuing and expanding the GradPass Program, a reduced fare Transitional Pass available at \$43 per month to U-Pass participants for 12-months after graduation, as a permanent program. For Spring Semester 2017, only two schools participated in the program, CSUN and CSULA. Approximately 15% of qualifying U-Pass graduates at those schools participated in the U-Pass Program. Staff believes this program has much greater potential and will continue to work to expand the program.

#### Staff and Faculty Employer Pass Pilot Program (E-Pass)

Since the beginning of the U-Pass Pilot Program in 2016, schools have been asking for a similar program to cover their staff and faculty boardings. Commute Services is currently working with the Office of Management and Budget (OMB) on a Pilot Program, which will be based on a per-boarding cost and administered through partnership agreements, similar to the U-Pass Program. The per-boarding charge of \$1.40 is equivalent to the current average fare per boarding that Metro is collecting under the ATAP Program. As a marketing incentive, the maximum cost per participant will be capped at \$80 per month. This program will run for up to two years, based on the timeline of OMB's current fare analysis project and all current and future U-Pass schools will have the opportunity to participate in the E-Pass Pilot Program.

## Regional U-Pass

Several of the current and future U-Pass schools have agreements with multiple transit agencies to provide service, which is accessed on a single fare instrument. Previously, the schools paid each transit provider separately, and all passes were loaded onto a single TAP sticker or card. Under that system, there were more than 10 different fare types in the TAP system.

It would benefit students and transit agencies to have one Regional U-Pass that is valid on all participating agencies. Staff recommends moving forward on creating this pass, which will require the agreement of all participating municipal operators.

As a first step, staff has created reimbursement agreements with several of the transit agencies listed above, where the agency adds U-Pass to their farebox and Metro reimburses them for all U-Pass boardings at the end of the semester at the U-Pass rate or their current college rate, whichever is lower. During the Fall 2017 semester, El Camino and Compton College students had access to Torrance Transit, GTrans, and Long Beach Transit through their U-Passes. Staff is currently in discussions to add reimbursement agreements with the following agencies for Fall 2018: Big Blue Bus, County of Los Angeles, Culver CityBus, El Monte Transit, Foothill Transit, LADOT, Norwalk Transit, Montebello Bus, and Santa Clarita Transit. This change would reduce the total college fare types in the TAP fare system to only 3 (See Attachment C). Many other municipal providers have also expressed interest in joining the U-Pass Program.

Staff will continue to work with OMB and municipal agencies to establish a Regional U-Pass and will report back to the Board in 12 months regarding the progress of this program.

## **DETERMINATION OF SAFETY IMPACT**

This program does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval of this request will have no impact on safety.

## **FINANCIAL IMPACT**

Since the beginning of the pilot program in August 2016, the U-Pass Program has generated \$4.1 million in revenue. Of the part time students who participated in the pilot period, 271 (4%) previously purchased Metro Monthly or EZ Regional Passes, representing a potential revenue loss of \$30,000 per month. However, 1,562 did not previously ride Metro, representing potential new revenue of approximately \$50,000 per month (based on the average weekly ridership of 10 boardings per week at \$.75 per boarding) for a net monthly revenue increase of \$20,000 (67% increase).

### Impact to Budget

The funding source for the MCS programs is Enterprise Fund operating revenues including sales tax and fares. The source of funds for this action, operating revenues, is eligible to fund bus and rail operating and capital expenditures.

The continued expansion and support of the U-Pass program may warrant an evaluation of the

staffing for future years as part of the budget process.

### **ALTERNATIVES CONSIDERED**

1. Continue the I-TAP Program. However, due to the lack of widespread usage, difficulty of administration, and the loss of revenue, staff does not recommend continuing the I-TAP beyond the U-Pass Pilot Program. As of July 1, 2018, UCLA will be converting to U-Pass and all current I-TAP schools have been converted to U-Pass.
2. Discontinue the regular monthly College/Vocational Pass discount for students. However, staff does not recommend this because not all colleges are enrolled in U-Pass. As a result, Metro will continue to offer the regular monthly College/Vocational Pass for students at schools not participating in the U-Pass program.

### **NEXT STEPS**

1. Establish long-term contracts with each of the existing U-Pass schools.
2. Enroll the all colleges in L.A. County during the next two years of the program and continue to grow ridership at all partner schools by 10% each year.
3. Expand the GradPass Program to all participating colleges.
4. Continue discussions with Municipal agencies to create countywide Regional U-Pass and report back to board in 12 months.
5. Continue to seek additional funding to further reduce the cost of the program to schools and will work with schools to identify other sources of funding such as parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.
6. Continue to partner with schools to address transit service and service alignment issues.

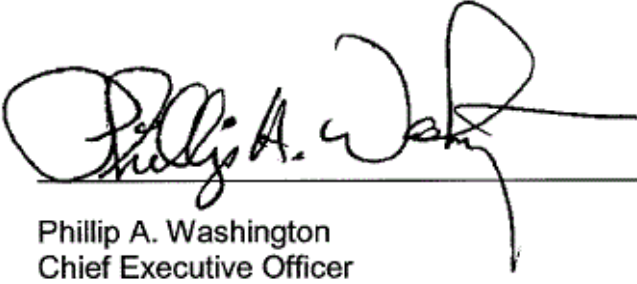
### **ATTACHMENTS**

Attachment A - U-Pass Survey Analysis

Attachment B - U-Pass Fare Consolidation Table

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957  
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Glen Becerra, EO, Marketing, (213) 418-3264

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington  
Chief Executive Officer



## Board Report

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**File #:** 2018-0189, **File Type:** Program

**Agenda Number:** 39.

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**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 17, 2018**

**SUBJECT: UNIVERSAL COLLEGE STUDENT TRANSIT PASS  
PILOT PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the results of the Universal College Student Transit Pass (U-Pass) Pilot and GradPass Programs;
- B. APPROVING the transition of the U-Pass and GradPass Programs to become permanent programs and discontinue the I-TAP Program effective Fall 2018;
- C. APPROVING the unit reduction for undergraduate students from 6 units to 0 units and only require current enrollment in credit or non-credit courses effective Summer 2018 term for the U-Pass Program; and
- D. EXTENDING work on the Regional U-Pass Program to report back to Board within 12 months.

**ISSUE**

As part of an ongoing effort to pursue strategies to increase college student transit ridership, the Metro Board approved the Universal College Student Transit Pass (U-PASS) Pilot Program in May 2016 in response to Motion 49.1 by Director Ridley-Thomas. The two-year pilot program concludes in August 2018 and has increased college student ridership by 49%.

A lesson learned from the Pilot Program is that colleges interested in a fee-based administration system where all registered students pay a transportation fee and all registered students receive a TAP-enabled college ID card, for use on Metro and partner agencies, requires all students who pay the fee to be eligible to participate in the U-Pass program. As a result, staff recommends removing the unit requirement from the U-Pass program and allow all students who are enrolled in credit or non-credit courses to be eligible to participate.

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## **BACKGROUND**

In 2003, the Board adopted the I-TAP program. This program was designed to increase college student ridership, while keeping the program revenue neutral for Metro. The I-TAP program allowed schools to purchase passes directly from Metro on a semester or quarterly basis. There were four (4) schools participating in the I-TAP program in 2016 - Pasadena City College, Rio Hondo College, University of California Los Angeles (UCLA) and University of Southern California (USC - graduate students only).

Full-time undergraduate and graduate students in Los Angeles County are eligible for a reduced fare College/Vocational 30-day pass that is offered at \$43 per month, a 57% discount from the regular Metro 30-day pass, which is \$100 per month. In order to be eligible for the C/V pass, undergraduate students must be enrolled in a minimum of 12 units or 12 hours of in-classroom study per week for a minimum of 3 consecutive months. Graduate students must be enrolled in a minimum of 8 units of in-classroom study per week for a minimum of 3 consecutive months. Students can purchase the reduced fare TAP card directly from Metro and load it at Ticket Vending Machines (TVMs), customer centers, vendor outlets, or online.

As of August 2016, there were more than 1.4 million public college students in Los Angeles County, and only 14,000 (1%) were actively participating in Metro's reduced fare college pass programs, the College/Vocational (C/V) Pass and Institutional Transit Access Pass (I-TAP) programs. In addition, the C/V and I-TAP programs were only offered to full-time students who represented only 30% of public school students in Los Angeles County, while the remaining 70% of students were considered part-time and were not eligible for these programs. Lastly, Metro's systemwide average fare per boarding (FPB) was \$0.75 while the I-TAP group rate pricing was only generating \$.29 per boarding. The I-TAP group rate pricing model was no longer revenue neutral to Metro, and the existing college pass programs were not reaching a large enough percentage of the student population to encourage ridership growth.

### *Motion 49.1*

In May 2016, the Board adopted the Universal College Student Transit Pass (U-Pass) Pilot Program in response to Motion 49.1 by Director Ridley-Thomas. While the motion highlighted community college students, the recommended and subsequently adopted pilot program addresses all college students. This program is designed to partner with schools to utilize technology and improve accessibility to reduced fares by streamlining the Pass enrollment process to increase student ridership, while keeping costs low for students. Students of participating schools can purchase semester passes online or on campus. They receive a sticker with an embedded TAP chip, which turns their student ID into a TAP card that can be renewed each semester. Schools partner with Metro in co-branded marketing and collect payments from students to fund the program. At the end of the semester, the schools are only billed for actual rides taken by students at the reduced rate of \$0.75 per boarding and the maximum charge is capped at \$43 per student per month to match the existing C/V program.

Staff created boilerplate Memoranda of Understanding (MOUs) approved by County Counsel and standard administrative procedures to make the U-Pass Program easy to implement, while also



placing a high value on allowing schools to administer the program in the way that works best on their individual campuses.

## **DISCUSSION**

### **U-Pass Participation**

As of May 2018, there are thirteen (13) schools participating in the U-Pass Program:

1. California Institute of Technology (CalTech) - Joined Fall 2016
2. California State University, Northridge (CSUN) - Joined Fall 2016
3. California State University, Los Angeles (CSULA) - Joined Spring 2017
4. Compton Community College District (CCCD) - Joined Fall 2017
5. El Camino College - Joined Fall 2017
6. Los Angeles City College - Joined Spring 2018
7. Los Angeles Mission College - Joined Spring 2018
8. Los Angeles Pierce College - Joined Spring 2017
9. Los Angeles Trade Technical College (LATTC) - Joined Fall 2016
10. Loyola Marymount University (LMU) - Joined Fall 2017
11. Pasadena City College (PCC) - Joined Fall 2016
12. Rio Hondo College - Joined Fall 2016
13. University of Southern California (USC) Graduate Students - Joined Spring 2016

University of California Los Angeles is the only remaining institution in the I-TAP Program and plans to transition to U-Pass on July 1, 2018.

Previously, there were 7,402 I-TAP participants. At the end of the Fall/Winter pass period on February 25, 2018, there were 11,051 participants in the U-Pass Program, which is an increase of 3,649 participants or 49% (see chart below).

### **I-TAP and U-Pass Participants:**

School	ITAP Passes Fall 2015	U-Pass Fall '16 (Annual Increase)	U-Pass Fall '17
PCC	3,724	2,022 (-46%)	2,004 (-0.01%)
Rio Hondo (Rio)	1,198	1,874 (+56%)	1,206 (-36%)
UCLA (ITAP)	1,194	1,818 (+52%)	2,000 (+10%)
USC (Graduate Students)	1,286	1,414 (+10%)	1,295 (-8%)
CalTech	0	8	7 (-1%)
CSUN	0	1,663	1665 (+.001%)
LATTC	0	268	418 (+56%)
CSULA	0	0	2188
Compton College	0	0	58

El Camino College	0	0	110
LA Pierce	0	0	100
LMU	0	0	0
SMC (Test Group)	0	70	0
Annual Totals	7,402	9,137 (+23%)	11,051 (21%)
Total Increase			+49%

In the first 16 months of the program, there were 3.9 million boardings in the U-Pass Program. The success of the program has been largely due to schools subsidizing passes, Metro’s presence on participating campuses, co-branded marketing, and the ease of purchasing passes.

The success of this program resulted in Metro’s U-Pass Program being chosen by the Transportation Research Board (TRB) as a case study in the Transit Cooperative Research Program (TCRP) report Synthesis 131 on Best Practices in College Student Transit Pass programs ( <http://www.trb.org/Main/Blurbs/177362.aspx>). In addition, U-Pass has been one of the key focuses of the South Los Angeles Transit Empowerment Zone (SLATE-Z), a designated Promise Zone for Federal grant funding, and was included as part of The Kresge Foundation’s 2017 National Summit on Higher Education and Transportation.

Spring Semester Participation

Staff is in discussions with the following schools for Summer or Fall 2018 implementation:

- ArtCenter
- Azusa Pacific University (APU)
- CSUDH
- Glendale Community College
- West L.A. College (WLAC)
- Whittier College
- University of Southern California (USC - Undergraduate Students)
- UCLA - Transition from ITAP on July 1, 2018

If all of the above schools join the U-Pass Program in Fall, 28.5% of colleges in Los Angeles County will be participating in the program. Staff has set an aggressive goal of enrolling the remaining 55 schools in the county within the next two years of the program.

Reducing the Minimum Unit Requirement

In the initial External Task Force meetings to establish the U-Pass Pilot Program, many of the schools requested that the minimum units required to obtain a reduced fare pass be significantly reduced or eliminated.

Several municipal partners who offer U-Pass-type programs have a zero-unit or one-unit requirement:

- Big Blue Bus - Santa Monica College (SMC) students and staff may ride any Big Blue Bus line at any time using a valid, activated SMC ID card with current semester sticker
- Foothill Transit Class Pass - 1 Unit Required
- Long Beach Transit - CSULB U-Pass covers all students, faculty, staff, and auxiliary, with no unit requirement

One of the primary goals of the Metro U-Pass Program is to help transition participating schools to a fee-based administration system where all registered students pay a transportation fee and all registered students receive a dual-technology ID card with an embedded TAP chip or a TAP sticker on their regular ID Card to use on Metro and partner agencies' services throughout the semester. In order to utilize that type of program administration, all students who pay the fee would need to be eligible to participate in the U-Pass Program.

During the pilot period, 22,833 individuals purchased U-Passes (See Attachment B). Of these, 15,312 (67%) were full-time students and 7521 (33%) were part-time students. Of the part time students, 271 (4%) previously purchased Metro Monthly or EZ Regional passes, and 1,562 (21%) were new Metro riders.

Based on the information above, staff recommends removing the unit requirement from the U-Pass program and allowing all students who are enrolled in credit or non-credit courses to be eligible to participate. Staff also recommends allowing schools who subsidize the program to set specific eligibility requirements for receiving the subsidy as long as any enrolled student is able to purchase the pass at the full U-Pass price.

#### Transitional Pass Program

Staff recommends continuing and expanding the GradPass Program, a reduced fare Transitional Pass available at \$43 per month to U-Pass participants for 12-months after graduation, as a permanent program. For Spring Semester 2017, only two schools participated in the program, CSUN and CSULA. Approximately 15% of qualifying U-Pass graduates at those schools participated in the U-Pass Program. Staff believes this program has much greater potential and will continue to work to expand the program.

#### Staff and Faculty Employer Pass Pilot Program (E-Pass)

Since the beginning of the U-Pass Pilot Program in 2016, schools have been asking for a similar program to cover their staff and faculty boardings. Commute Services is currently working with the Office of Management and Budget (OMB) on a Pilot Program, which will be based on a per-boarding cost and administered through partnership agreements, similar to the U-Pass Program. The per-boarding charge of \$1.40 is equivalent to the current average fare per boarding that Metro is collecting under the ATAP Program. As a marketing incentive, the maximum cost per participant will be capped at \$80 per month. This program will run for up to two years, based on the timeline of OMB's current fare analysis project and all current and future U-Pass schools will have the opportunity to participate in the E-Pass Pilot Program.

## Regional U-Pass

Several of the current and future U-Pass schools have agreements with multiple transit agencies to provide service, which is accessed on a single fare instrument. Previously, the schools paid each transit provider separately, and all passes were loaded onto a single TAP sticker or card. Under that system, there were more than 10 different fare types in the TAP system.

It would benefit students and transit agencies to have one Regional U-Pass that is valid on all participating agencies. Staff recommends moving forward on creating this pass, which will require the agreement of all participating municipal operators.

As a first step, staff has created reimbursement agreements with several of the transit agencies listed above, where the agency adds U-Pass to their farebox and Metro reimburses them for all U-Pass boardings at the end of the semester at the U-Pass rate or their current college rate, whichever is lower. During the Fall 2017 semester, El Camino and Compton College students had access to Torrance Transit, GTrans, and Long Beach Transit through their U-Passes. Staff is currently in discussions to add reimbursement agreements with the following agencies for Fall 2018: Big Blue Bus, County of Los Angeles, Culver CityBus, El Monte Transit, Foothill Transit, LADOT, Norwalk Transit, Montebello Bus, and Santa Clarita Transit. This change would reduce the total college fare types in the TAP fare system to only 3 (See Attachment C). Many other municipal providers have also expressed interest in joining the U-Pass Program.

Staff will continue to work with OMB and municipal agencies to establish a Regional U-Pass and will report back to the Board in 12 months regarding the progress of this program.

## **DETERMINATION OF SAFETY IMPACT**

This program does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval of this request will have no impact on safety.

## **FINANCIAL IMPACT**

Since the beginning of the pilot program in August 2016, the U-Pass Program has generated \$4.1 million in revenue. Of the part time students who participated in the pilot period, 271 (4%) previously purchased Metro Monthly or EZ Regional Passes, representing a potential revenue loss of \$30,000 per month. However, 1,562 did not previously ride Metro, representing potential new revenue of approximately \$50,000 per month (based on the average weekly ridership of 10 boardings per week at \$.75 per boarding) for a net monthly revenue increase of \$20,000 (67% increase).

### Impact to Budget

The funding source for the MCS programs is Enterprise Fund operating revenues including sales tax and fares. The source of funds for this action, operating revenues, is eligible to fund bus and rail operating and capital expenditures.

The continued expansion and support of the U-Pass program may warrant an evaluation of the

staffing for future years as part of the budget process.

### **ALTERNATIVES CONSIDERED**

1. Continue the I-TAP Program. However, due to the lack of widespread usage, difficulty of administration, and the loss of revenue, staff does not recommend continuing the I-TAP beyond the U-Pass Pilot Program. As of July 1, 2018, UCLA will be converting to U-Pass and all current I-TAP schools have been converted to U-Pass.
2. Discontinue the regular monthly College/Vocational Pass discount for students. However, staff does not recommend this because not all colleges are enrolled in U-Pass. As a result, Metro will continue to offer the regular monthly College/Vocational Pass for students at schools not participating in the U-Pass program.

### **NEXT STEPS**

1. Establish long-term contracts with each of the existing U-Pass schools.
2. Enroll the all colleges in L.A. County during the next two years of the program and continue to grow ridership at all partner schools by 10% each year.
3. Expand the GradPass Program to all participating colleges.
4. Continue discussions with Municipal agencies to create countywide Regional U-Pass and report back to board in 12 months.
5. Continue to seek additional funding to further reduce the cost of the program to schools and will work with schools to identify other sources of funding such as parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.
6. Continue to partner with schools to address transit service and service alignment issues.

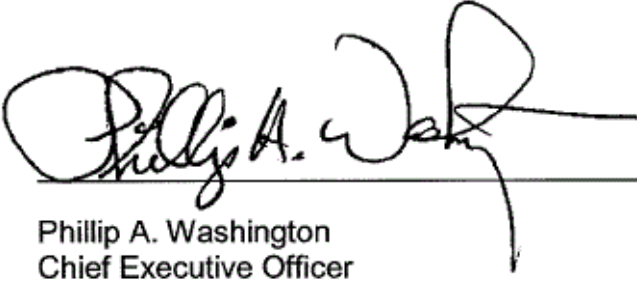
### **ATTACHMENTS**

Attachment A - U-Pass Survey Analysis

Attachment B - U-Pass Fare Consolidation Table

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957  
Jocelyn Feliciano, Communications Manager, (213) 922-3895  
Glen Becerra, EO, Marketing, (213) 418-3264

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington  
Chief Executive Officer



# U-Pass Program

Executive Management Committee

May 17, 2018



# U-PASS

- The U-Pass Pilot Program has completed 21 months of its 24-month pilot program, which will expire in August 2018.
- Through partnerships with colleges, U-Pass TAP stickers are sold on campus and placed directly onto student IDs
- Schools are billed for actual boardings per semester at \$0.75 per boarding with the maximum cost being \$10.03 per week per participant, which is the equivalent of the \$43/month College/Vocational fare.
- Some schools pay for all or part of the cost on behalf of the students, but others charge them to participate.



# U-PASS

## CURRENT PARTNERS

Cal Tech, CSULA, CSUN,  
Compton College, El Camino College, LA  
City College, LA Trade Tech College, LMU,  
Mission College, Pasadena City College,  
Pierce College, Rio Hondo College,  
USC Graduate Students  
UCLA (Transitioning 7/1/18)

Cal State Los Angeles  
Silver Line Station





# U-PASS (Cont'd.)

For the first 16 months of the pilot program), the U-Pass Program had:

- ✓ 31,312 U-Passes sold
- ✓ 3.9 million boardings
- ✓ \$2.95 million in revenue
- ✓ 49% increase in participants (Fall' 15 = 7,402 vs. Fall' 17 = 11,051)



# U-PASS (Cont'd.)

## Title VI Analysis:

In Metro service area is 77% minority with 15.9% low income  
U-Pass participation is 93% minority with 75% low income

## Additional Programs Available:

- GradPass available for graduating U-Pass holders to receive reduced fare for additional 12 month after graduation at \$43/mo.
- K-12 Discount for Dual Enrolled Students (\$5.40/wk vs. \$10.03/wk)
- Bike Share and Stored Value can be added to U-Pass
- Additional Transit Agency Partners through reimbursement agreements

# U-PASS (Cont'd.)

Metro's U-Pass Program included in:

- Transit Cooperative Research Program (TCRP) report Synthesis 131 on Best Practices in College Student Transit Pass programs ( <http://www.trb.org/Main/Blurbs/177362.aspx> ).
- South Los Angeles Transit Empowerment Zone (SLATE-Z) Transportation Working Group
- The Kresge Foundation's 2017 National Summit on Higher Education and Transportation



# U-PASS (Cont'd.)

Currently seeking Board approval to:

- Make U-Pass a permanent program
- Reduce the number of units required from 6 to 0
  - ✓ Schools would verify enrollment instead of units
  - ✓ Change would match other regional transit agencies' college pass programs (Foothill Transit, Long Beach Transit, Santa Monica Big Blue Bus)
  - ✓ Would also enable schools to implement transportation fees as part of registration fees (must be approved by students)
- Continue work on a Regional U-Pass and report back in 12 months
  - ✓ Current reimbursement agreements with GTrans, Long Beach Transit and Torrance Transit
  - ✓ Additional agreements planned to be added for Fall 2018

# Thank you!

For additional information visit:  
[www.metro.net/riding/colleges](http://www.metro.net/riding/colleges)

For questions/participation contact

Devon Deming  
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**Board Report**

**File #:** 2018-0273, **File Type:** Agreement

**Agenda Number:** 40.

**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 17, 2018**

**SUBJECT: METRO TRANSPORTATION SCHOOL**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING an update on the Metro Transportation School; and
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute a Memorandum of Understanding (MOU) with the County of Los Angeles (County) based on the principles outlined in Attachment A.

**ISSUE**

At its June 2017 meeting, the Board received and filed the proposed framework for a pilot educational and vocational training program with the objective of facilitating career pathways for local youth in Los Angeles County’s transportation sector. Given the progress made to date, a critical next step is for Metro to negotiate and enter into a MOU with the County for the development of the transportation school.

**BACKGROUND**

At its April 2017 meeting, the Board approved Motion #43 by Directors Ridley-Thomas, Fasana, Garcetti, Barger, Garcia, and Dupont-Walker directing the CEO to develop a framework for a pilot educational and vocational training program, specifically, though not exclusively, targeting at-risk probation and DCFS youth who have historically been under-served educationally. (Attachment B). Since the report to the Metro Board last June, staff has retained a consultant, CauseImpacts, and continued coordination with the County regarding the development of a transportation school, including predevelopment activities associated with a potential site.

**DISCUSSION**

**Transportation School Framework**

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Since the last Board update, the consultant and project team have developed the Metro Expose, Educate, Employ Youth Education (E3) Initiative that aims to expose, educate and employ the next generation of youth into the transportation industry. The centerpiece of the E3 initiative is the Metro transportation school that plans to recruit youth from the County's safety net, along with youth from across the County, to a college-preparatory boarding academy that specializes in inspiring and training youth to pursue careers in the transportation and infrastructure sectors. Mission and goals of the E3 Initiative are to:

- Ensure the training center is a state-of-the-art, cutting edge facility, promoting innovation in the field;
- Align the curriculum development for synergy with Metro's workforce demands, to include options for immediate job opportunities through Metro and its contractors;
- Through a transit vocational training center, expand the opportunities for disadvantaged residents from across the County to seek opportunities for job training to prepare themselves for careers in the transit industry in coordination with Metro's WIN LA Program; and;
- Partner with labor, the private sector, community colleges and community organizations to develop culturally-sensitive training programs with wrap-around services (as needed).

### **Transportation School Site**

On December 5, 2017, the Los Angeles County Board of Supervisors (BOS) approved the acquisition of 4.2 acres of land on the 8400 and 8500 blocks of Vermont Ave in South Los Angeles for the development of the Vermont and Manchester Transit Priority Joint Development Project. The proposed Project consists of a six-story mixed-use affordable housing and community serving/commercial retail building, an open transit plaza, a six-story high school boarding academy with faculty residential units, and 383 parking spaces located at the ground-level and within a 4.5-level parking structure. The County received possession of the property on May 7<sup>th</sup>.

The proposed project site provides the opportunity for Metro to partner with the County to build the premiere public charter transportation boarding school at this location as well as a transit vocational training center within the mixed-use development. The County has issued a RFP for the developer and operator of the Boarding School. The solicitation was drafted with input from Metro staff and

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Metro will serve on the evaluation committee. The County intends to finalize the review by the end of the month and bring an Exclusive Negotiation Agreement (ENA) to the BOS on June 19, 2018. An RFP was released for the mixed-use portion of the development on Friday, April 27, 2018 through the County's Community Development Commission. The County expects to enter into an ENA with the developer by September 2018.

Staff recommends the Board designate authority for the CEO to enter into negotiations with the County for the development of an MOU and/or Exclusive Negotiation Agreement which would guide the implementation of the Vermont and Manchester Transit Priority Joint Development Project. The MOU would be based upon the principles outlined in Attachment A.

### **DETERMINATION OF SAFETY IMPACT**

This Board action will have no adverse impact on safety standards for Metro.

### **ALTERNATIVES CONSIDERED**

The Board could choose not to proceed with the recommended action and could direct staff to not enter into an MOU with the County. Staff does not recommend proceeding with this alternative since it does not address the priorities outlined in the Board motion to address the agency's workforce needs.

### **FINANCIAL IMPACT**

There is no financial impact to executing a MOU with the County. Any funding commitments related to the transportation school would be brought to the Metro Board for consideration as a formal funding agreement.

### **NEXT STEPS**

Upon approval by the Board, staff will begin negotiations with the County.

### **ATTACHMENTS**

Attachment A - Principles for the MOU

Attachment B - Motion 43: Supporting Access to Careers in Los Angeles County's Transportation Sector for At-Risk Youth

Prepared by: Joanne Peterson, Chief Human Capital & Development, (213) 418-3088

Reviewed by: Stephanie Wiggins, Deputy CEO, (213) 922-1023



Phillip A. Washington  
Chief Executive Officer



## PRINCIPLES FOR THE MOU

**Potential Partnership with Metro and the County*****Boarding School***

- The County anticipates entering into a long-term ground lease with a boarding school developer/operator for a transit-focused charter boarding school.
- Significant gap subsidy is anticipated to ensure the effective operation of the boarding school. It is envisioned that the County, Metro, industry partners, and potentially philanthropic sources could share those costs.
- While LACOE would license the school, Metro could oversee/liaison with the operator to ensure that the curriculum and training activities meet Metro's standards.
- Metro would facilitate internships and other work experiences for the students, as well as connections to permanent positions either at Metro or with Metro-contractors.

***Transit Training Center, Transit Plaza and Parking Lot***

- The RFP anticipates the mixed-use developer constructing the transit plaza, mixed-use development and parking lot. Metro may want to facilitate transit oriented amenities including ticket vending machines, bike share or other features. Also, Metro may want to secure specific spaces in the parking lot for a park and ride for the future Vermont BRT.
- The County anticipates entering into a long-term ground lease with the mixed-use developer.
- The County has allocated \$6 million for the development of the transit plaza (in Prop A local return funds available to the Second Supervisorial District).
- As part of the RFP, the County indicates that approximately 15,000 square feet of the mixed-use development would be a transit vocational training center. It is envisioned that Metro would take the lead in financing and operating this center. It could become a separate air space parcel owned by Metro if that is the desire.
- Metro's Role
  - o In partnership with the school provider, Metro will infuse the curriculum with skill development related to the transportation industry
  - o Provide Metro Employee Support
  - o Provide E3 Supplemental Programming

- Build an innovative state-of-the-art Vocational Training
- Provide Teacher Professional Development
- Facilitate Partnerships
- Support School Branding Efforts
- Support Recruitment and Outreach
- Connect graduating students and families to WIN-LA



**Board Report**

**File #:**2017-0271, **File Type:**Motion / Motion  
Response

**Agenda Number:**43.

**EXECUTIVE MANAGEMENT COMMITTEE  
APRIL 20, 2017**

**Motion by:**

**Ridley-Thomas, Fasana, Garcetti, Barger, Garcia and Dupont-Walker**

**Item 43: Supporting Access to Careers in Los Angeles County's Transportation Sector for At-Risk Youth**

Following the passage of Measure M, the Los Angeles County Metropolitan Transportation Authority (Metro) is poised to dramatically transform the transportation infrastructure of the region, and in doing so, propel the development of a sizable workforce to support the planning, construction, operations and maintenance of our expanding system. Specifically, the Los Angeles Economic Development Corporation (LAEDC) estimates that 778,000 jobs and \$133.6 billion in economic output will result from infrastructure projects funded by Metro's Traffic Improvement Plan over the next half century. LAEDC further projects that the construction, architecture and engineering fields would experience the highest percentage of growth.

Over the next three years, 39% of the Metro workforce will be fully eligible for retirement. Metro has numerous programs in place to support inclusive contracting opportunities and a diverse workforce. Specially, the Department of Economic Opportunity and Diversity systemically identifies opportunities to expand participation of small, local and veteran-owned businesses through all of Metro's contracts. In addition, Metro has instituted numerous workforce development initiatives including the Workforce Initiative Now - Los Angeles (WIN-LA) Program, as well as an agency-wide Project Labor Agreement which requires the significant participation of targeted and disadvantaged worker populations on major construction projects.

However, in order to further foster a pipeline of qualified, local individuals for careers in the

transportation sector, Metro should also consider engaging youth early on, potentially as part of their middle or high school experience. Moreover, there is an opportunity to collaborate with at-risk populations including youth involved with the County of Los Angeles' (County) Probation and Children and Family Services (DCFS) Departments to expose and connect them to transit-related educational and career opportunities if their interests align.

DCFS serves nearly 35,000 children and their families across the County. High school graduation rates for this population are abysmal, with only 45 percent of foster youth in California completing high school, compared with 79 percent of the general student population. Nationally, only six percent of former foster youth have earned a two or four-year degree by age 24, and only one in two foster youth is employed by age 24. Even more alarming, one in five foster youth becomes homeless after aging out of the system.

Additionally, the County's Probation Department supervises approximately 6,000 youth in the community and detains or incarcerates approximately another 1,100 on a daily basis. National statistics indicate that most youth in the juvenile justice system have had unstable educational histories with a high number of school transitions and disciplinary actions (i.e., suspensions). Researchers have found that over 40% may be enrolled in special education classes, approximately 50% perform below grade level, and as low as only 20 to 40% of justice-involved youth ultimately earn a diploma or General Equivalency Degree.

Given these statistics, exposure from an early age to transit-related careers combined with vocational preparation and specific job training could significantly transform the self-sufficiency and well-being of young people in the County's care as they transition to adulthood. This type of collaboration could not only help meet Metro's long-term workforce development goals, but also create a career pathway for many young disenfranchised populations who are, or have been, under the care and supervision of the County of Los Angeles.

**APPROVE Motion by Ridley-Thomas, Fasana, Garcetti, Barger, Garcia and Dupont-Walker** to direct the Chief Executive Officer, in consultation with appropriate Departments of the County of Los Angeles including the Probation Department, Children and Family Services Department, Office of Education, the Department of Workforce Development, Aging, and Community Services, Department

of Public Social Services, and other appropriate entities, to report back to the Executive Management Committee during the June board cycle with a proposed framework for a pilot educational and vocational training program, specifically though not exclusively targeting youth involved in the County's Probation or Child Welfare System, with the objective of facilitating career pathways for local youth into Los Angeles County's transportation sector.





# METRO E3 INITIATIVE:

**How to Expose, Educate, and Employ the Next Generation for Careers in the Global Transportation Industry**



**Metro**

**May 2018**





# Job opportunities in the transportation industry are increasing

MEASURE M WILL  
GENERATE MORE THAN

778,000

New jobs in the next 40  
years



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[https://www.metro.net/projects/main\\_page/boomtown/](https://www.metro.net/projects/main_page/boomtown/)

**But the pool of  
qualified  
applicants IS NOT**

**50%**

**Over 50% of the  
transportation  
industry  
workforce will be  
eligible for  
retirement in the  
next 10 years – a  
pace double that  
of the nation's  
entire workforce**



**Metro**





# METRO'S WORKFORCE NEEDS

**2,200**

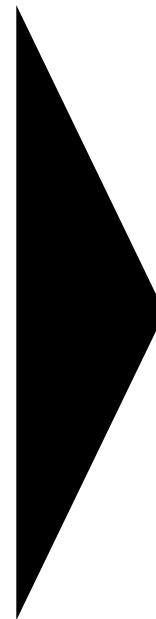
Number of new employees Metro hires annually

**69%**

Metro employees who are currently over 40 years old

**46%**

Metro employees who will be eligible for retirement in the next 5 years



**We must expand Metro's highly skilled and diverse workforce to meet growing workforce demands, skills-gaps, and looming retirements**

[Link: WIN-LA Program Framework, Metro Data](#)



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# CURRENT CAREER PATHWAYS FOR YOUTH



**WHAT can be done to expand Metro's existing workforce development programs to include more middle and high-school-age youth?**

**Transportation Careers Academy Program (TCAP)**  
Summer Internships for 11th and 12th graders

**Workforce Initiative Now (WIN-LA)**  
Attract, develop, and employ underrepresented communities

**Metro Internship Program (MIP)**  
college and graduate students

**Entry Level training Program (ELTP)**  
Trains college graduates



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# PROJECT MISSION AND GOALS

**MISSION:** Prepare Los Angeles County youth for career and college pathways in the global transportation industry by teaching them transferrable (STEAM) industry skills.



**Expose** LA County youth to careers in the global transportation industry



**Educate** and train LA County youth in transferrable transportation industry-skills



**Expand** Metro's highly skilled and diverse workforce to meet growing demands and



**Reinforce** Metro's role as an innovative Public Agency



**Support** Youth's transition into college and careers in the global transportation industry

**OBJECTIVE:** Expand Metro's existing career pathway programs to include more middle and high-school-age youth



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# METRO CANNOT DO THIS ALONE

## KEY STAKEHOLDERS FOR THIS PROJECT





# POTENTIAL SCHOOL CAREER PATHWAYS

**ENGINEERING**

**CONSTRUCTION AND TRADES / INFRASTRUCTURE**

**MECHANICS AND OPERATIONS**

(bus & rail operators, mechanics, etc.)

**GLOBAL TRADE AND LOGISTICS**

**BUSINESS OPERATIONS**

(Marketing, Human Resources, Finance, Budgeting, etc.)

**CIVICS & PUBLIC POLICY**

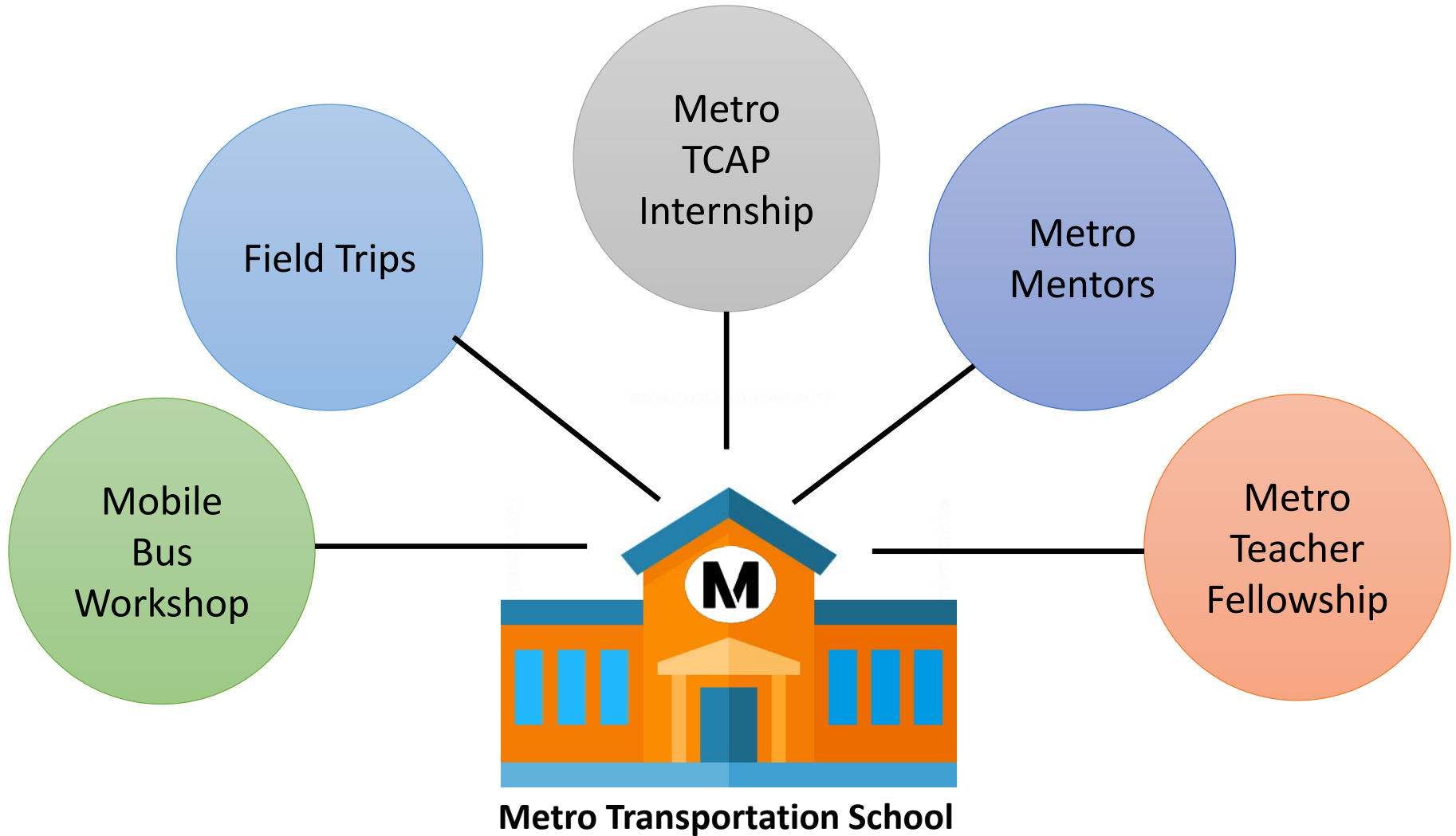
(Planning, Law, Public Relations, Real Estate, Communications)

**SAFETY** (Security/Police)



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# SUPPLEMENTAL E3 PROGRAM COMPONENTS (TBD)

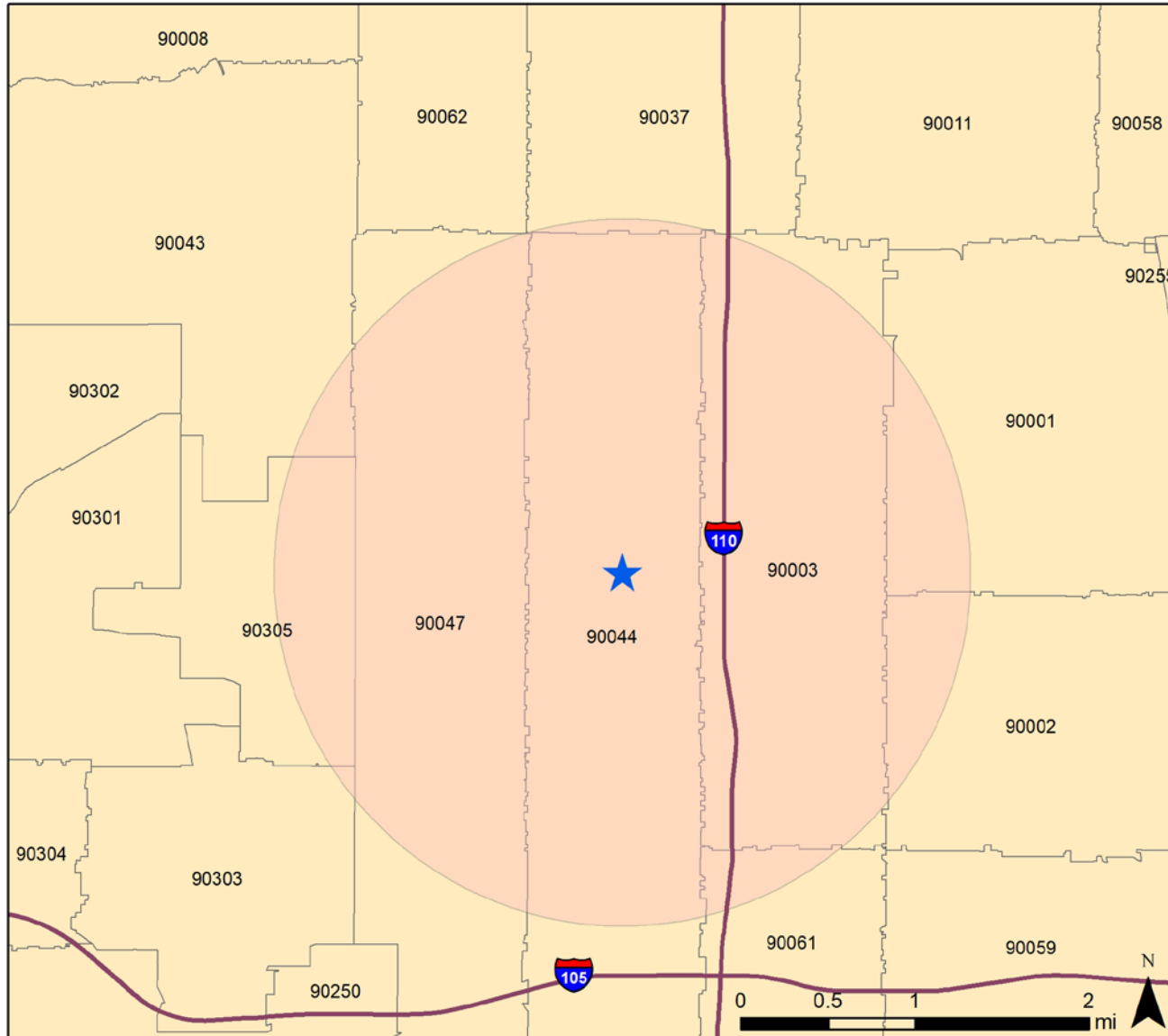










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# VERMONT-MANCHESTER SITE



## Site Overview

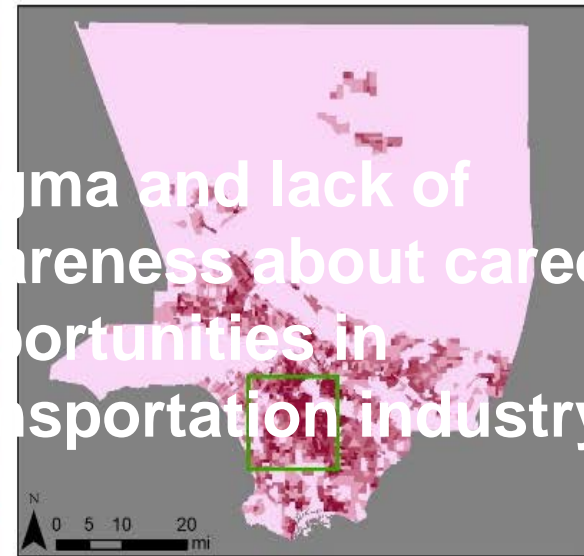
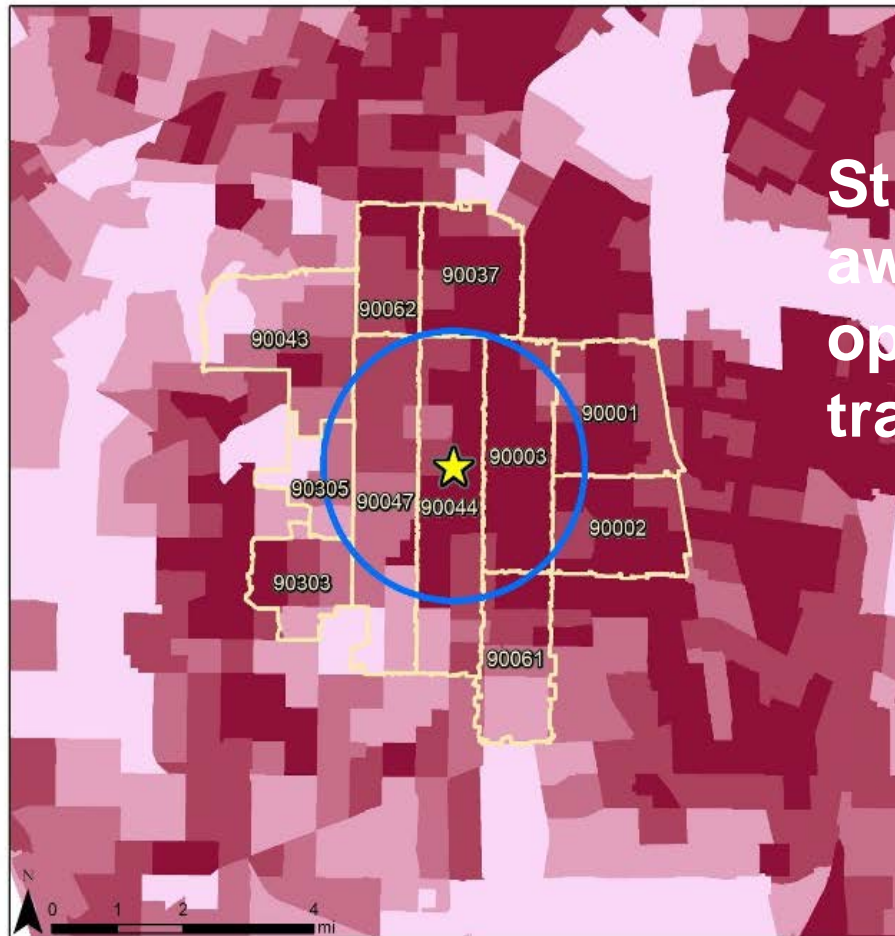
-  Proposed Site
-  Major Freeways
-  2-Mile Radius
-  LA County Zip Codes



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# COMMUNITY NEED

Population Density of School Aged Children 5-18



Stigma and lack of awareness about career opportunities in transportation industry

Population Density of School Aged Children

★ Proposed Site

□ 2-Mile Radius

□ Surrounding Zip Codes

Population Density per Square Mile  
Ages 5-18



0 - 698  
699 - 1275  
1276 - 1951  
1952 - 3281  
3282 - 21698

- Over 62,000 youth <18 live near the site
- Youth make up > 30% of the population in the area
- One of the highest youth population densities in the County



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# COMMUNITY NEED

- **430 justice-system involved youth** in the 3 zip codes immediately surrounding the proposed site
- **1,691 foster youth** in Group Homes in the 8 zip codes surrounding the site
- **3.82%** of students in area schools are Homeless and **1.94%** are foster youth, compared to County averages of 3.6% and 0.83%
- **Teen Motherhood is 2X more likely in South LA** than all other County areas
- **11% of the homeless population in South LA are youth under 18**

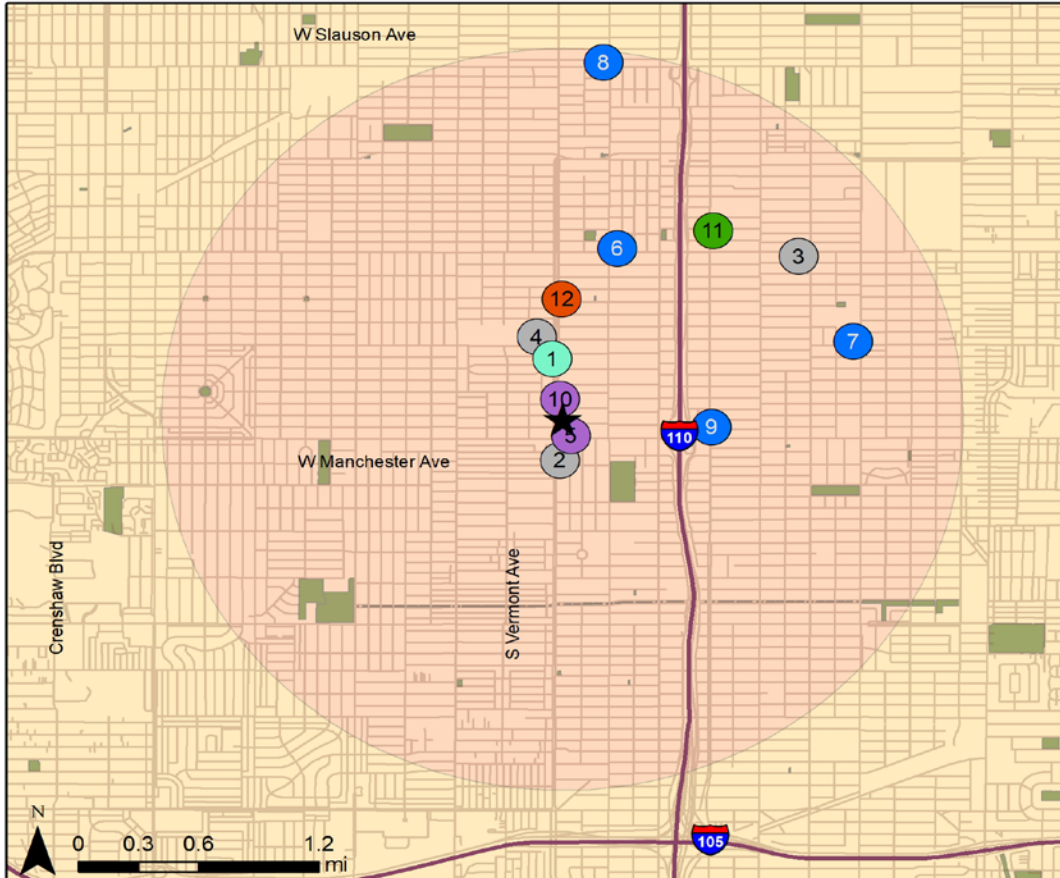




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# CAPACITY TO SERVE YOUNG OPPORTUNITY YOUTH

## Major Wraparound Service Providers Within 2 Miles of Manchester-Vermont Site



### Services Directory

1. Children's Collective, Inc. (childcare)
2. Community Build Youth & Community Center (GRYD Prevention)
3. Chapter Two, Inc. (GRYD Intervention)
4. Vermont Village (GRYD Intervention)
5. The Children's Collective (FamilySource Center)
6. UMMA Community Clinic
7. UMMA Community Clinic--Fremont Wellness Center
8. St. John's Well Child Center
9. Planned Parenthood--Dorothy Hecht Health Center
10. Los Angeles County Department of Children and Family Services (DCFS)
11. Legal Aid Foundation of Los Angeles
12. Community Centers, Inc. (Work Source Center)

### Services At Manchester-Vermont Site

- ★ Proposed Site
- Childcare Services
- Community & Youth Services
- GYRD Gang Reduction Services
- Health Services
- Legal Aid & Social Services
- Work & Employment Services
- Parks & Open Space
- 2-Mile Radius
- Major Freeways

Sources: Los Angeles County GIS Data Portal, TIGER/Lines 2014, Google Maps

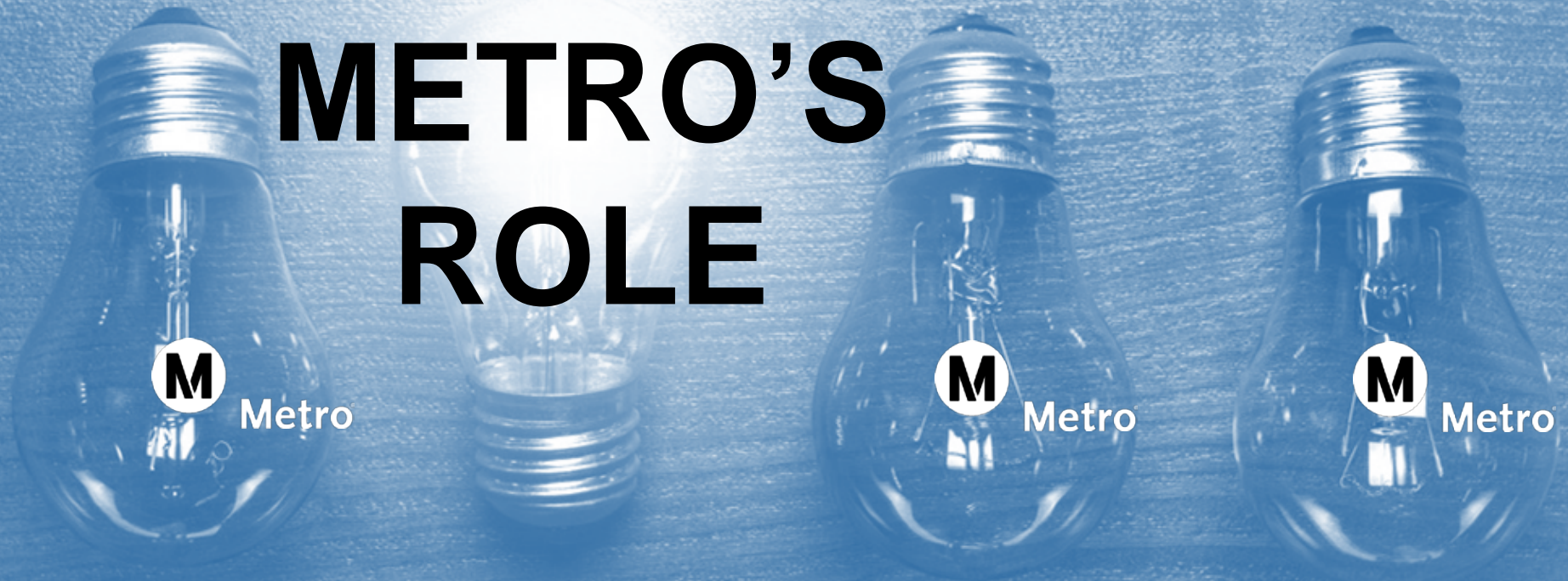


***Our joint goal is to create the workforce of tomorrow through this innovative education-industry partnership***



**Metro**

# METRO'S ROLE



Provide students with the skills needed in the workplace that cannot be taught within the core academic curriculum.

Provide hands-on learning experiences such as project support, internships, mentorship, workshops and tours.