



**Metro®**

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

**Agenda - Final**

**Thursday, July 20, 2023**

**11:00 AM**

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## **Executive Management Committee**

*Karen Bass, Chair*

*Janice Hahn, Vice Chair*

*Fernando Dutra*

*Holly Mitchell*

*Ara J. Najarian*

*Hilda Solis*

*Gloria Roberts (Interim), non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA 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 must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

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 one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

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.

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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Agendas for the Regular MTA Board meetings are prepared by the Board Clerk and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at <https://www.metro.net> or on CD's and as MP3's for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

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

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Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).



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

**Live Public Comment Instructions:**

Live public comment can be given by telephone or in-person.

The Committee Meeting begins at 11:00 AM Pacific Time on July 20, 2023; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
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***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

**Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 11:00 AM, hora del Pacifico, el 20 de Julio de 2023. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
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***Los comentarios del público se tomaran cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

**Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting. Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

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One Gateway Plaza

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Los Angeles, CA 90012



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

APPROVE Consent Calendar Item: 19.

Consent Calendar items are approved by one vote unless held by a Director for discussion and/or separate action.

**CONSENT CALENDAR****19. SUBJECT: ADVERTISING & COMMUNICATION SERVICES  
CONTRACT**[2023-0438](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 1 to Contract No.PS71009000 with Civilian, Inc. for advertising and communication services in the amount of \$1,500,000, increasing the base contract value from \$1,738,469 to a not-to-exceed amount of \$3,238,469.

**Attachments:**[Attachment A - Procurement Summary](#)[Attachment B - Contract Modification/Change Order Log](#)[Attachment C - DEOD Summary](#)[Presentation](#)**NON-CONSENT****20. SUBJECT: STATE AND FEDERAL REPORT**[2023-0432](#)**RECOMMENDATION**

RECEIVE AND FILE July 2023 State and Federal Legislative Report.

**21. SUBJECT: CITIZENS' ADVISORY COUNCIL UPDATE**[2023-0400](#)**RECOMMENDATION**

RECEIVE AND FILE Citizens' Advisory Council (CAC) Update.

**22. SUBJECT: WESTLAKE/MACARTHUR PARK STATION  
INTERVENTION STRATEGIES**[2023-0387](#)**RECOMMENDATION**

RECEIVE AND FILE the status report on the pilot intervention strategies to improve community health and safety at Westlake/MacArthur Park Station (WMP).

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**Attachments:**      [Attachment A - Board Motion 30 WLMP](#)  
[Attachment B - Vendor and Partner Outreach Strategies](#)  
[Attachment C - WLMP Intervention Timeline](#)  
[Presentation](#)

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

**23. SUBJECT:      MICROTRANSIT PILOT PROJECT EVALUATION REPORT** [2023-0376](#)

**RECOMMENDATION**

RECEIVE AND FILE the Results of the Evaluation of the MicroTransit Pilot Project.

**Attachments:**      [Attachment A - Evaluation of the Metro MicroTransit Pilot Project](#)  
[Attachment B – Peer Agency MicroTransit Operating Summary](#)  
[Attachment C - Comparison of Service Coverage and Access](#)  
[Attachment D - Evaluation Findings](#)  
[Presentation](#)

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

**24. SUBJECT:      48 BY '28 AND RECIPROCITY MOTION** [2023-0462](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Dupont-Walker, Solis, Butts, and Sandoval that the Board direct the Chief Executive Officer to provide progress updates on the following:

- A. Implementing the initiatives laid out in the May 2022 “48 by ’28 Plan” to increase small and disadvantaged business participation in Metro contracts;
- B. The recommendations included in the September 2022 Office of the Inspector General survey of small business enterprise certification programs; and
- C. Developing an annual, fiscal year-end report on the agency’s progress toward reaching the 48% target by 2028.

WE FURTHER MOVE that the Board direct the Chief Executive Officer to report back on the above directives in October 2023.

**SUBJECT:      GENERAL PUBLIC COMMENT** [2023-0421](#)

RECEIVE General Public Comment

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

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

**Adjournment**



## Board Report

**File #:** 2023-0438, **File Type:** Contract

**Agenda Number:** 19.

### EXECUTIVE MANAGEMENT COMMITTEE JULY 20, 2023

**SUBJECT: ADVERTISING & COMMUNICATION SERVICES CONTRACT**

**ACTION: APPROVE CONTRACT MODIFICATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 1 to Contract No.PS71009000 with Civilian, Inc. for advertising and communication services in the amount of \$1,500,000, increasing the base contract value from \$1,738,469 to a not-to-exceed amount of \$3,238,469.

#### **ISSUE**

Metro's marketing communications team develops and implements campaigns to grow ridership and promote agency initiatives including those related to equity and safety. A current priority is to grow ridership to pre-pandemic levels, leveraging the growth of the rail system (including the K Line and Regional Connector station openings), continued service updates and improvements, fare program initiatives including the GoPass and LIFE programs, and sports and entertainment events that are so prevalent in Los Angeles. With this opportunity comes the need for expanded media purchasing and marketing services. Metro contracts with Civilian, Inc., for these services, however, a contract modification is required to fund the work that Metro requires through May 30, 2024, the end of the base term.

#### **BACKGROUND**

In April 2021, Civilian was awarded a multi-year contract for advertising & communications services in the not-to-exceed amount of \$1,738,469 for the three-year base term, plus \$614,064 for a one-year option, for a total not-to-exceed contract value of \$2,353,073. This contract was awarded amidst the uncertainty of the Covid-19 pandemic during which the focus was on rider education about pandemic-related safety and related service changes.

Since then, the focus expanded to support Metro's ridership and safety efforts, including the K Line and Regional Connector openings, LIFE and reduced fare programs, bus operator recruitment, Go 511 campaigns and Eat Shop Play.

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Civilian currently supports Metro campaigns by developing paid media/advertising strategies, purchasing print, digital, and broadcast media/advertising, conducting CBO outreach, engaging social media influencers to amplify our social media efforts, optimizing marketing investments, and identifying new marketing communications channels to promote Metro and its priority initiatives.

One example of Civilian's effectiveness is their work on our Low-Income Fare is Easy (LIFE) program. Metro, in collaboration with Civilian-contracted CBOs, has enrolled more than 60,000 people in the LIFE program, increasing participation by 106 percent and significantly outpacing program goals two months ahead of project completion.

## **DISCUSSION**

Now that the pandemic is behind us, the Metro Marketing team has expanded its work with the priority to recover and grow ridership by focusing on youth, lapsed returning office staff, and weekend and choice riders. This strategy requires new and innovative approaches to how we target and communicate to potential riders and deliver messaging in the way our individual riders expect.

The services provided by Civilian through this contract are essential for developing and implementing our marketing communications campaigns. Civilian serves as an extension of our in-house marketing and communications team and stays current on the latest trends, technologies, and audience behaviors which allows them to assist Metro's efforts to develop effective outreach strategies quickly.

Metro is currently working with Civilian on several high-profile marketing communications campaigns including the introduction of Fare Capping, the continued growth of adoption and use of the GoPass (including summer and back to school), and Summer Ridership (#METRO2DTLA) campaigns that will inspire and entice Angelenos and visitors to Go Metro for leisure and fun - in addition to work.

Campaigns will also educate our riders about our new fare structure and safety initiatives, build support for Metro projects and increase positive sentiment about Metro.

## **FINANCIAL IMPACT**

The Marketing Department will reallocate \$1,500,000 of its FY24 Budget from several operating projects to project number 306005, Public Affairs, under cost center number 7140, Marketing, to support this Modification.

Since this is a multi-year contract, the cost center manager and the Chief Customer Experience Officer will be accountable for budgeting the cost in future years, including any option exercised.

### **Impact to Budget**

The funding sources for this action include Proposition A 35%, C 40%, C 5%, Measure R 20%, Measure M 20%. Transportation Development Act (TDA) 4%, State Transit Assistance (STA) and local grants. These funds are eligible for bus and/or rail operating expenses.

## **EQUITY PLATFORM**

Metro currently contracts with Civilian, a woman-owned, DBE, and SBE, full-service marketing communications agency specializing in raising awareness and promoting action among diverse, hard-to-reach audiences, as well as the general public.

Civilian has prioritized Metro's commitment to reaching underserved and communities of color by employing culturally relevant marketing and communication materials. Our media strategy development process focuses on intentional engagement with these diverse communities by utilizing in-language community publications, social media platforms, radio, and streaming services, as well as utilizing Metro's own channels and printed materials.

Civilian is exceeding Metro's goals by actively contributing to the Diversity & Economic Opportunity Department's (DEOD) 22% Small Business Enterprise (SBE) goal and demonstrates the real-life, tangible economic opportunity created through the involvement of small businesses.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended actions support all the following goals by ensuring our audiences are aware of our mobility options and affordable access options, as well as increasing trial and repeat ridership consideration by increasing self-efficacy and decreasing negative perceptions removing barriers to ridership. In addition, the current #METRO2DTLA campaign further enforces our regional collaboration with local partners.:

1. Provide high-quality mobility options that enable people to spend less time traveling
2. Deliver outstanding trip experiences for all users of the transportation system
3. Enhance communities and lives through mobility and access to opportunity
4. Transform LA County through regional collaboration and national leadership

### **ALTERNATIVES CONSIDERED**

The Board may request staff procure a separate advertising & communication services contract. This alternative is not recommended as it would result in a lengthy pause and gap in our marketing efforts, which would be detrimental to our ability to meet our ridership, equity, and access to mobility goals. In this case, all the services would fall to the internal Metro team, which is not adequately staffed to handle the workload nor equipped with the specialized skills to perform the depth and breadth of services. In this scenario, this internal shortfall would create delays, overburden staff, and potentially jeopardize the timing affecting approximately a dozen programs for at least six to nine months.

Without this contract modification, Metro will not be able to purchase media/advertising in key publications, on digital platforms and broadcast channels that are vital to generating awareness and driving trial and/or repeat ridership. In addition, Metro will have to reduce CBO outreach that supports our LIFE and reduced fare programs.

### **NEXT STEPS**

Upon Board approval, staff will execute Modification No. 1 to Contract No. PS71009000 with Civilian

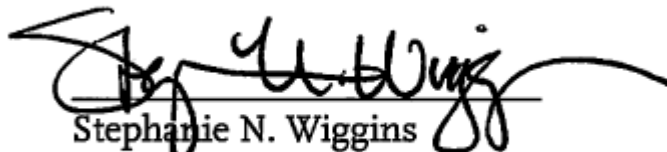
to continue to provide advertising and communication services through the base term.

## **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - Contract Modification/Change Order Log  
Attachment C - DEOD Summary

Prepared by: Glen Becerra, Executive Officer, Marketing, 213-418-3264  
Monica Bouldin, Deputy Chief, Customer Experience,  
213-922-4081  
Debra Avila, Deputy Chief Vendor/Contract Management,  
213-418-3051

Reviewed by: Jennifer Vides, Chief Customer Experience Officer, 213-922-4060



Stephanie N. Wiggins  
Chief Executive Officer

**ATTACHMENT A**

**PROCUREMENT SUMMARY  
ADVERTISING & COMMUNICATION SERVICES/PS71009000**

<b>1</b>	<b>Contract Number:</b> PS71009000			
<b>2</b>	<b>Contractor:</b> Civilian, Inc.			
<b>3</b>	<b>Mod. Work Description:</b> Increase contract price for the base term			
<b>4</b>	<b>Contract Work Description:</b> Advertising and Communication Services			
<b>5</b>	<b>The following data is current as of:</b> 6/29/2023			
<b>6</b>	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	4/22/2021	<b>Contract Award Amount:</b>	\$ 1,738,469
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modifications Approved:</b>	\$ 0
	<b>Original Complete Date:</b>	5/30/2024	<b>Pending Modifications (including this action):</b>	\$ 1,500,000
	<b>Current Est. Complete Date:</b>	5/30/2024	<b>Current Contract Value (with this action):</b>	\$ 3,238,469
<b>7</b>	<b>Contract Administrator:</b> Aielyn Dumaua		<b>Telephone Number:</b> (213) 922-7320	
<b>8</b>	<b>Project Manager:</b> Bunrort Em		<b>Telephone Number:</b> (213) 922-5246	

**A. Procurement Background**

This Board Action is to approve Modification No. 1 to Contract No. PS71009000 to continue to provide advertising and communication services.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate.

In April 2021, the Board awarded a four-year (inclusive of a one-year option) firm fixed unit rate Contract No. PS71009000 to Civilian, Inc. to provide advertising and communication services.

Refer to Attachment B – Contract Modification/Change Order Log for modifications issued to date.



**B. Price Analysis**

The recommended price has been determined to be fair and reasonable based on firm fixed unit rates that were established and evaluated as part of the competitive contract awarded in 2021.

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Recommended Amount</b>
\$1,500,000	\$1,500,000	\$1,500,000

**ATTACHMENT B****CONTRACT MODIFICATION/CHANGE ORDER LOG  
ADVERTISING & COMMUNICATION SERVICES/PS71009000**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Date</b>	<b>\$ Amount</b>
<b>1</b>	Continuation of advertising and communication services during the base term	<b>Pending</b>	<b>Pending</b>	<b>\$ 1,500,000</b>
	<b>Modification Total:</b>			<b>\$ 1,500,000</b>
	<b>Original Contract:</b>		<b>4/22/21</b>	<b>\$ 1,738,469</b>
	<b>Total:</b>			<b>\$ 3,238,469</b>

**DEOD SUMMARY****ADVERTISING & COMMUNICATION SERVICES/PS71009000****A. Small Business Participation**

Civilian, Inc., a Small Business Enterprise (SBE) Prime, made a 100% SBE commitment on this Small Business Prime (Set-Aside) contract. Based on payments, the project is 76% complete and the current participation is 99% SBE.

<b>Small Business Commitment</b>	<b>100% SBE</b>	<b>Small Business Participation</b>	<b>99% SBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Civilian, Inc.	100%	99%
	<b>Total</b>	<b>100%</b>	<b>99%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP is not applicable to this modification.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

## Examples of Multicultural Marketing Creative for Regional Connector and Fare Capping



### Regional Connector

Pedestrian Safety ROS Banner  
Display Ads for Rafu Shimpō  
and Korea Times



# Examples of Multicultural Marketing Creative for Regional Connector and Fare Capping



## Metro simplifica sus tarifas

A partir del 1 de julio de 2023, la nueva política de tarifas de Metro simplificará la forma de pagar sus tarifas de autobús y tren de Metro. Obtenga más información sobre los cambios en las tarifas y cómo funciona el límite de tarifas en [metro.net/farecapping](https://metro.net/farecapping).

### Límite de tarifas

Metro introduce el límite de tarifas, una nueva forma de pagar las tarifas de autobús y tren de Metro.

- > El límite de tarifas reemplazará a todos los pases de Metro. Con este programa, usted obtendrá los beneficios de un pase sin pagar el costo inicial.
- > Cargue valor almacenado (dinero) en una tarjeta TAP para pagar por viaje. Cuando alcanza su límite de 1 o 7 días, puede viajar gratis por el resto de ese día o período de 7 días. Nunca gaste más de \$5 en un día o \$18 en 7 días. Consulte la tabla de tarifas a la derecha para conocer los precios de tarifa reducida.
- > Estos cambios facilitarán que todos los que pagan con TAP ganen viajes gratis.

### Cambios adicionales en las tarifas

- > Una tarifa base para todos los pasajeros de tarifa reducida que reducirá la tarifa base para estudiantes K-12, universitarios o de programas vocacionales a 75¢.
- > Una tarifa base para todos los niveles de servicio, por lo que no habrá más cargos adicionales en los servicios de la J Line de Metro ni en los servicios de autobús expreso.
- > Los participantes de LIFE elegirán la opción de 20 viajes gratis (incluye 2 horas de transbordos gratis). Después de usar los 20 viajes gratis, se paga por viaje en Metro hasta que alcance su límite de 1 o 7 días.

### Otros beneficios clave

- > Los pasajeros seguirán recibiendo 2 horas de transbordos de una ida gratis en Metro con cada viaje pagado con TAP.
- > La tarifa base para pasajeros mayores/personas con discapacidades se mantiene en 75¢ en horas pico y 35¢ fuera de horas pico.

## Preguntas frecuentes

### ¿Cuáles son los beneficios del límite de tarifas?

- > Usted pagará la tarifa más baja y obtendrá viajes gratis.
- > No pagará el costo inicial del pase, ¡solo pagará por viaje!
- > Los pasajeros frecuentes tendrán más beneficios. Mientras más viaje, más ahorrará.

### ¿Quién es elegible?

Cualquier pasajero de Metro con una tarjeta TAP puede participar. Las tarjetas TAP no tienen que registrarse. Si usa efectivo para pagar sus tarifas, cambie a una tarjeta TAP y empiece a obtener viajes gratis.

### ¿Necesito comprar una nueva tarjeta TAP para obtener los beneficios de la limitación de tarifas?

Su tarjeta TAP actual funciona perfectamente.

### ¿Dónde puedo comprar y recargar una tarjeta TAP?

- > En los autobuses de Metro, pídale al operador que cargue valor almacenado a su tarjeta TAP.
- > En línea en [taptogo.net](https://taptogo.net).
- > En la aplicación de TAP, disponible en App Store y en Google Play.
- > Por teléfono al 866.827.8646.
- > En cualquiera de las casi 1,900 ubicaciones de proveedores de TAP.
- > En los centros de atención al cliente de Metro.
- > En las máquinas expendedoras de TAP ubicadas en todas las estaciones de tren de Metro y estaciones de J Line y G Line.

### ¿Cómo sabré cuando haya alcanzado mi límite de 1 día o 7 días?

Cuando pase su tarjeta en la terminal de pago de los autobuses o en el lector de TAP de las estaciones de tren, la pantalla le mostrará cuánto valor almacenado (o efectivo) se deduce o si el viaje es gratis. Podrá encontrar información más detallada, incluido el estado de su limitación de tarifas, en las máquinas vendedoras de TAP, la app de TAP, [taptogo.net](https://taptogo.net) o llamando al número de atención al cliente de TAP al 866.827.8646.

## Cambios de tarifas a partir del 1 de julio de 2023

Categoría de pasajero y producto de tarifa	Tarifas actuales	Tarifas a partir del 1 de julio
<b>Tarifa regular</b>		
Tarifa base	\$1.75	\$1.75
Recargo	75¢	GRATIS
Pase diario o límite diario	\$7	\$5
Pase de 7 días o límite semanal	\$25	\$18
Pase de 30 días	\$100	No disponible
Pase de 30 días + Zona 1	\$122	No disponible
<b>Personas mayores y personas con discapacidades</b>		
Tarifa base	75¢ / 35¢	75¢ / 35¢
Recargo	60¢	GRATIS
Pase diario o límite diario	\$2.50	\$2.50
Pase de 7 días o límite semanal	No disponible	\$5
Pase de 30 días	\$20	No disponible
<b>Estudiantes de K-12, universitarios o de programas vocacionales</b>		
Tarifa base para estudiantes de K-12	\$1	75¢
Recargo	60¢	GRATIS
Tarifa base para estudiantes universitarios y de programas vocacionales	\$1.75	75¢
Recargo	60¢	GRATIS
Pase diario o límite diario	No disponible	\$2.50
Pase de 7 días o límite semanal	No disponible	\$6
Pase de 30 días para estudiantes de K-12	\$24	No disponible
Pase de 30 días para estudiantes universitarios o de programas vocacionales	\$43	No disponible
<b>LIFE</b>		
	20 viajes gratis	20 viajes gratis

### ¿Cuáles programas no se verán afectados por la limitación de tarifas?

GoPass, B-TAP (Pase para Pequeñas Empresas [Small Employer Pass, SEP]), U-Pass/ITAP, Pase para empleados (E-Pass), Access Services, Pase de

EZ transit, Juventud en movimiento (Youth on the Move, YOTM), Pase de jurado (Jury Pass), Metro Micro, Metro Bike Share, "Metro 4-ride" para servicios sociales y personas sin hogar, Programa de reducción del condado.

## Fare Capping Take-One



## Board Report

**File #:** 2023-0400, **File Type:** Informational Report

**Agenda Number:** 21.

### EXECUTIVE MANAGEMENT COMMITTEE JULY 20, 2023

**SUBJECT: CITIZENS' ADVISORY COUNCIL UPDATE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Citizens' Advisory Council (CAC) Update.

#### **ISSUE**

The Metro Board expressed interest in receiving regular updates from the Citizens' Advisory Council (CAC). This receive and file report serves as an update on CAC activities for FY23.

#### **BACKGROUND**

On May 19, 1992, the governor signed AB 152 (Katz) into law. This act merged the Los Angeles County Transportation Commission and the Southern California Rapid Transit District to create the Los Angeles County Metropolitan Transportation Authority (Metro).

As part of AB 152, Metro was to "appoint no later than July 1, 1977, a citizens' advisory committee, which membership shall reflect a broad spectrum of interests and all geographic areas of the county. Members of the staff of the commission, as determined by the commission, shall be available to aid the citizens' advisory committee in its work."

Per the bylaws adopted by the CAC, the group is to consult, obtain, and collect public input on matters of interest and concern to the community and will communicate the CAC's recommendations with respect to such issues to Metro. Issues may also be assigned to the CAC by Metro for its review, comment, and recommendation.

The CAC meets in General Assembly once per month on the Wednesday evening prior to the Metro Board of Directors Meeting. The CAC's elected officers meet as an Executive Committee the first Friday of each month to lead the overall coordination, administration, and future planning for the Council. The Council and its subcommittees are subject to Brown Act policies and regulations.

In recent years, the CAC Membership has preferred to refer to themselves as the "Community" Advisory Council (instead of their usage of the word, "Citizens") because several of the CAC Members expressing concerns about the Council's day-to-day usage of the word, "Citizens." A few of

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the Council Members felt the Council's formal title with the word, "Citizens" was exclusionary to many people in the larger community and exclusionary to many of the Metro Riders. The Council determined that for their daily reference, they preferred being referenced as the "Community Advisory Council" in their efforts to set a tone of greater inclusivity. The official legal name of the Council as "Citizens' Advisory Council" remains in the State code and in their bylaw's guidance.

The CAC is currently comprised of a total of 22 active/voting Members. CAC Members are directly appointed by Metro Board Directors and serve at the pleasure of their appointing Director.

## **DISCUSSION**

During the past fiscal year (FY23), the CAC General Assembly Convened twelve times to discuss timely matters related to Metro business directly with Senior Leadership and key agency staff working on critical programs, projects, operations, and agency initiatives. The Executive Committee convened eight times to lead the overall coordination, future planning/visioning, securing of CAC appointments/re-appointments, and overall administration of the Council.

The CAC drafted a letter that outlined the Members' specific concerns and proposals to reduce negative impacts to riders regarding Metro's originally proposed fare changes. CAC Chair Hank Fung and the Council shared their Draft Letter of Opinion with staff working on the initiative as well as with the CEO to further broaden awareness for how the CAC viewed the initial proposal. Chair Fung is pleased to witness some of the CAC's key areas of concern expressed in their letter as largely resolved by Metro.

The Council has also been a consistent voice of concern regarding public safety matters on Metro, providing direct feedback to agency staff regarding end-of-line and homeless concerns, as well as hearing timely updates on the Metro Ambassador Program. The CAC has met with Metro Senior Leadership from each of these units to hear their latest updates, ask key questions, share their concerns, keen observations and provide input.

The Council also recently heard updates from Metro's Office of Management and Budget twice during FY23 as staff worked to promote their new online budgeting tool and work towards developing their FY24 budget. The Council asked key questions and provided their input with staff working on these matters.

## **EQUITY PLATFORM**

CAC Members represent diverse ethnic and socio-economic backgrounds, diverse viewpoints, varied perspectives, and priorities. Collectively, the Members highlight the demographics and realities facing our Metro riders and customers from across the County. Over recent years, the CAC has increasingly become more diverse in terms of race/ethnicity and gender and is comprised of a number of Members that utilize Metro services, Metro- funded services (such as Access Services, local municipal operators' services), and/or regularly ride our transit system . Additionally, some of the

CAC Members are differently-abled. However, since approximately half of LA County residents and Metro riders are women, the Council could continue to promote and recommend an increase in female representation on this Council to further increase greater equity of representation. At present, there are 6 women out of 22 total Members serving on the CAC, with two of the women appointed to the CAC in recent weeks.

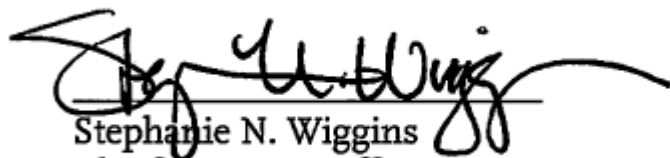
### **NEXT STEPS**

Metro staff will continue to support the CAC and keep the Metro Board apprised of their activities with a quarterly update.

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Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060



Stephanie N. Wiggins  
Chief Executive Officer





## ***Community Advisory Council (CAC) Update***

***Executive Management Committee***

***July 20, 2023***

# CAC Background

- State-mandated advisory council to L.A. Metro, per AB 152 (Katz) signed into law in May 1992
- Per bylaws adopted by the CAC:
  - Each voting Metro Board Director may appoint up to four CAC Members
  - They are to consult, obtain, and collect public input on matters of interest and concern to the community and will communicate the CAC's recommendations with respect to such issues to Metro
- Metro may also assign issues to the CAC for its review, comment, and recommendation
- 22 CAC Members currently





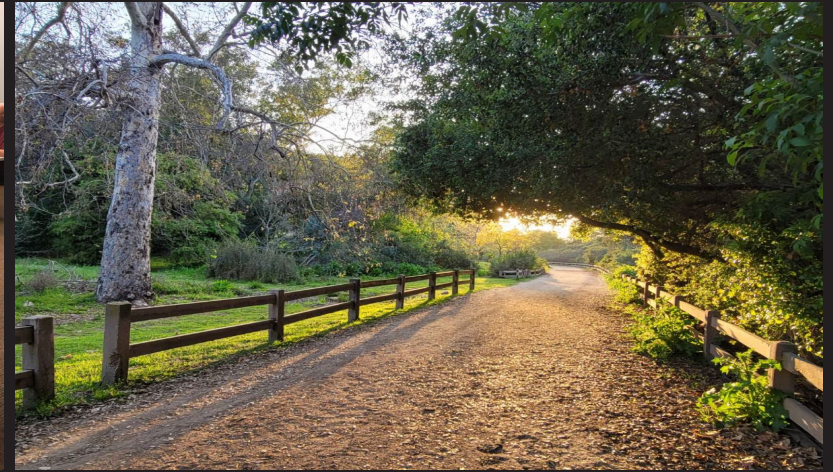
# CAC Highlights & Activities During FY23

- Officers include **Chair, Vice Chair, Chair Emeritus, Secretary** and are elected annually to lead the Council
- This last year CAC has:
  - Been a consistent voice of concern regarding public safety matters, sanitation, and operations of the Metro system;
  - Provided direct feedback to agency staff regarding end-of-line and homeless concerns;
  - Requested timely updates on the Metro Ambassador Program



# Next Steps

- CAC is working to refine their FY24 Work Plan
- They are eager to:
  - Incorporate Metro Board Chair's and CEO's priorities
  - Add value and provide meaningful and timely advice to Metro
- Metro staff will continue to:
  - Support the CAC
  - Keep the Board apprised of their activities, as desired by the Metro Board



**Metro**





**Thank You!**

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## Board Report

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**File #:** 2023-0387, **File Type:** Motion / Motion Response**Agenda Number:** 22.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OPERATIONS, SAFETY & CUSTOMER EXPERIENCE COMMITTEE  
JULY 20, 2023****SUBJECT: WESTLAKE/MACARTHUR PARK STATION INTERVENTION STRATEGIES****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE the status report on the pilot intervention strategies to improve community health and safety at Westlake/MacArthur Park Station (WMP).

**ISSUE**

The WMP is one of the highest utilized stations in the Metro system, with more than 20,000 boardings per day. The station has disproportionately experienced the pandemic side effects of increased opioid usage, homelessness, and mental health issues. Consequently, the WMP station has suffered from high crime, high code of conduct violations, and cleanliness issues.

As a result, staff developed pilot intervention strategies with the purpose of restoring safety and improving customer experience for our riders, employees, and the surrounding community. This report provides an update on the status of the strategies and a response to Motion 30 (Attachment A) by Directors Solis, Dupont-Walker, Mitchell, Hahn, and Horvath, approved at the February 2023 Board meeting.

**BACKGROUND**

WMP is located just west of Downtown LA in the Westlake District on Alvarado St between Wilshire Bl and 7<sup>th</sup> St. It is located across the street from MacArthur Park. WMP is located in one of the densest neighborhoods in the United States and is served by frequent Metro Rail and Bus service, with nearby buses operating 24 hours per day. There are typically over 22,000 daily boardings and alightings within the station footprint. The vending program on the plaza level, which officially ended in 2020, continues to operate in an informal/unregulated setting. Previous rider surveys indicate that 94% of Metro riders along the Alvarado St corridor do not own or have access to a car, indicating that they rely on Metro service for their access to work, school, medical, and all-purpose trips. This station resides within an Equity Focused Community.

In 2022, Metro released the results of its Customer Experience Survey, revealing that female rail ridership declined to 44%, with nearly 1 in 2 women citing crime, harassment, and safety as top

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concerns on Metro. These results were consistent with previous agency findings in the How Women Travel report.

MacArthur Park has a history of drug activity that predates the opening of this Metro station in 1993 and has impacted the station. Within a 2-month period in the summer of 2022 at WMP Station, there were 57 calls for service to the Los Angeles Police Department (LAPD), or nearly one law enforcement call each day. In December 2022, there were 26 reported medical emergencies at WMP, the majority of them alleged drug overdoses. In the entire calendar year 2022, there were six fatalities and one shooting at WMP, nearly all related to suspected drug activity. In December 2022, there were nearly 75,000 emergency swing gate activations reported at the faregates, or nearly once every two minutes.

Metro also experiences significant maintenance and cleanliness challenges due to the misuse of this station. Our maintenance crews would also have to deal with a significant amount of trash and drug paraphernalia in all public areas of the station. Metro maintenance crews who respond to the station for repairs have encountered multiple instances of work trucks burglarized when they return.

There is also persistent trespassing in emergency exit corridors which serve as ancillary areas for Metro frontline personnel who maintain critical station equipment in these non-public corridors. Trespassers in these ancillary areas pose significant safety issues for Metro personnel. During recent inspections of these corridors, a number of individuals have been identified, many of whom have previous warrants. These individuals also leave behind a significant amount of trash, drug paraphernalia, and biohazard waste. Frontline staff is exposed to conditions such as fentanyl and methamphetamine residue, bio-contaminants, airborne particles, and hypodermic needles. As these non-public corridors lack routine airflow, these corridors have odors that are unhealthy without personal protective equipment (PPE), such as Tyvek full body suits, air-purifying respirators, and medical clearance specialized training. Corridor cleanups required security or law enforcement escorts.

Observations from Metro personnel and CCTV cameras revealed persistent loitering under tampered electrical maintenance receptacles, physical fighting, individuals wielding weapons, harassment and intimidation of transit riders waiting for their next train or bus, sexual activity, and erratic antisocial behavior, which may be from individuals under the influence of drugs. System Security and Law Enforcement (SSLE) has confirmed the majority of drug issues at WMP are related to heroin, methamphetamine, cocaine, fentanyl, and other opiates.

In response to the worsening public health crisis surrounding MacArthur Park resulting in substantially deteriorated conditions at the WMP Station, Metro Operations convened a multi-departmental taskforce in January 2023, including System Safety & Law Enforcement (SSLE), Countywide Planning & Development (CP&D), Office of the Chief of Staff, Customer Experience (CX) and Program Management to quickly reimagine how the WMP Station could better serve Metro riders and the community by improving public safety and service reliability through pilot interventions.

In January 2023, Metro initiated a comprehensive intervention pilot program to deter illicit activity and restore appropriate uses of the station. At the February board meeting, the Board approved Motion

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30 by Directors Solis, Dupont-Walker, Mitchell, Hahn, and Horvath, directing a report back on a plan for implementing care centered strategies to improve community safety and health and develop recommendations for implementing these strategies at other high priority stations and stops.

## **DISCUSSION**

Since the pilot interventions have been implemented, the data reveals that the interventions, combined with a blended, human centered approach, have resulted in substantial improvements to public safety, cleanliness, transit access, and overall customer experience for Metro customers, front-line employees, and the surrounding community. The improvements include:

- New, brighter lights at platform ends, closure of secondary entrance and passageway, increased fresh air circulation and playing of music through station speakers were implemented to improve visibility, reduce hiding areas for illicit activity and keep people moving through the station between train arrivals. As a result, data has shown:
  - 90%-95% reduction in loitering / non-transportation uses within the station
  - 83% reduction in elevator out of service duration
  - 55% reduction in graffiti / vandalism / special clean-up incidents
  - 42% reduction in medical emergencies, which include alleged overdoses
- Revised station entry/exit plan to consolidate entrances through a single faregate array to improve fare compliance and access control in paid areas of the station (including train platforms), blended with a human centered approach of TAP Blue Shirts, Metro Ambassadors, and LIFE (Low Income Fare Is Easy) signup team. As a result, data has shown:
  - Valid faregate entries have more than doubled to +101% increase
  - 31% decrease in emergency swing gate misuse
  - Transit Watch app submissions have dropped to zero
  - Customer complaints remain low, with only two incidents logged
  - Stairwells and escalators are consistently clearer from willful blocking through improved access control and strategically placed security, providing safer and cleaner access to the train platform from the faregates
- Human-centered approach that reimagines traditional policing strategies by layering Metro Ambassadors, Homeless Outreach, reduced fare initiatives, community based policing, security and law enforcement partners as part of an overall blended approach to address the larger, complex societal challenges impacting the station. As a result, data has shown:
  - Thirty-two (32) people experiencing homelessness have received medical care or harm reduction treatment from the on-site Mobile Health and Harm Reduction Clinic through our partnership with the LA County Department of Health Services
  - Homeless outreach teams have had 132 engagements and 15 enrollments into supportive service through our long-time partner PATH (People Assisting The Homeless)
  - LIFE program achieved a record 1,307 signups, representing several daily enrollment records for pop-up events at a Metro station
  - Metro Ambassadors have administered Narcan six (6) times at WLMP, representing



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40% of systemwide Ambassador Narcan deployments since April 2023

A detailed list of improvements is provided in Attachment C - WLMP Intervention Timeline.

**A. Summary of social climate insights and feedback themes from a review of past surveys, community meetings/workshops, focus groups, and/or socioeconomic data**

Staff has been committed to engaging people with lived experiences, meeting people where they are, conducting bilingual, in-person survey results for hundreds of station users, which has revealed significant support for these interventions from marginalized riders, as well as a desire to see more of these elements implemented at other stations. Each survey result included demographic results, which closely reflected the actual demographics of this EFC. Six in 10 survey respondents resided within the same zip code as WMP, which is identified as an EFC, and 98% of respondents identified as BIPOC. Therefore, this project remains committed to centering marginalized community feedback to ensure marginalized voices are heard and equitable outcomes are reached.

Metro has conducted outreach and community input in different instances over the past several years. In February 2023, outreach staff collected responses from area riders during the Alvarado St Bus Priority Lane project, adjacent to WMP. Out of the 211 surveys collected, 83% of participants used the corridor for work or school purposes, and 94% stated that they use transit on this corridor at least 3-4 times a week. This is also largely consistent with previous results from an onboard survey conducted in 2019, as well as several recent rider intercept surveys asking riders about the recent interventions, which are detailed further in this report.

Additionally, Metro has been working on future Joint Development plans at WMP. This included outreach efforts with site visits and community interviews with organizations that specialized in economic development activities and gang prevention. The input from community organizations and vendors has been vital to the conceptualization of a Restructured Plaza Vending Program that will complement the physical plaza enhancements taking place at the station and provide community and peer surveillance that improves safety and activates the plaza. One key finding in recent vendor surveys has been a desire for additional surveillance to help make both vendors and their customers feel safer, thus increasing business opportunities for the micro-entrepreneurs at WLMP. A summary of the vendor and partner outreach strategies is provided in Attachment B.

**B. Conducting language-inclusive station customer experience (CX) research involving transit riders, frontline workers, and community members to identify their priorities and preferences for transit station and stop amenities and uses**

In addition to the comprehensive community outreach and survey efforts of vendors outlined above, staff developed in-person passenger intercept and online surveys to ask WMP riders whether Metro's initial pilot improvements have changed their overall experience. These efforts were inclusively developed in both English and Spanish through multilingual survey takers, with 2 in 3 surveys completed by Spanish speaking riders. Overall, respondents shared similar feedback across English and Spanish speaking riders, with the exception of several results noted below. Further, 6 in 10 riders indicated their home address is within the WMP zip code, with the remaining majority in nearby zip codes. Therefore, these survey results strongly reflect Metro riders who live within and reflect the

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demographics of the WMP community. Nearly 500 respondents completed the initial survey conducted between late-April and early-May 2023, and results were weighted by race/ethnicity and income to reflect the demographics of this station.

- 95% supported (or did not oppose) the new, brighter lighting throughout the station area
- 93% supported (or did not oppose) the increased fresh air ventilation inside the station
- 87% supported (or did not oppose) the new Metro Transit Ambassadors staffing, which was recently restored to this station following a sustained improvement in public safety
- 81% supported (or did not oppose) the playing of music through station speakers; this intervention has even higher support at 87% for Spanish speaking riders
- 77% supported (or did not oppose) the increased police and security staffing
- 77% supported (or did not oppose) the closure of the secondary station entrance; this figure has even higher support at 89% for Spanish speaking riders.
- Overall, the playing of music through station speakers and restoring Transit Ambassadors at this station had the highest percentage of riders stating this improvement “made the experience at the station much better.”

In mid-May 2023, staff implemented a new faregate pilot intervention to consolidate station entry/exit points at the four faregate arrays to improve fare compliance, improve passenger flow, and maximize effectiveness of uniformed staffing. Because this intervention was not available to station users during the initial survey period, staff conducted a follow-up, multilingual passenger intercept survey in late-May 2023 to ask WMP riders whether the new station entry plan improved safety and cleanliness. Nearly 100 responses were collected in both English and Spanish with the following results, generally consistent across both English and Spanish speaking riders:

- 98% identified as Black, Indigenous, People of Color (BIPOC), including 8 in 10 riders who identified as Hispanic/Latino
- 97% stated their household’s total earnings were less than \$50,000
- 95% stated the new station entrance/exit system increased their public safety while waiting for the train on the platform
- 94% stated the new station entrance/exit system makes the station feel cleaner
- 94% stated the new station entrance/exit system makes more people pay their fare
- 93% stated the new station entrance/exit system makes them feel safer; this figure has even higher support at 96% for Spanish speaking riders
- Many station users stated additional police and security, especially during late evenings, would make them feel safer at this station

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In addition to passenger surveys, vendor surveys, and community outreach, Metro is also evaluating these interventions with its frontline personnel and has received similarly strong support from these employees that the pilot program are improving worker safety and allowing them to do their jobs more effectively.

This spring, in order to better understand the experiences of micro-entrepreneurs currently operating informally on the station plaza, Metro conducted in-person surveys. There were 13 onsite vendors offering a variety of goods who were interviewed. Below is a highlight of some of the findings from the survey:

- 62% have operated on the plaza 5 or more years
- 77% work on the plaza 7 days a week
- 69% work 7-9 hours per day
- 100% indicated that they feel safer with the station improvements that have occurred
- During these in-person interviews, many vendors commented that the additional surveillance helps vendors and consumers feel safe.

**C. Identify and compare different pilot model options to bring care-centered strategies to this station by total cost, timeline, partnerships needed, community benefit**

Given the longstanding drug activity and associated impacts around MacArthur Park that has predated the existence of Metro Rail, past history indicates that traditional policing strategies have not effectively resolved the complex challenges in this community. Therefore, Metro has committed to a blended, human-centered approach that layers additional staffing elements to augment security and law enforcement partners to more acutely address these issues while allowing police to focus on criminal activity. While the initial pilot interventions have clearly demonstrated improvements to public safety and customer experience for Metro riders and frontline employees, Metro is also partnering with key stakeholders to bring care-centered strategies to:

- People experiencing homelessness
- People experiencing drug addiction
- People experiencing mental health crises
- Low-income individuals who require mobility for access to opportunities

In April 2023, Metro's Homeless Outreach team partnered with the LA County Department of Health Services (DHS) to regularly host the Mobile Health and Harm Reduction Clinic on-site at WMP, which provides comprehensive medical care at no charge for people experiencing homelessness. Medical care stretches from routine check-ups to specialized outpatient care, including women's health and harm reduction tools. This mobile health clinic is typically scheduled by DHS every other Thursday at WLMP.

The Homeless Outreach team has also PATH to conduct multiple visits each day to WMP in offering services to people experiencing homelessness. These multidisciplinary outreach teams (MDTs) are now in new purple Metro outreach vests in collaboration with DHS. Purple, a color commonly associated with Homelessness Awareness, was chosen to symbolize our commitment to supporting those in need.

Metro's contracted law enforcement partners also support ongoing efforts to assist people in mental health crisis within the Metro system. This includes the Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) Team, which includes officers with specialized Mental Health Intervention Training (MHIT) and a Mental Evaluation Unit (MEU), as well as Los Angeles County Sheriff's Department (LASD) Mental Evaluation Team (MET) which provides crisis assessment, intervention, and targeted case management to diffuse potentially violent situations and link individuals to appropriate resources.

While the revised station entry/exit program to improve access control and appropriate use of fare collection equipment has significantly improved fare compliance, the intended goal was to equitably improve fare compliance, as many riders, including low-income riders, have asked Metro to do a better job at ensuring everyone pays their fair share. As a result, Metro created a LIFE pop-up event to coincide with the revised station entry/exit plan for over one month to meet riders where they are and provide qualified individuals enrollment in this reduced fare program. This effort has provided substantial benefits to the community, with 1,307 onsite enrollments, including two of the busiest enrollment days in LIFE program history.

#### **D. Develop recommendations for implementing identified strategies at existing and future Metro transit stations and stops, including potential funding sources**

Based on the compelling data results and strong support from WLMP riders and frontline personnel, staff are developing recommendations for expanding effective improvement elements to other stations, including 7th Street/Metro Center and Pershing Square, with the understanding that there is not a one-size-fits-all solution for the entire system, as each station is uniquely designed, and community needs are not always identical. Staff will be considering a range of criteria for future station deployment, including ridership, public safety data, cleanliness and functionality data, homeless outreach data, frontline employee feedback and stakeholder input. Staff will be returning to the Metro Board with a proposed project cost, scope and funding sources in Fall 2023.

In addition to considering deployment of WMP Station pilot interventions at other locations as needed, Metro continues to explore site-specific station activation programs with communities, including the Willowbrook/Rosa Parks Station Small Scale Retail Pilot Program. After two roundtable community meetings, 5 focus groups, and over 200 intercept surveys, Metro will enter into a rent agreement with a local nonprofit organization to operate the Bike Hub, implement mobility program models and provide healthier food options by hosting local small businesses using ancillary spaces and the plaza with a farmer's market and monthly community events.

The improvements at WMP highlight our commitment to actively listening to our customers and implementing meaningful changes to enhance their experience within our transit system based upon the multilayered public safety ecosystem approach. We remain dedicated to continuously improving our services and addressing the evolving needs of our valued ridership.

## **EQUITY PLATFORM**

The goal this work is to provide public safety and reliability improvements to Metro riders in and around WMP, in which 9 in 10 transit riders are BIPOC, 94% do not own a car and therefore rely on Metro service, and nearly 6 in 10 are below the poverty line. Further, WLMP is serviced by Metro lines that travel to and through Metro's Equity Focus Communities (EFCs). Staff is building upon community input received during previous projects involving the community and key stakeholders, such as the Joint Development project outreach and street vendor market pilot in 2017 and the adjacent Alvarado St Bus Priority Lanes completed in 2022.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The above recommendations support the following strategic plan goals:

Goal #2: Deliver outstanding trip experiences for all users of the transportation system. These initiatives help to move more people within the same street capacity, where currently transit users suffer service delays and reliability issues because of single occupant drivers.

Goal #3: Enhance communities and lives through mobility and access to opportunity. With faster transit service and improved reliability, residents have increased access to education and employment, with greater confidence that they will reach their destination on time.

Goal #4: Transform Los Angeles County through regional collaboration and national leadership to address the larger societal challenges that are acutely impacting the Metro system.

## **NEXT STEPS**

In addition to these current resources, Metro is also working with Los Angeles County Supervisorial District 1 and Los Angeles City Council District 1 to bring new, uplifting programming activations to the WMP station plaza. Under development is a community pop-up event that would potentially include food, art, music, information on hiring and vocational opportunities, legal and documentation assistance, and other elements supportive of the needs of the community, tentatively planned for this summer.

The results of the proposed community pop-up event will help inform details on longer-term costs, timeline, partnerships and community benefit to report in the future, with the understanding that Metro alone does not have these capabilities or responsibilities internally and relies on key partners to support solutions that address larger societal challenges.

In Fall 2023, Metro is planning to implement an innovative public restroom pilot which seeks to address concerns from traditional public restrooms that are commonly misused with illicit activity, vandal damage, and are often unsafe for public use. This restroom pilot would supplement the existing network of transit adjacent public restrooms overseen by the City of Los Angeles and currently available at MacArthur Park, Pershing Square, Vermont/Santa Monica, North Hollywood

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and Van Nuys stations. This pilot intends to provide a safe, hygienic, cost effective, and reliable amenity for Metro riders and the community, incorporating design elements that encourage user accountability, and deter illicit activity which results in unusable conditions for others.

The WMP Agency Taskforce will continue to build on the momentum of this program by developing longer-term recommendations for this station and identifying elements that could be implemented at other stations should the need arise. As much of the illicit activity within the Metro system is reflective of larger societal challenges, Metro must continue to rely on key partners and support so that the agency can focus on operating a safe and reliable transit system. Staff plans to provide another update in Fall 2023.

## **ATTACHMENTS**

Attachment A - Board Motion 30 WLMP

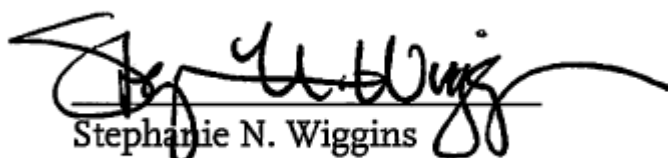
Attachment B - Vendor and Partner Outreach Strategies

Attachment C - WLMP Intervention Timeline

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Stephanie N. Wiggins  
Chief Executive Officer

**Board Report**

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**File #:** 2023-0127, **File Type:** Motion / Motion Response**Agenda Number:** 30.

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**REGULAR BOARD MEETING  
FEBRUARY 23, 2023****Motion by:****DIRECTORS SOLIS, DUPONT-WALKER, MITCHELL, HAHN, AND HORVATH****Improving Community Health and Safety at Westlake/MacArthur Park Station**

Metro's Westlake/MacArthur Park Station sits in the densest neighborhood in Los Angeles County. Since first opening in 1993, the Westlake/MacArthur Park Station has remained one of the most activated and highly used stations in Metro's system and as a gathering place at the center of a culturally diverse and entrepreneurial community. Each day, tens of thousands of people move in and out of this regionally significant station served by all-day, frequent Metro Rail and Bus service to reach their bus or train, nearby businesses, and the surrounding public commons.

Despite these transit-supportive neighborhood characteristics, increasing instances of interpersonal harm and property damage at Westlake/MacArthur Park Station are impacting Metro's ability to provide an attractive customer experience for transit riders and supportive working conditions for frontline employees who maintain this station. Recognizing that these challenges are manifestations of structural inequities, Metro must engage additional partners to go beyond the pilot design interventions identified in staff's February 2022 report (File #: 2023-0079). Metro should take a holistic, equity-focused, and human-centered approach to improve customer experience and community health and safety at this station.

As such, Westlake/MacArthur Park Station is the most suitable location for Metro to pilot design and programming strategies that allow Metro to maintain well-designed, human-centered environments that meet transit rider needs. Metro should build on its initial planning to pilot care-centered strategies for Westlake/MacArthur Park Station and bus stops that improve the community's sense of safety, well-being, and belonging, including but not limited to bathrooms, shade structures, on-site health and crisis support services, cultural programming, greening, public art, and local entrepreneurial activity. Metro can draw from lessons learned from previous activation efforts at this station and other station pop-up events, like the September 2022 Compton A (Blue) Line Station in partnership with the Alliance for Community Transit for Los Angeles (ACT-LA).

In line with the Board approved Metro Equity Platform and Strategic Plan, Metro should build on its ongoing Westlake/MacArthur Park station community outreach and engagement efforts, like Metro's Joint Development Centro Westlake Project Advisory Task Force, to develop an implementation plan that enhances customer experience and improves community health and safety.

**SUBJECT: IMPROVING COMMUNITY HEALTH AND SAFETY AT WESTLAKE/MACARTHUR PARK STATION MOTION**

**RECOMMENDATION**

APPROVE Motion by Directors Solis, Dupont-Walker, Mitchell, Hahn, and Horvath that the Board direct the Chief Executive Officer or her designee to provide a report back in June 2023 that includes a plan for implementing care-centered strategies to improve community safety and health at the Westlake/MacArthur Plaza Station and nearby transit stops. The report should consider the following:

- A. Summarizing social climate insights and feedback themes from a review of past surveys, community meetings/workshops, focus groups, and/or socioeconomic data;
- B. Conducting language-inclusive station customer experience (CX) research involving transit riders, frontline workers, and community members to identify their priorities and preferences for transit station and stop amenities and uses;
- C. Identifying and comparing different pilot model options to bring care-centered strategies to this station by total cost, timeline, partnerships needed, and community benefit; and
- D. Developing recommendations for implementing identified strategies at existing and future Metro transit stations and stops, including potential funding sources.



## ATTACHMENT B – VENDOR AND PARTNER OUTREACH STRATEGIES

Since February 2021, Metro has been working with the Walter J Company to develop a mixed-use project at WLMP Station through its Joint Development program. Project outreach is focused on creating an open line of communication with community stakeholders. Since the project's inception, the communities' sentiment regarding micro-entrepreneurism has remained consistent and is being addressed by the provision of space dedicated to vendors as part of the proposed development.

To reimagine the plaza vending program with a care first approach and the community economic development opportunities that the WLMP station plaza can provide, Metro initiated outreach efforts with site visits and community interviews with organizations that specialized in economic development activities and gang prevention, including the California Reinvestment Coalition, Central City Neighborhood Partners, Community Power Collective, Gang Reduction and Youth Development (GRYD) Program, Healing Urban Barrios, Homies Unidos, Inclusive Action for the City, Pacific Asian Consortium in Employment (PACE), Public Counsel, and Union Popular de Vendedores Ambulantes (Union or UPVA).

This spring, in order to better understand the experiences of microentrepreneurs currently operating informally on the station plaza, Metro conducted in-person surveys. There were 13 onsite vendors offering a variety of goods who were interviewed. Below is a highlight of some of the findings from the survey:

- 62% have operated on the plaza 5 or more years
- 77% work on the plaza 7 days a week
- 69% work 7-9 hours per day
- 69% set up between 9 and 11 AM
- 76% breakdown operations at 6 PM or later
- 45% indicated that they serve more than 10 customers per day Monday–Friday
- 62% indicated that they serve more than 10 customers per day Saturday–Sunday
- 84% work alone
- 100% indicated that they feel safer with the station improvements that have occurred

During these in-person interviews, many vendors commented that the additional surveillance helps vendors and consumers feel safe. Additionally, staff observed the following:

- Days of operation, set-up, and tear down times varied
- Most vendors are paying storage fees.
- Vendors with visible physical challenges and those who are seniors are paying fees for set-up, tear down, delivery, and hauling away of equipment.
- A grassroots effort to create a “merchant BID” is informally taking place.

The input from community organizations and vendors has been vital to the conceptualization of a Restructured Plaza Vending Program that will complement the

## **ATTACHMENT B – VENDOR AND PARTNER OUTREACH STRATEGIES**

physical plaza enhancements taking place at the station and provide community and peer surveillance that improves safety and activates the plaza. In alignment with Metro's CBO Partnering Strategy, Metro intends to contract with a community-based organization (CBO) to further develop and administer the proposed vending program with small business technical assistance and the opportunity to accommodate community activities and events on the plaza. Staff continues to coordinate with the First Supervisorial District and First Council District on opportunities to partner with the City and County to deliver a successful vendor program that activates the plaza.

## Attachment C – WLMP Intervention Timeline

Between January and March 2023, Metro completed the following pilot interventions:

- **STREET/PLAZA LEVEL**
  - Rightsized the footprint of the station plaza by reducing the publicly accessible areas through securing non-functional sections of the plaza, including terraced landscape and inconspicuous corners, while also preserving functional space for a vendor marketplace
- **MEZZANINE/CONCOURSE LEVEL**
  - Closed secondary (north) entrance and passageway, which directs all customers to the nearby, fully accessible main entrance, naturally facilitating safety in numbers through more foot traffic.
  - Provided additional Metro ambassadors to WLMP following these safety interventions
  - Increased the security presence, including adding additional law enforcement inside the station
- **PLATFORM LEVEL**
  - Began playing ambient background music, a best practice intended to keep people moving through the station, used in many other public environments such as shopping malls, convenience stores and airport terminals.
  - Increased airflow in the station's public areas to remove and deter odors and fumes caused by smoking and other non-transit uses that permeate through the station

In April and May 2023, further improvements were implemented including:

- **STREET/PLAZA LEVEL**
  - Added new CCTV cameras on plaza/street level
  - Partnered with Mobile Health and Harm Reduction Clinic from LA County Department of Health Services (DHS) to provide no cost medical care and harm reduction treatment for people experiencing homelessness
- **MEZZANINE/CONCOURSE LEVEL**
  - Hosted Low Income Fare is Easy (LIFE) program enrollment pop-ups onsite
  - Deployed TAP Blue Shirt staff to assist customers purchasing/reloading fare
  - Revised station entry/exit plan to consolidate station entries through a single faregate array to improve fare compliance and access control in paid areas of the station (including train platform)
  - Added daily Metro Transit Security Officers (TSOs) enforcing code of conduct, including fare compliance at the faregates.
- **PLATFORM LEVEL**
  - Installed new, brighter lights at end-of-platforms and elevator doors to reduce hiding areas and restore safety



# Reimagining Westlake/MacArthur Park Station Thru Pilot Interventions

*July 2023*



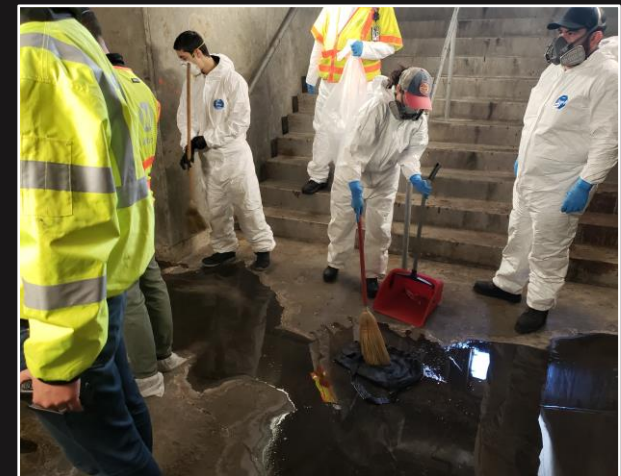
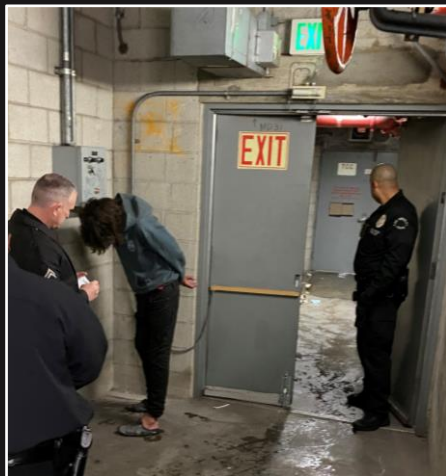
Metro

# MACARTHUR PARK | BACKGROUND & ISSUE



- Typically over 22,000 daily boardings and alightings
- Equity Focused Community where 94% do not own a car
- Six fatalities and one shooting in 2022
- CX Survey: Female rail ridership has declined to 44% with nearly 1 in 2 women citing crime, harassment and safety as concerns on Metro
- Nearly 60 calls for police response in Summer 2022
- Nearly 30 medical emergencies from Nov 2022-Jan 2023
- Most issues related to alleged drug activity
- Board Motion 30 approved Feb 2023

*Physical altercation on platform as train approaches*



*Trespassers, encampments, human waste, bodily fluids found in non-public ancillary areas; frontline personnel require hazmat PPE*



# MACARTHUR PARK | SIGNIFICANT PROGRESS TO DATE

## ***PHASE ONE: JAN-MAR 2023***

- Rightsized footprint of station area to increase safety in numbers, reduce inappropriate activity and associated cleanups and increase visibility of layered staffing
  - Outdoor plaza
  - Secondary entrance and passageway
- Playing of background music through station speakers
- Increased layered staffing presence (Ambassadors, Security, Law Enforcement)
- Increased station fresh air circulation

## ***PHASE TWO: APR-MAY 2023***

- Installed new, brighter lights at end-of-platforms and elevator doors to improve safety and reduce hiding areas
- Added new CCTV cameras and lighting on outdoor plaza
- Deployed Low Income Fare is Easy (LIFE) program pop-up signups
- Deployed TAP Blue Shirt ambassadors
- Partnered with Mobile Health and Harm Reduction Clinic from LA County Dept of Health Services for on-site treatment
- Revised station entry/exit plan to improve fare compliance and access control in paid areas of the station (including train platform)

# MACARTHUR PARK | PLAZA / STREET LEVEL



Added new CCTV cameras on plaza/street level for 24-hour coverage



Brighter lighting to illuminate hiding spots used for drug activity



Provide no cost medical treatment and harm reduction treatment to 32 people experiencing homelessness, through LA County Department of Health Services.



Homeless outreach teams have had 132 engagements and 15 enrollments into services



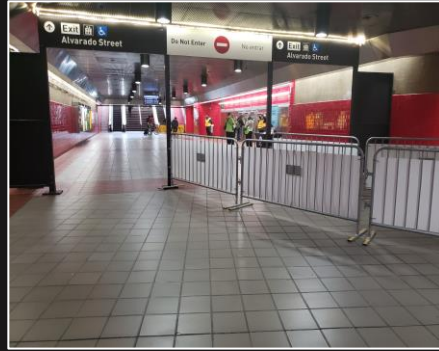
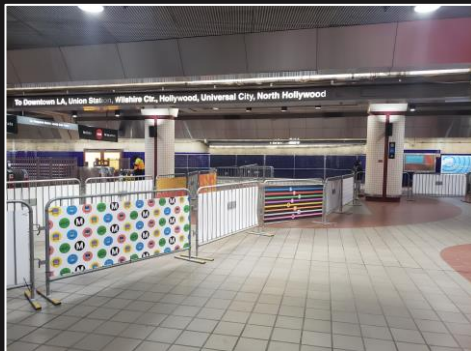
# MACARTHUR PARK | CONCOURSE / MEZZANINE LEVEL



*Deployed TAP Blue Shirt staff to assist customers*



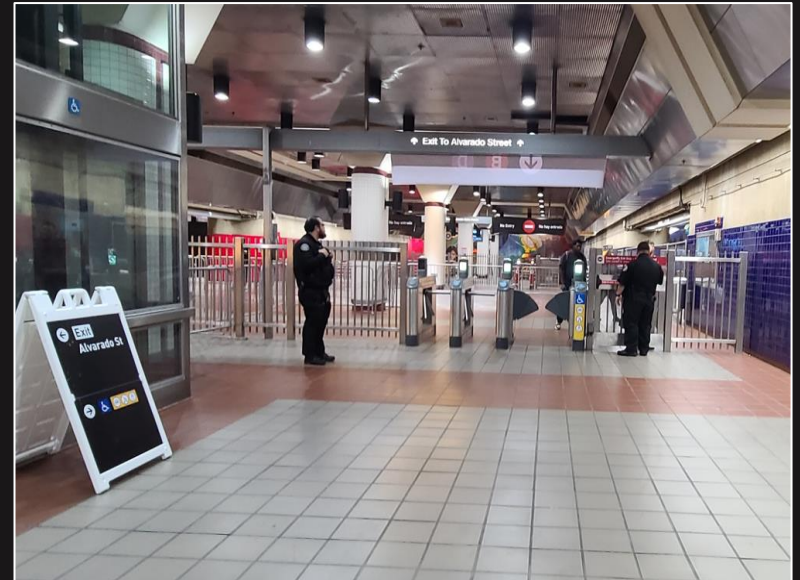
*Record enrollment (1,300+ new signups) in LIFE equity fare program*



*Revised exit/entry improves passenger flow and access control*



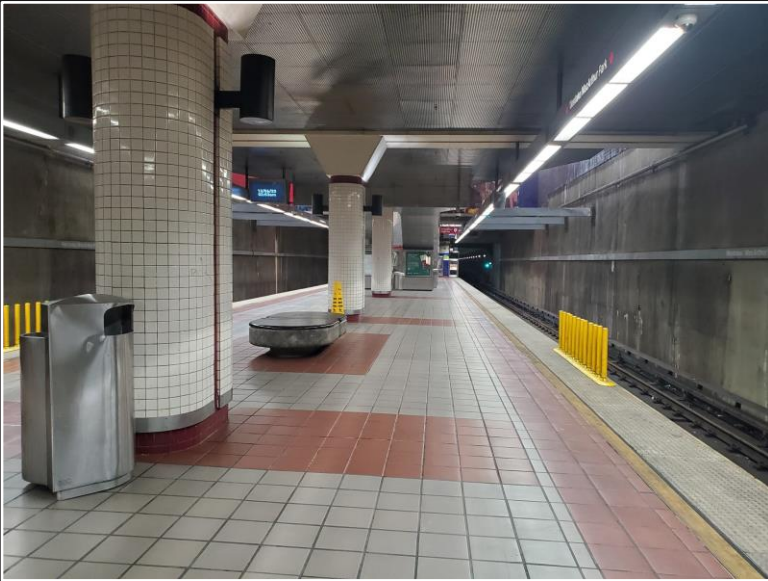
*Revised station exit/entry plan to improve fare compliance*



*Transit Security Officers for Code of Conduct compliance*



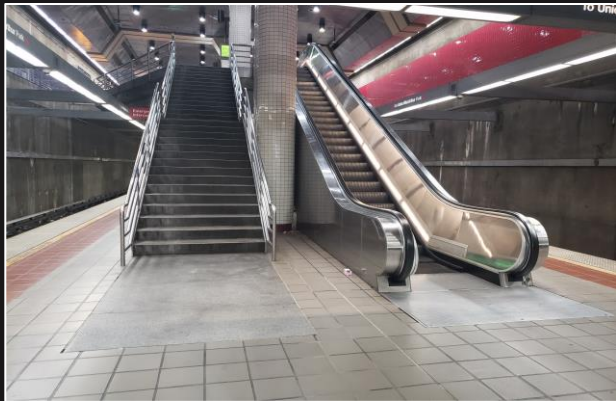
# MACARTHUR PARK | PLATFORM / TRACK LEVEL



*Overnight pressure washing, detailing, and LED lighting upgrade*



*Layered staffing approach includes Transit Ambassadors, TAP Blue Shirts, Homeless Outreach, Security and Law Enforcement; Ambassadors have deployed Narcan six times at WLMP, representing 40% of systemwide usage*



*Installed new, brighter lighting at the end-of platforms and added fresh air ventilation to reduce hiding areas and restore comfort and safety*

## MACARTHUR PARK | RIDERS SUPPORT, SOCIAL CLIMATE INPUT AND THEMES

- Conducted nearly 500 in-person, bilingual passenger intercept and online surveys on pilot interventions
  - 95% supported (or did not oppose) the new brighter lighting
  - 93% supported (or did not oppose) the increased fresh air ventilation
  - 87% supported (or did not oppose) the recently restored Metro Ambassadors
  - \*\*81% supported (or did not oppose) the playing of music through station speakers
  - 77% supported (or did not oppose) the increased police and security staffing
  - \*\*77% supported (or did not oppose) the closure of the secondary station entrance
  - \*\* *denotes even more support from Spanish speaking riders*
- Station music and Metro Ambassadors had the highest percentage of riders stating this improvement “made the experience at the station much better.”

Encuesta de la estación Westlake MacArthur Park

**Metro**

La siguiente es una lista de los cambios realizados en la estación durante los últimos seis meses. En una escala del 1 al 5, háganos saber cómo estas mejoras han cambiado su experiencia general al usar esta estación (siendo 1 "lo hizo mucho peor" y 5 "lo hizo mucho mejor", si no sabe, puede decir "yo no sé")

	1 (Lo hizo mucho peor)	2	3	4	5 (Lo hizo mucho mejor)	No sé
Iluminación más brillante en la estación.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apertura de la ventilación al aire exterior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agregar más policía y seguridad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adición de Metro Transit Ambassadors (personal con camisas verdes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cerrar la entrada de una estación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tocar música a través de los altavoces de la estación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Anterior](#) [Siguiente](#)

In February 2023, outreach staff collected 211 responses from area riders during the nearby Alvarado St Bus Priority Lane project

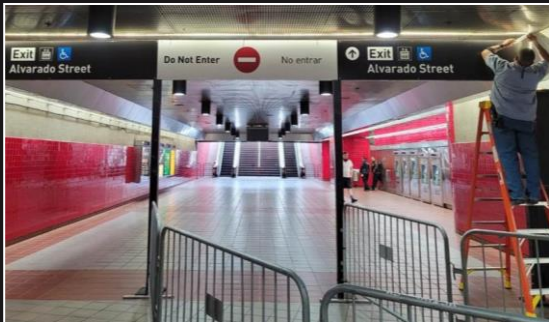
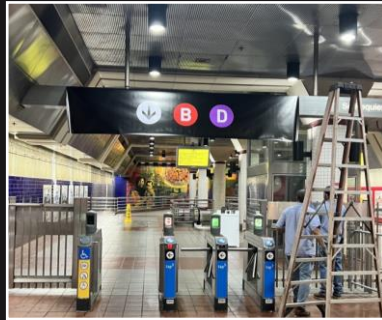
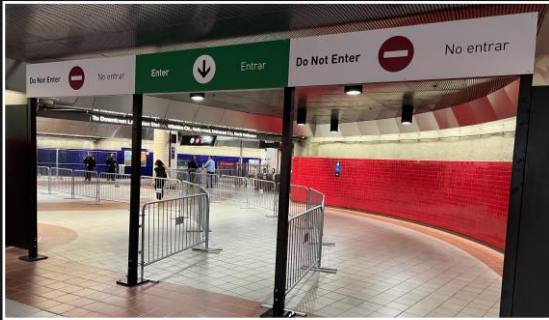
- 87% were survey participants identified as Black, Indigenous, People of Color (BIPOC)
- 83% of participants used the corridor for work or school purposes
- 94% stated that they use transit on this corridor at least 3-4 times a week.
- Largely consistent with previous results from an onboard survey conducted in 2019, as well as several recent rider intercept surveys

Over a dozen onsite vendors were interviewed

- 100% indicated they feel safer with the station improvements that have occurred
- Many vendors commented that more surveillance helps vendors and consumers feel safe



# MACARTHUR PARK | FAREGATE IMPROVEMENTS & SURVEY



- Follow-up passenger intercept survey to nearly 100 station riders
  - 98% identified as BIPOC, including 8 in 10 as Hispanic/Latino
  - 97% household total earnings under \$50,000
  - 2 in 3 surveys completed in Spanish
  - 6 in 10 riders reside within station zip code
  - 95% stated the new station entrance/exit system increased their public safety while waiting for the train on the platform
  - 94% stated the new system makes the station feel cleaner
  - 94% stated the new system makes more people pay their fare
- Many station users stated desire for additional police and security especially during late evenings, would make them feel safer at this station
- Fare collection data is consistent with customer feedback
  - Valid faregate entries **+101% increase**
  - Emergency swing gate misuse **-31% reduction**



# MACARTHUR PARK | BLENDED, HUMAN-CENTERED STRATEGIES



- Partnering with key stakeholders to address:
  - People experiencing homelessness
  - People experiencing drug addiction
  - People experiencing mental health crises
- Partnered with LA County Dept. of Health Services (DHS) to regularly host Mobile Health and Harm Reduction Clinic on-site for no-cost medical and substance abuse treatment to people experiencing homelessness
- Engaged with longtime partner People Assisting the Homeless (PATH) to deploy Multidisciplinary Outreach Teams (MDTs) to conduct multiple visits each day
- Contracted law enforcement partners augment efforts to assist people in mental health crisis through the LAPD Homeless Outreach and Proactive Engagement (HOPE) Team and Mental Evaluation Unit (MEU) and LA County Sheriff's Department (LASD) Mental Evaluation Team (MET)
- Partnering with LA County Supervisorial District 1 and LA City Council District 1 to bring community pop-up event incorporating new, uplifting programming activations



**Metro**

## MACARTHUR PARK | NEXT STEPS

- Staff developing recommendations for potential expansion of effective elements to other stations
- Developing criteria which would include ridership, public safety data, cleanliness and functionality data, homeless outreach data, frontline employee feedback and stakeholder input
  - 7<sup>th</sup> St/Metro Center
  - Pershing Square
- Continue to explore site-specific station activation programs with communities
  - Willowbrook/Rosa Parks Small Scale Retail Pilot Program
  - Metro Bike Hub
  - Farmer's Market and monthly community events
- Staff will return to the Metro Board with a proposed project cost, scope and funding sources in Fall 2023



## Board Report

**File #:** 2023-0376, **File Type:** Informational Report

**Agenda Number:** 23.

### EXECUTIVE MANAGEMENT COMMITTEE

**JULY 20, 2023**

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE

**JULY 20, 2023**

**SUBJECT: MICROTRANSIT PILOT PROJECT EVALUATION REPORT**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the Results of the Evaluation of the MicroTransit Pilot Project.

#### **ISSUE**

The MicroTransit Pilot Project (MTP) was designed as a three-year pilot to test the delivery of a new on-demand ridesharing service model for public transit throughout Los Angeles County. Metro Micro was launched during a challenging time for public transit. As LA County continues to recover from the COVID-19 Pandemic, Metro Micro has matured into a well-used highly rated service with both opportunities and challenges. This report presents the findings of the evaluation of the MicroTransit Pilot Project conducted by an independent evaluator to help determine whether and under what circumstances Metro should continue with Metro MicroTransit as a permanent service.

#### **BACKGROUND**

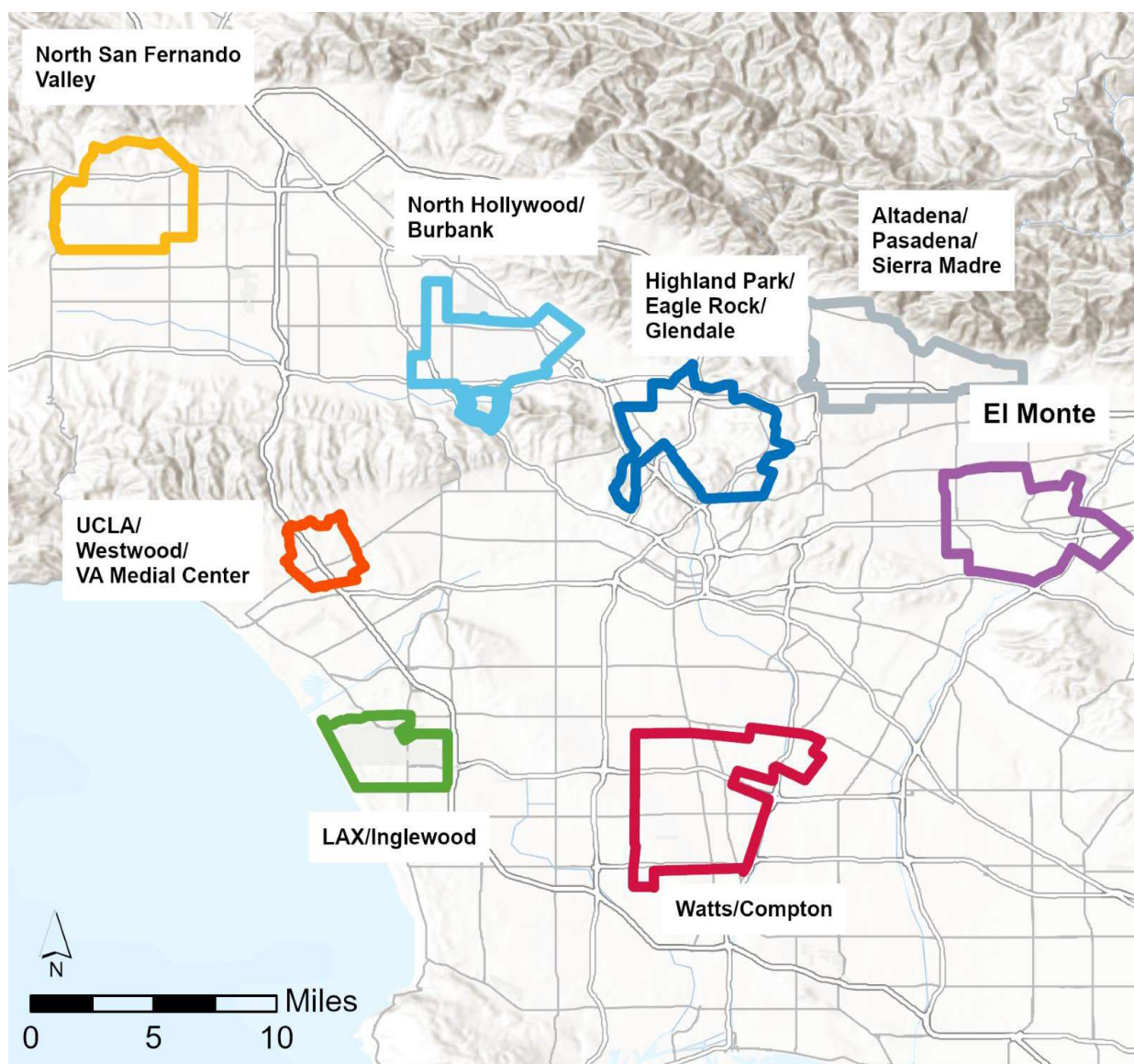
On February 27, 2020, the Metro Board approved the award to operate the MTP service. The intent of this pilot was to test the viability of a flexible on-demand service in terms of impacts on ridership, equity, accessibility (first/last mile), workforce development, and as a cost-effective alternative to underperforming fixed route services. The MTP annual cost is approximately \$31M

MicroTransit combines technologies and operational approaches to provide flexible, on-demand transit service. Passengers using MicroTransit enjoy flexible pick-up and drop-off locations and times. Instead of using a fixed schedule and route for each driver and vehicle, customers seeking to travel within a service zone are matched with drivers using a smartphone application, phone dispatch service, and/or website.

The first two Micro Zones were Watts/Willowbrook and LAX/Inglewood, deployed in December 2020. Within 45 days, the Pilot was expanded to incorporate the MOD/Sandbox Pilot adding three more



zones covering Compton/Artesia, El Monte, and North Hollywood/Burbank. In June 2021, Highland Park/Eagle Rock/Glendale and the Altadena/Pasadena/Sierra Madre Micro Zones were implemented, followed by the Northwest San Fernando Valley Micro Zone in September. The Compton/Artesia Zone was also merged into the existing Watts/Willowbrook Micro Zone in that same month of September. The UCLA/Westwood/VA Medical Center Micro Zone was added in December 2021 to create a total of eight Micro Zones, all deployed within one year. Today, within the eight zones, MTP provides coverage in 21 cities as well as several unincorporated Los Angeles County communities across 165 square miles.



To ensure service launch, MTP was coupled with NextGen as a key ridership initiative to drive usage by current and new customers. As such, MTP programming was synchronized and ultimately

implemented to help replace low-performing fixed route Metro bus services. As the bus network was redesigned MTP was adjusted where needed as a mitigation measure for service changes. Due to the disruptions of COVID-19 pandemic, MTP was implemented in full synchronization alongside the NextGen Bus Plan, which redesigned the bus network to improve frequency and access for Metro riders. Replacing fixed route bus services with MTP was seen as a way to resolve changes to the network and to improve transit access for residents in the areas served by these low-performing bus routes. In total, fourteen routes were partially or fully replaced by MTP as indicated by the chart below:

NextGen Replacement	Zone Name
Routes: 254 and 612	Watts/Compton
Routes: 625	LAX/Inglewood
Routes: 183 (Bel Aire Dr) and 222(Barham Bl)	North Hollywood/Burbank
Routes: 183, 201, 256 (part) and 685	Highland Park/Eagle Rock/Glendale
Routes: 256 (part), 264, 267 (part), 268 (part), 487 (part), and 687	Altadena/Pasadena/Sierra Madre
Routes: 242/243 (Porter Ranch)	Northwest San Fernando Valley

### Peer Agency Operating Comparison

Attachment B, Peer Agency MicroTransit Operating Summary, details Operating Models in use by other agencies and includes information on fares, payment methods, vehicles, service areas, and hours of operation.

Based on the evaluation findings of other MicroTransit systems:

- Metro offers the lowest fare
- Metro operates the largest fleet consisting of 85 vehicles
- Metro is the only service provider that operates its MicroTransit service with in-house staff (SMART Operators and AFSCME Supervisors)

## **DISCUSSION**

From a service perspective, MTP has several major goals, including focusing on customer experience and ease of use, improved connections to the larger Metro system and local and regional operators, address inequities in the availability and affordability of on-demand ride-hailing offered by private companies, which are often less available in communities of color and areas with lower median household incomes and providing service throughout areas with low-performing Metro bus lines ultimately removed in the NextGen systemwide bus redesign.

The evaluation analyzed MTP services, performance according to industry standard performance metrics and provided a comparison on identified key performance indicators (KPIs) between each of the eight Metro Micro Zones.

While not an across-the-board replacement for fixed-route services, the utility and convenience of MicroTransit is evident across several key metrics for Metro Micro.



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**SAFETY:** Safety is paramount in attracting and retaining customers. About 96% of Spring 2022 onboard survey respondents reported feeling safe from sexual harassment; a similar percentage of customers felt safe from harassment based on their race or ethnicity and safe from crime. Only 49-55% of Metro bus customers responded positively to these survey questions.

**COMFORT:** Comfort refers to passengers' physical sense of well-being while using transit facilities. About 98% of Metro Micro customers rated the vehicle seats as comfortable, but only 59% of Metro bus customers view bus seats as comfortable.

**RIDE TIME:** Travel time is a key factor in a potential customer's decision to ride transit. About 85% of Metro Micro customers are satisfied with how long it takes to get where they are going which is higher than the 56% favorable response rate from Metro bus customers.

**EQUITY:** MicroTransit can bolster access to transportation for those in Equity Focused Communities (EFCs). A higher share of Metro Micro rides occur in EFCs compared to overall transit activity and compared to overall personal travel activity in Micro Zones.

**USAGE:** Metro Micro experienced an initial peak of 62,000 passengers in August of 2022. The 12-month weekday average across the system is about 2,000 passengers while weekend ridership averages around 1,300. There is evidence of seasonal fluctuation in ridership, with higher ridership during summer; data through 2023 is expected to support this pattern.

**FINANCE** The cost of operations per service hour on Metro Micro has declined by 61% between FY21 and FY23, in part due to startup costs in FY21. Compared to similar services, Metro Micro operating costs per passenger trip are 8.3% below peer average; however, operations costs per service hour are 20% above peer average.

**COSTS:** Metro Micro's costs per service hour are 28% lower than fixed-route buses but 52% higher than ACCESS Paratransit in FY23. Reductions in wait times compared to fixed route reduced annual travel time costs for Metro Micro customers by an average of \$3.8 million per year.

### Contract Cost Analysis

The MTP was solicited as a PDA/P3 contract. The current contract was reviewed to assess how costs were structured and assigned to different categories. The purpose of this analysis was to inform operating cost structures to compare to peer agencies and to other Metro modes. The current contract covers eight cost categories: labor, communications, vehicles, reporting locations, hardware, software, insurance, and fleet cleaning/fueling. The annual cost of the contract is approximately \$16M.

Although this contract is a pilot, notable features of the operating contract include:

- Labor costs for vehicle operators are not included as part of the operating costs of the contract; vehicle operators are provided directly by Metro. The annual Metro MicroTransit labor cost of SMART Operators, AFSCME Supervisors, Management and overhead is approximately \$15M.
- Approximately 25% to 30% of costs in the contract are normally considered capital costs including vehicle lease payments, office and parking space costs (part of reporting location costs), as well as vehicle hardware costs (TAP machines, cameras, and other equipment).

Since many capital cost components are categorized as operating costs under the current contract, more costs are assigned to operations which erroneously results in higher operating costs for Metro MicroTransit than direct-operating costs for services. As Metro MicroTransit matures and improvements are made to the service model, Metro will correctly assign these costs in order to accurately compare costs and performance across modes.

### **Increasing Fixed-Route Ridership**

An initial goal of the MTP was to provide a complementary service to Metro's existing fixed route network, enhancing access to bus and rail services by providing first/last mile connections to stations.

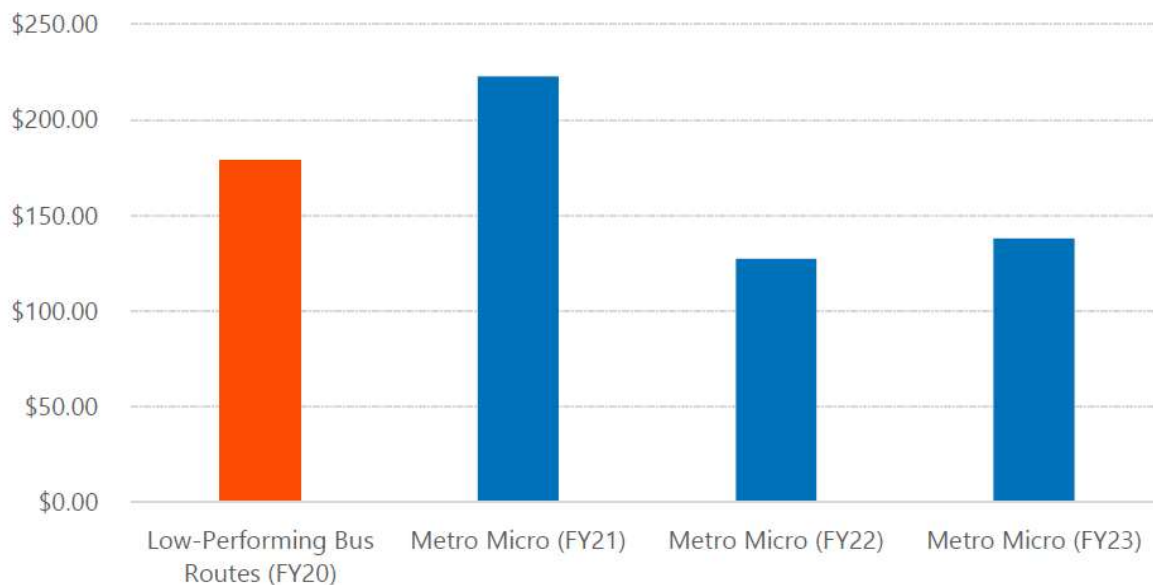
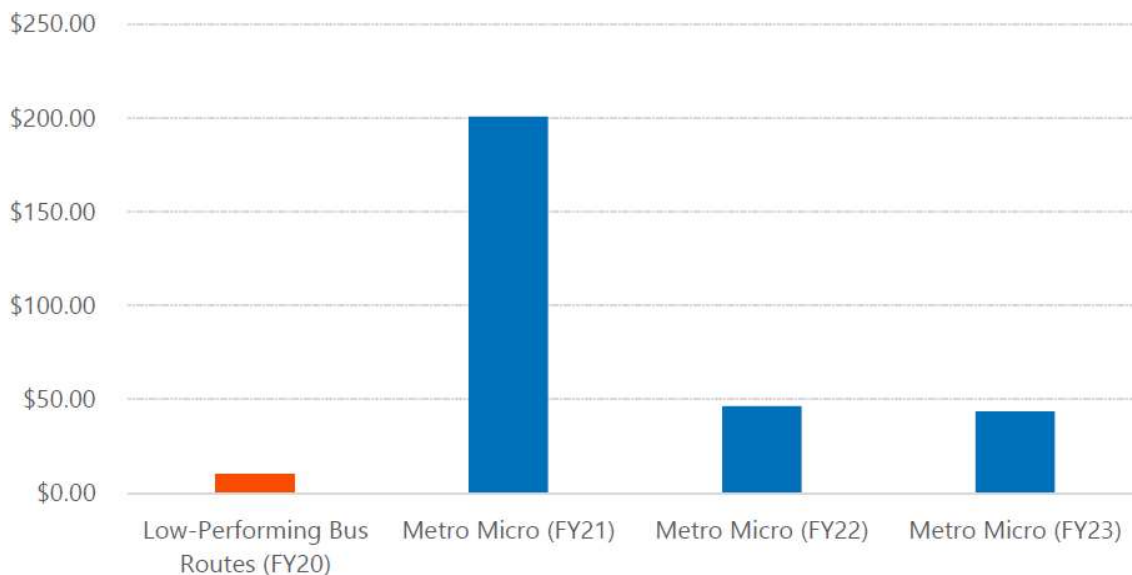
A 2023 mode shift survey shows how positive customer experience can increase ridership on fixed-route services. Preliminary survey results, indicate Metro Micro customers use Metro Micro to connect to fixed route services provided by Metro as well as by other transit agencies, growing overall public transit ridership in the region:

- 11% of Metro Micro customers have become entirely new transit customers who did not use Metro's other modes before the pandemic and now also use Metro's fixed-route network.
- 19% of Metro Micro customers connect to other transit modes (Metro, Metrolink, and municipal bus) as a part of their MicroTransit journey.

Metro's goal is to have 50% of Metro Micro rides link to fixed route service. Currently, 15-20% of Metro Micro customers use Metro transit as part of their journey. The low performance on this metric may be partially due to the consistently higher level of satisfaction that customers show for Metro Micro compared to Metro bus. This trend may suggest that Metro Micro customers see the service as a standalone mode rather than a way to connect to the larger service network.

### **Cost-Effectiveness**

On a per-hour basis, Metro MicroTransit is 28% less costly than the low-performing bus service it replaced; however, on a per-trip basis, Metro MicroTransit is significantly more expensive than the replaced bus services: about \$39 per trip vs. \$11 per trip. Staff anticipates that with implementation of the new business model and contracts, we can meet MicroTransit's goal of \$20 to \$25 per trip.

**Operating Cost Per Revenue Service Hour (RSH) for Metro Micro and Low-Performing Bus Routes****Operating Costs per Trip for Metro Micro (FY21-FY23) and Low-Performing Metro Bus Routes (FY20)**

The difference in vehicle capacity between fixed-route service and Metro Micro places a fundamental limit on its ability to compete with fixed-route service on productivity.

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Additionally, variability within the Metro Micro fleet for vehicle capacity-ranging from three to nine passengers-means that capacity and productivity will not be consistent across all zones, further complicating Metro Micro's ability to replace fixed-route service capacity. Rolling out Electric Vehicles (EVs) within the Metro Micro fleet also limits service span for the EV-based services due to charger availability.

MTP may reduce total costs while improving accessibility and customer experience, but as an on-demand service it cannot match fixed-route services' total capacity for passengers with the same cost-competitiveness. Although Metro Micro creates benefits beyond its capacity and productivity, both factors are important to consider when comparing Metro Micro's effectiveness to that of other modes in Metro's service portfolio.

### **Evaluation Summary:**

Metro remains committed to strategically refining the MTP program in an effort to provide options for Board consideration allowing for responsive and effective service delivery, meeting customer needs, and reducing overall operating costs. Based on the evaluation results listed in this report, Metro will continue efforts to restructure the revenue service model to achieve the goals of the program. This restructuring plan entails focusing not only on the most productive existing MicroTransit Zones and/or increasing fares, but also to ensure that program demand is balanced and does not result in negative impacts to other critical performance measures such as transit access for Equity-Focus Community (EFC) populations or the restoration of transit service lost from NextGen reduced bus service. This restructuring and analysis will also assist in determining which MicroTransit Zones should be discontinued (if any) or how to redefine the current operating hours and costs, in order to balance equity, efficiency, and effectiveness for zone change considerations.

MTP maintains many advantages compared to fixed-route bus services (shorter wait times, more direct trips for customers, etc.). Key program successes include:

- **Customer Experience:** Metro Micro provides a high-quality experience that has received high customer experience ratings (averaging 4.8 out of 5 stars) with no Micro Zone below 4.8 star rating. The target was 4.5 of 5 stars. The 4.8 has been maintained since service inception, through each COVID-19 pandemic surge.
- **Wait Times and Cost Savings:** Reductions in wait time between Metro Micro and the fixed-route services it replaced represent time cost savings for Metro Micro customers. When wait times are reduced, the customer spends less time waiting for transit service, which means more time at work, with family, and other activities. While non-labor time is valued differently than labor time, hourly wages are used as a proximate value of the "reclaimed" time that Metro Micro customers get back as a result of lower wait times. The greatest savings are for people making \$15,000-\$25,000/year.
- **Customer Acquisition:** Metro Micro attracts new transit customers; 11% of Metro Micro customers are entirely new transit customers.

- Operating Costs: Metro Micro has reduced its operating costs per Revenue Service Hour (RSH) by 61% and is now 23% less costly than the low-performing bus service it replaced at \$179 per RSH in FY20 verses \$138 per RSH.
- Service Coverage and Access: Nearly 350,000 additional residents are now able to access service across the eight Metro Micro Zones, providing meaningful service to 99% of residents.

The evaluation also considered the original five guiding MTP research questions:

1. How does a large, public agency operate an on-demand transit service that prioritizes customer experience and equity?
2. Can new management models (e.g., positive discipline) improve workforce retention, advance career pathways and establish workplace happiness?
3. How can an innovative Pre-Development Agreement Public-Private Partnership (PDA/P3) procurement tool be leveraged and improved upon to support testing emerging technology, risk sharing, and rapid iteration in service delivery models?
4. Can positive customer experiences on Metro MicroTransit translate into increased ridership on Metro fixed-route services from current and new customers?
5. Can Metro MicroTransit perform as a cost-effective alternative to underperforming fixed-route service(s)?

Attachment A summarizes the review and findings related to these five questions.

### Opportunities for Action

Like most transit services, MTP is a complex and relatively new pilot trying to achieve a range of goals and performance measures. Some initial goals-parity with per-trip costs of fixed-route service and wait times of 15 minutes or less-have not been possible with existing resources and operations. That said, MTP customers have a very positive experience, may become full Metro system customers, and value the service being provided.

Potential next steps for the MTP include: 1) end MTP and discontinue MicroTransit service, or 2) continue the MTP but with operational changes.

#### Option 1 - End the MTP and discontinue MicroTransit Service

One option for the MTP is to end Metro Micro and apply lessons learned to future projects and services. However, the impacts include, but are not limited to:

- Loss of population access to transit for nearly 350,000 residents, including in EFCs and loss in first/last mile connections as currently 20% of Metro Micro customers connect to fixed route transit using the new offering);
- Loss of potential new customers as 11% of Metro Micro customers are new to Metro);
- Loss of a well-liked transit service with the 4.8 out 5 customer rating; and

- Loss of jobs/pathway for existing and new operators

#### Option 2 - Continue the MTP but with Operational Changes

One way to partially achieve the original MTP goals and work toward achieving performance measures would be to discontinue or curtail service in some Micro Zones and concentrate as well as conserve resources in remaining Zones. Additional steps could be taken such as:

- Incrementally Raising Fares to original planned fare of \$2.50 (current MTP fares are \$1 per trip as an introductory fare)
- Shifting operating costs to capital costs (vehicle ownership, and/or as well as purchasing land for regional deployment hubs vs leasing) to reduce operating costs and improve overall financial health;
- Streamlining operating hours (current MTP hours of operation are generally from 5am-11pm) to address the demand for more service levels as indicated by fail search percentages.
- Structuring future contracts with better accounting for time-of-day and performance delivery to remain useful to customers and cost-effective for Metro.
- Discontinuing or curtailing service in some low-performing Metro MicroTransit zones with consideration of continued service in zones where bus lines were eliminated/reduced due to NextGen.

Factors for considering zone optimizations, reductions to realign service, and software parameters adjustments to improve cost efficiency can be seen in Attachment D.

### **EQUITY PLATFORM**

The MTP sought to also address inequities in the availability and affordability of on-demand ride-hailing offered by private companies, which are often less available in communities of color and areas with lower median household incomes. Part of this effort included asking appropriate questions in our April/May 2023 Mode Shift Survey that examined how we can provide better availability and affordability through the MTP program.

To generate the broadest sample possible, the survey was issued through three methods: (1) an online survey, announced via email in English and Spanish; (2) an on-board survey conducted by bilingual outreach personnel; and (3) a telephone survey in English and Spanish of people booking through the Metro Call Center in September 2022 who opted-in to be contacted. A total of 2,875 Metro MicroTransit customers completed surveys. The survey was available in English and Spanish. Completion rate for English-language was 80%, Spanish-language was 78%. 95% (n=2733) of the surveys were completed in English, 5% (n=142) were completed in Spanish.

Initial survey results indicate:

- More than half of respondents identified as female (53%), 40% identified as male, 3% as non-binary, and 0.3% as other genders.
- Compared to Metro customers overall, Metro Micro users identified as Asian/Native

Hawaiian/Pacific Islander (18% vs 7% overall) and White/Caucasian (28% vs 12% overall), compared to riders identifying as Black/African American (10% vs 14% overall) or Hispanic/Latinx (40% vs 58% overall).

- Compared to overall Metro customer household income, Metro Micro users identified as under \$15,000 (19% vs 39% overall), \$15,000-\$24,999 (14% vs 23% overall), \$25,000-\$49,999 (19% vs 21% overall) compared to \$50,000-\$99,999 (16% vs 11% overall) or \$100,000 or more (13% vs 6% overall).

While all Metro MicroTransit zones contain EFCs, there is a range of EFC coverage among zones:

Zone	% of Land Area in EFC	% of Population in EFC
Watts/Compton	68.0%	69.8%
El Monte	50.6%	73.3%
LAX/Inglewood	33.2%	40.3%
Highland Park / Eagle Rock / Glendale	19.3%	31.7%
North Hollywood / Burbank	19.2%	29.5%
Altadena / Pasadena / Sierra Madre	9.9%	23.7%
UCLA / Westwood / VA Medical Center	5.5%	10.6%
Northwest San Fernando Valley	3.9%	7.2%

For context, 31% of the land area of the eight Metro MicroTransit zones are in EFCs.

Metro staff continues to monitor changes to daily operations for equity related impacts.

As the MTP seeks to increase ridership and efficiency, with an eye toward reducing cost per boarding, Metro staff will be conscious of the potential impacts on equity.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The MTP supports strategic plan goals #1.2 and 2.3: Metro MicroTransit is an investment in a world-class transportation system that is reliable, convenient, and attractive to more customers for more trips. Metro MicroTransit was designed to improve customer satisfaction at customer touch points by offering an accessible, flexible service that better adapts to customer demand and needs.

## **NEXT STEPS**

Metro staff is in the process of drafting a business model based on lessons learned that appropriately assigns risk and responsibilities to Metro and the private sector based on expertise to maximize cost efficiency, service quality, innovation, and productivity based on lessons learned during the MTP.

With that in mind, at the September Board meeting, Metro staff anticipates final recommendations about the future of MicroTransit with a potential limited time extension of the current contract. This will



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afford staff the opportunity to develop new solicitation packages to be released in Fall 2023 based on the improved service model, should the Board approve service delivery of Metro MicroTransit beyond the current contract.

### **ATTACHMENTS**

Attachment A - Evaluation of the Metro MicroTransit Pilot Project

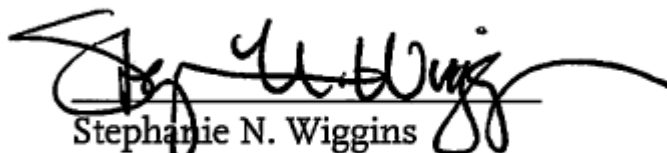
Attachment B - Peer Agency MicroTransit Operating Summary

Attachment C - Comparison of Service Coverage and Access

Attachment D - Evaluation Findings

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Stephanie N. Wiggins  
Chief Executive Officer



Metro®

# EVALUATION OF THE **Metro MicroTransit** PILOT PROJECT

JULY 2023

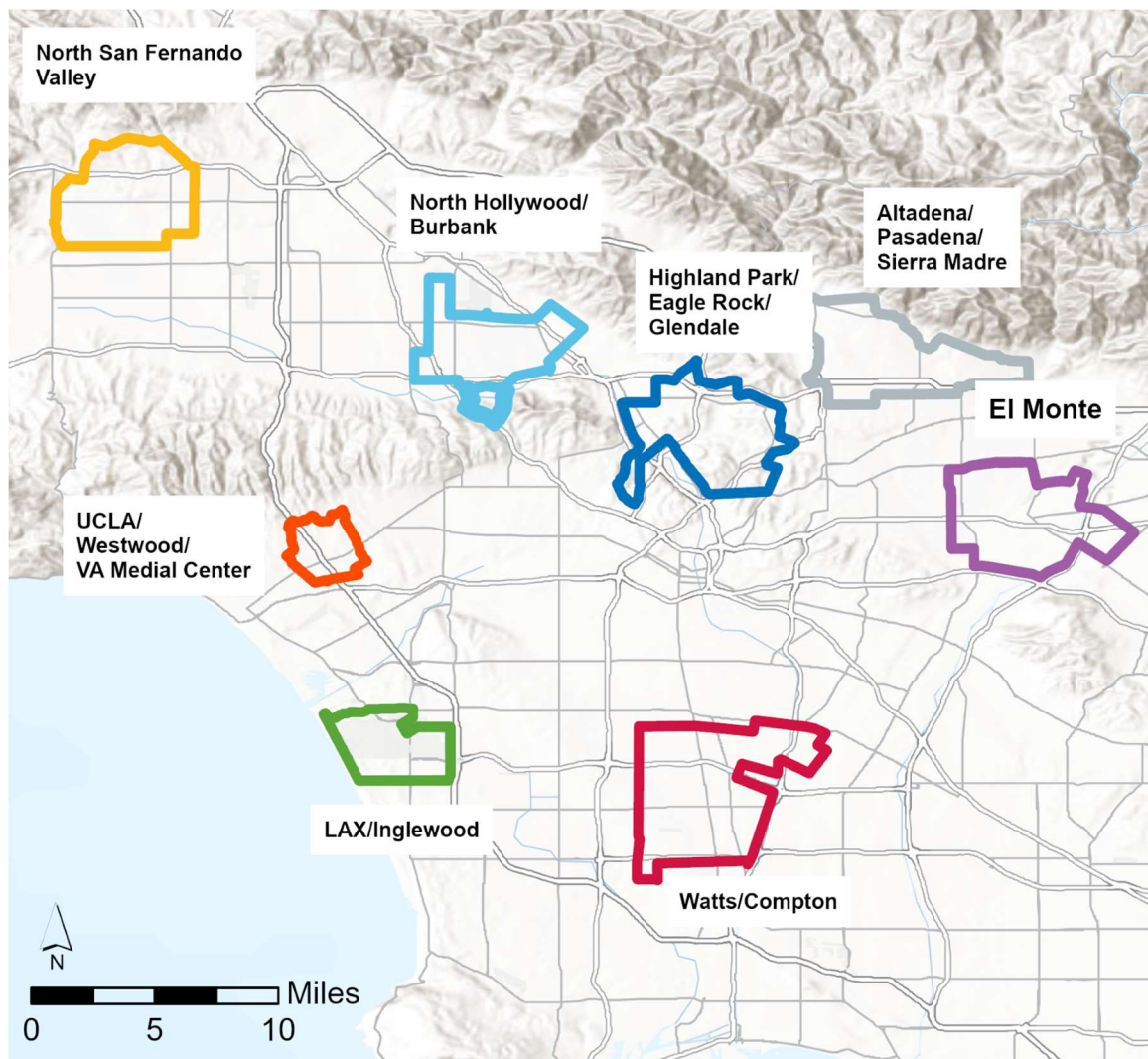


## Executive Summary

The Los Angeles Metropolitan Transportation Authority's (Metro) MicroTransit Pilot Project (MTP) is a multi-year investment to evaluate whether Metro should offer a ride hailing product for customers, and if so, how best to provide the service. The MTP was initiated within the New Mobility unit of Metro's Office of Extraordinary Innovation in 2017 and moved to Operations at the start of Pre-Revenue Service in 2019.

Metro Micro currently consists of eight Micro Zones, distributed across the greater Los Angeles region (Figure 1).

**Figure 1 Metro Micro Service Areas**



The first two Micro Zones were Watts/Willowbrook and LAX/Inglewood deployed in December 2020. Within 45 days, the Pilot was expanded to incorporate the MOD/Sandbox Pilot adding three more zones covering Compton/Artesia, El Monte, and North Hollywood/Burbank. In June 2021, Highland Park/Eagle Rock/Glendale and the Altadena/Pasadena/Sierra Madre Micro Zones were implemented, followed by the Northwest San Fernando Valley Micro Zone in September. The Compton/Artesia Zone was also merged into the existing Watts/Willowbrook Micro Zone in that same month of September. The UCLA/Westwood/VA Medical Center Micro Zone was added in December 2021 to create a total of eight Micro Zones, all deployed within one year. From a service perspective, Metro Micro has several major goals, including focusing on customer experience and ease of use, connections to the larger Metro system and local and regional operators, and providing service throughout areas with low-performing Metro bus lines ultimately removed in the NextGen systemwide bus redesign.

Metro Micro is unique among Metro’s service offerings and peer agencies in several respects. The service:

- utilized the industry’s first Pre-Development Agreement Public Private Partnership (PDA/P3) for transit service delivery;
- highlights collaboration with labor partner SMART-TD to achieve frontline workforce goals; and
- was fully implemented systemwide to become the largest employee-operated MicroTransit initiative in the country.

The unique approach to workforce development and procurement had direct impacts on testing the transit service and ridership levels. These elements, as well as the rapid expansion of Metro Micro within 12 months and the ongoing effects on transit from the COVID-19 pandemic are important to consider when evaluating the MTP’s success and impact.

### What Is MicroTransit?

MicroTransit combines technologies and operational approaches to provide flexible, on-demand transit service. Passengers using MicroTransit enjoy flexible pick-up and drop-off locations and times. Instead of using a fixed schedule and route for each driver and vehicle, customers seeking to travel within a service zone are matched with drivers using a smartphone application, phone dispatch service, and/or website.

In addition to a more flexible customer experience, MicroTransit allows transit agencies to: 1) facilitate first/last mile connections, 2) provide a more convenient and flexible service, 3) provide public transit service in areas where fixed route options are impossible or inefficient, and 4) provide a cheaper and faster alternative to paratransit service.







This evaluation of the MTP uses data from March 1, 2017 to April 30, 2023 and focuses specifically on how the service Metro Micro is operating as well as whether the MTP as a whole is successfully achieving or on path to achieve its five primary research goals. Additional research needs are identified within the Evaluation as well as considerations at this juncture for pilot continuation, completion and/or restructuring.

The MTP was designed to explore service in the context of five major motivating research questions:

- How does a large public agency operate an on-demand transit service that prioritizes customer experience and equity?
- Can new management models (e.g., positive discipline) improve workforce retention, advance career pathways, and establish workplace happiness?
- How can an innovative Pre-Development Agreement Public-Private Partnership (PDA/P3) procurement tool be leveraged and improved upon to support testing emerging technology, risk sharing, and rapid iteration in service delivery models?
- Can positive customer experiences on Metro Micro translate into increased ridership on Metro fixed-route services from current and new customers?
- Can Metro Micro perform as a cost-effective alternative to underperforming fixed-route service(s)?

This Evaluation provides an overview of MicroTransit services; 1) reviews MTP's performance according to the five research questions as well as industry standard performance metrics; and 2) provides a comparison on identified key performance indicators (KPIs) between each of the eight Metro Micro Zones.

While not an across-the-board replacement for fixed-route services, the utility and convenience of MicroTransit is evident across several key metrics for Metro Micro:

<b>Safety</b> 	<b>Safety is paramount in attracting and retaining customers.</b> About 96% of Spring 2022 onboard survey respondents reported feeling safe from sexual harassment; a similar percentage of customers felt safe from harassment based on their race or ethnicity and safe from crime. Only 49–55% of Metro bus customers responded positively to these survey questions.
<b>Comfort</b> 	<b>Comfort refers to passengers' physical sense of well-being</b> while using transit facilities. About 98% of Metro Micro customers rated the vehicle seats as comfortable, but only 59% of Metro bus customers view bus seats as comfortable.
<b>Ride Time</b> 	<b>Travel time is a key factor in a potential customer's decision to ride transit.</b> About 85% of Metro Micro customers are satisfied with how long it takes to get where they are going which is higher than the 56% favorable response rate from Metro bus customers.
<b>Equity</b> 	<b>MicroTransit can bolster access to transportation for those in Equity Focused Communities (EFCs).</b> A higher share of Metro Micro rides occur in EFCs compared to overall transit activity and compared to overall personal travel activity in Micro Zones.
<b>Usage</b> 	<b>Metro Micro experienced an initial peak of 62,000 passengers in August of 2022.</b> The 12-month weekday average across the system is about 2,000 passengers while weekend ridership averages around 1,300. There is evidence of seasonal fluctuation in ridership, with higher ridership during summer; data through 2023 is expected to support this pattern.
<b>Finance</b> 	<b>The cost of operations per service hour on Metro Micro has declined by 61%</b> between FY21 and FY23, in part due to startup costs in FY21. Compared to similar services, Metro Micro operating costs per passenger trip are 8.3% below peer average; however, operations costs per service hour are 20% above peer average.
<b>Costs</b> 	<b>Metro Micro's costs per service hour are 28% lower than fixed-route buses</b> but 52% higher than ACCESS Paratransit in FY23. Reductions in wait times compared to fixed route reduced annual travel time costs for Metro Micro customers by an average of \$3.8 million per year.



## Conclusion

Metro Micro was launched during a challenging time for public transit. As LA County continues to recover from the COVID-19 Pandemic, Metro Micro has matured into a well-used highly rated service with both opportunities and challenges. The service will continue to face both operational and financial barriers to meet performance goals.

## Program Successes

In many ways, Metro Micro represents a significant improvement over the fixed-route services it replaced. Key program successes include:

- **Customer Experience:** Metro Micro provides a high-quality experience that has received high customer experience ratings (averaging 4.8 out of 5 stars).
- **Wait Times And Cost Savings:** By reducing wait times for riders—by an average of 43%—Metro Micro saves riders an average of \$3.8 million per year in lost travel time costs. The greatest savings are for people making \$15,000–\$25,000/year.
- **Customer Acquisition:** Metro Micro attracts new transit customers; 11% of Metro Micro customers are entirely new transit customers.
- **Operating Costs:** Metro Micro has reduced its operating costs per Revenue Service Hour (RSH) by 61% and is now 23% less costly than the low-performing bus service it replaced at \$179 per RSH in FY20 versus \$138 per RSH.
- **Service Coverage And Access:** Nearly 350,000 additional residents are now able to access service across the eight Metro Micro Zones, providing meaningful service to 99% of residents.

## Ways to Improve

As a relatively new form of service for the agency, Metro Micro represents an operational risk. Some areas in which the initial service could be improved, especially within the context of initial goals, include:

- **Use Cases:** While Metro Micro is used as first/last mile access for the fixed route system, only about 19% of Metro Micro customers connect to other transit modes against an agency goal of 66%.



- **Productivity:** On a per-cost trip basis, Metro Micro is significantly more expensive than the replaced bus services: \$10.30 per trip in FY20 vs. \$43.56 in FY23 per trip due to the difference in service productivity.
- **Workforce Model:** While Metro Micro has provided a unique employment model for the MicroTransit industry, the program still faced substantial issues hiring and retaining operators. Though 79% of operator survey respondents report being happy at work, a large number (all but 32 respondents) recently reported looking for other work, citing both low pay and high pressure as major factors.

### Areas of Investigation

Not all results of the pilot are conclusive. As the program matures—especially through the end of 2023, continual analysis and monitoring of performance metrics will improve overall service.

- **Iteration:** Additional data collection and piloting different models will better align the number of vehicles and operators with peak demand and improve productivity, costs, and customer experience (as measured by wait time, booking/search success, and travel time).
- **Government Contracting:** Metro Micro’s procurement structure needs further evaluation to understand how this model will work for future projects and programs as agencies look to address risk and project delivery strategies.

### Opportunities for Action

Like most transit services, Metro Micro is a complex and relatively new pilot trying to achieve a range of goals and performance measures. Some initial goals—parity with per-trip costs of fixed-route service and wait times of 15 minutes or less—have not been possible with existing resources and operations. That said, Metro Micro customers have a very positive experience, may become full Metro system customers, and value the service being provided.

Potential next steps for the MTP include: 1) end MTP and discontinue MicroTransit service, or 2) continue the MTP but with operational changes.

#### Option 1 – End the MTP and discontinue MicroTransit Service

One option for the MTP is to end Metro Micro and apply lessons learned to future projects and services. However, the impacts include, but are not limited to:

- Loss of population access to transit for nearly 350,000 residents, including in EFCs Loss in first/last mile connections as currently 20% of Metro Micro customers connect to fixed transit using the new offering);
- Loss of potential new customers as 11% of Metro Micro customers are new to Metro);
- Loss of a well-liked transit service with the 4.8 out of 5 customer rating; and
- Loss of jobs/pathway for existing and new operators

### **Option 2 – Continue the MTP but with Operational Changes**

One way to partially achieve the original MTP goals and work toward achieving performance measures would be to discontinue or curtail service in some Micro Zones and concentrate as well as conserve resources in remaining Zones. Additional other steps could be taken such as:

- Raising fares from the introductory \$1 per trip;
- Shifting operating costs to capital costs (vehicle ownership, and/or as well as purchasing land for regional deployment hubs vs leasing) to reduce operating costs and improve overall financial health;
- Streamlining operating hours to support peak periods and/or use cases; and
- Structuring future contracts with better accounting for time-of-day and performance delivery to remain useful to customers and cost-effective for Metro.

Metro will need to continue to research and refine their contracting methods, if the PDA/P3 model is to achieve the intended risk transfer as envisioned for the MTP.

While it may be instinctual to continue to operate on the most productive existing Micro Zones or increasing fares, helping with demand issues and impacting search results, those changes may impact other performance measures such as transit access for those booking trips in EFCs and those utilizing Metro Micro as the service has been employed as a mitigation measure for network changes under NextGen.



## ACKNOWLEDGEMENTS



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## Attachment B – Peer Agency MicroTransit Operating Summary

Service	Base Fare	Payment	Fleet	Ownership	Service Area	Hours
<b>Metro Micro (LA Metro)</b>	\$1 fare (75 cents less than normal bus fare) No reduced fare options during pilot	TAP (can be loaded with cash) Credit/debit card	Vans (Transit 150, Transit 350, Grand Caravan, Metris, Sprinter)	RideCo leases and maintains fleet Drivers are Metro contract Employees	8 zones	Varies by zone Monday-Sunday 5:30 am – 10 pm (3 zones) Monday-Friday 6 am – 10 pm, Weekends 10 am – 10 pm (2 zone) Monday-Friday 8 am – 9 pm (1 zone) Monday- Sunday 5 am – 9 pm (1 zone) Monday-Friday 5 am -11 pm, Weekend 5:30 am – 9:30 pm (1 zone)
<b>GoLink (DART) Dallas, Texas</b>	\$2.50 per ride with a reduced fare of \$1.25	Credit/debit card GoPass Tap card	Vans Uber (range of vehicle type)	Operated by DART and private Uber contractors	5 zones organized by cardinal points (i.e. Northwest, Southern) with 32 subzones	5 a.m. to midnight
<b>GoZone (DCTA) Denton County, Texas</b>	\$1.50 for a single rider Each additional GoZone passenger is \$1.50 For trips over 4 miles, the rider is charged an additional \$0.50 cents per mile up to a cap of \$5.00.	Cash GoZone App	50-60 Vans in operation, 20% of which are accessible vehicles	Operated by Via	3 zones	Varies by zone – Generally Monday – Thursday: 5 a.m. – 10 p.m. Friday: 5 a.m. – 11 p.m. Saturday: 5 a.m. – 11 p.m.
<b>VIA Link (VIA) San Antonio, Texas</b>	\$1.30 per trip Regular reduced fare / service discounts apply	Via GoMobile app Cash Transit pass	Vans	Vehicles operated by zTrip, a local taxi operator Drivers are employed or contracted by RideCo and zTrip.	3 Zones paired with connecting bus routes	Every day 5:30 am – 9:30 pm

## Attachment B – Peer Agency MicroTransit Operating Summary

Service	Base Fare	Payment	Fleet	Ownership	Service Area	Hours
<b>COTA// Plus (COTA) Columbus, Ohio</b>	\$3 per ride \$6 day pass/ \$20 weekly pass Free for students, bus connections, c-pass members, and children \$2 reduced fare for seniors	Cash COTA app COTA Smartcard C- pass Pre-purchased pass/day pass	Vans Coach buses Accessible vehicles available 17 vehicles total	Operated by VIA	5 zones Fixed route with a separate rush hour line	5:00am to 11:00pm, seven days a week
<b>SmaRT Ride (SacRT) Sacramento, California</b>	\$2.50 per ride Discounted fares for seniors, persons with disabilities, and students Groups of 5 or more going to the same place ride free	ZipPass app credit/debit Connect Card Cash SmaRT Ride app CANNOT be used to purchase fare	45 ADA accessible shuttle buses, (9 Zero-emission vehicles)	Operated by VIA	11 zones, downtown stop service, curb-to-curb, and corner-to-corner	Varies, Monday-Friday 6 a.m. – 10 p.m.
<b>Metro Flex (KCM) King County, Washington</b>	\$2.75 per ride discounted fares for seniors, qualifying disabilities people under 18 ride free	ORCA card GO Ticket app Credit or debit Card on Metro Flex App	31 minivans	Operated by VIA	7 zones	Varies by zone, most limited service is 7 a.m. – 7 p.m. with no weekend service, more full service zones operator 5 a.m. – 11am Monday – Saturday and 6 a.m. to 12 a.m. Sunday

## Attachment C - Comparison of Service Coverage and Access

Micro Zone	Geographic Area	Population	Percent of Population with Access to Service
El Monte	Area	209,626	
	Pre NextGen Fixed Route Service Area	84,811	40.5%
	Current Fixed Route Service Area	80,151	38.2%
	Metro Micro Service Area	205,957	98.2%
Highland Park/ Eagle Rock/ Glendale	Area	247,988	
	Pre NextGen Fixed Route Service Area	206,809	83.4%
	Current Fixed Route Service Area	176,538	71.2%
	Metro Micro Service Area	246,560	99.4%
LAX/ Inglewood	Area	41,995	
	Pre NextGen Fixed Route Service Area	25,876	61.6%
	Current Fixed Route Service Area	21,052	50.1%
	Metro Micro Service Area	41,945	99.9%
Northwest San Fernando Valley	Area	193,535	
	Pre NextGen Fixed Route Service Area	173,320	89.6%
	Current Fixed Route Service Area	160,677	83.0%
	Metro Micro Service Area	193,069	99.8%
Altadena/ Pasadena/Sierra Madre	Area	169,968	
	Pre NextGen Fixed Route Service Area	142,402	83.8%
	Current Fixed Route Service Area	115,558	68.0%
	Metro Micro Service Area	168,301	99.0%
Northwest	Area	110,345	

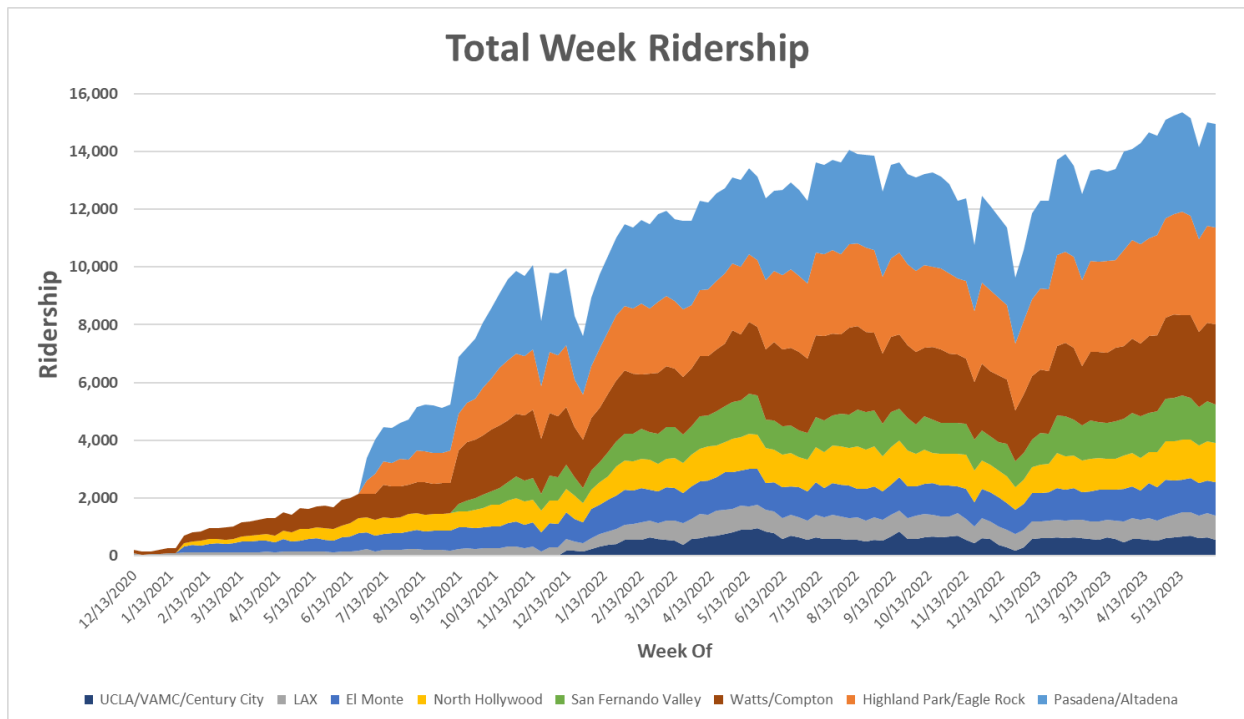
Micro Zone	Geographic Area	Population	Percent of Population with Access to Service
San Fernando Valley	Pre NextGen Fixed Route Service Area	69,466	63.0%
	Current Fixed Route Service Area	63,769	57.8%
	Metro Micro Service Area	106,537	96.5%
UCLA/VA Medical Center	Area	112,045	
	Pre NextGen Fixed Route Service Area	82,678	73.8%
	Current Fixed Route Service Area	81,372	72.6%
	Metro Micro Service Area	112,033	100.0%
Watts/Compton	Area	365,832	
	Pre NextGen Fixed Route Service Area	303,271	82.9%
	Current Fixed Route Service Area	281,361	76.9%
	Metro Micro Service Area	361,992	99.0%
All Metro Micro Zones	Area	1,451,334	
	Pre NextGen Fixed Route Service Area	1,088,633	75.0%
	Current Metro Bus Area	980,478	67.6%
	Metro Micro Service Area	1,436,394	99.0%

## ATTACHMENT D – EVALUATION FINDINGS

### Factors for considering zone optimizations and reductions to realign service and improve cost:

#### 1. Ridership:

The top three highest ridership zones are Pasadena/Altadena, Highland Park/Eagle Rock and Watts/Compton. The five lowest ridership zones are UCLA, LAX, North Hollywood, North San Fernando Valley and El Monte.

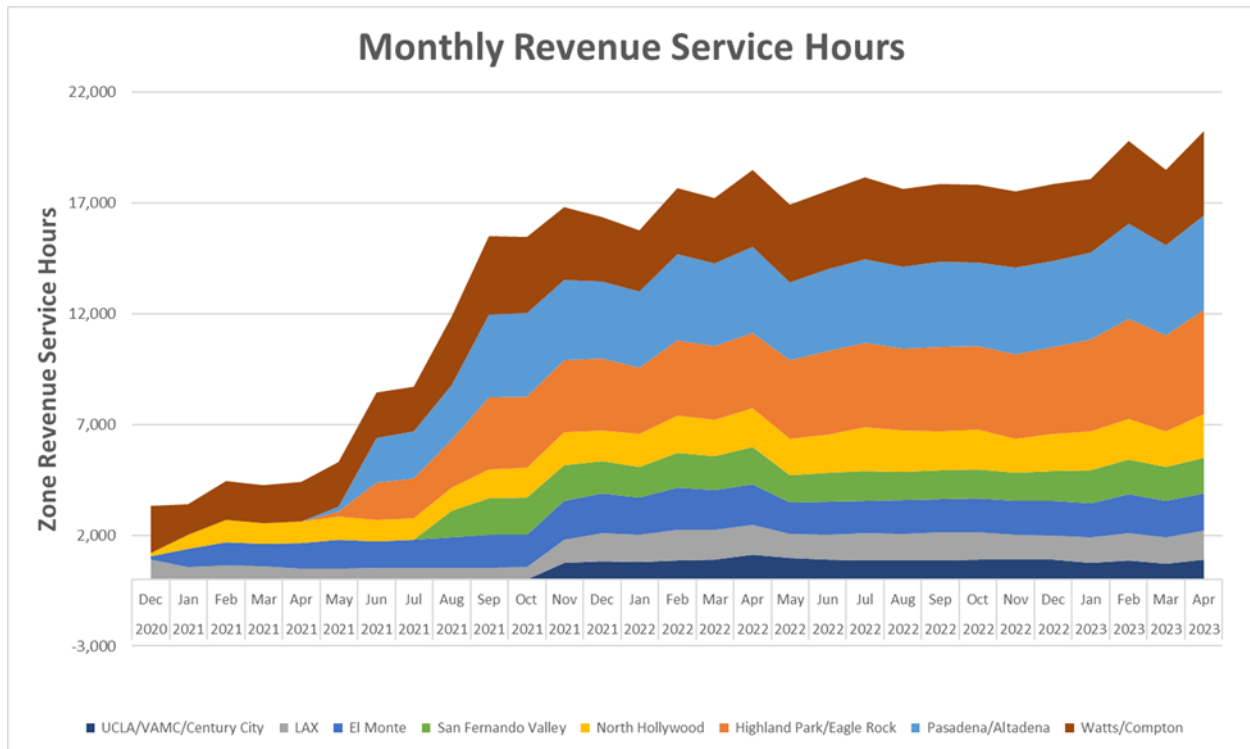


#### 2. Revenue Service Hours (RSH):

The top three highest revenue service hours zones are Pasadena/Altadena, Highland Park/Eagle Rock and Watts/Compton. The lowest five RSH zones are LAX, UCLA, North Hollywood, North San Fernando Valley and El Monte.

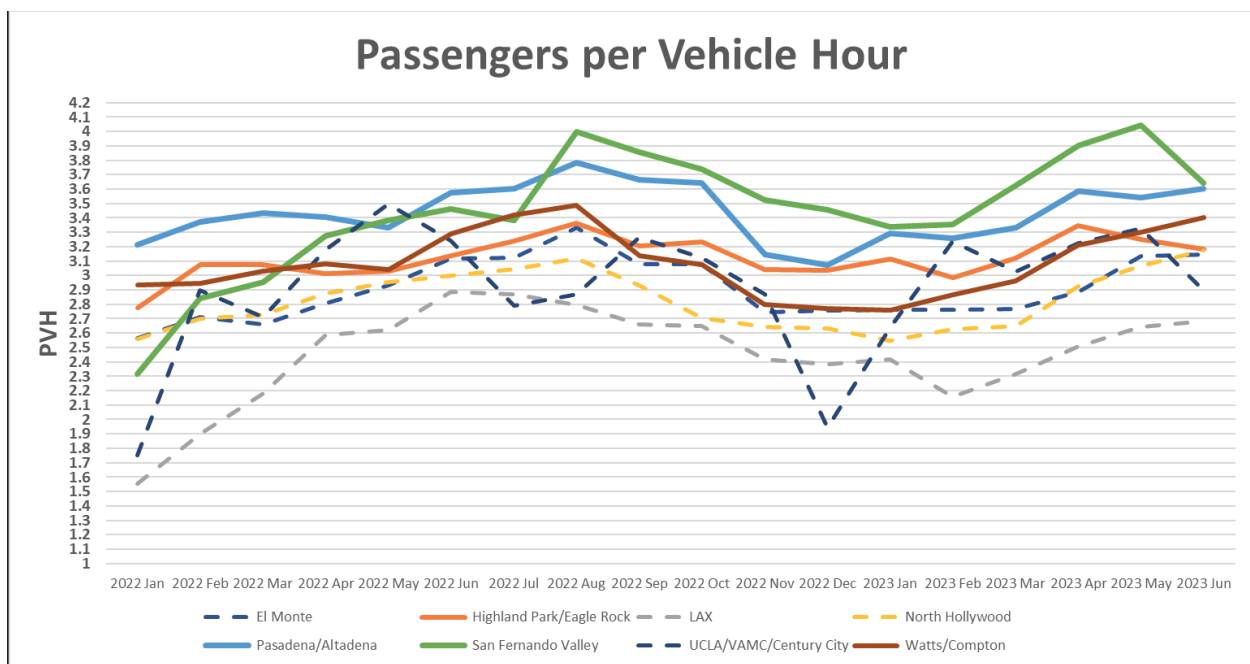


## ATTACHMENT D – EVALUATION FINDINGS



### 3. Passengers per Vehicle Hour (PVH)

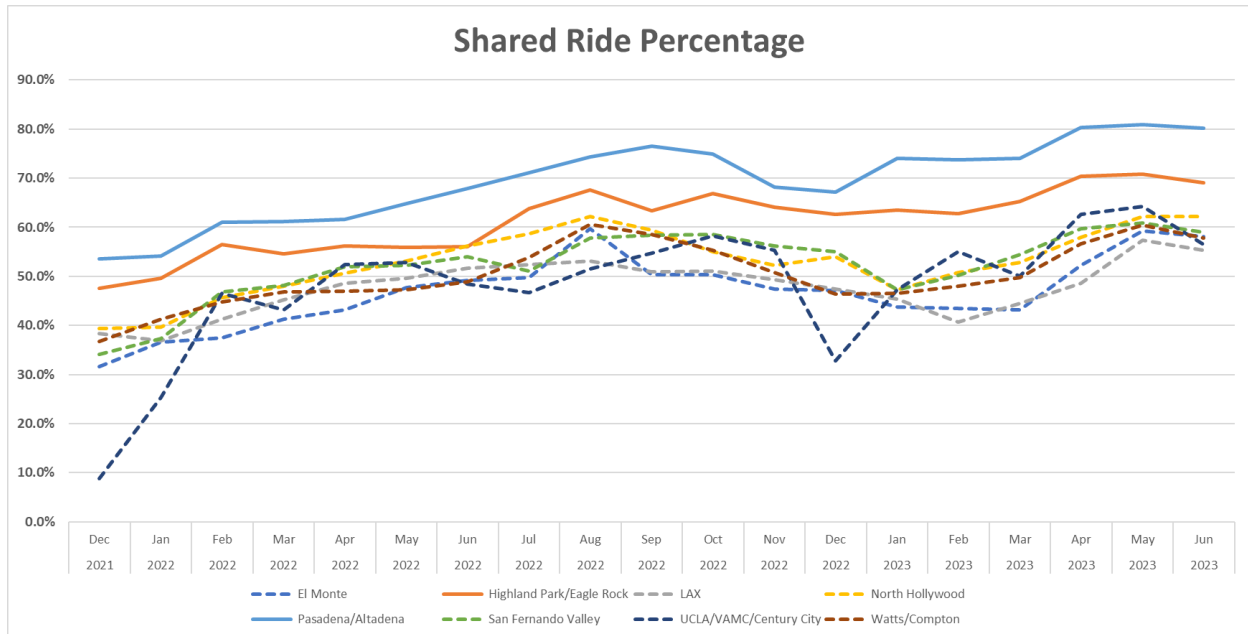
The top four highest PVH zones are North San Fernando Valley, Pasadena/Altadena, Highland Park/Eagle Rock and Watts/Compton. The lowest four PVH Zones are LAX, UCLA, North San Fernando Valley and El Monte.



## ATTACHMENT D – EVALUATION FINDINGS

### 4. Shared Ride Percentages

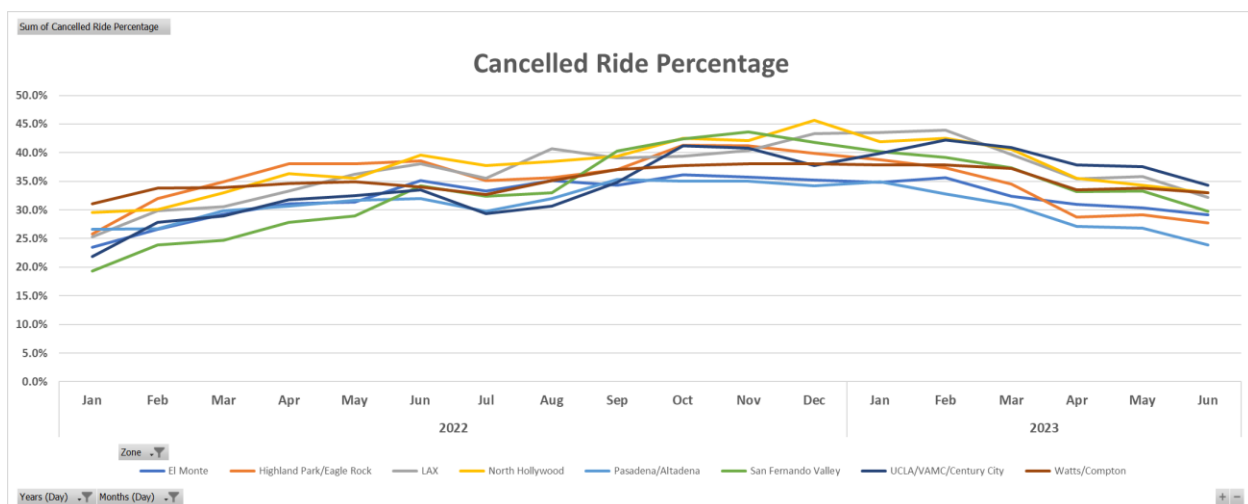
The top two highest Shared Ride Percentage zones are Pasadena/Altadena and Highland Park/Eagle Rock. The lowest two Zones are LAX and El Monte.



### **Factors for considering software parameters and operation practices to improve productivity and cost efficiency:**

#### 1. Cancelled Ride Percentages

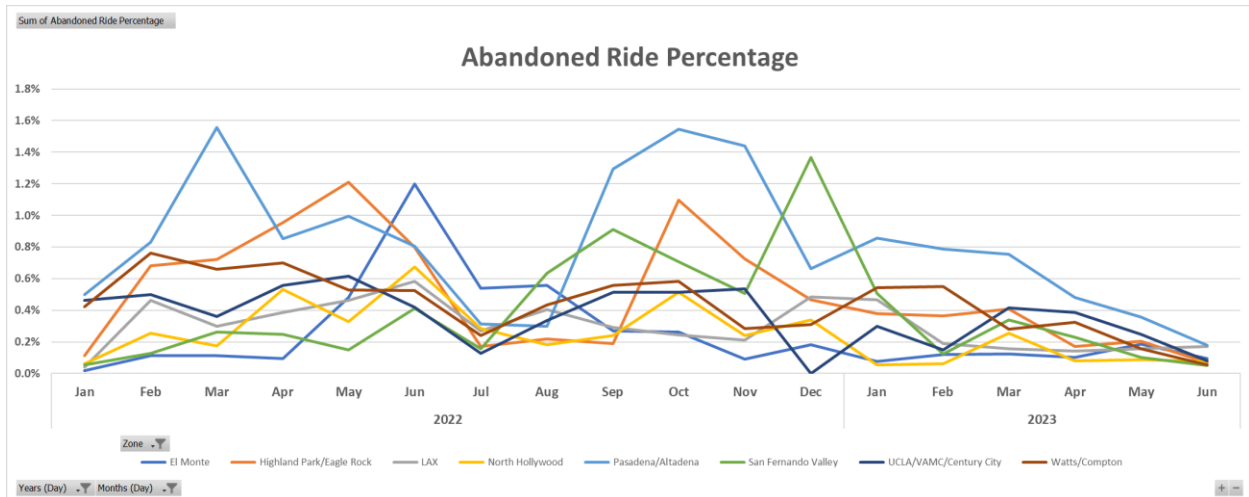
Cancelled rides are trending downward since January 2023 due to Software parameter modification to limit users who booked too many trips and cancelled at the last minute thereby limiting the ability to serve other customers.



# ATTACHMENT D – EVALUATION FINDINGS

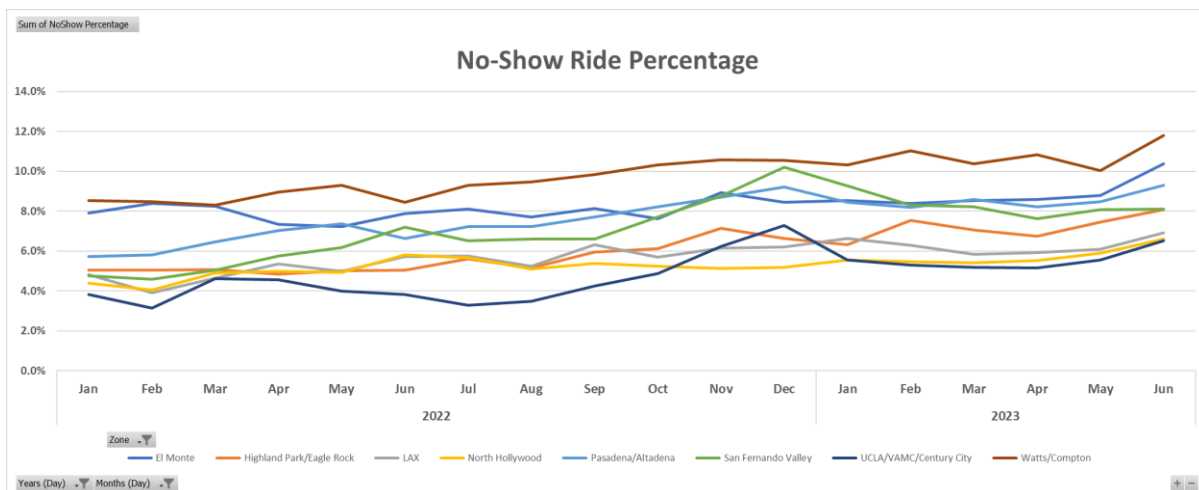
## 2. Abandoned Ride Percentages

Abandoned Ride percentage is trending downward since January 2023 due to both software parameter changes and improved operation practices to allow for an increase in service availability to better serve our customers.



## 3. No-Show Ride Percentages

No-Show Ride improvements were realized from February to April 2023 but have increased for the months of May and June 2023. Staff is monitoring the no-show percentage KPI and working on adjustments to further disincentivize system abuse by customers who book multiple rides without cancelling the unused trips.



# Metro Micro™



# Background

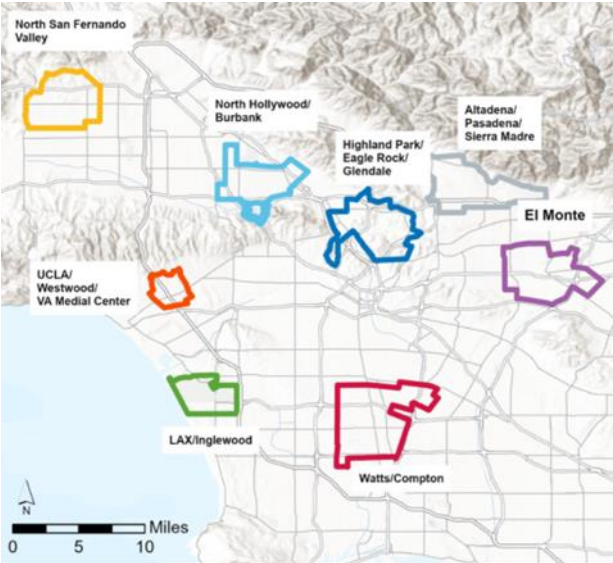


- MicroTransit was evaluated by an independent evaluator to determine whether and under what circumstances Metro should continue with the service permanently.
- The current annual cost of the MTP is \$31 million (\$16M contract cost and \$15M for SMART, AFSCME, and Management labor & Overhead).
- Using Industry best practices, the evaluation provided a comparison of Key Performance Indicators (KPIs) for each of the eight Metro Micro Zones.

# Background Cont.



## MicroTransit service areas/zones



## Underperforming fixed route bus replacements by MicroTransit.

Launch	Zone Name	NextGen Replacement	MT Average Weekday Ridership FY23Q4
Winter 2020	Watts/Compton	Routes: 254 and 612	443
Winter 2020	LAX/Inglewood	Routes: 625	126
Winter 2021	El Monte	N/A	183
Winter 2021	North Hollywood/Burbank	Routes: 183 (Bel Aire Dr) and 222(Barham Bl)	212
Summer 2021	Highland Park/Eagle Rock/Glendale	Routes: 183, 201, 256 (part) and 685	531
Summer 2021	Altadena/Pasadena/Sierra Madre	Routes: 256 (part), 264, 267 (part), 268 (part), 487 (part), and 687	538
Fall 2021	Northwest San Fernando Valley	Routes: 242/243 (Porter Ranch)	207
Winter 2021	UCLA/Westwood/VA Medical Center	N/A	115



# Evaluation Findings



**SAFETY**: About 96% of Spring 2022 onboard survey respondents reported feeling safe from sexual harassment compared to 49–55% of Metro bus customers.

**COMFORT**: About 98% of Metro Micro customers rated the vehicle seats as comfortable, but only 59% of Metro bus customers.

**RIDE TIME**: About 85% of Metro Micro customers are satisfied with how long it takes to get where they are going compared to 56% Metro bus customers.

**EQUITY**: A higher share of Metro Micro rides occur in Equity Focused Communities (EFCs) compared to overall transit and personal travel trips in Micro Zones.

**USAGE**: Metro Micro experienced an initial peak of 62,000 passengers in August of 2022. The 12-month weekday average across the system is about 2,000. There is evidence of seasonal fluctuation in ridership, with higher ridership during summer.

# Evaluation Findings Cont.



## **COSTS:**

- Customers save an average of \$3.8 million per year by a decrease in wait time.
- Costs comparison to Peer, Metro Fixed Route and ACCESS as indicated by the chart below:

	To Peer	To ACCESS	To Metro Fixed Route
Costs Per Trip	8.3% Lower	28.8% Lower	38% Higher
Costs Per Hour	20% Higher	52% Higher	28% Lower

## **Peer Agency Operating Comparison (Six Agencies)**

- GoLink (DART) - Dallas, Texas;
- GoZone (DCTA) - Denton County, Texas;
- VIA Link (VIA) - San Antonio, Texas;
- COTA/Plus (COTA) - Columbus, Ohio;
- SmaRT Ride (SacRT) - Sacramento, California;
- Metro Flex (KCM) - King County, Washington

# Equity & Customer Demographics



**Metro staff will be conscious of the potential impacts on equity, with an eye toward reducing cost per boarding to increase ridership and efficiency**

## Equity

An average of 31% of the area in the eight Metro MicroTransit zones are in EFCs as indicated below:

Zone	% of Land Area in EFC	% of Population in EFC
Watts/Compton	68.0%	69.8%
El Monte	50.6%	73.3%
LAX/Inglewood	33.2%	40.3%
Highland Park / Eagle Rock / Glendale	19.3%	31.7%
North Hollywood / Burbank	19.2%	29.5%
Altadena / Pasadena / Sierra Madre	9.9%	23.7%
UCLA / Westwood / VA Medical Center	5.5%	10.6%
Northwest San Fernando Valley	3.9%	7.2%

## Demographics

In March-April 2023, 2,875 customers responded to the Online, Telephone and On-board survey conducted in English and Spanish. The results are indicated below:

	Female	Male	Non-binary	Other
Gender	53%	40%	3%	0.30%

	Metro	
	MicroTransit	Bus/Rail
Asian/Native Hawaiian/Pacific Islander	18%	7%
White/Caucasian	28%	12%
Black/African American	10%	14%
Hispanic/Latinx	40%	58%



## **Contract Cost Analysis**

- The MTP was solicited as a PDA/P3 contract covering eight cost categories: labor, communications, vehicles, reporting locations, hardware, software, insurance, and fleet cleaning/fueling. The current annual cost of the contract is \$16M.
- Labor costs for vehicle operators are not included as part of the operating costs of the contract; vehicle operators are provided directly by Metro. The current annual cost is \$15M for SMART, AFSCME, and Management labor & Overhead.
- Approximately 25% to 30% of costs in the contract are normally considered capital costs including vehicle lease payments, office and parking space costs and vehicle hardware costs resulting in higher operating costs for Metro MicroTransit.



## Cost-Effectiveness

MTP may reduce total costs while improving accessibility and customer experience, but it cannot match fixed-route services' total capacity for passengers with the same cost-competitiveness.

- Vehicle capacity places a fundamental limit on productivity. Three to nine seats vs 38 seats on buses.
- Electric Vehicles (EVs) limits service span due to non-existing in-route charger.

Metro Micro creates better accessibility and customer experience benefits beyond its capacity and productivity, both benefit and cost factors are important to consider when comparing Metro Micro's effectiveness to other modes in Metro's service.

Staff anticipates that with implementation of the new business model and contracts, we can meet MicroTransit's goal of \$20 to \$25 per trip.

# Evaluation Summary



**MTP maintains many advantages compared to fixed-route bus services. Key program successes include:**

**Customer Experience:** High customer experience ratings (averaging 4.8 out of 5 stars for those who ride) with no Micro Zone below 4.8-star rating.

**Wait Times and Cost Savings:** Customers spend less time waiting for transit service, which means more time at work, with family, and other activities. The greatest savings are for people making \$15,000–\$25,000/year. The annual travel time costs for Metro Micro customers by an average of \$3.8 million per year.

**Customer Acquisition:** 11% of Metro Micro customers are entirely new transit customers.

**Operating Costs:** Cost per Revenue Service Hour (RSH) reduced by 61% and is now 23% less than fixed route service it replaced at \$179 vs. \$138.

**Service Coverage and Access:** Nearly 350,000 additional residents are now able to access service with less than a 0.25 mile walk, providing meaningful service to 99% of residents.

**Peer Agency Comparison Results:**

- Metro offers the lowest fare.
- Metro operates the largest fleet consisting of 85 vehicles.
- Metro is the only service provider that operates its MicroTransit service with in-house staff (SMART Operators and AFSCME Supervisors).



# Evaluation - Options



Potential next steps for the MTP include: 1) end MTP and discontinue MicroTransit service, or 2) continue the MTP but with operational changes

## **Option 1 – End the MTP and discontinue MicroTransit Service**

The impacts include, but are not limited to:

- Loss of population access to transit for nearly 350,000 residents, including in EFCs and loss in first/last mile connections as currently 19% of Metro Micro customers connect to fixed route transit;
- Loss of potential new customers as 11% of Metro Micro customers are new to Metro;
- Loss of a well-liked transit service with the 4.8 out of 5 customer rating; and
- Loss of jobs/pathway for existing and new operators.

## **Option 2 – Continue the MTP but with Operational Changes**

Steps to increase demand and manage costs may include:

- Discontinuing or curtailing service in some low-performing Metro MicroTransit zones with consideration of continued service in zones where bus lines were eliminated/reduced due to NextGen;
- Incrementally raising fares to the original fare of \$2.50;
- Shifting operating costs to capital costs and improving overall financial health to sustain costs;
- Streamlining operating hours to address the demand for more service levels per fare search percentages; and
- Structuring future contracts with accounting for time-of-day and performance delivery milestones.

# Next Steps

1. Staff is drafting a business model based on lessons learned to maximize cost efficiency, equity, service quality and access, innovation, and productivity.
2. Staff will request Board approval in September 2023 for a limited time extension of the existing MTP contract to develop the new business model.
3. Staff anticipates the issuance of multiple competitive solicitations beginning in Fall 2023, if the board approves continuation of the service.

