

Metro

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



Metro[®]

Agenda - Final

Thursday, November 15, 2018

11:30 AM

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

Executive Management Committee

*Sheila Kuehl, Chair
James Butts, Vice Chair
John Fasana
Eric Garcetti
Paul Krekorian
Hilda Solis*

John Bulinski, non-voting member

Phillip A. Washington, Chief Executive Officer

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

PUBLIC INPUT

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

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

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

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

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

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

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

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

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

DISCLOSURE OF CONTRIBUTIONS

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

ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

LIMITED ENGLISH PROFICIENCY

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



323.466.3876 x2

Español

323.466.3876 x3

한국어

日本語

中文

русский

ភាសាខ្មែរ

ภาษาไทย

Tiếng Việt

ភាសាខ្មែរ

HELPFUL PHONE NUMBERS

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

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

Internet Access to Agendas - www.metro.net

TDD line (800) 252-9040

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

CALL TO ORDER**ROLL CALL**

32. **SUBJECT: STATE AND FEDERAL REPORT** [2018-0437](#)

RECOMMENDATION

RECEIVE AND FILE State and Federal Legislative Report.

33. **SUBJECT: STREAMLINING AUDITS FOR SMALL AND DISADVANTAGED BUSINESSES** [2018-0686](#)

RECOMMENDATION

RECEIVE AND FILE report on streamlining audits for small and disadvantaged businesses (SBE/DBE).

Attachments: [Attachment A - Contractor Training Sessions Survey](#)

34. **SUBJECT: METRO LEADERSHIP ACADEMY** [2018-0598](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a three-year firm fixed price Contract No. PS54336000 to Southern Methodist University Cox School of Business, to serve as the academic partner for the Metro Leadership Academy (MLA) Program, in the amount of \$858,552, effective December 2018 through December 2021; and
- B. APPROVE Contract Modification Authority specific to Contract No. PS54336000 in the amount of \$85,855.

Attachments: [Attachment A - Procurement Summary.docx](#)

[Attachment B - DEOD Summary](#)

35. **SUBJECT: METRO MEDICAL CLINIC SERVICES** [2018-0599](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a 42-month, firm fixed unit rate Contract No. PS42270000 to Temple Medical Center for medical clinic services for Metro downtown service area, in an amount not-to-exceed \$1,034,640 effective January 25, 2019 subject to resolution of protests(s) if any.



Board Report

File #: 2018-0686, **File Type:** Informational Report

Agenda Number: 33.

**EXECUTIVE MANAGEMENT COMMITTEE
NOVEMBER 15, 2018**

SUBJECT: STREAMLINING AUDITS FOR SMALL AND DISADVANTAGED BUSINESSES

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE report on streamlining audits for small and disadvantaged businesses (SBE/DBE).

ISSUE

Metro recognizes that the SBE/DBE firms may have challenges including limited knowledge and resources to comply with the requirements of Federal Acquisition Regulations (FAR) Part 31, Contract Cost Principles and Procedures which are included in all Metro contracts. This report provides details on the ongoing streamlining efforts that were reported to the Board in May 2018 to assist the SBEs/DBEs in resolving these challenges.

BACKGROUND

At the September 2017 Board meeting Director Dupont-Walker requested that staff report back on efforts for streamlining audits for small businesses. Specifically, she requested recommendations and/or results on A) simplifying indirect cost rates; B) reducing the number of multiple audits annually; C) implementing a centralized database; D) list of metrics to measure improvements; and E) toolbox for SBE/DBE to provide feedback.

In May 2018, the Board received an update on Metro's efforts for streamlining the audit process for the SBE/DBE community. In addition, the Board approved Vendor / Contract Management's (VCM) establishment of an Indirect Cost Rate Pilot Program for SBE/DBEs on eligible contracts.

DISCUSSION

Metro's objective is to provide a level playing field to all vendors. V/CM and Management Audit Services (MAS) have partnered to assist, educate and train the SBE/DBE community on all Metro contract requirements, including audit requirements.

A. Simplifying Indirect Cost Rates and Flow-Downs

V/CM Updates

As part of V/CM's procurement streamlining initiative, V/CM has improved its RFP contract templates and instructions in the following identified areas specific to audits:

1. Eliminated the use of Form 60 for non-cost type contracts to simplify the RFP response submission for SBE/DBE's.
2. Staff has developed a Transitional Indirect Cost Rate (TICR) pilot program that will establish a "temporary" rate of 115% when a firm does not have relevant cost history, or does not have a previously accepted ICR from a cognizant agency. Based on input from V/CM, MASD and County Counsel the program will be updated by November 2, 2018 and submitted for final review to the FTA November 5, 2018. The program will apply to the first year for Home Office rates. The pilot will be implemented in the first quarter of calendar year 2019.
3. Should a SBE/DBE disagree with the MAS ICR findings, the SBE/DBE has the right to appeal to a neutral third party (arbitrator) to make the final decision. The neutral party should have experience as an auditor (FTA/FHWA). The ICR is a voluntary pilot program for the certified small business. They can opt-in to the program prior to contract execution.

B. Results of MAS' Streamlining Initiatives

In order to measure our progress towards streamlining the audit process and simplifying it for the SBE/DBE community, several metrics have been continuously tracked. Metrics and corresponding results include:

Contractor Training Initiative

MAS partnered with V/CM to put together a series of educational training programs for SBE/DBEs to better understand contract and audit requirements including FAR Part 31 cost allowability, audit process, adequate accounting system and the different types of contract audits (e.g. pre-award, incurred cost, close out, etc.) including the associated level of audit support and effort that goes with each type. Beginning February 2018, MAS conducted three workshops (February, March and April) at Metro's Headquarters. Over 200 attendees had the opportunity to ask their audit and contract questions to the MAS and V/CM executives during these events. MAS is partnering with V/CM to conduct additional training sessions during 2019, tentatively in February and April.

Metric: Number of training/outreach opportunities participated by MAS and/or V/CM in educating SBE/DBEs about audit process and requirements for the period.

Result: Attendance for the training sessions total 234 consisting of 108 in February, 58 in March and 68 in April. MAS sent surveys to all 234 attendees requesting feedback regarding the training of which we received 49 responses or 21%. Of the 49 responses, attendees rated the speaker's overall presentation, materials, and appropriateness of information mostly excellent. (See Attachment A for actual survey responses.)

Reducing the Number of Multiple Audits Annually

MAS worked with V/CM to better understand their audit request needs to determine appropriate timing and frequency of the indirect cost rate audits. MAS reviews the audit requests regularly to maximize opportunities to request the contractor's information or use previously obtained information

that may satisfy multiple audit requests. In addition, MAS developed a monitoring database, which is shared with V/CM via SharePoint, to minimize frequencies of the audits and explored opportunities to reduce the information request per SBE/DBE from one contract to another contract. This database ensures that certified small businesses are audited only once a year for the same scope and objectives.

Metric: Number of total audits for all SBE/DBEs per year and number of audits per each SBE/DBE per year. We will also be doing a yearly comparison of these numbers.

Result: During FY17 we conducted audits of 26 SBE/DBEs of which only one (1) SBE/DBE firm was audited twice; one pre-award audit and one indirect cost rate audit. A pre-award audit determines the reasonableness, allowability, and allocability of proposed costs while an indirect cost rate audit is done to determine the allowability of indirect expenses on existing contracts. During FY18 we conducted audits of 11 SBE/DBEs of which only one (1) SBE/DBE firm was audited twice; one interim incurred cost audit and one indirect cost rate audit. An interim incurred cost audit determines the reasonableness, allowability, and allocability of billed costs while an indirect cost rate audit is done to determine the allowability of indirect expenses on existing contracts. From FY17 to FY18 there was a 58% decrease in the number of SBE/DBEs audited.

Contractor Audit Experience

In January 2018 we developed a tracking system to monitor contractors' acceptance of recommendations for audits issued dating back to July 2017.

Metric 1: Number of findings accepted by the contractor to get rate of acceptance.

Result: During FY18 we conducted 17 incurred cost audits of which the contractor rate of acceptance on our findings was 100%. For the first quarter of FY19 we conducted 7 incurred cost audits of which the contractor rate of acceptance on our findings was 100%. Pre-award audits are provided to V/CM Contract Administrators to serve as a negotiation tool therefore, contractor's acceptance is subject to the outcome of those negotiations.

Metric 2: Number of contractors who responded positively and negatively to the audit experience relative to the number of contractors audited for the period.

Result: For the period of May 2017 through August 2018 MAS sent surveys to 51 contractors of which we received 11 responses or 22%. Of the 11 responses received all but one indicated that they were satisfied with their recent audit experience.

Additional Contractor Support

MAS offered its services to V/CM to be a resource during V/CM's kick off meetings with contractors for newly awarded contracts to assist in conducting informational trainings with the individual contractors. This will provide MAS with the opportunity to reinforce audit requirements and provide insight on the type of documentation required during an audit. It also provides the contractor with the opportunity to pose questions to audit staff in a smaller group setting.

MAS identified certain high risk accounts that are more prone to be challenging for SBE/DBEs

indirect cost rate submission. These accounts will be included during the pre-award audits to prompt the SBE/DBEs sooner in implementing actions to be compliant with the contract terms and FAR requirements.

NEXT STEPS

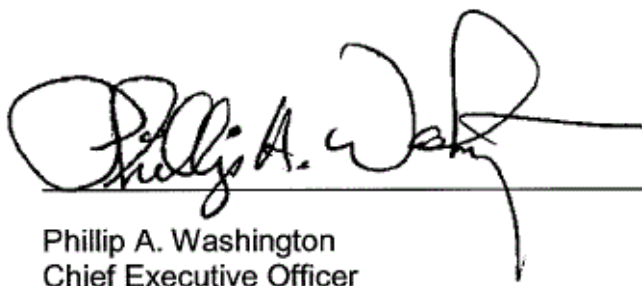
Metro will continue its effort to streamline the audit process and will report back to the board annually.

ATTACHMENT

Attachment A - Contractor Training Sessions Surveys

Prepared by: Debra Avila, Chief Vendor/Contract Management Officer
(213) 418-3051
Diana Estrada, Chief Auditor
(213) 922-2161

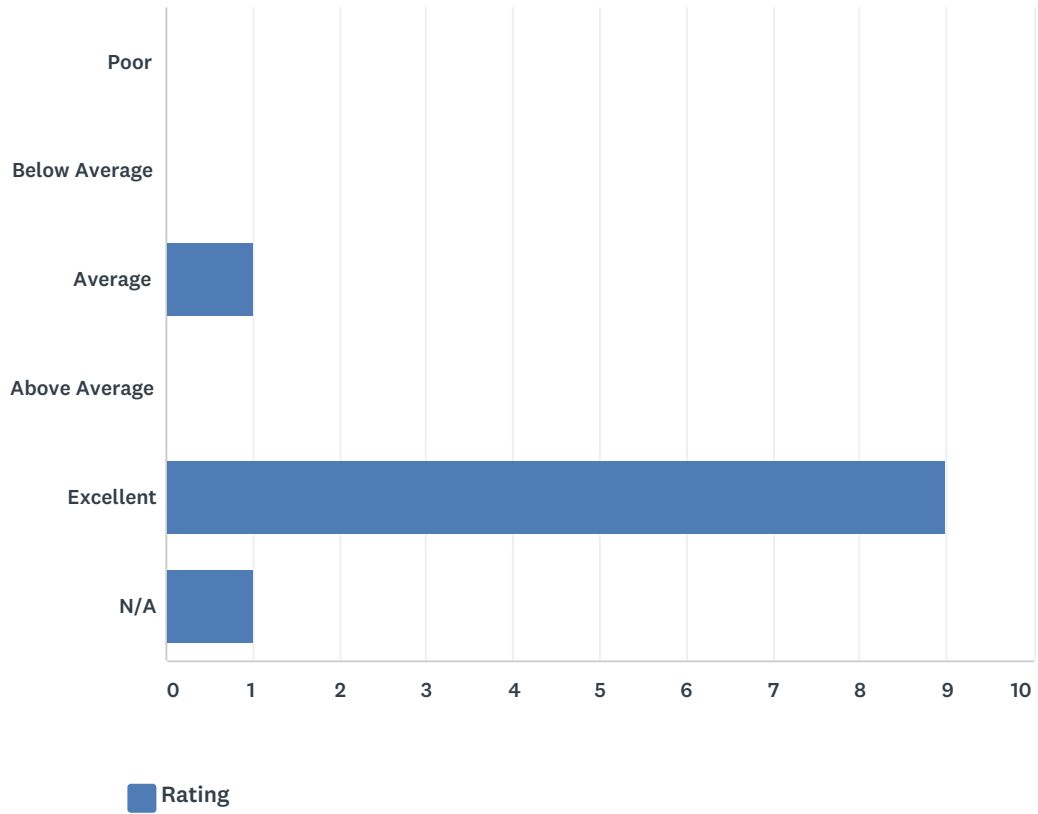
Reviewed by: Stephanie Wiggins, Deputy Chief Executive Officer
(213) 922-1023



Phillip A. Washington
Chief Executive Officer

Q1 Speaker Overall Evaluation

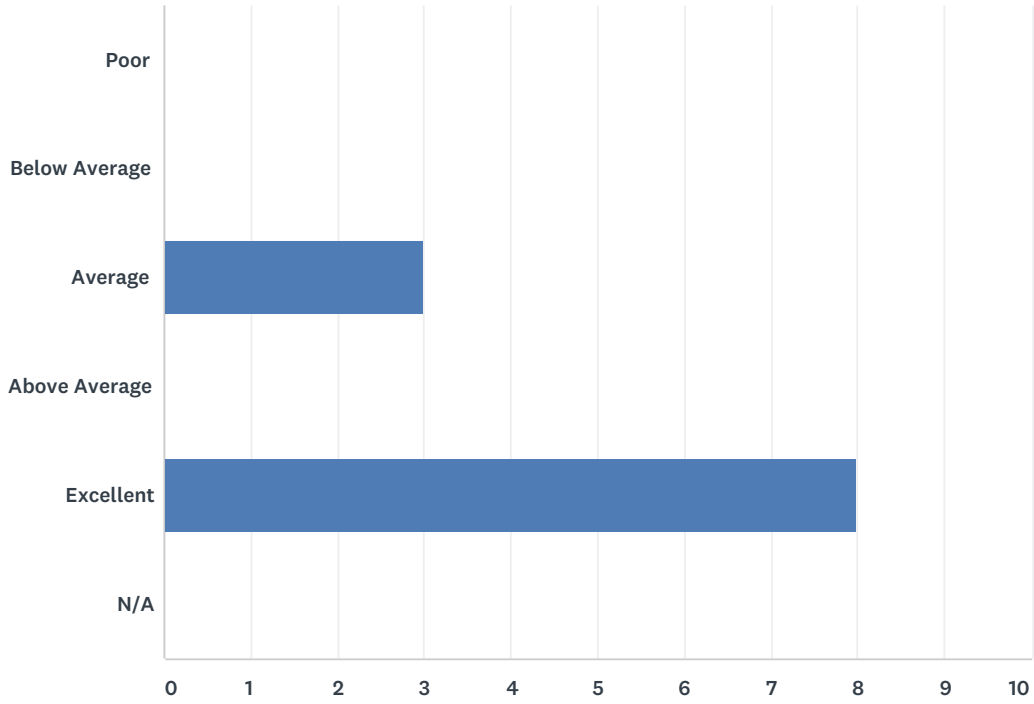
Answered: 11 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 1	1	3.00
Above Average	0.00% 0	0	4.00
Excellent	100.00% 9	9	5.00
N/A	100.00% 1	1	0.00

Q2 Use of Audio-Visual Materials

Answered: 11 Skipped: 0

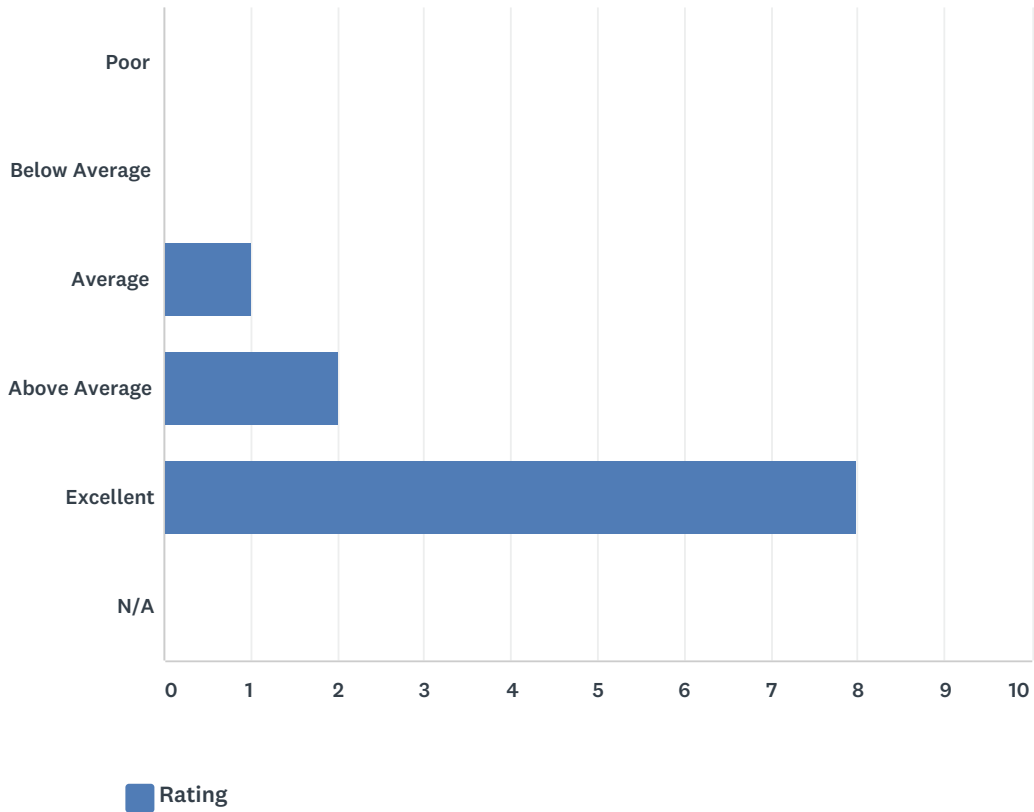


Rating

	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 3	3	3.00
Above Average	0.00% 0	0	4.00
Excellent	100.00% 8	8	5.00
N/A	0.00% 0	0	0.00

Q3 Organized Presentation

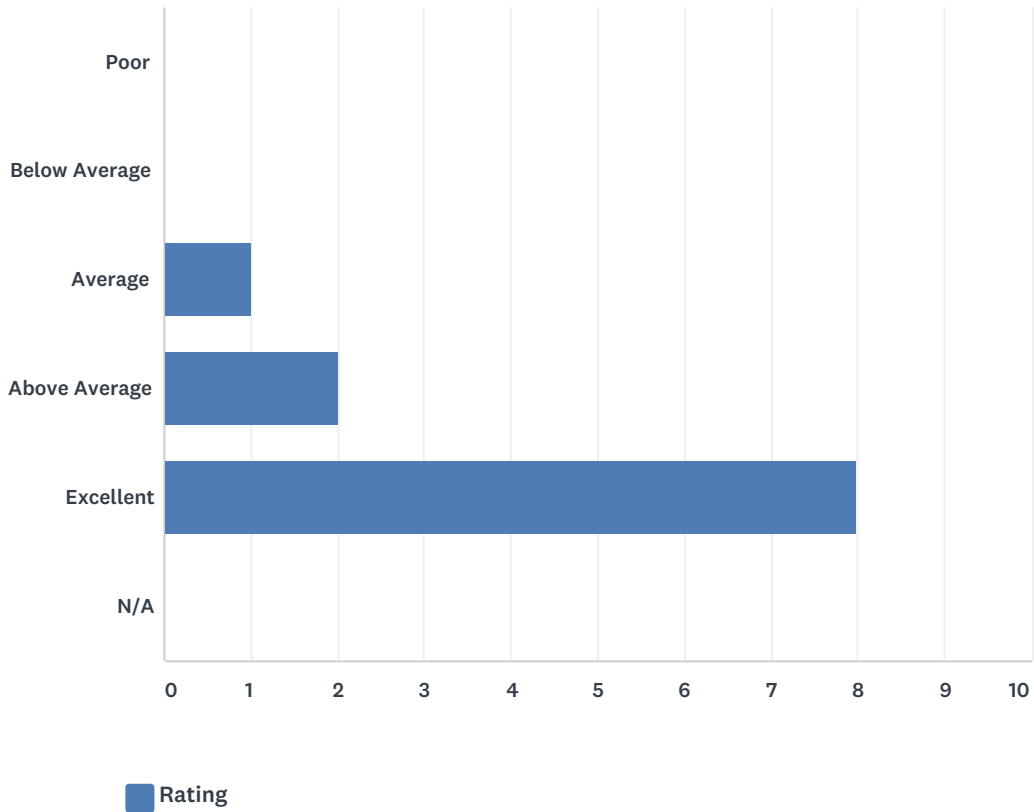
Answered: 11 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 1	1	3.00
Above Average	100.00% 2	2	4.00
Excellent	100.00% 8	8	5.00
N/A	0.00% 0	0	0.00

Q4 Presentation Style

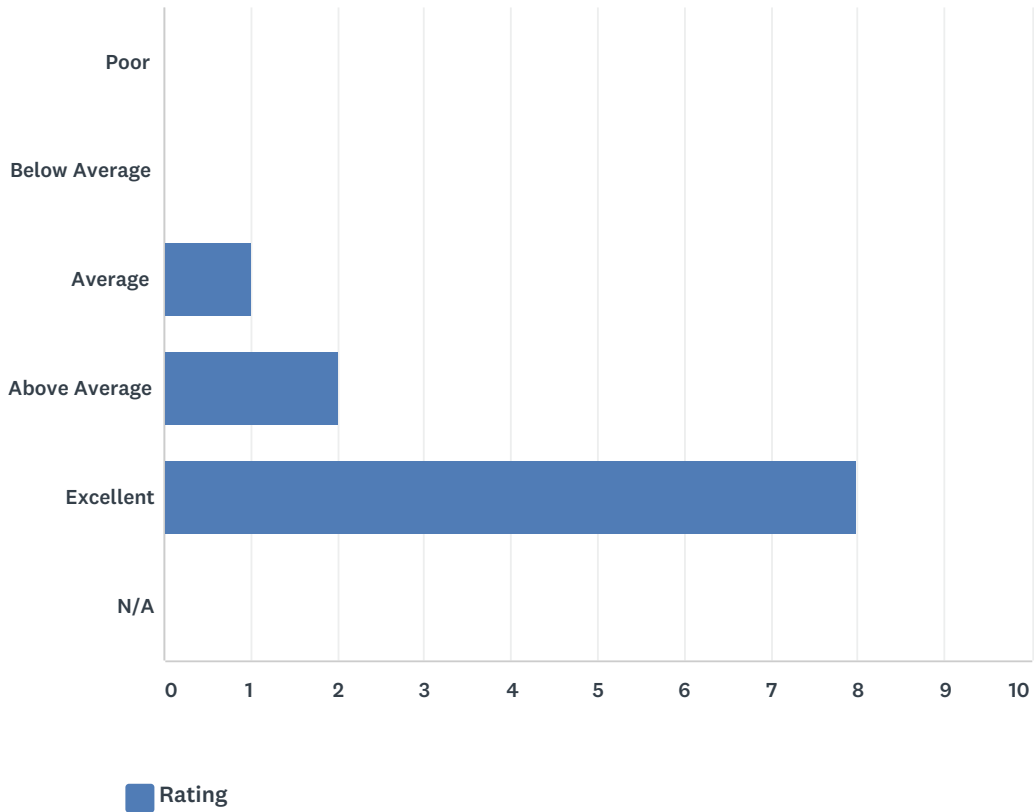
Answered: 11 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 1	1	3.00
Above Average	100.00% 2	2	4.00
Excellent	100.00% 8	8	5.00
N/A	0.00% 0	0	0.00

Q5 Information at Appropriate Level

Answered: 11 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 1	1	3.00
Above Average	100.00% 2	2	4.00
Excellent	100.00% 8	8	5.00
N/A	0.00% 0	0	0.00

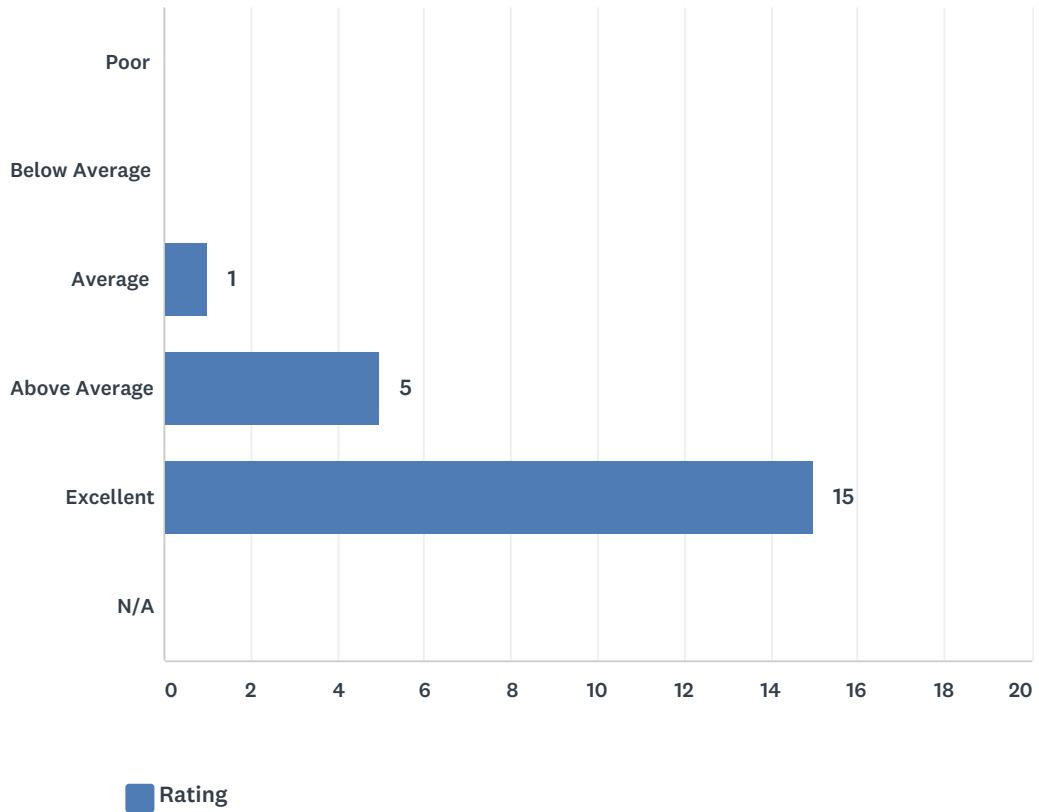
Q6 Comments:

Answered: 4 Skipped: 7

#	RESPONSES	DATE
1	Thank you for hosting this informative event. I appreciate how welcoming and encouraging Metro staff is. I look forward to attending more events in the future.	3/7/2018 3:12 PM
2	I learned alot & very helpful information.	3/7/2018 11:13 AM
3	Thank you for continuing to improve your efforts!	2/21/2018 8:31 PM
4	Great event!	2/21/2018 4:22 PM

Q1 Speakers Overall Evaluation

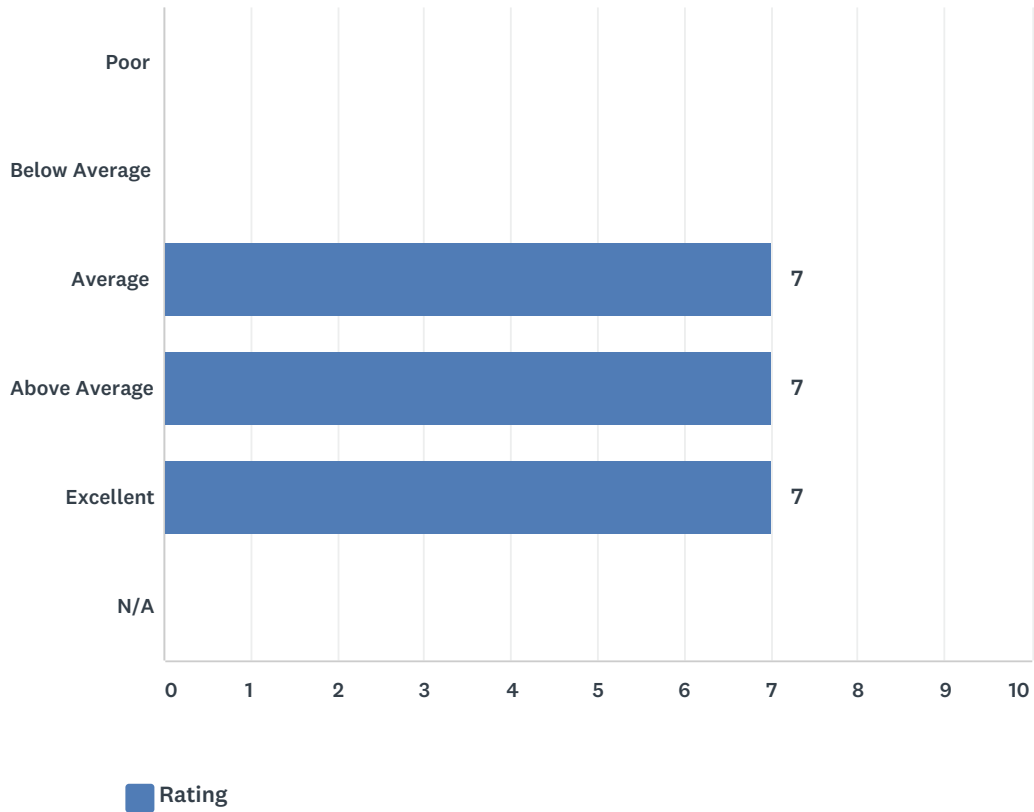
Answered: 21 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00%	0	1.00
Below Average	0.00%	0	2.00
Average	100.00%	1	3.00
Above Average	100.00%	5	4.00
Excellent	100.00%	15	5.00
N/A	0.00%	0	0.00

Q2 Use of Audio-Visual Materials

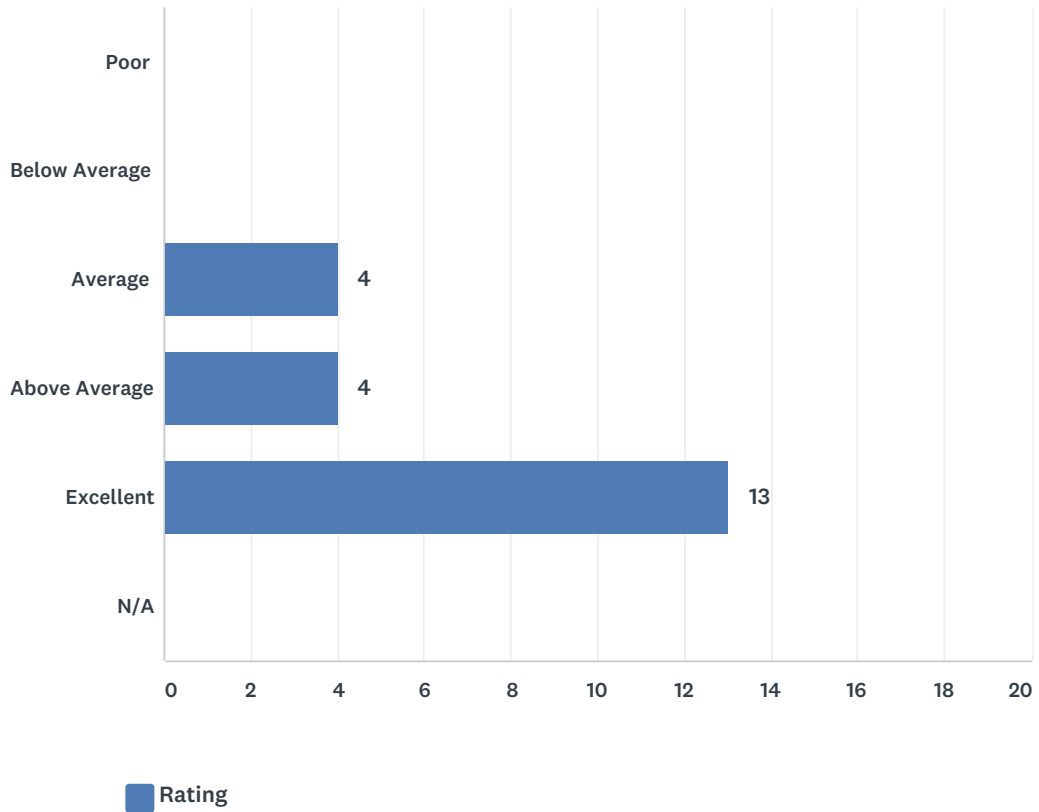
Answered: 21 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 7	7	3.00
Above Average	100.00% 7	7	4.00
Excellent	100.00% 7	7	5.00
N/A	0.00% 0	0	0.00

Q3 Organized Presentation

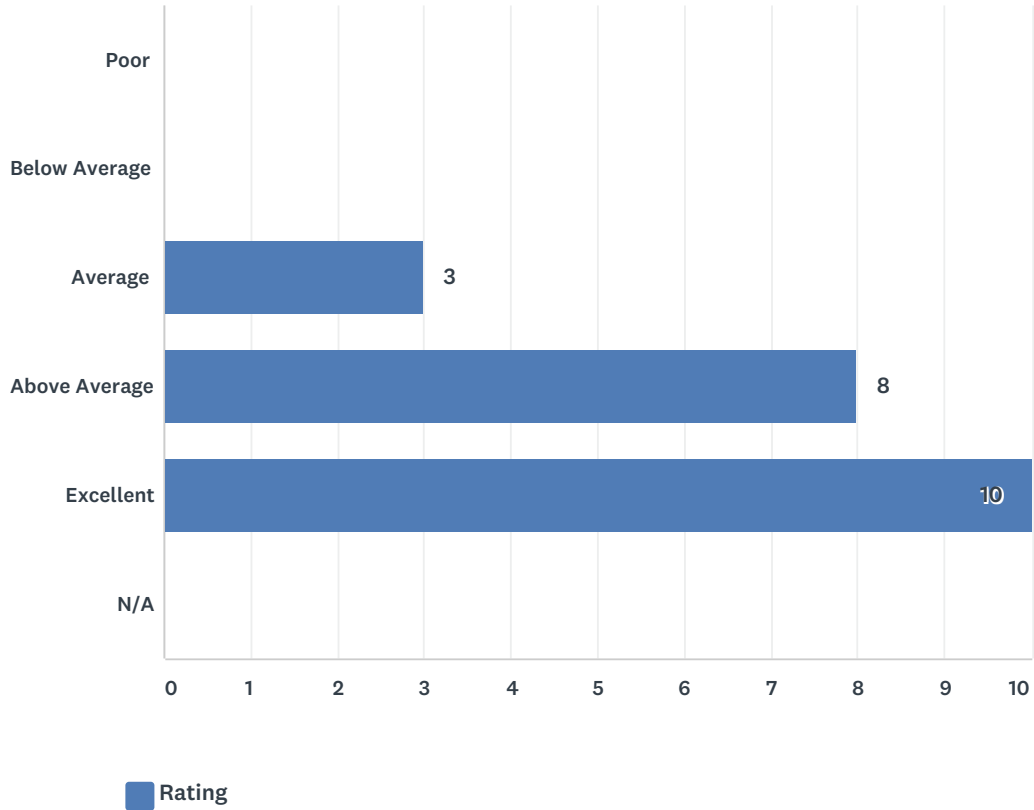
Answered: 21 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00% 0	0	1.00
Below Average	0.00% 0	0	2.00
Average	100.00% 4	4	3.00
Above Average	100.00% 4	4	4.00
Excellent	100.00% 13	13	5.00
N/A	0.00% 0	0	0.00

Q4 Presentation Style

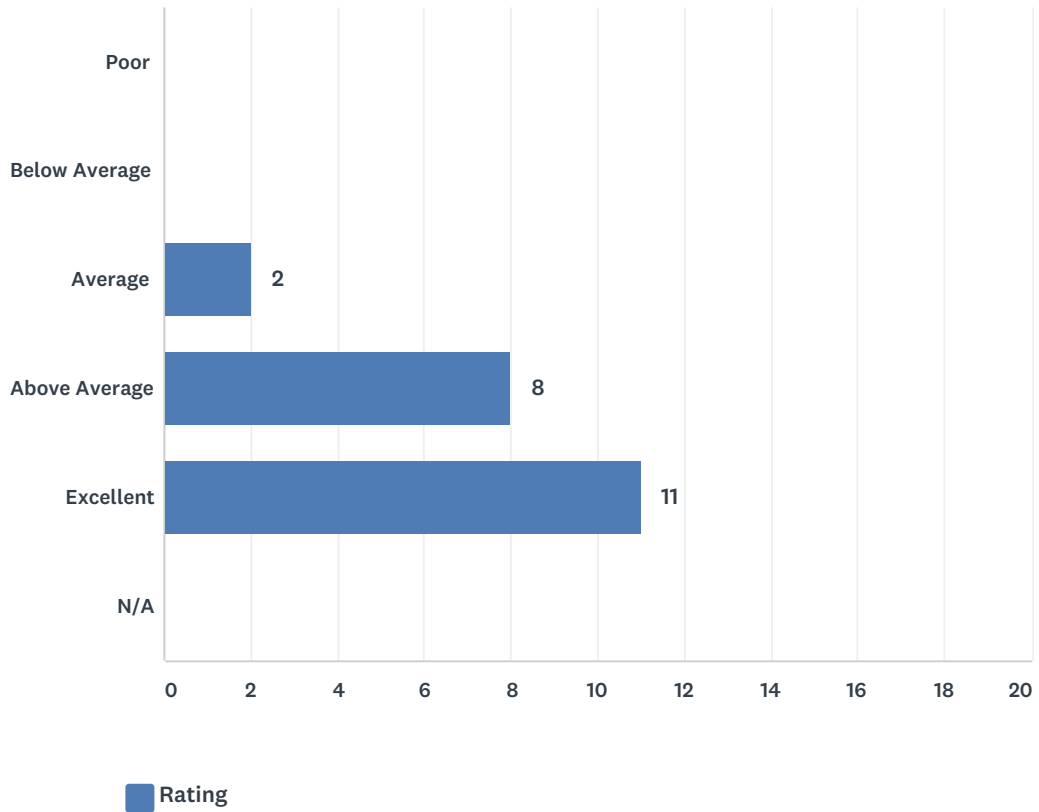
Answered: 21 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00%	0	1.00
Below Average	0.00%	0	2.00
Average	100.00%	3	3.00
Above Average	100.00%	8	4.00
Excellent	100.00%	10	5.00
N/A	0.00%	0	0.00

Q5 Information at Appropriate Level

Answered: 21 Skipped: 0



	RATING	TOTAL	WEIGHTED AVERAGE
Poor	0.00%	0	1.00
Below Average	0.00%	0	2.00
Average	100.00%	2	3.00
Above Average	100.00%	8	4.00
Excellent	100.00%	11	5.00
N/A	0.00%	0	0.00

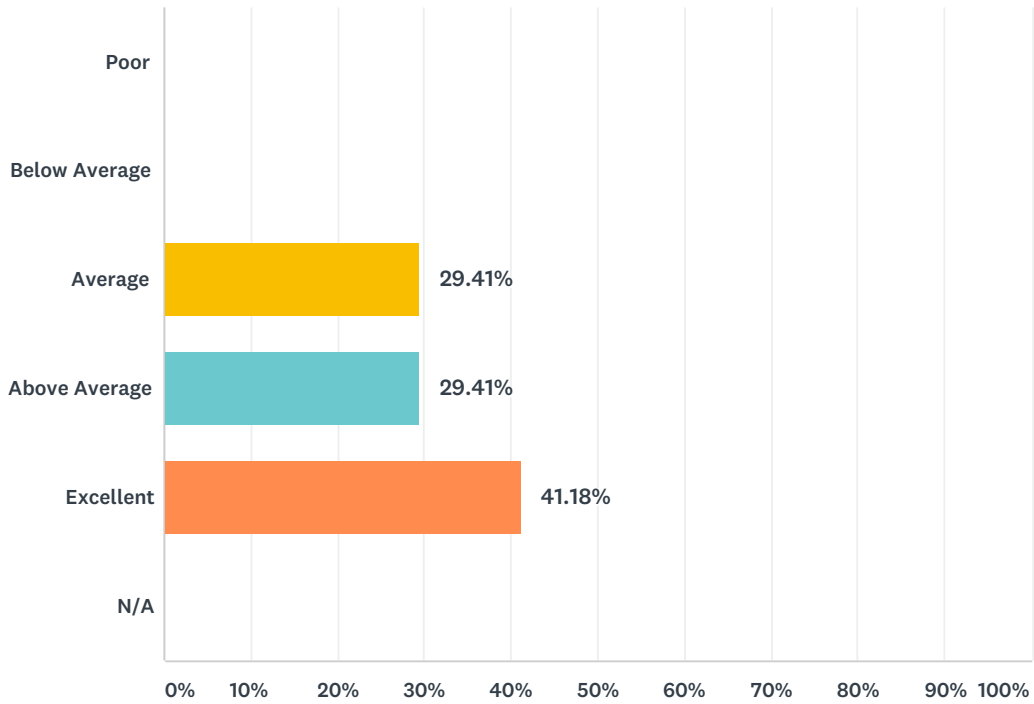
Q6 Comments (If you'd like to comment on the speakers, they were Diana Estrada, Yvette Suarez, and Erlinda Bisquera):

Answered: 17 Skipped: 4

#	RESPONSES	DATE
1	I know it's tough, but you've got to keep the audience disciplined when asking questions or it will devolve into very specific questions which affect only that one questioner and not be relevant for the room. Keep questions to the end of the speaker's segment, and if the questions result in continued follow-up and deep granularity suggest taking it offline for afterwards. Overall the team did an excellent job and as soon as I got on the train back to the office I called my accountant to ensure we are good to go with Far Part 31.2! Gregory Grabowski Grabowski Collaborative Consulting www.GrabowskiCC.com	4/5/2018 4:37 PM
2	Diana, in particular, had a breezy and humorous style that made the information less dry and easier to comprehend.	3/28/2018 6:35 PM
3	Good Job	3/28/2018 9:56 AM
4	Everyone gave great presentations and the responses give to questions being asked were clear. Considering the topic and the duration of the presentation, the back half was not as engaging as the beginning, though that might be due to the front-loaded QA session. It could help to curate questions after each segment so that there is continuous focus between presenter and audience throughout the entirety of the presentation, if possible.	3/27/2018 3:08 PM
5	Excellent presentation, very informative and useful for my business. Thanks.	3/27/2018 2:05 PM
6	I enjoyed Diana's energy throughout the seminar.	3/27/2018 1:41 PM
7	Great information, needed a little more time for Q&A.	3/27/2018 12:29 PM
8	All speakers were engaging as well as informative. Very informative presentation.	3/27/2018 12:03 PM
9	Diana was great, she's a good presenter.	3/27/2018 11:43 AM
10	Diana did a terrific job of managing the program. It was obvious she "knew her stuff". Kept everyone engaged. Yvette and Erlinda presented the topics very well. One of the better programs with dealing with a difficult topic!	3/27/2018 10:57 AM
11	Diana is wonderful and very approachable. I really appreciate this training course!	3/27/2018 10:41 AM
12	Very clear information and all had a very engaging manner which I think kept the group involved.	3/27/2018 10:39 AM
13	Diana and Yvette were excellent speakers. Erlinda was too soft and was not clear.	3/27/2018 10:32 AM
14	Diana had a great style that made you want to go through an audit :) Yvette was very effective too. Erlinda knew her stuff - they all had very different styles which kept it interesting.	3/27/2018 10:31 AM
15	Diana went beyond the printed word, which made it more enjoyable. Yvette and Erlinda only read what was on the presentation, which was not enjoyable. Yvette showed more personality than Erlinda, who I can tell is a "by the book" type, which I appreciate, but made our session boring.	3/27/2018 10:31 AM
16	They all did a good job.	3/27/2018 10:30 AM
17	This was one of the most informational seminars/training I have ever attended, and I have attended a lot. Metro was actually able to demystify Audits, which was tough since the Audit Team is pretty much the IRS to some :) Thank you! Kudos to Diana and the Team. You made Auditors look --- way less scary	3/27/2018 10:30 AM

Q1 Speakers Overall Evaluation

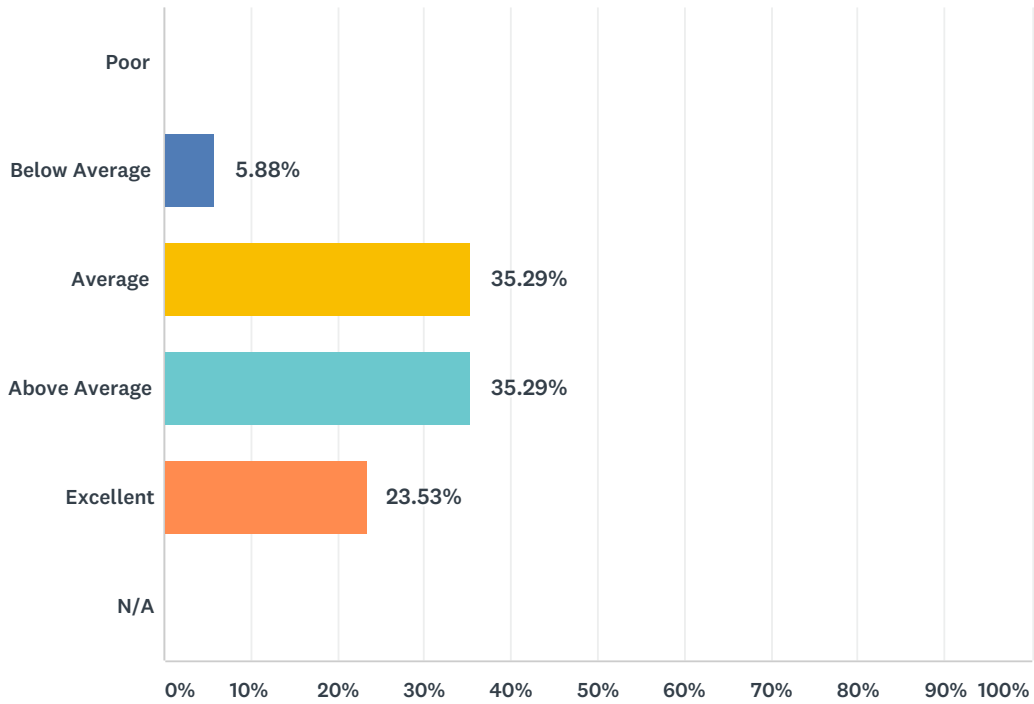
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Poor	0.00%	0
Below Average	0.00%	0
Average	29.41%	5
Above Average	29.41%	5
Excellent	41.18%	7
N/A	0.00%	0
TOTAL		17

Q2 Use of Audio-Visual Materials

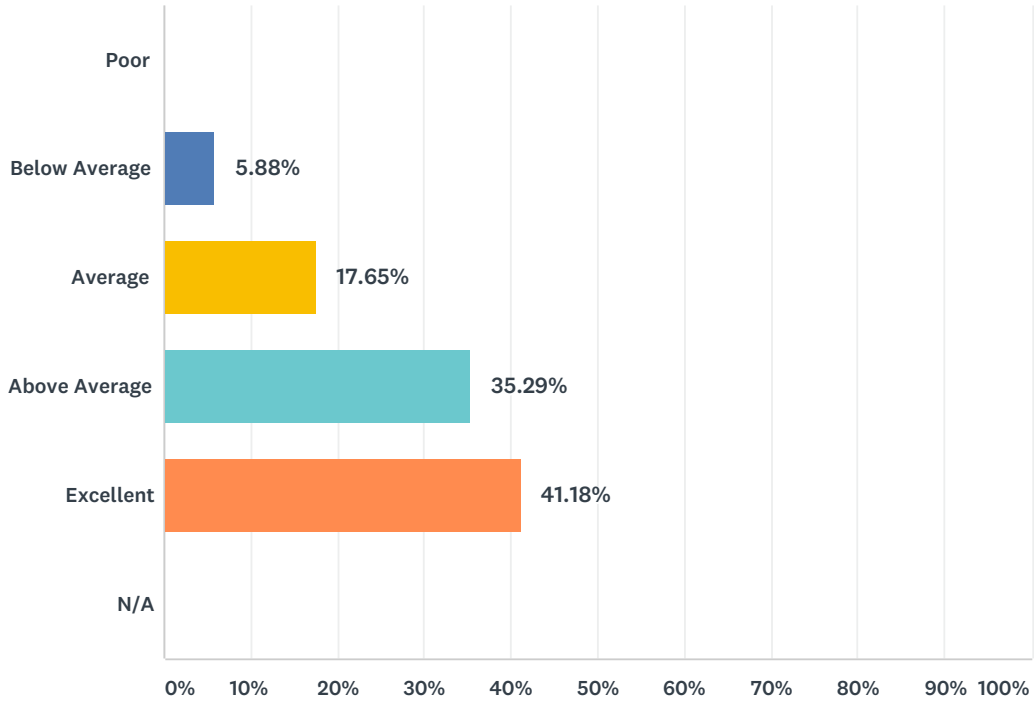
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Poor	0.00%	0
Below Average	5.88%	1
Average	35.29%	6
Above Average	35.29%	6
Excellent	23.53%	4
N/A	0.00%	0
TOTAL		17

Q3 Organized Presentation

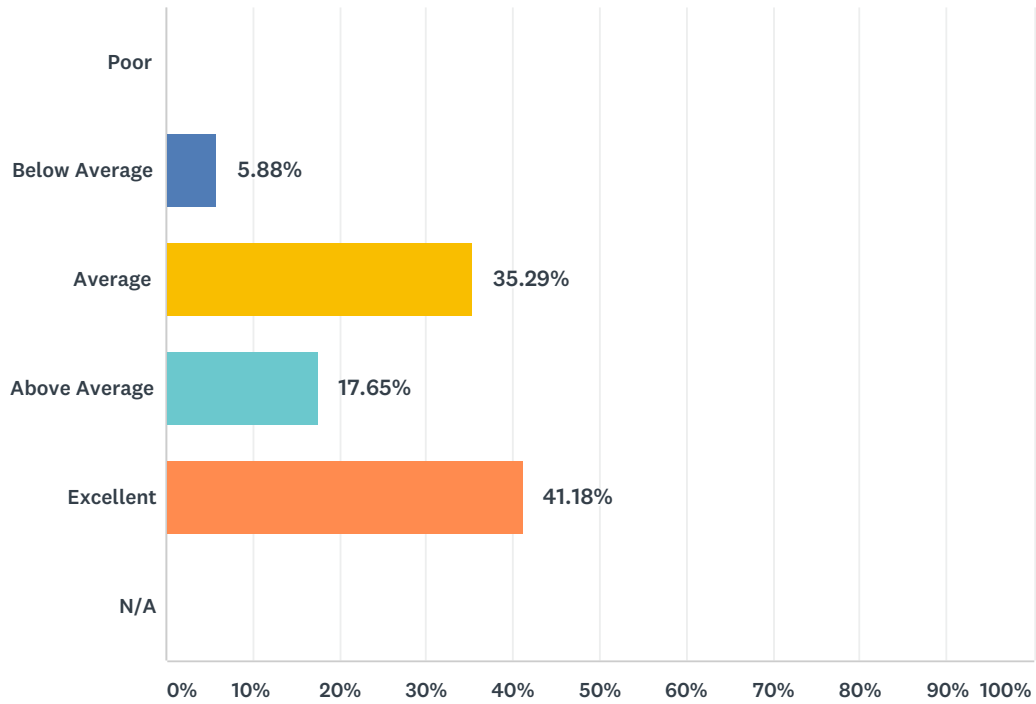
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Poor	0.00%	0
Below Average	5.88%	1
Average	17.65%	3
Above Average	35.29%	6
Excellent	41.18%	7
N/A	0.00%	0
TOTAL		17

Q4 Presentation Style

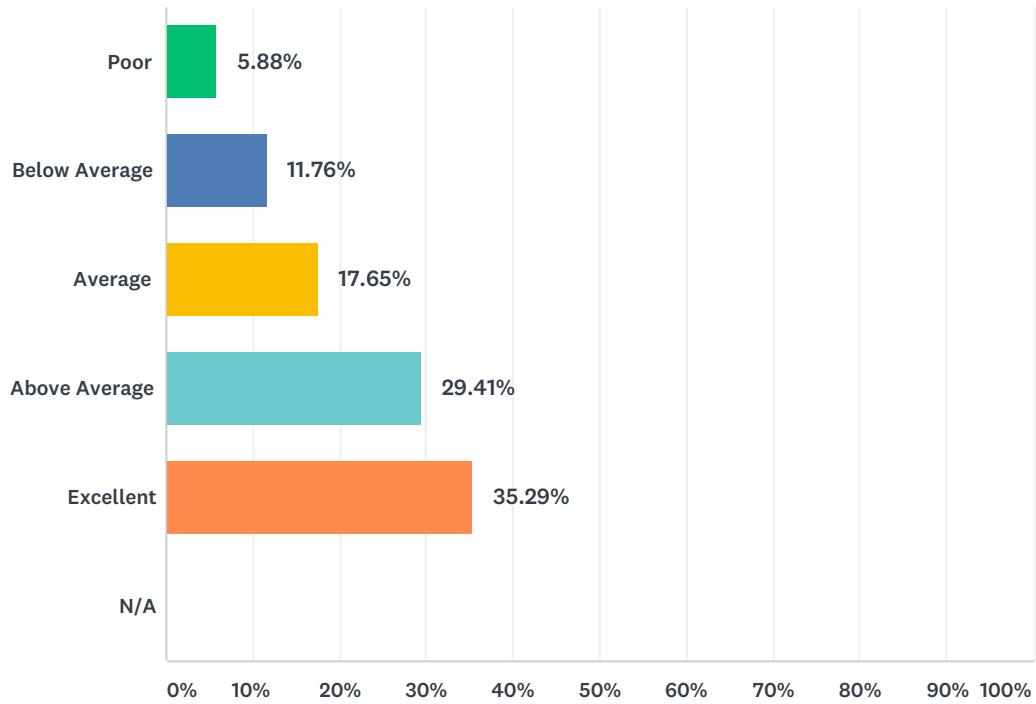
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Poor	0.00%	0
Below Average	5.88%	1
Average	35.29%	6
Above Average	17.65%	3
Excellent	41.18%	7
N/A	0.00%	0
TOTAL		17

Q5 Information at Appropriate Level

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Poor	5.88%	1
Below Average	11.76%	2
Average	17.65%	3
Above Average	29.41%	5
Excellent	35.29%	6
N/A	0.00%	0
TOTAL		17

Q6 Comments If you'd like to comment on the speakers, they were Diana Estrada (Lead Presenter), Yvette Suarez (Internal Control Questionnaire), and Erlinda Bisquera (Examples of Indirect Expense Accounts with Special Considerations):

Answered: 10 Skipped: 7

#	RESPONSES	DATE
1	Diana did an excellent job at presenting accounting numbers...as did Erlinda Bisquera in her presentation...not an easy task to talk about or make it sound interesting--and they did!	5/4/2018 11:35 AM
2	The main speaker, not sure what her name was, but requires clearing pronunciation, and calm speech, seems like she rushed through it at times. The subject matter, understandably challenging to comprehend requires ease of explanation for better comprehension. Lastly, the presentation became dual at times, suggesting that a way is found to lighten up the presentation as to make it more lively, a use of creativity will suffice. All said, the presentation was of the upmost professional quality. Thank you.	5/1/2018 3:32 PM
3	Overall good workshop, thank you. Slides were way too small/far to see and handouts were microscopic.	5/1/2018 3:01 PM
4	No comments	4/29/2018 10:11 PM
5	It was very informative workshop	4/27/2018 1:07 PM
6	Very helpful conference. Diana was very clear and thorough. Wish she had more time because she had really good information and explained it very clearly but had to rush through to get everything done in time.	4/27/2018 7:07 AM
7	The financial information that was presented to the attendees was not appropriate. Trying to explain to the attendees how to create financial statements was, quite frankly, a waste of time. An SBE owner does not have time, nor the knowledge, to create such statements. The financial statements need to be created by an accounting professional, not by the SBE owner. The SBE owner needs to focus upon winning business, not worrying about financial statements, and what-means-what on a financial statement. It would have been better to just tell the attendees to go find a financial professional to complete the financial docs that were presented and discussed. Also, many of the questions asked by the attendees were self-serving, wasted time, and just went down rat holes. After having been in business for 30+ years, holding three business degrees, and trained by Harvard Business School professors, what I noted above is real and should be strongly considered. You cannot train SBE business owners how to create financial statements, to meet Management Audit Services needs, in a 3 hour meeting. Just my two cents worth.	4/26/2018 10:22 PM
8	I just want to thank you all so much for such informative presentation and will love to come back for another one.	4/26/2018 8:48 PM
9	The content of the workshop was EXCELLENT. However, the quantity and level of information presented warrants a full-day duration, or at minimum a full 4-hours. Increased time would have allowed for attendees to ask questions in between the speakers and their respective topics. Yvette as the lead presenter was excellent. Her level of engagement and pace of presentation was spot on. I appreciate that she did not stand at the podium to present, rather move the full width of the room to ensure she engaged w/ all the attendees. I liked that Yvette did not read from her slides but rather used the slides a guide to her presentation; she enhanced the information w/ in-depth details. She clearly is comfortable in presenting to a large group, addressing questions (redirecting as necessary to her team) and ensuring her team is also engaged. Diana was average: she remained at the podium for the duration of her presentation. Erlinda was below average; similar to Diana, she remained in one place for the full duration of her presentation and read her slide. It appears Diana and Erlinda are new to presenting to a large group(?) and would benefit from participating in more/future presentations. However, to their credit, both Diana and Erlinda appeared knowledgeable & responded well to questions.	4/26/2018 3:36 PM
10	This workshop was very helpful. Thank you for having it!	4/26/2018 3:27 PM



Board Report

File #: 2018-0598, File Type: Contract

Agenda Number: 34.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 15, 2018

SUBJECT: METRO LEADERSHIP ACADEMY

ACTION: AWARD PROFESSIONAL SERVICES CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a three-year firm fixed price Contract No. PS54336000 to Southern Methodist University Cox School of Business, to serve as the academic partner for the Metro Leadership Academy (MLA) Program, in the amount of \$858,552, effective December 2018 through December 2021; and
- B. APPROVE Contract Modification Authority specific to Contract No. PS54336000 in the amount of \$85,855.

ISSUE

The MLA is an employee development program is an internal leadership program to address two major challenges. First, 30% of Metro employees are eligible to retire and 60% of Metro employees are eligible to retire within the next 10 years. Secondly, Metro has committed to an ambitious work plan as we build the fastest growing public transportation system in the country. If we do not prepare our Agency and develop leaders, we may face a great gap that cannot be filled with a simple hiring process.

Since its inception, an academic partner has been retained for the implementation of the MLA. The current contract expires December 31, 2018 so a new contract award is recommended to ensure continuity.

BACKGROUND

The MLA was initiated in 2015 by Metro's Chief Executive Officer, Phil Washington. Participants are drawn from both contract and non-contract employees agency-wide. The first 40-person cohort was launched in January 2016. The Academy is a 12 month program that features both academic leadership courses along with Metro's Senior Leadership Team providing real-world learning as it applies to Metro.

Since the inception of the MLA program there have been 120 employees who participated from all Managing Departments within the agency. Below are demographics of the MLA participants from 2016-2018.

- Gender: Female 53% - Male 47%
- Workforce: Non-Contract 59% - Contract 41%
- Age: Over 40 years of age 54% - Under 40 years of age 46%
- Ethnicity: Asian 14.17%
African American 29.17%
Hispanic or Latino 32.5%
Native Hawaiian or Pacific Islander .83%
White 16.67%
Two or More 6.67%

The MLA provides employees the framework and tools to understand their personal leadership style and the changing environment within our industry and workplace. Participants graduate from the Academy with a renewed appreciation of their potential; a new understanding of high-quality business connections and a stronger sense of how to maximize their influence. Each cohort is also required to present a group recommendation. Since the inception of the MLA, three out of eight recommendations have been implemented by management. And while participation in the Academy does not include a guarantee of promotion, 32% (38 out of 117) of graduates have received a promotion and five of the graduates have been promoted twice.

DISCUSSION

The MLA academic partner will be responsible for the development, implementation and evaluation of the leadership program that is targeted to engage all levels of leadership in the agency. The academic partner serves as a facilitator for curriculum that teaches participants leadership competencies with the goal of having these graduates serve as the next generation of leadership in the transportation industry.

In addition to the MLA, the academic partner will provide Leadership Engagement Training and Senior Leadership Team Training. The Leadership Engagement Training is for those not accepted into the MLA, which will serve as an opportunity for participants to enhance their communication skills and achieve results in the workplace as well as retain their interest in the MLA. The Senior Leadership Team training will focus on leadership competencies consistent with what is taught in the MLA and will provide methods to emphasize and accelerate the use of these competencies in the broader organization.

DETERMINATION OF SAFETY IMPACT

Approval of this item will have no impact on safety standards for Metro customers and employees.

FINANCIAL IMPACT

The funding of \$240,000 for this service is included in the FY19 budget in cost center 6220, Talent Development, under project number 100001, General Overhead.

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

Impact to Budget

The source of funds for Project 100001 is General Overhead funds, comprised of Federal, state and local funds. These funds are eligible for bus and rail operating costs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The staff recommendation supports Metro's Strategic Plan Goal 5 "Provide responsive, accountable, and trustworthy governance within the Metro organization".

The MLA supports these goals by developing staff in the competencies needed to build skills for setting a strategic vision, acting as a champion for change, effective decision making, managing resources, building effective teams and managing diversity. This program engages leaders at all levels within Metro to both support succession planning efforts as well as enabling Metro to deliver on the mission of providing a world-class transportation system that enhances quality of life for everyone in Los Angeles County.

ALTERNATIVES CONSIDERED

Staff has considered using in-house Metro resources to perform this work; however, this approach is not recommended as Metro does not have sufficient resources and subject matter experts available to perform this work.

The Board of Directors may choose not to authorize the Contract award for this project; however, this alternative is not recommended as this Contract is critical to the development and training of Metro's growing workforce.

NEXT STEPS


Upon Board approval, staff will executive Contract No. PS54336000 with Southern Methodist University Cox School of Business to prepare for the 2019 Metro Leadership Academy Class that begins in January 2019.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary

Prepared by: Patrice McElroy, Executive Officer, Talent Management
(213) 418-3171

Reviewed by: Joanne Peterson, Chief Human Capital & Development Officer
(213) 418-3088
Debra Avila, Chief Vendor/Contract Management Officer
(213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

METRO LEADERSHIP ACADEMY / PS54336000

1.	Contract Number: PS54336000	
2.	Recommended Vendor: Southern Methodist University Cox School of Business	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: June 21, 2018	
	B. Advertised/Publicized: June 18, 2018	
	C. Pre-Proposal Conference: N/A	
	D. Proposals Due: July 25, 2018	
	E. Pre-Qualification Completed: October 15, 2018	
	F. Conflict of Interest Form Submitted to Ethics: July 30, 2018	
	G. Protest Period End Date: November 23, 2018	
5.	Solicitations Picked up/Downloaded: 23	Bids/Proposals Received: 1
6.	Contract Administrator: Marc Margoni	Telephone Number: (213) 922-1304
7.	Project Manager: Stephanie Burke	Telephone Number: (213) 418-3105

A. Procurement Background

This Board Action is to approve the award of Contract No. PS54336000 to Southern Methodist University Cox School of Business (SMU) in support of Talent Development's 2019 Metro Leadership Academy.

Request for Proposal (RFP) No. PS54336 was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price. The RFP was issued as a Race Conscious Disadvantaged Business Enterprise (RC DBE) with a 5% DBE goal.

No amendments were issued during the solicitation phase of this RFP.

There were two questions received and responses were released prior to the proposal due date.

A total of 23 firms downloaded the RFP and were included on the planholders list. A total of one proposal from Southern Methodist University Cox School of Business was received on the due date of July 25, 2018.

A market survey was conducted shortly thereafter inquiring as to why members on the Planholders list elected not to participate in the solicitation. Those who responded presented various reasons for the lack of participation such as: not being able to adequately fulfill the Statement of Work; not having the proper accreditation;

believing the Leadership Academy RFP was a construction project; and timing of the solicitation was not conducive to the contractor's business timelines.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Talent Development, Countywide Planning and Development, Accounting, and Talent Acquisition was convened and conducted a comprehensive technical evaluation of the proposal received.

The proposal was evaluated based on the following evaluation criteria and weights:

- Past Performance of Similar Work 25 percent
- Qualifications of Proposed Personnel 25 percent
- Consultant's Proposed Process and Approach 30 percent
- Price 20 Percent

The evaluation criteria are appropriate and consistent with criteria developed for other, similar procurements. Several factors were considered when developing these weights, giving the greatest importance to Consultant's proposed process and approach.

During the week of August 22, 2018, the PET met and conducted an independent technical evaluation and deemed SMU technically qualified to perform the tasks as outlined in the RFP.

Qualifications Summary of Firm

Southern Methodist University Cox School of Business

Over the past 15 years, SMU has worked with hundreds of organizations and positively impacted thousands of managers, directors, and executives as part of their corporate outreach to help companies address talent development issues. SMU, in collaboration with Dallas Area Rapid Transit (DART), created a program entitled Leadership DART.

The University, founded in 1911, has seven colleges with approximately 2000 faculty and staff and serves over 11,000 students from over 50 countries.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Southern Methodist University Cox School of Business				
3	Past Performance of Similar Work	84.80	25.00%	21.20	
4	Qualifications of Proposed Personnel	80.00	25.00%	20.00	
5	Consultant's proposed process and approach	95.70	30.00%	28.71	
6	Price	100.00	20.00%	20.00	
7	Total		100.00%	89.91	1

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon price analysis, technical evaluation, fact finding, historical cost, and negotiations. The negotiated amount reflects a reduction in the number of Engagement and Senior Executive Training sessions to an acceptable level without compromising program efficacy. Metro's Independent Cost Estimate (ICE) incorporated Engagement and Senior Executive Training sessions that were later deemed not critical to the program's success.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
1.	Southern Methodist University Cox School of Business	\$2,632,966	\$1,974,074	\$858,552

D. Background on Recommended Contractor

The recommended firm, SMU, is located in Dallas, TX and has been in business for 107 years. SMU is a leader in the field of Executive Education and provides services in customer relationship and program execution functions and is staffed by proven business leaders with vast experience in adult learning and executive education. Prior engagements include: DART, Anadarko Petroleum, British Petroleum, Chesapeake Energy, Federal Express, Lockheed Martin, Shell, NBC Universal, and Toyota Manufacturing North America.

Proposed personnel are subject matter experts in executive education solutions across multiple industries.

In 2017 and 2018, SMU was selected to be the academic partner for the Metro Leadership Academy. In concert with the Senior Leadership Team and the Talent Development organization, SMU created and implemented a process for the Academy based on collaboration and adaptability that allows for ongoing innovation.

DEOD SUMMARY

METRO LEADERSHIP ACADEMY / PS54336000

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 5% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Southern Methodist University met the goal by making a 5% DBE commitment.

Small Business Goal	5% DBE	Small Business Commitment	5% DBE
----------------------------	---------------	----------------------------------	---------------

	DBE Subcontractors	Ethnicity	% Commitment
1.	Salt of the Earth Catering	Hispanic American	5%
	Total		5%

B. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this Contract.

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this Contract.

D. Project Labor Agreement/Construction Careers Policy

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



Board Report

File #: 2018-0599, File Type: Contract

Agenda Number: 35.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 15, 2018

SUBJECT: METRO MEDICAL CLINIC SERVICES

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a 42-month, firm fixed unit rate Contract No. PS42270000 to Temple Medical Center for medical clinic services for Metro downtown service area, in an amount not-to-exceed \$1,034,640 effective January 25, 2019 subject to resolution of protests(s) if any.

ISSUE

Metro conducts physical examinations and drug and alcohol specimen collections for employees and job candidates. These physical examinations and specimen collections are industry standard safety protocols mandated by various funding and regulatory agencies, including the Department of Transportation (DOT), Federal Transit Administration (FTA), California Department of Motor Vehicles (DMV), and Cal-OSHA.

DISCUSSION

Under Human Resources Fitness for Duty Policy (HR 29), Metro conducts medical examinations to ensure individuals are able to perform the duties of their positions in a safe and competent manner, meet the applicable commercial driver licensing requirements, and are free from the adverse effects of drug abuse and alcohol misuse. Holders of commercial driver licenses are required by law to have periodic physical examinations to recertify their medical cards. The maximum certification period is two years, but drivers with medical conditions such as hypertension or diabetes must recertify annually.

Currently, Talent Acquisition contracts with five (5) clinics throughout the Los Angeles County, including one in the downtown area, to provide numerous medical services including physical exams and drug and alcohol testing collections servicing various worksite locations. Based on the needs of the agency and current hiring demands, there is a need to add an additional clinic to service the downtown area. Temple Medical Center would be advantageous for employees and candidates due to its close proximity to Metro's Headquarters building.

The Talent Acquisition Department assigns pre-employment examinations and corresponding drug/alcohol testing to selected clinics in the downtown area. The Talent Acquisition Department also assigns corresponding drug testing based on proximity either to Gateway or the employee's home. Divisions assign random and incident-based drug/alcohol testing to the clinic designated for their divisions or nearest to the site of the incident. Employees choose the clinic they wish for commercial driver license renewal examinations and the corresponding drug test.

DETERMINATION OF SAFETY IMPACT

The medical clinics provide the capability for Metro to meet federal requirements for fitness for duty examinations ensuring improved safety for our employees and patrons.

FINANCIAL IMPACT

The funding of \$295,611 is included in the FY19 budget for medical clinic services in cost center 6240, Talent Acquisition Department under project 100001, General Overhead.

Since this is a multi-year contract, the cost center manager and Chief Human Capital & Development Officer will be responsible for budgeting the cost in future years, including any options exercised.

Impact to Budget

The source of funds for this Contract is General Overhead funds, comprised of Federal, State and local funds. These funds are eligible for bus and rail operating costs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendation supports Strategic Plan Goal #5 (Provide responsive, accountable, and trustworthy governance within the Metro organization). These physical examinations and specimen collections are industry standard safety protocols mandated by various funding and regulatory agencies, including the Department of Transportation (DOT), Federal Transit Administration (FTA), California Department of Motor Vehicles (DMV), and Cal-OSHA.

ALTERNATIVES CONSIDERED

The Board of Directors may choose not to authorize the Contract award for this project; however, this alternative is not recommended as not adding an additional medical clinic would limit Talent Acquisition's ability to effectively move forward with increased hiring demands, moreover, expensing additional resources from the other medical clinics.

NEXT STEPS

Upon approval by the Board, staff will execute Contract No. PS42270000 with Temple Medical Center to provide medical clinic services for Metro downtown service area, effective January 25, 2019.


ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Patrice McElroy, Executive Officer, Talent Management
(213) 418-3171

Reviewed by: Joanne Peterson, Chief Human Capital & Development Officer
(213) 418-3088
Debra Avila, Chief Vendor/Contract Management Officer
(213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

METRO MEDICAL CLINIC SERVICES / PS42270000

1.	Contract Number: PS42270000	
2.	Recommended Vendor: Temple Medical Center	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: August 31, 2017	
	B. Advertised/Publicized: September 8, 2017	
	C. Pre-Proposal Conference: September 18, 2017	
	D. Proposals Due: October 9, 2017	
	E. Pre-Qualification Completed: September 18, 2018	
	F. Conflict of Interest Form Submitted to Ethics: September 10, 2018	
	G. Protest Period End Date: November 23, 2018	
5.	Solicitations Picked up/Downloaded: 6	Bids/Proposals Received: 2
6.	Contract Administrator: Marc Margoni	Telephone Number: (213) 922-1304
7.	Project Manager: Leticia Felix	Telephone Number: (213) 418-3122

A. Procurement Background

This Board Action is to approve the award of Contract No. PS42270000 issued to support the Human Resources medical examination and drug and alcohol-testing programs for Metro employees. Board approval of contract awards are subject to resolution of any properly submitted protest(s).

Request for Proposals (RFP) No. PS42270 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate. The RFP was issued as a Race Conscious Disadvantaged Business Enterprise (RC DBE) with a 5% DBE goal.

Two amendments were issued during the solicitation phase of the RFP:

- Amendment No. 1 was issued on September 6, 2017 to clarify the period of performance;
- Amendment No. 2 was issued on September 18, 2017 to clarify insurance requirements.

A pre-proposal conference was held on September 18, 2017 and was attended by four participants representing three firms. There were three questions submitted and responses were released prior to the proposal due date.

A total of six firms downloaded the RFP and were included on the plan holders list. A total of two proposals from two medical groups were received by the due date of October 9, 2017 and are listed below in alphabetical order:

- Alameda Industrial Medical Group
- Temple Medical Center

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Transportation Operations and Talent Acquisition departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on pass/fail minimum qualification technical requirements and the following weighted supplemental evaluation criteria:

- | | |
|---------------------------------------|------------|
| • Medical Clinic Physicians and Staff | 50 percent |
| • Medical Clinic Operations | 30 percent |
| • Price | 20 Percent |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar procurements. The primary concern was assuring that each clinic and its staff met the minimum technical qualifications and that a contracted clinic would be geographically accessible to the operating divisions.

Staff elected to reprioritize this work, and as a result, evaluations were conducted several months after the proposals were received. During the week of August 27, 2018, the PET met and conducted an independent technical evaluation of the proposals received and determined that Temple Medical Center and Alameda Industrial Medical Group met the minimum technical qualifications as outlined in the RFP. However, certification verification review performed by the Diversity and Economic Opportunity Department revealed that Alameda Industrial Medical Group was not responsive to the DBE requirements of the RFP and was deemed non-responsive. As a result, Alameda Industrial Group was disqualified from further consideration. Subsequently, the PET continued its independent evaluation of the remaining proposal.

Qualifications Summary of Firm

Temple Medical Center (TMC): TMC is a privately owned medical practice located at 124 N. Vignes Street in Los Angeles and has been in business since 1962. The practice is devoted to occupational medicine (injuries, fitness exams and drug and alcohol testing). The center has had contracts with Metro in the past. In addition to Metro, TMC provides similar services to Greyhound Lines, Veolia Transportation and MV Transit.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Temple Medical Center				
3	Minimum Qualification Technical Requirements	Pass	Pass/Fail	Pass	
4	Medical Clinic Physicians and Staff	55.00	50.00%	27.50	
5	Medical Clinics Operations	67.60	30.00%	20.28	
6	Price	100.00	20.00%	20.00	
7	Total		100.00%	67.78	1

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon an adequate price competition, price analysis, technical analysis, fact finding, and negotiations. The difference between the proposed amount and the negotiated amount is the reduction in volume of personnel required for the downtown area. The not-to-exceed amount reflects a more realistic volume of personnel anticipated for the downtown area.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
1.	Temple Medical Center	\$2,639,602.50	\$1,079,997.92	\$1,034,640

D. Background on Recommended Contractor

The recommended firm, Temple Medical Center (TMC), is located in downtown Los Angeles. TMC has been in business since 1962 and was founded by Dr. Parviz Taherpour. TMC specializes in occupational/industrial medicine and employment physicals. TMC focuses on the medical needs of the workplace. TMC is open 24 hours a day, 365 days a year servicing clients such as L.A. Sherriff's, State and Federal Departments and many privately-owned companies. TMC is compliant with DOT regulations 49 CFR Part 40 as well as regulations set forth by the California Department of Motor Vehicles and California Occupational Safety & Health Administration.

DEOD SUMMARY

MEDICAL CLINIC SERVICES/PS42270000

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 5% Disadvantaged Business Enterprise (DBE) goal for this solicitation. P. Taherpour, M.C. Inc. DBA Temple Medical Center met the goal by making a 5% DBE commitment.

Small Business Goal	5.00% DBE	Small Business Commitment	5.00% DBE
----------------------------	------------------	----------------------------------	------------------

	DBE Subcontractors	% Committed
1.	R. Industrial & Healthcare Supplies	1.07%
2.	Paramount Safety Supply, Inc.	1.80%
3.	Cosar International Corp.	0.73%
4.	The "G" Crew	1.40%
	Total Commitment	5.00%

B. Living/Prevailing Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this Contract.

C. Prevailing Wage Applicability

Prevailing Wage is not applicable to this Contract.

D. Project Labor Agreement/Construction Careers Policy

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



Board Report

File #: 2018-0684, File Type: Plan

Agenda Number: 36.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 15, 2018

SUBJECT: TRANSIT LINE OPERATIONAL NAMING CONVENTION

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

CONSIDER:

- A. AUTHORIZING the CEO to establish a Transit Line Operational Naming Convention to change the current naming convention to a color and letter designation for rail lines and bus rapid transit lines; and
- B. APPROVING a phased implementation plan that takes advantage of planned capital projects and a phased transition through the completion of the Regional Connector Project.

ISSUE

The Los Angeles County Metropolitan Transportation Authority (Metro) is implementing the largest transportation expansion program in the nation. As Metro grows, the agency will add more rail and bus rapid transit (BRT) lines across LA County. In addition, when the Regional Connector Project is complete, the agency will unite the operations of the Blue and Gold Lines, providing a one-seat ride between Azusa and Long Beach, and the operations of the Gold and Expo Lines, facilitating a one-seat ride between East LA and Santa Monica. Now is a timely opportunity for the agency to establish a consistent operational naming convention for the rail and BRT system that can sustain the agency's expansion and enhance the customer experience.

BACKGROUND

Metro's current transit line naming convention is inconsistent, and the system is growing and changing. All current line names are based on colors (Blue, Red, Gold, Purple, etc.) with one exception - the Expo Line. As the system grows, continuing with color names will mean selecting line names based on shades of color (i.e. Lime, Rose, Aqua, Olive, Lavender, etc.) rather than basic colors. This can pose visual and language barriers and can sometimes be difficult to decipher on maps and signage.

DISCUSSION

There are currently eight rail and BRT lines operating in Metro's system. With the passage of Measure M in 2016, the agency will build out and operate several additional rail and BRT lines in the coming years. Staff believes the time is right to establish the naming convention of the future due to the following logic:

Clarity and Consistency

- The agency needs a clear, consistent, uniform wayfinding system to enhance the riding experience.
- Clarity of information and making it easy to use the system reflects the goals of The Metro Vision 2028 Strategic Plan, which commits to the agency being customer-focused and working to improve customer satisfaction.
- Adding a second identifier (i.e. letters or numbers) to the line identification will improve legibility of signage and informational materials.

The Timing is Right

- The New Blue Improvements Project is an opportunity to launch a new naming convention at minimal cost.
- The Crenshaw/LAX Light Rail Project will soon be fabricating signage and a new naming convention can be incorporated at no additional cost.
- The Regional Connector Project will unite the Gold and Blue Lines between Azusa and Long Beach, and the Gold and Expo Lines between East LA and Santa Monica, which will change the existing operations and how the agency will refer to the lines.

World-Class System

- Metro already serves a diverse population that lives, works and plays in LA County, which will grow, especially when the agency welcomes the world for the 2028 Olympic and Paralympic Games.
- Major international transit systems utilize this degree of clarity and consistency, which is considered an industry-wide best practice.

Staff researched naming conventions used by various transit agencies around the world and found some common alternatives: colors and numbers, colors and letters, and colors only. In some cases, agencies name their lines for destinations or geographic location. Colors are used in all cases to define the differences among lines on maps and other informational materials. However, because similar colors can be difficult to decipher, colors are often paired with a second identifier to improve legibility.

Public Opinion Research

Staff conducted public research in collaboration with a consultant partnership of Consensus and FM3 Research through a series of focus groups, an online public survey and pop-up events. In these research efforts the team tested the alternatives most commonly used in the transit industry: colors and numbers, colors and letters, colors only and Metro's current naming convention, a combination of colors and geographic location. Five focus groups were conducted at different locations around LA County with a cross-section of participants representing diverse backgrounds from each county

supervisory district. The focus groups were conducted with English-speaking riders, English-speaking non-riders, Spanish-speaking riders, English-speaking visually impaired individuals, and Korean-speaking residents to get feedback from a group whose language uses a different alphabet. While focus groups do not result in statistically precise data, they are an opportunity to collect qualitative feedback that helps guide a rationale for preferences.

Several findings emerged from the focus groups. Participants felt that consistency across the system is the most important factor when naming lines. They also said if Metro decides to change its operational naming system, to do it as soon as possible to give people the chance to get used to it as the system grows.

Following the focus groups, staff conducted an online survey to get quantitative research data and Metro's consultant team held field research pop-up events at some Metro rail stations and community events. Both research efforts tested ease of use and navigation of the four naming conventions, and which one was easiest to recognize and use if riders were in a hurry.

The survey was targeted to a diverse cross-section of geographic and demographic representation across LA County via Facebook. In the pop-up engagement events, staff showed participants the naming alternatives on boards and cell phones and recorded their reactions through the online survey. In all, the effort resulted in 3,500 completed surveys from current riders, potential riders and potential visitors including English and Spanish-speaking participants.

When participants were asked which naming option would be easiest to understand and navigate, colors and numbers and colors and letters ended up in a virtual tie. Many respondents feel that having a second identifier along with the color provides more clarity and helps to differentiate the lines from one other. A challenge of adding letters as a second identifier is that people sometimes want to associate letters with something else, like E means East or Express, or S means South or Santa Monica. The biggest challenge of adding numbers is that they conflict with both the agency's number-based bus system as well as its rail station platform numbering.

Once all research results were compiled, a team of cross-departmental staff and consultants held a work session to evaluate the research along with industry best practices and lessons learned to build the staff recommendation for Metro's future transit line naming convention.

Various factors were considered in shaping the staff recommendation for a future operational naming convention. Clear, consistent, simple information enhances the customer experience and makes riding Metro less intimidating. Legacy names like the Expo Line, Gold Line, Crenshaw/LAX Line, etc. and the operational names of the lines can live in harmony. People can still refer to the legacy or corridor names, but consistent operational names are important for navigation purposes. And finally, no naming convention is perfect; there are benefits and challenges with all of them.

Taking all factors into consideration, staff believes the best transit line naming convention for the future is colors and letters for both rail lines and bus rapid transit lines. This prevents confusion with the numbering of the bus system and rail station platforms and provides an ample number of letter names to accommodate Metro's planned transit lines. Staff recommends assigning line names based on the chronology of line openings, so the Blue Line would be the A Line, Red Line the B Line, etc.

Phased Implementation Approach

Staff recommends transitioning to the new transit line naming system through a phased implementation plan that minimizes costs and takes advantage of planned capital projects (i.e. New Blue Improvements Project, Crenshaw/LAX Project, Regional Connector Project). The Blue Line would be the first line to debut the new naming convention when the line reopens to the public after the New Blue Improvements Project.

With the opening of the Crenshaw/LAX Line and simultaneous operational changes to the Green Line, the rest of the lines would then transition to their new names with the exception of the Gold Line. When the Regional Connector Project is complete, the north segment of the Gold Line will join the Blue Line (the A Line) and be shown as a blue line on the map to show a one-seat ride between Long Beach and Azusa. Also at that time, the east segment of the Gold Line will join the Expo Line (the E Line) and be shown as a gold line on the map for a one-seat ride between East LA and Santa Monica. This will prevent the Gold Line from having to change to a letter name twice. Following the completion of the Regional Connector, the conversion to the new naming convention will be complete.

FINANCIAL IMPACT

Staff has developed a cost estimate for a phased approach to change signage and customer information across the system, as well as marketing and outreach to educate the public. The estimated cost for phased implementation is \$8.9 million.

As the gradual conversion is made, staff recommends that changes in signage and information are funded from system advertising revenues.

If the Board chooses to keep the existing naming convention but decides to change the naming convention in the future after some capital projects are complete, it will require retrofitting signage and customer information, which will ultimately result in increased costs.

NEXT STEPS

If the Board approves the staff recommendation, staff will begin the process of transitioning to the new naming convention, starting with the Blue Line while the New Blue Improvements Project is underway. This will take advantage of the shutdown to change the naming convention of the line during the project so that the line can debut with its new name when it reopens to the public. Staff will also work with the relative Metro departments to complete the transition to the new naming convention with the completion of the Crenshaw/LAX and Regional Connector Projects.

A robust public education and marketing program will be a key component to helping riders understand the system's naming convention, while also helping non-riders find the experience easy, inviting and less intimidating. So, Communications staff will develop and rollout a comprehensive public education program during each phase of the naming convention implementation program.

As the agency works to achieve the customer satisfaction goals of the Metro Vision 2028 Strategic Plan, implementing a consistent, easy-to-understand, customer-focused transit line naming

convention is a significant step in enhancing the overall customer experience.

ATTACHMENT

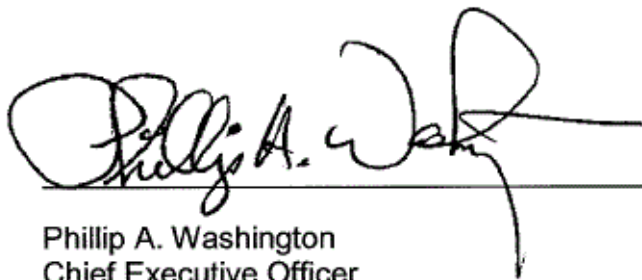
Attachment A - Summary of Public Opinion Research and Staff Recommendation

Attachment B - Line Naming Change Cost Estimate Summary

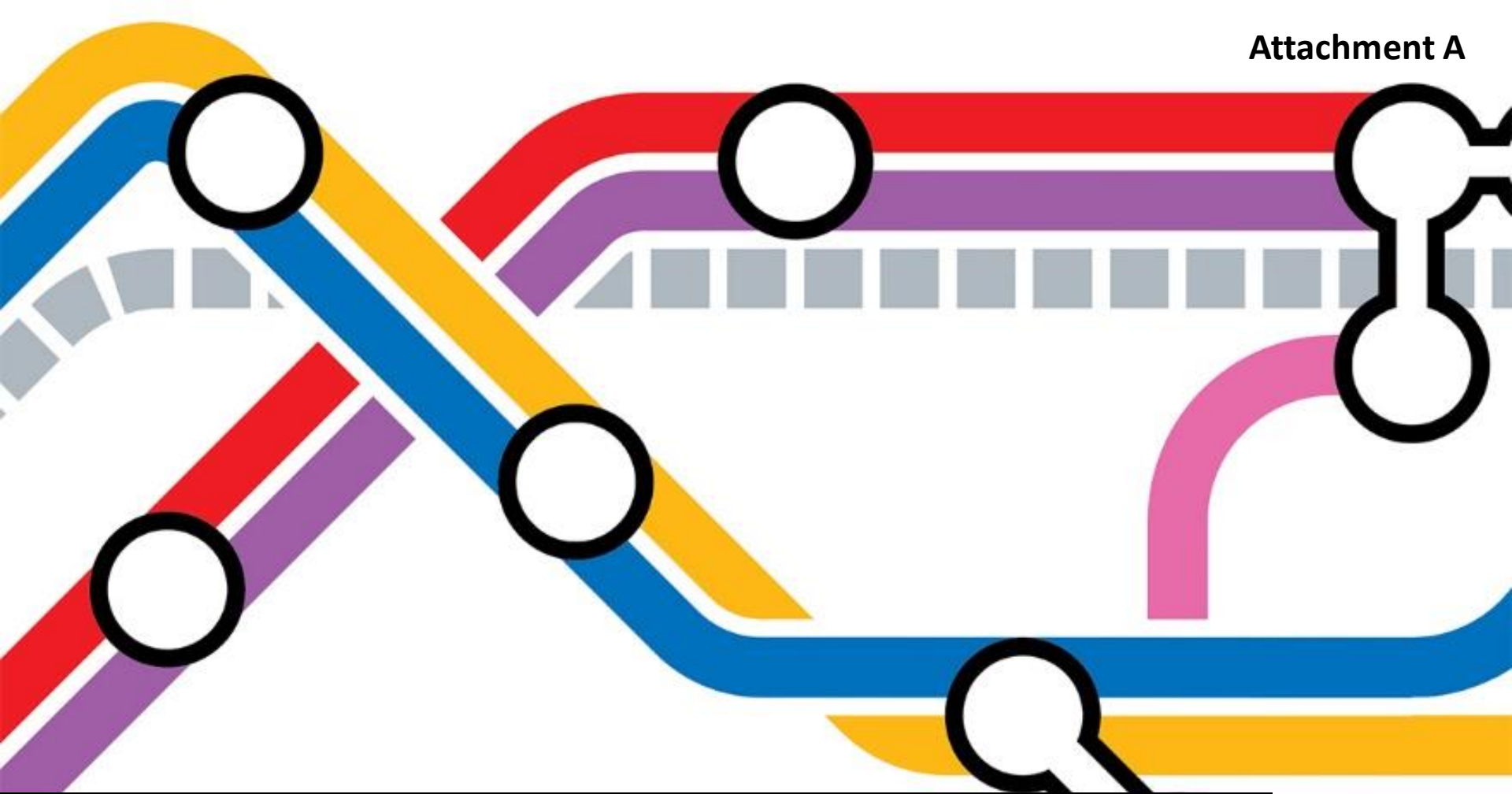
Prepared by: Glen Becerra, Executive Officer, Marketing (213) 418-3264

Maya Emsden, Deputy Executive Officer, Art & Design (213) 922-2720

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



Phillip A. Washington
Chief Executive Officer



Rail/BRT Line Name Research



Executive Management Committee
11.15.18

We've gotten public feedback in two primary ways

Focus Groups

Provides:



























- Foundational insights to help inform online survey and staff recommendation
- Pros/cons of each option and hypotheses to test further
- Initial read on public opinion
- Input from harder-to-survey audiences:
 - Visually impaired
 - Non-English speakers

Public Survey

Provides:

- Assessment of perceived ease-of-use of naming options
- Robust sample
- Input from wide range of demographic and geographic groups

We tested four common naming options

Colors & Numbers	Colors & Letters	Colors Only	Some Colors, Some Areas
1	A	Blue Line 	Blue Line 
2	B	Red Line 	Red Line 
3	C	Green Line 	Green Line 
4	D	Purple Line 	Purple Line 
5	E	Gold Line 	Gold Line 
6	F	Orange Line 	Orange Line 
7	G	Silver Line 	Silver Line 
9	K	Olive Line 	LAX/South Bay Line 
10	L	Aqua Line 	Arroyo Verdugo Line 
11	N	Brown Line 	North San Fernando Valley Line 
12	Q	Lime Line 	Sepulveda Line 
13	R	Lavender Line 	Vermont Line 
14	S	Pink Line 	West Santa Ana Line 

Order of options was randomized

Key Focus Group Findings

- Riders and Potential Riders think the way the lines are named is important.
- Naming consistency across the system is one of the most important factors.
 - Hence the Some Colors, Some Areas option is the least preferred.
- General consensus is that we should make a change sooner rather than later, so everyone gains comfort with it before we add many more lines.
- Most would be satisfied with either Numbers or Letters.
- Readability matters to many.
 - Some mentioned difficulty telling colors apart – e.g. Red vs. Orange
 - Many felt the added point of reference of Letters or Numbers gave more certainty when following signage
- Some (including frequent riders) are confused by the “E” on the light blue dot for the Expo Line and think it stands for “East,” “Express” or “Extension.”

Focus Group Findings – Pros & Cons

	Colors & Numbers	Colors & Letters	Colors Only	Some Colors, Some Areas
Pros	<ul style="list-style-type: none"> • Consistent • Simple • Intuitive to many • Second point of reference • Makes map clearer at end points and transfer points • Preferred by Korean group • More universal for users of non-Roman alphabet languages 	<ul style="list-style-type: none"> • Consistent • Simple • Intuitive to many • Second point of reference • Makes map clearer at end points and transfer points 	<ul style="list-style-type: none"> • Consistent • Similar to current system • Simple • Preferred by Spanish-dominant speakers 	<ul style="list-style-type: none"> • Continuation of current system • For some lines, gives a sense of where the line goes
Cons	<ul style="list-style-type: none"> • Different from current system • Conflicts with bus numbers • Conflicts with platform numbers 	<ul style="list-style-type: none"> • Different from current system • Some people try to associate letters with places or color names • Letters often have meaning (H=Hospital, E=East, etc.) • More difficult for people whose languages don't include the Roman alphabet/lack English literacy 	<ul style="list-style-type: none"> • Can be hard to distinguish between similar colors; color blindness • Only one point of reference • Hard for quick references when catching a train/bus • Multiple terms for the same color (i.e., aqua, sky blue, light blue, turquoise, etc.) • Colors are “just words” to those born blind 	<ul style="list-style-type: none"> • Inconsistent, which goes against key user need • Some names are too long to say • Hard for quick references when catching a train/bus



Metro



Online Survey Methodology & Sample

Who We Surveyed	How We Reached Them
-----------------	---------------------

Total of 3,456 respondents

Los Angeles County Residents:

Metro Riders, n=2,293

- Mirroring On-Board Survey demographic proportions

Potential Riders, n=834

- Mirroring Census demographic proportions minus Metro Rider demographics

Potential Visitors

Non Los Angeles County Residents, n=329

- Self-identified travelers from across the United States and in over 30 countries

Facebook & Metro.net Advertisements to Online Survey, n=3,225

Targeted to:

- Riders and Potential Riders
- English & Spanish Speakers
- 7 LA County Regions

Face-to-Face Pop-Ups, n=231

- 10 events across county
- In English & Spanish

Top States

- New York
- Illinois
- San Diego
- Colorado
- Massachusetts
- Pennsylvania
- Tennessee
- Texas
- Virginia

Top Countries

- UK
- Canada
- Italy
- France
- Brazil
- Argentina
- Australia
- Israel
- Hungary
- Belgium
- Portugal
- Taiwan
- Spain
- Ukraine
- Germany
- India
- Venezuela
- Colombia
- Hong Kong
- Poland
- Slovakia
- Japan



Metro

Surveys were completed across Los Angeles County

Survey results were weighted to mirror population ratios of regions



Showing unweighted number of survey completes

Survey Structure & Contents

Objective: Assess perceived ease-of-use of four naming options

Section	Question(s)	Purpose
1. Set Context	Introduce 2028 Rail & Busway Map	<ul style="list-style-type: none">To inform and level-set
	Introduce 4 Naming Options	
2. Familiarize	Rate Ease of Giving Directions Using Naming Options	<ul style="list-style-type: none">To get respondents to 'simulate' using the system
	Rate Ease of Station Signage Navigation	
3. Summarize	Rate Overall Ease-of-Use	<ul style="list-style-type: none">To provide an overall summary rating
4. Explain	Why Rated Each Option	<ul style="list-style-type: none">To help understand ratingsEnsure no additional considerations have been overlooked
5. Profile	Demographics, Geography, Metro Riding Frequency	<ul style="list-style-type: none">To ensure we survey appropriate balance of demographicsTo assess similarities/differences between groups

Overview of three main survey questions

EASE OF GIVING DIRECTIONS

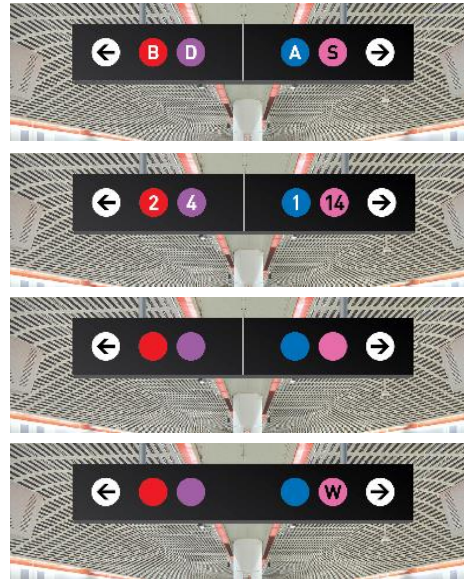
Based on the **[NAMING OPTION]** line names, how easy would it be to give a friend directions from **[LOCATION]** to **[LOCATION]**?



4 routes rotated between naming options

SIGNAGE EASE-OF-USE

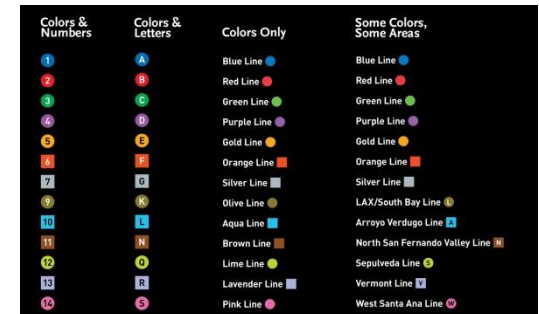
Imagine you were rushing to catch a train and only had a second to glance up at a sign to see which way to go. For each sign shown below, how easy would it be to determine which way to go?



Order of naming options was randomized

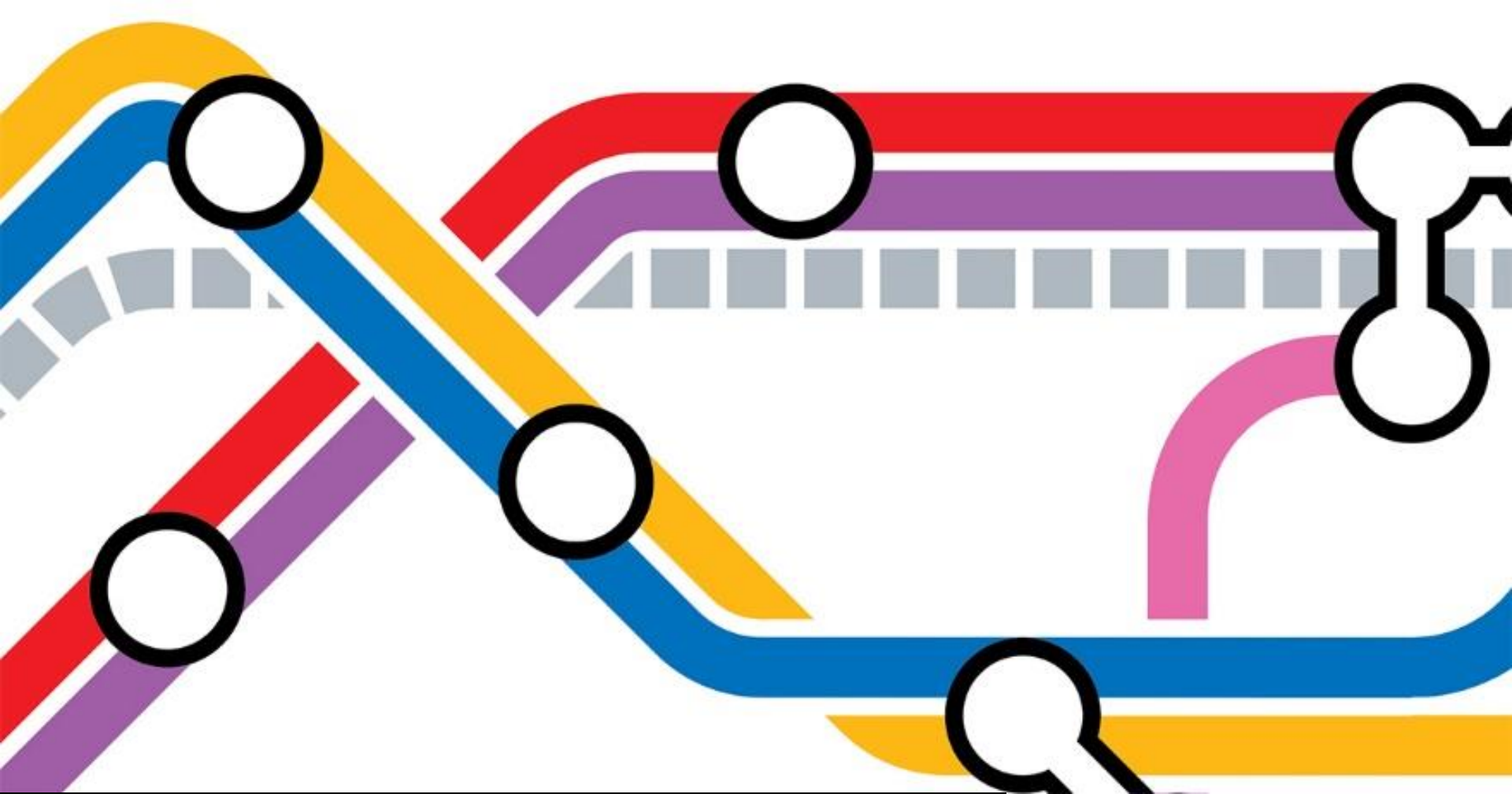
OVERALL EASE-OF-USE

How easy or difficult do you think it would be to find your way around on Metro using each of the following naming options?



Order of naming options was randomized

- Very easy
- Somewhat easy
- Neither easy nor difficult
- Somewhat difficult
- Very difficult



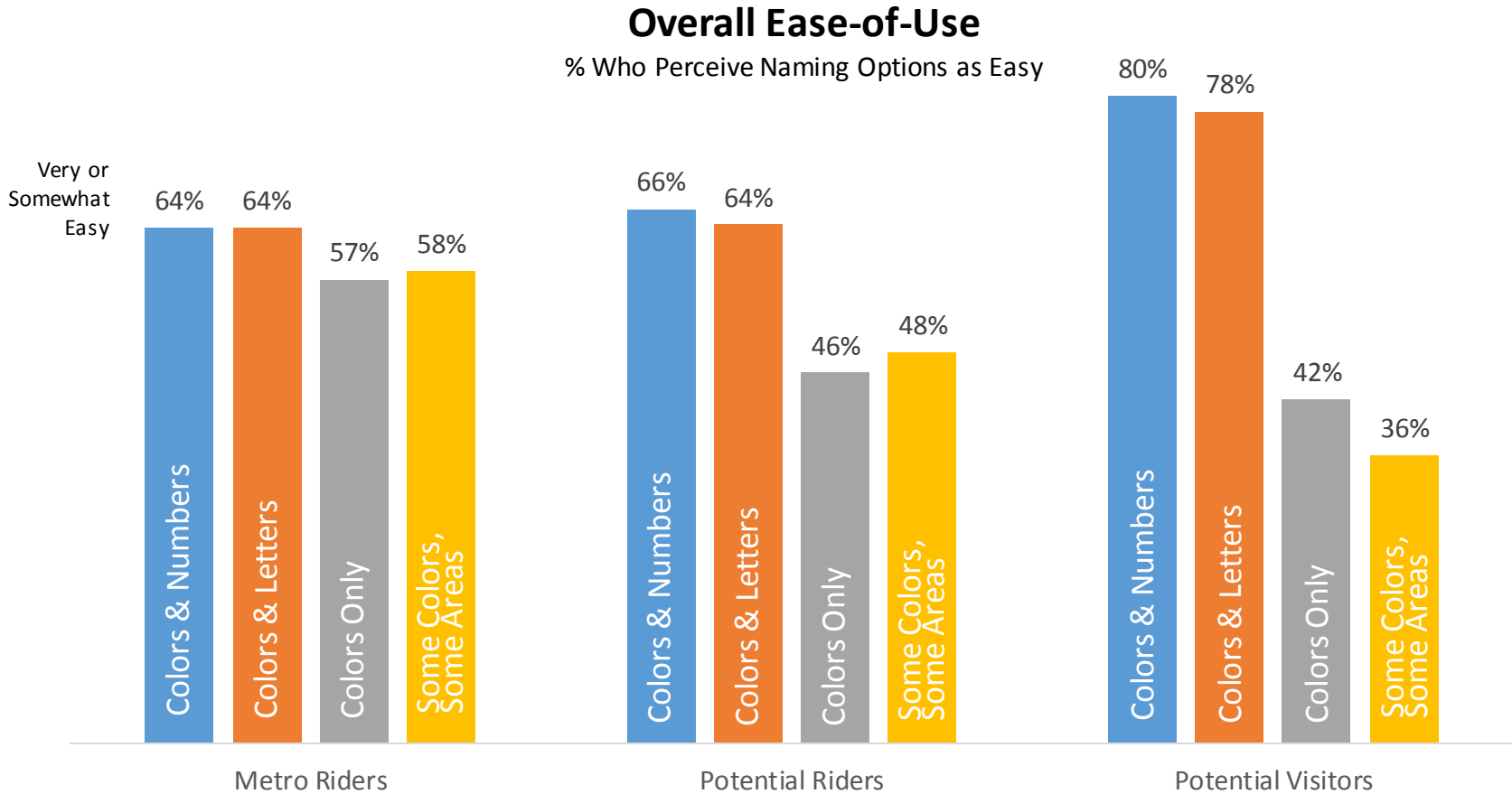
Survey Results

Important Analysis Considerations

- A 1-2% difference is, for all intents and purposes, a tie.
 - While there is a robust sample size, when projecting the results out to the population, there could be some variance of about 1-2% points
- Key subgroups have unique experiences that influence their responses.
 - **Riders** are more comfortable than other groups with existing approaches of Colors Only and Some Colors, Some Areas
 - **Riders** rate Colors Only and Some Colors, Some Areas higher than Potential Riders. However, Letters and Numbers are still seen as easiest.
 - **Potential Visitors** aren't familiar with the current system and will learn the naming convention
 - **Potential Visitors** can skew towards a certain language or experience with transit line names. As such, results should be considered with caution.
- A naming convention should consider how Riders, Potential Riders, and Potential Visitors rate the options.
 - **Potential Riders** are the largest audience

Regarding Overall Ease-of-Use, Colors & Numbers and Colors & Letters are perceived as easiest across the three groups

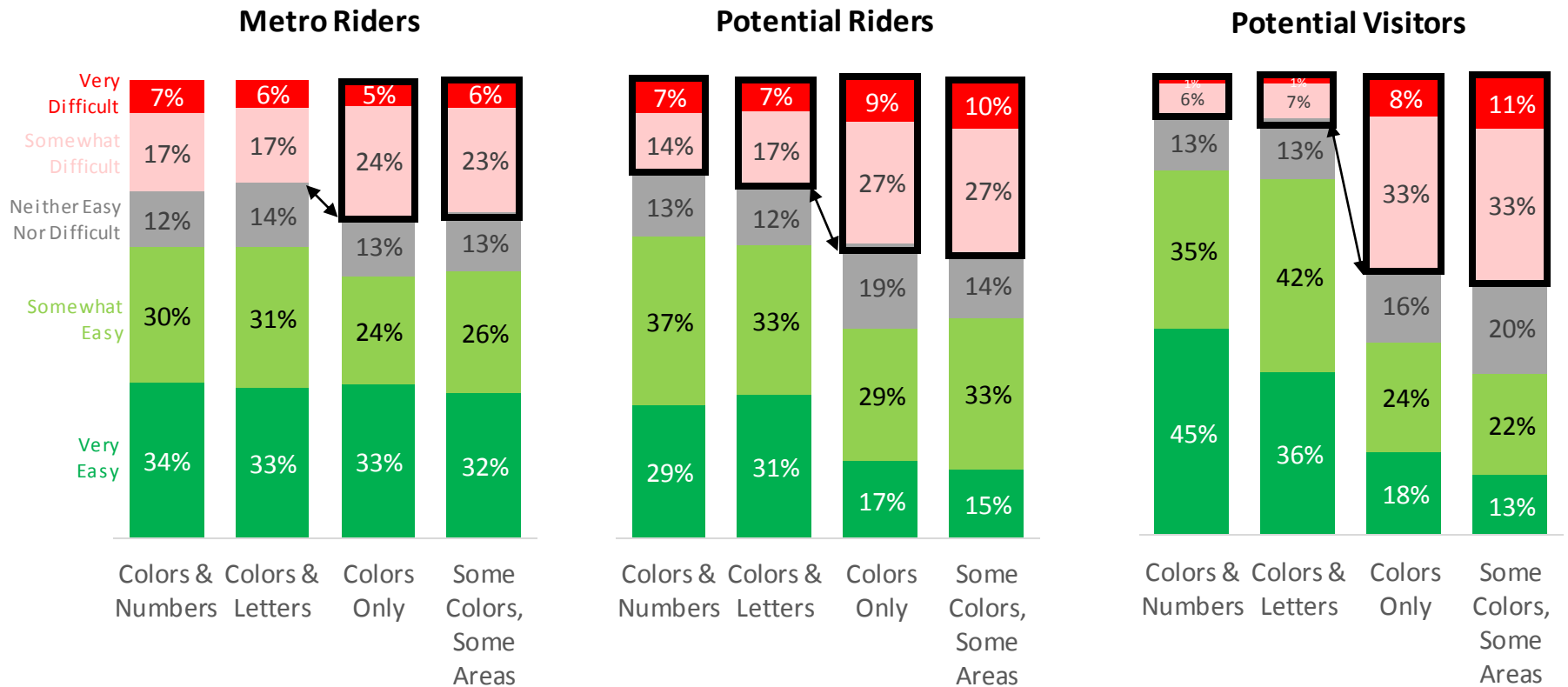
- For those less familiar with the current system, Numbers and Letters are even more of the clear choice



Q: How easy or difficult do you think it would be to find your way around on Metro using each of the following naming options?

Colors Only and Some Colors, Some Areas have greater perceived difficulty across all groups

Overall Ease-of-Use



Q: How easy or difficult do you think it would be to find your way around on Metro using each of the following naming options?

Overall, Colors & Numbers and Colors & Letters are consistently rated as easier across all demographic and geographic groups

Regions	Ethnicity	Transit Usage	Income Ranges	Age Ranges	Gender
Central LA	African American	Metro Riders	Less than \$35k	18-34	Females
Gateway Cities	Asian	Potential Riders	\$35-\$49.9k	35-54	Males
San Fernando Valley	Latino/Hispanic <ul style="list-style-type: none"> • English-Dominant • Bilingual • Spanish-Dominant 	Potential Visitors	\$50-\$74.9k	55+	
San Gabriel Valley	Caucasian		\$75k or more		
Santa Clarita & Antelope Valleys					
South Bay					
Westside Cities					



In their own words...

Why is Colors Only rated as more difficult?

Because I'm colorblind and using colors is very difficult for me.

Monthly Rail Rider
Mar Vista

The similarity between some pairs of colors is absolutely maddening, especially for lines that cross each other.

Potential Rider
Brentwood

Even the best of us would have difficulty distinguishing olive from green and lime from yellow at a glance

Monthly Rail Rider,
Redondo Beach

Colors only are very confusing for me. I only know basic colors.

Daily Bus & Rail Rider
Downtown

In their own words...

Why is Some Colors, Some Areas rated as more difficult?

When I hear the San Fernando line...I think of the city and my first thought, is "Oh no I don't want to go that way!"

20 year Gold Line
#30 Bus Rider

Area and other names take longer to say, harder to keep track of, and are less friendly to tourists.

Potential Rider
Long Beach

With a mixture it's more difficult to figure out how to refer to a line and a direction.

Frequent Bus &
Rail Rider
West Hollywood

Area names are arbitrary, and not intuitive even though I have lived in LA County for 5 years.

Frequent Rider
Hollywood

It should be consistent. To mix colors and destinations is confusing.

Occasional Rail
Rider
SF Valley

In their own words...

Why Colors & Letters or Colors & Numbers?

Numbers and letters are just so much faster to relay directions.

It's easier to determine the correct line when the color is reinforced by some other signifier, like a letter.

I live in China and know how difficult it is to get around when you cannot read/understand signs. A combination of letters or numbers along with colors makes it really simple.

I've used systems in North American cities and in Europe. I've found for myself that the simpler naming system is the easier it is to use.

Numbers and letters are much easier to memorize, see, hear, etc.

Frequent Rider
Montecito
Heights

Weekly Rail Rider
Azusa

Potential Visitor
China

Frequent Bus
Rider
Mar Vista

Frequent Rail
Rider
DTLA

In their own words...

Why Letters over Numbers?

If you say 'the 5' and 'the 10', people will probably think you are talking about the freeways.

Frequent
Rail/Bus Rider
Westwood

Letters are easy and common in different cities. Numbers are also easy but can be confused with the bus numbers.

Potential Rider
Windsor Hills

I've often defaulted numbers to platform numbers, so using colors and numbers for line names could be confusing.

Occasional Rider
Norwalk

I think the letters and colors do a good job of separating the Metro rail and BRT lines from the bus network.

Occasional Rider
Van Nuys

When lines have letters and not numbers, it is easier and avoids confusion when explaining how many stops to take on each line.

Frequent Rider
Hollywood

Some Current Riders are not excited about change, but many say they'll adapt, particularly with good education

Regardless, LA will get used to whatever system is used just make sure you have a very long and thoughtful public service campaign to educate users.

Rider
South Pasadena

While those of us who rely on the Metro will learn whatever you toss our way, the rest that live for their cars and traffic need to be pampered.

Frequent Bus Rider
Lawndale

I think with learning any new system there will always be difficulty but over time most can adapt.

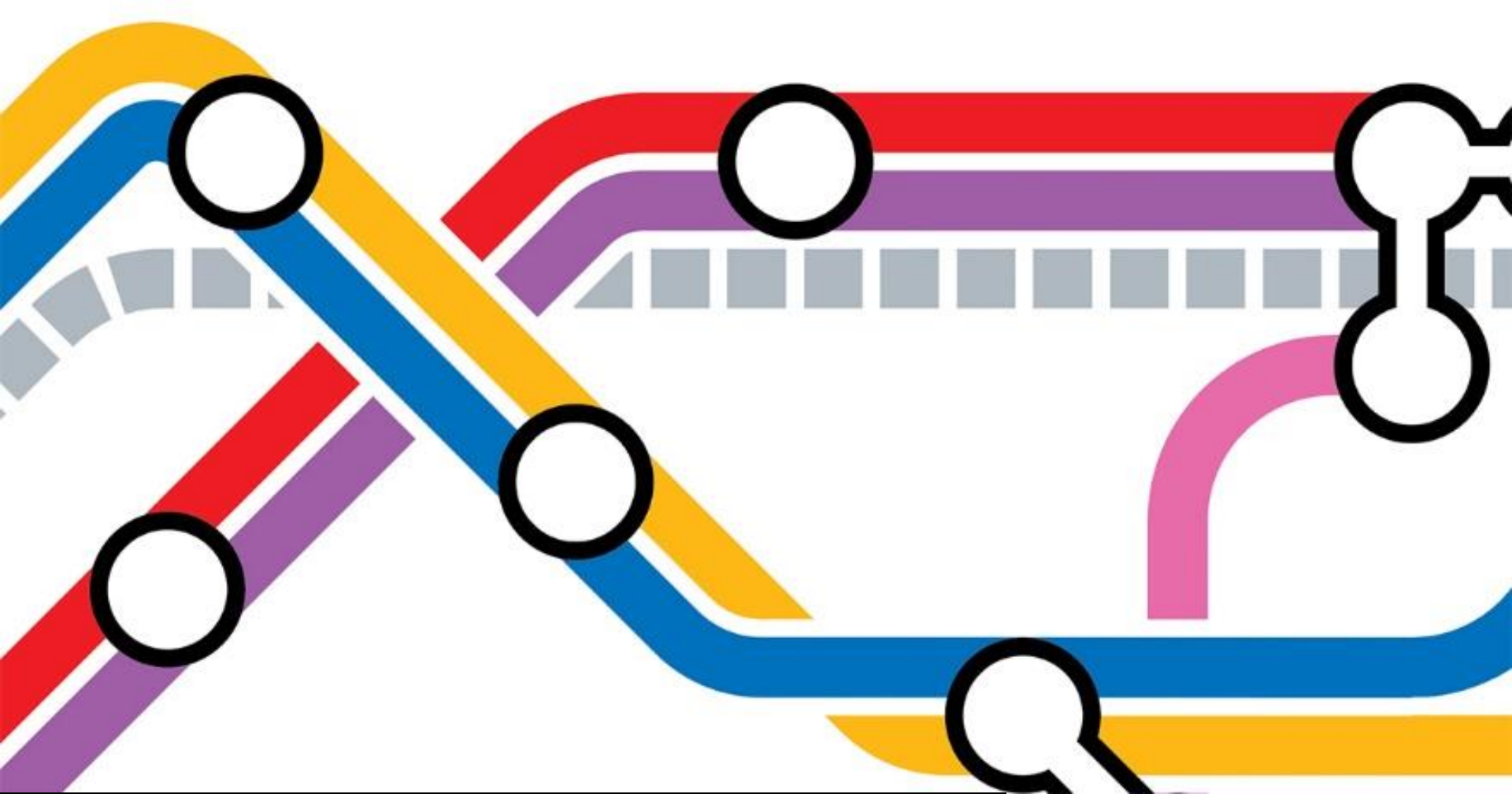
Potential Rider
Glendale

Well, honestly as humans we adjust to most situations so whatever we are presented with we will learn.

Bi-Weekly Rail Rider
Carson

Staff Recommendation

- Color and Letter-based naming convention for rail and bus rapid transit lines
 - Consistency
 - Second identifier
 - No confusion with numbering of bus system and rail station platforms
 - Ample letters to accommodate future lines
 - Letter assignment will follow chronology of line openings
 - Makes map clearer at end points and transfer points
- Phased implementation plan
 - Blue Line transitions first during New Blue Improvements Project
 - Rest of the rail/BRT system transitions with the opening of the Crenshaw/LAX Line
 - When Regional Connector Project is complete, only the Gold Line letter will change
 - Expo/Gold Line one-seat ride can be the E Line and gold color on the map
 - Blue/Gold Line one-seat ride can be the A Line and blue color on the map
 - Total cost: \$8.9 million



Appendix

2018 Focus Group Methodology

- Various locations and recruitment criteria to reflect some of the diversity of current and potential Metro riders

Date	Location	Group Type
August 22	Sherman Oaks	English-Speaking Potential Riders
August 25	Downtown LA	English-Speaking Metro Riders
August 25	Downtown LA	Spanish-Speaking Metro Riders
August 28	Mid-City	English-Speaking Visually-Impaired Residents
August 28	Koreatown	Korean-Speaking Residents

Focus Group Votes

First Choice for Naming Convention after All Information

	Colors	Letters	Numbers	Combination
English-Speaking Non-Riders	2	3	5	0
English-Speaking Metro Riders	2	4	3	1
Spanish-Speaking Metro Riders	5	1	4	0
English-Speaking Visually-Impaired Riders	1	3	0	3
Korean-Speaking Residents	0	0	10	0
Total	10	11	22	4

Field Research Format & Methodology



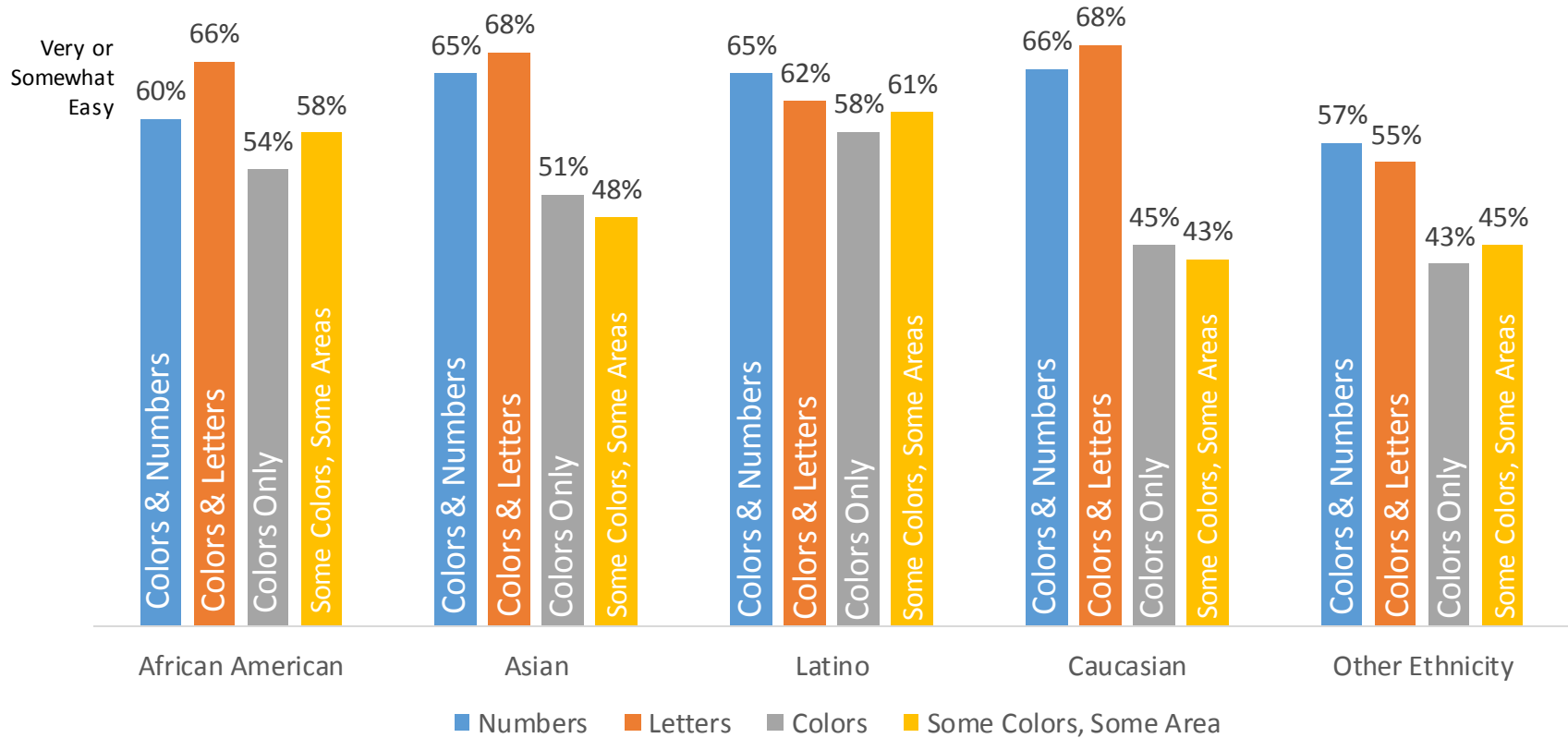
Date	Location	Event/Area
October 9	Blue Line	Green Rides Expo Metro Pop-Up
October 12	Expo LA	LAFC Game
October 15	Blue Line	Care Harbor LA
October 16	Downtown LA	Taco Tuesday at The BLOC
October 16	North Hollywood	North Hollywood Station
October 19	Boyle Heights	Mariachi Plaza
October 20	Expo Westside	Grant Elementary School Fall Festival
October 25	Downtown LA	Union Station
October 26	Downtown LA	Older Adults Transportation Expo
October 26	Pasadena	UCLA Game Day at Del Mar Station

Field Research Format & Methodology



Latino and other ethnicities give a slight edge to Numbers.

Overall Ease-of-Use
% Who Perceive Naming Options as Easy



System Expansion Line ID Signage & Info Impacts Cost Estimate

Construction/Installation of Signs	
Vinyl Decals (Stations/Fleet)	\$ 1,269,836.97
Illuminated Signs	\$ 3,988,393.02
Tactile/Braille Signs	\$ 458,246.25
Other Signs	\$ 165,000.00
Construction Management/General Requirements	\$ 1,040,750.00
Communications	
Maps/Announcements/Web/Signage Design/Education & Outreach	\$ 2,007,394.00
Consolidated Total	\$ 8,929,620.24