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Agenda - Final

Thursday, January 19, 2023

9:00 AM

To give written or live public comment, please see the top of page 4

Executive Management Committee

Ara J. Najarian, Chair

Janice Hahn, Vice Chair

Kathryn Barger

James Butts

Karen Bass

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.

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

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.

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 working hours) in advance of the scheduled meeting date. Please telephone (213) 364-2837 or (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

Requests can also be sent to boardclerk@metro.net.

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) 364-2837 or (213) 922-4600. Live Public Comment Instructions can also be translated if requested 72 hours in advance.

Requests can also be sent to boardclerk@metro.net.



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x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

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

Internet Access to Agendas - <https://www.metro.net>

TDD line (800) 252-9040

Board Clerk Email - boardclerk@metro.net

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

Live Public Comment Instructions:

Live public comment can only be given by telephone.

The Committee Meeting begins at 9:00 AM Pacific Time on January 19, 2023; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter
English Access Code: 8231160#
Spanish Access Code: 4544724#

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 solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 9:00 AM, hora del Pacifico, el 19 de Enero 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#
Codigo de acceso en espanol: 4544724#

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
Post Office Mail:
Board Administration
One Gateway Plaza
MS: 99-3-1
Los Angeles, CA 90012

CALL TO ORDER**ROLL CALL**

APPROVE Consent Calendar Items: 17 and 18.

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

CONSENT CALENDAR

17. **SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 ANNUAL UPDATE** [2022-0439](#)

RECOMMENDATION

RECEIVE AND FILE the annual update to the Board Administration 5-Year Strategic Plan (Attachment A).

Attachments: [Attachment A - Board Administration 5-Year Strategic Plan](#)
[Attachment B - Motion 43](#)
[Attachment C - Detailed Strategic Plan Updates](#)

18. **SUBJECT: INGLEWOOD TRANSIT CONNECTOR PROJECT** [2022-0834](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to enter into a Master Cooperative Agreement with the City of Inglewood (the "COI") for the Inglewood Transit Connector Project (the "Project").

NON-CONSENT

19. **SUBJECT: END OF LINE POLICY** [2022-0744](#)

RECOMMENDATION

RECEIVE AND FILE a status report on the End of Line Policy evaluation.

Attachments: [Attachment A - End of Line Policy Motion](#)
[Attachment B - SOP 52](#)
[Attachment C - LA County Motion - Improve Homeless Response](#)

20. **SUBJECT: STATE AND FEDERAL REPORT** [2022-0841](#)

RECOMMENDATION

RECEIVE AND FILE January 2023 State and Federal Legislative Report.

21. SUBJECT: LONG-TERM ADVERTISING - CULVER CITY STATION[2022-0827](#)**RECOMMENDATION**

APPROVE a long-term advertising purchase for up to 12 months at Culver City Station from HBO, generating an estimated \$484,000 in net revenues for Metro. This is not a title sponsorship and will not affect Culver City Station's title nor the adjacent private property's title, Ivy Station.

Attachments: [Attachment A - Commercial Sponsorship and Adoption Policy](#)
 [Attachment B - System Advertising Policy](#)
 [Attachment C - HBO Advertising-Culver City Station](#)

SUBJECT: GENERAL PUBLIC COMMENT[2022-0873](#)

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 #: 2022-0439, **File Type:** Motion / Motion Response

Agenda Number: 17.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 19, 2023

SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 ANNUAL UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the annual update to the Board Administration 5-Year Strategic Plan (Attachment A).

ISSUE

Motion 43 by Directors Garcetti, Solis, and Najarian (Attachment B) was approved at the May 27, 2021, Regular Board Meeting. This Motion amended Metro's Administrative Code to refer to the Board Secretary as Board Clerk and directed the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve the accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

The Board Clerk committed to coming back with yearly updates on the progress of the goals laid out in the Strategic Plan.

BACKGROUND

Led by the Board Clerk, the Office of Board Administration (Board Administration) is currently a 26-member team. Board Administration is comprised of the Board Clerk's Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. As the agency's record keeper, the Board Clerk is responsible for keeping accurate Board Meeting minutes and for producing Committee and Board Meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. As the department has moved away from a paper process and embraced technology in multiple facets of business operations, the need for innovation has increased exponentially. Board Administration no longer solely plays an administrative role at Metro but is an important strategic

partner for the agency. This team is composed of future-thinking, highly skilled individuals who strive to keep Metro transparent, responsive, equitable, and accountable. Transparency and public engagement are crucial to the democratic process and to quality decision-making by our Board of Directors. As the conduit between the public and the Board of Directors, we aim to remove any barriers to access.

The Board Administration 5-Year Strategic Plan was presented to the Board of Directors in January 2021 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives our customers a clear picture of where we plan to be and how we will get there in five years. The four goals are: 1. ongoing workforce development; 2. responsive, accountable, and trustworthy governance within the Metro organization; 3. enhanced public engagement with Metro's Board of Directors; and 4. improved agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.

DISCUSSION

Progress on the goals is detailed in Attachment C, with highlights shown below:

1. Ongoing workforce development.
 - *Subgoal 1.3: Onboarding Program for Board Members* - Develop a comprehensive onboarding program to welcome and orient new Board members.
 - As the onboarding document developed, it became clear that for an effective and comprehensive program, multiple departments would be involved. Before program development, the team met with three Board Offices to understand what onboarding looked like from different perspectives. Refinement continued with early presentations of the document to internal Metro departments, new Board staff, the Chief Executive Officer, and the Chief Ethics Officer.
 - December 2022 saw the change of two Board Members with the possibility of additional changes in the near future, and it was imperative the onboarding program was completed and ready for implementation by mid-December.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
 - *Subgoal 2.1: Comprehensive Research Support* - Leverage the Library's unique collection of resources, and its staff's research expertise, to assist the Board of Directors, Metro employees, and the public, in making key decisions.
 - The Library Team was instrumental in supporting the opening of the K Line with a detailed written history published online. *LAist*, *Leimert Park Beat*, *LA Times*, and *NPR* cited the library's resources in their own stories about the K Line.
3. Enhanced public engagement with Metro's Board of Directors.
 - *Subgoal 3.3: Public Access to Archived Board Meeting Documents* - Improve internal and external access to records of past Board decisions so it's easier to evaluate future decisions in context.
 - The migration of all Board documents into a single repository accessible to the public is a year-3 milestone. In the meantime, staff launched a federated search tool for the public to search multiple Board archives (pre-2015 documents) in one place. The tool allows a user to search several different data sources at once by making a single query.

The federator gathers results from one or more search engines and then presents all of the results in a single user interface. It is used when looking for files through Records Management, Library, Board Office, and the public via boardagendas.metro.net.

4. Improve agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.
 - *Subgoal 4.6: Promote Records Management Center (RMC) as a Resource of the Agency* - Annually, RMC handles approximately 2,000 requests made under the California Public Records Act and it is vital that all requests are responded to appropriately by being filtered through RMC. The department analyzes each request and works closely with County Counsel to determine the appropriate responsive documents.
 - Promoting the department and its processes are key to building trust among RMC and the many internal partners it supports. RMC has fostered this through email blasts promoting International Records and Information Management Month, training presentations to Countywide Planning and Development, participation in the Hoteling Working Group, and adoption of the updated Records Retention Schedule.

EQUITY PLATFORM

The Board Administration's mission is to reduce barriers to the public accessing information by providing a one-stop shop.

The Strategic Plan will support equitable access to information for internal staff and the public. Additionally, the Strategic Plan reduces barriers to information access by offering multiple means of communication with the Board, including options for communication in different languages. For example, optimizing search capabilities in our Board archive database; integrating an online translating service for forms such as the forms for public records request and claims for damages; and continuing to provide opportunities for public participation at Committee and Board meetings by accepting public comment via telephone during meetings, and via email and U.S. Mail in advance of meetings.

All of this is in pursuit of making Metro more transparent and responsive to our community.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Metro's Vision 2028 goal 5 to provide responsive, accountable, and trustworthy governance within the Metro organization. Further, the goals contained within the Board Administration 5-Year Strategic Plan are connected to the following Metro subgoals under goal 5:

- *Subgoal 5.3:* Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.
- *Subgoal 5.4:* Metro will apply prudent commercial and business practices to create a more effective agency.
- *Subgoal 5.7:* Metro will build and nurture a diverse, inspired, and high-performing workforce.

NEXT STEPS

Staff will return annually with an update on milestones achieved and will return in FY2028 with an

updated 5-Year Strategic Plan.

ATTACHMENTS

Attachment A - Board Administration 5-Year Strategic Plan

Attachment B - Motion 43

Attachment C - Detailed Strategic Plan Updates

Prepared by:

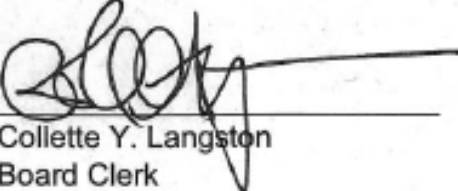
Matthew Barrett, Director, Library Services & Records Management, (213) 922-7444

Omar Camacho, Sr. Manager, Systems Projects, Research & Records Information Management,
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David Lor, Manager, Information Governance, Research & Records Information Management (213)
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Shelly Ray, Principal Transportation Planner, Research & Records Information Management (213)
418-3040

Reviewed by: Collette Langston, Board Clerk, (213) 922-2837



Collette Y. Langston
Board Clerk

Office of Board Administration

5-Year Strategic Plan

FY23-28

A Note from the Board Clerk

Welcome to the Office of Board Administration. When I was appointed as the Board Clerk in May 2021, I was asked to prepare a strategic plan that focused on delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments.

By setting a departmental mission, vision, and set of values that are complementary to Metro's own, we have created a 5-year strategic plan that lays a path for the department to follow, ensuring we are increasingly responsive, innovative, equitable, and transparent in everything that we do.

About Us

- Mission

- Metro's Mission: *To provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.*
- Office of Board Administration's Mission: *To support Metro's Board of Directors' processes and meetings with excellence, transparency, and accountability, while continuously increasing public engagement and access to information.*

- Vision

- Metro's Vision: *Increased prosperity for all by removing mobility barriers; swift and easy mobility throughout LA County, anytime; and accommodating more trips through a variety of high-quality mobility options.*
- Office of Board Administration's Vision: *Meaningful public engagement with Metro's Board of Directors and increased accessibility of Board meetings, materials, and public comments.*

- Values

- Collaboration
- Equity
- Accessibility

- Customers

- The public
- Metro departmental staff
- County and city elected officials
- Regional, county, and local government partners

- Service Delivery Pillars/Framework

- Excellence in service
- Responsive support
- Transparency
- Accountability
- Uniformity
- Simplicity

Goals

Board Administration is committed to providing excellence to its Board of Directors, the public, and government partners by working in alignment with these goals:

1. Ongoing workforce development.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
3. Enhanced public engagement with Metro's Board of Directors.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Our Services

- *Board Administration Services*

Board Administration serves the public, Board Chair, the Board of Directors and its Committees, as well as other Metro departments, and advisory councils. Annually, it attests over 2,000 contracts, posts and publishes more than 1,500 legally required notices and ordinances as mandated by the law and administrative code. Additionally, the office processes more than 1,500 documents transmitted for board consideration and creates more than 3,000 board files each year. As the Board's official record keeper, we support and facilitate the meetings of the Board and its Committees, and maintain records of board actions.

- *Dorothy Peyton Gray Transportation Research Library & Archive*

The Research Library and Archive was first opened in 1895 by predecessor company Los Angeles Consolidated Railway and passed down through Los Angeles Railway (1911-1945), Pacific Electric (1911-1953), Los Angeles Transit Lines (1945-1958), Metropolitan Coach Lines (1953-1958), Los Angeles Metropolitan Transit Authority (1958-1964) Southern California Rapid Transit District (1964-1993), and the Los Angeles County Transportation Commission (1977-1993).

It contains current transportation research references and the collected institutional memory of Metro and its predecessors. It is the largest transit operator research library and archive in the nation. Almost 50% of its collection is unique and not found in any other library. It serves employees, the public, academia, and the media with its extensive catalog of multi-disciplinary transportation research reports and supporting references. Its collections are part of the OCLC World Library collection and the Online Archive of California.

- *Legal Services*

Legal Services accepts, processes, and logs all claims for damages, legal claims, and subpoenas that are served on the agency. This area handles an annual average of 2,000 claims and 300 subpoenas.

- *Records Management Center*

The business of managing millions of Metro files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Center (RMC). RMC administers a comprehensive agency wide records management program and provides storage and reference services for Metro records and historical documents. All documents affecting the agency, including ordinances, contracts, leases, deeds, and the official Metro seal, are in the custody of the Board Clerk.

RMC is responsible for coordinating responses to an average of 2,000 annual requests made under the California Public Records Act; contracting for the offsite storage of inactive departmental records; the agency's records management program; and providing litigation support to Counsel. Records Management also works together with the Dorothy Peyton Gray Transportation Research Library to maintain the agency's Archives for the permanent retention and preservation of our historical records that date back to 1873.

- *Systems & Electronic Records*

Systems & Electronic Records provides strategic and tactical planning for the technology used by the Library and Archive, Board Clerk, and Records Management Center's day-to-day operations. This includes application development, system integration, automation, and technical support for all internal Board Clerk sections, and to the public with online access to agency records. Their mission is to modernize systems, automate workflows, and improve efficiency and transparency in the services the agency provides in a holistic and sustainable manner.

Additionally, this group strives to continue providing first-class service to the Library and Archive, Records Management Center, Board Administration, and their customers, with innovations in transparency and accessibility.

5-Year Strategic Plan; Fiscal Years 2023-2028

Goal 1: Ongoing Workforce Development <i>Vision 2028 Goal 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Board Administration Services: <i>Goal 1.1 - Departmental Cross-training</i>	Evaluate the needs of the department for cross-training.	Develop a comprehensive training program.	Implement training for departmental staff.	Training has been made available to all applicable staff.	
Board Administration Services: <i>Goal 1.2 – Advisory Council Toolkit</i>		Determine departments that manage a Metro Advisory Council and develop a training program.	Annual training.		
Board Administration Services with Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 1.3 - On-Boarding Program for Board Members</i>	Consult with Board members and staff to identify top needs during onboarding. Inventory existing onboarding materials and begin updating and consolidating.	Launch onboarding program. Train board staff on transportation research resources within and outside Metro. Include when and how to use NextRequest for research that requires access to scheduled records.	Present updated onboarding program with updates based on feedback, and changes in policy and practice (updates to be made annually).		

<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 1.4 – Succession Planning</i></p>	<p>Identify staff for succession planning.</p> <p>Do outreach to employees and the community with diversity, equity, and inclusion goals in mind.</p>	<p>Document library knowledge in a Wiki tool and train new Library & Archive staff on past practices, policies, and key references to ensure succession planning goals are met.</p>	<p>Actively participate in the Special Library Association's Transportation Division, TRB's Knowledge Management Committee, and The National Association of Government Archives and Records Administrators for professional development</p>	<p>Network and plan joint efforts with key local Los Angeles transit and transportation partner libraries and archives such as the Southern California Railways Museum archive, Auto Club archive, L.A. as Subject members, California State Archive, and local historical societies in communities affected by Metro projects. (To be done annually.)</p>	<p>Host peer library and archive events at Metro to strengthen network of partner institutions and collections.</p>
<p>Legal Services: <i>Goal 1.5 - Claims for Damages Process Training for Operators</i></p>		<p>Create informational training for Operators regarding correct Claims for Damages process.</p>	<p>Formalize Roadshow & visit all Divisions.</p> <p>Implement training program for every new class to follow.</p>	<p>Delegate responsibility to Operations to continue training for new Operators.</p>	<p>Evaluate success of training program and reassess (if necessary).</p>

Records Management Center: <i>Goal 1.6 -</i> Intradepartmental and Agencywide Training	Develop and implement intradepartmental trainings.	Implement intradepartmental training. Develop agency-wide training on Records at Metro and a records management best practices communications & outreach program. Promote records management certification for Records Analysts.	Implement intradepartmental, and agencywide trainings. Partner with Research Library on reference skills training for staff to provide more research-focused response to public records requests. <i>(See Goal 2.1)</i>	Implement intradepartmental and agencywide trainings. Reassess training needs based on current best practices and changes in law.	Implement intradepartmental and agencywide trainings. Reassess training needs based on current best practices and changes in law. Obtain records management certification for all records management FTEs.
Systems & Electronic Records: <i>Goal 1.7 -</i> Agencywide Board Systems Employee Training	Complete employee user on-demand training update.	Assess feasibility of additional employee training models and resources.	Begin development of any additional employee training resources identified.	Release additional employee training resources.	

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization. <i>Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Dorothy Peyton Gray Transportation Library & Archive with Records Management Center: <i>Goal 2.1 - Comprehensive Research Support</i>	<p>Revisit and publish an updated Library & Archive collection development policy that includes social media sites as an extension of the Library & Archive's official collections.</p> <p>Develop a training presentation and reference guide for employees on transportation research methods.</p> <p>Develop a presentation for external audiences on transportation research methods.</p>	<p>Perform a needs assessment on paper and digital collections (reports, references, and periodicals) and the state of digitization efforts. Draft policies for digital harvesting, digital donations, and digital library subscriptions for both the library and archive.</p> <p>Provide more comprehensive research support in fulfilling public records requests, in the spirit of CPRA Section 6253.1(a)(1), "Assist the member of the public to identify records."</p>	<p>Review the Metro strategic plan and other strategic plans throughout the agency for needed updates to the Library & Archive's collection development policy. Adjust subscriptions to library research services and periodicals accordingly.</p> <p>Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.</p>	<p>Partner with Planning, Construction and Operations vehicle technology staff to guide changes in collection development, access to digital libraries, and other research resources necessary as Measure R and M projects mature or are realigned and vehicle technology changes to ensure employees have immediate access to the most current research, resources and standards.</p>	<p>Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.</p>

		(See Goal 1.6)			
Legal Services: Goal 2.2 - E-Filing System for Claims for Damages		Evaluate e-filing platforms and initiate procurement.	Implement e-filing system and develop training for users.	Market system to the public.	Full implementation.
Legal Services: Goal 2.3 - Improve Access to Forms and Information for Public	Update and translate "Claim for Damages form" into multiple languages. Add forms online.	Determine additional obstacles to accessibility and evaluate next steps.			
Records Management Center: Goal 2.4 - Records Audits	Reinstate procedures for Departmental Records Coordinators regarding off-site storage ordering.	Develop plan and schedule for departmental records audits. Increase RMC's understanding of electronic records storage systems at USG.	Implement records audits (3 USG floors). Increase RMC's understanding of electronic records storage systems (e.g., M3) at bus and rail divisions.	Implement records audits (3 USG floors).	Implement records audits (3 USG floors). Prepare for divisional audits with better understanding of their electronic records systems.
Systems & Electronic Records: Goal 2.5 - Records Retention Schedule System	Update the Records Retention Schedule System with approved changes to the schedule.	Work with Records Retention Schedule System vendor to complete annual legislative review. (To be completed annually.)	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.

Goal 3: Enhanced public engagement with Metro's Board of Directors. <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Board Administration Services with Systems & Electronic Records: <i>Goal 3.1 - Public Comment Systems</i>	Evaluate online public comment platforms. Evaluate needs for enhancement of electronic Public Comment Registration (PCR) system.	Implement enhancements to the electronic Public Comment Registration (PCR) system. Select an online public comment platform.	Implement an online public comment platform.	Evaluate additional public participation and engagement options or tools for Board meetings.	
Board Administration Services: <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
Systems & Electronic Records: <i>Goal 3.3 - Public Access to Archived Board Meeting Documents</i>			Evaluate systems and processes for migrating Board archive documents (pre-2015) to improve accessibility.	Create scope of work to procure professional services/staff augmentation for migrating archival documents into Integrated Agenda	Issue professional services/staff augmentation procurement for archival document migration.

				Management Platform.	
Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 3.4 - Board Systems (Internal)</i>		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.

Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.1 - Federated Search System (Project)</i>	Develop Federated Search capabilities of the Research Library Catalog. Complete procurement and configuration of repositories identified in scope of work.	Train and familiarize internal staff on new technology.	Study feasibility of integrating additional records repositories such as GIS data layers/maps, defined data sets and other assets of lasting research value to Library & Archive users.	Integrate taxonomy into more Metro data assets to improve long term findability.	Establish data curation and librarianship as a new standard research service utilizing significant agency data sets that benefit from long term collection and cataloging under the agency data policy and the developer.metro.net data website.
Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.2 - Knowledge Sharing Platform</i>	Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.	Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.	Document Electronic Records systems internal support processes in the knowledge platform.	Outreach and collaboration among internal departments to support adding additional resources to the platform.	Maintain support of the knowledge sharing platform.

<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 4.3 - Cultural Curation</i></p>	<p>Support the SEED School & Job Center Transportation Pioneers, Inventions/Innovations, & Sustainability Exhibits Program.</p>	<p>Work with SEED on rotating exhibits to refresh content on a regular basis and maximize diversity, equity and inclusion themes from Metro's past and present.</p>	<p>Work with Metro Art on Union Station and other exhibit spaces to showcase historic imagery as public art, similar to exhibits seen at NYMTA's transit museum, and to enhance their school outreach program.</p>	<p>Re-establish joint digitization efforts with the Southern California Railways Museum (formerly known as the Orange Empire Railways Museum) and encourage similar arrangements with the Los Angeles Railroad Foundation to maximize public exposure to these rare assets.</p>	<p>Reimagine the current library and archive physical space with educational exhibits that inspire new employees, student, visitors and tours with historic and future maps, artifacts and other curated displays that highlight the past, present and future of LA's transportation system.</p>
<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 4.4 - Archival Management</i></p>	<p>Evaluate archival management systems. Mentor an archival studies intern.</p>	<p>Acquire an archival content management and curation system for improved employee and public access to Metro's archival collections. Mentor an archival studies intern.</p>	<p>Begin a DEI focused oral history project to capture the contributions of key policy makers in LA's transportation system. Mentor an archival studies intern.</p>	<p>Expand archival collections with papers from key policy makers since the adoption of Prop A in 1980 with a focus on the contribution of women and underrepresented people. Mentor an archival studies intern.</p>	<p>Work with the Pacific Electric Historical Society, the Electric Railway Historical Society and others on sharing archival collections electronically with projects to complete knowledge gaps among all collections.</p>

Records Management Center with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.5 - Records Storage, Physical and Electronic System</i>	Create Scope of Work in preparation for re-procuring off-site storage contract.	Re-procure off-site storage contract.	Evaluate Electronic Records systems in conjunction with Research Library and Electronic Records.		Continue research on systems and their viability for integration across the agency.
Records Management Center: <i>Goal 4.6 - Promote RMC as a Resource of the Agency</i>	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Expand RMC service to internal and external users by collaborating and providing more research-focused responses to the public. (See Goal 2.1)	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Maintain intranet site that is an agencywide resource on Metro's Records Management practices, policies, and procedures.



Metro

Metro

Board Report**File #:** 2021-0345, **File Type:** Motion / Motion Response**Agenda Number:** 43.**EXECUTIVE MANAGEMENT COMMITTEE
MAY 20, 2021****Motion by:****DIRECTORS GARCETTI, SOLIS, AND NAJARIAN**

Amend the Metro Administrative Code to Refer to the Board Secretary as Board Clerk

State law requires the Metro Board to appoint a Board Secretary. The Board Secretary is the professional administrative arm of Metro and reports directly to the Board of Directors.

Pursuant to the Metro Administrative Code, the Board Secretary is a full time officer of Metro and is responsible for providing notice to the public of all Board meetings, keeping official minutes of all Board meetings, acting as agent for service of process, and administering claims for damages presented against Metro under the Government Code. Moreover, the Board Secretary provides administrative and professional services to support the Board of Directors in accordance with Metro's vision and internal controls.

The current title of Board Secretary reflects a solely administrative role and does not reflect the professional nature and responsibilities of the office. The title "Board Clerk" more accurately reflects both the administrative and professional nature and responsibilities of the office and is in line with industry and government agency standards.

Additionally, as L.A. County recovers from the pandemic, the Board Secretary/Board Clerk should prepare a strategic plan that identifies opportunities to strengthen public engagement with the Metro Board.

SUBJECT: AMEND THE METRO ADMINISTRATIVE CODE TO REFER TO THE BOARD SECRETARY AS BOARD CLERK

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, and Najarian that the Board of Directors amend the Metro Administrative Code Section 2-10-010 to refer to the Board Secretary as the Board Clerk.

From:

2-10-010 Appointment of Board Secretary

The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA.

To:

2-10-010 Appointment of Board Secretary

The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA and be referred to as Board Clerk.

WE FURTHER MOVE that the Board of Directors direct the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

Status of Board Administration's Strategic Plan Goals

January 2023

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Summary of Progress

Complete:

Goal 2.3 – Improve Access to Forms and Information for Public

Ahead of Schedule:

Goal 1.3 – Onboarding Program for Board Members

Goal 1.6 – Intradepartmental and Agencywide Training

Goal 4.1 – Federated Search System (Project)

Goal 4.6 - Promote RMC as a Resource of the Agency

On Track:

Goal 1.1 – Departmental Cross-training

Goal 1.2 – Advisory Council Toolkit

Goal 1.4 – Succession Planning

Goal 1.5 – Claims for Damages Process Training for Operators

Goal 1.7 – Agencywide Board Systems Employee Training

Goal 2.1 - Comprehensive Research Support

Goal 2.4 - Records Audits

Goal 2.5 – Records Retention Schedule

Goal 3.1 – Public Comment Systems

Goal 3.2 – Strategic Planning

Goal 3.3 – Public Access to Archived Board Meeting Documents

Goal 3.4 – Board Systems (Internal)

Goal 4.2 – Knowledge Sharing Platform

Goal 4.3 – Cultural Curation

Goal 4.4 – Archival Management

Goal 4.5 - Records Storage, Physical and Electronic System

Delayed or Paused:

Goal 2.2 – E-Filing System for Claims for Damages

Goal 1: Ongoing Workforce Development

Goal 1.1 – Departmental Cross-training

Board Administration Services

Status: On Track

Notes:

- The Board Clerk's Office is fully staffed, and the Chief Administrative Analyst's training is complete. Additional reclassifications are needed for effective cross-training.

Going Forward: Will continue to work with HR to reorganize, restructure, and right-size the department and subgroups. This will ensure that the cross-training is effective.

Goal 1.2 – Advisory Council Toolkit

Board Administration Services

Status: On Track

Notes: Year 2 Milestone is in progress:

- Met with Dolores Ramos to determine her best practices regarding onboarding for Service Sector Council Members
- Met with Danielle Valentino to determine her best practices regarding onboarding for CAC Members

Going Forward: The new training program and tool kit will be completed this year.

Goal 1.3 – Onboarding Program for Board Members

Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive

Status: Ahead of Schedule

Notes: Year 1 Milestone is complete, and Year 2 and 3 Milestones are in progress:

- Met with 3 Board Offices and compiled comments for what is expected
- Drafted and circulated a draft onboarding document
- Incorporated feedback from Board Offices, Chief Ethics Officer, and Chief Executive Officer into the draft onboarding document

Going Forward: Onboarding document has been finalized and is expected to be presented to new Board Directors (onboarding occurring mid-to-late December). Document will be updated when necessary.

Goal 1.4 – Succession Planning

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- Hired a Digital Resources Librarian, start date 8/15/2022
- In the process of hiring 3 additional librarians with specific specialties (cataloging, archivist, data)

Going Forward: Will continue to work with HR to complete hiring. Will continue to develop the knowledge library for staff.

Goal 1.5 – Claims for Damages Process Training for Operators

Legal Services

Status: On Track

Notes:

- This is an FY24 Milestone.
- Began coordinating with Risk Management and Vehicle Operations.
- Multi-departmental staff shortages have prevented pre-work from progressing as far as anticipated.

Going Forward: Additional coordination is required and is on-going.

Goal 1.6 – Intradepartmental and Agencywide Training

Records Management Center

Status: Ahead of schedule

Notes: Year 1 Milestone is accomplished, Year 2 Milestones are nearing completion.

- Held various intradepartmental cross-trainings so team members in RMC understand the various roles within the department. Many of these trainings are done in conjunction with County Counsel.
- Presented approximately 6 times to Metro departments with respect to organizing and/or storing files in preparation for teleworking.

Going Forward: These departmental trainings will continue and be supplemented with more structured education through professional organizations such as NAGARA and ARMA. Agencywide training is in the works and on schedule to meet Year 3 Milestone of implementing these trainings.

Goal 1.7 – Agencywide Board Systems Employee Training

Systems & Electronic Records

Status: On Track

Notes:

- On track to finish update to employee user self-service training.

Going Forward: Employee feedback on initial offerings will inform assessment and development of future offerings, which are addressed in Year 2 through 5 Milestones.

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization.

Goal 2.1 - Comprehensive Research Support

Dorothy Peyton Gray Transportation Library & Archive with Records Management Center

Status: On Track

Notes:

- RMC has held informal discussions with the Library group to better understand tools at its disposal for conducting transportation research, including the newly available federated search tool.

Going Forward: To hold more structured meetings in order to discover new opportunities for Research and Records collaborations.

Goal 2.2 – E-Filing System for Claims for Damages

Legal Services

Status: Paused

Notes:

- Currently, this goal is not feasible due to legal limitations of accepting claims electronically.

Going Forward: Discussions will need to occur with County Counsel for next steps. This is an FY24 goal.

Goal 2.3 – Improve Access to Forms and Information for Public

Legal Services

Status: Complete

Notes:

- Fillable versions of the claim forms in Spanish and English are now available online.

Going Forward: It needs to be determined if additional languages should be added online or if using a translating service is more financially responsible due to lack of demand.

Goal 2.4 - Records Audits

Records Management Center

Status: On Track

Notes:

- Year 1 Milestone of setting up Departmental Records Coordinators list is complete.
- Year 3 Milestone was initiated by completing a records audit of Legal Services.

Going Forward: A schedule of departmental records audits will be developed, consistent with Year 2 Milestone.

Goal 2.5 – Records Retention Schedule

Systems & Electronic Records

Status: On Track

Notes:

- Year 1 Milestone is complete - All Records Retention Schedule changes have been made in the Retention Schedule management system.
- Systems & Electronic Records staff have trained RMC staff on using the system for reference and for managing future updates

Going Forward: We're prepared to engage with the RRS management system vendor for annual legislative reviews in order to fulfill Year 2 through Year 5 Milestones.

Goal 3: Enhanced public engagement with Metro's Board of Directors.

Goal 3.1 – Public Comment Systems

Board Administration Services & Systems & Electronic Records

Status: On Track

Notes:

- The electronic Public Comment Registration (PCR) system and kiosks are ready to be redeployed when Board meetings are in person.
- Online public comment functionality is available for Board meetings if desired.

Going Forward: Enhancements to the PCR system will be informed by the conditions in which in-person meetings are held when they are resumed. Considerations for integrating a system for online/telephone comment registration in a single PCR system will be evaluated.

Goal 3.2 – Strategic Planning

Board Administration Services

Status: On Track

Notes:

- This is an FY28 goal, no action necessary at this point.

Going Forward: Action will begin in CY26 with delivery in CY27.

Goal 3.3 – Public Access to Archived Board Meeting Documents

Systems & Electronic Records

Status: On Track

Notes:

- The migration of all Board documents into a single repository accessible to the public is a Year 3 Milestone. In the meantime, we've launched a federated search tool for the public to search multiple Board archives (pre-2015 documents) in one place.

Going Forward: Acquire resources and support for migrating to a single repository for all board meeting documents from the past, present, and future.

Goal 3.4 – Board Systems (Internal)

Systems & Electronic Records//Strategic Knowledge Management

Status: On Track

Notes:

- Staff has been observing other streaming public meetings and the technology they use, and consulting with staff at other agencies about their approach.

Going Forward: Staff will use their observations to fulfill the Year 2 Milestone, “Evaluate options for technology updates for web streaming Committee and Board meetings.”

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Goal 4.1 – Federated Search System (Project)

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: Ahead of schedule

Notes:

- Year 1 & 2 Milestones are complete - a federated search tool has been procured, configured, and deployed both internally and to the public. Staff have been trained on the search tool.

Going Forward: To fulfill Year 3 Milestone, we will continue to evaluate other repositories which can be integrated in the search, and other technologies, such as the taxonomy tool, which can be integrated to support it.

Goal 4.2 – Knowledge Sharing Platform

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: On Track

Notes:

- A knowledge sharing platform has been developed for the library.
- Systems & Electronic Records/Strategic Knowledge Management has completed Year 3 Milestone ahead of schedule, by documenting internal support processes and information used to support Metro records systems and emergency response in the knowledge sharing platform.
- Planning for development of knowledge base pages on Metro Primary Resources site has commenced. This entails ongoing synthesis of disparate information found in an archive of previously answered reference questions, in-house research, and various repositories of text, image, video and electronic assets.
- We are working with HR to hire a Data Librarian. Candidate interviews began November 2022.

Going Forward: We will continue to evaluate content and access permissions for external users on the knowledge sharing platform, in pursuit of Milestone 2. Plans during FY2023 to hire a WordPress consultant to modernize the Primary Resources site as the de facto Library & Archive web page, optimize content organization, and advise on options for how to best surface critical knowledge base content in the federated search project. New Data Librarian hired in FY2023 could play a key role in enhancing content for knowledge sharing platform.

Goal 4.3 – Cultural Curation

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- As part of Year 1 Milestone, the Library and Archive supported development of the Union Station Los Angeles Railway and Los Angeles Motorcoach History Exhibit beginning in FY23 Q2
- Recruitment of professional Archivist began in FY2023 Q1

Going Forward: The Archivist will serve as point person for conceiving, planning, executing, and promoting high-interest traditional and digital exhibits, with an eye toward Metro's current mobility agenda and agency strategic plan – crucial components of Year 2 through 5 Milestones. The Archivist will explore opportunities for external collaboration with regional libraries, archives and museums as well as internal Metro departments to incorporate our rich history as appropriate. Staff are currently working with Communications on the 30th anniversary of Metrolink and Metro, the 100th anniversary of bus service and other significant milestones in FY23 and beyond.

Goal 4.4 – Archival Management

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- Staff is evaluating Archival Management Systems – Year 1 Milestone
- Recruitment of professional Archivist began in FY2023 Q1.

Going Forward: The Archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. They will be a crucial decision maker in the acquisition of an Archival Management System – Year 2 Milestone. They will develop protocols for accessing and/or ingesting enterprise digital assets held by Communications Department in their Extensis Portfolio platform. The Archivist will also develop protocols in coordination with Records Management for reviewing records scheduled for destruction and assessing their value as resources of lasting research significance. Archivist will work collaboratively with Digital Resources Librarian and other stakeholders across these and other projects identified in Year 3 through 5 Milestones.

Goal 4.5 - Records Storage, Physical and Electronic System

Records Management Center with Systems & Electronic Records/Strategic Knowledge Management

Status: On Track

Notes:

- Scope of Work and requisitions have been submitted for off-site storage contract – Year 1 Milestone
- Research has commenced on Electronic Records systems, in conjunction with the Research Library and Electronic Records team – Year 3 through 5 Milestones

Going Forward: A new off-site storage contract will be secured before August 1, 2023 – Year 2 Milestone. We will continue to collaborate with the Research Library and the Electronic Records team to develop the business case and requirements for a new Electronic Records Management system.

Goal 4.6 - Promote RMC as a Resource of the Agency

Status: Ahead of Schedule

Notes:

- RMC has made significant headway on Year 1 and 2 Milestones – communicating record keeping best practices across the agency. Agency-wide communications have included topics such as:
 - Adoption of new Records Retention Schedule, sent August 2021.
 - Introduction of Board Administration group, sent February 2022.
 - Records Management Month, five emails sent in April 2022.
- Worked with Countywide Planning & Development to discuss how to dispose of, store, and/or scan records in preparation for teleworking. Five presentations in May 2022.
- RMC participates in the hoteling working group – a group to help the agency work through the necessary steps of the hoteling pilot program.
- Developed plan to send quarterly emails agencywide regarding general records management.

Going Forward: Continue to be a resource to the agency and to promote our services.

Other

- RMC developed a departmental mission and values statement, April 2022. This mission and its values will further guide the department in achieving goals.
- Received approval of GEN 8, the agency's records management policy.
- We plan to update GEN 12 (Public Document Disclosure Request) and GEN 56 (Legal Holds) in very short term.



Board Report

File #: 2022-0744, **File Type:** Informational Report

Agenda Number: 19.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 19, 2023

SUBJECT: END OF LINE POLICY MOTION RESPONSE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE a status report on the End of Line Policy evaluation.

ISSUE

On October 27, 2022, the Metro Board approved Motion #20 by Directors Hahn, Najarian, Solis, Barger, Dutra, and Krekorian (Attachment A) to:

- A. Evaluate Metro's End of Line policy and its impacts on communities that have a station that is the end of a Metro rail line;
- B. Conduct a thorough evaluation of the unhoused populations exiting trains at night and boarding trains in the morning at the ends of rail lines to better understand the impact of the End of Line policy and to inform future resource deployment;
- C. Coordinate with the Los Angeles Homeless Services Authority (LAHSA) for its annual Point-In-Time Count to determine the numbers of unhoused riders on Metro's bus and rail system; and
- D. Report back on the above three directives no later than January 2023 with recommendations on what we can do differently.

The following report serves to provide a status update on the evaluation of the End of Line Policy.

BACKGROUND

The homelessness crisis continues to challenge communities nationwide, including their respective transit agencies. As ridership fell during the pandemic, there was a noticeable increase in people experiencing homelessness (PEH) seeking shelter on the Metro system. While transit vehicles and stations are not designed to be used as a shelter or viewed as an encampment, the system provides refuge from the cold weather during the winter and the heat in the summer. Metro's primary role is that of a transit operator, not a homeless service provider, yet the magnitude of the crisis requires all hands on deck.

Metro customers are concerned about homelessness on the system. We have heard from our

customers through various channels, surveys, social media, customer care, and community meetings that homelessness is a top priority area for improvement. The homelessness crisis in Los Angeles is among the most severe in the country, and Metro riders told us that homelessness has a major impact on the customer experience. In a 2018 brand survey, 64% of respondents felt that there were too many homeless people on the system, and some residents avoid Metro entirely due to widespread homelessness on the system. Metro also recognizes the urgency of curtailing behaviors and conditions that adversely affect the health and safety of other customers and employees. The lack of adequate local, state, and federal resources to prevent and respond to homelessness represents an existential threat to the thousands of individuals experiencing homelessness daily in LA County. It also threatens to undermine the willingness of residents to take public transit, even as the system rapidly expands via the largest transit construction program in the country. Metro's 2020 and 2022 Customer Experience Survey found that how Metro addresses homelessness on buses was one of the top 5 improvements that our bus and rail customers want to see.

Metro has taken a human-centered approach to addressing homelessness on the Metro system by dedicating resources and contracts with homeless service providers in Los Angeles County to connect thousands of individuals to services. Burdensome referral processes, lack of housing navigation support, the lack of available services, and low shelter bed availability continue to be barriers to reducing homelessness on the Metro system. Countywide, people experiencing homelessness are often required to meet specific eligibility requirements to receive services or access to housing. These eligibility requirements include meeting certain mental and physical acuity levels, proving residency, and even providing social security numbers or identification. Most individuals Metro serves in its homeless outreach do not have identification and need mental health support and medical services. These requirements impede Metro's outreach workers from placing more individuals into housing.

Metro conducted its own point in time count in March 2022 and estimates that approximately 800 individuals experiencing homelessness were sheltering at the rail and bus rapid transit stations on any given night. Over the past five years, Metro allocated more than \$28 million in advancing solutions to support unhoused individuals who take shelter on the Metro system. Since 2017, Metro has funded dedicated multidisciplinary outreach teams, which are contracted through the County of Los Angeles Department of Health Services' (DHS) Housing for Health Program, to provide service on the Metro system.

The non-profit homeless services agency, People Assisting the Homeless (PATH), staffs these multi-disciplinary teams and specializes in supporting PEH who are also dealing with mental health concerns and addiction. The program has expanded to eight teams of 5 with plans to expand to 16 teams in February 2023. The PATH teams are deployed 7 days a week, between the hours of 3:00 a.m. - 3:00 p.m. on weekdays and 7:00 a.m. - 3:00 p.m. on weekends. The teams assess the needs of unhoused riders and connect them with services such as medical care, social services, and food in addition to emergency, short-term, interim, and long-term/permanent supportive housing (including family reunification) when available.

Despite the significant efforts, the scale of homelessness on the system far exceeds Metro's ability. Metro relies upon county and city resources to provide permanent housing solutions, interim housing,

crisis beds, motel vouchers, rental assistance programs, and medical and social services.

Metro's system has 13 outlying End of Line Stations at the following locations:

- A Line (Blue): 7th/Metro Center, Downtown Long Beach (between 1st and Pacific Ave Stations along the loop)
- B Line (Red): Union Station, North Hollywood
- D Line (Purple): Union Station, Wilshire/Western
- C Line (Green): Redondo Beach, Norwalk
- E Line (Expo): Downtown Santa Monica, 7th Street/Metro Center
- L Line (Gold): APU/Citrus College, Union Station, Pico-Aliso, Atlantic
- K Line (Crenshaw): Expo/Crenshaw, Westchester/Veterans

Consistent with standard transit agency operating procedures (Attachment B), Metro requires debarking of all passengers and belongings at the end of the line when trains go out of service to ensure that no unauthorized persons or suspicious packages are left on the train before it enters the maintenance yard for necessary cleaning, maintenance, and servicing. As the trains pull into end-of-line stations at the end of the revenue service day, all the electronic signs on the platform and the train display read, "Out of Service." Inside the station, there is an audible announcement advising passengers that the train is out of service, the system is closed, and they need to exit the station. The train operator conducts a walk-through, which includes visual inspections of each car to ensure that all passengers have left the train and have taken their personal belongings with them before the train is authorized to exit the mainline and travel to the yard. If passenger(s) are found on the train, they are asked to leave promptly. If the passenger(s) do not comply, the train operator is required to notify Rail Operations Control and request Transit Security or Law Enforcement assistance. This debarking procedure is part of the system closing process as it is critical for Metro to ensure that the vehicles are thoroughly cleaned and adequately serviced and maintained at the end of the day.

Metro recognizes that at some end of line locations, PEH are exiting the trains with no alternative shelter option.

In October 2022, the Long Beach City Council raised concerns about the number of PEH offboarding at the end of the A Line nightly in their city and submitted a letter requesting an evaluation of Metro's End of Line policy. In response, the County of Los Angeles Board of Supervisors approved a motion to strengthen the coordination between the County and Metro to improve homeless response on the transit system (Attachment C). While discussions with the County continue, there was no commitment to additional resources.

DISCUSSION

Despite these efforts, Metro lacks the necessary external funding to support the level of engagement needed on the system to curb the influx of PEH seeking shelter on the transit system daily. County and city services are only operational during regular business hours (Monday - Friday, 9 a.m. - 5 p.m.) and have extremely high demand. Specifically, in the late night and early morning hours, Metro

outreach teams have few, if any, options available as there is only one interim housing site in Los Angeles County that is open for referrals after regular business hours.

This is a clear gap that exists today in the Los Angeles Homeless Services Authority (LAHSA) and County's existing service delivery model.

Evaluation of Unhoused Populations at End of Line Stations

Metro staff partnered with PATH and law enforcement agencies to complete counts and surveys of people experiencing homelessness identified at the End of Line station in downtown Long Beach. The count and survey of the Downtown Long Beach Station occurred December 7-10 and December 12-13, 2022, for both late night debarking and early morning departures. Surveys are scheduled for the end of line stations in Santa Monica and APU/Citrus College Station during the week of January 9, 2023. Surveys at the remaining end of line locations are scheduled for later in January and early February 2023.

Downtown Long Beach Offboarding Count and Survey

Metro conducted a count and survey of riders who were offboarding from the last two trains arriving at the Downtown Long Beach Station. The surveys were completed at approximately 12:45 a.m. and 1:15 a.m. on the abovementioned dates. Initial observations show that most people exiting the trains were not people experiencing homelessness. Tables were set up on the north sidewalk on 1st Street and Pine Ave and 1st Street and Pacific Ave, staffed by a Sheriff's Mental Evaluation Team and Long Beach Police Department, Quality of Life Team. The officers and deputies sought to survey individuals, offering an incentive for completing the survey, and provided coffee and donuts for individuals. The team identified 234 unhoused riders offboarding over the 6 evenings, an average of 39 riders a night.

There were 44 PEH willing to complete the survey. The survey data is summarized as follows:

- All participants were adults - Transitional Age Youth were not identified
- 30 identified as unsheltered and living in an outdoor location (street, sidewalk, alley, or bus/train stop) in the past 30 days.
- 10 said they had some form of shelter available in the past 30 days (car/RV/occasional motel, etc.)
- 39 males
- 4 females
- 1 other gender identity
- 29 were willing and ready to receive assistance in the form of services and or housing
- 9 responded their last known city of residence was Long Beach
- 24 reported that they have, at some point, resided in Long Beach
- 12 reported being from cities in Southern California
- 10 reported being from Los Angeles
- 10 reported being from out of State as the last known area of residence
- 22 have been homeless for a year or more.

-
- 4 have been experiencing homelessness for less than one month,
 - 10 between one to six months,
 - 2 between seven months and 11 months
 - 16 for one to three years,
 - 6 for more than three years.

In addition, PATH conducted outreach at the Downtown Long Beach station on December 7-9, 2022, and on December 12, 2022, between the hours of 3 a.m. and 5 a.m. PATH observed 181 PEH at the station, an average of 45 individuals per day. More than half of those identified as being from the Long Beach area. Sixty individuals were willing to engage with PATH and 8 enrolled for services via the Homeless Management Information System (HMIS).

Impacts on the City of Long Beach

Staff met with the City of Long Beach and staff from Supervisor Hahn's office on January 9, 2023. The City of Long Beach reported that they provide a number of homeless services and emergency and interim housing options within the city. The city shared that the overall homeless crisis in the region has stretched their available resources thin, and their downtown businesses are suffering. Their shelters, including inclement weather shelters, are at capacity and the Multi-Service Center is over-subscribed, with individuals waiting in long lines for services when the center opens at 9 am on weekdays. The City's Health Department also noted that staffing and funding resources are limited to operating sites and services during regular business hours (9 a.m. - 5 p.m.). Metro's homeless outreach partner, PATH, has noted that in the City of Long Beach specifically, there is a prioritization of services for people who can prove their current or previous residency in Long Beach.

Metro reached out to Mental Health America - Los Angeles, which serves the Long Beach area, to provide services on the A Line, but the agency declined to partner with Metro at this time due to staffing and resource constraints and a concern that they would be requested to work late night hours to serve people experiencing homelessness at the end of the line. Metro continues to engage Long Beach area service providers to identify partners that can best serve riders experiencing homelessness in this area.

The city expressed a willingness to partner with a non-profit to open an additional emergency shelter with 24-hour intake if provided with operations funding. As a reminder, Metro does not receive any Measure H funding.

Exploring Strategies to Align Outreach Services with End of Line Operations

The survey showed that there are riders from the City of Long Beach who need social services when Metro's A Line train goes out of service. Those services do not currently exist. Metro's homeless outreach program aims to address some of the need by dedicating outreach workers to meet riders at 3 a.m. before service begins. However, expanding outreach services beyond these current service hours would have to be further evaluated. Without complementary and no or low-cost social services and housing options operated by the County or City, Metro's contracted homeless outreach

workers have very limited options. The options that Metro's contracted outreach teams have available at 3 a.m. include providing basic case management services such as client support funds for meals. Motel vouchers provided by the County require individuals to meet certain age and disability requirements to be eligible. The use of motel rooms also creates a burden on Metro's homeless outreach services because they require daily follow-up visits and intensive case management and supportive care by Metro contracted outreach teams.

With the exception of the soon to open "Safe Landing" in South Los Angeles, which will allow intake 24 hours a day, 7 days a week, shelters and interim housing sites across the County do not accommodate intake outside of normal business hours (Mon-Fri, 9 a.m. - 5 p.m.). Metro previously explored opportunities to deploy outreach services at the end of service, but the approach was deemed to be infeasible given that outreach workers had no immediate shelter or housing services to provide.

Industry Best Practices

In order to identify potential new strategies and best practices to support PEH at end of line stations, Metro CEO reached out to the Chief Executive Officers of New York City Transit (MTA), Bay Area Rapid Transit (BART), Metropolitan Atlanta Rapid Transit Authority (MARTA), Southeastern Pennsylvania Transportation Authority (SEPTA), Washington Metropolitan Area Transit Authority, Memphis Area Transit Authority, Massachusetts Bay Transportation Authority, Chicago Transit Authority, and New Jersey Transit. With the exception of SEPTA, all other agencies confirmed that they closely coordinate with their respective social services agency to provide services to unhoused riders at the end of the line but do not directly fund homeless-related services.

The City of Philadelphia operates a year-round "Hub of Hope" daily from 6:00 a.m. to 4:00 p.m. to support unhoused individuals that tended to congregate in the lower concourse of SEPTA's Suburban Station. Daily services include resource coordination and case management, coffee and meal service, showers, laundry, transportation to shelters, and group meetings/therapy sessions. SEPTA built upon this model with the "S.C.O.P.E. Program," which stands for safety, cleanliness, ownership, partnership, and engagement. S.C.O.P.E. is a platform for coordinating with civic organizations, local governments, nonprofits, and universities to work on solutions to homelessness and involves deploying outreach workers to multiple stations throughout its system.

In New York City, MTA officials work with the New York City Police Department, the New York City Department of Homelessness, and the homeless service provider Bowery Residents' Committee to identify unhoused individuals and provide linkages to services and shelter and the end of line stations.

Staff has initially identified a number of strategies to further evaluate the impacts of Metro's end-of-line operational policy.

A Line Improved Signage and Announcements

All trains approaching the end of line station that are going out of service display "Out of Service." The digital train arrival sign displays the number of minutes before the train will arrive. Until recently, once the train arrived, the screen was blank because there were no additional departures or arrivals. For clarity, Operations staff has changed the display "Station Closed" on the screen to help ensure

passengers aren't remaining on the platform expecting a train back to Downtown LA.

As a train that is going out of service approaches the end-of-line station, a pre-recorded announcement plays, "This train is out of service." The announcement repeats three times. To further ensure passengers are aware of trains that will go out of service at the end of the line, Operations staff is developing an announcement for the operators to make as the train travels the line on the final trip that informs passengers the train will go out of service once it reaches the end of the line. In addition to the A Line, these announcements will be made on all lines and only on the last trips for the evening to ensure passengers are aware that the train is going out of service before arriving at the terminal.

Evaluation of Train Schedule - A Line and Supporting Bus Route 60

Currently, four A Line trains ending at Downtown Long Beach each night arrive at 12:03 am, 12:23 am, 12:43 am, and 1:03 am. The last northbound train is 11:57 pm, and the first train is at 4:03 am. Bus Line 60 OWL has 12:01 am, 1:01 am, and 2:01 am departures northbound from Downtown Long Beach. They depart from Bay A at the Transit Gallery (Transit Mall), which is 750 east of the Downtown Long Beach Station platform but 250' west of the second to the last A Line station (1st St).

Metro will work with Long Beach Transit to see if we can move Line 60 OWL to the other end of the Transit Mall nearer to Downtown Long Beach Station. Metro acknowledges that the last train arrival times do not match well with the bus departure times. The 60 OWL schedule is designed to make connections with other bus lines in Downtown Los Angeles.

Operations staff does not recommend adjusting the arrival times for the buses or the trains. Any adjustment to the bus departure times in Downtown Long Beach would mean losing the connection on the other end. A change to the train schedule would require adding 2 additional trips, 2 operators, and 8 rail cars (2, 4-car trains) at a time of the night when resources are sparse.

To address homelessness at the end-of-line stations, staff will further explore and evaluate the impacts of the following strategies to improve regional coordination and seek additional partnerships and support.

Whole of Government: Social Service Partnership Support

On December 12, 2022, Los Angeles Mayor Karen Bass declared a state of emergency on homelessness and activated the City's Emergency Operations Center. Among other components, the declaration seeks to expedite efforts to bring unhoused individuals inside. On December 20, 2022, the Los Angeles County Board of Supervisors adopted a motion that called for County staff to work collaboratively with City officials, including by identifying appropriate departmental personnel to attend City leadership meetings and having a presence at the City's Emergency Operations Center. The County action also calls for department liaisons to work with City outreach teams and help

connect the homeless with county services such as mental health and substance abuse counseling while also working directly with interim-housing providers in the City to ensure people in such facilities are connected to County services. The County also agreed to similarly work collaboratively with other cities across the County that may declare emergencies on homelessness. On January 10, 2023, the County Board of Supervisors also declared an emergency. Similarly, other cities in the County are declaring emergencies, such as the City of Long Beach. To facilitate the necessary safety, cleaning, and maintenance activities that must occur when the system closes and a train goes out of service, Metro recommends stronger coordination with the County, the City of Los Angeles, and local jurisdictions to provide the necessary housing and services for unhoused riders in the late night and early morning hours, seven days a week.

1. **Request hotel vouchers or spaces in master leased interim housing locations near end of line stations in partnership with the County and local jurisdictions as a pilot.** As described above, shelters and other housing sites across the County are closed for intake in the middle of the night. The City and County of Los Angeles and other jurisdictions should coordinate with Metro to provide hotel vouchers or have master leasing spaces available to deploy a model similar to what occurs in New York City, where Metro contracted homeless outreach teams can immediately facilitate shelter or interim housing placements. With a dedicated stream of housing beds and social service providers available in the late evening hours, Metro and the city of Long Beach's outreach teams could pilot an end of line program. Metro would need the County's existing outreach organizations serving the Service Planning Area (SPA) to provide the necessary follow-up services after placement in the available voucher beds.
2. **Allow Metro property for a pilot navigation hub to serve people experiencing homelessness on the Metro system.** As described in the September 2022 Homeless Gap Analysis and Recommendations Report, there is an opportunity to enhance outreach efforts by siting navigation hubs near Metro stations where there regularly are a significant number of people experiencing homelessness. Metro is currently evaluating opportunities to locate this type of facility and expand on best practices, such as the City of Philadelphia's Hub of Hope. While the County Homeless Initiative representatives have stressed to the Metro CEO that existing homeless funding is fully encumbered to County departments and social service providers, the CEO and staff will continue to work with the County, the City of Los Angeles, and other cities across the system to identify potential locations and new sources of non-transit operational funds to pilot this model.
3. **Explore faith-based, community-specific partnership opportunities associated with end-of-the-line stations.** Metro staff will reach out to faith based organizations, cities, and service providers serving the communities around the respective end-of-line stations to determine if there are opportunities for enhanced partnerships. For example, they stated their willingness to partner on shelter solutions to serve the end of line station.
4. **Require set asides for PEH on Metro when leasing Metro property for interim and supportive housing.** As part of a longer-term effort, and consistent with the recommendations

provided in the September 2022 Homeless Gap Analysis, Metro staff will continue to vet potential Metro properties that could be made available for interim and supportive housing, with the objective of creating beds that can be made available to unhoused individuals sheltering on the Metro system.

5. **Request that LAHSA report disaggregated data for the Metro system in the upcoming Point in Time Count.** The 2022 Greater Los Angeles Homeless Count showed that 69,144 people were experiencing homelessness in Los Angeles County. Historically, Metro has not been included in the Los Angeles Homeless Services Authority (LAHSA) Point in Time Count. In 2022, LAHSA formally invited Metro to participate as a member agency on the 2023 Point in Time Count Advisory Board. Moving forward, LAHSA has committed to including the Metro system in the Point in Time Count. The first such count will occur between January 24-26, 2023.

DETERMINATION OF SAFETY IMPACT

The current deboarding policy is necessary to maintain efforts to improve the safety of the Metro system for our customers and employees. The five recommendations above offer innovative and practical solutions to facilitate short and long-term options to ensure improved safety for frontline employees and our customers by reducing the number of PEH on Metro's system.

EQUITY PLATFORM

Metro is working to improve its human-centered efforts and expand opportunities to serve the people experiencing homelessness that come onto the Metro system in search of shelter. The recommendations also support efforts to ensure Metro's ability to ensure a safe, clean, and well-maintained system for our riders.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The report back supports Strategic Plan Goal #3.4: Metro will play a strong leadership role in efforts to address homelessness in LA County, Goal #2.2: Metro is committed to improving legibility, ease of use and trip information on the transit system, and Goal #5.6: Metro will foster and maintain a strong safety culture.

NEXT STEPS

1. Complete the counts and surveys at the remaining end of line stations
2. Continue to meet with end of line local jurisdictions to explore partnership opportunities
3. Continue to research and dialogue best practices to support PEH at end of line stations with our peer transit agencies
4. Identify possible locations for a pilot service hub
5. Seek opportunities to participate in the County and City's emergency interagency coordination activities to expedite housing placements for unhoused individuals sheltering on the Metro system.

6. Return to the Board with another progress report in April 2023.

Staff will continue to monitor impacts at the end of line stations and provide updates to the Board of Directors regarding the agency's coordination with LAHSA and the County to address homelessness on the transit system.

ATTACHMENTS

Attachment A - October 2022 Board Motion - End of Line Policy

Attachment B - Standard transit agency operating procedures

Attachment C- County of Los Angeles Board of Supervisors Motion

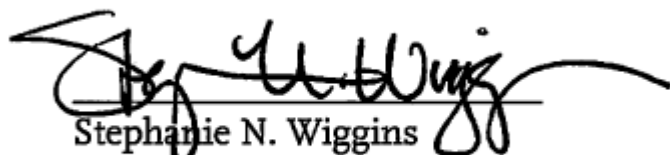
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Stephanie N. Wiggins
Chief Executive Officer



Metro

Los Angeles County
Metropolitan Transportation
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Los Angeles, CA

Board Report

File #: 2022-0734, File Type: Motion / Motion Response

Agenda Number: 20.

REVISED
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 20, 2022

Motion by:

DIRECTORS HAHN, NAJARIAN, SOLIS, BARGER, DUTRA, AND KREKORIAN

End of Line Policy and Unhoused Riders Motion

Each night, Metro requires all passengers to disembark at the end of every line once the train goes out of service to ensure that the trains are returned to the railyard properly for cleaning. For example, between midnight and 1AM in downtown Long Beach, four A Line trains go out of service, each in turn requiring that all remaining passengers exit the train so it can return to the rail yard empty of any non-Metro personnel.

While this policy makes sense for purposes of cleaning the trains before they return to service each morning, it also results in kicking unhoused riders off the train and onto city streets at an hour when housing and services are generally not available to assist these individuals. As a result, the Long Beach City Council recently submitted a letter to the Metro CEO requesting an evaluation of this long-standing policy and its impact to cities like Long Beach that have a station that is the end of a Metro rail line.

In order to best address the concerns that cities have regarding this end of the line policy, this Board also needs a clear-eyed look at just how many unhoused riders Metro serves every day, on what lines, times of day, and in what communities.

SUBJECT: END OF LINE POLICY AND UNHOUSED RIDERS MOTION

RECOMMENDATION

APPROVE Motion by Directors Hahn, Najarian, Solis, Barger, Dutra, and Krekorian that the Chief Executive Officer:

- A. Evaluate Metro's end of the line policy and its impacts on communities that have a station that is the end of a Metro rail line;
- B. Conduct a thorough evaluation of the unhoused populations exiting trains at night and boarding trains in the morning at the ends of rail lines, to better understand the impact of the end

of line policy and to inform future resource deployment;

- C. Coordinate with the Los Angeles Homeless Services Authority (LAHSA) for its annual Point-In-Time Count, to determine the numbers of unhoused riders on Metro's bus and rail system; and
- D. Report back on the above three directives no later than January 2023 with recommendations for what we can do differently.

This procedure lists the actions to be taken when the interior of a train is to be “swept” or checked for passengers and their personal belongings at the end of a trip or when it is to be removed from revenue service at any point. This procedure is not to be confused with sweep train rules contained in the Metro Rail System Book of Operating Rules.

Train Operator

1. Perform a sweep of the interior of the train:
 - a. At all terminals.
 - b. When train must be removed from revenue service at any location.
 - c. When directed by Control.
2. Prior to making the sweep, make an appropriate announcement to passengers.
3. Secure the operating cab.
4. Perform a walk-through visual inspection of the train to verify that all passengers have left the train and have taken their personal belongings with them. LRV train operators shall use crew doors to change cars and must secure them after use.
5. If passenger is found in train, ask passenger to leave train promptly. If passenger does not comply, notify Control and request Transit Law Enforcement assistance.
6. If personal belongings are found in train, refer to lost and found procedures.
7. If you are being assisted by another rail employee with the sweep, by procedure or otherwise, you must make contact with the helper and verify what part of the train they swept and what they found.
8. If items left on the train fit one of the following descriptions, consider them suspicious if:
 - a. Someone tells you it is a bomb
 - i. Be observant and get an accurate description of the person telling you this.
 - ii. Get as much information as you can about the bomb and its location.
 - iii. Contact Control by telephone, ETEL/PTEL, or ETS/BLS phone; do not use the radio.
 - iv. Comply with instructions from Control.
 - b. People act suspiciously sitting near or leaving the location where you find the package.

Metro Rail SOP #52

Train Interior Sweep Procedure

- c. There are threatening or political messages written on or attached to the package.
 - d. You find wires or other electrical devices attached to or protruding from the package.
 - e. Packages apparently or purposely hidden or in odd locations where someone is unlikely to simply have forgotten it.
9. If items found on the train appear to be suspicious:
- a. Do not touch, move, or open the item.
 - b. Calmly ask any passengers on board to exit the train.
 - c. Secure the train by closing the doors and checking that no one was left on board.
 - d. Contact control by telephone, ETEL/PTEL, or ETS/BLS phone; do not use the radio.
 - e. Comply with instructions from Control.
10. Avoid reporting items that do not appear abnormal or suspicious:
- a. Use your experience and judgment when evaluating items that appear like normal things passengers might leave behind near where they normally sit or stand in the train.
 - b. Remove items that do not appear dangerous or threatening and dispose of them in accordance with MTA Lost and Found procedures.
11. If appropriate, change destination signs for the next trip.
12. During service interruptions, notify Control when sweep has been performed. Follow instructions from Control.
13. During regular train operations, resume normal operation.

October 18, 2022

MOTION BY SUPERVISOR JANICE HAHN

Improving Coordination Between the County and LA Metro to Improve the Homeless Response

The homeless crisis extends across all of Los Angeles County. The 2022 Greater Los Angeles Homelessness Point-in-Time Count estimated that 69,144 people in Los Angeles County (County) were experiencing homelessness, reflecting a 4.1% increase from the 2020 count. While in 2022, 20,596, or 30 percent, were sheltered, 48,585, or 70 percent, remain unsheltered.

The unsheltered homeless crisis is noticeably evident on public transit, as many individuals seek shelter and safety on buses and trains and at rail stations, especially on the LA County Metropolitan Transportation Authority (Metro) system.

Metro has undertaken several efforts to address this crisis, allocating funding that would otherwise go to cleaning and operating more buses and trains, to instead pay for homeless outreach teams, which are managed through the Department of Health Services' Housing for Health Program, and which provide services to unhoused individuals on Metro. Metro has also funded dedicated interim housing beds to individuals identified by these teams. This type of financial and operational investment is unprecedented among large urban transit agencies in the United States.

While Metro has made significant investments in meaningful solutions to address the

MOTION

SOLIS _____

KUEHL _____

HAHN _____

BARGER _____

MITCHELL _____

crisis, the agency is a transit provider, first and foremost, and is not a social services provider. Metro is not well-positioned on its own to ensure that social services are seamlessly integrated into the County's broader service delivery system and safety net. Moreover, the full extent of the homeless crisis on the Metro system is not well understood, as the County's Point-in-Time Count has not deployed volunteers to count the number of homeless riding Metro or residing on Metro property.

In follow-up to the Blue Ribbon Commission on Homelessness' (BRCH) recommendations, the County is exploring opportunities to consolidate governance, administration, and data sharing to improve the regional response to homelessness. This includes potentially transitioning outreach services from the Los Angeles Homeless Services Authority (LAHSA) to the County. A similar approach should be considered for integrating outreach services provided, as well as data collected, on Metro, to facilitate optimal coordination and service delivery.

In addition, the County is establishing a Local Solution Fund to facilitate partnerships with jurisdictions that will commit to providing in-kind or matching contributions for the development of service programs, housing, or to share data. The Homeless Initiative can and should explore opportunities for the unhoused population on Metro to benefit from these targeted local investments. With daily ridership exceeding 800,000 boardings, Metro serves more people than many of LA County's jurisdictions have residents.

As the County increases its financial investment and efforts to streamline and improve service delivery, it should also take steps to facilitate better collaboration and coordination to

serve the unhoused on Metro.

I, THEREFORE, MOVE that the Board of Supervisors:


- 1) Instruct the Executive Director of the Chief Executive Office Homeless Initiative (CEO-HI), in collaboration with the Chief Executive Officer (CEO) of the Los Angeles County Metropolitan Transportation Authority (Metro), to evaluate opportunities to improve coordination and service delivery targeting unhoused individuals on Metro, including, but not limited to:
 - a. Evaluating the efficacy of transferring oversight over the Metro-dedicated multi-disciplinary teams to the County of Los Angeles (County) and identifying funding to expand the number of teams;
 - b. Working with Metro to explore opportunities for “Navigation Hubs” in the Metro system, where unhoused individuals who are on Metro and in the surrounding communities could go to seek services;
 - c. Exploring the feasibility of (1) operating such navigation hubs on a 24/7 or nighttime basis as a location where individuals who offboard the Metro system at the end of passenger service can go to access shelter and begin connecting to other supportive services and 2) coordinating winter shelter bed pick-up sites in a manner that targets individuals that ride the system until close of passenger service;
 - d. Creating opportunities to promote homeless outreach resources, such as the Los Angeles Homeless Outreach Portal and homeless prevention resources, throughout

the Metro system; and,

- e. Exploring the possibility of setting up a Homeless Task Force, including representation from Metro, Metro's contracted law enforcement partners, Los Angeles Homeless Services Authority (LAHSA), CEO-HI, and the Service Planning Area (SPA) Lead Providers from those areas where the Metro bus and rail system is located.

- 2) Instruct the Executive Director of the CEO-HI to report back to the Board in writing within 90 days and six months after with progress updates.

#

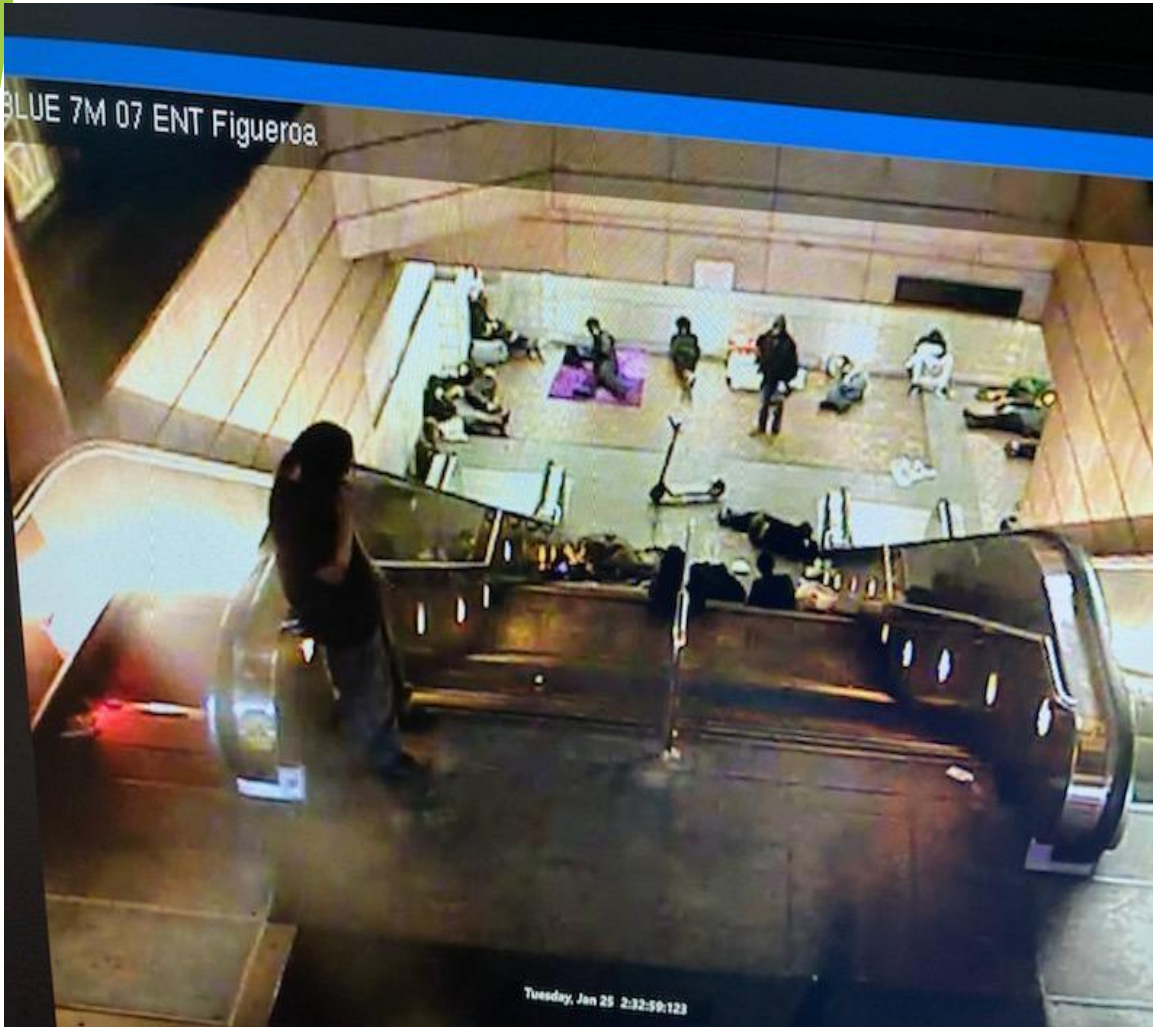
The background of the slide features a photograph of a city street. In the foreground, there is a sidewalk with a bus stop shelter and several shopping carts filled with items. Behind the sidewalk is a low wall and a row of tall palm trees. In the background, a large, light-colored building with arched windows is visible, and a taller skyscraper can be seen in the distance under a clear blue sky.

End of Line Policy Evaluation Status Update

Background

- The homelessness crisis continues to challenge communities across the nation, including their respective transit agencies.
- Increase in people experiencing homelessness (PEH) seeking shelter on the Metro system.
- Metro customers are concerned about homelessness on the system - this impacts their decision to use the Metro system.
- Metro employees are concerned about homelessness on the system – as frontline assaults on cleaning staff and the unhoused sheltering in ancillary corridors have increased the calls for security escorts.
- Metro has taken a human-centered approach to address homelessness on the Metro system
 - Allocated more than \$28 million of transit funds to support unhoused individuals who take shelter on the Metro system.

Background



- Metro conducted its own point in time count in March 2022 and estimates that approximately 800 individuals experiencing homelessness were sheltering at the rail and bus rapid transit stations on any given night.
- LAHSA has committed to including the Metro system in the Point in Time Count. The first such count will occur between January 24-26, 2023
- Despite the significant efforts, the scale of homelessness on the system far exceeds Metro's ability.
- Consistent with Director Hahn's motion at the Board of Supervisors, Metro is a transit provider first and not a social services provider.³

End Of Line Policy Evaluation

13 End-of-Line Locations

- A Line (Blue): 7th/Metro Center, Downtown Long Beach (between 1st and Pacific Ave Stations along the loop)
- B Line (Red): Union Station, North Hollywood
- D Line (Purple): Union Station, Wilshire/Western
- C Line (Green): Redondo Beach, Norwalk
- E Line (Expo): Downtown Santa Monica, 7th Street/Metro Center
- L Line (Gold): APU/Citrus College, Union Station, Pico/Aliso, Atlantic
- K Line (Crenshaw): Expo/Crenshaw, Westchester/Veterans

End Of Line Policy

Consistent with standard transit agency operating procedures vehicles go out of service at the end of the revenue service day. Trains pull into end of line stations, passengers disembark and then trains are authorized to exit the mainline and travel to the yard This disembarking procedure is part of the system closing process as it is critical for Metro to ensure that the vehicles are thoroughly cleaned and adequately serviced and maintained at the end of the day.



Requires the disembarking of all passengers and belongings



All electronic signs on the platform and train display read “out of service.”



Audible announcement advising passengers that the train is out of service, the system is closed, and they need to exit the station.



The train operator conducts a walk-through, which includes visual inspections of each car. If the passenger(s) do not comply, the train operator is required to notify rail operations control and request transit security or law enforcement assistance.

- ▶ The Long Beach City Council raised concerns about the number of PEH offboarding at the end of the A Line nightly in their city.
- ▶ October 2022, Motion 20 by Directors Hahn, Najarian, Solis, Barger, Dutra and Krekorian directed the End of Line evaluations
- ▶ Metro staff partnered with PATH and law enforcement agencies to complete counts and surveys
- ▶ The count and survey of the Downtown Long Beach Station occurred December 7-10 and December 12-13, 2022, for both late night deboarding and early morning departures.
- ▶ Surveys were also completed for the end of line stations in Santa Monica and APU/Citrus College Station two weeks ago. Surveys at the remaining end of line locations are scheduled for later in January and early February 2023.

End of Line Policy Evaluation

Downtown Long Beach Offboarding Count and Survey

- ▶ Metro conducted a count and survey of riders who were offboarding from the last two trains arriving at the Downtown Long Beach Station.
- ▶ The surveys were completed at approximately 12:45 a.m. and 1:15 a.m.
- ▶ Tables were staffed by a Sheriff's Mental Evaluation Team and Long Beach Police Department, Quality of Life Team.
- ▶ Offered an incentive for completing the survey, and provided coffee and donuts for individuals.
- ▶ The team identified 234 unhoused riders offboarding over the 6 evenings, an average of 39 riders a night. There were 44 PEH willing to complete the survey.

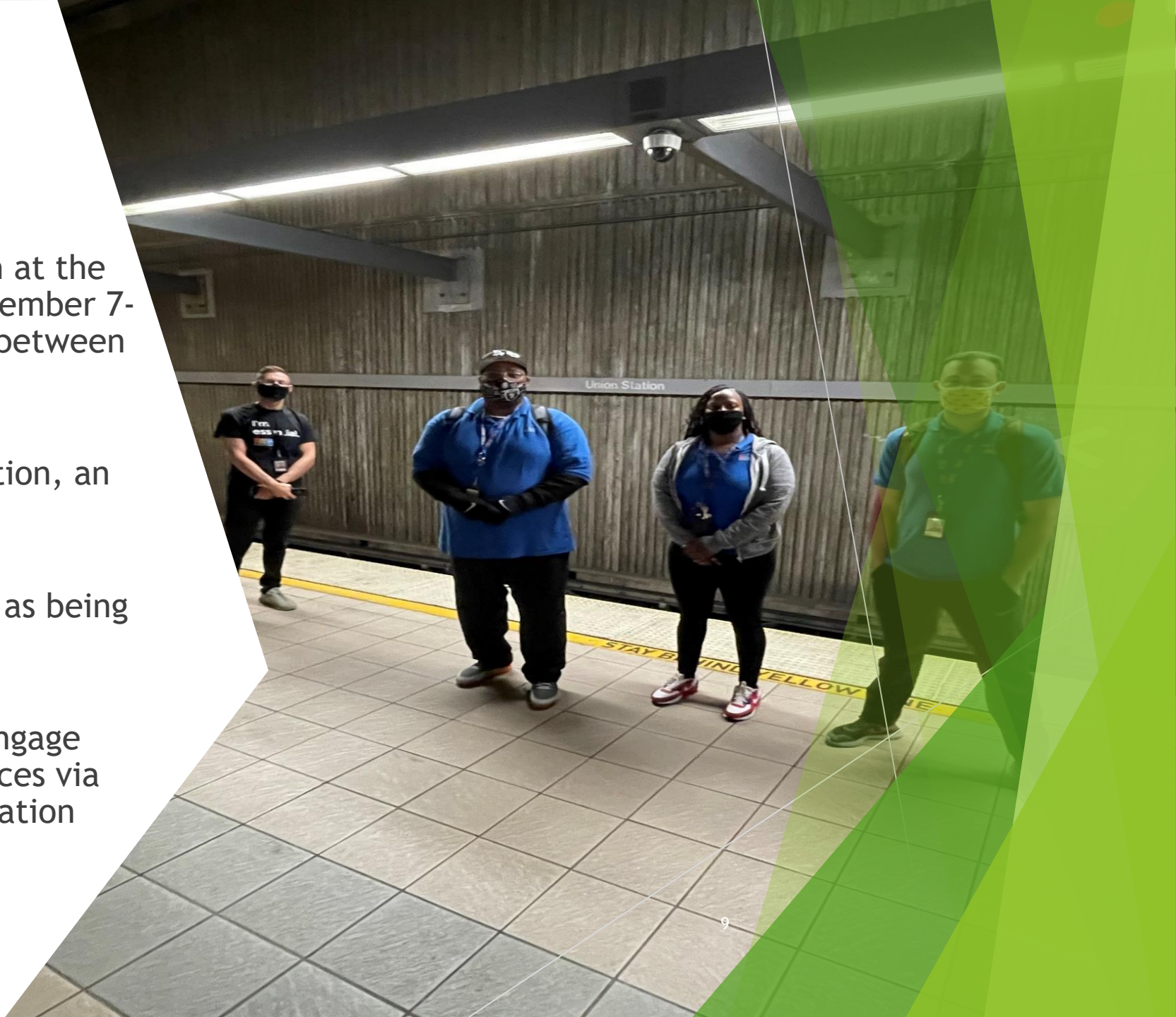
Number of Survey Participants	Unsheltered and living in an outdoor location in the past 30 days	Had some form of shelter available in the past 30 days.	Last known city of residence was Long Beach	Reported at some point they resided in Long Beach	Homeless for a year or more	Willing and ready to receive assistance in the form of services and/or housing
44	30	10	9	24	22	29

Long Beach Offboard Survey

Long Beach Point in Time Onboard Survey

In addition, PATH conducted outreach at the Downtown Long Beach station on December 7-9, 2022, and on December 12, 2022, between the hours of 3 a.m. and 5 a.m.

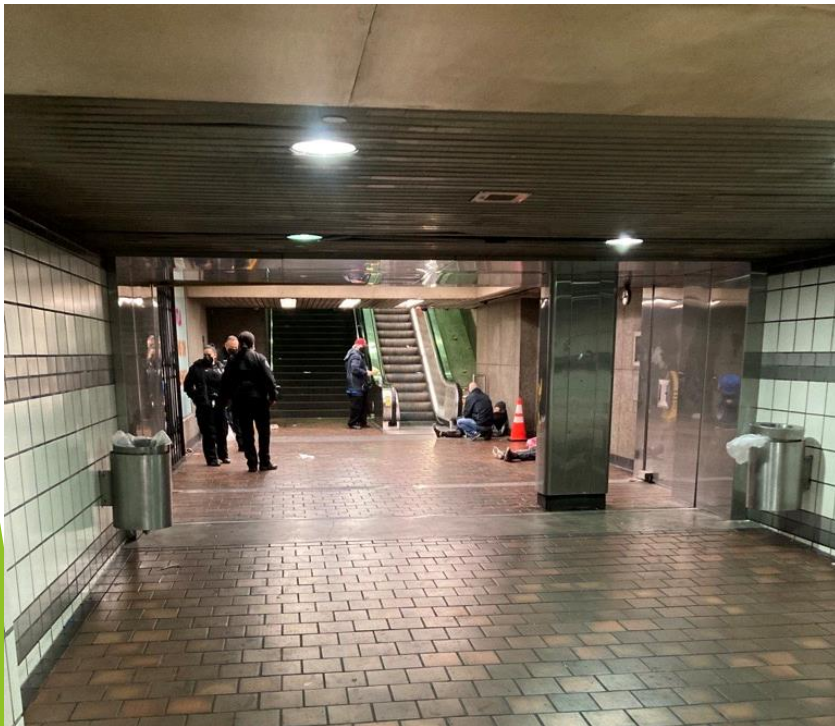
- PATH observed 181 PEH at the station, an average of 45 individuals per day.
- More than half of those identified as being from the Long Beach area.
- Sixty individuals were willing to engage with PATH and 8 enrolled for services via the Homeless Management Information System (HMIS).



Key Takeaways

- ▶ The survey showed that there are riders who need social services when Metro's trains go out of service.
- ▶ Metro outreach teams have no options for shelter referrals after regular business hours. Shelters and interim housing sites across the County do not accommodate intake outside of normal business hours (Mon-Fri, 9 a.m. - 5 p.m.).
- ▶ Metro lacks the necessary external funding to support the level of engagement and housing resources needed on the system to curb the influx of PEH seeking shelter on the transit system daily.

Industry Best Practices



- ▶ Metro CEO surveyed the Chief Executive Officers of:
 - ▶ New York City Transit (MTA)
 - ▶ Bay Area Rapid Transit (BART),
 - ▶ Metropolitan Atlanta Rapid Transit Authority (MARTA),
 - ▶ Southeastern Pennsylvania Transportation Authority (SEPTA),
 - ▶ Washington Metropolitan Area Transit Authority,
 - ▶ Massachusetts Bay Transportation Authority,
 - ▶ Chicago Transit Authority,
 - ▶ New Jersey Transit.

- ▶ All agencies confirmed that they closely coordinate with their respective social services agency to provide services to unhoused riders at the end of the line. Very few provide minimal direct funding for homeless-related services.

Industry Best Practices

Whole of Government Approach

- ▶ The City of Philadelphia operates a year-round “Hub of Hope” daily from 6:00 a.m. to 4:00 p.m. to support unhoused individuals that congregate in the lower concourse of SEPTA’s Suburban Station.
 - ▶ Daily services include resource coordination and case management, coffee and meal service, showers, laundry, transportation to shelters, and group meetings/therapy sessions.
- ▶ In New York City, MTA officials work with the New York City Police Department, the New York City Department of Homelessness, and the homeless service provider Bowery Residents’ Committee to identify unhoused individuals and provide linkages to services and shelter and the end of line stations.

Social Services Partnership Support

Staff recommends stronger coordination with the County, the City of Los Angeles, and local jurisdictions to provide the necessary housing and services for unhoused riders in the late night and early morning hours, seven days a week.

1. Request hotel vouchers or spaces in master leased interim housing locations near end-of-line stations in partnership with the County and local jurisdictions as a pilot.
2. Allow Metro property for a pilot navigation hub to serve people experiencing homelessness on the Metro system.
3. Explore faith-based, community-specific partnership opportunities associated with end-of-the-line stations.
4. Require set-asides for PEH on Metro when leasing Metro property for interim and supportive housing.
5. Request that LAHSA report disaggregated data for the Metro system in the upcoming Point in Time Count

- Complete the counts and surveys at the remaining end-of-line stations.
- Continue to meet with end-of-line local jurisdictions to explore partnership opportunities.
- Continue to research and dialogue best practices to support PEH at end-of-line stations with our peer transit agencies.
- Identify possible locations and partners for a pilot service hub.
- Seek opportunities to participate in the County and City's emergency interagency coordination activities to expedite housing placements for unhoused individuals sheltering on the Metro system.
- Return to the Board with another progress report in April 2023.

Next Steps



Board Report

File #: 2022-0827, File Type: Project

Agenda Number: 21.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 19, 2023

SUBJECT: LONG-TERM ADVERTISING - CULVER CITY STATION

ACTION: APPROVE LONG-TERM ADVERTISING PURCHASE AND ACTIVITY WITH HOME BOX OFFICE, INC (HBO)

RECOMMENDATION

APPROVE a long-term advertising purchase for up to 12 months at Culver City Station from HBO, generating an estimated \$484,000 in net revenues for Metro. This is not a title sponsorship and will not affect Culver City Station's title nor the adjacent private property's title, Ivy Station.

ISSUE

In compliance with the Commercial Sponsorship and Adoption Policy (Attachment A), staff requests approval from the Board for long-term advertising and activity from HBO at Culver City Station on the Metro E Line (Expo). Approval of this long-term advertising purchase will authorize Metro's rail advertising broker, Intersection, to manage the extended 12-month purchase and advertising activities stated in this report.

BACKGROUND

HBO's corporate headquarters is at Ivy Station - a mixed-use complex adjacent to Culver City Station on the E Line. HBO previously purchased a station activation from fall 2021 to fall 2022 and wishes to continue the station activation for an additional 12 months into 2023.

DISCUSSION

Findings

Feedback from HBO concerning year one's station activation has been positive, and due to the proximity of Metro's station and HBO's headquarters, the visible treatment provides office visitors a sense of impact and awareness of the HBO brand and employees' pride in the products they created.

"Everything looks and feels amazing. You're walking through our campus with these larger-than-life pillars and escalator wraps. It's very cool and visible from many of the office windows"
- Senior Manager, HBO Max.

As media wraps are exchanged every few months, little vandalism or graffiti has been observed or reported on the materials for this station. Additionally, the HBO activation has caused other high profile entertainment companies to take note and invest with Metro; short term activations are being conducted at other stations within advertising restrictions such as Hulu at La Cienega/Jefferson Station.

The year-two activation would see similar techniques from year one, including wrapping station elements such as columns, pillars, trestles, escalator exterior walls, and a wallscape via direct decal to the surfaces of station property. Visual samples are provided in *Attachment C - HBO Advertising - Culver City*, displaying the type of creative content HBO and Intersection may post. Along with large-format media wraps, two digital kiosks have been added to this station as part of the digital screen program; HBO content will also display on these digital screens.

Within the 12-month duration, creative content may be updated by HBO and Intersection. All creative content will be vetted by the Content Advertising Committee and must comply with Metro's System Advertising Policy (Attachment B).

DETERMINATION OF SAFETY IMPACT

The contractor will install advertising following Rail Safety Policy and Guidelines to ensure the safety of Metro's riders and employees.

FINANCIAL IMPACT

There is no negative financial impact with the approval of this item. The contractor is responsible for material costs and maintenance of HBO advertising for the duration of the sale; however, Metro labor support is warranted to ensure safety compliance during material installations. Labor cost of \$3,000 is included in the FY23 Budget under Project #300066 (E/Expo Line), Cost Center #3959.

The project manager and the accounting department will monitor performance, compliance, costs, and resources in support of this task. Since this sale will extend over two fiscal years into FY24, the program manager, cost center manager, and Executive Officer of Marketing will ensure all project resources are budgeted in the next fiscal year.

Impact to Budget

Metro will receive a 55% revenue share, approximately \$484,000, and the contractor will receive a 45% revenue share, approximately \$396,000, from the total gross sale of \$880,000.

EQUITY PLATFORM

While some locations of the Metro system receive more advertising activity and generate more sales, the revenues are allocated to all areas of Metro's bus and rail system. The media purchase at this station has been a catalyst for other buyers, generating more revenues from advertising and

sponsorships - creating a reliable funding source for equitable initiatives.

Through the System Advertising Policy, Metro retains creative control of the content posted on the system - vetting content that may be harmful to vulnerable/marginalized riders.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The revenue advertising program supports the Strategic Plan by fulfilling Goal 5 in providing responsive, accountable, and trustworthy governance within the Metro organization, exercising good public policy judgment, and fiscal stewardship by monetizing Metro's capital assets to generate non-tax revenues.

ALTERNATIVES CONSIDERED

The Board may choose not to approve this long-term advertising request; however, this is not recommended. Metro would be turning away up to \$480,000 plus estimated revenue earnings from an individual station and miss other locally relevant opportunities to generate unrestricted local funding.

NEXT STEPS

Upon Board approval, staff will authorize the advertising broker to complete the advertising sale and begin executing the long-term media placement with HBO and Culver City Station on E Line.

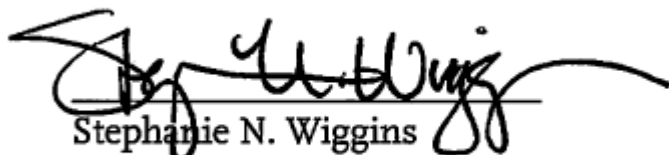
ATTACHMENTS

Attachment A - Commercial Sponsorship and Adoption Policy

Attachment B - System Advertising Policy

Attachment C - HBO Advertising-Culver City Station

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Commercial Sponsorship and Adoption Policy

POLICY STATEMENT

Commercial Sponsorship and Adoption is a form of advertising in which entities will compensate Metro in order to be associated with certain Metro facilities, services, programs, or events. Compensation to Metro can include, but is not limited to: monetary payments; resources and finance; payment-in-kind; value-in-kind to develop new facilities, services, programs, or events; or, funding to operate and enhance existing facilities, services, programs, or events.

Through implementation of the Commercial Sponsorship and Adoption Policy ("Policy"), Metro seeks to establish guidelines to execute a responsible and consistent process regarding Sponsorship and Adoption business activities. Metro's Communications department administers the Commercial Sponsorship and Adoption Program ("Program") as part of its overall responsibility of revenue-generating advertising and Metro's overarching goal of partnering with businesses on activities that can increase mobility and brand awareness for customers in the Los Angeles region.

As sponsorship is a form of advertising, the Program will adhere to Metro's System Advertising Policy (COM 6) and apply the same content restrictions in considering sponsors' core business, brand, and services. Commercial Sponsorship and Adoption may impact Metro facilities, services, programs, amenities, or events. As Metro facilities, services, programs, and events have already been named, the program will also adhere to Metro's Property Naming Policy (COM 11) and apply the same public outreach processes and principles pertaining to area location, neighborhood identity and system legibility in considering sponsors' core business, brand, and services.

PURPOSE

Through implementation of this Policy, Metro seeks to establish guidelines regarding Commercial Sponsorship and Adoption of Metro services, facilities, amenities, programs, and events.

Goals and Principles

This Policy will set direction for how Metro plans and implements Commercial Sponsorship and Adoptions on the Metro system. Specific Program goals include, but are not limited to:

- Generate long-term revenues to support agency programs and initiatives**
 Metro has the fiscal responsibility to maximize the utilization of available resources effectively and efficiently to create long-term, agency-generated revenues. Furthermore, diversifying Metro's revenue sources prepares the agency for future economic shortfalls and unexpected agency impacts.
- Enhance service and/or amenities that improve customer experience**
 Partnerships with local businesses and entities may offset costs of desired customer amenities, such as technology (Wi-Fi, mobile charging stations), commerce (vending kiosks, retail), and convenience (food trucks, parcel pickup). These partnerships allow Metro to focus on operating a world-class transit system while specialist(s) provide amenities enhancing the customer experience.
- Position corporate social responsibilities towards equity-focused communities**
 Metro can create more opportunities to promote small, disadvantaged, and disabled veteran business enterprises through commercial programs by allowing them involvement in the system. Concurrently, corporate entities may provide equity opportunities to communities through Metro's program.

PROCESS AND PROCEDURE

Eligible Agency Assets

Metro is the transportation planner and coordinator, designer, builder, and operator of a large and expanding transit system. The infrastructure capital investment and other assets are significant within Metro's county-wide system of bus, rail, and other services; property portfolio; numerous facilities; programs and events. The various facilities, programs, and services that may be eligible for sponsorships and adoption are:

- Facilities** – Any rail station or bus stop, parking lots and parking structures, regional facilities, maintenance buildings and other structures, Metro headquarters building, and any other property owned, leased, managed, or operated by Metro. Example facilities include Pico Station, Sierra Madre Villa parking structure, and El Monte bus station.
- Transit Services** – Any light & heavy rail lines, bus service lines & routes, transitway service lines & routes, and any mode of transit service owned, leased, managed, or operated by Metro. Example transit services include A Line, E Line, and Dodgers Stadium Express.

- **Programs** – Selected established Metro-operated effort/initiative for the benefit of customers and communities that Metro serves, generally in the form of customer service actions and functions. Example programs include Freeway Service Patrol and Metro Micro.
- **Events** – Selected one-time, seasonal, or annual event initiated, partnered with, coordinated by, or conducted by Metro. Example events include Older Adult Expo and Faith Leaders Roundtable.

Program Models

Metro will engage in two types of program models, Adoptions and Sponsorships. Within these two models, proposals may include customized packages of varying marketing techniques and tactics; combine financial payments and value-in-kind amenities; or only provide financial payments or value-in-kind amenities. Metro defines amenities as selected resources, features, or utility that may provide additional enhancement to an established Metro facility, station, or stop. Examples amenities may include technologies such as mobile data and Wi-Fi services, commerce such as retail and vending machines, and convenience such as restrooms.

- **Adoption** - A partnership between Metro and a third party, which provides benefit to Metro riders in the form of sponsored amenities, services, equity opportunities, and customer experience improvements. In an Adoption, third parties may provide resources and/or financing, payment-in-kind, or value-in-kind to develop operating or new facilities, services, programs, or events. Examples: providing free Wi-Fi to a particular station, funding additional maintenance to a particular station.
- **Sponsorship** - A partnership between Metro and a third party, which provides benefit to Metro in the form of financial payments - revenues from sponsorships may be directed towards Metro programs and initiatives. In a Sponsorship, a third party may provide resources and funding, payment-in-kind, or value-in-kind to develop operating or new facilities, services, programs, or events. Examples: temporary station name take-over, long-term media buyouts of a particular station or facility.

Terms and Durations

Sponsorships and Adoptions can take on various forms of advertising in which companies contract with Metro to associate their name, identity and branding with facilities, services, programs or events. Metro may engage in Temporary and Long-Term Sponsorships/Adoptions that provide value and benefit both parties.

- **Temporary** – Sponsorship/Adoption/Advertising activity lasting up to ninety consecutive days — temporary commercial activity is within CEO's approval

authority. Contractor shall not allow or authorize any single advertiser to engage in Station Domination of a single station for a period of more than 90 consecutive days. Immediately following the period of Station Domination by an advertiser, said advertiser shall not be permitted to engage in Station Domination of that same station for at least 90 consecutive days.

- **Long-term** – Sponsorship/Adoption/Advertising activity lasting greater than ninety consecutive days with a maximum length of 10 years — all long-term commercial activity require Board reviewed and approval. The renaming of a facility or station requires a minimum five year commitment. Additionally, any activity affecting facility/station/service names requires Board notification: short-term renaming/co-naming requires Board notification while long-term renaming/co-naming requires Board approval.

Eligibility and Criteria

In line with Metro's System Advertising Policy (COM 6), business entities selling products or services in the prohibited categories will not be considered for participation in the Program including Alcohol, Tobacco and Electronic Cigarettes, Adult Entertainment and Content, Arms/Guns and Weapons, Political Parties, Political Groups, Political Organizations, and Political Candidates or Campaigns, causes (including Religious Groups and Religious Associations, social advocacy groups, lobbyist, etc), or any other category prohibited by COM 6.

Metro shall consider Sponsorships and Adoptions with qualified entities meeting these criteria:

- Businesses already established in the U.S. or have fulfilled all legal requirements and compliance to establish a business within the United States;
- Businesses must establish current financial stability as well as financial stability for the five years prior to proposal submission;
- Businesses with current responsible practices and positive business history within the last five years prior to proposal submission;
- Businesses with satisfactory record of contractual performance within the last five years prior to proposal submission;
- Businesses must not have been awarded a Metro contract as a prime contractor six months prior to proposal submittal. Businesses will also not be considered for Metro contract as a prime contractor six months following proposal submittal.

Proposal Review Committee

A Proposal Review Committee will be established to review and vet each proposal submitted to the agency. The Proposal Review Committee will be managed by

Marketing with concurrence from the Chief Communications Officer and will be composed of stakeholder departments to provide feedback and advisory recommendations for Board review and approval. Committee members may include, but are not limited to the following:

- **Compliance Panel** - The Compliance Panel ensures interested sponsors are in compliance with Metro policies and neither discriminate nor pose a conflict of interest. The Compliance Panel does not score the proposal, instead providing review and comment on the sponsoree, the Compliance Panel may include:
 - Civil Rights
 - Ethics
 - Legal Counsel
 - Office of Inspector General
 - Vendor/Contract Management
- **Evaluation Panel** - The Evaluation Panel reviews and scores each proposal based on the Evaluation Criteria. The Evaluation Panel may be composed of scoring members, and non-scoring members that provide comments but do not participate in scoring; comments and recommendations are submitted to the CEO and Board for final review and approval, the Evaluation Panel may include:
 - Communications (Arts & Design, Community Relations, Marketing, Public Relations)
 - Countywide Planning (Real Estate, Systemwide Design)
 - Customer Experience
 - Equity & Race
 - Respective Asset or Program Owner

Evaluation and Criteria

If a business meets all Eligibility and Criteria, Metro will take into consideration the financial offers and implementation proposals. The Proposal Review Committee will score proposals based on the following evaluation criteria:

- Alignment with Metro's existing brand and agency mission, themes, and priorities
- Innovative sponsorship and business plan(s) that address value-transfers and potential customer experience enhancements
- Reach of cross promotion between Metro and Sponsor/Adoptee, providing Equity Opportunity activities for Metro communities and riders
- Financial offer, including total value and duration, payment options, and package offerings
- Determination of conflicts of interest based on other business activities with Metro

Corporate Responsibilities

All costs related to Sponsorship/Adoption activities of an existing facility, service, or program – including, but not limited to, the costs of replacing affected signage and customer information collateral, Metro materials, media materials, and Metro staff labor – shall be borne by the Adoptee/Sponsor.

Metro expects Sponsorship and Adoption partners to remain in good financial stability and to conduct responsible business practices for the duration of granted Sponsorship/Adoption. Metro may terminate granted Sponsorship/Adoption with partners who fails to maintain these financial and business requirements.

All granted Sponsorship/Adoption must respect and adhere to Metro's System Advertising Policy and Metro's Property Naming Policy.

Equity Opportunity and Community

Metro's mission is to provide a world-class transportation system that enhances quality of life for all who live, work and play within LA County. Under its Equity Platform, Metro recognizes that access to opportunities – including housing, jobs, education, mobility, and healthy communities – is critical for enhanced quality of life. Metro also recognizes that vast disparities exist in access to opportunities and strives to identify and implement projects or programs that reduce and ultimately eliminate those disparities.

Sponsors must include Equity Opportunity in each proposal - which will be scored in the Evaluation Criteria; however, sponsors should consider the qualitative engagement rather than the quantitative engagement within their proposal. While Metro sponsorships will vary, all sponsorships must advance Metro's mission by supporting Equity Opportunity to:

- Increased access to opportunities
- Removal of barriers to access
- Partnership with local communities

Acceptable partnerships will vary. Examples include, but are not limited to:

1. Connecting communities to healthy food especially when they lack such options via the provision of gift cards to grocery stores or health snacks at a community event
2. Promoting safety in high injury areas via bike helmet or bike safety light giveaways
3. Supporting community events via hosting a Wi-Fi hot spots or cooling station

Process and Implementation

Metro may negotiate Sponsorships and Adoptions directly or contract with outside specialist(s) to liaise, negotiate and manage Sponsorships.

Metro's Right of Rejection

Metro and its authorized sponsorship specialist(s) will screen all proposals, Metro reserves the right to reject any Sponsorships submitted for consideration. Decisions regarding the rejection or termination of Sponsorships are made by Metro's Chief Communications Officer or their designee based upon the criteria in this Policy.

System Integration

Metro has an established transit system with known nomenclature, customer information, and service names, thus, coordination with stakeholder departments will be critical to:

- Conclude acceptable enhancements to system facilities affecting customer experience - such as station identity and signage wayfinding.
- Establish reasonable implementation schedules and deliverables - such as those affecting operational logistics in stations, trains, and buses; fabrication logistics such as signage; and customer information materials.

Public Information

All granted Sponsorship/Adoption are subject to the provisions of the California Public Records Act (California Code Government Code §6250 et seq.), including monies paid to Metro.



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1. GENERAL

The display of paid (revenue-generating) advertising carries with it a responsibility to protect Metro from potential litigation and to recognize the potential association of advertising images with Metro services, while simultaneously respecting First Amendment principles. The agency addresses these issues through the responsible and consistent application of written criteria for advertising acceptability. It is not Metro's intent to create a public forum through the acceptance of advertising.

Metro's ability to directly reach customers is crucial in order to provide transit and agency information. Any use of the unique distribution channels at its command (such as allotments of interior and exterior bus advertising space; on-board "take-one" boxes; and in-station Variable Message Signs) for purposes unrelated to customer information or retention is to be avoided, as it effectively "pre-empts" the availability of transit information to the public. Metro's Communications Department administers the use of these unique distribution channels as part of its overall responsibility for customer communication.

2. PROCEDURES

2.1. Revenue-Generating Advertising

Metro contracts with outside vendors to sell and display short-term advertising on its transit-related properties for the sole purpose of generating revenue. Metro does not sell or post advertising directly. Vendors for such contracts are solicited through competitive bids, which must conform to Metro's procurement procedures and be approved by Metro's Board of Directors.

Such agreements may dedicate up to, but no more than, 90% of the available space covered by the contract for revenue-generating advertising, reserving the remaining available space for Metro's own transit-related information. This percentage of available space, and the remaining percentage of space held for Metro's information, will be negotiated as part of any contract with an outside advertising space vendor.

Locations for revenue-generating advertising may include, but are not limited to: exterior surface areas of buses and rail cars (see restrictions in section 2.1.1 below); interior display frames in bus and rail vehicles; back-lit map cases, at stations and transit hubs; automated public toilets and other fixed outdoor displays on Metro property; electronic Variable Message Signs (VMS) on station platforms; banner ads



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on Metro's website; Metro-owned/run social media channels, Metro-sponsored computer/phone apps; space in Metro's printed brochures, timetables and other publications and printed materials, interior and exterior of Metro buildings, facilities and parking structures; and any other location approved by Metro's Board of Directors. Metro and its advertising contractors will obtain necessary permits as required to comply with local jurisdiction.

Content restrictions for advertising displayed through these arrangements are as follows:

2.1.1 Alcohol, Tobacco, and Cannabis Advertising

Advertising of all alcohol, tobacco, and cannabis products, services, and events is prohibited. Advertisements that simulate or encourage drinking, smoking, vaping, or ingesting of alcohol, tobacco and cannabis are prohibited.

2.1.2 Non-Commercial Advertising

Metro does not accept advertising from non-governmental entities if the subject matter and intent of said advertising is non-commercial. Specifically, acceptable advertising must promote a for-sale, lease or other form of financial benefit for a product, service, event or other property interest in primarily a commercial manner and purpose.

Exception 1: Governmental Agencies, meaning public agencies specifically created by government action located in Los Angeles County or a Federal or State of California Governmental Agency, may purchase advertising space for messages that advance specific government purposes. The advertising must clearly, on the face of the advertising, identify the Governmental Agency. It is Metro's intent that government advertising will not be used for comment on issues of public debate.

Exception 2: Metro will accept paid advertising from non-profit organizations that partner with a Governmental Agency (as defined in Exception 1 above) and submit advertising that advances the joint purpose of the non-profit organization and the Governmental Agency, as determined by each of them. In order for advertising to qualify under this exception, the advertising must clearly, on the face of the advertising, identify the Governmental Agency and indicate that the Governmental Agency approves, sponsors, or otherwise authorizes the advertising. The non-profit organization must also provide a Statement of Approval (attached) from the Governmental Agency describing the joint purpose



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to be advanced and setting forth a statement acknowledging support and approval for the submitted advertising. Any message displayed under this exception must adhere to all other content restrictions stated in this policy, including that this advertising will not be used for comment on issues of public debate.

2.1.3. Other Subject Matter Restrictions

Advertising may not be displayed if its content involves:

- Illegal activity - Promotes or relates to an illegal activity.
- Violence - Contains images, copy or concepts that promote guns/firearms or gun violence, or that depict weapons or other devices in an act of violence or harm on a person or animal, or contain any material that incites or encourages, or appears to incite or encourage, violence or violent behavior.
- Demeaning or disparaging matter - Contains images, copy or concepts that actively denigrate, demean or disparage any individual or group.
- Vulgarity - Contains images, copy or concepts that are obscene, vulgar, crude, sexually suggestive, indecent, profane or scatological.
- Obscene matter - Contains obscene matter as defined in the Los Angeles County Code, Chapter 13.17, Section 13.17.010, or sexually explicit material as defined in the Los Angeles County Code, Chapter 8.28, Section 8.28.010D.
- Adult entertainment and content – Promotes or displays images associated with adult book stores, video stores, dance clubs or other adult entertainment or sexually-oriented establishments, telephone services, internet sites, films, video games or escort services.
- Political endorsements – Contains messages that are political in nature, including messages of political advocacy, that support or oppose any candidate or referendum, or that feature any current political office holder or candidate for public office, or take positions on issues of public debate.
- Religion - Contains images, content or copy related to religion or religious ideas or viewpoints.
- Negative connotations of public transit - Contains images, copy or concepts that actively denigrate public transportation.
- Unsafe transit behavior – Contains images, copy or concepts that depict unsafe behaviors aboard buses or trains, or in or around transit stations or railroad tracks.
- Injurious to Metro's interests – Promotes products, services or other concepts that are adverse to Metro's commercial or administrative interests. Metro's



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- endorsement – Contains images, copy or concepts that inaccurately state or imply Metro's endorsement of the subject of the advertisement.
- Harmful or disruptive to transit system – Contains material that is so objectionable as to be reasonably foreseeable that it will result in harm to, disruption of, or interference with the transportation system.

2.1.4. Metro's Right of Rejection

Beyond the above, Metro's vendors may review advertising content according to their own guidelines of acceptability. Metro will screen and in all contracts Metro reserves the right to reject any advertising content submitted for display on its properties and/or to order the removal of any advertising posted on its properties. Decisions regarding the rejection or removal of advertising are made by the Chief Communications Officer or their designee based upon the criteria in this policy statement.

2.1.5. Vinyl Window Graphics

To ensure the safety and security of passengers, operators and law enforcement officers, advertising displays which employ vinyl window graphics are restricted from fully obscuring window surfaces on Metro vehicles as follows. (Note: this excludes the front window surface, which may not be covered in any manner.)

2.2 Informational Advertising

Metro has several unique distribution channels at its disposal for disseminating transit information for which it incurs no "space" cost (the fee charged for advertising space). These distribution channels include, but are not limited to: "take-one" boxes onboard Metro buses and Metro Rail trains; "take-one" racks at Metro Customer Centers; back-lit and non-lit map cases inside Metro Rail stations and on Metro bus stop poles; advertising kiosks at select Metro Rail stations; electronic Variable Message Signs (VMS) on station platforms digital advertising kiosks; interior rail posters on board Metro Rail trains; Metro's website; Metro-owned/run social media channels; and Metro-sponsored computer/phone apps.

As specified in section 2.1, Metro has the use of an allotment of exterior and interior bus advertising space at no charge by agreement with the vendor that sells all remaining interior and exterior bus advertising space under a revenue-generating agreement.



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Informational advertising space is limited, and reserved exclusively for Metro transit information. All messages and materials distributed by this means are prepared, approved and/or authorized by the Chief Communications Officer or their designee.

Acceptable information for these distribution channels is categorized as follows:

2.2.1 Regular Transit Information

Regular transit information is prepared by Metro's Communications Department in accordance with its annual strategic planning process, as well as upon request from other internal departments. Regular transit information includes, but is not limited to: campaigns promoting ridership, service features and changes, fare information and changes, safety and security messages, maps and explanations of related transportation services.

2.2.2 Cross-Promotional Information

On an occasional basis and only when space is available, Metro's Communications Department may use Metro's distribution channels to participate in cross-promotional opportunities that offer a direct opportunity to promote use of transit. Any materials distributed for this purpose must prominently include promotion of Metro services (e.g., Metro Ridership Promotion such as, "Go Metro to Fiesta Broadway"). Metro is prohibited by law from donating advertising space to any entity for purposes that are not directly transit-related.

The outside organization involved must either bear the cost of producing such materials or, if approved by Metro's Communications Department, provide an equivalent or greater value in cross-promotional benefits (i.e. advertising space, editorial space, etc.). Any cross-promotional arrangement must be approved by the Chief Communications Officer or their designee based upon the criteria in this policy statement.

2.2.3 "Added Value" Materials

On an occasional basis and only when space is available, Metro's Communications Department may use Metro's distribution channels to provide "added value" materials to its customers. Such materials must present a specific and time-dated offer uniquely provided for Metro bus and Metro Rail customers (generally a money-saving discount) in which transit can be used to access the redemption point. Any materials distributed for this purpose must prominently include the Metro logo and other wording approved by Metro's Communications



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Department to indicate that the offer is specifically designed for Metro bus and Metro Rail customers. Metro is prohibited by law from simply donating advertising space to any entity for purposes that are not directly transit-related.

The outside organization involved must either bear the cost of producing such materials or, if approved by Metro's Communications Department, provide an equivalent or greater value in cross-promotional benefits (e.g., advertising space, editorial space, etc.). Any added value programs must be approved by the Chief Communications Officer or their designee based upon the criteria in this policy statement.

3.0 DEFINITION OF TERMS

Added Value Materials – Informational advertising which offers a tangible benefit to patrons as a means of rewarding and retaining customers (i.e., a money-saving discount).

Cross-Promotion – A cooperative partnership in which two or more entities work together with the goal of jointly promoting their respective services.

Digital Advertising Kiosks - A small physical structure (often including a computer and a display screen) that displays information for people walking by. Kiosks are common near the entrances of shopping malls in North America where they provide shoppers with directions.

Exterior King Ad – Large ad measuring 144" x 30" displayed on the sides of Metro buses. King ads are directly applied to the bus with adhesive vinyl.

Exterior Tail Light or "Tail" Ad – Smaller ad measuring 48" x 15 ½" or 72" x 21" displayed on the rear of Metro buses. Tail ads are directly applied to the bus with adhesive vinyl.

Governmental Entities – Public entities specifically created by government action.

Interior Bus Car Card – A 28" x 11" poster that mounts above the seats in Metro buses to provide information on fares, routes, safety, pass & token sales locations, service changes and other matters relevant to the use of the Metro System.

Interior Rail Poster – A 21" x 22 ¼" poster that mounts in frames on the walls of Metro Rail cars, used to display Metro Rail System Maps and provide information on fares,



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routes, safety, pass & token sales locations, service changes and other matters relevant to the use of the Metro System.

Map Cases – Fixed cases in Metro Rail stations that hold a 46¾" x 46¾" display, usually back-lit. Used to display Metro Rail System Maps and provide information on fares, routes, safety, pass & token sales locations, service changes and other matters relevant to the use of the Metro System.

Metro Transit-Related Properties – Metro Bus and Rail systems; Metro facilities; Metro electronic outreach channels (websites, social media, computer/phone apps, etc.).

Non-Commercial Advertising – A public service announcement, event notification, political statement or other message which does not have as its primary purpose to propose a commercial transaction.

Social Media Channels – Online/digital communications channels dedicated to community-based input, interaction, content-sharing collaboration.

Take-One – A printed brochure measuring 3½" x 8½" placed inside Metro buses or Metro Rail trains, used to provide information on fares, routes, safety, pass & token sales locations, service changes and other matters relevant to the use of the Metro System.

Take-One Box – A metal rack or plastic holder installed on the interior of Metro buses and Metro Rail trains designed to hold approximately 40 take-ones. Many Metro buses have a multi-pocket rack in addition to 2 plastic take-one boxes; most Metro Rail cars have from 2 to 6 plastic take-one boxes.

Variable Message Signs (VMS) – Electronic sign boards in Metro Rail stations controlled from the Rail Operations Control Center that scroll through a series of written messages. Used to provide information on safety, pass & token sales locations, service changes, emergency announcements and other matters relevant to the use of the Metro System.

Vinyl Window Graphics – An adhesive vinyl super-graphic which covers a portion of the window surface of a bus or rail vehicle. Such graphics are manufactured to be largely transparent to those inside the vehicle, permitting passengers to see outside through the graphics.



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4.0 RESPONSIBILITIES

Communications Department prepares all messages and materials for dissemination on board Metro buses and Metro Rail trains; administers the distribution/display of transit information; tracks/coordinates the availability and use of Metro's unique information distribution channels.

Mailroom distributes quantities of take-ones to Metro Operating Divisions and Customer Centers according to distribution list prepared by project managers in Communications.

Operators and Service Attendants physically place take-ones on buses/trains for distribution to the public.

Advertising Vendors sell, post and maintain all revenue-generating advertising on Metro properties; implement Metro's policies on revenue-generating advertising; post all Metro informational advertising according to instructions from the Metro Marketing Department.

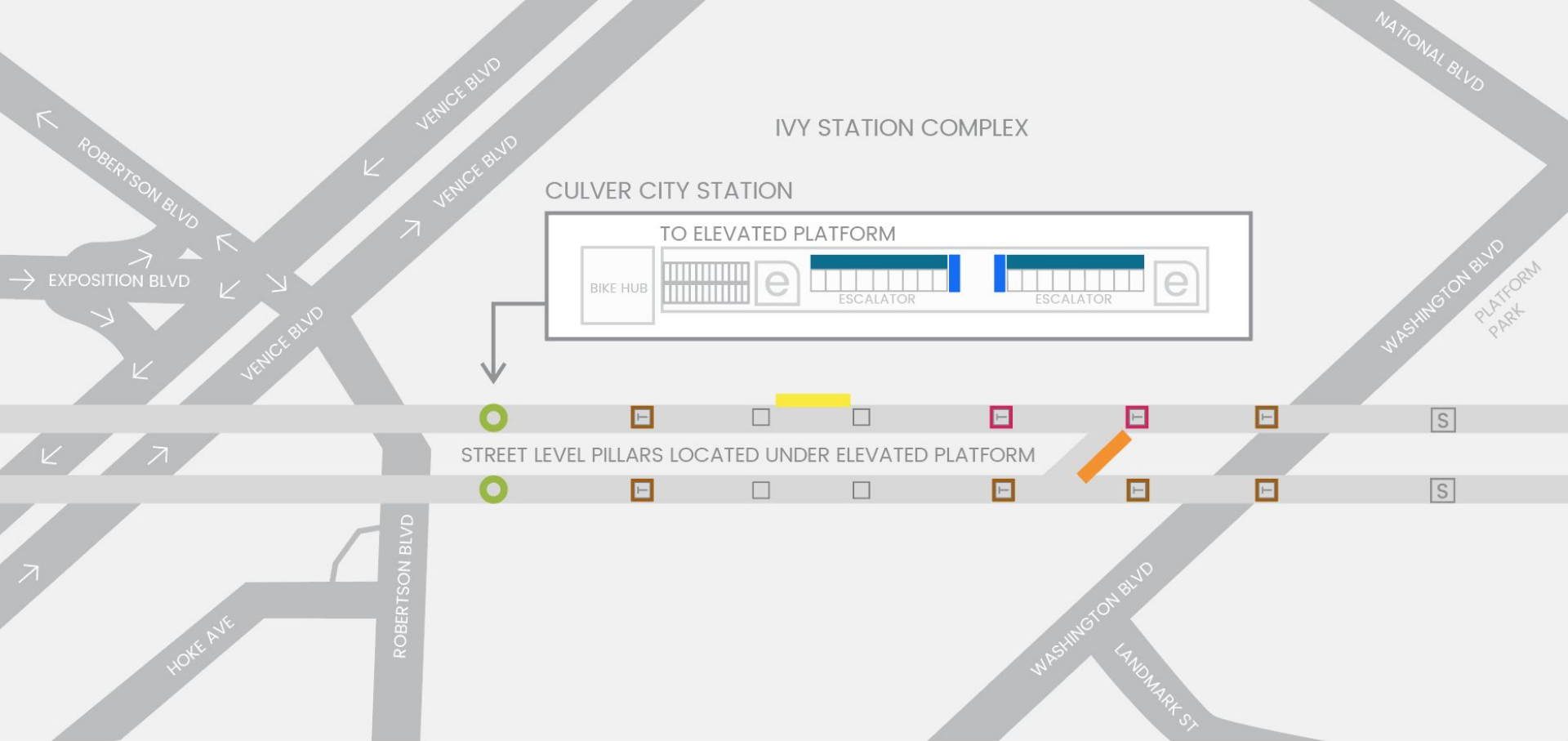
Chief Communications Officer (or designee) reviews and approves/rejects all cross-promotions and added value programs using Metro's unique distribution channels based upon the criteria in this policy statement; enforces Metro's right to reject and/or order removal of revenue-generating advertising based upon the criteria in this policy statement.

HBO

**& Culver City Station
Los Angeles**

Culver City Station

Street Level



TCW
HWT
RCW
TTW

TAPERED COLUMN WRAP
HALF WRAP TAPERED COLUMN
ROUND COLUMN WRAP
TRAIN TRESTLE WRAP

EP
TS
TTS

ESCALATOR PANEL
TRESTLE SOFFIT WRAP
TRAIN TRESTLE SPECTACULAR



ELEVATOR
TICKET MACHINE
STATION SIGN
WASTE RECEPTACLE



POWER OUTLET
TELEPHONE
INFORMATION
BENCH

Before



Enhanced Bring vibrance to the structural elements at street level near Ivy Station

*Image depicts: Pillar wrap,
digital kiosk near Robertson
Blvd*





Before





Enhanced

**Tower
overhead
with massive
pillar wraps
and custom
media along
the station
walkway**

*Image depicts: Pillar wraps,
partial pillar wraps*



Before



Enhanced

*Image depicts: Escalator
wrap*

Before





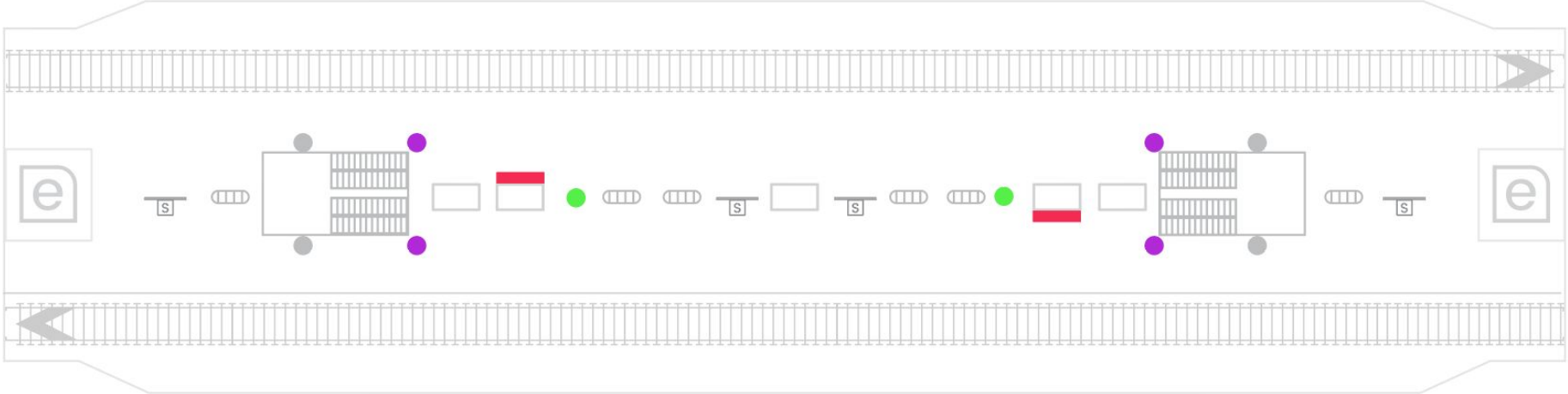
Enhanced

*Image depicts: Trestle
Spectacular, Pillar Wrap*

Culver City Station Platform Level



Platform



- LC LARGE COLUMN WRAP
- CW COLUMN WRAP
- PP PLATFORM PANEL

- ELEVATOR
- TICKET MACHINE
- STATION SIGN
- WASTE RECEPTACLE

- POWER OUTLET
- TELEPHONE
- INFORMATION
- BENCH

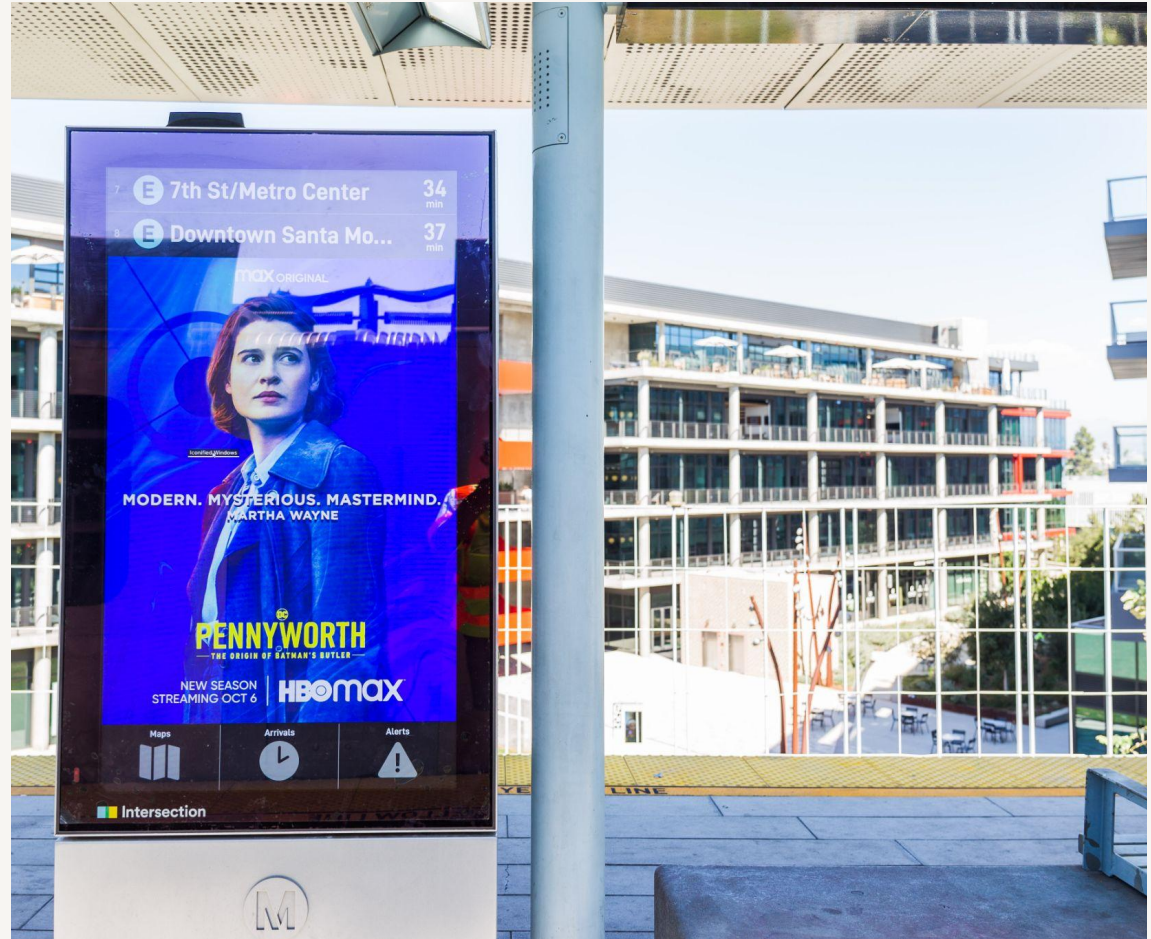
Before



Enhanced

Reach arriving
& departing
commuters at
the platform
level

Image depicts: Digital Kiosk





Enhanced

And tower
overhead
along the
trestle facing
Ivy Station's
plaza to truly
make a
creative
statement

*Image depicts: Overhead
Banner facing Ivy Station
Courtyard*

Photo Gallery

2022 Campaigns









