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Agenda - Final

Thursday, January 20, 2022

12:00 PM

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

Executive Management Committee

Hilda Solis, Chair

Ara Najarian, Vice Chair

Eric Garcetti, 2nd Vice Chair

James Butts

Sheila Kuehl

Tim Sandoval

Tony Tavares, non-voting member

Stephanie Wiggins, Chief Executive Officer

METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES

(ALSO APPLIES TO BOARD COMMITTEES)

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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.

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

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

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The Committee Meeting begins at 12:00 PM Pacific Time on January 20, 2022; you may join the call 5 minutes prior to the start of the meeting.

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

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

Written Public Comment Instruction:

Written public comments must be received by 5PM the day before the meeting.
Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."
Email: BoardClerk@metro.net
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: 33, 34, and 35.

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

CONSENT CALENDAR

- 33. SUBJECT: FUNDING AGREEMENTS FOR THE SAFE, CLEAN WATER PROGRAM (MEASURE W) GRANT** [2021-0764](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) or her designee to:

- A. EXECUTE the terms and conditions of the \$34,515,458.00 Safe, Clean Water (SCW) Program grant awarded to Metro for the Metro G Line (Orange) Water Infiltration and Quality Project by the Los Angeles County SCW Regional Infrastructure Program; and
- B. NEGOTIATE and EXECUTE the terms and conditions of a cost sharing agreement with the Los Angeles Department of Water and Power (LADWP) to contribute \$11,088,000.00 towards the project.

Attachments: [Attachment A - Adopted FY 21-22 SIP BL](#)
[Attachment B - DWP MOL Measure W Project Letter of Support](#)

- 34. SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)** [2021-0781](#)

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2021, including updates on female participation.

Attachments: [Attachment A - PLA/CCP Quarterly Brochure](#)
[Attachment B - Women in the Trades Resources Guide](#)
[Presentation](#)

- 35. SUBJECT: LONG-TERM ADVERTISING - CULVER CITY STATION** [2021-0783](#)

RECOMMENDATION

APPROVE a long-term advertising purchase, up to 12 months, at Culver City

Station from HBO, generating up to \$400,000 plus, estimated 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 - HBO Advertising - Culver City](#)

NON-CONSENT

21. **SUBJECT: METRO'S HOMELESS OUTREACH & ENGAGEMENT -** [2021-0803](#)
 AMENDMENT NO. 5 TO THE LETTER OF AGREEMENT
 WITH THE COUNTY DEPARTMENT OF HEALTH
 SERVICES (DHS)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to execute Amendment Number 5 (Amendment No. 5) to the Letter of Agreement for Multidisciplinary Street-based Engagement Services with the County Department of Health Services (DHS) to include additional funding in the amount of \$1,470,000 for the extension of the emergency-shelter program funding through June 30, 2022.

Attachments: Attachment A - Metro LOA - Amendment No. 5
 [Attachment B - PSAC Recommendations Jan 2022](#)
 [Presentation](#)

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

36. **SUBJECT: STATUS UPDATE MOTION 42 "2028 MOBILITY CONCEPT** [2021-0730](#)
 PLAN"

RECOMMENDATION

RECEIVE AND FILE the progress report for Motion 42, and
RECEIVE AND FILE the preliminary draft 2028 Mobility Concept Plan Project List for stakeholder review and input.

Attachments: [Attachment A - Motion 42: 2028 Mobility Concept Plan](#)
 [Attachment B - Draft 2028 Games Transport Funding Parameters](#)
 [Attachment C - LA 2028 Games Task Force](#)
 [Attachment D - Draft Initial Project List](#)

**37. SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN -
MOTION 43 RESPONSE**

[2021-0674](#)

RECOMMENDATION

RECEIVE AND FILE response to Motion 43 (Garcetti, Solis, and Najarian) that directed the Board Clerk to prepare a Strategic Plan (Attachment A).

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

38. SUBJECT: LIFE PROGRAM DOUBLE ENROLLMENT UPDATE

[2021-0786](#)

RECOMMENDATION

RECEIVE AND FILE the Low-Income is Easy Fare (LIFE) Program Update in response to Motion 40.

Attachments: [Attachment A - Board Motion 40, September 23, 2021.pdf](#)

39. SUBJECT: STATE AND FEDERAL REPORT

[2021-0795](#)

RECOMMENDATION

RECEIVE AND FILE January 2022 State and Federal Legislative Report.

SUBJECT: GENERAL PUBLIC COMMENT

[2022-0008](#)

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



Metro

Board Report

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

File #: 2021-0764, **File Type:** Agreement

Agenda Number: 33.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: FUNDING AGREEMENTS FOR THE SAFE, CLEAN WATER PROGRAM (MEASURE W) GRANT

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) or her designee to:

- A. EXECUTE the terms and conditions of the \$34,515,458.00 Safe, Clean Water (SCW) Program grant awarded to Metro for the Metro G Line (Orange) Water Infiltration and Quality Project by the Los Angeles County SCW Regional Infrastructure Program; and
- B. NEGOTIATE and EXECUTE the terms and conditions of a cost sharing agreement with the Los Angeles Department of Water and Power (LADWP) to contribute \$11,088,000.00 towards the project.

ISSUE

Metro is on its way to achieve operational water management goals identified in the 2020 10-Year Sustainability Strategic Plan. The agency is in partnership with other agencies and utilities in this effort including a specific commitment to increase stormwater capture capacity and infiltration by 15% from 2020 baseline levels.

In October 2020, Metro submitted a grant application and feasibility study to the Los Angeles County Safe, Clean Water Regional Infrastructure Program (established through Measure W) requesting funding for the Metro G Line (Orange) Water Infiltration and Quality Project (Project). This project would implement stormwater Best Management Practices (BMPs) along the G Line (Orange) right-of-way and Metro-owned parcels to capture, treat, and infiltrate stormwater from over 2,300 acres of drainage area in the San Fernando Valley. The Project would be integrated into the planned Metro G Line (Orange) Bus Rapid Transit Improvement Project and provide a variety of co-benefits to both the local community and region, including stormwater management, groundwater recharge, and flood risk reduction.

On September 15, 2021, the Los Angeles County Board of Supervisors approved funding for the Project as one of the recipients of the Safe Clean Water (SCW) Program's Regional Program funding, beginning in FY 2021-22 (Attachment A). The SCW Program grant will provide \$34,515,458 of the \$45.6M total project cost, which includes design, construction, and 30 years of operations and maintenance costs. Recognizing the groundwater supply and water quality improvements that would result from this project, the LADWP has agreed to enter a cost sharing agreement with Metro to contribute the remaining \$11,088,000 in funding required for the Project (Attachment B).

Metro Board approval of Metro's intent to receive the SCW Program grant funding and enter into a cost sharing agreement with LADWP is requested prior to the commencement of any negotiations and the execution of an agreement between Metro, the SCW Program, and LADWP.

BACKGROUND

As a major landowner in Los Angeles County, the stormwater management practices implemented on Metro's properties have a significant impact on regional water quality and supply. Metro's extensive land holdings and fortuitous siting within the highest value groundwater recharge areas in the region create opportunities for large-scale infiltration and aquifer recharge. Additionally, Metro's extensive capital program provides cost effective opportunities to install green infrastructure and stormwater BMPs as part of current and planned projects. Properly maintained, such installations improve the handling of stormwater and reduce pollution runoff from Metro's facilities and right of ways.

The 18-mile-long Metro G Line (Orange) directly overlays the San Fernando Valley Groundwater Basin, which is one of the highest value groundwater recharge areas within Los Angeles County. Recognizing the significant groundwater infiltration and stormwater quality potential in this area, Metro initiated a feasibility evaluation for the Metro G Line (Orange) Water Infiltration and Quality Project in March 2020. The results of the feasibility assessment identified the Project as a strong candidate for a SCW Program grant.

Los Angeles voters approved Measure W in November 2018, establishing the SCW Program and its funding source via a special parcel tax. The Program provides local, dedicated funding to increase Los Angeles County's local water supply, improve water quality, and enhance communities. The Program generates up to \$285 million each year to fund multi-benefit stormwater and urban runoff capture projects, which is distributed across nine different Watershed Areas. The Program issued its first round of grant disbursements in FY 2020-21.

DISCUSSION

The G Line (Orange) Water Infiltration and Quality Project proposes to divert stormwater runoff from the surface and existing regional storm drains to a network of infiltration drywells across seven locations within Metro properties and along the G Line (Orange) right-of-way. The infrastructure would include pretreatment facilities to capture, treat, and infiltrate stormwater runoff from over 2,300 acres of drainage area, recharging the San Fernando Valley Groundwater Basin in the Upper Los

Angeles River watershed. The project would also reduce surface water pollution, improve surface water quality at downstream receiving water (Los Angeles River), and reduce the risk of localized flooding by mitigating peak flow rates.

This project will allow Metro to meet and exceed the stormwater capture and infiltration goals set in Metro's 10-Year Sustainability Strategic Plan, *Moving Beyond Sustainability*. The Project is projected to recharge the San Fernando Valley Groundwater Basin at a rate of 890 acre-feet per year (over 290 million gallons) and remove 65% of the zinc and bacteria pollutant load on an annual average basis. Metro's total water consumption in 2020 was 673 acre-feet, meaning this effort alone has the potential to capture enough stormwater to allow Metro to become Net Water Positive, contributing more water to regional groundwater recharge efforts on an annual basis than it uses to support operations.

The use of existing Metro property for this project avoids potential complications associated with land acquisition, adding a largely subsurface beneficial use without disrupting primary transportation functions. Additionally, the Project takes advantage of highly fortuitous siting as it is located in the highest value groundwater recharge areas in the region, intersects primary drainages, and can utilize existing Los Angeles County Flood Control District (LACFCD) storm drain infrastructure to intercept, treat, and infiltrate stormwater prior to discharge to the Los Angeles River. The Project catchment areas do not overlap with those from other existing or proposed infiltration projects.

By integrating these infrastructure improvements into the G Line (Orange) Bus Rapid Transit (BRT) Improvements Project, Metro will also be able to deliver additional community benefits, save on construction costs, and expedite the project implementation process. If approved, construction is anticipated to be completed by 2026, in line with the BRT Improvements Project schedule.

Metro has engaged several key stakeholders in the development of the Project, including targeted discussions with agencies such as LA County, LADWP, LA Sanitation & Environment, and StreetsLA, as well as community organizations such as Climate Resolve, Council for Watershed Health, and the National Resources Defense Council. To date, the Project has received three letters of support from external stakeholders. Additionally, the SCW Program's Regional Oversight Committee held over 80 public meetings to select the projects, project concepts, and scientific studies approved for funding. This process involved scoring by a committee and independent third-party analyses to determine the benefits of each project. Projects were prioritized for funding based on their investment in disadvantaged communities, utilization of Nature-Based Solutions, and advancement of compliance with existing water quality regulations.

The SCW Program grant for the G Line (Orange) Project was approved in the Upper Los Angeles River Stormwater Investment Plan for the 2021-22 fiscal year. The first allocation of \$1.6M will be dispersed in FY 2021-22, with the remainder of the \$34,515,458.00 to be dispersed over subsequent fiscal years in alignment with the project implementation timeline.

Stormwater management projects like the G Line (Orange) Water Infiltration and Quality Project provide direct benefits to Metro by supporting environmental compliance obligations and helping fulfill the agency's sustainability goals. Metro's Sustainability Strategic Plan includes a commitment to "Increase runoff infiltration and capture capacity for stormwater by 15% from 2020 baseline levels" by

2030. This strategy reflects Metro's full life-cycle approach to water management and the potential for Metro to become Net Water Positive.

DETERMINATION OF SAFETY IMPACT

This Board action will not have an adverse impact on safety standards for Metro.

FINANCIAL IMPACT

Adoption of the resolution and authorization of the CEO to execute the required documents to claim the Safe, Clean Water Program and LADWP cost-share funds would positively impact the agency's budget by making \$45,603,458 available to Metro.

The SCW Program grant will fund \$34,515,458 and the remaining \$11,088,000 in funding will be provided through a cost-sharing agreement with LADWP. *The ongoing operations and maintenance costs for the planned stormwater infrastructure **are included** the SCW Program funding award for a term of 30 years.*

EQUITY PLATFORM

Fifty-eight percent (58%) of the Project's direct benefit (drainage area) area is located within equity-focused communities (EFCs) and 90% is within disadvantaged communities (DAC) or severely DACs, as defined by the California Utilities Commission Water Code Section 79505.5. The Project provides a local and more affordable supply of clean water, reduces environmental hazards to the community by reducing water pollution, both at the surface and in regional water sources, and increases the wellbeing of the community by mitigating localized nuisance flooding.

Metro Community Relations will develop a Stakeholder and Community Outreach/Engagement Plan for the Metro G Line (Orange) BRT Improvements Project to commence during the Project's design phase. All outreach and engagement activities for the water infiltration project component will be conducted as part of the outreach and engagement activities for the larger Metro G Line (Orange) BRT Improvements Project. The Plan will ensure those living, working, visiting and passing by the Project, as well as local community and government organizations, are informed about project developments, progress, and ways to provide input. All stakeholders engaged in the initial development of the stormwater infiltration project will continue to be engaged throughout this process.

The outreach and engagement efforts will be implemented through a variety of ways, including briefings, presentations, community meetings, digital media, media relations, paid media buys consisting of print and radio media, and the dissemination of a notice via door-to-door distribution to government, organizations and local stakeholders in the project corridor. Information and signage will be developed to educate the public on the infiltration system, water supply and quality benefits provided to the surrounding communities.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Metro G Line (Orange) Water Infiltration and Quality Project supports the implementation of Metro's Strategic Plan Goals, with specific alignment to Initiative 5.2 - Exercise good public policy judgement and sound fiscal stewardship. The implementation of this project will support these strategic goals by: 1) Supporting compliance with State and local water regulations; 2) Delivering water supply benefits through water capture and infiltration, with the potential to make Metro Net Water Positive; 3) Improving surface water quality downstream of the project area, and; 4) Increasing community wellbeing by mitigating localized nuisance flooding.

The project will also support achievement of Metro's Sustainability Strategic Plan Water Target #2 - Increase runoff infiltration and capture capacity for stormwater by 15% from 2020 baseline levels.

ALTERNATIVES CONSIDERED

The Board may choose not to approve the recommendation to allow the CEO or her designee to negotiate and execute the SCW Program grant and LADWP cost-share agreements. Staff does not recommend this alternative because it would risk the loss of \$45,603,458 in funding and would significantly decrease Metro's achievement of its water quality and conservation goals.

NEXT STEPS

After Board approval of this action, staff will engage with the SCW Program to enter into a Transfer Agreement authorizing receipt of the approved funding amount. Metro will use the standard template Transfer Agreement developed by the SCW Program and establish the terms and conditions for the transfer of the SCW Program funds to grant recipients. Upon execution of a Transfer Agreement, Metro will receive the approved funding amount for implementation of the approved activities.

Metro staff will also engage with LADWP to negotiate and execute the terms of the cost sharing agreement to fund the remainder of the project, in the amount of \$11,088,000. A Memorandum of Agreement will be developed, including details on the fund transfer schedule and timeline.

ATTACHMENTS

Attachment A. Adopted FY 2021-22 SIP BL

Attachment B. DWP MOL Measure W Project Letter of Support

Prepared by: Melissa Levitt, Senior Environmental Specialist, (213) 418-3478

Heather Repenning, Executive Officer, (213) 922-4932

Craig Reiter, Senior Director, (213) 418-3476

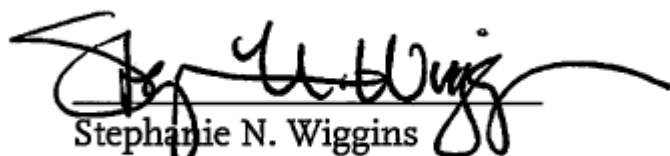
Annalisa Murphy, Director, (213) 922-2143

Brad Owen, Executive Officer, (213) 418-3143

Cris B. Liban, Deputy Chief Sustainability Officer, (213) 922-2471

Reviewed by:

Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins
Chief Executive Officer



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Susan A. Rodriguez, Secretary

Martin L. Adams, General Manager and Chief Engineer

October 15, 2020

Los Angeles County Metropolitan Transportation Authority
Craig Reiter
One Gateway Plaza
Mail Stop 99-16-9
Los Angeles, California 90012-2952

Subject: Letter of Support for METRO Orange Line Water Infiltration and Water Quality Project

Los Angeles Department of Water and Power (LADWP) is pleased to express support for the METRO Orange Line (MOL) Water Infiltration and Water Quality Project (Project) for consideration to the Safe Clean Water Program (SCWP) Call for Projects Round two.

LADWP strongly supports multi-benefit opportunities and partnerships in projects that help achieve increases in stormwater capture, groundwater recharge, water quality, and community improvements. The Project will provide fast and reliable ridership to disadvantage communities, enhance pedestrian safety, provide significant water quality and water supply benefits, as well as support the transition to electric bus operations at the MOL. This Project will assist LADWP in achieving its long-term local supply strategies and sustainability, through augmenting local groundwater supply in the San Fernando Groundwater Basin and improving the water quality in the Los Angeles River downstream. In addition, this Project aligns with the critical needs and priorities established within the SCWP guidelines and further contributes to the development of disadvantaged communities.

LADWP intends to be a funding partner with METRO for the implementation of the Project, once it is successful in receiving SCWP Round two funding. LADWP intends to provide up to \$11,088,000 for the installation of 168 drywells (\$66,000 per drywell) pending LADWP Board of Commissioners' approval. Additionally, LADWP understands METRO will be responsible for operations and maintenance of the aforementioned drywells, through their viable Project life.

Mr. Craig Reiter
Page 2
October 15, 2020

As a local advocate for stormwater capture projects that provide multiple benefits and long-term sustainability, LADWP strongly supports this Project and recommends that the SCWP award funding for the Project. LADWP appreciates your consideration.

If you have any questions about this letter of support, please contact Mr. Art Castro, Manager of Watershed Management, at (213) 367-2966.

Sincerely,

A handwritten signature in blue ink, appearing to read "David R. Pettijohn", with a long horizontal flourish extending to the right.

David R. Pettijohn
Director of Water Resources

AC:lb/cyr
c: Art Castro
Delon Kwan



Board Report

File #: 2021-0781, **File Type:** Informational Report

Agenda Number: 34.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2021, including updates on female participation.

ISSUE

In January 2012, the Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP), with a subsequent renewal in January 2017. The PLA/CCP encourages construction employment and training opportunities for members of economically disadvantaged areas throughout the United States on Metro's construction projects. An added value of the PLA is that work stoppages are prohibited.

In addition, Metro's PLA/CCP provides an equity platform for the historically underserved population, including women with high-wage career opportunities in the construction industry.

BACKGROUND

Consistent with the Board approved PLA and CCP (PLA/CCP), prime contractors are required to provide Metro with monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance policy and federal Executive Order 11246 (EO 11246), the prime contractors provide Metro with worker utilization data by ethnicity and gender. In accordance with EO 11246, Metro's program-wide goal for female participation in PLA/CCP construction projects is 6.90%.

DISCUSSION

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of Diversity and Economic Opportunity Department (DEOD) staff's efforts on the female

participation. This report provides an update on the PLA/CCP through the quarter ending September 2021.

PLA/CCP Status Update

As of September 2021, there are thirteen active construction contracts with PLA/CCP program requirements. Twelve contractors exceed the 40% Targeted Worker Goal, seven contractors exceed the 20% Apprentice Worker Goal, and six contractors exceed the 10% Disadvantaged Worker Goal. There are twenty-seven completed construction contracts that were subject to the PLA/CCP. Overall (aggregate), PLA/CCP program-wide attainment on the three workforce goals has been met and exceeded.

The following table represents the active construction projects as of the September 2021 quarterly reporting period.

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Crenshaw/LAX Transit Corridor	Walsh/Shea Constructors	99.55%	59.96%	23.68%	10.31%	3.60% = C	34.53%
Regional Connector Transit Corridor	Regional Connectors, JV	93.20%	61.48%	20.03%	11.20%	4.28% = C	73.86%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	66.48%	61.45%	20.32%	12.78%	3.69% = C	71.57%
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	30.89%	40.48%	13.88%	3.57%	2.88% = D	24.11%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	6.21%	64.30%	9.62%	1.38%	5.95% = B	100.00%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	51.53%	37.50%	20.13%	4.49%	4.20% = C	54.80%
Soundwall #11 Construction	Powell Constructors, Inc.	97.30%	41.74%	17.45%	10.56%	0.52% = F	41.88%
Willowbrooks/Rosa Parks Station Improv.	Icon-West, Inc	98.30%	66.57%	24.32%	9.59%	1.39% = F	49.95%
Div 1 Maint. & Trans. Bldg Renovation	AP Construction, Inc.	98.58%	57.81%	25.68%	13.86%	1.40% = F	25.00%
Roof Replacement at Div. 11 & 22	Achico Design Inc.	99.10%	45.67%	33.90%	13.40%	0.93% = F	45.60%
Div 20 Portal Widening Turnback Project	Tutor Perini Corp.	34.92%	41.16%	18.17%	0.40%	3.70% = C	0.00%
Metro Center St. Project	SI Amoroso Construction	14.65%	77.54%	7.37%	0.00%	6.85% = B	0.00%
Airport Metro Connector Site Work & Rails System	Hensel Phelps/Herzog JV	21.14%	58.28%	12.75%	6.33%	4.09% = C	0.00%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.

*Part of Metro's PLA/CCP workforce requirement is the utilization of disadvantaged workers on projects. One of the nine criteria for a Disadvantaged Worker is having a criminal record or other involvement with the criminal justice system. The data shown in the table

above (last column) is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system and that have worked or are actively working on Metro's PLA/CCP projects.

Female Workers on Active Construction Projects

The average female participation on Metro construction projects is at 3.66% of total work hours, which is higher compared to less than 2.0% on other Non-Metro public works construction projects in the region. The national average for women in construction is below 3.0%.

However, staff understand the importance of increasing female participation on Metro's projects for equity and workforce availability reasons and is actively taking measures to increase and create opportunities.

Overall, a total of over 900 female workers have worked on Metro's active construction projects.

Although, Metro's is behind on the female participation goal of 6.9%, staff continues to focus on strategies to support the outreach, recruitment, and retention of women into the trades focusing on Metro's PLA/CCP construction projects. Listed below are strategies that were implemented to increase female participation in Metro's construction projects.

- Female Participation Score Card - Staff continues to grade each contractor's performance quarterly through the utilization of a score card that reflects percentages of females hired by Metro's contractors to encourage in meeting the 6.9% goal.
- Quarterly Jobs Coordinator meetings - Staff hosts quarterly meetings with the jobs coordinators to discuss best practices and identify outreach and recruitment opportunities. The last quarterly meeting was held on November 10, 2021 with a focus on female recruitment and referral into union boot-camps or pre-apprenticeship programs.
- Transition Coordination - Staff continues to assist female workers transitioning to other active or upcoming Metro projects as projects near the end of construction.
- Notice to Prime Contractors - Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion.
- Women in the Trades Resource Guide - Staff developed a comprehensive guide to recruit, employ and retain women in construction careers to assist prime contractors in recruiting female workers.
- Collaboration with Unions - Staff has established a collaboration with Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to join in the apprenticeship program. Upon completion, participants are referred to Metro's contractors for employment opportunity.

- Outreach - Staff continuous to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote and increase female recruitment in the construction industry.

In addition, the following are strategies under development to support and increase female participation in Metro's projects.

- Establishing a coordination meeting with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and the Executive Secretary focusing on increasing female participation in the construction industry to include prioritizing and dispatching female workers on Metro construction projects. In addition, pre-plan workforce availability/needs of the building trades in supporting Metro infrastructure projects.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.
- Consistently support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff have invited Metro's prime contractors to participate and recruit females interested in starting a career in construction. The most recent WBMLA was held on August 19, 2021.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. In October 2021, Metro has supported WINTER in their grant application to the State of California - WIOA Equity and Special Populations Program.
- Metro in collaboration with prime contractors, union trades, and community-based organization to host a Construction Industry Job Fair in Fall 2022.

Furthermore, staff will continue to provide ongoing assessment of the female participation score card, monitoring of contractor's performance, and recognition of contractors that successfully meet or exceed the 6.9% goal or demonstrate highly commendable efforts in the recruitment, retention and/or professional development of women on Metro's construction projects.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro's Project Labor Agreement/Construction Careers Policy (PLA/CCP) supports strategic plan goal #3 to enhance communities and lives through mobility and access to opportunity. Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals from economically disadvantaged areas and individuals that are socially barriered. As of this reporting period, over \$390 million in wages have been paid to individuals residing in economically disadvantaged areas and over \$70 million in wages paid to disadvantaged individuals.

EQUITY PLATFORM

Metro's Project Labor Agreement and Construction Careers Policy enhance equity to marginalized and vulnerable community members by creating employment opportunities in the construction industry for workers with historical barriers to employment. In addition, through Executive Order (EO) 11246, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30%. Female participation is below the EO11246 goal of 6.9%, however this report summarizes the effort undertaken by staff to increase female participation, including outreaching to women in construction to obtain insight and best practices to contractors and female workers in the construction industry (details in Attachment B). Further, Jobs Coordinators working with Metro's prime contractors are performing outreach activities to disadvantaged populations with a special focus on females.

NEXT STEPS

DEOD staff will continue to monitor contractor's efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to monitor and deliver best practices, initiatives, and outreach efforts to promote awareness, engagement, and participation in construction career opportunities.

ATTACHMENTS

Attachment A - PLA/CCP Quarterly Brochure

Attachment B - Women in the Trades Resource Guide

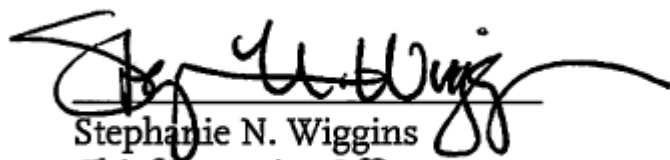
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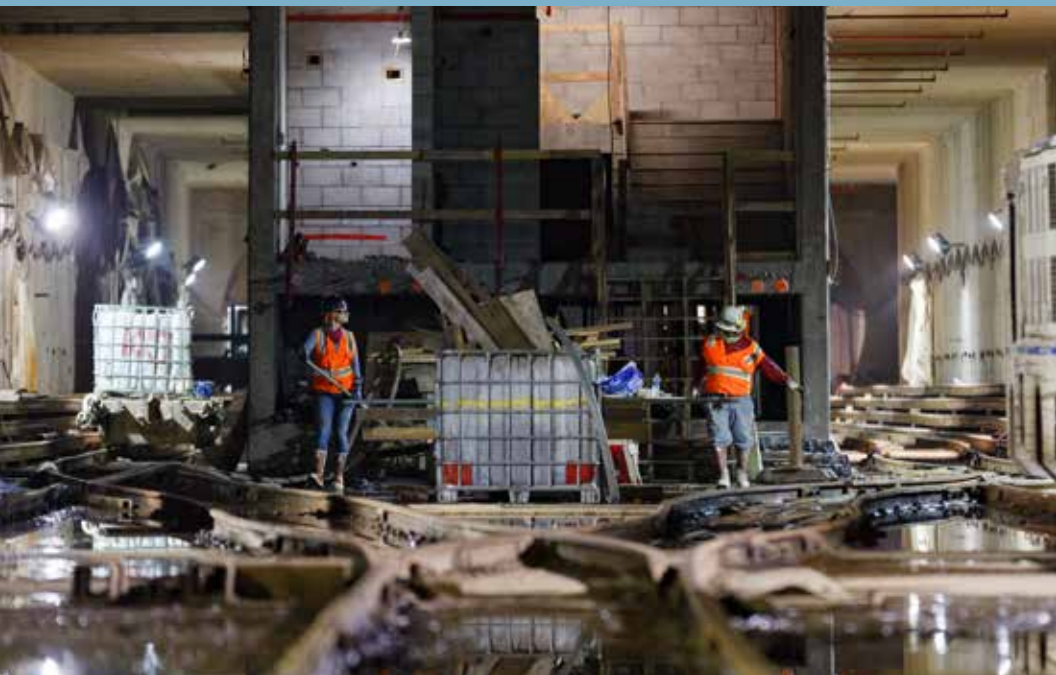
Stephanie N. Wiggins
Chief Executive Officer

WIN-LA

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PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

September 2021



Metro[®]



Overview

In January 2012, the Metro Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP). The primary benefit of the PLA is that it encourages construction employment and training opportunities in economically disadvantaged areas throughout the United States on federally-assisted contracts. Another benefit is that it prohibits work stoppages.

The PLA goals are:

- > **40% participation of construction workers residing in economically disadvantaged areas**
- > **20% apprentice participation**
- > **10% participation of disadvantaged workers (meeting two of nine disadvantaged criteria)**

Consistent with the Board-approved PLA/CCP, prime contractors are required to provide monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, per Metro's Labor Compliance policy and Federal Executive Order 11246, prime contractors provide Metro with worker utilization data by ethnicity and gender. (See page 6).

Economically Disadvantaged – Area where the median household income is less than \$40K per year.

Disadvantaged – Economically disadvantaged; also satisfying at least two of the following nine categories: 1) homeless, 2) single custodial parent, 3) receiving public assistance, 4) lacking GED or high school diploma, 5) criminal record or history with criminal justice system, 6) chronically unemployed, 7) emancipated from foster care, 8) veteran from Iraq or Afghanistan war, or 9) apprentice with less than 15% hours needed to graduate to journeyworker. Criminal justice system percentages are a subset of the 10% Disadvantaged hours category.

Figures at a Glance

PLA CONTRACTS – INCEPTION TO DATE



CONTRACT VALUE



**Two projects have been awarded but have not yet started.*

APPRENTICE WORKERS



CRENSHAW/LAX
TRANSIT CORRIDOR
PROJECT (PROJECT
BEGAN 8/2013)



REGIONAL CONNECTOR
TRANSIT CORRIDOR
PROJECT (PROJECT
BEGAN 9/2014)



WESTSIDE SUBWAY
EXT. PROJECT,
SEC 1 – DESIGN
BUILD (PROJECT
BEGAN 11/2015)



WESTSIDE PURPLE
LINE EXTENSION
PROJECT, SECTION
2 (PROJECT BEGAN
4/2017)

PLA WORKER HOURS (PROGRAM-WIDE) ACTIVE AND CLOSED PROJECTS

21,752,331.04 hours

TOTAL CONSTRUCTION HOURS
THROUGH SEPT 2021

16,530,278.08 hours

TOTAL APPRENTICEABLE HOURS
THROUGH SEPT 2021

58.27% (12,675,263.53 hours)

ECONOMICALLY DISADVANTAGED

21.76% (3,597,807.43 hours)

APPRENTICE

10.64% (2,313,925.64 hours)

DISADVANTAGED

Fast Facts on Metro's Project Labor Agreement

- > Metro is the **first** transit agency in the nation to adopt a PLA that includes a targeted hiring emphasis on apprentices, low income and previously excluded members of society into the trades.
- > The U.S. Secretary of Labor visited Metro and the Crenshaw/LAX Transit Corridor Project in August 2014 and highlighted the PLA/CCP as a success and national model.
- > **No** work stoppages or lockouts have occurred since the start of the program.



Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in construction is below 3%, Metro's goal is to exceed Executive Order 11246's goal of 6.9%. Metro's current female participation average is 3.66%.






In November 2017, Metro's Board passed a motion authorizing the agency to create and publish a score card system that reflects percentages of women hired by Metro contractors; develop an incentive program to encourage contractors to exceed the national goal; and require contractors to demonstrate how they are promoting a diverse and inclusive work environment.

Female Participation Score Card

SEPTEMBER 2021

The Metro Board voted to create a score card system to highlight those contractors who meet and exceed the Executive Order 11246 female participation goal of 6.9% on Metro construction projects.

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Metro Center Street Project Design/Build	Amoroso Construction Co., Inc.	B	6.85%
Purple Line Extension, Section 3 – Stations Design/Build	Tutor Perini/O&G, JV	B	5.95%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.28%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Perini, JV	C	4.20%
Airport Metro Connector Site Work & Rails System Construction Project	Hensel Phelps/Herzog	C	4.09%
Division 20 Portal Widening Turnback	Tutor Perini Corp	C	3.70%
Westside Subway Extension Project, Section 1 – Design/Build	Skanska, Traylor, Shea, JV	C	3.69%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.60%
Westside Purple Line Extension Project, Section 2 – Design/Build	Tutor Perini/O&G, JV	D	2.88%
Metro Div 1 Maintenance & Transportation Bldg. Renovation	AP Construction, Inc.	F	1.40%
Willowbrook/Rosa Parks Station Improvements	Icon-West	F	1.39%
Roof Replacement Project at Metro Div 11 & 22	Archico Design Build Inc.	F	0.93%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.52%

	A 6.9% and above		D 1.6% to 3.0%
	B 4.6% to 6.8%		F 0% to 1.5%
	C 3.1% to 4.5%		

To view the Score Card detail summary, visit metro.net/pla.

Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
Crenshaw/LAX Transit Corridor	99.55%	59.96%	23.68%	10.31%	34.53%
Regional Connector Transit Corridor Design/Build	93.20%	61.48%	20.03%	11.20%	73.86%
Westside Subway Extension Project, Section 1 – Design/Build	66.48%	61.45%	20.32%	12.78%	71.57%
Westside Purple Line Extension Project, Section 2 – Design Build	30.89%	40.48%	13.88%	3.57%	24.11%
Purple Line Extension, Section 3 – Tunnel Project D/B	51.53%	37.50%	20.13%	4.49%	54.80%
Purple Line Extension, Section 3 – Stations Project D/B	6.21%	64.30%	9.62%	1.38%	100.00%
Soundwall #11 Construction	97.30%	41.74%	17.45%	10.55%	41.88%
Willowbrook/Rosa Parks Station Improvements	98.30%	66.57%	24.32%	9.59%	49.95%
Metro Div 1 Maintenance & Transportation Bldg Renovation	98.58%	57.81%	25.68%	13.86%	25.00%
Roof Replacement Project at Div 11 & 22 D/B	99.10%	45.67%	33.90%	13.40%	45.60%
Division 20 Portal Widening Turnback	34.92%	41.16%	18.17%	0.40%	0.00%
Metro Center Street Project D/B	14.65%	77.54%	7.37%	0.00%	0.00%
Airport Metro Connector Site Work & Rails System Construction Project	21.14%	58.28%	12.75%	6.33%	0.00%

*Project hours increased from added scope of work.

Data through September 2021

Current Projects Executive Order 11246 Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/ NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Crenshaw/LAX Transit Corridor	11.22%	1.48%	20.68%	63.11%	0.79%	2.73%	76.60%	3.60%
Regional Connector Transit Corridor Design/Build	5.63%	0.86%	20.62%	65.32%	0.78%	6.78%	72.59%	4.28%
Westside Subway Extension Project, Section 1 – Design/Build	9.15%	1.68%	21.71%	61.72%	0.50%	5.24%	73.05%	3.69%
Westside Purple Line Extension Project, Section 2 – Design/Build	5.53%	1.63%	24.06%	63.46%	1.18%	4.14%	71.80%	2.88%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	4.97%	0.62%	27.18%	61.82%	1.54%	3.86%	68.95%	4.20%
Purple Line Extension Project, Section 3 – Stations Project D/B	1.12%	2.77%	23.19%	72.08%	0.00%	0.84%	75.97%	5.95%
Soundwall #11 Construction	3.55%	0.01%	12.14%	79.66%	0.00%	4.62%	83.22%	0.52%
Willowbrook/Rosa Parks Station Improvements	3.74%	2.08%	16.02%	69.42%	0.06%	8.69%	75.30%	1.39%
Metro Div 1 Maintenance & Transportation Bldg. Renovation	5.51%	0.00%	3.41%	58.39%	0.33%	32.36%	64.23%	1.40%
Roof Replacement Project Div 11 & 22	2.35%	1.77%	6.66%	79.07%	0.00%	10.15%	83.19%	0.93%
Division 20 Portal Widening Turnback	4.67%	0.83%	28.82%	62.34%	0.62%	2.73%	68.46%	3.70%
Metro Center Street Project D/B	15.48%	3.40%	44.61%	35.57%	0.00%	0.94%	54.45%	6.85%
Airport Metro Connector Site Work & Rails System Construction Project	1.61%	3.84%	19.50%	63.19%	0.24%	11.62%	68.88%	4.09%

Metro is building the workforce of

Metro's PLA/CCP facilitates new training and apprenticeship opportunities. These programs also help those who reside in economically disadvantaged communities.

Here's a look at just a few of the workers who have found success through Metro's programs.



Frances Macias Aguilar

Frances Macias Aguilar is a mother of eight who has a passion for the construction trades. As a member of Laborers Local 300, Frances is certified in lane closures and works on the team that handles traffic control for the Regional Connector Transit Corridor Project in the heavily congested streets of downtown Los Angeles. Frances' job is to close street lanes to traffic throughout the various active construction sites in the city. Francis says joining the laborers has changed her life dramatically, she looks forward to moving up the ladder and bringing more females into this male-dominated field.



Patricia Allen

As a child, Patricia was determined to be different and reject the gender roles that were expected of her. After making some mistakes within the justice system, Patricia decided that she needed to make a positive change in her life. Fourteen years ago, Patricia found the change she was looking for when a friend suggested that she look into a career in construction and encouraged her to register for the Laborers Union Bootcamp, (B.O.O.T.S.), and that's just what she did. While in training, Patricia earned the respect of her female peers and motivated them to push themselves as she had, to overcome the fear of entering a male dominated field and constantly reminded them to work hard because, "You are only as good as your training." Throughout her career in construction, Patricia has been able to provide a comfortable life for herself and her son. Patricia also has the distinction of being the only female miner on the Westside Purple Line Extension Project and hopes that her work will inspire other women to follow in her footsteps.

tomorrow.

opportunities for workers across the region.

disadvantaged areas to find jobs and training opportunities on Metro projects.

is working on PLA and Measure R projects:



Jacquie Anzaldo

Jacquie Anzaldo was raised in Wilmington, CA, a single mother with a criminal background has beaten the odds of her employment barriers post incarceration. Jacquie was given a second chance in life when sponsored into Local 300 Laborers Union, which led to her current employment on the Westside Purple Line Subway Extension Project, Section 1. Jacquie is grateful for the opportunity to be able to rebuild her life and have a career in construction.



Guy Denuccio

Guy is a 1st Period Laborers Apprentice on Metro's Purple Line Extension, Section 1 project. A native of Southern California, Guy enjoys baseball and was a standout athlete in his youth. Before working for Skanska on PLE Section 1, Guy made some regrettable decisions and was incarcerated for nine years. While incarcerated, he vowed to never repeat the same mistakes and promised himself he would get out and begin a life and career his family would be proud of. After being paroled, Guy enrolled in an MC3 training program. After completion, he was given the opportunity to begin working right away. Guy thinks back to his time in the criminal justice system and says, "I'm never going back; this opportunity has given me a chance to change my life and I am proud to be part of building the future of Los Angeles."



Catherine Dillon

Catherine Ann Dillon was born in Lancaster, CA, and was educated through the Saddleback Academy homeschool program. After high school, she worked at a Scout Camp for young adults. While working at the camp, Catherine watched her father welding, and she showed interest. He began to teach her basic welds. From that point, Catherine decided to reach out to Ironworkers Local 433 and register with their Union. Shortly after registering with Local 433, Catherine contacted Skanska, and seeing her potential, they sponsored her into the union. Catherine is now an Eighth Period Apprentice and loves being a part of the team working on Metro's Westside Purple Line Extension Project.



Jenna Dorrrough

In 2017, Jenna Dorrrough graduated from Women in Non-Traditional Employment Roles' (WINTER) pre-apprenticeship training program as a Carpenter. Since then, Jenna has become certified in OSHA 30, CPR and HAZPOWER training and recounts her story on how she became interested in the building trades. Originally a security guard on a construction project, she was inspired by women on the job site, considering construction is traditionally a male-dominated field. Currently, Jenna is working on Metro's Regional Connector project as a Carpenter where she works every day to gain as much knowledge as possible and ultimately achieve her goal of becoming a crane operator and welder. With her success, Jenna was honored by WINTER this past November 2018 as the Female Craft Worker of the Year.



Jermaine Edwards

Jermaine Edwards was born and raised in Southeast Los Angeles. After time in prison, he decided he wanted to turn his life around and begin a career in construction, and found an opportunity to work as a Skill Craft Laborer on the Crenshaw/LAX Transit project. Jermaine remains humble about his current success, and even mentors some of his fellow coworkers who have recently transitioned from the prison system into the workplace.



Eric Falcon

After spending 15 years of incarceration, Eric Falcon vowed to never return to prison. Eric wanted a better life for himself and his family, which led him to attend a pre-apprenticeship training sponsored by Southwest Carpenters Training through the “My Brother’s Keeper” program. Upon completion of the program, Eric was hired as a Carpenter (Local 409) on the Westside Purple Line Subway Extension Project, Section 1. A husband and father of three, Eric grew up in the South Los Angeles area, where he continues to reside and raise his family. Eric is grateful for the opportunity that Westside Purple Line team has provided him.



Jessica Flores

Born in East Los Angeles, Jessica attended Eagle Rock High School. Later, Jessica obtained her Welding certificate from Pasadena City College. While working at the Broad Art Museum, Jessica observed the construction work taking place across the street at Metro’s Regional Connector project site. Through this interest, Jessica made the courageous decision to begin a career in construction. Jessica registered and completed the Laborers Union Bootcamp construction training program, (B.O.O.T.S.). Upon completion of her rigorous training, she immediately applied for work at the Regional Connector project and was hired by Skanska. Proudly, Jessica is now a Sixth Period Apprentice and loves her new career.



Dezdon Lewis

Dezdon Lewis was recently awarded the prestigious “Participant of the Year” award from Playa Vista Jobs (PV Jobs) and a Certificate of Recognition from Congresswoman Lucille Roybal-Allard. After being incarcerated for a number of years, Dezdon knew it was time to make a change and teamed up with PV Jobs, who helped him get a job placement within the building trades on Metro’s Crenshaw/LAX Transit Corridor project. For Dezdon, what began as an entry-level ditch digging position has transitioned into a role of leadership and responsibility, where he is now an Inspector in Charge of Segment Eight Health, Safety and Environment on the project. Dezdon recounts his journey from his time in the criminal justice system to his new leadership role, and actively encourages former inmates to “look above” their situations, create life goals and stick to them.



Belia Lopez

Belia has always taken a nontraditional approach to life. Since her youth, she has always enjoyed working with her hands and was always fascinated with figuring out how things work. After working in autobody shops for over five years, Belia decided it was time to make a change. The construction industry seemed like a natural transition and she enrolled in an MC3 training program. Belia is currently a 1st Period Apprentice with IBEW Local 11 and is working as an electrician on Metro’s Purple Line Extension, Section 1 project. Belia states that she has enjoyed every aspect of the challenges she has faced in the construction industry and looks forward to continuing her personal growth and development in the trades.



John Mackey

John Mackey works on the Regional Connector project in downtown Los Angeles. Although he struggled with finding a job, he says his new position changed his life dramatically and has allowed him to successfully save money, and he plans to start his own business. Due to this job, he is no longer living at the LA Mission on Skid Row and has moved to a transitional living home. John compared his new job on the Regional Connector project to “winning the lottery.”



Marely Mendoza

Marely Mendoza is a single mother of four and native of Los Angeles, California. A few years ago, she was introduced to construction by family and found her calling in the building trades. Since then, she has completed the Laborer's Training Academy and began her career in the trades as Laborer with Local 300. Marely's journey in the trades has led her to work on mega projects, including Metro's Crenshaw/LAX Transit Corridor and most recently, Metro's Purple Line Extension, Section 2.



Ricshawn Moore

Growing up, Ricshawn Moore faced all of the challenges many of our young men face in today's communities. Raised by a hardworking mother in Compton after his father passed away when Ricshawn was just two, he spent too much time on the streets as a teen and ended up struggling with gangs. Ricshawn kept an open mind, worked hard and today is earning a living as a union-scale laborer on the much-anticipated Crenshaw/LAX Transit Corridor Project.



Cynthia Piña

Cynthia Piña grew up in Rosemead, CA, and moved to Watts 10 years ago. During her time in Watts, she became involved with the wrong crowd and moved in and out of the justice system. As a mother of two, she was determined to turn her life around. She enrolled herself in a pre-apprenticeship program and upon completion was hired as a Laborer (Local 300) on the Westside Purple Line Subway Extension Project, Section 1. Through hard work and dedication, Cynthia now is a 4th Period Apprentice, continually learning new skills and progressing in her trade.



Petra Sanchez

Petra Sanchez is a single mother of two and a former Jobs Coordinator for Women in Non-Traditional Employment Roles, (WINTER). When her role with WINTER came to an end, Petra decided that she would pursue the very same path she had been leading other women to pursue in WINTER's pre-apprenticeship training program. Since completing her training, Petra has been working on Metro's Crenshaw/LAX Transit Corridor project as an Operating Engineer. Petra states that this new opportunity has provided the stability and flexibility that she was looking for and she is thrilled to be part of the city's transportation future.



Kimberly Taylor

Kimberly Taylor is a veteran of the construction industry. Seven years ago she decided that she wanted to be part of something more challenging, both mentally and physically; and she decided that construction was the career for her. Today, Kimberly is working on Metro's Westside Purple Line Extension Project as a Gas Detection Technician. Kimberly plays a vital role not only ensuring the safety of her fellow workers on this project but also keeping the project on schedule. She is proud of the work she does and the impact that women like her have made in this industry.



Jason Thomas

After spending some time in prison, Jason Thomas attended a pre-apprenticeship boot camp sponsored by the Los Angeles County Federation of Labor/ LAOC Building Trades, Los Angeles Trade Technical College and ARC. The day after his graduation, Jason interviewed with Walsh Shea Corridor Constructors, and now is working on the Crenshaw/LAX Transit Corridor project, as an Operating Engineer (Local 12).



Angel Valles

Angel Valles is relatively new to the construction industry having only entered the “My Brother’s Keeper” program for construction pre-apprentice training last year. Since then, Angel has relished the opportunity to develop the skills necessary to have an impactful and lasting career in the industry as a Carpenter. For the past seven months, she has been working as a 1st Period Apprentice on Metro’s Regional Connector Transit Corridor project. When asked what triggered her interest in the trades, Angel responded, “I wanted a physically demanding career that would allow me to use my hands and teach me the skills I need to become a better carpenter.”



Lorrie Williams

Lorrie is a 3rd Period Apprentice from the Pile Drivers/ Carpenters Union working on the Regional Connector project. Lorrie started her career in the trades later than most, having spent many years working in refineries as fire-watch and performing other related tasks. Lorrie decided that she wanted to know more about the construction industry and work in something more hands on, which led her to join the trades. After completing the Maxine Waters MC3 program, Lorrie attended an event where she met representatives from Skanska, the prime contractor for the Regional Connector project. Lorrie found that safety is a big area of interest for her and hopes to work in safety coordination one day. Currently, she holds eight OSHA certificates and is working on obtaining the Construction Health and Safety Technician (CHST) certificate. Lorrie wakes up happy to go to work and loves that she can be a part of history by shaping the LA landscape for future generations.



Whitney Winans

Whitney Winans, a determined 25-year-old from Compton, CA, who now resides in South Los Angeles, does not let anything stand in the way of her success. As a participant of the Southwest Carpenters Training through the “My Brother’s Keeper” program, Whitney is now a 1st Period Apprentice working on the Crenshaw/ LAX Transit Corridor Project. Whitney encourages other young women to consider a career in construction.

Women Build Metro LA (WBMLA)

Women Build Metro LA is a culmination of community advocates, stakeholders and decision makers, including private and public sectors. Together we are committed to increasing the ranks of qualified women candidates for apprenticeship and placement with all Trades. With our partners and stakeholders, including our Women Build Metro LA Committee, we are passionate about increasing female participation, given that women currently make up less than 3% of the construction trade workforce. We are proud to educate and support women's introduction into all aspects of the transportation industry, including administration, professional ranks, operations and more.

Contact Us

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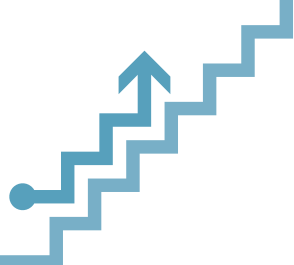


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METRO LOS ANGELES



PLA/CCP



Women in the Trades Resource Guide

A Comprehensive Guide to Recruit, Employ
and Retain Women in Construction Careers




Metro



Encouraging Contractors to Increase Women's Workforce Participation on Metro Construction Projects

The purpose of this resource guide is to provide insight and best practices to contractors and female workers in the construction industry. This guide should be used as a toolkit for contractors to recruit, employ and retain women in construction careers. Metro encourages contractors to not only use the resources in this guide, but to share this information with their subcontractors, jobs coordinators, site foreman and construction workers. Additionally, contractors are to use the toolkit to promote an inclusive workforce to foster a safe, productive and diverse work environment.

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1. Outreach Strategies

An effective outreach strategy is critical in reaching women candidates interested in construction careers. Contractors should conduct outreach for each construction project and should participate in events sponsored by community-based organizations. Examples of the most effective outreach strategies include:

a. Conduct outreach job fairs for your construction projects.

- > Invite jobs coordinators, Metro staff and the Los Angeles/ Orange County Building and Construction Trades Council (LA/OCBCTC) to attend your outreach event and provide support. Contact the joint labor-management apprenticeship programs of the building trades-affiliated unions: laocbuildingtrades.org/apprenticeship-building-trades.
- > Conduct job fairs prior to the start of the construction project, periodically, or as needed as appropriate on large projects.
- > Properly advertise the job fair to receive maximum participation and highlight the opportunities and benefits that can spark interest for women construction workers in your advertisement.

b. Establish a collaborative workforce network with the job coordinators and workforce partners, such as America's Job Centers of California (AJCC). Participate in their outreach events, which are listed on their websites. A few of the workforce partner organizations are:

1. Women Build Metro Los Angeles outreach events
2. Women in Non-Traditional Employment Roles (W.I.N.T.E.R.)
3. Flintridge Center
4. LAX Pre-Apprentice Construction Training
5. Playa Vista Jobs (PV Jobs)
6. 2nd Call
7. Friends Outside in Los Angeles County
8. Youth Build

C. Utilize Los Angeles WorkSource Centers/AJCCs to sponsor or host on-site recruitments at their locations. Publicize your efforts to attract the candidate pool in which you need to fulfill your specialized hiring requirements. Below is a list of Los Angeles City and County-funded WorkSource/AJCC centers that have construction sector recruiting and/or training initiatives.

1. Goodwill Industries (Northeast Los Angeles WorkSource Center): info@goodwillsocal.org
2. Coalition for Responsible Community Development (Vernon – Central/LA Trade Tech College WorkSource Center): coalitionrcd.org
3. Arbor ResCare East Los Angeles:
rescare.com/workforceservices/locations/?state=California
4. Managed Career Solutions (MCS) Pomona Valley:
mcsocalifornia.com/locations
5. El Proyecto del Barrio (Sun Valley WorkSource Center):
elproyecto.us
6. Harbor Gateway (Harbor/San Pedro WorkSource Center):
pacific-gateway.org/harbor
7. South Los Angeles (LA Southwest College):
jvsla.org
8. South Bay/Inglewood One Stop: sbwib.org/home
9. Housing Authority of the City of Los Angeles: (HACLA Watts WorkSource) Center: ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles
10. Asian American Drug Abuse Program (AADAP West Adams WorkSource Center): aadapinc.org
11. Veterans AJCC (Bob Hope Patriotic Hall, LA): jvs-socal.org/programs-and-services/worksource-center-services/overview

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): letc.com
 13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): wlcac.org
 14. Pacific Asian Consortium in Employment (PACE WorkSource Center): pacela.org
- d. Coordinate with Metro's Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit winla.metro.net.**
 - e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.**
 - f. Coordinate with Metro staff to utilize Metro's social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).**
 - g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.**
 - h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.**
 - i. Participate in outreach events within the community, community colleges and vocational training schools.**
 1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
 2. LA Metro Community Outreach and Veteran Events
 3. Los Angeles Community Job Fairs
 4. Los Angeles Trade Technical College Job Fairs
 5. Los Angeles Economic Development Department (EDD) Job Fairs
 6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

Keep records of all outreach activities as required by your PLA/CCP contractor and jobs coordinator responsibilities. Inform PLA/CCP staff of outreach events to be posted on Metro's PLA/CCP upcoming events page.



2. Recruitment

Best practices for a successful recruitment are the pillars of every great employment hire. By utilizing the suggested best practices below, one can effectively outreach to skilled and qualified construction applicants.

- a.** Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.
- b.** The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.
- c.** In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.
- d.** The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.
- e.** Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC3 Location, Local 300 Bootcamp location.

- f.** Work with Metro staff to advertise your recruitment by posting to LA Metro's social media platforms (i.e. Facebook, Instagram, as well as popular online job banks, or event pages).
- g.** E-blast flyers of recruitment events to reach the maximum number of female candidates as possible.
- h.** Work with your community-based organization partner to assist with prescreening, recruiting and scheduling interviews with candidates prior to the recruitment event.
- i.** Ensure that new candidates entering the construction field have been enrolled in or have completed the MC3 training curriculum. Refer to Section 7.
- j.** Track the status of interviewed candidates and create a list of potential recruits that have not yet been selected. This list should be utilized when future hiring needs arise.
- k.** Utilize the [Request for Craft Employees](#) form and keep record of your requests. The Request for Craft Employees form is used to request workers that help the contractor meet their Targeted Worker, Apprentice Worker, Disadvantaged Worker, Minority and Female Worker percentage goals.

3. Training Resources/ Pre-Apprenticeship Recruitment

The following is a list of Pre-Apprenticeship training programs approved by the Building Trades (LA/OCBCTC) that offer the MC3 curriculum. Please see Attachment A for additional information.

1. Anti-Recidivism Coalition
2. Flintridge Center
3. Women in Non-Traditional Employment Roles (WINTER)
4. Antelope Valley College
5. Cerritos College
6. Career Expansion, Inc.
7. Long Beach City College

8. Los Angeles Southwest College
9. Los Angeles Trade Tech College
10. Los Angeles Unified School District Local District North West (High School Programs)
11. YouthBuild Charter School of California (16- to 24-year-olds, 15 locations in LA County)
12. Los Angeles Unified School District Adult Education/ East Los Angeles Occupational
13. Los Angeles Unified School District Adult Education/ Maxine Waters Employment Preparation Center

Contractors must ensure that all new construction candidates have enrolled in an MC3 training course. It is important for contractors to use job coordinators that will refer MC3 graduates to contractors and LA/OCBCTC-recognized apprenticeship training facilities.



4. Worker Retention

Contractors are highly encouraged to focus on retaining female workers. Some best practices for retention are listed below.

- a.** Work with Metro staff and job coordinators to transition workers from projects that are 80% complete to lower any lag time from one project to the next. Utilize the *Female Worker Transition Tracking* sheet to support this effort.
- b.** Implement gender-specific portable toilets on the construction site.
- c.** Engage female workers and offer training and support for career advancement.
- d.** Allow new construction workers to job shadow other apprentices and/or journeymen.
- e.** Create a women's supportive network group on the project/ worksite during the onboarding process. This will allow new female employees to gain both professional and personal support from their peers.
- f.** Network with other job coordinators to assist with placing women on other regional construction projects.
- g.** Be proactive! Encourage your workers to learn additional skills in their trade that will allow for advancement in their trade.
- h.** Provide supportive resources for workers, such as child care, transportation, gender-specific restrooms, financial literacy, a harassment free workplace, and other services mentioned in Section 7.



5. Worksite Best Practices

- a.** Ensure all construction staff are aware that the construction site has a zero tolerance for discrimination and sexual harassment.
- b.** Post Equal Employment Opportunity, Non-Discrimination and Sexual Harassment policies in inconspicuous locations at the project site.
- c.** Implement separate male and female restrooms for privacy.
- d.** Follow up with female construction apprentices to ensure they are learning new skills and preparing for advancement.
- e.** Consider implementing child care services for construction workers, or build relationships with service providers to foster assistance with child care.
- f.** Consider joining business networking groups that are specific to the construction industry, or can be a pipeline to recruiting new construction candidates.

6. Contractor Dos and Don'ts

Outreach Dos

1. Conduct outreach events/job fairs for your construction projects.
2. Work with your job coordinators and Metro PLA/CCP staff when implementing outreach events.
3. Maintain an open line of communication with your job coordinator.
4. Work with your local community-based organizations, as well as the city and county WorkSource Centers with outreach efforts.
5. Know your local America's Job Centers of California (AJCC) and Employment Development Department (EDD) office to locate unemployed female construction workers.
6. Advertise and promote outreach efforts on social media outlets.
7. Create a strong community-based e-mail distribution list to e-blast outreach events.
8. Build relationships with local vocational schools for outreach and recruiting events.

Outreach Don'ts

1. Do not forget to stress that Metro strives to increase the representation of females on Metro construction projects.
2. Do not work in silos. Work with your job coordinator for outreach, recruitment, retention and other PLA/CCP requirements.
3. Do not disengage with the community. Inform community-based organizations and partners of your upcoming projects and/or current projects with Metro.
4. Do not solely promote outreach efforts internally. Use social media.
5. Do not hold outreach events during the same time. (Example: always 8-11 am on Fridays). Host events at different times to allow female candidates with various schedules the opportunity to attend.

Recruitment Dos

1. Meet regularly (weekly or monthly) with your job coordinator to understand the project's workforce needs.
2. Review the project's Employment Hiring Plan (EHP) and utilize the Request for Craft Employees form to recruit women and under-represented workers for the project.
3. Find qualified candidates through your job coordinator and their workforce partners.

4. Host recruitments at easily accessible locations to hire female and targeted workers, such as local AJCCs, WorkSource Centers, union halls, and other community-based organizations.
5. Use social media to promote your recruiting efforts (i.e.) Instagram, Facebook, LinkedIn, Indeed.com, Construction Jobs, Inc., (*constructionjobs.com*).
6. Provide support for your job coordinator's recruitment efforts. Supply signage, job availability, access to prime contractor business agents and recruiters, upcoming craft or training openings, marketing materials, etc.
7. Communicate with Metro when hiring issues arise (both positive and negative).
8. Share Best Practices at Metro job coordinator quarterly meetings.
9. Highlight female participation success stories.

Recruitment Don'ts

1. Do not ignore or circumvent your job coordinator's efforts.
2. Do not dismiss your Targeted Worker Summary Report as this identifies where the project's workforce needs exist.
3. Do not implement hiring practices without using the *Request for Craft Employees* form. This form can be referenced as proof of your efforts to recruit female workers and comply with PLA/CCP requirements.

Training Resources/Pre-Apprenticeship Recruitment Dos

1. Work closely with your job coordinator to develop relationships with MC3 approved pre-apprentice training facilities to refer candidates interested in construction careers.
2. Closely review the Targeted Worker Summary Reports for your project and tailor your recruitments to address low female participation and other low categories.
3. Use the approved Request for Craft Employees form to recruit workers for the project. Use this form to recruit female and minority workers to document your efforts to promote a diverse workforce.

Training Resources/Pre-Apprenticeship Recruitment Don'ts

1. Do not refer potential construction candidates to non-MC3 pre-apprenticeship training schools. The MC3 Curriculum is proven to assist with training job-ready construction candidates and maintain strong retention on projects.
2. Do not ignore the Targeted Worker Summary Report, or *Request for Craft Employee* form. Identify if and when a recruitment will be needed to continue to maintain your efforts of having a diverse workforce.

7. Construction Resource Services

Women's Support Services, FamilySource, WorkSource and YouthSource Services

Bradley/Milken Family Source Center	1773 E Century Bl LA, CA 90002	213.473.3607	cdd.lacity.org/fam_index.html
WLCAC (Watts Action Labor Community Action Committee) FamilySource, & WorkSource Center	1212 E 108th St LA, CA 90059	323.563.5639	wlcac.org
HACLA (Housing Authority of the City of Los Angeles) Imperial Courts	2220 E 114th St LA, CA 90059	323.249.7751	ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles
1736 Family Crisis Center (emergency crisis, legal, youth, and mental health services)	2116 Arlington Av LA, CA 90018	323.737.3900	1736familycrisiscenter.org
NEW Economics for Women Family Source Center	Los Angeles & Valley Locations	213.483.2060	neweconomicsforwomen.org
El Nido Family Source Center	4060 S Figueroa St LA, CA 90037	323.998.0093	elnidofamilycenters.org
Brotherhood Crusade YouthSource Center (after-school program/tutoring)	4401 Crenshaw Bl LA, CA 90043	323.545.1130	brotherhoodcrusade.org/venue/youthsource-center
Vernon Central WorkSource Center	400 W Washington Bl, LA, CA 90015	213.763.5951	coalitionrca.org
Archdiocesan South LA – Exposition Park YouthSource Center	4060 S Figueroa St, LA, CA 90037	323.731.8596	ayela.org
Challengers Boys & Girls Club (before- and after-school pick up & drop off)	5029 S Vermont Av, LA, CA 90037	323.971.6161	bgcmcla.org

Para Los Niño's Pico Union/Central LA YouthSource Center	234 S Loma Dr LA, CA 90026	213.413.1466	paralosninos.org/services/student-community-services/youth-workforce-services
CRCD (Coalition for Responsible Community Development) VCN YouthSource Center	1006 E 28th St LA, CA 90011	323.521.1910 x 210	coalitionrcd.org

Child Care & After-School Programs

Crystal Stairs, Inc. (child care services)	5110 Goldleaf Cir LA, CA 90056	323.299.8998	crystalstairs.org
Children's Collective, Inc. (child day care, women & family services)	8616 La Tijera Bl Suite 100 LA, CA 90045	310.733.4388	childrenscollective.org
After-School All-Stars	5670 Wilshire Bl Suite 620 LA, CA 90036	323.938-3232	afterschoolallstars.org
Youth Policy Institute (YPI)	6464 Sunset Bl Suite 650 LA, CA 90028	800.999.6877	ypiusa.org
LA's Best Afterschool Enrichment	711 E 14th Pl LA, CA 90021	213.745.1900	lasbest.org
arc After School Programs (elementary, middle and high schools)	370 Amapola Av Suite 208 Torrance, CA 90501	310.671.4400	arc-experience.com/programs/los-angeles
YMCA (before- and after-school care)		213.380.6448	ymcala.org/metro/classes/school-age-child-care
MOMSLA (after-school, summer camps, and more)			info@MomsLA.com https://momsla.com/11-school-programs-los-angeles
LA County Parks & Recreation Centers (homework clubs, sports)			http://parks.lacounty.gov/kids-family/?row=1#afterSchoolProgramsColumn
LA Public Library System (Youth STEAM=Science! Technology! Engineering! Art! Math! academic, homework club & adult literacy tutoring)			lapl.org/steam/welcome

Gender Sensitivity & Management Training Resources

Traliant On-Line Sensitivity Training	929.223.4336	traliant.com/online-anti-harassment-anti-discrimination-sensitivity-training
Minority Aids Project, (M.A.P.)	323.936.4949	minorityaidsproject.org
Southern California Sanitation (Port-O-Potty Rental)	800.850.8871 Construction Sales: 626.786.4479	southerncaliforniasanitation.com
A&J Portables Los Angeles, Orange, Riverside & San Bernardino	562.299.8582	ajportabletoilets.com
National Construction Rentals	323.838.1800	rentnational.com/los-angeles
Eagle Portables, Inc.	310.537.0516	eagleportables.com
Associated General Contractors of America (AGC) On-Line Gender Sensitivity Training		www.agc.org/learn/resource-library/training-video-diversity-rules-harassment-sensitivity-correction-training
Pro Trade Craft Breaking Down Gender Bias: A Tool Kit for Construction Business Owners		protradecraft.com/breaking-down-gender-bias-toolkit-construction-business-owners
Slide Share on LinkedIn		slideshare.net/MrP26/basic-gender-sensitivity-training

Ex-Offender/New Contributor Resources

PV Jobs	4112 S Main St LA, CA 90037	323.432.3955	pvjobs.org
Shields for Families	11601 S Western Av, LA, CA 90047	213.242.5000	shieldsforfamilies.org/contact-us
Friends Outside	1827 E 103rd St LA, CA 90002	323.249.9683	friendsoutsidela.org
Volunteers of America Los Angeles	543 Crocker St LA, CA 90013	213.286.0333	voala.org
Timelist	3801 Somerset Dr LA, CA 90008	323.389.8664	timelistgroup.org
Clean 360	212 W Regent St Inglewood, CA 90301	424.702.5555	clean360.org

Homeboy Industries (gang/ex-offender training and employment)	130 W Bruno St LA, CA 90012	323.526.1254	homeboyindustries.org
Legal Aid Foundation (various locations within LA County)		800.399.4529	lafla.org
California Department of Corrections and Rehabilitation Female Offender Treatment & Employment Program	Various Locations throughout Southern California		cdcr.ca.gov/rehabilitation/FOTEP.html
Help For Felons			helpforfelons.org
LARRP (The Los Angeles Regional Reentry Partnership)			lareentry.org
Jobs for Felons Hub			jobsforfelonshub.com

Healthcare/Housing Resources

WIC (Women Infants & Children)		855.942.7867 WICVendorInfo@cdph.ca.gov	cdph.ca.gov/Programs/CFH/DWICSN/Pages/Program-Landing1.aspx
South LA Health Projects (women & children's health services)	2930 W Imperial Highway, Suite 601, Inglewood, CA 90303	323.757.7244	slahp.org
South Central Family Health Center	4425 S Central Av LA, CA 90011	323.908.4200	scfhc.org
Watts Health Care	Various locations throughout South LA	323.564.4331	wattshealth.org
Village Health	4077 W. Pico Bl LA, CA 90019	323.733.0471	villagehealthfoundation.org
California Black Women's Health Project	9800 S La Cienega Bl, Suite 905 Inglewood, CA 90301	310.412.1828	cabwhp.org
T.H.E. Clinic, Inc.	Various locations in Los Angeles & South LA	323.730.1920	tohelpeveryone.org

Healthcare/Housing Resources (cont.)

Umma Community Clinic	711 W Florence Av LA, CA, 90044	323.789.5610	ummaclinic.org
H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System	5715 S Broadway, LA, CA 90037	323.948.0444	hopics.org
P.A.T.H. People Assisting the Homeless	Los Angeles, Hollywood, & Ventura locations	323.644.2200	epath.org
Union Rescue Mission	545 S San Pedro St, LA, CA 90013	213.347.6300	urm.org
The Los Angeles Homeless Services Authority (LAHSA)	811 Wilshire Bl Suite 600 LA, CA 90017	213.683.3333	lahsa.org
L.A. Opportunity Youth Collaborative “Ruth’s Place”	4775 S Broadway LA, CA 90037	323.432.8440	laoyc.org/location/ ruths-place
Operation HOPE (home buyers program)	707 Wilshire Bl LA, CA 90017	213.891.2900	operationhope.org
Jenesse Center, Inc. (domestic violence shelter)		323.299.9496 800.479.7328	jenesse.org
Covered California			healthofcalifornia.com
Good Shepherd Shelter (domestic violence shelter)			goodshepherdshelter.org
Los Angeles County Housing Resource Center			housing.lacounty.gov

Financial Literacy Resources

LA Public Library Financial Literacy Training	630 W 5th St LA, CA 90071	213.228.7700	lapl.org/money-matters
U.S. Small Business Administration	330 N Brand Bl Suite 1200 Glendale, CA 91203	818.552.3437	sba.gov/learning-center.org
MCS Hollywood BusinessSource Center	4311 Melrose Av LA, CA 90028	323.454.6115	mcscalifornia.com/hollywood-businesssource
Vermont Slauson Economic Development Corporation BusinessSource Center	1130 W Slauson Av LA, CA 90044	323.753.2335	vsedc.org
West Angeles Community Development Corp.	6028 Crenshaw Bl LA, CA 90043	323.751.3440	westangelescdc.org/financial-literacy
PACE Women's Business Center	1055 Wilshire Bl Suite 900B LA, CA 90017	323.353.9400	pacelabdc.org/programs-and-services/small-business-consulting-services
Operation HOPE	(Located inside Los Angeles Youth Empowerment) 750 W 7th St LA, CA 90081		operationhope.org/losangeles
CalCPA Education Foundation			www.calcpa.org

The provided list of services and providers is to be used as a guide, and is not inclusive of all services and providers in the LA region.

Contact Us

For more information, please visit metro.net/pla or contact Metro's Diversity & Economic Opportunity Department:

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213.922.2178



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Project Labor Agreement (PLA)/ Construction Careers Policy (CCP) Report

Executive Management Committee Item No. _____
January 20, 2022

PLA/CCP Program Achievements

- **Attainment - Program Inception to Sept 2021**
 - 58.27% Economically Disadvantaged
 - 21.76% Apprentice
 - 10.64% Disadvantaged
- >\$409 Million paid to Targeted Workers *
 - >\$74 Million paid to Disadvantaged Workers *
 - >\$116 Million paid to Apprentice Workers**
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

(*Based on the lowest laborers rate as of June 2017)

(**Based on the lowest apprentice rate as of January 2017)

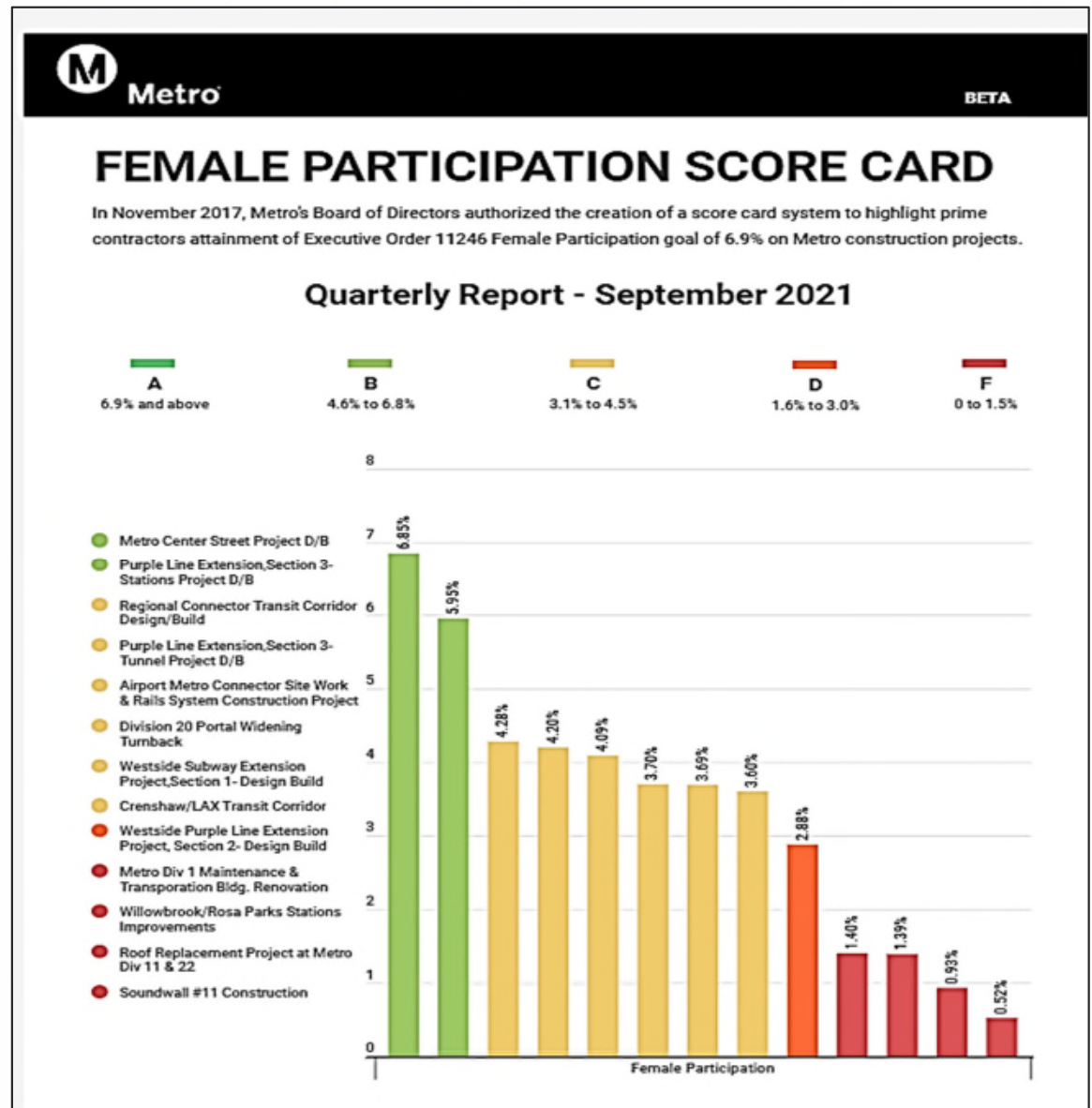
(Workers may fall into multiple categories)

Prime Contractors

- Metro's mega-project prime contractors are in attendance
- We thank them for their continued partnership in ensuring that Metro's goals are met

Female Participation Score Card

- ❖ Overall female participation attainment is 3.66%
- ❖ Highest rating as of FY22 Q1 reporting is B grade



Success Stories

- Over 910 females have worked on Metro active construction projects
- Females that have found success in the construction industry and currently working on Metro projects.
 - Patricia Allen – Miners (WPLE Section 1)
 - Katherine Dillan – Ironworkers (WPLE Section 1)
 - Kimberly Taylor – Gas Tester (WPLE Section 1)
 - Yurvina Hernandez – Apprentice Laborer (WPLE Section 3 Tunnels)
 - Christina Lara – Miner (WPLE Section 3 Tunnels)

Women in the Trades Action Plan

- Establishing a coordination meeting with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) focusing on increasing female participation in the construction industry and prioritizing the dispatch of female workers on Metro construction projects.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors and community-based organization to focus on building future workforce capacity with a special focus on females.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) in seeking grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry.
- Consistently support the Women Build Metro LA (WBMLA) events.
- Metro to host an in-person Construction Job Fair in Fall/Summer 2022.

Workforce Development (Tunnel Workers)

- Laborers' Local 300, in partnership with Metro, strategizing to establish a tunnel worker training program in the Los Angeles region to increase workforce capacity and support the needs of Metro's prime contractors for tunnel workers.
- Focus on outreaching to females and up-skilling existing apprentices for advancement and higher wages.

General Laborer versus Tunnel Worker Pay Rate		
	Basic Hourly Rate	
Classification (Journey person)	General Laborer	Tunnel Workers
Group I	\$ 37.43	\$ 43.68
Group II	\$ 37.98	\$ 44.00
Group III	\$ 38.53	\$ 44.46
Group IV	\$ 40.08	\$ 45.15
as per 2021 DIR prevailing wage rate		



Laborers' International Union (Local 300)

Mr. Sergio Rascon

Laborers' International Union (Local 300)
Business Manager



Thank you



Metro



Metro

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

Board Report

File #: 2021-0783, File Type: Contract

Agenda Number: 35.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: LONG-TERM ADVERTISING - CULVER CITY STATION

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

APPROVE a long-term advertising purchase, up to 12 months, at Culver City Station from HBO, generating up to \$400,000 plus, estimated 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, 'station activation' advertising beyond 90 days require Board approval (*Attachment A*). Staff is bringing to the Board's attention a request 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

In February 2021, the Board approved the Commercial Sponsorship and Adoption Policy. The policy enables Marketing Communications to establish a sponsorship program to generate additional revenues for the agency.

DISCUSSION

Findings

HBO has moved their corporate headquarters to the newly completed Ivy Station - a mixed-use complex adjacent to Culver City Station on the E Line; and has purchased a station activation beginning fall 2021. Metro's rail advertising broker, Intersection, has also been coordinating with HBO on purchasing long-term advertising beyond the maximum 90 days as authorized in the current advertising contract - the inquiry in summary:

- Buyer: Home Box Office, Inc (media and entertainment company)

-
- Duration: HBO previously entered into a 90-day agreement with Intersection for advertising at Culver City Station. Approval is now sought to extend the program for an additional nine months beginning in early 2022 and extending through fall 2022.
 - Revenue to Metro: Up to \$400,000 plus, estimated net revenues (total advertising buy ranging from \$500,000-\$750,000 of which Metro will receive 55%)
 - Advertising Activities: Station Activation - The advertising purchase will include various large-format media on station elements such as columns wraps, pillar wraps, trestle wraps, and a wallscape via direct decal to the surfaces of station property. Visual samples are provided in *Attachment A - HBO Advertising - Culver City*, displaying the type of creative content HBO and Intersection may post. Within the 12-month duration, creative content may be updated at the discretion of HBO and Intersection. All creative content will comply with Metro's System Advertising Policy and be vetted by the Content Advertising Committee.

Metro Communications (Marketing and Community Relations) reached out to Culver City with the advertising proposal and have received a green light to proceed from Culver City Community Development, City Manager, and City Attorney.

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.

Revenues generated from this long-term advertising sale will be designated as Commercial Sponsorship and will be tracked separately from Commercial Advertising.

The project manager and the Accounting department will be responsible for monitoring performance, compliance, costs, and resources in support of this task. Since this sale will extend over two fiscal years, the program manager, cost center manager, and Chief Communications Officer will ensure all project resources are budgeted in future fiscal years.

Impact to Budget

Commercial Advertising and Sponsorships are revenue-generating programs and do not incur capital costs to Metro; however, labor support is warranted to ensure safety compliance during material installations. Metro will receive 55% revenue share, approximately \$412,500, and the contractor will receive 45% revenue share, approximately \$337,500, from the total gross sale of \$750,000; with an estimated \$5,000 in Metro labor expenditure.

Summary of estimated revenues and expenditures:

\$750,000 Advertising Buy (gross sale)

\$337,500	Contractor's 45% revenue share
\$412,500	Metro's 55% revenue share
\$5,000	Metro Expenditures (Operations labor support)

EQUITY PLATFORM

Long-term advertising purchases generate significant revenues upfront and they also command the attention of future media buyers. This initial media purchase may be a catalyst for consistent and long-term revenues generated through advertising and sponsorship at a singular station - creating a reliable funding source for equitable initiatives. At this time, there are no equity impacts anticipated as a result of this action.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The revenue advertising program supports the Strategic Plan by fulfilling Goal 5.2 - Exercising good public policy judgment and sound 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 \$400,000 plus estimated revenue earnings from an individual station, and miss other fruitful 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 - HBO Advertising-Culver City Station

Prepared by: Lan-Chi Lam, Director of Communications, (213) 922-2349
Glen Becerra, Executive Officer of Marketing, (213) 418-3265

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154



Stephanie N. Wiggins
Chief Executive Officer

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.

HBO

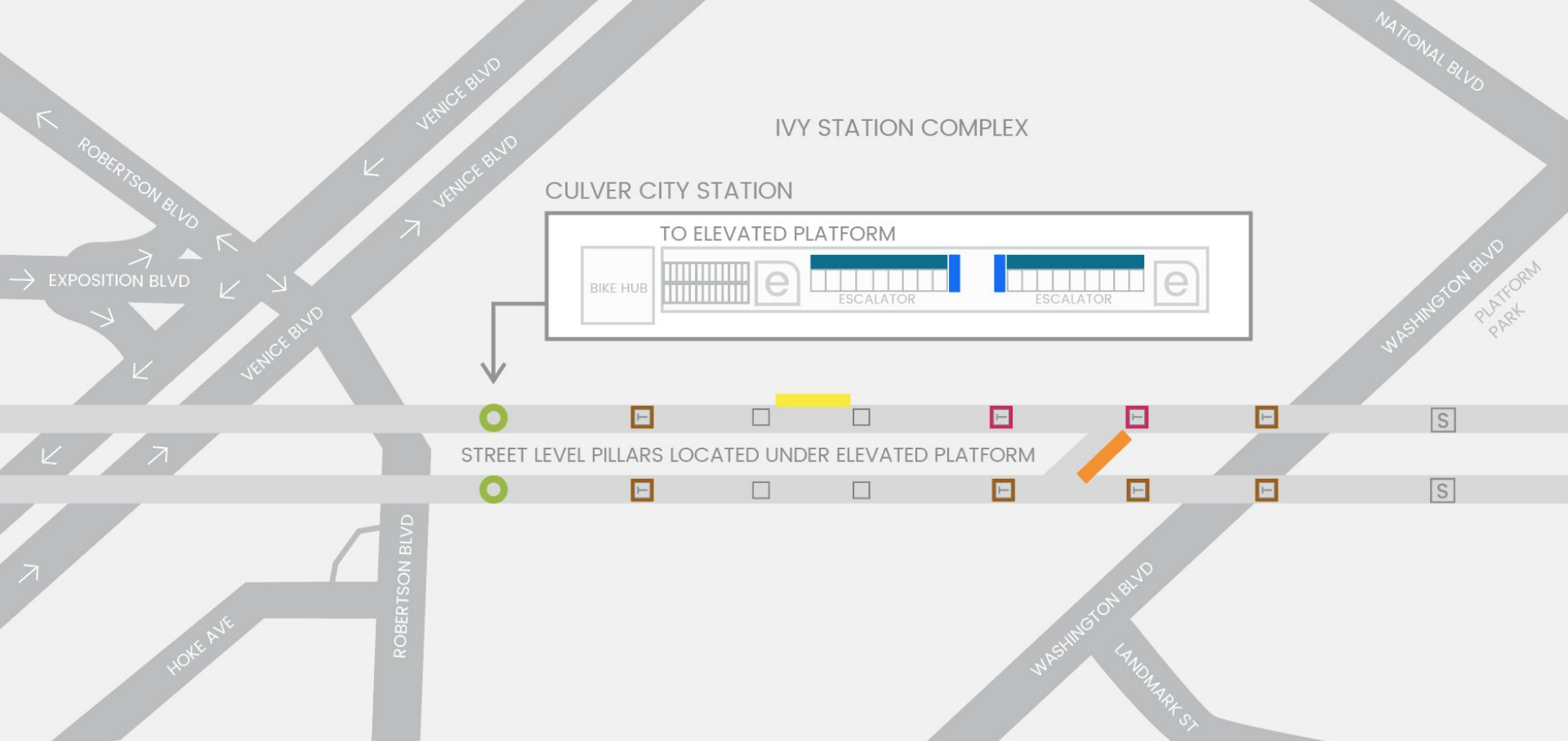
**& Culver City Station
Los Angeles**



**We propose a custom
station domination for
HBO at Culver City Station**

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
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, and
overhead trestle near
Washington Blvd*



Before



Enhanced

Image depicts: Escalator wrap

Before



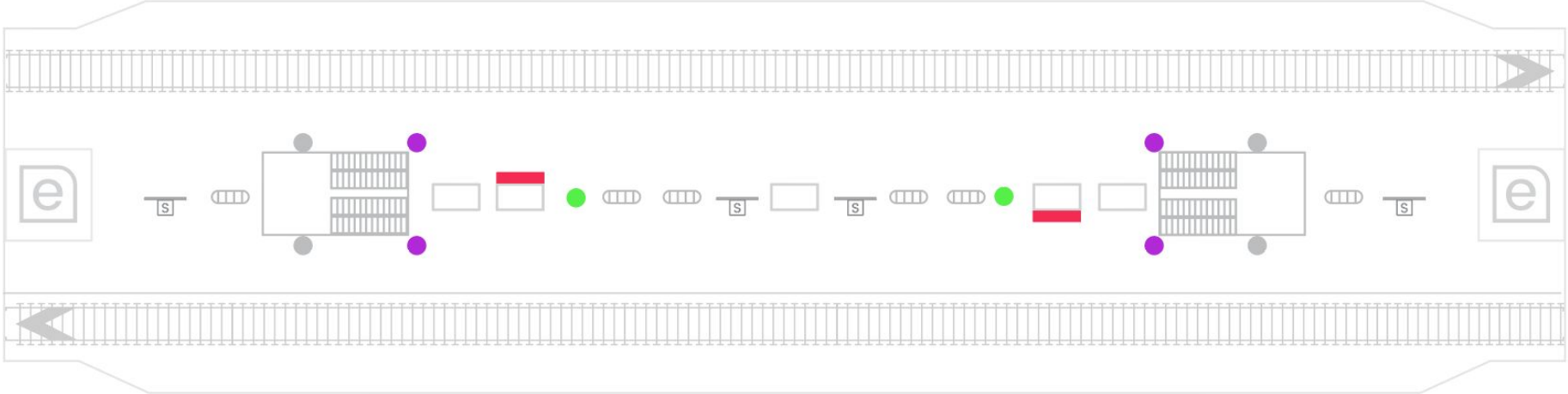


Enhanced

*Rendering depicts: Trestle
Spectacular*

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: Column Wrap





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*



Metro

Board Report

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

File #: 2021-0803, **File Type:** Informational Report

Agenda Number: 21.

**OPERATIONS, SAFETY & CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 20, 2022**

**SUBJECT: METRO'S HOMELESS OUTREACH & ENGAGEMENT - AMENDMENT NO. 5 TO
THE LETTER OF AGREEMENT WITH THE COUNTY DEPARTMENT OF HEALTH
SERVICES (DHS)**

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to execute Amendment Number 5 (Amendment No. 5) to the Letter of Agreement for Multidisciplinary Street-based Engagement Services with the County Department of Health Services (DHS) to include additional funding in the amount of \$1,470,000 for the extension of the emergency-shelter program funding through June 30, 2022.

ISSUE

Metro has partnered with LA County's Department of Health Services (DHS) to establish and implement a comprehensive homeless outreach and engagement program since 2017. This partnership is codified in a Letter of Agreement (LOA) between Metro and DHS. Due to the COVID-19 crisis, in March 2021, Metro initiated a partnership with an emergency shelter (Home at Last - HAL) to provide short-term housing for up to 80 clients engaged on the Metro system. The agreement to provide the pilot short-term housing expires January 31, 2022. Staff recommends that the Board authorize the CEO to amend the agreement through execution of Amendment No. 5 to increase funding to address the continued need for emergency-shelter services during the current Covid-19 spike through June 30, 2022.

BACKGROUND

LAHSA conducts an annual point-in-time count throughout the entire county. According to the 2020 count, there were 48,041 individuals surveyed who were unsheltered. Comparing Metro's counts to the LAHSA county-wide count, Metro serves approximately 3.1% or 1,490 of the unsheltered population, who may seek shelter on our system.

Metro has invested resources and developed a comprehensive outreach strategy to fill in the gaps

that exist in the Los Angeles Continuum of Care by connecting homeless individuals on Metro's system with adequate health, social and supportive housing services. To-date, the outreach efforts have been successful in connecting riders experiencing homelessness with much-needed support services and housing options. From 2017, over 5,300 individuals have been engaged by PATH teams, nearly half have been connected with interim housing. Over 500 individuals have been permanently housed through Metro's work with DHS/PATH.

Metro and DHS consulted with PATH on an interim solution - a pilot program to temporarily increase short-term shelter bed availability in Metro's service area. In February 2021, HAL operated as a DHS -designated emergency COVID shelter location that was set to close. It is a communal living facility with beds for single adult males and females. There is also personal property storage at the facility. The shelter is located in South Los Angeles at 7900 S Western Avenue.

To provide PATH outreach teams with additional shelter bed availability to quickly match individuals with interim/emergency shelter, Metro initiated a dedicated homeless shelter bed pilot program from March 01, 2021 to January 2022, with the Home At Last (HAL) emergency shelter, through the existing agreement with DHS. HAL's program includes full supportive services for residents in a secure facility, including specialized programming for those impacted by mental health crises and addiction, regular counseling, meals, laundry, showers, basic skills training, medical care, transportation to medical appointments, assessments and housing-ready documentation assistance, and daily activities for residents.

DISCUSSION

Metro initiated a pilot program to temporarily increase short-term shelter bed availability in Metro's service area through the Home At Last (HAL) emergency shelter. The pilot program will expire January 31, 2022.

This partnership allows for Metro to reserve access eighty (80) beds and supportive wrap-around shelter resources for single women, men, and individuals who identify as transgender for clients referred by PATH teams. Within two weeks of the program's inception, the majority of the beds were filled. In November 2021 60% of the beds were in use.

During the pilot program from March to the close of November 2021, PATH referred 345 people experiencing homelessness to the HAL Shelter. Metro staff tracks the relevant data for usage, housing placement, service referrals and program operating and administrative costs. The preliminary evaluation of the HAL program shows that 26% of individuals placed at the facility were connected with long-term housing placements through family reunification, moving to a higher supportive care facility, other interim housing programs and permanent housing. The average occupancy is between 50-67 individuals and the average length of stay for a client is 31 days at the HAL emergency shelter. While at HAL clients are eligible to participate in HAL's specialized program of support. They receive access to a number of services including mental health and addiction support.

The data also shows that a vast majority of individuals who are placed at HAL exit the facility and are not given permanent housing placements. The individuals we have served through this program are single men and women of varying ages, with varying mental and physical medical needs. The clients

referred to HAL include 20 percent who identify as female, 79 percent who identify as male and less than 1 percent identify as transgender/non-binary.

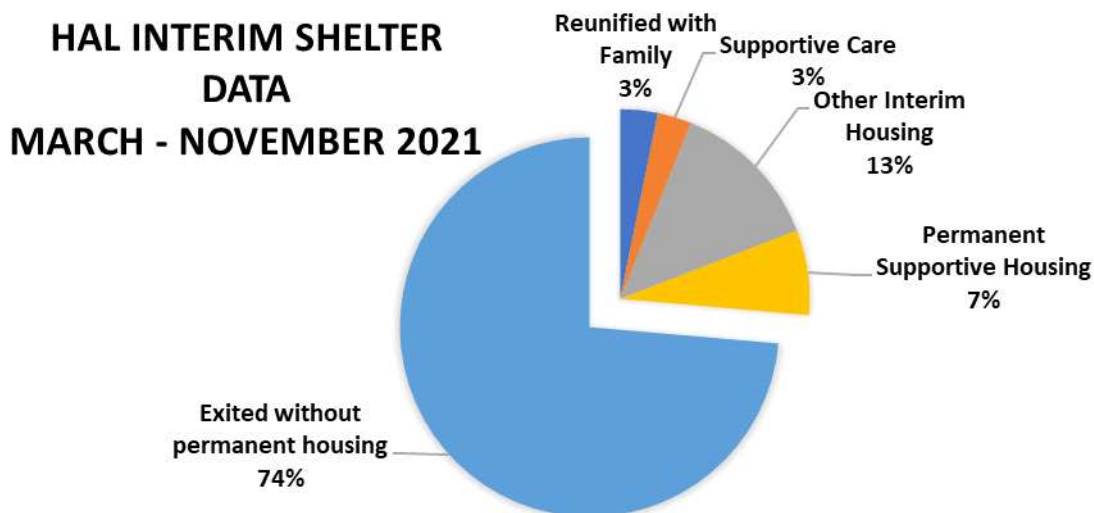


Figure 1. HAL Interim Shelter Data - March - November 2021

Staff's preliminary evaluation of the HAL emergency shelter program shows that the program should be continued through June 30, 2022 due to the increase in COVID-19 cases. The need for emergency shelter beds goes beyond what Metro can provide through the HAL partnership.

The staff recommendation to extend the interim shelter program at Home At Last (HAL) was presented to PSAC at their meeting on January 5, 2022. PSAC unanimously voted to support the extension of the Home At Last program until June 30, 2022 (Attachment B). PSAC also voted to support several additional recommendations for Metro's Homeless outreach program. Metro is pursuing a consultant to provide a comprehensive analysis with recommendations for how Metro should best structure its homeless outreach programs that will consider the committee's input.

Challenges to the Emergency Shelter Pilot Program

Due to the communal living quarters at the Home At Last shelter location if a COVID outbreak occurs the shelter implements strict quarantine protocols. During those quarantine time periods PATH outreach teams cannot refer any individuals to HAL for shelter. Quarantine periods were mandated during September, October, November and December 2021 and placements were lower during those periods than in other months.

Long term funding continues to be a challenge. While the HAL program provides valuable positive benefits to the individuals it serves, the pilot has not yielded visible results in reducing the number of unhoused individuals on Metro's system. Because Metro does not have access to social service funding, this pilot program is funded using scarce transit operations dollars. The cities, county and state of California have record amounts of funding for housing and resources to end homelessness. Currently, transit agencies, including Metro are not eligible to be a direct recipient of those funds.

From the Vision 2028 strategic plan staff notes that partnerships like the model Metro has established with DHS/PATH are beneficial - but they are not sufficient at addressing the broader challenges, including homelessness. Partnerships with other public, private, and non-profit organizations are essential to identify and implement effective solutions. Leveraging partnerships, Metro can take deliberate steps to lead where it has the authority, offer guidance where it provides funding, and support others where there are additional opportunities to shape outcomes that benefit the broader public.

Metro is engaging the services of a consultant to prepare a comprehensive analysis with recommendations for how Metro should best structure its investment in homeless programs to yield the most benefits for the transit system and our customers while also providing solutions that connect the homeless to appropriate housing and supportive services. This will further create opportunities to align homeless strategies, resulting in better leveraging and coordination of services and funds. Recovery from the pandemic offers an opportunity to reexamine our current program and partnerships to better coordinate, avoid duplication of efforts, and effectively leverage and maximize resources. Metro will return to the board in June 2022 with the results of this analysis and recommendations for moving forward.

DETERMINATION OF SAFETY IMPACT

This Board action will not have a direct impact on safety.

FINANCIAL IMPACT

Adoption of the Letter of Agreement - Amendment Number 5 would result in an additional cost of \$1,470,000 for the extension of the interim shelter program through June 30, 2022. The costs for these services are included in the FY22 budget. The Board authorized funding to support Metro's ongoing and expansion of homelessness outreach efforts through the adoption of Motion 26.2 - Re-imagining Metro's Approach to Public Safety. Motion 26.2 includes \$3 million for PSAC pilot homelessness strategies that would be used to fund this extension. Funding for this effort is included in Metro's Federally approved indirect cost allocation plan and includes a mix of federal, state, and local sources including operating eligible funds.

EQUITY PLATFORM

Expanding Metro's efforts to address homelessness on the transit system through extending the HAL shelter program will directly benefit unhoused individuals in LA County. Data from the 2020 LAHSA point-in-time count shows that a majority (over 64%) of individuals experiencing homelessness are male, and over 35% are African American individuals and families experiencing chronic homelessness. Increasing funding and outreach efforts to address the most need will have a direct impact on Metro's efforts to invest in Equity Focus Communities.

The extension of the interim shelter pilot program will increase interim/emergency housing for unhoused Metro riders. Extending the interim shelter pilot program at the Home At Last facility, which is located in South Los Angeles, will directly improve access to interim housing for individuals who are experiencing homelessness in the communities near the shelter, as well as throughout LA

County.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The staff recommendation to expand the partnership with the Department of Health Services supports Metro's Vision 2028 Strategic Plan goal #4.1 which states: Metro will work with partners to build trust and make decisions that support the goals of the Vision 2028 Strategic Plan. An excerpt from the Vision 2028 Strategic Plan cites - Transportation interfaces with quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing, homelessness, environmental quality, public health, and access to education and health care.

ALTERNATIVES CONSIDERED

The Board could consider not extending the HAL shelter agreement and instead end the program immediately. This would require DHS to re-house 50-60 clients who are currently housed at HAL and require a 30-day notice to clients.

NEXT STEPS

Should the Board approve the staff recommendation, the CEO will execute Amendment Number 5 to the Letter of Agreement with LA County Department of Health Services to extend the pilot emergency shelter program to June 30, 2022. Metro is pursuing a consultant to provide a comprehensive analysis with recommendations for how Metro should best structure its investment in homeless programs and staff will return to the Board with those recommendations.

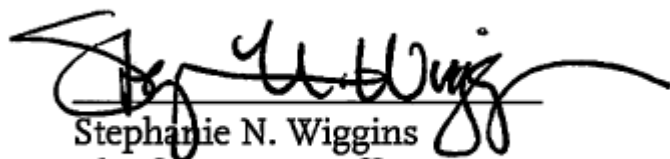
ATTACHMENTS

Attachment A - DHS Letter of Agreement Amendment No. 5

Attachment B - PSAC HAL Interim Shelter Recommendations - January 2022

Prepared by: Desarae Jones, Senior Director, Office of the CEO, (213) 922-2230

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins
Chief Executive Officer

**AMENDMENT NUMBER FIVE TO LETTER OF AGREEMENT
FOR MULTIDISCIPLINARY STREET-BASED ENGAGEMENT SERVICES**

This Amendment Number Five to the Letter of Agreement for Multidisciplinary Street-Based Engagement Services with an execution date of June 27, 2018 (hereinafter "Agreement"), is made and entered into this _____ day of _____, 2022 ("Amendment Five Effective Date") by and between the County of Los Angeles (hereinafter "County") and the Los Angeles County Metropolitan Transportation Authority (hereinafter "Metro"). The County and Metro are each individually a "Party" and collectively the "Parties" to this Agreement.

RECITALS

WHEREAS, in February 2016, the County's Board of Supervisors (Board) approved 47 strategies for the Los Angeles County Homeless Initiative (Homeless Initiative), directing the County, Los Angeles Homeless Services Authority (LAHSA), and Community Based Organizations (CBOs), to develop and implement a plan to leverage outreach efforts and create a countywide network of multidisciplinary, integrated street-based teams to identify, engage and connect, or re-connect, homeless individuals to interim and/or permanent housing and supportive services. A pilot program utilizing "County-City-Community" ("C3") teams was deployed to engage individuals living on Skid Row, and on September 2016, the Board expanded the pilot program; and

WHEREAS, in response to the Homeless Initiative and in support of the pilot program expansion, on October 2016, Metro's Board of Directors directed its Chief Executive Officer to provide funding towards the deployment of two (2) C3 homeless outreach teams to provide multidisciplinary street-based engagement services (field-based services) exclusively to the Metro Red Line, and take all actions necessary to transfer the funds to the County to administer the program, in coordination with the implementation of the Homeless Initiative. On February 21, 2017, the Board delegated authority to the Los Angeles County, Director of Health Services to accept funding from participating funders including government, non-profit, and private organizations; and

WHEREAS, in April 2017, Metro and the Los Angeles County, Department of Health Services entered into the first Letter of Agreement for Multidisciplinary Street-Based Engagement Services, in the amount of \$1,200,000 to deploy two (2) C3 homeless outreach teams for twelve (12) months and engage persons that turn to the Metro Red Line and property for alternative shelter; and

WHEREAS, in May 2018, Metro's Board of Directors directed its Chief Executive Officer to provide funding to expand the C3 homeless outreach teams from two (2) to eight (8) teams on the Metro rail, bus, and Union Station. Metro and the Los Angeles County, Department of Health Services entered into their second Letter of Agreement for Multidisciplinary Street-Based Engagement Services, dated June 27, 2018 to provide services from July 1, 2018 through June 30, 2019 in the amount of \$4,940,000, which was amended by that certain Amendment No. 1, dated June 19, 2019, to continue services through June 30, 2021, and increase the funding by \$9,880,000 for a total funding amount not to exceed \$14,820,000; and

WHEREAS, in March 2021, Metro and the Los Angeles County, Department of Health Services entered into Amendment No. 2 to establish a four (4) month homeless shelter bed pilot program, thereby increasing funding for the Agreement by \$1,500,000 for a not-to-exceed total of \$16,320,000. The pilot program includes adding staff (five (5) Generalist and one (1) Supervisor) to enhance homeless outreach teams, providing up to eighty interim housing beds throughout Los Angeles County, properly document, track and submit monthly data reports, to properly submit complete monthly invoices of the actual costs incurred, and to properly document deployments; and

WHEREAS, in June 2021, Metro and the Los Angeles County, Department of Health Services entered into Amendment No. 3 to extend the Term of the Agreement through June 30, 2023, and increase the funding by \$9,880,000 for a total amount not-to-exceed \$26,200,000; and

WHEREAS, in November 2021, Metro and the County entered into Amendment No. 4 to amend the Agreement to increase the funding by \$1,250,000 for a total amount not-to-exceed \$27,450,000; and

WHEREAS, the Parties desire to enter into this Amendment No. 5 to amend the Agreement to increase the funding by \$1,470,000 for a total amount not-to-exceed \$28,920,000; and

NOW, THEREFORE, in consideration of the mutual covenants, promises and undertakings set forth herein and other consideration, the receipt and adequacy of which the Parties hereby acknowledge, the Parties hereby agree as follows:

AGREEMENT

1. Section 1 – Term of Agreement, is hereby deleted in its entirety and replaced as follows:

“1. Term of Agreement and Period of Performance: The term of this Agreement begins on July 1, 2018 and remains in place through June 30, 2023.

The Period of Performance of this Agreement shall be as follows:

Eight (8) C3 Homeless Outreach Teams – through June 30, 2023.

Five (5) Generalist Outreach workers, One (1) Supervisor and Eighty (80) Interim Housing Beds – March 1, 2021 through June 30, 2021.

Eighty (80) Interim Housing Beds – July 1, 2021 through June 30, 2022.

The Parties may, by mutual written consent, execute another Amendment to extend the term of Agreement and period of performance.”

2. Section 2 – Purpose of Funds, is hereby deleted in its entirety and replaced as follows:

“2. Purpose of Funds: The County shall use \$27,423,400 of the \$28,920,000 for SHSMA work order(s) with County contractor(s) who will provide:

- A. At least eight (8) multidisciplinary outreach teams that will each provide field-based engagement/outreach services Monday through Sunday eight hours per day, County recognized holidays excepted, for homeless individuals living in and around the Metro system as defined by Metro. The Parties may, by mutual written consent, modify the days of the week and/or time that the field-based engagement/outreach services are to be provided by the multidisciplinary outreach teams.
- B. Enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services by adding five (5) additional generalist outreach workers, one (1) additional supervisor, and up to eighty (80) interim housing beds at sites throughout Los Angeles County.

The County shall obtain Metro’s written consent prior to issuing SHSMA work orders to perform work pursuant to this Agreement. Further, the County will bill Metro at a rate not to exceed 5% for administering this program.

The Parties may, by mutual written consent, execute another Amendment to add additional funds.

FY19 – FY21 Historical Spending Pattern

Term	SHSMA Work Orders	Administrative Costs	Total
7/1/18- 6/30/19	\$4,693,000	\$247,000	\$4,940,000
7/1/19- 6/30/20	\$4,693,000	\$247,000	\$4,940,000
7/1/20- 6/30/21	\$4,693,000	\$247,000	\$4,940,000
3/1/21- 6/30/21	\$1,417,000	\$83,000	\$1,500,000

FY22 – FY23 Projections

Term	SHSMA Work Orders	Administrative Costs	Total
7/1/21 - 6/30/23	\$10,786,000	\$564,000	\$11,350,000
Total	\$26,282,000	\$1,388,000	\$27,670,000

The funding shall not exceed the total contract value of \$27,670,000 for the term of the Agreement. Work orders and Budgets will be agreed upon by the parties.”

3. Except as expressly amended hereby, the Letter of Agreement for Multidisciplinary Street-Based Engagement Services, Amendment Number One, Amendment Number Two, Amendment Number Three and Amendment Number Four remain in full force and effect as originally executed. All rights and obligations of the parties under the Letter of Agreement, Amendment Number One, Amendment Number Two, and Amendment Number Three, and Amendment Number Four that are not expressly amended by this Amendment shall remain unchanged by this Amendment.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment to be executed by the County’s Director of Health Services and the Los Angeles County Metropolitan Transportation Authority on its behalf by its duly authorized officer, on the day, month, and year first above written.

By _____

Stephanie N. Wiggins, CEO
Los Angeles County
Metropolitan Transportation Authority

Date _____

By _____ for

Christina R. Ghaly, M.D., Director
Los Angeles County
Department of Health Services

Date _____

Public Safety Advisory Committee

Prepared by the PSAC Facilitator Team

MEMO

Date: January 12, 2022

To: Metro Office of the Chief Executive Officer

From: Public Safety Advisory Committee (PSAC)

Re: Outcomes from the January 5, 2022 PSAC Meeting

During the January 5, 2021 Public Safety Advisory Committee (PSAC) meeting, the advisory body held a vote to approve the following:


- A proposal to approve the recommendations from the Community Engagement (CE) ad hoc committee on the Home at Last short term shelter program (HAL program)

Below is a summary of the committee action:

- PSAC voted to approve the CE ad hoc committee's recommendations for the HAL program. The vote was 12 "yes," 0 "no," 0 "abstain," and 3 "absent." (Link: [Approved Recommendations on Home at Last short term shelter program](#))

Proposal to approve the recommendations of the CE ad hoc committee on the HAL program

The committee voted unanimously to approve the CE ad hoc committee recommendations included in the [January 5, 2022 meeting agenda packet](#) (Attachment J). No modifications were made to the recommendations.



OFFICE OF THE CHIEF OF STAFF

LA Metro's Home At Last Interim Shelter Program

January 2022 Update



Home at Last (HAL)

Created in
response to lack
of available
shelter during
COVID

HOME AT LAST (HAL) PARTNERSHIP

- **Metro has dedicated funding for 80 emergency shelter placements at HAL in South LA**
- **PATH connects clients with the shelter directly**
- **HAL has a full program of wrap around support services for clients**
- **Current Pilot - March – Jan 2022**

OCEO is Re-defining the Goal

What is the goal of Metro's homeless outreach program?



Connection to existing social services & County and City Resources

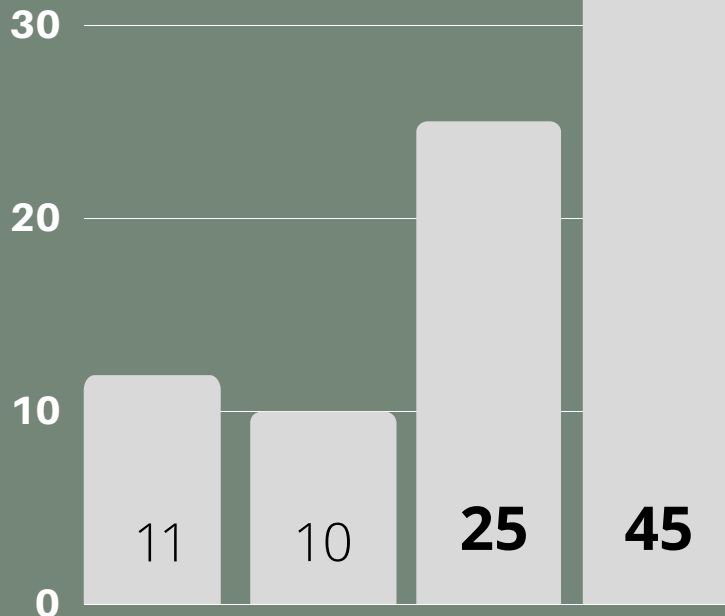


Securing additional funding & better partnership with City and County



Evaluating Impact





Family Reunification
Higher Care
Permanent Supportive Housing
Other Interim Housing

DATA FROM MARCH - NOVEMBER 2021

HAL Emergency Shelter Evaluation

March - November 2021, Metro housed 345 individuals through the HAL pilot program.

91 individuals (26%) reunified with family, connected with a higher level of care, moved to permanent supportive housing or other interim housing.

74% of individuals exit the shelter without a permanent housing placement

Although Metro is connecting individuals with housing through HAL, it is not yielding visible results. There is not a meaningful reduction in the number of unhoused observed on Metro's system.

HAL Shelter - Challenges:

- **Lack of on-going funding source**
- **Location**
- **Communal Setting/COVID protocols**
- **Only serves single individuals, not families**
- **Providing services and housing that county would normally provide**




Item 2021-0803

Staff recommends approving \$1.47 mil DHS contract amendment to:

- Extend the emergency shelter program (HAL) through June 2022
- Funding source: Motion 26.2 PSAC Pilot Strategies for Homelessness
- Approved by PSAC on January 5, 2022

Future of HAL

- **Metro is pursuing a consultant to provide a comprehensive analysis with recommendations for how Metro should best structure its investment in homeless programs and staff will return to the Board in June with those recommendations.**



OFFICE OF THE CHIEF OF STAFF

Thank you.



Board Report

File #: 2021-0730, **File Type:** Informational Report

Agenda Number: 36.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: STATUS UPDATE MOTION 42 “2028 MOBILITY CONCEPT PLAN”

**ACTION: RECEIVE AND FILE
RECOMMENDATION**

RECEIVE AND FILE the progress report for Motion 42, and
RECEIVE AND FILE the preliminary draft 2028 Mobility Concept Plan Project List for stakeholder review and input.

ISSUE

This is the second biannual progress report to the Metro Board of Directors regarding efforts to develop a Mobility Concept Plan (MCP) in anticipation of the 2028 Olympic and Paralympic Games (“the Games”) and pursue state and federal funds to support the transportation infrastructure needed for the Games and beyond.

BACKGROUND

At its December 3, 2020 meeting, the Metro Board of Directors approved Motion 42: “2028 Mobility Concept Plan” (Attachment A) and directed staff to work with regional partners to assign staff resources and proceed with the development of a regional investment plan to include a federal engagement strategy and funding proposal to implement transportation improvements that would provide permanent, long-term benefits to the people of Los Angeles County.

Metro’s goals for the Games include:

- leave a lasting, positive legacy by leveraging existing and planned infrastructure investments;
- create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterward;
- enable all ticketed spectators to travel to competition venues by public transport, walking, or cycling; and
- ensure accessibility for all, including welcoming Games stakeholders and visitors with specific mobility needs.

Motion 42 described six actions, two of which directed staff to report back to the Board to keep Directors apprised of the progress. This is the second progress report.

DISCUSSION

Mobility Concept Plan (Motion 42, Parts A, B, and C)

The development of the MCP will be framed around major elements: identification of regional partners, alignment of resources, identification of areas of opportunity, and development of a federal funding and policy strategy. The following were accomplished during this reporting period (June - December 2021):

Identify Regional Partners

Staff has continued monthly meetings with the LA28 mobility team to ensure Metro's internal planning efforts align with regional planning related to the Games. In addition, Metro staff has participated in several "working group" meetings led by LA28 to share information relevant to the proposed Sports Parks and to develop preliminary ideas about the Games Route Network (GRN) needed to transport the wide variety of Games constituents, including athletes, media, spectators, and workforce.

Metro, along with Caltrans, Metrolink, and the City of Los Angeles, constitute LA28's Games Mobility Executives (GMEs), a group of executives of the mission critical public transportation agencies for the planning and delivery of the transportation operation for the 2028 Games. The key roles and responsibilities of the GMEs are to:

- provide direction and decision-making around the public services and infrastructure aspects of the transportation planning process and operations delivery for the 2028 Games
- set the priorities for the integrated transportation plans for the 2028 Games
- coordinate requests for federal support.

At its November 4 meeting, the GMEs discussed parameters/criteria for projects needing funding, continued collaboration on planning efforts for the Games, and the need for a joint legislative strategy. Metro provided significant input into developing funding parameters/criteria for public agencies seeking funding for projects related to the Games. The draft 2028 Games Transport Funding Parameters (Attachment B) provides guidance for public transportation agencies pursuing funding opportunities associated with the Games and demonstrates alignment of relevant projects, programs, and initiatives that LA28 believes are beneficial for effective delivery of the Games, and as such, endorses their eligibility for available funding. The parameters outline proposed funding eligibility criteria that would guide interested public partners to ensure alignment with the 2028 Games and legacy-oriented investments. The document does not outline what LA28 intends to fund. There will be a set of key projects and programs that LA28 requires for essential operations of the Games that will be outlined and requested separately. The parameters will be updated and refined based on input by key stakeholders, along with additional priorities that emerge and/or refine Games planning in the coming years.

One of Metro's goals for the Games is to create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterward. In addition to direct coordination between

Metro and LA28, staff intends to engage the relevant bureaus at the City of Los Angeles, the municipal transit operators in the County, and Metrolink, along with Southern California transit operators, to identify other projects of common interest for enhancing mobility initiatives leading up to 2028. Staff will also engage a broad group of stakeholders, including employers, technology firms, business, labor, environmental and trade organizations, among others, to identify and build support for the MCP and its intended result: sustainable, equitable mobility improvements beyond 2028 Games.

To continue supporting this coordination and the development of the MCP, an internal Task Force (Attachment C) was constituted by the CEO in October 2021.

The Task Force has continually met on a bi-weekly basis since October 2021. In the next 12 months, the Task Force will continue to work on a comprehensive needs assessment (based on travel demand projections for the Games) to validate and or supplement the project/program list as part of the MCP. The Task Force will also support analysis of state/federal programs that could expedite projects and programs that would need to be fully funded in advance of the Games.

In the mid to long term, the Task Force will: 1) support Metro's engagement and leadership in pro-active and continuous Games planning efforts with regional partners; 2) endeavor to secure federal funding to advance Board approved project/program list; and 3) work to ensure Metro is ready to provide transit services to the LA28 Games venues and ensure that our plan is integrated into the Olympic Transportation Plan.

Moreover, to support the work of the Task Force, the development of the MCP, and to help Metro prepare for its role as a key delivery partner for the 2028 Games, staff procured the services of a qualified consultant team, led by Jacobs Engineering, with extensive experience in planning for Olympic/Paralympic Games and similar events, including World Expos, World Cups, and Summer/Winter Olympics Games, as well as Commonwealth and PanAm Games. This experience includes organizational and infrastructure planning, funding, implementation strategy, design, and delivery of transportation infrastructure. The consultant team's project manager has worked on London 2012 Olympics, Rio 2016 Olympics, Dubai 2020 Expo, and Qatar 2022 FIFA World Cup.

The consultant team has already begun working with Metro staff to identify key projects aligned with LA28 Games transport goals to help Metro accommodate and manage demand for residents and visitors' travel during the Games. The timeframe for the development of the MCP is 12 months.

Identify areas of opportunity (Draft Initial Project List)

LA28 has an audacious goal for the Games: all ticketed spectators to access competition venues by public transit, walking, or cycling only. To ensure Metro provides a world-class user experience for residents and visitors, the core system must expand and improve to enhance speed, reliability, and connectivity. Projects that would achieve this goal include, but are not limited to:

- Adding capacity at key transit stations and transit system bottlenecks
- Expanding bus-only lanes on major arterial streets countywide
- Investments in zero-emission charging infrastructure

- Optimizing access to major venues and activity centers
- Planning and design activities for these projects

An initial list of over 200 projects was created by the Metro Task Force, starting with the projects listed in Motion 42 (including 28 by 28) and building on: 1) the draft 2028 Games Transport Funding Parameters; 2) a review of existing plans/programs as well as operational, capacity and safety needs to reveal areas of opportunity for enhancing mobility leading up to and during the Games and; 3) best practices from other World Games events. The initial draft list included operational improvements, such as bus stops, bus lanes, transfer centers, mobility hubs, communications and security equipment, and system reliability investments; state of good repair and maintenance work; and optimized customer experience improvements, such as wayfinding, digital information, and payment technology.

As a first effort towards screening and prioritizing this draft initial project list, the Task Force conducted an initial evaluation using a three-step screening methodology. For the first step, each project was evaluated to determine whether it could be completed in time to be operational by the 2028 Games assuming full funding was provided. The second step includes three criteria: 1) Provides permanent/legacy benefits after the Games per Motion 42; 2) provides potential benefits during the 2028 Games; and 3) serves the needs of and enhances the quality of life for disadvantaged communities.

As part of the evaluation, a two-part multiplicative scale was used to indicate how well the project met the criteria times the magnitude to which the project met the criteria. For criterion 1 the magnitude is scored based on whether impacts are regional/local and temporary/permanent. For criterion 2, the magnitude is scored based on anticipated trips to and from venues that are served by the project. Criterion 3 was developed based on goals/metrics from Metro's Equity Platform and discussions with staff from Office of Equity and Race. The magnitude for criterion 3 is scored based on the Equity Focused Community (EFC) population within the project area.

As a last step in the evaluation, the projects were categorized into three tiers based on the preliminary scoring results of the screening. The first tier comprises projects with the highest scores. Projects in the second tier received average scores and the third tier includes projects with the lowest scores.

The draft initial project list is attached as Attachment D. Important highlights regarding the project list include:

- Projects that did not pass the first test (project readiness) were still scored and included in the list for information.
- The exact ranking of each project is not presented at this time because additional refinements will need to be completed over the next 2-3 months.
- Identified the funding status for each project.
- Identified projects that may require acceleration (i.e., expedited environmental clearance, funding availability and allocation, project delivery).
- Identified potential project leads for each project (e.g., first/last mile).
- More than half of Tier 1 projects are rail and congestion reduction

- Two-thirds of Tier 2 projects are First/Last Mile, Active Transportation, Rail and Bus projects

Important disclaimers regarding the initial project list include:

- It was prepared by Metro only and is the initial compilation of projects for consideration in Metro's Mobility Concept Plan.
- It is based on our current list of 2028 Game venues which is subject to change.
- Scoring was completed by members of Metro's internal Task Force team and Metro's consultant team.
- Cost analysis was not conducted at this time to preserve a project's ability for potential consideration of funding. Cost and funding analysis will be completed in the next update.
- A safety/security assessment aligning with National Special Security Event requirements was not conducted at this time. This assessment will be completed in the next update.

The initial project list is a starting point for future analysis and stakeholder coordination. As part of the development of the MCP, the draft initial project list will continue to be evaluated and refined over the next 2-3 months and ultimately submitted to the Metro Board for final approval. The next steps to enhance and develop a comprehensive project list include the following:

- Seek stakeholder feedback, including transit operators and COGs on the weights and projects;
- Refine criteria and measurement scales (e.g., supplement criterion #3 with LA County equity data to assess more accurately impacts/benefits)
- Gather more detailed data to evaluate projects
- Coordinate with LA28 on travel demand model assumptions
- Identify potential for bundling projects
- Focus on funding and costs

A key component of the Plan will be using new tools (e.g., big data) to inform our understanding of travel needs, operational resources and constraints surrounding key corridors, venues and surrounding areas. Another key consideration will be aligning the need for improvements with Metro's overall objective to advance equity in the region and to consider the impacts and benefits to disadvantaged communities in the short and long term. The Plan will integrate a broad range of solutions to help us achieve one of the most important transport goals for the Games: to enable all ticketed spectators to safely travel to competition venues by public transit, walking or cycling. This will require innovative technological solutions that help integrate the transit system with much-needed first and last-mile improvements and other transit-supportive investments. Venues and activity centers should be tied together with permanent facilities that connect and benefit Angelenos for the future. Residents and visitors should continue to benefit from these facilities long after the games, leaving a lasting legacy of increased access and opportunity for all LA County residents.

Develop federal funding and policy strategy

State Advocacy Strategy

The Metro Board of Directors recently transmitted a letter to the Los Angeles County Legislative Delegation proposing the Golden Opportunity budget package. California is experiencing a historic budget surplus of at least \$31 billion. This surplus could provide significant funding for Metro's key projects and programs. Funding for the Games has been identified as one of the key priorities of the Golden Opportunity Package. Specifically, the Board recommends that the State allocate \$2.5 billion for projects that support the Games. These funds could be allocated through the Transit and Intercity Rail Capital Program (TIRCP). The Board further recommends that these funds be subject to controlling criteria separate from the regular TIRCP and consistent with the draft 2028 Games Transport Funding Parameters.

Our advocacy team in Sacramento is actively engaged in an aggressive advocacy effort to include this proposal in the final budget agreement.

Federal Advocacy Strategy

Metro staff carefully reviewed "The Olympic Games: Preliminary Information on Federal Funding and Support" document published by the U.S. Government Accountability Office in 1999 that provided detailed information on how the Federal Government supported the 1984 Olympic Games in Los Angeles, the 1996 Olympic Games in Atlanta, Georgia and the support planned for the 2002 Olympic Games in Salt Lake City, Utah. Given the past practice of the Federal Government with Olympic Games held in the United States, Metro's Government Relations team concluded that it was reasonable to proactively petition the Federal Government - well in advance of the 2028 Games - to provide robust funding for mobility enhancing projects in Los Angeles County.

For the 2002 Olympic Winter Games held in Salt Lake City, Utah - a White House Task Force was created to "coordinate the extensive federal activities involved in the planning and operation of the Salt Lake City Winter Games." Clear and consistent cooperation between local, state, and federal authorities, facilitated by the White House Task Force, resulted in effective and efficient mobility afforded to athletes and guests from across the United States and the world. The U.S. Department of Transportation played an essential role in providing resources to complete a number of highway and transit projects in advance of the Olympic Games. Metro Government Relations continue to engage in productive and positive dialogue with LA28 to ensure that mobility is enhanced in Los Angeles County prior the 2028 Games through maximized support by the Federal Government. The shared dialogue with LA28 includes a conversation regarding the establishment of a White House Task Force to facilitate and encourage the flow of robust federal transportation dollars to our region for projects and programs directly related to the Games and to ensure that Congress, through relevant appropriations and authorization measures, prioritizes mobility enhancing projects and programs in Los Angeles County well in advance of the 2028 Games, similar to past practice by the Federal Government in cities/regions that hosted previous Olympic games.

With the congressional passage of the Infrastructure Investment and Jobs Act (P.L.117-58) and President Biden signing this historic infrastructure measure into law on November 15, 2021, new federal funding has become available that could be directed to provide funding for mobility enhancing projects and programs in Los Angeles County ahead of the Games. The new law dramatically

increases federal resources available for new transit projects, bus and bus facilities, state of good repair programs, among many other grant and formula programs. Metro, in cooperation with LA28, is actively and aggressively working with federal stakeholders, including but not limited to, members of the House and Senate and the U.S. Department of Transportation, to identify the existing and new funding programs that can be used to direct significant funds to Metro projects in advance of the Games. Specifically, in 2022 this engagement will involve a shared dialogue with the White House, U.S. Secretary of Transportation Pete Buttigieg, Mitch Landrieu, Senior Advisor and Infrastructure Coordinator, members of the Los Angeles County Congressional Delegation, U.S. Senators Dianne Feinstein (D-CA) and Alex Padilla (D-CA) and other key congressional committee leaders - especially those serving on the House and Senate Committee on Appropriations.

DETERMINATION OF SAFETY IMPACT

The proposed actions have no adverse impact on the safety of Metro's patrons, employees, or users of these facilities.

EQUITY PLATFORM

Metro's 2028 MCP will develop a roadmap and strategy for the agency, focused on identifying projects and programs that will ensure Metro can achieve the mobility goals set for the Games. For the preliminary screening of programs and projects, the Task Force worked with the Office of Equity and Race to evaluate each project and program in relation to how it could serve the needs of and enhance the quality of life for disadvantaged communities. Moving forward, staff will use Metro's Equity Planning and Evaluation Tool as guidance to ensure the screening criteria includes an equitable approach and that disadvantaged communities and Equity Focused Communities (EFCs) receive their fair share of beneficial outcomes and are protected from a disproportionate amount of adverse impacts. The goal will be to link the project list to other social benefits and policy goals beyond mobility for the Games and ensure that underserved and heavy transit user communities are able to realize those benefits. Within disadvantaged communities and EFCs, staff will work with local stakeholders to ensure an inclusive and accessible engagement process. A plan for this engagement process will be developed over the next month with input from Community Relations and the Office of Equity and Race.

Metro commits to transparent, multilingual communication with stakeholders to build consensus and trust moving forward and hopefully strengthen the communities' support for the needed improvements.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports strategic goals #1 "Provide high-quality mobility options that enable people to spend less time traveling, #2 "Deliver outstanding trip experiences for all users of the transportation system," and #4 "Transform LA County through regional collaboration and national leadership" by providing a roadmap and strategy to deliver permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

NEXT STEPS

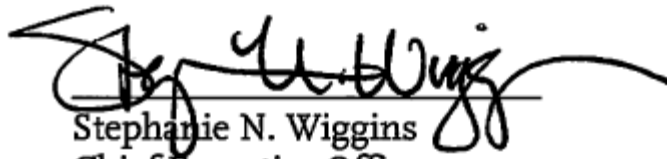
In the near-term (2-3 months), staff will be seeking input from stakeholders, including municipal operators, LA28, City of Los Angeles, Caltrans, Metrolink and councils of governments, in order to refine and enhance the scoring criteria/process and to validate/increase/reduce the draft initial project list. After completing the additional analysis and refinements/prioritization, a final project list will be brought back to the Board for review and approval. Staff will also continue to coordinate with LA28 to develop and implement a legislative funding strategy. In the mid-to-long term (6-10 months), staff will develop a detailed implementation plan and prepare a draft final MCP report.

ATTACHMENTS

Attachment A - Motion 42: 2028 Mobility Concept Plan
Attachment B - Draft 2028 Games Transport Funding Parameters
Attachment C - LA 2028 Games Task Force
Attachment D - Draft Initial Project List

Prepared by: Ernesto Chaves, Deputy Executive Officer, Countywide Planning and Development, (213) 547-4362

Reviewed by: Jim de la Loza, Chief, Countywide Planning and Development, (213) 922-2920
Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins
Chief Executive Officer



Metro

Board Report

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

File #: 2020-0815, **File Type:** Motion / Motion Response

Agenda Number: 42.

REGULAR BOARD MEETING DECEMBER 3, 2020

Motion by:

DIRECTORS GARCETTI, SOLIS, HAHN, KUEHL, BUTTS, AND GARCIA

2028 Mobility Concept Plan

Los Angeles County is currently investing billions in infrastructure for lasting mobility and equity benefits. The 2028 Olympic and Paralympic Games present a once-in-a-lifetime opportunity to leverage that investment for the long-term benefit of our community.

By some measures, the 2028 games will be the largest transportation event ever held. Altogether, over eight million ticketholders, 10,500 athletes, and 30,000 broadcasters and media will attend. The Downtown Sports Park area alone, including Exposition Park and Staples Center, is expected to see daily attendance of up to 360,000 people.

These eight million ticketholders will need to travel between lodging, venues, and other activity centers across all of L.A. County. The largest venues will be in Downtown L.A., Long Beach, Inglewood, Carson, and the San Fernando Valley. The Games Plan also includes other venues and activity centers in Westwood, Santa Monica, Burbank, Pasadena, and San Dimas. An unprecedented effort of planning and coordination between jurisdictions will be required to manage travel between these sites.

Mobility investments to help serve Los Angeles in 2028 could follow two possible paths. In the first path, venues and activity centers are connected with temporary facilities. After the games conclude, L.A. no permanent facilities would remain.

In the second path, venues and activity centers are tied together with permanent facilities that connect and benefit Angelenos for the future. Residents and visitors will continue to benefit from these facilities long after the games, leaving a lasting legacy that serves all Angelenos.

According to the LA28 organizing committee, it is clear that no new permanent infrastructure is needed to host the Olympic and Paralympic Games. L.A. could successfully host the games tomorrow without new infrastructure, recognizing that the games will still rely on a carefully-planned route network of mobility corridors to efficiently link spectators, athletes, and media to venues and

other activity centers. Through its Mobility Working Group, the organizing committee has already initiated planning efforts for this route network in collaboration with the City of Los Angeles, Metro, Caltrans, and Metrolink, with more agencies to be incorporated as detailed planning advances.

With LA28 advancing its mobility planning, the time has come for Metro to take the opportunity to integrate its larger vision and plans into LA28's work. Otherwise, Metro risks not being able to take full advantage of the games planning for lasting and equitable infrastructure and mode shift for all Angelenos.

Metro also has a role to play as a convener across county lines. The 2028 Olympic and Paralympic Games are expected to have venues in at least three Southern California counties. Given the huge number of expected spectators and participants, multi-county coordination will be required to ensure efficient travel. A spectator living in the Inland Empire or an athlete's family staying in Orange County should be able to take advantage of an improved Metrolink system or integrated ExpressLanes network, for example.

The top priority for Metro's LA28-related investments will remain *28 by '28*, particularly four pillar projects. In addition, preparing a mobility concept plan of potential permanent projects and programs now means that Metro can ensure LA28-related mobility investments are planned, scoped, and implemented for lasting mobility and equity benefits for all Angelenos.

SUBJECT: 2028 MOBILITY CONCEPT PLAN

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, Hahn, Kuehl, Butts, and Garcia that the Board direct the CEO to:

- A. In consultation with LA28, the cities of Los Angeles, Inglewood, Carson, and Long Beach, Caltrans, Metrolink, and other relevant jurisdictions, prepare a mobility concept plan of permanent transit and transit-supportive projects and programs that can help serve the 2028 Olympic and Paralympic Games, including but not limited to:
1. Core Transportation Modes
 - i. *28 by '28* projects;
 - ii. NextGen bus-only lanes and bus priority infrastructure (e.g., ATMS);
 - iii. Metro Rail service optimization and reliability improvements (e.g., Flower St. Wye, Centinela Grade Separation);
 - iv. Zero Emission Buses and charging infrastructure;
 - v. Regional rail improvements;
 - vi. Regionally-significant active transportation corridors and connections;
 2. First-Last Mile Connectivity
 - i. Station and bus stop area sidewalk and bicycle improvements;
 - ii. Slow streets, open streets, and other local activations;
 - iii. Partnerships on street furniture and shade/tree cover detailed in the Customer

- Experience Plan;
- iv. Microtransit and micromobility;
- 3. Additional Projects and Programs
 - i. Transportation Demand Management;
 - ii. Congestion Pricing;
 - iii. ExpressLanes;
 - iv. Inglewood Transit Connector to L.A. Stadium;
 - v. Fare capping and regional fare integration;
 - vi. Connected Corridors, RIITS, and other innovative regional traffic management solutions;
 - vii. Logistics and goods movement, including policy and technology solutions to improve last-mile delivery;
- B. Identify an interdisciplinary Metro task force to pursue the above mobility concept plan and integrate that plan into LA28's ongoing studies and the Mobility Working Group's overall 2028 Mobility Strategy;
- C. Develop, with LA28, an Olympic Games-related federal engagement strategy and funding priority proposal, including 28 by '28 projects and projects/programs identified under the above mobility concept plan;
- D. Initiate conversations with other Southern California county transportation agencies on regional transportation priorities and cross-county investments in support of the 2028 Olympic and Paralympic Games, such as federal advocacy, Metrolink, and ExpressLanes;
- E. Report on all the above to the Executive Management Committee at the March 2021 Board cycle; and
- F. Report bi-annually to the Board thereafter on the mobility concept plan, LA28 Mobility Working Group status, funding advocacy, and any other relevant LA28 preparedness efforts.

DRAFT 2028 Games Transport Funding Parameters: Public Agency Opportunities

The objective of this document is to provide guidance for public transportation agencies seeking to pursue relevant funding opportunities associated with the 2028 Olympic and Paralympic Games (the Games). This document intends to demonstrate alignment on relevant projects, programs, and initiatives that Los Angeles 2028 (LA28), serving as the Organizing Committee for the 2028 Olympic and Paralympic Games, believes are beneficial for effective delivery of the Games, and as such, endorses their eligibility for available funding. This document outlines proposed funding eligibility criteria that would provide guidance to interested public partners to ensure alignment with the 2028 Games and legacy-oriented investments. It also provides proposed parameters for eligible projects and programs that meet the eligibility criteria.

This document does not outline what LA28 intends to fund. There will be a set of key projects and programs that LA28 requires for essential operations of the Games that will be outlined and requested separately.

This is intended to serve as a living document that will be updated and refined based on input from key stakeholders, along with additional priorities that emerge and/or refine Games planning in the coming years. This document and its parameters, including any future updates or refinements, is subject to the approval of the Games Mobility Executives.

Funding Eligibility Criteria:

- Aligns with LA28's core transport goals:
 - Move key constituents efficiently and effectively
 - Move spectators and workforce via existing and enhanced public transport
 - Keep the region moving during the 2028 Games
- Project or program is geographically relevant for the Games:
 - Project or program focuses investments adjacent to key venue areas as defined in the [Games Plan](#) (sports parks or standalone venues, including the Athlete and Media Villages) or transportation connections (including network expansion) to those identified venues within Southern California
 - Transportation connections (including network expansion) shall be limited to eligible projects in counties with voting representation on the Southern California Regional Rail Authority Board of Directors (i.e., Los Angeles, Orange, Riverside, San Bernardino, and Ventura)
- Project is not currently fully funded and presents a shortfall that if filled, would ensure completion in time for the Games Timeline
 - Achievable for implementation and testing before the Games
 - If accelerated timeline is required, the following must be achievable:
 - Expedited environmental clearance (if applicable)
 - Expedited funding availability and allocation
 - Expedited project delivery
- Project impact:
 - Legacy investment: provides benefit before (where relevant), during, and after the Games for the communities in Southern California, prioritizing historically marginalized communities
 - Metrics:
 - Increased transit ridership

Attachment B

- People throughput (i.e. number of people moved on a given corridor, denoting investments in high-capacity transportation)
- Mode shift
- Reduced Vehicle Miles Traveled (VMT) / Greenhouse Gas (GHG) emissions
- Disadvantaged Communities impact (as defined by California Environmental Protection Agency); other equity-focused community definitions to be evaluated
- Others specific to project objectives

Prioritized Project Typologies to be Considered for Funding:

- Congestion Management Projects: technology and infrastructure investments that enhance the use of the existing right-of-way to move people more efficiently throughout the region.
 - ExpressLanes expansion
 - Congestion pricing
 - HOV 3+
 - Reverse flow lanes
 - Dedicated transit lanes
- Intelligent Transportation Systems (ITS) Projects: improving the efficiency and efficacy of transportation technologies to move more people safely and sustainably.
 - Enhanced traffic management systems
 - Signalization upgrades that prioritize active transportation and create safer streets
 - Transit signal priority or preemption projects
 - Automated Transit Information Systems
 - Automated enforcement
- Zero Emission (ZE) infrastructure projects: supporting agency partners in delivering ZE infrastructure to support the fueling and/or charging of public transit and shared fleets.
 - Depot and/or in-route charging infrastructure
 - Current park-and-ride charging infrastructure at existing or planned high-capacity transit stations
- First-last mile projects: improving connectivity to and from existing and planned transit stations and mobility hubs.
 - Mobility hubs development and service provision
 - Safety and security enhancements (crosswalk enhancements, sidewalk improvements, bicycle infrastructure, ADA improvements such as curb ramps, etc.) around key stations adjacent to venues
 - Wayfinding around key stations adjacent to venues
- Core Capacity Projects: enhancing transit capacity to ensure safe, reliable operations on public transport that allow for improved headways, service hours, and/or expanded passenger throughput.
 - Bus-Only Lanes
 - Service and schedule reliability improvements
 - Platform extensions
 - Transit Power Substations
 - Partial or full grade separations
 - Station refurbishment and/or circulation improvements
 - Transit Operations Control Center improvements

Attachment B

- Transportation Demand Management: help educate Southern California travelers on the growing mobility options available and increase the use of shared, high-capacity transportation options and travel alternatives leading up to and during the Games.
 - Goods movement
 - Traveler communications
 - Enhanced commuter programs, including remote work, shifted work hours, and enhanced multimodal services

References: [Metro 2028 Mobility Concept Plan](#)

ATTACHMENT C**LA 2028 GAMES TASK FORCE**

Department	Members
Strategic Financial Management	Jason Gravitch Robin O'Hara
Operations	Andres Di Ziti Roderick Hodge Wayne Wassell Stephen Tu Rodney Edgeley Chris Reyes Nancy Saravia Steve Gota Steve Jaffe Shahrzad Amiri
Countywide Planning & Development	Allison Yoh Ernesto Chaves Frank Ching Fanny Pan
Customer Experience	Aaron Weinstein Kasey Shuda Ebby Castillo Lan-Chi Lam
Safety	Denise Longley Jose Ortiz Lieut. Cliff Ladage Sgt. Yi Pu Aldon Bordenave Susan Walker
People	Steve Espinoza Michael Kek Medik Ghazikhanian
Office of Extraordinary Innovation	Mark Vallianatos
Ethics	Paul Solis
Civil Rights	Ben Alcazar Paula Guevara
Chief of Staff	Raffi Hamparian Michael Turner KeAndra Cylear Dodds
Program Management	Stephanie Leslie

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
ACTIVE TRANSPORTATION/FIRST-LAST MILE														
1	A Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Artesia, Downtown Long Beach, Grant/LATTC, and Pico stations.	Planning	Gateway Cities	\$\$	First/Last Mile	None	-	Local City	Y	High	High	High	1
2	E Line FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Santa Monica, Culver City, Crenshaw, Vermont, and USC stations.	New	Westside Cities	\$\$	First/Last Mile	None	-	Local City	Y	High	High	Medium	1
3	Inglewood Transit Connector	Fully elevated, automated, fixed transit system with three stations connecting Metro K Line to Inglewood's new activity centers.	Design	South Bay	\$\$\$\$\$	First/Last Mile	Partial	Expedited project delivery	Metro/ Local City	Y	Medium	High	High	1
4	K Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Fairview Heights, Downtown Inglewood, and Aviation/96th stations.	Planning	South Bay	\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	High	1
5	Metro Active Transportation (MAT) Approved Projects	Corridor projects include Avalon-MLK-Gage, Randolph, Redondo Beach, 1st-Riggin-Potrero Grade, Huntington-Main/Fremont. FLM projects include Hollywood/ Highland, Hollywood/Vine, East LA Civic Center, LAX/Aviation, Olympic/26th, Western/Slauson, Sepulveda, Downtown Long Beach, and Santa Monica/La Brea.	Planning	Countywide	\$\$\$	First/Last Mile	Funded	-	Local City	Y	High	High	Medium	1
6	Metro Bike Share Expansion	Expansion of the Metro Bike Share systems/locations near venues and along the Games Route Network.	New	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	High	Medium	Medium	1
7	Protected Bike Lanes/Cycle Tracks Parallel to GRN	Installation of Class IV bike routes/paths that parallel the Games Route Network to promote biking to the venues.	Planning	Central LA	\$\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	Medium	1
8	Stations/Venues Wayfinding and Circulation Improvements	Improved signage and communications system for navigation between mobility options and venues.	New	Countywide	\$\$	First/Last Mile	None	-	Metro/ Local City/ Venues	Y	High	High	High	1
9	Countywide Safe Routes to School Program**	Establish a countywide Safe Routes to School Program aimed at bringing safety improvements to streets connecting to the highest need schools.	New	Countywide	\$\$\$	First/Last Mile	None	Expedited funding allocation	Local City	Y	Medium	Medium	High	2
10	Countywide Vision Zero Program**	Establish a countywide Vision Zero program aimed at reducing the occurrence and severity of collisions, prioritizing highest need areas.	New	Countywide	\$\$\$	First/Last Mile	None	Expedited funding allocation	Local City	Y	Medium	Medium	High	2
11	D Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Westwood/VA and Westwood UCLA stations.	Planning	Westside Cities	\$\$	First/Last Mile	TBD	-	Local City	Y	High	Medium	Medium	2
12	Eastside Access Improvements	Project includes crosswalk improvements at 23 intersections, new bike lanes, sidewalk widening, and tree planting along 5 miles of city streets.	Construction	Central LA	\$\$\$	First/Last Mile	Funded	-	Metro	Y	Medium	Medium	Medium	2
13	Metro Bike Hub Improvements	Enhancements to amenities and bike parking, and increased staffing at bike hubs.	New	Countywide	\$	First/Last Mile	None	-	Metro	Y	High	Medium	Low	2
14	Figueroa Street Open Street	Open and car-free streets to create non-motorized mobility options between USC, LA Live, and Grand Park.	New	Central LA	\$\$	First/Last Mile	None	-	Local City	Y	Low	High	Low	2
15	G Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Balboa, Woodley, and Sepulveda stations.	Design	San Fernando Valley	\$\$	First/Last Mile	TBD	-	Local City	Y	High	Medium	Medium	2
16	J Line Harbor Gateway Transit Center Mobility Hub/Park & Ride	Walking, biking, and mobility infrastructure with park and ride between Harbor Gateway Transit Center and South Bay Sports Park.	New	South Bay	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Medium	2
17	L Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of San Dimas, La Verne, and Memorial Park stations.	Planning	San Gabriel Valley	\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	Low	2
18	LA River Path	Proposed walking/bicycling path to close an existing 8-mile gap in the active transportation network along the LA River.	Environmental	Central LA	\$\$\$\$	First/Last Mile	Partial	Expedited permitting	Metro	Y	High	Medium	High	2

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										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
19	LA Union Station Forecourt and Esplanade Improvements	Reconstruct Alameda and Los Angeles Streets along the frontage of Union Station with widened sidewalks for pedestrian and bike paths.	Design	Central LA	\$\$\$	First/Last Mile	Funded	-	Metro	Y	Low	Medium	Medium	2
20	Metro Active Transportation (MAT) Waitlist Projects	Waitlisted projects include Florence, Van Nuys/Vanowen, Fountain (Hayworth-Harper), San Monica-Greenacre, Fairfax, Santa Monica-Poinsettia, and Santa Monica-Hayworth.	Planning	Countywide	\$\$\$	First/Last Mile	None	-	Local City	Y	Medium	Medium	Medium	2
21	Metro Bike Share Subsidy	Increased subsidy for 500,000 bike share rides.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Medium	Medium	Low	2
22	Metro Bike Share TAP Enhancements	Develop free transfers and improved security for cash payments for bike share trips.	Planning	Countywide	\$	First/Last Mile	TBD	-	Metro	Y	Low	Medium	Low	2
23	Metro Micro Expansion	Expansion of existing Metro Micro program to the Games venues.	New	Countywide	\$\$	First/Last Mile	Partial	-	Metro	Y	High	Medium	Low	2
24	Rail to River Segment B	Proposed walking/bicycling path between the A Line Slauson Station to the LA River.	Planning	Gateway Cities	\$\$	First/Last Mile	Partial	-	Local City	Y	Low	Medium	High	2
25	Bicycle Valet	Free and safe bicycle parking for events to encourage and enable cycling to events where parking for bikes is scarce, non-existent, and prone to theft.	New	Countywide	\$	First/Last Mile	None	-	Metro	Y	Low	Low	Low	3
26	I-710 LA River Bike Path	Proposed walking/bicycling path along the LA River, specifically along I-710, which connects Maywood to Long Beach.	Environmental	Gateway Cities	\$\$\$	First/Last Mile	Partial	Expedited permitting	Local City	Y	Medium	Low	Medium	3
27	LA River SFV Bike Path	Proposed walking/bicycling path along the LA River in the San Fernando Valley.	Environmental	San Fernando Valley	\$\$\$	First/Last Mile	Partial	Expedited permitting	Local City	Y	Medium	Low	Low	3
28	Metro Bike Hub Expansion	Implement Bike Hubs at key locations near Games venues.	New	Countywide	\$	First/Last Mile	TBD	-	Metro	Y	High	Low	Low	3
29	Ocean Boulevard Open Street	Open and car-free streets to create non-motorized mobility options between Long Beach Civic Center and Long Beach Pier.	New	Gateway Cities	\$\$	First/Last Mile	None	-	Local City	Y	Low	Medium	Low	3
30	Transit to Parks CBO Outreach and Partnership	Partnering with CBOs to increase awareness among park-poor communities of transit connections to the Games venues that are park facilities.	Planning	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	Medium	Medium	Low	3
31	Universal Station Mobility Hub	Dedicated mobility hub to provide residents additional options for accessing the B Line, bus lines, and other transit service	Planning	San Fernando Valley	\$\$	First/Last Mile	TBD	-	Metro	Y	Medium	Medium	Low	3

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										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
BUS														
32	Broadway BRT	New BRT service along Broadway consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Central LA	\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	Medium	Medium	1
33	Bus Headway/Frequency Management Program	Dynamic scheduling wherein the rider can expect a bus on a given line or corridor at a regular interval as opposed to arrivals at specific published scheduled times.	New	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Low	High	High	1
34	Bus Priority Enhancements and Improvements along GRN	Speed up service along key bus routes on Games Route Network by creating bus-only lanes, bulb-outs, and transit signal priority, including bus stop amenities like lighting, real-time info, and shelter/shade canopies.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro/ Local City	Y	High	High	High	1
35	Connecting C Line and Metrolink Norwalk Station	New express shuttle service between C Line Norwalk Station and Metrolink Norwalk Station to close existing transit gap.	Planning	Gateway Cities	\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	High	Medium	1
36	G Line Improvements	Upgrade the G Line with two grade separations, better signal priority technology, electronic bus connectivity, and a four-quadrant gating system.	Construction	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
37	J Line Electrification Project	Install 40 charging stations and infrastructure at Division 18 and 10 en-route charging stations to enable uninterrupted zero emission bus service.	Planning	Central LA	\$\$\$	Zero Emission	Partial	Expedited funding allocation	Metro	Y	Low	High	Medium	1
38	Local Municipal Operators Call for Projects	Placeholder for potential projects and operations for local municipal transit operators through a call for projects.	New	Countywide	\$\$\$	Core Capacity	None	-	Municipal Operators	Y	High	High	High	1
39	NoHo to Pasadena BRT	New BRT service that provides high-capacity, fast connection between the San Fernando and San Gabriel Valleys.	Environmental	Arroyo Verdugo/ San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
40	North SFV BRT	New BRT service providing improved speed, reliability, and frequency for San Fernando Valley transit riders, including CSUN.	Environmental	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
41	Vermont Transit Corridor (BRT Alternatives)	New BRT service that provides high-capacity, fast connection between Koreatown and South LA. BRT to supplement and not preclude future rail corridor.	Planning	Central LA	\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	High	High	1
42	Zero Emission Bus Master Plan - Phase 2	Procurement of Zero Emission Bus vehicles for local, rapid, shuttle, and express routes. Conversion of "dependent" Divisions (Divisions 1, 2, 3, 5, 7, and 13) from CNG to battery charging.	Planning	Countywide	\$\$\$\$\$	Zero Emission	None	Expedited funding allocation	Metro	Y	Low	High	High	1
43	Zero Emission Bus Master Plan - Phase 3*	Procurement of Zero Emission Bus vehicles for local, rapid, and express routes. Conversion of Divisions 8, 9, 15, and 18 from CNG to battery charging.	Planning	Countywide	\$\$\$\$\$	Zero Emission	None	Expedited funding allocation	Metro	NO	Low	High	High	1
44	All-Door Boarding Expansion	All door boarding expansion along higher volume Games-impacted routes.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	High	2
45	Atlantic BRT	New BRT service along Atlantic consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Gateway Cities	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Medium	2
46	Camera Bus Lane Enforcement	Implement camera-based technology to enforce bus-only lane use along key BRT and bus-only lane corridors.	Planning	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	High	Medium	Medium	2
47	Cesar Chavez/Sunset to Glendale BRT	New BRT service along Cesar Chavez, Sunset, and Glendale consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Arroyo Verdugo	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Medium	2

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
48	Event Parking and Fueling Facilities	Additional parking and fueling infrastructure for approximately 1,000 event buses during the games.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
49	Frequent Bus Interior Cleaning	Increase routine cleaning for high-frequency buses with high ridership to improve cleanliness.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
50	La Cienega BRT	New BRT service along La Cienega consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Central LA	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Low	2
51	LAX to Sports Park Express Bus Service	Enhanced and express bus service between LAX and the venues/hotels within the four sports parks during the Games.	Planning	Central LA	\$\$	Congestion Management	None	-	Metro	Y	Low	Medium	Medium	2
52	Lincoln Blvd BRT	New BRT service along Lincoln Blvd. consistent with Board-adopted standards & design guidelines, such as dedicated running ways & BRT stations.	Planning	Westside Cities	\$\$\$\$	Core Capacity	Future	Expedited funding allocation	Metro	Y	High	Low	Low	2
53	Bus Terminal Improvements	Implements speed and reliability improvements at terminal stations to ultimately allow buses to run every 5 to 10 minutes.	Design	Countywide	\$\$\$\$	Core Capacity	Partial	-	Metro	Y	High	Medium	Medium	2
54	San Gabriel Valley Transit	Depending on the result of the study, this assumes BRT service within the San Gabriel Valley to replace the Eastside Transit Corridor Route 60 Alternative.	Planning	San Gabriel Valley	\$\$\$\$	Core Capacity	None	Expedited project delivery	COG	Y	High	Low	Medium	2
55	Systemwide Bus Layover Improvements**	Bus layover improvements for faster turnaround time for improved service and reliability.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Medium	Medium	Medium	2
56	Venice Boulevard BRT	New BRT service along Venice Blvd. consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations	Planning	Westside Cities	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Low	2
57	Arbor Vitae Bus Lane	Add eastbound bus lane for dedicated route between I-405 and So-Fi Stadium.	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3
58	Bus Operator Backup Staff	Increases bus driver staffing levels to prevent missed assignments. Current labor shortages affect this estimate.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Medium	Low	3
59	Bus Stop Safety Relocation	Speed up service, increase pedestrian safety by relocating bus stops from nearside to farside of intersections along the Games Route Network.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
60	G Line Power & Communications Systems Upgrades	Upgrade critical systems (CTS, fiber, and UPS) to power and provide enough bandwidth for communication services for the G Line.	New	San Fernando Valley	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
61	Hawthorne/La Brea Bus Lanes	Add bus lanes on La Brea Avenue (from Market St. to Century Blvd.), and on Hawthorne Boulevard (from Century Blvd. to Hawthorne/Lennox Station).	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3
62	I-110 Freeway Bus Stops	Restore abandoned bus stops on I-110 freeway to avoid congestion in the downtown core.	New	Central LA	\$\$	Core Capacity	None	-	Metro	Y	Medium	Low	Low	3
63	Prairie Avenue Bus Lanes	Add bus lanes on Prairie Avenue between the K Line and C Line.	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
CONGESTION REDUCTION														
64	Arterial Games Route Network Traffic Signal Analytics	Implement location-based services to measure the performance of intersection traffic signals at critical locations along the arterial segments of the GRN.	Planning	Countywide	\$\$	ITS	None	-	Metro	Y	Low	High	High	1
65	ATSAC Operations Enhancements	Improvements to the Automated Traffic Surveillance and Control (ATSAC) Center, which manages real-time detector loops between and at intersections, and changes the signal timing as traffic conditions change. ATSAC also supports LA Metro's ability to move its trains and buses faster.	New	Countywide	\$\$\$	ITS	None	-	Local City	Y	High	High	High	1
66	Business Planning/Promotion of TDM	This is a placeholder project to allow for stakeholder engagement directly with local businesses to help them plan for the games to help decrease traffic on the network.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	High	Medium	1
67	Congestion Pricing Study	Study to explore a new approach to reduce traffic by managing travel demand through congestion pricing and providing more high-quality transportation options.	Planning	Countywide	\$\$\$	Congestion Management	TBD	Expedited project delivery	Metro	Y	Medium	High	Medium	1
68	I-10 Extension ExpressLanes	Convert existing HOV lane to single HOT lane along I-10 between I-605 and the San Bernardino County line.	Environmental	San Gabriel Valley	\$\$\$\$	Congestion Management	None	Expedited funding allocation	Metro	Y	High	Medium	High	1
69	I-105 ExpressLanes	Add HOV lane and convert to dual HOT lanes along I-105 between I-405 and I-605.	Design	South Bay	\$\$\$\$	Congestion Management	Partial	Expedited project delivery	Metro	Y	High	Medium	High	1
70	I-405 ExpressLanes	Convert existing HOV lane to single HOT lane along I-405 between I-10 and US-101.	Environmental	Westside Cities	\$\$\$\$	Congestion Management	Funded	Expedited environmental clearance	Metro	Y	High	High	Medium	1
71	Incentives for Households to Drive Less During Games	Pay households to drive less during Games by depositing funds in mobility wallets if they agree to reduce car use with accountability.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	High	High	1
72	Mega Event Customer Experience Analysis	Analysis to understand potential overcrowding and crush loads at stations and transit vehicles.	New	Countywide	\$	Core Capacity	None	-	Metro	Y	Low	High	High	1
73	Games Park and Ride Strategy	Identify parking lots that link to major transit lines to encourage mode shift.	New	Countywide	\$	TDM	None	-	Metro	Y	High	High	Low	1
74	GRN Enabling Treatments and Spot Improvements	Study to investigate all minor GRN treatments (low cost/temporary) that enable more efficient games operations such as pavement, signage, traffic signals, and minor civil works.	New	Countywide	\$	Core Capacity	None	-	Metro/ Caltrans/ Local City	Y	Low	High	High	1
75	Regional Incident Management Program and Tools	Implementation of a regional incident management program and associated tools to streamline, coordinate, and improve the management and handling of roadway incidents.	New	Countywide	\$\$	ITS	None	-	Metro/ Caltrans/ Local City	Y	High	High	Low	1
76	Regional Traffic Management Network & Information Exchange	Enhance multi-jurisdictional traffic signal operations by enhancing local traffic signal control system connectivity and interoperability.	Planning	Countywide	\$\$	ITS	None	-	Metro/ Caltrans/ Local City	Y	Medium	High	Medium	1
77	TDM Campaign	Placeholder project to provide solutions and communication strategies using the following mechanisms: reduce the need to travel; re-mode using alternative transportation; reroute to avoid congestion; and re-time to avoid the peak hours.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Low	High	Medium	1
78	Business-as-Usual Network Planning (Non-Games Routes)	Plan the non-games network, identify preferred routes and interventions/upgrades needed, determine operational principles during the Games.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	High	Medium	2
79	HOV 3+ Policy Implementation	Convert existing HOV lane occupancy to three or more persons per vehicle countywide.	Planning	Countywide	\$\$	Congestion Management	TBD	-	Caltrans	Y	Low	Medium	High	2

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80	I-405 South Bay Curve	Adds segments of auxiliary lanes in each direction to improve traffic flow at on/off ramps for ten miles from Florence Avenue to I-110.	Planning	South Bay	\$\$\$\$	Congestion Management	Partial	Expedited funding allocation	Metro	Y	Low	Medium	High	2
81	I-710 Integrated Corridor Management	Deploy multi-jurisdictional integrated corridor management solutions on I-710 between SR-91 to SR-60.	Design	Gateway Cities	\$\$\$	ITS	Funded	-	Metro	Y	Medium	Low	High	2
82	LAX Congestion Pricing Study	Study to explore a new approach to reduce traffic at LAX by managing travel demand through congestion pricing.	Planning	Westside Cities	\$\$	Congestion Management	None	-	LAWA	Y	Low	High	Low	2
83	Sports Park Transportation Performance Monitoring Network	Traffic signal controller and cabinets upgrades and the installation of fiber optic communication infrastructure to provide a redundant high bandwidth network in LA, Long Beach, Inglewood, Santa Monica, Carson, & Pasadena.	New	Countywide	\$\$	ITS	None	-	Metro/ Local City	Y	Low	High	High	2
84	SR-710 Mobility Improvements Program	Local mobility improvements between Alhambra and Pasadena on the existing transportation system to reduce traffic bottlenecks.	Design	San Gabriel Valley	\$\$\$\$\$	Congestion Management	Funded	Expedited project delivery	Local City	Y	Medium	Medium	High	2
85	US-101 HOV Lanes between SR-134 and I-110*	Adding HOV Lanes along US-101 that is part of the Games Route Network between the International Broadcast Center and Downtown Sports Park.	New	Central LA	\$\$\$\$	Congestion Management	None	Expedited project delivery	Caltrans	NO	Medium	Medium	High	2
86	Arroyo Seco Safety and Operational Enhancements	Project to reduce collisions and improve reliability on SR-110 (Arroyo Seco Parkway) from I-5 to its terminus in South Pasadena.	Environmental	Arroyo Verdugo	\$\$\$	Congestion Management	None	Expedited funding allocation	Caltrans	Y	Low	Low	Low	3
87	Aviation/LAX Parking Study	Capacity analysis of parking at Aviation/LAX station.	New	South Bay	\$	Congestion Management	None	-	Metro	Y	Low	Low	Low	3
88	Curbspace Management Projects	Coordination with SCAG's Curbspace Management Study to fund and implement recommendations to the most congested & complicated curb space locations.	Planning	Countywide	\$\$\$	Congestion Management	None	-	Local City	Y	Medium	Medium	Low	3
89	I-110 ExpressLanes Extension to I-110/I-405 Interchange*	Extend existing I-110 ExpressLanes to I-405/I-110 interchange.	Planning	South Bay	\$\$\$\$	Congestion Management	Future	Expedited project delivery	Metro	NO	Low	Medium	Medium	3
90	I-405 Active Traffic Management & Integrated Corridor Management Strategies	System management approaches to make best use of existing roadway capacity to improve operations on I-405 from Rosecrans Avenue to SR 90.	Planning	Westside Cities	\$\$	ITS	Funded	-	Caltrans	Y	Medium	Low	Low	3
91	I-405/I-110 Interchange and HOV Ramps*	Operational improvements to the I-405/I-110 interchange with HOV ramps.	New	South Bay	\$\$\$\$	Congestion Management	Future	Expedited project delivery	Metro	NO	Low	Low	Medium	3
92	I-605 Hot Spots Projects	Projects to improve mobility and relieve congestion, capacity constraints, and other related deficiencies on I-605, which include Valley, Beverly, South, and SR-60/7th.	Design	Gateway Cities	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	High	3
93	Metro Vanpool	Increased subsidy for 1,000 vanpools at \$600 per van per month.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	Low	Medium	3
94	Games Autonomous Vehicles Demonstration	Deployment of autonomous vehicles to support transportation needs during Games.	New	Countywide	\$\$\$	ITS	None	-	Local City	Y	Low	Low	Low	3
95	Ridematch.info Enhancements	Enhancements for Events Module and Carpool Matching.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	Low	Low	3
96	SR-91 Improvements (Westbound SR-91 Connector, Atlantic to Cherry, Central to Acacia)	These projects are part of Metro's SR-91/I-605 “Hot Spots” Measure R Program in the Gateway Cities to reduce traffic congestion.	Design	Gateway Cities	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	High	3
97	Station Parking Improvements**	Projects include parking facility valet assist for up to 20 facilities, parking guidance system enhancements, parking kiosks, and parking pre-sale reservation system.	New	Countywide	\$	Congestion Management	Partial	-	Metro	Y	Low	Medium	Low	3

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
GOODS/FREIGHT MOVEMENT														
98	Freight TDM	Placeholder project for engaging directly with freight businesses to help them plan for the games and help decrease traffic on the network.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	High	Medium	1
99	Alameda Corridor Terminus Enhancements	New Cerritos channel rail bridge and supporting connections throughout Port of LA.	Planning	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Port	Y	Medium	Medium	Medium	2
100	Terminal Way Grade Separation	New grade separation to replace at-grade crossing to improve freight traffic flow.	New	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Medium	Medium	2
101	Clean Truck Infrastructure	Install charging infrastructure throughout LA County for zero emissions trucks.	Planning	Countywide	\$\$\$\$	Zero Emission	Partial	-	Metro/ Port	Y	Low	Low	Medium	3
102	I-5 North County Enhancements	Widen I-5 for approximately 17 miles between SR-14 and Parker Road Interchange.	Construction	North County	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	Low	3
103	Montebello Grade Separation Project	New bridge at the UP crossing at Montebello Boulevard and at Olympic Boulevard, creating a roadway underpass at both.	Planning	Gateway Cities	\$\$\$\$	TDM	Partial	Expedited funding allocation	COG	Y	Medium	Low	Medium	3
104	Pier 400 On Dock Rail Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
105	San Pedro Waterfront Access	Improves traffic operations on key arterial connecting San Pedro to I-110 & SR-47.	New	South Bay	\$\$	TDM	Partial	-	Local City	Y	Low	Low	Medium	3
106	SR-47/Navy Way Interchange	Improves traffic operations/safety on SR-47 between Vincent Thomas Bridge and Gerald Desmond Bridge.	New	South Bay	\$\$\$	TDM	Partial	-	Local City	Y	Low	Low	Medium	3
107	SR-57/SR-60 Interchange Improvements	Project includes building multiple on- and off-ramps, widening Grand Avenue and reconstructing the Grand Avenue bridge overcrossing.	Design	San Gabriel Valley	\$\$\$\$	Congestion Management	Funded	Expedited project delivery	Metro	Y	Low	Low	Low	3
108	Terminal Island Transfer Facility Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
109	Turnbull Canyon Road Grade Separation	Separate the roadway and the Union Pacific Railroad tracks on Turnbull Canyon Road.	New	San Gabriel Valley	\$\$\$\$	TDM	Partial	Expedited funding allocation	COG	Y	Medium	Low	Medium	3
110	West Basin Container Terminal Railyard Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
111	Zero Emission Commercial Loading Zones	Install, enforce, monitor, and evaluate new Zero Emission Delivery Zones within the Games Sports Parks.	New	Countywide	\$\$\$	Zero Emission	None	-	Local City	Y	Low	Low	Low	3

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RAIL														
112	7th/Metro Center Comprehensive Station Upgrade	Holistic station refurbishment including station finishes, lighting, wayfinding, audio/security systems, restroom installation and other customer amenities.	Planning	Central LA	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Medium	High	Medium	1
113	Airport Metro Connector	New light rail station, bus plaza, bicycle parking, customer service center, passenger pick-up and drop-off area, providing a direct connection to the future LAX APM.	Construction	Westside Cities	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	Medium	High	Medium	1
114	Arcadia Power Substation Upgrade	Arcadia Substation improvements to allow A and E Line to operate with 5-minute service during the games.	New	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	Medium	High	Medium	1
115	B Line Extension for NoHo to Burbank Airport*	Extension of the B Line from North Hollywood to Burbank Airport.	New	San Fernando Valley	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	High	Low	1
116	C Line Station Platform Extensions and Reliability Upgrades	Replace 25-year old high-voltage traction power substations and extend station platforms at Redondo Beach, Mariposa, Douglas, and LAX/Aviation stations to accommodate three-car trains.	Planning	South Bay	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	High	Medium	High	1
117	Comprehensive Union Station Improvements	Improvements include redundant elevator and stairways, ADA/accessibility enhancements, wayfinding improvements to help visitors find their way through the station, new L Line operator restrooms, and general SOGR to the facility.	New	Central LA	\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	High	High	Low	1
118	Crenshaw/LAX Transit Corridor	New light rail transit service between the E Line at Expo/Crenshaw Station to merge with C Line at Aviation/LAX Station.	Construction	South Bay	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	High	1
119	Crenshaw Northern Extension*	Project would fill a major gap in the Metro Rail network and create an important north-south link.	Environmental	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	NO	High	Medium	High	1
120	East San Fernando Valley Transit Corridor	Project is a north-south street running light rail transit corridor in the middle of Van Nuys Boulevard between the G Line and San Fernando Road and includes 11 at-grade stations along with the maintenance facility.	Design	San Fernando Valley	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	Medium	High	1
121	Eastside Transit Corridor Phase 2*	Proposed 9-mile light rail transit extension of the L Line further east from its current terminus at Pomona Boulevard and Atlantic Boulevard. The proposed alignment includes at-grade, aerial, and below grade configurations.	Environmental	Gateway Cities	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Medium	High	1
122	Flower Street A & E Line Improvements	Add pedestrian islands for pedestrian crossing at Flower Street, separate crossings into roadway crossing and track crossing.	Planning	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	Medium	Medium	High	1
123	Foothill Gold Line Extension Phase 2B (Pomona)	Extension of the L Line beyond the current end point in Azusa, and add stations in the cities of Glendora, San Dimas, La Verne, and Pomona.	Construction	San Gabriel Valley	\$\$\$\$\$	Core Capacity	Funded	-	Construction Authority	Y	High	High	High	1
124	K Line Traction Power Substation Enhancements	Add new traction power substations to accommodate three-car trains and more frequent service.	New	South Bay	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Medium	High	High	1
125	Light Rail Speed Improvements	Potential grade separations at key locations, reevaluate speed commands/block design, upgrade train control system to integrate with traffic signals, gate technology for pre-emption.	Planning	Countywide	\$\$\$\$	ITS	TBD	Expedited project delivery		Y	High	High	Medium	1
126	Pico Station Improvements	Expand Pico Station with a second platform and prevent queuing issues at station.	New	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	High	High	High	1
127	Regional Connector	New rail line that will provide riders a seamless journey from Azusa to Long Beach, and from East Los Angeles to Santa Monica, through the downtown LA core.	Construction	Central LA	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
128	Sepulveda Transit Corridor*	High-capacity rail line that connects the San Fernando Valley, the Westside and LAX. Options being considered are heavy rail transit (HRT) and monorail transit (MRT) and is being pursued as a potential P3 through PDA contracts.	Environmental	San Fernando Valley	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	High	High	1

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										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
129	South Bay C Line Extension to Torrance	Proposed light rail transit extension of the C Line (Green) along a 4-mile segment of the Harbor subdivision corridor from the existing Redondo Beach Station to the under-construction Torrance Transit Park and Ride Regional Terminal in Torrance.	Environmental	South Bay	\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	Medium	High	1
130	Vermont Transit Corridor: (Rail Alternatives)*	New rail corridor that provides high-capacity, fast connection between Wilshire/Vermont to 120th Street.	Planning	Central LA	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	High	High	1
131	Washington Wye Junction Improvement	Restriction of certain traffic movements and limited redesign/modifications to the junction.	Planning	Central LA	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	High	Medium	1
132	West Santa Ana Branch Transit Corridor*	New 19-mile light rail transit corridor connecting downtown Los Angeles, Huntington Park, Bell, Cudahy, South Gate, Downey, Bellflower and Artesia.	Environmental	Gateway Cities	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Medium	High	1
133	Westside Purple Line Extension Section 1	Section 1 of the D Line extension will add three new stations: Wilshire/La Brea, Wilshire/Fairfax and Wilshire/La Cienega.	Construction	Central LA	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
134	Westside Purple Line Extension Section 2	Section 2 of the D Line extension will add two new stations: Wilshire/Rodeo and Century City/Constellation.	Construction	Westside Cities	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
135	Westside Purple Line Extension Section 3	Section 3 of the D Line extension will add two new stations: Westwood/UCLA and Westwood/VA Hospital.	Construction	Westside Cities	\$\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	High	Medium	1
136	D Line Extension from VA to Ocean Avenue*	Extension of the D Line from end of Section 3 to Ocean Avenue in Santa Monica.	New	Westside Cities	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	Medium	Low	2
137	Division 20 Portal Widening and Turnback Facility	Build a new turnback facility and readjust rail storage tracks to support the D Line extension and frequencies.	Construction	Central LA	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	Medium	Medium	Low	2
138	Elevator and Escalator Improvements	Improve elevator and escalator operations without down time through improved monitoring and repair implementation of systems reaching failure modes prior to scheduled manufacturer recommended maintenance and replacements.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Medium	Medium	2
139	Expo Park-Watt Way Roadway	Close off Watt Way across tracks and convert Watt Way entrance to right-in/right-out to eliminate vehicle movement across tracks.	New	Central LA	\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	2
140	Expo/Crenshaw Transfer Station Improvements	Portal entrance on southwest side of Expo/Crenshaw Station and other improvements to better facilitate transfers between both lines. Walking and biking infrastructure improvements derived from Metro Board-adopted FLM Plan.	Planning	Central LA	\$\$\$\$	Core Capacity	TBD	-	Local City	Y	Medium	Medium	Medium	2
141	Frequent Train Interior Cleaning	More routine cleaning of Metro rail vehicles with high ridership to improve cleanliness.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
142	Hawthorne/Lennox Station Improvements	Station amenities and widen sidewalks to improve queuing and station access from buses.	New	South Bay	\$	Core Capacity	None	-	Metro	Y	Medium	High	Medium	2
143	Memorial Park Station Improvements	Station amenities and improvements. Close off Holly Street at Arroyo Parkway in front of station.	New	San Gabriel Valley	\$	Core Capacity	None	-	Metro	Y	Low	High	Low	2
144	Metro Red Line Segment Traction Power Substation and Auxiliary Power Replacements	Replace 25-year old station power distribution system (MCCs) such as lighting, escalator/elevator power, public communication systems power, fire alarm power and similar, and replace 30-year old high voltage traction power substations.	Planning	San Fernando Valley	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Low	Medium	Medium	2
145	New L Line Interlocks	Add two new interlocks between Lincoln/Cypress and Heritage Square, and Memorial Park and I-210.	New	San Gabriel Valley	\$\$\$	Core Capacity	TBD	-	Metro	Y	High	Medium	Low	2
146	New Siding and Crossover between Degan and 7th Avenue	Adding a new siding on the Track 4 side between Degan Ave. and 7th Ave. with a single crossover on the east to accommodate a three-car train.	New	Central LA	\$\$\$	Core Capacity	TBD	-	Metro	Y	Medium	Medium	Medium	2
147	Rail Communications Systems Upgrades**	State of good repair across the system to upgrade communications systems for the rail lines such as CTS, fiber, and UPS.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
148	Transit Passenger Information System Upgrades	Upgrade the existing transit passenger information system for seamless integration between public address and visual messaging signs.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Medium	Medium	Low	2

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149	Video Management System Upgrades	Upgrade the existing video management system for better support for CCTV cameras, intrusion detection systems and access control systems.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
150	12th Street/Flower Street Closure	Permanently close off 12th Street to east/west traffic and prohibit left turns coming from southbound Flower Street on to 12th Street eastbound across the ROW.	New	Central LA	\$	Core Capacity	None	-	Metro	Y	Low	Medium	Low	3
151	Arts District/6th Street Station	New Metro rail station to serve the Arts District, Boyle Heights, and surrounding communities.	Environmental	Central LA	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Low	Medium	3
152	Blue Light Call Boxes and Help Points	Add universal blue light call boxes at all rail platforms for passengers to summon police/fire/EMS. Upgrade existing emergency, passenger and gate telephones to Metro blue light help points.	New	Countywide	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
153	Centinela Grade Separation Project	Convert the at-grade crossing at Centinela and Florence to an above-grade crossing along the K Line.	Planning	South Bay	\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	Low	Medium	Medium	3
154	Downtown Long Beach Platform Optimization	Use 1st Street station as drop-off only, Downtown Long Beach Station as pick-up only during the games.	New	Gateway Cities	\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
155	E Line Expo Park/Vermont/USC Station Improvements	Extend trench past Vermont; consolidate Vermont and USC stations to a single large multi-train center platform station with entrances at both ends. Construct pedestrian overpass or underpass to access station and/or cross over ROW.	New	Central LA	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Medium	Low	3
156	Fire Alarm Upgrades	Replace fire alarm system for rail lines.	New	Countywide	\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
157	Foothill Gold Line Extension Phase 2B (Montclair)	Extension of the L Line beyond Pomona to Claremont and Montclair.	New	San Gabriel Valley	\$\$\$\$	Core Capacity	None	Expedited funding allocation	Construction Authority	Y	Low	Low	Low	3
158	I-210 Barrier Replacement	Safety improvements by increasing the barrier height between the L Line and I-210 freeway for Phases 1 and 2.	Design	San Gabriel Valley	\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	Y	Low	Medium	Low	3
159	L Line System and Reliability Upgrades	Replacement and upgrade of 20-year old OCS weight poles, air brake system, fire alarm system, and communications (CTS, fiber, UPS) systems along the Pasadena segment of the L Line.	Planning	San Gabriel Valley	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Low	Medium	Low	3
160	North Hollywood Maintenance-of-Way Access	Provide maintenance-of-way high-rail access ramp at North Hollywood Station.	New	San Fernando Valley	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Low	Low	3
161	Platform Screen Doors (PSD) or Platform Edge Doors (PED)	Separate the platform from the tracks with PSD or PED at key stations to support the games.	New	Countywide	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
162	Radio Stations UPS Upgrade	Upgrade UPS systems to power all radio equipment for four hours as per MRDC.	New	Countywide	\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
163	Rail Line Fencing	Reinforce and improve right-of-way fencing along at-grade rail lines for safety purposes.	New	Countywide	\$\$\$	Core Capacity	TBD	Expedited project delivery	Metro	Y	Low	Medium	Low	3
164	Safety Intrusion Detection Systems	A physical layer track level intrusion detection system to detect objects or people on the track and unauthorized areas.	New	Countywide	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Low	Low	3
165	Station Emergency Coordination	Provide station maps for first responders via smartphone scan.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
166	Systemwide Emergency Tunnel Ventilation Fan and Damper Replacement**	Replace existing emergency fans and dampers with new energy saving fans and dampers to enhance safety.	New	Countywide	\$\$\$	Core Capacity	TBD	Expedited funding allocation	Metro	Y	Low	Medium	Medium	3
167	Wilshire/Vermont Passenger Notification System	Create a passenger notification system of train arrivals, which is difficult given the split and stacked platform configuration at the Wilshire/Vermont station.	New	Central LA	\$	TDM	None	-	Metro	Y	Low	Low	Low	3

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
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REGIONAL RAIL (TO BE CONFIRMED WITH METROLINK)														
168	Antelope Valley Line Improvements	The Antelope Valley Line (AVL) Capacity and Service Improvement will improve service frequency and reliability along the 76.6-mile long corridor between Lancaster and downtown Los Angeles.	Environmental	North County	\$\$\$\$	Core Capacity	Funded	-	Metrolink	Y	High	Medium	High	1
169	Link US Phase A	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Design	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	High	High	1
170	Link US Phase B*	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Design	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	High	High	1
171	Metrolink SCORE Program Phase 1	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Design	Regional/Inter-County	\$\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metrolink	Y	High	Medium	High	1
172	Metrolink SCORE Program Phase 2*	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Planning	Regional/ Inter-County	\$\$\$\$\$	Core Capacity	Partial	-	Metrolink	NO	High	Medium	High	1
173	Metrolink Strategic Satellite Intercept Parking Locations	Creation or enhancement of parking lot locations on the Metrolink System, such as: Angel Stadium and LA County Fairgrounds.	New	Regional/Inter-County	\$\$	Congestion Management	None	-	Metrolink	Y	Low	High	Low	2
174	Brighton to Roxford Double Track	Project proposes adding a second mainline track along the Valley Subdivision, new and upgraded traffic and pedestrian crossings between Hollywood Way in Burbank and Roxford Street in Sylmar.	Design	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
175	Doran Street Grade Separations	Replace at-grade railroad crossings at Doran Street and West Broadway/Brazil Street with above-grade crossings.	Design	Arroyo Verdugo	\$\$\$\$	TDM	Partial	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
176	High Desert Corridor*	High-speed rail service between the California High-Speed Rail project in the Antelope Valley to the Brightline project in Victorville.	Planning	North County	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Low	Medium	3
177	Lone Hill to White Double Track	Second mainline track along a 4-mile segment between Lone Hill Avenue in San Dimas and White Avenue in La Verne along the San Gabriel Subdivision.	Design	San Fernando Valley	\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
178	Metrolink Downtown Burbank and Burbank Stations Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at Burbank Airport.	New	San Fernando Valley	\$\$	Core Capacity	None	-	Metrolink	Y	Medium	Medium	Low	3
179	Metrolink Norwalk/Santa Fe Springs Station Improvements	Modifying current station so that it has a center platform and track slot capacity allowing more trains along corridor and other station improvements for increased passenger demand.	New	Gateway Cities	\$\$	Core Capacity	None	-	Metrolink	Y	Medium	Medium	Low	3
180	Metrolink Passenger Information System Upgrade	Ensure the ability to effectively inform Games travelers using Metrolink.	New	Countywide	\$\$	TDM	None	-	Metrolink	Y	Low	Low	Low	3
181	Metrolink River Park Station	New Metrolink station at G2 Park/Taylor Yard serving the Cypress Park, Glassell Park, and Elysian Valley communities.	New	Central LA	\$\$\$	Core Capacity	None	-	Metrolink	Y	Low	Low	Low	3
182	Metrolink Van Nuys Station Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at this location.	New	San Fernando Valley	\$\$	Core Capacity	None	-	Metrolink	Y	Medium	Medium	Low	3
183	Rehabilitation of Metrolink Train Sets/Locomotives	Rehabilitation of Metrolink equipment as spare in order for Metrolink to maximize use of existing equipment.	New	Regional/Inter-County	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
184	Rosecrans/Marquardt Avenue Grade Separation	Project proposes to convert the at-grade railroad crossing at Rosecrans and Marquardt Avenues in Santa Fe Springs to an above-grade crossing.	Construction	Gateway Cities	\$\$\$\$	TDM	Funded	-	Metro	Y	Low	Low	Medium	3

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
SYSTEMWIDE														
185	Big Data Procurement	Purchase big data (such as cellphone movement data) and license to share and use within Metro and by partner agencies to understand real-time travel patterns.	New	Countywide	\$\$	ITS	None	-	Metro	Y	High	High	Medium	1
186	Cybersecurity and Data Security	Securing of sensitivity data to and from Metro systems to prevent disruptions.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	High	High	1
187	Emergency Security Operations Center (Center Street Project)	Facility in the Arts District that will provide a central location for Metro's security operations, dispatch and emergency coordination.	Construction	Central LA	\$\$\$	ITS	Funded	-	Metro	Y	High	High	High	1
188	Increased Rail/Bus Service**	Increased rail/bus service on targeted routes impacted by Games travelers.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	High	1
189	Metro Clean Program	Increased capacity (staffing/equipment) for additional pressure washing of rail platforms, bus stations, bus stops focused on stations near Games.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	1
190	Metro Rail/BRT/Bus Mobile Wayfinding Application	Facilities navigation application for customers with disabilities and other customers. Digital beacon/phone technology that provides audio read outs for passengers who are blind/low vision.	New	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	High	High	High	1
191	Metro Rail and BRT Stations Improvements**	Providing required maintenance upgrades to Metro Rail and BRT Stations near Games venues, transfer, and terminals that are at least a decade old.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	High	High	High	1
192	Metro Rail/BRT ADA Tactile Guidance Systems	Tactile guidance system for customers with blindness/visual impairments and other customers with disabilities.	New	Countywide	\$\$\$	First/Last Mile	None	-	Metro	Y	High	High	Medium	1
193	Mobility Wallet Development (MAAS)	Implementation of mobility wallet in TAPforce which allows users to pay for multiple public and private mobility services.	Planning	Countywide	\$	ITS	TBD	-	Metro	Y	High	High	Medium	1
194	Systemwide ADA Accessibility Improvements**	Upgrade system accessibility elements as needed to meet current California Title 24 accessibility/MRDC.	New	Countywide	\$\$\$	First/Last Mile	None	-	Metro	Y	High	High	Medium	1
195	TDM Integration with Transit APP	Integration of TDM programs and Park & Ride into Transit APP.	Planning	Countywide	\$	First/Last Mile	None	-	Metro	Y	Medium	High	Low	1
196	Transit Integrated Network Study	Study best approach to establishing transit network with Metro, Metrolink, and local municipal operators and games events.	Planning	Countywide	\$	TDM	None	-	Metro	Y	Low	High	High	1
197	Universal Fare Integration	Improvements to fare integration technology to enable single source of payment among all municipal transit providers and shared mobility companies.	New	Regional/ Inter-County	\$\$\$	ITS	None	-	Metro	Y	High	High	Medium	1
198	ATMS2 Upgrade	Upgrade CAD/AVL system to improve, service quality, safety, and security.	New	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Medium	Medium	Medium	2
199	Data Management & Analytics	Secure, integrate new transportation data sets to support improve management of transportation to and from Games venues.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	Medium	Medium	2
200	HASTUS Upgrade	Upgrade HASTUS software to allow automated scheduling of single track, EV buses, deviations, restricting fallbacks, and managing delays.	New	Countywide	\$\$	ITS	TBD	-	Metro	Y	Medium	High	Low	2
201	Multilingual Blue Shirts/ Ambassadors Expansion Program	Expansion of multilingual blue shirts/ambassador staffing to assist Games travelers who are unfamiliar with the system.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Low	2
202	Open Loop Payment	Replace card scanners/readers with ones that are open loop in that they can accept payment from credit cards, debit cards, payment apps etc.	Design	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Medium	Medium	Medium	2
203	Regional Special Event Data Exchange and Distribution (ATIS)	Implementation of a regional event management system to collect and distribute data/information.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	High	Medium	2
204	Rider Alert System	SMS text-based system that allows riders to subscribe for alerts on particular lines.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Medium	Medium	Low	2
205	Station Restrooms	Add restrooms at key stations near Games venues.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Low	2
206	Temporary Elevator Attendant Program	Attendants at select elevators in the Metro system to keep them clean and safe for seniors, people with disabilities and travelers with luggage.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
207	Temporary Systemwide Signage	Temporary signage and printed info at key bus stops and rail stations - welcome signs in multiple languages, wayfinding guidance to Games venues and lodging, etc.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Low	2
208	Ticketing Integration	TAP enhancements to integrate with the Games ticketing process for travel choices.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Low	High	Low	2
209	Vehicle Wayfinding	Install improved wayfinding on Metro bus and train vehicles, such as ground wayfinding in the event of crush loading during peak periods.	New	Central LA	\$\$	First/Last Mile	None	-	Metro	Y	Medium	Medium	Medium	2

Footnotes

- * Indicates project did not pass Step 1 screening
- ** Indicates bundled projects that require further analysis and prioritization of individual assets

Disclaimers

- This list is prepared by Metro and is the initial compilation of projects for consideration in Metro’s Mobility Concept Plan.
- Project list scoring completed by members of Metro’s internal Task Force team and Metro’s consultant team.
- This list has not been reviewed by the Games Mobility Executives.
- Cost analysis was not conducted at this time to preserve a project’s ability for potential consideration of funding. Cost and funding analysis will be completed in the next update.
- A safety/security assessment aligning with National Special Security Event requirements was not conducted at this time. This assessment will be completed in the next update.

Project List Comments

- Project list is sorted first by mode, then tier, and then alphabetically.
- Acceleration needs are based on the acceleration factors described in Attachment B – Draft 2028 Games Funding Parameters.
- Stakeholder engagement will be done in next few months to verify, refine, and prioritize the list.
- Except for the “Step 1” screening, no projects have been eliminated regardless of tier.

Cost Range

<i>Cost Symbol</i>	<i>Approximate Cost Range</i>
\$	less than \$1 million
\$\$	between \$1 million and \$9 million
\$\$\$	between \$10 million and \$99 million
\$\$\$\$	between \$100 million and \$999 million
\$\$\$\$\$	greater than \$1 billion

Acronyms and Abbreviations

ADA	Americans with Disabilities Act	EV	electric vehicle	PDA	preliminary development agreement
APM	automated people mover	FLM	first and last mile	PSD	platform screen door
APP	application	GRN	Games Route Network	ROW	right-of-way
ATIS	Advanced Traveler Information System	HOT	high-occupancy toll	SCAG	Southern California Association of Governments
ATSAC	Automated Traffic Surveillance and Control	HOV	high-occupancy vehicle	SCORE	Southern California Optimized Rail Expansion
AVL	Antelope Valley Line	HRT	heavy rail transit	SFV	San Fernando Valley
BRT	bus rapid transit	LATTC	Los Angeles Trade Technical College	SMS	short message service
CAD/AVL	computer-aided dispatch/automatic vehicle location	LAX	Los Angeles International Airport	SOG	state-of-good-repair
CBO	community based organization	MAAS	mobility as a service	TAP	transit access pass
CCTV	closed circuit television	MAT	Metro Active Transportation	TDM	transportation demand management
CNG	clean natural gas	MCC	motor control center	UCLA	University of California Los Angeles
CSUN	California State University Northridge	MLK	Martin Luther King Jr.	UP	Union Pacific Railroad
CTS	communication and tracking system	MRDC	Metro Rail Design Criteria	UPS	uninterruptible power supply
DAC	Disadvantaged Communities	MRT	monorail rapid transit	USC	University of Southern California
DTLA	Downtown Los Angeles	OCS	overhead contact system	VA	Veterans Administration



Motion 42: 2028 Games Mobility Concept Plan – Progress Report



Metro

January 20, 2022

BACKGROUND – Metro's Goals

- Enable all ticketed spectators travel to competition venues by public transport, walking or cycling.
- Ensure accessibility for all, including welcoming Games stakeholders and visitors with specific mobility needs
- Leave a lasting, positive legacy by leveraging existing and planned infrastructure investments
- Create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterwards
- Use the 2028 Games as a catalyst to help achieve the region's climate and equity goals

Work Completed – Task Force (Parts A & B)

- Monthly coordination with LA28 and Mayor's Office
- Participated in Sports Parks Planning Working Groups
- CEO represented Metro at the 2nd meeting of LA28's Executive Mobility Committee – November 2, 2021
- Collaborated with LA28 in the development of the Draft 2028 Games Funding Parameters (Attachment B) for public agencies seeking funding for projects related to the Games. Funding parameters will continue to be used to further evaluate and prioritize projects.
- Completed draft initial project list for the purposes of:
 - Obtaining Board feedback
 - Starting point for future analysis and coordination with stakeholders

Work Completed – Task Force (Parts A & B)

- Created interdisciplinary Metro Task Force (35 total representatives)
 - Includes staff from Operations, County-wide Planning & Development, Strategic Financial Management, Customer Experience, Safety, People, OEI, Civil Rights, Program Management, and Chief of Staff's office.
 - Task Force Goals:
 - Engagement and leadership in regional Games planning efforts
 - Endeavor to secure federal funding
 - Ensure Metro is established as the leader in providing transit services to the LA28 Games venues and ensure that our plan is integrated into the Olympic Transportation Plan.
- Procured consultant services in support of the Task Force and the MCP
 - Consultant's experience includes London 2012, Rio 2016, Dubai 2020 Expo, and Qatar 2022 World Cup

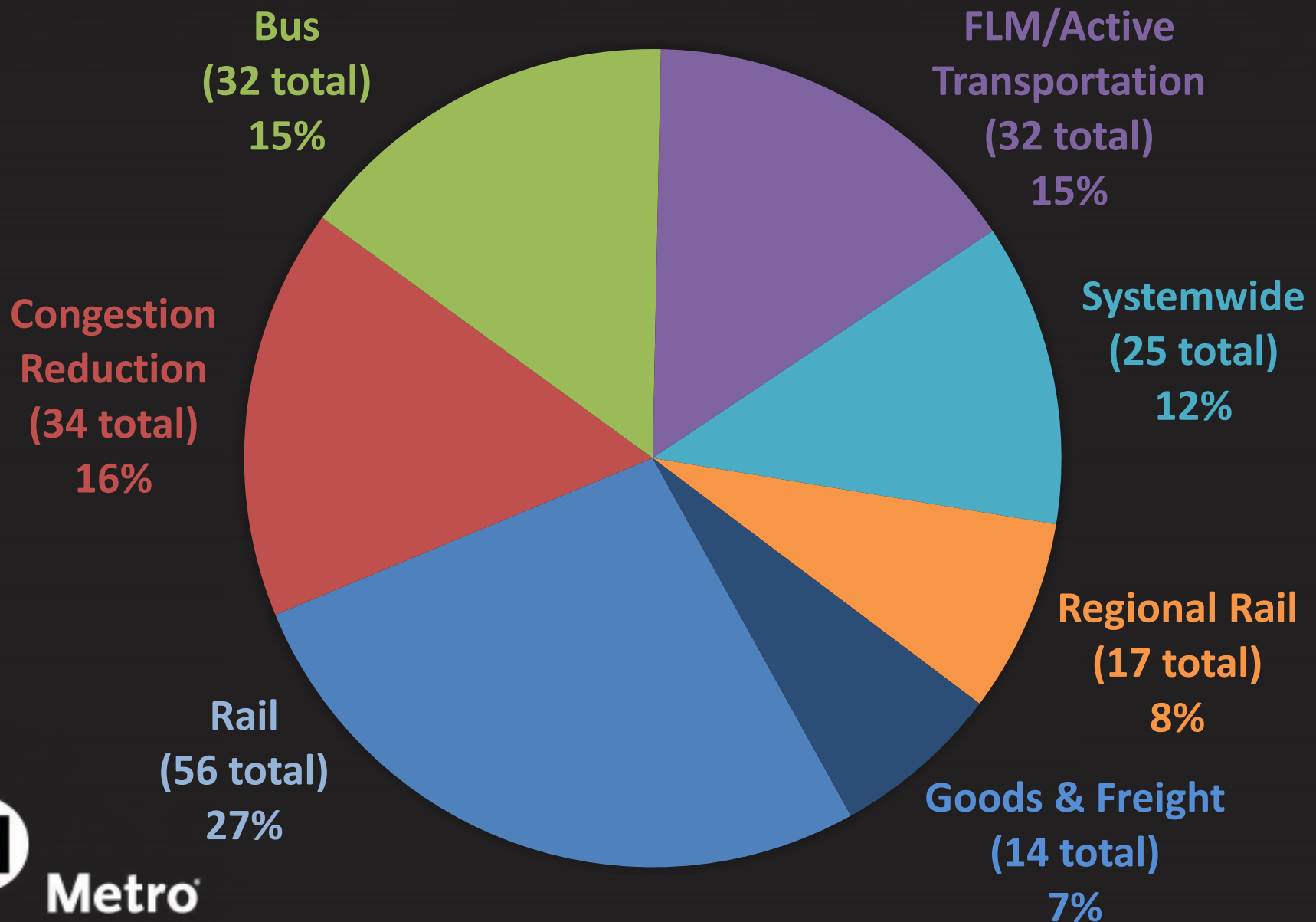
Methodology – draft initial project list (Parts A & B)

- Prepared Metro's draft initial project list with over 200 projects
- Metro's draft initial project list based on the following:
 - Projects listed in Motion 42 as a starting point, including 28 by 28
 - Draft 2028 Games Funding Parameters
 - Existing plans/programs as well as operational, capacity and safety needs.
 - Operational and customer experience improvements such as bus stops, bus lanes, transfer centers, mobility hubs, communications and security equipment, ADA and accessibility, system reliability, state of good repair and maintenance, wayfinding, digital information, and fare technology.
 - Projects related to zero-emission infrastructure, congestion management, intelligent transportation systems (ITS), transportation demand management (TDM), and first/last mile (FLM).
 - Best practices from other World Games events

Methodology – draft initial project list (Parts A & B)

- **Step 1:** If fully funded, can the project be completed & in operations by 2028?
- **Step 2:** Scoring of projects based on the following criteria
 - **Criteria #1:** Provides permanent/legacy benefits after the Games per Motion 42 (20%)
 - **Criteria #2:** Provides potential benefits during the 2028 Games (40%)
 - **Criteria #3:** Services the needs of and enhances quality of life for disadvantaged communities (40%)
- **Step 3:** Grouping of projects into three tiers based on criteria scoring. Each tier has approximately 70 projects.
 - **Tier 1** – highest scoring projects
 - **Tier 2** – medium scoring projects
 - **Tier 3** – low scoring projects

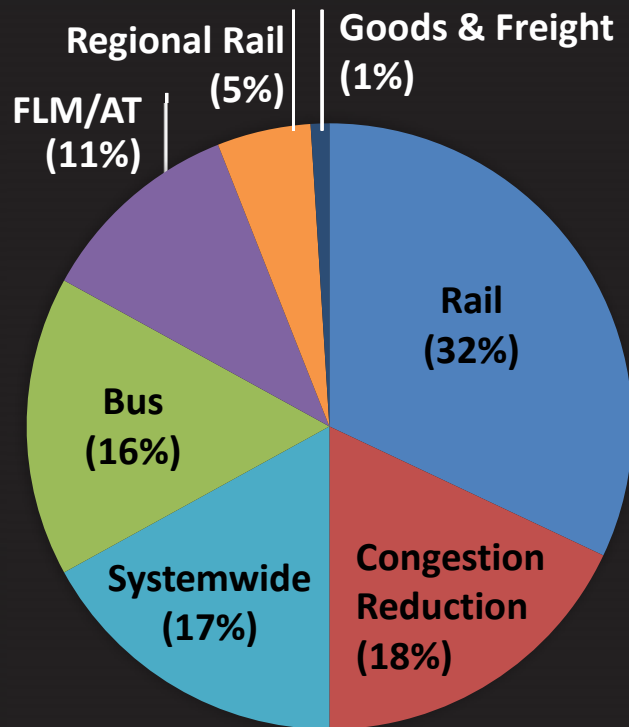
Results – draft initial project list (Parts A & B)



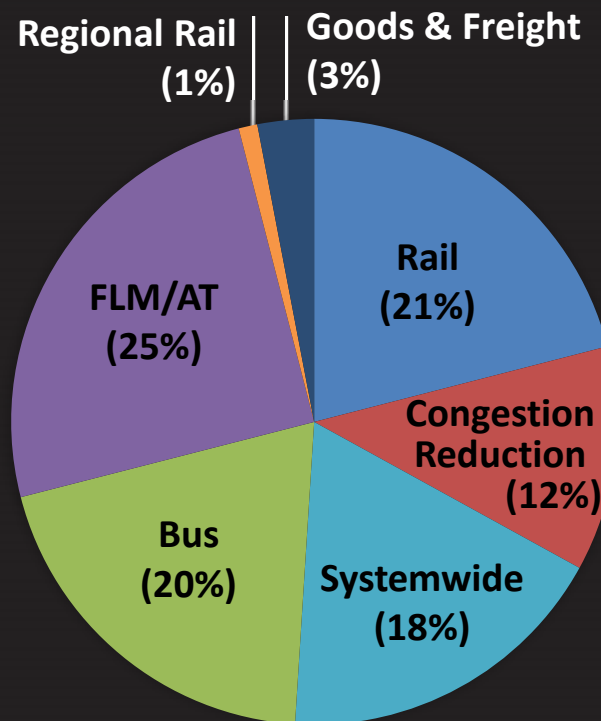
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Results – draft initial project list (Parts A & B)

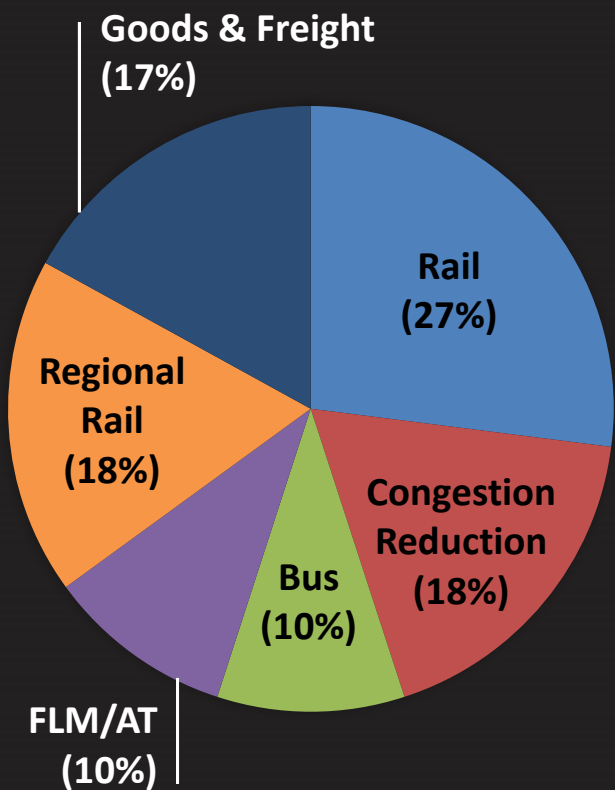
Tier 1



Tier 2



Tier 3



Observations – draft initial project list (Parts A & B)

- More than half of Tier 1 projects are rail and congestion reduction
- Two thirds of Tier 2 projects are FLM/AT, Rail and Bus projects
- Majority of goods/movements projects are within Tier 3
- Key projects scoring high in Criteria #2 to provide benefits during the Games:
 - Bus Lanes/Priority Enhancements along GRN
 - Games Park & Ride Strategy
 - Station and FLM improvements
 - TDM Campaign
 - Zero Emission Bus Infrastructure

PROJECT LIST BY THE NUMBERS

44

SCORED HIGH
IN EQUITY

85

REDUCE
VMT/GHG

55

ENCOURAGE
MODE SHIFT

56

ENHANCE CUSTOMER
EXPERIENCE

30

STATE OF
GOOD REPAIR

40

INCREASE
SAFETY

50

IMPROVE
OPERATIONS

57

INCREASE
CAPACITY

Initial Project list development process

Step 1: Metro Actions

- Prepare draft initial project list (Attachment D)
- Receive Board and stakeholder feedback
- Consult with LA28 on Games needs
- Conduct further analysis and screening
- Board approves refined project list
- Submit project list for consideration by the GME

Step 2: Games Mobility Executives Review

- Collaborative process to review project lists from Metro, Metrolink, Caltrans, and City of LA
- Provide GME feedback and input on project lists

Step 3: Metro MCP

- Incorporate GME feedback and input
- Metro Board approves final project list
- Project list incorporated into MCP



Metro

Moving Ahead – Next Steps

- Near-Term Actions:
 - Develop and implement stakeholder engagement process
 - Validate and refine the draft initial project list
 - Coordinate with LA28 on travel demand model assumptions
 - Conduct additional analysis on projects
 - Refine and enhance scoring criteria process
 - Develop and implement Legislative Funding Strategy with LA28
 - Consult with LA28 on Games needs
- Mid- to Long-Term Actions:
 - Conduct project prioritization.
 - Develop detailed project implementation plan
 - Board approval of project list
 - Prepare MCP Report



Thank you



Metro®



Board Report

File #: 2021-0674, **File Type:** Motion / Motion Response

Agenda Number: 37.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 RESPONSE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE response to Motion 43 (Garcetti, Solis, and Najarian) that directed the Board Clerk to prepare a Strategic Plan (Attachment A).

ISSUE

Directors Garcetti, Solis, and Najarian introduced Motion 43 (Attachment B) at the May 20, 2021 Executive Management Committee meeting, and the Motion was formally 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 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.

BACKGROUND

Led by the Board Clerk (formerly the Board Secretary), the Office of Board Administration (Board Administration) is currently a 22-member team. Board Administration is comprised of the Board Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. The Board Clerk, as the agency's record keeper, is responsible for keeping accurate 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.

As such, the Board Administration 5-Year Strategic Plan (Strategic Plan) lays the foundation for tackling the following challenges, as identified by the department: interdepartmental communication, effective public engagement, and access to information.

Although not included in the Strategic Plan, the team had some early wins:

- Beginning in July, in coordination with the Office of the CEO, agencywide board report and agenda system training was reinstated.
- In August, in coordination with County Counsel, the Board Clerk held Brown Act and Robert's Rules of Order Training for Metro's Advisory Committee Managers.
- Beginning in September, public comments emailed and/or made during Committee and Board meetings have been categorized into the following categories: for, against, item needs additional consideration, or general comment. These are then included with the Board meeting minutes.
- Since November, Metro's Claims for Damages form has been available online in Spanish. Previously it was only available online in English. Additionally, both forms are now fillable PDFs.
- Beginning in November with the start of the new Carl Warren contract for legal claims, lessons learned have been identified and the Legal Services Team and the Project Manager in Risk Management have created an improved path forward for processing claims, handling customer complaints stemming from non-responsiveness, and miscommunication.
- Beginning in November, the Dorothy Peyton Gray Transportation Library implemented an E-books platform and an engineering standards digital library for employees, both of which can also be accessed by remote workers.
- In late November and early December, outreach began on creating an On-Boarding program for new Board Members and Board Staff.

Additionally, the Information Technology Department has been testing different virtual platforms for hosting Committee and Board Meetings, as well as other public meetings. Based on their findings, the option of moving from the current platform to a more user-friendly platform is on the horizon.

Lastly, as the recovery process continues and meetings are held in-person again, the public will continue to have the option to participate via telephone for submittal of comments at Committee and Board meetings in addition to in-person, US Mail, and email options.

DISCUSSION

Findings

The Board Administration 5-Year Strategic Plan 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 goals, with some highlighted subgoals, are:

1. Ongoing workforce development.
 - *Subgoal 1.3: On-Boarding Program for Board Members* - Develop a comprehensive on-boarding program to welcome and orient new Board members.
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, employees, and the public, in making key decisions.
3. Enhanced public engagement with Metro's Board of Directors.
 - *Subgoal 3.1: Public Comment Systems* - Evaluate and implement additional options to promote public engagement at meetings while running meetings as safely as possible.
 - *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.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.
 - *Subgoal 4.4: Archival Management* - The Dorothy Peyton Gray Transportation Library and Archive is the largest transit operator research library and archive in the nation, and it is vital to successfully manage, curate, and guarantee viability of the collection into the future. This includes establishing curation of the agency's data as a new standard research service.

Considerations

Board Administration conducted comprehensive research to assemble this Strategic Plan, including reviews of Los Angeles City's Office of the City Clerk's FY18-22 Strategic Plan, Los Angeles County's Executive Office FY17-21 Strategic Plan, and the American Public Transportation Association (APTA) Transit Board Member Handbook (2018).

FINANCIAL IMPACT

There is no impact to the budget with this action. However, projects and initiatives contained within the Strategic Plan will require funding. Budget development and requests for funding will follow the appropriate process and will be initiated based on meeting yearly milestones.

EQUITY PLATFORM

The Chief Executive Officer's realignment at the end of September brought the Research Library, Archives, and Records Management Center under the Office of Board Administration. Consolidation of these departments reduces barriers to Metro knowledge by providing a one-stop shop for a large amount of Metro's information.

The Strategic Plan seeks to optimize this new alliance by supporting one another in curation of knowledge and utilization of technology to meet the Strategic Plan goals. The result will be more equitable access to information for internal staff and the public. Additionally, the Strategic Plan mitigates barriers to accessing information by increasing engagement with the Board in multiple formats of communication and different languages. For example, optimizing search capabilities of

historical board actions, integrating an online translating service for forms, and continuing to provide telephone access for public participation and submittal of comments at Committee and Board meetings in addition to in-person, US Mail, and email options.

Ultimately, this will provide a more transparent and responsive agency.

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

Prepared by:

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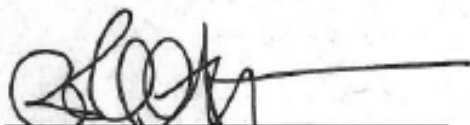
Christina Goins, Deputy Board Clerk, (213) 922-4610

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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> Intrdepartmental 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: Goal 2.1 - Comprehensive Research Support	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. Develop a training presentation and reference guide for employees on transportation research methods. Develop a presentation for external audiences on transportation research methods.	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. 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."	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. Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.	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.	Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.

		(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.

Board Administration 5-Year Strategic Plan



Metro

Executive Management Committee
January 20, 2022

Recommendation

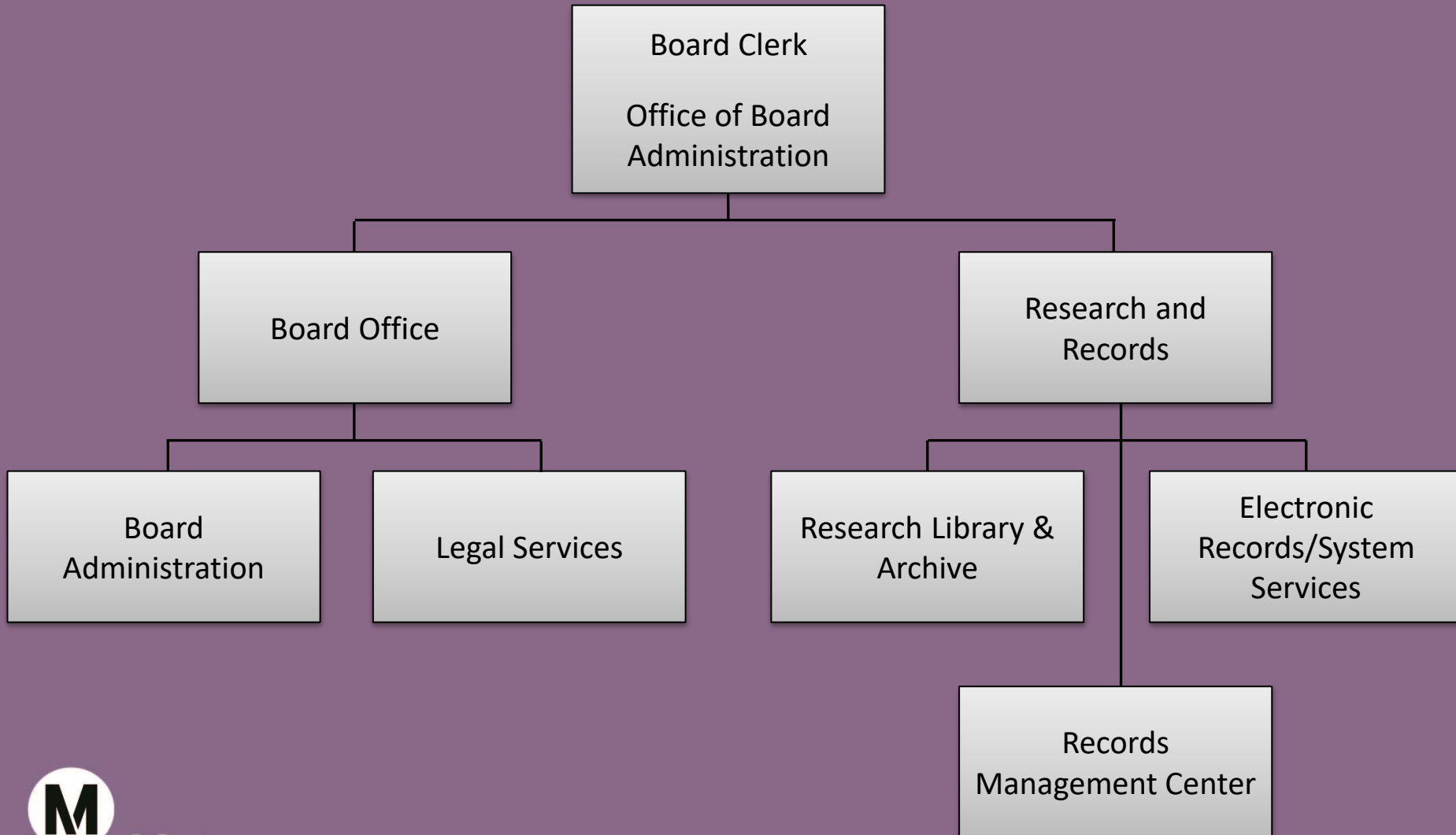
RECEIVE AND FILE response to Motion 43 (Garcetti, Solis, and Najarian) that directed the Board Clerk to prepare a Strategic Plan.

Motion Directive: 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.



Who is the Office of Board Administration?



Challenges Identified

1. Interdepartmental Communication
2. Effective Public Engagement
3. Access to Information

Early wins

- **Agencywide board report & agenda system training reinstated**
- **Brown Act & Robert's Rules of Order Training**
- **Categorizing public comments & including with the minutes**
- **Claims for Damages form available in Spanish online & fillable PDF**
- **Improved California Public Records Act response times via additional training & staff resources**



Early wins, cont.

- **Lessons Learned with new Carl Warren Contract**
- **Library implemented E-books platform and an engineering standards digital library for employees**
- **Outreach began for On-Boarding program for new Board Members & Board Staff**

5-Year Strategic Plan Framework

The Board Administration 5-Year Strategic Plan 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.



Metro

Goal 1

Ongoing Workforce Development

- * ***Goal 1.1: Departmental Cross-training***
- * ***Goal 1.2: Advisory Council Toolkit***
- * ***Goal 1.3: On-Boarding Program for Board Members***
- * ***Goal 1.4: Succession Planning***
- * ***Goal 1.5: Claims for Damages Process Training for Operators***
- * ***Goal 1.6: Intradepartmental & Agencywide Training***
- * ***Goal 1.7: Agencywide Board Systems Employee Training***



Goal 2

Responsive, accountable, and trustworthy governance within the Metro organization

- * **Goal 2.1: Comprehensive Research Support**
- * **Goal 2.2: E-Filing System for Claims for Damages**
- * **Goal 2.3: Improve Access to Forms and Information for Public**
- * **Goal 2.4: Records Audits**
- * **Goal 2.5: Records Retention Schedule System**

Goal 3

Enhanced public engagement with Metro's Board of Directors

- * ***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

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

- * **Goal 4.1: Federated Search System (Project)**
- * **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**
- * **Goal 4.6: Promote RMC as a Resource of the Agency**



Next Steps

Staff will return annually with an update on milestones achieved and will return in FY2028 with an updated 5-Year Strategic Plan.





Board Report

File #: 2021-0786, **File Type:** Informational Report

Agenda Number: 38.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: LIFE PROGRAM DOUBLE ENROLLMENT UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Low-Income is Easy Fare (LIFE) Program Update in response to Motion 40.

ISSUE

Increasing enrollment in the LIFE Program is an important interim step for an expansion of the Fareless System Initiative (FSI). Staff has continued to advance efforts to revamp the LIFE Program in advance to fare resumption on January 10, 2022, and double the number of new LIFE program enrollees by the end of 2022.

BACKGROUND

At its September 2021 meeting, the Board approved the FSI funding plan for Phase I (K-14) and Motion 40 by Directors Mitchell, Solis, Garcetti, Sandoval, Bonin, and Dupont-Walker, revamping the LIFE Program (Attachment A). Recognizing the expansion and enhancement of the LIFE Program will alleviate the impact of fares on low-income riders while Metro continues to seek funding to implement FSI Phase 2 (low-income adults), staff has continued to employ strategic and tactical actions that lend to streamlining and enhancing the LIFE program, increasing enrollments into the program, and furthering access to public transit for low-income riders.

As directed in Motion 40 (Attachment A), staff is to return to the Metro Board of Directors (Board) in January 2022 with an update on LIFE program changes. The following serves a program update in complement to staff's reporting to the Board on September 16, 2021, October 21, 2021, and November 18, 2021.

DISCUSSION

As directed in Motion 40, staff developed a LIFE Program Strategic Double Enrollment Plan (Enrollment Plan) to double the number of LIFE program enrollees by the end of 2022. The comprehensive Enrollment Plan was presented to the Board in December 2021. As presented, The Enrollment Plan served as a framework for strategies, tactics, and activities to increase program

enrollments. The Enrollment Plan is delivered in partnership with LIFE Program administrators, FAME and IILA, a network of CBO partners, public agency social service providers, and regional transit operators and other internal and external partners of Metro.

The plan focuses on increasing LIFE program enrollments through tactics such as: direct enrollment, co-enrollment, and marketing, promotion and referrals. The Enrollment Plan focuses on increasing enrollments in the LIFE Program through transformative approaches such as:

- A streamlined LIFE application process that enables on-the-spot enrollment and allows applicants to self-certify;
- Online application enrollment;
- Allows low-income applicants to gain access to the program through direct enrollment and co-enrollment with existing County of Los Angeles and city social services programs;
- Deep discounts such as the three months of fareless transit to new enrollees once fare collection resumes; and
- Recognizing the goal to increase program enrollment during the ongoing challenges and complexities of the COVID-19 pandemic which has disproportionately impacted vulnerable people, households, and communities, the Enrollment Plan is centered with the core themes to inform, identify and enroll low-income people throughout Los Angeles County in a manner that meets people where they are in life.

Additionally, the Enrollment Plan is centered around the core strategies:

- **Identify:** Employ wide-ranging efforts to identify qualifying program participants.
- **Inform:** Leverage Metro's coordinated, proactive outreach and engagement plan to inform low-income riders, people, and households about the enhanced LIFE program and discounted transit benefits to support program enrollment.
- **Enroll:** Mobilize LIFE Program community partners, public agencies and Metro staff to facilitate networked resources to create a seamless and streamlined process for people to apply self-certify and In addition to the highlighted milestones, staff has successfully completed various actions and tasks in support of the LIFE Program enhancement, half-off fares campaign, and fare resumption in January 2022.

Staff initiated early actions in advance of the 90-day promotional period commencement date of October 12, 2021, and the 45-day enrollment period beginning November 26, 2021. As a result of the early actions, staff successfully implemented the series of promotional and enrollment activities and improvements as outlined in Board Motion 40. Specifically, staff met the following 45-day enrollment activities and improvements for the resumption of fare collection on January 10, 2022:

1. Provide three months of fareless transit to new enrollees as an incentive to enrollment, beginning upon the resumption of fare collection.

- Date Achieved/Completed: October 15, 2021
- 2. Expedite a streamlined application system that enables on-the-spot enrollment, and the immediate issuance of LIFE Program benefits through a process that allows applicants to self-certify qualification in the program.
 - Date Achieved/Completed: October 31, 2021
- 3. Develop a plan to double the number of LIFE Program enrollees by the end of 2022.
 - Date Achieved/Completed: November 5, 2021.

A. Program Enhancements

Staff successfully enacted enhancements to the LIFE program in advance to the 90-day promotional period such as but limited to:

- **Simplified LIFE Program Enrollment:** LIFE Program eligibility and enrollment process was streamlined to include an option for low-income applicants to self-certify household income, to provide applicants the option to provide a photo-identification vs. overly burdensome forms of identification, and to provide applicants the option to request a TAP card thus eliminating the requirement for individuals to possess a TAP card as a condition of applying.
- **LIFE Program Online Application Portal:** Metro developed and launched an online-application portal that supports unlimited applicant enrollment through an easy-to-use web-based portal. The online portal supports direct enrollment at any time and location, and at the ease and discretion of the applicant. The simple, 4 step, on-line portal allows any individual with access to a computer or smart phone to register for the program. The portal has also incorporated the option to self-certify. Since the Launch of the Online Portal on November 2, 2021, almost 46.9% of all new enrollments are done online and continues to grow.
- **LIFE Program Application Enhancements:** The LIFE Program application was streamlined to provide a more seamless process that provides low-income applications the option to self-certify. The streamlined application provided the opportunity for early user testing of the application as well as the self-certification process 39% of new enrollees have self-certified.
- **Applications at Customers Centers:** Metro Customer Centers began accepting LIFE applications at the beginning of September. A total of 924 applications have been received at our customer centers.
 - East Portal - 56%

- Wilshire - 23%
- Baldwin - 12%
- Rosa - 5%
- EastLA - 4%

The early actions and the LIFE program enhancements and 35 direct enrollment pop-up activities have contributed to 8,197 new enrollees from September 23, 2021 through January 2, 2022. The new enrollees bring the total LIFE program enrollments to 99,283 as of January 2, 2022, which is on-pace with staff's projected enrollment targets to achieve the double enrollment goal by December 2022.

Following chart summarizes the new enrollments between September 23, 2021 through January 2, 2021.

Enrollment Update	# Enrollees
Total Enrollees (as of 9/23/21 - per Board Report)	91,086
New Enrollees (9/23/21 - 10/31/21)	602
New Enrollees (11/1/21 - 11/28/21)	2,407
New Enrollees (11/29/21 - 12/5/21)	910
New Enrollees (12/6/21 - 12/12/21)	1,128
New Enrollees (12/13/21 - 12/19/21)	1,227
New Enrollees (12/20/21 - 12/26/21)	902
New Enrollees (12/27/21 - 1/2/22)	1,021
TOTAL New Enrollees (Rolling/Cumulative): 9/23/21 - 1/2/2022	8,197
Progress % to Goal	9%
TOTAL Enrollees (Participants) as of 1/2/2022	99,283

The early program outcomes are directly attributed to coordinated activities such as:

- Focused efforts to deliver tangible program enhancements;
- Completed initial phase of updates to the LIFE website, brochure, and FAQ's
- Coordinated acceptance of self-certification applications at Metro Customer Service Centers and Santa Monica's Blue: The Transit Store
- Comprehensive community-centered outreach and robust multi-cultural public engagement campaign supporting the LIFE program enhancements, half-price fares campaign, and fare resumption;
- Coordinated collaborative activities with the LIFE program administrators, FAME Assistance Corporation (FAME) and the International Institute of Los Angeles (IILA);

and

- Collaborative partnerships with regional agency partners, community based organizations (CBOs), municipal transit agencies, and others.

B. Community-Centered Outreach and Robust Multi-Cultural Public Engagement

Metro launched a comprehensive education and outreach plan comprised of a complement of strategies leveraging social media, print, radio and online advertising in local and community publications, in-person outreach. The campaign included strategies focused on earned, owned, and paid media channels such as ethnic and hyper-focused local media (print, radio, electronic), convenience store onesheets, bus benches, fast food screens, laundromat banners, billboard posters, and utilization of Metro's digital and systemwide static assets.

Additionally, staff worked in collaboration with Civilian and the contracted multi-cultural marketing firm, Any One Collective, to develop messaging and creative concepts that represented the diverse community of riders and people that Metro serves and reimaged the look and feel of the LIFE program. The new campaign has been used along all printed and digital assets for LIFE and the half-off fares/fare resumption campaign. In addition, the public engagement campaign has extended to social media, and Metro has reached approximately 2.5 million users across social media platforms such as Facebook, Twitter and Instagram.

Community Relations Efforts

- LIFE Information emailed to:
 - Approximately 200k stakeholder emails weekly
 - 3,000 Faith Base Leaders
- LIFE Social Media Kits sent to Partners for Community Distribution
 - Federal, State, and Local Elected officials
 - Council of Governments & 88 Cities within LA County
 - Municipal Transit Agencies
 - Community Based Organizations
 - K-12 Schools, Colleges and Universities
 - Large Employers
 - Senior and Recreation Centers
 - Healthcare, Housing, Transportation, Labor, and Business advocacy organizations

- Federal, State, and Local social service government organizations
- LIFE Information Distribution
 - Metro Sponsored Community Meetings- Included in each presentation dedicated LIFE information slide
 - 23 Events in November
 - 14 Events in December
 - Included in all project and construction notices, weekly lookaheads, and service alerts distributed by Community Relations includes a link to LIFE program
 - Next Door Post Online local community platform- Hyperlocal.
 - Posted to all Neighborhoods in Los Angeles County- 1.8 million users

C. Regional Collaborative Partnerships

In an effort to support the double enrollment goal, staff has focused efforts to establish regional collaborative partnerships to support promotion, outreach, direct enrollment and co-enrollment for new LIFE program enrollees. The coordinated efforts have attributed to early partnerships with regional agencies, contracted community based organizations (CBOs), and Metro's Faith Based Leaders Roundtable. In effort to advance equity by leveraging the expertise that municipal agency partners, CBOs and faith leaders brings, efforts have been employed to:

- Contract services of Korean American Federation LA (KAFLA) and YMCA Greater Los Angeles to provide grass-root outreach and referral services for the LIFE program, canvass Metro buses and trains to assist qualifying riders with application for enrollment in the LIFE program in accordance to Motion 40, and support with the public engagement campaign for LIFE and fare resumption.
- Partner with the City of Los Angeles Community Investment for Families Department and the network of Family Source Centers to support information sharing, promotion, and referral of clients to Metro's LIFE program.
- Partner with Los Angeles County Development Authority to support information sharing, promotion, and the referral for Section 8 recipients and stakeholder communities to Metro's LIFE program.

Moreover, Metro has established a network of partners to further the goal fo double the enrollment of LIFE program participants and provide access to public transit services for low-income riders throughout Los Angeles. The network of partners extends to the expansive collaborative of social service providers and CBOs within FAME and IILA's network of providers that support the LIFE

program, along with KAFLA's additional outreach services provided through a network of CBO sub-partners such as: Koreatown Youth & Community Center, Homies Unidos, Hwarang Youth Foundation, Partnership for Growth LA, and Anti-recidivism Coalition (ARC).

Efforts will continue to expand the LIFE program regional collaborative in support of the LIFE program Enrollment Plan.

EQUITY PLATFORM

The LIFE Program Strategic Double Enrollment Plan is a multi-pronged plan centered on partnering with the LIFE program administrators, CBOs, and public agency service providers within Los Angeles County's diverse communities and specific geographic areas to build awareness of the LIFE Program and the benefits afforded through enrollment; including to identify qualifying low-income riders, people and households; and to help facilitate the enrollment or co-enrollment of vulnerable people in the LIFE Program. The Enrollment Plan is supported by a communications and public engagement plan that commits to providing non-English translation and multilingual, culturally appropriate materials. Additionally, the plan seeks to meet community members where they are to reduce barriers to Metro updates and information. The plan also leverages targeted outreach efforts through Metro's equity focus communities (EFCs) and census tracts mapping. These efforts target messaging and access to enrollment to economically vulnerable people in our communities and improve access to transit through discounted passes and the enhanced LIFE program.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The LIFE program supports strategic goal #3 "Enhancing communities and lives through mobility and access to opportunity" by providing financial relief by reducing the cost of riding transit for all riders, especially the most economically vulnerable people in our communities.

NEXT STEPS

Staff will continue to focus efforts on advancing the Enrollment Plan, formalizing additional regional partnerships with community-based organizations and public agency service providers such as the DPSS, LACDA, and others in support of co-enrollment and/or mass distribution of LIFE program information to existing clients and/or program applicants, and assessing the program's performance and measurable outcomes. Lastly, staff will return to the Board in April 2022 with a LIFE program enrollment update.

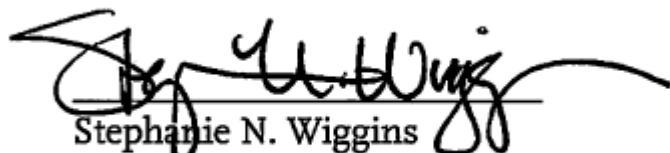
ATTACHMENTS

Attachment A - Motion 40 - Fareless Systems Initiative (FSI)

Prepared by:

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Stephanie N. Wiggins
Chief Executive Officer



Board Report

File #: 2021-0627, File Type: Motion / Motion Response

Agenda Number: 40.

REVISED
REGULAR BOARD MEETING
SEPTEMBER 23, 2021

Motion by:**DIRECTORS MITCHELL, SOLIS, GARCETTI, SANDOVAL, BONIN, AND DUPONT-WALKER**

Related to Item 35: Fareless System Initiative (FSI)

Effective March 23, 2020, former LA Metro CEO Phil Washington ordered that all passengers shall board the rear door when entering an LA Metro bus and, accordingly, removed the requirement for bus passengers to use the fare box. This practice was established to reduce the risk of COVID-19 transmissions on transit and to protect transit operators at the front of the bus from potential exposure to COVID-19. While put in place as a health pandemic response, this practice has been one of the most effective strategies in our region to respond to the economic pandemic our communities face.

Riders and community advocates quickly embraced LA Metro's fare free bus service and in August 2020, CEO Washington announced the formation of the Fareless System Initiative (FSI) Task Force to study the potential for continuing fare-free service as a recovery strategy to continue after the pandemic. The Task Force's research confirmed what riders already know; that LA Metro's riders are overwhelmingly low-income people of color for whom transit fares are an economic burden and for whom fare enforcement perpetuates racial disparities. Furthermore, the Task Force found that a fareless system would grow ridership and help the region meet its mobility, congestion reduction, and sustainability goals more effectively than almost any other LA Metro initiative. Buoyed by these findings, on May 27, 2021, the Board directed staff to proceed with FSI, subject to a final financial plan, which is before the Board for consideration today.

The financial plan identifies funding for free student passes as Phase 1 of FSI. Staff has moved quickly to build on the previously existing U-Pass program to expand free student passes to students in every participating school district throughout the county. However, the financial plan does not identify the funding needed to move forward and launch Phase 2 of FSI, which would serve all low-income riders. In the interim, staff proposes to build on the existing LIFE Program as a first step toward FSI Phase 2, until additional funding can be secured.

Increasing enrollment in the LIFE Program is an important interim step for an expansion of FSI. If implemented, it will create a pre-qualified pool of applicants for FSI Phase 2. While enrollment has grown since its launch in 2019, the LIFE Program still falls far short of its intended impact, largely due

to intimidating, restrictive, and tedious enrollment barriers. The current LIFE Program design will require an overhaul to meet the needs of eligible low-income riders. Namely, the LIFE Program must be far easier to enroll in, more accessible, easier to pay for, and truly affordable for low-income riders.

Our communities are still faced with a dual economic and health pandemic that racial and economic inequalities have further exacerbated. Programs across this region-created to support families in need-will be expiring later this year, despite evidence that these programs have collectively spurred a record drop in poverty (as much as half according to the Urban Institute). Costs will quickly escalate for families, many of whom are still unemployed, taking care of children and loved ones at home, and paying off rental debt. LA Metro must do more to prevent the resumption of fares from exacerbating economic distress among economically vulnerable people in our communities. Removing financial barriers for those who cannot afford transportation creates a lifeline for those who need access to essential travel.

Revamping the LIFE Program will alleviate the impact of fares on low-income riders while preparing LA Metro to implement FSI Phase 2.

SUBJECT: AMENDMENT TO FARELESS SYSTEM INITIATIVE (FSI)

RECOMMENDATION

APPROVE Motion by Mitchell, Solis, Garcetti, Sandoval, Bonin, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. Develop a plan to double the number of LIFE Program enrollees by the end of 2022.
- B. Expedite a streamlined application system that enables on-the-spot enrollment and the immediate issuance of LIFE Program benefits through a process that allows applicants to self-certify qualification in the program. Applicants should attest that their information and eligibility in the program is accurate under penalty of fine.
- C. Ensure the fare capping pilot approved by the Board in March 2021 applies to LIFE Program participants.
- D. Expand partnerships with local, state, and federal public benefit programs to automatically enroll members in LIFE upon qualification.
- E. Partner with community-based organizations to canvass LA Metro buses and trains to enroll qualifying riders.
- F. Provide three months of fareless transit to new enrollees as an incentive to enrollment, beginning upon the resumption of fare collection.
- G. Evaluate whether qualified applicants can enroll in the LIFE Program with the next generation of touch screen TAP Vending Machines.

WE, FURTHER MOVE, that the Board direct the Chief Executive Officer to:

- H. Continue the current boarding practices until prospective participants can enroll-on-the spot and self-certify their eligibility, with no less than 90 days for promotion and 45 days for enrollment before fare collection resumes. The resumption of fare collection should also be subject to a 45-day awareness-building period that fares collection will resume as detailed in Attachment I of the September 2021 FSI report (Board File 2021-0574).
- I. Return to the Board in January 2022 with an update on LIFE Program changes.
- J. Conduct a LIFE Program evaluation - in partnership with community-based organizations -- to:
 - 1. Develop additional strategies that support the enrollment of new participants in the LIFE Program.
 - 2. Survey and convene current and prospective LIFE Program enrollees on how well the current program meets the needs of eligible applicants.
 - 3. Review current benefit levels and recommend changes, as appropriate.

BONIN AMENDMENT:

I would like Metro staff to come back to us in your next report with a more reasonable evaluation of the benefits and costs of going truly fareless. This analysis needs to consider:

- A. A phased approach that winds down contracts rather than breaching them.
- B. The cost of anticipated upgrades and maintenance of our fare collection system that could be avoided.
- C. Realistic ridership and fare revenue forecasts that take into account actual ridership trends, use today's ridership as a baseline, and factor in already Board-approved discounts, including today's actions.
- D. Operational savings from reduced bus dwell times and reduced staff needs for fare collection and enforcement.
- E. Validating cost assumptions from munis.
- F. Looking more holistically at Access Services, including potential savings from Federal waivers and coordination with Microtransit; and
- G. Look at universal \$26 pass proposal from Bus Riders Union.

KUEHL AMENDMENT:

Report back on the communication plan.