

Metro

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



Agenda - Final

Thursday, November 17, 2016

11:45 AM

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

Executive Management Committee

John Fasana, Chair

Eric Garcetti, Vice Chair

James Butts

Sheila Kuehl

Mark Ridley-Thomas

Carrie Bowen, non-voting member

Phillip A. Washington, Chief Executive Officer

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

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

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

CALL TO ORDER**ROLL CALL**

APPROVE Consent Calendar Items: 16, 33, 34 and 35.

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

CONSENT CALENDAR

- 16. RECEIVE AND FILE status update on the **Project Labor Agreement and Construction Careers Policy** programs through the quarter ending September 2016.** [2016-0772](#)

Attachments: [PLA CCP Report Data through September 2016](#)

(ALSO ON CONSTRUCTION COMMITTEE)

- 33. RECEIVE AND FILE the **action plan to address the transportation needs of older adults and people with disabilities**. The action plan contains extensive background information on efforts currently underway at Metro in two distinct areas:** [2016-0585](#)

- A. Planning and project programming efforts to identify and recommend actions addressing mobility needs of passengers with disabilities and senior individuals in Los Angeles County, including initiatives mandated under state and federal law; and
- B. Specific enhancements of both public transit infrastructure and service operations to accommodate passenger with disabilities and senior individuals on Metro's fixed-route transit system and complementary paratransit service.

Attachments: [Attachment A - Board Motion #47 Countywide Services for Older Adults and Pe](#)
[Attachment B - 2016-2019 Coordinated Plan Strategies by Goal](#)
[Attachment C - Existing System & Potential Future Enhancements](#)

- 34. RECEIVE AND FILE this report on the **Veterans Transportation and Community Living Initiative**.** [2016-0864](#)

Attachments: [Attachment A - VTCLI Close-Out Summary 11-1-16](#)

35. RECEIVE AND FILE **State and Federal Legislative Report.**

[2016-0884](#)

NON-CONSENT

36. AUTHORIZE the Chief Executive Officer to **renew a five-year lease agreement, including two, five-year options, with Access Services** (Access) effective January 1, 2017 for the rental of approximately 19,841 square feet of office space at Metro's Transportation Building Division 9, 3449 Santa Anita Avenue, El Monte, at an annual rental cost of \$600,000, subject to both parties' mutual right to terminate on 12-month prior written notice.

[2016-0694](#)

37. CONSIDER:

[2016-0859](#)

- A. APPROVING the **unit reduction for undergraduate students from 8 units to 6 units beginning Spring 2017;**
- B. CREATING a **reduced fare Transitional Pass to U-Pass participants for 12 months after graduation;** and
- C. APPROVING the Title VI Analysis required by Civil Rights department.

Attachments:

[Attachment A - Board Report on Approve Adoption of U-Pass Pilot Program](#)

[Attachment B - Title VI Data for UPass Pilot Program](#)

[Attachment C - U-Pass Participant Survey Analysis 10-19-16](#)

[Attachment D - Board Box on Promotional Employer Pilot Pass Program Signed](#)

[Attachment E - Staffing Cost Analysis 10-16-16](#)

23. CONSIDER:[2016-0878](#)**A. AUTHORIZING the Chief Executive Officer to:**

1. EXECUTE Modification No. 3 to Contract No. PS69403444 with **Pacific Coast Regional Small Business Development Corporation (PCR) to support the increased level of effort and resources for the remaining two years of the professional services contract and continuation of services to eligible “mom and pop” businesses directly impacted by the unprecedented full street closure along 2nd & Broadway segment of the Regional Connector** in the amount of \$297,616 increasing the total firm fixed contract value from \$1,965,090 to \$2,262,706;
2. INCREASE Contract Modification Authority (CMA) specific to Contract No. PS69403444 in the amount of \$100,000 increasing the total CMA amount from \$180,000 to \$280,000 to support potential additional services related to BIF fund administration; and

B. RECEIVING AND FILING the quarterly status report of Metro’s Pilot Business Interruption Fund (BIF).

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - Contract Modification/Change Order Log](#)
 [Attachment C - Motion 57](#)
 [Attachment D - DEOD Summary](#)

(ALSO ON CONSTRUCTION COMMITTEE)**38. APPROVE revised **Property Naming Policy** with the addition of guidelines to implement and manage a Corporate Sponsorship/Naming Rights Program for the purpose of generating revenue or valued assets. (Attachment B)**[2016-0789](#)

Attachments: [Attachment A - Property Naming Policy](#)
 [Attachment B- Property Naming-Corporate Sponsorship Policy](#)
 [Attachment C - ActiveSponsorshipsInTransit](#)
 [Attachment D PropertyNamingCorporateSponsorship Presentation](#)

41. CONSIDER:

[2016-0877](#)

- A. RECEIVING AND FILING **Metro's Comprehensive Security and Policing Principles Strategy** (Attachment A);
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute individual five-year firm fixed unit rate contract with the City of Long Beach Contract No. PS5862300LBPD24750 not-to-exceed \$27,088,968, and firm fixed unit rate contract with the City of Los Angeles, Contract No. PS5862100LAPD24750 not-to-exceed \$369,696,813, and a firm fixed price contract with the County of Los Angeles, Contract No. PS5863200LASD24750, not-to-exceed \$129,800,051 **for multi-agency law enforcement services** effective January 1, 2017 through December 31, 2021; subject to resolution of protest(s), if any; and
- C. AUTHORIZING the Chief Executive Officer to negotiate and execute a **demobilization/transition** agreement with the County of Los Angeles Sheriff's Department for single agency law enforcement services.

Attachments:[ATTACHMENT A - Comprehensive Security & Policing Principles Strategy](#)[ATTACHMENT B - OIG LASD Contract Audit. June 2014](#)[Attachment C -LA Metro LASAD APTA Peer Review July 2014](#)[Attachment D- OIG Review of Metro Law Enforcement and Security Options. Ar](#)[Attachment E - OIG Metro Policing and Security Workload Staffing Analysis. Jar](#)[ATTACHMENT F- Procurement Summary](#)[ATTACHMENT G - DEOD Summary](#)**(ALSO ON SYSTEM SAFETY, SECURITY AND OPERATIONS COMMITTEE)**

42. AUTHORIZE the Chief Executive Officer to negotiate and execute sole source Contract No. PS 6394500 to **Vertiba Inc., a Salesforce System Integrator, to enhance the TAP system in order to achieve maximum interoperability with regional systems and services including Bike Share, parking, ride-hailing companies, fare subsidy programs, electric vehicle car-sharing, gift card programs, mobility hubs, a mobile app** and more in an amount not-to-exceed \$4,750,000.

[2016-0851](#)Attachments:[Attachment A - Procurement Summary](#)[Attachment B - DEOD Summary.](#)[Customer Tech Motion _Garcetti](#)**Adjournment**

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.



Metro

Board Report

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

File #: 2016-0772, **File Type:** Informational Report

Agenda Number: 16.

**CONSTRUCTION COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
NOVEMBER 17, 2016**

**SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)
REPORT (DATA THROUGH SEPTEMBER 2016), AND 12-MONTH PILOT LOCAL HIRE
INITIATIVE**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status update on the **Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2016.**

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). One benefit of the PLA is to encourage construction employment and training opportunities in economically disadvantaged geographic areas throughout the United States. Another benefit of the PLA is that work stoppages are prohibited.

Consistent with the Board approved PLA and 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, the prime contractors provide Metro with worker utilization data by ethnicity and gender.

The attached report provides the current status (through September 2016) of construction projects subject to the PLA/CCP.

DISCUSSION

There are ten active construction contracts and nine completed contracts with the PLA/CCP program requirements, as of September 2016.

Project Name:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	* Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System Category
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	58.81%	20.14%	12.54%	38.89%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	57.73%	19.26%	8.53%	51.33%
Westside Subway Extension Project, Section 1 – D/B	Skanska-Traylor-Shea, JV	69.52%	16.24%	9.51%	59.75%
Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance	Skanska	57.93%	24.29%	16.00%	84.43%
Universal City Pedestrian Bridge	Griffith Company	38.13%	27.93%	9.18%	63.87%
Westside Extension Project Advanced Utility Relocation (La Cienega Station)	Bubalo Construction	65.41%	21.98%	21.22%	27.63%
Metro Blue Line Pedestrian and Swing Gates	Icon-West	58.26%	21.74%	10.11%	99.52%
Division 16 Southwestern Yard	Hensel Phelps/Herzog, JV	46.34%	16.51%	11.08%	50.89%
MRL Pershing Square Canopy Addition and Escalator Replacements	Clark Construction, LLC	55.56%	27.04%	10.19%	35.09%
Patsaouras Plaza POV Relocation, Pavers & Storm Drain Repair	AP Construction	76.70%	24.19%	41.30%	9.14%

In summary, of the ten active construction projects for this reporting period, nine contractors are exceeding the 40% Targeted Worker goal, seven contractors are exceeding the 20% Apprentice Worker goal and seven contractors are achieving the 10% Disadvantaged Worker goal.

*Percentage of Disadvantaged Worker Participation that have had involvement with the Criminal Justice System Category

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 that have worked, or are still working on Metro's PLA/CCP projects.

Currently Active Contracts

Crenshaw/LAX Transit Corridor

Prime: Walsh/Shea Corridor Constructors

The Crenshaw/LAX Transit Corridor project Contractor has completed 75.93% of the estimated construction work hours for this project. The Contractor is currently exceeding the Targeted Worker goal at 58.81%, Apprentice Worker Goal at 20.14% Disadvantaged Worker goal at 12.54% and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal at 3.16%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. For this reporting cycle, the Contractor has met the PLA/CCP workforce provisions, and has achieved the Apprentice Worker goal ahead of its Employment Hiring Plan schedule.

Regional Connector Transit Corridor

Prime: Regional Connector Constructors, Joint Venture

The Regional Connector Transit Corridor project has completed 12.48% of the estimated construction work hours for this project. The Contractor is currently exceeding the Targeted Worker goal at 57.73%, and the minority participation percentage goals, but not meeting the 20% Apprentice Worker goal at 19.26%, the 10% Disadvantaged Worker goal at 8.53% and the 6.90% Female Participation goal at 2.96%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours.

The Contractor has submitted an Employment Hiring Plan which states compliance with the PLA/CCP workforce goals will be met in the latter part of 2016. Staff will continue to work closely with the Contractor towards meeting all worker goals for this project.

Westside Subway Extension Project, Section 1 Design-Build

Prime: Skanska-Traylor-Shea, a Joint Venture (STS)

The Westside Subway Extension Project, Section 1 is underway and only 7.70% of the estimated construction work hours for this project have been performed. The Contractor is currently exceeding the Targeted Worker goal at 69.52% and the minority participation percentage goals, but not meeting the 20% Apprentice Worker goal at 16.24%, the 10% Disadvantaged Worker goal at 9.51% and the 6.90% Female Participation goal at 4.81%. The attainment for the 20% Apprentice Worker is based on total apprentice-able hours. This project is in the early stage of the design-phase with limited construction and the attainments are in line with the Contractor's submitted Employment Hiring Plan which states compliance with the PLA/CCP workforce goals will be met in Mid-2018.

Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance
Prime: Skanska

The Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance project Contractor has completed 99.40% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 57.93%, Apprentice Worker Goal at 24.29%, Disadvantaged Worker goal at 16.00%, Female Participation goal at 7.55% and the minority participation percentage goals. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. For this reporting cycle, the Contractor has met the PLA/CCP workforce provisions.

Universal City Pedestrian Bridge
Prime: Griffith Company

The Universal City Pedestrian Bridge project Contractor has completed 98.13% of the estimated construction work hours on this project. The Contractor is currently exceeding the Apprentice Worker goal at 27.93%, and the minority participation percentage goals, but not meeting the 40% Targeted Worker goal at 38.13%, the 10% Disadvantaged Worker goal at 9.18% and the 6.90% Female Participation goal at 1.58%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. Staff is currently performing close-out audits on the Targeted Worker and Disadvantaged Worker non-compliance issues and will keep the Board updated on the outcome and any possible liquidated damages that will be assessed.

Westside Extension Project Advanced Utility Relocation (La Cienega)
Prime: Bubalo Construction

The Westside Extension Project Advanced Utility Relocation project Contractor has completed 98.84% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 65.41%, Apprentice Worker goal at 21.98%, Disadvantaged Worker goal at 21.22%, and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal at 0.58%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. For this reporting cycle, the Contractor has met the PLA/CCP workforce provisions.

Metro Blue Line Pedestrian and Swing Gates
Prime: Icon-West

The Metro Blue Line Pedestrian and Swing Gates project Contractor has completed 73.15% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 58.26%, Apprentice Worker goal at 21.74%, Disadvantaged Worker goal at 10.11% and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal at 0.58%. The attainment for the 20% Apprentice Worker is based on total apprentice-able hours. For this reporting cycle, the Contractor has met the PLA/CCP workforce provisions.

Division 16 - Southwestern Yard
Prime: Hensel Phelps/Herzog, J.V.

The Division 16 Southwestern Yard project is underway and only 3.27% of the estimated construction work hours for this project have been performed. This project is in the early stage of the design-phase with limited construction, and as such, is not representative of the typical trades and hours that will be performed on the project. The Contractor is currently exceeding the Local Targeted Worker goal at 46.34%, Disadvantaged Worker goal at 11.08% and the minority participation percentage goals, but not meeting the 20% Apprentice Worker goal at 16.51% and the 6.90% Female Participation goal at 6.44%. The attainment for the 20% Apprentice Worker is based on total apprentice-able hours. The Contractor submitted an Employment Hiring Plan which states compliance with the PLA/CCP workforce goals will be met by mid-2017. This contract falls under the U.S. DOT's Local Hire Pilot Program.

MRL Pershing Square Canopy Addition and Escalator Replacement
Prime: Clark Construction, LLP

The MRL Pershing Square Canopy Addition and Escalator Replacement project Contractor has completed 52.49% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 55.56%, Apprentice Worker goal at 27.04%, Disadvantaged Worker goal at 10.19% and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal at 2.39%. The attainment for the 20% Apprentice Worker is based on total apprentice-able hours. For this reporting cycle, Contractor has met the PLA/CCP workforce provisions.

Patsaouras Plaza POV Relocation, Pavers and Storm Drain Repairs
Prime: AP Construction

The Patsaouras Plaza Privately-Owned-Vehicle Relocation, Pavers and Storm Drain Repairs project Contractor has completed 96.12% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 76.70%, Apprentice Worker goal at 24.19%, Disadvantaged Worker goal at 41.30% and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal at 3.61%. The attainment for the 20% Apprentice Worker is based on total apprentice-able hours. For this reporting cycle, the Contractor has met the PLA/CCP workforce provisions.

Completed Contracts

Completed Projects:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	*Percentage of Disadvantaged Workers that are in the Criminal Justice System Category
Crenshaw Advanced Utility Relocation Project	Metro Builders	61.41%	13.84%	21.08%	2.90%
Westside Subway Extension Advanced Utility Relocation	Metro Builders	67.47%	11.12%	11.08%	0.00%
Westside Subway Exploratory Shaft	Innovative Construction Solutions	50.88%	75.05%	11.23%	96.23%
Regional Connector Transit Corridor Adv. Utility Relocation	Pulice Construction	51.61%	21.37%	22.83%	28.39%
CNG Emergency Generator Division 7 & 8	Taft Electric	46.42%	25.51%	39.08%	39.48%
Division 13 CNG Fueling Facility, Design/Build/Operate	Clean Energy	67.54%	20.17%	60.72%	49.48%
Metro Blue Line Stations Refurbishments	S.J. Amoroso	56.01%	26.10%	13.62%	28.03%
Westside Extension Project Advanced Utility Relocation (Fairfax Station)	WA Rasic	63.27%	20.61%	19.90%	9.24%
Metro Rail Security Kiosks	Icon-West	45.90%	27.06%	20.17%	100.00%

Crenshaw Advanced Utility Relocation ProjectPrime: Metro Builders

The Crenshaw Advanced Utility Relocation project is 100% complete as of September 2014. Final reporting shows the Targeted Worker attainment at 61.41%, Disadvantaged Worker attainment at 21.08% and the minority participation percentage goals were attained, but the Contractor did not meet the 20% Apprentice Worker goal at 13.84% and the 6.90% Female Participation goal at 0.52%. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. Metro staff met with the Contractor in January 2015, and executed a special assessment for not meeting the apprentice goal for this project. The Contractor complied with Metro's special assessment and this issue is closed.

Westside Subway Extension Advanced Utility RelocationPrime: Metro Builders

The Westside Subway Extension Advanced Utility Relocation project is 100% complete as of October 2014. Final reporting shows the Targeted Worker attainment at 67.47%, Disadvantaged Worker attainment at 11.08%, Female Participation attainment at 7.48% and the minority participation percentage goals were attained, but the Contractor did not meet the 20% Apprentice Worker goal at 11.12%. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. Metro staff met with the Contractor in January 2015, and executed a special assessment for not meeting the apprentice goal for this project. The Contractor complied with Metro's special assessment and this issue is closed.

Westside Subway Exploratory ShaftPrime: Innovative Construction Solutions (ICS)

The Westside Subway Extension Exploratory Shaft project is 100% complete as of October 2014. Final reporting shows the Targeted Worker attainment at 50.88%, Apprentice Worker attainment at 75.05%, Disadvantaged Worker attainment at 11.23% and the minority participation percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 0.42%. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. No labor grievances occurred on this project.

Regional Connector Transit Corridor Advanced Utilities RelocationPrime: Pulice Construction

The Regional Connector Transit Corridor Advanced Utilities Relocation project was terminated for convenience in April 2015 and is now closed. Final reporting shows the Targeted Worker attainment at 51.61%, Apprentice Worker attainment at 21.37%, Disadvantaged Worker attainment at 22.83% and the minority participation percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 2.57%.

CNG Emergency Generator Division 7 and 8Prime: Taft Electric

The CNG Emergency Generator Division 7 and 8 project is 100% complete as of May 2015. Final

reporting shows the Targeted Worker attainment at 46.42%, Apprentice Worker attainment at 25.51%, Disadvantaged Worker attainment at 39.08% and the minority percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 4.68%. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. No labor grievances occurred on this project.

Division 13 CNG Fueling Facility, Design/Build/Operate
Prime: Clean Energy

The Division 13 CNG Fueling Facility, Design/Build/Operate project Contractor is 100% complete as of June 2015. Final reporting shows the Targeted Worker attainment at 67.54%, Apprentice Worker attainment at 20.17%, Disadvantaged Worker attainment at 60.72% and the minority percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 1.69%. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. No labor grievances occurred on this project.

Metro Blue Line Station Refurbishments
Prime: S.J. Amoroso

The Metro Blue Line Station Refurbishments project Contractor is 100% complete as of August 2015. Final reporting shows the Targeted Worker attainment at 56.01%, Apprentice Worker attainment at 26.10%, Disadvantaged Worker attainment at 13.62% and the minority percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 0.48%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours.

Westside Subway Extension Advanced Utility Relocation (Fairfax Station)
Prime: W.A. Rasic

The Westside Subway Extension Advanced Utility Relocation - Fairfax Station project is 100% complete as of December 2015. Final reporting shows the Targeted Worker attainment at 63.27%, Apprentice Worker attainment at 20.61%, Disadvantaged Worker attainment at 19.90% and the minority percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 2.78%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours.

Metro Rail Security Kiosks
Prime: Icon-West

The Metro Rail Security Kiosks project Contractor is 100% complete as of March 2016. Final reporting shows the Targeted Worker attainment at 45.90%, Apprentice Worker attainment at 27.06%, Disadvantaged Worker attainment at 20.17% and the minority percentage goals were attained, but the Contractor did not meet the 6.90% Female Participation goal at 0.00%. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours.

FEMALE UTILIZATION UPDATE:

Below is a female utilization participation report on Metro's PLA/CCP projects to track progress. The chart shows the number of cumulative female workers on active PLA/CCP projects within the last three months of FY17, as requested at the July 2015 Committee meeting.

Project Name:	Prime Contractor:	No. of Female Workers July 2016	No. of Female Workers August 2016	No. of Female Workers September 2016
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	82	83	83
Regional Connector Transit Corridor	Regional Connector Constructors, JV	18	18	18
Westside Subway Extension Project, Section 1	Skanska-Traylor-Shea, JV	22	22	23
Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance	Skanska	7	7	7
Universal City Pedestrian Bridge	Griffith Company	5	5	5
Westside Extension Project Advanced Utility Relocation (La Cienega Station)	Bubalo Construction	4	4	4
Metro Blue Line Pedestrian and Swing Gates	Icon-West	1	1	1
Division 16 – Southwestern Yard	Hensel Phelps/Herzog, JV	2	2	3
Metro Red Line Pershing Square Canopy Addition & Escalator Replacement	Clark Construction	1	2	2
Patsaouras Plaza POV Relocation, Pavers & Storm Drain Repair	AP Construction	2	2	2

In an effort to increase female participation within Metro's PLA/CCP projects which has averaged 3.28% for all active PLA/CCP projects, staff has coordinated or is currently coordinating the following efforts:

- The Metro "Women Build METRO LA" (WBMLA) Committee Pre-Apprenticeship Boot Camp, which began on June 6, 2016 has now graduated 21 women committed to finding work in the Trades.
- To date, four women are working with IBEW on a project that once completed will enable them to be inducted as first period apprentices.
- All 21 women have been registered with the Los Angeles Trade Technical College Worksource Center for supportive service needs (tools, dues and other needs addressed as appropriate).
- DEOD will continue to track the progress of the graduates for one year.
- DEOD staff and Construction Relations coordinated an underground tour of the Crenshaw/King Blvd station box and the Tunnel Boring Machine with the Women Build Metro LA graduates.
- DEOD and WBMLA hosted graduation ceremony for the Boot Camp graduates with Director Dupont-Walker as the keynote speaker.
- Ron Miller, Executive Secretary of the LA/OC Building and Construction Trades Council, addressed the Boot Campers to determine interest and readiness.

Staff will continually report on the WBMLA activities and outreach efforts.

PILOT LOCAL HIRE INITIATIVE

In March 2015, the U.S. Department of Transportation (DOT) announced an initiative to permit, on an experimental basis, Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) recipients and sub-recipients the ability to utilize previously disallowed local/geographic-based labor hiring preferences and economic-based labor hiring preferences on Construction and Rolling Stock projects. This initiative was carried out as a pilot program for a period of one year and has been extended through March 6, 2017 under the FHWA and FTA's existing Authorities. The Pilot initiative may be implemented immediately on federally funded Construction projects.

While Metro has been implementing a local hire program on certain state and locally funded contracts since 2012, as of this quarterly reporting period, C0991 Division 16 - Southwestern Yard (contract amount of \$172mil) is the only construction project that is active and subject to the US DOT Pilot Local Hire Initiative.

This initiative is also included in the solicitation for the Westside Purple Line Extension Section 2 design build contract. Staff is continually monitoring federally funded PLA/CCP covered projects

awarded during the “Pilot Local Hire Initiative” implementation period and will report any additional projects subject to the Local Hire Initiative Program to the Board.

Metro received DOT and FTA approval on September 30, 2015 to use Metro’s Local Employment Program (LEP) on four Rolling Stock procurements. The Local Employment Program may only be applied on an experimental basis on Metro’s New Heavy Rail Car, New Bus Buy and two Rail Car Overhaul solicitations. The FTA’s approval also contained specific conditions that limit the Local Employment Program to a voluntary program. This means that the program cannot be used to determine responsiveness to the solicitation or as a basis for award. Nonetheless, the Local Employment Program will provide Proposers with an opportunity to receive up to 5% additional preferential scoring points if new jobs are committed as part of their proposal.

The FTA’s approval also modified the definition of how Metro may define its geographical preference for new jobs and facility improvements for the New Heavy Rail Car and New Bus RFPs. For those two procurements the definition of local employment will include anywhere in the State of California. For the two rail vehicle overhaul projects the FTA will allow Metro to limit the geographical preference for new job creation to Los Angeles County.

Proposers that volunteer to participate in Metro’s Local Employment Program and who commit to new job local job creation must also commit to hiring a minimum of 10% of their new work force as Disadvantaged Workers. The targeted hiring requirement will be a condition for obtaining any preferential scoring points.

The first Rolling Stock contract awarded using the new LEP was the A650 Red Line Overhaul contract, approved by the Board at the September 2016 meeting. That contract was awarded to Talgo Inc., which has committed to creating new jobs in Los Angeles County totaling \$2,212,676 in wages and benefits. This equates to 16.9 full time employees (FTE) job years for the base and option contract period.

The New Heavy Rail Car award recommendation is on the November 2016 Board agenda. The New Heavy Rail Car award recommendation includes a Contractor commitment to create wages and benefits for new Los Angeles County jobs totaling \$38,395,972 for the base and option contract. This equates to 320 FTE job years. The P2000 Overhaul award recommendation will be presented at the January 2017 Board meeting.

In August 2016, Metro issued a new Bus Buy RFP for up to 1200 buses. The RFP is comprised of 600 40-foot CNG buses, 400 60-foot CNG buses, and up to 200 40-foot and 60-foot electric buses. Multiple contract award recommendations will be presented to the Board in spring 2017. In July 2016 staff also submitted an updated application to the FTA seeking approval to apply our Local Employment Program on all 1200 buses, as part of the U.S. Department of Transportation’s extension of the Local Hire Pilot Program for projects solicited through September 2016.

Staff will continue to report on the “Pilot Local Hire Initiative” on a quarterly basis as part of the Project Labor Agreement/Construction Careers Program quarterly updates.

OUTREACH

In efforts to attain the highest percentages of Targeted, Apprentice and Disadvantaged Workers on PLA/CCP projects, and to keep the community informed of opportunities, the contractors and DEOD participated and/or coordinated the following outreach efforts during this reporting period:

- Daily/weekly/bi-weekly meetings with outreach teams, contractors, elected staffers and/or community representatives.
- Continuous collaboration with Five Keys Charter to promote Metro's PLA/CCP workforce initiatives within Los Angeles County Jail system.
- Participated in the 15th Annual Job Fair for Foster Youth and Local Community, Office of L.A. County Supervisor, Mike D. Antonovich, held on May 14, 2016.
- City of L.A., Economic and Workforce Development Department, Clean Technology Business Development Forum event held May 16, 2016.
- Participated in East Los Angeles Community College Job Fair held on May 25, 2016.
- Participated in the Women Build Metro LA Boot Camp Graduation event held on July 15, 2016.
- Participated in YouthBuild Graduation Job Fair held on July 22, 2016.
- Participated in Word of Encouragement Community Church Job Resources Event held on November 1, 2016.

NEXT STEPS

Staff will continue to monitor and assist Contractors with hiring efforts, and will enforce compliance as necessary.

ATTACHMENTS

A. PLA/CCP Report, Data through September 2016

Prepared by: Keith Compton, Director, PLA/CCP
Compliance & Administration, (213) 922-2406

Miriam Long, Director, Strategic Business & Construction Career
Resources, (213) 922-7249

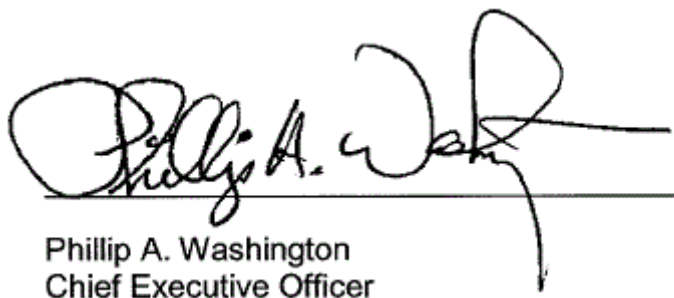
Victor Ramirez, Deputy Executive Officer, Vendor/Contract

Management, (213) 922-1059

Miguel Cabral, Executive Officer

Diversity & Economic Opportunity (213) 922-2232

Reviewed by: Debra Avila, Chief, Vendor/Contract Management
(213) 418-3051



Phillip A. Washington
Chief Executive Officer



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

**Report Data Through
September 2016 Reporting Period**

Crenshaw/LAX Transit Corridor Project

PLA Targeted Worker Attainment: Prime: Walsh/Shea

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
2,278,018.16	58.81%	20.14% Based on Total Apprenticeable Work Hours	12.54%

Percentage Project Complete Based on Worker Hours: 75.93% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
2,278,018.16	13.84%	1.03%	23.45%	56.80%	1.11%	3.78%	72.78%	3.16%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Regional Connector Transit Corridor Project

PLA Targeted Worker Attainment: Prime: R.C.C., Joint Venture

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
409,964.50	57.73%	19.26% Based on Total Apprenticeable Work Hours	8.53%

Percentage Project Complete Based on Worker Hours: 12.48% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
409,964.50	6.79%	0.59%	30.09%	59.88%	0.72%	1.93%	67.98%	2.96%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Westside Subway Extension Project, Section 1 – D/B

PLA Targeted Worker Attainment: Prime: S.T.S., Joint Venture

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
250,850.13	69.52%	16.24% Based on Total Apprenticeable Work Hours	9.51%

Percentage Project Complete Based on Worker Hours: 7.70% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
250,850.13	9.37%	1.18%	20.68%	64.41%	0.11%	4.26%	75.07%	4.81%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

MRL/MOL North Hollywood Station West Entrance

PLA Targeted Worker Attainment: Prime: Skanska

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
83,001.90	57.93%	24.29% Based on Total Apprenticeable Work Hours	16.00%

Percentage Project Complete Based on Worker Hours: 99.40% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
83,001.90	11.27%	0.41%	26.82%	56.93%	1.05%	3.52%	69.66%	7.55%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Universal City Pedestrian Bridge

PLA Targeted Worker Attainment: Prime: Griffith Company

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
107,948.09	38.13%	27.93% Based on total Apprenticeable Work hours	9.18%

Percentage Project Complete Based on Worker Hours: 98.13% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
107,948.09	8.31%	4.15%	22.30%	61.68%	0.62%	2.94%	74.76%	1.58%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Westside Extension Project AUR (La Cienega Station)

PLA Targeted Worker Attainment: Prime: Bubalo Construction

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
51,397.60	65.41%	21.98% <small>Based on Total Apprenticeable Work Hours</small>	21.22%

Percentage Project Complete Based on Worker Hours: 98.84% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
51,397.60	4.68%	0.00%	7.62%	87.70%	0.00%	0.00%	92.38%	0.58%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Metro Blue Line Pedestrian & Swing Gates

PLA Targeted Worker Attainment: Prime: Icon-West

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
16,606.50	58.26%	21.74% Based on Total Apprenticeable Work Hours	10.11%

Percentage Project Complete Based on Worker Hours: 73.15% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
16,606.50	5.41%	0.00%	16.13%	77.58%	0.00%	0.87%	82.99%	0.58%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Division 16: Southwestern Yard

PLA Targeted Worker Attainment: Prime: Hensel Phelps/Herzog, JV

Report Data Through September 2016

No. of Work Hours*	Local Targeted Economically Disadvantaged Worker Utilization(%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
11,413.00	46.34%	16.51% Based on Total Apprenticeable Work Hours	11.08%

Percentage Project Complete Based on Worker Hours: 3.27% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
11,413.00	4.46%	0.02%	39.25%	46.02%	0.78%	9.47%	51.28%	6.44%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

MRL Pershing Square Canopy & Escalator Replacement

PLA Targeted Worker Attainment: Prime: Clark Construction, LLP

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
5,773.50	55.56%	27.04% Based on Total Apprenticeable Work Hours	10.19%

Percentage Project Complete Based on Worker Hours: 52.49% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
5,773.50	5.38%	5.37%	32.48%	56.77%	0.00%	0.00%	67.52%	2.39%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Patsaouras Plaza POV Relocation, Pavers & Storm Drain

PLA Targeted Worker Attainment: Prime: AP Construction

Report Data Through September 2016

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
13,072.25	76.70%	24.19% Based on Total Apprenticeable Work Hours	41.30%

Percentage Project Complete Based on Worker Hours: 96.12% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
13,072.25	9.58%	0.31%	3.35%	86.36%	0.00%	0.39%	96.25%	3.61%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Crenshaw/LAX Advanced Utilities Relocations

PLA Targeted Worker Attainment: Prime: Metrobuilders

Report Data Through Oct 31, 2014 **(FINAL)**

No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
61,708.26*	61.41%		21.08%
43,277.52**		13.84%	

Percentage Project Complete Based on Worker Hours: 100%

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
61,708.26	11.66%	0.01%	22.02%	66.29%	0.01%	0.00%	77.97%	0.52%



* Total Cumulative Project Hours as Reported by Prime Contractor.

** Total Apprenticeable Cumulative Hours as Reported by Prime Contractor.

Westside Subway Extension Advanced Utilities

PLA Targeted Worker Attainment: Prime: Metrobuilders

Report Data Through November 2014 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
37,731.76	67.47%	11.12%	11.08%

Percentage Project Complete Based on Worker Hours: 100%

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
37,731.76	3.92%	0.00%	12.76%	76.87%	0.00%	6.45%	80.79%	7.48%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Westside Subway Extension Exploratory Shaft

PLA Targeted Worker Attainment: Prime: Innovative Constructive Solutions

Report Data Through October 2014 (FINAL)

No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
*18,049.25	50.88%		11.23%
**238.50		75.05%	

Percentage Project Complete Based on Worker Hours: 100%

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,049.25	11.40%	0.00%	22.71%	33.18%	1.19%	31.52%	45.77%	0.42%



Metro

* Total Cumulative Project Hours as Reported by Prime Contractor.

** Total Apprenticeable Cumulative Hours as Reported by Prime Contractor.

Regional Connector Advanced Utility Relocations

PLA Targeted Worker Attainment: Prime: Pulice

Report Data Through May 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
58,903.00	51.61%	21.37% Contractor Reported Based on Total Work Hours	22.83%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
58,903.00	1.36%	0.41%	17.43%	80.30%	0.00%	0.50%	82.07%	2.57%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

CNG Emergency Generator Division 7 and 8

PLA Targeted Worker Attainment: Prime: Taft Electric Company

Report Data Through May 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
3,289.50	46.42%	25.51% <small>Based on Total Apprenticeable Work Hours</small>	39.08%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
3,289.50	14.47%	1.92%	38.21%	45.40%	0.00%	0.00%	61.79%	4.68%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Division 13 CNG Fueling Facility, Design/Build/Operate

PLA Targeted Worker Attainment: Prime: Clean Energy

Report Data Through June 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
11,496.00	67.54%	20.17% Based on Total Apprenticeable Work Hours	60.72%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
11,496.00	31.21%	3.03%	26.54%	39.23%	0.00%	0.00%	73.47%	1.69%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Metro Blue Line Station Refurbishments

PLA Targeted Worker Attainment: Prime: S.J. Amoroso

Report Data Through June 2015 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
41,274.75	56.01%	26.10% Based on Total Apprenticeable Work Hours	13.62%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
41,274.75	16.59%	1.55%	20.72%	61.14%	0.00%	0.00%	79.28%	0.48%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Westside Subway Extension Project AUR (Fairfax Station)

PLA Targeted Worker Attainment: Prime: W.A. Rasic

Report Data Through December 2015 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
37,510.00	63.27%	20.61% Based on Total Apprenticeable Work Hours	19.90%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
37,510.00	9.44%	0.01%	13.39%	77.08%	0.00%	0.09%	86.53%	2.78%



*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

Metro Rail Security Kiosks

PLA Targeted Worker Attainment: Prime: Icon-West

Report Data Through March 2016 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
7,281.75	45.90%	27.06% <small>Based on Total Apprenticeable Work Hours</small>	20.17%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
7,281.75	48.19%	0.27%	15.16%	34.78%	0.87%	0.72%	84.11%	0.00%



Metro

*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



File #: 2016-0585, File Type: Informational Report

Agenda Number: 15

**EXECUTIVE MANAGEMENT COMMITTEE
MARCH 16, 2017**

**SUBJECT: ACTION PLAN TO ADDRESS THE TRANSPORTATION NEEDS OF OLDER ADULTS
AND PEOPLE WITH DISABILITIES**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the **action plan to address the transportation needs of older adults and people with disabilities**. The action plan contains extensive background information on efforts currently underway at Metro in two distinct areas:

- A. Planning and project programming efforts to identify and recommend actions addressing mobility needs of passengers with disabilities and senior individuals in Los Angeles County, including initiatives mandated under state and federal law; and
- B. Specific enhancements of both public transit infrastructure and service operations to accommodate passenger with disabilities and senior individuals on Metro's fixed-route transit system and complementary paratransit service.

ISSUE

At the June 2016 meeting, the Board approved Motion #47 (Attachment A) directing the Chief Executive Officer to: 1) develop an Action Plan to better address the transportation needs of older adults and people with disabilities, 2) prepare an annual accessibility report and, 3) work with Access Services to convene an annual countywide forum to address improvements in service coordination and integration.

The motion requested the Action Plan to include five specific elements including:

- A. An overview of agency-wide efforts to serve older adults and persons with disabilities with a focus on activities that go beyond the Americans with Disabilities Act (ADA) requirements;
- B. Recommended metrics to measure challenges and successes;
- C. A roadmap and timeline to enhance community partnerships and participation of non-profits and other stakeholders;
- D. An evaluation of the feasibility of enhancing the paratransit service provided by Access Services beyond the ADA minimum; and,

E. An analysis of Electric Personal Assistive Mobility Devices.

This report represents the Action Plan and includes how staff will address the numerous elements outlined in the motion. Note that in several cases, as indicated, the Action Plan lays out the future steps to be undertaken in order to adequately address the elements - not all could be initiated, conducted and concluded at the time of this response.

DISCUSSION

The first step in developing the Action Plan requires identification of existing plans, current implementation efforts, and available resources to support enhancing transportation services for older adults and persons with disabilities. Based on TAP data, about 16.5 percent of Metro's total annual ridership consists of older adults and persons with disabilities. Responsibility for working with these riders is shared among several departments.

The Office of Civil Rights is responsible for ensuring that Metro complies with the requirements of the ADA and California's Title 24 and developing programs that go above and beyond the statutory minimums. Countywide Planning and Development Department prepares the Long Range Transportation Plan (LRTP) and the Coordinated Public Transit - Human Services Transportation Plan, oversees the allocation of Federal Section 5310 Formula Grants for Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310 program funds for Los Angeles County, and develops new programs related to active transportation and first and last mile services. Operations is involved in many aspects of ensuring the system is fully accessible for older adults and persons with disabilities. The Community Relations Department develops community partnerships and also manages travel training for older adults through the On the Move program. Access Services is a separate, independent agency that is funded from regional sales tax dollars collected by Metro and through the Federal Transit Administration (FTA).

I. ACTION PLAN**A. Overview of Agency Efforts****1. Overarching Policy Documents & Initiatives****The Long Range Transportation Plan (LRTP)**

The LRTP, updated last in 2009, provides a vision and the guiding policy behind funding decisions for future transportation projects and programs in Los Angeles County. Among other requirements, these major projects and programs must be developed and operated to meet ADA mandates. In addition, funding for complementary paratransit service is a priority in the adopted LRTP. During the next update, staff will conduct a needs assessment for transportation services by older adults and people with disabilities so a strategic view may be developed as part of the LRTP update. However, the LRTP must be financially constrained so these needs must be evaluated and balanced against other needs within constrained resources. Therefore, the LRTP update will include a cost assessment to ensure investments are made that provide the most benefit. Overall, the strategic view and the LRTP update will need to reflect the significant new baseline created by the passage of Measure M.

The 2016-2019 Coordinated Public Transit - Human Services Plan

In July 2015, the Board adopted the locally-developed 2016-2019 Coordinated Public Transit-Human Services Transportation Plan for Los Angeles County (Coordinated Plan). This is a long standing federal requirement, wherein the Coordinated Plan “identifies the transportation needs of individuals with disabilities, seniors, and people with low incomes (Target Populations); provides strategies for meeting those local needs; and prioritizes transportation services and projects for funding and implementation.” It also documents the considerable investment in transportation which has been made within Los Angeles County and its benefits to address some of the mobility needs of the Target Populations.

The Coordinated Plan was developed through a process that included participation by older adults, persons with disabilities, veterans, persons of low income, representatives of public, private and non-profit transportation and human services providers and other members of the public. The Coordinated Plan also considered existing research, studies, and reports relevant to the Target Populations from Metro, SCAG, Access Services, local governments and nonprofit organizations.

Through these efforts, the Coordinated Plan documents the results of a transportation needs assessment for the Target Populations. Key findings include: heavy reliance on both local and regional transit services ranging from fixed-route to specialized services; north county communities have additional transit needs not being met by existing services; specific mobility challenges exist in using the established transportation network effectively; changes in demographics (aging and languages) are increasing the challenges of providing needed transportation; and difficulty in accessing medical trips.

The Coordinated Plan also provides and prioritizes 38 strategies grouped by five goals to address gaps in services for the Target Populations. The five goals include: 1) fund mobility options, 2) address mobility gaps, 3) provide support services, 4) promote and improve information portals, and 5) enhance accountable performance monitoring systems. Attachment B contains a listing of the 38 subregional and regional strategies to achieve these goals. Importantly, these strategies serve as the list of project types eligible for Section 5310 program funds. However, the needs are much greater than the Section 5310 funding available.

Section 5310 Program

Metro is the Designated Recipient of FTA Section 5310 funds in urbanized areas of Los Angeles County, totaling about \$7 million per year, and is responsible for the planning, programming, distribution and management of these funds. To fulfill our Designated Recipient obligations, a competitive solicitation for projects was conducted in 2015 and the Board approved allocation of available funds to 22 eligible projects for Los Angeles County. The next solicitation for Section 5310 projects is planned for 2017 and the proposed process will be presented to the Board for approval in January 2017. As noted above, projects selected for funding must be included in the adopted Coordinated Plan. Outreach to various stakeholders to receive input on the eligibility requirements, evaluation criteria and funding allocations for the 2017 solicitation has been completed.

Periodically, other federal, state or non-profit discretionary funding opportunities such as the recent FTA Rides to Wellness Demonstration and Innovative Coordinated Access and Mobility emerge, and staff will determine how these efforts align and support the future Annual Accessibility Report.

The Office of Civil Rights

Metro's Office of Civil Rights was created in 2011 to oversee and manage the services for users protected under various Civil Rights legislation at the federal and state level and Metro's own civil rights policies. The Civil Rights Office also ensures that Metro is fully compliant with requirements of the ADA and other state and federal requirements for ensuring our system is fully accessible to persons with disabilities. Prior to 2011, Metro had a single staff person assigned to deal with all aspects of customer ADA issues. Today the Office of Civil Rights has a staff of 7 individuals dedicated to improving accessibility for persons with disabilities and ensuring that Metro meets all federal and state accessibility requirements.

The Consolidated Transportation Services Agency

In 1994, in response to the passage of Assembly Bill 120, the Social Services Transportation Act, Metro designated Access Services as the Consolidated Transportation Services Agency (CTSA) for Los Angeles County. The role of a CTSA is to facilitate coordination of transportation services to reduce gaps in transportation for low mobility groups including older adults and persons with disabilities. The role of a CTSA is also to achieve cost savings, lower insurance premiums and more efficient use of vehicles and funding resources to serve these disadvantaged groups. The CTSA and its unique supporting legislation allow it to deal with the problems of efficient or duplicative transportations systems and can/should be the leaders in developing new services for the populations with mobility challenges in Los Angeles.

Metro Strategic Plan

The Office of Extraordinary Innovation (OEI) has initiated the development of a Metro Strategic Plan to establish a clear vision for the agency, develop a roadmap to guide Metro in achieving our goals, measure our progress, and ensure that our agency can adapt to the changing needs of our customers and LA County residents, and the way they travel. This includes working with the Board, staff, and the larger community to define mobility goals for the county and enhancing our business strategies to tie programs together across Metro and align them towards a focused purpose. As part of this work, we will be exploring how Metro can better serve all LA County residents, which includes older adults and persons with disabilities, to create and maintain a seamless, world-class transportation system.

2. Technical and Outreach Enhancements to Operational System

There have been a number of new and innovative technical enhancements that have been implemented to address the accessibility on the Metro system. The initiatives include: the G-Tel system that assists disabled riders to gain access to the rail system where turnstiles are latched; specialized interior designs for new bus and rail vehicles to make them more convenient and safer for persons with disabilities and older adults; tactile pathways and directional bars to lead visually-impaired riders through the system; Wayfindr Bluetooth beacon system to help the visually impaired navigate complex terminals; enhanced bus operator training and accessibility fairs at bus divisions to reinforce training; Mystery Rider program that provides ADA checks on bus operators; enhancements to transit terminal information systems to improve provision of information to visually-impaired and other disabled riders; and new rail station lighting criteria. In addition to these enhancements, Metro offers discounted fares to older adults and persons with disabilities. Attachment C contains additional information on these current operational systems.

Additionally, Metro is implementing a number of outreach efforts to improve access to information about reduced fare, services provided and specialized features on the rail and bus system for older adults and persons with disabilities. The programs include a mobile customer service center that visits senior facilities; On the Move Riders Club that provides senior peer-to-peer training; and various travel training activities through the Abilities Expo, Rancho Los Amigos Hospital and the Braille Institute. Attachment C presents further descriptions of these outreach efforts.

In addition to the many technical enhancements and specialized outreach in support of better accessibility to the Metro transit system that have been implemented to date, Metro is pursuing several additional initiatives. These initiatives include: hands-free elevators, stronger signage for reserved (priority) seating, mandatory wheelchair securement, further bus enhancements, grade crossing protection, Countywide Forum on Coordination and Integration of Transportation for Older Adults and Persons with Disabilities, and Mobile Wheelchair Strapping and Marking program to assist passengers with wheelchairs be correctly secured as they ride on Metro buses. Attachment C presents further descriptions of these programs that are being considered. A cost assessment will be conducted as staff determines whether these enhancements should be pursued.

It is the goal of Metro to become the most accessible transit system in the world and these innovative programs go above and beyond the minimum requirements provided in federal and state regulations.

B. Recommended Metrics

The motion passed at the June meeting includes a requirement to develop metrics to measure challenges and successes for providing countywide services for older adults and persons with disabilities. Metro will begin reporting on the proposed metrics in the Annual Accessibility Report that will be prepared as an augmentation of the Coordinated Plan as discussed above. The metrics currently being considered to be included in the Accessibility Report include:

1. Ridership growth rate of older adults on Metro compared to growth rate of countywide older adult population

The purpose of this metric is to determine if ridership on Metro by older adults is growing faster, slower or at the same speed as the population growth of older adults in the county. Data will be obtained from periodic surveys of ridership onboard Metro buses and rail lines and compared to publicly available estimates of the annual growth rate of the population of older adults in Los Angeles County.

2. Free trips (Taps) taken by Access Services members on Metro

This metric measures the use of certified Access members riding Metro. Access members are permitted to ride Metro free of charge in order to encourage the use of Metro rather than the much more expensive paratransit service provided by Access. The opportunity to ride Metro, and most other fixed-route services in Los Angeles at no cost, has encouraged many Access riders to use fixed route rather than Access paratransit.

3. Number of trips taken by Access Services registrants on Access and number of trips taken by wheelchair registrants on Access Services

The opportunity to ride Metro, and most other fixed-route services in Los Angeles at no cost, has encouraged many Access riders to take as many trips on fixed-route services. These two numbers will show how many trips are being taken on Access and provide an indication of how successful Metro is providing services that are convenient and attractive to users of wheelchairs.

4. Number of Access Services registrants in LA County

It is believed that in recent years the number of Access Services riders has increased due to an increase in the older adult population that are also disabled and, as a result, eligible for ADA paratransit service. As more baby boomers reach retirement age and as older adults suffer further declines in their health, more of them may choose or need to use ADA paratransit services for their transportation needs. This data will allow Metro to compare the growth rate in registrants with the actual number of rides on both Access and Metro and to assess this trend.

5. Trips (Taps) by Los Angeles County Transit Operators Association (LACTOA) Card Holders on Metro

Older adults and persons with disabilities are eligible to obtain a LACTOA TAP Card which entitles the pass holder to receive discounted fares. Knowing the number of Taps from these users will enable Metro to report on use by older adults and persons with disabilities. The data can be separated to provide totals for each category of rider.

6. Number of active LACTOA cards in circulation

This metric, when used in combination with the number of LACTOA Taps, will allow Metro to understand how often older adults or persons with disabilities are using Metro and to measure the success of service enhancements in attracting new rides by older adults or persons with disabilities.

7. Number of annual trips provided and/or program participation as a result of Section 5310 program grant awards

The Section 5310 program provides funds to Metro for the purpose of awarding grants to assist private nonprofit groups and/or governmental agencies in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meet their needs. As part of the awards process, the number of trips that will be taken or program participants served as a result of the grant funding will be monitored. This metric will measure how the grant money is being used to provide transportation options in Los Angeles County.

8. Mystery Rider Accessibility Index

The Office of Civil Rights has developed an Accessibility Index based on the results of the

Mystery Ride program on Metro buses. The Index will come into effect in 2017 following updates to the Mystery Ride questionnaire and it will become a key performance indicator for accessibility. Including this metric will provide a picture of how well Metro equipment and staff are meeting the accessibility standards required by the ADA and Metro policies.

9. Number of Outreach Events and Contacts

This metric will provide an estimate of the number of outreach events attended and the contacts made with older adults and persons with disabilities. The total numbers will include estimates since definite data will not always be available; however it should provide an indication of the strength of our outreach activities.

10. Qualitative Research on Rider Experience

This metric will help Metro better understand the experience of older adults and people with disabilities using the Metro system, including the identification of impediments to the full utilization of available transportation resources by these groups. This will include analysis of available focus group data.

11. Community Feedback by Older Adults and People with Disabilities

This metric will analyze feedback submitted in writing or by telephone regarding concerns by older adults and people with disabilities regarding the provision of Metro Service. Comments will be categorized by subject and frequency.

12. Incidents of Facility Failure Impacting Accessibility at Transit Stations

This metric will monitor the number incidents where transit station facilities, such as elevators and escalators, fail to operate properly and impact accessibility for older adults and people with disabilities. The location and time of the facility failure will be included in the analysis.

The above noted metrics may be modified and other metrics may be added once staff begins developing the Annual Accessibility Report.

C. Roadmap and Timeline to Increase Community Partnerships

As highlighted in the Overview of Agency Efforts, the Coordinated Plan requires extensive outreach and engagement with multiple stakeholders in the disabled and elderly communities, and those who serve them. As we develop the Annual Accessibility Report, staff will assess how this outreach needs to be enriched, and a timeline for doing so. Staff is considering establishing an advisory group to provide input on Action Plan efforts, and assist Metro to expand its reach in providing information to older adults and people with disabilities through advisory member communication networks.

D. Evaluation of Enhancing Access Services Paratransit

Access Services will be undertaking a Comprehensive Operational Review (COR) of its service

delivery model. As part of the review, Access will investigate centralizing its reservations, scheduling and/or dispatch systems to see if it would make the service more efficient. During this review, Access will task the consulting firm with evaluating the feasibility and the costs associated with changing from a next day service to same day service model, and expanding Access' service area beyond the minimum required $\frac{3}{4}$ mile from a fixed-route corridor to 1.5 miles. Access has awarded a contract for comprehensive operational review. Additionally, Access has issued an RFP and is reviewing new methods for conducting its eligibility review process.

E. Evaluation of EPAMDs

Staff will develop a scope of work in order to study a range of issues related to Electronic Personal Assistive Mobility Devices (EPAMDs) e.g. Segways and other self-balancing 2 wheel devices. These issues will include those specifically directed within the motion including Metro policy review, assessing newer technologies, expanding current Metro shared-mobility programs, infrastructure needs, and potential legislative or policy changes.

The work effort will result in a report focused on opportunities to expand mobility options and complement existing transportation services. We anticipate completion of a report in approximately 9 months, with results to be highlighted within the upcoming annual report also directed by this motion. The study will focus on scenarios and case studies that will evaluate the use of devices for specific types of trips. Recommendations will focus on the trips/devices that are the most promising for meeting the objectives of the motion, but will also consider broader mobility benefits for all users, including first/last mile accessibility to transit.

Work to develop the report will include the creation of a project working group which will advise staff and consultants. The group would consist of Metro departments with applicable expertise including Civil Rights, Bus Operations, Information Technology Services (ITS) and OEI. Additionally, the group will include representatives of older adults and disability communities. It should be noted that ITS recently completed a review of some EPAMDs as part of a Coro Fellowship project. While not focused on older adults or persons with disabilities, the Coro report will provide baseline data useful for this effort.

Anticipated resources to complete a work as described here are reviewed in the Fiscal Impact section of this report. Among the options to be considered will be augmenting an existing study developing a Slow Speed Lane Network Strategic Plan that is currently being developed in conjunction with the South Bay Cities Council of Governments.

II. ANNUAL ACCESSIBILITY REPORT

The Motion approved by the Board also directed staff to prepare an annual accessibility report, which will include at least five elements. These elements include: A) all planned and implemented Coordinated Plan programs and projects funded with federal Section 5310 funds and other fund sources; B) an assessment of first mile/last mile accessibility, connectivity, and opportunities to, from and at transit stations and bus stops; C) an analysis of local return funds utilized and allocated towards services for older adults and people with disabilities; D) steps to improve outreach and education so older adults and people with disabilities are more informed about available services; E)

identification of other metrics to evaluate how Metro and partnering agencies are serving older adults and people with disabilities; F) efforts to expand Metro staff training to increase responsiveness to the needs of the older adults and people with disabilities; and G) summary of results from the Annual Forum and any resulting actions.

Given these elements, the Annual Accessibility Report almost exactly maps with the purpose of the Coordinated Plan that Metro must currently prepare under federal law. For example, the Coordinated Plan states that “addressing the remaining mobility gaps and needs of the Target Populations will require maintaining the breadth of existing transportation options that are already in place and expanding these to accommodate demographic and other changes.” It notes that the region will also need to support nontraditional modes that provide transportation alternatives to the Target Populations and encourage innovation and pilot efforts to meet some hard-to-serve trip needs. Given this significant work to date, and the clear overlap it has with desired elements of the Annual Accessibility Report requested in the motion, and the need to avoid duplication as Metro coordinates and enhances efforts to address the needs of seniors and persons with disabilities, staff will determine how to augment the Coordinated Plan and its attendant community outreach requirements to address many of the motion’s directives.

III. ANNUAL COUNTYWIDE FORUM

Finally, the Board directed staff to convene a countywide forum working jointly with Access Services to address improvements in coordination & integration of services for older adults and people with disabilities. The forum will include: gerontology & mental health specialists; local governmental/non-governmental transportation & social services providers; municipal operators, local jurisdictions and consumers of services. The forum will be held no later than 90 days from the date the Annual Accessibility Report is released.

FINANCIAL IMPACT

There will potentially be numerous and significant administrative, operational and capital impacts associated with recommendations in the Action Plan, and the future Annual Accessibility Report identified under this motion. As individual elements are brought forward for implementation, associated costs and the revenues available to meet those will be fully vetted, including resources that will need to be included in the FY18 and future Budgets.

NEXT STEPS

Staff will begin developing the Annual Accessibility Report which will be prepared as an augmentation to the Coordinated Plan. The report is estimated to be released this summer after the 2017 Solicitation of Projects for Section 5310 funding is completed. Staff will present the report to the Board for approval at that time. Metro, in partnership with Access Services, will then convene an annual countywide forum to address improvements in coordination and integration of services to older adults and persons with disabilities. The forum will occur no later than 90 days after the release of the Annual Accessibility Report, estimated to be in late fall

ATTACHMENTS

Attachment A - Motion #47 on Countywide Services for Older Adults and People with Disabilities

Attachment B - The 2016-2019 Coordinated Public Transit - Human Services Plan for LA County
Prioritized Strategies by Goal

Attachment C - Existing System and Potential Future Enhancements

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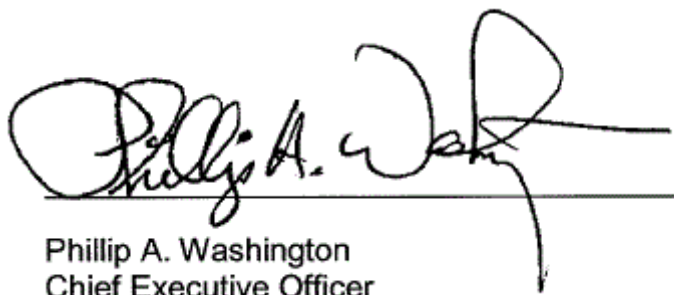
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Metro

Board Report

File #:2016-0501, **File Type:**Motion / Motion Response

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EXECUTIVE MANAGEMENT COMMITTEE JUNE 16, 2016

Motion by:

Directors Kuehl, Knabe, Solis and Antonovich

June 16, 2016

Countywide Services for Older Adults and People with Disabilities

Metro has taken a leading role in expanding accessibility in our public transit system and has often undertaken initiatives that go beyond simply meeting the standards required by the Americans with Disabilities Act (ADA). The Metro Board adopted the 2016-2019 Public Transit-Human Services Transportation Plan for Los Angeles County (The Coordinated Plan) in order to identify and address the needs of these populations.

The Coordinated Plan includes five critical goals: 1) sustain, fund and continue to expand the rich array of public, human services and private transportation service available in Los Angeles County, 2) improve coordination between public transportation and human services to address identified mobility gaps, 3) provide necessary support services to enable access to public and human service transportation services by older adults and persons with disabilities, 4) promote, improve and expand multi-cultural information portals and mobility management tools to increase mobility options, and 5) enhance customer feedback and accountable performance monitoring systems to ensure a high quality of service.

In 2010, one out of every nine Angelenos was more than 65 years old. By 2030, this ratio is anticipated to grow to be one in five. This demographic change will be accompanied by rapid growth in the number of people with disabilities who now total more than one million individuals within LA County.

In order to serve this rapidly expanding population and to implement the Coordinated Plan, Metro must identify opportunities to enhance the mobility of older adults and people with disabilities with respect to the development and operations of both the current and future system. Metro's investments in future construction projects must not only reflect the best accessibility practices to meet federal, state, and local standards but must also encompass reliable and coordinated services through: 1) accessible services and other connecting systems that span both local and countywide areas, 2) enhancement of accessibility to, from and on fixed route transit, 3) improvement of safety and security measures and, 4) provision of necessary community education about transportation

options.

The Office of Civil Rights currently oversees Metro's efforts to better serve people with disabilities and the Customer Relations Department provides outreach and travel training to older adults. While much progress has been made, the Office of Civil Rights should have an expanded mandate, and potentially more resources, to address the growing demands of our aging and disabled populations. This office should expand its scope in a number of ways including issuing an annual report that will enable the Board to evaluate the integration of accessibility and related efforts into Metro's operations and capital program. While the office has the primary responsibility for reporting the related issues and providing accountability, these efforts must be undertaken agency-wide in order to maximize the opportunities to meet the needs of older adults and the disabled.

MOTION by Kuehl, Knabe, Solis and Antonovich that the Board direct the Chief Executive Officer to work with Access Services to convene an annual county-wide forum to address improvements in coordination and integration of services to older adults and the disabled. The forum shall include consultant specialists in gerontology and mental health as well as local governmental and non-governmental providers of transportation and social services to older adults and the disabled. Metro shall encourage municipal operators and local jurisdictions to participate in the annual forum. Each forum should occur no later than 90 days after the release of the annual report.

FURTHER MOVE that the Board direct the Chief Executive Officer to report back to the Metro Board in October 2016 with an action plan to better address the transportation needs of older adults and people with disabilities. The plan shall include the following elements:

- A. An overview of the agency-wide efforts to serve older adults and people with disabilities with a specific focus on those activities that go beyond meeting ADA requirements and with an objective to ensure coordination in planning and implementing necessary initiatives.
- B. Recommended metrics to measure challenges and successes.
- C. A roadmap and timeline to enhance community partnerships and the participation of non-profits and other stakeholders to ensure full public participation.
- D. An evaluation of the feasibility of enhancing Access Services to expand the area of services beyond the ADA minimum, including but not limited to, changing next day service to same day service, changing the requirement that clients must live within $\frac{3}{4}$ mile from a public transit line to 1 $\frac{1}{2}$ mile.
- E. An analysis of Electric Personal Assistive Mobility Devices (EPAMD) and other power-driven devices as defined by the California Vehicle Code and the U.S. Department of Justice, Civil Rights Division, Disability Rights Section. Analysis shall include, but not be limited to:
 - 1. Existing Metro policies and/or the need to create a specific policy;
 - 2. Advancements in technology and ability to reduce greenhouse gas emissions;

-
3. Opportunity for expanding our countywide, ride-share program beyond bike-share and car-share to include EPAMD's and similar devices.
 4. Assessment of the infrastructure necessary to accommodate EPAMD's such as Class-I and Class-IV bike paths, enhanced sidewalks, etc.
 5. Legislative and policy challenges and prospects for promoting a mode-shift toward these and similar devices especially in conjunction with transit at the federal, state and local levels.

ADDITIONALLY MOVE that the Board direct the Chief Executive Officer to prepare an annual accessibility report, which will include, at a minimum, the following elements:

- A. All planned and implemented programs and projects, including timelines, in the Coordinated Plan including those utilizing 5310 federal funds as well as additional initiatives that are supported through other federal, state and local resources.
- B. Assessment of first mile/last mile accessibility, connectivity, and opportunities to, from and at transit stations and bus stops. This assessment should include, as well, an analysis of relevant policies and programs, such as those outlined in the Active Transportation Strategic Plan, and the ways that they are enhancing accessibility for older adults and people with disabilities.
- C. Analysis of the utilization of local return funds in order to determine the allocation towards accessibility and services that are specifically targeted for older adults and people with disabilities.
- D. Steps taken to improve outreach and education of older adults and people with disabilities so that they are more informed about available services and how to best utilize them.
- E. Identification of other metrics to evaluate how Metro and partnering agencies (governmental and non-governmental) are serving older adults and people with disabilities.
- F. Efforts made to expand the training of Metro staff to increase responsiveness to the needs of older adults and people with disabilities.
- G. Summary of the results of the annual forum and any resulting actions.

ATTACHMENT B

The 2016-2019 Coordinated Public Transit – Human Services Plan for LA County Prioritized Strategies by Goal

GOAL	STRATEGY	PRIORITY
GOAL 1 FUND MOBILITY OPTIONS: Sustain, fund and continue to expand the rich array of public, human services and private transportation service available in Los Angeles County.		
REGIONAL STRATEGIES		
1.1	<u>Strategy:</u> Fund regional services of Metro, Foothill Transit and municipal operators, as well as Access Services, vanpool, and other travel assistance services, while addressing recommendations included in SCAG's Regional Transportation Plan/ Sustainable Communities Strategy (RTP/SCS) and Metro's Short Range Transportation Plan (SRTP) and Long Range Transportation Plan (LRTP) to support regional trip making and address capacity and service level issues.	1
1.2	<u>Strategy:</u> Fund projects and activities that address high priorities identified in the 2016-2019 Coordinated Plan to enhance the mobility of seniors, persons with disabilities, persons of low income and veterans, including through dedicated funding from potential voter approved countywide sales tax measures.	1
1.3	<u>Strategy:</u> Develop profiles of best practices for improving mobility options for the Target Populations of the 2016-2019 Coordinated Plan to increase adoption by interested agencies and programs.	2
1.4	<u>Strategy:</u> Broaden cost-effective mobility choices that support achieving goals included in applicable regional plans, including SCAG's RTP/SCS and Metro's SRTP and LRTP.	1
SUBREGIONAL STRATEGIES		
1.5	<u>Strategy:</u> Improve bus service within/between the Santa Clarita Valley and the Antelope Valley and to provide better connections to the San Fernando Valley and the rest of Los Angeles County.	1
1.6	<u>Strategy:</u> Develop first and last mile access improvements to Metro's expanding light rail network, including bicycle and transit connections to Metro rail stations.	2
1.7	<u>Strategy:</u> Fund city-based and other local short range transit plans and service-level improvements to address capacity and service level issues.	1
1.8	<u>Strategy:</u> Upgrade human service agency vehicle fleets to become accessible by persons with disabilities and encourage private sector taxi companies and Transportation Network Companies, such as Uber and Lyft, to operate accessible vehicles.	2
1.9	<u>Strategy:</u> Institute vehicle replacement for human service agencies to serve the Target Populations.	2
1.10	<u>Strategy:</u> Institute vehicle replacement for public transportation agencies to serve the Target Populations.	2
1.11	<u>Strategy:</u> Institute vehicle expansion for human service agencies to serve the Target Populations.	1
1.12	<u>Strategy:</u> Institute vehicle expansion for public transportation agencies to serve the Target Populations.	2

GOAL	STRATEGY	PRIORITY
Goal 2 Address Mobility Needs: Improve coordination between public transportation and human service organizations to address identified mobility gaps.		
REGIONAL STRATEGIES		
2.1	<u>Strategy:</u> Improve county-to-county paratransit trips through best practice solutions and formalized inter-agency agreements.	3
2.2	<u>Strategy:</u> Expand incentive programs to encourage subregional coordination of specialized transportation services and promote mobility management strategies to connect riders with local and subregional transportation options.	1
SUBREGIONAL STRATEGIES		
2.3	<u>Strategy:</u> Provide same-day transportation for critical transportation needs of the Target Populations, such as for medical care, job interviews, training and education.	1
2.4	<u>Strategy:</u> Address connectivity, including transfer and fare issues, to improve the customer experience with trips involving multiple operators.	2
2.5	<u>Strategy:</u> Improve first and last mile bus access connections within local communities, including sidewalks, and enhance safety of transit users who are also pedestrians or bicyclists.	1
2.6	<u>Strategy:</u> Provide enhanced incentives and support collaborative partnerships to better address the need for medical trips and other hard-to meet trip purposes.	1
2.7	<u>Strategy:</u> Increase span of service on weekdays and weekends on public transportation services, recognizing riders' needs for evening community college classes, retail work shifts and others.	2
2.8	<u>Strategy:</u> Fill mobility gaps for low-income job seekers to assist transition to stable employment.	2
Goal 3 Provide Support Services: Provide necessary support services to enable access to public and human service transportation services by seniors, persons with disabilities, persons of low-income and the veteran population.		
3.1	<u>Strategy:</u> Increase resources for travel training programs, and related rider campaigns, to encourage use of fixed route transportation by seniors and persons with disabilities when feasible.	1
3.2	<u>Strategy:</u> Develop, fund and support additional volunteer driver/mileage reimbursement programs for difficult-to-serve trips for seniors and persons with disabilities, replicating mileage reimbursement models already successful with these populations.	1
3.3	<u>Strategy:</u> Broaden availability of best practice solutions for door-to-door and door-through-door transportation for persons who are frail or isolated and/or need additional assistance at the trip origin or destination.	2
3.4	<u>Strategy:</u> Develop bus stop, path-of-access and other pedestrian or bicycle improvement projects.	2
3.5	<u>Strategy:</u> Incorporate lower-cost ridesharing options including Transportation Network Companies (such as Uber and Lyft) into subsidy and voucher based programs that benefit users and support other activities that promote cost-efficient, cost-effective, coordinated transportation.	2
3.6	<u>Strategy:</u> Support and broaden means-based fare discounts to very low income populations to enhance their accessibility and use of public transportation services.	2
Goal 4 Promote and Improve Information Portals: Promote, improve and expand multi-cultural information portals and mobility management tools to increase mobility options.		

GOAL		STRATEGY	PRIORITY
REGIONAL STRATEGIES			
4.1	Strategy: Enhance trip planning to incorporate transportation services offered by public transit agencies, human service agencies, and private sources to provide current and specific origin and destination trip plans, providing current and updated information to the Target Populations and other users. This includes establishing an easily accessible multi-modal “find-a-ride” function and maintaining it with up-to-date information.	1	
4.2	Strategy: Increase the effectiveness in use of social media to promote mobility options to the Target Populations.	3	
SUBREGIONAL STRATEGIES			
4.3	Strategy: Support local and regional public transportation services by providing real-time transit information.	2	
4.4	Strategy: Provide route/schedule information, including bus stop identification information at the bus stop, including for low-frequency routes.	3	
4.5	Strategy: Ensure that transit information is available in multiple languages and formats due to the diverse populations of Los Angeles County, including via call centers, to address the transportation needs of members of the Target Populations who may not be proficient in English.	3	
4.6	Strategy: Develop mobility management functions at subregional major transit centers and other locations.	3	
4.7	Strategy: Promote agency-based mobility management functions to assist seniors and other members of the Target Populations connect with available transit and other transportation options, as well as to establish agency-level knowledge of local and regional transportation and effective specialized transportation programs.	1	
Goal 5 Enhance Accountable Performance Monitoring Systems: Enhance customer feedback and accountable performance monitoring systems to ensure that high quality is maintained.			
5.1	Strategy: Expand annual passenger satisfaction surveys to include all publicly funded transportation services.	2	
5.2	Strategy: Ensure continued attention to the quality of the ride for specialized transportation users.	2	
5.3	Strategy: Adopt standard complaint resolution policies that are also applicable to municipal transit and Dial-A-Ride services, as well as to human service agencies that provide transportation services.	3	
5.4	Strategy: Establish a performance measurement monitoring and reporting program for specialized transportation projects based on agency-established performance goals that also includes a customer satisfaction component and provides technical support to encourage the funding and implementation of projects that best address the transportation needs of the Target Populations.	3	
5.5	Strategy: Develop connectivity performance standards among all service modes.	2	

Existing System and Potential Future Enhancements

Technical Enhancements to Operational System

G-Tel

When Metro announced the intention to latch the turnstiles at rail stations persons in the disabled community raised concerns that some people with disabilities who previously were able to access the trains would not be able to tap to gain access. In consultation with the disabled community The Office of Civil Rights and Wayside Systems developed a G-Tel, a hands free system that allows an individual with a disability to contact the Rail Operations Control center in order to have the accessible turnstile remotely opened. Metro is the only transit operation with such a system designed to facilitate the entry into our gated stations by persons with disabilities.

New Bus Design

The Office of Civil Rights and Operations jointly worked on redesigning the interior of new buses to make them more convenient and safer for persons with disabilities and older adults. Among the features now incorporated in every bus are:

- Q-Pod wheelchair securement systems
- Rear facing wheelchair positions that do not require securement
- Blue floor to demarcate areas for wheelchairs older adults and persons with disabilities
- Relabeling of priority seating areas as either reserved for wheelchairs or reserved for older adults and persons with disabilities
- Use of special custom fabric to better identify reserved seating areas
- Addition of a single flip up seat to accommodate walkers in addition to two wheel positions

Tactile Pathways & Directional Bars

Metro is the first U.S. transit agency to adopt the practice of installing tactile pathways to lead the visually impaired from the property line to a safe location on the train platform adjacent to where the doors on the train will open. This system is in general use in many countries around the world and increases safety and convenience for the blind, persons with visual impairments and older adults who may find it difficult to navigate stations. The tactile pathways are being installed on the recently opened Expo and Foothill extensions and all future rail lines. In addition all stations on the network are being retrofit by Operations with direction bars which identify where the car doors will be located when the train pulls into the station. This makes using the system more convenient and safer for the visually impaired.

Wayfindr

Wayfindr is an innovative new way finding system that uses Bluetooth beacons and a smartphone app to help the visually impaired navigate complex terminals such as Union Station or 7th and Metro Center. This is a joint project of the Office of Civil Rights and

Countywide Planning (Union Station) The system was developed by the Royal London Society for Blind and funded by Google. The system is currently being designed and installation in Union Station should be complete in 2017. It will be the first such system in a major bus and rail station in the United States.

Enhanced Bus Operator Training/Accessibility Fairs

In 2013 Metro Operations expanded the training provided to all bus operators to ensure that they are knowledgeable about the requirements of the ADA, that they know proper wheelchair securement technique and are sensitive to the needs of persons with disabilities. Refreshers are now provided every year. In addition the Office of Civil Rights now offers a program of Accessibility Fairs that visit each division to reinforce sensitive issues, knowledge of ADA responsibilities and wheelchair securement skills. The Accessibility Fair includes an agency wide wheelchair securement competition with prizes and trophies to recognize superior skills.

Mystery Rider Program

The Mystery Ride program managed by the Office of Civil Rights has been enhanced and expanded in recent years to ensure that a statistically valid check is made on the ADA compliance of our bus operations. The observers report on items such as courtesy towards individuals with disabilities, use of the ramp and kneeling features, wheelchair securement and handling of service animal requests. Bus operators may receive commendations, counseling or discipline based on the observations of the Mystery Riders.

New Light Rail Vehicles

The Kinkisharo light rail vehicles now being delivered to Metro incorporate several new features designed to improve accessibility and usability for persons with disabilities and older adults. These include designation of reserved seating pairs (rather than individual seats) for persons with disabilities or older adults, four positions for persons in wheelchairs instead of two with separate areas for bikes and luggage, blue colored floor to denote reserved areas for persons in wheelchairs.

Next Bus Information

Metro has been installing Next Bus signage at major bus stops such as Patsaouras Plaza to inform passengers about the next bus arrival times. In addition to the visual information Metro ITS has designed a system to also provide a 'push to listen' feature which allows persons with visual impairments to also obtain this real time schedule information.

Improved Visual Information Systems

The Transit Passenger Information System (TPIS) in Red and Purple Line was recently upgraded by ITS. The upgrade included making the text larger and ensuring sufficient color contrast was provided to make the message more legible and easier to read by persons with visual impairments and older adults.

Hands-free Intercoms

Metro currently provides emergency and passenger information intercoms at all rail stations. The current units are ADA compliant, but do require a patron to use their hands to physical push a button located up to 48 inches above the floor to activate the system. A new intercom unit was specified by the Office of Civil Rights and designed by Creative Services. It is now being installed in new stations and includes a hands free activation system for persons with disabilities. Someone in a wheelchair or with limited reach range can now bump a 4" X 30" kick plate to activate the intercom and seek assistance.

Braille Stops & Fleet Numbers

Neither the ADA nor California Title 24 requires transit agencies to provide Braille information at bus stops, or Braille fleet numbers on board vehicles. Stops and Zones has installed Braille stop information at 500 of the busiest bus stops and all bus and rail vehicles have fleet numbers posted in Braille to help visually impaired customers report complaints or commendations.

ADA Complaint Process

Since 2011, the OCR, Customer Relations, Operations and ITS have worked together to improve the handling of complaints from passengers with disabilities. Improvements have been made in the receipt, classification, recording, investigation, oversight and notification of complaints involving persons with disabilities.

Discounted Fare Programs

Federal Department of Transportation regulations require that Metro provide half price transit fares during off peak periods to older adults and persons with disabilities. As a result of funding obtained through local propositions Metro has significantly exceeded this minimum discount required by the Federal government. Currently older adults and persons with disabilities receive an 80% discount on single cash off peak fares, and a 57% discount on cash peak fares. In addition an 80% discount is provided for monthly passes and a 65% discount is offered on day passes which are valid at all times.

New Lighting Criteria

In response to concerns raised by the community regarding the level of lighting in new rail stations the Office of Civil Rights engaged a lighting consultant to develop Metro lighting design criteria. The design criteria are being applied to new stations and rehabilitation projects to ensure that the lighting types and levels are designed to minimize issues for persons with visual impairments.

Rancho Los Amigos Shuttle Service

The regular Metro bus routes serving the Rancho Los Amigos National Rehabilitation Center in Downey are among the most popular services in the region for individuals using mobility devices. In order to respond to this demand for additional accessible capacity for mobility devices, Metro partners with Access Services to provide a dedicated shuttle service with a small bus capable of transporting up to five persons in mobility devices at the same time. The service operates Monday through Friday on a

regular schedule between the Metro Rail Willowbrook (Rosa Parks) Station on the Green and Blue lines, and Rancho Los Amigos, thus relieving the demand for accessible spaces on Metro routes 117 and 120.

Outreach Enhancements to Operational System

Pilot Mobile Customer Service Centers

Metro Customer Programs and Services have launched a Mobile Customer Service Center. The Mobile Center will allow Metro to visit drop in centers, senior centers or senior residences in order to make it easier and more convenient for older adults and persons with disabilities to sign up for reduced fare TAP cards.

Senior Transportation Expo

The first annual Senior Transportation Expo was held at Union Station on October 11, 2016. About 300 older adults were invited to attend and hear presentations, and visit displays booths from Metro, municipal transit operators, Access Services and other transportation providers. The presentations and displays covered tips on using transit and alternative transportation systems. Metro had a new bus and the mobile customer service center on display. Signups for reduced fare TAP cards were also available.

Abilities Expo

Each year the Office of Civil Rights joins with Access Services to provide a large presence at the Abilities Expo. The two agencies jointly staff a booth providing information on services available, installation of wheelchair tether straps and the staff provides answers to questions and concerns regarding the use of public transportation for persons with disabilities.

On the Move Riders Club

The Office of Civil Rights initiated development of the On the Move Riders Club to provide travel training for older adults. Management of the program was turned over to the Community Relations program since their mission is more closely aligned with the promotion of outreach in the community.

New Passenger Orientation

The Office of Civil Rights and Operations developed a program to introduce transit to riders who have recently become disabled. Metro staff and a bus visit the Rancho Los Amigos Hospital and the Braille Institute to provide an opportunity for individuals to practice boarding and alighting from actual Metro buses and receive information about using Metro. It also provides an excellent opportunity for operators to become familiar with different types of mobility devices and individuals with different types of disabilities.

Disabled Community Outreach

The Office of Civil Rights works with various groups including the Regional Centers, Service Dog Training Organizations and the Abilities Expo to bring Metro to the community. The events provide an opportunity for members of the disabled community to meet with staff from Metro to discuss their mobility address and learn about the

programs and services provided by Metro. Metro also facilitates the training of service dogs aboard our bus and trains in support of riders with disabilities.

Videos and Video Vignettes

In FY 2016 the Office of Civil Rights produced three videos and 19 video vignettes describing the accessibility features of our system and how to use them. The videos and vignettes are available on Metro.net and 2,500 copies of the content on DVDs were distributed free of charge to agencies and community groups that work with passengers with disabilities.

Potential Future Initiatives

In addition to the many enhancements that have been introduced since 2011 the Office of Civil Rights in conjunction with other departments at Metro is pursuing several additional initiatives to improve the accessibility of our system for persons with disabilities and older adults. These initiatives include:

Operational

Hands-free Elevators

In order to access underground or elevated it necessary for patrons in wheelchairs to utilize elevators. Person with limited or no use of their arms or hands may be unable to push the call and control buttons on elevators. Metro is investigating the installation of a hands free system to call the elevator and automatically direct the car to the appropriate floor. This system would improve the independence of our patrons with disabilities.

Stronger Signage for Reserved (Priority) Seating

Federal Department of Transportation regulations currently require transit agencies to identify areas in buses and railcars for priority seating for persons in wheelchairs, older adults and individuals with disabilities. The federal regulations do not mandate that passengers yield these seats when requested to accommodate persons with disabilities or older adults. In 2014 the California legislature passed Senate Bill 413 which enabled transit agencies to post signage indicating that yielding the seats is mandatory. Metro is monitoring the success of agencies in San Diego, San Diego and Sacramento that have implemented this rule. A recommendation may be brought forward if other California agencies are able to report improved compliance with the priority seating requirements.

Mandatory Wheelchair Securement

Metro is the only major transit property in California that does not require mandatory wheelchair securement on board transit buses. Every other major transit property in California including Santa Monica Transit, Foothill Transit and Long Beach Transit in Los Angeles County require wheelchairs to be secured before the bus leaves the stop. The use of seatbelts must remain optional based on the choice of the passenger. The Office of Civil Rights is working with Operations to implement mandatory forward facing wheelchair securement when about 70 percent of the bus fleet is equipped with Q-Pods or other similar systems that offer fast and easy securement. Mandatory forward facing securement will significantly improve the safety of passengers using wheelchairs and

other passengers on board Metro buses. New buses are also being equipped with rear facing wheelchair positions that allow passengers to safely ride without securement in the rear facing position if they prefer.

Further Bus Enhancements

The Office of Civil Rights is working with Operations to ensure that additional accessibility improvements are included in the interior design of future bus acquisitions. The current options being evaluated include:

- Knurled stanchions located adjacent to reserved seating for persons with disabilities and older adults so that persons with visual impairments identify the location.
- The Office of Civil Rights is recommending that a limited number of new buses be purchased with more than two wheelchair positions in order to reduce the pass up of persons in wheelchairs on lines that are heavily used by patrons in wheelchairs. Several transit properties such as Muni in San Francisco, the RTA in Las Vegas and Valley Transit in Phoenix are purchasing buses with 3 and 4 wheelchair positions per bus to respond to the increase riders with disabilities due to the aging population.

Grade Crossing Protection

The California Public Utilities Commission (PUC) requires that light rail pedestrian crossing be protected with swing gates when they are located at stations in dedicated rights of way but are not equipped with automatic gates. The Commission requires that these gates swing out away from the tracks, which means they must be pulled by pedestrians. This effectively creates a barrier for persons without full use of their arms. In FY 2017 Metro will initiate discussions with the PUC on a redesign of the protection that maintains safety but does not create a barrier for persons with disabilities.

Transportation Network Companies (TNCs) & Metro

The Office of Extraordinary Innovation (OEI) is negotiating with TNCs through the Unsolicited Proposal Process to implement new first and last mile options to support Metro transit services. The Office of Civil Rights is working with OEI to ensure that any new pilot or permanent services are fully ADA compliant. Countywide Planning and Development worked with OEI to submit a grant proposal for funding to develop a pilot ride sharing program under the FTA Mobility on Demand Sandbox Program that partners with TNC.

TNCs & Access

The Office of Extraordinary Innovation is working with Access Services to identify if there are opportunities to incorporate TNCs and/or microtransit options into the family of services that are offered under the ADA Paratransit banner or as supplemental service to improve mobility for persons with disabilities by increasing coverage, span of service or reducing the booking window. Through the use of these services, we have the potential to provide same day or on-demand mobility services for our customers at

competitive rates.

Outreach

Countywide Forum on Coordination and Integration of Transportation for Older Adults and Persons with Disabilities

The Consolidated Transportation Services agency at Access Services, in conjunction with Metro is planning for the first annual County Wide Forum on Coordination and Integration of Transportation for Older Adults and Persons with Disabilities. The forum will include consultant specialists in gerontology and mental health as well as local governmental and non-governmental providers of transportation to older adults and persons with disabilities.

Mobile Wheelchair Strapping and Marking

The Office of Civil Rights is introducing a free Mobile Wheelchair Strapping and Marking Outreach Program in FY 17. This program will install straps or provide markings on wheelchairs to enable passengers to have their wheelchairs be quickly and correctly secured when they ride a Metro bus. This will help supplement a similar program currently being provided by Access Services at its eligibility facility.



Board Report

File #: 2016-0864, **File Type:** Informational Report

Agenda Number: 34.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 17, 2016

SUBJECT: VETERANS TRANSPORTATION & COMMUNITY LIVING INITIATIVE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE this report on the **Veterans Transportation and Community Living Initiative**.

ISSUE

The Los Angeles County Metropolitan Transportation Authority (Metro) received a \$2 million Veterans Transportation and Community Living Initiative (VTCLI) grant from the Federal Transit Administration to improve access to transportation services for veterans. The grant requirements have been completed and staff is presenting the results of the effort.

DISCUSSION

There are approximately 400,000 veterans who reside in Los Angeles County and it is estimated that this population will grow by 12,000 each year. For many veterans access to transportation continues to be a barrier affecting their quality of life. In light of this population and the barriers they face, Metro, working in partnership with the Los Angeles Service Authority for Freeway Emergencies (LA SAFE) and Access Services (Access) applied for and received a \$2 million VTCLI grant to develop one-call/one-click transportation resources directly targeted to the veteran community.

This partnership, in addition to collaborating with the Disabled American Veterans (DAV), resulted in the implementation of the following VTCLI projects:

- VetsGo511.com, a veteran-branded one-click web site for traveler information and community resources
- Automation of Access Services application and eligibility trip scheduling
- Automation of DAV ride scheduling for VA patients

VETSGO511

Metro and LA SAFE teamed up to expand the Southern California 511 traveler information system by developing and implementing VetsGo511.com, a one-stop source for veterans to obtain information on transportation and resources for work, education, healthcare and other vital services.

VetsGo511.com was built based on the core function to enhance connection - connection to the resources veterans need, then connecting them to the resources identified by planning their trip and providing transportation options. VetsGo511.com also piloted new and innovative enhancements that were not currently in use within the 511 program, including:

- **Multi-Modal Services:** The VetsGo511 map is interactive with multi-modal map layers including traffic, bus, rail and bike. Layers also exist for incidents, road work, Park & Ride locations, VA facilities, WorkSource locations and more. The trip planner is also multi-modal, providing directions for driving, transit, biking and walking.
- **Personalization:** VetsGo511 website provides personalization whereby users create a profile to indicate their site preferences. This enables users to define what information the website provides, save addresses and identify their branch of service. VetsGo511 also integrated with ID.me (previously TroopID), an online system that automatically verifies veteran status in order to determine eligibility for veteran fare discounts.
- **Gamification:** VetsGo511 piloted a strategy to “gamify” user activity and interaction in order to improve user engagement and retention.

The site hosted 27,232 sessions over the 18-month duration of the project and average monthly usage has increased throughout the project. VetsGo511’s average page per session utilization is 8.08 with an average duration of 8.36 minutes versus the industry standard average of 2 pages and a duration of 2-3 minutes. The pages per session and average duration means that users are more engaged with the website and its services.

ACCESS SERVICES AUTOMATED SCHEDULER

According to a 2015 study, conducted by the University of Southern California, approximately 40% of veterans need services for disabilities and 38.8% of veterans need transportation to services. Partnering with Access offered an opportunity to break down one of the barriers that restricts access to care for Los Angeles County veterans. An initial appointment-an Eligibility Appointment-is required by Access for all potential users of paratransit transportation services. Metro partnered with Access to improve their eligibility appointment scheduling process. The VTCLI project successfully implemented the automatic generation of a Rider ID number, which is needed to schedule appointments. This automated the existing process. The project was initially meant to serve as a pilot; however, due to overwhelming success, Access decided to include scheduling automation as a requirement in their new solicitation and will soon be offering automated solutions for all of their riders.

DAV AUTOMATED SCHEDULER

Metro collaborated with the Disabled American Veterans (DAV), a veterans’ advocacy group that, among other services, provides free transportation services for VA patients to and from their VA healthcare appointments. Prior to the collaboration, DAV Transportation Coordinators relied on a paper-based process to schedule rides over the phone with veterans. Through the VTCLI project, Metro was able to build an online scheduling platform to automate ride scheduling. This automated system was deployed in support of the following VA locations:

- West Los Angeles VA
- Long Beach VA
- Sepulveda Ambulatory Care Center
- Loma Linda VA

DAV has stated that this system is a success and has plans to expand the system nationwide as well as developing mobile apps to better serve their community.

NEXT STEPS

All projects have been successfully transitioned to their parent programs or organizations:

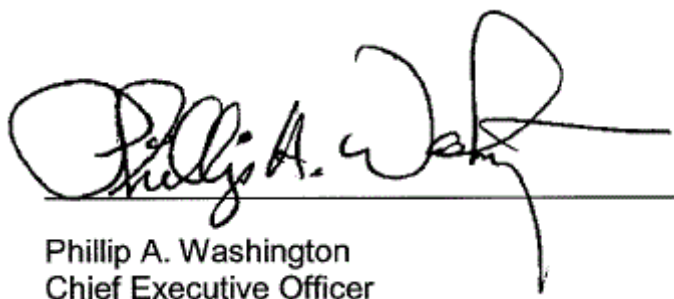
- Access Services has accepted the Scheduler and is building out the rest of the automated system with their new contractors.
- The DAV has accepted their Scheduler and Routing System and will be expanding the program throughout the state and eventually nationwide.
- VetsGo511 has been transitioned under the Go511 program and remains in Operations & Maintenance mode.

ATTACHMENTS

Attachment A - VTCLI Close-Out Summary

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Phillip A. Washington
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Los Angeles County Metropolitan Transportation Authority

Veterans Transportation & Community Living Initiative

Project Close-Out Summary



CONTENTS

Executive Summary.....	2
Background	3
VetsGo511.....	4
Web Features.....	5
Usage Statistics	8
Access Services.....	9
Enhanced transportation services for va patients	12
Conclusion.....	16
Lessons Learned.....	17

EXECUTIVE SUMMARY

Through the Veterans Transportation and Community Living Initiative (VTCLI) grant process, led by the federal Coordinating Council on Access and Mobility, the Los Angeles County Metropolitan Transportation Authority (Metro) was successful in securing a \$2 million grant from the Federal Transit Administration (FTA), and the Los Angeles Service Authority for Freeway Emergencies offered the required 20 percent local match, bringing the program budget to \$2.5 million. Metro and LA SAFE set out to improve veterans' transportation access by developing a suite of projects to directly assist veterans, the active military, and their families through new and existing channels including Southern California Go511, Access Services (Access), Disabled American Veterans (DAV) and the Department of Veterans Affairs (VA).

There are over 400,000 veterans in Los Angeles County. Including spouses, caregivers, and other family members, there are well over a million residents that could benefit from improved information on available resources for veterans. LA SAFE and Metro used the VTCLI grant to implement one-call/one-click services to provide transportation resources to the veterans' community so that veterans, active military and their caregivers can better access vital services such as healthcare, employment and education/training opportunities.

Metro and LA SAFE, working with key partners such as Access and the DAV, implemented the following VTCLI projects to meet the transportation needs of veterans and military families:

- VetsGo511.com, a veteran-branded one-click web site for traveler information and community resources
- Automation of Access Services application and eligibility trip scheduling
- Automation of DAV ride scheduling for VA patients

These projects have been fully deployed and are currently serving the needs of the veteran community on a daily basis. The VTCLI grant has been fully implemented and accepted by the FTA and the projects have been transitioned into daily operation by the respective partners.

BACKGROUND

The vision of the Veterans Transportation and Community Living Initiative (VTCLI) is to make it easier for U.S. veterans, active service members and their families to learn about and arrange for transportation services that will connect them to work, education, health care and other vital services. The Federal Transit Administration (FTA) awarded \$64 million in competitive grants to help members in the military community by improving access to locally available transportation.

Veterans and military families are an important audience of focus because they are a traditionally underserved population, even when it comes to transportation access. However, projects funded under the VTCLI program may potentially benefit anyone living within the jurisdiction of a grant recipient, with or without veteran status. Drawing on existing federal resources, and in consultation with advocates for veterans and people with disabilities, projects were funded in urban, suburban, and rural communities around the nation to strengthen and promote “one-call/one-click” information centers and other tools that conveniently “connect the dots.” Grant funds may only be used for capital expenses including hardware, software, in-vehicle technology, facility-related costs, engineering and design. Funds may not be used for the purchase of vehicles or transportation services.

According to its mission, “Metro is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.” California is home to the nation’s largest population of veterans, the majority of whom reside in Southern California. There are nearly 400,000 veterans in Los Angeles County alone, and each year an additional 12,000 veterans settle into Los Angeles County as they transition out of the military.

For this community in Southern California, access to transportation continues to be a barrier to care and quality of life. In 2015, the University of Southern California conducted a study of veterans in Los Angeles County. While the study focused on healthcare, education and employment, findings indicate that transportation remains an ongoing need and concern. Approximately 40% of veterans need services for disabilities, especially transportation. And, 38.8% don’t have transportation to the social services they need.¹

The Los Angeles County Metropolitan Transportation Authority (Metro) was successful in securing a \$2 million VTCLI grant from the Federal Transit Administration (FTA), and the Los Angeles Service Authority for Freeway Emergencies offered the required 20 percent local match, bringing the program budget to \$2.5 million. Metro and LA SAFE set out to improve veterans’ transportation access by developing a suite of projects to directly assist veterans, the active military, and their families through new and existing channels including Southern California Go511, Access Services (Access), Disabled American Veterans (DAV) and the Department of Veterans Affairs (VA).

¹ Carl Andrew Castro, Sara Kintzle, and Anthony Hassan. *The State of the American Veteran: A Los Angeles County Veterans Study*. 2015.

The purpose of the VTCLI grant is to bring together available transportation services with human service programs—especially for veterans and military families—to establish or expand a one-call/one-click transportation resource. Metro and LA SAFE’s existing one-call/one-click center is Southern California’s Go511 which covers a five-county region, inclusive of Los Angeles, Orange, Ventura, San Bernardino and Riverside counties. More than two-thirds of today’s veterans experience difficulties adjusting to civilian life, and many indicate that they do not know where to go or who to contact for assistance, including vital transportation services. Thus, Metro set out to determine how best to expand the existing Go511 system to facilitate the needs of veterans in the areas of transportation and human services. The result of this effort was the development and implementation of VetsGo511.com, a one-stop source for veterans and others in the military community to easily obtain information on resources for work, education, healthcare and other vital services in Southern California, and to provide transportation options to get them there.

Prior to any development, LA SAFE hosted focus groups to better understand the needs of the target audience. From these focus groups, the project team learned that the key concerns for veterans are housing, healthcare, education, and other social services. However, once veterans find solutions to those issues, their next concern is transportation and how to get to those resources. As a result, VetsGo511.com was designed based on this realization, and the core function of the site is to enhance connection—connection to the resources veterans need through the web portal (and helping them identify what they need), and then physically connecting them to the resources they’ve identified they need by planning their trip and giving them the transportation options to get there. VetsGo511.com is the first website of its kind that provides transportation and human services together. Additionally, ongoing user testing, focus groups, outreach activities, feedback from partners and stakeholders, and other opportunities to engage with the target audience allowed for many rounds of design improvements to enhance the intuitiveness of the website and to enhance the site through the development of new and innovative functionality.

I found it amazing that a site like this has been created to assist veterans and also that it was easy to navigate

While Metro chose to focus on millennial and post-9/11 veterans in order to target transitioning veterans and early adopters, VetsGo511 offers resources and information for all veterans and members in the military community. The site tested very well amongst GenX and Baby Boomer veterans and family members with the average age of registered users at 46. Increasingly, millennials’ preferred internet access point is through a smartphone, and the analytics for our web use support this trend with 41% of sessions being conducted on a mobile phone. Thus, VetsGo511 is developed as a responsive design website that is supported on all modes of technology—computer, tablet and smartphone.

The design and functionality of VetsGo511 is simple, especially to support the system strategy of “one-click.” Navigability of the site is intuitive and once the user finds what they need, they can click directly into the relevant page of the service’s website, rather than the homepage, to find more information regarding the subject matter of interest to the user. VetsGo511 also offers contact information, enables veterans to offer feedback and comments directly on the resource, and plan their trip—all in one location on one page.

The website helps me in ways I never knew existed to veterans.

The goal of this effort was to offer a sleek and easy-to-use resource with a high-tech look and feel. Existing online resources for veterans do not focus on design and often lack a sleek look, and user testing demonstrated enthusiastic response to our design, and expressed appreciation for the investment that was made in the site.

VetsGo511.com was used as a testing platform to try out new and innovative “NextGen” enhancements for Go511.com. The following are some of those components:

Multi-Modal: The VetsGo511 map is interactive with various map layers that can be enabled or disabled by the user depending on their preferred transportation mode. The traffic layer is enabled by default, but options are available for bus, rail and bike. Additionally, users can enable layers to show incidents, road work, Park & Ride locations, VA facilities, WorkSource locations and more. The trip planner is also multi-modal, providing directions for driving, transit, biking and walking.

Personalization: VetsGo511 piloted a concept for personalization which was envisioned to be a future enhancement for the NextGen 511 system. Users complete a profile to indicate their site preferences so that the website may curate only the resources that are meaningful and important to them. Through their profile, users can save a home address. When trip planning, users can streamline the process by typing “Home” into an address field and it will auto-populate. Users may also indicate their affiliated branch of service and camouflage skins will change according to the selected branch on some pages. Finally, VetsGo511 partnered with ID.me (previously TroopID), an online system that automatically verifies veteran status in order to determine if users are eligible for veteran rider fare discounts.

Gamification: In order to enhance user retention, VetsGo511 piloted a strategy to “gamify” user activity and interaction with the website.

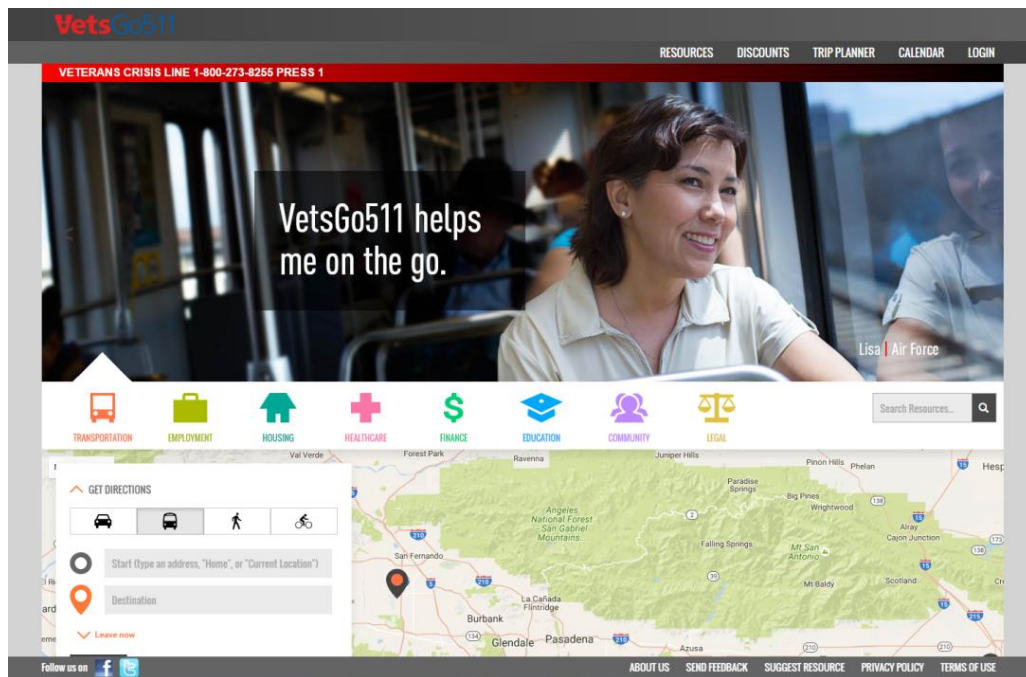
Based on activity level and site engagement, users earn points to “level up” to a higher rank. There are five ranks which are conveyed as military vehicles, corresponding to the branch of military with which they are affiliated. For example, Army vehicles progress from a jeep to a tank, Navy vehicles progress through different boats and water craft, and Air Force vehicles progress through different types of air craft.

I would say, ‘Thank you!’ This is a great resource! I plan on sharing this with my coworkers, active duty Army Recruiters. A+

WEB FEATURES

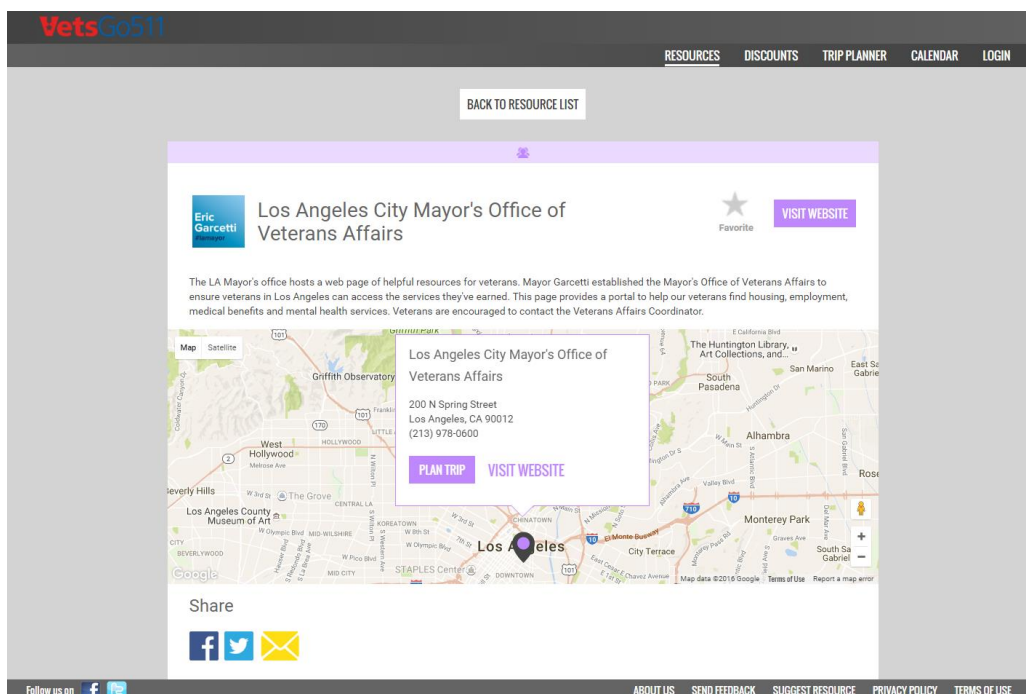
Homepage: When users come to the homepage, as shown in Figure 1, they are introduced to many of the ways veterans can seek help through the services offered on the site. Additionally, all service locations are dynamically pinned on the map interface with the capability to plan one’s trip.

Figure 1 – VetsGo511.com Home Page



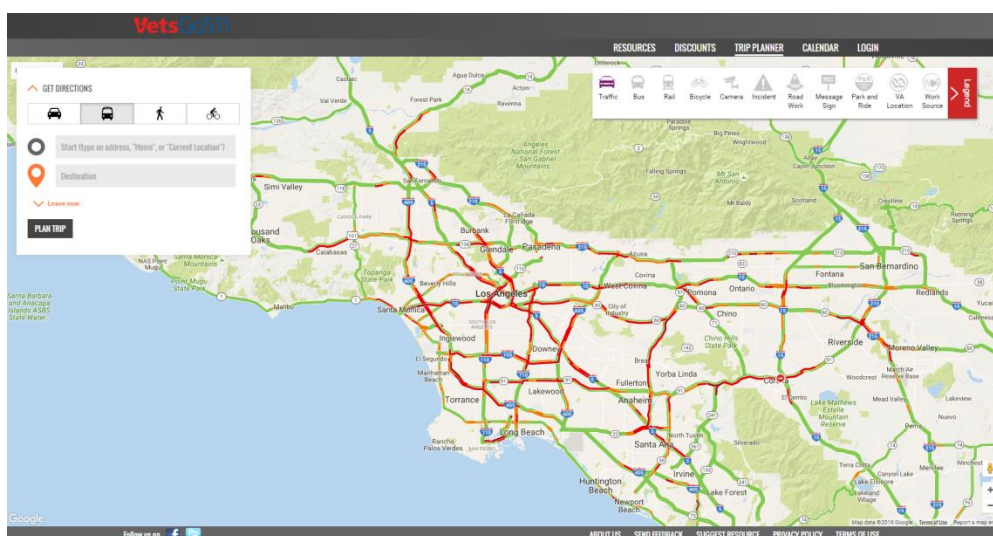
Resources: Resources are curated to meet the needs of all military demographics and are sorted across eight domains: Transportation, Employment, Housing, Healthcare, Finance, Education, Community and Legal. Each domain has a corresponding color identifier that is carried throughout the website. On the resource information page, as shown in Figure 2, transportation planning is provided for each resource that has a brick and mortar location.

Figure 2 – Resource Information View



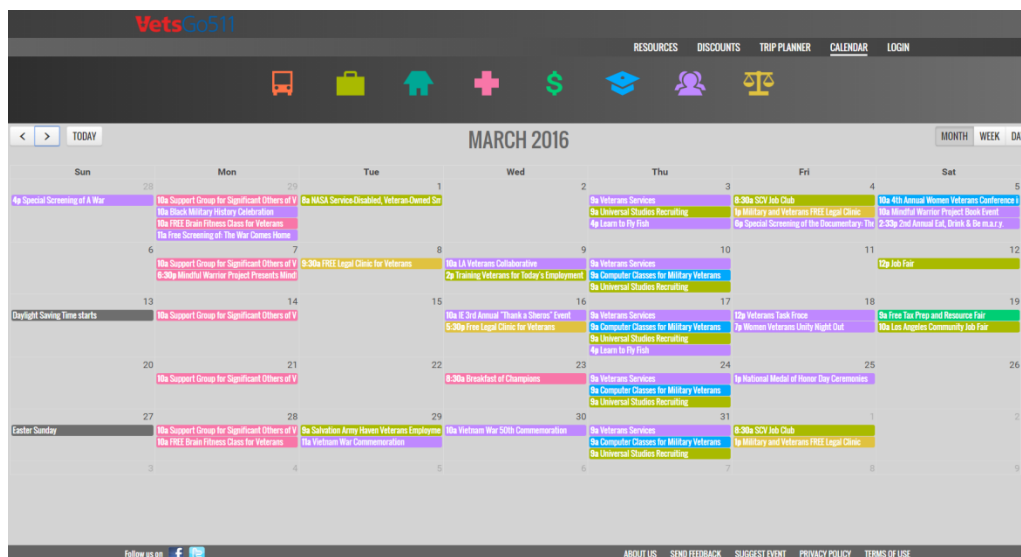
Transportation Resources: The Trip Planner and transportation map are multi-modal and provide information on all of the transportation providers that are a part of Go511, as illustrated in Figure 3. Data from Metro, RIITS, Go511 and Google are pulled together and presented in the map. Users can plan a trip for transit, driving, biking or walking directions and the route output can be printed, texted or emailed to the user. An interactive legend allows VetsGo511 users to select different map layers that are most valuable to them.

Figure 3 – Trip Planner and Transportation Map



Calendar: VetsGo511 has a unique feature that sets it apart from all other tools in the market—a calendar. As shown in Figure 4, the interactive calendar is organized by domain with the same color identifiers that are used for the resources, and users can search upcoming veteran-related events that are of specific interest to them, and then plan their trip to those events, or download the event to save to their calendar. This has proven to be one of VetsGo511’s most popular features and has enhanced user retention.

Figure 4 – Calendar



USAGE STATISTICS

During the project, website usage statistics were tracked and evaluated using Google analytics. The following summarizes key findings of the activity levels for VetsGo511.com.

The site hosted 27,232 sessions for the duration of the project. Sessions were evenly distributed between desktop and mobile devices. Users on a desktop spent more time on the website, viewed more pages and clicked on more resources than those on mobile or tablet devices.

*I feel it's gone above and beyond
trying to fulfill everyone's needs.
Thank you, you've done a
wonderful job.*

Session durations have consistently increased throughout the project. The unofficial industry standard for average pages per session is two. VetsGo511's average is 8.08. For any website, the goal is to keep users engaged and to foster their interest. Increased pages per session means that users are highly engaged and eager to explore more of the website. These analytics demonstrate that VetsGo511 users are highly engaged. The average session duration also conveys this. The industry standard for the amount of time a user spends on a website is two to three minutes;

the VetsGo511 average session duration is 8:36.

The bounce rate for the website declined significantly during the project. Bounce rate is the percentage of single page visits where the user leaves the website from the entrance page without any interactions. The bounce rates in the first two months of the project were 86% and 67%. After some immediate design tweaks, the bounce rate dropped to 7.96% by the end of the project term. Having a low bounce rate indicates that the majority of users visiting the website are engaging with it in some way. To put this in perspective, website standards indicate that a bounce rate below 40 is considered excellent. VetsGo511's bounce rate is uncommon and very impressive.

VetsGo511 experienced large increases in traffic during ad campaigns and periods of increased outreach. Bus and rail card campaigns proved to be the most successful at attracting users to the site, while online ad campaigns were not—and the online campaign referrals have the highest bounce rate.

ACCESS SERVICES

Access Services was a key partner identified during the grant application process in order to pilot an automation strategy for their Eligibility Appointment scheduling. According to a 2015 study of veterans conducted by the University of Southern California, approximately 40% of veterans need services for disabilities and 38.8% of veterans need transportation to services. Removing such barriers to care and quality of life are critical to enabling veterans' mobility and independence. Partnering with Access offered a great opportunity to break down one of the barriers that restricts access to care for Los Angeles County veterans. An initial appointment—an Eligibility Appointment—is required by Access for all potential users of their services to evaluate their mobility needs and to ascertain their eligibility to use the services. Within the VTCLI program, Metro partnered with Access to develop an online application to initiate the paratransit eligibility appointment scheduling process.

The goal of the project was to develop a web-based application and user interface to support an online alternative to the current phone and mail scheduling processes. The online appointment scheduling application focused specifically on automating the process of scheduling the initial eligibility appointment for potential users of Access paratransit services by providing a web access portal. The application would allow for the prospective rider to enter the application user interface through local agency websites to obtain a Rider ID number.

Access did not have a centralized system for providing service across the region and, without centralization, progress proved difficult. During the VTCLI project development, Metro learned that Access uses three different reservation systems, four different dispatching systems and four different scheduling systems. Access conducted a comprehensive operational review of their Eligibility Centers while the initial project between Metro and Access was in development and revealed many opportunities for improved efficiencies in the Access process. Thus, priority was shifted away from automation toward centralization causing a readjustment to the project and timeline ultimately phasing the approach.

Phase 1 would focus on the automation of generating a Rider ID number and then prospective riders would call through the existing process to schedule their appointment using their Rider ID. This automated the existing process. A screenshot of the Phase 1 interface is displayed in Figure 5.

Figure 5 – Access Scheduler Screen (Phase 1)

The screenshot shows a web browser window with the URL <https://www.scheduler.accessla.org/>. The page has a blue header with the text "Access Services Online Rider ID Request". Below the header, there is a section titled "*Required information". The first field is "Request Rider ID #". Below this, a welcome message says: "Welcome! You can request your Rider ID# online by filling in the form below." The form includes several input fields: "*First name", "Middle initial", "*Last name", "* Type your street address, City, State and Zip - we are going to Google it!", "I have a different mailing address" (checkbox), "*Primary phone number", "Alternate phone number", and "Email address". There are also checkboxes for "TDD" and "Mobile" next to the phone number fields. At the bottom, there is a section titled "You will be sent an Access Information packet to prepare for your eligibility appointment. Please select a preferred format." with a dropdown menu labeled "Select a format". Below this are "CANCEL" and "SUBMIT" buttons. The footer of the page features the "access" logo and the text: "If you need help with this process, call the Access Evaluation Center at 626.532.1616".

Phase 2 would complete the automation, pulling all of the systems together in order to streamline the scheduling from start to finish in one easy and seamless user experience. The second phase was scheduled to begin in concert with the initiation of a new Access contract to centralize the systems and process. However, just as Phase 2 exploration and development was to begin, Access informed Metro that they were delaying their contract solicitation and would not be able to support the completion of Phase 2 within the grant timeline.

In response to these timeline constraints and changes to Access' business process, both partners agreed that the project would not be completed with Phase 2 and Access agreed to build the second phase on their own once the new contractor was on board and centralization was complete. Some work and development was performed on Phase 2 before reaching this point, so the remaining funds were diverted to the DAV project and to VetsGo511.com for an additional phase of innovative customer-driven enhancements.

Once Phase 1 was deployed, a decision was made by both agencies to refrain from promoting or marketing this scheduling solution until Phase 2 could be deployed. Links to the Scheduler were included on Metro.net, Go511.com, VetsGo511.com and AccessLA.org. On many of these sites the link was buried deep within the site and not promoted on the front page. Since the launch of the Scheduler, more than 5200 potential riders have completed the online registration and 2085 have successfully

completed the evaluation process. The online option, without full deployment, currently accounts for seven percent of all riders who complete the evaluation process.

The project of automating the ride to the Eligibility Evaluation Center—the very first interaction a potential rider will have with Access—was initially meant to serve as a pilot. Access would evaluate the process and then assess the potential for expanding the technology to automate all rides that they service, which are currently scheduled through phone reservations. The response to Phase 1, without marketing, was so overwhelming that Access decided to include scheduling automation as a requirement in their new solicitation and will soon be offering automated solutions for all of their paratransit riders.

ENHANCED TRANSPORTATION SERVICES FOR VA PATIENTS

During the grant application process, Metro gained the partnership of the VA Greater Los Angeles Healthcare System to enhance the transportation options for veterans engaged with the VA. Both organizations considered the partnership as an opportunity to collaboratively enhance the transportation options and information available to veterans in Los Angeles County. Metro and the VA set forth on this effort to provide greater access to transportation information to veterans, service members, and their families within the VA Greater Los Angeles Healthcare System, and four projects were mutually agreed upon:

- Set up interactive kiosks to provide up-to-the-minute transportation information to patients at the VA
- Provide fleet tracking services for VA shuttles and other vehicles in order to provide more information and better service to patients
- Install static display screens in VA hospitals and clinics in order to present shuttle arrival and departure information
- Offer alternative transportation information to allow patients to explore transit options as an alternative to the VA's shuttle system for more flexibility in their travel

During grant project execution, the VA experienced an inordinate amount of change and unprecedented turnover in their leadership. Over fifteen months, various points of contact were reassigned. At each transition, project agreement needed to be renegotiated and considerable time was spent trying to achieve project concurrence and partnership over that time. At the time of project initiation, the proposed projects brought excitement and enthusiasm to the VA team, but, by March 2015 the VA expressed a need to reprioritize their efforts to a number of logistical and service-related priorities. With one year until the project deadline, the VA could not lend the necessary support to the partnership in order to see these projects through to completion, and Metro decided to re-conceptualize a project that could still service the transportation needs of veterans for their VA medical appointments. Alternative opportunities were pursued in order to maintain the integrity of the initial project and deliver a transportation information solution for patients at the VA. The DAV provided such an opportunity.

Disabled American Veterans (DAV) is a veterans' advocacy group with strong ties to the VA healthcare system across the nation. One service among many valuable programs that the DAV provides is a free transportation service for VA patients to and from their VA healthcare appointments. DAV operates a fleet of vehicles around the country to provide free transportation to VA medical facilities for injured and ill veterans. The DAV, as an eager partner in this effort, supported full accessibility for the project team to work with key staff and stakeholders in order to complete this comprehensive effort in a short amount of time.

Currently, Transportation Coordinators at VA facilities rely on a paper-based process to schedule rides over the phone with veterans. The ability to provide rides to veterans is currently constrained by limited operating hours and the lack of available volunteer drivers. Metro saw an opportunity to automate and improve on their process through routing and scheduling.

The project was initiated as a pilot at four VA medical facilities in Southern California:

- West Los Angeles VA
- Long Beach VA

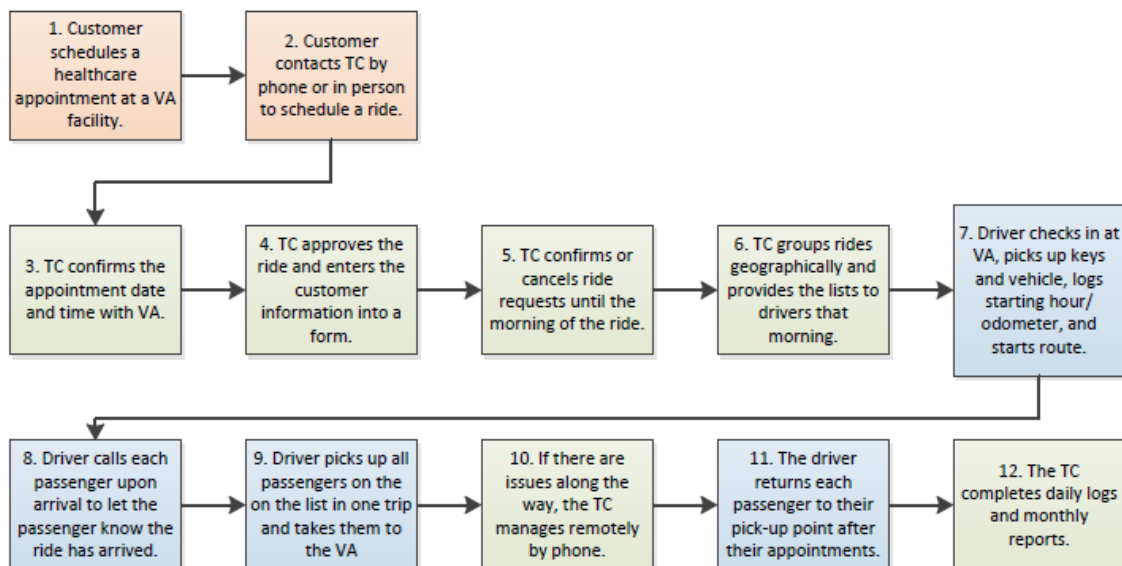
- Sepulveda Ambulatory Care Center
- Loma Linda VA

DAV operates transportation services at each facility independent of each other. A Transportation Coordinator runs the service at each facility and they are entrusted with the authority and leadership to adjust the program to best meet the needs of the customers and location. As such, while the basic process is the same, each coordinator has unique approaches to carrying out different parts of the process.

Most DAVs operate door-to-door shuttle-type service for passengers—multiple passengers are picked up from locations in close proximity to each other and passengers are all dropped off at the VA facility at the same time. The ride home works in reverse. Some DAVs (e.g. Loma Linda VA) also provide shuttle service at predefined pick-up points for rural patients.

Thus, it was important to develop a technical solution that captured the main business processes for each facility, allowed flexibility for different coordinators' styles to the extent possible, and addressed the door-to-door service and service from predefined pick-up points. The Metro project team met with each Transportation Coordinator to fully understand their scheduling process, business constraints, and distinct partnership coordination with the specific VA facility and scope of the area they serve. From this assessment, a common process was defined that served as the foundation of the design, as illustrated in Figure 6.

Figure 6 – DAV Scheduling Process



The goal of the DAV scheduler and routing system was to provide a flexible, online scheduling system to complement and streamline the existing workflow process. Metro and LA SAFE, in coordination with DAV stakeholders, initiated the development of the scheduling system which is aligned with the overarching goal of the VTCLI program to improve transportation access to services for veterans and their caregivers.

The project was conceptualized as a multi-phased effort, but only Phase 1 would be completed under the VTCLI grant.

Phase 1: Build an online scheduling platform for Transportation Coordinators to automate ride scheduling.

Phase 2: Build a mobile app for DAV drivers to download their ride schedule, get turn-by-turn directions on their route, contact the patient rider, and submit data for better tracking and performance monitoring.

Phase 3: Build a mobile app for regular passengers to schedule their ride, check the status of their ride, and communicate with the assigned driver.

Early in the project, the DAV realized the value of this effort and plans to expand Phase 1 statewide and eventually nationwide. They are also interested in pursuing Phase 2 and possibly Phase 3 on their own once Phase 1 is fully implemented.

The Phase 1 interface for the Transportation Coordinator utilizes a calendar to display vehicles, drivers and passengers currently scheduled, as shown in Figure 7.

Figure 7 – Scheduler Screen

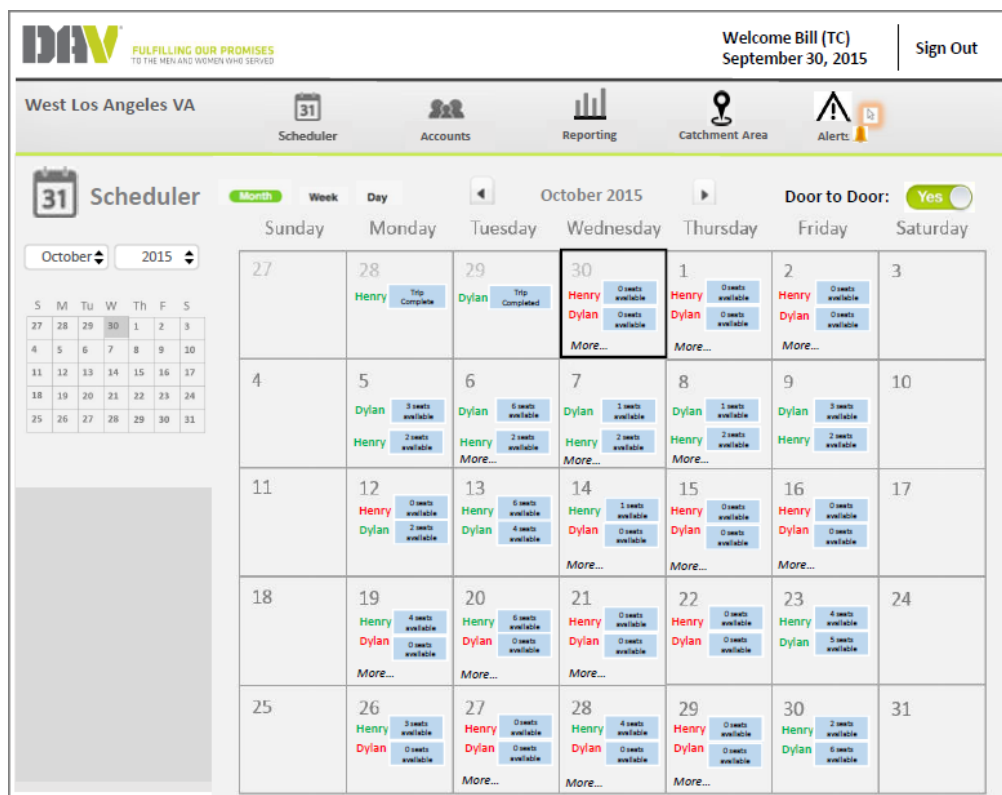


Figure 8 shows the screen that Coordinators use to schedule patients to a specific driver and vehicle. On this screen, Coordinators can edit the current assignments and indicate whether or not a patient's medical appointment has been confirmed.

Figure 8 – Ride Assignment Screen

DAV FULFILLING OUR PROMISES TO THE MEN AND WOMEN WHO SERVED

Welcome Bill (TC) September 30, 2015 Sign Out

West Los Angeles VA

Scheduler Accounts Reporting Catchment Area Alerts

Scheduler 31 October 2015

Month Week Day October 9, 2015 Door to Door: Yes

Friday

✓ Dylan Smith (8:00 AM – 12:00 PM) 3 Seats Available

Lisa Email: Lisa1@hotmail.com Cell Phone: (310) 291-2238 Confirmed with VA: No
 Bob Email: Bob14@gmail.com Home Phone: (323) 556-4455 Confirmed with VA: No
 Brian Email: Brian214@gmail.com Cell Phone: (626) 443-3356 Confirmed with VA: No

Henry Simmons (8:00 AM – 12:00 PM) 2 Seats Available

Save Cancel

Once all passengers in a vehicle have been confirmed the day before the appointment, the Coordinator schedules the trip for the driver and the Scheduler routes the passengers in the most efficient and logical pick-up order, as shown in Figure 9.

Figure 9 – Routing

DAV FULFILLING OUR PROMISES TO THE MEN AND WOMEN WHO SERVED

Welcome Bill (TC) September 30, 2015 Sign Out

West Los Angeles VA

Scheduler Accounts Reporting Catchment Area Alerts

Scheduler 31 October 2015

Month Week Day October 9, 2015 Door to Door: Yes

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✓ Dylan Smith (8:00 AM – 12:00 PM) 3 Seats Available

Lisa Email: Lisa1@hotmail.com Cell Phone: (310) 291-2238 Confirmed with VA: No
 Bob Email: Bob14@gmail.com Home Phone: (323) 556-4455 Confirmed with VA: No
 Brian Email: Brian214@gmail.com Cell Phone: (626) 443-3356 Confirmed with VA: No

Trips to be Assigned

Howard Patrick

Dylan Smith 6:30 AM – 3:00 PM 4 Passengers

Email Print

Save Cancel

CONCLUSION

The Metro project team delivered three very successful and well-received products to provide veterans and the military community in Southern California with improved information and access to transportation. All projects have been successfully transitioned to their parent programs or organizations:

- Access Services has accepted the Scheduler and is building out the rest of the automated system with their new contractors.
- The DAV has accepted their Scheduler and Routing System and will be expanding the program throughout the state and eventually nationwide. They are looking to develop a second and third phase on their own to add driver and passenger functionality.
- VetsGo511 has been transitioned under the Go511 program and remains in Operations & Maintenance mode.

Successful project management can't happen behind a desk anymore. Metro's core business is transportation, so this project required extensive effort to build relationships and identify key partners not just to understand the veteran demographic, but to cull and curate the human services resources for VetsGo511.com and to build the resource database.

The Metro project team met regularly with partners—typically monthly, but more often when joint community initiatives or events were nearing. Some of our partners included, but were not limited to:

- Go511
- The USC Center for Innovation and Research (USC CIR) – Los Angeles Veteran Collaborative
- CalVet
- LA Mayor's Office of Veterans Affairs
- DAV
- Access Services
- VA
- The Salvation Army
- The Goodwill
- WorkSource
- TroopID

Grant funds were not permitted to be spent on marketing and outreach, but LA SAFE recognized the need for a marketing strategy and execution, so LA SAFE management provided an additional allocation of funds, in addition to the 20% local match. Marketing using Metro properties (i.e., bus and rail), radio ads and web ads proved successful to the VetsGo511 project by increasing brand and program awareness. The Metro project team also attended numerous veteran outreach events and partnered with other Metro departments for Metro-organized veteran events. Face-to-face communication with thousands of veterans and service providers through these venues increased the VetsGo511 user base and allowed for a continuous flow of user feedback.

The Metro project team faced significant challenges and obstacles in the development and execution of the VTCLI program. The project management team was able to respond to each issue, analyze potential outcomes, and overcome obstacles to deliver the full project within budget and schedule.

Throughout the grant process, the VTCLI team made every assurance to partners and stakeholders that the services would continue after the grant funds were expended. Within this community, existence of services is just as transient as the veterans seeking them. It is not unusual for services to come and go as funding is available, so this was a chief concern of many of Metro's stakeholders in this initiative. Since the completion of the grant, VetsGo511 has transitioned under the operation of the new NextGen 511 contract and will be maintained as a 511 product serving a specific segment of the population.

As a solution for a targeted segment of the population, VetsGo511 was an innovative pilot for the 511 marketplace. Due to this demonstration of innovation, VTCLI project management was invited to present and participate on panels at two different conferences—ITS (Intelligent Transportation Society) California and ITS Arizona. Additionally, VetsGo511 became the focus of conversation at a California statewide 511 roundtable in a discussion of market opportunities for targeted solutions for specific populations. One such population that could be explored in the future, if desired, is the student population.

LESSONS LEARNED

The VTCLI project was managed by a team eager to deliver a successful project and useful resource for a population of underserved individuals. Over the course of the project, the project management team learned valuable lessons that can be applied to future and current projects and programs.

User-Driven Design: The team quickly discovered the value and importance of user-driven design. Constant contact and feedback from users allows for continuous improvement and alignment with customer expectations. The initial VetsGo511.com design was ineffectually tested with potential customers and usage statistics failed to meet expectations. The team revised the strategy for user testing and Voice of the Customer and quickly implemented a series of focus groups to seek insight and feedback which led to a series of design and development phases to update and improve the website. User testing and focus groups were utilized with each phase and, due to this strategy, VetsGo511 usage statistics now exceed industry standards.

Mobile First: VetsGo511 was designed to be a responsive website, but functionality was perfected behind a desktop. Focus groups ultimately informed the project team about shortcomings in the mobile design. With 50% of all sessions being conducted on a mobile device, attention was turned to the optimization of the mobile experience, which ultimately improved customer experience with the site. Increasingly, mobile is becoming the device of choice for accessing the internet. Thus, all future websites should consider designing for mobile first, and then adapted responsively to desktop, rather than the other way around as is current practice.

Outreach: Project management for this project could not be done from behind a desk. A truly customer-driven initiative requires constant and continuous engagement with customers. This was done through regular meetings with partners and stakeholders, attendance at outreach and service fairs, and participation and partnership in military events. The project team learned the value of regular and ongoing face time with key strategic supporters in order to stay in tune with customer expectations and remain relevant with major communication channels through which to promote VetsGo511.

Transferability: The VTCLI project served to create three pilot demonstrations:

1. VetsGo511 was a test bed for future or "NextGen" transportation information technologies that could be utilized in the expansion of the Southern California Go511 program. Many of these

new features are currently being incorporated into the development of the NextGen 511 system. VetsGo511 also served as a pilot for designing tailored transportation information solutions for specific subsets of the population. This concept could be expanded to include students, seniors, commuters, tourists, and more.

2. The Access Automated Scheduler piloted the concept of ride scheduling through a web application rather than by phone. This pilot was so successful, that Access is expanding automation to their entire service.
3. The DAV Scheduler served as an opportunity to introduce a technical solution to a “paper and pencil” scheduling model. The DAV plans to expand this pilot throughout California and potentially nationwide.

These projects were identified because they had immeasurable potential in streamlining and expanding the business offerings and processes of three successful programs—and the transferability of these projects has far exceeded the team’s initial expectations.



Board Report

File #: 2016-0859, **File Type:** Program

Agenda Number: 37.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 17, 2016

SUBJECT: COMMUNITY COLLEGE STUDENT TRANSIT PASS PILOT PROGRAM - MOTION 49.1

ACTION: APPROVE TITLE VI ANALYSIS AND UNIT REDUCTION AND ADD A 12-MONTH TRANSITIONAL PASS TO THE TWO YEAR UNIVERSAL COLLEGE STUDENT TRANSIT PASS (U-Pass) PILOT PROGRAM ENDING SUMMER 2018

RECOMMENDATION

CONSIDER:

- A. APPROVING the **unit reduction for undergraduate students from 8 units to 6 units beginning Spring 2017;**
- B. CREATING a **reduced fare Transitional Pass to U-Pass participants for 12 months after graduation;** and
- C. APPROVING the Title VI Analysis required by Civil Rights department.

ISSUE

As part of an ongoing effort to pursue strategies to increase student transit ridership, motion 49.1 requested an assessment of the feasibility of piloting a Universal Community College Student Transit Pass Program (See Attachment A).

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

Riding transit is an important life skill that should be learned at a young age. Many adults who have not previously ridden transit are intimidated by learning new routes and afraid of getting lost on an unfamiliar system. Broadening the use of transit at the college level will teach this skill and create riders for life because users will understand the system.

DISCUSSION

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

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

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

Fall 2016 Participation

For Fall 2016, six (6) schools participated in the U-Pass Pilot Program:

- California Institute of Technology (CalTech)
- California State University, Northridge (CSUN)
- Los Angeles Trade Technical College (LATTC)
- Pasadena City College (PCC - Transition from ITAP)
- Rio Hondo College (Rio - Transition from ITAP)
- Santa Monica College (SMC) - Test Group

Previously, there were 7,402 I-TAP participants. As of October 17, 2016, there were 8,367 participants in the U-Pass and I-TAP programs combined, which is an increase of 965 participants or 13% (see chart below). In the first 8 weeks of the program, there were 474,959 boardings in the

combined programs.

I-TAP and U-Pass Participants

School	ITAP (Fall 2015)	ITAP and U-Pass (Fall 2016)
PCC	3,724	2,119
Rio Hondo	1,198	1,868
UCLA (12-Units or More)	1,194	1,194
USC (Graduate Students)	1,286	1,286 (Fall 2015)
CSUN	0	1,647 (Fall 2015)
LATTC	0	182
CalTech	0	1
SMC	0	70
Totals	7,402	8,367

Success of the program has been largely due to schools subsidizing passes, Metro's presence on participating campuses, co-branded marketing, and ease of purchasing passes.

Title VI

All U-Pass participants were required to complete a demographic survey. The data from this survey shows that 93% of the participants are ethnic and 75% of the participants are at or below the poverty level in Los Angeles County based on the regional cost of living. The percentage of minorities for Metro's service area is 77% and the percentage of low-income individuals in the service area is 15.9%. Therefore, the U-Pass fare reduction does not create a disparate impact or disproportionate burden because the benefit falls on a population that is more minority and low-income than the overall service area (See Attachment B).

Reducing the Minimum Unit Requirement

In the initial External Task Force meetings, many of the schools requested that the minimum units required to obtain a reduced fare pass be significantly reduced, or even eliminated.

The U-Pass Pilot Program initially reduced the units required to participate from 12 to 8 units for undergraduate students and from 8 to 6 units for graduate students. In the May 2016 Board Report, staff committed to reporting back on the financial impact of this change within the first six months of the program with analysis on whether or not this requirement should be reduced further. The financial impact of reducing the unit requirement from 8 units to 6 units cannot be determined until it has been implemented in Spring 2017. However, preliminary data for Fall 2016 showed that 71% of the U-Pass participants were full-time students carrying 12 or more units. Only 2,207 or 29% of the participants were part-time students carrying 8-11 units. Of the part-time participants who responded to the survey, 74 students (3.35%) were formerly Metro 30-Day or EZ Monthly pass holders, 570

were new Metro riders, and 654 riders were part-time riders paying cash fares who have now converted to pass holders. While it is difficult to determine the financial impact, this data indicates that allowing part-time students to participate resulted in a net ridership gain. Therefore, staff recommends reducing the unit threshold for undergraduate students from 8 units to 6 units beginning in Spring 2017 to further increase student participation and ridership (See Attachment C).

Transitional Pass Program

Staff recommends creating a reduced fare Transitional Pass available at \$43 per month to U-Pass participants for 12-months after graduation. Once approved, MCS staff will work with TAP Operations to establish the policies and procedures for implementing and managing the program.

Regional U-Pass

Several of the current and future U-Pass and I-TAP schools have agreements with multiple transit agencies to provide service, which is accessed on a single fare instrument. Although the schools pay each transit provider separately, all passes are loaded onto a single TAP sticker or card. U-Pass schools with multiple existing agreements, or in current discussions for multiple agreements, are:

- Rio - Metro, Foothill Transit, Montebello Bus, Norwalk Transit, El Monte Transit, and LA County El Sol
- University of California, Los Angeles (UCLA) - Metro, Santa Monica Big Blue Bus (BBB), Culver CityBus
- El Camino College (ECC) - Metro, Torrance Transit, Gardena Transit (G-Trans)
- Cerritos College - Metro, Norwalk Transit, Long Beach Transit
- California State University, Los Angeles (CSULA) - Metro, Foothill Transit
- CalTech - Metro, Pasadena Transit
- PCC - Metro, Pasadena Transit
- Santa Monica College (SMC) - Metro, BBB

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

Spring Semester Participation

For Spring 2017 implementation, MCS staff is in negotiations with the following schools:

- CSULA
- Cerritos College
- East L.A. College (ELAC)
- El Camino College (ECC)
- LA Mission College
- Pierce College
- SMC - Full Implementation

- University of Southern California (USC - Graduate Students)
- UCLA - Transition from ITAP

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

The financial impact of reducing the unit requirement for undergraduates from 8 units to 6 units cannot be determined until Spring 2017 semester has been completed. However, in Fall 2016, the reduction of the undergraduate unit requirement from 12 units to 8 units resulted in a 29% increase in student participation. Therefore, staff recommends decreasing the requirement to 6 units to allow additional part-time students to enroll in the program.

Impact to Budget

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

The expansion of the U-Pass program may warrant an evaluation of the staffing in the mid-year FY 17-18 budget process.

ALTERNATIVES CONSIDERED

1. Due to the lack of widespread usage, difficulty of administration, and the loss of revenue, staff does not recommend continuing the I-TAP program during the U-Pass Pilot Program. The USC graduate student program will be converting to U-Pass in Spring of 2017. UCLA is currently in negotiations. All current I-TAP schools will be converted to U-Pass.
2. Metro will continue to offer the regular monthly College/Vocational Pass for students at schools not participating in the U-Pass pilot program.

NEXT STEPS

1. Continue to communicate details of U-Pass Pilot Program with all 77 schools in L.A. County and target 10 or more schools to participate in the program.
2. Implement Transitional Pass Program
3. Begin discussions with Municipal agencies to create a countywide U-Pass.
4. Continue to seek additional funding to further reduce the cost of the program to schools and will work with schools to identify other sources of funding such as parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.
5. Continue to partner with schools to address transit service and service alignment issues.
6. As part of the midyear budget process for FY17, MCS will be requesting 3 FTE positions in

lieu of the Inland Transportation Services (ITS) vendor contact to assist with the growth of the U-Pass pilot program and the new 3-Month Promotional Employer Pass (PEP) program (See Attachment D).

Metro Commute Services (MCS), which includes the Annual Transit Access Pass (A-TAP), Business Transit Access Pass (B-TAP), the Youth On the Move (YOTM), Jury Pass Program, and the new 3- Month Promotional Employer Pass (PEP) programs, as well as the recently approved Universal College Pass (U-Pass) Pilot Program, conducted a cost benefit analysis of its current staff. The results indicate an annualized staffing cost of \$2.49 million, which consists of 15 staff member (see below).

Current Staffing	Total Annualized Cost	Staff Count
Program Support Vendor (ITS)	\$ 651,072.00	1
Metro FTE (Fully Burdened- Non Contract)	\$ 1,214,720.00	7
Metro TCU (Fully Burdened)	\$ 522,750.00	5
As Needed/ELTP	\$ 105,040.00	2
Total Annual Cost	\$ 2,493,582.00	15

MCS is tasked with growing ridership among college students in Los Angeles County through the U-Pass program, and assisting with increasing ridership along the new rail extensions and bus lines through the 3-Month PEP. MCS is requesting to add two (2) Sr. Account Executives to assist with marketing the programs and one (1) Administrative Analyst for Tap Operations to assist in program administration. A cost benefit analysis was completed with the additional the 3 FTE positions (see below) and the result indicated a decrease of 10% to \$2.24 million from \$2.49 million in staffing costs, which is a \$243,000 savings for the agency (See Attachment E).

Recommended Staffing	Total Annualized Cost	Staff Count
Metro FTE (Fully Burdened- Non Contract)	\$ 1,621,841.00	10
Metro TCU (Fully Burdened)	\$ 522,750.00	5
As Needed/ELTP	\$ 105,040.00	2
Total Annual Cost	\$ 2,249,631.00	17

ATTACHMENTS

Attachment A - File #:2016-0333, Board Report on Approve Adoption of Universal College Student Transit Pass (U-Pass) Pilot in response to Motion 49.1

Attachment B - Title VI Data for U-Pass Pilot Program


Attachment C - U-Pass Participant Survey Analysis

Attachment D - Board Box on Promotional Employer Program (PEP)

Attachment E - Staffing Cost Analysis

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957
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Phillip A. Washington
Chief Executive Officer

**Board Report**

File #:2016-0333, **File Type:**Program**Agenda Number:**

**REGULAR BOARD MEETING
MAY 26, 2016****SUBJECT: COMMUNITY COLLEGE STUDENT TRANSIT PASS PILOT PROGRAM - MOTION
49.1****ACTION: APPROVE ADOPTION OF UNIVERSAL COLLEGE STUDENT TRANSIT PASS
(U-PASS) PILOT PROGRAM****RECOMMENDATION**

Adopt the Universal College Student Transit Pass (U-Pass) Pilot Program.

ISSUE

As part of an ongoing effort to pursue strategies to increase student transit ridership, motion 49.1 requested an assessment of the feasibility of piloting a Universal Community College Student Transit Pass Program.

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

Riding transit is an important life skill that should be learned at a young age. Many adults who have not previously ridden transit are intimidated by learning new routes and afraid of getting lost on an unfamiliar system. Broadening the use of transit at the college level will teach this skill in conjunction with other learning and create riders for life because users will understand the system.

DISCUSSION

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

In 2003 the Board adopted the I-TAP program. This program was designed to increase student ridership, while keeping the program revenue neutral for Metro. The I-TAP program allows schools to purchase passes directly from Metro on a semester or quarterly basis. Currently, there are only four (4) colleges participating in the I-TAP program:

- UCLA and USC are enrolled in the retail pricing model. The retail pricing model is the regular price of \$43/month or \$9.92/week multiplied by the number of weeks in a semester. (The weekly rate has been corrected to \$10.03 moving forward to reflect the 30-day rate divided by 30 multiplied by seven days.)
- Pasadena City College and Rio Hondo College are enrolled in the group rate pricing model. The group rate pricing model is based on the total number of full-time students multiplied by the group rate multiplied by the number of weeks in a semester.

Ridership data indicates that the I-TAP group pricing model resulted in a substantial increase in transit ridership over a five (5) year period (2010 - 2014):

- PCC increased ridership from 11% to 41% of their full-students
- Rio Hondo increased ridership from 7% to 44% of their full-time students

This resulted in an average ridership increase of 7% per year. Additional Metro bus services were added to support this growth in ridership. However, the current I-TAP Program at PCC and Rio Hondo is no longer revenue neutral for Metro. The average fare collected for these programs is \$0.29 per boarding versus the system average of \$0.75. Currently, there are approximately 7,000 active I-TAP users and 16,400 active College/Vocational TAP cards, but on average only 6,800 C/V Monthly Passes are being loaded.

In addition, Metro has not been utilizing existing and new technologies efficiently to improve these programs. Currently, the I-TAP and C/V paper applications are processed and uploaded manually. C/V applications became available online in September 2015 and represent approximately 5% of the total applications received since then. In March 2016, staff added a web link to the online application from the College Programs page on Metro.net and online applications rose to 9%. Metro has been processing an average of 2,100 paper applications per month and also handling the verification of each individual student's units, which has caused a wait time of 4-6 weeks for students to receive their C/V TAP cards from the time of application. However, many students are registering for their classes online and colleges have the ability to electronically verify their enrollment. Online

registration could be modified to allow students to add transit participation along with their enrollment. New TAP chip technology also exists which would allow a sticker with an embedded computer chip and an RFID antenna to be applied directly to the student ID cards, replacing the need for photo ID C/V TAP Cards. Just like existing TAP cards, these chips have the ability to be loaded remotely, reducing the need for a student to physically go to an office to reload or reactivate their cards once they have registered.

U-Pass Task Force Results

In November 2015, Metro Commute Services established two (2) U-Pass Task Force teams that included:

Internal Task Force (Metro):

- Office of Management and Budget (OMB)
- TAP Operation
- Office of Extraordinary Innovation

External Task Force:

- Los Angeles County colleges and universities including:
 - California Institute of Technology (CalTech)
 - California State University Dominguez Hills
 - California State University Long Beach (CSULB)
 - California State University Los Angeles (CSULA)
 - California State University Northridge (CSUN)
 - Cerritos Community College
 - Citrus College
 - LA Community College District (LACCD)
 - LAUSD Adult Vocational Programs (LAUSD)
 - Mount San Antonio College (Mt. SAC)
 - Pasadena City College (PCC)
 - Rio Hondo Community College
 - University of California at Los Angeles (UCLA)
 - University of Southern California (USC)
- Local municipal transit providers and organizations including:
 - Foothill Transit
 - Long Beach Transit
 - Los Angeles Department of Transportation (LADOT)
 - Move L.A.

In addition, an online survey was distributed to collect feedback from the colleges. The survey was anonymous to allow for the highest level of honest feedback and addressed issues such as satisfaction with existing Metro transit service, and cost and funding of student transit programs. Primary findings from the survey included:

- College transit programs are currently funded through pass sales, student fees, revenue from

- parking fines and fees, and associated student associations
- 73% are very satisfied or satisfied with the transit service at their campus
- 82% say not having enough parking is an issue on their campus
- 64% do not believe they have adequate funding for the program
- 30% feel that not including part-time students is limiting participation, and
- 60% are willing to co-market a Universal Pass program on their campus with Metro support

As a result of the feedback from the, Internal and External Task Force teams and survey responses, the overall recommendations are as follows:

- Make passes more affordable for students
- Make passes more accessible for part-time students
- Make program easy to understand and administer

U-Pass Pilot Program

Upon Board approval, Metro Commute Services will implement a two-year U-Pass pilot program beginning in Fall 2016. U-Pass Pilot Program will:

1. Target at least 10 new schools to participate in the program.
2. Reduce the minimum units required under the pilot to 8 units or more per quarter/semester to allow more part-time students to participate in pilot program.
3. Transition to a pay per boarding model:
 - a. Charge an estimated boarding fee of \$0.75 per boarding, which is the cash-boarding equivalent of the 30-day College/Vocational pass. Payment must be made by the school at the beginning of the term and the rate will be reassessed annually as part of the budget process.
 - b. For the introductory term, estimated boardings will be based on existing I-TAP or C/V ridership data. If the school does not have existing data, the initial student participation will be estimated at 10% of eligible students. Any overage paid by the school based on the estimated boardings for the introductory term will be credited toward the payment for Term 2.
 - c. For the second term and subsequent terms, estimated boardings will be adjusted to reflect the actual boardings from the previous term based on TAP data.
 - d. At the end of the second term and each subsequent term, actual boardings will be reconciled against the initial fee payment and a charge or credit will be issued to the school based on the difference, capped at \$43 per month (\$10.03 per week) per participant.
 - e. Schools may elect to cover the cost of the program through student fees, other funding, or by charging the students for participation. Fees collected from students may not exceed \$43/month or \$10.03/week, and the total amount collected may not exceed the total amount due to Metro.
 - f. Schools are encouraged to build U-Pass participation into their existing class registration process to allow for a seamless integration and the ability to charge the appropriate student fees, if any.

4. Schools will be responsible for collecting demographic data to assist in completion of the required Title VI analysis, for verifying enrollment eligibility for each quarter/semester, and for distributing or reactivating TAP stickers/cards for eligible students. Schools are encouraged to collect as much information as possible as part of online registration, which will also allow cards to be activated and loaded electronically by Metro.
5. Schools will report all issued TAP card/sticker numbers to Metro for tracking purposes and to facilitate replacements.
6. Schools are encouraged to partner with Metro for in-kind marketing materials and promotion of the U-Pass Program.
7. Establish goal of increasing student participation by 10% over existing C/V and I-TAP levels during the two year pilot program and use the data from the pilot program as a foundation for establishing an ongoing U-Pass program, which will ultimately replace both the I-TAP and the C/V programs. Performance measures to be assessed include:
 - a. Compare total U-Pass revenue and boardings to current I-TAP and C/V revenue and boardings and assess changes in fare revenues and ridership among the college/vocational student population
 - b. Assess changes in ridership on key lines near pilot schools
 - c. Compare the percentage of students who were issued passes on a term-by-term basis to assess changes in utilization of the U-Pass

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

As a pilot, this program will be managed within existing resources. Therefore, there will be no financial impact at this time.

Impact to Budget

As a pilot, this program will be managed within existing resources. Therefore, there will be no impact to budget at this time.

ALTERNATIVES CONSIDERED

Reduction of Units

Reducing the unit requirements for the U-Pass program was considered. With the existing 12-unit requirement for undergraduate students, there are approximately 14,000 active college transit program participants. This represents 3% of the total eligible public school students who meet the

requirement.

Decreasing the unit requirement for the U-Pass pilot program to 9 units (semester) or 8 units (quarter) would increase the potential pool of eligible participants by 17%, or approximately 250,000 public students. Based on the current 3% participation, this could result in about 7,500 new college/vocational riders. Decreasing the unit requirement for the U-Pass pilot program to 6 units would increase the potential pool of eligible participants by 35%, or approximately 536,000 public students. Based on the current 3% participation, this could result in about 16,000 new college/vocational riders.

For both cases, increasing the potential pool of eligible participants will likely result in revenue loss for Metro, with the possibility of recouping the loss through a potential increase in new riders. However, the potential revenue impact will depend on how many of the new college/vocational riders were full fare transit riders (negative impact to revenue) versus how many are new transit riders (positive impact to revenue).

Because the financial impact of the unit reduction will not be known until the overall fare revenue changes for the pilot program and the agency can be assessed, staff recommends starting the pilot program with an 8-unit minimum requirement with a commitment to review the revenue impact after six months and consider lowering the requirement to 6 units based on the assessment. The 12-unit requirement for current monthly C/V passes will remain intact.

The College/Vocational Pass requires graduate students to be enrolled in 8 or more units. Under the U-Pass Pilot Program, staff is recommending reducing the units required for graduate students from 8 units to 6 units. The 8-unit requirement for graduate students utilizing monthly C/V passes will remain intact.

Continuation of I-TAP and C/V Programs

Due to the lack of widespread usage, difficulty of administration, and the loss of revenue, staff does not recommend continuing the I-TAP program during the U-Pass Pilot Program. All current I-TAP schools will be converted to U-Pass. However, Metro will continue to offer the regular monthly College/Vocational Pass for students at schools not participating in the pilot program.

NEXT STEPS

Upon approval of this pilot program, Metro will:

1. Communicate details of U-Pass Pilot Program with all 77 schools in L.A. County and target 10 or more schools to participate in the program.
2. During initial registration period, schools will collect required Title VI data from participating students. Title VI evaluation will be conducted and a findings report will be brought back to the Board of Directors for approval prior to the end of the sixth month of the pilot program.
3. During the pilot program, Metro will continue to seek additional funding through Greenhouse

Gas Reduction Fund/Low Carbon Transit Operations Program (LCTOP) revenue Cap and Trade, the South Coast Air Quality Management District's Mobile Source Air Pollution Reduction Review Committee (MSRC), or other sources to further reduce the cost of the program to the schools and will work with schools to identify other sources of funding such as parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.

4. During the pilot program, Metro will continue to partner with schools to address transit service and service alignment issues.

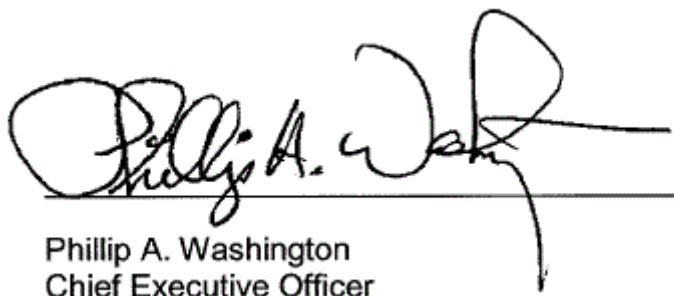
ATTACHMENTS

Attachment A - Motion 49.1 Community College Student Transit Pass Pilot Program

Attachment B - Report 49 on Community College Student Transit Pass Pilot Program in response to Motion 49.1

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957
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Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington
Chief Executive Officer

Attachment B - Title VI Analysis Data for U-Pass Pilot Program - Fall 2016

Based on Poverty Levels from the 150% column of the "2016 Federal Poverty Guidelines" Table:

Size of Family Unit	Poverty Level
1	\$17,820
2	\$24,030
3	\$30,240
4	\$36,450
5	\$42,660
6	\$48,870
7	\$55,095
8	\$61,335
9	\$61,335
10	\$61,335

Income Summary (Based on Total Surveys Received as of 10/20/16)

School	Below Level	Below %	Above L	Above %	N/A*	N/A %	Total
CalTech	0	0	1	100	0	0	1
CSUN	1529	74%	453	22%	90	4%	2072
LATTC	680	88%	78	10%	12	2%	770
PCC	1964	75%	560	21%	90	3%	2614
Rio Hondo	1948	71%	657	24%	130	5%	2735
SMC	102	82%	21	17%	2	2%	125
Totals	6223	75%	1770	21%	324	4%	8317

*Student did not answer question

All Schools:

Race	Responses	% of Total
Asian and Pacific Islander	1110	13%
Black	427	5%
Hispanic	5624	68%
Native American	55	1%
White	486	6%
2 or More	509	6%
None	102	1%
Total	8313	100%

**Survey Data Analysis
10.20.16**

Attachment C - U-Pass Participant Survey Analysis 10-17-16	Full-Time	Part-Time	Total	% Breakdown Results (Full-Time & Part-Time)	% Breakdown Results (Part-Time)	% Breakdown Results (Full-Time)
Total Survey Completed	5,401	2,207	7,608		29.01%	70.99%
If you currently ride Metro, what type of fare do you use?						
College /Vocational Pass	747	189	936	12.30%	8.56%	13.83%
Regular 30 day /EZ Pass	139	74	213	2.80%	3.35%	2.57%
Pay as you go	1,980	654	2,634	34.62%	29.63%	36.66%
I don't ride Metro	715	570	1,285	16.89%	25.83%	13.24%
No Reponses	1,820	720	2,540	33.39%	32.62%	33.70%
Total	5,401	2,207	7,608			
Number of units currently enrolled in?						
6 units	0	492	492	6.47%	22.29%	0.00%
7 units	1	130	131	1.72%	5.89%	0.02%
8 units	0	286	286	3.76%	12.96%	0.00%
9 units	0	455	455	5.98%	20.62%	0.00%
10 units	0	356	356	4.68%	16.13%	0.00%
11 units	1	273	274	3.60%	12.37%	0.02%
12 units	5,393	3	5,396	70.93%	0.14%	99.85%
No Response	6	212	218	2.87%	9.61%	0.11%
Total	5,401	2,207	7,608			
Are you currently enrolled at another college						
Yes	123	185	308	4.05%	8.38%	2.28%
No	4,632	1,945	6,577	86.45%	88.13%	85.76%
No Reponses	646	77	723	9.50%	3.49%	11.96%
Total	5,401	2,207	7,608			
Current employment status						
Full-Time	365	372	737	9.69%	16.86%	6.76%
Part-Time	1,645	748	2,393	31.45%	33.89%	30.46%
Not Employed	3,338	1,053	4,391	57.72%	47.71%	61.80%
No Reponses	53	34	87	1.14%	1.54%	0.98%
Total	5,401	2,207	7,608			



Metro

Los Angeles County
Metropolitan Transportation Authority

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May 12, 2016

TO: BOARD OF DIRECTORS

THROUGH: PHILLIP A. WASHINGTON
CHIEF EXECUTIVE OFFICER

FROM: PAULETTA TONILAS
CHIEF COMMUNICATIONS OFFICER

SUBJECT: PROMOTIONAL EMPLOYER PASS PROGRAM

ISSUE

To increase ridership along new service corridors, including Line 501 Pasadena to North Hollywood Express, Gold Line Extension, and Expo Line Phase 2, and to increase participation in Employer Annual Pass Program (EAPP), which includes the Annual Transit Access Pass (ATAP) and Business Transit Access Pass (BTAP) Program, Metro Commute Services (MCS) Staff is recommending implementing a short-term Promotional Employer Pass Program (PEPP) that will serve as an introduction to Employer Programs.

DISCUSSION

Currently, the ATAP and BTAP programs require a high level of financial commitment from employers, who may not be familiar with the benefits of offering an employer-sponsored transit pass program. MCS would like to create a pilot promotional pass program for businesses at a reduced cost for a period of three months to increase ridership along new service corridors and familiarize employers with transit pass programs so that they understand the benefits of longer-term participation in Metro's Employer Annual Pass Program (EAPP).

In addition, Line 501 is experiencing low ridership at approximately 500 riders per day. This line could potentially serve many large employers along its route. Having a new tool to promote the service to employers would help increase ridership.

Promotional Employer Pilot Program (PEPP) criteria

- One-time promotion only
- New Employers only – Current TAP Corporate Accounts and EAPP participants are excluded
- Cost is \$50 per month for each regular tap card preloaded with three (3) Metro 30-Day Passes (one-time cost of \$150) per individual employee named on list provided with signed agreement
- Minimum will be based on 10% of total employees with proof of employment
- Users must be an employee of the business
- Employers may purchase passes for more than 10% of employees, if desired, but no refunds will be given for unused passes
- Payment in full for three-month period is required upfront
- Employers must distribute passes and collect required employee information for Metro

Administrative requirements

- Signed Agreement and Payroll Report
- Check payment for total due prior to pass delivery
- Employee list with individual TAP Registration and aggregate Title VI information for data purposes only

Duration of promotional outreach

- 12 months of outreach from each rail/bus opening
- Promotional program provides reduced fare for a maximum of three months per employer, and is not subject to Title VI requirements (per Office of Civil Rights).

NEXT STEPS

1. Create marketing materials and web landing page for program
2. Determine the business near line 501, Gold Line and Expo Line extensions by using:
 - Leads from phone and web inquiries
 - Letter/Email Blast with web link forwarded to Regional Rideshare Database listings
 - Cold calling businesses in new service area
3. Collect TAP ridership data to share with business and determine success of program
4. Convert companies to A/BTAP participants based on TAP data

Attachment E - Staffing Cost Analysis

Staffing (Current)							
Title	Estimated Salary	Fringe NC 49.2% & TCU 57.3%	Workers' Comp @ .7% & TCU 7.8%	Allocated Overhead (39.9%)	Cost per Staff	# of Positions	Total Cost
Director of MCS	\$ 140,000.00	\$ 68,880.00	\$ 980.00	\$ 55,860.00	\$ 265,720.00	1	\$ 265,720.00
Communications Manager	\$ 100,000.00	\$ 49,200.00	\$ 700.00	\$ 39,900.00	\$ 189,800.00	1	\$ 189,800.00
SR. Account Executive	\$ 75,000.00	\$ 36,900.00	\$ 525.00	\$ 29,925.00	\$ 142,350.00	4	\$ 569,400.00
Tap Manager	\$ 100,000.00	\$ 49,200.00	\$ 700.00	\$ 39,900.00	\$ 189,800.00	1	\$ 189,800.00
Tap Lead Agent	\$ 55,000.00	\$ 31,515.00	\$ 4,290.00	\$ 21,945.00	\$ 112,750.00	1	\$ 112,750.00
Tap Agent	\$ 50,000.00	\$ 28,650.00	\$ 3,900.00	\$ 19,950.00	\$ 102,500.00	4	\$ 410,000.00
ELTP (\$25/hr.)	\$ 52,000.00	\$ -	\$ -	\$ -	\$ 52,000.00	1	\$ 52,000.00
As Needed -SR. Account Executive (30 wk./1560 yr./ \$34 hr.)	\$ 53,040.00	\$ -	\$ -	\$ -	\$ 53,040.00	1	\$ 53,040.00
As Needed -Administrative Analysis (30 wk./1560 yr./ \$28 hr.) (Vacant)	\$ 43,680.00	\$ -	\$ -	\$ -	\$ 43,680.00	0	\$ -
Total						14	\$ 1,842,510.00
Contract Annual Cost							\$ 651,072.00
							\$ 651,072.00

Total Annualized Cost with Current Staff	
Program Support Vendor (Inland Transportation Services)	\$ 651,072.00
Metro FTE (Non Contract)	\$ 1,214,720.00
Metro TCU Union	\$ 522,750.00
As Needed/ELPT	\$ 105,040.00
Total Annual Cost	\$ 2,493,582.00

Labor and Non Labor Cost with Current Staff	
Non-Labor	\$ 756,112.00
Labor	\$ 1,529,990.00
Over head	\$ 207,480.00
Total Annual Cost	\$ 2,493,582.00

Staffing (Recommendation)							
Title	Estimated Salary	Fringe NC 49.2% & TCU 57.3%	Workers' Comp @ .7% & TCU 7.8%	Allocated Overhead (39.9%)	Cost per Staff	# of Positions	Total Cost
Director of MCS	\$ 140,000.00	\$ 68,880.00	\$ 980.00	\$ 55,860.00	\$ 265,720.00	1	\$ 265,720.00
Communications Manager	\$ 100,000.00	\$ 49,200.00	\$ 700.00	\$ 39,900.00	\$ 189,800.00	1	\$ 189,800.00
SR. Account Executive (Added 2 Sr. AE. positions)	\$ 75,000.00	\$ 36,900.00	\$ 525.00	\$ 29,925.00	\$ 142,350.00	6	\$ 854,100.00
Administrative Analyst for TAP Operation	\$ 64,500.00	\$ 31,734.00	\$ 451.50	\$ 25,735.50	\$ 122,421.00	1	\$ 122,421.00
Tap Manager	\$ 100,000.00	\$ 49,200.00	\$ 700.00	\$ 39,900.00	\$ 189,800.00	1	\$ 189,800.00
Tap Lead Agent	\$ 55,000.00	\$ 31,515.00	\$ 4,290.00	\$ 21,945.00	\$ 112,750.00	1	\$ 112,750.00
Tap Agent	\$ 50,000.00	\$ 28,650.00	\$ 3,900.00	\$ 19,950.00	\$ 102,500.00	4	\$ 410,000.00
ELTP (\$25/hr.)	\$ 52,000.00	\$ -	\$ -	\$ -	\$ 52,000.00	1	\$ 52,000.00
As Needed -SR. Account Executive (30 wk./1560 yr./ \$34 hr.)	\$ 53,040.00	\$ -	\$ -	\$ -	\$ 53,040.00	1	\$ 53,040.00
Total						17	\$ 2,249,631.00

Total Annualized Cost Staffing Cost (Recommendations)	
Metro FTE (Non Contract)	\$ 1,621,841.00
Metro TCU Union	\$ 522,750.00
As Needed/ELPT	\$ 105,040.00
Total Annual Cost	\$ 2,249,631.00

Labor and Non-Labor Cost (Recommendations)	
Non-Labor	\$105,040.00
Labor	\$1,911,375.50
Over head	\$233,215.50
Total Annual Cost	\$2,249,631.00

Cost Sheet

Title	Estimated Salary	Fringe NC 49.2% & TCU 57.3%	Workers' Comp @ .7% & TCU 7.8%	Allocated Overhead (39.9%)	Cost per Staff	# of Positions	Total Cost	
Director of MCS	\$134,305.60	\$66,078.36	\$940.14	\$53,587.93	\$254,912.03	1	\$254,912.03	
Communication Manager	\$100,464.00	\$49,428.29	\$703.25	\$40,085.14	\$190,680.67	1	\$190,680.67	
SR. Account Executive	\$70,000.00	\$34,440.00	\$490.00	\$27,930.00	\$132,860.00	4	\$531,440.00	\$977,032.70
Tap Manager	\$100,464.00	\$49,428.29	\$703.25	\$40,085.14	\$190,680.67	1	\$190,680.67	
Tap Lead Agent	\$41,600.00	\$23,836.80	\$3,244.80	\$16,598.40	\$85,280.00	1	\$85,280.00	
Tap Agent	\$37,440.00	\$21,453.12	\$2,920.32	\$14,938.56	\$76,752.00	4	\$307,008.00	\$582,968.67
Total							\$1,560,001.37	
Requested Metro FTE's Positions								
Account Supervisor	\$85,000.00	\$41,820.00	\$595.00	\$33,915.00	\$161,330.00	1	\$161,330.00	
SR. Account Executive	\$70,000.00	\$34,440.00	\$490.00	\$27,930.00	\$132,860.00	2	\$265,720.00	
Total							\$427,050.00	\$427,050.00
As Needed								
ELTP (\$20/hr.)	\$41,600.00	\$0.00	\$0.00	\$0.00	\$41,600.00	1	\$41,600.00	
SR. Account Executive (30 wk./1560 yr./ \$33.65)	\$52,949.00	\$0.00	\$0.00	\$0.00	\$52,949.00	1	\$52,949.00	
Administrative Analysis (30 wk./1560 yr./ \$26.07 hr.)	\$40,669.20	\$0.00	\$0.00	\$0.00	\$40,669.20	1	\$40,669.20	
Total							\$135,218.20	\$135,218.20
Vendor (ITS) (current)								
Contract Annual Cost							\$630,450.00	\$630,450.00
Appointment Setter	\$57,000.00					2		
SR. Account Executive	\$75,000.00					3		
Avg. Cost/5 Staff							\$126,090.00	

Total Annualized Cost (Current)	
Program Support Vendor (ITS)	\$630,450.00
Metro FTE	\$977,032.70
Metro TCU	\$582,968.67
As Needed	\$135,218.20
Total Annual Cost (Current)	\$2,325,669.57

Total Annualized Cost (3 Additional Metro FTE)	
Program Support Vendor (ITS)	\$630,450.00
Metro FTE	\$1,404,082.70
Metro TCU	\$582,968.67
As Needed	\$135,218.20
Total Annual Cost	\$2,752,719.57

Annualized Vendor Cost (Current)			
	Avg. Cost/5 Staff	# of Staff	Annual Cost
Vendor (ITS)	\$126,090	5	\$630,450.00

Universal Pass Program (U-Pass)

Metro Board of Directors Meeting
December 1, 2016



Motion 49.1 (Ridley-Thomas) requested an assessment of the feasibility of piloting a Universal Community College Student Transit Pass (U-Pass) Program.

Goal: In May 2016, the Board approved a 2-year U-Pass Pilot Program for Colleges, Universities, and Trade Schools to increase college transit ridership and create a new generation of transit riders.

Objective: To transition to a more feasible pricing structure and reach a broader range of college students by reducing units required to participate, and collect the data and establish best practices necessary to establish a permanent program.

Initial Semester Participation:

- 2570 new riders in U-PASS program, since launch on 8/29
- 1285 of new participants did not previously ride Metro (50%)
- 13% increase over previous ITAP participation in first semester
- 29% of participants are part time students with 8-11 units
- Six (6) initial colleges included: CSUN, LATTC, Rio Hondo College, Pasadena City College, CalTech, Santa Monica College (test group of 100 students)

Title VI Analysis:

- Required in first 6 months of pilot program
- In Metro service area is 77% minority with 15.9% low income
- U-Pass participation is 93% minority with 75% low income
- No disparate impact or disproportionate burden found

Significant Changes Being Requested:

1. **Eligibility** – Units required to participate to be reduced from 8 to 6 units per semester.
1. **Transitional U-Pass** – Reduced college fare rate of \$43/mo. to be offered to U-Pass participants for one year after graduation.
2. **Regional U-Pass** – Countywide Regional U-Pass would allow participating students to board participating municipal agencies' buses and establish a per boarding reimbursement rate to agencies similar to the EZ Regional Pass

Schools joining the program in Spring 2017:

- California State University, Los Angeles (CSULA)
- LA Mission College
- Pierce College
- Santa Monica College (Full implementation)
- USC (Graduate students – transition from I-TAP)

Additional schools in discussion phase for Spring 2017:

- Cerritos College
- East Los Angeles College (ELAC)
- El Camino College (ECC)
- LA City College (LACC)
- UCLA (Transition from I-TAP)

Thank you!

For additional information visit:

www.metro.net/riding/colleges

For questions/participation contact:

Devon Deming
Director, Metro Commute Services
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(213) 922-7957





Metro

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

Board Report

File #: 2016-0878, File Type: Contract

Agenda Number: 23.

REVISED
CONSTRUCTION COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
NOVEMBER 17, 2016

SUBJECT: METRO PILOT BUSINESS INTERRUPTION FUND (BIF)

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to:

1. EXECUTE Modification No. 3 to Contract No. PS69403444 with **Pacific Coast Regional Small Business Development Corporation (PCR)** to support the increased level of effort and resources for the remaining two years of the professional services contract and continuation of services to eligible “mom and pop” businesses directly impacted by the unprecedented full street closure along 2nd & Broadway segment of the Regional Connector in the amount of \$297,616 increasing the total firm fixed contract value from \$1,965,090 to \$2,262,706;
2. INCREASE Contract Modification Authority (CMA) specific to Contract No. PS69403444 in the amount of ~~\$400~~500,000 increasing the total CMA amount from \$180,000 to \$2680,000 to support potential additional services related to BIF fund administration inclusive of the expansion of the BIF to directly impacted and qualifying “mom and pop” businesses along the Purple Line Extension Phase 2; and

B. RECEIVING AND FILING the quarterly status report of Metro’s Pilot Business Interruption Fund (BIF).

DUPONT-WALKER AMENDMENT to expand the Pilot Business Interruption Fund to include small businesses that may be interrupted along the Purple Line Extension Phase 2.

ISSUE

In November 2014, the Board of Directors approved the contract with PCR to serve as the fund administrator for Metro's pilot BIF which provides financial assistance to small "mom and pop" businesses directly impacted by transit rail construction along the Crenshaw/LAX transit line, Phase I of the Purple Line Extension and the Little Tokyo area of the Regional Connector Transit Project. In December 2015, the Board approved the expansion of the BIF to include eligible small "mom and pop" businesses directly impacted by unprecedented full street closures with a duration greater than 6 continuous months such as the planned work at the 2nd & Broadway segment of the Regional Connector.

Immediately proceeding the authorization to extend the BIF to directly impacted and qualifying "mom and pop" businesses within the 2nd & Broadway segment of Regional Connector, Metro executed Modification No. 1 that included additional tasks for PCR to provide BIF fund administration services for small businesses directly impacted by the unprecedented full street closure. The full street closure of 2nd & Broadway extended beyond the projected term for an actual completion date in October 2016. In accordance to Metro's BIF Administrative Guidelines businesses have 180 calendar days from the end of the quarter of direct impact to submit a BIF application. Therefore, Board authorization is necessary to support the continuation of the BIF administration services along 2nd & Broadway segment of Regional Connector through June 2017.

In addition, as Metro's contracted fund administrator continues to advance efforts for the implementation of the pilot program, the actual level of effort required for implementation of the program has been captured. Based on the demonstrated level of effort required for ongoing direct outreach, financial analysis and processing of BIF applications from submission to completion and grant award, Modification No. 3 is necessary to support the level of effort and resources for the remaining two years of the professional services contract.

DISCUSSION

During the past quarter, Metro staff and PCR continue to advance efforts for implementation of the historic pilot program. The BIF continues to achieve program milestones and successes in keeping with the objective of supporting "mom and pop" businesses ability to thrive throughout and post construction of transit rail mega projects and experience growth opportunities associated with new transit rail services. As of October 2016 Metro has awarded 283 BIF grants exceeding the total amount of \$5.4 million to directly impacted small businesses of which 90% have remained in operations six months post grant award and 94% one year post grant award. In addition, Metro has helped sustain more than 700 jobs in the business communities through the award of BIF grants to more than 100 "mom and pop" businesses along the Crenshaw/LAX line, the Little Tokyo area and 2nd & Broadway segment of Regional Connector including Phase I of the Purple Line Extension.

A. Performance and Utilization

In effort to ensure the pilot program is prudent yet provides a seamless process for applicants, Metro and PCR continue to implement a hands-on approach that provides "mom and pop" businesses access to program information through Metro hosted BIF workshops; an interactive on-line application; direct one-on-one consultation with an assigned BIF Business Advisor; and/or on-site

client appointments at either the business location, Metro's Crenshaw/LAX Business Solution Center, Metro's Little Tokyo Community Relations Office and/or the Little Tokyo Small Business Center co-located at Metro's Community Relations office.

Following is a high level summary of BIF grant application quarterly metrics through CY16 Q3:

- > Total number of BIF applications received: 451
- > Total number of BIF applications approved: 269
- > Total number of BIF applications not eligible 76
- > Total number of BIF applications denied: 2
- > Total percent of BIF grants approved: 71.1%
- > Total value of BIF grants approved/awarded: \$5,205,347.98

Following is a summary of the BIF quarterly Measures of Effectiveness through CY16 Q3:

Measure of Effectiveness		Goal	Actual
1	Number of businesses referred to support services post grant award	75%	100%
2	Number of completed applications processed within 9 business days	100%	95%
3	Client satisfaction rating (via survey): <= 30 days after grant award	100%	82%
4	*Number of businesses remaining in business 6 months post grant award	100%	90%
	*Number of businesses remaining in business 12 months post grant award	100%	94%

* Post grant award data reflects 56 businesses that have remained in business 6 months post grant award and 107 businesses that have remained in business 12 months post grant award.

Additional program metrics and quarterly reports can be viewed at metro.net/bif.

B. Small Business Outreach

In the course of performing oversight and monitoring of the BIF, Metro staff continues to assess lessons learned and the overall performance of the pilot program.

Recurring themes, observations and areas of focus include:

- Direct (proactive) outreach and canvassing continue to be the most effective means to contact small "mom and pop" businesses in effort to provide information and resources on Metro's BIF.
- The directly impacted small business community has become more receptive to Metro and PCR in light of the BIF program success in granting awards to diverse community of businesses.
- Opposition and/or challenge to the BIF in response to the eligibility requirements for

businesses to demonstrate direct impact to Metro construction (businesses located immediately adjacent to the rail corridor and directly affected by Metro construction). Metro staff continues to spearhead strategic initiatives to counter opposition to the program while demonstrating the importance to maintain adherence to the guidelines and sustain the pilot program.

In response, the following activities are ongoing and/or have been implemented.

- Metro and PCR continues to advance coordinated outreach and communication activities and strategies to reach businesses in each of the transit rail corridors.
- PCR will continue direct canvassing and continue to provide hands-on support and guidance to business owners.
- Metro and PCR program staff have participated in more than 80 community and/or construction meetings.
- Metro has hosted 33 BIF workshops throughout each of the transit project areas and small business communities.
- Metro staff launched a new BIF webpage as an opportunity to promote transparency, share latest news and program stats including highlighting the BIF's community footprint through the shared experiences from small business grantees. The webpage can be viewed metro.net/bif.
- Metro staff launched a new quarterly BIF e-newsletter for distribution to various stakeholders and constituents.

Moreover, in effort to uphold Metro's commitment to being a trusted community builder, partner and stakeholder, Metro staff will continue to assess the performance of the pilot program with the objective of supporting directly impacted businesses' ability to sustain throughout the construction period.

DETERMINATION OF SAFETY IMPACT

There is no impact to the safety of Metro's customers or employees.

FINANCIAL IMPACT

Metro staff previously identified Measure R Admin funds as the most suitable funding source to support the professional services for the implementation and administration of the BIF. Therefore, Metro will continue to fund the BIF's professional services contract for the remaining two-year activities for the total authorized amount.

The FY17 budget includes \$337,214 for the professional services contract in cost center 0691. The Office of Management and Budget (OMB) has identified available Measure R Admin funds to support funding Modification 3 in the amount of \$297,616 for the continuation of services related to the 2nd & Broadway segment of Regional Connector in the amount of \$83,229; and the fund balance supports the increase in services for a portion of year 3 through June 30, 2017. The Measure R Admin funds have been re-appropriated in Cost Center 0691 Non-Departmental Procurement; Project Number 100055, Project Name - Admin-Measure R; Task No. 06.02.

Since this is a multi-year contract, Vendor/Contract Management will be responsible for budgeting funds for FY17, FY18 and FY19 in Cost Center 0691 Non-Departmental Procurement; Project Number 100055, Project Name - Admin-Measure R; Task No. 06.02.

Impact to Budget

The source of funds for the professional services is Measure R Admin, which does not impact bus and rail operations.

ALTERNATIVES CONSIDERED

The Board could either not authorize or authorize a lower amount for Modification No. 3; however staff is not recommending this alternative because it will affect Metro's ability to allocate the adjusted level of resources to support the ongoing implementation of the pilot BIF at the necessary level of effort to provide support to the "mom and pop" businesses applying for the BIF.

NEXT STEPS

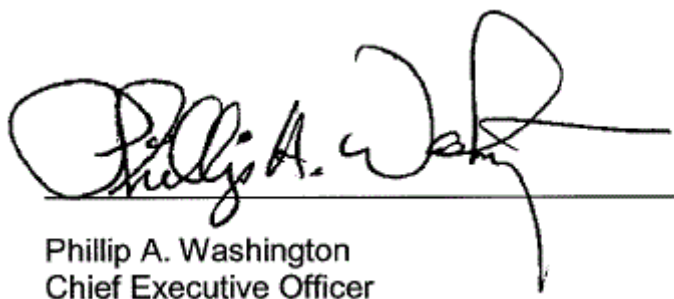
Upon Board approval, staff will execute Modification No. 3 to Contract No. PS69403444. In compliance with Board Motion 57 dated September 18, 2014, Metro staff will continue to provide reports to the Board of Directors on the status of the BIF.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - Motion 57
Attachment D - DEOD Summary

Prepared by: Shalonda Baldwin, Deputy Executive Officer of Project Management,
Vendor/Contract Management, (213) 922-4488

Reviewed by: Debra Avila, Chief, Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

METRO PILOT BUSINESS INTERRUPTION FUND/PS69403444

1.	Contract Number: PS69403444		
2.	Contractor: Pacific Coast Regional Small Business Development Corporation		
3.	Mod. Work Description: Provide increase level of effort and resources for the remaining two years of the professional services contract and continuation of the services to eligible “mom and pop” businesses directly impacted by the full street closure along 2nd & Broadway segment of the Regional Connector.		
4.	Contract Work Description: Business Interruption Fund Administration Services		
5.	The following data is current as of: 11/2/16		
6.	Contract Completion Status		Financial Status
	Contract Awarded:	11/13/14	Contract Award Amount:
			\$1,800,000
	Notice to Proceed (NTP):	12/04/14	Total of Modifications Approved:
			\$165,090
	Original Complete Date:	12/03/18	Pending Modifications (including this action):
			\$297,616
	Current Est. Complete Date:	12/03/18	Current Contract Value (with this action):
			\$2,262,706
7.	Contract Administrator: Lily Lopez		Telephone Number: (213) 922-4639
8.	Project Manager: Shalonda Baldwin		Telephone Number: (213) 922-4488

A. Procurement Background

This Board Action is to approve Modification No. 3 to Contract No. PS69403444 to support the increased level of effort and resources for the remaining two years of the contract and services to eligible “mom and pop” businesses directly impacted by the full street closure along 2nd & Broadway segment of the Regional Connector. This Modification enables the Contractor to process additional Business Interruption Fund (BIF) applications and extends the services for the 2nd & Broadway segment of Regional Connector transit rail project due to construction delays.

This Contract Modification will be processed in accordance with Metro’s Acquisition Policy and the contract type is firm fixed price. All other terms and conditions remain in effect.

On November 13, 2014, Contract No. PS69403444 was awarded to Pacific Coast Regional Small Business Development Corporation in the firm fixed price of \$1,800,000 (inclusive of two, one-year options) for professional services to serve as the fund administrator to implement strategies that provide access to financial assistance for eligible impacted mom and pop businesses along the Crenshaw Line,

the Little Tokyo area along the Regional Connector and Phase I of the Purple Line extension.

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

B. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon a cost analysis and technical analysis. All direct labor rates and fee remain unchanged from the original contract.

Proposed Increase	Metro ICE	Negotiated Amount
\$297,616	\$315,775	\$297,616

ATTACHMENT B**CONTRACT MODIFICATION/CHANGE ORDER LOG
BUSINESS INTERRUPTION FUND/PS69403444**

Mod. No.	Description	Status (approved or pending)	Date	Amount
1	Support the expansion of the Business Interruption Fund (BIF) to include “mom and pop” businesses directly impacted by construction activity along the 2nd & Broadway segment of Regional Connector transit rail project.	Approved	12/29/15	\$165,090
2	No cost administrative changes.	Approved	09/26/16	\$0
3	Increase level of effort and resources for the remaining term of the contract and services to eligible « mom and pop » businesses directly impacted by the full street closure along the 2 nd & Broadway segment of the Regional Connector.	Pending	Pending	\$297,616
	Modification Total:			\$462,706
	Original Contract:			\$1,800,000
	Total:			\$2,262,706

Amendment to Item 57

Motion by Directors Molina, Dupont-Walker, Ridley-Thomas and Garcetti

Business Interruption Fund

September 18, 2014

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

1. Establish a pilot program for a special **Business Interruption Fund** for mom and pop businesses located along the Crenshaw Line, within the Little Tokyo area along the Regional Connector, **and Phase I of the Purple Line Extension** immediately.
2. Define mom and pop businesses as those **meeting the following criteria:**
 - a. Having 25 employees or fewer;
 - b. **A minimal operational history of two years;**
 - c. **Being in good standing with local, state and federal tax requirements; and**
 - d. **Able to produce financial records (i.e. gross receipts, business license information, pay roll taxes and other pertinent financial information) demonstrating the loss of business revenue directly related to the period of construction disruption.**
3. Conduct a baseline survey of all businesses within the project areas.

4. Identify and designate \$10,000,000 of Metro funds annually to be used for the implementation of the Business Interruption Fund. Funds shall be distributed through the project's administration and/or respective Business Solution Center.
5. Each business should be eligible for a maximum of \$50,000 annually, not to exceed 60 percent of their annual business revenue loss.
6. Participation in the program would release MTA and the general contractor from further liability claims for business loss unrelated to specific incidents of damage and would be voluntary.
7. Direct the Chief Executive Officer to work with Los Angeles County and local cities to seek all appropriate legislation that would temporarily reduce or waive taxes and fees imposed on impacted businesses during transit-related construction activities and work with the Los Angeles County Assessor's Office to immediately initiate outreach activities to businesses impacted by transit-related construction activities in order to inform them of the Assessor's Office Proposition 8/Decline-in-Value Review process.
8. Report back to Construction Committee monthly, beginning in October, with an implementation plan and report back to the Board of Directors in September 2015 with an evaluation of the program including utilization levels and recommendations for program modification.

DEOD SUMMARY

BUSINESS INTERRUPTION FUND/PS69403444

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) did not establish a small business goal for this sole source contract. Services will be performed by Pacific Coast Regional Small Business Development Corporation.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.



Board Report

File #: 2016-0789, **File Type:** Policy

Agenda Number: 38.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 17, 2016

SUBJECT: PROPERTY NAMING POLICY

**ACTION: APPROVE REVISED PROPERTY NAMING AND CORPORATE
SPONSORSHIP/NAMING RIGHTS POLICY**

RECOMMENDATION

APPROVE revised **Property Naming Policy** with the addition of guidelines to implement and manage a Corporate Sponsorship/Naming Rights Program for the purpose of generating revenue or valued assets. (Attachment B)

ISSUE

Metro is continually looking for new ways to generate Corporate Sponsorships for the agency. In January 2016, the Metro Board of Directors approved the Risk Allocation Matrix (RAM) and creation of an Internal Savings Account intended as tools to ensure long-term financial stability and mitigate projected budget shortfalls. As part of this initial comprehensive agency-wide effort, staff identified cost saving and revenue generating initiatives that can yield deposits to the Internal Savings Account, thereby securing the sustainability of Metro's future operations and expansions.

Among the most financially significant of these initiatives is the implementation of a Corporate Sponsorship/Naming Rights program to generate revenue from Metro's property and assets. As proven by other transit agencies throughout the country, there is a substantial revenue opportunity in selling corporate sponsorships and naming rights to Metro properties, facilities, services and events.

DISCUSSION

The 2014 Board-approved Property Naming Policy (Attachment A) provides criteria for naming stations and other Metro properties through a customer-focused approach. The policy guides the naming of Metro property with four principles in mind:

- **Transit System Context** - Information as to where a property is located within the context of the entire transit system with names that are clearly distinguishable
- **Property Area Context** - Information of the location of the property within the context of the surrounding street system

- **Neighborhood Identity** - Where appropriate, acknowledging a landmark or that the property serves as an entry point to a community or neighborhood
- **Simplicity** - Names will be brief enough for quick recognition and retention and fit within signage and mapping parameters

The policy states the difference between an “Official” name approved by the Metro Board, which are used for Board documents, contracts and legal documents and notices, and an “Operational” name, which is a shorter name used for station/stop announcements and printed and electronic materials for readability and size constraints.

These clear policy points, along with the defined naming process, provide strong guidance in order for Metro to aptly name new properties and re-name existing properties when applicable.

The existing policy also provides an opportunity for Board members to bestow a special honor in the form of a dedication on rare instances to a deceased individual and reserved to honor those of substantial historical, cultural or civic significance. In a similar dedication, the Board may also honor an individual who has demonstrated a unique and extraordinary degree of service yielding a distinguishable contribution to the public transportation in Los Angeles County. Such dedications are viewed as secondary information to the property signage, but not renamed for individuals. Following Board approval, individuals will be honored with plaques where space is available.

Addition of Corporate Sponsorship/Naming Rights Program

Updating the policy to include a revenue-generating, payment-in-kind, or value-in-kind Corporate Sponsorship and Naming Rights Program is a prudent means of maximizing the value of the agency’s capital investments and assets. Including this new program in the policy will establish a cohesive and transparent process for the consideration and determination of Corporate Sponsorship opportunities for the re-naming of existing and future property, facilities, services, programs and events.

The Communications Department will administer the program as part of its overall responsibility of generating revenue through advertising and other valued assets. In preparation for developing a Corporate Sponsorship/Naming Rights program, staff researched how other transit agencies have implemented such programs (Attachment C).

Corporate Sponsorship can take on various forms in which companies contract with Metro to associate their name, identify and branding with Metro’s property, facilities, services, programs or events. Partnerships will fall into two categories:

- **Short-term Sponsorships** - Agreements extending a maximum of 12 months or less for assets such as programs, events, seasonal events, or temporary station re-namings.
- **Long-term Sponsorships** - Agreements lasting a minimum of five years for assets such as transit services, rail lines, stations, buildings, etc.

Any short-term or temporary naming sponsorships will be communicated to the Metro Board in advance of implementation. Any re-naming proposals must uphold the location and historic reference name of the property to ensure that it remains easily identifiable and recognizable by the general

public.

Metro will utilize the services of a qualified and independent firm with extensive experience in valuations of naming rights opportunities to ensure that Metro receives fair market value for the naming of its property and assets. The valuation methodology will be based on real-world values, quantitative values of impressions based on market-tested media rates, qualitative values of the opportunity in terms of prestige, reach and target audience, as well as comparisons against similar properties in the marketplace.

Responsibilities for Metro and the corporate sponsor, as well as provisions for terminating the contract, will be included in each agreement.

The businesses and organizations that will not be considered for this program are outlined in the policy, in alignment with Metro's Advertising Policy. Companies that are eligible for sponsorships will have to meet established criteria.

Contracts over \$500,000 will be presented to the Board for approval. Those under \$500,000, likely short-term sponsorships, will be awarded at the direction of the CEO.

DETERMINATION OF SAFETY IMPACT

Revision of this policy currently does not impact safety.

FINANCIAL IMPACT

In compliance with Metro's System Advertising Policy, Metro will only accept revenues, payment-in-kind, or value-in-kind from corporations meeting the Ad Policy criteria and criteria stated in this policy (Attachment B).

All costs related to establishing a new name or re-naming an existing facility, service, or program shall be borne by the corporate sponsor, including Metro materials and labor costs associated with implementing re-naming efforts.

If this action leads to an increase in revenue, the revenues will be subject to Board adopted guidelines.

Impact to Budget

No impact to the FY17 Budget is anticipated as a result of approval of the policy.

This is a new business model for Metro. Upon expansion of the program, it may warrant evaluation of staffing to manage the execution of contracts and business needs associated with corporate partnerships.

ALTERNATIVES CONSIDERED

-
1. Decline to adopt the revised Property Naming Policy and Corporate Sponsorship/Naming Rights Policy. This is not recommended as the primary change to the policy clarifies and supports the new Corporate Sponsorship/Naming Rights Program as directed by the Board through approval of the 2016 RAM/Internal Savings Account Process.

NEXT STEPS

Upon Board approval, staff will:

1. Procure the services of a specialist to assist in the implementation of attaining corporate sponsorships and naming rights for Metro's property, programs, assets and services.
2. Exercise the business model process for all inquiries and propositions.

ATTACHMENTS

Attachment A - Property Naming Policy

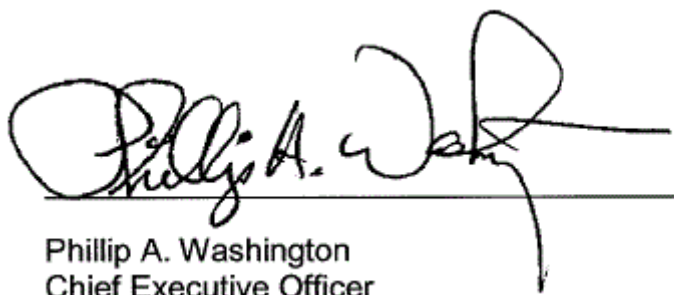
Attachment B - Property Naming and Corporate Sponsorship/Naming Rights Policy

Attachment C - Active Corporate Sponsorship Programs at Peer Transit Properties

Attachment D - Presentation on Property Naming and Corporate sponsorship/Naming Rights Policy

Prepared by: Lan-Chi Lam, Director of Communications, (213) 922-2349
Glen Becerra, DEO of Communications, (213) 922-5661

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



Phillip A. Washington
Chief Executive Officer

PROPERTY NAMING POLICY

PURPOSE

Through implementation of this policy, Metro seeks to establish guidelines regarding the naming of Metro properties frequented by the public that will provide clear transit information to our customers – both frequent patrons as well as visitors and infrequent users. In addition, the policy is intended to ensure timely, cost-effective and rider-friendly property naming efforts.

Properties will be named with the maximum benefit and convenience of the transit system user in mind. Naming will provide customers with travel information in a simple, straightforward and unified way in order to assist patrons in successfully navigating the transit system and correspondingly the region. Property names will reflect the following principles:

- ***Transit system context*** – Names will provide information as to where a property is located within the context of the entire transit system; property names will be clearly distinguishable with no duplication.
- ***Property area context*** – Names will provide specific information as to the location of the property within the context of the surrounding street system, so that users can find their way around after their arrival and to support system access via automobile drop-off and parking.
- ***Neighborhood identity*** – Where appropriate, property naming will acknowledge that system stations and stops serve as entry points to the region's communities and neighborhoods.
- ***Simplicity*** – Names will be brief enough for quick recognition and retention by a passenger in a moving vehicle, and to fit within signage and mapping technical parameters.

POLICY POINTS

1. Property naming will identify transit facilities so as to provide immediate recognition and identification for daily riders as well as periodic users and visitors. Transit facilities include rail stations, bus rapidway stations, transit centers, bus stops and other properties frequented by the public. Property names will be identified based on the following:
 - Adjacent or nearby street or freeway
 - Well-known destination or landmark
 - Community or district name

- City name – if only one Metro property is located within a city

If space permits, property names can be a combination of street system location and well-known destination, particularly when the street system name may not be recognizable to transit riders and visitors. No business, product or personal names shall be used unless that name is part of a street name or well-known destination; or as part of a corporate sponsorship or cooperative advertising revenue contract.

2. The following criteria will ensure simple, succinct property names that are easily understood and retained by transit riders:

- Minimize the use of multiple names for a property. A single name identifiable by the general public is preferred, with a maximum of two distinct names separated by one slash. For example, Westlake/MacArthur Park Station.
- Minimize the length of property names to ensure comprehension and retention by system riders. The property name shall have a preferred maximum of 24 characters in order to ensure general public and ADA readability, and fit within Metro's signage system.
- Minimize the inclusion of unneeded words in property names such as ones that are inherently understood, or added when verbally stating the property's name. Avoid inclusion of unnecessary words that may describe the property's location, but are not part of that location's commonly known name.

3. In consideration of the various applications where the property name will be used and displayed, properties may have a Board-adopted official name as well as a shorter operational name. The official property name would be used for Board documents, contracts and legal documents and notices. The operational name would be used for station/stop announcements by vehicle operators, and on printed materials due to readability and size constraints. In addition, the property name may be further abbreviated for other operational uses such as vehicle headsigns and fare media.

4. The property naming process will include the following steps:

- A. Initial property names will be identified during the project planning process primarily based on geographic location.
- B. When a project is approved by the Board to proceed into the preliminary engineering phase, a formal naming process will be initiated.

- C. Staff will solicit input from cities, communities and other stakeholders on preferred property names based on the Board-adopted naming criteria.
 - D. The resulting property names will be reviewed by a focus group comprised of both transit system users and non-users for general public recognizability.
 - E. Staff will return to the appropriate Board committee and then to the full Board for adoption of the final set of official property names.
 - F. The adopted official property names will then be included in any final engineering bid documents and other agency materials.
 - G. Requests to rename properties after Board action and the release of project construction documents may be considered by the Board. Property name changes must be approved by a vote of two-thirds of the Board members. All costs associated with changing a property name, including any signage revisions and market research to determine if the proposed name is recognizable by the general public, will be paid for by the requestor unless otherwise determined by the Board.
5. If the Board wishes to bestow a special honor to a deceased individual, it may choose to dedicate a site to him/her. The act of dedicating a Metro property to an individual should be rare and reserved as a means to honor those of substantial historical, cultural, or civic significance. The Board may wish to bestow a similar honor upon an individual who demonstrated a unique and extraordinary degree of service yielding a distinguishable contribution to public transportation in Los Angeles County. Such dedications shall be viewed as secondary information with regard to signage and other identification issues. Properties/facilities frequented by the public may not be renamed for individuals.

Such dedications are made in the form of a motion presented by a Board Member to the appropriate committee of the Board for review and approval, and then forwarded to the full Board for final approval. With Board action, individuals will be honored with plaques where space is available.

PROPERTY NAMING AND CORPORATE SPONSORSHIP/NAMING RIGHTS POLICY

PURPOSE

Through implementation of this policy, Metro seeks to establish guidelines regarding the naming of Metro properties frequented by the public that will provide clear transit information to our customers – both frequent patrons as well as visitors and infrequent users. In addition, the policy is intended to ensure timely, cost-effective and rider-friendly property naming efforts.

Properties will be named with the maximum benefit and convenience of the transit system user in mind. Naming will provide customers with travel information in a simple, straightforward and unified way in order to assist patrons in successfully navigating the transit system and correspondingly the region. Property names will reflect the following principles:

- ***Transit system context*** – Names will provide information as to where a property is located within the context of the entire transit system; property names will be clearly distinguishable with no duplication.
- ***Property area context*** – Names will provide specific information as to the location of the property within the context of the surrounding street system, so that users can find their way around after their arrival and to support system access via automobile drop-off and parking.
- ***Neighborhood identity*** – Where appropriate, property naming will acknowledge that system stations and stops serve as entry points to the region's communities and neighborhoods.
- ***Simplicity*** – Names will be brief enough for quick recognition and retention by a passenger in a moving vehicle, and to fit within signage and mapping technical parameters.

NAMING POLICY POINTS

1. Property naming will identify transit facilities so as to provide immediate recognition and identification for daily riders as well as periodic users and visitors. Transit facilities include rail stations, bus stations, transit centers, bus stops and other properties frequented by the public. Property names will be identified based on the following:
 - Adjacent or nearby street or freeway
 - Well-known destination or landmark
 - Community or district name

- City name – if only one Metro property is located within a city

If space permits, property names can be a combination of street system location and well-known destination, particularly when the street system name may not be recognizable to transit riders and visitors. No business, product or personal names shall be used unless that name is part of a street name or well-known destination; or as part of a corporate sponsorship or cooperative advertising revenue contract.

2. The following criteria will ensure simple, succinct property names that are easily understood and retained by transit riders:

- Minimize the use of multiple names for a property. A single name identifiable by the general public is preferred, with a maximum of two distinct names separated by one slash. For example, Westlake/MacArthur Park Station.
- Minimize the length of property names to ensure comprehension and retention by system riders. The property name shall have a preferred maximum of 24 characters in order to ensure general public and ADA readability, and fit within Metro's signage system.
- Minimize the inclusion of unneeded words in property names such as ones that are inherently understood, or added when verbally stating the property's name. Avoid inclusion of unnecessary words that may describe the property's location, but are not part of that location's commonly known name.

3. In consideration of the various applications where the property name will be used and displayed, properties may have a Board-adopted official name as well as a shorter operational name. The official property name would be used for Board documents, contracts and legal documents and notices. The operational name would be used for station/stop announcements by vehicle operators, and on printed materials due to readability and size constraints. In addition, the property name may be further abbreviated for other operational uses such as vehicle headsigns and fare media.

NAMING PROCESS AND PROCEDURE

The property naming process will include the following steps:

1. Initial property names will be identified during the project planning process primarily based on geographic location.

2. When a project is approved by the Board to proceed into the preliminary engineering phase, a formal naming process will be initiated.
3. Staff will solicit input from cities, communities and other stakeholders on preferred property names based on the Board-adopted naming criteria.
4. The resulting property names will be reviewed by a focus group comprised of both transit system users and non-users for general public recognizability.
5. Staff will return to the appropriate Board committee and then to the full Board for adoption of the final set of official property names.
6. The adopted official property names will then be included in any final engineering bid documents and other agency materials.
7. Requests to rename properties after Board action and the release of project construction documents may be considered by the Board. Property name changes must be approved by a vote of two-thirds of the Board members. All costs associated with changing a property name, including any signage revisions and market research to determine if the proposed name is recognizable by the general public, will be paid for by the requestor unless otherwise determined by the Board.
8. If the Board wishes to bestow a special honor to a deceased individual, it may choose to dedicate a site to him/her. The act of dedicating a Metro property to an individual should be rare and reserved as a means to honor those of substantial historical, cultural, or civic significance. The Board may wish to bestow a similar honor upon an individual who demonstrated a unique and extraordinary degree of service yielding a distinguishable contribution to public transportation in Los Angeles County. Such dedications shall be viewed as secondary information with regard to signage and other identification issues. Properties/facilities frequented by the public may not be renamed for individuals.

Such dedications are made in the form of a motion presented by a Board Member to the appropriate committee of the Board for review and approval, and then forwarded to the full Board for final approval. With Board action, individuals will be honored with plaques where space is available.

CORPORATE SPONSORSHIP AND NAMING RIGHTS

Metro has determined that allowing a revenue-generating, payment-in-kind, or value-in-kind Corporate Sponsorship and Naming Rights Program is a prudent means of maximizing the value of the agency's capital investments and assets. Metro may enter into sponsorship and naming rights contracts for short-term and long-term partnerships with qualified companies in order to provide value and benefits for both parties.

Through implementation of this policy, Metro seeks to establish a cohesive and transparent process for the consideration and determination of Corporate Sponsorship opportunities for the naming or re-naming of existing and future property, facilities, services, programs and events.

The implementation of a Corporate Sponsorship and Naming Rights Program carries with it a responsibility to protect the agency from potential litigation and to recognize the potential association of outside corporations with Metro services, property and events, while respecting and adhering to existing Metro policies, including Metro's System Advertising, and Commercial Filming Policies. The agency addresses these issues through the responsible and consistent application stated in this policy.

CORPORATE SPONSORSHIP POINTS

1. Corporate Sponsorship is a form of advertising in which companies will pay Metro to be associated with certain facilities, services, programs or events. This could also include providing resources and finance, payment-in-kind, or value-in-kind to develop new facilities, services, programs or events or funding to operate existing ones. Naming rights is a form of advertising whereby a corporation purchases the right to name or re-name a Metro facility, service, program, or event, typically for a defined period of time.
2. Metro's Communications Department administers the Corporate Sponsorship and Naming Rights 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 for customers in the LA region.
3. In order to ensure Metro receives fair market value for Corporate Sponsorship and Re-naming Rights, Metro will routinely procure the services of a qualified and independent firm that regularly provides valuations of naming rights opportunities.

Agency Assets Eligible for Sponsorship

Metro is 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 applied to corporate sponsorships to are:

- **Facilities** – Any rail or bus stations, parking lots and parking structures, regional facilities, maintenance buildings and maintenance structures, Metro headquarters building, and any other property solely owned and operated by Metro.

- **Transit Services** – Any light & heavy rail lines, bus service lines & routes, transitway service lines & routes, and any mode of transit service solely owned and operated by Metro.
- **Programs** – Any 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, internally and externally.
- **Events** – Any seasonal, annual or one-time event led and initiated by Metro.

Corporate Sponsorship Models

Corporate Sponsorship 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 will engage in short-term and long-term corporate sponsorships that provide value and benefits for both parties. Naming Rights is a type of advertising whereby a corporation secures the right to name or re-name a Metro facility, service, program, or event for a defined period of time.

- **Short-term Sponsorship** – Agreements extending a maximum of twelve months for assets such as programs, events, seasonal events, or temporary station re-namings. Short-term sponsorships and those under \$500,000 in contract value do not require Board review and approval, and can be implemented at the direction of the CEO.
- **Long-term Sponsorship** – Agreements lasting a minimum of five years and greater. All long-term sponsorships must be reviewed and approved by the Metro Board. Agency assets such as transit services, rail lines, stations, buildings, and facilities would be considered for long-term sponsorships.

Any short-term or temporary naming sponsorships will be communicated to the Metro Board in advance of implementation. Any re-naming proposals must uphold the location and historic reference name of the property to ensure that it remains easily identifiable and recognizable by the general public.

Corporate Eligibility and Criteria

Business entities in the following categories will not be considered for participation: Alcohol; Tobacco and Electronic Cigarettes; Adult Entertainment and Content; Arms/Guns and Weapons; Political Parties, Political Groups, Political Organizations, and Political Candidates or Campaigns; Religious Groups and Religious Associations.

Metro shall consider partnerships with qualified companies who meet these criteria: Businesses already established in the U.S. or have fulfilled all legal requirements/compliance to establish a business within the U.S.; financially stable businesses; businesses with no history of fraudulent, unethical or prejudicial behavior; and businesses with satisfactory record of contractual performance.

Corporate Responsibilities

1. All costs related to establishing a new name or re-naming an existing facility, service, or program – including, but not limited to, the costs of replacing affected signage and customer information collateral, Metro materials, and Metro staff labor – shall be borne by the corporate sponsor.
2. All granted Corporate Sponsorship agreements must respect and adhere to Metro's System Advertising Policy.
3. Corporate Sponsorship proposals and agreements are subject to the provisions of the California Public Records Act (California Code Government Code §6250 et seq.).

BUSINESS PROCESS

Evaluation Criteria

If all criteria listed under "Corporate Eligibility and Criteria" are met, Metro will take into consideration the financial offers and implementation proposals, which are listed below in order of weighted criteria and relative importance:

- Financial offer
- Alignment with Metro's existing brand and agency mission, including visibility of activating the partnership
- Reach of cross promotion between Metro and corporate sponsor, including corporate social/community activities attached to the program
- Innovative partnership business plans

Proposal Submittal Process

1. **Submittal** – All Corporate Sponsorship Proposals shall be submitted to the Chief Communications Officer and the Deputy Executive Officer of Marketing within the Communications Department.
2. **Acknowledgement** – Communications will acknowledge and confirm receipt of Proposal via email communications, and letter.
3. **Agency Follow-up** – Communications staff may request more information, clarity of proposal, and in-person meeting or presentation of proposal.
4. **Notice of Proposal** – If the original proposal is deemed to have financial merit and meets all criteria, Metro will publicize the receipt of proposal to provide an opportunity for other companies with a vested interest in or proximity interest in the Metro asset/facility, an opportunity to compete for the Corporate

Sponsorship. Metro will allow interested parties to submit proposals within 30 days of notice.

5. **Evaluation Process** – Communications will proceed to review and evaluate final corporate sponsorship proposals with appropriate Metro departments. Metro may utilize the services of a consultant in order to the complete evaluation process. Metro will also ~~solicit public comment~~ engage the community in the neighborhood near a Metro property proposed for a long-term sponsorship via digital communication and/or a community meeting.
6. **Decision Process** – Communications will issue a determination of selection in writing to each proposer either recommending that the proposal be granted, or denying the proposal.
 - a. Recommend award – In the event a long-term Corporate Sponsorship proposal is recommended for award, Communications will prepare a contract recommendation to the Metro Board for its review and approval. Short-term sponsorships and those under \$500,000 contract value will move forward with a formal agreement and contract approved by the CEO.
 - b. Recommend no award – In the event a Corporate Sponsorship proposal is not recommended for award, Communications will have the ability to counter with additional requests.

Each sponsorship agreement will be unique and negotiated accordingly within the guidelines of this policy.

7. **Presentation to Board** – In the event a Corporate Sponsorship proposal is recommended, Communications will present the final proposal to the Metro Board of Directors for review and approval. The corporate sponsor will be invited to participate in the presentation of their recommended proposal.
8. **Board Approval** - Upon Metro Board approval, a formal agreement for Corporate Sponsorship will be completed and a contract with the Corporate Sponsor will be finalized.

Termination of Contract

In all contracts, Metro will include provisions for termination of the contract for default due to circumstances that are inconsistent with or violate Metro's System Advertising Policy, actions contrary to Metro's standards, or if the firm violates the established Corporate Eligibility Criteria.

Active Corporate Sponsorship Programs at Peer Transit Agencies

AGENCY	AGENCY ASSET/NAME	CORPORATE SPONSOR	START	VALUE
Chicago Transit Authority (CTA)	Station Refurbishment North/Clybourn Red Line Stop	Apple	2010	\$3.9M
Chicago Transit Authority (CTA)	Program Penny Rides Program (free rides on New Year's Eve)	Miller Coors	2012	\$1.3M for 3 years
Cleveland Regional Transit Authority (RTA)	BRT Healthline	Cleveland Clinic and University Hospitals	2008	\$12.5M for 10 years
Cleveland Regional Transit Authority (RTA)	BRT Cleveland State Line	Cleveland State University	2010	\$3M for 10 years
Cleveland Regional Transit Authority (RTA)	Bus Station 200 Public Square Station	Huntington Bank	2013	\$3M for 10 years
Denver RTD	Rail Line University of Colorado A Line	University of Colorado	2015	\$5M for 5 years
San Diego MTS	Rail Line UC San Diego Blue Line	University of San Diego	2015	\$30M for 30 years

- **Important Note: while many peer transit agencies have adopted a Corporate Sponsorship Policy, some do not yet have corporate sponsorship contracts, including NY MTA, MBTA, and San Francisco Transbay Center.**

Property Naming and Corporate Sponsorship/ Naming Rights Policy

Executive Management Committee
October 20, 2016



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History

- Corporate Sponsorship/Naming Rights was recommended by staff as a meaningful revenue-generating initiative as part of the **Risk Allocation Matrix (RAM)/Internal Savings Account** process, approved by the Board in January 2016.
- Currently Metro has a 2014 Board-approved **Property Naming Policy** which provides criteria for naming stations and other Metro properties through a customer-focused approach.

Property Naming Policy Principles

Four Guiding Principles

- **Transit System Context** – Context of the entire transit system
- **Property Area Context** – Context of the surrounding street system
- **Neighborhood Identity** – Acknowledging a landmark, community, or neighborhood
- **Simplicity** – Recognition and retention and fit within signage and mapping parameters

Property Naming Policy – Key Points

Recognizes Official Name vs. Operational Name

- Official – Longer name used for Board documents, contracts and legal documents and notices
- Operational – Shorter name used for station/stop announcements and customer information

The Board may **dedicate stations** to a deceased individual, or individual who has demonstrated a unique and extraordinary degree of service to public transportation.

Corporate Sponsorship/Naming Rights

- **Corporate Sponsorship/Naming Rights** is a form of advertising to **generate revenue, payment-in-kind, or value-in-kind** to maximize the agency's capital investments and assets.
- Communications will administer the program as part of its overall responsibility of generating revenue through advertising, and will contract with an independent firm to ensure fair market value for the naming of its property and assets.

Types of Corporate Sponsorships

- **Short-term Sponsorships** – Agreements extending a maximum of 12 months or less for assets such as programs, events, seasonal events, or temporary station re-namings.
- **Long-term Sponsorships** – Agreements lasting a minimum of five years for assets such as transit services, rail lines, stations, buildings, etc.
- **Contracts over \$500,000 will be presented to the Board for approval.** Those under \$500,000, likely short-term sponsorships, will be awarded at the direction of CEO. However, any short-term or temporary naming sponsorships will be communicated to the Metro Board in advance.

Corporate Sponsorship – Key Points

- The businesses and organizations considered for this program are outlined in the policy, in alignment with Metro's Advertising Policy.
- Metro will publicize the receipt of proposal to provide an opportunity for other companies to compete.
- Each sponsorship agreement will be unique and negotiated accordingly within the guidelines of the policy.
- Metro will engage the community in the neighborhoods near a Metro property proposed for a long-term sponsorship prior to being presented to the Board.

Corporate Sponsorship – Key Points

- Any re-naming proposals must uphold the location and historic reference name of the property to ensure that it remains easily identifiable and recognizable by the general public.
- Responsibilities for Metro and the corporate sponsor, as well as provisions for terminating the contract, will be included in each agreement.



Thank you



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Board Report

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

File #: 2016-0877, File Type: Contract

Agenda Number: 41.

3rd Revision
EXECUTIVE MANAGEMENT COMMITTEE
SYSTEM SAFETY, SECURITY AND OPERATIONS COMMITTEE
NOVEMBER 17, 2016

SUBJECT: TRANSIT LAW ENFORCEMENT SERVICES

ACTION: APPROVE CONTRACT AWARD

RECOMMENDATION

CONSIDER:

- A. RECEIVING AND FILING **Metro's Comprehensive Security and Policing Principles Strategy** (Attachment A);
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute individual five-year firm fixed unit rate contracts with the City of Long Beach Contract No. PS5862300LBPD24750 not-to-exceed \$27,088,968, and ~~firm fixed unit rate contract with the City of Los Angeles, Contract No. PS5862100LAPD24750 not-to-exceed \$369,696,813, and a firm fixed price contract with the County of Los Angeles, Contract No. PS5863200LASD24750, or other local law enforcement agency(s), not-to-exceed \$129,800,051~~ **\$149,800,051 for multi-agency law enforcement services** effective January 1, 2017 through December 31, 2021; subject to resolution of protest (s), if any; and
- C. AUTHORIZING the Chief Executive Officer to negotiate and execute a **demobilization/transition** agreement with the County of Los Angeles Sheriff's Department for single agency law enforcement services; and
- D. AUTHORIZING the Chief Executive Officer to enter into Memorandum of Understandings with local law enforcement agencies based upon system expansion to provide flexibility as new bus and rail lines open.

ISSUE

For Metro's safety and security services to be effective and cost efficient, there must be an appropriate match between the safety and security mission and the various resources used to provide safety and security services. Currently, the resources used by Metro to provide the elements

of the safety and security mission are Metro's In-house Security, Private Security, and single agency Law Enforcement services by the Los Angeles County Sheriff's Department (LASD) Transit Policing Division. The Private Security contract award was approved by the Board in September 2016.

Over the last three and a half years, staff has been working on a new procurement for Law Enforcement Services. During this time, Metro has undertaken an in-depth review of the security and policing strategy with industry experts, policing professionals, and the creation of the Ad-Hoc Transit Policing Committee of the Board. The staff recommendation of a multi-agency law enforcement services contract model supports the key findings and policy direction by the Board to provide a consistent and reliable law enforcement presence to assure the safety of Metro's patrons and employees for the entire county. This approach addresses ridership concerns about safety and security by:

- Increases law enforcement personnel from a range from 140 to 200 to a consistent 240 over each 24-hr operating period.
- Improves response times by slightly more than half.
- Assures greater contract compliance through clear performance metrics and accountability measures.
- These benefits are provided at a reduced amount on an average up to \$20m a year as compared to a single agency model.

BACKGROUND

The history of formal contractual agreements with law enforcement to support Metro's transit policing strategy has varied over time.

- The Board merged Metro's Police Department into LASD and Los Angeles Police Department (LAPD) in 1996
- Metro contracted with LASD and LAPD between 1996 and 2003
- The Board entered into an exclusive non-competitive agreement with LASD in February 2003
- The Board approved a contract with LASD spanning 2009 through 2014. The contract period was three years, with two one-year options.

In order to allow for the development of a new procurement process for Law Enforcement services, four contract extensions have occurred: Metro's contract with LASD was subsequently extended for a period of six months beginning July 1, 2014 and expiring December 31, 2014. The Board later authorized a contract extension effective January 1, 2015 through June 30, 2015, as well as another contract extension spanning July 1, 2015 through June 30, 2016. The current extension expires December 31, 2016.

Request For Proposal (RFP) Preparation Activities

In advance of the contract's expiration, staff began drafting a new RFP for law enforcement services in May 2013. In June 2013, the Board directed staff to conduct an audit of the LASD contract and incorporate the findings into a new scope of work.

Staff issued a “Request for Interest” in March 2014, seeking to learn which law enforcement agencies would be interested in bidding on a future Metro RFP for law enforcement services. Metro received responses from LAPD, Long Beach PD (LBPD) and LASD.

Over the last two and a half years, Metro’s Office of the Inspector General (OIG) and the American Public Transportation Association (APTA) conducted a series of performance reviews at the request of the Board. They include:

- *OIG LASD Contract Audit, June 2014 - Attachment B*
 - The consultants’ report included 50 recommendations to improve the compliance and effectiveness of the LASD contract. Both LASD and Metro management agreed with the majority of the findings and recommendations in the report.
- *APTA Peer Review, July 2014 - Attachment C*
 - A panel of industry peers was assembled that possessed expertise in transit security services provided at large transit agencies.
The scope of this review focused on evaluating the transit security and policing program as well as the LASD contract to ensure the safety of Metro riders and front line employees.
- Based on the findings from the OIG LASD Contract Audit and the APTA Peer Review, in September 2014, the Board passed a motion to establish an Ad-Hoc Transit Policing and Oversight Committee to oversee compliance with the Inspector General’s audit and procurement of the next transit policing contract.
- *OIG Review of Metro Law Enforcement and Security Options.* *April 2015 -*
Attachment D
 - The findings were presented to the Board at its April meeting. Motion #28 by Director Butts requested that a qualified consultant team be brought in to adequately assess an efficient deployment and work force strategy.
- *OIG Metro Policing and Security Workload Staffing Analysis.* *January 2016 -*
Attachment E
 - Prepared by BCA Watson Rice, the consultant team has the necessary Community Transit policing experience, both Bus and Rail to conduct the analysis per Director Butts Motion 28.
 - The consultant team assembled a working group of current security service providers, a representative from the CEO’s office, and a member of the Ad-Hoc Transit Policing Committee to provide input on the organizational enforcement philosophy and priorities

Transit Industry and Policing Expert Feedback

The recommendations associated with the audits and performance reviews can be generally categorized as below:

- Improve staffing
- Address unclear billing
- Improve accountability
- Improve contract compliance and oversight
- Develop bus and rail policing plans
- Implement Community Policing and Problem Oriented Policing strategies
- Improve system-wide visibility
- Clarify roles, responsibilities and authority associated with Metro security personnel

While progress has been made in recent months to improve staffing levels, contract compliance, and clarification of Metro security roles, significant challenges remain due to the current structure of the contract. These issues adversely affect the perceived security of patrons and employees, as well as Metro's day to day operations. The challenges are:

- Unable to deploy required staffing levels
- Poor system-wide visibility on buses, trains and at stations
- Significant number of vacancies each shift
- Heavy reliance on overtime
- Unreliable bus and rail patrols
- Inconsistent staffing at key critical infrastructure locations

Upon the completion and presentation of the Policing and Security Staffing Analysis in January 2016 to the Ad-Hoc Transit Policing Committee, staff incorporated key recommendations into a new Law Enforcement Services RFP. Issued in February 2016, the new RFP requires clear billing, reliable staffing, detailed crime analysis and reporting, and performance metrics designed to reduce crime and disorder. The RFP also made clear Metro's intent to leverage basic no cost police services, while compensating local law enforcement agencies for dedicated Metro patrols. The scope of work also excludes fare enforcement from law enforcement services and emphasizes the need for community policing on bus and rail. The RFP encouraged proposals from a single agency, partnerships between police agencies, or agencies desiring to police their own jurisdictions. Metro's RFP for law enforcement services was distributed to police agencies within Metro's service area. Staff briefed and received concurrence from the Ad-Hoc Transit Policing and Oversight Committee on this approach on January 21, 2016.

DISCUSSION

The law enforcement team plays a critical role in addressing crime and disorder, as well as reducing the system's vulnerability to terrorism. A consistent and reliable law enforcement presence is necessary to assure the safety of Metro's patrons and employees.

Metro has greatly expanded its infrastructure since the 2009 LASD contract. Since January 2009, rail and BRT route miles have increased 45% from 83 to 121. This equates to a 55% increase in average daily revenue service hours, from 2,280 to 3,527. In addition, the number of stations increased almost 50% from 74 to 111. To keep up with this growth, Metro's transit security strategy is multi-layered - relying on local and federal law enforcement partnerships, technology, security

personnel, and state certified law enforcement professionals working under contract to Metro.

To address an immediate need and to improve the security environment, Metro's CEO, directed the security staff and LASD to implement a high visibility deployment plan beginning November 2015. Metro then funded an additional 20 member LASD deputy team to conduct high visibility rail operations beginning in May 2016. The increased presence is beginning to show results. Total reported bus and rail crimes are down system-wide since January 2016. This is directly attributed to an increased "felt" presence in the system. Although we are seeing improvements, more needs to be done. As the current contract stands, we are unable to achieve our goals. Given the complexities associated with safeguarding Metro's moving city with more than 1.4 million daily passenger trips, law enforcement performance must be proactive, reliable and visible.

A few facts from the Metro service area reveal:

- 61% of Metro's bus service is within the City of Los Angeles
- 73% of Metro's passenger trips are comprised of bus riders
- 48.8% of rail service is located in Los Angeles
- 30% of the Blue Line is located in the city of Long Beach
- 66% of Metro's bus related police service calls are within LAPD's service area

Metro relies on multiple police agencies to assist the transit operation on a daily basis. LASD routinely transfers service calls to other agencies and vice versa. Among others, Inglewood PD patrols Metro's bus system within their jurisdiction; LBPD actively patrols segments of the Blue Line; LAPD responds to and investigates a significant number of bus related incidents and rail accidents; Santa Monica PD assists Metro with grade crossing enforcement on the new Expo Line extension.

Single Agency vs Multi-Agency Law Enforcement Award Approach

Metro received proposals from LASD, LBPD, and LAPD in response to the law enforcement services RFP issued in February 2016.

Single Agency Law Enforcement Proposal

LASD submitted a proposal to police Metro's entire service area. The proposal did not address Metro's desire to leverage no cost basic 911 service, and instead presented a plan similar to the current model. Additionally, the proposed staffing level, 611 law enforcement personnel, represents a dramatic increase in staffing and is unattainable based on historic performance. Specifically, both the APTA Peer Review and the OIG Audit cited concerns regarding the need to reconcile salaries with chronic LASD vacancies.

Metro's daily calls for police service are relatively low. According to data provided by LASD, Metro received a total of 56,536 calls for police service between the period of January 1, 2015 and September 30, 2016. This equates to an average of about 89.7 calls per day or 3.7 calls per hour. Combined with the ability to leverage free basic 911 services, staff identified the need for approximately 240 dedicated law enforcement personnel per day, with minor adjustments during off-peak hours. This level of staffing represents a significant improvement over current staffing levels, which are inconsistent, often falling below 200 during each 24-hour operational period.

Benefits of a Multi-Agency Law Enforcement Contract Award

- Local jurisdictions are best positioned to respond to emergency calls
- Delivers dedicated service
- Shifts the focus from fare enforcement to proactive patrols of Metro's bus and rail systems
- Provides an opportunity to increase ridership

LBPD and LAPD submitted proposals specific to their jurisdictions. The proposals present reliable staffing options, reduce existing emergency response times, and have capable ancillary services such as traffic enforcement, community policing, homeland security and criminal investigations. The proposals enhance Metro's ability to prevent crime and enforce Metro's Code of Conduct in the City of Los Angeles and along a busy segment of the Blue Line by assigning officers to ride buses and trains.

Both LBPD and LAPD were responsive to Metro's RFP which identified a requirement to deliver basic police services at no cost to Metro, while proposing an enhanced level of service exclusive to Metro. LAPD identified a specific no cost plan to respond to bus related 911 calls. This is critical because increased efforts to support the bus operation are a high priority as Metro takes steps to reduce operator assaults.

Both agencies emphasized establishing a strong presence at stations, on trains and buses, while interacting with passengers to prevent and address crime. This approach addresses a fundamental recommendation identified by the APTA Peer Review - establishing what is known as a "felt presence."

While the LBPD and LAPD proposals are responsive to the RFP and provide improved benefit to Metro, they are limited by their jurisdiction. LASD only proposed as a single agency and later indicated no interest in a multi-agency partnership. LASD, however, has jurisdiction over the entire County so the multi-agency award includes LASD to cover areas outside of the purview of LBPD and LAPD. This includes enhanced presence and bus riding teams.

Staff is recommending a multi-agency award because it presents a strategy to vastly improve performance and system-wide visibility for the entire county. A recent survey shows that safety/security is the primary concern of current as well as past riders. Fifteen percent of current Metro riders surveyed indicated that the most important improvement that would make them ride more is visible security on buses, trains and at stations. A stronger indication that safety/security is a major issue is that 29% of past riders surveyed left the Metro system because they did not feel safe using the system. In fact, safety/security was listed as a greater barrier to using transit than speed, reliability, and accessibility of bus and rail service. Despite their previous experience with transit, 18% of past riders indicated that they would ride Metro again if increased safety/security measures were implemented. A multi-agency award delivers the following benefits:

- Establishes consistent, reliable staffing of approximately 240 law enforcement officers per 24 hour period, which is an improvement over the current staffing which ranges from approximately 160 - 200 personnel assigned to the system each day.
- Increases emphasis on patrolling the bus system and corridors. Grows the bus riding team

from 6 to 34 law enforcement officers, a 466% increase in staffing level and coverage.

- Maximizes law enforcement staffing at a favorable cost. The total estimated five year contract value of a multi-agency award is \$526.6M \$546.6M. LASD's proposal for the entire service area was \$627.1M. A multi-agency award improves service and delivers an estimated \$80 - 100.5M in cost savings.
- Provides flexibility to enhance security as the transit system grows over the next 5 year period.

Operational Effectiveness of a Multi-Agency Contract Award

Given Metro's expansive 1400 square mile service area, formal partnering with additional law enforcement agencies will improve system-wide visibility and emergency response times. The current LASD contract attempts to build a policing structure on top of multiple existing law enforcement agencies, adversely affecting response times. LASD response times are difficult to measure. The January 2016 OIG Metro Policing and Security Workload Staffing Analysis identified LASD averages 12.8 minutes to respond to emergency train related calls, and 14.1 minutes to respond to emergency bus related calls. According to the latest monthly policing report, the average response time for all calls was 16 minutes as of September 2016. LASD reports a 6.2 minute emergency response time for same period in September 2016; this differs from the earlier OIG data. This will be resolved by installing a Metro computer aided system (CAD) which will integrate data from Metro operations and law enforcement dispatch, providing real time response data. Additionally, staff is forming a new regional law enforcement working group specifically focused on addressing policing matters in the areas that we provide transit service. The first meeting will take place in January 2017.

Historically, consistent and reliable staffing has been a challenge. The new contract scope of work identified specific performance metrics and quality assurance requirements to ensure accurate billing and staffing. Under this new contract model, Metro will only pay for services provided.

The law enforcement team plays a critical role in supporting Metro's daily operations. To maximize effectiveness, the law enforcement team's primary focus is to address crime, disorder and reducing the system's vulnerability to terrorism. Metro's internal security force will assume fare enforcement and CCTV monitoring duties, and the private sector security guards will be positioned at stations and facilities.

The OIG's Policing and Security Workload Analysis and LASD Contract Audit Report, Recommendation #6 and Option #2 respectively, encourage Metro to explore leveraging no cost basic 911 police services, but consider compensating agencies for enhanced or dedicated service. While this approach will certainly add a layer of complexity, the challenges can be easily addressed by implementing improved computer aided dispatch (CAD) systems, following basic unified and incident command principles during major events, and frequent communication and collaboration between Metro and its law enforcement partners.

Transitioning from Single Agency Law Enforcement Contract to Multi-Agency Law Enforcement Contract

If the staff recommendation is approved, a six month mobilization will need to occur for LBPD and LAPD. LASD will also require a transition period to address the need for reduced coverage in Long

Beach and Los Angeles and increased coverage in the other parts of the County. Mobilization costs are incorporated in the LBPd and LAPD cost proposals. Staff will negotiate the transition costs with LASD. In the event Metro and LASD can't reach agreement, staff will initiate negotiations with the contract cities to compensate them for dedicated, enhanced patrols of transit service within their jurisdiction. This will ensure service throughout the entire county.

DETERMINATION OF SAFETY IMPACT

The authorization of the law enforcement contract will enhance the security of patrons and employees, as well as improve Metro's ability to safeguard critical transportation infrastructure.

FINANCIAL IMPACT

The total five year contract amount is ~~\$526,585,832~~ \$546,585,832. The contract costs for the balance of the fiscal year is \$22.9M. Staff will return during the agency-wide mid-year budget amendment to request the additional funds necessary once the transition/demobilization agreement is finalized. Since this is a multi-year contract, the System Security and Law Enforcement Department will update its budget on an annual basis to fund years two (2) through five (5).

Impact to Budget

The source of funds for this project will be local operating funds including sales tax Proposition A, C, TDA, and Measure R. These funds are eligible for bus and rail operations.

ALTERNATIVES CONSIDERED

Three alternatives were considered:

1. The Board may decline to approve the contract award. This alternative is not recommended because Metro currently does not have an internal police force.
2. The Board may award an extension or renewal of the current County of Los Angeles contract without modifying the scope of work. This alternative is not recommended because of an immediate need to improve overall performance and law enforcement visibility, per OIG audit, APTA Peer Review, and Ad-Hoc Transit Policing Committee.
3. The Board may award a single agency law enforcement contract award. This alternative is not recommended, several transit agencies throughout the country have implemented a similar multi-agency model and that model supports the key findings and policy direction by the Board to provide a consistent and reliable law enforcement presence to assure the safety of Metro's patrons and employees.

NEXT STEPS

Upon approval by the Board, staff will negotiate a demobilization/transition agreement with LASD, as

well as execute agreements with LASD, LAPD, and LBPB.

ATTACHMENTS

Attachment A - Comprehensive Security & Policing Principles Strategy

Attachment B - OIG LASD Contract Audit. June 2014

Attachment C - APTA Peer Review. July 2014

Attachment D - OIG Review of Metro Law Enforcement and Security Options. April 2015

Attachment E - OIG Metro Policing and Security Workload Staffing Analysis. Jan 2016

Attachment F - Procurement Summary

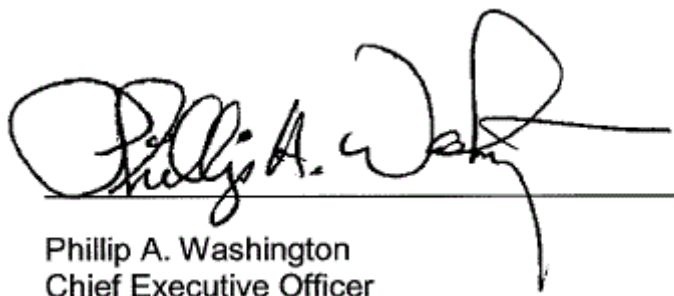
Attachment G - DEOD Summary

Prepared by: Alex Z. Wiggins - Chief System Security and Law Enforcement Officer (213)
922-4433

Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer
(213) 418-3051

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

Phillip A. Washington, Chief Executive Officer, (213) 922-7555



Phillip A. Washington
Chief Executive Officer

Comprehensive Security & Policing Principles Strategy

A consistent and reliable law enforcement presence is necessary to assure the safety of Metro's patrons and employees. Metro has developed a comprehensive security and policing principles strategy. To maximize effectiveness, the law enforcement team's primary focus will be to address crime, disorder and reducing the system's vulnerability to terrorism. Metro's internal security force will assume fare enforcement and CCTV monitoring duties, and the private sector security officers will be positioned at stations and facilities.

The key services required as part of the Metro safety and security mission are:

- Addressing Crime and Responding to Calls for Service or Incidents – requires sworn law enforcement officers who have full powers to detain and arrest and to use force as required to provide this mission element.
- Providing a Visible Security Presence – on the Metro system as a deterrent to crime and disorder, as well as the other critical incidents like terrorist attacks. This service could be provided by law enforcement personnel, but may also be provided by well-trained and well-managed private security personnel.
- Enforcing Fare Compliance – on the Metro system, as well as enforcing Metro's customer code of conduct. Providing this service does not require law enforcement sworn personnel and will be performed by Metro security.
- Protecting Metro's Critical Infrastructure – Providing critical infrastructure protection requires a combination of law enforcement personnel and Metro security.
- Providing Security for Metro Facilities and Operations through private security units that patrol the various Metro facilities and provide a visible security presence for those facilities.

OIG LASD Contract Audit. June 2014

Hyperlink: http://libraryarchives.metro.net/DB_Attachments/161109_Attachment%20B%20-OIG%20LASD%20Contract%20Audit%20Report%20June%202014.pdf



Metro

Los Angeles County
Metropolitan Transportation Authority

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1

SPECIAL BOARD MEETING

September 4, 2014

**SUBJECT: AUDIT AND AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
(APTA) PEER REVIEW OF THE LOS ANGELES COUNTY SHERIFF'S
DEPARTMENT CONTRACT**

ACTION: RECEIVE AND FILE

RECOMMENDATION

- A. Receive and file this Office of the Inspector General (OIG) report on the audit of the contract with the Los Angeles County Sheriff's Department (LASD); and
- B. Receive oral report on the LASD Audit and APTA Peer Review of Metro's transit security.

ISSUE

The Metro Board directed the OIG to audit the transit policing contract between LASD and Metro.

DISCUSSION

The audit found that recently LASD has improved the impact of policing activities throughout the transit system. More citations have been written, the number of fare checks has increased, officer morale has generally increased, and plans to address staffing issues and other improvements are underway. The audit report identified a number of opportunities to improve operations and made appropriate recommendations. LASD has begun to take significant steps to address the recommendations in the report such as creating a LASD Transportation Division and appointing a new division chief.

1. Scope of the Review

The OIG prepared a comprehensive scope of work for the Request for Proposal to obtain an expert consultant to perform this audit. Bazilio Cobb Associates (BCA) was hired to perform the audit. The audit team included internationally recognized policing experts from across the U.S. provided by the Bratton Group, LLC, a subcontractor of BCA. The scope of this review focused on:

- Transit Community Policing Plan
- Requirements for Bus Operations

- Requirements for Rail Operations
- Communications
- Management Oversight and Performance Metrics
- Reports and Analyses
- Complaints
- Security Organization and Responsibilities
- Personnel and Billing
- Independent Audits and Reviews

2. Background

The Los Angeles County Metropolitan Transportation Authority (Metro) has a 3-year Memorandum of Agreement (MOU) (with 2 one-year options) with the Los Angeles County Sheriff's Department (LASD) to provide Metro with transit community policing services. This MOU became effective on July 1, 2009. The contract amount for services from the LASD ranged between \$65.9 million and \$83.0 million annually from FY 2009 through FY 2014. Because the contract expires on June 30, 2014, a 6-month extension was approved in April 2014. LASD's Transit Services Bureau (TSB) performs the policing services required by the contract.

3. Results of the Evaluation

The consultant completed the review and issued a comprehensive audit report on the LASD contract, which was distributed to the Board and Metro management on June 3, 2014. Significant findings are summarized below:

- Transit Community Policing. Metro's Scope of Work for the LASD-Metro contract states that LASD is to provide "transit community policing services" for all Metro service lines (including bus lines) and stations, and stipulates specific characteristics and expectations for the transit community policing services, including requirements related to personnel, operations, and services provided. However, LASD did not provide a Transit Community Policing Plan or Program.
- Requirements for Bus Operations. The LASD has not developed an annual bus operations policing plan or strategy, and the TSB has no central plan to address the challenges and operational necessities of crime and disorder on buses.
- Requirements for Rail Operations. LASD has not provided a specific plan or strategy relating to rail operations as required by the LASD-Metro contract.
- Communications. Metro's Scope of Work requires a Police Radio Dispatch and Communications Capability that minimizes response times for calls for service. We found that:
 - LASD's reported response times generally met targeted goals; however, the data provided did not provide an accurate picture of actual response times.

- LASD's Transit Services Bureau does not consistently conduct month-to-month comparisons whereby patterns can be identified and progress in lowering response times ascertained.
 - The current Communications Center facility site is cramped and not organized to be effective.
 - There is no specific transit-related training for Deputies and law enforcement technicians assigned to call-taking and dispatch duties at command centers.
- e. Management, Oversight, and Performance Metrics. Metro has not developed a formal plan or methodology for contract oversight, and no staff are fully dedicated to contract oversight. Performance metrics were developed and included in the contract extensions beginning in FY 2012; however, LASD had not met many of the targets for performance metrics, including crime reduction, continuity of staff, and fare enforcement saturation and activity rates.
- f. Reports and Analyses. With the implementation of TAP, LASD personnel began using a mobile phone validator to verify fares. The current mobile phone validator is inadequate and has limited functionality. Also, the three units of the LASD that would be part of a tactical response to critical incidents did not have ready access to needed information and had difficulty finding specific locations within Metro facilities, such as rail line vents where the alarm had sounded. Their blueprints of the rail stations were not up to date, nor were they readily accessible. They had no information on other Metro facilities such as bus divisions or maintenance facilities.
- g. Complaints. The complaint disposition categories used by the LASD do not adequately result in a conclusion of fact regarding the specific allegations made in the complaint. In addition, timelines established by LASD policy for sending acknowledgement and outcome letters are not met for most complaints.
- h. Security Organization and Responsibilities. The current contract created a dual chain of command for Metro Security by assigning a LASD Lieutenant as Director of Metro Security, while command and control is assigned to the Metro DEO. This dual chain of command has not been effective in managing and supervising Metro Security. Also, the roles and responsibilities of Metro Security have not been clearly or appropriately defined, and in some instances, current roles extend beyond the authority and common practice of security officers.
- i. Personnel and Billing. LASD did not submit adequate supporting documentation with their monthly billings and does not have an adequate time recording and record keeping system to track personnel's time records related to the Metro Contract. Other observations included:
- LASD filled some TSB positions via the Cadre of Administrative Relief Personnel (CARP) program which resulted in a lack of expertise, equipment,

and familiarity in transit operations at the line level. Metro paid LASD for the CARP personnel at the same rate as permanently assigned personnel.

- LASD has not provided the staffing levels required under the contract. There are continued vacancies in officer, supervisory, and managerial positions.
- Some LASD personnel time was billed twice to Metro when personnel whose costs are included in the billing rates also generate direct billed time.

- j. Independent Audits and Reviews. A review of Metro Transit Security was conducted in 2008 and an operations assessment of Metro included a brief section on Security and Law Enforcement as part of their review of Essential Operating Department Support. The majority of recommendations from both reports were not implemented, and there was no indication whether the recommendations were followed up. Further, Metro has not taken advantage of periodic contract performance audits of the services provided by LASD as a contract compliance tool.

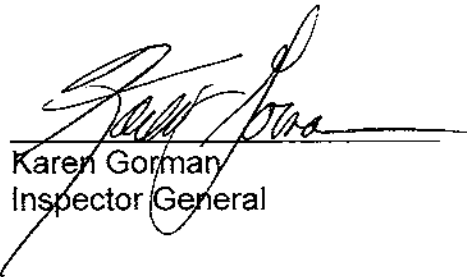
4. Report Recommendations

The consultant's report included 50 recommendations to improve the compliance and effectiveness of the LASD contract. Both LASD and Metro management agreed with the majority of the findings and recommendations in the report and indicated that the recommendations will be evaluated and corrective actions initiated where appropriate.

ATTACHMENT

- A. Report of the American Transportation Association Peer Review Panel on Transit Security Provided by Los Angeles County Metropolitan Transportation Authority

Prepared by Jack Shigetomi, Deputy Inspector General - Audits
(213) 244-7305



Karen Gorman
Inspector General

**REPORT
OF THE
AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
PEER REVIEW PANEL
FOR
LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY
Los Angeles, California**

July 2014



**A Service of the Safety Management (Peer Review) Program of the
American Public Transportation Association**

**REPORT
OF THE
AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
PEER REVIEW PANEL
ON
TRANSIT SECURITY
PROVIDED BY
LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY**

PANEL MEMBERS:

**James Spiller
David Jutilla
James Keating
David Hahn**

**Published by the
American Public Transportation Association
1666 K Street, NW, 11th Floor
Washington, DC 20006
Michael P. Melaniphy, President**

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	OBSERVATIONS & RECOMMENDATIONS	3
III.	CONCLUDING REMARKS.....	7
	APPENDIX	8
	A – Peer Review Request	
	B – Peer Review Agenda	
	C – Document List	

I. INTRODUCTION

In June 2014, Mr. Arthur T. Leahy, Chief Executive Officer, Los Angeles County Metropolitan Transportation Authority (LACMTA) contacted the American Public Transportation Association (APTA) to request a peer review of the agency's transit security force.

Through discussions between APTA and LACMTA staff, it was determined the review would be conducted July 7 – 10, 2014.

A panel of industry peers was assembled that possessed expertise in transit security services provided at large transit agencies. The peer review panel consisted of the following transit individuals:

MR. JAMES SPILLER
Chief of Police
Dallas Area Rapid Transit
Dallas, TX

MR. DAVID JUTILLA
Chief of Police
King County Metro
Seattle, Washington

MR. JAMES KEATING
Vice President, Security Services
Chicago Transit Authority
Chicago, IL

MR. DAVID HAHN
Senior Program Specialist – Safety & Security
American Public Transportation Association
Washington, DC

The panel convened in Los Angeles, California on July 7, 2014. Panel coordination and logistical support was provided by APTA Staff Advisor David Hahn. Mr. Hahn also coordinated panel member input in the drafting of this peer review report. Duane Martin provided agency liaison support.

Methodology

The APTA Peer Review process is well established as a valuable resource to the public transit industry. Highly experienced and respected transit professionals voluntarily provide their time and support to address the scope required.

The panel conducted this review through facilities and operations observations, a series of briefings and interviews with personnel of Los Angeles County Metropolitan Transportation Authority and the Los Angeles Sheriff's Department.

Scope of Report

The scope of this review focused on evaluating the transit security and policing program at LACMTA as well as the Los Angeles Sheriff's Department contract to ensure the safety of its riders and frontline employees. The observations and recommendations provided through this peer review are offered as an industry resource as a means of strengthening the agency's transit programs, practices and strategies.

The review will focus on the following areas:

- Contract management / oversight
- Personnel / billing
- Transit community policing
- Requirements for bus operations
- Requirements for rail operations
- Fare collection

I. OBSERVATIONS AND RECOMMENDATIONS

OPENING COMMENTS

LACMTA is unique among the nation's transportation agencies. It serves one of the country's largest, most populous counties. More than 9.6 million people utilize its 1,433-square-mile service area. The panel commends LACMTA for initiating the peer review and found that LACMTA is well respected within the North American transit industry for the services it provides and the quality of its management team.

At the same time the panel found that there are opportunities to enhance the organization's current and future contract for policing services and those findings and related recommendations are provided in this briefing.

GENERAL OBSERVATION

The panel found that Metro is currently performing contract oversight to the best of their ability, despite limited resources. Metro is supplying LASD with significant resources, locations and assets to help assist in ensuring the transit system is combating crime and providing emergency response and passenger safety. LASD is currently performing a significant number of fare evasion citations, arrests and generally fulfilling many of the requirements in the contract with Metro. The decision by LASD to reorganize and create the Transit Police Division has helped moral and is a positive move toward strengthening policing on Metro.

1. CONTRACT MANAGEMENT AND OVERSIGHT

Metro is not currently fully enforcing all of the current requirements within their current policing contract. There seems to be a disconnect between Metro and LASD with regard to the handling of contract regulations, reporting requirements and policing philosophies.

RECOMMENDATIONS

- Metro should designate or create a position within Metro (Director of Security) that is directly responsible for contract oversight, management of the policing, Metro security and private security contracts to ensure the public safety, fare collection and system infrastructure is protected. This critical position should be responsible for maintaining the internal, external security policing functions along with program oversight.
- Metro should consider seeking outside council or expertise to craft the next policing contract to satisfy the numerous requirements.
- The performance measurements, metric, expectations, goals and objectives should be fully defined and evaluated to satisfy Metro's interests.
- LASD is currently billing via deployable minutes for hours worked per employee. Metro should consider rewording the next contract to bill via a fully burdened rate of Full Time Equivalents instead of the current billing practices.
- Contracts should consider requesting salaries reconciliation for vacancies. A salary savings on unfilled vacancies should be enforced.

- The new Director of Security should enforce the current invoices and payment section requirements located on section (E.) of the current contract.
- The new contract should submit monthly reports that include detailed invoices.

2. COMMUNITY POLICING

LASD is not currently utilizing a policing strategy that focuses on Community policing. During the peer review the LASD mentioned that they were working toward this strategy. However the panel found the COPS and Ops meeting is very supportive in strengthening the relationship between Metro and LASD.

RECOMMENDATIONS

- Partnership needs to be strengthened between Metro and LASD. It is currently fragmented and many aspects are not fully understood by either entity.
- Rail - LASD should consider implementing a plan focusing on geographical policing with dedicated FTEs for Bus and Rail. Officers should be on the platforms and interact with the customers. Officers should ride the trains to deter crime and assist with deterring Fare Evasion.
- Bus - Patrol officers should be out on bus routes and transit centers, transit facilities and problem zones (hot spots).
- A legal review of Metro's security officers as "armed security guards" should be conducted.
- Metro's security officers could be utilized for Fare Enforcement positions to collect the millions that Metro is not currently collecting due to their high fare evasion rate.
- Metro should require LASD to utilize a policing strategy that addresses public safety on all 3 shifts when crime is occurring. This is addressed on page 3, section B.2 of the current contract.
 - Adjusted resources for revenue service after 2100 – 0100 hours should be considered.
- Attainable service level goals are not being met. Metro should consider providing updates to LASD during the ILP meetings so LASD is receiving prompt feedback on all of the requirements.
- A daily detail sheet should be provided to the Director of Security by the LASD so he/she knows the daily staffing level by mode, line and route.
- Redefine the roles and responsibilities of the Lieutenant within the LASD so the Metro Director of Security performs these duties.
- Contract security guards should be placed at fixed locations based on intelligence led policing.
- Metro should consider reevaluating the security contracts for RMI to protect Metro facilities, perform infrastructure protection and revenue collection instead of utilizing their current Metro security officers to perform these tasks. These security contractors should be certified by the State of California to perform these tasks.
- The LASD should consider reallocated resources from Rail Operation to Bus Operations after an analysis has been approved by the Director of Security.

- Consider identifying Metro and uniformed transit police vehicles as “Metro Transit” this will aid customers, Metro employees to associate the Deputies as “Metro Transit” police instead of a separate Sheriff division that assists Metro.
- Consider distributing appropriate weekly information bulletin to the Rail and Bus Executive Directors and include them at the ILP meeting. The Directors should provide feedback to the LASD on current issues this will help strengthen the partnership between the agencies.

3. REQUIREMENTS FOR RAIL OPERATIONS

Currently Metro does not have a Policing Strategy and Plan from LASD that addresses Rail Operations.

RECOMMENDATIONS

- Metro should request a written policing philosophy, strategy and plan that addresses the Rail Policing strategies from LASD.
- LASD should consider reduced squad patrolling (no congregating) at stations unless specifically assigned to an area for a special event or situation.

4. REQUIREMENTS FOR BUS OPERATIONS

Metro does not currently have a Policing strategy and plan that addresses the Policing of Bus Operations from LASD. The panel found that LASD primarily focuses on Rail security instead of Bus. The Metro service size area is very large and can be a challenge to reach certain buses in a reasonable amount of time which has resulted in emergency response time as long as 20 minutes.

RECOMMENDATIONS

- MOUs should be established or strengthened to assist LASD to utilize local police jurisdictions to respond to bus calls and decrease the response time.
- Deputies could help strengthen the current relationship by communicating with bus operators and discussing any problems on routes.
- LASD should develop a patrol functions for bus that addresses crime reports, call for service and hot spots.
- Police visibility at transit centers should be increased.
- Bus response team should be utilized more frequently to help reduce bus crimes.
- Law enforcement service requests should be followed up by LASD based on the severity of the situation or suspect information. This should include follow up with the bus operator to complete the feedback loop.
- Metro should consider migrating daily incident reports to an electronic reporting system instead of using paper reports to increase efficiency, assist with trend analysis and COPS on a Dot deployment.

5. FARE ENFORCEMENT

The Sherriff's Department is currently working toward fulfilling the requirements of the contract regarding Fare Enforcement.

RECOMMENDATIONS

- Perform rail and bus ride “alongs” and verify fare taps during on-board deployment.
- Utilize resources by employing alternate personnel to conduct station taps.
- Consider revisiting the fare violation policy and the penalties associated with violations, trespassing. Subsequent violations could be grounds for suspension or criminal prosecution.

IV. CONCLUDING REMARKS

Through the review, the panel has had the opportunity to become familiar with the management strategies, performance metrics of Los Angeles County Metropolitan Transportation Authority. It is evident to the panel that while opportunities exist to strengthen LACMTA's security practices, the transit agency is striving to effectively and accurately provide public safety and is striving to improve fare collection by a skilled and competent management team.

The panel sincerely appreciates the support and assistance extended to the panel by the staff of Los Angeles County Metropolitan Transportation Authority. The panel stands available to assist with any clarification or subsequent support that may be needed.

APPENDIX

APPENDIX A



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

Arthur T. Leahy
Chief Executive Officer
213.922.6883 Tel
213.922.7447 Fax
metro.net

June 5, 2014

Michael P. Melaniphy, President
American Public Transportation Association
1666 K Street NW, 11th Floor
Washington, D.C. 20006

Dear Mr. Melaniphy:

The Los Angeles County Metropolitan Transportation Authority (LACMTA) requests the assistance of APTA in coordinating a peer review of our Los Angeles Metro Transit Security, including the Los Angeles County Sheriff's Department (LASD) and our own Transit Security force. Our primary concern is the existing, now expired contract with the LASD. The Metro Board of Directors has voiced concerns about the efficacy of the existing contractor and deployment strategy in ensuring the safety of our riders and frontline employees, as well as enforcement of fares. We are in the process of writing a new request for proposal (RFP) inviting participation from all policing agencies in the Los Angeles County region.

We request APTA's assistance in bringing together a peer panel of professional comparably sized organizations and individuals who are experienced with transit security services. The overall scope of the transit security peer review will focus on two areas. First, the development of a process to award a new contract by sharing transit security procurement process, selection, and contract development best practices. Second, the development of best practices to strengthen Metro's transit security program by developing strategies to maximize the police and fare enforcement officer deployment, enforcement policies, crisis management protocols, crime reporting, and policing methodology. For an effective peer review process, we anticipate a panel of up to five (5) members.

We would like to proceed with the peer review immediately. Duane Martin has begun working with APTA. He will be your contact during this review and will assemble a team to support the Peer Review Panel. Duane can be reached at 213.922.7460 (office) or martind@metro.net.

Sincerely,

Arthur T. Leahy
Chief Executive Officer

Attachment: Appendix A

APTA – LACMTA Security Peer Review Agenda

Appendix B

Tuesday, July 8, 2014

7:30 AM – Duane and Lt. Rivers will meet panel members at hotel for pickup
9:00 AM – Opening Meeting with CEO, Chiefs, Safety & Security Department (DCEO Lindy Lee)
9:30 AM – Office of Management and Budget (Nalini Ahuja)
10:00 AM – Security Department (Lt. Rivers)
12:00 PM – LUNCH
1:00 PM – Safety (Vijay Khawani)
2:00 PM – Risk Management (Greg Kildare)
3:00 PM – Operations (Steve Rank and Robert Castanon)
4:00 PM – Human Resources (Stephan Chasnov)
5:00 PM – Return to hotel- panel members have dinner on their own to discuss report

Wednesday, July 9, 2014

7:15 AM – Duane will meet panel members at hotel for pick up
8:00 AM to 10:00 AM – Ride Blue Line to the ROC
10:00 to 10:30 AM – Intelligence Lead Policing Meeting
10:30AM to 11:30 AM – Meet with Commander and Chief
12:00 PM – Return to hotel to develop report

Thursday, July 10, 2014

7:30 AM – Meet at hotel for pick up
8:45 AM – Closing Conference (CEO, Security Department)
9:00 AM – CEO Conference Call with CEO
11:00 AM- Depart for airport



Metro Office of the Inspector General

**Review of Metro Law Enforcement
and Security Options**

April 2015

Submitted by

BCA Watson Rice LLP

in association with

Strategic Policy Partnership, LLC

and

Chief Paul MacMillan (Retired)

Massachusetts Bay Transportation Authority

April 3, 2015

Karen Gorman, Inspector General
Office of the Inspector General
Los Angeles County Metropolitan Transportation Authority
One Gateway Plaza, MS 99-4-5
Los Angeles, CA 90012

RE: REVIEW OF METRO LAW ENFORCEMENT AND SECURITY OPTIONS

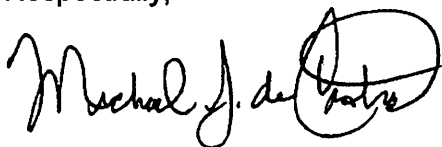
Dear Ms. Gorman,

BCA Watson Rice LLP is pleased to submit this report on our review of Metro Law Enforcement and Security Options. This report was prepared with assistance from Robert Wasserman and Paul MacMillan. Robert Wasserman is the Chairman of Strategic Policy Partnership, LLC, and was the lead consultant for The Bratton Group during our recent audit of Metro's contract with the Los Angeles Sheriff's Department. Paul MacMillan was the Chief of Police of the Massachusetts Bay Transportation Authority (MBTA) Police Department until November 2014.

Our report provides analysis of the advantages and disadvantages of each of the four law enforcement and security options. Our report also provides considerations for review, discussion and resolution moving forward.

We appreciate the cooperation and assistance we received from Metro management and the management of the Los Angeles Sheriff's Department. We reviewed and discussed the draft report with Metro staff and made changes based on their input and suggestions. They are in agreement with the content and recommendations contained in this report.

Respectfully,



Michael J. de Castro
Managing Partner

Robert Wasserman

Robert Wasserman, Chairman
Strategic Policy Partnership, LLC



Paul MacMillan, Chief of Police (Retired)
Massachusetts Bay Transportation Authority



TABLE OF CONTENTS

1. Executive Summary	1
2. Background	5
3. Objectives, Scope and Methodology	7
4. Analysis of Law Enforcement and Security Service Options.....	8
Option 1: Single Law Enforcement Agency at Reduced Staffing Level, Supplemented by Metro Security Officers	8
Option 2: Multiple Law Enforcement Agencies at Reduced Staffing Level, Supplemented by Metro Security Officers	11
Option 3: Establish Metro Police Supplemented by Metro Security Officers	14
Option 4: Maintain Current Law Enforcement Staffing Deployed Differently, Increase Number of Metro Security Officers.....	17
5. Considerations Moving Forward – Next Steps	19
Staffing and Deployment Based on Risks and Risk Mitigation Strategies	19
Role of Metro Security	19
Role of Local Law Enforcement Agencies	20
Management and Oversight of Law Enforcement Services	21
Appendix: Review Team Members' Background Information	A-1



1. Executive Summary

Background

Metro's current contract with the Los Angeles County Sheriff's Department (LASD) includes personnel at a total annual cost of \$88.7 million. Current sworn staffing is budgeted at 468 positions, with 425 actual filled sworn positions. Civilian or professional staffing is currently budgeted at 176, with 138 actual filled staff positions. (The civilian positions include 106 budgeted security assistant (fare enforcement) positions, with 89 actual filled security assistant positions.)

Metro also directly employs transit security officers to provide security over Metro facilities. Metro is in the process of developing and issuing a request for proposals (RFP), selecting and awarding a contract for the law enforcement and security services currently provided by the LASD. In January 2015, Metro staff presented information on three potential options on the structure for the future law enforcement and security services during a briefing of the Board staff. During this meeting the Board staff identified a fourth potential option.

Objective and Scope

The objective and scope of work for this project was to examine four options for providing law enforcement and security services to the Metro system. Three of the options were presented to the Board staff and the Ad Hoc Transit Policing Committee in January 2015, and Board staff added the fourth option.

As Metro continues to expand its services and the perception of safety and good order continue to be a concern to the Board, the customers and the employees, important decisions need to be made relative to the best way to provide for law enforcement and security.

Analysis of Security Service Options

The options were presented with preliminary cost estimates made by Metro staff that allowed some comparison based on the financial implications of the various options. However, those cost estimates need to be more fully vetted to ensure they contain accurate cost information including ancillary or hidden costs that may accrue over the length of the contract. In addition, the analysis was based on the average in-service staffing by LASD rather than the total number of LASD staff so an appropriate cost comparison was problematic. Cost should always be a consideration when deciding the ultimate security and policing strategy, however, it should not be the deciding factor.

Transit agencies throughout the country use various policing strategies to provide for the safety and security of their employees and customers. Some have their own dedicated police forces and others use their city police department to police the system when no jurisdictional issues are of concern. Others use a hybrid system of local police and security officers while some contract out the entire security policing function to private security officers. There is no one model that can be used as a comparison for the LA Metro system. Each system has developed their policing strategy over time based on historical precedence and the political environment at any given time.



Regardless, most, if not all, rely on cooperation of local law enforcement agencies to respond to incidents that require immediate police action.

The discussions that follow are based on the consultants' collective experience and understanding of current LASD staffing levels. Based on industry best practices the reduction in law enforcement staffing levels in the three options presented by Metro staff would not be appropriate given the size of the Metro transit system, both in ridership and geographical area covered.

The following summarizes our perspectives of the four options presented to and discussed by Board staff.

- **Option 1** proposes using a single law enforcement agency to police the system, reducing the number of sworn officers and deploying additional LA Metro security to provide a visible presence on the system. While we do not recommend reductions in sworn officer staffing levels based on the need to provide law enforcement coverage and response, the assignment of security officers that fall under the direction of Metro staff could provide a visible presence that would allow for the perception of enhanced security.
- **Option 2** proposes using multiple law enforcement agencies to police the system, with sworn staffing below what is currently provided. The management and oversight of this option would be difficult to maintain. It would divide the entire system in a number of contracts that must be managed separately. This would not be practicable nor would it provide a consistent level of security throughout the system. That being said, the contracting out of some of the service areas (e.g., Los Angeles, Long Beach, Pasadena) should not be totally discounted. Metro should also maximize the use of basic services that should be provided at no cost by local law enforcement agencies.
- **Option 3** proposes the creation of a distinct police force dedicated to Metro. This option would require large startup costs over an extended period of time. It would also limit the involvement of the specialized assets and training that a larger law enforcement agency has to offer. Ongoing recruitment, training and equipment costs make this option impractical. It should be pointed out that this option was originally used to police the Metro system and was abandoned several years ago.
- **Option 4** maintains current sworn officer staffing levels and augments them with Metro security. In order to implement a full community and operational policing strategy for the Metro system, the current level of sworn officers could be revised based on risk, staffing, and deployment analysis. Further research and data analysis would be necessary to determine the optimum number and mix of personnel. This option is the most reasonable from a system safety perspective of the four options.

With an appropriate deployment and community policing strategy and operational strategies for buses and rail in place, the current model of a single law enforcement agency being supplemented by Metro security staff seems to be the most viable option



to provide security for LA Metro. Financial considerations notwithstanding, it would appear to be the most effective strategy as the system continues to expand.

Metro staff needs to ensure that they have input into the deployment strategy of LASD personnel and deployment of Metro security personnel. This input, combined with continual oversight and effective management and coordination are crucial to the success of the next contract.

Considerations Moving Forward

The following are key realities and issues that should be considered, discussed, and resolved to the extent possible to most effectively move forward.

- **Current Staffing and Deployment** of services provided by LASD have evolved over time and are not based on an in-depth analysis of workload (crime, calls for service, coverage, etc.) or the risks and risk mitigation strategies needed to address those risks. Moving forward, conducting an in-depth analysis of workload, a risk assessment, identifying risk mitigation strategies, and identifying the staffing and deployment needs and approach to implement these strategies should be accomplished to provide a foundation for evaluating future options, and to arrive at the optimum number and mix of law enforcement and security personnel.
- **The Role of Security Officers** is to provide a visible deterrence, as well as to observe and report any unlawful activity to law enforcement. Metro security officers are not sworn or certified law-enforcement officers and do not have authority to detain or arrest. They cannot be responsible for responding to law enforcement incidents. While Metro security officers may play an effective role in expanded fare enforcement efforts, replacing large numbers of sworn law enforcement personnel with security personnel would likely result in a severe reduction in the level of public safety and security within the system and slower response times to incidents throughout the system.
- **Local Law Enforcement Agencies** have a responsibility to provide basic services to Metro buses and trains within their jurisdictions consistent with the service provided to all others within their jurisdictions. Metro should not have to contract with these agencies for these basic services, but may choose to contract for dedicated or supplemental resources from local agencies. It is important that Metro and local jurisdictions understand that the current staffing provided by LASD can in no way provide complete police coverage of the transit system spread over many square miles, particularly with regard to buses. Local law enforcement should provide first response unless a Metro contracted law enforcement unit is nearby.
- **Management and Oversight** of law enforcement services is key to the safety and security of the Metro system regardless of the structure. Establishing short and long-term priorities for law enforcement services is a critical role for Metro management. The current contract provides opportunities for Metro to accomplish this, including development of the bus and rail policing strategies with



the contracted law enforcement agency, which should provide specific guidance on how the contracted law enforcement agency will use its resources to impact priority problems on the transit system. Directing actual law enforcement personnel and resources will not be effective until priorities are clearly identified and communicated.

Recommended Next Steps

The following are the next steps we recommend be taken by Metro management to most effectively move forward:

- Conduct an in-depth analysis of workload, a risk assessment, risk mitigation strategies, and the staffing and deployment needs and approach to implement these strategies to provide a foundation for evaluating future options, and to arrive at the optimum number and mix of law enforcement and security personnel.
- Work with local law enforcement agencies to identify the level of basic services these agencies can provide to Metro buses and trains within their jurisdictions consistent with the service provided to all others within their jurisdictions. Develop agreements with these agencies to both improve service to Metro and reduce the need for contracted law enforcement services.
- Regarding the timing for selecting future law enforcement contract services, either:
 - Extend the current law enforcement services contract until such time as the in-depth analysis of workload, risk assessment, risk mitigation strategies, and the staffing and deployment needs and approach to implement these strategies is completed, or
 - Issue the Request for Proposals (RFP) for law enforcement services assuming continuation of the current service levels, with the caveat that the level of services would be adjusted upon completion of the risk assessment and staffing and deployment analysis.
- Clearly define the appropriate role for Metro security personnel based on their level of authority, and ensure training, weaponry, and equipment is consistent with that role.
- Establish short and long-term priorities for law enforcement services and develop an effective means of providing oversight to ensure contract services are provided consistent with these priorities.
- If budget constraints dictate that the budget for law enforcement services be reduced, request the LASD to provide options and impact for varying levels (10%, 20% 30%) of budget reductions.
- Continue to move forward on implementation of the recommendations made in the LASD Contract Audit and the APTA Peer Review issued in 2014.



2. Background

The Los Angeles County Metropolitan Transportation Authority (Metro) contracted with the Los Angeles County Sheriff's Department (LASD) to provide Metro with transit law enforcement services on July 1, 2009. The initial contract was for 3 years, and provided for a renewal for two additional years. The contract has been extended to cover the current fiscal year, at a total annual cost of \$88.7 million. Under this extension, current sworn staffing is budgeted at 468 positions, with 425 actual filled sworn positions. Civilian or professional staffing is currently budgeted at 176, with 138 actual filled staff positions. (The civilian positions include 106 budgeted security assistant (fare enforcement) positions, with 89 actual filled security assistant positions.)¹

Metro also directly employs transit security officers. Metro Security's primary role is to provide security for Metro facilities. This includes the Gateway Building, parking lots, bus division facilities, and similar operations. It also includes providing security over Metro revenue collection and cash counting operations. In these roles, Metro Security has the role of providing a visible deterrence, as well as to observe and report any unlawful activity to law enforcement.

Metro is in the process of developing and issuing a request for proposals (RFP), selecting and awarding a contract for the law enforcement services currently provided by the LASD. In January 2015, Metro staff presented the Board staff with information on three potential options on the structure for the future law enforcement contract. During this meeting the Board staff identified a fourth potential option. These options are:

- Option 1. Use a single law enforcement agency to allocate police officers/deputies as guided and defined by Metro. Reduce the number of sworn officers, and direct deployment of Metro employed Transit Security Officers (TSOs) to conduct fare checks and increase safety presence.
- Option 2. Use multiple law enforcement agencies as guided and defined by Metro. Reduce the number of sworn officers, and direct deployment of Metro employed TSOs to conduct fare checks and increase safety presence.

¹ LASD Full Time Equivalent (FTE) Staffing and Minutes of Service Provided - The contracting and billing approach used by the LASD is based on providing and billing for line level units of service. Examples include a 40-hour one-deputy unit, a 56-hour two-deputy unit. The amount of line level service units contracted for is developed into a staffing plan, which includes the number of full-time equivalent (FTE) LASD personnel needed to both provide the line level units, and to provide the management, supervision, and support for these units. The FTE staffing in the current LASD contract extension includes a total of 468 budgeted FTE sworn positions, and a total of 176 budgeted professional or civilian FTE positions. The contract requires the LASD to provide the contracted service units (tracked and billed in minutes) rather than the FTE employees. In this way, the service is intended to be consistent, regardless of vacancies within the FTE staffing due to turnover, extended sick time, or workers compensation absences. It is also important to note that law enforcement services are provided 24 hours each day, 7 days a week, and 365 days each year. As a result, the actual number of sworn staff on duty at any given time will range from about 140 to 180 sworn personnel.



- Option 3. Use only Metro police and TSOs. Allocation of security staff established by Metro.
- Option 4. Maintain the same level of sworn officers, but deploy them differently to enhance security; and increase the number of Metro TSOs. (Note: this option was not presented by Metro staff, but was developed through Board staff discussion.)



3. Objectives, Scope and Methodology

The objective of this review was to evaluate the four options discussed during the January 2015 Board staff briefing regarding the Metro Law Enforcement Services Contract as outlined in the Statement of Work provided by Metro Office of the Inspector General. The Statement of Work for this review specifically required the following tasks be completed:

- A. Review relevant portions concerning deployment and staffing only of:
 - 1. Audit report on the LASD contract
 - 2. Transit Community Policing Plan prepared by LASD
 - 3. APTA peer review report on transit security
 - 4. Power point on Metro Security Contract
- B. Interview (via telephone/webcam):
 - 1. LASD management, and
 - 2. Metro management and other appropriate staff, and
 - 3. Other persons who might have information or input helpful to the analysis.
- C. Analyze the four options concerning deployment and staffing discussed above and as set forth in Metro Staff's presentation, and any other options that the consultant might recommend for the future Metro Security Contract considering the following:
 - Consistent with industry and/or APTA best practices,
 - Consultant's experience and expertise with transit community policing,
 - Maximizing security and safety while achieving efficiency and cost effectiveness,
 - Providing effective and efficient bus security and safety, and
 - Recommendations and findings made in the audit report on the LASD contract and the APTA peer review report.
- D. Provide a written analysis of the pros and cons of each security contract Option analyzed in terms of deployment, staffing (i.e., ratio of law enforcement to Metro transit security), and use of one or multiple law enforcement entities, and recommend which option would provide the best path forward considering the areas described in Section C above.



4. Analysis of Law Enforcement and Security Service Options

Below we provide our analysis of the four options presented and discussed at the January Board staff meeting. This discussion includes an overview of each, as well as analysis of each using the following five criteria:

- Law Enforcement Response and Service Effectiveness
- Control and Oversight over Service Delivery
- Fare Enforcement Effectiveness
- Legal Liability Potential

Option 1: Single Law Enforcement Agency at Reduced Staffing Level, Supplemented by Metro Security Officers

This option increased the level of non-law enforcement security coverage, especially to the bus system. This was accomplished by reducing the number of sworn personnel currently being provided by the LASD. Metro Security staffing would be increased. These Metro Security personnel would be deployed throughout the bus and rail system in teams with supervision by Transit Security Sergeants.

Exhibit 1 Option 1: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
Law Enforcement Response and Service Effectiveness	Deployment of sworn personnel by Division could improve system coverage.	Reduction in the level of law enforcement personnel staffing and deployment would have a substantial negative impact on the ability to respond to and address incidents or crimes throughout the system. It is unlikely the contract law enforcement agency would accept responsibility for providing the current level of law enforcement services to the Metro system with the reduced staffing levels.
Control and Oversight over Service Delivery	Metro would exercise increased control and oversight over the fare enforcement efforts and outcomes through direct authority over added Metro Security personnel.	The security and law enforcement personnel deployed throughout the system would be divided or split between two organizations, each with their own independent organization structure and chain of command.



Exhibit 1		
Option 1: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
		Command, control, and coordination of personnel in the field would be more complicated and difficult.
Fare Enforcement Service Effectiveness	The role of the Metro Security Officers would be limited to providing a sense of security within the system through their presence, observing and reporting to law enforcement any incidents or issues requiring law enforcement, and performing fare enforcement activities. Given this, the level of fare enforcement and effectiveness would likely be substantially increased.	To be effective, Security Officers would need to be empowered with some sort of fare enforcement authority, which will require some type of lengthy administrative action to occur (e.g. legislation, board approval, union negotiations, etc.). These actions will be time consuming and may have political implications. Security personnel would not be permitted to issue penal code based citations to minors unless the law is changed, resulting in fewer citations for minors. Currently only law enforcement personnel can issue penal code based citations to minors.
Legal Liability Potential	None	Metro Security Officers might appear to the public to be able to respond to crimes in progress and other law enforcement incidents, without having the authority to provide that response. Metro Security Officers, to be helpful, could potentially respond to such incidents, resulting in liability exposure for themselves and Metro.

Option 1, as presented, is not recommended. While there is potential to deploy law enforcement personnel differently and more efficiently, reduction in sworn-personnel provided by the LASD is not realistic without a severe reduction in the level of safety and security within the system. In addition, response times to incidents throughout the



system that require a law enforcement action would likely prove to be unacceptable to the Metro Board and management.

While there may be some advantages to Metro using its own security force to handle fare enforcement and other minor infractions, (e.g. homeless, loitering, smoking, etc.); they need legal authority to conduct these types of interactions. There would also be related training and other ancillary costs that may be difficult to accurately capture for the basis of this report. Despite these costs under this option, it does allow for the deployment of Metro employees at Metro's discretion and under their direct control. More importantly, it provides additional security throughout the system.

Law enforcement personnel duties concerning fare enforcement responsibility could become secondary as a guiding metric. Fare enforcement by the law enforcement agency would then be used more as crime prevention and management strategy, rather than a revenue generating strategy.



Option 2: Multiple Law Enforcement Agencies at Reduced Staffing Level, Supplemented by Metro Security Officers

This option splits the law enforcement contract among multiple agencies, and increases the level of non-law enforcement security coverage, especially to the bus system. This was accomplished by reducing the number of personnel currently provided by the LASD, adding other law enforcement agency personnel, and additional transit security personnel.

Exhibit 2		
Option 2: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
Law Enforcement Response and Service Effectiveness	For those locations where local law enforcement agencies would be providing service, response times might be improved due to a concentration of law enforcement personnel dedicated to Metro in those areas.	<p>Reduction in the level of law enforcement personnel staffing and deployment would have a substantial negative impact on the ability to respond to and address incidents or crimes throughout the system in those areas where no local law enforcement agency is under contract to Metro because contract law enforcement personnel would be spread too thinly over a large geographic area.</p> <p>Law enforcement would play a limited role in the overall effectiveness of a community policing strategy.</p> <p>Coordination among multiple organizations and clarity over responsibility for response to individual incidents could potentially negatively impact response and service.</p> <p>It is unlikely the contract law enforcement agencies would accept responsibility for providing dedicated law enforcement services to the Metro system with the staffing levels outlined.</p>



Exhibit 2		
Option 2: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
Control and Oversight over Service Delivery	Metro would exercise increased control and oversight over the fare enforcement efforts and outcomes through direct authority over added Metro Security personnel.	The security and law enforcement personnel deployed throughout the system would be divided or split among multiple organizations depending on the number of local law enforcement agencies contracted with, each with their independent organization structure and chain of command. Command, control and coordination of personnel in the field would be much more complicated and difficult.
Fare Enforcement Service Effectiveness	The role of the Metro Security Officers would be limited to providing a sense of security within the system through their presence, observing and reporting to law enforcement any incidents or issues requiring law enforcement, and performing fare enforcement activities. Given this, the level of fare enforcement and effectiveness would likely be substantially increased.	To be effective, Security Officers would need to be empowered with some sort of fare enforcement authority, which will require some type of lengthy administrative action to occur (e.g. legislation, board approval, union negotiations, etc.). These actions will be time consuming and may have political implications. Security personnel would not be permitted to issue penal code based citations to minors unless the law is changed, resulting in fewer citations for minors. Currently only law enforcement personnel can issue penal code based citations to minors.
Legal Liability Potential	None	Placing Security Officers in a position where they appear to the public to be able to provide the appropriate response to crimes in progress and other incidents, without them having the authority to provide that



Exhibit 2		
Option 2: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
		response, puts them in a very difficult position. Metro Security would potentially respond in a manner outside their authority resulting in substantial liability exposure for themselves and Metro.

Option 2, as presented, is not recommended. There is potential to deploy law enforcement personnel differently and more efficiently. There is also potential to supplement the current contract law enforcement services with local police. However, the proposed reduction in the law enforcement services currently provided by the LASD is not realistic without a severe reduction in the level of safety within the system and unacceptable response times to incidents throughout the system.

Under this option, each law enforcement agency would be responsible for coverage in their jurisdiction and the command and control by Metro would be extremely difficult to maintain. The oversight of each individual contract will ultimately prove problematic and unmanageable. Splitting the contract between law enforcement agencies creates an environment where no one has complete ownership of the overall policing strategy. Security effectiveness becomes disjointed and accountability is difficult to maintain.

If the Metro Security force is expanded and law enforcement personnel are reduced the contract law enforcement agency could only react to some of the calls for service. It would be much more limited in undertaking proactive, problem-solving operational services and establishing a strong community policing presence. This is contrary to the current best practice in policing strategies that advocate for a more visible presence and interaction with the community.



Option 3: Establish Metro Police Supplemented by Metro Security Officers

Under this option the Metro Police agency would be reconstituted at reduced sworn staffing levels. Law enforcement personnel would be hired as direct employees of Metro. Metro Police would be supplemented by an increase in the number of Metro Security personnel.

Exhibit 3 Option 3: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
Law Enforcement Response and Service Effectiveness	None	Significant reduction in the level of law enforcement personnel staffing and deployment would have a substantial negative impact on the ability to respond to and address incidents or crimes throughout the system. Direct access to specialized units such as tactical teams, explosive detection assets, etc. would be reduced if not eliminated.
Control and Oversight over Service Delivery	Metro would exercise increased control and oversight over the fare enforcement efforts and outcomes through direct authority over added Metro Security personnel. The security and law enforcement personnel deployed throughout the system would be combined into one organization. Command and control and coordination of personnel in the field would potentially be more direct.	Metro would lose the ability it currently has to remove law enforcement personnel at will by directing the contract law enforcement agency to reassign individuals. Disciplining and discharging Metro Police personnel could potentially be difficult.
Fare Enforcement Service Effectiveness	The role of the Metro Security Officers would be limited to providing a sense of security within the system through their presence, observing and reporting to law enforcement any	To be effective, Security Officers would need to be empowered with some sort of fare enforcement authority, which will require some type of lengthy administrative action to occur



Exhibit 3 Option 3: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
	incidents or issues requiring law enforcement, and performing fare enforcement activities. Given this, the level of fare enforcement and effectiveness would likely be substantially increased.	(e.g. legislation, board approval, union negotiations, etc.). These actions will be time consuming and may have political implications. Security personnel would not be permitted to issue penal code based citations to minors unless the law is changed, resulting in fewer citations for minors. Currently only law enforcement personnel can issue penal code based citations to minors.
Legal Liability Potential	None	Metro Police under this option would have the authority to address law enforcement issues. However, this option relies heavily on the presence of Metro security officers. Placing security officers in a position where they appear to the public to be able to provide the appropriate response to crimes in progress and other incidents, without them having the authority to provide that response, puts them in a very difficult position. Metro Security would potentially respond in a manner outside their authority resulting in substantial liability exposure for themselves and Metro.

Option 3, as presented, is not recommended. The level of Metro Police staffing presented would be lower than the level currently provided by LASD under contract. This reduction in law enforcement services provided is not realistic without a severe reduction in the level of safety and security within the system and unacceptable response times to incidents throughout the system. In addition, the total number of officers is not conducive to a viable community policing strategy for a transit system that continues to expand.



Rebuilding the Metro Police would be a major and lengthy undertaking. There would be a significant transition period while this option is implemented. The costs of this transition have not been factored into this option by Metro staff.

While a Metro Police force would allow for continuous command and oversight, the long-term disadvantages such as personnel issues, liability, union and supervisory concerns would create an increased burden on Metro.



Option 4: Maintain Current Law Enforcement Staffing Deployed Differently, Increase Number of Metro Security Officers

Option 4 was not presented to the Board staff. The Board Staff identified this option through discussion and it was presented to the Ad Hoc Transit Policing Committee. This option maintains the current level of law enforcement services, and increases the level of non-law enforcement security coverage system-wide.

The LASD currently conducts fare enforcement using security assistants. These personnel and costs could potentially be eliminated or reduced given the fare enforcement efforts of the increased Metro Security personnel.

Exhibit 4 Option 4: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
Law Enforcement Response and Service Effectiveness	Service could be enhanced by more effectively deploying LASD personnel as a part of an operational transit policing strategy, as well as specific bus and rail policing plans.	None
Control and Oversight over Service Delivery	Metro would exercise increased control and oversight over the fare enforcement efforts and outcomes through direct authority over added Metro Security personnel.	The dedicated law enforcement agency or agencies may discount Metro input relative to deployment citing the ability of Metro to assign security to affected areas
Fare Enforcement Service Effectiveness	The role of the Metro Security Officers would be limited to providing a sense of security within the system through their presence, observing and reporting to law enforcement any incidents or issues requiring law enforcement, and performing fare enforcement activities. Given this, the level of fare enforcement and effectiveness would likely be substantially increased.	The dedicated law enforcement agency or agencies may limit responsibility for fare enforcement due to Metro security involvement.
Legal Liability Potential	None	Placing Security Officers in a position where they appear to the public to be able to provide



Exhibit 4		
Option 4: Advantages and Disadvantages		
Criteria	Advantages	Disadvantages
		the appropriate response to crimes in progress and other incidents, without them having the authority to provide that response, puts them in a very difficult position. Metro Security would potentially respond in a manner outside their authority resulting in substantial liability exposure for themselves and Metro.

This option allows for current staffing levels to be maintained and allows for better control and deployment of Metro Security personnel. Once a deployment and staffing analysis is performed, it may allow for reduction in certain staffing levels within the contract law enforcement agency or agencies when Metro security officers are empowered to perform fare enforcement. Determining an appropriate mix of sworn and non-sworn personnel to police the system should be performed. Creative ways to improve safety and fare compliance at minimum increased cost is a reasonable objective as the Metro system expands. Option 4 could provide a step toward that objective.



5. Considerations Moving Forward – Next Steps

Option 4, maintaining the current law enforcement resources deployed differently, is the most viable option of the four options presented and/or discussed. Determining how these resources should be deployed differently is key to moving forward with providing law enforcement and security services for the Metro System. The following are key issues that should be considered, discussed, resolved and clarified to the extent possible in order to most effectively move forward.

Staffing and Deployment Based on Risks and Risk Mitigation Strategies

Ideally, the current staffing and deployment of LASD law enforcement services should be based on a detailed analysis of the safety and security needs of the Metro system. This would include clear identification of the various risks that face the Metro system followed by a discussion and identification of a set of strategies for mitigating these risks, and clear staffing and deployment needs to implement these risk mitigation strategies.

The current staffing and deployment of the law enforcement services provided by LASD to the Metro System have evolved over time, and does not appear to be fully articulated based on risk and risk mitigation strategies. While deployments in an overarching community policing strategy can be based solely on risk, there are times that other considerations for deployment should be employed. This is especially true in the mass transit environment where high visibility patrols are an effective use of personnel to provide reassurance to the riding public in a reserved fashion, and where civilian personnel can perform the more close-up fare inspection work. Consideration should be given to total ridership by line or by station, crime within a certain distance outside of the station, the location of the station itself (e.g. near a tourist attraction, a hospital, large business, historical landmark, etc.) and political or customer input.

Some of this could have been accomplished through the development of an overall Transit Policing Plan, a Bus Operations Policing Plan, and a Rail Operations Policing Plan. The requirements for these plans in the current law enforcement contract provided the opportunity for Metro to clearly articulate its safety and security priorities and for the LASD to clearly outline strategies to meet these priorities.

Moving forward, conducting a risk assessment, identifying risk mitigation strategies, and then identifying the staffing and deployment needs and approach to implement these strategies should be accomplished to provide a foundation for evaluating future options.

Role of Metro Security

Each of the three options presented to the Board staff included substantial expansion of the use of Metro Security personnel to provide safety and security throughout the system. These three options also included reductions in sworn law enforcement staffing, whether provided by LASD, local law enforcement agencies, or a newly reconstituted Metro Police agency.



Metro Security has the role of providing a visible deterrence, as well as to observe and report an unlawful activity to law enforcement. Metro Security officers are not sworn or certified law-enforcement officers and do not have authority to detain or arrest. They therefore cannot be made responsible for responding to law enforcement incidents.

Metro Security Officers need to be provided training that clearly indicates the limits of their authority to avoid liability concerns. This will allow them to take positive actions when they confront problematic situations. Their role is not minimal; they provide an important adjunct to the law enforcement roles performed by a contracted law enforcement agency as well as local police in meeting Metro's security needs. It is important, however, that they not be expected to take actions that would place them in danger or face liability challenges.

While Metro Security may play an effective role in expanded fare enforcement efforts, security personnel cannot replace law enforcement in areas that require the authority to detain and arrest. A reduction in the level of sworn personnel may reduce safety and security within the system and result in slower response times to incidents throughout the system.

Role of Local Law Enforcement Agencies

The contract with LASD required development of a Memoranda of Understanding (MOU) with police agencies throughout the Metro service area. The intent of the MOU's was to ensure that these agencies would be used to augment or supplement the law enforcement services provided under contract.

Local law enforcement agencies have a responsibility to provide basic services to Metro buses and trains within their jurisdictions consistent with the service provided to all others within their jurisdictions. Particularly with buses, which travel completely above ground and are a part of the urban neighborhood, local law enforcement can best be a first responder to incidents on those buses, just as they are to other situations in the neighborhood. Sharing responsibility with these local law enforcement agencies for responding to some types of incidents on buses and trains is appropriate.

The LASD has been developing MOU's with local police agencies. However, the primary purpose of the MOU's developed appears to be clarifying that the Metro buses and trains are the jurisdiction of the LASD rather than attempting to leverage these local resources to augment and improve law enforcement response to incidents on buses and trains.

It is important that Metro and local jurisdictions understand that the current staffing provided to LASD can in no way provide complete police coverage of the transit system spread over many square miles, particularly with regard to buses. Local law enforcement must provide first response unless an LASD unit is nearby. In those situations, the LASD Transit Services follow-up on the incident will help understand whether it is a part of a pattern requiring strategic responses to prevent future occurrences.



Metro is funding transit policing services so that coverage is provided beyond that which local law enforcement can provide. This is particularly true with regard to rail, which is often very separate from the neighborhood through which it runs. But local law enforcement has a core responsibility to respond to many incidents involving transit in their neighborhoods. This immediate and sometimes dual response should be articulated in any MOU's that are implemented with local law enforcement.

Management and Oversight of Law Enforcement Services

The presentation to the Board staff and Ad Hoc Transit Policing Committee stated that under the current model "LASD establishes priorities for resource allocation and deployment of personnel throughout the system." This expresses a need for increased control over law enforcement resources and services by Metro management. Efforts have been occurring to improve the coordination between LASD and Metro management in the past six months, moving toward a more collaborative approach.

In some areas Metro can exercise more control over contracted law enforcement services than if it directly employed law enforcement resources. For example, under the contract Metro can request specific LASD personnel be removed from the Transit Services Division and reassigned immediately. This can be requested without cause or discussion. Metro would have much more difficulty removing directly employed law enforcement personnel.

It may be helpful to distinguish between the functions and roles of establishing priorities, and directing law enforcement resources. Establishing short and long-term priorities for law enforcement services is a critical role for Metro management. The current contract provides opportunities for Metro to accomplish this, including development of the bus and rail policing strategies with the Metro law enforcement provider and expectations on specific performance indicators. These strategies should clearly outline the priorities for law enforcement services. They are far different from the Community Policing Strategy that has been developed, as they provide specific guidance on how the LASD will use its resources to impact priority problems on the transit system. At a minimum, any new contract should provide these requirements and enforcement of the terms should be a priority.

Directing actual law enforcement resources is, and should be, a role reserved to the command structure of the Metro contracted law enforcement agency, consistent with the priorities established by Metro management. In cities, it is the role of the Mayor or City Manager to establish priorities and provide direction regarding what they need. It is the role of the police chief to decide how to deploy law enforcement resources to accomplish those priorities. The Metro Board and management should be able to exercise the same control over priorities and direction.



Appendix:
Review Team Members' Background Information

Robert Wasserman (Strategic Policy Partnership, LLC), served as the Lead Consultant for The Bratton Group's role in the Metro LASD Contract Audit completed for the Metro Office of the Inspector General in 2014. Mr. Wasserman has been intimately involved in transit policing activities for some years, with work including the assessment and design of the transit policing strategy for Transport for London (UK), has served as Interim Director of Transport Policing and Enforcement for Transport for London, developed the performance management (CompStat) initiatives for that agency, and developed the strategic policing plan for the Transit Police in Boston, among many other engagements over the years. He recently served as the lead consultant to the Department of Homeland Security on Suspicious Activity Reporting on rail systems throughout the United States. He is presently serving as a senior advisor to Commissioner William Bratton of the New York Police Department.

Paul MacMillan, Chief of Police (Retired), Massachusetts Bay Transportation Authority, joined the MBTA Transit Police Department in November 1983. He worked in various positions within the department including Patrol, Investigative Services, Accreditation, and Field Training. He was promoted through the ranks and on November 6, 2008, the MBTA Board of Directors appointed then Deputy Chief MacMillan as the Chief of the Department. Chief MacMillan was the first MBTA Transit Police Officer to rise through the ranks to become Chief in the history of the agency. He received a B.S. in Criminal Justice from Northeastern University, a Graduate Certificate in Dispute Resolution from the University of Massachusetts, Boston and a M.A. Degree in Criminal Justice from Western New England College. He is also a graduate of the FBI National Academy and the Senior Management Institute for Police. He was Chair of the Transit Police and Security Peer Advisory Group and Chair of the Committee for Public Safety for the American Public Transportation Association and has participated in numerous peer reviews of transit police and security departments. In addition, he was an assessor and Team leader for the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

Scott Bryant, BCA Watson Rice Management Consulting Partner, served as the project manager for the Metro LASD Contract Audit completed for the Metro Office of the Inspector General in 2014. He has worked extensively with law enforcement and public safety organizations and agencies. Scott recently led a review of the staffing and services of the Port Police for the Port of Los Angeles. He also conducted a review of staffing of the Los Angeles Sheriff's Department for the County Auditor/Controller. Scott served as Special Assistant to the Chief of Police in Oakland California. For the Orange County Sheriff, Scott was responsible for developing a strategic management approach including a focus on specific outcome oriented goals and developing specific outcome indicators to monitor progress toward these goals. In Long Beach, Scott was responsible for evaluating a proposal by the Los Angeles County Sheriff to provide police services citywide. He also evaluated contracted law enforcement services for the cities of Compton and Elk Grove.

OIG Metro Policing and Security Workload Staffing Analysis. Jan 2016

Link: http://libraryarchives.metro.net/DB_Attachments/161109_Attachment%20E%20-OIG%20Metro%20Policing%20and%20Workload%20Staffing%20Analysis%20January%202016.pdf

PROCUREMENT SUMMARY
TRANSIT LAW ENFORCEMENT SERVICES

1.	Contract Number: PS5862100LAPD24750, PS5863200LASD24750 and PS5862300LBPD24750	
2.	Recommended Vendor: City of Los Angeles County of Los Angeles City of Long Beach	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: February 5, 2016	
	B. Advertised/Publicized: February 5, 2016	
	C. Pre-Proposal/Pre-Bid Conference: February 18, 2016	
	D. Proposals/Bids Due: May 27, 2016	
	E. Pre-Qualification Completed: N/A	
	F. Conflict of Interest Form Submitted to Ethics: May 31, 2106	
	G. Protest Period End Date: November 28, 2016	
5.	Solicitations Picked up/Downloaded: 18	Bids/Proposals Received: 3
6.	Contract Administrator: Aielyn Q. Dumaua	Telephone Number: (213) 922-7320
7.	Project Manager: Alex Z. Wiggins	Telephone Number: (213) 922-4433

A. Procurement Background

This Board Action is to approve Contract Nos. PS5862100LAPD24750, PS5863200LASD24750 and PS5862300LBPD24750 issued to provide law enforcement services to support bus and rail operations throughout the entire Metro transit system. Board approval of contract awards are subject to resolution of all properly submitted protests.

RFP No. PS24798 was issued as a competitively negotiated procurement in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate. The RFP clearly indicated that Metro may award the entire contract to a single Agency, to a partnership between agencies, or to an Agency located within a specific municipal jurisdiction. Hence, potential proposers were given the flexibility to submit proposals covering a specific territorial jurisdiction, multiple jurisdictions, or the entire Metro system. Further, no DBE contract goal was established for this procurement but Proposers were encouraged to utilize DBE certified firms whenever potential subcontracting opportunities are available.

Six amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on February 24, 2016, provided electronic copies of the Planholders' List and pre-proposal conference materials, revised the submittal requirements for the Cost Proposal (Volume III), and extended the proposal due date;
- Amendment No. 2, issued on March 3, 2016, updated the Notary Public Acknowledgment section of the Proposal Letter (Pro Form 053), and revised Exhibit 4: Part A – Cost Proposal (Summary) and Exhibit 5 – Part A- Cost Proposal (Detail) to include the Expo Line Phase 2 stations and exclude duplicate stations;
- Amendment No. 3, issued on April 1, 2016, revised the final date for questions to align with the extension of the proposal due date, revised Exhibit 4: Part A – Cost Proposal (Summary) to clarify cost information to be provided, and invited potential proposers to a one-time site visit/job walk to tour selected Metro facilities that may be made available to the Contractor upon contract award;
- Amendment No. 4, issued on April 15, 2016, revised Exhibit 5: Part A – Cost Proposal (Detail) to align with changes to Exhibit 4: Part A: Cost Proposal (Summary) issued per Amendment No. 3;
- Amendment No. 5, issued on May 5, 2016, clarified the basis of selection and award and the evaluation process, and revised Exhibit 4: Part A – Cost Proposal (Summary) and Exhibit 5: Part A – Cost Proposal (Detail) to include a separate cost proposal table for management/supervisory staff; and
- Amendment No. 6, issued on May 17, 2016, provided electronic copies of the Site Visit/Job Walk sign-in sheet and agenda and materials provided.

A pre-proposal conference was held on February 18, 2016, and was attended by 23 participants representing 7 law enforcement agencies. The site visit/job walk was conducted on April 22, 2016 and was attended by 10 participants representing 2 law enforcement agencies. There were 27 questions received and responses were provided prior to the proposal due date.

A total of three proposals were received on May 27, 2016, and are listed below in alphabetical order:

1. Los Angeles County Sheriff's Department
2. Los Angeles Police Department
3. Long Beach Police Department

B. Evaluation of Proposals/Bids

A Proposal Evaluation Team (PET) consisting of staff from Metro's System Security and Law Enforcement, Risk Management, and Office of Management and Budget was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- | | |
|--|------------|
| • Agency Qualifications and Capabilities | 15 percent |
| • Experience and Capabilities of Key Personnel | 15 percent |
| • Management Plan/Approach | 45 percent |
| • Homeland Security and Emergency Preparedness | 10 percent |
| • Cost Proposal | 15 percent |

The evaluation criteria are appropriate and consistent with criteria developed for law enforcement services procurements. Several factors were considered when developing these weights, giving the greatest importance to the Management Plan/Approach.

On May 31, 2016, the PET met to process confidentiality and conflict forms and take receipt of the three responsive proposals to initiate the evaluation phase. Evaluations were subsequently conducted and the PET determined that all three agencies were within the competitive range. Based on evaluation results, the PET deemed that it would be most advantageous to Metro to award contracts to all three law enforcement agencies based on best value. This alternative would increase law enforcement visibility, improve response time to calls for service, deter crime, reduce vulnerability to terrorism, maximize the use of free basic "911" services, enforce Metro's Code of Conduct and reduce fare evasion. More importantly, this alternative is less cost prohibitive. In view thereof, the PET determined to commence negotiations without need for oral presentations with all three agencies.

Qualifications Summary of Firms Within the Competitive Range:

Los Angeles County Sheriff's Department

The Los Angeles County Sheriff's Department (LASD) was established in 1850 and has been providing contract law enforcement services to government agencies/entities since 1954. It presently serves 40 contract cities, 90 unincorporated communities, 216 facilities, hospitals and clinics located throughout the County, nine community colleges and 47 Superior Courts. It also provides services such as laboratories and academy training to smaller law enforcement agencies within the County. Additionally, LASD is responsible for securing approximately 18,000 inmates daily in seven custody facilities which include providing food and medical treatment.

LASD proposed to provide transit law enforcement services on all Metro properties, including all rail and bus stations, lines, platforms, tunnels, buildings, Maintenance and Operations Divisions and other critical infrastructure and the like.

Los Angeles Police Department

The Los Angeles Police Department (LAPD), established in 1869, provides police service to the City of Los Angeles encompassing 498 square miles and a population of 4,030,904 people. With about 9,843 officers and 2,773 civilian staff, LAPD is the third largest municipal police department in the United States. Aside from serving the communities within the City of Los Angeles, LAPD presently provides Bomb K-9 contract police services at LAX and responds to bus-related emergencies. From 1997 to 2002, LAPD partnered with Metro to provide contract law enforcement services to Metro's Red Line and Metro's bus service within the City of Los Angeles.

LAPD's proposed contract policing services include the major components of Metro's transportation system that lie within the geographical boundaries of the City of Los Angeles. LAPD defines the proposed service are as follows: the entire Red Line; the entire Purple Line; the entire Orange Line; portions of the Blue Line, Gold Line, Expo Line, Green Line, and Silver line within the City of Los Angeles and Metro bus service within the City of Los Angeles.

Long Beach Police Department

The Long Beach Police Department (LBPD), founded in 1888, is the second largest municipal agency in Los Angeles County and provides law enforcement services to the City of Long Beach, the seventh largest city in the State of California. It has over 800 sworn officers and a total staffing of over 1,200 personnel. LBPD also provides contracted law enforcement services to the Port of Long Beach, Long Beach Airport, Long Beach Transit, and Long Beach City College.

LBPD proposed to provide law enforcement services on a segment of the Blue Line, consisting of 10 stations namely: Artesia, Del Amo, Wardlow, Willow Street, Pacific Coast Highway, Anaheim Street, 5th Street, 1st Street, Downtown Long Beach, and Pacific Avenue stations.

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Long Beach Police Department				
3	Agency Qualifications and Capabilities	74.20	15.00%	11.13	
4	Experience and Capabilities of Key Personnel	80.00	15.00%	12.00	
5	Management Plan/Approach	73.67	45.00%	33.15	
6	Homeland Security and Emergency Preparedness	81.50	10.00%	8.15	
7	Cost Proposal	100.00	15.00%	15.00	
8	Total		100.00%	79.43	1

9	Los Angeles Police Department				
10	Agency Qualifications and Capabilities	85.53	15.00%	12.83	
11	Experience and Capabilities of Key Personnel	90.80	15.00%	13.62	
12	Management Plan/Approach	77.67	45.00%	34.95	
13	Homeland Security and Emergency Preparedness	90.00	10.00%	9.00	
14	Cost Proposal	14.40	15.00%	2.16	
15	Total		100.00%	72.56	2
16	LA County Sheriff Department				
17	Agency Qualifications and Capabilities	73.00	15.00%	10.95	
18	Experience and Capabilities of Key Personnel	75.87	15.00%	11.38	
19	Management Plan/Approach	66.78	45.00%	30.05	
20	Homeland Security and Emergency Preparedness	87.00	10.00%	8.70	
21	Cost Proposal	33.33	15.00%	5.00	
22	Total		100.00%	66.08	3

C. Cost/Price Analysis

The final negotiated amounts will comply with all requirements of Metro's Acquisition Policy and Procedures, including fact-finding, clarifications, negotiations, and cost analysis to determine a fair and reasonable price before contract execution.

Original Proposal

	Proposer Name	Area of Coverage	Proposal Amount	Metro ICE
1.	LASD	Entire Metro System	\$732,030,980	\$367,179,833
2.	LAPD	Metro rail and bus stations and other Metro facilities within City of Los Angeles	\$396,782,595	
3.	LBPD	10 Blue Line Stations	\$42,171,878	

Staff Recommendation

	Proposer Name	Area of Coverage	Revised Proposal ^{1/}	Negotiated or NTE amount	Metro ICE
1.	LASD	Bus and rail	\$129,800,051	\$129,800,051	\$367,179,833

		stations outside the Cities of Los Angeles and Long Beach		<u>\$149,800,051</u>	
2.	LAPD	Metro rail and bus stations and other Metro facilities within City of Los Angeles	\$377,620,834	\$369,696,813	
3.	LBPD	8 Blue Line Stations	\$27,532,772	27,088,968	
Total				\$526,585,832 <u>\$546,585,832</u>	

1/ as a result of clarifications

The proposed aggregate amount of the three contracts in the amount of ~~\$526,585,832~~ \$546,585,832 is greater than Metro's independent cost estimate (ICE) because of the following factors:

1. unanticipated start-up costs for all 3 agencies;
2. supplemental services not provided in the statement of work which were found to be of significant benefit to Metro through discussions (e.g., Special Problems Unit and Threat Unit, Homeless Outreach and Mental Evaluation Teams etc.);
3. staffing adjustments in light of increasing threats associated with global terrorism and violent extremism; and
4. increase in estimated labor escalation rate to align with labor union contracts.

D. Background on Recommended Contractor

Los Angeles County Sheriff Department

The Los Angeles County Sheriff Department (LASD) is headquartered in Los Angeles, California. LASD is statutorily responsible for providing law enforcement in the County of Los Angeles and serves as the Director of Emergency Management for the County.

LASD has been providing transit community policing services to Metro since July 2009. Performance generally meets the scope of work requirements. LASD proposed the same key personnel team under the current contract.

Los Angeles Police Department

The Los Angeles Police Department's (LAPD) is the law enforcement agency for the City of Los Angeles. Its authority to police was granted by the state constitution.

LAPD's proposed management team possesses a wide breadth of experience which includes community policing, anti-terrorism and DHS activities, gang/narcotics, traffic and transit. The proposed Commanding Officer is a graduate of the Federal Bureau of Investigation (FBI) National Academy.

Long Beach Police Department

The Long Beach Police Department (LBPD) provides law enforcement for the City of Long Beach. It has partnered with entities such as Metro, Los Angeles County Sheriff's Department, Transportation Security Administration, Department of Homeland Security, FBI, and Union Pacific Railroad Police to improve communication and increase security in the City of Long Beach.

The Command Unit collectively has experience in transit and airport policing.

DEOD SUMMARY

TRANSIT LAW ENFORCEMENT SERVICES

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise (DBE) goal because there were no apparent subcontracting opportunities. The County of Los Angeles, City of Los Angeles, and City of Long Beach will provide the transit policing services.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

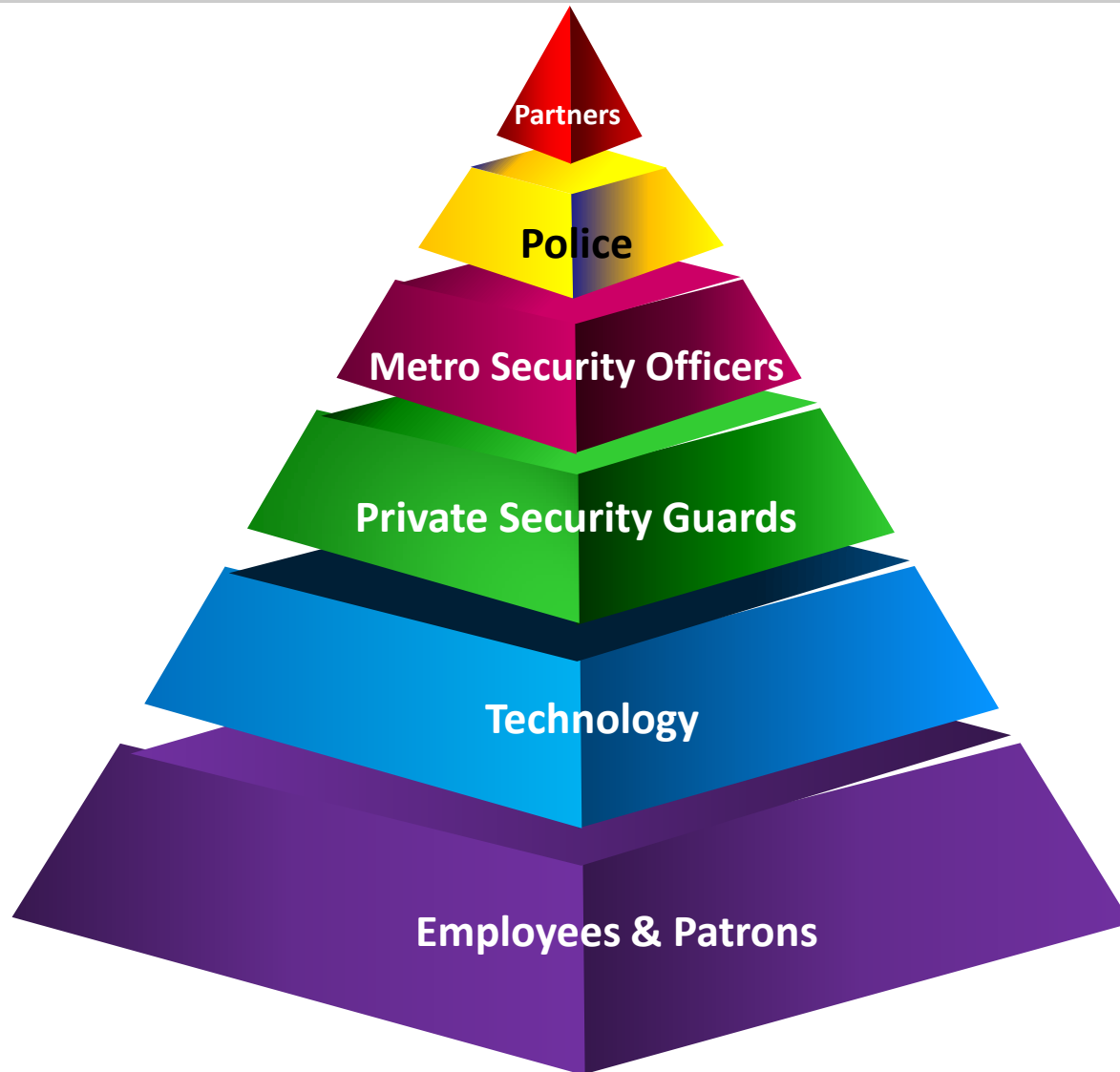
Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

Metro Comprehensive Policing and Security Strategy

Today's Transit Security Environment

Agency executives and security professionals must address crime and disorder, while concurrently mitigating threats associated with terrorism.

Integrated, Multi-Layered Security Approach



Metro

To provide excellence in service and support

How the Pieces Work Together

Metro's security plan is multi-layered, integrating technology, Metro employees and patrons, security personnel, local police and federal partners.

- **Partners** - Metro collaborates with DHS/TSA and the FBI's Rail Security Coordinator
- **Police** - Metro relies on a community policing model to address crime and reduce the system's vulnerability to terrorism by maintaining a "felt" presence
- **Metro Security Officers** - are tasked with system security and fare enforcement
- **Private Security Guards** - assigned to stations and facilities
- **Employees & Patrons** - "see something say something"



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To provide excellence in service and support

Overarching Mission

“To ensure Metro patrons and employees can ride and work safely, without fear, 100% of the time.”

Rider Feedback

A recent Metro survey revealed
29% of past riders left the system
because they did not feel safe.

Rider Feedback

15% of current riders want to
see more security

Law Enforcement Performance Reviews

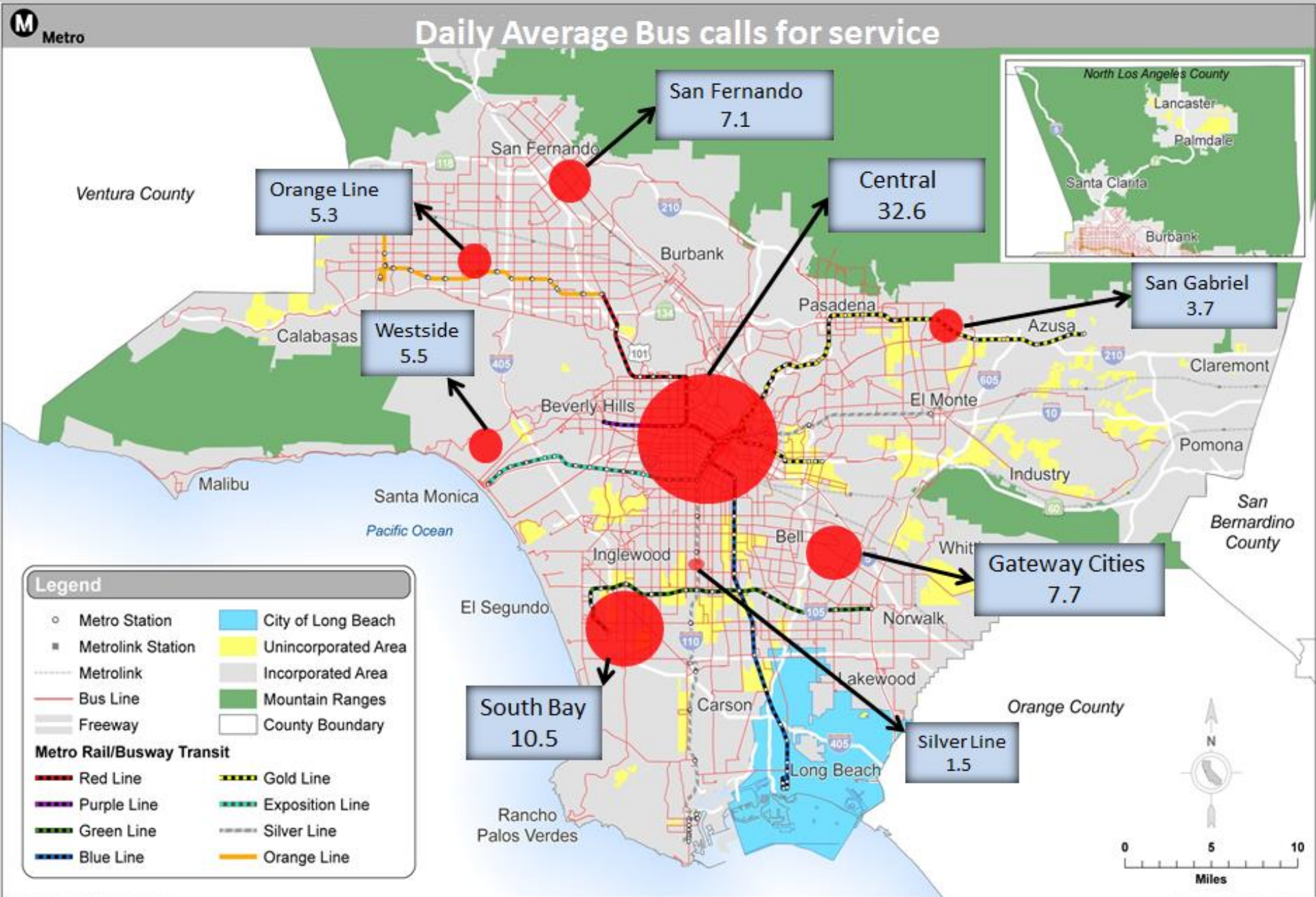
- March 2014: Request for Interest to all law enforcement agencies
- June 2014: OIG LASD Contract Audit
- July 2014: APTA Peer Review
- September 2014: AD-Hoc Transit Policing and Oversight Committee Established
- April 2015: Law Enforcement and Security Options
- January 2016: OIG Workload Staffing Analysis

Key Areas of the 2016 Analysis

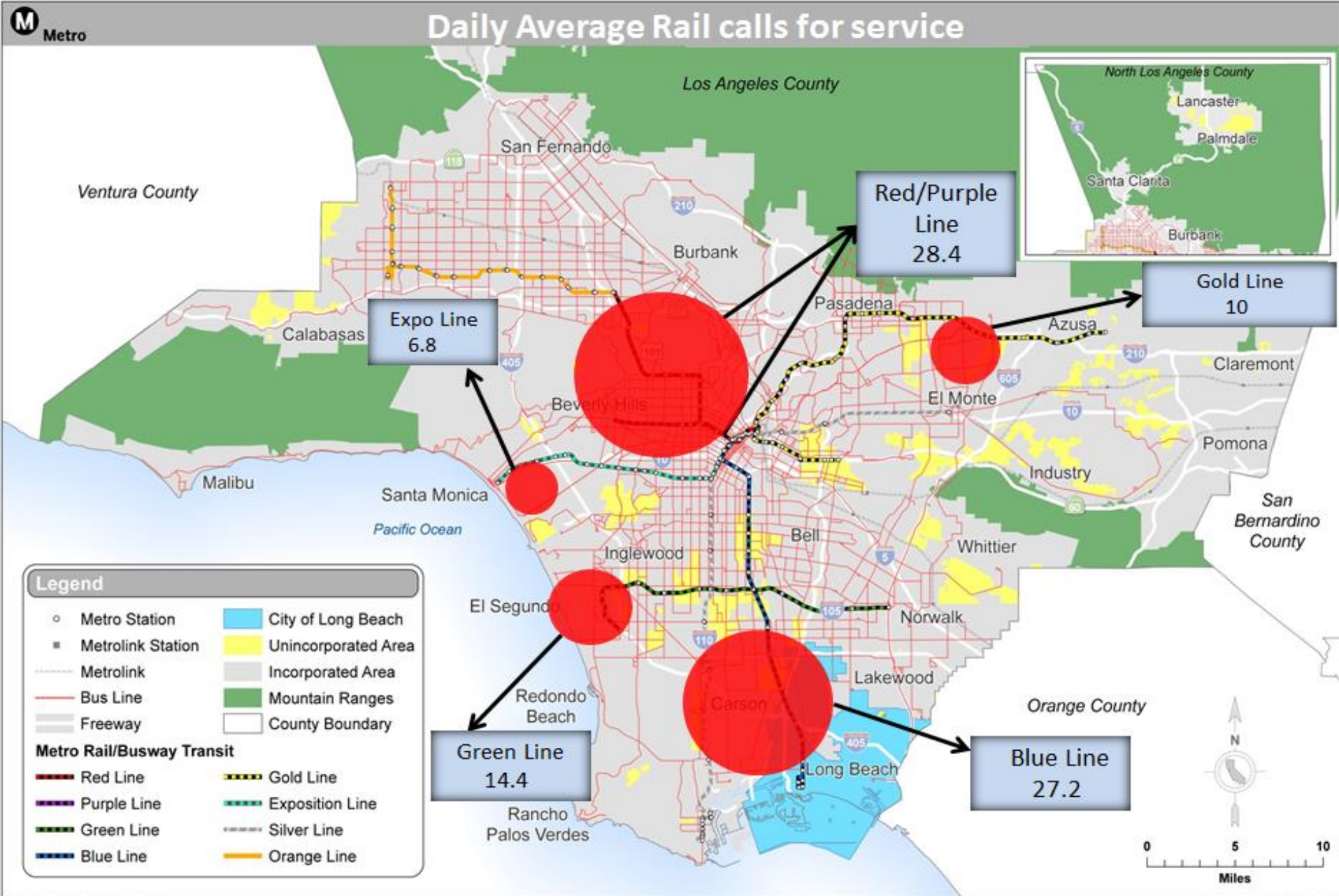
Key focus areas included:

- Enhancing system-wide security presence to deter crime and disorder, as well as to reduce the system's vulnerability to terrorism
- Securing Metro bus and rail facilities
- Exploring alternate mixes of security and law enforcement staffing
- Defining the roles of law enforcement and security personnel

Bus Related Calls for Service



Rail Related Calls for Service



New Law Enforcement RFP

Staff worked with Operations, OMB and the OIG's consultant (BCA) to establish a baseline for police services. Key changes:

- Improve system-wide visibility and response times
- Achieve reliable staffing
- Leverage “*no cost*” basic 911 police services
- Partner with local agencies
- Tighten contract compliance

Staff Recommendation

MULTI-AGENCY CONTRACT AWARD

- LONG BEACH POLICE DEPARTMENT
 - ✓ Effective January 1, 2017
- LOS ANGELES POLICE DEPARTMENT
 - ✓ Begin Mobilization January 1, 2017
 - ✓ Full Strength July 1, 2017
- LOS ANGELES COUNTY SHERIFF DEPARTMENT
 - ✓ Begin Demobilization and Redeploy January 1, 2017
 - ✓ Complete Demobilization and Redeploy July 1, 2017

A New Model

Now

- Staffing does not meet Metro's Operational Needs
- Major gaps during shift change
- Poor late night coverage
- Staffing is unpredictable

Proposed

- Dedicated bus and rail staffing - 240-257
- Coverage during shift change
- Improved late night coverage
- Accountability for staffing

Accountability & Reporting Requirements

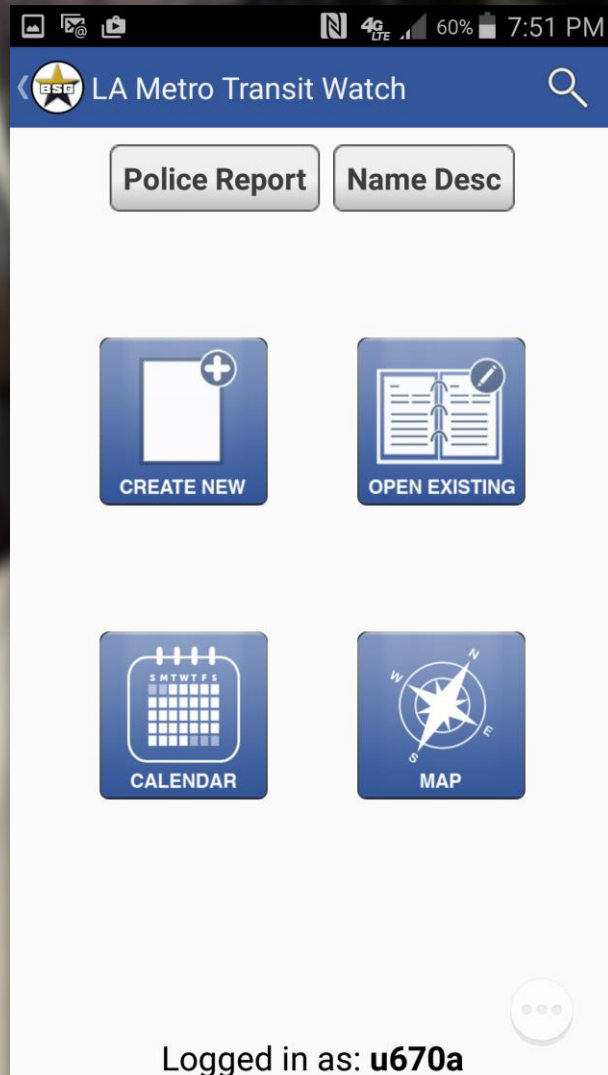
- **Summary of daily activity**
 - Inclusive of name, activity, assignment, rank, and hours worked by each officer/deputy/supervisor
- **Monthly reporting of all enforcement activity, crime analysis trends, and cases referred to follow investigators (including disposition)**
- **Key Performance Indicators (KPI's) to track increases/decreases in reported crime, proactive patrol activity, response times, bus & train rides, vacancy ratios...**



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Mobile GPS Enabled Communications



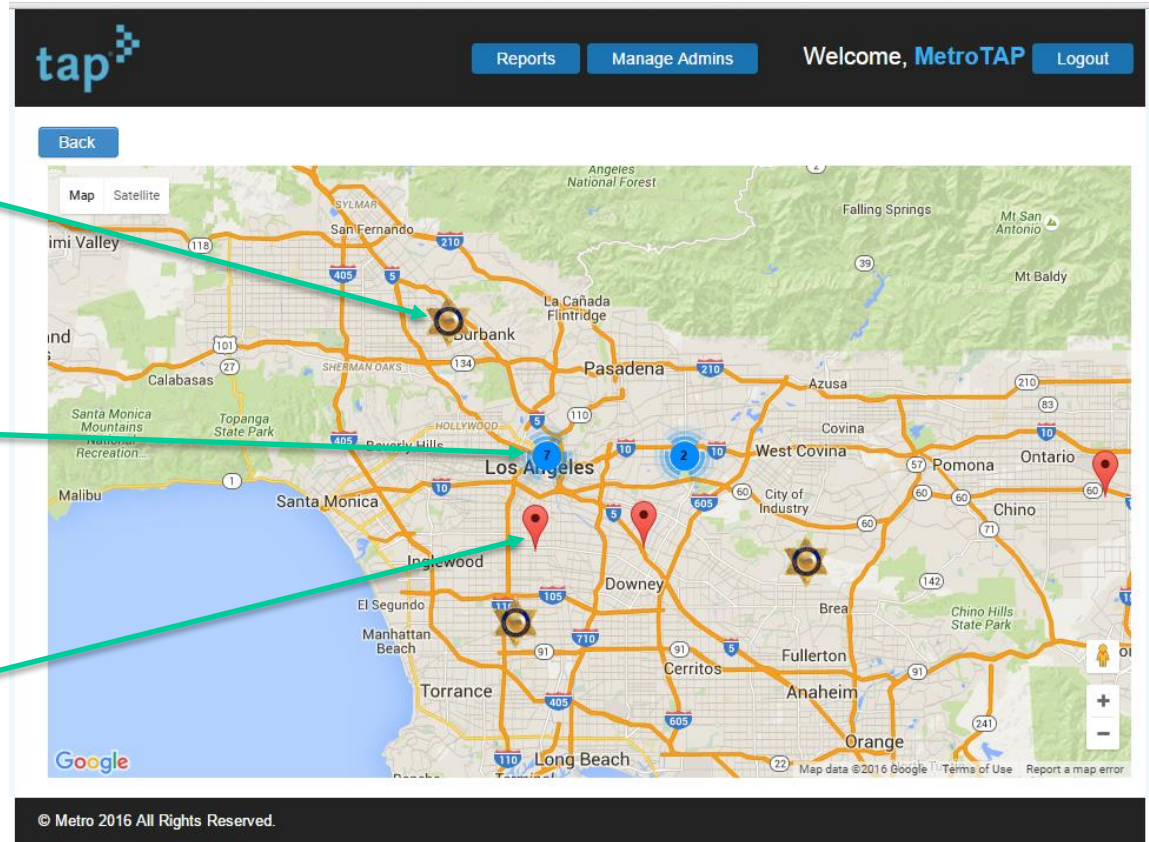
- **Receives Transit Watch reports**
- **Logs officer initiated activity**
- **Records disposition of calls**

Real-Time GPS Tracking

Sworn Officers
identified by agency

Multiple Metro
fare inspectors
identified by #

Individual fare
inspectors
identified by
pin



Multi-Agency Operational Benefits

- 1400 square miles service area
- Agencies are best positioned to manage Metro incidents within their own jurisdiction
- Improved response times for emergency calls
 - 6 minutes in the City of Los Angeles
 - Under 5 minutes in Long Beach
 - Current response times average 16 minutes for all calls. The January OIG Workload and Staffing Analysis identified 14.1 minutes for bus calls; 12.8 minutes for rail calls
- Leverages “free” basic police services



Metro

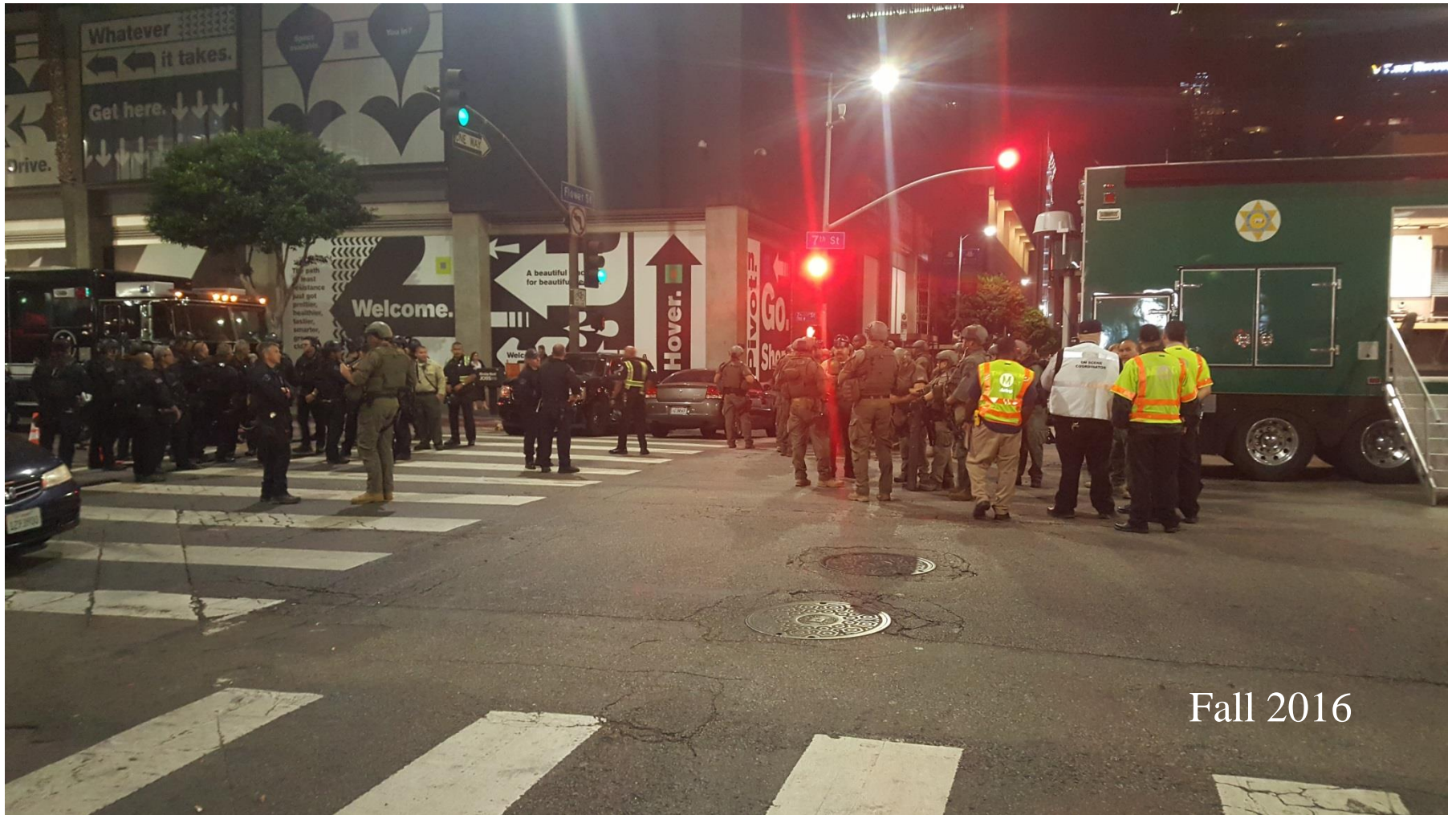
To provide excellence in service and support

Day to Day Command and Control

- Law enforcement dispatching co-located with bus/rail operations
- Unified Command is implemented when multiple agencies are required to respond to large scale events
- Post 9/11, police, fire and EMS can communicate across agencies
- Metro is the lead agency for security, emergency management, and oversees transit police contract compliance
 - 4 FTEs added since August 2015



Unified Command and Multi-Agency Coordination



Fall 2016



Metro

To provide excellence in service and support

Transit Agency Security Approaches

Multi-Agency Examples:

- Portland's Tri-Met - 17 police agencies
- Denver's RTD - 4 police agencies
- Oakland's AC Transit - 2 police agencies
- Sacramento Regional Transit - 4 police agencies

Transit Agencies with in-house policing only

- Boston, Philadelphia, & Bay Area
- But in every case, the transit agency manages its law enforcement & security resources based upon operational needs

Multi-Agency Staffing

- **168 LAPD Field Personnel**
- **14 LBPD Field Personnel**
- **58 - 75 LASD Field Personnel**
- **Total 240 – 257 Field Personnel**

Budget Distribution by Agency

Jurisdiction/ Agency	Field Personnel	% Personnel	Bus & Train Boardings %	Allocated budget %
LONG BEACH	14	5.8% - 5.5%	1.43%	5%
LOS ANGELES	168	70% - 65.4%	72.39%	67.6%
LASD/or Others	58 - 75	24.2% - 29.2%	26.18%	27.4%
Total	240 - 257	100%	100.00%	100.00%



Metro

To provide excellence in service and support

Rider Feedback

A recent Metro survey revealed
18% of past riders indicated that
they would ride Metro again if
increased safety/security measures
were implemented.

Final Staff Recommendation

- LONG BEACH POLICE DEPARTMENT
 - ✓ Effective January 1, 2017
- LOS ANGELES POLICE DEPARTMENT
 - ✓ Begin Mobilization January 1, 2017
 - ✓ Full Strength July 1, 2017
- LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
 - ✓ Begin Demobilization and Redeploy January 1, 2017
 - ✓ Complete Demobilization and Redeploy July 1, 2017
- Flexibility for additional local law enforcement MOU as system grows.

Next Steps

- Initiate 6 month LAPD mobilization beginning January 1, 2017
 - ✓ Train staff
 - ✓ Acquire, install equipment
 - ✓ Coordinate with Metro Security, Operations, LASD to develop response protocols
- Train LBPD immediately and develop response protocols
- Mobilize and deploy LBPD January 1, 2017
- Initiate LASD redeployment strategy January 1, 2017



Board Report

File #: 2016-0851, **File Type:** Contract

Agenda Number: 42.

**EXECUTIVE MANAGEMENT COMMITTEE
NOVEMBER 17, 2016**

**SUBJECT: TAP SYSTEM INNOVATIVE ENHANCEMENTS FOR SEAMLESS CONNECTIVITY
WITH MULTI-MODAL MOBILITY PROGRAMS**

ACTION: EXECUTE SOLE SOURCE CONTRACT WITH VERTIBA, INC.

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to negotiate and execute sole source Contract No. PS 6394500 to **Vertiba Inc., a Salesforce System Integrator, to enhance the TAP system in order to achieve maximum interoperability with regional systems and services including Bike Share, parking, ride-hailing companies, fare subsidy programs, electric vehicle car-sharing, gift card programs, mobility hubs, a mobile app** and more in an amount not-to-exceed \$4,750,000.

ISSUE

Seamless TAP interoperability and growth potential for services such as Bike Share, parking, ride-hailing companies, fare subsidy programs, electric vehicle car-sharing, gift card programs, and mobility hubs is not possible unless the TAP system is modified to handle payment functions for outside accounts.

DISCUSSION

A motion by Vice Chair Garcetti and Directors Solis, Bonin and Najarian requested Technology & Transportation Investments to Improve Customer Service (Item #44; file ID2015-1783). This motion asked TAP to begin development of a next-generation system for “seamless customer payment of non-Metro services, including but not limited to Metrolink, taxicabs, ride-hailing companies, Bike Share, parking, etc.”

TAP has been working to follow this Motion’s direction by integrating with various systems. For example, two of three phases of TAP integration into the Metro Countywide Bike Share program are now complete. TAP cards are the exclusive pass media used on the Bike Share system and any one of millions of existing TAP cards may be linked to a Bike Share account to unlock bikes. Step three of Bike Share integration is dependent upon completing TAP payment integration. TAP is also working with parking services to enable a similar integration, which also must include TAP payment options.

To fully integrate TAP payment with these separate and unique systems, the current card-based TAP system needs to be modified to include regional account-based functions. In addition, gift card programs, ride-hailing companies, mobility hubs, electric vehicle car-sharing, Immediate Needs and Rider Relief Transportation Programs (low-income subsidy programs) and more have requested integration into TAP. In order to completely integrate TAP payment with these separate and unique systems, the current card-based TAP system needs to be modified to include regional account-based functions.

The enhanced system will store and process information that will enable payment and delivery of benefits through TAP across a variety of different systems and will be accessible to patrons through an enhanced website, a new mobile phone application and a traditional call center. Plans call for the enhanced architecture to also connect to additional, anticipated, future system services with limited cost and integration. The enhanced system includes plans to ensure low-income accessibility and ease of use for all customers. Customers will be able to use transit in addition to other supporting last-mile transportation services for seamless connectivity and multi-modal travel.

TAP and Outside Account Payment Integration

Software development is needed within the existing TAP architecture that will connect and integrate a TAP account with outside systems. From a customer perspective, this development would enable payment and access with the TAP account across multiple systems such as Bike Share, parking, gift card programs, ride-hailing companies, mobility hubs, electric vehicle car-sharing, low-income subsidy programs and more, while preserving the transit functionality of the TAP card. Access to all of these services would be made available through a regional TAP payment system where customers could link to their choice of a variety of individual multi-modal programs.

Benefits of the Enhanced System

According to the Board Motion, “technological sophistication is expected by today’s customers within all economic and demographic strata.” Innovative TAP integration with numerous multi-modal services will deliver a variety of benefits. For example, TAP integration with Rider Relief and Immediate Needs Transportation Programs means that these programs will be able to realize their full potential and discard outdated practices such as paper coupon redemption that require costly, labor-intensive printing, distribution, clearing, settling and burden on third-party retail sales outlets.

TAP integration with Bike Share, parking, gift card programs, ride-hailing companies, mobility hubs, electric vehicle car-sharing and more will enable these potential and established revenue-generators to enhance customer service, provide seamless commuter options and make transit more attractive to potential riders. By integrating mobility services together under a single account, TAP will remove barriers to system access and create opportunity for synergistic ridership growth across modes. Increasing riders on alternative transportation modes contributes to the Long Range Transportation

Plan's goals of reducing congestion and miles traveled by single-occupant vehicles, and increasing air quality while keeping the economy moving. A centralized repository of mobility service data will also allow staff to measure system performance across modes, a procedure previously impossible with isolated accounts.

DETERMINATION OF SAFETY IMPACT

Implementing the enhanced TAP System will not have any adverse safety impacts on Metro employees or patrons.

FINANCIAL IMPACT

Funds for development of the scope, including integration for RRTP and INTP are included in the FY17 budget under cost center 3020, in projects 207144 Regional Point of Sale Development and 210147 CRM Enhancements. Bike Share TAP Step Three integration costs are estimated at \$1.2 Million over two fiscal years, of which \$700,000 are designated for TAP integration. The estimated development costs for FY17 are included in the budget under cost center 4320, Project 405305. Since this is a multi-year project, the cost center managers and project managers will be responsible for budgeting the costs in future years. Additional costs for Bicycle Transit Systems will be addressed as part of Bike Share contract modification.

Impact to Budget

The source of funds for Bike Share is a mix of General Funds, local grant, and other eligible and available local funds. Local funds are eligible for bus and rail operating or capital expense; these funds may be reimbursed from future Bike Share sponsorship revenues, if any. The costs for remainder of the scope are funded with Prop C 40% and TDA Article 4. These sources are eligible for bus and rail capital or operations.

Justification of Sole Source

To accommodate regional payment functions and seamless connectivity, an account-based layer must be added onto the current TAP Customer Service System. Vertiba Inc. is the architect of the innovative, cloud-based, highly-customized Customer Service System for TAP. This complex and unique system holds TAP customer information for 26 TAP-enabled agencies, including Metro, Metrolink and Access Paratransit and integrates into eight TAP-related, Metro Departments (TAP Call Center, Reduced Fare, Call Sales, Corporate Programs, Business Programs, U-TAP, Back Office, and Customer Experience). In addition, Vertiba developed the custom code for the internal website, which provides customer information for all TAP departments and the Regional TAP Operators. They also developed the customer-facing *taptogo.net* site which is for the general public. Both the internal and customer-facing sites will be configured to integrate with a new mobile phone application. The

system built by Vertiba also integrates with Metro's Accounting department, the TAP card manufacturer, the third-party retail vendor network and the TAP fare equipment system. Due to the high level of customized development that has already been completed and integrated, and to keep costs as low as possible, staff recommends Vertiba to perform this complex integration. Vertiba is a highly qualified, Salesforce-certified firm that has over 100 5-star ratings on the Salesforce App Exchange.

ALTERNATIVES CONSIDERED

The Board may choose not to approve the implementation of expanded TAP account-based functions for integration with external programs. This choice is not recommended due to the increasing need for integration with new technologies and systems. If no account-based functionality is included, then the card-based TAP system will not be able to integrate with account-based systems such as Bike Share, parking, gift card programs, ride-hailing companies, mobility hubs, electric vehicle car-sharing, low-income subsidy programs and others. The Board may direct staff to competitively bid this effort, but this is not recommended because this would likely cost more due to the complexity of the system that is already in place and the amount of time necessary for the selected vendor to understand the customization and then to make the necessary modifications.

NEXT STEPS

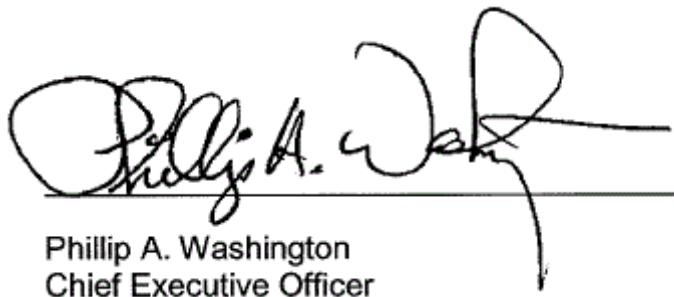
Upon Board approval of this strategy, staff will negotiate, award and execute a contract to Vertiba, Inc. and will begin work in December, 2016.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary
Attachment C - Board Motion #44

Prepared by: Julia Salinas, Transportation Planning Manager, (213) 922-7413
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David Sutton, Executive Officer, (213) 922-5633

Reviewed by: Debra Avila, Chief, Vendor/Contract Management Officer, (213) 418-3051
Nalini Ahuja, Chief Financial Officer (213) 922-3088



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

TAP SYSTEM INNOVATIVE ENHANCEMENTS FOR SEAMLESS CONNECTIVITY
WITH MULTI-MODAL MOBILITY PROGRAMS/PS 6394500

1.	Contract Number: PS 6394500	
2.	Recommended Vendor: Vertiba, LLC	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input checked="" type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: October 20, 2016	
	B. Advertised/Publicized: N/A	
	C. Pre-Proposal Conference: N/A	
	D. Proposals Due: October 31, 2016	
	E. Pre-Qualification Completed: November 7, 2016	
	F. Conflict of Interest Form Submitted to Ethics: November 1, 2016	
	G. Protest Period End Date: N/A	
5.	Solicitations Picked up/Downloaded: 1	Bids/Proposals Received: 1
6.	Contract Administrator: Anush Beglaryan	Telephone Number: (213) 418-3047
7.	Project Manager: Robin O'Hara	Telephone Number: (213) 922-2411

A. Procurement Background

This Board Action is to approve single source Contract No. PS 6394500 issued to provide enhancements to the existing Customer Relationship Management (CRM) System for the regional TAP Smart Card Program. The existing Customer Relationship Management System is furnished by Vertiba, LLC.

The RFP was issued in accordance with Metro's Acquisition Policy and the contract type is a Firm Fixed Price. One amendment was issued during the solicitation phase of this RFP. Amendment No.1 issued on October 20, 2016, extended the proposal submittal due date.

B. Evaluation of Proposals

The Proposal Evaluation Team (PET) consisting of staff from TAP Program/Finance and Bike Share convened and conducted a comprehensive technical evaluation of the proposal received.

The proposal was evaluated based on the established evaluation criteria stated in the RFP, which are appropriate and consistent with criteria developed for other similar procurements.

During the week of October 31, 2016, the PET met and evaluated the proposal. The PET conducted fact finding and negotiations via telephone with Vertiba's Project Manager and key team members.

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon technical evaluation, cost analysis, fact finding, and negotiation. The independent cost estimate (ICE) did not account for the mobile application and gift card functions that are required in the scope of work. In addition, the hourly labor rates used in the ICE were lower than labor rates for Los Angeles County. As a result, the ICE is lower than the NTE amount.

	Proposer Name	Proposal Amount	Metro ICE	NTE Amount
1.	Vertiba, LLC.	\$4,850,000	\$3,400,000	\$4,750,000

D. Background on Recommended Contractor

The recommended firm, Vertiba, LLC (Vertiba), headquartered in Boulder, Colorado with offices in Texas, California, Oregon, Arizona, North Carolina, and Utah, has been in business since 2010. Vertiba is a global leader in Salesforce platform implementations, technology and creativity. Vertiba has extensive experience implementing customer relationship management systems and solutions, all based on the Salesforce platform. Vertiba has gained national prominence for its innovative work on the Salesforce platform, and its ability to deliver outstanding results for its clients. Furthermore, Vertiba is a Gold-level Salesforce implementation partner with consultants throughout the United States and is ranked in the top 3 for customer satisfaction among all 700+ certified partners.

Vertiba has successfully completed similar projects for Bay Area Rapid Transit (BART) in the greater San Francisco area as well as for the State of California Department of Transportation (Caltrans). Vertiba has identified key personnel who will be working closely with staff to ensure successful implementation and completion of the project.

The existing Customer Relationship Management (CRM) System for the TAP Service Center was implemented by Vertiba. In 2015, Metro entered into an agreement with Vertiba to integrate Metro's unique TAP programs into the CRM.

DEOD SUMMARY

**TAP SYSTEM INNOVATIVE ENHANCEMENTS FOR SEAMLESS CONNECTIVITY
WITH MULTI-MODAL MOBILITY PROGRAMS/PS 6394500**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) did not recommend a Small Business Enterprise (SBE) goal for this sole source, non-competitive procurement, which involves software coding and proprietary architecture that precludes subcontracting opportunities. Vertiba, Inc. did not make an SBE commitment but indicated it will endeavor to include small business as the project evolves.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.



Metro

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

Board Report

File #:2016-0086, **File Type:**Motion / Motion
Response

Agenda Number:

REGULAR BOARD MEETING January 28, 2016

Motion by:

**MAYOR ERIC GARCETTI, SUPERVISOR HILDA SOLIS,
DIRECTOR MIKE BONIN & DIRECTOR ARA NAJARIAN**

January 28, 2016

Item #44; File ID 2015-1783 Technology & Transportation Investments to Improve Customer Service

The quality of the customer experience is directly relevant to how attractive the MTA system is to potential riders, and more riders translates into the furthering of MTA's goals of easing congestion, cleaning our air and keeping our economy moving.

Technological sophistication is expected by today's customers within all economic and demographic strata.

A majority of people across all economic and demographic strata carry cellular and/or internet enabled devices on their person.

People want to be constantly connected to cellular and Internet service, especially when traveling.

Transportation information applications are among the most downloaded smart-phone programs.

Technology has the potential to improve customer service, "first-mile, last mile" connections by linking the transit system with car sharing, taxi, bike and other modes of transportation; provide real-time bus and train timetables; streamline transfers; and more.

As MTA proceeds with its unprecedented expansion of Los Angeles County's transportation network, it is essential that these investments are complemented by the best possible technology.

MOTION by Garcetti, Solis, Bonin, Najarian that the Board direct the CEO to:

- A. Prioritize and accelerate the **full** installation of cellular and Wi-Fi infrastructure and service in MTA tunnels, underground stations, and provide a status report on the execution of agreements with cellular service providers, with the goal of a system with no "dead zones" for cellular and

internet users.

- B. Begin the development of a next-generation Transit Access Pass (“TAP”) for customer payment of non-MTA services, including but not limited to Metrolink, taxicabs, ride-hailing companies, bikeshare, parking garages, etc.
- C. Identify existing transit applications that do not use real-time MTA data and explore the feasibility of sharing real-time data to enhance the user experience.
- D. Work with transit technology companies to develop connectivity and demand-response systems that integrate with MTA’s fixed-route transit lines to provide first-mile/last-mile connections in various modes.
- E. Improve real-time arrival service information, including, but not limited to:
 - 1. Set a goal of repairing faulty displays within 24 hours of failure
 - 2. Ensure consistency between countdown clocks displays at each rail station
 - 3. Create true real-time feeds of bus and rail arrival times rather than the current practice of information feeds at set intervals.
 - 4. Work with Metrolink and Amtrak to install real-time arrival information at regional rail stations.
- F. Work with county transit municipal operators to help improve bus speeds at key corridors where traffic signal priority technology exists.
- G. Identify and utilize technology to better align arrivals and departures of different lines to streamline transfers.
- H. Report back on all the above during the April 2016 MTA Board cycle.

TAP System Enhancements

November 17, 2016

Executive Management Committee

Robin O'Hara, Deputy Executive Officer, TAP



Item #42

TAP System Innovative Enhancements for Seamless Connectivity with Multi-Modal Mobility Programs

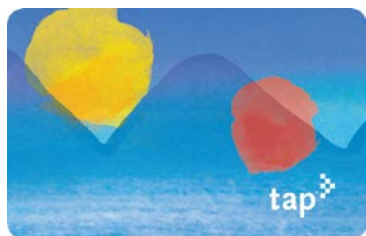
Action

Execute Sole Source Contract with Vertiba, Inc. for Negotiable, Not-to-Exceed Amount of \$4,750,000

Recommendation

Authorize the Chief Executive Officer to award a sole source contract to Vertiba Inc., a Salesforce System Integrator to enhance the TAP system in order to achieve maximum interoperability with regional systems and services such as Bike Share, parking, ride-hailing companies, fare subsidy programs, electric vehicle car-sharing, gift card programs, mobility hubs and more in an amount not-to-exceed \$4,750,000

TAP has grown to become the payment choice for LA County Transit



- Nearly 700 fare types from 24 Agencies, + Metrolink and Access paratransit
- All Metro light rail and over 3800 regional buses accept TAP
- Nearly 29M regional transactions/month
- Nearly 400 LA County outlets selling over \$14M+ per month
- Over 1000 Employer, College, and Institutional transit benefit providers

Due to the success of TAP, many services are interested in TAP integration.



Innovative technology enables a seamless customer experience



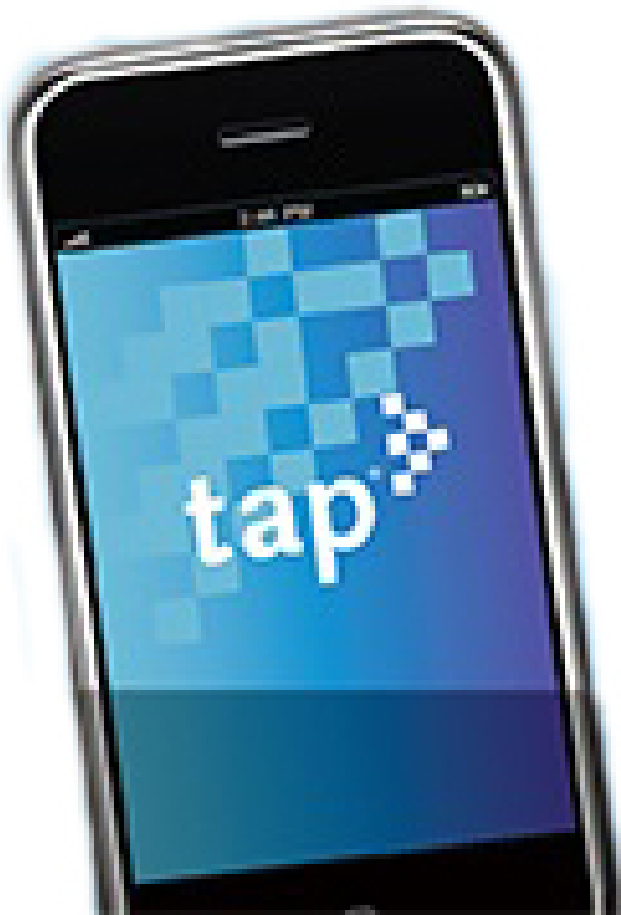
TAP needs to grow to accommodate these needs

I want to pay
for Bike Share
with my TAP
account,
please.



Included:

Upgraded website and new mobile app



- One app that links TAP account to all services
- Manage multiple, multi-modal accounts for regional connectivity