

Metro

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



Metro[®]

Agenda - Final

Thursday, February 21, 2019

9:00 AM

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

Operations, Safety, and Customer Experience

Committee

Mike Bonin, Chair

Hilda Solis, Vice Chair

Jacquelyn Dupont-Walker

Robert Garcia

Janice Hahn

John Bulinski, non-voting member

Phillip A. Washington, Chief Executive Officer

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

PUBLIC INPUT

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

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

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

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

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

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

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

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

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

DISCLOSURE OF CONTRIBUTIONS

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

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

Internet Access to Agendas - www.metro.net

TDD line (800) 252-9040

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

CALL TO ORDER

ROLL CALL

APPROVE Consent Calendar Item(s): 17

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

CONSENT CALENDAR

17. **SUBJECT: ARTIFICIAL IVY INSTALLATION AND MAINTENANCE SERVICES** [2018-0782](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. OP1212080003367 to Intuitive Real Estate Solutions for a three year program, to provide heavy duty artificial ivy installation and maintenance services as a graffiti deterrent, for a not to exceed amount of \$659,198, effective March 18, 2019.

Attachments: [Attachment A - Artificial Ivy Installation Pictures](#)
[Attachment B - Procurement Summary](#)
[Attachment C - DEOD Summary](#)

NON-CONSENT

18. **SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH** [2018-0742](#)

RECOMMENDATION

Operations Employees of the Month

Attachments: [Presentation](#)

19. **SUBJECT: ORAL REPORT ON NEW BLUE AND METRO SPECIAL EVENT BUS AND RAIL SERVICES** [2018-0743](#)

RECOMMENDATION

RECEIVE oral report on New Blue and Metro Special Events Bus and Rail Services.

Attachments: [Presentation](#)

-
20. SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE [2019-0013](#)

RECOMMENDATION

RECEIVE AND FILE Transit Safety and Security Report.

Attachments: [Attachment A - System-Wide Law Enforcement Overview December 2018](#)
[Attachment B - Detail by Rail Line December 2018](#)
[Attachment C - Key Performance Indicators December 2018](#)
[Attachment D - Transit Police Summary December 2018](#)

21. SUBJECT: SYSTEMWIDE BUS NETWORK RESTRUCTURING PLAN [2018-0797](#)

RECOMMENDATION

APPROVE Modification No. 1 to Task Order No. PS878320003041, under Contract No. PS4010-3041-F-XX, with Cambridge Systematics, Inc. for additional enhancements to the systemwide bus network restructuring plan for a firm fixed price of \$764,325, increasing the total Task Order value from \$1,295,762 to \$2,060,087, and extending the period of performance through December 30, 2021.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - Task Order/Modification Log](#)
[Attachment C - DEOD Summary](#)

22. SUBJECT: ELECTION DAY FREE TRANSIT SERVICE MOTION 40 RESPONSE [2018-0820](#)

RECOMMENDATION

APPROVE the recommendation to make free transit permanent on regular federal and statewide election days in response to Motion 40 entitled Free Transit on Election Day.

Attachments: [Attachment A - Motion 40](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

23. SUBJECT: SECURE BICYCLE PARKING MOTION RESPONSE [2018-0792](#)

RECOMMENDATION

RECEIVE AND FILE secure bicycle parking assessment report in response to September 2018 Board Motion item 22.

Attachments: [Attachment A - Secure Bicycle Parking Assessment Report](#)

24. SUBJECT: SAFETY ENGAGEMENT AND RECOGNITION PROGRAM

[2018-0019](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD Contract No. PS52341001 to CASCO International, Inc. (C.A. Short Company) for the implementation of a safety engagement and recognition program in an amount not to exceed \$300,000 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$6,750,000 for the first three-year option, and \$4,500,000 for the second two-year option, for a combined total amount of \$11,550,000, inclusive of sales tax, subject to resolution of protest(s), if any;
- B. AWARD Contract No. PS52341002 to MTM Recognition Corporation for the implementation of a safety engagement and recognition program in an amount not to exceed \$287,188 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$7,033,164 for the first three-year option, and \$4,688,776 for the second two-year option, for a combined total amount of \$12,009,128, inclusive of sales tax, subject to resolution of protest(s), if any; and
- C. AWARD Contract No. PS52341003 to The Peavey Corporation for the implementation of a safety engagement and recognition program in an amount not to exceed \$300,000 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$6,570,000 for the first three-year option, and \$3,622,500 for the second two-year option, for a combined total amount of \$10,492,500, inclusive of sales tax, subject to resolution of protest(s), if any.

After the initial two-year pilot program, depending on the results of the pilot, staff will return to the Board for approval to exercise the options with a selected firm to implement the agency-wide safety engagement and recognition program.

Attachments: [Attachment A - Procurement Summary - Safety Awards](#)
 [Attachment B - DEOD Summary](#)

33. SUBJECT: CUSTOMER EXPERIENCE MOTION 38.1 RESPONSE

[2018-0668](#)

RECOMMENDATION

RECEIVE AND FILE the status update for Motion 38.1 about the customer experience program.

Attachments:

[Attachment A - Motion 38.1 - NextGen Bus Study Service Parameters](#)

[Attachment B - NextGen Update: Transit Competitiveness and Market Potential:](#)

[Attachment C - Customer Experience Key Performance Indicators](#)

[Attachment D - CEO Ridership Initiatives Progress Report, July 1, 2018-January](#)

SUBJECT: GENERAL PUBLIC COMMENT

[2019-0061](#)

RECEIVE General Public Comment

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

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

Adjournment



Board Report

File #: 2018-0782, File Type: Contract

Agenda Number: 17.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE FEBRUARY 21, 2019

SUBJECT: ARTIFICIAL IVY INSTALLATION AND MAINTENANCE SERVICES

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. OP1212080003367 to Intuitive Real Estate Solutions for a three year program, to provide heavy duty artificial ivy installation and maintenance services as a graffiti deterrent, for a not to exceed amount of \$659,198, effective March 18, 2019.

ISSUE

Staff recommends the award of a three year firm fixed unit rate contract to Intuitive Real Estate Solutions, to provide heavy duty artificial ivy installation and maintenance services as a graffiti deterrent and support Metro's long lasting practice of zero tolerance for graffiti system-wide.

BACKGROUND

In September 2016, Intuitive Real Estate Solutions reached out to Metro staff to introduce a heavy duty artificial ivy product and proposed to install it for Proof of Concept purposes.

On February 8, 2017 and April 12, 2017, the artificial ivy product was installed at two (2) Metro stations in a limited quantity. The product has been performing well in withstanding weather conditions; however, since the test areas were limited in size, product effectiveness as a graffiti deterrent require broader application at strategic locations in covering vertical surfaces at areas exposed to vandalism activities.

This program includes the installation of approximately 40,000 square feet of artificial ivy at seven locations within Metro rail system that are highly affected by graffiti. The program also includes monthly inspections and maintenance to ensure the product remains in clean and well maintained conditions, free of graffiti and any other vandalism activities.

DISCUSSION

Intuitive Real Estate Solutions is a Metro Certified SBE and has made a 97.72% SBE participation

commitment.

The heavy duty artificial ivy product proposed by Intuitive Real Estate Solutions consists of one (1) sq. ft. tiles made of 100% recycled low-density polyethylene. The ivy material is ultra violet resistant and fire retardant with a minimum life expectancy of seven (7) years in an outdoor environment, exposed to direct sunlight and other forms of inclement weather conditions.

This product is an added measure to the graffiti abatement and deterrent programs currently available at Metro.

DETERMINATION OF SAFETY IMPACT

Approval of this item will not have a direct impact on safety. This item however, will further enhance Metro stations cleanliness and overall appearance, providing aesthetically attractive and sustainable coverage for vertical surfaces while acting as a graffiti deterrent, protecting Metro's assets, and enhancing customers' transit experience.

FINANCIAL IMPACT

The total three year contract value is \$659,198. Funding of \$65,000 for FY19 is included in the FY19 budget under Account 50320 Contract Services and various operating projects.

Since this is a multi-year contract, the cost center manager and Sr. Executive Officer, Maintenance and Engineering will be accountable for budgeting the cost in future years.

Impact to Budget

The current source of funds for this action include Proposition A/C, Measure R/M, and Transportation Development Act. Use of these funding sources currently maximizes funding allocation given approved funding provisions and guidelines.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this item supports the following Metro Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system. The sustainable artificial ivy facade will contribute to improving facilities' overall condition and cleanliness.

ALTERNATIVES CONSIDERED

Staff considered installation and maintenance of heavy duty artificial ivy as a graffiti deterrent throughout Metro facilities utilizing Metro in-house staff. This method would require the hiring of additional personnel, and purchase of additional equipment, vehicles, and supplies to support this program. Staff's assessment indicates that this method is not a cost-effective option for Metro.

NEXT STEPS

Upon approval by the Board, staff will execute Contract No. OP1212080003367 with Intuitive Real Estate Solutions, effective March 18, 2019, for a three-year program to provide heavy duty artificial ivy installation and maintenance services.

ATTACHMENTS

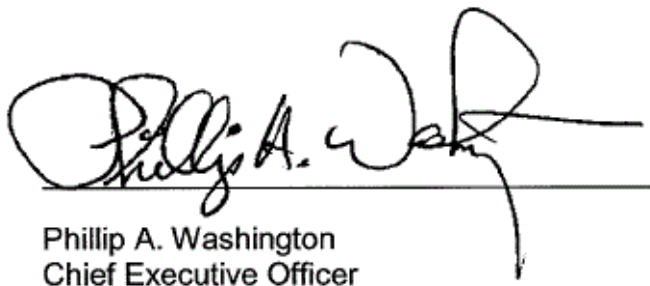
Attachment A - Artificial Ivy Installation Pictures

Attachment B - Procurement Summary

Attachment C - DEOD Summary

Prepared by: Brady Branstetter, DEO, Facilities Maintenance, (213) 922-6767
Lena Babayan, Senior Director, Facilities Maintenance, (213) 922-6765

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108
Debra Avila, Chief, Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

ATTACHMENT A ARTIFICIAL IVY INSTALLATION



MBL SLAUSON STATION



PGL LINCOLN CYPRESS STATION

**PROCUREMENT SUMMARY
ARTIFICIAL IVY INSTALLATION AND MAINTENANCE SERVICES
OP1212080003367**

1.	Contract Number: OP1212080003367	
2.	Recommended Vendor : Intuitive Real Estate Solutions	
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: September 28, 2018	
	B. Advertised/Publicized: September 28, 2018	
	C. Pre-Proposal/Pre-Bid Conference: October 9, 2018	
	D. Proposals/Bids Due: October 30, 2018	
	E. Pre-Qualification Completed: December 28, 2018	
	F. Conflict of Interest Form Submitted to Ethics: December 21, 2018	
	G. Protest Period End Date: February 25, 2019	
5.	Solicitations Picked up/Downloaded: 15	Bids/Proposals Received: 3
6.	Contract Administrator: Rommel Hilario	Telephone Number: (213) 922-4654
7.	Project Manager: Shaunt Avanesian	Telephone Number: (213) 922-5931

A. Procurement Background

This Board Action is to approve a firm fixed unit rate contract in support of Facilities Maintenance to provide, install, and maintain artificial ivy at various rail stations as a method of graffiti deterrence. The artificial ivy material consists of UV resistant polyethylene which is intended to resemble ivy plant material, and will be strategically placed at locations known for graffiti vandalism issues.

Through this program, approximately 40,000 square feet of artificial ivy will be installed at seven various locations within Metro rail system. The program also includes monthly inspections and maintenance to ensure the product remains in clean and well maintained conditions, free of graffiti and any other vandalism activities.

On September 28, 2018, Request for Proposals (RFP) No. OP57524 was released in the Small Business Enterprise Set-Aside program, and was issued as a competitive negotiated procurement in accordance with Metro's Acquisition Policy.

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

- Amendment No. 1, issued on October 2, 2018, extended the proposal due date;

- Amendment No. 2, issued on October 11, 2018, included pre-proposal documents, including the agenda, sign-in sheets, planholder's list, and a supplemental list of completed/current projects form.

A pre-proposal conference was held on October 9, 2018. A total of fifteen participants representing seven firms were in attendance.

On October 30, 2018, Metro received three proposals from three firms as follows, in alphabetical order:

1. CR&A Custom Apparel, Inc. (dba) CR&A Custom, Inc.
2. Intuitive Real Estate Solutions
3. Singh Group, Inc.

B. Evaluation of Proposals

The Proposal Evaluation Team (PET), consisting of staff from Metro's Facilities Maintenance departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The RFP required that all proposals shall be evaluated first on the minimum qualifications (pass/fail) basis. Any proposer that received a single fail for any of the minimum qualifications, as defined, would be eliminated from further consideration. The minimum qualifications are as follows:

1. Contractor shall demonstrate a minimum of three (3) years experience applying graffiti deterrent products or abatement services for a minimum of three (3) public or private entity clients for which it has performed work in accordance with the tasks and frequencies outlined in the statement of work.
2. Contractor must hold a valid, current State of California General Contractors License Class B and submit a copy with the bid documents. All licenses shall remain valid through the contract period of performance.

All three proposals met the minimum qualification requirements and were further evaluated based on the following evaluation criteria and weights:

Degree of the Contractor's (Firm and Staff)

- | | |
|-------------------------|-----|
| • Skills and Experience | 40% |
| • Product Effectiveness | 30% |
| • Cost Proposal | 30% |

Following is a summary of the PET scores:

1	FIRM	Average Score	Factor Weight	Weighted Average Score	Rank
2	Intuitive Real Estate Solutions				
3	Degree of the Contractor's (Firm and Staff) Skills & Experience	85.75	40%	34.30	
4	Product Effectiveness	94.00	30%	28.20	
5	Cost	100.00	30%	30.00	
6	Total		100.00%	92.50	1
7	Singh Group Inc.				
8	Degree of the Contractor's (Firm and Staff) Skills & Experience	76.75	40%	30.70	
9	Product Effectiveness and Specifications	96.00	30%	28.80	
10	Cost	74.00	30%	22.20	
11	Total		100.00%	81.70	2
12	CR&A Custom Apparel, Inc. (dba) CR&A Custom, Inc.				
13	Degree of the Contractor's (Firm and Staff) Skills & Experience	82.50	40%	33.00	
14	Product Effectiveness and Specifications	66.00	30%	19.80	
15	Cost	74.00	30%	22.20	
16	Total		100.00%	75.00	3

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon adequate competition, price analysis, fact finding, and technical evaluation which included a review of equipment specifications as stated in the statement of work.

PROPOSER	PROPOSAL AMOUNT	METRO ICE	AWARD AMOUNT
Intuitive Real Estate	\$659,198	\$529,110	\$659,198
CR&A	\$892,454		
Singh Group, Inc.	\$894,100		

D. Background on Recommended Contractor

Intuitive Real Estate Solutions (Intuitive), a Los Angeles, CA based company, has been protecting real estate property from graffiti and vandalism through installation of glass/window like poly-carbonate products at vacant properties since 2013. In 2015, Intuitive partnered with Ivy-it Inc. and began manufacturing and installing a heavy duty, 100% recycled, low-density polyethylene product which resembled ivy plants. The ivy material is ultra violet resistant and fire retardant with a minimum life expectancy of seven years in an outdoor environment, exposed to direct sunlight and other forms of inclement weather conditions.

In 2017, Intuitive installed heavy duty artificial ivy product at two Metro locations for a pilot program. The product has been performing well in withstanding weather conditions, however, since the test areas were limited in size, product effectiveness as a graffiti deterrent require broader application in covering vertical surfaces at areas exposed to vandalism activities. Other artificial ivy customers include the cities of Riverside, Lynnwood, Bell Gardens and Anaheim.

DEOD SUMMARY

ARTIFICIAL IVY INSTALLATION AND MAINTENANCE SERVICES/
OP1212080003367**A. Small Business Participation**

Pursuant to Metro's Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute Small Business Set-Aside procurement. Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro's website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to **SBE Certified Small Businesses Only**.

Intuitive Real Estate Solutions, an SBE Prime, is performing 97.72% of the work with its own workforce, and made a total SBE commitment of 97.72%. The Prime also listed one (1) non-SBE firm, Diamond Construction Co., as a subcontractor on this project.

SMALL BUSINESS PRIME (SET-ASIDE)

	SBE Prime Contractor	SBE % Committed
1.	Intuitive Real Estate Solutions (Prime)	97.72%
	Total Commitment	97.72%

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 requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

D. Project Labor Agreement/Construction Careers Policy

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



Board Report

File #: 2018-0742, **File Type:** Oral Report / Presentation

Agenda Number: 18.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
FEBRUARY 21, 2019**

SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH

RECOMMENDATION

Operations Employees of the Month

DISCUSSION

Operations Employees of the Month recognizes Transportation and Maintenance frontline employees for their outstanding leadership contributions to the Operations Department.

February Employees of the Month



Metro

Employees of the Month



Transportation

Bus Operator

Monique Griffis



Maintenance

Traction Power

Inspector

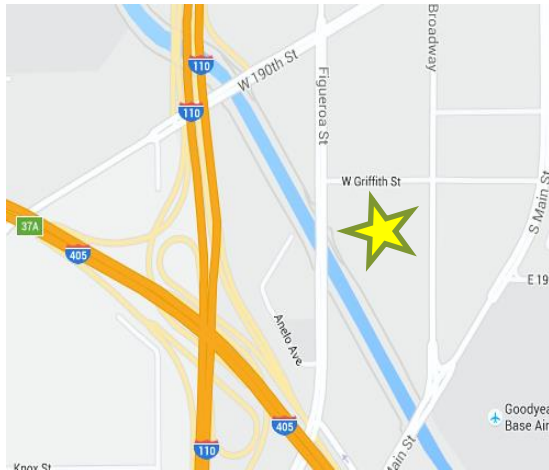
Julio Mejia



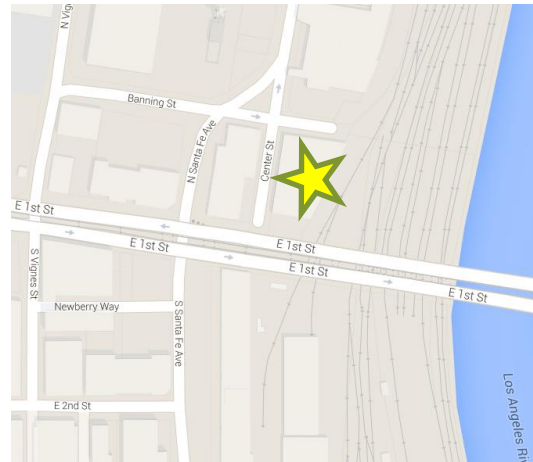
Logistics

Stock Clerk

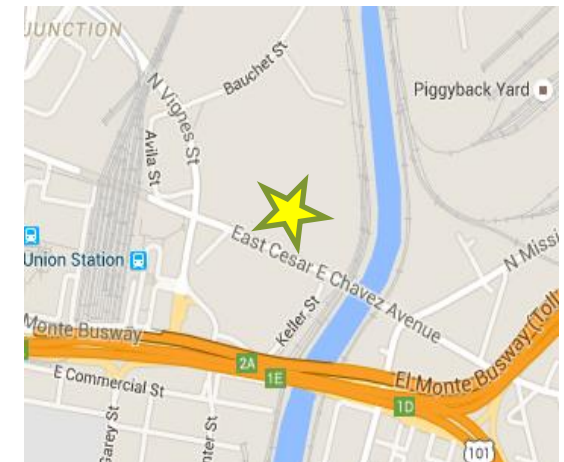
Richard Kim



Division 18 – Carson



Heavy Rail Maintenance of Way Facility – Los Angeles



Central Maintenance Facility – Los Angeles



Board Report

File #: 2018-0743, **File Type:** Oral Report / Presentation

Agenda Number: 19.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
FEBRUARY 21, 2019**

SUBJECT: ORAL REPORT ON NEW BLUE AND METRO SPECIAL EVENT BUS AND RAIL SERVICES

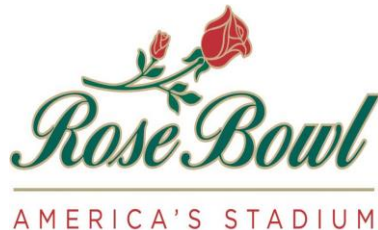
ACTION: RECEIVE ORAL REPORT

RECOMMENDATION

RECEIVE oral report on New Blue and Metro Special Events Bus and Rail Services.

New Blue Update & Rail Special Event Service

Rams Football, USC Football, LAFC Soccer, Rose Parade, Grand Park NYELA, and Women's March



New Blue Monthly Update

On January 26, 2019, Metro commenced modernization efforts to improve the operation and safety of the Metro Blue Line (MBL) which requires portions of the line to be closed. The Southern Segment closure is scheduled to take place through late May 2019 and Metro is providing three levels of bus shuttle options for customers.

Service & Signage: Metro Bus Shuttle Service has made several AM (5:30 – 7am) and PM (5 – 6:30 pm) peak adjustments as follows: Line 860 (Express) is every 6 minutes and Lines 861 (Select) and 862 (Local) are every 12 minutes. Additional wayfinding signage is being produced in response to customer feedback and to provide more specific directional information.

Partner Agency Coordination: Metro has coordinated with LAPD and LADOT to control pedestrian traffic at specific stations to ensure customer safety. Metro is also exploring partnership opportunities and alternatives to address congestion between Flower St. and 28th St., including the installation of a temporary PM peak bus lane. Service and lines affected include Line 860 (Express) service, Silver Line, various DASH lines, Orange County and Torrance service.

New Blue Improvement Work: All construction work is proceeding per schedule and in response to recent inclement weather, the contractor is bringing in additional crews. Construction activities commenced include Willowbrook/Rosa Parks (W/RP) platform demolition; preparation for drill rig access to construct columns for the mezzanine expansion; and overhead catenary system work demolition. Customer Service building metal decking is complete and exterior framing activities will commence next week. Metro personnel has power washed and prepped five stations for painting, platform rust mitigation and canopy repairs.

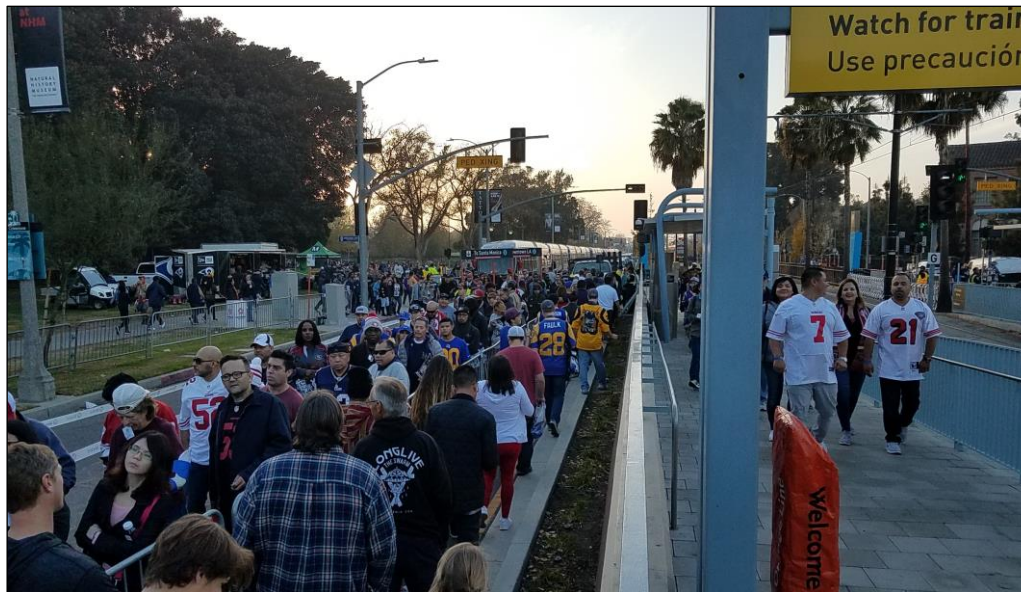
Game Day Overview

Goals:

- Protect public safety
- Efficient Service
- Crowd Control

Service:

- Increase capacity on Expo and Blue with 3-car trains
- Increase capacity on Red/Purple with 6-car trains
- Increase headway on Expo (Ingress 8 min/ Egress 6 min)
- Additional buses on Silver Line
- Express Buses for Egress to 7th St/Metro Center



Customers boarding at Expo Park/USC Station





LA Rams Season Home Games Ridership

vs.	2017			2018		
	TAP Ridership	Stadium Attendance	Metro Riders	TAP Ridership	Stadium Attendance	Metro Riders
Houston Texans	10,000	49,500	20%	6,762	32,842	21%
LA Chargers	7,400	38,300	19%	8,990	59,524	15%
Seattle Seahawks	10,800	55,000	20%	13,389	64,925	21%
Philadelphia Eagles	11,700	62,200	19%	9,451	67,963	14%
San Francisco 49ers	10,500	57,800	18%	11,363	72,161	16%
Dallas Cowboys	8,000	51,700	15%	10,731	72,848	15%
Oakland Raiders	N/A	N/A	N/A	8,000	54,130	15%
Arizona Cardinals	N/A	N/A	N/A	9,948	50,535	20%
Minnesota Vikings	N/A	N/A	N/A	11,285	64,927	17%
Green Bay Packers	N/A	N/A	N/A	10,638	69,158	15%
Kansas City Chiefs	N/A	N/A	N/A	12,686	71,515	18%
Colts	9,600	46,500	21%	N/A	N/A	N/A
Redskins	9,500	48,000	20%	N/A	N/A	N/A
Saints	10,900	55,200	20%	N/A	N/A	N/A

From 2017 to 2018, Metro ridership to LA Rams home games has decreased by about 2%



USC Season Ridership

vs.	2017			2018		
	TAP Ridership	Stadium Attendance	Metro Riders	TAP Ridership	Stadium Attendance	Metro Riders
Arizona State	7,700	57,600	13%	6,301	40,077	16%
UNLV	N/A	N/A	N/A	6,872	50,952	13%
Washington State	N/A	N/A	N/A	4,620	46,184	10%
Colorado	N/A	N/A	N/A	3,818	49,458	8%
Berkeley	N/A	N/A	N/A	5,913	49,800	12%
Notre Dame	N/A	N/A	N/A	6,234	52,523	12%
W. Michigan	7,600	50,500	15%	N/A	N/A	N/A
Stanford	5,400	66,500	8%	N/A	N/A	N/A
Texas	10,600	72,800	15%	N/A	N/A	N/A
Oregon State	7,000	47,400	15%	N/A	N/A	N/A
Utah	7,200	58,300	12%	N/A	N/A	N/A
Arizona	7,700	57,600	13%	N/A	N/A	N/A
UCLA	6,500	73,700	9%	N/A	N/A	N/A



From 2017 to 2018, Metro ridership to USC home games has decreased by about 0.6%



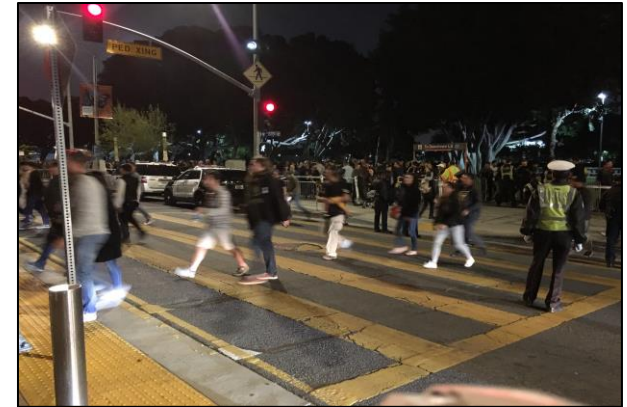
LAFC Soccer Season and Rose Parade

LAFC

- Increased Expo headways to 8 minutes
- 2018 season includes 22 home games
- Average Metro TAP rail ridership is 1,708
- Average LA Banc attendance is 16,963

Rose Parade

- Unique crowd control plans created for Memorial Park, Union Station and other Pasadena area Stations.
- Operations Planning includes deployment strategies, staffing outlines, and service plans.



Expo Park USC Station / LAFC



Memorial Park Station / Rose Parade



Grand Park NYELA and Long Beach NYE Rainbow Harbor

- Unique station and crowd control operations plans created for Civic Center/Grand Park
- Free Fares were offered on New Year's Eve from 9:00 pm to 2:00 am

Level of Service

- Blue, Expo, Green Line 12 minute headway; 20 minute headway after 1:00 am for NYE in Long Beach
- Blue Line operated normal operations through the Long Beach Loop for the Rainbow Harbor event



NYELA Grand Park



Long Beach NYE at Rainbow Harbor



2019 Women's March/One Life March

- On Saturday, January 19th, 2019, the Women's March took place in Downtown Los Angeles
- Operations provided enhanced service and increased vehicle capacity from 6 am to 5 pm, on all rail lines, including the Orange and Silver Lines
- Metro staff along with security and law enforcement personnel was placed at strategic locations systemwide to enhance safety and run efficient and responsive service



Year	Est. Attendance	Rail Ridership	Typical Saturday
2017	750,000	592,000	145,062
2018	500,000	234,000	127,054
2019	200,000	157,387	100,092



Riders exiting at Pershing Square for the Women's March Saturday, January 19, 2019



2019 Special Events

- Metro will continue to provide safe & reliable service during all events
- Metro will strive to maintain a zero incident record for 2019 special events
- Special Events Calendar will continue to be utilized for planning efforts and to keep all stakeholders apprised of Metro's operational plans/level of effort

METRO RAIL OPERATIONS		PAGE 10
<p>NOV/DEC 2018 MAJOR SPECIAL EVENTS</p> <p>Special Events Team:</p> <p>Michael Alexander Transportation Operations Director Office: (213) 418-3295 Email: alexanderm@metro.net</p> <p>David Peña Sr. Transportation Planner Office: (213) 418-3008 Email: penada@metro.net</p>	<p>Lakers and Clippers Home Games</p> <p>November Lakers Game</p> <p>Fri, Nov 23 - vs Utah @7:30 PM Sun, Nov 25 - vs Orlando @12:30 PM Thurs, Nov 29 - vs Indiana @7:30 PM Fri, Nov 30 - vs Dallas @7:30 PM</p> <p>November Clippers Games</p> <p>Frid, Nov 23 - vs Memphis @12:30 PM Wed, Nov 28 - vs Phoenix @7:30 PM</p> <p></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">NOVEMBER HOME GAMES</p>	<p>USC 2018 Season</p> <p>USC will play their last home game on Sun, Nov 24 - vs Notre Dame/ Time: 5:20 pm.</p> <p>Rail Operations will support the last home game of the regular season by providing enhanced service on the Expo Line.</p> <p></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">NOVEMBER GAMES</p>
<p>Los Angeles Rams 2018 Season</p> <p>The Rams will face off the Kansas City Chiefs, the top team in the AFC on Mon, Nov 19 at 5:20 pm. After this game, the Rams have two final home games against the following teams:</p> <p>Sun, Dec 16 - vs Philadelphia @ 5:20 pm Sat, Dec 30 - vs SF 49ers @ 1:25 pm</p> <p>The Expo Line will offer enhanced service and the Red Line will have additional capacity for fans.</p> <p></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">NOV-DEC GAMES</p>	<p>CiCLAVIA Heart of Los Angeles</p> <p>CiCLAVIA is coming back to Downtown Los Angeles on Sunday, December 2nd (9 am - 3pm).</p> <p>Rail Operations will add capacity to the Red/Purple and Gold Lines to accommodate the expected 50,000+ cyclists and participants.</p> <p></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">SUNDAY, DECEMBER 2</p>	<p>New Year's Grand Park Celebration</p> <p>The Year 2018 is leaving us. Once again Grand Park will host its free annual fireworks celebration on December 31, 2018. Programming begins at 8 pm.</p> <p>Rail Operations will add capacity to the Red/Purple Lines to accommodate the expected 40,000+ attendees.</p> <p></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">MONDAY, DECEMBER 31</p>





Board Report

File #: 2019-0013, **File Type:** Informational Report

Agenda Number: 20.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
FEBRUARY 21, 2019**

SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Transit Safety and Security Report.

ISSUE

This report reflects December 2018 performance data as reported under the transit policing deployment strategy which is a combination of in-house fare compliance officers, private security for fixed assets and a multi-agency law enforcement deployment strategy by the Los Angeles Police Department (LAPD), Los Angeles County Sheriff’s Department (LASD), and Long Beach Police Department (LBPD). The information in this report summarizes Crimes Against Persons, Crimes Against Property, and Crimes Against Society data under Uniform Crime Reporting (UCR) Program, average emergency response times, assaults on bus operators, and Metro’s fare compliance and homeless outreach efforts. The Six Key Performance Indicators (KPI) are Uniform Crime Reporting guidelines, Average Emergency Response Times, Percentage of Time Spent on the System, Ratio of Staffing Levels vs Vacant Assignments, Ratio of Proactive vs Dispatched Activity, and Number of Grade Crossing Operations.

BACKGROUND

UCR is a National Incident-Based Reporting System from the US Department of Justice. It captures crime offenses in one of three categories: Crimes Against Persons, Crimes Against Property, and Crimes Against Society.

DISCUSSION

Crime stats are as follows:

Crimes Against Persons

For the month of December 2018, crimes against persons decreased by 48 crimes system-wide compared to the same period last year.

Crimes Against Property

For the month of December 2018, crimes against property decreased by 1 crime system-wide compared to the same period last year.

Crimes Against Society

For the month of December 2018, crimes against society increased by 8 crimes system-wide compared to the same period last year.

Bus Operator Assaults:

There were 5 bus operator assaults reported in December, which is 3 fewer operator assaults compared to the same period last year.

Average Emergency Response Times:

Emergency response times averaged 4.88 minutes for the month of December.

Physical Security Improvements:

The Systems Security and Law Enforcement division continues to provide a secure and safe environment for our patrons and employees. Our Metro Facility physical security assessment was completed, and the report was presented to key Metro leaders in Bus and Rail Operations, Information Technology and Facilities. The physical security assessment of Union Station started in August, and will conclude in February 2019.

We are working closely with the Los Angeles Police Department to develop a concept of the operations for the deployment of the Thruvision detection at range technology. We have had several meetings with the LAPD, and we continue to develop the procedures that will protect the public and Metro.

The Red Line ancillary area surge continues, and we are making progress with securing our underground rail stations. We are planning for the New Blue Line construction and the second Green Line tie-in operation in January 2019.

Metro's Homeless Efforts:

In spring 2016, Metro created the Metro Homeless Task Force to address the displaced persons that have turned to Metro system and property for alternative shelter. Out of the Task Force, Metro created the Metro Transit Homeless Action Plan which was presented to the Metro Board of Directors in February 2017. The Action Plan's goals are to enhance the customer experience, maintain a safe and secure system, and provide coordinated outreach. Components of the plan include Metro's coordination with County and City Measure H and Measure HHH. The plan also called for the hiring of two C3 teams (County, City, Community) through the County Department of Health Services as indicated by Metro's Board of Directors. The C3 teams are to provide coordinated and responsive outreach to the homeless and to ultimately get them in housing resources.

Metro's C3 Homeless Outreach Teams:

Metro's C3 Homeless Outreach teams' twelve-month pilot program began on May 22, 2017 with initial homeless outreach on the Red Line. Since the launch of Metro's C3 Homeless Outreach teams they have provided substantial homeless outreach-with 3,506 total unduplicated homeless contacts, 947 of whom have been linked to permanent housing solutions. In FY19 Metro expanded

the C3 teams from two to eight teams to cover rail, bus and Union Station. Currently, all there are 7 PATH teams deployed on the rail and at Union Station, hiring for bus deployment remains a challenge.

C3 Homeless Outreach October 1, 2018 through December 31, 2018:

Performance Measure	December Number Served	Project Year to date Number Served
Contacts with unduplicated individuals	295	4,052
Unduplicated individuals engaged	127	2,404
Unduplicated individuals provided services (obtaining vital documents, follow-up activities, transportation, CES packet, clinical assessment, etc.) or successful referral (supportive services, benefits linkage etc.)	160	1,563
Unduplicated individuals engaged who are successfully linked to an interim housing resource	58	588
Unduplicated individuals engaged who are linked to a permanent housing resource	6	289
Unduplicated individuals engaged who are permanently housed	6	70

C3 Coordination with Law Enforcement

With Metro System Security and Law Enforcement personnel as the lead, Metro’s C3 teams coordinate with LAPD’s Homeless Outreach and Protective Engagement (HOPE) Teams, LASD’s Mental Evaluation Teams (MET), Long Beach PD, and Metro’s Transit Security Officers, in an effort to engage the homeless and provide placement into services. These law enforcement entities provide gap service on the lines for homeless outreach when the C3 Teams are off duty or working another portion of the system.

Our current investment is slightly over \$5M annually for the C3 Outreach teams (40 personnel). We also added 10 full-time LAPD HOPE Officers; we’ve grown the LASD MET Teams from 6-10, and we’ve added 2 Quality of Life Officers to the Long Beach contract - all focused on homeless/mental illness interventions. In addition, we are working with a consultant to bring external partners into this problem-solving effort.

LAPD Homeless Referrals to Metro’s C3 Teams for the Month of December 2018.

LAPD referred 16 homeless individuals to Metro’s C3 Outreach teams resulting in:

- Two were placed in shelter.
- Three completed the CES HFH application

- One completed a Coordinated Entry System Packet only
- One completed the Housing for Health application
- One was permanently housed
- One was taken to the DMV and Social Security Office.
- One engaged with staff but denied shelter
- One was reconnected to Ascencia for services
- Two were taken to the hospital
- Two declined to speak with staff

Sheriff Mental Evaluation Team (MET) Contacts December 2, 2018 through January 5, 2019

These monthly statistics only include contacts of the Transit MET Units. They do not include contacts made by other Transit Services Bureau personnel. In addition to the below data:

- Transported 38 clients to other homeless outreach connection services.
- One team attended a Mental Health Update & Interaction with the Developmentally Disabled Training course on 12/05/18.
- One team attended MTA Light Rail training class on 12/08/18.
- 3 teams attended a meeting with Metro and Pivot Homeless Consultants team at USG on 12/13/18.
- 5 teams attended a Los Angeles County Mental Evaluation Teams training meeting, hosted by LASD Transit MET on 12/19/18.

December 2018 Law Enforcement Homeless Outreach

ACTION	LAPD HOPE	LASD MET	LBPD
Contacts	224	811	5
Referrals	64	496	3
5150 Holds	7	19	0
Mental Illness	33	248	3
Substance Abuse	75	202	0
Veterans	7	10	0
Shelter	11	16	0
Motel Housing Plan	1	0	0
VA Housing	1	0	0

Return to Family	3	0	0
Transitional Long Term Housing	4	1	0
Detox	0	1	0
Rehab	7	0	0

Metro’s Encampment Protocol:

Metro has developed an encampment protocol to be applied to all of Metro properties. First priority will occur at employee interfacing encampment locations, Divisions 1 and 2, followed by the Orange Line.

Measure H Generalist:

Metro’s Homeless Action Plan integrates itself into the work provided under Measures H and HHH. Part of the E6 Strategies of Measure H includes 40 additional outreach workers otherwise known as “generalists” to conduct outreach on government properties including Metro, and countywide parks, libraries, beaches and harbors. These generalists will not go past the fare gates and their data, per the county will not be extrapolated for Metro. However, these generalists will work with the C3 teams to provide outreach services.

Mental Health Outreach Workers:

Metro pilot program with the LA county Department of Mental Health will be launched pending County mental health outreach workers becoming available.

Metro Homeless Task Force

Metro hosted its quarterly Homeless Task force on December 12, 2018. Attendees included LA County, LA City, Metro personnel, business interests and elected staff.

2019 LAHSA Homeless Count

For the fourth year, Metro partnered with the Los Angeles Homeless Services Agency (LAHSA) and the United Way for the Greater Los Angeles Homeless Count. The count will assess the number of homeless individuals in LA County who are homeless. Metro’s system was counted on January 25, 2019 at 5am. All Metro personnel were notified how they could volunteer to count the Metro system. Currently, data from the LAHSA Count is not specific to Metro, but instead is Service Planning Area (SPA) based.


ATTACHMENTS

- Attachment A - System-Wide Law Enforcement Overview December 2018
- Attachment B - Detail by Rail Line December 2018
- Attachment C - Key Performance Indicators December 2018

Attachment D - Transit Police Summary December 2018

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

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



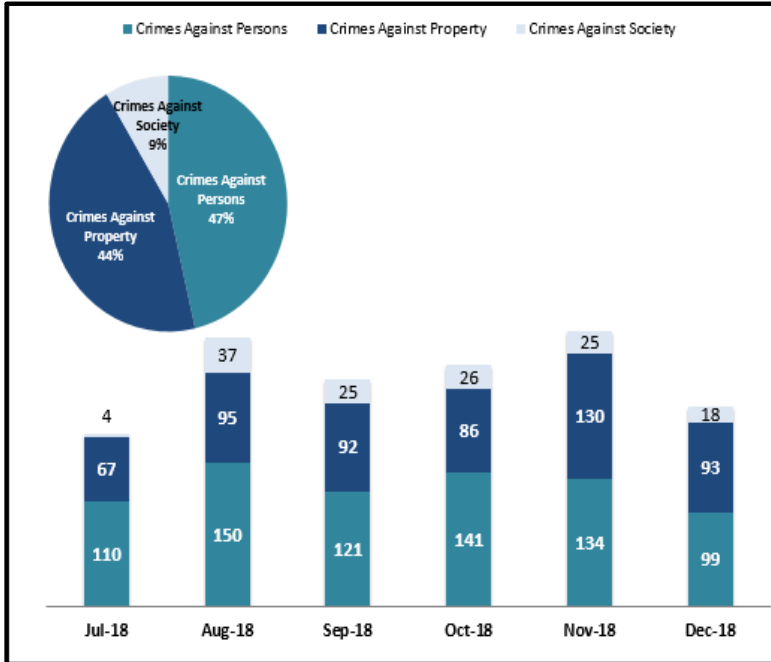
Phillip A. Washington
Chief Executive Officer

SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

DECEMBER 2018

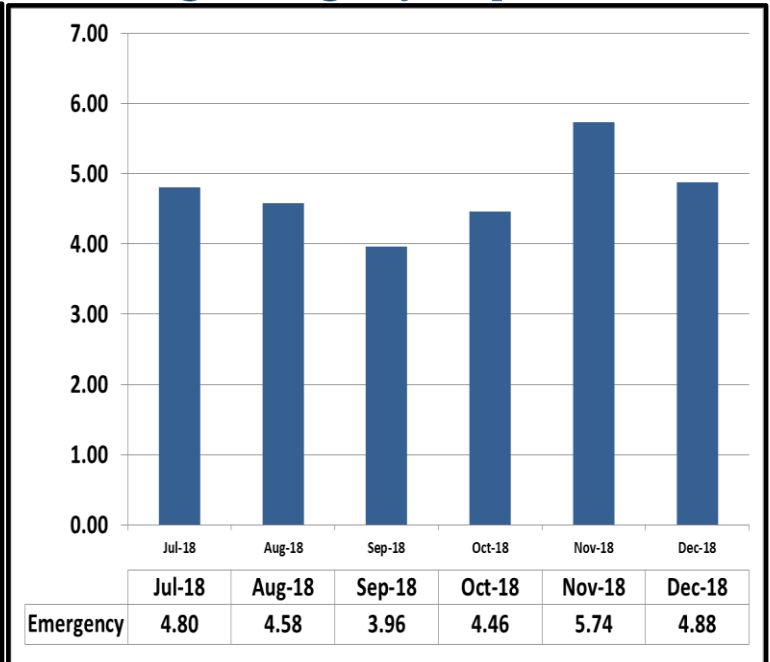
Attachment A

Crimes Against Persons, Property, and Society



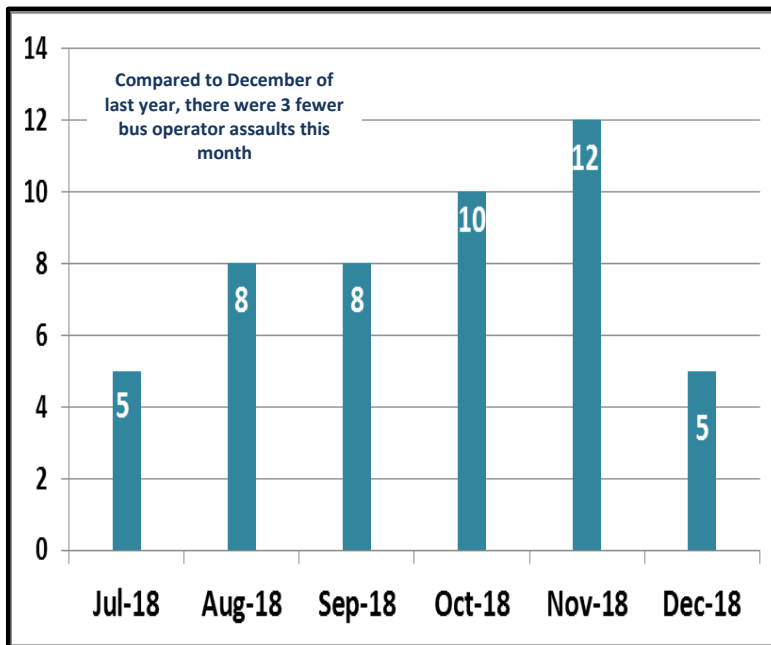
When compared to the same period last year, Crimes Against Persons decreased by 48 crimes, Crimes Against Property decreased by 1 crime, and Crimes Against Society increased by 8 crimes.

Average Emergency Response Times

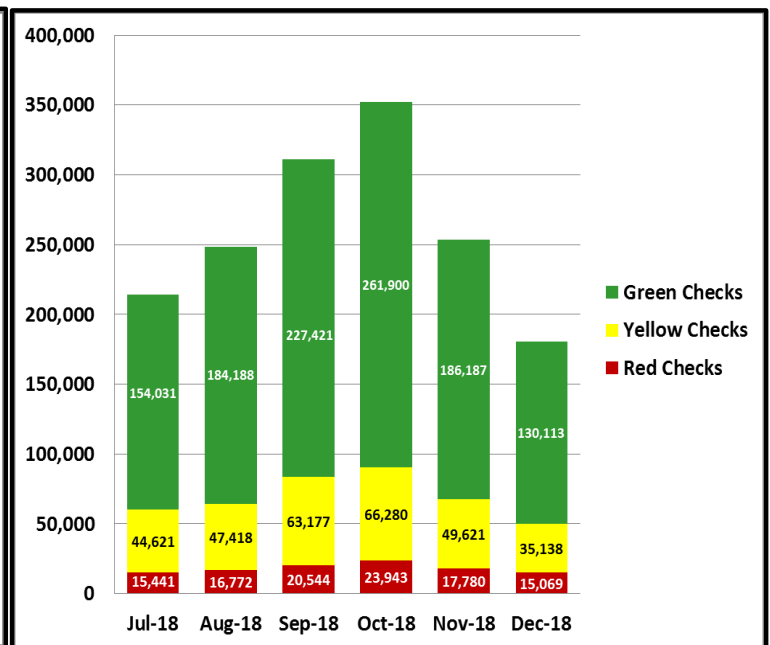


Average emergency response time was 4.88 mins.

Bus Operator Assaults



Fare Compliance



Green Checks- Occurs when a patron has valid fare

Yellow Checks- Occurs when a patron has valid fare, but did not tap at transfer station

Red Checks- Occurs when a patron has invalid fare

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME				
PART 1 CRIMES	LAPD	LASD	LBPB	FYTD
Homicide	0	0	0	0
Rape	0	0	0	0
Robbery	3	1	3	34
Aggravated Assault	1	1	0	26
Aggravated Assault on Operator	0	0	0	0
Burglary	0	0	0	2
Larceny	2	4	5	58
Bike Theft	0	1	0	4
Motor Vehicle Theft	0	2	1	7
Arson	0	0	0	0
Other	0	0	0	5
SUB-TOTAL	6	9	9	136
Selected Part 2 Crimes				
Battery	3	0	1	44
Battery Rail Operator	0	0	0	3
Sex Offenses	0	0	0	3
Weapons	0	2	0	11
Narcotics	0	3	1	55
Trespassing	0	1	0	6
Vandalism	0	2	0	13
Other	0	0	2	2
SUB-TOTAL	3	8	4	137
TOTAL	9	17	13	273

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
7th/Metro	2	3
Pico	2	3
Grand	0	3
San Pedro	0	3
Washington	1	4
Vernon	0	3
Slauson	0	9
Florence	0	7
Firestone	2	11
103rd St	1	6
Willowbrook	3	16
Compton	1	19
Artesia	3	9
Del Amo	0	8
Wardlow	5	11
Willow	1	8
PCH	0	0
Anaheim	1	3
5th St	0	2
1st St	1	1
Downtown Long Beach	0	2
Pacific	1	4
Rail Yard	0	1
Total	24	136

	LAPD	LASD	LBPB	TOTAL
CRIMES AGAINST PERSONS	7	2	4	13
CRIMES AGAINST PROPERTY	2	9	8	19
CRIMES AGAINST SOCIETY	0	6	1	7
DECEMBER 2018 TOTAL	9	17	13	39

ARRESTS				
AGENCY	LAPD	LASD	LBPB	FYTD
Felony	0	9	10	141
Misdemeanor	2	63	45	680
TOTAL	2	72	55	821

CITATIONS				
AGENCY	LAPD	LASD	LBPB	FYTD
Other Citations	8	95	27	724
Vehicle Code Citations	1	8	113	694
TOTAL	9	103	140	1,418

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPB	FYTD
Routine	N/A*	42	6	384
Priority	N/A*	80	47	878
Emergency	N/A*	18	31	343
TOTAL	0	140	84	1,605

*Currently unable to report stats by Rail Line

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPB
Dispatched	19%	3%	5.66%
Proactive	81%	97%	94.34%
TOTAL	100%	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
LINE	DECEMBER
Blue Line-LAPD	90%
Blue Line-LASD	82%
Blue Line-LBPB	70%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPB	FYTD
Washington St	26			326
Flower St	18			99
103rd St	2			27
Wardlow Rd			3	22
Pacific Ave.				1
Willowbrook		31		267
Slauson		1		23
Firestone		4		25
Florence		6		64
Compton		19		154
Artesia		27		121
Del Amo		8		97
Long Beach Blvd				0
TOTAL	46	96	3	1,226

LEGEND
Los Angeles Police Department
Los Angeles County Sheriff's Department
Long Beach Police Department

Blue Line Highlights

The Blue Line had 4 more Part 1 crimes than the same period last year (20), which resulted in a 20% increase

GREEN LINE

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME			
PART 1 CRIMES	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	2	18
Aggravated Assault	0	1	6
Aggravated Assault on Operator	0	0	0
Burglary	0	0	0
Larceny	0	2	21
Bike Theft	0	0	0
Motor Vehicle Theft	0	1	4
Arson	0	0	0
SUB-TOTAL	0	6	49
Selected Part 2 Crimes			
Battery	1	1	15
Battery Rail Operator	0	0	0
Sex Offenses	1	3	7
Weapons	0	1	7
Narcotics	0	1	17
Trespassing	0	0	0
Vandalism	0	0	6
SUB-TOTAL	2	6	52
TOTAL	2	12	101

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
Redondo Beach	0	2
Douglas	0	1
El Segundo	0	0
Mariposa	0	0
Aviation	0	1
Hawthorne	0	2
Crenshaw	1	3
Vermont	1	8
Harbor	0	2
Avalon	0	6
Willowbrook	0	5
Long Beach	3	10
Lakewood	0	6
Norwalk	1	3
Total	6	49

	LAPD	LASD	TOTAL
CRIMES AGAINST PERSONS	2	7	9
CRIMES AGAINST PROPERTY	0	3	3
CRIMES AGAINST SOCIETY	0	2	2
DECEMBER 2018 TOTAL	2	12	14

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	6	45
Misdemeanor	1	20	169
TOTAL	1	26	214

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	34	230
Vehicle Code Citations	0	4	78
TOTAL	0	38	308

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	N/A*	140	852
Priority	N/A*	53	383
Emergency	N/A*	5	59
TOTAL	0	198	1294

*Currently unable to report stats by Rail Line

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	18%	8%
Proactive	82%	92%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
LINE	DECEMBER
Green Line-LAPD	88%
Green Line-LASD	81%

LEGEND	
Los Angeles County Sheriff's Department	
Los Angeles County Sheriff's Department	

Green Line Highlights

The Green Line had 1 fewer Part 1 crimes than the same period last year (7), which resulted in a 14.3% decrease

EXPO LINE

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME			
PART 1 CRIMES	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	4	0	5
Robbery	0	0	21
Aggravated Assault	0	1	15
Aggravated Assault on Operator	0	0	0
Burglary	0	0	2
Larceny	14	1	86
Bike Thefts	0	2	23
Motor Vehicle Theft	0	0	0
Arson	0	0	0
SUB-TOTAL	18	4	152
Selected Part 2 Crimes			
Battery	0	1	41
Battery Rail Operator	0	0	0
Sex Offenses	2	1	9
Weapons	0	0	1
Narcotics	0	0	1
Trespassing	1	0	1
Vandalism	1	0	10
SUB-TOTAL	4	2	63
TOTAL	22	6	215

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
7th/Metro	0	5
Pico	1	4
23rd St	0	2
Jefferson/USC	1	9
Expo/USC	1	12
Expo/Vermont	1	14
Expo/Western	4	23
Expo/Crenshaw	3	13
Farmdale	0	5
La Brea	0	9
La Cienega	6	10
Culver City	1	7
Palms	0	4
Expo/Westwood	1	9
Expo/Sepulveda	0	4
Expo/Bundy	0	5
26th St /Bergamot	0	4
17th St/SMC	1	5
D/T Santa Monica	2	8
Expo Rail Yard	0	0
Total	22	152

	LAPD	LASD	TOTAL
CRIMES AGAINST PERSONS	6	3	9
CRIMES AGAINST PROPERTY	15	3	18
CRIMES AGAINST SOCIETY	1	0	1
DECEMBER 2018 TOTAL	22	6	28

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	1	13
Misdemeanor	5	1	29
TOTAL	6	2	42

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	29	1	142
Vehicle Code Citations	9	1	31
TOTAL	38	2	173

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	N/A*	42	282
Priority	N/A*	27	151
Emergency	N/A*	2	16
TOTAL	0	71	449

*Currently unable to report stats by Rail Line

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	18%	8%
Proactive	82%	92%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
LINE	DECEMBER
Expo Line-LAPD	90%
Expo Line-LASD	84%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	317		1,307
Santa Monica		17	159
Culver City		1	31
TOTAL	317	18	1,497

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

Expo Line Highlights

The Expo Line had 8 fewer Part 1 crimes than the same period last year (30), which resulted in a 26.7% decrease

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME		
PART 1 CRIMES	LAPD	FYTD
Homicide	0	0
Rape	0	1
Robbery	3	31
Aggravated Assault	9	39
Aggravated Assault on Operator	0	1
Burglary	0	0
Larceny	16	98
Bike Theft	2	3
Motor Vehicle Theft	0	0
Arson	0	0
SUB-TOTAL	30	173
Selected Part 2 Crimes		
Battery	7	91
Battery Rail Operator	1	1
Sex Offenses	0	11
Weapons	0	0
Narcotics	0	0
Trespassing	0	7
Vandalism	0	5
SUB-TOTAL	8	115
TOTAL	38	288

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
Union Station	7	20
Civic Center	1	5
Pershing Square	2	17
7th/Metro	1	20
Westlake	6	27
Wilshire/Vermont	1	14
Wilshire/Normandie	0	1
Vermont/Beverly	1	5
Wilshire/Western	0	2
Vermont/Santa Monica	3	8
Vermont/Sunset	0	2
Hollywood/Western	1	8
Hollywood/Vine	4	18
Hollywood/Highland	1	7
Universal	0	5
North Hollywood	2	14
Red Line Rail Yard	0	0
Total	30	173

	LAPD	TOTAL
CRIMES AGAINST PERSONS	20	20
CRIMES AGAINST PROPERTY	18	18
CRIMES AGAINST SOCIETY	0	0
DECEMBER 2018 TOTAL	38	38

ARRESTS		
AGENCY	LAPD	FYTD
Felony	3	19
Misdemeanor	4	31
TOTAL	7	50

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	46	187
Vehicle Code Citations	5	44
TOTAL	51	231

CALLS FOR SERVICE	
AGENCY	LAPD
Routine	N/A*
Priority	N/A*
Emergency	N/A*
TOTAL	

*Currently unable to report stats by Rail Line

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	25%
Proactive	75%
TOTAL	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
LINE	DECEMBER
Red Line- LAPD	88%

LEGEND
Los Angeles Police Department

Red Line Highlights

The Red Line had 2 more Part 1 crimes than the same period last year (28), which resulted in a 7.1% increase

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME			
PART 1 CRIMES	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	0
Robbery	1	0	3
Aggravated Assault	0	0	11
Aggravated Assault on Operator	0	0	0
Burglary	0	0	1
Larceny	0	1	22
Bike Theft	1	2	8
Motor Vehicle Theft	0	0	5
Arson	0	0	0
SUB-TOTAL	2	3	51
Selected Part 2 Crimes			
Battery	2	0	14
Battery Rail Operator	0	0	0
Sex Offenses	0	0	0
Weapons	0	0	0
Narcotics	0	0	1
Trespassing	0	0	0
Vandalism	0	0	8
SUB-TOTAL	2	0	23
TOTAL	4	3	74

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
APU/Citrus College	1	4
Azusa Downtown	0	1
Irwindale	0	1
Duarte	0	5
Monrovia	1	5
Arcadia	0	1
Sierra Madre	0	4
Allen	0	0
Lake	0	1
Memorial Park	0	1
Del Mar	0	0
Fillmore	0	1
South Pasadena	0	0
Highland Park	0	0
SW Museum	0	2
Heritage Square	0	1
Lincoln Heights	0	3
Chinatown	0	0
Union Station	0	5
Little Tokyo	0	2
Pico/Aliso	0	1
Mariachi	1	3
Soto	1	2
Indiana (both LAPD & LASD)	1	4
Maravilla	0	0
East LA	0	0
Atlantic	0	4
Total	5	51

	LAPD	LASD	TOTAL
CRIMES AGAINST PERSONS	3	0	3
CRIMES AGAINST PROPERTY	1	3	4
CRIMES AGAINST SOCIETY	0	0	0
DECEMBER 2018 TOTAL	4	3	7

ARRESTS				
AGENCY	LAPD	LASD	FYTD	
Felony	1	0	13	
Misdemeanor	3	1	24	
TOTAL	4	1	37	

CITATIONS				
AGENCY	LAPD	LASD	FYTD	
Other Citations	0	3	73	
Vehicle Code Citations	1	1	86	
TOTAL	1	4	159	

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	FYTD	
Routine	N/A*	56	397	
Priority	N/A*	96	491	
Emergency	N/A*	4	55	
TOTAL	0	156	943	

*Currently unable to report stats by Rail Line

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	
Dispatched	20%	2%	
Proactive	80%	98%	
TOTAL	100%	100%	

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
LINE	DECEMBER
Gold Line-LAPD	89%
Gold Line-LASD	76%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	151		850
Arcadia Station		2	38
Irwindale		1	16
Monrovia		4	41
City of Pasadena		25	194
Magnolia Ave			0
Duarte Station		2	14
City Of Azusa		7	37
South Pasadena		9	73
City Of East LA		6	91
Figueroa St			193
TOTAL GOAL= 10	151	56	1547

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

Gold Line Highlights

The Gold Line had 4 fewer Part 1 crimes than the same period last year (9), which resulted in a 44.4% decrease

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME		
PART 1 CRIMES	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	3
Aggravated Assault	0	8
Aggravated Assault on Operator	0	1
Burglary	0	0
Larceny	0	8
Bike Theft	1	2
Motor Vehicle Theft	0	0
Arson	0	0
SUB-TOTAL	1	22
Selected Part 2 Crimes		
Battery	3	8
Battery Bus Operator	0	1
Sex Offenses	0	0
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
Vandalism	1	6
SUB-TOTAL	4	15
TOTAL	5	37

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
North Hollywood	0	3
Laurel Canyon	0	0
Valley College	0	0
Woodman	0	0
Van Nuys	1	6
Sepulveda	0	2
Woodley	0	1
Balboa	0	2
Reseda	0	2
Tampa	0	0
Pierce College	0	0
De Soto	0	1
Canoga	0	3
Warner Center	0	0
Sherman Way	0	0
Roscoe	0	0
Nordhoff	0	1
Chatsworth	0	1
Total	1	22

	LAPD	TOTAL
CRIMES AGAINST PERSONS	3	3
CRIMES AGAINST PROPERTY	2	2
CRIMES AGAINST SOCIETY	0	0
DECEMBER 2018 TOTAL	5	5

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	1
Misdemeanor	0	11
TOTAL	0	12

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	414	2,215
Vehicle Code Citations	354	1,700
TOTAL	768	3,915

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	N/A*	N/A*
Priority	N/A*	N/A*
Emergency	N/A*	N/A*
TOTAL	0	0

*Currently unable to report stats by Bus Rapid Transit Line

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	13%
Proactive	87%
TOTAL	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LINE	DECEMBER
Orange Line- LAPD	90%

LEGEND	
Los Angeles Police Department	

Orange Line Highlights

The Orange Line had 1 more Part 1 crimes than the same period last year (0), which resulted in a 100% increase

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME			
PART 1 CRIMES	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	2
Aggravated Assault	0	0	1
Aggravated Assault on Operator	0	0	0
Burglary	0	0	0
Larceny	1	0	2
Bike Theft	0	0	2
Motor Vehicle Theft	0	0	0
Arson	0	0	0
SUB-TOTAL	1	0	7
Selected Part 2 Crimes			
Battery	2	0	5
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
Weapons	0	0	0
Narcotics	0	0	0
Trespassing	0	0	0
Vandalism	0	0	2
SUB-TOTAL	2	0	7
TOTAL	3	0	14

PART 1 CRIMES PER STATION		
Station	DECEMBER	FYTD
El Monte	0	0
Cal State LA	0	0
LAC/USC	0	0
Alameda	0	0
Downtown	0	1
37th St/USC	0	1
Slauson	0	1
Manchester	0	1
Harbor Fwy	0	0
Rosecrans	0	1
Harbor/Gateway	0	0
Carson	0	0
PCH	0	1
San Pedro	1	1
Total	1	7

	LAPD	LASD	TOTAL
CRIMES AGAINST PERSONS	2	0	2
CRIMES AGAINST PROPERTY	1	0	1
CRIMES AGAINST SOCIETY	0	0	0
DECEMBER 2018 TOTAL	3	0	3

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	5
Misdemeanor	4	0	24
TOTAL	4	0	29

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	411	0	2,199
Vehicle Code Citations	394	0	2,091
TOTAL	805	0	4,290

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	N/A*	0	0
Priority	N/A*	4	8
Emergency	N/A*	0	1
TOTAL	0	4	9

*Currently unable to report stats by Bus Rapid Transit Line

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	14%	0%
Proactive	86%	100%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LINE	DECEMBER
Silver Line- LAPD	91%
Silver Line- LASD	82%

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

Silver Line Highlights

The Silver Line had the same number of Part 1 crimes as the same period last year (1)

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME			
PART 1 CRIMES	LASD	LAPD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	5	46
Aggravated Assault	0	4	48
Aggravated Assault on Operator	1	0	9
Burglary	0	0	2
Larceny	2	14	91
Bike Theft	0	0	14
Motor Vehicle Theft	0	0	1
Arson	0	0	0
SUB-TOTAL	4	23	211
Selected Part 2 Crimes			
Battery	0	17	108
Battery Bus Operator	1	2	34
Sex Offenses	1	3	19
Weapons	2	0	8
Narcotics	4	0	32
Trespassing	0	0	5
Vandalism	1	1	21
SUB-TOTAL	9	23	227
TOTAL	13	46	438

	LASD	LAPD	TOTAL
CRIMES AGAINST PERSONS	4	31	35
CRIMES AGAINST PROPERTY	3	15	18
CRIMES AGAINST SOCIETY	6	0	6
DECEMBER 2018 TOTAL	13	46	59

LASD's Part 1 Crimes per Sector		
Sector	DECEMBER	FYTD
Westside	0	8
San Fernando	0	0
San Gabriel Valley	1	8
Gateway Cities	2	10
South Bay	1	6
Total	4	32

LAPD's Part 1 Crimes per Sector		
Sector	DECEMBER	FYTD
Valley Bureau		
Van Nuys	1	4
West Valley	0	1
North Hollywood	0	4
Foothill	0	2
Devonshire	0	0
Mission	0	1
Topanga	0	3
Central Bureau		
Central	1	13
Rampart	0	7
Hollenbeck	0	1
Northeast	2	3
Newton	1	9
West Bureau		
Hollywood	0	4
Wilshire	3	10
West LA	1	3
Pacific	0	1
Olympic	1	17
Southwest Bureau		
Southwest	9	49
Harbor	0	2
77th Street	4	40
Southeast	0	5
Total	23	179
Total Part 1 Crimes	27	211

ARRESTS			
AGENCY	LASD	LAPD	FYTD
Felony	3	3	37
Misdemeanor	25	1	151
TOTAL	28	4	188

CITATIONS			
AGENCY	LASD	LAPD	FYTD
Other Citations	16	13	148
Vehicle Code Citations	16	0	146
TOTAL	32	13	294

CALLS FOR SERVICE			
AGENCY	LASD	LAPD	FYTD
Routine	51	3	745
Priority	122	20	1,332
Emergency	15	2	159
TOTAL	188	25	2,236

DISPATCHED VS. PROACTIVE		
AGENCY	LASD	LAPD
Dispatched	1%	17%
Proactive	99%	83%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LINE	DECEMBER
LASD BUS	78%
LAPD BUS	90%

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

Bus Patrol
 There were 6 fewer Part 1 crimes than the same period last year (33), which resulted in a 18.2% decrease

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - DECEMBER 2018

REPORTED CRIME		
PART 1 CRIMES	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	3	6
Aggravated Assault	2	10
Aggravated Assault on Operator	0	0
Burglary	0	1
Larceny	10	38
Bike Theft	0	5
Motor Vehicle Theft	0	0
Arson	0	0
SUB-TOTAL	15	60
Selected Part 2 Crimes		
Battery	0	22
Battery Rail Operator	0	0
Sex Offenses	0	4
Weapons	0	0
Narcotics	0	0
Trespassing	2	7
Vandalism	0	5
SUB-TOTAL	2	38
TOTAL	17	98

	LAPD	TOTAL
CRIMES AGAINST PERSONS	5	5
CRIMES AGAINST PROPERTY	10	10
CRIMES AGAINST SOCIETY	2	2
DECEMBER 2018 TOTAL	17	17



Westside

Eastside

ARRESTS		
AGENCY	LAPD	FYTD
Felony	5	14
Misdemeanor	6	33
TOTAL	11	47

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	3	44
Vehicle Code Citations	0	16
TOTAL	3	60

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	N/A*	N/A*
Priority	N/A*	N/A*
Emergency	N/A*	N/A*
TOTAL	0	0

*Currently unable to report stats by Union Station

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	24%
Proactive	76%
TOTAL	100%

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	83%

LEGEND
Los Angeles Police Department

Union Station Highlights

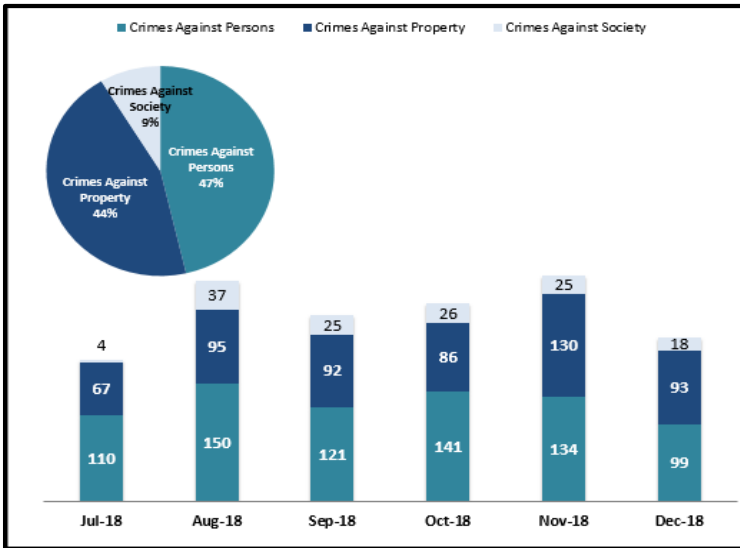
Union Station had 8 more Part 1 crimes than the same period last year (7), which resulted in a 114% increase

KEY PERFORMANCE INDICATORS

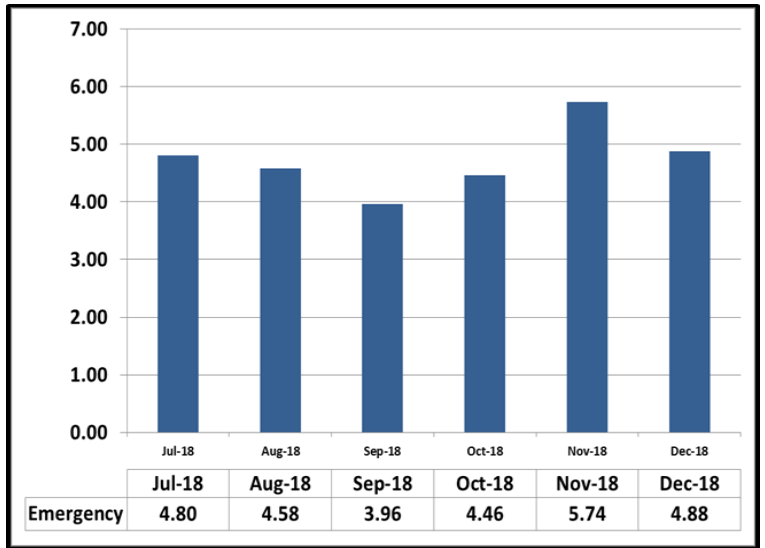
DECEMBER 2018

Attachment C

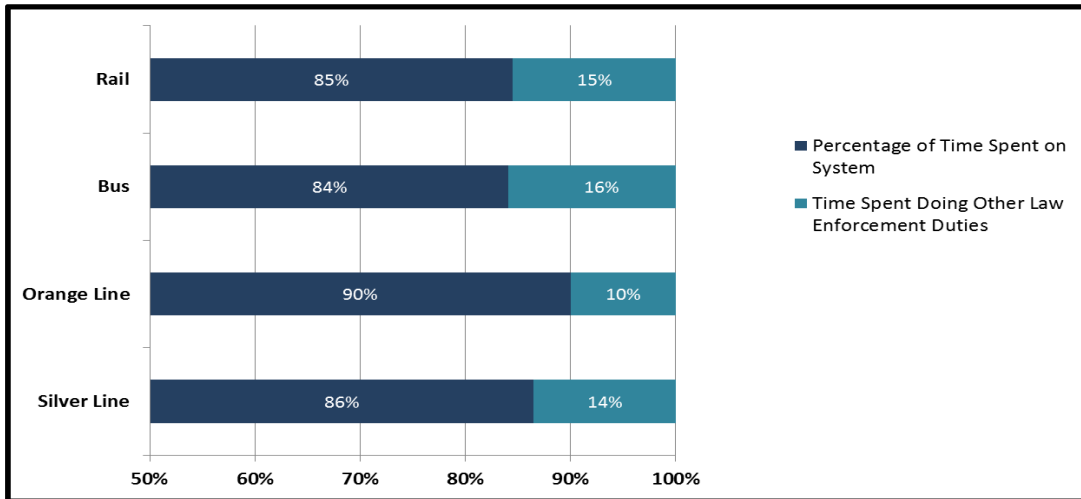
Crimes Against Persons, Property, and Society



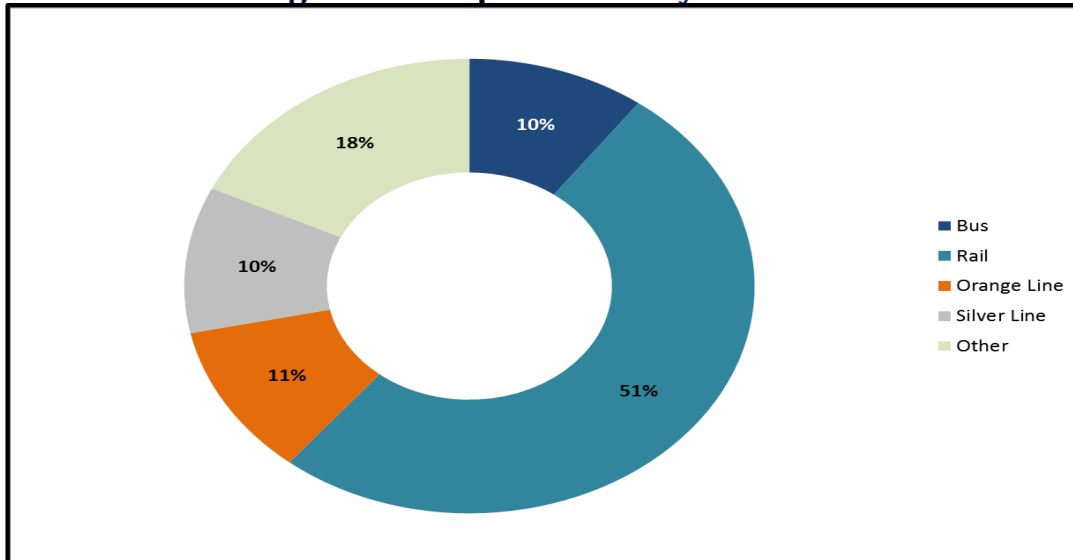
Average Emergency Response Times



Percentage of Time Spent on the System



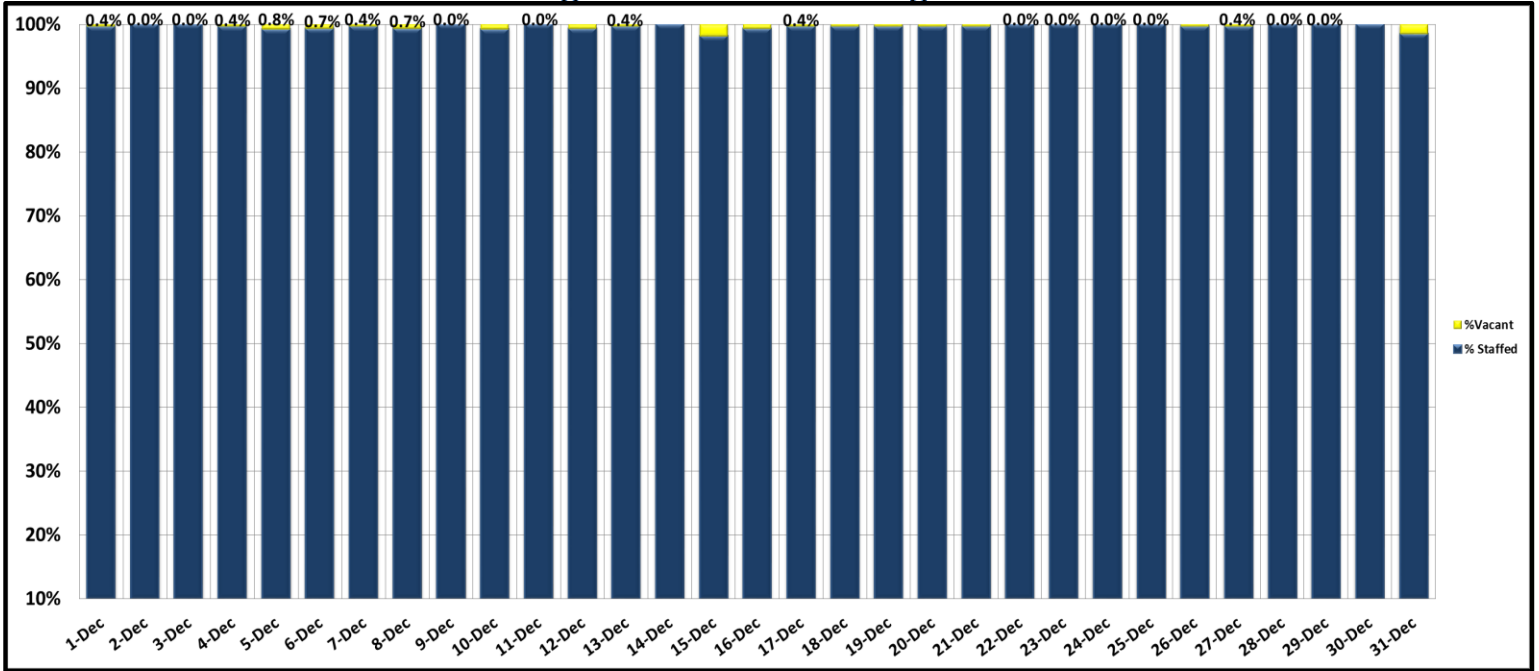
Percentage of Time Spent on the System as a Whole



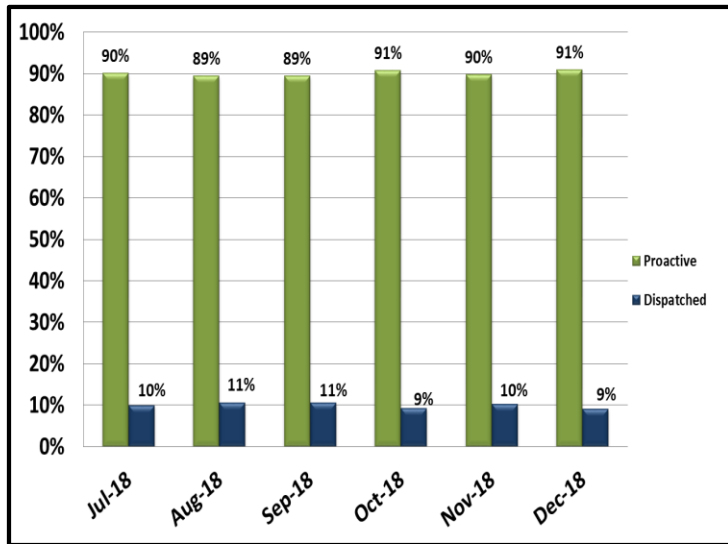
KEY PERFORMANCE INDICATORS

DECEMBER 2018

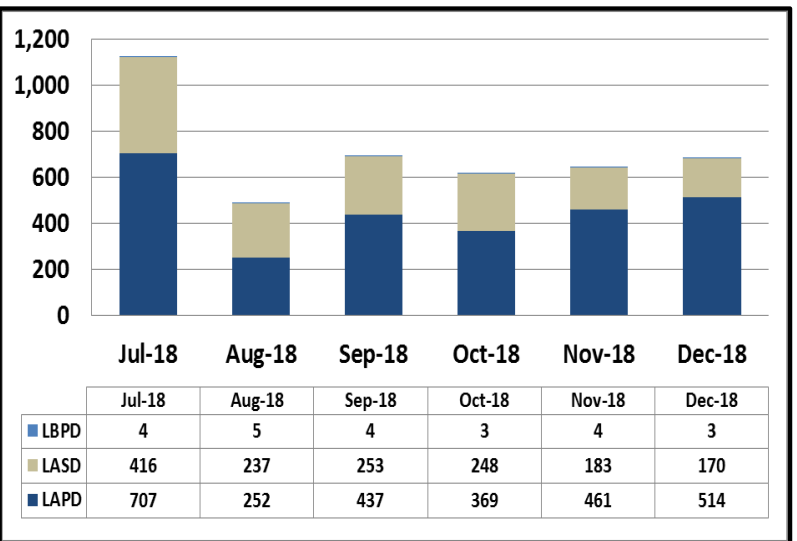
Ratio of Staffing Levels vs Vacant Assignments



Ratio of Proactive vs Dispatched Activity



Grade Crossing Operations



Grade Crossing Operation Locations December:

1. Blue Line Stations (145)
2. Expo Line Stations (335)
3. Gold Line Stations (207)

Transit Police

Monthly Crime Report



Attachment D

	2017	2018
	December	December
CRIMES AGAINST PERSONS		
Homicide	0	0
Rape	1	4
Robbery	35	22
Aggravated Assault	21	19
Aggravated Assault on Operator	0	1
Battery	66	38
Battery Rail Operator	8	4
Sex Offenses	16	11
SUB-TOTAL	147	99
CRIMES AGAINST PROPERTY		
Burglary	1	0
Larceny	68	72
Bike Theft	7	9
Motor Vehicle Theft	3	4
Arson	0	0
Other	0	2
Vandalism	15	6
SUB-TOTAL	94	93
CRIMES AGAINST SOCIETY		
Weapons	5	5
Narcotics	4	9
Trespassing	1	4
SUB-TOTAL	10	18
TOTAL	251	210
ENFORCEMENT EFFORTS		
Arrests	181	223
Citations	1,840	2,007
Fare Checks	336,635	180,320
Calls for Service	1,447	866

December 2018 Transit Policing Performance Summary

February 21, 2019

Operations, Safety and Customer Experience Committee



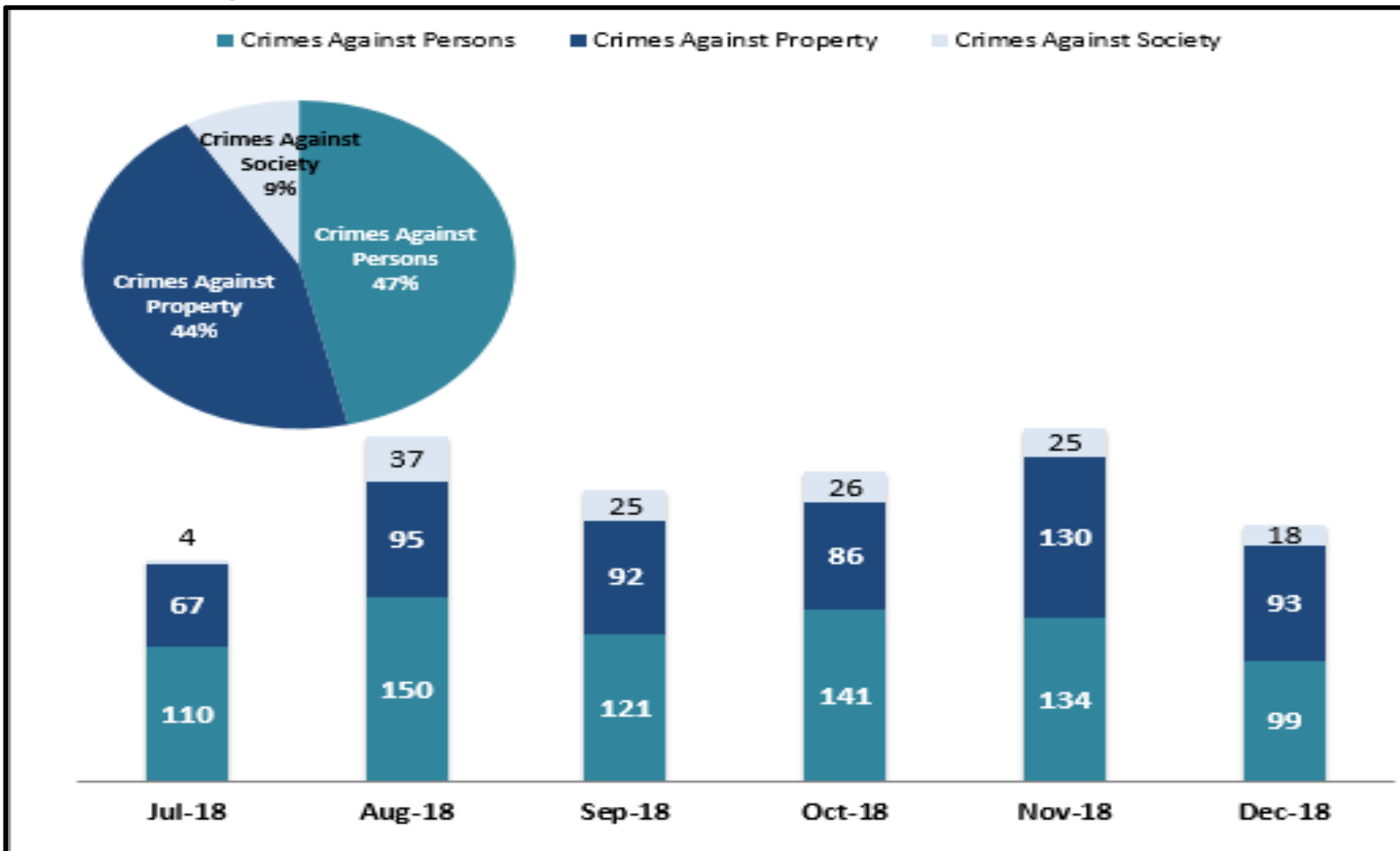
Metro

Key Performance Indicators

	2017	2018
	December	December
CRIMES AGAINST PERSONS		
Homicide	0	0
Rape	1	4
Robbery	35	22
Aggravated Assault	21	19
Aggravated Assault on Operator	0	1
Battery	66	38
Battery Rail Operator	8	4
Sex Offenses	16	11
SUB-TOTAL	147	99
CRIMES AGAINST PROPERTY		
Burglary	1	0
Larceny	68	72
Bike Theft	7	9
Motor Vehicle Theft	3	4
Arson	0	0
Other	0	2
Vandalism	15	6
SUB-TOTAL	94	93
CRIMES AGAINST SOCIETY		
Weapons	5	5
Narcotics	4	9
Trespassing	1	4
SUB-TOTAL	10	18
TOTAL	251	210
ENFORCEMENT EFFORTS		
Arrests	181	223
Citations	1,840	2,007
Fare Checks	336,635	180,320
Calls for Service	1,447	866

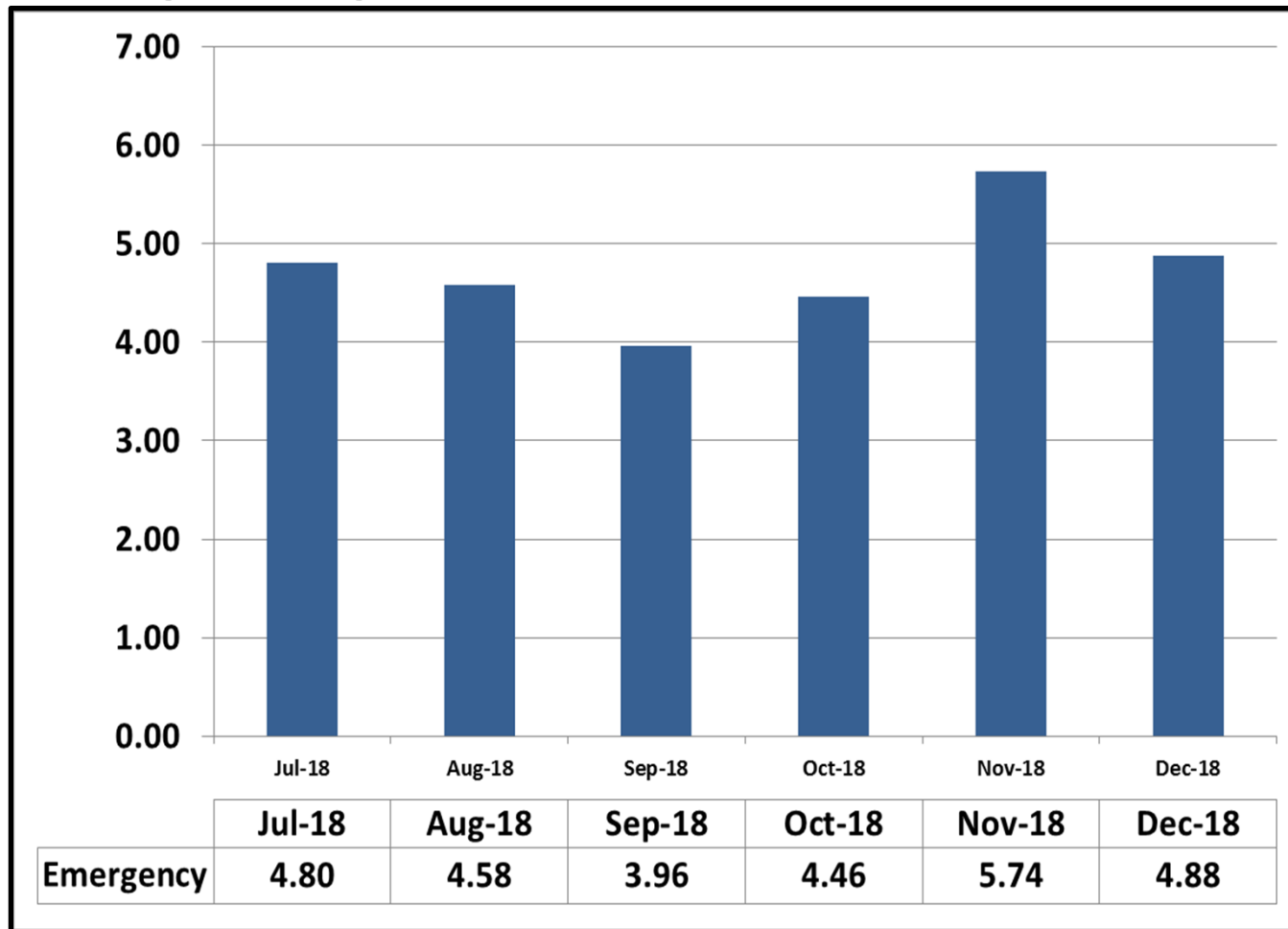
Key Performance Indicators

Crimes Against Persons, Property, and Society - December 2018



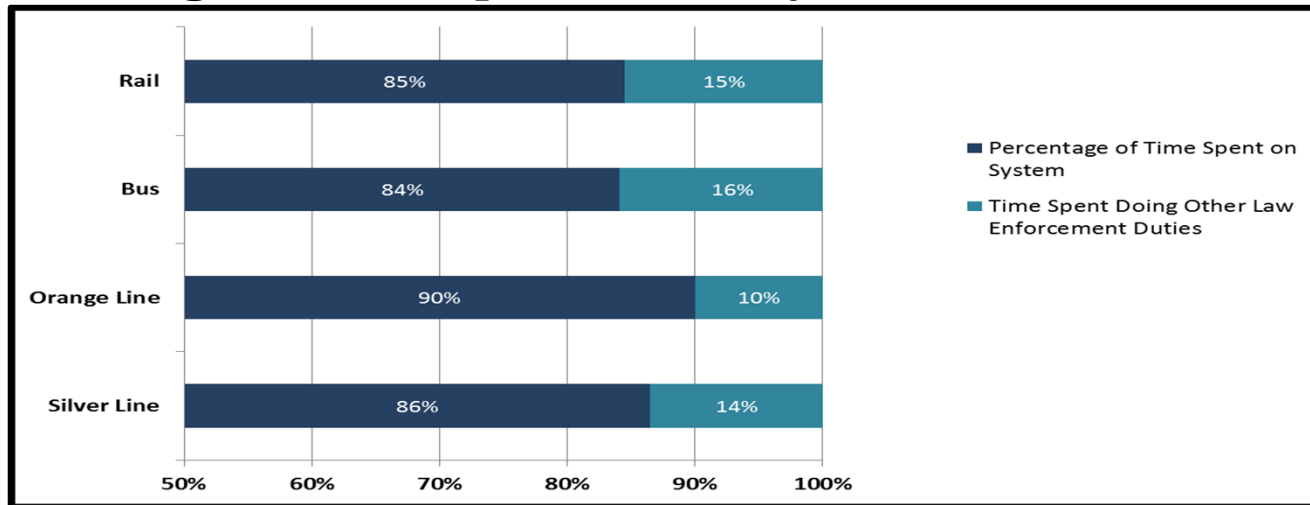
Key Performance Indicators

Average Emergency Response Times - December 2018

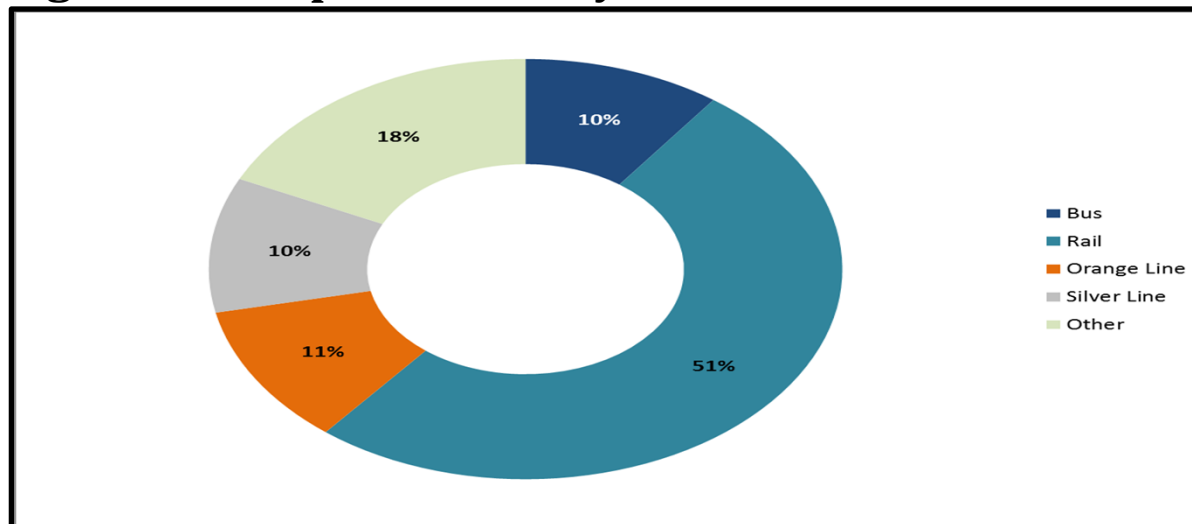


Key Performance Indicators

Percentage of Time Spent on the System - December 2018

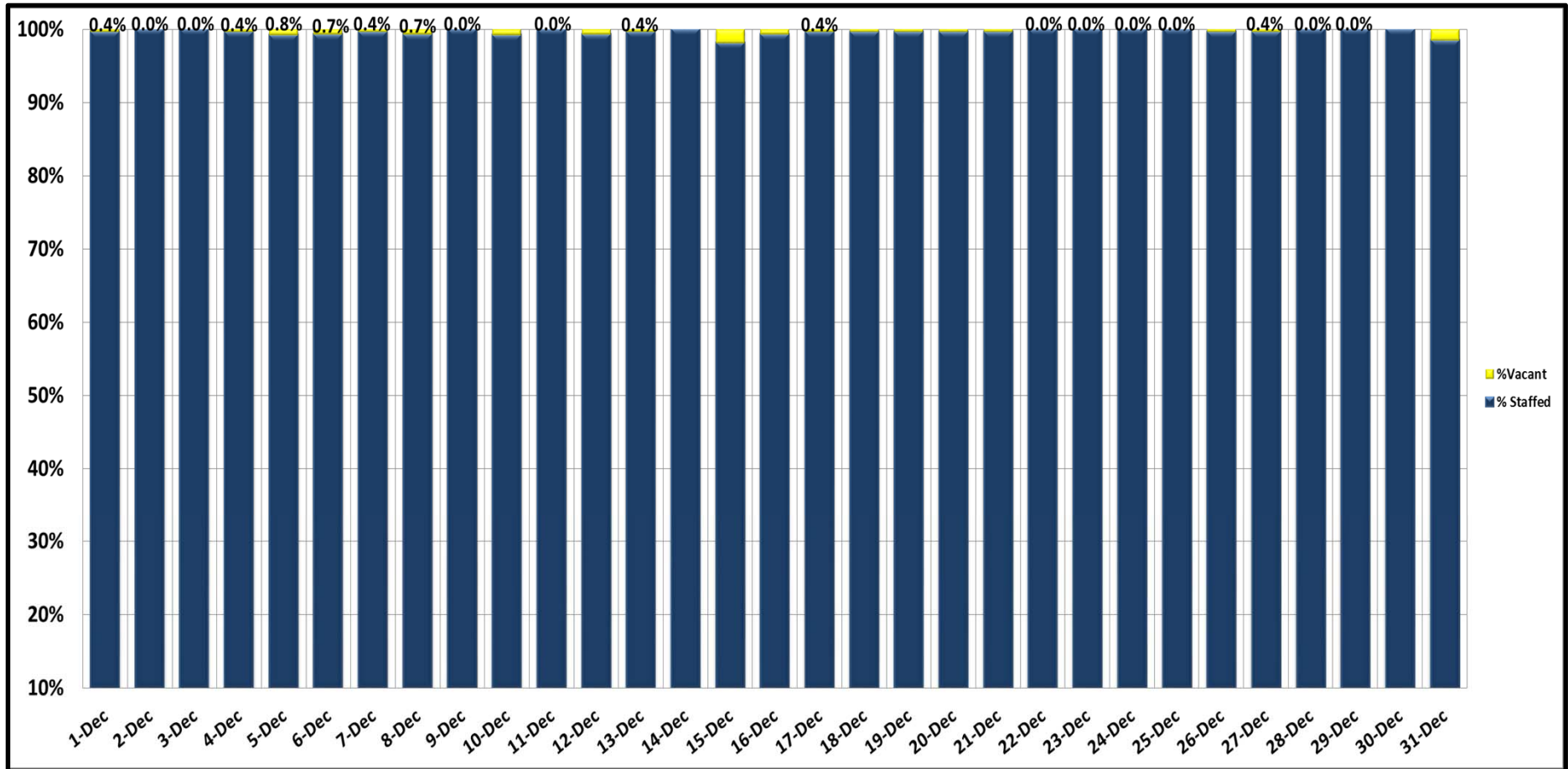


Percentage of Time Spent on the System as a Whole - December 2018



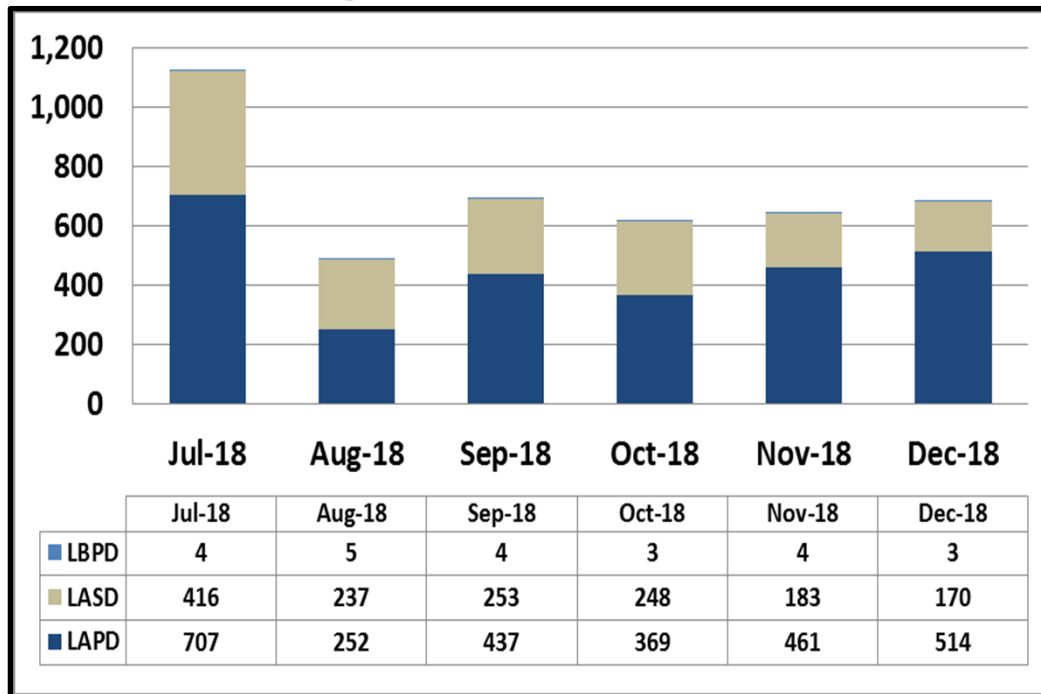
Key Performance Indicators

Ratio of Staffing Levels vs Vacant Assignments - December 2018



Key Performance Indicators

Grade Crossing Operations - December 2018

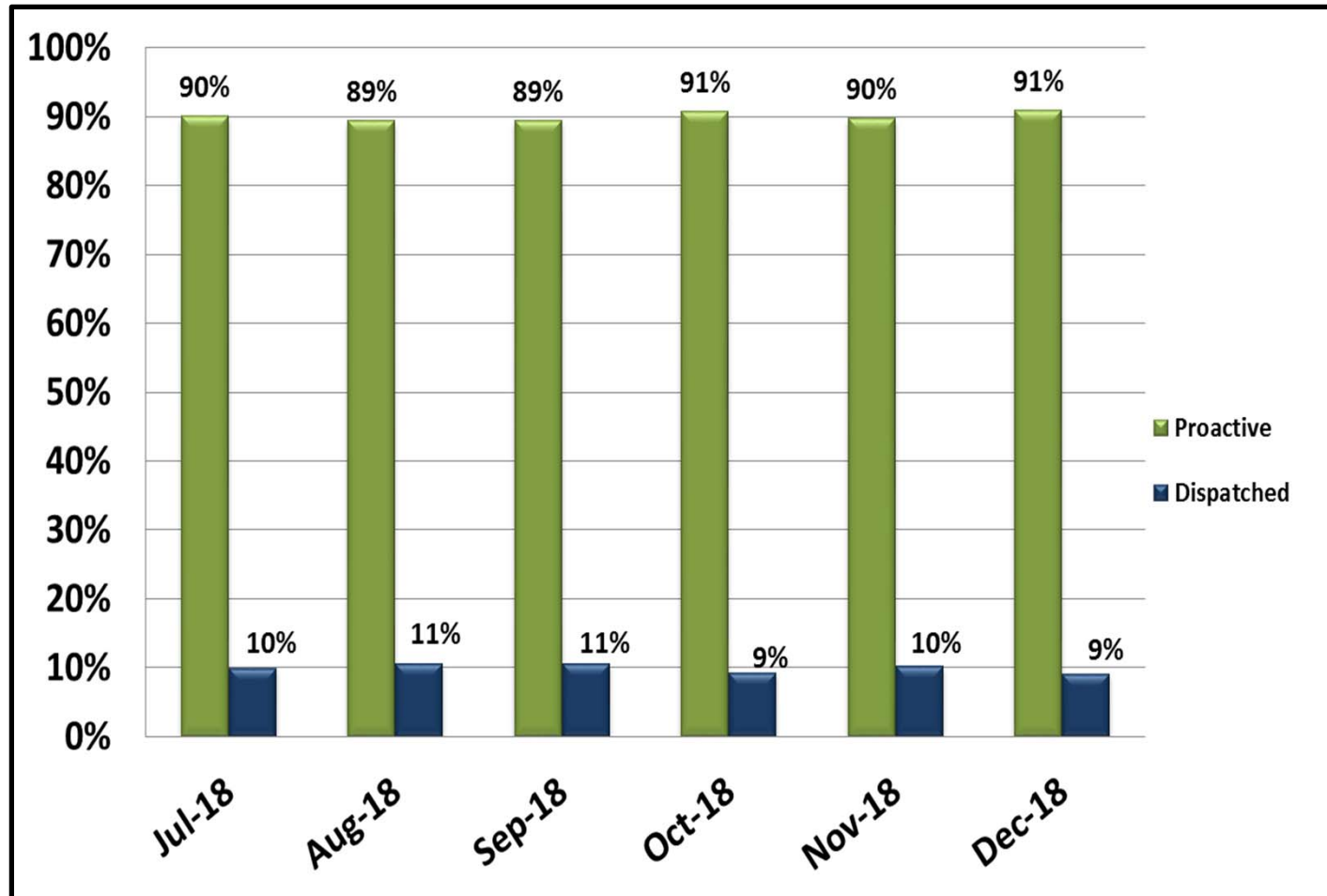


Grade Crossing Operation Locations October:

1. Blue Line Stations (145)
2. Expo Line Stations (335)
3. Gold Line Stations (207)

Key Performance Indicators

Ratio of Proactive vs Dispatched Activity - December 2018



Homeless Outreach

Current investment: over \$5M annually for the C3 Outreach teams (40 personnel)

Recently added:

- **LAPD: 10 full-time HOPE Officers**
- **LASD: MET Teams increased from 6 to 10**
- **LBPD: 2 Quality of Life Officers**

Metro is also working with a consultant



Board Report

File #: 2018-0797, File Type: Contract

Agenda Number: 21.

OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE FEBRUARY 21, 2019

SUBJECT: SYSTEMWIDE BUS NETWORK RESTRUCTURING PLAN

ACTION: APPROVE MODIFICATION

RECOMMENDATION

APPROVE Modification No. 1 to Task Order No. PS878320003041, under Contract No. PS4010-3041-F-XX, with Cambridge Systematics, Inc. for additional enhancements to the systemwide bus network restructuring plan for a firm fixed price of \$764,325, increasing the total Task Order value from \$1,295,762 to \$2,060,087, and extending the period of performance through December 30, 2021.

ISSUE

The NextGen Bus Study is to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. We believe this redesigned network will improve service to current customers, attract new customers, and win back past customers.

As we progress through the study, it is necessary for additional tasks to be completed to ensure comprehensive and effective public outreach and final implementation.

As the Modification amount exceeds Metro's Chief Executive Officer's delegation of contracting authority, staff is requesting Board approval for the task order modification.

BACKGROUND

In November 2017, Cambridge Systematics, Inc. was awarded the Systemwide Bus Network Restructuring Plan task order for an amount of \$1,295,762. As the project moves forward, additional technical work is necessary to address several new enhancements which were not originally included. These enhancements include improved network optimization, stakeholder project team coordination, public outreach, implementation support and evaluation of results.

DISCUSSION

Network Optimization - Given the number of new findings from preliminary data on markets and travel demand, there is a need to delve further into this new data. The data will be analyzed to

integrate with traditional route segment evaluation information in order to develop a service concept that results in new routes and services. Further, to support the Board-approved MicroTransit and Mobility-On-Demand (MOD) pilot projects and their finalized service zones, additional work is needed to interface these projects to ensure coordinated and synergistic services as part of the overall transit network. Towards the end of the project, additional work will be needed to develop a Phasing Plan for implementation.

Stakeholder project team coordination - With the Bus Rapid Transit (BRT) Visioning Study and Long Range Transportation Plan (LRTP) underway, the consultant team must engage with these other projects to ensure coordinated strategies and timeline so service can be optimized with emerging projects such as MicroTransit and MOD. Coordination is also needed with municipal transit operators such as LADOT and Santa Monica Big Blue Bus to ensure connecting services are coordinated to encourage overall transit use.

Public outreach - Extensive public outreach and stakeholder engagement is critical to the success of this project. Initially, this project separated the technical and outreach consultants into separate contracts. As a result, the technical consultants were not budgeted for working group meetings or stakeholder support. Given the significant outreach and stakeholder engagement to date and anticipated through the remainder of the project, there will be additional need for technical consultants to participate and support first-hand from these public outreach activities.

Implementation Support and Evaluation of Results - While the study is critical to planning this project, the implementation and subsequent evaluation of results is critical to address outstanding issues quickly and measure effectiveness of service changes. The technical consultant will be needed to make refinements to service proposals and recommend improvements to Standard Operating Procedures (SOPs) with the goal of maximizing success and effectiveness of the NextGen Bus Plan. The technical consultants will assist in implementation with pre-scheduling work, optimizing operational challenges such as turnaround loops and layovers, and establishing accurate travel times for new route segments and service in new areas. Once service changes are implemented, the technical consultant will be retained to evaluate the results of the NextGen Bus Plan.

Speed and Reliability improvements on 5 corridors - Pursuant to the CEO's Ridership Action Plan effort to improve speed and reliability of the transit system, staff identified 5 bus corridors to dissect and develop transit priority programs for consideration. This detailed level of effort requires additional support from the technical consultant to develop specific solutions for each congestion hotspot along each of the 5 corridors.

DETERMINATION OF SAFETY IMPACT

Conducting this study will not have any impacts on the safety of our customers and/or employees.

FINANCIAL IMPACT

The FY19 budget includes \$400,000 in Cost Center 3151, Account 50316 - Professional & Technical Services, Project 306004 - Service Planning & Enhancements. Since this is a multi-year contract, the Cost Center Manager and Chief Operations Officer will be responsible for budgeting future years for

the balance of the remaining project budget.

Impact to Budget

The current source of funds for this action will include Measure R Administration funds. Use of these funding sources maximizes established funding provisions and guidelines. These funds are not eligible for operating or capital functions.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this recommendation supports the following Metro Strategic Plan Goal 2) Deliver outstanding trip experiences for all users of the transportation system. This project will improve safety, service, and reliability in an effort to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.

ALTERNATIVES CONSIDERED

Staff considered conducting additional study using in-house resources. The alternative is not recommended as extensive public outreach is critical to success but resource intensive, and the bus system continues to be misaligned with current day travel demand, infrastructure and travel options and there are insufficient in-house resources to conduct the study and develop a Plan of this magnitude.

NEXT STEPS

Upon Board approval, staff will execute a task order modification with Cambridge Systematics, Inc. under the Countywide Planning Services Bench Contract No. PS4010-3041-F-XX, Task Order No. PS878320003041 to provide additional enhancements to the systemwide bus network restructuring plan.

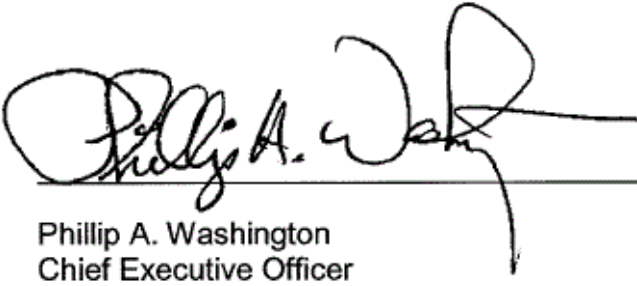
ATTACHMENTS

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

Prepared by: Stephen Tu, Sr. Mgr., Service Planning, Scheduling and Analysis, (213) 418-3005

Conan Cheung, SEO, Service Planning, Scheduling and Analysis, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

SYSTEMWIDE BUS NETWORK RESTRUCTURING PLAN / PS4010-3041-F-XX
TASK ORDER NO. PS878320003041

1.	Contract Number: PS4010-3041-F-XX Task Order No. PS878320003041		
2.	Contractor: Cambridge Systematics, Inc.		
3.	Mod. Work Description: Additional enhancements		
4.	Contract Work Description: Develop Systemwide Bus Network Restructuring Plan		
5.	The following data is current as of: January 11, 2019		
6.	Contract Completion Status		Financial Status
	Task Order Awarded:	11/16/2017	Task Order Award Amount: \$1,295,762
	Notice to Proceed (NTP):	12/19/2017	Total of Modifications Approved: \$0
	Task Order Complete Date:	6/1/2019	Pending Modifications (including this action): \$764,325
	Current Est. Complete Date:	12/30/2021	Current Task Order Value (with this action): \$2,060,087
7.	Contract Administrator: Anush Beglaryan		Telephone Number: (213) 418-3047
8.	Project Manager: Conan Cheung		Telephone Number: (213) 418-3034

A. Procurement Background

This Board Action is to approve Modification No. 1 to Task Order No. PS878320003041, under Contract No. PS4010-3041-F-XX in support of additional enhancements to the Systemwide Bus Network Restructuring Plan including improved network optimization, stakeholder project team coordination, public outreach, and implementation support and evaluation of results.

All Task Orders and Modifications are handled in accordance with Board approved authority levels and Metro's Acquisition Policy. This Task Order type is firm fixed price. All other terms and conditions remain in effect.

In November 2017, Metro's Board of Directors approved Task Order No. PS878320003041 for the firm fixed price of \$1,295,762 for the development of a Systemwide Bus Network Restructuring Plan issued to Cambridge Systematics, Inc., a contractor on the Bench, Discipline 1 (Transportation Planning).

Refer to Attachment B, Task Order/Modification Log for details on Task Orders and Modifications issued to date.

B. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon cost analysis, technical evaluation and independent cost estimate (ICE). All contract direct labor rates remain unchanged from original awarded task order.

Proposal Amount	Metro ICE	Negotiated Amount
\$764,325	\$749,525	\$764,325

TASK ORDER / MODIFICATION LOG

TASK ORDER NO. PS878320003041

SYSTEMWIDE BUS NETWORK RESTRUCTURING PLAN / PS4010-3041-F-XX

Mod. No.	Description	Status (approved or pending)	Date	\$ Amount
1	Additional enhancements such as improved network optimization, public outreach, and stakeholder project team coordination	Pending	2/28/2019	\$764,325
	Modification Total:			\$764,325
	Original Task Order Amount:		11/16/2017	\$1,295,762
	Total:			\$2,060,087

DEOD SUMMARY

SYSTEMWIDE BUS NETWORK RESTRUCTURING/PS4010-3041-F-XX

A. Small Business Participation

Cambridge Systematics made a 60.43% Small Business Enterprise (SBE) commitment. The project is 47% complete and the current SBE participation is 68.99%. Cambridge Systematics is currently exceeding their SBE commitment.

Small Business Commitment	60.43% SBE	Small Business Participation	68.99% SBE
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	SBE Subcontractors	% Committed	Current Participation¹
1.	Here Design Studio	3.86%	3.29%
2.	Transportation Management & Design	56.57%	65.70%
	Total	60.43%	68.99%

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

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. Project Labor Agreement/Construction Careers Policy

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



Board Report

File #: 2018-0820, **File Type:** Motion / Motion Response

Agenda Number: 22.

Meeting_Body

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
FEBRUARY 21, 2019**

SUBJECT: ELECTION DAY FREE TRANSIT SERVICE MOTION 40 RESPONSE

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

APPROVE the recommendation to make free transit permanent on regular federal and statewide election days in response to Motion 40 entitled Free Transit on Election Day.

ISSUE

On Thursday, October 18, 2018, Motion 40 was introduced by Directors Garcetti, Kuehl, Ridley-Thomas and Garcia (Attachment A) requesting staff to:

- A. Provide transit services free of fare on the November 6, 2018 election day;
- B. Partner with Access Services to examine providing enhanced and/or reduced-fare services on November 6, 2018 election day; and
- C. In consultation with the Los Angeles County Registrar-Recorder/County Clerk, report back to the Board by the February 2019 cycle on whether or not to make free transit permanent on federal and statewide election days.

BACKGROUND

In response to the October 2018 board approved motion, Metro offered free bus, rail, and bike transit service on Tuesday, November 6, 2018; from 12:00 am to 11:59 pm. Specifically, Metro operated normal weekday service and proactively informed customers regarding the free service to help encourage voter turnout and deliver greater transportation access to get to polls.

DISCUSSION

General Elections are held statewide, every two years, and are not limited to voters in a particular party or a specific locality. The last General Election was held on Tuesday, November 6, 2018. Presidential Primary Elections are held every four years and the last election was held on Tuesday,

June 7, 2016. Also, Statewide Direct Primary Elections are held every four years and the last election was held on Tuesday, June 5, 2018.

Los Angeles County Registrar-Recorder/County Clerk Registered Voter Information

The Los Angeles County Registrar-Recorder/County Clerk’s office has many functions including the registration of voters, maintenance of voter files, conduct of federal, state, local and special elections and the verification of initiative, referendum and recall petitions. Currently, there are over 5 million registered voters in Los Angeles County, as well as 5,000 voting precincts established for countywide elections.

Table 1.1 shows Los Angeles County registered voter statistics for General Elections and Presidential Primary Elections for the past 12 years. General Election voter registration in LA County increased from 4,544,455 to 5,163,858 during 2014 to 2018, a 14% increase. Presidential Primary Election voter registration in LA County increased from 4,450,035 to 4,799,548, during 2012 to 2016, an 8% increase.

Table 1.1 - Los Angeles County Registered Voter Information

General Election					
Year	2006	2010	2014	2018	Increase
Registered Voters	3,899,397	4,421,019	4,544,455	5,163,858	14%
Presidential Primary Election					
Year	2004	2008	2012	2016	Increase
Registered Voters	3,670,157	3,951,957	4,450,035	4,799,548	8%

**Percent change is calculated for the last two elections.*

In addition, the California Secretary of State produces a Report of Registration, as required by law, detailing voter registration levels throughout California at specific times prior to each statewide election. Data published by the California Secretary of State and the Los Angeles County Registrar-Recorder/County Clerk both suggest that voter registration at the local and state levels have been gradually increasing for both General and Primary Elections.

Metro Free Transit Service General Election Overview

Metro provided free service on Election Day in support of voters who opted to take public transportation to the polls. Specifically, Metro offered free bus, rail and bike service on Tuesday, November 6, 2018 during 12:00 am to 11:59 pm. Communication regarding free transit service during Election Day was continuous and staff was placed at strategic locations to share info on the free service, answer any questions, and ensure that service was safe and reliable. Staff reviewed and compared Election Day TAP numbers on the rail system with the prior week’s Tuesday numbers and determined a 5.3% customer increase for Election Day Rail service. Staff also reviewed and compared Metro bus service automatic passenger count (APC) data averages for all Tuesdays in October and November 2018 and determined a 5.1% increase for Election Day Bus service. Lastly, Metro Bike Share also experienced a daily ridership increase of 13% with the free rides on Election Day.

TAP Partner Agencies who also chose to participate in providing free service on Election Day included: Access Services, Baldwin Park Transit, Los Angeles Department of Transportation (LADOT), Long Beach Transit, Pasadena Transit, and Santa Clarita Transit.

Providing permanent free transit on regular federal and statewide election days will require proactive and timely interdepartmental and interagency planning and coordination with the necessary stakeholders. Interdepartmental coordination must include, but is not limited to, the following departments: Operations, TAP (including Revenue), Bike Share, Security and Law Enforcement, Communications, and Metro's Board of Directors. Also, interagency coordination must take place with all TAP and law enforcement partner agencies that may choose to provide and/or support permanent free service on federal and statewide election days. All stakeholders, including our customers, play a critical role in the successful delivery of Metro projects and programs, inclusive of providing safe and reliable transit service to our customers.

Revenue Impact

Metro estimates a *daily* bus and rail fare revenue impact in the amount of \$630,749 for providing free transit on federal and statewide election days. This includes any single day fares paid with cash or stored value for Metro Bus and Rail service. It does not include the revenue impact to any other municipalities or transit agencies.

Considerations and Recommendation

After this careful review of this past election's ridership along with revenue impact analysis, staff has determined that making free transit permanent on regular federal and statewide election days will positively affect voters in Los Angeles County. Metro's mission is to provide a world-class transportation system that enhances the quality of life for all who live, work and play within LA County, which includes increasing prosperity for all by removing voting mobility barriers. Therefore, Metro supports the recommendation of making free transit permanent on regular federal and statewide election days.

DETERMINATION OF SAFETY IMPACT

Approval of this item will have no impact on the safety of our customers and employees. Metro is committed to delivering service that is safe and reliable for our customers.

FINANCIAL IMPACT

All costs relative to making free transit permanent on regular federal and statewide election days will be reviewed and approved during the regular budget process. Since this is a multi-departmental effort, the respective Departmental project managers will be responsible for budgeting all internal and external expenses related to making free transit permanent on federal and statewide election days.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this recommendation supports the following Metro Strategic Plan Goal: 3) Enhance communities and lives through mobility and access to opportunity. Metro will continue work towards

making Los Angeles County's transportation system more accessible, inclusive, and responsive to the needs of the diverse communities it serves.

NEXT STEPS

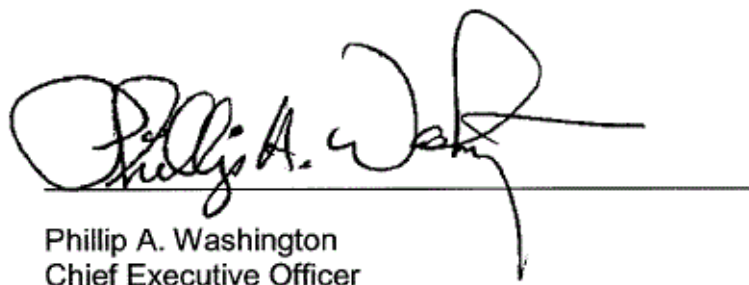
Staff will continue internal and external planning and coordination efforts in support of making free transit permanent on federal and statewide election days. This includes partnering with Access Services and any partner agencies who wish to participate in providing enhanced and/or reduced-fare services on regular federal and statewide election days in an effort to reduce mobility barriers to voting individuals throughout Los Angeles County.

ATTACHMENTS

Attachment A - Item 40: Free Transit Service Election Day Motion

Prepared by: David Sutton, EO Finance (213) 922-4036
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Diane Corral-Lopez, EO Admin & Finance (213) 922-7676

Reviewed by: James T. Gallagher, Chief Operations Officer (213) 418-3108
Nalini Ahuja, Chief Financial Officer (213) 922-3088



Phillip A. Washington
Chief Executive Officer

Metro



Board Report

File #: 2018-0687, **File Type:** Motion / Motion Response

Agenda Number: 40.

**EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 18, 2018**

Motion by:

GARCETTI, KUEHL, RIDLEY-THOMAS, AND GARCIA

Item 40: Free Transit Service on Election Day

MTA should help reduce the barriers to voting for the individuals that rely on MTA for mobility. In the June 2018 primary election, Los Angeles County saw a voter turnout of just 28%, which is the second lowest of the 47 California counties that reported. Additionally, studies have shown that minority, low-income, persons with disabilities, and youth voters in particular have consistently lower turnout than average. These populations are also the ones most reliant on MTA for mobility.

Voters cannot reach polls without adequate means of transportation. The Massachusetts Institute of Technology's 2016 Survey of the Performance of American Elections (SPAЕ) found that approximately 30% of nonvoters across the country claimed that the lack of transportation to the polls was a factor for not voting. In California, that number rose to 51%.

Additionally, SPAЕ and similar studies showed that lack of access to transportation to get to polls disproportionately affects minority, low-income, persons with disabilities, and youth voters. For example, over 50% of non-voters said that a disability or illness was a factor in deciding not to vote and turnout for persons with disabilities has been declining.

To encourage voter turnout, transit operators across the country provide free public transportation on Election Day. Larger cities include Houston, Dallas, San Antonio, Tampa, Kansas City, and Durham. In Minnesota, public transportation agencies are required by law to provide free rides on Election Day. The number of transit operators taking this approach continues to grow, and MTA should ensure that it does not fall behind.

SUBJECT: FREE TRANSIT SERVICE ON ELECTION DAY

RECOMMENDATION

APPROVE MOTION by Garcetti, Kuehl, Ridley-Thomas and Garcia that the Board direct the CEO to:

- A. provide transit services free of fare on the November 6, 2018 election day;
- B. partner with Access Services to examine providing enhanced and/or reduced-fare services on the November 6, 2018 election day; and
- C. in consultation with the Los Angeles County Registrar-Recorder/County Clerk, report back to the Board by the February 2019 cycle on whether or not to make free transit permanent on federal and statewide election days.



Board Report

File #: 2018-0792, File Type: Motion / Motion Response

Agenda Number: 23.

SYSTEM SAFETY, SECURITY AND OPERATIONS COMMITTEE FEBRUARY 21, 2019

SUBJECT: SECURE BICYCLE PARKING MOTION RESPONSE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE secure bicycle parking assessment report in response to September 2018 Board Motion item 22.

ISSUE

At the September 2018 board meeting, Directors Bonin, Solis, and Garcia put forth a motion to assess the Secure Bicycle Parking Program (Program) and evaluate opportunities to improve access through changes to its management practices and/or increasing capacity at high-demand locations and report back in February 2019. Metro staff has performed this analysis in the attached Secure Bicycle Parking Program Assessment Report (Assessment).

BACKGROUND

In July 2018, Metro Parking Management and Shared Mobility assumed administration for the operation of the Secure Bicycle Parking Program ("Program"). This Program manages secure bicycle parking lockers and bicycle hubs at multiple of Metro transit stations. As Metro expands its transit network and makes mobility across LA County more feasible without an automobile, an increase in bicycle use to access stations is anticipated. Metro encourages using alternative modes of transportation to access transit stations and needs to provide a safe and secure place to park bicycles. The Assessment outlines the existing conditions and performance of the Program today and recommendations for improvements, both in the interim and for the longer term.

DISCUSSION

Due to the immediate need, Metro staff performed the assessment promptly and focused heavily on four critical components: (1) the business model, (2) increasing utilization, (3) security, and (4) increasing facility options for secure bicycle parking. Staff reviewed rental and utilization rates as well as placement of bicycle lockers and security elements used for deterrence. In the process of performing this assessment and subsequent recommendations, Metro staff consulted with program managers of Bay Area Rapid Transit (BART) bicycle program in San Francisco, who recently piloted

a new bicycle parking program at their stations. Metro also consulted Metro Transit Security and Los Angeles Police Department (LAPD) regarding security of the bicycle locker program and the challenges the program has faced.

Inventory, Utilization and Demand

Currently, there are three different types of bicycle parking facilities that LA Metro offers across the transit system: (1) The traditional bicycle rack, (2) bicycle locker, (3) bicycle hub. The traditional bicycle rack is offered virtually at every station. They tend to be moderately utilized at most stations, depending on their placement. However, being that it is the least secure of LA Metro’s parking options, where demand warrants, one of the other two types of secured bicycle parking is available.

Bicycle lockers are deployed at 53 stations across the transit system, spanning each of Metro’s transit lines. The total number of lockers deployed at each station varies according to demand and the availability of suitable real estate in and around the station to place them due to their large footprint. Many stations do not have real estate available for additional lockers, limiting the ability to increase capacity when warranted.

Although the average rental subscription rates of bicycle lockers are high, nearly 80% system-wide, daily utilization of bicycle lockers is relatively low, averaging less than 20% during peak transit hours. The subscription demand for bicycle lockers is extremely high at some transit corridors where requests are exceeding 100% of total available lockers and have created sizable waiting lists. The table below illustrates average demand and utilization at sample stations with fully subscribed bicycle lockers.

Bicycle Locker Utilization - Sample Stations					
Line	Station	# Lockers	Waitlisted	Demand %	Avg. Utilization
Green	Norwalk	32	37	115.63%	21.88%
Green	Lakewood	12	20	166.67%	68.06%
Red	North Hollywood	52	140	269.23%	13.46%
Red	Universal City	32	30	93.75%	4.17%
Gold	APU/Citrus	24	48	200.00%	24.31%
Gold	Memorial Park	16	16	100.00%	5.21%
Expo	Bundy	16	66	412.50%	3.13%
Expo	La Cienega/Jefferson	24	64	266.67%	23.61%
Blue	Wardlow	16	26	162.50%	23.96%

Alternative Rental Models

The current bicycle locker program offers a bi-annual payment model with auto renewals every six months. On the surface, the high rental rates at stations imply the program is successful and

operating efficiently, however, the security issues that have been identified during the transition of the program have made clear that the model itself is exacerbating some of the security concerns.

On a daily basis, many bicycle lockers are used by customers as long-term storage rather than as a first/last mile connection. The use of the bicycle lockers for long-term storage has resulted in an increase in theft issues across the system. Thieves have targeted lockers with bicycles that are stored overnight and on the weekends.

In consultation with the bicycle program manager from BART, a daily use model has increased utilization of their program substantially. BART's pricing model is .05 cents per hour and accelerates after 10 hours to encourage removal of the bicycle. Staff recommends a similar pricing model to yield a similar outcome.

Adjusting the business model from prepaid monthly rentals to daily rentals would greatly increase utilization and reduce security issues. The recommended daily rental business model would make bicycle lockers available on a first-come-first-served basis, promote more turnover, discourage overnight and long-term storage, and reduce the number of bicycles brought on Metro buses and trains.

High Demand Locations

Where Metro has retail space and funding, bicycle hubs will continue to be the option deployed for high demand locations. Currently, there are three bicycle hubs in operation: LA Union Station, El Monte Station on the Silver Line, and Hollywood and Vine Station along the Red Line. There are three additional bicycle hubs in the pipeline for operations: Culver City (Ivy Station) on the Expo Line, Willowbrook/Rosa Parks Station which serves the Green and Blue Lines, and the Airport Metro Connector (AMC) which will open upon completion of the Crenshaw LAX Line.

The Culver City bicycle hub will open in the next 45 days and is expected to be heavily utilized. The demand for secure bicycle parking is high along the Expo Line with over 500 people on the waitlist for the bicycle locker program. However, there is not enough real estate to deploy additional lockers to meet that demand.

Creation of a service option that is between bicycle hubs and bicycle lockers that takes up less of a footprint at stations than the current program is recommended. For example, a hybrid, scaled down, automated version of bicycle hubs could be designed with an enclosed area with secure bicycle parking that allows for increased capacity and improved line of sight. This area could be fenced or caged in with TAP card access control, allowing only transit users accessing the area to securely park their bicycles. The new facility type would increase capacity and potentially replace the existing bicycle lockers by better utilizing the real estate that is available.

Interim Changes

There are immediate interim improvements that can enhance the efficiency and security of the Program. The first priority to improve the security is to evaluate the placement of lockers, station by station, and relocate or remove as necessary. Staff will work with Transit Security to ensure new

placements are within camera views and are ideal for theft deterrence. Metro staff will investigate alternative mechanisms and locations to deter theft and continue to research potential solutions.

Community engagement and performing outreach to the bicycle community is another priority for Metro staff, as understanding the needs of the users will enable Metro to implement the most effective strategy and contribute to long term solutions in addressing many of the security concerns. Staff will perform outreach and incorporate feedback into further recommendations for improving the Program.

Equity Platform

Program security refinements and increasing availability of secure bicycle parking will encourage more patrons to utilize the Program. These program improvements are in alignment with the first pillar of the platform: Define and Measure. Patrons will have equal opportunity to access secure bicycle parking measurable by increased Program utilization through higher turnover.

FINANCIAL IMPACT

There is no immediate impact to Metro's expense budget. Staff will work with Chief Planning Officer through the annual budget process to accomplish Program changes and recommendations.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Improvements to the Program align with goal 2 of the Strategic Plan. These enhancements will "deliver outstanding trip experiences for all users of the transportation system" by promoting resources for safe and secure parking and shrink the number of bicycles transported on Metro.

NEXT STEPS

Metro staff will work with internal departments to design and conceptualize a new automated facility type that expands capacity of secure bicycle parking using the same real estate as the current bicycle locker program. At stations where there is appropriate space and demand, Metro staff will also explore the potential for piloting a daily bicycle locker rental program. Staff will consult with BART regarding their recent pilot program, as well as review input from the bicycle community during Metro's outreach.

Staff will report back in 180 days on the progress of the Secure Bicycle Parking Program with the results of the outreach with the bicycle community and more specific recommendations on changes to the pricing model.

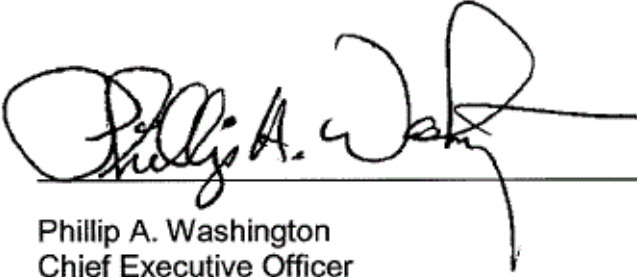
ATTACHMENTS

Attachment A - Secure Bicycle Parking Program Assessment Report

Prepared by: Shannon Hamelin, Sr. Director, Countywide Planning & Development, (213) 418-3076
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Holly Rockwell, SEO, Countywide Planning & Development (213) 922-5585

Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077



Phillip A. Washington
Chief Executive Officer



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One Gateway Plaza
Los Angeles, CA 90012-2952

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Secure Bicycle Parking

Program Assessment Report

Prepared By:
Parking Management





Background

In July 2018, Parking Management and Shared Mobility assumed responsibility for the operation of the Secure Bicycle Parking Program (“Program”). This Program manages secure bicycle parking lockers and bicycle hubs at many of Los Angeles Metro’s transit stations. As Metro expands its transit network and makes mobility across LA County more feasible without an automobile, an increase in bicycle use to access stations is anticipated. LA Metro encourages using alternative modes of transportation to access transit stations and it is necessary to provide a safe and secure place to park bicycles. This assessment outlines the conditions of the Program as they exist today and recommendations for improvements both in the interim and for the longer term. Due to the urgency of the situation, rather than solicit and procure a consultant, staff performed this assessment internally to evaluate the state of the program.

Existing Conditions

Facilities

Today, there are three different types of bicycle parking facilities that LA Metro offers across the transit system.

1. Traditional bicycle rack
 - The standard traditional bicycle rack is free of charge for transit patrons. They are available on a first come first served basis and require the user to provide and utilize their own locking mechanisms.
2. Bicycle Locker
 - These are metal container like boxes that users can store their bicycles for a fee. These are rented out in six month increments for a cost of \$24, or \$48 for the year. They have keyed access control and require a \$50 deposit from the user to ensure key return at the end of the agreement.
3. Bicycle Hub
 - These are secure indoor facilities where bicycle parking is offered for a fee. The bicycle hub facilities offer controlled access in which, staff is available during



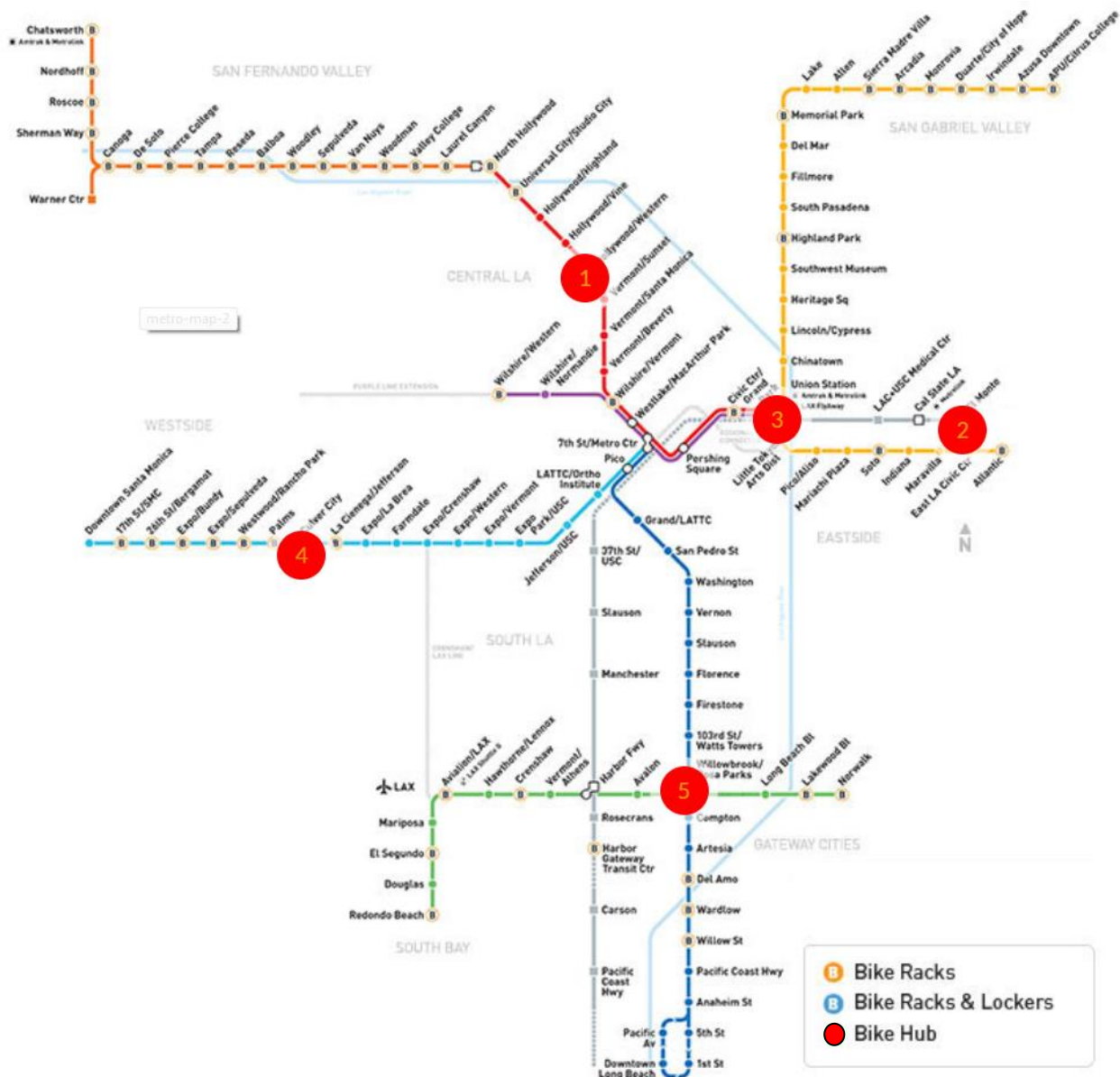
Metro

certain hours to assist with repairs and purchasing of bicycle accessories.

Pricing options range from \$5 for a seven day pass, \$12 a month, or \$60 a year.

These are typically located at stations with extremely high demand.

The traditional bicycle rack is offered virtually at every station. However, being that it is the least secure of LA Metro's parking options, where demand warrants, one of the other two types of secured bicycle parking is offered.





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Utilization and Demand

Demand for secure bicycle parking is on the rise. As mobility evolves in LA County, more and more users are turning to bicycles as a mode of accessing Metro transit stations. For stations with current or projected high demand, bicycle hubs are Metro’s present solution. Since not every station has the demand that warrants the operation of a large bicycle parking facility like a bicycle hub, bicycle lockers serve as the key secure alternative to the traditional bicycle rack.

Current demand for bicycle lockers is high. Currently, lockers are deployed at 53 stations across the transit system, spanning each of Metro’s transit lines. Total number of lockers deployed at each station varies according to demand and the availability of suitable real estate in and around the station to place them due to their large footprint. Therefore the demand generates waitlists at these locations, exceeding 100% of the total available lockers at many stations. Many stations do not have real estate available for additional lockers, limiting the ability to increase capacity when warranted.

Although the subscription rate of bicycle lockers is high, averaging nearly 80% across all transit lines, actual utilization of lockers on a daily basis is relatively low. On average, less than 20% of lockers are utilized for bicycle storage during peak transit hours, resulting in many rented lockers sitting vacant due to their infrequent use.

Bicycle Locker Utilization					
Line	Station	# Lockers	Waitlisted	Demand %	Avg. Utilization
Green	Norwalk	32	37	115.63%	21.88%
Green	Lakewood	12	20	166.67%	68.06%
Red	North Hollywood	52	140	269.23%	13.46%
Red	Universal City	32	30	93.75%	4.17%
Gold	APU/Citrus	24	48	200.00%	24.31%
Gold	Memorial Park	16	16	100.00%	5.21%
Expo	Bundy	16	66	412.50%	3.13%
Expo	La Cienega/Jefferson	24	64	266.67%	23.61%
Blue	Wardlow	16	26	162.50%	23.96%



Bicycle Locker Demand					
Transit Line	# Lockers	# Rented	Rented %	Waitlisted	Demand +/-
Blue	38	34	89.47%	65	171.05%
Expo	136	129	94.85%	569	418.38%
Gold	220	165	75.00%	279	126.82%
Green	110	75	68.18%	181	164.55%
Orange	159	96	60.38%	31	19.50%
Purple	16	14	87.50%	55	343.75%
Red	134	95	70.90%	163	121.64%
Silver	16	9	56.25%	8	50.00%

*waitlists accepted even at stations without lockers

Safety and Security

For many, secure bicycle parking gives a sense of convenience and assurance that their bicycle is secure, permitting them to ride Metro without having to take their bicycle on their commute. However, there are many challenges to ensuring the safety and security of bicycles within the secure bicycle program.

1. Theft and Break-Ins

One of the initial challenges faced by staff within weeks of assuming administration of bicycle locker operations, were a string of break-ins that occurred across the system, mainly during the overnight hour. At various locations and on multiple occasions, thieves were able to access and remove bicycles from the lockers. Customers affected appeared to have been utilizing the lockers as a storage for their bicycles rather than for daily use as first/last mile option. Staff explored the possibility of retrofitting the lockers to further secure them, however the retrofit was ultimately unsuccessful as they too were breached. Bicycle hubs have also experienced similar security challenges as thieves were able to disengage door locking mechanisms at facilities, gaining access to bicycles secured on the racks. Reinforced and upgraded secure access controls which corrected the issue.



2. Line of Sight and Secure Bicycle Parking Placement

Being able to maintain a line of sight is an important factor in bicycle parking security. At several of the stations affected by break-ins, the line of sight was a key issue identified as contributing to theft occurrences. In order to mitigate the incidence of theft, bicycle lockers need to be placed in highly trafficked areas, close to the station entrance and in view of dedicated security cameras. However, due to the relatively large footprint of the infrastructure, bicycle lockers are often placed where space is available, outside the ideal line of sight or in ‘dead space,’ to maintain a clear path of travel. How they are arranged also matters. Doors of lockers should be visible from all angles and never arranged in ways that create blind spots that can be hidden behind. Ideally, where there is opportunity to place lockers in high pedestrian traffic areas such as heavy rail mezzanines, this should be considered.

3. Security Cameras and CCTV

While bicycle lockers may be within visual range of security cameras, they may not always be the primary purpose for positioning them. This means if secure bicycle parking happens to fall within the visual frame of station security cameras; it may not be the principal focus of those cameras. Thus, if thieves do not see localized, visible cameras pointing at a locker, the ability to deter the break in is reduced. Bicycle hubs are well covered with security cameras and are a good example of using cameras to deter. Inside hubs, not only are cameras visible, but so are monitors displaying the video of those cameras.

4. Secure Access Control

Secured bicycle parking is dependent on controlling access by providing the customer with an electronic key card or a standard key. This is what makes the Program more secure from the standard bicycle rack, in which the customer provides their own locking mechanism.



Metro

Currently, to acquire and access a bicycle locker, the customer must register online before they are provided a physical key to open their assigned locker. A \$50 deposit is required for the key and refunded upon its return. These keys are stored in a large bag and are verified by program staff as to whether they work on which locker. The process of cancelling the locker involves the customer mailing the key back and staff traveling on-site to check the locker to verify the key still works. Once verified, the deposit is refunded to the customer. The management of the key system is cumbersome and poorly tracked at best because each step is extremely manual and prone to inaccuracies.

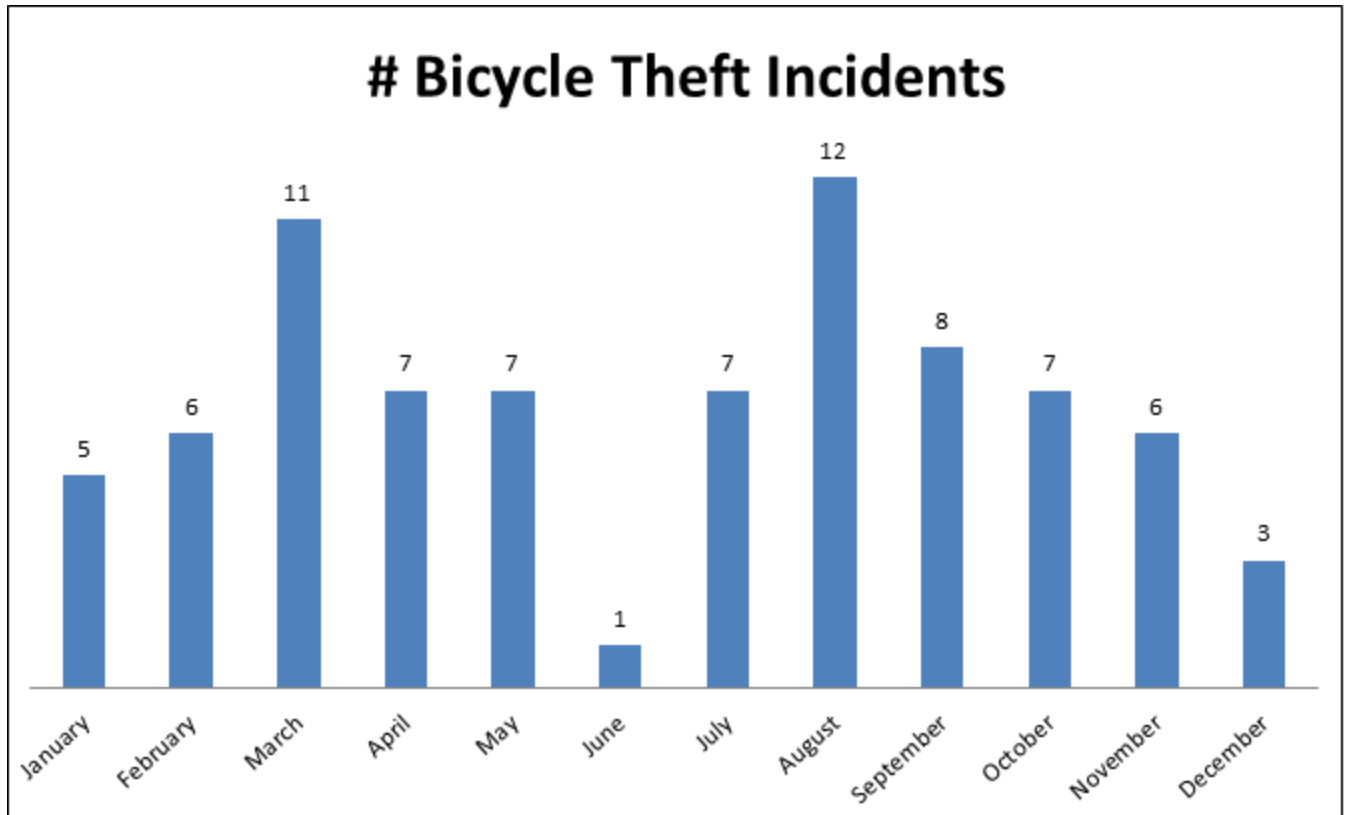
5. Patrols and Stings

Providing safe and secure bicycle parking is important for Metro, but when it comes to life versus property, life is always more important. Program staff works with Transit Security and law enforcement that patrol and provide enforcement for stations. Sting operations where bicycles are left unattended are designed to attract thieves and have been successful, but may not always lead to capturing the perpetrators, nor do they fully deter the behaviors from happening again. The ability to patrol bicycle lockers proactively also depends on other types of criminal activity occurring in the system as crimes against persons take priority over theft of property.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Totals
Blue	-	-	-	1	-	-	1	1	-	1	-	-	4
Expo	1	1	5	2	1	1	4	9	6	4	4	-	38
Gold	1	-	2	-	-	-	1	1	2	1	1	-	9
Green	-	-	-	2	2	-	-	-	-	-	-	-	4
Orange	-	4	1	1	3	-	1	-	-	-	-	2	12
Red	2	1	3	1	1	-	-	-	-	-	1	1	10
Silver	1	-	-	-	-	-	-	1	-	1	-	-	3

*The table depicts the number of reported bicycle theft incidents per transit line by month

**December incidents based on incidents reported to customer service as KPI from security not yet available



Business Model

The current business model for secure bicycle parking is a prepaid or recurring model whereas customers of bicycle hubs have several choices including weekly, monthly, and annual options. The current bicycle locker program offers a bi-annual payment model with auto renewals every six months. A major focus of this report is to assess whether or not the models in place for operating secure bicycle parking are appropriate and facilitate utilization. On the surface, seeing high rental rates at stations gives the impression that the program is successful and operating efficiently. However, the security issues that have been identified during the transition of the program, has made clear that the model itself is exacerbating some of the security concerns, especially within the bicycle locker program. Although bicycle lockers rentals are nearly at capacity, the actual utilization of those lockers is below 20%. On a daily basis, many bicycle lockers are used by customers as long term storage rather than as a first/last mile connection. That fact alone has led to an increase in theft issues across the



system. Thieves have targeted bicycles that are being left overnight and on the weekends, which typically are those of users who store their bicycles.

The six month rental model is inexpensive and automatically renews at the end of the term. Many renters may not remember they have a rental agreement, or they may not mind the \$24 charge every six months just to secure the locker in case they need it. Waitlists are long for bicycle lockers at many stations, so those lucky enough to obtain a locker hold on to them as long as possible. The current model offers no incentive for utilization or to promote turnover.

Recommendations

Staff recommends overhauling the bicycle locker program in order to increase utilization and to make bicycle parking more secure for the everyday user. In order to increase utilization, the Program must promote and incentivize turnover and incorporate new facility types where demand warrants. Four critical components were driving forces in developing recommendations for improving the Secure Bicycle Parking program: (1) the business model, (2) increasing utilization, (3) security, and (4) increasing facility options for secure bicycle parking.

In the process of performing this assessment and subsequent recommendations, Metro consulted with program managers of the bicycle program for Bay Area Rapid Transit (BART) in San Francisco who recently piloted a new bicycle parking program at their stations. Metro also consulted Metro Transit Security and Los Angeles Police Department (LAPD) regarding security of the bicycle locker program and the challenges the program has faced. Both Transit Security and LAPD are supportive of revamping the bicycle locker program to improve security elements.

Removal/Relocation of Current Lockers

Staff recommends removing or relocating lockers from stations that have lowest rental rates and highest security issues including poor line of sight. Metro has asked customers to vacate bicycle lockers at several stations due to on-going security concerns until alternative solutions



can be put into place such as placing lockers in closer proximity to the station to reduce bicycle theft and encourage higher utilization.

Daily Use Business Model

Changing the prepaid monthly model to one that is for daily use and eliminating monthly bicycle locker rentals all together would greatly increase utilization and reduce security issues. This new model, on a first come first served basis, would promote turnover and encourage users to utilize the secure bicycle parking facilities on a daily basis, reducing the number of bicycles brought on Metro. In consultation with program managers from BART, the daily use model has increased utilization of their program substantially. BART's pricing model is .05 cents per hour and accelerates after 10 hours to encourage removal of the bicycle. Staff recommends a similar pricing model to yield a similar outcome. This pricing strategy is anticipated to reduce bicycle thefts by eliminating long term storage of bicycles all together.

New Technology & Facility Type

Staff recommends the creation of a service option that is between Bicycle Hubs and Bicycle Lockers that take up less of a footprint at stations than the current program. For example, a hybrid, scaled down version of Bicycle Hubs would be designed with an enclosed area with secure bicycle parking that allows for increased capacity and improved line of sight. This area could be fenced in with TAP card access control, allowing only transit users into the area to securely park their bicycle. Inside the fenced in facility, staff recommends placing newly procured secure bicycle racks which are of similar footprint to standardized racks, but utilize technology to secure the bicycle rather than a user's own locking mechanism. This can be done via smartphone or kiosk. Staff will continue evaluating multiple options for secure bicycle parking and deploying the ideal solution for each station. The current bicycle locker program operates under a 'one size fits all' type of program, which is ineffective. Space availability, station security, and bicycle parking demand all factor in determining the right solution. Adding a new facility type would increase capacity at some locations that do not have the space to add additional lockers by better utilizing the space that is available.

Daily Use Bicycle Lockers



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

Where feasible, lockers that can be rented daily on a first come first served basis would be deployed so long as the placement meets or exceeds line of sight recommendations. New daily lockers would be outfitted with digital locking technology which can be accessed at a kiosk or by smartphone. This would eliminate program inefficiencies such as key exchanges and reduce the amount of maintenance required when a renter vacates their locker and Metro has to re-core it. Daily rates would be established to encourage users to remove their bicycles each day, promoting turnover and increasing availability of secure bicycle parking for all who need it. A key area where the current program falls short is the siting of lockers. Daily lockers should only be placed at stations that have positive line of sight from highly trafficked areas to ensure lockers are not tampered with. Staff does not recommend that there be a one to one replacement of the current lockers in the system as space availability is essential in determining the correct solution for the station. Based on conversations with BART, retrofitting current lockers is not recommended, especially if the current locker type has been compromised. Metro retrofitted added security elements to lockers that were compromised, but they too were breached. Other options, such as secure bicycle racks, should be considered as an alternative for secure bicycle parking when space is limited. Bicycle Hubs will continue to be the option deployed for high demand locations where Metro has retail space and funding.

Access Controls and Security Cameras

Staff recommends that secure bicycle parking be located at stations that have fixed cameras for monitoring bicycle parking assets. These cameras should be visible and in close proximity to the secure bicycle facility and act as a deterrent to theft. Relocation of lockers in coordination with security to provide better coverage is recommended. Implementing access controls wherever possible will add an additional layer for secure bicycle parking and to identify those using the facility which will aid in investigating bicycle thefts.

Interim Improvements and Next Steps

Staff will work on incorporating and implementing a daily use option as part of its billing model to increase utilization at bicycle hubs and within the locker program. Metro will explore the potential for a daily locker rental pilot program at stations with higher demand



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and secure space to place them. Staff will begin scope of work and consult with BART regarding their recent pilot program.

The bicycle locker program will be overhauled and evaluated station by station. Staff will evaluate station siting at all locations and remove lockers from areas that have had security issues, but replace with an alternative secure parking solution. Staff will also perform outreach and engage the bicycle community for input on improving the secure bicycle parking program.

An unsolicited proposal for a technologically advanced secure bicycle rack is currently underway with procurement. These bicycle racks use advanced technology by way of a digital locking mechanism that secures both the bicycle tires and bicycle frame. The footprint of the digital rack is smaller than bicycle lockers and takes up about the same space as a traditional bicycle rack. Metro will implement this new rack at 5 stations beginning in July 2019. Upon success of this rack, Metro will expand to 10 stations. These racks should be used as an alternative to bicycle lockers where space is limited or security warrants.

**Board Report**

File #: 2018-0019, **File Type:** Contract**Agenda Number:** 24.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
FEBRUARY 21, 2019****SUBJECT: SAFETY ENGAGEMENT AND RECOGNITION PROGRAM****ACTION: AWARD CONTRACTS****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD Contract No. PS52341001 to CASCO International, Inc. (C.A. Short Company) for the implementation of a safety engagement and recognition program in an amount not to exceed \$300,000 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$6,750,000 for the first three-year option, and \$4,500,000 for the second two-year option, for a combined total amount of \$11,550,000, inclusive of sales tax, subject to resolution of protest(s), if any;
- B. AWARD Contract No. PS52341002 to MTM Recognition Corporation for the implementation of a safety engagement and recognition program in an amount not to exceed \$287,188 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$7,033,164 for the first three-year option, and \$4,688,776 for the second two-year option, for a combined total amount of \$12,009,128, inclusive of sales tax, subject to resolution of protest(s), if any; and
- C. AWARD Contract No. PS52341003 to The Peavey Corporation for the implementation of a safety engagement and recognition program in an amount not to exceed \$300,000 for the two-year pilot program effective March 1, 2019, and for the agency-wide program implementation, if selected, in the amount of \$6,570,000 for the first three-year option, and \$3,622,500 for the second two-year option, for a combined total amount of \$10,492,500, inclusive of sales tax, subject to resolution of protest(s), if any.

After the initial two-year pilot program, depending on the results of the pilot, staff will return to the Board for approval to exercise the options with a selected firm to implement the agency-wide safety engagement and recognition program.

ISSUE

In July 2018, the FTA adopted new safety regulations requiring grantees to implement Safety

Management Systems (SMS) including the adoption of an Agency Safety Plan as well as other elements. One of these elements, or core principles of SMS, is Safety Promotion which includes regular safety communication to build a strong safety culture. The goal of the Safety Engagement and Recognition Program is to build a positive narrative about the importance of safety, improving Metro's safety culture and serving as an important counterbalance to safety related discipline that occurs in our operation.

Safety awards and recognition can be useful tools for reinforcing desired behaviors. In terms of safety programs, organizations use awards and recognition to help engage employees, maintain enthusiasm, and increase participation in safety efforts, and show appreciation to individuals or groups for their contributions to safety. Such programs can also help in reducing costs associated with employee and third-party injuries. The safety culture in every organization contributes positively or negatively to the safety and health of its employees, and a safety awards and recognition program is one component of a comprehensive safety and health program.

BACKGROUND

Currently, Metro's safety awards and recognition programs are in need of revitalization. Divisions develop site-specific local safety awards programs, which vary by location and department. This pilot Safety Engagement and Recognition Program will help identify new approaches in safety recognition, and if deployed agency-wide, will centralize this program, standardize recognition criteria and elevate safe work expectations. The recommended pilot program is an innovative approach to improving Metro's safety and recognition programs.

DISCUSSION

The primary objectives of the recommended Safety Engagement and Recognition Program pilot are to reduce industrial injuries, injuries to third parties, general liability claims, workers compensation claims, and unsafe behaviors by promoting and recognizing safe work practices and safe behaviors.

According to a 2010 OSHA memo related to safety incentive programs, "A positive safety incentive program encourages or rewards workers for reporting injuries, illnesses, near-misses, or hazards; and/or recognizes, rewards, and thereby encourages worker involvement in the safety and health management system. Such an incentive program can be a good thing and an acceptable part of a quality safety and health system."

Employee safety is important in every organization. Good safety practices affect all aspects of an organization including expenses, productivity and employee retention. Employees must be engaged in safe work habits, report hazardous conditions/near-miss incidents and suggest improvements in safety and health standards at work to keep Metro a safe organization. The Safety Engagement and Recognition Program pilot will recognize employee contributions and help continuously improve safety practices at Metro.

Without a robust awards and recognition program, injuries and accidents may increase. Areas of concern include:

- Low safety engagement
- Increased vehicle accidents
- Increased worker's compensation claims
- Increased public liability claims
- Increased claims payouts

The Safety Engagement and Recognition Program contracts entail the services of qualified firms to develop, implement, and manage a quality and effective corporate Safety Engagement and Recognition Program. Metro will align with firms who can deliver exceptional customer service and provide turnkey programs that meet the needs of Metro's diverse workforce and present it in such a way as to excite and motivate Metro's valued employees towards safer work practices.

Contracting this function to safety engagement, awards and recognition firms allows for the application of many years of industry knowledge, and the integration of related technologies. This will help Metro to identify safety recognition programs requiring modification, and to design plans that directly impact safety. These firms can guide Metro in assessing our safety awards programs, identifying areas for increased success, and strategizing implementation of a well-structured awards and recognition program.

The project includes three selected firms to implement pilot programs at Metro Divisions 1, 2, and 13 for a period of two years; each firm will randomly be assigned a specific Division. This competition between firms will afford Metro to evaluate different strategies that each firm proposes and select the most advantageous and effective solution that meets the objectives of the program.

At the end of two years, the firms who participated in the pilot will be reviewed and evaluated against a pre-determined formula included in the RFP. The formula will compare changes in claims rates for workers' compensation and general liability claims over the two-year pilot period for each participating Division to the change in the claims rates for the non-participating Divisions.

Ultimately, the firm, if any, whose program proves to be effective and most advantageous to Metro, will be recommended to implement their program agency-wide.

DETERMINATION OF SAFETY IMPACT

Awarding the contracts for piloting a Safety Engagement and Recognition Program is expected to further engage frontline employees, improve recognition for working safely, reduce accidents and injuries, thus, improving safety for Metro's customers, staff, and the community.

FINANCIAL IMPACT

The funding for six months of \$220,000 for this action is included in the FY19 budget in cost center 6810, Corporate Safety, under project 306006 (System wide Bus Ops Mgmt. & Admin). Since these are multi-year contracts, the Project Manager and the Chief Risk, Safety, and Asset Management Officer will be accountable for budgeting the cost in future years.

Impact to Budget

Approval of this action is included in the FY19 budget. The sources of funds for this action are bus operations eligible and include fares and sales tax revenues. No other sources of funds were considered for this activity because the services exclusively support bus operations.

If this pilot is deemed successful, staff will return to the Board for a full implementation plan of the program at Metro.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Strategic Plan Goal #5 is to, "Provide responsive, accountable governance within the Metro organization." Initiative 5.6 states, "Metro will foster and maintain a strong safety culture." Preventing accidents and reducing injuries helps Metro mitigate worker's compensation and public liability claims. Through investment in the pilot Safety Engagement and Recognition Program, Metro will be further elevating its strong safety culture.

Strategic Plan Goal #2 is to, "Deliver outstanding trip experience for all users of the transportation system." Further elevating Metro employee safety engagement and added recognition for safe work behaviors through this program should improve employees' outlook on daily work and elevate safety. Recognizing employees for safe behaviors reinforces the message that at Metro, "Safety is Priority #1," which translates into caring more about their job performance, their passengers and ultimately elevating safety.

ALTERNATIVES CONSIDERED

The Board may choose not to award these Contracts and to not provide a Safety Engagement and Recognition Program. This choice is not recommended due to the potential for significantly improving safety engagement and recognition of employees through this pilot program.

NEXT STEPS

Upon approval by the Board, staff will execute Contract No. PS52341001 to CASCO International, Inc. (C.A. Short Company), Contract No. PS52341002 to MTM Recognition Corporation, and Contract No. PS52341003 to The Peavey Corporation for the development, implementation, and management of the two-year pilot safety engagement and recognition program. At the end of the pilot term, no earlier than 2020, staff will report to the Board with the results of the pilot program and depending on the pilot results, seek approval to exercise the first three-year option with the best performing firm for the agency-wide safety engagement and recognition program implementation.

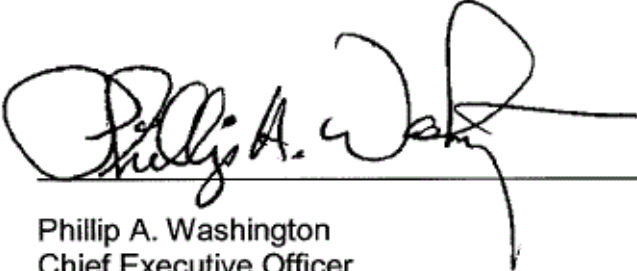
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Raymond Lopez, DEO, Corporate Safety, (213) 922-4065

Reviewed by: Greg Kildare, Chief Risk, Safety & Asset Management Officer, (213) 922-4971
Debra Avila, Chief Vendor/Contract Management Officer,
(213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

SAFETY ENGAGEMENT AND RECOGNITION PROGRAM/
PS52341001, PS52341002, PS52341003

1.	Contract Number: PS52341001, PS52341002, PS52341003	
2.	Recommended Vendor: CASCO International, Inc. (C.A. Short Company) MTM Recognition Corporation The Peavey Corporation	
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: 6/8/18	
	B. Advertised/Publicized: 6/8/18	
	C. Pre-Proposal Conference: 6/13/18	
	D. Proposals Due: 7/16/18	
	E. Pre-Qualification Completed: 9/19/18	
	F. Conflict of Interest Form Submitted to Ethics: 8/31/18	
	G. Protest Period End Date: 2/25/19	
5.	Solicitations Picked up/Downloaded: 54	Bids/Proposals Received: 3
6.	Contract Administrator: Ana Rodriguez	Telephone Number: (213) 922-1076
7.	Project Manager: Raymond Lopez	Telephone Number: (213) 922-4065

A. Procurement Background

Two solicitations were previously issued as follows:

1. Request for Proposals (RFP) No. PS36101 was issued on 01/27/17 as a small business prime and was open to Metro's SBE certified firms. Metro did not receive any proposals for this solicitation.
2. Request for Proposals (RFP) No. PS39967 was issued on 04/01/17 with a 10% DBE Goal. Metro received one proposal; however, the proposal was determined to be non-responsive due to not meeting the DBE goal.

This Board Action is to approve Contract Numbers PS52341001, PS52341002, and PS52341003 to CASCO International, Inc. (C.A. Short), MTM Recognition Corporation, and The Peavey Corporation, respectively, in support of Metro's Safety Engagement and Recognition Program. Board approval of contract awards are subject to resolution of any properly submitted protest.

RFP No. PS52341 was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price.

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on July 6, 2018, extended the proposal due date.

A pre-proposal conference was held on June 13, 2018 and was attended by eight participants representing seven firms. A total of 13 questions were received and responses were provided prior to the proposal due date.

On July 16, 2018, Metro received three proposals from the firms listed below in alphabetical order:

1. CASCO International, Inc. (C.A. Short Company)
2. MTM Recognition Corporation
3. The Peavey Corporation

B. Evaluation of Proposals

The Proposal Evaluation Team (PET) consisting of staff from Metro's Corporate Safety, Bus Operations, Maintenance Operations, and representatives from the Amalgamated Transit Union (ATU) and the International Sheet Metal, Air, Rail and Transportation Workers Union (SMART) was convened and conducted a comprehensive technical evaluation of the proposals received.

The RFP required that all proposals shall be evaluated first on the minimum qualifications (pass/fail) basis. Any proposer that received a single fail for any of the minimum qualifications, as defined, would be eliminated from further consideration. The minimum qualifications are as follows:

1. A minimum of five years experience successfully managing and providing employee safety engagement and recognition programs.
2. Provided safety recognition program services for at least five distinct entities with at least 2,000 employees.
3. Provide a letter from your firm's financial officer or accountant attesting that the firm's gross revenues exceed \$2 million annually for the last three years.

All three proposals met the minimum qualification requirements and were further evaluated based on the following evaluation criteria and weights:

- | | |
|---|------------|
| • Degree of the Prime's Skills and Experience | 30 percent |
| • Proposer's Team | 15 percent |
| • Technical Capacity and Effectiveness of Execution of Plan | 35 percent |
| • Cost Proposal | 15 percent |
| • DBE Participation | 5 percent |

Several factors were considered when developing these weights, giving the greatest importance to technical capacity and effectiveness of execution of plan.

Between July 17, 2018 and July 26, 2018, the PET conducted its independent evaluation of the proposals. All three proposals received were determined to meet the minimum qualifications, and were subsequently evaluated based on the evaluation criteria above. The three firms were also invited to participate in interviews.

On August 3, 2018 the PET interviewed the three proposing firms. The firms were requested to focus their presentation on providing specifics and details on their implementation plan for Metro's program and to demonstrate how Metro employees would experience the program. In general, all firms provided an overview of their program and the recognition and awards that would be available to the employees. In addition, the proposing teams responded to the questions from the PET regarding the level of administrative burden to Metro, the level of support they would provide, the training that would be provided to employees, and the tax implications of their rewards program. In order to obtain the best pricing for Metro, a Best and Final Offer (BAFO) request was sent to all three firms who responded with their final pricing. All three firms have committed to the DBE incentive program and the proposer's DBE score was factored into the Proposer's final evaluation total score.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	The Peavey Corporation				
3	Degree of the Prime's Skills and Experience	89.33	30.00%	26.80	
4	Proposer's Team	37.33	15.00%	5.60	
5	Technical Capacity and Effectiveness of Execution of Plan	71.14	35.00%	24.90	
6	Cost Proposal	100.00	15.00%	15.00	
7	DBE Participation Incentive	100.00	5.00%	5.00	
8	Total		100.00%	77.30	1
9	C.A. Short Company				
10	Degree of the Prime's Skills and Experience	78.67	30.00%	23.60	
11	Proposer's Team	47.33	15.00%	7.10	
12	Technical Capacity and Effectiveness of Execution of Plan	82.86	35.00%	29.00	
13	Cost Proposal	90.84	15.00%	13.63	
14	DBE Participation Incentive	65.20	5.00%	3.26	
15	Total		100.00%	76.59	2

16	MTM Recognition Corporation				
17	Degree of the Prime's Skills and Experience	76.00	30.00%	22.80	
18	Proposer's Team	46.00	15.00%	6.90	
19	Technical Capacity and Effectiveness of Execution of Plan	83.43	35.00%	29.20	
20	Cost Proposal	87.40	15.00%	13.11	
21	DBE Participation Incentive	62.40	5.00%	3.12	
22	Total		100.00%	75.13	3

As stated in the RFP, Metro intended to award up to three contracts for the services during the pilot program. Based on the evaluation, the recommended firms are listed below in alphabetical order:

Contract No.	Firm
PS52341001	CASCO International, Inc. (C.A. Short Company)
PS52341002	MTM Recognition Corporation
PS52341003	The Peavey Corporation

C. Price Analysis

The recommended pricing has been determined to be fair and reasonable based upon adequate competition, independent cost estimate, price analysis, technical evaluation, and fact finding.

	Proposer Name	BAFO Proposal Amount (Base + Options)	Metro ICE	Award Amount (Base+Options)
1	C.A. Short Company	\$11,550,000 (Base \$300,000 Options \$11,250,000)	\$10,653,600	\$11,550,000 (Base \$300,000 Options \$11,250,000)
2	Peavey Corporation	\$10,492,500 (Base \$300,000 Options \$10,192,500)		\$10,492,500 (Base \$300,000 Options \$10,192,500)
3	MTM Recognition	\$12,009,128 (Base \$287,188 Options \$11,721,940)		\$12,009,128 (Base \$287,188 Options \$11,721,940)

D. Background on Recommended Contractors

CASCO International, Inc. (C.A. Short Company)

C.A. Short was founded in 1937 and is headquartered in North Carolina with locations all across the United States. C.A. Short provides employee recognition

services, service and performance awards, OSHA compliant safety incentive awards, instant award programs, and offers an online engagement platform.

The Peavey Corporation

The Peavey Corporation (Peavey) has been in business for 48 years and is based in Kansas. In 1990, Peavey developed a unique game-card based incentive program tied to the safety industry which they have been successfully implementing to assist organizations in improving safety. They have experience with large organizations such as DHL, Bechtel-Canada, PNM Resources, Ceva Freight, and the Missouri Department of Transportation.

MTM Recognition Corporation

MTM Recognition Corporation (MTM) is located in Oklahoma. MTM has provided recognition awards and solutions for large and small corporations and organizations since 1971. Over the last 47 years, MTM has worked with many organizations such as Fortune 100 corporations, governments, and sports teams, to provide recognition programs. Some of their clients include the Washington Metropolitan Area Transit Authority, City of Dallas, the United States Navy, Adobe, McDonald's, DQ, Alg, Lowes, HNTB, and Farmers Insurance.

DEOD SUMMARY

**SAFETY ENGAGEMENT AND RECOGNITION PROGRAM/
PS52341001, PS52341002, PS52341003**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) did not recommend a Disadvantaged Business Enterprise (DBE) goal for this solicitation based on the lack of apparent subcontracting opportunities. Notwithstanding, DEOD worked with the Project Manager and Contract Administration to develop evaluation criteria to incentivize proposers to utilize DBE firms. All three proposers, through their outreach efforts, were able to identify DBE firms to provide various services. CASCO made a 5.00% DBE commitment, MTM Recognition made a 5.01% DBE commitment, and The Peavey Corporation made a 7.67% DBE commitment.

Prime: C.A. Short Company (CASCO)

	DBE Subcontractors	% Committed
1.	Nay's Tacos, Inc.	3.83%
2.	FastSigns 68001	1.17%
	Total Commitment	5.00%

Prime: MTM Recognition Corporation

	DBE Subcontractors	% Committed
1.	CSL Advertising	5.01%
	Total Commitment	5.01%

Prime: The Peavey Corporation

	DBE Subcontractors	% Committed
1.	Nay's Tacos	7.67%
	Total Commitment	7.67%

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. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.



Board Report

File #: 2018-0668, **File Type:** Motion / Motion Response

Agenda Number: 33.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE FEBRUARY 21, 2019

SUBJECT: CUSTOMER EXPERIENCE MOTION 38.1 RESPONSE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the status update for Motion 38.1 about the customer experience program.

ISSUE

On June 21, 2018, the Board of Directors (Board) approved Motion 38 by Directors Garcetti, Kuehl, Bonin and Garcia (Attachment A), requesting staff to:

- A. Rename the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;
- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
 1. KPIs developed under section C
 2. The status of the Customer Service & Experience projects
 3. Key accomplishments, objectives and challenges in Customer Service and Customer Experience for the following budget year
 4. Key accomplishments, objectives and challenges in transit service marketing for the following budget year
 5. The CEO's Ridership Initiatives, including the Customer Experience Service Strategist

BACKGROUND

The Customer Experience Committee was established from July 2017 through June 2018 to ensure that Metro services, projects and programs continue to be developed with a focus on the customer. An internal customer experience working group, with representatives from Operations, Security, OEI,

IT, Communications, TAP and the Office of the CEO was formed to develop, track and monitor progress on Metro projects and initiatives focused on positively impacting customer service, experience and ridership.

DISCUSSION

Committee Renaming

Per the Board's directive, in July 2018 Metro staff renamed the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee.

Service Parameters for NextGen

In October 2018, Metro staff provided an update on the NextGen Bus Study (NextGen Update: Transit Competitiveness and Market Potential; File ID: 2018-055; Attachment B) that provided information on transit competitiveness and market potential for bus trips. In that update, Metro staff explained that the transit journey consists of both on-board time and walk/wait time at the bus stop. For short trips, the walk/wait time, as part of the total trip is a larger factor to the customer. This can be mitigated with higher service frequencies for the local trips. In addition, reliability is critical for reducing wait time, both in terms of schedule adherence and more reliable real time information on next bus arrival times which helps reduce the perceived wait time (generally twice as long as actual) back to reality. For longer trips, on-board trip times are more critical to the customer and therefore warrant more attention on travel speed. For this reason, NextGen applies speed, frequency, and reliability in a more nuanced way to address customer travel needs.

The recommendations coming out of NextGen are expected to focus on the following travel markets to better meet the customer needs in LA County:

- 1) Metro should continue to serve the commute market, usually longer distance trips during weekday peak hours to major employment centers. This market requires faster on board travel times with more direct service.
- 2) Metro should restructure to better serve the shorter distance, non-commute market which accounts for nearly 50% of total LA County trips. This market requires a high frequency network of routes to reduce wait and transfer times throughout the late morning, midday into the evening, and on weekends when most workers, residents and visitors need access to local jobs, service, shopping, and regional attractions.
- 3) Areas and times of day that does not have the demand for frequent fixed route service, but require basic mobility for many residents can be better served with flexible or on demand services.

The areas for improvement within these three travel markets will be selected based on a data driven analysis and extensive public outreach. Staff will return in April 2019 with recommendations on service concepts for consideration by the board.

Annual Customer Service and Experience Plan

Initiative 2.3 of Metro's Vision 2028 Strategic Plan commits Metro to dedicating staff resources to oversee customer experience and developing a comprehensive approach for improving customer satisfaction. Vision 2028 goes on to describe the following specific initiatives:

- Develop a unifying vision and strategy for enhancing the customer's experience,

- Improve customer journey and touch points, and
- Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets.

The response to parts (C) and (D) of Board motion 38.1 will be directly aligned with Initiative 2.3 so that its execution will help to accomplish Vision 2028 Goal 2, “Deliver outstanding trip experiences for all users of the transportation system.”

The Customer Service and Experience Plan (Plan) will cover the components described below that were requested in Board motion 38.1. It should be noted that this Plan is part of a continuous improvement process, and as such, it is a work in progress. This Board report marks the beginning of what staff anticipates to be a comprehensive and impactful customer experience strategy as promised in the Vision 2028 plan.

Key Performance Indicators

Metro staff will follow the principles of continuous process improvement to establish a comprehensive customer service and experience practice throughout the organization. As part of the Plan, staff have developed an initial list of customer experience key performance indicators (KPIs; Attachment C) that will improve customer touch points for Metro’s services. Starting with this preliminary list, staff will consult a number of additional sources, including results from our most recent Customer Satisfaction Survey and examples from some of the highest performing transit agencies and operators in the world (MTR Corporation, Singapore Land Transport Authority, Japan Railway Company, and Transport for London) to further expand and develop these metrics. High-level categories include convenience, ease-of-use, comfort, security, and customer care. Each category will expand into additional subcategories, providing further detail on metrics that will address customer pain points.

Status of Customer Service & Experience Projects

Per Motion 38.1, the Plan will include the status, accomplishments, objectives and challenges of Customer Service and Experience projects, beginning with the CEO Ridership Initiatives that were introduced to the Board in May 2018. The first progress report for the CEO Ridership Initiatives is provided in Attachment D to this report. Additional projects that address customer experience will be added as they are launched and removed when complete.

Transit Service Marketing and Communications

Similar to the status of the customer experience projects, the Plan will also address efforts to improve communications with customers on any number of topics that will make customer trips easier, including new services, closures, schedules, etc. Metro staff will strive to identify new ways to engage customers to improve the transit system and services for everyone.

Customer Experience Culture

The Plan will also address staff resources and training needed to accomplish the customer experience goals as described in both the Board Motion 38.1 and Vision 2028. As a first step, Metro staff are developing the roles and responsibilities for a Customer Experience Strategist position to lead and manage the customer experience program agency-wide. This will include the oversight of

the Plan elements. This position is expected to report to the CEO's office to ensure the appropriate level of integration across all Metro departments.

DETERMINATION OF SAFETY IMPACT

Approval of this item will have a positive impact on the safety of our customers and employees.

FINANCIAL IMPACT

All costs relative to Metro Customer Experience Plans, project and programs will be approved during the regular budget process and Department project managers will be responsible for budgeting any future Customer Experience projects and programs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this recommendation supports the following Metro Strategic Plan Goal: 2) Deliver outstanding trip experience for all users of the transportation system.

NEXT STEPS

Staff will provide an update to the Board in FY19 Q4 to provide more detail on the Customer Service and Experience Plan. The Plan will provide the framework for the performance metrics, staffing, budget, and status updates for the customer experience initiatives outlined in motion 38.1 and Metro Vision 2028.

ATTACHMENTS

Attachment A - Motion 38.1 - NextGen Bus Study Service Parameters

Attachment B - NextGen Update: Transit Competitiveness and Market Potential; File ID: 2018-0555

Attachment C - Customer Experience Key Performance Indicators

Attachment D - CEO Ridership Initiatives Progress Report, July 1, 2018-January 31, 2019

Prepared by: Nadine Lee, Interim Chief of Staff, (213) 922-7950

Conan Cheung, Senior Executive Officer, Operations Service Development, Scheduling & Analysis, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108



Phillip A. Washington
Chief Executive Officer



Board Report

File #: 2018-0614, **File Type:** Motion / Motion Response

Agenda Number:

**REGULAR BOARD MEETING
JUNE 28, 2018**

Motion by:

**GARCETTI, KUEHL, BONIN AND GARCIA
AS AMENDED BY BARGER**

Related to Item 38: **NEXTGEN BUS STUDY SERVICE PARAMETERS**

MTA should strive to deliver the best customer experience of any public transit provider in America.

MTA's customers should be able to easily and conveniently access MTA services and data and feel assured that their transit trip will be fast, convenient, and reliable.

Additionally, MTA's customers should feel that MTA actively cares about their experience. MTA's customers should see a proven, constant, and continuous effort by MTA to improve the experience of using MTA's services.

Furthermore, MTA must demonstrate that its services are superior to alternatives.

The Ad Hoc Customer Experience Committee was formed to ensure that MTA was focused on these issues.

Since July, the ad hoc committee has met six times. The committee has examining a wide range of issues, including quality bus service, station cleanliness, TAP, pass programs, real-time data, service interruptions, marketing, Customer Care, system accessibility, and the causes of MTA's recent ridership trends.

In the coming fiscal year, the duties of the Ad Hoc Customer Experience Committee will transition to the Operations Committee.

However, as MTA continues important customer experience initiatives, especially the NextGen Bus Study, it is important that the Board remain engaged on customer experience issues.

Additionally, as MTA advances the NextGen Bus Study, it is appropriate for the Board to provide policy direction on the highest priorities for the future restructuring of the MTA bus network.

SUBJECT: MOTION BY GARCETTI, KUEHL, BONIN AND GARCIA

NEXTGEN BUS STUDY SERVICE PARAMETERS

WE THEREFORE MOVE THAT the Board:

- A. Rename the System Safety, Security and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;

WE FURTHER MOVE that the Board direct the CEO to:

- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
 - 1. KPIs developed under section C. above
 - 2. The status of Customer Service & Experience projects
 - 3. Key accomplishments, objectives, and challenges in Customer Service and Customer Experience for the following budget year
 - 4. Key accomplishments, objectives, and challenges in transit service marketing for the following budget year
 - 5. The CEO's Ridership Initiatives, including the Customer Experience Strategist (Board File 2018-0365);
- E. Report back to the Operations Committee on all the above in 120 days.

BARGER AMENDMENT: continue to seek input and feedback on priorities from NextGen working groups and relevant community stakeholders.



Board Report

File #: 2018-0555, **File Type:** Informational Report

Agenda Number: 36.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 18, 2018**

SUBJECT: NEXTGEN UPDATE: TRANSIT COMPETITIVENESS AND MARKET POTENTIAL

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE an update on NextGen transit competitiveness and market potential information.

ISSUE

On June 28, 2018, the Board of Directors approved Motion 38.1 in relation to Item 38: NextGen Bus Study Service Parameters. The Motion directed the NextGen Bus Study to endorse travel speed, service frequency, and system reliability as the highest priority service parameters to guide the work of the project. With these service parameters defined, this report responds with detailed findings on where these service parameters fit as Metro seeks to prioritize service concepts in the next phase of the project.

BACKGROUND

The goal of the NextGen Bus Study is to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. Since 2014, Metro has seen a decline in bus ridership around 20%. This is consistent with many transit agencies across the nation. There are a number of potential explanations for the ridership decline, so it is important to fully understand these issues, particularly as it relates to the diverse needs of LA County.

While Metro's bus network carries over 70% of combined Metro bus and rail ridership, the bus network has not seen major changes in over 25 years. Today, there are more people, more places to go, and more ways to get there. As a result, Metro's bus network has fallen out of alignment with the way people need to travel today.

DISCUSSION

The NextGen Bus Study seeks to improve the bus network for current, former and potential customers. While it is critical to examine the data, it is important to engage with the community and

understand their preferences. As a result, the project has completed a robust campaign of outreach to date.

- 113,000 Multi-lingual Take Ones
- 350,000 Database Contacts
- 30+ Community Based Organization, Faith-Based & Community Events/Presentations
- 25+ Regional Service Council Presentations
- 18+ Community Pop-Up Events
- 10 Rap Sessions with Bus Divisions
- 3 Working Group Meetings
- 3 Customer Care Focus Group Sessions
- 2 Da Vinci High School Student Workshops
- 2 Telephone Town Halls
- 2 Technical Advisory Committee Meetings
- 2 Internal Working Group Meetings

The NextGen Bus Study has determined that there are four types of riders.

- 7% Frequent (ride 3-4 times per week)
- 22% Occasional (ride 2-3 times per month)
- 55% Infrequent (ride 1-2 times per year)
- 16% Non-Rider

While the number of frequent riders only accounts for 7% of all LA County residents, frequent riders represent 80% of all Metro bus boardings. However, the frequent rider base has been declining, as there are a number of publicized factors for this, including affordable car loans, more reliable cars, ease of getting a driver's license, rideshare expansion, and displacement. This means that every frequent rider lost accounts for 2-3 times loss in ridership. The question becomes whether it is prudent to continue prioritizing a shrinking ridership base or explore emerging markets which may have different travel preferences.

According to the Metro Customer Survey conducted in 2017, 31% of current riders stated that their main reason for riding for convenience. Some other positive attributes included not wanting to drive in traffic, good for the environment, and cheaper than parking. Primary improvements desired among current riders were more frequent and reliable service. When compared with Non-Riders, their main reason for not riding is because the bus is too slow from traffic and too many transfers. However, both current riders and non-riders agree that the most important service parameters Metro should focus on are being fast, frequent and reliable. This is consistent with the service parameters outlined in Motion 40.1.

With existing levels of service, Metro cannot be fast, frequent and reliable along every corridor, all day and everyday. Therefore, policy choices must be made to prioritize where and when it makes sense to implement these parameters.

While many people perceive the Metro bus network to not go where people want to travel, the Metro system in fact covers 85% of all trips in LA County. In many cases, however, these trips are not time competitive with other options. The study examined transit speed competitiveness by using a combination of TAP data and cell phone, location-based data to learn where and when people wanted to travel for both transit and non-transit trips. These trips were then calculated through trip planners to compare travel times and establish which markets are compatible for transit. The analysis revealed that transit can be competitive with other trips so long as it does not take more than twice as long as driving.

A transit journey generally consists of two components, the walk/wait time at the bus stop, then the on-board time as the bus is traveling. These two factors make up total transit travel time. For short trips, the walk/wait time is more critical to riders, as studies show the perception of wait time can be 2-3 times the actual time. For longer trips, the on-board time becomes more critical, as riders spend the majority of time traveling on the bus as opposed to waiting at a bus stop. This reveals that to be competitive for short trips, frequency is critical for minimizing the walk/wait time. To be competitive for long trips, travel speed is critical for minimizing the on-board time. Travel speed can be improved by a number of strategies, including dedicated bus lanes, transit signal priority, and bus stop consolidation.

Today, Metro captures the greatest market share on long distance riders traveling over 10 miles. However, the overall market for long distance trips, whether transit or non-transit, represents only 16% of total trips taken in LA County. The largest amount of total trips are within a shorter distance of 1-5 miles, representing 46% of total trips taken in LA County. If Metro can match its transit share of this 1-5 mile segment with the long distance segment, bus ridership would increase by 500,000 trips.

In order to address the large, short distance trip market, Metro must understand when, where and why these trips generally occur. Short trips serve a variety of purposes, including workers traveling to a local business, single mothers running errands with children, and people traveling for dining or entertainment. These trips all share a similar attribute that the travel occurs primarily during the midday and evening period. This is in contrast to the long distance, commute trips which tend to be during the morning and evening rush hour, focused on major employment centers. As a result, while Metro service currently serves the morning and evening commute trips well, there are missed opportunities for midday and late evening travel when many short distance, non-commute trips are being made.

In summary, there are two areas where Metro should focus on to better meet the needs of LA County travel. First, Metro should build on its success of long distance, commute trips by improving on-board travel times. Second, Metro should enter the short distance, non-commute market where nearly 50% of total LA County trips are made by improving frequencies to reduce wait time at bus stops. These areas for improvement will be selected based on a data driven analysis and extensive public outreach.

DETERMINATION OF SAFETY IMPACT

The recommended action of improving on-board travel times and service frequencies will enhance Metro's ability to provide service that is safe and reliable.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this recommendation supports the following Metro Strategic Plan Goals: Provide high-quality mobility options that enable people to spend less time traveling. Deliver outstanding trip experiences for all users of the transportation system. Enhance communities and lives through mobility and access to opportunity. Provide responsive, accountable, and trustworthy governance within the Metro organization. This project will improve safety, service, and reliability in an effort to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.

ALTERNATIVES CONSIDERED

The fulfillment of this project could be accomplished through maintaining the existing bus network. For this project, staff does not recommend this approach. Staff asserts that there are distinct advantages to Metro in better responding to meet the needs of where, when and why people travel in LA County today. As a result, Metro expects bus ridership to improve both in quantity and quality.

NEXT STEPS

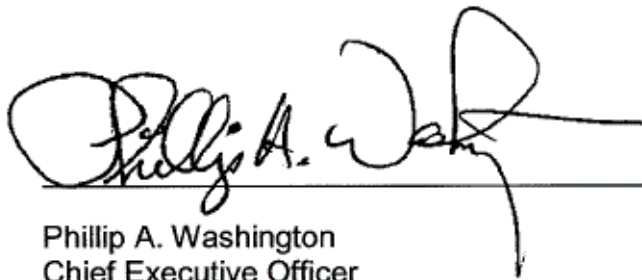
Staff will continue working with the NextGen Working Group to prioritize service concepts, then return to the Board in January 2019 with a recommendation on service concepts. If approved, staff will begin translating service concepts into line-by-line improvements for service changes starting in December 2019 and continuing through June 2020.

ATTACHMENTS

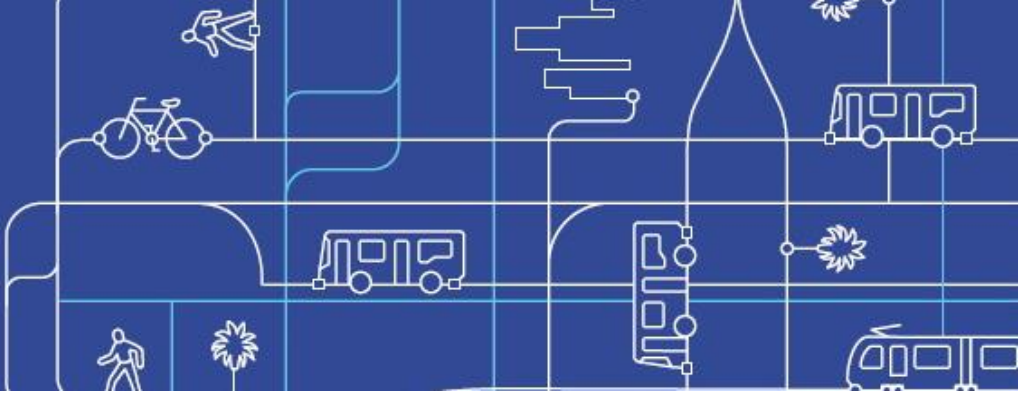
Attachment A - NextGen FAQ

Prepared by: Stephen Tu, Sr. Manager, Operations, (213) 418-3005
Conan Cheung, Sr. Executive Officer, Operations, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108



Phillip A. Washington
Chief Executive Officer



NextGen Bus Study: Frequently Asked Questions

OVERVIEW

1) What is the NextGen Bus Study?

Metro has set out to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. We believe this redesigned network will improve service to current riders, attract a new generation of users and win back past customers. The NextGen Bus Study consists of four steps. At each stage, the public will be encouraged to actively participate and provide informative and valuable input.

2) Why is Metro doing this now?

Simply put, the bus network in LA County carries over 70% of Metro customers but has not had a major overhaul in 25 years. Since that time, our county has evolved dramatically. Over a million residents have been added, transforming many local communities with new travel patterns. The Metro Rail system was just beginning 25 years ago, but now LA County has 105 miles of service and service will continue to grow steadily over the next 25 years. In addition, with new transportation options like ride hailing apps and bike share, it is important that our bus system integrates with all the ways Angelinos travel today, with flexibility built in for the future.

3) When is the NextGen Bus Study happening?

The NextGen Bus Study began in Spring 2018 and is estimated to take 18 months to be completed.

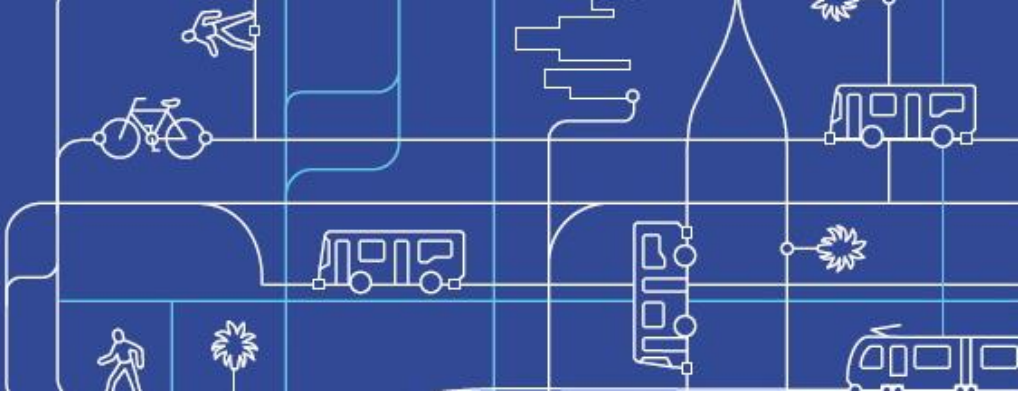
4) When will the NextGen Bus Service Plan be implemented?

Bus service changes will be implemented starting in Fall 2019.

5) Will the NextGen Bus Study result in minor adjustments to the current bus network or truly redesign the system with a “clean slate approach”?

The goal of the NextGen Bus Study is to create an attractive and competitive world-class bus system. To achieve this goal, all aspects of Metro bus service are on the table for study, including speed, distance, frequency, time of day, reliability as well as quality of service and safety. Some of the most heavily traveled lines, e.g. Vermont Ave., Western Ave., Ventura Blvd., may not see major changes, but may be modified to provide better connections to other routes and services. Public input along with the technical evaluation of travel data will inform the extent of the changes.

NEXTGEN Bus Study



COORDINATION WITH OTHER STUDIES/SERVICE PROVIDERS

6) How is the NextGen Bus Study integrating with Metro’s Bus Rapid Transit (BRT) Vision and Principles Study?

The BRT Vision and Principles Study will establish and build consensus on a clear vision, goals and objectives for the BRT system and develop guidance on the design of the BRT network. It will also facilitate the identification and prioritization of future BRT candidate corridors. The NextGen Bus Study will coordinate and share data with the BRT study team in order to improve bus speeds and maximize Metro’s investment in future BRT corridors. Data to be shared includes travel demand data, identification of congested corridors, and auto vs. transit travel time ratios for major travel corridors, which will assist the BRT study with the identification and prioritization of the first decade Measure M BRT project, which has an expected opening date of FY 2022-2024. In addition, the NextGen Bus Study will develop short term recommendations for “hot spot” speed and reliability improvements on major transit corridors based on guidelines, which will further help guide BRT investment.

7) How is the NextGen Bus Study integrating with future Metro Rail/BRT capital projects?

The NextGen Bus Study is focusing on a 10-year horizon (2030). Therefore, all rail lines under construction, including Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Phase 1, 2, 3, are assumed as part of the existing transit infrastructure. In addition, future projects currently in the planning stage and expected to be under construction within the next 10 years will be considered in route planning and scheduling decisions, including the East San Fernando Valley Transit Corridor, Sepulveda Transit Corridor Project, West Santa Ana Branch Transit Corridor, Gold Line Foothill Extension Phase 2B to Claremont, Green Line Torrance Extension, Vermont Corridor BRT, North Hollywood to Pasadena Transit Corridor BRT, and North San Fernando Valley Transit Corridor BRT.

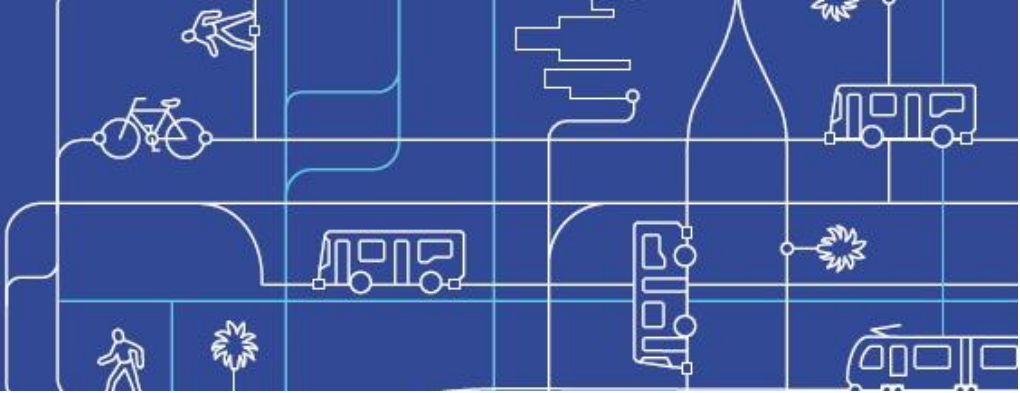
8) How is the NextGen Bus Study integrating with the MicroTransit Pilot Project and Mobility on Demand Grant Program?

The Mobility on Demand Program and the MicroTransit Pilot Projects will be integrated into the network once they have been implemented. The NextGen Bus Study will account for these during the study process.

9) Will bus service provided by the LA County municipal transit operators also be included in the NextGen Bus Study?

Through the NextGen Bus Study, we are taking a holistic approach to the LA County bus system that does not look at Metro alone but instead leverages all resources, including municipal operators.

NEXTGEN Bus Study



10) How is the Long Range Transportation Plan integrating the NextGen Bus Study in its update process?

The NextGen Bus Study and the Long Range Transportation Plan (LRTP) are already integrating in terms of coordinated public outreach efforts and travel demand data sharing. The LRTP has many components, but the portion on future bus system operations will be structured around the findings and outcomes from the NextGen Bus Study, along with other Metro policies and programs. This includes a thorough examination of how the system can best function in future decades based on what NextGen tells us about Metro's current system, combined with other forecasts about future regional growth, and how to ensure the bus infrastructure is funded and maintained in a constant state of good repair. This is a sequential coordination with each phase informing the next.

FUNDING/RESOURCES

11) Will the NextGen Bus Service Plan be constrained to the 7 million service hours currently available?

The initial assumption of the NextGen Bus Study is to develop a service plan within the range of 7 million service hours, plus or minus 10 percent (6.3 million to 7.7 million hours). However, this does not preclude Metro from developing a service plan that exceeds this range should the benefits justify any tradeoffs to other Metro projects and programs.

12) How will fares be affected?

The NextGen Bus Study is a study of the bus system; fares are not being considered as part of this effort.

PUBLIC INVOLVEMENT & COMMUNITY ISSUES

13) Will there be further opportunities for public input on the NextGen Bus Study?

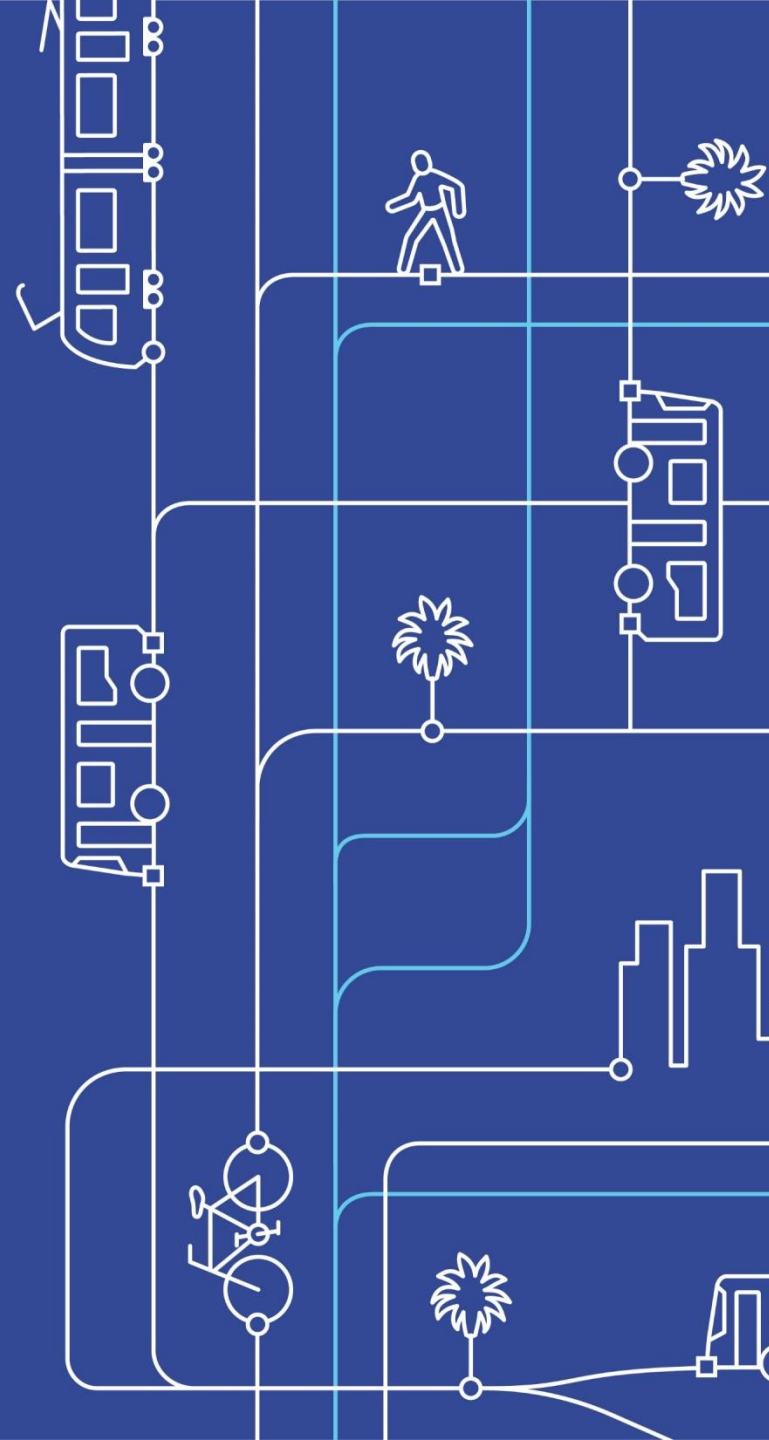
Yes. Public engagement is critical to the success of the NextGen Bus Study and Metro is actively soliciting input. Here are some of the current and upcoming opportunities:

- Help Metro rank and prioritize bus service characteristics with our online engagement tool: <https://nextgen.metroquest.com>.
- Attend a public meeting in November 2018 - visit www.metro.net/nextgen for more details.
- Email your thoughts or request a presentation for your organization by contacting Robert Cáliz at nextgen@metro.net.

NEXTGEN Bus Study

Transit Competitiveness and Market Potential

Operations, Safety, and
Customer Experience Committee
Executive Management Committee
10.18.18



Study Process

SPRING/SUMMER 2018

FALL 2018/WINTER 2019

SPRING/SUMMER 2019

FALL 2019/WINTER 2020

Step 1

Market Demand and Travel Patterns, Existing Service Evaluation

Project awareness and listening to what the market tells us about how we travel, evaluate how existing bus service relates to the needs of the rider.

Step 2

Policy Choices for Service (or Market) Priorities, Service Characteristics, and Network Design

Policies to develop potential bus service priorities to better meet the needs of the rider.

Step 3

Service Design Guidelines and Route/Schedule Changes

Redesign new routes and schedules based on guidelines and parameters reflecting the adopted Policy Choices.

Step 4

Implementation and Marketing

Implement new routes and schedules that reflect the way people travel today. Market the new services to existing, former, and non-riders through education and information sharing tools.



Continuous public engagement →

Telephone Town Hall Meetings



Community Pop-up Events



Community Based Organization Briefings



Service Council/Board Briefings



Community Pop-up Events



Working Group & Stakeholder Briefings



Public Meetings & Webcasts



Service Council/Board Briefings



Metro Board Approval



Telephone Town Hall Meetings



Muni Operators & Local Jurisdictions Collaboration



Formal Public Hearings



Service Council/Board Briefings



Marketing & Messaging



Community Pop-up Events



Public Meetings & Webcasts



Service Council/Board Briefings

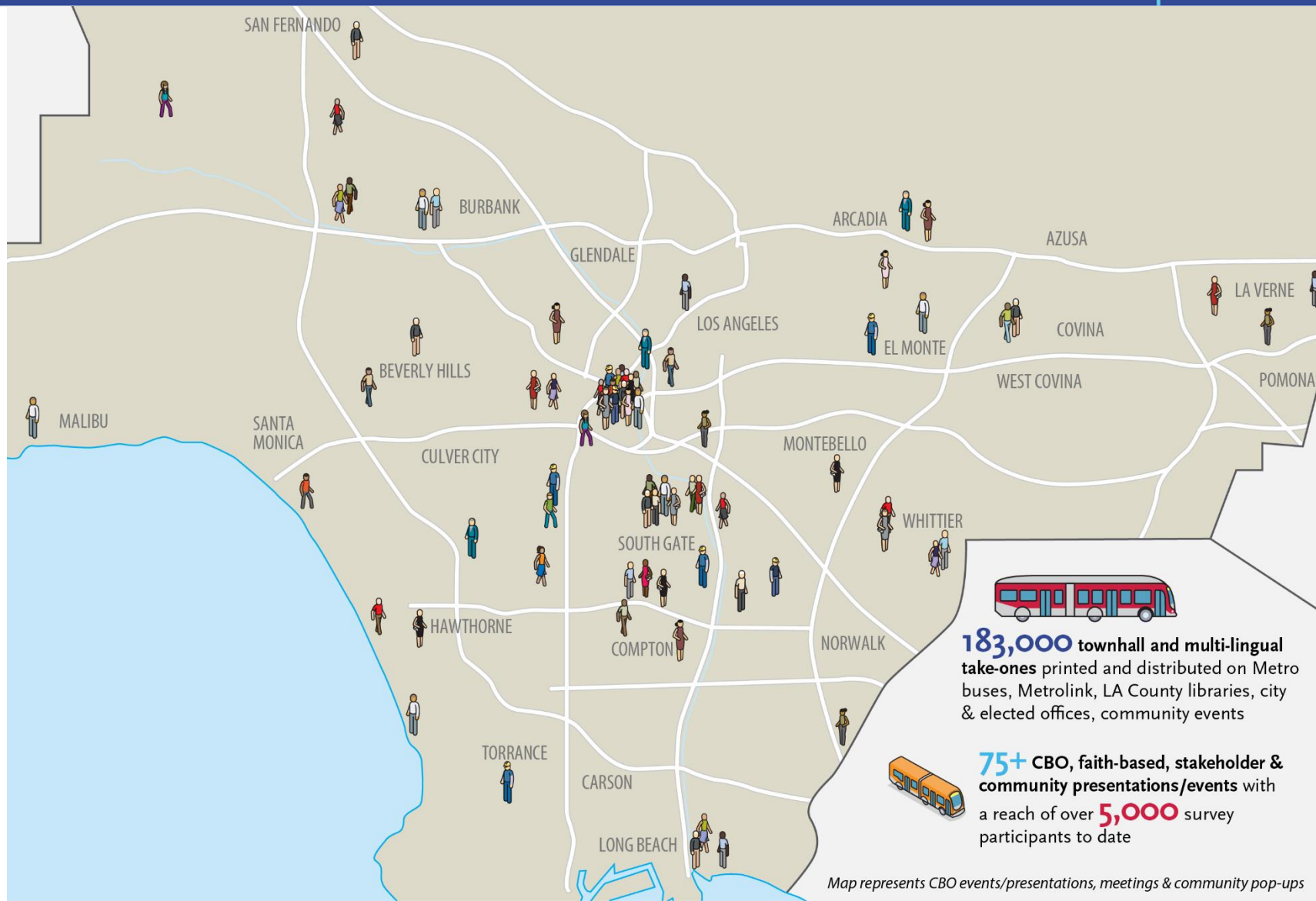


Metro Service Council/Board Approval



Continuous online engagement tools: questionnaire, interactive survey and map →

Stakeholder Engagement



183,000 townhall and multi-lingual take-ones printed and distributed on Metro buses, Metrolink, LA County libraries, city & elected offices, community events

75+ CBO, faith-based, stakeholder & community presentations/events with a reach of over **5,000** survey participants to date

Map represents CBO events/presentations, meetings & community pop-ups

Service Parameters

All Riders

Travel Speed

Frequency

Reliability

Current

More Service

Fares

Information

Former

Security
(women, certain geographies)

First/Last Mile
(elderly, higher income)

Comfort
(odors, crowding)

Infrequent/ Non-Rider

Information
(non-riders)

First/Last Mile
(women, youth, elderly)

Comfort
(odors, crowding)

Transit Service Coverage

Transit is accessible to 85% of all trips made in the region.

Metro Transit Lines by Tier

Express —

Rapid —

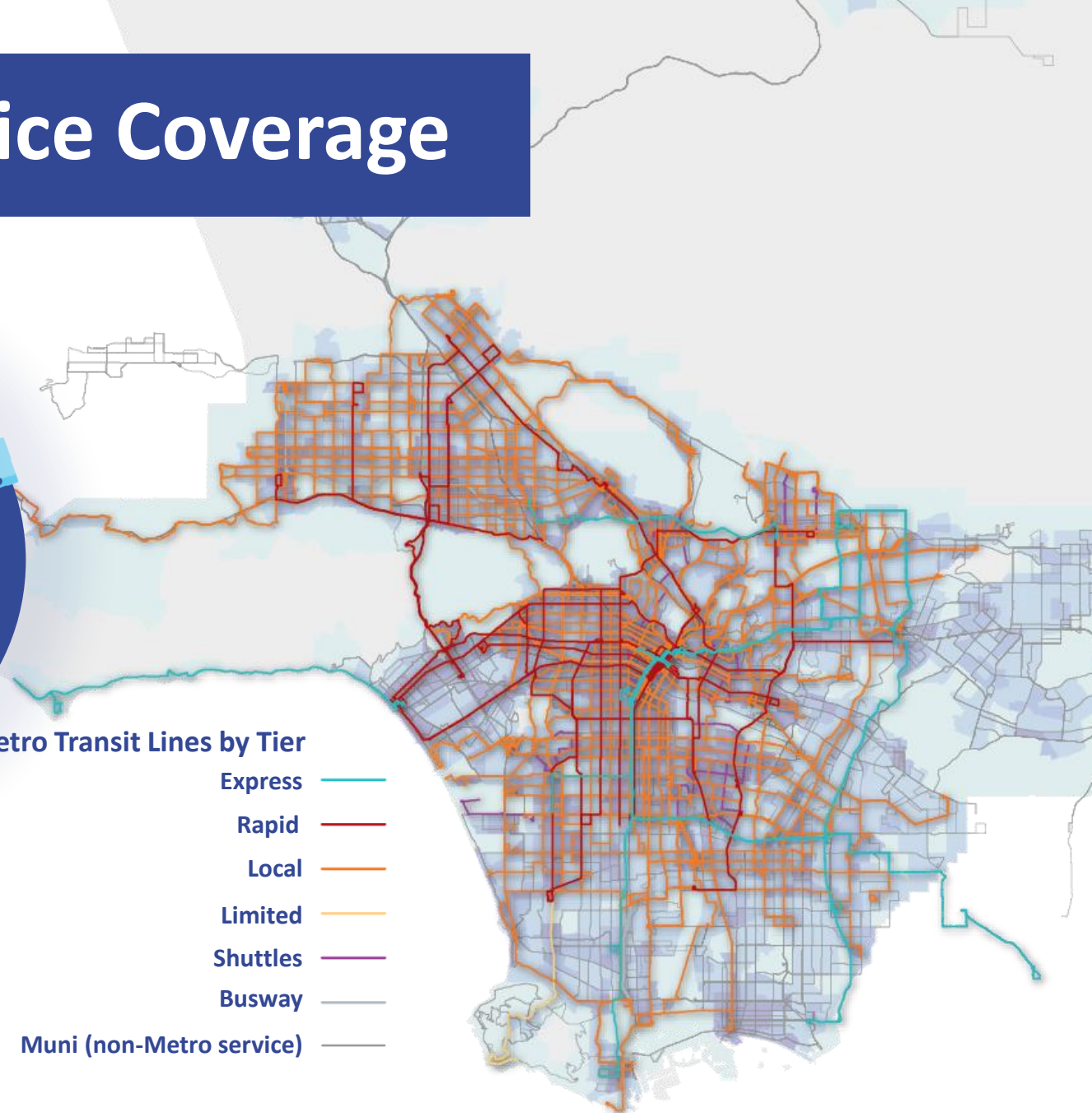
Local —

Limited —

Shuttles —

Busway —



Muni (non-Metro service) —

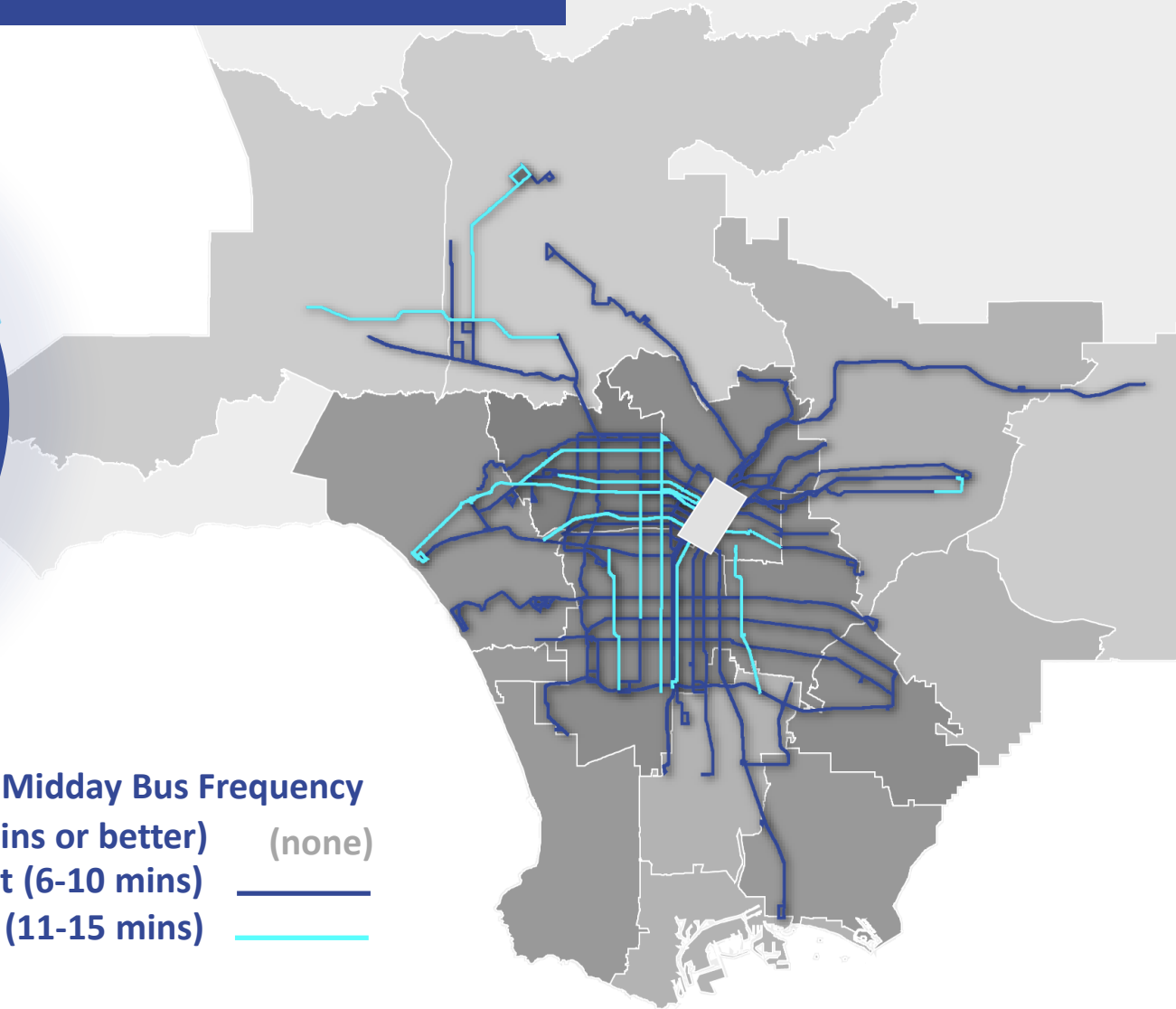


Transit Service Density


**All day
frequent service
is concentrated
in Central LA
County**

Midday Bus Frequency

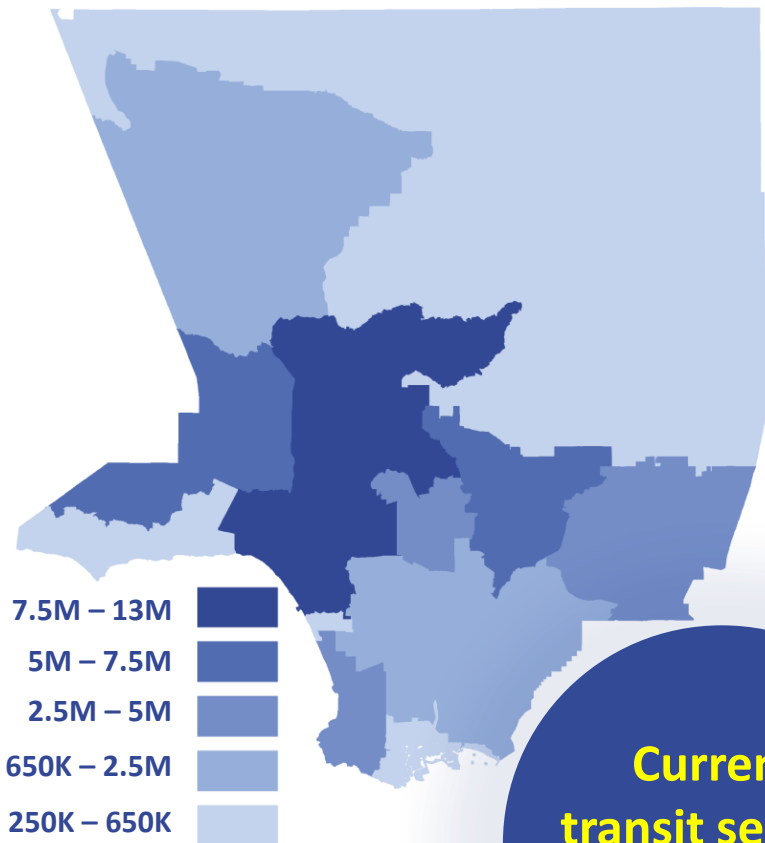
- Super Frequent (5 mins or better) (none)
- Very Frequent (6-10 mins) 
- Frequent (11-15 mins) 



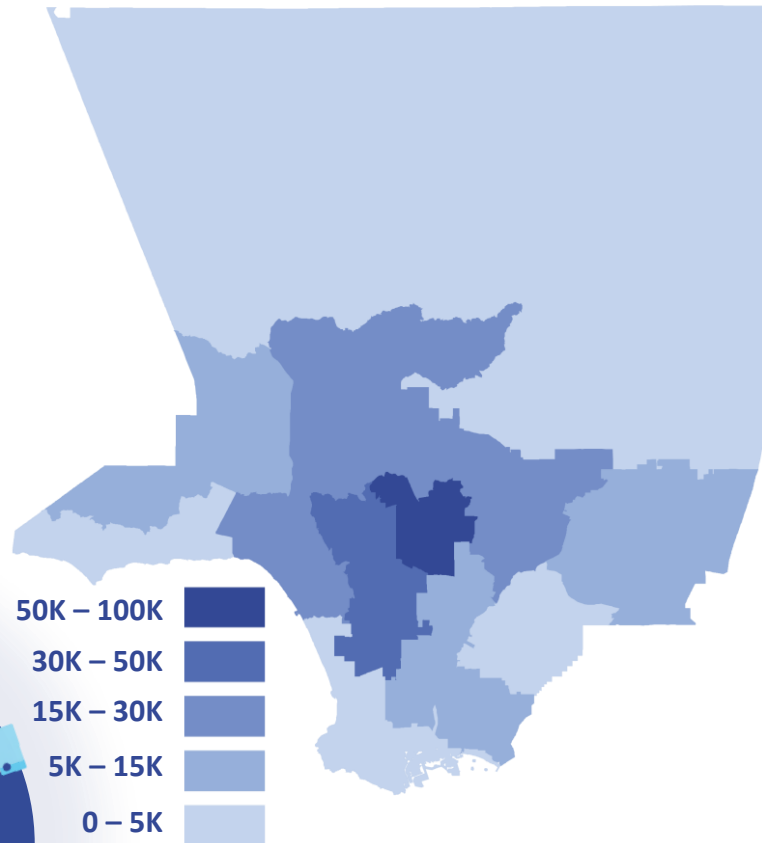
Trip Origins

Total vs Transit Trips

All Trip Origins (cell phone data)



Transit Origins (TAP data)



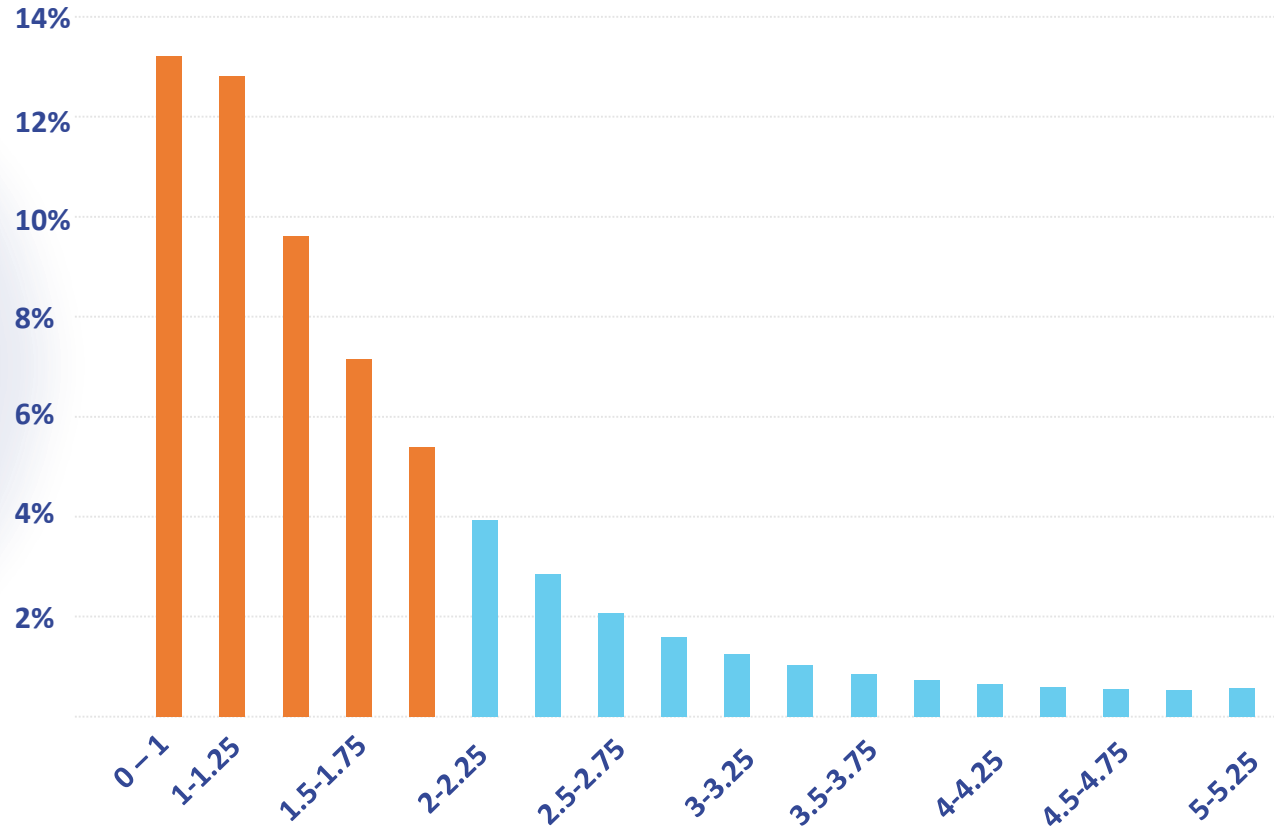
**Current
transit service
is not always
competitive**

Competitiveness of Relative Travel Times

Travel Time Comparison with Auto

Transit Market Share

Transit is most competitive when no more than 2x slower than auto



Transit to Drive Time Ratio

Understanding Trip Purposes

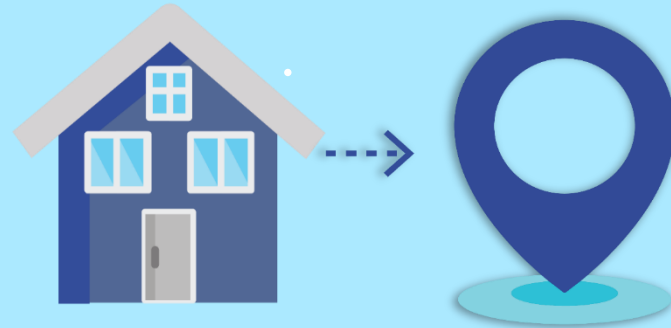
Commute Trips

Travel from home to a regular destination at an employment center during peak hours



Work Trips

Travel from home to a regular destination nearby anytime during the day or week



Other Trips

Occasional travel from a changing origin to a changing destination



When is Travel Speed important?

For Long Distance Trips: 10 to 12.5 Miles

Travel Speed is the key factor for longer trips.



30% of time getting to/from transit

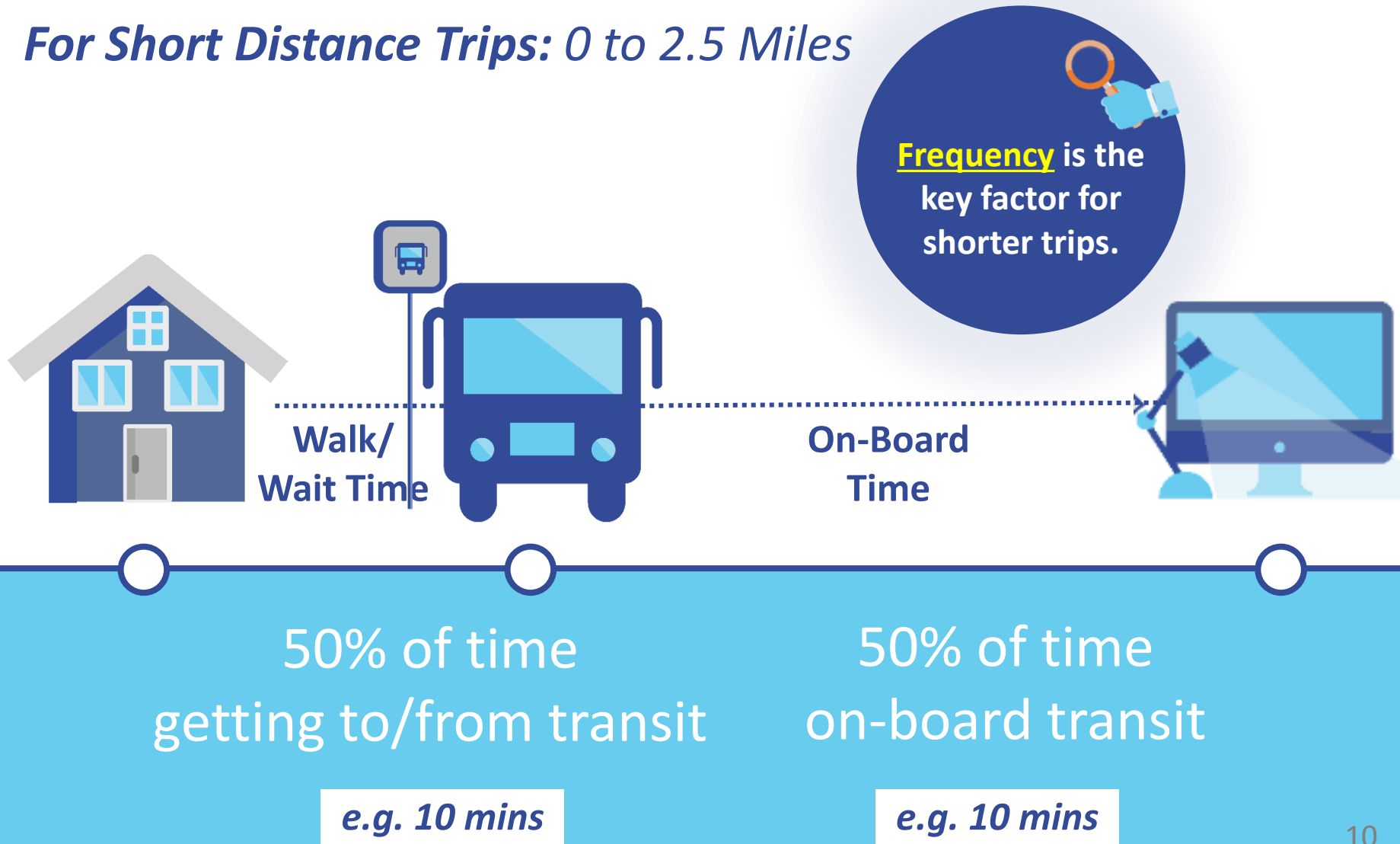
e.g. 10 mins

70% of time on-board transit

e.g. 25 mins

When is Frequency important?

For Short Distance Trips: 0 to 2.5 Miles



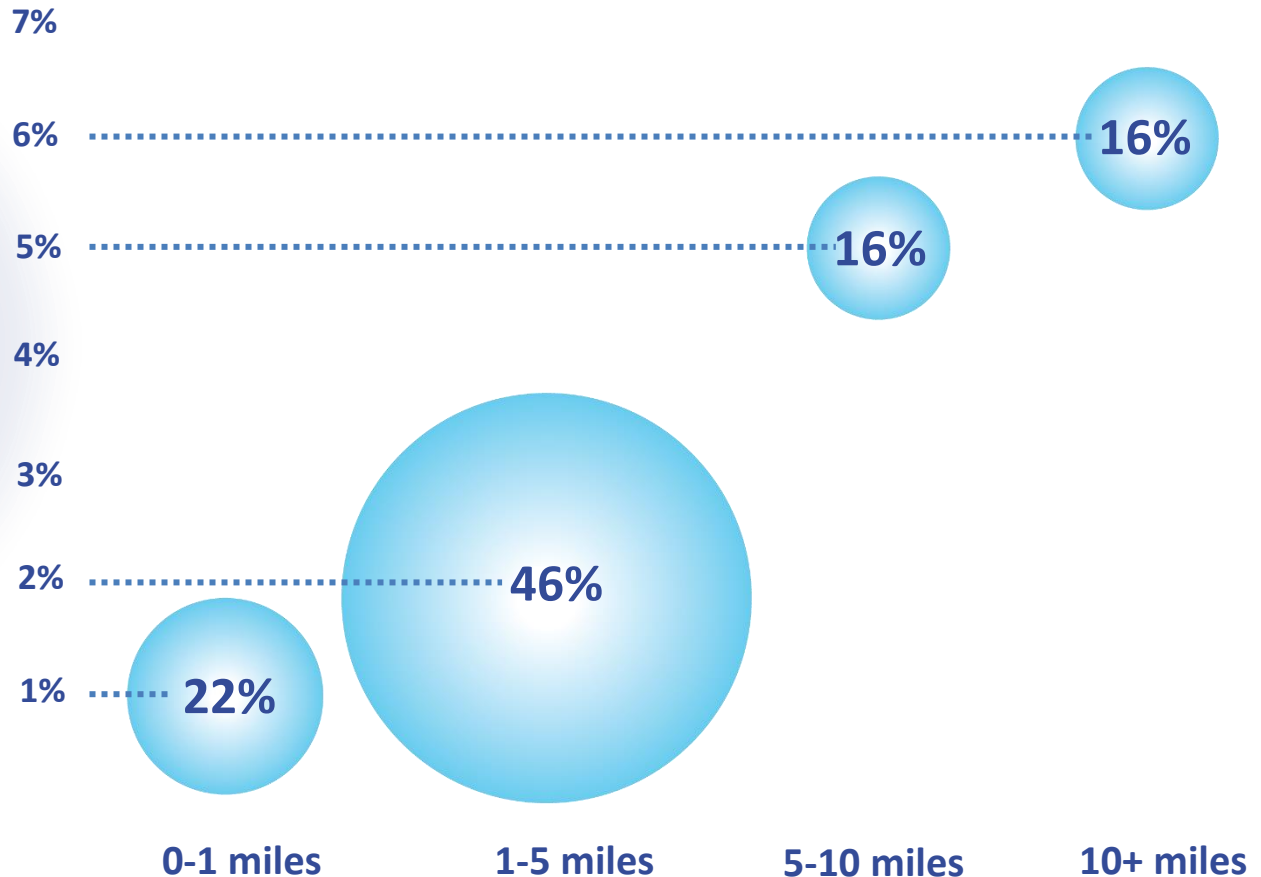
Competitiveness and Market Potential

Transit Market Share by Distance & Percent of Total Trips

Transit Market Share

Increasing our transit share of short distance trips to 6% means 500,000 new trips

% of total trips



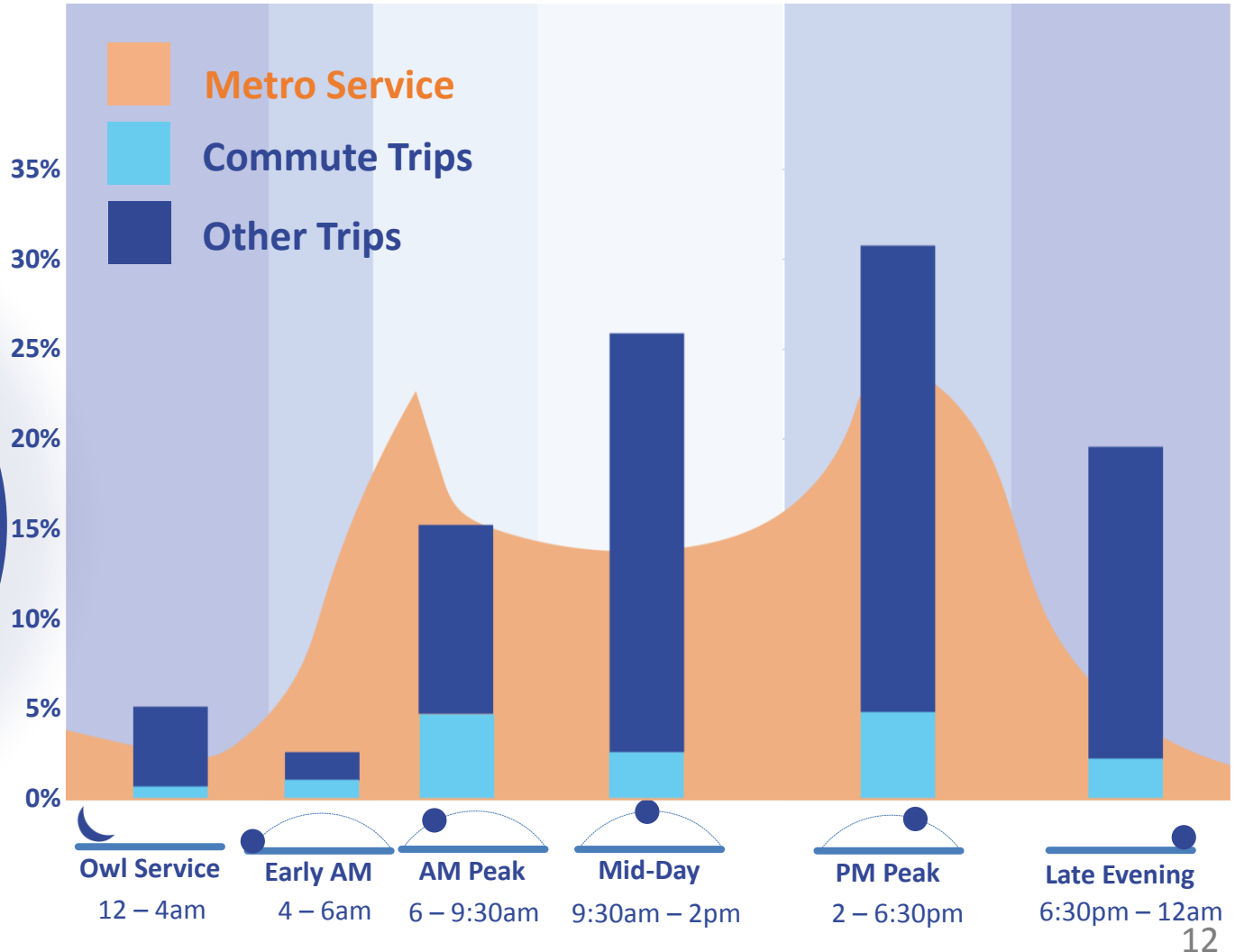
Trip Distance

More Frequent Service for Non-Commute Trips

Travel and Operations by Time of Day

Share of all trips and service by time of day

Current service does not match midday and evening travel demand.



Note: Bar chart shows data by time period while area plot shows hourly data

Market Priorities

Short Distance



Frequency

Long Distance



Speed

Commuter Trips



Peak Hour

8% of all trips
5% transit market share

We are successful here and should continue to focus on this travel market.

Other Trips



All Day

We are not competing well in our biggest potential market and need to rethink our service to better capture short trips.

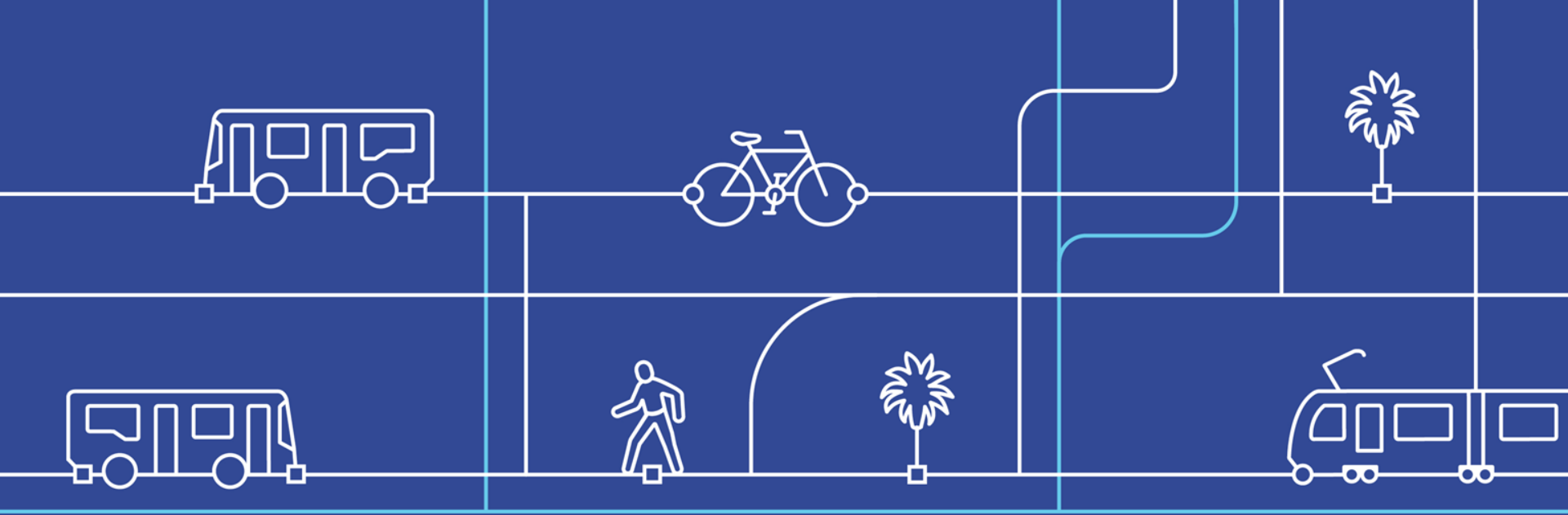
24% of all trips
4% transit market share

Next Steps on Service Concepts

Date	Stakeholder	Topic
Sept 2018 Sept 6, 2018 Oct 15, 2018	Service Councils Board Staff Metro Board	Transit Competitiveness & Market Potential
Sept 25, 2018 Jan 2019 Jan 2019	External Working Group Service Councils Public Workshops	Tradeoffs & Service Concepts
Jan-Feb, 2018 TBD	External Working Group Board Staff	Recommend Service Concepts (for Board approval)
Mar 2019	Metro Board	Draft Service Concepts (Policy Guidance)
Apr 2019	Metro Board	Final Service Concept* (Policy Guidance)



*Beginning of detailed route and schedule planning based on Service Concept



Thank You



Metro

[Metro.net/nextgen](https://metro.net/nextgen)

CATEGORY	SUBCATEGORY	KPI	DESCRIPTION/EXAMPLES/NOTES
Convenience			
	Journey Experience		
		Availability for Journey	Frequency (Did the service run as planned?)
		Journey Time/On-board time	Passenger journeys on-time (Were there trip disruptions or delays?)
		Journey Time/Wait time	Vehicle punctuality (Did the vehicle show up on-time to origins and destinations?)
		Number of Transfers to complete journey	
Ease of Use			
	Transfers		
		Vertical Circulation	
		Reliability	How long are elevators/escalators down before repaired? How often are they down?
		Redundancy	Are there backup elevators/escalators in the same location?
		Wait time	How long is the average wait for a transfer? How accurate is the estimated wait time?
	Accessible Route		
		Availability	Are multiple routes available, and how convenient are they (especially when they involve vertical circulation)?
		Condition	Are there obstructions in the path of the accessible route?
	Wayfinding (Can include static and digital)		
		Availability	Is signage present and obvious?
		Accuracy	Does signage provide correct information?
		Clarity	Is signage easy to follow and understand?
	Trip Information		
		Availability	Is trip information in multiple forms easy to access, regardless of ability?
		Accuracy	Is trip information correct?
		Clarity	Is trip information easy to follow and understand?
		Timeliness	Does trip information reflect current conditions?
	Ticketing		
		TAP information	How easy to understand? How accurate and clear?
		Ticket Vending Machine reliability	Frequency of failure; How long before a TVM is repaired? Redundancy of machines
		TAP reliability	Transactions per failure
		Bus TAP vending	(Future) Availability and reliability
		Fare gate reliability	Transactions per failure; Time to repair
		Bus TAP reliability	Transactions per failure; Time to repair

CATEGORY	SUBCATEGORY	KPI	DESCRIPTION/EXAMPLES/NOTES
Ease of Use (continued)			
	Passenger Information		
		on-vehicle (rail or bus) announcements	Is volume sufficient? Is information relevant and accurate? Is language easy to understand and clear?
		On-platform announcements	Is volume sufficient? Is information relevant and accurate? Is language easy to understand and clear?
Comfort			
	Cleanliness		Frequency of cleaning (of facility, equipment, etc.); standards of cleanliness
	Security		Perception of secure environment (visibility, security presence, responsiveness to security calls, etc.). Suggest putting Security under its own heading.
	Environmental Conditions		
		Lighting	How well lit is the facility or location? How long before a light is out before repair?
		Temperature	Ability to maintain temperature in controlled environment
		Ventilation	Air quality in controlled environment
		Shade	Availability of shelter from environmental conditions
		Seating	Availability and condition of seating for customers
	Passenger loading		Is overcrowding predictable on the buses/trains at any particular time?
Customer Care			
	Customer-facing interactions		Total call time (actual customer interaction)
	Idle chats		Idle chat time (measures unproductive time for a call center representative)
	Call abandonment		Number of calls abandoned in given period (indicates wait times)



METRO RIDERSHIP INITIATIVES

PROGRESS REPORT

FY 2019 July 1, 2018 – January 31, 2019

TABLE OF CONTENTS

INTRODUCTION.....3

IMPROVE TRAVEL SPEEDS4

PILOT METRO MICROTRANSIT7

METRO AS THE MOBILITY INTEGRATOR FOR LA COUNTY9

UNIVERSAL BLUE LIGHT PROGRAM11

SHINING MORE LIGHTS12

THE POWER OF TAP13

METRO MAINTENANCE DIARIES.....15

MAKING THE SWITCH17

DIGITAL COUNTDOWN DISPLAYS & REAL-TIME ACCURACY18

PUTTING THE CUSTOMER AT THE HEART OF OPERATIONS19

INTRODUCTION

Los Angeles County has grown and evolved dramatically and so has transportation. Average system-wide weekday ridership continues to decline. Metro's current bus network carries over 70% of the 1.2 million customers that ride each day, but the system hasn't had a significant update in the last 25 years. The Metro Board has adopted the Vision 2028 Strategic Plan that puts the user experience at the forefront of how we do business. Specifically, Goal 2 of Vision 2028 commits to:

"Deliver outstanding trip experiences for all users of the transportation system. Metro will endeavor to improve trip experiences for all users of the transportation system, recognizing that a world-class system, serving a world-class metropolis, should be attractive, affordable, efficient, safe, convenient, and user-friendly. Specifically, Metro will take actions to improve security, ease of use, and access to accurate travel information on the region's transit systems and will work to improve customer satisfaction at all customer touch points."

The Metro Strategic Plan (Vision 2028) focuses on the desired outcome of increased mobility in Los Angeles County, indicated in part by increased transit usage, or ridership. The CEO presented the Ridership Initiatives to the Metro's Ad Hoc Customer Experience Committee in June 2018. These initiatives are drawn directly from the following initiatives described in Vision 2028:

- Invest in a world class bus system
- Manage transportation demand effectively
- Improve Security for all Metro customers
- Improve customer satisfaction at all customer touch points
- Leverage transit investments to catalyze transit-oriented communities

IMPROVE BUS TRAVEL SPEEDS

Congested streets and highways degrade the quality and reliability of bus service. Speeding up the system addresses customer feedback that buses are too slow and inconvenient for their trip purposes. Running buses more efficiently can free up resources to be applied to more frequency, off-peak, or new services. By increasing speeds, Metro can improve the competitiveness of bus service, attract more riders, and increase opportunities to recoup and reallocate resources to improve service where and when they are needed.

Progress to Date:

NextGen Bus Study

- Step 1 of 4 completed consisting of an analysis of existing bus network and analysis of TAP and cell phone location-based data of travel patterns and market opportunities. NextGen staff is hosting 18 public workshops through the county to collect public input on how to improve the bus system, including bus routes, frequencies, and days and times of operations.
- Staff has completed four NextGen Working Group Meetings, over 100 community meetings, pop-up events, stakeholder briefings, and surveys.
- The project is currently in step 2 of 4 where staff are analyzing data and public input to establish a regional service concept and policy priorities for Board adoption in Spring 2019.
- Subsequent to this Board action, Metro staff will initiate step 3 of 4 to prepare bus line service changes across the entire bus system, after which the project team will seek public input on the proposed bus service changes.

BRT Vision & Principles Study

- The BRT Vision & Principles Study will help support the development of a network of Bus Rapid Transit (BRT) service. BRT is a premium, often rail-like, service that is faster and more reliable than traditional bus service.
- The study will develop a vision for the future countywide BRT network including standards for BRT service and design criteria.
- The study will identify and prioritize promising BRT corridors for future investment.
- The study will help support promoting faster bus speeds, greater reliability, and improved customer experience.
- The Contract was awarded to Sutra Research & Analytics at the October 25, 2018 Board Meeting and is anticipated to be complete in Spring 2021.

Thinking Outside the Lane

- Silver Line ridership increased 2.3% on the ExpressLanes in FY18. Riders saved up to an average of over 13 minutes when in the ExpressLanes compared to the general-purpose lanes.
- Initial studies and attempts of utilizing shoulder lanes for bus travel began on the 134 freeway as part of the express service to Burbank Airport. However, chokepoints at the 2 freeway denied the project from moving forward.
- Planning and Operations staff will continue to identify potential areas that allow bus travel within freeway shoulders.

Pursue Signal Preemption for Buses & Trains

- Metro worked with LADOT to implement new signal timing on Washington Blvd. that matches current operating speeds. (January 2018)
- Testing speed advisory system for use on Metro Orange Line to assist operators in obtaining green lights; makes use of Metro's connected bus project implementation. Proof of concept expected to be completed by end of fiscal year 2019.
- Metro has been working with Long Beach staff on the final implementation of transit signal priority improvement along Long Beach Bl. We will not see benefits of this until after New Blue Phase I is complete in May 2019.

Develop Strategy to Improve Bus Speeds Along Major Corridors

- Metro has hired consultants to evaluate up to five (5) heavily congested corridors & propose congestion reduction mitigation strategies beginning in April/May 2019. The full program of possible mitigation efforts all five corridors is anticipated by August 2019.
- Metro is investigating the possibility of extending current legislation to allow Metro to install "Yield to Bus" signals on the rear of Metro buses to enable buses to more easily re-enter traffic after servicing a bus stop. If this measure is enacted, Metro will need additional enforcement to ensure that motorists adhere to the program.
- Metro is also considering other programs that will require aggressive enforcement of prohibitions (e.g. motorists will not be able to stop in or block bus zones, not blocking intersections with heavy cross traffic, and other traffic operations to reduce the incidence of grid-locked intersections).

3 Month Look Ahead

NextGen Bus Study

- Complete Step 2 – Recommend Service Concepts for Board approval – Spring 2019

BRT Vision & Principles Study

- Project Kickoff & Coordination

Congested Corridors

- Staff will work closely with the City of LA to develop potential solutions for mitigating congestion that affects bus service. Staff met with LADOT and representatives of the Mayor's office to review the work of consultants hired to examine 5 heavily congested corridors and to enlist their support for the development of realistic mitigation plans.
- Work will continue on the validation of the Metro Orange Speed Improvement advisory system as well as implementation of the Transit Priority System in the City of Long Beach

PILOT MICROTRANSIT

More than 50% of all trips in Los Angeles County are short (1-5 mile) trips, yet Metro captures a small share of those trips. The prevalence of transportation networking companies, such as Uber and Lyft, is generating popular new on-demand travel options for many people. However, these types of services are not accessible to all residents and can add to congestion and pollution.

The opportunity for Metro is to leverage this new and emerging technology to encourage ridesharing of short trips (approximately 20 mins in vehicle) and as a result improve the user experience of current and future customers. This service will encourage current customers to ride the system more regularly for a safe, comfortable, reliable single-direction or round-trip ride. Customers will also be able to use this service for a seamless transfer experience to Metro's suite of existing services.

The pilot project will:

- Allow customers to order, track, and pay for trips and passes via a mobile app or phone;
- Provide reliable access to real-time information;
- Make possible a single mobile app for trip information and fare payment;
- Provide a safe on demand service within the region; and,
- Offer easy connections to other Metro, municipal, and regional services and offer service for complete trip solutions.

Progress to Date:

- Three feasibility study contracts have been awarded to RideCo, Via/Nomad, and Transdev
- Design elements, consisting of market research, outreach/marketing, fare structure analysis, software customizations, and vehicle selections, are underway.
- Metro currently has 17 geographies identified with potential demand for short trips that are not currently captured by the public sector (Metro and/or local operators). Short trips are defined as 1-6 miles or about 20 minutes in-vehicle.
- Over the next few months, Metro will be processing the data sets and market research collected by the three private sector partners (RideCo, Transdev and NoMad/Via). Partners are currently working on project planning and design. Metro has not finalized the design elements of this service.
- Metro will be sharing regular updates over email. This will include data from surveys which can be applied to other regional pilots. Metro is also convening an on-demand technology working group for project managers throughout the region.

3 Month Look Ahead

- Board approval of budget – Q4 FY2019
- The first round of in-person meetings will be with local operators and will be scheduled based on request. The goal is to identify a handful of areas where local partners are interested in deploying and championing this service. Metro wants to work hand-in-hand with local operators to ensure this service offers a net gain to the public sector in terms of trips and user experience. As such, Metro is targeting current SOV and TNC trips.
- Metro anticipates launching this service in multiple areas and plans to sequence the deployments with the first launch in December 2019. The timeline is subject to change based on securing regional, community, business, and private sector partnerships.

MOBILITY INTEGRATOR FOR LA COUNTY

Technological innovations are changing the way customers access goods and services. They influence how businesses operate, create virtual worlds of social interactions and economic transactions that further reshape the mobility landscape and change travel preferences and service performance expectations. Metro will strive to serve as a mobility integrator, leveraging all services and technologies to create seamless trip experiences for the customers. One of the most immediate areas of opportunity is with the Transit Access Pass (TAP) program and the integration of this payment system across services and providers so that customers need only one gateway to access mobility services.

Progress to Date:

TAPforce

- September 29, 2018 - Launched TAPforce System which enables Mobility as a Service (MaaS) and includes a TAP Wallet that can be used to pay for account-based services with a cloud-based TAP account. This system sits as an accompanying layer on top of the legacy tap-card-based system that enables seamless connection to TAP payment functions without installation of hardware devices.
- TAPforce now enables connection to an infinite number of new systems. Metro Bike Share was the first to launch on September 29. Now, customers can sign up for the program, put funds into the TAP Wallet for Bike Share, or load funds on their TAP card for transit use, all in one convenient place at taptogo.net.
- In the past, a credit or debit card was required to provide access to many mobility services, but TAPforce now includes an equity component that enables programs to use the cash function to load to their TAP accounts. Programs may choose to use this function with a balance requirement or income validation, but the ability to load cash has opened up program use for cash-based populations that were excluded in the past because they had no access to credit/debit functions.

TAP Integration

- October 2018 – Completed integration with Metro Bikeshare so that you can use your TAP card to pay for bikeshare.
- Currently, the TAP program is working on integration approaches with our Mobility on Demand, MicroTransit, and parking services programs. External discussions are underway with Lyft, Uber, ride hailing, and scooter rental companies to offer TAP payment for these additional services.

- For the launch of the Mobility-on-Demand (MOD) pilot, TAP worked with the Office of Extraordinary Innovation (OEI) and Via to provide an in-app digital check of TAPforce and the LIFE program to enable discounts for MOD customers with TAP cards.
- TAP is working with OEI to enable TAP integration with the MicroTransit pilot service.

Transfer on 2nd boarding

- Eliminated paper transfers
- Increased interagency transfer time period by 30 min
- Transfers automatic on TAP; paid with Stored Value

3 Month Look Ahead

- TAP will continue expanding current TAP-connected programs to enable Mobility as a Service (MaaS). In addition to Bike Share, Mobility on Demand and Microtransit, the list of programs to which TAP is reaching out include scooter rental companies, ride sourcing companies, parking services, electric vehicle car charging and ExpressLanes.
- Confirm integration approach for MicroTransit Pilot Project.

UNIVERSAL BLUE LIGHT PROGRAM

While Metro has implemented an emergency call for aid system that allows commuters to quickly contact authorities in the event of an emergency, the locations of these fixtures are not adequately identified. This difficulty in locating the call for aid fixtures may leave commuters in those areas potentially vulnerable and unable to signal for emergency assistance which could result in decreasing customer satisfaction and safety.

The Blue-Light Emergency Call Box initiative seeks to install new and improved emergency Blue Light fixtures throughout the LA Metro's transit system in an effort to improve safety and security of Metro's customers. The installation of Blue Light technology will serve as the foundation for aligning and enhancing the consistency and effectiveness of Metro's customer-facing security devices.

Progress to Date:

After significant research and coordination with the Arts & Design and Civil Rights departments, Metro has branded the unit as the Metro 'Help Point' to avoid confusion with Metro's current emergency 'Blue Light' system. The 'Help Point' is modeled after the Help Point used by the New York MTA, and over time, is designed to replace the existing E-tel, G-tel, and P-tel units systemwide.

Metro is currently working through the design concept. The Gensler (consultant) design team coordinated with Metro internal departments, including Civil Rights (ADA Accessibility) and Signage & Environmental Graphics to ensure all required conceptual design details and basic functionality have been accounted for.

3 Month Look Ahead:

- Quality Assurance process for design review and comment – FY20 Q1
- Complete design development – FY20 Q2
- Draft Request For Proposals – FY20 Q4

SHINING MORE LIGHTS

There are many bus stops within the LA Metro system that can benefit from enhanced lighting. An assessment by LA Metro Service Planning staff identified a number of bus stops that needed additional lighting for enhanced safety. Improving lighting has the capability to deter crime and improve sense of security for anyone waiting for transit at bus stops.

The total cost for the Project is estimated to be \$750,000 consisting of an FTA grant and local funds matching. Up to 18 bus stops were prioritized from a list developed by Metro Service Planning and can be funded through this project. Under a Memorandum of Understanding (MOU) with LA Metro, the City of LA will design, procure, install, and maintain these street lights.

Progress to Date:

- An additional three Stops (for a total of 21 Stops) were identified in 16 locations across the city that can benefit from this project. The list of project locations is as follows:

(M)=MAJOR, (S)=SECONDARY, (L)=LOCAL, (C)=COLLECTOR STREET	CROSS	STREET	CROSS
YORK BLVD. (S)	AVE. 49. (L)	SLAUSON AVE. (S)	2ND AVE. (L)
SAN FERNANDO RD. (S)	EAGLE ROCK BLVD. (S)	SLAUSON AVE. (S)	VAN NESS AVE. (S)
SAN FERNANDO RD. (S)	VERDUGO RD. (L)	FLORENCE AVE. (S)	AVALON BLVD. (S)
VERMONT AVE. (S)	MELROSE AVE. (S)	VERMONT AVE. (S)	76TH ST.. (L)
VERMONT AVE. (S)	4TH ST. (L)	VERMONT AVE. (S)	94TH ST.. (L)
CESAR CHAVEZ AVE. (S)	VIGNES ST. (L)	O FARRELL ST. (L)	BEACON ST.. (S)
CENTRAL AVE. (S)	6TH ST. (S)	CENTURY BLVD. (S)	LA CIENEGA BLVD. (S)
ADAMS BLVD. (S)	BROADWAY (S)	SHERMAN WAY (S)	TOPANGA CANYON BLVD. (S)
38TH ST. (L)	BROADWAY (S)		

- The project has been designed and a contract was awarded to Elecnor Belco Electric, Inc. for \$538,472 on June 20, 2018.
- Pre-construction meetings took place and equipment has been ordered.
- Construction commenced January 2019.

3 Month Look Ahead:

- Anticipated project completion date is March 2019.

THE POWER OF TAP

Technological innovations are changing the way customers access goods and services. Transit must prepare to be competitive in the new markets that include more choices and new options for customers.

TAP is transforming fare collection with new technology to meet the travel demands of LA County riders. Innovative solutions must continue to be applied to a variety of projects that leverage existing systems, make fare purchases easier, enhance payment options, and integrate multimodal programs into one payment system. Solutions are needed that can span both the legacy transit system and the new cloud-based system. Completion of these projects ensures that fare payment supports mobility as a service for all customers.

Progress to Date:

TAP Website

- Enhanced the taptogo website, resulting in nearly double the number of page views, sessions and users over last year
- Added family account capabilities that enable parent/child account management
- Launched TAP Wallet-enhanced payment options including cash options for riders without bank accounts
- Added ability to create discounts and promotional codes for ridership incentives

Stored Value sales added on bus

- Replaced declining Metro Day Pass with Stored Value
- Aligned fare payment options with customer demand

TAP vending machine improvements

- Made improvements to vending machine screens based on customer input
- EZ transit passes added to product choices
- Implemented Multiple Metro Day Pass purchases in one transaction
- Enabled customized Stored Value purchases
- Adjusted TAP card cost for consistency across the network

TAP vendor network

- Increased vendor network by 20% for a total of 445 vendor locations
- Added 84 LA County public libraries to vendor network

3 Month Look Ahead

- TAP's mobile app solution will begin testing in February 2019. Metro and Muni Farebox equipment is currently being upgraded and Metro rail station validators are being replaced. This upgrade needs to be completed for security purposes before the app can launch. Upgrades are scheduled to begin in February and completed by late summer 2019.
- TAP will implement automatic LIFE discounts on TAP; Elimination of paper coupons began in January 2019.
- TAP will continue transitioning customers and organizations from tokens onto TAP throughout the next three months, ultimately finishing token use in November 2019.
- The rollout of a new Retail Point of Sales (RPOS) device will begin February 2019
- Complete TAP mobile app focus groups and testing

METRO MAINTENANCE DIARIES

In an effort to enhance the customer experience and advance the continuous improvement of systemwide cleanliness, Metro Operations performed a review of cleanliness procedures and inspections of bus stops, bus/rail stations, rolling stock, and shared rights-of-way (ROW). Metro property, including ROW heavily affected by homelessness, will be addressed with the development of encampment clean-up protocols to keep our ROW safe and clean. Also, Metro will continue to collaborate with partner agencies to improve cleanliness, and Operations will strengthen station, terminal and vehicle cleaning procedures.

Progress to Date:

- In October 2018, Operations performed a comprehensive review of Metro cleanliness program for Metro bus stops, bus/rail stations, rolling stock systemwide.
 - Staff recognized multi-department involvement and level of effort was required for cleanliness program effectiveness.
 - Staff adopted a rail facilities tablet platform for incident reporting and is expanding this reporting program to cover all stations and bus terminals.
 - An enhanced station cleanliness program will launch in July 2019.
- Metro is also performing Security & Ancillary Area Intrusion Surge Program in the subway stations which has been ongoing since April 2018. The purpose of this program is to increase customer safety by preventing intrusion. This program has been led by Security & Law Enforcement and Operations, has resulted in over 300 clean up requests, and has reduced intrusions on the Red and Purple Lines.
- Metro is currently working with LA City, County, and railroads to improve cleanliness of multiple locations and along any shared Rights-Of-Way (ROW).
- The following Memorandums of Understanding (MOUs) are in place to enhance system cleanliness.
 - MOU with Metrolink for maintenance activities performed along shared ROW.
 - MOU with the City of Long Beach for maintenance activities performed along the Metro Blue Line south of Willow Station.
- Metro will continue to seek additional MOUs with railroads in joint corridors and provide information flow to railroads, jurisdictions, etc. for coordination and joint clean-up activities coordination.
- Returned to the Board in January 2019 with a Cleanliness Program Update, including collaboration and partnership agreements with external agencies to contribute to Metro's cleanliness results.

3 Month Look Ahead:

- Staff intends to provide more detail on the Customer Service and Experience KPIs in an update to the Board in the FY19 Q3.

MAKING THE SWITCH

In response to public comment about soiled seats and to more efficiently maintain vehicle cleanliness and aesthetics, Metro Operations launched a heavy rail vehicle (HRV) seat replacement project in early 2018. To date, Metro has received positive feedback regarding this project and therefore, plans to expand this program are currently in development. The HRV seat replacement project includes a total of 104 vehicles and is expected to be completed over the next 2 years. The program includes conversion of all fabric seat inserts to vinyl seat inserts to improve cleanliness and allow more efficient maintenance by Metro personnel.

Progress to Date:

- The HRV seat replacement project team has converted fabric seats to vinyl for a total of 16 rail cars to-date. The goal is to complete one married pair every two months. Staff is on target to complete the seat replacement project over the course of about two years.
- Staff is also developing a scope of work to expand the interior renovation pilot project to light rail vehicles (LRVs).
- In 2019, Operations staff will continue to identify solutions for the removal of cloth seats on Metro's existing bus fleet and is working with procurement on new vehicle acquisition options that will include vinyl seats.

3 Month Look Ahead:

- Staff will continue to monitor and deliver the HRV seat replacement project on time and within budget.
- Staff will track and monitor customer and employee feedback to improve existing products and services and ensure that we are enhancing the customer experience.
- Staff will also begin development of an LRV interior renovation project scope of work, budget and schedule.

DIGITAL COUNTDOWN DISPLAYS & REAL TIME ACCURACY

Certainty of the customer journey is affected by traffic congestion, construction/detours, incidents, and related events which affect travel time. However, improving the accuracy of real-time travel information can communicate to customers if they should expect delays to their trips.

Progress to Date:

- A multi-departmental task force has been established to identify the various elements that contribute to prediction accuracy. Each element is being independently reviewed to assess potential refinements that will achieve better accuracy for the customer. The task force elements under review include the following:
 - Lateral/Longitudinal rail track sensor location accuracy;
 - Procedures for flagging missed trips in the rail prediction system;
 - Possible rail schedule adjustments that may be needed during peak load periods;
 - Duplicate train ID's for service replacement trains that create logic anomalies;
 - Investigate implementation of daily system updates on bus schedule changes (pink letters);
 - Prediction logic enhancements
- Metro staff continues to advance the connected bus project, which involves installing cellular communications on the Metro bus fleet to improve predictive arrival information by increasing the poll rate for information on vehicle location and speed.

3 Month Look Ahead:

- Continue installations for connected bus project - 1046 of 2365 (44%) completed through September 2018
- Complete proof-of-concept mobile router kit solution for P2550 fleet type (Gold Line)
- Investigate proof-of-concept mobile router kit solution for P2000 fleet type (Blue/Green Lines)

PUTTING THE CUSTOMER AT THE HEART OF THE OPERATION

Initiative 2.3 of Metro's Vision 2028 Strategic Plan commits Metro to dedicating staff resources to oversee customer experience and developing a comprehensive approach for improving customer satisfaction. Vision 2028 goes on to describe the following specific initiatives:

- Develop a unifying vision and strategy for enhancing the customer's experience,
- Improve customer journey and touch points, and
- Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets.

This ridership initiative is directly aligned with Initiative 2.3 so that its execution will help to accomplish Goal 2, "Deliver outstanding trip experiences for all users of the transportation system."


Progress to Date:

- The Metro Board of Directors, through Board motion 38.1, requested the creation of an Annual Customer Service and Experience Plan (Plan). As part of this effort and in alignment with this ridership initiative, staff is in the process of developing customer experience key performance indicators (KPIs) that will improve customer touchpoints for Metro's services. Staff will draw from a number of sources to develop these metrics, including results from our most recent Customer Satisfaction Survey and examples from some of the highest performing transit agencies and operators in the world (MTR Corporation, Singapore Land Transport Authority, Japan Railway Company, and Transport for London). High-level categories include convenience, ease-of-use, comfort, security, and customer care. Each category will include additional subcategories that will provide further detail on the metrics that address customer pain points.
- The Plan will also address staff resources needed to accomplish the customer experience goals as described in both the Board motion 38.1 and Vision 2028. Currently, Metro staff is developing the roles and responsibilities for a Customer Experience Strategist position to lead and manage the customer experience program agency-wide, which will include the oversight of key accomplishments, objectives and challenges in customer service and experience, and working with the CEO on these Ridership Initiatives.
- Metro intends to deploy periodic customer satisfaction surveys and benchmark results to the Summer 2017 survey. By tracking the trends in how customers respond to the survey questions, staff will be able to see if the improvements made have a positive effect on customers' experiences riding transit. OEI will prepare for a summer 2020 launch of the next comprehensive Customer Satisfaction Survey, benchmarked against the 2017 results. This survey will build upon the benchmark data collected for the development of Vision 2028. As

with the previous survey, staff will update the Board on the results, once the survey is completed.

3 Month Look Ahead:

- Refine Customer Service and Experience Plan and KPIs
- Provide update on status of Plan to Board in Q4 FY19



Customer Service & Experience Plan

Response to Motion 38.1

Operations, Safety, and Customer Experience Committee
February 21, 2019



Metro



Presentation Contents

- Background
- Overview of Customer Service & Experience Plan
- Next Steps



Background

The Metro Board approved the Motion 38.1 on June 21, 2018, requesting staff to:

- A. Rename the committee to the Operations, Safety, and Customer Experience Committee
- B. Endorse speed, frequency, and reliability as highest priority service parameters for NextGen
- C. Develop customer experience key performance indicators (KPIs)
- D. Develop an Annual Customer Service & Experience Plan

Metro Vision 2028

Metro Vision 2028 Initiative 2.3 commits to:

- Develop a unifying vision and strategy for enhancing the customer experience
- Improve customer journey and touch points
- Use data analytics to benchmark and measure system performance for customer satisfaction

The response to Motion 38.1 is directly aligned with this commitment.



Customer Service & Experience Plan

The Customer Service & Experience Plan will address:

- Key performance indicators (KPIs)
- Status of Customer Service & Experience Projects
- Transit Service Marketing & Communications
- Customer Experience Culture

Customer Service & Experience Plan

Key Performance Indicator Categories

- Convenience
- Ease of Use
- Comfort
- Safety/Security
- Customer Care



Customer Service & Experience Plan

Customer Service & Experience Projects

- Progress Report on Metro Ridership Initiatives

Transit Service Marketing & Communications

- Improve customer communications on topics that make customers' trips easier
- Identify new ways to engage customers

Customer Service & Experience Plan

Customer Experience Culture

- Training to cultivate the Customer Experience Culture
 - Role mapping
- Staff Resources
 - Customer Experience Strategist
 - Oversee Plan elements
 - Report to Office of the CEO



Next Steps

Please note:

- The Customer Service & Experience Plan is part of a continuous improvement process; it is a work in progress
- This report is a starting point for a comprehensive and impactful customer experience strategy, as promised in Vision 2028



Next Steps

Staff will provide an update in Q4 FY19 with more detail on:

- Performance metrics
- Resources
- Status updates for customer experience initiatives



Thank You