



**Metro®**

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

**Agenda - Final**

**Thursday, October 19, 2023**

**12:30 PM**

Watch online: <https://boardagendas.metro.net>  
Listen by phone: Dial 888-251-2949 and enter Access Code:  
8231160# (English) or 4544724# (Español)

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

**Operations, Safety, and Customer Experience  
Committee**

*Holly J. Mitchell, Chair*

*James Butts, Vice Chair*

*Kathryn Barger*

*Jacquelyn Dupont-Walker\**

*Paul Krekorian*

*Gloria Roberts, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

*\*Attending Virtually*

*Salesforce Tower*

*415 Mission Street, Level 38*

*San Francisco, CA 94105*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA RULES**

### **(ALSO APPLIES TO BOARD COMMITTEES)**

#### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

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

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

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

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

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

#### **INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Clerk and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at <https://www.metro.net> or on CD's and as MP3's for a nominal charge.



## DISCLOSURE OF CONTRIBUTIONS

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

## ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 working hours) in advance of the scheduled meeting date. Please telephone (213) 364-2837 or (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 364-2837 or (213) 922-4600. Live Public Comment Instructions can also be translated if requested 72 hours in advance.

Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).

323.466.3876 - Customer Service Line



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

## HELPFUL PHONE NUMBERS AND EMAIL

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department) - <https://records.metro.net>

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

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

TDD line (800) 252-9040

Board Clerk Email - [boardclerk@metro.net](mailto:boardclerk@metro.net)

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

## Live Public Comment Instructions:

Live public comment can be given by telephone or in-person.

The Committee Meeting begins at 12:30 PM Pacific Time on October 19, 2023; you may join the call 5 minutes prior to the start of the meeting.

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

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

## Instrucciones para comentarios publicos en vivo:

Los comentarios publicos en vivo se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 12:30 PM, hora del Pacifico, el 19 de Octubre de 2023. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

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

## Written Public Comment Instruction:

Written public comments must be received by 5PM the day before the meeting.  
Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."  
Email: BoardClerk@metro.net  
Post Office Mail:  
Board Administration  
One Gateway Plaza  
MS: 99-3-1  
Los Angeles, CA 90012

## CALL TO ORDER

## ROLL CALL

APPROVE Consent Calendar Items: 30, 31, 32, 33, 34, 35, 36, and 37.

## CONSENT CALENDAR

**30. SUBJECT: INTEGRATED DATA AND COMMUNICATION SYSTEM  
(IDCS)**

[2023-0488](#)

### **RECOMMENDATION**

CONSIDER authorizing the Chief Executive Officer:

A. to award a firm-fixed price Contract No. TS83056-2 Integrated Data and Communication System (IDCS) to Siemens Mobility, Inc., for the design, manufacture, test, installation, and commission of the IDCS system for the A650 heavy rail fleet as base contract and the P3010, P2000, and P2550 light rail fleets, and the HR4000 heavy rail fleet as Options. The base contract amount for the A650 fleet is \$5,043,855 inclusive of sales tax Option 1 for the P3010 fleet is \$18,051,025 inclusive of sales tax; Option 2 for the P2000 fleet is \$4,415,668 inclusive of sales tax; Option 3 for the P2550 fleet is \$4,775,826 inclusive of sales tax; and Option 4 for the HR4000 fleet is \$6,417,348 inclusive of sales tax, for a total Not-to-Exceed (NTE) contract amount of \$38,703,722, subject to the resolution of all properly submitted protest(s), if any.

B. to increase the Life of Project (LOP) by \$10,456,129 from \$33,971,532 to \$44,427,661.

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

[Attachment B - DEOD Summary](#)

[Attachment C - Metro EFC Map 2022](#)

**31. SUBJECT: ELEVATOR AND ESCALATOR - VERTICAL  
TRANSPORTATION MONITORING SYSTEM**

[2023-0537](#)

### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a sole source firm fixed price Contract No. PS87784000 to Integrated Display Systems LLC, to provide vertical transportation remote monitoring maintenance support software, hardware, design, and onsite installation oversight services for Elevators and Escalators throughout the Metro System, in the amount of \$3,471,433 for the five-year base period, and \$1,968,134 for a one, three-year option term, and \$367,641 for the five-year on-site maintenance support services, for a combined contract amount of \$5,807,208, subject to

---

resolution of any properly submitted protest(s), if any.

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

**32. SUBJECT:      UNIFORM RENTAL SERVICES**

[2023-0557](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. OP44851-20008370 to Prudential Overall Supply, to provide uniform rental services, for a not-to-exceed (NTE) amount of \$3,256,271 for the three-year base period and \$3,575,446 for the one, three-year option, for a total combined NTE amount of \$6,831,717, effective December 1, 2023, subject to the resolution of all properly submitted protest(s), if any. Include an additional \$267,000 in contract authority for closeout activities from Prudential Overall Supply's existing contract.

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

**33. SUBJECT:      HIGH SPEED/VOLUME COPIERS & EQUIPMENT FOR  
METRO COPY CENTER**

[2023-0574](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 3 to Contract No. PS110638000 with Canon Solutions America, Inc., to continue to provide the lease and maintenance of high-speed copiers and document finishing equipment for the Metro Copy Center, in the amount of \$200,000, increasing the contract not-to-exceed amount from \$1,749,625 to \$1,949,625, and extend the period of performance from February 1, 2024, through April 30, 2024.

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

**34. SUBJECT:      CONTRACTED TRANSPORTATION SERVICES - NORTH  
REGION EXTENSION**

[2023-0642](#)

**RECOMMENDATION(S)**

AUTHORIZE the Chief Executive Officer to execute:

- A. Contract Modification No. 10 to Contract No. OP52365000 with Transdev Services, Inc. (Transdev) in the amount of \$18,212,015 to continue to operate local transit lines in the North Region of Los Angeles County increasing the total not-to-exceed contract value from \$106,316,969 to \$124,528,984, and extend the period of performance

---

from December 4, 2023, to June 30, 2024; and

- B. individual contract modifications within the Board approved contract modification authority.

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

**35. SUBJECT:      BUS LANE ENFORCEMENT PILOT PROGRAM**

[2023-0458](#)

**RECOMMENDATION**

CONSIDER:

- A. APPROVING implementation of a Bus Lane Enforcement Pilot Program on NextGen Tier One Network in partnership with the City of Los Angeles;
- B. APPROVING the Life of Project (LOP) capital budget of \$11,000,000 for the Bus Lane Improvement Pilot Project;
- C. AUTHORIZING the Chief Executive Officer (CEO) to award a 63-month firm fixed unit price Contract No. OP48185000 to Hayden AI Technologies, Inc. for the purchase of equipment and implementation of a Bus Lane Enforcement System on NextGen Tier One Network in the City of Los Angeles in an amount not-to-exceed \$7,079,570 for the 39 -month base term, and \$1,710,000 for the first one-year option and \$1,710,000 for the second one-year option, for a total not-to-exceed Contract Value of \$10,499,570, effective December 1, 2023, subject to resolution of properly submitted protest(s), if any; and
- D. AUTHORIZING the CEO to execute a Memorandum of Understanding (MOU) with the City of Los Angeles on a project partnership of the Bus Lane Enforcement System Pilot Program.

**Attachments:**      [Attachment A - Procurement Summary](#)  
                                 [Attachment B - DEOD Summary](#)  
                                 [Presentation](#)

**36. SUBJECT:      PROCESSING, ADJUDICATION AND COLLECTION OF  
TRANSIT AND PARKING CITATIONS**

[2023-0582](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. PS93508000 to Axiom xCell, Inc. to provide citation processing services for an amount not-to-exceed ("NTE") \$1,193,892 for the five-year base period, \$316,106 for the first one-year option and

---

\$332,430 for the second one-year option, for a total NTE amount of \$1,842,428, effective January 1, 2024, subject to resolution of protest(s), if any.

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

37.    **SUBJECT:      MEMBERSHIP ON METRO'S WESTSIDE CENTRAL SERVICE COUNCIL**      [2023-0584](#)

**RECOMMENDATION**

APPROVE nominee for membership on Metro's Westside Central Service Council.

Attachments:      [Attachment A - New Appointee Nomination Letter](#)  
                             [Attachment B - New Appointee Biography and Qualifications](#)

**NON-CONSENT**

38.    **SUBJECT:      OPERATIONS EMPLOYEES OF THE MONTH**      [2023-0555](#)

**RECOMMENDATION**

RECOGNIZE Operations Employees of the Month.

Attachments:      [Presentation](#)

39.    **SUBJECT:      CHIEF OPERATIONS OFFICER'S MONTHLY REPORT**      [2023-0556](#)

**RECOMMENDATION**

RECEIVE oral report on Operations.

Attachments:      [Presentation](#)

40.    **SUBJECT:      2023 CUSTOMER EXPERIENCE PLAN**      [2023-0648](#)

**RECOMMENDATION**

RECEIVE AND FILE the 2023 Customer Experience Plan.

Attachments:      [Attachment A - Metro's 2023 Customer Experience Plan](#)  
                             [Attachment B - Metro's 2022 Customer Experience Action Items Update](#)  
                             [Presentation](#)

41.    **SUBJECT:      METRO TRANSIT AMBASSADOR PILOT PROGRAM EVALUATION**      [2023-0433](#)

**RECOMMENDATIONS**

CONSIDER:

- 
- A. RECEIVING AND FILING the Evaluation of the Pilot Transit Ambassador Program; and
- B. AUTHORIZING the Chief Executive Officer (CEO) to establish a permanent Transit Ambassador Program and transition the program in-house over the next 12 months.

**Attachments:**      [Attachment A - Motion 37 by Bonin, Garcetti, Hahn, Dupont-Walker, and Solis](#)  
[Attachment B - Metro Public Safety Mission & Values Statement](#)  
[Attachment C - Ambassador Evaluation Survey](#)  
[Attachment D - Ambassador Transit Watch Reports](#)  
[Attachment E - Transit Agencies with Ambassador Programs](#)  
[Attachment F - Metro Living Wage and Service Worker Retention Policy](#)

**42. SUBJECT:      MONTHLY UPDATE ON PUBLIC SAFETY** [2023-0607](#)

**RECOMMENDATION**

RECEIVE AND FILE the monthly Public Safety Report.

**Attachments:**      [Attachment A - Motion 30](#)  
[Attachment B - Arrests Demographics August 2023](#)  
[Attachment C - Total Crime Summary August 2023](#)  
[Attachment D - Systemwide Law Enforcement Overview August 2023](#)  
[Attachment E - MTA Supporting Data August 2023](#)  
[Attachment F - Bus & Rail Operator Assaults August 2023](#)  
[Attachment G - Sexual Harassment Crimes August 2023](#)

**43. SUBJECT:      PUBLIC SAFETY ADVISORY COMMITTEE QUARTERLY REPORT** [2023-0600](#)

**RECOMMENDATION**

RECEIVE AND FILE quarterly status report on Metro's Public Safety Advisory Committee (PSAC).

**Attachments:**      [Attachment A - PSAC August 2023 Motion Responses Presentation](#)

**SUBJECT:      GENERAL PUBLIC COMMENT** [2023-0647](#)

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 #: 2023-0488, File Type: Contract

Agenda Number: 30.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: INTEGRATED DATA AND COMMUNICATION SYSTEM (IDCS)**

**ACTION: CONTRACT AWARD**

#### **RECOMMENDATION**

CONSIDER authorizing the Chief Executive Officer:

- A. to award a firm-fixed price Contract No. TS83056-2 Integrated Data and Communication System (IDCS) to Siemens Mobility, Inc., for the design, manufacture, test, installation, and commission of the IDCS system for the A650 heavy rail fleet as base contract and the P3010, P2000, and P2550 light rail fleets, and the HR4000 heavy rail fleet as Options. The base contract amount for the A650 fleet is \$5,043,855 inclusive of sales tax; Option 1 for the P3010 fleet is \$18,051,025 inclusive of sales tax; Option 2 for the P2000 fleet is \$4,415,668 inclusive of sales tax; Option 3 for the P2550 fleet is \$4,775,826 inclusive of sales tax; and Option 4 for the HR4000 fleet is \$6,417,348 inclusive of sales tax, for a total Not-to-Exceed (NTE) contract amount of \$38,703,722, subject to the resolution of all properly submitted protest(s), if any.
- B. to increase the Life of Project (LOP) by \$10,456,129 from \$33,971,532 to \$44,427,661.

#### **ISSUE**

The IDCS will provide real-time access to information on the train, which will reduce operations and maintenance response and diagnostics time. Further, the IDCS will improve real time arrival predictions by tracking the vehicle location using the Global Positioning System (GPS) and will calculate the vehicle location when GPS is not available, such as in tunnels. The system will also allow for more automatic retrieval of historical maintenance data and CCTV video. In addition, live viewing of the CCTV system will be possible enabling security personnel to respond faster to incidents. Finally, this System will employ the latest in cybersecurity technology to prevent disruption from external and internal threats while providing our passengers with Wi-Fi access.

#### **BACKGROUND**

Metro is seeking to acquire the IDCS to provide real-time access to information on the train. Implementing the IDCS will greatly improve service reliability, customer experience and security. The

IDCS aims to improve train arrival prediction information; improve security and safety personnel response time and evidence collection by providing remote access to each vehicle's CCTV system; provide passenger Wi-Fi; and improve maintenance response time to vehicle reducing in-service delays.

The IDCS is comprised of two distinct subsystems: the physical device onboard, i.e., hardware; and the data management system, i.e., software. The Onboard device will monitor the train equipment to retrieve data and store it on Metro's IT-related sources and authorized servers but must not have the capability to control any other onboard system.

## **DISCUSSION**

There are 4-key elements to the IDCS project:

1. Real-time download of on-board train systems data.
2. Accurate train location in the tunnels.
3. On-demand and remote access to downloading video clips or on-demand live streaming of a specific train's CCTV system.
4. Provides customers with Wi-Fi access.

Metro trains log a large amount of performance-related data in each of its major systems. Metro needs to install the IDCS hardware on the trains to be able to automatically access this data to provide better customer service, support better maintenance turn-around and recovery times to mainline incidents and obtain streaming surveillance video from the trains at any time to assist law enforcement. The equipment will communicate to a data management system through software allowing for data transfer to local servers for analysis.

Improving the customer experience is one of Metro's tenets and having Wi-Fi access is an amenity that many customers expect whenever they occupy a building or vehicle. The Metro trains do not currently have free public Wi-Fi, the IDCS will enable this feature. In addition, train reliability and quick return to service after an incident can greatly improve service reliability.

This state-of-the-art project is extremely critical to provide improved train arrival predictions, remote access to CCTV video, passenger Wi-Fi, and vehicle health monitoring.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this Contract award will have a direct and positive impact to system safety, service quality, system reliability, maintainability, and overall customer satisfaction. The IDCS project will permit Metro to embrace technological improvements to improve maintenance capabilities, improve the train arrival prediction algorithm, and provide access to real-time CCTV video.

## **FINANCIAL IMPACT**

The Project LOP for project 214004 includes funds for the IDCS equipment and installation, software services for one year, spares, Metro labor, and project contingency, for a total of \$44,427,661.

---

Currently, there is \$ 2,500,000 budgeted in the FY24 budget in Cost Center 3942, under CP-214004, IDCS project.

Since this is a multi-year contract, the cost center manager will be responsible for dispersing the cost for subsequent years.

#### Impact to Budget

The current source of funds for this action is State funding that is eligible for Bus and Rail Operation and Capital activities. Concurrently, staff is actively pursuing additional State and Federal sources such as the FAST Act and other eligible federal sources to further supplement this project. Staff is also pursuing additional State and Local funding sources such as Cap and Trade and similar sources as they become available to meet the project funding needs.

#### **EQUITY PLATFORM**

The IDCS will be installed on all rail vehicles and operate on all Lines. However, the project will commence with the A650 fleet which is operated on Metro's B and D Lines. As seen in Attachment C, each of Metro's rail lines service EFCs and nearly all the B and D Line stations are located within EFC areas.

#### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports Metro's Strategic Plan Goal 5) Provide responsive, accountable, and trustworthy governance within the Metro organization. The completion and rollout of the IDCS project will provide state-of-the-art assets that will provide train location, passenger WIFI, real-time CCTV viewing, and vehicle health monitoring for all Metro trains.

#### **ALTERNATIVES CONSIDERED**

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

The Board of Directors may choose not to authorize the Options award for this project; however, this alternative is not recommended by Metro staff because this IDCS project is new to all the rail fleets in Metro. Delay in exercising the Options will cause a delay in providing these improved services to the remaining Metro rail fleets.

#### **NEXT STEPS**

Upon Board approval, Metro will issue the contract.

#### **ATTACHMENTS**

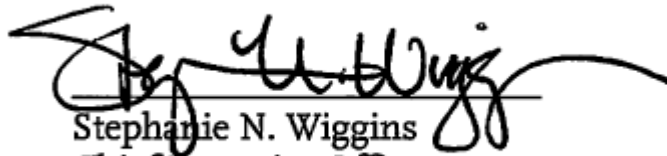
Attachment A - Procurement Summary

Attachment B - DEOD Summary

Attachment C - Metro EFC Map 2022

Prepared By: Chandrani Kahanda, Sr, Engineer, Transit Vehicle Engineering (213)-617- 6221  
Aaron Disman, Sr. Director, Transit Vehicle Engineering  
(213)-617 -6280  
Bob Spadafora, Senior Executive Officer, Rail Fleet Services (213) 922-3144  
Nick Madanat, Deputy Executive Officer, Transit Vehicle Engineering (213)-617-6281  
Debra Avila, Deputy Chief Officer, Vendor Contract Management, 213 418-3051

Reviewed By: Conan Cheung, Chief Operations Officer (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

### INTEGRATED DATA AND COMMUNICATIONS SYSTEM (IDCS) – (TS83056-2)

1.	<b>Contract Number:</b> TS85036-2	
2.	<b>Recommended Vendor:</b> SIEMENS MOBILITY, INC	
3.	<b>Type of Procurement (check one):</b> <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.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 02-03--2022	
	<b>B. Advertised/Publicized:</b> 02-01-2022	
	<b>C. Pre-Bid Conference:</b> 02-24-2022	
	<b>D. Bids Due:</b> 05-19-2023	
	<b>E. Pre-Qualification Completed:</b> 03-22-2023	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 05-26-2023	
	<b>G. Protest Period End Date:</b> 11-10-23	
5.	<b>Solicitations Picked up/Downloaded:</b> 66	<b>Bids Received:</b> 2
6.	<b>Contract Administrator:</b> Aniza Wan nawang, Contract Administrator	<b>Telephone Number:</b> 213 922 4677
7.	<b>Project Manager:</b> Bob Spadafora	<b>Telephone Number:</b> 213 922 3144

#### **A. Procurement Background**

This Board Action is to approve Contract No. TS83056-2 to design, develop, install, integrate, commission, operate and test an Integrated Data and Communication System (IDCS) with two distinct subsystems which are the monitoring system (hardware) and the data management system (software) for the A650 heavy rail vehicle fleet as the base contract requirement with the remaining four (4) fleets: the P3010, P2000 and P2550 light rail vehicles, and the HR4000 heavy rail vehicle, included as options to the contract, subject to resolution of any properly submitted protests. The contract type is a Firm Fixed Price for the base contract and each of the four (4) options and is expected to be completed in 5 years after the issuance of Notice to Proceed.

The Request for Proposal (RFP) document (TS83056-2) was initially issued on January 28, 2022, downloaded by 66 interested firms, and responded by two (2) proposers; Siemens Mobility Inc and Quester Tangent. A total of twelve (12) amendments were issued in order to ensure clear requirements and compliant submissions from the proposers.

Negotiations were conducted after initial proposal reviews resulting in BAFO III proposals received on May 19, 2023 from both proposers. The BAFO proposals were reviewed and contained no apparent exceptions or qualifications and were therefore both considered in the final evaluation by the PET. However, the proposal submitted by Quester Tangent was ultimately determined as non-responsive for failing to meet the DBE goal requirement in the solicitation.

During the solicitation phase of this RFP through BAFO III, Metro issued twelve (12) amendments and nine (9) sets of clarifications, answering a total of sixty-five (65) questions received from the bidders.

## **B. Evaluation of Proposals**

This procurement was conducted in accordance with LACMTA Acquisition Policy for a competitively negotiated procurement. The two (2) proposals received are listed below in alphabetical order:

1. Quester Tangent Corporation
2. Siemens Mobility, Inc

The PET is comprised of Metro staff members from Transit Vehicle Engineering, Information Technology and Rail Fleet Services who performed an evaluation of the technical proposal in accordance with the RFP. The PET conducted a full evaluation and ranking of the technical proposals. The technical evaluation consisted of evaluating, scoring and ranking of each of the proposer's technical capabilities, their proposed design, previous performance and experience, and project management team and key personnel in accordance with the evaluation criteria set forth in the RFP. The proposals required multiple rounds of clarifications and discussions but were eventually found to be technically and commercially acceptable and in compliance with the requirements of the RFP. The final evaluation scoring was as follows:

Evaluation	Weightage	Weighted Score	
		Quester Tangent	Siemens Mobility
Technical Proposal (80 points)			
1. Technical capability	20	14.3	18.8
2. Proposed design	30	21.8	27.6
3. Experience	20	14.9	19.5
4. Project Management	10	7.1	9.3
Total Technical Proposal Score		58.1	75.2
Price Proposal (20 points)	20	4.7	20.0
Total Weighted Score	100	62.7	95.2
Rank		2	1

The firm recommended for award; Siemens Mobility Inc was found to be responsive with the RFP requirements.

Quester Tangent Corporation was determined to be non-responsive since they did not meet the Disadvantaged Business Enterprise (DBE) commitment of eighteen percent (18%) of the total contract price.

### **C. Price Analysis**

In accordance with Metro's Acquisition Policy and Procedures for a competitive acquisition, a price analysis is required. Therefore, staff performed a Price Analysis in compliance with Metro's Acquisition Policy for competitive acquisitions. The Price Analysis consisted of a comparison of the proposed price against the Independent Cost Estimate (ICE).

<b>Item</b>	<b>Quester Tangent</b>	<b>Siemens Mobility</b>	<b>ICE</b>
Base A650	\$30,240,559	\$5,043,855	\$6,177,237
Option 1 P3010	\$59,347,449	\$18,051,025	\$16,643,101
Option 2 P2000	\$29,458,008	\$4,415,668	\$4,787,895
Option 3 P2550	\$24,574,264	\$4,775,826	\$4,290,175
Option 4 HR4000	\$22,154,480	\$6,417,348	\$4,801,592
Total Proposal Price	\$165,774,759	\$38,703,722	\$36,700,000

Based on the final offer received, Siemens Mobility submitted the lowest price at \$38,703,722 which is 5.5% higher than the ICE while Quester Tangent's Price Proposal at \$165,774,759 is over 350% higher than the ICE.

It is determined that the proposed price from Siemens Mobility is the best attainable, fair and reasonable, based on adequate price competition, technical evaluation and price analysis using the ICE.

### **D. Background on Recommended Contractor**

Siemens Mobility Inc. is a subsidiary of Siemens AG and has established North America's only permanent design, manufacturing, test and service facility for light rail vehicles, locomotives, and coaches specifically to guide our customers over the 30+ year design life of modern rail vehicles. Siemens Mobility is headquartered in McClellan Park, California. The McClellan Park Facility houses a full vehicle service center which provides services such as accident repair, high and low voltage repairs, overhaul, and refurbishment, as well as a dedicated Bogie Service Center which specializes in bogie overhauls, repairs, and upgrades.

Siemens Mobility employs 140+ engineers in the USA, whose expertise in maintenance, system integration, and cyber security. Siemens on going contract includes the Monitoring and Diagnostic System Upgrade for Bombardier LRV with Metropolitan Council, MIN, Fleet Monitoring and Diagnostic System Update for Valley Metro, Phoenix AZ, Amtrak ACS-64 Technical Support and Spares Supply Agreement (TSSSA) for Amtrak USA and Full Service Contract for Brightline, FL. These contracts are anticipated to finish by 2029 with exception to the Brightline contract which is ongoing for 30 years.



**DEOD SUMMARY****INTEGRATED DATA AND COMMUNICATION SYSTEM (IDCS) / TS83056-2****A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established an 18% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Siemens Mobility Inc. made an 18% DBE commitment.

<b>Small Business Goal</b>	<b>18% DBE</b>	<b>Small Business Commitment</b>	<b>18% DBE</b>
----------------------------	----------------	----------------------------------	----------------

	<b>DBE Subcontractor</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Kambrian Corporation	Asian Pacific	18%
<b>Total Commitment</b>			<b>18%</b>

**B. Local Small Business Enterprise (LSBE) Preference**

The LSBE preference is not applicable to federally funded procurements. Federal law (49 CFR § 661.21) prohibits the use of local procurement preferences on FTA-funded projects.

**C. Living Wage and Service Contract Worker Retention Policy Applicability**

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

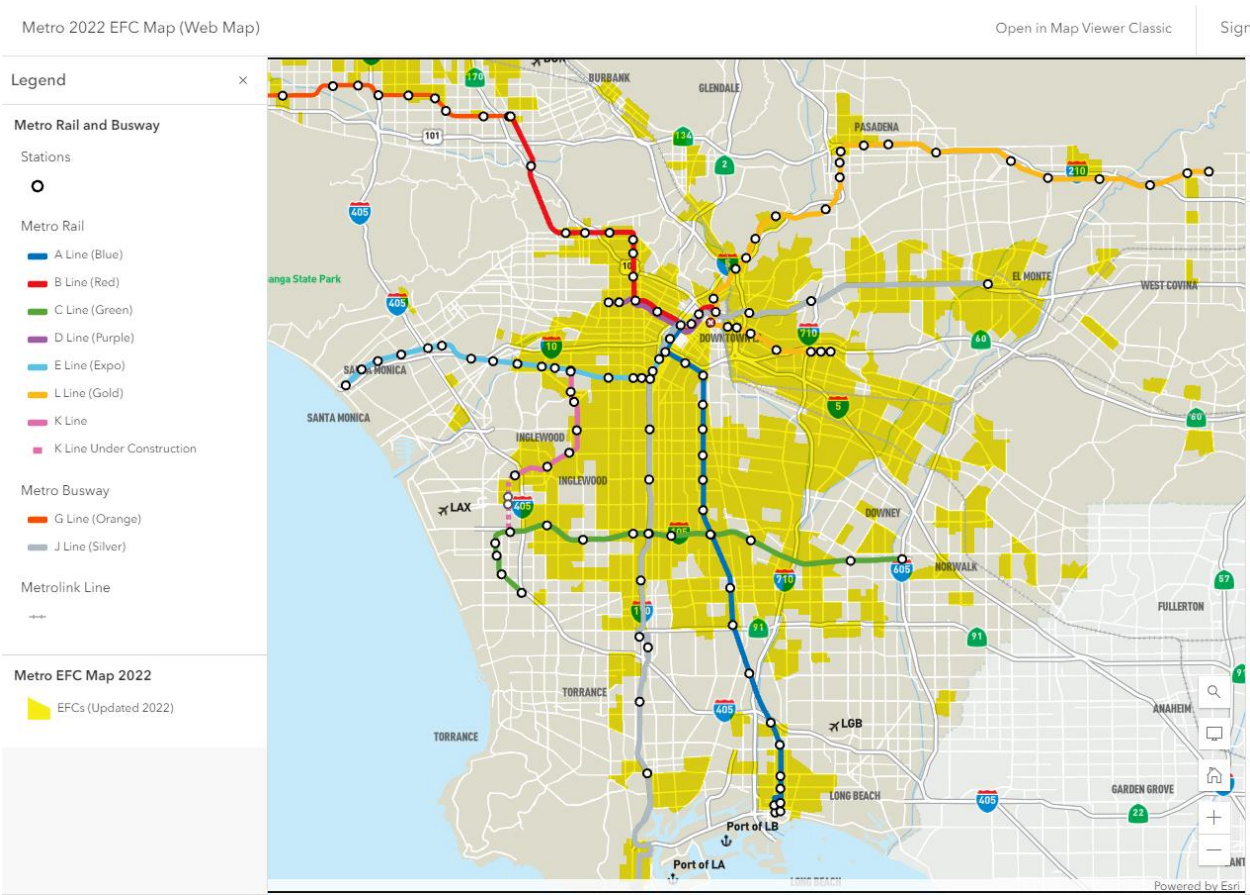
**D. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**E. 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.

Attachment C - Metro EFC Map 2022





## Board Report

**File #:** 2023-0537, **File Type:** Contract

**Agenda Number:** 31.

### **OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023**

**SUBJECT: ELEVATOR AND ESCALATOR - VERTICAL TRANSPORTATION MONITORING  
SYSTEM**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a sole source firm fixed price Contract No. PS87784000 to Integrated Display Systems LLC, to provide vertical transportation remote monitoring maintenance support software, hardware, design, and onsite installation oversight services for Elevators and Escalators throughout the Metro System, in the amount of \$3,471,433 for the five-year base period, and \$1,968,134 for a one, three-year option term, and \$367,641 for the five-year on-site maintenance support services, for a combined contract amount of \$5,807,208, subject to resolution of any properly submitted protest(s), if any.

#### **ISSUE**

Currently, Metro has 231 elevators and 173 escalators systemwide that are heavily used. Metro has a need for a Vertical Transportation (VT) Monitoring System to monitor the operation of all elevators and escalators throughout the transit system. The monitoring system will be configured so that the status of all Metro escalators and elevators is viewable and controllable from new and existing monitoring stations.

#### **BACKGROUND**

Metro's VT performance standard requires that its VT Monitoring System be capable of providing real-time elevator/escalator system condition monitoring and reporting with no delay so that staff can respond quickly to any VT issues. Integrated Display Systems, Inc. is currently the only vendor that is known to provide real-time elevator/escalator status monitoring and reporting software that is capable of relaying immediate alerts when it detects a malfunction. Metro requires elevator and escalator monitoring system software and supporting hardware and three (3) monitoring stations sufficient to provide coverage for the existing 231 elevators and 173 escalators within Metro's system, with an option to provide monitoring services for future Metro expansions. Lift-Net software is a proprietary software of Integrated Display Systems, Inc. and has no authorized third-party provider of its product or service. No other VT monitoring system in today's market is known to offer real-time monitoring and reporting capability equal to that of Lift-Net.

---

Without a real-time VT monitoring and reporting system, Metro will continue to rely on reports from Metro field staff and patrons to dispatch maintenance personnel. Staff will be unable to monitor degrading key performance parameters in real-time, responding only after a complete unit failure has occurred.

## **DISCUSSION**

The Lift-Net Remote Monitoring System is currently installed and in use at Metro's Gateway Headquarters building. Its ability to monitor status in real-time across different elevator and escalator brands, a feature proprietary to Lift-Net only, and transmit warning signals of potential issues early, has been proven effective in reducing VT downtime and has had a significant positive impact on staff's ability to keep the Gateway elevators and escalators in good operating condition. It is for this reason that Metro staff want to install Lift-Net as the Vertical Transportation Monitoring System throughout the transit system.

There are a total of 404 elevators and escalators within Metro's transit system. On average, these units experience over 28,000 hours of downtime per year. With implementation of this system, staff anticipates an overall 25% improvement in downtime. Out-of-Service elevators and escalators greatly affects users' experience. While temporary shutdowns for repairs happen, it is essential to take the proper measures to bring elevators and escalators back into service as soon as possible to support a positive customer experience and remain compliant with the American with Disabilities Act. The work to be performed under this award is part of Metro's overall efforts to modernize its elevators and escalators.

## **DETERMINATION OF SAFETY IMPACT**

The services provided through this contract enable Metro to maintain a safer and more reliable Elevator Escalator VT system to monitor issues in real-time and respond faster.

## **FINANCIAL IMPACT**

Funding for this contract will come from capital project 204805 - Elevator Modernization and Escalator Replacement. The Board approved Life-of-Project (LOP) budget is \$126,692,000. The amount of \$740,242 is included in the FY24 budget. . Since this is a multi-year contract, the Project Manager will be responsible for budgeting resources in future fiscal years.

### **Impact to Budget**

The current source of funds for this action comes from State and Local funding sources that are eligible for Operating and Capital projects. These funds are eligible for bus and rail operations.

## **EQUITY PLATFORM**

Elevators and escalators are located at Metro facilities throughout Los Angeles County and provide a critical service for people with disabilities, people with rolling devices (e.g., strollers, carts, luggage), people with mobility assistance needs, as well as all Metro customers. Implementing the Lift-Net Monitoring System adds the capability for maintaining the operation of elevators and escalators by

monitoring any interruptions and responding in a timely manner to minimize the impacts.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goals:

1. Provide high-quality mobility options that enable people to spend less time traveling.
2. Deliver outstanding trip experiences for all users of the transportation system.

This contract will help maintain safety, service, and reliability standards in an effort to provide a world-class transportation system that enhances the quality of life for all who live, work, and play within Los Angeles County.

### **ALTERNATIVES CONSIDERED**

Metro may choose to purchase monitoring systems for each brand of elevator and escalator in its system. However, purchasing a monitoring system separately for each elevator/escalator brand is not considered economical as individual brand-specific systems will be limited in application (a brand-specific VT system will only work with the brand/model it is designed for), and can result in duplicated and isolated VT monitoring “islands”. Maintaining multiple VT monitoring systems in optimum condition will result in duplicated efforts and replicated maintenance costs with minimal benefits. More importantly, having multiple VT monitoring systems at the same time does not meet Metro’s requirement for a centralized VT monitoring product that is capable of instantly reporting on the health of Metro’s elevators and escalators, regardless of their brand and model.

The Board may also choose not to proceed with the contract award, however, this is not recommended as Integrated Display Systems, Inc. meets the requirements in the RFP.

### **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS87784000 to Integrated Display Systems, LLC for the vertical transportation monitoring system and software support services.

### **ATTACHMENTS**

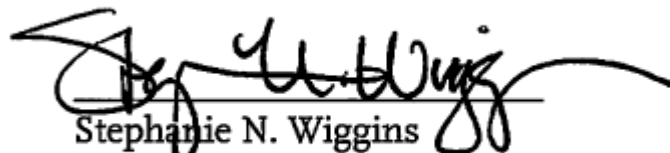
Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Rudy Loera, Senior Director, Systems Engineering, (213) 617-6225  
Kelvin Zan, Executive Officer, Operations Engineering, (213) 617-6264  
Errol Taylor, Deputy Chief Operations Officer, Maintenance and Engineering, (213) 922-3227  
Debra Avila, Deputy Chief Officer, Vendor/Contract Management (213) 418-3051

Reviewed by:

Conan Cheung, Chief Operations Officer, (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## VERTICAL TRANSPORTATION MONITORING SYSTEM / PS87784000

1.	Contract Number: PS87784000	
2.	Recommended Vendor: Integrated Display Systems, LLC	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input checked="" type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: October 5, 2022	
	B. Advertised/Publicized: N/A	
	C. Pre-Proposal Conference: N/A	
	D. Proposals Due: April 17, 2023	
	E. Pre-Qualification Completed: July 6, 2023	
	F. Ethics Declarations Form Submitted to Ethics: April 26, 2023	
	G. Protest Period End Date: N/A	
5.	Solicitations Picked up/Downloaded: N/A	Bids/Proposals Received: 1
6.	Contract Administrator: Aielyn Dumaua	Telephone Number: (213) 922-7320
7.	Project Manager: Rudy Loera	Telephone Number: (213) 617-6225

**A. Procurement Background**

This Board Action is to approve the award of Contract No. PS87784000 to provide a vertical transportation (VT) monitoring system to monitor the operation of elevators and escalators throughout the Metro system. Currently, Metro has 231 elevators and 173 escalators.

Request for Proposal (RFP) No. PS87784000 was issued on October 5, 2022, as a single source procurement in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The Diversity and Economic Opportunity Department (DEOD) did not recommend a Small Business Enterprise (SBE) or Disabled Veterans Business Enterprise (DVBE) goal for this procurement due to the lack of subcontracting opportunities.

Two (2) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on March 27, 2023, revised the scope of services to clarify the technical requirements, provided a list of existing and future service locations, extended the proposal due date, and revised the schedule of quantities and prices to align with the changes in the scope of services.
- Amendment No. 2, issued on April 10, 2023, revised the scope of services to clarify the required on-site maintenance support, extended the proposal due date, and revised the schedule of quantities and prices to include a line item for the maintenance agreement.

## **B. Evaluation of Proposal**

Currently, different brands and types of elevators and escalators are installed throughout the Metro system, including the Metro headquarters and non-revenue facilities. A study conducted by a Metro consultant revealed that no single elevator and escalator equipment manufacturer (OEM) can monitor all types of vertical equipment that Metro has.

Metro staff has determined that Integrated Display Systems, LLC (IDS) is the only vendor that can provide a Vertical and Horizontal Transportation Monitoring System (VHTMS). Lift-Net, IDS's standalone VHTM system, can monitor and control all makes and models of elevators, escalators, and moving walks. It allows different makes of elevators to co-exist on the same network and be viewed and controlled on any network monitoring station. Lift-Net further allows multiple banks of elevators, including multiple buildings, to be monitored and controlled on any network monitoring station.

## **C. Price Analysis**

The recommended price has been found to be fair and reasonable based on price analysis, independent cost estimate (ICE), and technical analysis.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Recommended Amount</b>
1.	Integrated Display Systems, LLC	\$5,807,208	\$8,054,249	\$5,807,208

The recommended contract amount is 28% lower than the ICE because the ICE did not consider economies of scale. A total of 231 existing elevators and 173 escalators are anticipated to be connected to Lift-Net.

## **D. Background on Recommended Contractor**

The recommended firm, Integrated Display Systems, LLC, (IDS) is headquartered in Arlington Heights, Illinois and has been in business since 2020. The predecessor business, Integrated Display Systems, Inc. and the Lift-Net product itself, was started in 1992.

IDS is a subsidiary of Hyperion Solutions, LLC, a provider of systems and components, digital solutions and technical services for the vertical transportation industry. Existing clientele include the State of Virginia, Columbia University, Federal Reserve Bank, New York City Transit, San Francisco MTA, airports in Newark, and Cities of Orlando, Tampa, Salt Lake and Kansas.



**DEOD SUMMARY**

**VERTICAL TRANSPORTATION MONITORING SYSTEM / PS87784000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small Business Enterprise (SBE) / Disabled Veteran Business Enterprise (DVBE) goal for this sole source solicitation due to lack of subcontracting opportunities. It is expected that Integrated Display Systems LLC will perform the services of this contract with their own workforce.

**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 #:** 2023-0557, **File Type:** Contract

**Agenda Number:** 32.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: UNIFORM RENTAL SERVICES**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. OP44851-20008370 to Prudential Overall Supply, to provide uniform rental services, for a not-to-exceed (NTE) amount of \$3,256,271 for the three-year base period and \$3,575,446 for the one, three-year option, for a total combined NTE amount of \$6,831,717, effective December 1, 2023, subject to the resolution of all properly submitted protest(s), if any. Include an additional \$267,000 in contract authority for closeout activities from Prudential Overall Supply's existing contract.

#### **ISSUE**

The existing uniform rental services Contract No. OP671430003367 with Prudential Overall Supply expires December 31, 2023. To ensure service continuity, a new contract award is required effective December 1, 2023.

#### **BACKGROUND**

On January 26, 2017, the Metro Board of Directors approved the award of a firm fixed unit rate Contract No. OP671430003367 for uniform rental services with Prudential Overall Supply, to provide uniform rental services for approximately 2,300 employees working throughout 24 Metro locations, as well as providing vehicle seat covers and laundry services for hand towels and floor mats.

During the life of the contract and to support Metro's system expansion projects, uniform rental services were expanded to include three (3) additional locations for the K Line (C/LAX) Division 16, and Maintenance of Way (MOW) Locations 64 and 67, with over 200 new employees, for an updated total of over 2,500 employees serviced systemwide, throughout 27 Metro locations.

Timely uniform rental, delivery, and laundry services are necessary to ensure compliance with the existing agreements between Metro and the collective bargaining units, to meet garment safety requirements for Metro-represented labor employees working within safety-sensitive positions, and to

---

clearly identify Metro-represented labor employees within their different trades. Metro is required to provide each of the units' employees with up to 11 uniform sets per employee, as well as provide laundry services for such regulation uniforms. Employees are issued different colors, materials, and types of garments based on their job classification and type of work performed, including but not limited to short or long-sleeve shirts, coveralls, and flame-resistant uniforms. Female cut and pregnancy stretch pants are also available upon request.

## **DISCUSSION**

Under the new contract recommended for award, the contractor is required to provide new sets of uniforms, including coordinating the fitting of over 2,500 employees, purchasing over 55,000 new garments, and delivering these new uniforms to 27 locations while collecting and accounting for existing uniforms as part of existing contract closeout activities. These actions are necessary to ensure timely issuance of uniforms to Metro represented employees in accordance with Collective Bargaining Units' agreements.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this item will ensure compliance with the existing agreements between Metro and the collective bargaining units, meet garment safety requirements for Metro-represented labor employees working within safety-sensitive positions, and clearly identify Metro-represented labor employees within their different trades.

## **FINANCIAL IMPACT**

Funding of \$714,904 for uniform rental services for the remainder of FY24 is allocated under cost center 8370 - Facilities Contracted Maintenance Services, account 50308, Service Contract Maintenance, under various projects.

Since this is a multi-year contract, the cost center manager, Deputy Chief Operations Officer, Shared Mobility will be accountable for budgeting the costs for future years.

### **Impact to Budget**

The current source of funds for this action includes State and Local sources that are eligible for Bus and Rail operations activities.

## **EQUITY PLATFORM**

Staff are issued uniforms based on their job classification and the type of work they perform. Cut and material to accommodate gender diversity and pregnancy are also available upon request.

As part of this solicitation, a Systemwide Metro Connect Industry Forum Outreach event was conducted on March 16, 2022. The outreach event was advertised to existing businesses registered with Metro's Diversity and Economic Opportunity Department (DEOD). During the event, staff

---

provided an overview detailing the new enhanced Medium Size Business Enterprise (MSZ) and Small Business Enterprise (SBE) Programs' policy for competitively negotiated procurements.

The Metro DEOD did not establish a Small/Disabled Veteran Business Enterprise (SBE/DVBE) participation goal for this procurement due to a lack of subcontracting opportunities. Although SBE/DVBE goals were not established for this project, Metro will continue to encourage bidders/proposers to perform outreach and utilize SBE/DVBE firms.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This Board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. Performing ongoing uniform rental services will ensure compliance with the existing agreements between Metro and the collective bargaining units, meet garment safety requirements for Metro-represented labor employees working within safety-sensitive positions, and clearly identify Metro-represented labor employees within their different trades.

### **ALTERNATIVES CONSIDERED**

The Board may elect not to approve this recommendation. This option is not recommended as it would result in a gap in service, impacting Metro's agreements with collective bargaining units, employee safety, cleanliness, operations, and customer experience.

With the completion of a financial-based insourcing/outourcing study based on a quantitative and qualitative assessment, staff has analyzed insourcing/outourcing options for uniform rental services, among other services. Based on the findings, uniform rental services were not recommended for insourcing as it would require Metro to renegotiate the existing agreements between Metro and the collective bargaining units, remove the requirement for uniform rental services, along with purchase of a large quantity of garments, additional equipment, vehicles, and supplies to provide uniforms.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. OP44851-20008370 with Prudential Overall Supply to provide uniform rental services for labor-represented Metro employees, as well as provide vehicle seat covers and laundry services for hand towels and floor mats, effective December 1, 2023.

### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared\_by

Prepared by: Lena Babayan, Executive Officer, Operations Administration (Interim), (213) 922-6765

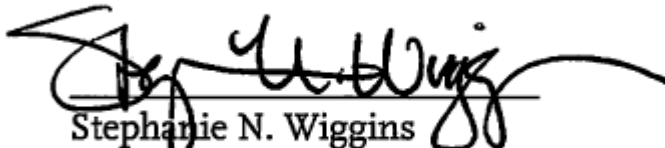
Carlos Martinez, Director, Facilities Contracted Maintenance Services, (213) 922-

6761

Shahrzad Amiri, Deputy Chief Operations Officer, Shared Mobility, (213) 922-3061

Debra Avila, Deputy Chief Vendor/Contract Management Officer (213) 418-3051

Reviewed by: Conan Cheung, Chief Operations Officer, Transit Operations,  
(213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## UNIFORM RENTAL SERVICES / OP44851-20008370

1.	<b>Contract Number:</b> OP44851-20008370	
2.	<b>Recommended Vendor:</b> Prudential Overall Supply	
3.	<b>Type of Procurement (check one):</b> <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.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> May 8, 2023	
	<b>B. Advertised/Publicized:</b> May 8, 2023	
	<b>C. Pre-Proposal Conference:</b> May 15, 2023	
	<b>D. Proposals Due:</b> June 13, 2023	
	<b>E. Pre-Qualification Completed:</b> September 13, 2023	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> June 16, 2023	
	<b>G. Protest Period End Date:</b> October 24, 2023	
5.	<b>Solicitations Picked up/Downloaded:</b> 8	<b>Bids/Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Antonio Monreal	<b>Telephone Number:</b> 213-922-4679
7.	<b>Project Manager:</b> Alberto Garcia	<b>Telephone Number:</b> 213-922-6760

**A. Procurement Background**

This Board action is to approve the award of Contract No. OP44851-20008370 to provide uniform rental services to over 2,500 labor union-represented Metro employees, which includes laundry services for uniforms, hand towels, floor mats, and seat covers. Board approval of contract award is subject to the resolution of all properly submitted protest(s), if any.

Prior to the release of a solicitation, a Systemwide Metro Connect Industry Forum Outreach event was conducted on March 16, 2022. The outreach event was advertised to existing businesses registered with Metro's Diversity and Economic Opportunity Department (DEOD). During the event, staff provided an overview detailing the new enhanced Medium Size Business Enterprise (MSZ) and Small Business Enterprise (SBE) Programs' policy for competitively negotiated procurements.

On January 13, 2023, Metro released Request for Proposal (RFP) No. OP44851 for uniform rental services. This initial solicitation was issued with a 5% SBE goal and a 3% DVBE goal. Two proposals were received by the proposal due date. However, both proposals failed to meet the SBE or DVBE commitments and were deemed non-responsive. Hence, the solicitation was canceled.

On May 8, 2023, RFP No. OP44851-2 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is a firm-fixed unit rate. The Diversity & Economic Opportunity Department did not recommend an

SBE/DVBE participation goal for this procurement due to a lack of subcontracting opportunities.

Two (2) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued May 26, 2023, extended the proposal due date.
- Amendment No. 2, issued August 10, 2023, updated Exhibit 2 – Schedule of Quantities and Prices.

A total of 8 firms downloaded the RFP and were included on the planholders' list. A virtual pre-proposal conference was held on May 15, 2023. There were no questions received for this RFP.

Two proposals were received by the due date of June 13, 2023, and are listed below in alphabetical order:

1. Prudential Overall Supply
2. UniFirst Corporation

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Rail Transit Facilities Maintenance Services and Facilities Contracted Maintenance Services, was convened and conducted a comprehensive technical evaluation of the proposals received.

Evaluations were conducted from June 26, 2023, through July 19, 2023.

The proposals were evaluated based on the following evaluation criteria stated in the RFP:

Phase I - Evaluation of Minimum Qualification Requirements: This is a pass/fail criteria. To be responsive to the RFP minimum requirements, proposers must meet the following at the time of proposal submittal:

- Prime contractor must have a minimum of three (3) years of experience providing uniform and laundry services;
- Proposer must own or lease a minimum of six (6) uniform delivery vehicles to provide laundry drop-off and pick-up services; and
- Proposer must have an online portal or website with a secure log-in to provide access to rental activity information.

Phase II - Weighted Evaluation: Proposers that meet the Phase 1 Minimum Qualification requirements were further evaluated based on the following criteria:

- Qualification of the Firm/Team 15%
- Qualifications and Experience of Key Personnel 20%
- Management Plan/Approach 35%
- Cost Proposal 30%

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered in developing these weights, giving the greatest importance to the management plan and approach to perform the work.

At the conclusion of the evaluation process, the PET determined Prudential Overall Supply to be the highest-ranked firm.

### **Qualifications Summary of Firms:**

#### **Prudential Overall Supply**

Prudential Overall Supply (POS), headquartered in Irvine, California, has been in business for over 90 years. It is a full-service uniform and textile laundry service company that rents, leases and sells uniforms for various municipal, industrial, and service industries. It has 38 plants, 14 service centers, and processing facilities in the cities of Commerce, Carson and Moorpark. Its clients include San Bernardino Municipal Water Department, City of San Bernardino, and Kite Pharma.

#### **UniFirst Corporation**

Unifirst Corporation, founded in 1936, is headquartered in Wilmington, Massachusetts. It is an international workwear and textile service company with five manufacturing plants located in the United States, Mexico, and Nicaragua. It rents, leases and sells uniforms, protective apparel, career wear, and facility service products to businesses in all industries. Existing clients in Southern California include County of Los Angeles, Moreno Valley Mall, and Kaiser Permanente.



The following is a summary of the PET scores.

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Prudential Overall Supply</b>				
3	Qualification of the Firm/Team	83.33	15%	12.50	
4	Qualifications and Experience of Key Personnel	84.45	20%	16.89	
5	Management Plan/Approach	82.51	35%	28.88	
6	Cost Proposal	95.83	30%	28.75	
7	<b>Total</b>		<b>100.00%</b>	<b>87.02</b>	<b>1</b>
8	<b>UniFirst Corporation</b>				
9	Qualification of the Firm/Team	40.00	15%	6.00	
10	Qualifications and Experience of Key Personnel	10.00	20%	2.00	
11	Management Plan/Approach	36.69	35%	12.84	
12	Cost Proposal	100.00	30%	30.00	
13	<b>Total</b>		<b>100.00%</b>	<b>50.84</b>	<b>2</b>

### C. Price Analysis

The recommended amount has been determined to be fair and reasonable based on the independent cost estimate (ICE), price analysis, fact-finding, and technical evaluation. The variance between the recommended amount and the ICE is due to an annual escalation rate of 4.25% included in the ICE versus the 1.3% escalation rate included in the recommended amount.

	Proposer Name	Proposal Amount	Metro ICE	Recommended Amount
1.	Prudential Overall Supply	\$ 6,831,717	\$ 9,391,234	\$ 6,831,717
2.	UniFirst Corporation	\$ 6,547,713		

### D. Background on Recommended Contractor

Prudential Overall Supply (POS), a privately held company established in 1932, is headquartered in Irvine, California. Its service programs include uniform rental, uniform lease, uniform purchase and cleanroom services for industrial uniform programs and related services.

POS' proposed Project Manager has 13 years of experience managing the Metro contract while other proposed key personnel have over seven years of experience working with Metro.

POS has been providing uniform rental services to Metro since 2008 and performance has been satisfactory.

**DEOD SUMMARY**

**UNIFORM RENTAL SERVICES / OP44851-20008370**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small Business Enterprise (SBE)/Disabled Veteran Business Enterprise (DVBE) goal for this solicitation due to lack of availability of certified firms that perform this service. It is expected that Prudential Overall Supply will perform the services of this contract with their own workforce.

**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 #:** 2023-0574, **File Type:** Contract

**Agenda Number:** 33.

---

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: HIGH SPEED/VOLUME COPIERS & EQUIPMENT FOR METRO COPY CENTER**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 3 to Contract No. PS110638000 with Canon Solutions America, Inc., to continue to provide the lease and maintenance of high-speed copiers and document finishing equipment for the Metro Copy Center, in the amount of \$200,000, increasing the contract not-to-exceed amount from \$1,749,625 to \$1,949,625, and extend the period of performance from February 1, 2024, through April 30, 2024.

#### **ISSUE**

The existing contract with Canon Solutions America, Inc. (Canon) for the lease of high-speed copiers, document finishing equipment, maintenance, and other services will expire on January 31, 2024.

Approval of this Contract Modification will ensure service continuity and allow for sufficient time for proposers to respond to the RFP that has been issued, and to increase competition for these services. In addition, this contract modification will provide for the transition/mobilization period required for the acquisition and installation of the new high-speed copier equipment and removal of the old equipment without service disruption when the new contract is awarded.

#### **BACKGROUND**

The current contract was awarded in September 2018, with the period of performance ending on January 31, 2024. Metro issued an RFP to reprocurse these services and proposals are due in October 2023. Approval of this Contract Modification will allow time to respond to award the contract and negotiate a new contract while ensuring a smooth transition.

Due to the heavy use of the equipment, it is reaching the expected life cycle replacement, and the

---

new contract will allow Metro to implement new technology and software Managed Print Services. Managed Print Services monitors use of the high-speed copiers and addresses malfunctions and required repairs. In addition, it will place orders for replacement parts and supplies. This will allow for efficient management of printing and imaging services.

## **DISCUSSION**

Metro's Copy Center requires high-speed copy machines, laminating equipment, binding, and other finishing equipment to produce a wide range of documents that are required for agency business, including:

- Bus and rail "shake-up" materials
- Board and committee agenda packets
- Budget books
- Bound departmental reports
- Departmental forms
- Large format blueprints and posters
- Procurement IFB and RFP Packages
- Training manuals
- EIR/EIS and other planning documents

Documents are sent to the Copy Center whenever they can be produced more cost effectively and at a higher quality than is possible on convenience copiers.

## **DETERMINATION OF SAFETY IMPACT**

Approval of this Board item will not impact the safety of Metro employees or riders.

## **FINANCIAL IMPACT**

The funding of \$200,000 for this service is included in the FY24 Budget in cost center 6420 Copy Services, within project 100001 General Overhead. The cost center manager and Chief People Officer will be accountable to ensure funds are available for these services.

### **Impact to Budget**

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

## **EQUITY PLATFORM**

There are no adverse equity impacts anticipated from this contract modification. This will allow continued support of Metro's workforce with printing documents for the agency.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan Goal #5 (Provide responsive, accountable, and trustworthy governance). By continuing to be responsive, accountable, and trustworthy, Metro will build credibility with decision-makers, customers, and employees and be able to perform more effectively to the changing needs of its business practices.

### **ALTERNATIVES CONSIDERED**

One alternative would be to purchase the existing equipment at the current market value and purchase maintenance services and spare parts required to keep the machines operational. This alternative is not recommended because the current equipment will become less reliable as it ages. This could delay document production, including documents required for high priority projects.

Another alternative would be to outsource all high-volume jobs to an outside vendor. Sending all photocopying to an outside vendor would extend response time for production of critical documents. This alternative would also require modification of Metro's collective bargaining agreement with TCU that represents Copy Center employees who perform this work.

### **NEXT STEPS**

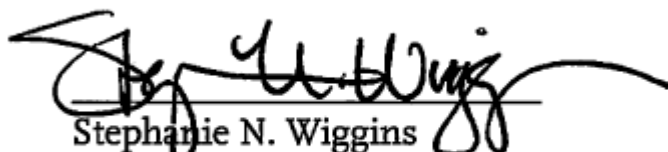
Upon Board approval, staff will execute Contract Modification No. 3 to Contract No. PS110638000 with Canon Solutions America, Inc., to continue to provide lease and maintenance of high-speed copiers and document finishing equipment and other related services.

### **ATTACHMENTS**

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

Prepared by: Yolanda Limon, Manager, General Services,  
(213) 922-2113  
Don Howey, Executive Officer, Administration,  
(213) 922-8867  
Debra Avila, Deputy Chief Officer, Vendor/Contract Management  
(213) 418-3051

Reviewed by: Seleta Reynolds, Chief Innovation Officer/(Interim) Chief People Officer ,(213)  
922-4098



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

HIGH SPEED/VOLUME COPIERS & EQUIPMENT  
FOR METRO COPY CENTER / PS110638000

1.	<b>Contract Number:</b> PS110638000			
2.	<b>Contractor:</b> Canon Solutions America, Inc.			
3.	<b>Mod. Work Description:</b> Continue existing services and extend the period of performance from February 1, 2024 through April 30, 2024			
4.	<b>Contract Work Description:</b> Provide high speed/volume copiers and equipment for Metro Copy Center			
5.	<b>The following data is current as of:</b> 9/7/23			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	9/27/18	<b>Contract Award Amount:</b>	\$ 1,590,568
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modification Approved:</b>	\$ 159,057
	<b>Original Complete Date:</b>	1/31/24	<b>Pending Modification (including this action):</b>	\$ 200,000
	<b>Current Est. Complete Date:</b>	4/30/24	<b>Current Contract Value (with this action):</b>	\$ 1,949,625
7.	<b>Contract Administrator:</b> Antonio Monreal		<b>Telephone Number:</b> (213) 922-4679	
8.	<b>Project Manager:</b> Raul Gomez		<b>Telephone Number:</b> (213) 922-4356	

**A. Procurement Background**

This Board Action is to approve Modification No. 3 to Contract No. PS110638000 to continue to provide high speed/volume copiers and document finishing equipment for the Metro Copy Center and extend the period of performance from February 1, 2024, through April 30, 2024.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm-fixed unit rate.

In September 2018, the Board approved the award of a five-year contract to Canon Solutions America, Inc. to provide high speed/volume copiers and equipment for Metro's Copy Center.

Two modifications have been issued to date.



Refer to Attachment B – Contract Modification/Change Order Log.

**B. Price Analysis**

The recommended price has been determined to be fair and reasonable based upon the independent cost estimate (ICE), technical analysis, and price analysis. Rates that were established as part of the competitive contract award in 2018 remain unchanged.

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Recommended Amount</b>
\$200,000	\$200,000	\$200,000

## CONTRACT MODIFICATION/CHANGE ORDER LOG

HIGH SPEED/VOLUME COPIERS & EQUIPMENT  
FOR METRO COPY CENTER / PS110638000

<b>Mod. No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Date</b>	<b>Amount</b>
1	Add Print Shop and Design Studio Software	Approved	4/15/19	\$ 29,989
2	Continue existing service and extend the period of performance (POP) through January 31, 2024.	Approved	9/11/23	\$ 129,068
3	Continue existing service and extend POP through April 30, 2024.	<b>Pending</b>	<b>Pending</b>	<b>\$ 200,000</b>
	<b>Modification Total:</b>			<b>\$ 359,057</b>
	<b>Original Contract:</b>		<b>9/27/18</b>	<b>\$ 1,590,568</b>
	<b>Total Contract Value:</b>			<b>\$ 1,949,625</b>

**DEOD SUMMARY****COPY CENTER EQUIPMENT AND SERVICES/PS110638000****A. Small Business Participation**

Canon Solutions America, Inc. made a 5.50% Disadvantaged Business Enterprise (DBE) commitment for this contract. Based on payments, the contract is 50% complete and the current level of participation is 7.52% DBE, exceeding the commitment by 2.02%.

<b>Small Business Commitment</b>	<b>5.50% DBE</b>	<b>Small Business Participation</b>	<b>7.52% DBE</b>
----------------------------------	------------------	-------------------------------------	------------------

	<b>DBE/SBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Say Cargo	Hispanic American	1.16%	1.63%
2.	Universal Reprographics, Inc.	Caucasian Female	4.34%	5.89%
	<b>Total</b>		<b>5.50%</b>	<b>7.52%</b>

<sup>1</sup>Current 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**

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP 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 #: 2023-0642, File Type: Contract

Agenda Number: 34.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: CONTRACTED TRANSPORTATION SERVICES - NORTH REGION EXTENSION**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION(S)**

AUTHORIZE the Chief Executive Officer to execute:

- A. Contract Modification No. 10 to Contract No. OP52365000 with Transdev Services, Inc. (Transdev) in the amount of \$18,212,015 to continue to operate local transit lines in the North Region of Los Angeles County increasing the total not-to-exceed contract value from \$106,316,969 to \$124,528,984, and extend the period of performance from December 4, 2023, to June 30, 2024; and
- B. Individual contract modifications within the Board approved contract modification authority.

#### **ISSUE**

The current Contract No. OP52365000 for Contracted Transportation Services North Region Contract is scheduled to expire on December 4, 2023. A contract extension through June 30, 2024, is required to preserve service among the six contracted transportation bus lines within the Los Angeles County North Region contract. The North Region services the L.A. Downtown, Westside Central, and San Fernando Valley communities.

A Request For Proposals (RF) for contracted transportation services within Los Angeles County North Region was issued as a competitive solicitation to replace the existing contracted transportation services contract. The solicitation is currently under evaluation.

Modifying the existing contract will allow for an extension of the period of performance through the end of FY24 while staff completes the evaluation of the RFP solicitation.

#### **BACKGROUND**

Since the current Contract No. OP52365000 for North Region Transportation Services was scheduled to expire on August 3, 2023, staff initiated a competitive procurement process in 2022. Proposals were received and were evaluated in accordance with the terms of the RFP, which

---

included increased contractor accountability through the establishment of Key Performance Indicators (KPI) (e.g., In-Service On-Time Performance (ISOTP), Mean Miles Between Mechanical Failure (MMBMF), Bus Cleanliness, Accident Frequency rate, etc.) that are better aligned with Metro's directly operated divisions, more modern cybersecurity requirements, and the re-introduction of contract extension options.

An extended proposal evaluation period resulted in the execution of Contract Modification No. 9 that extended the current contract term by four months, through December 4, 2023. With the continuation of the evaluation, which remains in a procurement blackout period, staff will need additional time to complete the evaluation and make a determination of the next steps to ensure the outcome is of benefit to Metro and the public of Los Angeles County.

## **DISCUSSION**

Metro is committed to delivering outstanding trip experiences for all users of the transportation system. An extension of the contract term is necessary to maintain continuity of service for six Metro bus lines and remove any risk of service interruptions to our passengers. There will be no changes to the current Statement of Work between Transdev and Metro. With the requested contract extension, Transdev will continue to operate the six bus lines outlined above and will ensure no service degradation occurs to the public. During the extension period, staff will continue to partner with Transdev and ensure the bus routes are operated safely and efficiently. Staff will continue to collect and monitor the performance data of Transdev and improve the riding experience of the public.

Metro aspires to deliver desirable transportation services for customers and establish new cost control strategies, therefore responsive, accountable, and trustworthy governance within the Metro organization is crucial. The recommended contract extension through the end of FY24 will ensure that staff will have enough time to make a decision consistent with the goal of responsive, accountable, and trustworthy governance.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this extension will continue to ensure the delivery of safe, clean, on-time and reliable bus transportation services to Los Angeles County's North Region.

## **FINANCIAL IMPACT**

The funding of \$18,212,015 for this extension is included in the adopted FY24 budget in Cost Center 3591; Project 306001, Operations Transportation; and Account 50801, Purchased Transportation.

### **Impact to Budget**

The source of funds for this action will come from federal, state and local funding sources that are eligible for bus and rail operating projects.

## **EQUITY PLATFORM**

---

The approval of this contract modification and extension will ensure Metro's ability to continue to operate and maintain transportation services that are accessible to Los Angeles County residents.

Community members who live throughout and along the North Region lines will continue to benefit from the bus services provided. It is utilized as one of the primary modes of transportation to work and other social destinations (Customer Satisfaction Survey, 2022). The service provided by the North region runs through Equity Focus Communities (EFCs) where Customer Satisfaction Survey results show: 63% take Metro buses 5 or more days a week, 49% of riders are women, and 85% are people of minority ethnicities. In addition, the employment of the local workforce and sponsorship of small businesses within the community presents an opportunity for Metro's Diversity & Economic Opportunity Department (DEOD) to continue engaging with small businesses in information sharing that could lead to future opportunities.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This Board action supports Strategic Goal 3: Enhance communities and lives through mobility and access to opportunity. Providing reliable bus services to the local communities supports Metro's goals to create prosperous communities and enable individuals and families to access jobs, essential services, education, and other social, and recreational opportunities.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to authorize the requested action. However, such action would create the possibility of a disruption in service in the absence of a contracted service provider for six Metro bus lines. This alternative is not recommended as the current contract is scheduled to end on December 4, 2023, and a disruption in service is not responsive to Metro's Customer Experience goal of providing reliable service for those who rely on the Metro transit system for their mobility.

### **NEXT STEPS**

Upon Board approval, staff will execute Modification No. 10 to Contract No. OP52365000 with Transdev to continue to operate local transit lines in the North Region of Los Angeles through June 30, 2024.

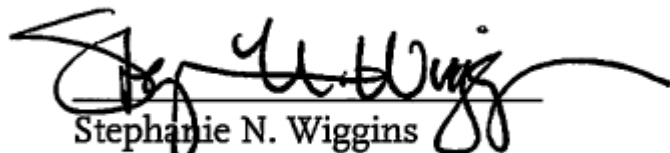
### **ATTACHMENTS**

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

Prepared by: Sandra Solis, Director, Financial and Administrative Management Services  
Operations, (213) 922-6266  
Joseph Forgiarini, Senior Executive Officer, Service Development, (213) 418-3400  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051

---

Reviewed by: Conan Cheung, Chief Operations Officer, Transit Operations, (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## CONTRACTED TRANSPORTATION SERVICES – NORTH REGION / OP52365000

1.	<b>Contract Number:</b> OP52365000			
2.	<b>Contractor:</b> Transdev Services, Inc.			
3.	<b>Mod. Work Description:</b> Continue existing services and extend the period of performance			
4.	<b>Contract Work Description:</b> To operate local transit lines in the Los Angeles Downtown Area, Westside Central, and San Fernando Valley Region (aka North Region)			
5.	<b>The following data is current as of:</b> 9/27/23			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	6/28/18	<b>Contract Award Amount:</b>	\$ 105,816,969
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modification Approved:</b>	\$ 500,000
	<b>Original Complete Date:</b>	12/4/23	<b>Pending Modification (including this action):</b>	\$ 18,212,015
	<b>Current Est. Complete Date:</b>	6/30/24	<b>Current Contract Value (with this action):</b>	\$ 124,528,984
7.	<b>Contract Administrator:</b> Aielyn Dumaua		<b>Telephone Number:</b> (213) 922-7320	
8.	<b>Project Manager:</b> Carlos Guevara-Romero		<b>Telephone Number:</b> (213) 922-5234	

**A. Procurement Background**

This Board Action is to approve Modification No. 10 to Contract No. OP52365000 to continue to operate local transit lines in the North Region of Los Angeles County. The North Region is comprised of the Los Angeles Downtown, Westside Central, and San Fernando areas. This Modification will also extend the period of performance from December 4, 2023, to June 30, 2024.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit rate.

A total of nine modifications have been issued to date.

Refer to Attachment B – Contract Modification/Change Order Log.



## **B. Price Analysis**

The proposed fully burdened revenue service hourly rate for the extended term has been determined to be fair and reasonable based on price analysis, independent cost estimate (ICE), and technical analysis. Said rate is within the range of the ICE and considers negotiated wage rates per Collective Bargaining Agreement (CBA) with Teamsters, Local 848 (Wholesale Delivery Drivers, Salespersons, Industrial and Allied Workers) effective January 1, 2024, and is lower than Metro's cost per revenue service hour for directly operated transit service.

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Recommended Amount</b>
\$18,212,015	\$18,215,403	\$18,212,015

**CONTRACT MODIFICATION/CHANGE ORDER LOG****CONTRACTED TRANSPORTATION SERVICES – NORTH REGION / OP52365000**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>Amount</b>
1.	Revise Attachment G – Traffic Regulations	Approved	9/24/18	\$ 0
2	Revise monthly revenue service hours and agreed-upon unit rates for the period June 1, 2020, through June 30, 2020, due to Covid-19.	Approved	6/1/20	\$ 0
3	Revise monthly revenue service hours and agreed-upon unit rates for the period August 1, 2020, through August 31, 2020, due to Covid-19.	Approved	7/1/20	\$ 0
4	Revise monthly revenue service hours and agreed-upon unit rates for the period September 1, 2020, through September 30, 2020, due to Covid-19.	Approved	9/1/20	\$ 0
5	Revise monthly revenue service hours and agreed-upon unit rates for the period November 1, 2020, through November 30, 2020, due to Covid-19.	Approved	10/1/20	\$ 0
6	Revise monthly revenue service hours and agreed-upon unit rates for the period December 1, 2020, through June 30, 2021, due to Covid-19.	Approved	12/1/20	\$ 0
7	Updated SP-04, Approved Subcontractors and Suppliers, SP-21, and Payment and Exhibit II – Statement of Work and deleted and Reporting of Prevailing Wage, SP-22, Living Wage/Service Contract Worker Retention	Approved	4/1/21	\$ 0
8	Continuation of existing services.	Approved	6/30/23	\$ 500,000

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>Amount</b>
9	Continue existing services and extend period of performance (POP) through December 4, 2023	Approved	8/2/23	\$ 0
10	<b>Continue existing services and extend POP through June 30, 2024</b>	<b>Pending</b>	<b>Pending</b>	<b>\$ 18,212,015</b>
	<b>Modification Total:</b>			<b>\$ 18,712,015</b>
	<b>Original Contract:</b>	<b>6/28/18</b>		<b>\$ 105,816,969</b>
	<b>Total:</b>			<b>\$ 124,528,984</b>

**DEOD SUMMARY****CONTRACTED TRANSPORTATION SERVICES – NORTH REGION/OP52365000****A. Small Business Participation**

Transdev Services, Inc. (TSI) made a 5.11% Disadvantaged Business Enterprise (DBE) commitment. Based on payments reported the project is 91% complete and the current DBE participation is 5.29%, exceeding the DBE commitment by 0.18%.

<b>Small Business Commitment</b>	<b>5.11% DBE</b>	<b>Small Business Participation</b>	<b>5.29% DBE</b>
----------------------------------	------------------	-------------------------------------	------------------

	<b>DBE/SBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	A&A Fleet Painting Inc.	Hispanic American	1.49%	1.99%
2.	All Petro Resources	Hispanic American	0.36%	0.27%
3.	Becnal Uniforms, Inc.	Caucasian Female	0.44%	0.23%
4.	Briteworks	Hispanic American	2.20%	1.86%
5.	Diego's Auto Repair, Inc.	Hispanic American	0.36%	0.29%
6.	Rubicon Security Systems	Subcontinent Asian American	0.26%	0.65%
	<b>Total</b>		<b>5.11%</b>	<b>5.29%</b>

<sup>1</sup>Current 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**

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP 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 #: 2023-0458, File Type: Contract

Agenda Number: 35.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: BUS LANE ENFORCEMENT PILOT PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. APPROVING implementation of a Bus Lane Enforcement Pilot Program on NextGen Tier One Network in partnership with the City of Los Angeles;
- B. APPROVING the Life of Project (LOP) capital budget of \$11,000,000 for the Bus Lane Improvement Pilot Project;
- C. AUTHORIZING the Chief Executive Officer (CEO) to award a 63-month firm fixed unit price Contract No. OP48185000 to Hayden AI Technologies, Inc. for the purchase of equipment and implementation of a Bus Lane Enforcement System on NextGen Tier One Network in the City of Los Angeles in an amount not-to-exceed \$7,079,570 for the 39-month base term, and \$1,710,000 for the first one-year option and \$1,710,000 for the second one-year option, for a total not-to-exceed Contract Value of \$10,499,570, effective December 1, 2023, subject to resolution of properly submitted protest(s), if any; and
- D. AUTHORIZING the CEO to execute a Memorandum of Understanding (MOU) with the City of Los Angeles on a project partnership of the Bus Lane Enforcement System Pilot Program.

#### **ISSUE**

As part of the NextGen Bus Speed Engineering Working Group, the City of Los Angeles and Metro partnered to create the Transit Speed & Reliability Program, which has delivered over 40 miles of Bus Priority Lanes throughout the City of Los Angeles that were designed to increase the transit speed and reliability of Metro's bus service to NextGen Tier 1 lines, or the busiest corridors in the system. These Bus Priority Lanes are often misused by other vehicles, aside from buses, and this has negatively impacted the effectiveness of the joint investment between Metro and the City of Los Angeles Department of Transportation (LADOT). Unauthorized vehicles dwelling in Bus Priority Lanes for deliveries and passenger loading, parking, and general use by non-Metro vehicles hinder

---

Metro's ability to provide the reliable service it strives for as a result of other vehicles utilizing this lane, as buses encounter delays with merging in and out of general purpose lanes. Post-implementation surveys with bus passengers also reveal bus lane violations as a top issue they experience. Improving compliance of Bus Priority Lanes has therefore become a necessity to ensure compliance with the posted signage, lane markings, and regulations.

In partnership with the City of Los Angeles, Metro is pursuing a pilot program, Bus Lane Enforcement System (BLES), in an initial partnership with LADOT to collaboratively enforce bus-only lanes and bus stop zones in accordance with the legislature AB917 model. Metro's vision is a regional BLES implementation of an automated camera-based bus lane enforcement system that gathers evidence of vehicles obstructing bus-only lanes and bus zones. The evidence gathered is shared with and enforced by jurisdictions throughout Los Angeles County. The BLES is anticipated to go into effect in the Spring of 2024.

## **BACKGROUND**

### **Metro Bus Priority Lanes**

Metro has a bus fleet of nearly 2,000 buses operating over 100 routes, primarily along public arterials that share the roadway with other users; the NextGen Transit Speed & Reliability Program has repurposed the right-most curbside lane along key corridors with over 40 lane miles of Bus Priority Lanes across multiple jurisdictions, the majority of which lie in the City of Los Angeles. Metro is also currently embarking on an expansion of dedicated right-of-way lanes, similar to the Metro G Line (Orange) Busway, through Measure M projects for dedicated Bus Rapid Transit (such as NoHo to Pasadena BRT, North San Fernando Valley Corridor, and Vermont Corridor).

Bus Priority Lanes and future BRT projects provide transit buses with an opportunity to bypass traffic congestion, but only if other roadway users comply with the regulations and are not obstructed by misuse. Bus operators face the challenge of navigating in and out of the bus lane due to parked cars. Some operators remain in the bus lane behind the stopped vehicle, while others avoid using the bus lane in high-conflict areas. Motorist parking violations on Bus Priority lanes are detrimental to bus speeds, safety, reliability, local congestion, and the bus operator and customer experience.

A 2017 Before and After Report on the Wilshire Bus Rapid Transit (BRT) Project found numerous conflicts in the peak period bus lane throughout the corridor. Field observations confirmed the presence of vehicles violating the right-turn restrictions on the bus lane, causing congestion. The report articulated a need for enforcement across the corridor. Focus group findings from another 2017 study on BRT in Los Angeles articulated frustrations from riders that the Metro Rapid Line 720 bus service on Wilshire fell short of expectations for reliability and speed since cars abuse the bus lane and there is no enforcement.

Furthermore, a post-implementation survey comprised of over 200 bus riders in February 2023 revealed that 93% of respondents indicated private vehicles were parked or driving in the recently completed Alvarado Street Bus Priority Lanes at least half of the time. As a result, Metro has

---

partnered with LADOT to increase parking enforcement efforts along the Alvarado St corridor and other bus lane corridors. However, these efforts are resource intensive and do not effectively address repeat offenders, who often sit in their vehicles until chased away by a parking enforcement vehicle, without resulting in a citation.

### Unsolicited Proposal and Results of Proof of Concept

Concurrent with the 2021 legislative proceedings, the Office of Strategic Innovation (OSI) received an Unsolicited Proposal from Conduent (UP-2021-03) proposing a 30-day Proof of Concept of their end-to-end system, which uses a Hayden AI camera system. With support from ITS, Service Planning & Development, Maintenance, and Vehicle Engineering, OSI ran the Proof of Concept from November 22, 2021, through December 22, 2021. The Proof of Concept installed on-board camera systems on two Metro buses, one on a bus for Line 720 (Wilshire Rapid) and one on a bus for the J Line (Silver) 910.

Results from the Proof of Concept were as follows:

- 823 bus lane obstructions detected. Of the 823 obstructions detected, 709 were on Line 720 and 114 were on the J Line. The project team believes that the difference in volume is likely due to the type of bus-only lanes; Line 720 operates only in curbside Bus Priority Lanes and the J Line operates in both mixed-use and dedicated ExpressLanes, which already include Fastrak photo enforcement and law enforcement through the California Highway Patrol.
- 97.5% License Plate Reader accuracy. The automated License Plate Reader (LPR) successfully read 802 of the license plate images captured.
- 92% Violation Detection accuracy. Of the 823 bus lane obstructions detected, 756 were determined to be valid bus lane parking violations.
- 81% Event Detection rate. Limited sampling revealed that the system captured 81% of actual bus lane parking obstructions.

### Recent State Legislation Authorizing Use

In recognition of the need for automated bus lane enforcement, in 2021, the California State Assembly passed AB917 (Bloom), which revised California Vehicle Code (CVC) §40240, §40240.5, and §40241 to authorize transit agencies to install cameras on buses to capture digital evidence of vehicles parked in bus-only lanes for the purpose of sharing it with parking enforcement agencies to issue citations; authorization remains in effect until January 1, 2027, and is repealed as of that date. California Vehicle Code can be found here:

[https://leginfo.ca.gov/faces/codes\\_displayText.xhtml?lawCode=VEH&division=17.&title=&part=&chapter=1.&article=3.5](https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=VEH&division=17.&title=&part=&chapter=1.&article=3.5).

## **DISCUSSION**

Following the early successes in automated license plate reader (ALPR) camera enforcement programs to enforce bus lanes in other major cities, including San Francisco, Oakland, New York



---

City, Washington DC, and Philadelphia, Metro began working with LADOT to pursue a similar strategy to improve bus lane compliance. Metro staff worked closely with representatives from LADOT throughout the competitive solicitation and proposal evaluation processes. This also includes the development of a Memorandum of Understanding (MOU) that details the partnership of this pilot program between Metro and LADOT, whereby Metro's role is to: a) Install ALPR-capable cameras to capture evidence of vehicles blocking bus-only lanes and bus zones, and; b) Prepare and share all collected evidence of vehicles obstructing bus-only lanes and bus zones with the City of Los Angeles. The City of Los Angeles' role is to: a) Make the determination of parking violation, and; b) Issue and adjudicate, if needed, parking citations. As Metro's primary objective is to improve bus lane compliance to deliver faster and safer transit service to riders, Metro only intends to recover a cost-neutral portion of potential citation revenue, with the City of Los Angeles receiving the remainder of potential revenue, pursuant to their existing bylaws. This joint MOU is currently being drafted and intended to be finalized in early 2024 with the Pilot program beginning shortly afterwards, anticipated in Spring 2024.

The scope of this Pilot program includes an end-to-end standalone solution for an automated, camera-based enforcement system capable of detecting non-moving violations in Bus Priority Lanes and bus stop zones. The end-to-end solution includes the purchase of 100 Onboard Camera System (OCS) units with forward-facing cameras, associated software, licensing, and maintenance, as well as back-end review and data processing services. The scope also includes support to develop a technical evaluation of the pilot program results as called for in the legislative authorization Award of Contract No. OP48185000 will allow for the initial installation of cameras to begin on December 1, 2023. on each bus type by the awarded vendor. Metro personnel will install remaining cameras and supporting onboard equipment. Any maintenance would remain under the contractor's responsibility as this camera system would remain within the warranty period. The pilot project is for 39 months until January 1, 2027, when the legislative authorization under CVC §40240 expires. There are two, 1-year options included in this proposal which would allow this program to continue uninterrupted should the legislative authorization be extended or made permanent.

#### Automated Bus Lane Enforcement Programs in Other Cities

Automated, camera-based enforcement does not eliminate the need to commit frontline personnel resources to enforcement, but it largely pivots the effort to a more efficient back-office operation through a more data-driven approach. The National Capital Region Transportation Board conducted a study in 2017 in coordination with WMATA and found that "compared to active police enforcement, automated enforcement can have significant fiscal and enforcement benefits" and that cameras mounted to the front of buses are the most effective tool. Results from automated bus lane enforcement programs in San Francisco and New York City support these findings, where cameras have been successful in deterring misuse of bus only lanes for their transit service.

Cities that have already implemented a bus lane enforcement program have seen increases in bus speeds of up to 31% (NYC MTA), an increase in ridership of up to 20% (NYC MTA)<sup>1</sup>, increases in reliability and on-time performance (AC Transit), and reductions in total travel time of 14% and travel time variability of 27% (SFMTA).

### Community Outreach Plan

Metro Community Relations will coordinate outreach along these two bus line corridors to key stakeholders including elected officials, agencies, business groups, major employers, community-based organizations, and the public. Informational materials will be created to support outreach activities and educate the public on the goals and implementation of this program. Activities will include briefings, presentations, virtual community meetings, and participation in local community events. Education and outreach will focus on Equity Focused Communities (EFCs) as well as low-income residential areas adjacent to or near the proposed pilot bus lines. A program-specific webpage will be created, and information in multiple languages will also be distributed via e-blasts, targeted social media campaigns, and posts on The Source/El Pasajero. These outreach efforts will begin 60-days in advance to ensure ample lead time and will advance with increasing visibility as we approach implementation.

### **DETERMINATION OF SAFETY IMPACT**

Board approval of these recommendations will improve the speed and reliability of Metro bus service on high-frequency corridors, which would potentially improve the safety of overall bus operations in the Los Angeles basin.

### **FINANCIAL IMPACT**

Capital Project 290006 has been established for this action. The total LOP funding for the project is \$11,000,000. \$2,085,000 Capital will be included in Cost Center 3151- Service Planning & Scheduling. After completing the capital project, staff currently estimates annual operating costs of \$2,200,000. This amount will fluctuate as implementation and BLE operation progresses.

Implementation of the capital project will be completed in FY24. Operations will be responsible for program and budget operating funding in future years until the pilot program is completed, or legislative authorization under CVC §40240 extends this temporary legislature beyond January 1, 2027.

#### Impact to budget

The current sources of funds for this action are Federal, State, and Local. This funding is eligible for Capital and Operating Projects.

### **EQUITY PLATFORM**

While specific routes for this program will be selected in the future, there are significant anticipated equity benefits to implementing this pilot program, as the majority of Metro bus riders are low-income, Black, Indigenous, or other People of Color (BIPOC). For example, 94% of Alvarado bus lane riders do NOT own a car and therefore rely on the Alvarado bus service to access opportunities. Nearly 9 in 10 Alvarado bus riders are BIPOC and 6 in 10 are below the poverty line. These demographics are largely consistent on other recently completed Bus Priority Lane corridors, which means that these investments provide equitable mobility improvements. Therefore, single-occupant vehicles blocking bus lanes and bus stops have a disproportionate impact on bus riders, resulting in bus

delays and disruptions, oftentimes with 50 or more passengers per bus; this means a single motorist can have an outsized burden on the dozens of riders onboard each bus, resulting in missed transfers and late arrivals. Further, blocking bus stop zones can create accessibility issues for passengers with disabilities, who rely on level boarding between the bus stop curbside and boarding the bus.

According to a previously calculated Benefit Cost Analysis of the NextGen Speed & Reliability Program with three capital improvements (i.e., bus priority lanes, transit signal priorities, and All Door Boarding), the Project can achieve 8.76 million person hours traveled savings in the period of 20 years. However, this can only be achieved if the implemented bus lanes are clear for buses to use them.

There are no additional impacts expected for parking users, as this program would operate within the existing bus lane hours and does not expand the hours of posted parking restrictions. This program shifts the source of citation from a Parking Enforcement Officer to a camera-based system that is then reviewed by City personnel on the backend, which can improve overall safety by reducing the amount of personnel in the roadway as well as in-person confrontations. Therefore, BLES can improve bus speed, reliability, and safety. These improvements are anticipated to benefit mobility in Equity Focus Communities by providing faster and more reliable bus service and would ultimately increase the competitiveness, and attractiveness of the bus system for new customers.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This Pilot Program provides data through automated bus lane enforcement, which in turn can enable people to spend less time traveling and deliver an outstanding trip experience for all users of the transportation system. This Pilot will improve the speed and reliability of Metro's Tier One bus service that runs through the heart of some of the most congested areas in Los Angeles County with some of the most equity focused communities.

## **ALTERNATIVES CONSIDERED**

The alternative to the proposed staff recommendations is to not procure and implement the BLES. However, this is not recommended since a delay to purchase and install BLES will significantly shorten the time available for the Pilot Program that is enabled by the temporary legislative authorization under CVC §40240 until January 1, 2027. Without the installation of BLES, bus operators would not be able to avoid delays caused by traffic congestion on bus-only lanes without competing with other vehicles, customers would not benefit from shorter travel and wait times, and Metro would not be able to transit speed and reliability as quickly, without additional resources.

## **NEXT STEPS**

Upon Board approval, staff will execute Contract No. OP48185000 with Hayden AI Technologies, Inc. for the implementation of the BLES pilot program, effective December 1, 2023.

A performance measurement matrix will be developed for monitoring the effectiveness of BLES to

---

deter drivers from parking in bus-only lanes and bus zones. Metro also needs to prepare a report to the California Legislature by January 1, 2025, required by CVC §40240.5.

In partnership with LADOT, Metro will finalize the MOU on this Pilot Program and cost-sharing.

At the conclusion of the Pilot, staff will assess the overall performance of the BLES and provide recommendations to the Board for a path forward.


## **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Joseph Forgiarini, Senior Executive Officer, Service Development, Scheduling & Analysis  
Stephen Tu, Senior Director, Service Development, (213) 418-3005  
Regina Li-Armijo, Senior Director, Project Control, Service Planning & (213) 922-7214  
Debra Avila, Deputy Chief Vendor/Contract Management Officer  
(213) 418-3051

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418  
3034



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## BUS LANE ENFORCEMENT SYSTEM / OP48185000

1.	Contract Number: OP48185000	
2.	Recommended Vendor: Hayden AI Technologies, Inc.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFIQ <input checked="" type="checkbox"/> RFP <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: March 8, 2023	
	B. Advertised/Publicized: March 8, 2023	
	C. Pre-Proposal Conference: March 15, 2023	
	D. Proposals Due: April 26, 2023	
	E. Pre-Qualification Completed: May 8, 2023	
	F. Ethics Declaration Forms submitted to Ethics: April 26, 2023	
	G. Protest Period End Date: October 24, 2023	
5.	Solicitations Picked up/Downloaded:  23	Proposals Received:  3
6.	Contract Administrator: Shannon Thoene	Telephone Number: (213) 922-2790
7.	Project Manager: Stephen Tu	Telephone Number: (213) 418-3005

**A. Procurement Background**

This Board Action is to approve the award of Contract No. OP48185000 in support of the implementation of an end-to-end standalone solution for an automated camera enforcement system capable of detecting parking violations on bus lanes and bus zones. Board approval of contract award is subject to resolution of all properly submitted protest(s), if any.

On March 8, 2023, Requests for Proposals (RFP) No. OP48185 was issued as a competitive procurement in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit price. This RFP was issued with a Race Conscious Disadvantaged Business Enterprise (DBE) goal of six percent (6%).

Five (5) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on March 15, 2023, clarified the address of the location for the worksite visit;
- Amendment No. 2, issued on April 6, 2023, extended the proposal due date, increased the maximum page count of the technical proposal, revised GC-01, Glossary of Terms to update the definition of "Evidence Package, and revised the scope of services to clarify bus lane enforcement system requirements;
- Amendment No. 3, issued on April 14, 2023, extended the proposal due date;
- Amendment No. 4, issued on April 17, 2023, revised the scope of services to update reference section provided for the Evidence Preparation Schedule; and

- Amendment No. 5, issued on April 18, 2023, extended the proposal due date.

A total of 23 firms downloaded the RFP and were included on Metro's planholders' list. A virtual pre-proposal conference was held on March 15, 2023, and was attended by 18 participants, representing five firms. A worksite visit was conducted on March 16, 2023, with four participants from four firms in attendance. There were 19 questions received, and responses were released prior to the proposal due date.

A total of three proposals were received by the due date of April 26, 2023, and are listed below in alphabetical order:

1. Gatekeeper Systems USA Inc.
2. Hayden AI Technologies, Inc.
3. Seon Design (USA) Corp. dba Safe Fleet

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro Revenue Collection and Service Planning Departments and City of Los Angeles Parking and Operations Department was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria:

**Phase I - Evaluation of Minimum Qualification Requirements:** This is a pass/fail criteria. To be responsive to the RFP minimum qualification requirements, proposers must be able to demonstrate their experience doing business with a government or commercial/private entity deploying an end-to-end camera enforcement solution installed on school or transit buses on either an operational or pilot environment.

**Phase II – Weighted Evaluation:** Proposers that meet the Phase I Minimum Qualification Requirements are further evaluated based on the following criteria and weights:

- |  |           |
|--|-----------|
| • Qualifications of the Firm and Key Personnel               | 30 Points |
| • Technical and Functional Capability of the Proposed System | 15 Points |
| • Understanding of the Work and Technical Approach           | 30 Points |
| • Price Proposal   | 25 Points |

The evaluation criteria are appropriate and consistent with criteria developed for similar types of procurements. Several factors were considered in developing these weights, giving the greatest importance to both the qualifications of the firm and key personnel and understanding of the work and technical approach.

During the period of May 3, 2023 to May 25, 2023, the PET independently evaluated and scored the technical proposals. On May 8, 2023, the PET deemed all three

proposals to be responsive to the Phase I - Minimum Qualification Requirements and continued to evaluate the proposals based on Phase II – Weighted Evaluation criteria.

On May 25, 2023, the PET reconvened and determined that all three firms were within the competitive range and were invited to participate in demonstrations and interviews on June 13, 2023. The firms' project managers and key team members had an opportunity to demonstrate their proposed bus lane enforcement system, present the team's qualifications and respond to the PET's questions.

### **Qualifications Summary of Firms within the Competitive Range:**

#### **Gatekeeper Systems USA Inc.**

Gatekeeper Systems Inc. (Gatekeeper), established in 1998, is headquartered in Foothill Ranch, CA. It provides intelligent video and data solutions designed to provide a safer transportation environment on multiple transportation modes. Gatekeeper currently provides License Plate Reading (LPR) cameras to school districts such as Red Clay Consolidated School District, Habersham County School District, Troup County School System, and Washoe County School District and transportation agencies, including Southeastern Pennsylvania Transportation Authority (SEPTA) and Toronto Transit Commission.

#### **Hayden AI Technologies, Inc.**

Hayden AI Technologies, Inc. (Hayden AI), headquartered in Oakland, CA, has been in business for over four years. It provides mobile automated bus enforcement systems with nearly 500 installations with the New York Metropolitan Transportation Authority for bus lane enforcement and 140 units currently being installed on Metro buses for the Washington Area Metropolitan Transit Authority. Other transit agency clients include City of Santa Monica, Sacramento Regional Transit, and Southeastern Pennsylvania Transportation Authority.

#### **Seon Design (USA) Corp. dba Safe Fleet**

Seon Design (USA) Corp. dba Safe Fleet, headquartered in Bellingham, WA, has been in business since 2009. It provides innovative mobile video surveillance and fleet management solutions for the school bus and transit industry. Safe Fleet currently provides camera technology and equipment for New York City Transit, Los Angeles County Metropolitan Transportation Authority, Regional Transportation District, and North County Transit District.

On June 22, 2023, the PET completed its evaluation and determined Hayden AI Technologies, Inc. to be the highest ranked proposer.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Hayden AI Technologies, Inc.</b>				
3	Qualifications of the Firm and Key Personnel	90.50	30.00%	27.15	
4	Technical and Functional Capability of the Proposed System	90.00	15.00%	13.50	
5	Understanding of the Work and Technical Approach	86.50	30.00%	25.95	
6	Price Proposal	58.50	25.00%	14.63	
7	<b>Total</b>		<b>100.00%</b>	<b>81.23</b>	<b>1</b>
8	<b>Seon Design (USA) Corp. dba Safe Fleet</b>				
9	Qualifications of the Firm and Key Personnel	71.00	30.00%	21.30	
10	Technical and Functional Capability of the Proposed System	65.00	15.00%	9.75	
11	Understanding of the Work and Technical Approach	71.50	30.00%	21.45	
12	Price Proposal	100.00	25.00%	25.00	
13	<b>Total</b>		<b>100.00%</b>	<b>77.50</b>	<b>2</b>
14	<b>Gatekeeper Systems USA Inc.</b>				
15	Qualifications of the Firm and Key Personnel	77.00	30.00%	23.10	
16	Technical and Functional Capability of the Proposed System	82.50	15.00%	12.38	
17	Understanding of the Work and Technical Approach	75.00	30.00%	22.50	
18	Price Proposal	74.28	25.00%	18.57	
19	<b>Total</b>		<b>100.00%</b>	<b>76.55</b>	<b>3</b>

### C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon the independent cost estimate (ICE), cost analysis, technical evaluation, fact finding and negotiations. Metro staff successfully negotiated a cost savings of \$3,194,635.



	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1.	Hayden AI Technologies, Inc.	\$13,694,205	\$ 9,610,299	\$ 10,499,570
2.	Seon Design (USA) Corp. dba Safe Fleet	\$ 8,011,570		
3.	Gatekeeper Systems USA Inc.	\$ 10,784,421		

The variance between the ICE and the negotiated amount is due to increased operations and maintenance costs which were not considered in Metro's ICE.

**D. Background on Recommended Contractor**

Hayden AI Technologies, Inc. (Hayden AI), headquartered in Oakland, CA, was founded in 2019. It provides mobile automated bus lane and bus stop enforcement systems and digital twin modeling. Hayden AI's project manager has 20 years of experience working with transit agencies and cities managing their parking, permit and fare payment programs.

The Hayden AI team includes two DBE-certified subcontractors: Aeon Group, LLC providing program management support and ESP Services, Inc. for installation and maintenance support.

In November 2021, Hayden AI implemented a two-month bus lane enforcement system pilot program for Metro and performance was satisfactory.

**DEOD SUMMARY****BUS LANE ENFORCEMENT PILOT PROGRAM / OP48185000****A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 6% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Hayden AI Technologies, Inc. exceeded the goal by making a 10.83% DBE commitment.

<b>Small Business Goal</b>	<b>6% DBE</b>	<b>Small Business Commitment</b>	<b>10.83% DBE</b>
----------------------------	---------------	----------------------------------	-------------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Aeon Group, LLC	Caucasian Female	4.81%
2.	ESP Services	Asian Pacific American	6.02%
<b>Total Commitment</b>			<b>10.83%</b>

**B. Local Small Business Enterprise (LSBE) Preference**

The LSBE preference is not applicable to federally funded procurements. Federal law (49 CFR § 661.21) prohibits the use of local procurement preferences on FTA-funded projects.

**C. Living Wage and Service Contract Worker Retention Policy Applicability**

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

**D. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**E. 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.



# **NEXTGEN** **Bus Plan**

## **Bus Lane Enforcement Pilot Program**



**Metro**

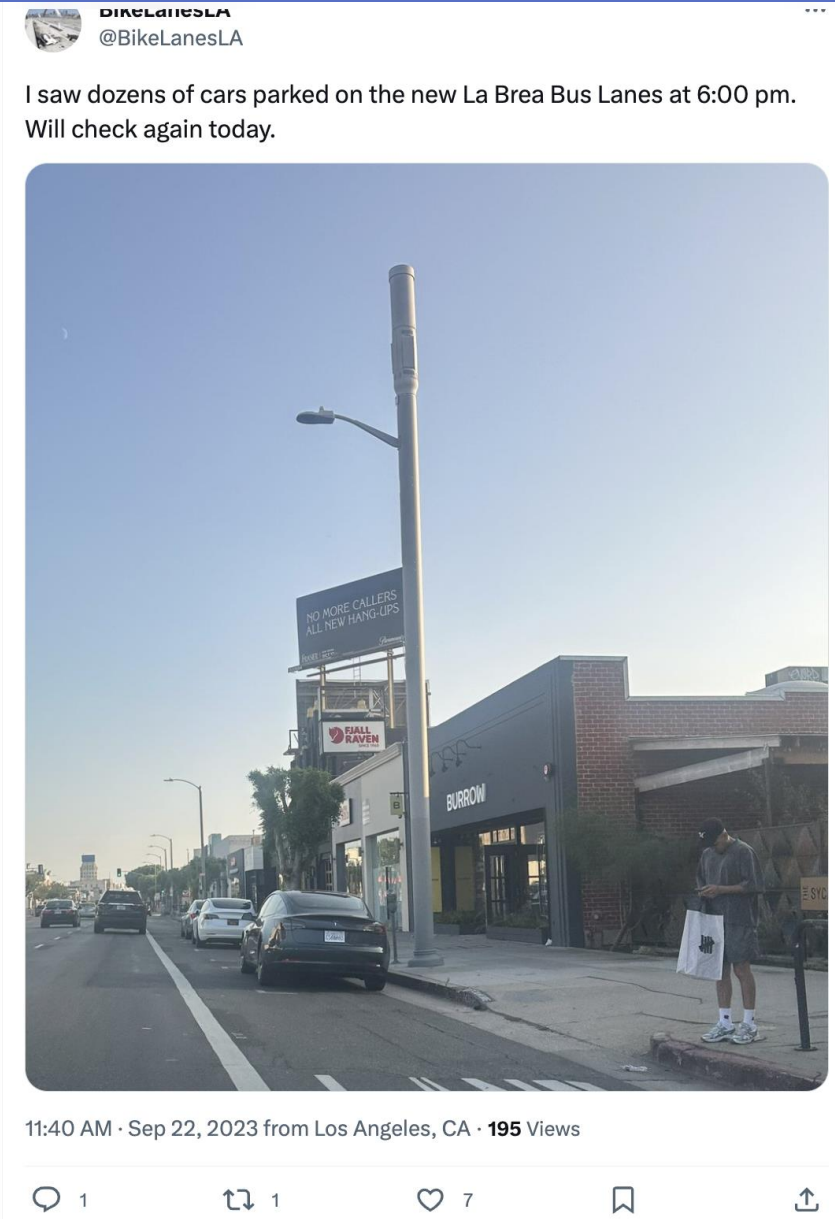
OCTOBER 2023

# Recommendation

- A. APPROVE implementation of a Bus Lane Enforcement Pilot Program on NextGen Tier One Network in partnership with City of Los Angeles
- B. APPROVE the Life of Project (LOP) capital budget of \$11,000,000 for the Bus Lane Improvement Pilot Project
- C. AUTHORIZE the Chief Executive Officer (CEO) to award a 63-month firm fixed unit price Contract No. OP48185000 to Hayden AI Technologies, Inc. for the purchase of equipment and implementation of a Bus Lane Enforcement System on NextGen Tier One Network in the City Of Los Angeles in an amount not-to-exceed \$7,079,570 for the 39-month base term, and \$1,710,000 for the first one-year option and \$1,710,000 for the second one-year option, for a total not-to-exceed Contract Value of \$10,499,570, effective December 1, 2023, subject to resolution of properly submitted protest(s), if any; and
- D. AUTHORIZE the CEO to execute a Memorandum of Understanding (MOU) with the City of Los Angeles on a project partnership of the Bus Lane Enforcement System Pilot Program

# Background

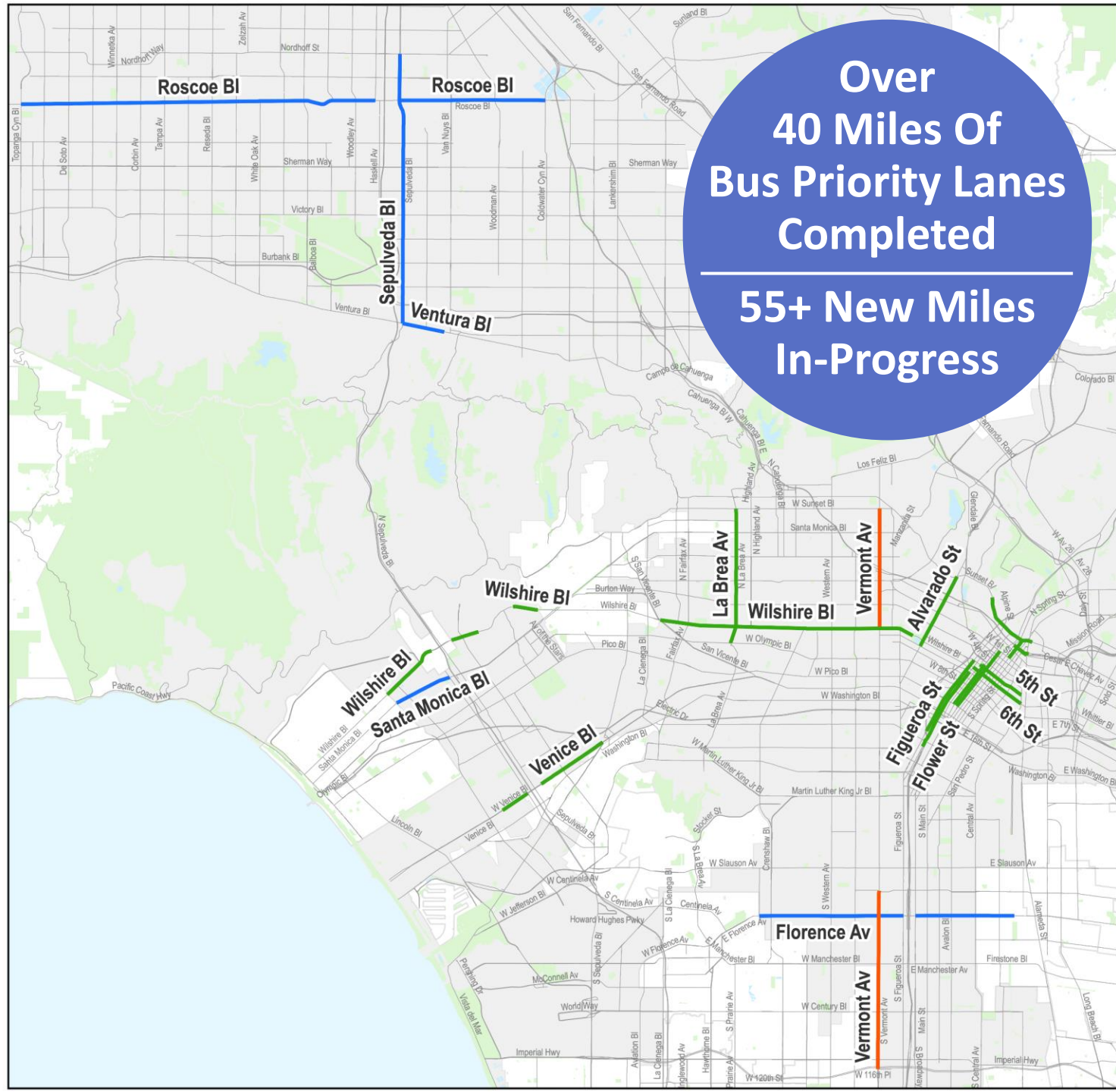
- As the NextGen Speed & Reliability Program has installed 40+ miles of Bus Priority Lanes, there have been growing issues with violators blocking buses from using these lanes
- Riders have articulated frustration from Metro Rapid Line 720 passenger focus group that the bus lanes fall short of expectations to improve transit service
- Previous work found 800+ violations in the Wilshire bus lanes in a single month
- Survey of over 200 bus riders indicated private vehicles blocking Alvarado St Bus Lanes at least half of the time
- Bus lane violators decrease bus lane effectiveness and safety by requiring additional lane weaving in/out of traffic
- Clear bus lanes deliver faster and more reliable bus service, which can be reinvested to more frequent service



# Bus Lane Map

## Bus Priority Lane Corridors

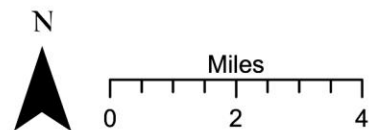
- ✓ Wilshire Bl
- ✓ Flower St
- ✓ Aliso St
- ✓ 5<sup>th</sup> St
- ✓ 6<sup>th</sup> St
- ✓ Alvarado St
- ✓ Grand Av
- ✓ Olive St
- ✓ Venice Bl
- ✓ La Brea Av
-  Sepulveda Bl
-  Florence Av
-  Santa Monica Bl
-  Vermont Av



## Bus Lane Projects

DRAFT, 9/21/2023

- ### Bus Lane Corridors
- Completed
  - Under Design/Construction
  - In-Progress
  - City of Los Angeles
  - Other Cities/County





# Camera Bus Lane Enforcement Pilot

- With AB 917 (Bloom) adoption, and in partnership with the City of Los Angeles, Metro to implement automated license plate reader (ALPR) enabled cameras to obtain evidence of parking violations through December 31, 2026
- ALPR in other cities has made bus speeds +30% faster and ridership growth +20%, including SF, NYC, Washington DC
- Metro to submit evidence packages to local jurisdiction (LADOT), which would review and process citations
- Issued Request for Proposals (RFP) for 100 camera units; seeking recommendation for contract award this month

Location: 1002 - Room 720 Deployment: 1002-202112-40720 Red Time: 0:00 Amber Time: 0:00 Phase #: 0 Speed: 0 Weather: Dry/High Violation Date/Time: 12/14/2021 07:20:25 AM (08:00) Event ID: 1000762 Vehicle Code: 21400

Equipment Type: None Lane #: 0 Section #: Bus lane violation LPR License Plate: 5TR889 Violation Location: Wilshire / Vermont, Los Angeles, CA 90005, USA LPR Confidence Level: 81.71

Workflow

Plate Number: 5TR889 Plate State: California

Action Category: Accept - Accept - Address Update

Vehicle Information

Plate Number: [REDACTED] Plate State: California

Vehicle Make: [REDACTED] Vehicle Year: [REDACTED]

Vehicle Model: [REDACTED] Vehicle Style: [REDACTED] Vehicle Color: [REDACTED]

VIN: [REDACTED]

Registered Owner Information

DL: [REDACTED] DL State: [REDACTED]

Full Name: [REDACTED] Date Of Birth: [REDACTED]

Gender: [REDACTED] License Class: [REDACTED]

Eye Color: [REDACTED] Hair Color: [REDACTED]

Height: [REDACTED] Weight: [REDACTED]

Address Line 1: [REDACTED] Address Line 2: [REDACTED]

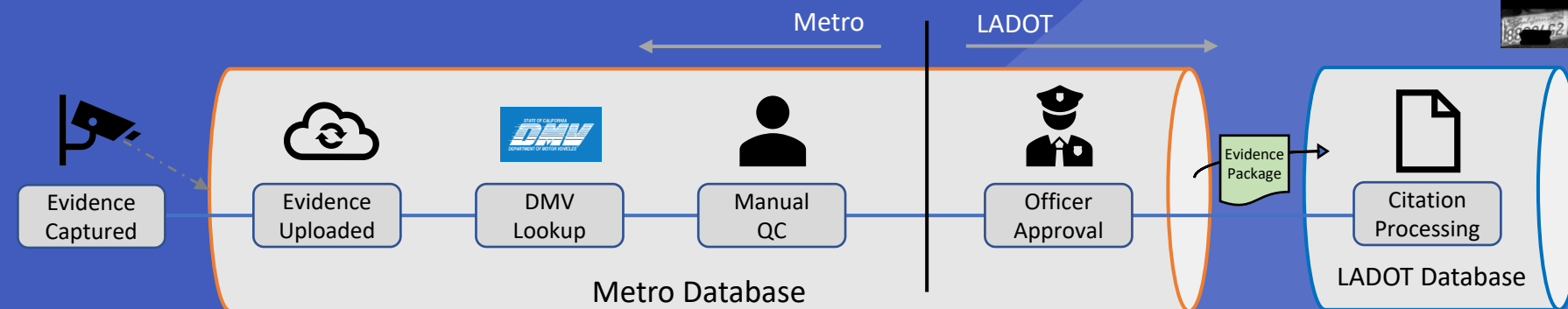
Address Line 3: [REDACTED]

City: [REDACTED] State Province: [REDACTED]

Zip Code: [REDACTED]

VR History Log

Enforcement Vehicle ID: 8765  
Date: 11/22/2021 1:36:56.222 PM  
Location: 6th / Broadway, Los Angeles, CA 90014, USA  
Sequence: 1 of 1



# Next Steps

- Upon Board approval, staff will execute the contract effective December 1, 2023, for program rollout in Spring 2024
- Community Relations will coordinate education-first outreach with key stakeholders along selected bus lane corridors, beginning 60-days and will advance with increasing visibility towards implementation
  - Webpage, multilingual e-blasts, targeted social media campaigns, The Source/El Pasajero posts
  - Focus on Equity Focused Communities (EFCs) as well as adjacent, low-income residential areas
- Performance measurement matrix will be developed for monitoring the pilot program effectiveness; report to be prepared for California Legislature by January 1, 2025, as required by CVC §40240.5
- Metro & LADOT to finalize MOU on this pilot program
- At the conclusion of the pilot, staff will assess overall performance and provide recommendation to the Board for a path forward







## Board Report

**File #:** 2023-0582, **File Type:** Contract

**Agenda Number:** 36.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: PROCESSING, ADJUDICATION AND COLLECTION OF TRANSIT AND PARKING CITATIONS**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. PS93508000 to Axiom xCell, Inc. to provide citation processing services for an amount not-to-exceed ("NTE") \$1,193,892 for the five-year base period, \$316,106 for the first one-year option and \$332,430 for the second one-year option, for a total NTE amount of \$1,842,428, effective January 1, 2024, subject to resolution of protest(s), if any.

#### **ISSUE**

The existing citation processing services Contract No. OP27253 expires on December 31, 2023. Metro Transit Court and System Security and Law Enforcement ("SSLE") require citation processing systems to issue, manage, receive payment for, and adjudicate citations. The software and services provided by this contract includes a database of vital statistics accessible daily on citation issuance that is crucial to SSLE and is necessary to enable Metro to have a decriminalized system. The award of this contract will allow Metro to continue to offer streamlined solutions for patrons to resolve their citations through payment, adjudication, or diversion programs.

#### **BACKGROUND**

In July 2010, the Board appointed the Inspector General/Chief Hearing Officer to operate a Transit Court to resolve transit, parking, and other citations to comply with the law, better service the public, and provide independent, fair, and unbiased due process for patrons. Administrative review procedures were established to allow patrons to dispute citations believed to be issued in error. Metro security enforce Metro's Customer Code of Conduct and Parking Ordinance by issuing warnings and citations to persons who violate those rules. The citations issued are administrative violations and are not subject to criminal punishments.

#### **DISCUSSION**

Metro Transit Court seeks a contractor to provide multiple services to support the citation process

---

lifecycle. One service will be to provide a database of citation records, payments received, correspondence to patrons, and a calendaring system of citation appeals and dispositions. The system will provide reports on demand that have been used in the past to collect and report statistics to comply with Metro's statutory duty to report to the California legislature and now to provide statistics to Metro for transit and parking citations, consistent with the Data Analytics and Bias-Free Policing Policies. The contractor will provide this software and maintain it with modifications as needed and bug fixes.

Another service will be to offer online payment options to patrons to pay fines due and manage payments received online or over the phone. The system will recognize the various payment solutions, such as a Transit School fine reduction, installment payment plans, and community service options.

The contractor will integrate data transfers with Metro's TAP department and the Parking Enforcement vendor to Transit Court to process citations. The contractor will provide a Citation Issuance Electronic Application for use on Mobile Fares Validation devices ("MPVs") that Metro's SSLE use to confirm TAP cards show payment of fares and issue transit and parking citations.

### **DETERMINATION OF SAFETY IMPACT**

Metro is dedicated to ensuring the public a safe and secure experience while using Metro systems. To enable our officers to promptly address operational and public concerns, a reliable processing system must be available. Metro Transit Security Officers conduct Customer Code of Conduct and parking enforcement using the products and services provided by this vendor. Patrons who do not comply may receive a written warning or citation.

### **FINANCIAL IMPACT**

The funding for Contract No. PS93508000 in the amount of \$107,592 for the remainder of FY24 is budgeted under Cost Center 1311, Transit Court, project number 300111.

The five-year base price for this contract is approximately 25% less than the five-year base contract amount paid by Metro for the years 2016 to 2021. The first contract included software development costs. This contract does not include that because the software is now mature and installed. Since this is a multi-year contract, the Inspector General and cost center manager will be accountable for budgeting the cost in future years. Transit Court will monitor the cost of this contract on an annual basis.

#### **Impact to Budget**

As we return to pre-pandemic numbers, the annual revenue received for transit and parking citations is anticipated to offset the annual contract cost.

Pre-pandemic revenues for transit and parking citations were as follows:

Revenues Collected			
Fiscal Year	Transit	Parking	Total
2017	\$213,836	\$681,980	\$895,816
2018	\$497,368	\$296,983	\$794,351
2019	\$203,435	\$699,239	\$902,674
2020	\$105,600	\$951,091	\$1,056,691

The funds received are eligible for Transit Court, bus, and rail operations use.

### **EQUITY PLATFORM**

The Diversity and Economic Opportunity Department (“DEOD”) established a 7% Small Business Enterprise (“SBE”) goal and a 3% Disabled Veteran Business Enterprise (“DVBE”) goal for this procurement. Axiom xCell, Inc., a Metro certified SBE prime, exceeded the goal by making a 96.98% SBE commitment and exceeded the DVBE goal by making a 3.02% DVBE commitment.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This Board action supports Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system. The citation processing services support our officers in ensuring the safety of patrons while using Metro systems.

### **ALTERNATIVES CONSIDERED**

The Board may elect not to approve the contract award. The alternative is not recommended because Metro does not have the internal resources in terms of a niche database, software, and maintenance, to provide citation processing services. Metro would have to create its own software that would likely cost more than what it is being charged in this contract. Termination of the citation administration process would result in an inability to issue citations or collect revenue pending the creation of our own software.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. PS93508000 with Axiom xCell, Inc. to provide citation processing services.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Shirley Tse, Citation Program Support Administrator, (213) 922-3770  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051

Reviewed by: Karen Gorman, Inspector General, (213) 922-2975

## PROCUREMENT SUMMARY

PROCESSING, ADJUDICATION AND COLLECTION OF TRANSIT AND  
PARKING CITATIONS / PS93508000

1.	<b>Contract Number:</b> PS93508000	
2.	<b>Recommended Vendor:</b> Axiom xCell, Inc.	
3.	<b>Type of Procurement (check one):</b> <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.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> May 17, 2023	
	<b>B. Advertised/Publicized:</b> May 17, 2023	
	<b>C. Pre-Proposal Conference:</b> May 24, 2023	
	<b>D. Proposals Due:</b> June 26, 2023	
	<b>E. Pre-Qualification Completed:</b> September 20, 2023	
	<b>F. Ethics Declaration Forms submitted to Ethics:</b> June 28, 2023	
	<b>G. Protest Period End Date:</b> October 24, 2023	
5.	<b>Solicitations Picked up/Downloaded:</b>  14	<b>Bids/Proposals Received:</b>  1
6.	<b>Contract Administrator:</b> Antonio Monreal	<b>Telephone Number:</b> 213-922-4679
7.	<b>Project Manager:</b> Julie Chang	<b>Telephone Number:</b> 213-922-6881

**A. Procurement Background**

This Board action is to approve Contract No. PS93508000 issued in support of an electronic application to process, adjudicate, and collect transit and parking citations. Board approval of contract award is subject to the resolution of all properly submitted protest(s), if any.

On May 17, 2023, Request for Proposal (RFP) No. PS93508 was issued as a competitive procurement in accordance with Metro's Acquisition Policy, and the proposed contract type is a firm fixed unit rate. The Diversity & Economic Opportunity Department (DEOD) recommended a seven percent (7%) Small Business Enterprise (SBE) and three percent (3%) Disabled Veterans Business Enterprise (DVBE) goal for this procurement. Further, the solicitation was subject to the Local Small Business Enterprise (LSBE) Preference Program, which gives eligible proposers a five percent preference credit added to the proposer's overall evaluation score.

One (1) amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued June 16, 2023, extended the proposal due date.

A total of 14 firms downloaded the RFP and were included on the planholders' list. There were 17 questions received, and responses were provided prior to the proposal due date.

One proposal was received from Axiom xCell, Inc., by the proposal due date of June 26, 2023. Metro staff canvassed firms on the planholders' list to determine why no other proposals were received. Reasons for declining to propose included lack of similar experience, inability to provide bandwidth for the kind of custom application development that the project requires, and inability to meet the established SBE and DVBE goals. The market survey revealed that the decisions not to propose were based on individual business considerations. Therefore, the solicitation can be awarded as a competitive procurement.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Transit Court, Parking Management, and the Office of the Inspector General was convened and conducted a comprehensive technical evaluation of the proposal received.

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

- Qualification of the Firm/Team and Key Personnel 20%
- Technical and Functional Capability of Proposed System 30%
- Operating Methodology/Work Plan 20%
- Cost Proposal 30%

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered in developing these weights, giving the greatest importance to the technical and functional capability of proposed system and cost proposal.

During the period of June 29, 2023 to August 21, 2023, the PET independently evaluated and scored the technical proposal. On August 17, 2023, the PET reconvened and interviewed Axiom xCell, Inc. The firm's project manager and key team members had an opportunity to present their team's qualifications, provided a demonstration of the proposed system and responded to the PET's questions.

At the end of the evaluation, the PET determined Axiom xCell, Inc., to be technically qualified to perform the work.

The following is a summary of the PET scores.

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>Axiom xCell, Inc.</b>				
<b>3</b>	Qualification of the Firm/Team and Key Personnel	76.65	20.00%	15.33	

<b>4</b>	Technical and Functional Capability of Proposed System	67.13	30.00%	20.14	
<b>5</b>	Operating Methodology/Work Plan	68.35	20.00%	13.67	
<b>6</b>	Cost Proposal	100.00	30.00%	30.00	
<b>7</b>	<b>Total</b>		<b>100.00%</b>	<b>79.14</b>	<b>1</b>

### **C. Price Analysis**

The recommended amount has been determined to be fair and reasonable based on the independent cost estimate (ICE), cost analysis, fact-finding, and technical evaluation.

<b>Proposer Name</b>	<b>Base Term</b>	<b>Option Terms</b>	<b>Total</b>	<b>Metro ICE</b>
Axiom xCell, Inc.	\$1,193,892	\$316,106 (Option Yr 1)  \$332,430 (Option Yr 2)	\$1,842,428	\$2,663,310

The variance between the recommended amount and the ICE is due to the ICE accounting for transition and mobilization costs (e.g. data transfer and software customization/development) which will be minimal since Axiom xCell's proposed solution has already been developed to satisfy Metro's needs under the Axiom xCell's existing contract with Metro.

### **D. Background on Recommended Contractor**

Axiom xCell, Inc. (Axiom), is a Metro certified SBE firm headquartered in San Diego, California. It was founded in 2004 as a partner for testing Qualcomm's Binary Runtime Environment for Wireless (BREW) mobile application platform, a precursor to today's Apple App Store and Google Play Store.

Axiom provides design and strategic development of integrated software and mobile application services to government agencies and various transportation agencies, including the Metropolitan Atlanta Rapid Transit Authority (MARTA), New Jersey 511, Los Angeles 511, Federal Highway Administration, and Walk San Diego. Other clientele include Hewlett Packard, Disney, Qualcomm, and Yahoo.

The Axiom team includes Pearson Technical Solutions, a DVBE subcontractor based in San Diego, which will provide project management expertise and services.

The proposed Project Manager has over 20 years of experience with various aspects of software engineering, program management, systems engineering, field engineering, and software validation. Axiom has been providing Metro with an

electronic application to process, adjudicate and collect transit and parking citations since 2017 and performance has been satisfactory.



## DEOD SUMMARY

## CITATION PROCESSING SERVICES / PS93508000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 7% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Axiom xCell, Inc., an SBE prime, exceeded the goal by making a 96.98% SBE and a 3.02% DVBE commitment.

<b>Small Business Goal</b>	<b>7% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>96.98% SBE 3.02% DVBE</b>
----------------------------	---------------------------	----------------------------------	----------------------------------

	<b>SBE Subcontractor</b>	<b>% Committed</b>	<b>LSBE</b>	<b>Non-LSBE</b>
1.	Axiom xCell, Inc. (SBE Prime)	96.98%		X
	<b>Total SBE Commitment</b>	<b>96.98%</b>		

	<b>DVBE Subcontractor</b>	<b>% Committed</b>	<b>LSBE</b>	<b>Non-LSBE</b>
1.	Pearson Technical Services	3.02%		X
	<b>Total DVBE Commitment</b>	<b>3.02%</b>		

**B. Local Small Business Preference Program (LSBE)**

The LSBE preference was applied to this solicitation. Axiom xCell, Inc., a non-LSBE prime, did not subcontract at least 30% of its contract value with LSBE firms and was ineligible for the preference.

**C. Living Wage and Service Contract Worker Retention Policy Applicability**

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

**D. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**E. 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 #:** 2023-0584, **File Type:** Informational Report

**Agenda Number:** 37.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: MEMBERSHIP ON METRO'S WESTSIDE CENTRAL SERVICE COUNCIL**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

APPROVE nominee for membership on Metro's Westside Central Service Council.

#### **ISSUE**

Each Metro Service Council (MSC) is comprised of nine Representatives who serve terms of three years; terms are staggered so that the terms of three of each Council's nine members expire annually on June 30. Incumbent Representatives can serve additional terms if re-nominated by the nominating authority and confirmed by the Metro Board.

The Westside Central Service Council has a vacancy created by a Councilmember who resigned earlier this year.

#### **BACKGROUND**

Metro Service Councils were created in 2002 as community-based bodies tasked with improving bus service and promoting service coordination with municipal and local transit providers. The MSC bylaws specify that Representatives should live in, work in, or represent the region; have a basic working knowledge of public transit service within their region, and an understanding of passenger transit needs. To do so, each Representative is expected to ride at least one transit service per month.

The MSCs are responsible for convening public hearings to receive community input on proposed service modifications, rendering decisions on proposed bus route changes, and considering staff's recommendations and public comments. All route and major service changes that are approved by the MSCs will be brought to the Metro Board of Directors as an information item. Should the Metro Board decide to move an MSC-approved service change to an Action Item, the MSCs will be notified of this change before the next Service Council monthly meeting.

#### **DISCUSSION**

The individual listed below has been nominated to serve Westside Central by the vacant seat's nominating authority. If approved by the Board, this appointment will serve for the remainder of the three-year term specified below. A brief listing of qualifications and the nomination letter for the new nominee are provided in Attachments A and B.

For your reference, the 2021 American Community Survey demographics and 2022 Metro Ridership Survey demographics for each region are compared to the membership, should this nominee be appointed.

#### Westside Central Service Council Nominee

- A. Thomas Praderio, New Appointment  
 Nominated by: Los Angeles Mayor Karen Bass  
 Term: July 1, 2021 - June 30, 2024

% Region Total	Hispanic	White	Asian & PI	Black	Native Amer	Other
WSC Council Region	42.4%	30.7%	13.7%	9.1%	0.2%	3.9%
WSC Region Ridership	64%	10%	7%	17%	1%	2%
WSC Membership/No.*	33%/3	33%/3	11%/1	22%/2	0	0

The gender makeup of the Westside Central Cities Service Council will be as follows:

Gender	WSC Membership/No.	Los Angeles County
Male	55% / 5	49.7%
Female	45% / 4	50.3%

#### DETERMINATION OF SAFETY IMPACT

Maintaining the full complement of representatives on each Service Council to represent each service area is important, as each Representative is required to regularly use public transit, and each Council is composed of people from diverse areas and backgrounds. This enables each Council to better understand the needs of transit consumers including the need for safe operation of transit service and safe location of bus stops.

#### EQUITY PLATFORM

Metro seeks to appoint Service Council members who represent the diverse needs and priorities reflective of the demographics of each respective region. To encourage nominating authorities to nominate individuals who will closely reflect the region and its ridership, staff shares regional ridership, resident, and Service Council membership race/ethnicity, and gender demographics with each nomination request. This practice has resulted in the Service Councils becoming much more diverse in terms of both race/ethnicity and gender over the last several years. However, approximately half of LA County residents and Metro riders are women, and there is still work that needs to be done to achieve gender equity on some of the Service Councils. Staff will continue to

share demographic information and encourage nominating authorities to give weight to gender equity when considering individuals for nomination.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goal: 30 Enhance communities and lives through mobility and access to opportunity.

### **ALTERNATIVES CONSIDERED**

The alternative to the recommendation would be for this nominee to not be approved for appointment. To do so would result in reduced effectiveness of the Service Councils, as it would increase the difficulty of obtaining the quorum necessary to allow this Service Council to formulate and submit their recommendations to the Board. It would also result in the Service Councils having a less diverse representation of their respective service areas.

### **NEXT STEPS**

Staff will continue to monitor the major contributors to the quality of bus service from the customer's perspective and share that information with the Service Councils for use in their work to plan, implement, and improve bus service and the customer experience in their areas.

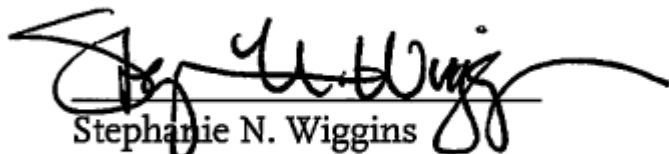
### **ATTACHMENTS**

Attachment A - New Appointee Nomination Letter

Attachment B - New Appointee Biography and Qualifications

Prepared by: Dolores Ramos, Senior Manager, Regional Service Councils, (213) 922-1210

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

NEW APPOINTEE NOMINATION LETTER



KAREN BASS  
MAYOR

October 3, 2023

Ms. Dolores Ramos  
Senior Manager, Transportation Planning  
Metro Regional Service Councils  
One Gateway Plaza MS 99-7-1  
Los Angeles, CA 90012

Dear Ms. Ramos:

This letter serves as my recommendation to appoint Mr. Thomas Praderio to serve as a representative on the Westside/Central Service Council for the term ending on June 30, 2024. Mr. Praderio will fill the vacancy created by Margarita Alvarez Gomez.

I certify that in my opinion Mr. Praderio is especially qualified by reason of training and experience for the work which shall devolve upon him, and that I make the appointment solely in the interest of the Los Angeles County Metropolitan Transportation Authority.

Please let me know if you need any additional information.

Sincerely,

KAREN BASS  
Mayor

KB:tga

Attachment

**Thomas Praderio, Nominee to Westside Central Service Council**



Thomas Praderio is an active public transportation user living in Echo Park. He is a car-free Angelino and commutes into Downtown Los Angeles for work every day. He depends on Metro to get him where he needs to go and is heavily invested in its success as a service. He hopes to use this opportunity to help shape the future direction of Metro and help it become as efficient, useful, and equitable as possible for all.

Thomas Praderio has worked as a Senior Software Engineer at Parallel Systems since July 2020 where he manages the team responsible for all software onboard Parallel Autonomous Rail Vehicles. Prior to that, he worked at SpaceX as a Software Engineer II from May 2013 to June 2019.

Thomas Praderio holds a bachelor's degree in electrical and electronics engineering from Rochester Institute of Technology.



Metro

## Board Report

**File #:** 2023-0555, **File Type:** Oral Report / Presentation

**Agenda Number:** 38.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH**

#### RECOMMENDATION

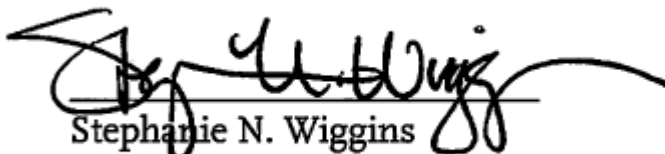
RECOGNIZE Operations Employees of the Month.

#### Equity Platform

Employee of the Month (EOM) nominations to the Chief Operations Officer must be for frontline employees or field supervisors serving in a customer-facing role. Operations management is encouraged to nominate employees that have achieved excellence and/or gone above and beyond their assigned job role/functions and are diverse in both gender and ethnicity. In addition, a review of the location, job responsibilities, and seniority is considered when making final selections to ensure there is diverse representation among the various groups within the department. Operations also work with Logistics, Maintenance, and System Security & Law Enforcement who nominate employees who work at our various Metro locations.

Prepared by: Diane Corral-Lopez, Executive Officer, Operations Admin (213) 922-7676

Reviewed by: Conan Cheung, Chief Operations Officer (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer



# **October 2023**

## **Rail Transportation & Logistics**

### **Employees of the Month**

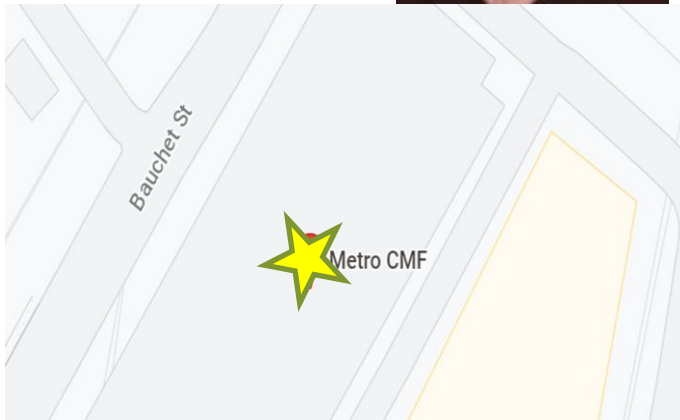
# Employees of the Month



## Logistics

Material Supervisor

**Gabriel Moreno**

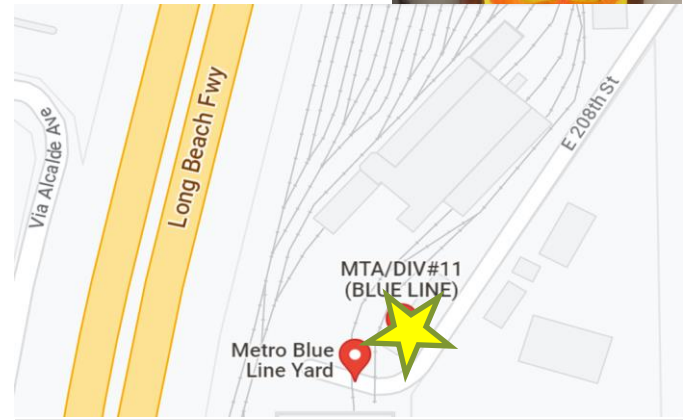


**Central Maintenance Facility (CMF)**

## Rail Transportation

Train Operator

**John Torre**



**Division 11 – A Line**



Metro

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

## Board Report

**File #:** 2023-0556, **File Type:** Oral Report / Presentation

**Agenda Number:** 39.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: CHIEF OPERATIONS OFFICER'S MONTHLY REPORT**

**ACTION: ORAL REPORT**

#### **RECOMMENDATION**

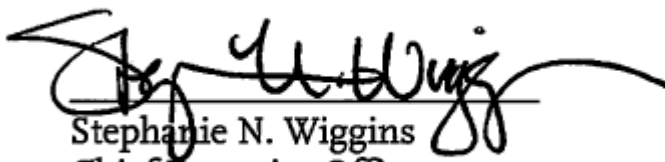
RECEIVE oral report on Operations.

#### **EQUITY PLATFORM**

Operations collaborates with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

Prepared by: Diane Corral-Lopez, Executive Officer, Operations Admin, (213) 922-7676

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

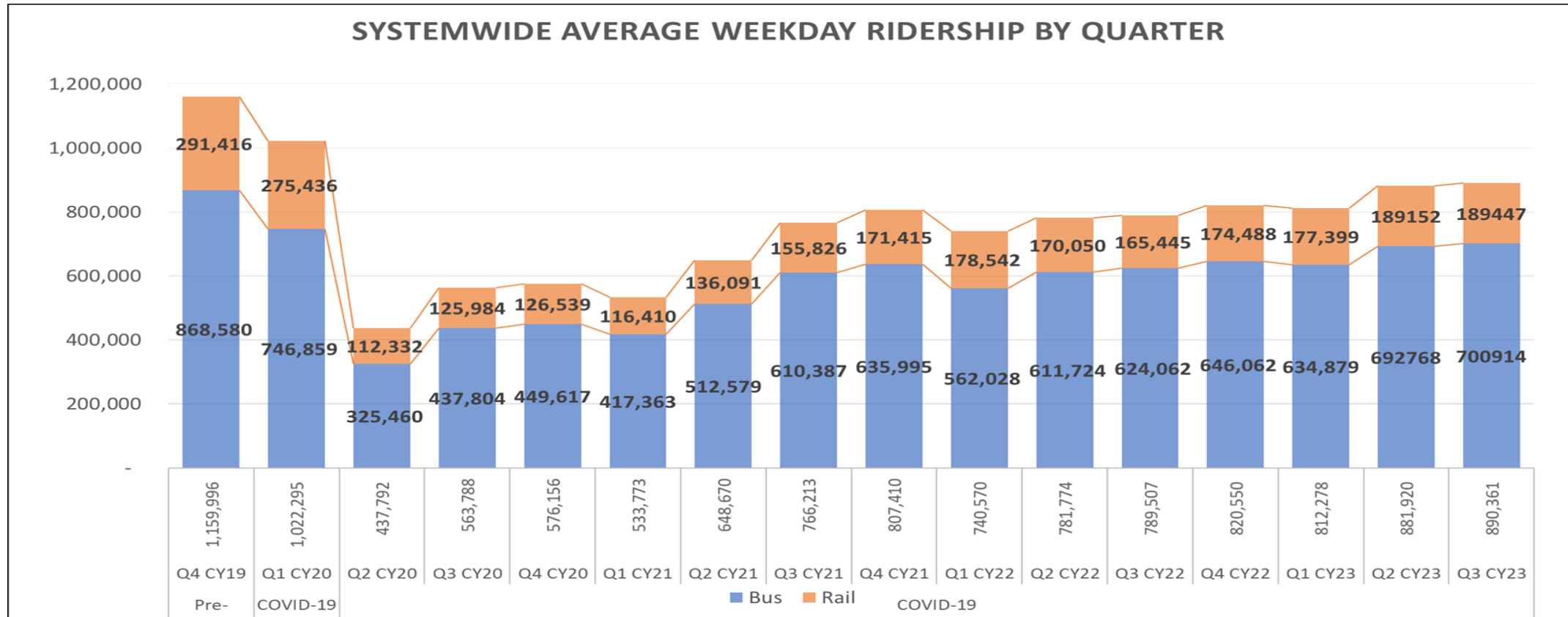




# COO Monthly Report

Operations, Safety & Customer Experience Committee Meeting  
October 19, 2023

# Ridership Update



## Current Ridership Percentage of Pre-Pandemic:

Systemwide:

	2023	2019	%Pre-Covid
• DX:	938,167	1,224,521	77%
• SA:	637,957	738,673	89%
• SU:	543,721	590,723	92%

## Percentage Change of 2023 over 2022:

- Bus: 13%
- Rail: 7%

## Ridership Analysis Relative to Equity Focus Communities (Metro 2022 EFC Map):

- Bus – Percent of all weekday bus activity within Equity Focus Communities increased from 73% in Oct 2019 to 78.3% in September 2023 (bus stop data available month to month)
- Rail – Percent of all weekday rail activity within Equity Focus Communities increased from 51.7% to 71.2% from FY19 to FY22 (rail station data available Fiscal Year level)

# Cancelled Service

- Metro fully restored scheduled bus service to 7 million revenue service hours (annualized), effective December 11, 2022. This will help our riders receive more frequent and reliable service.
- Cancellation rates are now below pre-service change and from one year ago.
- There are no lines with a cancellation rate above 3%.
- Line 115 (Manchester-Firestone) had the highest cancellation rate for September 2023:
  - 2.7% in September 2023 vs 2.5% in September 2022

% Cancelled Service	Weekday	Saturday	Sunday
Pre- Dec 2022 Service Change 4 week Average	3.2%	3.9%	7.4%
One Year Ago WE 10/08/22	2.7%	4.4%	7.1%
Week Ending 10/07/23	0.7%	0.7%	3.2%
Week Ending 9/30/23	0.5%	0.4%	1.7%
Week Ending 9/23/23	0.7%	0.8%	2.9%
Week Ending 9/16/23	0.8%	0.3%	1.5%
Week Ending 9/9/23	0.5%	0.4%	0.2%
Week Ending 9/2/23	0.5%	0.7%	2.2%
Week Ending 8/26/23	1.1%	0.7%	3.4%
Week Ending 8/19/23	0.5%	1.4%	1.2%
Week Ending 8/12/23	1.1%	0.9%	3.0%
Week Ending 8/5/23	0.6%	0.4%	2.6%
Week Ending 7/29/23	0.7%	0.6%	2.5%
Week Ending 7/22/23	0.6%	0.3%	2.4%
Week Ending 7/15/23	1.0%	1.2%	2.2%
Week Ending 7/8/23	0.6%	1.1%	2.0%
June 2023	0.9%	1.0%	2.9%
May 2023	1.4%	1.9%	5.0%
April 2023	1.9%	1.9%	5.8%
March 2023	2.0%	1.3%	4.5%
February 2023	3.2%	3.1%	5.0%
January 2023	3.8%	3.2%	6.7%
December 2022 (from 12/11 service change)	4.2%	3.4%	11.4%

# Metro Service Councils Overview

- Concept created September 26, 2002 through Metro Board Motion 42 to increase agency accessibility and responsiveness, promote greater coordination, and create a more customer-focused approach to bus service delivery.
  - This July marked 20 years of Metro's Service Councils. Four of the five Councils held their first meetings in July 2003: July 1, 2003 - San Fernando Valley and San Gabriel Valley; July 10, 2003 - Gateway Cities; July 11, 2003 - South Bay Cities; and Westside Central Council held their first meeting in January 2004.
- Five regions: San Fernando Valley, San Gabriel Valley, Westside Central, Gateway Cities, South Bay Cities.
  - Regional boundaries do not align with City Council or Supervisorial Districts.
- Each Council meets monthly in the community they represent. All Council meetings are open to the public and provide opportunities for their comments and questions.
  - Advise on planning and implementation of service within their area; provide feedback on projects, programs, and initiatives. Included in agency's triennial Public Participation Plan (FTA Title VI Program Update) as a key community outreach venue.
  - Identify issues related to transit user experience, monitor KPIs, provide feedback for improvement, and promote transit service coordination.
  - Review proposed service changes; call and conduct public hearings for all major bus service changes in their regions (25% of revenue service hours or route miles, cumulative over a floating 3-year period)
  - Participate in quarterly meetings with the Metro Chief Executive Officer (CEO) and executive staff.



# Service Councils Nomination and Appointment Process

Each Council has nine Board-appointed members who serve staggered three-year terms (3 seats per Council expire each year).

Region	Nominating Authorities
Gateway Cities	Gateway Cities Council of Governments (9)
San Fernando Valley	Cities of Burbank, Glendale, San Fernando (2) City of Los Angeles Mayor (4) LA County 3 <sup>rd</sup> District Supervisor (1) LA County 5 <sup>th</sup> District Supervisor (1) Las Virgenes-Malibu Council of Governments (1)
San Gabriel Valley	LA County 1 <sup>st</sup> District Supervisor (1) LA County 5 <sup>th</sup> District Supervisor (1) Cities of Alhambra, South Pasadena, San Gabriel, San Marino (1) Cities of Arcadia, El Monte, Temple City (1) Cities of Montebello, Monterey Park, Rosemead (1) Cities of Pasadena, Sierra Madre, La Canada Flintridge (1) San Gabriel Valley Council of Governments (3)
South Bay Cities	South Bay Cities Council of Governments (9)
Westside Central	City of Los Angeles Mayor (4) LA County 2 <sup>nd</sup> District Supervisor (1) LA County 3 <sup>rd</sup> District Supervisor (1) Westside Cities Council of Governments (3)

- Nominated by the region's nominating authorities and confirmed by the Metro Board. There are no term limits.
- Members must live, represent, or work in the communities within the region's boundaries, and should use public transit within the region they represent.
- Members are elected officials and community members citizens who understand the mobility needs of their communities and have knowledge and an appreciation of their region's history.
- Staff provides Council, regional, and regional ridership demographics in effort to encourage nominations representative of the region's population and ridership.

# Metro Service Councils Recent Activities

- In August 2020, the Service Councils conducted six public hearings on the changes proposed in the NextGen Bus Plan, one for each of the five Service Council areas, and an additional “all region” hearing.
- Convened public hearings for the Title VI analysis of the Crenshaw LAX Light Rail Project Service Plan and the Regional Connector Transit Project Service Plan in February 2022.
- Returned to in-person meetings in March 2023; continue to receive public comments received in-person, via phone, and online.
- Approval of an annual work plan as required by their Bylaws. The work plans reflect the topics of interest to each region’s Council.
- The Service Councils also take formal positions to express support for various projects, programs, and Metro grant applications. Examples from the past year include:
  - Letters in support of Metro’s TIRCP grant applications for the West Santa Ana Branch Project, East San Fernando Valley Project, and Gold Line Foothill Extension to Montclair Project.
  - Letters in support for the 2022 Solutions for Corridors Program Nomination for the Light Rail System Integration and CORE Capacity Project.
  - Letter in support of Metro’s the I-405 Corridor Community Bus Service Support program.
  - Submitted formal comments to be considered as part of the C Line Extension to Torrance Project DEIR.
  - Submitted letter to the Board with their preferred option for the C and K Line Operation Plan

# Upcoming Activities of Metro Service Councils

- Continue to meet monthly to provide riders with opportunities for direct input into service issues in their communities.
  - Service Planning and Community Relations play an integral role.
- Quarterly Meet & Confer with the CEO in November.
- Resume in-person orientation for new Service Council Members
- Update to Service Council Bylaws – requires supermajority approval by all five Councils. Approved bylaws will then brought to Metro Board for approval.
  - Bylaws last updated in 2011.
  - Incorporating new Metro policies such as the Equity Platform, Advisory Body Compensation Policy, and updating language and work flows.
  - Update regional bus line assignments to reflect the current NextGen Bus Plan network.
- Annual request for nominations for expiring seats to be distributed in January 2024 for June 2024 Board appointment.
- Continue to engage around key Metro projects: C Line Extension, ESFV, Sepulveda Transit Corridor, Traffic Reduction Study, etc.



Metro

## Board Report

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

**File #:** 2023-0648, **File Type:** Informational Report

**Agenda Number:** 40.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: 2023 CUSTOMER EXPERIENCE PLAN**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the 2023 Customer Experience Plan.

#### **ISSUE**

Metro continues its work to improve the customer experience and reach its moonshot goal of becoming the first choice in transportation for Angelenos and visitors. The 2023 Customer Experience Plan - Metro's third - shares the many ways Metro listens to customers, what we learned from them, and the steps we took - and continue to take - to make improvements to address their concerns and improve their experience with Metro.

Metro's 2023 Customer Experience Plan is attached (Attachment A) as is a progress update on CX Action Items from previous years (Attachment B).

#### **BACKGROUND**

An Annual Customer Experience (CX) Plan and update is required by Board Motion 38.1 (2018). In April 2020, Metro established the CX unit within the Office of the CEO, and staff developed the first CX Plan, with Board adoption in December 2020. In 2021, CEO Wiggins announced an organizational realignment that included establishing a Chief Customer Experience Officer (CXO) position that would report directly to the CEO and oversee not only Customer Experience but also Communications and Customer Care to bolster excellence in all these areas.

The second CX Plan was adopted by the Board in April 2022, and the new CXO joined Metro on June 13, 2022.

## **DISCUSSION**

The 2023 Customer Experience Plan speaks directly to Metro customers with a promise: “We want to be your ride, and we know we have to earn it. We promise to listen to you, learn from you, and improve for you.” This promise reflects the CEO’s moonshot goal to become the first choice in transportation for Angelenos and visitors, and clearly signals Metro’s commitment to doing the continual listening, learning, and improving necessary to earn customers’ ridership.

### **We’re Listening**

As with previous plans, the 2023 CX Plan is informed by data collected in the annual Customer Experience Survey, which was fielded from March through May 2022. This survey, in addition to customer feedback submitted through our Customer Care call centers and social media, identifies top customer issues for Metro to improve upon. For more information on this survey and methodology, see receive and file #2022-0515. Staff is launching a quarterly pulse survey to more frequently capture this data as well.

Although the CX Survey is administered annually, staff listens continually throughout the year through customer comments, social media, and additional customer research. The findings from these sources demonstrate that priorities remain the same as what was found in the 2022 CX Survey.

Findings from these supplemental sources include:

- Metro’s monthly Brand Tracker survey, which measures perceptions of Metro, continues to reinforce the importance travel time/reliability, comfort, cleanliness, and safety in choosing whether or not to ride Metro.
- Customer Comments received between January 2022 to August 2023:
  - Safety - For rail, general rail security, passenger conduct, and homeless concerns were the top 1, 3 and 8 complaint categories respectively.
  - Cleanliness - For rail, dirty rail car was the top 7 complaint category. Like the CX Survey results, bus complaints for cleanliness were not as high as those related to reliability.
  - Reliability - For bus, passed up, no show, and late schedule were the top 1, 2, and 5 complaint categories respectively.
- Social media analysis between January to August 2023
  - Timeliness/reliability, security/safety, cleanliness, drug use, and homelessness were the five (5) most common social media topics with negative sentiment.

### **We’re Learning**

Based on customer feedback, the 2023 CX Plan gives voice to our customers’ top needs, and commits to prioritizing five focus areas for improvement:

1. Make It Safe: provide customers with secure, safe, and uneventful trips.
2. Make It Clean: maintain a clean environment for customers.
3. Make It Comfortable: enhance customer enjoyment of riding the system.
4. Make It Reliable: get customers where they want to go quickly and reliably.
5. Make It Easy: provide customers with simple, accurate, and timely information.

The Plan highlights *CX Action Items*, which are priority projects selected to address and improve areas of customer frustration. There are a total of 56 Action Items in the 2023 CX Plan. Of those 56, 35 are new programs or projects being implemented by staff and 21 are larger efforts that require multiple years to implement and are carried over from previous CX Plans. The CXO will collaborate with the other Chiefs in the CEO's Cabinet to balance the strategic action items that need multiple years to implement while also improving Metro's ability to more flexibly and quickly address immediate customer issues and opportunities that arise unexpectedly. To that end, the CX Action Items contained in the plan will be reviewed monthly at the Cabinet level to ensure they remain on track, as well as enable discussion about any challenges with their completion and/or modifications that might be recommended to help us accomplish our priority area goals.

### **We're Improving**

The plan also transparently outlines the significant progress that has been made in implementing CX Action Items over the last three years. The 2023 CX Plan's Appendices include a status update on the 69 Action Items from the previous 2022 CX Plan (Attachment B).

Overall, 29 CX Action Items have been completed from the 2022 CX Plan, with 23 on schedule to be completed, meaning the project is on track to meet its milestone schedule. This is a total of 52 (75%) of CX Action Items that were either completed or made significant progress to implement between April 2022 to August 2023.

There are 17 CX Action Items with an Other status, this includes:

- Currently Behind Schedule or Postponed/Revised to FY24: 11
  - Schedule delays were caused by limited staff availability, some difficulty in procuring goods or services in FY23, or the need to change project scope and align stakeholders on the best next steps. All of these projects are included, some with adjustments, in the 2023 CX Plan.
- Remove: 6
  - Removed due to shifting priorities, evolving industry practice, or union challenges that prohibited the action item from being feasible.

The table below summarizes the status of the 2022 CX Action Items and details on the status can be found in Attachment B and several highlights can be found below.

Target Issue	Completed	On Schedule	Other Status	All Action Items	% Completed/ On Schedule
Bus Stop Shade and Seating	1	1	-	2	100%
Cleanliness	4	6	5	15	67%
Customer Information	5	1	1	7	86%
Diverse Riders, Diverse Needs	3	2	3	8	62%
Institutionalizing Customer Experience	4	7	5	16	69%
Public Safety	8	2	3	13	77%
Time Competitiveness and Connectivity	4	4	-	8	100%
<b>Grand Total</b>	<b>29</b>	<b>23</b>	<b>17</b>	<b>69</b>	<b>75%</b>

## Next Steps

Staff will provide the Board with two Customer Experience updates per year to share progress on CX Action Items and any updates to the CX Plan Action Items. A Customer Experience Hub website is being developed to provide more direct and frequent updates to customers as well as make available previous CX Plans and Rider Surveys. Staff will also share with the Board the results of the 2023 Customer Experience survey, as well as research against potential customers (lapsed or never riders) to help inform how Metro can continue to grow ridership. Because the CX Plan addresses foundational, customer priorities that have remained the same for many years and often take time to implement, the CX Plan will be refreshed in 2024 with a full new plan expected to occur upon completion of the CX Action Item list by 2026.

### 2022 CX Action Item Highlights:

#### Public Safety:

- Deployment of Multi-Layered Approach to Safety: developed and implemented the multi-layered approach to safety which includes the deployment of public safety and law enforcement personnel, station design evaluation, cleaning staff and increased homeless outreach staff.
- Transit Ambassador Pilot Launch: hired, trained, and put into the field over 300 Transit Ambassadors, focused on supporting riders in need, connecting riders to resources, and reporting safety and maintenance issues.
- Safety for Operators: hiring of additional Transit Security Officers, focused on bus ride-alongs; prototyped new bus operator barrier for improved safety.
- Transit Watch App Marketing: paid media campaign generated 16M impressions and generated 4,795 application installations; beyond the marketing campaign, Metro Ambassadors also use this as a reporting tool and we expanded staffing to more quickly address issues, this will continue into FY24 along with user experience and interface testing

and upgrades.

#### Cleanliness

- Cleaning Surge Activities: enhanced escalator step-cleaning, mid-day layover bus cleaning, trackway trash removal, and end-of-line rail car cleaning.
- Vinyl Seat Swap: completed the transition of fabric seat covers to easier to clean vinyl seats.

#### Time Competitiveness and Connectivity

- NextGen Service Restoration: restored bus service to pre-COVID levels.
- Headway Management Pilot: following research, launched a headway management pilot on Line 16 to understand potential rider benefits.

#### Bus Stop Shade and Seating

- Bus Stops Improvements Plan: presented to the Board in summer of 2023 to bring resources, information, and opportunities related to bus stops and bus stop improvements in one place.

#### Customer Information

- E-Paper Pilot: launched the e-paper pilot along the Vermont bus corridor to improve access to real-time bus arrival information.

#### Diverse Riders, Diverse Needs

- People with Disabilities Employee Education: implemented Disability Awareness and Sensitivity training to bus and rail operators through video vignettes that captured the perceptions of customers with disabilities who use the system.

While we do our best to be inclusive to identify actions we can take to address customer needs, often new issues and/or new ideas come along throughout the year that we choose to implement in addition to the documented CX Action Items. That was particularly true in 2022/2023 in regards to enhanced safety efforts. In addition to the CX Action Items that were completed, many other customer-focused initiatives were implemented as we adapt and respond to on-going customer feedback and data.

This includes:

- Westlake/MacArthur Park Station Safety and Customer Experience Enhancements
- Drug-Free Metro Campaign
- Study into in-house transit public safety department
- Enhanced strategic deployment of security and law enforcement resources
- Use of community intervention specialists alongside street teams to support the Transit Ambassador program.

## **EQUITY PLATFORM**

The 2023 CX Plan address both the “Listen and Learn” and “Focus and Deliver” pillars of the Equity Platform by recommending a range of initiatives that would benefit marginalized communities, low-income households, people with disabilities, languages spoken, and Equity Focus Communities (EFCs).



The action items developed are a response to public input from the 2022 CX Survey, a representative survey weighted to Metro's ridership, as well as Customer Care and social media feedback. The survey results are analyzed to prioritize service aspects with low customer satisfaction and high relative importance according to respondents. Consideration is taken for equity when selecting customer experience initiatives by disaggregating the survey data by income, gender, disability, and race to identify and prioritize issues so those with the greatest needs can benefit. The results inform the focus of CX Action Items - systemwide initiatives and special projects designed to ensure the well-being of bus and rail passengers alike.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Metro is working to cultivate a customer-first culture among all employees and improve customer experiences for its riders and employees, therefore the Customer Experience Plan and its Action Items support the strategic plan goals:

- **Goal #1:** "Invest in a world-class bus system that is reliable, convenient, and attractive to more users for more trips."
- **Goal #2:** "Deliver outstanding trip experiences for all users of the transportation system."

## **NEXT STEPS**

Staff will:

- Bring the Board the results of a new CX Rider Survey in Fall 2023, and a potential customer survey by summer, 2024.
- Launch the Customer Experience Hub Website in the Fall of 2023.
- Provide the Board with a Customer Experience Action Items update in early 2024.

## **ATTACHMENTS**

Attachment A - Metro's 2023 Customer Experience Plan

Attachment B - Metro's 2022 Customer Experience Action Items Update

Prepared by: Lauren Deaderick, Senior Manager Transportation Planning, Customer Experience, (213) 922-4667

Monica Bouldin, Deputy Chief of Customer Experience, (213) 922-4081

Reviewed by:

Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060



Stephanie N. Wiggins  
Chief Executive Officer



# We want to be your ride.

2023 Customer Experience Plan



Metro®



# We want to be your ride and we know we need to earn it.

## We're listening.



The path to meeting your needs starts with listening. We hear you through surveys, social media posts and daily conversations with teams throughout our system. These touchpoints let us know what really matters to you when going Metro.

## We're learning.



The more we engage with you at every stage of your journey, the more we learn. And over the last three years, we've been taught a simple lesson – it's the little things that mean the most to you: safer journeys, reliable connections, clean facilities. Our plan? Make the little things big, and make our improvements count.

# We promise to listen to you, learn from you and improve for you.

## We're improving.



Listening and learning aren't enough. We must adapt to your needs and expectations. That's why we've worked hard to implement our CX Action Items from 2020 and 2022, and will continue to invest resources in the areas that matter most to you. We know these improvements make a difference – we saw a 15% year-over-year increase in ridership in July 2023 compared to July 2022.

## And we'll never stop.



Because our improvements take time, we update you annually on our progress. This report delivers the details of our progress on how we're working to be continually better for you. It's an agency-wide effort to listen, learn and improve, so some actions may take time. But know, we'll never stop working for you because we want to be your ride.

# A Letter from the Board Chair

September 21, 2023



Dear Metro Community,

**It's exciting to think that in car-centered Los Angeles, Metro's transportation network is accessible to more people in more areas of the region than any other time. As we further build and expand our system, it's more important than ever that we continue to prioritize a world-class experience for all our riders.**

This year's customer experience plan builds toward that goal by helping us listen and learn from our community so we can make improvements that fit their needs.

I commend our CEO Stephanie Wiggins for her continued leadership and her commitment to improving upon customer experience so that our system is the first choice of transportation for Angelenos.

Sincerely,



**Karen Bass**  
Los Angeles Mayor  
Metro Board Chair

# A Letter from the CEO

September 21, 2023



Dear Customers,

**At Metro, we want to be your preferred choice for transportation – we want to be your ride. That’s why we’re working hard to make our system as safe, clean, comfortable, reliable, and easy as it can be. This plan is our roadmap to help us get there.**

Over the past year, we’ve implemented a multitude of new programs that have drastically improved conditions on our system and have brought hundreds of thousands of riders back to Metro. We’ve improved our safety and security deployments and done more to enforce our Metro Customer Code of Conduct. We’ve enhanced our customer service by adding Metro Ambassadors and implemented more frequent and rigorous cleaning at our stations and on board our buses and trains. And we’ve added more frequent bus service throughout the day and hired more than 1,000 new bus operators to make our service more reliable.

The 2023 Metro Customer Experience Plan builds on this progress by focusing our resources on the things that matter the most to you. Through surveys, calls to our call center, messages sent to our *Transit Watch* app and comments on social media you’ve told us: “Make it safe, make it clean, make it comfortable, make it reliable, and make it easy.” And we’ve heard you, loud and clear. The 56 distinct actions outlined in the 2023 Customer Experience Plan will help us deliver the safe, clean, comfortable, reliable, and easy transit system that the people of Los Angeles want and deserve.

Thank you for taking the time to read this plan, and for contributing valuable input to its creation. By taking these actions, we hope to earn your confidence and trust, and become your preferred choice for transportation.

Thank you for going Metro, and I hope to see you on the system soon.

With gratitude,

A handwritten signature in black ink, which appears to read "Step Wiggins". The signature is fluid and stylized.

**Stephanie Wiggins**  
Metro Chief Executive Officer



# Table of Contents



## Section 1

**We're putting you first.**

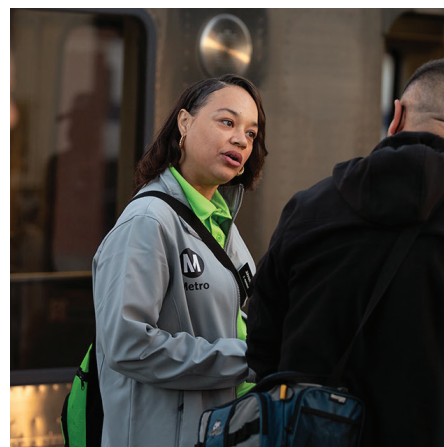
P. 2



## Section 2

**We're listening.**

P. 8



## Section 3

**We're learning.**

P. 12

## Section 3 Highlight

**Our customers and our employees deserve a transit system that is...**

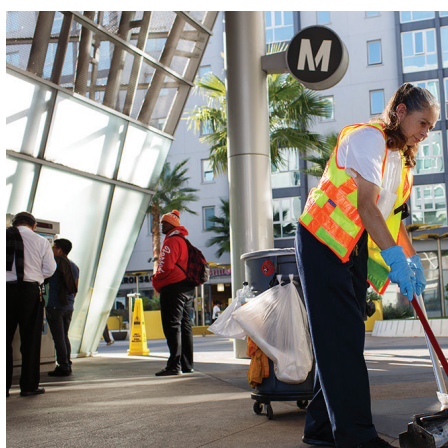


**Safe**



**Clean**





#### Section 4

## We're improving.

2023 Action Items

p. 20



#### Section 5

## And we'll never stop.

p. 32

#### Appendix A

## 2023 Action Items Summary

#### Appendix B

## Status of 2022 Action Items





# We're putting you first.



We want to be your ride  
and we know we  
have to earn it.

*Every. Single. Day.*

Our CX Plan is where  
that journey starts.

---

THROUGH THE 2023 Customer Experience (CX) Plan,  
we openly share with you

- > **HOW** we're listening to you
- > **WHAT** we're learning from you
- > **WHERE** we're improving for you

#### Customer Experience at Metro

**WE'RE THERE WITH YOU** –  
on the buses and trains, in the  
stations and communities,  
taking surveys and talking to  
you in person. We get to know  
you, to understand your needs  
and concerns. We read your  
comments online and hear your  
calls to our call center. And we  
do all of this to develop a plan to  
make your ride the best.

**WE KNOW THIS IS WORKING** –  
we see more of you going Metro  
every passing month.





# Metro's frontline workers are heroes.

Our staff show  
up to the task  
at hand – and  
we're all better off  
because of their  
service.

Nothing is more  
important than providing  
a service that's safe,  
clean, comfortable and  
reliable. That's why  
hiring nothing but the  
absolute best frontline  
staff will do.

We'd like you to meet a  
few of them.



## Eleanor Orozco

Senior Service Attendant | 13 Years of Service at Metro

### ♥ STAFF KUDOS

Eleanor, who was named **Metro's 2022 Employee of the Year**, loves working for Metro and does her best every single day to sanitize, remove litter/graffiti, and thoroughly wash our buses at Division 1.

She knows what it's like to ride a bus with a young child, and she never wants a mother to worry about where their child is putting their hands on our buses.

**"Always do more  
than you're asked."**

—Eleanor Orozco on important skills for Service Attendants for making sure our vehicles are cleaned inside and out when not in service.

*Eleanor started working as a Service Attendant 13 years ago and hasn't stopped feeling a sense of pride after turning around to see a clean bus and maintenance area.*



# Demetrius Jones

Bus Division Director | 38 Years of Service at Metro

## ♥ STAFF KUDOS

Demetrius exemplifies the customer experience Metro strives to provide through his empathy, patience, and team building. From greeting customers and checking in on his employees each morning in the operator break room, to tracking down a passenger who left her wallet on a bus to personally assure and deliver her property back, Demetrius strives to make Metro a welcoming place for both its employees and riders.

**“Positive intentions lead to a positive workplace.”**

—Demetrius Jones, on important skills to have in his role.

*Demetrius has served as a Bus Operator to Supervisor, Training Instructor, Assistant Manager, and now Division 2 Director. Division Directors are responsible for managing the day-to-day activities and staff of the 17 rail and bus operating facilities where our service begins and ends.*

# Latanya Harden & Eric Fuller

Bus Operators | 20 & 10 Years of Service at Metro

## ♥ STAFF KUDOS

Even after their shifts, bus operators are often approached by customers asking for help or directions. Harden and Fuller have waited at the end of the line with customers who were lost, or who spoke limited English. In some extraordinary cases, they have gotten approval from Supervisors to drive a customer to a familiar neighborhood to help them find their way.

**“Expert Multi-taskers.”**

—Latanya Harden (20 years of service at Metro) and Eric Fuller (12) on taking on many roles as a bus operator.

*Latanya and Eric [not pictured] constantly multi-task between driving safely, staying on time, navigating the notorious Los Angeles traffic, monitoring the on-board technology, checking on customers, and managing unpredictable service disruptions.*





# Ruben Evangelista

Rail Operator | 6 Years of Service at Metro

## ♥ STAFF KUDOS

One of his favorite aspects of the job are all the children who constantly wave excitedly and look in awe at the trains as they go by. Unsurprisingly, Operator Ruben placed second at his first **Rail Rodeo** held in Fall 2022.

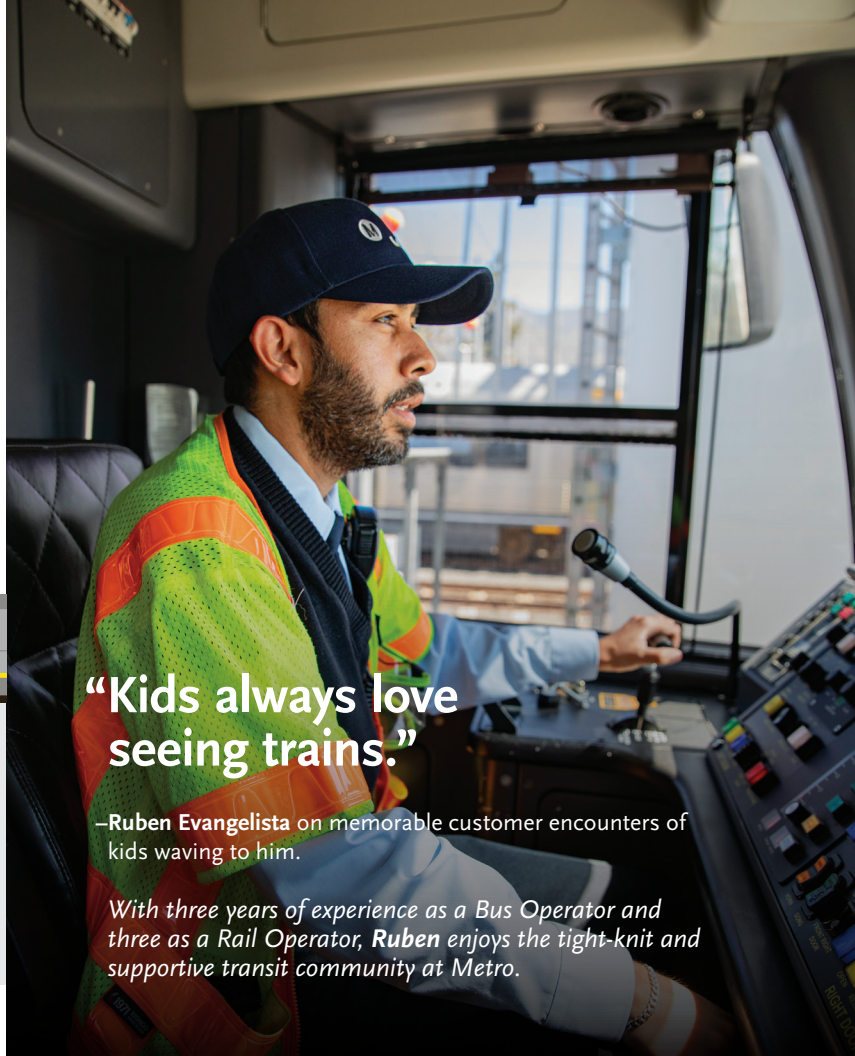


The **annual Rail Rodeo** puts rail operators through a rigorous rail course that includes unknown switches and a precision stop as well as a customer service situational test, uniform inspection, and written exam on the various rail operator rules and procedures.

**“Kids always love seeing trains.”**

—Ruben Evangelista on memorable customer encounters of kids waving to him.

*With three years of experience as a Bus Operator and three as a Rail Operator, Ruben enjoys the tight-knit and supportive transit community at Metro.*



# Mark Toomes, Lawrence Carr, Julius Jackson & Omie Reveles

Custodians | 4-9 Years of Service at Metro

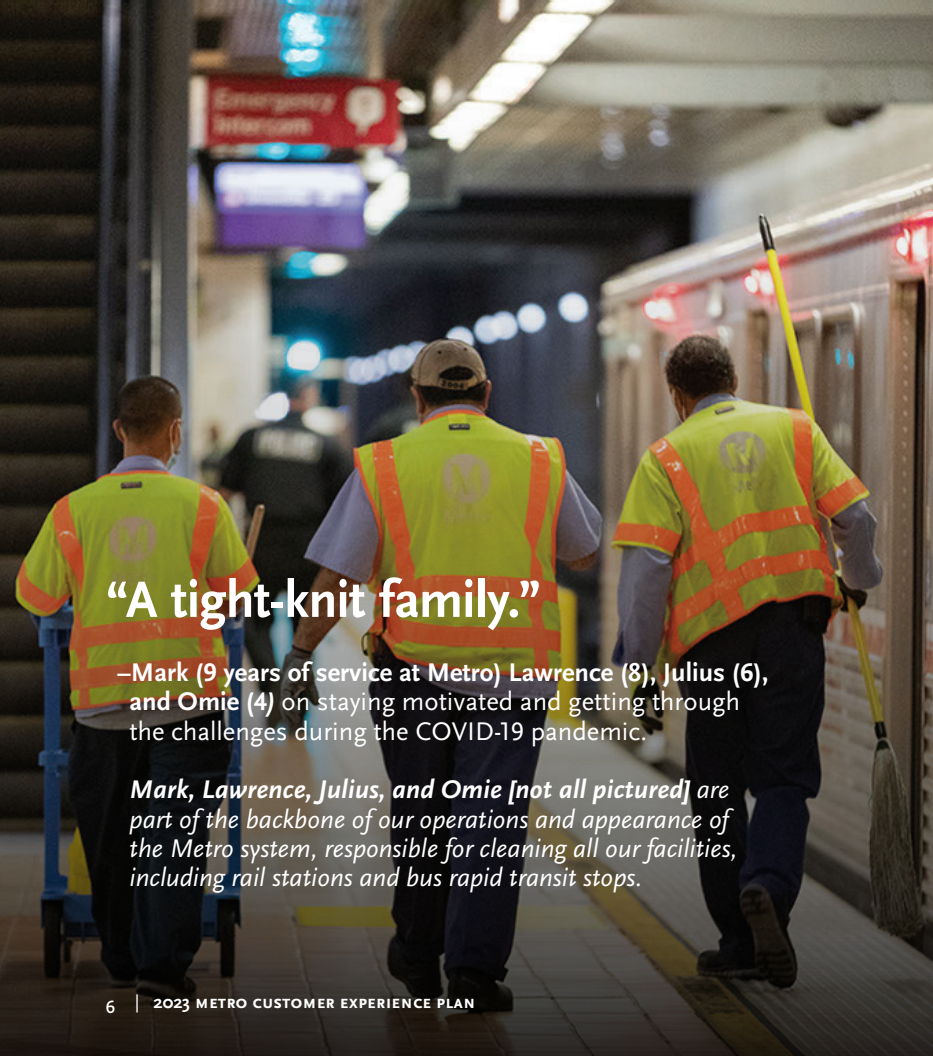
## ♥ STAFF KUDOS

These hard workers say the tight-knit, familial environment of the custodial staff helps keep morale high, which got them through some of the shared challenges they faced during the COVID-19 pandemic, such as navigating the unknown hazards in near-empty rail stations and working overtime to spray disinfectant in buses.

**“A tight-knit family.”**

—Mark (9 years of service at Metro) Lawrence (8), Julius (6), and Omie (4) on staying motivated and getting through the challenges during the COVID-19 pandemic.

*Mark, Lawrence, Julius, and Omie [not all pictured] are part of the backbone of our operations and appearance of the Metro system, responsible for cleaning all our facilities, including rail stations and bus rapid transit stops.*





# Lakeya Hurt

Transit Security Officer | 11 Years of Service at Metro

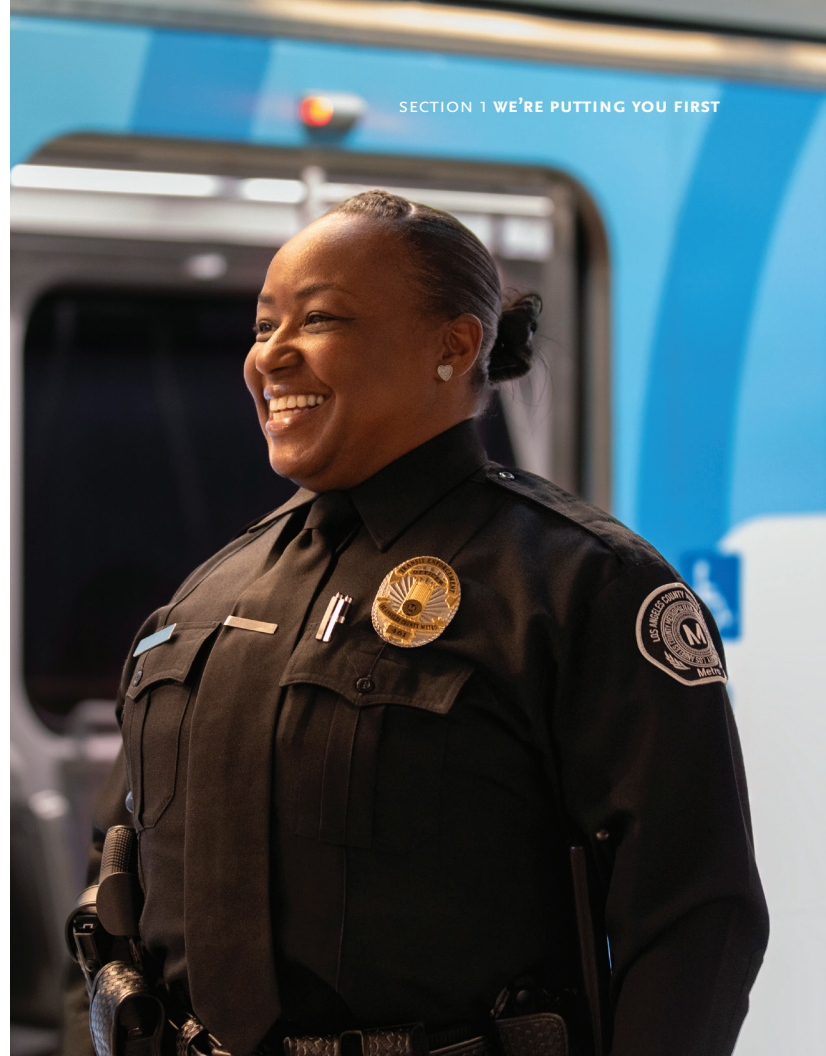
## ♥ STAFF KUDOS

Lakeya warm, modest, and friendly disposition radiates in her willingness to help customers. When asked about memorable customer encounters, she replied without hesitation and with a smile, “It’s the kids,” and the fulfilling joy of letting them know there is a friendly uniformed presence if they need it.

## “It’s the kids!”

—Lakeya Hurt on memorable customer encounters that bring joy.

*Lakeya began her career at Metro as a Bus Operator and has been serving as a Metro Transit Security Officer for the last seven years.*



SECTION 1 WE'RE PUTTING YOU FIRST



# Roxana Reyes

Metro Ambassador | 9 Months of Service at Metro

## ♥ STAFF KUDOS

Roxana helps riders navigate Metro’s rail system, from assisting a visually impaired customer navigate the stairs at 7th St/Metro Center Station, to using Google Translate to communicate with a Korean-speaking customer looking for their friend in Union Station. She enjoys the appreciation and gratitude from customers and seeing that her presence is meaningful to a better Metro experience.

## “A meaningful presence.”

—Roxana Reyes on why she enjoys being a Metro Ambassador.

*Coming from a background in community and nonprofit work, Roxana enjoys being a friendly face, helping Metro customers go to the places and people that matter to them.*



# We're listening.



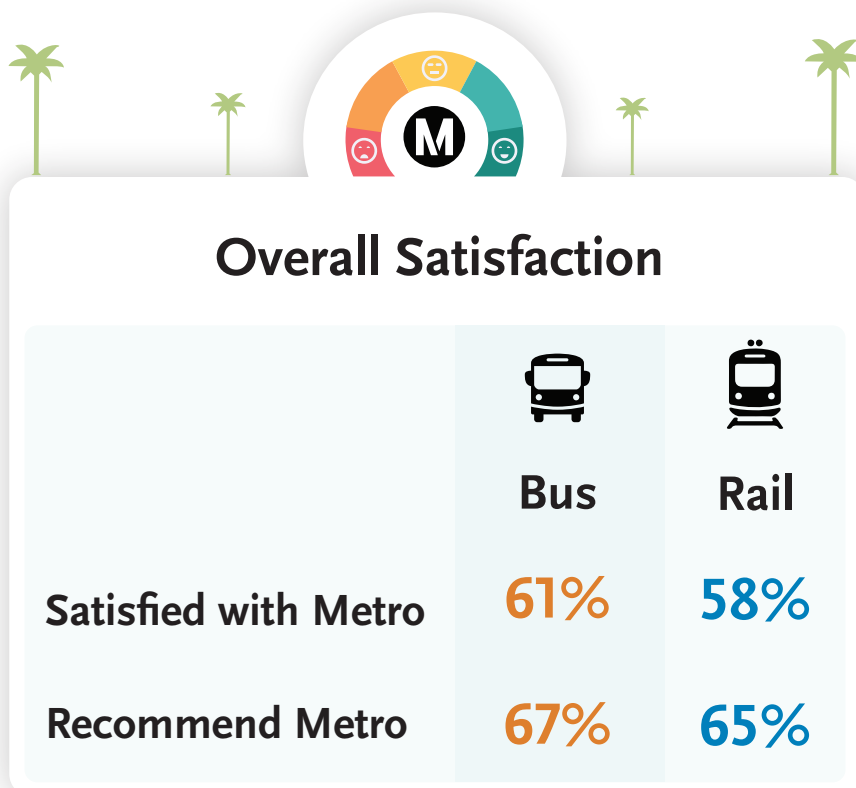


*We hear you.*

**Especially when it comes to the service you need to improve your ride and make your day great.**

#### 2022 On-Board Survey Responses

Every year we asked how satisfied your are. *Here's what you said.*



**WE KNOW** you rely on us to get to work and school, to pick up groceries, and to see and care for family and friends – it's important stuff.

**THAT'S WHY** Metro is working hard to meet your expectations, whether you're getting to a doctor's appointment, celebrating a birthday, or spending an afternoon exploring.

## 2022 On-Board Rider Survey

Every year, we survey thousands of riders to get to know you and hear your honest opinions.

## Sample Size

In 2022, we received over 10,000 responses...



## Rider Profile



Our riders are slightly more **male** than **female** — most are **25-64** years old.



A majority of our riders identify as **Latino**.



89% of bus riders and 72% of rail riders have an annual income of **less than \$50,000**.



Our customers were **loyal**, even through the pandemic, with majority of bus and rail customers riding for **three years or longer (78%)** and at least three days per week (**72%**).



There's more to explore online.

Scan for an **interactive** version of the latest CX survey results!

## Tell us what you think



Tell us about your experience riding Metro in our [online feedback form](#).



Use the [Transit Watch app](#) to report suspicious activity or safety issues to Metro security.

## Follow us on

/losangelesmetro  
 @metrolosangeles  
 @metrolosangeles

## Survey Responses

At Metro, we're actively listening and taking action to earn your ridership, and we understand our customers are concerned and frustrated about **safety**, **cleanliness**, **comfort** and **reliability**.



## Concerns riders want Metro to improve

Riders ranked their top three choices



### Rail

RANK

- 1 **43%** Cleanliness inside the train
- 2 **41%** How well Metro addresses homelessness on the train
- 3 **31%** Safety from crime
- 4 **21%** Train comes on time
- 5 **18%** How frequently trains run



### Bus

RANK

- 1 **36%** Bus comes on time
- 2 **29%** How frequently buses run
- 3 **24%** How well Metro addresses homelessness on buses
- 4 **22%** Safety from crime
- 5 **20%** Cleanliness of bus stop area

**We know that  
we must improve.**

Whether you ride a lot or a little, we want to be your preferred choice for getting around.

#### 2022 Brand Tracker Results

Every month we ask a sample of customers about their overall perceptions of Metro.

*Here's what we've found.*

#### Among frequent Metro riders

*Those riding at least once a week or more.*

**49%**  
are considering switching to another mode of transportation

↑ **5% point increase** from pre-COVID (2018-19) levels

#### Among non-riders

*Those riding less than one year or never.*

**26%**   
would consider riding Metro Bus

↓ **4% point drop** from 2021

**40%**   
would consider riding Metro Rail

↓ **7% point drop** from 2021

# We're learning.



I've found the ambassadors incredibly friendly, helpful, and patient. I ride during rush hour to and from work and I am grateful for their presence.

– Instagram User

*The more we listen,  
the more we learn.*

And we're always  
learning something  
new and interesting  
from you.

**WE ASPIRE** to be your first choice for  
transportation, and we know we can get  
there only if we meet your expectations  
of service.

**YOUR CANDID FEEDBACK** guides our  
actions and helps us track our progress.

We need to  
*make it...*



Safe



Clean



Comfortable



Reliable



Easy

**AS SEEN IN** the 2020 and 2022 Customer Experience Plans  
and the improvements we have already made,  
your feedback has already shaped how we work.

*Click  
to view*



# We need to *focus on the basics.*

We take your feedback seriously, and we're working hard to bring meaningful improvements to how you experience our services.

We've already made significant progress and we know we have a lot of work left to do. We'll continue making the investments in people and resources to get us there.

We're guided by five principles that are reshaping our focus, *making you our top priority.*

## Our CX focus areas...

### We need to *make it...*



Safe



Clean



Comfortable



Reliable



Easy

## ...are guided by *Initiatives* and *Purpose*



**Customer  
Research  
and Insights**



**Physical  
and Capital  
Improvements**



**Operational  
and Policy  
Improvements**



**Communication,  
Education, and  
Training Programs**

**ADDRESS**  
serious  
safety concerns

**INCREASE**  
responsiveness  
and prevent crime

**REIMAGINE**  
public  
safety

**MAKE CUSTOMERS  
AWARE** of resources  
for reporting crime

**EVALUATE**  
impact of cleaning  
activities

**REDUCE**  
recurring  
maintenance issues

**ADDRESS**  
concerns more  
quickly and frequently

**INFORM**  
customers of  
cleaning activities

**DEFINE**  
comfort for  
different customers

**ADDRESS**  
concerns with  
amenities

**IMPROVE**  
customer  
support

**BETTER  
UNDERSTAND**  
customers

**DEVELOP**  
internal understanding  
of customer needs

**PROVIDE**  
timely and reliable  
information

**EXPAND**  
reach of customer  
information

**REDUCE**  
customer effort  
and confusion

**EVALUATE**  
impact of  
bus network changes

**ADDRESS**  
wayfinding and  
design issues

**IMPROVE**  
network  
efficiency

**INFORM**  
customers of  
improvements



# We want to make your experience going Metro:

Safe

Clean

Comfortable

Reliable

Easy

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

**Action Items** are priority projects selected to address and improve areas of customer frustration.



## Metro

### Ambassadors ●●●●●

**STATUS · Completed**

Launch a Metro Ambassador program to support riders and enhance their experience going Metro.



## Bystander

### Intervention Training ●

**STATUS · Completed**

Launch mandatory bystander intervention training for Metro employees.



## Homeless Outreach

### Expansion ●

**STATUS · Completed**

We doubled our homeless outreach team to help connect people experiencing homelessness to services, support, and housing. These teams are composed of specialized outreach workers from the nonprofit PATH.



## Safety for

### Operators ●

**STATUS · In Progress**

Improve the safety of bus and rail operators.



## Drug-Free

### Metro ●

**STATUS · In Progress**

In response to the growing number of customer complaints about drug use on our system, we launched a safety campaign to reduce drug-related crime.



## Cleaning Surge

### Activities ●

**STATUS · Completed**

Increase targeted cleaning efforts on trackways, escalators, rail interiors at the end of the line and bus interiors during midday layovers.

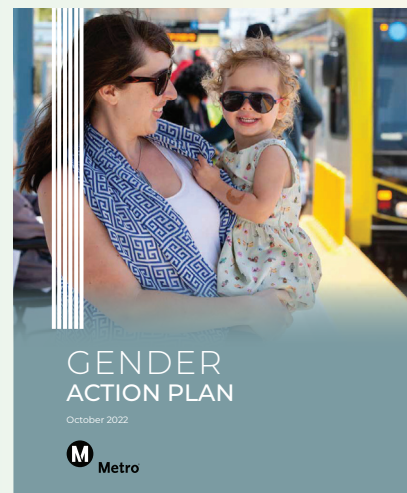


## Metro Gender Action Plan

STATUS · *In Progress*

Building on the key findings of the landmark 2019 Metro study, *Understanding How Women Travel (UHWI)*, the *Metro Gender Action Plan (GAP)* establishes a framework and implementation plan that responds to the expressed needs and preferences of women riders.

The vision of the [Metro's Gender Action Plan \(GAP\)](#) is to provide an inclusive transportation system, removing barriers on public transportation for women. Building on the [Understanding How Women Travel](#) research, the GAP is organized around four themes:



### Safety

- Camera Visibility
- Lighting Station/Stop Design & Safety Assessment
- Metro Employee Travel Partner Program
- Promote Travel Partner Opportunities
- Promote Courtesy Request-a-Stop Service
- Sexual Harassment Prevention Program
- Gender-Specific Operator Training
- Explore Silent Alarm



### Station, Stop & Vehicle Design

- Adopt-a-Stop Program
- Business Partnerships
- Improve Interiors on Buses & Trains
- Strollers on Metro Vehicles
- Restroom Design Standards
- Concentrated Amenities Zones at Platforms
- Prioritize Household-serving Uses at Transit Station



### Fare Policy

- Address Multi-Directional Transfers through Fare Capping Program
- Partnership with Health Providers to Promote LIFE Program



### Service Frequency & Reliability

- Use the Gender Analysis Tool (GAT) to develop gender-specific evaluation criteria to inform future bus route or network redesign
- As part of **NextGen**, continue to implement service frequency improvements by prioritizing midday and weekend periods on routes women use



Metro's CX focus areas that relate to GAP strategies and the needs of women riders

Safe

Clean

Comfortable

Reliable

Easy

# We want to make your experience going Metro:

Safe

Clean

Comfortable

Reliable

Easy

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

**Action Items** are priority projects selected to address and improve areas of customer frustration.



## Vinyl Seat

### Replacement ●

**STATUS · Completed**

Replace cloth seats with easy care vinyl seats on all Metro buses and trains.



## Bus Stop Improvements

### Vision ●●●●●

**STATUS · In Progress**

Previously referred to as the “Shade for All Campaign,” work with high-priority local jurisdictions to identify high priority stops, recommended amenities, stop activation opportunities and other improvement opportunities for a coordinated regional vision.



## Restore Bus Service

### to Pre-COVID ●

**STATUS · Completed**

Restore bus frequency to follow the NextGen Bus Plan improvements.



## Bus Lane

### Acceleration ●

**STATUS · In Progress**

Continue to accelerate the design and implementation of bus lanes each year, with the goal of 40 new miles of bus lanes annually by 2025.



## Customers with Disabilities

### Employee Education ●

**STATUS · Completed**

Invite customers with disabilities to participate in employee outreach, training, and educational sessions and produce training videos for operators.



## Bus Stop E-Paper

### Real-Time Information ●

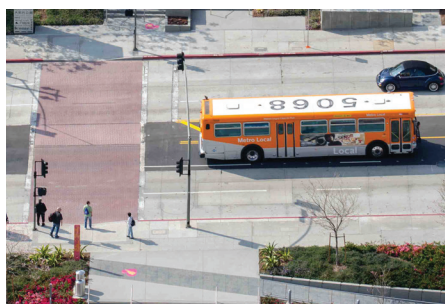
**STATUS · Completed**

Pilot e-paper readers at high ridership bus stops to improve access to real-time information, particularly for riders without smartphones and those with visual and/or hearing impairments.



We've been working hard on implementing our previous CX Action Items. While we were able to accomplish a lot, some of these changes take time and we'll continue to update you on our progress.

For the complete list, see [Appendix B: Status of 2022 Action Items](#)



### Real-Time

#### GTFS ●

#### STATUS · Completed

Use Metro's new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that incorporates canceled service, delay advisories and service alerts.



### Metro Westlake/MacArthur Park

#### Station Improvements ● ●

Westlake/MacArthur Park Station has experienced a disproportionately high amount of illegal activity, and in early 2023 saw an increase in behaviors that went against Metro's codes of conduct.

#### STATUS · In Progress

Metro took action to improve safety and the overall customer experience at the station, including:

- > Increased presence of multidisciplinary teams (Metro Ambassadors, homelessness partners, custodians and law enforcement)
- > Improved station lighting
- > Added more and better closed-circuit cameras
- > Classical music inside the station
- > Closed one underused station entrance
- > Fenced off unused areas of the street-level plaza
- > Partnered with Department of Health Services to have a mobile clinic twice a month

*Following an assessment, these actions will be expanded to additional priority stations.*



### Accessible Navigation

#### Applications ●

#### STATUS · In Progress

Engage with an accessibility application provider to pilot and test innovative mobile apps that remove barriers to accessing Metro.



### Metro Micro

#### Pilot ● ●

Metro Micro pilot is an example of Metro's commitment to optimize and innovate in an accessible and affordable way to meet changing realities.

#### STATUS · In Progress

Launched in 2020, the Metro Micro pilot provides on-demand, shared micro-transit services in seven service zones across the county. Frequency, reliability, and travel speeds are of high importance to our riders and non-riders.

As part of the continued evaluation of this service, Metro conducted the first Customer Experience Rider survey for Metro Micro riders in Spring 2022. The results showed high levels of satisfaction across all the aspects of service, including safety, ease of use, cleanliness and comfort. Some areas of improvement related to booking the ride and the timeliness of the service.



# We're improving.

## 2023 Action Items







*It all starts with a plan.*

**We're focused on prioritizing  
goals and getting things done,  
*for you and our city.***

The **56 Action Items** are priority projects selected to address and improve areas of customer frustration.

## 2023 Action Items Summary



2023 Action Items		17 Action Items	10 Action Items	5 Action Items	7 Action Items	17 Action Items
8	 Customer Research and Insights	2		1		5
14	 Physical/Capital Improvements	4	3	1	4	2
23	 Operational/Policy Improvements	5	6	1	3	8
11	 Communication, Education and Training Programs	6	1	2		2

Want to learn more about these action items? *Read on!*

For complete list, see [Appendix A: 2023 Action Items Summary](#) and [Appendix B: Status of 2022 Action Items](#)





# Make it safe.



For women rail and bus riders, safety (including crime and harassment) was their #1 concern.

**22%** 

For 22% of bus riders, safety from crime was a top three concern.

**31%** 

For 31% of rail riders, safety from crime was a top three concern.

## Customer Feedback

### We hear you.

Thurs, Oct 27, 2022 at 5:56 pm

Yes, Metro made some improvements, but it has a long way to go. I hope to see changes. As of now, I feel security is an issue. Homelessness is the other problem. Trains and buses should not be homeless shelters.

– Reader Comment, The Source

## 2022-2023 Recent Metro Actions

### We're taking action.



**We have a flexible dispatch system.** Metro responds to safety and security issues with the appropriate staff – from homeless outreach or mental health workers to Metro Ambassadors or law enforcement. We're working to reduce Code of Conduct issues, such as fare evasion, by hiring 48 Transit Security Officers in FY24.

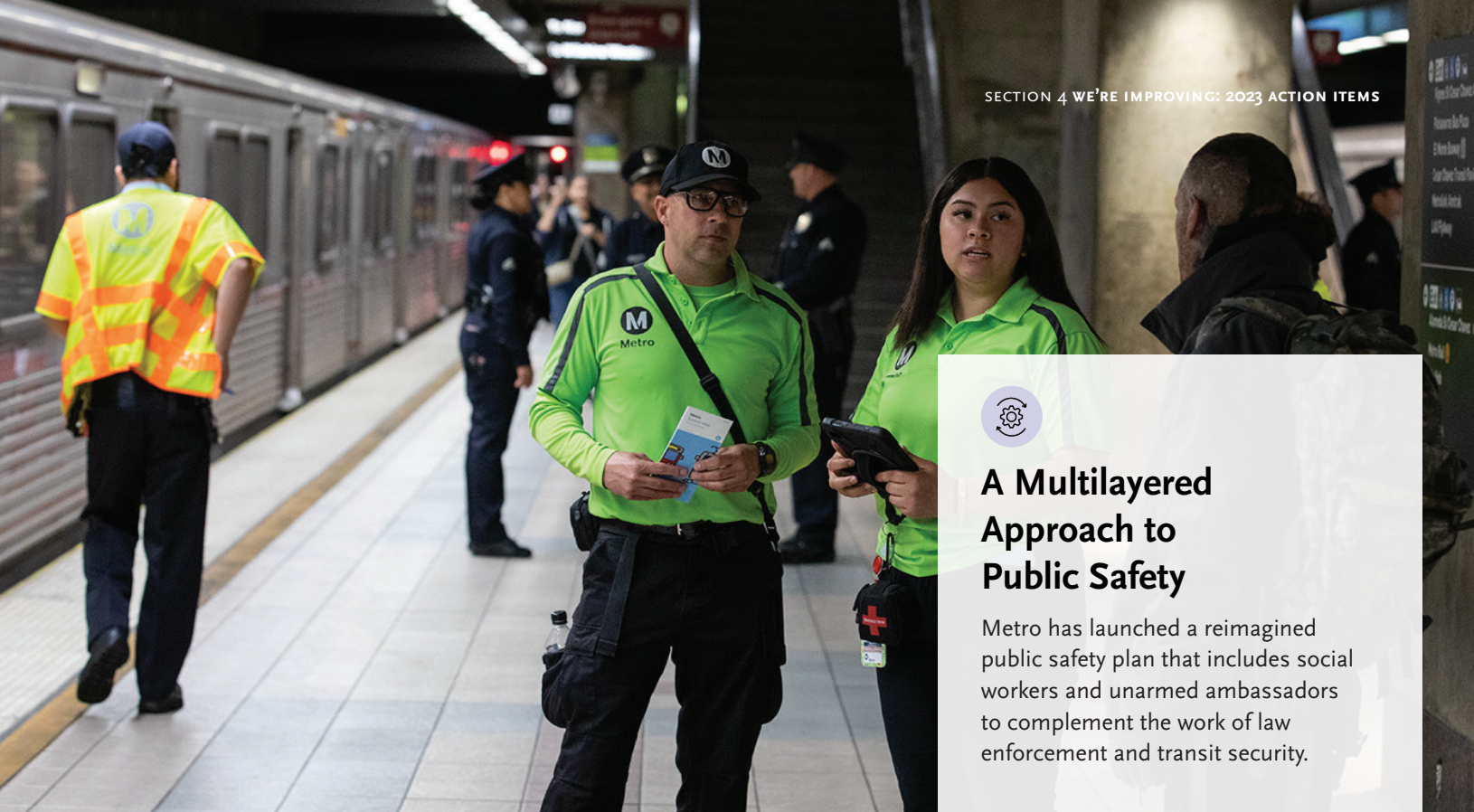
Fri, Oct 28, 2022 at 10:30 am

My wife will no longer ride the Metro – it's not safe and no visible security in sight.

– Reader Comment, The Source

**We have deployed over 300 Metro Ambassadors to support riders.** Since launching in September 2022, Metro's Ambassadors are on the system to support riders and connect them to information and resources.

**Our security and law enforcement are working more late shifts.** Security and law enforcement are deployed during late nights/early mornings to address customer and employee concerns about safety at night.



## A Multilayered Approach to Public Safety

Metro has launched a reimagined public safety plan that includes social workers and unarmed ambassadors to complement the work of law enforcement and transit security.

### 2023 Action Item Highlights



## Station/Stop Design and Safety Assessment

The Station/Stop Score Sheet will be taken by Metro women riders and Metro women rider groups to audit safety and comfort at Metro stops, stations, and facilities. This strategy also allows Metro to monitor the progress of safety programs to inform station design criteria and policy updates.



Since 2020, the **LA Metro Transit Watch app** provides a quick, easy and anonymous way for customers to directly connect to Metro Security anytime to report suspicious activity or safety issues.



## Integrated Public Safety Dashboard new

An accurate public-facing dashboard will provide timely information regarding security activities, crime, demographics, use of force incidents and complaints.



## Safety for Operators

An Operator Safety Task Force was implemented to identify and address safety issues operators regularly face; solutions include increasing presence of security and law enforcement on-board buses to create a dedicated Transportation Security Officer team, upgrade bus operator plexiglass shields and improve the operator incident reporting system.



## Bystander Intervention Training

Since November 2022, the training is required for all Metro employees and is being explored for implementation with customers; all Metro Ambassadors and transit security officers are required to take this training.



## Increase Homeless Outreach & Access to Services

Double the deployment of homeless outreach workers and clinicians on the Metro system, and monitor trends and gauge the success of Metro efforts to address homelessness.

# Make it clean.



For women bus riders, cleanliness inside the bus was the #5 concern.

**20%** 

For 20% of bus riders, cleanliness around the bus stop was a top three concern.

**43%** 

For 43% of rail riders, cleanliness inside the train was a top three concern.



## Customer Feedback

### We hear you.

Tues, Dec 8, 2022 at 4:38 pm

I haven't used Metro in a while, and the floor was dirty and wet like someone peed on the bus.

– Metro Customer Comment Form

## 2022-2023 Recent Metro Actions

### We're taking action.

**We're cleaning all rail lines and buses daily.**

Rail end-of-line cleaning and bus interior cleaning happens seven days a week.

**We're moving away from cloth to vinyl seats on buses and rail cars.**

As of September 2023, 100% of buses and rail cars have been updated

Thurs, Oct 27, 2022 at 6:40 pm

Hollywood and Vine station is one of the biggest tourist stops in the city and it's always embarrassingly dirty.

– Reader Comment, The Source

**We're cleaning our escalators and powerwashing more frequently at all rail stations.**

**We proactively report and respond to bus stop conditions.**

While majority of bus stops are not owned and maintained by Metro, we're working with local partners to better address bus stop conditions and cleanliness.





## 2023 Action Item Highlights



### 24/7 Monitoring and Evaluation Help Desk Coverage new

Increase staffing levels to assist in addressing the significant increase in maintenance requests coming from the *Transit Watch* App, Metro Ambassadors and other channels.



### Bus Stop Contact Information

Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.



### Metro Code of Conduct Campaign new

To address safety, cleanliness and comfort on-board Metro.



### 7th St/Metro Center Station Renovations

Conduct preliminary design to renovate 7th St/Metro Center Station to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including replacement of subway station flooring, wall surfaces, ceiling tiles, lighting and signage, benches and trash cans (and increase quantities where needed), and exploring a restroom pilot.

# Make it comfortable.



## More shade please!

Shade was the most requested feature riders want to see at bus stops.

Based on survey results from *The Bus Stops Here, Investing in Place, September 2022.*

This was a qualitative study not conducted by Metro.

The average ride on a Metro bus is less than five miles, but half the journey is waiting for the bus to arrive on time.

### Customer Feedback

We hear you.

We need better seats to wait for the bus as the metal is too hot to sit on if there is no bus shelter or tree to provide shade.

– *Bus rider, Investing In Place, The Bus Stops Here, September 2022*

Sat, Aug 13, 2022 at 5:35 pm

I am disabled and I asked the driver for a courtesy stop and he refused. Please talk to your drivers that we can ask for a courtesy stop, and to put down the lift so we can walk onto the bus because they are not pulling close to curb.

– *Metro Customer Comment Form*

### 2022-2023 Recent Metro Actions

We're taking action.

We created an online database to help cities prioritize amenities at high-need bus stops.

Under the Bus Stop Improvements Plan, the ArcGIS database was shared with the City of LA to assist them in prioritize high-need bus stops and expand the number of bus stops with shade, seating, lighting and other amenities. While we operate bus service, we're not owners of bus stops so we work with our partner cities to provide information and support.

We're looking into providing courtesy stops for several Metro bus routes.

Metro is developing standard operating procedures and training to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination before light and after dusk.





## Surprise and Delight

Implement programs that aim to surprise and delight customers and employees in fun and engaging ways, such as arts, music and giveaways.

### 2023 Action Item Highlights



## Escalator and Elevator Improvements

Improve elevator and escalator operations without significant down time.



## Bus Stop Improvements Plan

Partnering with local jurisdictions, Metro will provide technical and financial assistance for expanded amenities and shelters, moving forward on bus stop lighting installation, and identifying opportunities for partnerships that may enhance cleaning and/or bus stop activation.



## Camera Visibility and Lighting new

Metro will expand the ways it advertises the presence of cameras at stations and in vehicles. By encouraging a culture of good passenger behavior through subtle reinforcement, riders can be assured that Metro environments are being actively monitored, attended and observed by staff. (also related to [Make it safe](#))

# Make it reliable.



36% 

For 36% of bus riders, the **bus coming on time** was a top three concern.

29% 

For 29% of bus riders, the **bus coming frequently** was a top three concern.

21% 

For 21% of rail riders, the **train coming on time** was a top three concern.

## Customer Feedback

### We hear you.

Wed, Oct 26, 2022 at 7:07 pm

The bus keeps arriving several minutes earlier than before. The schedule has been unreliable with the bus immediately after it arriving late as well.

– Metro Customer Comment Form

## 2022-2023 Recent Metro Actions

### We're taking action.

**We're on track to implement 30 miles of bus lane by end of 2023.**

By working closely with local jurisdictions and stakeholders, we're accelerating bus lanes on Alvarado, Venice, La Brea, Florence and Sepulveda.

**Our buses have been running more frequently.**

Since December 2022, we have fully restored our NextGen bus service frequency improvements.

Fri, Oct 28, 2022 at 1:25 am

I am always appreciative of the driver who gets me where I need to go. I fully understand that it's not an easy job and most of them do a great job, but there are few who give bad impressions and take away from most drivers who do a great job.

– Metro Customer Comment Form

**We have a Bus Operator Task Force to continue to prioritize operator hiring and retention.**

The task force prioritizes fast-track hiring opportunities, mentorship, performance evaluation and milestone salary bonuses.

**We will be piloting bus headway/frequency management research.**

This research is underway for Line 16 and began in July 2023.



Fri, Oct 28, 2022 at 12:15 am

Thank you so much for the gift of a simple bus ride – I'm able to get a job, attend training, and take my son to daycare. I just lost my car, and without the pass I would have been lost.

– Reader Comment, *The Source*

## 2023 Action Item Highlights



### Rail Frequency Restoration

Restore rail frequency to pre-COVID service levels, including late night rail service.



### Light Rail Speed Improvements

After over a year of studying different available options, provide recommendations for the Board to approve light rail speed improvement projects.



### Bus Lane Acceleration

Accelerate the design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations.



### Invest in Bus Layover Facilities new

Examine and invest in bus layover facilities – this will improve reliability by putting buses back in service faster, as well as assist operators and customer health and happiness.



### NextGen Bus Plan Completion

After gradually restoring bus service following the service cuts brought on by the COVID pandemic, in December 2022 we restored bus service to pre-COVID levels. The restoration to full service levels included improved frequencies and routing as designed in our NextGen Bus Plan, adopted in 2018. We now operate a full seven million service hours annually.



In 2023, we were busy expanding our system to get you to more places that matter. We opened seven stations on the K Line and three Regional Connector stations on the A and E Lines.

# Make it easy.



For women bus riders, availability of accurate real-time information was a top frustration.

23%  

of bus and rail riders self-report that they do not speak English well.

42%  

of bus and rail riders speak Spanish at home.

## Customer Feedback

### We hear you.

Thurs, Oct 27, 2022 at 5:02 pm

We're very thankful to the services of Metro and all bus drivers. They are very nice and patient with the elderly and those who are in their wheelchair.

– Reader Comment, The Source

## 2022-2023 Recent Metro Actions

### We're taking action.

We launched a Customers With Disabilities Employee Education Training program with bus and rail operating divisions. We're looking to expand the training program to other frontline staff, including Metro Ambassadors, Transit Security Officers and Customer Care Agents.

We're looking into accessible navigation applications.

We're working with Waymaps to develop audio guidance for Union Station in 2024.

Fri, Oct 28, 2022 at 8:41 am

It's really frustrating to have to wait a long time for the bus, especially when the app can't be trusted either.

– Metro Customer Comment Form

We're improving our real-time service cancellations, delay advisories, and service alerts. We're pushing real-time GTFS to third-party trip planning apps, including Google Maps, Transit App, Moovit and others.

50 E-paper real-time information bus stop signs will be installed along Vermont Avenue.

As operational proof of concept, the signs will improve access to real-time information, particularly for riders without smartphones and those with visual or hearing impairments.





## 2023 Action Item Highlights



### Extended Customer Care and Social Media Response Hours new

Extend Customer Care and social media hours to cover entire service day on weekdays and weekends.



### Improve Spanish Language Communications new

Establish formal procedures and cross-functional group to improve Spanish-language marketing and communications.



### Station Wayfinding and Signage Updates new

Starting with 7th St/Metro Center Station, conduct walk-throughs of high-volume stations (eventually all stations) to assess existing wayfinding and identify gaps/issues.



### Simplify and Share Metro Contact Information new

Make it easy to know who to contact at Metro on the web, and on printed guides and on-board ads.



### Enhancements to GoPass and LIFE Programs new

Building on previous changes, enrollment improvements to the GoPass and LIFE programs, including a streamlined online application and improved marketing campaigns.



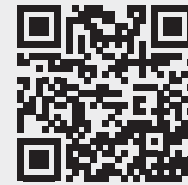
And we'll  
never stop.





We're committed to improving your experience.

We'll never stop the hard work it takes to make your ride safe, clean, comfortable, reliable and easy for all. ❤️



Connect with us.

Check out our website for more updates on how we're taking action.

## We have *a plan* for that.

The CX Plan is just one of Metro's plans demonstrating how we're working for you to build a world-class transportation system and deliver an exceptional trip experience.

READ MORE ABOUT THEM BELOW



### Metro's Vision 2028 Strategic Plan

Our agency-wide strategic plan created the foundation for transforming mobility in LA County through the year 2028.



### Program Management Plan

Our roadmap for managing and implementing the capital improvement portion of Measure M – delivering at least one major project per year until 2028.



### Moving Beyond Sustainability

Our comprehensive strategy to make Metro facilities greener, reduce air pollution and trash from construction and reduce smog and greenhouse gases across LA County.

# Appendix A

## 2023 Action Items Summary



***Customer Research  
and Insights***



***Physical/Capital  
Improvements***



***Operational/Policy  
Improvements***



***Communication, Education  
and Training Programs***

---

## Safe

## Clean

## Comfortable

## Reliable

## Easy

Integrated Public Safety  
Dashboard new

Safety for Operators

Annual Homeless Counts

Collaborative Metro Research  
and Data Group new

Customer Journey and  
Persona Analysis new

CX Key Performance  
Indicators Dashboard

Metro Website and Mobile  
Application  
Accessibility Review new

UX Testing Policy

Blue Light Boxes

Camera Visibility and  
Lighting new ●●

Security Monitoring Systems  
Installation new

Station/Stop Design and  
Safety Assessment new

7th St/Metro Center Station  
Renovations (*Aging Subway  
Station Renovations*)

Elevator Camera Evaluation

Temporary Exterior Train  
Wash new

Escalator and Elevator  
Improvements new

Bus Lane Acceleration

Camera Bus Lane  
Enforcement

Invest in Bus Layover  
Facilities new

Light Rail Speed  
Improvements

Bus Stop E-Paper Real-Time  
Information

Station Wayfinding and  
Signage Updates new

Friendly Intercom  
Announcements  
at Rail Stations and  
Bus Stops new

Funding for Homelessness  
Outreach on Transit

Increase Homeless Outreach  
& Access to Services

Metro Ambassadors Pilot  
Evaluation

*Transit Watch* App  
Enhancements

24/7 M&E Help Desk  
Coverage new

Adopt-A-Transit Stop/Station  
Program

Ancillary Station Area  
Cleaning new ●

Cleaning Surge Activities

Research  
Advanced Cleaning  
Technologies new

Test Deployment of  
Custodial Staff to Support  
High Incident Areas new

Bus Stop  
Improvements Plan

Analyze Operational Systems  
for Potential Risks new

Headway Management  
Research

Rail Frequency Restoration

Convert Cash-Paying  
Customers new

Enhancements to  
GoPass and LIFE Programs  
new

Evaluate Feasibility of  
Consolidating Metro Mobile  
Apps new

Extended Customer Care  
and Social Media Response  
Hours new

Improved Systemwide  
Accessibility

Integrated Ticketing with  
Entertainment Partners new

Standardize Frontline  
Employee Uniforms new

Update Temporary Signage  
Template new

Bystander Intervention  
Training new

Courtesy-Stop Program ●

Customer Service Best  
Practices Integration Across  
Frontline Metro Security  
Staff new

Metro Code of Conduct  
Campaign new ●●

Metro Employee Travel  
Partner Program new

Regular Internal Metro Safety  
Communications/Lunch &  
Learns new

Bus Stop  
Contact Information

Surprise and Delight

System Knowledge for New  
Employees new

Cross-Functional Spanish  
Language Group new

Simplify and Share Metro  
Contact Information new

**Stephanie Wiggins**  
*Metro Chief Executive Officer*

**Jennifer Vides**  
*Metro Chief Customer Experience Officer*

## **Metro Board of Directors 2023**

**Karen Bass, CHAIR**  
*Mayor*  
City of Los Angeles

**Janice Hahn, FIRST VICE CHAIR**  
*Los Angeles County Supervisor*  
Fourth Supervisorial District

**Fernando Dutra, SECOND VICE CHAIR**  
*Councilmember*  
City of Whittier

**Ara J. Najarian**  
*Councilmember*  
City of Glendale

**Hilda L. Solis**  
*Los Angeles County Supervisor*  
First Supervisorial District

**Holly J. Mitchell**  
*Los Angeles County Supervisor*  
Second Supervisorial District

**Jacquelyn Dupont-Walker**  
*Appointee*  
City of Los Angeles

**James Butts**  
*Mayor*  
City of Inglewood

**Kathryn Barger**  
*Los Angeles County Supervisor*  
Fifth Supervisorial District

**Katy Yaroslavsky**  
*City Councilwoman*  
Fifth Supervisorial District

**Lindsey Horvath**  
*Los Angeles County Supervisor*  
Third Supervisorial District

**Paul Krekorian**  
*Councilmember*  
City of Los Angeles

**Tim Sandoval**  
*Mayor*  
City of Pomona



**Metro**  
One Gateway Plaza  
Los Angeles, CA 90012-2952



# Appendix B

## Status of 2022 Action Items

Status of Action Items

STATUS 

Completed

In Progress

Canceled

Action Item	Description	Lead	2023 Status	2023 CX Plan	2022 Progress
Blue Light Boxes	Call Point Security Project - Prototype blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system	Chief Operations Office	<div></div>	Included	Begun activities with the contractor, Birdi Systems, to develop the blue light boxes design, construction work plan, and project timeframe. Anticipate the overall project timeframe will be approximately 24 months.
Bus Stop Lighting Installation	Work with other jurisdictions to install lighting at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Chief of Staff Office	<div></div>	Consolidated with Bus Stop Improvements Plan	See Bus Stop Improvements Plan
Bystander Intervention Training	Continue new bystander intervention training for customers and Metro employees.	Chief Safety Office	<div></div>	Not Included	Mandatory training for employees rolled out in December 2022.
Courtesy-Stop Program	Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.	Chief Operations Office	<div></div>	Included	Existing policy with bus operators to perform courtesy stops in the evening for women, children, and seniors traveling alone. Will continue working on information campaign for operators and public.
Funding for Homelessness Outreach on Transit	Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro's 2022 State legislative agenda.	Chief of Staff Office	<div></div>	Included	Postponed - waiting for greater buy-in and studying best practices in other cities.
Increase Homeless Outreach	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Chief Safety Office	<div></div>	Consolidated with Increase Homeless Outreach & Access to Services	Homeless outreach staff doubled in summer of 2023
Late Shift SSLE Deployment	Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.	Chief Safety Office	<div></div>	Not Included	Deployment is according to contract and recent negotiations provided more coverage in late night shifts.
Metro Ambassadors	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office	<div></div>	Not Included	Metro Ambassadors launched in October 2022.



Status of Action Items

STATUS 

Completed

In Progress

Canceled

Action Item	Description	Lead	2023 Status	2023 CX Plan	2022 Progress
Safety for Operators	SSLE team is working with OPS on enhanced safety features for Operators, including:  > UX Test and Train Improved Operator Incident Reporting System - LESR (OPS/SSLE) > Install Enhanced Bus Operator Shield (OPS) > Admin Employee Safety Reporting and Feedback (SSLE/CXO) > Implement Employee Self-Defense and Sexual Harassment Prevention Trainings and Program (CPO) (GAP) > Increase in Transit Security Officers to be deployed as bus riding teams reducing bus operator assaults	Chief Safety Office	<div></div>	Not Included	Received additional positions in FY24 that we're currently working on filling as well as any vacancies due to turnover. FY24 positions received for MTS: 40 TSOIIs, 4 TSOIs, 4 Sgts.
Security Officer Ecosystem Support	Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.	Chief Safety Office	<div></div>	Not Included	The pilot program concluded in early 2023 and has evolved into a new multi-layered deployment that launched in July. The lessons learned, successes, and data of the Respect the Ride pilot were applied to the new deployment.
SSLE Flexible Dispatch	Pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.	Chief Safety Office	<div></div>	Not Included	No longer pursued due to shifting priorities (e.g., Drug-Free Metro; Respect the Ride Campaign)
Transit Watch App Maintenance Coordination	Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the <i>Transit Watch</i> app and set goals for follow-up and response times.	Chief Operations Office	<div></div>	Consolidated with <i>Transit Watch App Enhancements</i>	Enhancements to Metro's handling of cleaning and maintenance complaints in the <i>Transit Watch</i> app system have been made; Metro will continue to identify improvement opportunities, particularly in the user interface of the application.
Transit Watch App Marketing	Continue to market the <i>Transit Watch</i> app to generate at least 5,000 monthly downloads 500 downloads per month, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.	Customer Experience Office	<div></div>	Consolidated with <i>Transit Watch App Enhancements</i>	<i>Transit Watch</i> paid media campaign generated 16M impressions and generated 4,795 app installs.
Adopt-A-Transit Stop Program	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office	<div></div>	Included	Feasibility of alternative under review by Department.

Status of Action Items

STATUS 

Completed

In Progress

Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
7th St/Metro Center Station Renovations (Aging Subway Station Renovations)	<p>Conduct preliminary design to renovate 7th St/Metro Center Station to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including:</p> <ul style="list-style-type: none"><li>&gt; Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time</li><li>&gt; Replacement of lighting, signage, and wayfinding design, including an evaluation of new signage needs to align to current standards and to address customer needs</li><li>&gt; Replacement of benches and trash cans and increase quantities where needed</li><li>&gt; Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible</li><li>&gt; Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep them cleaner</li><li>&gt; Repair and refurbishment of station artworks</li></ul>	Chief Planning & Development Office	<div></div>	Included	SWD Design led detailed interdepartmental walk-through surveys for DTLA subway stations and produced 5 illustrated detailed reports prioritizing needed updates to these stations. SWD begin in early fall FY23 with procurement of an architectural design firm to develop 30% designs for 7th/Metro Station, and also began serving as lead in the Planning Department's committee for Key Station Updates for the 2028 Olympic Games.
Bus Stop Contact Information	Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.	Customer Experience Office	<div></div>	Included	Currently weighing options to integrate the Bus Stop Contact Information as part of the e-paper bus stop pilot. Will determine implementation
Cleaning Surge - End of Line	As part of an overall Cleaning Surge, expand “end of line” train cleaning to all rail lines and add weekend coverage at Union Station and 7th/ Metro.	Chief Operations Office	<div></div>	Included	End-Of Line cleaning is done Monday through Friday on both subway and light rail lines. The FY24 budget includes hiring additional Service Attendants to conduct and expand this cleaning.
Cleaning Surge - Escalators	As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.	Chief Operations Office	<div></div>	Not Included	Enhanced escalator step cleaning occurs four times per year.
Cleaning Surge - Midday Bus Interior	As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Chief Operations Office	<div></div>	Included	<p>In FY23, Division 2 cleaning crew cleaned 14,896 buses at Terminal 28, 2,536 buses at Maple Lot, 1,658 buses at El Monte, and 1,895 buses at Washington/Fairfax.</p> <p>The bus terminal cleaning program continues a seven day per week operation, with cleaning at four bus terminals on a rotating basis. The cleaning team continues to focus on removing trash, wiping up spills, removing graffiti, and wiping down the interiors of the buses.</p>
Cleaning Surge - Trackway Trash	As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.	Chief Operations Office	<div></div>	Not Included	The Wayside Track Maintenance Department targets trackway clean up at seven priority B/D Line Stations twice a month and all other B/D Line Stations once per month, staff availability and track allocation permitting. In FY23, they performed almost 140 track way clean ups, a significant increase from previous years.

Status of Action Items

STATUS 

Completed

In Progress

Canceled

Action Item	Description	Lead	2023 Status	2023 CX Plan	2022 Progress
Elevator Camera Evaluation	Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.	Chief Operations Office	<div></div>	Included	Work on camera installations was delayed due to Regional Connector taking priority with no RFM resources available. However, the drawings for Westlake MacArthur Park have been completed, wall coring is partially completed and RFM has begun procuring and staging materials and tools to begin the conduit installation for the camera wiring.
Employee Cleaning Days	Consider designating occasional days when employees who ride Metro could consider volunteering to pick up garbage they see during their ride. Metro could provide PPE, garbage bags with a Metro logo, and gloves. This would be a great way for employees at all levels to pitch in to keep Metro clean, compliment Metro Marketing’s We’re Here for You campaign, and show customers that we care (subject to discussion with Metro labor representatives).	Chief People Office	<div></div>	Not Included	This action item will no longer be pursued.
LACC Trash Pickups	Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.	Chief of Staff Office	<div></div>	Not Included	See <a href="#">Bus Stop Improvements Plan</a>
Neighboring Trash Clean-Ups	Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.	Chief Planning & Development Office	<div></div>	Not Included	Other – this was deferred to Facilities Maintenance and System Security Law Enforcement. Real Estate coordinates with appropriate Metro departments.
Station "Cleaned By" Form	Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.	Chief Operations Office	<div></div>	Not Included	This action item will no longer be pursued.
Station Evaluation Mobile System	Deploy company cellphones in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation’s pilot Station Evaluation program.	Chief Operations Office	<div></div>	Not Included	Production of Location Management System was operational and functional as of FY23 Q2 - staff are able to use their company cell phones to generate, modify, or complete LMS work orders.
Station Restroom Replacement Roadmap	Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.	Chief Planning & Development Office	<div></div>	Consolidated with <a href="#">Aging Station Renovation</a>	Issuance of Task Order delayed in Procurement for 7th/Metro Station updates, which include feasibility study and design for public restrooms.
Vinyl Seat Replacement	Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.	Chief Operations Office	<div></div>	Not Included	On bus: Vinyl Seats were installed on 1,870 buses which is 100% of the Operating Bus Fleet. On rail: 100% Complete for P2550 fleet, 85% Complete for P2000 fleet, 94% Complete for A650 fleet, 85.5% Complete for P3010 fleet. For P2000 and A650 fleets: Vinyl seats replacement will be done once the cars return from the vendors.
Annual Homeless Counts	Homeless counts - Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	Chief of Staff Office	<div></div>	Not Included	Annual homeless counts on transit are conducted as part of Los Angeles' Homeless Service Authority's (LAHSA) annual work. Metro's Homeless Initiatives team works with LAHSA on this work.

Status of Action Items

STATUS 

Completed




In Progress

Canceled

Action Item	Description	Lead	2023 Status	2023 CX Plan	2022 Progress
Bus Stop Sketch Plan	<p>Work with an interdepartmental Metro action team to launch the “Shade for All Campaign” (now referred to as the Bus Stops Vision Plan):</p> <p>Work on the creation of a Bus Stop Sketch Plan to understand the following:</p> <ul style="list-style-type: none"><li>&gt; Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements.</li><li>&gt; Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts.</li><li>&gt; Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors.</li><li>&gt; Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities.</li><li>&gt; Working with cities to jointly pursue funds for sidewalk repair and accessibility.</li><li>&gt; Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning.</li><li>&gt; Testing of bench designs that incorporate shade.</li></ul>	Chief of Staff Office	<div></div>	Consolidated with Bus Stop Improvements Plan	<p>Board received and filed on June 2023 the Bus Stop Improvement Plan (BSIP) Update. There are four parts to the BSIP: development and execution of Bus Stop Summit, Development and Execution of Bus Stop Portal, conduct of Local Return Audit, and development of funding strategy to allow cities and jurisdictions to develop bus stop improvement capital and operations and maintenance.</p> <p>Lighting: Continue to coordinate with Metro Planning in the development of MOU to initiate the bus stop lighting program. Collaborating with City of LA Bureau of Street Lighting and Bureau of Engineering on specific action items related to lights and other safety related bus stop issues. New bus stop lighting capital project in Metro FY24 budget approved by the Board.</p>
Daily Elevator Maintenance Alerts	Program real-time alerts that indicate the location of elevator or escalator breakdowns.	Customer Experience Office	<div></div>	Consolidated with Elevator/Escalator Improvements	Creating a chart on transit alternatives when elevators are out of service. Pulling together information on transit alternatives to stations without elevators. Created a template for sharing elevators out of service for maintenance each day.
Shade for All Campaign - Countywide Bus Stop Data	Collect countywide data on bus stop conditions to guide a multi-phase comprehensive “Shade For All” campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.	Chief of Staff Office	<div></div>	Consolidated with Bus Stop Improvements Plan	An integrated ArcGIS database was created and shared with the City of LA to prioritize high-need bus stops.
Surprise and Delight	Surprise and delight customers through implementation of Board Motion 45.1 to “Uplift the Human Spirit Through Metro Art.”	Customer Experience Office	<div></div>	Included	Metro Art surprise and delight initiatives have included a new rider portrait series by local artists, Metro Art Buses, partnerships with community-based arts and cultural organizations, curated cultural programming and poster giveaways.
Bus Lane Acceleration	Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.	Chief Operations Office	<div></div>	Included	On track to complete at least 30 bus lane miles by FY23 Q4 (Alvarado, Venice, La Brea, Florence, Sepulveda). Venice bus lanes were installed in June 2023. La Brea (north) bus lanes were installed in July 2023. Florence bus lane design is expected to begin in the fall of 2023.

Status of Action Items

STATUS  Completed  In Progress  Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Bus Operator Task Force	"Metro's Bus Operator Task Force to develop options and recommendations for ways to meet the 1% canceled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include:  > Fast track hiring for licensed commercial drivers and former and current transit agency bus operators, and flexibility to hire them directly into full time positions > Bus operator applicants being able to shadow a bus operator for a day to see what the job entails > Continuous mentorship of bus operators for the first year, beyond the current three-week period, to improve retention > Possible milestone bonuses to boost retention (e.g. after two years of service) > Reevaluation of shift bidding and work rules to provide as much latitude as possible to more finely tailor extra board assignments to days and locations where the need is expected to be greatest based on historical patterns. The goal is to provide as much flexibility as possible to fill potential Missed Assignments on short notice when needed to avoid a missed run > Evaluation of improvements in working conditions to give bus operators the support they need for work/life balance > Evaluation of pooling some extra boards across divisions (which may require cross-training on different bus equipment and different routes), borrowing from rail extra boards or operations supervisors who have recent bus operating experience, or allowing part-time operators to cover assignments on short notice when there are no other options to avoid a canceled assignment > Considering use of technology to give division markup staff more tools to fill assignments at the last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered	Chief Operations Office		Not Included	We have been hiring FT bus Operators since January 2023. OPS is continuing to explore ways to improve retention, reduce call backs and retain low cancellation rates.
CAL-ITP GTFS MOU	Finalize a Memorandum of Understanding (MOU) with Caltrans' California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.	Chief Operations Office		Not Included	Agreement signed in February 2022.
Camera Bus Lane Enforcement	Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.	Chief Operations Office		Included	Metro issued the RFP in FY23 and remains in procurement black out; expected to present contract award recommendation to the Board in October 2023 cycle.

Status of Action Items

STATUS 

Completed

In Progress

Canceled

Action Item	Description	Lead	2023 Status	2023 CX Plan	2022 Progress
Digital Rider Alert System	Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.	Customer Experience Office	<div></div>	Consolidated with Metro Mobile Applications Enhancements	Digital Rider Alert System is now coupled with updating CRM systems and consolidated mobile app, ensuring the back-end technology is coordinated will lead to improved CX and communications.
FEMA Emergency Messaging	Set up an emergency messaging system in partnership with FEMA for emergency situations.	Customer Experience Office	<div></div>	Consolidated with Metro Mobile Applications Enhancements	As part of the mutual aid process LA County Office of Emergency Management will include transit specific messaging into any applicable Wireless Emergency Alerts (WEA). Due to the WEA character limit, Metro would likely to limited to a few words in WEA messages that are 360 characters. Metro also has the capability to send text notifications to all Transit Watch App users. Users who have registered through the app in addition to users who have ever messaged the app are able to be notified through a direct text message.
Headway Management Research	Metro Operations to engage a research center or consultant to conduct best practices research on headway management, and consider pilot testing headway management along Tier I service in 2022.	Chief Operations Office	<div></div>	Included	Pilot was launched 7/10/23 (revised from 6/25/23 to allow for TSO shake up to be completed).
Light Rail Speed Improvements	Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.	Chief Operations Office	<div></div>	Included	SECOtrans has been performing analysis of rail gates on the A and E lines in the cities of Los Angeles and Santa Monica. Additional model runs and optimizations are still being performed.
New Line Communication Testing	User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.	Customer Experience Office	<div></div>	Not Included	Conducted message testing on communications regarding the K Line and Regional Connector openings to resolve customer confusion.
NextGen Equity Focus Communities Impact	Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.	Chief Operations Office	<div></div>	Not Included	Assessment presented to Board Committee in November 2022.
NextGen Service Restoration	Restore NextGen Scenario A/B (7.1m rsh) bus frequency improvements.	Chief Operations Office	<div></div>	Not Included	Final service restoration was completed in December 2022.
Temporary Service Reduction Updates	Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.	Chief Operations Office	<div></div>	Not Included	Ongoing reduction updates were presented to the Board Committee monthly; discontinued upon restoration of service.
Accessible Navigation Apps	Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.	Chief of Staff Office	<div></div>	Included	Waymaps demonstration at Union Station using test routes. After, will rollout the pilot in downtown stations (B/D, Regional Connector stations).  Working through measures of success (star rating) applied to the demonstration and pilot to gather cost estimate and secure funding next FY.



Status of Action Items

STATUS 

● Completed









◐ In Progress

⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Annual CAPE Integration	OMB to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all Customer Experience Plan recommendations into the respective FY Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.	Chief Strategic Financial Management Office	⊘	Not Included	This action item will no longer be pursued as the CAPE system is no longer being used by Metro.
Annual CX Survey	Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.	Customer Experience Office	●	Not Included	2022 CX Survey completed in Spring 2022.
Budgeting CX Action Items	Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.	Chief Strategic Financial Management Office	●	Not Included	In FY23, CX Action Items were prioritized in the adopted budget and will continue to be prioritized in the future.
Bus Stop E-Paper Real-Time Information	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Chief Operations Office	◐	Included	Contract has been executed. 1st article assembly and acceptance is under way. There are 50 bus stop ePaper signs (25 in each direction) that will be installed on Vermont for this operational proof of concept. Full installation is still expected within FY23.
Customer Journey Mapping	Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.	Customer Experience Office	◐	Included	Procurement delays have caused this task order to not be released in June; aiming for July release date with project conclusion by early 2024.
CX Action Item Grants	Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.	Chief Planning & Development Office	●	Not Included	<p>Team submitted TIRCP Cycle 6 applications and received awards from 3 categories of the TIRCP Cycle 6 funds:</p> <ul style="list-style-type: none"><li>&gt; \$600M for East San Fernando Valley Light Rail Transit Project Phase 1- Existing Projects category</li><li>&gt; \$95M for LA Metro Capital, Operational, Rehabilitation, and Expansion (CORE) Capacity and System Integration- New Projects category</li><li>&gt; \$35M for Eastside Transit Corridor Phase 2- Major Projects Development Reserve category</li></ul> <p>The Federal Railroad Administration fully funded our grant request of \$38.3 M for the Doran Street Grade Separation Project from the Railroad Crossing Elimination Program.</p> <p>We have submitted 10 projects for SB1 Cycle 3 state discretionary and formula grants requesting \$367.3M in total. We were awarded \$127.9M of SB1 Competitive Grants funding for 5 projects and an additional \$77.4M has been programmed for 2 projects submitted for Local Partnership Program Formula portion.</p> <p>The team has applied for CalSTA's High-Priority Grade Crossing Improvement and Separation Program requesting \$113.3M that included \$38.3 M for the Doran Street Grade Separation Project (Phase A) with the balance of the request for the Brighton to Roxford Double Track Project. Of the requested amount, Metro received \$46.5M.</p>

Status of Action Items

STATUS  Completed  In Progress  Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
CX KPI Dashboard	Develop a comprehensive CX KPI dashboard.	Customer Experience Office		Included	Carrying over into FY24; waiting on finalization of CX KPIs before starting up work on an internal and external dashboard.
Desired Beliefs and Behaviors Recruitment	Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors	Chief People Office			HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Desired Beliefs and Behaviors Training Videos	Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.	Chief People Office			HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Expanded Mystery Shopping	Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.	Customer Experience Office		Consolidated with Collaborative Metro Research and Data Group	Metro staff will conduct mystery shopping as needed; in FY23, staff mystery shopped during several of the service changes (also referred to ask shake-ups) to identify improvement opportunities.
GTFS Pathways	Test publishing GTFS “pathways” data on station entrance accessibility for people with disabilities.	Chief Operations Office		Consolidated with Accessible Navigation Applications	See <a href="#">Accessible Navigation Applications</a> .
Incorporate CX into IPP	Add Customer Experience to Metro Employee's internal performance plans (IPPs) to elevate the importance of putting customers first for all employees.	Chief People Office		Not Included	Employee performance plans include a category of “Improving the Customer Experience” as of FY23.
Metro Employee Survey	Plan for next employee survey in FY24 to gauge progress towards developing a customer-first culture, and to assess internal customer service employees receive from other departments.	Chief People Office		Included	Metro staff have met to discuss the goals, outcomes, and drafted questions for the next employee survey to be launched in FY24.
Metro Recognition Programs	Modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.	Chief People Office		Not Included	<p>Both Celebrating Excellence Awards and Transit Operator Appreciation Day were completed this year and plans are to continue annually. Employee Engagement RFP is near on schedule, near completion; a vendor has been selected and we expect the software to be implemented in Fall 2024.</p> <p>FY23 was a successful year for recognition programs at LA Metro. We celebrated the 8th annual Celebrating Excellence awards and 2nd annual Transit Operator Appreciation Day festivities. Both were well received by the workforce, and we look forward to hosting these events in future years.</p> <p>Additionally, Employee Engagement took proactive steps in launching a request for proposals for recognition and engagement software. We awarded the contract at the end of FY23 but are implementing the software in FY24. The software will allow peer-to-peer recognition, a social wall, and other capabilities to promote a culture of teamwork, appreciation, and excellence.</p>

Status of Action Items

STATUS 

● Completed

◐ In Progress

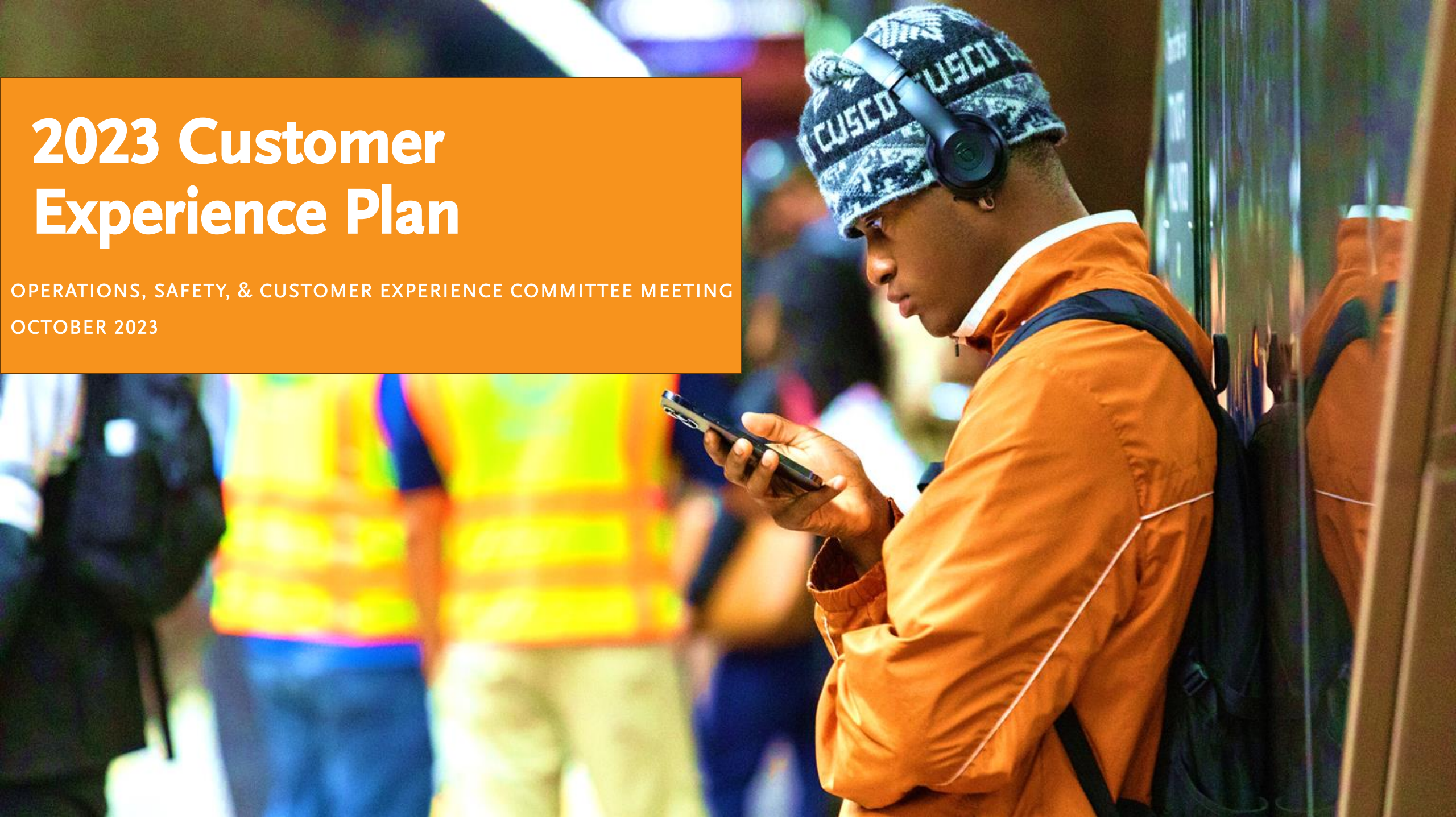
⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Metro Research Practice Policy	Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.	Customer Experience Office	◐	Consolidated with Collaborative Metro Research and Data Group	Metro staff are working internally to collaborate on survey methodology and result sharing in FY24
Metro Customer-Centric Culture Staff Training	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Chief People Office	◐	Not Included	Developing and updating Customer Experience training for frontline staff, starting with the Customer Care call agents; this training builds upon the Customer Experience training developed for the Metro Ambassadors.
People with Disabilities Employee Education	Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.	Chief of Staff Office	●	Not Included	Disabilities awareness and sensitivity training videos were created and viewed by bus and rail operators.  Continuing to roll out to other customer-facing roles (e.g., Customer Care)
Real-Time Failure Point Monitoring	Develop a comprehensive set of metrics for monitoring real time information points of failure (including hardware, software, communication, and operating procedure issues), a plan for monitoring the metrics, and a procedure for escalating issues that cannot be quickly solved by the team members.	Chief Operations Office	●	Not Included	Metrics implemented in June 2022.
Real-Time GTFS	Use Metro’s new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Chief Operations Office	●	Not Included	Real-time cancellations in GTFS were implemented by the bus operations center in November 2022.
Tactile Pavement Markers at Bus Stops	In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.	Chief of Staff Office	◐	Included	Roll out in Downtown LA; will identify bus stops nearby stations to coordinate with Waymaps. Need City of LA MOUs and cooperation.
Tactile Guidance Paths at Rail Stations	Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.	Chief of Staff Office	●	Not Included	Completed installation in two A Line stations, two E Line Stations, three new Regional Connector Stations, and seven new K Line stations.  Pending funding and cost estimates, will be looking to update some K Line stations to fix visibility and prioritize downtown B and D Lines (align with wayfinding upgrades; align with Olympic stations?). Potential funding from Systemwide Design.
UX Testing Policy	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office	◐	Included	Team is working on an implementation plan to present to CXO.



# 2023 Customer Experience Plan

OPERATIONS, SAFETY, & CUSTOMER EXPERIENCE COMMITTEE MEETING  
OCTOBER 2023



# Customer Experience (CX) Plan Background

An Annual Customer Experience (CX) Plan is required by Board Motion 38.1 (2018).

## CX History

- April 2020 – CX Team under OCEO established
- December 2020 – First CX Plan
- April 2022 – Second CX Plan
- July 2022 – CX Department established
- **September 2023 – Third CX Plan**





# 2023 CX Plan Overview

## Our Customer Promise

We want to be your ride and we know we need to earn it. We promise to listen to you, learn from you, and improve for you.



## We need to *make it...*



Safe

provide customers with secure, safe, and uneventful trips.



Clean

maintain a clean environment for customers.



Comfortable

enhance customer enjoyment of riding the system.



Reliable

get customers where they want to go quickly and reliably.



Easy

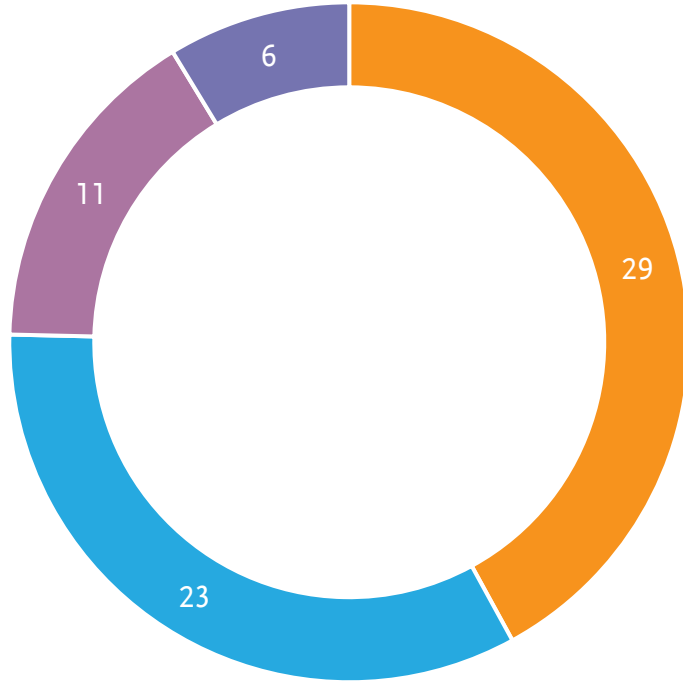
provide customers with simple, accurate, and timely information.



# 2022 CX Action Item Progress

## 2022 CX Action Item

Completed In Progress Behind Schedule/Revised Removed



While we do our best to be inclusive to identify actions we can take to address customer needs, often new issues and/or ideas come along throughout the year that we choose to implement in addition to the documented CX Action Items.

That was particularly true in 2022/2023 regarding enhanced safety efforts:

- Westlake/MacArthur Park Station Safety and CX Improvements
- Drug-Free Metro Campaign
- Study of in-house transit public safety department
- Enhanced strategic deployment of security and law enforcement resources
- Use of community intervention specialists alongside street teams to support the Transit Ambassador program

# CX Accomplishments Since 2020

Over 120 CX Action Items have been monitored, with over 50 CX Action Items being completed in the last three year.

Many of these action items focused on recovering and improving through COVID as well as establishing internal practices that put customers first.

- **2020/2021 CX Plan** – 69 CX Action Items published; 36 completed
- **2022 CX Plan** – 55 CX Action Items published + 14 added/continued to track; 29 completed

## Successes:










- **Safe**
  - Multi-layered approach to safety
  - Call Point Security Box prototyping and installation
  - Transit Watch App marketing
  - Operator Safety Task Force
  - Launched Transit Ambassador Pilot Program.
- **Clean**
  - 10 auto-scrubbers assigned to hotspot stations
  - Vinyl seat transition
- **Comfortable**
  - Better Bus Program initiatives
  - Solar-powered bus stop light test
- **Easy**
  - Real-time service cancellation alerts
  - LIFE program enhancements
  - Tactile guidance paths at new rail stations
- **Reliable**
  - Restored bus service to pre-COVID levels
  - Bus Operator Hiring task force

# 2023 CX Plan – CX Action Items

There are **56** CX Action Items presented in the Plan selected to address and improve areas of customer frustration.

Twenty-four (24) of these Action Items are carried over from the 2022 CX Plan, while the other 32 are new initiatives.

## 2023 Action Items Summary

	 Safe	 Clean	 Comfortable	 Reliable	 Easy
2023 Action Items	17 Action Items	10 Action Items	5 Action Items	7 Action Items	17 Action Items
8  Customer Research and Insights	2		1		5
14  Physical/Capital Improvements	4	3	1	4	2
23  Operational/Policy Improvements	5	6	1	3	8
11  Communication, Education and Training Programs	6	1	2		2

# Looking Ahead

## We're Listening & Learning

- Implement quarterly CX Rider Surveys
- Develop regular internal reporting of social media and customer feedback

## We're Improving

- Advance CX Action Items
- Monitor listening channels to adjust or add action items, as needed
- Develop CX Hub website







# Thank You!

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



## Board Report

File #: 2023-0433, File Type: Program

Agenda Number: 41.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: METRO TRANSIT AMBASSADOR PILOT PROGRAM EVALUATION**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATIONS**

CONSIDER:

- A. RECEIVING AND FILING the Evaluation of the Pilot Transit Ambassador Program; and
- B. AUTHORIZING the Chief Executive Officer (CEO) to establish a permanent Transit Ambassador Program and transition the program in-house ~~over the next 12 months~~.

#### **SANDOVAL AND DUTRA AMENDMENT:**

- C. REPORTING BACK at the April 2024 Board Meeting with a progress report on the transition of the Program, including (i) cost estimates of the in-house program as part of the Metro Fiscal Year 2024-2025 Budget, (ii) potential changes in program operations, and (iii) cost to provide an enhanced Ambassador program with coverage across the entire Metro transit system.

#### **ISSUE**

In September 2022, Metro initiated a pilot Transit Ambassador Program that introduced a public safety element of uniformed, unarmed visible presence while providing care-based, in-person assistance to riders, with the primary objective of enhancing the overall customer experience. Throughout the initial year of the pilot, the Ambassadors have proven to be an integral part of Metro's broader public safety network, collaborating with Metro's system security, law enforcement, crisis response, and homeless outreach teams. This report provides a comprehensive overview of the program's impact, including highlights of the positive effects the Ambassadors have had on the transit rider community, as well as lessons learned for improvement. The program has proven its effectiveness in achieving its objectives, supporting the recommendation to transition the outsourced Pilot Transit Ambassador Program to a permanent, in-house program.

#### **BACKGROUND**



After the George Floyd protests in 2020, a national conversation ignited regarding the state of public safety and law enforcement in the United States. Advocates from community organizations, especially those representing communities of color, contended that excessive policing led to unequal treatment and too many instances of unnecessary violence. At its June 2020 meeting, the Board approved Motion 37 by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis (Attachment A), directing the CEO to reimagine Metro's public safety programs and initiatives by focusing on opportunities for enhancing the agency's policing practices and expanding the range of available public safety measures to address a wider array of issues, including standing up a Transit Ambassador program.

In 2021, Metro staff developed the framework for a pilot Transit Ambassador Program. Staff collected direct feedback from internal and external stakeholder working groups, incorporated the priorities of the Metro Public Safety Advisory Committee (PSAC), solicited direct customer and employee feedback, and reviewed elements of other transit agency ambassador programs. At its February 2022 meeting, the Board received the reimagined public safety framework, which included the Transit Ambassador program to be deployed through an outsourced model for the pilot period and transition to in-house if the program becomes permanent. Following a competitive procurement process, at its June 2022 meeting, the Board authorized the CEO to execute contracts with Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a Pilot Transit Ambassador Program for a three-year base period for \$71,279,189, with two, one-year options for \$51,569,235 for a total not to exceed amount of \$122,848,424. Staff committed to evaluating the pilot program utilizing real-time data and customer feedback and return to the Board with a recommendation regarding the program's continuation.

### Ambassador Program Objectives

The program is designed with the following objectives:

- **Improve perceptions of safety** by providing a visible presence on the system to enhance riders' sense of personal safety and security. For issues that require special intervention, Ambassadors alert the elements of our public safety ecosystem:
  - Law enforcement regarding incidents of crime;
  - Metro transit security officers for code of conduct compliance;
  - Homeless outreach teams and crisis intervention teams who provide care-first support for vulnerable riders; andCleanliness and elevator/escalator maintenance issues that, if not promptly addressed, make stations, trains, and buses feel less safe.
- **Improve customer experience** by helping riders more confidently navigate the system, anticipate their needs, and proactively engage and connect with customers, and connect vulnerable riders to resources.

### Program Launch

In September 2022, the Ambassadors hired by Strive Well-Being and RMI began their comprehensive training. The following month, Metro soft-launched the Transit Ambassador Pilot Program alongside the debut of the K-Line. This new rail line, situated entirely within equity-focused communities, presented an ideal opportunity for testing alternative approaches to traditional policing. Metro initially deployed 54 Ambassadors on the K-line and Union Station. As more Ambassadors were hired, their deployment expanded across the system based on quantitative and qualitative data. The program was formally launched in March 2023 once the system-wide goal of 300 trained Ambassadors was met.

Today, Ambassadors are deployed on the Metro system from 6 a.m. to 10 p.m. Monday through Friday, from 8 a.m. to 8 p.m. on weekends, and during extended hours as needed to support special events. They wear brightly colored uniforms so riders can easily identify them, and they are equipped with cell phones and tablets utilized to report safety, maintenance, and cleanliness issues via the Transit Watch app, or to contact appropriate Metro staff for issues that need immediate attention.

### Ambassador Background and Training

Metro Ambassadors are diverse, and multilingual, and live in the communities Metro serves. In fact, 44% of Ambassadors speak one of sixteen languages other than English, including Spanish, American Sign Language, Chinese, French, Tagalog and more. All have either lived or professional experiences that increase their ability to perform their job with empathy, respect, and skill.

To ensure Ambassadors are prepared for this role, they are required to complete a comprehensive 80-hour pre-deployment training curriculum that includes cultural and situational awareness, implicit bias, disability awareness, public safety awareness, emergency preparedness, CPR, customer service, trauma-informed response, and conflict de-escalation. Ambassadors are also educated on transit operations and trained to seek the appropriate response from maintenance, transit security, law enforcement, and/or homeless outreach services. The training curriculum was developed by staff from various Metro departments with input from external partners, such as Metro's homeless outreach provider PATH and Metro's law enforcement partners. At the request of the Board, the training was extended in March 2023 to include NARCAN.

## **DISCUSSION**

Ambassadors quickly became a critical component of Metro's multi-layered approach to improving public safety in keeping with the agency's Board-adopted Public Safety Mission and Values (Attachment B). Metro deploys an average of 236 Ambassadors daily to locations where customer safety concerns have been the greatest. Eighty-one percent of the Ambassadors are deployed to rail lines and stations, and 19% are deployed on bus lines (Lines 20, 40, 210, 720 and the J Line).

In response to ongoing concerns regarding passenger safety, both at station platforms and aboard

---

trains and buses, Ambassadors are deployed as dedicated riding teams, each assigned to specific rail or bus lines. In addition, certain Ambassadors operate in mobile/roving teams, riding buses and trains, alighting at stations, and promptly reporting incidents transpiring on platforms and mezzanine areas before reboarding for the next station. They are also deployed to fixed posts as needed for special events or initiatives. As the pilot program evolved, time and accumulated experience revealed that they are an invaluable resource for public safety and security, as evidenced through serving as eyes and ears on the system, the administration of lifesaving actions (CPR and Narcan doses), and the numerous testimonials from satisfied customers.

### Year in Review

Ambassadors reported 502,656 interactions with riders (interactions are defined as engagement with riders - that is beyond a simple greeting, such as help with wayfinding). This increased Metro's face-to-face customer service interactions by 256%, when compared to 174,751 visits to the Metro Customer Service Centers during the same period. These interactions convey to customers that assistance is readily available for any needs they may have, thereby helping alleviate potential anxieties or concerns they might have about riding the system.

In the first year of service, the pilot Transit Ambassador Program has seen significant achievements and successful outcomes. This innovative program exceeded its established objectives, demonstrating its capacity to positively impact public safety and enhance the experience of our Metro riders and employees. The findings within this report underscore the significance of this initiative and the potential for its continued success in creating a safer and more welcoming transit environment for all.

### Pilot Period Evaluation

Metro launched the evaluation of the pilot Transit Ambassador Program following its first year, driven by the program's success and the favorable results it achieved. The program evaluation includes the review and analysis of customer feedback provided via social media, calls and emails to the Metro Call Center, the examination of the Ambassadors' reported activity during the program's initial year of implementation and an Ambassador Evaluation Survey to supplement the customer feedback (Attachment C).

### Overall Assessment

The data collected and customer responses validate that the Ambassador program is meeting its intended objectives to improve the customer experience and improve safety and perceptions of safety, including helping to facilitate improved maintenance and cleanliness on the system. The bottom line: 61% of customers surveyed who have seen Ambassadors want to see more of them on the system, and 54% stated that Ambassadors make them want to ride Metro more. The details of the findings are outlined below.

### Improving Perceptions of Safety

The Ambassadors have served as effective eyes and ears on the system, providing system safety and law enforcement information they can use to more quickly respond to safety issues on the system. Since the inception of their deployment in October 2022 through September 2023,

Ambassadors have reported 1,994 safety-related incidents through the Transit Watch App (Attachment D) and made 665 phone calls to 911 or Metro's Security Operations Center. They have also saved lives through CPR, suicide prevention, and the administration of NARCAN. In fact, the successful use of NARCAN by Ambassadors has saved 52 riders since they began carrying it in mid-April 2023, an average of three lives saved each week in just the last six months.

### **Visible presence makes a difference**

The visible presence of Metro Ambassadors contributes to the perceptions of safety, with the overwhelming number (97%) of survey respondents who reported having seen Ambassadors stating that Ambassadors are easy to see and 63% stating that seeing them made them feel safer. Of those who reported seeing an Ambassador, 40% had asked them for help, and among those who had asked for help, 96% found them to be helpful.

It appears that the interactions are important because the customers with more interactions with the Ambassadors were more likely to be satisfied with feeling safe from crime on the Metro system. The survey found that 43% of those who stated they have asked Ambassadors for help are satisfied with safety from crime, compared to 33% of those who have not seen Ambassadors.

Ultimately, 63% of those surveyed indicate that seeing an Ambassador makes them feel safer. That number increases to 66% among women and among people earning less than \$25K a year, 68% among people Hispanic/Latinos and people under the age of 18 and 70% among Asian/Pacific Islanders.

Qualitative reports from riders indicate that Ambassadors have responded quickly when customers had an immediate safety need, aided in identifying and even apprehending aggressors, deterred the use of illegal drugs aboard the system, and helped riders in physical distress. Below is a compilation of customer comments that highlight how Ambassadors have enhanced safety on the transit system:

- *"Today, March 12, 2023, Mr. Sanchez a Metro Ambassador helped me very much. I just got off the bus, 210, at Crenshaw and 42nd. I was waiting the bus 105 to La Brea and Obama. A "homeless" came up to me. He was deranged! He was cussing and threatening me. I am disable. Mr. Sanchez knew exactly what to do. He first introduced from Metro. He engaged in light conversation until the "deranged" man had passed. Mr. Sanchez waiting with me until my bus arrived! Thank you for Ambassador Mr. Sanchez and for all the good people who work at Metro!!" Customer comment, March 12, 2023*
- *"As a lone female rider on public transport, I just wanted to say how much I appreciate the metro ambassadors' program. It makes a huge difference to my experience/sense of personal safety, and it'll really help ridership! Thank you! Please let me know if there is any way I can support the program!" Customer comment, May 29, 2023*

- *“Having metro ambassadors on the buses and train and at bus stops, makes me feel a bit safer. Though they aren’t security, they are there to enforce metro rules, so I know if anyone near me is being weird I just stand or sit near them and carry on waiting.” Customer comment, July 28, 2023*

Riders’ perceptions of safety and enjoyment of their riding experience are significantly influenced by the physical conditions of the Metro system. Therefore, a significant scope of the Ambassadors’ role is to facilitate timely resolution of cleanliness and maintenance issues. From the inception of their deployment in October 2022 through September 2023, Ambassadors doubled the total number of incidences and issues that were reported, including:

- 9,404 cleanliness and maintenance issues (an additional 8,141 issues reported directly from riders)
- 2,809 graffiti sightings (an additional 1,416 sightings were reported by riders); and
- 2,671 escalator and elevator problems (an additional 1,884 were reported by riders)

The Survey found that more than half of customers who have seen the Ambassadors noted that their riding experience has improved over the last year. When asked what has contributed to that improvement, 17% of those who said it had improved cited improved safety and 16% cited improved cleanliness. “I think the new Metro Ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains,” said one survey respondent.

### *Ambassadors are Saving Lives*

The opioid crisis has cast a deadly shadow over the nation, significantly impacting the communities Metro serves and, consequently, the transit system. As the crisis continues to unfold, individuals in need of urgent medical attention due to overdoses aboard Metro’s trains and buses. In this challenging context, ambassadors have emerged as unsung heroes.

Since the Program’s launch, Ambassadors have provided lifesaving treatment on more than 70 occasions. During the first week of their deployment alone, the Metro Ambassadors saved three lives by using CPR and/or calling in emergency help, and throughout the first year, Ambassadors have saved 20 lives using CPR, suicide prevention, and other interventions, demonstrating the critical impact that a robust, effectively trained team focused on safety and the customer experience can have on the system.

That number increased significantly in April 2023 after Ambassadors were equipped with and trained, at the request of the Board, to administer the life-saving opioid overdose reversal medication NARCAN. Ambassadors have played a crucial role in responding swiftly to overdose incidents on transit and in the stations. Over the past six months, Ambassadors have administered Narcan on 52 separate incidents, thereby providing lifesaving treatment to individuals who were overdosing, considerably augmenting the same intervention by transit security officers who administered Narcan during 33 incidents during the same period.

Improving the Customer Experience*Flexible Deployment Improves Service*

Metro staff knew that deployment would be key to the success of the Ambassador program. Ambassadors need to be deployed where and when customers felt less safe or would need the most help navigating the system. Staff knew from customer comments that customers feel less safe while waiting on station platforms and aboard trains and buses - both are times when riders feel it would be more difficult to escape an uncomfortable situation. Therefore, most of the Ambassadors are deployed as riding and roving teams where they ride a specific rail or bus line and help customers onboard vehicles, exit at each station or stop, and report any incidents at station platforms and mezzanine areas, then re-board the train to the next station. This deployment has helped to improve the customer experience.

The Pilot Transit Ambassador Program has proven to be valuable for its adaptability and capacity for real-time response. One of the program's notable features is the ability to swiftly address issues as they arise, offering a flexible and dynamic approach to ensuring the safety and convenience of our riders. This real-time responsiveness has allowed Metro to effectively manage unexpected challenges, such as unexpected service disruptions, with rapid redeployment of resources.

Furthermore, the program's flexibility has been instrumental in supporting large, planned events, where the demand for coverage surges. By strategically deploying Ambassadors during these high-ridership occasions, Metro has ensured the smooth flow of operations and an enhanced experience for the thousands of riders who may be new to our services during such events. This dual capacity for addressing immediate needs and scaling up for special events has made the Pilot Transit Ambassador Program an indispensable tool in Metro's efforts to provide exceptional service and safety to our Metro riders and employees. Below is a selection of special events and service challenges during which Ambassadors provided valuable assistance:

**Special Events**

- |                               |                                   |
|-------------------------------|-----------------------------------|
| • USC Festival                | • Rose Parade                     |
| • CicLaVia                    | • Academy Awards                  |
| • Taylor Swift Concert Series | • Rams and Chargers Games         |
| • 2023 Train Festival         | • USC and UCLA Football Games     |
| • NYE Grand Park Celebration  | • LAFC Soccer Games               |
| • LAUS Tree Lighting Event    | • NCAA Championship Football Game |

**Service Disruptions**

- Bus Bridge Support
- Metro Bus Shake-Ups
- Union Station Flooding

**Security Deployments**

- Anti-Drug Campaign (B/D lines)
- Surge Deployment (B/D lines)
- Multi-layer Deployment



- Redondo Beach Transit Center Service Transition
- Regional Connector Pre-revenue Testing

Feedback from riders regarding Ambassadors has been overwhelmingly positive, underscoring their significant contributions to enhancing the overall Metro experience. Riders have consistently reported that Ambassadors not only create a friendly and approachable atmosphere by answering questions but also go above and beyond by providing valuable assistance, such as aiding individuals with walkers, facilitating ticketing processes, offering guidance in wayfinding, serving as an elevator attendant, and ensuring a seamless utilization of the Metro system. As noted earlier, Ambassador Evaluation Survey respondents who had seen Ambassadors overwhelmingly reported Ambassadors being easy to see (97%). They also reported that the Ambassadors are friendly (94%), approachable (94%), easy to communicate with (93%), informative (92%), and eager to help (90%). These traits go a long way to providing a high-touch in-person customer experience for our customers.

Customer comments illustrate the tangible improvements in the customer experience:

- *“Hello. Thank you, thank you, thank you, for the goodwill ambassadors on trains and in stations. A huge difference in riding experience. Ambassadors are friendly, smiling, helpful, and welcoming. Literally they offer “welcome” on the train. A great idea. Hope they continue the program for good. Trains even seem cleaner. The despair felt on trains seems to be lifting. Just the presence alone of ambassadors is huge. Thanks again. PS... hope the same is done for buses too.” Ambassador Evaluation Survey respondent, Summer 2023*
- *“Thank you for adding ambassadors to trains and stations! Terrific. Makes a huge difference. Ambassadors are kind, friendly, and welcoming. Well done. Great employees. I make it a point to stop and thank them all the time. The despair I felt on trains is lifting. Feels, safer, cleaner, and less stressful on trains. Energy is different! Amen! Hope Metro does the same for buses in some form. And please keep ambassadors in place.” Customer comment, May 19, 2023*
- *“I just wanted to say Mario Estrada, a Metro Ambassador that was at the Little Tokyo station was so helpful and kind in answering my questions about the new metro lines. I was so confused on how to find my way and he explained everything showed me on the map the changes. I have had a hard time figuring out this new change and he was very helpful.” Customer comment, July 2, 2023*

Based on the Metro Ambassador Evaluation Survey, Ambassadors appear to improve the Metro customer experience. 54% of riders who have seen ambassadors, and 61% of those who have

---

asked an ambassador for help, believe their riding experience has improved, relative to only 45% of those who have not seen ambassadors. In addition, those who have had more interaction with Ambassadors have higher overall satisfaction with the Metro riding experience. For example, 66% of those who have asked Ambassadors for help indicate they are satisfied with Metro, relative to 57% of those who have not seen an ambassador.

### Areas for Improvement

Based on customer comments and survey results, staff were able to identify some areas of improvement for the program. These are:

- Ensure the Ambassadors have ample break rooms so that they are not viewed in public taking their breaks - which has led to the perception by some that they are “just sitting or standing around.”
- Provide “Transit Watch App” branded phone cases so that customers better understand that when Ambassadors are “looking at their phones” they are usually reporting incidents on the Transit Watch app.
- Expand Ambassador deployment to more areas of the system.
- Expand Ambassador working hours to support customers early and late.
- Consider expanding what Ambassadors can do (e.g., enforce the code of conduct) and launch a communications campaign to ensure riders know clearly what they do and don’t do.
- Provide Ambassadors with radios so they can communicate directly with the other layers of the public safety ecosystem, enabling a faster response to issues.
- Provide additional tools so the Ambassadors are more quickly apprised of service disruptions.

### ***Transitioning from outsourced Service to an in-house Model***

Metro’s Pilot Transit Ambassador Program is inspired by other programs in San Francisco on the Bay Area Rapid Transit (BART) system and Philadelphia on the Southeastern Pennsylvania Transportation Authority’s (SEPTA) transit system. Since the launch of Metro’s program, several other transit agencies across the nation have initiated ambassador programs to enhance safety and security, as further summarized in Attachment E.

Currently, 11 other transit agencies have initiated ambassador programs, and over 70% have chosen to manage their programs in-house, utilizing their own employees. Additionally, more than half of these agencies have integrated their ambassador programs into their broader public safety and security framework.

There are several benefits to transitioning to an in-house model:

- As represented Metro employees, Ambassadors would have access to enhanced career opportunities such as promotion opportunities across the agency, improved health and retirement benefits, access to Metro’s suite of training courses, and job security. The current retention rate of Ambassadors is 73% vs the current retention rate of represented Metro

employees at 86%.

- Administrative: With several vendors managed by a small in-house team, the administration (e.g., ID badge issuance and replacement) can be cumbersome.
- Opportunities for improved service through uniformity in issued technology, pre-employment background checks, training, Standard Operating Procedures (SOPs), and policies that are currently slightly different depending on the vendor.
- Opportunities for closer collaboration with other Metro employees, particularly those who are a part of the multi-layer approach to safety.

As previously stated in February 2022, staff expressed the intent to bring this program in-house if it were to become permanent. Metro's Board adopted the Living Wage and Service Contract Worker Retention Policy (Attachment F) mandates that employers under Metro service contracts, meeting specific criteria concerning value and duration, must ensure the retention of workers by the successor contractor. Staff believes this policy should be applicable to Metro as well when the agency assumes the role of the successor employer. Therefore, should the Board approve the permanency of the Transit Ambassador Program, staff will work with the two contractors currently providing ambassadors to facilitate the transition of these employees into Metro as permanent employees.

When the pilot program commenced, two labor unions claimed the ambassador work as the responsibility of their members: the Transportation Communications Union whose members primarily perform customer service duties and the Teamsters Union whose members provide uniformed safety and security functions. Before establishing the internal Ambassador classifications, Metro staff intends to notify and meet with the appropriate labor union representatives to address the issue of labor representation. The supervisory positions are the responsibility of the American Federation of State, County and Municipal Employees , as such, their members would supervise the daily operations of the ambassador program if it is brought in-house.

## **DETERMINATION OF SAFETY IMPACT**

Consistent with the Board-adopted Public Safety Mission and Values, Metro has sought to engage a multi-layered approach to public safety that strategically mobilizes unarmed first responders. Ambassadors have demonstrated that they can play a significant role in Metro's public safety ecosystem and work in connection with Metro security, law enforcement, crisis response teams, and homeless outreach teams to effectively engage riders and improve perceptions of safety. Ambassadors are a vital layer within Metro's overall public safety ecosystem in connection with Metro's system security, law enforcement, crisis response teams, and homeless outreach. The evaluation completed over the first year of the pilot program validates this position, and data from the past year affirms that Ambassadors have frequently been involved not just in reporting challenges on the system but in directly administering lifesaving treatment to individuals on the system during times of need.

## **FINANCIAL IMPACT**

---

The combined board approved not-to-exceed amount for Strive Well-Being and RMI International, inclusive of the executed contracts and future options, over the five-year pilot is \$122,848,424. Total expenditure spent to date through August 2023 is \$23,484,066.

The FY24 Budget includes \$20 million for the Transit Ambassador program in Cost Center 5420, Customer Programs and Services, under Project 300040, Rail Operations Management and Admin and Project 300014, Regional Activities. Since this is a multi-year program, the Cost Center Manager, Project Manager, and Chief Customer Experience Officer will be responsible for budgeting the costs in future years.

#### Impact to Budget

The sources of funding are Enterprise Funds and bus and/or rail operating eligible federal, state, and local resources.

### **EQUITY PLATFORM**

In establishing the Pilot Transit Ambassador Program, Metro has sought to deliver an improved overall customer experience on the transit system through this customer-facing program on board bus and rail vehicles and at transit stations, through staff that is representative of Metro and the communities we serve. An equity review was completed by Metro staff before the final deployment model for the program to ensure that the program had staff assigned to work in high need areas, including bus stops/stations and rail stations within Equity Focus Communities.

The recommendation to transition to an in-house model would institutionalize this successful pilot that has demonstrated system safety can be supported by unarmed customer-oriented staff. Essential and direct service workers are often more vulnerable members of the overall labor force and an in-house model is expected to provide career advancement opportunities for ambassadors who provide a valuable direct service to Metro customers and the overall system.

### **IMPLEMENTATION OF STRATEGIC PLANNING GOALS**

The Ambassador Program is aligned with the Vision 2028 Strategic Goal 2 - Deliver outstanding trip experiences for all users of the transportation system and supports the agency's implementation of the 2022 Customer Experience Plan Goals. The program also supports Goal 2.1: Metro is Committed to improving security by providing a more visible presence of trained, easily identifiable, uniformed staff that customers can rely on.

### **ALTERNATIVES CONSIDERED**

1. The Board could opt to end the pilot Ambassador Program. This is not recommended given that the program has demonstrated its efficacy in achieving its intended objectives to improve the customer experience and safety on the system.

- 
2. The Board could decide to continue the Ambassador Program as a pilot. Staff does not recommend this because it has already demonstrated its efficacy in achieving its intended objectives to improve the customer experience and safety on the system. Implementing a permanent program in lieu of continuing the pilot will create long-term employment opportunities and career growth for ambassadors. Over the past year, the pilot Ambassador Program turnover rate was 27% vs Metro's represented employee rate of 14.2%.

### **NEXT STEPS**

If the Board approves transitioning the Pilot Transit Ambassador Program to a permanent, in-house program, staff will implement a worker retention plan to hire the existing qualified ambassadors as Metro employees over the next 12 months and notify and meet with the appropriate labor union representatives to address the issue of labor representation. Staff will also make enhancements to the ambassador roles and deployment plans, such as expanding the hours of ambassador shifts to cover Metro hours of operation. Staff will be using the evaluation to refine, adjust, and enhance the program, ensuring that the Transit Ambassador Program remains responsive, effective, and aligned with Metro's missions and goals.

### **ATTACHMENTS**

Attachment A - Motion 37 by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis

Attachment B - Metro Public Safety Mission & Values Statement

Attachment C - Ambassador Evaluation Survey

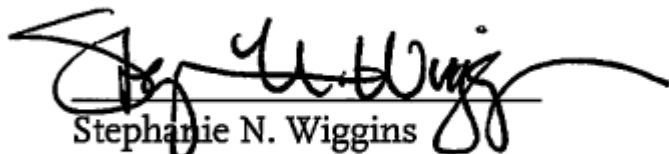
Attachment D - Ambassador Transit Watch Reports

Attachment E - Transit Agencies with Ambassador Programs

Attachment F - Metro Living Wage and Service Worker Retention Policy

Prepared by: Vanessa Smith, Executive Officer, (213) 922-7009

Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060  
Nicole Englund, Chief of Staff (213) 922-7950

  
Stephanie N. Wiggins  
Chief Executive Officer



## Board Report

File #: 2020-0429, File Type: Motion / Motion Response

Agenda Number: 37.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 18, 2020

#### Motion by:

#### **DIRECTORS BONIN, GARCETTI, HAHN, DUPONT-WALKER, AND SOLIS**

##### A Community Safety Approach to System Security and Law Enforcement

On March 13, 2020, Breonna Taylor, a 26-year-old emergency room technician, was killed in her home by a Louisville police officer who was carrying out a search warrant in the middle of the night. On May 25, 2020, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. These deaths and many before them, including here in Los Angeles, have sparked demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement.

Community leaders are demanding a shift in how agencies deliver public safety at every level of government. This includes reforming police practices as well as reallocating resources typically devoted to policing to other forms of community safety. In a transit environment, safety is typically provided through design, staff presence, aid station access, and law enforcement. Given recent events, it is prudent for Metro to reevaluate its safety strategies to ensure it is meeting the needs and expectations of our riders. Metro should work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract.

#### **SUBJECT: A COMMUNITY SAFETY APPROACH TO SYSTEM SECURITY AND LAW ENFORCEMENT**

#### **RECOMMENDATION**

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

- A. Establish a Transit Public Safety Advisory Committee. This committee should incorporate the existing Community Safety & Security Working Group and include additional perspectives that represent Metro's ridership and advocacy organizations, including but not limited to racial,



cultural, gender, income, geography, immigration status, and housing status.

- B. In partnership with the Advisory Committee, Office of Civil Rights, Executive Officer for Equity & Race, and Executive Officer for Customer Experience, develop a community-based approach to public safety on the transit system, including but not limited to:
1. A transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles.
  2. Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations.
  3. Greater community stewardship of transit spaces, such as supporting street vending in transit plazas.
  4. The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives (BF 2018-0365).
  5. Education about and expansion of fare discount programs.
  6. Outreach and services for unhoused individuals.
  7. A shift of resources from armed law enforcement to the above strategies.
- C. Consult with the Advisory Committee when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal.
- D. Report back to the Operations, Safety, and Customer Experience Committee in 90 days, and quarterly thereafter until the 2022 contract renewal. In the final quarterly report of 2022, include an external, third-party evaluation of the effectiveness of the Advisory Committee and a recommendation on whether it should continue.

# **Public Safety Mission and Values Statements**

## **Mission Statement**

Metro safeguards the transit community by taking a holistic, equitable, and welcoming approach to public safety. Metro recognizes that each individual is entitled to a safe, dignified, and human experience.

## **Values Statements**

### **Implementing a Human-Centered Approach**

Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

### **Emphasizing Compassion and a Culture of Care**

Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

### **Recognizing Diversity**

Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families, neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

### **Acknowledging Context**

Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro's approach to public safety recognizes this context and seeks reparative models to minimize harm and promote inclusion.

### **Committing to Openness and Accountability**

Metro's commitment to public safety recognizes that the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.

# Metro Ambassador Pilot Program

## Ambassador Evaluation Survey

October 2023



# Ambassador Evaluation Survey

**Fielded: July 28 – August 7**

## Sample Definition

- Demographics & riding frequency match 2022 on board CX Survey
- Ratio of bus/rail riders based on 2023 boardings through August

**Total Completes: 11,337, via**

- Metro.net riding pages pop-up
- Transit App Push Notification
- TAP Rider Email

**Completes in:**

- English: n=9,292
- Spanish: n=2,045

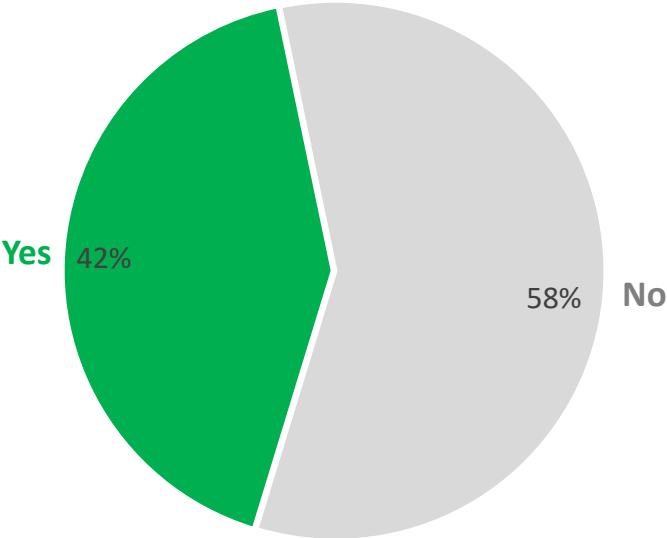
Weighted Survey Demographics	Bus Riders 78% of sample	Rail Riders 22% of sample
Hispanic / Latino	63%	50%
Black/African-American	16%	16%
White	11%	20%
Asian, Native American, Other	10%	16%
Spanish Dominant (Speaks Spanish at Home AND speaks English less than very well)	24%	13%
Speak English Very Well or Well	73%	85%
English - Not well or not at all	27%	15%
Speak Spanish at Home	58%	44%
Under \$15,000	43%	32%
\$15,000-\$24,999	25%	19%
\$25-\$49,999	21%	21%
\$50-\$99,000	8%	17%
\$100,000+	3%	12%
Under 18	8%	5%
18-24	18%	19%
25-44	35%	42%
45-64	31%	28%
65+	9%	7%
Female	49%	44%
Male	49%	54%
Other (Non-Binary, Other)	1%	3%
Payment Use Most on Bus: Cash	32%	NA
TAP card	55%	NA
TAP app	7%	NA
Apple PAY	4%	NA
How often ride Metro	Bus	Rail
5 or more days a week	63%	47%
3-4 days a week	20%	21%
1-2 days a week	8%	10%
1-3 days a month	5%	11%
Less than once a month	4%	10%
Regular access to car - Yes	22%	38%
No	78%	63%
Have Smartphone w/ connection to apps - Yes	79%	80%
No	21%	20%

# Ambassadors Interaction Overview

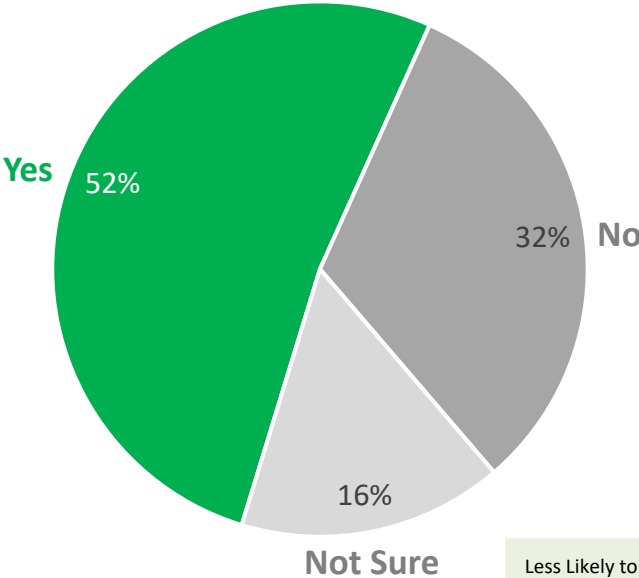


# About half of riders have seen ambassadors on the system

**% of Riders Who've Heard Metro is Adding Ambassadors**



**% of Riders Who've Seen Metro Ambassadors**  
(Shown Picture to Remind of Appearance)



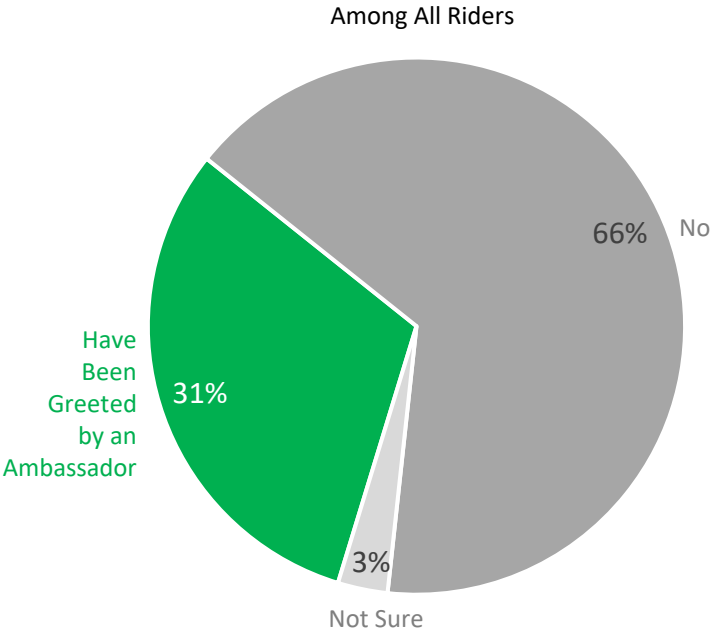
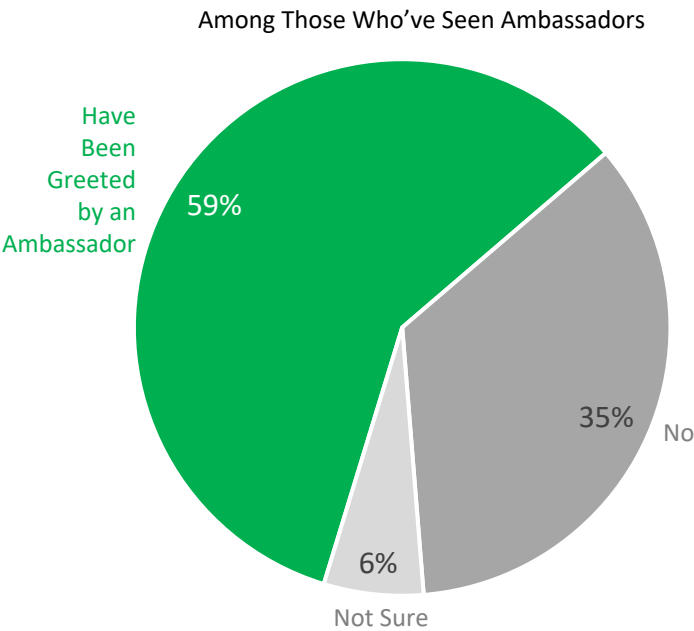
- Less Likely to Have Seen Ambassadors:**
- Women (48%)
  - Asian/Pacific Islanders (41%)
  - Hispanics/Latinos (35%)

Source: Ambassador Program Survey, July-Aug 2023  
Q: Before today, have you heard that Metro is adding Metro Ambassadors to select buses, trains, and in stations? n=11,337  
Q: Have you seen Metro's Ambassadors on the Metro system, including on trains, buses, or in stations or at bus stops? They look like this. n=11,337

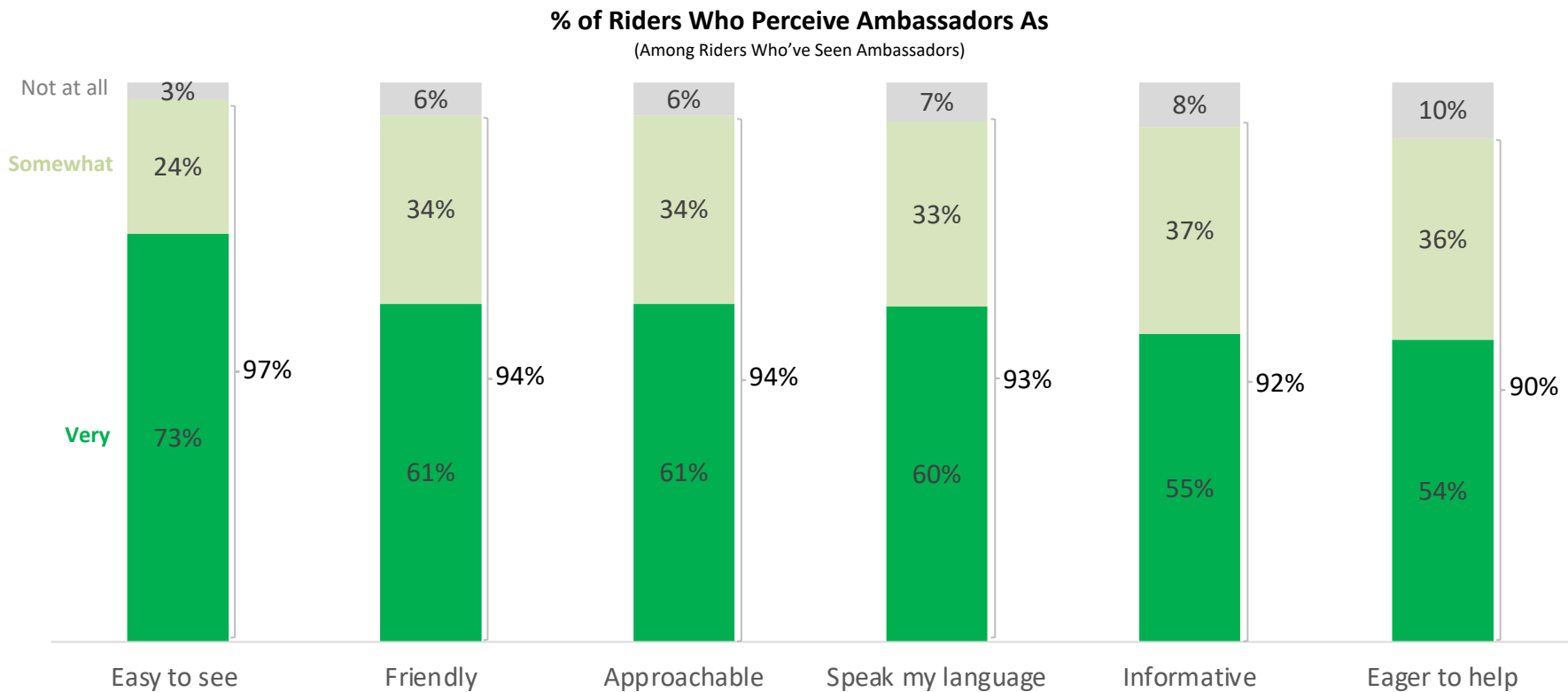


# Most riders who have seen ambassadors have been greeted by them

% Who've Been Greeted by Ambassadors



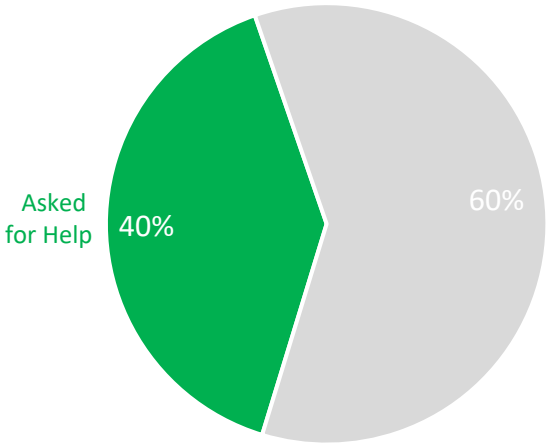
# Ambassadors are perceived to be friendly, informative, and helpful



# Riders who have asked Ambassadors for help have found them very helpful

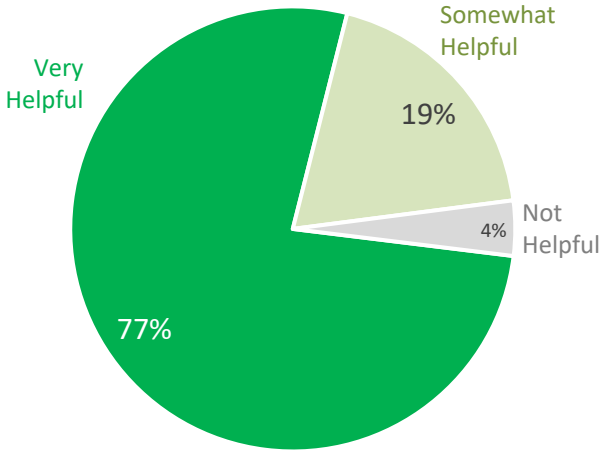
**% Who Have Asked Ambassadors for Help**

(Among Those Who've Seen an Ambassador)



**% Who Found Ambassadors Helpful**

(Among Those Who've Asked an Ambassador for Help)



Having ambassadors in the area are **helpful**. Any employees I have approached for info have been **courteous** and able to answer **questions**.

Rider, San Bernadino

They're very **helpful** whenever I have **any questions**.

Rider, South LA

I saw a lot of Metro ambassadors visible saying hello to passengers if they have **any questions**. They are **friendly**.

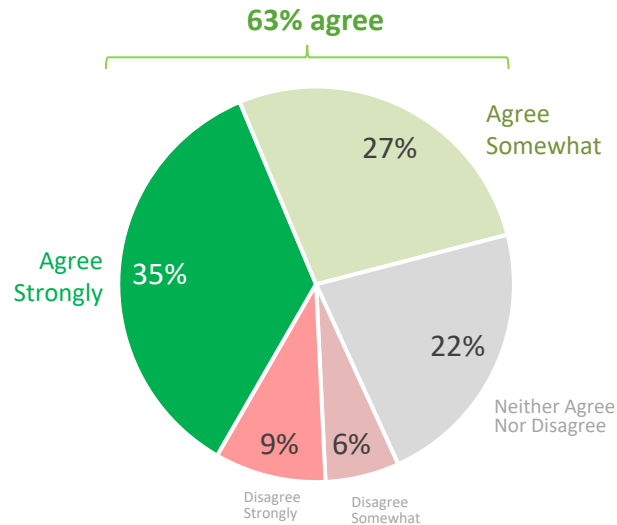
Rider, Pasadena

Ambassador Program Goal:

**Improve Perceptions of Safety**

# Most riders agree that seeing Ambassadors on Metro makes them feel safer

**% Who Agree**  
**Seeing Ambassadors Makes Them Feel Safer**  
 (Among Those Who Have Seen Ambassadors)



I think the presence of Metro ambassadors has helped discourage illegal activity on the train

Rider, Pasadena

The ambassadors have cleaned up the environment some.

Rider, Westlake

I think the new metro ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains

Rider, Glendale

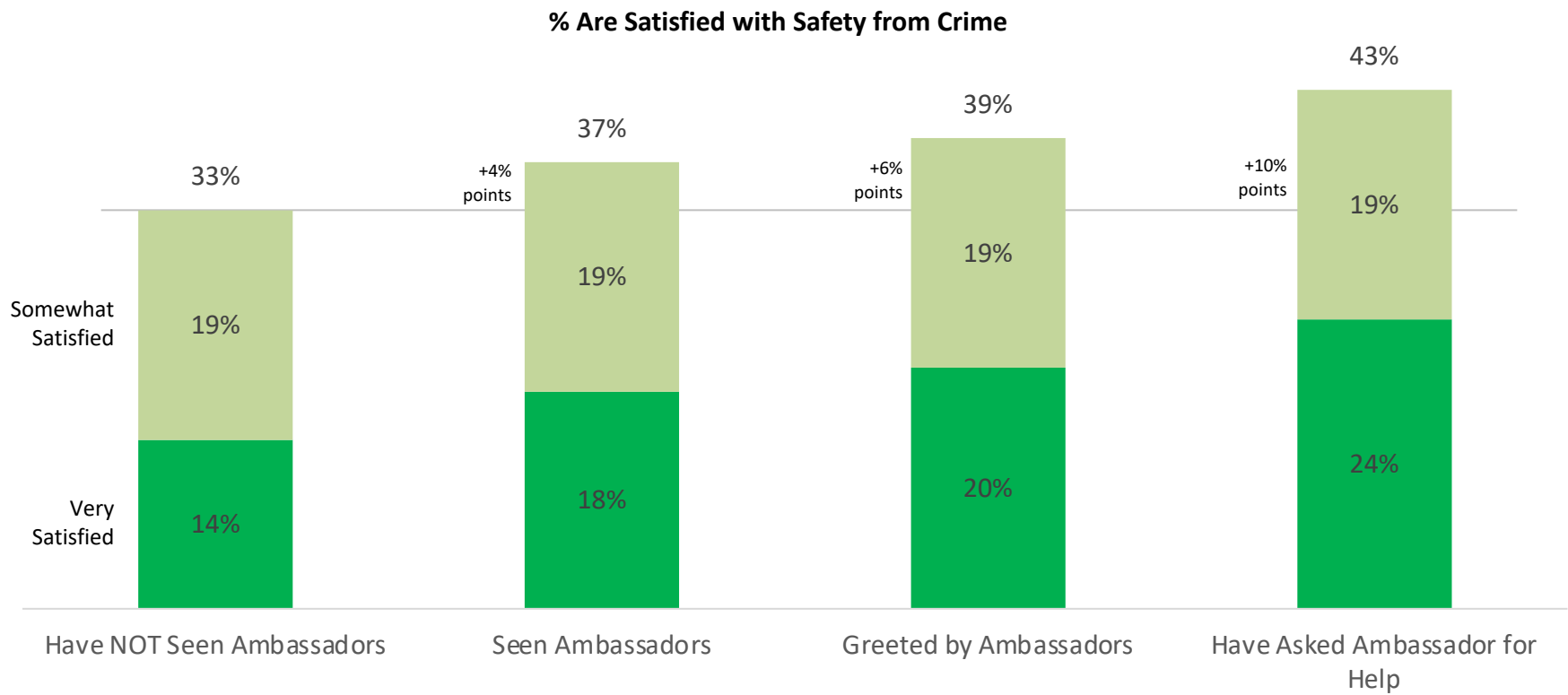
I haven't been on the Metro in over 5 years and I remember hating it because it felt unsafe. Now I absolutely love it because I feel safe and welcomed with the Ambassadors and security you have staffed.

Rider, Rampart Village

## More Likely to Agree Ambassadors Make Them Feel Safer:

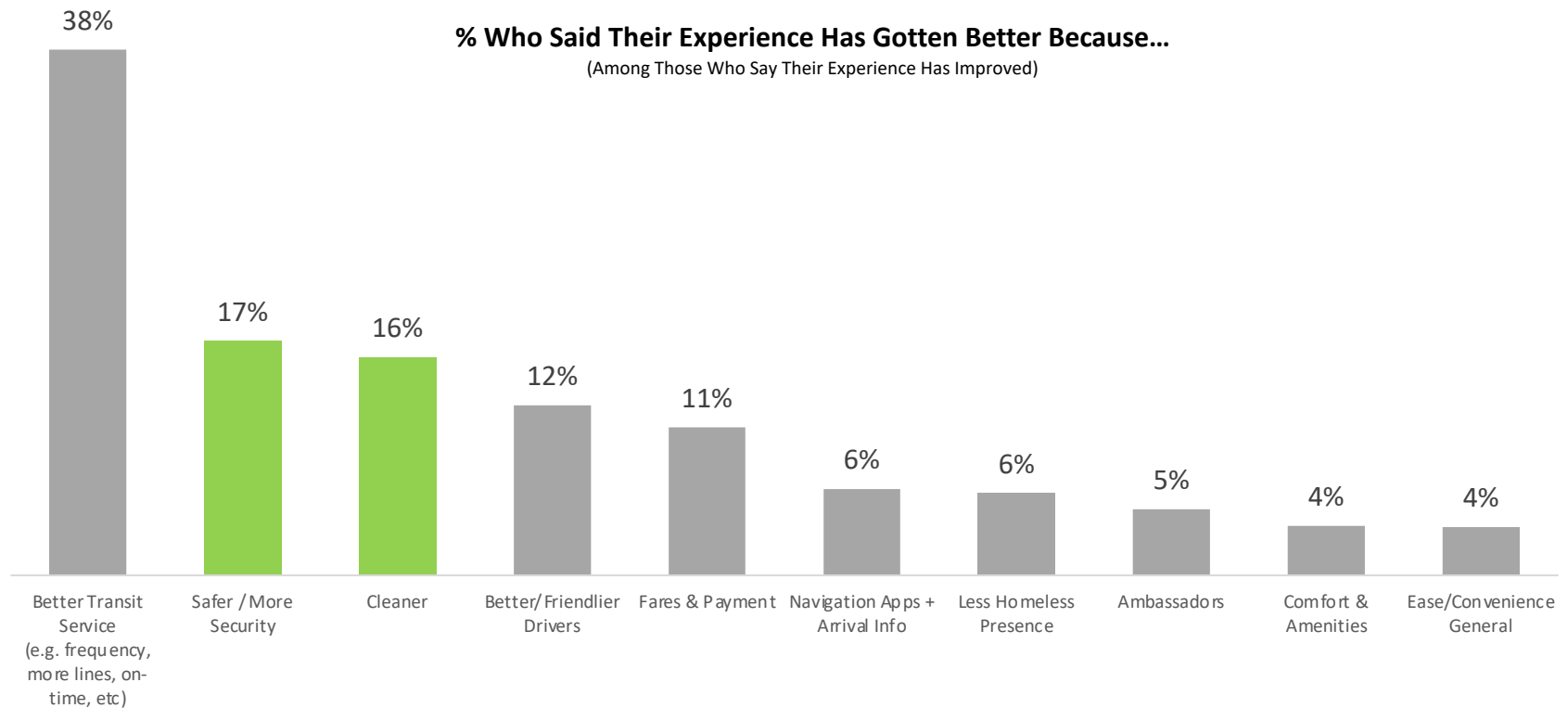
- Asian/Pacific Islanders (70%)
- Hispanics/Latinos (68%)
- Women (66%)
- Under \$25K HHI (66%)

# Those who have interacted with Ambassadors are more satisfied with safety from crime

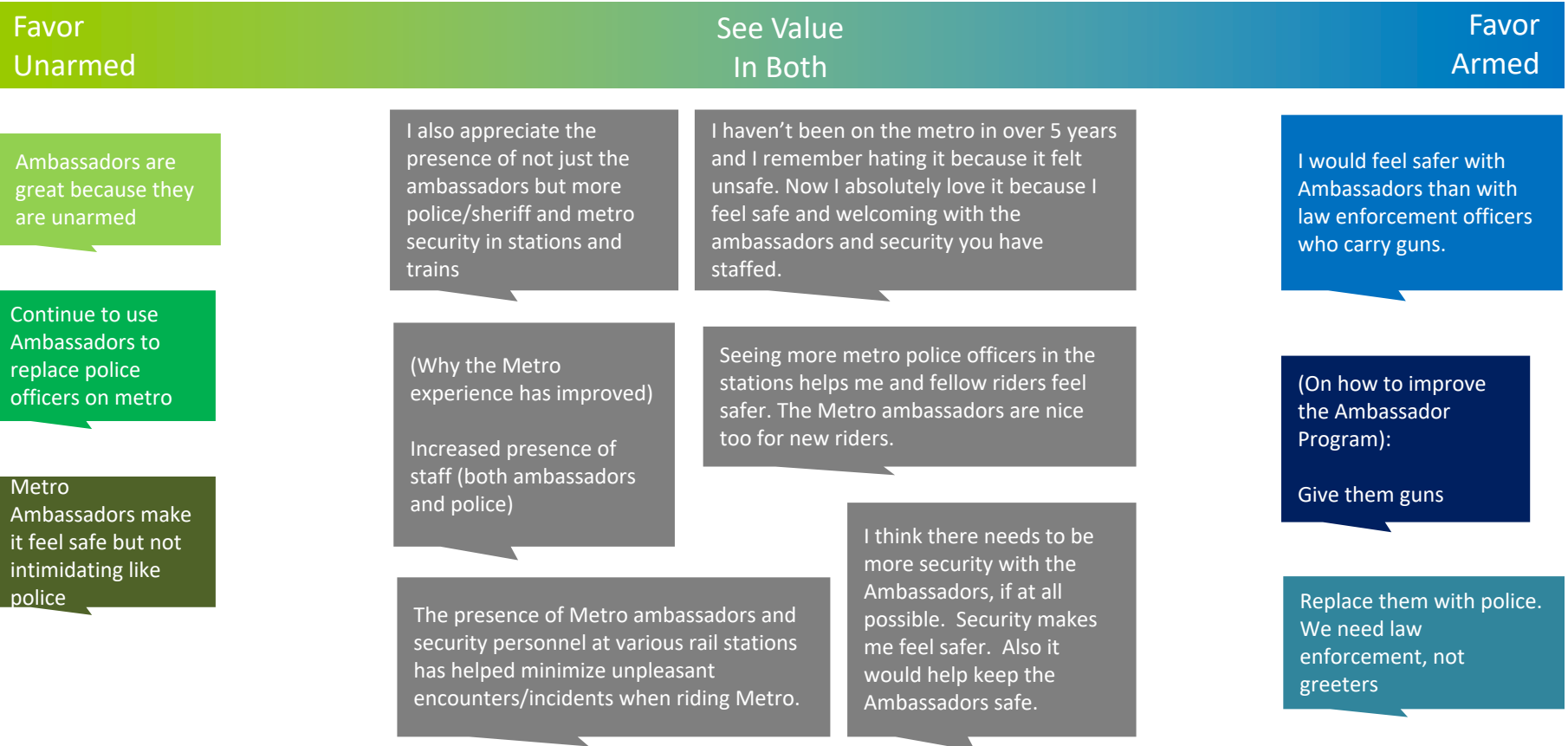




When asked what has improved their overall Metro riding experience, 17% said it was safer and 16% said it was cleaner



# While some riders prefer either armed or unarmed security/staff, many see the benefit of having both.

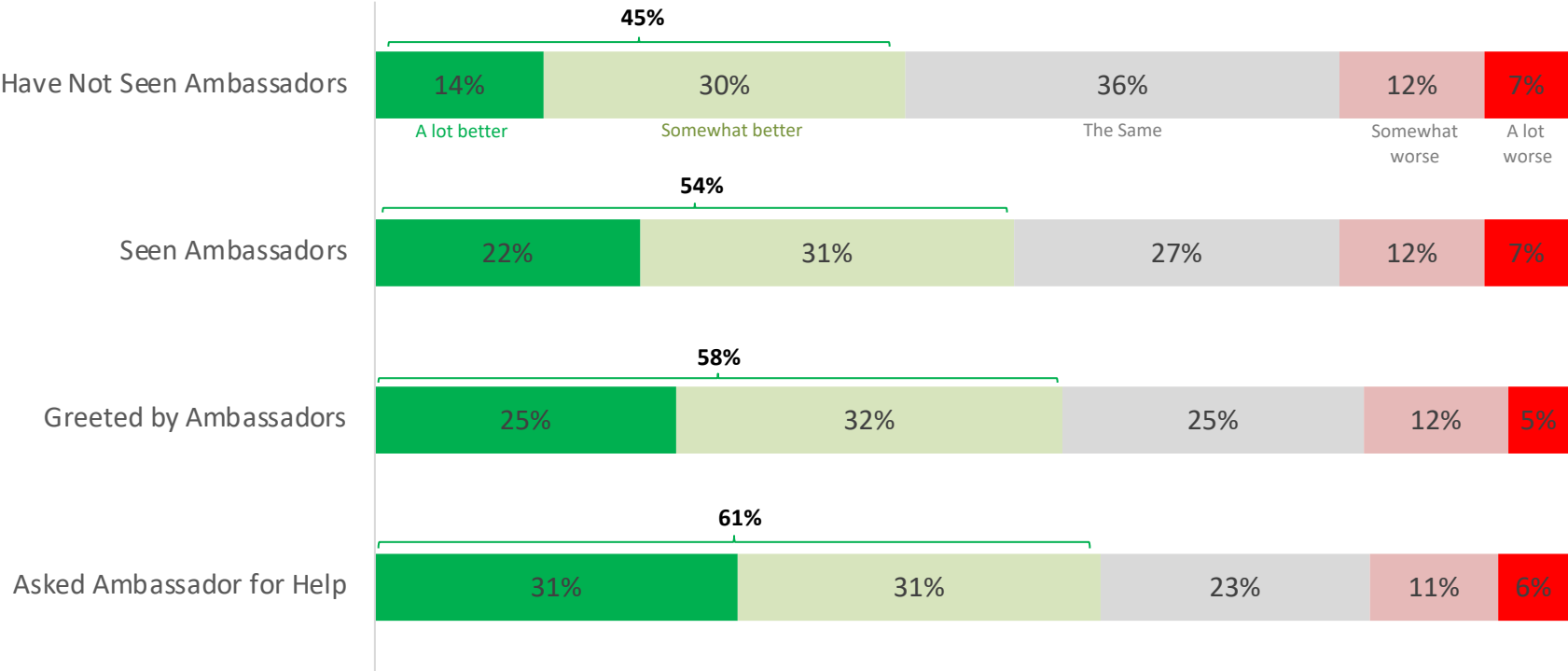


Ambassador Program Goal:

**Improve Customer Experience**

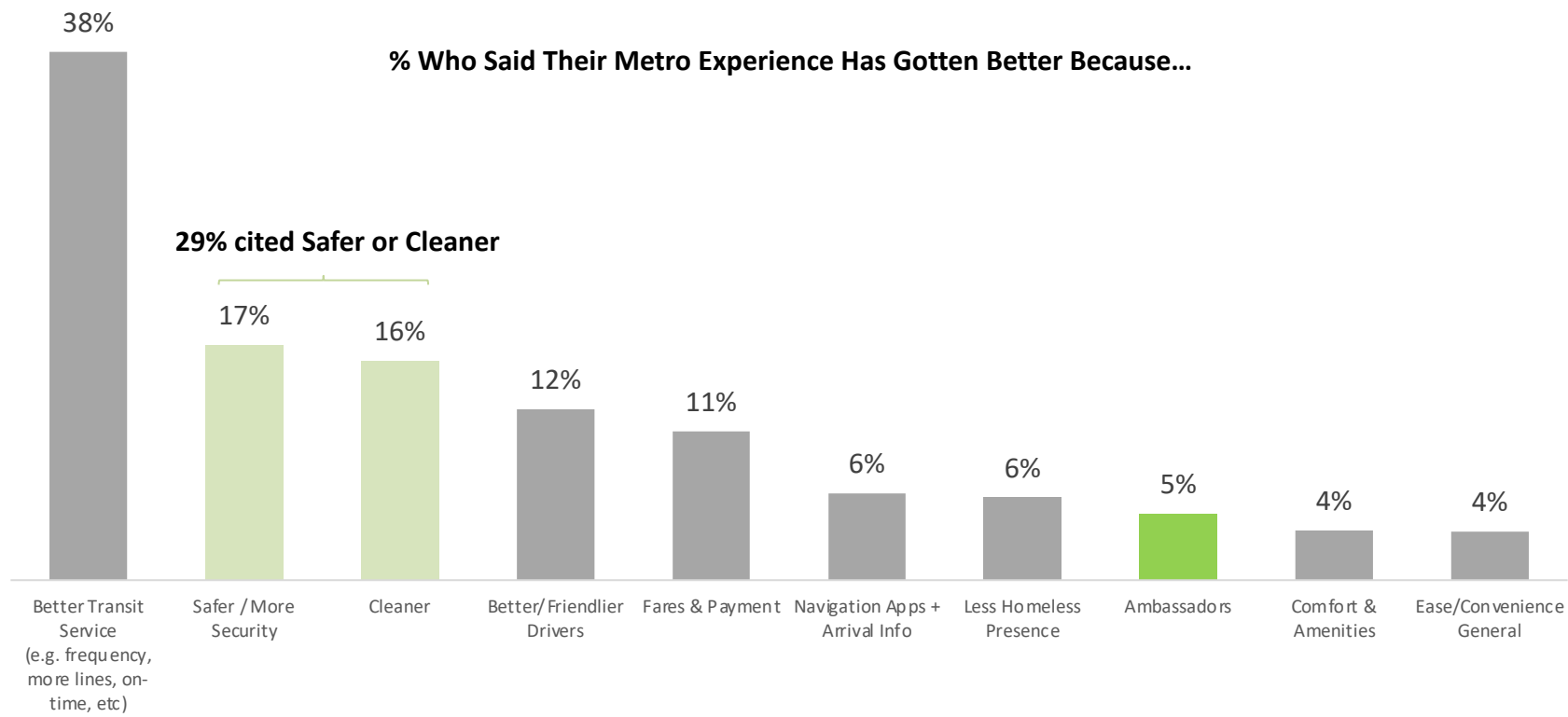
# Riders who have seen or interacted with Ambassadors are more likely to feel their Metro riding experience has improved.

% of Riders Who Believe the Overall Metro Riding Experience Has Improved in Past Year



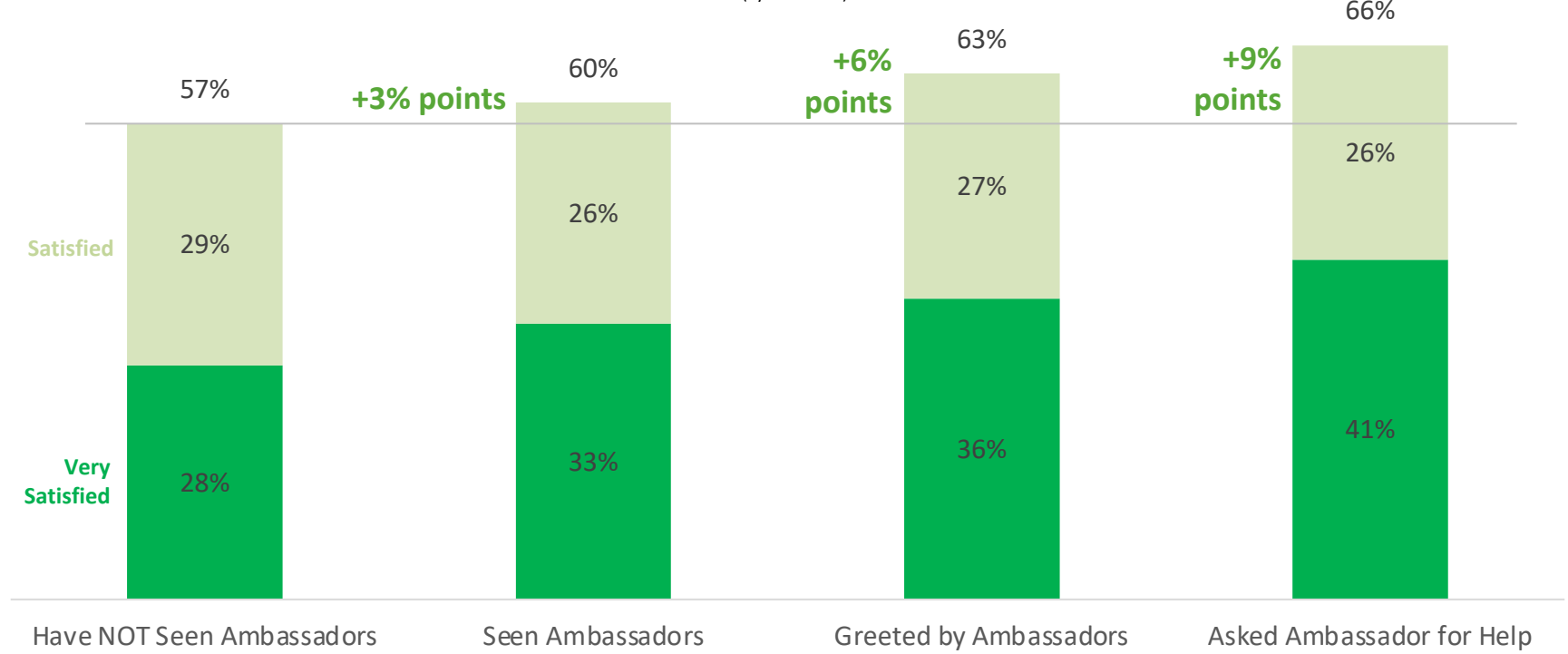
Unprompted, some cited Ambassadors as the reason for improved riding experience.

29% mentioned the system being cleaner or safer, to which Ambassadors have contributed.



# Riders who have had more interaction with Ambassadors have higher satisfaction levels

% Are Satisfied with Metro Riding Experience  
(Systemwide)



# Areas for Potential Program Improvement



While Ambassadors are easy to distinguish visually, not everyone knows how Ambassadors can help them.

### % Who Agree

Agree Strongly

Agree Somewhat

It is easy to tell Ambassadors apart from other Metro employees, security, and law enforcement

51%

28%

79%

I don't know what Ambassadors do

18%

21%

39%

I don't know how Ambassadors can help me

14%

17%

31%

Less Likely to Know How Ambassadors Can Help Them

- Hispanics/Latinos (38%)

Ambassadors don't do everything I want them to do

13%

13%

26%

# When asked how riders would like see the Ambassador program improved, some key themes emerged:

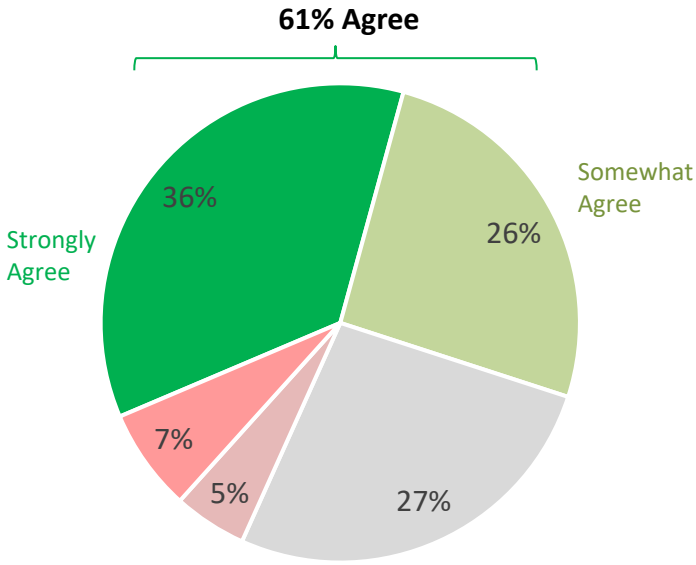
Expand to Other Areas	Expand Hours at Night	Clarify What Ambassadors Do	Less standing around talking, on phone	More knowledge of routes & arrivals	Help with additional duties that are currently out of scope
<p><i>Hire more people. I have seen them at significant stations but I'd like to see them at more stations and stops."</i></p> <p><i>Rotate them thru a wider range of lines.</i></p>	<p><i>Put them on the subways after dark.</i></p> <p><i>Have them available at night would be helpful too.</i></p>	<p><i>More clarity for the average rider on how they can help us.</i></p> <p><i>Make it more clear what they do</i></p> <p><i>Inform the riders about what they do</i></p>	<p><i>Ambassadors could move around more. Often I see several standing and talking among themselves.</i></p> <p><i>Hire those who want to do the job rather than just standing around...</i></p> <p><i>Space them out more. I see clumps of Ambassadors</i></p>	<p><i>Mandatory training and hiring process to ensure that ambassadors are knowledgeable of the various metro lines and routes</i></p> <p><i>Give information about each metro line or bus line</i></p> <p><i>Them having access to real time information</i></p>	<p><i>Have them kick out rude/aggressive people.</i></p> <p><i>Deputizing them and helping get all the homeless off the buses and the trains</i></p> <p><i>Maybe help out a bit with the cleanliness of the train.</i></p>

# Looking Forward

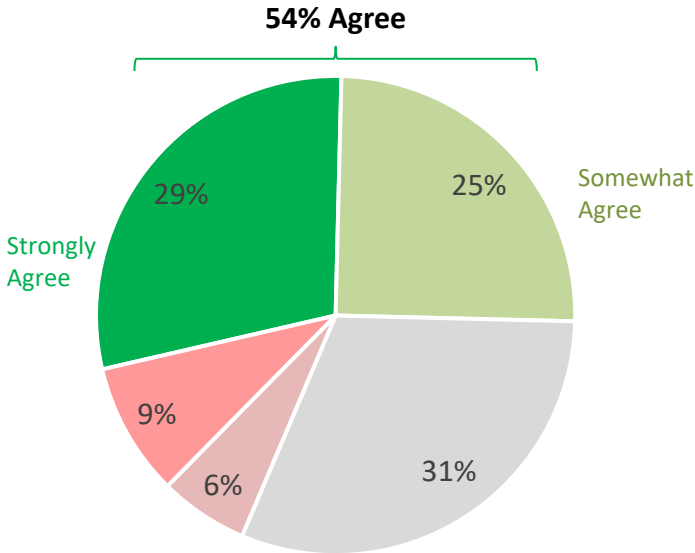
Thank you for your attention

# Most riders want more Ambassadors on Metro

**% Who Want to See More Ambassadors on Metro**  
(Among Those Who've Seen Ambassadors)



**% Who Say Ambassadors Make Them Want to Ride Metro More**  
(Among Those Who've Seen Ambassadors)



ATTACHMENT D – AMBASSADOR TRANSIT WATCH REPORTS

Ambassador Transit Watch Reports

10.1.22-9.30.23

ADA Assistance Needed – 7

Ancillary – 1

Cleanliness/Maintenance – 9,403

Elevator/Escalator – 2,670

Fight or Disturbance – 376

Homeless – 458

Indecent Exposure – 88

Non-Sexual Harassment – 34

Other – 439

Persons in Need – 138

Property Crimes Graffiti – 2,808

Property Crimes Theft – 22

Sexual Assault Physical – 11

Sexual Harassment-Non-Physical – 13

Smoking/Alcohol/Drugs – 721

Solicitation/Aggressive Panhandling – 18

Suspicious Activity – 170

Suspicious Activity Vehicle – 5

Unattended Bag – 81

Uncategorized – 8

Vending – 76

**Total - 17,547**

## Attachment E: Transit Agencies with Ambassador Programs

### USA Transit Agencies with Ambassador Programs

	Agency	Service Area	Program Type	Hyperlink to Agency Website	Contracted or In house
1	New York City Subway	New York City	Public Safety	No Link	In house
2	Chicago "L"	Chicago	Public Safety	No Link	In house
3	Washington Metro	Washington, D.C.	Customer service	<a href="#">Link</a>	In house
4	MBTA subway	Boston	Customer service	<a href="#">Link</a>	Contract
5	SEPTA	Philadelphia	Public Safety	No Link	Contract
6	Bay Area Rapid Transit (BART)	San Francisco Bay Area	Public Safety	<a href="#">Link</a>	In House
7	MARTA rail	Atlanta	Customer service	No Link	In house. Current Employees only
8	Metrorail	Miami	Customer service	<a href="#">Link</a>	Volunteer
9	PATCO Speedline	Philadelphia, southern New Jersey	Public Safety	<a href="#">Link</a>	In house
10	GCRTA Rapid Transit	Cleveland	Public Safety	<a href="#">Link</a>	In House
11	Sound Transit	Seattle	Customer service	<a href="#">Link</a>	In house


**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000  
metro.net

**REVISED**  
**EXECUTIVE MANGEMENT & AUDIT COMMITTEE**  
**APRIL 17, 2014**

**SUBJECT: LIVING WAGE POLICY & SERVICE CONTRACT WORKER  
RETENTION POLICY**

**ACTION: APPROVE ADOPTION OF LIVING WAGE & SERVICE CONTRACT  
WORKER RETENTION POLICY**

**RECOMMENDATION**

- A. Adopt a Living Wage Policy as specified in Attachment A
- B. Adopt a Service Contract Worker Retention Policy as specified in Attachment A

**ISSUE**

On December 5, 2013, the Board introduced a Motion by Directors Garcetti, Molina, Dupont-Walker, and Krekorian for staff to evaluate and commit to providing an equitable wage structure for workers on all Metro landscaping and irrigation maintenance service contracts. (Attachment B) By implementing a Living Wage Policy Metro will ensure minimum levels of compensation, which will provide employees a higher standard of living, and improve the level of services provided to the public.

The Motion also requested staff conduct an analysis on adopting and implementing a service contract worker retention policy, which will retain, for transition purposes, core employees of the previously employed contractor for a period of no more than 60 days.

**DISCUSSION**

**Living Wage Policy**

Currently, Metro does not have a Living Wage Policy because landscape and irrigation maintenance contracts are subject to State and/or Federal prevailing wages. The State and/or Federal prevailing wage determinations are identified for each project based on the state and county that the project is located. All of Metro's service contracts are located within Los Angeles County. In addition, staff conducted research to identify other major transit properties that have a living wage program. The properties surveyed included:



- Bay Area Transit Authority (BART)
- Chicago Transit Authority (CTA)
- Dallas Area Rapid Transit (DART)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Metropolitan Transportation Authority – New York (MTA-NY)
- Orange County Transportation Authority (OCTA)
- Washington Metropolitan Area Transit Authority (WMATA)

Out of the agencies surveyed, WMATA was the only agency with a living wage policy. WMATA's living wage policy is applicable to service contracts awarded in excess of \$100,000 with rates ranging from \$12.50 to \$13.65 per hour, which is less than LAWA's rates proposed for Metro's policy.

Staff reviewed the City of Los Angeles' Living Wage Ordinance, the Los Angeles World Airport Living Wage Ordinance and the County of Los Angeles' Living Wage Program to determine the feasibility of developing and implementing a similar program at Metro.

After review of rates paid by the agencies surveyed, and the types of contracts awarded, staff found that LAWA had the highest wage rate. The Living Wage Ordinance/Programs of the agencies surveyed in Los Angeles County, applies only to service contracts. Metro staff proposes to use LAWA's higher wage rates and take the best elements of all three agencies surveyed to develop Metro's policy.

	<b>Current Hourly Rate</b>	<b>Health Benefits</b>	<b>Total Hourly Rate</b>
City of Los Angeles Living Wage Ordinance	10.91	1.25	12.16
Los Angeles World Airport Living Wage Ordinance	10.91	4.76	15.67
Los Angeles County Living Wage Program	9.64	2.20	11.84

DEOD met with County Counsel on the appropriate type of policy, program or ordinance that would be feasible to develop Metro's living wage policy. County Counsel concurs that it would be feasible for Metro to implement a living wage policy verses an ordinance that will allow for administrative changes, if needed.

The types of contracts that would be subject to the living wage policy are:

- Weed Abatement and Debris Removal
- Asphalt and Concrete Repair
- Tree Trimming

- Landscaping
- Trash Collection
- Pest Control
- Freeway Beautification
- Security Guard Services (not prevailing wages)

### Service Contract Worker Retention Policy

Staff reviewed the City of Los Angeles', Los Angeles World Airports, worker retention programs to determine the feasibility of developing a worker retention policy for Metro. The County of Los Angeles does not have a Worker Retention Program. The aforementioned agencies all have a worker retention period of 90 days. Though the Board requested a retention period of 60 days, based on the analysis of the above agencies and similar types of contracts awarded by Metro, staff is recommending a worker retention period of no more than 90 days.

### Adoption of Living Wages on Orange Line Contract

Staff has researched the Board's request to apply the City of Los Angeles' living wage rates on the Orange Line Landscape and Irrigation Maintenance contract number OP3367-3127R. The Orange Line contract was cancelled due to safety reasons. Staff will ensure that the Living Wage language and rates are included in the revised request for proposal for this project.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no direct impact on the safety of Metro's employees and customers.

### **FINANCIAL IMPACT**

Motion # 36 was introduced by the Board based on the low hourly wage rate of the Landscape Maintenance Laborer classification (state classification). The current hourly wage rate for Landscape Maintenance Labor, in the Department of Industrial Relations (DIR) wage determination, for Los Angeles County is \$9.15. Upon Board approval of the Living Wage Policy, the living wage rate of \$15.67 will be applicable; which is a \$6.52 increase per hour for each employee working under the Landscape Maintenance Laborer classification (the increased amount listed does not include overhead costs).

### **ALTERNATIVES CONSIDERED**

1. Work with the Department of Labor (DOL) to assign a trade classification and hourly rate when the wage determination applicable to the project does not show a

classification. This is not recommended because this option requires the awarding body to submit a request in writing to the DOL to review the scope of work and assign a classification and hourly rate. Requests must be submitted for a classification for each contract awarded. Responses from the DOL often take upward of 6 months. This will have a negative impact on procurement schedules due to the delay associated with the DOL process.

2. Delay the adoption of a Service Contract Worker Retention Policy. This is not recommended because it would not allow for transition of employees, thereby causing loss of core employees that were employed by the previous contractor.

### **NEXT STEPS**

Upon approval staff will implement the Living Wage Policy and the Service Contract Worker Retention Policy effective July 1, 2014.

Upon Board approval, the Living Wage Policy and Rates will be applicable on new service contracts over \$25,000, effective July 1, 2014.

### **ATTACHMENTS**

- A. Metro Living Wage Policy and Metro Service Contract Worker Retention Policy
- B. Motion #36 by Directors Garcetti, Molina, Dupont-Walker, & Krekorian

Prepared by: Wendy L. White, Principal Labor Compliance Representative  
(213) 922-2648



---

Stephanie Wiggins  
Executive Director Vendor/Contract  
Management



---

Arthur T. Leahy  
Chief Executive Officer

# REVISED

## ATTACHMENT A

### LIVING WAGE AND SERVICE CONTRACT WORKER RETENTION POLICY

#### I. BACKGROUND

On December 5, 2013, the Los Angeles County Metropolitan Transportation Authority (Metro) board introduced a motion for staff to evaluate and commit to providing an equitable wage structure for workers on all Metro landscaping and irrigation maintenance services contracts. By implementing a Living Wage Policy Metro will ensure minimum levels of compensation, which will provide workers a higher standard of living, and improve the level of services provided to the public.

The Motion also requested staff conduct an analysis on adopting and implementing a service contract worker retention policy which will retain, for transition purposes, employees of the previously employed contractor for a period of no more than ninety (90) days.

#### II. LIVING WAGE POLICY

##### A. Payment of Minimum Compensation to Employees

It is the policy of Metro that persons doing work on, for or on behalf of Metro be paid a living wage, be provided with or are able to afford health benefits, have reasonable time off, not be subject to lay off merely because Metro changes contractors and should work in an environment of labor peace.

Metro has adopted living wage rates adopted by the Los Angeles World Airports (LAWA). These rates will be reviewed each fiscal year, no later than the July 5<sup>th</sup> to determine if any adjustment should be made based on any change as of June 30<sup>th</sup> of the previous fiscal year.

If the contract is subject to a federal or state prevailing wage requirement, the highest of the three wage rates shall apply. Proof of the provision of benefits must be submitted to Metro with the executed contract.

##### B. Compensated Time Off to Employees

The contractor or subcontractor shall provide twelve (12) days of compensated time off per year for full time employees, and six (6) days of compensated time off for part time employees, who meet the criteria set forth in this policy as a covered employee. Paid holidays, paid sick days, paid vacation and paid personal days shall count toward the required twelve (12) or six (6) days.

#### III. SERVICE CONTRACT WORKER RETENTION POLICY

##### 1. Application

The employee retention requirements under this policy will apply to contracts (subject to this policy) which are greater than \$25,000 and provide for the continuation of a service currently provided by another contractor, including the following contracts:

- a. Weed Abatement and Debris Removal
- b. Asphalt and Concrete Repair
- c. Tree Trimming
- d. Landscaping
- e. Trash Collection
- f. Freeway Beautification
- g. Security Guard Services (not subject to prevailing wages)
- h. Any other service contract determined by Metro to meet the intent of this policy

2. Retention Employee

Any person employed by the predecessor contractor or any subcontractor to the predecessor contractor who:

- a. Provides direct labor or service on a Metro contract
- b. Is not an "exempt" employee under the Fair Labor Standards Act
- c. Has been employed for at least the twelve (12) month period prior to the date of the new contract by the predecessor service contractor or subcontractor and is paid less than \$15.00 per hour

3. Employment

Employment shall be offered to all qualified retention employees.

- a. The new service contractor or subcontractor may deem a retention employee not to be qualified only if:
  - i. The employee has been convicted of a crime that is related to the job or to his or her job performance
  - ii. The contractor can demonstrate to Metro that the employee presents
  - iii. a significant danger to customers, co-workers, or Metro staff

- b. The new service contractor or subcontractor may treat any of its current employees as retention employees for purposes of this policy who, based on payroll records or other reliable evidence can be shown to the satisfaction of Metro:
  - i. Have been employed for at least the twelve (12) month period prior to the date of the new contract by the contractor or subcontractor
  - ii. Would otherwise need to be terminated as a result of this program
- c. In the event that the service contractor or subcontractor does not have enough positions available for all qualified retention employees and its current eligible retention employees, the service contractor or subcontractor will hire the predecessor contractor's qualified retention employees and retain its current employees who are eligible for retention under this Policy based on seniority within each employment classification.

For any positions that become available during the initial ninety (90) day period of the new contract, the service contractor or subcontractor will hire qualified retention employees and rehire its current employees who are eligible for retention under this Policy based on seniority within each employment classification.

#### IV. RETENTION

Qualified employees of the predecessor contractor may not be discharged without cause during the initial ninety (90) day period of their employment under the new contract.

Each such qualified retention employee who receives a satisfactory performance evaluation at the end of the initial ninety (90) day period of employment will be offered continued employment under terms and conditions established by the contractor or subcontractor for all of its employees.

#### V. THIRD TIER REVIEW

With respect to requests for proposals regarding contracts identified in Section III (1) all proposers shall be required to undergo what is commonly referred to as a Employee Retention Plan. This is the process under which Metro considers the proposer's history as an employer and working condition commitments in evaluating the proposals. All proposers will be required to address the following in their Employee Retention Plan:

##### 1. Compensated Days Off



The proposal shall describe the compensated days off per year, including holidays, sick leave, vacation and personal leave.

2. Employee Retention Requirements

The proposer will be required to provide requested information and documentation with regard to staffing needs under the contract and how many, if any, of its current employees would need to be considered for retention purposes.

3. Covered Employees

Any person employed by the contractor or any subcontractor, notwithstanding the location of the person, who:

- a. Is not a person who provides volunteer services, that are uncompensated except for reimbursement of expenses such as meals, parking or transportation;
- b. Expend at least half of his or her time on work for Metro;
- c. Is at least eighteen (18) years of age

VI. ADMINISTRATION

Metro's Diversity & Economic Opportunity Department shall monitor compliance, including the investigation of claimed violations, and may promulgate additional regulations consistent with this Policy.

VII. REPORTS

The Labor Compliance Administrator of the Diversity & Economic Opportunity Department shall file an annual report on compliance with the Metro Board.

VIII. PROPOSAL AND CONTRACT LANGUAGE

All proposals and Metro contracts subject to this policy shall contain the following paragraph or substantially equivalent language:

1. Living Wage Policy

The contract is subject to Metro's Living Wage Policy and any implementing regulations. The Policy requires among other things, that unless specific exemptions apply, all employers, as defined, under service contracts shall provide payment of a minimum level of compensation to employees, which include the cost of health benefits and a minimum number of days of compensated time off. Failure to provide the living wage compensation and compensated time off may result in termination of the contract or recommendation for debarment from future

contracts. The service or labor contract shall include the employee retention requirement set forth in this Policy, if applicable.

## 2. Service Contractor Worker Retention Policy

This Contract may be subject to the Service Contractor Worker Retention Policy ("SCWRP") which is incorporated herein by reference. If applicable, Contractor must also comply with the SCWRP which requires that, unless specific exemptions apply, all employers under contracts that are primarily for the furnishing of services to or for the Los Angeles County Metropolitan Transportation Authority (Metro) and that involve an expenditure or receipt in excess of Twenty-Five Thousand Dollars (\$25,000) and a contract term of at least three (3) months, shall provide retention by a successor contractor for a ninety-day (90-day) transition period of the employees who have been employed for the preceding twelve (12) months or more by the terminated contractor or subcontractor, if any, as provided for in the SCWRP. Metro has the authority to terminate this Contract and otherwise pursue legal remedies that may be available if Metro determines that the subject contractor violated the provisions of the SCWRP.

## IX. RETENTION PROGRAM

To the extent Metro is able to obtain the information, Metro will provide the service contractor or subcontractor with a list of names, addresses, dates of hire and employment classifications for all covered employee of the outgoing service contractor or subcontractor who are interested in continued employment.

Contracts entered into after the adoption of this Policy shall obligate the contractor or subcontractor to provide names of all qualified retention employees at the end of the contract.

## X. ENFORCEMENT

The service contract agreement shall provide that if a violation of any provision of this Policy occurs and is not corrected after written notice, Metro may, at its option, take any or all of the following actions:

1. Suspend and/or terminate the contract agreement for cause;
2. Require the employer to pay any amounts underpaid in violation of the required payments and Metro's administrative costs and liquidated damages.
3. Debar the contractor or subcontractor from future Metro contracts.

## XI. DEFINITIONS

- Awarding Authority means that subordinate or person of Los Angeles County Metropolitan Transportation Authority - Metro (such as a department) that awards or is otherwise responsible for the administration of a service contract.
- Contractor means any person who enters into a service contract with Metro
- Employee means any person -- who is not a managerial, supervisory, or confidential employee and who is not required to possess an occupational license – who is employed (1) as a service employee of a contractor or subcontractor on or under the authority of one or more service contracts and who expends any of his or her time thereon, including but not limited to: weed abatement, debris removal, asphalt and concrete repair, tree trimming, landscaping, trash collection, pest control and freeway beautification.
- Employee Service Contractor Worker Retention Policy for purposes of applying the provisions of the Service Contractor Worker Retention Policy includes only those employees of a contractor or subcontractor who work on or under the authority of a Metro service contract and who meets all the following requirements: (1) earns under \$15 per hour for work performed on or under the authority of the service contract; (2) has been employed with the contractor or subcontractor for the preceding 12 months; and (3) whose primary place of employment is under the authority of the service contract.
- Person means any individual, proprietorship, partnership, joint venture, corporation, limited liability company, trust, association, or other entity that may employ individuals or enter into contacts.
- Service Contract means a contract in excess of \$25,000 and in duration of three months or longer awarded to a contractor by Metro, primarily for the furnishing of services to or for Metro.
- Subcontractor means any person not an employee that enters into a contract (and that employs employees for such purpose) with a contractor or subcontractor to assist the contractor in performing a service contract. Thus, vendors of a service contractor are not regarded as “subcontractors” for this purpose.
- Successor Contract means a contract to provide services that are substantially similar to the services provided by a prior, recently terminated contract. A service contract will be considered a “recently terminated” contract subject to the SCWRP if, at the time the contract is being terminated, the awarding

department planned to put into place, or contemplated putting into place, another contract to provide for services that are substantially similar to those provided under the contract being terminated. The resulting contract to provide those substantially similar services is subject to the SCWRP as a successor contract. If there is doubt to whether the services to be performed under a new contract are substantially similar to those performed under a recently terminated contract, the DEOD, Procurement and Project Manager shall determine the issue considering Metro proprietary interest in the continuity of services.

- Successor Contactor means a contactor that is awarded a contract to perform services that are substantially similar to the services performed under a recently terminated or completed contact.
- Terminated Contractor a service contractor whose service contract has been recently terminated. It also includes a subcontractor to a service contractor if the contactor is subject to the SCWRP and the service contract between the contractor and its subcontractor is terminated prior to the end of the termination of the Metro service contract.
- Willful Violations means that the employer knew of his, her, or its obligations under the article and deliberately failed or refused to comply with its provisions.

###

## **ATTACHMENT B**

### **MOTION BY:**

**MAYOR ERIC GARCETTI, SUPERVISOR GLORIA MOLINA &  
DIRECTOR JACQUELYN DUPONT-WALKER**

**Item 36.1 – Landscape & Irrigation Maintenance Services –**

### **Living Wage Policy**

MTA contracts out landscaping and irrigation services for almost all bus and rail facilities and properties.

Much of this work requires a skilled workforce that are properly trained to perform quality landscaping and irrigation services.

Current MTA practice and contracting policy contracts out landscape and irrigation maintenance services.

The MTA needs to evaluate and commit to providing an equitable wage structure for the workforce that provides these type of services.

Both the City and County of Los Angeles are committed to providing a to their contract employees.

The current City of Los Angeles Living Wage Ordinance requires that employees earn a minimum hourly wage of \$10.91, plus an additional \$1.25 in health benefits or cash, as well as access to paid and unpaid time off.

These elevated minimum levels of compensation provide employees with a higher standard of living, and improve the level of services provided to the public.

MTA does not have an adopted living wage ordinance because the agency's service contracts are subject to state prevailing wages.

While the vast majority of contract workers covered by prevailing wage earn well above the County and the City's living wage rates, employees

working under the classification of Landscape Maintenance Laborer earn less.

These workers earn a minimum hourly rate of \$9.145 in accordance with the California Director of Industrial Relations' General Prevailing Wage Determination.

The MTA should also explore opportunities to retain high skilled workers similar to the City of Los Angeles's "Living Wage and Service Contractor Worker Retention" requirements.

WE THEREFORE MOVE THAT THE MTA CEO:

1. Report back on the feasibility of adopting a living wage ordinance for MTA and provide an analysis that includes a review of which contracts would be subject to the living wage ordinance.
2. Consider and provide recommendations on a service contract worker retention program which retains, for transition purposes, core employees of the previously employed contractor for a period of no more than days.
3. Apply the City of Los Angeles' living wage rates to the Orange Line landscape maintenance contract before us today.
4. Report back at the March 2014 Board meeting on all the items listed above.

###

# Metro Ambassador Pilot Program Evaluation

Operations, Safety & Customer Experience Committee  
October 19, 2023



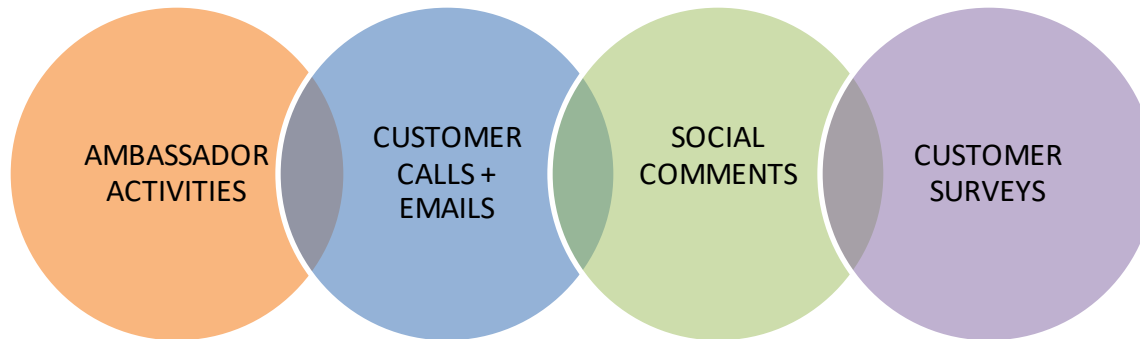


# AMBASSADOR PROGRAM OBJECTIVES AND EVALUATION

The program is designed with the following objectives:

- **Improve perceptions of safety** by providing a visible presence on the system to enhance riders' sense of personal safety and security. For issues that require special intervention, Ambassadors alert the elements of our public safety ecosystem:
  - Law enforcement regarding incidents of crime;
  - Metro transit security officers for code of conduct compliance;
  - Homeless outreach teams and crisis intervention teams who provide care-first support for vulnerable riders; and
  - Cleanliness and elevator/escalator maintenance issues that, if not promptly addressed, make stations, trains, and buses feel less safe.
- **Improve customer experience** by helping riders more confidently navigate the system, anticipate their needs, proactively engage and connect with customers, and connect vulnerable riders to resources.

## HERE'S WHAT WE LOOKED AT:



Overall, Ambassadors have...

Significantly increased Metro face-to-face customer service interactions

174,751

Customer Center Visits

+

502,656

Ambassador Interactions with riders (beyond a greeting)

=

677,407

Improved response times by reporting cleanliness and maintenance issues

9,404

Cleanliness/ maintenance issues

2,809

Graffiti Sightings

2,671

Escalator/Elevator Problems

Alerted first responders and outreach teams

1,785

Safety-related submissions on Transit Watch App

381

Phone calls to 911 or Metro's Security Operations Center

Saved 72 Lives

52

Lives saved using Narcan since April

+

20

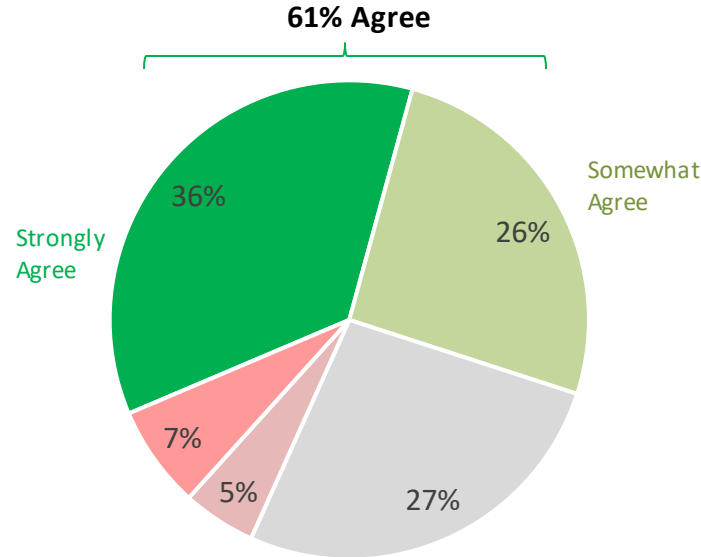
Lives saved using CPR, suicide intervention, etc.

=

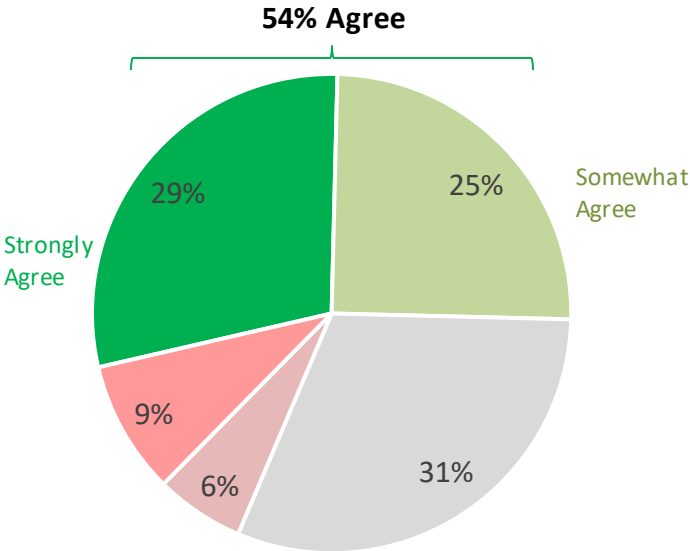
72

## Most riders want more Ambassadors on Metro

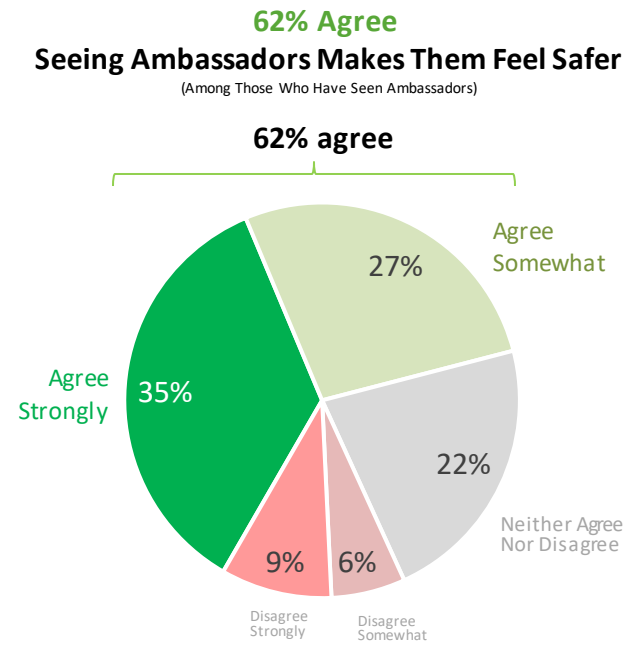
**61% Want to See More Ambassadors on Metro**  
(Among Those Who've Seen Ambassadors)



**54% Say Ambassadors Make Them Want to Ride Metro More**  
(Among Those Who've Seen Ambassadors)



# Most riders agree that seeing Ambassadors on Metro makes them feel safer



I think the presence of Metro ambassadors has helped discourage illegal activity on the train

Rider, Pasadena

The ambassadors have cleaned up the environment some.

Rider, Westlake

I think the new metro ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains

Rider, Glendale

I haven't been on the Metro in over 5 years and I remember hating it because it felt unsafe. Now I absolutely love it because I feel safe and welcomed with the Ambassadors and security you have staffed.

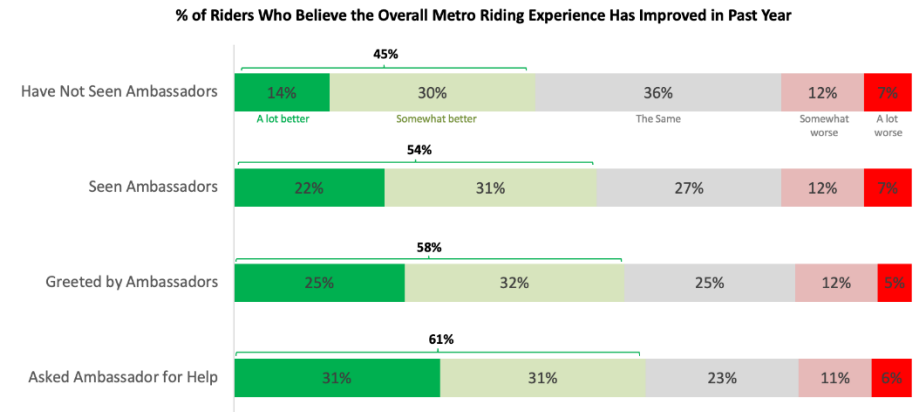
Rider, Rampart Village

- More Likely to Agree Ambassadors Make Them Feel Safer:
- Asian/Pacific Islanders (70%)
  - Hispanics/Latinos (68%)
  - Women (66%)
  - Under \$25K HHI (66%)

Source: Ambassador Program Survey, July-Aug 2023  
Q: How much do you agree or disagree with the following statements? n=5,889  
Q: What has made your Metro riding experience better?

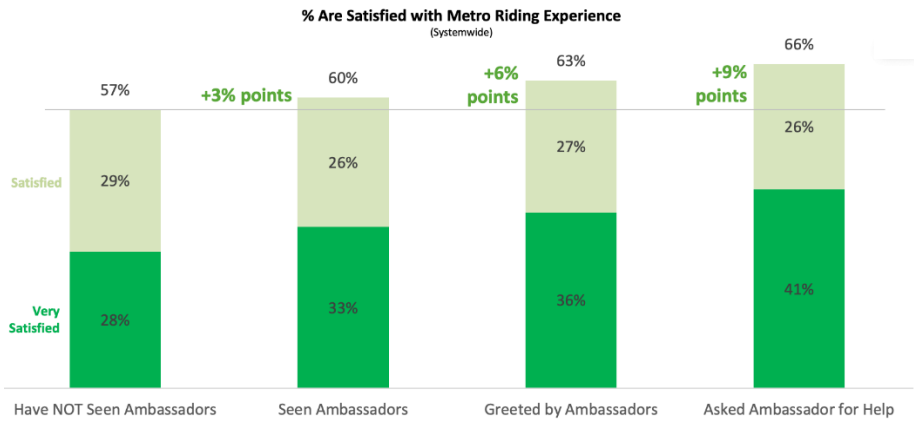
# Ambassadors appear to Improve the Customer Experience

Riders who have seen or interacted with Ambassadors are **more likely** to feel their Metro riding experience has improved.



Source: Ambassador Program Survey, July-Aug 2023  
Q: Is your overall Metro riding Experience, including both bus and rail, better than, worse than, or the same as it was a year ago? n=11,337

Riders who have had **more interaction** with Ambassadors have **higher satisfaction levels**



Source: Ambassador Program Survey, July-Aug 2023  
Q: Thinking about your experiences during your entire journey door-to-door and all your interactions with Metro [INSERT "Bus" OR "Rail" BASED ON ASSIGNMENT AT HIDDEN\_VARIABLE\_MODE\_ASSIGNMENT], how satisfied are you with Metro [Bus/Rail]? n=11,337

When we asked riders how they would like see the Ambassador program improved, some key themes emerged:

Expand to Other Areas	Expand Hours at Night	Clarify What Ambassadors Do	Less standing around talking, on phone	More knowledge of routes & arrivals	Help with additional duties that are currently out of scope
<p><i>Hire more people. I have seen them at significant stations but I'd like to see them at more stations and stops."</i></p> <p><i>Rotate them thru a wider range of lines.</i></p>	<p><i>Put them on the subways after dark.</i></p> <p><i>Have them available at night would be helpful too.</i></p>	<p><i>More clarity for the average rider on how they can help us.</i></p> <p><i>Make it more clear what they do</i></p> <p><i>Inform the riders about what they do</i></p>	<p><i>Ambassadors could move around more. Often I see several standing and talking among themselves.</i></p> <p><i>Hire those who want to do the job rather than just standing around...</i></p> <p><i>Space them out more. I see clumps of Ambassadors</i></p>	<p><i>Mandatory training and hiring process to ensure that ambassadors are knowledgeable of the various metro lines and routes</i></p> <p><i>Give information about each metro line or bus line</i></p> <p><i>Them having access to real time information</i></p>	<p><i>Have them kick out rude/aggressive people.</i></p> <p><i>Deputizing them and helping get all the homeless off the buses and the trains</i></p> <p><i>Maybe help out a bit with the cleanliness of the train.</i></p>

# Let's Hear From Some Customers and Ambassadors





## Benefits of bringing the Transit Ambassador Program In-House:

- **Retention:** As represented Metro employees, Ambassadors would have access to enhanced career opportunities such as promotion opportunities across the agency, improved health and retirement benefits, access to Metro’s suite of training courses, and job security. The current retention rate of Ambassadors is 73% vs the current retention rate of represented Metro employees at 86%.
- **Streamline Administration:** With several vendors, managed by a small in-house team, the administration (e.g., ID badge issuance and replacement) can be cumbersome.
- **Improve Efficiency:** Opportunities for improved service through uniformity in issued technology, pre-employment background checks, training, SOPs, and policies that are currently slightly different depending on the vendor.
- **Improve Teaming:** Opportunities for closer collaboration with other Metro employees, particularly those who are a part of the multi-layer approach to safety.

# RECOMMENDATIONS

## CONSIDER:

- A. RECEIVE AND FILE the Evaluation of the Pilot Transit Ambassador Program (Ambassador Program); and
- A. Authorize the CEO to make the Transit Ambassador Program permanent and transition the program in-house over the next 12 months.

**Thank you**

## Transit Ambassador Contracts Language:

### TERMINATION FOR CONVENIENCE OF LACMTA

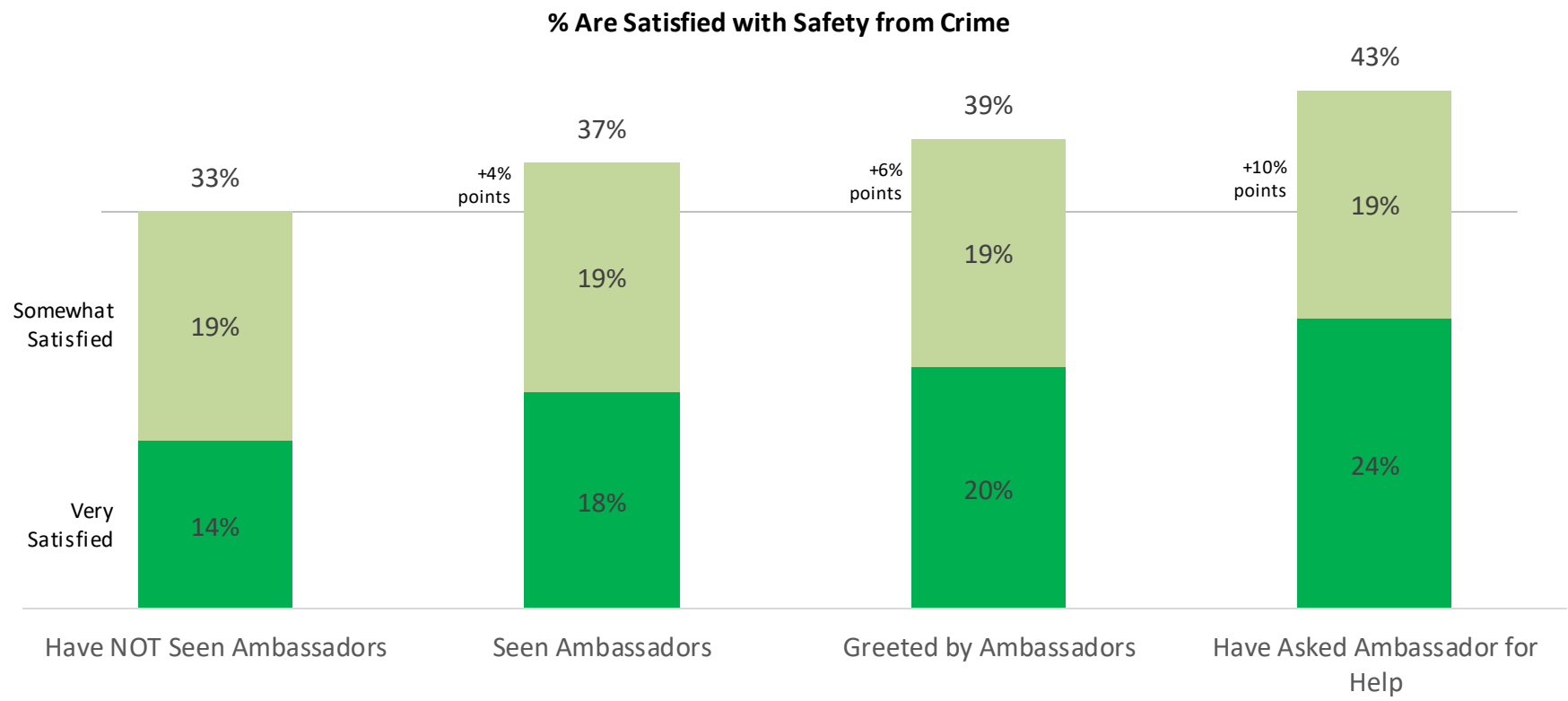
- The performance of the Services under the Contract may be terminated, with or without cause, at any time, in whole or in part, as determined by LACMTA in its sole discretion. Such termination will be accomplished by delivery of a Notice of Termination to the Contractor, specifying the extent to which performance of the Services under the Contract shall be terminated and the date upon which such termination shall become effective.
- If the termination is for the convenience of LACMTA, Contractor shall submit a final invoice within 60 days of termination and upon approval by LACMTA. Upon failure of the Contractor to submit its termination claim within the time specified, LACMTA will determine the amount due the Contractor, if any, on the basis of information available, and will pay the Contractor the amount so determined.
- Subject to the provisions of the above Subsection, the Contractor and LACMTA may agree upon the total or partial amount to be paid to the Contractor by reason of the total or partial termination of the Services pursuant to this Section. The Contract will be amended or revised accordingly, and the Contractor will be paid the agreed-upon amount.

### Living Wage and Service Contract Worker Retention Policy

Metro's Board adopted Living Wage and Service Contract Worker Retention Policy (Attachment E) mandates that employers under Metro service contracts, meeting specific criteria concerning value and duration, must ensure the retention of workers by the successor contractor. Staff believe this policy should be applicable to Metro as well when the agency assumes the role of the successor employer.

Therefore, should the Board approve the permanency of the Transit Ambassador Program, staff will work with the two contractors currently providing ambassadors to facilitate the transition of these employees into Metro as permanent employees.

Those who have interacted with Ambassadors are more satisfied with safety from crime



## Metro Ambassador Deployment

Most Ambassadors are deployed as riding and roving teams to support customers where they feel most uneasy. Fixed-post deployment overlay to support big events, disruptions, and special security deployments including the following:

### **Special events**

- Taste of Soul
- USC Festival
- CicLaVia
- Taylor Swift Concert Series
- 2023 Train Festival
- NYE Grand Park Celebration
- LAUS Tree Lighting Event
- Rose Parade
- Academy Awards
- Rams and Chargers games
- USC and UCLA football games
- LAFC soccer games
- NCAA Championship Football Game

### **Service Disruptions**

- Regional Connector Pre-revenue Testing Support
- Metro Bus Shake-Ups
- Union Station Flooding
- Redondo Beach Transit Center Service Transition
- Bus Bridge Support

### **Security Deployments**

- Anti-Drug Campaign (B/D lines)
- Surge deployment (B, D lines)
- Enhanced multi-layer deployment



# AMBASSADOR RESPONSIBILITIES

- Engage with customers.
- Assist with wayfinding.
- Call system safety or law enforcement if they see a safety incident.
- Support riders with life-saving CPR, NARCAN.
- Alert Metro of cleanliness and maintenance incidents using the Transit Watch App.
- Support Operations, CX and SSLE in event and special security deployments.





## Board Report

**File #:** 2023-0607, **File Type:** Informational Report

**Agenda Number:** 42.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: MONTHLY UPDATE ON PUBLIC SAFETY**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the monthly Public Safety Report.

#### **ISSUE**

Metro is committed to providing outstanding trip experiences for all users of the transportation system. In furtherance of the Vision 2028 Plan, Metro is implementing a multi-faceted plan to improve safety and the perceptions of safety for both riders and employees. The following summarizes current initiatives aimed at accomplishing this objective and recent public safety trends.

#### **BACKGROUND**

At its February 2022 meeting, the Board received and filed a Reimagining Public Safety Framework (Framework) which outlines a human-centered approach to public safety guided by the principle that everyone is entitled to a safe, dignified, and human experience. This Framework reflects Metro's Public Safety Mission and Values statements which were adopted by the Board in December 2021. In March 2023, the Board adopted a revised Code of Conduct, a Bias-Free Policing Policy, and a Public Safety Analytics Policy.

These actions align with numerous initiatives to improve safety and the perception of safety on the system, including the increased, strategic, and layered deployment of personnel (comprised of customer-centered ambassadors and community intervention specialists, as well as transit security and law enforcement officers) and the piloting of safety and security interventions to address specific concerns (e.g., drug use and crime) on the system.

#### **DISCUSSION**

System Security & Law Enforcement (SSLE) is responsible for overseeing safety initiatives on the Metro system and works in coordination with other departments, including Operations and Customer Experience, to implement strategies to advance this objective. The following is a snapshot of activities, as well as performance and outcome-related data for the month of August which is the

---

most recent month for which systemwide law enforcement data is available.

## **OVERVIEW OF ACTIVITIES**

### **LA Union Station Transportation Training Exercise**

On August 23, 2023, Union Station, in partnership with Metro and TSA's Intermodal Security Training and Exercise Program (I-STEP), hosted its first-ever Transportation Training Exercise (TTX). The TTX was four hours long and focused on operational and security procedures that guide information sharing, physical security protective measures, standard operating procedures, and operational coordination among industry employees, industry partners, and security stakeholders in the event of a complex coordinated terrorist attack at LA Union Station. The exercise covered the responses of all parties after receiving threat information, protocols for dealing with unattended bags, and the communication and response in the event of a complex active shooter incident.

### *Los Angeles Police Department's Bola Wrap*

In August, the LAPD announced the extension of the piloting period for a non-lethal device called the Bola Wrap, which is a handheld device that discharges a rope with hooks on the end that will attach to clothes and cause the cable to wrap around the legs or torso so a suspect can't run away. With the extension of the pilot period, LAPD also announced their intent to deploy this tool for LAPD Transit Services Division officers assigned to the Metro system without advanced notice nor concurrence from Metro. Earlier this month, LAPD informed Metro that they have removed the Transit Services Division from the Bola Wrap pilot expansion. However, the pilot program is still active within LAPD's Central and Hollywood Division so officers assigned to those divisions would be carrying Bola Wrap devices. There may be occasions when those officers respond to emergency calls or assistance requests on Metro. LAPD advised that in such instances, those officers may deploy the Bola Wrap within the Metro system without advance notice to Metro.

### *Public Facing Dashboard Update*

In response to the Board adoption of the Bias-Free Policing Policy in March 2023, a public-facing dashboard is in the final development stages. This dashboard, developed by SSLE in collaboration with ITS and law enforcement partners, will feature data on crimes, arrests, citations, and calls for service. Data will be categorized by year, month, rail line, systemwide bus, and Union Station..

Initially, the dashboard will primarily present law enforcement data, as this information has been consistently reported to the Board. Soon after, the dashboard will expand to include other public safety data, such as Metro Transit Security citations, warnings, demographics, and Transit Watch app reports.

The goal is to launch this at the end of this month.

## **ANCILLARY AREAS MOTION 30 RESPONSE**

At its September 2023 meeting, the Board approved Motion #30 by Directors Bass, Horvath, Krekorian, Najarian, Solis, and Hahn for a report back in October on an update on the status of the

---

ancillary areas and their cleaning status.

- All ancillary areas along the B & D lines have been cleaned. Each ancillary area is deep cleaned every 14 days, with additional spot cleaning more frequently on an as-needed basis as identified during the daily security patrols. To date, Custodial Services has completed three full cleaning cycles, the fourth cycle started on October 2, 2023.
- Contract security now patrols every ancillary area a minimum of three times per day, during which they remove any trespassers and identify areas that need to be cleaned for prompt spot cleaning. Currently, there are 66 armed security officers assigned to monitor and inspect the ancillary areas at all B and D line stations. Over the last 30 days, 26 trespassers have been removed from the ancillary areas, resulting in six arrests. An additional 87 security officers will be added to the deployment temporarily to ensure there is coverage at all the stations throughout all three shifts.
- Nearly all audible alarms at the ancillary doors have been reprogrammed to sound for up to two hours if the door was entered or exited without first tapping a valid employee ID on the adjacent badge reader. One door remains to be wired for an alarm. Staff estimates this work will be completed before the end of this month. The alarms will be reset by security officers at the station via the badge reader after they have inspected the corridors for trespassers. Once cameras and other monitoring technology are installed, manned security coverage is expected to be reduced.
- Staff continues to evaluate various options to further secure these areas while maintaining emergency access. Operations is investigating opportunities to install gating to prohibit trespassing into ancillary corridors that are not used to access emergency exits.

Staff will provide quarterly updates to the Board on the above activities and progress, including the results of an updated industrial hygienist audit within 12 months.

### **NEW MULTI-LAYERED DEPLOYMENT UPDATE**

On July 10, Metro established a multi-layered deployment utilizing all resources from the public safety ecosystem with applied lessons learned from the Drug-Free Campaign and Supplement Deployment. This strategic, proactive security model will have a significant impact across the entire rail system, including end-of-line stations and mid-point (Focus) stations and will decrease the number of non-destination travelers that are required to leave the rail system at the end of the night when the system closes. The deployment was created by representatives and executives from all the Metro safety layers, including Metro Transit Security, Metro Ambassadors, Homeless Outreach, Contract Security and Law Enforcement, as well as deployment consultants, with equity, customer experience, and accountability in mind.

The below reflects the results of the deployment through the end of August.

*End-of-Line Offloading*

In the month of August, contract security was reassigned from end-of-line offloading to support security efforts regarding the ancillary areas. In the place of contract security, law enforcement partners are performing end-of-line offloading operations.

To assist in decreasing the number of non-destination travelers and people experiencing homelessness disembarking at end-of-line stations, Metro continues to employ care-based approaches by having TMET, HOPE, and Homeless Outreach augment fare compliance operations. The fare compliance ensures everyone is utilizing the system for the purposes of transit while identifying opportunities to connect those in need with outreach and mental health services. Metro regularly adjusts the deployment based on observations and data to ensure alignment with internal and external partners. Lastly, Metro staff has briefed the Chiefs of Police from several cities at end-of-line stations about the new deployment, particularly the offloading operation, to seek their collaboration.

*Law Enforcement Stats*

LAPD, LASD, and LBPB enforce the penal code on the system, including conducting trespass investigations. Ejections represent law enforcement engagements during trespass investigations in which an individual is removed after it is determined they did not possess a Tap Card to access the rail or bus system. The below charts depict the totality of law enforcement efforts in support of the multi-layered deployment, including homeless outreach.

Multi-Layered Deployment: Law Enforcement Efforts	Totals
Arrests	284
Citations	376
Warnings	1876

\*Law enforcement citations and warnings are not related to fare, but for trespassing, loitering, and moving violations.

Law Enforcement Homeless Outreach	Total Stats
LAPD HOPE Team Outreach Services Offered and Accepted*	Offered: 200 Accepted: 10
LASD MET Team Outreach Services Contacts and Accepted*	Contacts: 1018 Accepted: 13
Long Beach Quality of Life (QOL) Team	Contacts: 134 Accepted: 41

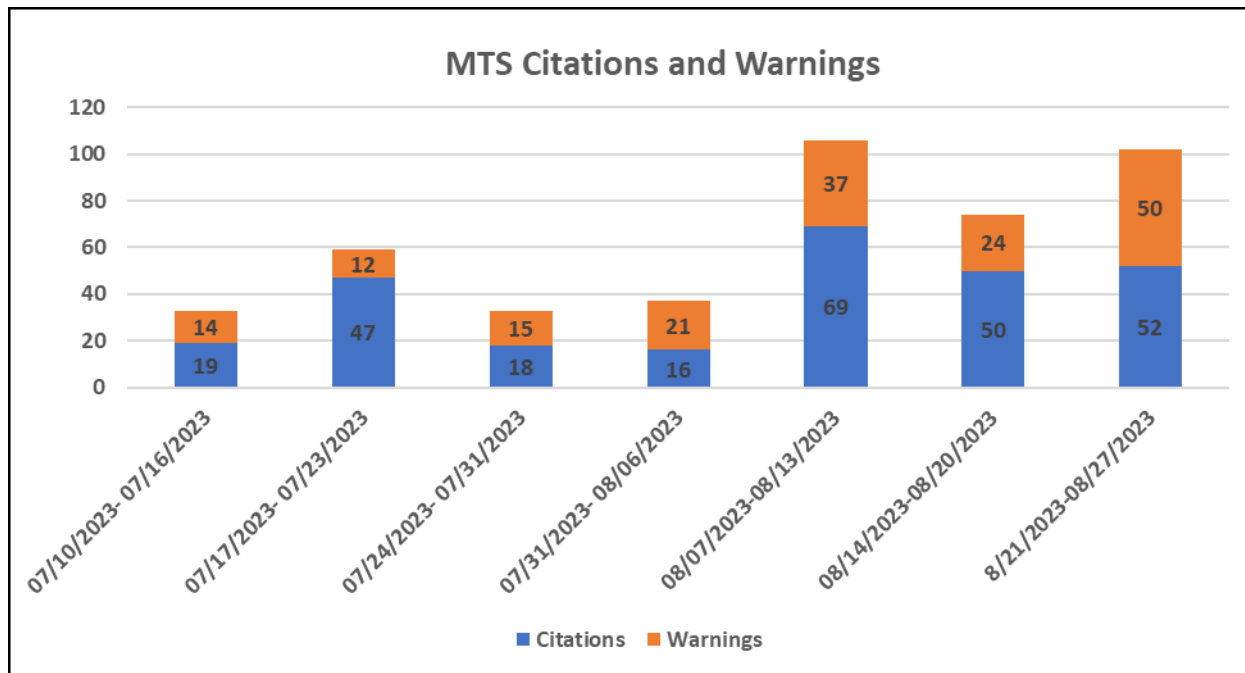
\*LAPD's HOPE team defines accepting services as when the individual agrees to accept, or requests assistance. This includes placing them in direct contact with a service provider, physically transporting an individual to a shelter that has services available, obtaining emergency medical services, or placing the individual on a mental health hold.

\*LASD MET team defines accepted services when a person accepts referrals to shelters, rehabs, or is connected to LAHSA or PATH.

\*Long Beach Quality of Life (QOL) leads a "Shelter the Unsheltered" initiative with PATH assisting in the morning hours. QOL works with PATH to coordinate services for those experiencing homelessness.

### Transit Security

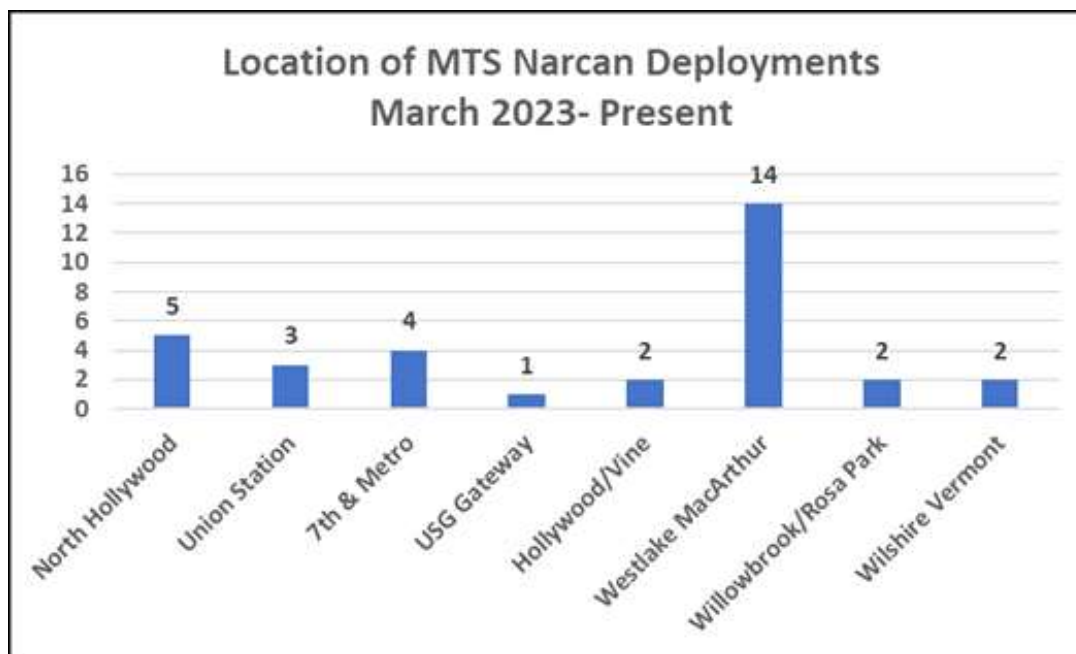
Transit Security's primary role in the multi-layered deployment is code of conduct enforcement. The following chart depicts the citations and warnings issued since the deployment began through the end of August. The month of August saw an increase in citations and warnings from July due to MTS supporting end-of-line operations. Of the citations and warnings issued, 96% were due to individuals failing to provide proof of fare.



\*Citations and Warnings for August end on August 27 due to the reporting cycle.

### NARCAN DEPLOYMENT

In March 2023, Transit Security Officers were trained on how to administer Narcan. Between March and August 2023, Metro Transit Security Officers have deployed Narcan a total of 33 times.



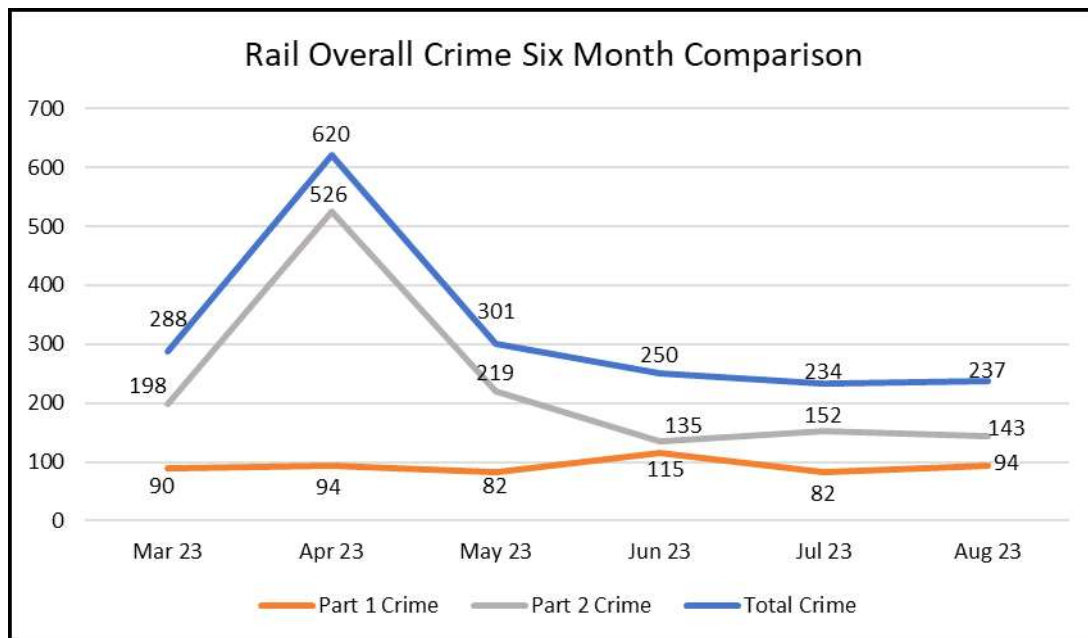
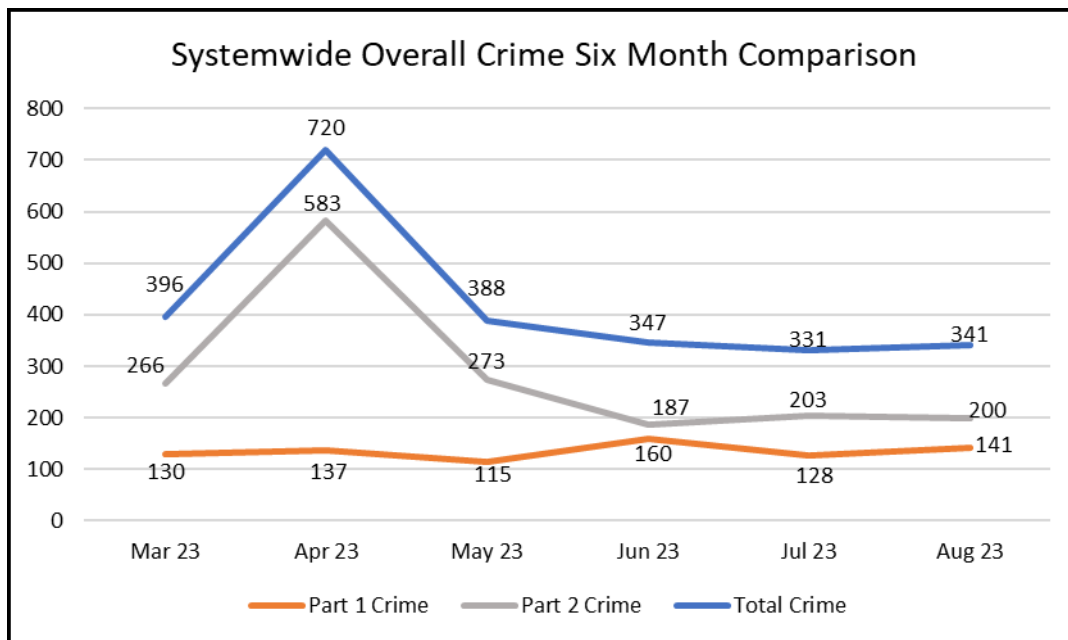
## CRIME / ARRESTS STATISTICS AND TRENDS

Overall, crime on the system decreased by 53% in August when compared with April 2023, the month that recorded the highest number of crimes year-to-date for 2023 (341 vs 720). In comparing July with August 2023, crime systemwide increased slightly by 3% (341 vs 331). However, the 3% is below the 4.5% average crime increase of July to August for the years 2017 to 2019. This increase is typically attributed to various summer events in August. The lower than average increase in crime than seen pre-pandemic may be attributed to the increased security efforts throughout 2023 to address crime on the system.

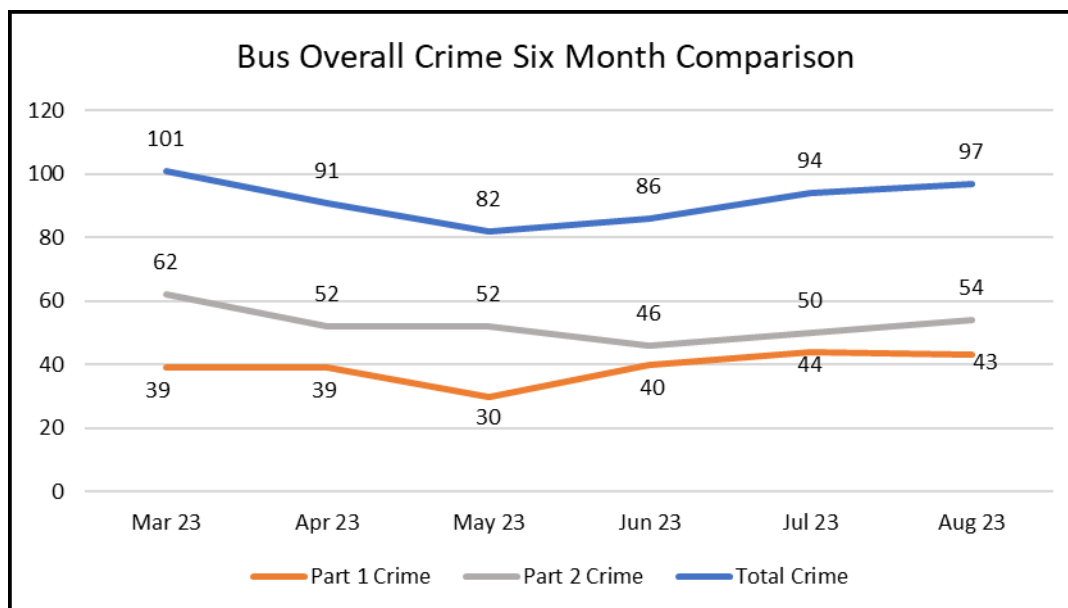
The total arrests for August 2023 were 296, comprised of a gender proportion of 13% (38) female and 87% (258) male. The percentages of arrests by race, compared to July 2023, consisted of 35.47% for Black (a 5.98% decrease), 46.62% for Hispanic (a 6.75% increase), 15.2% for White (a 2.52% decrease), and 2.7% for Other (a 1.75% decrease). A complete breakdown is provided in Attachment B.

Below are six-month comparisons for systemwide, bus, and rail:





Total rail Part 1 crimes increased by 14.63% in August compared to the previous month (94 vs 82). This consists of an increase in aggravated assaults (35 vs 28) and robbery incidents (26 vs 14). Law enforcement identified cell phone thefts as the primary reason behind the increase in robberies systemwide. There were no identifiable trends behind the increase in aggravated assault incidents. Rail lines saw a decrease in motor vehicle thefts (1 vs 3). Part 2 crimes decreased by 5.92% (143 vs 152). This was attributed to a decrease in trespassing, vandalism, and narcotic arrests. However, there was an increase in battery incidents (56 vs 52) and arrests for weapons violations (9 vs 6).



Total bus Part 1 crimes decreased by one crime. This consists of an increase of 5 aggravated assaults. However, there was a decrease of 6 crimes in bike theft, burglary, and larceny incidents. Part 2 crimes increased by 4 total crimes. This was attributed to an increase of 7 battery incidents and 3 narcotics arrests. There was a decrease of 6 crimes in trespassing and vandalism.

For additional details and crime analysis by line, see Attachment C.

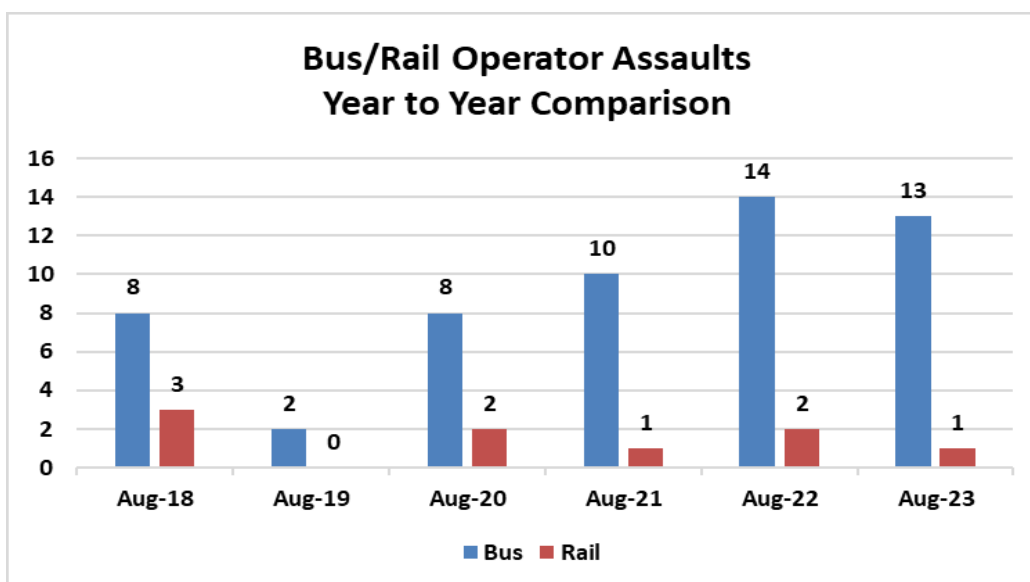
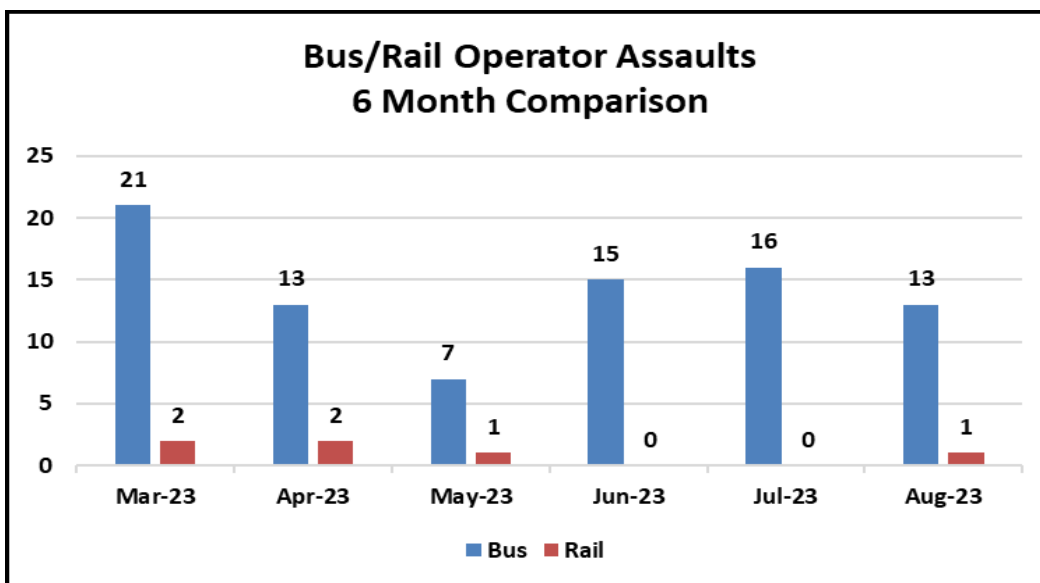
## OPERATOR SAFETY

In August 2023, operator assaults decreased 13% compared to July 2023 (14 vs 16). Using hands (punch, slap) and throwing a can were the top two methods of assault. Of the 14 assaults, 12 were reported as unknown if a bus barrier was used, 1 assault was reported with the barrier not in use, and 1 assault was recorded with the barrier in use. No patterns or trends were identified.

Staff will continue to assess bus operator assault and crime data to inform bus riding team deployment. In addition, staff continue to engage with bus operators at monthly Division RAP sessions to receive feedback on areas where operators face safety challenges. Bus operators continue to show support for the Bus Riding Team program.

LAPD, LASD, and Transit Security (MTS) bus riding and boarding teams continue to be deployed across the system. In the month of August, MTS bus riding teams were deployed on five lines to cover all five service areas of Metro's bus system.

While we strive to decrease the number of operator assaults, the rate of assaults in August is consistent with historical averages as shown in Figure A. The type of assaults that occurred in August are summarized in Figure B.



**Figure A: Bus/Rail Operator Assaults Year to Year Comparison**

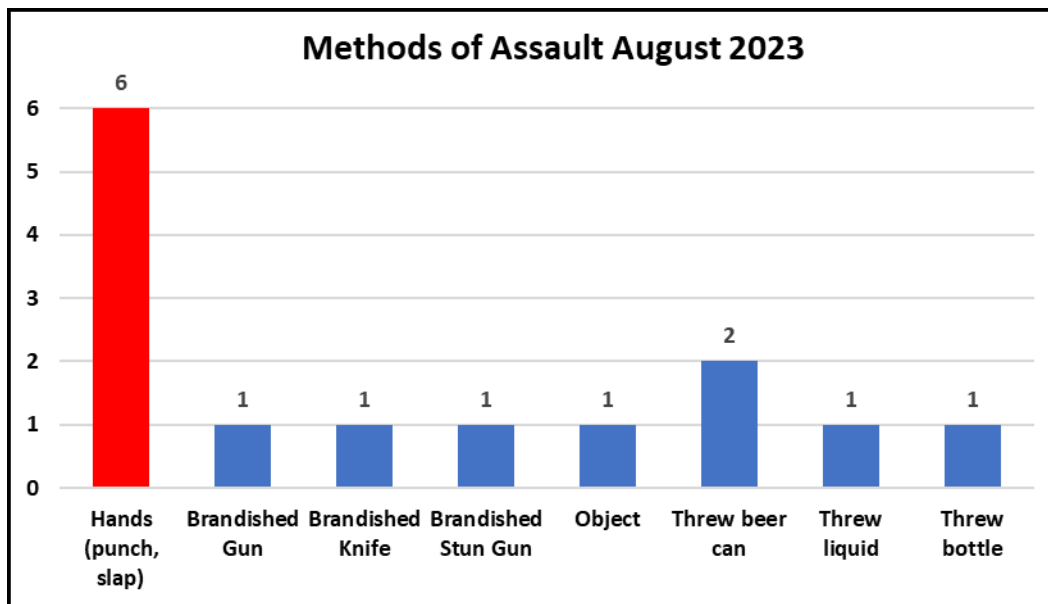


Figure B: Methods of Assault

## METRO AMBASSADOR PROGRAM UPDATE

A Metro Ambassador's role is to support our riders, connect riders to resources, and report incidents or maintenance needs. Metro Ambassadors were deployed on the A Line, B Line, C Line, D Line, K Line, the former L Line, and J Line (Silver), as well as bus lines 210, 40, 20, and 720.

Ambassadors were certified and equipped to carry and administer Narcan in April 2023. For the month of August 2023, Metro Ambassadors reported 19 Narcan incidents:

- (9) incidents at WLMP
- (3) incidents at Union Station
- (2) incidents at 7<sup>th</sup> St. Metro Ctr.
- (1) incident at Slauson Station
- (1) incident at Wilshire/Vermont Station
- (1) incident at Downtown Santa Monica Station
- (1) incident at Willowbrook/Rosa Parks Station
- (1) incident at Fillmore Station

## By the numbers

For the month of August 2023, Metro Ambassadors conducted **69,024** customer interactions and reported the following:

- 863 Cleanliness Issues
- 223 Elevator and Escalator Problems
- 178 Graffiti Incidents

- 208 Safety Issues

## **EQUITY PLATFORM**

Metro continues to implement a multi-layered public safety model that takes a cross-disciplinary approach to address the various safety needs of the system with the involvement of transit security, law enforcement, ambassadors, and social service outreach teams (with trauma-trained teams specializing in working with people experiencing homelessness, mental health issues and drug problems). Having law enforcement's homeless outreach teams as part of the multi-layered model has shown a profound impact in expanding the reach of homeless services on the system and providing access to critical resources such as reconnecting persons experiencing homelessness with their families and loved ones. Deploying all available outreach teams on the system allows for a care-based approach to individuals in need instead of relying on enforcement as the sole approach to public safety.

## **NEXT STEPS**

SSLE continues to monitor our law enforcement partners, private security, and Transit Security Officer performance, monitor crime stats, and consider information from surveys, customer complaints, and physical security assessments, amongst other sources, to analyze safety-related issues, adjust deployment strategies, and formulate new interventions.

## **ATTACHMENTS**

Attachment A - Motion 30

Attachment B - Arrests Demographics August 2023

Attachment C - Total Crime Summary August 2023

Attachment D - Systemwide Law Enforcement Overview August 2023

Attachment E - MTA Supporting Data August 2023

Attachment F - Bus & Rail Operator Assaults August 2023

Attachment G - Sexual Harassment Crimes August 2023

Prepared by: Vanessa Smith, Executive Officer, Customer Experience, (213) 922-7009

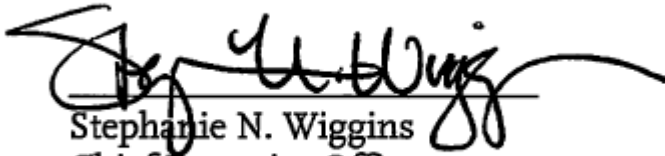
Robert Gummer, Deputy Executive Officer, Administration, (213) 922-4513

Imelda Hernandez, Senior Manager, Transportation Planning, (213) 922-4848

Reviewed by: Gina Osborn, Chief Safety Officer, Chief Safety Office, (213) 922-3055

Jennifer Vides, Chief Customer Experience Officer, Customer Experience Office, (213) 940-4060

Conan Cheung, Chief Operations Officer, Operations, (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer



# Metro

## Board Report

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

**File #:** 2023-0598, **File Type:** Motion / Motion Response

**Agenda Number:** 30.

**REVISED**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**SEPTEMBER 21, 2023**

**Motion by:**

**DIRECTORS BASS, HORVATH, KREKORIAN, NAJARIAN, SOLIS, AND HAHN**

Ancillary Areas

As Los Angeles County's homelessness and addiction crises have worsened, Metro has experienced a rise in people trespassing in the ancillary spaces of its system. Within Metro underground stations, primarily on the B (Red) & D (Purple) Lines, there are 97 ancillary corridors and rooms designed for use by Metro personnel and closed to the public except for emergency evacuations. Ancillary areas are also found on the E (Expo), K (Crenshaw/LAX), and Regional Connector Lines. Metro personnel use these corridors to access specific equipment rooms to support operations, including traction power rooms, train control and communications rooms, ventilation dampers, and elevator machinery rooms. Many of these ancillary corridors are monitored but unlocked per Fire/Life Safety design to allow for alternate emergency exit pathways.

In May 2023, Metro commissioned an industrial hygienist to study the condition of these areas and provide recommendations as to any steps Metro needed to take to properly clean the ancillary areas and protect employees from associated hazards. The study discovered trace levels of biohazards, such as drug residue and human waste. It concluded that Metro needed to adjust cleaning methods and require the use of personal protective equipment (PPE) to ensure the safety of employees who clean and perform maintenance in these areas.

In June 2023, in response to the findings of the environmental study, Corporate Safety developed standard operating procedures outlining the cleaning protocols, decontamination process, and waste disposal process. Based on these recommendations, a new 2-step process was introduced to clean and secure the ancillary areas.

Step 1: Armed security officers inspect the ancillary areas for the presence of trespassers. Once secured, the custodians presoak the ancillary areas with a cleaning agent called Apple Meth Remover, which has been proven more effective in significantly reducing contamination than the previous cleaning agent MonoFoil M. The cleaning agent needs to soak for four hours.

Step 2: After the required time has passed, the ancillary areas are re-inspected to ensure no trespassers are present; then, custodians re-enter to remove any debris left behind by trespassers



and conduct a deep cleaning of the site.

Since August, all ancillary areas on the 16 B & D-Line stations are considered “hot spots” and are cleaned and decontaminated with this two-step process every other week (twice a month).

Additionally, System Security and Law Enforcement (SSLE), has developed a plan to deploy contract security officers (security team) at every B & D-Line station to actively patrol and conduct three inspections of every ancillary area per shift, two shifts per day. To maintain accountability, each security team will contact the Metro Security Operations Center before and after each inspection. In the event a trespasser is identified, they will be detained and removed from the ancillary areas by the security team. As frequently as possible, the Los Angeles Police Department will be contacted to arrest the individual for trespassing. Should the trespasser be arrested three times, SSLE will work with Transit Court to get the trespasser banned from the system for a period of time.

Local audible alarms at the B, D, & E-Line Station ancillary areas operate as follows when the badge reader is not used before opening the emergency exit doors:

- Alarm sounds when the door is opened and continues until the door closes, and no motion is detected behind the door.
- Alarm switches off when the door is closed OR when the door stays open, and motion is detected behind the door.

The alarms on the K-Line & Regional Connector stay activated when the door is opened and is only deactivated with a SSLE activated key.

As Metro continues to improve the ancillary areas' cleanliness and safety and address the environmental study findings, the Board should receive regular status updates on this crucial issue.

## **SUBJECT: ANCILLARY AREAS MOTION**

### **RECOMMENDATION**

APPROVE Motion by Directors Bass, Horvath, Krekorian, Najarian, Solis, and Hahn that the Board direct the Chief Executive Officer to:

- Provide the Board with a current update on the status of the ancillary areas and their cleaning status;
- Develop a detailed plan to conduct daily inspections and cleaning of the ancillary areas across the Metro rail system. This plan is to include methods Metro will take to ensure the areas have been serviced by Metro staff;
- Ensure that once an ancillary area alarm has been activated, the audible notification continues until manually deactivated by Metro staff;
- Evaluate options to further secure these areas for their intended use while maintaining

emergency access; and

- E. Report back to the Board in October and quarterly thereafter on the status of all the above, including an updated industrial hygienist audit within 12 months.



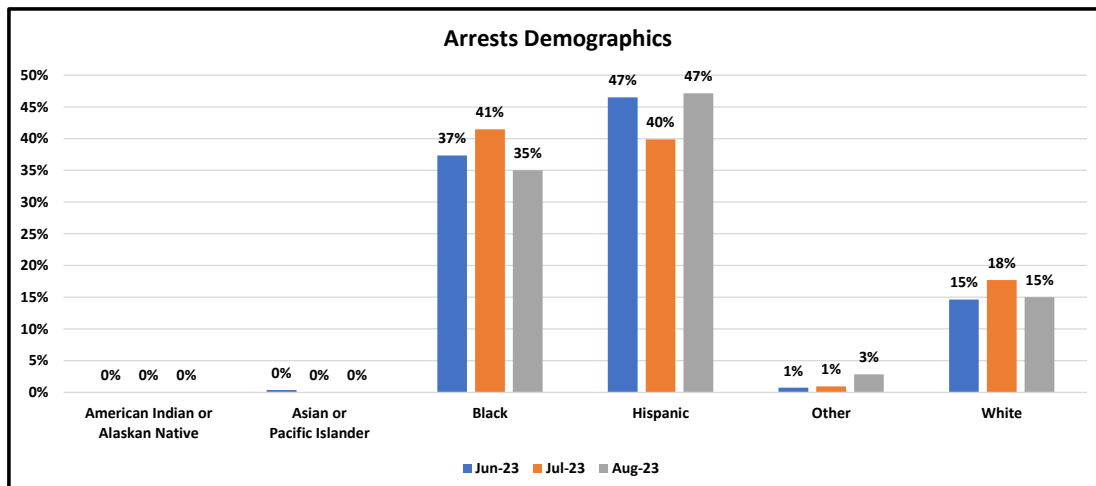
## SYSTEM SECURITY & LAW ENFORCEMENT

Attachment B

Arrests August 2023	American Indian or Alaskan Native		Asian or Pacific Islander		Black		Hispanic		Other		White		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Systemwide - Arrests	0	0	0	0	15	83	11	121	1	7	11	31	280
Total	0		0		98		132		8		42		280
% Share	0.00%		0.00%		35.00%		47.14%		2.86%		15.00%		100.00%

Arrests August 2023	American Indian or Alaskan Native		Asian or Pacific Islander		Black		Hispanic		Other		White		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Bus Systemwide (includes G & J Lines)	0	0	0	0	3	24	7	39	1	3	3	4	84
Rail Systemwide	0	0	0	0	9	52	4	79	0	3	7	26	180
Union Station	0	0	0	0	3	7	0	3	0	1	1	1	16
Total	0		0		98		132		8		42		280
% Share	0.00%		0.00%		35.00%		47.14%		2.86%		15.00%		100.00%

Arrests (by Line, Bus, and Union Station) August 2023	American Indian or Alaskan Native		Asian or Pacific Islander		Black		Hispanic		Other		White		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
A Line (Blue)	0	0	0	0	4	20	2	41	0	1	4	17	89
B Line (Red)	0	0	0	0	4	18	2	27	0	2	2	8	63
C Line (Green)	0	0	0	0	1	4	0	8	0	0	1	0	14
D Line (Purple)	0	0	0	0	0	0	0	1	0	0	0	0	1
E Line (Expo)	0	0	0	0	0	6	0	2	0	0	0	1	9
Bus - G Line (Orange)	0	0	0	0	0	2	0	1	0	0	0	0	3
Bus - J Line (Silver)	0	0	0	0	0	1	0	4	0	0	0	0	5
K Line	0	0	0	0	0	4	0	0	0	0	0	0	4
Union Station	0	0	0	0	3	7	0	3	0	1	1	1	16
Bus Systemwide (excludes G & J Lines)	0	0	0	0	3	21	7	34	1	3	3	4	76
Total	0		0		98		132		8		42		280
% Share	0.00%		0.00%		35.00%		47.14%		2.86%		15.00%		100.00%





## SYSTEM SECURITY & LAW ENFORCEMENT

Attachment C

### Total Crime Summary - August 2023

Part 1 Crimes 5-Year Trend - Systemwide

January - August	2019	2020	2021	2022	2023
<b>Part 1 Crimes</b>					
Agg Assault	187	173	254	326	382
Arson	1	5	7	5	0
Bike Theft	51	36	30	36	18
Burglary	4	4	12	10	11
Homicide	1	2	2	4	3
Larceny	545	290	240	360	337
Motor Vehicle Theft	16	11	9	11	34
Rape	6	5	10	9	8
Robbery	202	153	147	228	264
<b>Totals</b>	<b>1,013</b>	<b>679</b>	<b>711</b>	<b>989</b>	<b>1,057</b>

Part 1 Crimes 5-Year Trend - Rail

January - August	2019	2020	2021	2022	2023
<b>Part 1 Crimes</b>					
Agg Assault	115	112	165	212	256
Arson	1	5	7	4	0
Bike Theft	32	25	17	22	8
Burglary	4	4	12	8	10
Homicide	0	2	2	3	3
Larceny	335	217	181	250	248
Motor Vehicle Theft	15	9	5	5	31
Rape	6	5	9	8	8
Robbery	116	115	103	173	184
<b>Totals</b>	<b>624</b>	<b>494</b>	<b>501</b>	<b>685</b>	<b>748</b>

Part 1 Crimes 5-Year Trend - Bus

January - August	2019	2020	2021	2022	2023
<b>Part 1 Crimes</b>					
Agg Assault	72	61	89	114	126
Arson	0	0	0	1	0
Bike Theft	19	11	13	14	10
Burglary	0	0	0	2	1
Homicide	1	0	0	1	0
Larceny	210	73	59	110	89
Motor Vehicle Theft	1	2	4	6	3
Rape	0	0	1	1	0
Robbery	86	38	44	55	80
<b>Totals</b>	<b>389</b>	<b>185</b>	<b>210</b>	<b>304</b>	<b>309</b>

Part 2 Crimes 5-Year Trend - Systemwide

January - August	2019	2020	2021	2022	2023
<b>Part 2 Crimes</b>					
Battery	621	510	523	695	741
Narcotics	127	36	113	101	339
Sex Offenses	87	54	66	72	82
Trespassing	68	65	61	72	750
Vandalism	103	140	193	222	116
Weapons	30	19	30	36	76
<b>Totals</b>	<b>1,036</b>	<b>824</b>	<b>986</b>	<b>1,198</b>	<b>2,104</b>

Part 2 Crimes 5-Year Trend - Rail

January - August	2019	2020	2021	2022	2023
<b>Part 2 Crimes</b>					
Battery	350	306	303	392	468
Narcotics	84	20	39	52	255
Sex Offenses	51	40	43	51	49
Trespassing	63	62	55	64	738
Vandalism	60	81	114	156	63
Weapons	25	14	15	23	56
<b>Totals</b>	<b>633</b>	<b>523</b>	<b>569</b>	<b>738</b>	<b>1,629</b>

Part 2 Crimes 5-Year Trend - Bus

January - August	2019	2020	2021	2022	2023
<b>Part 2 Crimes</b>					
Battery	271	204	220	303	273
Narcotics	43	16	74	49	84
Sex Offenses	36	14	23	21	33
Trespassing	5	3	6	8	12
Vandalism	43	59	79	66	53
Weapons	5	5	15	13	20
<b>Totals</b>	<b>403</b>	<b>301</b>	<b>417</b>	<b>460</b>	<b>475</b>

Part 1 Crimes 5-Year Trend August only - Systemwide

	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 1 Crimes</b>					
Agg Assault	23	29	36	41	61
Arson	0	0	0	2	0
Bike Theft	7	4	2	6	1
Burglary	0	0	1	0	0
Homicide	0	1	0	2	1
Larceny	75	30	42	27	39
Motor Vehicle Theft	0	2	3	1	2
Rape	2	0	1	1	0
Robbery	24	19	18	28	37
<b>Totals</b>	<b>131</b>	<b>85</b>	<b>103</b>	<b>108</b>	<b>141</b>

Part 1 Crimes 5-Year Trend August only - Rail

	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 1 Crimes</b>					
Agg Assault	17	19	24	28	35
Arson	0	0	0	1	0
Bike Theft	4	1	1	5	1
Burglary	0	0	1	0	0
Homicide	0	1	0	2	1
Larceny	46	26	35	15	30
Motor Vehicle Theft	0	1	1	1	1
Rape	2	0	1	1	0
Robbery	14	16	12	18	26
<b>Totals</b>	<b>83</b>	<b>64</b>	<b>75</b>	<b>71</b>	<b>94</b>

Part 1 Crimes 5-Year Trend August only - Bus

	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 1 Crimes</b>					
Agg Assault	6	10	12	13	26
Arson	0	0	0	1	0
Bike Theft	3	3	1	1	0
Burglary	0	0	0	0	0
Homicide	0	0	0	0	0
Larceny	29	4	7	12	9
Motor Vehicle Theft	0	1	2	0	1
Rape	0	0	0	0	0
Robbery	10	3	6	10	11
<b>Totals</b>	<b>48</b>	<b>21</b>	<b>28</b>	<b>37</b>	<b>47</b>

Part 2 Crimes 5-Year Trend August only - Systemwide

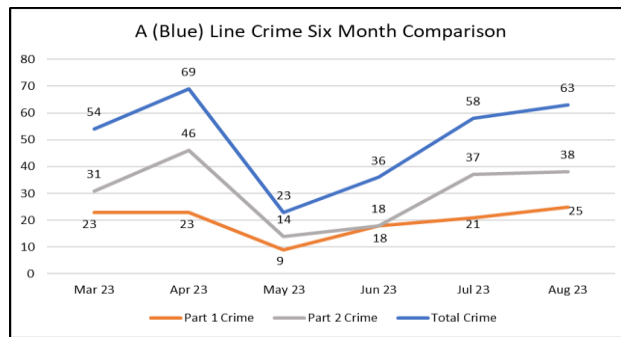
	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 2 Crimes</b>					
Battery	75	80	85	90	92
Narcotics	28	6	1	23	41
Sex Offenses	6	7	9	9	8
Trespassing	11	7	11	11	40
Vandalism	11	23	25	20	6
Weapons	7	3	2	13	13
<b>Totals</b>	<b>138</b>	<b>126</b>	<b>133</b>	<b>166</b>	<b>200</b>

Part 2 Crimes 5-Year Trend August only - Rail

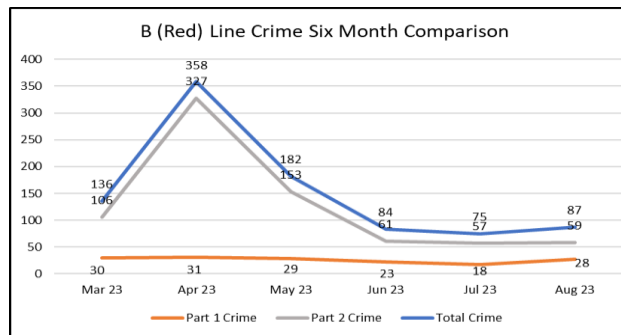
	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 2 Crimes</b>					
Battery	43	49	46	41	56
Narcotics	13	3	0	7	29
Sex Offenses	3	6	7	4	6
Trespassing	10	6	11	10	39
Vandalism	9	9	17	11	4
Weapons	6	2	1	7	9
<b>Totals</b>	<b>84</b>	<b>75</b>	<b>82</b>	<b>80</b>	<b>143</b>

Part 2 Crimes 5-Year Trend August only - Bus

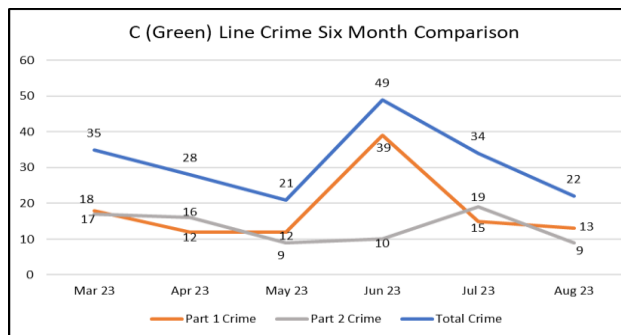
	August 2019	August 2020	August 2021	August 2022	August 2023
<b>Part 2 Crimes</b>					
Battery	32	31	39	49	36
Narcotics	15	3	1	16	12
Sex Offenses	3	1	2	5	2
Trespassing	1	1	0	1	1
Vandalism	2	14	8	9	2
Weapons	1	1	1	6	4
<b>Totals</b>	<b>54</b>	<b>51</b>	<b>51</b>	<b>86</b>	<b>57</b>



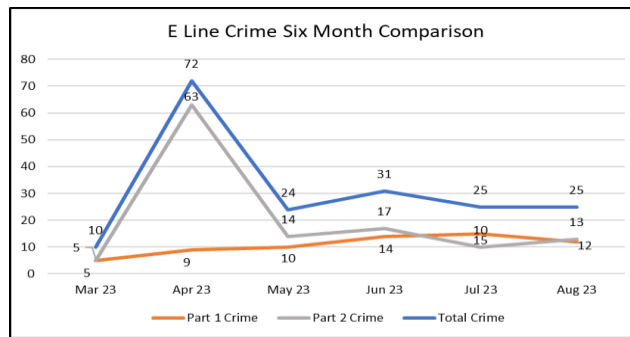
In August 2023, the A (Blue) Line saw a 9% increase (63 vs 58) in total crime compared to the previous month. Part 1 crimes increased by 19% (25 vs 21), which was a result of 9 additional larceny, robbery, and bike theft incidents. There was also a decline in aggravated assaults (5 vs 8) and motor vehicle thefts (0 vs 2). Part 2 crimes increased overall by one. There were increases in narcotics and weapons arrests (9 vs 8 and 4 vs 1, respectively), as well as decreases in battery (13 vs 14), trespassing (9 vs 10), and vandalism (2 vs 3).



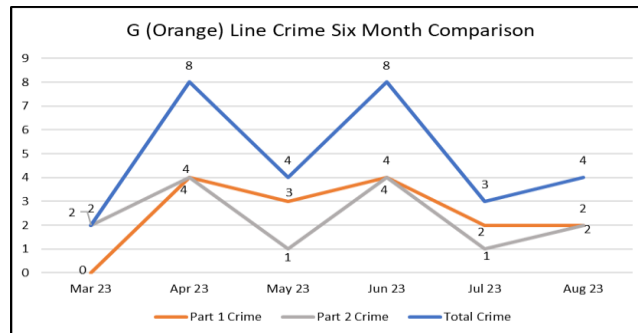
In August 2023, the B (Red) Line saw a 16% increase (87 vs 75) in total crime compared to the previous month. Part 1 crimes increased overall by 56% (28 vs 18). This was a result of an increase of 11 aggravated assaults, larceny, and robbery incidents. Part 2 crimes increased by an overall total of 2 crimes. The increase was related to an increase of 7 batteries (23 vs 16) and one more weapons arrest than the prior month (3 vs 2). There was a total decrease of 6 crimes for the following: sex offenses (2 vs 3), trespassing (17 vs 18), vandalism (1 vs 2), and narcotics arrests (13 vs 16).



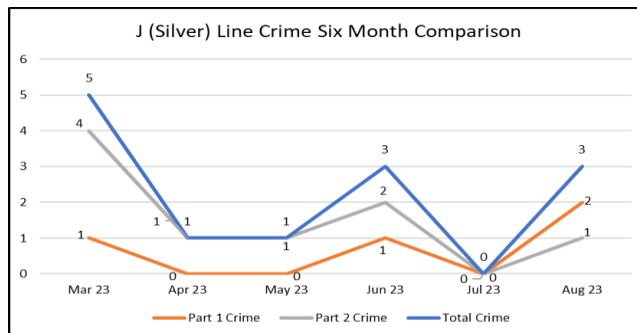
In August 2023, the C (Green) Line saw a 35% decrease (22 vs 34) in total crime compared to the previous month. Part 1 crimes decreased by 13% (13 vs 15). This was a result of 4 less crimes in bike theft, burglary, and larceny, however, there was one homicide and one robbery incident that occurred. Part 2 crimes decreased by 53% (9 vs 19). This was a result of decreases in battery (2 vs 3), trespassing (1 vs 4), vandalism (1 vs 4), narcotics (5 vs 7) and weapons crimes (0 vs 1).



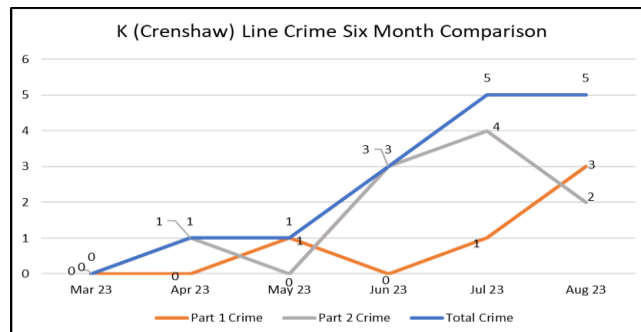
In August, the E Line remained unchanged (25 vs 25) in total crime compared to the previous month. Part 1 crimes decreased by 20% (12 vs 15). This was a result of 7 less aggravated assaults (5 vs 12) and larceny (2 vs 7) incidents. There was an increase of 4 robberies on the E Line. Part 2 crimes increased by 30% (13 vs 10), as a result of an increase in battery (6 vs 5), trespassing (4 vs 3), and weapons crime (1 vs 0), with the weapons crime as an arrest.



In August, the G (Orange) Line saw an increase of one crime in total (4 vs 3) compared to the previous month. Part 1 crimes remained unchanged (2 vs 2), although there was one robbery incident (1 vs 0) that occurred. There were no aggravated assaults reported (0 vs 1). Part 2 crimes increased by one incident, which consisted of a single occurrence of a battery and a narcotics arrest, in addition to a decrease in trespassing (0 vs 1).



In August, the J (Silver) Line saw an increase in Part 1 crimes of 2 from the previous month, which consisted of an aggravated assault and a robbery. Part 2 crimes increased by 1, which was a trespassing incident.



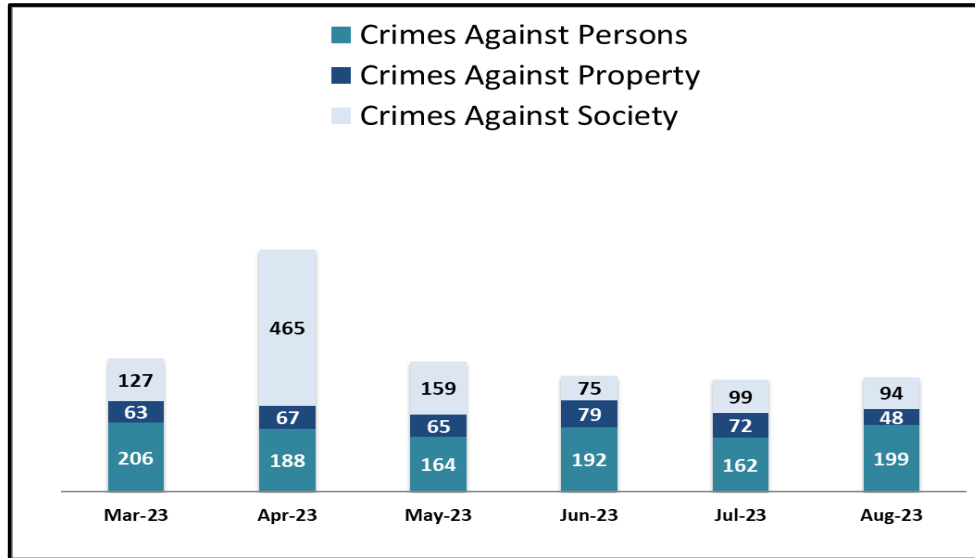
In August, the K (Crenshaw) Line remained unchanged (5 vs 5) in total crime compared to the previous month. Part 1 crimes increased by 2 from the prior month. This was attributed to 2 aggravated assaults and one larceny incident. Part 2 crimes decreased by 50% (2 vs 4) due to a drop in battery and sex offense incidents, which had each seen one incident in the previous month. There was a single trespasser and one weapons crime which resulted in an arrest.

## SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

AUGUST 2023

Attachment D

### Total Crimes

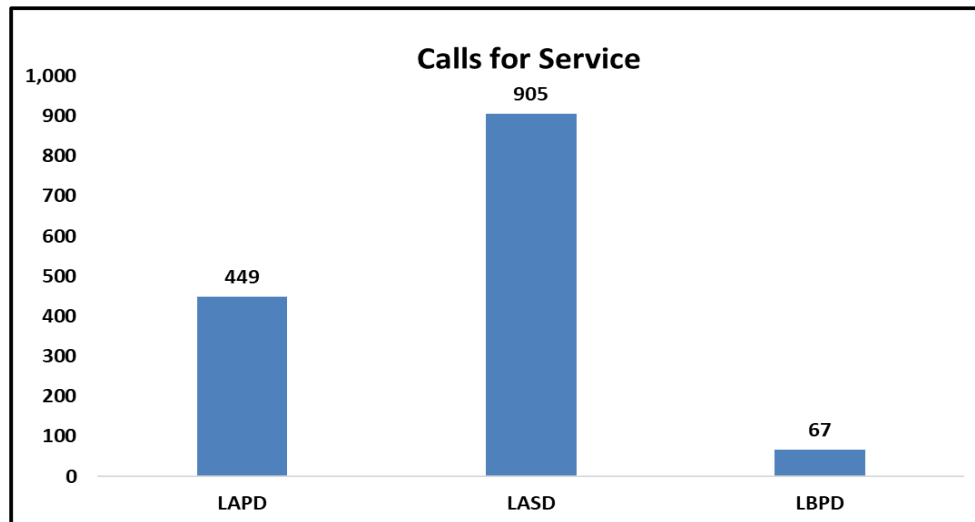


Crimes Against Persons: violent crimes (i.e., homicide, aggravated assaults) are those in which the victims are always individuals

Crimes Against Property: crimes to obtain money, property, or some other benefit (i.e., theft, vandalism, robbery)

Crimes Against Society: represent society's prohibition against engaging in certain types of activity (i.e., drug violations)

### Calls for Service







## SYSTEM SECURITY & LAW ENFORCEMENT

### SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

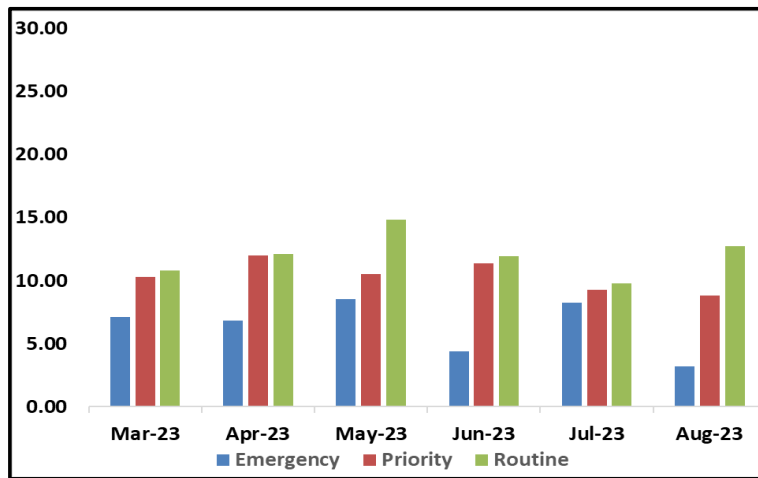
AUGUST 2023

Attachment D

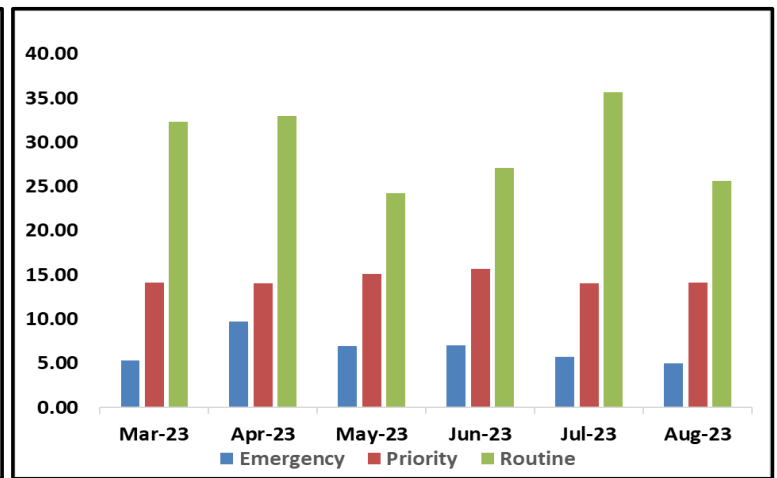
#### Average Incident Response Times

These graphs show how long it takes (in minutes) for LAPD, LASD, and LBPD to respond to Emergency, Priority, and Routine calls

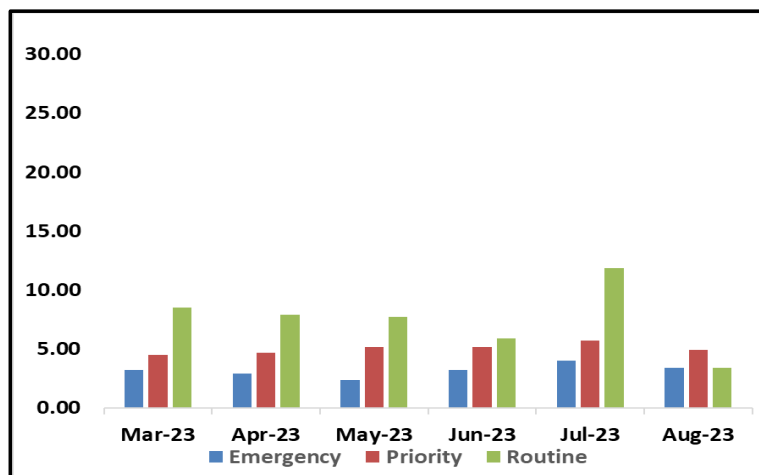
##### LAPD



##### LASD



##### LBPD





**Metro**

## SYSTEM SECURITY & LAW ENFORCEMENT

# Transit Police

## Monthly Crime Report



Attachment D

	2023	2022	%
	August	August	Change
<b>CRIMES AGAINST PERSONS</b>			
Homicide	1	2	-50.0%
Rape	0	1	-100.0%
Robbery	37	28	32.1%
Aggravated Assault	55	38	44.7%
Aggravated Assault on Operator	6	3	100.0%
Battery	84	77	9.1%
Battery on Operator	8	13	-38.5%
Sex Offenses	8	9	-11.1%
<b>SUB-TOTAL</b>	<b>199</b>	<b>171</b>	<b>16.4%</b>
<b>CRIMES AGAINST PROPERTY</b>			
Burglary	0	0	0.0%
Larceny	39	27	44.4%
Bike Theft	1	6	-83.3%
Motor Vehicle Theft	2	1	100.0%
Arson	0	2	-100.0%
Vandalism	6	20	-70.0%
<b>SUB-TOTAL</b>	<b>48</b>	<b>56</b>	<b>-14.3%</b>
<b>CRIMES AGAINST SOCIETY</b>			
Weapons	13	13	0.0%
Narcotics	41	23	78.3%
Trespassing	40	11	263.6%
<b>SUB-TOTAL</b>	<b>94</b>	<b>47</b>	<b>100.0%</b>
<b>TOTAL</b>	<b>341</b>	<b>274</b>	<b>24.5%</b>
<b>ENFORCEMENT EFFORTS</b>			
Arrests	270	366	-26.2%
Citations	473	830	-43.0%
Calls for Service	1,421	1,491	-4.7%



Metro

SYSTEM SECURITY & LAW ENFORCEMENT

MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

AUGUST 2023

Attachment D

Crimes

Monthly	System-Wide	Aug-23	Aug-22	% Change
	Crimes Against Persons	199	171	16.37%
	Crimes Against Property	48	56	-14.29%
	Crimes Against Society	94	47	100.00%
	Total	341	274	24.45%

Six Months	System-Wide	Mar-23-Aug-23	Mar-22-Aug-22	% Change
	Crimes Against Persons	1,111	1,008	10.22%
	Crimes Against Property	394	480	-17.92%
	Crimes Against Society	1,019	173	489.02%
	Total	2,524	1,661	51.96%

Annual	System-Wide	Sep-22-Aug-23	Sep-21-Aug-22	% Change
	Crimes Against Persons	2,088	1,952	6.97%
	Crimes Against Property	747	909	-17.82%
	Crimes Against Society	1,295	290	346.55%
	Total	4,130	3,151	31.07%

Average Emergency Response Times

Monthly	Aug-23	Aug-22	% Change
	3:52	5:27	-29.05%

Six Months	Mar-23-Aug-23	Mar-22-Aug-22	% Change
	5:23	5:40	-5.00%

Annual	Sep-22-Aug-23	Sep-21-Aug-22	% Change
	5:26	5:15	3.49%

Bus Operator Assaults

Monthly	Aug-23	Aug-22	% Change
	14	16	-12.50%

Six Months	Mar-23-Aug-23	Mar-22-Aug-22	% Change
	91	86	5.81%

Annual	Sep-22-Aug-23	Sep-21-Aug-22	% Change
	157	172	-8.72%

Ridership

Monthly	Aug-23	Aug-22	% Change
	25,124,083	22,201,130	13.17%

Six Months	Mar-23-Aug-23	Mar-22-Aug-22	% Change
	143,549,614	128,660,729	11.57%

Annual	Sep-22-Aug-23	Sep-21-Aug-22	% Change
	274,942,525	254,839,271	7.89%



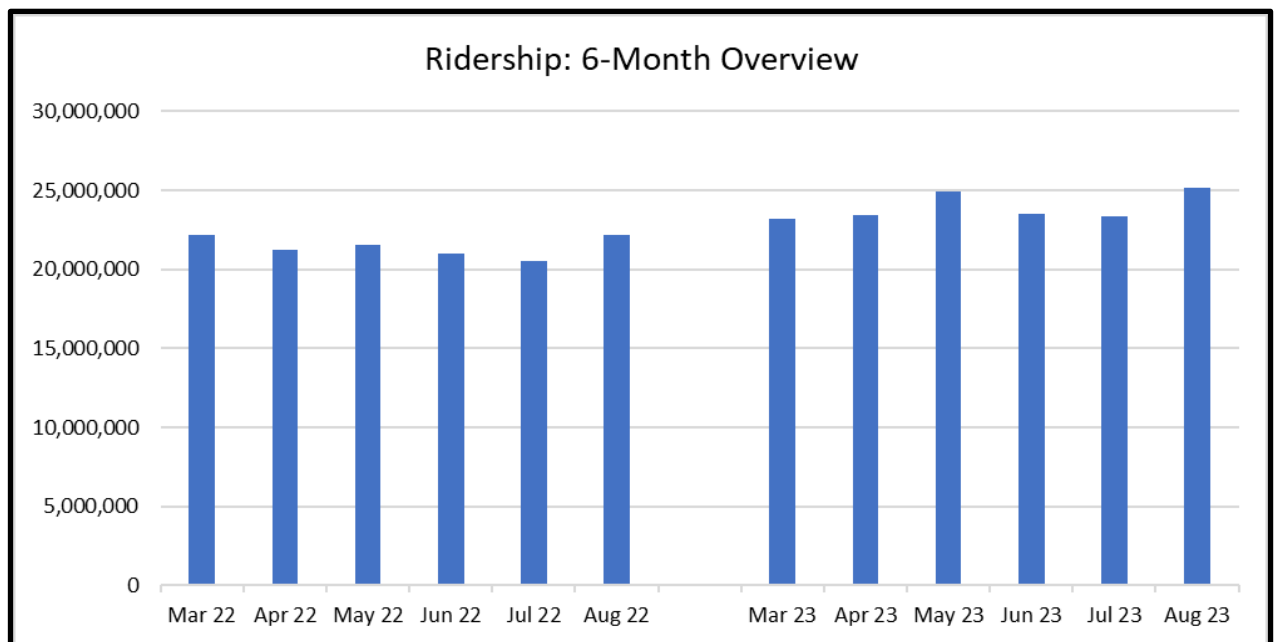
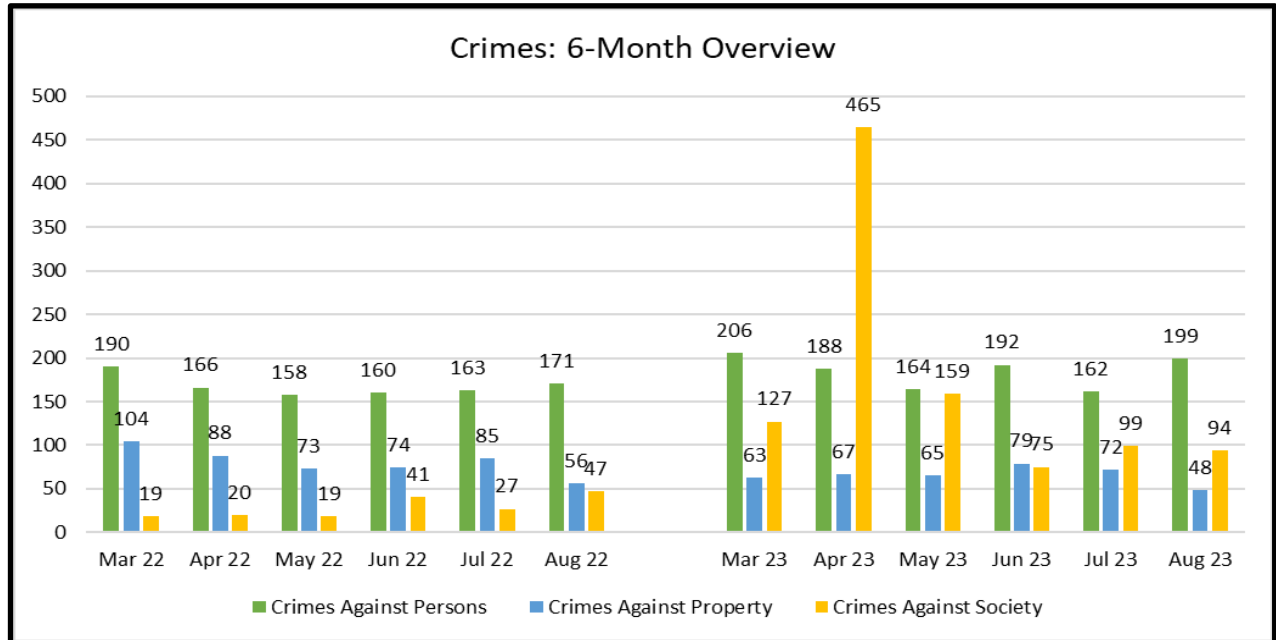
Metro

## SYSTEM SECURITY & LAW ENFORCEMENT

MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

AUGUST 2023

Attachment D



# A LINE (BLUE)

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPd	FYTD
Homicide	0	0	0	0
Rape	0	0	0	0
Robbery	3	2	4	14
Aggravated Assault	0	4	1	13
Aggravated Assault on Operator	0	0	0	0
Battery	4	4	4	26
Battery Rail Operator	1	0	0	1
Sex Offenses	0	1	0	2
<b>SUB-TOTAL</b>	<b>8</b>	<b>11</b>	<b>9</b>	<b>56</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPd	FYTD
Burglary	0	0	0	0
Larceny	3	7	0	16
Bike Theft	0	1	0	1
Motor Vehicle Theft	0	0	0	2
Arson	0	0	0	0
Vandalism	0	1	1	5
<b>SUB-TOTAL</b>	<b>3</b>	<b>9</b>	<b>1</b>	<b>24</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPd	FYTD
Weapons	2	2	0	7
Narcotics	3	6	0	17
Trespassing	5	4	0	19
<b>SUB-TOTAL</b>	<b>10</b>	<b>12</b>	<b>0</b>	<b>43</b>
<b>TOTAL</b>	<b>21</b>	<b>32</b>	<b>10</b>	<b>123</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	1	2	1	8
Azusa Downtown	0	0	0	2
Irwindale	0	0	0	1
Duarte/City of Hope	0	0	0	1
Monrovia	1	0	0	2
Arcadia	1	0	0	2
Sierra Madre Villa	1	2	0	3
Allen	0	0	0	0
Lake	1	0	0	3
Memorial Park	0	0	0	2
Del Mar	0	0	0	1
Fillmore	0	0	0	0
South Pasadena	1	0	0	1
Highland Park	0	0	1	1
Southwest Museum	0	0	0	0
Heritage Square	0	0	0	0
Lincoln/Cypress	1	0	0	1
Chinatown	0	0	2	2
Union Station	0	0	0	0
Little Tokyo/Arts Dist	1	0	0	1
Historic Broadway	0	0	1	1
Grand Av Arts/Bunker Hill	0	0	4	6
7th St/Metro Ctr	0	1	2	6
Pico	2	1	0	4
Grand/LATTC	0	1	0	1
San Pedro St	1	0	0	1
Washington	0	0	0	3
Vernon	2	0	0	3
Slauson	0	1	0	3
Florence	0	0	0	1
Firestone	0	0	1	3
103rd St/Watts Towers	1	0	0	2
Willowbrook/Rosa Parks	4	3	6	21
Compton	1	0	3	11
Artesia	0	0	0	2
Del Amo	0	1	1	5
Wardlow	0	0	0	0
Willow St	2	0	0	3
PCH	2	0	0	4
Anaheim St	2	0	0	5
5th St	0	0	0	0
1st St	0	0	0	0
Downtown Long Beach	2	1	0	6
Pacific Av	0	0	0	0
Blue Line Rail Yard	0	0	0	0
Other	1	0	0	1
<b>Total</b>	<b>28</b>	<b>13</b>	<b>22</b>	<b>123</b>

ARRESTS				
AGENCY	LAPD	LASD	LBPd	FYTD
Felony	1	10	2	31
Misdemeanor	5	62	0	141
<b>TOTAL</b>	<b>6</b>	<b>72</b>	<b>2</b>	<b>172</b>

CITATIONS				
AGENCY	LAPD	LASD	LBPd	FYTD
Misdemeanor Citations	0	0	0	2
Other Citations	2	76	0	160
Vehicle Code Citations	0	6	0	10
<b>TOTAL</b>	<b>2</b>	<b>82</b>	<b>0</b>	<b>172</b>

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPd	FYTD
Routine	4	191	7	438
Priority	25	120	43	396
Emergency	3	7	17	57
<b>TOTAL</b>	<b>32</b>	<b>318</b>	<b>67</b>	<b>891</b>

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPd
Dispatched	17%	N/C	3%
Proactive	83%	N/C	97%
<b>TOTAL</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Blue Line-LAPD	86%
Blue Line-LASD	N/C
Blue Line-LBPd	80%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPd	FYTD
Azusa	0	20	0	29
Irwindale	0	24	0	60
Duarte Station	0	7	0	13
Monrovia	0	7	0	14
Magnolia Ave	0	0	0	0
Arcadia Station	0	5	0	10
Pasadena	0	38	0	65
South Pasadena	0	11	0	14
Marmion Way	0	0	0	0
Flower St	0	0	0	0
Washington St	45	0	0	92
Slauson	0	5	0	12
Florence	0	18	0	29
Firestone	0	6	0	10
103rd St	10	0	0	15
Willowbrook	0	31	0	77
Compton	0	7	0	20
Artesia	0	12	0	22
Del Amo	0	30	0	65
Wardlow Rd	0	0	0	2
Long Beach Blvd	0	0	0	0
Pacific Av	0	0	0	0
<b>TOTAL</b>	<b>55</b>	<b>221</b>	<b>0</b>	<b>549</b>

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

# B LINE (RED)

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	1
Robbery	5	8
Aggravated Assault	17	26
Aggravated Assault on Operator	0	0
Battery	23	39
Battery Rail Operator	0	0
Sex Offenses	2	5
<b>SUB-TOTAL</b>	<b>47</b>	<b>79</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	6	11
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	1	3
<b>SUB-TOTAL</b>	<b>7</b>	<b>14</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	3	5
Narcotics	13	29
Trespassing	17	35
<b>SUB-TOTAL</b>	<b>33</b>	<b>69</b>
<b>TOTAL</b>	<b>87</b>	<b>162</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	25	40
Misdemeanor	39	83
<b>TOTAL</b>	<b>64</b>	<b>123</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	5	59
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>5</b>	<b>59</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	20	46
Priority	146	299
Emergency	11	24
<b>TOTAL</b>	<b>177</b>	<b>369</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	17%
Proactive	83%
<b>TOTAL</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	1	0	0	4
Civic Center/Grand Park	0	0	2	4
Pershing Square	4	0	0	6
7th St/Metro Ctr	4	1	1	18
Westlake/MacArthur Park	9	1	18	45
Wilshire/Vermont	4	0	4	19
Wilshire/Normandie	0	0	0	0
Vermont/Beverly	1	0	1	6
Wilshire/Western	4	0	0	6
Vermont/Santa Monica	3	0	1	4
Vermont/Sunset	1	0	1	3
Hollywood/Western	5	0	0	10
Hollywood/Vine	1	2	1	8
Hollywood/Highland	0	0	3	7
Universal City/Studio City	3	2	0	6
North Hollywood	7	1	1	16
Red Line Rail Yard	0	0	0	0
<b>Total</b>	<b>47</b>	<b>7</b>	<b>33</b>	<b>162</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Red Line- LAPD	86%

LEGEND
Los Angeles Police Department

# C LINE (GREEN)

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	1	1
Rape	0	0	0
Robbery	0	4	7
Aggravated Assault	0	3	6
Aggravated Assault on Operator	0	0	0
Battery	1	1	5
Battery Rail Operator	0	0	0
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>1</b>	<b>9</b>	<b>19</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	1	3	10
Bike Theft	0	0	1
Motor Vehicle Theft	0	1	2
Arson	0	0	0
Vandalism	0	1	5
<b>SUB-TOTAL</b>	<b>1</b>	<b>5</b>	<b>19</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	5	12
Trespassing	0	1	5
<b>SUB-TOTAL</b>	<b>0</b>	<b>6</b>	<b>18</b>
<b>TOTAL</b>	<b>2</b>	<b>20</b>	<b>56</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	0	0	0	1
Douglas	0	0	1	2
El Segundo	0	1	0	1
Mariposa	0	0	0	1
Aviation/LAX	1	0	0	3
Hawthorne/Lennox	1	1	1	6
Crenshaw	4	2	0	7
Vermont/Athens	1	1	0	2
Harbor Fwy	0	1	0	3
Avalon	0	0	0	3
Willowbrook/Rosa Parks	1	0	1	9
Long Beach Bl	0	0	3	8
Lakewood Bl	2	0	0	5
Norwalk	0	0	0	5
<b>Total</b>	<b>10</b>	<b>6</b>	<b>6</b>	<b>56</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	4	8
Misdemeanor	0	10	34
<b>TOTAL</b>	<b>0</b>	<b>14</b>	<b>42</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	76	20	137
Vehicle Code Citations	0	0	2
<b>TOTAL</b>	<b>76</b>	<b>20</b>	<b>139</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	2	125	243
Priority	8	28	87
Emergency	1	8	15
<b>TOTAL</b>	<b>11</b>	<b>161</b>	<b>345</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	16%	14%
Proactive	84%	86%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	87%
Green Line-LASD	94%

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



# E LINE

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	4	1	6
Aggravated Assault	4	1	12
Aggravated Assault on Operator	0	0	0
Battery	4	2	11
Battery Rail Operator	0	0	0
Sex Offenses	1	0	2
<b>SUB-TOTAL</b>	<b>13</b>	<b>4</b>	<b>31</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	1	9
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	1
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>	<b>10</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	1	0	1
Narcotics	1	0	1
Trespassing	4	0	7
<b>SUB-TOTAL</b>	<b>6</b>	<b>0</b>	<b>9</b>
<b>TOTAL</b>	<b>20</b>	<b>5</b>	<b>50</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	8	1	12
Misdemeanor	10	0	16
<b>TOTAL</b>	<b>18</b>	<b>1</b>	<b>28</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	3	1	14
Vehicle Code Citations	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>14</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	14	88	206
Priority	53	21	140
Emergency	7	3	21
<b>TOTAL</b>	<b>74</b>	<b>112</b>	<b>367</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	15%	N/C
Proactive	85%	N/C
<b>TOTAL</b>	<b>100%</b>	<b>0%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Atlantic	0	0	0	2
East LA Civic Ctr	0	0	0	1
Maravilla	0	0	0	2
Indiana (both LAPD & LASD)	0	1	0	2
Soto	0	0	0	0
Mariachi Plaza	0	0	0	0
Pico/Aliso	0	0	0	0
Little Tokyo/Arts Dist	0	0	0	0
Historic Broadway	0	0	0	4
Grand Av Arts/Bunker Hill	0	0	0	0
7th St/Metro Ctr	0	0	0	0
Pico	1	0	0	3
LATTC/Ortho Institute	1	0	1	3
Jefferson/USC	2	0	1	3
Expo Park/USC	1	0	1	2
Expo/Vermont	3	0	0	3
Expo/Western	0	0	1	1
Expo/Crenshaw	0	0	0	3
Farmdale	0	0	0	2
Expo/La Brea	3	0	0	3
La Cienega/Jefferson	0	0	1	1
Culver City	0	0	0	1
Palms	1	1	0	2
Westwood/Rancho Park	0	0	0	1
Expo/Sepulveda	1	0	0	4
Expo/Bundy	0	0	1	1
26th St/Bergamot	0	0	0	0
17th St/SMC	0	0	0	1
Downtown Santa Monica	4	0	0	5
Expo Line Rail Yard	0	0	0	0
<b>Total</b>	<b>17</b>	<b>2</b>	<b>6</b>	<b>50</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	86%
Expo Line-LASD	N/C

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
East Los Angeles	0	37	77
Figueroa St	0	0	0
Exposition Blvd	101	0	205
Culver City	0	1	1
Santa Monica	0	17	46
<b>TOTAL</b>	<b>101</b>	<b>55</b>	<b>329</b>

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

# G LINE (ORANGE)

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

#### REPORTED CRIME

CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	1	1
Aggravated Assault	0	1
Aggravated Assault on Operator	0	0
Battery	1	1
Battery Bus Operator	0	0
Sex Offenses	0	0
<b>SUB-TOTAL</b>	<b>2</b>	<b>3</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	1	2
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	0
<b>SUB-TOTAL</b>	<b>1</b>	<b>2</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	1	1
Trespassing	0	1
<b>SUB-TOTAL</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>4</b>	<b>7</b>

#### ARRESTS

AGENCY	LAPD	FYTD
Felony	1	3
Misdemeanor	2	3
<b>TOTAL</b>	<b>3</b>	<b>6</b>

#### CITATIONS

AGENCY	LAPD	FYTD
Other Citations	0	0
Vehicle Code Citations	86	150
<b>TOTAL</b>	<b>86</b>	<b>150</b>

#### CALLS FOR SERVICE

AGENCY	LAPD	FYTD
Routine	0	0
Priority	7	8
Emergency	0	0
<b>TOTAL</b>	<b>7</b>	<b>8</b>

#### DISPATCHED VS. PROACTIVE

AGENCY	LAPD
Dispatched	21%
Proactive	79%
<b>TOTAL</b>	<b>100%</b>

#### CRIMES PER STATION

STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	0	0	1	3
Laurel Canyon	0	0	0	0
Valley College	1	0	0	1
Woodman	0	0	0	0
Van Nuys	1	0	0	1
Sepulveda	0	0	0	0
Woodley	0	0	0	0
Balboa	0	0	0	1
Reseda	0	0	0	0
Tampa	0	0	0	0
Pierce College	0	0	0	0
De Soto	0	0	0	0
Canoga	0	1	0	1
Warner Center	0	0	0	0
Sherman Way	0	0	0	0
Roscoe	0	0	0	0
Nordhoff	0	0	0	0
Chatsworth	0	0	0	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>7</b>

#### PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM

Orange Line- LAPD	89%
-------------------	-----

#### LEGEND

Los Angeles Police Department

# J LINE (SILVER)

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	1
Aggravated Assault	0	1	1
Aggravated Assault on Operator	0	0	0
Battery	0	0	0
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>	<b>2</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	0
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	0
Trespassing	1	0	1
<b>SUB-TOTAL</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>3</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	0	1
Misdemeanor	2	2	4
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>5</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	131	0	260
Vehicle Code Citations	0	0	0
<b>TOTAL</b>	<b>131</b>	<b>0</b>	<b>260</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	10	21
Priority	2	3	9
Emergency	0	2	2
<b>TOTAL</b>	<b>2</b>	<b>15</b>	<b>32</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	13%	10%
Proactive	87%	90%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	0
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	0
Downtown	0	0	0	0
37th St/USC	0	0	0	0
Slauson	0	0	0	0
Manchester	0	0	0	0
Harbor Fwy	0	0	0	0
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	1	0	0	1
Carson	1	0	0	1
PCH	0	0	1	1
San Pedro/Beacon	0	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Silver Line- LAPD	89%
Silver Line- LASD	N/C

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

# K LINE

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	1
Aggravated Assault	2	0	2
Aggravated Assault on Operator	0	0	0
Battery	0	0	1
Battery Bus Operator	0	0	0
Sex Offenses	0	0	1
<b>SUB-TOTAL</b>	<b>2</b>	<b>0</b>	<b>5</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	1	1
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>1</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	2
Narcotics	0	0	0
Trespassing	1	0	2
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>	<b>4</b>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>10</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Expo / Crenshaw	0	0	0	0
Martin Luther King Jr Station	0	0	1	2
Leimert Park Station	1	0	0	2
Hyde Park Station	1	0	0	1
Fairview Heights Station	0	1	0	3
Downtown Inglewood Station	0	0	1	1
Westchester / Veterans Station	0	0	0	1
<b>Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>10</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	0	2
Misdemeanor	1	1	3
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>5</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	2
Vehicle Code Citations	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	32	72
Priority	7	3	20
Emergency	1	0	1
<b>TOTAL</b>	<b>9</b>	<b>35</b>	<b>93</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	16%	21%
Proactive	84%	79%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
K Line - LAPD	85%
K Line - LASD	N/C

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

# BUS PATROL

ATTACHMENT E

## MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	5	4	18
Aggravated Assault	8	11	35
Aggravated Assault on Operator	5	1	11
Battery	22	6	45
Battery Bus Operator	6	1	18
Sex Offenses	2	0	4
<b>SUB-TOTAL</b>	<b>48</b>	<b>23</b>	<b>131</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	6	2	18
Bike Theft	0	0	3
Motor Vehicle Theft	1	0	1
Arson	0	0	0
Vandalism	1	1	9
<b>SUB-TOTAL</b>	<b>8</b>	<b>3</b>	<b>32</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	1	3	8
Narcotics	6	5	19
Trespassing	0	0	1
<b>SUB-TOTAL</b>	<b>7</b>	<b>8</b>	<b>28</b>
<b>TOTAL</b>	<b>63</b>	<b>34</b>	<b>191</b>

LASD's Crimes per Sector		
Sector		FYTD
Westside	4	6
San Fernando	0	3
San Gabriel Valley	3	5
Gateway Cities	4	17
South Bay	23	39
<b>Total</b>	<b>34</b>	<b>70</b>

LAPD's Crimes per Sector		
Sector		FYTD
<b>Valley Bureau</b>		
Van Nuys	2	3
West Valley	1	1
North Hollywood	6	7
Foothill	1	1
Devonshire	3	5
Mission	0	1
Topanga	2	3
<b>Central Bureau</b>		
Central	11	20
Rampart	3	5
Hollenbeck	0	1
Northeast	2	3
Newton	7	14
<b>West Bureau</b>		
Hollywood	3	6
Wilshire	3	6
West LA	2	5
Pacific	1	2
Olympic	3	7
<b>Southwest Bureau</b>		
Southwest	6	10
Harbor	1	2
77th Street	5	14
Southeast	1	5
<b>Total</b>	<b>63</b>	<b>121</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	18	11	53
Misdemeanor	8	39	92
<b>TOTAL</b>	<b>26</b>	<b>50</b>	<b>145</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	2	56	106
Vehicle Code Citations	0	7	25
<b>TOTAL</b>	<b>2</b>	<b>63</b>	<b>131</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	8	184	373
Priority	18	76	199
Emergency	0	4	16
<b>TOTAL</b>	<b>26</b>	<b>264</b>	<b>588</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	2%
Proactive	83%	98%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	89%
LASD BUS	93%

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

# UNION STATION

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	2	3
Aggravated Assault	3	4
Aggravated Assault on Operator	0	0
Battery	6	16
Battery Rail Operator	0	0
Sex Offenses	2	2
<b>SUB-TOTAL</b>	<b>13</b>	<b>25</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	7	15
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	1
<b>SUB-TOTAL</b>	<b>7</b>	<b>17</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	1
Narcotics	1	4
Trespassing	5	9
<b>SUB-TOTAL</b>	<b>6</b>	<b>14</b>
<b>TOTAL</b>	<b>26</b>	<b>56</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	4	8
Misdemeanor	12	29
<b>TOTAL</b>	<b>16</b>	<b>37</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	2
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>0</b>	<b>2</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	17	28
Priority	70	109
Emergency	9	12
<b>TOTAL</b>	<b>96</b>	<b>149</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	17%
Proactive	83%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE SYSTEM	
Union Station	83%

LEGEND	
Los Angeles Police Department	

# 7TH & METRO STATION

## ATTACHMENT E

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2023

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	1	1
Aggravated Assault	0	0
Aggravated Assault on Operator	0	0
Battery	6	9
Battery Rail Operator	0	0
Sex Offenses	0	0
<b>SUB-TOTAL</b>	<b>7</b>	<b>10</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	0	1
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	2	5
<b>SUB-TOTAL</b>	<b>2</b>	<b>5</b>
<b>TOTAL</b>	<b>9</b>	<b>16</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	0
Misdemeanor	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	2	11
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>2</b>	<b>11</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	3	3
Priority	11	19
Emergency	1	2
<b>TOTAL</b>	<b>15</b>	<b>24</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	16%
Proactive	84%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE SYSTEM	
7th & Metro Station	86%

LEGEND	
Los Angeles Police Department	

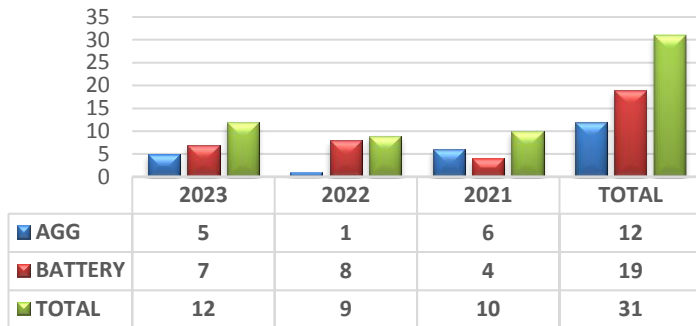


# Los Angeles Police Department - Transit Services Division Monthly Bus / Rail Operator Assault Recap Report

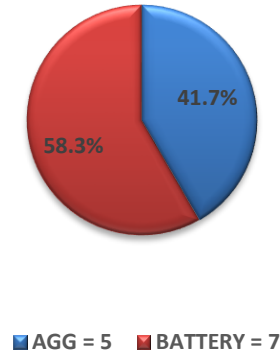
## AUGUST 2023



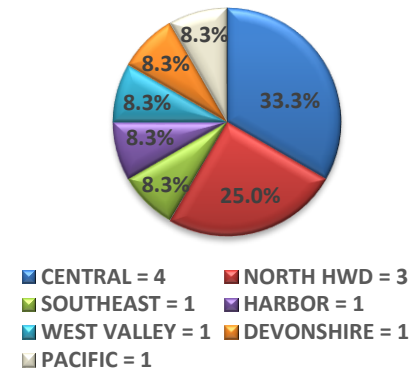
Crimes Against Persons  
Month of August 2023, 2022 & 2021  
Comparison



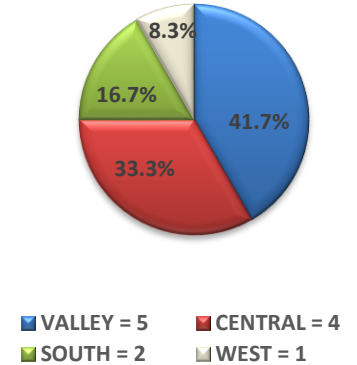
Crime Type  
Month of August 2023



LAPD Area  
Month of August 2023



LAPD Bureau  
Month of August 2023



DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY DISABLED	BARRIER UTILIZED
08/06/23 @ 1650 HRS	Red Line Bus Turn-a-round 11232 Cumpston St Bus Line #94 Bus # 6095	<b>BATTERY</b> Victim proceed to the bus after a break. As victim walked passed suspect, suspect threw a cup of water at victim, striking victim's upper body. Officers arrived at the scene and took suspect into custody.  <b>NO INJURIES</b> <b>ARREST</b>	M/H 30 YOA	Unkn Yes	N/A
08/07/23 @ 1305 HRS	6 <sup>th</sup> & Spring Bus Line #18 Bus # 1590	<b>ADW</b> Victim advised suspect "bus full" and he unable to allow suspect to enter with his wheelchair. Suspect retrieved a glass bottle and stood in front of bus and threw the glass bottle at the windshield causing it to shatter. Suspect then retrieve a second glass bottle and threw it at victim.  <b>INJURIES:</b> Small laceration to his lips along with a chipped tooth and a loose tooth. <b>NO ARREST</b>	M/B 70 YOA	Unkn Unkn	Unkn



DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY DISABLED	BARRIER UTILIZED
08/10/23 @ 1420 HRS	Vanowen & Clybourn Av Bus Line #165 Bus # 2049	<b>BATTERY</b> Suspect appeared intoxicated and played loud music from his cell. Suspect requested to exit bus. As suspect exited bus, suspect opened an aluminum can of beer and threw the liquid at victim. Suspect picked up the can of beer and fled location.  <b>INJURIES:</b> Suspect complained of a sore neck due to being startled by the beer. Victim was treated by RA. <b>NO ARREST</b>	M/H 46 YOA	Unkn Unkn	Unkn
08/12/23 @ 1650 HRS	Venice & Sepulveda Bus Line #33 Bus # 8640	<b>BATTERY</b> Suspect requested to exit bus. Victim pulled bus over at a designated stop and opened the door to allow suspect to exit bus. Suspect stated he did not want to exit at that location. Suspect produced a knife from his pocket and stated, "You see what I got?" Victim called PD, parked bus and exited. Suspect exited and following victim off the bus then walked away.  <b>NO INJURIES</b> <b>NO ARREST</b>	M/B 25 YOA	Unkn Unkn	Unkn
08/13/23 @ 1340 HRS	Anaheim & Eubank Bus Line: #232 Bus # 1551	<b>BATTERY</b> Victim stopped at railroad track safety stop. Suspect approached bus and demanded victim allow him to exit. Victim advised it was not a designated bus stop and he could not allow him to exit. Suspect became enraged in punched victim's face once. Fearful, victim allowed suspect to exit.  <b>INJURIES:</b> Pain to his face, treated by RA, refused transport. <b>NO ARREST</b>	M/H 25 YOA	Unkn Unkn	Unkn
08/14/23 @ 1710 HRS	Red Line Bus Turn-a-round 11232 Cumpston St. Bus Line #94 Bus # 1680	<b>ADW / BRANDISHING</b> Victim parked in a bus stall space. Suspect approached victim and attempted to enter bus. Victim advised bus was not available. Suspect became agitated, removed a stun gun from a gun holder and activated it stating, "if you step up on the curb, I'll stun you." Victim was fearful.  <b>NO INJURIES</b> <b>NO ARREST</b>	M/B 35 YOA	Unkn Unkn	N/A
08/17/23 @ 1935 HRS	Grand Ave & Cesar Chavez Bus Line #55 Bus # 3879	<b>ADW / BRANDISHING</b> Victim advised suspect "last stop." Suspect stood in the curb and pointed a handgun at victim. Fearful, victim continued to drive and called 911. Victim felt ok and willing to pull-in.  <b>INJURIES:</b> No physical injuries. Compsych was notified and deemed necessary per BOC report. <b>NO ARREST</b>	M/W 33 YOA	Unkn Unkn	N/A

DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY DISABLED	BARRIER UTILIZED
08/18/23 @ 1710 HRS	Figueroa & Cesar Chavez Bus Line # 60 Bus # 6060	<b>ADW / BRANDISHING</b> Victim advised suspect "last stop." Suspect refused to exit and stated, "I want to kill you." Victim replied, "No, my friend, why?" Suspect then asked victim for water victim was drinking. Victim approached suspect to give suspect some of his water. Suspect punched victim's chin then fled out bus. Suspect located a piece of rebar and smashed / shattered the bus windows. Victim barricaded himself inside bus. Officers arrived and took suspect into custody.  <b>NO INJURIES</b> <b>ARREST</b>	M/W 33 YOA	Unkn Yes	N/A
08/20/23 @ 0740 HRS	Green Line Avalon Station 11667 Avalon Bus Line #Unkn Bus # Unkn	<b>BATTERY</b> Victim exited bus to throw away trash. Suspect approached victim from behind and attempted hit victim victim's head. Victim moved and prevented contact. Suspect began to yell multiple time, "Shut up whore." Victim entered bus and locked the doors. Suspect walked into the Avalon Station platform. Incident was delayed reporting (2:00 PM).  <b>NO INJURIES</b> <b>NO ARREST</b>	M/B 30 YOA	Unkn Unkn	Unkn
08/20/23 @ 1340 HRS	Regional Connector Little Tokyo / Arts District 402 E. 1 <sup>st</sup> St.	<b>BATTERY</b> Witnesses 1 – 2 (Allied Security) observed suspect on the platform with a shopping cart. Witnesses advised to exit location due to code of conduct / safety violation. When the train arrived, suspect attempted to enter. Victim exited the drivers cab and told suspect not to board train. Suspect pushed victim's chest. LAPD took suspect into custody.  <b>NO INJURIES</b> <b>ARREST</b>	M/H 28 YOA	Unkn Transient	N/A
08/20/23 @ 1620	Zelzah & Ventura Av Bus Line #150 Bus # 2008	<b>BATTERY</b> Victim was parked and waiting to begin his second route. Suspect approached and knocked on the bus door. Victim advised he would be leaving in 20 minutes. Suspect gestured he could not hear victim. Victim opened the bus door, suspect bolted inside bus and punched victim's face. Victim dropped his cell when he covered his face. Suspect quickly grabbed victim's cell stepped outside bus and threw victim's cell in the air causing it to land on the roof of an adjacent building. Suspect fled location.  <b>INJURIES:</b> No reported injuries. Victim requested to be seen by a company doctor. <b>NO ARREST</b>	M/H 35 YOA	Unkn Unkn	Unkn

DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY DISABLED	BARRIER UTILIZED
08/25/23 @ 2000 HRS	Reseda & Devonshire Bus Line #240 Bus # 1773	<b>BATTERY</b> Suspect entered bus with an open alcohol container. Victim stated to suspect he was not allowed to enter with the open container and an argument ensued. Suspect threw the contents of the container at victim's chest causing victim's shirt to get wet. Suspect exited bus and fled.  <b>NO INJURIES</b> <b>NO ARREST</b>	M/B 32 YOA	Unkn Unkn	Unkn



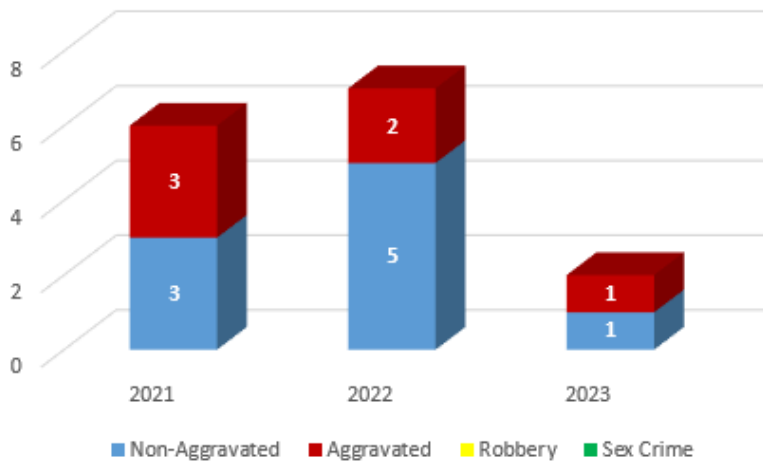
## Monthly Bus/Rail Operator Assault Report



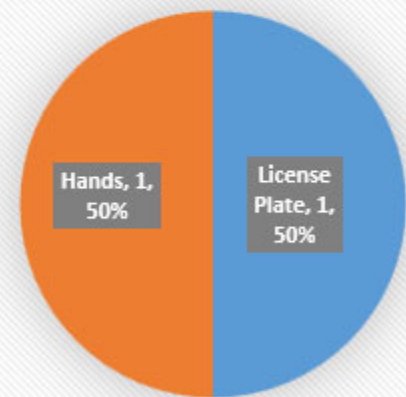
**August 2023**

### August Bus/Rail Operator Assaults

August 2021 - 2023 Assaults



August 2023  
Method of Assault



In August, there was one aggravated assault with an arrest, and one non-aggravated assault.

Date	Time	Line	Bus #	Narrative	Barrier*
8/13/2023	17:01	4	8720	Santa Monica 8/13 1630hrs - Sus FB/40s slapped bus op on arm over fare	Yes
8/22/2023	5:23	55	3912	Willowbrook busbay 8/22 0523hrs Sus transient FH/37yrs arrested for assaulting patron and bus op with a license plate for no reason	B (NU)

\*B (NU): Barrier installed, not used; N/A (o): Not applicable, assault occurred outside of barrier



## System Security & Law Enforcement

Attachment G

### Sexual Crimes / Harassment Calls for Service August 2023

Calls related to sexual crimes / harassment are routed through System Security & Law Enforcement Operations Center, which then transfers the caller to a free 24/7 hotline — Center for the Pacific Asian Family Inc., and Sister Family Services — that can provide more directed counseling. Between August 1<sup>st</sup> and August 31<sup>st</sup>, Metro Transit Security, LAPD, LASD, and LBPD received nine (9) incidents and referred all victims of sexual harassment to the above free hotlines.

August 2023 Incident Type & Totals					
	LAPD	LASD	LBPD	MTS	SSLE
Sexual Harassment	0	0	0	0	0
Sexual Battery	7	0	0	0	7
Lewd Conduct	1	0	0	0	1
Indecent Exposure	0	1	0	0	1
<b>TOTAL</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>9</b>

Counseling Information Provided	
	August 2023
YES	9
NO- If no, why?	0
Gone On Arrival	0
Did Not Have Info	0
Telephonic Report	0
Not Offered	0
Refused	0
Officer Witnessed Incident	0
<b>TOTAL</b>	<b>9</b>

# October 2023 Monthly Update on Public Safety

Gina Osborn  
Chief Safety Officer

# New Multi-Layered Deployment Update

- On July 10, Metro established a multi-layered deployment that will have a significant impact across the entire rail system including end-of-line stations and mid-point (Focus) stations, decreasing the number of non-destination travelers that are required to leave the rail system at the end of the night when the system closes.
- The following reflects the results of the deployment from July 10 to August 31.
  - 271 citations and 173 warnings issued by Transit Security Officers.
  - Law enforcement conducted:
    - 284 arrests
    - 376 citations
    - 1876 warnings

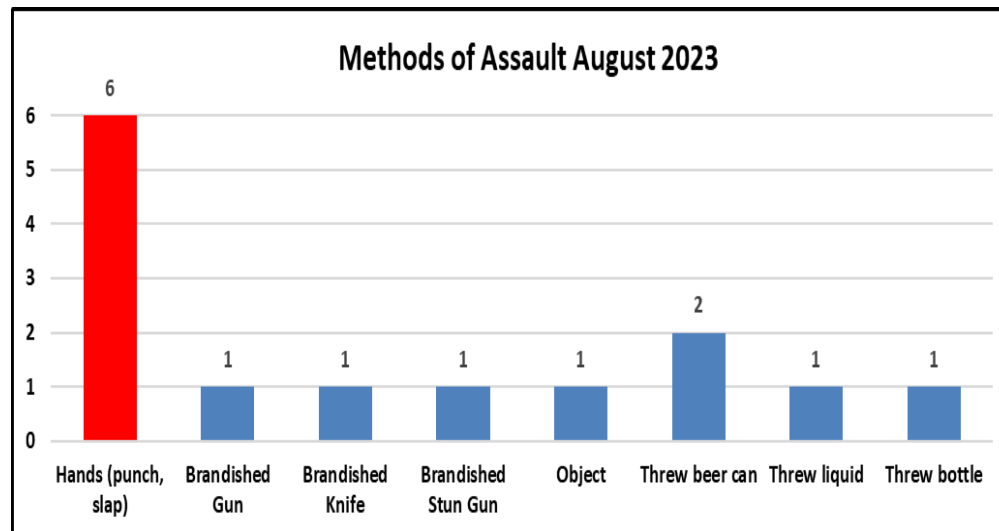
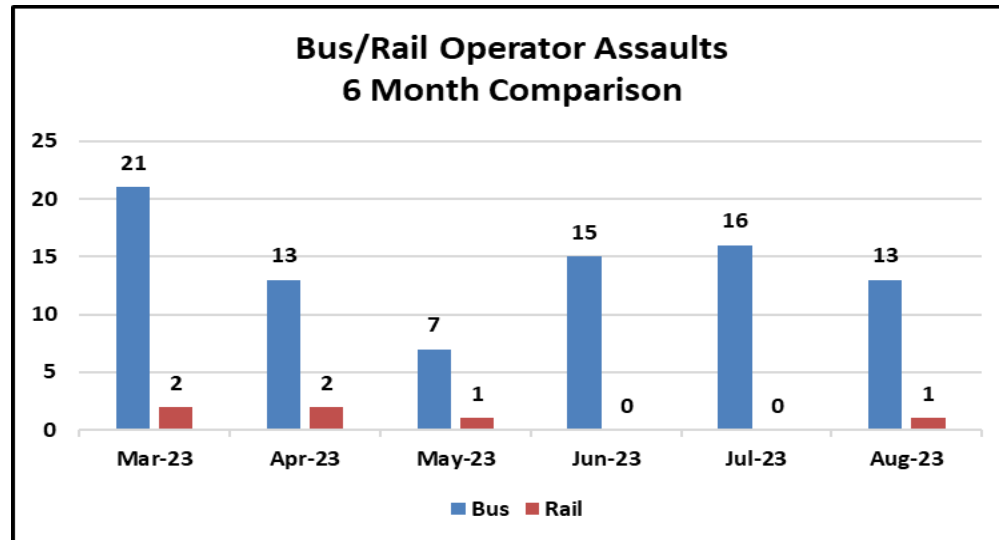
Law Enforcement Homeless Outreach	Total Stats
LAPD HOPE Team Outreach Services Offered and Accepted*	Offered: 200 Accepted: 10
LASD MET Team Outreach Services Contacts and Accepted*	Contacts: 1018 Accepted: 13
Long Beach Quality of Life (QOL) Team	Contacts: 134 Accepted: 41

# August Public Safety Trends and Statistics

- Overall, crime on the system decreased 53% by the end of August when compared with April 2023, the month which recorded the highest number of crimes year-to-date for 2023 (341 vs 720).
- When comparing July with August 2023, total crime increased by 3% (341 vs 331). However, this crime increase is below the 4.5% average increase of July to August for the years 2017 to 2019.
- This increase is typically attributed to various summer events in August and to the increase in children riding the system due to the beginning of the school year.
- A public facing dashboard is in the final development stages. This dashboard, will feature data on crimes, arrests, citations, and calls for service. The dashboard will launch at the end of this month.



# August 2023 Operator Assaults



- Bus/Rail **operator assaults decreased from 16 in July to 14 in August**
- Assault with hands (punch, slap) was the top method of assault
- No reason, refused entry, and upset over stop were the top reasons for assaults

Top Reasons for Assault August 2023	
Reason	Count
No reason	5
Refused entry	2
Upset over stop	2
Demanded stop	1
Intoxicated	1
Told to exit	1
Upset over fare	1
Wanted to board	1
Grand Total	14

# Metro Ambassadors Update

## SUPPORT

Metro Ambassadors continue to support riders, connect riders to resources, and report incidents or maintenance needs. They were deployed on the A Line, B Line, C Line, D Line, K Line, J Line, as well as bus lines 210, 40, 20, and 720.

## CONNECT

For the month of **August 2023**, Metro Ambassadors conducted **69,024** customer interactions and reported the following:

- 863 Cleanliness Issues
- 223 Elevator and Escalator Problems
- 178 Graffiti Incidents
- 208 Safety Issues

## REPORT

Ambassadors were certified and equipped to carry and administer Narcan in April 2023. For the month of August 2023, Metro Ambassadors reported **19 Narcan** incidents:

- (9) incidents at WLMP
- (3) incidents at Union Station
- (2) incidents at 7th St. Metro Ctr.
- (1) incident at Slauson Station
- (1) incident at Wilshire/Vermont Station
- (1) incident at Downtown Santa Monica Station
- (1) incident at Willowbrook/Rosa Parks Station
- (1) incident at Fillmore Station

# Ancillary Areas Update

- **All ancillary areas along the B & D lines have been cleaned.**
- **Each ancillary area is deep cleaned every 14 days, with additional-cleaning more frequently on an as-needed basis as identified during the daily security patrols. To date, Custodial Services has completed three full cleaning cycles, the fourth cycle started on October 2, 2023.**
- **Contract security now patrols every ancillary area a minimum of six times per day, during which they remove any trespassers and identify areas that need to be cleaned for prompt response.**
- **Over the last 30 days, 26 trespassers have been removed from the ancillary areas. An additional 87 security officers will be added to the deployment temporarily to ensure there is coverage at all the stations throughout all three shifts. All 87 security officers will be hired and deployed by November 30, 2023.**

# Ancillary Areas Motion 30 Response

- **Nearly all audible alarms at the ancillary doors have been reprogrammed to sound for up to two hours if the door was entered or exited without first tapping a valid employee ID on the adjacent badge reader.**
- **One door remains to be wired for an alarm. Staff estimates this work will be completed before the end of this month.**
- **Staff continues to evaluate various options to further secure these areas while maintaining emergency access. Operations is investigating opportunities to install gating to prohibit trespassing into ancillary corridors that are not used to access emergency exits.**



## Board Report

**File #:** 2023-0600, **File Type:** Informational Report

**Agenda Number:** 43.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: PUBLIC SAFETY ADVISORY COMMITTEE QUARTERLY REPORT**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE quarterly status report on Metro's Public Safety Advisory Committee (PSAC).

#### **ISSUE**

In June 2020, the Board approved motions directing Metro staff to form an advisory committee that would contribute to developing a community-based approach to public safety on the transit system. This Board report provides a quarterly update on the work of the Public Safety Advisory Committee (PSAC).

#### **BACKGROUND**

Metro established the first cohort of PSAC as a pilot on April 7, 2021. During their 16-month term, they provided guidance on the development of a community-based approach to public safety, provided input on the development of the multi-agency policing contract renewal, reviewed the Customer Code of Conduct, provided input on Metro's mission and value statements regarding public safety, and guided the establishment of Metro's Transit Ambassadors program, among other accomplishments. PSAC was established to cover specific objectives over a designated period, and their work concluded on August 17, 2022. At the September 2022 Board meeting, the CEO provided a report with recommendations to continue the PSAC. The second cohort was established on February 25, 2023, and will serve for two years through February 2025.

#### **Executive Committee Members**

PSAC elected an executive committee to serve from February 2023 to February 2024.

Jeremy Oliver-Ronceros, Chair

Misty Wilks, Vice-Chair

Catherine Baltazar, Secretary

#### **Work Plan Objectives**

The work plan, developed between the PSAC Executive Committee and CEO Wiggins, outlines five objectives that frame the scope of work of the PSAC to enhance the customer experience by addressing safety concerns on the system. Under each objective, the PSAC Executive Committee,

---

with Metro staff and the CEO, has identified key strategies that the committee can review, evaluate, and/or help initiate. On July 13, 2023, the PSAC Executive Committee met with CEO Wiggins to outline PSAC meeting agenda items for the months of August 2023 through February 2024. Agenda items include but are not limited to Metro Transit Security Bus Riding Teams, Customer Experience Plan, Transit Community Safety Department, Transit Ambassadors Program Evaluation, safety for people with disabilities, station intervention strategies, crisis response strategies, and a PSAC community listening session.

## **DISCUSSION**

### **August 3, 2023 - PSAC General Meeting**

On August 3, PSAC held its seventh meeting with three informational agenda items.

1. The Metro Accessibility Advisory Committee (AAC) Experience
2. Westlake/MacArthur Park Station Pilot Interventions
3. Metro Transit Security Officer Bus-Riding Teams

#### **The Metro Accessibility Advisory Committee (AAC) Experience**

Metro Accessibility Advisory Committee (AAC) members were invited to speak to PSAC about their experience using Westlake MacArthur Park (WLMP) station from the perspective of a person with a disability. AAC member Carrie Madden, identified as a rider who frequents the Westlake MacArthur Park Station, spoke to PSAC about her experience using the station and her experience of the station interventions. Ms. Madden praised Metro Ambassadors for their presence and support and suggested that they also focus on assisting passengers using the elevators, which are often malfunctioning. She shared her concern regarding out-of-service elevators posing a challenge for people with disabilities. She shared that one day, she rode the system to the WLMP station, and the elevator from the mezzanine to the street level was out of service, rendering her unable to exit the station as she is a wheelchair user. In conversation with PSAC members Ms. Madden shared that she had not received any reports from AAC members regarding sensory issues with the classical music played at the station, and that she was not bothered by the classical music at the station. PSAC members highlighted Ms. Madden's comments, noting visible improved safety at the station and her call for Metro to focus on environmental design and enforcement.

#### **Westlake/MacArthur Park Station Pilot Interventions**

Metro's Operations Sr. Admin Analyst, Jorge Martinez, presented an update on the Pilot Station Interventions at the Westlake/MacArthur Park. He showcased improvements to lighting, CCTV cameras, and deployment of support services and staff presence, such as Metro's LIFE program, Transit Ambassadors, and the Mobile Health Clinic. Mr. Martinez shared that 40% of the Narcan interventions systemwide have occurred at this station. He reported that community survey results of over 500 riders supported that Metro's comprehensive approach to safety is yielding positive results at this station. Some, positive outcomes such as less loitering and less drug activity are brighter lighting illuminating station plaza hiding spots, outreach teams connecting the unhoused to services, the LA Department of Health providing no-cost medical treatment at the station parking lot, and 24-hour CCTV camera coverage. The layered staffing approach includes Transit Ambassadors, TAP Blue Shirts, Homeless Outreach, and LIFE program outreach. He informed PSAC that Metro is also working to expand these most effective interventions to other stations, and members expressed interest in the timeline for those expansions. Mr. Martinez shared that the staff is working with various

---

departments to begin the pilot process at Pershing Square and 7th Street/Metro Center stations later this year.

### **Metro Transit Security Officer Bus-Riding Teams**

Metro's System Security and Law Enforcement Sr. Director of Special Projects, Nancy Felix, updated PSAC on Metro's Transit Security Officer (TSO) Bus-Riding Teams. Ms. Felix reported on the first 90 days of the new program that enhances the safety of the bus operators, bus riders, and the overall riding experience by assigning armed and unarmed TSOs to ride buses. Ms. Felix shared that Bus Riding Teams reported 193 boardings, removed 66 riders for unruly behavior, had 2,937 customer contacts, and issued no arrests. She also reported bus operators' positive sentiments with TSOs on their buses. Members questioned if Metro would consider reducing the number of TSOs per riding team to expand coverage. Ms. Felix reported that the teams of three have been set up as a minimum for the safety of the officers. Members stated they were very glad to hear the high number of verbal warnings and expulsions from the systems with zero arrests and commended the program's success.

Two motions passed at the August 3 PSAC meeting.

1. Request for information regarding PSAC member's observation of LAPD fare checks on Expo Line.
2. Motion for information regarding Metro Operations' reasoning for not implementing push plates at station elevators.

### **September 7, 2023 - PSAC General Meeting**

On September 7, PSAC held its eighth meeting with four informational agenda items.

1. Metro Station Activation at Westlake/MacArthur Park
2. Metro Transit Ambassadors Program Update
3. Metro Customer Experience Plan Update
4. Los Angeles Police Department Drug Diversion Program

### **Metro Station Activation at Westlake/MacArthur Park**

PSAC members received a brief update on Metro's August 10 Station Activation at Westlake/MacArthur Park, including the experiences of Members Annang, Duong, and Bunker, who participated in the activation. During the activation, PSAC staff and members set up an information table with comment cards for members to the public to share if and how their experience on the system has improved and their thoughts on what the Transit Community Safety Department responsibilities should include. PSAC received 66 community comments during this engagement opportunity, 20 in English and 46 in Spanish. Community members' top concerns submitted via comments were cleanliness, security, homelessness, elevator accessibility, and drug use.

### **Metro Transit Ambassadors Pilot Program Update**

PSAC members received an update on Metro's Transit Ambassador Pilot Program from Customer Care Executive Officer Vanessa Smith and Senior Director Karen Parks. The presentation included details about their extensive training and deployment methodology throughout the system. Notable data shared during this update included that since April 2023, Transit Ambassadors have been equipped to administer Narcan and, as of September 7, had administered it in 41 incidents, saving several lives. Members were informed that as a pilot program reaching its first year, the Transit Ambassador Program is undergoing an evaluation.. PSAC members expressed high regard and

---

support for the program and advocated for expanding service hours throughout the system.

### **Metro Customer Experience Plan Update**

PSAC members received a presentation on Metro's Customer Experience Plan from Customer Experience (CX) Senior Manager Lauren Deaderick and Chief Customer Experience Officer Jennifer Vides. The presentation included an overview of the CX Plan's approach, outlining 57 action items and corrective actions to improve riders' experience. Members shared their key concerns with poor station cleanliness and a lack of enforcement of Metro's Code of Conduct. Members requested to receive an update on the 2023 CX survey results once completed.

### **Los Angeles Police Department (LAPD) Drug Diversion Program**

PSAC members received a presentation on LAPD's Drug Diversion Program from LAPD Transit Bureau Deputy Chief Donald Graham and LAPD Captain Alex Baez. Deputy Chief Graham provided a comprehensive overview of the program's inception, implementation process, and current statistics and explained how Metro's human-centered approach to public safety and the LAPD Drug Diversion Program work together to build trust, identify needs, and create alternatives to traditional law enforcement models in historically neglected communities. Members engaged in an extensive discussion in which they asked about LAPD's policy when arresting undocumented offenders; LAPD responded that they do not report any identifiable information to US Immigration Enforcement. PSAC members expressed concerns over their personal observations of LAPD officers not actively enforcing fares and often being observed on their phones while on patrol. Deputy Chief Graham explained that the LAPD's responsibility is to check for riders' fare cards (TAP) for trespassing purposes but not fares and explained that officers use cell phones as their primary reporting tool while on foot patrol. Deputy Chief Graham shared his contact information and asked members to report any LAPD activity out of line with their duties. He also invited the PSAC to participate in a ride-along to see first-hand the day-to-day experiences of LAPD officers on the system.

### **September 27, 2023 - PSAC Community Listening Session**

The results from the independent program evaluation of PSAC's first cohort in 2022 and report to the Board recommended that PSAC implement Community Listening Sessions to listen and learn about safety priorities from riders and community groups. Thus, the PSAC held its first listening session at the Union Station Ticket Concourse on Wednesday, September 27, 2023. Metro staff presented brief updates on Metro's Station Pilot Interventions and the exploration of an in-house Transit Community Safety Department. Approximately 12 community members joined in person and over 40 joined virtually. PSAC heard over 40 comments verbally shared by in-person attendees and virtually submitted in writing via zoom, including a letter from City of Long Beach District 1, Councilwoman Mary Zendejas.

Community comments were aggregated into four key themes; need for visible security, need for improved cleanliness, need to address unhoused individuals sheltering on the system, and the need for enforcement of Metro's code of conduct. As the top request, community members called for a more visible security presence including armed and unarmed officers on buses, trains, and platforms. Community members expressed a lack of clarity about the role and limitations of Metro Transit Ambassadors. Some went as far as saying they were only there for tourists, while others exclaimed that "with Ambassadors on the system, I know I'm never alone and that's comforting." Several young women shared their experiences witnessing various crises on the system and reported feeling



---

scared, particularly when traveling alone and at night. When commenting about unhoused individuals, community members expressed feelings of sympathy for, and discomfort with their ridership experience when riding with unhoused individuals sleeping in train and buses. Participants called for Metro to address unhoused individuals at end of line cities, and for stronger partnership with mental health and homeless services providers.

The majority of attendees spoke in support of the exploration of an in-house Transit Community Safety Department with recommendations including education and training, a citizen oversight commission as an accountability component, and authority to enforce Metro's code of conduct. Cultural competency education suggestions included courses on ethnic studies, human development, psychology, and communications. Violence-prevention training suggestions include de-escalation tactics and strategies, and crisis intervention training to interact with people having mental health crises while on the system. Attendees particularly called for officers of an in-house safety department to have the authority to enforce Metro's code of conduct and facilitate fare checks. A small minority of attendees commented that uniformed personnel would be intimidating and instead Metro should seek more care-based solutions and less sworn officer strategies.

#### October 5, 2023 - PSAC General Meeting

On October 5, PSAC held its ninth meeting where they were briefed on feedback resulting from the Community Listening Session and supplemental listening activities hosted throughout LA County. In addition to the listening session, Metro staff and PSAC members attended in-person engagement opportunities where they surveyed riders on sentiments towards the exploration of an in-house Transit Community Safety Department and on what the department's responsibilities should include that would help them feel safer when riding. In addition to the listening session, PSAC engaged riders at four community events, including Queer Mercado in southeast Los Angeles along the E Line, Aquarium of the Pacific's Community Night near the A Line, Long Beach Night Market along the A Line, and Metro's Youth Summit hosted at Union Station. PSAC received 184 community comments during these engagements, 127 in English and 57 in Spanish. Community members' top concerns submitted via comments were the lack of visible security, the need to address issues of cleanliness, discomfort when riding with unhoused individuals, and support of an in-house Transit Community Safety Department that can enforce Metro's Code of Conduct. Of note, at the meetings in Los Angeles and Long Beach there were complaints of LAPD and LBPB officers just standing around. Public comment suggested that if they were Metro officers, there would be greater accountability.

PSAC members had a lengthy discussion analyzing the thematically organized community comments and conceptualizing possible actions and recommendations that can be made to CEO Wiggins. PSAC's feedback included questions for Metro's System Security and Law Enforcement Department on how an in-house Transit Community Safety Department would affect riders of color and low-income riders. Members suggested that Metro launch an educational campaign to educate riders on the various teams on the system to differentiate Transit Ambassadors, Homeless Services, Transit Security Officers, and law enforcement partner and their unique roles. Members expressed the need to keep services such as the Ambassador Program and cautioned Metro to not divert resources away from this care-based approach that they consider a success. Lastly, members shared that should an in-house Transit Community Safety Department be implemented, they have the authority to enforce Metro's Code of Conduct and also hold professional qualities that make them welcoming and approachable to all riders. The meeting was focused as a briefing of thematic results from community

---

comments, members conceptualized their initial reactions to the comments and will reconvene at the monthly PSAC meeting on November 2, 2023, to discuss formal recommendations to CEO Wiggins.

As part of the supplemental engagement efforts, PSAC will continue to table at community events throughout October, including:

- Taste of Soul in South LA
- Dia De Los Muertos in Pacoima
- 626 Golden Streets Festival in South Pasadena

One motion passed at the October 5 PSAC meeting requesting information of fare evasion and fare inspection processes..

## **EQUITY PLATFORM**

One of Metro's goals is for the second PSAC cohort to represent community voices from across the county as a part of Metro's safety policy introduction, implementation, and evaluation processes. As riders from throughout LA County, members of this committee have a unique and expert perspective on how the everyday rider experiences safety policies and programs on our system. As an advisory body committed to equitable safety outcomes across the system, as noted in this report, PSAC's feedback and recommendations to presenters during the past three months have elevated consideration for riders with disabilities, especially during station reconfigurations such as those at Westlake/MacArthur Park. PSAC leadership is ensuring that they establish strong partnerships with and consistently listen to all transit riding community members such as Metro Accessibility Advisory Committee.

As part of PSAC's mission to take an equitable approach to public safety, members and staff were very mindful of equitable planning for PSAC's community listening session. The listening session aimed to gather community feedback and input on two key safety initiatives, Metro's Westlake/MacArthur Park Pilot interventions and Metro's Feasibility Study, to establish an in-house Public Safety Department. Feedback received at the September 27 meeting and at PSAC outreach throughout the county will be aggregated into a single report that will help PSAC develop formal committee recommendations to the CEO. The report will also be provided to Metro's System Security and Law Enforcement (SSLE) Department to consider community voices as the department develops the implementation plan for Board evaluation in January 2024. As part of this engagement process, PSAC staff collects as many community contacts as possible to ensure a continuous communication loop, keeping community members informed of all future PSAC updates and monthly meetings.

Members and staff ensured that both the outreach process and the community listening meeting were set up to have and inform non-English speakers, riders from all parts of the county, and particularly riders from Metro Equity Focus Communities. To ensure transparency and accessibility, the meeting was held at the Union Station Ticket Concourse, in an ADA and transit accessible open forum. The meeting hosted Spanish language translation and ASL interpretation. The outreach process included material translated into Spanish, Mandarin, and Japanese. Because safety is a countywide concern, the event was held in a hybrid in-person and virtual format. Ensuring far-reaching outreach, PSAC members and Metro staff held outreach in Lancaster, San Fernando Valley,

---

North Hollywood, South and Southeast LA, Compton, and Long Beach. As part of PSAC's mission and plan to ensure a comprehensive community engagement process, staff and members are hosting supplemental engagement events after the listening session at community events, including Taste of Soul in Crenshaw along the K Line and the 626 Arroyo Fest Golden Streets event along the E Line.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The PSAC work supports Goal 2:  
Deliver outstanding trip experiences for all users of the transportation system.

Metro's Vision 2028 second goal outlines that the agency will specifically take action to improve security and ease of use by preventing crime and enforcing Metro's code of conduct. Metro will rely on a multi-layered, integrated security program that includes technology, people, and partnerships to achieve a safe system. The PSAC is a key component of this goal as the committee will work to safeguard the transit community by taking a holistic, equitable, and welcoming approach to public safety.

## **NEXT STEPS**

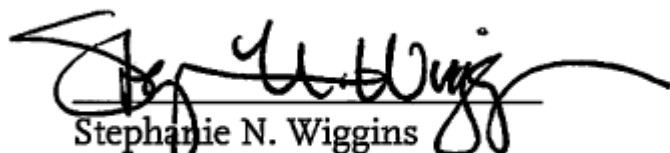
To ensure that the priorities of the Board are met, the CEO will continue to meet with the PSAC Executive Committee monthly.

## **ATTACHMENTS**

Attachment A - PSAC August 2023 Motion Responses

Prepared by: Jefferson Isai Rosa, Manager, Community Relations, (213) 922-7249  
Patricia Soto, Director, Community Relations, (213) 922-7273  
Yvette Rapose, Deputy Chief, Customer Experience, (213) 418-3154

Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060



Stephanie N. Wiggins  
Chief Executive Officer

## **Metro Public Safety Advisory Committee (PSAC)**

### **August 3, 2023, General Meeting Motions**

#### **1. Request for Metro to report back on SSLE's findings on an incident witnessed by PSAC member.**

**Motion:** Request information and report back about an alleged incident witnessed by a PSAC member claiming that LAPD targeted black riders for fare checks on the Expo Line.

**Author Member:** John Curley

**Responding Staff:** Gina Osborn

**Dept:** System Security and Law Enforcement

**Response:** Response is attached

---

#### **2. Request for information on the installation of push-plates to activate station elevators.**

**Motion:** Request more information and background on why Metro has not moved forward with Metro AAC request for push-plates in station elevators.

**Author Member:** David Sanchez

**Responding Staff:** Chris Limon

**Dept:** Metro Operations

**Response:**

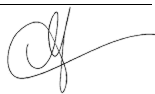
Metro has moved forward with Metro's Accessibility Advisory Council's (AAC's) request for push plates in station elevators by incorporating the requirement into the 2018 Metro Review Design Criteria (MRDC) update. Since not all controllers can support this upgrade, Metro has established a capital project to modernize over 110 elevators with push plates. Any current projects in process or recently completed that were initiated before 2018 are not subject to this requirement; however, they may be upgraded in the future. Any project started after 2018, including any elevator modernizations, will comply with the MRDC requirement.

---



**Metro**

## Interoffice Memo

Date	September 27, 2023
To	Public Safety Advisory Committee (PSAC)
From	Gina Osborn, Chief Safety Officer 
Subject	Motion 8/3/2023: Request for Information on LAPD Incident Witnessed by PSAC Member

In May 2023, Metro was notified of an allegation posted on Twitter indicating that Los Angeles Police Department (LAPD) had conducted fare checks on trains and were targeting black and brown riders. Systems Security and Law Enforcement (SSLE) was requested to review the rail car video to confirm the allegations. On May 15, SSLE Senior Executive Officer Robert Gummer reviewed the footage and provided the following observations:

1. Prior to LAPD boarding the rail car, the video shows a diverse group of patrons aboard the train.
2. LAPD boards the train car and announces that they are checking for TAP cards due to the increase in crime.
3. LAPD checks everyone in the rail car, verifying that patrons are in possession of either a physical TAP card or have one on their mobile device.
4. Officers complete their TAP checks and move on to the next rail car.

Based on the activities of the officers observed within the video, Sr. EO Robert Gummer did not note any activity out of the ordinary. The video footage did not support the allegation of targeting black and brown patrons, as the interactions observed were friendly and congruent with Metro expectations and standards. The officers in the video quickly conducted the TAP card checks with each patron and moved on to the next. None of the actions observed in the video were hostile or indicated anything that would constitute targeting or racial profiling. Sr. EO Robert Gummer provided his findings to Chief Safety Officer (CSO) Gina Osborn, who relayed those to the CEO.

By way of background, in support of the Drug-Free Campaign and Supplemental Deployment, Metro authorized law enforcement to conduct TAP card checks to reduce the number of individuals using the system, not for the purposes of transit. TAP card checks are not fare checks, as only Transit Security Officers are authorized to conduct that activity on the system. The checks by law enforcement ensured that riders were in possession of a TAP card and if not, would initiate a potential trespassing investigation to determine whether the patron was on Metro for the purposes of transit.

At PSAC's August 3 regular meeting, member John Curley made a motion asking Metro to report back on SSLE's findings. The motion passed by a majority vote.





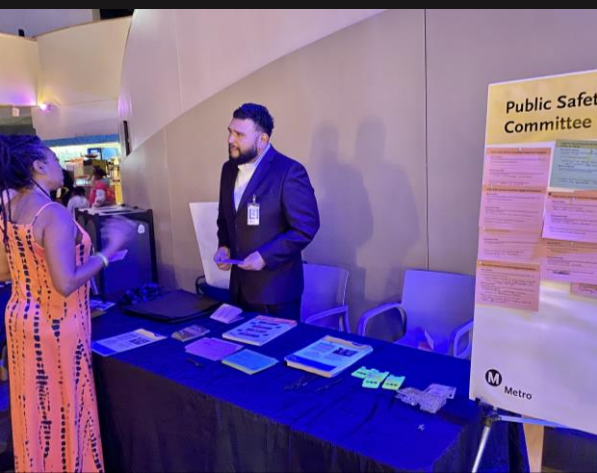
**Metro**

## ***Public Safety Advisory Committee (PSAC)***

*October 2023 Board Update*



# PSAC Community Engagement





# PSAC Community Listening Session

## Community Comments Included the Need/Desire for:

- More visible presence of security officers/law enforcement on buses, trains, and platforms
- Quicker response to safety emergencies on the system
- Enforcement of Metro's Code of Conduct and fares
- Clarity on the role and limitations of Metro's Transit Ambassadors
- Improved cleanliness on the system
- Addressing unhoused individuals sheltering on the system and at end of line cities
- More mental health and homeless services
- Several young women talked about being scared particularly when traveling alone



**Metro**



# PSAC Community Listening Session

## Feedback for Metro Transit Community Safety Department (TCSD)

- Officer training to include education such as ethnic studies, human development and psychology, and communication
- Officer training to include de-escalation tactics and strategies
- Officer training to include interaction with people having mental health crises
- Officer ability to enforce the Metro Code of Conduct
- Metro TCSD citizen oversight commission as a foundational accountability component



# PSAC Feedback On Metro Initiatives

## August 3, 2023

- Metro Accessibility Advisory Committee Experience
- Westlake/MacArthur Park Station Pilot Interventions
- Metro Transit Security Officer Bus-Riding Teams

## September 7, 2023

- Metro Station Activation at Westlake/MacArthur Park
- Metro Transit Ambassadors Program Update
- Metro Customer Experience Plan Update
- Los Angeles Police Department (LAPD) Drug Diversion Program

## September 27, 2023

- PSAC Community Listening Session

## October 5, 2023

- PSAC Community Listening Session Briefing and Next Steps



Thank You



Metro®