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**Agenda - Final**

**Thursday, March 18, 2021**

**9:00 AM**

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

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

*Holly Mitchell, Chair*

*Mike Bonin, Vice Chair*

*Jacquelyn Dupont-Walker*

*Sheila Kuehl*

*Tim Sandoval*

*Tony Tavares, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**

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

#### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board 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**

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## 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

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## 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) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**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)*

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

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

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

### Live Public Comment Instructions:

Live public comment can only be given by telephone.

The Committee Meeting begins at 9:00 AM Pacific Time on March 18, 2021; 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#

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

### Instrucciones para comentarios publicos en vivo:

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 9:00 AM, hora del Pacifico, el 18 de Marzo de 2021. Puedes unirse 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#

***Para dar un comentario publico sobre un tema, ingrese #2 (Tecla de numero y dos) cuando ese tema mencionado por la Junta. Por favor tenga en cuenta que la transmission de video en vivo tiene un retraso de aproximadante 30 segundos con respecto a la reunión real. No hay retraso en la linea de comentarios publicos.***

### Written Public Comment Instruction:

Written public comments must be received by 5PM the day before the meeting.

Please include the Item # in your comment.

Email: goinsec@metro.net

Post Office Mail:

Board Secretary's Office

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012



## CALL TO ORDER

## ROLL CALL

APPROVE Consent Calendar Items: 19, 20, and 21.

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

## CONSENT CALENDAR

### 19. SUBJECT: RAIL VEHICLE LUBRICATING STICKS

[2020-0897](#)

#### RECOMMENDATIONS

AUTHORIZE the CEO to award a 36-month March 2021 through March 2024, firm fixed price contract with two one (1) year extensions, on Contract Number SD66581000, to LB Foster Rail Technologies, Inc., the lowest responsive and responsible bidder for HPF & LCF Lubricating Block for an amount not to exceed \$1,176,592.09. Board approval of the contract award is subject to resolution of any properly submitted protest.

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

### 20. SUBJECT: PARTS WASHER LEASING AND MAINTENANCE SERVICES

[2020-0912](#)

#### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a five-year, firm fixed unit rate Contract No. PS7235000, to FRS Environmental Inc., for parts washer leasing, and maintenance services in an amount not to exceed \$1,443,375.00 effective May1, 2021.

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

### 21. SUBJECT: ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES

[2020-0860](#)

#### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 5 to Contract No. PS46172000, with Gannett Fleming Transit & Rail Systems, for engineering support of rail maintenance to exercise the second-year option extending the period of performance through April 26, 2022 and increasing the total contract not-to- exceed amount by \$5,000,000 from \$21,000,000 to

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\$26,000,000.

Attachments:

[Attachment A – List of Supported Project Uses](#)

[Attachment B – Procurement Summary](#)

[Attachment C – Contract Modification Change Order Log](#)

[Attachment D - DEOD Summary](#)

## NON-CONSENT

22. SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH

[2021-0002](#)

**RECOMMENDATION**

RECOGNIZE Operations Employees of the Month

Attachments:

[Presentation](#)

23. SUBJECT: ORAL REPORT ON COVID-19 SERVICE UPDATE/METRO  
RIGHT-OF-WAY JOINT CLEAN-UP EFFORTS

[2021-0003](#)

**RECOMMENDATION**

RECEIVE oral report on COVID-19 Service Update/Metro Right-of-Way Joint Clean-Up Efforts.

Attachments:

[Presentation](#)

24. SUBJECT: P2550 LIGHT RAIL VEHICLE (LRV) MIDLIFE  
MODERNIZATION/OVERHAUL PROGRAM, RAIL VEHICLE  
CONTRACTOR

[2020-0055](#)

**RECOMMENDATION**

A. Increase the Life-of-Project (LOP) Budget for the P2550 Light Rail Vehicle (LRV) Midlife Modernization/Overhaul Program (CP 214003) by \$46,340,841 from \$160,000,000 to \$206,340,841.

B. Authorize the Chief Executive Officer to award a firm-fixed unit rate Contract No. P2550-2019 Light Rail Vehicle (LRV) Midlife Modernization to Kinkisharyo International, L.L.C. in the not-to-exceed amount of \$170,349,474 inclusive of Options, for a period of 55 months from Notice-to-Proceed (NTP) for the midlife modernization of the 50 AnsaldoBreda P2550 LRVs.

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Attachments:      [Attachment A - Procurement Summary](#)  
                              [Attachment B - DEOD Summary](#)  
                              [Attachment C - Funding Expenditure Plan](#)  
                              [Attachment D – USEP Board Motion dated January 18, 2018](#)  
                              [Attachment E – Metro Board Report Dated May 16, 2019](#)

25.    **SUBJECT:**      **2020 CUSTOMER EXPERIENCE SURVEY RESULTS**      [2021-0085](#)

**RECOMMENDATION**

RECEIVE AND FILE 2020 Customer Experience Survey Results.

Attachments:      [Attachment A - Customer Experience Survey Results](#)

26.    **SUBJECT:**      **TRANSIT LAW ENFORCEMENT SERVICES**      [2021-0137](#)

**RECOMMENDATION**

A. AMEND the combined contract value for the three multi-agency law enforcement contracts for services through December 31, 2021 by an increase of \$36,000,000 from \$645,675,758 to \$681,675,758. The Board delegates to the CEO, or his designee, the discretion to allocate the \$36M among the three law enforcement contracts, as deemed appropriate.

B. ENGAGE the Public Safety Advisory Committee (PSAC) for the remaining six months of the multi-agency law enforcement contract.

(CARRIED OVER FROM FEBRUARY 2021 REGULAR BOARD MEETING)

27.    **SUBJECT:**      **STATUS OF MOTION 10.1: FY21 OPERATIONS**      [2021-0063](#)  
                              **RECOVERY PLAN & MOTION 27.1 UPDATE (MARCH 2021)**

**RECOMMENDATION**

RECEIVE AND FILE status report on the March 2021 response to Motion 10.1: FY21 Operations Recovery Plan and on Motion 27.1 Revenue Service Hour Parameters for FY21 & FY22.

Attachments:      [Attachment A - Motion 10.1](#)  
                              [Attachment B - December 2020 Scheduled vs. NextGen Planned Frequencies](#)  
                              [Attachment C - Motion 27.1](#)  
                              [OSCE\\_27\\_Gallagher\\_Cheung\\_Motion 10.1 & 27.1\\_Ops\\_Recovery\\_Plan\\_v2](#)

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**28. SUBJECT: BETTER BUS PROGRAM**

[2021-0100](#)

**RECOMMENDATION**

RECEIVE AND FILE report on Metro's new Better Bus program, a Customer Experience initiative to improve service for our bus customers.

**Attachments:**      [Attachment A - Better Bus Recommendations in 2020 Customer Experience Plan](#)  
[Attachment B - Proposed Better Bus Investments through FY26](#)

**29. SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY  
PERFORMANCE**

[2021-0046](#)

**RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

**Attachments:**      [Attachment A - Systemwide Law Enforcement Overview February 2021](#)  
[Attachment B - MTA Supporting Data February 2021](#)  
[Attachment C - Transit Police Summary February 2021](#)  
[Attachment D - Monthly, Bi-Annual, Annual Comparison February 2021](#)  
[Attachment E - Sexual Crime Harassment Calls for Service February 2021](#)  
[Attachment F - Violent, Prop, and Part 1 Crimes - March 2021 Board Report](#)

**SUBJECT: GENERAL PUBLIC COMMENT**

[2021-0088](#)

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 #: 2020-0897, File Type: Contract

Agenda Number: 19.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: RAIL VEHICLE LUBRICATING STICKS**

**ACTIONS: AWARD CONTRACT**

#### **RECOMMENDATIONS**

AUTHORIZE the CEO to award a 36-month March 2021 through March 2024, firm fixed price contract with two one (1) year extensions, on Contract Number SD66581000, to LB Foster Rail Technologies, Inc., the lowest responsive and responsible bidder for HPF & LCF Lubricating Block for an amount not to exceed \$1,176,592.09. Board approval of the contract award is subject to resolution of any properly submitted protest.

#### **ISSUE**

This procurement will provide Metro continuity in the supply of rail wheel lubricating sticks at the lowest cost. The contract to be awarded is a "requirement type" agreement, in which we commit to ordering only from the awardee, up to the specified quantity for a specific duration of time, but with no obligation or commitment for us to order any and all of the lubricating sticks that may be anticipated. The bid quantities are estimates only, with deliveries to be ordered and released as required.

#### **DISCUSSION**

The procurement is for the acquisition of lubricating sticks needed to maintain and service the Red, Blue, Green, Gold, and Expo Line Rail Fleet. Each of the vehicles has four or six lubricating sticks depending on the wheel configuration. The thin film from the Friction modifier stick provides a consistent friction level on the wheel/rail interface throughout the transit system. The Lubricating Sticks are critical to the operation of the Metro rail fleet because they reduce tread wear and wheel replacement, wheel truing costs, rail wear, gauge widening and noise levels and provide for safer vehicle operation. Rail vehicle lubricating sticks are inspected during the monthly vehicle inspection and replenished as needed as part of the Rail Fleet Service Maintenance Program.

#### **DETERMINATION OF SAFETY IMPACT**

Safety is of the utmost importance to Metro; therefore, it is imperative to maintain the lubricating sticks in inventory so that they are immediately available when replacement is warranted. Award of contract will ensure rail Divisions have adequate inventory to maintain and service the rail cars according to Metro Maintenance standards.

## **FINANCIAL IMPACT**

The total contract amount is \$1,176,592.09. FY21 funds of \$54,000 are included in cost center 3940, projects 300044 and 300055, account 50441 Revenue Parts. The funding of \$500,000 for Red, Blue, Green, Gold, and Expo Line lubricating sticks will be requested to be included in FY22 budget in Cost Center Numbers 3941, 3942, 3943, 3944, 3947, and 3948 Rail Fleet Services, Project Numbers 300022, 300033, 300044, 300055, and 300066 under line item 50441 - Parts, Revenue Vehicle.

Since this is a multi-year contract, the cost center manager, project manager and Sr. Executive Officer, Rail Fleet Services will ensure that the balance of funds is budgeted in future fiscal years.

### **Impact to Budget**

Sources of funds for this action include Federal Grants, Prop A 35%, Prop C 40%, Measure R 2%, Measure M 2% SGR, State SB1. Allocating these funds to this effort maximizes their intended use given approved funding guidelines and provisions.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

## **ALTERNATIVES CONSIDERED**

The alternative is not to award the contract and to procure Lubricating Sticks on an as-needed basis at a higher cost. This approach is not recommended since it does not provide a commitment from the suppliers to ensure availability and price stability.

## **NEXT STEPS**

The acquisition of lubricating sticks will proceed under the provisions of the contract.

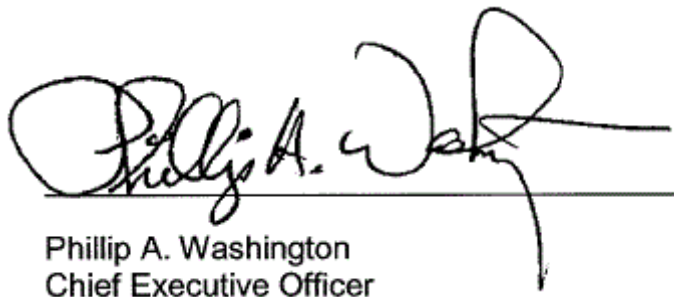
## **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Bob Spadafora, Sr. Executive Officer, Rail Fleet Services  
(213) 922-3144  
Michael Ornelas, Sr. Director, Rail Vehicle Maintenance,  
(213) 922-3223

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



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PURCHASE OF LUBRICATING BLOCKS HPF &amp; LCF SD66581

1.	<b>Contract Number:</b> SD66581000	
2.	<b>Recommended Vendor:</b> LB Foster Technologies, Inc. 415 Holiday Dr. Suite 100 Pittsburg, PA 15220	
3.	<b>Type of Procurement (check one):</b> <input checked="" type="checkbox"/> IFB <input 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> 1-15-2020	
	<b>B. Advertised/Publicized:</b> 1-14-2020	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> 1-22-2020	
	<b>D. Proposals/Bids Due:</b> 4-29-2020	
	<b>E. Pre-Qualification Completed</b> 6-30-2020	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> November 9, 2020	
	<b>G. Protest Period End Date:</b> November 25, 2020	
5.	<b>Solicitations Picked up/Downloaded:</b> 16	<b>Bids/Proposals Received:</b> 3
6.	<b>Contract Administrator:</b> Sherri Jackson	<b>Telephone Number:</b> 213/922-1025
7.	<b>Project Manager:</b> Mary Leigh	<b>Telephone Number:</b> 213/922-5860

**A. Procurement Background**

This Board Action is to approve Contract No.SD66581000 for the procurement of HPF & LCF Lubricating Blocks for 36 months, with two-1-year options. Board approval of the contract award is subject to resolution of any properly submitted protest(s).

IFB No SD66581 was issued in accordance with Metro's Acquisition Policy and the contract type is a Firm Fixed Price (FFP).

Five amendments were issued during the solicitation phase of this IFB: The amendments were issued because of the State of Emergency surrounding COVID-19, and Metro's response to addressing receipt of bids during this period.

Amendment No. 1 issued on February 21, 2020 was to revise Pre-Qualification and Bid Opening/Closing date.

Amendment No. 2 issued on March 2, 2020 was to revise Pre-Qualification and Bid Opening/Closing date.

Amendment No. 3 issued on March 10, 2020 was to revise Pre-Qualification and Bid Opening/Closing date



Amendment No. 4 issued on March 23, 2020 was to revise Pre-Qualification and Bid Opening/Closing date

Amendment No.5 issued on April 23, 2020 with revised Instructions on Bid Submittals.

IFB No.SD66581 was released on January 15, 2020 as a competitive procurement.

A total of three bids were received on April 29, 2020.

## **B. Evaluation of Bids**

This procurement was conducted in accordance and complies with LACMTA's Acquisition Policy for a competitive sealed bid. Three bids were received:

1. LB Foster Rail Technologies, Inc. (Pittsburg)
2. Whitmore Mfg. Company
3. LB Foster Rail Technologies Corporate (Canada)

LB Foster Rail Technologies, Inc. (Pittsburg) was determined to be responsive and responsible to the IFB requirements. Whitmore Mfg. Company and LB Foster Rail Technologies Corporate (Canada) and capable of meeting the compliance of the technical requirements but would require 1<sup>st</sup> article approval.

## **C. Price Analysis**

The recommended bid amount of \$ 1,176,592.09 is determined to be fair and reasonable based on an adequate open competitive bid process in a competitive environment. The recommended award amount is approximately 35.5% lower than Metro's Independent Cost Estimate.

Low Bidder Name	Bid Amount	Metro ICE
LB Foster Rail Technologies, Inc (Pittsburg)	\$1,176,592.09	\$1,824,830.00.
Whitmore Mfg. Company, LLC	\$1,260,042.75	\$1,824,830.00.
LB Foster Rail Technologies Corporate (Canada)	\$1,733,569.99	\$1,824,830.00.

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

The recommended firm, LB Foster Rail Technologies, Inc. has been in business since 1902, they are a global supplier. LB Foster manufactures and distributes a wide range of railway products and services including new rail, used rail, insulated rail joints, rail lubrication systems, transit products, and trackwork. LB Foster has

national and international clients, including public transit agencies such as Massachusetts Bay Transportation Authority (MBTA), and New York City Department of Transportation. LB Foster has performed satisfactorily on providing parts and services for the P2000, and P2550 Light Rail Vehicles and the A650 Heavy Rail Vehicles.

## DEOD SUMMARY

## PURCHASE OF LUBRICATING BLOCKS HPF &amp; LCF SD66581

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 2% Disadvantaged Business Enterprise (DBE) goal for this solicitation. LB Foster Technologies, Inc. exceeded the goal by making a 4.79% DBE commitment.

<b>Small Business Goal</b>	<b>2% DBE</b>	<b>Small Business Commitment</b>	<b>4.79% DBE</b>
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	<b>DBE Subcontractor</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Langley Traffic Services	Caucasian Female	4.79%
<b>Total Commitment</b>			<b>4.79%</b>

**B. Living Wage / 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 #:** 2020-0912, **File Type:** Contract

**Agenda Number:** 20.

### **OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021**

**SUBJECT: PARTS WASHER LEASING AND MAINTENANCE SERVICES**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, firm fixed unit rate Contract No. PS7235000, to FRS Environmental Inc., for parts washer leasing, and maintenance services in an amount not to exceed \$1,443,375.00 effective May1, 2021.

#### **ISSUE**

The existing contract will expire on April 30, 2021. To continue to provide the required parts washer leasing and maintenance services to Metro facilities, a new contract is required effective May 1, 2021. This will ensure service continuity and avoid any interruption to Metro's operations.

#### **BACKGROUND**

Under the existing contract, parts washing services are performed throughout Metro Bus and Rail Maintenance facilities. The parts washers are used to remove dirt, grime, and grease from parts, tools, and equipment using aqueous (water or solvent-based) solutions. These units support the diverse production requirements of maintenance shops for both bus and rail operating divisions.

#### **DISCUSSION**

The Central Maintenance Shops (CMS) provides maintenance support to Metro's extensive bus fleet and utilizes thirty-three (33) of the sixty-nine (69) parts washers that shall be leased and maintained as part of this contract. Parts washer equipment are used at the Central Maintenance Facilities to support the operating divisions in completing engine repairs and replacements, transmission disassembly, rebuilding and replacement, major accident repair, complete bus painting, and the rebuilding of components for power plant assemblies. Bus and rail operating divisions also utilize parts washer equipment to support their daily maintenance requirements.

The contract includes lease of contractor-owned parts washing equipment, refilling of these machines to their optimal level, removal and proper disposal of hazardous waste materials and preventative maintenance of the units. Services are performed at various scheduled intervals depending on the

requirements of each location.

### **DETERMINATION OF SAFETY IMPACT**

Award of this contract will ensure that the Central Maintenance Facilities (CMF) will continue to have regularly maintained parts washer machines to clean parts, tools and components required to perform repairs and maintenance of buses and trains in accordance with Metro Maintenance standards.

### **FINANCIAL IMPACT**

Funding of \$50,000 for this contract is included in the FY21 Budget in multiple cost centers under Service Contract Maintenance account 50308 and project 306002 including 3366-Central Maintenance Shops (CMS), 5430-Revenue Collection Equipment Maintenance, 3790-Maintenance Administration, 3601-Maintenance Division 1, 3503-Maintenance Division 3, 3805-Maintenance Division 5, 3707-Maintenance Division 7, 3508-Maintenance Division 8, 3609-Maintenance Division 9, 3513-Maintenance Division 13, 3515-Maintenance Division 15, 3818-Maintenance Division 18; 3942-Red Line, project 300044; and 3943-Green Line, project 300033.

The cost center manager, project manager and Executive Director, Maintenance will ensure that the balance of funds is budgeted in future years.

#### **Impact to Budget**

The current source of funding for this action include Federal, Prop A, Prop C, Measure R, Measure M, TDA, and CARES. Allocating these funding sources to this effort maximizes their intended use given approved funding guidelines and provisions.

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

The parts washer services support Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. The proper cleaning of parts and components will help to maintain the reliability of the bus and rail fleet and ensure that our customers are able to arrive at their destinations without interruption and in accordance with the scheduled service intervals for Metro bus and rail operations.

### **ALTERNATIVES CONSIDERED**

Staff considered providing this service through Metro in-house staff. This alternative is not recommended for the following reasons: Metro would have to purchase the equipment, costing approximately \$400,000, and handle the maintenance and periodic repair of the equipment; degreasing agents used for parts washer units are considered hazardous materials which requires specialized certification for handling and disposal; removal and transportation of hazardous waste must be performed by a licensed transporter; and treatment and disposal of hazardous waste can

only be performed by a permitted Treatment, Storage and Disposal Facility.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. PS7235000 with FRS Environmental Inc. to provide parts washer leasing and maintenance services.

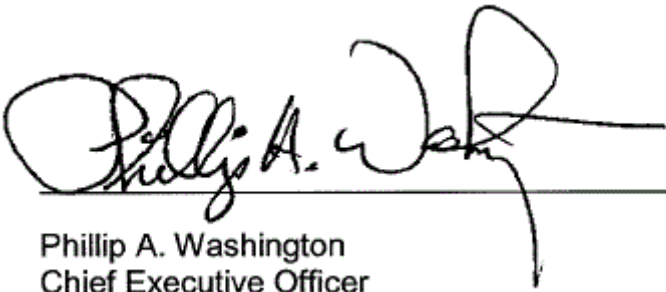
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: James Pachan, Superintendent of Maintenance, (213) 922-5804  
Alan Tang, Sr. Manager, Equipment Maintenance, (213) 922-5707

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



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PARTS WASHER LEASING AND MAINTENANCE SERVICES/PS7235000

1.	Contract Number: PS7235000	
2.	Recommended Vendor: FRS Environmental Inc.	
3.	Type of Procurement (check one): <input checked="" type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: November 13, 2020	
	B. Advertised/Publicized: November 13, 2020	
	C. Pre-Bid Conference: November 23, 2020	
	D. Bids Due: December 21, 2020	
	E. Pre-Qualification Completed: January 21, 2021	
	F. Conflict of Interest Form Submitted to Ethics: December 28, 2020	
	G. Protest Period End Date: March 22, 2021	
5.	Solicitations Picked up/Downloaded: 8	Bids Received: 1
6.	Contract Administrator: Antwaun Boykin	Telephone Number: (213) 922-1056
7.	Project Manager: Alan Tang	Telephone Number: (213) 922-5707

**A. Procurement Background**

This Board Action is to approve the award of Contract No. PS7235000 to FRS Environmental, Inc. to provide parts washer leasing and maintenance services for Metro's Central Maintenance Shops as well as certain bus/rail maintenance divisions.

Invitation for Bid (IFB) No. PS72350 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is a firm fixed unit rate. The IFB was open only to Metro Certified Small Business Enterprise (SBE) firms.

Three amendments were issued during the solicitation phase of this IFB:

- Amendment No. 1, issued on November 24, 2020 revised Section III of the IFB, Submittal Requirements to include additional requirements.
- Amendment No. 2, issued on December 11, 2020 revised Exhibit A, Scope of Services and Exhibit 2, Schedule of Quantities and Prices to include additional equipment requirement.
- Amendment No. 3, issued on December 17, 2020 extended the bid due date and revised the bid opening date.

IFB No. PS72350 was released on November 13, 2020, as a competitive procurement open only to Metro certified small businesses. The solicitation was available for download from Metro's website. Advertisements were placed with the Los Angeles Daily News to notify potential proposers of this solicitation. Metro notified

proposers from Metro's vendor database based on applicable North American Industry Classification System (NAICS) codes.

A pre-bid conference was held on November 23, 2020 and was attended by one participant.

Eight (8) firms downloaded the IFB and were included on Metro's planholders' list. Eight (8) questions were received regarding the solicitation and were responded to prior to the bid due date. Only one (1) bid was received on December 21, 2020.

Metro staff canvassed firms on the planholders list to determine why no other bids were received. Only a single response was received from TEQ Lease stating they only finance equipment. The planholders list consisted of the incumbent contractor, four (4) companies that provide access to bid plan rooms and upcoming bid opportunities, two (2) firms that provide specialty services that are different from the IFB requirements and one (1) firm is a parts washer manufacturer.

#### **B. Evaluation of Bids**

This procurement was conducted in accordance with and complies with Metro's Acquisition Policy for a competitive sealed bid. One (1) bid was received from the bidder listed below:

FRS Environmental Inc.

The firm was determined to be responsive, responsible and qualified to perform the services based on the IFB's requirements.

#### **C. Cost/Price Analysis**

The recommended fully burdened unit rates from FRS Environmental Inc. were determined fair and reasonable based on price analysis, technical evaluation, fact finding and negotiations.

<b>Bidder Name</b>	<b>Original Bid Amount</b>	<b>Metro ICE</b>	<b>Negotiated Bid Amount</b>
FRS Environmental Inc.	\$1,476,365.00	\$1,411,250.00	\$1,443,375.00

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

The recommended firm, FRS Environmental Inc. (FRS Environmental) located in Corona, CA has been in business for over 20 years. It provides waste management solutions such as pressure washing, hazardous waste management, lab packing, vacuum pumping, parts washers and soaps and solutions. FRS Environmental's clients include the City of Los Angeles, 29 Palms US Marine Corps Base, Omnitrans, and Metro.



FRS Environmental is a Metro certified SBE firm. It has been providing parts washing leasing and maintenance services to Metro since 2006 and performance has been satisfactory.

**DEOD SUMMARY**

**PARTS WASHER SERVICES FOR MAINTENANCE FACILITIES / PS7235000**

**A. Small Business Participation**

Effective June 2, 2014, per Metro's Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute a Small Business Set-Aside procurement.

Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro's website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to SBE Certified Small Businesses Only.

FRS Environmental Inc., an SBE Prime, is performing 100% of the work with its 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 #:** 2020-0860, **File Type:** Contract

**Agenda Number:** 21.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES**

**ACTION: APPROVE CONTRACT MODIFICATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 5 to Contract No. PS46172000, with Gannett Fleming Transit & Rail Systems, for engineering support of rail maintenance to exercise the second-year option extending the period of performance through April 26, 2022 and increasing the total contract not-to-exceed amount by \$5,000,000 from \$21,000,000 to \$26,000,000.

#### **ISSUE**

The first-year option performance period for Contract No. PS46172000 ends on April 26, 2021. A contract modification is required to exercise the second-year option to continue providing engineering support from April 27, 2021 through April 26, 2022.

Metro Maintenance and Engineering has limited scope and depth of engineering and technical resources to develop and execute capital projects and meet the day-to-day engineering needs necessary to maintain and improve transit infrastructure assets and systems. Contract No. PS46172000 has been providing engineering support that enables Metro to augment internal resources on an on-call basis in situations where either Metro does not have sufficient capacity or expertise necessary to perform the required task.

#### **BACKGROUND**

In April 2018, the Board of Directors approved the award of Contract No. PS46172000 for Maintenance and Engineering support in a total not-to-exceed amount of \$31,000,000 (\$16,000,000 for the initial two-year base period, and \$15,000,000 for the three, one-year options at \$5,000,000 per year). This task order based contract provides for a range of engineering services for train control, traction power, communications, track, mechanical, electrical, plumbing, civil design, and fare collection. Also included are support services for project management, construction management, and computer aided design and drafting (CADD).

For a list of previous modifications to Contract No. PS46172000, please see Attachment C.

## **DISCUSSION**

The State of Good Repair (SGR) for the Maintenance of Way and Facilities Maintenance work program is approximately \$39.2 million for combined fiscal years 2021 and the projected 2022 budget. Maintenance and Engineering has determined that a support cost of 10 - 15% is reasonable in order to deliver capital projects on time and on budget. To date, Contract No.PS46172000 has awarded task orders totaling \$18,016,796. Work has entailed performing assessments for rail corrosion, radio communication coverage, bus and rail facilities, CCTV security enhancements; pantograph condition monitoring, Expo geotechnical surveys, vertical transportation survey, OCS inspection system development, signal standardization, emergency trip system; and augmentation for the engineering disciplines.

A Disadvantaged Business Enterprise (DBE) commitment of 25% was established as part of this contract. The DBE participation is based on the aggregate of all task orders awarded. To date, Gannett Fleming Transit & Rail Systems has 49.39% DBE participation by subcontracting to DBE certified firms.

This contract continues to support the planning, implementation, and execution of SGR projects. Refer to Attachment A for a list of SGR projects this contract is supporting.

## **DETERMINATION OF SAFETY IMPACT**

The engineering support services for rail maintenance are not directly related to a specific safety issue. However, the services provided via this contract will contribute to maintaining the transit system in a state of good repair as recommended by Metro's Transit Asset Management (TAM) Plan, which is essential to providing a safe and reliable service for riders who use the Metro rail system daily.

## **FINANCIAL IMPACT**

The total for the second-year option is \$5,000,000 of spending authority. For FY21, \$5,352,834 in funding was included under the various capital project budget(s) in cost center 3960 - Rail Transit Engineering, Account 50316 -Professional and Technical Services. As additional task orders become necessary to execute, they will be funded through the appropriate capital projects.

Since this is a multi-year contract, the Project Manager will ensure that the balance of funds is budgeted in future fiscal years.

### **Impact to Budget**

The source of funds for this action include TDA, Measure R, & Measure M. Allocation of these funds to this effort maximizes their intended use given approved funding guidelines and provisions. The source of funds will be dependent on the specific capital project funding.

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

### **ALTERNATIVES CONSIDERED**

1) Solicit competitive bids for each individual task order as it becomes required. This is not recommended as it would require extensive additional staff time to process each request and result in project delays due to the lead time required to complete each procurement cycle.

2) Utilize existing Engineering staff to provide the required technical support. This is not feasible as the current budgeted MOW Engineering capacity is fully utilized to maintain Metro's existing systems and oversee the acceptance of the new rail lines. Also, there would not be sufficient existing staff to re-assign to provide technical support to the various capital projects concurrently.

### **NEXT STEPS**

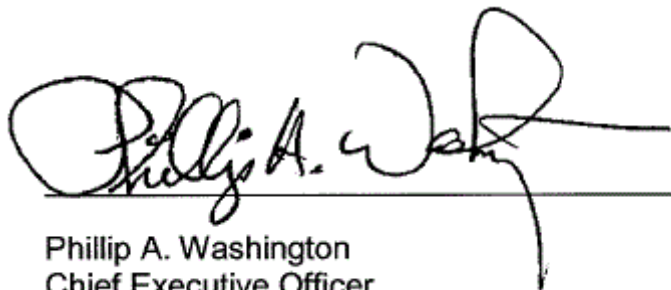
Upon Board approval, staff will execute Modification No. 5 to Contract No. PS46172000 with Gannett Fleming Transit & Rail Systems to provide engineering support for Rail Maintenance and Engineering on an as needed, task-orders basis.

### **ATTACHMENTS**

Attachment A - List of Supported Project Uses  
Attachment B - Procurement Summary  
Attachment C - Contract Modification/Change Order Log  
Attachment D - DEOD Summary

Prepared by: Rudy Loera, Senior Director, Project Engineering, (213) 617-6225  
Errol Taylor, Senior Executive Officer, Maintenance and Engineering, (213) 922-3227  
Kelvin Zan, Deputy Executive Officer, Systems Engineering (Interim), (213) 922-6264

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



Phillip A. Washington  
Chief Executive Officer

**ATTACHMENT A**

**LIST OF FY 21 SUPPORTED PROJECT USES**  
**ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES**  
**PS46172000**

<b>Description</b>
Support for the Rail Fiber Optic Installations
Project to implement an Overhead Catenary System (OCS) Monitoring System
Support for various TPSS/COM/TP/UPS Battery Replacement Projects
Computer Aided Design (CAD) Support to Capture System Configuration
Support for Corrosion Control and Protection
Support for System Security and Law Enforcement Projects
Support for MGL Train Control and TWC Replacement Project
Support for Bus and Rail Facility Maintenance Projects
Support for MRL Train to Wayside Communication (TWC) Rehabilitation Project
Support for Radio Replacement Project
Support for various Rail Maintenance and Engineering Initiatives
Support for Rail Maintenance and Engineering Acceptance of Various Mega Projects
Support for Rail Maintenance and Engineering Project Construction Management
Support for various Safe-7 projects
Assessments and Inspections of Critical Fire/Life/Safety Elements and Infrastructure
Assessments and Inspections of Critical Wayside Control and Power Systems

## PROCUREMENT SUMMARY

ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES /  
PS46172000

1.	<b>Contract Number:</b> PS46172000			
2.	<b>Contractor:</b> Gannett Fleming Transit & Rail Systems			
3.	<b>Work Description:</b> Exercise Option Year 2 for On-Call Engineering Support Services in support of Maintenance of Way projects.			
4.	<b>Contract Work Description:</b> On-Call Engineering Support Services in support of Maintenance of Way projects.			
5.	<b>The following data is current as of:</b> February 16, 2021			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	April 26, 2018	<b>Contract Award Amount:</b>	\$16,000,000
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modifications Approved:</b>	\$5,000,000
	<b>Original Complete Date:</b>	April 26, 2020	<b>Pending Modifications (including this action):</b>	\$5,000,000
	<b>Current Est. Complete Date:</b>	April 26, 2021	<b>Current Contract Value (with this action):</b>	\$26,000,000
7.	<b>Contract Administrator:</b> Victor Zepeda		<b>Telephone Number:</b> (213) 922-1458	
8.	<b>Project Manager:</b> Rudy Loera		<b>Telephone Number:</b> (213) 617-6225	

**A. Procurement Background**

This Board Action is to authorize the CEO to execute Contract Modification No. 5 to Contract No. PS46172000, with Gannett Fleming Transit & Rail Systems, to exercise option year two to continue providing engineering support for bus and rail maintenance services, extending the period of performance through April 26, 2022.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is task order-based/firm fixed price.

On April 26, 2018, the Board approved a two-year base, and three, one-year options, Contract No. PS46172000 (File #2018-0061, Agenda Number 30) to provide on-call engineering support services on a task order basis with Gannett Fleming Transit & Rail Systems, in the total base not-to-exceed amount of \$16,000,000.

Further, in December 2019, the Board approved exercising the first option year that extended the period of performance from April 2020 to April 2021 and increased the



not to exceed Contract Value from \$16,000,000 to \$21,000,000 (File #2019-0728, Agenda Number 23).

Refer to Attachment C, Contract Modification/Change Order Log.

**B. Cost/Price Analysis**

All future task orders and contract modifications will be determined to be fair and reasonable in accordance with Metro's Acquisition Policy at the time of issuance and award.

## CONTRACT MODIFICATION/CHANGE ORDER LOG

ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES /  
PS46172000

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>Amount</b>
1	Revise the Approved Subcontractors (SP-04), revise the insurance requirements to minimize Metro's risk, and revise the approved unit rates for the newly added Subcontractors.	Approved	10/22/18	\$0
2	Revise the Approved Subcontractors and revise the approved unit rates for the newly added Subcontractors.	Approved	2/11/19	\$0
3	Revise the approved unit rates for Year 2 and adjust the retention rate	Approved	6/11/19	\$0
4	Exercise Option Year 1 extending Period of Performance from April 2020 to April 2021.	Approved	12/5/19	\$5,000,000
5	<b>Exercise Option Year 2 extending Period of Performance from April 2021 to April 2022</b>	<b>PENDING</b>	<b>3/25/21</b>	<b>\$5,000,000</b>
	<b>Modification Total:</b>			<b>\$10,000,000</b>
	<b>Original Contract:</b>		4/26/18	<b>\$16,000,000</b>
	<b>Total:</b>			<b>\$26,000,000</b>

## DEOD SUMMARY

ENGINEERING SUPPORT FOR BUS AND RAIL MAINTENANCE SERVICES /  
PS46172000**A. Small Business Participation**

Gannett Fleming made a 25% DBE overall commitment for this contract. The overall DBE participation is based on the cumulative value of all task orders issued. To date, forty-five (45) task orders have been awarded. Based on payments reported, Gannett Fleming is exceeding its commitment with a DBE participation of 49.39%.

<b>Small Business Commitment</b>	<b>25% DBE</b>	<b>Small Business Participation</b>	<b>49.39% DBE</b>
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	<b>DBE/SBE Subcontractors</b>	<b>Ethnicity</b>	<b>Current Participation<sup>1</sup></b>
1.	Acumen Building Enterprise	African American	1.74%
2.	Armand Consulting	Caucasian Female	7.56%
3.	Birdi Systems, Inc.	Subcontinent Asian American	0.51%
4.	C2PM, Inc.	Asian Pacific American	12.12%
5.	Colmena Engineering	Hispanic American	6.31%
6.	GC Tech, Inc.	African American	5.76%
7.	JM Diaz	Hispanic American	1.36%
8.	Mammoth Associates, LLC	Caucasian Female	3.92%
9.	Pacific Railway Enterprises	Caucasian Female	3.72%
10.	PacRim Engineering Inc.	Asian Pacific American	4.77%
11.	PBS Engineers, Inc. (Added)	Subcontinent Asian American	0.00%
11.	Rani Engineering, Inc.	Hispanic American	0.58%
12.	Wagner Engineering & Survey	Caucasian Female	1.04%
	<b>Total</b>		<b>49.39%</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 requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).



Metro

## Board Report

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**File #:** 2021-0002, **File Type:** Oral Report / Presentation

**Agenda Number:** 22.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
MARCH 18, 2021**

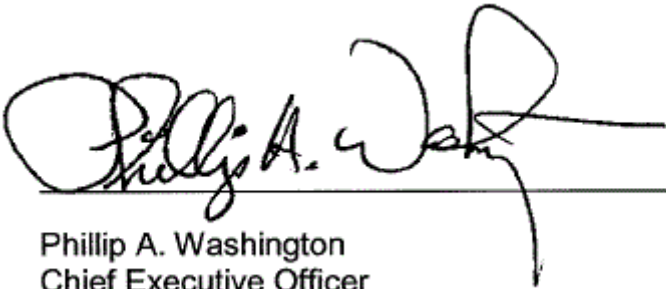
**SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH**

**RECOMMENDATION**

RECOGNIZE Operations Employees of the Month

**DISCUSSION**

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



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Phillip A. Washington  
Chief Executive Officer

# March Employees of the Month

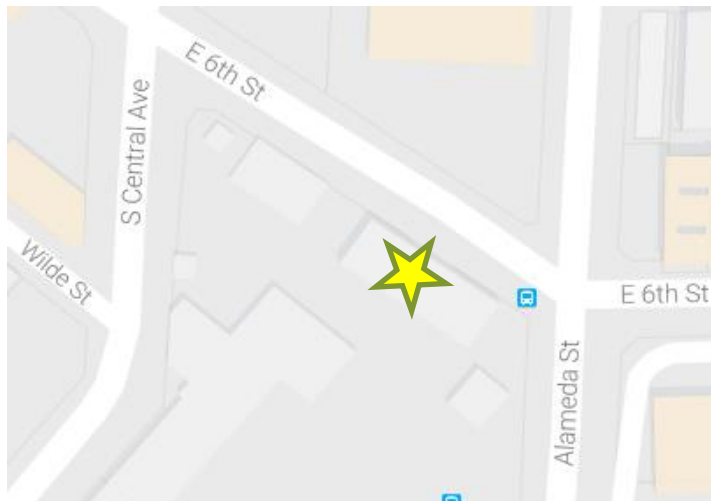
# Employees of the Month



## Transportation

### Bus Operator

Lateefah Bussey

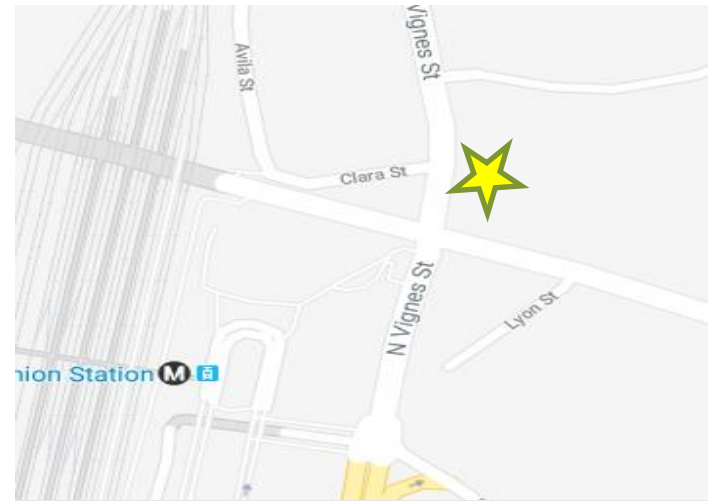
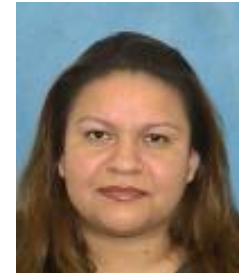


Division 1 – Los Angeles

## Maintenance

### Mechanic A Leader

Lilian Meneses



Division 13 – Los Angeles



Metro

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

## Board Report

File #: 2021-0003, File Type: Oral Report / Presentation

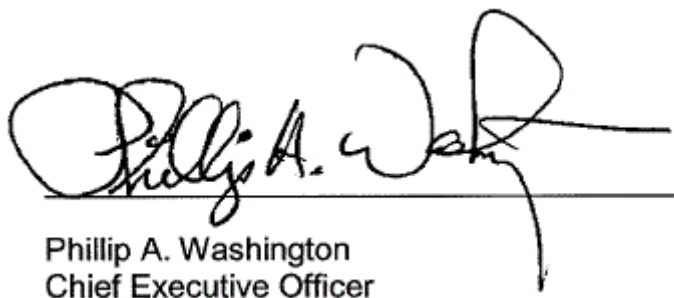
Agenda Number: 23.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: ORAL REPORT ON COVID-19 SERVICE UPDATE/METRO RIGHT-OF-WAY JOINT  
CLEAN-UP EFFORTS**

#### RECOMMENDATION

RECEIVE oral report on COVID-19 Service Update/Metro Right-of-Way Joint Clean-Up Efforts.



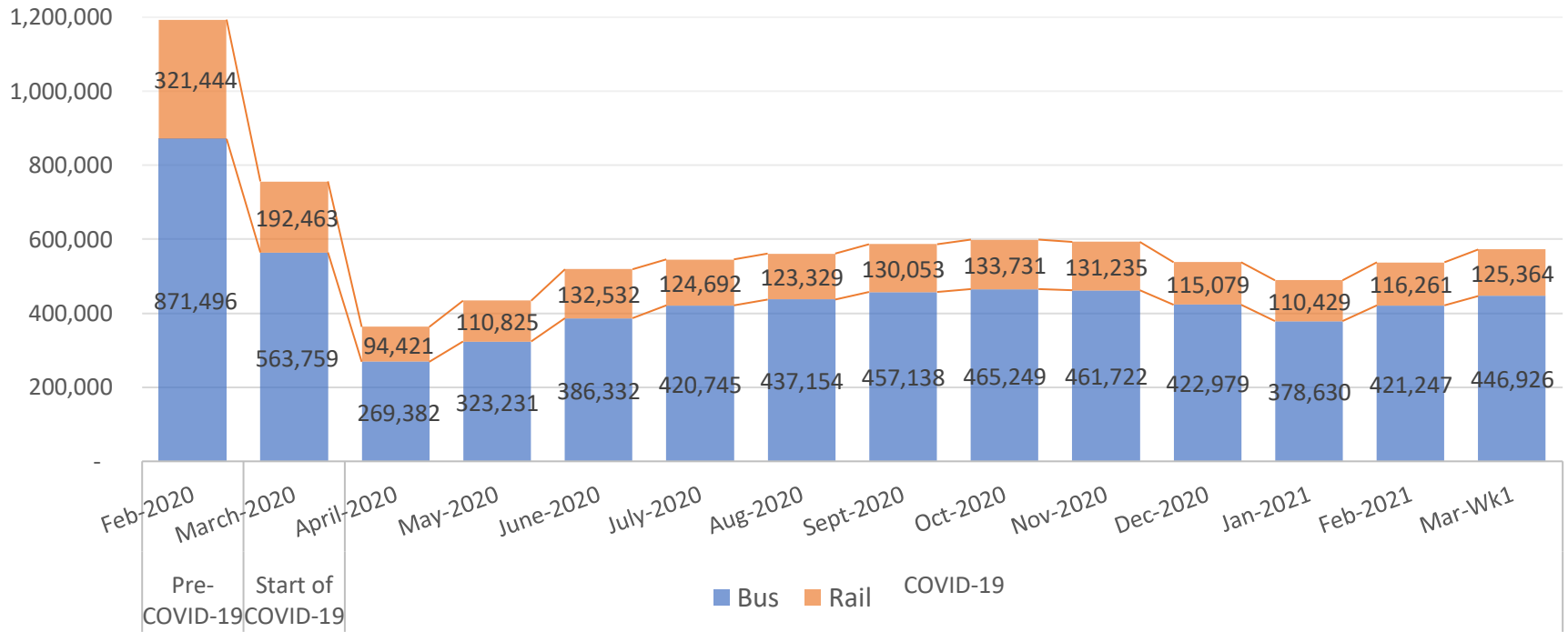
Phillip A. Washington  
Chief Executive Officer



# **COO Oral Report COVID-19 – Operations Update**

# Weekly Ridership Update

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



	Pre- COVID- 19	Start of COVID- 19												Mar Wk 1
Ridership	Feb-20	Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	2/28-3/6
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	572,290

## Notes

3/19/20 - Safer at Home Order Issued

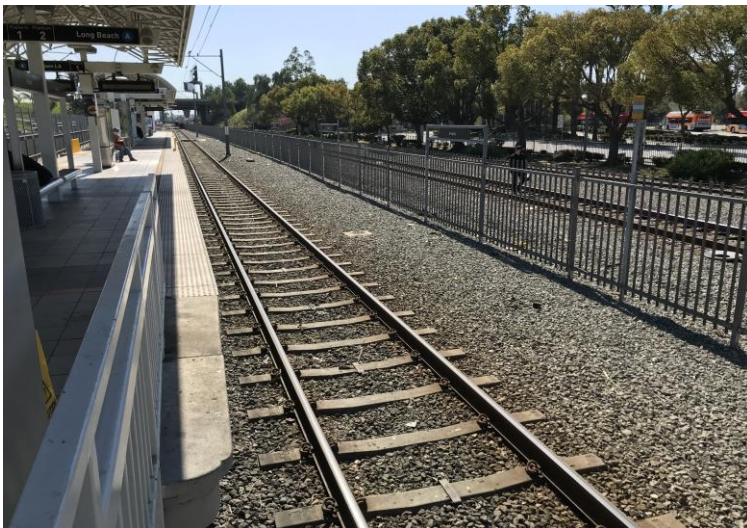
11/30/20 - Targeted Safer at Home Order Issued

2/26/21 - Safer L.A. Order Issued

# Right-of-Way (ROW) Clean-up Efforts Update

## Metro ROW

- Metro ROW maintenance services continue system-wide
- Homeless encampment clean-up efforts have been suspended due to COVID-19
- Metro continues to monitor the existing 12 active encampments within the Metro ROW, collaborate with external public and private stakeholders and evaluate safety and fire hazard conditions on a case-by-case basis



**METRO A-LINE**

# Joint ROW Clean-up Efforts

## Non-Metro ROW

- Metro FCM staff lead coordination efforts for a special clean-up of the Union Pacific (UP) ROW parallel and adjacent to Metro A-Line, from 24th Street to Metro A-Line Del Amo Station
- Clean-up began on February 9, 2021
- Work is anticipated to last eight (8) weeks
- This is a joint clean-up effort from the City of LA, LA County and UP
- Services being performed are graffiti abatement, trash & overgrown vegetation, and bulky item removal along UP ROW and adjacent properties often perceived by the public as Metro ROW
- To-date, 140 tons of trash and overgrown vegetation have been cleared
- This is the third special clean-up coordinated by Metro FCM staff along UP ROW
- Many Thanks to Metro partners within the City of Los Angeles, Los Angeles County and Union Pacific for their cooperation and teamwork
- Special Thanks to Metro FCM staff for continued commitment to provide excellence in services and support



# Joint Clean-up Efforts of Union Pacific ROW Parallel to Metro A-Line ROW



**Metro**

**Before**

**After**



## Board Report

**File #:** 2020-0055, **File Type:** Contract

**Agenda Number:** 24.

### **OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021**

**SUBJECT: P2550 LIGHT RAIL VEHICLE (LRV) MIDLIFE MODERNIZATION/OVERHAUL  
PROGRAM, RAIL VEHICLE CONTRACTOR**

**ACTION: INCREASE THE LIFE-OF-PROJECT BUDGET AND APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

- A. Increase the Life-of-Project (LOP) Budget for the P2550 Light Rail Vehicle (LRV) Midlife Modernization/Overhaul Program (CP 214003) by \$46,340,841 from \$160,000,000 to \$206,340,841.
- B. Authorize the Chief Executive Officer to award a firm-fixed unit rate Contract No. P2550-2019 Light Rail Vehicle (LRV) Midlife Modernization to Kinkisharyo International, L.L.C. in the not-to-exceed amount of \$170,349,474 inclusive of Options, for a period of 55 months from Notice-to-Proceed (NTP) for the midlife modernization of the 50 AnsaldoBreda P2550 LRVs.

#### **ISSUE**

Many of the critical systems and components on the AnsaldoBreda P2550 LRV fleet are experiencing parts obsolescence issues, lack of vendor support, and outdated technology. These deficiencies diminish the performance and maintainability of the fleet. By modernizing/overhauling and replacing these critical systems and components, this midlife Modernization Program will maintain the fleet's State of Good Repair (SGR) and ensure the continued safety, reliability, availability, and maintainability of the fleet for revenue service.

In May 2019, the Board authorized staff to issue a federally funded solicitation for a Best Value Request for Proposals (RFPs) as competitive negotiations pursuant to PCC § 20217 and Metro's procurement policies and procedures for the Midlife Modernization/Overhaul Program.

Staff's recommendation presents the firm that is most advantageous to Metro. Kinkisharyo's offer represents the Best Value to Metro when all technical and price factors are considered in accordance with the approved evaluation criteria. The Procurement Summary of this report (Attachment A) further describes the evaluation results and detailed rankings for all Proposers, including the weighted scores associated with each evaluation criteria.

## **DISCUSSION**

The primary objective of the project is to deliver safe, reliable, high quality overhauled LRVs that will be modernized to current technologies. By awarding this contract to Kinkisharyo, Metro will also create and retain local jobs tied directly to Kinkisharyo's participation in the U.S. Employment Plan (USEP) associated with the P2550 LRV Midlife Modernization/Overhaul Program.

The Scope of Work for the P2550 LRV Midlife Modernization/Overhaul Program includes the following critical systems and safety components: Vehicle Door Systems, Propulsion System Controllers, Friction Brake System Controllers, Trucks, Automatic Train Control (ATC)/Automatic Train Operation (ATO) System Controllers, Heating and Air Conditioning (HVAC) System, and Communication System Controllers.

Performing the Midlife Modernization/Overhaul Program is in accordance with the Rail Fleet Management Plan FY2015-FY2040 (Draft, May 24, 2016, v.8). The plan outlines the need to expand rail fleets to accommodate anticipated growth in ridership; line extensions; and to overhaul or replace vehicles reaching mid-life or end of life, as appropriate.

A Source Selection Committee (SSC), consisting of key Metro Operations staff, was assembled to conduct a comprehensive evaluation of the proposals received. The committee reviewed the proposals and evaluated five (5) key factors, weighted in descending levels of relative importance: 1) Experience and Past Performance, 2) Price, 3) Technical Compliance, 4) Project Management, and 5) USEP. The three proposals received were in compliance with the RFP requirements and determined to be within the Competitive Range.

Upon Board approval, Notice-to-Proceed (NTP) will be issued to the recommended vehicle contractor. The midlife modernization of the P2550 LRVs is scheduled to be completed within 55 months following NTP plus warranty phase. The required delivery dates have liquidated damage assessments that may be imposed for late deliveries.

## **USEP**

In January 2018, the Board moved to apply the U.S. Employment Plan to all of Metro's federally funded rolling stock procurements and related contracts with a minimum contract value of \$100 million. Metro's USEP is designed to create new and retain existing jobs created by the Proposers, providing that at least 10 percent of the jobs are targeted for defined disadvantaged populations.

Staff's goal of creating and retaining meaningful new manufacturing jobs that are tied to Metro's Rolling Stock overhaul program was achieved, as evidenced by the fact that the recommended Awardee, Kinkisharyo has committed to creating and retaining jobs totaling \$32,063,402 in wages and benefits. This equates to 143 FTE's for a period of 55 months plus warranty phase.

## **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 P2550 Light Rail Vehicle Midlife Modernization Program will permit Metro to maintain the LRV fleet in a State of Good Repair.

## **FINANCIAL IMPACT**

Upon approval of recommendation A, the LOP budget for the P2550 Light Rail Program will increase to \$206,340,841 which reflects \$46,340,841 growth from the current \$160,000,000 LOP. With approval of Recommendation A, the project may execute Recommendation B to award the contract and fund support functions such as Professional Services, Metro Administration and other project activities as needed. Since this is a multi-year contract, the Chief Operations Officer, Project Manager, and cost center manager will be responsible for future fiscal year budgeting.

### **Impact to Budget**

The FY21 budget includes \$900,000 for professional services to continue procurement support for this contract. The budget is found under Project 214003 - P2550 Light Rail Vehicle Midlife Modernization Program, Cost Center 3043 for professional services. Approval of the recommendations and contract award will allow for award and early mobilization payments.

The current source of funds for this action is Prop A 35% Rail funds which are operating eligible. Using this funding source maximizes project funding use given approved guidelines and provisions. Staff continues to pursue additional Federal, State and Local funding sources as they become available.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal # 1) to provide high-quality mobility options that enable people to spend less time traveling and #5) to provide responsive, accountable and trustworthy governance within the Metro organization.

## **ALTERNATIVES CONSIDERED**

Staff has considered using in-house Metro resources to perform this work. However, 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 Contract award for this project; however, this alternative is not recommended by Metro staff because the Overhaul Program is critical to maintaining a SGR on the 50 AnsaldoBreda P2550 LRVs and to enable the Maintenance department to effectively plan and schedule its work.

## **NEXT STEPS**

Upon Contract award, Metro will meet with Kinkisharyo for the Contract required Project Kick-off and Specification Review Meeting. During the same meetings, Metro will establish communication and



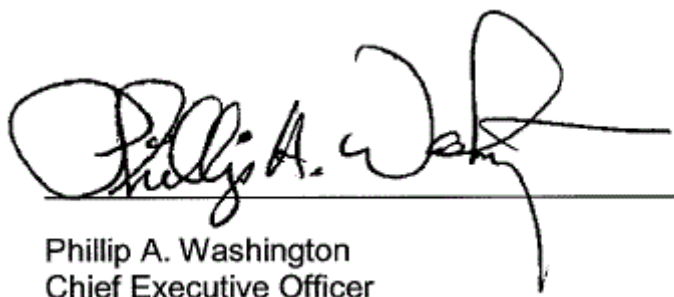
reporting protocols. Key milestones and deliverables, through the shipment of the first two pilot vehicles and delivery of the production vehicles will be discussed to ensure understanding and agreement of requirements to ensure expedient reviews and approvals.

## **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary  
Attachment C - Funding / Expenditure Plan  
Attachment D - USEP Board Motion dated January 18, 2018  
Attachment E - Metro Board Report dated May 16, 2019

Prepared by: Annie Yang, Sr. Director, Rail Vehicle Acquisition, (213) 922-3254  
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418-3277

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 922-4424  
Debra Avila, Chief, Vendor/Contract Management Officer, (213) 418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## NAME OF PROJECT/CONTRACT NUMBER

1.	Contract Number: P2550-2019	
2.	Recommended Vendor: Kinkisharyo International, L.L.C.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: 06.05.2019	
	B. Advertised/Publicized: 06.06.19	
	C. Pre-proposal/Pre-Bid Conference: 06.26.19	
	D. Proposals/Bids Due: 11.01.19	
	E. Pre-Qualification Completed: TBD	
	F. Conflict of Interest Form Submitted to Ethics: 02.18.21	
	G. Protest Period End Date: 03.25.21	
5.	Solicitations Picked up/Downloaded: 121	Bids/Proposals Received: 3
6.	Contract Administrator: Robert Pennington	Telephone Number: (213) 922-5527
7.	Project Manager: Annie Yang	Telephone Number: (213) 922-3254

**A. Procurement Background**

The Los Angeles County Metropolitan Transportation Authority (LACMTA) desires to maintain the Metro P2550 Light Rail Vehicles (LRVs) in a state of good repair through its useful life by replacing and/or modernizing critical vehicle systems and subsystems. This is to enhance the LRVs safety, availability, and reliability through the anticipated useful life of 30 years. The P2550 LRV fleet consists of 50 LRVs manufactured by Ansaldo Breda between 2008 through 2012. LACMTA issued a Request for Proposal (RFP) "RFP P2550-2019 for the P2550 Light Rail Vehicle Modernization Program" to accomplish this mission.

This Board Action is to approve Contract No. P2550-2019 issued in support of the P2550 Light Rail Vehicle (LRV) Modernization/Overhaul Program.

The RFP was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price.

Nineteen (19) Amendments were issued during the solicitation phase of this RFP:

<b>Amend.</b>	<b>Date</b>	<b>Document Title</b>	<b>Section</b>	<b>Revision/Change</b>
No. 1	19-Jun-19	Letter of Invitation; Instructions to Bidders; Regulation Req.	Section One; IP-01; RR-21.E	Letter of Invitation - Submittal Date; Prequal Requirements; A&D Program
No. 2	25-Jun-19	Special Provisions; SOW; Comp; Bid For; Price Forms	SP-29; XIV; CP-02; PS- 1; PF-8	Conditional Acceptance and Acceptance of LRVs; Duties & Responsibilities; Milestone Payment; Submittal Checklist; Price Forms
No. 3	2-Jul-19	Letter of Invitation	Section One	Letter of Invitation - Submittal and Question Dates
No. 4	29-Jul-19	General Conditions Clause & Instructions to Proposers	GC-01B; GC-16A; GC- 21; GC-27B; IP-14H	Definitions; Final Acceptance; Changes; Termination for Default; Evaluation Process;
No. 5	9-Aug-19	Letter of Invitation; Submittal Requirements	Section One; PR-2.0, Tab 5	Letter of Invitation - Submittal Date; Tech Proposal (Vol 1)
No. 6	12-Aug-19	Letter of Invitation	Section One	Letter of Invitation - Submittal Date
No. 7	20-Aug-19	Special Provisions; Price Forms	SP-27; PF-02 & 06	Bonding Requirement; Battery & Spare Pricing
No. 8	9-Sep-19	Tech Specifications	TS 7.4.7.4	Heater Assembly
No. 9	18-Sep-19	Proposal Submittal Requirements	PR-2.0, Tab 5	Technical Proposal (Volume 1)
No. 10	20-Sep-19	Pricing Forms	PF-02	Batteries Pricing
No. 11	3-Oct-19	Letter of Invitation	Section One	Letter of Invitation - Submittal Date
No. 12	15-Jul-19	Letter of Invitation	Section One	Proposal Date
No. 13	10-Nov-20	Compensation and Provisions; Price Forms, SOW	CP-02; CP-03; CP-13, Attachment 2, Section III	Milestone Payment; Retentions, Escrow; Exemption from CA Sales Tax; Price Forms, TS-4 & 6 Options; TS-14
No. 14	19-Nov-20	Pricing Forms – BAFO II; Certifications, SOW	Attachment 2 & 4; SOW, Section III	BAFO II Pricing Forms; For 132; Certifications, Options
No. 15	24-Nov-20	Letter of Invitation; BAFO II Price Forms	Section I	Proposal Submittal Date and validity of proposal and the number of Proposal paper copies required; ATP&TWC PF
No. 16	01-Dec-20	Technical Specifications	TS 1 Attachment 3	Revise TS 1.4.2 Contractor Responsibility
No. 17	07-Dec-20	Letter of Invitation; BAFO Price Forms & Certifications	Section One; Attachment 2 & 4	Revise second paragraph shall be modified; Price Sheets and SCAQMD certification
No. 18	14-Jan-21	Letter of Invitation	Section One	Letter of Invitation - Submittal Date

No. 19	25-Jan-21	Letter of Invitation; Submittal Forms; Special Provision, SOW, Submittal Docs; Forms; Tech Specs	Section One, Attachment 4; SP-43, Section III, PR-1.0, Attachment 1	Letter of Invitation - Submittal Date; TF-1 Form; SP-43; TS-13; TS.4.4.1 & TS 14.4.10
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A total of three (3) proposals were received on November 1, 2019. A Pre-Proposal Conference was held on June 26, 2019 at Division 20 so vehicle inspections could be conducted over the following two (2) days.

Proposer Site visits and Interviews were conducted at each proposers manufacturing facility between March 4, 2020 and March 10, 2020. The purpose of the visit was to inspect and qualify the proposed manufacturing/assembly facilities and interview the Proposers prospective Project Team.

Responses to proposer's questions were received throughout the solicitation period. Those questions not resulting in an Amendment were grouped and posted to the project data repository accessible to all planholders as Clarification responses. Seventeen (17) sets of Clarification responses were uploaded to the site from June 26, 2019 to January 31, 2021. All available drawings, manuals, and other reference material was also posted to the site.

## **B. Evaluation of Proposals/Bids**

A Source Selection Committee (SSC) consisting of staff from Metro Operations was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

Proposal Evaluation Criteria		Points
1.	Past Experience and Past Performance	300
2.	Price	300
3.	Technical Compliance	250
4.	Project Management Experience	100
5.	U.S. Employment Plan (USEP)	50
Total Available Points		1,000

The evaluation criteria are appropriate and consistent with criteria developed for other similar vehicle acquisition and overhaul procurements. The USEP is included as a mandatory criterion in accordance with the January 2018 Board Motion (File 2017-0904 Agenda Number 45). The evaluation criteria and their Subfactors were numerically scored and ranked for all responsive Proposers. Numerical scores will indicate the degree to which the Proposer's technical and price offer has met the standard for each criterion evaluated. The standard for each numerical value defined was used by the SSC as a guide during the evaluation process. Each SSC member also provided a narrative evaluation that supports the numerical scoring they present. Several factors were considered when developing these weights, giving the greatest importance to past experience and past performance on rail vehicle overhaul and integration or new rail vehicle acquisition.

All three of the proposals received were determined to be within the competitive range. The firms are listed below in alphabetical order:

1. Alstom Transportation, Inc.
2. Kinkisharyo International, L.L.C.
3. Talgo, Inc.

The proposal evaluation kick-off meeting was conducted on November 4, 2019 with the SSC and Technical Advisors (TAs) present. The TAs were used to support the SSC with their expertise in the relevant subject matter on various subsystems. Comments from the TAs were compiled and presented to the SSC on December 4, 2019. Request for Clarifications were sent to the Proposers on December 13, 2019 with a due date of January 15, 2020. New comments from the TAs were compiled and presented to the SSC on February 6, 2020

Oral presentations and Site Visits with each firm were scheduled with an equal amount of time for each. These presentations provided the SSC and TAs with their first meeting with the proposed teams and key personnel. Immediately following the oral presentations, the SSC conducted site visits to each of the firms proposed overhaul locations. These site visits were held the week of March 4, 2020 through March 10, 2020, covering trips to Kinkisharyo's Palmdale, CA facility, Alstom's Mare Island, CA facility and Talgo's Milwaukee, WI facility. The SSC were able to evaluate and assess each of the proposer's facilities along with the corresponding capability and capacity of the location.

The SSC considered the proposals, oral presentations, and the site visits in their initial proposal evaluation score. The price proposals were then opened and pre-

negotiation positions were established using the independently developed Engineers Estimate. Although pricing from the firms exceeded the Engineers Estimate and the project budget, the basis of the Estimate was reexamined and determined to be sound.

Notices were sent to all three of the Proposers targeting Mid-April, 2020 for the discussions/negotiations to be held virtually. Unfortunately, due to the pandemic threat of COVID-19, the discussions / negotiations were suspended due to governmental safety regulations. As the pandemic worsened, the entire project was suspended indefinitely on July 15, 2020.

In late September 2020, it was determined that the procurement process for this project be resumed. The Proposers were notified and met with the SSC virtually on November 4-6 to discuss the path forward and negotiate prices and technical requirements. The Proposers were notified of their respective strengths and weaknesses that could be enhanced in a Best and Final Offer (BAFO). The BAFO request was released on November 10, 2020 with a due date of December 11, 2020.

Each Proposer's BAFO submittal was reviewed by the SSC and all were determined to contain deficient or ambiguous elements that required reopening of discussions and provided the opportunity to resubmit responsive offers. These developments resulted in conducting discussions with each Proposer and clarifying Metro's commercial terms and technical specification requirements. On January 14, 2021, a second request for BAFO (BAFO II) was issued with a due date of February 3, 2021. Final evaluations of BAFO II were completed the week of February 10, 2021, and were used as the basis of the recommendation for award

#### US Employment Program

All Proposers were required to propose a level of participation in the United States Employment Program (USEP). This participation resulted in a normalized distribution of the 50 points allocated in accordance with their respective commitment value of the new and sustained jobs retained by each firm and added to the final evaluation score. Kinkisharyo proposed the highest USEP commitment value and therefore received the maximum incentive score.

#### Buy American Pre-Award Audit

As required by the RFP Buy America Requirements and in accordance with FTA requirements as stated in 49 CFR 663, a Buy America Pre-Award Audit was conducted the week of February 4, 2021. As a precaution, all three proposer firms were audited, and all were determined to satisfy the stated Buy America requirements.

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

### **Alstom Transportation, Inc.**

Alstom has proposed to perform this overhaul project out of its Mare Island, California facility. This dedicated manufacturing facility is located approximately 400 miles from Los Angeles and has been performing component replacements, overhauls, and extensive railcar repairs there for the past six years. The firm proposed to perform the railcar stripping, final assembly, and testing at this facility, while the engineering work would be generated out of its Naperville, Illinois site. Alstom Transport has extensive experience in U.S. railcar overhaul work, having overhauled or modernized nearly 5,100 railcars for many of the major transit agencies.

### **Kinkisharyo, Inc.**

Kinkisharyo has its US headquarters based in El Segundo, California and has proposed to perform this modernization out of its Palmdale, California production facility where it has been manufacturing the P3010 LRV since 2012. Kinkisharyo has manufactured over 15,000 LRVs worldwide since 1920 and in the US since the 1980s. Kinkisharyo has extensive LRV modernization experience with other US Transit Agencies in Dallas, Seattle, Atlanta and in Jersey City. Kinkisharyo is also known for being the only LRV manufacturer to maintain its own LRV fleet.

### **Talgo, Inc.**

Talgo is headquartered in Seattle, Washington and has proposed to perform this modernization project out of its Milwaukee, Wisconsin production facility. Talgo intends to draw from its global engineering resources and relocate them to Milwaukee for this project. Talgo is one of the world's leading suppliers of rolling stock with a particular focus on extended lifecycle and service/reliability. While Talgo is primarily known globally as a railcar manufacturer, its experience also encompasses the U.S. market with new railcars, and overhaul and maintenance work for Amtrak, Oregon DOT, and Washington State DOT.

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Alstom</b>				
3	<b>Proposal Evaluation Criteria</b>				
4	Past Experience and Past Performance	74.9	300	229.5	
5	Price		300	300.0	
6	Technical Compliance	76.5	250	192.2	
7	Project Management	76.3	100	76.8	
8	U.S. Employment Plan Evaluation		50	45.8	
9	<b>Total</b>			844.3	2

10	<b>Kinkisharyo</b>				
11	<b>Proposal Evaluation Criteria</b>				
12	Past Experience and Past Performance	83.6	300	251.5	
13	Price		300	268.8	
14	Technical Compliance	83.6	250	209.8	
15	Project Management	85.1	100	85.1	
16	U.S. Employment Plan Evaluation		50	50.0	
17	<b>Total</b>			865.2	1

18	<b>Talgo</b>				
19	<b>Proposal Evaluation Criteria</b>				
20	Past Experience and Past Performance	67.5	300	197.0	
21	Price		300	269.0	
22	Technical Compliance	68.2	250	171.8	
23	Project Management	61.2	100	62.3	
24	U.S. Employment Plan Evaluation		50	9.9	
25	<b>Total</b>			709.9	3

### **C. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon adequate competition, technical evaluation, fact finding, and negotiations. While the award is being recommended to a proposer other than the lowest price offeror, Kinkisharyo's price is within 17.7% of the Independent Cost Estimate (ICE) and within 11.6% of the lowest price offer. Based on the technical evaluation and economic analysis, the recommended price addresses all cost elements and presents the best overall value when all evaluation factors are considered, including schedule risk, past performance, technical expertise, project management and U.S. jobs creation.



	<b>Proposer Name</b>	<b>Initial Proposal</b>	<b>BAFO II Proposal Amount</b>	<b>Metro ICE</b>
1.	Alstom	\$184,741,787	\$152,614,867	\$ 144,666,865
2.	Kinkisharyo	\$162,484,679	\$170,349,473	\$ 144,666,865
3.	Talgo	\$168,512,375	\$170,210,924	\$ 144,666,865

The Technical Specifications for this midlife modernization project contained work elements that could be exercised as options. The Option elements were included in the technical and price evaluation and can be unilaterally exercised at Metro's discretion. The following table provides the Base and Options pricing distribution.

	<b>Proposer Name</b>	<b>Base</b>	<b>Option</b>	<b>Total</b>
1.	Alstom	\$139,036,961.52	\$13,577,905.00	\$152,614,866.52
2.	Kinkisharyo	\$157,231,331.04	\$13,118,142.00	\$170,349,473.04
3.	Talgo	\$166,070,135.09	\$4,140,789.00	\$170,210,924.09

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

The recommended firm, Kinkisharyo, has been designing and manufacturing rail transit vehicles in Japan since 1920 and in North America since the 1980's. Kinkisharyo has been operating a manufacturing facility in Palmdale, California since 2012 where it is completing its work on LACMTA's order for two hundred thirty five (235) P3010 LRVs.

**DEOD SUMMARY**

**LIGHT RAIL VEHICLE (LRV) MIDLIFE MODERNIZATION/OVERHAUL PROGRAM /  
P2550-2019**

**A. Small Business Participation**

Kinkisharyo International, LLC is a Transit Vehicle Manufacturer (TVM) and is on the Federal Transit Administration's (FTA) list of eligible TVMs with a Disadvantaged Business Enterprise (DBE) overall goal methodology, in compliance with 49 Code of Federal Regulations (CFR) Part 26.49(a)(1). TVMs submit overall DBE goals and report participation directly to FTA. As such, Kinkisharyo International, LLC submitted its overall DBE goal of 9.00% to FTA for FY21.

**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.

**E. United States Employment Plan Program**

United States Employment Plan (USEP) Program is applicable on this Contract. DEOD staff within V/CM has been monitoring progress on USEP commitments, including the contractual commitment in creating employment opportunities. To date, Kinkisharyo has exceeded its USEP commitment in new wages and benefits.

**ATTACHMENT C****FUNDING USES and SOURCES PLAN****CP 214003 ANSALDO BREDA P2550 LIGHT RAIL VEHICLES MIDLIFE MODERNIZATION**

<b>Description</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>Total</b>	<b>% of Total</b>
<b>Uses of Funds</b>										
Project Administration	\$200,000	\$234,767	\$612,909	\$649,598	\$1,048,734	\$1,336,726	\$1,232,248	\$760,859	\$6,075,841	2.94%
Professional Services	\$350,000	\$500,000	\$1,554,000	\$1,935,400	\$1,852,200	\$1,178,200	\$82,400	\$187,800	\$7,640,000	3.70%
Modernization		\$3,500,000	\$5,079,900	\$30,516,333	\$45,620,333	\$38,746,834	\$26,765,600	\$21,771,000	\$172,000,000	83.36%
Contingency				\$5,800,000	\$3,725,000	\$3,700,000	\$3,700,000	\$3,700,000	\$20,625,000	10.00%
<b>Total Project Cost</b>	<b>\$550,000</b>	<b>\$4,234,767</b>	<b>\$7,246,809</b>	<b>\$38,901,331</b>	<b>\$52,246,267</b>	<b>\$44,961,760</b>	<b>\$31,780,248</b>	<b>\$26,419,659</b>	<b>\$206,340,841</b>	<b>100%</b>
<b>Sources of Funds</b>										
Local (PA Rail 35%) / State / Federal / Other	\$550,000	\$4,234,767	\$7,246,809	\$38,901,331	\$52,246,267	\$44,961,760	\$31,780,248	\$26,419,659	\$206,340,841	100%
<b>Total Project Funding</b>	<b>\$550,000</b>	<b>\$4,234,767</b>	<b>\$7,246,809</b>	<b>\$38,901,331</b>	<b>\$52,246,267</b>	<b>\$44,961,760</b>	<b>\$31,780,248</b>	<b>\$26,419,659</b>	<b>\$206,340,841</b>	<b>100%</b>

\*\* Staff will pursue additional federal funds that may become available through MAP-21 or other federal sources for this project to maximize availability of local fund sources. Staff will also substitute non federal funds as they become available to meet project requirements



Metro

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

## Board Report

**File #:** 2017-0904, **File Type:** Motion / Motion Response

**Agenda Number:** 45.

### SYSTEM SAFETY, SECURITY AND OPERATIONS COMMITTEE JANUARY 18, 2018

**Motion by:**

**Solis, Krekorian, Kuehl, Fasana, Garcetti, and Dupont-Walker**

#### **Item 45: Advancing Job Creation and Equity Outcomes with Manufactured Transit Equipment Procurements**

As the first transit agency in the nation to adopt a Construction Careers Policy, Metro has become a leader in harnessing the full potential of local investments by achieving and promoting family-supporting jobs in disadvantaged communities, improved equity outcomes, and cleaner transportation options for Los Angeles County.

For the purchase of new railcars and buses, Metro was also the first transit agency in the country to utilize the U.S. Employment Plan (USEP), which incentivizes manufacturers to create good local jobs and training programs, invest in new or existing manufacturing facilities and generate unprecedented opportunities for historically underserved communities. Metro's USEP was approved by the Federal Transit Administration for use on the P3010 Light Rail Car project, which awarded an \$890 million contract to railcar manufacturer Kinkisharyo International. The contract resulted in a new manufacturing facility in Los Angeles County and the creation of 404 high quality jobs. Metro has also employed localized versions of the USEP, known as the Local Employment Plan (LEP).

The USEP and LEP programs have elevated Metro's transparency related to the procurement of manufactured equipment by disclosing information about jobs, training, and equity commitments and reporting requirements from contractors. The USEP complies with the full and open competition requirements mandated in all federal contracting. Given the anticipated growth in Metro's transit operations, capital infrastructure program and associated procurements for manufactured transit equipment, it's prudent to maximize:

- Job creation and career development for low-income residents and those facing barriers to employment;
- Equity outcomes and economic resiliency in disadvantaged communities; and
- Investments in new or existing manufacturing/assembly facilities in Los Angeles County.

**SUBJECT: Motion by Solis, Krekorian, Kuehl, Fasana, Garcetti, and Dupont-Walker**

**Advancing Job Creation and Equity Outcomes with Manufactured Transit Equipment Procurements**

WE THEREFORE MOVE that the Board direct the CEO to apply the USEP to all federally funded rolling stock procurements, and related contracts with a minimum contract value of \$100 million that prescribes inclusion of, but is not limited to, the following:

- A. Factors such as the total wages and benefits for quality jobs that would be newly created or retained in connection to a major capital project contract; a requirement that Disadvantaged Workers comprise at least 10% of the total new wages, and benefits; identification of the location (s) of manufacture and assembly of the major capital projects; investment in new or existing facilities; investment in training, workforce development and apprenticeship programs;
- B. Include an evaluation mechanism in the USEP proposal scoring criteria that represents a meaningful level of the overall possible points for a Best Value proposal evaluation; and
- C. Enforcement mechanisms requiring awardees to submit quarterly reports regarding compliance with USEP commitments by Contractor and any Subcontractors after contract awards. The quarterly report shall summarize the major actions taken during the prior quarter during implementation of the USEP, and progress toward the attainment.



Board Report

File #: 2019-0057, File Type: Contract

Agenda Number: 22.

**OPERATIONS SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
MAY 16, 2019**

**SUBJECT: P2550 LIGHT RAIL VEHICLES MIDLIFE MODERNIZATION - REQUEST FOR  
PROPOSAL SOLICITATION AND ESTABLISH LOP**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer (CEO) to solicit a Best Value Request for Proposals (RFPs), as competitive negotiations, pursuant to Public Contract Code (PCC) §20217 and Metro's procurement policies and procedures for the midlife modernization of Metro's P2550 Light Rail Vehicles (LRV's); and

(REQUIRES 2/3 VOTE OF THE FULL BOARD)

- B. ESTABLISHING a Life of Project budget (LOP) of \$160 million for the midlife modernization of Metro's fifty (50) P2550 LRVs; for CP 214003 (P2550 Light Rail Vehicle Mid-Life Modernization). This is an initial estimate for the midlife project; adjustments will be made once proposals are received and evaluated.

**ISSUE**

The P2550 fleet, consisting of 50 Light Rail Vehicles (LRVs), is reaching its recommended period for mid-life modernization. Due to age, service loads, and increased difficulties with maintaining the fleet, this mid-life work is required to maintain fleet reliability, maintainability, and State of Good Repair. Additionally, it is an opportunity to upgrade systems to provide our customers with the latest transit amenities. Deferment of this work, at a minimum, will result in degradation of performance to critical systems, potentially impacting safe, reliable, and maintainable operations.

**BACKGROUND**

Currently, 50 P2550 LRV's are assigned to the Gold Line; operating from Azusa to East Los Angeles, via Union Station (29.7 miles, each direction). The LRV's are on average 10 years old from date of acceptance and have an average mileage of approximately 720,000 revenue service miles.

The manufacturer's recommended frequency for overhaul/midlife modernization work to the major systems and sub-systems is at 5, 10, and 15 year intervals. Metro's Rail Fleet Services (RFS) and Rail Vehicle Acquisitions (RVA) coordinate to schedule and perform the required work. RFS has developed and implemented component level refurbishment programs to repair and/or overhaul key systems and components that are currently impacting service reliability for this fleet. The removal and replacement of overhauled components and systems is performed in-house. In parallel, RVA develops a modernization plan, performed at the fleet's mid-life, to upgrade critical systems that have, or are about to become obsolete. In addition, this opportunity is used to upgrade features to provide our customers the latest transit amenities. These include but are not limited to improved lighting, ADA signage, passenger announcements systems, security & surveillance systems, and an Automatic Passenger Counting system. Due to the complexity of the work, the midlife modernization work is outsourced.

## **DISCUSSION**

The P2550 LRV's have reached the point at which the recommended midlife modernization must be initiated for it to be completed at or near mid-life. The need for the midlife modernization work is evident due to the fleet's age, the observed wear and tear, the increased maintenance demands, and the increased challenges with repairing and replacing obsolescent parts and obtaining supplier support.

It is in the public's interest to utilize competitive negotiation rather than a sealed bid process to consider factors other than price in the award of contracts for vehicles and refurbishment of vehicles, as allowed under PCC §20217. Staff recommends the use of Best Value solicitations to allow for the consideration of technical and commercial factors, as well as price, in the contract award process. By establishing explicit factors that identify Metro's definition of best value, the solicitation can use important evaluation criteria to augment price considerations such as past performance related to schedule adherence, quality, reliability, vehicle performance, and a U.S. Employment program, as mandated by new Board policy.

In addition to the ability to evaluate key technical and schedule factors, the Best Value Request for Proposal process permits direct discussions and negotiations with proposers to clarify requirements and cost prior to an award recommendation. This process minimizes the risks associated with a complex specification and scope of work by allowing the parties to clarify ambiguities and correct deficiencies.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this capital project will have a direct and positive impact to safety, service quality, system reliability, performance, and overall customer satisfaction.

## **FINANCIAL IMPACT**

Adoption of Recommendation A will not have any financial impact to the agency at this time. Adoption of Recommendation B will require establishing a LOP budget of \$160 million for this project in Cost

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Center 3043 - Rail Vehicle Acquisition, capital project 214003 - Metro P2550 Light Rail Vehicle (LRV) Midlife Modernization Project.

This is an initial estimate for the project, including professional services, Metro administration and contractor costs. Final LOP will be adjusted once bids are evaluated and the final selection has been made.

Since this is a multi-year contract/project, the cost center manager, will be responsible for budgeting the costs in future years, including any options exercised.

#### Impact to Budget

The initial source of funds for this capital project will be Prop A 35%, which is eligible for rail operating and capital activities. This project is part of the Rail Development Program. Metro staff will continue pursuing federal and local funding to maximize the use of funds for this project.

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

Recommendation supports strategic plan goal #1) to provide high-quality mobility options that enable people to spend less time traveling and # 5) to provide responsive, accountable and trustworthy governance within the Metro organization.

#### **ALTERNATIVES CONSIDERED**

The Board of Directors may choose not to authorize the life-of-project (LOP) budget for this project; however, this alternative is not recommended by Metro staff because without proceeding with this midlife modernization work, the safety, reliability, performance and maintainability of the P2550 LRV's may be compromised. Alternatively, deferring the midlife modernization will present a growing challenge to ensure maintaining a State of Good Repair, adequate reliability, performance, passenger comfort, and passenger safety.

In addition, procurement by a low bid process was considered but is not recommended. The sealed bid process does not adequately account for any technical superiority of performance, reliability, or system life cycle costs that on firm's equipment or solution may have over another since the process must award to the lowest responsive and responsible bidder. For these reasons, staff does not recommend this alternative. The competitively negotiated procurement process will provide for evaluation of critical non-price related factors in the selection process.

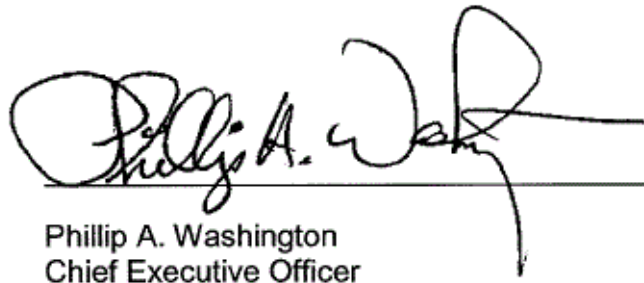
#### **NEXT STEPS**

If this action is approved, staff will proceed with competitively negotiated best value solicitations for the midlife modernization of the P2550 vehicles.

Prepared by: Annie Yang, Sr. Director, Rail Vehicle Engineering & Acquisition, (213) 922-3254  
Jesus Montes, Sr. Executive Officer, Vehicle Engineering & Acquisition (213) 418-3277



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



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Phillip A. Washington  
Chief Executive Officer



## Board Report

**File #:** 2021-0085, **File Type:** Informational Report

**Agenda Number:** 25.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: 2020 CUSTOMER EXPERIENCE SURVEY RESULTS**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE 2020 Customer Experience Survey Results.

#### **ISSUE**

To improve customer experiences for Metro riders and to help prioritize budget choices, staff developed a comprehensive customer experience survey tool. Staff will present highlights of the survey results for 2020, based on customer ratings of over 40 aspects of service.

#### **BACKGROUND**

The 2020 Customer Experience Survey was conducted October 7-23, 2020. Due to the COVID-19 pandemic, the survey was conducted on-line among a random sample of customers who previously completed on-board surveys. Note that staff intend to return to on-board surveys after the pandemic recedes.

Results are based on 1,287 completed surveys. Data is weighted to ensure that the findings reflect the demographic composition of Metro riders as taken from the 2019 On-Board survey to ensure equity and inclusion of all riders.

Customer Experience Surveys are an essential source of insight into the customer experience, and are responsive to Board Motion 38.1 (2018) that requires staff to prepare annual customer experience plans.

#### **DISCUSSION**

The 2020 Customer Experience survey is being utilized to prioritize and phase customer experience investments for the FY22 budget, and to identify pain points to be addressed in the 2021 Customer Experience Plan. The cornerstone of the survey findings is something called a Quadrant Chart that identifies target issues for improvement based on customer ratings. There is one Quadrant Chart for bus and one Quadrant Chart for rail. Staff plan to also include Metro Micro in future Customer Experience surveys.

### **DETERMINATION OF SAFETY IMPACT**

The Customer Experience Survey report has no immediate impact on safety, however recommendations that flow from the survey can improve safety for Metro riders.

### **FINANCIAL IMPACT**

Staff will be seeking staffing and budget for future Customer Experience surveys in the FY22 budget process, however there is no immediate financial impact related to this receive and file.

The cost of Customer Experience Plan initiatives that flow from the survey results will be considered relative to other Metro priorities and approved during Metro budget processes.

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

This report supports strategic plan Goal 2, "Deliver outstanding trip experiences for all users of the transportation system."

### **NEXT STEPS**

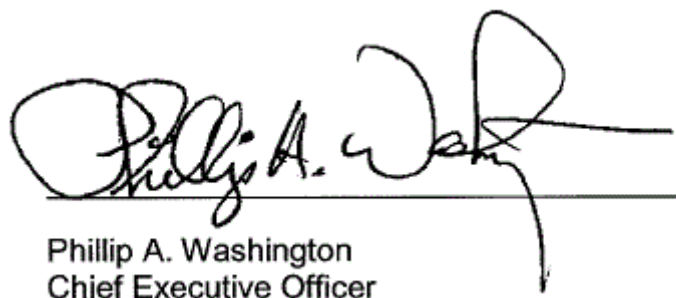
FY22 budget documents will highlight customer experience initiatives recommended in the 2020 Customer Experience Plan and developed in response to 2020 Customer Experience Survey results.

### **ATTACHMENTS**

Attachment A - Customer Experience Survey Results

Prepared by: Aaron Weinstein, EO, Customer Experience, (213) 922-3028

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



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Phillip A. Washington  
Chief Executive Officer

**Would you recommend riding Metro buses to a friend or coworker?**

	Valid Percent
Definitely No	5%
2	5%
3	21%
4	21%
Definitely Yes	48%
Total	100%

**I want to ride Metro buses more in the future**

	Valid Percent
Strongly Disagree	7%
2	8%
3	18%
4	20%
Strongly Agree	47%
Total	100%

**Metro buses provides a good value for the money**

	Valid Percent
Strongly Disagree	4%
2	5%
3	26%
4	18%
Strongly Agree	46%
Total	100%

**When I hear people criticize Metro buses, I want to defend it**

	Valid Percent
Strongly Disagree	8%
2	12%
3	27%
4	20%
Strongly Agree	33%
Total	100%

**Metro works hard to improve the experience of its bus riders**

	Valid Percent
Strongly Disagree	6%
2	9%
3	24%
4	23%
Strongly Agree	38%
Total	100%

**Have you ridden a Metro bus at least once in the last three months?**

	Valid Percent
Yes	84%
No	16%
Total	100%

**How often do you currently ride Metro buses?  
(Current Riders)**

	Valid Percent
5 or more days a week	41%
3-4 days a week	25%
1-2 days a week	16%
At least once a month, but less than 1 day a week	10%
Less than once a month	8%
Total	100%

**How long have you been riding Metro buses?  
(Current Riders)**

	Valid Percent
5 or more years	78%
3-4 years	11%
1-2 years	10%
More than 6 months, but less than a year	0%
Less than 6 months	1%
Total	100%

**In January 2020, how often did you ride Metro buses?  
(Has Not Taken Metro During Last Three Months)**

	Valid Percent
5 or more days a week	61%
3-4 days a week	18%
1-2 days a week	10%
At least once a month, but less than 1 day a week	6%
Less than once a month	6%
Total	100%

**In January 2020, how long had you been riding Metro buses? (Has Not Taken Metro During Last Three Months)**

	Valid Percent
5 or more years	46%
3-4 years	25%
1-2 years	18%
More than 6 months, but less than a year	6%
Less than 6 months	4%
Total	100%

**On a scale of 1-10, with 1 being poor and 10 being excellent, please rate your satisfaction with the following aspects of METRO BUSES (Mean Average)**

How frequently buses run	7.0
Metro bus hours of operation	7.4
Bus speed/travel time	7.5
Bus comes on-time	6.9
Ease of getting from my home to my bus stop	8.4
Ease of getting from bus stop to my destination	8.2

Timeliness of connection to other bus or train (if you transfer)	7.3
Availability of accurate bus arrival time info	7.2
Enough room on the bus	6.7
Comfort of bus seats (if used)	6.9
Cleanliness inside the bus	6.0
Smoothness of bus ride (not too jerky or bumpy)	7.2
Noise level inside the bus	6.8
Age/condition of the bus	7.4
Temperature on the bus	7.7
Bus stop seating	5.7
Cleanliness of bus stop area	5.1
Shade at bus stop	4.7
How well Metro addresses homelessness on buses	5.1
Safe from harassment based on my race or ethnicity	6.7
Safe from sexual harassment	6.8
Presence of security staff on buses	4.6
Buses and bus stops kept free of graffiti	5.8
Enforcement of Metro rules	5.9
Personal security on Metro buses during the day	5.6
Personal security at Metro bus stops during the day	5.3

Personal security on Metro buses at night	4.8
Personal security at Metro bus stops at night	4.5
Helpfulness and courtesy of Metro employees	7.1
Delay advisories (when there are delays)	6.0
Wifi availability and quality on the bus	5.9
Ease of fare payment	7.8
Ease of getting info to plan my trips	7.6
Information on where to go to connect with another bus or train (if you transfer)	7.6
Signs at the bus stop	7.8
Next stop information on the bus	7.6
Availability of bike storage (if applicable)	7.8
Availability of car parking (if applicable)	7.5
Metro.net website	7.7
Transit app	7.7

**Thinking about your experiences during your entire journey door to door and all of your interactions with Metro, how satisfied are you with Metro Bus?**

Valid Percent

Very Dissatisfied	2%
2	8%
3	23%
4	34%
Very Satisfied	33%
Total	100%



**Do you own or have regular access to a car?**

	Valid Percent
Yes	28%
No	72%
Total	100%

**Do you own a:**

	Valid Percent
Smartphone	73%
Cell Phone	23%
I do not own a smartphone or a cell phone	4%
Total	100%

**Does your smartphone have a:**

	Valid Percent
Data Plan	87%
No data plan	2%
I am not sure/don't know	10%
Total	100%

**Before Metro implemented all door boarding, how did you typically pay your fare?**

	Valid Percent
30-Day Pass	31%
TAP Stored Value	30%
Cash	23%
7-Day Pass	7%
Other	5%
Day Pass	4%
Total	100%

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**Do you have any disabilities?**

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	Valid Percent
Yes	14%
No	86%
Total	100%

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**What type of disability do you have? (multiple reponse)**

	Valid Percent
Mobility – do not use wheelchair	45%
Mobility – use wheelchair	30%
Mental or cognitive	15%
Other disability	15%
Low vision	4%
Blindness	3%
Deaf/ hard-of-hearing	1%

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**What is your gender identity?**

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	Valid Percent
Male	49%
Female	50%
Non-binary	1%
Total	100%

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**What is your age?**

	Valid Percent
Under 18	5%
18-24	21%
25-34	23%
35-44	16%
45-54	17%
55-64	10%
65+	7%
Total	100%

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### What is your race or ethnic identification?

	Valid Percent
Latinx/Hispanic	67%
Black/African American	17%
White/Caucasian	6%
Asian/Pacific Islander	6%
Native American	1%
Other	3%
Total	100%

### What is your household's total annual earnings?

	Valid Percent
Under \$10,000	35%
\$10,000 - \$19,999	27%
\$20,000 - \$29,999	12%
\$30,000 - \$39,999	8%
\$40,000 - \$49,999	6%
\$50,000 - \$59,999	4%
\$60,000 - \$69,999	2%
\$70,000 - \$79,999	2%
\$80,000 - \$89,999	1%
\$90,000 - \$99,999	1%
\$100,000 - \$124,999	1%
\$125,000 - \$149,999	1%
\$150,000 or more	1%
Total	100%

**Including yourself, how many people live in your household?**

	Valid Percent
1	21%
2	22%
3	15%
4	18%
5	12%
6 or more	12%
Total	100%

**Do you personally speak a language other than English at home?**

	Valid Percent
Yes	60%
No	40%
Total	100%

**What language do you speak at home? (multiple reponse)**

	Valid Percent
Spanish	87%
Korean	2%
Chinese	2%
Armenian	2%
Japanese	1%
Vietnamese	1%
Russian	1%
Other (Bengali, French, German, Tagalog, etc.)	9%

**How well do you speak English?**

	Valid Percent
Very Well	64%
Well	20%
Not well	14%
Not at all	3%
Total	100%

Survey conducted in:	
	Valid Percent
English	82%
Spanish	18%
Total	100%

**Would you recommend riding Metro Rail to a friend  
or coworker?**

	Valid Percent
Definitely No	7%
2	9%
3	20%
4	19%
Definitely Yes	45%
Total	100%

**I want to ride Metro Rail more in the future**

	Valid Percent
Strongly Disagree	5%
2	10%
3	17%
4	19%
Strongly Agree	49%
Total	100%

**Metro Rail provides a good value for the money**

	Valid Percent
Strongly Disagree	4%
2	6%
3	17%
4	25%
Strongly Agree	48%
Total	100%

**When I hear people criticize Metro Rail, I want to  
defend it**

	Valid Percent
Strongly Disagree	12%
2	13%
3	27%
4	19%
Strongly Agree	29%
Total	100%

**Metro works hard to improve the experience of its rail riders**

	Valid Percent
Strongly Disagree	10%
2	11%
3	27%
4	22%
Strongly Agree	30%
Total	100%

**Have you ridden a Metro train at least once in the last three months?**

	Valid Percent
Yes	58%
No	42%
Total	100%

**How often do you currently ride Metro Rail?  
(Current Riders)**

	Valid Percent
5 or more days a week	36%
3-4 days a week	20%
1-2 days a week	15%
At least once a month, but less than 1 day a week	16%
Less than once a month	13%
Total	100%

**How long have you been riding Metro Rail? (Current Riders)**

	Valid Percent
5 or more years	64%
3-4 years	27%
1-2 years	9%
More than 6 months, but less than a year	1%
Total	100%

**In January 2020, how often did you ride Metro Rail?  
(Has Not Taken Metro During Last Three Months)**

	Valid Percent
5 or more days a week	42%
3-4 days a week	26%
1-2 days a week	19%
At least once a month, but less than 1 day a week	9%
Less than once a month	4%
Total	100%

**In January 2020, how long had you been riding  
Metro Rail? (Has Not Taken Metro During Last  
Three Months)**

	Valid Percent
5 or more years	42%
3-4 years	19%
1-2 years	25%
More than 6 months, but less than 6 years	1%
Less than 6 months	12%
Total	100%

**On a scale of 1-10, with 1 being poor and 10 being  
excellent, please rate your satisfaction with the  
following aspects of METRO TRAINS (Mean  
Average)**

How frequently trains run	7.5
Metro Rail hours of operation	7.7
Train speed/travel time	7.9
Train comes on-time	7.4
Ease of getting from my home to my station	7.8
Ease of getting from station to my destination	8.1



Timeliness of connection to other bus or train (if you transfer)	6.8
Availability of accurate train arrival time info	7.5
Enough room on the train	7.0
Comfort of train seats (if used)	6.5
Cleanliness inside the train	5.2
Smoothness of train ride (not too jerky or bumpy)	7.7
Noise level inside the train	6.5
Age/condition of the train	7.0
Temperature on the train	7.3
Train station seating	5.6
Cleanliness of train station	5.7
Shade in area where I wait for my train	6.6
Escalators (if applicable)	6.7
Elevators (if applicable)	5.9
How well Metro addresses homelessness on trains	3.8
Safe from harassment based on my race or ethnicity	5.9
Safe from sexual harassment	5.7
Presence of security staff on trains	4.6

Trains and stations kept free of graffiti	6.0
Enforcement of Metro rules	5.2
Personal security on Metro trains during the day	5.5
Personal security at Metro train stations during the day	5.8
Personal security on Metro trains at night	4.6
Personal security at Metro train stations at night	4.4
Helpfulness and courtesy of Metro employees	6.8
Delay advisories (when there are delays)	6.4
Cellular signal availability and quality on the train	6.8
Ease of fare payment	7.9
Ease of getting info to plan my trips	7.4
Information on where to go to connect with another bus or train (if you transfer)	6.9
Station signs	7.4
Next stop information on the train	7.9
Availability of bike parking (if applicable)	6.9
Availability of car parking (if applicable)	6.6
Metro.net website	7.1
Transit app	7.1

**Thinking about your experiences during your entire journey door to door and all of your interactions with Metro, how satisfied are you with Metro Rail?**

Valid Percent

Very Dissatisfied	7%
2	5%
3	29%
4	28%
Very Satisfied	30%
Total	100%

**Do you own or have regular access to a car?**

Valid Percent

Yes	44%
No	56%
Total	100%

**Do you own a:**

Valid Percent

Smartphone	85%
Cell Phone	14%
I do not own a smartphone or a cell phone	1%
Total	100%

**Does your smartphone have a:**

Valid Percent

Data Plan	89%
No data plan	3%
I am not sure/don't know	8%
Total	100%

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**Before Metro implemented all door boarding, how  
did you typically pay your fare?**

	Valid Percent
TAP Stored Value	55%
30-Day Pass	23%
Cash	9%
7-Day Pass	7%
Other	5%
Total	100%

---

**Do you have any disabilities?**

	Valid Percent
Yes	8%
No	92%
Total	100%

---

**Disability (multiple reponse)**

	Valid Percent
Mental or cognitive	38%
Mobility – do not use wheelchair	34%
Low vision	24%
Other disability	18%
Mobility – use wheelchair	3%

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**What is your gender identity?**

	Valid Percent
Male	49%
Female	46%
Non-binary	4%
Total	100%

---

### What is your age?

	Valid Percent
Under 18	3%
18-24	15%
25-34	31%
35-44	19%
45-54	13%
55-64	14%
65+	6%
Total	100%

### What is your ethnicity?

	Valid Percent
Latinx/Hispanic	47%
Black/African American	17%
White/Caucasian	19%
Asian/Pacific Islander	12%
Native American	1%
Other	5%
Total	100%

### What is your household's total annual earnings?

	Valid Percent
Under \$10,000	25%
\$10,000 - \$19,999	16%
\$20,000 - \$29,999	11%
\$30,000 - \$39,999	9%
\$40,000 - \$49,999	7%
\$50,000 - \$59,999	4%
\$60,000 - \$69,999	5%
\$70,000 - \$79,999	3%
\$80,000 - \$89,999	3%
\$90,000 - \$99,999	2%
\$100,000 - \$124,999	4%
\$125,000 - \$149,999	4%
\$150,000 or more	8%
Total	100%

**Including yourself, how many people live in your household?**

	Valid Percent
1	33%
2	25%
3	13%
4	14%
5	7%
6 or more	8%
Total	100%

**Do you personally speak a language other than English at home?**

	Valid Percent
Yes	51%
No	49%
Total	100%

**What language do you speak at home? (multiple reponse)**

	Valid Percent
Spanish	68%
Chinese	2%
Korean	2%
Russian	2%
Japanese	2%
Armenian	1%
Vietnamese	1%
Other (Bengali, French, German, Tagalog, etc.)	25%

**How well do you speak English?**

	Valid Percent
Very Well	75%
Well	18%
Not well	6%
Not at all	1%
Total	100%

Survey conducted in:

	Valid Percent
English	92%
Spanish	8%
Total	100%

# Customer Experience Survey Results

Operations, Safety, and Customer Experience Committee

March 18, 2021



**Metro**

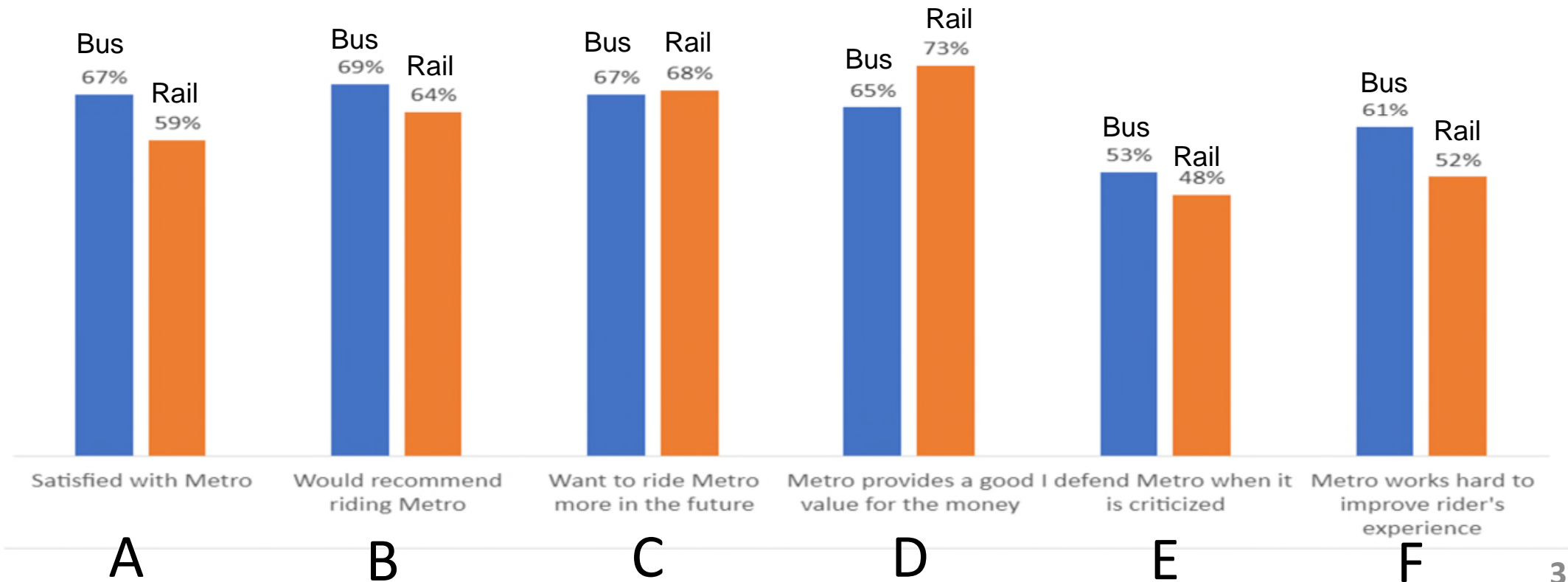


# Methodology

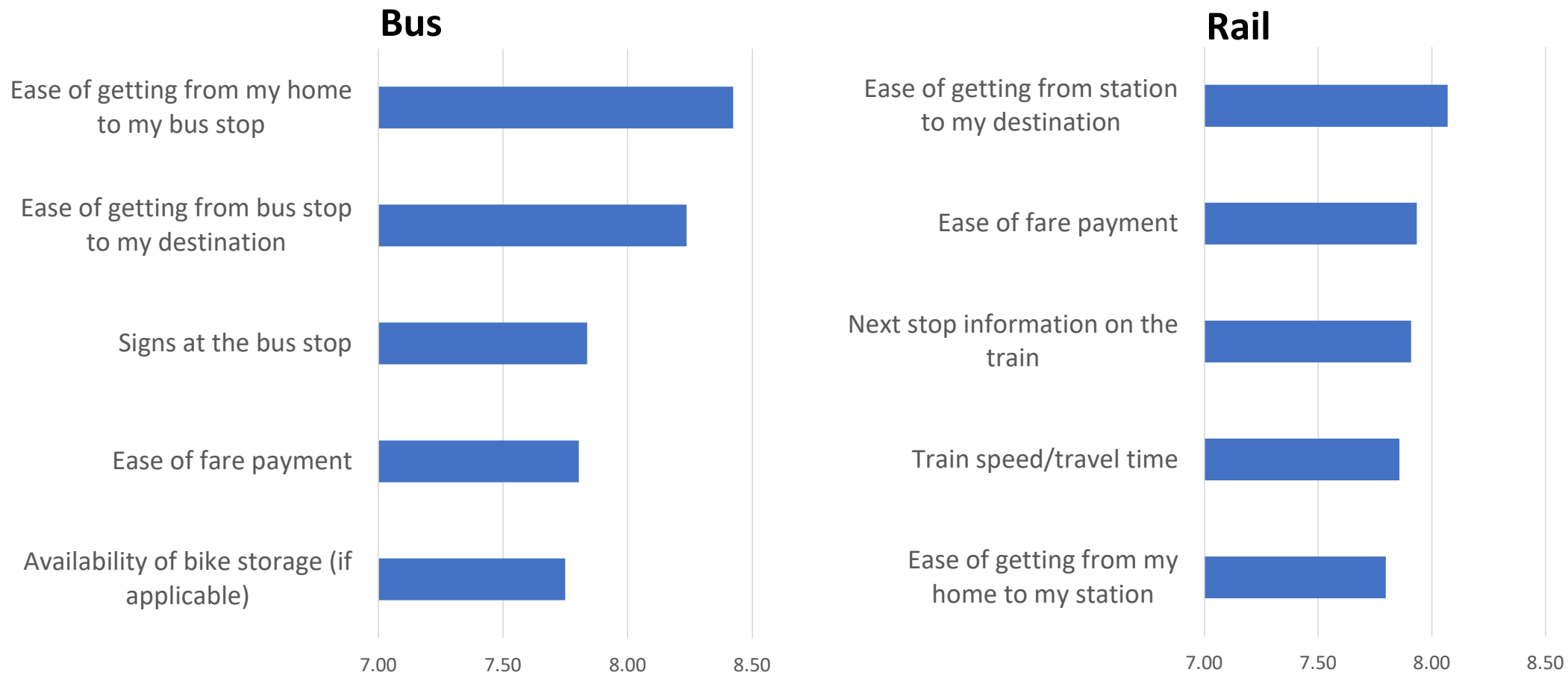
1. Method: online with email invitation
2. Sample: respondents from previous, random sample, on-board surveys
3. Completed surveys: 1,287, October 7-23, 2020
4. Response rate: 21%
5. Questionnaire: rate over 40 aspects of service, respondent characteristics, comments. Multiple languages.
6. Data processing:
  - Filtered to include only riders in 2020, including those who stopped riding due to the COVID pandemic
  - Weighted to reflect 2019 on-board survey results

# Overall Perceptions of Metro

Note: the percentages are the % of respondents who gave a 4 or 5 rating on a 5 point scale



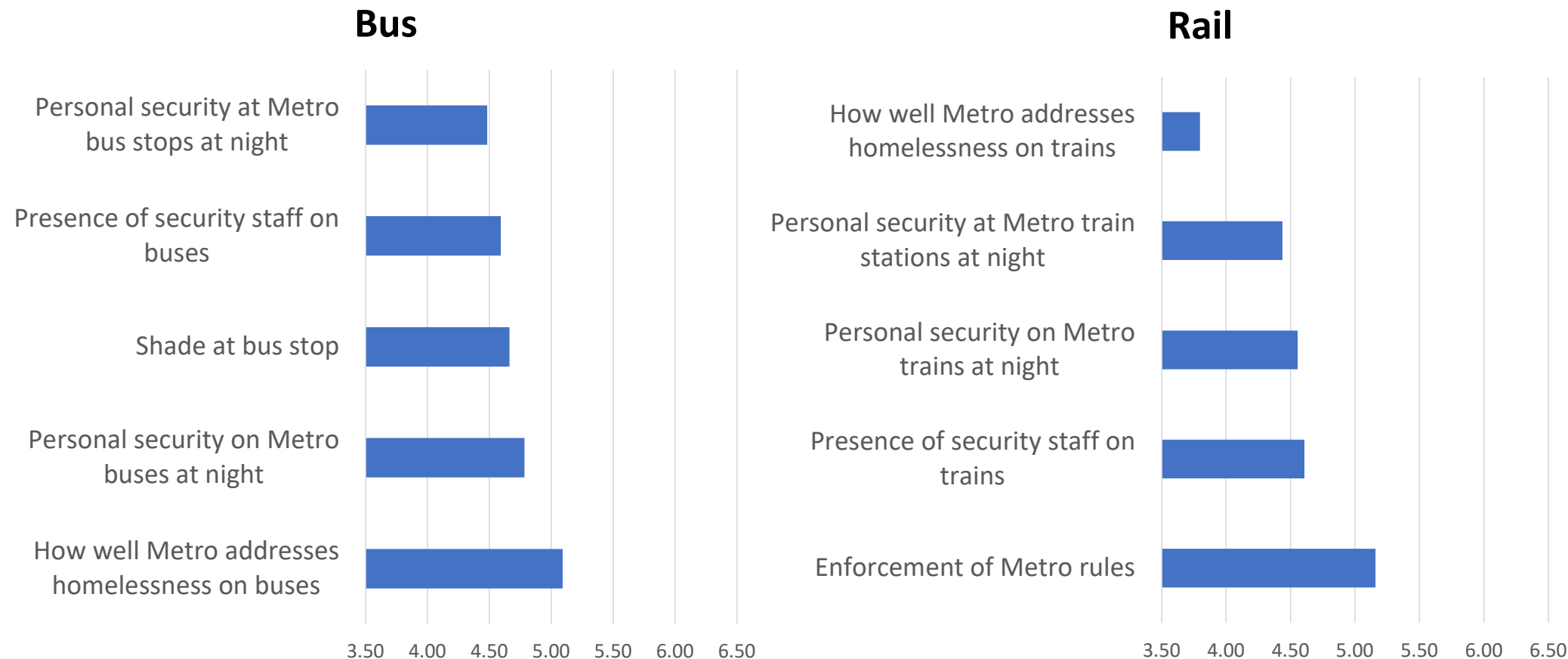
# Top Five Aspects of Customer Experience



Source: 2020 Customer Experience Survey

Average Scores Shown. Scale: 1=Poor to 10=Excellent

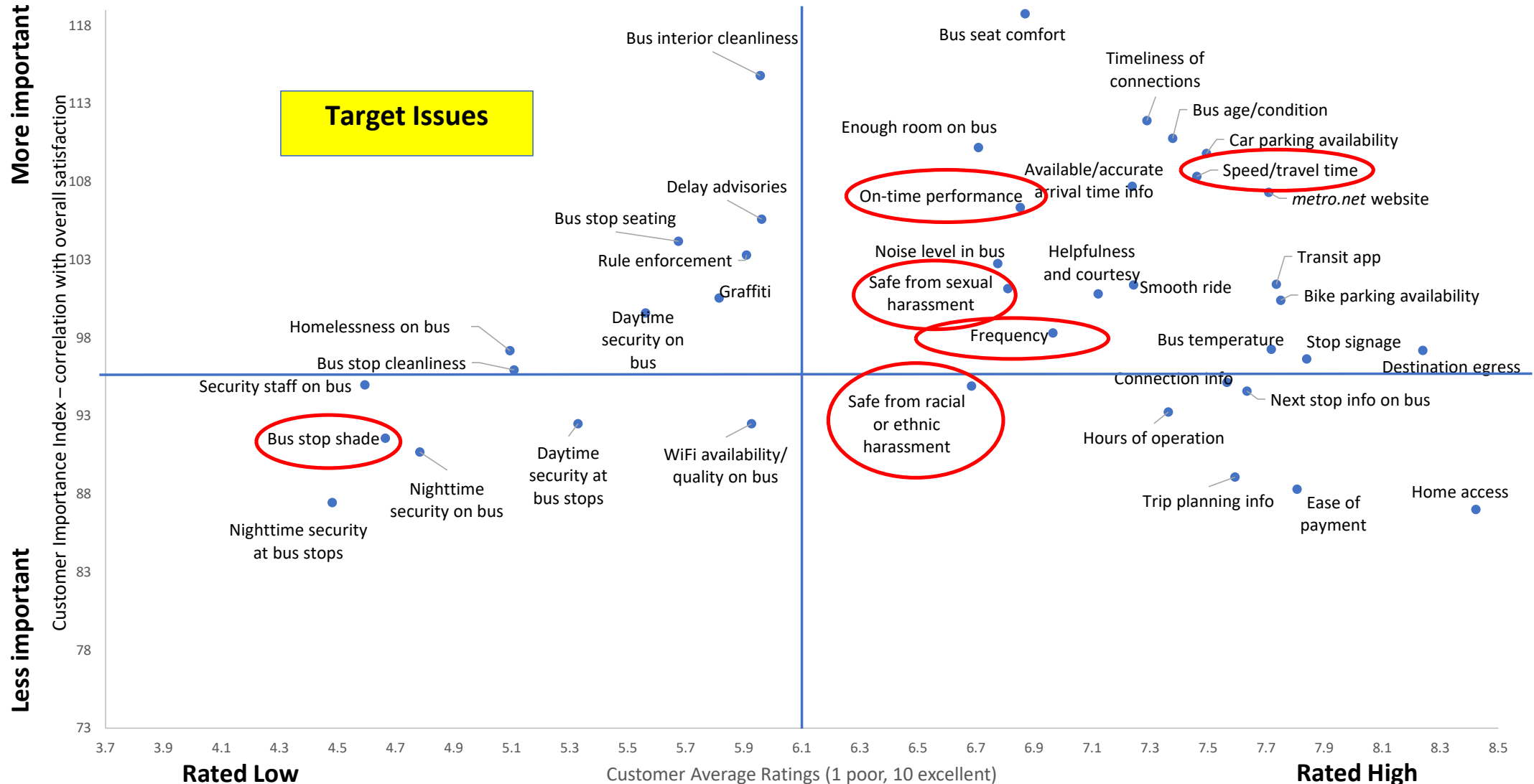
# Bottom Five Aspects of Customer Experience



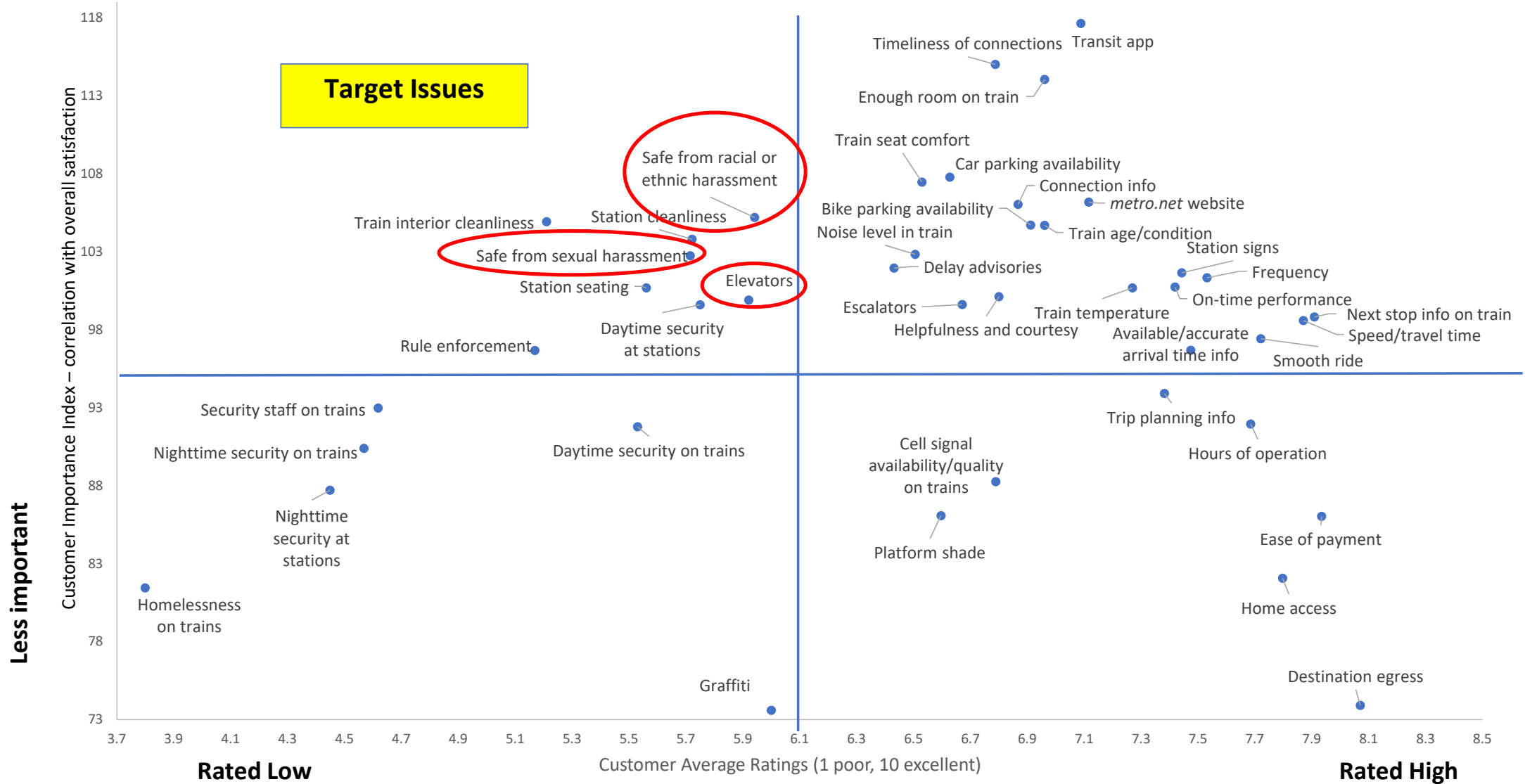
Source: 2020 Customer Experience Survey

Average Scores Shown. Scale: 1=Poor to 10=Excellent

# Bus Quadrant Chart – 2020 Customer Experience Survey



# Rail Quadrant Chart – 2020 Customer Experience Survey



# Customer Experience Survey Results

Operations, Safety, and Customer Experience Committee

March 18, 2021



**Metro**





Metro

## Board Report

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

**File #:** 2021-0137, **File Type:** Contract

**Agenda Number:** 26.

**REVISED**  
**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE**  
**MARCH 18, 2021**

**SUBJECT: TRANSIT LAW ENFORCEMENT SERVICES**

**ACTION: APPROVE CONTRACT MODIFICATIONS**

**RECOMMENDATION**

- A. AMEND the combined contract value for the three multi-agency law enforcement contracts for services through December 31, 2021 by an increase of \$36,000,000 from \$645,675,758 to \$681,675,758. The Board delegates to the CEO, or his designee, the discretion to allocate the \$36M among the three law enforcement contracts, as deemed appropriate.
- B. ENGAGE the Public Safety Advisory Committee (PSAC) for the remaining six months of the multi-agency law enforcement contract.

**ISSUE**

In order to maintain a consistent and reliable law enforcement presence and to ensure a safe and secure transit system for Metro patrons and employees, the multi-agency law enforcement services contracts need to be modified.

Additional contract authority is being requested to cover significant costs incurred since the beginning of the contract period to (1) augment outreach services to the unhoused population, address crime trends, sexual harassment; and (2) enhanced deployments to cover special events, employee, and customer complaints, or other unforeseen circumstances. An additional \$36M is being requested for services through December 31, 2021.

**BACKGROUND**

On February 23, 2017, the Metro Board of Directors approved the award of three individual five-year, firm-fixed unit rate contracts to the City of Long Beach, City of Los Angeles and County of Los Angeles for multi-agency law enforcement services to support bus and rail operations throughout the entire Metro transit system. The total five-year contract amount for multi-agency law enforcement services is \$645,675,758.



In order to effectively and efficiently meet Metro's changing safety and security requirements and to better address ridership safety and security concerns, Metro evaluates and adjusts policing strategies and realigns deployment methodologies. Since contract inception, Metro has requested all three law enforcement agencies to deploy additional resources to meet these changing needs. These deployment adjustments, have, among other things, resulted in fewer copper thefts, making it possible to reopen the New Blue Line on schedule; a decreased crime rate; and improved supportive services for the unhoused population through an increased number of homeless contacts, referrals to social services and housing placements.

The following additional resources and cost adjustments have been incurred to date:

#### City of Long Beach

In December 2018, Metro requested the City of Long Beach to provide two (2) full-time Metro Quality of Life officers for homeless outreach along the A (Blue) Line, one (1) detective and one (1) vehicle.

#### City of Los Angeles

In July 2018, Metro authorized the City of Los Angeles to implement the following contract adjustments:

- Augment the "Billing and Inspection Unit";
- Increase Crime Analyst Personnel;
- Reclassify the Sick/IOD/Subpoena Control Coordinator from Police Officer III to Management Analyst;
- Convert HOPE Detail from overtime positions to full-time positions;
- Convert Bomb/K9 Unit from as needed to full-time positions; and
- Enhance "Watch 3" staffing (overtime coverage) to facilitate station closures;
- Increase the training budget for additional law enforcement personnel;
- Increase "Reserve Overtime" for new positions;
- Include "Premium Holiday Pay" in accordance with the respective labor agreements;
- Include provisions for community outreach activities; and
- Increase budget for office supplies.

Since October 2017, the City of Los Angeles has deployed resources to support 184 additional activities such as the following: Metro Real Estate Agreements with Council District 1, Westlake/MacArthur Station Park Community Market, Metrolink Union Station Platforms, A (Blue) Line Closure, New Blue Copper Theft Mitigation, and Metro Rail Operation's calendar of special events, among other enhance deployments.

Metro staff also anticipates staffing level increases will be required to support the Offloading and Flexible Dispatching operations, and the opening of the new Crenshaw/LAX Line. Once the opening date of the new Crenshaw/LAX Line is established, Metro staff will return to the Board of Directors to request approval for additional contract modification authority.

### County of Los Angeles

Since contract inception, the County of Los Angeles has augmented budgeted personnel to support 59 additional activities such as: Metro's Red-Light Photo Enforcement (RLPE) program, Metro Real Estate Agreements with East San Gabriel Valley Coalition (ESGVCH), Annual Homeless Winter Shelter Program, and Metro Rail Operation's special events and enhance deployments.

Metro staff anticipates staffing level increases will be required to support the opening of the new Crenshaw/LAX Line. Once the opening date of the new Crenshaw/LAX Line is established, Metro staff will return to the Board of Directors to request approval for additional contract modification authority.

### **DISCUSSION**

Through the multi-agency law enforcement services contracts, Metro is able to provide a consistent and reliable law enforcement presence, improve response times, increase law enforcement staffing over each 24-hour operating period, support bus and rail operations throughout the entire Metro transit system and provide additional law enforcement services on an as-needed basis for special events and/or other exigent circumstances.

By approving this amendment and funding the multi-agency law enforcement contract through December 31, 2021, it provides the Public Safety Advisory Committee (PSAC) the opportunity to provide recommendations on the remaining six months of the contract, including the approach for the opening of Crenshaw/LAX Line, and the future contract to help reimagine public safety on Metro's system. In doing so, it allows Metro to launch pilot programs, gather lessons learned, identify costs, and seek customer feedback. This will complement initiatives underway such as our ambassador program that will assist with connecting persons experiencing homelessness with social services, a pilot Flexible Dispatch Program, and environmental safety enhancements like Call Point. In addition, staff will be launching a Public Safety Survey to better understand the safety needs of our diverse ridership. The survey, in collaboration with PSAC, is expected to be launched in the Summer with results being available in the Fall.

Staff will incorporate PSAC recommendations for the Board's consideration in the November/December 2021 board cycle.

### **DETERMINATION OF SAFETY IMPACT**

The authorization of the contract modifications to each of the law enforcement contracts, will ensure continued safety and security of patrons and employees, improvement of Metro's ability to safeguard critical transportation infrastructures, and outreach to the unsheltered.

### **FINANCIAL IMPACT**

The funding increase of \$36M will be added to the total contract value of the three five-year multi-agency law enforcement contracts.

### Impact to Budget

The source of funds for this effort will be local operating funds including fares, sales tax Proposition A, C, TDA, and Measure R. Using these funding sources maximizes the allowable project funding designations given approved funding use provisions and guidelines.

### IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goal 2.1 of committing to improving security. To achieve this goal, Metro will rely on a multi-layered, integrated security program that comprises of technology, people, and partnerships.

### ALTERNATIVES CONSIDERED

Should the Board of Directors not approve the recommendation outlined in this report, it may consider approving a \$111,201,973 amendment to fund the three law enforcement agencies through the end of their contract term of June 30, 2022. This alternative is not recommended as it does not provide PSAC the opportunity to provide recommendations on how to reimagine public safety.

### NEXT STEPS

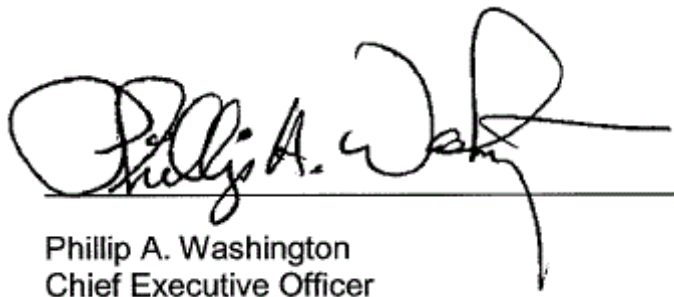
Upon Board approval, staff will execute contract modifications to each of the law enforcement contracts to continue to provide law enforcement services.

### ATTACHMENTS

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

Prepared by: Ronald Dickerson, Deputy Executive Officer, System Security & Law Enforcement, (213) 922-4948

Reviewed by: Robert Green, Chief System Security & Law Enforcement Officer  
(213) 922-4811  
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(213) 418-3051  
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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

**TRANSIT LAW ENFORCEMENT SERVICES/PS5862100LAPD24750/  
PS5863200LASD24750 and PS95866000LBPD24750**

1.	<b>Contract Number:</b> (1) PS5862100LAPD24750, (2) PS5863200LASD24750 and (3) PS95866000LBPD24750			
2.	<b>Contractor:</b> (1) City of Long Beach (2) City of Los Angeles (3) County of Los Angeles			
3.	<b>Mod. Work Description:</b> Increase contract authority			
4.	<b>Contract Work Description:</b> Transit Law Enforcement Services			
5.	<b>The following data is current as of:</b> December 1, 2020			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	LAPD: 2/23/17 LBPD: 2/23/17 LASD: 2/23/17	<b>Contract Award Amount:</b>	LAPD: \$369,330,499 LASD: \$246,270,631 LBPD: \$ 30,074,628
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modifications Approved:</b>	LAPD: \$0 LASD: \$0 LBPD: \$0
	<b>Original Complete Date:</b>	6/30/22	<b>Pending Modifications (including this action):</b>	LAPD: \$21,526,518 LASD: \$11,325,520 LBPD: \$ 3,147,962
	<b>Current Est. Complete Date:</b>	6/30/22	<b>Current Contract Value (with this action):</b>	LAPD: \$390,857,017 LASD: \$257,596,151 LBPD: \$33,222,590
7.	<b>Contract Administrator:</b> Aielyn Dumaua		<b>Telephone Number:</b> (213) 922-7320	
8.	<b>Project Manager:</b> Aston Greene		<b>Telephone Number:</b> (213) 922-2599	

**A. Procurement Background**

This Board Action is to approve modifications to Contract No. PS95866000LBPD24750 with the City of Long Beach, Contract No. PS5862100LAPD24750 with the City of Los Angeles, and Contract No. PS5863200LASD24750 with the County of Los Angeles to continue to provide law enforcement services to support bus and rail operations throughout the entire Metro transit system.

These modifications are being requested to cover significant costs incurred since the beginning of the contract period to (1) augment outreach services to the unhoused population, address crime trends, sexual harassment; and (2) enhance deployments to cover special events, employee, and customer complaints, or other unforeseen circumstances, necessitating the deployment of additional contractor resources above and beyond the original budgeted personnel. Contract modifications will be

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

On February 23, 2017, the Board approved the award of contracts to the City of Long Beach, City of Los Angeles and County of Los Angeles to provide transit law enforcement services for a period of five years.

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

**B. Price Analysis**

The recommended price has been determined to be fair and reasonable based on price analysis. Labor rates are subject to each law enforcement agencies' collective respective bargaining agreement.

<b>Contractor</b>	<b>Modification Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
City of Long Beach	\$ 3,147,962	\$ 3,147,962	\$ 3,147,962
City of Los Angeles	\$ 21,526,518	\$ 21,526,518	\$ 21,526,518
County of Los Angeles	\$ 11,325,520	\$ 11,325,520	\$ 11,325,520

**ATTACHMENT B****CONTRACT MODIFICATION/CHANGE ORDER LOG****TRANSIT LAW ENFORCEMENT SERVICES/PS95866000LBPD24750**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
<b>1</b>	Revised Contract No. to PS95866000LBPD24750	Approved	1/8/18	\$ 0
<b>2</b>	Revised Exhibit B – Memorandum of Cost	Approved	10/1/19	\$ 0
<b>3</b>	Increase in contract authority	<b>Pending</b>	<b>Pending</b>	<b>\$ 3,147,962</b>
	<b>Modification Total:</b>			<b>\$ 3,147,962</b>
	<b>Original Contract:</b>			<b>\$30,074,628</b>
	<b>Total:</b>			<b>\$33,222,590</b>

**TRANSIT LAW ENFORCEMENT SERVICES/PS5862100LAPD24750**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
<b>1</b>	Revised provisions of GC14-Termination	Approved	7/1/18	\$ 0
<b>2</b>	Increase in contract authority	<b>Pending</b>	<b>Pending</b>	<b>\$ 21,526,518</b>
	<b>Modification Total:</b>			<b>\$ 21,526,518</b>
	<b>Original Contract:</b>			<b>\$369,330,499</b>
	<b>Total:</b>			<b>\$390,857,017</b>

**TRANSIT LAW ENFORCEMENT SERVICES/PS5863200LASD24750**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
<b>1</b>	Revised Exhibit A - Statement of work and updated Exhibit B – SH-AD 575	Approved	7/1/20	\$ 0
<b>2</b>	Increase in contract authority	<b>Pending</b>	<b>Pending</b>	<b>\$ 11,325,520</b>
	<b>Modification Total:</b>			<b>\$ 11,325,520</b>
	<b>Original Contract:</b>			<b>\$246,270,631</b>
	<b>Total:</b>			<b>\$257,596,151</b>



**DEOD SUMMARY**

**TRANSIT LAW ENFORCEMENT SERVICES/PS5862100LAPD24750/  
PS5863200LASD24750 and PS95866000LBPD24750**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not recommend a Disadvantaged Business Enterprise (DBE) goal for this solicitation due to a lack of subcontracting opportunities. As confirmed by the Project Manager, these services are performed with the law enforcement departments own workforces.

**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.

# Law Enforcement Services Contract Modification Authority

Operations, Safety and Customer Experience Committee

Thursday, March 18, 2021

# Contract Amendment Request

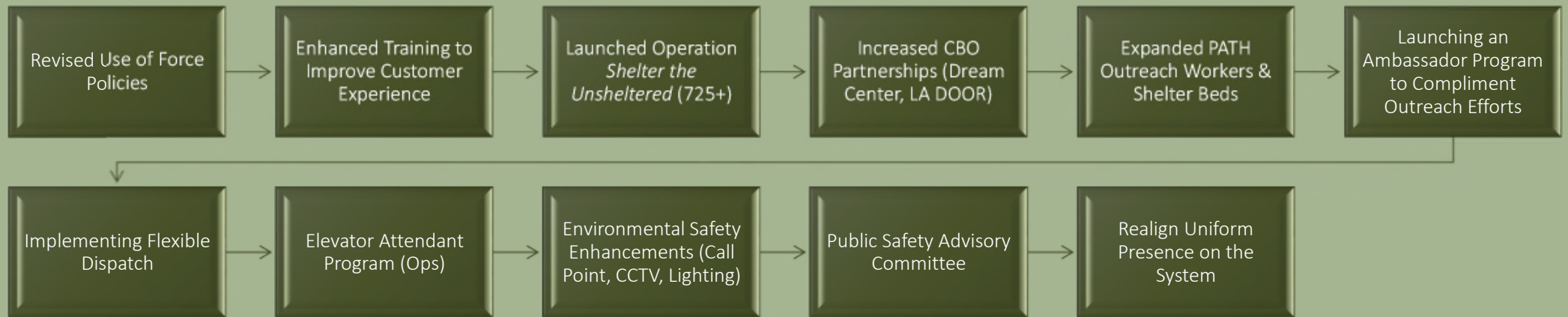
- Amend the combined contract value for the three multi-agency law enforcement contracts for services through **December 31, 2021** by an increase of **\$36,000,000** from \$645,675,758 to \$681,675,758.
- The Public Safety Advisory Committee (PSAC) will be engaged for the remaining six months of the multi-agency law enforcement contract. Staff will implement PSAC preliminary recommendations during the remaining six months of the contract. Thus, serving as a public safety model leading into the proposed future law enforcement services contract in FY22 and beyond.
- In addition, staff will be launching a Public Safety Survey to better understand the safety needs of our diverse ridership.

# Contract Achievements

- In collaboration with Metro's Transit Security and PATH, we launched Operation *Shelter the Unsheltered* in April 2020, which has helped to connect over 740 individuals to shelters
- Expanded the HOPE, MET, and Quality of Life homeless outreach teams
- Improved contract compliance, and reduced data reporting from 60 days to 30 days
- Improved Metro's Sexual Harassment Program by having law enforcement respond to incidents as priority calls with tracked response time
- Launched law enforcement audits to improve accountability and presence on the system

# Future Public Safety Model

Metro is striving to be a national leader in reimaging public safety by launching experimental programs, seeking community input, being agile, and making data driven decisions to increase rider safety.



Through these efforts, our goal is to create a multi-disciplined model to serve the needs of our diverse customers.



## Board Report

File #: 2021-0063, File Type: Informational Report

Agenda Number: 27.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: STATUS OF MOTION 10.1: FY21 OPERATIONS RECOVERY PLAN & MOTION 27.1  
UPDATE (MARCH 2021)**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on the March 2021 response to Motion 10.1: FY21 Operations Recovery Plan and on Motion 27.1 Revenue Service Hour Parameters for FY21 & FY22.

#### **ISSUE**

On September 24, 2020, the Metro Board of Directors (Board) approved Motion 10.1: FY21 Operations Recovery Plan (Attachment A) directing staff to:

- A. Report back to the Operations, Safety, and Customer Experience Committee in 60 days, with updates every 60 days thereafter, with an FY21 Operations Recovery Plan that achieves the following outcomes:
1. Aligns bus lines with their respective NextGen service tier standards.
  2. Does not exceed maximum load factors on buses and trains based on industry accepted health and safety standards.
  3. Sets criteria for adding service in anticipation of future on-street conditions related to economic sector and/or school re-openings and the return of traffic congestion and effect on bus speeds.
  4. Takes full advantage of operational savings from faster bus speeds to achieve performance-based service outcomes.
  5. Restores revenue service hours as appropriate to achieve all of the above outcomes.
- B. Report back to the Finance, Budget, and Audit Committee in 60 days with an amendment to the FY21 Budget, if necessary, to implement the above FY21 Operations Recovery Plan.

Similarly, at the February 2021, regular board meeting, Metro was directed to amend the current

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timeline to accelerate the implementation of 6.5 million Revenue Service Hours by June 2021 and 7 million by September 2021.

This report addresses Items 1-5 in Section A above and the directive in Motion 27.1.

## **BACKGROUND**

In September 2020, the Board approved the FY21 Annual Budget which included 5.6M annual Revenue Service Hours (RSH) for Metro bus operations. Motion 10.1: FY21 Operations Recovery Plan was approved as part of the budget deliberations to direct staff to monitor service performance and determine criteria for increasing service to levels envisioned by NextGen while balancing vehicle loads, financial constraints, public health directives, and service quality.

## **DISCUSSION**

The following provides the status update for each item listed in the motion:

### **1. Aligns bus lines with their respective NextGen service tier standards -**

No Change. Attachment B lists all bus lines by service tier for the December 2020 shake-up, as well as the NextGen Transit First full buildout scenario frequencies.

### **2. Do not exceed maximum load factors on buses and trains based on industry accepted health and safety standards**

No Change. Service continues to be scheduled to maintain a max. load standard of 75% of seated capacity during any 20 min. time slice during peak periods and 60 min. time slices during off peak period.

### **3. Set criteria for adding service in anticipation of future on-street conditions related to economic sector and/or school reopenings and the return of traffic congestion and effect on bus speeds**

#### **Percent of Trips Exceeding Maximum Load Standard**

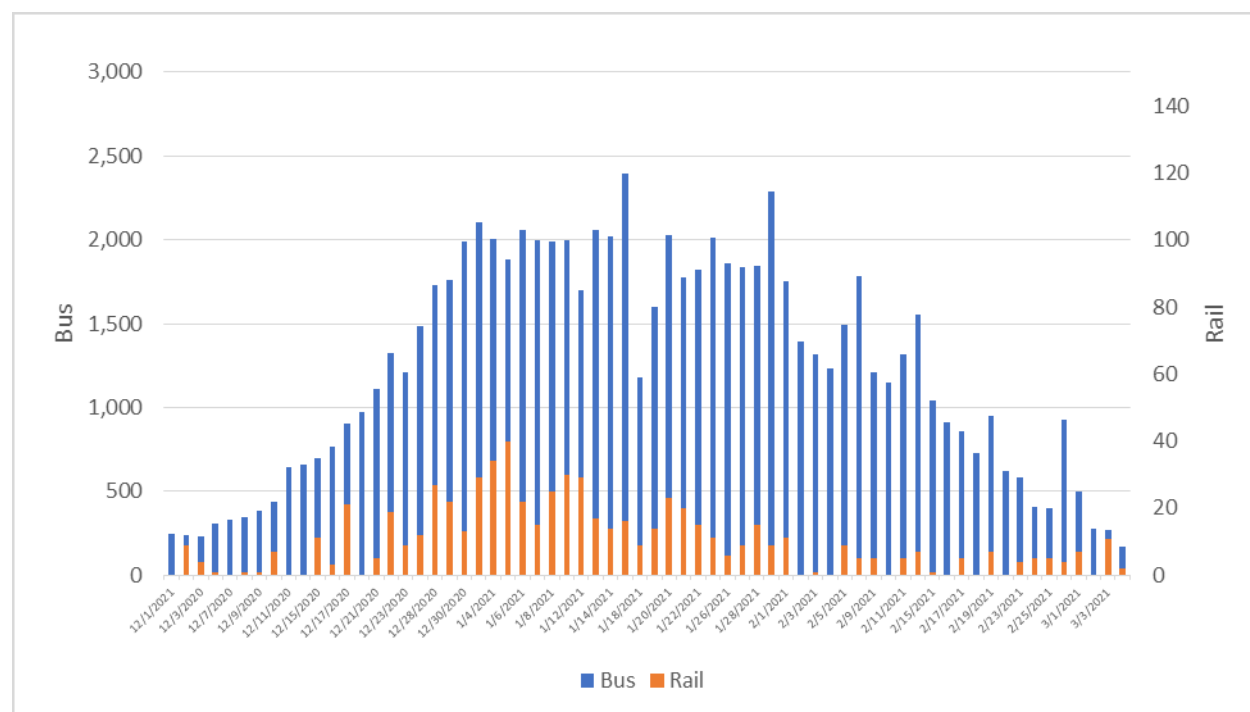
Maximum loads on all Metro bus trips continue to be monitored weekly. The percent of trips on average each week exceeding the 75% of seated load standard over the past 60 days is as follows:

- Weekdays: average 1.7% or 185 trips (range 1.0% to 2.3%) so on average meets the target
- Saturdays: average 3.2% or 206 trips (range 1.3% to 4.3%)
- Sundays: average 2.3% or 141 trips (range 0.4% to 4.3%)

For the December 13, 2020 service changes, additional trips were added throughout the week to address trips with consistent heavy loads. Given the significant number of cancelled assignments

in January and February 2021 due to operator shortage, additional trips were not able to be added to accommodate weekend loads. However, the Operations return-to-work strike force has been successful in clearing a significant number of backlogged cases. As such, canceled work hours for bus have decreased by about 85% from roughly 2,000 during the first week of January 2021 to about 250 during the first week of March 2021 (see Figure 1). With cancelled service stabilized at the pre-COVID level, temporary service enhancements can now be added on weekends to accommodate heavier loads.

Figure 1  
Cancelled Work Hours (Weekdays)



The next scheduled service change will be June 2021 which will continue implementation of the NextGen bus plan including a significant amount of network changes and reallocating underutilized services to high ridership lines. Per Motion 27.1: FY22 Service Restoration, an additional 880K annualized RSH will also be added to the current 5.62 million annualized RSH bringing the base service levels beginning in FY22 to 6.5 million annual RSH.

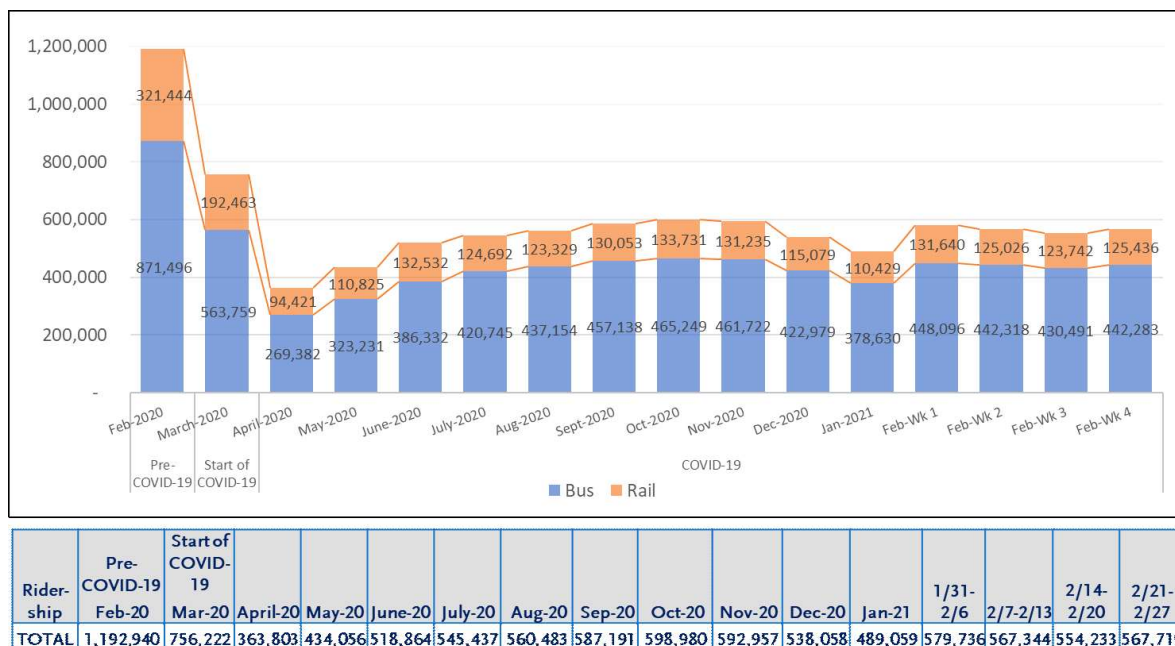
Loads will continue to be monitored on a weekly basis and further adjustments can be made if needed through interim schedule adjustments.

#### Ridership Potential and Public Health Directives

During January and February 2021 average weekday bus ridership remained stable at 50% below pre-COVID levels, with Saturdays between 43% down and Sundays from 36%. Ridership is anticipated to grow slightly during FY21Q4 given the declining number of new COVID cases and more aggressive vaccination roll out. Figure 2 shows bus and rail ridership trends through the COVID pandemic to date.



Figure 2  
Systemwide Average Weekday Ridership



**Notes**

3/19/20 - Safer at Home Order Issued

11/30/20 - Targeted Safer at Home Order Issued

2/26/21 - Safer L.A. Order Issued

Projecting ridership through FY22 is difficult given the many unknowns regarding post-COVID travel behavior and economic recovery. Transit ridership recovery will be dependent on several factors, most notably:

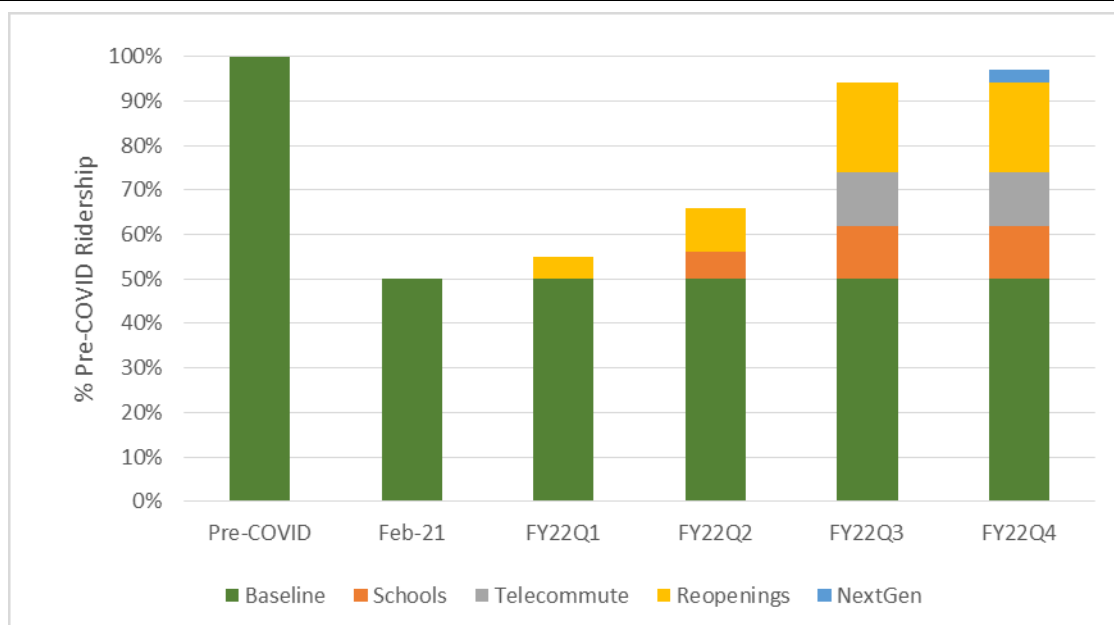
- Schools Back in Session** - Prior to COVID, student/college/university ridership accounted for about 12% of daily bus boardings. Assuming schools are back in session in Fall 2021, ridership would be expected to increase by about 6% in FY22Q2 and 12% in FY22Q3.
- Continued Telecommuting** - Based on the COVID ridership survey conducted by the Customer Experience department in May/June 2020, roughly 25% of pre-COVID bus riders are currently telecommuting either full time or part time. About 5% of the 25% telecommuting do not expect to be able to telecommute after the pandemic while about 10% expect to be able to at least part time, and the remaining 10% do not know. Assuming the first 5% and about one third of the remaining 20% return, we would expect to see a gradual increase of up to about 12% in ridership from current telecommuters returning to full time or part time commuting on transit likely by the end of FY22Q3 when all vaccinations should be completed.

- NextGen Implementation - The NextGen service plan is scheduled to be fully implemented by December 2021 with some implementation already completed in December 2020 and a second phase to be implemented in June 2021. This plan is expected to result in a 5% ridership increase over pre-COVID levels once the system matures in about one year, with incremental growth each quarter starting in FY21Q4. With the full buildout of NextGen speed and reliability infrastructure, ridership is anticipated to increase by an additional 10%. However, the infrastructure will not be completed for an additional four to five years. Therefore, ridership would be expected to grow by 3% by the end of FY22 and an additional 10% by FY25-26.
- Economic Recovery - The Safer at Home orders took effect on March 20, 2020. As a result, bus ridership declined by about 70% in April 2020. Restrictions began lifting in May 2020, and by October 2020, ridership recovered about 20%. Unfortunately, with the increases in COVID cases due to the winter holidays, ridership declined in December 2020 and January 2021 with new restrictions, but has since recovered slightly as of February 2021. Currently, bus ridership is at about 50% of pre-COVID levels. Assuming a similar rebound as the previous reopening, anticipated economic recovery through FY22 could yield a gradual increase in ridership totaling about 20% likely by the end of FY22Q4, about one to three quarters after full vaccination is expected to be completed. This gradual increase recognizes that some businesses will be able to immediately fully reopen while others will take longer to reopen or need to phase their reopening. This pattern is consistent with the gradual recovery of ridership seen during the second half of calendar year 2020 after the spring and summer 2020 peaks in COVID cases.

Based on this analysis, bus ridership is projected to return to about 97% pre-COVID levels by the end of FY22 (see Figure 3).

Figure 3  
Projected Bus Ridership Growth in FY22

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Ridership will continue to be monitored on a weekly and monthly basis to determine when where service should be added.

### Resource Availability

#### **Financial**

The Board adopted Motion 11.1 in January 2021 that reallocated \$24.3M in the FY21 mid-year budget adjustment for the restoration of transit service and directed staff to immediately begin preparing to restore service no later than end of FY21 to increase the agency's capacity to run 7.0 million annual bus RSH. The budget planning assumptions for service levels in FY22, as presented to the Board in February 2021, outlines a plan to restore bus service levels, including:

- June 2021 - Increase from 5.62 million current annualized RSH to 6.5 million;
- September 2021 - Increase to 7.0 million annualized RSH;

#### **Staffing and Accelerated Bus Operator Hiring Activities**

Implementing the FY22 service level increases is highly dependent on the availability of operators. Operations will immediately accelerate bus operator graduates from about 25-30 per month in February and March 2021 to 125-150 per month in April 2021 and continue with this monthly enhanced hiring plan until enough operators are onboarded to support the final adopted FY22 RSH plan. In addition, Operations will continue to work closely with Human Capital & Development to return as many existing operators out on leaves as soon as possible. It should be noted that through early March 2021, Metro has received over 450 applications in the hiring pipeline with interviews scheduled and classes ready to begin. In addition, additional class space and logistical matters are currently being addressed in a manner that is safe and adheres to all COVID-19 guidelines.

Metro' accelerated bus operator hiring plan includes, but is not limited to the following:

- ✓ Updated Bus Operator Video Content & Flyer
- ✓ External Bus Operator Job Landing Page - Updated and available
- ✓ Internal/External Messaging (Agency Ad, SharePoint, COVID Brief, CEO's Every Voice Counts, LinkedIn, Metro's The Source, and Metro Project Account Distribution Lists (BikeShare & Program Management)
- ✓ Social Media Buy - Launched enhanced social media efforts to ensure competitiveness and awareness for bus operator hiring
  - Board of Director (BOD) Media Tool Kit - Will serve as a resource for sharing our bus operator hiring initiative across BOD communication platforms and with constituents
  - Recruitment Dashboard - Will easily track/report recruitment activities allowing for adjustments to hiring activities/tactics as necessary

### Performance

Boardings per RSH for February 2021 are trending around 26, short of the 30 boardings per RSH. Should ridership increase through the remainder of FY21 with mass vaccinations and gradual reopening of the economy, the performance of this indicator would expect to improve.

#### **4. Takes full advantage of operational savings from faster bus speeds to achieve performance-based service outcomes**

The NextGen Speed and Reliability team continue to make progress towards implementing bus lanes, improving Transit Signal Priority (TSP) and other enhancements to the bus network. Since January 2021, the team has been working on implementation of a bus lane on Alvarado Street, Grand and Olive Streets in downtown Los Angeles, improving signal priority on Metro G Line (Orange), and continuing to work with LADOT to identify future bus lane corridors and expanding TSP to more buses along non-TSP Tier 1 corridors under the NextGen Bus Plan.

Systemwide speeds based on the June 27, 2021 service change should be available in the May 2021 update of this report.

#### **5. Restore revenue service hours as appropriate to achieve all the above outcomes**

The FY22 service restoration plan as described has been developed based on the criteria established in item #3 above and is consistent with Motion 11.1 related to FY2021 (FY21) Mid-Year Budget.

### **FINANCIAL IMPACT**

Implementation of Metro's final FY22 bus service restoration plan will be adopted as part of the FY22 annual budget.

#### Impact to Budget

There is no impact to the approved Metro FY21 budget and allocated funding sources. The planned changes are made within the revenue service hours budgeted.

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## **DETERMINATION OF SAFETY IMPACT**

This report does not have a negative effect on the safety of our customers or employees.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal #1: Provide high quality mobility options that enable people to spend less time traveling. The service changes also respond to the sub-goal of investing in a world class bus system that is reliable, convenient, safe, and attractive to more users for more trips.

## **NEXT STEPS**

The next scheduled status report on Motion 10.1 will be in May 2021. Metro will continue to accelerate all bus operator hiring activities in support of our updated FY21-FY22 revenue service hour parameters/recover plan.

## **ATTACHMENTS**

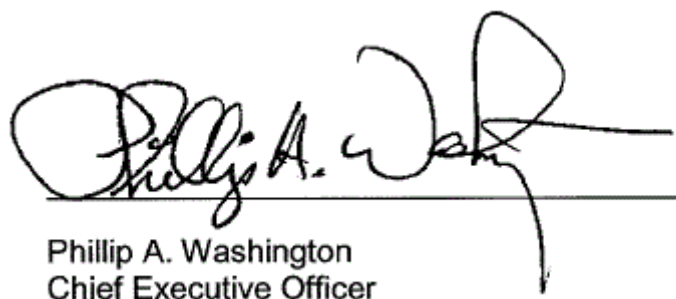
Attachment A - Motion 10.1: FY21 Operations Recovery Plan

Attachment B - December 2020 Scheduled vs. NextGen Planned Frequencies

Attachment C - Motion 27.1: FY22 Revenue Service Hour (RSH) Program Parameters and FY21 Service Increase Motion Update

Prepared by: Conan Cheung, Sr Exec Officer, Service Development, (213) 418-3034

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



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Phillip A. Washington  
Chief Executive Officer



## Metro

## Board Report

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File #: 2020-0644, File Type: Motion / Motion Response

Agenda Number: 10.1.

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**REGULAR BOARD MEETING  
SEPTEMBER 24, 2020****Motion by:****DIRECTORS BONIN, GARCETTI, SOLIS, GARCIA, AND KUEHL**

Related to Item 10: Fiscal Year 2021 (FY21) Budget

The COVID-19 Crisis has created incredible strain on Metro's operations and finances. An unprecedented drop in sales tax and other revenue has caused a \$1.2 billion decrease in Metro's budget from FY20 to FY21, with additional volatility likely throughout FY21 and beyond. At the same time, COVID-19 health and safety measures and labor agreements have increased operational costs per hour of service. Despite an infusion of federal funding from the CARES Act, Metro still faces an uncertain operations budget that will require continuous updates throughout the fiscal year.

The proposed FY21 budget is an accurate reflection of today's greatly diminished transit service levels. However, maintaining current service levels for the remainder of the fiscal year is not acceptable for riders nor is it consistent with the agency's strategic priorities, including NextGen. At a time when COVID-19 has exposed all of the region's underlying inequities, Metro must plan for and facilitate an equitable recovery that prioritizes the mobility needs of our county's most vulnerable populations, who disproportionately rely on bus service.

Metro should prepare an FY21 Operations Recovery Plan that outlines a clear decision-making framework for restoring service and identifies the financial and human resources needed at each stage of recovery. This Plan should clearly articulate how NextGen parameters are being applied to interim service decisions, in addition to public health and customer experience considerations. Most importantly, this Plan should commit to achieving NextGen's performance outcomes (revenue miles, number of high-frequency lines, number of people with access to frequent service), even if pre-COVID revenue service hours may not be necessary to achieve them.

**SUBJECT: FY21 OPERATIONS RECOVERY PLAN****RECOMMENDATION**

APPROVE Motion by Directors Bonin, Garcetti, Solis, Garcia, and Kuehl that the Board direct the Chief Executive Officer to:

- A. Report back to the Operations, Safety, and Customer Experience Committee in 60 days, with updates every 60 days thereafter, with an FY21 Operations Recovery Plan that achieves the following outcomes:
1. Aligns bus lines with their respective NextGen service tier standards.
  2. Does not exceed maximum load factors on buses and trains based on industry-accepted health and safety standards.
  3. Sets criteria for adding service in anticipation of future on-street conditions related to economic sector and/or school reopenings and the return of traffic congestion and effect on bus speeds.
  4. Takes full advantage of operational savings from faster bus speeds to achieve performance-based service outcomes.
  5. Restores revenue service hours as appropriate to achieve all of the above outcomes.
- B. Report back to the Finance, Budget, and Audit Committee in 60 days with an amendment to the FY21 Budget, if necessary, to implement the above FY21 Operations Recovery Plan.

Attachment B  
December 2019 and 2020 Scheduled vs. NextGen Planned Frequencies

Line(s)	Corridor	Service Tier	Dec 2020 Weekday Peak	Dec 2020 Weekday Midday	Dec 2020 Saturday Daytime	Dec 2020 Sunday Daytime	NextGen Weekday Peak	NextGen Weekday Midday	NextGen Saturday Daytime	NextGen Sunday Daytime
2, 302	Sunset Bl	Tier 1	15-20	15	15-20	15-20	7.5	10	12	12
200	Alvarado St	Tier 1	10-15	10-15	10-20	10-30	See Line 2	See Line 2	See Line 2	See Line 2
4	Santa Monica Bl	Tier 1	15-20	15	15	15	6	7.5	10	10
704	Santa Monica Bl Metro Rapid	Tier 1	18-25	20-25	20-30	20-30	See Line 4	See Line 4	See Line 4	See Line 4
16, 316	3rd St	Tier 1	5-9	5-9	6-12	6-12	6	7.5	7.5	7.5
18	Whittier Bl & W. 6th St	Tier 1	8-12	9-12	11-12	12-16	6	7.5	7.5	7.5
20	Wilshire Bl	Tier 1	12-25	15	15	15	5	5	6	6
720	Wilshire Bl Metro Rapid	Tier 1	6-15	7-15	10-17	10-17	10	See Line 20	See Line 20	See Line 20
28	Olympic Bl	Tier 1	8-15	12-15	15-18	15-18	7.5	10	15	15
728	Olympic Bl Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 28	See Line 28	See Line 28	See Line 28
30, 330	Pico Bl & E. 1st St	Tier 1	10-20	12	10-15	10-15	10	10	15	15
33	Venice Bl	Tier 1	15-22	15	16-22	16-22	7.5	10	10	10
733	Venice Bl Metro Rapid	Tier 1	20-30	15-20	20-22	20-22	N/A	N/A	N/A	N/A
40	MLK, Crenshaw Bl, Hawthorne Bl	Tier 1	10-15	15	20	20	10	10	15	15
740	Crenshaw Bl, Hawthorne Bl Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 40, 212	See Line 40, 212	See Line 40, 212	See Line 40, 212
45	Broadway	Tier 1	10-15	10-15	10-15	10-15	5	7.5	7.5	7.5
745	Broadway Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 45	See Line 45	See Line 45	See Line 45
51, 52, 351	Avalon Bl & 7th St	Tier 1	6-12	10	8-14	10-14	7.5	7.5	10	10
53	Central Ave	Tier 1	13-25	15	18-22	18-22	10	10	20	20
60	Long Beach Bl	Tier 1	5-10	10	12-15	12-15	5	10	10	10
760	Long Beach Bl Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 60	See Line 60	See Line 60	See Line 60
66	E. Olympic Bl, 8th St	Tier 1	10-15	15	13-20	20	10	10	15	15
70	Garvey Ave	Tier 1	12-15	15-20	12-18	12-18	7.5	7.5	10	10
770	Garvey Ave/Cesar Chavez Av Metro Rapid	Tier 1	10-25	25	N/A	N/A	See Line 70	See Line 70	See Line 70	See Line 70
78, 79, 378	Huntington Dr, Las Tunas Dr	Tier 1	10-15	15	15-20	15-20	10	10	20	20
105	Vernon Ave, La Cienega Bl	Tier 1	9-12	9-10	12-20	15-23	10	10	15	15
705	Vernon Ave, La Cienega Bl Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 105	See Line 105	See Line 105	See Line 105
108, 358	Slauson Ave	Tier 1	10-20	20	20	20	7.5	7.5	15	15
111	Florence Ave	Tier 1	12-20	12-15	15-20	15-20	7.5	10	15	15
180, 181	Pasadena - Glendale - Hollywood	Tier 1	12-15	10-15	12-15	12-15	7.5	7.5	15	15
780	Pasadena - Glendale - Hollywood Metro Rapid	Tier 1	20-30	30	N/A	N/A	See Line 180	See Line 180	See Line 180	See Line 180
217	Fairfax Ave, Hollywood Bl	Tier 1	15-40	15-20	15-20	15-20	See Line 180	See Line 180	See Line 180	See Line 180
204	Vermont Ave	Tier 1	12-20	12-15	15-20	15-25	5	5	7.5	7.5
754	Vermont Ave Metro Rapid	Tier 1	12-20	15-18	12-20	15-25	10	N/A	N/A	N/A
207	Western Ave	Tier 1	12-20	12-15	10-20	10-20	6	7.5	12	12
757	Western Ave Metro Rapid	Tier 1	12-20	12-15	N/A	N/A	See Line 207	See Line 207	See Line 207	See Line 207
210	Crenshaw Bl	Tier 1	10-12	10-15	15-22	15-22	10	10	10	10



Line(s)	Corridor	Service Tier	Dec 2020 Weekday Peak	Dec 2020 Weekday Midday	Dec 2020 Saturday Daytime	Dec 2020 Sunday Daytime	NextGen Weekday Peak	NextGen Weekday Midday	NextGen Saturday Daytime	NextGen Sunday Daytime
710	Crenshaw Bl Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 210	See Line 210	See Line 210	N/A
212, 312	La Brea Ave	Tier 1	15-30	15-22	17-30	17-30	7.5	10	15	15
233	Van Nuys Bl	Tier 1	12-20	12-15	15-20	15-20	10	10	10	10
234	Sepulveda Bl	Tier 1	20-30	20-30	20-25	22-30	7.5	7.5	10	10
734	Sepulveda Bl Metro Rapid	Tier 1	20	20	N/A	N/A	See Line 234	See Line 234	N/A	N/A
744	Van Nuys Bl, Reseda Bl Metro Rapid	Tier 1	20	20	30	30	See Lines 240, 761	See Lines 240, 761	See Lines 240, 761	See Lines 240, 761
761	Van Nuys Bl Westside Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	10-15	15	30	30
788	Van Nuys Bl Westside Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 761	N/A	N/A	N/A
240	Reseda Bl	Tier 1	30-40	30-40	30-40	30-40	10	10	15	15
251	Soto St	Tier 1	10-20	10-15	10-15	10-15	10	10	15	15
751	Soto St Metro Rapid	Tier 1	N/A	N/A	N/A	N/A	See Line 251	See Line 251	N/A	N/A
901	G Line (Orange) BRT	Tier 1	9-15	10	10	10	5	10	10	10
910/950	J Line (Silver) BRT	Tier 1	9-15	12-15	15	15	5	10	15	15
10	Melrose Av	Tier 2	15-25	15	20	20	10	15	20	20
14	Beverly Bl	Tier 2	10-40	18-20	15-20	15-20	10	15	20	20
35	Washington Bl	Tier 2	15-30	15	20	20	12	12	15	15
37	W. Adams Bl	Tier 2	10-40	18-20	15-20	15-20	10	15	20	20
38	W. Jefferson Bl	Tier 2	30-60	30	40	40	12	12	15	15
48	Main & San Pedro	Tier 2	30-50	30	40	40	10	15	20	20
55, 355	Compton Ave	Tier 2	12-15	15	22-30	22-30	12	12	20	20
76	Valley Bl	Tier 2	20-25	20	20-30	20-30	12	12	20	20
81	Figueroa St	Tier 2	15-25	15-20	18-23	18-23	10	12	20	20
94	San Fernando Rd	Tier 2	20-45	20-23	15-22	20-24	15	15	30	30
110	Gage Ave	Tier 2	20-35	25-35	33-35	33-35	15	15	30	30
115	Manchester Ave, Firestone Bl	Tier 2	20-25	20	15-20	20	12	12	20	20
117	Century Bl	Tier 2	23-40	23-26	20-30	20-30	15	15	30	30
152, 353	Roscoe Bl	Tier 2	15-20	15	20-30	25-35	15	15	20	20
162-163	Sherman Wy	Tier 2	20	20	20-35	30-35	15	15	30	30
164	Victory Bl	Tier 2	35	35	35	35	15	15	30	30
165	Vanowen Ave	Tier 2	20-40	30-35	30-40	30-40	15	15	30	30
166, 364	Nordhoff St	Tier 2	20	20	30-45	40-45	15	15	30	30
206	Normandie Ave	Tier 2	20-30	20-23	20-30	20-30	10	15	20	20
224	Lankershin Bl, San Fernando Rd	Tier 2	20-40	20	20-30	20-30	15	15	30	30
260	Atlantic Bl Fair Oaks Ave	Tier 2	10-30	10-20	20-35	20-35	12	12	20	20
762	Atlantic Bl Fair Oaks Ave Metro Rapid	Tier 2	N/A	N/A	N/A	N/A	See Line 260	See Line 260	N/A	N/A
601	Warner Center	Tier 2	20	20	20	20	15	15	15	15
603	Glendale - Hoover St	Tier 2	12-15	15	11-23	15-30	12	12	20	20
605	LAC USC Med Ctr Shuttle	Tier 2	25-35	35	35	35	15	15	20	20
610	Rossmore Ave, Vine St	Tier 2	N/A	N/A	N/A	N/A	15	15	15	15
62	Telegraph Rd, Pioneer Bl	Tier 3	20-60	30-50	45-60	45-60	See Line 262	See Line 262	See Line 262	See Line 262

Line(s)	Corridor	Service Tier	Dec 2020 Weekday Peak	Dec 2020 Weekday Midday	Dec 2020 Saturday Daytime	Dec 2020 Sunday Daytime	NextGen Weekday Peak	NextGen Weekday Midday	NextGen Saturday Daytime	NextGen Sunday Daytime
262	Telegraph Rd, Pioneer Bl	Tier 3	N/A	N/A	N/A	N/A	20	20	30	30
68	Cesar Chavez Ave	Tier 3	18-27	20-23	17-23	17-23	See Line 70	See Line 70	See Line 70	See Line 70
106	East LA College, LAC USC Med Ctr, Cal State LA	Tier 3	50	50	N/A	N/A	20	20	20	20
79	Huntington Dr	Tier 3	See Line 78	See Line 78	See Line 78	See Line 78	See Lines 78, 179	See Lines 78, 179	See Lines 78, 179	See Lines 78, 179
179	Huntington Dr	Tier 3	N/A	N/A	N/A	N/A	30	30	40	40
83	York Bl	Tier 3	35-50	40-47	35-45	35-45	See Line 182	See Line 182	See Line 182	See Line 182
182	York Bl, Rowena Ave	Tier 3	N/A	N/A	N/A	N/A	30	30	30	30
90, 91	Foothill Bl	Tier 3	20-30	30	30-45	30-45	20	20	30	30
690	Foothill Bl (Sunland - Sylmar)	Tier 3	N/A	N/A	N/A	N/A	30	30	30	30
92	Glenoaks Bl	Tier 3	37-50	40-45	40-45	40-45	20	20	30	30
120	Imperial Hwy	Tier 3	30-60	30-60	60	60	30	30	60	60
125	Rosecrans Bl	Tier 3	20-60	25-50	30-60	30-60	20	20	30	30
127	Compton & Somerset Bls	Tier 3	30-60	30-60	N/A	N/A	15-30	15-30	30-60	30-60
130	Artesia Bl	Tier 3	48-60	60	60	60	30	30	60	60
130A	Artesia Bl (west of Artesia Station)	Tier 3	N/A	N/A	N/A	N/A	30	30	60	60
150	Ventura Bl	Tier 3	30-40	30-40	30-40	30-40	20	20	30	30
245	Topanga Canyon Bl	Tier 3	50-60	50-60	65	65	See Line 150	See Line 150	See Line 150	See Line 150
750	Ventura Bl Metro Rapid	Tier 3	20-30	30	N/A	N/A	See Line 150	See Line 150	See Line 150	See Line 150
169	Saticoy St	Tier 3	60-65	60	N/A	N/A	30	30	60	60
205	Wilmington Western Ave	Tier 3	30-65	45-65	55-65	55-65	30	30	60	60
230	Laurel Canyon Bl	Tier 3	35	35	35	35	20	20	30	30
232	S. Sepulveda Bl, PCH	Tier 3	15-35	30	30-35	30-35	15	30	30	30
236	Balboa Bl	Tier 3	70	70	70	70	30	30	60	60
242, 243	Tampa Ave, Winnetka Ave	Tier 3	60	60	N/A	N/A	30	30	60	60
244	De Soto Ave	Tier 3	50-60	50-60	N/A	N/A	20	30	40	40
246	Avalon Bl - San Pedro	Tier 3	35-60	60	60	60	30	30	30	30
261	Artesia - Long Beach Stations	Tier 3	N/A	N/A	N/A	N/A	20	20	30	30
266	Rosemead Bl, Lakewood Bl	Tier 3	25-35	35	45-50	45-50	20	20	30	30
267	El Monte Pasadena - Altadena via Temple City Bl	Tier 3	60	60	60	60	30	30	60	60
662	Pasadena - Altadena via Lake Ave	Tier 3	N/A	N/A	N/A	N/A	30	30	30	30
268	El Monte - Altadena - JPL	Tier 3	55	55	55	55	30	30	60	60
294	San Fernando Rd (Burbank - Sylmar)	Tier 3	N/A	N/A	N/A	N/A	30	30	30	30
794	San Fernando Rd Metro Rapid	Tier 3	20-30	30	N/A	N/A	See Lines 94, 294	See Lines 94, 294	See Lines 94, 294	See Lines 94, 294
450	San Pedro - Harbor Gateway - downtown LA	Tier 3	N/A	N/A	N/A	N/A	20	30	30	30
950	San Pedro J Line BRT	Tier 3	15	30	30	30	See Line 450	See Line 450	See Line 450	See Line 450
460	Disneyland - Norwalk Station - downtown LA	Tier 3	20-35	25-35	28-33	28-33	30	30	30	30
487	El Monte - San Gabriel Bl - Dtn LA	Tier 3	50	50	52-60	52-60	15	30	60	60
287	El Monte - Arcadia	Tier 3	N/A	N/A	N/A	N/A	30	30	60	60
501	Pasadena - North Hollywood via SR-134 Freeway	Tier 3	45	45	45	45	20	30	40	40
602	UCLA - Pacific Palisades	Tier 3	30-60	60	60	60	30	30	45	45

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660	Pasadena - Altadena via Fair Oaks Ave	Tier 3	N/A	N/A	N/A	N/A	20	20	20	20
665	Cal State LA - City Terrace Shuttle	Tier 3	60	60	60	60	30	30	40	40
684	Eagle Rock Bl	Tier 3	N/A	N/A	N/A	N/A	30	30	30	30
686	Allen Ave - Colorado Bl - Del Mar Station	Tier 3	60	60	60	60	30	30	60	60
71	LAC USC Med Ctr, Cal State LA	Tier 4	60	60	60	60	See Line 106	See Line 106	See Line 106	See Line 106
96	Riverside Dr	Tier 4	60	60	60	60	See Line 296	See Line 296	See Line 296	See Line 296
296	Riverside Dr	Tier 4	N/A	N/A	N/A	N/A	60	60	60	60
102	La Tijera Bl, Exposition Bl	Tier 4	30-60	30-60	30-60	30-60	45	45	45	45
126	Manhattan Beach Bl	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
128	Alondra Bl	Tier 4	50-65	55	N/A	N/A	60	60	60	60
134	Santa Monica - Malibu via PCH	Tier 4	N/A	N/A	N/A	N/A	45	45	45	45
534	Santa Monica - Malibu via PCH	Tier 4	20-60	30-60	35-55	35-55	See Line 134	See Line 134	See Line 134	See Line 134
153	E. Burbank Bl	Tier 4	N/A	N/A	N/A	N/A	60	60	60	60
154	W. Burbank Bl	Tier 4	60	60	N/A	N/A	60	60	60	60
155	Riverside Dr, Magnolia Bl	Tier 4	65	65	65	65	40	40	60	60
158	Plummer St, Woodman Ave	Tier 4	60	60	60	60	30-60	30-60	60	60
161	Canoga Station - Thousand Oaks	Tier 4	30-60	60	65	65	30-60	60	60	60
167	Coldwater Cyn Ave, Devonshire St	Tier 4	50-60	50	50-60	50-60	60	60	60	60
175	Silver Lake	Tier 4	60	N/A	N/A	N/A	See Line 182	See Line 182	See Line 182	See Line 182
176	Mission Dr - El Monte - The Shops at Montebello	Tier 4	60	60	N/A	N/A	See Line 287	See Line 287	N/A	N/A
287	El Monte - The Shops at Montebello	Tier 4	N/A	N/A	N/A	N/A	60	60	N/A	N/A
177	JPL - Pasadena	Tier 4	Suspended	N/A	N/A	N/A	30	N/A	N/A	N/A
183	Magnolia Bl	Tier 4	55	55	65	65	See Lines 94, 155	See Lines 94, 155	See Lines 94, 155	See Lines 94, 155
201	Silver Lake Dr - Glendale	Tier 4	65-70	65-70	70	70	N/A	N/A	N/A	N/A
202	Alameda St	Tier 4	55-60	N/A	N/A	N/A	60	60	N/A	N/A
209	Van Ness Ave, Arlington Ave	Tier 4	60	60	N/A	N/A	60	60	N/A	N/A
211, 215	Prairie Ave, Inglewood Ave	Tier 4	50-55	N/A	N/A	N/A	40	40	60	60
218	Laurel Canyon	Tier 4	45-52	48	45-55	45-55	60	60	60	60
222	Hollywood Wy, Cahuenga Bl	Tier 4	60	60	60	60	30-60	30-60	60	60
237, 656	Woodley Ave, Cahuenga Bl (incl. Owl)	Tier 4	45-50	50	50-60	50-60	60	60	60	60
239	White Oak Ave	Tier 4	60-70	60-70	N/A	N/A	60	60	60	60
252	Cypress Park - Soto St	Tier 4	40-50	40	40-55	40-55	See Lines 251, 256	See Lines 251, 256	See Lines 251, 256	See Lines 251, 256
254	Boyle Ave	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
256	Eastern Ave - Pasadena	Tier 4	60	60	60	60	See Line 182	See Line 182	See Line 182	See Line 182
256A	Pasadena - Highland Park	Tier 4	N/A	N/A	N/A	N/A	40	40	40	40
256C	Eastern Ave Commerce	Tier 4	N/A	N/A	N/A	N/A	40	40	40	40
258	Altadena - Paramount	Tier 4	60	60	N/A	N/A	40	40	60	60
264	City of Hope - Altadena	Tier 4	60	60	60	60	N/A	N/A	N/A	N/A
265	Paramount Bl	Tier 4	60	60	60	60	40	40	60	60
344	Hawthorne Bl - Palos Verdes	Tier 4	30-60	30-60	60	60	30	60	60	60

Line(s)	Corridor	Service Tier	Dec 2020 Weekday Peak	Dec 2020 Weekday Midday	Dec 2020 Saturday Daytime	Dec 2020 Sunday Daytime	NextGen Weekday Peak	NextGen Weekday Midday	NextGen Saturday Daytime	NextGen Sunday Daytime
442	Manchester Ave Express	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
489	San Marino - Rosemead Bl - Dtn LA	Tier 4	50-60	N/A	N/A	N/A	20	N/A	N/A	N/A
550	San Pedro - Harbor Gateway - USC	Tier 4	60	60	60	60	30	N/A	N/A	N/A
577	El Monte Station - Long Beach VA Med Ctr	Tier 4	55-70	60	N/A	N/A	30	45	N/A	N/A
607	Windsor Hills - Inglewood	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
611	Huntington Park Shuttle	Tier 4	60	60	60	60	N/A	N/A	N/A	N/A
612	South Gate Shuttle	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
621	Norwalk Station - Whittwood Mall	Tier 4	N/A	N/A	N/A	N/A	60	60	60	60
625	LAX C Line (Green) Shuttle	Tier 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
645	Valley Circle Mulholland Dr	Tier 4	N/A	N/A	N/A	N/A	60	60	60	60
685	Glendale College - Glassell Park	Tier 4	60	60	N/A	N/A	N/A	N/A	N/A	N/A
687	Los Robles Ave - Colorado Bl - Del Mar Station	Tier 4	60	60	60	60	N/A	N/A	N/A	N/A



Metro

## Board Report

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

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**File #:** 2021-0083, **File Type:** Motion / Motion Response

**Agenda Number:** 27.1.

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### REGULAR BOARD MEETING FEBRUARY 25, 2021

**Motion by:**

**DIRECTOR GARCETTI**

Related to Item 27: FY22 Revenue Service Hour (RSH) Program Parameters and Motion 11.1 FY21 Service Increase Motion Update

**SUBJECT: AMENDMENT TO FY22 REVENUE SERVICE HOUR (RSH) PROGRAM  
PARAMETERS AND MOTION 11.1 FY21 SERVICE INCREASE MOTION UPDATE**

**RECOMMENDATION**

APPROVE Motion by Director Garcetti that the Board direct the Chief Executive Officer to:

Amend the current timeline to accelerate the implementation of 6.5 million Revenue Service Hours by June 2021 and 7 million by September 2021.

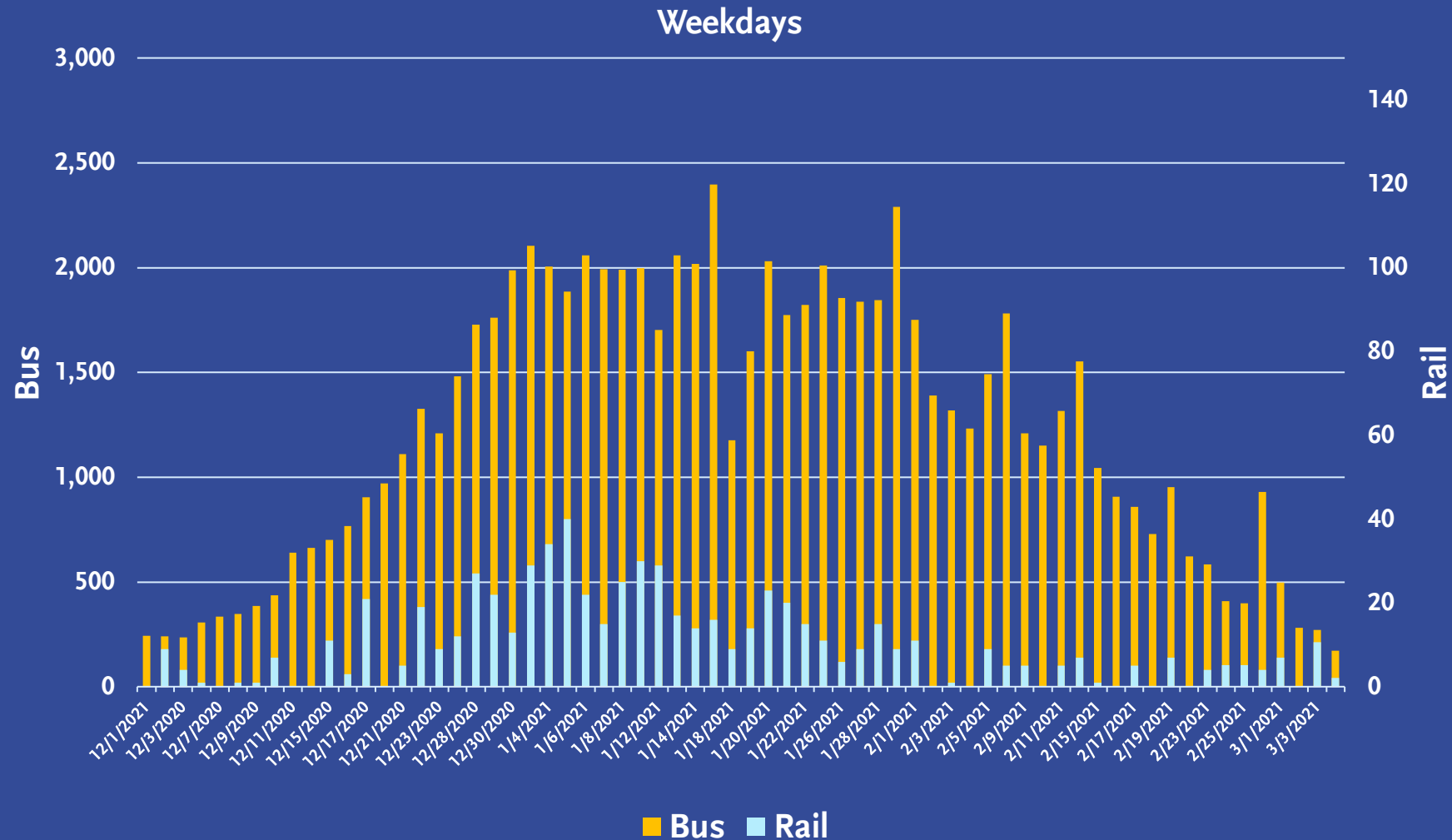
ITEM 27

# Motion 10.1 & 27.1 Update FY21 Operations Recovery Plan

# Passenger Loads

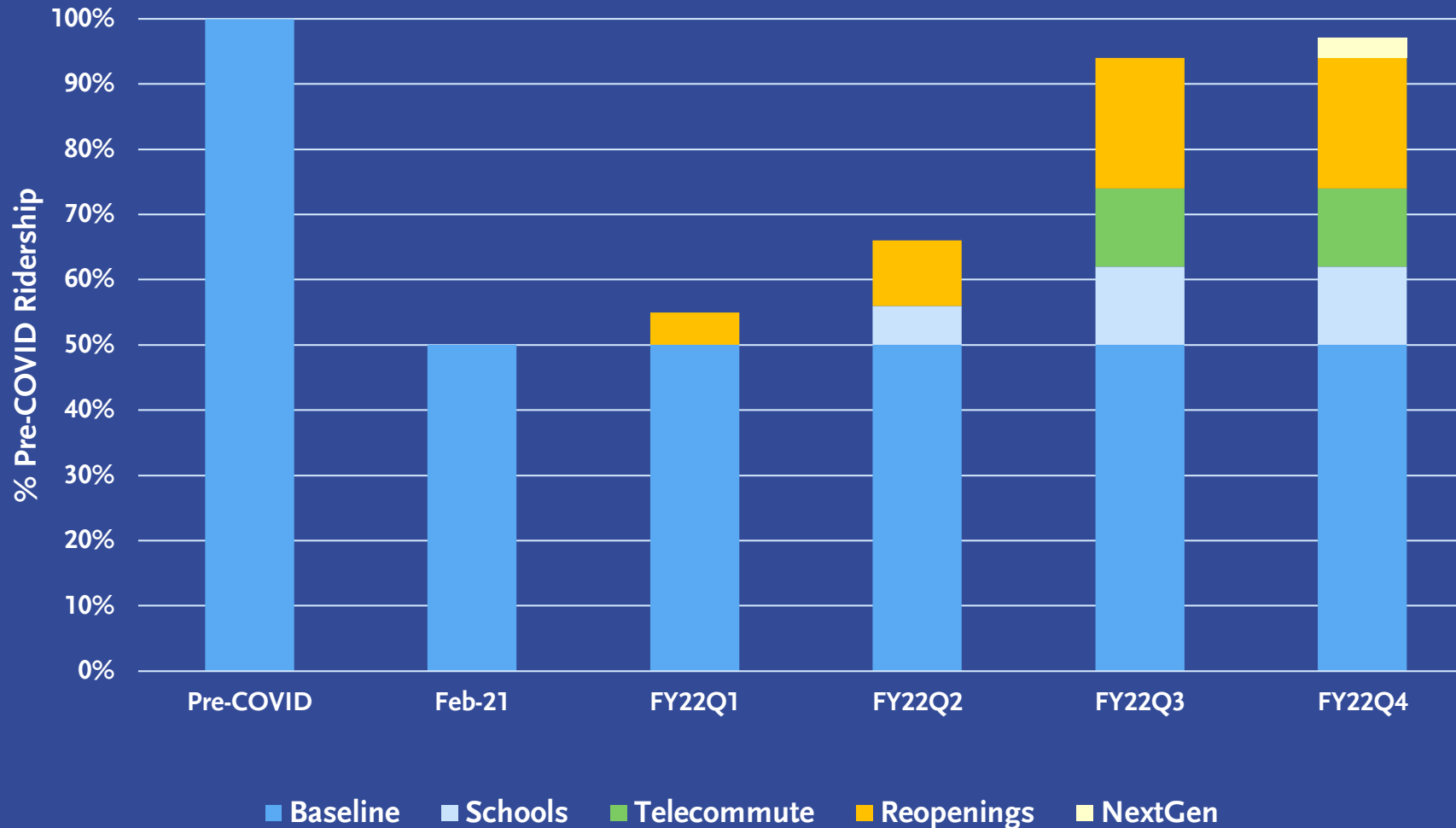
	Target	Status
Passenger Load	<ul style="list-style-type: none"><li>98% of weekly trips should not exceed an average of 75% of seated capacity.</li></ul>	<ul style="list-style-type: none"><li>Weekdays: average 1.7% or 185 trips (range 1.0% to 2.3%) so on average meets the target</li><li>Saturdays: average 3.2% or 206 trips (range 1.3% to 4.3%)</li><li>Sundays: average 2.3% or 141 trips (range 0.4% to 4.3%)</li></ul>

# Cancelled Work Hours





# FY22 Ridership Projection



# Accelerated Bus Operator Hiring Plan

Bus Operator accelerated hiring activities commenced in February 2021 and are ongoing in full support of a graduation target rate of 125-150 bus operators per month beginning April 2021

As of Tuesday, March 16, 2021, about 587 applications in the hiring pipeline, with interviews going on now, in preparation for the first two classes to begin on Monday, March 22, 2021 and Wednesday, March 31, 2021

Class space and logistical matters are currently being addressed in a manner that is safe and adheres to COVID-19 guidelines

Fully supports the updated FY21-FY22 revenue service hour parameters:

- 6.5 M RSH by June 2021
- 7.0 M RSH by September 2021

# Bus Operator Hiring Communications Efforts

External Bus Operator Job Landing Page – Updated and available

Internal/External Messaging - Agency Ad, SharePoint, COVID Brief, CEO's Every Voice Counts, LinkedIn, Metro's The Source, and Metro Project Account Distribution Lists (BikeShare & Program Management) sent out for reposting and sharing

Social Media Buy – As of March 8, 2021, launched social media targeted efforts, including ESPN radio ad

Updated Bus Operator Video Content & Flyer – Video in development now and flyer to be finalized this week

Board of Director (BOD) Media Tool Kit – Created as a resource for sharing our bus operator hiring initiative across BOD communication platforms and with constituents

Recruitment Dashboard – In development to easily track/report recruitment activities and adjust hiring activities/tactics as necessary



## Now Hiring 800 Bus Operators!

[lacmta.sharepoint.com](http://lacmta.sharepoint.com)

Metro is Hiring! We need your help to get the word out. Operators are at the core of Metro service and keep Los Angeles Moving. As we ramp up service across Los Angeles County, Metro is hiring nearly 800 Bus Operators. Know someone who wants to join...



**BUS OPERATOR POSITIONS**



Metro

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

## Board Report

**File #:** 2021-0100, **File Type:** Informational Report

**Agenda Number:** 28.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: BETTER BUS PROGRAM**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE report on Metro's new Better Bus program, a Customer Experience initiative to improve service for our bus customers.

#### **ISSUE**

Metro is launching a new initiative, the Better Bus Program, to transform the bus riding experience in Los Angeles County to provide dignified experiences for the 75 percent of Metro riders who take the bus each day. This report describes the rationale for creating the program, the key focus areas, the current work plan, and next steps for advancing the program.

#### **INTRODUCTION**

Better Bus, a new agency-wide effort coordinated by the Customer Experience unit in the Office of the CEO, seeks to highlight and address bus rider needs by making improvements to bus services and stops. The purpose of Better Bus is to align Metro's collective efforts around elevating investments that improve bus speed, ease, safety and comfort. Metro aims to transform the bus riding journeys in Los Angeles County by providing dignified experiences for the three-fourths of Metro riders that take the bus.

Currently, the half-a-million daily riders on our bus system disproportionately represent Equity Focus Communities (communities Metro defines as high-need based on income, race, and car ownership), with significant numbers of essential workers and people in economic distress. Even prior to the COVID pandemic-driven service cuts, bus riders sometimes experienced pain points such as unreliable and slow buses, long wait times, insufficient delay or service advisory information, uninviting bus stops, concerns about homelessness, concerns about personal security, and cleanliness at bus stops and onboard. These aspects of service need to be improved to provide a dignified customer experience and advance social and racial equity for Metro customers.

Providing high-quality trip experiences for bus riders is more imperative now than ever before. During the

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pandemic, the Metro's bus system retained more riders than other public transit modes. The bus is a lifeline for riders and non-riders alike, as it is critical to the functioning of LA County's health and economic systems. Bus ridership has continued to recover since early 2020, and as of January 2021, hovers at just around half of pre-pandemic levels. Metro buses continue to transport just under 500,000 riders each day, compared to around 120,000 riders on rail. There are more daily bus riders during the pandemic than on rail on a typical pre-pandemic day.

This report outlines key components of the Better Bus Program and how they relate to existing Metro plans and programs that seek to improve bus service, most notably NextGen and the 2020 Customer Experience Plan. This report also sets a broad vision for implementing Better Bus through the development of a comprehensive, multi-year funding plan.

Metro works to provide high-quality bus service to the residents of LA County through the everyday efforts of front-line employees, operations and maintenance staff, and projects such as the NextGen Bus Plan. However, despite this abundant attention, there has never been a consolidation of Metro's bus efforts into one unified program. The goal of Better Bus is to provide a framework for improving all aspects of the bus rider experience that will allow for ridership growth, equity, and increased effectiveness of the bus in delivering mobility and access to opportunity for all. The Better Bus Program also advocates for greater investment in all aspects of the bus system.

The COVID-19 pandemic has thrown into sharp relief the importance of bus as the workhorse of the public transit system in Los Angeles. Even prior to the COVID pandemic, nearly three-fourths of Metro's systemwide ridership was on bus, and many essential workers continue to travel by bus. In California, an estimated 36% of residents who commute by transit work in essential industries, and half of these commuters are service workers in the most critical sectors, including healthcare, food service, public safety, transportation and government services (2015-2019 ACS data).

Improving the bus is also key to Metro's commitment to racial justice, particularly during the pandemic, as racial inequities have been exacerbated by the parallel health and economic crises. Based on comparisons of Fall 2019 and Fall 2020 bus rider surveys, bus riders who have continued to ride during the pandemic are largely Latino (70%, up from 66% prior to the pandemic) and Black (18%, up from 15%), 15% of riders have at least one disability, and the median household income of bus riders is about \$18,000 (compared to about \$28,000 for rail riders).

The Better Bus Program incorporates the work contained in the NextGen Bus Plan and ties closely with several initiatives in the Customer Experience Plan.

The first phase of the NextGen Bus Plan was rolled out in December 2020, and subsequent phases will be completed in 2021. NextGen is restructuring the bus network to be more relevant to today's travel patterns, provide more frequent service on key corridors, particularly off-peak, and improve the speed of service via supportive infrastructure such as the new 5th and 6th Street bus-only lanes in Downtown LA. Metro recognizes, however, that more needs to be done to realize a high quality bus system, including more frequent service, improved on-time performance, bus stop seating, shelter and lighting, better security, improved cleanliness, and reliable real-time information. Better Bus will advance the work on these additional aspects of service quality beyond what was contemplated in NextGen.

The Board-adopted Customer Experience (CX) Plan also places bus-related improvements front and center, to reflect the large majority of Metro's riders who take the bus. The CX Plan set the stage for the launch of the Better Bus Program by outlining 25 bus-specific recommendations that are planned or underway, led by various departments across Metro that are a part of the Better Bus Team. Better Bus is housed in the Office of

the CEO and led by the Customer Experience Executive Officer, and the initiative enjoys active participation from all corners of the agency.

## **DISCUSSION**

### **Bus Customer Pain Points**

The Better Bus Program focuses first and foremost on bus customer pain points and seeks to develop solutions that are responsive to these issues. Staff has completed an annual Customer Experience Survey that will guide decision-making and investments in Metro transit service. From the results of this annual survey, Better Bus will focus on the pain points identified as target issues for current and lapsed bus riders, detailed in Table 1. Target issues are those that customers rate low but are most important to their trip experiences.

*Table 1: Bus Results from 2020 Customer Experience Survey*

Target Issues	Other Pain Points
<ul style="list-style-type: none"><li>• Delay advisories</li><li>• Bus interior cleanliness/graffiti</li><li>• Bus stop cleanliness/graffiti</li><li>• Bus stop seating</li><li>• Rule enforcement</li><li>• Security</li><li>• Rider concerns about homelessness on the bus</li></ul>	<ul style="list-style-type: none"><li>• On time performance</li><li>• Speed/travel time</li><li>• Bus Frequency</li><li>• Sexual harassment</li><li>• Racial/ethnic harassment</li></ul>

Some pain points may receive lower or higher ratings among particular groups of riders. For example, safety from sexual harassment is lower among young women and especially among riders who are gender non-binary. Another example, bus on-time performance, frequency, and speed receive fairly high scores from current riders. However, as these are all important components of travel time competitiveness with driving, they are among the top reasons that potential riders choose not to ride Metro buses.

The customer input from the 2020 Customer Experience survey and past Metro surveys and studies has been central to the vision, workplan, and performance metrics of Better Bus. Bus riders have consistently experienced particular pain points and have shared their feedback with Metro for some time. The bullets below summarize feedback received through a variety of past surveys and public outreach efforts:

- **Vision 2028.** The Customer Satisfaction Survey conducted in 2017 for the Vision 2028 strategic planning process showed that speed, frequency, and reliability are top issues. Also, concerns over security on board and at bus stops also serve as major barriers to riding the bus.
- **NextGen Bus Study and Plan.** Metro staff began this project in February 2018 and received a total of 16,300 comments about how to improve bus service. When fully implemented, NextGen will help address the factors listed as concerns of “all riders” in the first column of Table 2: travel speed, frequency, and reliability. However, many of the documented customer needs extend beyond what is being addressed through the NextGen Bus Plan implementation. Among current, former, and infrequent riders/non-riders, staff identified key pain points for each customer group, also shown in Table 2. These include bus stop safety, first/last mile connections, on-board comfort, and other experiential aspects of riding the bus. NextGen found that the waiting experience (at bus stops) can be as important as the on-board experience for bus riders.

Table 2: Findings from NextGen Outreach and Engagement

	All Riders	Current Riders	Former Riders	Infrequent/Non-Riders
Key Pain Points	Travel Speed	More service	Security (women, certain geographies)	Information (non-riders)
	Frequency	Fares	First/Last Mile (elderly, higher income)	First/Last Mile (women, youth, elderly)
	Reliability	Information	Comfort (odor, crowding)	Comfort (odor, crowding)

- Understanding How Women Travel Study.** In 2019, Metro completed a study titled *Understanding How Women Travel* guided by the agency's Women and Girls Governing Council. This study team surveyed current and previous riders, as well as non-riders, and analyzed gender data currently collected by the agency. The study found that women, who make up more than half of current bus riders, are largely impacted by concerns over personal security, service reliability, and rider amenities at bus stops and on board:
  - Personal security (all transit users and non-riders):** Based on a stated preference survey of current and previous Metro riders, as well as non-riders, concern over personal security is the largest barrier to riding transit for women. Just 13% of current female riders feel safe waiting for transit after dark (compared to 30% of male riders).
  - Bus reliability:** The top three complaints filed by female Metro bus riders are all related to reliability: bus pass-ups, no shows, late buses, and unreliable or absent real-time information. Considering that women are more likely to trip chain than men, service reliability becomes increasingly important.
  - Bus customer facilities:** Nearly 60% of female riders with children bring their kids on transit, yet many women express difficulty in riding Metro with children and strollers. Only 39% of women feel that there is adequate space on board for the items they need to carry.

This feedback underscores the need to focus more attention on our bus system going forward. Hence, Better Bus seeks to address these pain points and more. By doing so, Better Bus will dramatically improve service and attract more riders to the system.

### Better Bus Work Plan

Better Bus was first established in 2019 as an ongoing, inter-departmental forum for staff to collaborate on bus-focused improvements. The initiative consists of an Executive Team and topical working groups. The Better Bus vision and early actions, detailed in Table 3, center on the core needs of Metro's bus riders, evidenced by the various surveys and studies detailed above. To address these pain points outlined, staff structured a work plan around three key focus areas: speed and service quality, ease, and safety and comfort. These three areas of focus are core to improving the customer experience for Metro bus riders and merit taking a comprehensive approach to realize a Better Bus system.

Table 3: Better Bus Vision and Early Actions

Category	Vision	Working Group	Proposed Early Actions (FY21-22) – subject to funding	Lead Department
<b>Speed &amp; Service Quality</b>	<ul style="list-style-type: none"> <li>Travel time is competitive</li> <li>Wait time is minimal</li> <li>Bus is on time</li> </ul>	NextGen Joint Bus Speed Working Group (with LADOT)	<ul style="list-style-type: none"> <li>Securing approvals for 2-3 new bus lanes</li> <li>Transit signal priority on all Tier I corridors</li> <li>Bus stop and zone improvements</li> <li>NextGen frequency improvements</li> <li>Exploring policy changes and permitting agreements with local jurisdictions</li> </ul>	Service Planning and Analysis (Operations)
<b>Ease</b>	<ul style="list-style-type: none"> <li>Easy to pay and validate fare</li> <li>Affordable</li> <li>Trip planning is easy and real-time information is accurate</li> <li>Accessing bus stop is convenient from home, and key destinations are easy to access from bus stops</li> <li>The transfer experience is easy between</li> </ul>	Real-Time Arrival Information, Better Bus Customer and Community Engagement	<ul style="list-style-type: none"> <li>Procure enhanced prediction engine to improve real-time data accuracy</li> <li>Improve data feed for Transit App</li> <li>SMS alert system and route-by-route scorecard</li> <li>Coordination with the Fareless System Initiative to offer free rides for qualifying customers to make it easier and more affordable for more people to ride</li> </ul>	ITS, Marketing (Communications), TAP (Finance & Budget)



	modes and agencies			
<b>Safety &amp; Comfort</b>	<ul style="list-style-type: none"> <li>• Riding the bus feels safe</li> <li>• Crowding on board is at a comfortable level</li> <li>• The waiting experience, and boarding and alighting the bus, is comfortable for people of all abilities</li> <li>• Riders and operators are following mask requirements*</li> </ul>	Better Bus Stops, On-board security and cleanliness	<ul style="list-style-type: none"> <li>• Pilot tests of new features at bus stops</li> <li>• Develop regional standards for bus stops</li> <li>• Launch Flexible Dispatch Pilot to improve bus security</li> <li>• Install vinyl seats on buses</li> <li>• Pilot tests of midday layover cleaning of bus interiors and enhanced bus stop cleaning</li> <li>• Exploring partnerships with local jurisdictions and municipal operators</li> </ul>	Stops and Zones (Operations); System Security & Law Enforcement; Environmental Compliance and Sustainability; Vehicle and Equipment Acquisition (Operations); Office of Civil Rights and Inclusion

\*temporary measure during COVID

Core goals of the Better Bus program include:

- **Prioritize highest-impact investments.** Better Bus focuses first on the top customer pain points to guide investments. Additionally, Better Bus will prioritize improvements for Equity Focus Communities and vulnerable riders, including riders with disabilities, the elderly and women and girls.
- **Package a vision for a better bus experience.** Metro will work hand-in-hand with local and regional partners to communicate a vision for improving the bus system that emphasizes creative and nimble approaches to improve the experience of current riders as quickly as possible. Metro will be leveraging local, regional and federal opportunities to prioritize bus investments and collaborate on achieving shared goals. Better Bus will also look to national and international best practices for inspiration.
- **Develop an ongoing dialogue with riders.** The program will solicit feedback on an ongoing basis and open a two-way dialogue with riders. The Better Bus team is developing an online tool that allows riders to gain access to critical information for their trip, including delay advisories and providing opportunities to weigh in on how to make their trips better. The team will also be engaging customers and community partners through rider listening initiatives, which could take the form of focus groups or telephone surveys.

The Better Bus Program takes an incremental approach, starting with innovative, lower cost, and scalable solutions wherever possible. For example, Better Bus is launching a series of pilot programs by mid-2021 to test improvements, such as e-paper signs, lighting and other customer amenities at select bus stops. Better Bus also looks beyond these pilots at long-term, enterprise-wide improvements that will require systems change and ongoing funding sources. For example, only about a quarter of bus stops served by Metro have shelter, and providing shade at the remaining bus stops will require larger investment and new partnership models with cities. This change will not happen overnight, but the Better Bus Program will formalize the effort to ensure long term investment for our riders.

The Better Bus Program is supported by the CX Plan, which sets deadlines and assigns responsible departments for each of the 38 bus improvement recommendations (Attachment A). A full list of proposed Better Bus investments through FY26 is included as Attachment B. In addition, the Better Bus team has also

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identified 37 performance metrics that will be used to measure progress in completing each of the recommendations.

### **Better Bus Funding and Implementation**

At the January 28<sup>th</sup> Regular Board Meeting Metro's CEO directed the Planning Department and Office of Management and Budget to work with the Chief of Staff and Executive Officers for Equity and Race and Customer Experience to develop a comprehensive multi-year financial plan for Better Bus.

Many of the line items within the Better Bus work plan are unfunded or partly funded. Some were approved by the Board through the FY2021 mid-year budget adjustment and are already being pursued. Per CEO direction in January, Metro will develop a funding strategy for the unfunded components.

With Metro's fiscal constraints, which have been exacerbated by the COVID-19 pandemic, funding Better Bus improvements will require creativity, resourcefulness, and tradeoffs. The pandemic has significantly reduced bus ridership and fare revenue, and the sales taxes that provide the bulk of Metro's operating subsidy are also lower than anticipated. The lower revenue has increased our operating shortfall. Federal stimulus funding helps address the shortfall, but when it ends, Metro will need to identify other sources of funding. The Better Bus Team, with the support of the Planning Department and OMB, will present options that have the potential to fund the Better Bus program during the April Board meeting.

#### *Funding of Incremental Improvements (FY21-22): Progress*

Better Bus staff has prioritized projects based on four qualitative criteria (each rated Low/Medium/High):

1. Equity
2. Customer Priority (as determined by the annual customer experience survey results),
3. Project continuation (for example, for pilot projects that need funding to continue), and,
4. Cost/benefit.

Several Better Bus pilot programs received funding to get started via the FY21 midyear Customer Experience program (totaling \$2.2M), including:

- Homelessness: Limited emergency short term shelter (hotel vouchers) and regular statistically valid counts on bus and rail.
- Flexible Dispatch Pilot: enables Metro to respond to issues on the system with appropriate staff, such as homeless outreach or law enforcement as the situation demands.
- TransitWatch marketing campaign: Digital advertising campaign to increase TransitWatch app and text message use to help customers feel safe.
- Digital Rider Alert system: A robust system to enable riders to receive customized service and emergency alerts through text messages and other channels.
- Rescue Ride: A pilot program that quickly identifies customers impacted by a missed run or pass-up in real-time and offers them a free ride code for an on-demand shared ride service to get them where they need to go.

Metro's Environmental Compliance and Sustainability Department (ECSD), has been working on several climate impact reduction projects that strengthen the execution of future Better Bus related projects. The outcomes of the ECSD work allowed the Better Bus Team to: 1) develop priority criteria for shelter placements and other bus stop improvements, and 2) complete a conceptual design of a bus stop pole that can accommodate additional improvements, such as solar lighting, real-time information, shade/cooling options and seating for customers. These efforts align with the execution of climate impact-reduction strategies contained in the 10-year sustainability strategic plan, *Moving Beyond Sustainability*. Additional ECSD resources and efforts could potentially be leveraged alongside future grants to develop and execute bus stop improvement pilots, especially in Equity Focus Communities and high-heat areas.

Staff also continue to apply for, and secure, grants to support the Board-approved components of the Better Bus vision, including a SB1 grant that Metro received to install bus speed improvements along the NextGen Tier I corridors (\$25 million with 50% local match). The Board has also directed staff to use \$24.3 million of FY21 mid-year funds to support preparation to restore bus service to a 7.0 million Revenue Service Hour level by September 2021.

#### *Additional FY22 Funding Needs*

FY22 operating funds will be needed to continue pilot programs and make additional bus-focused customer experience improvements, such as:

- Additional staffing to cover expanding scopes for the Better Bus and Customer Experience programs to conduct annual customer experience surveys and to develop a comprehensive LA28 Mobility Concept Plan per Board motion 42, to prepare for the World Cup and Olympics.
- Bus stop cleaning enhancements
- Bus interior mid-day layover cleaning pilot
- Bus stop improvement pilots with shelter, solar lighting, real-time displays, and other customer features
- Acceleration of vinyl seat installations on over 300 buses per year
- Surprise and Delight Program: arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1

#### *Long-Term Investments (FY22-26) Progress*

The Better Bus Team is developing a five-year capital and operating plan for Better Bus (FY22-FY26) and applying criteria to prioritize high-need investments. Metro's Planning Department is currently identifying opportunities for potential funding of Better Bus investments through grants and where there might be other funds that can address the needs of the Better Bus program, while addressing Metro's expected growing operating shortfall.

The Better Bus Team is working with OMB, Planning, and Government Relations to identify funding sources and policies that could accelerate the implementation of the program by:

- Aligning State and Federal legislative agenda to the goals of Better Bus with specific requests for financial resources for homeless supportive services and for bus shelters to address rising heat and racial inequalities.
- Providing input on the Automated Bus Lane Enforcement (ABLE) pilot program enabling legislation, that would help address bus reliability issues sometimes faced by our riders by keeping bus lanes clear.
- Developing a list of grants that could support Better Bus improvements, understanding that Metro already receives and/or programs virtually all available transit-eligible grants to ongoing operations, essential state-of-good-repair, and the voter-approved expansion of transit service.
- Identifying, for Board consideration, tradeoffs for repurposing existing funds.

Full implementation of Better Bus is contingent on funding availability. Many of these improvements, such as customer features at bus stops, will require regional collaboration and cost-sharing.

### **FINANCIAL IMPACT**

At the direction of the CEO, Planning and OMB are developing a funding strategy for the Better Bus program improvements over a five-year time frame. The funding strategy is expected for the April Board cycle.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Metro's 10-year strategic plan, Vision 2028 calls for Metro to "invest in a world class bus system that is reliable, convenient and attractive to more users for more trips" (Goal 1.2). Central to this goal is a vision for "smooth trip" which includes both high-quality service features, such as faster and more reliable service, but also improved customer experience along the complete trip journey, from planning one's trip, accessing the transit stop, and arriving at one's destination on time (Goal 2). Better Bus is central to achieving both of these goals.

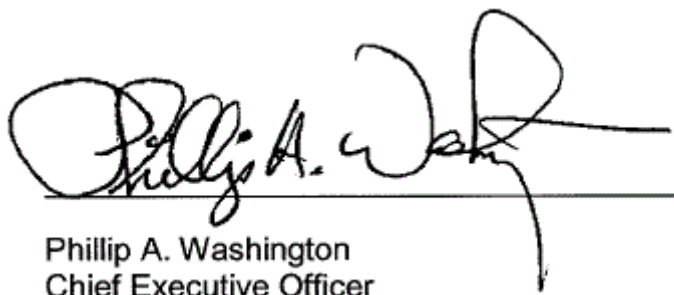
## **NEXT STEPS**

Metro plans to publicly launch Better Bus and start a round of public engagement and outreach in 2021. Many of the early action items outlined in this report (Table 1) will begin in mid-2021. Staff continues to develop the funding strategy for Better Bus and will update the Board in April.

Attachment A - Better Bus Recommendations in 2020 Customer Experience Plan  
Attachment B - Proposed Better Bus Investments through FY26

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Phillip A. Washington  
Chief Executive Officer

## ATTACHMENT A

### Better Bus Recommendations in the 2020 Customer Experience Plan, Adopted by Board of Directors Dec 3, 2020

Category	Action	Due Date	FY21 midyr	FY22	FY23	FY24
<b>Metro Bus reliability</b>	1. By January 15, 2021 Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit (1.25 OAR).	January 15, 2021		\$ 15,000,000	\$ 15,300,000	\$ 15,606,000
<b>Metro Bus reliability</b>	2. By March 1, 2021, Metro's Office of Management and Budget (OMB) to establish a process for budget flexibility to move funding between categories (e.g. between authorized headcount, overtime and hiring bonuses) and to more nimbly add service as needed mid-year to meet ridership demand. This is especially important due to uncertainty about the pace of ridership restoration post-COVID-	March 1, 2021				
<b>Metro Bus reliability</b>	3. By April 1, 2021, Metro Marketing and OEI to work with Customer Care to implement a short-term pilot program that quickly identifies customers impacted by a missed run or pass-up in real time, and offers them in real time a free ride code for an on-demand shared ride service. This should also meet the needs of people with disabilities, possibly through Access Services. This will help customers get where they are going on time, and show them that Metro truly cares about their well-being.	April 1, 2021	\$ 100,000	\$ 400,000		
<b>Metro Bus reliability</b>	4. By June 30, 2021, Metro's Bus Operator Task Force to develop options and recommendations for ways to meet the 1% cancelled 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 cancelled assignment - Considering use of technology to give division markup staff more tools to fill assignments at the	June 30, 2021				
<b>Metro Bus reliability</b>	5. By June 30, 2021, the Better Bus Stops working group to work with Metro Bus Operations and Metro Stops and Zones to identify locations where inadequate lighting causes pass-ups, and provide recommendations on incentivizing municipalities to add lighting (or push-button beacons as	June 30, 2021				
<b>Metro Bus reliability</b>	6. By May 1, 2021, Metro Operations to develop a plan for divisions to communicate revised pass-up procedures with each bus operator multiple times when COVID-19 dissipates, and confirm that each bus operator understands what is expected.	May 1, 2021				
<b>Accuracy of real-time info</b>	1. By February 1, 2021, the Real-time Information Team to develop a charter and clearly identify scope of work, schedule, budget, and roles and responsibilities to provide high quality real time information and predictions to Metro riders.	February 1, 2021				
<b>Accuracy of real-time info</b>	2. By February 1, 2021, the Real-time Information Team to develop a comprehensive set of metrics for monitoring major 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.	February 1, 2021				
<b>Accuracy of real-time info</b>	3. By March 1, 2021, Metro ITS to release a real-time vehicle position Application Programming Interface (API) feed compliant with the GTFS RT standard to help third-party apps and websites accurately predict Metro bus and train arrivals.	March 1, 2021				
<b>Accuracy of real-time info</b>	4. By June 30, 2021, to address operational changes that can occur such as detours and missed runs, the Real-time Information Team to work with Operations to develop required internal work flows and release a more accurate alerts API feed compliant with the GTFS RT standard, and incorporate delay advisories prominently on the Metro website, apps, and real-time information digital displays.	June 30, 2021				
<b>Accuracy of real-time info</b>	5. By June 30, 2021, to improve dissemination of real time information, OEI, Countywide Planning, and Stops and Zones to test lower cost "e-paper" displays operated by solar panels, similar to what is currently being tested in London and Big Blue Bus in Santa Monica.	June 30, 2021				
<b>Accuracy of real-time info</b>	6. By June 30, 2021, Marketing and Research to study technology habits of Metro riders and evaluate options to disseminate real-time information, including to riders without smartphones and people with disabilities.	June 30, 2021				
<b>Metro Bus frequency</b>	1. By April 1, 2021, as part of the FY22 budget development, Metro Operations and OMB to update the rollout schedule for the NextGen phases based on ridership and revenue trends.	April 1, 2021				
<b>Bus stops</b>	1. By March 1, 2021, the Better Bus Stop working group to finalize a system for prioritizing which bus stops receive amenities first, based on Equity Focus Communities, weekday bus boardings, wait time, urban heat, high collision areas, and the presence of schools, senior centers and other public facilities. The criteria will be developed in partnership with cities in the Metro service area.	March 1, 2021				
<b>Bus stops</b>	2. By April 1, 2021, the Better Bus Stop working group, in consultation with subregional stakeholders, to recommend bus stop improvements for potential inclusion in local return project plans and uses.	April 1, 2021				
<b>Bus stops</b>	3. By April 1, 2021, Metro Real Estate to finalize an agreement to dedicate a portion of possible new digital billboard revenue to fund bus stop improvements.	April 1, 2021				

## ATTACHMENT A - Cont'd

### Better Bus Recommendations in the 2020 Customer Experience Plan, Adopted by Board of Directors Dec 3, 2020

Category	Action	Due Date	FY21 midyr	FY22	FY23	FY24
Bus stops	4. By June 30, 2021, Metro's OEI, Countywide Planning, Service Planning, and Office of Management and Budget to work with external fund sources, including local jurisdiction street furniture/advertising contracts, to develop a funding plan to provide seating and shade for at least 60% of Metro bus stops, along with low-cost solar lighting, new bus signs, real-time information, and low-cost seating.	June 30, 2021				
Bus stops	5. By Dec 31, 2021, Stops and Zones and Community Relations to work with municipalities to test inviting neighborhoods and businesses to adopt bus stops, as done in other cities.	December 31, 2021				
Bus stops	6. By Dec 31, 2021, the Better Bus Stops working group, Stops and Zones, Customer Relations, and Community Relations to work with the City of LA and at least two other cities in the Metro service area to formalize policies and procedures to keep bus stop areas clean, to address homelessness, and to develop a system to invite bus riders to report bus stop issues.	December 31, 2021				
Speed	1. By February 1, 2021, the Better Bus team in conjunction with the City of LA to finalize the next round of bus-only lane improvements to continue the momentum from successes in 2020.	February 1, 2021				
Crowding	1. While Metro cannot guarantee social distancing on all routes at all times, Metro will introduce a new service configuration in December 2020 that is expected to increase social distancing on targeted bus routes during the COVID-19 pandemic. This is expected to reduce the 10% of bus runs that exceed the temporary average daily load factor measure of 0.75 (a temporary change from the usual 1.3 standard due to COVID-19) to 3% or less based on current ridership levels.	December 13, 2020		\$ 150,000		
Crowding	2. By December 1, 2021, 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.	December 1, 2021	\$ 100,000	\$ 150,000		
Personal security	1. By February 1, 2021, Metro SSLE and Marketing to jointly set an ambitious goal for Metro Transit Watch market penetration. It is also recommended that, in addition to promoting the Metro Transit Watch app, communication campaigns widely publicize the 213-788-2777 text number (for people with phones that do not accommodate apps).	December 1, 2021				
Homelessness	1. By April 1, 2021, Metro to 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.	April 1, 2021	\$ 100,000	\$ 1,000,000	\$ 1,133,000	
Homelessness	4. By April 1, 2021, Metro Community Relations to initiate work with local and regional partners to provide more shelter and housing to help Metro towards reducing homelessness on the system by at least 50%.	April 1, 2021				
Cleanliness	1. By June 30, 2021, Metro Operations to evaluate opportunities and funding requirements to provide facilities and equipment to enhance the productivity, working conditions, and effectiveness of custodians and service attendants.	June 30, 2021				
Cleanliness	4. By June 30, 2021, Metro Operations to resume vinyl seat transition.	June 30, 2021		\$ 3,000,000	\$ 5,000,000	\$ 1,000,000
3.10 Cleanliness	1. By September 30, 2021, Metro's Office of Extraordinary Innovation (OEI) to work with Operations to test odor meters for station inspections, with an emphasis on elevators, escalators, stairwells, bus stops, and other areas where urination or defecation tend to occur. If this turns out to be viable, odor meters would help Metro track progress on this important aspect of the customer experience.	September 30, 2021				
Other CX funding requests	Metro.net website overhaul (including Better Bus Engagement Tool) - Interactive website to support Better Bus launch, plus real-time, automated system to communicate with riders, including during emergency shutdowns. Customize to each rider based on routes and times they ride, and the channels they use: metro.net, third-party apps like Google Maps and Transit, push notifications, text alerts, social media. note: also requires unfreezing two positions in Digital Services.	TBD	\$ 250,000	\$ 2,500,000	\$ 550,000	\$ 561,000
Other CX funding requests	Call Point Security Project Blue light boxes recommended by Women and Girls Governing Council to improve security on the BRT and rail system	TBD		\$ 5,000,000	\$ -	\$ -
Other CX funding requests	Surprise and Delight - Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1	TBD		\$ 400,000	\$ 408,000	\$ 416,160
Other CX funding requests	Bus Service Scenario (6.5m rsh) - bus frequency improvements.	TBD		\$ 131,148,000	\$ 133,770,960	\$ 136,446,379
Other CX funding requests	NextGen Scenario A/B (7.0m rsh) - bus frequency improvements.	TBD			\$ 87,432,000	\$ 89,180,640
Other CX funding requests	NextGen Scenario C (9.4m rsh) - Potential bus frequency improvements. Feasibility and timing TBD.	TBD			TBD	
Other CX funding requests	ATMS 2 - Replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability .	TBD			\$ 10,000,000	\$ 10,000,000
Other CX funding requests	Bus stop improvements: 1200 additional signs with real time information for use by bus riders	TBD		\$ 1,139,793	\$ 12,537,727	\$ 1,453,200
Other CX funding requests	Bus stop improvements: Metro has over 13,000 stops. This increases the % with shelters from 24% to 60%.	TBD			\$ 58,220,000	\$ 4,650,000
Other CX funding requests	Bus stop improvements: Seats and solar lights attach to bus stop posts	TBD			\$ 6,800,000	\$ 544,000

# ATTACHMENT B

## Proposed Better Bus Investments FY22-FY26

Category	Project/Initiative	Description	Estimated Five-Year Cost	Rider Priority
Safety & Comfort	Work towards reducing homelessness on Metro by 50%	Limited emergency short term shelter pending more housing from local and regional partners	\$ 3,500,000	High
Safety & Comfort	Work towards reducing homelessness on Metro by 50%	Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	\$ 600,000	High
Safety & Comfort	Flexible Dispatch Pilot	Cost of dispatchers to enable Metro to respond to problems on the system with appropriate staff: from homeless outreach or law enforcement as the situation demands.	\$ 2,333,000	High
Safety & Comfort	TransitWatch marketing	Digital advertising campaign to increase TransitWatch downloads and use to keep Metro safe.	\$ 250,000	High
Safety & Comfort	Acceleration of Call Point Security Program	Blue light boxes recommended by Women and Girls Governing Council to improve security on BRT and the rail system.	\$ 5,000,000	Medium
Safety & Comfort	Bus Stop Improvements	Pilot tests of seats, solar lights, e-paper displays for real-time information, and text-to-speech buttons attached to bus stop posts. Partnership with 1-2 cities to install cooling features in high-heat areas.	\$ 1,100,000	High
Safety & Comfort	Bus Stop Improvements	Metro has over 11,000 stops. This increases the % with shelters from 24% to 60%. Financial incentive for use of local return for shelters and seating. 25% match for pilot program.	\$ 62,870,000	High
Safety & Comfort	Bus Stop and On-Board Cleaning Pilots	New powerwashing equipment for Stops & Zones and technology to improve efficiency and maximize existing staff time.	\$ 199,104	High
Safety & Comfort	Bus Stop and On-Board Cleaning Pilots	Bus interior mid-run cleaning pilot	\$ -	High
Safety & Comfort	Bus Stop and On-Board Cleaning Pilots	Replace fabric seats with easier-to-clean vinyl to improve ability to clean and sanitize buses and improve passenger comfort. Cost projected for 1,000 buses.	\$ 2,799,000	High
Safety & Comfort	Digital Rider Alert system	A robust system to enable riders to receive customized service and emergency alerts through text messages and other channels, and to provide an easy way for riders to communicate with Metro.	\$ 500,000	High
Safety & Comfort	Surprise and Delight	Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1	\$ 250,000	N/A
Speed	Transit Fist Capital Improvements	Bus Priority Lane Expansion on Tier 1 Lines	\$ 104,080,803	Medium
Speed	Transit Fist Capital Improvements	Transit Signal Priority Field Implementation for Tier 1 & 2 Corridors	\$ 124,080,803	Medium
Speed	Transit Fist Capital Improvements	Spot improvements (queue jumpers, signal retiming, etc.)	\$ 31,020,201	Medium
Speed	Transit Fist Capital Improvements	Bus Stop Bulb Outs for Tier 1 & 2 Corridors	\$416,323,213	Medium
Speed	Transit Fist Capital Improvements	Layover Optimization (10 per year)	\$130,101,004	Medium
Speed	Transit Fist Capital Improvements	Relocating Bus Stops Nearside to Farside (100 stops/year)	\$26,020,201	Medium
Speed	Transit Fist Capital Improvements	Transit Signal Priority Software Upgrade / ATSAC	TBD	Medium
Speed	Transit Fist Capital Improvements	All-door boarding expansion	\$ 29,000,000	Medium
Speed	Automated Bus Lane Enforcement (ABLE) Pilot program	Cost to pilot testing of camera enforcement on bus lanes. Some cost could be offset by fines issued to motorists through the program.	\$ 6,800,000	Medium
Speed	Headway Management Best Practices Review	Conduct best practices research on headway management to even out bus spacing and loads on high frequency routes	\$ 150,000	Medium
Speed	Bus Service Scenario (6.5m rsh)	Bus frequency improvements. Incremental cost relative to 5.6m rsh	\$ 682,499,459	Medium
Speed	NextGen Scenario A/B (7.0m rsh)	Bus frequency improvements. Incremental cost relative to 6.5m rsh	\$ 454,999,639	Medium
Speed	NextGen Scenario C (9.4m rsh)	Bus frequency improvements. Incremental cost relative to 7.0m rsh. Feasibility and timing TBD.	TBD	Medium
Speed	Labor Budget to keep Cancelled Assignments under 1%	Order of magnitude cost to shift average OAR from 1.18-1.20 to 1.25 to avoid missed bus runs. This is scalable to various OAR levels.	\$ 15,000,000	Medium
Ease	Rescue Ride Pilot	A pilot program that quickly identifies customers impacted by a missed run or pass-up in real-time, and offers them a free ride code for an on-demand shared ride service.	\$ 500,000	Medium
Ease	ATMS 2	Replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability.	\$ 41,216,080	Low
TOTAL			\$ 2,141,192,507	





We're creating a better bus experience.



# Objective

- Build on existing plans to deliver all aspects of the bus rider experience: fast, safe, easy and comfortable.
- Elevate investments that improve the quality, equity and effectiveness of the bus as the workhorse of LA County's transit system.
- Create a new and better relationship with our bus riders.

# Metro Bus Riders

- 66% Latinx
- 15% Black
- 32% Limited English Proficient
- 81% have no car
- 68% ride 4 times a day\*
- 30% pay cash
- Only 55% have a smartphone
- Median household income under \$18,000

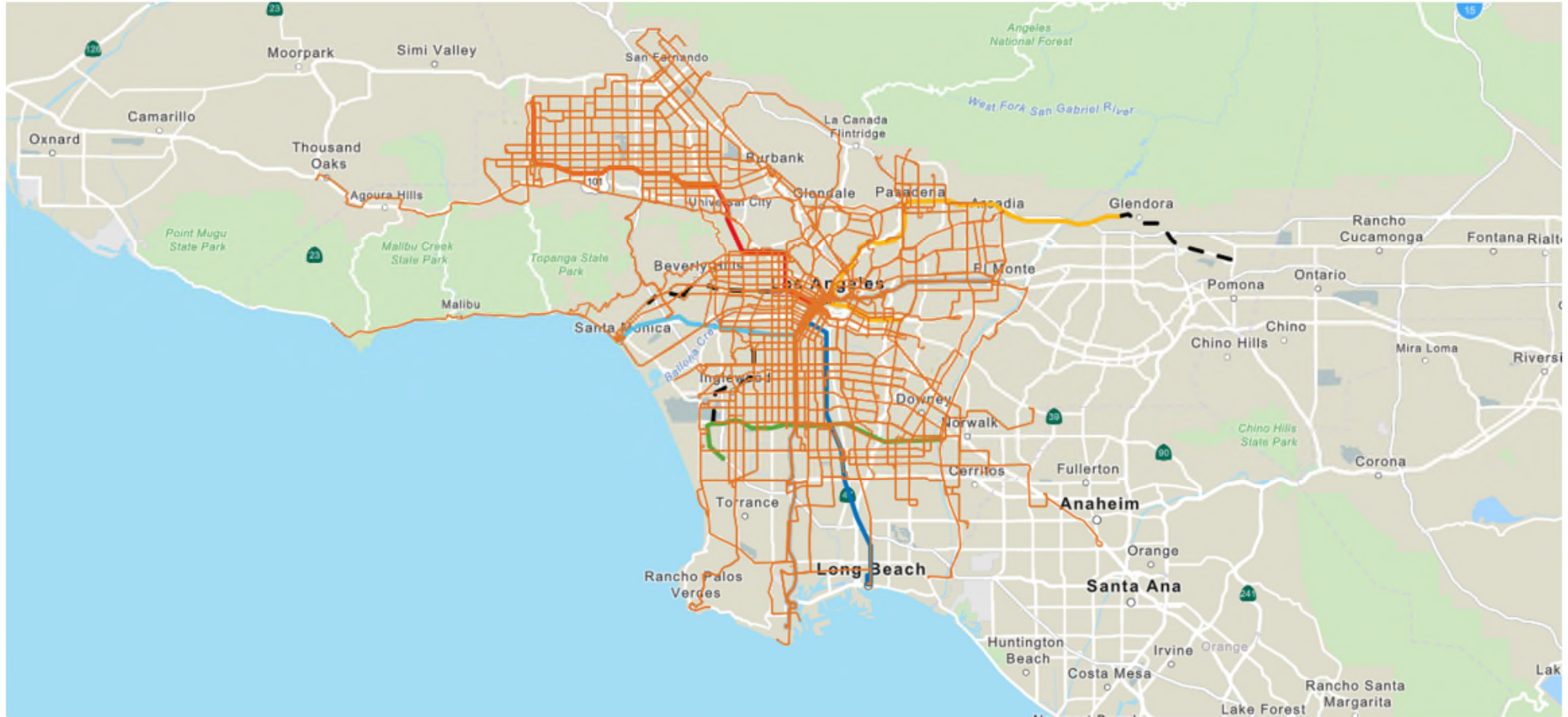


# Measure M Transit Projects





# Metro Bus System Coverage



# Guiding Priorities & Highlights of Early Actions

## Creating a better bus experience.



### Speed

Securing approvals for new 2-3 bus lanes  
Transit signal priority on all Tier I corridors



### Ease

Improved data feed for Transit App  
SMS alert system and route-by-route scorecard\*



### Safety & Comfort

Pilot tests of new features at bus stops  
Accelerate vinyl seats on buses\*



# Example of Improvements: Bus stop pilots



Testing lighting and real-time information displays on bus stop posts, surveying riders, looking to test other on-post improvements over the next year

# Look Ahead

- Bring a Better Bus comprehensive financial plan to the Board of Directors in April, totaling \$2.1B over the next five years
  - Inclusive of funded/unfunded, mix of Metro and municipal share
  - Represents scale of investment needed for a high-quality bus system
- Continue to roll out funded Better Bus improvements throughout 2021, including:
  - Bus stop pilots
  - Publishing real-time feed (GTFS-RT)
  - Bus lanes and signal priority



Thank you.





## Board Report

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**File #:** 2021-0046, **File Type:** Informational Report

**Agenda Number:** 29.

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### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MARCH 18, 2021

**SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

#### **ISSUE**

This report reflects February 2021 performance data as reported under the transit policing deployment strategy which is a combination of in-house fare compliance officers, private security for fixed assets and a multi-agency law enforcement deployment strategy by the Los Angeles Police Department (LAPD), Los Angeles County Sheriff's Department (LASD), and Long Beach Police Department (LBPD). In addition, the report highlights initiatives from the System Security and Law Enforcement department and its efforts to create a safer environment for Metro employees and a safer experience for Metro customers.

#### **BACKGROUND**

The System Security and Law Enforcement (SSLE) department entered into a multi-agency policing partnership in 2017 to increase the number of police on the Metro system to provide a greater, more visible "felt presence" of police to help deter criminal activity on Metro buses and trains.

#### **DISCUSSION**

##### **LAW ENFORCEMENT CONTRACT COMPLIANCE**

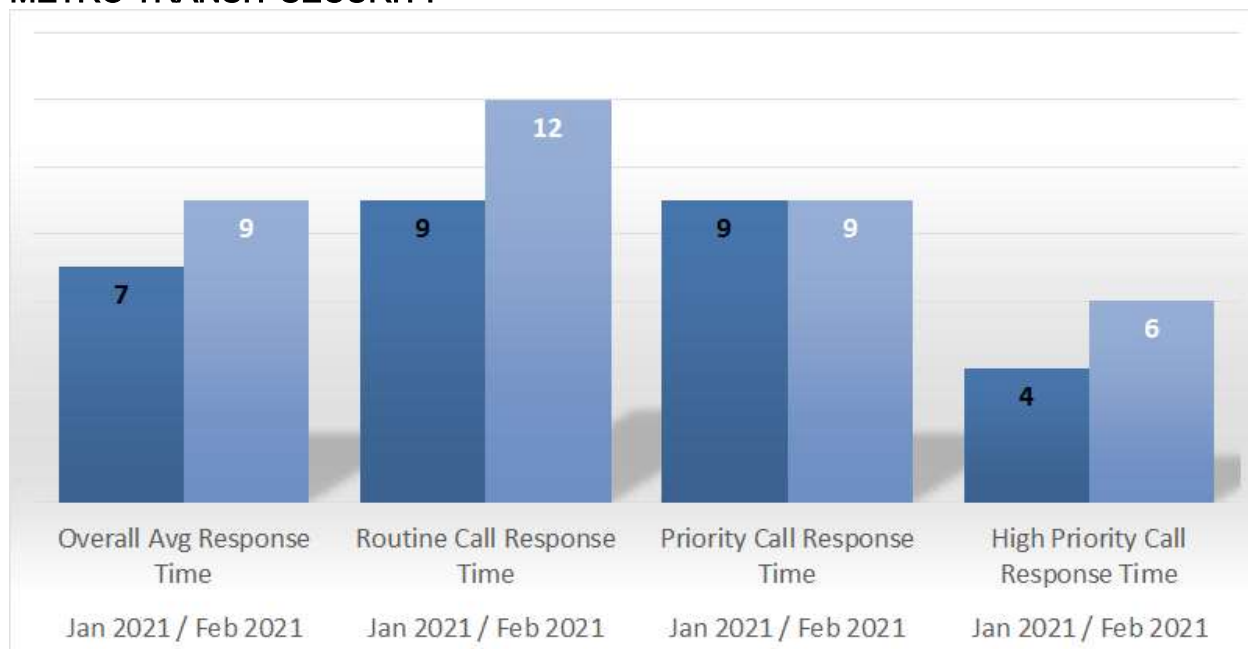
The SSLE compliance group continues to work on contract performance audits of the three (3) Law Enforcement Contracts, effective February 14, 2021, we used Metro's TAP reports and compared the data with the submitted law enforcement daily deployment schedules observing the adherence to ride Metro buses and trains, and patrol bus and rail stations/corridors at contracted locations. This requires all Officers and Deputies on duty to TAP their issued Metro Badge at all TAP machines when boarding buses, riding trains, and accessing rail stations/corridors. The sample size encompasses fifteen (15) days, one shift and location. The Metro TAP technical field audit resulted in the following compliance percentages by agency.

<b>15-Day Audit</b>	
<b>Audit Period</b>	<b>*02/14/21 - 02/28/21</b>
LAPD	81%
LASD	68%
LBPD	85%
*To establish a fair audit, we consider occurrences such as TAP readers on buses being out of service.. In this audit period, LASD had TAP reader problems due to machines being out of service, resulting the Metro issued badge not reflecting as stamped on the Metro Tap report.	

We utilized a random sample, and the methodology was consistent throughout. The only variation was the deployment documentation that varies by agency, and it is not indicative of how many Officers and Deputies across the system are tapping. The audit methodology is available upon request.

All agencies continue to work with SSLE Compliance Unit to achieve contract compliance.

## METRO TRANSIT SECURITY



For the month of February, Transit Security received 229 calls for service. The following is a breakdown of the call categories and response times.

- Routine: Transit Security received 98 calls and responded to 80 of them with an average response time of 12 minutes. The remaining calls were either assigned to law enforcement, contract security, or other entity such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or Mitsubishi.

- Priority: Transit Security received 130 calls and responded to 88 of them with an average response time of 9 minutes. The remaining calls were either assigned to law enforcement, contract security, or other entity such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or Mitsubishi.
- High Priority: Transit Security received one call and responded in 4 minutes.

## **BUS OPERATIONS SECURITY**

In February, there were a total of (6) assaults on bus operators, with (3) assaults occurring in LAPD's jurisdiction and (3) assaults occurring in LASD's jurisdiction. Five assaults occurred on the bus system on different lines and (1) assault occurred on the L (Gold) Line.

In February, there were a total of 12,784 bus boardings by LAPD officers and a total of 10,018 bus boardings by LASD deputies on various routes throughout the county. Between January and February, LAPD saw a decrease in bus boardings of 1,088 and LASD saw a decrease in bus boardings of 1,271.

## **MOTION #35 UPDATES**

Metro's Transit Security draft Use of Force (UOF) policy will be sent to the AFSCME and Teamsters unions for review and a meet and confer with both labor unions will be scheduled by the middle of March to finalize the policy.

LASD and LBPD have completed their Use of Force policy review. LASD met with SSLE management and are making progress on the remaining two recommendations. SSLE management provided LASD with contact information for Campaign Zero to have their changes reviewed. LBPD continues to work with a Community Advisory Group to review and provide input to LBPD's Use of Force policy. There are a number of pre-scheduled meetings to follow in the month of March.

SSLE reviewed the Use of Force policies of three RMI sub-contractors for compliance with Campaign Zero. All three now meet the recommended requirements except for "*shooting at moving vehicles*." Each agency has allowed a very narrow exception that allows their officers to shoot at the driver of a vehicle who is intentionally trying to use their vehicle as a deadly weapon to run over individuals in a crowd. We are waiting to review the fourth and last sub-contractor and will report back in the next board cycle.

## **Media Coverage - Homeless Outreach Services**

Metro Media Relations facilitated a news story with a KABC reporter about System Security & Law Enforcement's "Shelter the Unsheltered" intervention program. On Friday, March 5<sup>th</sup>, 2021, KABC aired the story of the strategic outreach Operation "Shelter the Unsheltered." program. Coverage can be downloaded by visiting the following link:

<https://slingshot.disney.com/?c=g25vFhrBDmMnjQrwpzCnd5MnbHG5hvLjhzMm>  
<<https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fslingshot.disney.com%2F%3Fc%3Dg25vFhrBDmMnjQrwpzCnd5MnbHG5hvLjhzMm&data=04%7C01%7CBurrellGarciaJ%40metro.net%7C84a1586ff40244688b6a08d8e03156c0%7Cab57129bdbfd4caca77fc74c40364af%7C0%7C0%7C637505849814014773%7CUnknown%>

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 <https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fflacmta.sharepoint.com%2Fsites%2FMyMetro2%2FsitePages%2FHeadlines%2FWatch-Now--Operation-Shelter-the-Unsheltered.aspx%3Fsource%3Dhttps%253A%252F%252Fflacmta.sharepoint.com%252Fsites%252FMyMetro2%252FsitePages%252FForms%252FByAuthor.aspx%253Fviewid%253Deb57f0bb%25252D0424%25252D4fea%25252D9384%25252D92c264f2286a%2526id%253D%25252Fsites%25252FMyMetro2%25252FsitePages%25252FHeadlines&data=04%7C01%7CBurrellGarciaJ%40metro.net%7Ce8a5853057c44158148008d8e033cb1f%7Cab57129bdbfd4caca77fc74c40364af%7C0%7C0%7C637505860355444557%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6Ik1haWwiLCJXVCi6Mn0%3D%7C1000&sdata=OGqNfrNvd05wd2xnb60mOo%2BmX%2FDbkyeMm03MEyUsOpU%3D&reserved=0>  
**SEXUAL HARASSMENT**

### Peace Over Violence Performance Metrics

Performance Measure	February 2021 Numbers Served
Total Sexual Harassment Cases Contacting POV	4
Total Cases of Metro Located Sexual Harassment Contacting POV	1
Total Number of Metro Riders Requesting Counseling Services	2
Total Number of Police Reports Filed or Intended to File	2
Total Number of Active Cases	1

### **NEXT STEPS**

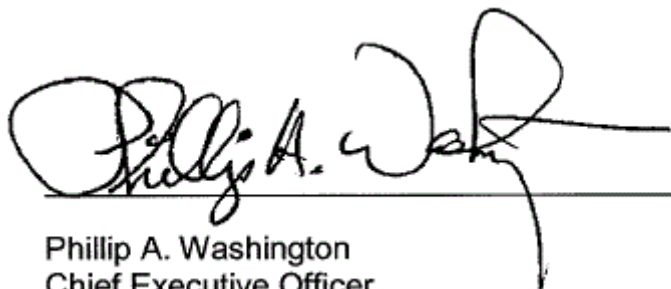
Staff will continue to monitor our law enforcement partners, private security, and Transit Security performance, monitor crime stats, and adjust deployment as necessary.

### **ATTACHMENTS**

Attachment A - Systemwide Law Enforcement Overview February 2021  
 Attachment B - MTA Supporting Data February 2021  
 Attachment C - Transit Police Summary February 2021  
 Attachment D - Monthly, Bi-Annual, Annual Comparison February 2021  
 Attachment E - Sexual Crime\_Harassment Calls for Service\_February 2021  
 Attachment F - Violent, Prop, and Part 1 Crimes - March 2021 Board Report

Prepared by: Jimmy Abarca, Senior Administrative Analyst, System Security and Law Enforcement, (213) 922-2615

Reviewed by: Bob Green, Chief System Security and Law Enforcement Officer, (213) 922-4811



Phillip A. Washington  
Chief Executive Officer

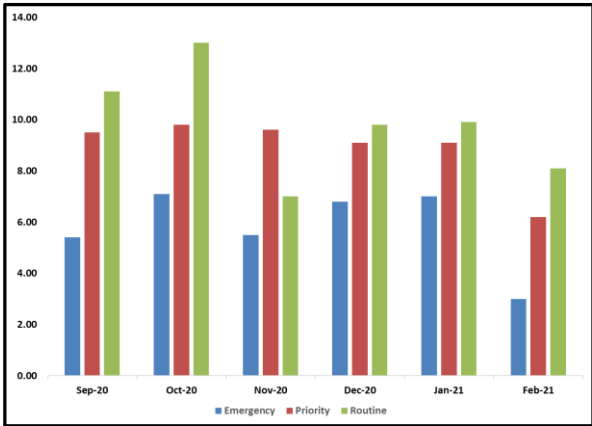
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2021

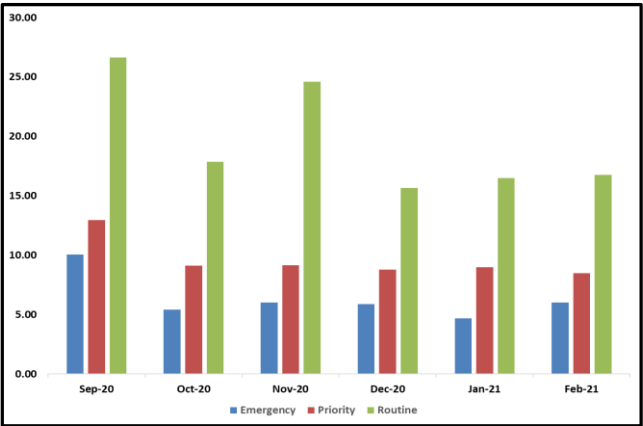
Attachment A

## Average Incident Response Times

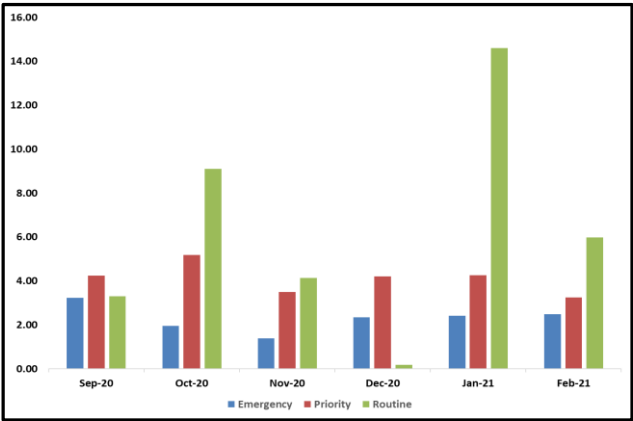
LAPD



LASD



LBPD

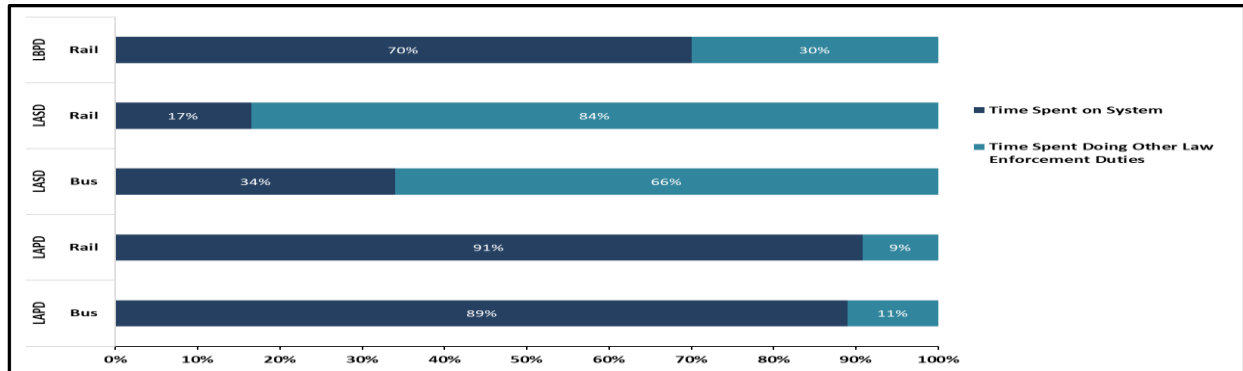


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

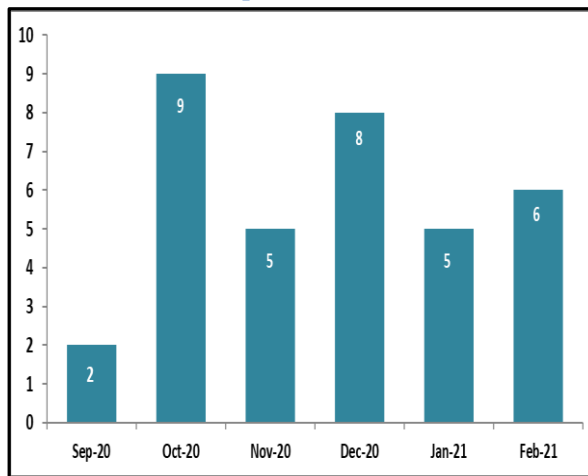
FEBRUARY 2021

Attachment A

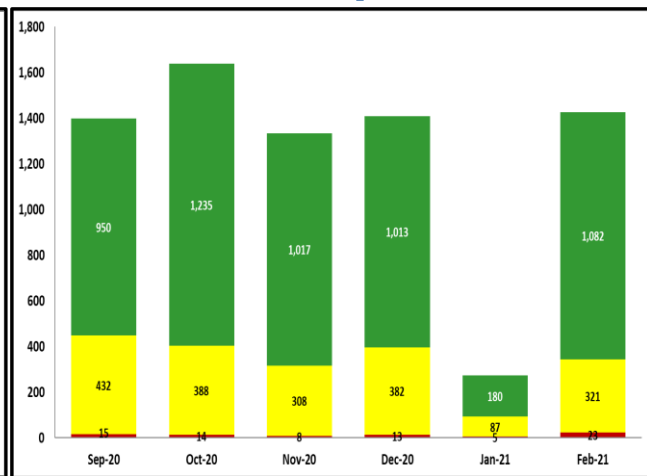
## Percentage of Time Spent on the System



## Bus Operator Assaults



## Fare Compliance



**Green Checks**- Occurs when a patron has valid fare

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

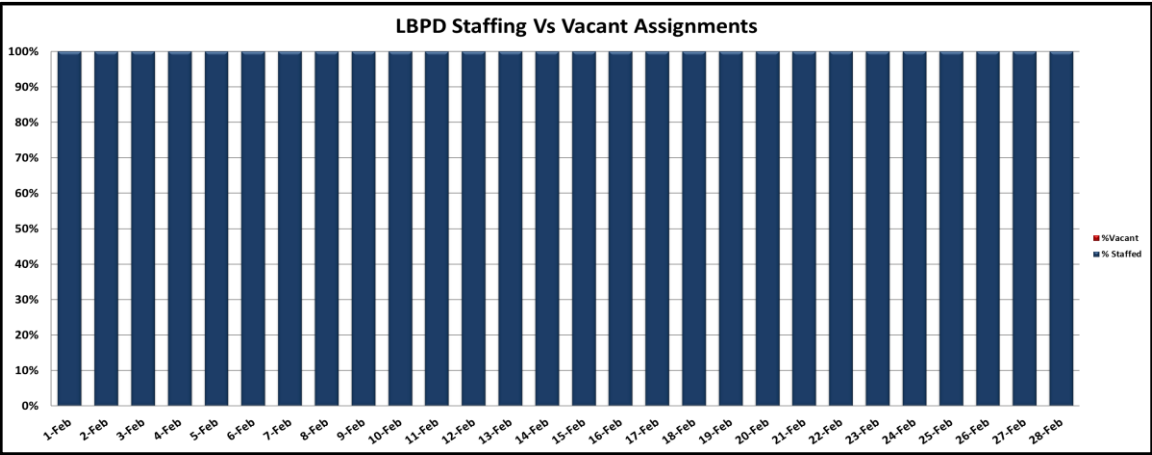
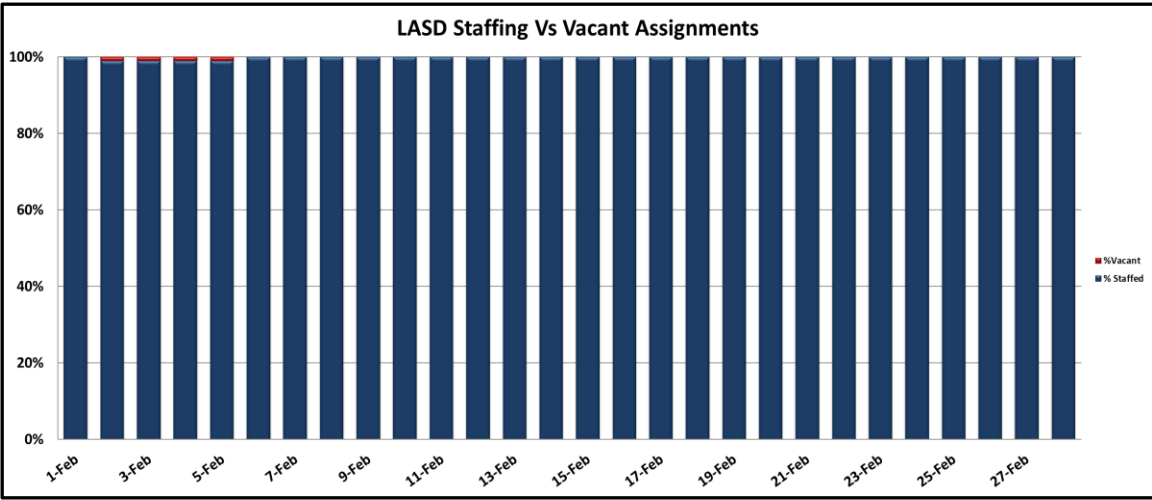
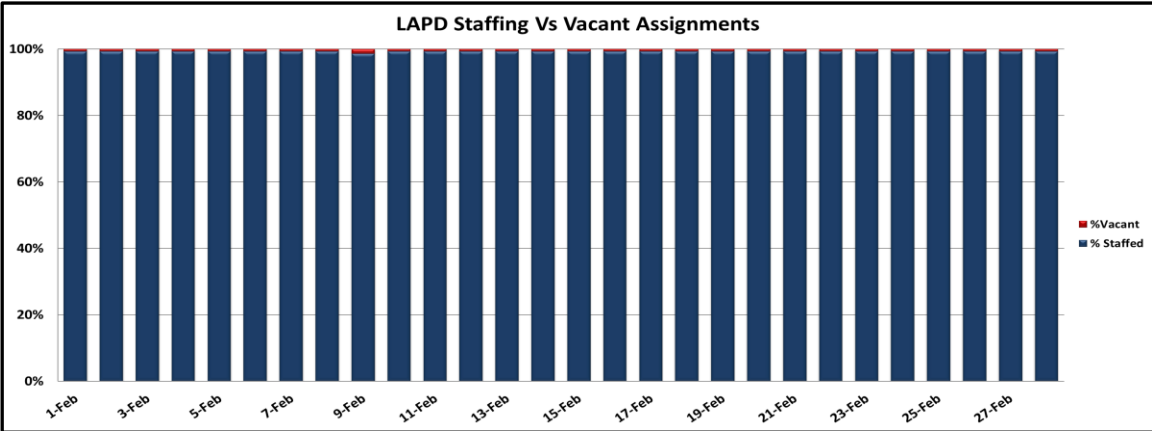
**Red Checks**- Occurs when a patron has invalid fare

# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2021

Attachment A

Ratio of Staffing Levels vs Vacant Assignments





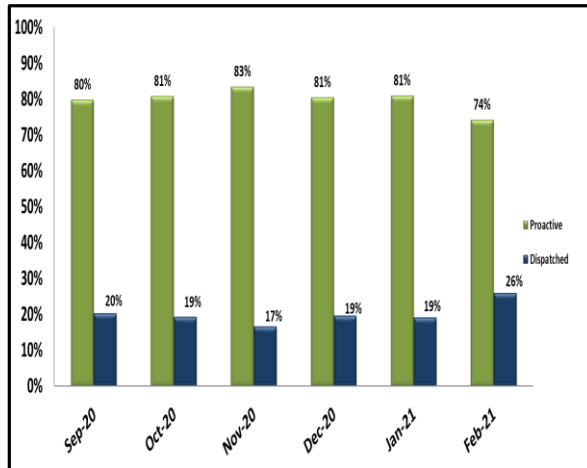
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2021

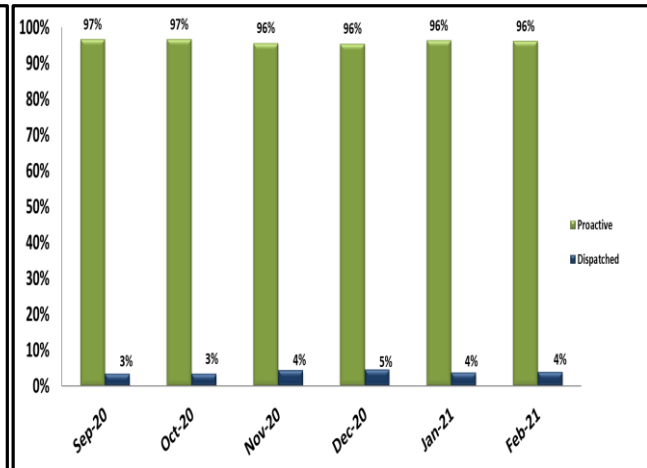
Attachment A

## Ratio of Proactive vs Dispatched Activity

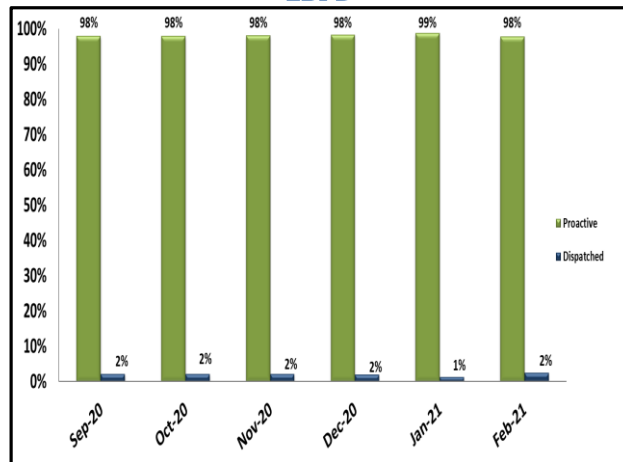
LAPD



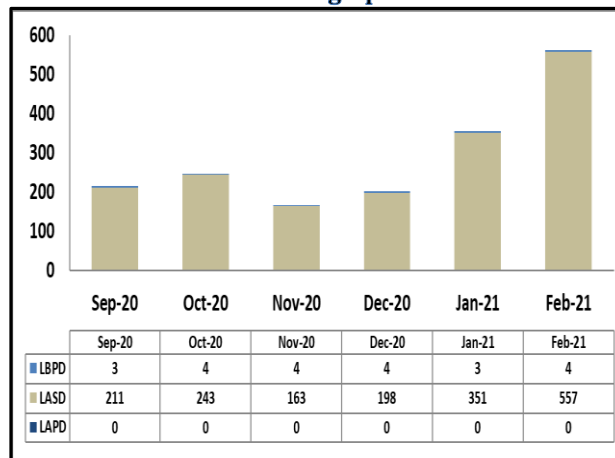
LASD



LAPD



## Grade Crossing Operations



Grade Crossing Operation Locations February:

1. Blue Line Stations (223)
2. Expo Line Stations (102)
3. Gold Line Stations (236)

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPd	FYTD
Homicide	0	0	0	1
Rape	0	1	0	2
Robbery	1	0	0	26
Aggravated Assault	3	2	0	25
Aggravated Assault on Operator	0	0	0	0
Battery	4	1	2	42
Battery Rail Operator	0	0	0	0
Sex Offenses	0	2	0	9
SUB-TOTAL	8	6	2	105
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPd	FYTD
Burglary	0	0	0	2
Larceny	2	3	0	20
Bike Theft	0	0	0	1
Motor Vehicle Theft	0	1	0	5
Arson	0	1	0	1
Vandalism	0	1	0	22
SUB-TOTAL	2	6	0	51
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPd	FYTD
Weapons	0	0	0	4
Narcotics	0	6	0	16
Trespassing	0	0	0	3
SUB-TOTAL	0	6	0	23
TOTAL	10	18	2	179

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	2	0	0	10
Pico	1	0	0	4
Grand/LATTC	0	0	0	5
San Pedro St	0	0	0	2
Washington	4	1	0	11
Vernon	0	0	0	5
Slauson	1	1	0	13
Florence	2	1	0	16
Firestone	0	2	0	9
103rd St/Watts Towers	1	1	0	10
Willowbrook/Rosa Parks	0	1	3	35
Compton	2	0	0	17
Artesia	1	0	3	18
Del Amo	0	1	0	7
Wardlow	0	0	0	4
Willow St	0	0	0	2
PCH	1	0	0	4
Anaheim St	0	0	0	1
5th St	0	0	0	0
1st St	1	0	0	2
Downtown Long Beach	0	0	0	3
Pacific Av	0	0	0	0
Blue Line Rail Yard	0	0	0	1
Total	16	8	6	179

ARRESTS				
AGENCY	LAPD	LASD	LBPd	FYTD
Felony	2	0	1	62
Misdemeanor	0	0	1	98
TOTAL	2	0	2	160

CITATIONS				
AGENCY	LAPD	LASD	LBPd	FYTD
Other Citations	0	15	0	384
Vehicle Code Citations	0	4	62	704
TOTAL	0	19	62	1,088

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPd	FYTD
Routine	5	63	3	562
Priority	20	64	43	1051
Emergency	2	11	13	222
TOTAL	27	138	59	1,835

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPd
Dispatched	17%	3%	2%
Proactive	83%	97%	98%
TOTAL	100%	100%	100%

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	90%
Blue Line-LASD	15%
Blue Line-LBPd	70%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPd	FYTD
Washington St	0	0	0	0
Flower St	0	0	0	0
103rd St	0	0	0	0
Wardlow Rd	0	0	4	29
Pacific Ave.	0	0	0	0
Willowbrook	0	69	0	253
Slauson	0	7	0	18
Firestone	0	8	0	33
Florence	0	10	0	44
Compton	0	56	0	157
Artesia	0	41	0	132
Del Amo	0	28	0	75
Long Beach Blvd	0	0	0	0
TOTAL	0	219	4	741

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	12
Aggravated Assault	0	2	15
Aggravated Assault on Operator	0	0	0
Battery	0	3	23
Battery Rail Operator	0	0	1
Sex Offenses	0	1	6
SUB-TOTAL	1	6	57
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	1	1
Larceny	0	0	17
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	3
Arson	0	0	0
Vandalism	0	1	11
SUB-TOTAL	0	2	32
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	3
Narcotics	0	3	11
Trespassing	0	0	4
SUB-TOTAL	0	3	18
TOTAL	1	11	107

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	0	1	0	12
Douglas	0	0	0	0
El Segundo	0	0	0	8
Mariposa	0	0	0	2
Aviation/LAX	0	0	0	2
Hawthorne/Lennox	1	0	0	9
Crenshaw	0	0	0	11
Vermont/Athens	2	0	0	12
Harbor Fwy	0	0	0	8
Avalon	1	0	0	7
Willowbrook/Rosa Parks	2	0	0	14
Long Beach Bl	0	0	0	4
Lakewood Bl	1	0	1	4
Norwalk	0	1	2	14
Total	7	2	3	107

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	22
Misdemeanor	0	0	39
TOTAL	0	0	61

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	2	18	118
Vehicle Code Citations	0	2	183
TOTAL	2	20	301

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	92	773
Priority	4	49	538
Emergency	0	5	56
TOTAL	4	146	1,367

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	64%	5%
Proactive	36%	95%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	95%
Green Line-LASD	19%

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	15
Aggravated Assault	2	0	13
Aggravated Assault on Operator	0	0	0
Battery	1	1	27
Battery Rail Operator	0	0	1
Sex Offenses	0	0	1
SUB-TOTAL	3	1	57
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	10
Bike Theft	0	0	3
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	6
SUB-TOTAL	0	0	19
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	0	3
Trespassing	0	0	3
SUB-TOTAL	0	0	7
TOTAL	3	1	83

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	6
Pico	0	0	0	4
LATTC/Ortho Institute	0	0	0	4
Jefferson/USC	0	0	0	2
Expo Park/USC	0	0	0	6
Expo/Vermont	1	0	0	7
Expo/Western	0	0	0	9
Expo/Crenshaw	0	0	0	7
Farmdale	0	0	0	0
Expo/La Brea	0	0	0	1
La Cienega/Jefferson	1	0	0	4
Culver City	0	0	0	2
Palms	0	0	0	4
Westwood/Rancho Park	0	0	0	0
Expo/Sepulveda	0	0	0	1
Expo/Bundy	0	0	0	1
26th St/Bergamot	0	0	0	2
17th St/SMC	0	0	0	2
Downtown Santa Monica	1	0	0	21
Expo Line Rail Yard	0	0	0	0
Total	4	0	0	83

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	13
Misdemeanor	0	0	26
TOTAL	0	0	39

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	1	59
Vehicle Code Citations	0	0	19
TOTAL	0	1	78

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	10	68	559
Priority	20	16	409
Emergency	2	3	46
TOTAL	32	87	1,014

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	16%	8%
Proactive	84%	92%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	91%
Expo Line-LASD	9%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	0	0	0
Santa Monica	N/A	81	340
Culver City	N/A	21	63
TOTAL	0	102	403

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	1
Rape	1	3
Robbery	7	31
Aggravated Assault	3	50
Aggravated Assault on Operator	0	0
Battery	14	83
Battery Rail Operator	0	1
Sex Offenses	3	15
SUB-TOTAL	28	184
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	5	48
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	7	29
SUB-TOTAL	12	78
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	3	15
SUB-TOTAL	3	15
TOTAL	43	277

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	1	1	0	24
Civic Center/Grand Park	1	1	0	6
Pershing Square	2	1	0	17
7th St/Metro Ctr	4	1	0	31
Westlake/MacArthur Park	3	1	0	32
Wilshire/Vermont	2	1	0	27
Wilshire/Normandie	0	0	0	5
Vermont/Beverly	3	0	0	14
Wilshire/Western	0	1	0	11
Vermont/Santa Monica	1	0	0	9
Vermont/Sunset	2	0	0	12
Hollywood/Western	0	1	0	13
Hollywood/Vine	1	0	0	9
Hollywood/Highland	2	2	1	22
Universal City/Studio City	2	0	2	12
North Hollywood	4	2	0	33
Red Line Rail Yard	0	0	0	0
Total	28	12	3	277

ARRESTS		
AGENCY	LAPD	FYTD
Felony	10	40
Misdemeanor	16	51
TOTAL	26	91

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	31	137
Vehicle Code Citations	1	23
TOTAL	32	160

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	37	263
Priority	115	976
Emergency	10	63
TOTAL	162	1302

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	23%
Proactive	77%
TOTAL	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Red Line- LAPD	89%

LEGEND
Los Angeles Police Department

# GOLD LINE

## ATTACHMENT B

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	1
Robbery	1	0	11
Aggravated Assault	0	0	15
Aggravated Assault on Operator	0	0	2
Battery	2	2	27
Battery Rail Operator	0	1	1
Sex Offenses	0	0	5
<b>SUB-TOTAL</b>	<b>3</b>	<b>3</b>	<b>63</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	1	3
Larceny	0	0	16
Bike Theft	0	0	4
Motor Vehicle Theft	0	0	2
Arson	0	0	1
Vandalism	0	1	13
<b>SUB-TOTAL</b>	<b>0</b>	<b>2</b>	<b>39</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	5
Narcotics	0	1	3
Trespassing	1	0	2
<b>SUB-TOTAL</b>	<b>1</b>	<b>2</b>	<b>10</b>
<b>TOTAL</b>	<b>4</b>	<b>7</b>	<b>112</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	16
Misdemeanor	2	0	33
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>49</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	1	19	67
Vehicle Code Citations	0	3	22
<b>TOTAL</b>	<b>1</b>	<b>22</b>	<b>89</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	13	117	945
Priority	19	90	912
Emergency	1	0	80
<b>TOTAL</b>	<b>33</b>	<b>207</b>	<b>1,937</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	24%	5%
Proactive	76%	95%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	1	0	0	12
Azusa Downtown	0	1	0	5
Irwindale	0	0	1	6
Duarte/City of Hope	0	0	0	2
Monrovia	0	0	0	9
Arcadia	0	0	0	6
Sierra Madre Villa	0	1	0	8
Allen	0	0	1	2
Lake	1	0	0	5
Memorial Park	1	0	0	1
Del Mar	0	0	0	1
Fillmore	0	0	0	4
South Pasadena	0	0	0	6
Highland Park	0	0	0	5
Southwest Museum	0	0	0	1
Heritage Square	2	0	0	4
Lincoln/Cypress	0	0	0	1
Chinatown	0	0	0	3
Union Station	0	0	0	4
Little Tokyo/Arts Dist	0	0	0	2
Pico/Aliso	0	0	0	3
Mariachi Plaza	0	0	0	5
Soto	0	0	1	5
Indiana (both LAPD & LASD)	1	0	0	6
Maravilla	0	0	0	2
East LA Civic Ctr	0	0	0	0
Atlantic	0	0	0	4
<b>Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>112</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	89%
Gold Line-LASD	23%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	0
Arcadia Station	0	25	76
Irwindale	0	13	51
Monrovia	0	10	67
City of Pasadena	0	44	161
Magnolia Ave	0	7	12
Duarte Station	0	13	38
City Of Azusa	0	47	169
South Pasadena	0	26	66
City Of East LA	0	51	173
Figueroa St	0	0	0
<b>TOTAL GOAL= 10</b>	<b>0</b>	<b>236</b>	<b>813</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	3
Aggravated Assault	0	9
Aggravated Assault on Operator	0	0
Battery	2	14
Battery Bus Operator	0	0
Sex Offenses	1	2
<b>SUB-TOTAL</b>	<b>3</b>	<b>28</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	0	3
Bike Theft	0	2
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	8
<b>SUB-TOTAL</b>	<b>0</b>	<b>13</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>41</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	1	0	0	6
Laurel Canyon	0	0	0	2
Valley College	0	0	0	0
Woodman	0	0	0	4
Van Nuys	0	0	0	3
Sepulveda	2	0	0	5
Woodley	0	0	0	5
Balboa	0	0	0	3
Reseda	0	0	0	2
Tampa	0	0	0	1
Pierce College	0	0	0	1
De Soto	0	0	0	1
Canoga	0	0	0	3
Warner Center	0	0	0	0
Sherman Way	0	0	0	3
Roscoe	0	0	0	0
Nordhoff	0	0	0	0
Chatsworth	0	0	0	2
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>41</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	4
Misdemeanor	0	2
<b>TOTAL</b>	<b>0</b>	<b>6</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	12
Vehicle Code Citations	0	23
<b>TOTAL</b>	<b>0</b>	<b>35</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	0	9
Priority	9	96
Emergency	0	6
<b>TOTAL</b>	<b>9</b>	<b>111</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	19%
Proactive	81%
<b>TOTAL</b>	<b>100%</b>

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

LEGEND
Los Angeles Police Department

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	3
Aggravated Assault	0	0	3
Aggravated Assault on Operator	0	0	0
Battery	0	0	3
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
SUB-TOTAL	1	0	9
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	1	0	2
SUB-TOTAL	1	0	2
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	1
Trespassing	0	0	0
SUB-TOTAL	0	0	1
TOTAL	2	0	12

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	1
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	0
Downtown	0	0	0	1
37th St/USC	0	1	0	2
Slauson	0	0	0	0
Manchester	0	0	0	0
Harbor Fwy	1	0	0	2
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	0	0	0	3
Carson	0	0	0	2
PCH	0	0	0	1
San Pedro/Beacon	0	0	0	0
Total	1	1	0	12

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	3
Misdemeanor	0	0	21
TOTAL	0	0	24

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	117
Vehicle Code Citations	0	0	525
TOTAL	0	0	642

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	0	19
Priority	0	0	30
Emergency	0	0	1
TOTAL	0	0	50

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	44%	0%
Proactive	56%	100%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM*	
Silver Line- LAPD	74%
Silver Line- LASD	0%

Los Angeles Police Department
Los Angeles County Sheriff's Department

\*in Apri 2020, all motor operations were temporarily halted



MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	1	25
Aggravated Assault	3	3	48
Aggravated Assault on Operator	1	0	10
Battery	12	3	126
Battery Bus Operator	2	2	33
Sex Offenses	1	1	15
SUB-TOTAL	20	10	257
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	5	0	46
Bike Theft	0	1	10
Motor Vehicle Theft	0	0	1
Arson	0	0	0
Vandalism	5	8	62
SUB-TOTAL	10	9	120
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	5	13
Narcotics	0	9	47
Trespassing	0	1	8
SUB-TOTAL	0	15	68
TOTAL	30	34	445

LASD's Crimes per Sector		
Sector		FYTD
Westside	6	27
San Fernando	1	6
San Gabriel Valley	7	63
Gateway Cities	14	75
South Bay	6	39
Total	34	210

LAPD's Crimes per Sector		
Sector		FYTD
Valley Bureau		
Van Nuys	1	5
West Valley	0	4
North Hollywood	0	4
Foothill	1	4
Devonshire	0	3
Mission	1	9
Topanga	2	6
Central Bureau		
Central	5	40
Rampart	3	23
Hollenbeck	0	4
Northeast	0	8
Newton	3	13
West Bureau		
Hollywood	0	10
Wilshire	0	11
West LA	2	10
Pacific	2	7
Olympic	3	21
Southwest Bureau		
Southwest	3	22
Harbor	0	4
77th Street	4	23
Southeast	0	5
Total	30	236

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	53
Misdemeanor	3	0	213
TOTAL	3	0	266

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	1	66	367
Vehicle Code Citations	6	33	174
TOTAL	7	99	541

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	4	131	1,055
Priority	14	106	1,290
Emergency	4	4	112
TOTAL	22	241	2,457

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	2%
Proactive	83%	98%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	89%
LASD BUS	34%

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

# UNION STATION

## ATTACHMENT B

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	1
Rape	0	1
Robbery	0	4
Aggravated Assault	0	2
Aggravated Assault on Operator	0	0
Battery	9	54
Battery Rail Operator	0	0
Sex Offenses	0	1
<b>SUB-TOTAL</b>	<b>9</b>	<b>63</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	1
Larceny	4	28
Bike Theft	0	4
Motor Vehicle Theft	0	1
Arson	0	0
Vandalism	0	13
<b>SUB-TOTAL</b>	<b>4</b>	<b>47</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	1	11
<b>SUB-TOTAL</b>	<b>1</b>	<b>11</b>
<b>TOTAL</b>	<b>14</b>	<b>121</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	1	33
Misdemeanor	4	39
<b>TOTAL</b>	<b>5</b>	<b>72</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	1	29
Vehicle Code Citations	0	28
<b>TOTAL</b>	<b>1</b>	<b>57</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	6	61
Priority	17	177
Emergency	1	19
<b>TOTAL</b>	<b>24</b>	<b>257</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	25%
Proactive	75%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	91%

LEGEND
Los Angeles Police Department

# Transit Police

## Monthly Crime Report



Attachment C

	2020	2021
	February	February
<b>CRIMES AGAINST PERSONS</b>		
Homicide	0	0
Rape	0	2
Robbery	19	13
Aggravated Assault	20	18
Aggravated Assault on Operator	2	1
Battery	70	56
Battery on Operator	3	5
Sex Offenses	11	9
<b>SUB-TOTAL</b>	<b>125</b>	<b>104</b>
<b>CRIMES AGAINST PROPERTY</b>		
Burglary	0	2
Larceny	55	19
Bike Theft	7	1
Motor Vehicle Theft	1	1
Arson	0	1
Vandalism	8	24
<b>SUB-TOTAL</b>	<b>71</b>	<b>48</b>
<b>CRIMES AGAINST SOCIETY</b>		
Weapons	5	6
Narcotics	6	19
Trespassing	16	6
<b>SUB-TOTAL</b>	<b>27</b>	<b>31</b>
<b>TOTAL</b>	<b>223</b>	<b>183</b>
<b>ENFORCEMENT EFFORTS</b>		
Arrests	377	40
Citations	4,264	266
Fare Checks	37,432	272
Calls for Service	1,228	1,191

MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

FEBRUARY 2021Attachment D

Crimes

Monthly	System-Wide	Feb-20	Feb-21	% Change
	Crimes Against Persons	125	104	-16.80%
	Crimes Against Property	71	48	-32.39%
	Crimes Against Society	27	31	14.81%
	Total	223	183	-17.94%
Six Months	System-Wide	Sep-19-Feb-20	Sep-20-Feb-21	% Change
	Crimes Against Persons	761	584	-23.26%
	Crimes Against Property	417	288	-30.94%
	Crimes Against Society	212	129	-39.15%
	Total	1,390	1,001	-27.99%
Annual	System-Wide	Mar-19-Feb-20	Mar-20-Feb-21	% Change
	Crimes Against Persons	1,583	1,214	-23.31%
	Crimes Against Property	931	632	-32.12%
	Crimes Against Society	397	203	-48.87%
	Total	2,911	2,049	-29.61%

Average Emergency Response Times (in minutes)

Monthly	Feb-20	Feb-21	Change in Seconds	% Change
	4:47	3:50	-57	-19.86%
Six Months	Sep-19-Feb-20	Sep-20-Feb-21	Change in Seconds	% Change
	4:27	4:49	22	8.24%
Annual	Mar-19-Feb-20	Mar-20-Feb-21	Change in Seconds	% Change
	4:49	4:37	-12	-4.15%

Bus Operator Assaults

Monthly	Feb-20	Feb-21	% Change
	5	6	20.00%
Six Months	Sep-19-Feb-20	Sep-20-Feb-21	% Change
	44	35	-20.45%
Annual	Mar-19-Feb-20	Mar-20-Feb-21	% Change
	89	77	-13.48%

Fare Compliance

Monthly		Feb-20	Feb-21	% Change
	Green Checks	25,588	1,082	-95.77%
	Yellow Checks	6,409	321	-94.99%
	Red Checks	5,435	23	-99.58%
	Total	37,432	1,426	-96.19%
Six Months		Sep-19-Feb-20	Sep-20-Feb-21	% Change
	Green Checks	125,541	5,477	-95.64%
	Yellow Checks	51,360	1,918	-96.27%
	Red Checks	33,601	78	-99.77%
	Total	210,502	7,473	-96.45%
Annual		Mar-19-Feb-20	Mar-20-Feb-21	% Change
	Green Checks	444,978	35,277	-92.07%
	Yellow Checks	131,928	10,237	-92.24%
	Red Checks	81,484	4,120	-94.94%
	Total	658,390	49,634	-92.46%

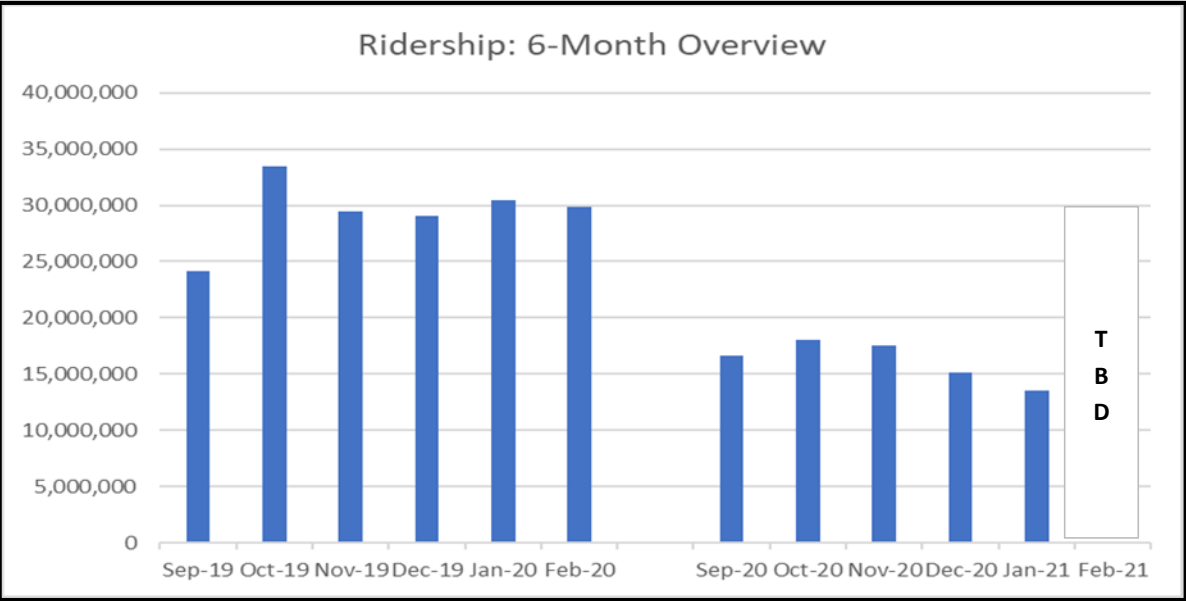
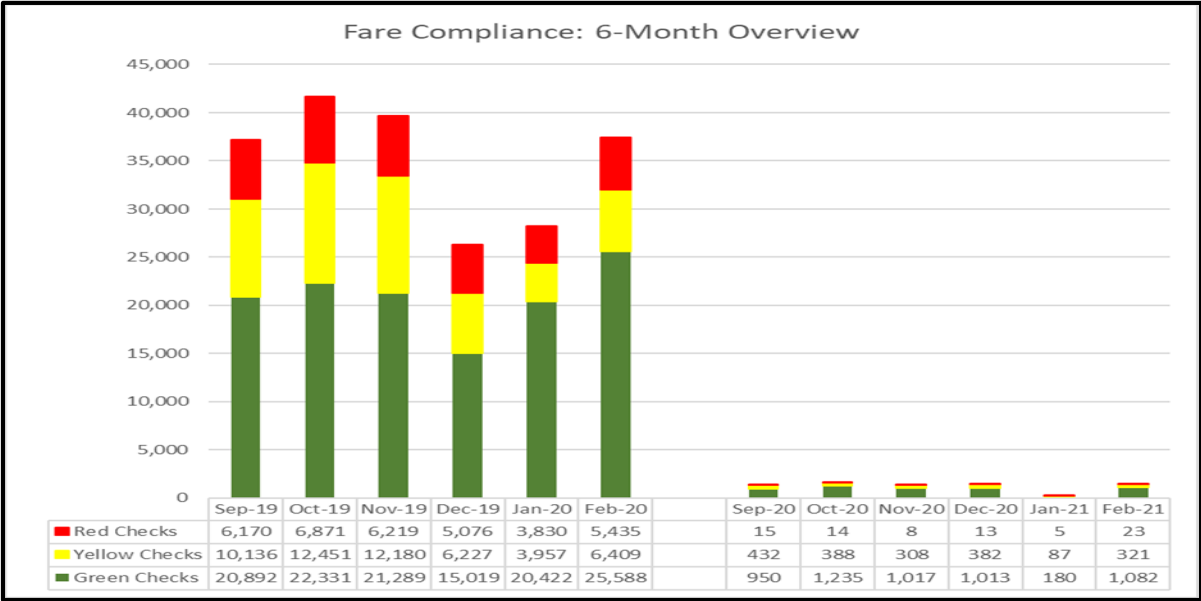
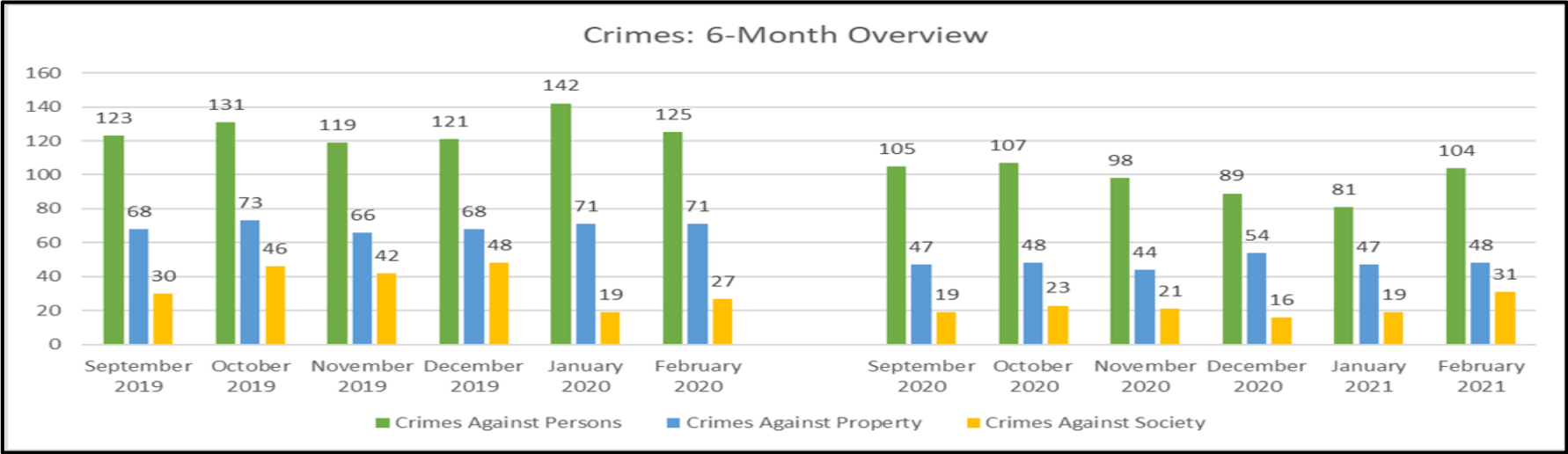
Ridership

Monthly	Feb-20	Feb-21	% Change
	29,827,499	TBD	N/A
Six Months	Sep-19-Feb-20	Sep-20-Feb-21	% Change
	176,411,691	80,937,106	-54.12%
Annual	Mar-19-Feb-20	Mar-20-Feb-21	% Change
	364,840,825	170,334,988	-53.31%

# MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

## FEBRUARY 2021

Attachment D



## Sexual Crime/Harassment Calls for Service February 2021

Incident Type & Totals					
	LAPD	LASD	LBPD	MTS	SSLE
Sexual Harassment	0	0	0	0	0
Sexual Battery	4	2	0	0	6
Lewd Conduct	0	0	0	1	1
Indecent Exposure	1	1	0	3	5
Rape	0	1	0	0	1
<b>TOTAL</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>13</b>

POV Information Provided	
YES	3
NO*	10
Gone On Arrival	1
Did Not Have Info	4
Telephonic Report	0
Not Offered	5
<b>TOTAL</b>	<b>13</b>

\*In many cases, cards were not offered as there was no victim other than officers when there were incidences of indecent exposure. LASD requested additional cards which they will be provided by the SSLE Dept.

DEPT. AVERAGE INCIDENT RESPONSE TIME SEX CRIME/HARASSMENT MEASURED IN MINUTES			
Agency	Time Tracking: Incident Rpt to Call Created	Time Tracking: Call Generated to On Scene	Time Tracking: Incident Rpt to On Scene
LAPD	6	3	3
LASD	1	28	28
LBPD	N/A	N/A	N/A
MTS	0	5	5
AVERAGE	3	11	11

<b>VIOLENT CRIMES</b>	<b>2/01/2021 TO 2/28/2021</b>	<b>1/01/2021 TO 1/31/2021</b>	<b>% Change</b>	<b>1/01/2021 TO 1/31/2021</b>	<b>12/01/2020 TO 12/31/2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2019</b>	<b>% Change</b>
Homicide	0	1	-100.0%	1	0	#DIV/0!	1	0	#DIV/0!	1	0	#DIV/0!
Rape	2	1	100.0%	1	1	0.0%	3	4	-25.0%	3	2	50.0%
Robbery	13	15	-13.3%	15	20	-25.0%	28	42	-33.3%	28	69	-59.4%
Agg Assault	19	19	0.0%	19	21	-9.5%	38	45	-15.6%	38	48	-20.8%
<b>TOTAL VIOLENT</b>	<b>34</b>	<b>36</b>	<b>-5.6%</b>	<b>36</b>	<b>42</b>	<b>-14.3%</b>	<b>70</b>	<b>91</b>	<b>-23.1%</b>	<b>70</b>	<b>119</b>	<b>-41.2%</b>
<b>PROPERTY CRIMES</b>	<b>2/01/2021 TO 2/28/2021</b>	<b>1/01/2021 TO 1/31/2021</b>	<b>% Change</b>	<b>1/01/2021 TO 1/31/2021</b>	<b>12/01/2020 TO 12/31/2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2019</b>	<b>% Change</b>
Burglary	2	0	#DIV/0!	0	1	-100.0%	2	1	100.0%	2	1	100.0%
Larceny	19	22	-13.6%	22	25	-12.0%	41	100	-59.0%	41	162	-74.7%
Bike Theft	1	1	0.0%	1	4	-75.0%	2	14	-85.7%	2	14	-85.7%
Motor Vehicle Theft	1	1	0.0%	1	2	-50.0%	2	4	-50.0%	2	5	-60.0%
<b>TOTAL PROPERTY</b>	<b>23</b>	<b>24</b>	<b>-4.2%</b>	<b>24</b>	<b>32</b>	<b>-25.0%</b>	<b>47</b>	<b>119</b>	<b>-60.5%</b>	<b>47</b>	<b>182</b>	<b>-74.2%</b>
<b>TOTAL PART 1</b>	<b>57</b>	<b>60</b>	<b>-5.0%</b>	<b>60</b>	<b>74</b>	<b>-18.9%</b>	<b>117</b>	<b>210</b>	<b>-44.3%</b>	<b>117</b>	<b>301</b>	<b>-61.1%</b>




# Monthly Update on Transit Safety & Security Performance

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OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE

MARCH 18, 2021



# February 2021 Crime Stats

VIOLENT CRIMES	Feb 2021	Jan 2021	% Change	Jan 2021	Dec 2021	% Change	YTD 2021	YTD 2020	% Change	YTD 2021	YTD 2019	% Change
Homicide	0	1	-100.0%	1	0	N/A	1	0	N/A	1	0	N/A
Rape	2	1	100.0%	1	1	0.0%	3	4	-25.0%	3	2	50.0%
Robbery	13	15	-13.3%	15	20	-25.0%	28	42	-33.3%	28	69	-59.4%
Agg Assault	19	19	0.0%	19	21	-9.5%	38	45	-15.6%	38	48	-20.8%
<b>TOTAL VIOLENT</b>	<b>34</b>	<b>36</b>	<b>-5.6%</b>	<b>36</b>	<b>42</b>	<b>-14.3%</b>	<b>70</b>	<b>91</b>	<b>-23.1%</b>	<b>70</b>	<b>119</b>	<b>-41.2%</b>

PROPERTY CRIMES	Feb 2021	Jan 2021	% Change	Jan 2021	Dec 2020	% Change	YTD 2021	YTD 2020	% Change	YTD 2021	YTD 2019	% Change
Burglary	2	0	N/A	0	1	-100.0	2	1	100.0%	2	1	100.0%
Larceny	19	22	-13.6%	22	25	-12.0%	41	100	-59.0%	41	162	-74.7%
Bike Theft	1	1	0.0%	1	4	-75.0%	2	14	-85.7%	2	14	-85.7%
Motor Vehicle Theft	1	1	0.0%	1	2	-50.0%	2	4	-50.0%	2	5	60.0%
<b>TOTAL PROPERTY</b>	<b>23</b>	<b>24</b>	<b>-4.2%</b>	<b>24</b>	<b>32</b>	<b>-25.0%</b>	<b>47</b>	<b>119</b>	<b>-60.5%</b>	<b>47</b>	<b>182</b>	<b>-74.2%</b>
<b>TOTAL PART 1</b>	<b>57</b>	<b>60</b>	<b>-5.0%</b>	<b>60</b>	<b>74</b>	<b>-18.9%</b>	<b>117</b>	<b>210</b>	<b>-44.3%</b>	<b>117</b>	<b>301</b>	<b>-61.1%</b>



# Vaccination Site @ Metro HQ

On Sunday, March 14th, Metro in partnership with Walgreens, hosted a vaccination site at HQ. 900+ individuals were vaccinated!



# Fires at Metro Divisions

## Division 1 Employee Parking Lot



## Division 2 Fence Line