



**Metro**

*Virtual Online Meeting*

*Watch online: <http://boardagendas.metro.net> OR*

*Listen by phone: Dial +1 (877) 422-8614 and enter extension 3490115#*

**Agenda - Final**

**Thursday, November 19, 2020**

**9:00 AM**

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

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

*Robert Garcia, Chair*

*Mike Bonin, Vice Chair*

*Jacquelyn Dupont-Walker*

*Sheila Kuehl*

*Mark Ridley-Thomas*

*John Bulinski, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

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

**PUBLIC INPUT**

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

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

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

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

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

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

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

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

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

## DISCLOSURE OF CONTRIBUTIONS

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

## ADA REQUIREMENTS

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

## 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.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

## HELPFUL PHONE NUMBERS

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department)

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 November 19, 2020; 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.*

### Written Public Comment Instructions:

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

Email: [jacksonm@metro.net](mailto:jacksonm@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: 16 and 17.

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

### CONSENT CALENDAR

#### 16. SUBJECT: ELECTRICAL HARNESS KITS

[2020-0648](#)

#### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a four-year, indefinite delivery, indefinite quantity Contract No. SD69847000 to DSM&T Company Inc., the lowest responsive and responsible bidder for electrical harness kits. The Contract two-year base amount is \$696,420 inclusive of sales tax with a one-year option amount of \$435,263, inclusive of sales tax and a second-year option amount of \$435,262, for a total contract amount of \$1,566,945, subject

to resolution of protest(s), if any.

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

17.    **SUBJECT:      PARTS WASHER SERVICES FOR METRO BUS AND RAIL      [2020-0703](#)**  
                                 **MAINTENANCE FACILITIES**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 5 to Contract No. PS193893601 with FRS Environmental, Inc., to provide parts washer leasing, maintenance and repair services to increase contract value by \$100,000 from \$1,346,202 to a total not-to-exceed contract amount of \$1,446,202 and extending the period of performance from January 31, 2021 to April 30, 2021.

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

**NON-CONSENT**

18.    **SUBJECT:      OPERATIONS EMPLOYEES OF THE MONTH      [2020-0730](#)**

**RECOMMENDATION**

RECOGNIZE Operations Employees of the Month

Attachments:      [Presentation](#)

19.    **SUBJECT:      ORAL REPORT ON COVID-19 TRANSIT UPDATE      [2020-0731](#)**

**RECOMMENDATION**

RECEIVE oral report on COVID-19 Transit Update

Attachments:      [Presentation](#)

20.    **SUBJECT:      2020 CUSTOMER EXPERIENCE PLAN      [2020-0683](#)**

**RECOMMENDATION**

ADOPT the 2020 Customer Experience Plan.

- Attachments:** [Attachment A - 2020 Customer Experience Plan](#)  
[Attachment B - Motion 38.1 NextGen Bus Study Service Parameters](#)  
[Attachment C - Customer Experience Motion 38.1 Response Presentation](#)

21. SUBJECT: DECEMBER 2020 SERVICE CHANGES [2020-0717](#)

**RECOMMENDATION**

RECEIVE AND FILE status report on Metro's December 2020 Service Change.

- Attachments:** [Presentation](#)

22. SUBJECT: STATUS OF MOTION 10.1: FY21 OPERATIONS RECOVERY PLAN [2020-0709](#)

**RECOMMENDATION**

RECEIVE AND FILE status report on the November 2020 response to Motion 10.1: FY21 Operations Recovery Plan

- Attachments:** [Attachment A - Motion 10.1](#)  
[Attachment B - December 2019 and 2020 Scheduled vs. NextGen Planned Freq](#)  
[Attachment C - COVID Ridership and Service Level Analysis](#)  
[Attachment D - Analysis of Travel Demand During COVID-19 Presentation](#)

23. SUBJECT: MOTION 39 RESPONSE - POLICIES AND PROTOCOLS FOR FUTURE SERVICE SHUTDOWNS [2020-0650](#)

**RECOMMENDATION**

RECEIVE AND FILE the motion 39 response regarding policies and protocols for future service shutdowns.

- Attachments:** [Attachment A - Motion 39 - Policies and Protocols for Future Service Shutdowns](#)  
[Attachment B - Public Notification Plan](#)  
[Presentation](#)

24. SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE [2020-0732](#)

**RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report

- Attachments:
- [Attachment A - Systemwide Law Enforcement Overview September & October 2020](#)
  - [Attachment B - MTA Supporting Data September & October 2020](#)
  - [Attachment C - Transit Police Summary September & October 2020](#)
  - [Attachment D - Homeless Update September & October 2020](#)
  - [Attachment E - Monthly, Bi-Annual, Annual Comparison September & October 2020 Presentation](#)

25. SUBJECT: NEAR ZERO NATURAL GAS FUELED ENGINES [2020-0261](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, indefinite delivery/indefinite quantity Contract No. MA67067000 for Near Zero Emission Natural Gas Fueled Heavy Duty Engines to Cummins Pacific, LLC for a not-to-exceed amount of \$55,716,263, inclusive of sales tax.

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

SUBJECT: GENERAL PUBLIC COMMENT [2020-0749](#)

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 #:** 2020-0648, **File Type:** Contract**Agenda Number:** 16.

---

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020****SUBJECT: ELECTRICAL HARNESS KITS****ACTION: AWARD CONTRACT****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a four-year, indefinite delivery, indefinite quantity Contract No. SD69847000 to DSM&T Company Inc., the lowest responsive and responsible bidder for electrical harness kits. The Contract two-year base amount is \$696,420 inclusive of sales tax with a one-year option amount of \$435,263, inclusive of sales tax and a second-year option amount of \$435,262, for a total contract amount of \$1,566,945, subject to resolution of protest(s), if any.

**ISSUE**

This procurement is for the acquisition of electrical harness kits are required to maintain the safe and reliable operation of the Cummins natural gas engines, electronic cooling fan systems, catalytic converter exhaust sensing systems, and on-board diagnostic systems in the current bus fleet. Award of this contract will ensure that Metro's Bus Maintenance has adequate inventory and supplies for replacement of the electrical harnesses during the bus midlife refurbishment program.

**BACKGROUND**

Transit bus engines, transmissions, cooling systems, air conditioning systems, doors, and numerous other systems and components are controlled electrically by switches, sensors, and computers located throughout the buses. Electrical harnesses provide the connection to allow communication through electronic signals to control these systems and components. The harnesses are a critical part of the bus electrical systems, and degradation of the harnesses can significantly impact the performance and reliability of the engine, transmission, and cooling systems. Corrosion or wear in electrical connectors can result in performance problems and unnecessary in-service failures and increased maintenance costs.

**DISCUSSION**

Electrical harnesses extend throughout the outer shell of all transit buses to control propulsion, access, and comfort systems on buses, along with providing electronic signals for safety devices, such as headlights, taillights, brake lights, and alarm systems. Wiring harnesses degrade over time due to heat and moisture intrusion, which can lead to open circuits, shorted circuits, and high electrical resistance that can lead to the overheating of wires and connectors in the bus electrical



systems.

The electrical harnesses will be replaced during the midlife refurbishment of the New Flyer Xcelsior 40' transit buses, which are approaching 8 years of age and 300,000 life miles. The new harnesses will ensure a high level of performance and reliability of the new Cummins L9N near-zero emissions engine, exhaust, and cooling system, which require numerous sensors configured to allow for more efficient operation and reduced emissions for the propulsion system.

The contract to be awarded is a "requirements type" agreement in which Metro commits to order only from the awardee, up to the specified quantity for a specific duration of time, but there is no obligation or commitment for Metro to order all of the electrical harness kits that may be anticipated. The bid quantities are estimates only, with deliveries to be ordered and released as required. The Diversity and Economic Opportunity Department (DEOD) recommended a two percent 2% DBE goal for this solicitation and DSM&T Company Inc. made a 2% DBE commitment.

Electrical harness kits will be purchased, maintained in inventory and managed by Material Management. As electrical harness kits are issued, the appropriate budget project numbers and accounts will be charged.

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

Award of this contract will result in a positive impact on safety by ensuring that the Central Maintenance Shops midlife refurbishment program has an adequate inventory of parts to safely maintain the bus fleet according to preventive maintenance requirements and Metro Maintenance standards. Ensuring an adequate supply of critical parts ensures the performance and reliability of the bus fleet which will have a beneficial impact on system safety.

#### **FINANCIAL IMPACT**

Funding of approximately \$226,337 for the electrical harness kits is required for the remainder of the current fiscal year and is included in the FY21 budget under account 50441, Parts - Revenue Vehicle in the Central Maintenance cost center 3366 under project 203024 midlife refurbishment program. Since this is a multi-year contract, the cost center managers and Chief Operations Officer will be accountable for budgeting the cost in future fiscal years including any option exercised.

#### **Impact to Budget**

The source of funds will come from Federal and local funds that are eligible for Bus and Rail Operating Projects. Use of these funding sources maximizes established funding provisions and guidelines.

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

The procurement of electrical harness kits supports Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. The installation of electrical harness kits during the midlife refurbishment program will maintain the reliability of the bus 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 operations.

#### **ALTERNATIVES CONSIDERED**

The alternative is to not award the contract and procure electrical harness kits on the open market on an as-needed basis. This approach is not recommended since the manufacturing of electrical bus harnesses is a very complex process requiring extensive quality control. Purchasing these kits on the open market does not provide an equal level of quality control and does not provide a commitment from the supplier to ensure availability and price stability.

**NEXT STEPS**

Metro's requirements for electrical harness kits will be fulfilled under the provisions of the contract.

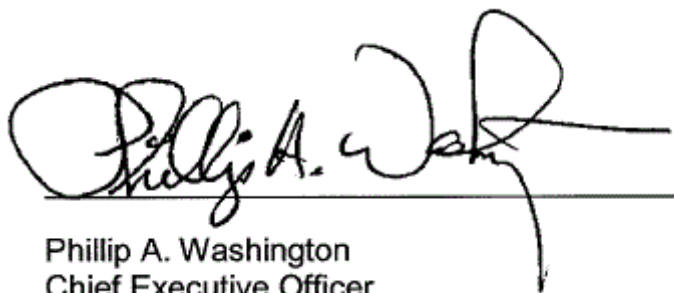
**ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared By: James D. Pachan, Superintendent of Maintenance, (213) 922-5804

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



---

Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PURCHASE OF ELECTRICAL HARNESS KITS

CONTRACT NO. SD69847000

1.	Contract Number: SD69847000	
2.	Recommended Vendor: DSM&T Company Inc. 10609 Business Dr., Fontana, CA 92337	
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: 5/18/20	
	B. Advertised/Publicized: 5/18/20	
	C. Pre-proposal/Pre-Bid Conference: N/A	
	D. Proposals/Bids Due: 7/31/2020	
	E. Pre-Qualification Completed: 9/23/20	
	F. Conflict of Interest Form Submitted to Ethics: 10/1/20	
	G. Protest Period End Date: 9/25/20	
5.	Solicitations Picked up/Downloaded: 22	Bids/Proposals Received: 3
6.	Contract Administrator: Tanya Allen	Telephone Number: 213/922-1018
7.	Project Manager: Alex DiNuzzo	Telephone Number: 213/922-5860

**A. Procurement Background**

This Board Action is to approve Contract No. SD69847000 for the procurement of Electrical Harness Kits. Board approval of contract awards are subject to resolution of any properly submitted protest.

An Invitation for Bid (IFB) No. SD69847 was issued in accordance with Metro's Acquisition Policy and the contract type is Indefinite Delivery, Indefinite Quantity (IDIQ).

No amendment was issued during the solicitation phase of this IFB.

A total of three bids were received on July 31, 2020:

1. Kiepe Electric LLC
2. DSM&T Company, Inc.
3. Longview Holdings, Inc.

## **B. Evaluation of Bids**

This procurement was conducted in accordance and complies with LACMTA's Acquisition Policy for a competitive sealed bid. There were two (2) bids that were deemed responsive and responsible to the IFB requirements. However, Kiepe Electric LLC, the apparent low bidder, was deemed non-responsive due to failing to meet the mandatory 2% Disadvantage Business Enterprise (DBE) DEOD goal.

DSM&T Company, Inc. was determined to be the lowest responsive and responsible bidder and was in full compliance with the bid and technical requirements of the IFB.

## **C. Price Analysis**

The recommended bid price from DSM&T Company, Inc. has been determined to be fair and reasonable based upon adequate price competition.

<b>Low Bidder Name</b>	<b>Bid Amount</b>	<b>Metro ICE</b>
DSM&T Company, Inc.	\$1,566,945.00	\$1,170,000
Longview Holdings, Inc.	\$1,980,198.00	

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

The recommended firm, DSM&T Company, Inc., is in Fontana, CA has been in business for thirty-eight (38) years. DSM&T Company, Inc. has provided similar products for Metro and other agencies including the Los Angeles Police, LA Sheriff, and San Diego Sheriff Departments; and various smaller municipalities in Los Angeles, San Bernardino and Riverside Counties and numerous other transit properties that are available upon request. DSM&T Company, Inc. has provided satisfactory services and products to Metro on previous purchases.

## DEOD SUMMARY

## ELECTRICAL HARNESS KITS / SD69847000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 2% Disadvantaged Business Enterprise (DBE) goal for this solicitation. DSM&T Company Inc. made a 2% DBE commitment.

In response to a specific Task Order request with a defined scope of work, the prime consultant will be required to identify the actual dollar value commitment for that Task Order. Overall DBE achievement in meeting the commitment will be determined based on cumulative DBE participation of all Task Orders awarded.

<b>Small Business Goal</b>	<b>2% DBE</b>	<b>Small Business Commitment</b>	<b>2% DBE</b>
----------------------------	---------------	----------------------------------	---------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Say Cargo Express	Hispanic American	2.00%
<b>Total Commitment</b>			<b>2.00%</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 #: 2020-0703, File Type: Contract

Agenda Number: 17.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE NOVEMBER 19, 2020

**SUBJECT: PARTS WASHER SERVICES FOR METRO BUS AND RAIL MAINTENANCE FACILITIES**

**ACTION: APPROVE CONTRACT MODIFICATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 5 to Contract No. PS193893601 with FRS Environmental, Inc., to provide parts washer leasing, maintenance and repair services to increase contract value by \$100,000 from \$1,346,202 to a total not-to-exceed contract amount of \$1,446,202 and extending the period of performance from January 31, 2021 to April 30, 2021.

#### **ISSUE**

The existing contract will expire on January 31, 2021. To continue providing the required parts washer leasing, maintenance and repair services, additional funding is necessary to ensure service continuity and avoid any interruption to Metro's operations while Metro procures a new parts washer services contract for board consideration in February 2021.

#### **BACKGROUND**

On September 24, 2015, Metro Board of Directors awarded Contract No. PS193893601 to FRS Environmental, Inc., the lowest responsive and responsible bidder, for parts washing services effective October 1, 2015.

Under the existing contract, parts washing services are performed throughout Metro 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 Metro Central Maintenance Shops as well as bus and rail operating divisions.

#### **DISCUSSION**

Thirty-nine of the sixty-seven parts washers currently leased by Metro are located at the Central Maintenance Facility (CMF). CMF is responsible for providing heavy bus maintenance support to the operating divisions including but not limited to: failed engine and transmission dismantling, rebuilding

---

and replacement, major accident repair, complete bus painting, and the rebuilding of components for power plant assemblies. Operating divisions also utilize parts washer equipment to support their daily maintenance requirements.

The contracted services include the provision of contractor-owned parts washing equipment, refilling these machines to their optimal level and removing hazardous waste materials for proper disposal (off-site), and performing preventative maintenance on the units. These services are performed at various scheduled intervals dependent on specific location requirements/applications. FRS Environmental, Inc., a Small Business Prime (Set-Aside), made a 100% Small Business Enterprise (SBE) commitment. Based on payments, the contract is 96% complete and the current SBE participation is 100%.

### **DETERMINATION OF SAFETY IMPACT**

The approval of this item will ensure that CMF and the operating divisions will continue to maintain equipment and cleaned parts needed to repair and maintain buses and trains in accordance with Metro Maintenance standards.

### **FINANCIAL IMPACT**

Funding of \$100,000 is included in the FY21 Budget under cost center 3366 - Central Maintenance Shops (CMS), account 50308, Service Contract Maintenance, project 306002; cost center 3942 - Red Line, account 50308, Service Contract Maintenance, project 300044; cost center 3943 - Green Line, account 50308, Service Contract Maintenance, project 300033.

#### Impact to Budget

The current source of funding for this action is State and Local sources including sales tax and fares that are eligible for Operations. Using these funding sources maximizes the project funding allocations allowed by approved provisions and guidelines.

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

This Board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. Metro objectives for this contract are to increase efficiency, minimize costs, maintain infrastructure free of unwanted vegetation through the application of pre-emergent herbicides, contact herbicides and growth inhibitors and comply with all applicable Federal, State and Local laws.

### **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 \$300,000, and handle the maintenance and periodic repair of the equipment; the degreasing agents used in the parts washer units are considered hazardous materials that require specialized certification for handling and disposal; the removal and transportation of hazardous waste

---

must be performed by a licensed transporter; the treatment and disposal of the waste can only be performed by a permitted Treatment, Storage and Disposal Facility.

### **NEXT STEPS**

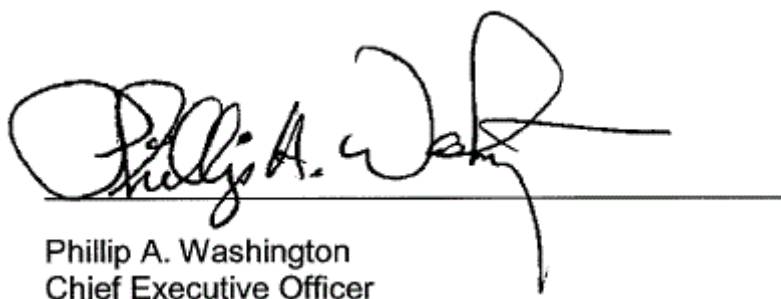
Upon approval by the Board, staff will execute Modification No. 5 to Contract No. PS193893601 with FRS Environmental Inc. to increase the contract value, to provide parts washer services for Metro maintenance facilities. Also, staff will continue the process to procure a new contract for parts washer services for board consideration in February 2021.

### **ATTACHMENTS**

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

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

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

PARTS WASHER SERVICES FOR METRO MAINTENANCE  
FACILITIES / PS193893601

1.	<b>Contract Number:</b> PS193893601		
2.	<b>Contractor:</b> FRS Environmental, Inc.		
3.	<b>Mod. Work Description:</b> Increase contract value and extend contract term		
4.	<b>Contract Work Description :</b> Provide parts washing machines and maintenance services to the shops located at the Central Maintenance Shop, as well as, bus/rail maintenance divisions.		
5.	<b>The following data is current as of:</b> 10/7/2020		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contracts Awarded:</b>	10/1/15	<b>Contract Award Amount:</b> \$1,223,820
	<b>Notice to Proceed (NTP):</b>	N/A	<b>Total of Modification Approved:</b> \$122,382
	<b>Original Complete Date:</b>	9/30/2020	<b>Pending Modification (including this action):</b> \$100,000
	<b>Current Est. Complete Date:</b>	01/31/2021	<b>Current Contract Value (with this action):</b> \$1,446,202
7.	<b>Contract Administrator:</b> Antwaun Boykin		<b>Telephone Number:</b> (213) 922-1056
8.	<b>Project Manager:</b> Alan Tang		<b>Telephone Number:</b> (213) 922-5707

**A. Procurement Background**

This Board Action is to approve Modification No. 5 issued in support of Metro Central Maintenance Shops as well as bus and rail operating divisions to provide parts washer leasing, maintenance and repair services.

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

In September 2015, the Board approved a five-year contract to FRS Environmental, Inc., the lowest responsive and responsible bidder, to provide parts washer leasing, maintenance and repair services.

(Refer to Attachment B – Contract Modification/Change Order Log)

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based on rates that were evaluated as part of the current contract award in 2015. Rates remain unchanged and are comparable to current market rates.

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Award Amount</b>
\$100,000	\$100,000	\$100,000

**CONTRACT MODIFICATION/CHANGE ORDER LOG**  
**PARTS WASHER SERVICES FOR METRO MAINTENANCE**  
**FACILITIES/PS193893601**

<b>Mod. No.</b>	<b>Description</b>	<b>Date</b>	<b>Amount</b>
1.	Lease of an additional parts washer	7/17/17	\$ 0.00
2.	Lease of two additional parts washer	10/16/18	\$ 0.00
3.	Lease of two additional parts washers and increase contract authority.	3/12/2020	\$ 122,382.00
4.	Extend the period of performance	9/25/2020	\$ 0.00
<b>5</b>	<b>Increase contract authority and extend period of performance</b>	<b>PENDING</b>	<b>\$ 100,000.00</b>
	<b>Modification Total:</b>		<b>\$ 222,382.00</b>
	<b>Original Contract:</b>	<b>9/24/15</b>	<b>\$ 1,223,820.00</b>
	<b>Total Contract Value:</b>		<b>\$ 1,446,202.00</b>

DEOD SUMMARY

PARTS WASHER SERVICES FOR METRO MAINTENANCE FACILITIES/PS193893601

**A. Small Business Participation**

FRS Environmental, Inc., a Small Business Prime (Set-Aside), made a 100% SBE commitment. Based on payments, the contract is 96% complete and the current SBE participation is 100%.

<b>Small Business Commitment</b>	<b>SBE 100%</b>	<b>Small Business Participation</b>	<b>SBE 100%</b>
----------------------------------	-----------------	-------------------------------------	-----------------

	<b>SBE Subcontractor</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	FRS Environmental, Inc. (SBE Prime)	100%	100%
	<b>Total</b>	<b>100%</b>	<b>100%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to SBE firms ÷ Total Actual Amount Paid-to-date to Prime.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.



---

File #: 2020-0730, File Type: Oral Report / Presentation

Agenda Number: 18.

---

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020**

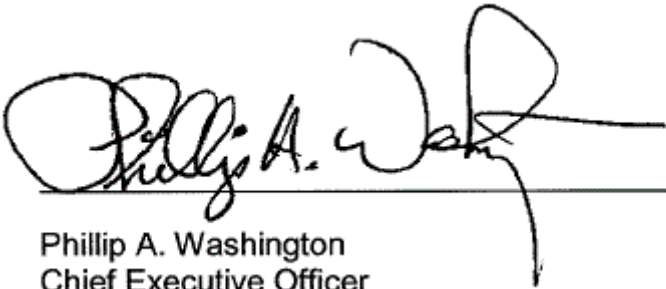
**SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH**

**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.



---

Phillip A. Washington  
Chief Executive Officer

# November Employees of the Month



**Metro**

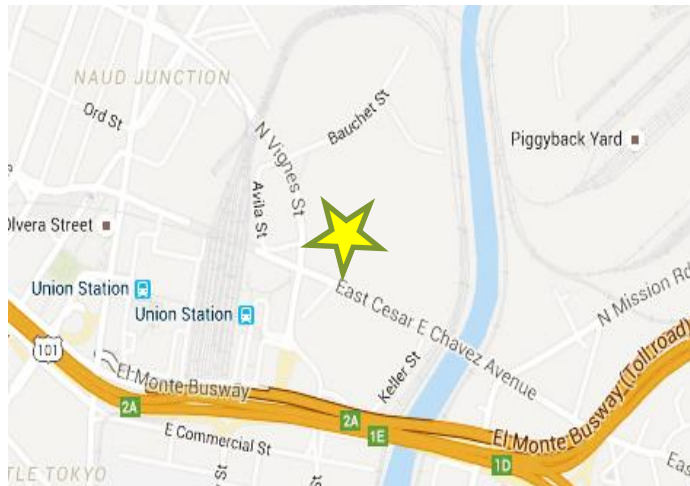
Operations, Safety, and Customer Experience Committee  
November 19, 2020

# Employees of the Month



## Transportation

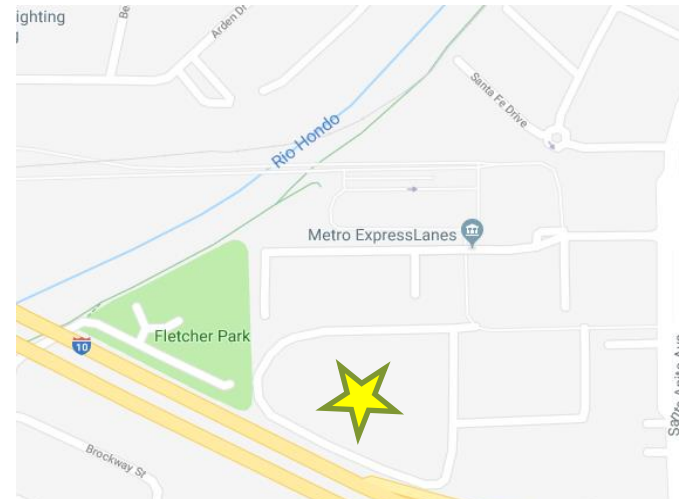
Transit Operations  
Supervisor (Instruction)  
Cesar Valle



Operations Central Instruction – LA

## Maintenance

Mechanic A  
Jaime Lozano



Division 9 – El Monte



---

File #: 2020-0731, File Type: Oral Report / Presentation

Agenda Number: 19.

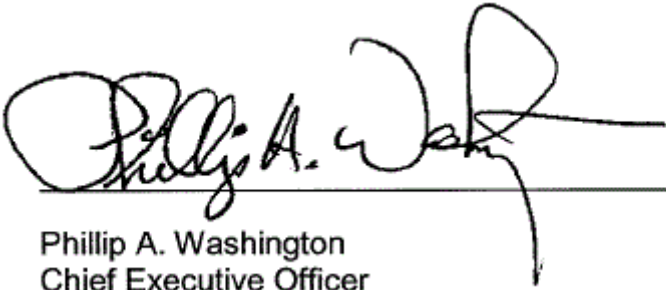
---

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020**

**SUBJECT: ORAL REPORT ON COVID-19 TRANSIT UPDATE**

**RECOMMENDATION**

RECEIVE oral report on COVID-19 Transit Update



---

Phillip A. Washington  
Chief Executive Officer



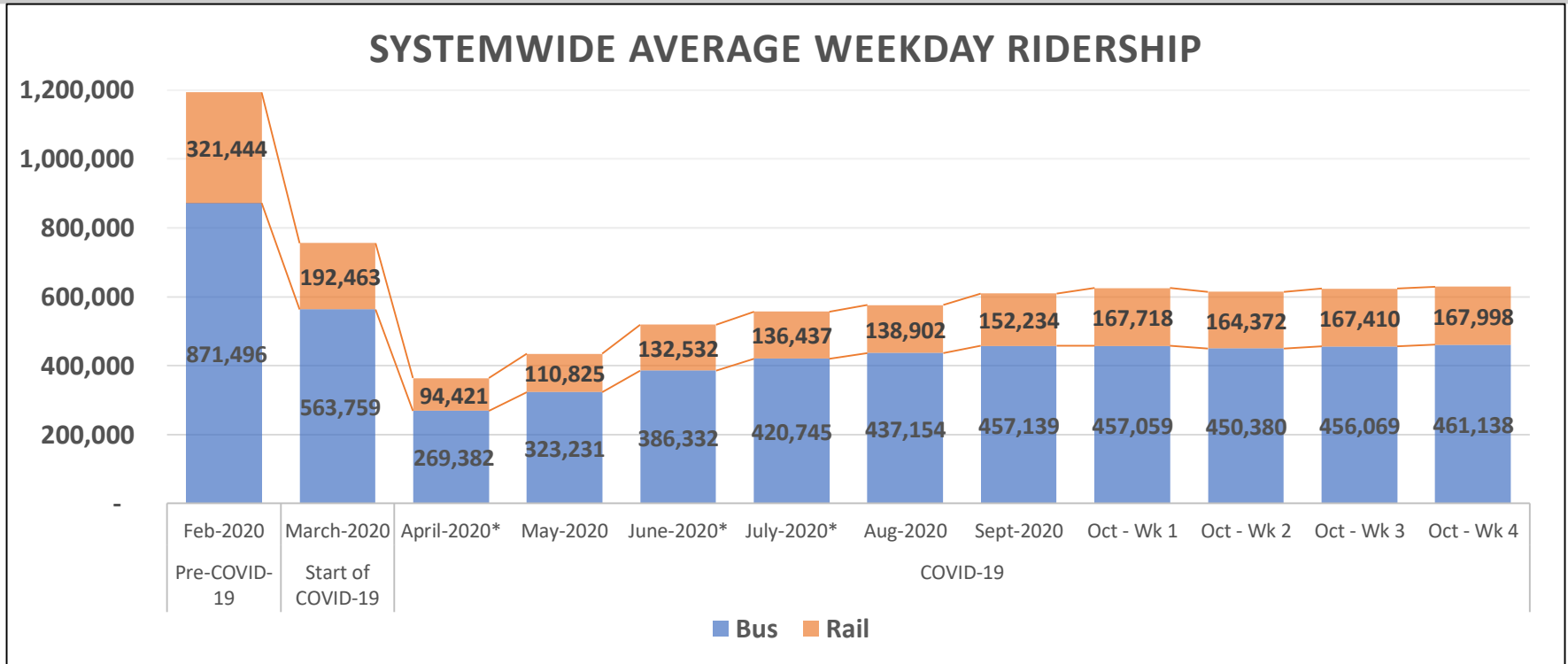
# **COO Oral Report COVID-19 – Operations Update**



**Metro**

Operations, Safety & Customer Experience Committee Meeting  
November 19, 2020

# Weekly Ridership Update



Ridership	Pre-COVID- Feb-20	Start of COVID- Mar-20	April-20*	May-20	June- 20**	July- 2020***	Aug- 2020	Sept-2020	Oct Wk 1 10/4 - 10/10	Oct Wk 2 10/11 - 10/17	Oct Wk 3 10/18 - 10/24	Oct Wk 4 10/25 - 10/31
<b>TOTAL</b>	1,192,940	756,222	363,803	434,056	518,864	557,182	576,056	609,373	624,778	614,752	623,480	629,136

*\*Deployed Modified Enhanced-Sunday Schedule on 04/19/20*

*\*\*Deployed June Bi-Annual Shake-up on 6/21/20*

*\*\*\*Added 35 trips on 7/27/20*

*Preparing to implement December 2020 Service Changes on 12/13/20 (item XX)*

# Metro Micro Update



- In December 2020, Watts/Willowbrook and LAX/Inglewood operations to launch
- Begin service with 16 Ford and Dodge gas vehicles
- Protocols for social distancing and masks
- Introductory cost is \$1 per trip
- TAP validators located in all vehicles
- Customers can book space for mobility devices (e.g., wheelchairs, strollers, bikes, etc.)

*Note: Metro Micro may lease up to 100 vehicles as the pilot is expanded to more service zones*

# Booking Metro Micro

Starting on December 13, 2020,  
Metro customers will be able to book a ride by:



**Downloading the app**



**Visiting the website**  
[metro.net/micro](https://metro.net/micro)



**Calling Metro**  
**323.GO.METRO**  
**323.466.3876**

Keywords: Metro Micro  
Available on Google and  
Apple Store



**Board Report**

---

**File #:** 2020-0683, **File Type:** Plan**Agenda Number:** 20.

---

**OPERATIONS, SAFETY & CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020****SUBJECT: 2020 CUSTOMER EXPERIENCE PLAN****ACTION: APPROVE RECOMMENDATION****RECOMMENDATION**

ADOPT the 2020 Customer Experience Plan.

**ISSUE**

Customer experience is the sum total of experiences Metro customers have at every step of their journey. Metro's goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunities for occasional surprise and delight.

In June 2018, the Metro Board of Directors (Board) approved Motion 38.1 (Attachment B), requesting that Metro staff develop an annual customer experience plan. In February 2019, staff submitted a report on Motion 38.1 to the Operations, Safety and Customer Experience Committee (Attachment C) outlining steps to align annual customer experience plans with Metro's *Vision 2028 Strategic Plan* Goal 2, which calls on Metro to "deliver outstanding trip experiences for all users of the transportation system." Metro's first Customer Experience Plan is attached (Attachment A).

**BACKGROUND**

Development of Metro's first Customer Experience (CX) Plan started with the hiring of the first Executive Officer for Customer Experience in April 2020. The 2020 CX Plan was developed on a compressed schedule, and its recommendations were developed in response to social media comments, customer survey results (including a June 2020 survey to obtain feedback from customers during the COVID-19 pandemic), and interviews and discussions with individuals ranging from Board members and staff to bus operators.

Looking forward, staff plans to also collaborate with Metro advisory committees and community-based organizations, to review and improve customer experience as a continuous process, and to issue annual reports.

The purpose of the 2020 CX Plan is to take an honest look at pain points riders tell us about, and to make improvements that are responsive to those issues. The Plan examines ten areas for improvement, ranging from service reliability to how Metro addresses homelessness. The Plan

---

makes recommendations which will become action items following Board adoption of this report, and proposes Key Performance Indicators (KPIs).

## **DISCUSSION**

The following vision guides development of Metro's customer experience plans: "Our goal is to always put you first - your safety, your time, your comfort, and your peace of mind - when we connect you to people and places that matter to you."

Initiative 2.3 of Vision 2028 commits Metro to dedicate staff resources to develop a comprehensive approach to improve customer experiences. Vision 2028 goes on to describe the following specific initiatives:

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

Metro's first Customer Experience Plan focuses on fundamental aspects of service to provide customers with a reliable, safe, and comfortable experience. As these fundamentals get better, Metro can shift its attention in future plans to tackle additional areas for improvement, as well as go the extra mile to surprise and delight customers in a way that distinguishes the Metro brand.

### **Key Performance Indicators**

To develop Key Performance Indicators (KPI's), staff considered seven stages of the customer journey, from planning a trip to getting from the bus or train to the final destination. Based on this assessment, staff created a new, statistically sound, random sample survey (called the Customer Experience Survey) that asks customers to rate 40 aspects of service. The first survey was conducted in October 2020. Results are currently being processed and will be used to inform budget priorities as well as the 2021 Customer Experience Plan.

## **FINANCIAL IMPACT**

The cost of Customer Experience Plan initiatives will be considered relative to other Metro priorities, and approved during Metro budget processes, and the survey referenced above will help inform budget priorities.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This 2020 Customer Experience Plan supports strategic plan Goal 2, "Deliver outstanding trip experiences for all users of the transportation system."

## **NEXT STEPS**

Upon adoption of this report by the Metro Board of Directors, staff will work with business units throughout Metro to implement action items subject to funding availability. Staff will also begin

---

development of a 2021 Plan, which will include a focus on organizational culture, and on the needs of specific categories of riders such as people with disabilities, non-English speakers, people without smartphones, women and girls, youth, and senior citizens. Staff will collaborate with Metro advisory committees and community-based organizations in these future efforts. Lastly, staff will complete graphic design of the 2020 CX Plan and release a final edition.

**ATTACHMENTS**

Attachment A - 2020 Customer Experience Plan

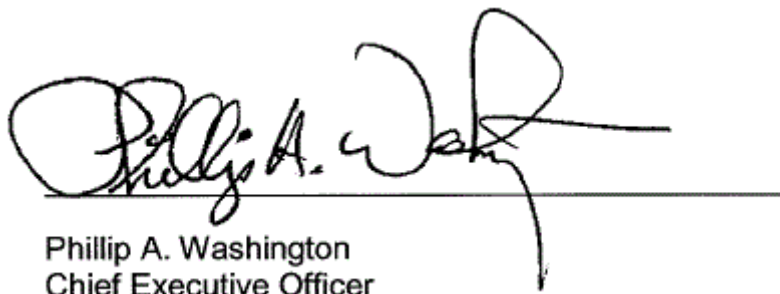
Attachment B - Motion 38.1 NextGen Bus Study Service Parameters

Attachment C - Customer Experience Motion 38.1 Response

Prepared by: Aaron Weinstein, Executive Officer (213) 922-3028

Jonathan Adame, Principal Transportation Planner, (213) 922-6204

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



Phillip A. Washington  
Chief Executive Officer

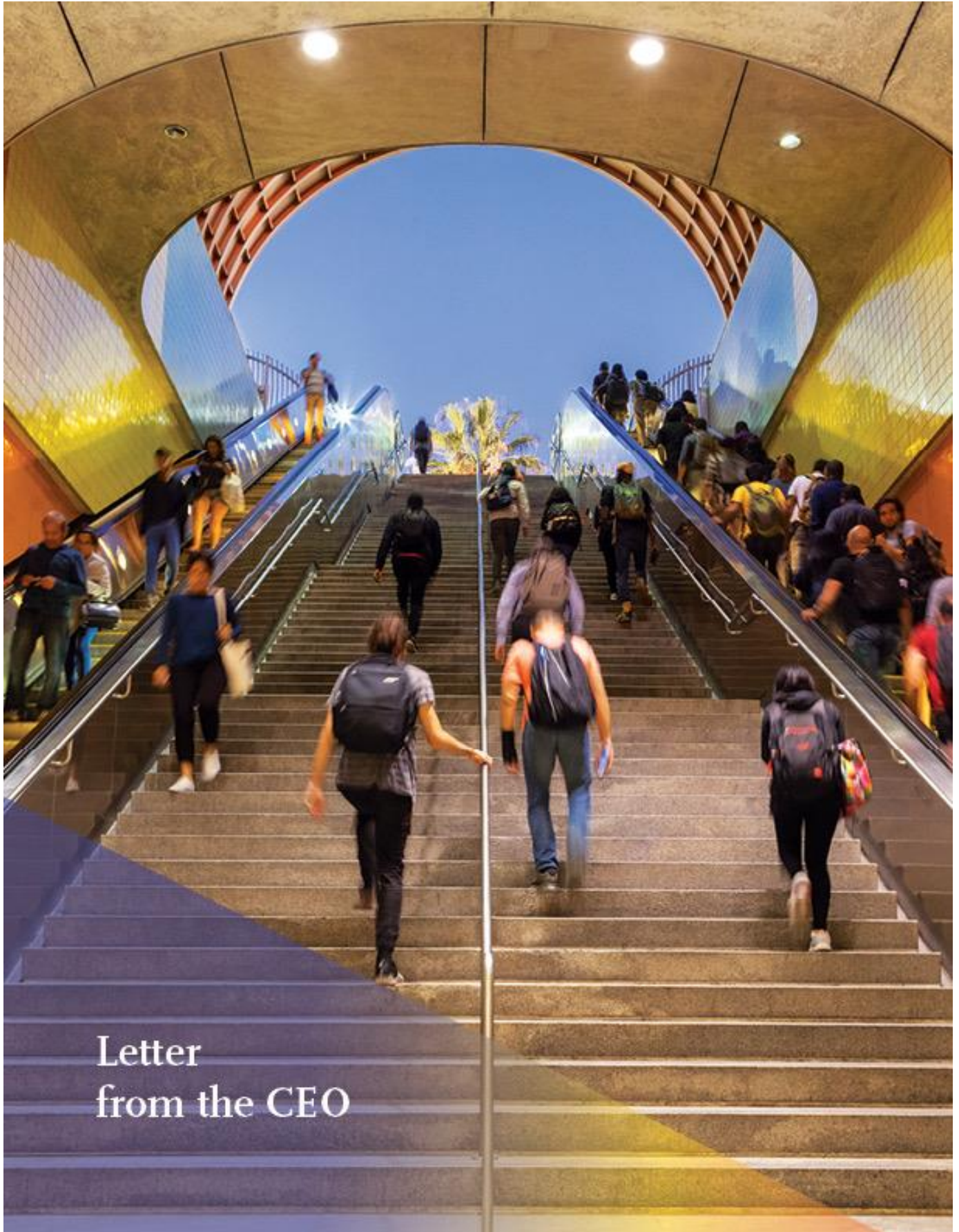
A woman with dark hair pulled back, wearing large red and white headphones, is looking out a window. She is wearing a dark turtleneck and a dark blazer. The background is a blurred view of a city street seen through a window. The lighting is soft and natural, suggesting daytime. The overall mood is professional and focused.

# Customer Experience Plan 2020



Metro





Letter  
from the CEO

**Dear Metro Customers,**

**As Metro delivers the largest transit expansion program in the country in the coming years, we want to give equal attention to delivering excellent customer experiences.**

**Welcome to the first Metro *Customer Experience Plan*. The purpose of this Plan is to take an honest look at pain points riders tell us about, and to make improvements that are responsive to those issues.**

**Our vision is to put you first – your safety, your time, your comfort, and your peace of mind – when we connect you to people and places that matter to you.**

**All Metro riders deserve no less. And, for that reason, we are committed to listening to our customers and improving our services.**

**Thank you for supporting public transit.**

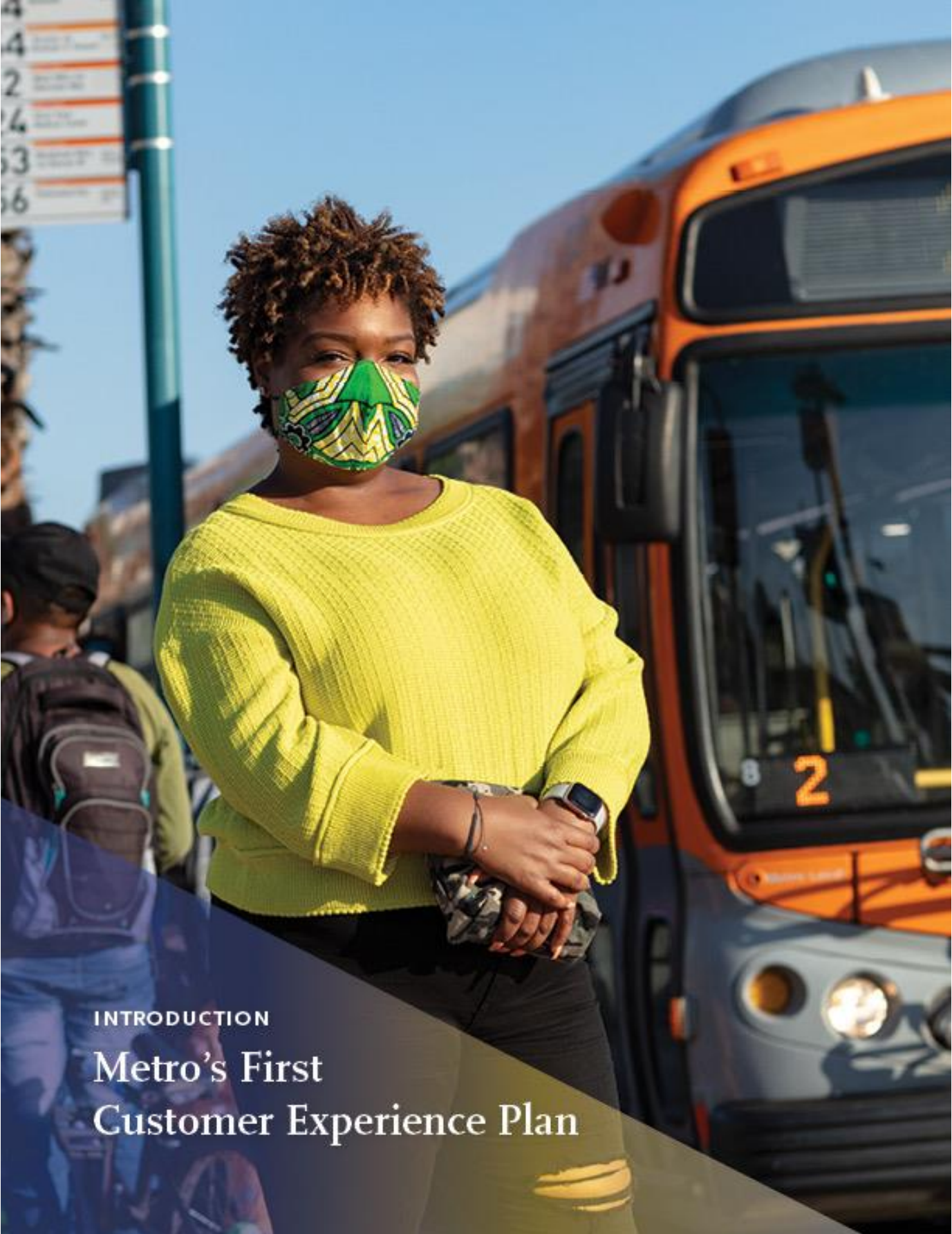
**Sincerely,**

**Phillip A. Washington**

**Chief Executive Officer**

## 2. Table of Contents

1. [CEO letter](#)
2. [Table of Contents](#)
3. [Introducing Metro’s First Customer Experience Plan](#)
4. [Executive Summary](#)
5. [Areas for Improvement](#)
  - 5.01 [Metro Bus reliability](#)
  - 5.02 [Accuracy of real-time info](#)
  - 5.03 [Metro Bus frequency](#)
  - 5.04 [Bus Stops](#)
  - 5.05 [Ease of payment](#)
  - 5.06 [Speed](#)
  - 5.07 [Crowding](#)
  - 5.08 [Personal security](#)
  - 5.09 [Homelessness](#)
  - 5.10 [Cleanliness](#)
6. [Key Performance Indicators \(KPI’s\)](#)
7. [Agency-Wide Recommendations](#)
8. [Future Customer Experience Plans](#)
  - 8.1 [Journey mapping and equity](#)
  - 8.2 [Quadrant chart](#)
  - 8.3 [Worldwide best practice review](#)
  - 8.4 [Employee input](#)
  - 8.5 [Focus on organizational culture and values](#)
  - 8.6 [Broader range of customers](#)
  - 8.7 [Focus on internal customer service](#)
  - 8.8 [Surprise and delight](#)
  - 8.9 [Focus on out-of-town visitors](#)
9. [Acknowledgements](#)
10. [Appendix – Action Plan Recap](#)



INTRODUCTION

# Metro's First Customer Experience Plan

### 3. Introducing Metro’s First Customer Experience Plan

Imagine you wake up hours before dawn in Long Beach, trying not to wake your spouse and children, and getting ready to get to your job at LAX guiding airplanes to the runway. Punctuality is deeply important to your employer. Three tardies in one year, and you are out. You glance at your Transit app to confirm when to leave the house. The bus comes right on time, the bus operator greets you with a smile as you activate your Metro Pass, and you are happy to find a seat so you can catch a few more minutes of sleep. The journey to work is a good start for what will be a very full day.

You have your own story and your own journey, and we want to provide you with an outstanding customer experience such as the one described above when you take Metro.

#### What is Customer Experience (CX)

Customer Experience is the sum total of experiences Metro customers have at every step of their journey. Metro's goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunities for occasional surprise and delight.

#### About this Plan

This plan, Metro’s first CX Plan, flows from the agency’s Vision 2028 Plan, which called for delivering “outstanding trip experiences” to Metro customers.

Why deliver outstanding trip experiences? Because you are important. You need to get around and you should be able to do so easily, comfortably, quickly and safely – without frustration, uncertainty, or anxiety. The 2020 *Customer Experience Plan* focuses on the experiences of Metro Bus and Metro Rail riders and what we can do to improve them.

As Metro works to improve customer experience, the following vision guides us:

**Our goal is to put you first – your safety, your time, your comfort, and your peace of mind – when we connect you to people and places that matter to you.**

#### *Pleasant, Not Painful*

Outstanding trip experiences should be smooth all the way through, but that’s not always the case.

For this CX Plan, Metro listened to input from thousands of riders through surveys, social media, complaints, and community meetings. We also interviewed a range of people affiliated with Metro, from Board members to bus operators. Based on all the input, the following 10 priority areas for improvement emerged:

Metro Bus reliability	Speed
Accuracy of real-time info	Crowding
Metro Bus frequency	Personal security
Bus stops	Homelessness
Ease of payment	Cleanliness

This Plan recaps what customers tell us about each of the 10 areas for improvement, looks at what solutions are in the pipeline, and recommends what Metro can do to provide relief. These 10 areas are

fundamental to a reliable, safe, and comfortable experience. As the fundamentals get better, Metro can shift its attention in future plans to tackle additional areas for improvement, as well as go the extra mile to surprise and delight customers in a way that distinguishes the Metro brand.

While this is a Metro plan, it is also a call to action to regional partners to do their part to improve the experience of their residents who take transit. This is especially important for regional issues like homelessness, and for local infrastructure that supports transit users – such as bus lanes and shelters.

### Standing Out for the Right Reasons

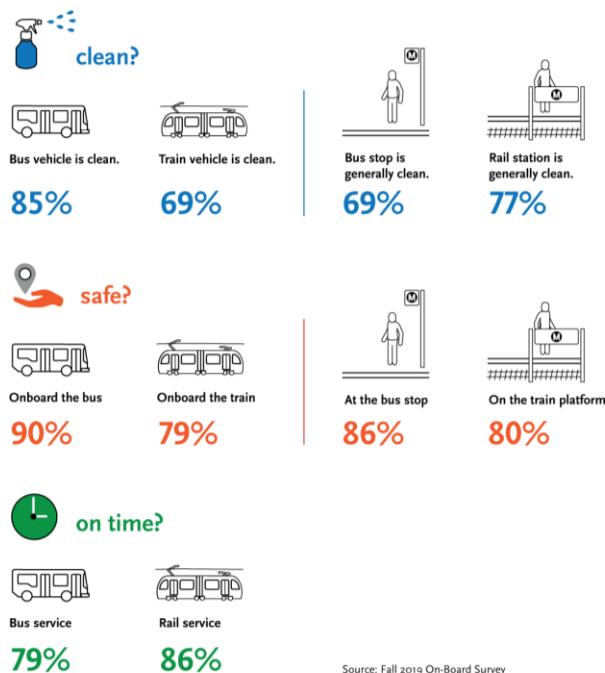
A good customer experience is often invisible, but these areas for improvement have not been. Surveys show that the overall satisfaction of Metro riders is quite high, but our customers let us know when there are exceptions. And since customers are clearly taking notice, so should we.

To get better, we need to prioritize improving the customer experience, and be honest and transparent about it. You will see that this plan quickly moves from platitudes to plain talk about the root cause of an issue and how to improve. We will get into the weeds because there’s no substitute for a deep dive into the complexities of each issue. The more we think about the issues here though, the less we hope you’ll have to think about them. So if you are looking for a high-level overview, you may want to stop after the Executive Summary. But if you want detail, just keep reading!

### Understanding Your Pain

Prior to the COVID-19 pandemic, Metro riders were fairly satisfied with service. In the Fall 2019 on-board Customer Satisfaction survey, 90% of riders said they are satisfied with Metro (90% bus and 89% train), although it should be noted that riders who left the system over the last few years were not included in the survey. Also, satisfaction with some key service aspects was noticeably lower than 90%:

#### We asked our riders, is Metro...



During the COVID-19 pandemic, several additional issues surfaced in a Spring 2020 online COVID Recovery Survey of Metro customers:

- For bus riders, the top two improvements they wanted to see were enhanced cleaning and disinfecting of vehicle interiors, and reduced crowding.
- For train riders, the top two improvements they wanted to see were enhanced cleaning and disinfecting of vehicle interiors, and doing more to address homelessness.

### *All Riders Have a Choice and a Voice*

The 2020 *Metro Customer Experience Plan* reflects our understanding that while low-income customers often have fewer attractive options for transportation, they often do have a choice. The 2018 UCLA Falling Transit Ridership Study demonstrated that not all low-income riders in the LA area are fully transit dependent. Many customers who used to be considered transit dependent have been able to purchase cars. And we know anecdotally that some riders choose to bicycle or ride scooters, or occasionally splurge for a Lyft or Uber. In today's world, Metro knows that it needs to provide quality service to earn loyalty from **all** its customers, and give riders a voice through surveys and engagement.



### **Call-Out Box: Better Bus**

A new Metro effort called Better Bus seeks to put bus rider needs on equal par with those of rail riders, by making improvements to bus services and amenities. Metro has put a lot of effort into extending the rail system, and the purpose of Better Bus is to align Metro around elevating investments that improve bus speed, ease, safety and comfort.

Bus riders make up more than 70% of Metro's ridership, and they are disproportionately from Equity Focus Communities (communities Metro defines as high need based on income, race, and car ownership). This underscores the importance of improving bus service to provide social and racial equity for Metro riders.

Part of the purpose of Better Bus is to help push Metro's NextGen Bus Plan forward as Metro revenues recover from COVID-19 economic conditions. NextGen will restructure 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 transit supportive infrastructure such as the 5th and 6th Street Bus Only Lanes in Downtown LA. Better Bus will go beyond this to make other aspects of the bus experience an ongoing priority, including on-time performance, bus stop amenities, better security, improved cleanliness, and better real-time information.

Metro bus riders will be at the center of the Better Bus effort, and customer feedback will be used to drive improvements.

Metro plans to review and improve Customer Experience as a continuous process, and will issue annual reports. Future annual reports can go beyond what is covered in this Plan to address additional modes and areas for improvement.

**Call-Out Box: Metro messages to protect riders from COVID-19**

Consistent with the American Public Transportation Association (APTA) Seal of Commitment . Metro advises the public to stay home when sick, ride transit for essential travel only, use face coverings, and physically distance as much as possible. Also, Metro continues to use bus rear-door boarding for customers who are able to do so, and is running 80% of service even with just 50% of normal ridership. And to ensure riders have access to masks, Metro distributed over 50,000 wash-and-reuse face coverings to riders who didn't have them.

**HEALTH & SAFETY COMMITMENTS PROGRAM**  
APTA  
PARTICIPATING SYSTEMS

### Our Commitments To Health & Safety

Our system has joined public transit agencies across this country, including Metro, in committing to making every ride safer — and we need your help.

WE'RE DOING OUR PART	YOU'RE DOING YOURS
Creating science-based policies	Following all health & safety rules
Cleaning & disinfecting more frequently	Wearing face coverings & washing hands
Sharing information about safe rides	Respecting fellow riders' space
Keeping our employees healthy	Staying home if you're sick

To learn more about APTA's Health and Safety Commitments Program, visit [apta.com/commitments](http://apta.com/commitments). An APTA Program in partnership with Metro.



## 4. Executive Summary (TBD)

So, what did we find when we did a deep dive into the pain points that customers report? Here are some highlights:

- In the [Metro Bus reliability](#) section you will find a lot of detail on how we can avoid cancelling a run that leaves you stranded at your bus stop. It involves having enough budget, hiring enough bus operators, and having maximum staffing flexibility to make sure that assignments don't get canceled. Metro Operations has a commendable goal to limit cancellations to under 1% of scheduled runs, and this Plan outlines what is needed to meet that goal.
- In the [Accuracy of real-time information](#) section we look at what it takes to give accurate arrival time predictions so that riders know when their bus or train is coming. This was among the most complex issues in the Plan. We propose the use of metrics to pinpoint and remedy problems, and an aggressive schedule to roll out real-time information feeds to power Metro and third-party apps.
- The [Metro Bus frequency](#) section is our shortest chapter because so much work has already been done on the NextGen Bus Plan to create a dense network of frequent service. All that is needed is funding to put it in place, and of course riders to ride. This Plan includes a renewal of Metro's commitment to the NextGen Bus Plan as revenues rebound after the COVID-19 pandemic.
- The [Bus stops](#) section outlines a bold, although unfunded, vision for better and cleaner bus stops that have shelter, seating and other amenities to improve customers' waiting experiences. This will require help from each jurisdiction that provides Metro riders with bus stops.
- The [Ease of payment](#) section chronicles recent improvements to the TAP payment system, including a new mobile app. It also examines what needs to be done to ensure equity focus communities can enjoy the benefits of TAP and access LIFE low-income discounts, and to ensure cash paying customers can access the same discounts as other riders.
- The [Speed](#) chapter provides a sneak peek at the next round of bus-only lanes to reduce travel time, and a comprehensive study to identify areas where speeds can be safely increased on the light rail system through signal optimization.
- The [Crowding](#) section looks at Metro actions to address recent concerns about social distancing.
- The [Personal security](#) section zeroes in on ways to continue to reduce crime on Metro and help all customers feel safe, with a focus on the experiences of women, and changes coming to address concerns about racial justice. It also recommends wider dissemination of the MetroWatch app to give customers an easy way to report issues.



- The [Homelessness](#) section, recognizing the magnitude and urgency of homelessness on Metro, recommends measures to move towards reducing Metro homelessness by 50%, and proposes one concept for how Metro might dispatch social workers to address reported conditions and behaviors that affect rider health or safety.
- And finally a [Cleanliness](#) section recognizes the importance of odor reduction and disinfection, and looks at a range of possible cleaning enhancements.

You may notice that this Plan has a significant emphasis on bus. That is intentional. Metro Rail gets a lot of focus, but Metro Bus carries over 70% of Metro riders and carries a disproportionate number of riders from equity focus communities. That's not to say this Plan ignores the needs of Metro Rail customers. There is a big focus on Metro Rail in the [Personal security](#), [Homelessness](#), and [Cleanliness](#) sections in particular.

### Call-Out Box: Near-term Improvements

Many plans focus on the long term, and end up sitting on a shelf and never getting implemented. The Metro *Customer Experience Plan*, however, will tie directly into Metro's accountability systems that require regular reporting of progress. Moreover, the Plan calls for consideration of five near-term actions:

1. Test a 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. See [Agency-Wide Recommendations](#) for budget requirements.
2. Reduce homelessness on Metro by deploying **unarmed security ambassadors** to fill gaps in terminus station assistance and intercede with people who are experiencing homelessness on Metro to get them the help they need. Also: cost effective expansion of homeless outreach teams including on-call nursing, mental health and addiction services; temporary short-term shelter pending housing from local and regional partners; and regular, statistically valid counts to evaluate results. See [Agency-Wide Recommendations](#) for budget requirements.
3. Test a flexible dispatch concept whereby Metro responds to safety and security issues on buses and trains by **dispatching appropriate staff**: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands. See [Agency-Wide Recommendations](#) for budget requirements.
4. Test an **elevator attendant** program similar to the successful program at BART to deter crime, human waste and drug use in elevators, and make them safe and pleasant for seniors, people with disabilities, travelers with luggage, and others. See [Agency-Wide Recommendations](#) for budget requirements.
5. And finally, while Metro cannot guarantee social distancing on all routes at all times, Metro will introduce a new NextGen bus service configuration in December 2020 that is

expected to **improve physical distancing** between Metro customers during the COVID-19 pandemic.

### **Call-Out Box: Best Practices**

This Plan highlights customer experience issues you may face as a Metro rider, but we also call out successes where we see them. Here are a few:

1. Metro System Security and Law Enforcement (SSLE) sponsors programs to help riders experiencing homelessness, connecting over 700 people to shelter and services over the last six months.
2. Metro Operations does regular, detailed inspections of train stations to find things that need fixing, and the information is entered into iPads and used to dispatch teams to do repairs promptly. This is an industry-leading practice.
3. Our review of the TAP website, run by Metro Finance, found it to be user friendly. That's not always the case with transit websites, so definitely something to celebrate.
4. Metro Information Technology Systems (ITS) developed a user-friendly MetroWatch app for customers to report security concerns, addressing a key pain point. This app is now used by thousands of riders.
5. Metro Civil Rights deploys mystery shoppers, many of them people with disabilities and Limited English Proficient (LEP) riders to verify that Metro delivers the service needed by these riders. This is another industry-leading practice.
6. Metro Human Capital & Development (HC&D) goes the extra mile to hire bus operators, even paying for commercial license applications. This shows a "whatever it takes" spirit that will be important as Metro staffs up to avoid Missed Assignments.
7. Metro Communications has been integral to many customer experience improvements – working with local communities to get agreement on proposed bus lanes, distributing 50,000 face coverings to riders who didn't have one, and partnering with the five-star Transit trip-planning app, and retiring Metro's previous two-star app..
8. Metro's Office of Extraordinary Innovation (OEI) successfully tested automatic bus lane enforcement cameras to discourage cars and trucks from blocking bus lanes, keeping lanes open so that bus riders get where they need to go more quickly.
9. Metro Planning launched a new, comprehensive Customer Experience survey to provide data to support future Customer Experience Plans. This information will be essential to help Metro understand customer needs, and to help prioritize improvements.

## Customer Experience Culture

As we look to the future, customer experience can't just be a top down exercise. It requires a customer-first focus and culture at every level of the agency in order to be successful. And it requires that Metro's leadership and employees be able to see issues from a customer perspective, and ask themselves tough questions like, "Is good, good enough?" and "How do we go the extra mile to really WOW people." It can't just be about designing services that are easy to deliver. The customer must come first, and this requires a change in mindset.

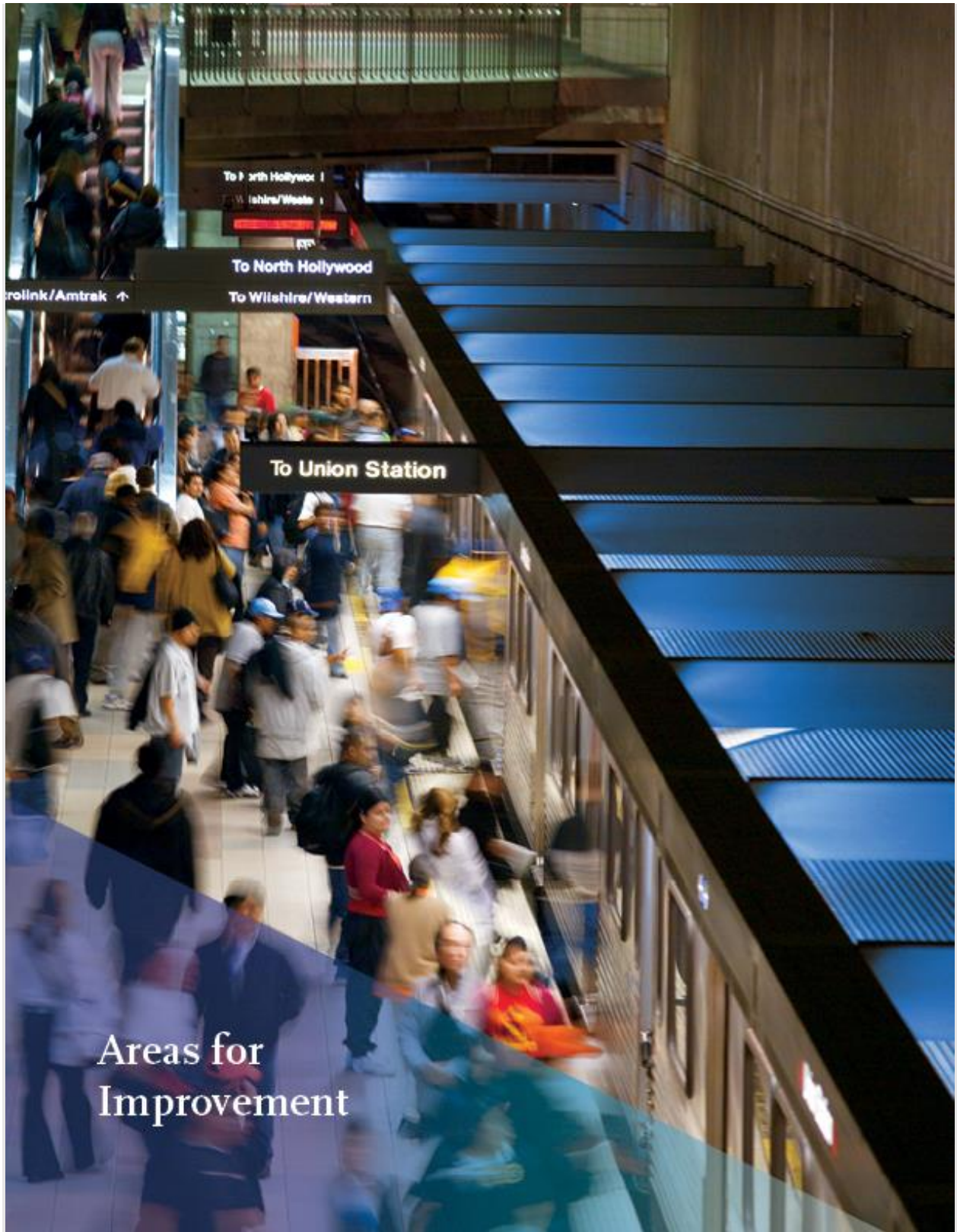
### **Call-Out Box: Love from Metro Riders**

Metro values feedback from riders. Rider feedback gives us the insights we need to improve, and it bolsters our motivation when we know how much the improvements mean to you. We also love to get compliments when Metro earns them. Even as we work to eliminate pain points and improve the customer experience, our morale is buoyed by this love from our riders:

- "I would just like to thank Metro for continuing to serve the community during the pandemic and all of their bus operators who put themselves more at risk everyday to get us where we need to go. Thank You." (COVID-19 Survey Comment)
- "We were amazed by each station, and the thought that went into incorporating aspects of the neighborhood into the art." (rider comment)
- "I love metro and will continue to ride it by doing my part and taking precautions :)" (COVID-19 Survey Comment)
- "Thank you for your services and for caring about your customers. I appreciate you." (COVID-19 Survey Comment)
- "Thanks very much! Keep Metro strong for the people!"(COVID-19 Survey Comment)



Many comments recognize the essential workers at Metro for helping other essential workers get where they need to go during the COVID-19 pandemic. This report is dedicated to all the brave Angelenos who continue to help others through the pandemic, even at risk to themselves and their families, and to those who lost their lives due to COVID-19.



Areas for  
Improvement

## 5. Areas for Improvement

### 5.01 Metro Bus reliability



Metro bus riders want service they can rely on to consistently get where they are going on time, and to catch connecting services. Missed runs, delays or pass-ups can mean missed transfer connections, and being late to work, school, a medical appointment or to day care pickup. And when these things happen on a regular basis, riders have to budget extra time ... just in case Metro is late. Here are some recent customer comments:

- “The main reason I avoided taking the bus before COVID-19 is because they rarely run on time.” (COVID-19 Survey Comment)
- “A lot of times the trains and buses are extremely late. You should have better control.” (COVID-19 Survey Comment, Spanish language)
- “The service provided by Metro is completely careless, the buses are constantly delayed, coming at random intervals and very dirty.” (complaint to Customer Relations)
- “I spent 75 minutes waiting for a bus. I don’t know if the bus before was early, or the following bus was late. It makes them very unpredictable.” (complaint to Customer Relations)
- “The bus that was supposed to arrive at 4:54 never arrived. The bus either never arrives or always arrived late. This is very inconvenient for all of us passengers who are attempting to make it to work on time.” (complaint to Customer Relations)
- “For the last two weeks the bus schedules have been altered with no notification. For instance, schedule buses are not arriving, are arriving at later times and at times ignoring bus stops by not stopping.” (complaint to Customer Relations)
- “Please understand that a 20 minute bus delay can mean an hour wait for train users that rely on public transportation.” (complaint to Customer Relations)

#### *Missed Bus Runs*

Delays can occur for many reasons, including external factors like traffic. Missed bus runs, however, are more within Metro’s control. A missed run is a scheduled bus that gets canceled. Prior to the COVID-19 pandemic, missed runs usually occurred due to bus operator shortages. While that issue has receded during the pandemic because fewer bus operators have been needed to run reduced service, the issue is likely to return as service is restored.

Given that missed runs can cause huge problems for impacted riders, for example loss of a job or fines for late pickup at day care, the ambitious 1% cancelled assignment limit set by Metro Operations is commendable. If 1% of all runs are cancelled, that would translate to a bus customer who rides one round trip each weekday experiencing a missed run no more than once every 10 weeks. Actual cancelled assignments are closer to 5% though. While Metro Operations limits the damage by selecting cancellations that have less impact possible, e.g. shorter runs, it is important to reduce cancelled assignments.

As a point of comparison, Metro Rail Operations rarely misses a scheduled train pullout. This is a function of a higher Operator Assignment Ratio (OAR) for rail, at 1.34, versus bus at 1.18-1.20 (the Operator Assignment Ratio is the ratio of total operators on staff vs. total needed to cover all assignments, accounting for absences). The difference between bus and rail also reflects that rail operators are promoted from bus operator ranks, whereas bus operators are recruited from the outside (which is more difficult). To achieve a 1% cancelled assignment limit for buses may require additional staffing (higher OAR), and a multifaceted strategy addressing:



- recruitment
- hiring
- retention
- compensation
- training
- working conditions
- absences and leave
- having adequate extra bus operators on hand (called extra boards) to cover for absences
- overtime budget to enable callback of operators as needed
- work rules
- loss of bus operators to other bus agencies
- movement of bus operators into supervisory positions or into rail operations

Metro's Bus Operator Task Force, which is composed of Metro Operations and Human Capital and Development (HC&D) staff, has made strides in recruitment and hiring through job fairs, community partnerships and innovations such as paying for candidates to apply for the required license, however more challenges lie ahead. Having adequate capacity to serve additional ridership from possible fareless (free fare) programs could require a lot of recruitment and hiring to avoid cancelled assignments. Therefore, it will be important that Metro Operations and HC&D continue to improve recruitment, hiring, compensation, training and retention. It will also be important to provide Metro Operations and HC&D maximum latitude and resources to meet the challenge.

#### Pass-ups

A pass-up, when a bus passes one or more passengers waiting at a bus stop, is another common complaint. During the COVID-19 pandemic, bus operators have been given more discretion to pass-up riders to avoid crowding in the interest of public health. Under current Metro procedures, bus operators are required to report pass-ups and the reason for them (e.g. unsafe/overcrowded conditions or all wheelchair securement areas full). As the pandemic comes to a close, it will be important to ensure that Metro Operations works with bus operators to reduce pass-ups.

Pass-ups can also result from bus operators not being able to see passengers standing in the dark at night or before dawn, so lighting improvements are important.

## Other Delay Factors

Another factor that can cause bus delays is mechanical failures, although this is not a major cause of cancelled assignments. As a Key Performance Indicator (KPI) for this area, Metro tracks Mean Miles Between Mechanical Failures Requiring Bus Exchange (MMBMF). Metro does not currently achieve its goal for this KPI, which is to incur at least 5,183 miles between failures. A key factor is the age of the fleet and greater maintenance required by articulated buses.

Customers are also delayed by detours required by road maintenance or special events. And, of course, traffic congestion in mixed flow lanes is another source of delay. See the [Speed](#) section for a discussion of transit priority and bus-only lanes that help buses beat traffic congestion.

### *Recommendations:*

1. By January 15, 2021 Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit for consideration in the FY22 budget. See [Agency-Wide Recommendations](#) for budget requirements to move to a 1.25 OAR for example.
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-19.
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. See [Agency-Wide Recommendations](#) for budget requirement.
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 last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered

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 used by Big Blue Bus in Santa Monica).
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.

## 5.02 Accuracy of real-time info

When customers wait for their bus or train, they want to know when it will come. Some riders may be on their way to work. Others may be on their way to an important appointment, or to pick up their children at day care. In each of these examples, customers may feel stress or anxiety because they're not sure if they can make it on time to their destination. And it's even more stressful when their phone app or the digital prediction display (if there is one) shows a bus is coming in say eight minutes, but the bus doesn't show, and neither the display nor their app offers explanation.

In a Metro Customer Satisfaction Survey, conducted in 2017, 37% of bus riders and 33% of train riders said they are dissatisfied with arrival information. And 61% of frequent bus riders and 78% of former riders rate bus arrival data as unreliable or very unreliable.



- “I did download the new transit app but I find it’s not very consistent in determining when the next buses are arriving.” (COVID-19 Survey Comment)
- “The bus never came!!!... the app says it’s gonna have one at 8:35 and 8:44, but we don’t know why there’s no bus show up!” (complaint to Customer Relations)
- “Bus was supposed to pick me up at 5:20-21. It was 7-8 minutes late making it impossible to make my connecting buses that your trip planner planned out for me. We need dependable bus service.” (complaint to Customer Relations)
- “I waited at the bus stop for 40 minutes. Google had told me it would be there and kept refreshing to later time.” (complaint to Customer Relations)
- “Need more notice when on detour and need to let passengers know how to get to another point if there is one.” (COVID-19 Survey Comment)

Unfortunately, there is no single silver bullet to fix real-time information problems. Sometimes traffic conditions make predictions difficult. And other times it can be a Metro-related cause such as:

- Inaccurate or missing vehicle location data (due to computer hardware, software, or communication system issues)
- Missing information about cancelled runs, detours, out-of-service vehicles, information on bus bridges when train service disruptions occur, or road calls due to bus breakdowns, and the inability of prediction systems to process those kinds of information
- Aging computer systems that can experience breakdowns
- Inconsistencies in the real-time information customers receive across various media due to computer processing and communication latencies

Metro riders should not have to pay a price for these problems though, so Metro’s interdepartmental Real-time Information Team is working to address each of these issues. For example, new routers were recently installed on buses, and staff is developing procedures to keep them properly configured and maintained. The new routers will improve the accuracy of real-time information by identifying the location of buses every few seconds, rather than every few minutes.

Also, Metro Information Technology Systems (ITS) is developing a more advanced prediction engine that can use data on cancelled runs, detours, out-of-service vehicles, and road calls, and staff is developing new operating procedures to digitize and feed that kind of information to the prediction engine in real time.

As real-time system improvements are made, it will be important for Metro to collaborate and share information with other transit agencies in LA County. This is especially important for Metro riders who transfer to or from these systems.

Staff is also scoping replacement of aging information systems that deliver real-time information, in particular the Advanced Transportation Management System (ATMS) for buses, and a similar communication system for trains. Note that these replacements are currently unfunded.

While Metro works to improve the quality of real time predictions, it should be noted that it’s not always possible to predict arrival times accurately due to sudden changes in traffic, accidents, detours, and other unexpected factors.

#### **Call-Out Box: Wi-Fi and Cellular Service**



Wi-Fi and cellular services enable customers to get work done while riding, use social media, play games, check to see when a connecting bus or train is coming, and text/call loved ones in the event of an emergency. Metro recently introduced Wi-Fi on buses to provide customers with internet access, to improve security by linking cameras to Metro Operations, and to improve vehicle location information to make predicted arrival times more accurate. Wi-Fi also benefits lower-income people who have smartphones but can’t afford unlimited data.

Metro Rail customers now have improved cellular service on the subway, including the B (Red) and D (Purple) Lines for almost all major carriers.

For both Wi-Fi and cellular, it is important that Metro ITS continue to monitor service to ensure there is good availability and adequate bandwidth for customer use. This will also be monitored through annual Customer Experience surveys.



Courtesy of Big Blue Bus,  
Santa Monica, CA

#### *Dissemination of Real-time-Time Information*

As real time information and predictions improve, we want it to be readily available to Metro riders. Digital displays have been installed at over 300 high volume bus stops to show real-time arrival predictions. These are especially helpful in areas where customers may not have smartphones. They are also especially valuable at transfer stations and bus stops with a high volume of transfer activity.

Metro wants to get real time information displays to as many bus stops as possible, therefore Metro is considering lower cost options such as “e-paper” displays that are powered by solar panels.

Another way for riders to obtain real-time arrival predictions is by finding the bus stop ID number at their stop and calling 511. Metro Stops and Zones, Intelligent Transportation Systems (RIITS), and 511 are working together to develop a consistent regional system for this, including accommodations for people who are blind or sight impaired.

Another way to disseminate real-time information is through smartphone apps. Metro recently formed a partnership with a third-party, five-star app (Transit), discarding the previous two-star Metro app. This provides a more user-friendly interface to real-time information and can potentially incorporate rider reports of delays to make predictions more accurate.

On the train side, arrival information has been incorporated for end-of-line train stations, which was missing previously.

None of these methods for disseminating real-time information, however, solve the accuracy problem. It is important to tackle that first.

#### *Recommendations:*

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.
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.
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.
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.



Transport For London e-Paper sign. *Photo Credit TBD.*

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.

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.

### **Call-Out Box: Real-Time Rider Communication and Engagement**

Metro’s Digital Services team developed a proposal for a simple real-time, automated system to communicate with riders via the digital channels of their choice. Information would be customized to each rider based on the routes and times they ride, and through whatever channel they use: *metro.net*, third-party apps like Google Maps and *Transit*, SMS text alerts, social media, and smartphone notifications. This will require creating a customer relationship management (CRM) platform and User Experience (UX) research to meet customer needs. The CRM platform would also invite riders to rate their customer experience, report issues through the TransitWatch app and Customer Care, provide input on Metro projects and initiatives, and receive rewards that incentivize ridership and engagement. See [Agency-Wide Recommendations](#) for a cost estimate.

### 5.03 Metro Bus frequency

Metro riders want to get where they are going quickly. That requires frequent service to keep wait times short, and fast service to keep travel times short. This chapter addresses frequency and wait time, while a following chapter addresses vehicle speed and travel time.

Frequencies minimize waiting, which research shows is the most disliked part of the transit journey. And as we all know, there is a huge difference between missing a bus that comes every 20 minutes and missing a bus that comes every 5 minutes. Here is what Metro customers say about frequency of service:

- “The same schedule should be in place on most routes all 7 days of the week and the same frequency should be kept as well... I would like to go out to concerts (when they resume) and I can get to them, no problem, but getting home before the buses slow way down or stop is sketchy.” (COVID-19 Survey Comment)
- “If you take a bus you cannot do it on the spot, you cannot just go there and wait because you don’t know how long you will have to wait.” (Customer Satisfaction Chinese Language Focus Group, 2017)
- “I’ve noticed that you guys have more buses running with their tourist but not where their citizens are!! Improve the buses in low-income areas there’s not enough buses running frequently!!” (COVID-19 Survey Comment)
- “The busses do not run often enough after 7pm and this makes it hard to get home from work.” (COVID-19 Survey Comment)



- “Another day that this extremely busy bus line takes over 20 minutes to come during rush hour... The frequency of these buses urgently needs to increase during rush hour...” (Complaint to Customer Relations)
- “There was problem with the Red Line and it was backed up but the crowds are a daily issue. People push to fit on the buses. They need to run more frequently during peak hours.” (complaint to Customer Relations)

Metro has a NextGen Bus Plan that will eventually establish a core system of frequent bus and train routes with headways of 10 minutes or better, covering 46 weekday lines (compared to 16 previously). And it will provide demand-responsive Microtransit services in other areas. Note that a “headway” is the amount of time between scheduled buses, so the lower the better. The bus improvements will dramatically increase the number of people within walking distance of the frequent network, from 900,000 residents to nearly three million. And the core bus network will lower wait times for midday, evening, and weekend riders. These improvements are important for the 70% of Metro rides typically taken by bus, and the goal is to eventually provide at least 80% of bus riders with headways of 10 minutes or less.

The COVID-19 pandemic, however, dramatically impacted Metro revenue and ridership, and the resulting fiscal challenge has delayed the pace of service improvements. Metro sees NextGen as a major priority, however, and intends to phase-in the Plan as ridership and revenue rebound after the pandemic. Moreover, NextGen will be especially needed to meet demand if Metro introduces fareless (free fare) service.

Costs and potential phasing for NextGen service improvements are outlined in this table:

### NextGen Incremental Annual Operating Cost

<i>Scenario</i>	<i>Maximum Revenue Service Hours (million RSH)</i>	<i>Incremental Annual Funding Needed</i>
Base FY21	5.6	n/a
FY22	6.5	\$131,148,000
FY23 (NextGen Scenarios A/B)	7.1	\$ 87,432,000
TBD (NextGen Scenario C)	9.4	\$335,156,000

NextGen improvements are ready to go when the economy rebounds and/or funding become available, and Metro bus riders eagerly await them.

*Recommendation:*

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.

## 5.04 Bus stops

Bus stops are a gateway into the Metro system. Bus riders want to feel safe, secure, and comfortable while waiting for the bus. Unfortunately, not all bus stops in Metro's service areas have basic features customers need. Of the 13,802 bus stops served by Metro, only 24% have a transit shelter, 46% have seating, and 56% have streetlamps within 50 feet. Just 2% have real-time information displays. And more than half of bus stop areas lack curb ramps or other important provisions for people with disabilities.

The lack of these essential features creates an uninviting waiting experience. Customers also mention concerns about their safety, due to fear of crime, unsafe intersection crossings when accessing the bus stop, or inadequate lighting that can make waiting feel unsafe at night.

- "Here, far west in the San Fernando Valley, we need more frequent buses and we most especially need more bus benches and coverings, as well as trash cans at the bus stops." (COVID-19 Survey Comments)
- "Shade/charging stations in bus stops." (COVID-19 Survey Comments)
- "There is a long wait time [at night] and I don't want to wait at the bus stop for a long time. So, as long as you are on the bus you are okay. But when you are at the bus stop waiting. I feel that is dangerous." (Customer Satisfaction Korean Language Focus Group, 2017)
- "You have people sitting on the steps in the shadows (facing the stop) doing their drugs, smoking their pot and conducting their drug deals while they wait for the bus." (Complaint to Customer Relations)
- "No safe space to sit so you are forced to share cigarette smoke with employees from the building." (Complaint to Customer Relations)
- "This senior citizen lady had to stand there ... waiting 23 minutes in the hot sun with no seats or benches." (Complaint to Customer Relations)

Metro does not have direct control over most bus stops in its service area, rather, 63 different jurisdictions own them. Metro installs and maintains bus stop signs and posts, and a multitude of public agencies may or may not provide bus shelters, benches, trash receptacles, maintenance, and other amenities. Of course, customers do not care who owns bus stops, nor should they have to be concerned with jurisdictional distinctions. This is the essence of good customer experience - the system should work well together and jurisdictional structure should be invisible to the customer. While this reality makes it challenging for Metro to shape customer experience at bus stops, we can work with the cities we serve to make improvements for Metro bus riders.

### **Prioritizing improvements**

Fortunately, 8% of bus stops in Metro's service area serve 61% of all bus riders. We want to focus on these high-volume bus stops, as well as bus stops selected based on wait times, urban heat, high collision areas, and the presence of Equity Focus Communities, schools, senior centers and other public facilities.



### Call-Out Box: Design Standards for Bus Stops

Over the past few years Metro has refined its design standards for bus stops. Metro's Transfers Design Guide establishes bus stop design guidance, as seen in the figure below. Metro works with cities to incorporate this into planning and construction, and Metro offers training for staff and contractors to implement bus stop design best practices.

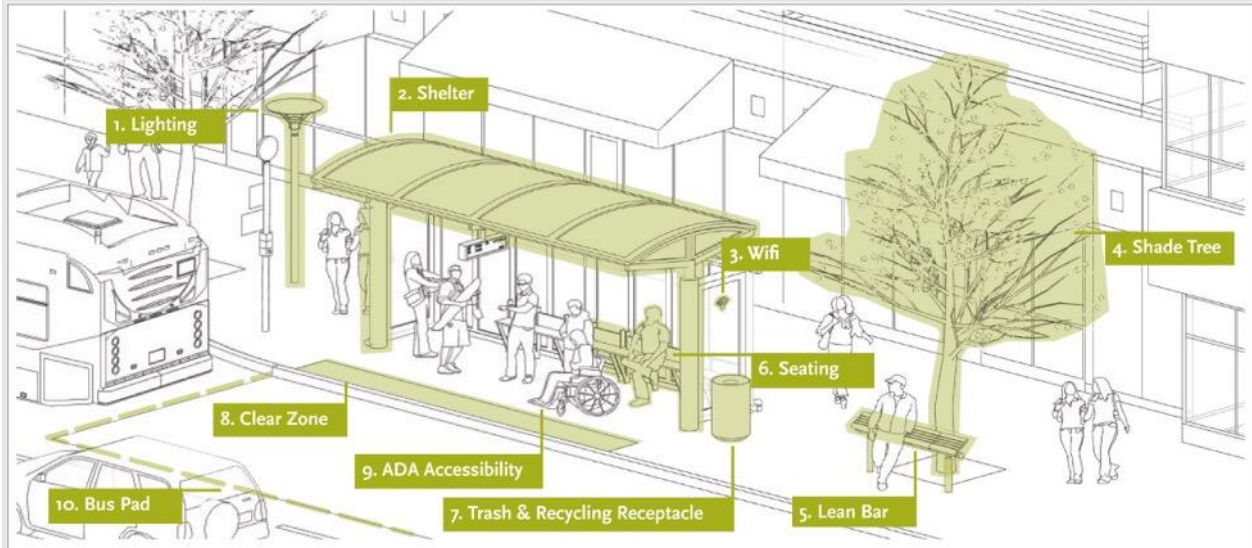


Figure: Recommended features of a bus stop or station from Metro's 2018 Transfers Design Guide

Funded through Measure M, Metro is also planning several major Bus Rapid Transit (BRT) projects. In preparation for these projects, Metro is preparing a Bus Rapid Transit Vision and Principles Study to establish design guidelines for BRT stations.

Through the Better Bus Initiative, Metro is working across jurisdictions to evaluate ways to finance, construct, and maintain bus stops that provide a high-quality customer experience.

The Better Bus Stops working group is focusing on the following basic needs of riders at bus stops:

- Shelter and/or shade protection
- ADA accessibility
- Safe pedestrian crossing
- Lighting
- Seating and/or leaning
- Real-time and schedule information
- Well-maintained and clean stops

Better Bus brings together many Metro departments, including Countywide Planning, Service Planning and Scheduling, Systemwide Design, Arts & Design, Stops and Zones, the Office of Civil Rights & Inclusion, Environmental Compliance and Sustainability (ECSD), and the Office of Extraordinary Innovation to synchronize efforts to make these improvements.

## **Shelters and/or shade protection**

Bus shelters are essential. Not only do they protect customers from the elements, but they also make bus stops more visible, provide seating and real-time information, and reduce perceived wait times. There are also alternative shelter designs or shade structures for narrow sidewalks where standard shelters do not fit. Additionally, planting trees near bus stops can provide shade.

Metro staff is mapping out a strategy to provide at least 60% of bus stops within Metro's service area with a shelter or shade protection by 2025. This effort requires:

- Building support to fund bus stop improvements through billboard advertising revenue, grants, or other funding opportunities
- Working collaboratively to incentivize cities to prioritize funding for bus stop improvements
- Helping cities incorporate best practices for street furniture advertising contracts, including blanket permitting to expedite bus shelter installation

The Better Bus Stops working group is working with the City of LA's Bureau of Street Services, called StreetsLA, to prioritize bus shelter locations in their upcoming advertising contract. Metro is also looking for opportunities elsewhere in its service area, with a focus on high-heat locations.

## **ADA accessibility and safe pedestrian crossing**

Metro funds local jurisdictions across LA County, through local return of tax dollars, to repair sidewalks, enhance crosswalk safety with more visible striping, and install pedestrian signals. In addition, the City of LA has a 30-year \$1.4 billion program called Safe Sidewalks LA to repair sidewalks and improve accessibility. Although bus stops are not a focus of Safe Sidewalks LA, sidewalks and curb ramps at bus stops adjacent to city facilities such as libraries, parks, and social services are being repaired. Additionally, Vision Zero and the Complete Streets teams at the City of LA are working with Safe Sidewalks LA to restripe crosswalks.



Also, as part of NextGen stop consolidation to reduce travel times, Metro's Stops and Zones team along with municipal partners will remove some stops that lack basic amenities or are not ADA accessible. Accessibility is an important consideration in the stop consolidation plan.

## **Lighting**

Across Metro's service area, there are only a handful of bus stops with dedicated, pedestrian lighting (59 bus stops). Metro and the City of LA are working to install pedestrian lighting at bus stops that are not well lit, in areas of higher crime, and where there are high numbers of night-time riders.



Figure 1: Pedestrian lighting at Inglewood and Venice Boulevard in Los Angeles, Bureau of Streets and Lighting

A \$750,000 bus stop lighting project was recently completed by ECSD with support from the Federal Transit Administration (FTA). Twenty-one (21) bus stops were prioritized from a list developed by Metro Service Planning. The City of LA subsequently designed, procured, installed, and will maintain streetlights at these bus stops:

Table 1: Pedestrian Lighting Locations in the City of Los Angeles funded through ECSD

Street Location	Nearest Cross Street
York Blvd	Avenue 49
San Fernando Rd	Eagle Rock Blvd
Vermont Avenue	Melrose Avenue
Vermont Avenue	4 <sup>th</sup> St
Cesar Chavez Avenue	Vignes St
Central Avenue	6 <sup>th</sup> S
Adams Blvd	Broadway
38 <sup>th</sup> St	Broadway
Slauson Avenue	2 <sup>nd</sup> Avenue
Slauson Avenue	Van Ness Avenue
Florence Avenue	Avalon Blvd
Vermont Avenue	76 <sup>th</sup> St
Vermont Avenue	94 <sup>th</sup> St
O Farrell St	Beacon St
Century Blvd	La Cienega Blvd
Sherman Way	Topanga Canyon Blvd

Based on recommendations from Metro’s Women & Girls Governing Council (WGGC), staff prioritized an additional 13 stops based on weekday boardings and crime rate, and are working with the City of LA’s Bureau of Street Lighting (BSL) and StreetsLA to consider lighting for these locations. BSL allocates funding for pedestrian lighting at 30 bus stops a year within the City of Los Angeles. Metro staff continue to work to identify funding for bus stop lighting improvements in other parts of its service area.

**13 Candidate Metro Stops for Additional Lighting within the City of Los Angeles**  
(Ranked by average weekday boardings)

<i>Stop Name</i>	<i>Daily Boardings</i>
Vermont/Vernon	686
Vermont/Martin Luther King Jr	672
Crenshaw/Martin Luther King Jr	578
Crenshaw/Slauson	510
Crenshaw/Florence	259
Western/Slauson	274
Gage/Broadway	105
Venice/Western	628
Western/Vernon	564
Venice/Cadillac	430
Van Nuys/Sherman Way	332
Vernon/Western	170
Ventura/Van Nuys	112

The City of LA recently completed its streetlight competition, and the winning design includes an optional secondary light over the sidewalk for pedestrians. The Better Bus Stop working group is working to assess opportunities to deploy these new streetlamps near bus stops in high need areas.



*Figure 2A rendering of Project Room's entry in L.A.'s streetlight competition: a design that provides one light over the street and a second over the sidewalk. (Courtesy Project Room, LA)*

## Seating and/or leaning

Just over half of bus stops served by Metro do not have seating. For customers with long waits, people with disabilities, and elderly riders, not having seating at a stop can cause major discomfort. Many bus stops do not have enough sidewalk space for a bench. Metro's Better Bus Stop working group is planning to test low-cost solutions, possibly like the image below, to provide seating at more stops, and will solicit rider feedback.



*Simme seats used by Skagit Transit*

## Schedule information

In addition to the recommendations in the Real-time information section of this Plan, Metro is exploring improvements to static schedule information at bus stops. As a part of the NextGen service change scheduled for June 2021, the Better Bus Stops working group is considering modifications to bus signs to improve the information we provide to bus riders (see Figure X for an example from Minnesota).



*Routing and service frequency information on screens and in static signage at Chavez Pavilion, Los Angeles, Union Station.*

## Well-maintained and clean bus stops

Key cleanliness and maintenance issues that Metro is seeking to address include:

- Trash and debris due to a lack of trash receptacles, or overflowing and unmaintained receptacles
- Unsanitary conditions affecting health and safety concerns (e.g. discarded food, rummaged garbage cans, drug paraphernalia, human and animal waste)
- Bus stop areas and seating occupied by non-transit activities (e.g. individuals sleeping or lounging on benches or on sidewalks, encampments of people experiencing homelessness)

- Graffiti and damage to bus stop furniture or infrastructure
- A lack of coordination for bus stop condition reporting and response across Metro and local jurisdictions

Across Metro’s service area, local jurisdictions are largely responsible for keeping bus stops clean and maintaining the shelter, seating, and trash receptacle. Metro Stops and Zones responds to calls in the City of LA, along with occasional calls from across the County, to power wash bus stops that are health or safety hazards.

The Better Bus Stops working group is looking into additional ways to improve bus stop cleanliness. Metro’s Integrated Station Design Solutions (ISDS) working group has a new design for station trash receptacles that are more maintainable, secure, and attractive. Metro is also exploring an Adopt-a-Stop program. These programs have been used by cities and transit agencies across the US to help keep bus stops clean. In an Adopt-a-Stop program, a local business or community group could pay to sponsor the stop, pick up litter, and report graffiti and other issues to the transit agency or local jurisdiction. The Better Bus Stops working group, in consultation with Customer Care and Stops and Zones, is also considering a pilot program to streamline the process for customers and local jurisdictions to report bus stop issues and get them addressed quickly.

**Pilot Tests**

The Better Bus Stops working group, in conjunction with Metro’s OEI and Stops & Zones, plan to test low-cost bus stop improvements and solicit input from bus riders and the general public.

Pilot proposals include:

- An on-post bus seat
- A push-button solar light. These solar lights have a button-activated flashing light to alert bus operators that a passenger is waiting, thereby reducing pass-ups at night
- A solar-powered fan



*Courtesy of Orange County Transit Authority (OCTA)*

## Other improvements

Additional investments in bus stops include the new Cesar E. Chavez Avenue Bus Stop Improvements and the Patsaouras Plaza Busway, both funded through a federal grant. The Cesar E. Chavez Avenue Bus Stop Improvements include a new transit pavilion, bicycle amenities and new bus shelters. The Patsaouras Plaza Busway will provide a new station for the Metro J (Silver) Line and other buses on the El Monte Busway, and provides a platform and a pedestrian bridge (designed through architect and artist collaboration) to help riders access Union Station. Additionally, the project will enhance security at the plaza with improved lighting and a closed-circuit TV system (CCTV).



*New Patsaouras Plaza Busway, Union Station, Los Angeles*

## Recommendations

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.
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.
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.
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.

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.
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.



## 5.05 Ease of payment

Purchasing your Metro fare should be easy – whether you’re a daily local rider or a first-time visitor to LA County, this first step in the customer journey can set the tone for the complete experience. When beginning travel on Metro, we want to ensure this first impression is a good one.

**Important note: Metro is currently evaluating fareless (free fare) transit, which could make the ease of fare payment (and the recommendations in this section) a moot issue.**

Customers tell Metro they want more convenient options to pay fares.

- “Make it easier for contactless payment by phone or TAP cards” (COVID-19 Survey Comment)
- “Payment via an app on a smartphone should be a prime goal...” (COVID-19 Survey Comment)

Previous complaints included:

- Difficulties loading TAP cards at Ticket Vending Machines
- The inability to purchase TAP at bus stops
- The length of time it takes for fare to be loaded to TAP cards when purchasing online,
- The lack of a mobile app for fare payment,
- Too many fare types to choose from
- Hard to apply for LIFE low-income discounts; and
- Metro monthly pass not synchronized with Bike Share

Fortunately, Metro is working to address many of these issues. Improvements include:

**TAP Mobile App:** The TAP program brings an innovative "first" for fare payment with the September 2020 launch of the TAP mobile app. This new technology gives customers a contactless way to pay for transit using an iPhone (8 and above, iOS 13.6 and above) or Apple Watch (Series 3 and above, watch OS 6.2.8). The TAP app can also be used to buy fare for 25 additional TAP transit systems, manage TAP accounts including Reduced Fare and LIFE discounts, and plan trips using Trip Tools. The TAP app for Android will be available this year.



- **TAP automated transfers:** New automated transfers replaced a manual process that required bus operators to select the correct transfer, and collect the full fare on the first leg of a trip.

### TAP Network of 26 LA County Transit Agencies

Largest seamless smart-card program in the nation.



- **TAP Ticket Vending Machines (TVM's):** Metro's TAP department redesigned TVM screens for easier navigation, and designed new help screens and audio capabilities for people with sight impairments. Note: for the 2021 CX Plan, Metro will analyze feedback from customers regarding ease of fare payment to assess whether there are remaining issues to be resolved.
- **Bus station TVM's:** TVMs are currently available at all Metro G Line (Orange) BRT stations, at eight key stations along the J Line (Silver) BRT and at the Union Station Patsaouras Bus Plaza. A TVM will be added to the new Silver Line Union Station Patsaouras Bus Plaza, as well as at the new Cesar Chavez Transit Pavilion. Metro has worked with regional partners to expand TVMs to five additional locations: Norwalk Transit Center, Long Beach Transit Center, South Bay Regional Intermodal Transit Center (Redondo Beach), Torrance South Bay Regional Intermodal Transit Center and Culver City Transit Center.
- **Upgraded Fareboxes:** Upgraded bus fareboxes have been installed so now passes and stored value purchased online will load onto TAP cards more immediately. From a consumer perspective, loaded value should be available to use on your TAP card the moment you purchase it. The lag time has been reduced from up to 48 hours to just 30 minutes, and the current goal is to reduce it to no more than 10 minutes. These are good steps, but still fall short of the instant loading that consumers expect.

- **TAP and Stored Value Sales on Board Buses:** Customers can now purchase TAP cards and load stored value on board all Metro buses and seven other municipal bus operators. These loads happen instantly.
- **One Million TAP Card Distribution:** To get the benefits of TAP in the hands of as many Metro customers as possible, the Metro Board of Directors authorized the distribution of one million free TAP cards. Consistent with Metro’s focus on equity, distribution was focused on areas with disadvantaged populations, including through social service agencies.
- **TAP Third-party Vendor Network:** To make TAP readily available in neighborhoods throughout the LA area, TAP increased its third-party vendor network to 470 locations, and in 2019 added 1,000 more locations through a partnership with Walgreens Pharmacy and 7-11.
- **TAP Website:** Our independent review of the TAP website reveals that it is easy to use, setting a high bar for other Metro websites, vending machines, and apps to achieve the same level.
- **Bike Share and Metro Monthly Pass:** Currently, Metro Monthly Pass customers are unable to use their monthly pass as fare payment for Metro Bike Share due to incompatibility with the current reader types. TAP is currently working with Metro Planning to coordinate with the next Bike Share contract.
- **Comprehensive Pricing Study:** Metro is currently doing a comprehensive review of fees and fares, and one of the top objectives is to simplify fares to improve the customer experience.
- **Fare-capping:** TAP is currently exploring a fare-capping feature to allow customers to pay as they go for rides on Metro, until the cumulative fare deductions reach the pass cost for the incremental travel period (end of the day, end of the week, end of the month), after which rides would be free for the remainder of the month (or daily/weekly pass period).



The TAP mobile app was developed to simplify fare purchase - no more stopping at TVMs or interaction with the bus operator. Many riders do not have a smartphone, however, or have an older model that cannot be used for fare payment. And getting riders to transition from cash payments to TAP remains an issue, with 30-40% of bus riders not using TAP. These customers are unable to enjoy free and seamless Metro transfers on second boardings, easy TAP payment for Metro Bike Share, and balance protection if a card is lost. The distribution of one million TAP cards was a good first step in addressing the issue, but it is a significant equity issue and work remains to be done.

Also, with more than half of Metro riders meeting the low-income threshold, reduced fare programs such as LIFE must continue to eliminate barriers to reduced fare programs. The new LIFE program started in July 2019 with approximately 30,000 customers and since then, the program has grown to 77,000 users. This is swift growth but there is still room to expand. The improved, electronic process for renewing LIFE discounts, implemented due to the pandemic, is also a good step forward, but more needs to be done to make LIFE as accessible as possible to those who would benefit from it.

The payment industry will continue to evolve, and it's important for Metro to map a flexible approach that allows the agency to stay with the times. This underscores the importance of releasing open API's for payment so that Metro payment is available through a range of apps and devices, and working with APTA and other industry stakeholders to adopt common technology standards. This will also help LA prepare to welcome people from around the world to the 2028 Olympic games. Whether a visitor uses Google Maps, a shared ride app, a short-term home rental website, an event ticketing app, or an airfare search engine, Metro transit information and payment should be ubiquitous and readily available.

#### *Recommendations*

1. By June 30, 2021 TAP to seek authorization to distribute at least 100,000 additional free cards to areas with low TAP use, and consider new incentives to use TAP instead of cash. Additionally, it is recommended that Metro have ambassadors with iPads assist riders in low TAP use areas with registering their TAP cards so that users enjoy balance protection, gain a sense of ownership of their TAP card, and get familiar with the convenient [taptogo.net](http://taptogo.net) website.
2. By January 31, 2021, as part of the midyear budget process, OMB to revisit local programming budget limits that discourage LIFE program growth.
3. By March 1, 2021, OEI to organize focus groups or phone interviews with cash-paying and non-smartphone transit riders to better assess their needs and inform the LIFE discount campaign.
4. By April 1, 2021, LIFE program to work with Metro Marketing, Customer Care, and municipal transit agencies and other TAP partners to review procedures and eligibility requirements, such as a government issued photo ID requirement, and further improve the ease of applying. This review should also evaluate ways to enable quick third-party validation of eligibility based on eligibility for other government aid programs.
5. By June 30, 2021, Metro Marketing to launch a new campaign to publicize LIFE discounts and the easier application process.
6. By June 30, 2021, TAP to prepare a strategy and expedited schedule to power third-party payment.

**Again, it should be noted that Metro is currently considering fareless transit, which could make the ease of fare payment (and the recommendations in this section) moot. An initial report is scheduled to be completed in December 2020.**

## 5.06 Speed

Metro riders also want faster travel times, especially for the bus.

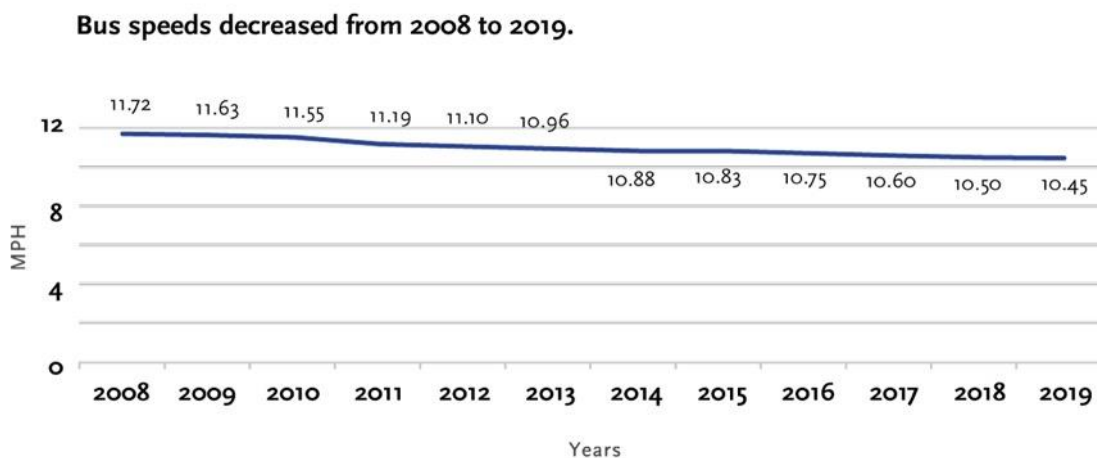
Here are some recent comments from Metro customers about vehicle speed:

- “I don’t really take the bus because there are too many connections to where I want to go, and so right now Uber is just much easier.” (2017 Customer Satisfaction Japanese Language Focus Groups)
- “This is probably the 5<sup>th</sup> time I’ve been forced to call Uber because the line 230 is hardly even sticking to any schedule on the Metro application or Google or any other app... I’m honestly completely flabbergasted as to how unbelievable poorly Metro is running...” (complaint to Customer Relations)

Some of these issues occurred because the COVID-19 pandemic reduced traffic congestion, and bus operators had to slow down to avoid getting ahead of their schedule. Metro Operations staff subsequently adjusted schedules to reflect current traffic conditions.

More broadly, though, when the 2017 OEI survey asked lapsed riders why they no longer ride, 64% said buses take too long and 25% said rail takes too long (2018 Metro Marketing Brand Tracker Survey).

In fact, while Metro’s Vision 2028 Plan set a goal to increase bus speeds by 30% in the future, bus speeds have declined by 12.5% over the last 25 years due to traffic and parking congestion, and more recently due to Uber and Lyft pickups and drop-offs, and e-commerce delivery vehicles.



Fortunately, bus-only lanes can speed up service, and let bus riders zoom past traffic congestion. For example, the Flower Street bus-only lane improved speeds up to 30% during the PM peak.



Segment of Flower St Bus Lane

Metro recently began to utilize new bus-only lanes on Flower, 5th and 6th streets in Downtown LA, and will be working on more. Metro has been collaborating with the City of LA, LADOT and StreetsLA to expedite bus-only lanes (and bike lanes), reflecting a mindset among City and Metro staff that prioritizes the interests of bus riders, many from disadvantaged communities.

## Metro Rider Profile

<p><b>Gender, race, ethnicity</b></p> <hr/> <p><b>53%</b> Women</p> <p><b>66%</b> Latinx</p> <p><b>15%</b> African-American</p> <p><b>32%</b> Limited English Proficiency</p>	<p><b>Financial status</b></p> <hr/> <p><b>\$17,975</b> Median annual income</p> <p><b>41%</b> Rely on discounted fares</p> <p><b>30%</b> Pay with cash</p>
<p><b>Resources</b></p> <hr/> <p><b>81%</b> Have no cars</p> <p><b>45%</b> Have no smartphones</p> <p>Source: Fall 2019 On-Board Survey</p>	

Nearly 30,000 Metro weekday riders will benefit from the 5th and 6th Street improvements, plus riders on buses operated by Torrance Transit, LADOT, Antelope Valley Transit and Montebello Bus Lines.

Even with recent progress on bus-only lanes, there are a range of challenges and constraints that impact future progress. These include budget constraints, street geometry limitations, existing traffic congestion, and political and community support for the improvements. Additional factors include traffic enforcement to keep bus-only lanes clear, stop locations and spacing, bus zone design, transit signal priority, all-door boarding, and fare payment (which increases boarding times).

Metro is working with LADOT to expand Transit Priority Signaling (TPS) from just Metro Rapid buses currently to all Metro buses in the future. TPS extends green lights to prioritize bus service.

Bus lane enforcement is also crucial to support faster bus speeds. Most bus lanes are passively enforced through roadway marking and signage. As a result, most of the lanes in LA County have high vehicle intrusion rates. In some cases, such as the mixed-use bus lane on Wilshire Boulevard, there is little active enforcement by police or parking officials, and a study showed lane intrusions at a rate of one every four minutes during the bus lane operating hours. By comparison, Metro, in partnership with the LADOT, piloted a bus lane in 2019 in Downtown Los Angeles on Flower Street with dedicated police enforcement, which helped the project dramatically improve bus speeds.

Automated camera enforcement can help keep bus-only lanes clear. Metro's OEI worked with CarmaCam in 2019 to test use of bus-mounted cameras, which can be used to capture images of intrusion into the bus lane and issue warnings or citations, similar to a successful program in San Francisco. In 2021, Metro plans to consider seeking legislation to authorize camera enforcement, and funding to implement it in key corridors, in partnership with the City of LA and other communities that will benefit from bus-only lanes.



Another way to increase speed is through all-door boarding (ADB), which allows riders to board at any door. Metro Rail and the G Line (Orange) Bus Rapid Transit have ADB, with riders loading their TAP cards before they board and tapping on validators upon entering the buses. The J Line (Silver), Line 720 (Wilshire) and Line 754 (Vermont) use bus mobile validators (BMV) mounted near each door to allow customers to board and pay. Metro is exploring strategies to expand ADB to additional routes. Of course, the fareless programs being considered by Metro could make ADB universal.



*Rendering courtesy of Mott MacDonald/Gannett Fleming*

Metro is doing even more to increase speeds on the G Line. Improvements through 2025 will include 35 gated street crossings along the route, and grade separation at Van Nuys Blvd and Sepulveda. With these improvements, G Line service is expected to be 29% faster, reducing end-to-end travel times from 53-55 minutes to just 38 minutes.

Also Metro's Corporate Safety is working with Service Planning and Bus Operations (Divisions 8 and 15) to develop speed advisory software that analyzes LADOT street signal and bus movement data to suggest an optimal speed to Operators for smoother operations and fewer red lights. This project was first submitted by two Metro employees (Tony Tiritilli and Leonid Bukhin) as an internal Unsolicited Proposal. Tablets have been installed on a few test buses and testing will begin soon.

And additional higher-speed Bus Rapid Transit (BRT) lines are being planned in the North San Fernando Valley, NoHo to Pasadena, and Vermont Ave transit corridors (note: Vermont is also being studied as a potential rail alignment).

Metro is also working to increase train speeds. Increased rail signal priority on the A Line (Blue) service shaved seven minutes roundtrip in Long Beach. And Metro is partnering with LADOT to improve rail signal priority for nine intersections along the E Line (Expo). These projects help trains traverse intersections without stopping for red lights.

Longer term, Metro is conducting a design review of the light rail network to identify additional segments where travel speeds could be safely increased. This study will be completed by March 2022.

*Recommendations:*

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.



## 5.07 Crowding

In normal times, riders want a seated ride, adequate elbow room, and clear aisles to get on and off easily. During a pandemic, they also want safe social distancing, and these comments reflect that sentiment:

- “Good for the most part but believe you could reduce crowding by increasing bus service-buses, opening more seats...” (COVID-19 Survey Comment)
- “A lot of passengers on the buses. I think there should be a passenger limit.” (COVID-19 Survey Comment, Spanish language)
- “Sometimes these buses are so crowded I have a difficult time getting to the exit at my stop.” (COVID-19 Survey Comment)



- “It would be really nice if you added more buses in the morning. Our bus is always crowded... People were so packed they started yelling at each other and it made me and everyone else uncomfortable like a fight was about to break out.” (complaint to Customer Relations)

- “The train has been showing up consistently with less cars. The train is usually packed after 4pm so to have less cars just makes for a more uncomfortable ride. There are lots of students or workers with bikes and scooters so the trains are unnecessarily packed and most times with the air conditioning on

low so it’s hot too... some people get left because there is no room. This has caused arguments that almost turn physical.” (complaint to Customer Relations)

- “It was about 6:05pm. There was problem with the Redline and it was backed up but the crowds are a daily issue.” (complaint to Customer Relations)

As of September, Metro Operations has been running 80% of normal bus service for about 50% of normal ridership, and has been monitoring bus loads on a weekly basis to reallocate service hours where needed. To address COVID-19 concerns, Metro distributed over 50,000 face coverings to riders who didn’t have one, driving the percentage of riders with face coverings to 99%, and Metro has tried to ensure that passenger loads do not exceed 75% of seated capacity as a temporary measure, compared to the 130% standard prior to the pandemic. As of September 2020, only 10% of weekday bus runs exceed the 75% standard. Also Operations recently discontinued roping off the front of buses to allow for added capacity for customers to practice physical distancing.

In addition, providing reliable service and keeping the incidence of missed runs under 1%, as recommended in the [Metro Bus reliability](#) section of this Plan, will also reduce crowding. This is important because when there is a major delay or missed run, the following bus may have double the load.

Along with the rollout of NextGen, Metro Operations is considering a headway management program for high frequency service (such as NextGen Tier 1 routes). This would draw from experiences at other transit agencies to set up a system whereby supervisors communicate with bus operators to ensure that buses adhere to posted frequency (such as every 10 minutes). This would reduce the bunching of buses, even passenger loads, and allow for reduced travel time when traffic is light.

In the long term, as ridership rebounds, crowding can also be addressed through higher capacity vehicles. Some articulated buses are being phased out due to maintenance demands, but a study is underway to evaluate the pros and cons of double decker buses. On the rail side, Metro is acquiring new open-gangway married pair train cars to open up more room for customers.

In the meantime, the Transit app now provides riders with predicted crowding levels on each run. And Metro is currently working with Transit on enhanced crowding predictions that use real-time crowd-sourced data. This work is especially important for customers concerned about having adequate social distancing.

One other crowding issue is how to best accommodate luggage, strollers and other items on Metro vehicles. As new vehicles are ordered, Metro will continue to evaluate seat layouts to strike the optimal balance between seating and room for personal items, while also providing accessibility for riders with disabilities. This will be especially important as Metro improves services to airports and intercity rail, and prepares to welcome visitors from around the world for the 2028 Olympics.

#### **Call-Out Box: Courtesy Seating Initiative**

Metro's Women & Girls Governing Council (WGGC) recently created Courtesy Seating decals to encourage riders to offer their seat to people with disabilities, pregnant women, and parents with young children. This addresses the needs of women who trip chain to many destinations, often with small children, strollers, and shopping bags. In April 2020, the new "Courtesy Seating" decals were posted in all Metro buses.



Going forward, WGGC plans to extend this campaign to train cars, augment it with audio messages, and include information about the Courtesy campaign in bus operator training.

While budget is required to reduce crowding, it is also a matter of mindset. During the pandemic, it is important for Metro to continue to address social distancing concerns. And after the -pandemic, the mindset throughout the agency should be to do whatever it takes to provide riders with a seated ride

and to minimize the time spent standing on crowded vehicles. This is part of the cultural change discussed in the *Future Customer Experience Plan* section of this report.

*Recommendation:*

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.
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. See [Agency-Wide Recommendations](#) for budget requirement for the research phase.

## 5.08 Personal security

Crime on Metro is down 17% over the last five years, however personal security remains a top rider concern. When riders feel unsafe it can affect how often they ride, when they might ride and whether they ride at all. Some riders fear being mugged, assaulted by unstable individuals, or having their cell phone snatched. Many women are also concerned about being harassed. And some riders fear the police in the wake of recent police shootings around the nation. Here are sample rider comments:

- “Too much violence on trains and buses to feel safe.” (COVID-19 Survey Comment)
- “Two of Metro's security walked through and did not ask these young men to lower the sound. This is a common problem.” (COVID-19 Survey Comment)
- “More staff/police on train not just at stations gates” (COVID-19 Survey Comment)
- “I appreciate the presence of security at the train stations. Their presence is especially needed in the early morning and evening hours on platform as well as around the kiosk areas.” (COVID-19 Survey Comment)
- “The Sheriff will discriminate a lot. Say you have three Black guys over here and you got three White guys over here. Immediately, even if they pass the White guys first, they will walk straight past them to go card the Black guy.” (Customer Satisfaction Focus Group, 2017)
- “Your Mall cops may carry guns but they don't have teeth. In fact, these guys make me nervous that they have guns. I can't imagine they have a lot of training.” (COVID-19 Survey Comment)
- “Less cops on the train, all they do is harass people.” (COVID-19 Survey Comment)

In the 2019 *Understanding How Women Travel Study*, 60% of female riders said they feel safe riding Metro during the day, but that number plummets to just 20% at night. Safety perceptions for waiting and walking to the stop or station at night were even lower at only 13% feeling safe. Many women interviewed in the study had endured sexual harassment and witnessed violent acts while on transit. In fact, 22% of riders reported experiencing sexual harassment in the past six months.

Women feel that better lighting at stops and along approaches to stations, and the presence of security staff nearby, would help them feel safer.

To address women's concerns, Metro System Security and Law Enforcement (SSLE) is working to respond faster and more sensitively to sexual assault and harassment calls. SSLE staff will participate in sensitivity training, and Metro plans a communications campaign in 2021 to promote a culture of zero tolerance for sexual harassment on the system. Finally, Metro plans to deploy more law enforcement to areas that report higher rates of sexual assault.

### **Call-Out Box: Metro Zero Tolerance for Sexual Harassment**


Metro recently took steps to better support victims of sexual harassment. Victims are encouraged to call 888-950-7233 or text 213-788-2777 to report sexual harassment. This has been supported with a marketing campaign, and Metro's law enforcement partners — which include LAPD, LA County Sheriff's Department, Long Beach Police Department, Metro Transit Security and private security — are responding to sexual harassment incidents as a high priority.


Metro has zero tolerance for Sexual Harassment.  
*Metro no tolera el acoso sexual.*

# sexual harassment

If you experience or witness unwanted attention, comments or gestures:  
 > Call 888.950.7233  
 > Text to 213.788.2777

*Si recibe atención, comentarios o gestos no deseados:  
 > Llame al 888.950.7233  
 > Envíe un mensaje de texto al 213.788.2777*

 Metro

 You can also report incidents confidentially with the LA Metro Transit Watch app.  
*Reporte cualquier incidente de forma confidencial con la aplicación LA Metro Transit Watch.*

metro.net

Metro also improves lighting when needed to improve safety. For example, here are photos from recent improvements at the L-Line (Gold) Allen Station.



*Allen Station Before*



*Allen Station After*

Another tool to address security concerns is the [LA Metro Transit Watch app](#). The app, which was developed by Metro Information Technology Systems (ITS), enables customers to report security issues by phone, text, by completing a report form, and the option to remain anonymous. The app also has a “Broadcast” feature that can send out security updates when needed. Metro will be publicizing app upgrades in 2021, including a new Spanish-language version and an ability to upload video content.

*Recommendation:*

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). See [Agency-Wide Recommendations](#) for budget requirement.



**Call-Out Box: WGGC Metro Call Point Initiative**

Metro’s Women & Girls Governing Council (WGGC) has called for more reliable, highly visible blue light emergency call boxes throughout Metro’s system to improve security for customers. Metro SSLE is seeking funding for a phased rollout of this system, which will ultimately cost \$6.2 million. The Call Point units will be visible along the B (Red), D (Purple), E (Expo), C (Green) and J (Gold) lines station platforms with bright blue light beacons.

**Call-Out Box: Racial Justice**

While many riders want more security on the Metro system, many customers are also concerned about racial profiling and officer-involved killings around the country, and Metro’s Board of Directors has called for change. The agency will adopt Use of Force policies developed by “Campaign Zero.” These include requiring officers to exhaust all other reasonable alternatives before resorting to use of deadly force, restricting strangleholds, and requiring officers to intervene to stop another officer from using excessive force. Metro decriminalized fare evasion in 2018 to reduce youth contact with the justice system and keep kids on a positive path. Metro is also working to implement body worn cameras in consultation with labor representatives, and to train officers in implicit bias, anti-racism, and de-escalation, including use of a simulator to prepare them for real-life situations they might face.

Finally, Metro is fortunate that its contracts with local and regional police departments allows the exclusion of law enforcement officers who fail to act in accordance with Metro’s values.

In 2021 Metro will:

- Study options to further reform policing,
- Evaluate options for unarmed ambassadors to improve Metro security and customer service, and
- Shift funding from traditional policing to homelessness outreach and services.

## 5.09 Homelessness

The homelessness crisis in Los Angeles is among the most severe in the country, and Metro riders tell us that homelessness has a major impact on the customer experience. In a 2018 brand survey, 64% of respondents agreed that there are too many homeless people in the Metro system, and some LA residents avoid Metro entirely due to widespread homelessness on the system.

- “There has been a large increase in the number of odd characters on the buses and trains, doing inappropriate things, and being smelly. It’s sad when they out the people who are basically sleeping on the train to get out of the rain, but it is not fair to the regular riders.”(COVID-19 Survey Comment)
- “I am most worried about the homeless on the trains. The seats are often dirty, I don’t want to sit down or I feel gross when I sit. The trains can smell like urine.” (COVID-19 Survey Comment)
- “That the Metro have to stop letting homelessness people get in the bus because they don’t have mask and they bring bags with trash and just fighting with the people.” (COVID-19 Survey Comment)
- “The homelessness and transient problem on the trains was really out of control. Sometimes the smells are so bad that people are unable to use that section of the train.” (COVID-19 Survey Comment)
- “Homeless man doing his business (pee and feces) in the elevator. Please stop this from happening.” (Complaint to Customer Relations)
- “The homeless scare, harass or bully the public with disabilities, the rest do not want to be near them because some have mental issues, but the more egregious is health concerns... my concern is that they are a health risk to the general public, because there is no way that you can disinfect, clean or monitor the bus or riders.” (Complaint to Customer Relations)
- “This lady was at the Pershing Square station causing a scene and security got her on the train and moved on to another station to cause another scene...instead of maybe calling someone to help her ??? Just don’t pass them off. They are Human Beings.” @metrolosangeles (Twitter, Aug 2020)

Metro’s Vision 2028 Plan calls for the agency to play a strong leadership role in efforts to address homelessness in LA County.

Metro’s objective is two-fold:

1. To help people who are experiencing homelessness, and
2. To curtail behaviors and conditions that adversely affect the health and safety of other riders.

To help people who are experiencing homelessness, Metro has partnered with community-based organizations to engage people on the system who are experiencing homelessness, and try to get them shelter or other services to get them back on their feet. Up to 40 PATH staff (People Assisting the Homeless) in bright blue t-shirts help homeless riders on the train system Monday – Saturday, 3am – 3:30pm. LA DOOR Outreach Teams in grey t-shirts provide additional assistance as follows:

- Union Station: Wednesdays, 7am
- Civic & Grand Station: Thursdays, 7am



- Westlake/MacArthur Park Station: Fridays, 7am

The Dream Center Outreach Team in blue t-shirts offers assistance at Union Station every Friday at midnight to people who are experiencing homelessness.

In addition, Metro System Security and Law Enforcement (SSLE) has increased the Homeless Outreach and Proactive Engagement (HOPE) Team from four officers on overtime to eleven full-time officers. These teams work hand-in-hand with PATH. Additionally, as of March 2020, the LAPD Special Problems Unit (SPU), consisting of four sergeants and twelve officers, has been redirected to support 'Operation Shelter the Unsheltered.'

### **Call-Out Box: LAPD Outreach to individuals experiencing homelessness**

Metro connects hundreds of individuals and families experiencing homelessness with the help they need. For example, on March 22, 2020, Officer Perez contacted the LAPD Transit HOPE Team regarding a homeless family living in a vehicle near a Metro bus stop in the Granada Hills area. Concerned for their well-being, Officer Perez referred the family to the Granada Hills Recreation Center shelter for temporary housing to ensure the family had a safe place to sleep during the inclement weather. HOPE Officers along with Department of Mental Health (DMH) Clinician Garcia went to the Granada Hills Recreation Center to meet with the family, but were advised that the family had been relocated to a Motel 6 for the safety of the children.

HOPE Officers and DMH met with the family at the Motel 6. The family consisted of the mother, father, and their three children, one of whom suffers from autism. The mother was concerned because the motel voucher she had received the prior night was good for only one night and they had nowhere else to go. Understanding this urgency, DMH Clinician Garcia worked diligently to contact Los Angeles Family Housing to enter the family into the Coordinated Entry System (CES) database to get them transitional housing. While Clinician Garcia coordinated housing arrangements and mental health appointments for the family, Officers took the family to get gas for their vehicle, as the family needed a reliable means of transportation to relocate to a new shelter. Additionally, Officers purchased the family breakfast since the family had not eaten since the night before. The mother was thankful for the officers' willingness to use their own money to help her family. Los Angeles Family Housing provided the family with a long-term motel voucher to allow the family to get off the street until a permanent apartment became available. Officers discovered that the children needed new clothes and toys, so returned to the motel with food and clothing for the family. Being on the street for several months caused the mother to lose faith, but help from the HOPE team and DMH restored her hope for the future.

SSLE also secured support from the LA County Sheriff's Department, increasing the Mental Evaluation Team (MET) by four deputies, and reassigning 16 deputies from the Threat Interdiction Unit (TIU) to the Special Assignment Unit (SAU) to focus on initiatives such as 'Operation Shelter the Unsheltered.' And SSLE has worked with Long Beach Police to create 'Quality of Life' teams of two full-time officers to focus exclusively on working with people who are homeless.

A big part of this work is to establish trust, and destigmatize homelessness and mental illness. Through 'Operation Shelter the Unsheltered', Metro policing contractors and PATH have provided housing and services to over 700 individuals since April 2020. Metro security officers also engage people who are homeless, escorting them off trains at the ends of rail lines and getting them assistance where possible.

While Metro's objective is to help people who are experiencing homelessness on our system, it also recognizes the urgency of curtailing behaviors and conditions that adversely affect the health and safety of other riders. This includes threatening or erratic behavior, open drug use, extreme odor, and defecation or urination in public spaces.

### **Call-Out Box: Flexible Dispatch System**

One model currently under consideration is to pilot test a strategy that actively engages Metro front line employees to identify:

- People who appear to need homeless services or medical attention
- People exhibiting behaviors or conditions that adversely affect the health and safety of other riders.
- Fighting, or severe Code of Conduct violations that make other riders uncomfortable

When a situation is reported, a dispatcher could respond appropriately based on the nature of the report and available resources. Options could include:

- Looking at real-time bus camera footage to gather more information as needed (via the ITS bus tracker website)
- Dispatching ambassadors to peacefully intervene
- Dispatching homeless outreach workers
- Dispatching mental health professionals to do a welfare check and get people help
- Dispatching EMT's to address medical issues
- Dispatching law enforcement when needed to protect staff or customers, or to provide backup and presence to support the other categories of staff listed above

Training for all categories of staff would include anti-bias, mental health and de-escalation. This concept is one idea for reimagining security, and Metro will be convening a new Public Safety Advisory Committee (PSAC) to help shape future improvements to Metro's security and actions to move toward racial justice and equity.

Interventions should be appropriate to the needs of each person. For example, for people who suffer from poor hygiene, staff can help connect them to showers and fresh clothing, or can distribute toiletries (toothpaste, toothbrush, deodorant, feminine products, perhaps bandages and Neosporin for open wounds, even adult diapers for those who need them). Another idea would be to partner with organizations like Lava Mae to offer free mobile showers and fresh clothing to people experiencing homelessness early in the morning before stations open so that people can clean up before entering the Metro system.

Metro is currently in the process of reimagining security in response to calls for racial justice, and the Metro Board has directed that more resources be allocated to homeless outreach services. The agency

plans to reallocate up to \$3.5 million from security to PATH or other social service providers, and will look for additional opportunities going forward.

Despite significant efforts, however, the scale of homelessness on the system far exceeds the availability of homeless outreach, services, and housing, and it may get worse due to recent economic distress and housing insecurity. Metro would like to work towards a goal of reducing the number of people experiencing homelessness on the Metro system by at least 50% by connecting individuals to better options for shelter than riding Metro vehicles. The following recommendations are designed to ramp up towards that goal as funding becomes available.

*Recommendations:*

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. See [Agency-Wide Recommendations](#) for budget requirements.
2. By July 1, 2021, SSLE to expand and enhance homeless outreach teams including on-call nursing, mental health and addiction services; temporarily provide emergency short term shelter pending more housing from local and regional partners (see recommendations 3 and 4 below); test using unarmed security ambassadors to fill gaps in terminus station assistance and intercede with people who are experiencing homelessness on Metro to get them the help they need; and initiate regular, statistically valid counts to gauge results. See [Agency-Wide Recommendations](#) for budget requirements. Note Metro's approach to homelessness is subject to change based on input from a new Transit Public Safety Advisory Committee that will begin advising Metro in 2021.
3. By January 31, 2021, Metro Government Relations to initiate work with other transit agencies in California to request that a portion of existing and new sources of local, regional, and State homelessness funding be earmarked for transit homeless outreach teams, housing and services.
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%.

## 5.10 Cleanliness

Customers want a clean system when they ride transit, and hundreds of custodians and service attendants fan out across the Metro system every day to clean and disinfect stations, vehicles and bus stops. Of course, the COVID-19 pandemic has raised the bar, and customers want to know that surfaces they touch are disinfected. Here are some sample comments about Metro cleanliness:

- “I don’t feel safe when riding or even waiting for the train. It smells, it’s dirty and some patrons don’t care about cleanliness and I don’t see it being enforced.” (COVID-19 Survey Comments)
- “Train stations areas like the stair wells, hand railings, and elevator interiors-glass, control panels, baseboards need to be addressed seriously regarding infection control-disinfection cleaning. Regular attention to elevator floors, due to riders urinating on them.” (COVID-19 Survey Comment)
- “The Metro elevators are not cleaned, I have been inside, and the truth is they are in bad condition” (COVID-19 Survey Comment, Spanish language)
- “Cleanliness. The trains, train stations, bathrooms at Union Station, and passageways, overhangs and entrance ways throughout the Metro network are FILTHY. Trash, urine, feces, vomit, diapers.” (COVID-19 Survey Comment)
- “Please replace the filthy upholstered seats with something that can be properly cleaned.” (COVID-19 Survey Comment)

Odor is a key issue for customers because it is invasive and hard to block out. Women tend to have stronger concerns about cleaning than men, according to the 2019 Understanding How Women Travel Study. In the study, 23% of women don't think the system feels clean, so it is important that Metro ensures women’s feedback is included in cleaning protocols and standards.

Every day, buses are vacuumed and mopped, windows and poles are wiped down, seats are cleaned, and any gum or graffiti is removed. And monthly, deeper cleaning is done, including around doors and vents, and the work is inspected.



Trains are cleaned daily in the yards, and this includes sweeping, mopping, cleaning seats, stanchions and windows, and removing graffiti and gum. It also includes disinfection due to COVID-19. Monthly, deeper cleaning includes floor scrubbing, seat deep cleaning or replacement, scrubbing of panels, paint touch-ups, and inspection of the work.



In addition, cleanliness issues on in-service trains are addressed on an as-needed basis at these stations:

- Union Station
- 7<sup>th</sup> Street/Metro
- Redondo Beach Station
- Downtown Santa Monica
- Long Beach Station
- North Hollywood
- Wilshire/Western
- Norwalk
- Atlantic
- Azusa

Prior to COVID-19, in-service trains were given a quick clean/pickup at terminus stations on several lines, but that practice has been suspended for now to allow for greater cleaning and disinfection work in the yards.

Train stations are cleaned at least twice daily, including emptying trash, spot sweeping and mopping of floors and stairs, dusting and wiping ticket machines, map cases, handrails and pylons, elevator cleanup, and graffiti removal. To keep riders safe during the COVID-19 pandemic, Metro disinfects touch points such as handrails, ticket vending machines, elevators and escalators. Also, stations are pressure washed at least once a week.

Metro also has programs to clean trackways and surrounding areas, and to address encampments as needed for the safety of the system while providing outreach and placement for people who are

homeless. Encampment removal has been temporarily suspended due to the pandemic. It should be noted that in some cases, Metro areas that need cleaning are on property that is owned by a third-party and inaccessible.

Bus Stops and Zones has 26 additional field staff that fan out over Metro's service area, responding to calls through Customer Care and reports from road supervisors, as well as routinely inspecting stops, busways stations and terminals. Tasks include fixing or decaling signs and repairing other infrastructure, pressure washing bus zones, and ensuring the bus zone is clear.

Note that during the pandemic, Metro cleaning is impacted by employees out on COVID-19 leave, and fiscal limitations that necessitated cancellation of overtime and a hiring freeze.

In terms of cleaning products, Metro is among the leaders in the transit industry. The EPA is finalizing a report on a cleaning product Metro has used on the rail system for the last four years, and has found that it offers long lasting antimicrobial and antiviral protection, as well as odor reduction. Metro is now using this product throughout the system, including on buses.

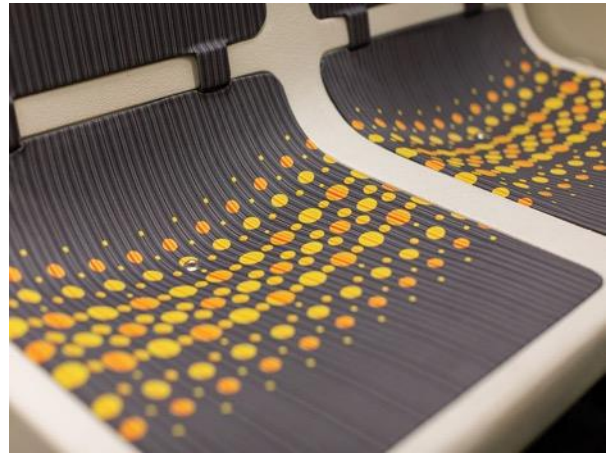
Having adequate cleaning facilities and equipment is also important. Currently, many stations lack areas to store cleaning devices, running water and places for staff to dispose of trash, so staff have to carry equipment with them and take a cart on board trains from one station to another. Adding cleaning closets and plumbing at stations is one option to consider. Another option could be to redesign cleaning carts to make them more mobile and easier to handle.

Numerous other issues intersect with cleanliness. Customers may feel Metro is unsanitary if fellow riders emit strong odors, appear unhygienic or engage in open drug use (see [Homelessness](#) section of this report). For elevators that suffer from human waste or drug use, Metro may want to consider an elevator attendant program similar to the successful program at BART in partnership with Urban Alchemy, a nonprofit which helps youth and formerly incarcerated people of all ages obtain job opportunities. Elevators are essential for people with disabilities, as well as travelers with luggage.

Also, if facilities or equipment look dilapidated, Metro can be perceived as unsafe or unclean. For example, if customers see cracked tiles, rotting metal or faded surfaces, they may perceive that Metro lacks attention or care to keeping the system in good order. Fortunately, on the rail side, Metro is among the leaders in the transit industry in addressing infrastructure issues. The Station Evaluation Program regularly inspects 32 aspects of stations ranging from customer information displays, to stairs, elevators, lighting, seating, TAP machines, and signage. With this program, staff also respond to social media reports and go into the field to observe and correct conditions reported by customers. The vendor who inspects stations recently withdrew from the Metro contract, and the agency is working to replace them. In the meantime, Metro staff is filling in to continue the work as much as possible.

The Station Evaluation Program recently transitioned from collecting data on paper to using electronic tablets. This enables inspectors to snap pictures of problems they observe, and the system automatically generates trouble tickets for quicker response and tracks responses to ensure all issues are addressed.

Another improvement is a transition from cloth seating to vinyl seats. This is being done in conjunction with the overhaul of old vehicles and acquisition of new vehicles. The annual Customer Experience Plans will report the status of vinyl seat installations each year until the transition is fully complete. Funding remains an issue to include vinyl seats on the new Kinkysharyo (P3010) LRVs and to incorporate vinyl seating on buses.



*Recommendations:*

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.
2. By June 30, 2021, Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.
3. By June 30, 2021, Metro Operations and System Security and Law Enforcement (SSLE) to implement an elevator attendant pilot program similar to the successful program at BART to deter crime, human waste and drug use in elevators, and make them safe and pleasant for seniors, people with disabilities, travelers with luggage, and others. See [Agency-Wide Recommendations](#) for budget requirement.
4. By June 30, 2021, Metro Operations to resume vinyl seat transition. See [Agency-Wide Recommendations](#) for budget requirement.
5. 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.
6. By November 1, 2021, Metro Operations to consider proposal to fill gaps in end of line cleaning, and cover every rail terminus during all hours of service, for consideration in the FY23 budget.
7. By November 1, 2021, Metro Operations to develop a scope, cost estimate for consideration in the FY23 budget, and pros and cons related to increasing custodial staff and materials for:
  - Staff quick wipe-downs at selected mid-line train stations during less-crowded times, where service attendants could quickly board the train, wipe down selected surfaces,

soak up liquid spills, pick up trash, and address biohazards reported by customers or employees, riding the train a few stops when necessary to avoid any holdup to service. This technique would be highly visible to customers and help demonstrate that Metro cares about cleanliness. It is recommended that Metro Operations gather information from other agencies that have implemented mid-line cleaning, including BART.

8. By December 31, 2021, Metro Human Capital and Development, Communications, and the Customer Experience Office to consider designating occasional days when employees who ride Metro could consider volunteering to pick up garbage they see during their ride. Metro could provide PPE, garbage bags with a Metro logo, and gloves. This would be a great way for employees at all levels to pitch in to keep Metro clean, compliment Metro Marketing's We're Here for You campaign, and show customers that we care. (subject to discussion with Metro labor representatives).



## 6. Key Performance Indicators (KPI's)

For Metro to maintain a sustained focus on the Customer Experience, key performance indices (KPI's) are needed. To develop KPI's, staff considered seven stages of the customer journey, from planning a trip to getting from the bus or train to the final destination:



Based on this assessment, 40 KPI's were selected for tracking. To collect KPI data, a statistically sound, random cross section of customers will be asked to rate each of these KPI's from poor to excellent in annual Customer Experience surveys beginning in September 2020:

### Plan:

1. Ease of getting info to plan my trips
2. *metro.net* website
3. Metro apps

### Access:

4. Ease of getting to my stop or station
5. Car parking
6. Bicycle parking

### Wait:

7. Personal security at stop/station
8. Cleanliness of the area where I waited for my bus or train
9. Seating at Metro stop or station
10. Shade at Metro stop or station
11. How often the bus or train comes
12. Availability of accurate arrival time info
13. Vehicles come on time

### Pay:

14. Ease of fare payment

### Ride:

15. Personal security while riding
16. Presence of security staff
17. On-board trip time
18. Cleanliness inside the bus or train

19. Age/condition of vehicles
20. Enough room on the bus or train
21. Comfort of seats
22. Noise level inside bus or train
23. Comfortable temperature
24. Next stop information
25. Delay/service advisories
26. Wi-Fi availability and quality
27. Smooth ride

**Connect:**

28. Knowing where to go to connect with another bus or train (if you transfer)
29. Timeliness of connection to other bus or train

**Egress:**

30. Ease of getting from my stop or station to my destination

**Other:**

31. Hours of operation
32. Enforcement of Metro rules
33. Metro system kept free of graffiti
34. Safe from sexual harassment
35. Safe from harassment based on my race or ethnicity
36. Addressing homelessness on the Metro system
37. Escalators
38. Elevators
39. Signage
40. Helpfulness and courtesy of Metro employees

Customers will also be asked to provide specific comments about items they rate low. Staff will mine this data to develop a deeper understanding of customer experience issues to address in future Customer Experience Plans. The survey will also point us to additional areas to tackle in future Customer Experience Plans.

In addition, the following KPI's have been developed to gauge progress on Better Bus improvements:

1. Percent change in average bus travel speeds for target bus corridors
2. Total miles of Bus Rapid Transit (BRT) corridors in the County
3. Total miles of bus-only lanes in the county
4. Bus on-time performance
5. Measure of headway regularity (specific KPI's TBD)
6. Cancelled assignment hours as % of revenue service hours
7. Operator hiring and retention levels (specific KPI's TBD)
8. Mean Miles Between Mechanical Failures Requiring Bus Exchange (MMBMF)
9. Percentage of customers with 10 minutes or better frequency

10. % of trips over the load factor standard (note: this is individual trips, not on average)
11. Wheelchair pass-ups as % of wheelchair trips
12. Percentage of bus stops that have TAP loading and purchasing options that accept cash payment within 1/4 mile (subject to decision about Metro Fareless System Initiative)
13. 95<sup>th</sup> percentile API response time of TAP Mobile
14. System availability of TAP Mobile
15. System availability of Bus Mobile Validators (BMVs)
16. Percentage of passenger trips with all-door boarding (subject to decision about Metro Fareless System Initiative)
17. Accuracy of trip plan output (specific KPI's TBD)
18. System availability of Bus Arrival Prediction System
19. Percentage of bus routers with full functionality
20. Accuracy of real-time arrival prediction (specific KPI's TBD)
21. Percent of County residents with a 1/2-mile walk of a High Quality Transit Area
22. Percentage of trips that are one-seat rides
23. Percentage of trip destinations (by all modes) within 1/4 mile of bus stop
24. Average response time to incidents reported in the TransitWatch app (specific KPI's TBD)
25. Percentage of bus rolling stock with vinyl/plastic seats
26. Percentage of riders wearing face coverings (temporary KPI during pandemic)
27. Accuracy of crowding prediction (specific KPI's TBD)
28. Percentage of stops that are ADA accessible
29. Percentage of stops that have a crosswalk at at least one adjacent intersection
30. Percentage of bus stops with shelters
31. Percentage of bus stops with shade trees
32. Percentage of stops with benches, seating, or lean bars
33. Percentage of bus stops with trash receptacle
34. Percentage of bus stops with real-time displays
35. Percentage of stops with lighting within 50 feet
36. Audio next stop arrival performance (specific KPI's TBD)
37. Failure to offer wheelchair/mobility aid securement/lap and shoulder as a percentage of all wheelchair boardings (specific KPI's TBD)

## 7. Agency-Wide Recommendations

This report includes 37 recommendations to address areas for improvement. Each recommendation shows responsible departments and a deadline. In addition, the following four agency-wide recommendations are proposed:

1. As the COVID-19 pandemic eases and revenues bounce back, Metro's Office of Management and Budget (OMB) to ensure that all customer experience improvements in this Plan are considered for funding. See Figure 3 below for a menu of recommended investments to improve the customer experience. These are all incremental to all the daily core functions to operate the system. Note that Metro's FY21 budget is 16.5% less than the prior year, due in large part to the pandemic's fiscal challenges, so funding these customer experience improvements will depend on how quickly the pandemic eases and the economy rebounds. Some of the items might also be addressed through third party or grant funding.
2. By June 30, 2021, Metro's Office of Management and Budget (OMB) to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all *2020 Customer Experience Plan* recommendations into the FY22 Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.
3. By June 30, 2021, Human Capital & Development to work with the Executive Officer for Customer Experience to ensure that all *2020 Customer Experience Plan* recommendations are incorporated into FY22 Individual Performance Plans (IPPs).
4. Metro to adopt modern user experience testing and set customer acceptance standards to ensure new and upgraded products and services improve the customer experience. By June 30, 2021, the Executive Officer for Customer Experience will inventory major customer facing initiatives – current and future, and work with the Chief Policy Officer to establish policies to and procedures to implement this recommendation.

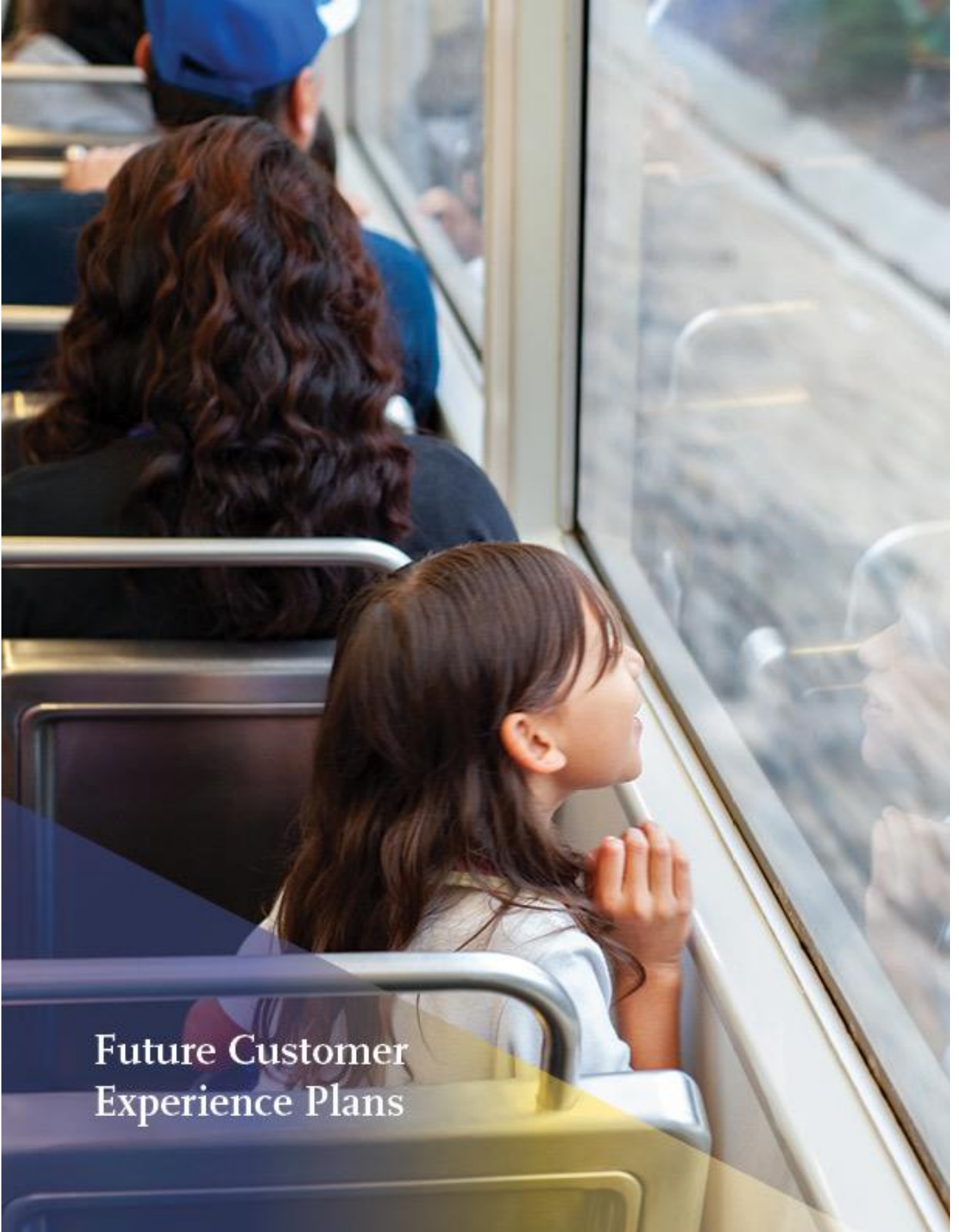
Figure 3

Figure 3: Menu of Potential Investments to Improve The Customer Experience

Project/Initiative	Description	FY21 midyr	FY22	FY23	FY24
<b>Shared ride service to the rescue</b>	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. Covers 35,000 rides.	\$ 100,000	\$ 400,000		
<b>Elevator Attendants</b>	provide attendants at selected elevators to deter human waste and drug use, similar to the successful BART program (budget covers pilot program)	\$ 200,000	\$ 800,000	TBD	TBD
<b>Work towards reducing homelessness on Metro by 50%</b>	Limited emergency short term shelter pending more housing from local and regional partners	\$2,000,000	\$ 2,000,000	\$ -	\$ -
	Enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services. Expands from eight teams of five to 15 teams of three at minimal cost.	\$ -	\$ 1,100,000	\$ 1,122,000	TBD
	Fill gaps in end-station assistance to intercede with people who are experiencing homelessness on Metro and get them the help they need. Funding is for a 9 month pilot program of unarmed security ambassadors plus law enforcement as backup on weekdays starting April 1	\$2,800,000	\$ 5,575,000	TBD	TBD
	Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	\$ 100,000	\$ 250,000	\$ 250,000	TBD
<b>Flexible dispatch pilot test</b>	Flexible dispatch concept. Cost of dispatchers to enable Metro to respond to problems on the system with appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.		\$ 1,100,000	\$ 1,133,000	TBD
<b>Increase TransitWatch use</b>	Digital advertising campaign to increase TransitWatch downloads and use to keep Metro safe.	\$ 100,000	\$ 150,000	\$ -	
<b>Website for Better Bus launch (FY21), and CRM to enhance rider communications (FY22)</b>	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 <i>Transit</i> , push notifications, text alerts, social media. note: also requires unfreezing two positions in Digital Services.	\$ 250,000	\$ 2,500,000	\$ 550,000	\$ 561,000
<b>Customer Experience Surveys</b>	annual on-board customer surveys	\$ 10,000	\$ 140,000	\$ 142,800	\$ 145,656
<b>Employee Surveys</b>	conduct employee survey every two years to gauge progress towards developing a customer-first culture, and to assess internal customer service between departments (includes follow-up coaching/expertise for departments)	\$ 15,000	\$ 185,000	\$ -	\$ 192,474
<b>Complete vinyl seating transition</b>	replace fabric seats with easier-to-clean vinyl		\$ 3,000,000	\$ 5,000,000	\$ 1,000,000

Figure 3: Menu of Potential Investments to Improve The Customer Experience (continued)

Project/Initiative	Description	FY21 midyr	FY22	FY23	FY24
<b>Labor budget to keep Cancelled Assignment under 1%</b>	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	\$ 15,300,000	\$ 15,606,000
<b>Headway management best practice review</b>	conduct best practices research on headway management to even out bus spacing and loads on high frequency routes		\$ 150,000	\$ -	\$ -
<b>Acceleration of Call Point Security Project</b>	Blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system		\$ 5,000,000	\$ -	\$ -
<b>Surprise and Delight</b>	Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1		\$ 400,000	\$ 408,000	\$ 416,160
<b>FY22 Bus Service Scenario (6.5m rsh)</b>	Potential bus frequency improvements. Incremental cost relative to FY21 (5.6m rsh)		\$ 131,148,000	\$ 133,770,960	\$ 136,446,379
<b>NextGen Scenario A/B (7.1m rsh)</b>	Potential bus frequency improvements. Incremental cost relative to FY22.			\$ 87,432,000	\$ 89,180,640
<b>NextGen Scenario C (9.4m rsh)</b>	Potential bus frequency improvements. Feasibility and timing TBD. Incremental cost of \$335,156,000 relative to NextGen Scenario A/B.				TBD
<b>Fill gaps in train interior EOL cleaning</b>	Staff every rail terminus during extended hours of service to perform end-of-line cleaning, Estimate includes 30% contingency.			\$ 12,000,000	\$ 12,240,000
<b>Highly-visible, train interior mid-line cleaning</b>	Staff quick wipe-downs at additional mid-line train stations during less-crowded times, where service attendants could quickly board the train, wipe down selected surfaces, soak up liquid spills, pick up trash, and address biohazards reported by customers or employees.			TBD	TBD
<b>ATMS 2</b>	replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability - this shows first two years of total investment of \$105M.			\$ 10,000,000	\$ 10,000,000
<b>Bus stop improvements</b>	1200 additional signs with real time information for use by bus riders		\$ 1,139,793	\$ 12,537,727	\$ 1,453,200
	Metro has over 13,000 stops. This increases the % with shelters from 24% to 60%.			\$ 58,220,000	\$ 4,650,000
	Seats and solar lights attach to bus stop posts			\$ 6,800,000	\$ 544,000
<b>TOTALS:</b>		\$5,575,000	\$170,037,793	\$ 344,666,487	\$272,435,509



Future Customer  
Experience Plans

## 8. Future Customer Experience Plans

The *2020 Customer Experience Plan* was developed on a compressed schedule (three months). Starting in 2021, with additional time and resources, the breadth and depth of the Plan will develop further.

### 8.1 Journey mapping and equity

For the *2021 Customer Experience Plan*, Metro plans to conduct Journey Mapping to obtain a deeper understanding of customer journeys. Metro customers are diverse and have different needs when riding our system. For example, some types of customers are:

Frequent riders	Women and girls	People who have a smartphone
Occasional riders	People travelling with children or caregivers	People who can't afford a smartphone
Out-of-towners	People with disabilities (including mobility, blind/visually impaired, deaf)	People needing bicycle accommodation
Students	People who speak English	People who experience homelessness
Senior citizens	People who speak other languages/Limited English Proficient (LEP)	LGBTQ+ riders

To provide a better experience for each type of customer, we have to understand every step of their journey, from planning their trip all the way to reaching their destination.



The intent of Journey Mapping is to conduct in-depth interviews with each type of customer about each step of their journey: what they experience, what they see, what they hear, what they smell, and what they feel. These interviews will be used to help develop future Customer Experience Plans. They will help staff to dig deeper into the customer experience, and will provide an equity lens to understand the customer experiences for many different kinds of riders.



## Call-Out Box: Innovative Wayfinding



Navigating through Union Station can prove challenging to customers who are blind or visually impaired. Therefore, in October 2019 Metro began testing a new audio wayfinding technology in Union Station. The technology consists of pixelated tags (similar to QR codes) and a smartphone app. A user's smartphone camera scans the surroundings for tags while the app recites the tag's stored information. Each tag is strategically placed and individually programmed with wayfinding information including distance and direction to platforms, transit arrival and departure information, and ticket kiosks and restroom

locations. The tags can be read from up to 39 feet away in a fraction of a second, even while the camera is in motion. Tags were placed throughout Union Station, creating audio pathways to the B (Red), D (Purple), and L (Gold) Line platforms, Amtrak and Metrolink platforms, Patsaouras Bus Plaza, ticket vending machines, fare gates, elevators and emergency telephones.

Some comments from the test group: "I would feel more comfortable traveling by myself if this was available everywhere" and "This feels similar to what sighted people can do, being able to see signage." Metro has applied for a grant to expand this program to more locations.

## Call-Out box: Equity

Equity is central to customer experience planning. Metro wants to improve customer experiences for all riders, and the 2021 Plan will focus on the needs of diverse types of riders such as people with disabilities, those who cannot afford smartphones or data plans, women and girls, and riders who speak other languages/Limited English Proficient (LEP). Moreover, the Plan will incorporate input from Metro's Executive Officer for Equity and Race, and the Metro Office of Civil Rights & Inclusion.

A recent example of a customer experience initiative with an equity lens was the approach formulated for the distribution of Metro masks to reduce the spread of COVID-19. Metro strategically distributed masks to areas with high rates of COVID-19 infection and to equity focus communities that may not have the financial resources to obtain masks on their own and where people disproportionately have preexisting medical conditions.

### **Call-Out box: Mystery Shopping Program**



Metro has an innovative Mystery Rider Program that tracks Bus Operator performance relative to accessibility, safety and customer service. Surveyors or “secret shoppers” ride Metro buses throughout LA County and record their observations. Half (50%) of the trips are made by surveyors who use wheelchairs, and most observations are made by surveyors with disabilities. The reported data from the surveys allows Metro to track performance, identify trends, improve training, and most importantly, continually strive to remove barriers for customers with disabilities.

Metro also has a Mystery Rider Program that evaluates how well Metro meets the needs of Limited English Proficiency (LEP) customers. Surveyors ride the system, visit Metro customer service centers and contact the call center to obtain information in multiple

languages. The surveyors are native speakers of the seven LEP languages identified in Metro’s 2019 Four-Factor Analysis: Armenian, Chinese, Japanese, Korean, Russian, Spanish and Vietnamese. The results are used by the Metro Office of Civil Rights & Inclusion to ensure staff is properly trained and is using the available tools to interact with LEP customers.

### **8.2 Quadrant chart**

Future Customer Experience Plans will include a Quadrant Chart, which will array customer ratings and importance levels for approximately 40 aspects of service to identify pain points that are most important and most in need of improvement.

More important	<b>TARGET ISSUES</b>	
Less important		
	Aspects rated low	Aspects rated high

### **8.3 Worldwide best practice review**

Future Customer Experience Plans will include examples of best practices from around the world.

### **8.4 Employee input**

Metro employees from throughout the organization, including frontline workers, have important insights into customer experience issues and solutions. Future Customer Experience Plans will tap employees as an important source of information.

### **8.5 Focus on organizational culture and values**

Every day, employees from throughout the organization have opportunities to impact the customer experience. When employees are committed to serving the community and providing good experiences

to riders, they are more likely to go the extra mile to make a difference. For example, an employee might stop to help out-of-towners figure out how to buy a TAP card, or a project manager overseeing new construction might decide to include a few extra benches or shade trees, a bus operator may greet customers as they board with a warm greeting, or a security officer may reunite a person experiencing homelessness with their family to help get them the assistance they need.

Customer experience can't just be a top down exercise. It requires a customer experience focus and culture at every level to be successful, and it requires that Metro's leadership and employees be able to see issues from a customer perspective, and ask themselves tough questions like "Is good, good enough?," and "how do we go the extra mile to really WOW people." It can't just be about designing services that are easy to deliver. The customer has to come first, and this requires a change in mindset.

To strengthen and expand a customer experience culture at Metro, an interdepartmental task force will be established to focus on hiring, training, coaching, recognition, listening to employees, modeling of customer experience attitudes by Metro leadership, riding the system to see what customers see, role mapping to ensure all employees understand how their job impacts the customer, bringing in outside experts to talk about Customer Experience, and establishing forums (possibly online) where customer-focused employees can connect, share tips, and support each other.

#### 8.6 Broader range of customers

The focus of the *2020 Customer Experience Plan* is on Metro Bus and Metro Rail riders. Eventually though, Metro Customer Experience Plans will expand to cover additional modes of travel such as Microtransit, mobility on demand, bike share, or freeway services.

#### 8.7 Focus on internal customer service

Future Customer Experience Plans will also expand to cover services provided between internal departments. This could help the organization become more effective and efficient in delivering programs, projects, and services to the public.

#### 8.8 Surprise and delight

Future Customer Experience Plans may surprise and delight Metro customers with art, music, or giveaways when they least expect it. Stay tuned for future imaginative programs that distinguish Metro customer experience from all other transit agencies.

#### **Call-Out box: Metro Art**

Metro is recognized internationally for its innovative, award-winning public art expressing the vibrancy and spirit of our region and elevating the customer experience. As the County's cultural connector, Metro Art provides equitable access to arts and culture for our diverse ridership and engages artists and communities through a range of initiatives.

Volunteer docents provide free station art tours, sharing insights into artists backgrounds, inspirations and creative processes. These memorable guided discussions boost public perceptions of transit, promote rider etiquette and offer opportunities for discovery. Metro has been tracking participant satisfaction since project inception and reports a 99.9% satisfaction rate.

Recognizing the arts as a powerful way to bring people together and improve the quality of life for LA County residents and visitors, Metro’s Board of Directors recently directed staff to “Uplift the Human Spirit through Metro Art” and to include artists in the reimagining of transportation. This program will launch with Silver Linings, a new series of works by local artists centered around human connections to be featured on buses and trains. The Board allocated funds to commission a broad range of local artists, including musicians and dancers, to surprise, delight and inspire.



*MacArthur Park, Urban Oasis (2010) by Sonia Romero, Westlake/MacArthur Park Station.*

### 8.9 Focus on out-of-town visitors

Finally, future Customer Experience Plans will look at the needs of out-of-town visitors, and how to make the Metro system as accessible and user-friendly as possible. This will help Metro provide better connectivity to airports, and prepare for Los Angeles to be on the world’s stage as the host of the 2028 Olympics. It will also help local residents who are new to LA or new to the transit system access the system more easily.

## 9. Acknowledgements

Thank you to the Metro Board of Directors for initiating the Customer Experience Program at Metro with support from Chief Executive Officer Phil Washington and Chief of Staff Nadine Lee. This document was authored by Aaron Weinstein, Executive Officer for Customer Experience, with participation from over 100 staff:

Senior Leadership Team:

- Bob Green – Chief Systems Security and Law Enforcement Officer
- Bryan Sastokas – Chief Information Technology Officer
- Charles Safer – Assistant County Counsel
- Debra Avila – Chief Vendor/Contract Management Officer
- Elba Higueros – Chief Policy Officer
- Jim De La Loza – Chief Planning Officer
- Jim Gallagher – Chief Operations Officer
- Joanne Peterson – Chief Human Capital & Development Officer
- Jonaura Wisdom – Chief Civil Rights Officer and Interim Ethics Officer
- Joshua Schank – Chief Innovation Officer
- Karen Gorman – Inspector General
- Ken Hernandez – Chief Risk, Safety, and Asset Management Officer
- Nalini Ahuja – Chief Financial Officer
- Rick Clark – Chief Program Management Officer
- Shahrzad Amiri – Executive Officer, Congestion Reduction Initiative
- Shalonda Baldwin – Interim Chief Auditor
- Yvette Rapose – Chief Communications Officer

Metro staff:

- Aaron Santos – Senior Transportation Planner
- Adam Light – Senior Director, Countywide Planning and Development
- Aderemi Omotayo – Deputy Executive Officer, Wayside System Engineering & Maintenance
- Aida Berduo Berry – Senior Manager, Civil Rights Programs (Title VI)
- Al Martinez – Deputy Executive Officer, Enterprise Information Management
- Alex DiNuzzo – Senior Executive Officer, Maintenance
- Andrina Dominguez – Senior Environmental Specialist, Environmental Compliance/Sustainability
- Annie Yang – Senior Director, Vehicle Engineering & Acquisition
- Anthony Crump – Deputy Executive Officer, Community Relations
- Aston Greene – Executive Officer, System Security and Law Enforcement
- Benjamin Alcazar – Director, Civil Rights Programs
- Bernadette Mindiola – Senior Director, Special Projects Marketing
- Bernard Jackson – Senior Executive Officer, Rail Operations
- Bob Holland – Senior Executive Officer, Transportation
- Bob Spadafora – Senior Executive Officer, Rail Fleet Services
- Carolyn Kreslake – Senior Director, Operations Support

- Cassie Halls – Transportation Planner, Office of Extraordinary Innovation
- Christopher Limon – Deputy Executive Officer, Facilities Maintenance
- Conan Cheung – Senior Executive Officer, Service Developing, Planning, and Analysis
- Cris Liban – Chief Sustainability Officer
- Dan Nguyen – Deputy Executive Officer, Operations
- David Daniels – Senior Manager, Facilities Maintenance
- David Sutton – Executive Officer, Finance
- Desarae Jones – Senior Manager, Transportation Planning
- Diane Corral-Lopez – Executive Officer, Operation Administration
- Edith Avila - Administrative Intern
- Eileen Hsu – Senior Creative Designer
- Errol Taylor – Senior Executive Officer, Rail Maintenance and Engineering
- Frank Ching – Deputy Executive Officer, Countywide Planning and Development
- Georgia Sheridan—Senior Director, Countywide Planning and Development
- Glen Becerra – Executive Officer, Marketing
- Greg Wasz – Senior Director, TAP Technical Systems
- Heather Repenning – Executive Officer, Environmental Compliance/Sustainability
- Hector Guerrero – Service Operation Superintendent
- Heidi Zeller, Senior Manager, Metro Art and Design
- Holly Rockwell – Senior Executive Officer, Real Estate
- Imelda Hernandez – Chief Administrative Analyst, System Security and Law Enforcement
- James Shahamiri – Senior Manager, Engineering
- Janayre Bertrand – Transit Operations Supervisor
- Jeff Boberg – Senior Manager, Transportation Planning
- Jeff Neely – Senior Manager, Operations Performance Analysis
- Jiang Chang – Senior Manager, Operations Performance Analysis
- Jodi Feerst-Litvak – Director, Community Relations
- Joe Forgiarini – Senior Director, Service Performance and Analysis
- John Gordon – Senior Director, Special Projects
- Jonathan Adame – Principal Transportation Planner
- Joni Honor – Interim Executive Officer, Communications
- Joyce Burrell Garcia – Project Manager, System Security and Law Enforcement
- Julie Mercker – Assistant Administrative Analyst
- Kali Fogel – Senior Manager, Highway Operations Program
- Kang Hu – Senior Director, Project Engineering
- Karen Parks – Manager Physical Security Programs
- KeAndra Cylear Dodds – Executive Officer, Equity and Race
- Kristie Crawford – Manager, Marketing and Communications
- Laurie Lombardi – Senior Executive Officer, Countywide Planning
- Lena Babayan – Deputy Executive Officer, Facilities Maintenance
- Liz Vue – Executive Secretary, Operations
- Marc Manning – Senior Director, Vehicle Engineering and Acquisition
- Mark Vallianatos – Executive Officer, Office of Extraordinary Innovation

- Mary Lou Dudas – Executive Secretary/CEO/OIG
- Matthew Kridler – Principal Transportation Planner
- Maya Emsden – Deputy Executive Officer, Creative Services
- Melissa Wang – Senior Executive Officer, Finance
- Michael Lejeune – Director, Creative Services
- Michael Turner – Deputy Executive Officer, Government Relations
- Michele Moore – Manager, Creative Services
- Nancy Saravia – Director, Finance and Administration Management Services
- Nicholas Kappos – Project Manager, System Security and Law Enforcement
- Nina Kin – Web Systems Developer
- Nolan Borgman – Manager, Office of Extraordinary Innovation
- Patrice McElroy – Executive Officer, Talent Management
- Patrick Astredo – Executive Officer, Information Technology
- Paul Backstrom – Manager, Long Range Transportation Planning
- Paula Guevara – Accessibility Program Manager
- Rachelle Andrews—Manager, Transportation Planning
- Raffi Hamparian – Senior Director, Government Relations
- Richard Saldivar – Senior Departmental Systems Analyst
- Robert Heavrin – Digital Communication Administrator, Insights & Strategy Manager
- Robin O’Hara – Executive Officer, Finance
- Ron Dickerson – Deputy Executive Officer, System Security and Law Enforcement
- Sandra Blanco-Sanchez – Deputy Executive Officer, Human Resources (Interim)
- Shaun Miller – Senior Transportation Planner
- Stephen Tu – Director, Service Planning
- Susan Gray – Director, Public Arts and Design
- Teyanna Williams – Executive Officer, Labor & Employee Services
- Tham Nguyen – Senior Director, Special Projects, Office of Extraordinary Innovation
- Vanessa Smith – Interim Executive Officer, Customer Care

## 9. Appendix – Action Plan Recap

<p>7. Agency-Wide Recommendations</p>	<ol style="list-style-type: none"> <li>1. As the COVID-19 pandemic eases and revenues bounce back, Metro’s Office of Management and Budget (OMB) to ensure that all customer experience improvements in this Plan are considered for funding. See Figure 3 above for a menu of recommended investments to improve the customer experience.</li> <li>2. By June 30, 2021, Metro’s Office of Management and Budget (OMB) to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all 2020 Customer Experience Plan recommendations into the FY22 Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.</li> <li>3. By June 30, 2021, Human Capital &amp; Development to work with the Executive Officer for Customer Experience to ensure that all 2020 Customer Experience Plan recommendations are incorporated into FY22 Individual Performance Plans (IPPs).</li> <li>4. Metro to adopt modern user experience testing and set customer acceptance standards to ensure new and upgraded products and services improve the customer experience. By June 30, 2021, the Executive Officer for Customer Experience will inventory major customer facing initiatives – current and future, and work with the Chief Policy Officer to establish policies to and procedures to implement this recommendation.</li> </ol>
<p>5.01 Metro Bus reliability</p>	<ol style="list-style-type: none"> <li>1. By January 15, 2021 Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit for consideration in the FY22 budget. See <a href="#">Agency-Wide Recommendations</a> for budget requirement to move to a 1.25 OAR for example.</li> <li>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-19.</li> <li>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. See <a href="#">Agency-Wide Recommendations</a> for budget requirement.</li> <li>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: <ul style="list-style-type: none"> <li>○ 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</li> </ul> </li> </ol>



	<ul style="list-style-type: none"> <li>○ Bus operator applicants being able to shadow a bus operator for a day to see what the job entails</li> <li>○ Continuous mentorship of bus operators for the first year, beyond the current three-week period, to improve retention</li> <li>○ Possible milestone bonuses to boost retention (e.g. after two years of service)</li> <li>○ 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</li> <li>○ Evaluation of improvements in working conditions to give bus operators the support they need for work/life balance</li> <li>○ 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</li> <li>○ Considering use of technology to give division markup staff more tools to fill assignments at the last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered</li> </ul> <ol style="list-style-type: none"> <li>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 used by Big Blue Bus in Santa Monica).</li> <li>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.</li> </ol>
5.02 Accuracy of real-time info	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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</li> </ol>

	<p>incorporate delay advisories prominently on the Metro website, apps, and real-time information digital displays.</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol>
5.03 Metro Bus frequency	<ol style="list-style-type: none"> <li>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.</li> </ol>
5.04 Bus stops	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
5.05 Ease of payment	<ol style="list-style-type: none"> <li>By June 30, 2021 TAP to seek authorization to distribute at least 100,000 additional free cards to areas with low TAP use, and consider new incentives to use TAP instead of cash. Additionally, it is recommended that Metro have ambassadors with iPads assist riders in low TAP use areas with registering their TAP cards so that users enjoy balance protection, gain a sense of ownership of their TAP card, and get familiar with the convenient taptogo.net website.</li> <li>By January 31, 2021, as part of the midyear budget process, OMB to revisit local programming budget limits that discourage LIFE program growth.</li> </ol>

	<ol style="list-style-type: none"> <li>3. By March 1, 2021, OEI to organize focus groups or phone interviews with cash-paying and non-smartphone transit riders to better assess their needs and inform the LIFE discount campaign.</li> <li>4. By April 1, 2021, LIFE program to work with Metro Marketing, Customer Care, and municipal transit agencies and other TAP partners to review procedures and eligibility requirements, such as a government issued photo ID requirement, and further improve the ease of applying. This review should also evaluate ways to enable quick third-party validation of eligibility based on eligibility for other government aid programs.</li> <li>5. By June 30, 2021, Metro Marketing to launch a new campaign to publicize LIFE discounts and the easier application process.</li> <li>6. By June 30, 2021, TAP to prepare a strategy and expedited schedule to power third-party payment.</li> </ol>
5.06 Speed	<ol style="list-style-type: none"> <li>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.</li> </ol>
5.07 Crowding	<ol style="list-style-type: none"> <li>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.</li> <li>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. See <a href="#">Agency-Wide Recommendations</a> for budget requirement for the research phase.</li> </ol>
5.08 Personal security	<ol style="list-style-type: none"> <li>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). See <a href="#">Agency-Wide Recommendations</a> for budget requirement.</li> </ol>
5.09 Homelessness	<ol style="list-style-type: none"> <li>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. See <a href="#">Agency-Wide Recommendations</a> for budget requirements.</li> <li>2. By July 1, 2021, SSLE to expand and enhance homeless outreach teams including on-call nursing, mental health and addiction services; temporarily provide emergency short term shelter pending more housing from local and regional partners (see recommendations 3 and 4 below); test using unarmed security ambassadors to fill gaps in terminus station assistance and intercede with people who are experiencing homelessness on Metro to get them the help they need; and initiate regular, statistically valid counts to gauge results. See <a href="#">Agency-Wide Recommendations</a> for budget requirements. Note Metro's</li> </ol>

	<p>approach to homelessness is subject to change based on input from a new Transit Public Safety Advisory Committee that will begin advising Metro in 2021.</p> <ol style="list-style-type: none"> <li>3. By January 31, 2021, Metro Government Relations to initiate work with other transit agencies in California to request that a portion of existing and new sources of local, regional, and State homelessness funding be earmarked for transit homeless outreach teams, housing and services.</li> <li>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%.</li> </ol>
5.10 Cleanliness	<ol style="list-style-type: none"> <li>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.</li> <li>2. By June 30, 2021, Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.</li> <li>3. By June 30, 2021, Metro Operations and System Security and Law Enforcement (SSLE) to implement an elevator attendant pilot program similar to the successful program at BART to deter crime, human waste and drug use in elevators, and make them safe and pleasant for seniors, people with disabilities, travelers with luggage, and others. See <a href="#">Agency-Wide Recommendations</a> for budget requirement.</li> <li>4. By June 30, 2021, Metro Operations to resume vinyl seat transition. See <a href="#">Agency-Wide Recommendations</a> for budget requirement.</li> </ol>



**Board Report**

---

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

**Agenda Number:**

---

**REGULAR BOARD MEETING  
JUNE 28, 2018**

**Motion by:**

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

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

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

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

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

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

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

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

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

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

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

**SUBJECT: MOTION BY GARCETTI, KUEHL, BONIN AND GARCIA**

**NEXTGEN BUS STUDY SERVICE PARAMETERS**

---

WE THEREFORE MOVE THAT the Board:

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

WE FURTHER MOVE that the Board direct the CEO to:

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

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



## Board Report

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

Agenda Number: 33.

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

**SUBJECT: CUSTOMER EXPERIENCE MOTION 38.1 RESPONSE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

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

#### **ISSUE**

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

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

#### **BACKGROUND**

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

---

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

## **DISCUSSION**

### Committee Renaming

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

### Service Parameters for NextGen

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

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

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

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

### Annual Customer Service and Experience Plan

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

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



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

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

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

#### *Key Performance Indicators*

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

#### *Status of Customer Service & Experience Projects*

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

#### *Transit Service Marketing and Communications*

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

#### *Customer Experience Culture*

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

---

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

**DETERMINATION OF SAFETY IMPACT**

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

**FINANCIAL IMPACT**

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

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

**NEXT STEPS**

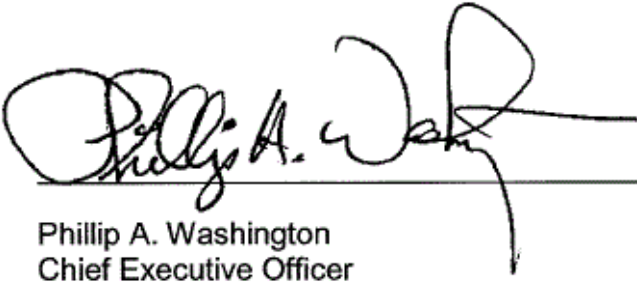
Staff will provide an update to the Board in FY19 Q4 to provide more detail on the Customer Service and Experience Plan. The Plan will provide the framework for the performance metrics, staffing, budget, and status updates for the customer experience initiatives outlined in motion 38.1 and Metro Vision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

**ATTACHMENTS**

- Attachment A - Motion 38.1 - NextGen Bus Study Service Parameters
- Attachment B - NextGen Update: Transit Competitiveness and Market Potential; File ID: 2018-0555
- Attachment C - Customer Experience Key Performance Indicators
- Attachment D - CEO Ridership Initiatives Progress Report, July 1, 2018-January 31, 2019

Prepared by: Nadine Lee, Interim Chief of Staff, (213) 922-7950  
Conan Cheung, Senior Executive Officer, Operations Service Development, Scheduling & Analysis, (213) 418-3034

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



Phillip A. Washington  
Chief Executive Officer



**Board Report**

---

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

**Agenda Number:**

---

**REGULAR BOARD MEETING  
JUNE 28, 2018**

**Motion by:**

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

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

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

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

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

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

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

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

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

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

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

**SUBJECT: MOTION BY GARCETTI, KUEHL, BONIN AND GARCIA**

**NEXTGEN BUS STUDY SERVICE PARAMETERS**

WE THEREFORE MOVE THAT the Board:

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

WE FURTHER MOVE that the Board direct the CEO to:

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

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



## Board Report

---

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

**Agenda Number:** 36.

---

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

**SUBJECT: NEXTGEN UPDATE: TRANSIT COMPETITIVENESS AND MARKET POTENTIAL**

**ACTION: RECEIVE AND FILE**

### **RECOMMENDATION**

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

### **ISSUE**

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

### **BACKGROUND**

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

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

### **DISCUSSION**

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

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

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

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

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

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

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

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

---

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

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

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

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

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

## **DETERMINATION OF SAFETY IMPACT**

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



---

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

## **ALTERNATIVES CONSIDERED**

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

## **NEXT STEPS**

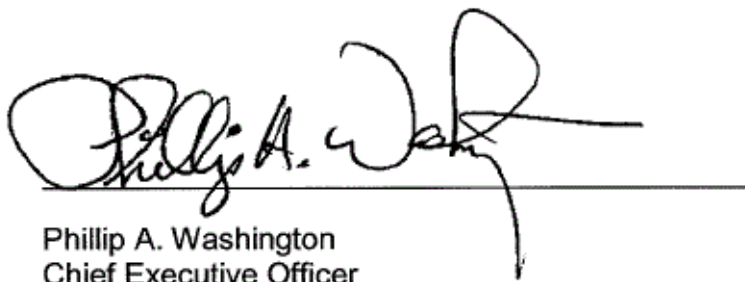
Staff will continue working with the NextGen Working Group to prioritize service concepts, then return to the Board in January 2019 with a recommendation on service concepts. If approved, staff will begin translating service concepts into line-by-line improvements for service changes starting in December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

## **ATTACHMENTS**

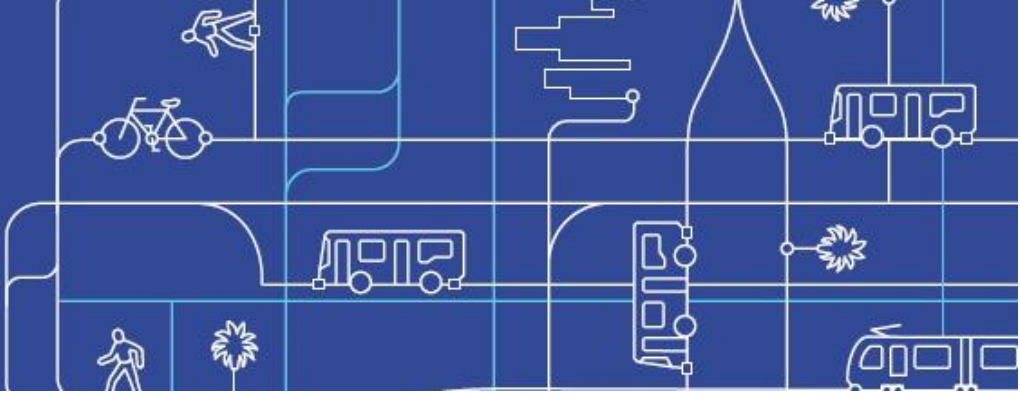
Attachment A - NextGen FAQ

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

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



Phillip A. Washington  
Chief Executive Officer



## NextGen Bus Study: Frequently Asked Questions

### OVERVIEW

#### **1) What is the NextGen Bus Study?**

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

#### **2) Why is Metro doing this now?**

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

#### **3) When is the NextGen Bus Study happening?**

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

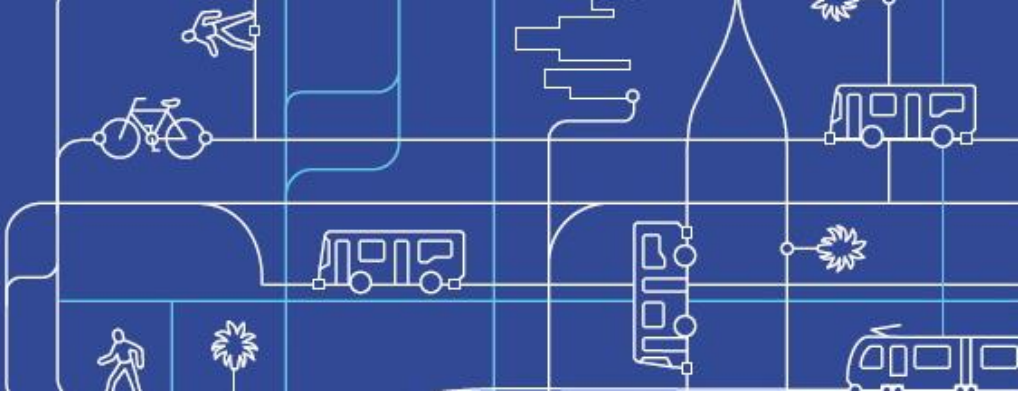
#### **4) When will the NextGen Bus Service Plan be implemented?**

Bus service changes will be implemented starting in Fall 2019.

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

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

# NEXTGEN Bus Study



## COORDINATION WITH OTHER STUDIES/SERVICE PROVIDERS

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

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

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

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

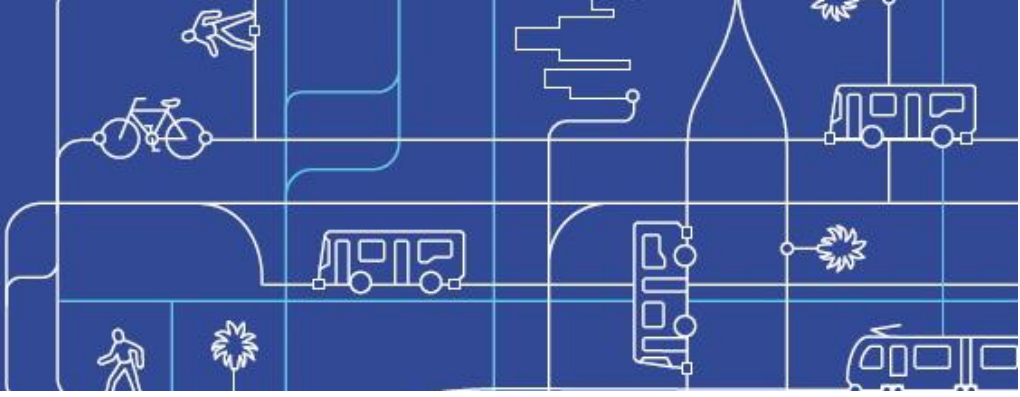
### **8) How is the NextGen Bus Study integrating with the MicroTransit Pilot Project and Mobility on Demand Grant Program?**

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

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

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

# NEXTGEN Bus Study



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

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

## **FUNDING/RESOURCES**

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

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

### 12) How will fares be affected?

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

## **PUBLIC INVOLVEMENT & COMMUNITY ISSUES**

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

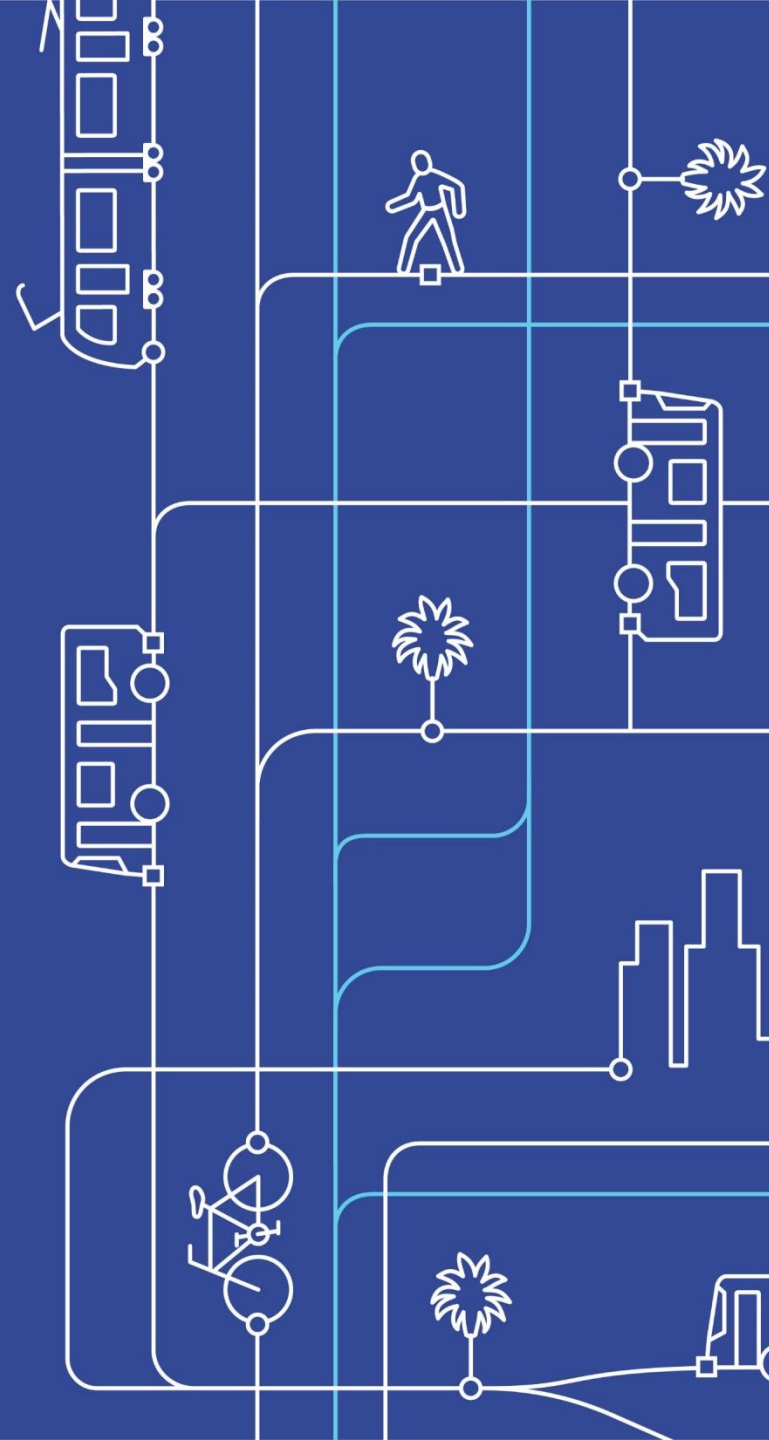
Yes. Public engagement is critical to the success of the NextGen Bus Study and Metro is actively soliciting input. Here are some of the current and upcoming opportunities:

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

# NEXTGEN Bus Study

## Transit Competitiveness and Market Potential

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



# Study Process

SPRING/SUMMER 2018

FALL 2018/WINTER 2019

SPRING/SUMMER 2019

FALL 2019/WINTER 2020

## Step 1

### Market Demand and Travel Patterns, Existing Service Evaluation

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

## Step 2

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

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

## Step 3

### Service Design Guidelines and Route/Schedule Changes

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

## Step 4

### Implementation and Marketing

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



Continuous public engagement →

Telephone Town Hall Meetings



Community Pop-up Events



Community Based Organization Briefings



Service Council/Board Briefings



Community Pop-up Events



Working Group & Stakeholder Briefings



Public Meetings & Webcasts



Service Council/Board Briefings



Metro Board Approval



Telephone Town Hall Meetings



Muni Operators & Local Jurisdictions Collaboration



Formal Public Hearings



Service Council/Board Briefings



Marketing & Messaging



Community Pop-up Events



Public Meetings & Webcasts



Service Council/Board Briefings

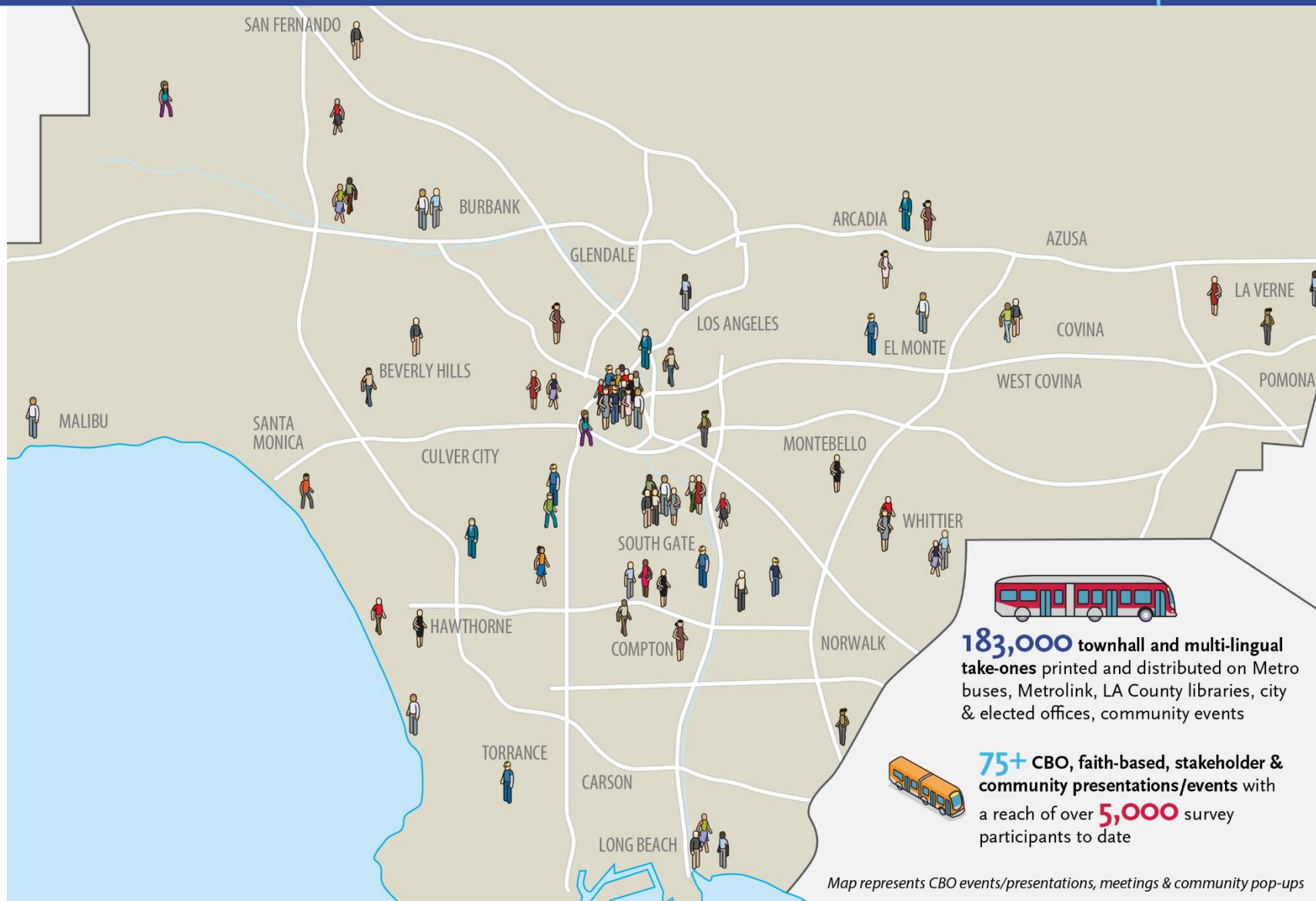


Metro Service Council/Board Approval



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

# Stakeholder Engagement



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

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

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

# Service Parameters

## All Riders

Travel Speed

Frequency

Reliability

## Current

More Service

Fares

Information

## Former

Security  
(women, certain geographies)

First/Last Mile  
(elderly, higher income)

Comfort  
(odors, crowding)

## Infrequent/ Non-Rider

Information  
(non-riders)

First/Last Mile  
(women, youth, elderly)

Comfort  
(odors, crowding)



# Transit Service Coverage

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

## Metro Transit Lines by Tier

Express —

Rapid —

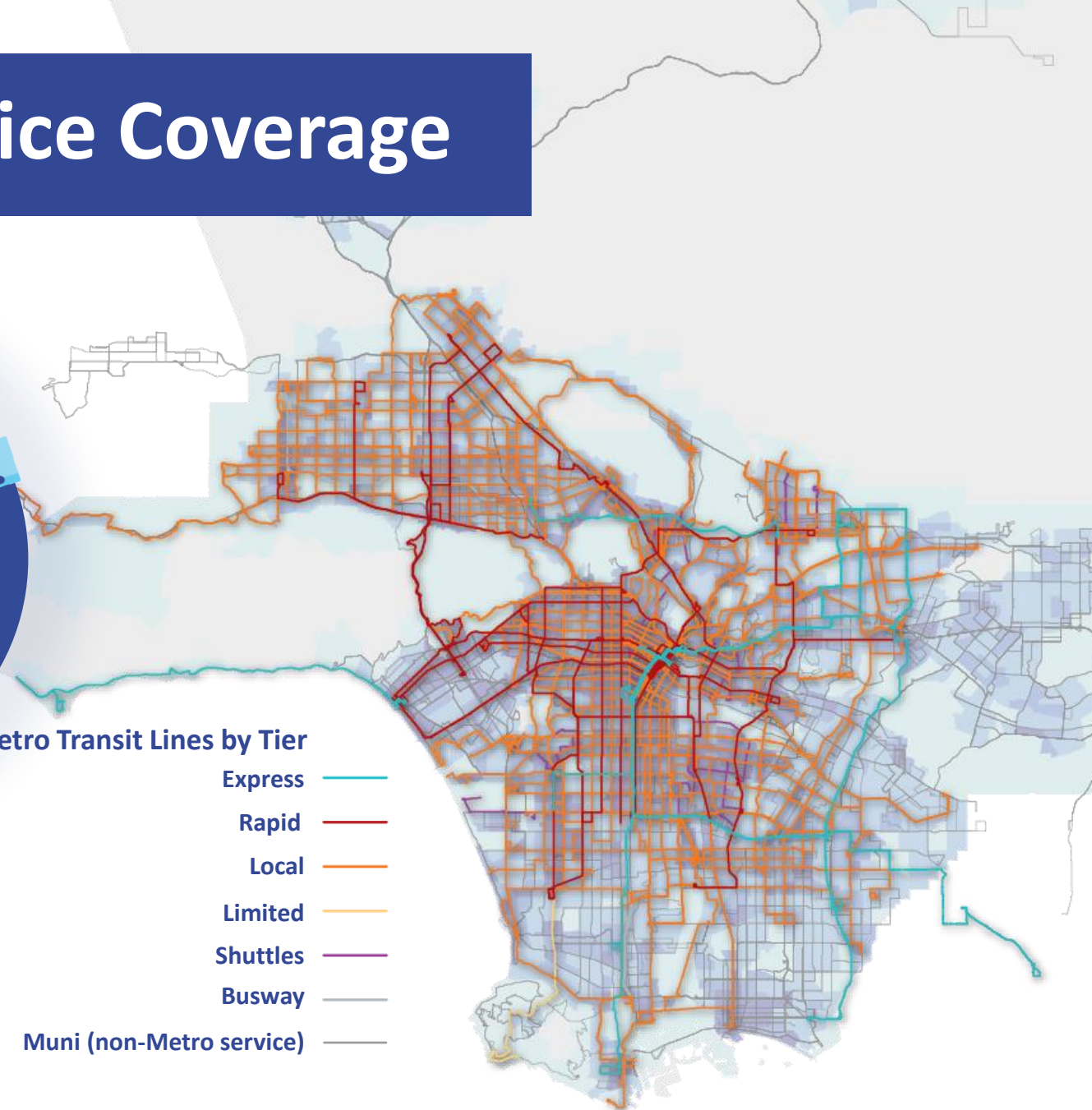
Local —

Limited —

Shuttles —

Busway —



Muni (non-Metro service) —

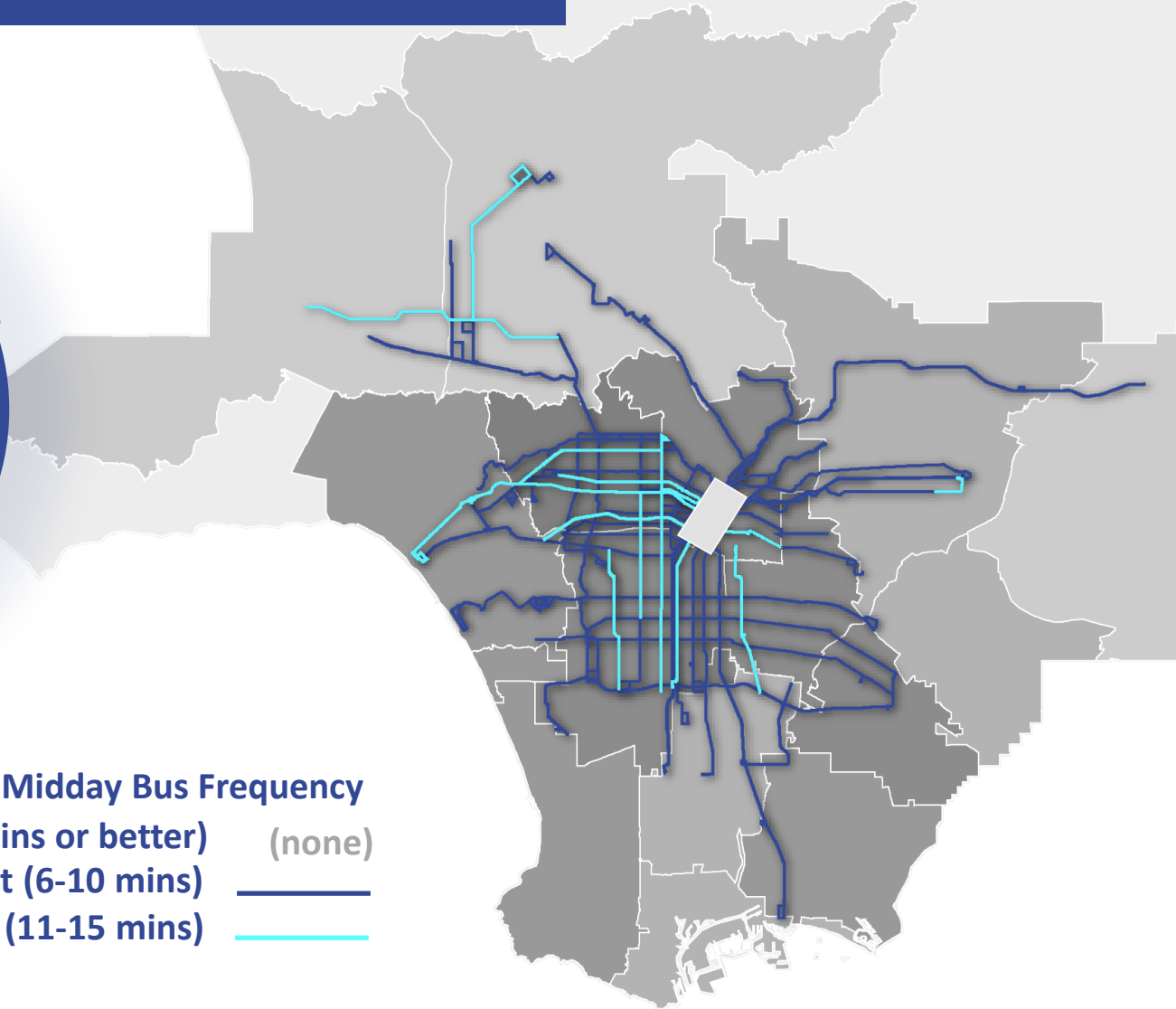


# Transit Service Density

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

### Midday Bus Frequency

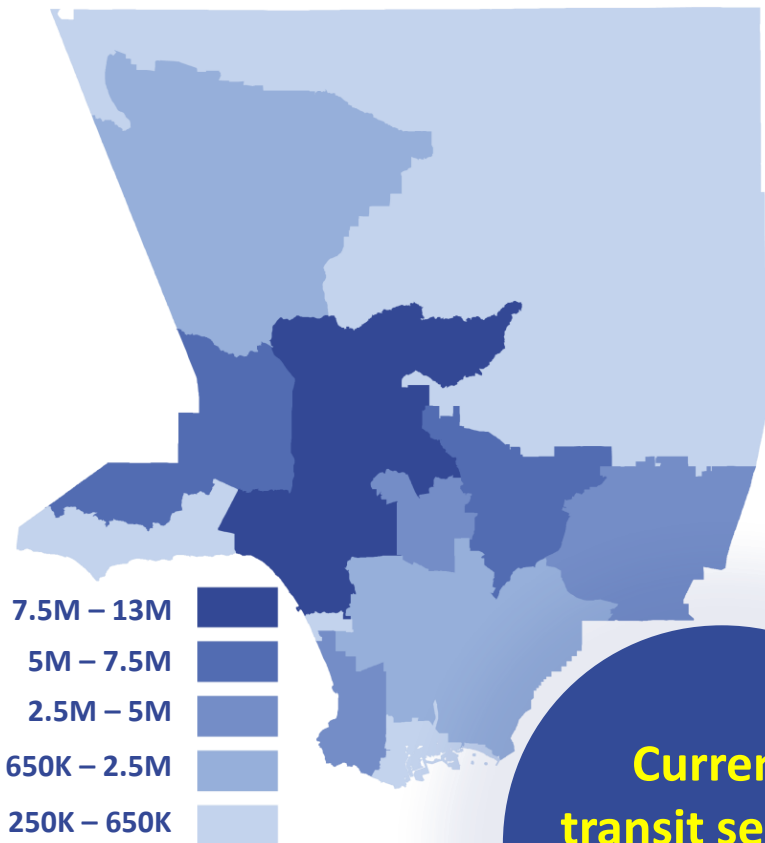
- Super Frequent (5 mins or better) (none)
- Very Frequent (6-10 mins) 
- Frequent (11-15 mins) 



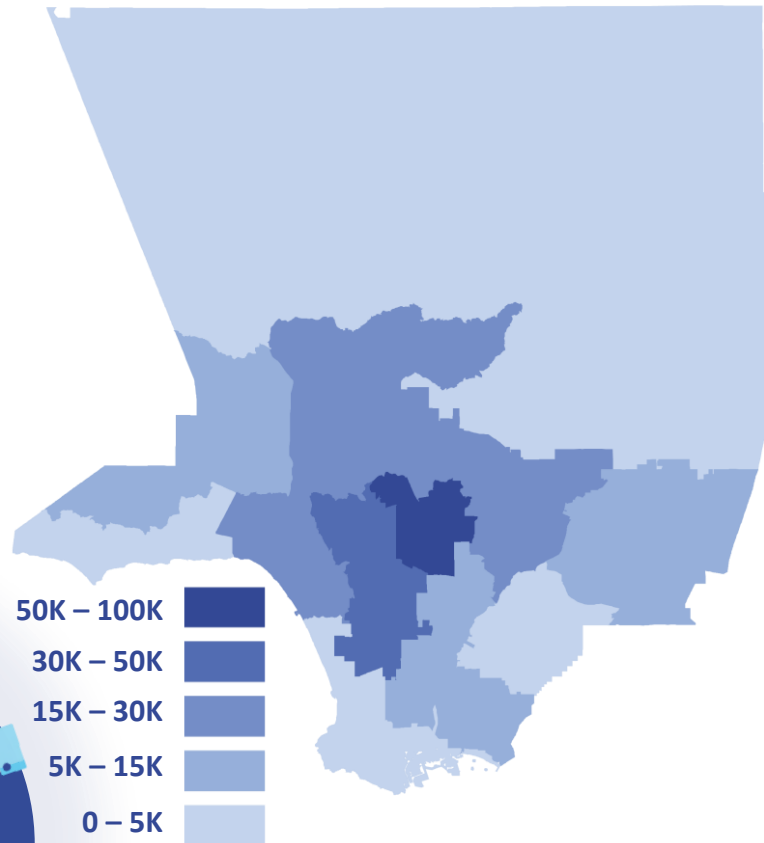
# Trip Origins

# Total vs Transit Trips

All Trip Origins (cell phone data)



Transit Origins (TAP data)



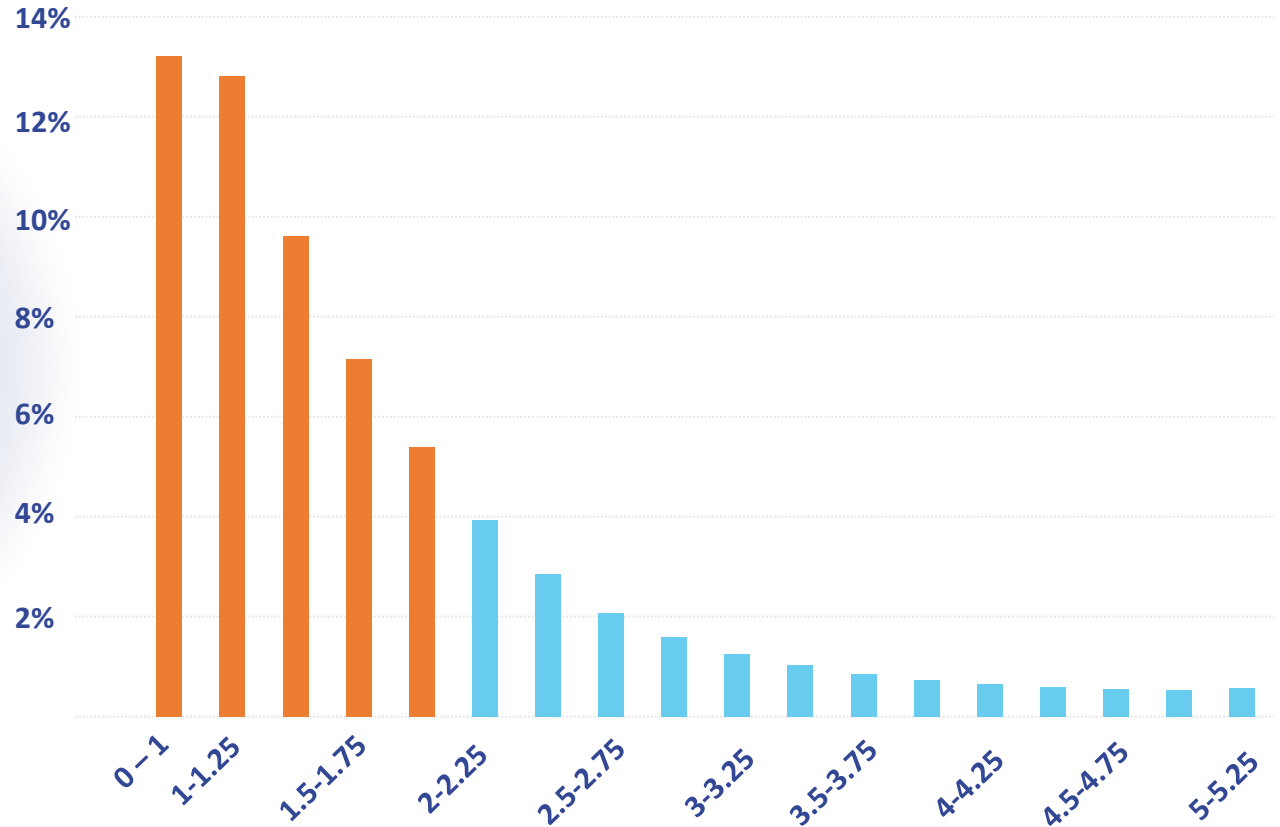
**Current  
transit service  
is not always  
competitive**

# Competitiveness of Relative Travel Times

## Travel Time Comparison with Auto

Transit Market Share

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



Transit to Drive Time Ratio

# Understanding Trip Purposes

## Commute Trips

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



## Work Trips

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



## Other Trips

Occasional travel from a changing origin to a changing destination



# When is Travel Speed important?

*For Long Distance Trips: 10 to 12.5 Miles*

Travel Speed is the key factor for longer trips.



30% of time getting to/from transit

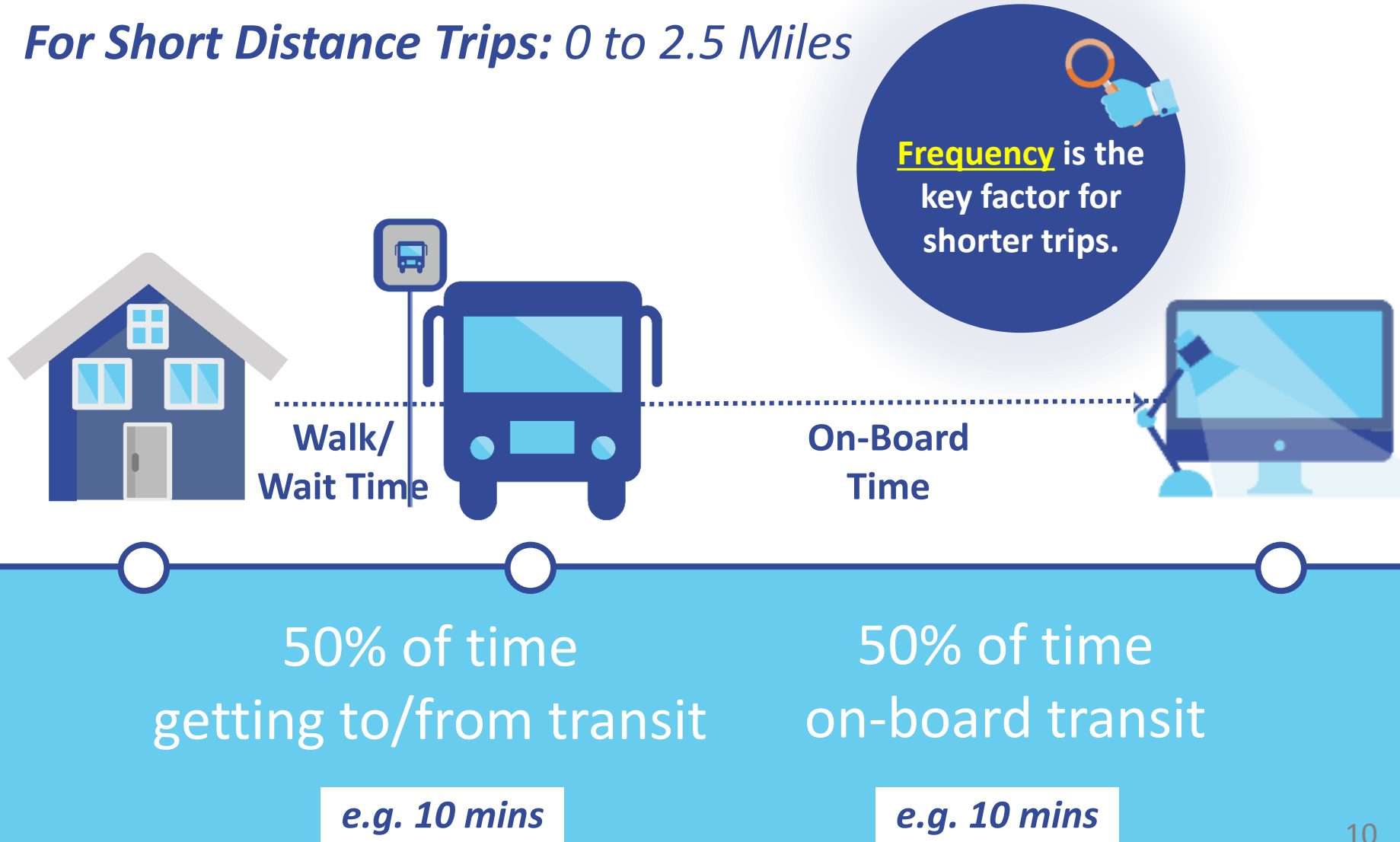
*e.g. 10 mins*

70% of time on-board transit

*e.g. 25 mins*

# When is Frequency important?

*For Short Distance Trips: 0 to 2.5 Miles*



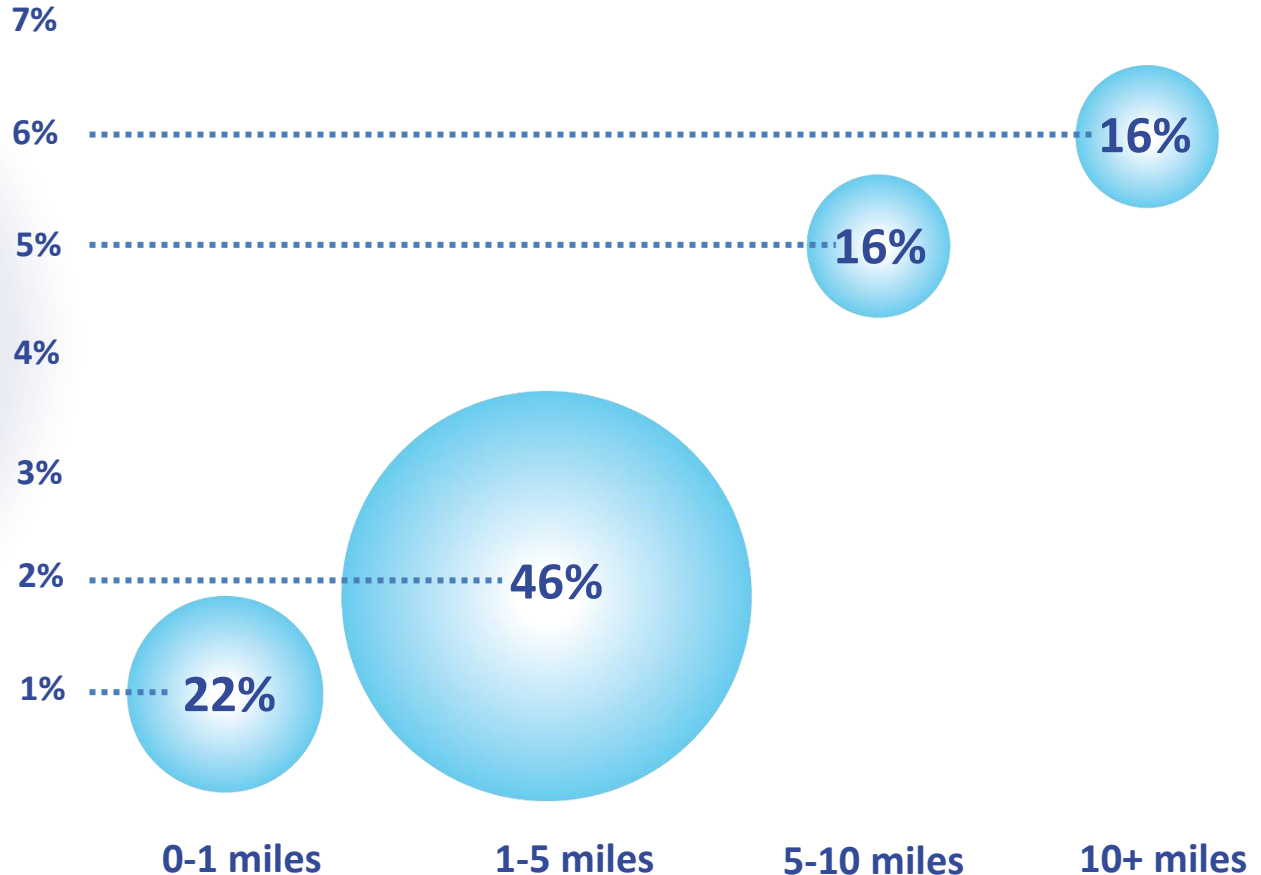
# Competitiveness and Market Potential

## Transit Market Share by Distance & Percent of Total Trips

Transit Market Share

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

% of total trips



Trip Distance

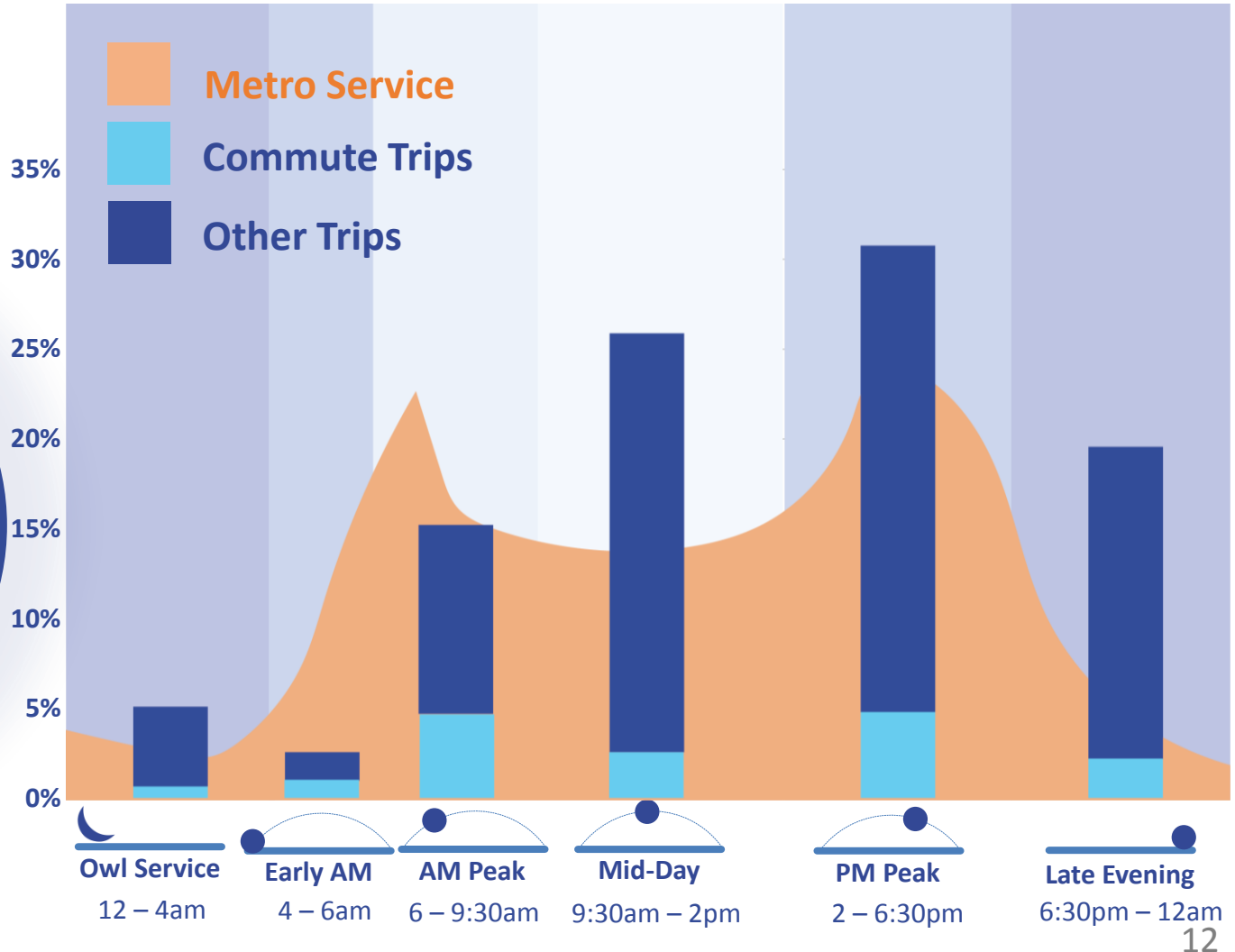


# More Frequent Service for Non-Commute Trips

## Travel and Operations by Time of Day

Share of all trips and service by time of day

Current service does not match midday and evening travel demand.



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

# Market Priorities

## Short Distance



*Frequency*

## Long Distance



*Speed*

### Commute Trips



*Peak Hour*

**8% of all trips**  
**5% transit market share**

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

### Other Trips



*All Day*

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

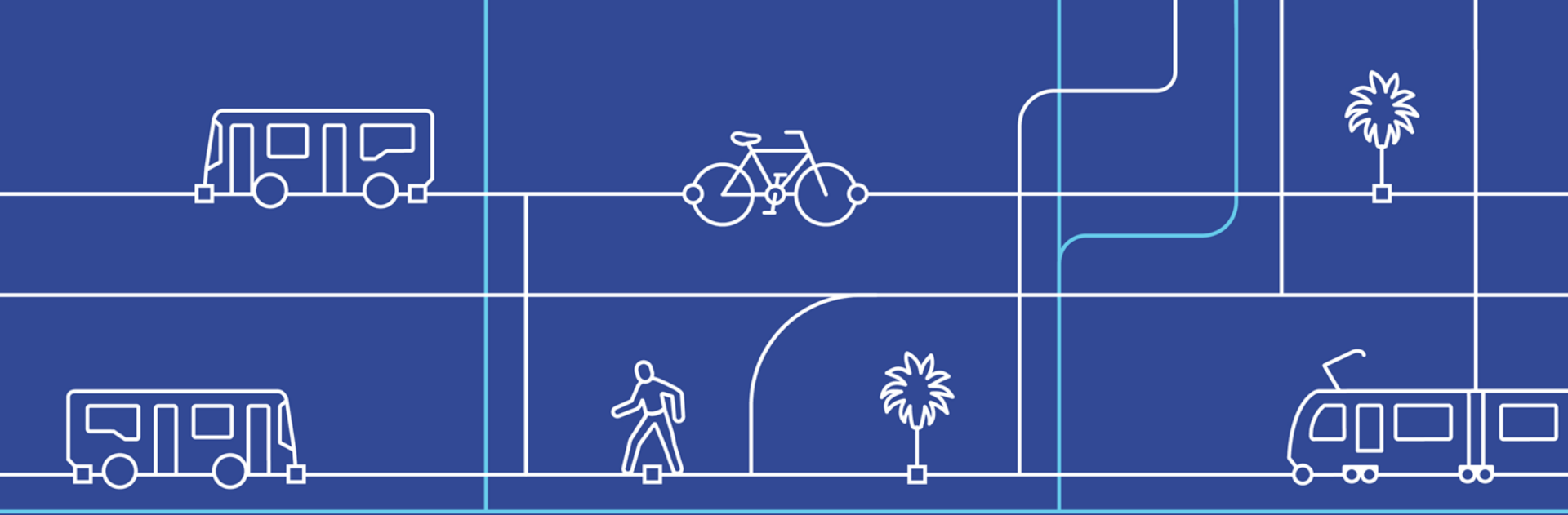
**24% of all trips**  
**4% transit market share**

# Next Steps on Service Concepts

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



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



# Thank You



**Metro**

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

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

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



# TABLE OF CONTENTS

INTRODUCTION.....3

IMPROVE TRAVEL SPEEDS .....4

PILOT METRO MICROTRANSIT .....7

METRO AS THE MOBILITY INTEGRATOR FOR LA COUNTY .....9

UNIVERSAL BLUE LIGHT PROGRAM .....11

SHINING MORE LIGHTS .....12

THE POWER OF TAP .....13

METRO MAINTENANCE DIARIES.....15

MAKING THE SWITCH .....17

DIGITAL COUNTDOWN DISPLAYS & REAL-TIME ACCURACY .....18

PUTTING THE CUSTOMER AT THE HEART OF OPERATIONS .....19



# INTRODUCTION

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

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

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

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

# IMPROVE BUS TRAVEL SPEEDS

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

## **Progress to Date:**

### NextGen Bus Study

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

### BRT Vision & Principles Study

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

### Thinking Outside the Lane

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

### Pursue Signal Preemption for Buses & Trains

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

### Develop Strategy to Improve Bus Speeds Along Major Corridors

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

## ***3 Month Look Ahead***

### NextGen Bus Study

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

## BRT Vision & Principles Study

- Project Kickoff & Coordination

## Congested Corridors

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

# PILOT MICROTRANSIT

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

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

The pilot project will:

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

## Progress to Date:

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

### *3 Month Look Ahead*

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

# MOBILITY INTEGRATOR FOR LA COUNTY

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

## **Progress to Date:**

### TAPforce

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

### TAP Integration

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

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

#### Transfer on 2nd boarding

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

### ***3 Month Look Ahead***

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



# UNIVERSAL BLUE LIGHT PROGRAM

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

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

## **Progress to Date:**

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

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

## ***3 Month Look Ahead:***

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

# SHINING MORE LIGHTS

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

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

## Progress to Date:

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

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

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

## 3 Month Look Ahead:

- Anticipated project completion date is March 2019.

# THE POWER OF TAP

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

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

## **Progress to Date:**

### TAP Website

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

### Stored Value sales added on bus

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

### TAP vending machine improvements

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

### TAP vendor network

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

### ***3 Month Look Ahead***

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

# METRO MAINTENANCE DIARIES

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

## Progress to Date:

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

### ***3 Month Look Ahead:***

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

# MAKING THE SWITCH

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

## **Progress to Date:**

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

## ***3 Month Look Ahead:***

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

# DIGITAL COUNTDOWN DISPLAYS & REAL TIME ACCURACY

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

## **Progress to Date:**

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

## ***3 Month Look Ahead:***

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



# PUTTING THE CUSTOMER AT THE HEART OF THE OPERATION

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

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

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


## **Progress to Date:**

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

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

### ***3 Month Look Ahead:***

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



# Customer Service & Experience Plan

## Response to Motion 38.1

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



**Metro**



# Presentation Contents

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



## Background

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

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



## Metro Vision 2028

Metro Vision 2028 Initiative 2.3 commits to:

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

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



# Customer Service & Experience Plan

The Customer Service & Experience Plan will address:

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

# Customer Service & Experience Plan

## Key Performance Indicator Categories

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





# Customer Service & Experience Plan

## Customer Service & Experience Projects

- Progress Report on Metro Ridership Initiatives

## Transit Service Marketing & Communications

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

# Customer Service & Experience Plan

## Customer Experience Culture

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



## Next Steps

### ***Please note:***

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



## Next Steps

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

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



Thank You



# Customer Experience Plan 2020

*Operations, Safety, and Customer Experience Committee  
November 19, 2020*



**Metro**

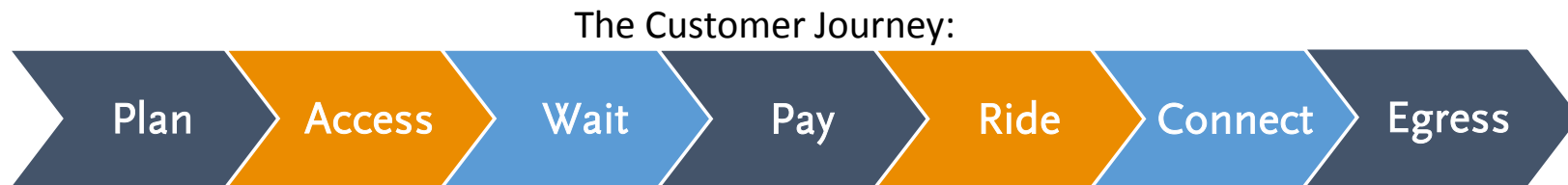
# Customer Experience Plan Background

Metro's Customer Experience (CX) Plan flows from:

- Vision 2028 Strategic Plan
- Board Motion 38.1

# Customer Experience Definition

Customer Experience is the sum total of the experiences our customers have at every stage of their journey. The goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunities for occasional surprise and delight.





# Customer Experience Vision

Our goal is to always put you first — your safety, your time, your comfort, and your peace of mind – when we connect you to people and places that matter to you.



# Areas For Improvement

1. Metro Bus reliability
2. Accuracy of real time info
3. Metro Bus frequency
4. Bus stops
5. Ease of payment
6. Speed
7. Crowding
8. Personal security
9. Homelessness
10. Cleanliness



# Near Term Pilot Programs (subject to funding)

- 1. Metro Bus Reliability:** Help bus riders delayed by a missed run or pass-up by quickly offering them free ridehail service.
- 2. Homelessness:** Deploy unarmed security ambassadors at terminus stations to intercede with people who are experiencing homelessness on Metro and get them the help they need. Also:
  - cost effective expansion of homeless outreach teams including on-call nursing, mental health and addiction services
  - temporary short-term shelter until more housing is available from local and regional partners
  - Regular, statistically valid counts to evaluate results.

# Near Term Pilot Programs (continued)

- 3. Security:** Flexibly dispatch homeless outreach, mental health workers, unarmed security ambassadors, or law enforcement as the situation demands.
- 4. Cleanliness:** Test elevator attendants to deter crime, urination, defecation, and drug use, and make elevators safe and pleasant for seniors, people with disabilities, travelers with luggage, and others.
- 5. Bus Stops:** Test low-cost seating, possibly cooling, lighting, real time information, and wayfinding for people who are blind or low vision.

# Other Highlights (subject to funding)

- A. Metro Bus Reliability:** Refine staffing plans to avoid missed runs, and consider fast-track hiring for licensed commercial drivers
- B. Real Time Information:** Feed data from improved prediction engine to apps to accurately predict Metro ETA's, and replace 18-year-old ATMS system
- C. Speed:** More bus-only lanes and rail/bus signal priority
- D. Cleanliness:** Resume funding for vinyl seats
- E. Security:** Resume funding for Call Points

# Customer Experience Improvement Menu

25 items on the menu totaling:

FY21 midyr	FY22	FY23	FY24
\$ 5.6 million	\$ 170.0 million	\$ 344.7 million	\$ 272.4 million

Note that Metro's FY21 budget is 16.5% less than the prior year due to the pandemic. Funding these customer experience improvements will depend on how quickly the pandemic ends and the economy rebounds.

# Future Customer Experience Plans

1. Journey mapping and equity
2. Organizational culture and values
3. Surprise and delight
4. Out-of-town visitors





**Thank You**





# Customer Experience Plan 2020

*Board Meeting  
December 3, 2020*



**Metro**

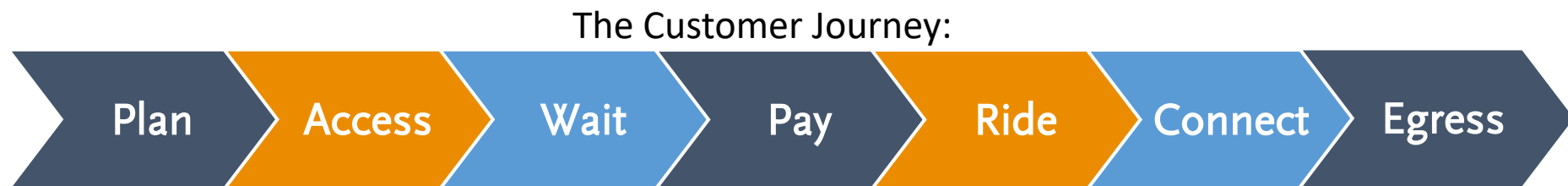
# Customer Experience Plan Background

Metro's Customer Experience (CX) Plan flows from:

- Vision 2028 Strategic Plan
- Board Motion 38.1

# Customer Experience Definition

Customer Experience is the sum total of the experiences our customers have at every stage of their journey. The goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunities for occasional surprise and delight.



# Customer Experience Vision

Our goal is to always put you first — your safety, your time, your comfort, and your peace of mind – when we connect you to people and places that matter to you.



# Areas For Improvement

1. Metro Bus reliability
2. Accuracy of real time info
3. Metro Bus frequency
4. Bus stops
5. Ease of payment
6. Speed
7. Crowding
8. Personal security
9. Homelessness
10. Cleanliness



# Near Term Pilot Programs (subject to funding)

- 1. Metro Bus Reliability:** Help bus riders delayed by a missed run or pass-up by quickly offering them free ridehail service.
- 2. Homelessness:** Deploy unarmed security ambassadors at terminus stations to intercede with people who are experiencing homelessness on Metro and get them the help they need. Also:
  - cost effective expansion of homeless outreach teams including on-call nursing, mental health and addiction services
  - temporary short-term shelter until more housing is available from local and regional partners

# Near Term Pilot Programs (continued)

- 3. Security:** Flexibly dispatch homeless outreach, mental health workers, unarmed security ambassadors, or law enforcement as the situation demands.
- 4. Cleanliness:** Test elevator attendants to deter crime, urination, defecation, and drug use, and make elevators safe and pleasant for seniors, people with disabilities, travelers with luggage, and others.
- 5. Bus Stops:** Work with cities to provide shelters at bus stops, and test low-cost seating, possibly cooling, lighting, real time information, and wayfinding for people who are blind or low vision.

# Other Highlights (subject to funding)

- A. Metro Bus Reliability:** To avoid missed runs, maintain higher Operator Assignment Ratio and consider fast-track hiring for licensed commercial drivers
- B. Real Time Information:** Feed data from improved prediction engine to apps to accurately predict Metro ETA's, and replace 18-year-old ATMS system
- C. Speed:** More bus-only lanes and rail/bus signal priority
- D. Cleanliness:** Resume funding for vinyl seats
- E. Security:** Resume funding for Call Points



# Customer Experience Improvement Menu

25 items on the menu totaling:


FY21 midyr	FY22	FY23	FY24
\$ 5.6 million	\$ 170.0 million	\$ 344.7 million	\$ 272.4 million

Note that Metro's FY21 budget is 16.5% less than the prior year due to the pandemic. Funding these customer experience improvements will depend on how quickly the pandemic ends and the economy rebounds.

# Future Customer Experience Plans

1. Journey mapping and equity
2. Organizational culture and values
3. Out-of-town visitors





**Metro 2020 Customer  
Experience Plan**

**Thank You**



## Board Report

File #: 2020-0717, File Type: Informational Report

Agenda Number: 21.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE NOVEMBER 19, 2020

**SUBJECT: DECEMBER 2020 SERVICE CHANGES**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on Metro's December 2020 Service Change.

#### **ISSUE**

Metro implements transit service changes (bus and rail) in June and December of each year. Metro plans to implement the next service change on Sunday December 13, 2020.

#### **BACKGROUND**

Metro's twice annual service change program allows Metro to improve the customer experience through revised transit routes and schedules.

#### **DISCUSSION**

The December 2020 service change focuses on the following key areas of improvement for Metro bus service:

- Adding trips for additional capacity where ridership is highest:
  - 181 trips added weekdays on 35 lines
  - 74 trips added Saturdays on 15 lines
  - 27 trips added Sundays on 5 lines
  
- Improving daytime weekday frequencies:
  - Lines 53 (Central Av), 55 (Compton Av), 70 (Garvey Av), 152 (Roscoe Bl), 603 (Hoover St) improved to 15-minute frequency daytime weekdays
  - Line 734 (Sepulveda Bl) improved to 20-minute frequency daytime weekdays
  - Lines 165 (Vanowen St) and 234 (Sepulveda Bl) improved to 20-minute frequency daytime weekdays
  - Lines 90/91 (Sunland/Sylmar via Foothill Bl) improved to 30-minute frequency daytime

weekdays

- Consolidating Metro Rapid & Local service on eight key corridors to maximize service frequency of 15 minute or better weekdays with slightly wider than existing local bus stop spacing while retaining Metro Rapid attributes such as transit signal priority (these changes are consistent with NextGen Bus Plan):
  - Olympic BI Lines 28 & 728
  - MLK/Crenshaw/Hawthorne BI Lines 40 & 740
  - Broadway Lines 45 & 745
  - Long Beach BI Lines 60 & 760
  - Vernon Av/La Cienega BI Lines 105 & 705
  - Crenshaw BI Lines 210 & 710
  - Soto St Lines 251 & 751
  - Atlantic BI/Fair Oaks Ave Lines 260 & 762
  
- Additional route changes (these are consistent with NextGen Bus Plan):
  - Realign Lines 20 and 60 in downtown LA to utilize the new 5<sup>th</sup> & 6<sup>th</sup> St bus lanes instead of 7<sup>th</sup> St (which would still be served by Lines 51, 52) for travel time savings for our riders
  - Line 55 straighten line to reduce travel time for majority of riders by omitting low utilization deviation via Firestone A Line (Blue) Station as well as discontinue overnight owl service south of Willowbrook Rosa Parks Station due to low utilization
  - Line 60 owl service to Long beach would no longer serve Compton Station due to low utilization
  - Line 62 straighten line to reduce travel time for majority of riders by omitting low utilization deviation via Norwalk Metrolink Station
  - Line 76 straighten line to reduce travel time for majority of riders by omitting low utilization deviation via El Monte Metrolink Station
  - Line 106 recommence service weekdays (this line was suspended in April)
  - Line 117 altered to serve new segment of Century BI to better serve the Jordan Downs housing redevelopment
  - Line 126 Manhattan Beach BI discontinued due to low utilization
  - Line 161 first two trips weekdays will extend to serve Thousand Oaks
  - Line 210 realigned for all trips to serve Wilshire/Western Purple Line Station via Crenshaw, Wilshire, Western, Beverly and Rossmore for improved connections to the Metro rail network
  - Line 217 service discontinued south of Expo Line due to low utilization
  - Line 258 rerouted to serve South Pasadena Station and York/Figueroa via Floral St and Eastern Av to provide a much-requested connection with the L Line (Gold), with service on Oak Knoll at San Marino discontinued due to low utilization.
  - Line 442 discontinued due to low utilization
  - Line 487 & 489 will terminate at 7<sup>th</sup> & Metro Center in downtown LA in peak periods and at Union station off peak and weekends consistent with the rider usage patterns on these services

- Line 534 discontinue the Pt Dume deviation due to low utilization
- Line 601 discontinue owl service at Warner Center due to low utilization
- Line 607 Windsor Hills Inglewood discontinued due to low utilization
- New Metro Micro on-demand service zones launched at LAX and Watts - Willowbrook, with associated discontinuation of bus lines 254, 612 & 625
- Limited Lines 302, 312, 316, 330, 351, 353, 355, 358, 364, 378 merged with their partner local line. These lines have not operated since April.

Staff continues to monitor Metro rail ridership and adjusts train consists as needed to provide capacity. There are no planned changes to rail service levels for December 2020.

### Considerations

The December 2020 service change focuses on rebuilding service as riders return to the system while adjusting service consistent with the NextGen Bus Plan focused on building a fast, frequent, and reliable Metro bus network.

### **FINANCIAL IMPACT**

Implementation of Metro's December 2020 service changes is included within Metro's FY21 Budget as approved at Metro Board's September 2020 meeting.

### Impact to Budget

There is no impact to the approved Metro FY21 budget. The planned changes are made within the allowed for revenue service hours.

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

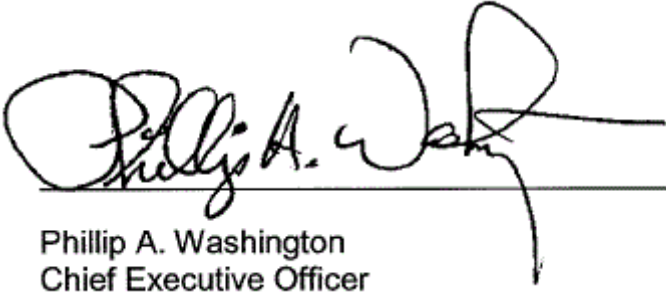
Recommendation supports strategic plan goal #1: Provide high quality mobility options that enable people to spend less time traveling. The service changes also respond to the sub-goal of investing in a world class bus system that is reliable, convenient, safe, and attractive to more users for more trips.

### **NEXT STEPS**

Staff will implement the December 2020 service change on Sunday December 13 or later, with marketing of the changes occurring in the weeks prior to the implementation date.

Prepared by: Joseph Forgiarini, Sr Director, Service Performance and Analysis,  
(213) 418-3400  
Conan Cheung, Sr Exec Officer, Service Development, (213) 418-3034

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



Phillip A. Washington  
Chief Executive Officer



# Metro's December 2020 Service Change

The journey to  
NextGen begins



Metro<sup>®</sup>

November 2020



# Key Components of Service Change

Changes  
consistent  
with



## Consolidate 8 Metro Rapid Lines with partner Local Lines

- Simpler higher frequency local service
- Stop consolidation/balance access & speed

## Add Capacity

- Extra trips for returning riders
- Improved weekday frequency on ten lines

## Other Route Changes

- Limited services consolidated with Locals
- Three lines replaced by Metro Micro
- Two lines discontinued due low usage
- Other line changes

# **Metro Rapid/Local Consolidation**

## **Eight Key Corridors with Increased Local Service:**

- **Olympic Bl Lines 28 & 728**
- **MLK/Crenshaw/Hawthorne Bl Lines 40 & 740**
- **Broadway Lines 45 & 745**
- **Long Beach Bl Lines 60 & 760**
- **Vernon Av/La Cienega Bl Lines 105 & 705**
- **Crenshaw Bl Lines 210 & 710**
- **Soto St Lines 251 & 751**
- **Atlantic Bl/Fair Oaks Ave Lines 260 & 762**

**These were selected due to Rapid having smaller share of corridor ridership, lowest travel time savings vs local line, lack of weekend Rapid service and low Rapid weekday frequency.**

# Added Service

## Added Trips

- **Weekdays: 181 trips added on 35 lines**
- **Saturdays: 74 trips added on 15 lines**
- **Sundays: 27 trips added on 5 lines**

## Improved Frequencies

- **Five Lines improved to 15-minute frequency daytime weekdays: Lines 53 (Central Av), 55 (Compton Av), 70 (Garvey Av), 152 (Roscoe Bl), 603 (Hoover St)**
- **Three Lines improved to 20-minute frequency daytime or peak weekdays: Lines 165 (Vanowen St), 234 & 734 (Sepulveda Bl)**
- **One Line improved to 30-minute frequency daytime weekdays: Line 90/91 (Sunland/Sylmar via Foothill Bl)**

# Other Notable Changes

- **New Metro Micro: Watts/Willowbrook & LAX (replace Lines 254, 612, and 625)**
- **Faster Service: Lines 20 & 60 move off 7<sup>th</sup> St to 5<sup>th</sup> & 6<sup>th</sup> St bus lanes (downtown LA); more direct route on Lines 55, 60 Owl, 62, 76, 534**
- **Improved Coverage: Line 117 at Jordan Downs; Line 161 more trips to Thousand Oaks; Line 210 all trips to serve Wilshire Western Station; Line 258 refocus on South Pasadena/Highland Park**
- **Recommence Line 106 service at East LA (suspended April 2020)**
- **Discontinued (Low Usage): Lines 126, 442, 607; Owl service Line 601, Line 55 Owl south of Willowbrook/Rosa Parks, Line 217 south of Expo Line & Lines 487/489 west of downtown LA**
- **Limited Stop Lines 302, 312, 316, 330, 351, 353, 355, 358, 364, 378 merged with partner local lines (Limited services have not operated since April)**

**All savings reinvested in high usage services**

# Marketing Plan

**Service change begins Sunday December 13**

- **Take One brochure on all buses and railcars**
- **Notices at impacted bus stops being consolidated**
- **Website, social media and print media campaigns**
- **Ambassadors at stops and on buses**
- **Metro Micro rider training**
- **Updates to stakeholders**

The journey to  
**NEXTGEN**  
begins

Thank  
You!



Metro®



Board Report

File #: 2020-0709, File Type: Informational Report

Agenda Number: 22.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020**

**SUBJECT: STATUS OF MOTION 10.1: FY21 OPERATIONS RECOVERY PLAN**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE status report on the November 2020 response to Motion 10.1: FY21 Operations Recovery Plan

**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.

This report addresses Items 1-5 in Section A above.

**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 goal of the NextGen Plan is to create an attractive and competitive world-class bus system. To achieve this goal, Metro will refocus service, simplify routes and schedules, and invest in more capital improvements to help maximize bus speed, reliability and customer experience. Service priorities included increasing frequency, creating greater transit connectivity, eliminating transfer for long distance travel, reliability and more evening and weekend service.

The NextGen Plan comprises a network redesign in addition to establishing a framework for achieving desired service levels, by tier, on the new network. While the COVID pandemic has limited Metro's financial capacity to implement the service levels anticipated in the first phase of NextGen, the network routing changes can still be made on the plan's schedule. The first phase of implementation will establish a portion of the new network along with levels of service that allow capacity for the current ridership levels. From this first phase, Metro will build service levels in accordance with the service principles established in the plan.

Despite the financial challenges, the NextGen vision and plan to deliver a world-class bus service are still intact. The responses provided below will guide Metro's approach to building service as riders return to the system.

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

To ensure the core network has consistent frequencies and span of service, NextGen categorized all bus lines into service tiers based on ridership, transit propensity, equity, and overall travel demand. Each tier is assigned a frequency designation by time of day and day of week, with Tier 1 and 2 services being the most frequent and Tier 3 and 4 being less frequent. This method promotes consistency within each tier and between service changes by allowing extra capacity to absorb some variation in ridership, thus simplifying the bus system for the customer while also maintaining operational efficiency. Stabilizing frequencies by service tiers improves the attractiveness and competitiveness of the service and is expected to increase usage particularly in the off-peak periods, as identified in NextGen.

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. Attachment B will be used as the guidepost to track progress towards fully meeting the frequency designations within the NextGen Bus Plan, as approved by the Board at the October 2020 meeting.

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



Prior to COVID-19, service levels were scheduled according to max. load standard of 130%, meaning buses should not exceed an average of 130% of seated capacity during any 20 min. time slice during peak periods and 60 min. time slices during off peak period. Since the pandemic, service has been scheduled to maintain a max. load standard of 75%. This level of load roughly assumes every other seat is occupied with about 10 standees on a 40' bus and equates to roughly 50% of the standard person-carrying-capacity of the buses. This approach is consistent with current practices across the domestic transit industry.

**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**

Service planning monitors several data points and information to determine when and where additional bus service should be added or adjusted. Throughout the pandemic and during recovery, the criteria affecting service levels include percent of trips exceeding maximum load standard, ridership potential, public health directives, resource availability, and performance. While the NextGen vision will provide the roadmap for restoring service levels, all these factors will affect the timing of the anticipated changes.

Percent of Trips Exceeding Maximum Load Standard

During the pandemic, the maximum load standard has been reduced from the pre-COVID level of 130% to 75% (roughly assumes every other seat is occupied with about 10 standees on a 40' bus). There can be several reasons for heavy loads, including daily fluctuations of ridership between trips, cancelled or late trips as well as increasing ridership. Therefore, it is nearly impossible to guarantee all trips are within the maximum load standard.

Based on operations performance data during the weeks between 9/19/20 and 10/10/20, an average of 1.9% of weekly trips exceeded the 75% maximum load standard (Figure 1), meaning 98% of weekly trips were under the 75% load standard. From this point forward and until public health officials begin relaxing COVID-19 safety guidance, staff will strive to limit the percent of weekly trips exceeding the load standard to less than this benchmark of 2%.

Figure 1  
Percent Weekly Trips Exceeding Load Standard

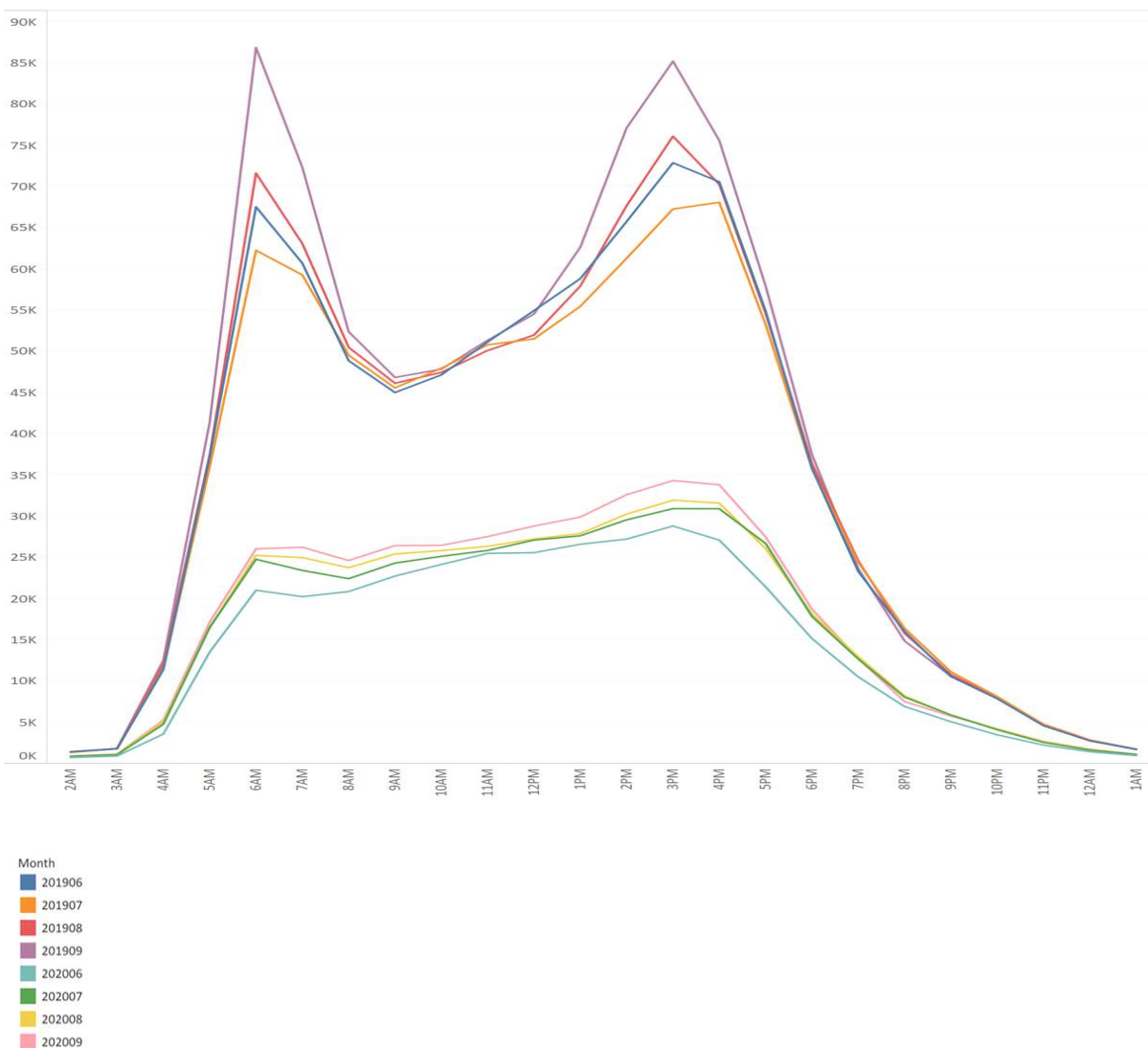
9/19/2020	9/26/2020	10/3/2020	10/10/2020	Average
1.8%	1.8%	2.0%	2.2%	1.9%

Service Planning and Scheduling staff continues to monitor loads weekly on every trip for weekdays, Saturdays and Sundays. For the December 2020 service change, less utilized trips (under 50% loads) will be reallocated to lines during time periods that experience average trips exceeding the 75% load standard. In addition, 59 weekday and 49 Saturday trips will be added to further ensure that average loads are within the load standard. These additional trips will be implemented within the Board approved FY21 budget.

Ridership Potential

While addressing heavy loads is a reactive effort, tracking and forecasting ridership is a proactive activity to help prioritize where and when service should be restored first irrespective of loads. Operations continues to monitor ridership by line and time period on a weekly and monthly basis. Figure 2 shows that since the pandemic, Metro has experienced a significant loss in ridership. Most notably, the decline is much more pronounced during the peak periods vs. midday, likely due to peak hour office workers and school/college students telecommuting while midday essential work and other trips continued to be made on transit in volumes closer to pre-COVID levels.

Figure 2



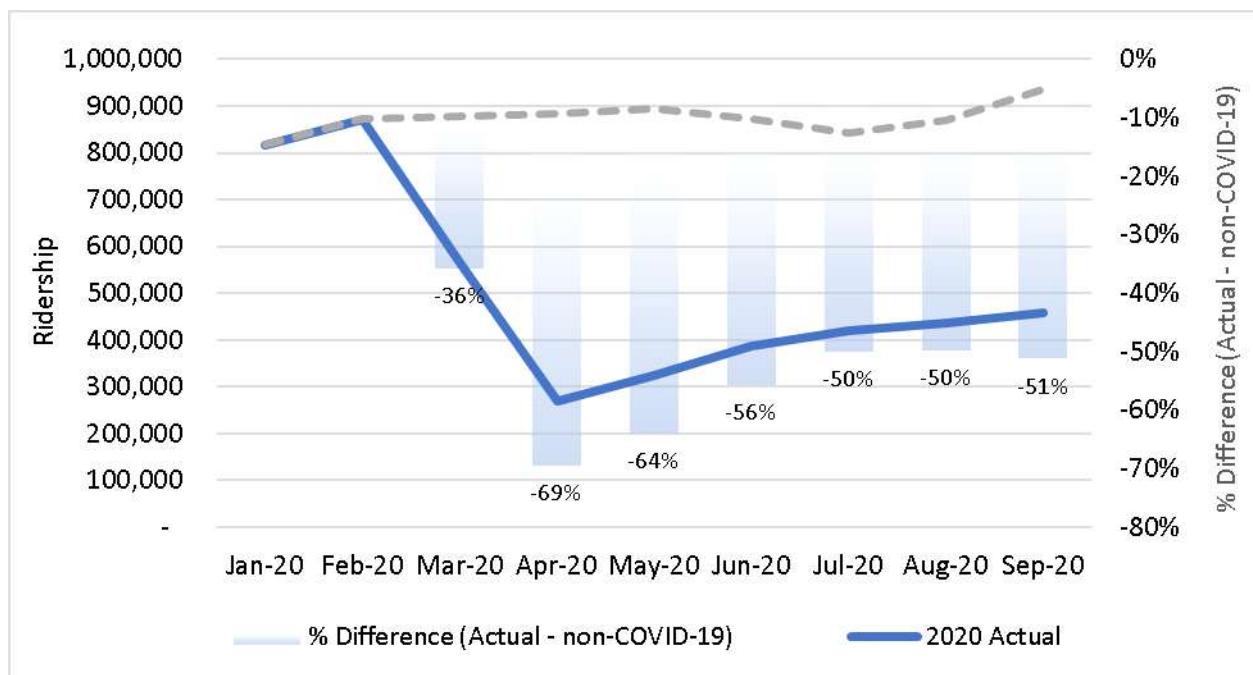
2019 and 2020 Weekday Bus Ridership by Time of Day (June-Sept)

Attachment C provides a detailed analysis of ridership through the COVID-19 pandemic. As with most transit agencies in the country, Metro experienced systemwide ridership declines starting at the end of FY14. Immediately prior to COVID-19, the ridership decline began leveling off, with

January and February 2020 posting 3-4% gains compared to the previous year. Just as Metro’s ridership began recovering, the COVID-19 pandemic hit LA County in March 2020 with Safer at Home orders significantly impacting travel.

Figure 3 shows the forecasted ridership trend with and without COVID-19. If the pandemic never materialized in the county, ridership could have been expected to grow every month by an average of 0.9% compared to the previous year. Unfortunately, the pandemic resulted in a significant ridership decline starting in March 2020 with a low of 269,356 in April 2020, representing a 69% decline from the forecasted non-COVID-19 April 2020 ridership. Bus ridership increased between May and July 2020 as Safer at Home orders were relaxed and has remained steady at about 50% reduction from non-COVID-19 forecasts since then.

Figure 3  
Forecasted non-COVID-19 Ridership vs. Actual (January 2020 - September 2020)



Recent trends since April 2020 show that bus ridership is rebounding, particularly on Tier 1 and 2 lines and within the core areas of the system, where NextGen identified higher ridership potential. These corridors and areas are expected to continue to recover faster and thus are the focus of Phase 1 service enhancements. These enhancements are consistent with and build towards the full delivery of the NextGen Bus Plan.

Public Health Directives

Overall travel dropped immediately as Safer at Home orders were issued in Mid-March 2020. Travel began recovering throughout the region between May and July 2020 and then began to

decrease again in August 2020 as COVID-19 cases were on the rise.

Remote working continues to affect traditional travel demand in the County. As work from home options expanded, travel patterns during the peak period were more focused on shorter distance trips in local communities, thereby freeing up auto-based commute corridors for essential trips. Many workers who have transitioned to telecommuting at the beginning of the pandemic have continued to work from home, reducing travel and transit demand to key employment centers such as Downtown LA and the Westside. This trend is borne out by a drop of over 50 percent in travel to Downtown LA and Santa Monica between January 2020 and August 2020.

As a result, the telecommuters have shifted their travel from employment centers to neighborhoods around their home location (i.e. residential areas). While average trip-making between January and August 2020 declined by only 13%, average person miles traveled (PMT) decreased 32% during the same period. Furthermore, the biggest drop in both trip-making and PMT was during the early AM (4-6 AM) and AM peak (6-9 AM) (i.e. commute trips), while the midday and afternoon periods showed a faster recovery in trip-making and PMT, indicating that residents have shifted their non-commute travel-making to their home neighborhoods.

Traditionally, about 30,000 annualized RSH are dedicated to school tripper service (extra trips during school bell times to accommodate the surge in demand as students travel to or are released from campus). With Safer at Home orders and remote learning, these trippers were not needed for the current bus schedules. Scheduling staff continue to monitor public health directives regarding the return to in-person schooling and the potential ridership impacts to lines serving students. When in-person schooling returns, staff anticipates several additional considerations, such as the number of students who will attend in-person on a daily basis, the potential staggering of school day start and end times, the number of students who will ride the bus vs. other modes of transportation, and the impact of student ridership on passenger loads. Revenue service hours have been reserved in the FY21 budget to add school tripper service if and when needed.

In addition to school service, a detailed analysis of Location Based Services (cell phone location) data was conducted to understand the changes to overall travel within LA County as a result of the pandemic (Attachment D). Analyzing overall travel patterns helps to understand if transit ridership is tracking similarly to these trends and to anticipate the next emerging markets.

### Resource Availability

#### *Financial*

Since bus service levels are an ongoing expense, to increase bus RSH further will exceed the FY21 approved 5.6 million RSH, and therefore would require a matching growth in recurring operations eligible funds and/or cost saving offsets. Most of Metro bus service is funded through sales tax and fare revenues. With the pandemic restricting economic activity, sales taxes and other operations eligible revenues were significantly reduced during the end of FY20 and beginning of FY21. In addition, rear door boarding has virtually eliminated fare revenues. These declines in recurring revenues were partly backfilled for FY21 with one-time CARES Act funding of \$861M. Therefore, before considering an increase in FY22 funding for additional service, the one-time CARES Act funding must first be backfilled with a new Federal stimulus bill, increases in sales taxes and/or other funding sources, or operations eligible funds currently not assigned to

operations must be reprioritized to be spent on additional bus service.

It should be noted that, while there is interest and pressure to increase service levels, Metro must also balance the desire for higher service levels with the imperative to continue investing heavily in the State of Good Repair (SGR) program to ensure existing assets are rehabilitated and maintenance and capital replacement backlogs are addressed to ensure the continued reliability of the transit system.

OMB will be providing the Board with an update on FY21Q1 revenue forecasts in January 2021 as well as budget to actual variance which will provide a clearer understanding of the financial capacity to add service and maintain the system in a state of good repair.

### *Staffing*

The bus operators to assignment ratio (OAR) traditionally averages around 1.2. This ensures there are 20% more operators than assignments to cover vacations, sick leave, family medical leave, miss outs, and other absences. With the pandemic, there are additional reasons for operators missing assignments, including COVID-19 quarantine, caregiving and childcare which accounted for approximately 17% of bus operator absences for the week of September 25, 2020. Therefore, it is prudent at this time to maintain an OAR of 1.25 for additional extraboard operators to cover such absences.

For December 2020, given the available operators and the service levels planned, the OAR is expected to be at least 1.25. Therefore, prior to adding additional service, operator hiring will need to resume (hiring was temporarily suspended in May 2020). Adding service without sufficient operator availability results in a significant amount of cancelled service and/or overworked operators due to increased overtime. Operations is currently interviewing candidates and has scheduled classes starting in January 2021.

### Performance

Prior to the pandemic, Metro buses on an average weekday carried about 45 boardings per revenue service hour (bdgs/RSH). Over the past four months, productivity decreased to about 30 bdgs/RSH and has remained steady. The drop in performance is due to the change in maximum load standard to allow for distancing on the buses - Metro is currently providing approximately 80% of pre-COVID service but carrying only 50% of the ridership.. Moving forward, service increases should continue to achieve 30 bdgs/RSH until load standards can be safely raised, contingent on COVID-19 safety guidance by state and local public health officials.

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

Since the June 21, 2020 service changes, in service speeds have increased 4% systemwide on weekdays and Saturdays, and 2% on Sundays compared to the same period in 2019. These efficiencies have been reinvested into more service as trips per hour increased 6% from 0.72 to 0.76.

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

The December 2020 service change will restore the following services to address higher loads and to begin implementing midday frequency improvements established in the NextGen Bus Plan.

- Adding trips for additional capacity where ridership is highest:
  - 181 trips added weekdays on 35 lines
  - 74 trips added Saturdays on 15 lines
  - 27 trips added Sundays on 5 lines
  
- Improving daytime weekday frequencies:
  - Lines 53 (Central Av), 55 (Compton Av), 70 (Garvey Av), 115 (Manchester Av/Firestone BI), 152 (Roscoe BI), 603 (Hoover St) improved to 15-minute frequency daytime weekdays
  - Line 734 (Sepulveda BI) improved to 20-minute frequency daytime weekdays
  - Lines 165 (Vanowen St) and 234 (Sepulveda BI) improved to 20-minute frequency daytime weekdays
  - Lines 90/91 (Sunland/Sylmar via Foothill BI) improved to 30-minute frequency daytime weekdays

## **FINANCIAL IMPACT**

Implementation of Metro's December 2020 service changes is included within Metro's FY21 Budget as approved at Metro Board's September 2020 meeting.

### **Impact to Budget**

There is no impact to the approved Metro FY21 budget. The planned changes are made within the allowed for revenue service hours. OMB will be providing the Board with an update on FY21 revenue forecasts in January 2021 to provide a clearer understanding of financial capacity.

## **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**

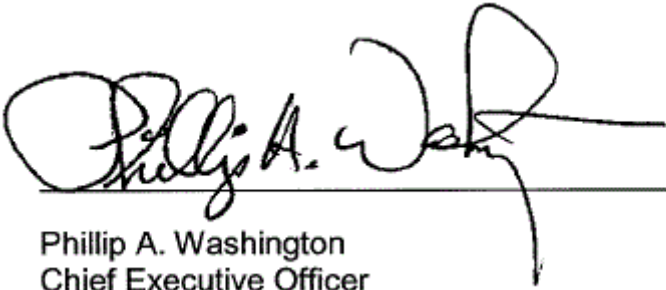
The next scheduled status report on Motion 10.1 will be in January 2021.

## **ATTACHMENTS**

- Attachment A - Motion 10.1: FY21 Operations Recovery Plan
- Attachment B - December 2020 Scheduled vs. NextGen Planned Frequencies
- Attachment C - COVID-19 Ridership and Service Level Analysis
- Attachment D - Analysis of Travel Patterns During COVID-19

Prepared by: Conan Cheung, Sr Exec Officer, Service Development, (213) 418-3034  
Joe Forgiarini, Sr. Director, Service Planning, (213) 418-3400

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108  
Nadine Lee, Chief of Staff, (213) 922-7950



Phillip A. Washington  
Chief Executive Officer



# Metro

## Board Report

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

**Agenda Number:** 10.1.

### 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

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
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**Los Angeles County  
Metropolitan Transportation AuthorityOne Gateway Plaza  
Los Angeles, CA 90012-2952213.922.2000 Tel  
metro.net**SEPTEMBER 22, 2020**

**TO: BOARD OF DIRECTORS**

**THROUGH: PHILLIP A. WASHINGTON  
CHIEF EXECUTIVE OFFICER**

**FROM: JAMES T. GALLAGHER  
CHIEF OPERATIONS OFFICER**

**SUBJECT: COVID-19 RIDERSHIP AND SERVICE LEVEL ANALYSIS**

## **ISSUE**

With the onset of the COVID-19 pandemic impacting Metro's ridership, revenues, and other resources necessary to provide the full complement of bus and rail service, transit service was reduced in April 2020. Specifically for bus, service levels were reduced by 30%. As ridership began recovering in May 2020, service levels were increased in June 2020 to match line level increases in ridership and to begin implementing the specific service improvements proposed in the NextGen Bus Plan. This report provides an analysis of the changes in ridership and service levels as Metro continues to navigate through the uncertainty of the COVID-19 pandemic. The report also supports the approach to restore service according to the principles of the NextGen Bus Plan.

## **DISCUSSION**

### **Baseline Ridership Trends**

As with most transit agencies in the country, Metro experienced systemwide ridership declines starting at the end of FY14. Over the past six years, ridership on the bus system decreased by 24%, from 1,147,737 average weekday boardings in February 2014 to 871,412 in February 2020. In FY16 the CEO established an internal Task Force to identify the causes of the ridership decline. The Task Force identified several reasons, many of which lead to the conclusion that Metro's existing bus network is misaligned with current travel demand, including:

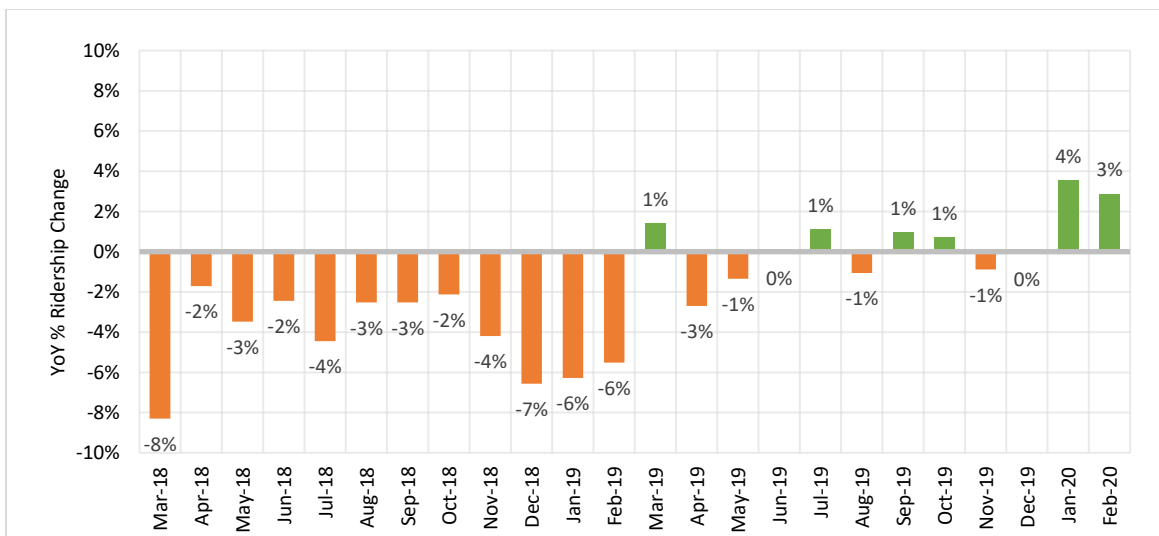
- Changing travel patterns and access to and from transit
- Shifts in demographics/lifestyles and changing workforce travel behavior
- Slower overall travel times (including wait times) and reliability issues
- New travel options such as mobility on-demand

Metro embarked on the NextGen Bus Study in 2018 to reverse the ridership trend by positioning the bus network to be relevant and reflective of the transforming landscape of transportation and travel demand within LA County. After a significant amount of data analysis and public and stakeholder engagement, it became evident that fast, frequent and reliable service is critical towards building a competitive and attractive network, especially during the midday, evenings and weekends when there are the greatest opportunities to grow ridership. Therefore, in addition to restructuring the route network to better connect people to where they want to go, a major emphasis of NextGen is to standardize frequencies throughout the day for all bus lines based on service tiers.

Currently, bus schedules are written based on the Board-adopted load standard of 130% (pre-COVID-19) seated capacity with a minimum frequency of every 60 minutes. While this practice promotes resource efficiency by ensuring just enough service is provided to meet the demand, this largely reactive framework can result in frequencies and service spans for bus lines that may be inconsistent and can change from service change to service change, impacting transfers and schedule consistency. To ensure the core network has consistent frequencies and span of service, NextGen categorized all bus lines into service tiers based on ridership, transit propensity, equity, and overall travel demand. Each tier is assigned a frequency designation by time of day and day of week, with Tier 1 and 2 services being the most frequent and Tier 3 and 4 being the least. This method promotes consistency within each tier and between service changes, and simplifies the bus system for ease of use while maintaining efficiency. Stabilizing frequencies by service tiers improves the attractiveness and competitiveness of the service, which is expected to increase ridership particularly in the off-peak periods as identified in the NextGen Bus Study as major growth opportunities.

Immediately prior to COVID-19, the ridership decline began leveling off, with January and February 2020 posting 3-4% gains compared to the previous year. This change in trend provided an ideal platform for NextGen to bolster the ridership recovery and growth within the region. Figure 1 presents the percent change in ridership compared to the previous year. As shown, the ridership decline began reversing starting in July 2019 and continued through February 2020. During this period, the bus system posted an average monthly growth of 0.9% with much greater increases in the last two months.

Figure 1  
Year over Year (YOY) Change in Ridership (March 2018 – February 2020)



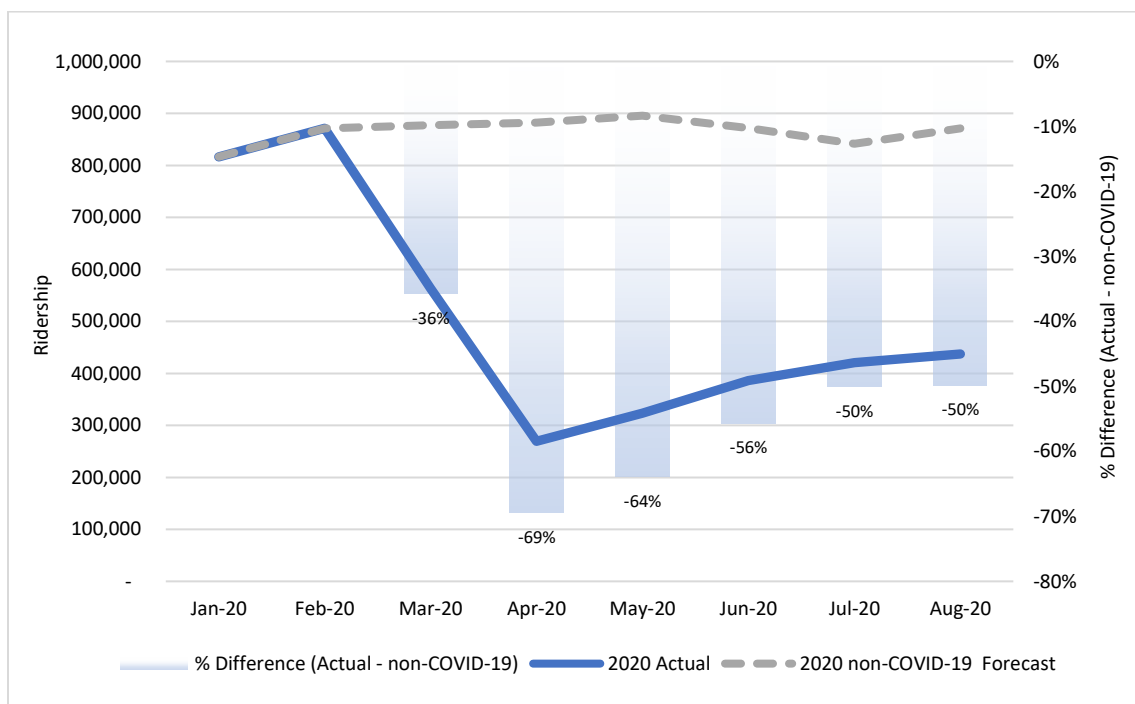


## COVID-19 Impacts on Ridership and Service Levels

### Systemwide

As Metro’s ridership began recovering, the COVID-19 pandemic hit LA County in March 2020, with Safer at Home orders significantly impacting travel. Figure 2 shows the forecasted ridership trend with and without COVID-19. If the pandemic never materialized in the county, ridership would have been expected to grow every month by an average of 0.9% compared to the previous year. Unfortunately, the pandemic resulted in a significant ridership decline starting in March 2020 with a low of 269,356 in April 2020, representing a 69% decline from the forecasted non-COVID-19 April 2020 ridership. Ridership increased between May and July 2020 as Safer at Home orders were relaxed and has remained steady at about 50% reduction from non-COVID-19 forecasts since then.

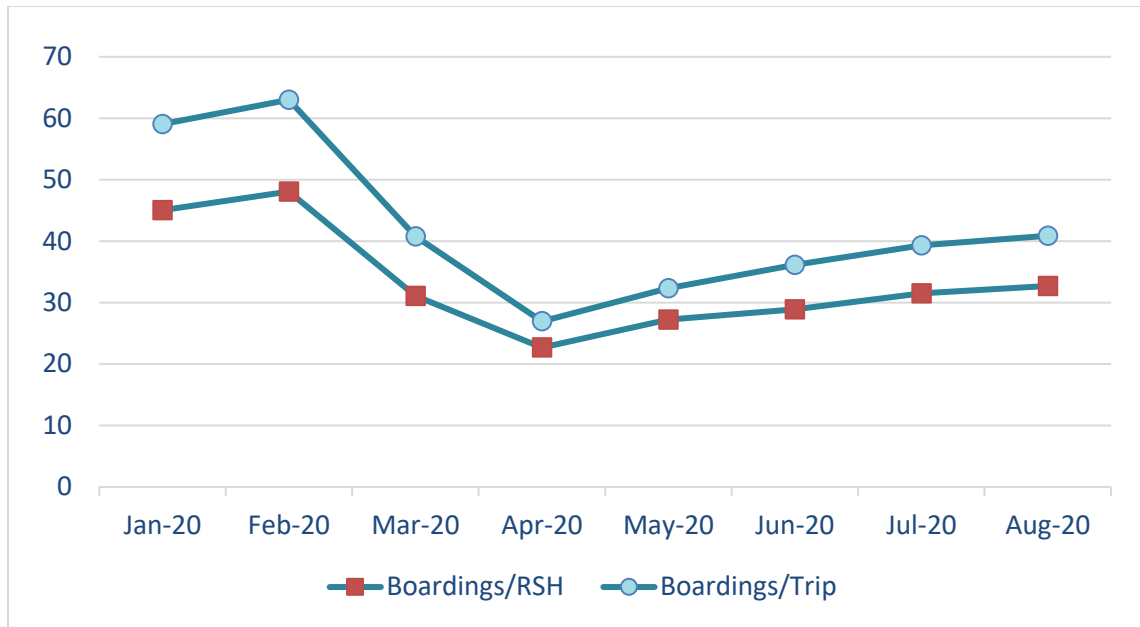
Figure 2  
Forecasted non-COVID-19 Ridership vs. Actual (January 2020 – August 2020)



Metro Operations has responded quickly to the dynamic changes in ridership. As a result of reductions in ridership, revenues, and available operators due to COVID-19 quarantines and childcare/family needs, bus service was reduced to an enhanced Sunday schedule effective April 19, 2020. This change represented a 30% reduction in Revenue Service Hours (RSH). Operations continued to monitor ridership and loads on every trip of every bus line, and on June 21, 2020 when ridership rebounded slightly, roughly 500K additional RSH were added to the bus system. Scheduled speeds were also increased by 2% systemwide on weekdays as vehicular traffic was reduced, which allows more Revenue Service Miles (RSM) and number of trips to be provided per RSH. In fact, the Wilshire corridor (Lines 20 and 720) saw a 6% increase in speed on average throughout the day, while the J Line (Silver) experienced close to 10% speed improvement.

While service is currently at 80% of pre-COVID-19 levels, Operations has responded smartly by building back service from April 2020 on the lines that experienced the greatest ridership and loads, based on the principles of the NextGen service tiers. As a result, efficiency has improved from April 2020 levels with a 44% improvement in boardings per RSH and 52% increase in boardings per trip since then. Figure 3 provides details on service performance since January 2020.

Figure 3  
Boardings per Revenue Service Hour and Trip (Weekdays)

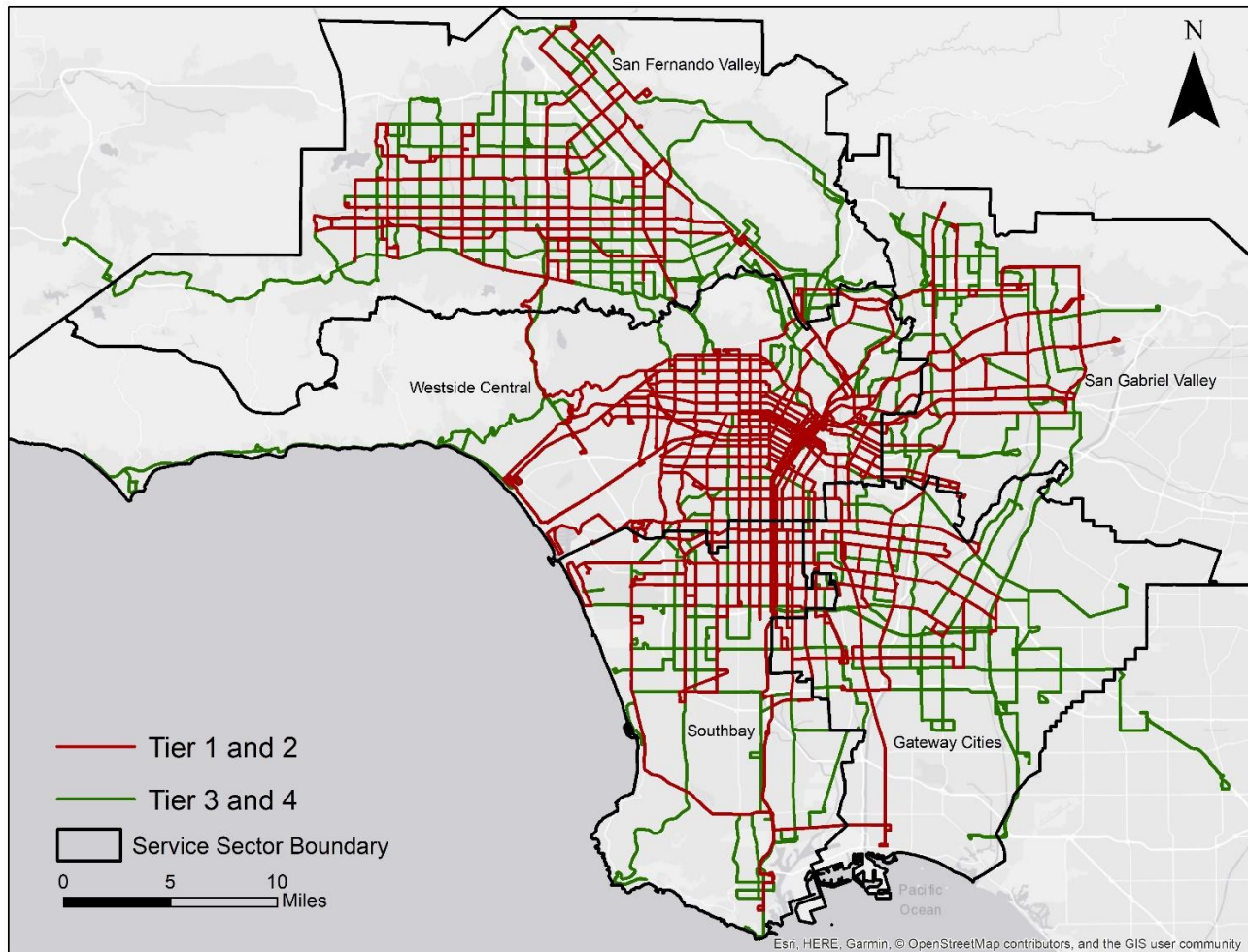


While not yet back to pre-COVID-19 performance, staff anticipates meeting and exceeding February 2020 performance if service continues to recovery based on prudent financial management (considering ridership, revenues, resources, and performance) and the NextGen Bus Plan.

Service Tiers and Lines

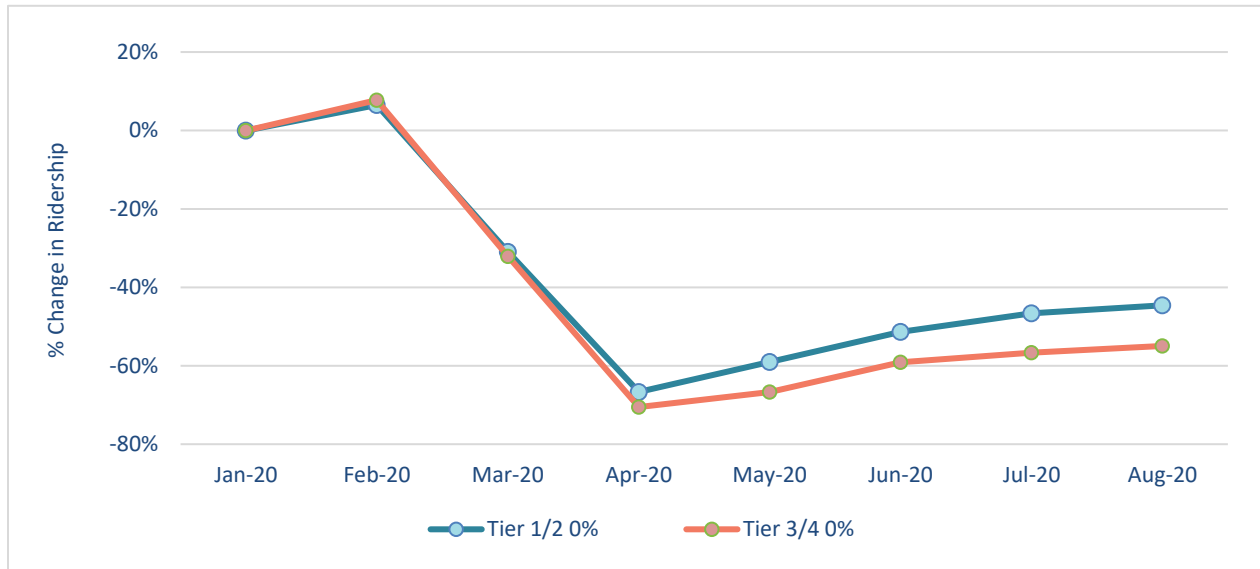
Figure 4 shows Metro bus lines categorized by service tiers, with Tiers 1 and 2 being the heaviest ridership corridors, and thus designated for the most frequent service under NextGen, and Tiers 3 and 4 being the least busy bus lines with less frequency focused on maintaining service coverage throughout the county. Attachment A lists all Metro bus lines along with their Service Tier designation and Regional Service Council affiliation (the service council where the majority of the line resides).

Figure 4  
Metro Bus Lines by Service Tier



Diving into the data by service tiers and lines reveal that while ridership on Tier 1 and 2 and Tier 3 and 4 lines dropped a similar amount in March 2020, Tier 3 and 4 lines dropped a greater percentage in April 2020, and have recovered at a slower rate compared to Tier 1 and 2 lines. Figure 5 shows the percent change in ridership when compared to January 2020 levels. In February 2020, ridership on Tier 3 and 4 lines actually increased at a slightly greater percent compared to Tier 1 and 2 lines. However, as the pandemic took effect, ridership on Tier 3 and 4 lines dropped more significantly than on Tier 1 and 2 lines. As ridership began to recover starting in May 2020, Tier 1 and 2 lines grew at a faster rate compared to Tier 3 and 4 lines. In August 2020, ridership on Tier 1 and 2 lines are down by 45% compared to January 2020 vs. 55% for Tier 3 and 4 lines.

Figure 5  
Percent Change in Ridership Since January 2020



% Change in Ridership from Jan 2020 by Service Tiers								
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Tier 1 and 2	0%	6%	-31%	-67%	-59%	-51%	-47%	-45%
Tier 3 and 4	0%	8%	-32%	-71%	-67%	-59%	-57%	-55%

Based on the greater ridership recovery on Tier 1 and 2 lines, the June 21, 2020 service changes focused on improving service levels on those lines. Figure 6 presents the change in share of RSH by service tiers for the December 2019, April 2020, and June 2020 service changes. As shown, the share of RSH attributed to Tier 1 and 2 lines has increased by 1% over the past two service changes, in line with the ridership increases and principles of the NextGen Bus Plan.

Figure 6  
Share of Revenue Service Hours by Service Tiers

	Service Change		
	Dec 15, 2019	Apr 19, 2020	June 21, 2020
Tier 1 and 2	76%	77%	78%
Tier 3 and 4	24%	23%	22%

Figure 7 presents the efficiency of the April and June 2020 service changes. As shown, all tiers are improving in riders per RSH, however, Tier 1 and 2 lines are improving at a greater rate. The performance of all tiers decreased by 31-32% in March compared to January 2020, but Tier 1 and 2 lines improved by four percentage points since then while Tier 3 and 4 lines are two percentage points lower than March 2020. **Therefore, as ridership and resources continue to recover, the service will continue to be repositioned towards higher frequencies on Tier 1 and 2 lines as proposed under the NextGen Bus Plan.**

Figure 7  
Ridership per Revenue Service Hour (RSH) and Percent Change Since January 2020

Ridership/RSH								
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Tier 1 and 2	51	54	35	25	31	33	36	37
Tier 3 and 4	32	34	22	15	17	19	20	21

% Change in Ridership/RSH Since Jan 2020								
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Tier 1 and 2	0%	6%	-31%	-50%	-39%	-36%	-30%	-27%
Tier 3 and 4	0%	8%	-32%	-54%	-48%	-41%	-38%	-35%

Attachment A provides the percent change in ridership by line from January to August 2020. The three reference months to focus on are January 2020 (pre-COVID-19), April 2020 (the lowest point in ridership during the pandemic) and August 2020 (highest point in recover to date). From January to April 2020, Line with the greatest declines were generally in the San Fernando Valley, San Gabriel Valley and Westside/Central, and 17 out of the top 25 were Tier 3 and 4 lines. Schools and colleges transitioning to remote learning contributed to many of the declines, including Lines 126 (Redondo Beach), 175 (Silver Lake), 211 (South Bay), 236 (Balboa BI SFV), 602 serving UCLA and high schools in Pacific Palisades, and 71, 665, J Line (Silver) all serving Cal State LA. In addition, downtown LA commute trips have decreased significantly including on Lines 76 (DTLA – El Monte via Valley BI), 487/489 (San Gabriel Valley - DTLA), J Line (Silver) (San Pedro – DTLA – El Monte), with many employees telecommuting.

South Bay Cities and Gateway Cities represented 14 of the top 25 lines with the least ridership loss. Almost two thirds, or 15 lines were categorized as Tier 1 and 2. Tier 1 lines included Lines 18 (Whittier BI/6th St), 51/52 (Avalon – 7th St), 60/760 (Long Beach BL), 66 (Olympic BI/8th St), 111 (Florence BI), 204 (Vermont Av), 207 (Western Av), 210 (Crenshaw BL/Vine St), 233 (Van Nuys BI), 234 (Sepulveda BI SFV), 251 (Soto St), 733 (Venice BI).

From April to August 2020, lines with the greatest percent recovery were primarily Tier 1 and 2 lines located in the Westside/Central, San Fernando Valley and San Gabriel Valleys. These are the areas that experienced greater declines from January to April 2020, so it appears that previous riders are returning to the bus system. Some of the lines experiencing the highest ridership increase were Lines 16 (3rd St.), 18 (Whittier/6th St), 45 (Broadway), 66 (Olympic BI), 81 (Figueroa), 105 (Vernon Av), 111 (Florence Av) and 251 (Soto St) where Operations made multiple service additions due to heavy loads.

Lines with the least ridership increase during this period were largely Tier 3 and 4 lines in the South Bay Cities, perhaps because this area represented the least ridership loss from the pandemic.

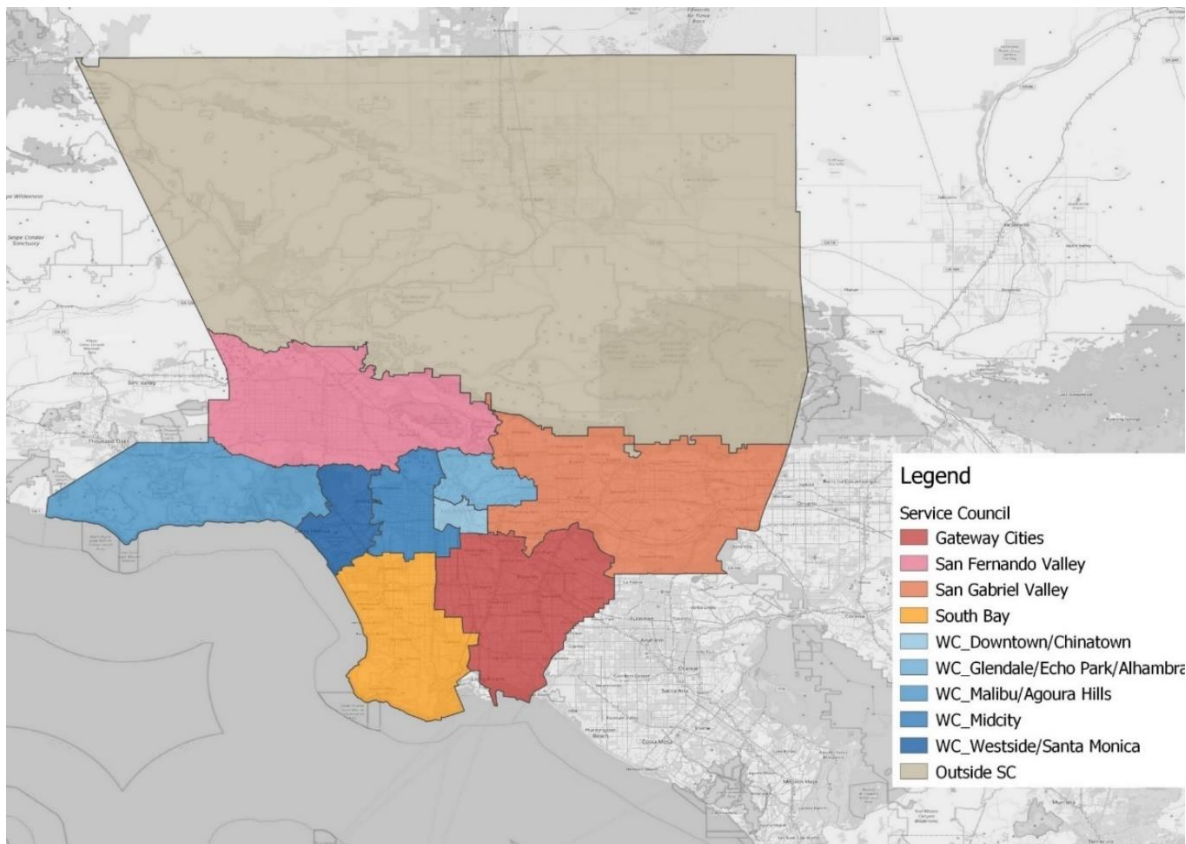
## Service Council Areas

Figure 8 shows a map of the five Regional Service Councils that govern Metro bus service changes:

- Gateway Cities (GWC)
- San Fernando Valley (SFV)
- San Gabriel Valley (SGV)
- South Bay Cities (SBC)
- Westside/Central (WSC)

The Westside/Central Service Council area was further divided into five sub areas as the entire service area represents about 57% of all ridership within the Metro bus system.

Figure 8  
Metro Regional Service Council Areas



As Figure 9 shows, ridership is not evenly distributed throughout the service area. Based on bus stop boarding data, the WSC area as a whole represents nearly 60% of all ridership on the Metro bus system. With the WSC divided into 5 separate subareas, the highest ridership areas include WSC (Mid City), WSC (Downtown/Chinatown) and SFV. Therefore, the same percentage change in ridership for these areas have significantly more impact to the overall bus network ridership compared to areas with lower ridership.

Figure 9  
Ridership and Share of Ridership by Regional Service Council Areas

Ridership by Service Council								
Service Council	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Gateway Cities	95,772	102,551	68,015	34,317	41,083	48,690	52,941	55,275
San Fernando Valley	135,693	147,729	94,083	43,147	50,652	60,880	64,764	67,107
San Gabriel Valley	45,712	47,886	30,377	13,593	16,686	20,107	21,698	22,487
South Bay	68,196	72,812	49,099	26,085	28,906	33,991	36,031	37,146
WSC_Downtown/Chinatown	144,440	151,927	100,772	50,363	62,197	71,776	80,260	83,530
WSC_Glendale/Echo Park/Alhambra	49,722	53,223	33,018	13,994	17,250	21,565	23,202	24,077
WSC_Malibu/Agoura Hills	2,769	3,043	1,732	690	788	923	1,029	1,121
WSC_Midcity	242,533	259,479	165,997	77,788	94,888	115,265	125,915	130,746
WSC_Westside/Santa Monica	29,980	30,982	19,347	8,629	10,090	12,340	13,987	14,684
Outside Service Area	1,757	1,780	1,259	750	689	796	918	982
<b>Grand Total</b>	<b>816,573</b>	<b>871,412</b>	<b>563,699</b>	<b>269,356</b>	<b>323,231</b>	<b>386,332</b>	<b>420,745</b>	<b>437,154</b>

Share of Ridership by Service Council								
Service Council	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Gateway Cities	12%	12%	12%	13%	13%	13%	13%	13%
San Fernando Valley	17%	17%	17%	16%	16%	16%	15%	15%
San Gabriel Valley	6%	5%	5%	5%	5%	5%	5%	5%
South Bay	8%	8%	9%	10%	9%	9%	9%	8%
WSC_Downtown/Chinatown	18%	17%	18%	19%	19%	19%	19%	19%
WSC_Glendale/Echo Park/Alhambra	6%	6%	6%	5%	5%	6%	6%	6%
WSC_Malibu/Agoura Hills	0%	0%	0%	0%	0%	0%	0%	0%
WSC_Midcity	30%	30%	29%	29%	29%	30%	30%	30%
WSC_Westside/Santa Monica	4%	4%	3%	3%	3%	3%	3%	3%
Outside Service Area	0%	0%	0%	0%	0%	0%	0%	0%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

As shown in Figure 10, even though WSC (Mid City) and SFV both experienced the same percentage decrease in ridership of 68% between January and April 2020, the actual ridership loss in SFV was only 56% of the loss in WSC (Mid City). Therefore, it is important to consider both the percent and absolute change in ridership when identifying trends to help forecast future service needs as ridership recovers.

Based on the data in Figure 10, it appears that GWC, WSC (Downtown/Chinatown) and WSC (Mid City) all recovered more than the regional average from April to August 2020. This trend is promising as those three areas combined represent 62% of systemwide ridership. Likewise, WSC (Malibu/Agoura Hills) and Outside Service Areas recovered the least, however, they only represent less than 1% of total ridership combined. Therefore, it appears that ridership is recovering at a faster rate in areas that traditionally carry the majority of trips, so efforts should continue to focus on improving service in these core areas as well as areas that declined the least, including SBC and GWC.

**Figure 10**  
**Change in Ridership Since January 2020 by Regional Service Council Areas**

Change in Ridership Since January 2020								
Service Council	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Gateway Cities	-	6,779	(27,757)	(61,455)	(54,689)	(47,082)	(42,831)	(40,497)
San Fernando Valley	-	12,035	(41,610)	(92,547)	(85,041)	(74,813)	(70,930)	(68,587)
San Gabriel Valley	-	2,174	(15,335)	(32,119)	(29,025)	(25,605)	(24,014)	(23,225)
South Bay	-	4,616	(19,096)	(42,110)	(39,289)	(34,205)	(32,164)	(31,049)
WSC_Downtown/Chinatown	-	7,487	(43,668)	(94,077)	(82,243)	(72,664)	(64,180)	(60,909)
WSC_Glendale/Echo Park/Alhambra	-	3,502	(16,704)	(35,728)	(32,471)	(28,157)	(26,520)	(25,645)
WSC_Malibu/Agoura Hills	-	274	(1,037)	(2,079)	(1,981)	(1,846)	(1,740)	(1,648)
WSC_Midcity	-	16,946	(76,535)	(164,744)	(147,644)	(127,268)	(116,617)	(111,787)
WSC_Westside/Santa Monica	-	1,002	(10,633)	(21,351)	(19,890)	(17,641)	(15,993)	(15,297)
Outside Service Area	-	23	(498)	(1,006)	(1,068)	(960)	(839)	(775)
<b>Average</b>	-	<b>54,839</b>	<b>(252,874)</b>	<b>(547,217)</b>	<b>(493,342)</b>	<b>(430,241)</b>	<b>(395,828)</b>	<b>(379,419)</b>

% Change in Ridership Since January 2020								
Service Council	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Gateway Cities	0%	7%	-29%	-64%	-57%	-49%	-45%	-42%
San Fernando Valley	0%	9%	-31%	-68%	-63%	-55%	-52%	-51%
San Gabriel Valley	0%	5%	-34%	-70%	-63%	-56%	-53%	-51%
South Bay	0%	7%	-28%	-62%	-58%	-50%	-47%	-46%
WSC_Downtown/Chinatown	0%	5%	-30%	-65%	-57%	-50%	-44%	-42%
WSC_Glendale/Echo Park/Alhambra	0%	7%	-34%	-72%	-65%	-57%	-53%	-52%
WSC_Malibu/Agoura Hills	0%	10%	-37%	-75%	-72%	-67%	-63%	-60%
WSC_Midcity	0%	7%	-32%	-68%	-61%	-52%	-48%	-46%
WSC_Westside/Santa Monica	0%	3%	-35%	-71%	-66%	-59%	-53%	-51%
Outside Service Area	0%	1%	-28%	-57%	-61%	-55%	-48%	-44%
<b>Average</b>		<b>7%</b>	<b>-31%</b>	<b>-67%</b>	<b>-60%</b>	<b>-53%</b>	<b>-48%</b>	<b>-46%</b>

**CONCLUSION**

In conclusion, immediately prior to COVID-19, Metro bus ridership was on a road to recovery. Unfortunately, the pandemic has resulted in drastic ridership declines. However recent trends since April 2020 show that ridership is rebounding, particularly on Tier 1 and 2 lines and within the core areas of the system. Many of these are the same key corridors identified through the NextGen Bus Study as the areas with the greatest opportunities for growth.

**NEXT STEPS**

It is important to continue to monitor ridership from multiple angles to ensure service recovery is focused where and when needed, and according to the principles of the NextGen Bus Plan. Please contact Conan Cheung, SEO, Service Planning, Scheduling and Analysis at (213) 418-3034 or [cheungc@metro.net](mailto:cheungc@metro.net) with questions or comments.

**ATTACHMENTS**

- A – Metro Bus Ridership Trends by Line During COVID-19
- B – Top 25 Lines with Highest Percent Decline in Ridership Between January-April 2020
- C – Top 25 Lines with Highest Percent Increase in Ridership Between April-August 2020



Attachment A  
Metro Bus Ridership Trends by Line During COVID-19

Line	Description	Service Tier	Service Council Area	Percent Change Year over Year							Percent Change Month to Month																		
				Jan 19 - Jan 20	Feb 19 - Feb 20	Mar 19 - Mar 20	Apr 19 - Apr 20	May 19 - May 20	Jun 19 - Jun 20	July 19 - July 20	Jan 19 - Feb 19	Feb 19 - Mar 19	Mar 19 - Apr 19	Apr 19 - May 19	May 19 - Jun 19	Jun 19 - July 19	July 19 - Aug 19	Aug 19 - Sept 19	Sept 19 - Oct 19	Oct 19 - Nov 19	Nov 19 - Dec 19	Dec 19 - Jan 20	Jan 20 - Feb 20	Feb 20 - Mar 20	Mar 20 - Apr 20	Apr 20 - May 20	May 20 - Jun 20	Jun 20 - July 20	July 20 - Aug 20
2	Downtown LA - Pacific Palisades via Sunset Bl	1	WSC	5%	5%	-37%	-74%	-70%	-63%	-58%	8%	1%	2%	2%	-2%	-2%	2%	5%	5%	-11%	-16%	15%	7%	-40%	-57%	16%	20%	13%	13%
4	Downtown LA - West LA - Santa Monica via Santa Monica Bl	1	WSC	6%	7%	-33%	-65%	-56%	-48%	-41%	7%	3%	-1%	2%	-1%	-1%	3%	5%	0%	-7%	-11%	8%	8%	-36%	-48%	28%	18%	13%	13%
10	10 Downtown LA - West Hollywood via Temple St & Melrose Av 48 Downtown LA - Avalon Station via Main St & South San Pedro St	1	WSC	2%	3%	-42%	-78%	-76%	-67%	-60%	9%	5%	-2%	4%	-8%	-7%	9%	12%	1%	-13%	-20%	16%	11%	-41%	-63%	15%	24%	16%	16%
14	14 Downtown LA - Beverly Hills via Beverly Bl 37 Downtown LA - Fairfax/Washington via Adams Bl	1	WSC	2%	3%	-38%	-75%	-73%	-67%	-61%	8%	2%	-1%	5%	-3%	-7%	7%	9%	1%	-10%	-18%	15%	8%	-38%	-61%	14%	22%	10%	10%
16	16 Downtown LA - Century City via 3rd St 17 Downtown LA - Culver City Station via Robertson Bl.	1	WSC	3%	1%	-37%	-71%	-65%	-55%	-46%	8%	1%	1%	3%	-2%	-7%	3%	9%	-1%	-4%	-10%	3%	7%	-37%	-54%	27%	26%	12%	12%
18	Wilshire Center - Montebello via Sixth St & Whittier Bl	1	WSC	1%	1%	-34%	-65%	-52%	-45%	-34%	6%	2%	1%	-1%	0%	-2%	1%	5%	-1%	-6%	-11%	8%	5%	-33%	-46%	33%	15%	19%	19%
20	Downtown LA - Santa Monica via Wilshire Bl	1	WSC	5%	1%	-37%	-73%	-69%	-62%	-60%	7%	2%	0%	2%	0%	4%	0%	2%	-1%	-6%	-15%	13%	3%	-36%	-58%	17%	22%	10%	10%
28	Century City - Downtown LA - Eagle Rock via Olympic	1	WSC	-1%	-3%	-40%	-73%	-63%	-48%	-42%	6%	0%	2%	2%	-6%	0%	-3%	7%	0%	-5%	-12%	9%	4%	-38%	-55%	42%	33%	12%	12%
30	Downtown LA - Santa Monica Via Venice Bl	1	WSC	3%	2%	-35%	-68%	-58%	-50%	-45%	6%	3%	0%	0%	-2%	-1%	3%	4%	1%	-6%	-9%	5%	5%	-34%	-50%	29%	19%	7%	7%
33	Downtown LA - Santa Monica via Venice Bl	1	WSC	8%	5%	-35%	-70%	-67%	-54%	-45%	9%	3%	0%	4%	-5%	1%	3%	8%	-1%	-9%	-13%	12%	6%	-36%	-54%	15%	31%	22%	22%
35	35 Downtown LA - Fairfax/Washington via Washington Bl 38 Downtown LA - Fairfax/Washington via Jefferson Bl	2	WSC	1%	4%	-36%	-70%	-71%	-61%	-54%	8%	2%	-1%	5%	-6%	-8%	8%	14%	-1%	-11%	-20%	18%	12%	-37%	-54%	3%	24%	9%	9%
40	South Bay Galleria - Union Station via Hawthorne Bl, Crenshaw Bl & ML King Bl	1	SBC	4%	5%	-28%	-60%	-53%	-44%	-35%	7%	3%	0%	2%	0%	-4%	-1%	6%	1%	-8%	-9%	10%	7%	-30%	-45%	22%	19%	10%	10%
45	Lincoln Heights - Rosewood via Broadway	1	WSC	-2%	-3%	-38%	-66%	-54%	-47%	-37%	5%	3%	-4%	2%	0%	-5%	2%	7%	0%	-8%	-15%	13%	4%	-34%	-47%	38%	15%	13%	13%
51	Downtown LA - Compton - Harbor Gateway Transit Center via Avalon Bl	1	SBC	1%	0%	-33%	-63%	-56%	-49%	-37%	7%	1%	2%	0%	-1%	-3%	2%	4%	0%	-9%	-9%	8%	6%	-33%	-44%	19%	16%	21%	21%
53	Downtown LA - CSU Dominguez Hills via Central Av	1	SBC	6%	5%	-33%	-66%	-63%	-56%	-47%	8%	3%	0%	-1%	-2%	1%	4%	10%	-2%	-10%	-17%	15%	8%	-34%	-49%	8%	16%	20%	20%
55	Downtown LA - Imperial Station via Compton Av	2	GWC	7%	4%	-38%	-71%	-66%	-58%	-50%	15%	3%	-3%	5%	-2%	-6%	5%	14%	-1%	-11%	-23%	19%	11%	-39%	-54%	23%	21%	11%	11%
60	Downtown LA - Artesia Station via Long Beach Bl	1	GWC	4%	-2%	-33%	-65%	-56%	-51%	-44%	13%	1%	0%	1%	5%	-6%	3%	4%	-1%	-12%	-12%	12%	6%	-31%	-47%	26%	15%	9%	9%
62	Downtown LA - Hawaiian Gardens via Telegraph Rd	3	GWC	3%	-2%	-31%	-65%	-66%	-59%	-53%	5%	1%	4%	0%	0%	0%	2%	1%	1%	-6%	-12%	8%	0%	-29%	-47%	-4%	22%	14%	14%
66	Wilshire Center - Montebello via Olympic Bl & 8th St	1	SGV	-2%	-3%	-34%	-67%	-56%	-44%	-22%	6%	3%	1%	1%	-1%	-5%	1%	7%	0%	-7%	-10%	5%	5%	-30%	-49%	34%	26%	31%	31%
68	Downtown LA - Montebello via Cesar E. Chavez	4	SGV	15%	12%	-31%	-69%	-61%	-49%	-50%	11%	5%	1%	-1%	-3%	4%	4%	11%	-4%	-8%	-19%	16%	8%	-36%	-55%	26%	26%	2%	2%
70	Los Angeles - El Monte via Garvey Av	1	SGV	-4%	-5%	-44%	-74%	-65%	-57%	-52%	2%	5%	0%	-2%	-1%	-4%	4%	4%	0%	-7%	-13%	11%	0%	-38%	-53%	32%	21%	8%	8%
71	Downtown LA - Cal State LA via Wabash Av & City Terrace Dr	4	SGV	3%	3%	-36%	-81%	-78%	-73%	-73%	14%	2%	-4%	-2%	-10%	1%	11%	16%	-4%	-11%	-25%	25%	14%	-36%	-72%	18%	10%	1%	1%
76	El Monte - Downtown LA via Valley Bl	2	SGV	-3%	-5%	-45%	-80%	-70%	-64%	-58%	0%	5%	3%	-1%	-1%	-4%	3%	4%	-2%	-5%	-13%	12%	-2%	-39%	-62%	45%	19%	12%	12%
78	Arcadia - Los Angeles via Huntington Dr & Las Tunas Dr	1	SGV	3%	7%	-38%	-75%	-69%	-63%	-59%	0%	8%	0%	2%	0%	-4%	3%	3%	-4%	0%	-13%	9%	4%	-37%	-59%	23%	20%	8%	8%
81	Eagle Rock - Exposition Park via Figueroa	1	WSC	5%	1%	-38%	-73%	-66%	-59%	-53%	7%	3%	1%	1%	-3%	-1%	2%	7%	-1%	-8%	-15%	15%	4%	-37%	-57%	26%	19%	13%	13%
83	Eagle Rock - Downtown LA via York	4	WSC	2%	-2%	-38%	-68%	-62%	-58%	-53%	6%	2%	0%	-2%	-1%	-1%	3%	4%	2%	-5%	-16%	11%	3%	-36%	-48%	15%	12%	9%	9%
90	Los Angeles - Sunland via Foothill Bl, Cañada Bl and Glendale Av	3	SFV	4%	6%	-38%	-75%	-73%	-67%	-64%	3%	7%	0%	3%	-4%	-3%	-1%	15%	1%	-9%	-19%	16%	6%	-37%	-60%	11%	16%	6%	6%
92	Sylmar Station to Downtown Los Angeles via Glenoaks Bl, Brand Bl, Glendale Bl, Temple St, Spring St and Main St	3	SFV	2%	4%	-44%	-77%	-72%	-64%	-61%	3%	6%	3%	-1%	0%	-3%	3%	5%	0%	-7%	-15%	12%	5%	-43%	-58%	21%	28%	5%	5%
94	Sylmar - Downtown L.A. via San Fernando Rd & Hill St	2	SFV	3%	5%	-35%	-64%	-45%	-33%	-26%	2%	6%	2%	1%	-2%	-3%	3%	1%	1%	-8%	-12%	14%	3%	-34%	-43%	52%	20%	7%	7%
96	Downtown LA - Burbank Station via Griffith Pk Dr & Riverside Dr (PT)	4	SFV	-1%	7%	-36%	-75%	-77%	-72%	-71%	-4%	4%	3%	1%	2%	-1%	4%	1%	1%	-6%	-18%	15%	5%	-38%	-59%	-9%	25%	1%	1%
102	LAX City Bus Center - South Gate Via La Tijera-Exposition	4	GWC	10%	10%	-30%	-67%	-60%	-49%	-48%	8%	3%	2%	5%	-4%	-1%	5%	7%	0%	-10%	-16%	17%	7%	-34%	-53%	27%	24%	1%	1%

Line	Description	Service Tier	Service Council Area	Percent Change Year over Year						
				Jan 19 - Jan 20	Feb 19 - Feb 20	Mar 19 - Mar 20	Apr 19 - Apr 20	May 19 - May 20	Jun 19 - Jun 20	July 19 - July 20
105	West Hollywood - Vernon via La Cienega Bl & Vernon Av	1	WSC	2%	5%	-33%	-67%	-60%	-45%	-26%
106	USC Medical Center to ELAC Transit Center	3	SGV	21%	11%	-33%	-83%	-100%	-100%	-100%
108	Marina Del Rey - Pico Rivera via Slauson Av	1	WSC	6%	7%	-29%	-65%	-61%	-54%	-49%
110	Playa Vista - Bell Gardens via Jefferson Bl - Gage Av	2	GWC	3%	5%	-37%	-73%	-71%	-61%	-57%
111	LAX to Norwalk via Florence Av	1	SBC	4%	5%	-32%	-64%	-53%	-46%	-33%
115	Playa Del Rey - Norwalk via Manchester Av, Firestone Bl	2	SBC	4%	5%	-32%	-69%	-64%	-57%	-51%
117	LAX City Bus Center - Downey via Century Bl, 103rd St, Tweedy Bl & Imperial Hwy	2	GWC	7%	6%	-31%	-69%	-64%	-55%	-50%
120	Aviation Station - Whittwood Mall via Imperial Hwy	3	GWC	2%	9%	-34%	-67%	-68%	-61%	-58%
125	Plaza El Segundo - Norwalk Station via Rosecrans Av (PT)	3	SBC	1%	2%	-36%	-67%	-71%	-57%	-56%
126	Manhattan Beach - Hawthorne Station via Manhattan Beach Bl	4	SBC	8%	14%	-41%	-78%	-72%	-53%	-44%
127	Compton Station - Downey via Compton Bl & Somerset Bl	2	GWC	4%	10%	-38%	-74%	-69%	-54%	-48%
128	Compton - Cerritos via Alondra Bl (PT)	4	GWC	13%	21%	-19%	-64%	-67%	-47%	-43%
130	Redondo Beach - Cerritos via Artesia Bl (PT)	3	SBC	4%	12%	-21%	-65%	-66%	-53%	-53%
150	Canoga Park - Universal City via Ventura Bl. / Northridge via Reseda Bl	3	SFV	7%	3%	-35%	-69%	-61%	-53%	-51%
152	Woodland Hills - No. Hollywood Sta. via Roscoe Bl.	2	SFV	5%	7%	-38%	-72%	-69%	-59%	-52%
154	Tarzana - Burbank via Burbank Bl & Oxnard St	4	SFV	3%	3%	-36%	-72%	-63%	-51%	-45%
155	Sherman Oaks - Burbank Station via Riverside Dr, Olive Av	4	SFV	-6%	-5%	-44%	-83%	-81%	-76%	-76%
158	Chatsworth Metrolink Station - Sherman Oaks via Devonshire St. & Woodman Av	3	SFV	4%	7%	-40%	-78%	-76%	-62%	-57%
161	Thousand Oaks - Agoura Hills - Calabasas - Warner Center	4	SFV	10%	8%	-31%	-71%	-73%	-64%	-58%
163	West Hills - Sun Valley - North Hollywood Via Sherman Way	2	SFV	7%	8%	-33%	-68%	-65%	-56%	-46%
164	West Hills - Burbank via Victory Bl.	2	SFV	7%	8%	-37%	-75%	-72%	-62%	-59%
165	West Hills - Burbank via Vanowen St	2	SFV	2%	4%	-40%	-76%	-75%	-65%	-58%
166	Chatsworth - Pacoima via Nordhoff St & Osborne St	2	SFV	12%	10%	-36%	-77%	-75%	-66%	-57%
167	Chatsworth Metrolink Sta - Studio City via Plummer St & Coldwater Cyn Av (PT)	4	SFV	9%	6%	-30%	-67%	-64%	-51%	-53%
169	Warner Center - Burbank Airport via Valley Circle	3	SFV	7%	4%	-38%	-74%	-66%	-54%	-55%
175	Silver Lake - Hollywood via Hyperion Av & Fountain Av	4	WSC	-8%	0%	-50%	-88%	-85%	-79%	-57%
176	Highland Park - Montebello Via Mission-Tyler - Rush	4	SGV	3%	6%	-37%	-73%	-67%	-62%	-58%
177	JPL - Pasadena via I-210 & California Bl (PT)	3	SGV	-18%	0%	-26%	-86%	-100%	-100%	-100%
180	Pasadena - Hollywood via Colorado Bl and Hollywood Bl	1	SGV	3%	3%	-37%	-67%	-56%	-44%	-38%
183	Sherman Oaks - Glendale via Magnolia Bl	4	SFV	4%	8%	-38%	-80%	-86%	-76%	-63%
200	Echo Park - Exposition Park via Alvarado St & Hoover St	1	WSC	2%	-1%	-34%	-67%	-55%	-47%	-42%
201	Glendale - Koreatown via Silver Lake Bl	4	SFV	1%	1%	-37%	-76%	-73%	-65%	-59%
202	Willowbrook to Wilmington via Alameda	4	GWC	-5%	-14%	-40%	-55%	-49%	-36%	-29%
204	Athens - Hollywood via Vermont Ave	1	SBC	2%	3%	-32%	-62%	-52%	-43%	-36%
205	Imperial/Wilmington Sta. - San Pedro via Wilmington Av, Vermont Av & Western Av (PT)	3	SBC	-5%	-6%	-40%	-64%	-68%	-56%	-55%
206	Athens - Hollywood via Normandie Ave	2	SBC	-2%	-4%	-40%	-73%	-67%	-59%	-55%
207	Athens - Hollywood via Western Ave	1	SBC	4%	5%	-26%	-60%	-54%	-45%	-35%
209	Athens - Wilshire Center via Van Ness Ave & Arlington Ave	4	SBC	15%	13%	-29%	-69%	-66%	-57%	-58%
210	South Bay Galleria - Hollywood via Crenshaw Bl	1	SBC	6%	2%	-32%	-64%	-60%	-51%	-44%

Percent Change Month to Month																							
Jan 19 - Feb 19	Feb 19 - Mar 19	Mar 19 - Apr 19	Apr 19 - May 19	May 19 - Jun 19	Jun 19 - July 19	July 19 - Aug 19	Aug 19 - Sept 19	Sept 19 - Oct 19	Oct 19 - Nov 19	Nov 19 - Dec 19	Dec 19 - Jan 20	Jan 20 - Feb 20	Feb 20 - Mar 20	Mar 20 - Apr 20	Apr 20 - May 20	May 20 - Jun 20	Jun 20 - July 20	July 20 - Aug 20					
5%	3%	0%	2%	-2%	-6%	3%	7%	0%	-6%	-10%	7%	8%	-34%	-51%	24%	34%	27%	27%					
30%	3%	-3%	7%	-9%	-5%	0%	33%	0%	-12%	-37%	35%	20%	-38%	-75%	-100%	n/a	n/a	n/a					
4%	0%	-1%	4%	-1%	-5%	4%	6%	0%	-6%	-10%	11%	5%	-33%	-51%	17%	17%	6%	6%					
7%	3%	-1%	4%	-7%	-6%	5%	9%	0%	-8%	-15%	15%	9%	-38%	-58%	12%	25%	5%	5%					
5%	3%	2%	1%	-2%	-7%	4%	8%	-1%	-6%	-13%	14%	5%	-33%	-46%	33%	13%	14%	14%					
8%	1%	1%	3%	-4%	-6%	4%	9%	-1%	-6%	-13%	11%	9%	-35%	-55%	21%	15%	8%	8%					
8%	1%	1%	3%	-6%	-4%	5%	8%	1%	-9%	-11%	12%	7%	-34%	-55%	20%	18%	7%	7%					
1%	3%	1%	0%	-3%	-1%	6%	11%	1%	-9%	-23%	22%	7%	-38%	-49%	-4%	21%	6%	6%					
4%	4%	3%	0%	-8%	-10%	9%	15%	4%	-11%	-25%	25%	5%	-34%	-48%	-11%	34%	-6%	-6%					
5%	16%	-3%	4%	-13%	-5%	6%	28%	1%	-14%	-34%	36%	11%	-40%	-63%	29%	47%	13%	13%					
0%	7%	-6%	7%	-14%	-7%	8%	26%	-1%	-10%	-28%	40%	6%	-39%	-60%	28%	27%	4%	4%					
5%	8%	9%	4%	-14%	-5%	17%	15%	-3%	-25%	-18%	31%	12%	-28%	-52%	-4%	39%	2%	2%					
1%	2%	5%	-2%	-5%	1%	2%	17%	-3%	-6%	-26%	25%	9%	-28%	-53%	-6%	32%	1%	1%					
6%	4%	2%	1%	-2%	-1%	1%	5%	0%	-6%	-16%	15%	2%	-34%	-51%	23%	21%	3%	3%					
7%	6%	-2%	4%	-7%	-2%	2%	7%	3%	-8%	-16%	15%	8%	-38%	-55%	15%	21%	16%	16%					
6%	3%	1%	-2%	-4%	-2%	8%	9%	2%	-12%	-20%	21%	6%	-37%	-56%	28%	28%	11%	11%					
5%	3%	2%	-2%	3%	-2%	1%	4%	1%	-8%	-22%	12%	6%	-39%	-69%	6%	30%	1%	1%					
12%	5%	0%	6%	-15%	-7%	10%	17%	-1%	-7%	-26%	20%	15%	-41%	-63%	13%	35%	5%	5%					
4%	3%	3%	2%	-4%	0%	4%	2%	2%	-1%	-19%	19%	2%	-34%	-57%	-7%	31%	14%	14%					
7%	3%	3%	1%	-6%	-5%	5%	7%	3%	-8%	-18%	18%	7%	-35%	-51%	10%	20%	16%	16%					
11%	3%	1%	3%	-9%	-3%	6%	11%	1%	-7%	-19%	14%	12%	-39%	-60%	15%	26%	4%	4%					
7%	4%	-2%	5%	-9%	-6%	7%	11%	-4%	-5%	-12%	9%	9%	-40%	-60%	7%	31%	10%	10%					
12%	3%	4%	-1%	-8%	-2%	7%	15%	0%	-7%	-21%	18%	10%	-40%	-63%	8%	26%	22%	22%					
18%	-1%	2%	2%	-12%	-3%	8%	21%	0%	-11%	-26%	22%	15%	-35%	-52%	12%	20%	-8%	-8%					
10%	5%	0%	6%	-10%	5%	0%	10%	-2%	-6%	-24%	20%	8%	-38%	-58%	38%	22%	2%	2%					
6%	13%	-15%	1%	-8%	-59%	134%	22%	17%	-10%	-52%	61%	15%	-43%	-80%	26%	26%	-14%	-14%					
-1%	7%	4%	1%	1%	-4%	2%	2%	0%	-8%	-15%	17%	2%	-35%	-57%	27%	16%	4%	4%					
-14%	-7%	1%	9%	-1%	2%	-7%	-3%	3%	-5%	-37%	61%	6%	-31%	-81%	-100%	n/a	n/a	n/a					
4%	4%	2%	0%	3%	2%	-2%	4%	-1%	-4%	-11%	5%	4%	-36%	-47%	33%	30%	13%	13%					
2%	7%	2%	2%	-2%	-2%	1%	5%	0%	-6%	-18%	15%	6%	-39%	-68%	-24%	60%	56%	56%					
6%	3%	2%	0%	0%	-3%	2%	4%	-1%	-8%	-11%	9%	4%	-31%	-49%	34%	20%	5%	5%					
2%	8%	0%	1%	3%	-12%	4%	6%	1%	-6%	-12%	8%	3%	-33%	-61%	14%	32%	3%	3%					
8%	0%	-5%	10%	-5%	-7%	11%	7%	-5%	-12%	-24%	26%	-3%	-31%	-28%	27%	19%	3%	3%					
8%	3%	1%	2%	1%	-5%	2%	7%	-1%	-8%	-15%	11%	9%	-32%	-44%	27%	20%	7%	7%					
15%	-2%	3%	-3%	-6%	-2%	5%	14%	-3%	-12%	-20%	12%	13%	-37%	-38%	-13%	30%	0%	0%					
7%	3%	-2%	1%	-3%	-3%	2%	6%	-2%	-8%	-14%	13%	5%	-35%	-55%	23%	20%	6%	6%					
5%	2%	1%	2%	0%	-4%	2%	4%	-1%	-8%	-7%	8%	7%	-28%	-46%	17%	21%	13%	13%					
10%	3%	2%	9%	-10%	-1%	6%	12%	0%	-11%	-21%	20%	9%	-36%	-55%	18%	13%	-1%	-1%					
11%	1%	-1%	4%	-2%	-5%	-1%	9%	0%	-6%	-16%	16%	6%	-33%	-47%	15%	20%	9%	9%					

Line	Description	Service Tier	Service Council Area	Percent Change Year over Year						
				Jan 19 - Jan 20	Feb 19 - Feb 20	Mar 19 - Mar 20	Apr 19 - Apr 20	May 19 - May 20	Jun 19 - Jun 20	July 19 - July 20
211	South Bay Galleria - Redondo Beach via Prairie Av, Inglewood Av	4	SBC	12%	8%	-36%	-80%	-82%	-73%	-62%
212	Hawthorne - Hollywood via La Brea	1	SBC	2%	1%	-39%	-71%	-67%	-60%	-53%
217	Hollywood/Vine Station - Culver City Transit Center via Hollywood - Fairfax	1	WSC	11%	9%	-35%	-74%	-73%	-67%	-63%
218	Studio City - Beverly Hills via Laurel Canyon Bl (PT)	4	WSC	11%	11%	-28%	-69%	-76%	-67%	-64%
222	Sun Valley - Hollywood via Hollywood Way	3	SFV	2%	3%	-37%	-74%	-70%	-65%	-63%
224	Sylmar-Universal City via San Fernando Rd, Lankershim Bl	2	SFV	10%	11%	-30%	-65%	-61%	-58%	-55%
230	San Fernando - Studio City via Laurel Canyon Bl	3	SFV	6%	3%	-39%	-75%	-73%	-62%	-59%
232	Long Beach - LAX via Pacific Coast Hwy & Sepulveda Bl (PT)	2	SBC	4%	8%	-27%	-56%	-53%	-46%	-37%
233	Lake View Terrace - Sherman Oaks via Van Nuys Bl	1	SFV	7%	7%	-30%	-60%	-53%	-39%	-28%
234	Sherman Oaks - Sylmar via Sepulveda Bl & Brand Bl	1	SFV	3%	3%	-32%	-63%	-58%	-47%	-39%
236	Sylmar Station - Encino via Balboa	3	SFV	8%	10%	-34%	-77%	-78%	-67%	-65%
237	237 Mission Hills - Hollywood via Woodley, Chandler, Cahuenga 656 Owl Service Hollywood - Panorama City via Cahuenga, Chandler and Van Nuys	4	SFV	4%	2%	-39%	-70%	-64%	-55%	-49%
239	Encino - Sylmar/San Fernando Metrolink Station via White Oak Av, Rinaldi St	4	SFV	13%	18%	-30%	-74%	-67%	-52%	-50%
243	Porter Ranch - Woodland Hills via Tampa Av. & Winnetka Av.	3	SFV	12%	8%	-40%	-79%	-77%	-63%	-60%
245	Woodland Hills - Chatsworth via Topanga Canyon Bl & De Soto Av	3	SFV	12%	3%	-43%	-82%	-84%	-75%	-68%
246	San Pedro - Harbor Gateway Transit Center via Avalon Bl	3	SBC	-1%	-5%	-36%	-59%	-56%	-44%	-44%
251	Cypress Park - Lynwood via Soto St	1	WSC	3%	2%	-34%	-65%	-56%	-42%	-36%
252	Montecito Heights - Boyle Heights via Soto St.	4	WSC	9%	10%	-36%	-73%	-76%	-67%	-61%
254	Boyle Heights - Watts via Boyle Av & Lorena St (PT)	4	GWC	6%	6%	-22%	-53%	-42%	-40%	-33%
256	Commerce - Altadena via Eastern Av & Hill Av (PT)	4	SGV	11%	9%	-32%	-67%	-71%	-66%	-67%
258	Altadena - Paramount via Lake - Fremont - Eastern	4	SGV	6%	3%	-38%	-74%	-72%	-65%	-63%
260	Altadena - Artesia Station via Fair Oaks Av & Atlantic Bl	2	SGV	2%	-2%	-40%	-73%	-67%	-57%	-51%
265	Pico Rivera - Lakewood Center Mall via Paramount Bl	3	GWC	7%	3%	-36%	-75%	-72%	-62%	-56%
266	Pasadena - Lakewood via Rosemead Bl & Lakewood Bl (PT)	3	SGV	8%	4%	-33%	-68%	-69%	-60%	-53%
267	264 Duarte - Altadena via Duarte Rd & Altadena Dr 267 Altadena - El Monte via Temple City Bl & Lincoln Av	3	SGV	2%	4%	-41%	-78%	-80%	-72%	-70%
268	La Cañada Flintridge - El Monte via Baldwin Av & Washington Bl	3	SGV	2%	2%	-38%	-79%	-76%	-72%	-68%
344	Harbor Gateway Transit Center - Palos Verdes via Hawthorne Bl	4	SBC	4%	2%	-33%	-68%	-69%	-57%	-54%
442	Hawthorne - Union Station via Hawthorne Bl, La Brea Av, Manchester Bl. & Harbor Transitway	4	SBC	-14%	-17%	-40%	-78%	-100%	-100%	-100%
460	Downtown LA - Disneyland via Harbor Transit way & I-105 Fwy	3	GWC	6%	4%	-31%	-65%	-62%	-56%	-52%
487	El Monte Station - Sierra Madre Villa Station - Downtown LA	2	SGV	0%	-1%	-45%	-85%	-82%	-76%	-75%
501	NOHO to Pasadena Shuttle	3	SFV	6%	6%	-23%	-71%	-79%	-77%	-74%
534	Malibu - Washington / Fairfax Transit Hub via Pacific Coast Hwy	4	WSC	13%	12%	-29%	-62%	-63%	-58%	-52%

Percent Change Month to Month																								
Jan 19 - Feb 19	Feb 19 - Mar 19	Mar 19 - Apr 19	Apr 19 - May 19	May 19 - Jun 19	Jun 19 - July 19	July 19 - Aug 19	Aug 19 - Sept 19	Sept 19 - Oct 19	Oct 19 - Nov 19	Nov 19 - Dec 19	Dec 19 - Jan 20	Jan 20 - Feb 20	Feb 20 - Mar 20	Mar 20 - Apr 20	Apr 20 - May 20	May 20 - Jun 20	Jun 20 - July 20	July 20 - Aug 20						
19%	-5%	1%	11%	-13%	-23%	26%	21%	-3%	-11%	-23%	30%	15%	-43%	-69%	0%	29%	9%	9%						
5%	3%	1%	2%	-4%	-1%	3%	6%	-2%	-7%	-14%	13%	4%	-38%	-52%	15%	18%	16%	16%						
5%	3%	1%	3%	-3%	4%	3%	6%	-2%	-7%	-11%	9%	4%	-38%	-60%	6%	20%	16%	16%						
3%	6%	0%	1%	0%	1%	3%	6%	-2%	-2%	-20%	18%	3%	-31%	-57%	-22%	38%	9%	9%						
0%	5%	8%	-4%	-3%	1%	2%	6%	1%	-8%	-23%	23%	2%	-36%	-56%	14%	12%	8%	8%						
4%	5%	2%	2%	-1%	0%	2%	3%	2%	-8%	-13%	11%	6%	-34%	-48%	12%	6%	9%	9%						
17%	5%	-3%	6%	-13%	-4%	6%	18%	0%	-9%	-28%	23%	13%	-38%	-60%	13%	24%	4%	4%						
-1%	5%	9%	-3%	3%	-7%	1%	6%	-2%	-5%	-15%	16%	3%	-28%	-35%	4%	18%	9%	9%						
7%	5%	1%	0%	-4%	-2%	4%	5%	0%	-7%	-14%	13%	7%	-31%	-43%	19%	24%	16%	16%						
10%	5%	2%	2%	-5%	-6%	5%	11%	2%	-11%	-21%	16%	10%	-31%	-44%	15%	19%	9%	9%						
11%	3%	2%	7%	-13%	-5%	14%	15%	-1%	-9%	-26%	23%	13%	-38%	-64%	0%	30%	1%	1%						
9%	6%	0%	1%	-5%	0%	5%	8%	-4%	-7%	-21%	18%	7%	-37%	-50%	20%	20%	15%	15%						
18%	2%	-1%	0%	-19%	4%	11%	29%	-4%	-7%	-35%	35%	23%	-39%	-64%	28%	18%	8%	8%						
18%	3%	0%	6%	-16%	-6%	8%	23%	-2%	-7%	-30%	29%	14%	-43%	-66%	20%	34%	2%	2%						
18%	3%	-4%	9%	-20%	-10%	17%	14%	1%	-4%	-23%	23%	9%	-43%	-70%	-6%	29%	15%	15%						
13%	1%	-2%	2%	-5%	0%	4%	4%	1%	-11%	-14%	9%	8%	-32%	-36%	10%	18%	0%	0%						
7%	4%	1%	0%	-3%	-1%	1%	8%	-2%	-8%	-14%	13%	5%	-32%	-47%	28%	27%	8%	8%						
10%	6%	-3%	6%	-9%	-14%	10%	22%	1%	-11%	-25%	28%	11%	-38%	-59%	-6%	27%	0%	0%						
4%	3%	4%	2%	0%	-8%	9%	6%	2%	-11%	-18%	18%	4%	-24%	-37%	26%	2%	3%	3%						
19%	3%	-3%	-1%	-11%	3%	10%	20%	2%	-13%	-32%	29%	16%	-35%	-53%	-14%	7%	0%	0%						
16%	2%	0%	-2%	-5%	-1%	10%	16%	1%	-13%	-29%	23%	12%	-38%	-58%	4%	20%	3%	3%						
10%	2%	1%	1%	-2%	-6%	1%	10%	0%	-8%	-18%	15%	6%	-37%	-54%	23%	25%	9%	9%						
14%	4%	-1%	3%	-7%	-8%	11%	13%	0%	-9%	-19%	13%	9%	-35%	-61%	16%	23%	8%	8%						
8%	2%	4%	1%	-5%	-3%	3%	8%	1%	-8%	-13%	12%	3%	-34%	-50%	-5%	24%	15%	15%						
7%	4%	-1%	-1%	-9%	-3%	4%	23%	-1%	-9%	-29%	25%	10%	-40%	-63%	-10%	28%	3%	3%						
4%	-3%	10%	-1%	11%	-5%	-4%	5%	1%	-3%	-8%	0%	4%	-41%	-62%	12%	30%	9%	9%						
6%	1%	0%	3%	-3%	0%	1%	6%	-2%	-7%	-7%	8%	3%	-34%	-52%	-1%	37%	6%	6%						
8%	-2%	0%	1%	4%	-12%	-3%	10%	8%	-10%	-24%	10%	4%	-28%	-64%	-100%	n/a	n/a	n/a						
6%	4%	4%	-1%	3%	-1%	3%	3%	0%	-9%	-15%	11%	4%	-32%	-48%	10%	18%	10%	10%						
8%	2%	0%	-3%	-8%	-1%	9%	14%	-3%	-8%	-25%	25%	7%	-43%	-72%	14%	19%	4%	4%						
1%	2%	2%	5%	-1%	-2%	5%	7%	1%	-7%	-23%	23%	1%	-25%	-62%	-25%	11%	9%	9%						
3%	7%	7%	1%	2%	7%	4%	0%	-8%	-9%	-10%	11%	2%	-32%	-43%	-2%	18%	23%	23%						

Line	Description	Service Tier	Service Council Area	Percent Change Year over Year						
				Jan 19 - Jan 20	Feb 19 - Feb 20	Mar 19 - Mar 20	Apr 19 - Apr 20	May 19 - May 20	Jun 19 - Jun 20	July 19 - July 20
550	Exposition Park / USC - San Pedro via Harbor Transitway	3	SBC	-2%	-5%	-43%	-72%	-74%	-71%	-70%
577	El Monte Station - Long Beach VA Medical Center via I-605 Fwy (PT)	3	GWC	11%	1%	-32%	-73%	-72%	-64%	-61%
601	Warner Center Circulator	2	SFV	-6%	0%	-11%	-61%	-49%	-45%	-59%
602	Westwood - Pacific Palisades via Sunset Blvd.	3	WSC	13%	3%	-46%	-84%	-86%	-79%	-68%
603	Glendale Galleria - Grand Station via Hoover St. & Rampart Bl (PT)	2	SFV	8%	8%	-28%	-58%	-57%	-46%	-39%
605	LAC/USC Medical Ctr - Boyle Heights via Soto St, 4th St & Lorena St (PT)	2	SGV	8%	10%	-25%	-67%	-70%	-62%	-63%
607	Windsor Hills - Inglewood Shuttle (PT)	4	SBC	-27%	-5%	-31%	-44%	-70%	-39%	-45%
611	Huntington Park Shuttle	4	GWC	5%	7%	-24%	-57%	-51%	-34%	-30%
612	South Gate Shuttle	4	GWC	4%	5%	-32%	-62%	-56%	-41%	-33%
625	Green Line Shuttle - World Way West (PT)	4	SBC	-13%	-21%	-26%	-74%	-82%	-79%	-85%
665	Cal State LA - City Terrace Shuttle	3	SGV	9%	16%	-30%	-77%	-81%	-74%	-73%
685	Glendale - Glassell Park via Verdugo Rd	4	WSC	9%	12%	-29%	-67%	-76%	-69%	-68%
687	Altadena - Pasadena - Colorado Bl & Allen Av; Los Robles Av & Fair Oaks Av	4	SGV	-1%	3%	-30%	-69%	-74%	-68%	-60%
704	Downtown LA - Santa Monica via Santa Monica Bl	1	WSC	7%	9%	-32%	-70%	-70%	-62%	-61%
705	West Hollywood - Vernon via La Cienega Bl & Vernon Av	1	WSC	8%	8%	-32%	-63%	-53%	-46%	-61%
710	South Bay Galleria - Wilshire Center via Crenshaw Bl	1	SBC	2%	2%	-35%	-68%	-63%	-57%	-56%
720	Santa Monica - Commerce via Wilshire Bl & Whittier Bl	1	WSC	0%	-1%	-32%	-66%	-61%	-57%	-53%
728	Downtown LA - Century City via Olympic Bl	1	WSC	7%	6%	-38%	-76%	-60%	-54%	-64%
733	Downtown LA - Santa Monica via Venice Bl	1	WSC	4%	6%	-34%	-64%	-51%	-44%	-47%
734	Sherman Oaks - Sylmar/San Fernando Station via Sepulveda Bl. - Brand Bl. - Truman St.	1	SFV	4%	5%	-37%	-69%	-60%	-50%	-45%
740	EXPO/Crenshaw Station - South Bay Galleria via Hawthorne	2	SBC	4%	-2%	-43%	-67%	-58%	-58%	-56%
744	Reseda - Ventura - Van Nuys Blvds.	1	SFV	8%	8%	-36%	-70%	-64%	-53%	-50%
745	Downtown Los Angeles - Harbor Freeway Station via Broadway	1	WSC	5%	0%	-39%	-79%	-73%	-71%	-71%
750	Warner Center - Universal City via Ventura Bl	3	SFV	-9%	-10%	-49%	-77%	-66%	-54%	-45%
751	Cypress Park - Huntington Park via Soto Street	1	WSC	-9%	-11%	-41%	-73%	-59%	-53%	-50%
754	Athens - Hollywood via Vermont Ave	1	SBC	5%	4%	-32%	-69%	-70%	-64%	-59%
757	Hawthorne - Hollywood via Western Av	1	SBC	6%	2%	-41%	-68%	-59%	-53%	-51%
760	Downtown LA - Lynwood via Long Beach Bl	1	GWC	-5%	-11%	-43%	-69%	-54%	-51%	-50%
762	Pasadena - Artesia Blue Line Station via Fair Oaks & Atlantic	2	SGV	1%	1%	-39%	-66%	-56%	-47%	-48%
770	Los Angeles - El Monte via Cesar E Chavez Av & Garvey Av	1	SGV	-8%	-9%	-45%	-76%	-66%	-57%	-54%
780	Pasadena - West Los Angeles via Colorado Bl & Hollywood Bl	1	SGV	-12%	-9%	-51%	-83%	-76%	-68%	-62%
788	Valley-Westside Express	3	SFV	9%	12%	-34%	-69%	-52%	-41%	-100%
794	Downtown Los Angeles - Burbank Station via San Fernando Rd, Brand Bl	3	SFV	-2%	0%	-38%	-70%	-60%	-52%	-49%
901	Metro Orange Line: Warner Center - North Hollywood - Chatsworth Metrolink Station	1	SFV	-2%	-2%	-36%	-72%	-68%	-60%	-58%
910	Metro Silver Line: El Monte - Downtown LA - Harbor Gateway Transit Center - San Pedro	1	SGV	24%	16%	-31%	-76%	-73%	-68%	-64%

Percent Change Month to Month																							
Jan 19 - Feb 19	Feb 19 - Mar 19	Mar 19 - Apr 19	Apr 19 - May 19	May 19 - Jun 19	Jun 19 - July 19	July 19 - Aug 19	Aug 19 - Sept 19	Sept 19 - Oct 19	Oct 19 - Nov 19	Nov 19 - Dec 19	Dec 19 - Jan 20	Jan 20 - Feb 20	Feb 20 - Mar 20	Mar 20 - Apr 20	Apr 20 - May 20	May 20 - Jun 20	Jun 20 - July 20	July 20 - Aug 20					
11%	4%	-1%	3%	-4%	-1%	5%	7%	-2%	-10%	-24%	16%	7%	-37%	-52%	-4%	10%	0%	0%					
44%	-2%	-3%	-11%	-15%	-3%	25%	42%	0%	-18%	-47%	44%	31%	-34%	-61%	-6%	6%	5%	5%					
-4%	2%	6%	-3%	0%	-2%	-1%	-1%	3%	1%	-2%	-5%	2%	-9%	-53%	28%	7%	-27%	-27%					
25%	-5%	-6%	8%	-20%	-26%	63%	16%	-11%	-3%	-20%	20%	14%	-50%	-73%	-2%	21%	11%	11%					
5%	4%	3%	1%	0%	-6%	4%	7%	-1%	-4%	-11%	7%	5%	-31%	-40%	3%	25%	7%	7%					
12%	4%	-4%	6%	-14%	-4%	7%	19%	1%	-10%	-19%	17%	14%	-28%	-57%	-5%	9%	-6%	-6%					
-8%	-11%	2%	37%	-24%	-19%	18%	25%	-5%	-23%	-2%	-4%	20%	-35%	-17%	-28%	57%	-27%	-27%					
5%	1%	1%	3%	-5%	-3%	6%	4%	1%	0%	-18%	14%	7%	-29%	-43%	17%	29%	3%	3%					
6%	6%	2%	1%	-2%	-5%	3%	5%	2%	-7%	-21%	19%	7%	-32%	-43%	17%	32%	7%	7%					
3%	-8%	8%	4%	-4%	3%	-12%	4%	0%	-4%	-24%	24%	-6%	-14%	-62%	-27%	8%	-23%	-23%					
24%	5%	-9%	1%	-16%	-5%	27%	33%	-4%	-15%	-33%	22%	33%	-37%	-70%	-17%	16%	0%	0%					
15%	20%	-7%	8%	-18%	-13%	-5%	59%	3%	-11%	-27%	9%	18%	-24%	-57%	-22%	8%	-11%	-11%					
7%	5%	2%	-3%	-5%	-5%	6%	11%	1%	-8%	-22%	14%	12%	-28%	-55%	-16%	14%	20%	20%					
5%	3%	1%	3%	-2%	1%	5%	2%	-1%	-8%	-10%	9%	7%	-36%	-55%	2%	24%	3%	3%					
7%	1%	0%	5%	-7%	-2%	6%	8%	-1%	-5%	-12%	11%	6%	-36%	-46%	36%	5%	-29%	-29%					
9%	5%	-3%	4%	-2%	-7%	1%	9%	1%	-9%	-17%	16%	9%	-33%	-53%	21%	14%	-5%	-5%					
5%	1%	2%	-1%	1%	1%	1%	-1%	-1%	-5%	-12%	12%	3%	-31%	-49%	13%	12%	11%	11%					
4%	1%	3%	1%	-3%	2%	2%	4%	-2%	-4%	-9%	8%	3%	-41%	-60%	65%	11%	-18%	-18%					
5%	1%	1%	3%	-2%	4%	4%	-1%	-2%	-8%	-8%	8%	7%	-37%	-44%	40%	10%	0%	0%					
5%	3%	3%	0%	-3%	-2%	2%	3%	2%	-6%	-18%	21%	6%	-38%	-49%	29%	19%	8%	8%					
14%	1%	1%	2%	4%	-21%	1%	12%	2%	-6%	-13%	13%	7%	-41%	-42%	34%	3%	-17%	-17%					
12%	3%	4%	-4%	-7%	-1%	3%	12%	1%	-5%	-21%	15%	12%	-39%	-52%	16%	21%	6%	6%					
10%	1%	-2%	2%	3%	-6%	5%	5%	0%	-11%	-13%	12%	4%	-38%	-66%	30%	12%	-5%	-5%					
8%	4%	-2%	-7%	-6%	-14%	8%	6%	2%	-4%	-15%	10%	6%	-41%	-56%	51%	23%	4%	4%					
8%	2%	1%	1%	-4%	-13%	2%	7%	1%	-8%	-19%	16%	6%	-33%	-53%	52%	9%	-6%	-6%					
10%	0%	-1%	5%	-1%	-7%	4%	6%	0%	-9%	-14%	15%	9%	-35%	-54%	2%	17%	8%	8%					
9%	2%	2%	2%	1%	-8%	4%	7%	2%	-9%	-14%	11%	5%	-40%	-45%	29%	17%	-5%	-5%					
12%	2%	4%	1%	12%	-7%	2%	6%	-3%	-15%	-21%	9%	5%	-35%	-44%	51%	19%	-3%	-3%					
14%	5%	-3%	3%	-6%	-6%	5%	20%	-1%	-10%	-26%	15%	13%	-36%	-46%	34%	11%	-8%	-8%					
7%	4%	0%	0%	-6%	-9%	2%	9%	-1%	-7%	-20%	17%	5%	-37%	-56%	44%	17%	-1%	-1%					
4%	4%	-1%	2%	-3%	-14%	2%	10%	-2%	-5%	-15%	8%	7%	-44%	-66%	48%	29%	2%	2%					
8%	1%	0%	0%	-5%	1%	4%	9%	2%	-8%	-18%	18%	11%	-41%	-52%	54%	16%	-100%	-100%					
4%	4%	-1%	0%	-2%	-4%	5%	3%	4%	-6%	-19%	14%	6%	-35%	-52%	33%	19%	2%	2%					
12%	1%	-1%	1%	-10%	-4%	3%	13%	1%	-7%	-22%	18%	12%	-35%	-57%	17%	13%	0%	0%					
20%	2%	-1%	-3%	-2%	5%	9%	16%	5%	-14%	-27%	23%	12%	-40%	-66%	12%	16%	17%	17%					

**Attachment B**  
**Top 25 Lines with Highest Percent Decline in Ridership Between January and April 2020**

Service Council	Tier	Line	Description	Ridership			
				Jan-20	Apr-20	Change	
1	WSC	Tier 3/4	175	Silver Lake - Hollywood via Hyperion Av & Fountain Av	687	92	-87%
2	WSC	Tier 3/4	602	Westwood - Pacific Palisades via Sunset Blvd.	1872	293	-84%
3	SGV	Tier 3/4	487	El Monte Station - Sierra Madre Villa Station - Downtown LA	3,226	546	-83%
4	SFV	Tier 3/4	245	Woodland Hills - Chatsworth via Topanga Canyon Bl & De Soto Av	2,532	475	-81%
5	SGV	Tier 3/4	71	Downtown LA - Cal State LA via Wabash Av & City Terrace Dr	1,432	288	-80%
6	SFV	Tier 3/4	155	Sherman Oaks - Burbank Station via Riverside Dr, Olive Av	1,181	238	-80%
7	SGV	Tier 1/2	780	Pasadena - West Los Angeles via Colorado Bl & Hollywood Bl	6,037	1,230	-80%
8	SBC	Tier 3/4	211	South Bay Galleria - Redondo Beach via Prairie Av, Inglewood Av	585	120	-79%
9	SFV	Tier 3/4	183	Sherman Oaks - Glendale via Magnolia Bl	1,592	337	-79%
10	WSC	Tier 1/2	745	Downtown Los Angeles - Harbor Freeway Station via Broadway	5,940	1,295	-78%
11	SFV	Tier 3/4	243	Porter Ranch - Woodland Hills via Tampa Av. & Winnetka Av.	1,521	341	-78%
12	SGV	Tier 1/2	76	El Monte - Downtown LA via Valley Bl	7,807	1,766	-77%
13	SGV	Tier 3/4	268	La Cañada Flintridge - El Monte via Baldwin Av & Washington Bl	1,593	363	-77%
14	SGV	Tier 1/2	910	Metro Silver Line: El Monte - Downtown LA - Harbor Gateway Transit Center - San Pedro	17,213	3,955	-77%
15	WSC	Tier 1/2	10	10 Downtown LA - West Hollywood via Temple St & Melrose Av 48 Downtown LA - Avalon Station via Main St & South San Pedro St	10,528	2,561	-76%
16	SGV	Tier 3/4	267	264 Duarte - Altadena via Duarte Rd & Altadena Dr 267 Altadena - El Monte via Temple City Bl & Lincoln Av	2,615	640	-76%
17	SFV	Tier 1/2	166	Chatsworth - Pacoima via Nordhoff St & Osborne St	5,541	1,360	-75%
18	SBC	Tier 3/4	126	Manhattan Beach - Hawthorne Station via Manhattan Beach Bl	167	41	-75%
19	WSC	Tier 1/2	728	Downtown LA - Century City via Olympic Bl	5,626	1,386	-75%
20	SGV	Tier 3/4	665	Cal State LA - City Terrace Shuttle	572	142	-75%
21	SFV	Tier 3/4	236	Sylmar Station - Encino via Balboa	1,470	369	-75%
22	SFV	Tier 3/4	92	Sylmar Station to Downtown Los Angeles via Glenoaks Bl, Brand Bl, Glendale Bl, Temple St, Spring St and Main St	5,315	1,342	-75%
23	SFV	Tier 3/4	158	Chatsworth Metrolink Station - Sherman Oaks via Devonshire St. & Woodman Av	1,833	463	-75%
24	GWC	Tier 3/4	127	Compton Station - Downey via Compton Bl & Somerset Bl	803	204	-75%
25	WSC	Tier 1/2	217	Hollywood/Vine Station - Culver City Transit Center via Hollywood - Fairfax	6,297	1,610	-74%

**Top 25 Lines with Lowest Percent Decline in Ridership Between January and April 2020**

Service Council	Tier	Line	Description	Ridership			
				Jan-20	Apr-20	Change	
1	GWC	Tier 3/4	202	Willowbrook to Wilmington via Alameda	204	98	-52%
2	SBC	Tier 3/4	246	San Pedro - Harbor Gateway Transit Center via Avalon Bl	2,168	1,012	-53%
3	SBC	Tier 3/4	442	Hawthorne - Union Station via Hawthorne Bl, La Brea Av, Manchester Bl. & Harbor Transitway	139	63	-55%
4	GWC	Tier 3/4	611	Huntington Park Shuttle	1,487	642	-57%
5	SFV	Tier 3/4	601	Warner Center Circulator	922	396	-57%
6	SFV	Tier 1/2	234	Sherman Oaks - Sylmar via Sepulveda Bl & Brand Bl	4,797	2,040	-57%
7	SFV	Tier 1/2	233	Lake View Terrace - Sherman Oaks via Van Nuys Bl	10,630	4,503	-58%
8	SBC	Tier 1/2	207	Athens - Hollywood via Western Ave	15,563	6,535	-58%
9	SBC	Tier 1/2	204	Athens - Hollywood via Vermont Ave	18,629	7,796	-58%
10	GWC	Tier 3/4	612	South Gate Shuttle	1,071	444	-59%
11	SBC	Tier 1/2	40	South Bay Galleria - Union Station via Hawthorne Bl, Crenshaw Bl & ML King Bl	13,514	5,599	-59%
12	SBC	Tier 1/2	51	Downtown LA - Compton - Harbor Gateway Transit Center via Avalon Bl	21,979	8,813	-60%
13	WSC	Tier 3/4	534	Malibu - Washington / Fairfax Transit Hub via Pacific Coast Hwy	1,473	580	-61%
14	SGV	Tier 1/2	762	Pasadena - Artesia Blue Line Station via Fair Oaks & Atlantic	3,250	1,267	-61%
15	WSC	Tier 3/4	685	Glendale - Glassell Park via Verdugo Rd	431	168	-61%
16	GWC	Tier 1/2	60	Downtown LA - Artesia Station via Long Beach Bl	12,979	5,050	-61%
17	SFV	Tier 3/4	94	Sylmar - Downtown L.A. via San Fernando Rd & Hill St	4,100	1,586	-61%
18	GWC	Tier 1/2	760	Downtown LA - Lynwood via Long Beach Bl	3,749	1,436	-62%
19	WSC	Tier 1/2	18	Wilshire Center - Montebello via Sixth St & Whittier Bl	16,602	6,345	-62%
20	SBC	Tier 1/2	111	LAX to Norwalk via Florence Av	14,515	5,495	-62%
21	WSC	Tier 1/2	251	Cypress Park - Lynwood via Soto St	7,671	2,894	-62%
22	SBC	Tier 1/2	210	South Bay Galleria - Hollywood via Crenshaw Bl	9,893	3,711	-62%
23	GWC	Tier 3/4	62	Downtown LA - Hawaiian Gardens via Telegraph Rd	3,975	1,491	-62%
24	SGV	Tier 1/2	66	Wilshire Center - Montebello via Olympic Bl & 8th St	9,848	3,679	-63%
25	WSC	Tier 1/2	733	Downtown LA - Santa Monica via Venice Bl	7,479	2,793	-63%

**Attachment C**  
**Top 25 Lines with Highest Percent Increase in Ridership Between April and August 2020**

Service Council	Tier	Line	Description	Ridership			
				Jan-20	Apr-20	Change	
1	SBC	Tier 3/4	126	Manhattan Beach - Hawthorne Station via Manhattan Beach Bl	41	100	144%
2	SGV	Tier 1/2	66	Wilshire Center - Montebello via Olympic Bl & 8th St	3,679	8,658	135%
3	WSC	Tier 1/2	28	Century City - Downtown LA - Eagle Rock via Olympic	2,276	5,016	120%
4	WSC	Tier 1/2	105	West Hollywood - Vernon via La Cienega Bl & Vernon Av	3,373	7,225	114%
5	SGV	Tier 1/2	780	Pasadena - West Los Angeles via Colorado Bl & Hollywood Bl	1,230	2,583	110%
6	SFV	Tier 1/2	750	Warner Center - Universal City via Ventura Bl	614	1,241	102%
7	SGV	Tier 1/2	76	El Monte - Downtown LA via Valley Bl	1,766	3,553	101%
8	SFV	Tier 3/4	94	Sylmar - Downtown L.A. via San Fernando Rd & Hill St	1,586	3,167	100%
9	SGV	Tier 1/2	180	Pasadena - Hollywood via Colorado Bl and Hollywood Bl	2,638	5,235	98%
10	SFV	Tier 3/4	183	Sherman Oaks - Glendale via Magnolia Bl	337	658	95%
11	WSC	Tier 1/2	33	Downtown LA - Santa Monica via Venice Bl	3,004	5,765	92%
12	WSC	Tier 1/2	18	Wilshire Center - Montebello via Sixth St & Whittier Bl	6,345	12,046	90%
13	WSC	Tier 1/2	45	Lincoln Heights - Rosewood via Broadway	4,692	8,906	90%
14	SFV	Tier 3/4	154	Tarzana - Burbank via Burbank Bl & Oxnard St	220	414	88%
15	WSC	Tier 1/2	16	16 Downtown LA - Century City via 3rd St			
16	WSC	Tier 1/2	251	17 Downtown LA - Culver City Station via Robertson Bl.	6,015	11,301	88%
17	SBC	Tier 1/2	111	Cypress Park - Lynwood via Soto St	2,894	5,314	84%
18	SFV	Tier 1/2	233	LAX to Norwalk via Florence Av	5,495	10,073	83%
19	SFV	Tier 3/4	237	Lake View Terrace - Sherman Oaks via Van Nuys Bl	4,503	8,201	82%
20	SFV	Tier 1/2	734	237 Mission Hills - Hollywood via Woodley, Chandler, Cahuenga			
21	GWC	Tier 3/4	127	656 Owl Service Hollywood - Panorama City via Cahuenga, Chandler and Van Nuys	618	1,117	81%
22	GWC	Tier 1/2	760	Sherman Oaks - Sylmar/San Fernando Station via Sepulveda Bl. - Brand Bl. - Truman St.	1,907	3,421	79%
23	WSC	Tier 1/2	4	Compton Station - Downey via Compton Bl & Somerset Bl	204	365	79%
24	SGV	Tier 1/2	70	Downtown LA - Lynwood via Long Beach Bl	1,436	2,556	78%
25	WSC	Tier 1/2	81	Downtown LA - West LA - Santa Monica via Santa Monica Bl	5,033	8,895	77%
				Los Angeles - El Monte via Garvey Av	2,549	4,500	77%
				Eagle Rock - Exposition Park via Figueroa	3,639	6,420	76%

**Top 25 Lines with Lowest Percent Increase in Ridership Between January and April 2020**

Service Council	Tier	Line	Description	Ridership			
				Jan-20	Apr-20	Change	
1	SBC	Tier 3/4	625	Green Line Shuttle - World Way West (PT)	84	63	-25%
2	WSC	Tier 3/4	685	Glendale - Glassell Park via Verdugo Rd	168	135	-20%
3	SBC	Tier 3/4	607	Windsor Hills - Inglewood Shuttle (PT)	29	24	-17%
4	SFV	Tier 3/4	501	NOHO to Pasadena Shuttle	418	392	-6%
5	SFV	Tier 3/4	601	Warner Center Circulator	396	378	-5%
6	SGV	Tier 3/4	256	Commerce - Altadena via Eastern Av & Hill Av (PT)	481	466	-3%
7	SBC	Tier 3/4	550	Exposition Park / USC - San Pedro via Harbor Transitway	383	388	1%
8	SGV	Tier 3/4	665	Cal State LA - City Terrace Shuttle	142	144	1%
9	WSC	Tier 1/2	705	West Hollywood - Vernon via La Cienega Bl & Vernon Av	1,983	2,015	2%
10	SGV	Tier 1/2	605	LAC/USC Medical Ctr - Boyle Heights via Soto St, 4th St & Lorena St (PT)	718	730	2%
11	SGV	Tier 3/4	687	Altadena - Pasadena - Colorado Bl & Allen Av; Los Robles Av & Fair Oaks Av	380	417	10%
12	GWC	Tier 3/4	577	El Monte Station - Long Beach VA Medical Center via I-605 Fwy (PT)	246	273	11%
13	SBC	Tier 1/2	740	EXPO/Crenshaw Station - South Bay Galleria via Hawthorne	769	854	11%
14	SBC	Tier 3/4	205	Imperial/Wilmington Sta. - San Pedro via Wilmington Av, Vermont Av & Western Av (PT)	1,313	1,521	16%
15	SFV	Tier 3/4	96	Downtown LA - Burbank Station via Griffith Pk Dr & Riverside Dr (PT)	331	396	20%
16	SGV	Tier 3/4	267	264 Duarte - Altadena via Duarte Rd & Altadena Dr			
17	SBC	Tier 3/4	125	267 Altadena - El Monte via Temple City Bl & Lincoln Av	640	769	20%
18	WSC	Tier 3/4	218	Plaza El Segundo - Norwalk Station via Rosecrans Av (PT)	1,549	1,866	20%
19	GWC	Tier 3/4	120	Studio City - Beverly Hills via Laurel Canyon Bl (PT)	276	340	23%
20	WSC	Tier 3/4	252	Aviation Station - Whittwood Mall via Imperial Hwy	1,174	1,459	24%
21	SBC	Tier 1/2	710	Montecito Heights - Boyle Heights via Soto St.	573	719	25%
22	SBC	Tier 3/4	130	South Bay Galleria - Wilshire Center via Crenshaw Bl	2,056	2,638	28%
23	SFV	Tier 3/4	236	Redondo Beach - Cerritos via Artesia Bl (PT)	886	1,151	30%
24	SBC	Tier 1/2	232	Sylmar Station - Encino via Balboa	369	482	31%
25	SBC	Tier 1/2	754	Long Beach - LAX via Pacific Coast Hwy & Sepulveda Bl (PT)	2,167	2,838	31%
				Athens - Hollywood via Vermont Ave	6,313	8,347	32%

## Attachment D Analysis of Travel Demand During COVID-19

A detailed analysis of Location Based Services (cell phone location) data was conducted to understand the changes to overall travel with LA County as a result of the pandemic. Analyzing overall travel patterns helps to understand if transit ridership is tracking similarly or not, and if so, where and when are the next emerging markets expected?

Appendix A presents the weekly changes in visits per resident, person miles traveled (PMT), and PMT per visit regionwide, within each service council area, and along key transit corridors compared to Jan 12-18, 2020. Appendix B shows the changes during the AM Peak and Midday time periods for the three geographic levels.

### Regionwide

- Visits/Resident shows a staggered recovery – after an initial drop of 21% in mid-April 2020, travel recovered by about 11% heading into June, 2020 and remained at that level until the end of July, 2020. In August 2020, LA County saw peak case loads for COVID-19, which caused another decline in overall travel before recovering to mid-June levels by the end of September 2020.
- PMT changes followed a similar trend – after a 35% drop in mid-April 2020 compared to January 2020, PMT increased to 12% below January levels in mid-June, signifying 23% recovery. A slight increase was witnessed at the end of August 2020, but then dropped down to June 2020 levels by September 2020.
- PMT per Visit shows that residents made significantly shorter trips in the early weeks of the pandemic – in mid-April 2020, the PMT per visit was about 18% lower than January 2020 levels. As of late September 2020, the trip lengths returned to near January levels (2% lower than Jan), indicating a widening of travel sheds (longer trips were returning).
- Visits/Residents by time of day have changed significantly, with more travel in midday period as compared to AM peaks. While AM peak saw a 47% drop in mid-April 2020, travel in the midday dropped only about 14%. Between June and August 2020, the midday travel was higher than January 2020 levels, while AM Peak stayed around 40% lower. This indicates a change in the travel curve, with AM commute patterns replaced with trips staggered in the off-peak periods. As of September 2020, the curve seems to be reshaping again, with slight increases in AM peak and drops in midday, but midday travel still dominates as PMT recovery in Midday is larger than PMT recovery in AM Peak.

## Service Council Areas

- Metro's jurisdiction is divided into 5 Service Council Areas:
  - GWC – Gateway Cities
  - SBC – South Bay Cities
  - SFV – San Fernando Valley
  - SGV San Gabriel Valley
  - WSC – Westside/Central
- Recovery in Visits/Residents varies significantly by service council area – SGV saw the largest % decrease in mid-April 2020 (-27%), followed by WSC (-25%). GWC had the lowest drop amongst service councils (-17%). WSC has been the slowest to recover (gained 11% since lowest point) while SGV was the fastest to recover (gained 14% since lowest point). WSC travel by residents is the lowest compared to January 2020 levels.
- PMT shows a slightly different trend. While SFV, SBC, WSC, and SGV all declined around 37% in mid-April 2020, WSC and SGV showed the largest gains by mid-September 2020 (24% recovery from lows in mid-April). Overall, by mid-September 2020, SFV was 17% lower than January levels, while WSC is reduced by 12%. This could be partially explained by the reduction in commute trips from SFV, many of which work in the WSC area. GWC is the closest to January 2020 levels as their decline in mid-April 2020 was less pronounced than other areas.
- For PMT per visit, residents of SFV and SBC reduced their trip lengths more than residents of other regions – about 18% shorter trips as compared to January 2020 levels. Reduction in the travel sheds was the least for GWC. Trip lengths for WSC and GWC residents is similar or slightly greater than January 2020 levels, indicating that residents have expanded their travel sheds. SFV and SBC are still 4-5% lower than January 2020 levels.
- For Visits/Resident by time of day, SGV, WSC, and SFV had the largest decreases during the AM peak period (over 50%) in mid-April 2020. Midday travel in GWC saw the lowest drop (-7%), while WSC had a 21% decline. SGV had the largest recovery for both time periods (14% AM Peak and 11% Midday from lows in mid-April 2020), SFV had the slowest recovery. SBC and GWC are closest to mid-January 2020 levels for travel during the midday. In terms of PMT in AM peak period, SFV and WSC had the largest drops in mid-April, while SGV and SBC had the largest drops in midday period.

## Key Transit Corridors

- Out of four corridors showing more than 25% decline in visits/residents, three are situated in WSC. Residents in the Alvarado BL (which covers parts of USC)



showed the largest drop (-33%) in mid-April 2020, followed by Ventura BL and Santa Monica BL which dropped around 27% from the January 2020 levels. Avalon/Central Watts to Carson corridor witnessed the lowest drop (- 11%) from January. In September 2020, this corridor shows travel closest to January levels, while the corridors most reduced from January levels of travel are the Silver Line (El Monte – Downtown LA), Ventura BL, and Santa Monica BL.

- For PMT, Santa Monica BL and Ventura BL had the largest decreases in mid-April 2020 (down over 40%), while Avalon/Central Watts, Slauson Av, and Florence Av reduced to only around 15% of pre-pandemic levels. Recovery rates vary widely – travel by residents along Santa Monica BL and Ventura BL are still 22% below January 2020 levels, while several corridors in SGV (Line 18, Lines 68/770) and GWC (Slauson Av, Florence Av, Long Beach Av) are near or slightly higher.
- For PMT per visit, Santa Monica BL, Ventura BL and Silver Line (El Monte – Downtown LA) corridor showed the largest drops, while residents in GWC corridors (Slauson Av, Florence Av, Long Beach Av), Alvarado BL, and Van Nuys BL showed the least constriction in travel shed sizes (< 10% drops from January 2020 levels). Almost all corridors (except Ventura BL and Santa Monica BL) are at or above January levels.
- For Visits/Resident by time periods, WSC and SFV corridors witnessed the largest drops in mid-April 2020 for both AM peak and midday periods. Midday travel along Alvarado BL saw the biggest jump (over 23%) from mid-April to mid-September 2020, though it is still 15% lower than January 2020 levels. Wilshire BL, Avalon/Central Watts, Florence Av, Long Beach Av are all near or above January levels by mid-September 2020.

Appendix A

% Change in Visits/Resident by Corridor (Reference Week = Jan 12 - Jan 18)

Service Council	Home Location	JAN 12 -	APR 19 -	APR 26 -	MAY 03 -	MAY 10 -	MAY 17 -	JUN 07 -	JUN 14 -	JUN 21 -	JUN 28 -	JUL 05 -	JUL 12 -	JUL 19 -	JUL 26 -	AUG 02 -	AUG 09 -	AUG 16 -	AUG 23 -	SEP 06 -	SEP 20 -	
		JAN 18	APR 25	MAY 02	MAY 09	MAY 16	MAY 23	JUN 13	JUN 20	JUN 27	JUL 04	JUL 11	JUL 18	JUL 25	AUG 01	AUG 08	AUG 15	AUG 22	AUG 29	SEP 12	SEP 26	
SFV	Van Nuys Bl only between Foothill and Ventura		-17%	-13%	-13%	-13%	-10%	-7%	-3%	-3%	-7%	-3%	-7%	-10%	-10%	-7%	-7%	-7%	-3%	-7%	-7%	
	Ventura Bl between Universal City Station and Topanga Canyon		-28%	-24%	-21%	-21%	-21%	-14%	-10%	-10%	-14%	-14%	-14%	-17%	-17%	-17%	-14%	-10%	-17%	-14%		
	<b>Entire Service Council (SFV)</b>		<b>-23%</b>	<b>-20%</b>	<b>-20%</b>	<b>-20%</b>	<b>-17%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-13%</b>	<b>-10%</b>	<b>-17%</b>	<b>-13%</b>	
SBC	Rosecrans Av 2		-20%	-17%	-17%	-17%	-13%	-10%	-10%	-10%	-10%	-7%	-10%	-10%	-13%	-13%	-13%	-10%	-10%	-13%	-10%	
	Avalon/Central Watts to Carson		-11%	-7%	-11%	-7%	-4%	0%	-4%	-4%	-4%	-4%	-4%	-4%	-7%	-7%	-7%	-4%	-4%	-7%	-4%	
	<b>Entire Service Council (SBC)</b>		<b>-21%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-14%</b>	<b>-7%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-14%</b>	<b>-14%</b>	<b>-14%</b>	<b>-10%</b>	<b>-7%</b>	<b>-14%</b>	<b>-10%</b>	
WSC	Santa Monica BL from Sunset BL to City of Santa Monica		-27%	-27%	-27%	-23%	-23%	-15%	-15%	-15%	-15%	-12%	-15%	-15%	-19%	-19%	-15%	-12%	-12%	-15%	-12%	
	Wilshire BL from 110 fwy to Wilshire/ Santa Monica BL		-25%	-21%	-21%	-18%	-18%	-14%	-11%	-14%	-11%	-11%	-11%	-14%	-14%	-14%	-14%	-14%	-11%	-11%	-7%	
	3rd St from La Cienega BL to 110 fwy		-22%	-19%	-19%	-19%	-15%	-11%	-7%	-11%	-11%	-11%	-7%	-7%	-15%	-15%	-15%	-11%	-7%	-11%	-7%	
	<b>Entire Service Council (WSC)</b>		<b>-33%</b>	<b>-30%</b>	<b>-30%</b>	<b>-26%</b>	<b>-26%</b>	<b>-19%</b>	<b>-19%</b>	<b>-19%</b>	<b>-19%</b>	<b>-15%</b>	<b>-15%</b>	<b>-15%</b>	<b>-19%</b>	<b>-19%</b>	<b>-19%</b>	<b>-15%</b>	<b>-11%</b>	<b>-15%</b>	<b>-7%</b>	
SGV	10-Fwy Corridor Between El Monte Station to Alameda/Busway (Silver Line & 487/489)		-24%	-24%	-21%	-21%	-17%	-17%	-14%	-14%	-14%	-14%	-14%	-14%	-17%	-17%	-17%	-17%	-14%	-17%	-14%	
	Line 18 (Whittier Corridor between atlantic & Soto)		-17%	-14%	-14%	-14%	-14%	-7%	-3%	-7%	-7%	-7%	-3%	-7%	-14%	-10%	-10%	-10%	-3%	-10%	-7%	
	Lines 68/770 (Cesar Chavez btw Atlantic & Soto) & Line 70 (Garvey btw Santa Anita & Atlantic)		-18%	-14%	-14%	-14%	-11%	-7%	-7%	-7%	-7%	-7%	-7%	-7%	-11%	-11%	-11%	-11%	-7%	-11%	-7%	
	<b>Entire Service Council (SGV)</b>		<b>-21%</b>	<b>-21%</b>	<b>-17%</b>	<b>-17%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-10%</b>	<b>-14%</b>	<b>-14%</b>	<b>-17%</b>	<b>-17%</b>	<b>-20%</b>	<b>-20%</b>	<b>-17%</b>	<b>-13%</b>	<b>-20%</b>	<b>-13%</b>
GWC	Slauson Av Corridor Between I-110 Fwy to Rosemead Bl		-14%	-11%	-11%	-7%	-7%	-7%	-7%	-7%	-7%	-7%	-11%	-7%	-11%	-11%	-11%	-11%	-7%	-11%	-7%	
	Florence Av Corridor Between I-110 Fwy to Norwalk Station		-14%	-14%	-10%	-10%	-10%	-7%	-3%	-3%	-7%	-7%	-7%	-7%	-10%	-10%	-7%	-7%	-3%	-7%	-3%	
	Long Beach Av Corridor btwn Slauson Av to Artesia A-Line (Blue) Station		-17%	-14%	-14%	-10%	-10%	-10%	-7%	-7%	-7%	-7%	-7%	-7%	-7%	-7%	-7%	-10%	-10%	-7%	-10%	-7%
	<b>Entire Service Council (GWC)</b>		<b>-17%</b>	<b>-14%</b>	<b>-14%</b>	<b>-14%</b>	<b>-10%</b>	<b>-7%</b>	<b>-7%</b>	<b>-7%</b>	<b>-7%</b>	<b>-7%</b>	<b>-7%</b>	<b>-10%</b>	<b>-10%</b>	<b>-14%</b>	<b>-14%</b>	<b>-14%</b>	<b>-10%</b>	<b>-7%</b>	<b>-10%</b>	<b>-7%</b>
All SC	All Service Councils		-21%	-21%	-17%	-17%	-17%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-17%	-14%	-14%	-14%	-10%	-14%	-10%	

% Change in Daily PMT by Corridor (Reference Week = Jan 12 - Jan 18)

Service Council	Home Location	JAN 12 -	APR 19 -	APR 26 -	MAY 03 -	MAY 10 -	MAY 17 -	JUN 07 -	JUN 14 -	JUN 21 -	JUN 28 -	JUL 05 -	JUL 12 -	JUL 19 -	JUL 26 -	AUG 02 -	AUG 09 -	AUG 16 -	AUG 23 -	SEP 06 -	SEP 20 -
		JAN 18	APR 25	MAY 02	MAY 09	MAY 16	MAY 23	JUN 13	JUN 20	JUN 27	JUL 04	JUL 11	JUL 18	JUL 25	AUG 01	AUG 08	AUG 15	AUG 22	AUG 29	SEP 12	SEP 26
SFV	Van Nuys Bl only between Foothill and Ventura		-24%	-21%	-18%	-16%	-15%	-1%	-1%	0%	-3%	-2%	0%	0%	-7%	-7%	-3%	-2%	2%	-4%	-3%
	Ventura Bl between Universal City Station and Topanga Canyon		-44%	-40%	-34%	-34%	-31%	-16%	-14%	-14%	-18%	-14%	-13%	-14%	-22%	-23%	-23%	-19%	-9%	-24%	-21%
	<b>Entire Service Council (SFV)</b>		<b>-37%</b>	<b>-34%</b>	<b>-31%</b>	<b>-29%</b>	<b>-26%</b>	<b>-13%</b>	<b>-12%</b>	<b>-12%</b>	<b>-13%</b>	<b>-13%</b>	<b>-13%</b>	<b>-12%</b>	<b>-20%</b>	<b>-21%</b>	<b>-19%</b>	<b>-17%</b>	<b>-10%</b>	<b>-21%</b>	<b>-17%</b>
SBC	Rosecrans Av 2		-32%	-28%	-27%	-26%	-21%	-14%	-11%	-12%	-14%	-8%	-11%	-13%	-14%	-14%	-14%	-12%	-10%	-12%	-9%
	Avalon/Central Watts to Carson		-21%	-15%	-16%	-15%	-7%	0%	-1%	-1%	-4%	-1%	-1%	-1%	-8%	-11%	-8%	-3%	6%	-6%	3%
	<b>Entire Service Council (SBC)</b>		<b>-36%</b>	<b>-32%</b>	<b>-30%</b>	<b>-29%</b>	<b>-25%</b>	<b>-15%</b>	<b>-14%</b>	<b>-16%</b>	<b>-16%</b>	<b>-15%</b>	<b>-16%</b>	<b>-15%</b>	<b>-21%</b>	<b>-23%</b>	<b>-21%</b>	<b>-17%</b>	<b>-12%</b>	<b>-20%</b>	<b>-15%</b>
WSC	Santa Monica BL from Sunset BL to City of Santa Monica		-49%	-42%	-41%	-41%	-37%	-22%	-22%	-22%	-19%	-19%	-24%	-22%	-26%	-28%	-22%	-19%	-15%	-24%	-22%
	Wilshire BL from 110 fwy to Wilshire/ Santa Monica BL		-34%	-30%	-27%	-26%	-21%	-12%	-12%	-13%	-13%	-9%	-9%	-15%	-16%	-14%	-11%	-4%	-10%	-6%	
	3rd St from La Cienega BL to 110 fwy		-36%	-29%	-25%	-27%	-23%	-13%	-10%	-12%	-12%	-11%	-10%	-6%	-17%	-20%	-15%	-14%	-7%	-13%	-6%
	<b>Entire Service Council (WSC)</b>		<b>-37%</b>	<b>-30%</b>	<b>-29%</b>	<b>-21%</b>	<b>-16%</b>	<b>-9%</b>	<b>-2%</b>	<b>-4%</b>	<b>-3%</b>	<b>-5%</b>	<b>-5%</b>	<b>-11%</b>	<b>-6%</b>	<b>-6%</b>	<b>4%</b>	<b>10%</b>	<b>1%</b>	<b>7%</b>	
SGV	10-Fwy Corridor Between El Monte Station to Alameda/Busway (Silver Line & 487/489)		-39%	-34%	-31%	-29%	-25%	-19%	-15%	-16%	-16%	-14%	-16%	-16%	-20%	-21%	-20%	-15%	-11%	-16%	-11%
	Line 18 (Whittier Corridor between atlantic & Soto)		-21%	-21%	-14%	-12%	-12%	-3%	-1%	-7%	-8%	-3%	-3%	-3%	-10%	-11%	-7%	-7%	7%	-8%	3%
	Lines 68/770 (Cesar Chavez btw Atlantic & Soto) & Line 70 (Garvey btw Santa Anita & Atlantic)		-27%	-22%	-18%	-17%	-13%	-5%	-4%	-5%	-8%	-5%	-6%	-5%	-8%	-10%	-9%	-5%	-1%	-8%	2%
	<b>Entire Service Council (SGV)</b>		<b>-34%</b>	<b>-29%</b>	<b>-24%</b>	<b>-22%</b>	<b>-21%</b>	<b>-11%</b>	<b>-6%</b>	<b>-8%</b>	<b>-10%</b>	<b>-9%</b>	<b>-10%</b>	<b>-13%</b>	<b>-18%</b>	<b>-16%</b>	<b>-18%</b>	<b>-10%</b>	<b>-4%</b>	<b>-14%</b>	<b>-5%</b>
GWC	Slauson Av Corridor Between I-110 Fwy to Rosemead Bl		-22%	-17%	-16%	-12%	-10%	-6%	-7%	-10%	-9%	-7%	-7%	-7%	-10%	-11%	-11%	-8%	-1%	-8%	-2%
	Florence Av Corridor Between I-110 Fwy to Norwalk Station		-21%	-15%	-13%	-10%	-8%	-1%	1%	1%	-1%	2%	-1%	1%	-4%	-4%	-3%	3%	10%	-2%	8%
	Long Beach Av Corridor btwn Slauson Av to Artesia A-Line (Blue) Station		-24%	-22%	-19%	-14%	-9%	-6%	-3%	-3%	-3%	-4%	-4%	-4%	-6%	-8%	-8%	-7%	-1%	-9%	-2%
	<b>Entire Service Council (GWC)</b>		<b>-28%</b>	<b>-23%</b>	<b>-21%</b>	<b>-20%</b>	<b>-15%</b>	<b>-8%</b>	<b>-6%</b>	<b>-8%</b>	<b>-10%</b>	<b>-8%</b>	<b>-9%</b>	<b>-9%</b>	<b>-14%</b>	<b>-15%</b>	<b>-13%</b>	<b>-10%</b>	<b>-3%</b>	<b>-13%</b>	<b>-6%</b>
All SC	All Service Councils		-35%	-31%	-28%	-27%	-23%	-13%	-11%	-12%	-14%	-12%	-13%	-13%	-19%	-21%	-18%	-15%	-9%	-18%	-12%

% Change in PMT per visit by Corridor (Reference Week = Jan 12 - Jan 18)

Service Council	Home Location	JAN 12 - JAN 18	APR 19 - APR 25	APR 26 - MAY 02	MAY 03 - MAY 09	MAY 10 - MAY 16	MAY 17 - MAY 23	JUN 07 - JUN 13	JUN 14 - JUN 20	JUN 21 - JUN 27	JUN 28 - JUL 04	JUL 05 - JUL 11	JUL 12 - JUL 18	JUL 19 - JUL 25	JUL 26 - AUG 01	AUG 02 - AUG 08	AUG 09 - AUG 15	AUG 16 - AUG 22	AUG 23 - AUG 29	SEP 06 - SEP 12	SEP 20 - SEP 26
SFV	Van Nuys Bl only between Foothill and Ventura		-8%	-9%	-6%	-4%	-6%	6%	3%	3%	4%	1%	7%	7%	3%	3%	4%	5%	5%	3%	4%
	Ventura Bl between Universal City Station and Topanga Canyon		-22%	-21%	-17%	-17%	-13%	-3%	-4%	-5%	-5%	0%	1%	-1%	-6%	-6%	-6%	-6%	2%	-8%	-9%
	<b>Entire Service Council (SFV)</b>		<b>-18%</b>	<b>-17%</b>	<b>-13%</b>	<b>-11%</b>	<b>-12%</b>	<b>-4%</b>	<b>-2%</b>	<b>-2%</b>	<b>-3%</b>	<b>-3%</b>	<b>-3%</b>	<b>-3%</b>	<b>-4%</b>	<b>-5%</b>	<b>-3%</b>	<b>-4%</b>	<b>0%</b>	<b>-5%</b>	<b>-4%</b>
SBC	Rosecrans Av 2		-15%	-14%	-12%	-11%	-9%	-4%	-1%	-2%	-4%	-2%	-1%	-3%	-1%	-1%	-1%	-2%	0%	1%	1%
	Avalon/Central Watts to Carson		-12%	-9%	-6%	-9%	-4%	0%	3%	3%	-1%	3%	2%	2%	-1%	-4%	-1%	1%	10%	2%	7%
	<b>Entire Service Council (SBC)</b>		<b>-19%</b>	<b>-18%</b>	<b>-15%</b>	<b>-14%</b>	<b>-13%</b>	<b>-9%</b>	<b>-4%</b>	<b>-6%</b>	<b>-6%</b>	<b>-5%</b>	<b>-6%</b>	<b>-6%</b>	<b>-9%</b>	<b>-11%</b>	<b>-9%</b>	<b>-7%</b>	<b>-5%</b>	<b>-8%</b>	<b>-5%</b>
WSC	Santa Monica BL from Sunset BL to City of Santa Monica		-30%	-21%	-20%	-24%	-18%	-7%	-7%	-7%	-4%	-8%	-10%	-7%	-9%	-11%	-7%	-8%	-4%	-10%	-11%
	Wilshire BL from 110 fwy to Wilshire/ Santa Monica BL		-12%	-11%	-7%	-10%	-3%	3%	-1%	1%	2%	-2%	2%	2%	-1%	-2%	0%	4%	7%	1%	1%
	3rd St from La Cienega BL to 110 fwy		-18%	-13%	-8%	-10%	-9%	-2%	-3%	-1%	-1%	-4%	-3%	1%	-3%	-6%	-1%	-3%	0%	-2%	1%
	Alvarado BL from Logan/Montana to Exposition/Flower		-6%	0%	1%	6%	13%	12%	21%	20%	18%	14%	11%	11%	10%	15%	15%	22%	23%	19%	16%
	<b>Entire Service Council (WSC)</b>		<b>-15%</b>	<b>-14%</b>	<b>-10%</b>	<b>-8%</b>	<b>-8%</b>	<b>1%</b>	<b>-1%</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>-1%</b>	<b>-3%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>	<b>0%</b>	<b>3%</b>
SGV	10-Fwy Corridor Between El Monte Station to Alameda/Busway (Silver Line & 487/489)		-20%	-13%	-13%	-10%	-9%	-2%	-2%	-2%	-2%	-1%	-3%	-3%	-3%	-5%	-3%	3%	4%	1%	4%
	Line 18 (Whittier Corridor between atlantic & Soto)		-5%	-8%	0%	2%	2%	4%	2%	0%	-1%	4%	1%	4%	4%	-1%	4%	3%	11%	3%	11%
	Lines 68/770 (Cesar Chavez btw Atlantic & Soto) & Line 70 (Garvey btw Santa Anita & Atlantic)		-11%	-9%	-4%	-3%	-3%	2%	4%	3%	-1%	3%	1%	3%	3%	1%	2%	6%	7%	3%	9%
	Lines 260/762 (Atlantic Corridor Between Huntington Dr. & Imperial)		-17%	-10%	-8%	-6%	-5%	-1%	5%	3%	0%	2%	4%	2%	0%	-3%	0%	1%	7%	0%	6%
<b>Entire Service Council (SGV)</b>		<b>-15%</b>	<b>-14%</b>	<b>-13%</b>	<b>-11%</b>	<b>-7%</b>	<b>-3%</b>	<b>-1%</b>	<b>-3%</b>	<b>-5%</b>	<b>-4%</b>	<b>0%</b>	<b>-3%</b>	<b>-4%</b>	<b>-2%</b>	<b>-2%</b>	<b>1%</b>	<b>-4%</b>	<b>-1%</b>	<b>-1%</b>	
GWC	Slauson Av Corridor Between I-110 Fwy to Rosemead Bl		-9%	-7%	-6%	-5%	-4%	1%	0%	-3%	-2%	0%	4%	0%	0%	-1%	-1%	3%	7%	3%	5%
	Florence Av Corridor Between I-110 Fwy to Norwalk Station		-8%	-1%	-3%	0%	3%	7%	5%	5%	6%	10%	6%	8%	7%	7%	4%	11%	14%	5%	12%
	Long Beach Av Corridor btwn Slauson Av to Artesia A-Line (Blue) Station		-8%	-9%	-7%	-4%	1%	0%	4%	4%	4%	3%	0%	4%	1%	-1%	3%	4%	7%	1%	5%
	<b>Entire Service Council (GWC)</b>		<b>-13%</b>	<b>-11%</b>	<b>-9%</b>	<b>-7%</b>	<b>-5%</b>	<b>-1%</b>	<b>1%</b>	<b>-1%</b>	<b>-3%</b>	<b>-1%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>-2%</b>	<b>1%</b>	<b>1%</b>	<b>4%</b>	<b>-3%</b>	<b>1%</b>
All SC	<b>All Service Councils</b>		<b>-18%</b>	<b>-13%</b>	<b>-13%</b>	<b>-11%</b>	<b>-7%</b>	<b>-3%</b>	<b>-1%</b>	<b>-2%</b>	<b>-4%</b>	<b>-2%</b>	<b>-3%</b>	<b>-3%</b>	<b>-2%</b>	<b>-8%</b>	<b>-5%</b>	<b>-1%</b>	<b>2%</b>	<b>-5%</b>	<b>-2%</b>

Appendix B

% Change in Daily PMT by Corridor and Time of Day (Reference Week = Jan 12 - Jan 18)

Service Council	Home Location	Time of Day	JAN 12 -	APR 19 -	APR 26 -	MAY 03 -	MAY 10 -	MAY 17 -	JUN 07 -	JUN 14 -	JUN 21 -	JUN 28 -	JUL 05 -	JUL 12 -	JUL 19 -	JUL 26 -	AUG 02 -	AUG 09 -	AUG 16 -	AUG 23 -	SEP 06 -	SEP 20 -
			JAN 18	APR 25	MAY 02	MAY 09	MAY 16	MAY 23	JUN 13	JUN 20	JUN 27	JUL 04	JUL 11	JUL 18	JUL 25	AUG 01	AUG 08	AUG 15	AUG 22	AUG 29	SEP 12	SEP 26
SFV	Van Nuys Bl only between Foothill and Ventura	AM Peak (6 AM - 9 AM)		-3%	-4%	1%	-5%	-6%	-2%	3%	5%	3%	-3%	7%	2%	5%	3%	3%	5%	7%	5%	10%
		Midday (9 AM - 2 PM)		-2%	-1%	1%	-1%	5%	17%	15%	17%	18%	19%	22%	16%	10%	7%	17%	15%	15%	17%	10%
	Ventura Bl between Universal City Station and Topanga Canyon	AM Peak (6 AM - 9 AM)		-27%	-31%	-23%	-19%	-17%	-21%	-10%	-15%	-13%	-12%	-11%	-8%	-15%	-12%	-14%	-11%	-10%	-17%	-16%
	Midday (9 AM - 2 PM)		-14%	-9%	-7%	-4%	-4%	11%	21%	9%	10%	10%	12%	10%	7%	6%	8%	4%	11%	1%	2%	
	<b>Entire Service Council (SFV)</b>	<b>AM Peak (6 AM - 9 AM)</b>		-12%	-14%	-10%	-9%	-8%	-6%	-2%	-3%	-4%	-2%	0%	-6%	-6%	-6%	-3%	-1%	-8%	-1%	
		<b>Midday (9 AM - 2 PM)</b>		-8%	-6%	-4%	-4%	-1%	11%	13%	14%	11%	12%	13%	9%	7%	9%	6%	9%	6%	5%	
SBC	Rosecrans Av 2	AM Peak (6 AM - 9 AM)		-8%	-15%	-4%	-4%	-2%	-7%	-1%	-3%	5%	3%	3%	2%	2%	0%	-2%	1%	3%	-3%	3%
		Midday (9 AM - 2 PM)		-16%	-16%	-8%	-7%	-4%	-1%	6%	1%	7%	5%	6%	0%	0%	3%	2%	2%	-2%	8%	7%
	Avalon/Central Watts to Carson	AM Peak (6 AM - 9 AM)		-8%	-9%	-1%	-3%	1%	-2%	2%	1%	-3%	-1%	1%	-3%	-7%	-8%	-1%	-2%	4%	-8%	5%
	Midday (9 AM - 2 PM)		0%	5%	1%	7%	18%	17%	23%	20%	16%	22%	22%	20%	10%	15%	17%	18%	18%	18%	23%	
	<b>Entire Service Council (SBC)</b>	<b>AM Peak (6 AM - 9 AM)</b>		-11%	-13%	-8%	-7%	-5%	-7%	-2%	-3%	-5%	-3%	-6%	-1%	-6%	-7%	-6%	-5%	-5%	-7%	-2%
		<b>Midday (9 AM - 2 PM)</b>		-11%	-9%	-4%	-3%	-2%	5%	11%	7%	8%	8%	7%	6%	5%	4%	7%	5%	5%	4%	6%
WSC	Santa Monica BL from Sunset BL to City of Santa Monica	AM Peak (6 AM - 9 AM)		-34%	-29%	-16%	-27%	-27%	-9%	-9%	-16%	-9%	-7%	-14%	-7%	-12%	-15%	-13%	-13%	-12%	-9%	-11%
		Midday (9 AM - 2 PM)		-26%	-14%	-21%	-9%	-10%	20%	22%	11%	27%	10%	-3%	2%	2%	2%	20%	7%	8%	9%	2%
	Wilshire BL from 110 fwy to Wilshire/ Santa Monica BL	AM Peak (6 AM - 9 AM)		-16%	-6%	-12%	-6%	-4%	-3%	1%	-4%	-5%	-3%	-6%	1%	-1%	-10%	-5%	-1%	-2%	-2%	-1%
		Midday (9 AM - 2 PM)		-3%	-3%	1%	4%	5%	20%	18%	11%	19%	8%	17%	8%	7%	4%	11%	12%	15%	16%	18%
	3rd St from La Cienega BL to 110 fwy	AM Peak (6 AM - 9 AM)		-24%	-14%	-8%	-5%	-7%	-6%	-1%	-6%	-8%	-9%	-3%	-3%	-6%	-7%	-14%	-9%	-5%	-7%	0%
		Midday (9 AM - 2 PM)		-6%	2%	7%	4%	5%	13%	13%	12%	19%	9%	17%	9%	6%	3%	16%	8%	7%	5%	9%
	Alvarado BL from Logan/Montana to Exposition/Flower	AM Peak (6 AM - 9 AM)		-1%	-10%	1%	2%	8%	8%	12%	8%	9%	8%	11%	2%	-3%	4%	7%	20%	15%	12%	7%
	Midday (9 AM - 2 PM)		-4%	9%	3%	21%	28%	23%	22%	17%	20%	16%	21%	11%	11%	16%	15%	26%	25%	28%	19%	26%
	<b>Entire Service Council (WSC)</b>	<b>AM Peak (6 AM - 9 AM)</b>		-12%	-13%	-10%	-8%	-7%	-6%	-4%	-3%	-3%	-4%	-4%	-2%	-5%	-7%	-6%	-3%	0%	-6%	2%
		<b>Midday (9 AM - 2 PM)</b>		-7%	-6%	-3%	-1%	0%	11%	13%	13%	15%	11%	10%	11%	7%	6%	10%	5%	11%	8%	15%
SGV	10-Fwy Corridor Between El Monte Station to Alameda/Busway (Silver Line & 4	AM Peak (6 AM - 9 AM)		-8%	-7%	-6%	-3%	-1%	-1%	4%	0%	0%	-2%	3%	1%	-1%	2%	5%	6%	1%	8%	
		Midday (9 AM - 2 PM)		-15%	-10%	-8%	-4%	-4%	1%	6%	4%	6%	8%	6%	3%	1%	3%	6%	7%	9%		
	Line 18 (Whittier Corridor between atlantic & Soto)	AM Peak (6 AM - 9 AM)		4%	-13%	0%	1%	0%	-5%	-5%	-1%	4%	-5%	0%	13%	2%	0%	6%	5%	20%	3%	10%
		Midday (9 AM - 2 PM)		5%	4%	9%	7%	15%	12%	11%	14%	11%	12%	19%	11%	8%	12%	14%	9%	14%	5%	22%
	Lines 68/770 (Cesar Chavez Corridor btw Atlantic & Soto) & Line 70 (Garvey Co	AM Peak (6 AM - 9 AM)		5%	3%	9%	4%	7%	7%	9%	14%	10%	8%	10%	16%	12%	11%	8%	13%	17%	8%	18%
	Midday (9 AM - 2 PM)		-5%	2%	2%	3%	6%	9%	7%	12%	11%	11%	10%	13%	11%	10%	8%	7%	9%	9%	17%	
	Lines 260/762 (Atlantic Corridor Between Huntington Dr. & Imperial)	AM Peak (6 AM - 9 AM)		-9%	-2%	-1%	-6%	-3%	1%	0%	6%	-1%	4%	-1%	5%	-4%	-5%	-4%	5%	1%	-1%	4%
	Midday (9 AM - 2 PM)		-11%	-5%	2%	5%	-2%	10%	7%	13%	1%	5%	4%	3%	0%	9%	1%	4%	7%	2%	9%	
	<b>Entire Service Council (SGV)</b>	<b>AM Peak (6 AM - 9 AM)</b>		-8%	-8%	-5%	-3%	-2%	0%	2%	3%	-2%	0%	-2%	1%	-2%	-2%	-3%	-1%	3%	-5%	5%
		<b>Midday (9 AM - 2 PM)</b>		-12%	-8%	-5%	-4%	-1%	8%	9%	8%	8%	7%	7%	9%	4%	2%	4%	3%	5%	3%	5%
GWC	Slauson Av Corridor Between I-110 Fwy to Rosemead Bl	AM Peak (6 AM - 9 AM)		1%	7%	11%	7%	8%	5%	2%	4%	3%	-2%	3%	4%	5%	5%	2%	1%	12%	3%	10%
		Midday (9 AM - 2 PM)		1%	0%	6%	9%	13%	13%	13%	14%	12%	13%	15%	17%	9%	8%	13%	10%	19%	16%	17%
	Florence Av Corridor Between I-110 Fwy to Norwalk Station	AM Peak (6 AM - 9 AM)		4%	-2%	5%	5%	8%	11%	11%	10%	8%	15%	18%	15%	8%	16%	8%	19%	17%	10%	22%
		Midday (9 AM - 2 PM)		2%	4%	4%	9%	12%	18%	18%	17%	12%	17%	14%	17%	13%	17%	15%	19%	20%	15%	17%
	Long Beach Av Corridor btwn Slauson Av to Artesia A-Line (Blue) Station	AM Peak (6 AM - 9 AM)		4%	0%	9%	13%	9%	8%	13%	17%	10%	12%	19%	16%	15%	13%	10%	12%	17%	7%	14%
	Midday (9 AM - 2 PM)		2%	-1%	3%	4%	15%	3%	10%	7%	13%	12%	7%	15%	17%	6%	4%	4%	10%	11%	11%	
	<b>Entire Service Council (GWC)</b>	<b>AM Peak (6 AM - 9 AM)</b>		-4%	-6%	0%	0%	2%	1%	2%	3%	0%	1%	2%	3%	1%	1%	0%	2%	5%	-1%	8%
		<b>Midday (9 AM - 2 PM)</b>		-5%	-4%	-1%	1%	6%	10%	11%	10%	10%	11%	10%	11%	8%	7%	6%	10%	7%	9%	
All SC	<b>All Service Councils</b>	<b>AM Peak (6 AM - 9 AM)</b>		-9%	-10%	-6%	-5%	-3%	-3%	0%	0%	-2%	-1%	-2%	0%	-3%	-4%	-4%	-1%	1%	-5%	3%
		<b>Midday (9 AM - 2 PM)</b>		-8%	-6%	-3%	-2%	1%	10%	12%	11%	12%	10%	10%	11%	7%	6%	8%	5%	9%	6%	8%

% Change in Visits/Resident by Corridor and Time of Day (Reference Week = Jan 12 - Jan 18)

Service Council	Home Location	Time of Day	JAN 12 -	APR 19 -	APR 26 -	MAY 03 -	MAY 10 -	MAY 17 -	JUN 07 -	JUN 14 -	JUN 21 -	JUN 28 -	JUL 05 -	JUL 12 -	JUL 19 -	JUL 26 -	AUG 02 -	AUG 09 -	AUG 16 -	AUG 23 -	SEP 06 -	SEP 20 -	
			JAN 18	APR 25	MAY 02	MAY 09	MAY 16	MAY 23	JUN 13	JUN 20	JUN 27	JUL 04	JUL 11	JUL 18	JUL 25	AUG 01	AUG 08	AUG 15	AUG 22	AUG 29	SEP 12	SEP 26	
SFV	Van Nuys Bl only between Foothill and Ventura	AM Peak (6 AM - 9 AM)		-39%	-33%	-33%	-34%	-34%	-29%	-30%	-30%	-32%	-25%	-29%	-30%	-31%	-33%	-28%	-27%	-22%	-32%	-27%	
		Midday (9 AM - 2 PM)		-5%	-4%	-2%	-3%	4%	11%	11%	10%	9%	10%	3%	4%	-3%	-2%	7%	2%	5%	1%	-4%	
	Ventura Bl between Universal City Station and Topanga Canyon	AM Peak (6 AM - 9 AM)		-57%	-54%	-49%	-54%	-54%	-48%	-47%	-47%	-50%	-43%	-40%	-42%	-49%	-46%	-43%	-36%	-46%	-46%	-43%	
		Midday (9 AM - 2 PM)		-21%	-17%	-14%	-10%	-10%	5%	7%	5%	5%	2%	1%	-1%	-8%	-9%	-4%	-2%	1%	-9%	-9%	
<b>Entire Service Council (SFV)</b>		<b>AM Peak (6 AM - 9 AM)</b>		<b>-50%</b>	<b>-47%</b>	<b>-47%</b>	<b>-48%</b>	<b>-46%</b>	<b>-39%</b>	<b>-40%</b>	<b>-41%</b>	<b>-41%</b>	<b>-37%</b>	<b>-36%</b>	<b>-37%</b>	<b>-43%</b>	<b>-44%</b>	<b>-42%</b>	<b>-38%</b>	<b>-33%</b>	<b>-44%</b>	<b>-38%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-14%</b>	<b>-12%</b>	<b>-10%</b>	<b>-11%</b>	<b>-6%</b>	<b>6%</b>	<b>5%</b>	<b>3%</b>	<b>6%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>-8%</b>	<b>-8%</b>	<b>-7%</b>	<b>-6%</b>	<b>-2%</b>	<b>-10%</b>	<b>-10%</b>	
SBC	Rosecrans Av 2	AM Peak (6 AM - 9 AM)		-44%	-44%	-43%	-43%	-40%	-36%	-37%	-38%	-39%	-32%	-32%	-34%	-39%	-39%	-35%	-33%	-30%	-39%	-34%	
		Midday (9 AM - 2 PM)		-15%	-13%	-11%	-13%	-8%	1%	1%	-2%	2%	4%	-4%	-5%	-9%	-7%	-7%	-6%	-6%	-8%	-5%	
	Avalon/Central Watts to Carson	AM Peak (6 AM - 9 AM)		-36%	-34%	-34%	-34%	-30%	-24%	-30%	-34%	-33%	-31%	-30%	-28%	-34%	-35%	-33%	-26%	-22%	-35%	-30%	
		Midday (9 AM - 2 PM)		4%	9%	2%	6%	14%	18%	14%	11%	14%	12%	12%	13%	4%	7%	6%	8%	10%	4%	7%	
<b>Entire Service Council (SBC)</b>		<b>AM Peak (6 AM - 9 AM)</b>		<b>-46%</b>	<b>-45%</b>	<b>-45%</b>	<b>-45%</b>	<b>-41%</b>	<b>-36%</b>	<b>-38%</b>	<b>-40%</b>	<b>-41%</b>	<b>-37%</b>	<b>-36%</b>	<b>-37%</b>	<b>-41%</b>	<b>-42%</b>	<b>-39%</b>	<b>-35%</b>	<b>-30%</b>	<b>-40%</b>	<b>-35%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-11%</b>	<b>-8%</b>	<b>-8%</b>	<b>-8%</b>	<b>-3%</b>	<b>10%</b>	<b>4%</b>	<b>2%</b>	<b>5%</b>	<b>4%</b>	<b>2%</b>	<b>2%</b>	<b>-5%</b>	<b>-5%</b>	<b>-4%</b>	<b>-1%</b>	<b>3%</b>	<b>-6%</b>	<b>-5%</b>	
WSC	Santa Monica BL from Sunset BL to City of Santa Monica	AM Peak (6 AM - 9 AM)		-54%	-55%	-55%	-53%	-53%	-42%	-46%	-46%	-45%	-39%	-39%	-42%	-45%	-51%	-44%	-39%	-33%	-45%	-39%	
		Midday (9 AM - 2 PM)		-28%	-26%	-25%	-20%	-22%	-8%	-6%	-8%	-5%	-5%	-9%	-9%	-16%	-17%	-10%	-6%	-9%	-9%	-10%	
	Wilshire BL from 110 fwy to Wilshire/ Santa Monica BL	AM Peak (6 AM - 9 AM)		-50%	-48%	-48%	-45%	-44%	-38%	-36%	-45%	-41%	-36%	-33%	-36%	-42%	-43%	-42%	-39%	-34%	-37%	-31%	
		Midday (9 AM - 2 PM)		-18%	-17%	-16%	-11%	-8%	-3%	-1%	-7%	-6%	-1%	-2%	-3%	-10%	-11%	-9%	-9%	-6%	-6%	-4%	
	3rd St from La Cienega BL to 110 fwy	AM Peak (6 AM - 9 AM)		-49%	-46%	-45%	-46%	-39%	-35%	-35%	-41%	-39%	-32%	-35%	-32%	-41%	-41%	-41%	-34%	-30%	-37%	-30%	
		Midday (9 AM - 2 PM)		-15%	-11%	-9%	-11%	-7%	0%	5%	-3%	0%	1%	1%	0%	-11%	-11%	-9%	-6%	-1%	-5%	-4%	
Alvarado BL from Logan/Montana to Exposition/Flower	AM Peak (6 AM - 9 AM)		-48%	-45%	-44%	-45%	-45%	-31%	-33%	-35%	-37%	-28%	-27%	-26%	-34%	-31%	-28%	-26%	-22%	-30%	-19%		
	Midday (9 AM - 2 PM)		-37%	-33%	-32%	-29%	-27%	-22%	-21%	-21%	-18%	-20%	-22%	-21%	-25%	-24%	-22%	-19%	-16%	-21%	-14%		
<b>Entire Service Council (WSC)</b>		<b>AM Peak (6 AM - 9 AM)</b>		<b>-51%</b>	<b>-48%</b>	<b>-48%</b>	<b>-48%</b>	<b>-46%</b>	<b>-40%</b>	<b>-39%</b>	<b>-43%</b>	<b>-42%</b>	<b>-39%</b>	<b>-38%</b>	<b>-40%</b>	<b>-44%</b>	<b>-45%</b>	<b>-43%</b>	<b>-38%</b>	<b>-32%</b>	<b>-42%</b>	<b>-38%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-21%</b>	<b>-18%</b>	<b>-17%</b>	<b>-17%</b>	<b>-12%</b>	<b>-5%</b>	<b>-1%</b>	<b>-6%</b>	<b>-4%</b>	<b>-6%</b>	<b>-7%</b>	<b>-6%</b>	<b>-14%</b>	<b>-14%</b>	<b>-13%</b>	<b>-11%</b>	<b>-6%</b>	<b>-14%</b>	<b>-12%</b>	
SGV	10-Fwy Corridor Between El Monte Station to Alameda/Busway (Silver Line & 4	AM Peak (6 AM - 9 AM)		-49%	-49%	-46%	-47%	-43%	-41%	-40%	-41%	-42%	-38%	-37%	-39%	-41%	-43%	-41%	-39%	-34%	-42%	-36%	
		Midday (9 AM - 2 PM)		-18%	-19%	-14%	-14%	-10%	-7%	-3%	-5%	-3%	-4%	-6%	-6%	-12%	-10%	-10%	-13%	-7%	-10%	-9%	
	Line 18 (Whittier Corridor between atlantic & Soto)	AM Peak (6 AM - 9 AM)		-42%	-42%	-39%	-40%	-40%	-32%	-33%	-34%	-32%	-32%	-31%	-29%	-39%	-37%	-32%	-35%	-25%	-40%	-34%	
		Midday (9 AM - 2 PM)		-16%	-13%	-12%	-14%	-11%	-2%	3%	-1%	-3%	-2%	3%	-3%	-14%	-10%	-7%	-13%	-7%	-14%	-12%	
	Lines 68/770 (Cesar Chavez Corridor btw Atlantic & Soto) & Line 70 (Garvey Co	AM Peak (6 AM - 9 AM)		-42%	-41%	-40%	-40%	-38%	-32%	-34%	-35%	-36%	-31%	-32%	-33%	-34%	-37%	-33%	-34%	-29%	-36%	-30%	
		Midday (9 AM - 2 PM)		-10%	-7%	-7%	-8%	-2%	4%	3%	2%	3%	1%	1%	3%	-5%	-4%	-4%	-6%	-4%	-5%	-4%	
Lines 260/762 (Atlantic Corridor Between Huntington Dr. & Imperial)	AM Peak (6 AM - 9 AM)		-43%	-46%	-44%	-44%	-41%	-35%	-35%	-39%	-36%	-34%	-35%	-37%	-42%	-40%	-37%	-35%	-29%	-39%	-32%		
	Midday (9 AM - 2 PM)		-13%	-12%	-9%	-10%	-8%	3%	1%	-1%	1%	-1%	-7%	-5%	-11%	-5%	-11%	-4%	-5%	-9%	-5%		
<b>Entire Service Council (SGV)</b>		<b>AM Peak (6 AM - 9 AM)</b>		<b>-50%</b>	<b>-48%</b>	<b>-45%</b>	<b>-47%</b>	<b>-45%</b>	<b>-39%</b>	<b>-40%</b>	<b>-40%</b>	<b>-41%</b>	<b>-37%</b>	<b>-39%</b>	<b>-40%</b>	<b>-43%</b>	<b>-45%</b>	<b>-43%</b>	<b>-38%</b>	<b>-33%</b>	<b>-45%</b>	<b>-36%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-19%</b>	<b>-16%</b>	<b>-11%</b>	<b>-12%</b>	<b>-10%</b>	<b>-1%</b>	<b>-1%</b>	<b>-2%</b>	<b>0%</b>	<b>-2%</b>	<b>-7%</b>	<b>-7%</b>	<b>-13%</b>	<b>-13%</b>	<b>-13%</b>	<b>-11%</b>	<b>-6%</b>	<b>-14%</b>	<b>-8%</b>	
GWC	Slauson Av Corridor Between I-110 Fwy to Rosemead Bl	AM Peak (6 AM - 9 AM)		-39%	-36%	-37%	-33%	-35%	-34%	-35%	-38%	-34%	-32%	-33%	-31%	-35%	-33%	-33%	-34%	-29%	-35%	-30%	
		Midday (9 AM - 2 PM)		-9%	-5%	-4%	-1%	-1%	4%	2%	1%	1%	-1%	-7%	1%	-6%	-6%	-3%	-8%	-6%	-8%	-3%	
	Florence Av Corridor Between I-110 Fwy to Norwalk Station	AM Peak (6 AM - 9 AM)		-40%	-39%	-36%	-37%	-37%	-32%	-31%	-31%	-37%	-33%	-30%	-34%	-32%	-36%	-37%	-32%	-32%	-24%	-34%	-30%
		Midday (9 AM - 2 PM)		-5%	-4%	0%	-2%	1%	6%	12%	7%	7%	3%	2%	4%	-3%	-1%	3%	-2%	1%	0%	0%	
	Long Beach Av Corridor btwn Slauson Av to Artesia A-Line (Blue) Station	AM Peak (6 AM - 9 AM)		-42%	-39%	-34%	-35%	-35%	-34%	-31%	-32%	-34%	-31%	-29%	-27%	-30%	-32%	-33%	-33%	-29%	-39%	-31%	
Midday (9 AM - 2 PM)			-9%	-5%	-2%	-1%	2%	6%	4%	-1%	5%	2%	1%	1%	2%	3%	1%	-4%	0%	-6%	-2%		
<b>Entire Service Council (GWC)</b>		<b>AM Peak (6 AM - 9 AM)</b>		<b>-42%</b>	<b>-41%</b>	<b>-39%</b>	<b>-40%</b>	<b>-37%</b>	<b>-33%</b>	<b>-34%</b>	<b>-35%</b>	<b>-36%</b>	<b>-32%</b>	<b>-33%</b>	<b>-35%</b>	<b>-38%</b>	<b>-39%</b>	<b>-37%</b>	<b>-33%</b>	<b>-28%</b>	<b>-36%</b>	<b>-30%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-7%</b>	<b>-4%</b>	<b>-3%</b>	<b>-4%</b>	<b>1%</b>	<b>8%</b>	<b>7%</b>	<b>5%</b>	<b>8%</b>	<b>5%</b>	<b>0%</b>	<b>1%</b>	<b>-5%</b>	<b>-5%</b>	<b>-6%</b>	<b>-4%</b>	<b>2%</b>	<b>-3%</b>	<b>-2%</b>	
All SC	<b>All Service Councils</b>	<b>AM Peak (6 AM - 9 AM)</b>		<b>-47%</b>	<b>-47%</b>	<b>-44%</b>	<b>-45%</b>	<b>-44%</b>	<b>-37%</b>	<b>-38%</b>	<b>-40%</b>	<b>-40%</b>	<b>-36%</b>	<b>-35%</b>	<b>-36%</b>	<b>-43%</b>	<b>-41%</b>	<b>-39%</b>	<b>-37%</b>	<b>-32%</b>	<b>-40%</b>	<b>-34%</b>	
		<b>Midday (9 AM - 2 PM)</b>		<b>-13%</b>	<b>-13%</b>	<b>-8%</b>	<b>-9%</b>	<b>-8%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>4%</b>	<b>2%</b>	<b>0%</b>	<b>1%</b>	<b>-10%</b>	<b>-6%</b>	<b>-6%</b>	<b>-7%</b>	<b>-3%</b>	<b>-7%</b>	<b>-6%</b>	

# Motion 10.1 Update

## FY21 Operations Recovery Plan



# Motion 10.1

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



# Criteria for Adding Service

	Threshold
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>
Health Directives	<ul style="list-style-type: none"><li>• Schools open for in-person sessions with more transit demand than current capacity can accommodate.</li><li>• Prioritize Tier 1 and 2 lines in areas showing emerging markets.</li></ul>
Resources	<ul style="list-style-type: none"><li>• Sales taxes grow faster than forecasted and can support FY22 budget assumptions.</li><li>• Maintain operator staffing levels at 1.25 operator to assignment ratio (OAR) prior to adding additional service beyond F21 budget.</li></ul>
Performance	<ul style="list-style-type: none"><li>• Maintain current COVID-19 performance of 30 boardings/Revenue Service Hour</li></ul>





**Board Report**

**File #:** 2020-0650, **File Type:** Motion / Motion Response

**Agenda Number:** 23.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020**

**SUBJECT: MOTION 39 RESPONSE - POLICIES AND PROTOCOLS FOR FUTURE SERVICE SHUTDOWNS**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the motion 39 response regarding policies and protocols for future service shutdowns.

**ISSUE**

During the June 18, 2020 Operations, Safety and Customer Experience Committee, Directors Bonin and Solis requested a report on policies and procedures for future service shutdowns.

**BACKGROUND**

On Saturday, May 30, 2020 at approximately 6 p.m., Metro made a decision to suspend service from 8 p.m. through the balance of the evening. Service resumed as scheduled on Sunday at 5:30 a.m. The decision to suspend Metro bus and rail service was made in the context of quickly escalating civil unrest; soon thereafter, curfews were in effect in the cities of Los Angeles, Beverly Hills, Santa Monica, Culver City and West Hollywood as a result of demonstrations and protests. Later that night, Governor Gavin Newsom declared a State-of-Emergency in the City and County of Los Angeles. This rapidly evolving situation put Metro Operators and the riding public in great danger. As a result, Metro made the difficult decision to suspend transit services across the County to ensure the safety of Metro employees and riders during the on-going George Floyd protests. The decision was made by Metro’s Incident Management Team in alignment with the National Incident Management System’s (NIMS) guidance for Major Incidents and Disasters.

**DISCUSSION**

Metro’s ability to deliver service in emergency situations may be impacted by the unique, dynamic, and specific challenges of each event. The primary criteria affecting a decision to continue service

during an emergency are:

- Maintaining safety for people (Metro's employees and customers)
- Preservation and protection of public property (Metro equipment and resources)
- Active FEMA Type I or Type II event (described below)

After the events of May 30th, Metro held after-action reviews and identified opportunities to improve the processes for making and communicating our service continuity decisions during emergency situations. The Chief Civil Rights & Inclusion Officer and the Executive Officer of Equity and Race have both been consulted and engaged in the discussions to improve these tactics.

#### Service Suspension Criteria

The Incident Management Team (IMT) with guidance from Metro's Emergency Management Department's policies and in alignment with the National Incident Management System (NIMS) may activate Metro's Emergency Operation Center (EOC) if there is consideration for a declaration of a FEMA Type I or Type II event. These events include, but are not limited to, severe earthquakes, bombs, chemical agents, active shooters, or other emergencies affecting multiple rail lines or buses simultaneously. Type I or Type II events may also include service suspensions to protect life and property.

Decisions regarding service suspensions due to such emergencies will continue to be guided by Metro's Emergency Management process with considerations from our law enforcement and oversight agencies' directives. Prior to reducing, redirecting or suspending service, Operations will assess the level of risk to our employees, customers, and equipment. As part of the IMT (comprised of Metro's CEO, Chief Operations Officer, Chief of System Security & Law Enforcement, Chief Communications Officer, Chief of Risk, Safety, and Asset Management, and others as needed), Operations will communicate a recommended set of strategies to safely and strategically provide service that is responsive to the emergency affecting service continuity. Any decisions affecting service will be communicated to the Metro Board Chair and subsequently with the Metro Board of Directors.

Decisions regarding the continuity of service will follow these principles:

1. Metro will endeavor to continue operating regular services to the extent possible, as an essential service provider.
2. If circumstances do not allow Metro to operate regular services safely through isolated areas, Operations will attempt to re-route buses to maintain a buffer of approximately five blocks around the affected areas. Detours can be adjusted as needed and would continue as long as feasible or until the crisis has ended in the area. For rail, service disruptions would occur at stations in the affected areas. Metro will attempt to maintain service at stations outside of the affected areas, as long as operationally feasible.
3. If circumstances become untenable, as they pertain to on-street disruptions in service, the Metro CEO will consult directly with the Metro Board Chair.

#### Public Notification

In the aftermath of the events of May 30th, staff continue to explore new and better strategies for

informing customers of dynamic, unplanned service emergencies. Staff recognize real-time communications as one of the most challenging aspects of our relationship with customers. In reviewing Metro's tactics for emergency public notifications, it became clear that Metro has the most difficulty reaching two specific segments of the rider population: those without mobile data plans (~35%) and those whose primary language may not be English (~32%). Working with Metro's Chief of Civil Rights & Inclusion and Executive Officer of Equity & Race, staff have taken a closer look at how to reach these two populations during a crisis.

According to Metro's 2019 Fall On-Board survey, 95% of our riders state that they now have access to a mobile phone. From the same survey, 60% of riders say they own a smartphone and 35% say they own a cell phone. These results appear consistent with similar findings from the Pew Research Center. According to the Pew Research Center, 27% of low-income people are mobile dependent, meaning riders who do not have internet access at home and likely don't have access to a desktop computer. In comparison, 48% of Metro riders can be characterized as mobile dependent, per the 2019 Fall On-Board survey. Because their cell phones are the only way they can connect to the internet, it is a critical tool for accessing transit information in addition to other essential services.

While Metro has well-established standard practices for notifying the public of service impacts through traditional and social media, staff recognizes opportunities to improve notifications to cell phone users who may not necessarily have a data plan. Even without data plans, the vast majority of cell phones have some kind of digital communication capability and the most basic cell phones can send and receive SMS texts.

Staff are currently exploring a text alert system through our CRM ActiveCampaign. Such a system would allow people to opt-in for text alerts, which would prove useful during emergency situations. This system would also have the added benefit of allowing Metro to deliver real-time, non-emergency mobile alerts directly to our riders, notifying them of routine delays, detours, and disruptions.

In addition to understanding Metro riders' cell phone capabilities, it is also important to understand the languages in which Metro riders best consume information. Metro ensures that our passengers with Limited English Proficiency (LEP) have meaningful access to information on services and programs. As part of our commitment to Title VI of the Civil Rights Act of 1964, Metro translates vital passenger information in seven languages: Armenian, Chinese (traditional), Japanese, Korean, Russian, Spanish and Vietnamese based on the FTA-mandated translation needs analysis conducted in 2019. Additionally, Metro has installed Language Assistance phones at Customer Service Centers and Lost and Found to assist LEP customers. The Language Assistance phones have the capability of translating over 250 languages.

While Metro does a great job providing fixed information in multiple languages, providing translations during dynamic emergency situations presents significant challenges. However, staff have identified several strategies to vastly improve access to information in multiple languages.

An improvement that emerged from the after-action review was the need for better live multi-language telephone assistance. The public is well aware of 323-GO-METRO and know to call with any queries or for assistance with trip planning, payments, etc. However, currently, calls are only answered during the hours of 6 a.m. to 7 p.m. on Monday through Friday and 8 a.m. to 4:30 p.m. Saturday and Sunday. As an improvement for handling calls during emergencies that occur after

hours, Customer Care will re-open the Call Center (323-GO-METRO) remotely and handle any calls that may come in. This will provide an almost seamless experience to callers who may otherwise not have a way to get information digitally, and best of all, the Lionbridge translation services will ensure that callers get the information needed in their preferred languages.

Also, in evaluating our technology resources, it was quickly learned that the “translate” button on metro.net was not intuitive or easy to find. A quick win for non-English speakers is to ensure their ability to easily find and have all of the information on metro.net translated to their language. Even though most non-English speakers have their browsers set to their preferred language that translates the web page content on a regular basis, it is important that the “translate” button is easily found on the metro.net site. Metro has the ability to translate all of its content to 16 languages. As part of the immediate website improvements, that button is being relocated to a much more prominent location.

During the after-action review, it was also determined that there wasn't evergreen information available on metro.net that communicates to riders what to do during an unplanned emergency, how to get up-to-date information, and what to do in the event that Metro cannot provide transit services. To mitigate this, staff are developing a Customer Experience Toolkit that will be placed on metro.net. Among other things, it will provide information about what to do in the event of an unanticipated service shut down when Metro cannot get riders to their destinations. For example, there will be instructions for the public to take an alternative transit option and submit a verifiable receipt for reimbursement. It will also provide information on how they can receive updates on service interruptions during emergencies. It is anticipated that the toolkit will launch by the end of this calendar year with a campaign to educate the public of this new resource. When the platform is secured for a texting notification option, instructions for opting-in will also be added to the Customer Experience Toolkit.

Communications will also continue to leverage its alerts system to publish disruption information that reaches a large percentage of riders through the *Transit* app, Google Maps and Apple Maps. Staff will continue to use our partnership with *Transit* app to improve the accuracy and impact of our rider tools and communications related to planned and unplanned service suspensions.

Staff have also identified other tactics to reach a wider audience during emergency situations. These improved tactics generally include traditional and social media/blogs, web updates, telephone, live voice announcements and digital assets. They can be activated through the Emergency Operation Center during an event and allow for remote changes to messaging in real-time. A list of these tactics and the process flow chart can be found in Attachment B (Public Notification Plan).

After action reviews have also revealed the need to conduct more research to find more effective ways to provide information to Metro's most marginalized and vulnerable customers. As part of Metro's efforts to improve equitable outcomes, staff will gather data to better understand the needs of our customers and explore additional tactics that allow us to consider needs and disparities, where possible, in emergency decision-making and better reach riders with essential travel information during emergencies, as well as during regular service disruptions.

#### Engage Service Councils for Review & Feedback

This report will be shared with our Service Councils in November 2020 to allow for any feedback and

---

concerns they may have. Metro will gather their input and use it as we continue to review and enhance our protocols and procedures for future service shutdowns.

### **DETERMINATION OF SAFETY IMPACT**

Metro's protocols for shutdowns will have a positive impact on the safety of our frontline employees and riders.

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

Recommendation supports Metro Strategic Plan Goal 2 -To deliver outstanding trip experiences for all users of the transportation system.

### **NEXT STEPS**

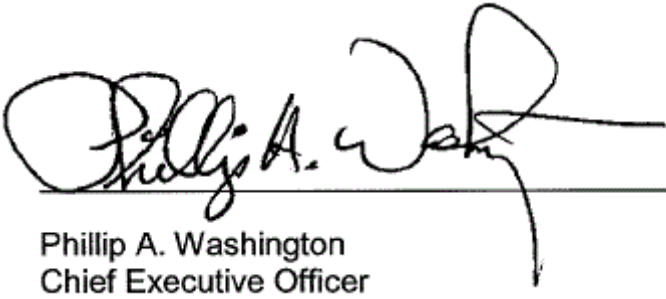
Metro, in collaboration and coordination with our Board and internal/external partners, will continue to review and update our policies and procedures for service continuity during emergency situations in a manner that is safe, responsible, and upholds local and state directives for the overall safety and well-being of the communities and county we serve. Metro will implement the changes proposed in the Public Notification Plan to ensure that staff is prepared to act, when faced with another emergency situation.

### **ATTACHMENTS**

Attachment A - Motion 39  
Attachment B - Public Notification Plan

Prepared by: Nancy Saravia, Director, Finance & Administration  
Bob Holland, Sr. Executive Officer, Bus Operations  
Bernard Jackson, Sr. Executive Officer, Rail Operations  
Aston Greene, Executive Officer, System Security & Law Enforcement  
KeAndra Cylear Dodds, Executive Officer, Equity & Race  
Joni Honor, Executive Officer (Interim), Public Relations, Communications

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108  
Jonaura Wisdom, Chief Civil Rights Officer (213) 418-3168  
Robert Green, Chief Systems Security & Law Enforcement, (213) 922-4811  
Yvette ZR Rapose, Chief Communications Officer, (213) 418-3154  
Nadine Lee, Chief of Staff, (213) 922-7950



Phillip A. Washington  
Chief Executive Officer



**Board Report**

**File #:** 2020-0431, **File Type:** Motion / Motion Response

**Agenda Number:** 39.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 18, 2020  
REVISED**

**Motion by:**

**DIRECTORS BONIN AND SOLIS**

**Policies & Protocols for Future Service Shutdowns**

On May 30, 2020, Metro made a decision to shut down bus and rail service countywide due to rapidly developing civil unrest in multiple locations and unpredictable risks to operators and riders. While this unprecedented decision was not made lightly, it resulted in riders being stranded throughout the region with little to no notice or alternative travel options. The same factors that led to Metro's decision to suspend service—a rapidly developing situation and curfew order—posed risks to stranded riders up to and including potential arrest by law enforcement. Furthermore, while the situation was fluid in central Los Angeles and the Westside, the decision to suspend service countywide left riders stranded in areas of the county where there was no reported unrest.

As the provider of critical transportation services to hundreds of thousands of transit dependent residents, Metro should have in place policies and protocols that anticipate all conceivable disruptions to service and guide Metro's decision-making process. Metro's CEO was forced to make decisions in the absence of policy because the Metro Board of Directors had failed to provide said policy or guidance for these types of situations. These guidelines must balance protection of Metro personnel and assets with providing essential transportation services. Additionally, when a decision is made to suspend service in part or all of the service area, there should be pre-existing protocols that ensure that riders are promptly notified using all appropriate technologies and languages to effectively reach all of Metro's ridership.

**SUBJECT: POLICIES & PROTOCOLS FOR FUTURE SERVICE SHUTDOWNS**

**RECOMMENDATION**

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

- A. In consultation with the Office of Civil Rights and Executive Officer for Equity & Race, develop clear criteria for when suspending service is necessary and appropriate. Such criteria should

include measures to minimize service disruptions by containing service suspensions to the line (s), division(s), or service sector(s) affected whenever feasible and prudent.

- B. Develop protocols for rider notification of service suspensions and policies for providing alternative transportation. Such protocols should consider demographic, language, and technology access data from Metro's on-board rider survey.
- C. Circulate proposed criteria and protocols for input from Service Councils.
- D. Report back on all the above to the Operations, Safety, and Customer Experience Committee in 90 days.

## **ATTACHMENTS**

Attachment A - RBM Item 39 (Before Amendment)



**Public Notification Plan**  
**Emergency Service Suspension & Unanticipated Systemwide Shutdown**  
**(Attachment B)**

Once an emergency has been declared and it is known that service will be impacted, Metro's Emergency Operation Center is activated in coordination with Metro's Emergency Management Department. The initial step in activating the EOC is the establishment of the Incident Command Team. The ICT from that point forward will be responsible for decision-making and policy setting. The Chief Communications Officer serves as the Public Information Officer and is responsible for activating all public notifications through coordination with various Metro departments including Operations, ITS and SSLE and with support from the Deputy PIO serving in the EOC.

Staff within the various departments who have a role in providing real-time, remote updates will be placed on an on-call rotation to ensure that coverage is available when an emergency happens. The intent is that updates will be provided from the moment of impact through resumption of service as is feasible, given the platform.

To that end, the following updates can be made remotely for emergency communications:

Traditional Media (Public Relations, Media Relations Team)

- Issues service alert to news media through City News Wire Service for major service disruptions lasting longer than 30 minutes in duration
- Issues a news release to all media contacts for major service disruptions expected to last several hours or days
- Maintains frequent communication to convey updates related to fluidity of the situation
- Delivers public messages through pre-identified radio stations during emergency situations through resumption of service (purchase small stand-by media buy – placeholder for now)

Social Media/Blogs (Public Relations, Digital Team)

- Issues service alerts within 12 minutes of major disruption (given solid, accurate information available) through Metro's social platforms (Facebook, Instagram, Twitter) and blogs (The Source and El Pasajero)
- Maintains frequent communication to convey updates related to fluidity of the situation

Web and Digital Assets (Marketing Web/Digital Team)

- Updates information on metro.net
- Makes available reimbursement information through the Customer Experience Toolkit
- Includes opt-in feature in toolbox for emergency text notification when text option is available

Telephone (Customer Care/Bus Operations Control)

- The Call Center (323-GO-METRO) will open remotely if emergencies occur after scheduled hours with multi-lingual assistance

#### Live Voice Announcements (Operations/BOC/ROC)

- On-site notifications and passenger announcements are made throughout the rail system by Rail Operations Control personnel
- Bus Operations Control advises bus operators and Vehicle Operations Supervisors of service suspensions and events
- Bus Operators communicate this information to customer onboard Metro buses and to those customers at bus stops or stations
- Vehicle Operations supervisory personnel rove throughout the system to notify customers and direct service operations
- Both Metro Bus and Rail Operations Control Centers coordinate with SSLE to ensure all personnel on the system deliver customer information that is consistent and accurate
- Train and public announcements are made systemwide continuously until service resumption
- All Vehicle Operations supervisory field staff are directed to verbally announce to any patrons at bus stops and at rail stations about the service disruptions

#### Digital Assets (Marketing/ITS/Operations)

- Utilize the Transit App to communicate emergency service suspensions and related Customer Experience Information
- Remotely update all digital assets including new digital panels, kiosks, East Portal (LAUS) Tower, video walls, **TPIS'** and about 350 bus stops (equipped with digital messaging) with emergency service suspensions and related Customer Experience Information
- Push out emergency notifications via Apple and Android

# Response to Motion 39: Future Service Shutdowns

Operations, Safety & Customer Experience Committee Meeting

November 19, 2020

# Service Continuity Criteria

- Metro's ability to delivery service during emergency situations are determined by dynamic and specific conditions of each event.
- Primary criteria driving service continuity during emergency are:
  - Maintaining safety for people
  - Preservation and protection of public property
  - Active FEMA Type I or Type II event

# Process for Service Decisions During Emergency Situations

- Follow Metro's Emergency Management process with considerations from law enforcement and oversight agencies
- Assess level of risk to employees, customers, and equipment
- Incident Management Team consultation and Operations recommendation for service that can respond to emergency in a safe manner
- Any decisions affecting service will be communicated to the Metro Board Chair and subsequently to the Metro Board of Directors

# Principles for Service Decisions During Emergency Situations

- Continue operating regular services to the extent possible, as an essential service provider
- Operations will attempt to re-route buses to maintain a buffer of approximately five blocks around areas affected by the emergency, adjusting as needed.
- If circumstances become untenable, Metro CEO will consult with Metro Board Chair

# Public Notification Plan

- Two major challenges for public notification
  - Riders without mobile data plans
  - Riders whose primary language may not be English

# Digital Notifications

- According to 2019 Fall On-Board Survey, of the 95% of riders that have access to a mobile phone, 60% own smart phones, while 35% say they have a cell (non-smart) phone; and 48% of our riders are mobile dependent, meaning they don't have internet access at home.
- Staff are currently exploring a text alert system through CRM ActiveCampaign
  - Even the most basic cell phones can send and receive SMS text messages
  - Does not require data plan
  - Supplements traditional and digital communications



# Language Translations

- After-action review revealed the need for continued telephone assistance via 323-GO-METRO during emergencies
  - During emergencies that occur after hours, Customer Care will re-open the Call Center remotely to handle calls.
  - Lionbridge translation services will continue to be available through Customer Care during emergency situations
- Communications will make the “translate” button on the Metro website more intuitive and easier to find

# Public Notification Plan

- Evergreen information prominently available on metro.net
- Customer Experience Toolkit
- Transit App
- Traditional and social media/blogs
- Web updates
- Telephone
- Live voice announcements
- Digital assets

# Next Steps

- Share report with Service Councils and gather feedback
- Maintain continuous improvement process for communicating with most vulnerable customers
- Identify and consider needs and disparities that will allow Metro to better reach riders with essential information

Thank you!



## Board Report

---

**File #:** 2020-0732, **File Type:** Informational Report

**Agenda Number:** 24.

---

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE NOVEMBER 19, 2020

**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 September and October 2020 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**

In September 2020, the SSLE compliance group began using reports generated by the Axiom, Mobile Device Manager (MDM) system and comparing the data with the submitted law enforcement daily deployment schedules to validate which Officers logged into the MPV application, at what time, for what location, and at which point they logged off. Additionally, beginning October 2020, the SSLE staff utilized the Lex-Ray application to view real-time video footage to validate officer locations. The purpose of this exercise is to ensure compliance with the Metro policing contract. This audit entailed two distinct processes in the form of a sample audit. First an MPV application audit, whereby the MDM report is evaluated to ensure that the number of officers deployed are using the MPV application to log their work shifts. Second view real-time video footage and validate the number of times officers were seen on the system. The sample size was one shift and one day per week of the

---

deployment schedule; therefore, the period encompasses six (6) days and shifts. The MPV application audit resulted in a 76% compliance by the LBPD, a 0% compliance by the LASD, and a 94% compliance by the LAPD. We found the viewing of real-time video footage via the Lex-Ray application problematic and was unable to consistently validate the number of times Officers were seen on the system. To this problem, SSLE will move away from Lex-Ray application and use real-time video footage from the Security Operations Center, and report on progress or setbacks to the Board in January 2021.

## **METRO TRANSIT SECURITY**

### Implicit Bias Training

Beginning on October 16th, classes have been conducted with Metro Transit Security officers and training should be completed by the end of November. A modified version will be recorded for virtual training. This version will be given to all Micro Transit Operators by the end of the year.

## **CALLS FOR SERVICE**

For the month of September, Transit security received 223 calls for service. The following is a breakdown of the call categories and response times.

- Routine: Transit Security received 87 calls and responded to 57 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 115 calls and responded to 53 of them with an average response time of 15 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 21 calls and responded to 8 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.

The longer response times for priority calls for service were impacted by traffic for mobile units that were assigned to respond. Although we strive to respond as quickly as possible we stress to our personnel to respond safely.

For the month of October, Transit security received 247 calls for service. The following is a breakdown of the call categories and response times.

- Routine: Transit Security received 98 calls and responded to 75 of them with an average response time of 9 minutes. The remaining calls were either assigned to law enforcement, contract security, or other entity.
- Priority: Transit Security received 134 calls and responded to 92 of them with an average response time of 7 minutes. The remaining calls were either assigned to law enforcement, contract security, or other entity.
- High Priority: Transit Security received 15 calls and responded to 2 of them with an average response time of 1 minute. The remaining calls were either assigned to law enforcement, contract security, or other entity.

## **BUS OPERATIONS SECURITY**

In September, there were a total of (2) assaults on bus operators, with both assaults occurring in

LASD's jurisdiction. Both assaults occurred on the bus system and on different lines. Both of the suspects were male, and one was arrested.

In September, there were a total of 12,600 bus boardings by LAPD Officers and a total of 4,922 bus boardings by LASD Deputies on various routes throughout the county.

In October, there were a total of (9) assaults on bus operators, with (7) assaults occurring in LAPD's jurisdiction and (2) assaults occurring in LASD's jurisdiction. Five of the (7) assaults in LAPD's jurisdiction occurred on the bus system on different lines and (2) of the assaults occurred on bus line 45. Of the (7) suspects in LAPD jurisdiction, (3) were female and (1) suspect was arrested.

In October, there were a total of 12,479 bus boardings by LAPD Officers and a total of 7,101 bus boardings by LASD Deputies on various routes throughout the county. Between September and October, LAPD saw a decrease in bus boardings of 121 while LASD saw an increase in bus boardings of 2,179.

LAPD and LASD assessed information provided by Bus Operations and the locations where the assaults occurred for patterns or trends. Based on, on their analysis, both agencies have identified the top 5 locations and have adjusted their resources to address the issues.

#### **PRESIDENTIAL ELECTION DEPLOYMENT**

SSLE' Emergency Management continues to coordinate with Operations, our law enforcement and security partners to prepare for potential protest activity following the upcoming elections. A Multi-Agency Event Action Plan is being developed to address all contingencies. A number of planning meetings and Tabletop exercises have been scheduled.

#### **MOTION #35 AND #37 UPDATES**

On September 30<sup>th</sup>, Governor Newsom signed AB 1196, Chapter 396, an act to add section 7286.5 (a) a Law Enforcement agency shall not authorize the use of a carotid restraint or choke hold by any peace officer employed by that agency.

Metro Transit Security is making final adjustments to their Use of Force policy and will be submitting for the Chief of SSLE's review by the week of October 19<sup>th</sup>. LASD and LBPB are still reviewing their Use of Force policies and are making adjustments based on the new bill signed by Governor Newsom. SSLE received a draft revised Use of Force policy from RMI that was reviewed and sent back with some recommendations. RMI is working with their sub-contractors Use of Force policies and will resubmit their policy as well as the sub-contractors for SSLE's review. We will report back at the Board meeting with an update.

Motion #37, SSLE staff convened an Internal Steering Committee with representatives from Communications, Office of the CEO, and Office of Civil Rights. Staff has been meeting on a weekly basis to design and develop an external application process to convene a 15-member Public Safety Advisory Committee. The application period is from Monday, October 19<sup>th</sup> through Friday, November 13<sup>th</sup>. A robust Communications Plan has been developed to ensure the average rider is informed and has the opportunity to apply to become a member.

**CENTER STREET PROJECT**

In October, Metro’s Board Approved the ‘Metro Center Street Project,’ which will encapsulate the future functions of the new Emergency Operations Center (EOC) and Security Operations Center (SOC) and potentially other expansions to support Metro’s Vision 2028. The construction is scheduled to begin in December of this year and will be completed by the Winter of 2023. Metro SSLE will provide regular updates on the progress of this project and will update on the project milestones quarterly.

**HOMELESS OUTREACH SERVICES**

<b>OPERATION "SHELTER THE UNSHELTERED"</b>		
<b>LAW ENFORCEMENT (LAPD, LASD, and LBPD)</b>		
ACTIONS TAKEN	SEPT.	OCT.
# OF LEVEL 1 (CONTACTS)	179	66
# OF LEVEL 2 (REFERRALS)	32	32
# OF LEVEL 3 (HOUSING PLACEMENTS)	45	28
<b>TOTAL # HOUSED YEAR TO DATE</b>	<b>558</b>	<b>586</b>
<b>PATH</b>		
ACTIONS TAKEN	SEPT.	OCT.
# TO SHELTERS TO INCLUDE	32	27
<b>TOTAL # HOUSED YEAR TO DATE</b>	<b>523</b>	<b>550</b>
<b>DREAM CENTER (DC)</b>		
ACTIONS TAKEN	SEPT.	OCT.
# OF CONTACTS	195	195
<b>TOTAL # CONTACTED JULY TO DATE</b>	<b>663</b>	<b>858</b>
<b>LA DOOR</b>		
ACTIONS TAKEN	SEPT.	OCT.
# OF CONTACTS	353	374
<b>TOTAL # CONTACTED JULY TO DATE</b>	<b>701</b>	<b>1,075</b>

**DIVISION 1 AND 2**

Efforts to implement long-term solutions to the safety issues at Divisions 1 and 2 are in progress. SSLE continues to collaborate with Operations and Facilities Maintenance as well as with the Unified Homeless Response Center, which is the Mayor’s Office of Homelessness.

**4-DAY COUNT ANALYSIS (RAIL, BUS, OWL SERVICE)**

Metro SSLE and our law enforcement partners completed a 4-day homeless count on the rail system in early October. A summary of findings is presented in the table below.



Finding	Metric	Comment
Total Daily Average Homeless Population (On-Train & In-Station)	1143	AM & PM counts for both on-train and in-station
Daily On-Train Homeless Population	711 (62%)	AM & PM counts (on-train only)
Daily In-Station Homeless Population	432 (38%)	AM & PM counts (in-station only)
Average daily # Homeless per Rail Line	143	1143 average total homeless / 8 Rail Lines
Rail Line with the Largest Daily Homeless Population	B (Red Line) – 436 total (189 in-station, 247 on-train)	Significantly more homeless traffic on B (Red) line than other lines. 35% of on-train traffic, 44% of in-station traffic
Time of Day with Most Homeless On-Train	AM (404)	Suggests homeless begin daily migration in the morning, primarily using Red, Expo, and Blue lines
Time of Day with Most Homeless In-Station	PM (238)	Suggests some homeless stay in/near stations at night, then use trains to migrate to other location in the AM

**% Homeless Population / Rail Line (Total On-Train & In-Station)**

B (Red)	A (Blue)	E (Expo)	L (Gold)	C (Green)	D (Purple)	G (Orange)	J (Silver)
38.1%	18.1%	16.7%	11.2%	6.0%	5.6%	2.6%	1.5%

The 4-day count will provide a basis to understand the traveling patterns of the unhoused and SSLE will be able to deploy resources more efficiently. The four-day bus count will begin November 9<sup>th</sup>. That data will be shared in the December Board Report. The 4-day rail and bus homeless count is scheduled to be done on a quarterly basis, beginning January 2021.

**SHELTER MAPPING UPDATE**

At the request of the federal judge overseeing litigation pertaining to homelessness in the City of Los Angeles, Metro SSLE has undertaken a mapping project to identify homeless encampments that are within 500 feet of freeway on/off ramps, Metro bus stops, rail stations, and agency owned property. In addition, the map will also identify chronic homeless encampment locations on Metro property where Facilities Maintenance and law enforcement have continuously responded to calls for service and encampment cleanups. Current turnaround time for ITS to complete the mapping project has been extended to 30 days due to the reallocation of ITS staff supporting the Emergency Operations Center.

**SHELTER DISCUSSIONS UPDATE**

Since April 1, 2020, Metro has housed 586 unsheltered individuals. Through working with Federal Judge Carter’s aide, Michele Martinez, SSLE has received two shelter site proposals. The proposals are under review. Shelter site discussions continue with:

- Volunteers of America (VOA)
- Homeless Outreach Program Integrated Care System (HOPICS)
- The Salvation Army
- St. Joseph’s Center
- Helping Hands Up, Charitable, Inc.

**SEXUAL HARASSMENT**

Peace Over Violence Performance Metrics

Performance Measure	September Number Served	October Number Served
Total Sexual Harassment Cases Contacting POV	2	2
Total Cases of Metro Located Sexual Harassment Contacting POV	2	1
Total Number of Metro Riders Requesting Counseling Services	2	0
Total Number of Police Reports Filed or Intended to File	2	1
<b>Total Number of Active Cases</b>	<b>3</b>	<b>2</b>

Call for Service:

OCTOBER 2020 - Incident Type & Totals					
	LAPD	LASD	LBPD	MTS	SSLE
Sexual Har	0	0	0	2	2
Sexual Ba	1	3	2	4	10
Lewd Con	0	0	0	2	2
Indecent E	2	4	0	5	11
Rape	0	1	0	0	1
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>2</b>	<b>13</b>	<b>26</b>

October 2020 POV Information Provided	Qt
YES	13
NO	12
Gone On Arrival	3
Did Not Have Info	9
Not Offered	1

OCTOBER 2020 DEPT. AVERAGE INCIDENT REPORT RESPONSE TIME: PRIORITY & EMERGENCY PRIORITY MEASURED IN MINUTES				
Agency	Priority Call & Emergency Prio	Time Tracking: Incident Rpt to Call Created	Time Tracking: Call Generated to On Scene	Time Tracking: Incident Rpt to On Scene
<b>LAPD</b>	Priority	0	4	4
	Emergency Prio	N/A	N/A	N/A
<b>LASD</b>	Priority	0	15	15
	Emergency Prio	N/A	N/A	N/A
<b>LBPD</b>	Priority	2	4	6

	Emergency Priority	N/A	N/A	N/A
<b>MTS</b>	Priority	4	12	14
	Emergency Call	N/A	N/A	N/A
<b>SSLE</b>	Priority	6	14	14
	Emergency Priority	N/A	N/A	N/A

<b>OCTOBER 2020 DEPT. AVERAGE INCIDENT RESPONSE TIME MEASURED IN MINUTES</b>			
<b>Agency</b>	<b>Time Tracking: Inci Rpt to Call Created</b>	<b>Time Tracking: Cal Generated to On Scene</b>	<b>Time Tracking: Incident Rpt to On Scene</b>
<b>LAPD</b>	0	14	14
<b>LASD</b>	1	13	13
<b>LBPD</b>	2	4	6
<b>MTS</b>	4	12	14
<b>SSLE</b>	4	12	12

**NEXT STEPS**

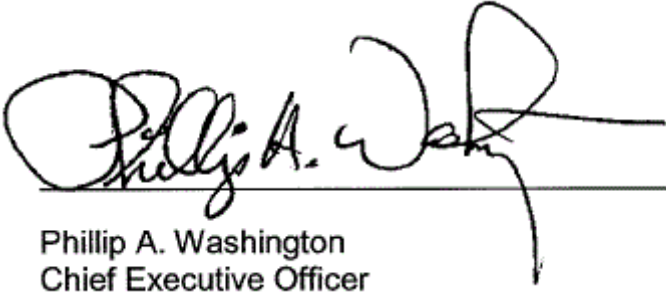
Staff will continue to monitor our law enforcement partners, private security, and Transit Security performance, monitor crime stats, and adjust deployment as necessary.

**ATTACHMENTS**

- Attachment A - System-Wide Law Enforcement Overview September & October 2020
- Attachment B - MTA Supporting Data September & October 2020
- Attachment C - Transit Police Summary September & October 2020
- Attachment D - Monthly, Bi-Annual, Annual Comparison September & October 2020
- Attachment E - Homeless Outreach Efforts September & October 2020

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



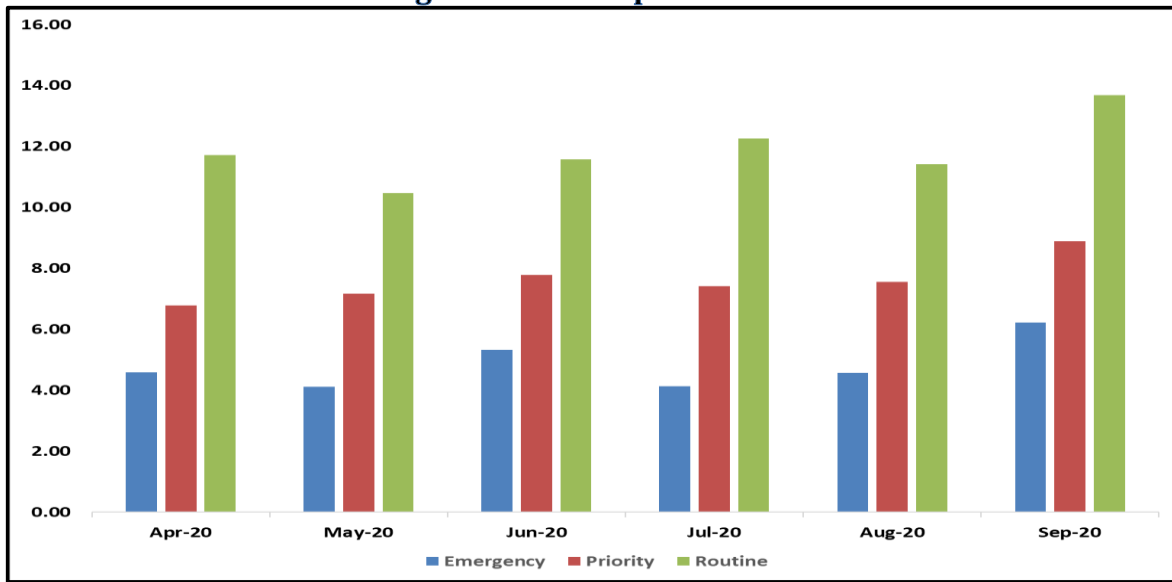
Phillip A. Washington  
Chief Executive Officer

# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

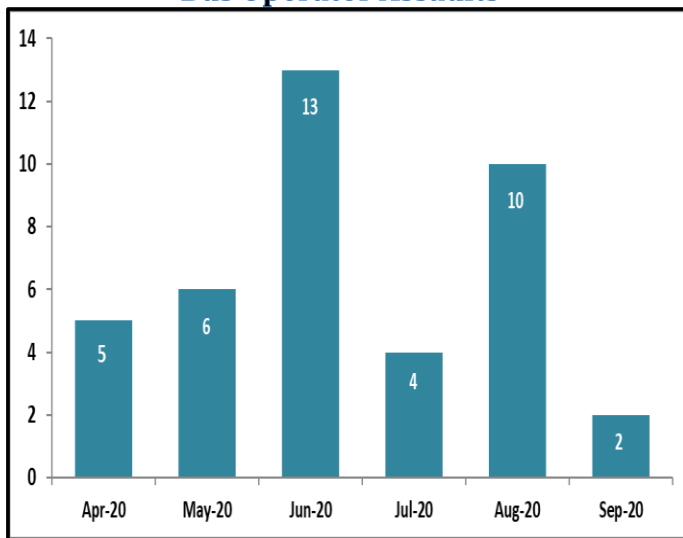
SEPTEMBER 2020

Attachment A

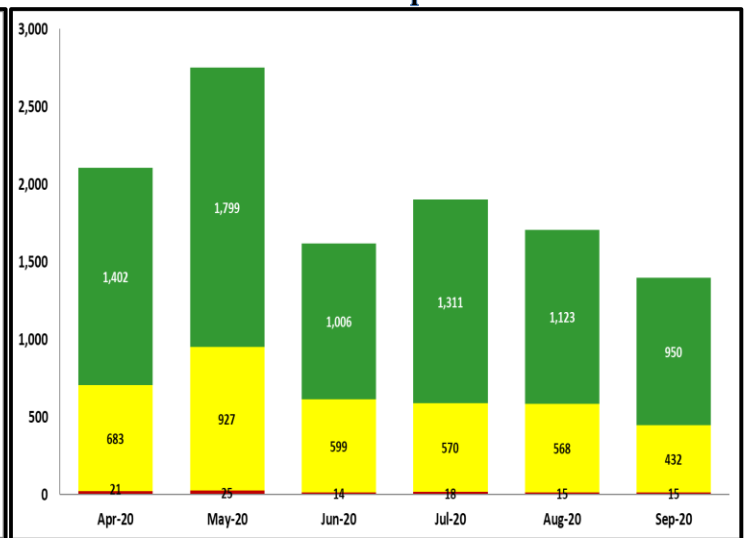
## Average Incident Response Times



## Bus Operator Assaults



## Fare Compliance

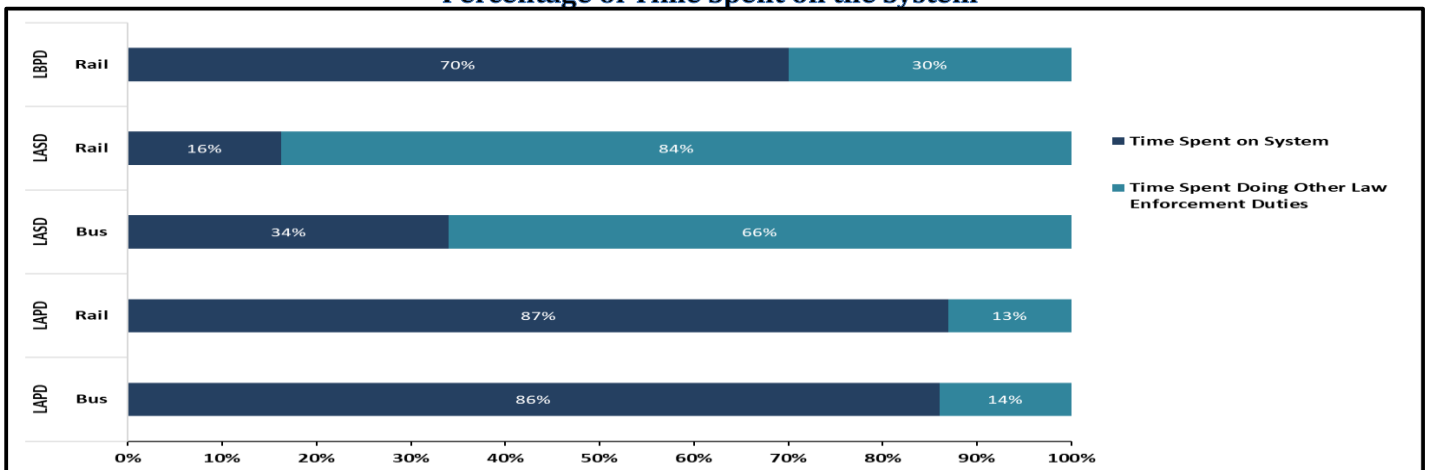


**Green Checks**- Occurs when a patron has valid fare

**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

## Percentage of Time Spent on the System

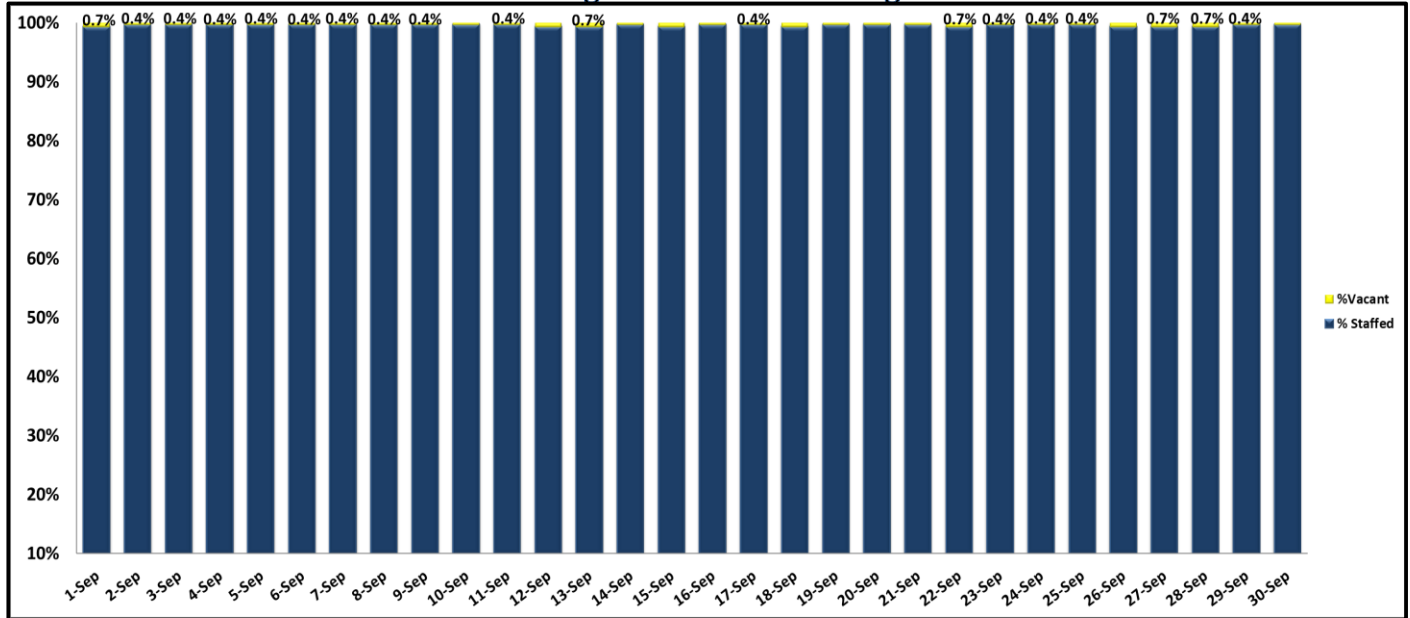


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

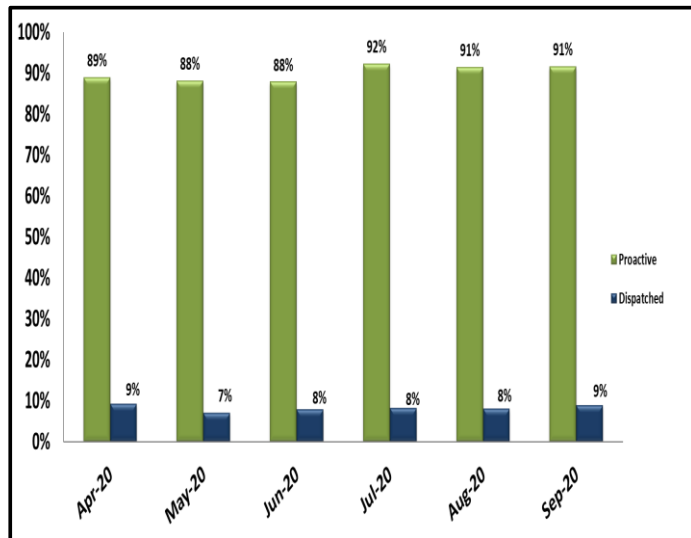
SEPTEMBER 2020

Attachment A

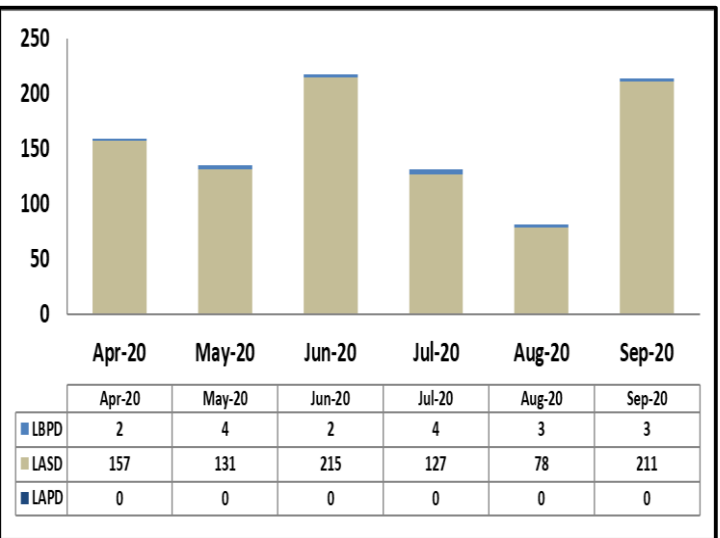
### Ratio of Staffing Levels vs Vacant Assignments



### Ratio of Proactive vs Dispatched Activity



### Grade Crossing Operations



Grade Crossing Operation Locations September:

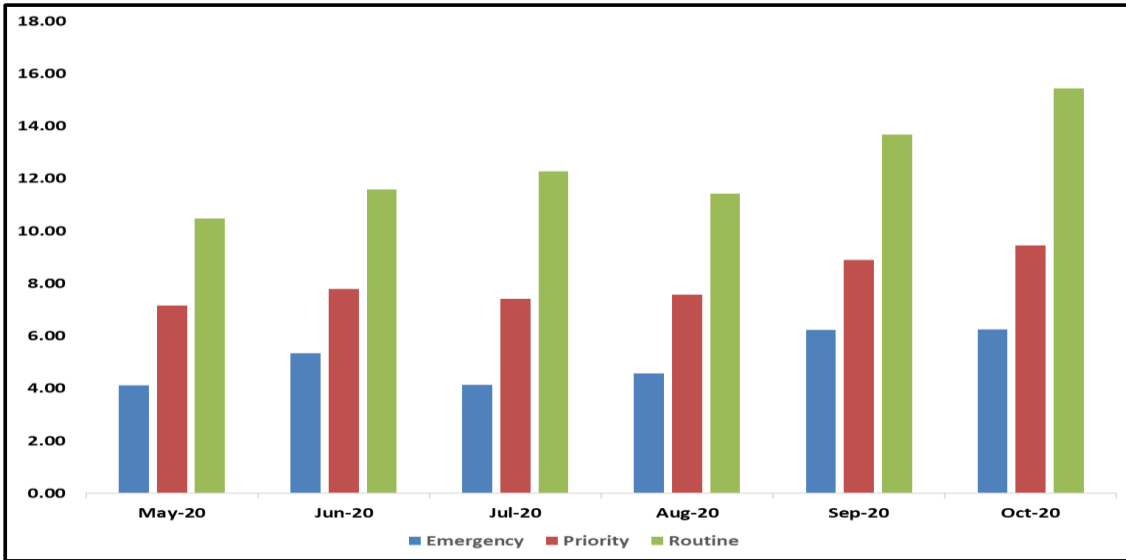
1. Blue Line Stations (117)
2. Expo Line Stations (30)
3. Gold Line Stations (67)

# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

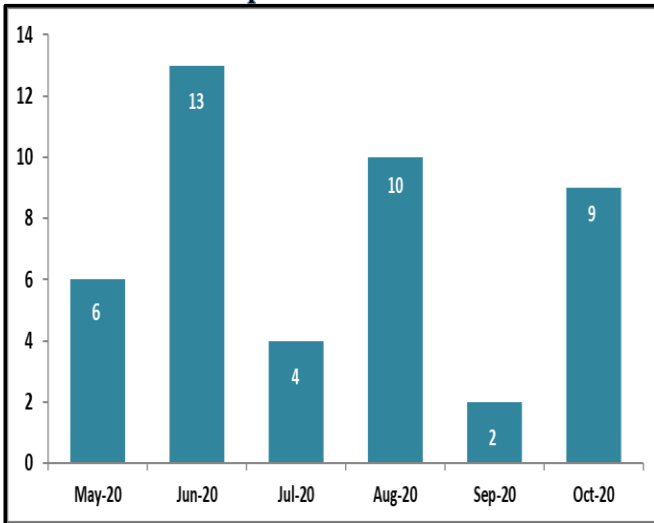
OCTOBER 2020

Attachment A

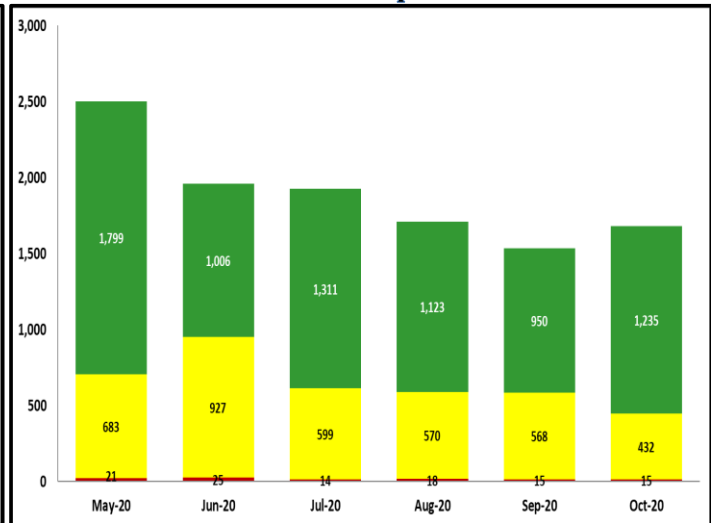
## Average Incident Response Times



## Bus Operator Assaults

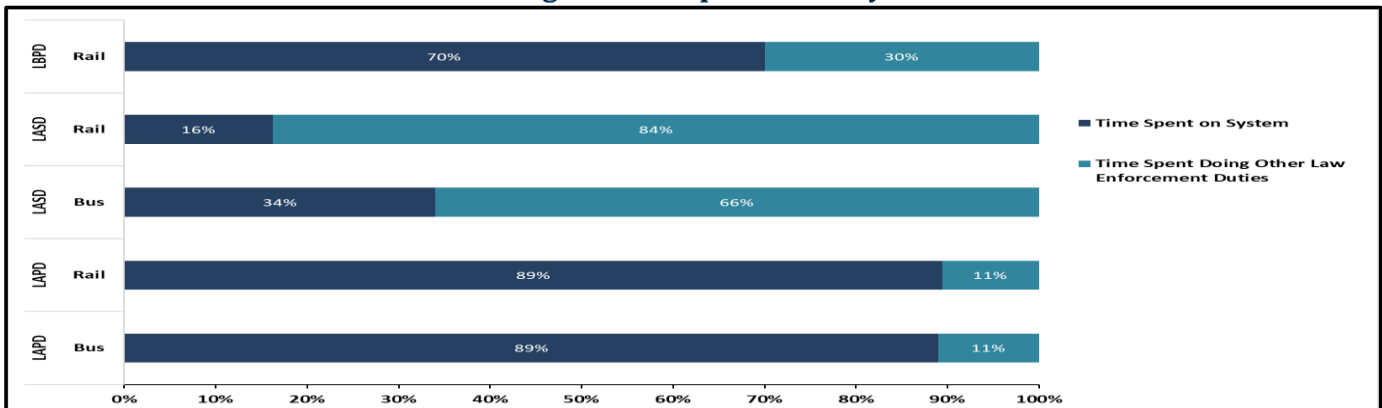


## Fare Compliance



**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

## Percentage of Time Spent on the System

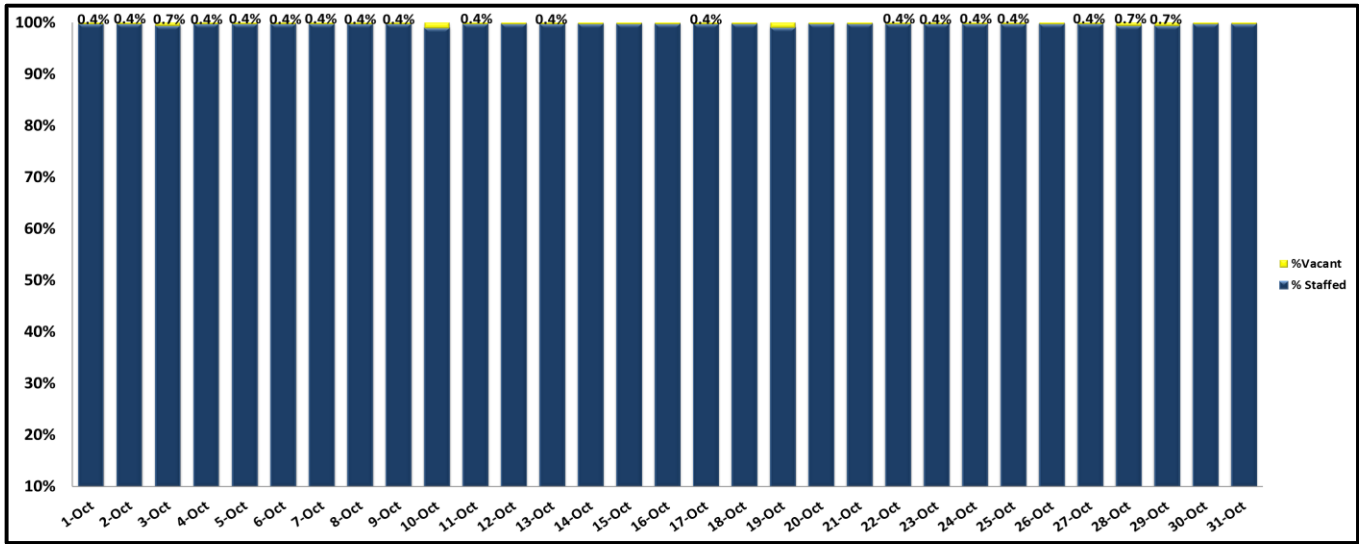


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

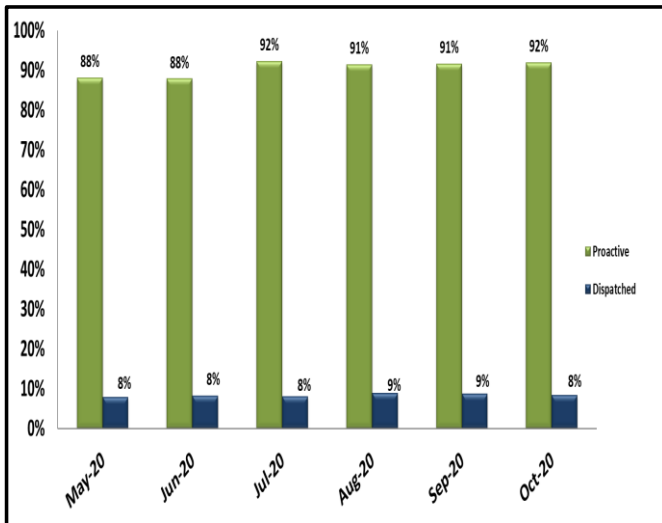
OCTOBER 2020

Attachment A

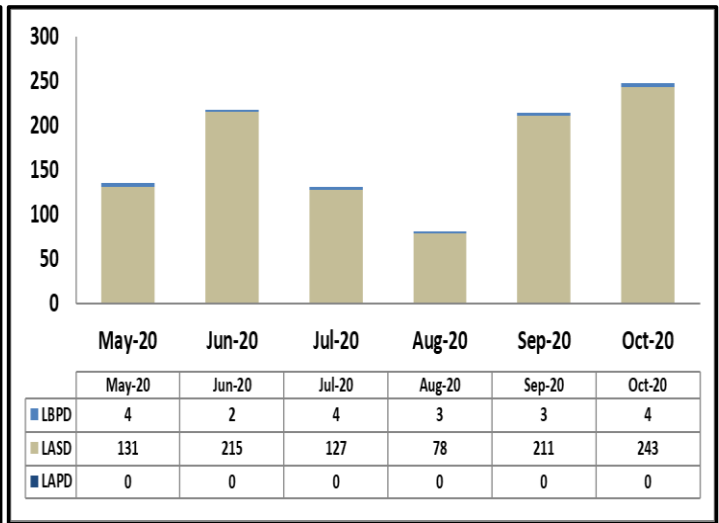
### Ratio of Staffing Levels vs Vacant Assignments



### Ratio of Proactive vs Dispatched Activity



### Grade Crossing Operations



Grade Crossing Operation Locations October:

1. Blue Line Stations (88)
2. Expo Line Stations (92)
3. Gold Line Stations (67)



### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPD	FYTD
Homicide	0	0	0	1
Rape	0	0	0	0
Robbery	1	2	0	15
Aggravated Assault	0	6	0	10
Aggravated Assault on Operator	0	0	0	0
Battery	1	3	0	13
Battery Rail Operator	0	0	0	0
Sex Offenses	1	1	0	3
<b>SUB-TOTAL</b>	<b>3</b>	<b>12</b>	<b>0</b>	<b>42</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPD	FYTD
Burglary	0	0	0	0
Larceny	1	3	0	8
Bike Theft	1	0	0	1
Motor Vehicle Theft	0	0	0	0
Arson	0	0	0	0
Vandalism	0	2	0	10
<b>SUB-TOTAL</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>19</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPD	FYTD
Weapons	0	0	0	1
Narcotics	0	2	0	6
Trespassing	0	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>
<b>TOTAL</b>	<b>5</b>	<b>19</b>	<b>0</b>	<b>68</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	2	2	0	5
Pico	0	0	0	1
Grand/LATTC	0	0	0	4
San Pedro St	0	0	0	2
Washington	0	0	0	1
Vernon	1	0	0	1
Slauson	1	1	0	6
Florence	1	1	0	7
Firestone	0	0	1	5
103rd St/Watts Towers	0	0	0	2
Willowbrook/Rosa Parks	4	1	0	11
Compton	3	1	0	8
Artesia	2	1	1	7
Del Amo	1	0	0	3
Wardlow	0	0	0	3
Willow St	0	0	0	0
PCH	0	0	0	0
Anaheim St	0	0	0	1
5th St	0	0	0	0
1st St	0	0	0	1
Downtown Long Beach	0	0	0	0
Pacific Av	0	0	0	0
Blue Line Rail Yard	0	0	0	0
<b>Total</b>	<b>15</b>	<b>7</b>	<b>2</b>	<b>68</b>

ARRESTS				
AGENCY	LAPD	LASD	LBPD	FYTD
Felony	1	5	0	26
Misdemeanor	0	15	2	43
<b>TOTAL</b>	<b>1</b>	<b>20</b>	<b>2</b>	<b>69</b>

CITATIONS				
AGENCY	LAPD	LASD	LBPD	FYTD
Other Citations	0	16	0	50
Vehicle Code Citations	0	3	41	111
<b>TOTAL</b>	<b>0</b>	<b>19</b>	<b>41</b>	<b>161</b>

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPD	FYTD
Routine	4	65	2	210
Priority	13	79	37	433
Emergency	5	14	8	86
<b>TOTAL</b>	<b>22</b>	<b>158</b>	<b>47</b>	<b>729</b>

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPD
Dispatched	19%	3%	2%
Proactive	81%	97%	98%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	89%
Blue Line-LASD	14%
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	3	10
Pacific Ave.	0	0	0	0
Willowbrook	0	41	0	52
Slauson	0	3	0	3
Firestone	0	8	0	9
Florence	0	12	0	15
Compton	0	27	0	36
Artesia	0	16	0	27
Del Amo	0	7	0	7
Long Beach Blvd	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>114</b>	<b>3</b>	<b>159</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	2	2	5
Aggravated Assault	0	0	3
Aggravated Assault on Operator	0	0	0
Battery	1	0	3
Battery Rail Operator	0	0	1
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>3</b>	<b>2</b>	<b>12</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	1	8
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	1	2	4
<b>SUB-TOTAL</b>	<b>1</b>	<b>3</b>	<b>12</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	1
Narcotics	0	1	1
Trespassing	0	0	1
<b>SUB-TOTAL</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>TOTAL</b>	<b>4</b>	<b>7</b>	<b>27</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	3	9
Misdemeanor	0	6	12
<b>TOTAL</b>	<b>1</b>	<b>9</b>	<b>21</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	5	9
Vehicle Code Citations	0	1	4
<b>TOTAL</b>	<b>0</b>	<b>6</b>	<b>13</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	81	284
Priority	10	59	217
Emergency	1	2	21
<b>TOTAL</b>	<b>11</b>	<b>142</b>	<b>522</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	5%
Proactive	80%	95%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	1	2	0	5
Douglas	0	0	0	0
El Segundo	0	0	0	0
Mariposa	0	0	0	0
Aviation/LAX	0	1	0	2
Hawthorne/Lennox	0	0	0	2
Crenshaw	0	0	1	1
Vermont/Athens	0	0	0	0
Harbor Fwy	1	1	0	3
Avalon	1	0	0	3
Willowbrook/Rosa Parks	0	0	0	5
Long Beach Bl	0	0	0	1
Lakewood Bl	0	0	0	0
Norwalk	1	1	1	5
<b>Total</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>27</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	87%
Green Line-LASD	17%

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	2	2	9
Aggravated Assault	0	0	9
Aggravated Assault on Operator	0	0	0
Battery	2	2	15
Battery Rail Operator	0	0	0
Sex Offenses	0	0	1
<b>SUB-TOTAL</b>	<b>4</b>	<b>4</b>	<b>34</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	1	4
Bike Theft	1	0	3
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	3
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>	<b>10</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	2	2
Trespassing	1	0	2
<b>SUB-TOTAL</b>	<b>1</b>	<b>2</b>	<b>5</b>
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>49</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	3	7
Misdemeanor	2	6	13
<b>TOTAL</b>	<b>2</b>	<b>9</b>	<b>20</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	6	8	35
Vehicle Code Citations	0	2	2
<b>TOTAL</b>	<b>6</b>	<b>10</b>	<b>37</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	6	58	217
Priority	24	20	183
Emergency	5	2	19
<b>TOTAL</b>	<b>35</b>	<b>80</b>	<b>419</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	18%	4%
Proactive	82%	96%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	0	0	4
Pico	0	0	0	3
LATTC/Ortho Institute	1	0	0	2
Jefferson/USC	0	0	0	0
Expo Park/USC	2	0	1	4
Expo/Vermont	0	0	0	3
Expo/Western	0	0	0	4
Expo/Crenshaw	1	0	0	5
Farmdale	0	0	0	0
Expo/La Brea	0	0	0	1
La Cienega/Jefferson	0	0	0	2
Culver City	1	0	0	1
Palms	0	0	0	2
Westwood/Rancho Park	0	0	0	0
Expo/Sepulveda	0	0	0	0
Expo/Bundy	0	1	0	1
26th St/Bergamot	1	1	0	2
17th St/SMC	0	0	0	2
Downtown Santa Monica	2	0	2	13
Expo Line Rail Yard	0	0	0	0
<b>Total</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>49</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	88%
Expo Line-LASD	11%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	0	0	0
Santa Monica	N/A	24	40
Culver City	N/A	6	6
<b>TOTAL</b>	<b>0</b>	<b>30</b>	<b>46</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	6	11
Aggravated Assault	5	19
Aggravated Assault on Operator	0	0
Battery	8	37
Battery Rail Operator	0	1
Sex Offenses	2	7
<b>SUB-TOTAL</b>	<b>21</b>	<b>75</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	2	18
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	3	6
<b>SUB-TOTAL</b>	<b>5</b>	<b>24</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	1	3
<b>SUB-TOTAL</b>	<b>1</b>	<b>3</b>
<b>TOTAL</b>	<b>27</b>	<b>102</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	4	11
Misdemeanor	7	18
<b>TOTAL</b>	<b>11</b>	<b>29</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	24	24
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>24</b>	<b>24</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	27	102
Priority	169	400
Emergency	12	28
<b>TOTAL</b>	<b>208</b>	<b>530</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	21%
Proactive	79%
<b>TOTAL</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	1	0	0	12
Civic Center/Grand Park	0	0	0	2
Pershing Square	3	1	0	9
7th St/Metro Ctr	3	0	0	8
Westlake/MacArthur Park	4	0	0	13
Wilshire/Vermont	1	1	0	9
Wilshire/Normandie	0	0	1	2
Vermont/Beverly	1	0	0	7
Wilshire/Western	1	0	0	3
Vermont/Santa Monica	0	1	0	3
Vermont/Sunset	1	0	0	3
Hollywood/Western	1	0	0	4
Hollywood/Vine	1	0	0	4
Hollywood/Highland	0	0	0	5
Universal City/Studio City	0	1	0	5
North Hollywood	4	1	0	13
Red Line Rail Yard	0	0	0	0
<b>Total</b>	<b>21</b>	<b>5</b>	<b>1</b>	<b>102</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Red Line- LAPD	86%

LEGEND	
Los Angeles Police Department	

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	0
Robbery	0	2	6
Aggravated Assault	2	0	5
Aggravated Assault on Operator	0	0	0
Battery	5	1	13
Battery Rail Operator	0	0	0
Sex Offenses	1	0	2
<b>SUB-TOTAL</b>	<b>8</b>	<b>3</b>	<b>27</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	3	4	12
Bike Theft	0	0	2
Motor Vehicle Theft	0	1	1
Arson	0	0	1
Vandalism	1	0	4
<b>SUB-TOTAL</b>	<b>4</b>	<b>5</b>	<b>20</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	1
Narcotics	0	0	0
Trespassing	0	0	1
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>12</b>	<b>9</b>	<b>49</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	2	7
Misdemeanor	3	4	15
<b>TOTAL</b>	<b>4</b>	<b>6</b>	<b>22</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	3	5	13
Vehicle Code Citations	0	0	1
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>14</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	9	102	366
Priority	28	92	366
Emergency	0	11	35
<b>TOTAL</b>	<b>37</b>	<b>205</b>	<b>767</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	21%	6%
Proactive	79%	94%
<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	2	0	5
Azusa Downtown	0	0	0	3
Irwindale	0	0	0	2
Duarte/City of Hope	0	0	0	0
Monrovia	1	1	0	4
Arcadia	0	1	1	3
Sierra Madre Villa	0	1	0	3
Allen	0	0	0	0
Lake	0	0	0	1
Memorial Park	0	0	0	0
Del Mar	0	0	0	0
Fillmore	0	0	0	0
South Pasadena	0	0	0	3
Highland Park	2	0	0	4
Southwest Museum	0	0	0	1
Heritage Square	1	0	0	2
Lincoln/Cypress	0	0	0	1
Chinatown	0	0	0	1
Union Station	1	1	0	2
Little Tokyo/Arts Dist	0	0	0	0
Pico/Aliso	1	0	0	1
Mariachi Plaza	2	1	0	4
Soto	1	1	0	3
Indiana (both LAPD & LASD)	1	1	0	4
Maravilla	0	0	0	1
East LA Civic Ctr	0	0	0	0
Atlantic	0	0	0	1
<b>Total</b>	<b>11</b>	<b>9</b>	<b>1</b>	<b>49</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	85%
Gold Line-LASD	23%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	0
Arcadia Station	0	2	20
Irwindale	0	2	18
Monrovia	0	4	25
City of Pasadena	0	21	33
Magnolia Ave	0	0	0
Duarte Station	0	2	7
City Of Azusa	0	11	52
South Pasadena	0	8	14
City Of East LA	0	17	52
Figueroa St	0	0	0
<b>TOTAL GOAL= 10</b>	<b>0</b>	<b>67</b>	<b>221</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

#### REPORTED CRIME

CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	1	2
Aggravated Assault	2	4
Aggravated Assault on Operator	0	0
Battery	2	6
Battery Bus Operator	0	0
Sex Offenses	1	1
<b>SUB-TOTAL</b>	<b>6</b>	<b>13</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	0	0
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	5
<b>SUB-TOTAL</b>	<b>0</b>	<b>6</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>6</b>	<b>19</b>

#### ARRESTS

AGENCY	LAPD	FYTD
Felony	1	2
Misdemeanor	0	1
<b>TOTAL</b>	<b>1</b>	<b>3</b>

#### CITATIONS

AGENCY	LAPD	FYTD
Other Citations	0	2
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>0</b>	<b>2</b>

#### CALLS FOR SERVICE

AGENCY	LAPD	FYTD
Routine	1	3
Priority	6	19
Emergency	0	1
<b>TOTAL</b>	<b>7</b>	<b>23</b>

#### DISPATCHED VS. PROACTIVE

AGENCY	LAPD
Dispatched	22%
Proactive	78%
<b>TOTAL</b>	<b>100%</b>

#### CRIMES PER STATION

STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	0	0	0	1
Laurel Canyon	0	0	0	2
Valley College	0	0	0	0
Woodman	1	0	0	3
Van Nuys	0	0	0	2
Sepulveda	0	0	0	0
Woodley	2	0	0	3
Balboa	1	0	0	3
Reseda	0	0	0	1
Tampa	0	0	0	0
Pierce College	1	0	0	1
De Soto	0	0	0	0
Canoga	1	0	0	2
Warner Center	0	0	0	0
Sherman Way	0	0	0	0
Roscoe	0	0	0	0
Nordhoff	0	0	0	0
Chatsworth	0	0	0	1
<b>Total</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>19</b>

#### PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM

Orange Line- LAPD	86%
-------------------	-----

#### LEGEND

Los Angeles Police Department

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	0
Aggravated Assault	0	0	1
Aggravated Assault on Operator	0	0	0
Battery	0	1	2
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>3</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	0
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	1
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	0
Trespassing	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>4</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	1	1
Misdemeanor	0	5	6
<b>TOTAL</b>	<b>0</b>	<b>6</b>	<b>7</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	0
Vehicle Code Citations	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	0	14
Priority	5	3	24
Emergency	0	0	1
<b>TOTAL</b>	<b>6</b>	<b>3</b>	<b>39</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	0%	0%
Proactive	0%	100%
<b>TOTAL</b>	<b>0%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	1	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	0	0	0
Slauson	0	0	0	0
Manchester	0	0	0	0
Harbor Fwy	0	0	0	1
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	0	0	0	0
Carson	0	0	0	1
PCH	0	0	0	0
San Pedro/Beacon	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM*	
Silver Line- LAPD	0%
Silver Line- LASD	1%

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

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	2	11
Aggravated Assault	2	1	21
Aggravated Assault on Operator	0	0	3
Battery	15	2	58
Battery Bus Operator	0	2	11
Sex Offenses	4	0	10
<b>SUB-TOTAL</b>	<b>22</b>	<b>7</b>	<b>114</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	3	17
Bike Theft	0	1	4
Motor Vehicle Theft	0	0	1
Arson	0	0	0
Vandalism	5	5	29
<b>SUB-TOTAL</b>	<b>6</b>	<b>9</b>	<b>51</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	2	4
Narcotics	0	7	11
Trespassing	0	1	3
<b>SUB-TOTAL</b>	<b>0</b>	<b>10</b>	<b>18</b>
<b>TOTAL</b>	<b>28</b>	<b>26</b>	<b>183</b>

LASD's Crimes per Sector		
Sector		FYTD
Westside	4	11
San Fernando	2	3
San Gabriel Valley	14	29
Gateway Cities	4	29
South Bay	2	12
<b>Total</b>	<b>26</b>	<b>84</b>

LAPD's Crimes per Sector		
Sector		FYTD
<b>Valley Bureau</b>		
Van Nuys	2	3
West Valley	0	1
North Hollywood	1	3
Foothill	1	2
Devonshire	0	2
Mission	0	3
Topanga	1	2
<b>Central Bureau</b>		
Central	4	12
Rampart	3	9
Hollenbeck	0	2
Northeast	1	2
Newton	2	6
<b>West Bureau</b>		
Hollywood	1	5
Wilshire	2	3
West LA	1	5
Pacific	0	2
Olympic	3	12
<b>Southwest Bureau</b>		
Southwest	2	9
Harbor	1	3
77th Street	3	10
Southeast	0	3
<b>Total</b>	<b>28</b>	<b>99</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	3	8	26
Misdemeanor	4	44	93
<b>TOTAL</b>	<b>7</b>	<b>52</b>	<b>119</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	2	52	101
Vehicle Code Citations	1	21	56
<b>TOTAL</b>	<b>3</b>	<b>73</b>	<b>157</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	9	120	367
Priority	18	164	568
Emergency	1	12	48
<b>TOTAL</b>	<b>28</b>	<b>296</b>	<b>983</b>

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

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	86%
LASD BUS	34%

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



# UNION STATION

## ATTACHMENT B

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - SEPTEMBER 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	1	1
Aggravated Assault	0	1
Aggravated Assault on Operator	0	0
Battery	8	21
Battery Rail Operator	0	0
Sex Offenses	0	1
<b>SUB-TOTAL</b>	<b>9</b>	<b>24</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	1
Larceny	3	9
Bike Theft	1	2
Motor Vehicle Theft	0	1
Arson	0	0
Vandalism	1	4
<b>SUB-TOTAL</b>	<b>5</b>	<b>17</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	5
<b>SUB-TOTAL</b>	<b>0</b>	<b>5</b>
<b>TOTAL</b>	<b>14</b>	<b>46</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	1	14
Misdemeanor	6	19
<b>TOTAL</b>	<b>7</b>	<b>33</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	1	1
Vehicle Code Citations	0	6
<b>TOTAL</b>	<b>1</b>	<b>7</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	6	15
Priority	31	74
Emergency	4	12
<b>TOTAL</b>	<b>41</b>	<b>101</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	23%
Proactive	77%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	84%

LEGEND	
Los Angeles Police Department	

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPDP	FYTD
Homicide	0	0	0	1
Rape	0	1	0	1
Robbery	0	2	0	17
Aggravated Assault	2	1	0	13
Aggravated Assault on Operator	0	0	0	0
Battery	2	3	2	20
Battery Rail Operator	0	0	0	0
Sex Offenses	0	2	0	5
<b>SUB-TOTAL</b>	<b>4</b>	<b>9</b>	<b>2</b>	<b>57</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPDP	FYTD
Burglary	0	0	0	0
Larceny	1	0	0	9
Bike Theft	0	0	0	1
Motor Vehicle Theft	0	1	0	1
Arson	0	0	0	0
Vandalism	1	3	0	14
<b>SUB-TOTAL</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>25</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPDP	FYTD
Weapons	0	1	0	2
Narcotics	0	1	0	7
Trespassing	0	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>9</b>
<b>TOTAL</b>	<b>6</b>	<b>15</b>	<b>2</b>	<b>91</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	6
Pico	1	1	0	3
Grand/LATTC	0	0	1	5
San Pedro St	0	0	0	2
Washington	0	0	0	1
Vernon	0	0	0	1
Slauson	1	2	0	9
Florence	0	0	0	7
Firestone	1	0	0	6
103rd St/Watts Towers	2	0	0	4
Willowbrook/Rosa Parks	3	0	2	16
Compton	2	1	0	11
Artesia	2	0	0	9
Del Amo	0	1	0	4
Wardlow	0	0	0	3
Willow St	0	0	0	0
PCH	1	0	0	1
Anaheim St	0	0	0	1
5th St	0	0	0	0
1st St	0	0	0	1
Downtown Long Beach	1	0	0	1
Pacific Av	0	0	0	0
Blue Line Rail Yard	0	0	0	0
<b>Total</b>	<b>15</b>	<b>5</b>	<b>3</b>	<b>91</b>

ARRESTS				
AGENCY	LAPD	LASD	LBPDP	FYTD
Felony	1	12	0	39
Misdemeanor	2	12	3	60
<b>TOTAL</b>	<b>3</b>	<b>24</b>	<b>3</b>	<b>99</b>

CITATIONS				
AGENCY	LAPD	LASD	LBPDP	FYTD
Other Citations	95	18	0	163
Vehicle Code Citations	234	3	46	394
<b>TOTAL</b>	<b>329</b>	<b>21</b>	<b>46</b>	<b>557</b>

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPDP	FYTD
Routine	3	50	1	264
Priority	22	94	28	577
Emergency	2	18	22	128
<b>TOTAL</b>	<b>27</b>	<b>162</b>	<b>51</b>	<b>969</b>

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPDP
Dispatched	20%	2%	2%
Proactive	80%	98%	98%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	89%
Blue Line-LASD	14%
Blue Line-LBPDP	70%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPDP	FYTD
Washington St	0	0	0	0
Flower St	0	0	0	0
103rd St	0	0	0	0
Wardlow Rd	0	0	4	14
Pacific Ave.	0	0	0	0
Willowbrook	0	29	0	81
Slauson	0	2	0	5
Firestone	0	2	0	11
Florence	0	3	0	18
Compton	0	21	0	57
Artesia	0	17	0	44
Del Amo	0	10	0	17
Long Beach Blvd	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>84</b>	<b>4</b>	<b>247</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	1	6
Aggravated Assault	1	3	7
Aggravated Assault on Operator	0	0	0
Battery	2	6	11
Battery Rail Operator	0	0	1
Sex Offenses	0	2	2
<b>SUB-TOTAL</b>	<b>3</b>	<b>12</b>	<b>27</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	2	11
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	1	5
<b>SUB-TOTAL</b>	<b>1</b>	<b>3</b>	<b>16</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	2
Narcotics	0	4	5
Trespassing	0	2	3
<b>SUB-TOTAL</b>	<b>0</b>	<b>7</b>	<b>10</b>
<b>TOTAL</b>	<b>4</b>	<b>22</b>	<b>53</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	4	13
Misdemeanor	1	10	23
<b>TOTAL</b>	<b>1</b>	<b>14</b>	<b>36</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	39	10	58
Vehicle Code Citations	104	1	109
<b>TOTAL</b>	<b>143</b>	<b>11</b>	<b>167</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	93	378
Priority	6	68	291
Emergency	1	13	35
<b>TOTAL</b>	<b>8</b>	<b>174</b>	<b>704</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	18%	5%
Proactive	82%	95%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	0	0	2	7
Douglas	0	0	0	0
El Segundo	0	1	0	1
Mariposa	0	0	0	0
Aviation/LAX	0	0	0	2
Hawthorne/Lennox	3	0	0	5
Crenshaw	6	0	1	8
Vermont/Athens	2	2	1	5
Harbor Fwy	3	1	0	7
Avalon	0	0	0	3
Willowbrook/Rosa Parks	1	0	0	6
Long Beach Bl	0	0	0	1
Lakewood Bl	0	0	0	0
Norwalk	0	0	3	8
<b>Total</b>	<b>15</b>	<b>4</b>	<b>7</b>	<b>53</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	89%
Green Line-LASD	21%

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	2	0	11
Aggravated Assault	0	0	9
Aggravated Assault on Operator	0	0	0
Battery	3	0	18
Battery Rail Operator	0	0	0
Sex Offenses	0	0	1
<b>SUB-TOTAL</b>	<b>5</b>	<b>0</b>	<b>39</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	1	6
Bike Theft	0	0	3
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	3
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>	<b>12</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	1	3
Trespassing	0	0	2
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>6</b>
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>57</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	0	8
Misdemeanor	0	3	16
<b>TOTAL</b>	<b>1</b>	<b>3</b>	<b>24</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	4	39
Vehicle Code Citations	0	0	2
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>41</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	4	63	284
Priority	26	23	232
Emergency	5	3	27
<b>TOTAL</b>	<b>35</b>	<b>89</b>	<b>543</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	15%	6%
Proactive	85%	94%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	1	0	5
Pico	1	0	0	4
LATTC/Ortho Institute	2	0	0	4
Jefferson/USC	0	0	0	0
Expo Park/USC	0	0	0	4
Expo/Vermont	0	0	0	3
Expo/Western	0	0	0	4
Expo/Crenshaw	1	0	0	6
Farmdale	0	0	0	0
Expo/La Brea	0	0	0	1
La Cienega/Jefferson	0	0	0	2
Culver City	0	0	0	1
Palms	0	0	0	2
Westwood/Rancho Park	0	0	0	0
Expo/Sepulveda	1	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	0	1	1	15
Expo Line Rail Yard	0	0	0	0
<b>Total</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>57</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	90%
Expo Line-LASD	8%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	0	0	0
Santa Monica	N/A	79	119
Culver City	N/A	13	19
<b>TOTAL</b>	<b>0</b>	<b>92</b>	<b>138</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	1	1
Rape	1	1
Robbery	2	13
Aggravated Assault	6	25
Aggravated Assault on Operator	0	0
Battery	5	42
Battery Rail Operator	0	1
Sex Offenses	1	8
<b>SUB-TOTAL</b>	<b>16</b>	<b>91</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	5	23
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	2	8
<b>SUB-TOTAL</b>	<b>7</b>	<b>31</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	3
<b>SUB-TOTAL</b>	<b>0</b>	<b>3</b>
<b>TOTAL</b>	<b>23</b>	<b>125</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	11
Misdemeanor	8	26
<b>TOTAL</b>	<b>8</b>	<b>37</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	21	45
Vehicle Code Citations	17	17
<b>TOTAL</b>	<b>38</b>	<b>62</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	22	124
Priority	98	498
Emergency	7	35
<b>TOTAL</b>	<b>127</b>	<b>657</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	23%
Proactive	77%
<b>TOTAL</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	0	0	0	12
Civic Center/Grand Park	0	1	0	3
Pershing Square	2	1	0	12
7th St/Metro Ctr	2	1	0	11
Westlake/MacArthur Park	2	0	0	15
Wilshire/Vermont	2	1	0	12
Wilshire/Normandie	0	0	0	2
Vermont/Beverly	1	0	0	8
Wilshire/Western	1	0	0	4
Vermont/Santa Monica	0	0	0	3
Vermont/Sunset	0	0	0	3
Hollywood/Western	1	0	0	5
Hollywood/Vine	1	0	0	5
Hollywood/Highland	1	2	0	8
Universal City/Studio City	0	0	0	5
North Hollywood	3	1	0	17
Red Line Rail Yard	0	0	0	0
<b>Total</b>	<b>16</b>	<b>7</b>	<b>0</b>	<b>125</b>

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

LEGEND	
Los Angeles Police Department	

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	0
Robbery	0	0	6
Aggravated Assault	0	3	8
Aggravated Assault on Operator	0	0	0
Battery	0	4	17
Battery Rail Operator	0	0	0
Sex Offenses	0	1	3
<b>SUB-TOTAL</b>	<b>0</b>	<b>8</b>	<b>35</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	2	14
Bike Theft	1	0	3
Motor Vehicle Theft	0	0	1
Arson	0	0	1
Vandalism	1	0	5
<b>SUB-TOTAL</b>	<b>2</b>	<b>2</b>	<b>24</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	0	0
Trespassing	0	0	1
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>2</b>	<b>10</b>	<b>61</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	2	9
Misdemeanor	1	3	19
<b>TOTAL</b>	<b>1</b>	<b>5</b>	<b>28</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	3	2	18
Vehicle Code Citations	17	0	18
<b>TOTAL</b>	<b>20</b>	<b>2</b>	<b>36</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	6	101	473
Priority	35	91	492
Emergency	2	19	56
<b>TOTAL</b>	<b>43</b>	<b>211</b>	<b>1,021</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	19%	6%
Proactive	81%	94%
<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	6
Azusa Downtown	0	0	0	3
Irwindale	1	0	0	3
Duarte/City of Hope	0	0	0	0
Monrovia	0	1	0	5
Arcadia	2	0	0	5
Sierra Madre Villa	1	0	0	4
Allen	0	0	0	0
Lake	1	1	0	3
Memorial Park	0	0	0	0
Del Mar	0	0	0	0
Fillmore	1	0	0	1
South Pasadena	0	0	0	3
Highland Park	0	0	0	4
Southwest Museum	0	0	0	1
Heritage Square	0	0	0	2
Lincoln/Cypress	0	0	0	1
Chinatown	0	0	0	1
Union Station	0	0	0	2
Little Tokyo/Arts Dist	0	1	1	2
Pico/Aliso	0	0	0	1
Mariachi Plaza	0	0	0	4
Soto	0	0	0	3
Indiana (both LAPD & LASD)	0	0	0	4
Maravilla	0	0	0	1
East LA Civic Ctr	0	0	0	0
Atlantic	1	0	0	2
<b>Total</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>61</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	90%
Gold Line-LASD	22%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	0
Arcadia Station	0	3	23
Irwindale	0	4	22
Monrovia	0	1	26
City of Pasadena	0	23	56
Magnolia Ave	0	2	2
Duarte Station	0	0	7
City Of Azusa	0	11	63
South Pasadena	0	9	23
City Of East LA	0	14	66
Figueroa St	0	0	0
<b>TOTAL GOAL= 10</b>	<b>0</b>	<b>67</b>	<b>288</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	2
Aggravated Assault	2	6
Aggravated Assault on Operator	0	0
Battery	2	8
Battery Bus Operator	0	0
Sex Offenses	0	1
<b>SUB-TOTAL</b>	<b>4</b>	<b>17</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	1	1
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	1	6
<b>SUB-TOTAL</b>	<b>2</b>	<b>8</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>6</b>	<b>25</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	2
Misdemeanor	0	1
<b>TOTAL</b>	<b>0</b>	<b>3</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	2
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>0</b>	<b>2</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	1	4
Priority	8	27
Emergency	0	1
<b>TOTAL</b>	<b>9</b>	<b>32</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	91%

LEGEND	
Los Angeles Police Department	

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	1	0	0	2
Laurel Canyon	0	0	0	2
Valley College	0	0	0	0
Woodman	0	0	0	3
Van Nuys	0	0	0	2
Sepulveda	1	1	0	2
Woodley	0	0	0	3
Balboa	0	0	0	3
Reseda	0	0	0	1
Tampa	0	0	0	0
Pierce College	0	0	0	1
De Soto	0	0	0	0
Canoga	0	0	0	2
Warner Center	0	0	0	0
Sherman Way	2	1	0	3
Roscoe	0	0	0	0
Nordhoff	0	0	0	0
Chatsworth	0	0	0	1
<b>Total</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>25</b>

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	1
Aggravated Assault	1	0	2
Aggravated Assault on Operator	0	0	0
Battery	1	0	3
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>3</b>	<b>0</b>	<b>6</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	0
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	1
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	0
Trespassing	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>7</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	1
Misdemeanor	6	2	14
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>15</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	45	0	45
Vehicle Code Citations	316	0	316
<b>TOTAL</b>	<b>361</b>	<b>0</b>	<b>361</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	1	16
Priority	0	0	24
Emergency	0	0	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>41</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	16%	0%
Proactive	84%	100%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	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	1	0	0	1
Slauson	0	0	0	0
Manchester	0	0	0	0
Harbor Fwy	0	0	0	1
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	2	0	0	2
Carson	0	0	0	1
PCH	0	0	0	0
San Pedro/Beacon	0	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>7</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM*	
Silver Line- LAPD	91%
Silver Line- LASD	0%

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

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



### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - OCTOBER 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	2	13
Aggravated Assault	4	2	27
Aggravated Assault on Operator	3	2	8
Battery	14	2	74
Battery Bus Operator	4	0	15
Sex Offenses	0	1	11
<b>SUB-TOTAL</b>	<b>25</b>	<b>9</b>	<b>148</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	1	1
Larceny	3	3	23
Bike Theft	2	1	7
Motor Vehicle Theft	0	0	1
Arson	0	0	0
Vandalism	1	4	34
<b>SUB-TOTAL</b>	<b>6</b>	<b>9</b>	<b>66</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	5
Narcotics	0	10	21
Trespassing	0	1	4
<b>SUB-TOTAL</b>	<b>0</b>	<b>12</b>	<b>30</b>
<b>TOTAL</b>	<b>31</b>	<b>30</b>	<b>244</b>

LASD's Crimes per Sector		
Sector		FYTD
Westside	5	16
San Fernando	1	4
San Gabriel Valley	6	35
Gateway Cities	13	42
South Bay	5	17
<b>Total</b>	<b>30</b>	<b>114</b>

LAPD's Crimes per Sector		
Sector		FYTD
<b>Valley Bureau</b>		
Van Nuys	1	4
West Valley	1	2
North Hollywood	0	3
Foothill	0	2
Devonshire	0	2
Mission	3	6
Topanga	1	3
<b>Central Bureau</b>		
Central	5	17
Rampart	4	13
Hollenbeck	2	4
Northeast	0	2
Newton	1	7
<b>West Bureau</b>		
Hollywood	1	6
Wilshire	1	4
West LA	1	6
Pacific	0	2
Olympic	3	15
<b>Southwest Bureau</b>		
Southwest	5	14
Harbor	0	3
77th Street	1	11
Southeast	1	4
<b>Total</b>	<b>31</b>	<b>130</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	2	6	34
Misdemeanor	4	55	152
<b>TOTAL</b>	<b>6</b>	<b>61</b>	<b>186</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	1	64	166
Vehicle Code Citations	2	24	82
<b>TOTAL</b>	<b>3</b>	<b>88</b>	<b>248</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	10	124	501
Priority	46	133	747
Emergency	7	16	71
<b>TOTAL</b>	<b>63</b>	<b>273</b>	<b>1,319</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	1%
Proactive	80%	99%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

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 - OCTOBER 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	1	2
Aggravated Assault	1	2
Aggravated Assault on Operator	0	0
Battery	5	26
Battery Rail Operator	0	0
Sex Offenses	0	1
<b>SUB-TOTAL</b>	<b>7</b>	<b>31</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	1
Larceny	5	14
Bike Theft	1	3
Motor Vehicle Theft	0	1
Arson	0	0
Vandalism	2	6
<b>SUB-TOTAL</b>	<b>8</b>	<b>25</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	1	6
<b>SUB-TOTAL</b>	<b>1</b>	<b>6</b>
<b>TOTAL</b>	<b>16</b>	<b>62</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	3	17
Misdemeanor	2	21
<b>TOTAL</b>	<b>5</b>	<b>38</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	14	15
Vehicle Code Citations	0	6
<b>TOTAL</b>	<b>14</b>	<b>21</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	14	29
Priority	22	96
Emergency	1	13
<b>TOTAL</b>	<b>37</b>	<b>138</b>

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

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	88%

LEGEND
Los Angeles Police Department

# Transit Police

## Monthly Crime Report



Attachment C

	2019	2020
	September	September
<b>CRIMES AGAINST PERSONS</b>		
Homicide	0	0
Rape	0	0
Robbery	16	24
Aggravated Assault	19	18
Aggravated Assault on Operator	1	0
Battery	75	51
Battery on Operator	4	2
Sex Offenses	8	10
<b>SUB-TOTAL</b>	<b>123</b>	<b>105</b>
<b>CRIMES AGAINST PROPERTY</b>		
Burglary	2	0
Larceny	47	22
Bike Theft	7	4
Motor Vehicle Theft	2	1
Arson	0	0
Vandalism	10	20
<b>SUB-TOTAL</b>	<b>68</b>	<b>47</b>
<b>CRIMES AGAINST SOCIETY</b>		
Weapons	5	4
Narcotics	16	12
Trespassing	9	3
<b>SUB-TOTAL</b>	<b>30</b>	<b>19</b>
<b>TOTAL</b>	<b>221</b>	<b>171</b>
<b>ENFORCEMENT EFFORTS</b>		
Arrests	418	138
Citations	4,504	191
Fare Checks	37,198	1,397
Calls for Service	1,404	1,326

# Transit Police

## Monthly Crime Report



Attachment C

	2019	2020
	October	October
<b>CRIMES AGAINST PERSONS</b>		
Homicide	0	1
Rape	1	2
Robbery	29	11
Aggravated Assault	20	26
Aggravated Assault on Operator	0	5
Battery	62	51
Battery on Operator	10	4
Sex Offenses	9	7
<b>SUB-TOTAL</b>	<b>131</b>	<b>107</b>
<b>CRIMES AGAINST PROPERTY</b>		
Burglary	0	1
Larceny	48	25
Bike Theft	8	5
Motor Vehicle Theft	0	1
Arson	0	0
Vandalism	17	16
<b>SUB-TOTAL</b>	<b>73</b>	<b>48</b>
<b>CRIMES AGAINST SOCIETY</b>		
Weapons	6	3
Narcotics	27	16
Trespassing	13	4
<b>SUB-TOTAL</b>	<b>46</b>	<b>23</b>
<b>TOTAL</b>	<b>250</b>	<b>178</b>
<b>ENFORCEMENT EFFORTS</b>		
Arrests	482	34
Citations	4,999	1,080
Fare Checks	39,688	1,637
Calls for Service	1,372	1,311

## Metro’s Homeless Efforts

### C3 Homeless Outreach September 1, 2020 through September 30, 2020

Performance Measure	September Number Served	Project Year 2017 To date Number Served
Number of unduplicated individuals’ initiated contact (pre-engagement phase)	248	8,347
Number of Unduplicated individuals engaged (engagement phase)	220	4,260
Number of unduplicated individuals who are provided services or who successfully attained referrals*	*Unavailable	Unavailable
Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	34	1,837
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	0	417
Number of unduplicated individuals engaged who are permanently housed	15	313

These data include cumulative totals from inception and combines the work of the Swing and Day shifts.

### September Motel Report

Secured 41 motel rooms. Please see attachment containing the demographics with justification for each of the placements.

#### Brief Demographic Overview:

- 71 homeless persons were housed in 41 motel rooms
  - 10 clients were single mothers with children
  - 14 clients were elderly -- combination of single men and women, a couple with a child and an elderly couple without children
  - 25 clients were singularly housed

**Total Motel Expense:       \$85,493.83**  
**COVID-19 Expense:         \$59,183.20**

### PATH Success Story

Client, Mr. Ricky Nelson, was originally outreached on the Metro Red line platform at Union Station. Mr. Nelson is a 58 year-old male who experienced homelessness for roughly 25 years before being engaged by a PATH outreach team. Mr. Nelson struggled with mental health and substance abuse issues in addition to strained family relationships due to his drug addiction. Instead of giving up, Mr. Nelson began to grab a hold of the services available and seemed to develop a sense of purpose. First To Serve - Vernon assisted PATH with Crisis Placement.

COVID 19 Project Room Key program placed client in a hotel facility, the Mayfair Hotel, where he was able to feel comfortable enough to begin the process of addressing long standing mental health and substance abuse issues. First To Serve - Vernon and Skid Row Housing Trust demonstrated endless patience assisting Mr. Nelson with navigating life at his interim facility. A Substance Abuse Specialist from PATH was able to be a voice of reason when situations occurred where the he felt that he could not overcome his substance abuse addictions.

Through collective agency efforts the client is permanently housed at The Crescent Apartments and has acclimated to his new environment well. Mr. Nelson has started to strengthened family relationship with his sister and participates regularly and independently in Mental Health and other supportive services; Mr. Nelson's apartment at the Crescent is the first place of his own after 25 years of residing in abandoned buildings in Downtown Los Angeles, the Metro train lines, or outdoors.

Quote: "I finally have a safe and clean place to lay my head to sleep at night after being homeless for so long, I feel like somebody now."



## LAPD Success Story

On September 8, 2020 at approximately 1100 hours, TRSG HOPE Officers were conducting homeless outreach at Union Station (red-line platform) when they encountered a homeless couple with four (4) young children in common. The couple have been homeless for over one (1) year and are currently struggling with sobriety. Due to their current situation, their four (4) children are residing with their grandmother in Azusa. The couple are in the process of becoming sober and are actively looking to find stable housing in an effort to reunite the family under one roof.

TRSG HOPE Offices contacted People Assisting the Homeless (PATH) to assist with the outreach efforts in an attempt to locate emergency housing for the couple. Additionally, the assigned clinician to the HOPE Team from the Department of Mental Health (DMH) met with the couple to connect them to both mental health services as well as wrap around services for their children. Due to the diligent efforts of our DMH Clinician and USC social worker interns, the couple were immediately connected to and housed at a sober living facility in North Hollywood Division. TRSG HOPE Officers transported them to this facility to assist the couple with the intake process. Living on the streets for over one (1) year was a very discouraging and lonely experience for the couple. Additionally, being separated and disconnected from their children was a daily challenge for both. Being housed in a sober living facility will give them an opportunity to live in dignity and ultimately brings them one step closer to being reunited with their children.

### **LAPD Polling results**

This polling was conducted on (2) days during Watch 2 and Watch 3 hours. The average response was approximately 9% of the homeless engaged would accept shelter if a bed were available. The most common reason for refusal included concern about not wanting to be around others. Also mentioned as reasons for refusal was simply not interested or working on other options. Historically most common reasons also include lack of security, location, rules, intake hours, lack of privacy and lack of options for unmarried couples to be housed together.

### **LASD Success Story**

Client, Ms. Latrina Tatum, disembarked the "A" line at the Imperial Passenger Station with her one month old son (Apland Tatum) in his stroller. The stroller's bottom held all of Ms. Tatum's personal possessions and a small mylar baby balloon affixed to a cracked plastic handle which read "It's a Boy." Ms. Tatum was at her all-time low, she had nowhere to go for shelter, no money for baby formula or diapers and no back-up plan to resort too. Ms. Tatum was forced out of the shelter she was housed in because a volunteer who had recently worked there had tested positive for Covid-19 and had potentially exposed the staff and residents to the deadly virus, Ms. Tatum explained.

In Ms. Tatum's own words, "The Roach –Infested hotel room" stay ended quickly without her having obtained more housing. She was unable to locate a shelter because every shelter wanted her to have a negative "COVID -19" test and be isolated 2 weeks after the results. A promise was made to house her and Apland. Apland's grandfather extended a

temporary stay at his home in the city of Compton, only to renege hours before she and Apland's agreed upon arrival.

Ms. Tatum found herself at the Imperial Passenger Station near midnight with nowhere to go. As a last resort, she pushed baby Apland from the "A" line train towards the lobby of the Rail Operation Center. Ms. Tatus stated she walked into the lobby with the hope she would be helped by the Sheriff's Department. Once inside the lobby she contacted uniformed Deputy Sheriffs and explained her dire need of assistance. A Metal Health / Homeless Outreach Deputy was dispatched and responded. Temporary housing was located, transportation was provided, and resources were connected to Ms. Tatus which would enable her to provide for Apland until a plan of action was laid fourth and set in motion.

This terrible situation resulted in a positive outcome for M. Tatum and Apland because Metro-Transportation funds a Mental Health Team staffed with plain clothed Deputy Sheriffs nearly 24 hours a day 7 days a week with flexible schedules and unmarked police vehicles which encourages People In Need of Services to speak to the MET deputies.

#### **LASD –Transports to Services**

- 14 males – hospitals/centers/churches
- 6 females – hospitals/centers/churches

#### **LBPB Operation "Shelter the Unsheltered"**

The AM shift works with PATH during morning hours. PATH handles all outreach services for morning contacts with homeless persons who are desirous of services.

#### **LBPB Transports to Services**

- Family of five transported by PATH to services.
- One female transported to 7<sup>th</sup> & Metro for housing assistance.

#### **LBPB Success Story**

On September 18<sup>th</sup> at approximately 0830 hours, Long Beach Police Department Metro Transportation Detail officers worked in collaboration with People Assisting the Homeless (PATH) at the Downtown Metro Transit Mall Station, when they came across a family (2adults and their 3 small children) riding the train. The family informed PATH and Metro Detail officers that they were homeless and were removed from the train. One of the Metro Detail officers, using his own resources, went to Burger King and bought the children food while PATH offered much needed services and housing to the family. PATH outreach worker was able to place the family into a temporary housing program and enroll them in a long-term housing program workshop that will find permanent housing for them in the future.

#### **Law Enforcement Homeless Outreach Metrics, September 2020**



<b>ACTION</b>	<b>LAPD HOPE/TSD</b>	<b>LASD MET</b>	<b>LBPD QOL</b>
Contacts	309	410	147
Referrals	58	11	63
5150 Holds	5	15	0
Mental Illness	23	81	43
Substance Abuse	51	59	54
Veterans	2	2	1
Shelter	4	0	5
Motel Housing Plan	1	1	0
VA Housing	0	0	0
Return to Family	0	1	0
Transitional Long Term Housing	0	0	0
Detox	1	0	0
Rehab	1	0	0

#### **Cleared Encampments Within Metro Right-of-Way**

<b>Incident Date:</b>	<b>Location:</b>	<b>Work Required:</b>	<b>Comments:</b>
7/1/2020	Harbor Subdivision Inactive ROW MP 18.0 Redondo Beach	Clean-up Trash	Individuals left on their own accord. Trash removed September 10, 2020

#### **Cleared Encampments Outside, Adjacent to Metro Right-of-Way**

<b>Incident Date:</b>	<b>Location:</b>	<b>Work Required:</b>	<b>Comments:</b>
11/22/19	Long Beach, Caltrans Park-N- Ride Lot	Clean-up Trash	Individuals left on their own accord. Trash removed September 15, 2020

## Metro's Homeless Efforts

### C3 Homeless Outreach October 1, 2020 through October 31, 2020

Performance Measure	October Number Served	Project Year 2017 To date Number Served
Number of unduplicated individuals' initiated contact (pre-engagement phase)	218	8,565
Number of Unduplicated individuals engaged (engagement phase)	99	4,428
Number of unduplicated individuals who are provided services or who successfully attained referrals*	*Unavailable	*Unavailable
Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	32	1,869
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	1	418
Number of unduplicated individuals engaged who are permanently housed	1	324

These data include cumulative totals from inception and combines the work of the Swing and Day shifts.

### October Motel Report

Secured 41 motel rooms. Please see attachment containing the demographics with justification for each of the placements.

Brief Demographic Overview:

- 69 homeless persons were housed in 41 motel rooms
  - 43 families – women with children
  - 26 clients – singularly housed

**Total Motel Expense: \$97,152.27**

**COVID-19 Expense: \$63,090.50**

### PATH Success Story

PATH Metro transit encountered male 59 year old client at Union Station. The client had several challenges that led him into being homeless. Client was provided assistance in becoming document ready for housing. Initially, client was sheltered at 38th & Broadway until a bed was provided for him. Client received assistance with accessing pension from prior job. Client is now housed after spending over a year in shelter. Client experienced difficulties in shelter and wanted to give up but stuck with it. Client quote: "Good Morning Mike, I took the studio. Thanks for all your help, god bless. Nice neighborhood everything close."

### **LAPD Impact Efforts**

LAPD impact efforts were tied to improved public safety related to clean up operations and enforcement efforts.

### **LASD Referrals**

LASD made 33 referrals to seven (7) agencies

### **LASD Transports to Services**

- 23 males – hospitals/Centers/Churches
- 7 females – hospitals/Centers/Churches

### **LASD Success Story**

On October 27 while conducting homeless outreach services at Citrus Pax, Gold Line with, the DMH clinician and MET officer encountered a 38 year old female by the name of Yadira Perez. Ms. Perez was by herself, homeless and 5 months pregnant.

Ms. Perez had a small utility cart with recycling containers that she collects on the streets and redeems for money in order to feed herself each day. Ms. Perez said she had been homeless for approximately 3 months and she did not have any friends or relatives that she could ask for shelter or any other type of assistance.

Ms. Perez told officers that the evenings are becoming colder and she rides the Gold Line trains at nighttime to stay warm. She also sleeps on the floor at the parking structure of Citrus Pax, Gold Line. Each day, she fears for her safety because she is by herself and it's not uncommon for men to approach her asking her for money.

The DMH clinician and MET officer were able to transport Ms. Perez to a local resource services location to obtain a shower, a clean change of clothes and food. The officers were unable to locate services for Ms. Perez due to the present Covid-19 restrictions at homeless shelters. In the meantime, the DMH clinician and MET officer sought more stable services to assist Ms. Perez with her situation.

The following day, October 28, the officers met with Ms. Perez at the same location and transported her to a Volunteers of America location for housing services.

At VOA, Ms. Perez will be assigned to a Case Manager to assist her with additional services such as permanent housing, medical services to assist her with her pregnancy, financial assistance, etc.

Upon dropping off Ms. Perez at Volunteers of America, she was very emotional, excited and thankful that she was not going to ride trains at nighttime to stay warm, nor was she going to be sleeping on a parking structure floor any longer and her newborn was going to be in a safe environment.

### **LBDP Operation “Shelter the Unsheltered”**

The AM shift works with PATH during morning hours. PATH handles all outreach services for morning contacts with homeless persons who are desirous of services.

### **LBDP Transports to Services**

- Family of five transported by PATH to services.
- One female transported to 7<sup>th</sup> & Metro for housing assistance.

### **LBDP Success Story**

A male person experiencing homelessness became a constant fixture at the Willow Station over the past two months. LBDP Metro Quality of Life (QOL) officers interacted with him regularly – chatted with him and purchased lunches for him. The subject exhibited forms of mental impairment – talking to himself, yelling at the air, etc. The QOL officers took the subject to the Multi-Service Center on several occasions to shower and seek counseling. QOL officers contacted the subject’s sister who lives locally and arranged for her to pick up her brother and take him to her residence. The subject will stay with his sister for several days at a time, but eventually returns to the Willow Station. Metro QOL officers have every intention of helping the by getting him off the streets and into permanent housing.

### **Law Enforcement Homeless Outreach Metrics, October 2020**

<b>ACTION</b>	<b>LAPD HOPE/TSD</b>	<b>LASD MET</b>	<b>LBDP QOL</b>
Contacts	360	561	36
Referrals	36	33	11
5150 Holds	10	21	1
Mental Illness	25	106	13
Substance Abuse	40	98	18
Veterans	3	6	1
Shelter	6	2	0
Motel Housing Plan	0	0	0
VA Housing	0	0	0
Return to Family	0	2	0

Transitional Long Term Housing	0	0	0
Detox	0	0	0
Rehab	0	1	0

### Cleared Encampments Within Metro Right-of-Way

Incident Date:	Location:	Work Required:	Comments:
1/22/2020	L Line (Gold) behind Sound wall north of Figueroa Street grade crossing Track #2	Clean-up Trash	Identified January 2020 Individuals left on own accord. Trash removed October 26 <sup>th</sup>
6/22/2020	Harbor Subdivision inactive right-of-way, north of C Line (Green) Redondo Station	Clean-up Trash	Identified September 2020 Individuals left on own accord. Trash removed October 26 <sup>th</sup> per LASD
8/3/2020	Harbor Subdivision inactive right-of-way, at Slauson & McKinley Avenues	Clean-up Trash	Identified August 2020 Individuals left on own accord. Trash removed October 23 <sup>rd</sup> per LAPD
9/21/2020	C Line (Green) under Redondo Station Flyover	Clean-up Trash	Identified September 2020 Individuals left on own accord. Trash removed October 26 <sup>th</sup> per LASD

### Cleared Encampments Outside, Adjacent to Metro Right-of-Way

Incident Date:	Location:	Work Required:	Comments:
No activity this reporting period.			

## Day Team Motel Report

1. Family. 24-year-old mother, [28-year-old father, 3-year-old daughter, 2-year-old daughter, and 4-month-old son encountered at Union Station. We have motel'd them at Motel 6 Carson and Gardena for 7 months and have successfully connected them to Family Solutions Center, Good Shepherd, and Safe Place for Youth. The family has their Homeless Section 8 voucher in-hand, and are actively searching for apartments now. In October we spent \$3293.27 to motel them. This family is still motel'd.

2. 74-year-old single male veteran encountered at McArthur Park station. He has major mental health issues, heart failure, swelling in his legs and feet, and untreated diabetes and was high-risk for Covid-19. We have motel'd him for 3 months at Motel 6 Azusa. We have submitted a Project Room Key referral and are waiting for placement. He has also been referred to PATH's Veterans Program. He is now matched to Permanent Housing through them at PATH Villas; we are waiting for the housing application to be completed. In October we spent \$3886.59 to motel him. This individual is still motel'd.

3. 64-year-old single male encountered this month at Pershing Station with severe mental health concerns that include schizoaffective disorder. Client was at-risk for COVID and placed at Motel 6 Azusa. We referred him to A Bridge Home Civic Center and he was accepted; however, the client declined the placement and left the motel. His whereabouts are unknown at this time. In October, we spent \$1040.54 to motel him. This individual is no longer motel'd.

4.. 52-year-old single male encountered at Union Station. He is immune deficient with numerous health concerns, and at-risk for COVID. We have motel'd him at Crenshaw Inn and American Inn for 7 months. He is expected to move into permanent supportive housing in November; however, at this time he is in a recuperative care due to a serious surgery he had. We spent \$923.40 to motel him In October. If he returns from recuperative care, we will motel him until his permanent housing is secured. He is still motel'd.

5. 64-year-old single male encountered at the Slauson Station. He is suffering from cancer, uses a colostomy bag, and has mobility issues, and is at risk for Covid. We motel'd him at the Rosa Bell Motel for 2 months until he moved into permanent supportive housing this month. In October, we spent \$1651.60 to motel him. He is no longer motel'd.

6. 57-year-old single mother and 25-year-old son encountered at Union Station this month. Mother has hypertension, mobility issues, and Bipolar Disorder. Son has cancer and a neurological condition and is at risk for Covid. We motel'd them at the Rosa Bell Motel and found them placement at First To Serve shelter. We spent \$131.10 to motel them in October. They are no longer motel'd.

7. Family. 29-year-old mother and 6-year-old son encountered at Union Station this month. She is fleeing from a domestic violence situation so we motel'd her at Motel 6 Carson until we can

secure her an appropriate shelter placement. In October we spent \$928.19 to motel this family. They are still being motel'd.

8. 81-year-old single female encountered at Union Station, referred by LAPD. She has asthma, congestive heart failure, diabetes, mobility issues, and at-risk for COVID. We have motel'd her at the Rosa Bell Motel for 2 months; however, she left the motel before we could secure her a shelter placement. Her whereabouts are unknown and no contact has been made. In October, we spent \$2154.60 to motel her. She is no longer motel'd.

9. 69-year-old single female encountered at the Slauson railroad encampment site. She has diabetes, mobility issues, and at-risk for COVID. We motel'd her at Rosa Bell Motel for 3 months and referred her to Project Room Key. In October we spent \$3180.60 to motel her. She is still at the motel.

10. Family. 39-year-old mother and 11-year-old daughter encountered at Union Station. We have motel'd this family at the Stuart Hotel for 7 months, while the mother increased her income through employment. She has declined several transitional housing options and refuses to accept shelter placement. The family will take over motel payments starting November 01. In October we spent \$3200.00 to motel them.

11. 26-year-old single male encountered at Union Station. He has numerous and severe mental health concerns which interfered with his ability to succeed in a shelter setting. We have motel'd him at the Stuart Hotel for 2 months and submitted referrals to A Bridge Home program; he is currently waitlisted. In October, we spent \$3100.00 to motel him. He is still motel'd.

12. 52-year-old single male encountered at Union Station with diabetes and mobility issues and is at risk for Covid. We have motel'd him at the Stuart Hotel for 2 months and submitted an application for permanent supportive housing. Client has been approved and should be moving into his own apartment in November. In October, we spent \$3100.00 to motel him. He is still motel'd.

13. 42-year-old single female encountered at Union Station. She had just been discharged from the hospital due to numerous health conditions. We motel'd her at the Stuart Hotel for 2 months while trying to reunify her with family. This month she checked out of the motel and her whereabouts are unknown. No contact has been made. In October we spent \$1540.00 to motel her. She is no longer motel'd.

14. Family. 36-year-old single mother and 1-year-old son encountered at Union Station this month. They are fleeing a domestic violence situation. We motel'd them at the Lincoln Motel until an appropriate shelter placement is secured. In October we spent \$1136.98 to motel this family. They are still being motel'd.

15. Family. 34-year-old single father and 4-year-old son encountered at Union Station this month. We motel'd them at the Stuart Hotel and successfully reunified them with family. We spent \$1870.00 to motel them. They are no longer motel'd.

16. Family. 21-year-old single mother and 3-year-old son encountered at Union Station this month. We motel'd this family at the Rosa Bell Motel and successfully connected them to San Fernando Valley Rescue Mission for Shelter placement. In October, we spent \$1969.40 to motel them. They are no longer motel'd.

17. 50-year-old single female encountered at Hollywood & Highland station this month. She was referred to us by LAPD. She has asthma, major mental health issues, and a recent victim of severe assault. We motel'd her at the Lincoln Motel and submitted a Project Room Key referral. She checked-out of the motel before placement was secured. Her whereabouts are unknown and no contact has been made. In October we spent \$1046.00 to motel her. She is no longer motel'd.

#### OCTOBER 2020 MOTEL REPORT WITH NAME – SWING SHIFT

1. Family. A 56 year old single female, and her 8 year old nephew, were encountered at the 103<sup>rd</sup> Station have been in a motel for several months while efforts continue to locate a family shelter that they can transition to. The family has been referred to FSC, and numerous other agencies for families (Upward Bound House, Shields for Families, etc...) but shelter has not been located. The client has found an apartment and is expected to get her move in date on 11/6/20. In October, \$3200 was spent to motel the family at the Crenshaw Inn. The family is still motel'd.

2. A 73 year old trans female, with respiratory disease, mobility issues and incontinence, was encountered at Downtown Long Beach Station during offloading, was provided a motel stay due to her high risk for COVID-19 and other vulnerabilities while efforts are actively underway to locate an appropriate placement suitable to the participant's needs. On 10/27/20, the participant passed away. In October, \$2780 was spent at the Crenshaw Inn.

3. Family. A 31 year old single mother, with children ages 8 and 11, was encountered at Union Station. The family was placed at the Stuart Hotel while efforts are made to connect the family to programs and resources for families including shelter and housing programs. The participant has had an intake with FSC is receiving assistance to connect to a family shelter. In October,



\$3200 was spent at the Stuart Hotel. The family is still motel'd.

4. A 63 year old adult male was encountered at Downtown Long Beach station during offloading. He has a seizure disorder and respiratory difficulties. Due to his advanced age, health conditions, and high risk for COVID-19, a motel stay was approved pending linkage to other shelter options and resources. Referrals to shelters have been completed, but a bed has not been found. In October, \$3200 was spent to motel him at the Stuart. He is still motel'd.

5. A 41 year old male was encountered at the Westlake/MacArthur Park Station was provided a motel stay pending results of a COVID-19 test to enter shared housing. The client does not have a phone and is difficult to locate. There was concern he would miss out on this housing opportunity if he was not placed in a motel. The test results were negative, however, a problem arose with his benefits and the motel stay has continued while the CM assists him with that and attempts to link him to other shelter options. In October, \$3180.60 was spent to motel him at the Los Angeles Inn. He is still motel'd.

6. A 65 year old adult male, with a physical disability and chronic health condition, was encountered at Union Station. A motel stay was approved due to his advanced age, health issues, and high risk for COVID-19. He has been referred to PRK, but as the PRK program is demobilizing, new placements have slowed. Other shelter options are being explored. In October, \$3180.60 was spent to motel him at the Rosa Bell. He is still motel'd.

7. A 58 year old male at high risk for COVID-19 was encountered at the North Hollywood Red Line Station and a motel stay. He has a physical disability, mobility issues, and respiratory disease. He was offered while the CM assists with linkage to social service programs and other shelter resources, including a referral to Project Room Key. A PRK bed was offered, but not accepted as it was very far from the participant's health care providers and would pose a significant hardship for the participant receiving medically necessary health care services. The participant remains active on the PRK list for placement in SPA 2. The participant has had health issues over the past month that resulted in visits to urgent care and the ER. In October, we spent \$3180.60 at the Rosa Bell. He is still motel'd.

8. A 73 year old male with diabetes was encountered at Downtown Long Beach Station during offloading, was provided a motel stay due to his high risk for COVID-19 and other vulnerabilities. The CM has located permanent housing for the participant, however, his ID and Social Security card that were stolen, needed to be replaced. His ID has arrived and his SS Card is expected to arrive soon. In October, \$3180.60 was spent to motel him at the Rosa Bell. He is still motel'd.

9. Family. A Single Female and her 8 year old son were engaged at Union Station. The family was unsheltered and provided with an emergency motel stay. On 10/20/20, the family moved into permanent housing. In October, \$1949.40 was spent at the Rosa Bell Motel. Family is no longer motel'd.

10. A 65 year old Female, and her 38 year old adult son, who helps care for her, were engaged at the El Monte Station and provided an emergency motel stay due to the elderly female's significant health conditions (congestive heart failure, respiratory disease) and high risk for COVID-19. In October, the participant had a medical procedure and would benefit from recuperative care. She is eligible for the HFH program and is awaiting placement. In October, \$4064.10 was spent at the Casa Bell. Family is still motel'd.

11. A 72 year old Male with mobility issues and asthma was encountered at the Compton Station on the A line and offered an emergency motel stay. He is high-risk for Covid-19. A referral was made to Project Room Key and other shelter resources are being sought. In October, \$3180.60 was spent at the Rosa Bell. He is still motel'd.

12. A 34 year old mother of 2 children, ages 12 and 13, was encountered at the Santa Monica Station. The family is originally from another county and landed in Los Angeles fleeing domestic violence and have no supports in Los Angeles. The family is DCFS involved and the children

were placed in the father's custody. The CM assisted the mother with securing shelter elsewhere the motel stay ended on 10/16/20. In October, \$1966.50 was spent to motel the family at the Los Angeles Inn. Family is no longer motel'd.

13. A 44 year old female was temporarily put in a motel while she awaited moving into permanent housing. She moved in on 10/13/20. In October, \$1240 was spent at the Stuart Hotel. She is no longer motel'd.

14. A 52 year old father, and his 3 sons, ages 8, 7, and 5, were encountered at Downtown Long Beach during offloading, The family is unsheltered and were offered a motel stay while efforts are made to link the participants to family programs. The family was working with an FSC, but services were stalled due to not having a telephone and the family being transient. The family is in the process of being connected to a different FSC because they could not establish residency in the service area. In October, \$4064.10 was spent at the Los Angeles Inn. Family is still motel'd.

15. A 73 year old male with a history of back and neck problems, SUD, mental illness and respiratory disease from smoking and risk for Covid, was provided with an emergency motel stay. On 10/15/20, he was placed in shelter. In October, \$1436.40 was spent at the Los Angeles Inn. He is no longer motel'd.

16. A 67 year old male with asthma and high risk for Covid was provided an emergency motel stay and was encountered at the Downtown Long Beach Station during offloading. A PRK referral has been submitted and the CM is concurrently searching for shelter and permanent housing resources. In October, \$3200.60 was spent at the Rosa Bell. He is no longer motel'd.

17. Family. 42 year old single female, and her 4 kids, were encountered at the 7th Street/Metro Station. The family was referred to FSC, however, no assistance was rendered as the family shelters had no availability. The CM has reached out to a family program through Shields for Families for assistance. In October, \$4064.10 was spent at the Los Angeles Inn. The family is still motel'd.

18. A 20 year old single female and her infant son, 6 months of age, were encountered at the Artesia Station. She was reunified with her family and exited the motel on 10/13/20. In October, \$1333.80 was spent at the Rosa Bell. Family is no longer motel'd.

19. A 65 year old Male was encountered at Downtown Long Beach during offloading and provided with an emergency motel because of his health issues (heart condition and high blood pressure) and increased vulnerability to COVID-19. On 10/30/20, he transitioned out of the motel to interim housing. In October, \$ 3180.60 was spent at the Rosa Bell. He is no longer motel'd.

20. Family. A 25 year old Female, and her 6 year old daughter, were encountered at the 7th Street/Metro Center Station. The family was referred to the FSC in SPA 6, and was later redirected to the FSC in SPA 8. A family shelter has not been located as of yet. The CM will continue to provide advocacy and linkage to family programs. In October, \$3180.60 was spent at the Los Angeles Inn. The family is still motel'd.

21. Family. A 37 year old Female, and her 1 year old son, were encountered at Downtown Long Beach during offloading. An FSC referral was made and the CM is exploring other shelter options for families. In October, \$3180.60 was spent at the Los Angeles Inn. The family is still motel'd.

22. A 34 year old female was placed in an emergency motel due to her life threatening health condition and increased risk to COVID-19. While at the motel, the participant grew concerned for her safety due to threats made by an ex-girlfriend. On 10/13/20, she chose to exit the motel and declined resources for DV. In October, \$943.40 was spent at the Rosa Bell Motel. She is no longer motel'd.

23. A 47 year old male was approved for a temporary motel stay while he awaited COVID-19 test results to enter SUD treatment. In October, \$327.80 was spent at the Rosa Bell. He is no longer motel'd.

24. Family. A 27 year old mother and her 2 sons, ages 8 and 2, were encountered at the Downtown Long Beach Station during offloading. An emergency motel stay was approved while efforts to link to programs and shelters for families are made. In October, \$ 675.50 was spent at the Rosa Bell. The family is still motel'd.

Total: 41

Still in

motels:

22

Families with

children: 16 10

are still in

motels Covid-

risk: 20

9 are still in

motels

Day: \$34,152.27

Swing:

\$63,090.50

Total:

\$97,242.77

Covid:

\$47,923.93

**MONTHLY, BI-ANNUAL, ANNUAL COMPARISON**

**SEPTEMBER 2020**

Attachment E

**Crimes**

<b>Monthly</b>	<b>System-Wide</b>	<b>Sep-19</b>	<b>Sep-20</b>	<b>% Change</b>
	Crimes Against Persons	123	105	-14.63%
	Crimes Against Property	68	47	-30.88%
	Crimes Against Society	30	19	-36.67%
	<b>Total</b>	<b>221</b>	<b>171</b>	<b>-22.62%</b>

<b>Six Months</b>	<b>System-Wide</b>	<b>Apr-Sep 19</b>	<b>Apr-Sep 20</b>	<b>% Change</b>
	Crimes Against Persons	798	626	-21.55%
	Crimes Against Property	494	317	-35.83%
	Crimes Against Society	195	71	-63.59%
	<b>Total</b>	<b>1,487</b>	<b>1,014</b>	<b>-31.81%</b>

<b>Annual</b>	<b>System-Wide</b>	<b>Oct-18 - Sep-19</b>	<b>Oct-19 - Sep-20</b>	<b>% Change</b>
	Crimes Against Persons	1,601	1,373	-14.24%
	Crimes Against Property	1,097	740	-32.54%
	Crimes Against Society	324	275	-15.12%
	<b>Total</b>	<b>3,022</b>	<b>2,388</b>	<b>-20.98%</b>

**Average Emergency Response Times**

<b>Monthly</b>	<b>Sep-19</b>	<b>Sep-20</b>	<b>% Change</b>
	4.46	6.22	39.46%

<b>Six Months</b>	<b>Apr-Sep 19</b>	<b>Apr-Sep 20</b>	<b>% Change</b>
	5.01	4.83	-3.64%

<b>Annual</b>	<b>Oct-18 - Sep-19</b>	<b>Oct-19 - Sep-20</b>	<b>% Change</b>
	5.09	4.58	-9.92%

**Bus Operator Assaults**

<b>Monthly</b>	<b>Sep-19</b>	<b>Sep-20</b>	<b>% Change</b>
	5	2	-60.00%

<b>Six Months</b>	<b>Apr-Sep 19</b>	<b>Apr-Sep 20</b>	<b>% Change</b>
	41	37	-9.76%

<b>Annual</b>	<b>Oct-18 - Sep-19</b>	<b>Oct-19 - Sep-20</b>	<b>% Change</b>
	93	83	-10.75%

**Fare Compliance**

<b>Monthly</b>		<b>Sep-19</b>	<b>Sep-20</b>	<b>% Change</b>
	Green Checks	20,892	950	-95.45%
	Yellow Checks	10,136	432	-95.74%
	Red Checks	6,170	15	-99.76%
	<b>Total</b>	<b>37,198</b>	<b>1,397</b>	<b>-96.24%</b>

<b>Six Months</b>		<b>Apr-Sep 19</b>	<b>Apr-Sep 20</b>	<b>% Change</b>
	Green Checks	292,417	7,591	-97.40%
	Yellow Checks	75,970	3,779	-95.03%
	Red Checks	49,336	108	-99.78%
	<b>Total</b>	<b>417,723</b>	<b>11,478</b>	<b>-97.25%</b>

<b>Annual</b>		<b>Oct-18 - Sep-19</b>	<b>Oct-19 - Sep-20</b>	<b>% Change</b>
	Green Checks	1,035,322	135,399	-86.92%
	Yellow Checks	277,106	49,975	-81.97%
	Red Checks	124,704	31,488	-74.75%
	<b>Total</b>	<b>1,437,132</b>	<b>216,862</b>	<b>-84.91%</b>

**Ridership**

<b>Monthly</b>	<b>Sep-19</b>	<b>Sep-20</b>	<b>% Change</b>
	24,102,718	16,643,504	-30.95%

<b>Six Months</b>	<b>Apr-Sep 19</b>	<b>Apr-Sep 20</b>	<b>% Change</b>
	180,776,406	85,523,560	-52.69%

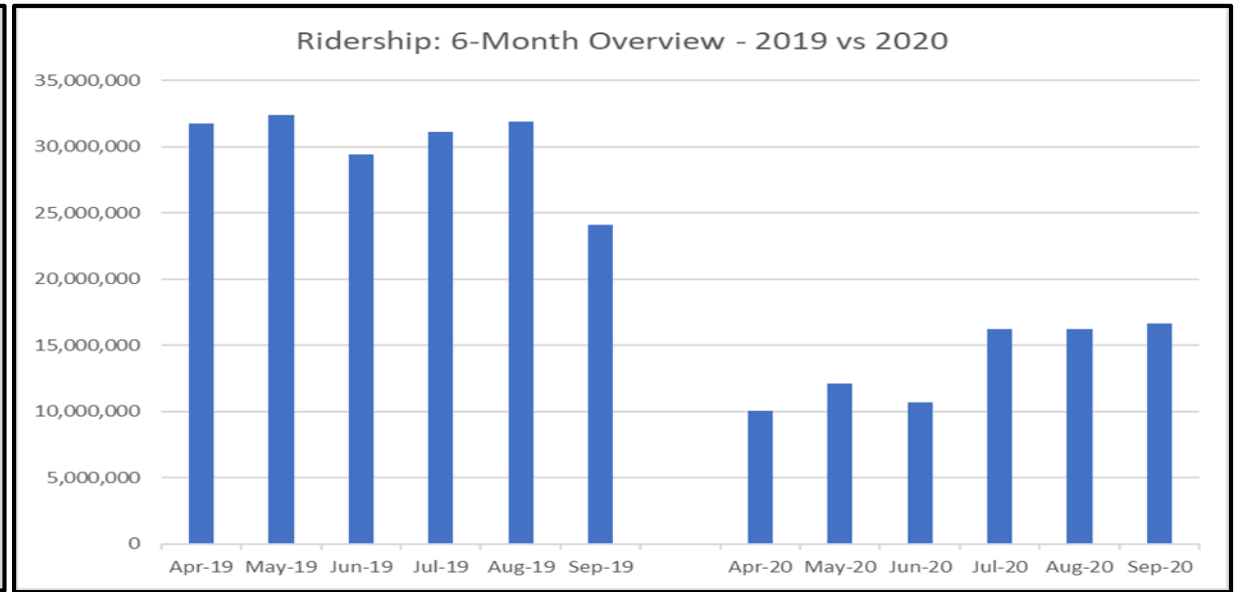
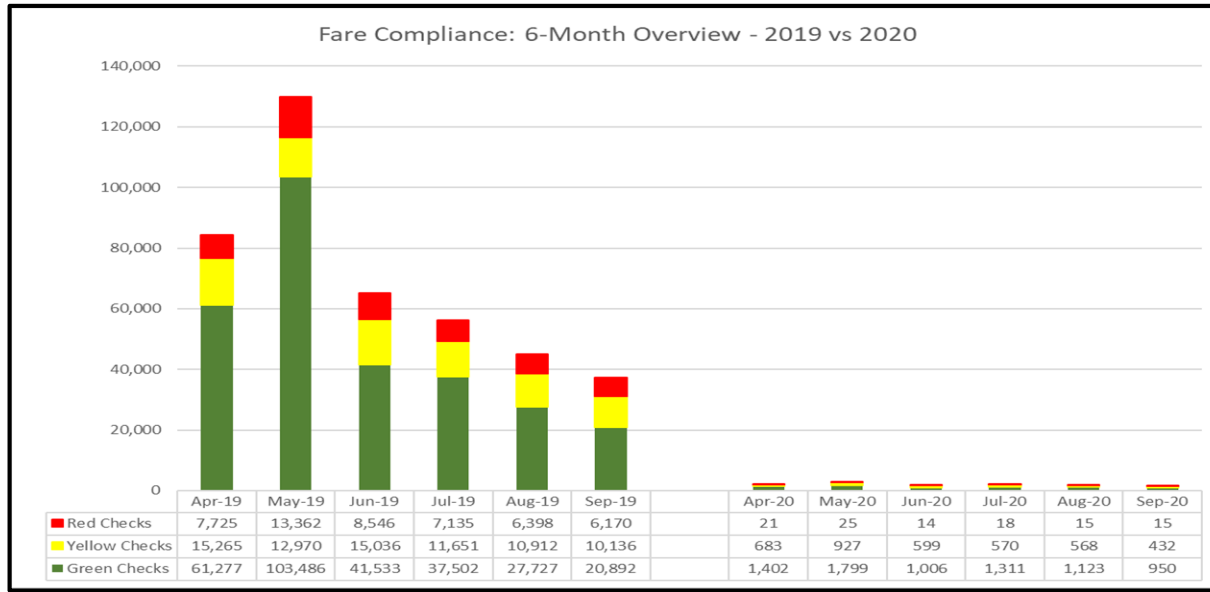
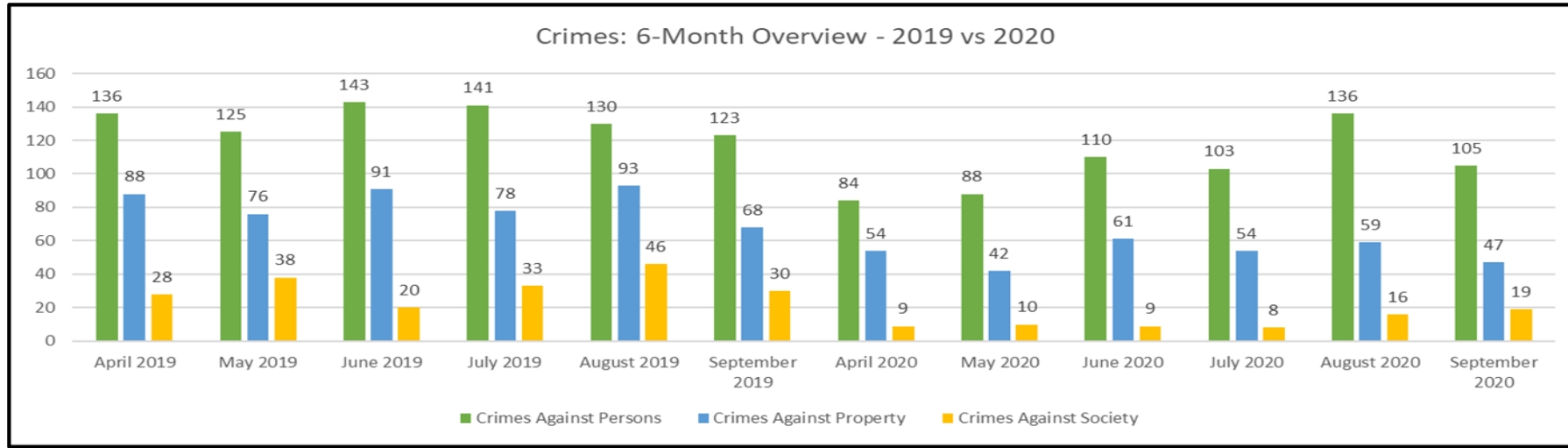
<b>Annual</b>	<b>Oct-18 - Sep-19</b>	<b>Oct-19 - Sep-20</b>	<b>% Change</b>
	367,630,900	258,350,359	-29.73%



# MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

SEPTEMBER 2020

Attachment E



MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

OCTOBER 2020

Attachment E

**Crimes**

Monthly	System-Wide	Oct-19	Oct-20	% Change
	Crimes Against Persons	131	107	-18.32%
	Crimes Against Property	73	48	-34.25%
	Crimes Against Society	46	23	-50.00%
	Total	250	178	-28.80%

Six Months	System-Wide	May-Oct 19	May-Oct 20	% Change
	Crimes Against Persons	793	649	-18.16%
	Crimes Against Property	479	311	-35.07%
	Crimes Against Society	213	85	-60.09%
	Total	1,485	1,045	-29.63%

Annual	System-Wide	Nov-18 - Oct-19	Nov-19 - Oct-20	% Change
	Crimes Against Persons	1,591	1,349	-15.21%
	Crimes Against Property	1,084	715	-34.04%
	Crimes Against Society	344	252	-26.74%
	Total	3,019	2,316	-23.29%

**Average Emergency Response Times**

Monthly	Oct-19	Oct-20	% Change
	5.05	6.26	23.96%

Six Months	May-Oct 19	May-Oct 20	% Change
	5.07	5.11	0.79%

Annual	Nov-18 - Oct-19	Nov-19 - Oct-20	% Change
	5.14	4.68	-8.82%

**Bus Operator Assaults**

Monthly	Oct-19	Oct-20	% Change
	10	9	-10.00%

Six Months	May-Oct 19	May-Oct 20	% Change
	42	41	-2.38%

Annual	Nov-18 - Oct-19	Nov-19 - Oct-20	% Change
	93	82	-11.83%

**Fare Compliance**

Monthly		Oct-19	Oct-20	% Change
	Green Checks	22,331	1,235	-94.47%
	Yellow Checks	12,451	388	-96.88%
	Red Checks	6,871	14	-99.80%
	Total	41,653	1,637	-96.07%

Six Months		May-Oct 19	May-Oct 20	% Change
	Green Checks	253,471	7,424	-97.07%
	Yellow Checks	73,156	3,484	-95.24%
	Red Checks	48,482	101	-99.79%
	Total	375,109	11,009	-97.07%

Annual		Nov-18 - Oct-19	Nov-19 - Oct-20	% Change
	Green Checks	795,753	114,303	-85.64%
	Yellow Checks	223,277	37,912	-83.02%
	Red Checks	107,632	24,631	-77.12%
	Total	1,126,662	176,846	-84.30%

**Ridership**

Monthly	Oct-19	Oct-20	% Change
	33,479,241	18,062,167	-46.05%

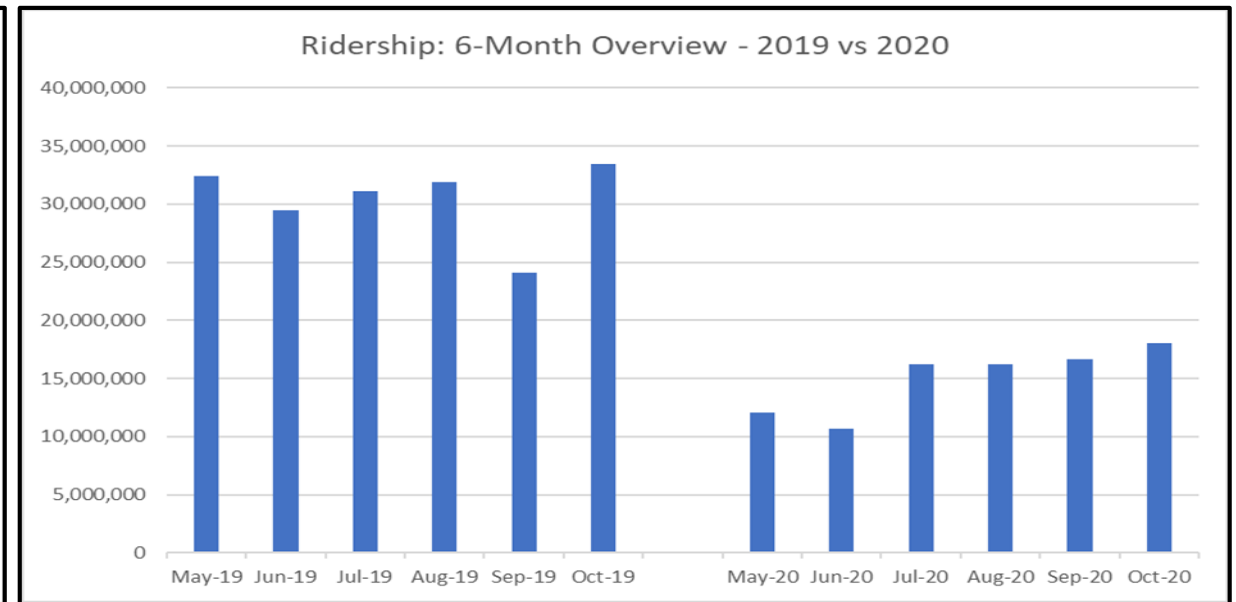
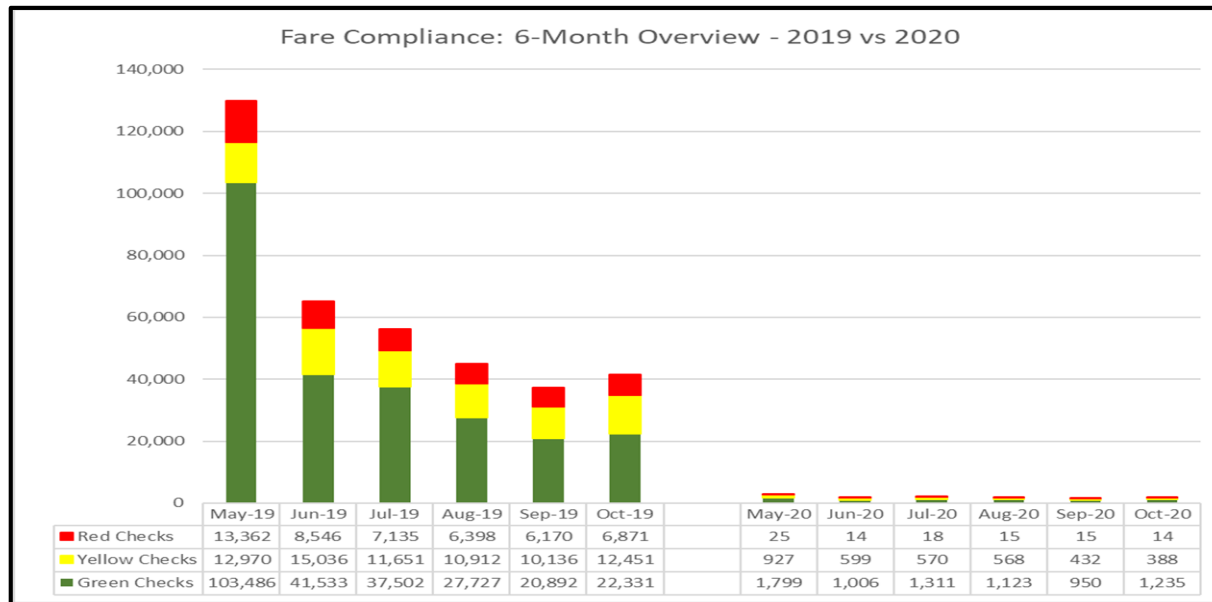
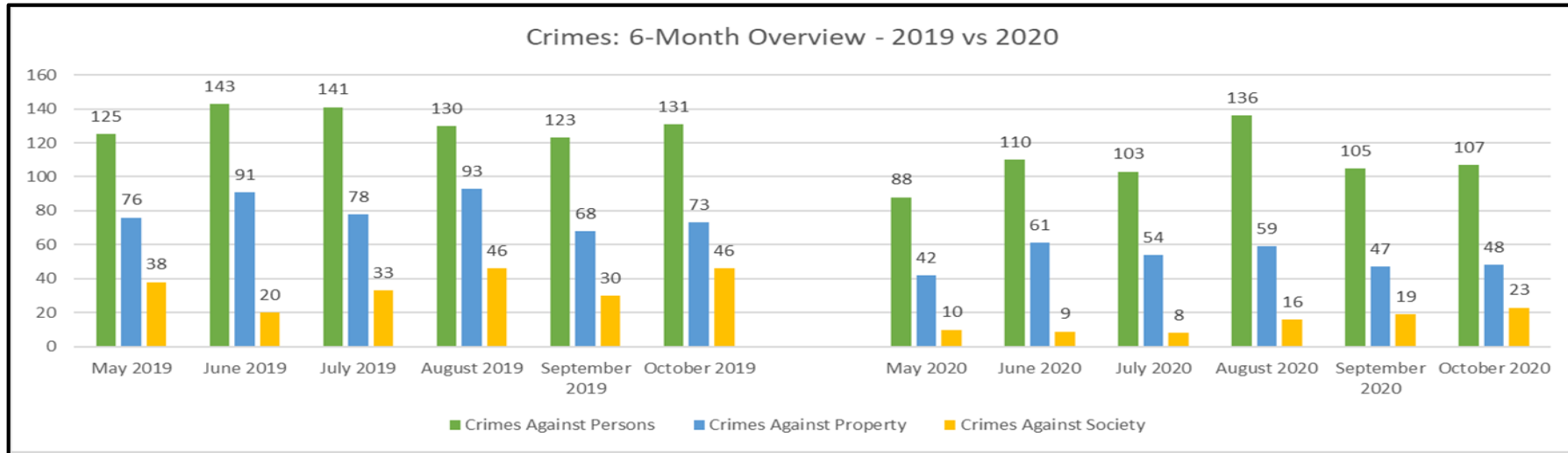
Six Months	May-Oct 19	May-Oct 20	% Change
	182,502,473	93,549,913	-48.74%

Annual	Nov-18 - Oct-19	Nov-19 - Oct-20	% Change
	366,571,108	242,933,285	-33.73%

# MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

## OCTOBER 2020

Attachment E



# MONTHLY UPDATE ON TRANSIT SAFETY & SECURITY PERFORMANCE

2020-0732

OPERATIONS, SAFETY & CUSTOMER EXPERIENCE COMMITTEE

# Crime Overview

VIOLENT CRIMES	Oct 2020	Sep 2020	% Change	Sep 2020	Aug 2020	% Change	YTD 2020	YTD 2019	% Change	YTD 2020	YTD 2018	% Change
Homicide	1	0	N/A	0	1	-100%	3	1	200%	3	0	N/A
Rape	2	0	0.0%	0	0	0.0%	7	7	0.0%	7	11	-36.4%
Robbery	11	24	-54.2%	24	19	26.3%	188	247	-23.9%	188	261	-28.0%
Agg Assault	26	18	44/4%	18	28	-35.7%	207	220	-5.9%	207	201	3.0%
TOTAL VIOLENT	40	42	-4.8%	42	48	-12.5%	405	475	-14.7%	405	473	-14.4%
PROPERTY CRIMES	Oct 2020	Sep 2020	% Change	Sep 2020	Aug 2020	% Change	YTD 2020	YTD 2019	% Change	YTD 2020	YTD 2018	% Change
Burglary	1	0	N/A	0	0	N/A	5	6	-16.7%	4	11	-63.6%
Larceny	25	22	13.6%	22	30	-26.7%	337	640	-47.3%	290	650	-55.4%
Bike Theft	5	4	25.0%	4	4	0.0%	45	66	-31.8%	36	86	-58.1%
Motor Vehicle Theft	1	1	0.0%	1	2	0.0%	13	18	-27.8%	11	25	-56.0
TOTAL PROPERTY	32	27	18.5%	27	36	-25.0%	400	730	-45.2%	341	772	-55.8%
TOTAL PART 1	72	69	4.3%	69	84	-17.9%	805	1,205	-33.2%	746	1,245	-40.1%

# 4-Day Rail Count

SSLE launched its first 4-day rail count of persons experiencing homelessness on October 19<sup>th</sup>-22<sup>nd</sup>

## Goals:

- Establish initial baseline numbers
- Starting point for identifying trends and hotspots
- Inform initial resource planning
- Identify lessons-learned to improve future counts
- Identify requirements for technologies that will help automate future counts and analysis

## Methodology:

- Law enforcement, Metro Transit Security, and contract security dispatched in 2-person teams across the rail system
- 2 counts per day (morning and evening)
- Used tally cards to count the number of persons experiencing homelessness on trains and in stations

# 4-Day Rail Count: Summary of Findings

Findings	Metrics	Comments
Total Daily Average Homeless Population (On-Train & In-Station)	1143	Sum of the average AM & PM counts for both on-train and in-station
Daily On-Train Homeless Population	711 (62%)	Sum of the average AM & PM counts (on-train only)
Daily In-Station Homeless Population	432 (38%)	Sum of the average AM & PM counts (in-station only)
Average daily # Homeless per Rail Line	143	1143 average total homeless / 8 Rail Lines
Rail Line with the Largest Daily Homeless Population	B (Red Line) – 436 total (189 in-station, 247 on-train)	Significantly more homeless traffic on B (Red) line than other lines. 35% of on-train traffic, 44% of in-station traffic
Time of Day with Most Homeless On-Train	AM (404)	Suggests homeless begin daily migration in the morning, primarily using Red, Expo, and Blue lines
Time of Day with Most Homeless In-Station	PM (238)	Suggests some homeless stay in/near stations at night, then use trains to migrate to other location in the AM

# Homeless Outreach Services

- SSLE has received two shelter site proposals:
  - Helping Hands Up proposes utilizing a vacant lot in South Los Angeles to construct temporary modular units.
  - New Economics for Women (NEW) proposes providing 20 La Posada dedicated beds for single women and with one child under 10 years of age.



**Board Report**

---

**File #:** 2020-0261, **File Type:** Contract

**Agenda Number:** 25.

---

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
NOVEMBER 19, 2020**

**SUBJECT: NEAR ZERO NATURAL GAS FUELED ENGINES**

**ACTION: AWARD CONTRACT**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, indefinite delivery/indefinite quantity Contract No. MA67067000 for Near Zero Emission Natural Gas Fueled Heavy Duty Engines to Cummins Pacific, LLC for a not-to-exceed amount of \$55,716,263, inclusive of sales tax.

**ISSUE**

This procurement is for the acquisition of Cummins L9N “Near Zero Emissions” engines, which will be installed as part of the Central Maintenance Shops (CMS) bus midlife engine replacement program over the next five fiscal years. The Cummins L9N near zero engines will operate on Renewable Compressed Natural Gas (RCNG) and replace the older Cummins ISLG engines that are currently installed in the New Flyer Xcelsior 40-foot buses.

The CMS engine replacement program is coordinated with Metro’s strategic plans for lowering greenhouse gas emissions on the current bus fleet and transitioning to Zero Emission Buses for future bus procurements. This procurement is required to ensure the current bus fleet is properly maintained and that the engine replacement program continues without delays and with no impact on revenue service.

**BACKGROUND**

In October 2016, Metro staff responded to a Board request to provide a comprehensive plan to further reduce greenhouse gas emissions. The report to the Board identified a comprehensive approach to reducing greenhouse gas emissions that included both the procurement of zero emissions buses and the use of Low NOx “Near Zero” CNG engines operating on RCNG for midlife engine repowers beginning in FY18.

In August 2017, Metro entered into a contract with Cummins Pacific LLC for the purchase of up to 395 near zero emissions engines for the midlife refurbishment program. The Air Quality Management District (AQMD) provided \$1.875 million in grant funding for 125 of the near zero emissions engines,

and Metro has received \$9.6million of \$12.6 million in pending reimbursements for vouchers submitted to the California Air Resources Board (CARB) Hybrid and Zero-Emissions Truck and Bus Voucher Incentive Project (HVIP) to offset the cost of the near zero emissions engines.

The remaining task orders for purchase of new near zero emissions engines under the existing contract were issued in October and this new contract is needed to support the midlife near zero engine replacement program.

## **DISCUSSION**

CMS staff identified the need to purchase up to 800 natural gas fueled heavy duty engines to replace the Cummins ISL-G 280 hp engines that are currently installed in the New Flyer Xcelsior 40-foot buses during the period FY21 through FY24. The Cummins L9N Near Zero Emission engines delivered under this procurement will be installed by Metro mechanics as part of the midlife engine replacement program.

The Cummins L9N Near Zero natural gas engine reduces NOx emissions by ninety percent (90%) and greenhouse gas emissions by nine percent (9%) compared to the standard ISL-G CNG powered engine currently installed in this bus fleet. The Cummins L9N Near Zero Emission engine is currently the only CNG mid-range engine to receive emissions certifications from the Federal Environmental Protection Agency (EPA) and California Air Resources Board (CARB) for meeting the 0.02 g/bhp-hr optional Near Zero NOx emissions standard. These engines are designed to be operated on either pipeline CNG or bio-gas/RCNG.

The Cummins L9N Near Zero natural gas engines are warranted to be free from defects in design and materials for two-years with unlimited mileage with full parts and labor on all warrantable failures.

The contract to be awarded is a “requirements type” agreement in which we commit to order only from the awardee, up to the specified quantity for a specific duration of time, but there is no obligation or commitment for us to order any or all of the Cummins L9N Near Zero engines that may be anticipated. The bid quantities are estimates only, with deliveries to be ordered and released as required. The Diversity and Economic Opportunity Department (DEOD) recommended a two percent (2%) DBE goal for this solicitation.

The Cummins L9N Near Zero natural gas engines will be purchased, maintained in inventory, and inventory managed by Material Management. As the engines are issued to buses being refurbished in the midlife program, the appropriate budget project numbers and accounts will be charged.

## **DETERMINATION OF SAFETY IMPACT**

The award of this Contract will result in a positive impact on safety by reducing NOx emissions by ninety percent (90%) and greenhouse gas emissions by nine percent (9%) from Metro buses. The installation of these new engines will also ensure that buses are maintained in accordance with Metro Maintenance standards and improve on-road performance and reliability, with beneficial impact on system safety and reliability.

## **FINANCIAL IMPACT**

The total contract value is not-to-exceed \$55,716,263. The funding of \$3,830,475 for the additional

engines required during the current fiscal year is included in the FY21 budget in cost center 3366, Central Maintenance Shops under project 203024, Bus Midlife Program and line item 50441, Parts-Revenue Vehicle. Since this is a multi-year Contract, the project manager, cost center manager and Chief Operations Officer will be accountable for budgeting the cost in future fiscal years.

As noted above, Metro has been successful in obtaining additional funding in the past for the installation of the Cummins L9N near zero engines. Grant funding in the amount of \$1.875 million was awarded to Metro by the MSRC, and Metro has received \$9.6million of \$12.6 million in pending reimbursements for vouchers that have been submitted to the CARB HVIP program to offset the cost of the near zero emissions engines. Metro staff met with regulatory agencies and has identified other potential funding opportunities to pursue to offset the incremental cost for the procurement of the new near zero emissions engines identified in this contract.

#### Impact to Budget

The source of funds for this procurement will come from Federal formula funds and local Proposition C 40%. Using these funding sources maximizes the allowable project funding designations given approved provisions and guidelines.

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

The procurement of the Cummins L9N Near Zero Emissions engines supports Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. The installation of the Cummins L9N Near Zero Emissions engines will maintain the reliability of the bus 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 operations.

#### **ALTERNATIVES CONSIDERED**

The alternatives to awarding this Contract for near zero emissions natural gas fueled heavy-duty engines includes procuring the engines on an as-needed basis, using the traditional "min/max" replenishment system method. The "min/max" replenishment system method calculates minimum and maximum inventory levels. This strategy is not recommended since it does not provide for a commitment from the supplier to ensure availability, timely delivery, continued supply and a guaranteed fixed price for natural gas fueled heavy-duty engines.

A second alternative would be to discontinue the purchase of near zero emissions natural gas fueled heavy-duty engines and rebuild the older Cummins ISL-G engines removed from the buses during the midlife process. This strategy is not recommended since the Cummins L9N near zero emissions engines reduce NOx emissions by ninety percent (90%) and greenhouse gas emissions by nine percent (9%) below that of the Cummins ISL-G engine removed from the buses during the midlife process. Additionally, the internal wear of parts and components in engines that have operated for about 300,000 miles in a heavy-duty, stop-and-go transit environment results in a lower level of performance and reliability for rebuilt engines, while the new Cummins L9N near zero emissions engines come with a two-year manufacturer's warranty to protect Metro from cost associated with any premature engine failures. Finally, the cost of rebuilding the Cummins ISL-G engines is about \$35,000, and Metro would not be eligible for any incentive programs from Local, State, or Federal

sources to support the reduction in exhaust emissions. Since this is an indefinite delivery/indefinite quantity contract, Metro could elect to forgo purchase of the Cummins L9N near zero emissions engines at any time in the future after purchase of the minimum order quantity of 200 engines.

**NEXT STEPS**

Metro's requirements for Cummins L9N engines for the bus midlife refurbishment program will be fulfilled under the provisions of the contract, and the refurbishment of the New Flyer Xcelsior 40-foot bus fleet will continue in accordance with Operations Support Services bus mid-life and engine replacement program.

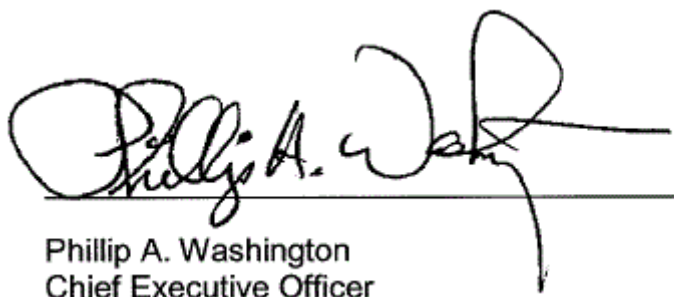
**ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared By: James D. Pachan, Superintendent of Maintenance, (213) 922-5804

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



---

Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## NEAR-ZERO EMISSIONS NATURAL GAS FUELED BUS ENGINES

1.	<b>Contract Number:</b> MA67067000	
2.	<b>Recommended Vendor:</b> Cummins Pacific LLC	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input checked="" type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 12/23/2019	
	<b>B. Advertised/Publicized:</b> N/A	
	<b>C. Pre-Bid Conference:</b> None	
	<b>D. Proposal Due:</b> 03/25/2020	
	<b>E. Pre-Qualification Completed:</b> 01/23/2020	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 01/17/2020	
	<b>G. Protest Period End Date:</b> TBD	
5.	<b>Solicitations Picked Up/Downloaded:</b> 1	<b>Proposals Received:</b> 1
6.	<b>Contract Administrator:</b> Edmund Gonzales	<b>Telephone Number:</b> 213/418-3073
7.	<b>Project Manager:</b> James Pachan	<b>Telephone Number:</b> 213/922-5804

**A. Procurement Background**

This Board Action is to approve Contract No. MA67067000 in support of Metro's Natural Gas Fueled Bus Fleet to procure Near-Zero Emissions Bus Engines for bus engine replacements.

A Request for Proposal (RFP) was issued to the Original Equipment Manufacturer (OEM), Cummins Pacific, LLC, on December 23, 2019 in accordance with Metro's Acquisition Policy and the contract type is a not-to-exceed Indefinite Delivery/Indefinite Quantity (ID/IQ).

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

- Amendment 1, issued, March 19, 2020; requested a formal Best and Final Offer (BAFO) for the bus engines.

The sole source proposal was received on March 24, 2020.

**B. Evaluation of Proposal**

This is a sole source procurement. The proposal was found to be technically acceptable and fully responsive to all the RFP requirements. The firm recommended for award, Cummins Pacific, LLC was found to be responsive and responsible.

**C. Cost/Price Analysis**

A price analysis was performed on the proposed offer, consisting of Metro’s independent cost estimate, comparable historical unit price from the last Zero Emission bus buy in 2017, and price comparisons from other transit agencies (OCTA and Omnitrans). Based on staff’s price analysis, it was determined that the total proposed price is fair and reasonable.

<b>Proposer Name</b>	<b>Proposed Amount</b>	<b>BAFO Amount</b>	<b>Metro ICE</b>
Cummins Pacific, LLC	\$55,720,643	\$55,716,263	\$54,080,000

**D. Background on Recommended Contractor:**

Cummins Pacific LLC, located in Irvine, CA, has been in business for 28 years. Cummins manufactured engines that operate on Renewable Compressed Natural Gas (RCNG), certified by the Federal Environmental Protection Agency (EPA) and California Air Resources Board (CARB) for meeting Near Zero NOx emissions standards, and is an aftermarket distributor of bus parts. Cummins Pacific has provided similar products to other transit agencies including Orange County Transit Authority (OCTA), Santa Monica Municipal Bus Lines (Big Blue Bus), San Diego Metropolitan Transit System, Torrance Transit, and other agencies. To date, Cummins Pacific has provided satisfactory products and services to Metro on previous purchases.

## DEOD SUMMARY

## NEAR ZERO NATURAL GAS FUELED ENGINES / MA67067000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 2% Disadvantaged Business Enterprise (DBE) goal for this indefinite delivery/indefinite quantity solicitation. Cummins, Inc. made a 0.65% DBE commitment and was required to submit Good Faith Efforts (GFE) towards meeting goal. Based on a review of the GFE, it was determined that Cummins, Inc. demonstrated adequate good faith efforts to achieve the 2% DBE goal as shipping costs were the only identified opportunity for DBEs.

In response to a specific Task Order request with a defined scope of work, the prime consultant will be required to identify the actual dollar value commitment for that Task Order. Overall DBE achievement in meeting the commitment will be determined based on cumulative DBE participation of all Task Orders awarded.

<b>Small Business Goal</b>	<b>2% DBE</b>	<b>Small Business Commitment</b>	<b>0.65% DBE</b>
----------------------------	---------------	----------------------------------	------------------

	<b>DBE Subcontractor(s)</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Say Cargo Express	Caucasian Female	0.65%
<b>Total Commitment</b>			<b>0.65%</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.