

# **Metro**

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



## **Agenda - Final**

**Thursday, September 26, 2019**

**10:00 AM**

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

### **Board of Directors - Regular Board Meeting**

*James Butts, Chair  
Eric Garcetti, Vice Chair  
Hilda Solis, 2nd Vice Chair  
Kathryn Barger  
Mike Bonin  
Jacquelyn Dupont-Walker  
John Fasana  
Robert Garcia  
Janice Hahn  
Paul Krekorian  
Sheila Kuehl  
Ara Najarian  
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**

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

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## LIMITED ENGLISH PROFICIENCY

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**323.466.3876 x2**

*Español*

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한국어

日本語

中文

русский

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ภาษาไทย

Tiếng Việt

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

## CALL TO ORDER

## ROLL CALL

1. APPROVE Consent Calendar Items: 2, 10, 11, 12, 13, 16, 18, 19, 20, 21, 24, 26, 27, 28, 31, 32, 33, 35, 37, 38, 39, 40, 41, 42, 43, 44, 45, and 46

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

## CONSENT CALENDAR

2. **SUBJECT: MINUTES** [2019-0600](#)

### RECOMMENDATION

APPROVE Minutes of the Regular Board Meeting held July 25, 2019.

Attachments: [Regular Board Meeting MINUTES -July 25, 2019](#)

## PLANNING AND PROGRAMMING COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):

10. **SUBJECT: LA RIVER PATH** [2019-0443](#)

### RECOMMENDATION

CONSIDER:

- A. RECEIVING AND FILING the Conceptual Design Report; and
- B. AUTHORIZING the CEO to initiate the Draft Environmental Impact Report (DEIR).

Attachments: [Attachment A - Study Area](#)  
[Attachment B - June 2014 Metro Board Motion](#)  
[Attachment C - Executive Summary - Conceptual Design Report](#)  
[Attachment D - Alternative A](#)  
[Attachment E - Alternative B](#)  
[Attachment F - Alternative C Presentation](#)

**PLANNING AND PROGRAMMING COMMITTEE MADE THE FOLLOWING  
RECOMMENDATION (4-0):**

- 11. SUBJECT: METRO BIKE HUB MANAGEMENT SERVICES CONTRACT EXTENSION** [2019-0553](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 6 to Contract No. PS43203266 with Bike Hub to continue management services and optional tasks for Metro Bike Hubs for up to one year in the not-to-exceed amount of \$265,836, increasing the total contract value from \$575,977 to \$841,813.

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

**PLANNING AND PROGRAMMING COMMITTEE MADE THE FOLLOWING  
RECOMMENDATION (4-0):**

- 12. SUBJECT: PUBLIC-PRIVATE PARTNERSHIP (P3) FINANCIAL ADVISORY SERVICES BENCH** [2019-0560](#)

**RECOMMENDATIONS**

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE five bench Contracts listed below for P3 Financial Advisory Services for a five-year base period in the overall funding amount of \$25 million, subject to resolution of protest(s), if any:
1. Arup Advisory, Inc (PS61431000)
  2. Deloitte Transactions and Business Analysis LLP (PS61431001)
  3. Ernst & Young Infrastructure Advisors, LLC (PS61431002)
  4. Public Financial Management Financial Advisors LLC (PS61431003)
  5. Sperry Capital Inc. (PS61431004)
- B. APPROVE Contract Modification Authority (CMA) in the amount of 20% specific to Contract Nos. PS61431000 through PS61431004 to support the cost of unforeseen issues that may arise during the course of the Contract; and
- C. EXECUTE Task Orders under these Contracts for P3 Financial Advisory Services in a total amount not to exceed \$25 million.

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

**PLANNING AND PROGRAMMING COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

**13. SUBJECT: LINK UNION STATION**

[2019-0652](#)

**RECOMMENDATION**

CONSIDER:

- A. APPROVING funding for additional Southern California Regional Rail Authority (SCRRA operated as "Metrolink") costs for the Link Union Station (Link US) Project in the amount of \$400,000 in Measure R 3% funds; and
- B. AUTHORIZING the Chief Executive Officer (CEO) to negotiate and execute all necessary Metrolink agreements up to \$400,000.

**FINANCE, BUDGET AND AUDIT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

**16. SUBJECT: DELEGATION OF AUTHORITY TO APPROVE REAL ESTATE TRANSACTIONS**

[2019-0482](#)

**RECOMMENDATION**

AUTHORIZING the Chief Executive Officer (CEO) to:

- A. ESTABLISH just compensation for the acquisition of real property based on an approved appraisal of the fair market value as long as the amount is within the overall Life of Project (LOP) budget or within the approved current annual budget if LOP has not yet been adopted;
- B. APPROVE administrative or litigated settlements (including goodwill, furniture, fixtures, and equipment, and other acquisition costs) of up to \$1,000,000 above the appraised value or 20% above the appraised value (up to \$5 million), whichever is greater, if the amount is within the overall LOP budget or within the approved current annual budget if LOP has not yet been adopted;
- C. DIRECT the CEO to report back to the Board quarterly on just compensation and/or settlements over \$500,000; and

AUTHORIZE the Inspector General to perform periodic random spot-check audit of these transactions to ensure to the Board that the system and policy are performing in the manner described in the recommendation.

- Attachments:      [Attachment A - Approval of Real Estate Transactions CEO Authority](#)  
[Attachment B – Like Authority for Construction Related Contracts](#)  
[Attachment C - Real Estate Acquisitions Flowchart](#)  
[Presentation](#)

**FINANCE, BUDGET AND AUDIT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

- 18. SUBJECT: TAP FARE COMPLIANCE VALIDATOR** [2019-0594](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 8 to Contract No. PS30203139 with Axiom xCell, Inc. (Axiom) to improve functionalities and capabilities for the Mobile Phone Validator (MPV) used by fare compliance officers in an amount of \$627,516, and to extend the contract term for continued maintenance support through November 29, 2021 in an amount of \$437,815, thus, increasing the total contract value by \$1,065,331 from \$2,168,066 to \$3,233,397.

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

**FINANCE, BUDGET AND AUDIT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

- 19. SUBJECT: LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SERVICES** [2019-0597](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a 54-month indefinite delivery indefinite quantity Contract No. PS6056400A to FAME Assistance Corporations for LIFE program administration services for the Southwest and Northwest service regions, in an amount not-to-exceed \$1,653,756 for the 30-month base term and \$669,104.50 for each of the two, 12-month options, for a combined total not-to-exceed amount of \$2,991,965 effective January 1, 2020, subject to resolution of protest(s), if any; and
  
- B. AWARD a 54-month indefinite delivery indefinite quantity Contract No. PS6056400B to International Institute of Los Angeles for LIFE program administration services for the Southeast service region in an amount not-to-exceed \$890,124 for the 30-month base term and \$357,562 for

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each of the two, 12-month options, for a combined total not-to-exceed amount of \$1,605,248, effective January 1, 2020, subject to resolution of protest(s), if any.

Attachments:      [Attachment A - LIFE Program Description](#)  
                             [Attachment B - Procurement Summary](#)  
                             [Attachment C - DEOD Summary](#)

**FINANCE, BUDGET AND AUDIT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

**20. SUBJECT: METROLINK ADDITIONAL FY 2020 FUNDING** [2019-0620](#)

**RECOMMENDATION**

CONSIDER:

- A. REPROGRAMMING \$2,088,793 of forecasted FY 2018-19 (FY19) surplus to fund the Southern California Regional Rail Authority's (SCRRA operated as "Metrolink") FY 2020 CEO Workplan; and
- B. AMENDING and APPROVING Metro's revised share of the FY 2019-20 (FY20) Metrolink Budget for a new total programming amount of \$119,976,796.

Attachments:      [Attachment A - Metrolink Board Item #19 Dated June 28, 2019.pdf Presentation](#)

**FINANCE, BUDGET AND AUDIT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

**21. SUBJECT: CALIFORNIA SB1 STATE OF GOOD REPAIR PROGRAM** [2019-0639](#)

**RECOMMENDATION**

APPROVE the Resolution in Attachment A to:

- A. AUTHORIZE the Chief Executive Officer (CEO) or his designee to claim \$30,066,491 in fiscal year (FY) 2019-20 State of Good Repair Program (SGR) grant funds as the Regional Entity for Los Angeles County for this program; and
- B. APPROVE the regional SGR Project List for FY19-20; and
- C. CERTIFY that Metro will comply with all conditions and requirements set forth in the SGR Certification and Assurances document and applicable statutes, regulations and guidelines.



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- Attachments:**      [Attachment A – Procurement Summary - \(OP28367, Part A\)](#)  
[Attachment B – Contract Modifications Change Order Log - \(OP28367, Part A\)](#)  
[Attachment C – DEOD Summary - \(OP28367, Part A\)](#)  
[Attachment D - Funding Expenditure Plan - \(OP28367, Part A\).pdf](#)  
[Attachment E – Procurement Summary - \(OP28367, Part B\)](#)  
[Attachment F – Contract Modifications Change Order Log - \(OP28367, Part B\)](#)  
[Attachment G – DEOD Summary - \(OP28367, Part B\)](#)  
[Attachment H - Funding Expenditure Plan - \(OP28367, Part B\).pdf](#)  
[Attachment I – Procurement Summary - \(OP28367, Part C\)](#)  
[Attachment J – Contract Modifications Change Order Log - \(OP28367, Part C\)](#)  
[Attachment K – DEOD Summary - \(OP28367, Part C\)](#)  
[Attachment L - Funding Expenditure Plan - \(OP28367, Part C\).pdf](#)  
[Presentation](#)

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MADE THE FOLLOWING RECOMMENDATION (3-0):**

**26. SUBJECT: METRO'S PHOTO ENFORCEMENT PROGRAM**

[2019-0547](#)

**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to award an eight-year, firm fixed price Contract No. PS60032000, to Redflex Traffic Systems, Inc., for Photo Enforcement Program Services in an amount not to exceed \$25,385,196, effective October 1, 2019, subject to resolution of protest(s), if any; and
  
- B. TERMINATING Contract No. PS68103079 with Conduent State & Local Solutions, Inc. once all operations, maintenance and citation processing have been transitioned to the new awarded contractor Redflex.

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



**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

- 27. SUBJECT: SPACE PLANNING/INSTALLATION SERVICES AND FURNITURE**

[2019-0632](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 1 to Contract No. PS28069-2000 to exercise the two, one-year options with M3 Office, Inc. for Space Planning/Installation Services and Furniture, in the amount of \$2,000,000 increasing the not-to-exceed total contract value from \$5,000,000 to \$7,000,000 and extending the contract term to March 31, 2022.

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

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

- 28. SUBJECT: OFFICE OF INSPECTOR GENERAL REPORTS ON THE AUDIT OF (1) THE GRAFFITI/LANDSCAPING/TRASH MAINTENANCE ON THE GOLD AND ORANGE LINES RIGHT-OF-WAYS AND (2) MISCELLANEOUS EXPENSES FOR THE PERIOD OCTOBER 1, 2018 TO DECEMBER 31, 2018**

[2019-0631](#)

**RECOMMENDATION**

RECEIVE AND FILE Office of Inspector General (OIG) final reports on the (1) Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways and (2) Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018.

**Attachments:**      [Attachment A - Audit of the Graffiti, etc on Gold Line & Orange Line ROW](#)  
                                 [Attachment B - Audit of Misc Expenses from October 1, 2018 - December 31, 2018 Presentation](#)

**CONSTRUCTION COMMITTEE MADE THE FOLLOWING RECOMMENDATION (3-0):**

- 31. SUBJECT: US ARMY CORPS OF ENGINEERING MEMORANDUM OF AGREEMENT** [2019-0556](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute the Memorandum of Agreement (MOA) between Metro (Authority) and US Army Corps of Engineering ("Corps").

Attachments: [Attachment A - MOA Corps](#)

**CONSTRUCTION COMMITTEE MADE THE FOLLOWING RECOMMENDATION (3-0):**

- 32. SUBJECT: I-5 SOUTH CAPACITY ENHANCEMENTS FROM ORANGE COUNTY LINE TO I-605** [2019-0563](#)

**RECOMMENDATION**

AUTHORIZE Contract Modifications No. 102 & No. 103 (CCO 102 & CCO 103) by the California Department of Transportation (Caltrans) for the construction contract for Segment 3 (Shoemaker, Bloomfield and Rosecrans) of the I-5 South Capacity Enhancements Project from Orange County Line to I-605 (Project) under FUNDING AGREEMENT NO. MOU.P0004292 A/A3, in the total amount of \$5.03 million within the LOP budget.

**CONSTRUCTION COMMITTEE MADE THE FOLLOWING RECOMMENDATION (3-0):**

- 33. SUBJECT: SUSTAINABILITY ENGINEERING SERVICES FOR WATER RESOURCES, CONSERVATION AND COMPLIANCE** [2019-0657](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a Cost Reimbursable Contract for a base period of performance of three (3) years, Contract No. AE58845, to Geosyntec Consultants Inc., for Sustainability Engineering Services for Water Resources, Conservation and Compliance, for total contract amount of not-to-exceed \$17,714,849 with \$7,714,849 not-to-exceed value for the first three years, and exercise two one (1) year options in the amount of not-to-exceed value of \$5,000,000 for each option year; and,
- B. EXECUTE changes and modifications within the Board approved not-to-exceed contract amount.

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- Attachments:      [Attachment A - Procurement Summary](#)  
                                 [Attachment B - Total Value Estimates of Projects-Tasks FY20-FY25](#)  
                                 [Attachment C - DEOD Summary](#)

**EXECUTIVE MANAGEMENT COMMITTEE MADE THE FOLLOWING RECOMMENDATION**

**(3-0):**

**35. SUBJECT: FEDERAL LEGISLATION** [2019-0635](#)

**RECOMMENDATION**

ADOPT staff recommended positions:

- A. House Resolution 4101 (Bass) / Senate Bill 2404 (Gillibrand) - Build Local Hire Local Act **SUPPORT**
  
- B. Senate Bill 2302 (Barrasso) - Federal Authorization for Highway Programs - America’s Transportation Infrastructure Act of 2019 **WORK WITH AUTHOR**

- Attachments:      [Attachment A - Federal Legislative Analysis](#)  
                                 [Attachment B - Federal Legislative Analysis](#)

**EXECUTIVE MANAGEMENT COMMITTEE MADE THE FOLLOWING RECOMMENDATION**

**(3-0):**

**37. SUBJECT: TITLE VI EQUITY ANALYSIS POLICIES** [2019-0608](#)

**RECOMMENDATION**

ADOPT Title VI Equity Analysis Policies presented in Attachments A, B and C.

- Attachments:      [Attachment A - Major Service Change](#)  
                                 [Attachment B - Disparate Impact Policy](#)  
                                 [Attachment C - Disproportionate Burden Policy](#)

**EXECUTIVE MANAGEMENT COMMITTEE MADE THE FOLLOWING RECOMMENDATION**

**(3-0):**

**38. SUBJECT: PUBLIC HEARINGS AMENDMENTS - (TITLE VI EQUITY POLICIES)** [2019-0616](#)

**RECOMMENDATION**

APPROVE amendment of Title 2, Chapter 2-50 of the Los Angeles County Metropolitan Transportation Authority (“Metro”) Administrative Code (the “Code”), otherwise known as Public Hearings, as set forth in Attachment A. The amended Code will become effective within 30 days of Board approval.





**PLANNING AND PROGRAMMING COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

- 44. SUBJECT: MEASURE M MULTI-YEAR SUBREGIONAL PROGRAM - SOUTH BAY SUBREGION**

[2019-0462](#)

**RECOMMENDATION**

CONSIDER:

A. APPROVING:

1. Programming of ~~\$65,897,857~~ \$79,017,857 in Measure M Multi-Year Subregional Program (MSP) - Transportation System and Mobility Improvements Program (Expenditure Line 50);
2. Programming of \$2,950,000 in Measure M MSP - South Bay Highway Operational Improvements Program (Expenditure Line 63)
3. Programming of \$33,694,502 in Measure M MSP - Transportation System and Mobility Improvements Program (Expenditure Line 66); and

B. AUTHORIZING the Chief Executive Officer (CEO) or his designee to negotiate and execute all necessary agreements for approved projects.

**Attachments:**      [Attachment A - Transportation System Mobility Improvements Program \(Expenditure Line 50\)](#)  
[Attachment B - South Bay Highway Operational Improvements \(Expenditure Line 63\)](#)  
[Attachment C - Transportation System Mobility Improvements Program \(Expenditure Line 66\)](#)

**EXECUTIVE MANAGEMENT COMMITTEE MADE THE FOLLOWING RECOMMENDATION (3-0):**

- 45. SUBJECT: COMMUNICATIONS SUPPORT SERVICES BENCH**

[2019-0621](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Bench Contract Nos. PS44432001 through PS44432010 to:

- A. INCREASE the base contract value by \$9,000,000 from \$9,505,568 to \$18,505,568 for communications support services through December 31, 2020; and
- B. AWARD AND EXECUTE task orders for a not-to-exceed total authorized amount of \$18,505,568.

- Attachments:**
- [Attachment A - Procurement Summary](#)
  - [Attachment B - Contract Modification - Change Order Log](#)
  - [Attachment C - Firms on Communications Bench](#)
  - [Attachment D - List of Task Orders and Values](#)
  - [Attachment E - DEOD Summary](#)

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE MADE THE FOLLOWING RECOMMENDATION (4-0):**

**46. SUBJECT: ADAPTIVE REUSE OF LIGHT RAIL VEHICLE 100** [2019-0714](#)

**APPROVE Motion by Garcia and Hahn that the CEO:**

- A. Direct Metro staff to contact City of Long Beach staff regarding the City's plans to adaptively reuse Car 100, and
- B. Report back to the Metro Board of Directors during the November 2019 board cycle with a strategy on how best to support Long Beach's efforts to adaptively reuse Car 100, in a manner and timeline that aligns with the 30th Anniversary of the Metro Blue Line's opening and that will raise the profile of Car 100 as a resource and destination for our community and many visitors.

**NON-CONSENT**

**3. SUBJECT: REMARKS BY THE CHAIR** [2019-0729](#)

**RECOMMENDATION**

RECEIVE remarks by the **Chair**.

**4. SUBJECT: REPORT BY THE CHIEF EXECUTIVE OFFICER** [2019-0730](#)

**RECOMMENDATION**

RECEIVE report by the **Chief Executive Officer**.

**5. SUBJECT: UPDATE ON METROLINK'S SCORE PROGRAM** [2019-0609](#)

**RECOMMENDATION**

RECEIVE Oral Report by Metrolink CEO on Metrolink's Southern California Optimized Rail Expansion (SCORE) Program.

**PLANNING AND PROGRAMMING COMMITTEE FORWARDED THE FOLLOWING  
WITHOUT RECOMMENDATION (4-0):**

**9. SUBJECT: SR-710 NORTH CORRIDOR MOBILITY IMPROVEMENT  
PROJECTS - ROUND 2**

[2019-0245](#)

**RECOMMENDATION**

APPROVE the following actions pertaining to the development and implementation of additional corridor mobility improvement projects (MIPs) on local arterials and local freeway interchanges experiencing congestion because of the discontinuity of the SR 710 North Freeway:

- A. APPROVE the attached Round 2 list of eligible MIPs recommended for funding (Attachments A and B);
- B. AUTHORIZE staff to program an additional \$280 million in Measure R funds and \$232.3 million in State and federal funds for a total of \$512.3 million for the Round 2 MIPs starting in FY 2020-24;
- C. AUTHORIZE staff to reallocate \$18 million in Measure R funds from three MIPs in the City of San Marino approved by the Board in December 2018 for projects to other projects due to the City's decision not to pursue those projects;
- D. AUTHORIZE staff to consolidate the \$105 million Measure R funds allocated to the TSM/TDM Projects cleared under the SR-710 North Final Environmental Document with the Measure R funds for the MIPs under one "MIP" category for ease in managing and reporting all SR-710 North Corridor Mobility Improvements;
- E. AUTHORIZE the CEO or his designee to negotiate and execute all necessary agreements with project sponsors to implement the approved MIPs; and
- F. AUTHORIZE staff to approve changes in the number, scopes, and budgets of projects within the overall program approvals requested in this board report and consistent with the directives in Motion 29.1 (Attachment C).

Approval of the above recommendations will allow programming of all remaining Measure R, State and federal funds for the MIPs listed in this Board Report subject to the availability of funds.



- Attachments:**      [Attachment A -SGV Rd 2 MIPs Recommended for Funding.pdf](#)  
[Attachment B - LA City LA County MIPs - Rd 2 Recommended for Funding](#)  
[Attachment C - Motion](#)  
[Attachment D - Rd 1 Project Sponsor Submittals](#)  
[Attachment E - Rd 1 MIPs Recommended for Funding](#)  
[Attachment F - Rd 2 Project Sponsor Submittals](#)  
[Attachment G - Rd 2 Recommended MIP Descriptions - SGV Cities Projects](#)  
[Attachment H - Rd 2 Recommended MIP Descriptions City County of LA](#)  
[Attachment I - Recommended Projects and Funding Allocations Summaries](#)

**FINANCE, BUDGET AND AUDIT COMMITTEE FORWARDED THE FOLLOWING DUE TO ABSENCES AND CONFLICTS (4-0):**

- 17. SUBJECT:      GROUP INSURANCE PLANS** [2019-0485](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to renew existing group insurance policies covering Non-Contract and AFSCME employees, including the life and disability coverage for Teamster employees, for the one-year period beginning January 1, 2020.

- Attachments:**      [Attachment A - Proposed Monthly Premium Rates](#)  
[Attachment B - Proposed Monthly Employee Contributions](#)

**EXECUTIVE MANAGEMENT COMMITTEE FORWARDED THE FOLLOWING (3-0):**

- 36. SUBJECT:      UNDERSTANDING HOW WOMEN TRAVEL** [2019-0294](#)

**RECOMMENDATION**

RECEIVE AND FILE status report on How Women Travel Study (Attachment B).

- Attachments:**      [Attachment A - Understanding How Women Travel Report Executive Summary](#)  
[Attachment B - Understanding How Women Travel Links](#)

- 47. SUBJECT:      AUTOMATIC CROSSING GATES** [2019-0732](#)

**APPROVE Motion by Fasana** that Metro report back to the Operations Committee by January 2020 with a table for each rail line showing the number of occurrences gates have been down at each protected intersection for longer than 3 minutes, 5 minutes, and 10 minutes.

**END OF NON-CONSENT ITEMS**

48. SUBJECT: CLOSED SESSION

[2019-0733](#)

**RECOMMENDATION**

A. Conference with Legal Counsel - Existing Litigation - G.C. 54956.9(d)(1)

1. Lily Nathan v. LACMTA, Case No. BC 643963
2. Estate of Amando Rojas Rodriguez v. LAMTA, Case No. BC 692717
3. City of Beverly Hills v. LACMTA, USDC Case No. CV-18-3891-GW(SSx)
4. Beverly Hills Unified School District, et al. v. Federal Transit Administration et al. Case No. CV 12-9861-GW (SSx)

B. Conference with Legal Counsel - Anticipated Litigation - G.C. 54956.9(d)(2)

Significant Exposure to Litigation (One Case)

C. Conference with Real Estate Negotiator - G.C. 54956.8

1. Property Description: 11722 S. Wilmington Avenue,  
Los Angeles, CA 90059  
Agency Negotiator: Craig Justesen  
Negotiating Party: Planned Parenthood-Stoller Filer Health Center  
Under Negotiation: Terms and Price
2. Property Description: 13917-13937 Rosecrans Avenue,  
Santa Fe Springs  
Agency Negotiator: Craig Justesen  
Negotiating Party: Tango Kilo  
Under Negotiation: Terms and Price

D. Public Employee Performance Evaluation - G.C. 54957(b)(1)

Titles: Chief Executive Officer, General Counsel, Board Secretary,  
Inspector General, and Chief Ethics Officer.

**SUBJECT: GENERAL PUBLIC COMMENT**

[2019-0700](#)

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**

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**File #:** 2019-0600, **File Type:** Minutes

**Agenda Number:** 2.

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**REGULAR BOARD MEETING  
SEPTEMBER 26, 2019**

**SUBJECT: MINUTES**

**RECOMMENDATION**

APPROVE Minutes of the Regular Board Meeting held July 25, 2019.

# Metro

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



## MINUTES

Thursday, July 25, 2019

10:00 AM

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

### Regular Board Meeting

Directors Present:

James Butts, Chair  
Eric Garcetti, Vice Chair  
Hilda Solis, 2nd Vice Chair  
Kathryn Barger  
Mike Bonin  
Jacquelyn Dupont-Walker  
John Fasana  
Janice Hahn  
Paul Krekorian  
Sheila Kuehl  
Ara Najarian  
Mark Ridley-Thomas  
John Bulinski, non-voting member

Phillip A. Washington, Chief Executive Officer

**CALLED TO ORDER AT: 10:10 A.M.**

**ROLL CALL**

1. APPROVED Consent Calendar Items: 2, 11, 12, 13, 14, 15\*, 18, 22, 23, 24, 25, 33, 34, 40, 41, 42, 43 and 44

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

\*Item required a 2/3 vote of the Board.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | A  | Y  | Y  | Y  | Y  | A  | A   | Y  |

2. **SUBJECT: MINUTES** 2019-0535

APPROVED ON CONSENT CALENDAR Minutes of the Regular Board Meeting held June 27, 2019.

3. **SUBJECT: REMARKS BY THE CHAIR** 2019-0565

RECEIVED remarks by the Chair.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| P  | P  | P  | P   | P  | A  | P  | P  | P  | P  | A  | A   | P  |

4. **SUBJECT: REPORT BY THE CHIEF EXECUTIVE OFFICER** 2019-0566

RECEIVED report by the Chief Executive Officer.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| P  | P  | P  | P   | P  | A  | P  | P  | P  | P  | A  | P   | P  |

|                   |                  |                        |                |
|-------------------|------------------|------------------------|----------------|
| PK = P. Krekorian | HS = H. Solis    | KB = K. Barger         | RG = R. Garcia |
| JF = J. Fasana    | JB = J. Butts    | JDW = J. Dupont-Walker |                |
| JH = J. Hahn      | EG = E. Garcetti | MRT = M. Ridley-Thomas |                |
| MB = M. Bonin     | SK = S. Kuehl    | AN = A. Najarian       |                |

LEGEND: Y = YES, N = NO, C = HARD CONFLICT, S = SOFT CONFLICT, ABS = ABSTAIN, A = ABSENT, P = PRESENT

**5. SUBJECT: METROLINK ANTELOPE VALLEY LINE STUDY**

**2019-0429**

RECEIVED AND FILED status report on Motion 47 from the July 2017 Board of Director's meeting regarding the Metrolink Antelope Valley Line study (Refer to Attachment A).

|           |           |           |            |           |           |           |           |           |           |           |            |           |
|-----------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|
| <b>JF</b> | <b>PK</b> | <b>MB</b> | <b>JDW</b> | <b>SK</b> | <b>EG</b> | <b>JB</b> | <b>HS</b> | <b>JH</b> | <b>KB</b> | <b>RG</b> | <b>MRT</b> | <b>AN</b> |
| Y         | Y         | Y         | Y          | Y         | A         | Y         | Y         | Y         | Y         | A         | Y          | Y         |

**5.1 SUBJECT: ANTELOPE VALLEY LINE MOTION**

**2019-0571**

APPROVED Motion by Directors Barger, Najarian, Krekorian and Solis that the Board:

- A. Support implementation of Scenarios 1 through 3, as detailed in the Antelope Valley Line Study, and prioritize the Balboa Siding Project so as to open up the expedited delivery of hourly commuter rail service between North Los Angeles County and Los Angeles Union Station;
- B. Direct the CEO and staff to coordinate with Metrolink on the implementation of Scenarios 1 through 3 and the inclusion and prioritization of the capital projects detailed therein as part of Metrolink's SCORE program;
- C. Authorize the programming of \$6.6 million in unprogrammed FY18-22 Multi-year Subregional Programming (MSP) Transit Program funds and \$6.15 million in FY23 MSP Transit Program funds from the North County Subregion, in order to bring the capital projects included in Scenarios 1 through 3 to "shovel-ready" status, and direct the CEO to report back to the Board in October with project development plans, cash flow considerations, and associated operating costs;
- D. Direct the CEO to coordinate with Metrolink on a discretionary grant strategy, and with the North County Subregion on additional local funding options that could be leveraged, to fully fund the remaining construction costs of the capital projects included in Scenarios 1 through 3, and include an update in the October report back to the Board;
- E. Support the implementation of a diesel, electric, battery electric, or hybrid multiple unit train pilot program on the Antelope Valley Line and direct the CEO to coordinate with Metrolink in the pursuit of grant funding opportunities that focus on the offsetting of mobile source pollution in order to implement the pilot program, and;

(continued on next page)



(Item 5.1 – continued from previous page)

F. Direct the CEO to work in partnership with Metrolink to engage appropriate state agencies and the private sector on additional strategies in order to implement the above directives and unlock the service potential of the Antelope Valley Line, in support of the integrated service goals laid out in the State Rail Plan. .

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | A  | Y  | Y  | Y  | Y  | A  | Y   | Y  |

**10. SUBJECT: LOS ANGELES - GLENDALE - BURBANK FEASIBILITY STUDY 2019-0509**

RECEIVED AND FILED report on Item #9 at the October 2016 Board Meeting regarding the Los Angeles - Glendale - Burbank Feasibility Study.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | A  | Y  | Y  | Y  | Y  | A  | Y   | Y  |

**11. SUBJECT: ADOPTION OF MICRO MOBILITY VEHICLES PILOT PROGRAM AT METRO STATIONS 2019-0085**

APPROVED ON CONSENT CALENDAR:

- A. ADOPTING the 2-year Micro Mobility Vehicles Pilot Program at Metro stations; and
- B. AMENDING Metro's Parking Ordinance (Attachment A) and Parking Rates and Permit Fee Resolution (Attachment B) in support of the implementation of the Micro Mobility Vehicles Pilot Program.

**12. SUBJECT: WEST SANTA ANA BRANCH TRANSIT CORRIDOR PROJECT 2019-0218**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer to:

- A. EXECUTE Modification No. 7 to Contract No. AE5999300 with WSP USA Inc. for additional environmental technical work to be included in the Draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR) in the amount of \$6,476,982, increasing the total contract value from \$21,529,734 to \$28,006,716; and

(continued on next page)



(Item 12 – continued from previous page)

- B. INCREASE Contract Modification Authority (CMA) specific to Contract No. AE5999300 in the amount of \$647,698, increasing the total authorized CMA amount from \$1,828,422 to \$2,476,120 to support additional environmental assessment work.

**13. SUBJECT: COUNTYWIDE CALL FOR PROJECTS**

**2019-0461**

APPROVED ON CONSENT CALENDAR:

- A. RECERTIFYING \$75.2 million in existing Fiscal Year (FY) 2019-20 commitments from previously approved Countywide Call for Projects (Call) and AUTHORIZING the expenditure of funds to meet these commitments as shown in Attachment A;
- B. DEOBLIGATING \$12.3 million of previously approved Call funding, as shown in Attachment B, ALLOCATING \$11 million to fulfill the countywide light rail yard cost allocation commitment and hold the remaining \$1.3 million in RESERVE;
- C. AUTHORIZING the CEO to:
  - 1. Negotiate and execute all necessary agreements and/or amendments for previously awarded projects; and
  - 2. Amend the FY 2019-20 budget, as necessary, to include the 2019 Countywide Call Recertification and Extension funding in the Subsidies budget;
- D. changes to the scope of work for:
  - 1. City of Burbank - San Fernando Bikeway (#F1502);
  - 2. City of Los Angeles - LADOT Streets for People: Parklets and Plazas (#F7814);
  - 3. City of Long Beach - 1st Street Pedestrian Gallery (#F9628);
  - 4. City of San Fernando - San Fernando Pacoima Wash Bike Path (#F1505);
  - 5. City of South El Monte - Civic Center and Interjurisdictional Bicycle Lanes (#F5516); and

(continued on next page)

(Item 13 – continued from previous page)

**E. RECEIVING AND FILING:**

1. Time extensions for 63 projects shown in Attachment D;
2. Reprogramming for eight projects shown in Attachment E; and
3. Update on future countywide Call considerations

**14. SUBJECT: PROGRAM ADDITIONAL FUNDS FOR I-10 HOV LANES PROJECT 2019-0466**

**APPROVED ON CONSENT CALENDAR:**

A. \$10,910,051 in Congestion Mitigation and Air Quality Improvement Program (CMAQ) Funds savings in the I-10 High Occupancy Vehicle (HOV) Lanes Project from I-605 to Puente Avenue (Segment 1) to be programmed to pay for the cost increase in the I-10 HOV Lanes Project from Puente Avenue to Citrus Avenue (Segment 2); and

B. an additional \$836,000 in CMAQ Funds for the cost increase in Segment 2.

**15. SUBJECT: SEPULVEDA TRANSIT CORRIDOR PROJECT 2019-0490**

**APPROVED ON CONSENT CALENDAR:**

A. FINDING that use of a Pre-Development Agreement (PDA) approach pursuant to Public Utilities Code Section 130242 will achieve certain private sector efficiencies in the integration of the planning, design, and construction of the Sepulveda Transit Corridor Project (Project); and

(REQUIRED TWO-THIRDS VOTE OF THE BOARD)

B. the solicitation of PDA contract(s) with up to two responsible proposer(s), pursuant to Public Utilities Code Section 130242(e), with the proposer(s) chosen by utilizing a competitive process that employs objective selection criteria (in addition to price).

**18. SUBJECT: CUSTODIAL BANKING SERVICES 2019-0172**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer to award a five-year, firm fixed-unit rate Contract No. PS133590000 to US Bank N.A. for custodial banking services in an amount not to exceed \$1,003,370 inclusive of two, one year options, effective October 1, 2019, subject to resolution of protest(s), if any.

**22. SUBJECT: NEXTGEN REGIONAL SERVICE CONCEPT**

**2019-0460**

**APPROVED ON CONSENT CALENDAR:**

- A. the Regional Service Concept, which is the framework for restructuring Metro's bus routes and schedules for NextGen and includes:
  - 1. Goals and objectives of the new bus network;
  - 2. Measures of success;
  - 3. Route and network design concepts based on public input and data analysis;
  - 4. Framework for balancing tradeoffs that consider Metro's Equity Platform; and
  
- B. FOLLOWING approval by all five Regional Service Councils, the Board shall then approve the final NextGen Service Plan.

**22.1 SUBJECT: NEXTGEN BUS SPEED ENGINEERING WORKING GROUP 2019-0572**

APPROVED Motion by Directors Bonin, Garcetti, Krekorian, Solis and Garcia that the Board direct the CEO to:

- A. Develop a list of priority bus-supportive infrastructure projects needed to support the NextGen bus service plan, with an emphasis on near-term improvements that can be implemented concurrently with each phase of NextGen;
  
- B. Form a NextGen Bus Speed Engineering Working Group co-chaired by the Metro CEO and the General Manager of the Los Angeles Department of Transportation, or their designees, and establish a regular meeting schedule, at least monthly;
  
- C. Assess the need for coordination with additional local jurisdictions and municipal operators where bus delay hotspots exist; and
  
- D. Report back to the Operations, Safety, and Customer Experience Committee on the above in October 2019, and quarterly thereafter.

|           |           |           |            |           |           |           |           |           |           |           |            |           |
|-----------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|
| <b>JF</b> | <b>PK</b> | <b>MB</b> | <b>JDW</b> | <b>SK</b> | <b>EG</b> | <b>JB</b> | <b>HS</b> | <b>JH</b> | <b>KB</b> | <b>RG</b> | <b>MRT</b> | <b>AN</b> |
| Y         | Y         | Y         | Y          | Y         | Y         | Y         | Y         | Y         | Y         | A         | A          | Y         |

**22.2 SUBJECT: NEXTGEN REGIONAL SERVICE CONCEPT**

**2019-0573**

APPROVED Motion by Directors Hahn, Solis, Garcetti, Bonin and Krekorian that the Board direct the CEO:

- A. Create an action plan to implement the following improvements in anticipation of NextGen:
  - a. Strategies to accelerate the ongoing initiatives of "All-Door Boarding" and vinyl seat installation;
  - b. Improved integration between Metro and Municipal Bus Operators in regards to the TAP wallet and flexibility of loading money;
  - c. Installing real-time arrival electronic displays on high-performing bus routes;
  - d. Incentivizing respective city agencies to expand the number of bus shelters, particularly on high-performing bus lines;
- B. Report back on the potential timeline to completion for each of those initiatives, including a cost/benefit analysis of accelerating those improvements to coincide with the first rollout of the NextGen Bus system changes;
- C. Report back on efforts to ensure network and schedule integration with municipal operators;
- D. Report back to the Board on all of the above at the November/December 2019 Board meeting.

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | A   | Y  |

**23. SUBJECT: MEMBERSHIP ON METRO'S SERVICE COUNCILS**

**2019-0442**

APPROVED ON CONSENT CALENDAR Diane Velez for membership on Metro's San Gabriel Valley Service Council.

**24. SUBJECT: A650 HEAVY RAIL VEHICLE OVERHAUL AND CRITICAL COMPONENT REPLACEMENT PROGRAM 2019-0151**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer to:

- A. INCREASE the Life-of-Project (LOP) budget to Contract No. A650-2015, for the Heavy Rail Vehicle Overhaul and Critical Component Replacement Program (OCCRP), by \$6,047,723 increasing the total Life-of-Project (LOP) budget from \$99,061,908 to \$105,109,632;
- B. EXECUTE Contract Modification No. 4 to Contract No. A650-2015, with Talgo Inc., for the Heavy Rail Vehicle Overhaul and Critical Component Replacement Program (OCCRP), for the truck frame inspection and repair services in the firm-fixed price amount of \$5,054,030; and
- C. EXECUTE Contract Modifications under this Contract for up to \$1,000,000 per Contract Modification.

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|    |    |    |     |    |    |    | C  |    |    |    |     |    |

**25. SUBJECT: ENTERPRISE ASSET MANAGEMENT SYSTEM 2019-0373**

APPROVED ON CONSENT CALENDAR:

- A. ESTABLISHING a Life of Project (LOP) Budget for the Enterprise Asset Management (EAM) Project, capital project number 207155, in the amount of \$45,800,000;
- B. AUTHORIZING the Chief Executive Officer to award a 37-month, firm fixed price Contract No. PS51755000 to 21Tech LLC, in the amount of \$10,205,207 for the Enterprise Asset Management System Software Acquisition and Software Support Services, subject to the resolution of any properly submitted protest(s), if any; and
- C. Contract Modification Authority specific to Contract No. PS51755000 in the amount of \$2,041,041 or 20% of the total contract value, to cover the costs of any unforeseen services or license fees that may be necessary to complete this phase of the project.

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|    |    |    |     |    |    |    |    |    | C  |    |     |    |



**32. SUBJECT: EAST SAN FERNANDO VALLEY TRANSIT CORRIDOR 2019-0202**

**AUTHORIZED:**

- A. the Chief Executive Officer to negotiate and execute a cost-plus fixed fee Contract No. AE58083E0129 with Gannett Fleming to perform professional services including design advancement for the design build delivery process, support during the solicitation process, and design support during construction for the East San Fernando Valley Transit Corridor Project in an amount not-to-exceed \$61,974,852, subject to resolution of any protests; and
- B. Contract Modification Authority in the amount of \$12,394,970 (20% of the not-to-exceed contract value) and authorize the CEO to execute individual Contract Modifications within the Board approved Contract Modification Authority.

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
| Y  | Y  | C  | Y   | Y  | A  | C  | Y  | Y  | C  | A  | C   | Y  |

**33. SUBJECT: I-5 SOUTH CAPACITY ENHANCEMENTS FROM ORANGE COUNTY LINE TO I-605 2019-0376**

AUTHORIZED ON CONSENT CALENDAR Contract Modification No. 106 (CCO 106) by the California Department of Transportation (Caltrans) for the construction contract of Segment 2 (Valley View) of the I-5 South Capacity Enhancements Project from I-605 to Orange County Line (Project) under Funding Agreement No. MOU.P0004292, Amendment No. 3, in the amount of up to \$983,655 within the overall corridor Life of Project (LOP) budget.

**34. SUBJECT: AIRPORT METRO CONNECTOR 2019-0480**

**AUTHORIZED ON CONSENT CALENDAR:**

- A. The Chief Executive Officer to execute a 5-year cost-plus fixed fee Contract No. PS58330MC075 with KDG+DE Construction Support Services to provide Construction Support Services for the Airport Metro Connector (AMC) 96th Street Transit Station Project, in an amount not-to-exceed \$25,943,154.86 and exercise 2 one-year options, when deemed appropriate; and
- B. Contract Modification Authority in the amount of \$5,188,630.97 or 20% of the not-to-exceed contract award value and authorize the CEO to execute individual Contract Modifications within the Board approved Contract Modification Authority.

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|    |    | C  |     |    |    | C  |    |    | C  |    |     |    |

**35. SUBJECT: SUPPLEMENTAL ENGINEERING SERVICES (SES)  
CONSULTANT SERVICE CONTRACT**

**2019-0502**

AUTHORIZED the Chief Executive Officer to NEGOTIATE and EXECUTE:

- A. A three-year cost plus fixed fee type contract for AE59600 with HDR Engineering, Inc. for Supplemental Engineering Services for Engineering Design of Transit Rail Projects on a task order basis, plus two one-year options. The amount for the three-year base contract is \$50,000,000 and the amount for the two one-year options is \$20,000,000 for a total contract value not to exceed \$70,000,000; subject to resolution of protest(s), if any; and
- B. Individual Task Orders and modifications within the Board approved contract amount.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | A  | Y   | Y  | A  | Y  | Y  | Y  | Y  | A  | Y   | C  |

**36. SUBJECT: METRO GOLD LINE EXTENSION TO CLAREMONT**

**2019-0528**

DIRECTED the Chief Executive Officer AS AMENDED to:

- A. Finalize negotiations with the Gold Line Foothill Extension Construction Authority (Construction Authority) for Metro to commit \$126 million in order to ensure the extension of the Foothill Alignment to Pomona station; and
- B. Apply the San Gabriel Valley Subregional Equity funds to offset the Gold Line to Pomona shortfall.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | A   | Y  |

**36.1 SUBJECT: METRO GOLD LINE TO POMONA**

**2019-0598**

APPROVED AMENDING Motion by Fasana, Garcetti, Solis and Barger that the Board consistent with the June 2016 Board action that created the Subregional Equity Program, reaffirms that each subregion's Subregional Equity Program allocation as listed in the Measure M Expenditure Plan (line item 68,note s.) is listed in 2015 dollars, consistent with all other figures in the "Most Recent Cost Estimate" column of the Measure M Expenditure Plan. These allocations shall be escalated to year-of expenditure in accordance with the escalation policies in the Measure M expenditure plan.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | A   | Y  |

**40. SUBJECT: TRANSPORTATION BUSINESS ADVISORY COUNCIL 2019-0500**  
**APPOINTMENTS**

APPOINTED ON CONSENT CALENDAR the Conference Of Minority Transportation Officials (COMTO) SoCal to the Transportation Business Advisory Council.

**41. SUBJECT: FEDERAL LEGISLATION 2019-0511**

ADOPTED ON CONSENT CALENDAR staff recommended position:

A. House Resolution 2723 (Lowenthal) - Economy in Motion: The National Multimodal and Sustainable Freight Infrastructure Act **SUPPORT**

**42. SUBJECT: METRO CLIMATE ACTION AND ADAPTATION PLAN 2019-0489**

ADOPTED ON CONSENT CALENDAR the Metro Climate Action and Adaptation Plan.

**43. SUBJECT: METRO FREEWAY SERVICE PATROL 2019-0208**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer to:

- A. AWARD a firm fixed unit rate Contract No. FS58039000 for Metro Freeway Service Patrol (FSP) Regional light duty towing services Region 1 to Kenny's Auto Service, in an amount not to exceed \$20,936,369 for 52 months, subject to resolution of protest(s), if any; and,
- B. AWARD a firm fixed unit rate Contract No. FS58039001 for Metro Freeway Service Patrol (FSP) regional light duty towing services Region 2 to Platinum Tow and Transport in an amount not to exceed \$24,006,823 for 52 months, subject to resolution of protest(s), if any; and,
- C. INCREASE Contract Modification Authority (CMA) to 29 existing Freeway Service Patrol contracts as delineated below for a total amount of \$14,521,000 thereby increasing the CMA amount from \$11,161,294 to \$25,682,294 and extend the periods of performance as follows:
- Beat no. 1: All City Tow Contract No. FSP2828200FSP141, for \$219,000 for 8 months
  - Beat no. 2: Citywide Towing Contract No. FSP2785600FSP142, for \$258,000 for 9 months
  - Beat no. 3: Hollywood Car Carrier Contract No. FSP3469400B3/43, for \$849,000 for 9 months
  - Beat no. 4: Frank Scotto Towing Contract No. FSP2788200FSP144, for \$237,000 for 9 months

(continued on next page)



(Item 43 – continued from previous page)

- Beat no. 5: Sonic Towing, Inc. Contract No. FSP3469500B5/17, for \$320,000 for 11 months
- Beat no. 6: Neighborhood Towing 4 U Contract No. FSP3469600B6, for \$338,000 for 11 months
- Beat no. 8: Citywide Towing Contract No. FSP2825800FSP148, for \$293,000 for 9 months
- Beat no. 9: Frank Scotto Towing Contract No. FSP3470000B9, for \$394,000 for 11 months
- Beat no. 10: Neighborhood Towing 4 U Contract No. FSP3848100FSP1410, for \$365,000 for 12 months
- Beat no. 12: Tip Top Tow Contract No. FSP2826700FSP14, for \$796,000 for 12 months
- Beat no. 13: Reliable Delivery Service Contract No. FSP2831500FSP1413, for \$440,000 for 7 months
- Beat no. 17: Sonic Towing, Inc. Contract No. FSP3469500B5/17, for \$241,000 for 9.5 months
- Beat no. 18: Bob & Dave's Towing, Inc. Contract No. FSP2690300FSP1418, for \$695,000 for 14.5 months
- Beat no. 20: Bob's Towing Contract No. FSP2836600FSP1420, for \$211,000 for 12 months
- Beat no. 21: Bob's Towing Contract No. FSP2839000FSP1421, for \$153,000 for 12 months
- Beat no. 24: T.G. Towing, Inc. Contract No. FSP2833200FSP1424, for \$275,000 for 11 months
- Beat no. 28: Hadley Tow Contract No. FSP3847300FSP1428, for \$99,000 for 11 months
- Beat no. 33: Mid Valley Towing Contract No. FSP2851900FSP1433, for \$266,000 for 9 months
- Beat no. 34: South Coast Towing, Inc. Contract No. FSP2839600FSP1434, for \$292,000 for 11 months
- Beat no. 36: Hadley Tow Contract No. FSP2841400FSP1436, for \$288,000 for 11 months
- Beat no. 37: Reliable Delivery Service Contract No. FSP3696000FSP1437, for \$690,000 for 11 months
- Beat no. 38: Steve's Towing Contract No. FSP38468001438, for \$106,000 for 11 months
- Beat no. 39: Jon's Towing Contract No. FSP3470400B27/39, for \$253,000 for 9.5 months
- Beat no. 41: T.G. Towing, Inc. Contract No. FSP2760200144, for \$322,000 for 8 months

(continued on next page)

(Item 43 – continued from previous page)

- Beat no. 42: Platinum Tow & Transport Contract No. FSP2842100FSP1442, for \$290,000 for 11 months
- Beat no. 43: Hollywood Car Carrier Contract No. FSP3469400B3/43, for \$828,000 for 9.5 months
- Beat no. 70: Tip Top Tow Contract No. FSP3471300B70, for \$920,000 for 7 months
- Beat no. 71: Bob & Dave's Towing, Inc. Contract No. FSP3471500B71, for \$932,000 for 6 months
- Region 1: Kenny's Auto Service Contract No. FSP13-R1, for \$3,151,000 for 9 months

**44. SUBJECT: GOLD LINE P2550 LIGHT RAIL VEHICLE (LRV) STATIC INVERTER APS/LVPS OVERHAUL 2019-0483**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer to award a 60-month, Indefinite Delivery/Indefinite Quantity (IDIQ) Contract No. MA62488000 to AmeTrade, Inc., DBA AmePower, Inc., for the overhaul of P2550 Light Rail Vehicle Static Inverter Auxiliary Power Supply/Low Voltage Power Supply (APS/LVPS). This award is a not-to-exceed amount of \$2,509,943, subject to resolution of protest(s), if any.

**45. SUBJECT: I-710 SOUNDWALL PACKAGE 3 PROJECT 2019-0477**

APPROVED BY TWO-THIRDS VOTE OF THE BOARD:

- A. HOLDING a public hearing on the proposed Resolution of Necessity; and
- B. ADOPTING a Resolution of Necessity (Attachment B) authorizing the commencement of an eminent domain action to acquire a Temporary Construction Easement (TCE) and site improvements within the TCE area from the property identified as 3128 Gale Avenue, Long Beach, CA 90810, CPN-80964 (APN: 7312-021-009).

|    |    |    |     |    |    |    |    |    |    |    |     |    |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | Y   | Y  |

**46. SUBJECT: I-5 NORTH MANAGED LANES PROJECT**

**2019-0487**

APPROVED BY TWO-THIRDS VOTE OF THE BOARD:

- A. HOLDING a public hearing on the proposed Resolutions of Necessity; and
- B. ADOPTING Resolution of Necessity (Attachment B) authorizing the commencement of an eminent domain action to acquire a Temporary Construction Easement (TCE) from the properties identified as Parcels: CPN 80856-1 (APN: 2861-071-009) and CPN 81196-1 (APN: 2861-071-008).

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | Y   | Y  |

**47. SUBJECT: SUPPORT OF DESTINATION CRENSHAW PROJECT ON METRO OWNED PROPERTY ALONG THE CRENSHAW/LAX LINE PROJECT** **2019-0575**

APPROVED:

- A. AUTHORIZING the Chief Executive Officer to enter into a Memorandum of Agreement (MOA) with the City/County of Los Angeles for funding and support of the Destination Crenshaw Project;
- B. funding request for the construction of Destination Crenshaw's proposed Sankofa Park in an amount not to exceed \$15,000,000 and related staff support time; and
- B. AMENDING the FY20 Adopted Budget in the amount of \$15,000,000.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | Y   | Y  |

**48. SUBJECT: CLOSED SESSION**

**2019-0567**

**A. Conference with Legal Counsel - Existing Litigation - G.C. 54956.(d)(1)**

1. Monica Boen v. LACMTA, LASC Case No. BC653198

APPROVED settlement in the amount of \$250,000

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | A   | Y  |

2. Bing Kun Wei v. LACMTA, LASC Case No. BC690957

APPROVED settlement in the amount of \$275,000

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | Y  | Y  | Y  | Y  | Y  | A  | A   | Y  |

3. Beverly Hills Unified School District v. Federal Transit Administration, et al., USDC Case No. CV-18-716-GW(SSx)

NO REPORT

4. Nathan Flowers v. LACMTA, LASC Case No. BC515136

NO REPORT

**B. Conference with Real Estate Negotiator - G.C. 54956.8**

1. Property Description: Parcel Nos. RC-469, 470, 472, 477, 486, 488, 489, and 490

Agency Negotiator: Velma C. Marshall

Negotiating Party: City of Los Angeles

Under Negotiation: Price and terms

NO REPORT

(Continued on next page)

(Item 48 – continued from previous page)

2. Property Description: 9397 Wilshire Boulevard/160 N. Canon Drive,  
Beverly Hills  
Agency Negotiator: Velma C. Marshall  
Negotiating Party: New Pacific Canon, LLC  
Under Negotiation: Price and terms

APPROVED settlement in the amount of \$24,500,000.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | C  | Y  | Y  | Y  | Y  | A  | A   | Y  |

3. Property Description: 2010 Century Park East, Los Angeles  
Agency Negotiator: Velma C. Marshall  
Negotiating Party: Pacific Bell Telephone Company (AT&T)  
Under Negotiation: Price and terms

APPROVED settlement in the amount of \$12,600,000.

| JF | PK | MB | JDW | SK | EG | JB | HS | JH | KB | RG | MRT | AN |
|----|----|----|-----|----|----|----|----|----|----|----|-----|----|
| Y  | Y  | Y  | Y   | Y  | C  | Y  | Y  | Y  | Y  | A  | A   | Y  |

4. Property Description: 1940 Century Park East, Los Angeles  
Agency Negotiator: Velma C. Marshall  
Negotiating Party: Gillis Family Partnership, et al.  
Under Negotiation: Price and terms

NO REPORT

5. Property Description: 14743 Keswick Street, LLC and Shabtay  
Investments, LLC  
Agency Negotiator: Craig Justesen  
Negotiating Party: Shawn Shabtay  
Under Negotiation: Price and terms

NO REPORT

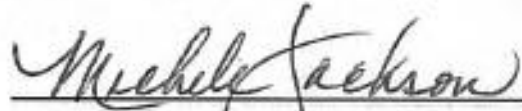
C. Public Employee Performance Evaluation - G.C 54957  
Title: Chief Executive Officer

NO REPORT



ADJOURNED at 1:54 p.m.

Prepared by: Eric Chun  
Administrative Analyst, Board Administration

  
Michele Jackson, Board Secretary



## Board Report

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**File #:** 2019-0443, **File Type:** Project

**Agenda Number:** 10.

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**PLANNING AND PROGRAMMING COMMITTEE  
SEPTEMBER 18, 2019**

**SUBJECT: LA RIVER PATH**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the Conceptual Design Report; and
- B. AUTHORIZING the CEO to initiate the Draft Environmental Impact Report (DEIR).

**ISSUE**

The LA River Path is a Measure M project with a projected opening date during the FY 2025-27 period. Currently, \$365 million in Measure M funds are allocated for this project. This project is also included in the Twenty-Eight by '28 Initiative adopted by the Board in January 2018.

To meet the Measure M schedule, a Proposed Project needs to be identified and environmentally cleared. Initiating the environmental review will also support the application for U.S. Army Corps of Engineers (USACE) required permits. This report includes the findings from the Conceptual Design Phase and a recommendation for what alternatives to advance into environmental review.

**BACKGROUND**

The LA River Path is an approximately eight-mile active transportation path (e.g., walking and bicycling) along the Los Angeles River. The study area (Attachment A) extends between Elysian Valley and Maywood through downtown Los Angeles and the City of Vernon. The northern limit of the project area is the terminus of the Los Angeles River Greenway Trail at Riverside Drive and the southern limit is at Atlantic Boulevard where the Los Angeles River Bicycle Path begins in the City of Maywood. The project will close the longest remaining gap in the LA River Path to create a continuous 32-mile path for people walking, rolling and bicycling between the San Fernando Valley and Long Beach.

Many of the neighborhoods in the area surrounding the project corridor are predominately industrial with high volumes of truck traffic, deteriorated roadways, a lack of sidewalks and street lighting, and

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at-grade rail crossings. Additionally, there are freight and passenger train tracks adjacent to the River along several segments of the corridor. Approximately 1 million people live within three miles of the LA River Path project corridor. Of the 85,000 people who live within ½-mile of the project corridor, 18,000 (21%) working-age people walk, bicycle, or take public transit to work.

In June 2014, the Board passed a motion (Attachment B) which directed staff to study a path, including in-channel options, for this missing segment. In 2016, Metro staff completed a feasibility study for closing this gap, which considered top of bank, channel bottom and other path treatments and found that the project was feasible. This feasibility study was approved by the Metro Board of Directors in September 2016 (Legistar File 2016-0311). In May 2018, the Board authorized the CEO to award and execute Contract #AE4779500 with CH2M Hill, Inc. for technical services to support the LA River Path (Legistar File 2018-0108).

## **DISCUSSION**

Since May 2018, work has been underway to document the corridor's existing conditions, conduct community outreach, and to identify and screen potential alternatives. A Project Steering Committee comprised of a representative from Metro, the Cities of Los Angeles and Vernon, and the Los Angeles County Department of Public Works provides overall guidance to this project. The Steering Committee and overall project is supported by two advisory groups: a Project Development Team (PDT) and stakeholder roundtables. The PDT is comprised of Metro, USACE, City of Los Angeles, City of Vernon, Los Angeles County, and the Mountains Recreation & Conservation Authority and provides interagency coordination, technical guidance and problem-solving for the project. The stakeholder roundtables are comprised of local community-based organizations, employers and other local stakeholders who advise the project on community needs and priorities and provide overall project guidance.

The project is driven by six goals that were shaped by community input. These goals are safety, access, efficient and sustainable mobility, equity, user experience and health. The project goals are the basis of the evaluation criteria used to screen and refine potential alternatives during an early alternatives analysis. Metro relied heavily on community input on preferred access points and path types to develop potential alternatives, which were screened using these criteria. The Conceptual Design phase was completed in August 2019, leading to the development of a Conceptual Design Report (Attachment C - Executive Summary) which documents existing conditions, design guidance, community feedback and the results of the early alternatives analysis, which identified three alternatives recommended for further study during environmental review.

### **Community and Stakeholder Outreach**

In addition to the stakeholder engagement through the project advisory committees, Metro staff also conducted an extensive community outreach effort, completing nine community outreach meetings, two online surveys and two informational videos. Additionally, staff attended numerous briefings and attended dozens of pop-up events. Through these efforts, staff obtained 4,600 in-person comments and 3,800 survey responses.

This input included feedback on the LA River Path's goals, potential access points, and preferred path types. Stakeholders and community members indicated a strong desire for a path that was



available for recreation as well as commuting and errands. Comments were categorized around project goals with the most cited themes being user experience, safety and access.

### Access Points

Community input indicated a desire for access points on both banks and prioritized access points that connect neighborhoods to the east and west of the river. Preferred access points included Los Angeles State Historic Park/Main Street, Union Station, 1<sup>st</sup> Street and Washington Boulevard. These preferences were used to develop and refine alternatives.

### Path Types

Because of the constrained nature of the corridor, there are limited places where the path can be located. Four primary path types were analyzed to inform the development of alternatives and Metro collected nearly 3,000 comments on preferences through community meetings and an online survey.

A top-of-bank/cantilevered path utilizes existing at-grade space and/or cantilevers over the channel at grade. This path type was the most popular with community members (40% of responses) as it would be reliably open and less subject to closures due to flooding. This path could accommodate amenities and features such as lighting, security features, landscaping and public art. Top-of-bank options are only feasible in select locations where the existing rail lines and utilities are set back to provide sufficient space for the path.

An elevated path would be above-grade supported by piers and could be utilized for ramping and crossing over roadways and other at-grade obstacles. This was the second most popular path type (32% of responses) as it would also be reliably open and could accommodate lighting, security features and public art.

An incised path cuts the path into the channel embankment and is commonly used when there is insufficient space at-grade for either a top-of-bank or elevated option. It is also utilized to go under bridges and other obstacles. This path type would be subject to closures during heavy rainfall but could utilize existing bridges that it passes under to provide lighting and other amenities. This path type was preferred by 17% of respondents.

The fourth path type evaluated is bottom-of-channel, which would locate the path on the flat bottom of the channel. This path type would not be impacted by adjacent top-of-bank conditions and would place users close to the water in the channel. This option was preferred by 11% of respondents due to its proximity to the water. This path type would be the most at-risk of seasonal flooding, would require the longest access ramps to get on and off the path, and would not be able to provide amenities and features such as lighting, landscaping, and security features as the path would be under water during rain events.

### Best Performing Alternatives

Three alternatives were identified as the best performing options to advance into environmental review. All three alternatives move back and forth across the river to utilize existing space, navigate around obstacles, and provide places to get on and off the path at desired access points. Additionally, each of these utilizes a combination of top-of-bank/cantilevered, elevated and incised path types. A bottom-of-channel option, which would not be reliably open during rain and could not

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accommodate many of the desired amenities, was not advanced as a primary alternative. However, Metro identified future opportunities to add a secondary path (e.g., “interpretive” nature path) near the water at the bottom of the channel as well as additional access points if additional funding were to become available.

Alternative A (Attachment D) crosses the river six times and adds 10 new access points. Alternative B (Attachment E) crosses the river seven times and adds 12 new access points. Alternative C (Attachment F) crosses the river seven times and adds 11 new access points. These alternatives contain many common access points and path types but identify some opportunities that are unique to each one that can be further evaluated to inform the project.

### Environmental Review

Initiating the DEIR will allow Metro to continue to study, analyze, and seek community input on these alternatives pursuant to CEQA. This project does not anticipate using federal funds. Environmental review pursuant to NEPA will be limited to applying for required permits from USACE. Staff proposes to initiate the CEQA analysis first in order to identify a Proposed Project, thoroughly analyze and document potential impacts, and advance the design of the alternatives in order to streamline the NEPA analysis for USACE.

### Equity Platform

The LA River Path Project will close the largest remaining gap to create a seamless 32-mile grade-separated corridor for walking, biking and rolling along the Los Angeles River and provide improved access to opportunities including jobs, education, and public recreational spaces. This Project is consistent with the Metro Equity Platform and will benefit existing communities, including many equity focus communities (EFC). One million people live within biking distance of the project corridor and 85,000 live within walking distance. Approximately 72% of the population located within ½ mile of the project corridor live in an EFC. Of those within biking distance, 79% of the residents are Hispanic and 29% of the residents are classified as living in poverty (2016, American Community Survey).

The LA River Path project’s three alternatives connect to local communities along the river corridor. EFCs exist along both sides of the project corridor. All three alternatives provide access to key destinations supported by the community such as Los Angeles State Historic Park/Main Street Access, Albion Park/Main Street Access, Mission Road/Cesar Chavez Avenue Access, Union Station Access, Washington Boulevard Access, Bandini-Soto Triangle Access, and Downey Road East Access.

Specifically, this Project will focus on the Equity Pillars of Listen and Learn and Focus and Deliver. During the environmental analysis, Metro will continue to engage the community in order to plan, design and implement a project that improves access to opportunities and reflects the needs of the local communities. During the conceptual design phase, robust community engagement included nine public meetings, numerous stakeholder presentations, community pop-up events, youth-focused activities, surveys and online engagement.

### **DETERMINATION OF SAFETY IMPACT**

These actions will not have any impact on the safety of Metro customers and/or employees because

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this project is in the planning process phase and no capital or operational impacts result from this Board action.

### **FINANCIAL IMPACT**

The FY20 budget includes \$7.021M for Professional Services in Cost Center 4310 (Mobility Corridors Team 1), Project 474303 (LA River Path). Since this is a multi-year program, the Cost Center manager and Chief Planning Officer will be responsible for budgeting in future years.

#### **Impact to Budget**

The funding sources for the project are Measure M 2% Active Transportation Projects and Measure M 17% Highway Construction. As these funds are earmarked for the LA River Path project, they are not eligible for Metro bus and rail capital and operating expenditures.

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

The project will support the goals of the strategic plan by adding a new high-quality mobility option along the LA River that provides outstanding trip experiences and enhances communities and lives through mobility and access to opportunity.

### **ALTERNATIVES CONSIDERED**

The Metro Board could decide not to take action. This alternative is not recommended, as this would impact commencing the project's environmental clearance process and risk delay of construction, potentially hindering the project's ability to be completed by the Twenty-Eight by '28 Initiative.

### **NEXT STEPS**

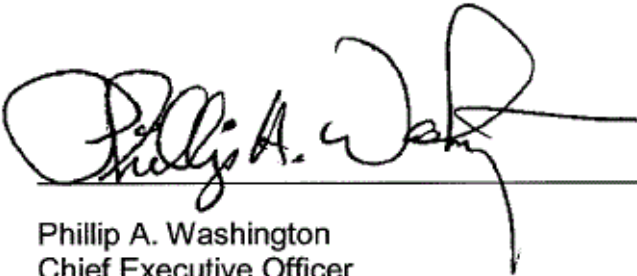
Upon Board approval, Metro Staff will initiate the Draft Environmental Impact Report and community engagement.

### **ATTACHMENTS**

- Attachment A - Study Area
- Attachment B - June 2014 Metro Board Motion
- Attachment C - Executive Summary - Conceptual Design Report
- Attachment D - Alternative A
- Attachment E - Alternative B
- Attachment F - Alternative C

Prepared by: Maressa Sah, Principal Transportation Planner, Countywide Planning & Development, (213) 922-2462  
Lauren Cencic, Senior Director, Countywide Planning & Development, (213) 922-7417  
Manjeet Ranu, Senior Executive Officer, Countywide Planning & Development, (213) 418-3157

Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920



Phillip A. Washington  
Chief Executive Officer

# Los Angeles River Path Project



**PLANNING AND PROGRAMMING COMMITTEE****MOTION BY:****MAYOR ERIC GARCETTI, SUPERVISOR GLORIA MOLINA,  
AND DIRECTOR MIKE BONIN**

June 18, 2014

**Los Angeles River Bikeway Connection**

The City and County of Los Angeles have devoted significant time and resources in creating a Los Angeles River Revitalization Master Plan. This Plan incorporates transportation infrastructure as a key element of accessibility and mobility for the LA River, and addresses the need to have a regionally connected bikeway network. The County and many cities in the Los Angeles River Corridor, often with the assistance of the Los Angeles County Metropolitan Transportation Authority (MTA), have implemented major infrastructure and recreation areas along the river, its tributaries, and connecting surface streets.

In May 2014, the U.S. Army Corps of Engineers recommended approval of an ambitious, \$1-billion proposal to restore habitat, widen the river, create wetlands and provide pedestrian access points and bicycle paths along an 11-mile stretch of the LA River north of downtown through Elysian Park. This proposal, known as "Alternative 20," is the starting point for projects that will eventually revitalize all 51 miles of the river, from the San Fernando Valley to Long Beach.

However, the plan does not cover the most significant gap along the Los Angeles River, between the bicycle and pedestrian facilities in the Elysian Valley to the existing LA River Path that connects the City of Maywood to the City of Long Beach. This gap was also identified in MTA's Bicycle Transportation Strategic Plan adopted in 2006.

This gap is located in areas where the LA River is surrounded by active train tracks and industrial uses, which make it difficult to acquire the necessary right-of-way for placement of a bike path and pedestrian access on the river banks.

Recently a conceptual technical study was presented to MTA, which focuses on an "In River Channel Bike Path," similar to the bicycle path along the Arroyo Seco in the City of Los Angeles. As the Regional Transportation Planning Agency, MTA is best suited to coordinate regional, countywide bicycle efforts. A study of this nature will require multi-agency stakeholder coordination, and should include a detailed analysis of potential bicycle, pedestrian, and transit connections to the LA River facilities.

(CONTINUED)

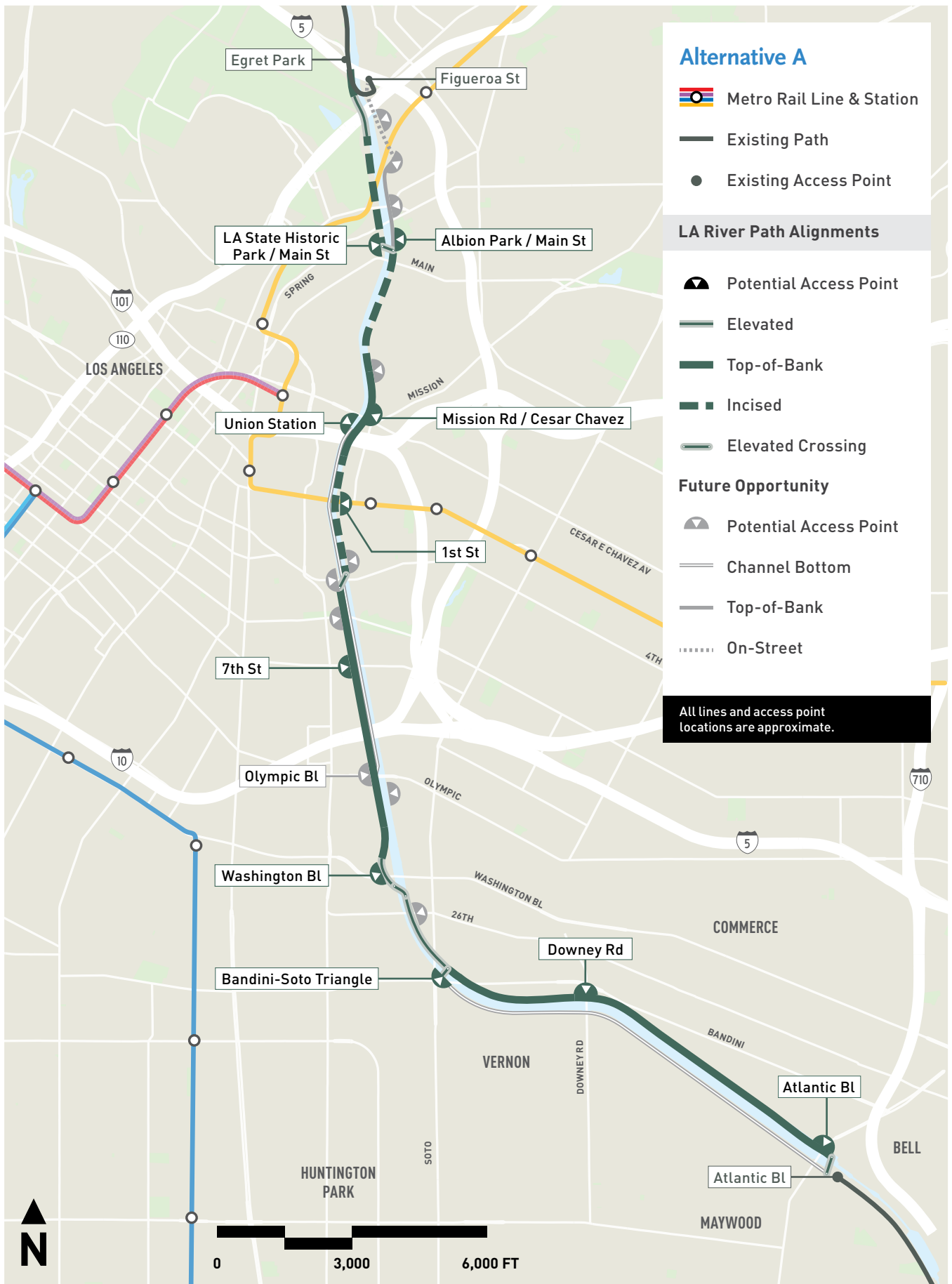
**WE, THEREFORE, MOVE that the Board direct the Chief Executive Officer to:**

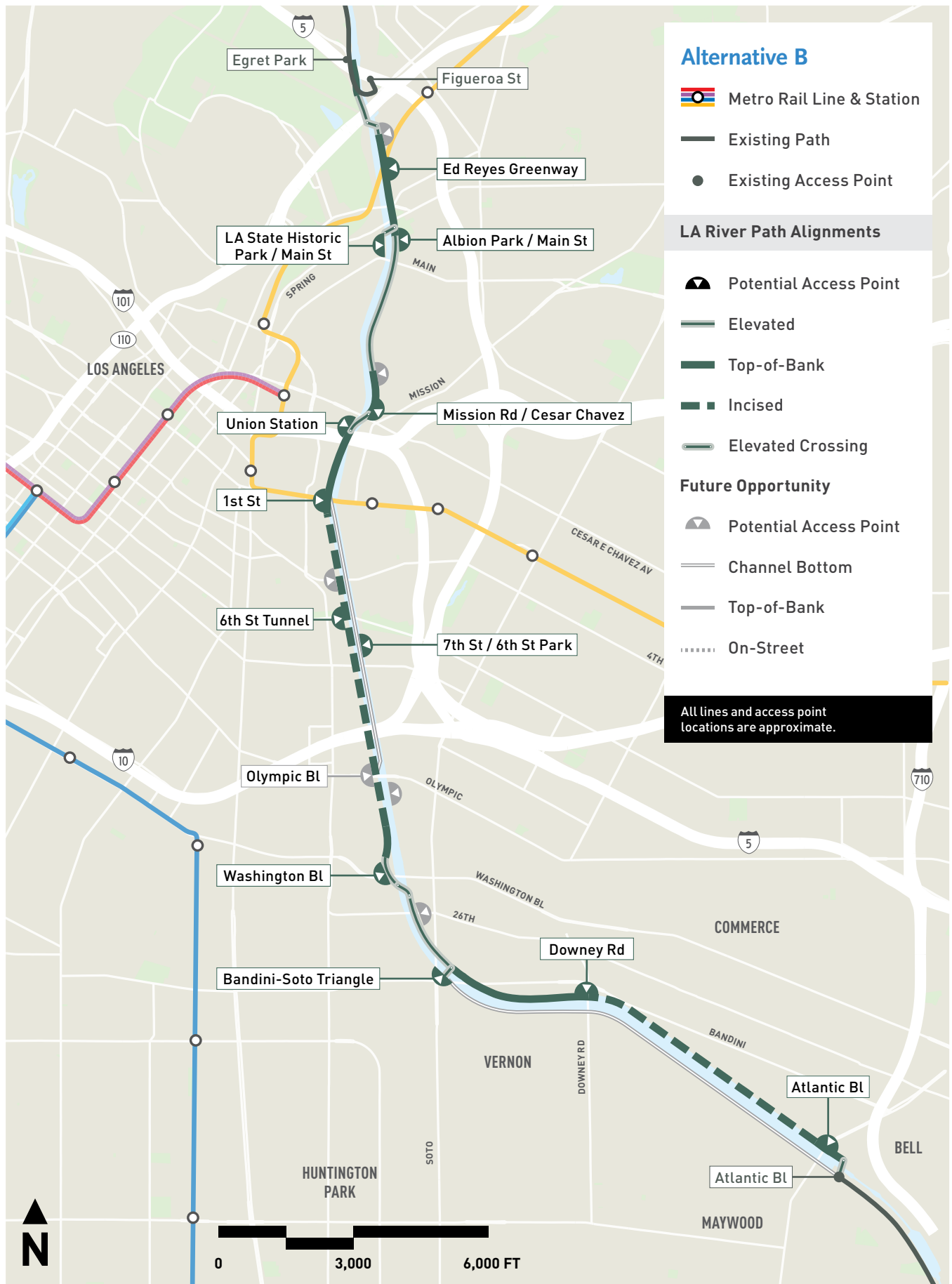
- A. Develop a proposed scope for studying an in-channel bike path design, with logical pedestrian linkages along ingress and egress areas, that connects the missing link from Taylor Yard to the City of Maywood;
- B. Recommend a project timeline and a proposed implementation strategy to advance a comprehensive bike channel study;
- C. Identify and receive input from key stakeholders and study participants;
- D. Report back to the Board in September 2014 on Items A - C and a possible recommendation for implementation.

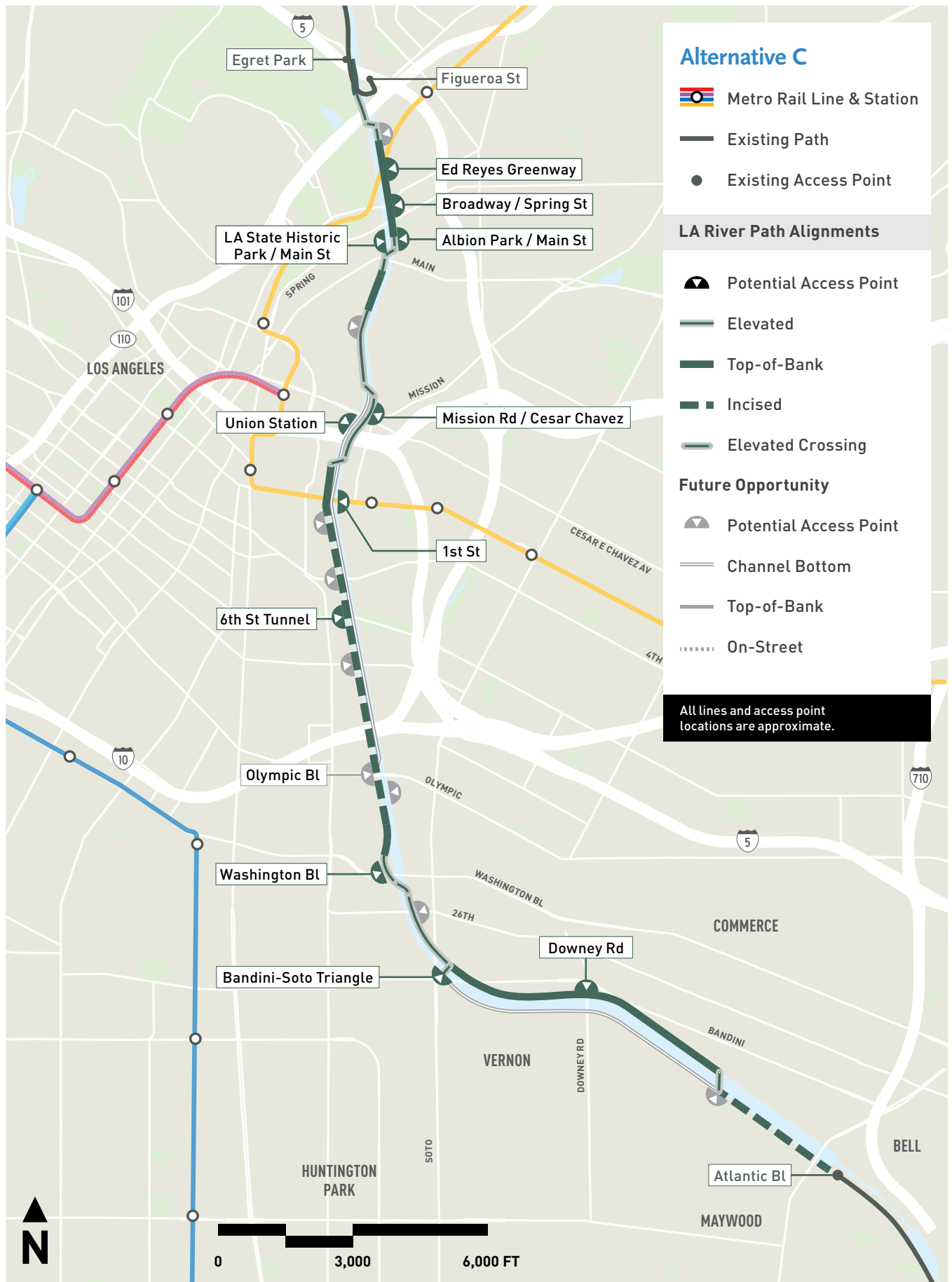
## Attachment C

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0443\\_Attachment\\_C\\_Executive\\_Summary\\_Conceptual\\_Design\\_Report.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0443_Attachment_C_Executive_Summary_Conceptual_Design_Report.pdf)









# Next stop: a more connected river path.

## LA RIVER PATH



**Metro**

Planning and Programming - September 18, 2019  
File # 2019-0443



Consider:

- > RECEIVING AND FILING the Conceptual Design Report; and
- > AUTHORIZING the CEO to initiate the Draft Environmental Impact Report (DEIR)



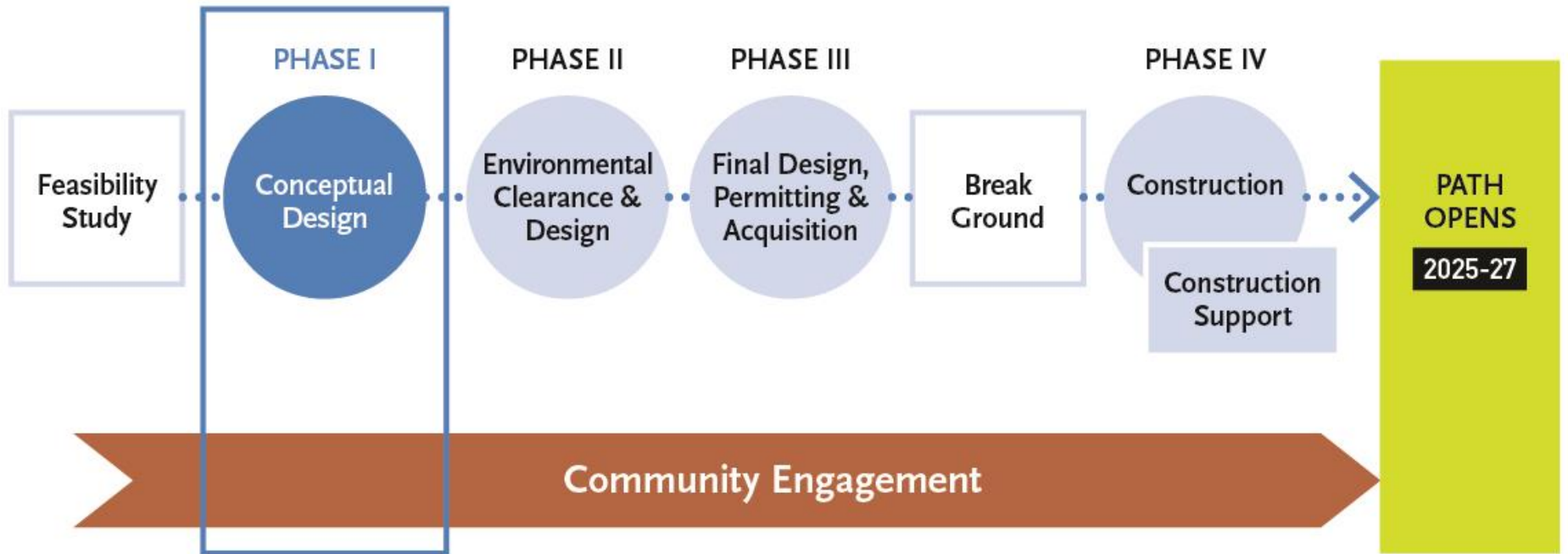
# Project Overview and Study Area



- > **Close 8-mile gap** between Elysian Valley and Maywood
- > **Create 32-mile path** from San Fernando Valley to Long Beach
- > **\$365M** in Measure M funding



# Project Schedule



# Conceptual Design

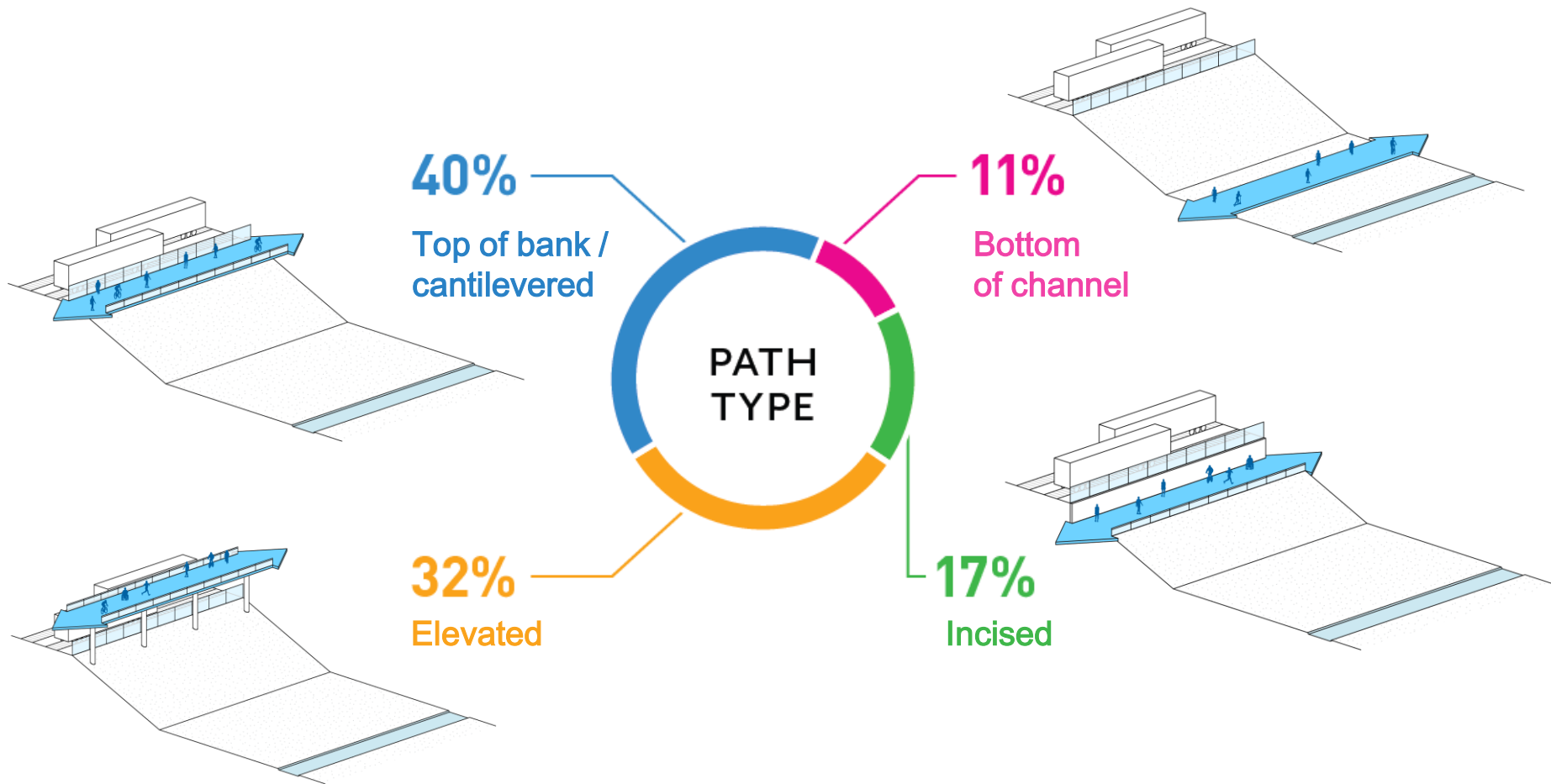


- > Documented existing conditions
- > Conducted community outreach
  - > Stakeholder Roundtables
  - > Project Development Team
  - > 9 Community meetings
  - > 2 Online surveys
  - > Dozens of community pop-up events
- > Identified and screened potential alternatives
- > Identified three most promising alternatives to advance into environmental review





# Community Input on Path Types



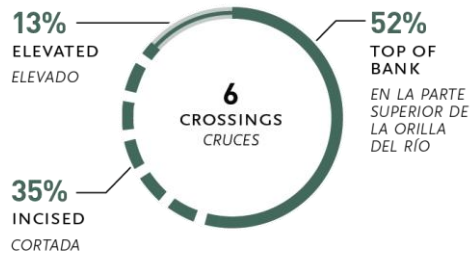
# Alternative A



## Benefits

- + *Equity*: path provides access and links communities.
- + *Health*: potential for community gathering areas.

## Path Type



## Alignment



- Metro Rail Line & Station
- Existing Path
- Existing Access Point

### LA River Path Alignments

- Potential Access Point
- Elevated
- Top of Bank
- Incised
- Elevated Crossing

### Future Opportunity

- Potential Access Point
- Channel Bottom
- Top of Bank
- On-Street

All lines and access point locations are approximate.



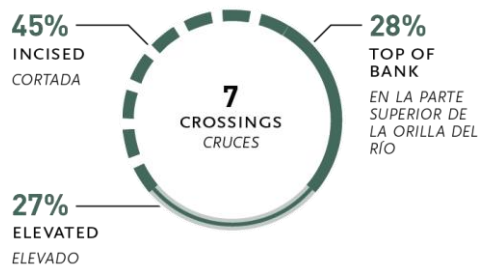
# Alternative B



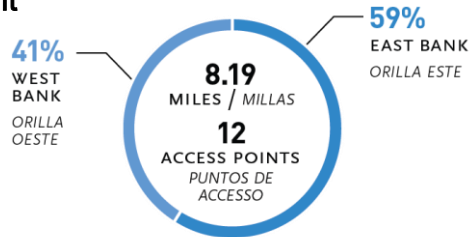
## Benefits

- + *Access:* direct connections to services and job centers in Downtown LA, Little Tokyo, and Vernon
- + *User experience:* minimal grade change and unique vistas from elevated and top of bank paths

## Path Type



## Alignment



- Metro Rail Line & Station
- Existing Path
- Existing Access Point

### LA River Path Alignments

- Potential Access Point
- Elevated
- Top of Bank
- Incised
- Elevated Crossing

### Future Opportunity

- Potential Access Point
- Channel Bottom
- Top of Bank
- On-Street

All lines and access point locations are approximate.





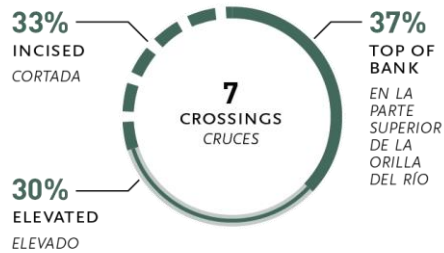
# Alternative C



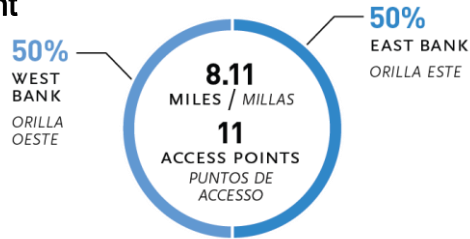
## Benefits

- + *Equity*: path provides access and links communities.
- + *Efficient and sustainable mobility*: likely to remain open during flood events

## Path Type



## Alignment



- Metro Rail Line & Station
- Existing Path
- Existing Access Point

### LA River Path Alignments

- Potential Access Point
- Elevated
- Top of Bank
- Incised
- Elevated Crossing

### Future Opportunity

- Potential Access Point
- Channel Bottom
- Top of Bank
- On-Street

All lines and access point locations are approximate.



# Proposed Next Steps



- > Advance Alternatives A, B and C and initiate the CEQA analysis in order to:
  - > Identify a Proposed Project
  - > Document potential impacts and complete conceptual design
  - > Streamline the NEPA analysis needed for USACE permits
- > Fall 2019 – Conduct Scoping Meetings and ongoing community outreach



## Board Report

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File #: 2019-0553, File Type: Contract

Agenda Number: 11.

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### PLANNING AND PROGRAMMING COMMITTEE SEPTEMBER 18, 2019

**SUBJECT: METRO BIKE HUB MANAGEMENT SERVICES CONTRACT EXTENSION**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 6 to Contract No. PS43203266 with Bike Hub to continue management services and optional tasks for Metro Bike Hubs for up to one year in the not-to-exceed amount of \$265,836, increasing the total contract value from \$575,977 to \$841,813.

#### **ISSUE**

Management services of Metro Bike Hubs are currently under contract with the company, Bike Hub, through September 30, 2019. Staff has initiated the procurement process for a new operator contract that is anticipated to be finalized in early 2020. The contract extension is needed to ensure continued management services without interruption for Metro Bike Hub locations until the procurement process is completed.

#### **BACKGROUND**

The Metro Bike Hub Program provides 24/7, high-capacity bike parking in a secure, monitored, controlled-access environment at key transit stations for a nominal fee. Other services may include bike repair, retail, rental, and education workshops.

Metro Bike Hubs are located at El Monte Transit, Hollywood/Vine, Union Station, and Culver City stations. A future Metro Bike Hub is planned for Willowbrook/Rosa Parks during this extension period.

#### **DISCUSSION**

Bike Hub has been the contracted operator of Metro Bike Hubs since 2015. Their scope of services includes tasks related to customer service, account registration, security, facility maintenance, and marketing. These functions are necessary to continue Metro Bike Hub operations and maintain the level of service provided for transit patrons systemwide. This contract extension includes two optional tasks: (1) to provide supplemental staffing resources; and (2) to update existing infrastructure to facilitate walk-up registrations and daily membership options.

On July 1, 2019, Metro issued a Request for Proposal for Bike Hub Operations and Maintenance. Final selection and contract execution are anticipated in early 2020. To accommodate this schedule, staff is proposing to extend the existing contract with Bike Hub to cover the period of operations between when the existing contract expires in September 2019 and when the new contract will be executed in early 2020.

#### Equity Platform

The contract extension will allow for continued customer service, including conducting an Annual Customer Satisfaction Survey consistent with Metro Equity Platform Pillar II: Listen and Learn.

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

Approval of the Metro Bike Hub Management Services contract extension will improve Metro's safety standards by ensuring the continued operation of secure bike parking facilities.

#### **FINANCIAL IMPACT**

Funding of \$585,400 is included in the FY20 Budget for Metro Bike Hub operations under Project 308012 (Bike Lockers Support), Cost Center 4320 (Bike Share Planning and Implementation). Since this is a multiyear project, the Cost Center Manager and Chief Planning Officer will be accountable for budgeting the cost in future years.

#### Impact to Budget

The funding sources are Bike Share Program Revenues and Proposition C 25%, which are not eligible for bus and rail operating and capital expenditures.

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

1. Provide high-quality mobility options that enable people to spend less time traveling;
2. Deliver outstanding trip experiences for all users of the transportation system; and
3. Enhance communities and lives through mobility and access to opportunity.

#### **ALTERNATIVES CONSIDERED**

The Board could choose not to extend the contract and allow it to expire on September 30, 2019 without replacing the operator. This would discontinue core functions of the Metro Bike Hub program including customer service, regular auditing of the interior bicycle parking area, and responding to door alarm alerts. This would compromise the security of Metro Bike Hub facilities and impact customer experience.

#### **NEXT STEPS**

Upon Board approval, staff will execute Modification 6 to Contract No. PS43203266 with Bike Hub.

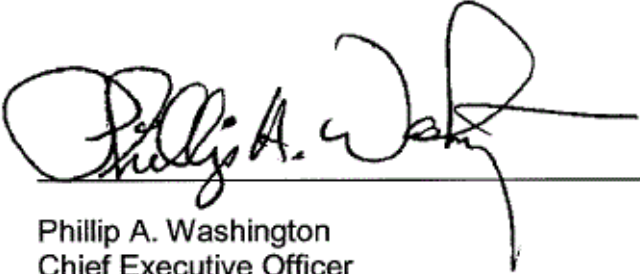


**ATTACHMENTS**

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

Prepared by: Carolyn Mamaradlo, Manager, Countywide Planning & Development, (213) 922-5529  
Dolores Roybal Saltarelli, Sr. Director, Countywide Planning & Development, (213) 922-3024  
Frank Ching, DEO, Transportation Demand Management, (213) 922-3033  
Holly Rockwell, Sr. Exec. Officer - Real Estate, Transit Oriented Communities and Transportation Demand Management, (213) 922-5585

Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## METRO BIKE HUB MANAGEMENT SERVICES/PS43203266

|    |   |          |   |
|----|---|----------|---|
| 1. | <b>Contract Number:</b> PS43203266  |          |   |
| 2. | <b>Contractor:</b> BikeHub  |          |   |
| 3. | <b>Mod. Work Description:</b> Continue management services of Metro Bike Hubs for up to one year and optional tasks related to operational efficiencies and an additional location. |          |   |
| 4. | <b>Contract Work Description:</b> Operations and management services of Metro Bike Hubs   |          |   |
| 5. | <b>The following data is current as of:</b> August 13, 2019   |          |   |
| 6. | <b>Contract Completion Status</b>   |          | <b>Financial Status</b>   |
|    | <b>Contract Awarded:</b>  | 09/15/14 | <b>Contract Award Amount:</b> \$476,036                         |
|    | <b>Notice to Proceed (NTP):</b>   | 11/03/14 | <b>Total of Modifications Approved:</b> \$99,941                |
|    | <b>Original Complete Date:</b>  | 11/02/17 | <b>Pending Modifications (including this action):</b> \$265,836 |
|    | <b>Current Est. Complete Date:</b>  | 09/30/19 | <b>Current Contract Value (with this action):</b> \$841,813     |
| 7. | <b>Contract Administrator:</b><br>Lily Lopez  |          | <b>Telephone Number:</b><br>(213) 922-4639                      |
| 8. | <b>Project Manager:</b><br>Carolyn Mamaradlo  |          | <b>Telephone Number:</b><br>(213) 922-5529                      |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 6 issued to continue management services of Metro Bike Hubs for up to one year and optional tasks related to operational efficiencies and an additional location.

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

On September 15, 2014, Metro approved award of a three-year, firm fixed price Contract No. PS43203266 to BikeHub (formerly Alameda Bicycle, Inc.) in the amount of \$476,036 to provide management services to support the operations of secure-access group bicycle parking facilities at three Metro locations, inclusive of two one-year options.

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

**B. Cost Analysis**

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate, cost analysis, and the technical analysis.

The proposed level of effort and associated costs are sufficient to deliver the supplemental scope of work. Metro anticipates authorizing an optional task, if additional staffing is needed, at attended locations (including, but not limited to Culver City, Hollywood/Vine, and Willowbrook/Rosa Parks). Metro also anticipates authorizing another optional task to implement walk-up registrations and short-term usage before the end of the calendar year.

Metro staff successfully negotiated a cost savings of \$30,219 by reducing the duplication of efforts and clarifying the intent of the supplemental scope of work.

| <b>Proposal Amount</b> | <b>Metro ICE</b> | <b>Negotiated Amount</b> |
|------------------------|------------------|--------------------------|
| \$296,055              | \$272,729        | \$265,836                |

## CONTRACT MODIFICATION/CHANGE ORDER LOG

## METRO BIKE HUB MANAGEMENT SERVICES/PS43203266

| <b>Mod. No.</b> | <b>Description</b>   | <b>Status (approved or pending)</b> | <b>Date</b> | <b>\$ Amount</b> |
|-----------------|--|-------------------------------------|-------------|------------------|
| 1               | Exercise option year 1   | Approved                            | 01/16/16    | \$0              |
| 2               | Exercise option year 2   | Approved                            | 03/07/17    | \$0              |
| 3               | Extend period of performance (POP) through 9/21/18.  | Approved                            | 01/03/18    | \$0              |
| 4               | Change the operational services at the El Monte Metro Bike Hub to automated self-serve with conducting weekly audits and commissioning the start-up/operations of the Culver City bike hub location and POP extension through 7/22/19. | Approved                            | 09/19/18    | \$99,941         |
| 5               | Extend POP through 9/30/19.  | Approved                            | 02/04/19    | \$0              |
| 6               | Continue management services of Metro Bike Hubs for up to one year and optional tasks related to operational efficiencies and an additional location.  | Pending                             | Pending     | <b>\$265,836</b> |
|                 | <b>Modification Total:</b>   |                                     |             | <b>\$365,777</b> |
|                 | <b>Original Contract:</b>  |                                     | 09/15/14    | <b>\$476,036</b> |
|                 | <b>Total:</b>  |                                     |             | <b>\$841,813</b> |

**DEOD SUMMARY**

**METRO BIKE HUB MANAGEMENT SERVICES/PS43203266**

**A. Small Business Participation**

BikeHub, a Small Business Enterprise (SBE) Prime, made a 95.71% SBE commitment. The project is 96% complete. BikeHub is currently exceeding their commitment with an SBE participation of 98.30%.

|                                  |                   |                                     |                   |
|----------------------------------|-------------------|-------------------------------------|-------------------|
| <b>Small Business Commitment</b> | <b>95.71% SBE</b> | <b>Small Business Participation</b> | <b>98.30% SBE</b> |
|----------------------------------|-------------------|-------------------------------------|-------------------|

|    | <b>SBE Firm</b>     | <b>% Committed</b> | <b>Current Participation<sup>1</sup></b> |
|----|---------------------|--------------------|--|
| 1. | BikeHub (SBE Prime) | 95.71%             | 98.30%                                   |
|    | <b>Total</b>        | <b>95.71%</b>      | <b>98.30%</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.

**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 #: 2019-0560, File Type: Contract

Agenda Number: 12.

**REVISED**  
**PLANNING AND PROGRAMMING COMMITTEE**  
**SEPTEMBER 18, 2019**

**SUBJECT: PUBLIC-PRIVATE PARTNERSHIP (P3) FINANCIAL ADVISORY SERVICES BENCH**

**ACTION: AWARD BENCH CONTRACTS**

**RECOMMENDATIONS**

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE five bench Contracts listed below for P3 Financial Advisory Services for a five-year base period in the overall funding amount of \$25 million, subject to resolution of protest(s), if any:
1. Arup Advisory, Inc (PS61431000)
  2. Deloitte Transactions and Business Analytics Analysis LLP (PS61431001)
  3. Ernst & Young Infrastructure Advisors, LLC (PS61431002)
  4. Public Financial Management Financial Advisors LLC (PS61431003)
  5. Sperry Capital Inc. (PS61431004)
- B. APPROVE Contract Modification Authority (CMA) in the amount of 20% specific to Contract Nos. PS61431000 through PS61431004 to support the cost of unforeseen issues that may arise during the course of the Contract; and
- C. EXECUTE Task Orders under these Contracts for P3 Financial Advisory Services in a total amount not to exceed \$25 million.

**ISSUE**

LA Metro requires specialized financial consulting services from qualified firms to support the potential use of Public-Private Partnerships (P3) and other alternative delivery models for a variety of transportation-related projects, including but not limited to highway and transit capital, transportation-ancillary facilities, and mobility technology.

The bench of qualified firms shall provide financial expertise and associated resources and deliverables to assist Metro in identifying and evaluating projects where alternative or P3 delivery might offer benefits, advancing these projects through feasibility analysis, pre-procurement and project development phases to procurement, as well as potential post-procurement, implementation,

and administration project phases.

Task orders will be awarded to a contractor from the bench at the completion of a competitive procurement process.

## **BACKGROUND**

Previously, Metro's Planning Department had established a P3 bench involving six disciplines to address a range of financial and technical services that might be required to support P3 or alternative project delivery. Contractors from the P3 advisory bench have been frequently utilized through task orders to support assessments of unsolicited proposals, P3 project development and analysis, support for P3 pre-procurement activities, and development of Metro's P3 program tools.

## **DISCUSSION**

With a shift of P3 program responsibilities to OEI, staff has developed a new approach to identifying and supporting P3 projects whereby various departments utilize both internal and consultant resources to augment a project team, rather than all consulting resources being managed by one group or team. This integrated project team structure has helped to improve collaboration and efficient communication, break down "silos" between various departments, establish greater accountability across the agency for project outcomes, and support a multidisciplinary approach to project planning, development, and delivery.

Since its inception, OEI's role has been to focus specifically on the financial aspects of P3 projects. OEI has utilized the prior P3 advisory bench several times, but only to issue task orders to the financial discipline. Therefore, when the existing bench contract expired in February of 2019, OEI determined with Vendor/Contract Management and other staff involved in P3 projects that a new bench contract should be limited to P3 financial advisory.

In addition to the tasks and deliverables associated with the financial discipline of the previous P3 advisory bench, OEI has expanded the scope of work to incorporate 1) support in the assessment of unsolicited proposals, 2) new types and kinds of innovative transportation projects and facilities, 3) tasks related to contract implementation and administration that would be relevant after a P3 contract award has been approved, and 4) development of programmatic P3 tools such as guidance, methodologies, and other tools that will support broader and more effective P3 literacy within Metro.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this Bench will not have any impact on the safety of our customers and employees.

## **FINANCIAL IMPACT**

Each task order awarded to a contractor will be funded with the source of funds identified for the relevant project. For unsolicited proposal support or programmatic work, OEI will budget from its allocated P3 line item. The FY20 Budget includes funds in account 50316, Project 405701 for P3 consultants. Since this is a multiyear contract, the cost center manager and Chief Innovation Officer



and Deputy Chief Innovation Officer will be responsible for budgeting costs in future years.

### Impact to Budget

The funding for these task orders is dependent upon the specific project. Generally, Propositions A and C, and Measure M funds will be utilized.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended action supports the following Strategic Plan goals:

### **Goal 1: Provide high-quality mobility options that enable people to spend less time traveling.**

Public-private partnerships and other alternative delivery models have been shown to help deliver projects with more certainty, innovation, and performance, and less risk, cost, and delay. This model, applied thoughtfully, can support Metro's goal to expand the transportation system as responsibly and quickly as possible. A focus on performance based contracting can also help Metro to optimize the speed, reliability, and performance of the system through innovative approaches to revitalizing and upgrading Metro's transit assets. Finally, it can support Metro's effort to experiment with new types and kinds of transit services, such as shared, demand-responsive options, with improved outcomes at a lower level of risk.

### **Goal 2: Deliver outstanding trip experiences for all users of the transportation system.**

P3 financial structures are focused on improving performance outcomes while reducing cost and risk. This performance is "guaranteed" by the financial risk of the P3 partner, improving key customer-facing metrics for transit service. Additionally, as new technologies and approaches are developed, the principles of P3s can be applied to innovative new customer-focused applications to enhance the trip experience. This could include anything from fare payment and toll collection to facilities and infrastructure to support an improved customer experience.

### **Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.**

Metro's P3 program is focused on identifying the best value delivery model for each of Metro projects. This includes balancing cost, feasibility, risk, performance, and schedule to deliver the best mobility improvements to taxpayers and system users as soon as possible.

## **ALTERNATIVES CONSIDERED**

The Board could choose not to approve the recommendations. This is not recommended as the award of subsequent task orders would then be pursued as separate procurements which, for each task order, could potentially take several months to complete. This would limit our ability to respond quickly to needs and to meet tight project delivery schedule constraints. The Board could also elect not to approve the CEO's authority to award individual task orders. This is not recommended, as this would limit flexibility and increase evaluation timeframes for proposals and projects, due to the wide variety of financial analysis tasks that bench contractors may be asked to perform in an expeditious manner.

## **NEXT STEPS**

Upon Board approval, staff will establish and execute the Bench contracts. As needed, staff will solicit and award individual task orders.

**ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Colin Peppard, Senior Director, (213) 418-3434

Reviewed by: Joshua Schank, Chief Innovation Office, (213) 418-3345  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

**PROCUREMENT SUMMARY**

**PUBLIC-PRIVATE PARTNERSHIP (P3) FINANCIAL ADVISORY SERVICES  
BENCH/PS61431000-PS61431004**

|           |   |  |
|-----------|---|--|
| <b>1.</b> | <b>Contract Number: PS61431000 through PS61431004</b>   |  |
| <b>2.</b> | <b>Recommended Vendor(s):</b><br>(1) Arup Advisory, Inc.<br>(2) Deloitte Transactions and Business Analysis <del>Analytics</del> <u>Analytics</u> LLP<br>(3) Ernst & Young Infrastructure Advisors, LLC<br>(4) Public Financial Management Financial Advisors LLC<br>(5) Sperry Capital Inc.      |  |
| <b>3.</b> | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order <input checked="" type="checkbox"/> RFIQ |  |
| <b>4.</b> | <b>Procurement Dates:</b>   |  |
|           | <b>A. Issued:</b> April 22, 2019  |  |
|           | <b>B. Advertised/Publicized:</b> April 22, 2019   |  |
|           | <b>C. Pre-Proposal Conference:</b> May 6, 2019  |  |
|           | <b>D. Proposals Due:</b> June 3, 2019   |  |
|           | <b>E. Pre-Qualification Completed:</b> In process   |  |
|           | <b>F. Conflict of Interest Form Submitted to Ethics:</b> June 3, 2019   |  |
|           | <b>G. Protest Period End Date:</b> September 20, 2019   |  |
| <b>5.</b> | <b>Solicitations Picked up/Downloaded:</b><br><br>93  | <b>Bids/Proposals Received:</b><br><br>10  |
| <b>6.</b> | <b>Contract Administrator:</b><br>Lily Lopez  | <b>Telephone Number:</b><br>(213) 922-4639 |
| <b>7.</b> | <b>Project Manager:</b><br>Colin Peppard  | <b>Telephone Number:</b><br>(213) 418-3434 |

**A. Procurement Background**

This Board Action is to approve the award of bench Contract Nos. PS61431000 through PS61431004, issued in support of the Office of Extraordinary Innovation for specialized financial advisory consulting support services for a term of five years, for a cumulative total amount not-to-exceed \$25 million. Board approval of these contract awards are subject to resolution of any properly submitted protest(s).

The Bench is intended to provide financial advisory consulting support services on an as-needed basis to support the potential use of Public-Private Partnerships (P3) and other alternative delivery models for a variety of transportation-related projects, including but not limited to highway and transit capital, transportation-ancillary facilities, and mobility technology. The Bench shall provide financial expertise and associated resources and deliverables necessary for successful project delivery through various types of P3 contracting structures, to assist Metro in identifying and

evaluating potentially viable projects, advancing these projects through feasibility analysis, pre-procurement and project development, procurement, and/or post-procurement, implementation, and administration project phases.

Request for Information and Qualifications (RFIQ) No. PS61431 was issued in accordance with Metro's Acquisition Policy and the contract type will be on a firm fixed price task order basis.

Individual task order requests under the Bench Contracts will be issued to all qualified Contractors and will be competed and awarded based the specific scope of work. All task orders awarded will be in compliance with Small Business Enterprise (SBE) and Disabled Veteran Business Enterprise (DVBE) Program requirements.

A Pre-Proposal Conference was held on May 6, 2019, and was attended by 21 participants representing 18 firms. During the solicitation phase, 20 questions were asked and responses were released prior to the proposal due date.

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

- Amendment No. 1, issued on June 15, 2019, provided material disseminated at the Pre-Proposal Conference.

A total of 93 firms downloaded the RFIQ and were included in the planholders list. A total of ten proposals were received on June 3, 2019 from the following firms:

1. Arup Advisory, Inc (Arup)
2. Deloitte Transactions and Business Analysis **Analytix** LLP (Deloitte)
3. Ernst & Young Infrastructure Advisors, LLC (EYIA)
4. IMG Rebel Advisory, Inc. (IMG Rebel)
5. Infrastructure Advisors LLC
6. Jones Lang LaSalle America, Inc. (JLL)
7. Mercator Advisors LLC (Mercator)
8. Project Finance Advisory Limited (PFAL)
9. Public Financial Management Financial Advisors LLC (PFM Financial Advisors)
10. Sperry Capital Inc. (Sperry Capital)

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Office of Extraordinary Innovation and Finance & Budget was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria:

1. Overall Firm Experience 30%

- |   |     |
|---|-----|
| 2. Experience of Project Manager and Team Members | 35% |
| 3. Approach to Performance of Services            | 35% |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar P3 professional services procurements.

During the week of June 24, 2019, the PET completed its independent evaluation of the ten proposals and determined that five were deemed within the competitive range. Of the five recommended firms, one is an SBE prime. The five firms within the competitive range are listed below in alphabetical order:

1. Arup
2. Deloitte
3. EYIA
4. PFM Financial Advisors
5. Sperry Capital

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

#### **Arup**

Arup, was established in 1946 and is headquartered in London, United Kingdom, with additional offices and staff located in Los Angeles and worldwide. Arup is a multi-national professional services firm which provides engineering, design, planning, project management and consulting services for all aspects of the built environment. Arup has worked on several Metro projects and has performed satisfactorily.

#### **Deloitte**

Deloitte, was established in 1845 and is headquartered in London, United Kingdom, with additional offices and staff located in Los Angeles and worldwide. Deloitte is a multi-national professional services firm providing audit, tax, consulting, enterprise risk and financial advisory services. Deloitte has worked on several Metro projects and has performed satisfactorily.

#### **EYIA**

EYIA, founded in 1849 and headquartered in London, United Kingdom, is a multinational professional services firm that provides assurance (including financial audit), tax, consulting and advisory services. EY has worked on Metro projects and has performed satisfactorily.

#### **PFM Financial Advisors**

PFM Financial Advisors, founded in 1975 with offices in Los Angeles, California, provides independent financial advice as well as investment advisory, management,

and consulting services. The PFM Group has worked on Metro projects and has performed satisfactorily.

### **Sperry Capital**

Sperry Capital, founded in 1994 and headquartered in Sausalito, California, is an infrastructure and public finance advisory firm and is a Metro certified SBE. Sperry has worked on Metro projects and has performed satisfactorily.

## **C. Cost Analysis**

The RFIQ contained neither price nor a specific statement of work. Each future task order RFP will contain a specific statement of work which will be competed with the firms within the discipline. The Bench contractors will propose according to the requirements in the task order and a cost/price analysis will be performed, as appropriate, on task orders issued.

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

All five firms listed above are recommended for award. These firms have been evaluated and are determined to be responsive and responsible to perform work on Metro assignments on an as-needed, task order basis.

**DEOD SUMMARY**

**PUBLIC-PRIVATE PARTNERSHIP (P3) FINANCIAL ADVISORY SERVICES  
BENCH/PS61431000-PS61431004**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 9% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this Task Order Contract. Five (5) firms were selected as prime consultants: Arup Advisory, Inc., Deloitte Transactions and Business Analysis **Analytics**, LLP, Ernst & Young Infrastructure Advisors, LLC, Public Financial Management Financial Advisors, LLC, and Sperry Capital, Inc., an SBE Prime. Each firm committed to the 9% SBE and 3% DVBE goals for this Task Order Contract.

In response to a specific Task Order request with a defined scope of work, the prime consultants will be required to identify SBE and DVBE subcontractor activity and actual dollar value commitments for that Task Order. Overall SBE and DVBE achievement in meeting the commitments will be determined based on cumulative SBE and DVBE participation of all Task Orders awarded.

|                            |                           |                                  |                           |
|----------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Small Business Goal</b> | <b>9% SBE<br/>3% DVBE</b> | <b>Small Business Commitment</b> | <b>9% SBE<br/>3% DVBE</b> |
|----------------------------|---------------------------|----------------------------------|---------------------------|

**Prime: Arup Advisory, Inc.**

|    | <b>SBE Subcontractors</b>       | <b>% Committed</b> |
|----|---------------------------------|--------------------|
| 1. | BAE Urban Economics             | TBD                |
| 2. | Madrid Consulting Group         | TBD                |
| 3. | Morgner Construction Management | TBD                |
| 4. | SHA Analytics                   | TBD                |
|    | <b>Total SBE Commitment</b>     | <b>9%</b>          |

|    | <b>DVBE Subcontractors</b>   | <b>% Committed</b> |
|----|------------------------------|--------------------|
| 1. | OCMI                         | TBD                |
|    | <b>Total DVBE Commitment</b> | <b>3%</b>          |

**Prime: Deloitte Transactions and Business Analysis Analytics, LLP**

|    | <b>SBE Subcontractors</b>   | <b>% Committed</b> |
|----|-----------------------------|--------------------|
| 1. | SHA Analytics               | TBD                |
|    | <b>Total SBE Commitment</b> | <b>9%</b>          |

|    | <b>DVBE Subcontractors</b>      | <b>% Committed</b> |
|----|---------------------------------|--------------------|
| 1. | Ross Infrastructure Development | TBD                |
|    | <b>Total DVBE Commitment</b>    | <b>3%</b>          |





**Prime: Ernst & Young Infrastructure Advisors, LLC**

|    | <b>SBE Subcontractors</b>          | <b>% Committed</b> |
|----|------------------------------------|--------------------|
| 1. | Backstrom McCarly Berry & Co., LLC | TBD                |
| 2. | SHA Analytics                      | TBD                |
| 3. | System Metrics Group               | TBD                |
|    | <b>Total SBE Commitment</b>        | <b>9%</b>          |

|    | <b>DVBE Subcontractors</b>          | <b>% Committed</b> |
|----|-------------------------------------|--------------------|
| 1. | Ross Infrastructure Development LLC | TBD                |
|    | <b>Total DVBE Commitment</b>        | <b>3%</b>          |

**Prime: Public Financial Management Financial Advisors LLC**

|    | <b>SBE Subcontractors</b>   | <b>% Committed</b> |
|----|-----------------------------|--------------------|
| 1. | MARRS Services, Inc.        | TBD                |
| 2. | Bright Bay Advisors, LLC    | TBD                |
|    | <b>Total SBE Commitment</b> | <b>9%</b>          |

|    | <b>DVBE Subcontractors</b>   | <b>% Committed</b> |
|----|------------------------------|--------------------|
| 1. | Academy Securities, Inc.     | TBD                |
|    | <b>Total DVBE Commitment</b> | <b>3%</b>          |

**Prime: Sperry Capital, Inc.**

|    | <b>SBE Subcontractors</b>       | <b>% Committed</b> |
|----|---------------------------------|--------------------|
| 1. | Sperry Capital Inc. (SBE Prime) | TBD                |
|    | <b>Total SBE Commitment</b>     | <b>9%</b>          |

|    | <b>DVBE Subcontractors</b>      | <b>% Committed</b> |
|----|---------------------------------|--------------------|
| 1. | Ross Infrastructure Development | TBD                |
|    | <b>Total DVBE Commitment</b>    | <b>3%</b>          |

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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



**Board Report**

**File #:** 2019-0482, **File Type:** Policy

**Agenda Number:** 16.

**FINANCE, BUDGET AND AUDIT COMMITTEE  
SEPTEMBER 18, 2019**

**SUBJECT: DELEGATION OF AUTHORITY TO APPROVE REAL ESTATE TRANSACTIONS**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

AUTHORIZING the Chief Executive Officer (CEO) to:

- A. ESTABLISH just compensation for the acquisition of real property based on an approved appraisal of the fair market value as long as the amount is within the overall Life of Project (LOP) budget or within the approved current annual budget if LOP has not yet been adopted;
- B. APPROVE administrative or litigated settlements (including goodwill, furniture, fixtures, and equipment, and other acquisition costs) of up to \$1,000,000 above the appraised value or 20% above the appraised value (up to \$5 million), whichever is greater, if the amount is within the overall LOP budget or within the approved current annual budget if LOP has not yet been adopted;
- C. DIRECT the CEO to report back to the Board quarterly on just compensation and/or settlements over \$500,000; and

AUTHORIZE the Inspector General to perform periodic random spot-check audit of these transactions to ensure to the Board that the system and policy are performing in the manner described in the recommendation.

**ISSUE**

The Real Estate Department estimates that Metro will need to acquire thousands of parcels over the next three to ten years for Measure M projects. Currently, the authority for the CEO to establish just compensation or to enter into settlement agreements is limited to \$500,000; amounts above \$500,000 require Board approval. With the current threshold, and the nature of the property rights that will be required, the number of acquisitions that will require Board approval will be significantly increased. Therefore, delegating additional authority to the CEO will expedite the acquisition process, improve the ability to deliver the properties for construction in the necessary timeframes, and avoid placing unnecessary burdens on the Board.

## **BACKGROUND**

The Authority of the CEO to approve just compensation was increased from \$200,000 to \$500,000 in September 2003 (see Attachment A). At the time of the 2003 Board action, the parcels being acquired were generally partial acquisitions and easements that affected residential and small commercial properties. The parcels to be acquired for future Measure M projects are generally in improved, urban areas which have higher acquisition costs. In addition, the value of real property has increased significantly. In the 15 years since the threshold's last increase, there has been a 72% increase in the purchase price for a single-family home in the Los Angeles area as reported by the S&P Case-Shiller Index

In January 2018, the Board authorized the CEO to negotiate and execute project-related agreements, including contract modifications, up to the authorized LOP budget on all transit and regional rail capital projects program-wide (see Attachment B). It is unclear whether that delegation authority applies to real estate transactions, and therefore staff has continued to bring real estate transactions above \$500,000 to the Board for approval. The authorization requested in this report is intended to clarify the CEO's real estate acquisition authority.

This request for additional delegation does not include relocation costs which are determined and paid in accordance with federal and state law, as well as Metro policy. Relocation costs do not require Board approval unless they exceed the LOP or approved current annual budget. Similarly, court costs and interest are statutorily required payments that do not require board approval or delegation of additional authority. In addition, the adoption of a Resolution of Necessity to initiate eminent domain requires a 2/3 vote of the Board and cannot be delegated to the CEO.

## **DISCUSSION**

### **Just Compensation**

According to the Federal Uniform Act and California State law, just compensation must be established by an agency official and be no less than the approved appraisal of the fair market value. The following process is required by Federal and State law:

- Upon identification of the property requirements for the project, an independent appraiser is contracted to prepare an appraisal report to opine on the fair market value of the property interest to be acquired.
- For federally-funded projects, the appraisal must be reviewed by a second independent appraiser.
- For projects funded by the Federal Transit Administration (FTA) where the valuation is greater than \$1 million, FTA concurrence is required.
- Just compensation is established by an authorized agency official based on the amount of the approved appraisal.
- An offer of just compensation is made to the property owner to acquire the necessary property rights.

The authorization being requested herein would allow the CEO to establish just compensation based on the approved appraisal, following the process listed above, as long as it is within the LOP or

approved current annual budget.

### Settlements

After an offer of just compensation has been made to the property owner, the property owner has the opportunity to provide feedback or additional information about the property or the appraisal that may impact the value. When a property owner provides credible evidence, Metro staff reviews it and may make a recommendation to enter into a settlement above the Metro appraised value. When a settlement is reached outside of the eminent domain process, it is referred to as an administrative settlement. When a settlement is reached as part of the eminent domain process, it is referred to as a litigated settlement.

Generally, administrative or litigated settlements within 10% of just compensation are considered appropriate given the range of differing appraisal methodologies and opinions. Settlements within 20% of just compensation are generally considered allowable with adequate, documented rationale which includes a comparison to the appraisal on which just compensation was established.

The authorization being requested herein would allow the CEO to approve administrative or litigated settlements (including goodwill, furniture, fixtures, and equipment, and other acquisition costs) of up to \$1,000,000 above the appraised value or 20% above the appraised value (up to \$5 million), whichever is greater, as long as it is within the LOP budget or approved current annual budget.

Currently, the FTA must review all settlements that exceed \$50,000 of just compensation. However, the FTA will approve agency-specific and project-specific agreements to increase that threshold. Staff will pursue this type of agreement with the FTA to increase the settlement approval threshold and expedite the settlement process.

The full acquisition process can be seen in the flowchart provided as Attachment C.

### LOP /Approved Current Annual Budget

Real Estate prepares the property acquisition estimates and Program Management incorporates them into the annual budget until LOP is adopted, at which time the remaining real estate estimates are included in the LOP. During the acquisition process, Real Estate monitors the appraised and settlement amounts against the estimate included in the annual budget or LOP. All transactions that would cause the annual budget or LOP to be exceeded for the project will be presented to the Board for approval.

### Equity Platform

Expediting the acquisition approval process will allow many property owners to be paid sooner, create more certainty in the acquisition process and permit Metro to acquire needed properties faster, thereby facilitating construction and delivery of Metro projects.

## **DETERMINATION OF SAFETY IMPACT**

This action has no safety impact.

## **FINANCIAL IMPACT**

This action has no financial impact.

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

This policy change aligns with Metro Strategic Plan Goal Five to provide a more efficient, accountable, and trustworthy governance of Metro resources.

### **ALTERNATIVES CONSIDERED**

The Board could maintain the current CEO approval level or authorize a lesser level than recommended herein. This is not recommended as it could delay the acquisition of the properties for Measures M projects and cause schedule issues for construction and service.

### **NEXT STEPS**

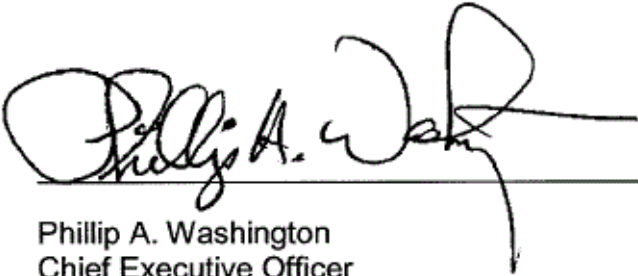
Upon approval, staff will only bring to the Board those settlements that exceed \$1 million above the appraised value or 20% above the appraised value (up to \$5 million), whichever is greater. All other transactions will be approved by the CEO. CEO will report back to the Board quarterly on just compensation and/or settlements over \$500,000. Staff will also pursue a higher settlement approval threshold with the FTA to expedite Metro's property acquisition process.

### **ATTACHMENTS**

- Attachment A - Approval of Real Estate Transactions CEO Authority
- Attachment B - Like Authority for Construction Related Contracts
- Attachment C - Real Estate Acquisitions Flowchart

Prepared by: Nick Szamet, Sr. Administrative Analyst, Real Estate, (213) 922-213-2441  
John Potts, Executive Officer, Countywide Planning & Development, (213) 418-3397  
Holly Rockwell, Sr. Exec. Officer - Real Estate, Transit Oriented Communities and  
Transportation Demand Management, (213) 922-5585

Reviewed by: Jim de la Loza, Chief Planning Officer, (213) 922-2920



Phillip A. Washington  
Chief Executive Officer



Metropolitan  
Transportation  
Authority

One Gateway Plaza  
Los Angeles, CA  
90012-2952

14

**EXECUTIVE MANAGEMENT AND AUDIT COMMITTEE**  
**SEPTEMBER 18, 2003**

14

**SUBJECT: APPROVAL OF REAL ESTATE TRANSACTIONS**

**ACTION: INCREASE AUTHORITY LEVEL OF CHIEF EXECUTIVE OFFICER FOR REAL ESTATE TRANSACTIONS**

**RECOMMENDATION**

Increase the Chief Executive Officer's authority to approve just compensation for the acquisition of real property from \$200,000 up to an appraised value of \$500,000 plus any statutory relocation benefits and closing costs subject to the following conditions:

- (a) The parcel is required for a project that has been environmentally cleared and approved by the Board of Directors, and
- (b) Funds have been budgeted for the acquisition

**RATIONALE**

The Board recently increased the CEO's authority to approve just compensation for parcels acquired for the Eastside Light Rail Project and the San Fernando Valley Metro Rapidway Project when the appraised value was \$500,000 or less. This increased approval authority helped to expedite the acquisition process by reducing the time required to obtain approval of the just compensation amount and administrative settlements. Future transit projects, such as the Exposition Light Rail, the Division 10 Expansion, the Division 1 Expansion and other miscellaneous transit and administrative projects would also benefit from an expedited approval process.

By increasing the CEO's authority to approve just compensation up to \$500,000 for all projects, not just the Eastside Light Rail and San Fernando Valley Metro Rapidway projects, it is anticipated that the acquisition process will be significantly expedited. It should be noted that the Board will still retain the statutory authority to approve resolutions of necessity and conduct public hearings to acquire parcels by legal eminent domain proceedings. However, the CEO will have the authority to approve just compensation for property that will be acquired through eminent domain if the appraised value is \$500,000 or less.

An increase to the CEO's approval level is compatible with the Board's policy to delegate contract approval authority to the CEO under certain prescribed conditions. This action is in keeping with the Board policy to delegate administrative matters to staff and retain policy issues for the Board's consideration.

Additionally, with the considerable increase in property values over the past two years, an increase in the CEO's authorization approval level would be warranted. Lastly, staff requested and obtained approval from the Federal Transit Administration (FTA) to increase its prior concurrence level to \$1,000,000, an increase of \$750,000 over its standard level. This increase significantly reduced the administrative time involved in obtaining FTA's approval of federally funded acquisitions. The attached Summary Breakdown of Acquisition Levels chart illustrates the number of acquisitions for the Eastside and the San Fernando Valley projects and the acquisition levels of the parcels acquired. As noted, the majority of acquisitions fall into the under \$500,000 category.

### FINANCIAL IMPACT

There would be no financial impact if this policy were implemented. The acquisition of the property is based on the appraised value and any justified settlement above the appraisal.

### ALTERNATIVES CONSIDERED

The alternatives considered included recommending a lower approval level or maintaining the status quo. The CEO's current contract approval level is \$200,000. Considering the value of real estate in the Los Angeles Area, there are very few properties that are acquired in this price range. An increase to \$500,000 covers a higher number of acquisitions wherein the number of parcels that would require Board approval would be significantly reduced.

### ATTACHMENT(S)

1. Summary Breakdown of Acquisition Levels.

Prepared by: Velma C. Marshall  
Director of Real Estate




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Don Ott  
Executive Officer, Administration




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Roger Snoble  
Chief Executive Officer



## ATTACHMENT 1

SUMMARY BREAKDOWN OF PARCEL ACQUISITIONS  
SFV METRO RAPIDWAY AND EASTSIDE GOLD LINE

AS OF AUGUST 7, 2003

| COST LEVEL   | SFV<br>BUSWAY<br>PROJECT |           | EASTSIDE<br>GOLD LINE |           | TOTAL |           |
|--|--------------------------|-----------|-----------------------|-----------|-------|-----------|
| Under \$200,000*   | 5                        |           | 3                     |           | 8     |           |
| \$200,000 to \$500,000   | 3                        |           | 6                     |           | 9     |           |
| <b>Total Acquisition within<br/>CEO's<br/>Approval Authority</b> |                          | <b>8</b>  |                       | <b>9</b>  |       | <b>17</b> |
| \$500,000 to \$1,000,000   | 3                        |           | 1                     |           | 4     |           |
| \$1,000,000 to \$5,000,000                                       | 2                        |           | 3                     |           | 5     |           |
| Over \$5,000,000   |                          |           | 1                     |           | 1     |           |
| <b>Total Acquisitions<br/>Approved by Board</b>                  |                          | <b>5</b>  |                       | <b>5</b>  |       | <b>10</b> |
| <b>Total Acquisitions to Date</b>                                |                          | <b>13</b> |                       | <b>14</b> |       | <b>27</b> |

\*Covers miscellaneous transactions-not full fee acquisitions



**File #:** 2017-0827, **File Type:** Program

**Agenda Number:** 31.

**CONSTRUCTION COMMITTEE  
JANUARY 18, 2018**

**SUBJECT: BOARD DELEGATED AUTHORITY FOR LOP  
BUDGET MANAGEMENT**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING report on the Board delegated authority to the Chief Executive Officer (CEO) one-year pilot program authorizing negotiation and execution of project related agreements, including contract modifications, up to the Life-of-Project (LOP) budgets on Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Section 1 and Section 2 Projects; and
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute project related agreements, including contract modifications, up to the authorized Life-of-Project Budget on all transit and regional rail capital projects program-wide.

**ISSUE**

On January 26, 2017, the Board of Directors delegated the CEO authority, for a pilot period of one-year, to execute project related agreements including contract modifications up to the LOP budget on the four mega transit corridor projects currently in progress - Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Section 1 and Section 2 Projects. The Board also directed staff to provide monthly reports, which included any pending project-related agreements, change orders, contract modifications and any significant changes to project contingency. This report summarizes the results and impacts of this one-year pilot program, and recommends the continuation and expansion of the program.

**DISCUSSION**

Metro construction projects are often fast-moving, challenging and complex. Quick decision-making is required to take advantage of opportunities to keep the project moving and avoid costly delays. These opportunities require actions to be taken by project management to direct contractors through execution of contract modifications. As Metro projects have grown in size and complexity over the years, the authorization levels delegated to staff and the CEO have not kept pace with the demands

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**File #:** 2017-0827, **File Type:** Program**Agenda Number:** 31.

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of the projects. On a large mega-project, the CEO's authorization level is often exceeded, thus requiring Board approval of an action.

The need to bring a contract modification to the Board for approval can add at least two months in the authorization process for all actions including time sensitive actions that may impact the project schedule critical path. By continuing the current Board delegated authority to the CEO, contractors will have the opportunity to start time-sensitive critical work immediately. Time is critical to achieving a successful project completion date and any time delay to a project can have exponential cost risks, including extended overhead payments due the contractor should the project be delayed.

In the most recent Los Angeles Construction Market Analysis Update received by the Board in September 2015, contractors working on Metro projects have indicated that the time in processing changes is a significant cost and schedule risk. As a result the contractors have had to include contingencies in their contract prices to address this risk. Any extended time in processing changes also puts subcontractors, including Disadvantaged Business Enterprises (DBEs), at risk of not receiving timely payment for work performed.

Under the current pilot program, changes and modifications are thoroughly reviewed and evaluated by a number of Program Management and Vendor/Contract Management (V/CM) executive management staff as follows:

- Up to \$500,000 by Director, Contract Administration and Project Manager;
- Above \$500,000 up to \$1M by Executive Officer, Vendor/Contract Management (V/CM) and Deputy Chief Program Management Officer;
- Above \$1M up to \$5M by Chief V/CM Officer and Chief Program Management Officer; and
- Above \$5M are elevated to the CEO for approval.

Based on the cumulative contract value, including changes and modifications executed under the Pilot Program, there was an overall increase in DBE participation across all four mega transit corridor projects during the one-year pilot period. Continuing forward, staff will review each change and modification for DBE participation to ensure opportunities for DBEs are maximized.

### **Results of the Program**

As approved by the Board at the January 26, 2017 meeting, staff has implemented the pilot program and provided monthly reports to the Board. Staff also conducted an analysis to assess the program results and impact during the one-year pilot period.

### **Avoidance of Schedule Delays**

Based on the data collected during the one-year pilot period, cumulatively among the four mega transit construction projects, change items were elevated to the CEO for expeditious action needed rather than waiting for the process for Board approval. This delegation resulted in projects avoiding schedule delays of up to 6 months and their related cost impacts. Metro staff has estimated that the pilot program has cumulatively generated cost savings that ranges from \$22.5M to \$30M, measured by project schedule delay avoidance. These cumulative cost savings are approximated using the average cost to the Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Section 1 and 2 Projects for schedule delays range from \$3.3 to \$5 million per month for a total of \$6.6 to \$10

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**File #:** 2017-0827, **File Type:** Program**Agenda Number:** 31.

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million per action for a 2-month delay.

By example, in July 2017, Regional Connector Project was faced with an unexpected need to replace the three screw conveyers to the tunnel boring machine (TBM) as they had been damaged after striking unforeseen site conditions during the first of two mining drives. The tunnel boring activity is on the critical path for the entire project. The estimated cost for the task was in excess of \$1 million. Replacement was accomplished during the ten-week preparation period prior to launching the second drive. The task of overseas procurement, followed by the placement and fitting of the new screws into the TBM assembly was accomplished during the scheduled reset and made possible by the CEO authorizing the procurement and associated installation labor under the pilot program. Without the pilot program, a substantial delay to schedule, at a cost of \$5 million per month, would have been experienced owing to the lead-time connected with the development and approval of regular Board actions.

By another example, in late May 2017, Westside Purple Line Extension (PLE) Section 1 Project identified an opportunity to increase the project schedule float by advancing the excavation work at the Wilshire/La Brea Station, which is on the critical path of this project schedule. Those work activities estimated in excess of \$10 million were elevated to the CEO for review and approval. For this specific change, a prompt turn-around was needed to take advantage of the opportunity to increase the project schedule float. Any prolonged process to implement this change would have resulted in a lost opportunity to gain back float. Without the pilot program, at least two-thirds of the float savings could not have been realized. With the pilot program in place, the change was elevated for the CEO approval and for the work to begin in the field. With the pilot program in place for this specific change, 130 days were added to the project schedule float.

#### Additional Program Benefits

In addition to allowing the projects to expedite execution of changes rather than incurring delays due to a lengthy approval of changes, there were additional positive program benefits realized, which are summarized as follows:

- Provides staff with the flexibility, responsibility and authority to manage the fast moving projects consistent with the need for quick decision-making and approvals. This is consistent with the Inspector General Office's Capital Project Construction Management Best Practices Study that was presented to the Board in April 2016, which recommended that project/construction management staff in charge be empowered and responsible for the change control process, with support from co-located professional contract administrators. This approach creates streamlined and effective project management allowing for project decisions to be formalized quickly, thus avoiding schedule delays.
- Maintains transparency as projects are still required to seek Board approval for any action requiring LOP budget approval or increase. The Board receives project updates through detailed Monthly Project Status Reports, monthly updates on the project status to the Construction Committee, and the Annual Program Evaluation (APE) presentation.
- Keeps the big picture focus on overall project budget management as opposed to detailed change orders. Since inception of the pilot program through early December 2017, a total of fifteen (15)

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**File #:** 2017-0827, **File Type:** Program

**Agenda Number:** 31.

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project actions were or will be addressed at the CEO level rather than requiring Board approval, one of which is pending CEO approval and execution.

- Maintain consistency with industry best practices for effective project management. The timely processing of contract modifications is a key element of project successes. With the significant increase in number and size of projects and the accelerated implementation schedule for delivering Metro's Capital Program, including the projects on the 28 by 2028 initiative presented at the November 30, 2017 Board meeting, a streamlined project management is integral to successful project delivery. This approach is consistent with other national transit agencies including San Jose, Seattle, and Denver.

### **ALTERNATIVES CONSIDERED**

The alternative to staff recommendation is to not extend the delegated authority to other transit capital and regional rail projects program-wide. However, this is not recommended as capital projects will benefit from streamlined and efficient project management.

### **NEXT STEPS**

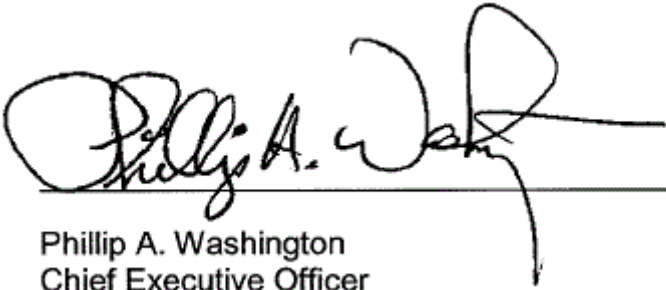
Staff will make the necessary changes to the policies and procedures to reflect this expanded delegation of authority to include all transit capital and regional rail projects program-wide. Monthly reports will be provided to the Board reflecting project related agreements and contract modifications executed under this delegated authority.

Prepared by: Brian Boudreau, Senior Executive Officer, Program Control, 213-922-2474

Reviewed by:

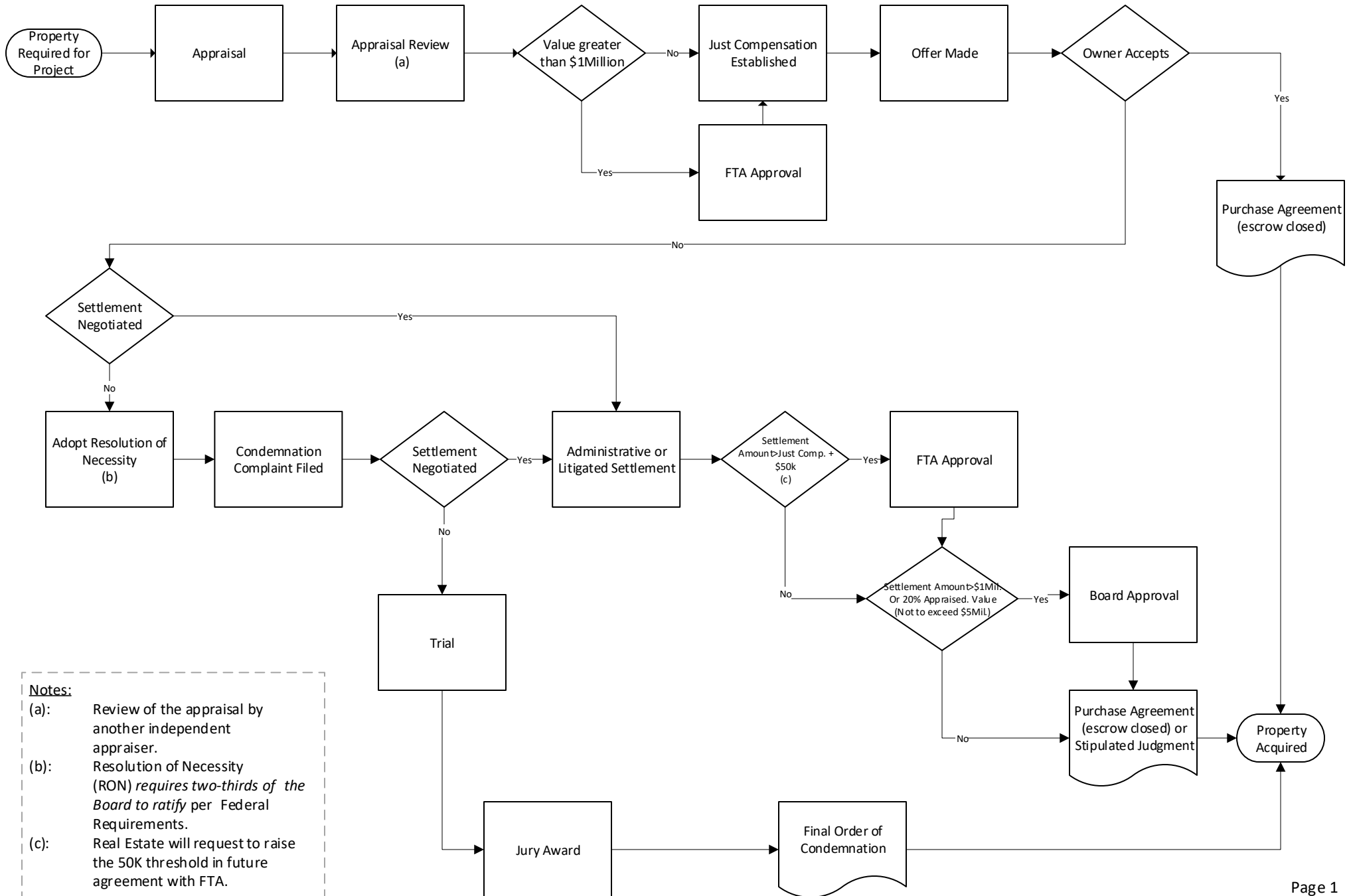
Debra Avila, Chief Vendor/Contract Management Officer, 213-418-3051

Richard F. Clarke, Chief Program Management Officer, 213-922-7557



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Phillip A. Washington  
Chief Executive Officer



**Notes:**

(a): Review of the appraisal by another independent appraiser.

(b): Resolution of Necessity (RON) requires two-thirds of the Board to ratify per Federal Requirements.

(c): Real Estate will request to raise the 50K threshold in future agreement with FTA.



AUTHORIZING the Chief Executive Officer (CEO) to:

- A. ESTABLISH just compensation for the acquisition of real property based on an approved appraisal of the fair market value as long as the amount is within the overall Life of Project (LOP) budget or within the approved current annual budget if LOP has not yet been adopted;
  
- B. APPROVE administrative or litigated settlements (including goodwill, furniture, fixtures, and equipment, and other acquisition costs) of up to \$1,000,000 above the appraised value or 20% above the appraised value (up to \$5 million), whichever is greater, if the amount is within the overall LOP budget or within the approved current annual budget if LOP has not yet been adopted;



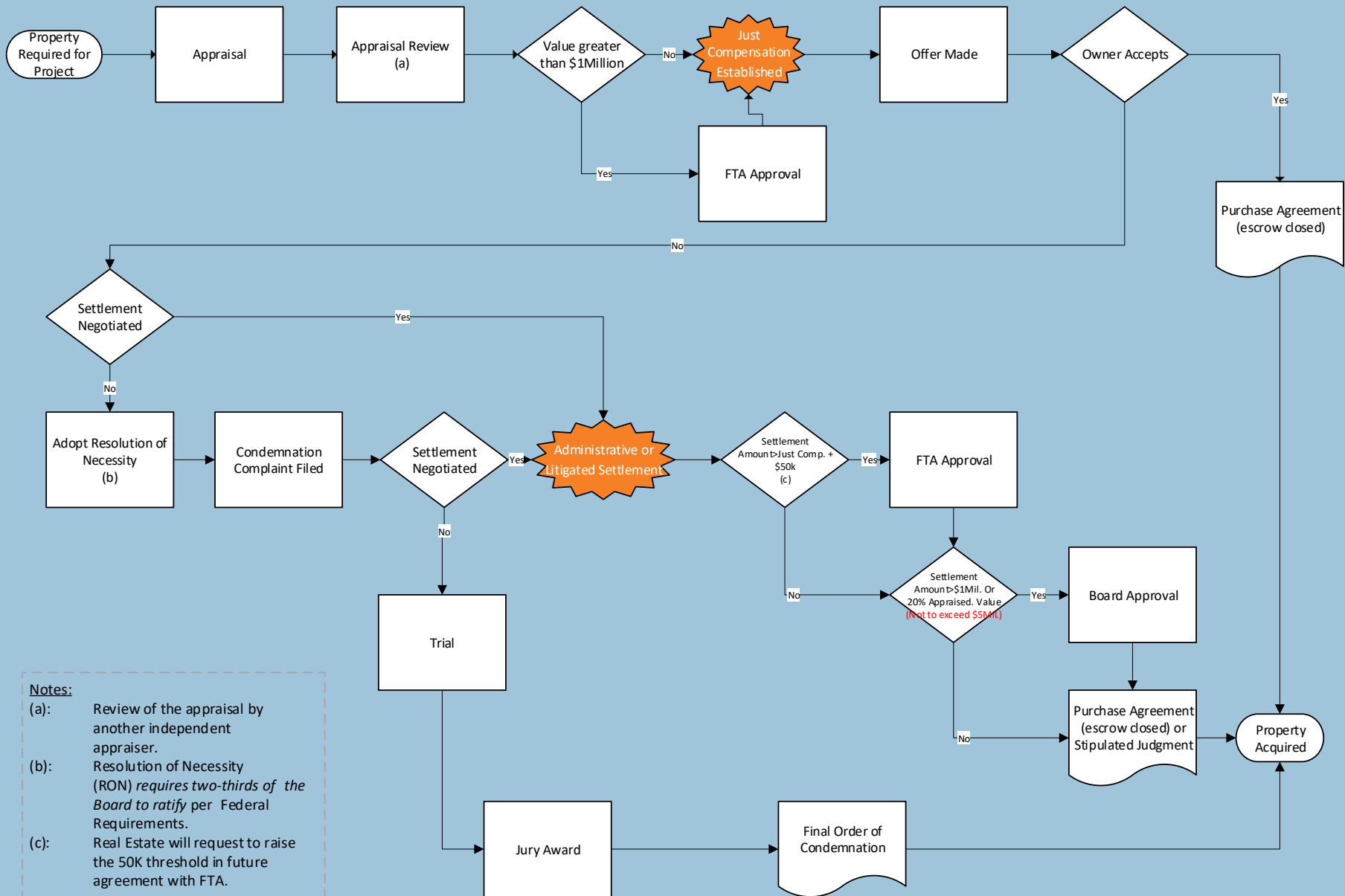


C. DIRECT the CEO to report back to the Board quarterly on just compensation and/or settlements over \$500,000; and

AUTHORIZE the Inspector General to perform periodic random spot-check audit of these transactions to ensure to the Board that the system and policy are performing in the manner described in the recommendation.



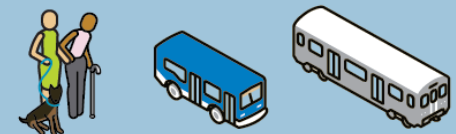
# Proposed Real Estate Acquisitions Flowchart 2019-0482



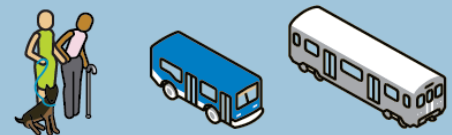
# Sample Authorizations

2019-0482

| Appraised Value/ Just Compensation | 20%> Appraised Value | \$1 Mil.> Appraised Value | CEO Settlement Authority (> of \$1 Mil. or 20% not to exceed \$5Mil.) within LOP or Budget | Requires Board Approval |
|------------------------------------|----------------------|---------------------------|--|-------------------------|
| \$2,000,000                        | \$2,400,000          | <b>\$3,000,000</b>        | <b>\$3,000,000</b>   | No                      |
| \$20,000,000                       | <b>\$24,000,000</b>  | \$21,000,000              | <b>\$24,000,000</b>  | No                      |
| \$30,000,000                       | \$36,000,000         | \$31,000,000              | <b>\$35,000,000</b>  | Yes                     |



- The Real Estate Department estimates that Metro will need to acquire thousands of parcels over the next three to ten years.
- Current CEO signing authority is limited to \$500,000, amounts above require Board approval.
- The number of acquisitions that will require Board approval will be significantly increased.
- Delegating additional authority to the CEO will expedite the acquisition process and avoid placing unnecessary burdens on the Board.



**Board Report**

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**File #:** 2019-0594, **File Type:** Contract**Agenda Number:** 18.

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**FINANCE, BUDGET AND AUDIT COMMITTEE  
SEPTEMBER 18, 2019****SUBJECT: TAP FARE COMPLIANCE VALIDATOR****ACTION: APPROVE CONTRACT MODIFICATION****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 8 to Contract No. PS30203139 with Axiom xCell, Inc. (Axiom) to improve functionalities and capabilities for the Mobile Phone Validator (MPV) used by fare compliance officers in an amount of \$627,516, and to extend the contract term for continued maintenance support through November 29, 2021 in an amount of \$437,815, thus, increasing the total contract value by \$1,065,331 from \$2,168,066 to \$3,233,397.

**BACKGROUND**

The current contract with Axiom provides monthly service and technical support for the MPV and is set to expire on November 29, 2019. The MPV allows fare enforcement officers to perform the core duties of their assignment where they currently process more than 1 million fare checks annually.

**DISCUSSION**

Given the reliability of the device, low cost and smart phone platform, TAP has received requests to expand its use beyond its original fare compliance role. Countywide Planning and Development uses the MPV to verify ridership at Metro parking facilities. The MPV is also used by Human Capital & Development (General Services Rideshare Program) to record employee use of Metro Vanpool services. Modification No. 8 will continue expansion of the MPV's ability to support fare compliance and other programs that interface with TAP. New enhancements will include the following:

- Provide fare compliance officers with the ability to validate reduced fare cards by comparing photos from the data base
- Increase safety by displaying location of fare compliance officers
- Accelerate verification of special event and Metrolink tickets
- Improve system security and reliability
- Deduct fares for Micro transit riders to ensure a seamless travel experience

**DETERMINATION OF SAFETY IMPACT**

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Faster verification of fares allows officers and service providers more time to concentrate on safety and service delivery.

### **FINANCIAL IMPACT**

For Fiscal Year 2020, cost of the enhancements is \$200,000 and extension of support services through June 2020 is \$130,000. This amount is included in the TAP Operations cost center budget. Since this is a multi-year project, the project manager and executive officer of TAP are responsible for budgeting in future years.

This Modification would increase the total contract value by \$1,065.331, from \$2,168,066 to \$3,233,397.

#### **Impact to Budget**

The funding sources for this project are Prop C 40% and fare revenues. These sources are eligible for operating and capital improvements for both bus and rail.

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

MPV enhancements described in the discussion section aligns with Strategic Goal 1 - Provide high quality mobility options that enable people to spend less time traveling. Modification No. 8 will also expand the capabilities of the MPV to support Micro Transit. Additionally, this modification to the contract aligns with Strategic Goal 2, Initiative 2.1 - Metro is committed to improving security. The MPV transmits important messages to fare compliance officers. The MPV Mobile Device Management system provides searchable location history to pinpoint incident locations. Security will additionally be enhanced through the ability of the fare compliance officer to access photographs and other information.

### **ALTERNATIVES CONSIDERED**

The Board could choose not to fund any of the enhancements to the MPV application nor continue the maintenance program. This is not recommended because extending the maintenance contract with Axiom through November 29, 2021, is critical to continued fare enforcement. Although the current system is functioning as designed, the additional enhancements will accelerate fare checks and provide expansion of the MPV's capabilities by serving the needs of not only Security but several other departments.

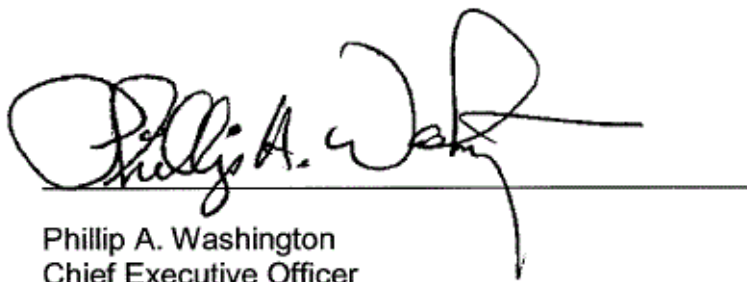
### **NEXT STEPS**

Upon Board approval, staff will execute Modification No. 8 with Axiom under Contract No. PS30203139 to extend the period of performance and proceed with implementing new enhanced features.

### **ATTACHMENTS**

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

Prepared by: Cary Stevens, Executive Officer, TAP (213) 922-2401  
David Sutton, Executive Officer, TAP (213) 922-5633  
Reviewed by: Aston Greene, Chief Systems Security and Law Enforcement Officer (Interim),  
(213) 922-2599  
Nalini Ahuja, Chief Financial Officer, Office of Management and Budget, (213)  
922-3088  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

**PROCUREMENT SUMMARY  
TRANSIT ACCESS PASS (TAP) MOBILE PHONE VALIDATOR  
CONTRACT PS30203139**

|    |  |                   |   |
|----|--|-------------------|---|
| 1. | <b>Contract Number:</b> PS30203139   |                   |   |
| 2. | <b>Contractor:</b> Axiom xCell, Inc.   |                   |   |
| 3. | <b>Mod. Work Description:</b> Add features/enhancements to improve security and capabilities; Extend maintenance support for two years until November 30, 2021 |                   |   |
| 4. | <b>Contract Work Description:</b> Mobile Phone Validator (MPV) for fare enforcement electronic query of TAP cards  |                   |   |
| 5. | <b>The following data is current as of :</b> August 16, 2019   |                   |   |
| 6. | <b>Contract Completion Status</b>  |                   | <b>Financial Status</b>   |
|    | <b>Contract Awarded:</b>   | February 1, 2014  | <b>Contract Award Amount:</b> \$348,018.00                        |
|    | <b>Notice to Proceed (NTP):</b>  | February 1, 2014  | <b>Total of Modifications Approved:</b> \$1,820,048               |
|    | <b>Original Complete Date:</b>   | November 29, 2019 | <b>Pending Modifications (including this action):</b> \$1,065,331 |
|    | <b>Current Est. Complete Date:</b>   | November 29, 2019 | <b>Current Contract Value (with this action):</b> \$3,233,397     |
| 7. | <b>Contract Administrator:</b><br>Anush Beglaryan  |                   | <b>Telephone Number:</b><br>(213) 418-3047                        |
| 8. | <b>Project Manager:</b><br>Cary Stevens  |                   | <b>Telephone Number:</b><br>(213) 922-2401                        |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 8 to add new features and enhancements to the Mobile Phone Validator (MPV). In addition, the maintenance and support services for the application will be extended for two years, through November 29, 2021. Transit security has requested enhancements to accelerate fare validation and deduction of fares. Additional enhancements will include integration with the TAPforce database for ridership information and verification, the ability to read QR and Aztec codes, improved reliability, and expanded capability for use by Parking, Vanpool ride validation, special events and Micro Transit.

The MPV application was developed by Axiom xCell, Inc., in 2014 specifically for Metro and is installed on over 350 mobile phones which allows fare enforcement personnel to electronically query TAP cards to determine if riders are in compliance with Metro's fare policy. Therefore, Axiom xCell, Inc., is the only company that can modify the existing application to include these enhancements due to the sensitive encryption system and programming that is unique to TAP.



**ATTACHMENT A**

This Contract Modification will be processed in accordance with Metro’s Acquisition Policy and the contract type is a firm fixed price.

On February 2, 2014, Contract No. PS30203139 was awarded to Axiom xCell, Inc. to develop, test, and provide support for a software application for a handheld fare inspection device.

(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 upon price analysis, technical evaluation, independent cost estimate, and negotiations.

| <b>Proposal Amount</b> | <b>Metro ICE</b> | <b>Negotiated Amount</b> |
|------------------------|------------------|--------------------------|
| \$1,222,565            | \$1,394,616      | \$1,065,331              |

## CONTRACT MODIFICATION/CHANGE LOG

## TRANSIT ACCESS PASS (TAP) MOBILE PHONE VALIDATOR / PS30203139

| <b>Mod. #</b> | <b>Description</b>   | <b>Status</b> | <b>Date</b> | <b>Amount</b>      |
|---------------|--|---------------|-------------|--------------------|
| 1             | Additional Application Coding                                    | Approved      | 8/11/2014   | \$20,774.41        |
| 2             | Administrative Change  | Approved      | 11/03/2015  | \$0                |
| 3             | Add Key Features and Application Coding                          | Approved      | 2/18/2015   | \$79,182.79        |
| 4             | Extend contract term   | Approved      | 9/8/2015    | \$0                |
| 5             | Add enhancements & extend contract term                          | Approved      | 11/10/2015  | \$614,000          |
| 6             | Additional Enhancements & extend contract term                   | Approved      | 9/28/2017   | \$938,969.00       |
| 7             | Software Upgrade & Extension of Maintenance and Support Services | Approved      | 6/28/2018   | \$167,122.00       |
| 8             | Enhancements & Extension of Maintenance & Support Services       | Pending       | 9/26/2019   | \$1,065,331        |
|               | <b>Modification Total:</b>                                       |               |             | <b>\$2,885,379</b> |
|               | <b>Original Contract Value:</b>                                  |               |             | <b>\$348,018</b>   |
|               | <b>Total Modified Contract Value:</b>                            |               |             | <b>\$3,233,397</b> |

DEOD SUMMARY

TRANSIT ACCESS PASS (TAP) FARE MOBILE PHONE VALIDATOR  
CONTRACT NO. PS30203139

**A. Small Business Participation**

Axiom xCell, a Small Business Prime, made a 100% SBE commitment. The contract is 74% complete. Axiom xCell is currently meeting their SBE commitment with an SBE participation of 100%.

|    | <b>SBE Prime Contractor</b> | <b>% Commitment</b> | <b>% Participation</b> |
|----|-----------------------------|---------------------|------------------------|
| 1. | Axiom xCell, Inc. (Prime)   | 100%                | 100%                   |
|    | <b>Total</b>                | <b>100%</b>         | <b>100%</b>            |

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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

# TAP Fare Compliance Validator

Finance, Budget and Audit Committee  
September 18, 2019

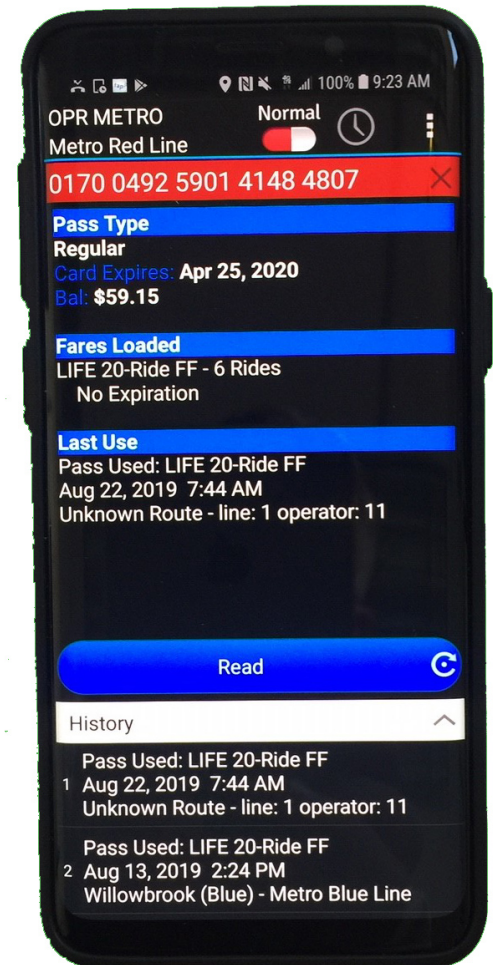
# TAP Mobile Phone Validator (MPV)

- Fare enforcement officers perform over 1 million fare checks annually
- Extends maintenance coverage to November 2021
- Enhancements will accelerate fare checks and expand capabilities:
  - Validates reduced fare cards by comparing photos from the data base
  - Increases safety by displaying location of fare compliance officers
  - Accelerates verification of special event and Metrolink tickets
  - Improves system security and reliability
  - Deducts fares for micro-transit riders to ensure a seamless travel experience
- Axiom is meeting their SBE commitment with an SBE participation of 100%



# Current MPV Functionality

- Determines if fare is valid
- Reports TAP card use history
- Activates pass or deducts Stored Value (final test phase)
- Locates device in real time
- Transfers TAP data for easy citation processing



# New MPV Enhancements

- Improved device management and tracking, will report position every 15 minutes

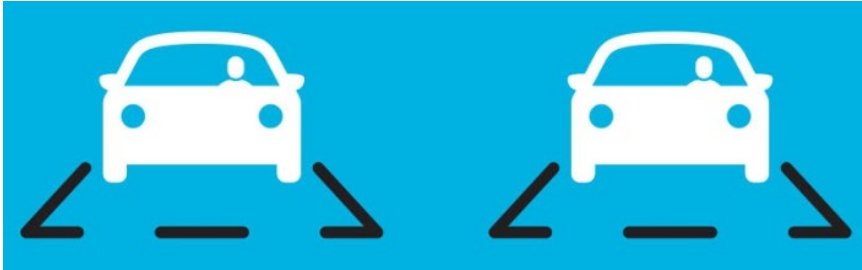
The screenshot displays a web-based tracking application interface. At the top, a navigation bar includes tabs for 'Devices', 'Map', 'Reports', 'User Groups', 'Application Groups', 'Manage Admins', 'Manage Files', and 'Messaging'. Below this, a 'Track Inspector' dropdown menu is set to 'DEPUTY'. A search bar labeled 'Search Devices' is on the right. The main area features a map of Los Angeles with a blue path indicating the movement of a device. Four information popups are overlaid on the map, each providing the following details:

- DEPUTY:** (Device Name)
- Last Updated:** (Timestamp)
- Device:** Galaxy S8
- IMEI:** 355987084951366
- Battery:** 42%
- Address:** (e.g., 800 Alameda St, Los Angeles, CA 90012, USA)

The map includes standard Google Maps controls like 'Map', 'Satellite', and a search bar. The background features a stylized graphic of a blue and red mountain range.



# New MPV Enhancements



- **Metro Parking** –  
Confirms transit ride
- **Vanpool** –  
Confirms employee ride
- **Micro-Transit** –  
Validates customer fare

# TAP Fare Compliance Validator

**ACTION:** Approve Contract Modification

## **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 8 to Contract No. PS30203139 with Axiom xCell, Inc. (Axiom) to improve functionalities and capabilities for the Mobile Phone Validator (MPV) used by fare compliance officers in an amount of \$627,516, and to extend the contract term for continued maintenance support through November 29, 2021 in an amount of \$437,815, thus, increasing the total contract value by \$1,065,331 from \$2,168,066 to \$3,233,397



## Board Report

File #: 2019-0597, File Type: Contract

Agenda Number: 19.

### FINANCE, BUDGET AND AUDIT COMMITTEE SEPTEMBER 18, 2019

**SUBJECT: LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SERVICES**

**ACTION: AWARD CONTRACTS**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a 54-month indefinite delivery indefinite quantity Contract No. PS6056400A to FAME Assistance Corporations for LIFE program administration services for the Southwest and Northwest service regions, in an amount not-to-exceed \$1,653,756 for the 30-month base term and \$669,104.50 for each of the two, 12-month options, for a combined total not-to-exceed amount of \$2,991,965 effective January 1, 2020, subject to resolution of protest(s), if any; and
- B. AWARD a 54-month indefinite delivery indefinite quantity Contract No. PS6056400B to International Institute of Los Angeles for LIFE program administration services for the Southeast service region in an amount not-to-exceed \$890,124 for the 30-month base term and \$357,562 for each of the two, 12-month options, for a combined total not-to-exceed amount of \$1,605,248, effective January 1, 2020, subject to resolution of protest(s), if any.

#### **ISSUE**

Metro is seeking non-profit, community-based administrators to oversee and manage more than 200 non-profit and governmental partner agencies within their assigned service areas in support of Metro's LIFE program. For the program to be more efficiently managed, the Los Angeles County LIFE service area was divided into three distinct regions, i.e., Southwest, Southeast, and Northwest, with each region having its own assigned administrator.

The Program serves low income transit riders, victims of domestic violence, individuals experiencing homelessness, elderly, and individuals with immediate transportation needs. The Program provides fare subsidies or free rides to eligible participants (see Attachment A for a description of the program).

#### **DISCUSSION**

The Program is a means tested fare subsidy program premised on the concept of a Metro partnership with community-based organizations to identify and enroll individuals eligible for reduced

fare discounts or other transit subsidies based on income. The LIFE program is a consolidation of Metro's previously independent Rider Relief Transportation Program (RRTP) and the Immediate Needs Transportation Program (INTP). Since the final consolidation of the two programs and the establishment of a unified database in May of this year, almost 26,000 participants have enrolled in the program and staff expects the number to continue to grow.

### Administrators' Role

The administrators, acting on Metro's behalf, are responsible for ensuring that their partner agencies are following established guidelines in the verification and validation of participants' eligibility and enrollment in the program. Administrators also ensure that partner agencies review documentation, secure inventory, and provide adequate inventory management of any and all Metro provided fare media. Administrators and the partner agencies are responsible for enrolling patrons. Finally, administrators are required to provide support for the implementation of Metro's marketing and outreach plans within their respective regions.

Each administrative region (Southwest, Northwest, and Southeast) is expected to include 200 non-profit or governmental partner agencies that will contract with the administrators to provide the "ground level" support of the Program.

### LIFE Program (Transition and Improvements)

With the Program transitioning from a coupon and token-based benefit system to one based on improved TAP technology, Metro and the administrator staff will have access to current enrollments, utilization and other budgetary or programmatic reports. These reports will assist in identifying and resolving issues, as well as fine-tuning program outreach.

With the planned elimination of tokens and coupon-based subsidies on July 1st, the conversion to a TAP based system of subsidy delivery, and the introduction of the 20 Trip product, the Metro Board approved the extension of the contracts of current administrators through December 31, 2019, to ensure a smooth transition for program participants. The extension of the contracts provided uninterrupted, smooth service delivery and assisted in maintaining a consistent flow of communication of program changes and updates to the participants during the merger of the LIFE and INTP and transition to TAP.

Future planned activities include:

- Ensure smooth transition of the administrators
- Continue to conduct outreach on the new program, including a comprehensive outreach campaign to raise awareness of available discounts
- Continue development of the system infrastructure to support new administrative processes
- Review and revise current policies and operating guidelines on an as-needed basis
- Continue to work with participating non-profit agencies to address implementation issues

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With the fundamental changes in the program, the service delivery of the Program now underway, and the overlap of geographic regions of the two predecessor programs, staff issued a Request for Proposals in May 2019 to acquire administrator services, define geographic areas of responsibility, and clearly articulate revised services administrators are expected to provide.

The administrators will provide Metro with program specific statistics and other reports regularly. They will be responsible for implementing any program revisions based on Metro input, as well as implementation of special or demonstration projects requested by Metro. In addition, recruiting partner agencies is also the responsibility of the administrators.

### **DETERMINATION OF SAFETY IMPACT**

There is no impact on the safety of Metro patrons or employees as a result of the Board's consideration of this item.

### **FINANCIAL IMPACT**

Funding of \$14.1 million for the overall program cost, including the requested contracts, is included in the FY20 Budget in cost center 0443, project number 410016. The cost center manager and Chief Financial Officer will be responsible for budgeting expenses in future years.

#### **Impact to Budget**

The FY20 Adopted budget includes \$10 million funded with Prop C 40% and an additional \$4.1 million from Measure M 2% (ADA Paratransit and Metro Discounts for Seniors and Students). Prop C 40% funds are eligible for bus and rail operations expenditures.

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

This recommendation supports the following goal of the Metro Strategic Plan.  
Goal 3: Enhance communities and lives through the provision of mobility and access to opportunity

### **ALTERNATIVES CONSIDERED**

The Board may choose to not approve the contract award with the proposed providers. Staff does not recommend this option as the current administrative contracts will end on December 31, 2019. Without the administrators' oversight, the operation of the program would be adversely affected, and the provision of service to the participants would be reduced.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. PS6056400A to FAME Assistance Corporations for LIFE program administration services for the Southwest and Northwest service regions, and Contract No. PS6056400B to International Institute of Los Angeles for LIFE program administration services for the Southeast service region.

**ATTACHMENTS**


Attachment A - Low Income Fare is Easy (LIFE) Program Description

Attachment B - Procurement Summary

Attachment C - DEOD Summary

Prepared by: Armineh Saint, Sr. Mgr., Transportation Planning (213) 922-2369  
Drew Phillips, Dir. Budget, (213) 922-2109

Reviewed by: Nalini Ahuja, Chief Financial Officer, (213) 922-3088  
Debra Avila, Chief Vendor/Contract Management Officer, (213)  
418-3051



Phillip A. Washington  
Chief Executive Officer

**Low Income Fare is Easy (LIFE) Program Description**

The Low Income Fare is Easy (LIFE) program launched on July 1, 2019 to assist patrons with limited resources to utilize the transit system. The new program eliminated the use of paper coupons and tokens providing the patrons with the capability to load the subsidies on their TAP cards. Also, as part of the program, LIFE offers Limited Ride option for individuals who are experiencing homelessness, are victims of domestic violence, have just been discharged from the hospital or released from incarcerations.

The non-profit or governmental agencies that assist these individuals receive, depending on their service scope, are eligible to receive 4-ride tickets (the rides are preloaded) or taxi coupon or voucher to assist these individuals with their short term or immediate trip needs.

LIFE qualification is based on Housing and Urban Development guidelines for Los Angeles County areas and is updated annually;

| Household Size | Annual Income    |
|----------------|------------------|
| 1              | \$36,550 or less |
| 2              | \$41,800 or less |
| 3              | \$47,000 or less |
| 4              | \$52,200 or less |
| 5              | \$56,400 or less |
| 6              | \$60,600 or less |

LIFE offers fare subsidies that may be applied towards the purchase of LACMTA or any LIFE participating operator pass or free regional ride options.

| Rider Category  | Subsidy Amount         |
|---|------------------------|
| <b>Regular Rider</b>  | \$24                   |
| <b>College/Vocational</b>   | \$13                   |
| <b>Student K-12</b>   | \$10                   |
| <b>Senior/Disabled</b>  | \$8                    |
| <b>20 Regional Rides**</b> good for <u>any</u> participating transit system | Free for LIFE patrons. |



## **ATTACHMENT A**

LIFE subsidies can be applied to purchase weekly, monthly or EZ transit passes from Metro or participating transit systems. The subsidies can be loaded at any of the Metro or participating operator vendor locations, TAPTOGO.net or by calling 866-TAPTOGO.

## PROCUREMENT SUMMARY

LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SERVICES /  
PS6056400A, PS6056400B

|    |   |  |
|----|---|--|
| 1. | <b>Contract Number:</b> A: PS6056400A<br>B: PS6056400B  |  |
| 2. | <b>Recommended Vendors:</b><br>A: FAME Assistance Corporations (Southwest Region and Northwest Region)<br>B: International Institute of Los Angeles (Southeast Region)  |  |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |  |
| 4. | <b>Procurement Dates:</b>   |  |
|    | A. Issued: May 2, 2019  |  |
|    | B. Advertised/Publicized: April 22, 2019  |  |
|    | C. Pre-Proposal Conference: May 22, 2019  |  |
|    | D. Proposals Due: June 6, 2019  |  |
|    | E. Pre-Qualification Completed: August 15, 2019   |  |
|    | F. Conflict of Interest Form Submitted to Ethics: July 23, 2019   |  |
|    | G. Protest Period End Date: September 24, 2019  |  |
| 5. | <b>Solicitations Picked up/Downloaded:</b> 20   | <b>Bids/Proposals Received:</b> 6          |
| 6. | <b>Contract Administrator:</b><br>Ernesto N. De Guzman  | <b>Telephone Number:</b><br>(213) 922-7267 |
| 7. | <b>Project Manager:</b><br>Armineh Saint  | <b>Telephone Number:</b><br>(213) 922-2369 |

**A. Procurement Background**

This Board Action is to approve Contract No. PS6056400A to FAME Assistance Corporations (FAME) issued in support of LIFE Program Administrator Services for the Southwest and Northwest Regions; and Contract No. PS6056400B to International Institute of Los Angeles (IILA) issued in support of LIFE Program Administrator Services for the Southeast Region. These contracts consist of a base period of 30 months, with two, 12-month options, effective January 1, 2020. The contractors will provide program administration and management services for Metro's Low Income Fare is Easy (LIFE) program within their assigned areas under the supervision of Metro staff. The program administrator services will include oversight and coordination of outreach efforts and delivery of transportation assistance to low income and transit dependent residents within Los Angeles County. Board approval of contract awards are subject to the resolution of any properly submitted protest(s).

On May 2, 2019 Request for Proposal (RFP) No. PS60564 was issued in accordance with Metro's Acquisition Policy and the contract type is indefinite delivery, indefinite quantity.

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

- Amendment No. 1, issued on May 13, 2019, revised the schedule for the pre-proposal conference and extended the due date for proposals.

- Amendment No. 2, issued on May 23, 2019, extended the deadline for the submittal of questions.

A pre-proposal conference was held on May 22, 2019 and was attended by nine participants representing six firms. Three questions were received during the questions and answers phase and responses were provided prior to the proposal due date. A total of 20 firms downloaded the RFP and were included in the plan holders' list. The service area was divided into three regions and proposers were allowed to propose on up to two regions, as stated in the RFP Statement of Work.

On June 6, 2019, Metro received proposals from the firms listed below in alphabetical order:

1. FAME Assistance Corporations for the Southwest Region
2. FAME Assistance Corporations for the Northwest Region
3. FAME Assistance Corporations for Southwest and Northwest Regions
4. International Institute of Los Angeles for the Southeast Region.
5. Orion Enterprises for the Southwest Region.
6. Sirius Technology LCC for the Southwest Region

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Local Programming Department was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- |   |     |
|---|-----|
| • Qualifications of Firm  | 35% |
| • Demonstrated Understanding of the Requirements of the Statement of Work | 40% |
| • Cost Proposal   | 25% |

Several factors were considered when developing these weights, giving the greatest importance to Demonstrated Understanding of the Requirements of the Statement of Work.

The PET conducted its independent evaluation of the proposals received from June 11, 2019 through June 26, 2019. Of the proposals received, four were deemed technically qualified, and two were excluded from further competition as the technical experience offered in those proposals were in fields unrelated to the requirements of the solicitation. Furthermore, these excluded proposals did not demonstrate how the proposers planned to obtain the technical capacity that will be necessary to deliver the required services.

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

#### **FAME Assistance Corporations (FAME)**

FAME is a Los Angeles-based not-for-profit community partner and leader in addressing social and economic inequalities affecting low-income, underserved communities in Los Angeles and has had many years of partnership with local government agencies in the administration of their benefit programs and is experienced in helping Metro administer its LIFE program.

**International Institute of Los Angeles (IILA)**

The IILA is a not-for-profit agency in Los Angeles that focuses on helping families become self-sufficient, and to promote cross-cultural understanding. The institute employs dedicated, multicultural staff that provide child care, transportation, immigration legal services, nutrition services and refugee services from over 25 centers and offices throughout Southern California. It was founded in 1914 to help newly arrived immigrants integrate into their new lives in Los Angeles. Throughout the years, IILA has helped hundreds of thousands of immigrants and other low-income residents overcome the barriers they face in becoming contributing members of society.

On June 26, 2019 the PET concluded their evaluations and recommends the contract award for the Southeast Region to International Institute of Los Angeles (IILA). The PET also recommends combined contract awards to FAME Corporations for the Northwest and Southwest Regions. This combined award will yield a cost savings of \$111,896 to Metro.

The following is a summary of the PET’s evaluation scores:

| <b>Southwest Region</b>                           |   |               |               |                        |      |
|---|---|---------------|---------------|------------------------|------|
| 1   | Name of Firm  | Average Score | Factor Weight | Weighted Average Score | Rank |
| 2   | <b>FAME Assistance Corporations</b>                 |               |               |                        |      |
| 3   | Qualifications of Firm                              | 98.88         | 35%           | 34.61                  |      |
| 4   | Demonstrated Understanding of the Statement of Work | 89.00         | 40%           | 35.60                  |      |
| 5   | Cost Proposal                                       | 75.00         | 25%           | 18.75                  |      |
| 6   | <b>Total</b>  |               |               | <b>88.96</b>           | 1    |
| <b>Northwest Region</b>                           |   |               |               |                        |      |
| 1   | Name of Firm  | Average Score | Factor Weight | Weighted Average Score | Rank |
| 2   | <b>FAME Assistance Corporations</b>                 |               |               |                        |      |
| 3   | Qualifications of Firm                              | 98.04         | 35%           | 34.31                  |      |
| 4   | Demonstrated Understanding of the Statement of Work | 85.00         | 40%           | 34.00                  |      |
| 5   | Cost Proposal                                       | 75.00         | 25%           | 18.75                  |      |
| 6   | <b>Total</b>  |               |               | <b>87.06</b>           | 1    |
| <b>Southwest and Northwest Regions (Combined)</b> |   |               |               |                        |      |
| 1   | Name of Firm  | Average Score | Factor Weight | Weighted Average Score | Rank |
| 2   | <b>FAME Assistance Corporations</b>                 |               |               |                        |      |

|   |   |       |     |              |   |
|---|---|-------|-----|--------------|---|
| 3 | Qualifications of Firm                              | 98.46 | 35% | 34.46        |   |
| 4 | Demonstrated Understanding of the Statement of Work | 87.00 | 40% | 34.80        |   |
| 5 | Cost Proposal                                       | 75.00 | 25% | 18.75        |   |
| 6 | <b>Total</b>  |       |     | <b>88.01</b> | 1 |

| <b>Southeast Region</b> |   |               |               |                        |      |
|-------------------------|---|---------------|---------------|------------------------|------|
| 1                       | Name of Firm  | Average Score | Factor Weight | Weighted Average Score | Rank |
| 2                       | <b>International Institute of Los Angeles</b>       |               |               |                        |      |
| 3                       | Qualifications of Firm                              | 96.26         | 35%           | 33.69                  |      |
| 4                       | Demonstrated Understanding of the Statement of Work | 75.00         | 40%           | 30.00                  |      |
| 5                       | Cost Proposal                                       | 75.00         | 25%           | 18.75                  |      |
| 6                       | <b>Total</b>  |               |               | <b>82.44</b>           | 1    |

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

The recommended price of \$2,991,965 for FAME Assistance Corporations for the Northwest and Southwest Regions, and \$1,605,248 for International Institute of Los Angeles for the Southeast Region total \$4,597,213 and have been determined to be fair and reasonable based upon price analysis, technical analysis, and historical cost. Furthermore, the aggregate of the recommended prices is lower than Metro's independent cost estimate (ICE) by \$802,787.

|   | Proposer Name  | Proposed Amount | Metro ICE   | Negotiated or NTE Amount |
|---|--|-----------------|-------------|--------------------------|
| 1 | FAME Assistance Corporations (Southwest and Northwest Regions) | \$3,103,861     |             | \$2,991,965              |
| 2 | International Institute of Los Angeles (Southeast Region)      | \$1,605,248     |             | \$1,605,248              |
| 3 | Total  | \$4,709,109     | \$5,400,000 | \$4,597,213              |

### **D. Background on Recommended Contractors**

FAME Assistance Corporations is a Los Angeles-based 501(c) (3) non-profit established in 1992. It has been a driving force in addressing social and economic justice for low-income underserved communities in Los Angeles. FAME has 22 full-time staff and operates 6 contracts totaling over \$10 million in funding from government agencies and foundations to promote health, social, and economic development. FAME has had a long-standing partnership with Metro, having worked as a collaborator, and as one of the two lead administrators of the previous INTP program.

The International Institute of Los Angeles (IILA) was founded in 1914 and has been a successful partner with Metro in administering the INTP program since 1993. IILA's work has been focused on serving the under-served and vulnerable families in the County of Los Angeles. As one of the two current administrators of the INTP, IILA is fully staffed and prepared to move seamlessly in the provision of LIFE Program services with no interruption.

**DEOD SUMMARY**

**LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SERVICES /  
PS6056400A, PS6056400B**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small Business Enterprise (SBE) goal for this solicitation due to the lack of subcontracting opportunities available for small businesses as the community-based organizations will perform the services with their own workforces.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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



## Board Report

File #: 2019-0620, File Type: Program

Agenda Number: 20.

### FINANCE, BUDGET, AND AUDIT COMMITTEE SEPTEMBER 18, 2019

**SUBJECT: METROLINK ADDITIONAL FY 2020 FUNDING**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. REPROGRAMMING \$2,088,793 of forecasted FY 2018-19 (FY19) surplus to fund the Southern California Regional Rail Authority's (SCRRA operated as "Metrolink") FY 2020 CEO Workplan; and
- B. AMENDING and APPROVING Metro's revised share of the FY 2019-20 (FY20) Metrolink Budget for a new total programming amount of \$119,976,796.

#### **ISSUE**

Metrolink is requesting approval of \$3.75 million of their forecasted FY 19 year end surplus be reprogrammed and carried forward into the Metrolink FY 20 Operating Budget. Metro's share of the \$3.75 million is \$2,088,793 which would increase Metro's FY 20 Metrolink funding share to a new total programming amount of \$119,976,796. The Metro Board approved Metro's funding share of the Metrolink FY 20 budget in the amount of \$117,888,003 at the Board of Directors meeting on May 23, 2019. As a member of the Metrolink Joint Powers Authority, Metro is required to approve Metro's funding share of the Metrolink budget on an annual basis. Staff's recommended Board action will increase Metro's funding share of the Metrolink FY 20 budget by \$2,088,793 from \$117,888,003 to \$119,976,796.

#### **DISCUSSION**

Metrolink staff analyzed their FY 19 budget actual revenue and expenditures in comparison to their adopted budget and identified an FY 19 forecasted budget surplus of \$7.5 million as of May 31, 2019. The FY 19 forecasted budget surplus is a result of lower than budgeted operational expenditures amounting to a cost savings of \$10.1 million. However, Metrolink is forecasting a revenue shortfall of \$2.5 million which is being deducted from the \$10.1 million for a net forecasted surplus of \$7.5 million.

Metrolink is requesting to use 50% of the FY 19 forecasted surplus, totaling \$3,734,202 to focus on



improved fiscal sustainability, strengthened partnerships with member agencies and modernization of business practices by supporting the Metrolink CEO Initiatives of updating the strategic business plan, exploratory rebranding studies and promoting an operational excellence program (refer to Attachment A-Metrolink's Update on Forecasted Comparative Operating Statement dated June 25, 2019).

Metrolink's preliminary allocation of the forecasted surplus by Member Agency is presented below in Table 1.

**TABLE 1: FORECASTED SURPLUS BY MEMBER AGENCY (as of 5/31/19)**

| Member Agency                   | Metro       | OCTA        | RCTC      | SBCTA     | VCTC      | TOTAL              |
|---------------------------------|-------------|-------------|-----------|-----------|-----------|--------------------|
| Forecasted Surplus              | \$4,177,585 | \$1,649,452 | \$722,940 | \$652,775 | \$265,653 | <b>\$7,468,404</b> |
| Metrolink's 50% surplus request | \$2,088,793 | \$824,726   | \$361,470 | \$326,388 | \$132,826 | <b>\$3,734,202</b> |

Generally, Metrolink identifies member agency surplus through their year-end budget closing process and completion of their annual audit and Comprehensive Annual Financial Report (CAFR) in December 2019. Upon completion of Metrolink's annual audit and CAFR, Metrolink notifies the member agencies that there are surplus funds available to reprogram or refund to the member agencies. Metro routinely reprograms the surplus funds to future fiscal year operating costs to reduce Metro's operating contribution.

Metro's share of the FY 19 forecasted surplus is \$4,177,585 of which \$2,088,793 will be reprogrammed and budgeted to be used for the CEO Initiatives. Metrolink will provide monthly reporting of the CEO Initiatives to the Member Agency Advisory Committee.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no impact on the safety of Metro's patrons or employees.

### **FINANCIAL IMPACT**

Reprogramming Metro's share of the FY 19 forecasted surplus totaling \$2,088,793 to fund the CEO Workplan would not require any additional funding from Metro since Metrolink already has the funds in their possession. If the actual surplus is less than \$7.5 million after Metrolink completes their year-end close, there should be enough surplus funding available to absorb the difference.

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

Staff's recommendation supports strategic plan goal #1.2 to improve L.A. County's overall transit

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network and assets. Metro staff will work with the Southern California Regional Rail Authority to provide more frequent and reliable Metrolink services, improve customer satisfaction, and support better transit connections throughout the region.

**ALTERNATIVES CONSIDERED**

As a member of the SCRRA JPA, Metro is required to approve its share of the SCRRA budget. However, the Metro Board could elect to decline approving this additional funding. Metro staff does not recommend declining an approval of staff's recommendation as it is important to support the Metrolink CEO's Initiatives of customer focused operation, doubling ridership in 5 years and reducing member agency subsidy.

**NEXT STEPS**

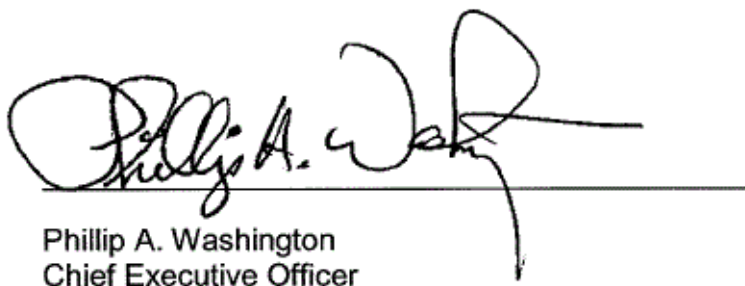
Staff will continue to work collaboratively with Metrolink and monitor implementation of SCRRA's budget and programs. Metro staff will report back to the Metro Board with any issues requiring Board action.

**ATTACHMENTS**

Attachment A - Metrolink's Update on Forecasted Comparative Operating Statement dated June 25, 2019

Prepared by: Yvette Reeves, Manager, Transportation Planning (213) 418-3176  
Jeanet Owens, Sr. Executive Officer, Regional Rail (213) 418-3189

Reviewed by: Richard Clarke, Chief Program Management Officer (213) 922-7557



Phillip A. Washington  
Chief Executive Officer



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**TRANSMITTAL DATE:** June 25, 2019

**MEETING DATE:** June 28, 2019 **ITEM 19**

**TO:** Board of Directors

**FROM:** Stephanie Wiggins, Chief Executive Officer

**SUBJECT:** Update on Forecasted Comparative Operating Statement for Fiscal Year Ending June 30, 2019

### **Issue**

Staff provided a Forecast for the Full Fiscal Year Ending June 30, 2019 when presenting the Comparative Operating Statement Actual vs. Adopted Budget through the Third Quarter of Fiscal Year 2019 on May 10, 2019. Staff committed to monitoring the activities for April and May and providing an update on the Forecast to the Board in a June Meeting.

### **Recommendation**

It is recommended that the Board:

- 1) Receive and File the Update on the Forecasted Comparative Operating Statement;
- 2) Approve 50% or \$3.75 Million of the Forecasted FY19 Year- End Surplus be Reprogrammed and Carried Forward into the FY20 Operating Budget; and
- 3) Amend the FY20 Operating Budget by \$3.75 Million.

### **Strategic Goal Alignment**

This report aligns with the strategic goals to *maintain fiscal sustainability, improve organizational efficiency, improve communication to customers & stakeholders, and retain & grow ridership.*

### **Background**

The Board adopted the FY19 Budget on July 13, 2018. The total FY19 Operating Budget of \$251.4 million (M) consists of \$193.4M for Train Operations, \$41.3M for Maintenance of Way (MOW) and \$16.6M for Insurance.

Staff analyzes actual revenue and expenditures in comparison to the Adopted budget on a quarterly basis. The previous forecast as of March 31, 2019 is summarized in Attachment A. Attachment B provides detail of actual operating results through May 31, 2019 with a forecast of June revenue and expenditures to complete the current fiscal

year. All information presented is preliminary and unaudited and includes estimates where actual amounts are unavailable.

**Discussion**

**FY19 Actual Revenue and Expenses through May 31, 2019**

- Revenues were \$89.9M.
- Expenses were \$218.7M.
- Budgeted subsidy is \$150.5M.

**FY19 Forecast to Year End as of May 31, 2019**

- Revenues forecasted to be \$98.2M and under budget by \$2.6M or 2.6%.
- Expenses forecasted to be \$241.3M and under budget by \$10.1M or 4.0%.
- Budgeted subsidy is \$150.5M, providing a forecasted surplus of \$7.5M.

The major revisions to the forecast previously provided include:

1. Less than forecasted Transfers to Other Operators: The Authority have spent \$1.0 million less than forecasted due to the continued decrease of passengers transferring from Metrolink to multiple bus operators.
2. Less than forecasted for Operations – Non-Labor: The Authority have spent \$1.4 million less than forecasted due to less charges from IT and Professional services.
3. Less than forecasted Indirect Administrative Expenses: The Authority have spent \$1.1 million less than forecasted in Indirect Administration due to lower than projected PTC costs.
4. Legal: It was forecasted that the Authority would spend \$1.2m less than budgeted. After accounting for claims accrual activity, staff is now forecasted to spend \$2.3 million less than budgeted after properly accounting for claims accrual.

This \$5.8 million in additional expenditure savings when combined with the \$4.3 million identified in March provide for the forecasted FY19 Expenditure underrun of \$10.1 million. As revenue is yet forecasted to experience a \$2.5m shortfall as identified in March, the forecasted Operating Surplus would be \$7.5 million at the end of the current fiscal year.

The preliminary allocation of the Revised Forecasted Operating Surplus by Member Agency is presented below:

| MEMBER AGENCY      | METRO     | OCTA      | RCTC    | SBCTA   | VCTC    | TOTAL     |
|--------------------|-----------|-----------|---------|---------|---------|-----------|
| FORECASTED SURPLUS | 4,177,585 | 1,649,452 | 722,940 | 652,775 | 265,653 | 7,468,404 |

**Use of FY19 Forecasted Surplus**

As a mechanism to continue with the Chief Executive Officer (CEO) Workplan from the 90 Day Plan Findings to focus on Improved Fiscal Sustainability, Strengthened Partnerships with the Member Agencies, and Modernizing Business Practices, staff recommends carrying forward 50% of the Forecasted Surplus for use in FY20.

The request for 50% carryforward of surplus is shown below by Member Agency:

| MEMBER AGENCY             | METRO            | OCTA             | RCTC           | SBCTA          | VCTC           | TOTAL            |
|---------------------------|------------------|------------------|----------------|----------------|----------------|------------------|
| <b>FORECASTED SURPLUS</b> | <b>4,177,585</b> | <b>1,649,452</b> | <b>722,940</b> | <b>652,775</b> | <b>265,653</b> | <b>7,468,404</b> |
| <b>50% CARRYFORWARD</b>   | <b>2,088,793</b> | <b>824,726</b>   | <b>361,470</b> | <b>326,388</b> | <b>132,826</b> | <b>3,734,202</b> |

As these funds have previously been approved to support commuter rail operations, the funds would be reprogrammed to support the following CEO Initiatives:

**1. Strategic Business Plan (SBP)**

The current Authority Strategic Plan was approved in 2015. Over the last four years, significant changes have taken place (i.e. Southern California Optimized Rail Expansion [SCORE]) and the Strategic Plan needs to be updated. The SBP will serve as the update to the 2015 Strategic Plan. This will allow for a strengthened partnership with the Member Agencies by providing a shared vision regarding service levels, growth, and financial sustainability.

The SBP will fully address both the need to maintain the current infrastructure (State of Good Repair backlog) and build out towards SCORE levels of service. The SBP will address a long-range view of the fleet management plan and rolling stock needs, including emissions technology. In addition, the cost elements and drivers resulting from the Bundled Operations & Maintenance Contract will be incorporated in the SBP.

**2. Rebranding Exploration**

There is brand confusion that serves as a barrier to attracting riders. The Authority will work collaboratively with a branding expert to explore the possibilities of a rebrand for the Authority and develop a comprehensive recommendation.

**3. Operational Effectiveness**

As part of the effort to improve fiscal sustainability, the Operational Excellence Program (OpEx) was established by the CEO in May to encourage employees to identify ideas to generate new revenue, reduce expenditures, and identify process improvements.

As these new ideas are advanced, these surplus funds are needed to support the implementation.

Use of the FY19 Forecasted Surplus would be administered by the Office of the CEO and reported on a monthly basis to the Member Agency Advisory Committee (MAAC). The remaining 50% of the FY19 Forecasted Surplus would be accounted for at year-end as Unearned Revenue. In most recent years, at the direction of the Member Agencies, this amount has been used to offset funding Operating Subsidy in the following year's budget. The Joint Powers Agreement does not address use of Operating Surplus. Finance Policy 1.2, Section 1.8.1 states that budget authorization for unexpended operating budget "Operating Surplus" expires at June 30<sup>th</sup> of each year. Approval of this request would be an exception to that policy.

The requested use of FY19 Forecasted Surplus was discussed with both the MAAC and Member Agency CEO's during their June meeting. As of this transmittal date, all of the Member Agency CEOs have expressed their support of this request to carry forward 50% of the Forecasted Surplus for use in FY20. The balance of the surplus will be programmed by the Member Agencies.

### **Budget Impact**

Allowing the carryforward of the requested portion of the FY19 Forecasted Operating surplus would amend the FY20 Budget by the corresponding amounts, or approximately \$3.75M. Precise allocations by individual Member Agency would be reconciled as part of the fiscal year end close.

Prepared by: Christine Wilson, Senior Manager, Finance



Ronnie Campbell  
Chief Financial Officer

Attachment A: March 31, 2019 Forecast for 12 Months Ending June 30, 2019  
Attachment B: May 31, 2019 Revised Forecast for 12 Months Ending June 30, 2019

SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY  
 FORECAST OPERATING STATEMENT  
 FOR THE 12 MOS. ENDING JUNE 30, 2019

Attachment A

(Unaudited)

| FULL FISCAL YEAR 2019 FORECAST            |                             |                        |                      |  |               |  |                |
|---|-----------------------------|------------------------|----------------------|--|---------------|--|----------------|
|   | 2019 4TH QTR<br>PROJECTIONS | 2019 ADOPTED<br>BUDGET | 2018 ACTUAL          | VARIANCE from Adopted<br>Budget Over/(Under) |               | VARIANCE from Prior Year<br>Over/(Under) |                |
|   |                             |                        |                      | Amount                                       | %             | Amount                                   | %              |
|   |                             |                        |                      |  |               |  |                |
| <b>Operating Revenues</b>                 |                             |                        |                      |  |               |  |                |
| Farebox Revenue                           | 79,402,514                  | 82,903,871             | 82,541,709           | (3,501,357)                                  | (4.2%)        | (3,139,195)                              | (3.8%)         |
| Fare Reduction Subsidy                    | 3,276,135                   | 2,731,794              | 156,923              | <b>544,341</b>                               | 19.9%         | 3,119,212                                | 1987.7%        |
| <b>Subtotal-Pro Forma FareBox</b>         | <b>82,678,650</b>           | <b>85,635,665</b>      | <b>82,698,632</b>    | <b>(2,957,015)</b>                           | <b>(3.5%)</b> | <b>(19,982)</b>                          | <b>(0.0%)</b>  |
| Dispatching                               | 2,052,631                   | 2,120,270              | 2,132,855            | (67,639)                                     | (3.2%)        | (80,224)                                 | (3.8%)         |
| Other Revenues                            | 57,274                      | 489,500                | 463,278              | (432,226)                                    | -88.3%        | (406,004)                                | (87.6%)        |
| MOW Revenues                              | 12,863,203                  | 12,560,897             | 12,788,918           | 302,306                                      | 2.4%          | 74,285                                   | 0.6%           |
| <b>Total Operating Revenue</b>            | <b>97,651,758</b>           | <b>100,806,332</b>     | <b>98,083,683</b>    | <b>(3,154,574)</b>                           | <b>(3.1%)</b> | <b>(431,925)</b>                         | <b>(0.4%)</b>  |
| <b>Operating Expenses</b>                 |                             |                        |                      |  |               |  |                |
| <b>Operations &amp; Services</b>          |                             |                        |                      |  |               |  |                |
| Train Operations                          | 44,980,929                  | 46,871,756             | 42,115,799           | (1,890,827)                                  | (4.0%)        | 2,865,130                                | 6.8%           |
| Equipment Maintenance                     | 36,012,090                  | 38,133,426             | 34,242,475           | (2,121,336)                                  | (5.6%)        | 1,769,615                                | 5.2%           |
| Fuel                                      | 22,075,119                  | 18,744,335             | 17,576,876           | 3,330,784                                    | 17.8%         | 4,498,243                                | 25.6%          |
| Non-Sched Rolling Stock Repairs           | 151,110                     | 260,000                | 55,909               | (108,890)                                    | (41.9%)       | 95,201                                   | 170.3%         |
| Operating Facilities Maintenance          | 1,733,437                   | 1,684,292              | 1,492,674            | 49,145                                       | 2.9%          | 240,763                                  | 16.1%          |
| Other Operating Train Services            | 1,129,598                   | 482,276                | 721,831              | 647,322                                      | 134.2%        | 407,767                                  | 56.5%          |
| Rolling Stock Lease                       | 229,950                     | 335,500                | 10,950               | (105,550)                                    | (31.5%)       | 219,000                                  | 2000.0%        |
| Security - Sheriff                        | 6,367,247                   | 5,889,371              | 5,662,304            | 477,876                                      | 8.1%          | 704,943                                  | 12.4%          |
| Security - Guards                         | 2,616,783                   | 2,450,000              | 1,931,493            | 166,783                                      | 6.8%          | 685,290                                  | 35.5%          |
| Supplemental Additional Security          | 153,338                     | 690,000                | 226,844              | (536,662)                                    | (77.8%)       | (73,506)                                 | (32.4%)        |
| Public Safety Program                     | 316,300                     | 389,000                | 192,711              | (72,700)                                     | (18.7%)       | 123,589                                  | 64.1%          |
| Passenger Relations                       | 1,801,113                   | 1,731,999              | 1,723,215            | 69,114                                       | 4.0%          | 77,898                                   | 4.5%           |
| TVM Maint/Revenue Collection              | 7,894,294                   | 9,055,316              | 8,188,246            | (1,161,022)                                  | (12.8%)       | (293,952)                                | (3.6%)         |
| Marketing                                 | 4,867,378                   | 5,379,600              | 1,306,880            | (512,222)                                    | (9.5%)        | 3,560,498                                | 272.4%         |
| Media & External Communications           | 282,461                     | 458,002                | 319,775              | (175,541)                                    | (38.3%)       | (37,314)                                 | (11.7%)        |
| Utilities / Leases                        | 2,782,523                   | 3,472,560              | 2,804,426            | (690,037)                                    | (19.9%)       | (21,903)                                 | (0.8%)         |
| Transfers to Other Operators              | 5,998,923                   | 6,495,964              | 3,817,973            | (497,041)                                    | (7.7%)        | 2,180,950                                | 57.1%          |
| Amtrak Transfers                          | 1,438,914                   | 2,400,000              | 1,678,089            | (961,086)                                    | (40.0%)       | (239,175)                                | (14.3%)        |
| Station Maintenance                       | 1,496,559                   | 1,805,500              | 1,575,405            | (308,941)                                    | (17.1%)       | (78,846)                                 | (5.0%)         |
| Rail Agreements                           | 5,734,374                   | 5,399,736              | 4,938,063            | 334,638                                      | 6.2%          | 796,311                                  | 16.1%          |
| <b>Subtotal Operations &amp; Services</b> | <b>148,062,441</b>          | <b>152,128,633</b>     | <b>130,581,938</b>   | <b>(4,066,192)</b>                           | <b>(2.7%)</b> | <b>17,480,503</b>                        | <b>13.4%</b>   |
| <b>Maintenance-of-Way</b>                 |                             |                        |                      |  |               |  |                |
| MoW - Line Segments                       | 41,380,911                  | 40,710,762             | 42,410,528           | 670,149                                      | 1.6%          | (1,029,617)                              | (2.4%)         |
| MoW - Extraordinary Maintenance           | 776,126                     | 590,604                | 594,027              | 185,522                                      | 31.4%         | 182,099                                  | 30.7%          |
| <b>Subtotal Maintenance-of-Way</b>        | <b>42,157,037</b>           | <b>41,301,366</b>      | <b>43,004,555</b>    | <b>855,671</b>                               | <b>2.1%</b>   | <b>(847,518)</b>                         | <b>(2.0%)</b>  |
| <b>Administration &amp; Services</b>      |                             |                        |                      |  |               |  |                |
| Ops Salaries & Fringe Benefits            | 13,763,246                  | 13,781,917             | 12,507,199           | (18,671)                                     | (0.1%)        | 1,256,047                                | 10.0%          |
| Ops Non-Labor Expenses                    | 7,866,546                   | 7,635,164              | 5,890,332            | 231,382                                      | 3.0%          | 1,976,214                                | 33.6%          |
| Indirect Administrative Expenses          | 17,197,364                  | 17,096,430             | 19,333,036           | 100,934                                      | 0.6%          | (2,135,672)                              | (11.0%)        |
| Ops Professional Services                 | 2,605,829                   | 2,579,038              | 2,686,676            | 26,791                                       | 1.0%          | (80,847)                                 | (3.0%)         |
| <b>Subtotal Admin &amp; Services</b>      | <b>41,432,986</b>           | <b>41,092,549</b>      | <b>40,417,243</b>    | <b>340,437</b>                               | <b>0.8%</b>   | <b>1,015,743</b>                         | <b>2.5%</b>    |
| Contingency (Non-Train Ops)               | -                           | 204,000                | 15,000               | (204,000)                                    | (100.0%)      | (15,000)                                 | (100.0%)       |
| <b>Total Operating Expenses</b>           | <b>231,652,463</b>          | <b>234,726,548</b>     | <b>214,018,736</b>   | <b>(3,074,085)</b>                           | <b>(1.3%)</b> | <b>17,633,727</b>                        | <b>8.2%</b>    |
| <b>Insurance Expense/(Revenue)</b>        |                             |                        |                      |  |               |  |                |
| Liability/Property/Auto/Misc              | 9,401,717                   | 11,418,392             | 9,747,595            | (2,016,675)                                  | (17.7%)       | (345,878)                                | (3.5%)         |
| Net Claims / SI                           | 4,725,208                   | 4,000,000              | 8,550,608            | 725,208                                      | 18.1%         | (3,825,400)                              | (44.7%)        |
| Claims Administration                     | 1,281,049                   | 1,211,088              | 584,868              | 69,961                                       | 5.8%          | 696,181                                  | 119.0%         |
| <b>Net Insurance Expense</b>              | <b>15,407,974</b>           | <b>16,629,480</b>      | <b>18,883,071</b>    | <b>(1,221,506)</b>                           | <b>(7.3%)</b> | <b>(3,475,097)</b>                       | <b>(18.4%)</b> |
| <b>Total Expenses</b>                     | <b>247,060,437</b>          | <b>251,356,028</b>     | <b>232,901,807</b>   | <b>(4,295,591)</b>                           | <b>(1.7%)</b> | <b>14,158,630</b>                        | <b>6.1%</b>    |
| <b>Net Loss</b>                           | <b>(149,408,679)</b>        | <b>(150,549,696)</b>   | <b>(134,818,124)</b> | <b>1,141,017</b>                             | <b>(0.8%)</b> | <b>(14,590,555)</b>                      | <b>10.8%</b>   |
| <b>Member Subsidies*</b>                  |                             |                        |                      |  |               |  |                |
| Operations                                | 133,920,216                 | 133,920,216            | 124,736,037          | -  | 0.0%          | 9,184,179                                | 7.4%           |
| Insurance                                 | 16,629,480                  | 16,629,480             | 17,662,779           | -  | 0.0%          | (1,033,299)                              | (5.9%)         |
| <b>Total Member Subsidies</b>             | <b>150,549,696</b>          | <b>150,549,696</b>     | <b>142,398,816</b>   | <b>-</b>                                     | <b>0.0%</b>   | <b>8,150,880</b>                         | <b>5.7%</b>    |
| <b>Net Loss</b>                           | <b>(149,408,679)</b>        | <b>(150,549,696)</b>   | <b>(134,818,124)</b> | <b>1,141,017</b>                             | <b>-0.8%</b>  | <b>(14,590,555)</b>                      | <b>10.8%</b>   |
| <b>All Member Subsidies</b>               | <b>150,549,696</b>          | <b>150,549,696</b>     | <b>142,398,816</b>   | <b>-</b>                                     | <b>0.0%</b>   | <b>8,150,880</b>                         | <b>5.7%</b>    |
| <b>Surplus / (Deficit)</b>                | <b>1,141,017</b>            | <b>-</b>               | <b>7,580,692</b>     | <b>1,141,017</b>                             | <b>n/a</b>    | <b>(6,439,675)</b>                       | <b>n/a</b>     |

\*\* Numbers may not foot due to rounding.

**SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY  
REVISED FORECAST OPERATING STATEMENT  
FOR THE 12 MOS. ENDING JUNE 30, 2019**

|   | <u>ACTUAL THRU</u><br><u>5/31/19</u> | <u>FORECAST FOR</u><br><u>THE MONTH OF</u><br><u>JUNE 2019</u> | <u>REVISED</u><br><u>FORECAST FY</u><br><u>ENDING JUNE 2019</u> | <u>ADOPTED BUDGET</u><br><u>June 30, 2019</u> | <u>Revised Forecast vs Adopted</u><br><u>Budget</u> |                   |
|---|--------------------------------------|--|---|---|---|-------------------|
|   |                                      |  |   |   | <u>\$ VARIANCE</u>                                  | <u>% VARIANCE</u> |
| <b>Operating Revenues</b>                     |                                      |  |   |   |   |                   |
| Farebox Revenue                               | 72,499,200                           | 6,800,009  | 79,299,209  | 82,903,871                                    | (3,604,662)   | (4.3%)            |
| Fare Reduction Subsidy                        | 2,980,819                            | 273,011  | 3,253,830   | 2,731,794                                     | 522,036   | 19.1%             |
| <b>Subtotal-Pro Forma FareBox</b>             | <b>75,480,019</b>                    | <b>7,073,020</b>   | <b>82,553,039</b>   | <b>85,635,665</b>                             | <b>(3,082,626)</b>                                  | <b>(3.6%)</b>     |
| Dispatching                                   | 1,916,612                            | 171,092  | 2,087,704   | 2,120,270                                     | (32,566)  | (1.5%)            |
| Other Revenues                                | 583,566                              | 0  | 583,566   | 489,500                                       | 94,066  | 19.2%             |
| MOW Revenues                                  | 11,932,412                           | 1,031,201  | 12,963,613  | 12,560,897                                    | 402,716   | 3.2%              |
| <b>Total Operating Revenues</b>               | <b>89,912,609</b>                    | <b>8,275,313</b>   | <b>98,187,922</b>   | <b>100,806,332</b>                            | <b>(2,618,410)</b>                                  | <b>(2.6%)</b>     |
| <b>Operating Expenses</b>                     |                                      |  |   |   |   |                   |
| <b>Operations &amp; Services</b>              |                                      |  |   |   |   |                   |
| Train Operations                              | 40,801,482                           | 4,243,855  | 45,045,337  | 46,871,756                                    | (1,826,419)   | (3.9%)            |
| Equipment Maintenance                         | 33,172,482                           | 3,139,552  | 36,312,034  | 38,133,426                                    | (1,821,392)   | (4.8%)            |
| Fuel  | 21,037,066                           | 1,738,965  | 22,776,031  | 18,744,335                                    | 4,031,696   | 21.5%             |
| Non-Scheduled Rolling Stock Repairs           | 82,456                               | 6,087  | 88,543  | 260,000                                       | (171,457)   | (65.9%)           |
| Operating Facilities Maintenance              | 1,405,802                            | 221,725  | 1,627,527   | 1,684,292                                     | (56,765)  | (3.4%)            |
| Other Operating Train Services                | 1,076,768                            | 67,379   | 1,144,147   | 482,276                                       | 661,871   | 137.2%            |
| Rolling Stock Lease                           | 229,950                              | 19,110   | 249,060   | 335,500                                       | (86,440)  | (25.8%)           |
| Security - Sheriff                            | 5,807,947                            | 540,911  | 6,348,858   | 5,889,371                                     | 459,487   | 7.8%              |
| Security - Guards                             | 2,150,878                            | 284,898  | 2,435,776   | 2,450,000                                     | (14,224)  | (0.6%)            |
| Supplemental Additional Security              | 44,545                               | 36,917   | 81,462  | 690,000                                       | (608,538)   | (88.2%)           |
| Public Safety Program                         | 200,004                              | 39,818   | 239,822   | 389,000                                       | (149,178)   | (38.3%)           |
| Passenger Relations                           | 1,620,312                            | 162,561  | 1,782,873   | 1,731,999                                     | 50,874  | 2.9%              |
| TVM Maintenance/Revenue Collection            | 7,163,108                            | 835,967  | 7,999,075   | 9,055,316                                     | (1,056,241)   | (11.7%)           |
| Marketing                                     | 4,064,575                            | 870,802  | 4,935,377   | 5,379,600                                     | (444,223)   | (8.3%)            |
| Media & External Communications               | 312,810                              | 42,200   | 355,010   | 458,002                                       | (102,992)   | (22.5%)           |
| Utilities / Leases                            | 2,561,009                            | 292,567  | 2,853,576   | 3,472,560                                     | (618,984)   | (17.8%)           |
| Transfers to Other Operations                 | 4,430,650                            | 593,667  | 5,024,317   | 6,495,964                                     | (1,471,647)   | (22.7%)           |
| Amtrak Transfers                              | 1,359,734                            | 126,000  | 1,485,734   | 2,400,000                                     | (914,266)   | (38.1%)           |
| Station Maintenance                           | 1,532,860                            | 62,540   | 1,595,400   | 1,805,500                                     | (210,100)   | (11.6%)           |
| Rail Agreements                               | 5,252,653                            | 431,603  | 5,684,256   | 5,399,736                                     | 284,520   | 5.3%              |
| <b>Subtotal Operations &amp; Services</b>     | <b>134,307,091</b>                   | <b>13,757,123</b>  | <b>148,064,214</b>  | <b>152,128,633</b>                            | <b>(4,064,419)</b>                                  | <b>(2.7%)</b>     |
| <b>Maintenance-of-Way</b>                     |                                      |  |   |   |   |                   |
| MoW - Line Segments                           | 38,050,278                           | 3,521,369  | 41,571,647  | 40,710,762                                    | 860,885   | 2.1%              |
| MoW - Extraordinary Maintenance               | 766,560                              | 40,503   | 807,063   | 590,604                                       | 216,459   | 36.7%             |
| <b>Subtotal Maintenance-of-Way</b>            | <b>38,816,838</b>                    | <b>3,561,872</b>   | <b>42,378,710</b>   | <b>41,301,366</b>                             | <b>1,077,344</b>                                    | <b>2.6%</b>       |
| <b>Administration &amp; Services</b>          |                                      |  |   |   |   |                   |
| Ops Salaries & Fringe Benefits                | 12,244,248                           | 1,197,792  | 13,442,040  | 13,781,917                                    | (339,877)   | (2.5%)            |
| Ops Non-Labor Expenses                        | 5,361,951                            | 1,047,209  | 6,409,160   | 7,635,164                                     | (1,226,004)   | (16.1%)           |
| Indirect Administrative Expenses              | 13,944,949                           | 1,738,363  | 15,683,312  | 17,096,430                                    | (1,413,118)   | (8.3%)            |
| Ops Professional Services                     | 2,095,841                            | 520,066  | 2,615,907   | 2,579,038                                     | 36,869  | 1.4%              |
| <b>Subtotal Administration &amp; Services</b> | <b>33,646,989</b>                    | <b>4,503,430</b>   | <b>38,150,419</b>   | <b>41,092,549</b>                             | <b>(2,942,130)</b>                                  | <b>(7.2%)</b>     |
| <b>Contingency (Non-Train Ops)</b>            | <b>0</b>                             |  |   | <b>204,000</b>                                | <b>(204,000)</b>                                    | <b>(100.0%)</b>   |
| <b>Total Operating Expenses</b>               | <b>206,770,918</b>                   | <b>21,822,424</b>  | <b>228,593,342</b>  | <b>234,726,548</b>                            | <b>(6,133,206)</b>                                  | <b>(2.6%)</b>     |
| <b>Insurance Expense/(Revenue)</b>            |                                      |  |   |   |   |                   |
| Liability/Property/Auto/Misc                  | 8,642,515                            | 777,258  | 9,419,773   | 11,418,392                                    | (1,998,619)   | (17.5%)           |
| Claims / SI                                   | 2,791,172                            | -414,984   | 2,376,188   | 4,000,000                                     | (1,623,812)   | (40.6%)           |
| Claims Administration                         | 534,768                              | 345,142  | 879,910   | 1,211,088                                     | (331,178)   | (27.3%)           |
| <b>Net Insurance Expense</b>                  | <b>11,968,455</b>                    | <b>707,416</b>   | <b>12,675,871</b>   | <b>16,629,480</b>                             | <b>(3,953,609)</b>                                  | <b>(23.8%)</b>    |
| <b>Total Expense</b>                          | <b>218,739,373</b>                   | <b>22,529,840</b>  | <b>241,269,213</b>  | <b>251,356,028</b>                            | <b>(10,086,815)</b>                                 | <b>(4.0%)</b>     |
| <b>Total Loss</b>                             | <b>(128,826,764)</b>                 | <b>(14,254,528)</b>  | <b>(143,081,292)</b>  | <b>(150,549,696)</b>                          | <b>7,468,404</b>                                    | <b>(5.0%)</b>     |
| <b>Member Subsidies*</b>                      |                                      |  |   |   |   |                   |
| Operations                                    | 122,126,639                          | 11,793,577   | 133,920,216   | 133,920,216                                   | -   | 0.0%              |
| Insurance                                     | 15,493,694                           | 1,135,786  | 16,629,480  | 16,629,480                                    | -   | 0.0%              |
| <b>Total Member Subsidies</b>                 | <b>137,620,333</b>                   | <b>12,929,363</b>  | <b>150,549,696</b>  | <b>150,549,696</b>                            | <b>-</b>  | <b>0.0%</b>       |
| <b>Surplus / (Deficit)</b>                    | <b>8,793,569</b>                     | <b>(1,325,165)</b>   | <b>7,468,404</b>  | <b>-</b>                                      | <b>7,468,404</b>                                    | <b>N/A</b>        |





# **Carryforward/Reprogramming of FY19 Forecasted Operating Surplus**

**September 18, 2019**

# Implementing CEO's Vision



## ***Strategic Business Plan (SBP)***

The current Authority Strategic Plan was approved in 2015. Over the last four years, significant changes have taken place (i.e. SCORE) and the Strategic Plan needs to be updated.

### **Purpose of Strategic Business Plan:**

- Update to the 2015 Strategic Plan
- Strengthen partnerships with Member Agencies by providing a shared vision on service levels, growth, and financial sustainability
- Address need to maintain current infrastructure (State of Good Repair backlog) and build out towards SCORE levels of service
- Address long-range view of fleet management plan and rolling stock needs, including emissions technology, and cost elements/drivers resulting from Bundled Operations & Maintenance Contract

## ***Rebranding Exploration***

There is brand confusion that serves as a barrier to attracting riders.

### **Purpose of Rebranding Exploration:**

- To work with a branding expert to explore the possibilities of a rebrand for the Authority
- To develop a comprehensive recommendation on a possible rebranding effort

## ***Operational Effectiveness***

The Operational Excellence Program (OpEx) was established by the CEO in May to improve fiscal sustainability.

### **Purpose of Operation Effectiveness (OpEx Program):**

- To encourage employees to identify ideas to generate new revenue, reduce expenditures, and identify process improvements
- To support the implementation of these innovative employee ideas

# Carryforward of FY19 Operating Surplus



## Allocation by Member Agency

| MEMBER AGENCY      | METRO     | OCTA      | RCTC    | SBCTA   | VCTC    | TOTAL     |
|--------------------|-----------|-----------|---------|---------|---------|-----------|
| FORECASTED SURPLUS | 4,177,585 | 1,649,452 | 722,940 | 652,775 | 265,653 | 7,468,404 |
| 50% CARRYFORWARD   | 2,088,793 | 824,726   | 361,470 | 326,388 | 132,826 | 3,734,202 |

Use of the FY19 Forecasted Surplus would be administered by the Office of the CEO and reported on a monthly basis to the Member Agency Advisory Committee.

## METROLINK MISSION

**TO PROVIDE SAFE, EFFICIENT, DEPENDABLE AND ON-TIME  
TRANSPORTATION SERVICE THAT OFFERS OUTSTANDING  
CUSTOMER EXPERIENCE AND ENHANCES QUALITY OF LIFE.**



**SAFETY | PEOPLE | GROWTH | QUALITY | EFFICIENCY**



## Board Report

File #: 2019-0639, File Type: Resolution

Agenda Number: 21.

### FINANCE, BUDGET AND AUDIT COMMITTEE SEPTEMBER 18, 2019

**SUBJECT: CALIFORNIA SB1 STATE OF GOOD REPAIR PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

APPROVE the Resolution in Attachment A to:

- A. AUTHORIZE the Chief Executive Officer (CEO) or his designee to claim \$30,066,491 in fiscal year (FY) 2019-20 State of Good Repair Program (SGR) grant funds as the Regional Entity for Los Angeles County for this program; and
- B. APPROVE the regional SGR Project List for FY19-20; and
- C. CERTIFY that Metro will comply with all conditions and requirements set forth in the SGR Certification and Assurances document and applicable statutes, regulations and guidelines.

#### **ISSUE**

The California Department of Transportation (Caltrans) issued final FY 2019-20 guidelines for the SGR Program in August, 2019. The Guidelines state that eligible transit operators shall provide a proposed list of projects to their Regional Entity, as defined by Public Utilities Code (PUC) Sections 99313 and 99314. For Los Angeles County, Metro is the Regional Entity. Metro is required to submit a combined project list to Caltrans by September 1, 2019. The submittal package must include an adopted Board resolution approving the Project List and certifying that Metro will comply with all conditions and requirements set forth in the certifications and assurances documents. Since the required documentation was not ready until August, Caltrans has accepted a draft resolution with the project list submittal pending receipt of a Board-adopted resolution. Therefore, staff is seeking Board approval of the resolution contained in Attachment A.

#### **DISCUSSION**

As defined in The Road Repair and Accountability Act of 2017, commonly known as Senate Bill 1 (SB1), the SGR Program provides approximately \$105 million annually to transit operators in California for eligible transit maintenance, rehabilitation and capital projects to help keep transit systems in a state of good repair. These new investments will lead to cleaner transit vehicle fleets,

increased reliability and safety, and reduced greenhouse gas emissions.

Pursuant to PUC Section 99312.1, the funds for the SGR Program are distributed to eligible agencies using the State Transit Assistance Program formula. This formula distributes half of the funds according to population and half according to transit operator revenues. Within Los Angeles County, the revenues will be distributed according to the Metro Board-adopted FAP.

### **DETERMINATION OF SAFETY IMPACT**

The requested actions will have no impact on the safety of our customers or employees.

### **FINANCIAL IMPACT**

Adoption of the SGR resolution and would positively impact the region by making \$30.7 million available to support state of good repair efforts for Metro and the Municipal Operators.

#### **Impact to Budget**

Claiming SGR funds will have a positive impact to the FY20 budget, as Metro is one of the regional recipients of these funds.

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

The recommendations support Metro Vision 2028 Strategic Goal 1.2: Optimize the speed, reliability and performance of the existing system by revitalizing and upgrading Metro's transit assets.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to approve the resolution in Attachment A. Staff does not recommend this alternative because it would risk loss of the region's FY19-20 SGR fund allocation.

### **NEXT STEPS**

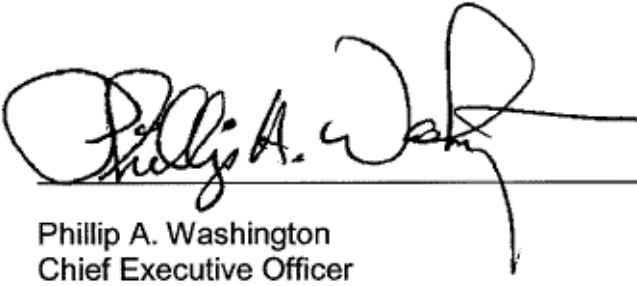
- September, 2019: Metro submits Board-adopted Resolution to Caltrans.

### **ATTACHMENTS**

Attachment A - Resolution to Accept and Distribute Los Angeles County SGR Funds  
Attachment B - Submitted Project Listing From Metro and Municipal Operators

Prepared by: Timothy Mengle, Senior Director, OMB, (213) 922-7665

Reviewed by: Nalini Ahuja, Chief Financial Officer, (213) 922-3088



Phillip A. Washington  
Chief Executive Officer

**ATTACHMENT A**  
**RESOLUTION TO ACCEPT AND DISTRIBUTE LOS ANGELES COUNTY SGR FUNDS**

**RESOLUTION # \_\_\_\_\_**

**APPROVING THE PROJECT LIST FOR FY 2019-20**  
**FOR THE CALIFORNIA STATE OF GOOD REPAIR PROGRAM**

**WHEREAS**, Senate Bill 1 (SB1), the Road Repair and Accountability Act 2017, establishing the State of Good Repair (SGR) program to fund eligible transit maintenance, rehabilitation and capital project activities that maintain the public transit system in a state of good repair; and

**WHEREAS**, the Los Angeles County Metropolitan Transportation Authority (Metro) is an eligible project sponsor and may receive and distribute State Transit Assistance – State of Good Repair funds to eligible project sponsors (local agencies) for eligible transit capital projects;

**WHEREAS**, Metro will be distributing SGR funds to eligible project sponsors (local agencies) under its regional jurisdiction; and

**WHEREAS**, Metro concurs with and approves the attached project list for the State of Good Repair Program funds:

**NOW, THEREFORE, BE IT RESOLVED**, that Metro hereby approves the SB1 State of Good Repair Project List for FY 2019-20; and

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Directors of Metro that the fund recipient agrees to comply with all conditions and requirements set forth in the Certification and Assurances document and applicable statutes, regulations and guidelines for all SGR funded transit capital projects.

**NOW, THEREFORE, BE IT RESOLVED**, that the CEO is hereby authorized to submit a request for Scheduled Allocation of the SB1 State of Good Repair funds and to execute the related grant applications, forms and agreements.

AGENCY BOARD DESIGNEE:

BY: \_\_\_\_\_



**Attachment B**

**Submitted Project Listing From Metro and Municipal Operators**

SB1 State of Good Repair Program, Fiscal Year 2019-2020 Cycle

| Agency   | Project Title   | Project Description   | Estimated 99313 Costs | Estimated 99314 Costs | Other SB1 Costs     | Total Project Costs   |
|--|---|---|-----------------------|-----------------------|---------------------|-----------------------|
| Antelope Valley Transit Authority                        | Purchase Expansion Bus  | Funds toward the purchase of one replacement commuter bus   | \$ -                  | \$ 294,416            | \$ 581,085          | \$ 875,501            |
| City of Commerce   | Preventive Maintenance  | The SGR funds shall be used for preventive maintenance expenses.  | \$ -                  | \$ 20,024             | \$ -                | \$ 20,024             |
| City of Gardena  | FY20 Preventative Maintenance   | The preventative maintenance undertaken under this grant includes repairs and maintenance of SGR funded assets including its facility, equipment, and vehicles.   | \$ -                  | \$ 249,483            | \$ 3,417,552        | \$ 3,667,035          |
| City of Los Angeles                                      | LADOT DASH Transit Bus Replacement                                      | Los Angeles Department of Transportation (LADOT) DASH Transit 30' Battery-Electric Transit Bus  | \$ -                  | \$ 620,000            | \$ 205,000          | \$ 825,000            |
| City of Montebello                                       | Rehabilitation of Transportation Center                                 | The City's Transportation Center was constructed in the 1990s. The SGR funding would support projects such as replacement of HVAC system, concrete and asphalt repairs, painting, carpet replacement and other projects designed to extend the life of the facility.          | \$ -                  | \$ 173,058            | \$ 377,267          | \$ 550,325            |
| City of Norwalk  | Purchase of one (1) Parallelogram Lift                                  | The City of Norwalk Transit System will apply its FY19/20 SGR allocation to the purchase of a parallelogram lift. The parallelogram lift will allow for proper maintenance and inspection of fleet and vehicles, the project is within the scope of the use of SB1 SGR funds. | \$ -                  | \$ 145,114            | \$ -                | \$ 145,114            |
| City of Redondo Beach                                    | Transit Operations Facility Improvements                                | Transit Operations facility improvements that may include interior improvements to the general office space, bathroom, and storage space for use by Transit Operations. The project may also include exterior improvements to the facility.                                   | \$ -                  | \$ 34,395             | \$ -                | \$ 34,395             |
| City of Santa Monica                                     | Bus Replacement   | Purchase Zero-Emission Vehicles to replace CNG buses that have reached it's useful life of 12 years.  | \$ -                  | \$ 921,770            | \$ -                | \$ 921,770            |
| City of Torrance   | Torrance Transit SB1 State of Good Repair Preventive Maintenance FY2020 | Torrance Transit will utilize SB1 State of Good Repair Funds to supplement our annual preventive maintenance program for buses.   | \$ -                  | \$ 291,257            | \$ -                | \$ 291,257            |
| Culver City  | Culver CityBus FY20 Preventive Maintenance                              | Preventive Maintenance on the Culver CityBus fleet of 56 CNG Transit Buses in fixed route revenue service during FY19-20.   | \$ -                  | \$ 245,367            | \$ -                | \$ 245,367            |
| Foothill Transit Zone                                    | Bus Heavy & Preventive Maintenance                                      | Activities, supplies, materials, labor, services, and associated costs required to preserve or extend the functionality and serviceability of buses.  | \$ -                  | \$ 20,000,000         | \$ -                | \$ 20,000,000         |
| Foothill Transit Zone                                    | CNG to Electric Bus Replacement   | Replace 20 CNG buses that have reached the end of useful life with 20 new all electric buses.   | \$ -                  | \$ 4,000,000          | \$16,000,000        | \$ 20,000,000         |
| Foothill Transit Zone                                    | CNG to Electric Bus Replacement   | Replace 25 CNG buses that have reached the end of useful life with 25 new CNG buses.  | \$ -                  | \$ 3,740,000          | \$14,960,000        | \$ 18,700,000         |
| Foothill Transit Zone                                    | Farebox Rehabilitation  | Replace obsolete parts with parts supported by the manufacturer. Replace existing smart card reader with improved security features, real-time communication ready, improved wireless communication with central servers.   | \$ -                  | \$ 3,900,000          | \$ -                | \$ 3,900,000          |
| Long Beach Public Transportation Company                 | Bus Replacement   | Replace buses that have met their useful life. Request funding to support the purchase of up to (10) 40 ft. Battery-electric buses that are fully ADA compliant with a passenger count of up to 38 passengers.  | \$ -                  | \$ 1,074,836          | \$ -                | \$ 1,074,836          |
| Los Angeles County                                       | El Camino Village Bus Shelters Replacement                              | Replace 5 advertising bus stop shelters located in the unincorporated El Camino Village area. Each bus stop shelter will consist of a bench, a trash receptacle and illumination from dusk to dawn.   | \$ -                  | \$ 64,827             | \$ -                | \$ 64,827             |
| Los Angeles County Metropolitan Transportation Authority | Metro Rail Vehicle and Wayside Preventive Maintenance                   | Preventive maintenance expenses of Metro Light and Heavy Rail rolling stock and wayside facilities.   | \$ 13,205,917         | \$ -                  | \$ -                | \$ 168,036,000        |
| Los Angeles County Metropolitan Transportation Authority | Metro Bus Preventive Maintenance  | Preventive maintenance expenses at all Metro Bus Operating Divisions and the Central Maintenance Facility.  | \$ -                  | \$ 12,666,297         | \$ -                | \$ 253,049,000        |
| <b>Total</b>   |   |   | <b>\$ 13,205,917</b>  | <b>\$ 48,440,844</b>  | <b>\$35,540,904</b> | <b>\$ 492,400,451</b> |



## Board Report

File #: 2019-0605, File Type: Contract

Agenda Number: 24.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: EXERCISE OPTIONS ON EXISTING BUS PROCUREMENT CONTRACTS**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Contract Modifications to exercise the Options Bus Buy as follows:

- A. Modification No.: 14 to Contract OP28367-000, Part A with El Dorado National (California), Inc. ("ENC"), to procure 259 Contract Option forty-foot CNG buses for the firm fixed price of \$189,369,145 increasing the Total Contract Value from \$204,278,402 to \$393,647,547 inclusive of sales tax;
- B. Increase the Life-of-Project budget for the CP 201057 for FY20-22 capital program in the amount of \$213,345,580 from \$207,567,748 to \$420,913,328;
- C. Modification No. 3 to Contract OP28367-003, Part B with New Flyer of America Inc. (NFA) to purchase 70 Contract Option sixty-foot CNG articulated buses for the firm fixed price of \$73,457,860 increasing the Total Contract Value from \$68,414,506 to \$141,872,366, inclusive of sales tax;
- D. Increase the Life-of-Project budget for CP 201076 for FY20-22 capital program in the amount of \$77,111,410 from \$72,200,000 to \$149,311,410;
- E. Modification No. 2 to Contract OP28367-002, Part C with BYD Coach & Bus, LLC (BYD) to purchase 40 Contract Option forty-foot ZE buses for the firm fixed price of \$30,863,440, increasing the Total Contract Value from \$47,774,723 to \$ \$78,638,163, inclusive of sales tax; and
- F. Increase the Life-of-Project budget for CP 201077 for FY21-22 capital program in the amount of \$63,082,341 from \$65,900,000 to \$128,982,341.

#### **ISSUE**

Exercise Options on Existing Bus Contracts to improve service quality, reliability, and reduce

emissions impact from aging fleet.

**BACKGROUND**

In April 2016, Metro’s Board of Directors passed a motion expressing a desire to convert Metro’s bus fleet to Zero Emission Buses (ZEB) by 2030. In June/July 2017, Metro awarded contracts for new CNG and ZE buses. In October of 2018, Metro awarded a contract to ZEBGO to develop the Zero Emission Bus (ZEB) Master Plan. In December 2018, the California Air Resources Board (CARB) approved the Innovative Clean Transit (ICT) Regulation which requires full transition to zero emission buses by 2040. In July 2019, Metro’s bus vehicle requirements indicate a need to replace 834 buses by 2022. At this time, Metro has 465 buses on order resulting with a need for an additional 369 buses needed to maintain the bus fleet in a “State of Good Repair.”

**DISCUSSION**

In April 2016, Metro’s Board of Directors authorized staff to initiate RFP No. OP28367 for the procurement of up to 1,000 CNG or Zero Emission Transit Buses for replacement of approximately 600 40 ft. transit buses and 400 60 ft. transit buses. In response to RFP No. OP28367, Metro awarded contracts for 355 40 ft. buses (295 CNG, 60 ZE) and 105 60 ft. buses (65 CNG, 40 ZE). In March 2018, 46 40 ft. option buses were assigned to Gardena Municipal Bus Lines (G-Trans). As a result, there remain 699 buses (299 40 ft. and 400 60 ft. buses) that can be awarded as Contract Options. Refer to table below:

| Contract | Part | OEM       | Bus Type (ft.) | Fuel | Base Order | Option Buses to Exercise |
|----------|------|-----------|----------------|------|------------|--------------------------|
| OP28365  | A    | ENC       | 40             | CNG  | 295        | 259                      |
|          | B    | New Flyer | 60             | CNG  | 65         | 335                      |
|          | C    | BYD       | 40             | ZE   | 60         | 40                       |
|          | D    | New Flyer | 60             | ZE   | 40         | 65                       |

To address the need for 369 buses to maintain a State of Good Repair, Metro considered first exercising the ZE options. However, operationally, the number of ZE buses that may be procured is limited by the charging infrastructure that will be in place at the time the buses are scheduled for delivery (FY21). The analysis performed by Metro’s consultants as part of the ZEB Master Plan projects that infrastructure that will be in place will be limited to supporting approximately 40 electric buses beyond the current order of 105 buses.

Therefore, based on the limitations of the available charging infrastructure the recommendation is to execute contracts for 40 ft. ZE buses, 259 40 ft. CNG buses, and 70 60 ft CNG articulated buses as indicated in the table below:

| Contract | Part | OEM | Bus Type (ft.) | Fuel | Base Order | Option Buses to Exercise | Option Buses to Order |
|----------|------|-----|----------------|------|------------|--------------------------|-----------------------|
| OP28365  | A    | ENC | 40             | CNG  | 295        | 259                      | 259                   |

|  |   |           |    |     |    |     |    |
|--|---|-----------|----|-----|----|-----|----|
|  | B | New Flyer | 60 | CNG | 65 | 335 | 70 |
|  | C | BYD       | 40 | ZE  | 60 | 40  | 40 |
|  | D | New Flyer | 60 | ZE  | 40 | 65  | 0  |

**DETERMINATION OF SAFETY IMPACT**

These buses are designed to comply with all applicable federal, state and local safety standards. These buses will include improved safety features and amenities, including enhanced ADA securement provisions, Operator Barriers, and enhanced video surveillance capabilities. These buses will also replace buses that have reached the end of their useful life and have expiring CNG fuel tanks that are impractical to replace.

**FINANCIAL IMPACT**

This action will award bus option contract modifications and increase the LOP for projects 201057 (40 Foot CNG Buses: El Dorado) \$213,345,580, 201076 (60 Foot CNG Buses: New Flyer) \$77,111,410, and 201077 (40 Foot ZEB: BYD). The LOP increases total \$353,539,331. Bus option deliveries are not anticipated until FY21, so there will be no impact to the FY20 budget.

Since these are multi-year contracts, the Cost Center Managers and Chief Operations Officer will be responsible for budgeting the costs in future years.

Impact to Budget

The sources of funds for projects 201057 and 201076 are anticipated State and Federal grants, TDA Article 4, Prop C 40%, and Measure R Clean Fuel Bus Capital. The sources of funds for project 201077 are anticipated State and Federal grants eligible for Zero Emission vehicle purchases, plus Green funds, TDA Article 4, Prop C 40% and Measure R Clean Fuel Bus Capital funding required for local match.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This item supports the following Strategic Goals 1) Provide high-quality mobility options that enable people to spend less time traveling and 5) Provide responsive, accountable, and trustworthy governance within the Metro organization.

**ALTERNATIVES CONSIDERED**

Staff considered not purchasing additional buses and extending the life of existing fleet buses. This alternative is not recommended because many buses scheduled for replacement during the next three years will reach 15 years of age which is the maximum allowable operating life for the CNG tanks and fuel systems installed on these buses. It is not legal to continue operating CNG vehicles beyond the expiration of the CNG tank certification, and it is not practical to replace CNG tanks on buses that have passed the end of their design life.

Staff considered initiating a new procurement for replacement buses. This alternative is not

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recommended because the lead time for new vehicles can take 18-24 months or more; therefore, it is unlikely that a new bus procurement could be completed in time to meet FY22 fleet replacement needs. Staff does intend to initiate a new solicitation for additional replacement buses in FY20/21 for buses to be delivered in FY23/24.

Staff considered exercising the 60 ft. ZE options. This alternative is not recommended at this time as these buses are designed primarily for en-route charging applications to be effective. Further study, as part of Metro's Master Planning effort, is required to identify where they could be deployed.

### **NEXT STEPS**

If this action is approved, staff will execute Contract Options to begin production of buses in FY20-FY22. Staff will work to complete the ZEB Master Plan to inform the decision of new Procurements that will be advertised in Spring 2020.

Staff will review the viability of exercising the 65 ZE 60 ft. options from RFP No. OP28367, Part D in Spring 2020. Currently, the options are configured to work for en-route charging. As part of the Master Planning efforts, staff will review potential en-route charging locations. If no en-route charging locations are possible, staff will review if higher battery capacity configurations are available to serve Metro's needs.

### **ATTACHMENTS**

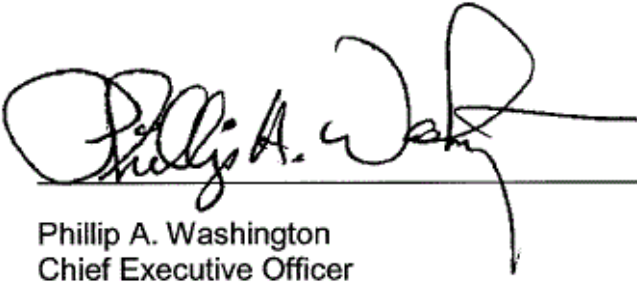
Attachment A - Procurement Summary - (OP28367, Part A)  
Attachment B - Contract Modifications / Change Order Log - (OP28367, Part A)  
Attachment C - DEOD Summary - (OP28367, Part A)  
Attachment D - Funding / Expenditure Plan - (OP28367, Part A)

Attachment E - Procurement Summary - (OP28367, Part B)  
Attachment F - Contract Modifications / Change Order Log - (OP28367, Part B)  
Attachment G - DEOD Summary - (OP28367, Part B)  
Attachment H - Funding / Expenditure Plan - (OP28367, Part B)

Attachment I - Procurement Summary - (OP28367, Part C)  
Attachment J - Contract Modifications / Change Order Log - (OP28367, Part C)  
Attachment K - DEOD Summary - (OP28367, Part C)  
Attachment L - Funding / Expenditure Plan - (OP28367, Part C)

Prepared by: Marc Manning, Sr. Director, Vehicle Engineering & Acquisition, (213) 922-5871  
Jesus Montes, Sr. Executive Officer, Vehicle Engineering & Acquisition, (213) 418-3277

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



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

EL DORADO NATIONAL CALIFORNIA, INC. - 40' LOW FLOOR CNG BUS  
PROCUREMENT/OP28367-000

|    |   |          |  |
|----|---|----------|--|
| 1. | <b>Contract Number:</b> OP28367-000                                       |          |  |
| 2. | <b>Contractor:</b> El Dorado National California, Inc. (ENC)              |          |  |
| 3. | <b>Mod. Work Description:</b> Exercise Option Bus Buy                     |          |  |
| 4. | <b>Contract Work Description:</b> Procure 40' Low-Floor CNG transit buses |          |  |
| 5. | <b>The following data is current as of:</b> 08/06/19                      |          |  |
| 6. | <b>Contract Completion Status</b>   |          | <b>Financial Status</b>  |
|    | <b>Contract Awarded:</b>  | 06/29/17 | <b>Contract Award Amount:</b><br>\$203,567,748                         |
|    | <b>Notice to Proceed (NTP):</b>   | 09/01/17 | <b>Total of Modifications Approved:</b><br>\$710,654                   |
|    | <b>Original Complete Date:</b>  | 11/29/19 | <b>Pending Modifications (including this action):</b><br>\$189,369,145 |
|    | <b>Current Est. Complete Date:</b>  | 11/29/19 | <b>Current Contract Value (with this action):</b><br>\$393,647,547     |
| 7. | <b>Contract Administrator:</b><br>Elizabeth Hernandez                     |          | <b>Telephone Number:</b><br>(213) 922-7334                             |
| 8. | <b>Project Manager:</b><br>Kwesi Annan                                    |          | <b>Telephone Number:</b><br>(213) 922-5953                             |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 14 issued in support of Metro's bus fleet replacement plan to exercise a Contract Option to procure 259 units of 40' low floor CNG buses.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price.

On June 29, 2017, the Board awarded Contract No.: OP28367-000 to El Dorado National California, Inc. (ENC) for the manufacture and delivery of the 295 units of 40' CNG transit buses base buy in the Not-To-Exceed amount of \$203,567,748 for a period of performance of 117 weeks.

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon adequate competition performed at the time that the Contract Options were awarded. The Contract Option price and quantities were evaluated as part of the

Best Value determination for the Base and Options Contract award. Furthermore, staff performed market survey, price analysis, technical evaluation, fact finding, and negotiations of the Option prices prior to Contract award.

The proposed Option price per bus reflects the basic unit price without any Contract escalation that is entitled under the Contract. Metro's ICE and Negotiated Price includes the Contract's price adjustment based on the Producer Price Index (PPI) that is defined in the Contract. That PPI is capped in the Contract at 4% per annum. The NTE price per bus is based on the escalated unit rate price per bus, plus all Contract Modifications

| <b>Proposal Amount<br/>Per Bus</b> | <b>Metro ICE per<br/>Bus</b> | <b>Negotiated<br/>Amount per Bus</b> | <b>Estimated Tax<br/>per Bus</b> |
|------------------------------------|------------------------------|--------------------------------------|----------------------------------|
| \$615,372                          | \$666,200                    | <b>\$666,200</b>                     | <b>\$64,955</b>                  |



## CONTRACT MODIFICATION/CHANGE ORDER LOG

EL DORADO NATIONAL CALIFORNIA, INC. - 40' LOW FLOOR CNG BUS  
PROCUREMENT/OP28367-000

| <b>Mod. no.</b> | <b>Description</b>  | <b>Status (approved or pending)</b> | <b>Date</b>     | <b>\$ Amount</b>     |
|-----------------|---|-------------------------------------|-----------------|----------------------|
| 1               | Exercise Optional Configuration Items - Special Tools and Diagnostic Test Equipment | Approved                            | 11/06/17        | \$1,722,225          |
| 2               | Credit for modifications to vehicle configuration                                   | Approved                            | 12/03/17        | (\$2,030,332.)       |
| 3               | Credit for modifications to vehicle configuration                                   | Approved                            | 12/27/17        | (\$67,666)           |
| 4               | Conformed Technical Specifications  | Approved                            | 01/19/18        | \$0                  |
| 5               | Upgrades on vehicle configuration   | Approved                            | 02/06/18        | \$355,714            |
| 6               | Modify fire suppression system  | Approved                            | 04/23/18        | \$0                  |
| 7               | Modify bike rack configuration  | Approved                            | 10/03/18        | (\$102,361)          |
| 8               | Modify flooring configuration   | Approved                            | 10/26/18        | \$98,972             |
| 9               | Exercise Optional Configuration Training Aids Items                                 | Approved                            | 11/14/18        | \$349,646            |
| 10              | Modify Contract terms   | Approved                            | 01/09/19        | \$0                  |
| 11              | Metro requested modifications   | Approved                            | 01/15/19        | \$279,870            |
| 12              | Conformed Technical Specifications  | Approved                            | 01/17/19        | \$0                  |
| 13              | Exercise Optional Configuration Items   | Approved                            | 02/08/19        | \$104,586            |
| <b>14</b>       | <b>Exercise Option to procure 259 buses</b>   | <b>Pending</b>                      | <b>09/20/19</b> | <b>\$189,369,145</b> |
|                 | <b>Modification Total:</b>  |                                     |                 | <b>\$190,079,799</b> |
|                 | <b>Original Contract:</b>   |                                     |                 | <b>\$203,567,748</b> |
|                 | <b>Total:</b>   |                                     |                 | <b>\$393,647,547</b> |

DEOD SUMMARY

EL DORADO NATIONAL CALIFORNIA, INC. - 40' LOW FLOOR CNG BUS  
PROCUREMENT/OP28367-000

**A. Small Business Participation**

El Dorado National California, Inc. is a Transit Vehicle Manufacturer (TVM) and is on the Federal Transit Administration's (FTA) list of eligible TVMs. El Dorado National California Inc. reported that it submitted its overall Disadvantaged Business Enterprise (DBE) goal of 3.33% to FTA for FY19, in compliance with 49 Code of Federal Regulations (CFR) Section 26.49(a)(1). TVMs submit overall DBE goals and report participation directly to FTA annually.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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

**E. Local Employment Plan**

Local Employment Plan Program is applicable on this contract. Staff will monitor progress on all LEP commitments, including the contractual commitments in creating employment opportunities in the State of California and the 10% commitment to hire disadvantaged workers.

**Funding and Expenditure Plan  
40' CNG Transit Buses (Part A)  
CP201057**

| In Thousands                                  | Expenses Through<br>FY19 | FY20              | FY21              | FY22          | FY23          | Total LOP         | % of Total    |
|---|--------------------------|-------------------|-------------------|---------------|---------------|-------------------|---------------|
| <b>Uses of Funds</b>                          |                          |                   |                   |               |               |                   |               |
| Vehicles                                      | \$ 55,559                | \$ 142,674        | \$ 214,540        | \$ -          | \$ -          | \$ 412,773        | 98.1%         |
| Spare Parts, Optional Features, Training Aids | \$ 280                   | \$ 1,000          | \$ 1,000          | \$ -          | \$ -          | \$ 2,280          | 0.5%          |
| Labor   | \$ 1,473                 | \$ 1,131          | \$ 1,127          | \$ 656        | \$ 673        | \$ 5,060          | 1.2%          |
| Travel/Administration                         | \$ 275                   | \$ 190            | \$ 334            | \$ -          | \$ -          | \$ 800            | 0.2%          |
| <b>Total Project Costs</b>                    | <b>\$ 57,588</b>         | <b>\$ 144,995</b> | <b>\$ 217,002</b> | <b>\$ 656</b> | <b>\$ 673</b> | <b>\$ 420,913</b> | <b>100.0%</b> |
|   |                          |                   |                   |               |               |                   |               |
| In Thousands                                  | Expenses Through<br>FY19 | FY20              | FY21              | FY22          | FY23          | Total LOP         | % of Total    |
| <b>Sources of Funds</b>                       |                          |                   |                   |               |               |                   |               |
| Federal (CMAQ/STBGP/5307)                     |                          | \$ -              | \$ 186,904        | \$ -          | \$ -          | \$ 186,904        | 44.4%         |
| Local (Prop C/Measure R/TDA/Green Fund)       |                          | \$ 144,995        | \$ 30,098         | \$ 656        | \$ 673        | \$ 176,422        | 41.9%         |
|   |                          |                   |                   |               |               |                   |               |
|   |                          |                   |                   |               |               |                   |               |
| <b>Total Project Funding</b>                  | <b>\$ 57,588</b>         | <b>\$ 144,995</b> | <b>\$ 217,002</b> | <b>\$ 656</b> | <b>\$ 673</b> | <b>\$ 420,913</b> | <b>100.0%</b> |

## PROCUREMENT SUMMARY

NEW FLYER OF AMERICA INC. - 60' LOW FLOOR CNG BUS PROCUREMENT/  
OP28367-003

|    |   |          |   |
|----|---|----------|---|
| 1. | <b>Contract Number:</b> OP28367-003                                       |          |   |
| 2. | <b>Contractor:</b> New Flyer of America Inc. (NFA)                        |          |   |
| 3. | <b>Mod. Work Description:</b> Exercise Option Bus Buy                     |          |   |
| 4. | <b>Contract Work Description:</b> Procure 60' Low-Floor CNG transit buses |          |   |
| 5. | <b>The following data is current as of:</b> 08/06/19                      |          |   |
| 6. | <b>Contract Completion Status</b>   |          | <b>Financial Status</b>   |
|    | <b>Contract Awarded:</b>  | 07/27/17 | <b>Contract Award Amount:</b><br>\$67,688,610                         |
|    | <b>Notice to Proceed (NTP):</b>   | 01/30/18 | <b>Total of Modifications Approved:</b><br>\$725,896                  |
|    | <b>Original Complete Date:</b>  | 03/30/20 | <b>Pending Modifications (including this action):</b><br>\$73,457,860 |
|    | <b>Current Est. Complete Date:</b>  | 03/30/20 | <b>Current Contract Value (with this action):</b><br>\$141,872,366    |
| 7. | <b>Contract Administrator:</b><br>Elizabeth Hernandez                     |          | <b>Telephone Number:</b><br>(213) 922-7334                            |
| 8. | <b>Project Manager:</b><br>Lorenzo Lopez                                  |          | <b>Telephone Number:</b><br>(213) 922-5711                            |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 3 issued in support of Metro's bus fleet replacement plan to exercise a Contract Option to procure 70 additional 60' low floor CNG buses.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price.

On July 27, 2017, the Board awarded Contract No.: OP28367-003 to New Flyer of America Inc. (NFA) for the manufacture and delivery of the 70 units of 60' CNG transit buses base buy in the Not-To-Exceed amount of \$67,688,610 for a period of performance of 26 months.

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon adequate competition performed at the time that the Contract Options were awarded. The Contract Option price and quantities were evaluated as part of the

Best Value determination for the Base and Options Contract award. Furthermore, staff performed market survey, price analysis, technical evaluation, fact finding, and negotiations of the Option prices prior to Contract award.

The proposed Option price per bus reflects the basic unit price without any Contract escalation that is entitled under the Contract. Metro's ICE and Negotiated Price includes the Contract's price adjustment based on the Producer Price Index (PPI) that is defined in the Contract. That PPI is capped in the Contract at 4% per annum. The NTE price per bus is based on the escalated unit rate price per bus, plus all Contract Modifications

| <b>Proposed Amount<br/>Per Bus</b> | <b>Metro ICE per<br/>Bus</b> | <b>Negotiated<br/>Amount per Bus</b> | <b>Estimated Tax<br/>per bus</b> |
|------------------------------------|------------------------------|--------------------------------------|----------------------------------|
| \$873,858                          | \$956,170.66                 | <b>\$956,171</b>                     | <b>\$93,227</b>                  |

## CONTRACT MODIFICATION/CHANGE ORDER LOG

NEW FLYER OF AMERICA INC. - 60' LOW FLOOR CNG BUS PROCUREMENT/  
OP28367-003

| Mod. no. | Description                                | Status (approved or pending) | Date            | \$ Amount            |
|----------|--|------------------------------|-----------------|----------------------|
| 1        | Exercise Optional Configuration Items      | Approved                     | 11/05/18        | \$501,397            |
| 2        | Exercise Optional Configuration Items      | Approved                     | 11/06/19        | \$224,499            |
| 3        | <b>Exercise Option to procure 70 buses</b> | <b>Pending</b>               | <b>09/20/19</b> | <b>\$73,457,860</b>  |
|          | <b>Modification Total:</b>                 |                              |                 | <b>\$74,183,756</b>  |
|          | <b>Original Contract:</b>                  |                              |                 | <b>\$67,688,610</b>  |
|          | <b>Total:</b>                              |                              |                 | <b>\$141,872,366</b> |

## DEOD SUMMARY

NEW FLYER OF AMERICA INC. 60' LOW FLOOR CNG BUS  
PROCUREMENT/OP28367-003**A. Small Business Participation**

New Flyer of America is a Transit Vehicle Manufacturer (TVM) and is on the Federal Transit Administration's (FTA) list of eligible TVMs. New Flyer of America reported that it submitted its overall Disadvantaged Business Enterprise (DBE) goal of 4.30% to FTA for FY19, in compliance with 49 Code of Federal Regulations (CFR) Section 26.49(a)(1). TVMs submit overall DBE goals and report participation directly to FTA annually.

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

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

**C. Prevailing Wage Applicability**

Prevailing Wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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

**E. Local Employment Plan**

Local Employment Plan Program is applicable on this contract. Staff will monitor progress on all LEP commitments, including the contractual commitments in creating employment opportunities in the State of California and the 40% commitment to hire disadvantaged workers.

**Funding and Expenditure Plan  
60' CNG Transit Buses (Part B)  
CP201076**

| In Thousands   | Expenses Through<br>FY19 | FY20             | FY21             | FY22          | FY23          | Total LOP         | % of Total    |
|--|--------------------------|------------------|------------------|---------------|---------------|-------------------|---------------|
| <b>Uses of Funds</b>                                 |                          |                  |                  |               |               |                   |               |
| <b>Vehicles</b>                                      | \$ 2,478                 | \$ 58,035        | \$ 77,893        | \$ -          | \$ -          | \$ 138,406        | 92.7%         |
| <b>Spare Parts, Optional Features, Training Aids</b> | \$ 14                    | \$ 3,266         | \$ 3,266         | \$ -          | \$ -          | \$ 6,545          | 4.4%          |
| <b>Labor</b>   | \$ 626                   | \$ 944           | \$ 966           | \$ 461        | \$ 472        | \$ 3,469          | 2.3%          |
| <b>Travel/Administration</b>                         | \$ 65                    | \$ 413           | \$ 413           | \$ -          | \$ -          | \$ 891            | 0.6%          |
| <b>Total Project Costs</b>                           | <b>\$ 3,182</b>          | <b>\$ 62,659</b> | <b>\$ 82,538</b> | <b>\$ 461</b> | <b>\$ 472</b> | <b>\$ 149,311</b> | <b>100.0%</b> |
|  |                          |                  |                  |               |               |                   |               |
| In Thousands   | Expenses Through<br>FY19 | FY20             | FY21             | FY22          | FY23          | Total LOP         | % of Total    |
| <b>Sources of Funds</b>                              |                          |                  |                  |               |               |                   |               |
| State (STIP/MSRC)                                    |                          | \$ -             | \$ 1,500         | \$ -          | \$ -          | \$ 1,500          | 1.0%          |
| Local (Prop C/Measure R/TDA/Green Fund)              |                          | \$ 62,659        | \$ 81,038        | \$ 461        | \$ 472        | \$ 144,629        | 96.9%         |
|  |                          |                  |                  |               |               |                   |               |
|  |                          |                  |                  |               |               |                   |               |
| <b>Total Project Funding</b>                         | <b>\$ 3,182</b>          | <b>\$ 62,659</b> | <b>\$ 82,538</b> | <b>\$ 461</b> | <b>\$ 472</b> | <b>\$ 149,311</b> | <b>100.0%</b> |



## PROCUREMENT SUMMARY

BYD COACH & BUS, LLC - 40' LOW FLOOR ZE BUS PROCUREMENT/  
OP28367-002

|    |  |          |   |
|----|--|----------|---|
| 1. | <b>Contract Number:</b> OP28367-002                                      |          |   |
| 2. | <b>Contractor:</b> BYD Coach & Bus, LLC (BYD)                            |          |   |
| 3. | <b>Mod. Work Description:</b> Exercise Option Bus Buy                    |          |   |
| 4. | <b>Contract Work Description:</b> Procure 40' Low-Floor ZE transit buses |          |   |
| 5. | <b>The following data is current as of:</b> 08/06/19                     |          |   |
| 6. | <b>Contract Completion Status</b>  |          | <b>Financial Status</b>   |
|    | <b>Contract Awarded:</b>   | 07/27/17 | <b>Contract Award Amount:</b><br>\$47,774,723                         |
|    | <b>Notice to Proceed (NTP):</b>  | 11/15/17 | <b>Total of Modifications Approved:</b><br>\$0                        |
|    | <b>Original Complete Date:</b>   | 09/16/19 | <b>Pending Modifications (including this action):</b><br>\$30,863,440 |
|    | <b>Current Est. Complete Date:</b>                                       | 01/22    | <b>Current Contract Value (with this action):</b><br>\$78,638,163     |
| 7. | <b>Contract Administrator:</b><br>Elizabeth Hernandez                    |          | <b>Telephone Number:</b><br>(213) 922-7334                            |
| 8. | <b>Project Manager:</b><br>Julio Rodriguez                               |          | <b>Telephone Number:</b><br>(213) 922-6603                            |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 2 issued in support of Metro's bus fleet replacement plan to exercise a Contract Option to procure 40 additional 40' low floor Zero Emission (ZE) buses.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price.

On July 27, 2017, the Board awarded Contract No.: OP28367-002 to BYD Coach & Bus, LLC (BYD) for the manufacture and delivery of the 60 units of 40' ZE transit buses base buy in the Not-To-Exceed amount of \$47,774,723 for a period of performance of 100 weeks.

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon adequate competition performed at the time that the Contract Options were awarded. The Contract Option price and quantities were evaluated as part of the

Best Value determination for the Base and Options Contract award. Furthermore, staff performed market survey, price analysis, technical evaluation, fact finding, and negotiations of the Option prices prior to Contract award.

The proposed Option price per bus reflects the basic unit price without any Contract escalation that is entitled under the Contract. Metro's ICE and Negotiated Price includes the Contract's price adjustment based on the Producer Price Index (PPI) that is defined in the Contract. That PPI is capped in the Contract at 4% per annum. The NTE price per bus is based on the escalated unit rate price per bus, plus all Contract Modifications

| <b>Proposal Amount<br/>Per Bus</b> | <b>Metro ICE per<br/>Bus</b> | <b>Negotiated<br/>Amount per Bus</b> | <b>Estimated Tax<br/>per Bus</b> |
|------------------------------------|------------------------------|--------------------------------------|----------------------------------|
| \$650,000                          | \$703,040                    | <b>\$703,040</b>                     | <b>\$68,546</b>                  |

## CONTRACT MODIFICATION/CHANGE ORDER LOG

BYD COACH & BUS, LLC - 40' LOW FLOOR ZE BUS PROCUREMENT/  
OP28367-002

| <b>Mod. no.</b> | <b>Description</b>                                | <b>Status (approved or pending)</b> | <b>Date</b>     | <b>\$ Amount</b>    |
|-----------------|---|-------------------------------------|-----------------|---------------------|
| 1               | Modify Contract Provisions                        | Approved                            | 1/9/19          | \$0                 |
| 6               | <b>Exercise Option to procure 40 option buses</b> | <b>Pending</b>                      | <b>09/20/19</b> | <b>\$30,863,440</b> |
|                 | <b>Modification Total:</b>                        |                                     |                 | <b>\$30,863,440</b> |
|                 | <b>Original Contract:</b>                         |                                     |                 | <b>\$47,774,723</b> |
|                 | <b>Total:</b>                                     |                                     |                 | <b>\$78,638,163</b> |

## DEOD SUMMARY

BYD COACH & BUS, LLC - 40' LOW FLOOR ZE BUS PROCUREMENT/  
OP28367-002**A. Small Business Participation**

BYD Coach & Bus, LLC is a Transit Vehicle Manufacturer (TVM) and is on the Federal Transit Administration's (FTA) list of eligible TVMs. BYD Coach & Bus, LLC reported that it submitted its overall Disadvantaged Business Enterprise (DBE) goal of 4.00% to FTA for FY19, in compliance with 49 Code of Federal Regulations (CFR) Section 26.49(a)(1). TVMs submit overall DBE goals and report participation directly to FTA annually.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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

**E. Local Employment Plan**

Local Employment Plan Program is applicable on this contract. Staff will monitor progress on all LEP commitments, including the contractual commitments in creating employment opportunities in the State of California and the 10% commitment to hire disadvantaged workers.

**Funding and Expenditure Plan  
40' ZE Transit Buses (Part I)  
CP201077**

| In Thousands                                  | Expenses Through<br>FY19 | FY20            | FY21             | FY22             | FY23          | FY24          | Total LOP         | % of Total    |
|---|--------------------------|-----------------|------------------|------------------|---------------|---------------|-------------------|---------------|
| <b>Uses of Funds</b>                          |                          |                 |                  |                  |               |               |                   |               |
| Vehicles & Charging Infrastructure            | \$ -                     | \$ 5,000        | \$ 34,034        | \$ 80,082        | \$ -          | \$ -          | \$ 119,116        | 92.4%         |
| Spare Parts, Optional Features, Training Aids | \$ -                     | \$ 1            | \$ 2,450         | \$ 2,450         | \$ -          | \$ -          | \$ 4,901          | 3.8%          |
| Labor   | \$ 218                   | \$ 682          | \$ 916           | \$ 1,320         | \$ 673        | \$ 690        | \$ 4,500          | 3.5%          |
| Travel/Administration                         | \$ 58                    | \$ 188          | \$ 218           | \$ -             | \$ -          | \$ -          | \$ 465            | 0.4%          |
| <b>Total Project Costs</b>                    | <b>\$ 277</b>            | <b>\$ 5,872</b> | <b>\$ 37,619</b> | <b>\$ 83,852</b> | <b>\$ 673</b> | <b>\$ 690</b> | <b>\$ 128,982</b> | <b>100.0%</b> |

| In Thousands                            | Expenses Through<br>FY19 | FY20            | FY21             | FY22             | FY23          | FY24          | Total LOP         | % of Total    |
|---|--------------------------|-----------------|------------------|------------------|---------------|---------------|-------------------|---------------|
| <b>Sources of Funds</b>                 |                          |                 |                  |                  |               |               |                   |               |
| Federal (CMAQ/STBGP/5307)               |                          | \$ -            | \$ -             | \$ 46,051        | \$ -          | \$ -          | \$ 46,051         | 35.7%         |
| State (STIP/MSRC)                       |                          | \$ -            | \$ 37,619        | \$ -             | \$ -          | \$ -          | \$ 37,619         | 29.2%         |
| Local (Prop C/Measure R/TDA/Green Fund) |                          | \$ 5,872        | \$ -             | \$ 37,801        | \$ 673        | \$ 690        | \$ 45,036         | 34.9%         |
|   |                          |                 |                  |                  |               |               |                   |               |
|   |                          |                 |                  |                  |               |               |                   |               |
| <b>Total Project Funding</b>            | <b>\$ 277</b>            | <b>\$ 5,872</b> | <b>\$ 37,619</b> | <b>\$ 83,852</b> | <b>\$ 673</b> | <b>\$ 690</b> | <b>\$ 128,982</b> | <b>100.0%</b> |

# **Electric Bus Program Update**

# Current Background & Timeline

- **January 2019**
  - ✓ Provided Preliminary update to Board Staff to demonstrate need for procurement actions
- **July 2019**
  - ✓ Provided Metro Board with a Zero Emission Bus (ZEB) Master Plan update
  - ✓ Evaluated opportunities to expedite transition
    - Bundle division conversions to single procurements
    - Acquire or lease additional operating space
- **September 2019**
  - ✓ Refined cost estimates, infrastructure phasing schedule, and procurement strategies
  - ✓ Procurement Decision (exercising select contract Options)
- **Spring 2020**
  - Provide Metro Board with a ZEB Master Plan update
  - New Bus Procurement Decision – Fleet Mix TBD
    - Delivery beginning in 2023



**Metro**

# Transition to ZEB Operations – 2017 Guiding Principles

- **Continue to replace aging bus fleet (~200 Buses per Year)**
  - **Status: 465 buses ordered in 2017 and 350 buses to be delivered in 2019**
- **Upgrade current CNG buses to “Near-Zero” Low NOx engines**
  - **Status: On target, 223 buses upgraded to-date at Mid-life**
- **Maintain existing bus fleet in a State of Good Repair**
  - **Status: Fleet age is increasing**
    - **Need to replace additional 369 buses by 2022**
- **Improve Service Quality and Reliability**
  - **Status: New Buses placed into service in 2019**
- **Transition Metro Orange Line to Zero-Emission by 2020**
  - **Status: On Target for Completion**
- **Transition Metro Silver Line to Zero-Emission by ~2021**
  - **Status: On Target for Completion**
- **Goal of 100% Zero-Emission Bus Fleet by 2030**
  - **Status: Master Plan addresses implementation roadmap**



# Bus Fleet Requirements & Availability

## Metro Bus Fleet Age & Spare Ratio Forecasts

### Fleet Planning Parameters

#### Peak Vehicle Requirement

2,300+ buses (scheduled service + spares)

1,900+ buses (scheduled service only)

#### Spare Ratio

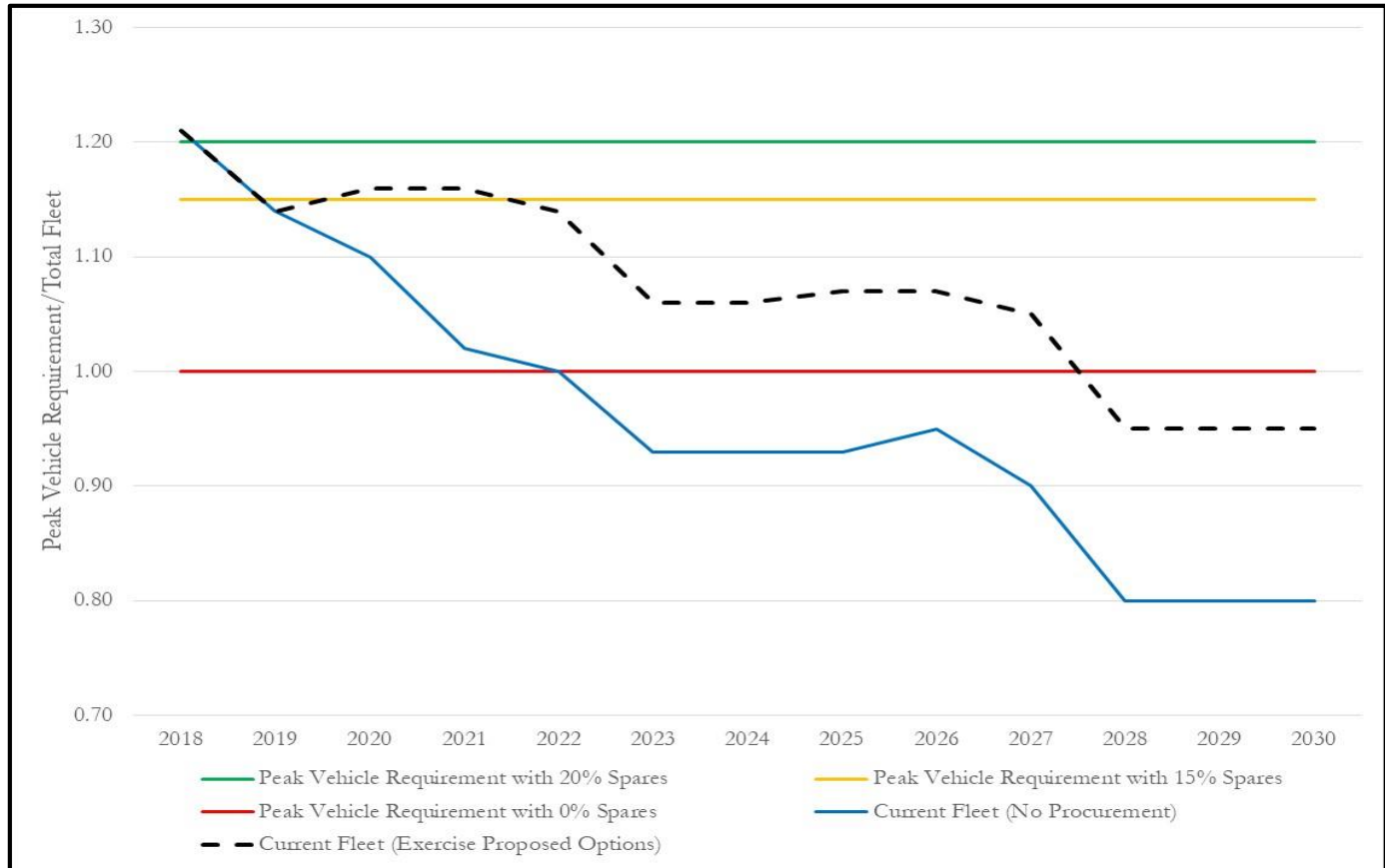
FTA requirement:  $\leq 20\%$

Metro policy: 15% - 20%

#### Bus Retirement Age

FTA requirement: 12 years

Metro Policy: 15-18 years



- 834 additional buses needed by 2022 to meet current service levels with exceeding FTA spare ratio and age requirements
- 465 buses on order (~350 buses to be delivered in 2019)
- 369 Options Buses to Exercise



# Bus Procurement Approach

## Background

- **New CNGs operate cleaner than existing fleet**
  - ~98% Reduction in NOx, ~50% reduction in PM, ~55% reduction in CO vs. oldest fleet
- **New CNG are more reliable than existing fleet**
  - Newest fleet is 3 times more mechanically reliable than older fleet
- **Metro's 60 ft. Electric Bus has a range of 50-60 miles**
  - Requires En-Route Charging or larger battery pack to deploy
  - Review by Spring 2020 if option buses and route lengths can be configured for optimum operations
- **Zero Emission Bus deployment requires charging infrastructure**
  - Division 9 and 8 have only 40 ft. buses remaining to be electrified
    - 40 ft. option buses can be deployed at 8 and 9
    - Deployment will be based on availability of charging infrastructure

## Recommendation

- **Metro staff recommends to exercise the following options:**
  1. Exercise Option for 259 CNG 40 ft. Buses from Eldorado
  2. Exercise Option for 70 CNG 60 ft. Buses from New Flyer
  3. Exercise Option for 40 Electric 40 ft. Buses from BYD

# ZEB Master Plan – Infrastructure Overview

- **Key Limitation to Electric Bus Deployment is Charging Infrastructure and Space**

## **1. Charging Infrastructure**

- Limited grid capacity at divisions
  - Limits number of ZEBs that can be assigned
  - Long lead times for utilities to implement necessary grid upgrades
  - Working with SCE & LADWP to optimize schedule
- Fleet Mix impacts Division needs
  - CNG vs. Battery:  
CNG facility unable to be de-commissioned with CNG buses in operation
  - 40 ft. vs. 60 ft. bus  
Impacts Facility design; Charging Interface would have to accommodate different length buses
- Battery and Charging Technology is still evolving

## **2. Space**

- Minimize service impacts while electrifying divisions
- More Space allows for quicker solution
- Mitigations:
  - Utilize En-Route Charging – less infrastructure at divisions
  - Optimize Existing Parking Layouts
  - Temporary parking space



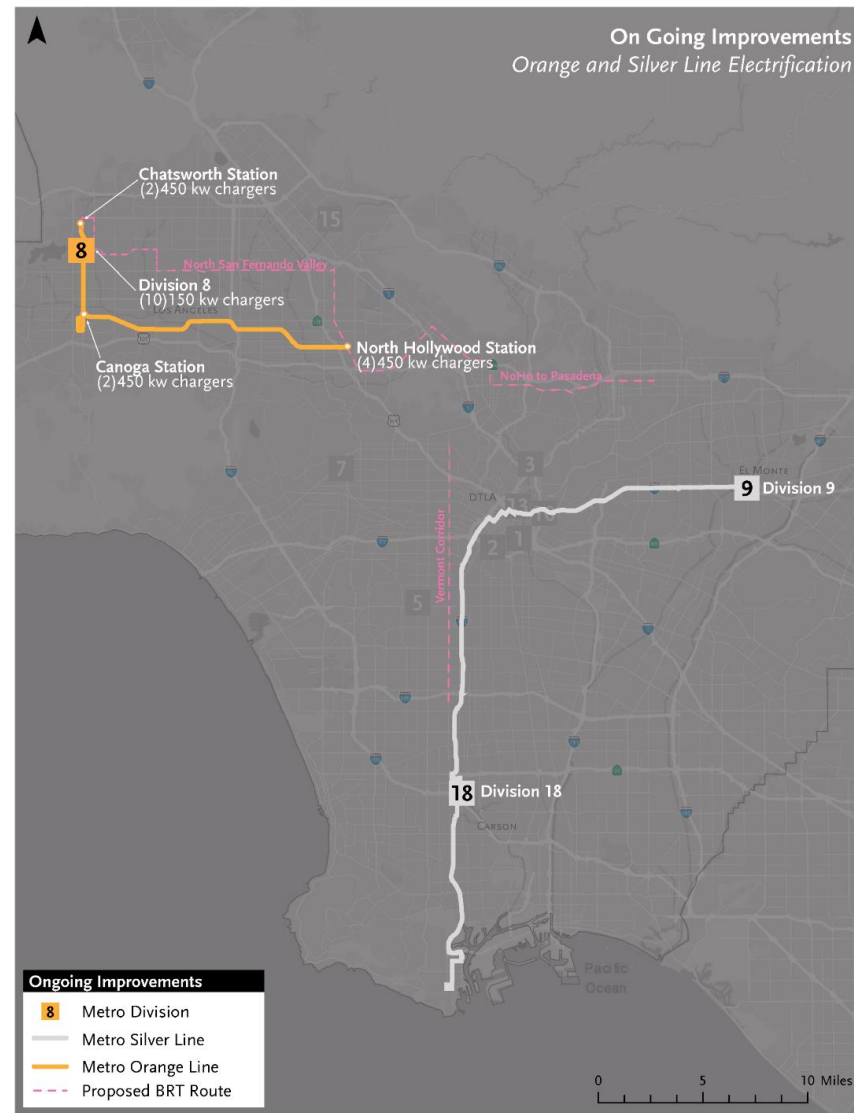
# ZEB Master Plan - Phases

## Phase 1: Near-Term Activities (2020 – 2021)

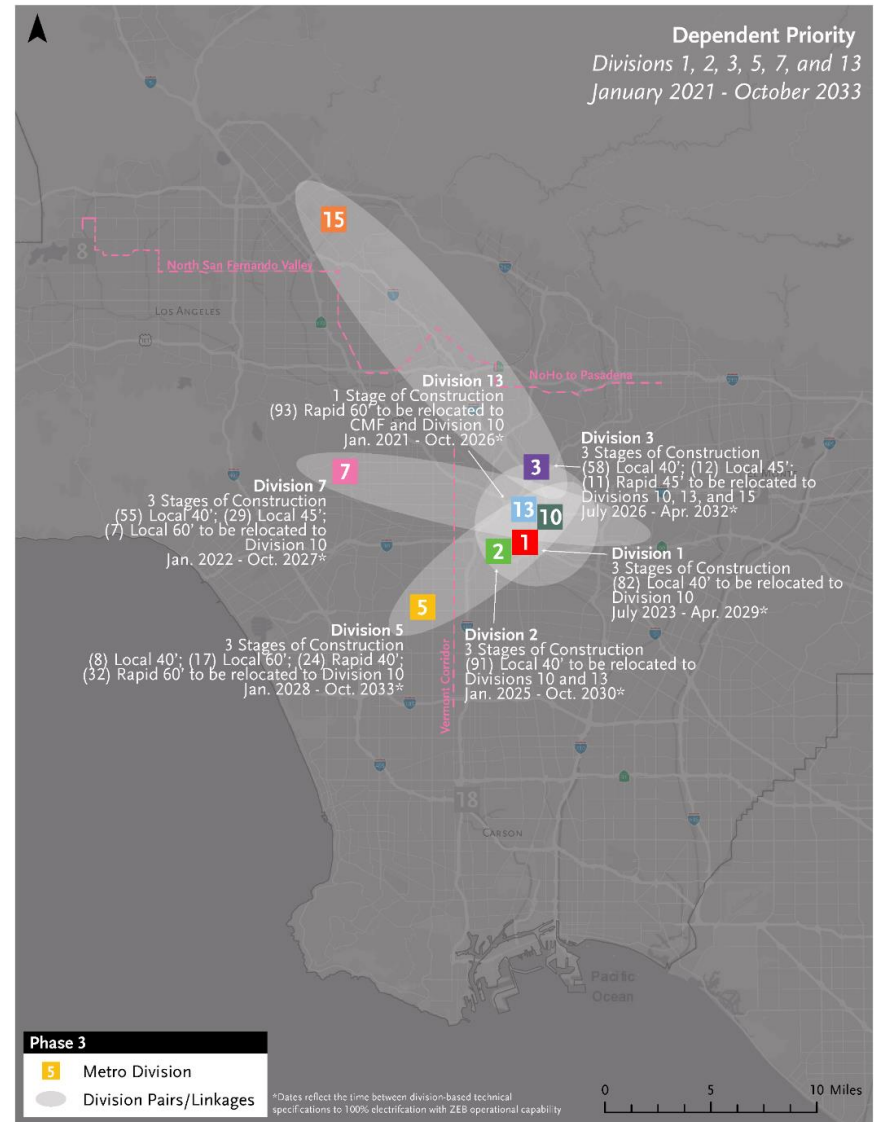
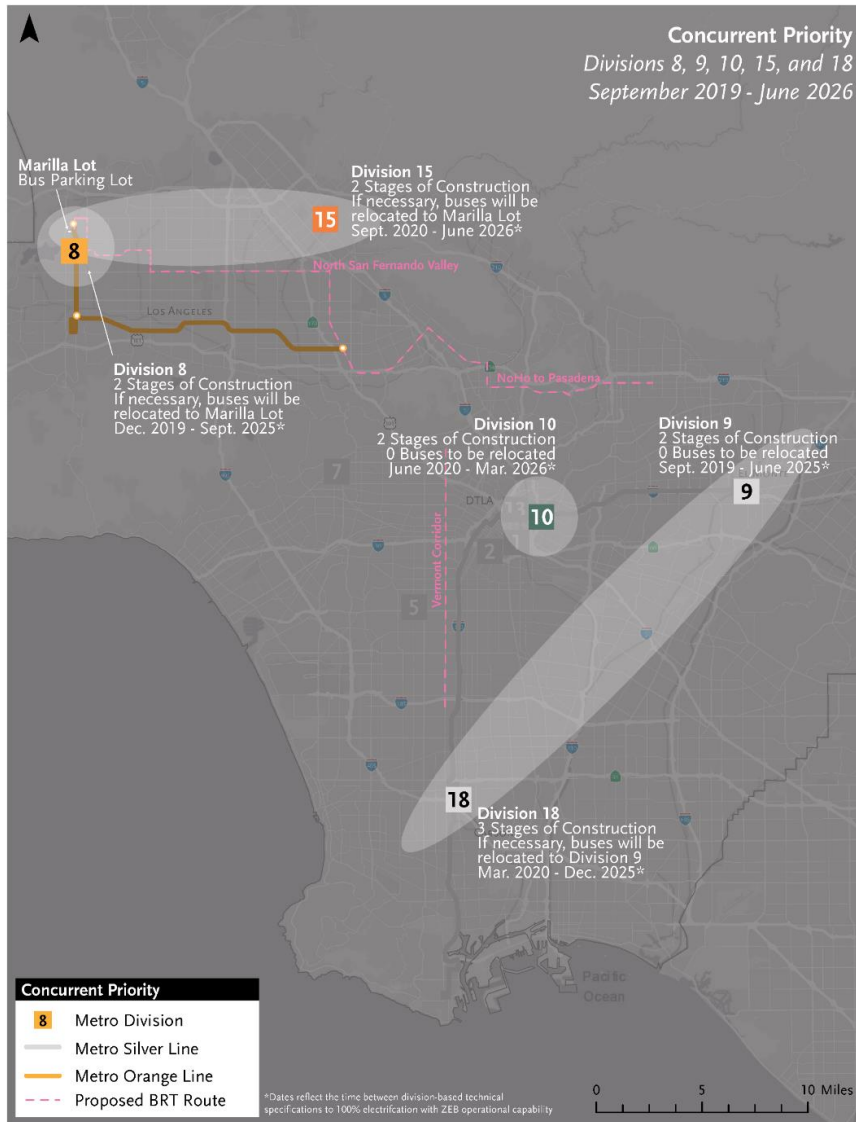
- ✓ Orange Line Electrification
  - Charging Infrastructure & Vehicles
- ✓ Silver Line Electrification
  - Charging Infrastructure & Vehicles
- ✓ Upgrade Near-Zero CNG Engines to RCNG at mid-life
- ✓ Refine & Develop Master Plan Details
  - Division Operations and Parking Patterns
  - Fleet Mix (40 ft vs. 60 ft, CNG vs. Battery)
  - En-Route Charging Analysis & Optimization
  - Space Optimization
  - Refine DAC (Disadvantage Community) Options

## Phases 2/3: Long-Term Activities (2022 – 2030+)

- Conversion of Divisions from CNG to Battery Charging
- Procurement of Vehicles



# ZEB Master Plan – Phasing Maps

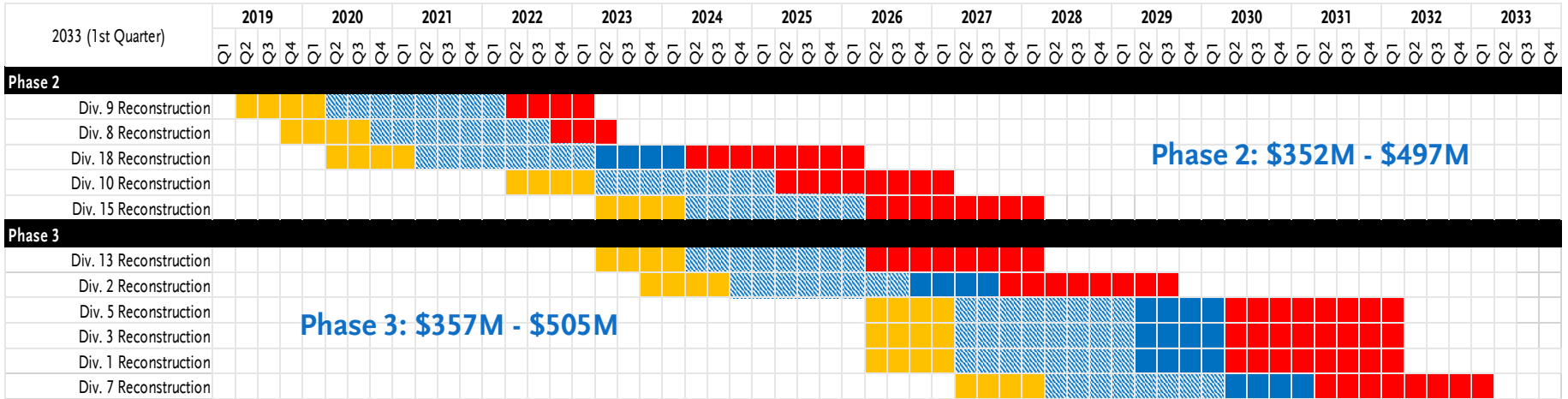


**Phase 2: Independent divisions**

**Phase 3: Dependent divisions**

# ZEB Master Plan - Phasing Schedule

Construction Completed in Q4 2031; Electrification Completed in Q1 2033



- Spec. Development & Procurement (12 Months)
- Division Electrification (Staged Construction) (24 – 36 Months)
- Design and Utility Agreements/Approval (24 Months)
- Utility Upgrades and Construction (24 Months)



# ZEB Master Plan – Costs & Funding

- **Capital Expenditures**
  - Preliminary Capital Cost Estimates (\$1.1 Billion – \$1.5 Billion more than CNG)
    - ~\$700 Million to ~\$1 Billion in Infrastructure costs
    - ~\$400 Million in additional vehicle costs
- **Operating Expenditures**
  - Utility Rates and resulting costs are under revision
  - Design Impacts
    - Battery Life & Maintenance
    - Maintenance Activities
    - CMF: Re-purposing from CNG to ZEB
    - Workforce (Training, Job Descriptions)
- **Funding Challenge**
  - Need of \$1.1 - \$1.5 Billion vs. Funding Available
  - Funding Opportunities
    - SCE Charge Ready Transport
    - California HVIP Program
    - VW Mitigation Trust
    - Public-Private Partnership (P3) for buses and/or charging equipment



## Board Report

File #: 2019-0547, File Type: Contract

Agenda Number: 26.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: METRO'S PHOTO ENFORCEMENT PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to award an eight-year, firm fixed price Contract No. PS60032000, to Redflex Traffic Systems, Inc., for Photo Enforcement Program Services in an amount not to exceed \$25,385,196, effective October 1, 2019, subject to resolution of protest(s), if any; and
- B. TERMINATING Contract No. PS68103079 with Conduent State & Local Solutions, Inc. once all operations, maintenance and citation processing have been transitioned to the new awarded contractor Redflex.

#### **ISSUE**

In November 2013, the Board approved award of Contract No. PS68103079 with Conduent State & Local Solutions, Inc. (Conduent), formerly Xerox State and Local Solutions, Inc., for a period of eight years, inclusive of two, two-year options, starting July 1, 2014, for photo enforcement services. The Contract was executed for an eight-year term, inclusive of both options, expiring on June 30, 2022.

In June 2018, staff returned to the Board to exercise the first two-year option. During the June 2018 Executive Management Committee meeting, staff explained that while the project was 50% complete, Conduent's SBE attainment was only 12.55% (later corrected to 9.7%). This shortfall was attributed to Conduent self-performing the work of a listed and approved SBE subcontractor. Conduent conceded that the scope committed to its subcontractor had been self-performed for the first four years of the contract term by Conduent's own workforce without advisement or prior approval by Metro, as contractually required. Thus, a motion by Director Dupont-Walker to amend staff's recommendation and allow a six-month extension for this contract and re-evaluate Conduent's performance in six months on meeting the SBE commitment was approved. Subsequently at the Board Meeting, staff updated the recommended action to authorize the Chief Executive Officer to negotiate and execute necessary modifications to Contract PS68103079 with Conduent for Red Light Photo Enforcement installation and maintenance services and to return to the Board no later than



January 2019 with a recommendation to immediately re-procure if Conduent fails to substantially mitigate its SBE underpayments, or to recommend awarding the balance of the first two-year option if Conduent materially remediates its first four years of SBE payment shortfall.

In January 2019, staff returned to the Board to provide an update of the Metro’s Photo Enforcement Program. Conduent had shown improvements in the SBE participation from 9.71% in June 2018 to 12.14% in November 2018 against the overall contract commitment of 23.4%. The attributed factor to the shortfall of the SBE commitment is the pending issue of Conduent’s proposed SBE subcontractor substitution, which as of the date of this report has not been resolved. Metro staff have continued to work closely with the Contractor on this matter since June 2018.

Beginning in July 2018, staff has been meeting with Conduent monthly to monitor their SBE remediation plan for a period that extended beyond the planned end date of December 2018. The matrix below shows the Contract cumulative SBE participation through June 2019.

| Jun-18 (BASE*) | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 |
|----------------|--------|--------|--------|--------|--------|--------|
| 9.71%          | 9.83%  | 9.95%  | 10.61% | 11.77% | 12.14% | 17.40% |

| Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 |
|--------|--------|--------|--------|--------|--------|
| 17.30% | 17.10% | 17.70% | 17.70% | 18.10% | 17.85% |

\*Adjusted per Conduent’s August 2, 2018 correction

As of June 30, 2019, the last month for which data is available for this report, the overall Project-to-Date Small Business Utilization Rate is 17.85% up 8.14% from the adjusted participation of 9.71% on June 30, 2018.

However, staff is concerned, based on the departure of its original SBE subcontractor, LA Signal, that Conduent will not meet its SBE commitment of 8.1% to LA Signal. As of the date of this report, the proposed SBE subcontractor substitution has not been resolved, which will continue to impact Conduent’s overall compliance target (23.4%).

### Labor Wage and Retention Programs Update

In addition to the on-going SBE participation shortfall, Metro’s Labor Wage & Retention Programs (LWRP) unit received a letter dated November 16, 2018, from Conduent stating that this photo enforcement contract is a service contract and is not subject to federal or state prevailing wages. LWRP had previously submitted the scope of work for this contract to the Department of Industrial Relations (DIR) for review. On November 21, 2018, Metro received a response from the DIR stating that work related to installation and maintenance of the photo enforcement cameras, and graffiti removal is subject to prevailing wage requirements. Citing the letter from the DIR, as well as the

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solicitation documents for the contract, Metro responded to Conduent's letter on November 29, 2018, informing the firm that prevailing wages for the above type of work were applicable to the contract and that all certified payrolls and supporting documents are required to be submitted to Metro's Labor Wage & Retention Programs unit. Conduent failed to submit the requested documents.

As of the date of this report, Conduent acquiesced to the prevailing wage requirements and is in the process of making restitution payments to its workers and providing the requested documentation from November 2018.

Consequently, for the above reasons, staff initiated a re-solicitation effort in November 2018. Staff continues to work with and monitor Conduent and its existing subcontractors in resolving outstanding issues to avoid a disruption in photo enforcement services.

Also, as a result of the competitive procurement (RFP No. PS60032) process in January 2019, staff completed the evaluation of the proposals received and determined Redflex offers Metro the best value for photo enforcement services.

## **BACKGROUND**

Metro is a leader in the utilization of Intelligent Transportation Systems technologies aimed at mitigating train/vehicle and bus/vehicle accidents. Through support from Federal, State, and local programs, Metro has been able to develop and implement a successful safety improvement program. The safety program is made up of four elements: engineering, education, enforcement, and legislation. One of the prominent enforcement elements is the utilization of photo enforcement cameras at both rail grade crossings and Busway intersections. Citations are currently issued on the Metro Blue, Gold, Orange and Expo Lines.

## **DISCUSSION**

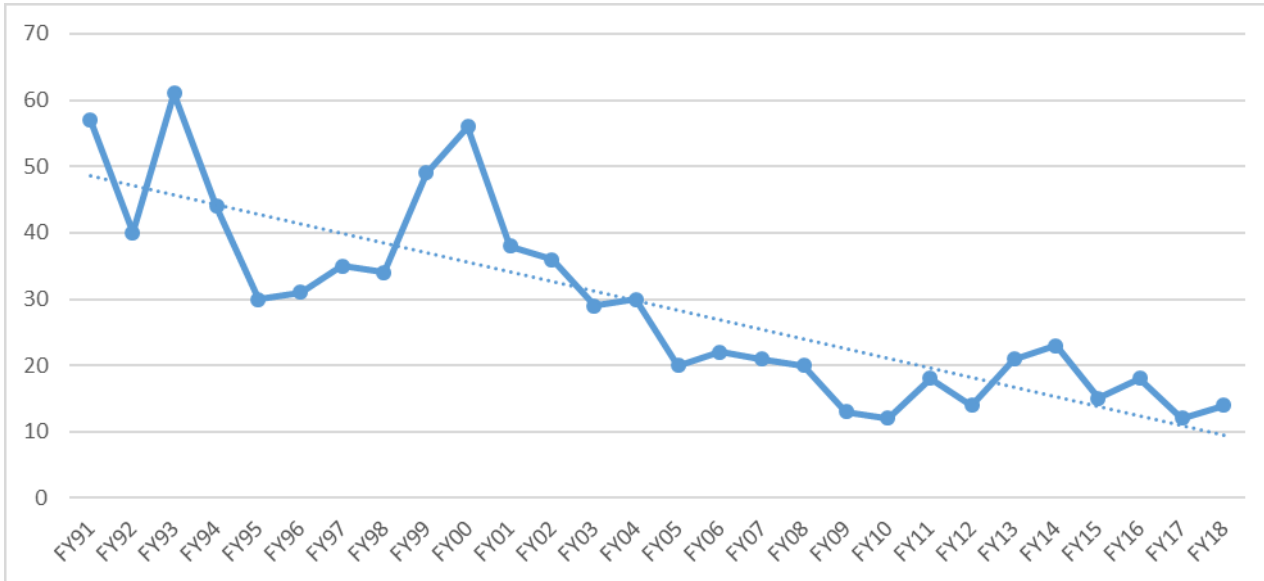
### **Findings**

The purpose of installing automated enforcement systems is to reduce dangerous driving behaviors and resulting collisions through deterrence and through the elimination of recidivism.

This program also supports our objectives to reduce collisions with our vehicles directly, reduce employee injuries and claims, and reduce the costs of litigation, damage to our real property and vehicles, reputation damage, disruption to our passengers and the opportunity costs of Metro employees and first responders who manage the incident and post-incident activities. The number of vehicular collisions on the MBL peaked in Metro's fiscal year 1993 at 61 collisions. For the fiscal year concluded in 2018, the number of vehicle collisions on the MBL fell to just 14, a 77% decline. This reduction in the aggregate number of vehicular collisions on the MBL is despite the addition of significantly more frequent service on the MBL since 1993, as well as substantially more vehicles crossing our rights-of-way driven by population growth. A graphical depiction of the MBL vehicular collision trend is shown below (Figure 1).

**Figure 1**

**MBL Gated and Non-Gated Intersection Accidents**



**DETERMINATION OF SAFETY IMPACT**

By continuing with the Photo Enforcement Program, Metro further enhances the safety of the public, patrons, and employees.

**FINANCIAL IMPACT**

The funding for nine (9) months of \$4.1 million for the new contract is not included in the FY20 budget. Funds required to cover these costs will be addressed by fund reallocations in FY20 to cost center 6810, Corporate Safety, under projects 300022 (Rail Operations - Blue Line), 300055 (Gold Line), 300066 (Rail Operations - Expo Line) and 301012 (Metro Orange Line). Since this is a multi-year contract, the Project Manager and the Chief Risk, Safety, and Asset Management Officer will be accountable for budgeting the cost in future years under the new contract. Approximately \$2.1 million was expended on photo enforcement services in FY19.

**Impact to Budget**

The current year funding for this action are bus and rail operations eligible and include fares and sales tax revenues. No other sources of funds were considered for this activity because the services exclusively support bus and rail operations under the new contract. This activity will result in an increase to operating costs from the prior fiscal year.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal # 3. With the photo enforcement program in place,

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Metro enhances community and lives by increasing safety awareness, minimizing potential accidents, and mitigating hazards associated with risky driving behavior at grade crossings.

**ALTERNATIVES CONSIDERED**

Continue with the current contract through June 30, 2022. This alternative is not recommended since Conduent continues to struggle to comply with Metro's contractual requirements and Metro will be required to expend an extraordinary effort to monitor the firm's activities to ensure compliance.

**NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS60032000 with Redflex Traffic Systems, Inc. for photo enforcement services, effective October 2019 and will begin work on the transition to the new contractor including termination of the current Contract with Conduent State and Local Solutions, Inc.

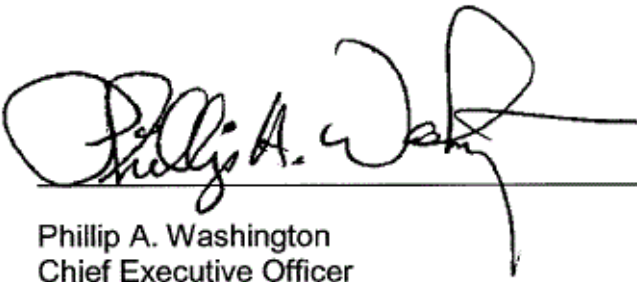
**ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Abdul Zohbi, Manager, Systems Safety, (213) 922-2114

Reviewed by: Vijay Khawani, Interim Chief Risk, Safety and Asset Management Officer, (213) 922-4035

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



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PHOTO ENFORCEMENT PROGRAM/PS60032000

|    |   |   |
|----|---|---|
| 1. | <b>Contract Number: PS60032000</b>  |   |
| 2. | <b>Recommended Vendor:</b> Redflex Traffic Systems, Inc.  |   |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |   |
| 4. | <b>Procurement Dates:</b>   |   |
|    | <b>A. Issued:</b> January 16, 2019  |   |
|    | <b>B. Advertised/Publicized:</b> January 16, 17, and 22, 2019   |   |
|    | <b>C. Pre-Proposal Conference:</b> February 6, 2019   |   |
|    | <b>D. Proposals Due:</b> April 4, 2019  |   |
|    | <b>E. Pre-Qualification Completed:</b> May 23, 2019   |   |
|    | <b>F. Conflict of Interest Form Submitted to Ethics:</b> April 10, 2019   |   |
|    | <b>G. Protest Period End Date:</b> September 23, 2019   |   |
| 5. | <b>Solicitations Picked up/Downloaded:</b> 41   | <b>Bids/Proposals Received:</b> 2       |
| 6. | <b>Contract Administrator:</b><br>Victor Zepeda   | <b>Telephone Number:</b> (213) 922-1458 |
| 7. | <b>Project Manager:</b><br>Abdul Zohbi  | <b>Telephone Number:</b> (213) 922-2114 |

**A. Procurement Background**

This Board Action is to approve Contract No. PS60032000 issued in support of Metro's Photo Enforcement Program. Board approval of contract awards are subject to resolution of any properly submitted protest.

On January 17, 2019, staff provided an update to the Board on the existing Contract No. PS68103079, as requested by Director Dupont-Walker's motion, for an assessment of Conduent's efforts to remedy their SBE shortfall through December 2018. Staff reported that Conduent was still not meeting its SBE commitment and was not in compliance with the Labor Compliance/Prevailing Wage reporting requirements under the Contract. For these aforementioned reasons, staff initiated a re-solicitation effort in November 2018 resulting in the issuance of a Request for Proposals (RFP) in January 2019.

RFP No. PS60032 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The RFP was issued with a DBE goal of 23%.

The period of performance is eight years from October 2019 to September 2027.

A Pre-Proposal Conference was held on February 6, 2019, with 15 attendees representing nine companies.

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

- Amendment No. 1, issued on January 23, 2019, clarified Prevailing Wages Requirements;
- Amendment No. 2, issued on February 13, 2019, extended the due date from February 27 to March 13, 2019;
- Amendment No. 3, issued on February 22, 2019, extended the due date from March 13 to April 4, 2019; and,
- Amendment No. 4, issued on April 30, 2019, requested from the Proposers an option cost proposal for physically inspecting equipment five days per week, instead of one day per week.

Metro received two proposals on the due date of April 4, 2019, as follows in alphabetical order:

1. Conduent State & Local Solutions, Inc. (Conduent)
2. Redflex Traffic Systems, Inc. (Redflex)

**B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of representatives of law enforcement from the Los Angeles Sheriff Department and Metro’s Safety department were convened and conducted a comprehensive technical evaluation of the proposals received.

Proposals were evaluated based on the following minimum qualifications and evaluation criteria and weights. As stated in the RFP, only those proposers that met all the Minimum Qualification requirements progressed to the weighted criteria evaluation.

**Minimum Qualifications:**

1. Minimum of two years’ experience specific to rail road photo enforcement at gated crossings.
2. Minimum of five years’ general photo enforcement experience.
3. Experience enforcing a red light photo enforcement system in California and familiar with all applicable state laws and regulations.
4. Have or agree to have a local office in the Los Angeles County area or agreed to establish a local office within 60 days of Notice of Award.

**Evaluation Criteria:**

|  |                   |
|--|-------------------|
| 1. Firm (Prime) Experience                                     | 20 percent        |
| 2. Personnel Experience  | 20 percent        |
| 3. Work Plan and Project Master Schedule                       | 20 percent        |
| 4. DBE Contracting Outreach and Mentoring Plan (COMP) Approach | 4 percent         |
| 5. Price   | <u>36</u> percent |
| Total  | 100 percent       |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar program management services. Several factors were considered when developing these weights, giving the greatest importance to non-price factors.

Both proposals were determined to be within the competitive range and advanced for further evaluation.

The PET determined that proposals provided sufficient information to evaluate the firms without the need for interviews. The proposals demonstrated the firm’s experience relative to design, installation, and operations and maintenance tasks as required by the RFP.

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

**Conduent**

The photo enforcement division of Xerox, now Conduent, has provided services in California since 1994. Conduent has a local presence with an office in downtown Los Angeles, has worked with Metro since 1994, and has a nationwide presence with programs in Colorado, Delaware, Illinois, and Florida. As the incumbent operating 103 camera systems on Metro’s existing program, Conduent’s proposed management, technical, and maintenance personnel offer system continuity.

**Redflex**

Redflex is headquartered in Phoenix, Arizona and has been in business since 1987 with a long history of providing photo enforcement services in the US and internationally. Redflex has provided local photo enforcement services for over 21 years to the Cities of Culver City, Hawthorne, Commerce, and Montebello, as well as in other states such as Arizona and Texas. Redflex has a local office located in Culver City. Redflex proposed an experienced technical and project management team and its proposed system was deemed technically qualified.

Both firms were evaluated based on minimum qualifications and weighted criteria. Conduent and Redflex both demonstrated that they met or exceeded Metro’s minimum qualifications.

The following is a summary of the PET’s evaluation scores:

| 1 | Firm                                  | Average Score | Factor Weight (Points) | Weighted Average Score | Rank |
|---|---------------------------------------|---------------|------------------------|------------------------|------|
| 2 | <b>Redflex</b>                        |               |                        |                        |      |
| 3 | Firm (Prime) Experience               | 93.33         | 20.00%                 | 18.67                  |      |
| 4 | Personnel Experience                  | 93.33         | 20.00%                 | 18.67                  |      |
| 5 | Work Plan and Project Master Schedule | 96.67         | 20.00%                 | 19.33                  |      |

|    |                                       |        |                |              |          |
|----|---------------------------------------|--------|----------------|--------------|----------|
| 6  | DBE COMP Approach                     | 100.00 | 4.00%          | 4.00         |          |
| 7  | Price                                 | 100.00 | 36.00%         | 36.00        |          |
| 8  | <b>Total</b>                          |        | <b>100.00%</b> | <b>96.67</b> | <b>1</b> |
| 9  | <b>Conduent</b>                       |        |                |              |          |
| 10 | Firm (Prime) Experience               | 90.67  | 20.00%         | 18.13        |          |
| 11 | Personnel Experience                  | 95.56  | 20.00%         | 19.11        |          |
| 12 | Work Plan and Project Master Schedule | 98.33  | 20.00%         | 19.67        |          |
| 13 | DBE COMP Approach                     | 75.00  | 4.00%          | 3.00         |          |
| 14 | Cost                                  | 71.46  | 36.00%         | 25.73        |          |
| 15 | <b>Total</b>                          |        | <b>100.00%</b> | <b>85.64</b> | <b>2</b> |

### C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon adequate competition, technical evaluation, clarifications, price analysis, and ICE.

|    | <b>Proposer Name</b> | <b>Proposal Amount</b> | <b>Metro ICE</b> | <b>Negotiated or NTE amount</b> |
|----|----------------------|------------------------|------------------|---------------------------------|
| 1. | Redflex              | \$25,517,634.26        | \$24,641,400     | \$25,385,195.51                 |
| 2. | Conduent             | \$35,708,986.45        |                  | N/A                             |

### D. Background on Recommended Contractor

The recommended firm, Redflex, has been in business for 21 years and has provided local photo enforcement services to the Cities of Culver City, Hawthorne, Commerce, and Montebello, as well as in other States such as Arizona and Texas. Redflex's has a local office in Culver City where it serves as a processing center as well as a hub for field service technicians.



## DEOD SUMMARY

## PHOTO ENFORCEMENT PROGRAM/PS60032000

**A. Small Business Participation PS60032000**

The Diversity and Economic Opportunity Department (DEOD) established a 23% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Redflex Traffic Systems, Inc. exceeded the goal by making a 29.61% DBE commitment.

|                            |                |                                  |                   |
|----------------------------|----------------|----------------------------------|-------------------|
| <b>Small Business Goal</b> | <b>23% DBE</b> | <b>Small Business Commitment</b> | <b>29.61% DBE</b> |
|----------------------------|----------------|----------------------------------|-------------------|

|    | <b>DBE Subcontractors</b>       | <b>Ethnicity</b>            | <b>% Committed</b> |
|----|---------------------------------|-----------------------------|--------------------|
| 1. | Full Traffic Maintenance, Inc.  | Hispanic American           | 0.79%              |
| 2. | Morgner Construction Management | Hispanic American<br>Female | 23.90%             |
| 3. | V&A, Inc.                       | Hispanic American           | 4.92%              |
|    | <b>Total DBE Commitment</b>     |                             | <b>29.61%</b>      |

**Contracting Outreach and Mentoring Plan**

To be responsive, Proposers were required to submit a Contracting Outreach and Mentoring Plan (COMP), which included its plan to mentor two DBE firms for protégé development. The selected protégés are Morgner Construction Management and V&A, Inc.

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

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

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

**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**

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**File #:** 2019-0632, **File Type:** Contract

**Agenda Number:** 27.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: SPACE PLANNING/INSTALLATION SERVICES AND FURNITURE**

**ACTION: APPROVE CONTRACT MODIFICATIONS**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 1 to Contract No. PS28069-2000 to exercise the two, one-year options with M3 Office, Inc. for Space Planning/Installation Services and Furniture, in the amount of \$2,000,000 increasing the not-to-exceed total contract value from \$5,000,000 to \$7,000,000 and extending the contract term to March 31, 2022.

**ISSUE**

This Contract is for a full-service Herman Miller furniture dealer to provide furniture, space planning, and installation services for all Metro's facilities, including new operating facilities and the Gateway Headquarters building. The three-year base period for this Contract with M3 Office Inc. (M3) will expire on March 31, 2020.

To continue providing the furniture planning and installation services, a Contract Modification is required to exercise both of the two, one-year options, extending the period of performance through March 31, 2022.

**DISCUSSION**

On March 23, 2017, Metro awarded a five-year indefinite-delivery/indefinite quantity contract to M3 in the amount not-to-exceed \$7,000,000 inclusive of two, one-year options. M3 was awarded the Contract with a base term from April 1, 2017 to March 31, 2020.

This contract is a master agreement for space planning, furniture acquisition and installation for existing facilities, and for new facilities when advantageous. The contract type is indefinite delivery/indefinite quantity, which secures favorable pricing for the contract term to meet future space planning and furniture requirements. The contract includes a 4.12% commitment of DBE participation. Based on our assessment of current industry conditions, pricing has not improved since the contract was awarded and Metro is unlikely to get a better deal than we have now.

We are returning to the Board for authorization to exercise both option years. Staff has determined

that expenditures over the remaining life of this contract will continue as anticipated due to Metro growth-related projects.

It is our ongoing sustainability practice to reuse existing furniture that is in good condition before buying new furniture. Standardization of systems furniture provides the ability to reuse components whenever possible to save money and contribute to Metro's environmental goals.

### **DETERMINATION OF SAFETY IMPACT**

Replacing furniture that has reached the end of its useful life with more ergonomically appropriate furniture will improve employee safety.

### **FINANCIAL IMPACT**

The funding of \$1,000,000.00 for these services is included in the FY20 budget in Cost Center 6430 (General Services) under project 100090 Gateway Building Cost.

Since this is a multi-year contract, the cost center manager and Chief Human Capital & Development Officer will be accountable for budgeting the cost in future years, including any option exercised.

#### **Impact to Budget**

The source of funds for project 100090 is Federal, State, and local revenues that are eligible for these services.

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

The recommendation supports Metro's Strategic Plan Goal 5 to provide responsive, accountable and trustworthy governance within the Metro Organization which will foster and maintain a strong safety culture. By replacing furniture that has reached the end of its useful life with more ergonomically appropriate furniture, we will improve the safety of our patrons and employees.

### **ALTERNATIVES CONSIDERED**

The Board may decide not to exercise this contract option and direct staff to engage in a new competitive procurement to meet Metro's space planning and furniture requirements. This alternative has not been recommended because it is unlikely that a new procurement will result in more favorable pricing than the current contract.

### **NEXT STEPS**

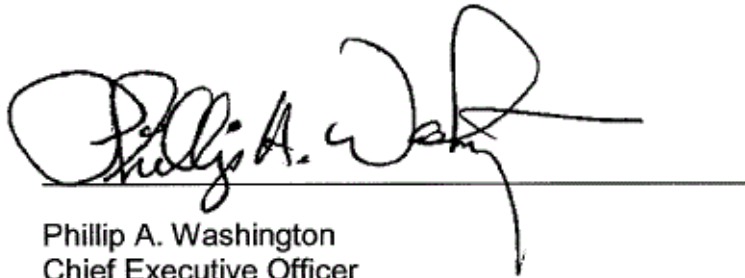
Upon approval by the Board, staff will execute Contract Modification No. 1 with M3 Office, Inc. for Space Planning-Installation Services and Furniture, to exercise the two, one-year options and extend the period of performance through March 31, 2022.

**ATTACHMENTS**

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

Prepared by: Steve Jaffe, Deputy Executive Officer, General Services  
(213) 922-6284

Reviewed by: Joanne Peterson, Chief Human Capital & Development Officer  
(213) 418-3088  
Debra Avila, Chief Vendor/Contract Management Officer  
(213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## SPACE PLANNING/INSTALLATION SERVICES AND FURNITURE / PS28069-2000

|    |   |         |   |
|----|---|---------|---|
| 1. | <b>Contract Number:</b> PS28069-2000  |         |   |
| 2. | <b>Contractor:</b> M3 Office, Inc.  |         |   |
| 3. | <b>Mod. Work Description :</b> Exercise Option Years 1 and 2  |         |   |
| 4. | <b>Contract Work Description</b> Provide furniture, space planning, and installation services for all Metro facilities, including new operating facilities and the Gateway Headquarters building. |         |   |
| 5. | <b>The following data is current as of:</b> 8/16/19   |         |   |
| 6. | <b>Contract Completion Status</b>   |         | <b>Financial Status</b>   |
|    | <b>Contract Awarded:</b>  | 3/23/17 | <b>Contract Award Amount:</b> \$5,000,000                         |
|    | <b>Notice to Proceed (NTP):</b>   | 5/17/17 | <b>Total of Modifications Approved:</b> \$0                       |
|    | <b>Original Complete Date:</b>  | 3/31/20 | <b>Pending Modifications (including this action):</b> \$2,000,000 |
|    | <b>Current Est. Complete Date:</b>  | 3/31/20 | <b>Current Contract Value (with this action):</b> \$7,000,000     |
| 7. | <b>Contract Administrator:</b><br>Antwaun Boykin  |         | <b>Telephone Number:</b><br>(213) 922-1056                        |
| 8. | <b>Project Manager:</b><br>Paul Gomez   |         | <b>Telephone Numbers:</b><br>(213) 922-6762                       |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 1 to Contract No. PS28069-2000 with M3 Office, Inc. for the continuation of furniture, space planning, and installation services for all Metro facilities, including new operating facilities and the Gateway Headquarters building, by exercising the first and second option years in an amount not to exceed \$2,000,000 and extending the period of performance to March 31, 2022.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is Indefinite Delivery/Indefinite Quantity.

On March 23, 2017, the Board approved a five-year, indefinite-delivery/indefinite quantity contract, inclusive of two, one-year options to M3 Office, Inc., the lowest responsive and responsible bidder, to provide furniture, space planning, and installation services for all Metro facilities, including new operating facilities and the Gateway Headquarters building.

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

**B. Cost/Price Analysis**

The recommended price for the option years has been determined to be fair and reasonable based upon rates that were evaluated and established as part of the current contract awarded on March 23, 2017.

The rates set forth in this contract are comparable to GSA discounts given to other government agencies. The rates for these option years are the same rates the firm has charged Metro during the initial three-year base term, with no increase. Therefore, exercising the options is in the best interest of Metro. The Contract was a result of a competitive IFB in which the option years were evaluated, and award was made to the lowest responsive, responsible bidder.

| <b>OPTION YEAR AMOUNT</b> | <b>METRO ICE</b> | <b>MODIFICATION AMOUNT</b> |
|---------------------------|------------------|----------------------------|
| \$2,000,000               | \$2,000,000      | \$2,000,000                |

**CONTRACT MODIFICATION/CHANGE ORDER LOG**

**SPACE PLANNING/INSTALLATION SERVICES AND FURNITURE / PS28069-2000**

| <b>Mod. No.</b> | <b>Description</b>            | <b>Status (approved or pending)</b> | <b>Date</b> | <b>Amount</b>      |
|-----------------|-------------------------------|-------------------------------------|-------------|--------------------|
| 1               | Exercise Option Years 1 and 2 | Pending                             | Pending     | \$2,000,000        |
|                 | <b>Modification Total:</b>    |                                     |             | <b>\$2,000,000</b> |
|                 | <b>Original Contract:</b>     |                                     | 3/23/17     | <b>\$5,000,000</b> |
|                 | <b>Total:</b>                 |                                     |             | <b>\$7,000,000</b> |

## DEOD SUMMARY

## SPACE PLANNING/INSTALLATION SERVICES AND FURNITURE / PS28069-2000

**A. Small Business Participation**

M3 Office Inc. (M3) made a 4.12% Disadvantaged Business Enterprise (DBE) commitment. The project is 69% complete and the current participation is 1.45%, which is a 2.67% DBE shortfall. As part of its shortfall mitigation strategy, M3's plan included an executed sales order awarded to Décor Interior Design (Décor) in July 2019. Once the work is completed and Décor has been paid, M3's DBE participation will be 5.80%, which will exceed M3's DBE commitment on this contract, thus eliminating the shortfall. M3 expects the shortfall to be completely mitigated by November 2019. M3 also committed to utilizing Décor to provide design and delivery assistance on future sales orders to ensure they continue to meet their commitment on this contract.

Notwithstanding, Metro Project Managers and Contract Administrators, will work in conjunction with DEOD to ensure that M3 is on schedule to meet or exceed its DBE commitment. If M3 is not on track to meet its small business commitment, Metro staff will ensure that M3 submits an updated mitigation plan. Additionally, key stakeholders associated with the contract have been provided access to Metro's tracking and monitoring system to ensure that all parties are actively tracking Small Business progress.

|                                  |                  |                                     |                  |
|----------------------------------|------------------|-------------------------------------|------------------|
| <b>Small Business Commitment</b> | <b>4.12% DBE</b> | <b>Small Business Participation</b> | <b>1.45% DBE</b> |
|----------------------------------|------------------|-------------------------------------|------------------|

|              | <b>DBE Subcontractors</b> | <b>Ethnicity (Only Applicable For DBE Contract)</b> | <b>% Committed</b> | <b>Current Participation<sup>1</sup></b> |
|--------------|---------------------------|---|--------------------|--|
| 1.           | Décor Interior Design     | African American                                    | 4.12%              | 1.45%                                    |
| <b>Total</b> |                           |   | <b>4.12%</b>       | <b>1.45%</b>                             |

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

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

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



**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

**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 #: 2019-0631, File Type: Informational Report

Agenda Number: 28.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: OFFICE OF INSPECTOR GENERAL REPORTS ON THE AUDIT OF (1) THE  
GRAFFITI/LANDSCAPING/TRASH MAINTENANCE ON THE GOLD AND ORANGE  
LINES RIGHT-OF-WAYS AND (2) MISCELLANEOUS EXPENSES FOR THE PERIOD  
OCTOBER 1, 2018 TO DECEMBER 31, 2018**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE Office of Inspector General (OIG) final reports on the (1) Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways and (2) Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018.

**ISSUE**

The OIG periodically reports on its activities. This report covers two recent OIG Audit reports:

1. Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways
2. Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018 (required by Public Utilities Code section 130051.28(b))

**BACKGROUND**

Part 1. Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways:

The objectives of the audit were to determine if the trash collection and graffiti removal was effectively performed on the ROWs and if the Facilities Maintenance Department was effectively monitoring the contractors' maintenance of the ROWs to ensure that services were correctly billed.

Part 2. Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018:

This audit covered a review of Metro miscellaneous expenses for the period of October 1 to December 31, 2018. For this period, miscellaneous expenses totaled \$1,997,667.02. We selected a sample of 36 expense transactions totaling \$485,664.87 for testing.

## **DISCUSSION**

### **Part 1. Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways:**

We found the Gold Line and Orange Line ROWs overall were adequately maintained by the Contractors except for two issues on the Gold Line concerning a few bulky items not being picked up and paint-out graffiti not being reported to Metro. We also found a significant number of instances of noncompliance with the Gold Line contract and minor issues with the Orange Line contract that resulted in Metro being overcharged \$91,175.92 and paying \$32,809.28 in unauthorized charges for November 2018, December 2018, and January 2019 services.

#### **Findings Included**

- The Gold Line Contractor charged Metro for 15 trash/vegetation crew members when only 14 were provided,
- The Gold Line Contractor did not charge Metro for actual hours, resulting in overpayments,
- The Gold and Orange Line Contractors charged Metro for holidays services without authorization,
- The Gold Line Contractor's use of "make-up" hours resulted in Metro paying for staff twice, and
- On the Gold Line, bulky items were not removed in a timely manner, and paint-out graffiti was not reported.

#### **Recommendations:**

The report makes 17 recommendations which Metro can take to improve oversight of contractors and compliance with the contracts.

### **Part 2. Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018:**

We found that the transactions reviewed generally complied with Metro policies, were reasonable, and were adequately supported by required documents. However, we found an instance where a purchase card holder was mistakenly listed as a business unit coordinator.

#### **Recommendations:**

The report makes two recommendations regarding the separation of duties of P-Card holders, Approving Officials, and Business Unit Coordinators and the accurate reporting of the name of the

Business Unit Coordinator on P-Card logs.

### **FINANCIAL IMPACT**

#### **Part 1. Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways:**

There could be a potential recovery of \$91,175.92 in overcharges. Further, a review of charges since the Gold Line contract began in 2015 could identify similar billing errors identified in this audit that may also be recovered.

#### **Part 2. Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018:**

There is no financial impact.

Impact to Budget: Both Reports: There is no impact to the agency budget.

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

Recommendations support strategic plan goal # 5.3, LA Metro will apply prudent commercial business practices to create a more effective agency.

### **NEXT STEPS**

Metro management should implement corrective action plans.

### **ATTACHMENTS**

Attachment A - Final Report on Audit of the Graffiti/Landscaping/Trash Maintenance on the Gold and Orange Lines Right-of-Ways

Attachment B - Final Report on Statutorily Mandated Audit of Miscellaneous Expenses for the Period October 1, 2018 to December 31, 2018

Prepared by: Yvonne Zheng, Senior Manager Audit, (213) 244-7301

Reviewed by: Karen Gorman, Inspector General, (213) 244-7307



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Karen Gorman  
Inspector General

**Los Angeles County  
Metropolitan Transportation Authority  
Office of the Inspector General**

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**Audit of the Graffiti/Landscaping/Trash  
Maintenance on the  
Gold and Orange Lines Right-of-Ways**

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Report No. 20-AUD-02

August 16, 2019



# **TABLE OF CONTENTS**

|  | <b><u>Page</u></b> |
|--|--------------------|
| INTRODUCTION .....                                       | 1                  |
| OBJECTIVES, SCOPE, AND METHODOLOGY OF AUDIT .....        | 1                  |
| BACKGROUND .....   | 1                  |
| RESULTS OF AUDIT .....                                   | 2                  |
| CONCLUSION .....   | 16                 |
| RECOMMENDATIONS .....                                    | 17                 |
| METRO MANAGEMENT COMMENTS .....                          | 19                 |
| EVALUATION OF METRO MANAGEMENT COMMENTS .....            | 19                 |
| APPENDICES   |                    |
| A. Summary of Overcharges and Unauthorized Charges ..... | 20                 |
| B. Management Comments to Draft Report .....             | 21                 |
| C. Final Report Distribution .....                       | 22                 |



**Metro**

**DATE:** August 16, 2019

**TO:** Metro Chief Executive Officer  
Metro Board of Directors

**FROM:** Yvonne Zheng, Senior Manager, Audit 

**SUBJECT:** Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways, Report No. 20-AUD-02

## **INTRODUCTION**

The Office of the Inspector General (OIG) performed an audit of maintenance along the Gold Line (rail) and Orange Line (bus) Right-of-Ways (ROWs). This audit was conducted as part of our ongoing program to assist Metro in improving the efficiency of operations and implementing an effective internal control system and to deter fraud, waste, and abuse.

## **OBJECTIVES, SCOPE, AND METHODOLOGY OF AUDIT**

The objectives of the audit were to determine if the trash collection and graffiti removal was effectively performed on the ROWs and if the Facilities Maintenance Department was effectively monitoring the contractors' maintenance of the ROWs. To accomplish this objective, we reviewed contracts; conducted surprise inspections; reviewed invoices and weekly/monthly reports for November 2018, December 2018, and January 2019; reviewed timesheets and payroll records; downloaded and analyzed data on graffiti removals; interviewed Facilities Maintenance, Procurement, Corporate Safety, and Contractor staff.

This audit was conducted in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## **BACKGROUND**

Our review covered the ROWs on the Gold and Orange Lines, which consists of the tracks, space next to the tracks, and walls/fencing to barricade the tracks between stations. The Gold Line is a 29.7-mile light rail line running from Azusa to East Los Angeles via Downtown Los Angeles serving 27 stations, including Little Tokyo, Union Station, and South Pasadena. The



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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Orange Line is a bus rapid transit line that operates between Chatsworth and the North Hollywood Metro Station. It covers 18 miles and 18 stations.

Operations is responsible for maintaining all Metro transit stations and Metro-owned park & rides, performing structural inspections and repairs, performing painting maintenance, and contracting for services, such as landscaping care. Within Operations, the Facilities Maintenance Department executed contracts for the graffiti abatement, landscaping & irrigation maintenance, and trash & vegetation removal services with Parkwood Landscape Maintenance (Gold Line Contractor) (Contract Number OP3635700) and with Woods Maintenance Services (Orange Line Contractor) (Contract Number OP3569100) effective November 15, 2015 to September 30, 2018. Both contracts include two one-year renewable options that were exercised by Metro through September 2020. The Gold Line contract value is \$21.5 million. The Orange Line contract totals \$27.5 million and also covers the Red and Purple lines. For both contracts, graffiti abatement and trash/vegetation removal services are paid for by the hour while landscaping & irrigation maintenance are paid for at a fixed monthly rate. These contracts cover various locations, such as divisions, stations, parking lots, and ROWs.

The Gold Line contract and the Orange Line contract have different Metro Senior Facilities Maintenance Supervisors assigned to act as Project Managers on behalf of Metro. Project Managers (Metro PMs) are responsible for monitoring the contractor's performance and for ensuring that the services provided and billed for are in accordance with contract terms. This responsibility includes reviewing and certifying contractor invoices.

## **RESULTS OF AUDIT**

Overall we found that Gold Line and Orange Line ROWs were adequately maintained by the Contractors except for issues with bulky items and paint-out graffiti control on the Gold Line. We also found that the Orange Line contract was overall well monitored by its Metro PM and that only a few deficiencies need to be corrected, including a \$1,904 unauthorized charge. However, we found more significant contract compliance issues for the Gold Line contract which resulted in Metro being overcharged \$91,175.92 and paying \$30,905.28 in unauthorized charges. The questioned charges for both the Gold and Orange Lines totaled \$123,985.20 for the three-month period: November 2018, December 2018, and January 2019. (See Attachment B for a schedule.)

### **Issue 1: Gold Line Contractor Charged Metro for 15 Trash/Vegetation Crew Members When Only 14 Were Provided**

Contract Terms. According to the Gold Line contract, Metro pays \$100.40 per hour for trash/vegetation removal services. The contract's price schedule showed an estimated 1,910 hours a month for these services, which equates to approximately 12 full-time positions.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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Gold Line Contractor Overcharged Metro for Trash/Vegetation Removal Hours for an Extra Position Not Received. We reviewed the Gold Line Contractor's November, December, and January invoices and noticed that the number of invoiced hours was significantly higher than the estimated hours in the contract's price schedule. We contacted the Contractor to ask how they determined the invoiced hours. The Gold Line Contractor's Controller who inputs the hours on the invoices stated she charged Metro for 15 trash/vegetation staff (13 staff and 2 supervisors) at 108 hours per day (8 hours per day for the 13 staff and 4 total hours per day for the supervisors). She multiplied the 15 people times the number of available days of the month to determine the number of hours to bill. We met with the trash/vegetation staff which consisted of three teams of four people each (12 staff). All three teams stated that there is never an extra person with them. Based on our review, we accounted for only 14 people (12 staff plus 2 supervisors) who provided trash/vegetation services in November, December, and January.

Gold Line Controller's List of Team Members Was Incorrect. We asked the Contractor's Controller for a list of employees for whom she charged Metro hours for trash/vegetation removal for November, December, and January. Her list of trash/vegetation employees was incorrect. It was missing the names of three people who told us they had been working on the Gold Line team for two to three years and included four people who did not work on the Gold Line. She keeps a spreadsheet of the names of all crew members and said she updates it about once a quarter when the Contractor Project Manager (PM) tells her of any changes in staff. She could not explain why her list was wrong. As a result of our review, the Controller updated her list of trash/vegetation crew members. In May, the Contractor began requiring crews to fill out a manual timesheet at the end of each day with their number of hours worked and the Line they worked on. The Controller plans to use these timesheets to determine what to bill Metro in the future. We reviewed a recent timesheet, and it showed the correct 12 crew members for trash/vegetation. The Controller plans to only charge Metro for the hours for the 14 staff (12 staff plus 2 supervisors), starting on the June 2019 bill.

Overcharges. The Gold Line Contractor charged Metro \$803.20 per day (8 hours x \$100.40) for 63 work days in November, December, and January for a position that was not provided. As a result, Metro was overcharged \$50,601.60 for November, December, and January. It is possible that these overcharges also occurred before and after our three-month review period.

Metro Gold Line PM Was Not Adequately Reviewing the Invoices. The contract's price schedule showed an estimated 1,910 hours a month for trash/vegetation services, which equates to around 12 full-time positions. The Gold Line Contractor exceeded the estimated hours all three months in our review. For trash/vegetation, the Contractor charged Metro 2,376 hours; 2,160 hours; and 2,268 hours for November, December and January, respectively. All were significantly higher than the 1,910 hours monthly estimate.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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The former Metro PM<sup>1</sup> and current Metro PM did not know how many people were on the trash/vegetation teams and did not compare the number of hours on the monthly invoices to the estimated monthly hours on the price schedules in the contract. A Facilities Maintenance Senior Manager who supervised the Metro PMs stated that he expects the Metro PMs to compare the number of hours charged on the invoices to the contract's price schedule because the hours should be close to the estimate. He also expects the Metro PMs to ask the Contractor for an explanation if the hours invoiced are higher than the estimated hours on the price schedule.

He stated that the Metro PMs do not receive training on how to properly monitor Metro contracts and the invoices. The Metro PMs are expected to know how to manage contracts when they are hired because the position requires three years of experience in contract management. The Gold Line Contractor's errors may have been found sooner if the Metro PMs had asked the Contractor why they charged for hours that were significantly over the monthly estimate stated in the contract price schedule and if they had verified the number of team members providing the services against the number being billed for. In our opinion, it is essential for Metro PMs to be detail-oriented.

The Metro PM should require the Gold Line Contractor to provide a listing of crew members who worked graffiti abatement and trash/vegetation and the numbers of hours each person worked each day for the month. He should also consider making spot checks to verify the number of trash/vegetation staff actually working and should consider seeking a refund for the overcharges. Facility Maintenance management should also consider providing training to the Metro PMs on how to effectively monitor contracts and review invoices.

Orange Line. We found no issues with the trash/vegetation hours for the Orange Line. Each month, the Orange Line Contractor supported their invoiced hours by providing listings of staff who provided graffiti abatement services and trash/vegetation services and the number of hours each person worked each day. Also, their number of hours was in line with the estimated hours on the contract's price schedule.

**Issue 2: Gold Line Contractor Did Not Charge Metro for Actual Hours Worked Which Resulted in Overpayments**

The Gold Line Contractor did not charge Metro for actual hours worked for graffiti abatement and trash/vegetation services. Instead they charged Metro for available workdays for the month times a set number of employees. This methodology is not accurate because it does not take into account days when people are absent or work partial days. We found Metro was overcharged \$34,113.84 for days that team members did not work and no substitute was provided and for partial days that were billed as full 8 hour days.

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<sup>1</sup> The former Metro PM was assigned to oversee the Gold Line contract around August 2016. He was replaced as the Metro PM for this contract in January 2019.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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Contract Terms. According to the Gold Line contract, Metro pays \$104.76 per hour for graffiti abatement services and \$100.40 per hour for trash/vegetation removal services. For the Orange Line, Metro pays \$119.00 per hour for both graffiti abatement and trash/vegetation services.

Metro Was Charged for Days When People Did Not Work. After reviewing the Gold Line Contractor's timecard records, subcontractors' timecard records, and subcontractor certified payroll records, we found 40 days where trash/vegetation or graffiti abatement team members were absent from work, but Metro was still charged for their hours. This does not include the days that the Gold Line Contractor had substitute staff make up for missed hours. (A further discussion of the substitution of hours is in Issue 4.) Within the 40 days, we found 12 trash/vegetation staff did not work Christmas Eve or New Year's Eve, however Metro was invoiced for these 2 days (192 hours) in full and was also charged 8 hours for supervision even though the employees were not working those days. The Contractor's Controller acknowledged that she did not look at timecards when determining the hours for the invoice and stated that the Contractor PM did not tell her that the crews did not work Christmas Eve or New Year's Eve. She charged Metro for hours for 15 trash/vegetation members and 7 graffiti abatement members times the number of available workdays of the month to determine the number of hours to bill. The current and former Gold Line Metro PMs were not aware of the vendor's current methodology of determining invoice hours and agreed that the Gold Line Contractor should only charge Metro for actual hours worked.

As a result of the Gold Line Contractor not charging Metro for actual hours worked, Metro overpaid \$33,210.24 for graffiti abatement and trash/vegetation services that were not received in November, December, and January. If the Controller had used payroll records, such as timecards, to determine billed hours, she would have identified the days that staff missed work; however, she relied on the Contractor PM to notify her of what days the staff had not worked and to substitute those hours. Regarding the subcontractors, the Gold Line Contractor relied on the subcontractors to self-report when their staff missed days. The Controller acknowledged that one of their subcontractors was "not very good" about reporting this. Our review found 16 days (part of the 40 days) the subcontractors were absent, but Metro was charged for these hours.

Metro was Charged for Full Days for Partial Days Worked. Our review of the November, December, and January Gold Line Contractor timesheets and certified payroll records found 5 days where trash/vegetation staff worked 6 to 7 hours but Metro was charged a full 8 hours for these days. As a result, Metro was overcharged for 9 hours at a rate of \$100.40 per hour. The overpayments totaled \$903.60.

Based on the issues found in this audit, the Gold Line Contractor agreed that her methodology in determining invoice hours was flawed and stated that they plan to charge Metro only for actual hours provided, starting June 2019. As mentioned previously, in May, they began

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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requiring crews, including subcontractor staff, to fill out a manual timesheet at the end of the each day with their number of hours worked. The Controller plans to use these timesheets to determine the number of hours to bill Metro. The contract states that the contractor's applications for progress payments shall contain "any other documentation Metro requires to process the Progress Payment". The Metro PM is considering requiring the Gold Line Contractor to provide copies of timecards with their invoices to support their hours.

Orange Line. The Orange Line Contractor charged Metro for actual hours worked and provided support with their invoices. We found that Metro was charged the correct number of hours for November, December, and January.

**Issue 3: Gold Line and Orange Line Contractors Charged Metro for Holidays Without Authorization.**

We reviewed the Gold Line and Orange Line invoices for November, December, and January to determine if Metro was charged for holidays for trash/vegetation services and graffiti abatement services. There were six Metro-observed holidays during these months: Veteran's Day, Thanksgiving Day, Day After Thanksgiving, Christmas, New Year's Day, and Martin Luther King Day.

Contract Terms. The Gold Line and Orange Line contracts both state that:

*"Contractor shall observe Metro-observed holidays unless otherwise advised by Metro PM. Metro observed holidays are New Year's Day, Martin Luther King Jr Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving, and Christmas Day."*

Gold Line Contractor Charged for Metro-Observed Holidays Without Authorization. During November, December, and January, the Gold Line Contractor charged Metro for trash/vegetation services and graffiti abatement services for Veteran's Day, Day After Thanksgiving, and Martin Luther King Day (MLK). Although the contract clause stated the Contractor shall observe Metro-observed holidays, the contract did not list the Day After Thanksgiving holiday. According to Procurement, this was an oversight that needs to be corrected. As a result, we did not hold the Gold Line Contractor accountable for charging Metro for that day.

The Gold Line Contractor's Controller told us they only recognized Thanksgiving and Christmas. (They also did not charge Metro for New Year's Day.) They felt justified in working and charging Metro for holidays because they are built into and paid for in the wages that the Contractor pays his graffiti abatement and trash/vegetation staff. However, Metro paying for holidays is in violation of the contract terms, and the former and current Metro PMs

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

stated that they did not authorize the Gold Line Contractor to work or charge Metro for these holidays.

Unauthorized Charges. Metro paid \$30,905.28 in unauthorized charges to the Gold Line Contractor for Veteran’s Day (November 12, 2018) and Martin Luther King Day (January 21, 2019) for trash/vegetation and graffiti abatement services. This amount would have been \$46,357.92 if the charges for the Day After Thanksgiving had been included. Table 1 and 2 below shows the unauthorized charges for holidays for trash/vegetation and graffiti abatement services that Metro paid to the Gold Line Contractor.

*Table 1. Holidays Hours Metro was Charged for Gold Line Trash/Vegetation Services*

| Holiday      | Invoiced Team Hours Per Day | Cost Per Hour | Unauthorized Charges |
|--------------|-----------------------------|---------------|----------------------|
| MLK Day      | 108                         | \$100.40      | \$10,843.20          |
| Veterans Day | 108                         | \$100.40      | \$10,843.20          |
| Total        | 216                         | \$100.40      | \$21,686.40          |

*Table 2. Holiday Hours Metro was Charged for Gold Line Graffiti Abatement Services*

| Holiday      | Invoiced Team Hours Per Day | Cost Per Hour | Unauthorized Charges |
|--------------|-----------------------------|---------------|----------------------|
| MLK Day      | 44                          | \$104.76      | \$4,609.44           |
| Veterans Day | 44                          | \$104.76      | \$4,609.44           |
| Total        | 88                          | \$104.76      | \$9,218.88           |

Orange Line Contractor Charged for a Holiday Without Authorization. For trash/vegetation, the Orange Line Contractor did not charge Metro for any of the Metro-observed holidays, including the Day After Thanksgiving. However, for MLK Day, they charged Metro 16 hours (16 hours x \$119.00 per hour = \$1,904.00) for two graffiti abatement crew members. The Orange Line Contractor stated that this was an oversight, and, in the future his staff will not work on MLK Day without permission from the Metro PM.

*Table 3. Holiday Hours Metro was Charged for Orange Line Graffiti Abatement Services*

| Holiday | Invoiced Team Hours Per Day | Cost Per Hour | Unauthorized Charges |
|---------|-----------------------------|---------------|----------------------|
| MLK Day | 16                          | \$119.00      | \$1,904.00           |



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

The Metro PMs for both contracts should review invoices to ensure Contractors are not charging Metro for unauthorized holiday hours and should only authorize payment for holiday hours if they had given pre-approval. A Senior Director at Facilities Maintenance stated she wants the Gold and Orange Line Contractors to work on the Day After Thanksgiving, which would cost Metro approximately \$20,000 for trash/vegetation and graffiti for that Metro-observed holiday. However, we recommend the contract should still be modified to add the Day After Thanksgiving to the Gold Line and Orange Line contracts because the contracts give Metro PMs the option to require the crews to work on holidays.

**Issue 4: “Make-up” Hours Resulted in Metro Paying Twice for Services**

Contract Terms. The Gold Line contract requires that graffiti abatement and trash/vegetation services be paid by the hour. Therefore, the more hours charged, the more money Metro pays the Contractor. Landscaping/irrigation services are paid for by a fixed monthly rate by location.

Make-Up Hours. The Gold Line Contractor’s Controller stated that when trash/vegetation or graffiti abatement team members took a day off from work, the Contractor PM used two landscaping/irrigation staff (one from the Gold Line and one from the Blue Line)<sup>2</sup> to make-up the hours and charged Metro for the trash/vegetation or graffiti abatement hourly rates for these substitute hours. Because the landscaping/irrigation services were paid on a fixed monthly rate, they did not see anything wrong with using landscaping/irrigation staff to make up the graffiti abatement and trash/vegetation hours.

Make-Up Hours Not Necessary. Nearly all of the make-up hours were done at later dates – not on the missed days. For example, three trash/vegetation members took November 23, 2018 off (24 hours). The Gold Line landscaping/irrigation member did not make-up the 32 hours until November 26, 27, and 28 (8 hours per day). Trash/vegetation members told us they handle the tasks if a team member misses a day which shows that making up the hours at a later date is not necessary. Having more workers than needed on a given day is inefficient and is a waste of Metro funds. We asked the Controller why they went through this process of making up hours. The Controller stated that for graffiti abatement and trash/vegetation services (which are both charged for by the hour), the Contractor PM wanted as many “boots on the ground” as possible. In other words, if someone was absent, he wanted to make up the hours by having someone else do “substitute” hours so that the Contractor could still charge Metro for the hours.

Metro Paid Twice For Landscaping/Irrigation Team Members’ Services. The Blue Line landscape/irrigation crew member worked trash/vegetation make-up hours for two days (16 hours that cost \$1,606.4). The Gold Line landscape/irrigation team member worked graffiti

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<sup>2</sup> The Gold Line Contractor also has a separate contract with Metro to handle the graffiti/landscaping/trash for the Blue Line.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

abatement and trash/vegetation make-up hours for six days (48 hours that cost \$4,854.08). Metro paid for these two landscaping/irrigation members' wages in the fixed landscaping/irrigation monthly rates. Because Metro paid a flat monthly rate for landscaping/irrigation services and was also charged when these landscape/irrigation members did trash/vegetation or graffiti abatement work, Metro was essentially paying twice for these two landscape/irrigation members' services: once through the fixed monthly rate and again through the graffiti abatement and trash/vegetation hourly rate.

Reduction in Landscaping/Irrigation Services. According to the Controller, there were eight staff assigned to the landscaping/irrigation team for the Gold Line, and nine people were assigned to the landscaping/irrigation team for the Blue Line in November, December, and January. Removing staff from their Blue or Gold Line landscaping/irrigation duties to do make-up hours elsewhere meant a reduction in available resources for the Blue and Gold Line landscaping/irrigation services.

The current and former Metro PMs were not aware that the Gold Line Contractor was substituting hours and felt the practice was not appropriate. The current Metro PM is considering requiring the Gold Line Contractor to cease substituting hours.

Orange Line. We did not find any issues with the Orange Line Contractor's procedures for substituting hours for the Orange Line. They used staff assigned as floaters to substitute hours when necessary.

**Issue 5: Graffiti Tracking Software Was Not Updated by Gold Line Contractor**

Contract Terms. Tracking and Automated Graffiti Reporting System (TAGRS) is an online system that is used to store and track graffiti incidents. It is designed to be a shared database among all Law Enforcement agencies to help investigators identify and prosecute graffiti suspects. Metro's Gold and Orange Line contracts require the Contractors to be equipped with a Smartphone with camera and GPS capabilities that can work with TAGRS. Before removing a graffiti tag, the Contractors must photograph the tags and upload it into TAGRS.

Photos Not Uploaded to TAGRS. We obtained access to TAGRS and ran some reports to determine if the Contractors for the Gold and Orange lines were uploading photos of graffiti as required by the contract. We verified that the Orange Line Contractor regularly uploaded photos and information into TAGRS. However, the Gold Line Contractor did not use TAGRS. Before our audit, the last time photos were uploaded to TAGRS for the Gold Line was December 2016.

We spoke with the Gold Line graffiti abatement team members and asked why they stopped uploading photos to TAGRS. They explained that the application started having issues, and they were unable to use it. They stated they reported the issue to the Contractor PM. As a



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

result of our review, the former Metro PM facilitated TAGRS support staff to help the Contractor load the TAGRS application to their phones. We verified that starting the last week of March 2019 graffiti photos were being uploaded to TAGRS for the Gold Line.

Metro PM Was Not Monitoring TAGRS Use. It is important for law enforcement to have access to information of graffiti tags on the Metro lines so they can analyze the criminal vandalism activity. The Metro PM was not aware that the Gold Line Contractor had not been uploading photos to TAGRS until our audit because he did not check to verify. The Metro PM should periodically run reports in TAGRS to verify the Contractor is uploading photos.

Orange Line: We verified that the Orange Line Contractor regularly uploaded photos and information into TAGRS.

**Issue 6: Frequency of Gold Line Graffiti Abatement and Trash/Vegetation Removal Services Were Not Consistent With Contract Terms**

Contract Terms. According to the Gold Line contract, the Contractor is supposed to provide all labor, supervision, equipment, chemicals, supplies, and other items needed to provide complete removal of graffiti from Metro owned properties including the ROWs. The inspection and removal is to be done on a daily basis along the ROWs. Trash/vegetation removal services are required to be done weekly.

Graffiti Abatement Services Were Not Performed Daily. Facilities Maintenance and the Gold Line Contractor had different expectations on the frequency of graffiti abatement services. As mentioned previously, we met with the Gold Line graffiti abatement team. Although the contract requires the Contractor to do graffiti abatement inspections daily along the ROWs, the team explained they only performed these inspections a couple of times a week by riding the trains and visually looking, and the removal times vary, depending on when they can get access to the ROWs. The former Metro PM expected the Contractor to do graffiti abatement along the ROWs on a weekly basis. The Facilities Maintenance Senior Manager stated that he expects the Gold Line graffiti abatement team to inspect the ROWs weekly for offensive graffiti that need to be removed immediately and to remove non-offensive tags once a quarter because it is difficult for the Contractor to get permission from Metro's Rail Operations Control to get access to the active ROWs to perform the service. All parties had different expectations on the frequency of service for the ROWs, and none of them met the contract requirement of daily service. However, the Contractor and the Facilities Maintenance Senior Manager both agreed that daily service would be too difficult to accomplish. The Facilities Maintenance Senior Manager could not remember the circumstances of how or when the frequency of service changed from daily service or why it was not documented in a contract modification.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

Trash/Vegetation Services Not Performed Weekly. Although the contract states that the trash/vegetation services must be done weekly on the ROW, the Metro PM and Facilities Maintenance Senior Manager expected the trash/vegetation services to be performed quarterly. The Facilities Maintenance Senior Manager stated that the contract requirements should have said quarterly – not weekly. He explained that it was an oversight that this error in the contract had not been caught earlier.

No Contract Modification. Only a Contracting Administrator is authorized to execute a contract modification on behalf of Metro. Changes in the terms of service discussed in a contract must be documented formally in an amendment to the contract. It is the responsibility of the Metro PM to initiate contract modifications and work with the Contract Administrator to execute it. The Gold Line contract had three formal contract modifications, but none of them were for changes to the frequency of service for the graffiti abatement services. There was also no contract modification to change the trash/vegetation services on the ROWs from weekly to quarterly.

The Contract Administrator was unaware of these reductions in the frequency in service. He stated that if he had been aware, he would have reviewed whether there should have been a reduction in the contract price. It is important that changes to contract terms be documented formally in a contract modification to ensure it is in writing and that both parties are in agreement with the terms. It also gives the Contract Administrator an opportunity to determine if the changes affect the contract price. Metro should determine the frequency of graffiti abatement services needed and then submit a contract modification to the Contract Administrator, if necessary. They should also consider doing a contract modification to change the frequency of service for the trash/vegetation services to quarterly. We did not find any issues with the frequency of graffiti abatement or trash/vegetation services for the Orange Line.

Orange Line: The Orange Line contract requires daily graffiti abatement services and quarterly vegetation removal services. Their frequencies of service were consistent with the contract.

**Issue 7: Payment Certifications Were Not Provided**

Contract Terms: The Gold and Orange Line contracts require the Contractors to sign and submit a Payment Certification with each monthly invoice. The Payment Certification is an important document because it certifies:

- the contractor’s invoice reflects actual work performed,
- the work completed was in accordance with the terms of the contract,
- subcontractors were paid, and
- the Contractor understands the penalties for submitting false claims for payment.

Payment Certifications Were Not Submitted By Gold Line Contractor. We reviewed the Gold and Orange line invoices for November, December, and January. The Orange Line Contractor

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

submitted the payment certifications. However, the Gold Line did not provide the certifications. The Metro PM acknowledged that the Gold Line Contractor had never provided payment certifications since the contract began, and they had not followed up with requesting them. The former Metro PM stated it was an oversight. As a result of not obtaining the payment certifications, Metro had no assurance that the Contractor was aware of the repercussions of submitting false payments requests. With the billing issues we found during our audit, it is especially important that the Gold Line Contractor understands the ramifications if they knowingly bill Metro for work not performed or not in accordance with the terms of the contract. The Metro PM plans to require the Gold Line Contractor to provide them in the future.

Orange Line: We verified that the Orange Line Contractor submitted the payment certifications.

**Issue 8: Weekly/Monthly Reports Were Not Detailed And Some Data Was Not Reliable**

Contract Terms. According to both the Orange and Gold Line contracts, the contractors must submit a required weekly report that summarizes the activity during the week per station/location including total number of graffiti tags abated per station/location and tons of trash removed. A monthly report must also be submitted that provides date, time, location serviced, and total man-hours expended.

Locations/Dates/Times Not Broken Out. The Gold Line Contractor provided summary totals of graffiti tags and tons of trash/vegetation removed by the week. However, they did not provide the number of tags or tons of trash/vegetation removed per station/locations nor the dates, times, and hours as required by the contract. The contract states that Metro's PM must approve the report formats before implementation and the first scheduled submittal. The Facilities Maintenance Senior Manager stated that the Metro PM at the time the contract was first executed did not want a lot of details. He preferred to have just the summary of information. As a result, the Gold Line Contractor did not provide all the information the contract specified because a former Metro PM did not require it. Regardless, we believe the Contractor should follow the contract requirements.

Summary Numbers Were Based on Memory. The Gold Line's weekly/monthly report shows only a summary total by week of the number of graffiti tags removed on the Gold Line. The Contractor PM who provides the numbers for the weekly/monthly reports stated that graffiti abatement teams give him a total number of tags they removed, and they do not provide the number of tags per location. One graffiti team told us they do not write down the number of tags by station as they remove them. Instead, they rely on memory when they report their numbers to the Contractor PM. This is not an accurate method to track information and may have resulted in reported weekly/monthly numbers being overstated.

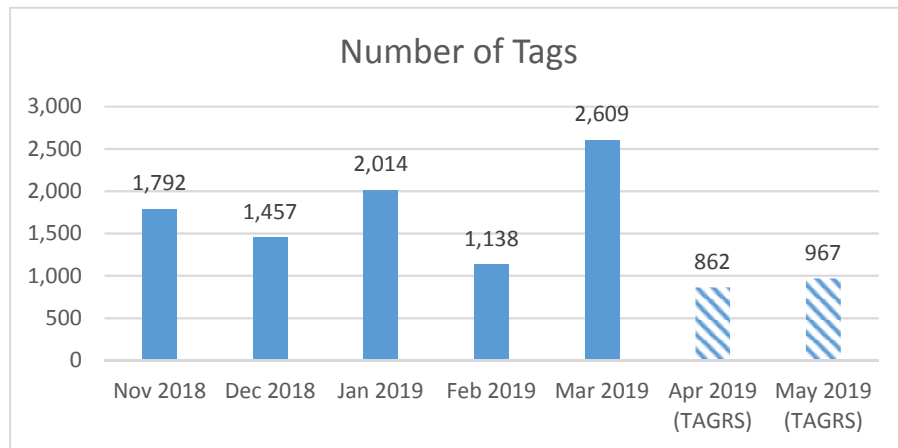
**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

As mentioned previously, TAGRS requires the uploading of photographs of graffiti tags. Using the reports from TAGRS is a more reliable source for the tag numbers because there is photographic support. Figure 1 below shows the number of graffiti tags the Gold Line Contractor reported on their weekly/monthly reports from November 2018 to March 2019. It also shows that significantly less tags were reported in April and May 2019 after the Gold Line graffiti abatement team began using TAGRS regularly. The number of tags went from a high of 2,609 tags in March to 967 tags in May (63 percent difference) which indicates that the number of tags reported prior to April may have been overstated.

*Figure 1. Number of Tags Reported by the Gold Line Contractor in November 2018 to May 2019.*



Although the graffiti abatement services are paid for on an hourly basis, not by the number of tags, the Metro PM agreed it is important that the tag numbers are detailed and reliable because this information can affect staffing size decisions and future contract requirements. It also provides Metro information that could be analyzed, such as historical trends regarding where the graffiti activity is getting worse or better. Now that the Gold Line Contractor is uploading in TAGRS information and photographs of graffiti tags abated, it would be easy to provide this information to meet the contract requirements. The Gold Line contractor said they would be willing to provide this report if they could get some support in learning how to run reports in TAGRS.

Orange Line: The Orange Line Contractor provided TAGRS-based reports that gave details such as the date, station, location of the tags (such as on a bench or fence), method used to clean the graffiti, and the number of tags. They also provided a summary sheet that showed the tons of trash removed by location and the hours and time of day. Their weekly/monthly reports were adequate.

**Issue 9: Contractors Did Not Submit Monthly Evaluations**

Contract Terms: The Gold Line and Orange Line contracts state: “Contractor will be responsible for conducting monthly unannounced Efficiency and Compliance evaluations (E&C) of the work crews to determine the level of compliance with safety rules and procedures. These evaluations shall be documented on the E&C forms used by Metro and submitted to Metro within one (1) week after the last day of each month.”

The E&C Forms Were Not Submitted: Neither the Gold Line or Orange Line Contractors submitted these forms to Metro although this was a contract requirement. The Metro PMs were not aware of this requirement and believe it had not been done since the contracts began in 2015. These forms are important because they show that the Contractor is monitoring their crews at least once a month to ensure safety rules and other Metro procedures are being complied with. The Gold Line Contract PM did not recognize the name of a graffiti abatement team employee who had been on the team for 3 years. Two graffiti abatement team members said they did not see the Gold Line Contract PM very often. This illustrates why it is important for the Contractor PM to visit the work teams at least once a month and to complete the E&C evaluation forms.

As soon as we brought this issue to their attention, the Metro PMs for both the Gold and Orange lines stated that they plan to require their Contractors to submit these forms with their monthly invoices in the future.

**Issue 10: Bulky Items Were Not Removed And Paint-Out Graffiti Was Not Reported**

Contract Terms: According to the Gold Line contract, bulky items pickup shall be performed on an as needed basis as observed by contractor’s crews. Although it is not discussed in the contract, according to the Gold Line Contractor, the graffiti abatement teams ride the trains to every station and are instructed to look out the windows for graffiti paint-out jobs, as well as bulky items.

“Paint-Out” jobs are graffiti tags that are located on nonporous surfaces (like metal or painted surfaces) and must be abated by being painted over to prevent damage from graffiti abatement methods of chemical treatment or pressure washing. There is a different contract that deals with paint-out graffiti jobs.<sup>3</sup> The Gold Line Contractor is only required to do graffiti abatement using chemicals. The Contractor’s graffiti abatement team is supposed to inform their supervisors if they see graffiti on the ROWs that are paint-out jobs. Those supervisors are supposed to inform the Metro PMs who arrange for the appropriate company under a different contract to handle this type of job.

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<sup>3</sup> The Contractor for paint-out jobs works on an as-needed basis and is able to paint-out most graffiti within 24 hours. If the graffiti is located on an active ROW, it could take 7 to 10 days to get track allocation approval.



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

Bulky Items Were Not Picked Up on the Gold Line. According to the Contractor PM, if the teams see bulky items near the tracks, they must handle those immediately and not wait until the quarterly trash pick-up. The danger of bulky items being near the tracks is that they could fall onto the tracks. It is important that the Contractor removes these items promptly because they present a safety concern. We inspected sections of the Gold Line on January 23, 24, 25, and 29, 2019. We noticed a car window and a damaged child's swimming pool near the tracks during the January 23<sup>rd</sup> inspection and these items were still there 6 days later during our January 29<sup>th</sup> inspection. The Contractor stated the graffiti abatement team inspects the ROWs daily, but as discussed previously, the graffiti abatement team told us they ride the trains and inspect the ROWs only a couple of times a week. He could not explain why his team had not spotted and removed these items after 6 days.

Paint-Out Graffiti Tags Were Not Reported. Paint-out type graffiti tags found on sections of the Gold Line on Wednesday, January 23<sup>rd</sup> had not been removed by Monday, January 29<sup>th</sup>. (See Figure 2 below for examples.) We confirmed with the Metro PM that the Contractor had not reported any paint-out tags to him during that week. Two members of the graffiti abatement team told us that they do not report paint-out graffiti tags to their supervisors because they believed it was not their responsibility to do so.

*Figure 2. Paint-Out Graffiti Tags On the Gold Line for 6 Days*



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

Metro should advise the Gold Line Contractor to require graffiti abatement team members to be diligent in looking for bulky items and graffiti paint-out jobs and should consider formalizing the paint-out reporting duty in a contract modification or consider adding this to future contracts. A Facilities Maintenance Senior Manager is considering requiring the Gold Line Contractor's graffiti crews to fill out a log, documenting their train inspections, and submit it with their weekly reports.

Orange Line: The Orange Line contract also requires bulky items be picked up on an as needed basis. We inspected the Orange Line and did not find any issues with the graffiti or bulky items.

## **CONCLUSION**

Overall the Gold Line and Orange Line ROWs were adequately maintained by the Contractors except for two issues on the Gold Line concerning a few bulky items not being picked up and paint-out graffiti not being reported to Metro. We also found a significant number of instances of noncompliance with the Gold Line contract and minor issues with the Orange Line contract that resulted in Metro being overcharged \$91,175.92 and paying \$32,809.28 in unauthorized charges, totaling \$123,985.20 for November 2018, December 2018, and January 2019 services.

The Orange Line contract overall was adequately monitored. However, we found there was significant room for improvement in contract compliance by the Gold Line Contractor and in the monitoring of the Gold Line Contractor. It is important that Metro PMs who oversee contracts understand the importance of properly monitoring the contractor's performance and invoices to ensure Metro is paying for services actually received before certifying the invoices. Because the Gold Line Contractor also has a contract with Metro for the Blue Line, the Metro PM should see if the issues discussed in this report are also issues on the Blue Line and correct them as well as recover any overcharges found.

We believe the Gold Line Contractor should be given written notice that their inaccurate billing procedures and noncompliance with contract terms are unacceptable. This should be a consideration concerning any future proposals submitted by this Contractor to Metro. Our review covered a three-month period and found \$91,175.92 in overcharges. If the issues we found had been going on since the contract began nearly four years ago, the amount of overcharges could be over a million dollars. Facilities Maintenance should consider determining if refunds are owed for the time before and after the three-month period covered by this audit from the Gold Line Contractor.

## **RECOMMENDATIONS**

We recommend that Operations:

1. Ensure the Gold Line Contractor only bills Metro for actual hours worked and require them to provide support for their invoiced hours for trash/vegetation and graffiti abatement services with their monthly invoices.
2. Require the Gold Line Metro PM to do periodic spot checks to verify the staff providing trash/vegetation and graffiti abatement services.
3. Instruct the Gold Line Metro PM to compare all invoices to the contract's price schedule and seek an explanation when there are significant differences.
4. Remind the Gold Line and Orange Line Contractors to request authorization from the Metro PMs before allowing crews to work holidays, as required by the contract, and instruct Metro PMs to only authorize payment for holidays if they had given pre-approval.
5. Consider working with the Procurement Department to modify the Gold and Orange Line contracts to include the Day After Thanksgiving as a Metro-observed holiday to the requirements and ensuring any future contracts address this issue.
6. Require the Gold Line Contractor to cease the practice of using landscaping/irrigation staff assigned to Metro contracts to make up missed hours for the trash/vegetation and graffiti abatement staff at later dates.
7. Request a refund from the Gold Line Contractor for overpayments made for the extra position that did not provide services, for the days/hours that staff did not work, and for the make-up hours paid, totaling \$91,175.92.
8. Consider determining for the time before and after the three-month period covered by this audit if refunds are owed from the Gold Line Contractor for the extra position that did not provide services, for days/hours that staff did not work, and for graffiti and trash/vegetation make-up hours performed by landscaping/irrigation staff.
9. Instruct the Metro PM to periodically verify that the Gold Line Contractor is using TAGRS.
10. Consider working with the Procurement Department to modify the Gold Line contract to change the frequency of service for Gold Line's graffiti abatement services and trash/vegetation services.



**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

---

11. Ensure that the Gold Line Contractor submits a Payment Certification with their monthly invoice as required by the contract.
12. Require the Gold Line Contractor's weekly/monthly reports to include the level of detail required by the contract.
13. Require the Gold Line and Orange Line Contractors to submit monthly Efficiency and Compliance evaluations for the work crews as required by the contract.
14. Request the Gold Line Contractor to remind their graffiti abatement team members to be diligent in looking for bulky items and graffiti paint-out jobs.
15. Consider working with the appropriate department in charge of making decisions about signage on Metro properties and post a hotline number at the stations that the public can use to report graffiti or bulky items.
16. Provide instructions to the current and former Gold Line Metro PMs on effective monitoring procedures of Contractors' performance.
17. Consider working with the Procurement Department to determine any appropriate action that should be initiated against the Gold Line Contractor due to their inaccurate billing procedures and lack of compliance with contract terms.

**Audit of the Graffiti/Landscaping/Trash Maintenance on the  
Gold and Orange Lines Right-of-Ways**

**Office of the Inspector General**

**Report No. 20-AUD-02**

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## **METRO MANAGEMENT COMMENTS**

Operations plans to coordinate with Vendor/Contract Management and Management Audit Services Departments to start the process of reviewing and implementing recommendations to more effectively provide accountable controls and oversight of Facilities Maintenance contracts. Their staff plans to provide regular updates to the OIG as recommendations are considered, addressed, or closed out.

## **EVALUATION OF METRO MANAGEMENT COMMENTS**

The OIG will monitor the planned actions and follow up on implementation of the recommendations until all proposed actions are completed.

## Summary of Overcharges and Unauthorized Charges

The table below shows a summary of the overcharges and unauthorized charges found during the audit.

| <u>Description</u>           | <u>Amount</u>              |
|------------------------------|----------------------------|
| <i>Gold Line Overcharges</i> |                            |
| Extra Trash/Veg Person       | \$50,601.60                |
| Absent Days                  | \$33,210.24                |
| Partial Days                 | \$903.60                   |
| Make-Up Hours                | <u>\$6,460.48</u>          |
| Subtotal                     | \$91,175.92                |
| <i>Unauthorized Charges</i>  |                            |
| Holidays – Gold Line         | \$30,905.28                |
| Holidays – Orange Line       | <u>\$1,904.00</u>          |
| Subtotal                     | 32,809.28                  |
| <b>Total</b>                 | <b><u>\$123,985.20</u></b> |

## Management Comments to Draft Report



**Metro**

### Interoffice Memo

|                |   |
|----------------|---|
| <b>Date</b>    | August 12, 2019   |
| <b>To</b>      | Karen Gorman<br>Inspector General   |
| <b>From</b>    | James T. Gallagher <i>JTG</i><br>Chief Operations Officer   |
| <b>Subject</b> | Management Response to the Audit of Graffiti, Landscape, Trash & Vegetation Maintenance of the Gold and Orange Lines ROW Contracts (Report # 20-AUD-02) |

Operations Management has received and reviewed the Audit of the Graffiti, Landscape, Trash & Vegetation Maintenance of the Gold and Orange Lines Rights-of-Way contracts issued by the Office of Inspector General. The report includes a total of 17 recommendations for the period of November 2018 through January 2019 mostly relative to the Gold Line Graffiti, Landscape, Trash & Vegetation Maintenance contract in terms of compliance, insufficient payment review/verification, incorrect/unauthorized charges, and reliability of weekly/monthly contractor performance reports.

Operations, in coordination with the Vendor/Contract Management and Management Audit Services Departments, will begin the process to review and implement change recommendations to more effectively provide accountable controls and oversight of Facilities Maintenance contracts. Staff will provide regular updates to the OIG as recommendations are considered, addressed and/or closed out.

CC: Nadine Lee, Chief of Staff  
 Debra Avila, Chief Vendor/Contract Management Officer  
 Diana Estrada, Chief Auditor  
 Nalini Ahuja, Chief Financial Officer  
 Diane Corral-Lopez, EO, Operations Administration  
 Errol Taylor, Sr. EO, Rail Maintenance & Engineering  
 Brady Branstetter, DEO, Facilities Maintenance  
 Lena Babayan, Sr. Director, Facilities Maintenance  
 Carlos Martinez, Sr. Mgr, Facilities Maintenance  
 Nancy Alberto-Saravia, Sr. Mgr, Transportation Planning

## Final Report Distribution

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Chief Financial Officer  
Senior EO, Rail Maintenance & Engineering  
DEO, Facilities Maintenance  
Chief Auditor  
Audit Support Manager  
Manager, Records & Information Management

**Los Angeles County  
Metropolitan Transportation Authority  
Office of the Inspector General**

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**Statutorily Mandated Audit of  
Miscellaneous Expenses for the Period  
October 1, 2018 to December 31, 2018**

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Report No. 20-AUD-01

July 26, 2019



# **TABLE OF CONTENTS**

|   | <b><u>Page</u></b> |
|---|--------------------|
| INTRODUCTION .....  | 1                  |
| OBJECTIVES, METHODOLOGY AND SCOPE OF AUDIT .....                      | 1                  |
| BACKGROUND .....  | 2                  |
| RESULT OF AUDIT .....   | 2                  |
| P-Card Holder Was Mistakenly Listed As Business Unit Coordinator..... | 3                  |
| CONCLUSION .....  | 3                  |
| RECOMMENDATIONS .....   | 3                  |
| MANAGEMENT COMMENTS TO RECOMMENDATIONS .....                          | 3                  |
| OIG EVALUATION OF MANAGEMENT RESPONSE .....                           | 3                  |
| ATTACHMENTS   |                    |
| A. Summary of Sampled Expenses Audited .....                          | 4                  |
| B. Management Comments to Draft Report .....                          | 5                  |
| C. Final Report Distribution .....                                    | 7                  |



**Metro**

**Los Angeles County  
Metropolitan Transportation Authority**

Office of the Inspector General  
818 West 7<sup>th</sup> Street, Suite 500  
Los Angeles, CA 90017

213.244.7300 Tel  
213.244.7318 Fax

**DATE:** July 26, 2019

**TO:** Metro Board of Directors  
Metro Chief Executive Officer

**FROM:** Yvonne Zheng, Senior Manager, Audit, Office of the Inspector General

**SUBJECT:** Final Report on Statutorily Mandated Audit of Metro Miscellaneous Expenses  
From October 1, 2018 to December 31, 2018 (Report No. 20-AUD-01)

## **INTRODUCTION**

The Office of the Inspector General (OIG) performed an audit of Metro miscellaneous expense transactions processed from October 1, 2018 to December 31, 2018. This audit was performed pursuant to Public Utilities Code section 130051.28(b), which requires the OIG to report quarterly on the expenditures of the Los Angeles County Metropolitan Transportation Authority (Metro) including its Board of Directors for miscellaneous expenses, such as travel, meals, training, refreshments, and membership fees.

We found that the transactions reviewed generally complied with Metro policies, were reasonable and adequately supported by required documents. However, we found an instance that a purchase card holder was mistakenly listed as a business unit coordinator.

## **OBJECTIVES, METHODOLOGY, AND SCOPE OF AUDIT**

The objectives of the audit were to determine whether:

- Expenses charged were proper, reasonable, and in accordance with Metro policies and procedures.
- Expenses had proper approvals, receipts, and other supporting documentation.
- Policies and procedures are adequate to ensure that expenses are documented and properly accounted for.



**Statutorily Mandated Audit of Miscellaneous Expenses for the Period  
October 1, 2018 to December 31, 2018**

**Office of the Inspector General**

**Report No. 20-AUD-01**

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To achieve the audit objectives, we performed the following procedures:

- Obtained and reviewed applicable policies and procedures,
- Reviewed Metro’s Purchase Card Rules and Guidelines,
- Interviewed appropriate staff in Accounting and other departments, and
- Reviewed a sample of expenses for the period of October 1, 2018 to December 31, 2018 to determine if they were reasonable, properly approved, and supported by required documentation (i.e. invoices, receipts, and justification memos).

This audit covered a review of Metro miscellaneous expenses for the period of October 1, 2018 to December 31, 2018. For this period, miscellaneous expenses totaled \$1,997,667.02.<sup>1</sup> We selected 36 expense transactions totaling \$485,664.87 for detail testing. Thirty one of the expense transactions were randomly selected, and the remaining 5 were judgmentally selected due to their large dollar amount. See Attachment A for details.

This audit was conducted in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## **BACKGROUND**

All Metro expenditures are categorized into various expense accounts and recorded in Metro’s Financial Information System (FIS). Metro employees have several options for seeking payment for miscellaneous expenses incurred, such as check requests, purchase cards, purchase orders, and travel & business expense reports. Each option has its own policies, procedures, or guidelines. The Accounting Department’s Accounts Payable Section is responsible for the accurate and timely processing of payments for miscellaneous expenses.

## **RESULT OF AUDIT**

The audit found that the transactions reviewed generally complied with policies, were reasonable and adequately supported by required documents. However, we found that a purchase card holder was mistakenly listed as a business unit coordinator.

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<sup>1</sup> This total does not include transactions that were \$200 or less, offsetting credits, and transactions from the OIG and Ethics Departments.

**Statutorily Mandated Audit of Miscellaneous Expenses for the Period  
October 1, 2018 to December 31, 2018**

**Office of the Inspector General**

**Report No. 20-AUD-01**

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**P-Card Holder Was Mistakenly Listed As Business Unit Coordinator**

We found that a P-Card holder from Real Estate Administration Department was mistakenly listed as a Business Unit Coordinator (BUC) in August 2018 purchase card log. According to Metro's Purchase Card Rules and Guidelines, "a Business Unit Coordinator may not be assigned as a P-Card Holder." The department's card holder and approving official stated that the card holder is not the Business Unit Coordinator of the department. Administration Policy Department checked and confirmed that the card holder is not the Business Unit Coordinator for the department. The Senior Manager from Administration Policy Department stated that he addressed the separation of duties and responsibilities during the mandatory purchase card training. He also specifically mentioned that card holders, approving officials and business unit coordinators should not list themselves in roles what they are not performing. The cost center reported that they will update the Business Unit Coordinator in future P-Card logs.

**CONCLUSION**

We found that Metro miscellaneous expenses reviewed for the period of October 1, 2018 to December 31, 2018 generally complied with policies, and were reasonable and adequately supported with required documents. However, a purchase card holder was mistakenly listed as a business unit coordinator of the department.

**RECOMMENDATIONS**

We recommend:

1. The Administration and Policy group in the Procurement Department should continue their efforts in addressing the separation of the duties and the responsibilities of P-Card holders, Approving Officials and Business Unit Coordinators during training.
2. The Real Estate Administration Department should ensure their future P-Card logs are submitted according to P-Card Rules and Guidelines; specifically, ensure that the name of the Business Unit Coordinator is accurately reported on the P-Card logs.

**MANAGEMENT COMMENTS TO RECOMMENDATIONS**

On July 11, 2019, we provided Metro Management a draft report. On July 12 and July 19, Procurement Department and Real Estate management completed responses that agreed with the recommendations in the report (see Attachment B).

**OIG EVALUATION OF MANAGEMENT RESPONSE**

Management's corrective actions taken are responsive to the findings and recommendations in the report. Therefore, we consider all issues related to the recommendations resolved and closed based on the corrective actions taken.

**Summary of Sampled Expenses Audited  
For the Period from October 1, 2018 to December 31, 2018**

| <i>Account</i> | <i>Account Description</i>   | <i>Total Amount</i>           | <i>Sample Amount</i>        |
|----------------|------------------------------|-------------------------------|-----------------------------|
| 50213          | Training Program             | \$ 152,745.56                 | \$ 115,000.00               |
| 50903          | Business Meals               | 73,970.17                     | 2,485.48                    |
| 50905          | Corporate Membership         | 228,913.50                    | 84,188.00                   |
| 50908          | Employee Relocation          | 18,904.52                     | 0                           |
| 50910          | ER Mileage / Parking         | 3,864.86                      | 363.14                      |
| 50912          | Professional Membership      | 16,525.00                     | 840.00                      |
| 50914          | Schedule Checkers            | 2,945.14                      | 0                           |
| 50915          | Seminar and Conference Fee   | 109,802.12                    | 1,066.89                    |
| 50917          | Business Travel              | 210,461.54                    | 8,128.95                    |
| 50918          | Advertising                  | 767,520.18                    | 154,445.77                  |
| 50999          | Other Miscellaneous Expenses | <u>\$ 412,014.43</u>          | <u>\$ 119,146.64</u>        |
|                | <b><i>Totals</i></b>         | <b><u>\$ 1,997,667.02</u></b> | <b><u>\$ 485,664.87</u></b> |

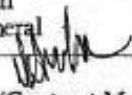
## Management Comments to Draft Report

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**Metro**

### Interoffice Memo

|         |  |
|---------|--|
| Date    | July 12, 2019  |
| To      | Karen Gorman<br>Inspector General  |
| From    | Debra Avila <br>Chief Vendor/Contract Management Officer |
| Subject | Response to OIG Draft Report, July 11, 2019<br>(Report No. 20-AUD-01)  |

**OVERVIEW**

I have reviewed the results of the subject draft report and concur with the findings and recommendations for V/CM in the report.

**OBSERVATION**

Corrective measures have been taken to correct the observation that: "P-Card Holder Was Mistakenly Listed As Business Unit Coordinator."

**RECOMMENDATION**

In addition, the draft report recommends: "The Administration and Policy group in the Procurement Department should continue their efforts in addressing the separation of the duties and the responsibilities of P-Card holders, Approving Officials and Business Unit Coordinators during training."

**PROPOSED ACTIONS**

Vendor/Contract Management concurs with this recommendation and the department will continue to address the separation of duties and responsibilities during training, as well as remind program participants of the purchase card intranet site which details policy, procedure, and responsibilities.

Monthly, all P-Card Program participants (cardholders and approvers) reaching the two-year anniversary are contacted for the appropriate re-fresher training where separation of duties is addressed.

Twice a year, the cardholder list is reviewed with all Business Unit Coordinators to ensure account accuracy, including roles.

Additionally, in 2019 the department has instituted a Metro Purchase Card Program Quarterly Newsletter which is sent to all program participants in which policy reminders, such as separation of roles, and other policy topics are addressed.

Should you have any questions, please feel free to call me.

Thank you.

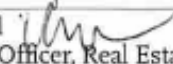
## Management Comments to Draft Report

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**Metro**

### Interoffice Memo

|         |   |
|---------|---|
| Date    | July 19, 2019   |
| To      | Karen Gorman<br>Acting Inspector General  |
| Through | John Potts<br>Executive Officer, Real Estate  |
| From    | Velma C. Marshall <br>Deputy Executive Officer, Real Estate |
| Subject | Response to OIG Draft Report on July 11, 2019<br>(Report No. 20-AUD-01)   |

**OVERVIEW**

I have reviewed the findings of the OIG Draft Report (Report No. 20-AUD-01) and I concur that corrective actions are/were required.

**OBSERVATION**

The Report identifies that from October 1, 2018 to December 1, 2018 the Purchase Card Holder was also the Business Unit Coordinator. It's understood that the Purchase Card Rules and Guidelines prohibit the Purchase Card Holder from serving as the Business Unit Coordinator.

**RECOMMENDATION**

The Real Estate Administration Department will follow the Purchase Card Rules and Guidelines by ensuring the Purchase Card Holder and Business Unit Coordinator are separate personnel and listed correctly on the Purchase Card logs.

**CORRECTIVE ACTIONS TAKEN**

In response to the report findings and the above recommendation, as of March 2019 the Real Estate Administration Department assigned Craig Justesen as the Business Unit Coordinator. The corrective action resolves any compliance issues.

Should you have any questions, please feel free to call me.

Thank you.

## Final Report Distribution

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Board Secretary  
Executive Officer, Finance/Controller  
Chief Vendor/Contract Management Officer  
Deputy Executive Officer, Real Estate  
Chief Auditor  
Audit Support Manager  
Manager, Records & Information Management

**Audit of the Graffiti/Landscaping/Trash Maintenance  
on the  
Gold and Orange Line Right-of-Ways**

**Presented by  
Karen Gorman, Inspector General**

Operations, Safety, and Customer Experience  
Committee

September 19, 2019



# Key Findings

Attachment C  
Legistar File # 2019-0631

- 
- Gold Line Contractor charged Metro for 15 crew members when only 14 were provided
  - Gold Line Contractor did not charge Metro for actual hours, resulting in overpayments
  - Gold and Orange Line Contractors charged Metro for holiday work without authorization
  - Gold Line Contractor's use of "make-up" hours resulted in Metro paying for staff twice
  - Gold Line, bulky items were not removed in a timely manner, and paint-over graffiti was not reported





# Key Recommendations

Attachment C  
Legistar File # 2019-0631

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- Ensure the Gold Line Contractor only bills Metro for actual hours worked
- Require support for invoiced hours
- Do periodic spot checks
- Remind Contractors to request authorization before working holidays
- Require a refund from Contractor for overbillings



**Board Report**

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**File #:** 2019-0556, **File Type:** Agreement

**Agenda Number:** 31.

---

**CONSTRUCTION COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: US ARMY CORPS OF ENGINEERING MEMORANDUM OF AGREEMENT**

**ACTION: APPROVE RECOMMENDATION**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute the Memorandum of Agreement (MOA) between Metro (Authority) and US Army Corps of Engineering (“Corps”).

**ISSUE**

As the Metro Projects move forward, the team has identified the need to interact with the Corps to accommodate the project alignments in which coordination efforts would include permits and general coordination. This is the Authority’s first interaction with Corps. Therefore, in order to move forward with the general scope, an MOA must be set in place between the Authority and Corps in order to memorialize roles and responsibilities. This MOA shall also be prepared in a manner that would accommodate any future Metro Project that may require services from Corps in order to support those future projects.

**DISCUSSION**

No other MOA has been executed by both parties, this would be the first MOA executed that would allow both parties to collectively work together to support general utility relocation and coordination efforts. The general intent of the MOA would be to cover the current ongoing Projects as well as future Metro Projects for many years to come.

This MOA describes the roles, responsibilities, and obligations of both parties and specifies the procedures which the Authority and Corps will follow for elements associated with the supports services associated with all of Metro’s projects. Such elements include general coordination, providing as built, relocating utilities, review of designs, streamline processes, meeting accommodations, permitting, construction support services, reimbursements, invoicing, and other general tasks in support of Metro’s construction of projects. The Authority and Corps agree that each will cooperate with the other in all activities covered by the MOA. Work performed by Corps

under this MOA shall be per the agreed upon terms in this MOA.

**FINANCIAL IMPACT**

Reimbursements will be issued to Corps on an annual basis per the specified terms in the MOA. Reimbursements for said Authority commitments created within the MOA parameters shall only be issued by funded projects and must be within each of the project's respective Fiscal Year or Life of Project (LOP) budgets. These projects will largely be comprised of the Measure R/M projects but can be utilized across all Metro capital projects.

**ALTERNATIVES CONSIDERED**

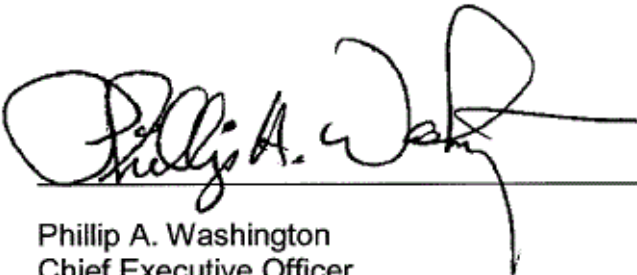
The Board may choose not to execute this MOA, however not executing this MOA would not solidify each of the parties' roles and responsibilities and would require Metro to follow standard over the counter processes and therefore not benefit from streamlined processes, and other administration benefits identified within the MOA. All of which are essential elements from a successful project standpoint.

**ATTACHMENTS**

Attachment A - MOA; Corps

Prepared by: Eduardo Cervantes, Deputy Executive Officer; 213-922-7255  
Androush Danielians, Executive Officer; 213-922-7598

Reviewed by: Richard Clarke, Chief Program Management Officer; 213-922-7557



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Phillip A. Washington  
Chief Executive Officer

**MEMORANDUM OF AGREEMENT  
BETWEEN  
LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY  
(LACMTA)  
AND  
U.S. ARMY CORPS OF ENGINEERS, LOS ANGELES DISTRICT**

SUBJECT: Memorandum of Agreement between the Los Angeles County Metropolitan Transportation Authority (LACMTA) and the U.S. Army Corps of Engineers Los Angeles District

THIS MEMORANDUM OF AGREEMENT ("MOA") is entered into between the Los Angeles County Metropolitan Transportation Authority, LACMTA (hereinafter "LACMTA") and the Los Angeles District of the United States Army Corps of Engineers (hereinafter "Corps"), collectively referred to as the "Parties."

**RECITALS**

WHEREAS, pursuant to section 14 of the Rivers and Harbors Act of 1899, codified at 33 U.S.C. § 408 ("Section 408"), as amended, the Corps has jurisdiction over requests to alter or modify completed water resources development projects constructed by the Corps ("Section 408 Requests");

WHEREAS, section 214 of the Federal Water Resources Development Act of 2000, Public Law 106-541 ("WRDA 2000"), as amended and codified at 33 U.S.C. § 2352, authorizes the Secretary of the Army, after public notice, to accept and expend funds contributed by a non-Federal public entity to expedite the evaluation of a permit application of that entity related to a project or activity for a public purpose under the jurisdiction of the Department of the Army;

WHEREAS, the Secretary of the Army has delegated the responsibility of carrying out section 214 of the WRDA 2000, as amended, to the Chief of Engineers and his delegated representatives;

WHEREAS Engineering Circular (EC) 1165-2-220 authorizes District and Division Engineers of the Corps to accept and expend funds contributed by non-Federal public entities subject to certain limitations;

WHEREAS, the Corps has indicated it is not able, without additional resources, to expedite the evaluation of LACMTA-designated priority Section 408 Requests ("LACMTA-designated priority Section 408 Requests") that have a public purpose;

WHEREAS, LACMTA is a non-Federal entity and believes it is in its best interest to provide funds to the Corps pursuant to this MOA to streamline and expedite Corps' review of LACMTA-designated priority Section 408 Requests, as more fully described in this MOA;

WHEREAS, the Corps' District Engineer has determined that the acceptance and expenditure of funds received from the LACMTA is appropriate, and an informational public notice will be issued regarding the decision;

WHEREAS, it is understood and acknowledged by all Parties that the Corps' review of LACMTA-designated priority Section 408 Requests will be completely impartial and in accordance with all applicable Federal laws and regulations;

WHEREAS, this MOA establishes the responsibilities and operating procedures of the Parties with respect to the Corps' review of LACMTA-designated priority Section 408 Requests requiring Corps' permission pursuant to Section 408;

WHEREAS, this MOA is intended to: (1) enable the Parties to fully consider, address, and protect environmental resources, including but not limited to impacts to existing and completed Corps water resources development projects and any component feature thereof, early in the development of proposed actions; (2) avoid conflicts late in project development through close coordination during early planning and development stages; (3) provide sufficient information to the Corps for timely analysis of project effects and to assist LACMTA in developing appropriate mitigation measures; (4) maximize the effective use of limited Corps resources by focusing attention on projects that would have the most effect on completed federal flood risk management facilities; (5) provide a mechanism for expediting LACMTA-designated priority Section 408 Request reviews and coordination when necessary; and (6) provide procedures for resolving disputes in this resource partnering effort.

NOW, THEREFORE, the Parties agree as follows:

## AGREEMENT

### Article I. - PURPOSE AND AUTHORITIES

A. This MOA is entered into by the Parties for the purpose of establishing a mutual framework governing the respective responsibilities of the Parties for the Corps' acceptance and expenditure of funds contributed by LACMTA to provide expedited Section 408 Request evaluation-related services for LACMTA-designated priority Section 408 Requests. The LACMTA-designated priority Section 408 Requests are listed in **Appendix A** to this MOA. LACMTA shall have the authority to change priorities, in order to accommodate Project schedule needs. This MOA is not intended as the exclusive means of obtaining permit review of LACMTA Section 408 Requests. This MOA is a vehicle by which LACMTA will obtain expedited review and evaluation of LACMTA-designated priority Section 408 Requests outside of the ordinary Corps review process.

B. The LACMTA enters into this MOA pursuant to its authority under California Public Utilities Code Section 130050.2, et seq.

C. The Corps enters into this MOA pursuant to its authority under 33 U.S.C. § 2352.

D. This MOA is limited to LACMTA-designated priority Section 408 Request reviews only. A separate agreement may be required between LACMTA and the Corps to

expedite environmental technical assistance, coordination services, review, and concurrence of documentation prepared to comply with section 404 of the Clean Water Act of 1972, as amended, and/or section 10 of the Rivers and Harbors Act of 1899, as amended.

## Article II. - SCOPE OF WORK

A. LACMTA will provide funds to the Corps to expedite review and evaluation related services for LACMTA-designated priority Section 408 Requests as designated in **Appendix A**. The Corps' operations and maintenance expenses are funded as a congressionally appropriated line item in the annual Federal budget. LACMTA will provide the Corps with funds in accordance with the provisions of 33 U.S.C. § 2352.

B. The Corps will provide staffing resources dedicated to expediting LACMTA-designated priority Section 408 Request reviews, as described in Article II.D., below, and/or other programmatic efforts to support efficient decision-making.

C. The Corps will establish a separate internal financial account to track receipt and expenditure of funds associated with its review of LACMTA permit applications for LACMTA-designated priority Section 408 Requests. Corps' personnel will charge their time and expenses against the account when they perform work to either expedite Section 408 Request evaluation related requests for LACMTA-designated priority Section 408 Requests or undertake other programmatic efforts to support efficient decision-making related to LACMTA's permitting needs.

D. Funds contributed by LACMTA hereunder will be expended by the Corps to defray the costs of its staff (including salary, associated benefits, overhead and travel expenses) and other costs in order to expedite the evaluation of LACMTA-designated priority Section 408 Requests. The Corps may expend LACMTA funds to perform select duties, including but not limited to technical analyses and writing, Agency Technical Review, real estate evaluation, risk analysis, copying or other clerical/support tasks, acquisition of data, site visits, travel, coordination activities, additional personnel (including support/clerical staff), contracting support for technical services (e.g., structural risk evaluation, geotechnical analysis, hydraulic and hydrological engineering review), construction quality assurance and control, environmental documentation preparation and review; consultation with resource agencies; meeting coordination; and any other permit evaluation related responsibilities that may be mutually agreed upon.

E. The Corps will *not* expend funds provided by LACMTA for costs associated with the review of the Corps' work undertaken by supervisors or other persons or elements of the Corps in the decision-making chain of command. However, if a supervisor is performing staff work and not supervisory oversight, funds provided by LACMTA pursuant to this MOA may be used.

F. The Corps will *not* expend funds provided by LACMTA to defray the costs of activities related to the Corps' enforcement functions, but may use funds provided by LACMTA to defray costs of activities related to Section 408 permission compliance functions, such as



quality assurance activities or reviews of associated Section 408 permission closeout documentation.

G. If the funds provided by LACMTA are expended and not replenished, any remaining LACMTA-designated priority Section 408 Requests will be handled like those of any Section 408 requester.

H. Expediting of packages shall include review of a submittals within 30 calendar days. Should the package or plans be incomplete in nature, Corps shall reject plans and notify LACMTA within 7 calendar days of receipt of plans.

### Article III. - INTERAGENCY COMMUNICATIONS

To provide for consistent and effective communication between the Parties, each party will appoint a Principal Representative to serve as its central point of contact on matters relating to this MOA. Additional representatives may also be appointed to serve as points of contact on specific actions or issues. For the purposes of this MOA, LACMTA's Principal Representative will be Eduardo Cervantes, Deputy Executive Officer, and the Corps' Principal Representative will be Rafi Talukder, P.E., Engineering Division, Los Angeles District. The Principal Representative for each party may be changed upon written notification to the other party.

### Article IV. - RESPONSIBILITIES OF THE PARTIES

A. LACMTA will provide adequate resources to fund existing or additional Corps personnel for the purpose of expediting the review of LACMTA-designated priority Section 408 Requests and other identified activities. To facilitate the Corps' reviews and activities, the LACMTA will:

1. Provide adequate information regarding LACMTA-designated priority Section 408 Requests, scheduling requirements, and other specific activities to initiate permit evaluation. Information required for the Corps to deem a Section 408 package submittal complete thereby allowing initiation of the Section 408 request review process can be found in applicable Section 408 guidance, including but not limited to EC 1165-2-220, POLICY AND PROCEDURAL GUIDANCE FOR PROCESSING REQUESTS TO ALTER US ARMY CORPS OF ENGINEERS CIVIL WORKS PROJECTS PURSUANT TO 33 USC 408, dated September 10, 2018, a copy of which has been provided to LACMTA. Upon request, the LACMTA shall provide supplemental information necessary to complete the permit application. Additional information required to complete the Section 408 Request evaluation process may exceed what is needed to initiate the process. On a case-by-case basis, if requested by the Corps, LACMTA shall provide such additional information as may be necessary to ensure the Corps can effectively accomplish the required review.

2. In consultation with the Corps, establish the specific order of priority of the Section 408 Requests listed in **Appendix A** to this MOA. The Section 408 requests included in **Appendix A** and the order of priority of those Section 408 Requests may be changed by LACMTA's Principal Representative without requiring an amendment to this MOA. Such changes shall be submitted to the Corps' Principal Representative in writing in the manner provided by Article VI and will be effective upon receipt thereof.

3. To the best of its ability, ensure the participation of all essential LACMTA personnel during the Section 408 request evaluation process.

4. Work closely with the Corps to adjust priorities and schedules in order to optimize available Corps staff resources. If overlaps or conflicts occur among LACMTA-designated priority Section 408 requests, then LACMTA will work with the Corps to prioritize such overlaps.

B. The Corps shall assign qualified personnel to evaluate the LACMTA-designated priority Section 408 requests and prioritize associated tasks within projected funding levels provided under this MOA. The Corps shall use the funds provided to defray the costs of salaries and associated benefits and to reimburse travel expenses in order to:

1. Expedite review of LACMTA-designated priority Section 408 Requests as identified in Appendix A or any amendments thereto in accordance with the purpose, terms, and conditions of this MOA or any amendments thereto. The Corps shall not redirect resources from, or otherwise postpone, Section 408 Requests related to non-priority Section 408 requests submitted by LACMTA through the standard Corps review process.

2. Following any pre-application meetings and/or discussions to clarify the scope of anticipated Section 408 review processes, provide LACMTA with an estimated schedule to the best of its ability within fourteen (14) calendar days of receiving LACMTA's scheduling requirements as described in Article IV subparagraph A (1) to complete the Section 408 Request evaluation process for each priority Section 408 Request submitted. LACMTA shall be able to comment on these schedules and adjust the order of LACMTA-designated priority Section 408 Requests included in Appendix A, or provide additional resources per Article V. D, below.

3. Consult on a monthly basis with LACMTA regarding an adjustment of priorities or amendments to Appendix A if the current and/or projected workload of priority Section 408 Requests and activities exceeds the Corps' ability to provide the services specified herein or negotiate additional funding in accordance with Article V.D, below.

4. If a Section 408 permission is issued, provide construction quality assurance and quality control support for permit compliance purposes, which shall consist of reviewing technical submittals and requests for information, field inspections at critical construction milestones, review of proposed change orders that involve the design or design intent of any Section 408 permission, providing technical assistance during construction as requested by the LACMTA on a case by case basis and review of construction and Section 408 closeout documentation as applicable.

5. Provide LACMTA with a brief quarterly summary report of progress made under this MOA within twenty-one (21) calendar days of the end of each quarter (January 21, April 21, July 21, and October 21). Progress will be itemized for each LACMTA-designated priority Section 408 request package during the quarter for each LACMTA-designated priority Section 408 Request pending at the end of the quarter. This report will describe achievements, including any improvements the Corps has documented in coordinating and improving the



efficiency of LACMTA-designated priority Section 408 Request package reviews, and will summarize expenditures for each Section 408 package to date. The report also will identify any recommendations for improving consultation and coordination among the Parties to this MOA and will provide an estimate of costs expected for the ensuing quarter. The report shall not be in excess of five (5) pages of narrative per report.

6. Meet with LACMTA representatives as needed to discuss progress under this MOA.

7. Work closely with the Section 408 Requester to determine the applicable Corps standards to be applied and the specific level of detail necessary to be provided in order for the Corps to make a decision for a particular alteration request. The Corps' determination of the appropriate level of detail will be risk-informed and documented in the Corps' review plan. The Corps acknowledges the Requester is responsible for ensuring a proposed alteration meets current Corps design and construction standards. However, the Requester is not required to bring those portions or features of the existing Corps project that are not impacted by the alteration up to current Corps design standards.

8. Prior to expiration of the MOA, hold a final meeting with LACMTA representatives to review a summary of LACMTA-designated priority Section 408 Request review streamlining and other activities under this MOA, as well as provide recommendations for future coordination between the Parties.

#### Article V. - FUNDING

A. The total compensation paid to the Corps under this MOA is ONE MILLION FIVE HUNDRED THOUSAND (\$1,500,000).

B. Prior to the Corps incurring any expenditure to expedite Section 408 Requests designated as a priority as specified in this MOA, the LACMTA will make a lump sum payment to the Corps of the total amount specified in subparagraph A above. Payment by the LACMTA is to be made by check payable to the Finance and Accounting Officer and sent to the following address:

U.S. Army Corps of Engineers, Los Angeles District  
Finance and Accounting Officer  
915 Wilshire Blvd.  
Los Angeles, CA 90053-2325  
Attn: Carlos M. Tabares

or by electronic funds transfer in accordance with Standard Operating Procedure UFC 08 Appendix B).

C. The Corps will carry over any unexpended funds from year to year, or will refund such unobligated funds if this MOA is terminated or expires in accordance with Article X.

D. The Corps will provide LACMTA with written notice when 80% of the funding has been expended. If the Corps' actual costs for providing the agreed-upon level of service will exceed the amount of funds available, LACMTA will have the option of (i) increasing the total funding amount through an amendment to this MOA, or (ii) agree to a reduced level of service.

E. The Corps will charge a Program Management Administration fee annually to manage the 214 funding agreement (see attached budget estimate).

#### Article VI. - NOTICES

A. Any notice, request, demand, or other communication required or permitted to be given under this MOA shall be deemed to have been duly given if in writing and delivered personally or mailed by first-class, registered, or certified mail, as follows:

If to the LACMTA:

Los Angeles County Metropolitan Transportation Authority  
1 Gateway Plaza  
Los Angeles, California 90012  
Attn: Eduardo Cervantes

With a copy in all instances to:

Los Angeles County Counsel  
1 Gateway Plaza, 24<sup>th</sup> Floor  
Los Angeles, California 90012  
Attn: Ronald Stamm, General Counsel

If to the Corps:

U.S. Army Corps of Engineers  
Engineering Division  
915 Wilshire Blvd.  
Los Angeles, California 90017  
ATTN: Rafi Talukder

With a copy in all instances to:

District Counsel  
U.S. Army Corps of Engineers  
Los Angeles District  
915 Wilshire Blvd., Suite 1535  
Los Angeles, California 90017

B. A party may change the address to which such communications are to be directed by giving written notice to the other party in the manner provided in this Article.

C. Any notice, request, demand, or other communication made pursuant to this Article shall be deemed to have been received by the addressee at the earlier of such time as it is actually received or seven (7) calendar days after it is mailed.

#### Article VII. - APPLICABLE LAWS

The applicable statutes, regulations, policies, directives, and procedures of the United States will govern this MOA and all documents and actions pursuant to it. Unless otherwise required by law, expediting of LACMTA-designated priority Section 408 Requests undertaken by the Corps will be governed by Corps regulations, policies, and procedures.

#### Article VIII. - DISPUTE RESOLUTION

In the event of a dispute, the Parties agree to use their best efforts to resolve the dispute in an informal fashion through consultation and communication, or other forms of non-binding alternative dispute resolution mutually acceptable to the Parties. The Parties agree that, in the event such measures fail to resolve the dispute, they shall refer the dispute for resolution to an appropriate forum in accordance with Federal law.

#### Article IX. - PUBLIC INFORMATION

Justification and explanation of LACMTA's programs or projects related to or arising out of LACMTA-designated priority Section 408 Requests which may be pending before other agencies, departments, and offices will not be the responsibility of the Corps. The Corps may provide, upon request from the LACMTA, any assistance necessary to support justification or explanations of activities conducted under this MOA. In general, the Corps is responsible only for public information regarding Corps regulatory activities. LACMTA will give the Corps, as appropriate, advance notice before making formal, official statements regarding activities funded under this MOA.

#### Article X - AMENDMENT, MODIFICATION, AND TERMINATION

A. This MOA may be modified or amended only by written, mutual agreement of the Parties.

B. Any party reserves the right to terminate its participation in this MOA without cause upon thirty (30) days written notice to the other party. In the event of termination, LACMTA will continue to be responsible for all costs incurred by the Corps in performing expedited LACMTA-designated priority Section 408 Requests review services up to the time of notice and for the costs of closing out or transferring any ongoing contracts in support of the provision of services by the Corps under this MOA.

C. Within ninety (90) calendar days of termination of the MOA, or the expiration of the MOA, the Corps shall provide LACMTA with a final statement of expenditures. Within sixty (60) calendar days after submittal of the Corps' final statement of expenditures, the Corps, subject to compliance with the Anti-Deficiency Act, codified at 31 U.S.C. 1341 *et seq.*, shall directly remit to LACMTA the unexpended balance of the advance payment, if any. Funds may be provided to LACMTA either by check or electronic funds transfer.

Article XI. - MISCELLANEOUS

A. This MOA will not affect any pre-existing or independent relationships or obligations between the Parties.

B. The Corps' participation in this MOA does not imply endorsement of the LACMTA-designated priority Section 408 Requests, nor does it diminish, modify, or otherwise affect Corps' statutory or regulatory authorities.

C. If any provision of this MOA is determined to be invalid or unenforceable, the remaining provisions will remain in force and unaffected to the fullest extent permitted by law and regulation.

D. This MOA, including any documents incorporated by reference or attachments thereto, but excluding the pre-existing relationships or obligations between the Parties referenced in subparagraph A above, constitute the entire agreement between the Parties. All prior or contemporaneous agreements, understandings, representations and statements, oral or written, are merged herein and shall be of no further force or effect.

Article XII. - EFFECTIVE DATE AND DURATION

This MOA will be effective on the date of signature by the last party. Unless amended or modified, this MOA shall remain in force until whichever of these events occurs first:

1) December 31, 2025 or 2) the MOA is terminated pursuant to Article X.B.

[REMAINDER LEFT INTENTIONALLY BLANK]

IN WITNESS WHEREOF, this MOA is executed as of the dates indicated below by LACMTA, acting by and through its governing board, and by the Corps, acting by and through its authorized officer.

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

By: \_\_\_\_\_

Date: \_\_\_\_\_

Phillip A. Washington  
Chief Executive Officer

APPROVED AS TO FORM:

\_\_\_\_\_  
General Counsel

U.S. ARMY CORPS OF ENGINEERS, LOS ANGELES DISTRICT

By: \_\_\_\_\_

Date: \_\_\_\_\_

Aaron C. Barta, PMP  
Colonel, U.S. Army  
Commander and District Engineer



**Appendix A: LACMTA-Designated Priority Section 408 Requests**  
**(Dated: 24 May 2019)**

The list of LACMTA-designated Priority Section 408 Requests under this MOA includes the following Section 408 Requests:

| <b>Prioritization</b> | <b>Section 408 Request Description</b>  | <b>Estimate</b> |
|-----------------------|---|-----------------|
|                       | USACE Program Management Administration (\$25,000 annually x 7 yrs)                   | \$175,000       |
| <b>1</b>              | I-710 Corridor Project EIR/EIS  | \$40,000        |
|                       | I-710 Corridor Project (Preliminary Design Review)                                    | \$45,000        |
|                       | Agency Coordination Meetings  | \$15,000        |
| <b>2</b>              | I-710 Corridor Project - Shoemaker Bridge, Long Beach, CA (EIR/EIS)                   | \$40,000        |
|                       | I-710 Corridor Project - Shoemaker Bridge, Long Beach, CA (Preliminary Design Review) | \$30,000        |
|                       | Agency Coordination Meetings  | \$12,500        |
| <b>3</b>              | Metro Eastside Transit Corridor Phase 2 Project Supplemental EIR/EIS Review           | \$60,000        |
|                       | Metro Eastside Transit Corridor Phase 2 Project (Preliminary Design Review)           | \$45,000        |
|                       | Agency Coordination Meetings  | \$22,500        |
| <b>4</b>              | West Santa Ana Branch Transit Corridor Project (EIR/EIS Review)                       | \$50,000        |
|                       | West Santa Ana Branch Transit Corridor Project (Preliminary 3 bridges Design Review)  | \$80,000        |
|                       | Agency Coordination Meetings  | \$20,000        |
| <b>5</b>              | Task 2: LA River Bike Path Gap Closure Project – EIR/EIS Review ( 8 miles)            | \$50,000        |
|                       | Task 2: Coordination of Environmental Analysis (USACE Lead)                           | \$40,000        |
|                       | Task 3: LA River Bike Path Gap Closure Project (30% Design Review)                    | \$80,000        |
|                       | Task 4: Review of Permit Application  | \$80,000        |
|                       | Task 5: Agency Coordination Meetings  | \$30,000        |
| <b>6</b>              | I-605 Corridor Project 3 Alternative (EIR/EIS )                                       | \$50,000        |
|                       | I-605 Corridor Project (Preliminary Design Review)                                    | \$45,000        |
|                       | Agency Coordination Meetings  | \$12,500        |
| <b>7</b>              | Doran St. Crossing at Verdugo Wash (Full 408 Permission)                              | \$120,000       |
| <b>8</b>              | Brighton Double Track over Tujunga Wash and Pacoima Wash                              | \$145,000       |
| <b>9</b>              | East San Fernando Valley Project  | \$120,000       |

| <b>Prioritization</b> | <b>Section 408 Request Description</b>                            | <b>Estimate</b>    |
|-----------------------|---|--------------------|
| <b>10</b>             | Sepulveda Transit Corridor Project (EIS/EIR)                      | \$40,000           |
|                       | Sepulveda Transit Corridor Project<br>(Preliminary Design Review) | \$40,000           |
|                       | Agency Coordination Meetings                                      | \$12,500           |
|                       | <b>TOTAL</b>  | <b>\$1,500,000</b> |

*Note: Since scope of work for each project is subject to change, additional funds will be required to provide a full 408 permit. Any unused funding will be used for a full 408 permit*

## Appendix "B"

DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
FINANCE CENTER  
5722 INTEGRITY DRIVE  
MILLINGTON TENNESSEE 38054-5005

CEFC-FD  
SOP No. UFC-08

1 June 2004  
Revised 1 April 2006

### STANDING OPERATING PROCEDURES ELECTRONIC FUNDS TRANSFERS TO THE CORPS

1. **PURPOSE.** To Standing Operating Procedure (SOP) provides procedures for utilizing Electronic Funds Transfer (EFT) and the Automated Clearing House (ACH) networks in lieu of mailing a check for payment to the Corps.
2. **APPLICABILITY.** The provisions of this SOP apply to the USACE Finance Center (UFC) and activities supported by the UFC.
3. **REFERENCE.** SOP No. UFC-03, Collection/Deposit Procedures.
4. **PROCEDURES.** When a Corps customer wishes to use EFT or ACH processes to transfer of cash contributions in lieu of mailing a check to the UFC, the enclosed procedures must be followed to ensure accurate and timely credit for the funds transferred.
  - a. The customer must notify the supported activity F&A Officer or Project Manager in advance of the pending cash transfer. **The customer's notification should include the date of the transfer, amount, type of transfer (CCD+ or CTX format), and any other known data that will be used to identify the transfer.** The customer's financial institution will transfer the funds via the ACH network using the Cash Concentration or Disbursement Plus (CCD+) or Corporate Trade Exchange (CTX) formats of transactions. The required data elements for these types of transactions are provided in the enclosures.
  - b. Upon notification from the customer or the Project Manager of the pending EFT, the supported activity F&A Officer must enter a Collection Receiving Officer Voucher (ROV) in CEFMS. All EFT collection vouchers must be submitted to the UFC Disbursing Division using Form UFC-DISB-1 (available at: <http://fc.ufc.usace.army.mil/forms/a-ufcdisb1.pdf>). There should only be one EFT transaction per ROV and no other transactions should be attached to an ROV established for EFT purposes.



c. In addition to the enclosed format instructions, the F&A Officer or the Project manager must also provide the following information to the customer for the EFT transfer:

- (1) The District/Division/Laboratory/RBC two-digit EROC
- (2) The CEFMS ROV number
- (3) The Advance Account or Local Cost Share Number

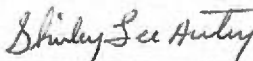
5. **Ca\$hLink II Agency Access System.** Ca\$hLink II is an on-line U.S. Treasury system that allows the UFC to access and confirm our deposit information the next working day after the EFT is posted. The UFC monitors the Ca\$hLink II system daily. Upon verification of the EFT transfer in Ca\$hLink II, the UFC will certify the ROV and confirm the deposit. Funds will be available immediately after the deposit confirmation.

The UFC will not require any additional documentation from the supported activity or the customer provided all required documentation identified above is provided. **If an EFT transaction is received via Ca\$hLink II that cannot be identified, it will be rejected back to the sender.** Before rejecting an EFT, the UFC will research and try to determine the proper supported activity and CEFMS account to update. For those EFT transactions rejected by the UFC, the financial institution (bank) that initiated the EFT will notify the customer (sender) of the rejected transaction.

6. **CHANGES.** Refer all discrepancies, comments or questions regarding this SOP to the Chief, Disbursing Division, Directorate of Finance (CEFC-FD) 901-874-8648.

FOR THE DIRECTOR:

Encls

  
SHIRLEY L. AUTRY  
Deputy Director, Finance

U.S. ARMY CORPS OF ENGINEERS FINANCE CENTER  
Electronic Funds Transfer  
Customer Implementation Data Sheet

**ACH CCD+ Format**

| <b>DATA Element Name</b> | <b>Contents</b>                | <b>Size</b> | <b>Position</b> |
|--------------------------|--------------------------------|-------------|-----------------|
| *Record Type Code        | 6                              | 1           | 01-01           |
| *Transaction Code        | 22                             | 2           | 02-03           |
| *Receiving ABA           | 05103670                       | 8           | 04-11           |
| *Check Digit             | 6                              | 1           | 12-12           |
| *Account Number          | 220025                         | 17          | 13-29           |
| Payment Amount           | Amount of Payment (\$\$\$\$cc) | 10          | 30-39           |
| Identification Number    | Optional                       | 15          | 40-54           |
| *Receiver Name           | USACE Finance Center           | 22          | 55-76           |
| **Discretionary Data     | EROC Code of Corp Office       | 2           | 77-78           |
| Addenda Indicator        | 1 (addenda present)            | 1           | 79-79           |
| Trace Number             | Assigned by Remitter's Bank    | 15          | 80-94           |

**ADDENDA RECORD FORMAT**

| <b>DATA Element Name</b> | <b>Contents</b>                                       | <b>Size</b> | <b>Position</b> |
|--------------------------|---|-------------|-----------------|
| *Record type Code        | 7   | 1           | 01-01           |
| *Addenda Type Code       | 05  | 2           | 02-03           |
| ***Payment Related Data  | ROV #/Account #;EROC                                  | 80          | 04-83           |
| Sequence Number          | Addenda number starting at 0001                       | 4           | 84-87           |
| Addenda Trace Number     | Same as the last 7 numbers of the detail trace number | 7           | 88-94           |

\* Data remains same for every transaction

\*\* EROC Code of Corps District

\*\*\* Data supplied by Corps District to Customer - If data is not present, transaction will be rejected

U.S. ARMY CORPS OF ENGINEERS FINANCE CENTER  
Electronic Funds Transfer  
Customer Implementation Data Sheet

**ACH CTX Format**

| <b>DATA Element Name</b> | <b>Contents</b>                    | <b>Size</b> | <b>Position</b> |
|--------------------------|------------------------------------|-------------|-----------------|
| *Record Type Code        | 6                                  | 1           | 01-01           |
| *Transaction Code        | 22                                 | 2           | 02-03           |
| *Receiving ABA           | 05103670                           | 8           | 04-11           |
| *Check Digit             | 6                                  | 1           | 12-12           |
| *Account Number          | 220025                             | 17          | 13-29           |
| Payment Amount           | Amount of Payment (\$\$\$\$cc)     | 10          | 30-39           |
| Identification Number    | Optional                           | 15          | 40-54           |
| Number of Addenda        | Number of Addenda Records attached | 4           | 55-58           |
| *Receiver Name           | USACE Finance Center               | 22          | 59-74           |
| Reserved                 | Blank                              | 2           | 75-76           |
| **Discretionary Data     | EROC Code of Corp Office           | 2           | 77-78           |
| Addenda Indicator        | 1 (addenda present)                | 1           | 79-79           |
| Trace Number             | Assigned by Remitter's Bank        | 15          | 80-94           |

**ADDENDA RECORD FORMAT**

| <b>DATA Element Name</b> | <b>Contents</b>                                       | <b>Size</b> | <b>Position</b> |
|--------------------------|---|-------------|-----------------|
| *Record Type Code        | 7   | 1           | 01-01           |
| *Addenda Type Code       | 05  | 2           | 02-03           |
| ***Payment Related Data  | ROV #/Account #; EROC                                 | 80          | 04-83           |
| Sequence Number          | Addenda number starting at 0001                       | 4           | 84-87           |
| Addenda Trace Number     | Same as the last 7 numbers of the detail trace number | 7           | 88-94           |

\* Data remains same for every transaction

\*\* EROC Code of Corps District

\*\*\* Data supplied by Corps District to Customer - If data is not present, transaction will be rejected



**Board Report**

**File #:** 2019-0657, **File Type:** Contract

**Agenda Number:** 33.

**CONSTRUCTION COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: SUSTAINABILITY ENGINEERING SERVICES FOR WATER RESOURCES,  
CONSERVATION AND COMPLIANCE**

**ACTION: AWARD CONTRACT**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a Cost Reimbursable Contract for a base period of performance of three (3) years, Contract No. AE58845, to Geosyntec Consultants Inc., for Sustainability Engineering Services for Water Resources, Conservation and Compliance, for total contract amount of not-to-exceed \$17,714,849 with \$7,714,849 not-to-exceed value for the first three years, and exercise two one (1) year options in the amount of not-to-exceed value of \$5,000,000 for each option year; and,
- B. EXECUTE changes and modifications within the Board approved not-to-exceed contract amount.

**ISSUE**

Metro’s sustainability program is nationally recognized as one of the leading programs in the transit industry. Sustainability principles such as climate, energy, water, resource conservation and management are integrated into Metro’s transportation infrastructure and facilities activities. As a result, Metro has effectively reduced resource consumption, decreased air pollutant emissions, including greenhouse gas emissions, improved efficiency, reduced solid and liquid waste generation, and increased recycling and diversion from landfill.

To ensure the continued success of Metro’s sustainability program and further achieve operational sustainability, we have solicited and recommend the award of a professional services contract for water resource management, conservation and compliance consulting services. These services will ensure the protection of human health and the environment, addressing the challenge of operational sustainability while ensuring resiliency and a state of good repair.

Metro’s existing Environmental Engineering Consultant Services contract includes consultant support for Metro’s sustainability program. This recommended contract was solicited to increase participation of firms that work in the sustainability industry in Metro’s programs, especially those which are

involved in the fields of water conservation, resource efficiency and environmental compliance.

The recommended action will provide contracting authority for Task Orders issued during the initial three years, FY19 thru FY21. Attachment B provides examples of projects that this contract will support per fiscal year: FY19 through FY24.

## **DISCUSSION**

As Metro's sustainability program has matured, Environmental Compliance Sustainability Department (ECSD) has a need for several specialty contracts to provide technical expertise and support to advance agency-wide sustainability initiatives and projects. The services provided through the Sustainability Engineering Services for Water Resources, Conservation and Compliance contract include the preparation of analyses, studies, surveys, investigations, modeling, predictions, recommendations and/or reports related to water resource conservation and compliance related to the operation and maintenance of Metro's transportation system, facilities and support activities. The consultant is expected to support a wide range of water initiatives, including water conservation, water quality, environmental management system (EMS), stormwater management, industrial water and wastewater management, low impact development and emerging sustainability-related and cleantech technologies. These services will also support Metro with identifying, designing and implementing the next phase of drought response measures, while fulfilling all compliance obligations.

To accomplish the assigned tasks, the consultant will provide necessary staff, sub-consultants, equipment, software, supplies and services. The consultant shall employ or sub-contract as necessary with diverse professionals such as Professional Engineers, Sustainability Engineers, Water Resource Engineers/Specialists, Water Conservation Specialists, Water Quality Specialists and other such professional practitioners as may be needed to support the required water resource conservation and compliance programs, projects and initiatives.

The process to procure for such specialty contracts is consistent with ECSD's short- and long-term goals and aligns with Metro's Vision 2028 Strategic Plan. The Board approved 2008 Metro Sustainability Implementation Plan is currently used to guide the nature of water related projects in our agency. That plan is currently being revised with strategies and metrics. The Sustainability Strategic Plan is scheduled for Board approval in Spring 2020.

## **DETERMINATION OF SAFETY IMPACT**

This Board action will help ensure the long-term safety and security of Metro's operations by improving the management and efficiency of our use of natural resources, advancing agency resiliency and contributing to state of good repair.

## **FINANCIAL IMPACT**

Contract No. AE58845 will be a Cost Reimbursable contract, i.e. Cost Plus Fixed Fee (CPFF). No MTA funds are obligated until a Contract Work Order (CWO) is issued by an MTA authorized Contracting Officer against a valid project budget. No expenditures are authorized until a Task Order is awarded by an MTA authorized Contracting Officer for a specific package of work within the CWO.

All task orders will be individually negotiated, and level of effort will be fully defined prior to the authorization of any project specific funds. Execution of work under those Task Orders within those CWO awards can continue beyond the contract end date.

Obligations and authorizations made within the total Contract Amount will be against specific project or operations budgets which make up the Board-approved MTA budget for this particular fiscal year. Specific funding for this contract will parallel the project approved by the Board under separate actions. The Chief Program Management and Executive Officer, Environmental Compliance and Sustainability will coordinate with the Project Managers of each of the projects and will be responsible for providing appropriate budgets.

This contract will be use on projects that are identified as part of the annual budgeting process. The Metro Environmental, Water Conservation and Reuse Policies and Metro Water Action Plan ([http://media.metro.net/projects\\_studies/sustainability/images/Water\\_Plan2010\\_0825.pdf](http://media.metro.net/projects_studies/sustainability/images/Water_Plan2010_0825.pdf)) and February 2016 Motion 57 Action Items are used to guide the specific projects.

#### Impact to Budget

There will be no net impact to Bus and Rail Operating Budgets. The initial source of funds for this contract is included in the FY20 budget under Project Number 450003 - Sustainability Environment, Cost Center 8420 Environmental Compliance and Services, Account 50316 Professional and Technical Services. Future task orders are to be individually negotiated and level of effort fully defined prior to the authorization of any project specific funds from the projects that would use these services.

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

This professional services contract will support the implementation of Metro's Strategic Plan Goals, with specific alignment to Initiative 5.2 - Exercise good public policy judgement and sound fiscal stewardship; and Initiative 5.4 - Apply prudent commercial business practices to create a more effective agency.

The Sustainability Engineering Services for Water Resources, Conservation and Compliance contract will support these strategic goals by: 1) Ensuring compliance with State and local water regulations; 2) Generating cost savings and reducing the prevalence and cost of retroactive sustainability upgrades; and 3) Improving organizational efficiency and reducing reliance on scarce natural resources.

### **ALTERNATIVES CONSIDERED**

Contract AE58845 is designed to strategically advance Metro's existing water resource conservation and compliance efforts, while establishing the next generation of initiatives and best practices. If this contract is not awarded, Metro could experience a delay in implementing critical compliance and

efficiency initiatives as well as compliance to current and emerging statutes and regulations.

During the last five years, the Metro Board has approved various plans to achieve reductions in operational greenhouse gas emissions, implement innovative approaches and strategies to enhance customer experience, reduce limited natural and energy resource use, investigate public-private partnerships to supplement limited funds to design, build, operate and maintain sustainability related infrastructure and increase operational efficiency. Metro's operational sustainability program, administered through the Environmental Compliance and Services Department, has executed significant portions of that mandate and will continue to do so using all the sustainability-related consulting contracts (including Contract No. AE58845) as an expert supplement for current staff's expertise. We have seen the effectiveness of this management style (i.e., as-needed combination of internal staff and expert consultants), especially in the implementation of the Environmental Management System.

The Metro Board may reject the recommended action and direct staff to do all water conservation and compliance services work in-house. To support the large volume of technical tasks associated with this program, Metro would have to hire additional staff with specific technical expertise, which staff currently do not have. These would include Professional Engineers, Sustainability Engineers, Water Resource Engineers/ Specialists, Water Conservation Specialists, Water Quality Specialists and such other professional practitioners as may be needed to support the required water resource, conservation and compliance programs, projects and initiatives.

While cost efficiencies may be achieved by having some of these credentialed and highly skilled staff hired full-time, this alternative is not recommended as it would be financially challenging to support these specialized, highly skilled resources in-house for the next five years as regular employees. The specific tactical tasks of the water program are currently projected to be for short-term, defined, and sequential assignments. Staff will, however, need to revisit the need for augmenting in-house sustainability-related skills every three years as our portfolio of these types of programs increase alongside the expansion of our transit system.

Another alternative would be to solicit and award individual contracts for each water conservation and compliance expert consulting services task, as the need arises. This alternative is not recommended. Individually procuring these CWO's and Task Orders result in product and service inconsistencies across the program and will result in cumulative higher administrative and execution costs. As many of these projects overlap with one another, having multiple consultants will cause delays and administrative inefficiencies.

## **NEXT STEPS**

After the recommended Board Action is approved, staff will execute the conformed contract and proceed with issuing Task Orders and Contract Work Orders.

## **ATTACHMENTS**

Attachment A - Procurement Summary

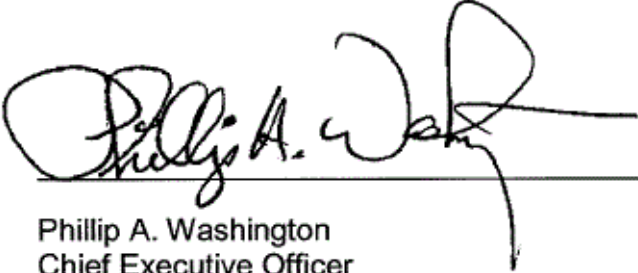
Attachment B - Total Value of Estimates of Projects/Tasks - FY20 to FY25

Attachment C - DEOD Summary

Prepared by: Cris B. Liban, EO, Environmental Compliance and Sustainability,  
(213) 265-0691

Reviewed by:

Richard Clarke, Chief Program Management Officer, (213) 922-7557  
Debra Avila, Chief Vendor/Contract Management, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer



## PROCUREMENT SUMMARY

**SUSTAINABILITY ENGINEERING SERVICES FOR WATER RESOURCES,  
CONSERVATION AND COMPLIANCE  
CONTRACT NO. AE58845**

|    |   |                                       |
|----|---|---------------------------------------|
| 1. | <b>Contract Number:</b> AE58845   |                                       |
| 2. | <b>Recommended Vendor:</b> Geosyntec Consultants, Inc.  |                                       |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |                                       |
| 4. | <b>Procurement Dates:</b>   |                                       |
|    | <b>A. Issued:</b> March 28, 2019  |                                       |
|    | <b>B. Advertised/Publicized:</b> March 28, 2019 (Vendor Portal) / April 8, 2019 (Other)   |                                       |
|    | <b>C. Pre-Proposal Conference:</b> April 10, 2019   |                                       |
|    | <b>D. Proposals Due:</b> May 13, 2019   |                                       |
|    | <b>E. Pre-Qualification Completed:</b> August 30, 2019  |                                       |
|    | <b>F. Conflict of Interest Form Submitted to Ethics:</b> August 20, 2019  |                                       |
|    | <b>G. Protest Period End Date:</b> September 23, 2019   |                                       |
| 5. | <b>Solicitations Picked up/Downloaded:</b> 77   | <b>Proposals Received:</b> 5          |
| 6. | <b>Contract Administrator:</b> Diana Sogomonyan   | <b>Telephone Number:</b> 213.922.7243 |
| 7. | <b>Project Manager:</b> Craig Reiter  | <b>Telephone Number:</b> 213.418.3476 |

**A. Procurement Background**

This Board Action is to approve the award of Contract No. AE58845, Sustainability Engineering Services for Water Resources, Conservation and Compliance, to provide consulting services to address water resources and conservation goals of Metro's sustainability effort, including the preparation of analyses, studies, surveys, investigations, modeling, predictions, recommendations, and/or reports related to the operation and maintenance of Metro's transportation systems, facilities, and support activities, in support of Metro's Environmental Compliance and Sustainability Department (ECSD). Board approval of contract awards are subject to resolution of any properly submitted protest.

The consultant will furnish all of the labor, materials, and other related items required to perform the services on a Contract Work Order basis for a project, under which specific Task Orders will be issued for specific Scopes of Services and Period of Performance.

The Request for Proposals (RFP) was an Architectural & Engineering (A&E), qualifications based procurement process performed in accordance with Los Angeles County Metropolitan Transportation Authority (Metro) Procurement Policies and Procedures, and California Government Code §4525-4529.5 for Architectural and

Engineering (A&E) services. The contract type is a Cost Plus Fixed Fee (CPFF). The Contract is for a term of three (3) years plus 2 one year options.

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

- Amendment No. 1, issued on April 17, 2019, with revisions clarifying Consultant Qualifications, the Supplemental Instruction to Bidders, and Pro-Form 017 Certificate of Compliance Metro Lobby Ordinance.
- Amendment No. 2, issued on May 7, 2019, with revisions clarifying Exhibit 2-Form 60 Instructions Professional Services Cost/Price Summary, Submittal Requirements, and Pro Form 024 Certificate of Compliance Drug & Alcohol Testing.

A total of five (5) proposals were received on May 13, 2019.

**B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Environmental Compliance and Sustainability, Major Capital Projects Engineering, and Facilities Engineering and Operations, was convened and conducted a comprehensive technical evaluation of the proposals received.

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

1. Experience, Qualifications and Capabilities of the Firms on the Consultant’s Team.....(35%)
2. Experience, Qualifications and Capabilities of Personnel.....(35%)
3. Understanding and Approach to Service Delivery.....(30%)

The evaluation criteria are appropriate and consistent with criteria developed for other, similar Architect and Engineers (A&E) procurements. Several factors were considered when developing the criteria weightings, giving the greatest importance to the Experience, Qualifications and Capabilities of the Firms on the Consultant’s Team, and Experience, Qualifications and Capabilities of Personnel.

This is an A&E, qualifications based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

All five (5) proposals received were determined to be within the competitive range and are listed below in alphabetical order:

1. Geosyntec Consultants, Inc.
2. GHD
3. Kleinfelder, Inc.
4. Michael Baker International, Inc.
5. Tetra Tech

During the week(s) of May 14 thru June 28, 2019, the PET reviewed the five written qualification proposals. From June 18 through June 20, 2019, Metro held Oral Presentations with all five (5) proposing firms. The firms were given the opportunity to present on Understanding and Approach to Service Delivery, specifically, demonstrated Understanding of Scope of Work, Team Approach and Management Plan.

The proposing firms had the opportunity to present their proposed project managers, key personnel and some of their key members, as well as respond to the PET's questions. In general, each proposer's presentation addressed the requirements of the RFP, experience with all aspects of the required and anticipated tasks and stressed each proposer's commitment to the success of the contract. Each proposing team was asked questions relative to each firm's previous experience performing work of a similar nature to the Scope of Work presented in the RFP. Sealed cost proposals were received at the time of oral presentations.

After the recommendation of the most qualified proposer was approved by the Executive Officer of Vendor/Contract Management, the recommended most qualified proposer's cost proposal was opened. The Contract Administrator completed a cost analysis and engaged in negotiations with the recommended proposer.

**Qualifications Summary of Recommended Firm:**

The Proposal Evaluation Team (PET) ranked the proposals and assessed major strengths, weaknesses and associated risks of each of the Proposers to determine the most qualified firm. The final scoring was based on evaluation of the written proposals as supported by oral presentations and clarifications received from the Proposers. The results of the final scoring are shown below:

| 1 | Firm   | Average Score | Factor Weight | Weighted Average Score | Rank |
|---|--|---------------|---------------|------------------------|------|
| 2 | <b>Geosyntec Consultants, Inc.</b>                                   |               |               |                        |      |
| 3 | Experience, Qualifications and Capabilities of the Firms on the Team | 86.11         | 35%           | 30.14                  |      |

|    |  |       |                |              |          |
|----|--|-------|----------------|--------------|----------|
| 4  | Experience Qualifications and Capabilities of Personnel              | 85.89 | 35%            | 30.06        |          |
| 5  | Understanding and Approach to Service Delivery                       | 85.37 | 30%            | 25.61        |          |
| 6  | <b>Total</b>   |       | <b>100.00%</b> | <b>85.81</b> | <b>1</b> |
| 7  | <b>Michael Baker International, Inc</b>                              |       |                |              |          |
| 8  | Experience, Qualifications and Capabilities of the Firms on the Team | 82.17 | 35%            | 28.76        |          |
| 9  | Experience Qualifications and Capabilities of Personnel              | 84.51 | 35%            | 29.58        |          |
| 10 | Understanding and Approach to Service Delivery                       | 85.70 | 30%            | 25.71        |          |
| 11 | <b>Total</b>   |       | <b>100.00%</b> | <b>84.05</b> | <b>2</b> |
| 12 | <b>Kleinfelder, Inc.</b>   |       |                |              |          |
| 13 | Experience, Qualifications and Capabilities of the Firms on the Team | 84.54 | 35%            | 28.59        |          |
| 14 | Experience Qualifications and Capabilities of Personnel              | 81.46 | 35%            | 28.51        |          |
| 15 | Understanding and Approach to Service Delivery                       | 82.23 | 30%            | 24.67        |          |
| 16 | <b>Total</b>   |       | <b>100.00%</b> | <b>81.77</b> | <b>3</b> |
| 17 | <b>GHD</b>   |       |                |              |          |
| 18 | Experience, Qualifications and Capabilities of the Firms on the Team | 82.00 | 35%            | 28.70        |          |
| 19 | Experience Qualifications and Capabilities of Personnel              | 79.54 | 35%            | 27.84        |          |
| 20 | Understanding and Approach to Service Delivery                       | 81.23 | 30%            | 24.37        |          |
| 21 | <b>Total</b>   |       | <b>100.00%</b> | <b>80.91</b> | <b>4</b> |
| 22 | <b>Tetra Tech</b>  |       |                |              |          |
| 23 | Experience, Qualifications and Capabilities of the Firms on the Team | 79.74 | 35%            | 27.91        |          |
| 24 | Experience Qualifications and Capabilities of Personnel              | 78.83 | 35%            | 27.59        |          |
| 25 | Understanding and Approach to Service Delivery                       | 78.80 | 30%            | 23.64        |          |
| 26 | <b>Total</b>   |       | <b>100.00%</b> | <b>79.14</b> | <b>5</b> |

Note: All Scores rounded to the second decimal.

The evaluation performed by the PET determined Geosyntec Consultants, Inc. as the most qualified firm and team to provide Sustainability Engineering Services for Water Resources, Conservation and Compliance Systems Engineering and Support Services, as provided in the RFP Scope of Services. What distinguished Geosyntec Consultants, Inc. was they demonstrated, through their written proposal and oral

presentation extensive technical experience and significant expertise in each of the specialty areas identified in the Scope of Services. Geosyntec Consultants, Inc. demonstrated high quality of technical expertise and years of experience along with a thorough, complete and comprehensive understanding of project goals, methods and objectives. Their Proposal took a practical approach to compliance, sustainability and resilience. Their proposed team allows for interchangeability for optimizing resources and substantial processes for allocating work among team members and handling staff changes. Geosyntec Consultants, Inc. demonstrated past project experience in providing the identified professional services. Geosyntec Consultants, Inc. demonstrated combined team of local consultants and resources in their Proposal. The team qualifications that were outlined show unique expertise levels.

Members of the team providing services to Metro under other contracts may not be eligible to perform certain tasks under this contract if, in accordance with Metro’s Organizational Conflict of Interest policy, their performance would result in an organizational conflict of interest.

**C. Cost Analysis**

The recommended total estimated cost has been determined to be fair and reasonable based upon a cost analysis of labor rates, indirect rates and other direct costs completed in accordance with Metro’s Procurement Policies and Procedures. The analysis includes, among other things, a comparison with similar firms; an analysis of rates and factors for labor, and other direct costs upon which the consultant will base its billings. Metro negotiated and established provisional indirect (overhead) rates, plus a fixed fee factor based on the total estimated cost for task orders during the contract term to compensate the consultant.

Audits will be completed, where required, for those firms without a current applicable audit of their indirect cost rates, other factors, and exclusion of unallowable costs, in accordance with Federal Acquisition Regulation (FAR) Part 31. In order to prevent any unnecessary delay in contract award, provisional overhead rates have been established subject to Contract adjustments. In accordance with FTA Circular 4220.1.f, if an audit has been performed by any other cognizant agency within the last twelve month period, Metro will receive and accept that audit report for the above purposes rather than perform another audit.

| <b>Proposer Name</b>        | <b>Proposal Amount</b> | <b>Metro ICE</b>            | <b>NTE Funding Amount</b>   |
|-----------------------------|------------------------|-----------------------------|-----------------------------|
| Geosyntec Consultants, Inc. | N/A <sup>(1)</sup>     | \$17,714,849 <sup>(2)</sup> | \$17,714,849 <sup>(2)</sup> |

- (1) A proposal amount was not applicable. This is a Cost Plus Fixed Fee (CPFF) Task Order Contract with no definable level of effort for the Scope of Work. Hourly labor rates, overhead and fee were negotiated and determined to be fair and reasonable.
- (2) The amount \$17,714,849 is the Independent Cost Estimate (ICE) for 3-year base Period of the Contract.

The Sustainability Engineering Services Independent Cost Estimate (ICE) was developed based on the Scope of Services developed for the Contract. The ICE included an opinion of probable costs for performing the Sustainability Engineering Services by looking at the anticipated level of effort to be performed by the Consultant and sub-consultants for the Scope of Services.

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

Geosyntec Consultants, Inc. has offices located at various locations throughout United States and abroad, with local offices located in Los Angeles, Pasadena, Long Beach and Riverside, Ca. Geosyntec Consultants, Inc. has been in business for 35 years and is a leader in the consulting and engineering services involving the environment, natural resources and civil infrastructure. They work with private and public sector clients providing engineers, scientists, and related technical and project support personnel.

Geosyntec Consultants, Inc. and their proposed Team worked on various projects, including various Metro projects. Below are some examples of their work and involvement:

- City of LA, Bureau of Sanitation - Van Nuys Green Street project
- Prince George's County - Clean Water Partnership – 100M Community-based Public-Private Partnership (CBP3)
- LADWP Stormwater Capture Master Plan
- Metro Purple Line Extension 1 and 2
- Metro Crenshaw LAX Corridor
- Metro Climate Action and Adaptation Plan
- Expo Rail Operations and Maintenance Facility
- LA Metro Division 13 Bus O&M Facility
- Metro Express Lanes Study & Revenue
- Metro Regional Connector Corridor Project
- CA Dept. of Water Resources Salton Sea Restoration Assessment



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

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Los Angeles, CA 90012-2952

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**ATTACHMENT B**

Total Value Estimates of Projects/Tasks – FY20 to FY25

| <b>Water Resources, Conservation and Compliance Systems Engineering and Support Services</b>  | <b>No. of Units<br/>(yrs., projs., etc.)</b> | <b>Consultant Svcs. per Unit</b> | <b>Est. Consult. Svcs. Amount</b> |
|---|--|----------------------------------|-----------------------------------|
| <b>First 3 years Services (1)(2)(3)</b> <ul style="list-style-type: none"> <li>• Water Resources Engineering</li> <li>• Water Conservation</li> <li>• Water Compliance</li> </ul> | <b>3 years</b>                               | <b>\$2,571,000</b>               | <b>~\$7,714,000(4)</b>            |
| <b>Option Yearly Services (2)(3)</b> <ul style="list-style-type: none"> <li>• Water Resources Engineering</li> <li>• Water Conservation</li> <li>• Water Compliance</li> </ul>    | <b>2 years</b>                               | <b>\$5,000,000</b>               | <b>\$10,000,000</b>               |
| <b>ROM/Recommended LOP Amount</b>   |  |                                  | <b>\$17,714,000</b>               |

Notes:

- (1) Consistent with Metro Environmental, Water Conservation and Reuse Policies and Metro Water Action Plan ([http://media.metro.net/projects\\_studies/sustainability/images/Water\\_Plan2010\\_0825.pdf](http://media.metro.net/projects_studies/sustainability/images/Water_Plan2010_0825.pdf)) and February 2016 Motion 57 Action Items
- (2) The 2008 Metro Sustainability Implementation Plan is currently being updated. This contract will be used to implement the strategies to achieve metrics that will be identified in the Sustainability Strategic Plan (scheduled for Board approval in Spring 2020)
- (3) Specific projects where this contract will be used are identified on an annual basis and approved as part of the annual budgeting process
- (4) Roundoff error

**DEOD SUMMARY**

**SUSTAINABILITY ENGINEERING SERVICES FOR WATER RESOURCES,  
CONSERVATION AND COMPLIANCE / AE58845**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Geosyntec Consultants, Inc. made a 30% DBE commitment for this Task Order Contract. Geosyntec listed 22 subcontractors of which 8 are DBE firms.

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

Metro Project Managers and Contract Administrators will work in conjunction with DEOD to ensure that the prime consultant is on schedule to meet or exceed its DBE commitment. Accordingly, access has been provided to Metro’s tracking and monitoring system to key stakeholders over the contract to ensure that all parties are actively tracking Small Business progress.

|                            |                |                                  |                |
|----------------------------|----------------|----------------------------------|----------------|
| <b>SMALL BUSINESS GOAL</b> | <b>30% DBE</b> | <b>SMALL BUSINESS COMMITMENT</b> | <b>30% DBE</b> |
|----------------------------|----------------|----------------------------------|----------------|

|    | <b>DBE Subcontractors</b>                      | <b>Ethnicity</b>                 | <b>% Committed</b> |
|----|--|----------------------------------|--------------------|
| 1. | Casamar Group, LLC                             | Hispanic American                | TBD                |
| 2. | Colbert Environmental Group                    | African-American<br>Female       | TBD                |
| 3. | DRP Engineering, Inc.                          | Asian-Pacific American           | TBD                |
| 4. | Global ASR Consulting Inc.                     | Asian-Pacific American           | TBD                |
| 5. | IEM (Integrated Engineering Management)        | Non-Minority Female              | TBD                |
| 6. | MugenKioku Corporation                         | Asian-Pacific American<br>Female | TBD                |
| 7. | ET&T, Inc dba Advanced Technology Laboratories | Hispanic American                | TBD                |
| 8. | Suenram & Associates, Inc.                     | Non-Minority Female              | TBD                |
|    | <b>Total DBE Commitment</b>                    |                                  | <b>30%</b>         |



**B. Prevailing Wage Applicability**

Prevailing Wage is not applicable to this contract.

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

The Living Wage / Service Contract Worker Retention Policy 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.



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File #: 2019-0635, File Type: Federal Legislation / State Legislation (Position)

Agenda Number: 35.

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**EXECUTIVE MANAGEMENT COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: FEDERAL LEGISLATION**

**ACTION: ADOPT STAFF RECOMMENDED POSITIONS**

**RECOMMENDATION**

ADOPT staff recommended positions:

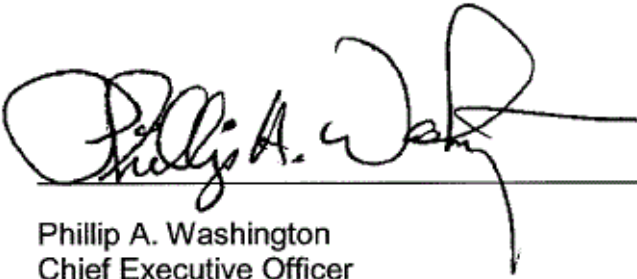
- A. House Resolution 4101 (Bass) / Senate Bill 2404 (Gillibrand) - Build Local Hire Local Act  
**SUPPORT**
- B. Senate Bill 2302 (Barrasso) - Federal Authorization for Highway Programs - America's  
Transportation Infrastructure Act of 2019 **WORK WITH AUTHOR**

**ATTACHMENT**

Attachment A - H.R. 4101 (Bass)/ S. 2404 (Gillibrand) Legislative Analysis  
Attachment B - S. 2302 (Barraso) Legislative Analysis

Prepared by: Michael Davies, Senior Manager, Federal Affairs (213) 314-8090

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154



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Phillip A. Washington  
Chief Executive Officer

## ATTACHMENT A

**BILL:** H.R. 4101/S.2404

**AUTHOR:** CONGRESSWOMAN KAREN BASS (D-CA) AND U.S. SENATOR KIRSTEN GILLIBRAND (D-NY)

**SUBJECT:** BUILD LOCAL HIRE LOCAL ACT

**STATUS:** REFERRED TO THE HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE, AND IN ADDITION TO THE COMMITTEES ON EDUCATION AND LABOR, AGRICULTURE, FINANCIAL SERVICES, ENERGY AND COMMERCE, NATURAL RESOURCES, HOMELAND SECURITY, AND SMALL BUSINESS AND THE U.S. SENATE COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS

**ACTION:** SUPPORT

### **RECOMMENDATION**

Staff recommends that the Board of Directors adopt a SUPPORT position on House Resolution 4101/S. 2404, the Build Local Hire Local Act.

### **ISSUE**

H.R. 4101, which was introduced on July 30, 2019 by Congresswoman Karen Bass and S. 2404 which was introduced on July 31, 2019 by U.S. Senator Kirsten Gillibrand seek to allow for geographic hiring preferences on federally funded transportation projects, among other changes to federal law.

### **DISCUSSION**

Metro has a longstanding and nationally recognized track record of successfully working to reform federal local hire rules. Congresswoman Karen Bass (D-CA), working closely with our agency, successfully included language in the Federal Fiscal Year 2015 transportation funding bill to permit local hiring for federally funded transportation projects. This language, which was followed by similar language in the Fiscal Years 2016 and 2017 transportation spending measures, served as a precursor for the Obama Administration's Local Hire Pilot Program that was administered by the U.S. Department of Transportation (USDOT). In 2017, the Trump Administration ended the Local Hire Pilot Program. Guided by our Board-approved Federal Legislative Program, our agency has continued to advocate for legislative solutions that will allow for Local Hire practices on federally funded transportation projects.

The Build Local Hire Local Act represents an expansion of past proposals on the topic – specifically the Local Hire Act introduced by Congresswoman Bass in the 115<sup>th</sup> Congress. The legislation, if approved in its current form, would require the use of Local

Hire on all federally funded infrastructure projects, not just projects funded through U.S. Department of Transportation. The bill includes an increase in the required set-aside for SBE and DBE participation for federally funded contracts. The bill also develops new best value procurement standards that give preference to bids that use the U.S. Employment Plan – a contracting tool currently used by Metro on its Rolling Stock projects over \$100 million in size. In terms of funding, the bill would provide \$5 billion annually to award competitive grants for technical assistance and to develop programs that connect communities to employment opportunities. Lastly, the bill would expand prevailing wage requirements to all federally funded infrastructure project outlined in the bill, and would create a Buy America Bureau to better ensure compliance with Buy America laws.

### **DETERMINATION OF SAFETY IMPACT**

There is no determined safety impact due to the enactment of the proposed legislation.

### **FINANCIAL IMPACT**

There is no financial impact related to this legislation.

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

Staff recommendation supports strategic plan goal # 4.2: Metro will help drive mobility agendas, discussions and policies at the state, regional and national levels.

### **ALTERNATIVES CONSIDERED**

Staff has considered adopting an oppose position on the bill. Adopting an oppose position on the bill would be counter to the advocacy efforts as outlined in the Board-approved 2019 Federal Legislative Program.

### **NEXT STEPS**

Should the Board adopt a SUPPORT position on this measure, staff will communicate the Board's position to the authors and work with Congress to ensure its adoption into law. Staff will continue to keep the Board informed as this issue is addressed throughout the 116<sup>th</sup> Congress.

## ATTACHMENT B

**BILL:** S. 2302

**AUTHOR(S):** U.S. SENATOR JOHN BARRASSO (R-WY)

**SUBJECT:** FEDERAL AUTHORIZATION FOR HIGHWAY PROGRAMS – AMERICA’S TRANSPORTATION INFRASTRUCTURE ACT OF 2019

**STATUS:** ADOPTED BY THE U.S. SENATE COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS – CURRENTLY PENDING BEFORE THE U.S. SENATE

**ACTION:** WORK WITH AUTHOR

### **RECOMMENDATION**

Staff recommends that the Board of Directors adopt a WORK WITH AUTHOR position on the America’s Transportation Infrastructure Act (S. 2302).

### **ISSUE**

With the Fixing America’s Surface Transportation (FAST) Act slated to expire next year, the 116<sup>th</sup> Congress has begun the task of crafting new bills that would re-authorize federal highway, transit and safety programs. The America’s Transportation Infrastructure Act of 2019 (ATIA) seeks to authorize, for a five year period, \$287 billion for our nation’s roads and bridges.

### **BACKGROUND**

Our nation’s current federal law that authorizes surface transportation funding and programs is set to expire on September 30, 2020. As the expiration of the FAST Act nears, a number of congressional committees have begun to hold hearing and markups to craft a new surface transportation authorization bill to meet America’s mobility challenges.

Because surface transportation authorization bills deal with various modes of transportation and issues covered by multiple committees, the process of crafting a new bill is complex. In the U.S. House of Representatives the jurisdiction over a new surface transportation bill is split among two committees. The Committee on Transportation and Infrastructure is charged with crafting the highway, transit, rail and safety sections of the bill – while the financing of the bill is the responsibility of the Committee on Ways and Means.

In the U.S. Senate, the jurisdiction over a new surface transportation bill is split among four committees. The Committee on Environment and Public Works covers the highway

title – while the Committee on Banking, Housing and Urban Affairs handles the transit title. The Committee on Finance is charged with funding issues and lastly, the Committee on Commerce, Science and Transportation has jurisdiction over the rail and safety title.

## **DISCUSSION**

On July 29, 2019 U.S. Senators John Barrasso (R-WY), Thomas Carper (D-DE), Shelley Moore Capito (R-WV), and Benjamin Cardin (D-MD) introduced the ATIA – which would authorize federal highway funding and programs for a period of five years. On July 30, 2019 the U.S. Senate Committee on Environment and Public Works adopted the bill by a margin of 21 to 0.

The ATIA is largely a bill that builds on the FAST Act – while making very few changes to existing formula funding programs. The bill would provide \$287 billion over five years (\$259 billion for formula programs), which represents an increase of 27% over the FAST Act authorized funding levels.

The ATIA does include a number of changes that are notable for our agency:

**Bridges (Sec. 1119):** The legislation authorizes over \$6 billion in new competitive grants for shovel ready bridge investments – including the creation of a new multi-year funding program for larger bridge projects. Notably, the “Bridge Investment Program” stipulates that grants can only be allocated to projects that expect to begin construction within an 18 month period.

**Resiliency (Sec. 1103):** In an acknowledgment of the effect of climate change on roadways and bridges – the bill provides over \$4.9 billion over five years to protect these assets from natural disasters, such as extreme weather events. The new program would provide both formula funding and \$1 billion in grant funding for resiliency projects – including those in coastal states dealing with highway erosion issues.

**INFRA Grants (Sec. 1110):** The legislation provides \$5.5 billion for the Nationally Significant Freight and Highway Projects Program. However, the bill includes language that directs \$1 billion of these funds for “critical urban and rural states” that by design exclude from eligibility projects in the State of California because our state does not meet the designated population density under both the urban and rural states designation.

**Transportation Infrastructure Finance and Innovation Act (TIFIA) (Sec. 1123):** This section creates a new process for exchanging and redistributing uncommitted TIFIA balances to projects in the Appalachian region. **(Sec. 1507):** This section adds new requirements for TIFIA loans being used in a Public Private Partnership project. **Sec. 2001:** This section broadens eligibility for low-interest TIFIA loans to include transit oriented developments near mass transit stations. The legislation also makes reforms to “streamline and expedite delivery” of TIFIA loans to address the frustration of many stakeholders who are concerned about the slow speed of the TIFIA loan process.

Congestion Mitigation and Air Quality Program (Sec. 1115): The legislation opens eligibility for the CMAQ program for some waterway related projects. Also included in the legislation is language that broadens CMAQ eligibility for transit systems in rural and small urbanized areas for operating assistance without any time limitation. The limitation would continue for transit systems that operate in large urbanized areas, such as those in Los Angeles County.

P3s and Tolling (Sec. 1507 and Sec. 1118): The legislation makes a number of minor changes for public private partnerships – including a provision that defines eligible projects as those having an estimated total cost of at least \$100 million and being carried out using some federal financial assistance through agreements between a public agency and a private entity to finance, build, and maintain or operate such projects. The bill also requires public private partnerships to conduct a Value for Money analysis if they are utilizing federal funding or financing mechanisms. With respect to tolling – the legislation is largely silent – leaving intact the authority to institute tolling that was embedded in the FAST Act.

Congestion Relief Program (Sec. 1404): This section establishes a congestion relief program to provide discretionary grants to eligible entities to advance innovative, integrated, and multimodal solutions to congestion relief in the most congested metropolitan areas of the United States.

Future Funding (Sec. 3001): In a nod to the declining health of the federal Highway Trust Fund – the legislation authorizes \$125 million for a national research program and statewide pilot projects to test road usage fees and other alternatives to the existing 18.4 cent federal gas tax.

### **DETERMINATION OF SAFETY IMPACT**

Securing additional federal funding for our agency’s safety programs and projects (i.e. – grade separations) will enhance the safety of our system.

### **FINANCIAL IMPACT**

A new federal surface transportation authorization law – with robust funding - would enhance the federal formula funding our agency receives on an annual basis, as well as the federal grants our agency secures from the U.S. Department of Transportation.

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

Staff recommendation supports strategic plan goal # 4.2: Metro will help drive mobility agendas, discussions and policies at the state, regional and national levels.

## **ALTERNATIVES CONSIDERED**

Staff considered adopting either a support or oppose position on this bill. Staff believes a WORK WITH AUTHOR position best positions our agency to continue its work with Congress to advance our goal of securing a new surface transportation authorization legislation that delivers a maximum amount of resources to our agency and also delivers policy reforms sought in our Board-approved Federal Legislative Program.

## **NEXT STEPS**

Should the Board decide to adopt a WORK WITH AUTHOR on this legislation; staff will communicate the Board's position to the author and work to ensure that the final version of the bill – consistent with our Board-approved Federal Legislative Program - is favorable with respect to the funding and policy changes sought by our agency.





## Board Report

File #: 2019-0608, File Type: Policy

Agenda Number: 37.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: TITLE VI EQUITY ANALYSIS POLICIES**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

ADOPT Title VI Equity Analysis Policies presented in Attachments A, B and C.

#### **ISSUE**

Title VI of the Civil Rights Act of 1964 (Title VI) prohibits discrimination on the basis of race, color, and national origin in programs that receive federal funding. The Federal Transportation Administration (FTA) requires transportation agencies to demonstrate their compliance with Title VI by adopting policies in compliance with FTA Circular 4702.1B "Title VI Requirements and Guidelines for Federal Transit Administration Recipients," issued October 1, 2012. FTA requires the Metro Board of Directors to review and approve the Title VI Equity Analysis policies.

#### **BACKGROUND**

Section 601 of Title VI of the Civil Rights Act of 1964 (Title VI) states the following:

No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop policies to assist in the evaluation of impacts to minority and low-income riders when considering service and fare changes. Metro's Title VI equity policies were adopted into the Administrative Code under Part 2-50 "Public Hearings". An amendment to this Part is being proposed to allow the adoption of Title VI Equity Policies to be updated by the Board of Directors as required, without impacting the Administrative Code.

The Title VI Equity Analysis policies consists of:

**A. Major Service Change Policy:** This policy defines what constitutes a major service change

for the agency which will require a service equity analysis. Metro defines a Major Service Change as follows:

- a. All major increases or decreases in transit service are subject to a Title VI Equity Analysis prior to Board approval of the service change. A Title VI Equity Analysis completed for a major service change must be presented to the Board of Directors for their consideration and then forwarded to the FTA with a record of the action taken by the Board.
- b. A major service change is defined as any service change meeting at least one of the following criteria:
  1. A revision to an existing transit route that increases or decreases the route miles and/or the revenue miles operated by 25% or more at one time or cumulatively in any period within 36 consecutive months since the last major service change;
  2. A revision to an existing transit service that increases or decreases the scheduled trips operated by at least 25% at one time or cumulatively in any period within 36 consecutive months since the last major service change;
  3. An increase or decrease to the span of service of a transit line of at least 25% at any one time or cumulatively in any period within 36 consecutive months since the last major service change;
  4. The implementation of a new transit route that provides at least 50% of its route miles without duplicating other routes;
  5. Six months prior to the opening of any new fixed guideway project (e.g. BRT line or rail line) regardless of whether or not the amount of service being changed meets the requirements in the subsections 1 - 5 above to be inclusive of any bus/rail interface changes.
- c. Experimental, demonstration or emergency service changes may be instituted for one year or less without a Title VI Equity Analysis being completed and considered by the Board of Directors. If the service is required to be operated beyond one year the Title VI Equity Analysis must be completed and considered by the Board of Directors before the end of the one year experimental, demonstration or emergency.
- d. A Title VI Equity Analysis shall not be required if a Metro transit service is replaced by a different route, mode, or operator providing a service with the same headways, fare, transfer options, span of service and stops.

**B. Disparate Impact Policy:** Disparate impact refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color or national origin and

the policy lacks a substantial legitimate justification, including one or more alternatives that would serve the same legitimate objectives but with less disproportionate effects on the basis of race, color or national origin. This policy defines the threshold Metro will utilize when analyzing the impacts to minority populations and/or minority riders.

- a. For major service changes, a disparate impact will be deemed to have occurred if the absolute difference between the percentage of minority adversely affected and the overall percentage of minorities is at least five percent (5%).
- b. For any applicable fare changes, a disparate impact will be deemed to have occurred if the absolute difference between the percentage of minority adversely affected and the overall percentage of minorities is at least five percent (5%).

**C. Disproportionate Burden Policy:** Disproportionate burden refers to a neutral policy or practice that disproportionately affects low-income populations more than non low-income populations. A finding of disproportionate burden for major service and fare changes requires Metro to evaluate alternatives and mitigate burdens where practicable.

- a. For major service changes, a disproportionate burden will be deemed to exist if an absolute difference between percentage of low-income adversely affected by the service change and the overall percentage of low-income persons is at least five percent (5%).
- b. For fare changes, a disproportionate burden will be deemed to exist if an absolute difference between the percentage of low-income adversely affected and the overall percentage of low-income is at least five percent (5%).

### *Metro's Title VI Obligations when evaluating service and fare changes*

Metro will utilize the Board adopted Title VI policies included in the agency's Board adopted Title VI Program Update when analyzing service and fare changes. The equity analysis will be completed during the planning stages of the proposed changes. The results of the analysis will be approved by the Metro Board of Directors and evidence of the Board action will be included in the next Title VI Program Update submitted to FTA.

Metro must submit a Title VI Program Update every three years. The last submitted Title VI Program Update was November 17, 2016. The next Title VI Program Update will be submitted on November 1, 2019.

## **DISCUSSION**

### Findings

Metro staff reviewed peer agencies Title VI Equity Policies and found that peer agencies had policies consistent with FTA Circular 4702.1B. Metro included an additional threshold when evaluating impact to Title VI protected groups. Metro staff in reviewing the additional threshold recommends that the absolute difference is considered when evaluating service and fare changes. Given that Metro's service area is predominately minority, the absolute difference allows for alternatives to be

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considered if a disparate impact or disproportionate burden is found when evaluation service and fare changes.

### Considerations

Metro considered the Board adopted thresholds from the 2013 and 2016 Title VI Program updates and based on peer agencies comparison, Metro staff recommends for the Title VI Equity Policies to be adopted as recommended.

### **DETERMINATION OF SAFETY IMPACT**

The requested action in this report will have no direct impact on the safety of Metro's employees or customers.

### **FINANCIAL IMPACT**

Adoption of the Title VI Equity Policies has no direct impact upon Metro's expenditures or revenues. Approval is consistent with the implementation of service included in the adopted FY2020 Budget.

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

Recommendation supports strategic plan goal # 5, "Provide responsive, accountable and trustworthy governance within the Metro organization" by adhering to civil rights requirements mandated by FTA Title VI Circular 4702.1B.

### **ALTERNATIVES CONSIDERED**

The alternative to not including Board approved Title VI Equity Policies could have significant negative impacts to the agency. Failure to include Board approved policies in the Title VI Program update may result in FTA not concurring Metro's Title VI Program Update which may result in suspension of federal grants by being non-compliant with civil rights requirements.

### **NEXT STEPS**

The Title VI Program Update is scheduled for Board approval at the October 24, 2019 Board of Directors meeting. Upon Board approval, Metro's Title VI Program Update will be submitted to FTA by the due date of November 1, 2019.


### **ATTACHMENTS**

Attachment A - Major Service Change Policy  
Attachment B - Disparate Impact Policy  
Attachment C - Disproportionate Burden Policy

Prepared by: Aida Berry, Senior Manager, Civil Rights Programs (Title VI),  
(213) 922-2748

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

Reviewed by: Jonaura Wisdom, Chief of Civil Rights Programs, (213) 418-3168



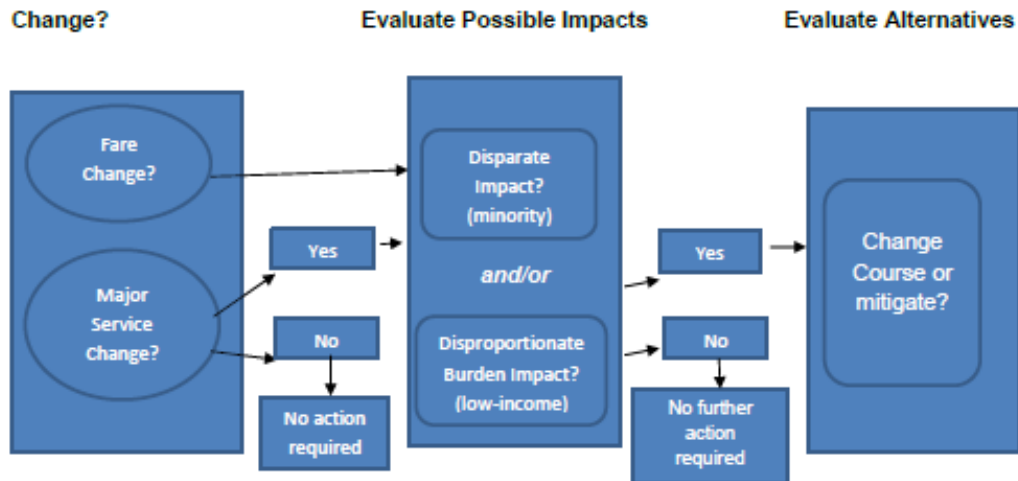
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Phillip A. Washington  
Chief Executive Officer

## Metro Major Service Change Policy

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop policies to assist in the evaluation of impacts to minority and low-income riders when considering service and fare changes.

Figure 1: Overview of Metro's Title VI Equity Analysis process



All changes in service meeting the definition of “Major Service Change” are subject to a Title VI Service Equity Analysis prior to Board approval of the service change. A Title VI Equity Analysis will be completed for all Major Service Changes and will be presented to the Board for its consideration and the results will be included in the subsequent Metro Title VI Program Update with a record of action taken by the Board. Service changes considered “Minor” due to not meeting the thresholds of a Major Service Change are also analyzed and alternatives considered are documented, however, a Service Equity Analysis is not performed.

For the 2019 FTA Title VI Program Update Major Service Change is defined as any service change meeting at least one of the following criteria:

1. A revision to an existing transit route that increases or decreases the route miles and/or the revenue miles operated by 25% or more at one time or cumulatively in any period within 36 consecutive months since the last major service change;
2. A revision to an existing transit service that increases or decreases the scheduled trips operated by at least 25% at one time or cumulatively in any period within 36 consecutive months since the last major service change;

3. An increase or decrease to the span of service of a transit line of at least 25% at any one time or cumulatively in any period within 36 consecutive months since the last major service change;
4. The implementation of a new transit route that provides at least 50% of its route miles without duplicating other routes;
5. Six months prior to the opening of any new fixed guideway project (e.g. BRT line or rail line) regardless of whether or not the amount of service being changed meets the requirements in the subsections 1 – 5 above to be inclusive of any bus/rail interface changes.
  - a. Experimental, demonstration or emergency service changes may be instituted for one year or less without a Title VI Equity Analysis being completed and considered by the Board of Directors. If the service is required to be operated beyond one year the Title VI Equity Analysis must be completed and considered by the Board of Directors before the end of the one year experimental, demonstration or emergency.
  - b. A Title VI Equity Analysis shall not be required if a Metro transit service is replaced by a different route, mode, or operator providing a service with the same headways, fare, transfer options, span of service and stops.

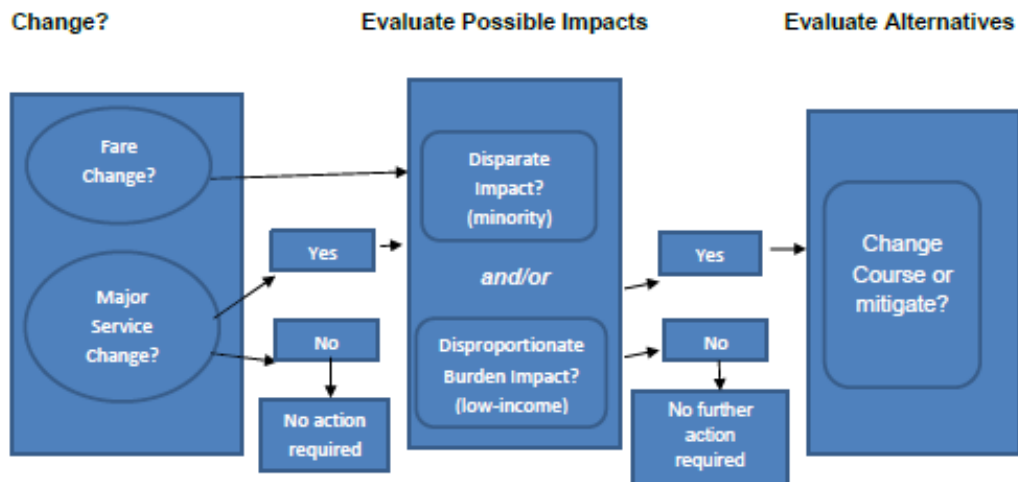
## Metro Disparate Impact Policy

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop policies to assist in the evaluation of impacts to minority and low-income riders when considering service and fare changes.

Testing for Disparate Impact evaluates effects on minority riders or populations as compared to non-minority riders or populations. “Minority” is defined as all persons who identify as being part of racial/ethnic groups besides white, non-Hispanic.

In the course of performing a Title VI Equity Analysis for possible disparate impact, Metro will analyze how the proposed major service change or fare change action could impact minority populations, as compared to non-minority populations.

**Figure 1: Overview of Metro’s Title VI Equity Analysis process**



In the event the proposed action has an adverse impact that affects protected populations more than other populations at a level that exceeds the thresholds established in the Board adopted Disparate Impact Policy, or that restricts the benefits of the service change to protected populations, the finding would be considered as a potential Disparate Impact. In the possible scenario of finding Disparate Impact, Metro will evaluate whether there is an alternative that would serve the same objectives and with a more equitable impact. Otherwise, Metro will take measures to minimize or mitigate the adverse impact of the proposed action.

The Disparate Impact Policy defines measures for determination of potential adverse impact on minority populations/riders from major service changes or any change in fares (increase or decrease) The policy is applied to both adverse effects and benefits of major service changes.



All changes in service meeting the definition of “Major Service Change” and any change in fares and/or fare media are subject to a Title VI Service Equity Analysis prior to Board approval of the change. A Title VI Equity Analysis will be completed for all Major Service Changes and all fare and/or fare media changes (increase or decrease). The results of the Title VI Equity Analysis will be presented to the Board for its consideration and the results will be included in the subsequent Metro Title VI Program Update with a record of action taken by the Board. Service changes considered “Minor” due to not meeting the thresholds of a Major Service Change are also analyzed and alternatives considered are documented, however, a Service Equity Analysis is not performed.

For the 2019 FTA Title VI Program Update:

Disparate impact refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color or national origin and the policy lacks a substantial legitimate justification, including one or more alternatives that would serve the same legitimate objectives but with less disproportionate effects on the basis of race, color or national origin. This policy defines the threshold Metro will utilize when analyzing the impacts to minority populations and/or minority riders.

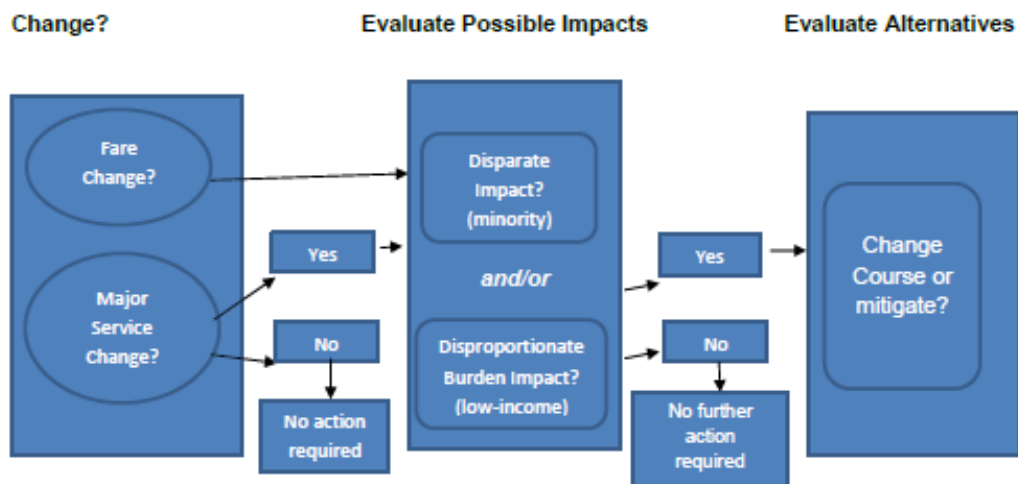
- a. For major service changes, a disparate impact will be deemed to have occurred if the absolute difference between the percentage of minority adversely affected and the overall percentage of minorities is at least five percent (5%).
- b. For any applicable fare changes, a disparate impact will be deemed to have occurred if the absolute difference between the percentage of minority adversely affected and the overall percentage of minorities is at least five percent (5%).

## Metro Disproportionate Burden Policy

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop policies to assist in the evaluation of impacts to minority and low-income riders when considering service and fare changes.

Testing for Disproportionate Burden evaluates potential effects on low-income riders or populations, which Metro defines as \$41,500 which represents the median income of a three-person household in Los Angeles County. The line and system level evaluations are identical to those used to determine potential disparate impacts but compare low-income and non-low-income populations rather than minority and non-minority.

**Figure 1: Overview of Metro’s Title VI Equity Analysis process**



All changes in service meeting the definition of “Major Service Change” and any change in fares and/or fare media are subject to a Title VI Service Equity Analysis prior to Board approval of the change. A Title VI Equity Analysis will be completed for all Major Service Changes and all fare and/or fare media changes (increase or decrease). The results of the Title VI Equity Analysis will be presented to the Board for its consideration and the results will be included in the subsequent Metro Title VI Program Update with a record of action taken by the Board. Service changes considered “Minor” due to not meeting the thresholds of a Major Service Change are also analyzed and alternatives considered are documented, however, a Service Equity Analysis is not performed.

For the 2019 FTA Title VI Program Update:

Disproportionate burden refers to a neutral policy or practice that disproportionately affects low-income populations more than non-low-income populations. A finding of disproportionate burden for major service and fare changes requires Metro to evaluate alternatives and mitigate burdens where practicable.

- a. For major service changes, a disproportionate burden will be deemed to exist if an absolute difference between percentage of low-income adversely affected by the service change and the overall percentage of low-income persons is at least five percent (5%).
- b. For fare changes, a disproportionate burden will be deemed to exist if an absolute difference between the percentage of low-income adversely affected and the overall percentage of low-income is at least five percent (5%).



## Board Report

File #: 2019-0616, File Type: Ordinance / Administrative Code

Agenda Number: 38.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: PUBLIC HEARINGS AMENDMENTS - (TITLE VI EQUITY POLICIES)**

**ACTION: APPROVE AMENDMENTS TO ADMINISTRATIVE CODE**

#### **RECOMMENDATION**

APPROVE amendment of Title 2, Chapter 2-50 of the Los Angeles County Metropolitan Transportation Authority ("Metro") Administrative Code (the "Code"), otherwise known as Public Hearings, as set forth in Attachment A. The amended Code will become effective within 30 days of Board approval.

#### **ISSUE**

Chapter 2-50 contains requirements for public hearings when conducting service and fare changes. Metro adopted policies adhering to Federal Transit Administration (FTA) Circular 4702.1B, issued October 1, 2012, "Title VI Requirements and Guidelines for Federal Transit Administration Recipients" when conducting service and fare equity evaluations. This is required under Title VI of the Civil Rights Act of 1964 and said policies must be reviewed and approved by the Board every three years. An amendment is being proposed to the Administrative Code to include that Metro's Board adopted Title VI equity policies are followed when analyzing service and fare changes. However, the specific policies will not be part of the Administrative Code as these must be reviewed and approved by the Board every three years as part of the Title VI Program Update due to FTA. The current language includes the specific thresholds within the policies followed when analyzing the impacts to minority and low-income riders. The Title VI Equity policies will be approved separately and are consistent with industry practice when conducting service and fare equity analyses.

#### **BACKGROUND**

Chapter 2-50 includes the policy defining a Major Service Change, the policy defining Disparate Impact to minority riders when evaluating service and fare changes and the policy defining Disproportionate Burden to low-income riders when evaluating service and fare changes. Metro includes these policies in the Title VI Program Update submitted to FTA every three years. Additionally, Metro's Board must review and approve these policies every three years as part of the Title VI Program Update to FTA. Metro's next submittal is due November 1, 2019.

#### **DISCUSSION**

## Findings

The current language in Chapter 2-50 defines Metro's Title VI Equity Policies and thresholds when analyzing service and fare changes. The policies themselves are not part of the Public Hearing process which is the purpose of Chapter 2-50. Staff recommends for the specific policies not be included in the Administrative Code as these Title VI Equity Policies are presented every three years to the Board for review and approval.

## Considerations

Staff researched peer agencies and the recommended language for the Title VI Policies adopted by the Metro Board is consistent with policies adopted by transit agencies across the nation.

## **DETERMINATION OF SAFETY IMPACT**

The requested action in this report will have no direct impact on the safety of Metro's employees or customers.

## **FINANCIAL IMPACT**

Adoption of the amendments to the Administrative Code Chapter 2-50 has no direct impact upon Metro's expenditures or revenues. Approval is consistent with the implementation of service included in the adopted FY2020 Budget.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal # 5, "Provide responsive, accountable, and trustworthy governance within the Metro organization" by adhering to civil rights requirements mandated by Title VI of the Civil Rights Act of 1964.

## **ALTERNATIVES CONSIDERED**

The alternative to not updating the Administrative Code is for Metro to continue to use the current adopted policies for future service and fare equity analyses which can become complicated to apply when evaluating service and fare changes due to the redundancy of the current language.

## **NEXT STEPS**


If the Metro Board approves the updated Chapter 2-50 Administrative Code language, Metro staff can update the Title VI Equity Policies included on the Title VI Program Update every three years and present to the Metro Board for review and approval to be submitted to FTA.

## **ATTACHMENTS**

Attachment A - Proposed Amendments to Administrative Code

Prepared by: Aida B. Berry, Title, (213) 922-2748  
Conan Cheung, Senior Executive Officer  
(213) 418-3034

Reviewed by: Jonaura Wisdom, Chief Civil Rights Programs Officer Title  
(213) 418-3168



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Phillip A. Washington  
Chief Executive Officer

LOS ANGELES COUNTY  
METROPOLITAN TRANSPORTATION AUTHORITY ADMINISTRATIVE CODE  
Title 2  
Administration  
Chapter 2-50

Public Hearings

2-50-005 Definitions

A. Disparate impact refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color or national origin (referred to as minorities) and the policy lacks a substantial legitimate justification including one or more alternatives that would serve the same legitimate objectives but with less disproportionate effects on the basis of race, color or national origin

B. Disproportionate burden refers to a neutral policy or practice that disproportionately affects low income populations more than non-low-income populations. A finding of disproportionate burdens for fare and major service changes requires Metro to evaluate alternatives and mitigate burdens where practicable.

C. For major service changes a disparate ~~adverse~~ impact will be analyzed using the Metro Board adopted Title VI Equity Policies. ~~deemed to have occurred if the absolute difference between the percentage of minorities adversely affected and the overall percentage of minorities is at least 5% or if there is 20% or greater percent difference between the percentages of these two groups. A disproportionate burden will be deemed to exist if absolute difference between the percentage of low-income adversely affected by the service change and the overall percentage of low-income persons is a least 5% or if there is a 20% or greater percent difference between the percentages of these two groups.~~

D. For any applicable fare changes a disparate ~~adverse~~ impact will be analyzed using the Metro Board adopted Title VI Equity Policies. ~~deemed to have occurred if the absolute difference between the percentage of minorities adversely affect the overall percentage of minorities is at least 5% or if there is a 35% or greater percent difference between the percentages of these two groups. A disproportionate burden will be deemed to exist if absolute difference between the percentage of low-income adversely affected is at least 5% or if there is a 35% or greater percent difference between the percentages of these two groups~~

2-50-010 Major Service Changes.

A.

All major increases or decreases in transit service are subject to a Title VI Equity Analysis prior to Board approval of the service change. A Title VI Equity Analysis completed for a major service change must be presented to the Board of Directors for their consideration and then forwarded to the FTA with a record of the action taken by the Board.

B.

A major service change is defined in Metro's Board adopted Title VI Policies as required by FTA Title VI Circular guidance.

~~as any service change meeting at least one of the following criteria:~~

~~A revision to an existing transit route that increases or decreases the route miles by 25% or the revenue service miles operated by the lesser of 25%, or by 250,000 annual revenue service miles at one time or cumulatively in any period within 36 consecutive months;~~

~~A revision to an existing transit service that increases or decreases the revenue hours operated by at least 25% or by 25,000 annual revenue service hours at one time or cumulatively in any period within 36 consecutive months;~~

~~A change of more than 25% at one time or cumulatively over any period within 36 consecutive months in the number of total revenue trips scheduled on routes serving a rail or BRT station, or an off-street bus terminal serving at least 4 bus routes;~~

~~A change of more than 20% of the total system revenue miles or revenue hours in any 12 month period;~~

~~The implementation of any new transit route that results in a net increase of more than 25,000 annual revenue hours or 250,000 annual revenue miles;~~

~~During the planning and programming stage of any new guideway project (e.g. BRT line or rail line) or an off-street transit station serving at least four routes and resulting in route adjustments.~~

~~C.~~

~~Experimental or emergency service changes may be instituted for 180 days or less without a Title VI Equity Analysis being completed and considered by the Board of Directors. If the service is required to be operated beyond 180 days the Title VI Equity Analysis must be completed and considered by the Board of Directors within 270 days of the start of the service.~~

~~D.~~

~~A title VI Equity Analysis shall not be required if a Metro transit service is replaced by a different mode or operator providing a service with the same headways, fare, transfer options, span of service and stops.~~

## 2-50-015 Fare Changes

A.

A Fare Equity Analysis shall be prepared for any fare change (increase or decrease) as required by FTA Title VI Circular guidance. ~~This includes, but is not limited to permanent fare changes, temporary changes, promotional fare changes and pilot fare programs.~~ This does not include fares not available to the general public such as special discount programs for students, groups or employers because these are exempt per FTA guidance. An Equity Analysis is not required for changes to fares set by formulas to comply with FTA requirements (e.g. off-peak fares for seniors, persons with disabilities, and Medi-care card holders).

B.

The Fare Equity Analysis shall not be limited to an analysis of changes in price of fare products, but will also consider changes in fare media types, or availability of outlets to purchase fare media products.



C.

The Title VI Fare Equity Analysis shall be completed using the Board approved Title VI Equity Policies and presented for consideration of the Board of Directors in advance of the approval of the proposed fare or fare media change by the Board of Directors. The Equity Analysis will then be forwarded to the FTA with a record of action taken by the Board.

#### 2-50-020 Public Hearings

A.

A Public Hearing consistent with the procedures in 2-50-025 shall be held for any new route or changes to Metro transit services that require a Title VI Equity Analysis to be completed.

B.

A Public Hearing consistent with the procedures in 2-50-025 shall be held for changes to Metro Transit fare prices that require a Title VI Equity Analysis to be completed.

#### 2-50-025 Public Hearing Procedures

A.

Any public hearing required by section 2-50-020 shall be conducted as set forth in this section.

B.

Notice of the hearing shall be published in at least one English language and Spanish

Language newspaper of general circulation, at least thirty (30) days prior to the date of the hearing. Notice at least thirty (30) days prior to the date of the hearing shall also be published in neighborhood and foreign language and ethnic newspapers as appropriate to provide notice to the members of the public most likely to be impacted by the proposed action.

C.

Notice of the public hearing shall also be announced by brochures in English, Spanish and other appropriate languages on transit vehicles serving the areas to be impacted and at customer service centers.

D.

In order to ensure that the view and comments expressed by the public are taken into consideration, ~~Metro~~FA staff shall prepare a written response to the issues raised at the public hearing. That response should also include a general assessment of the social, economic and environmental impacts of the proposed change, including any impact on energy conservation.

E.

The public hearing related to a recommendation to increase transit fares charged to the general public shall be held before the Board of Directors and any action to increase the fares charged to the general public must be approved by a two-thirds vote of the members of the Board of Directors. The Board of Directors may delegate to another body or a hearing officer appointed by the Chief Executive Officer the authority to hold the public hearing related to a change in transit service.



## Board Report

File #: 2019-0643, File Type: Policy

Agenda Number: 39.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: SERVICE STANDARDS POLICIES FOR TITLE VI PROGRAM UPDATE**

**ACTION: ADOPT UPDATED POLICY**

#### **RECOMMENDATION**

ADOPT Service Standards Policies for Title VI Program Update presented in Attachment A.

#### **ISSUE**

Title VI of the Civil Rights Act of 1964 (Title VI) prohibits discrimination on the basis of race, color, and national origin in programs that receive federal funding. The Federal Transportation Administration (FTA) requires transportation agencies to demonstrate their compliance with Title VI by adopting policies in compliance with FTA Circular 4702.1B "Title VI Requirements and Guidelines for Federal Transit Administration Recipients," issued October 1, 2012. FTA requires the Metro Board of Directors to review and approve the Metro Service Standards and policies to be included in the Title VI Program Update due every three years.

#### **BACKGROUND**

Section 601 of Title VI of the Civil Rights Act of 1964 (Title VI) states the following:

No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop systemwide service standards and include them in the Title VI Program update due every three years. These service standards should be followed for the three-year period until the next program update.

#### **DISCUSSION**

##### Findings

In 2013 and 2016, the Metro Board of Directors adopted systemwide standards as required by the FTA Title VI circular. These included; Passenger Loading, Headways, On-Time Performance, Stop

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Spacing, Accessibility, Passenger Amenities as well as Vehicle Assignment. These standards and policies establish thresholds for performance by mode for Metro Operations. Additionally, these systemwide standards are monitored and results are reported every three years to assist in determining if the systemwide standards are meeting Metro's performance goals.

### Considerations

Establishing systemwide standards assist agencies in running day-to-day operations. Metro's Service Development, Scheduling & Analysis department has monitored the previously adopted service standards and is recommending some minor adjustments to follow for the next three years as Metro considers potential system-wide service adjustments. The adjustments are outlined in Attachment A and include:

### **DETERMINATION OF SAFETY IMPACT**

The requested action in this report will have no direct impact on the safety of Metro's employees or customers.

### **FINANCIAL IMPACT**

Adoption of the Service Standards Policies has no direct impact upon Metro's expenditures or revenues. Approval is consistent with the implementation of service included in the adopted FY2020 Budget.

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

Recommendation supports strategic plan goal # 5, "Provide responsive, accountable, and trustworthy governance within the Metro organization" by adhering to civil rights requirements mandated by Title VI of the Civil Rights Act of 1964.

### **ALTERNATIVES CONSIDERED**

The alternative to not including Board approved Service Standards Policies could have significant negative impacts to the agency. Failure to include Board approved Service Standards policies in the Title VI Program update may result in FTA not concurring Metro's Title VI Program Update which may result in suspension of federal grants by being non-compliant with a civil rights requirements.

### **NEXT STEPS**

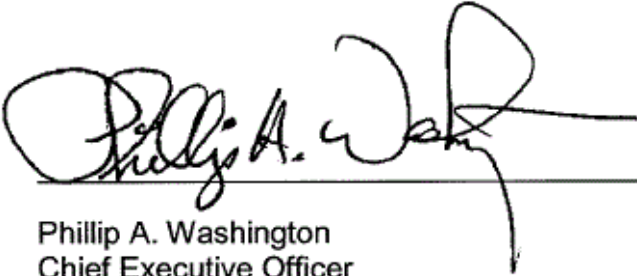
The approval of the recommended adjustments to the service standards will become effective immediately and will be part of Metro's Title VI Program Update. The Title VI Program Update is scheduled for Board approval at the October 24, 2019 Board of Directors meeting. Upon Board approval, Metro's Title VI Program Update will be submitted to FTA by the due date of November 1, 2019.

### **ATTACHMENTS**

Attachment A - Metro Service Standards

Prepared by: Aida Berry, Senior Manager, Civil Rights Programs (Title VI),  
(213) 922-2748  
Conan Cheung, Senior Executive Officer, Service Development, Scheduling &  
Analysis (213) 418-3034

Reviewed by: Jonaura Wisdom, Chief of Civil Rights Programs, (213) 418-3168



Phillip A. Washington  
Chief Executive Officer

# ATTACHMENT A- SYSTEMWIDE SERVICE STANDARDS

## 2019 METRO SYSTEMWIDE OPERATING STANDARDS

### Passenger Loading

Proposed passenger loading standards are summarized in Table A-1. The standard expresses the maximum average ratio of passengers to seats *by direction* for a one-hour period by time of day *and should not be exceeded for at least 95% of all hourly periods*.

|               | Peak<br>Passengers/seat | Off-Peak<br>Passengers/seat |
|---------------|-------------------------|-----------------------------|
| Heavy Rail    | 2.30                    | 2.30                        |
| Light Rail    | 1.75                    | 1.75                        |
| BRT           | 1.30                    | 1.30                        |
| Rapid         | 1.30                    | 1.30                        |
| Express       | 1.30                    | 1.30                        |
| All Other Bus | 1.30                    | 1.30                        |

Table A-1  
Passenger Loading Standards

## ATTACHMENT A- SYSTEMWIDE SERVICE STANDARDS

### Headways

Current headway standards are summarized in Table A-2. The headway standards provide for the maximum scheduled gap (in minutes) between trips *in the peak direction of travel* at the maximum load point of a line by time of day *and should not be exceeded for at least 90% of all hourly periods*.

|               | Peak | Off-Peak |
|---------------|------|----------|
| Heavy Rail    | 10   | 20       |
| Light Rail    | 12   | 20       |
| BRT           | 12   | 30       |
| Rapid         | 20   | 30       |
| Express       | 60   | 60       |
| Limited       | 30   | 60       |
| All Other Bus | 60   | 60       |

Table A-2  
Headway Standards

## ATTACHMENT A- SYSTEMWIDE SERVICE STANDARDS

### On-Time Performance

On-time performance standards are based on the Board adopted fiscal year budget target for bus, light rail and heavy rail. The standards provide for the minimum desired percentage of time point departures that are between one minute early and five minutes late (excluding terminal departures). *This standard is to be revised to establish that 90% of lines achieve at least 90% of the adopted budget target for the fiscal year.*

### Stop Spacing

Proposed stop spacing standards are shown in Table A-3. The standards provide for the average stop spacing in miles by type of service *and spacing should fall within 0.1 mile of the specified average at least 90% of the time.*

|               |      |
|---------------|------|
| Heavy Rail    | 1.50 |
| Light Rail    | 1.50 |
| BRT           | 1.25 |
| Rapid         | 0.75 |
| Express       | 1.25 |
| All Other Bus | 0.30 |

Table A-3  
Average Stop Spacing Standards (in miles)

## ATTACHMENT A- SYSTEMWIDE SERVICE STANDARDS

### Accessibility

The current accessibility standard is shown in Figure A-1. The standard ensures the availability of fixed route service to virtually all residents of Metro's service area while limiting duplication of service by using services operated by others to achieve the standard.

*Service is to be provided within 1/4 mile of 99% of Census tracts within Metro's service area having at least 3 households per acre and/or at least 4 jobs per acre. Fixed route service provided by other operators may be used to meet this standard.*

Figure A-1  
Accessibility Standard



## ATTACHMENT A- SYSTEMWIDE SERVICE STANDARDS

### Passenger Amenities Policy

The current passenger amenities policy is shown in Figure A-2. The standard applies to all off-street facilities owned by Metro that permit passenger boardings.

|                    |   |
|--------------------|---|
| Shelters:          | HR – not applicable<br>LR – at least 80 linear ft.<br>Bus – at least 6 linear ft. per bay                 |
| Seating:           | HR – at least 12 seats<br>LR – at least 10 seats<br>Bus – at least 3 seats per bay                        |
| Info Displays:     | HR – at least 12<br>LR – at least 10<br>Bus – at least 3  |
| LED Displays:      | HR – at least 8 arrival/departure screens<br>LR – not applicable<br>Bus – not applicable                  |
| TVMs:              | HR/LR = at least 2<br>Bus – not applicable  |
| Elevators:         | HR – at least 2<br>LR – at least 1 for elevated/underground<br>Bus – at least 1 for multi-level terminals |
| Escalators:        | HR – at least 4 (2 Up / 2 Down)<br>LR – not applicable<br>Bus – not applicable                            |
| Waste Receptacles: | HR – at least 6<br>LR – at least 2<br>Bus – at least 1 per 3 bays / 2 minimum                             |

Figure A-2  
Passenger Amenities Policy

### Vehicle Assignment Policy

The current vehicle assignment policy is shown in Figure A-3.

|             |   |
|-------------|---|
| Heavy Rail: | Not applicable – only one line and one vehicle type   |
| Light Rail: | Vehicles will be assigned to individual lines on the basis of compatibility of vehicle controllers with each line’s signal system. The number of vehicle types/manufacturers will be kept to no more than two at any facility to minimize parts storage and maximize maintenance expertise. |
| Bus:        | Vehicles will be assigned to individual facilities on the basis of vehicle size requirements for lines supported by each facility.  |

Figure A-3  
Vehicle Assignment Policy



## Board Report

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File #: 2019-0450, File Type: Contract

Agenda Number: 40.

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**EXECUTIVE MANAGEMENT COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: METRO DRUG AND ALCOHOL OVERSIGHT PROGRAM**

**ACTION: APPROVE CONTRACT AWARD**

### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, firm fixed unit rate Contract No. PS60199000 to LPM Consulting, Inc. for a Drug and Alcohol Oversight Program, in an amount not-to-exceed \$472,102 for the three-year base term, \$189,877 for the first option year, and \$189,877 for the second option year, for a combined total not-to-exceed amount of \$851,856 inclusive of two, one year options, effective October 1, 2019, subject to resolution of protest(s), if any.

### **ISSUE**

In order to comply with Federal Transit Administration (FTA) regulations 49 CFR Part 40 "Procedures for Transportation Workplace Drug and Alcohol Testing Programs" and 49 CFR Part 655 "Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations," the services of an independent third-party consultant is necessary to administer Metro's Drug and Alcohol Oversight Program to ensure that subrecipients and contractors performing safety-sensitive functions (covered contractors) are in compliance with the regulations. The continuation of these oversight services is necessary to ensure future FTA funding.

### **BACKGROUND**

FTA regulations 49 CFR Part 655.81 state that "a recipient shall ensure that a subrecipient or contractor who receives 49 U.S.C 5307, 5309, or 5311 funds directly from the recipient complies with this part." Therefore, Metro, as the direct recipient of these FTA funds, is required to ensure that all subrecipients and contractors performing safety-sensitive functions (covered contractors) are compliant with FTA regulations 49 CFR Part 40 Procedures for Transportation Workplace Drug and Alcohol Testing Programs and 49 CFR Part 655 Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations.

## **DISCUSSION**

On an annual basis, Metro, as the direct recipient of FTA funds, must certify to FTA Regional Office that their subrecipients and covered contractors are in compliance with FTA regulations 49 CFR Part 40 and 655.81 requirements.

In addition to the annual certification, Metro must submit to FTA an annual Drug and Alcohol Management Information System Report for each subrecipient and covered contractor. Further, Metro's subrecipients and contractor oversight contracts are subject to FTA's Triennial Review, FTA's Drug & Alcohol Program audit, and other audits that may be required. Failure to achieve subrecipient and covered contractor sufficient oversight, would result in findings and/or suspension of FTA funding.

Currently, Metro's Grants Management and Oversight oversees 28 subrecipients that are subject to these FTA regulations. Also, Metro's Talent Acquisition's Drug and Alcohol Program currently oversees 21 covered contractors that are performing safety-sensitive duties (as defined in 49 CFR Part 655.4). Further, approximately five solicitations are currently in procurement process that involve the performance of safety-sensitive functions. Additional procurements are anticipated to be released in the coming years that will increase the number of covered contractors requiring such oversight.

In order to ensure compliance with FTA Part 40 & 655, a work plan was established that will allow the recommended contractor to focus on eight areas of significant concern with the administration and management of FTA Drug and Alcohol Testing Program for Metro's subrecipients and covered contractors.

1. Random selection of employees by job category,
2. Scheduling of the drug and alcohol testing,
3. Record keeping by the transportation/maintenance provider,
4. Roles and responsibilities of the collection sites,
5. DOT-qualified Substance Abuse Professionals (SAP's)
6. Medical Review Officers (MRO's),
7. Training of covered employees, supervisors and other personnel involved in these processes,
8. Annual reporting to FTA/Volpe through the Drug and Alcohol Management Information System (DAMIS).

## **DETERMINATION OF SAFETY IMPACT**

Award of this contract will ensure that Metro meets FTA regulations and requirements related to safety of our employees and patrons.

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## **FINANCIAL IMPACT**

The funding of \$71,000 for this service is included in the FY20 budget in cost center 4440 (Grants Management and Oversight) under project 500002, Regional Grantee - FTA, and funding of \$100,000 is included in cost center 6240 (Talent Acquisition), under project 100001, General Overhead.

Since this is a multi-year, multi-department contract, the cost center managers and Chief Human Capital & Development Officer and Chief Planning Officer will be accountable for budgeting the cost in future years, including any option exercised.

### **Impact to Budget**

The source of funds for project 500002 is local funds eligible for the administration of FTA subrecipient oversight, while project 100001 is comprised of state and local funds that are eligible for operations.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports Metro's Strategic Plan Goal 5 to provide responsive, accountable and trustworthy governance within the Metro Organization and will foster and maintain a strong safety culture. The award of this contract will ensure that all subrecipients and covered contractors performing safety-sensitive functions for Metro are compliant with federal regulations 49 CFR Part 40 Procedures for Transportation Workplace Drug and Alcohol Testing Programs and 49 CFR Part 655 Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations.

## **ALTERNATIVES CONSIDERED**

Two alternatives were considered:

1. Utilize in-house Metro resources to perform this work. This alternative is not recommended as Metro does not have sufficient resources or subject matter experts available to perform the work. Most transit agencies contract this function out.
2. The Board may choose not to approve the recommendation. This alternative is not recommended as the award of this Contract is critical to the ongoing compliance with FTA regulations 49 CFR Parts 40 & 655.

## **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS60199000 with LPM Consulting, Inc., effective October 1, 2019, to support Metro's Drug and Alcohol Oversight Program services.

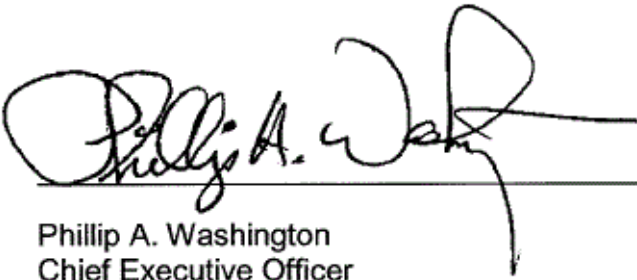
## **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Patrice McElroy, Executive Officer, Talent Management  
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(213) 418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## METRO DRUG AND ALCOHOL OVERSIGHT PROGRAM/PS60199000

|    |  |                                     |
|----|--|-------------------------------------|
| 1. | Contract Number: PS60199000  |                                     |
| 2. | Recommended Vendor: LPM CONSULTING, INC.   |                                     |
| 3. | Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |                                     |
| 4. | Procurement Dates:   |                                     |
|    | A. Issued: March 28, 2019  |                                     |
|    | B. Advertised/Publicized: March 28, 2019   |                                     |
|    | C. Pre-Proposal Conference: N/A  |                                     |
|    | D. Proposals Due: May 1, 2019  |                                     |
|    | E. Pre-Qualification Completed: June 18, 2019  |                                     |
|    | F. Conflict of Interest Form Submitted to Ethics: July 29, 2019  |                                     |
|    | G. Protest Period End Date: September 23, 2019   |                                     |
| 5. | Solicitations Picked up/Downloaded: 8  | Bids/Proposals Received: 2          |
| 6. | Contract Administrator:<br>Marc Margoni  | Telephone Number:<br>(213) 922-1304 |
| 7. | Project Manager:<br>Marylynn Ahumada   | Telephone Number:<br>(213) 922-7172 |

**A. Procurement Background**

This Board Action is to approve the award of Contract No. PS60199000 to LPM Consulting, Inc. to support Metro's Drug and Alcohol Oversight Program. Board approval of contract awards are subject to the resolution of any properly submitted protest.

On March 28, 2019 Request for Proposal (RFP) No. PS60199 was issued as a competitively negotiated procurement in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate.

No amendments were issued during the solicitation phase of the RFP.

A total of eight firms downloaded the RFP and were included on the plan-holders list. Two proposals were received on May 1, 2019, and are listed below in alphabetical order:

- Compliance Oversight Solutions Ideal, LLC
- LPM Consulting Inc.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Grants Management & Oversight and Talent Acquisition departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were initially evaluated based on pass/fail minimum qualifications criteria to determine proposals that are “technically acceptable”. The pass/fail criteria included experience in the design, implementation, administration and audit of US Department of Transportation (DOT)/Federal Transit Administration (FTA) regulated drug and alcohol testing programs.

Of the two proposals received, only LPM passed the minimum qualifications requirements and was further evaluated based on the following weighted evaluation criteria:

- Degree of Technical Expertise and Experience of the Consultant/Team 45 percent
- Level of Relevant Experience of the Consultant/Team 35 percent
- Cost 20 Percent

Several factors were considered in developing these weights, giving the greatest importance to the degree of technical expertise and experience of the consultant/team.

On May 20, 2019, the PET met and conducted an independent technical evaluation of the proposals received and determined that LPM Consulting Inc. met the minimum qualifications as outlined in the RFP.

### **Qualifications Summary of Firm:**

#### **LPM Consulting Inc. (LPM):**

LPM is located in Northridge, CA. It is an independent training and consulting firm specializing in developing and maintaining drug and alcohol-free programs. Over the past 19 years, more than 95% of LPM's consulting assignments are with transportation agencies. Its clients include the FTA, Transportation Safety Institute, Access Services, Imperial County Transportation Commission, Montebello Bus Lines and Long Beach Transit.

The proposed Project Manager has over 20 years of experience in the field of substance abuse program development, management, training, auditing and regulatory compliance. She has in-depth knowledge of the DOT and FTA drug and alcohol testing rules and has hands on experience in managing public transportation workplace drug and alcohol testing programs.



The following is a summary of the PET scores:

| 1 | Firm  | Average Score | Factor Weight  | Weighted Average Score | Rank     |
|---|---|---------------|----------------|------------------------|----------|
| 2 | <b>LPM Consulting Inc</b>   |               |                |                        |          |
| 3 | Degree of Technical Expertise and Experience of the Consultant/Team | 100           | 45.00%         | 45                     |          |
| 4 | Level of Relevant Experience of the Consultant/Team                 | 100           | 35.00%         | 35                     |          |
| 5 | Cost  | 100           | 20.00%         | 20                     |          |
| 6 | <b>Total</b>  |               | <b>100.00%</b> | <b>100</b>             | <b>1</b> |

### C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon adequate price competition, price analysis, technical analysis, fact finding, and historical cost. The recommended price is lower than Metro's independent cost estimate (ICE).

|    | Proposer Name       | Proposal Amount | Metro ICE    | Negotiated or NTE amount |
|----|---------------------|-----------------|--------------|--------------------------|
| 1. | LPM Consulting Inc. | \$851,855.91    | \$885,072.84 | \$851,855.91             |

### D. Background on Recommended Contractor

LPM Consulting Inc. is a privately held, woman-owned business established in 2007. LPM has had prior contracts with Metro and is currently the incumbent on Metro's Transportation Workplace Drug and Alcohol Testing Program and has performed satisfactorily.

DEOD SUMMARY

**METRO DRUG AND ALCOHOL OVERSIGHT PROGRAM/PS60199000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise (DBE) goal for the procurement of these services. DEOD determined that there was a lack of available DBE certified firms to provide Drug and Alcohol Oversight Program services and was confirmed through a market survey conducted by the Project Manager. It is expected that LPM Consulting, Inc. will perform the scope of work with its own workforce.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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



## Board Report

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**File #:** 2019-0626, **File Type:** Motion / Motion Response

**Agenda Number:** 41.

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**EXECUTIVE MANAGEMENT COMMITTEE  
SEPTEMBER 19, 2019**

**SUBJECT: EXPANDING METRO'S YOUTH ON THE MOVE PROGRAM**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. APPROVING a one-year pilot program to extend the expiration date of Youth on the Move (YOTM) passes for foster youth participating in the Independent Living Program (ILP) to their 23<sup>rd</sup> birthday;
- B. APPROVING a one-year pilot program to extend the lower age of the YOTM Program to 16-years of age at two (2) Department of Children and Family Services (DCFS) offices in Los Angeles County; and
- C. INSTRUCTING staff to report back to Board within 12 months to determine whether or not these two pilot programs should be extended.

**ISSUE**

Young people in foster care and the probation system endure copious setbacks while they are system-involved and when they exit the system in their early twenties. For many of these young people, transportation can be a major barrier. The lack of financial support to purchase a Metro TAP card hinders their ability to navigate the county.

As part of an ongoing effort to pursue strategies to increase transit ridership and improve mobility for young people in foster care, Director Solis and others passed Motion 42 in April 2019 (See Attachment A), directing the CEO to report back on:

- A. Recommendations to expand eligibility of the Youth on the Move program, including considering expanding the eligible age range from 18 to 21 to 16 to 24 or beyond;
- B. Improved marketing strategies for Youth on the Move, in partnership with the Los Angeles County Department of Children & Family Services (DCFS) and the Los Angeles County Probation

Department;

- C. Enhancements to the Youth on the Move application process to ensure it is seamless and low barrier, in partnership with DCFS and the Probation Department;
- D. Identification of other transportation needs for youth who relevant foster care or probation contact and recommendations on potential partnerships between Metro, DCFS, Probation, and other relevant stakeholders, to address those needs;
- E. Recommendations to ensure students receive support throughout their participation in Youth on the Move, especially during potential changes in their living situations, schools, or case workers; and
- F. Recommendations to reduce the cost of transit for K-12 and College/Vocational students in general.

## **DISCUSSION**

In August 2011, the Metro Board approved a motion by former Los Angeles County Supervisor Michael Antonovich to establish a one-year pilot program for foster youth transit mobility. The program gives current and former foster youth between the ages of 18-21 an Annual Transit Access Passes (A-TAP) or EZ Transit Annual Passes (EZ A-TAP) at no-cost to help them transition out of foster care into self-support through the Independent Living Program (ILP) managed by the Los Angeles County Department of Children and Family Services (DCFS).

One year later, Metro officially launched the Youth on the Move (YOTM) 1-year pilot program, and in 2013, Youth on the Move (YOTM) became a mandated program by Metro Board and is now slated to continue indefinitely. The YOTM Program is managed internally by Metro Commute Services (MCS) under the Marketing Department.

The Youth Development Services Division is a joint division with DCFS and the Probation Department. Federal ILP eligibility applies to foster youth in out-of-home foster care one day after age 16 and for probation youth court ordered into placement (paid for with foster care funds) one day after age 16. There are approximately 2,000 Probation youth served by the Youth Development Division each year. They are eligible for almost everything offered to DCFS ILP youth, and they have always been included, in large numbers, in YOTM.

Foster and probation youth apply for the YOTM pass through the ILP program, and once approved, receive a photo ID TAP card that is good for unlimited use on Metro and other municipal transportation services, up to EZ Regional Zone 10, based on their individual needs. There are currently approximately 6,080 ILP-eligible youth under the jurisdiction of Los Angeles County DCFS, including 435 Probation placement youth. Since 2011, Metro has issued more than 8,300 YOTM TAP cards.

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In FY '18, there were 1,278 new YOTM participants and 3,640 overall participants (73% of 5,000 total eligible participants). Of those, 1,430 (39% of YOTM Participants or 29% of total eligible participants) were actively riding transit, generating 399,687 total boardings at an average weekly boarding rate of 5.16. Although the retail cost of these passes would have been \$1,766,580.00 per year, the estimated cost of uncollected revenue for the boardings used was only \$330,103.86.

In FY '19, there were 1,259 new participants and 3,638 overall participants, and total boardings decreased to 263,035 (-34% year-over-year).

**A. Recommendations to expand eligibility of the Youth on the Move program, including considering expanding the eligible age range from 18 to 21 to 16 to 24 or beyond;**

During May, June, and July 2019, MCS staff held a series of meetings, including brainstorming sessions and research interviews, with Metro Board Staff, Metro Board Members, and DCFS staff and leadership. As a result of those sessions, MCS staff is recommending the following two pilot programs to test possible expansions of the YOTM Program.

Pilot Program 1: Expanding the upper age limit of YOTM

Currently, participants age out of the ILP program on their 21<sup>st</sup> birthday. They receive one extra year of free transit ridership, so their YOTM Passes expire on their 22<sup>nd</sup> birthday. Even though they are no longer in the ILP Program, the ILP staff continue to administer their transit passes until the passes expire.

It would be difficult to issue new passes to former participants whose YOTM cards have already expired. Therefore, staff is recommending a one-year pilot program to extend the expiration date for current active cardholders to be the participant's 23<sup>rd</sup> birthday, giving current participants one additional year of transit ridership and giving Metro and DCFS the opportunity to collect data and assess the effectiveness of the expansion.

There are 1,034 current YOTM participants whose 22<sup>nd</sup> birthday falls between October 2019 and September 2020. Of these cardholders, 418 (40%) are actively riding transit and accounted for 94,664 (36% of total) boardings under the program.

The average Fare per Boarding (FPB) for Metro service is \$0.78 per boarding. The average FPB for EZ Regional service is \$1.27, \$2.65 for EZ Zone 5, and \$4.69 for EZ Zone 10. Based on this data, it is estimated that a one-year pilot program could cost Metro \$122,087.54 in uncollected revenue.

Pilot Program 2: Expanding the lower age limit of YOTM at two DCFS Service Centers

Currently, youth cannot participate in the YOTM Program until they turn 18. Below that age limit, monthly passes are distributed to youth through their social workers. DCFS is willing to try a pilot program at two of their twenty service centers to see how expanding YOTM to 16 and 17-year-olds affects their participation. They have chosen the El Monte and Glendora Offices as their preferred pilot locations, because they believe those offices are well-equipped with staff to manage the pilot

programs. There are currently 183 potential participants at those offices. YOTM active participation rates are approximately 29% of eligible participant base, or an estimated 54 participants. Based on the average FPB costs listed above, it is estimated that a one-year pilot program could cost Metro \$29,095.27 in uncollected revenue (See Attachment B).

**B. Improved marketing strategies for Youth on the Move, in partnership with the Los Angeles County Department of Children & Family Services (DCFS) and the Los Angeles County Probation Department**

The YOTM Program is marketed through 20 DCFS offices and online at: <http://ilponline.org>. As part of this effort, the Metro Marketing Department recently updated the printed marketing materials (See Attachment C) and Metro's Digital Marketing Team will work with DCFS to share additional online marketing materials. In addition, although 73% of ILP-eligible youth have YOTM cards, only 39% of YOTM cardholders are actively riding transit. In an effort to increase use of the YOTM cards, MCS will work with DCFS to create a YOTM Orientation and Transit Training video to teach them how to navigate transit in Los Angeles County. The video will also include information on applying for jobs with Metro.

**C. Enhancements to the Youth on the Move application process to ensure it is seamless and low barrier, in partnership with DCFS and the Probation Department**

Currently, DCFS staff meet with each of the foster youth during their seventeenth year of age and explain the programs that will be available to them when they turn 18, including the Independent Living Program and the Youth on the Move Program. Apart from expanding the marketing efforts listed above, DCFS feels that they are doing all they can to remove any barriers to participation through these one-on-one meetings with foster youth.

The program uses a paper application system, and youth don't typically submit their own applications. Because an adult needs to be involved in the process to track application submission and receipt of the cards to headquarters, and to pick up and distribute the cards to youth, their social workers or ILP Coordinators assist with the application process. MCS will establish an online application, similar to the U-Pass application, to help streamline the application process for youth and the adults assisting them.

**D. Identification of other transportation needs for youth who relevant foster care or probation contact and recommendations on potential partnerships between Metro, DCFS, Probation, and other relevant stakeholders, to address those needs;**

MCS and TAP are jointly addressing technology issues that will allow participants in all MCS pass programs to utilize the TAP App, Metro Bike Share, Micro Transit, and participate in other new mobility opportunities. In addition, MCS staff is working with DCFS and the non-profit group iFoster to see if the TAP App can be installed on all foster youth smart phones provided by iFoster when they become available.

**E. Recommendations to ensure students receive support throughout their participation in**

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**Youth on the Move, especially during potential changes in their living situations, schools, or case workers; and**

This recommendation will be addressed by Item A above, primarily in the expansion to the lower age range.

**F. Recommendations to reduce the cost of transit for K-12 and College/Vocational students in general**

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

Staff has created boilerplate agreements, approved by County Counsel, and standard administrative procedures to make the U-Pass Program easy to implement, while allowing schools to administer the program in the way that works best on their individual campuses and reducing the cost to students.

In the first 16 months of the U-Pass program, there were 3.9 million boardings in the U-Pass Program. The success of the program has been largely due to schools subsidizing passes, Metro's presence on participating campuses, co-branded marketing, and the ease of purchasing passes. This growth has been accomplished without adding any new staff members to the Commute Services unit, and MCS Management has been working with IT and TAP to automate the billing and reporting processes to alleviate staff burdens from continuing expansion.

As of August 2019, there are twenty (20) schools participating in the U-Pass Program, with four more expected to join for Fall Semester 2019. The average cost of U-Pass for participating students is \$103.50 per semester, which is equivalent to \$19.29 per month, a 65% reduction from the regular 30-day College/Vocational rate of \$43. In addition, this rate includes all Metro Rail and bus services (including Express Zones) and service from 9 additional transit agencies: Big Blue Bus, Culver CityBus, DASH, GTrans, Long Beach Transit, Montebello Bus, Norwalk Transit, Pasadena Transit, and Torrance Transit. While reducing the cost to students, the U-Pass Program has also increased ridership, showing a 21% increase in participants from FY '18 to FY '19 from 20,943 to 25,384 students. Additionally, California State University Los Angeles (CSULA) showed a 265% increase in U-Pass boardings at their transitway station from 107,340 boardings in FY '17 to 392,339 boardings in FY '19.

Metro launched its first K-12 U-Pass Pilot Program on August 20, 2019, in partnership with Move LA and LA Promise Fund. Move LA was awarded a grant to cover the cost of 400 K-12 U-Passes for the 2019-2020 Academic Year, and they have chosen the Junior Class at Manual Arts High School (MAHS) to receive these passes. The program will be administered on campus at MAHS by LA

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Promise Fund, under an agreement with Los Angeles Unified School District (LAUSD), at their MAHS College Center. Students and their parents must complete a Metro K-12 Reduced Fare Application and a Supplemental U-Pass Application to receive their U-Pass stickers. Paper and online versions of the application form are available in English and Spanish.

Metro is also working with the Los Angeles Department of Transportation (LADOT) and LAUSD on the "DASH to Class" program, which provides free rides on LADOT DASH Buses with a Metro K-12 or College-Vocational Reduced Fare. Metro assisted with designing and producing the marketing materials for this program, which also inform students that they are eligible for reduced fare on Metro and other regional transit agencies with their reduced fare cards.

Lastly, Metro has implemented the GradPass Program, a reduced fare transitional pass available at \$43 per month to college U-Pass participants for 12-months after graduation. Previously, these students would have been required to pay full fare once they were no longer enrolled. The goal of the GradPass Program is to connect recent college graduates with employers that also offer transportation benefits during their job search.

### **DETERMINATION OF SAFETY IMPACT**

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

### **FINANCIAL IMPACT**

The estimated cost of expanding YOTM to include 22-year-olds for a one-year pilot program is \$122,087.54 in uncollected fare revenue. The estimated cost of expanding YOTM to include 16 and 17-year-olds for a one-year pilot program at two DCFS Centers is \$29,095.27 in uncollected fare revenue.

#### **Impact to Budget**

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

### **ALTERNATIVES CONSIDERED**

1. Continue current YOTM program with no changes.

### **NEXT STEPS**

1. Send written notices to participants set to age out of the YOTM Program letting them know their passes will be available for one additional year;
2. Work with the El Monte and Glendora DCFS Offices to establish procedures and enroll their 16 and 17-year-old participants into YOTM;
3. Work with DCFS to create a new online application process and orientation video;



4. Continue to market the program and changes via digital media; and
5. Report back to Board in 12-months on success of pilot programs.

### **ATTACHMENTS**

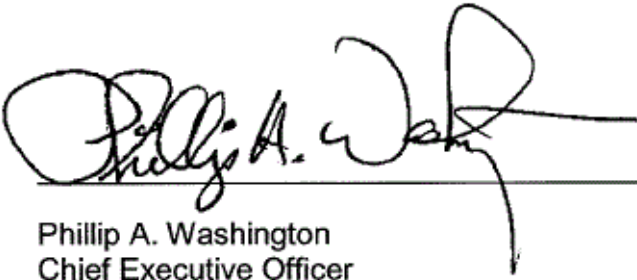
Attachment A - File #:2019-0265, Board Report on Expanding Youth on the Move Program, Motion 42, April 2019

Attachment B - FY '19 YOTM Data and Estimated Data for Pilot

Attachment C - YOTM Flyer Updated May 2019

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Phillip A. Washington  
Chief Executive Officer

**Board Report**

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**File #:** 2019-0265, **File Type:** Motion / Motion Response**Agenda Number:** 42.

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**REGULAR BOARD MEETING  
APRIL 25, 2019****Motion by:****SOLIS, GARCETTI, BARGER, HAHN, BUTTS AND KUEHL****Expanding the Youth On the Move Program**

Young people in foster care and the probation system endure copious setbacks while they are system-involved and when they exit the system in their early twenties. For many of these young people, transportation can be a major barrier. For example, when they purchase vehicles, foster and probation youth are often victims of unjustly high interest loans or they are coerced into buying vehicles that qualify as a lemon, breaking down and proving costly. Unfortunately, these types of scams are pervasive among system-involved youth. The lack of financial support to purchase a Metro TAP card and, therefore, the ability to navigate the county is also widespread.

To that end, in 2011, the Metro Board of Directors approved former Director Antonovich's motion to create the Youth on the Move pilot program. Two years later, the Metro Board approved Youth on the Move as a countywide program, slated to continue indefinitely. This program provides youth ages 18 to 21 with a free annual TAP card if they were in foster care at age 16. Many young people rely on this program daily. They participate in Youth on the Move to attend school, go to work, participate in their dependency or delinquency hearings, and attend visitation with their parents. Critically, these participants use their free annual TAP card for the everyday, normal experiences of a young adult.

In 2018, there were approximately 3,700 participants in Youth on the Move, indicating the program's clear success. Yet, only youth ages 18 to 21 can participate. Expanding Youth on the Move to serve a broader age range of young people will result in more stability, including school stability, for youth who experience foster care and probation. Furthermore, targeted marketing efforts and a more seamless application process will make the program more accessible. These efforts would result in greater transportation equity and overall success of our young and most vulnerable residents.

There might be opportunities, beyond the Youth on the Move program, for Metro to support system-involved youth. This might include other modes of transportation to support youth with visitation or regular court hearings. In one example, recently, the City of Los Angeles announced that it will making DASH transit free for students participating in the College Promise program. There are many appointments and responsibilities system-involved youth have to balance-consistent and equitable transportation can ameliorate that reality.

**SUBJECT: EXPANDING THE YOUTH ON THE MOVE PROGRAM**

**RECOMMENDATION**

APPROVE Motion by Solis, Garcetti, Barger, Hahn, Butts and Kuehl that the Board direct the CEO to report back in July 2019 on:

- A. Recommendations to expand eligibility of the Youth on the Move program, including considering expanding the eligible age range from 18 to 21 to 16 to 24 or beyond;
- B. Improved marketing strategies for Youth on the Move, in partnership with the Los Angeles County Department of Children & Family Services (DCFS) and the Los Angeles County Probation Department;
- C. Enhancements to the Youth on the Move application process to ensure it is seamless and low-barrier, in partnership with DCFS and the Probation Department;
- D. Identification of other transportation needs for youth who relevant foster care or probation contact and recommendations on potential partnerships between Metro, DCFS, Probation, and other relevant stakeholders, to address those needs;
- E. Recommendations to ensure students receive support throughout their participation in Youth on the Move, especially during potential changes in their living situations, schools, or case workers; and
- F. Recommendations to reduce the cost of transit for K-12 and College/Vocational students in general.

## Attachment B - FY '19 YOTM Data and Estimated Data for Pilot Programs

### Current YOTM Participants who will turn 22 in the next 12 months

| <b>FY '19 ILP Pilot Group Summary</b>     |         |
|---|---------|
| Total YOTM Participants (Ages 18-21)      | 3,638   |
| <b>Total Participants in Pilot Group</b>  | 1,034   |
| Total Active Users in Pilot Group         | 418     |
| Total Boardings for YOTM                  | 263,035 |
| Boardings for Active Users in Pilot Group | 94,664  |

28% of YOTM Participants  
 40% of Participants in Pilot Group  
 36% of total boardings

### **Proposed 22 Year-Old Test Group Only (Based on Group's Actual Boardings from FY '19)**

|               | Total Boardings | Avg. Fare Per Boarding | Potential Loss of Revenue | Annual Avg. Boarding per Participant | Weekly Avg. Boardings |
|---------------|-----------------|------------------------|---------------------------|--------------------------------------|-----------------------|
| Metro (78.1%) | 73,944          | \$0.78                 | \$ 57,676.32              | 277                                  | 5.33                  |
| EZ (0.2%)     | 159             | \$1.27                 | \$ 201.93                 | 32                                   | 0.62                  |
| EZ (16.7%)    | 15795           | \$2.65                 | \$ 41,856.75              | 73                                   | 1.40                  |
| EZ 10 (5%)    | 4766            | \$4.69                 | \$ 22,352.54              | 36                                   | 0.69                  |
| <b>Total</b>  | <b>94,664</b>   | <b>N/A</b>             | <b>\$ 122,087.54</b>      | <b>418</b>                           | <b>8.04</b>           |

Est. 29% of 133 Pilot 16-17 year-olds = 54 Participants

### **Proposed 16-17 Year-Old Test Group Only (Based on Estimated Boardings)**

| 54 Participants x 8.04 boardings per week x 52 weeks = 22,576 annual boardings | Total Boardings | Avg. Fare Per Boarding | Potential Loss of Revenue | Annual Avg. Boarding per Participant | Weekly Avg. Boardings |
|--|-----------------|------------------------|---------------------------|--------------------------------------|-----------------------|
| Metro (78.1%)  | 17,632          | \$0.78                 | \$ 13,752.85              | 327                                  | 6.28                  |
| EZ (0.2%)  | 45              | \$1.27                 | \$ 57.34                  | 1                                    | 0.02                  |
| EZ (16.7%)   | 3770            | \$2.65                 | \$ 9,991.01               | 70                                   | 1.34                  |
| EZ 10 (5%)   | 1129            | \$4.69                 | \$ 5,294.07               | 21                                   | 0.40                  |
| <b>Total</b>   | <b>22,576</b>   | <b>N/A</b>             | <b>\$ 29,095.27</b>       | <b>418</b>                           | <b>8.04</b>           |



# Free transit passes\* for Youth on the Move.

FOR LOS ANGELES COUNTY FOSTER AND PROBATION YOUTH

## Available now!

You qualify for a free pass if:

- > You were in foster care or on probation after age 16 and are currently between the ages of 18 and 21
- > You are a participant in the Independent Living Program (ILP)

To apply for a pass, you can:

- > Contact your ILP Coordinator at 1.877.MYILP411
- > Go to [ilponline.org](http://ilponline.org) for more information
- > Email [youthds@dcfs.lacounty.gov](mailto:youthds@dcfs.lacounty.gov)

\* An application, photo and other forms are required to receive a pass. Participants must comply with program requirements.





# Expanding Metro's Youth on the Move Program

A Metro Partnership Program with DCFS

Executive Management Committee, File # 2019-0626

Metro Commute Services:

Devon Deming, *Director of Commute Services*

Direct: 213.922.9757

Jocelyn Feliciano, *Communications Manager*

Direct: 213.922.3875



**Metro**

# Potential YOTM Expansion

Request A: Expand eligibility of YOTM program, including expanding age range from to 16 to 24  
 Pilot Program #1: Expanding upper age of Existing YOTM Participants to 22 years-old for 12 months

|      | DCFS Youth | YOTM Participants         | Participants in Pilot Group <sup>2</sup> | Active Riders in Pilot Group <sup>2</sup> | Annual Boardings in Pilot Group |
|------|------------|---------------------------|--|---|---------------------------------|
| FY19 | 6,080      | 3,638 (60% <sup>1</sup> ) | 1,034                                    | 418 (40% <sup>3</sup> )                   | 94,664                          |

|              | Boardings     | Avg. Fare Per Boarding | Potential Loss of Revenue | Annual Avg. Boarding per Participant | Weekly Avg. Boardings |
|--------------|---------------|------------------------|---------------------------|--------------------------------------|-----------------------|
| Metro        | 73,944        | \$0.78                 | \$ 57,676.32              | 277                                  | 5.33                  |
| EZ           | 159           | \$1.27                 | \$ 201.93                 | 32                                   | 0.62                  |
| EZ 5         | 15795         | \$2.65                 | \$ 41,856.75              | 73                                   | 1.40                  |
| EZ 10        | 4766          | \$4.69                 | \$ 22,352.54              | 36                                   | 0.69                  |
| <b>Total</b> | <b>94,664</b> | <b>N/A</b>             | <b>\$ 122,087.54</b>      | <b>418</b>                           | <b>8.04</b>           |



1 - 60% of Eligible Participants  
 2 - Turning 22 years old in next 12 months.  
 3 - 40% of Pilot Group Participants are Active Riders



# Potential YOTM Expansion

Request A: Expand eligibility of YOTM program, including expanding age range from to 16 to 24  
 Pilot Program #2: Expanding lower age of YOTM to 16 at two DCFS sites\* for 12 months

| Eligible Participants in Pilot Group | Estimated Active Riders in Pilot Group (29%) | Estimated Annual Boardings for Pilot Group |
|--------------------------------------|--|--|
| 133                                  | 54   | 22,576                                     |

|              | Boardings     | Avg. Fare Per Boarding | Potential Loss of Revenue | Annual Avg. Boarding per Participant | Weekly Avg. Boardings |
|--------------|---------------|------------------------|---------------------------|--------------------------------------|-----------------------|
| Metro        | 17,632        | \$0.78                 | \$ 13,752.85              | 327                                  | 6.28                  |
| EZ           | 45            | \$1.27                 | \$ 57.34                  | 1                                    | 0.02                  |
| EZ 5         | 3770          | \$2.65                 | \$ 9,991.01               | 70                                   | 1.34                  |
| EZ 10        | 1129          | \$4.69                 | \$ 5,294.07               | 21                                   | 0.40                  |
| <b>Total</b> | <b>22,576</b> | <b>N/A</b>             | <b>\$ 29,095.27</b>       | <b>418</b>                           | <b>8.04</b>           |

\*El Monte and Glendora





# Additional Efforts

## B. Improved marketing strategies

- Program is marketed through 20 LA County DCFS offices and online at: <http://ilponline.org>
- Metro has updated the marketing flyer, will improve digital/social cross-marketing and create a “How to Ride” video, which will include Metro job information

## C. Enhancements to the application process

- Metro will create an online application system, similar to U-Pass, but continue to utilize the photo ID ATAP cards for implementation

## D. Identification of other transportation needs

- Working on intermodal functionality to include YOTM in TAP App, Bike Share and MicroTransit and working with iFoster to install TAP App on smart phones

## E. Ensure students receive support during potential changes in their living situations

- Will be addressed through pilot expansion to include additional ages/locations

## F. Recommendations to reduce the cost of transit for all students

- U-Pass (+K-12 Pilot), DASH to Class, and GradPass are reducing student costs

# Next Steps

1. Send written notices to participants set to age out of the YOTM Program letting them know their passes will be available for one additional year;
2. Work with the El Monte and Glendora DCFS Offices to establish procedures and enroll their 16 and 17-year-old participants into YOTM;
3. Work with DCFS to create a new online application process and orientation video;
4. Continue to market the program and changes via digital media; and
5. Report back to Board in 12-months on success of pilot programs.





## Board Report

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File #: 2019-0644, File Type: Program

Agenda Number: 42.

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### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: SERVICE MONITORING RESULTS FOR TITLE VI PROGRAM UPDATE**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

ADOPT Service Monitoring Results for Title VI Program Update presented in Attachment A.

#### **ISSUE**

Title VI of the Civil Rights Act of 1964 (Title VI) prohibits discrimination on the basis of race, color, and national origin in programs that receive federal funding. The Federal Transportation Administration (FTA) requires transportation agencies to demonstrate their compliance with Title VI by ensuring compliance with FTA Circular 4702.1B "Title VI Requirements and Guidelines for Federal Transit Administration Recipients," issued October 1, 2012. FTA requires the Metro Board of Directors to review and approve the Metro Service Monitoring Results to be included in the Title VI Program Update due every three years.

#### **BACKGROUND**

Section 601 of Title VI of the Civil Rights Act of 1964 (Title VI) states the following:

No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

FTA Circular 4702.1B, revised in 2012, requires transportation agencies to develop systemwide service standards and monitor the implementation of these standards. The service monitoring results are required to be part of the Title VI Program update due every three years. The Service Monitoring Results assist agencies when updating service standards for the next program update due in three years.

#### **DISCUSSION**

##### Findings

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The main focus of service monitoring is to assess the systemwide standards are being met. The Monitoring Results is an evaluation of compliance with the adopted service standards and policies. The evaluation findings are outlined in Attachment A.

### Considerations

Based on the Monitoring Results, a minor adjustment to the systemwide standards is being proposed and it is being presented as a separate item as it required separate Board approval.

### **DETERMINATION OF SAFETY IMPACT**

The requested action in this report will have no direct impact on the safety of Metro's employees or customers.

### **FINANCIAL IMPACT**

Adoption of the Service Monitoring Results has no direct impact upon Metro's expenditures or revenues. Approval is consistent with the implementation of service included in the adopted FY2020 Budget.

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

Recommendation supports strategic plan goal # 5, "Provide responsive, accountable, and trustworthy governance within the Metro organization" by adhering to civil rights requirements mandated by Title VI of the Civil Rights Act of 1964.

### **ALTERNATIVES CONSIDERED**

The alternative to not including Board approved Service Monitoring Results could have significant negative impacts to the agency. Failure to include Board approved Service Monitoring Results in the Title VI Program update may result in FTA not concurring Metro's Title VI Program Update which may result in suspension of federal grants by being non-compliant with a civil rights requirements.

### **NEXT STEPS**

The Title VI Program Update will be scheduled for Board approval at the October 24, 2019 Board of Directors meeting. Upon Board approval, Metro's Title VI Program Update will be submitted to FTA by the due date of November 1, 2019.

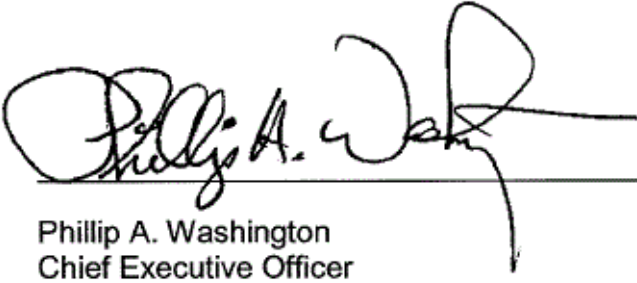
### **ATTACHMENTS**

Attachment A - Metro Service Monitoring Results

Prepared by: Aida Berry, Senior Manager, Civil Rights Programs (Title VI),  
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Reviewed by: Jonaura Wisdom, Chief of Civil Rights Programs, (213) 418-3168



Phillip A. Washington  
Chief Executive Officer

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## Service Monitoring Results: 2019 Review of Service Policies and Standards for FY2017 – FY2019

As required by Federal Transit Administration (FTA) Circular 4702.1B (Chapter IV-9, Section 6) agencies must monitor service, at least once every three years, and present the results to the Board of Directors for approval. This is a review of Metro’s compliance with specified service standards and policies under the requirement. The review covers the past three years from the last Title VI Program Update.

The following topics are addressed:

1. Service Availability
2. Classification of Services
3. Headway Standards
4. Loading Standards
5. On-Time Performance Standards
6. Passenger Amenities Standards
7. Vehicle Assignment Standards

All reviews assess whether Metro has complied with its policies and standards, and whether any non-compliance is biased toward minorities (disparate impact) or persons in Low-Income (disproportionate burden).

### 1. Service Availability

The adopted service availability standard is:

At least 99% of all Census tracts within Metro’s service area having at least 3 HH/acre and/or 4 jobs/acre shall be within one quarter mile of fixed route service (a bus stop or rail station).

Fixed route service provided by other operators may be used to meet this standard. The use of other operator services to meet this standard ensures maximum availability without unnecessary duplication of service.

**Results:** There are 1,892 tracts within Metro’s service area that meet the above thresholds of 3 HH/acre and/or 4 jobs/acre. Only 10 of these tracts are not within one-quarter mile of fixed route service. This is a service availability of 99.47%.

### Service Area Demographics - Minorities

|            | Service Area | Tracts Not Served |
|------------|--------------|-------------------|
| Population | 9,665,120    | 40,140            |

|                     |           |        |
|---------------------|-----------|--------|
| Minority Population | 6,669,203 | 26,354 |
| Minority Share      | 69.00%    | 65.66% |

### Service Area Demographics – Low-Income

|                       |              |                   |
|-----------------------|--------------|-------------------|
|                       | Service Area | Tracts Not Served |
| Population            | 9,813,599    | 39,494            |
| Low-Income Population | 1,647,760    | 5,093             |
| Low-Income Share      | 16.79%       | 12.90%            |

**Results:** Both the minority share, and low-income share of the unserved tracts are less than the service area minority and Low-Income shares. Therefore, there is no disparate impact or disproportionate burden created by the unserved areas.

## 2. Classification of Services

The review of service policies and standards requires determination of Minority routes (and Low-Income routes) so that a comparison of compliance between Minority (or Low-Income) routes and all routes may be made. If the share of Minority routes meeting a standard is an absolute 5% or more less than the share of all routes meeting a standard, then a disparate impact on Minority routes has occurred. If the share of Low-Income routes meeting a standard is an absolute 5% or more less than the share of all routes meeting a standard, then a disproportionate burden on Low-Income routes has occurred.

FTA has defined a Minority route as having one-third or more of its revenue miles operated in census areas that exceed the service area minority share of population. By extension, a Low-Income route will have one-third or more of its revenue miles operated in census areas that exceed the service area low-income share of population.

**Results:** There are 141 fixed route bus lines operated by Metro. It was determined that 108 of these are Minority lines (76.60%), and 115 of these are Low-Income lines (81.56%). Both Heavy Rail lines are Minority and Low-Income lines. All four Light Rail lines are Minority lines and Low-Income lines.

These definitions were used to stratify compliance levels in the subsequent evaluations.

## 3. Headway Standards

Current service standards were last adopted in FY16. The adopted headway standards follow:

Rail Headway Standards

| Mode       | Peak Max.<br>( in min) | Off-Peak Max<br>(in min) |
|------------|------------------------|--------------------------|
| Heavy Rail | 10                     | 20                       |

|            |    |    |
|------------|----|----|
| Light Rail | 12 | 20 |
|------------|----|----|

Not to be exceeded for at least 90% of all hourly periods

#### Bus Headway Standards

| Service Type | Peak Max.<br>( in min) | Off-Peak Max<br>(in min) |
|--------------|------------------------|--------------------------|
| Local        | 60                     | 60                       |
| Limited      | 30                     | 60                       |
| Express      | 60                     | 60                       |
| Shuttle      | 60                     | 60                       |
| Rapid        | 20                     | 30                       |
| BRT          | 12                     | 30                       |

Not to be exceeded for at least 90% of all hourly periods

**Results:** Compliance determination used service in effect as of June 23, 2019 which is the most recent service change program. All rail lines were in full compliance with the adopted standards for weekdays, Saturdays, Sundays and Holidays.

#### Weekday Headway Compliance - # of Bus Lines

|                  | All Lines | Minority Lines Only | Low-Income Lines Only | All Compliance | Minority Compliance | Low-Income Compliance |
|------------------|-----------|---------------------|-----------------------|----------------|---------------------|-----------------------|
| Meets Standard   | 101       | 81                  | 87                    | 72.1%          | 75.7%               | 76.3%                 |
| Exceeds Standard | 39        | 26                  | 27                    |                |                     |                       |

#### Saturday Headway Compliance - # of Bus Lines

|                  | All Lines | Minority Lines Only | Low-Income Lines Only | All Compliance | Minority Compliance | Low-Income Compliance |
|------------------|-----------|---------------------|-----------------------|----------------|---------------------|-----------------------|
| Meets Standard   | 78        | 60                  | 66                    | 70.9%          | 76.6%               | 77.6%                 |
| Exceeds Standard | 32        | 22                  | 24                    |                |                     |                       |

#### Sunday & Holiday Compliance - # of Bus Lines

|  | All Lines | Minority Lines Only | Low-Income Lines Only | All Compliance | Minority Compliance | Low-Income Compliance |
|--|-----------|---------------------|-----------------------|----------------|---------------------|-----------------------|
|  |           |                     |                       |                |                     |                       |



|                  |    |    |    |       |       |       |
|------------------|----|----|----|-------|-------|-------|
| Meets Standard   | 76 | 59 | 66 | 73.1% | 75.7% | 76.3% |
| Exceeds Standard | 28 | 18 | 19 |       |       |       |

**Results:** Minority and Low-Income bus lines exhibited higher rates of compliance with the headway standards than all lines together. Certain patterns of non-compliance were evident. Late evening and weekend services were most likely to exceed the base service standards. As service has been scheduled to demand, services with hourly or near hourly headways to begin with are now operating at wider than 60-minute headways. Rapid bus lines were frequently in non-compliance because the 30-minute base headway is a policy standard while those services have increasingly been scheduled to demand.

A systemwide restructuring study is nearing completion and is expected to change headway standards, and to significantly improve compliance.

#### 4. Loading Standards

Current service standards were adopted in FY16. The adopted passenger loading standards follow:

Rail Passenger Loading Standards

| Mode       | Peak Passengers/Seat | Off-Peak Passengers/Seat |
|------------|----------------------|--------------------------|
| Heavy Rail | 2.30                 | 1.60                     |
| Light Rail | 1.75                 | 1.25                     |

Not to be exceeded for at least 95% of all hourly periods

Bus Passenger Loading Standards

| Service Frequency (in min) | Peak Passengers/Seat | Off-Peak Passengers/Seat |
|----------------------------|----------------------|--------------------------|
| 1-10                       | 1.40                 | 1.30                     |
| 11-20                      | 1.30                 | 1.25                     |
| 21-40                      | 1.20                 | 1.10                     |
| 41-60                      | 1.10                 | 1.00                     |
| 60+                        | 1.00                 | 0.75                     |

Not to be exceeded for at least 95% of all hourly periods

Although a headway of greater than 60 minutes would be an exception to the headway standards a loading standard is provided for such services when they occur.

The rail system is only beginning to receive Automated Passenger Counters (APC's), and they are still being calibrated. Load monitoring can only be done on a sampling basis. Checkers ride randomly selected cars on randomly selected trips recording data

for Ons and Offs by station. Over a six-month sliding time frame this data is aggregated to build a profile of rail ridership, and is the primary source for ridership estimation by day type and line. While only one car is monitored on any given sample trip, whether or not that car meets the loading standard is a surrogate for whether trains are meeting the standard. Loading on the bus system is monitored every six months using quarterly APC data for max loads at time points. Since the most recent bus load standard evaluation was performed using January through March 2019 data, the samples collected from rail ride checks were compiled for the same three months.

Each rail ride check record was processed using Line # (determines mode and applicable # of seats), day type, trip start time (used to categorize weekday trips as peak or off peak), and max accumulated load (calculated from the observations in each check). A rail mode is assumed to comply with the loading standards if 95% of all monitored trips conform to the standards. Data is from the period January through March 2019 which is the same time frame used for bus monitoring.

Weekday Rail Load Standard Monitoring

|            | Peak        |                 |              | Base        |                 |              |
|------------|-------------|-----------------|--------------|-------------|-----------------|--------------|
|            | # of Checks | Within Standard | % Compliance | # of Checks | Within Standard | % Compliance |
| Heavy Rail | 1,454       | 42              | 97.1%        | 2,447       | 54              | 97.8%        |
| Light Rail | 1,024       | 29              | 97.2%        | 1,750       | 27              | 98.5%        |

Weekend Rail Load Standard Monitoring

|            | Saturday    |                 |              | Sundays & Holidays |                 |              |
|------------|-------------|-----------------|--------------|--------------------|-----------------|--------------|
|            | # of Checks | Within Standard | % Compliance | # of Checks        | Within Standard | % Compliance |
| Heavy Rail | 670         | 6               | 99.1%        | 606                | 3               | 99.5%        |
| Light Rail | 646         | 18              | 97.1%        | 635                | 4               | 99.4%        |

**Results:** Both modes met the standard at least 95% of the time, and each line was in compliance at all times, as well.

Bus monitoring is more extensive as all buses are equipped with APC's, and data is available for all time points along each bus route for observed max loads by trip. Every six months the most recent quarterly data is evaluated to determine adherence with the adopted standards. The most recent evaluation used January through March 2019 data.

Bus Load Standard Monitoring

|  |  |             |  |
|--|--|-------------|--|
|  |  | Directional |  |
|--|--|-------------|--|

| Day Type         | # of Lines | Hours Monitored | Exceptions |
|------------------|------------|-----------------|------------|
| Weekdays         | 140        | 5,315           |            |
| Saturdays        | 110        | 4,315           | 1          |
| Sundays/Holidays | 104        | 4,058           | 1          |

**Results:** Line 16 Eastbound exceeded the standards between Midnight and 1am on Saturdays, and Line 53 Northbound exceeded the standards between 7am and 8am on Sundays. As only one directional hour exceeded the loading standard in each instance over 97% of the hours operated on each line on those days conformed to the standards. Therefore, all bus lines in the system were found to be in conformance with the adopted loading standards.

## 5. On-Time Performance Standards

The current on-time performance standards for the system define on-time as no more than one minute early or five minutes late when leaving a time point. In the currently adopted standard both rail and bus have the same objective: 80% on-time on at least 90% of lines at least 90% of the time.

Rail is currently monitored using NextTrain. Since bus is evaluated every six months using quarterly data this evaluation was performed on the same basis. Data for the months of January through March 2019 was compiled.

### Weekday Rail On-Time Performance

| Mode       | # of Time Point Observations | # of On-Time Observations | On-Time Percentage |
|------------|------------------------------|---------------------------|--------------------|
| Heavy Rail | 85,400                       | 76,825                    | 90.0%              |
| Light Rail | 353,029                      | 259,004                   | 73.4%              |

### Saturday Rail On-Time Performance

| Mode       | # of Time Point Observations | # of On-Time Observations | On-Time Percentage |
|------------|------------------------------|---------------------------|--------------------|
| Heavy Rail | 22,028                       | 18,931                    | 85.9%              |
| Light Rail | 72,256                       | 54,084                    | 74.9%              |

### Sundays & Holidays Rail On-Time Performance

| Mode       | # of Time Point Observations | # of On-Time Observations | On-Time Percentage |
|------------|------------------------------|---------------------------|--------------------|
| Heavy Rail | 46,270                       | 41,999                    | 90.8%              |
| Light Rail | 146,974                      | 111,970                   | 76.2%              |

**Results:** Heavy Rail consistently exceeds the 80% on-time objective largely because it operates entirely in a grade separated environment. Light Rail, except for the Green Line (which was 84.2% on-time on weekdays), operates with significant portions at grade. Even on weekends with somewhat lesser traffic conflicts light rail falls short of

the 80% objective. Since all rail lines were classified as Minority lines and Low-Income lines there is no disparate impact or disproportionate burden resulting from this finding.

On the bus side we also see on-time performance consistently short of the 80% objective. The following observations are based upon three months of data from January through March 2019.

#### Bus Weekday On-Time Performance

|                   | All Lines | Minority Lines | Low-Income Lines |
|-------------------|-----------|----------------|------------------|
| Avg On-Time %     | 72.62%    | 72.02%         | 72.20%           |
| Lines Meeting Std | 25        | 18             | 18               |
| Lines Failing Std | 112       | 85             | 93               |
|                   |           |                |                  |
| % Meeting Std     | 18.25%    | 17.48%         | 16.22%           |

#### Bus Saturday On-Time Performance

|                   | All Lines | Minority Lines | Low-Income Lines |
|-------------------|-----------|----------------|------------------|
| Avg On-Time %     | 73.65%    | 73.12%         | 73.21%           |
| Lines Meeting Std | 21        | 11             | 12               |
| Lines Failing Std | 86        | 67             | 75               |
|                   |           |                |                  |
| % Meeting Std     | 19.63%    | 14.10%         | 13.79%           |

#### Bus Sunday & Holiday On-Time Performance

|                   | All Lines | Minority Lines | Low-Income Lines |
|-------------------|-----------|----------------|------------------|
| Avg On-Time %     | 78.90%    | 78.62%         | 79.01%           |
| Lines Meeting Std | 46        | 30             | 35               |
| Lines Failing Std | 55        | 43             | 47               |
|                   |           |                |                  |
| % Meeting Std     | 45.54%    | 41.10%         | 42.68%           |

**Results:** On any given day, non-Minority, non-Low-Income, Minority, and Low-Income bus lines exhibit similar on-time percentages. On Sundays and Holidays the average on-time percentage approaches the 80% objective. Except for Saturdays, the on-time share of Minority and Low-Income bus lines is within 5% of the share of all bus lines meeting the standard. On Saturdays we observe both a disparate impact on minority bus line users, and a disproportionate burden on Low-Income bus line users. The Saturday share of bus lines meeting the standard in each of these categories is more than 5% less than the overall compliance share. Of the lines meeting the on-time

standard on Saturdays that are not Minority or Low-Income, most operate in uncongested traffic corridors and about half of them are in the San Fernando Valley.

Metro has been undertaking a detailed evaluation of its entire bus system (termed NEXGEN) for the past two years with the objective of completely redefining routes and operating standards. As a part of this effort the most congested bus corridors (where bus speeds are most severely impacted) have been subjected to detailed field work and evaluation in order to identify traffic improvements such as bus-only lanes, queue jumps, stop relocation, etc. that would significantly improve bus speed, and reliability. A preliminary program of projects has been developed for the studied corridors. Metro will be working with the affected communities to agree on an implementation program and identify funding for its completion. The majority of the studied corridors are served by Minority and Low-Income bus lines.

## 6. Passenger Amenities Standards

A set of passenger amenities standards were incorporated in the FY16 update of Metro’s Service Policies. Those standards are presented here.

### Heavy Rail Passenger Amenities Standards

| <b>Amenity</b>    | <b>Allocation</b>                    |
|-------------------|--------------------------------------|
| Seating           | At least 12 seats                    |
| Info Displays     | At least 12                          |
| LED Displays      | At least 8 Arrival/Departure screens |
| TVM’s             | At least 2                           |
| Elevators         | At least 2                           |
| Escalators        | At least 4 (2 Up / 2 Down)           |
| Trash Receptacles | At least 6                           |

Applies to each station

### Light Rail Passenger Amenities Standards

| <b>Amenity</b>    | <b>Allocation</b>                     |
|-------------------|---------------------------------------|
| Shelters          | At least 80 linear feet per bay       |
| Seating           | At least 10 seats                     |
| Info Displays     | At least 10                           |
| TVM’s             | At least 2                            |
| Elevators         | At least 1 for elevated / underground |
| Trash Receptacles | At least 2                            |

Applies to each station

### Bus Passenger Amenities Standards

| <b>Amenity</b> | <b>Allocation</b>                    |
|----------------|--------------------------------------|
| Shelters       | At least 6 linear feet per bay       |
| Seating        | At least 3 seats per bay             |
| Info Displays  | At least 3                           |
| Elevators      | At least 1 for multi-level terminals |

|  |                                   |
|--|-----------------------------------|
| Trash Receptacles  | At least 1 per 3 bays / 2 minimum |
| Applies to off-street bus facilities serving 4 or more bus lines |                                   |

There are no standards for bus stops because apart from painting the curb Red and erecting bus stop signage, Metro has no jurisdiction over street sitting fixtures or other appurtenances. The latter are controlled by individual cities and often contracted to third parties who support their costs through advertising revenues.

**Results:** Since the last three-year monitoring when all applicable facilities were in full compliance with these standards, the El Monte bus terminal has been reconstructed in conformance with these standards. No new facilities have been added.

## 7. Vehicle Assignment Standards

Adopted vehicle assignment standards include:

**Heavy Rail:** Maintained at a single facility

**Light Rail:** Primarily assigned based on compatibility of vehicle controllers with rail line(s) served. Wherever possible, no more than two vehicle types at each facility.

**Bus:** Assigned to meet vehicle seating requirements for lines served from each facility.

While these standards are consistently applied we have historically looked at the average age of vehicles assigned to each facility to ensure that there are no extremes serving any specific area. This is most applicable to the bus system, but the data for rail is provided as well.

### Heavy Rail – Vehicle Age by Facility

| Model            | # Active   | Average Age (years) |
|------------------|------------|---------------------|
| Breda 650 Base   | 30         | 26.4                |
| Breda 650 Option | 74         | 20.6                |
|                  | <b>104</b> | <b>22.3</b>         |

Light Rail – Vehicle Age by Facility

| Facility              | Model                | # Active  | Average Age (years) |
|-----------------------|----------------------|-----------|---------------------|
| Div 11 – Long Beach   | Nippon Sharyo 2020   | 15        | 24.5                |
|                       | Siemens 2000 GE/ATP  | 7         | 17.1                |
|                       | Kinkisharyo P3010    | 54        | 1.6                 |
|                       |                      | <b>76</b> | <b>7.5</b>          |
| Div 14 – Santa Monica | Siemens 2000 GE/ATP  | 15        | 15.9                |
|                       | Kinkisharyo P3010    | 56        | 1.1                 |
|                       |                      | <b>71</b> | <b>4.2</b>          |
| Div 21 – Los Angeles  | AnseldoBreda2550Base | 15        | 8.6                 |
|                       | Kinkisharyo P3010    | 3         | 2.0                 |
|                       |                      | <b>18</b> | <b>7.5</b>          |
| Div 22 - Lawndale     | Siemens 2000 Base    | 24        | 17.9                |
|                       | Kinkisharyo P3010    | 21        | 0.6                 |
|                       |                      | <b>45</b> | <b>9.8</b>          |
| Div 24 - Monrovia     | AnseldoBreda2550Base | 35        | 10.0                |
|                       | Kinkisharyo P3010    | 43        | 1.3                 |
|                       |                      | <b>78</b> | <b>5.2</b>          |

**Results:** A couple of constraints apply to the light rail assignments. The Siemens 2000 Base vehicles may only operate from Div 22 (Green Line) because their controller package is not compatible with other lines. The AnseldoBreda2550Base vehicles may not be operated from Div 22 as they are too heavy for the Green Line. Each facility's average vehicle age is between 4 and 10 years which is consistently young for vehicles that should have a 30-year life span.

Bus – Vehicle Age by Facility – Directly Operated

| Division | 32-foot | 40-foot      | 45-foot    | 60-foot    | # of Buses   | Avg. Age   |
|----------|---------|--------------|------------|------------|--------------|------------|
| 1        |         | 141          | 35         | 21         | 197          | 9.3        |
| 2        |         | 174          |            |            | 174          | 7.8        |
| 3        |         | 86           | 88         |            | 174          | 9.0        |
| 5        |         | 138          | 7          | 48         | 193          | 7.1        |
| 7        |         | 140          | 64         | 6          | 210          | 7.2        |
| 8        |         | 61           | 101        | 34         | 196          | 9.1        |
| 9        |         | 162          | 56         |            | 218          | 9.1        |
| 10       |         | 73           | 14         | 80         | 167          | 9.4        |
| 13       |         | 72           |            | 87         | 159          | 9.2        |
| 15       |         | 87           | 99         | 50         | 236          | 10.3       |
| 18       |         | 73           | 99         | 61         | 233          | 9.4        |
|          |         | <b>1,207</b> | <b>563</b> | <b>387</b> | <b>2,157</b> | <b>8.9</b> |

Bus – Vehicle Age by Facility – Purchased

| Division | 32-foot   | 40-foot    | 45-foot   | 60-foot | # of Buses | Avg. Age   |
|----------|-----------|------------|-----------|---------|------------|------------|
| 95       | 16        | 19         | 4         |         | 39         | 7.3        |
| 97       | 5         | 69         |           |         | 74         | 1.2        |
| 98       | 29        | 24         | 8         |         | 61         | 6.9        |
|          | <b>50</b> | <b>112</b> | <b>12</b> |         | <b>174</b> | <b>4.5</b> |

Bus – Vehicle Age Summary

|  | 32-foot   | 40-foot      | 45-foot    | 60-foot    | # of Buses   | Avg. Age   |
|--|-----------|--------------|------------|------------|--------------|------------|
|  | <b>50</b> | <b>1,319</b> | <b>575</b> | <b>387</b> | <b>2,331</b> | <b>8.6</b> |

**Results:** The only extreme average age is that of Division 97 operated by a contractor who recently had their older fleet replaced with new buses. This division serves seven bus lines of which six are Minority lines and five of which are Low-Income lines. With that knowledge there appears to be no basis for a finding of biased bus assignments based upon age.

In conclusion, the results of the service monitoring indicate that the adopted systemwide standards are set properly with the exception of a few. Based on the results, Metro staff will be making minor adjustments to the service standards and will present them for Board approval to be included in the 2019 Title VI Program Update to be submitted to FTA.





## Board Report

File #: 2019-0649, File Type: Contract

Agenda Number: 43.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: CONGESTION PRICING FEASIBILITY STUDY**

**ACTION: AWARD CONTRACTS**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a twenty-four month, firm fixed price Contract No. PS62790000 to WSP USA, Inc., in the amount of \$3,085,929 for the Congestion Pricing Feasibility Study Technical Services, subject to resolution of protest(s), if any; and
- B. AWARD a twenty-four month, firm fixed price Contract No. PS62791000 to Guidehouse LLP, in the amount of \$1,919,300, with an 18-month option in the amount of \$569,840, for a total contract value of \$2,489,140, for the Congestion Pricing Feasibility Study Communications and Public Engagement Services, subject to resolution of protest(s), if any.

#### **ISSUE/BACKGROUND**

On February 28, 2019, the Board approved strategies to pursue the Transformational Initiatives that are central to "The Re-Imagining of LA County," which includes a Congestion Pricing Feasibility Study (Study). These Transformational Initiatives address the widely shared desire to greatly reduce congestion, improve mobility and air quality, improve equity, and ultimately provide a more sustainable and resilient LA County for all.

Concurrently, the Board passed Motion 32.3 to direct staff to ensure the Study fully addresses and incorporates the parameters identified in the January 2019 Motions 43.1 (Butts) and 43.2 (Solis, Garcetti, Dupont-Walker, Butts, Hahn), which include, but are not limited to, a detailed implementation timeline, cost estimates, sources of funding, and an equity strategy execution plan.

In April 2019, the Board approved the next steps for the Study, which included the following:

- May 2019: Staff will issue Requests for Proposals for 1) Technical Services and 2) Communications Plan and Public Engagement Services.
- Summer 2019: Seek Board authorization to award contracts.
- Ongoing: Staff will conduct ongoing dialogue with the Board at key milestones during the

project development process.

## **DISCUSSION**

On May 6, 2019, Metro issued two Requests for Proposals (RFP) to procure services from qualified firms for 1) Technical Services and 2) Communications and Public Engagement Services to fulfill the scope of services for a Congestion Pricing Feasibility Study.

The objectives of the Study included the following:

- To investigate the feasibility and framework for testing and implementing pricing strategies to reduce traffic congestion and to dramatically improve equity, mobility, and environmental outcomes
- To extensively, comprehensively, and genuinely engage stakeholders and the public in this Study process to help solve the traffic problems in Los Angeles County and develop widespread support for a pilot program
- To identify location(s) for a pilot program and establish an implementation plan.

### **Technical Services**

The awarded contract team for technical services will be responsible for the delivery of the following tasks:

- Task 1: Project Administration, Management, and Coordination
- Task 2: Support Stakeholder and Public Engagement
- Task 3: Conduct Literature Review and Best Practices Research
- Task 4: Develop Equity Strategy
- Task 5: Assess Transportation System and Define Congestion Pricing Alternatives
- Task 6: Develop Technical and Policy Framework for Evaluation and Conduct Performance Evaluation of Congestion Pricing Alternatives
- Task 7: Define Technology Requirements
- Task 8: Define Complementary Multimodal Mobility Services and Improvements
- Task 9: Assess Institutional and Legislative Requirements for Implementation
- Task 10: Develop Investment and Financial Plan
- Task 11: Develop Implementation Plan

### **Public Engagement and Communications**

The awarded contract team for communications and public engagement services will be responsible for the delivery of the following tasks:

- Task 1: Project Administration, Management, and Coordination
- Task 2: Conduct Stakeholder and Public Engagement, Outreach, and Market Research
- Task 3: General Support

## **DETERMINATION OF SAFETY IMPACT**

Staff does not anticipate any safety impacts related to award of the Contracts or the fulfillment of the scope of services.

### **FINANCIAL IMPACT**

Funding for these contracts is included in the FY20 budget in Project 100002, Cost center 2031 and Account 50316. As these are multi-year contracts, the project manager and Chief Innovation Officer will be responsible for budgeting these costs in future years.

#### **Impact to Budget**

The source of funds for this project will be local operating funds including sales tax funds Prop A, C, and TDA Admin. There is no impact to existing federal funding. These funds are eligible for bus and rail operations.

### **ALTERNATIVES CONSIDERED**

The Board may decide not to authorize the execution of these Contracts. This alternative is not recommended as the Board approved staff to issue Requests for Proposals for Technical Services and Communications Plan and Public Engagement Services in April of 2019.

Additionally, the Congestion Pricing Feasibility Study is an initiative identified in the approved Transformational Initiatives that are central to “The Re-Imagining of LA County” as well as the Board approved Metro Vision 2028 Strategic Plan.

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

The proposed actions are fully consistent with Initiative 1.3 of the Metro Vision 2028 Plan to test and implement pricing strategies to reduce traffic congestion.

### **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS62790000 with WSP USA, Inc. for the Congestion Pricing Feasibility Study Technical Services, and Contract No. PS62791000 with Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector, LLP) for the Congestion Pricing Feasibility Study Communications and Public Engagement Services, effective September 30, 2019.

During the performance of these contracts, Staff will conduct ongoing dialogue with the Board at key milestones during the project development process. Key project milestones include, but are not limited to, the following:

- Review of Stakeholder Advisory Panel, which will consist of Policy Advisory Council members and supplemented with experts in road usage charging, mobility pricing, and equity.
- Summary of findings and best practices from literature review and best practices research
- Development of Equity Strategy
- Summary of stakeholder/public engagement during each round of outreach
- Summary of findings from initial screening to narrow down potential pilot locations to

- implement a pricing program/transit improvement package
- Summary of findings from detailed assessments of potential pilot locations
- Initial concepts for complementary multimodal mobility services and improvements that would be necessary prior to pilot pricing program implementation
- Summary of findings for legislative and institutional requirements for implementing a pricing program
- Development of Investment and Financial Plan
- Development of Implementation Plan

At the completion of the 24-month Study, the following milestones will require Board authorization to proceed:

- Go/No Go decision to implement congestion pricing pilot in a specific area or area(s)
- Award a separate contract for system engineering for congestion pricing pilot
- Exercise the Option on Contract No. PS62791000 for the Congestion Pricing Feasibility Study Communications and Public Engagement Services contract.

## **ATTACHMENTS**

Attachment A-1 - Procurement Summary (PS62790000)

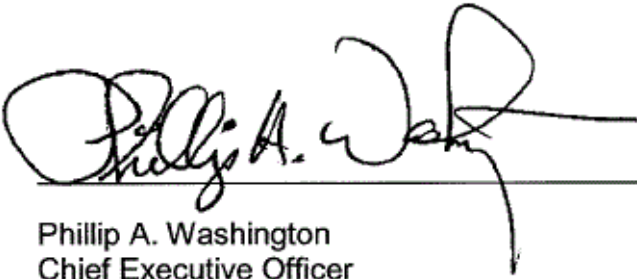
Attachment A-2 - Procurement Summary (PS62791000)

Attachment B-1 - DEOD Summary (PS62790000)

Attachment B-2 - DEOD Summary (PS62791000)

Prepared by: Tham Nguyen, Senior Director,  
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(213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## CONGESTION PRICING FEASIBILITY STUDY TECHNICAL SERVICES/PS62790000

|    |   |  |
|----|---|--|
| 1. | <b>Contract Number: PS62790000</b>  |  |
| 2. | <b>Recommended Vendor:</b> WSP USA, Inc.  |  |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |  |
| 4. | <b>Procurement Dates:</b>   |  |
|    | <b>A. Issued:</b> 5/6/2019  |  |
|    | <b>B. Advertised/Publicized:</b> 5/6/2019   |  |
|    | <b>C. Pre-Proposal Conference:</b> 5/14/2019  |  |
|    | <b>D. Proposals Due:</b> 7/3/2019   |  |
|    | <b>E. Pre-Qualification Completed:</b> 8/8/2019   |  |
|    | <b>F. Conflict of Interest Form Submitted to Ethics:</b> 8/21/2019  |  |
|    | <b>G. Protest Period End Date:</b> 9/23/2019  |  |
| 5. | <b>Solicitations Picked up/Downloaded:</b><br>113   | <b>Bids/Proposals Received:</b><br>7       |
| 6. | <b>Contract Administrator:</b><br>Ana Rodriguez   | <b>Telephone Number:</b><br>(213) 922-1076 |
| 7. | <b>Project Manager:</b><br>Tham Nguyen  | <b>Telephone Number:</b><br>(213) 922-2606 |

**A. Procurement Background**

This Board Action is to approve Contract No. PS62790000 in support of conducting a feasibility study that would explore implementing pricing strategies that would reduce traffic congestion and improve equity, mobility, and environmental outcomes. Board approval of contract award is subject to the resolution of any properly submitted protest.

Request for Proposals (RFP) No. PS62790 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

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

- Amendment No. 1, issued on May 30, 2019 extended the proposal due date;
- Amendment No. 2, issued on June 19, 2019 updated the RFP Dates table;
- Amendment No. 3, issued on June 20, 2019 updated the RFP Dates table;

A pre-proposal conference was held on May 14, 2019 and was attended by 37 participants representing 30 firms. There were 42 questions submitted and responses were released prior to the proposal due date.

A total of 113 firms downloaded the RFP and were included on the plan holders list. A total of seven proposals were received by the due date of July 3, 2019.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Office of Extraordinary Innovation, Operations Department, Congestion Reduction Department, Communications Department, Marketing Department, and the Southern California Association of Governments was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- |   |            |
|---|------------|
| • Understanding of the Scope of Services and Approach | 40 percent |
| • Experience of Team Members                          | 35 percent |
| • Effectiveness of Project Management Plan            | 15 percent |
| • Cost Proposal                                       | 10 percent |

Several factors were considered when developing these weights, giving the greatest importance to the Understanding of the Scope of Services and Approach.

The PET began its independent evaluation of the proposals on July 3, 2019. The firms that were determined to be in the competitive range are listed below in alphabetical order:

- D'Artagnan Consulting, LLP
- HNTB Corporation
- WSP USA, Inc.

Four firms were determined to be outside the competitive range and were not included for further consideration.

On July 29, 2019 the PET interviewed the three firms in the competitive range. The firms were requested to focus their presentation on how they would explain complex technical concepts relating to congestion pricing to the general public in a clear way and how they would demonstrate the technical viability of congestion pricing to audiences who might be skeptical. In addition, the proposing teams responded to the questions from the PET regarding their understanding of various aspects of the project and their proposed approach.

The PET finalized their scores on August 1, 2019. The final scoring determined WSP USA, Inc. to be the highest ranked firm.

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

### **WSP USA, Inc.**

WSP USA, Inc. (WSP) is based out of New York and provides services to public and private sector clients across a broad spectrum of sectors including Transportation, Infrastructure, and Engineering. WSP's proposal conveyed a strong understanding of the various proposed pricing models, constraints, tools and methodologies necessary to effectively complete the project. Their approach was organized, clear, and thoroughly described their plan for completing the required services while maintaining flexibility in their approach. WSP established that their Project Manager had over 20 years of experience and extensive expertise managing and implementing congestion pricing programs including working on over 114 congestion pricing and priced express lanes projects in 22 states and three countries. The WSP team, inclusive of seven subcontractors, also have successfully implemented congestion pricing programs both nationally and globally including involvement with projects such as Metro's I-10/I-110 ExpressLanes Congestion Pricing demonstration, the California/Oregon Road Usage Charging Pilot Planning and Systems Engineering project, the Minnesota Department of Transportation Mileage Based User Fee Demonstration Program, the Gothenburg Congestion Charging program for the Swedish Transport Administration, the Translink Mobility Pricing Study in Vancouver, and the Permanent Implementation of the Stockholm Congestion Charge for the City of Stockholm among many other pricing, tolling, and congestion pricing projects.

### **HNTB Corporation**

HNTB Corporation (HNTB) is headquartered in Kansas City, Missouri and has been in business for over 100 years. HNTB provides infrastructure and related professional services and has locations across the United States. Recent experience with programs that use pricing to manage travel demand include the New York Metropolitan Transportation Authority Central Business District Tolling Program, the San Diego Association of Governments I-15 Managed Lanes, the Florida Department of Transportation Regional Concept of Transportation Operations Express Lanes project, and the New Jersey Turnpike Authority General Consulting Engineer project which included the management of a complex multi-disciplined tolling program.

### **D'ARTAGNAN CONSULTING LLP**

D'Artagnan Consulting (D'Artagnan) has several locations in the United States and Australia. They are based in Austin, Texas and provide consulting on transportation policy, planning, finance, road use charging, and transportation technologies. A selection of similar past projects includes work on the Road User Fee Task Force in Oregon, the Missouri Surface Transportation System Funding Alternative Project, the Washington State Transportation Commission Road Usage Charge Program, the Mobility Investment Priorities Project in Texas, which focused on the most congested roadways in Texas, and the Utah Department of Transportation System Pricing Alternative Advisory Support project.

The following table summarizes the final scores.

| <b>1</b>  | <b>Firm</b>   | <b>Average Score</b> | <b>Factor Weight</b> | <b>Weighted Average Score</b> | <b>Rank</b> |
|-----------|---|----------------------|----------------------|-------------------------------|-------------|
| <b>2</b>  | <b>WSP</b>  |                      |                      |                               |             |
| <b>3</b>  | Understanding of the Scope of Services and Approach | 89.90                | 40.00%               | 35.96                         |             |
| <b>4</b>  | Experience of Team Members                          | 92.50                | 35.00%               | 32.38                         |             |
| <b>5</b>  | Effectiveness of Project Management Plan            | 87.22                | 15.00%               | 13.08                         |             |
| <b>6</b>  | Cost Proposal                                       | 100.00               | 10.00%               | 10.00                         |             |
| <b>7</b>  | <b>Total</b>  |                      | <b>100.00%</b>       | <b>91.42</b>                  | <b>1</b>    |
| <b>8</b>  | <b>HNTB</b>   |                      |                      |                               |             |
| <b>9</b>  | Understanding of the Scope of Services and Approach | 79.38                | 40.00%               | 31.75                         |             |
| <b>10</b> | Experience of Team Members                          | 84.76                | 35.00%               | 29.67                         |             |
| <b>11</b> | Effectiveness of Project Management Plan            | 79.44                | 15.00%               | 11.92                         |             |
| <b>12</b> | Cost Proposal                                       | 77.58                | 10.00%               | 7.76                          |             |
| <b>13</b> | <b>Total</b>  |                      | <b>100.00%</b>       | <b>81.10</b>                  | <b>2</b>    |
| <b>14</b> | <b>D'Artagnan</b>                                   |                      |                      |                               |             |
| <b>15</b> | Understanding of the Scope of Services and Approach | 71.46                | 40.00%               | 28.58                         |             |
| <b>16</b> | Experience of Team Members                          | 71.43                | 35.00%               | 25.00                         |             |
| <b>17</b> | Effectiveness of Project Management Plan            | 73.33                | 15.00%               | 11.00                         |             |
| <b>18</b> | Cost Proposal                                       | 88.17                | 10.00%               | 8.82                          |             |
| <b>19</b> | <b>Total</b>  |                      | <b>100.00%</b>       | <b>73.40</b>                  | <b>3</b>    |



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

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

Metro anticipates that the level of effort necessary to appropriately incorporate stakeholder input will be significant given that there will be multiple rounds of engagement and it is likely that the Technical Services consultant, in conjunction with the Communications and Public Engagement consultant, will need to provide a substantial amount of support to Metro during the 24-month study. During discussions, the level of effort was increased to allow for the iterative process that will likely be necessary to ensure the project's success.

|    | <b>Proposer Name</b>  | <b>Proposal Amount</b> | <b>Metro ICE</b> | <b>Negotiated amount</b> |
|----|-----------------------|------------------------|------------------|--------------------------|
| 1. | WSP USA, Inc.         | \$1,900,348            | \$4,373,858      | \$3,085,929              |
| 2. | HNTB, Inc.            | \$3,977,752            |                  |                          |
| 3. | D'Artagnan Consulting | \$3,500,148            |                  |                          |

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

The recommended firm, WSP USA, Inc. has been in business for over 85 years and will be conducting the work out of their Los Angeles office. WSP brings local and international experience and a qualified team of experts to complete the project. WSP has worked on various Metro projects such as the original ExpressLanes project and has performed satisfactorily.

## PROCUREMENT SUMMARY

### CONGESTION PRICING FEASIBILITY STUDY COMMUNICATIONS AND PUBLIC ENGAGEMENT SERVICES/PS62791000

|    |   |  |
|----|---|--|
| 1. | <b>Contract Number: PS62791000</b>  |  |
| 2. | <b>Recommended Vendor:</b> Guidehouse LLP   |  |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |  |
| 4. | <b>Procurement Dates:</b>   |  |
|    | A. Issued: 5/6/2019   |  |
|    | B. Advertised/Publicized: 5/6/2019  |  |
|    | C. Pre-Proposal Conference: 5/14/2019   |  |
|    | D. Proposals Due: 7/3/2019  |  |
|    | E. Pre-Qualification Completed: 8/19/2019   |  |
|    | F. Conflict of Interest Form Submitted to Ethics: 8/21/2019   |  |
|    | G. Protest Period End Date: 9/23/2019   |  |
| 5. | <b>Solicitations Picked up/Downloaded:</b><br>84  | <b>Bids/Proposals Received:</b><br>3       |
| 6. | <b>Contract Administrator:</b><br>Ana Rodriguez   | <b>Telephone Number:</b><br>(213) 922-1076 |
| 7. | <b>Project Manager:</b><br>Tham Nguyen  | <b>Telephone Number:</b><br>(213) 922-2606 |

#### A. Procurement Background

This Board Action is to approve Contract No. PS62791000 in support of engaging stakeholders and the public to help solve the traffic problems in Los Angeles County and develop support for a pilot program. Board approval of contract award is subject to the resolution of any properly submitted protest.

Request for Proposals (RFP) No. PS62791 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

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

- Amendment No. 1, issued on May 30, 2019 extended the proposal due date;
- Amendment No. 2, issued on June 19, 2019 corrected a text error on Exhibit 3, Evaluation Criteria, and updated the RFP Dates table.;
- Amendment No. 3, issued on June 20, 2019 updated the RFP Dates table;

A pre-proposal conference was held on May 14, 2019 and was attended by 24 participants representing 20 firms. There were 20 questions submitted and responses were released prior to the proposal due date.

A total of 84 firms downloaded the RFP and were included on the plan holders list. A total of three proposals were received by the due date of July 3, 2019.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Office of Extraordinary Innovation, Communications Department, Marketing Department, and the Southern California Association of Governments (SCAG) was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- |   |            |
|---|------------|
| • Understanding of the Scope of Services and Approach | 40 percent |
| • Experience of Team Members                          | 35 percent |
| • Effectiveness of Project Management Plan            | 15 percent |
| • Cost Proposal                                       | 10 percent |

Several factors were considered when developing these weights, giving the greatest importance to the Understanding of the Scope of Services and Approach.

The PET began its independent evaluation of the proposals on July 3, 2019.

On July 30 and 31, 2019 the PET interviewed the three firms that submitted proposals. The firms were requested to focus their presentation on how they would present the various pricing concepts to the public in a clear way, how they would approach developing key messages that will be used to engage the public, and how they would overcome opposition encountered on a pilot program. In addition, the proposing teams responded to the questions from the PET regarding their understanding of various aspects of the project and any key concerns and how they would address those concerns.

At the conclusion of interviews, one firm was determined to be outside the competitive range and the remaining two firms that were determined to be in the competitive range are listed below in alphabetical order:

- Dakota Communications
- Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP)

The PET finalized their scores on July 31, 2019. The final scoring determined Guidehouse LLP to be the highest ranked firm.

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

### **GUIDEHOUSE LLP**

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP) is a professional services firm with over 20 offices across the United States. Guidehouse assembled a team that includes two subcontractors, JKH Consulting and Integrity PR, to supplement their in-house resources on this project. The Guidehouse team brings a broad range of experience to this project and they and their subcontractors have specific, relevant experience with congestion pricing, communications, public engagement, and are familiar with the local and regional context of Los Angeles County. Guidehouse's SBE subcontractor, JKH Consulting, brings in the experience of Jamarah Hayner, who has worked in New York City on congestion pricing initiatives and has experience with the Los Angeles community through her firm's work on the Crenshaw/LAX Transit Corridor, and the Los Angeles World Airports People Mover project among others. The Guidehouse team also has experience on projects such as the Transportation Electrification Partnership, and the City of Los Angeles' Sustainable City Plan.

The Guidehouse proposal and interview demonstrated a thorough knowledge of the issues that are associated with communicating the concept of congestion pricing to the public and stakeholders and proposed a clear and thorough plan for accomplishing the Scope of Services. During the interview, Guidehouse and their team demonstrated that they had a strong understanding of the local and regional political landscape and that they were capable of navigating the challenges that may arise during the study. Additionally, the proposal included creative and innovative ideas for public engagement.

### **DAKOTA COMMUNICATIONS**

Dakota Communications has been in business for over 22 years and assembled a team of subcontractors that includes firms that have experience working with Metro on other engagement initiatives such as the Metro Measure R Public Projects Outreach, WIN-LA Communications & Outreach, the SCAG Cordon Pricing Outreach and Communications Program, Metro's NextGen Bus Study, I-105 ExpressLanes, and I-605/I-5 Corridors and Performance Measures.

The following table summarizes the final scores.

| 1  | Firm  | Average Score | Factor Weight  | Weighted Average Score | Rank     |
|----|---|---------------|----------------|------------------------|----------|
| 2  | <b>Guidehouse LLP</b>                               |               |                |                        |          |
| 3  | Understanding of the Scope of Services and Approach | 89.06         | 40.00%         | 35.62                  |          |
| 4  | Experience of Team Members                          | 72.50         | 35.00%         | 25.38                  |          |
| 5  | Effectiveness of Project Management Plan            | 78.33         | 15.00%         | 11.75                  |          |
| 6  | Cost Proposal                                       | 100.00        | 10.00%         | 10.00                  |          |
| 7  | <b>Total</b>  |               | <b>100.00%</b> | <b>82.75</b>           | <b>1</b> |
| 8  | <b>Dakota Communications</b>                        |               |                |                        |          |
| 9  | Understanding of the Scope of Services and Approach | 43.75         | 40.00%         | 17.50                  |          |
| 10 | Experience of Team Members                          | 54.29         | 35.00%         | 19.00                  |          |
| 11 | Effectiveness of Project Management Plan            | 55.83         | 15.00%         | 8.37                   |          |
| 12 | Cost Proposal                                       | 64.96         | 10.00%         | 6.50                   |          |
| 13 | <b>Total</b>  |               | <b>100.00%</b> | <b>51.37</b>           | <b>2</b> |

### C. Cost/Price Analysis

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

|    | Proposer Name         | Proposal Amount | Metro ICE   | Negotiated amount |
|----|-----------------------|-----------------|-------------|-------------------|
| 1. | Guidehouse LLP        | \$2,711,535     | \$4,007,667 | \$2,489,140       |
| 2. | Dakota Communications | \$4,174,165     |             |                   |

### D. Background on Recommended Contractor

Guidehouse LLP (formerly known as PricewaterhouseCoopers Public Sector LLP) is a professional services firm that specializes in providing services across a variety of industries such as Defense, Financial, Health, International Development and Diplomacy, Science and Infrastructure, National Security, and State & Local Government. Their proposal and their proposed team demonstrated their strong understanding of the project and presented an actionable plan to meet Metro's objectives while committing to remain flexible as the study goes on.

## DEOD SUMMARY

## CONGESTION PRICING FEASIBILITY STUDY TECHNICAL SERVICES/PS62790000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 10% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. WSP USA, Inc. exceeded the goal by making a 10.11% SBE and 3.06% DVBE commitment.

|                            |                            |                                  |                                  |
|----------------------------|----------------------------|----------------------------------|----------------------------------|
| <b>Small Business Goal</b> | <b>10% SBE<br/>3% DVBE</b> | <b>Small Business Commitment</b> | <b>10.11% SBE<br/>3.06% DVBE</b> |
|----------------------------|----------------------------|----------------------------------|----------------------------------|

|    | <b>SBE Subcontractors</b>   | <b>% Committed</b> |
|----|-----------------------------|--------------------|
| 1. | ECONorthwest                | 1.62%              |
| 2. | System Metrics Group        | 1.94%              |
| 3. | VICUS                       | 6.55%              |
|    | <b>Total SBE Commitment</b> | <b>10.11%</b>      |

|    | <b>DVBE Subcontractor</b>    | <b>% Committed</b> |
|----|------------------------------|--------------------|
| 1. | Ohana Vets                   | 3.06%              |
|    | <b>Total DVBE Commitment</b> | <b>3.06%</b>       |

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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

## DEOD SUMMARY

**CONGESTION PRICING FEASIBILITY STUDY COMMUNICATIONS AND PUBLIC  
ENGAGEMENT SERVICES/PS62791000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established an 11% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Guidehouse LLP exceeded the goal by making a 19.80% SBE and 5.73% DVBE commitment.

|                            |                            |                                  |                                  |
|----------------------------|----------------------------|----------------------------------|----------------------------------|
| <b>Small Business Goal</b> | <b>11% SBE<br/>3% DVBE</b> | <b>Small Business Commitment</b> | <b>19.80% SBE<br/>5.73% DVBE</b> |
|----------------------------|----------------------------|----------------------------------|----------------------------------|

|    | <b>SBE Subcontractor</b>    | <b>% Committed</b> |
|----|-----------------------------|--------------------|
| 1. | JKH Consulting              | 19.80%             |
|    | <b>Total SBE Commitment</b> | <b>19.80%</b>      |

|    | <b>DVBE Subcontractor</b>       | <b>% Committed</b> |
|----|---------------------------------|--------------------|
| 1. | Integrity Public Relations Inc. | 5.73%              |
|    | <b>Total DVBE Commitment</b>    | <b>5.73%</b>       |

**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 modification.

**D. Project Labor Agreement/Construction Careers Policy**

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

# LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

## Congestion Relief Pricing Feasibility Study

Executive Management Committee  
Item 43





# BACKGROUND - TRANSFORMATIONAL INITIATIVE

June 28, 2018 – Metro Board approved:

- Metro Vision 2028 Strategic Plan – Initiative 1.3: Test and implement pricing strategies to reduce traffic congestion

February 28, 2019 - Metro Board approved:

- Conducting feasibility study to pilot congestion pricing
- Motion 32.3 (Congestion Pricing) by Directors Garcetti, Kuehl, Butts, Solis, and Hahn

April 25, 2019 – Metro Board approved:

- Next steps for feasibility study, including release of RFPs in May 2019

# PROCUREMENT OVERVIEW

2 Requests for Proposals issued on May 6, 2019:

- Technical services
- Communications and public engagement

Proposal Evaluation Team:

- Technical: Representatives from Metro Congestion Reduction, Office of Extraordinary Innovation (OEI), Operations, and Communications; SCAG
- Communications: OEI, Communications, SCAG

| Evaluation Criteria                                 | Weights |
|---|---------|
| Understanding of the Scope of Services and Approach | 40%     |
| Experience of Team Members                          | 35%     |
| Effectiveness of Project Management Plan            | 15%     |
| Cost Proposal                                       | 10%     |

# PROCUREMENT SUMMARY

|                           | Technical   | Communications  |
|---------------------------|---|---|
| # of Proposals            | 7   | 3   |
| Small Business Goal       | 10% SBE<br>3% DVBE  | 11% SBE<br>3% DVBE  |
| Small Business Commitment | 10.11% SBE<br>3.06% DVBE  | 19.80% SBE<br>5.73% DVBE  |
| Recommended Contractor    | Prime: WSP USA, Inc.<br><br>Subs: AECOM,<br>ECONorthwest, Ohana<br>Vets, Primus,<br>System Metrics Group,<br>VICUS, Transform | Prime: Guidehouse LLP<br>(formerly<br>Pricewaterhouse- Coopers<br>Public Sector, LLP)<br><br>Subs: JKH Consulting,<br>Integrity Public Relations<br>Inc |
| Negotiated Amount         | \$3,085,929   | \$2,489,140   |

# PROJECT MILESTONE

## Development (Ongoing Feedback)

- Advisory Panels
- Research
- Equity Strategy
- Communications & Engagement Strategy Part 1
- Location Assessment
- Transit & Multimodal Improvements
- Technology Requirements
- Legislative & Institutional Requirements
- Financial Plan
- Implementation Plan

18 - 24 months

## Implementation (Board Authorization)

- Pilot Go/No Go Decision
- Award Contract for Pilot System Design
- Communications & Engagement Strategy Part 2

Beyond 24 months

# RECAP OF RECOMMENDED ACTIONS

Authorize CEO to:

- A. AWARD a 24-month, firm fixed price Contract No. PS62790000 to WSP USA, Inc., in the amount of \$3,085,929 for the Congestion Pricing Feasibility Study Technical Services, subject to resolution of protest(s), if any; and
- B. AWARD a 24-month, firm fixed price Contract No. PS62791000 to Guidehouse LLP, in the amount of \$2,489,140, inclusive of one 18-month option, for the Congestion Pricing Feasibility Study Communications and Public Engagement Services, subject to resolution of protest(s), if any.



Board Report

File #: 2019-0462, File Type: Program

Agenda Number: 44.

**REVISED**  
**PLANNING AND PROGRAMMING COMMITTEE**  
**SEPTEMBER 18, 2019**

**SUBJECT: MEASURE M MULTI-YEAR SUBREGIONAL PROGRAM - SOUTH BAY SUBREGION**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

A. APPROVING:

1. Programming of ~~\$65,897,857~~ \$79,017,857 in Measure M Multi-Year Subregional Program (MSP) - Transportation System and Mobility Improvements Program (Expenditure Line 50);
2. Programming of \$2,950,000 in Measure M MSP - South Bay Highway Operational Improvements Program (Expenditure Line 63)
3. Programming of \$33,694,502 in Measure M MSP - Transportation System and Mobility Improvements Program (Expenditure Line 66); and

B. AUTHORIZING the Chief Executive Officer (CEO) or his designee to negotiate and execute all necessary agreements for approved projects.

**ISSUE**

Measure M MSPs are included in the Measure M Expenditure Plan. All MSP funds are limited to capital projects. Each subregion is required to develop a MSP five-year plan (Plan) and project list. Based on the amount provided in the Measure M Expenditure Plan, a total amount of \$217,975,355 was forecasted to be available for programming in Fiscal Year (FY) 2017-18 to FY 2022-23, to the South Bay Subregion (Subregion) in three Programs: 1) Transportation System and Mobility Improvements Program (expenditure line 50); 2) South Bay Highway Operational Improvements (expenditure line 63); and 3) Transportation System and Mobility Improvements Program (expenditure line 66). Board approval is necessary to program the funds to these projects and allow Metro to enter into Funding Agreements with the respective implementing agencies.

**DISCUSSION**

In June 2017, the Metro Board of Directors approved the adoption of the Measure M Master Guidelines (Guidelines) with two amendments and five approved motions. Subsequently, the Administrative Procedures for Measure M MSP was signed by the CEO on February 2, 2018.

The Subregion consists of 15 cities and adjacent unincorporated area of Los Angeles County. On May 24, 2018, a Funding Agreement was executed between Metro and the South Bay Cities Council of Governments (SBCCOG) for the Planning Activities (Plan development and updates) for the MSP. The SBCCOG led the Plan development process, which included working with the member agencies along with the public participation process. The SBCCOG Governing Board also adopted Subregional Qualitative Performance Measures including Mobility, Economic Vitality, Accessibility, Safety and Sustainability & Quality of Life, per the Administrative Procedures.

In the last several months, Metro staff worked closely with the SBCCOG and the implementing agencies on project eligibility reviews of the proposed projects. For those proposed projects that are to be programmed in FY 2019-20 and FY 2020-21 (near term - first two programming years), Metro required, during staff review, a detailed project scope of work for eligibility and program nexus during the Plan development process, i.e. project location and limits, length, elements, phase(s), total expenses and funding requested, and schedule, etc. This level of detail will ensure timeliness of the execution of the Project Funding Agreements once the Metro Board approves the Plan. For those proposed projects that will have programming funds in FY 2021-22 and beyond, Metro accepted high level (but focused and relevant) project scope of work during the review process. Metro staff will work on the details with the Subregion and the implementing agencies on the details through a future annual update process. Those projects will receive conditional approval as part of this approval process. However, final approval of funds for those projects shall be contingent upon the implementing agency demonstrating the eligibility of each project as required in the Guidelines.

### Equity Platform

Consistent with Metro's Equity Platform, the MSP outreach effort recognizes and acknowledges the need to establish comprehensive, multiple forums to meaningfully engage the community to comment on the proposed projects under all Programs. The SBCCOG along with member agencies and adjacent unincorporated area of Los Angeles County undertook an extensive outreach effort and invited the general public to a series of public workshops and meetings. Metro will continue to work with the Subregion to seek opportunities to reach out to a broader constituency of stakeholders.

### **DETERMINATION OF SAFETY IMPACT**

Programming of Measure M MSP funds to the South Bay Subregion projects will not have any adverse safety impacts on Metro's employees or patrons.

### **FINANCIAL IMPACT**

In FY 2019-20, \$7.79 million is budgeted in Cost Center 0441 (subsidies budget - Planning) for the Active Transportation Program (Project #474401) and \$1.5 million is budgeted in Cost Center 0442 (Highway Subsidies) for the Transportation System Mobility Improvement Program (Project

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#475502). Upon approval of this action, staff will use the approved FY 2019-20 budget to reallocate necessary funds to appropriate projects within Cost Centers 0441 and 0442. Since these are multi-year projects, Cost Centers 0441 and 0442 will be responsible for budgeting the cost in future years.

#### Impact to Budget

The sources of funds for these projects are Measure M Highway Construction 17%. These fund sources are not eligible for Metro bus and rail operating and capital expenditures.

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

Recommendation supports the following goals of the Metro Vision 2028 Strategic Plan:

Goal 1: Provide high-quality mobility options that enable people to spend less time traveling by alleviating the current operational deficiencies and improving mobility along the projects.

Goal 4: Transform LA County through regional collaboration by partnering with the Council of Governments and the local jurisdictions to identify the needed improvements and take the lead in development and implementation of their projects.

#### **ALTERNATIVES CONSIDERED**

The Board could elect not to approve the programming of funds for the Measure M MSP projects for the South Bay Subregion. This is not recommended as the proposed projects are in compliance with the Measure M Ordinance, Guidelines and the Administrative Procedures.

#### **NEXT STEPS**

Upon Board approval, respective implementing agencies will be notified, and Funding Agreements will be executed with those who have funds programmed in FY 2019-20. Staff will continue to work with the SBCCOG and the implementing agencies to identify and implement projects. Annual updates will be provided to the Board.

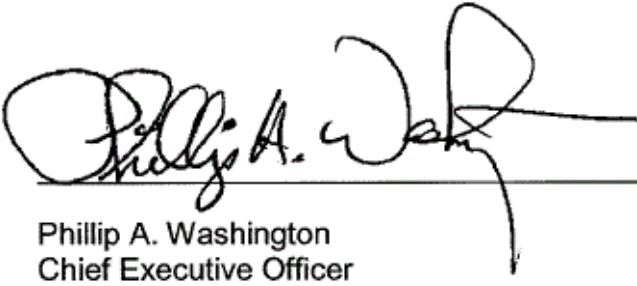
#### **ATTACHMENTS**

Attachment A - Transportation System and Mobility Improvements Program (expenditure line 50)  
Attachment B - South Bay Highway Operational Improvements Program (expenditure line 63)  
Attachment C - Transportation System and Mobility Improvements Program (expenditure line 66)

Prepared by: Fanny Pan, DEO, Countywide Planning & Development, (213) 418-3433  
Isidro Panuco, Senior Manager, Highway Programs, (213) 418-3208  
Shawn Atlow, Executive Officer, Countywide Planning & Development, (213) 418-3327  
Laurie Lombardi, SEO, Countywide Planning & Development, (213) 418-3251

Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920





Phillip A. Washington  
Chief Executive Officer

## South Bay Subregion

## Measure M Multi-Year Subregional Plan - Transportation System &amp; Mobility Improvements Program (Expenditure Line 50)

|    | Agency    | Project ID No. | Project/Location                                       | Funding Phases           | FY2019-20    | FY2020-21    | FY 2021-22   | FY 2022-23   | Total Program |
|----|-----------|----------------|--|--------------------------|--------------|--------------|--------------|--------------|---------------|
| 1  | INGLEWOOD | MM5502.02      | ITS (GAP) CLOSURE IMPROVEMENTS                         | CONSTRUCTION             | \$ 6,000,000 | \$ 7,500,000 |              |              | \$ 13,500,000 |
| 2  | INGLEWOOD | MM5502.03      | INGLEWOOD INTERMODAL TRANSIT/PARK AND RIDE FACILITY ** | PAED, PS&E, CONSTRUCTION | \$ 4,596,541 | \$ 4,596,541 |              |              | \$ 9,193,082  |
| 3  | LA CITY   | MM4601.01      | SAN PEDRO PEDESTRAIN IMPROVEMENTS                      | PAED, PS&E, CONSTRUCTION | \$ 774,500   | \$ 456,155   | \$ 1,759,559 | \$ 4,255,496 | \$ 7,245,710  |
| 4  | LA CITY   | MM4601.02      | WILMINGTON NEIGHBORHOOD STREET IMPROVEMENTS            | PAED, PS&E, CONSTRUCTION |              | 175,035      | 187,538      | 2,638,027    | 3,000,600     |
| 5  | LA CITY   | MM4601.03      | AVALON PROMENADE AND GATEWAY *                         | CONSTRUCTION             |              |              |              | 8,050,000    | 8,050,000     |
| 6  | LA COUNTY | MM5502.04      | 182ND ST/ ALBERTONI ST. TRAFFIC SIGNAL SYNCH PROGRAM * | PAED, PS&E, CONSTRUCTION |              |              |              | 4,228,500    | 4,228,500     |
| 7  | LA COUNTY | MM5502.05      | DEL AMO BLVD (EAST) TRAFFIC SIGNAL SYCH PROGRAM *      | PAED, PS&E, CONSTRUCTION |              |              |              | 1,324,500    | 1,324,500     |
| 8  | LA COUNTY | MM5502.06      | VAN NESS TRAFFIC SIGNAL SYCH PROGRAM *                 | PAED, PS&E, CONSTRUCTION |              |              |              | 1,702,000    | 1,702,000     |
| 9  | LA COUNTY | MM4601.04      | WESTMONT/WEST ATJENS PEDESTRIAN IMPROVEMENTS           | PAED, PS&E, CONSTRUCTION | 571,200      | 428,400      | 2,021,066    | 3,661,334    | 6,682,000     |
| 10 | SBCCOG    | MM5502.07      | SOUTH BAY FIBER NETWORK                                | CONSTRUCTION             | 4,165,114    | 224,251      |              |              | 4,389,365     |
| 11 | TORRANCE  | MM4601.05      | TORRANCE SCHOOLS SAFETY AND ACCESSIBILITY PROGRAM      | PS&E CONSTRUCTION        | 51,600       | 2,406,500    | 1,839,200    | 730,500      | 5,027,800     |

ATTACHMENT A

|                                 | Agency                | Project ID No.   | Project/Location                                  | Funding Phases                | FY2019-20            | FY2020-21            | FY 2021-22          | FY 2022-23           | Total Program        |
|---------------------------------|-----------------------|------------------|---|-------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| 12                              | ROLLING HILLS ESTATES | MM5502.08        | PALOS VERDES DRIVE NORTH AT DAPPLEYGRAY SCHOOL    | PAED, PS&E, ROW, CONSTRUCTION | 51,300               | 63,000               | 1,440,000           |                      | 1,554,300            |
| 13                              | <u>INGLEWOOD</u>      | <u>MM5502.09</u> | <u>PRAIRIE AVE DYNAMIC LANE CONTROL SYSTEM **</u> | <u>PS&amp;E, CONSTRUCTION</u> | <u>6,560,000</u>     | <u>6,560,000</u>     |                     |                      | <u>13,120,000</u>    |
| <b>TOTAL PROGRAMMING AMOUNT</b> |                       |                  |   |                               | <b>\$ 22,770,255</b> | <b>\$ 22,409,882</b> | <b>\$ 7,247,363</b> | <b>\$ 26,590,357</b> | <b>\$ 79,017,857</b> |

\* Conditional programming approval as only high level scope of work was developed and reviewed. Future annual update process will reconfirm the programming.

\*\* Final itemized project cost estimate shall be prepared by the City and submitted to Metro for review and approval prior to issuance of a Funding Agreement. Only those costs deemed eligible by Metro will be reimbursed.

South Bay Subregion

Measure M Multi-Year Subregional Plan - South Bay Highway Operational Improvements (Expenditure Line 63)

|                                 | Agency    | Project ID No. | Project/Location                                  | Funding Phases         | FY2019-20         | FY2020-21         | FY 2021-22        | FY 2022-23        | Total Program       |
|---------------------------------|-----------|----------------|---|------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| 1                               | HAWTHORNE | MM5507.01      | NORTH EAST HAWTHORNE MOBILITY IMPROVEMENT PROJECT | PSE, ROW, CONSTRUCTION | 400,000           | 800,000           | 950,000           | 800,000           | 2,950,000           |
| <b>TOTAL PROGRAMMING AMOUNT</b> |           |                |   |                        | <b>\$ 400,000</b> | <b>\$ 800,000</b> | <b>\$ 950,000</b> | <b>\$ 800,000</b> | <b>\$ 2,950,000</b> |

## South Bay Subregion

## Measure M Multi-Year Subregional Plan - Transportation System &amp; Mobility Improvements Program (Expenditure Line 66)

|                                 | Agency                       | Project ID No. | Project/Location  | Funding Phases          | FY2019-20           | FY2020-21           | FY 2021-22           | FY 2022-23          | Total Program        |
|---------------------------------|------------------------------|----------------|---|-------------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| 1                               | BEACH CITIES HEALTH DISTRICT | MM4602.01      | DIAMOND ST TO FLAGLER LANE BICYCLE LANE                 | CONSTRUCTION            | 1,833,877           |                     |                      |                     | 1,833,877            |
| 2                               | EL SEGUNDO                   | MM4602.02      | EL SEGUNDO BLVD   | PAED, PSE, CONSTRUCTION |                     | \$ 465,000          | \$ 3,585,000         |                     | \$ 4,050,000         |
| 3                               | HAWTHORNE                    | MM4602.03      | HAWTHORNE MONETA GARDEN MOBILITY IMPROVEMENTS           | PSE, ROW, CONSTRUCTION  | 200,000             | \$ 800,000          | \$ 1,220,000         | \$ 1,100,000        | 3,320,000            |
| 4                               | LA CITY                      | MM5508.01      | FIVE SIGNAL MODIFICATION AND OPERATIONAL                | PAED, PSE, CONSTRUCTION | 230,000             | 240,000             | 90,000               | 2,240,000           | 2,800,000            |
| 5                               | LA CITY                      | MM4602.04      | CROSSING UPGRADES AND PEDESTRIAN IMPROVEMENTS           | PAED, PSE, CONSTRUCTION | 185,531             | 466,594             | 1,308,770            | 1,299,730           | 3,260,625            |
| 6                               | LA CITY                      | MM5508.02      | ATSAC COMMUNICATION SYSTEM IMPROVEMENT IN SAN PEDRO     | PSE, CONSTRUCTION       | 250,000             | 750,000             | 1,500,000            |                     | 2,500,000            |
| 7                               | LA CITY                      | MM5508.03      | ASTAC COMMUNICATIONS NETWORK INTEGRATION WITH LA COUNTY | PAED, PSE, CONSTRUCTION | 40,000              | 160,000             | 400,000              | 1,400,000           | 2,000,000            |
| 8                               | LA COUNTY                    | MM4602.05      | DOMINGUEZ CHANNEL GREENWAY                              | PAED, PSE, CONSTRUCTION |                     | 408,000             | 259,500              | 2,932,500           | 3,600,000            |
| 9                               | MANHATTAN BEACH              | MM5508.04      | ADVANCED TRAFFIC SIGNAL SYSTEM                          | PSE, CONSTRUCTION       | 1,100,000           | 2,540,000           | 1,800,000            |                     | 5,440,000            |
| 10                              | REDONDO BEACH                | MM5508.05      | REDONDO BEACH TRANSITY CENTER AND PARK AND RIDE         | CONSTRUCTION            | 4,000,000           | 500,000             |                      |                     | 4,500,000            |
| 11                              | TORRANCE                     | MM5508.06      | TRANSPORTATION MANAGEMENT SYSTEM IMPROVEMENTS           | PSE, CONSTRUCTION       | 30,000              | 360,000             |                      |                     | 390,000              |
| <b>TOTAL PROGRAMMING AMOUNT</b> |                              |                |   |                         | <b>\$ 7,869,408</b> | <b>\$ 6,689,594</b> | <b>\$ 10,163,270</b> | <b>\$ 8,972,230</b> | <b>\$ 33,694,502</b> |



## Board Report

File #: 2019-0621, File Type: Contract

Agenda Number: 45.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: COMMUNICATIONS SUPPORT SERVICES BENCH**

**ACTION: APPROVE CONTRACT MODIFICATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Bench Contract Nos. PS44432001 through PS44432010 to:

- A. INCREASE the base contract value by \$9,000,000 from \$9,505,568 to \$18,505,568 for communications support services through December 31, 2020; and
- B. AWARD AND EXECUTE task orders for a not-to-exceed total authorized amount of \$18,505,568.

#### **ISSUE**

In December 2017, the Metro Board of Directors approved the establishment of a Communication Support Services Bench contracts (Bench) for an amount not-to-exceed \$9,505,568 for a 3-year base term, plus two, two-year options. The Bench provided Metro Communications Department with supplementary communications services in support of Metro projects, programs and initiatives such as public engagements, public information, and community outreach activities.

The Bench has been successfully utilized in providing professional communications support services to multiple and diverse Metro projects, programs and initiatives. The success of the Bench has exhausted the not-to-exceed value for the base term earlier than anticipated. To date, a total of 13 task orders have been issued against the Bench, for a cumulative total contract value of \$9,003,401, or 95% of the approved bench contract value of \$9,505,568 for the initial 3-year base term. The unexpected increase in the Bench utilization was attributable to three task orders issued in support of Metro's Long-Range Transportation Plan (LRTP), NextGen Bus Study (NextGen), and Project Management for LRTP/NextGen which comprise approximately 40% of the base period contract amount. Other sizeable task orders issued were for complex projects such as LA River Bike Gap Project and the West Santa Ana Branch Project.

To continue to meet the delivery of both current and approved planned construction projects, programs, and initiatives for FY19/20, additional contract authority is being requested for the base contract term. Currently, Metro has numerous processes that require ongoing communications

support such as the Long-Range Transportation Plan, the NextGen Bus Service Study and other efforts to increase ridership and enhance the customer experience. Further, Metro Communication Department anticipates that communications support services shall be required for the following upcoming projects and initiatives:

1. I-10 ExpressLanes Conversion Environmental Outreach
2. I-405 ExpressLanes Conversion Environmental Outreach
3. I-210 Barrier Replacement Environmental Outreach and Construction Relations
4. Vermont Transit Corridor Project Environmental Outreach
5. Bus Rapid Transit Project Vision and Principles Study
6. 6<sup>th</sup> Street/Arts District Red/Purple Line Station Environmental Outreach
7. Green Line Extension to Torrance Environmental Outreach
8. 110 ExpressLanes Adams Bl Flyover Project Environmental Outreach

Approval of the Recommendation will increase the base period contract authorization by \$9,000,000 to provide funding for communications support services through the end of the base term, December 31, 2020.

## **DISCUSSION**

With the passage of Measure M in November 2016, Metro's work effort has expanded greatly. To optimize the agency's existing communications workforce and to ensure adherence to Metro's External Communications Policy, this growing work effort will be accomplished through a combination of agency staff and contracted services through the Bench.

The Communications Support Services Bench consists of 10 full-service, multi-disciplinary teams that serve on an on-call, task order-basis. Services provided by the Bench include:

1. Coordination with other project/program/initiative team members;
2. Project staffing;
3. Strategic communications;
4. Copywriting, copying, printing and mailing support;
5. Community meeting logistics, planning & facilitation;
6. Development of graphic design, photography, digital and video production;
7. Digital and social media;
8. Special event planning and outreach;
9. Door-to-door canvassing and literature distribution;
10. Multi-ethnic/multi-lingual interpretation and translation services;
11. Targeted outreach support;
12. Media relations support;
13. Interactive website development;
14. Innovative methods for reaching diverse community stakeholders;
15. Opinion research;
16. Media buyer; and
17. Documentation reports.

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The Bench contracts include a 20% Disadvantaged Business Enterprise (DBE) participation goal for task orders awarded with federal funds and 17% Small Business Enterprise (SBE), and 3% Disabled Veteran Business Enterprise (DVBE) goal for task orders awarded with no federal funds.

To date, the Bench has provided communication support services for the following projects and initiatives:

1. Centinela Grade Crossing Environmental Outreach and Education
2. Civil Rights Triennial Update - Limited English Proficiency Outreach
3. Crenshaw North LRT Extension Environmental Outreach and Education
4. Crenshaw/LAX Opening Communications/Faith Community Outreach
5. Eastside Light Rail Project Phase 2 Environmental Outreach
6. LA River Bike Gap Project Environmental Outreach and Education
7. Long Range Transportation and NextGen Bus Study Project Management
8. Long Range Transportation Plan Outreach and Education
9. NextGen Bus Study Outreach and Education
10. North Hollywood to Pasadena Bus Rapid Transit Environmental Outreach and Education
11. North San Fernando Valley Bus Rapid Transit Project Environmental Outreach and Education
12. Public Opinion Research and Focus Groups
13. Public Relations - El Pasajero Writing and Editing
14. Public Relations Street Teams
15. West Santa Ana Branch Project Downtown Los Angeles Outreach and Education

## **FINANCIAL IMPACT**

The funding for the bench contract will parallel that of the benefiting projects charged which may include sales tax, grants, fares, and other funding sources within the agency. There is no single source of funds that will unilaterally fund this contract. As specific work efforts arise, task orders will be issued and funded from the corresponding project budget upon approval by the responsible project manager, or by the relevant department.

Funding for FY20 is included in the department, cost center budgets. Departments including Planning, Program Management, Operations, and Communications will include budget allocations to cover the cost of each task order. Each task order awarded to a Contractor will be funded with the source of funds identified for that project. Since this is a multi-year contract, the departmental cost center managers will be responsible for budgeting costs in future years.

### **Impact to Budget**

The funding for these task orders is dependent upon the specific project and could consist of federal, state or local funds.

## **DETERMINATION OF SAFETY IMPACT**

Contractors may be required to conduct tasks on Metro property where construction may be taking place. All safety requirements will be met with requisite training and clearance as established by Metro Safety, Construction and Operation protocols.



## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended actions support the following goals:

- Goal 1: Provide high-quality mobility options that enable people to spend less time traveling;
- Goal 2: Deliver outstanding trip experiences for all users of the transportation system;
- Goal 3: Enhance communities and lives through mobility and access to opportunity;
- Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization

The Communications Support Services Bench allows the agency to engage stakeholders in an authentic, meaningful, and responsive manner on all of the agency's project, programs, and initiatives.

## **ALTERNATIVES CONSIDERED**

1. Pursue procurement processes and solicit proposals for each individual task when the requirement arises. This alternative is not recommended as it would place an undue burden on the small business community, requiring them to expend significant and costly resources to respond to multiple procurement processes each year. It also would require extensive staff time to develop a scope of work, internal estimate and proceed with a competitive procurement for each individual task. This would also delay the provision of services and prevent the opportunity to expedite services when needed. Additionally, procuring services on a per-assignment basis would impose significant additional burden on the Communications and Vendor/Contract Management departments.
2. Utilize existing Communications staff to provide the required support services. This alternative is also not feasible as Metro's current Communications staff is being fully utilized to support existing projects, programs and initiatives. Due to these commitments, it would be a major challenge for current staff to provide the necessary additional support required for future projects, programs and initiatives. If this alternative was exercised, Metro would need to hire additional staff with expertise in several disciplines to perform the desired work. Based on staffing trends, it is unlikely the agency can support this effort in-house.
3. Direct departments to procure services for their own needs. This option puts an undue burden on the small business community, requiring them to expend significant and costly resources to respond to multiple procurement processes each year. It also is counter to Metro's External Communications Policy, which is designed to consolidate, optimize and strategically coordinate communications services across the agency.

**NEXT STEPS**

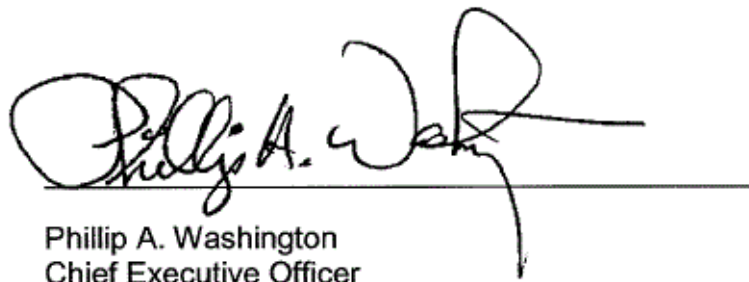
Upon Board approval, staff will execute Contract Modification No. 2 to the Communications Support Services Bench Contracts and continue to award individual task orders for communications support services.

**ATTACHMENTS**

- Attachment A - Procurement Summary
- Attachment B - Contract Modification/Change Order Log
- Attachment C - Firms on Communications Support Services Bench
- Attachment D - List of Task Orders and Values
- Attachment E - DEOD Summary

Prepared by: Anthony Crump, Deputy Executive Officer, (213) 418-3292

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

COMMUNICATIONS SUPPORT SERVICES BENCH / PS44432001 through  
PS44432010

|    |   |          |   |
|----|---|----------|---|
| 1. | <b>Contract Numbers:</b> PS44432001 through PS44432010  |          |   |
| 2. | <b>Contractors:</b> Arellano Associates; Celtis Ventures; Communications Lab; Community Connections; Consensus; Dakota Communications; ETA Agency; Lee Andrews Group; MBI Media; The Robert Group |          |   |
| 3. | <b>Mod. Work Description:</b> Increase base contract amount   |          |   |
| 4. | <b>Contract Work Description</b> Provide communications support services to Metro's Communications Department.  |          |   |
| 5. | <b>The following data is current as of:</b> 8/23/19   |          |   |
| 6. | <b>Contract Completion Status</b>   |          | <b>Financial Status</b>   |
|    | <b>Contracts Awarded:</b>   | 1/1/18   | <b>Contracts Award Amount:</b> \$9,505,568                        |
|    | <b>Notice to Proceed (NTP):</b>   | N/A      | <b>Total of Modifications Approved:</b> \$0                       |
|    | <b>Original Complete Date:</b>  | 12/31/20 | <b>Pending Modifications (including this action):</b> \$9,000,000 |
|    | <b>Current Est. Complete Date:</b>  | 12/31/20 | <b>Current Contract Value (with this action):</b> \$18,505,568    |
| 7. | <b>Contract Administrator:</b><br>Antwaun Boykin  |          | <b>Telephone Number:</b><br>(213) 922-1056                        |
| 8. | <b>Project Manager:</b><br>Anthony Crump  |          | <b>Telephone Numbers:</b><br>(213) 418-3292                       |

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 2 issued to increase the base contract value through December 31, 2020 for Communications Bench Contracts PS44432001 through PS44432010, to continue to perform communications support services.

This Contract Modification and future Task Orders will be processed in accordance with Metro's Acquisition Policy.

Metro awarded a seven-year (three-year base term, with two, two-year options), task order based bench contracts to the following firms: Arellano Associates, Celtis Ventures, Communications Lab, Community Connections, Consensus, Dakota

Communications, ETA Agency, Lee Andrews Group, MBI Media, and The Robert Group to provide communication support services.

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

**B. Cost/Price Analysis**

The recommended price for all future task orders and modifications will be determined to fair and reasonable in accordance with Metro's Acquisition Policy at the time of issuance and award.

**CONTRACT MODIFICATION/CHANGE ORDER LOG**

**COMMUNICATIONS SUPPORT SERVICES BENCH / PS44432001 through  
PS44432010**

| <b>Mod. No.</b> | <b>Description</b>                                 | <b>Status (approved or pending)</b> | <b>Date</b>     | <b>Amount</b>       |
|-----------------|--|-------------------------------------|-----------------|---------------------|
| 1               | Modify the SOW to delete printing support services | <b>Approved</b>                     | <b>10/15/18</b> | <b>\$0</b>          |
| 2               | Increase base contract value                       | <b>Pending</b>                      | <b>Pending</b>  | <b>\$9,000,000</b>  |
|                 | <b>Modification Total:</b>                         |                                     |                 | <b>\$9,000,000</b>  |
|                 | <b>Original Contract:</b>                          |                                     | <b>1/1/18</b>   | <b>\$9,505,568</b>  |
|                 | <b>Total:</b>                                      |                                     |                 | <b>\$18,505,568</b> |

**ATTACHMENT C**

**FIRMS ON COMMUNICATIONS SUPPORT SERVICES BENCH**

**COMMUNICATIONS SUPPORT SERVICES BENCH / PS44432001 through  
PS44432010**

|    | <u>Contract No.</u> | <u>Company Name</u>   |
|----|---------------------|-----------------------|
| 1  | PS44432001          | Arellano Associates   |
| 2  | PS44432002          | Celtis Ventures       |
| 3  | PS44432003          | Communications Lab    |
| 4  | PS44432004          | Community Connections |
| 5  | PS44432005          | Consensus             |
| 6  | PS44432006          | Dakota Communications |
| 7  | PS44432007          | ETA Agency            |
| 8  | PS44432008          | Lee Andrews Group     |
| 9  | PS44432009          | MBI Media             |
| 10 | PS44432010          | The Robert Group      |

**ATTACHMENT D**

| DBE/SBE Prime Awards              |                       |                             |                         |
|-----------------------------------|-----------------------|-----------------------------|-------------------------|
| Contract No.                      | Company Name          | Task Orders Awarded to Date | Task Order Award Amount |
| PS44432001                        | Arellano Associates   | 2                           | \$2,572,659             |
| PS44432003                        | Communications Lab    | 1                           | \$735,816               |
| PS44432004                        | Community Connections | 0                           | \$0                     |
| PS44432005                        | Consensus             | 1                           | \$128,148               |
| PS44432006                        | Dakota Communications | 1                           | \$669,904               |
| PS44432007                        | ETA Agency            | 0                           | \$0                     |
| PS44432008                        | Lee Andrews Group     | 5                           | \$1,518,144             |
| PS44432009                        | MBI                   | 1                           | \$730,000               |
| PS44432010                        | The Robert Group      | 2                           | \$1,165,576             |
| Total Awarded Task Order Subtotal |                       | 13                          | \$7,520,247             |
| Total Task Order Value            |                       |                             |                         |

| Non DBE/SBE Prime Awards          |                 |                             |                         |
|-----------------------------------|-----------------|-----------------------------|-------------------------|
| Contract No.                      | Company Name    | Task Orders Awarded to Date | Task Order Award Amount |
| PS44432002                        | Celtis Ventures | 1                           | \$1,483,154             |
| Total Awarded Task Order Subtotal |                 | 1                           | \$1,483,154             |
| Total Task Order Value            |                 |                             |                         |

|                           |    |                |
|---------------------------|----|----------------|
| Total Task Orders Awarded | 14 | Amount Awarded |
| DBE/SBE Task Order Value  |    | \$7,520,247    |
| Total Task Order Value    |    | \$9,003,401    |

## DEOD SUMMARY

**COMMUNICATIONS SUPPORT SERVICES BENCH / PS44432001 through  
PS44432010****A. Small Business Participation**

DEOD established an overall 20% goal for this Task Order/Bench contract for the participation of Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE) and Disabled Veteran Business Enterprise (DVBE) certified firms. The 20% overall goal is applied to all task orders issued and the type of participation is based on the funding source. Each bench participant met or exceeded the 20% DBE or 17% SBE / 3% DVBE commitment. The overall DBE/SBE/DVBE participation is based on the cumulative value of all task orders issued. There are ten (10) Primes on the Bench; of which eight (8) are DBE firms and nine (9) are SBE firms.

To date, fourteen (14) task orders have been awarded to eight (8) primes on the bench, and thirteen (13) of these task orders were awarded to Small Businesses. Listed below are the bench participants that have been awarded task orders and their current level of DBE/SBE/DVBE participation. Based on payments and funding sources, the cumulative SBE participation is 49.53%, and to-date, no task orders have been issued with federal funding or DBE commitment.

Current DVBE participation is 0%. According to the Project Manager, due to Metro's Collective Bargaining Agreement (CBA), teams on the Communications Support Services Bench were advised by Metro that printing services were not going to be procured through the bench. Metro's print shop is represented and printing through firms on the bench may violate Metro's CBA. As a result, this scope of work has been removed as a service. Where the removal of scope has impacted commitments made to DVBE firms, Primes will be required to submit an updated utilization plan to replace those DVBE commitments.

Notwithstanding, Metro Project Managers and Contract Administrators will work in conjunction with DEOD to ensure that the primes are on schedule to meet or exceed their DBE/SBE/DVBE commitments. Additionally, key stakeholders associated with the contract have been provided access to Metro's tracking and monitoring system to ensure that all parties are actively tracking Small Business progress.



|                                  |  |                                     |  |
|----------------------------------|--|-------------------------------------|--|
| <b>Small Business Commitment</b> | <b>20% DBE<br/>17% SBE<br/>3% DVBE</b> | <b>Small Business Participation</b> | <b>0% DBE<br/>49.53% SBE<br/>0% DVBE</b> |
|----------------------------------|--|-------------------------------------|--|

| DBE/SBE Primes & Subcontractors |   | Current Participation |         |       |
|---------------------------------|---|-----------------------|---------|-------|
|                                 |   | DBE                   | SBE     | DVBE  |
| 1                               | Arellano Associates (DBE/SBE Prime)     | -                     | 84.42%  | -     |
|                                 | AVS Consulting, Inc.                    | -                     | 1.09%   | -     |
|                                 | Jarrett Walker & Associates             | -                     | 0.08%   | -     |
|                                 | VMA Communications                      | -                     | 2.67%   | -     |
|                                 | Young Communications Group              | -                     | 7.35%   | -     |
| Total                           |   | -                     | 95.62%  | -     |
| 2                               | Celtis Ventures                         | -                     | -       | -     |
|                                 | DVBE Global Marketing                   | -                     | -       | 0.00% |
|                                 | Flagship Marketing                      | -                     | -       | 0.00% |
|                                 | The Walking Man                         | -                     | 0.00%   | -     |
| Total                           |   | -                     | 0.00%   | 0.00% |
| 3                               | Communications Lab (DBE/SBE Prime)      | -                     | 27.75%  | -     |
|                                 | Total                                   | -                     | 27.75%  | -     |
| 4                               | Consensus (SBE Prime)                   | -                     | 25.08%  | -     |
|                                 | Total                                   | -                     | 25.08%  | -     |
| 5                               | Dakota Communications (DBE/SBE Prime)   | -                     | 97.84%  | -     |
|                                 | JKH Consulting, LLC                     | -                     | 2.16%   | -     |
|                                 | Total                                   | -                     | 100.00% | -     |
| 6                               | Lee Andrews Group (DBE/SBE Prime)       | -                     | 15.13%  | -     |
|                                 | Maria Luisa Arredondo-Pagaza            | -                     | 84.87%  | -     |
|                                 | Total                                   | -                     | 100.00% | -     |
| 7                               | MBI Media (DBE/SBE Prime)               | -                     | 52.54%  | -     |
|                                 | Alas Media, Inc.                        | -                     | 1.25%   | -     |
|                                 | Continental Interpreting Services, Inc. | -                     | -       | 0.20% |
|                                 | Digital Services Enterprises, Inc.      | -                     | 8.60%   | -     |
|                                 | House 47, LLC                           | -                     | 11.02%  | -     |
|                                 | North Star Alliances LLC                | -                     | 13.07%  | -     |
|                                 | The Walking Man, Inc.                   | -                     | 0.00%   | -     |
|                                 | Young Communications Group              | -                     | 7.74%   | -     |
| Total                           |   | -                     | 94.42%  | 0.20% |
| 8                               | The Robert Group (DBE/SBE Prime)        | -                     | 60.40%  | -     |
|                                 | DakeLuna Consultants                    | -                     | 39.60%  | -     |
|                                 | Total                                   | -                     | 100.00% | -     |

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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



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File #: 2019-0609, File Type: Oral Report / Presentation

Agenda Number: 5.

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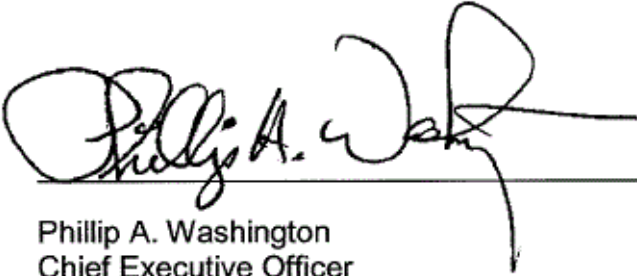
**PLANNING AND PROGRAMMING COMMITTEE  
SEPTEMBER 18, 2019**

**SUBJECT: UPDATE ON METROLINK'S SCORE PROGRAM**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE Oral Report by Metrolink CEO on Metrolink's Southern California Optimized Rail Expansion (SCORE) Program.



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Phillip A. Washington  
Chief Executive Officer



# LA METRO BOARD OF DIRECTORS MEETINGS AGENDA ITEM #5

September 26, 2019





# SCORE

Southern  
California  
Optimized  
Rail  
Expansion

GET MORE WITH SCORE

EMERGENCY  
ACCESS

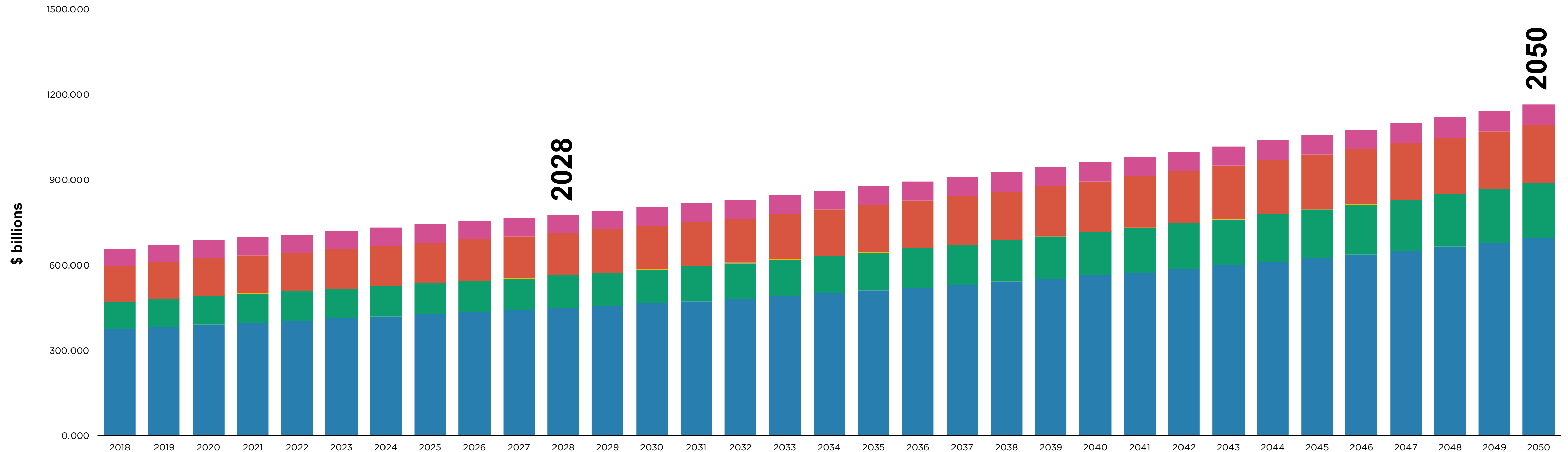
EMERGENCY  
ACCESS



# SCORE means MORE for LA County

82% of Metrolink weekday riders travel to LA County and over 38% are LA County residents

By 2028 45, 700 jobs, \$9.8 billion GDP | By 2050: Over half a million jobs, \$355 billion GDP





# How SCORE benefits Metro

## MORE RIDERS

- At least 15 million new Metrolink riders annually will transfer to Metro

## BETTER FIRST MILE / LAST MILE

- Trains at regular headways means improved transfers to other transit providers (38 in LA County)

## LEVERAGE CONNECTIVITY FOR FUTURE GROWTH

- Crenshaw/LAX
- West Santa Ana
- Link US
- East San Fernando Valley

## FIGHTS CLIMATE CHANGE

- Reduces GHG by 51.6 million metric tons
- 3.4 billion VMT removed



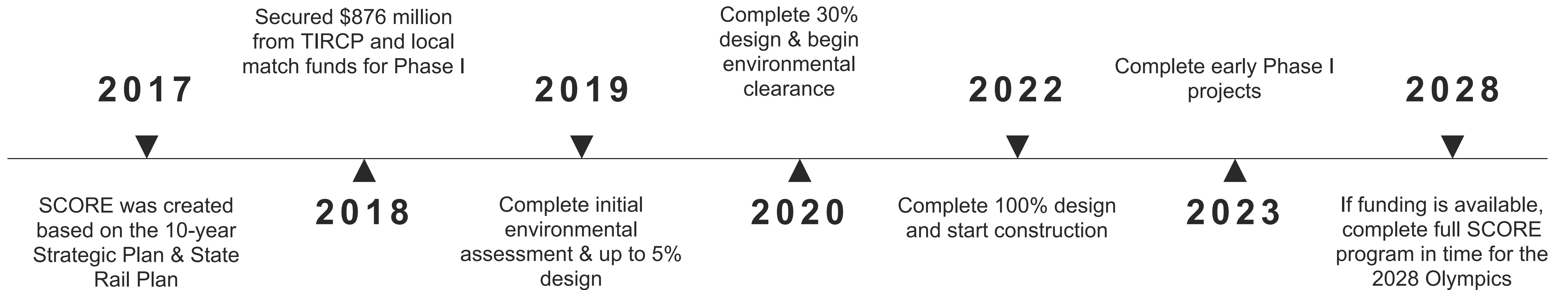
## Metro VISION 2028 PLAN

- “Provide high quality mobility options that enable people to spend less time traveling”
- “To improve LA County’s overall transit network and assets, Metro will partner with Metrolink to increase the capacity of the regional transportation system”





# SCORE Timeline



**Secured \$1.5 billion of \$10 billion + need**



# LA County Projects

## Phase 1 Passenger Rail Benefits:

- Antelope Valley Line
- Ventura County Line
- Orange County Line
- Riverside County Line
- San Bernardino Line
- 91-Perris Valley Line
- Amtrak Pacific Surfliner







THANK YOU

**METROLINK**®

METROLINK **SCORE** PROGRAM



## Board Report

File #: 2019-0245, File Type: Program

Agenda Number: 9.

**REVISED**  
**PLANNING AND PROGRAMMING COMMITTEE**  
**SEPTEMBER 18, 2019**

**SUBJECT: SR-710 NORTH CORRIDOR MOBILITY IMPROVEMENT PROJECTS - ROUND 2**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

APPROVE the following actions pertaining to the development and implementation of additional corridor mobility improvement projects (MIPs) on local arterials and local freeway interchanges experiencing congestion because of the discontinuity of the SR 710 North Freeway:

- A. APPROVE the attached Round 2 list of eligible MIPs recommended for funding (Attachments A and B);
- B. AUTHORIZE staff to program an additional \$280 million in Measure R funds and \$232.3 million in State and federal funds for a total of \$512.3 million for the Round 2 MIPs starting in FY 2020-24;
- C. AUTHORIZE staff to reallocate \$18 million in Measure R funds from three MIPs in the City of San Marino approved by the Board in December 2018 for projects to other projects due to the City's decision not to pursue those projects;
- D. AUTHORIZE staff to consolidate the \$105 million Measure R funds allocated to the TSM/TDM Projects cleared under the SR-710 North Final Environmental Document with the Measure R funds for the MIPs under one "MIP" category for ease in managing and reporting all SR-710 North Corridor Mobility Improvements;
- E. AUTHORIZE the CEO or his designee to negotiate and execute all necessary agreements with project sponsors to implement the approved MIPs; and
- F. AUTHORIZE staff to approve changes in the number, scopes, and budgets of projects within the overall program approvals requested in this board report and consistent with the directives in Motion 29.1 (Attachment C).

Approval of the above recommendations will allow programming of all remaining Measure R, State and federal funds for the MIPs listed in this Board Report subject to the availability of funds.

## **ISSUE**

At its December 2018 meeting, the Metro Board of Directors approved allocation of \$515 million from the SR-710 freeway gap closure project to 51 eligible MIPs consistent with the guidelines in Board Motion 29.1 (Attachment C). This action left a balance of approximately \$512.3 million (\$280 million in Measure R funds and \$232.3 million in State and federal funds) available for additional eligible MIPs.

The SR-710 North MIP appraisal/selection process was extended to a second round to identify/qualify additional MIPs for funding and implementation.

Recently, \$18 million in Measure R funds became available for Round 2 MIPs after the City of San Marino withdrew three projects that were approved by the Board in December 2018 without substitution projects.

This Board report presents all updates and changes in the SR-710 local project funding program since December 2018 Board action.

## **BACKGROUND**

The SR-710 North Project Approval and Environmental Document (PAED) process was initiated in 2011 by Metro and Caltrans following decades of unsuccessful efforts to identify investments to alleviate the escalating traffic congestion in east/northeast Los Angeles and western San Gabriel Valley resulting from the absence of a portion of the SR-710 and freeway linkage between the I-10 and I-210.

Alternatives including No-Build, Transportation System Management/Transportation Demand Management (TSM/TDM), Bus Rapid Transit, Light Rail Transit, and a freeway tunnel were studied. Current and potential future traffic and the anticipated benefits of each alternative considered and studied were discussed with the impacted communities and stakeholders and feedback was documented/incorporated in the environmental document.

At its May 2017 meeting, the Metro Board of Directors introduced Motion 29.1, which adopted the TSM/TDM as the Locally-Preferred Alternative and directed staff to identify additional mobility improvements beyond the TSM/TDM projects listed in the SR-710 environmental document that could improve traffic flow along the SR-710 corridor between I-10 and I-210 as well as mobility improvements projects in the City and County of Los Angeles. Based on Motion 29.1, approximately \$1 billion in local, State and federal funds were to be made available for eligible MIPs.

Caltrans signed the final environmental document (FED) on November 26, 2018 confirming the TSM/TDM as the Preferred Alternative. The Record of Decision (ROD) was signed on August 6, 2019.

Upon adoption of the TSM/TDM as the LPA, Metro and local agencies identified projects that, upon implementation, would improve mobility in the SR-710 corridor. Lists of 170 projects with a total value of approximately \$1.3 billion were submitted by project sponsors (Attachment D). Recommended

projects were submitted to and approved by the Metro Board of Directors in December 2018 (Attachment E). Since more funds were available in the SR-710 account, a second round of project identification/qualification was conducted.

New Round 2 allocations to the San Gabriel valley cities projects include \$18 million in Measure R funds approved by the Board in December 2018 for three San Marino projects. The City of San Marino declined to accept those funds and withdrew the three projects without substitution.

## **DISCUSSION**

### **SR-710 North MIP Appraisal/Selection Process**

Local agencies/project sponsors were invited to submit projects for the 2<sup>nd</sup> MIP funding cycle consistent with the program requirements described in Motion 29.1. Local agencies were encouraged to identify projects that would complement the Round 1 MIPs approved in December 2018 and maximize the mobility benefits and improve the roadway network efficiency.

Motion 29.1 required that the MIPs in the San Gabriel Valley sub-region be consistent with the Purpose and Need of the SR-710 Gap Closure project, with the highest priority given to projects proximate to I-10. Staff supported investing in major arterials and/or the freeway interchanges in San Gabriel Valley that are and/or will be overburdened by the escalating vehicular demand (including the facilities adversely impacted by the absence of the SR-710 freeway) on heavily used alternative/bypass routes.

Motion 29.1 also referenced dedicated State and federal funds for use in the Central sub-region comprised of parts of the City of Los Angeles and the unincorporated East Los Angeles for multi-modal and safety enhancement projects. The projects submitted by the City and County of Los Angeles were evaluated based on the guidance provided in Motion 29.1, the information provided by the project sponsors (socio-economic data, dominant trip modes, prevailing origins and destinations of trips, etc.), consideration of those areas being outside the core area of impact of the SR-710 and the roadway network operational benefits gained by focused roadway capacity enhancements/operational improvements projects.

A total of 81 project proposals (Attachment F) were submitted by the project sponsors, 25 MIPs with an approximate value of \$298 million in the San Gabriel Valley cities and 28 projects totaling \$233 million in the City and County of Los Angeles are presented in this report for Board approval and programming/funding starting in FY2020-21 based on availability of funds and anticipated cash flow.

### **Project Types**

Selection and qualification of projects in Round 2 was consistent with the Round 1 process with continued focus on operational/mobility improvement and system and demand management.

Consistent with Round 1 evaluations, rehabilitation/maintenance projects submitted by project sponsors were not considered. There were no funding requests for Studies or Parking Structures in Round 2.



Requests to fund active transportation projects were considered if integrated into street/local freeway interchange capacity enhancements or operational improvement projects. For example, Class II or III bicycle lanes that are built as part of a street widening for additional traffic lanes (within the same limits) were considered for funding; pedestrian improvements incorporated into operational improvement projects at intersections (within the limits of the intersections being improved) were also considered for funding; and other projects with similar concepts that focus on investing in effective and verifiable congestion relief projects were considered for funding. Based on this criterion, there were no active transportation projects recommended for funding in Round 2.

### SR 710- North TSM/TDM Projects & New MIPs

Board Motion 29.1 allocated \$105 million of the SR-710 Measure R funds to the TSM/TDM projects listed in the SR-710 North environmental document. Most of the local agencies in the San Gabriel Valley that had TSM/TDM projects listed in the SR-710 North Project FED opted to replace those with new MIPs. Those MIPs have expanded scopes and higher costs than the TSM/TDM projects replaced.

For ease in reporting all SR 710 North corridor mobility improvements, staff has noted and consolidated the similar TSM/TDM projects and MIPs in this Board Report and will only reference the funding and programming of eligible MIPs that have been approved by the Metro Board of Directors from this point forward.

The Round 2 MIPs recommended for funding were conceptually approved based on the project information (Attachments G and H) and anticipated benefits presented by the project sponsors and a follow up cursory validation by the Metro staff. Staff will further validate the scopes and benefits of those projects before funding agreements are finalized.

#### Funding:

The recommended projects and funding allocations by project sponsor for Rounds 1 and 2 are shown in Attachment I.

Funds allocated for each MIP will be on a one-time basis. Metro will not fund any cost increases. Potential cost savings will remain in the Corridor and will be assigned to other projects consistent with the Purpose of the program as determined by Metro.

#### Other funds:

More funds will become available from the proceeds from the sale of more than 400 State-owned properties under the SR-710 North Rehabilitation Account (710 North Rehab Account) to fund additional projects in Pasadena, South Pasadena, Alhambra, La Canada Flintridge, and the 90032 Postal Zip Code not included in the Round 1 and 2 lists of projects consistent with the guidelines in Government Code 54237.7 and subject to all requirements governing the use of those funds. Those projects may include, but are not limited to, sound walls; transit and rail capital improvements;

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bikeways; pedestrian improvements; signal synchronization; dedicated left- and right-turn lanes at intersections; and major street resurfacing, rehabilitation, and reconstruction.

The sale of the State-owned properties will be conducted in three phases and the proceeds from the sales will be assigned to eligible projects by the California Transportation Commission (CTC). As of the date of this report, the CTC has approved nine property sales. The guidelines for the revenue disposition from the sale of the State-owned properties are under development.

Caltrans will provide status updates on the disposition of the State-owned properties to CTC and Metro. Metro will continue to facilitate dialogue between Caltrans and the affected local jurisdictions; coordinate/submit the list of local projects to Caltrans and CTC for approval and funding; and program those funds when available.

### **DETERMINATION OF SAFETY IMPACT**

The proposed action has no known adverse impact on the safety of Metro's patrons and employees or users of the facility. Caltrans' and local safety standards will be adhered to in the design and implementation of the proposed improvements.

### **FINANCIAL IMPACT**

Upon approval of the recommendations, a new FY20 project number will be created and funded for all of the MIPs. FY20 Budget for the MIPs will be created through a net zero budget transfer using existing Highway Program funds currently budgeted in Cost Center 4730, SR-710 North Corridor project 460315, Professional Services Account 50316, Task 01. No amendment to the FY 20 budget is required at this time.

A total of \$532.2 million in local, State and federal funds will be programmed for the second round of projects based on eligibility and availability of specific fund sources starting in FY20, consistent with the start of programming for the initial list of MIPs approved by the Board in December 2018 (Board Report 2018-0513). Staff will continue to use the existing approved FY20 budget to reallocate any additional funds necessary for the MIP projects requiring funds beyond the current fiscal year budget as future costs are identified. Highway staff will also refine future cashflow needs for the recommendations and coordinate the funding impact as part of the agency's overall funding strategy. Since this is a multi-year project, the Project Manager, the Cost Center Manager, and the Senior Executive Officer, Program Management - Highway Program will be responsible for budgeting the remaining costs of the Project in future fiscal years.

### **Impact to Budget**

Per prior Board action, the Los Angeles City and Los Angeles County MIPs will be funded from Surface Transportation Block Grant Program, Congestion Mitigation and Air Quality, and State Regional Improvement Program funds, subject to all requirements of those funds.

The source of funds will be Measure R Highway Capital (20%) Funds, State Funds (Interregional

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Improvement Program and Regional Improvement Program funds), and Federal Funds (Regional Surface Transportation Program and Congestion Mitigation and Air Quality Program funds). These funds are not eligible for bus and rail operation and capital expenditures. No other funds were considered.

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

The additional MIPs recommended for funding herein reflect priorities collaboratively identified by local agencies and Metro to reduce congestion and improve mobility on local streets and at the freeway local interchanges.

Working collectively with project sponsors to implement the MIPs is consistent with Goal No. 1 (provide high-quality mobility option that enable people to spend less time traveling) and Goal No. 4 (transform LA County through regional collaboration) of the Metro Strategic Plan.

### **ALTERNATIVES CONSIDERED**

The recommended projects in the San Gabriel Valley cities have been carefully selected to ensure, to the extent possible, operational improvements and connectivity for maximum benefits. The Board may choose to fund other projects submitted by the local agencies that were not approved by staff. This alternative is not recommended as it may not produce the intended and desired benefits. If the Board elects to consider substitute projects, staff will evaluate those projects for eligibility and will report to the Board.

### **NEXT STEPS**

Upon Board approval, project sponsors will be notified of the Board's decision. Staff, in collaboration with the project sponsors, will refine the project scopes of work, set the project implementation schedules, refine cost estimates, and prepare/execute Funding Agreements.

Staff will provide updates to the Board periodically on the implementation of the approved MIPs and assess the performance of the completed MIPs to determine the effectiveness of the overall program.

### **ATTACHMENTS**

- Attachment A - Round 2 Mobility Improvement Projects Recommended for Funding - San Gabriel Valley
- Attachment B - Round 2 Mobility Improvement Projects Recommended for Funding - City and County of Los Angeles
- Attachment C - Board Motion 29.1
- Attachment D - Round 1 Project Sponsor Submittals
- Attachment E - Round 1 Mobility Improvement Projects Recommended for Funding
- Attachment F - Round 2 Project Sponsor Submittals
- Attachment G - Round 2 Recommended Mobility Improvements Project Descriptions - San Gabriel



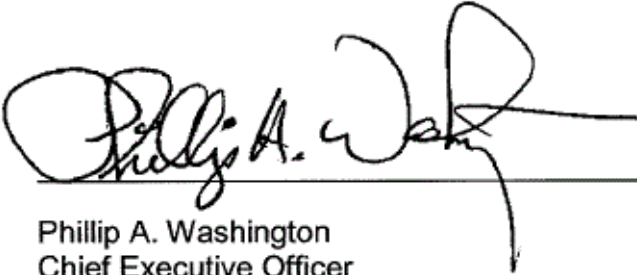
Valley Cities Projects

Attachment H - Round 2 Recommended Mobility Improvements Project Descriptions -  
City and County of Los Angeles Projects

Attachment I - Recommended Projects and Funding Allocations Summaries (Rounds 1 and 2)

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Approved by: Richard F. Clarke, Chief Program Management Officer



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Phillip A. Washington  
Chief Executive Officer

ROUND 2  
MOBILITY IMPROVEMENT PROJECTS  
RECOMMENDED FOR FUNDING  
SAN GABRIEL VALLEY

| ID#  | PROJECT SPONSOR | PROJECT NAME   | COST ESTIMATE <sup>1</sup>  |
|--|-----------------|--|-----------------------------|
| <b>PROJECT TYPE 1: Local Street/Road and Freeway Local Interchange Mobility and Operational Improvement Projects</b> |                 |  |                             |
| 2-1  | Alhambra        | Fremont Avenue Traffic Improvements [Valley Boulevard to Mission Road]   | \$30,000,000                |
| 2-2  | Alhambra        | I-10/New Avenue Freeway Interchange Ramp Reconfiguration Project   | \$10,000,000                |
| 2-3  | Alhambra        | Railroad Channel Bridge Widening Project<br>[Mission Road and Atlantic Boulevard]  | \$8,400,000                 |
| 2-5  | Alhambra        | Railroad Channel Bridge Widening Project<br>[Mission Road and Garfield Avenue]   | \$8,400,000 <sup>4</sup>    |
| 2-6  | Pasadena        | Gold Line Grade Separation at California Boulevard<br>[Right-of-Way Acquisition and Construction]  | \$125,500,000 <sup>2</sup>  |
| 2-7  | Pasadena        | St. John Capacity Enhancement Project [Southbound I-210 Freeway to<br>Fair Oaks Avenue and California Boulevard to Northbound I-210 Freeway] | \$2,600,000 <sup>4</sup>    |
| 2-8  | Rosemead        | I-10/Rosemead Boulevard Freeway [Westbound] Ramp Improvements  | \$6,000,000                 |
| 2-9  | Rosemead        | I-10/Walnut Grove Avenue Freeway [Westbound] Ramp Improvements   | \$6,000,000                 |
| 2-14   | South Pasadena  | SR-110/Fair Oaks Avenue Interchange Modifications<br>[Right-of-Way Acquisition, Design Improvements and Construction]                        | \$32,000,000 <sup>3,4</sup> |
| TYPE 1 SUBTOTAL [9 PROJECTS]   |                 |  | \$228,900,000               |
| <b>PROJECT TYPE 2: Local Street Intersection Improvement Projects</b>  |                 |  |                             |
| 2-5  | San Gabriel     | San Gabriel and Marshall Street Realignment Project (SG-11)  | \$4,900,000 <sup>4</sup>    |
| 2-6  | San Gabriel     | San Gabriel and Valley Boulevard Intersection Improvements Project   | \$4,400,000                 |
| 2-8  | San Gabriel     | Valley Boulevard and Del Mar Avenue Intersection Improvements Project  | \$5,500,000 <sup>4</sup>    |
| TYPE 2 SUBTOTAL [ 3 PROJECTS]  |                 |  | \$14,800,000                |
| <b>PROJECT TYPE 3: Intelligent Transportation Systems [ITS] Projects</b>   |                 |  |                             |
| 2-1  | Alhambra        | Atlantic Boulevard Traffic Signal Synchronization Project– Adaptive Upgrade<br>[Huntington Drive to I-10 Freeway]                            | \$3,600,000                 |
| 2-2  | Alhambra        | Fremont Avenue Traffic Signal Synchronization Project – Adaptive Upgrade<br>[North City Limit to Montezuma/I-10 Freeway]                     | \$1,400,000 <sup>4</sup>    |
| 2-3  | Alhambra        | Garfield Avenue Traffic Signal Synchronization Project – Adaptive Upgrade<br>[Huntington Drive to I-10 Freeway]                              | \$2,600,000 <sup>4</sup>    |
| 2-4  | Alhambra        | Main Street Traffic Signal Synchronization Project– Adaptive Upgrade<br>[West City Limit to East City Limit]                                 | \$5,400,000                 |
| 2-5  | Alhambra        | Mission Road Traffic Signal Synchronization Project– Adaptive Upgrade<br>[West City Limit to East City Limit]                                | \$3,000,000                 |
| 2-6  | Alhambra        | Valley Boulevard Traffic Signal Synchronization Project– Adaptive Upgrade<br>[West City Limit to East City Limit]                            | \$4,600,000                 |
| 2-13   | Monterey Park   | Monterey Park Adaptive Traffic/Traffic Responsive Control Project<br>[Atlantic, Garfield and Garvey Avenues]                                 | \$9,000,000                 |
| 2-15   | Pasadena        | Fair Oaks Avenue/Bellevue Drive Signalized Intersections Project   | \$850,000 <sup>4</sup>      |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This cost estimate includes additional an \$100,000,000 for construction of the Gold Line Grade Separation at California Blvd.

<sup>3</sup> This cost estimate reflects partial funding for the Fair Oaks Avenue Interchange Modifications.

<sup>4</sup> This project replaces a similar TSM/TDM project [in some cases miniscule project elements] listed in the SR-710 North FED.

ROUND 2  
MOBILITY IMPROVEMENT PROJECTS  
RECOMMENDED FOR FUNDING  
SAN GABRIEL VALLEY

| ID#  | PROJECT SPONSOR | PROJECT NAME   | COST ESTIMATE <sup>1</sup> |
|--|-----------------|--|----------------------------|
| 2-16   | Pasadena        | ITS Projects and Traffic Flow Improvements Project-Within Affected SR-710 Corridors [Orange Grove, Colorado, Green, Holly and Hill]        | \$3,800,000 <sup>4</sup>   |
| 2-18   | Pasadena        | Walnut Street Corridor Signal Improvement Project  | \$4,100,000                |
| 2-19   | Rosemead        | Adaptive Traffic/Traffic Responsive Control Project [Garvey, Valley, San Gabriel, Walnut Grove and Rosemead]                               | \$9,000,000                |
| 2-20   | Rosemead        | Traffic Signal Improvements [San Gabriel Walnut Grove at Mission, Rosemead and Valley]   | \$6,000,000                |
| 2-21   | San Gabriel     | San Gabriel Traffic Signal Improvements [Del Mar Avenue, Las Tunas Drive, San Gabriel Boulevard, Valley Boulevard and Walnut Grove Avenue] | \$700,000                  |
| TYPE 3 SUBTOTAL [13 PROJECTS]  |                 |  | \$54,050,000               |
| <b>TOTAL SAN GABRIEL VALLEY PROJECTS RECOMMENDED FOR FUNDING [25 PROJECTS]</b> |                 |  | <b>\$297,750,000</b>       |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This cost estimate includes additional an \$100,000,000 for construction of the Gold Line Grade Separation at California Blvd.

<sup>3</sup> This cost estimate reflects partial funding for the Fair Oaks Avenue Interchange Modifications.

<sup>4</sup> This project replaces a similar TSM/TDM project [in some cases miniscule project elements] listed in the SR-710 North FED.

**ROUND 2**  
**MOBILITY IMPROVEMENT PROJECTS**  
**RECOMMENDED FOR FUNDING**  
**CITY AND COUNTY OF LOS ANGELES**

| <b>ID#</b>  | <b>PROJECT SPONSOR</b> | <b>PROJECT NAME</b>  | <b>COST ESTIMATE<sup>1</sup></b> |
|---|------------------------|--|----------------------------------|
| <b>PROJECT TYPE 3: Intelligent Transportation Systems [ITS] Projects</b>            |                        |  |                                  |
| 2-7   | Los Angeles City       | Soto Street & Marengo Street Traffic Signal Enhancements   | \$2,000,000                      |
| 2-8   | Los Angeles County     | 1st Street TSSP and ITS Improvements (E-W)   | \$6,200,000                      |
| 2-9   | Los Angeles County     | Cesar Chavez Ave Traffic Signal Synchronization Project [TSSP] and Intelligent Transportation Systems [ITS] Improvements (E-W) | \$5,500,000                      |
| 2-10  | Los Angeles County     | East Los Angeles ITS Enhancements  | \$800,000                        |
| 2-11  | Los Angeles County     | Olympic Boulevard ITS Improvements (E-W)   | \$2,900,000                      |
| 2-12  | Los Angeles County     | Whittier Boulevard ITS Improvements (E-W)  | \$2,200,000                      |
| <b>TYPE 3 SUBTOTAL [6 PROJECTS]</b>   |                        |  | <b>\$19,600,000</b>              |
| <b>PROJECT TYPE 4: Transit Projects</b>   |                        |  |                                  |
| 2-2   | Los Angeles City       | DASH El Sereno /City Terrace Route Expansion & Bus Stop Enhancements   | \$2,000,000                      |
| 2-3   | Los Angeles City       | DASH Highland Park / Eagle Rock Bus Stop Enhancements  | \$1,500,000                      |
| 2-4   | Los Angeles City       | Eagle Rock Boulevard Multi-Modal Transportation Improvements   | \$16,362,000 <sup>2</sup>        |
| 2-5   | Los Angeles City       | Eastern Avenue Multi-Modal Transportation Improvements   | \$16,388,000 <sup>2</sup>        |
| 2-6   | Los Angeles City       | Huntington Drive Multi-Modal Transportation Improvements   | \$17,000,000                     |
| 2-7   | Los Angeles City       | Valley Boulevard Multi-Modal Transportation Improvements   | \$34,100,000                     |
| 2-8   | Los Angeles County     | El Sol Shuttle Service Improvements  | \$18,185,000                     |
| 2-9   | Los Angeles County     | Cesar Chavez Avenue Mobility Improvements  | \$7,900,000                      |
| 2-10  | Los Angeles County     | Olympic Boulevard Mobility Improvements  | \$6,750,000                      |
| 2-11  | Los Angeles County     | Wellness Shuttle Fleet Upgrade and Expansion Project   | \$9,485,000                      |
| 2-12  | Los Angeles County     | Whittier Boulevard Mobility Improvements   | \$8,250,000                      |
| <b>TYPE 3 SUBTOTAL [11 PROJECTS]</b>  |                        |  | <b>\$137,920,000</b>             |
| <b>PROJECT TYPE 5 – Active Transportation Projects</b>                              |                        |  |                                  |
| 2-2   | Los Angeles City       | El Sereno Active Transportation Project & Transit Connectivity Enhancements  | \$6,000,000 <sup>2</sup>         |
| 2-3   | Los Angeles City       | Northeast Los Angeles Active Transportation & Transit Connectivity Enhancements  | \$5,000,000 <sup>2</sup>         |
| 2-4   | Los Angeles County     | Atlantic Boulevard Mobility Improvements   | \$5,000,000                      |
| 2-5   | Los Angeles County     | East Los Angeles Mobility Hub Project  | \$2,000,000                      |
| 2-6   | Los Angeles County     | East Los Angeles Pedestrian Accessibility Improvements   | \$2,500,000                      |
| 2-7   | Los Angeles County     | East Los Angeles Vision Zero Enhancements  | \$10,000,000                     |
| 2-8   | Los Angeles County     | Eastern Avenue Mobility Improvements   | \$5,000,000                      |
| 2-9   | Los Angeles County     | Floral Drive Pedestrian and Roadway Improvements   | \$5,000,000                      |
| 2-10  | Los Angeles County     | LA County +USC Medical Center Mobility Improvements [Valley Boulevard Multi-Modal Transportation Improvements]                 | \$30,000,000                     |
| 2-11  | Los Angeles County     | Micro-Mobility Program and Infrastructure Improvements   | \$2,500,000                      |
| 2-12  | Los Angeles County     | Safe Routes to Schools Infrastructure Enhancements   | \$2,500,000                      |
| <b>TYPE 5 SUBTOTAL [11 PROJECTS]</b>  |                        |  | <b>\$75,500,000</b>              |
| <b>TOTAL LA CITY &amp; LA COUNTY PROJECTS RECOMMENDED FOR FUNDING [28 PROJECTS]</b> |                        |  | <b>\$233,020,000</b>             |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This project replaces a similar TSM/TDM project [in some cases miniscule project elements] listed in the SR-710 North FED.

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File #:2017-0358, File Type:Motion / Motion  
Response

Agenda Number:29.1

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REVISED  
REGULAR BOARD MEETING  
MAY 25, 2017

Motion by:

FASANA, BARGER, SOLIS, GARCETTI and NAJARIAN

May 25, 2017

Relating to Item 29; File ID 2017-0097: SR-710 North

The Expenditure Plan for Measure R, approved by voters in 2008, included \$780 million assigned to the San Gabriel Valley sub-region for the SR-710 North project, under the Highway Capital Subfund. The estimated \$3+ billion (in 2014\$) that will be required to pay for design and construction of a single bore freeway tunnel is not available and the BRT and LRT alternatives may not produce the expected traffic impact mitigation.

CONSIDER Revised Motion by Fasana, Barger, Solis, Garcetti and Najarian that to implement mobility improvements that are fundable with existing resources and bring some relief to affected corridor cities, the Metro Board:

- A. SUPPORT adoption of the Transportation System Management/Transportation Demand Management Alternative as the Locally Preferred Alternative (LPA) and defer a decision on any other alternative for future consideration by the Board until the community collectively agrees on the value of that investment and funds are identified to implement a project. This decision and the Board's vote will allow for timely implementation of cost-effective transportation improvements that would include the projects that have support by affected jurisdictions on the TSM/TDM list in the EIS/EIR as well as additional improvement projects that can promote capacity enhancements and operational improvements consistent with the Purpose and Need statement of the project in communities along the corridor. The new Measure R and Government Code 54237.7 projects, described in this motion, that are not included in the environmental document will undergo their own environmental process and clearance as necessary.
- B. ALLOCATE \$105 million of Measure R funds available for the "Interstate 710 North Gap Closure (tunnel) Project" for development and implementation of TSM/TDM projects listed in the EIS/EIR.
- C. ALLOCATE remaining Measure R funds available for the "Interstate 710 North Gap Closure

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(tunnel) Project" for new mobility improvement projects within the San Gabriel Valley sub-region, if consistent with the purpose and need of the Gap Closure Project to relieve congestion on local streets along the SR-710 alignment between 1-10 and 1-210, with highest priority for projects proximate to 1-10. Newly proposed projects not included in the environmental document will undergo their own environmental process and clearance as necessary. Other funding dedicated to this project, including Regional Surface Transportation, Congestion Mitigation and Air Quality, and Regional Improvement Program funds, shall be allocated for use in the Central sub-region, including Unincorporated East Los Angeles. Funds shall be prioritized for multi-modal and safety enhancement projects within the SR-710 North Study Area. To ensure equitable cashflow, these funds shall be scheduled proportionally to Measure R funding in the next Long Ramie Transportation Plan update.

- D. **CONSULT WITH** affected jurisdictions and Caltrans and report back to the Metro Board within 90 days on a procedure to initiate the identification of projects to be funded through the SR-710 Rehabilitation Account, as prescribed in Government Code 54237.7. Such projects are to be located in Pasadena, South Pasadena, Alhambra, La Canada Flintridge, and the 90032 postal ZIP Code, and may include, but are not limited to: sound walls; transit and rail capital improvements; bikeways; pedestrian improvements; signal synchronization; left turn signals; and major street resurfacing, rehabilitation, and reconstruction. Metro shall be responsible for submitting the list of projects to the California Transportation Commission (CTC) who will have the final authority to approve those projects.
- E. **ENCOURAGE** the corridor cities, Caltrans, and Metro to collectively pursue policies and actions that would promote smart and functional land use, reduce automobile dependency, encourage multi-modal trips, improve traffic operations, and maximize the use of the latest available technologies to enhance the performance of the existing transportation system to minimize impacts of the regional traffic on the communities along the SR-710 corridor.
- F. **ENCOURAGE** Caltrans, working with Metro and affected jurisdictions, to identify corrective measures to contain the regional traffic on the freeway system and minimize impacts on the local street network in the SR-710 corridor.
- G. **DIRECT** the Metro staff to work with Caltrans, the corridor cities, and other affected jurisdictions to identify and pursue the new Measure R and the Government Code 54237.7 projects referenced in this motion.
- H. **REPORT BACK** to the Board when Caltrans selects the Preferred Alternative.

ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#   | PROJECT SPONSOR    | PROJECT NAME   | COST ESTIMATE <sup>1</sup> |
|---|--------------------|--|----------------------------|
| PROJECT TYPE 1: Local Street/Road and Freeway Local Interchange Mobility and Operational Improvement Projects |                    |  |                            |
| 1   | Alhambra           | I-10/SR-710 Interchange Reconfiguration Project  | \$100,000,000              |
| 2   | Alhambra           | I-10/Fremont Avenue On and Off Ramp Reconfiguration Project  | \$20,000,000               |
| 3   | Alhambra           | I-10/Atlantic Blvd On and Off Ramp Reconfiguration Project   | \$20,000,000 <sup>2</sup>  |
| 4   | Alhambra           | I-10/Garfield Avenue On and Off Ramp Reconfiguration Project   | \$20,000,000 <sup>2</sup>  |
| 5   | Alhambra           | I-10/New Avenue On and Off Ramp Reconfiguration Project  | \$10,000,000               |
| 6   | Los Angeles City   | Soto Street Bridge Widening Project [Valley Boulevard and UPRR]                                      | \$4,000,000                |
| 7   | Los Angeles City   | Soto Street Widening Project [Multnomah Street to Mission Road]                                      | \$26,330,000               |
| 8   | Los Angeles City   | Huntington Drive Transportation System & Mobility Improvements                                       | \$25,000,000               |
| 9   | Los Angeles County | Road Projects on Floral Drive  | \$7,500,000                |
| 10  | Los Angeles County | Road Projects on Cesar Chavez [at 12 intersections]  | \$11,000,000               |
| 11  | Los Angeles County | Road Projects on Whittier [at 24 intersections]  | \$15,000,000               |
| 12  | Los Angeles County | Road Projects on Eastern [at 16 intersections]   | \$12,300,000               |
| 13  | Los Angeles County | Road Projects on Olympic [at 25 intersections]   | \$12,000,000               |
| 14  | Los Angeles County | Road Projects on Atlantic [at 11 intersections]  | \$12,000,000               |
| 15  | Los Angeles County | Community Traffic Calming Measures   | \$120,000                  |
| 16  | Monterey Park      | Ramona Road Capacity Improvements [710 off s/o I-10 freeway]   | \$2,400,000                |
| 17  | Monterey Park      | Corporate Center [CC] Drive Rehab  | \$1,200,000                |
| 18  | Monterey Park      | Ramona Road Rehab – CC Drive to easterly city limits   | \$1,100,000                |
| 19  | Monterey Park      | Ramona Road Rehab – CC Drive to westerly city limits   | \$1,500,000                |
| 20  | Monterey Park      | Monterey Pass Road Widening [Floral to Fremont/Garvey fork]  | \$30,000,000               |
| 21  | Monterey Park      | Garvey Avenue Capacity Improvement [Atlantic to New]   | \$26,300,000               |
| 22  | Monterey Park      | Garfield Capacity Improvements [Hillman to Hilliard]   | \$700,000                  |
| 23  | Monterey Park      | Atlantic Capacity Improvements [Hillman to Garvey]   | \$1,900,000                |
| 24  | Pasadena           | I-210 Connected Corridors Expansion  | \$5,000,000                |
| 25  | Pasadena           | 210 Ramp Modifications/Operational Street Improvements   | \$50,000,000               |
| 26  | Pasadena           | Pasadena Avenue/St. Johns Avenue Complete Streets  | \$15,000,000               |
| 27  | Pasadena           | Allen Avenue Complete Streets  | \$1,500,000                |
| 28  | Pasadena           | Hill Avenue Complete Streets   | \$1,500,000                |
| 29  | Pasadena           | Avenue 64 Complete Streets   | \$2,000,000                |
| 30  | Pasadena           | Gold Line Grade Separation at California Boulevard   | \$105,000,000              |
| 31  | Rosemead           | Rosemead Boulevard and Glendon Way Improvements  | \$2,500,000 <sup>2</sup>   |
| 32  | San Gabriel        | I-10/ San Gabriel Boulevard Improvements<br>[Reversible Lane between I-10 and Valley Boulevard]      | \$700,000                  |
| 33  | San Gabriel        | Del Mar Avenue /I-10 Improvements<br>[Reversible Lanes between I-10 and Valley Boulevard]            | \$1,300,000                |
| 34  | San Gabriel        | New Avenue/ I-10 Improvements<br>[Signal @ Saxton and Reversible Lane from I-10 to Valley Boulevard] | \$1,300,000                |
| 35  | San Gabriel        | East Broadway Street Intersection Improvements   | \$6,000,000                |

<sup>1</sup>All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup>This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

**Link to the December 2018 Board Report:** <https://boardagendas.metro.net/board-report/2018-0513/>

ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#   | PROJECT SPONSOR  | PROJECT NAME  | COST ESTIMATE <sup>1</sup> |
|---|------------------|---|----------------------------|
|   |                  | [2 intersections -San Gabriel Boulevard and Walnut Grove Avenue]  |                            |
| 36  | South Pasadena   | Regional Traffic Corridor Improvements<br>[Fremont Avenue/ Huntington Drive/Fair Oaks Avenue]                             | \$10,000,000 <sup>2</sup>  |
| 37  | South Pasadena   | SR-110/Fair Oaks Avenue Interchange Modifications   | \$38,000,000 <sup>2</sup>  |
| 38  | South Pasadena   | Additional Operational Improvements   | TBD <sup>2</sup>           |
| 39  | South Pasadena   | Traffic Calming/Speed Management  | TBD                        |
| 40  | South Pasadena   | Remaining Funding   | TBD                        |
| SUBTOTAL  |                  |   | \$600,150,000              |
| <b>PROJECT TYPE 2: Local Street Intersection Improvement Projects</b>   |                  |   |                            |
| 1   | Los Angeles City | Cesar Chavez Ave/Lorena St./Indiana St - Roundabout   | \$8,000,000                |
| 2   | San Gabriel      | Mission Road and Junipero Sierra Drive Intersection Improvements  | \$1,100,000                |
| 3   | San Gabriel      | Del Mar Avenue/Mission Road/El Monte Street Reconfiguration   | \$1,100,000 <sup>2</sup>   |
| 4   | San Gabriel      | Valley Boulevard and New Avenue Intersection Improvements   | \$3,200,000                |
| 5   | San Gabriel      | Mission Drive and Las Tunas Drive Intersection Improvements   | \$3,300,000                |
| 6   | San Gabriel      | San Gabriel Boulevard and Valley Boulevard Intersection Improvements  | \$4,400,000                |
| 7   | San Gabriel      | San Gabriel Boulevard and Marshall Street Intersection Realignment  | \$4,900,000 <sup>2</sup>   |
| 8   | San Gabriel      | Valley Boulevard and Del Mar Avenue Intersection Improvements   | \$5,500,000 <sup>2</sup>   |
| 9   | San Gabriel      | San Gabriel Boulevard and Las Tunas Drive Intersection Improvements   | \$6,000,000                |
| 10  | San Gabriel      | Mission Road and Ramona Street Intersection Improvements  | \$400,000                  |
| 11  | San Gabriel      | Valley Boulevard and Abbot Avenue Intersection Improvements   | \$971,000                  |
| 12  | San Gabriel      | Walnut Grove Avenue and Las Tunas Drive Intersection Improvements   | \$1,100,000                |
| 13  | San Gabriel      | Walnut Grove and Grand Avenue Intersection Improvements   | \$1,100,000                |
| 14  | San Marino       | Huntington Drive Intersection Capacity Improvements<br>[4 intersections from Atlantic Boulevard to San Gabriel Boulevard] | \$12,000,000 <sup>2</sup>  |
| 15  | San Marino       | Huntington Drive Capacity Enhancements<br>[Segments between Virginia Road and Sunnyslope Drive]                           | \$6,000,000                |
| 16  | San Marino       | Sierra Madre Boulevard Corridor Capacity Improvements<br>[between Huntington Drive and Del Mar Boulevard]                 | \$4,000,000                |
| SUBTOTAL  |                  |   | \$63,071,000               |
| <b>Project Type 3: Intelligent Transportation System [ITS] Projects</b> |                  |   |                            |
| 1   | Alhambra         | Garfield Avenue Traffic Signal Synchronization Project<br>[Huntington Drive to I-10 Freeway]                              | \$2,000,000 <sup>2</sup>   |
| 2   | Alhambra         | Fremont Avenue Traffic Signal Synchronization Project<br>[Northerly City Limit to Montezuma/I-10 Freeway]                 | \$1,500,000 <sup>2</sup>   |
| 3   | Los Angeles City | ITS & Technology - Traffic Signal Upgrades in El Sereno   | \$10,000,000               |
| 4   | Los Angeles City | Modal Connectivity - EV Car Share [Northeast LA]  | \$5,000,000                |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

**Link to the December 2018 Board Report:** <https://boardagendas.metro.net/board-report/2018-0513/>



ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#                                     | PROJECT SPONSOR    | PROJECT NAME  | COST ESTIMATE <sup>1</sup> |
|---|--------------------|---|----------------------------|
| 5                                       | Los Angeles City   | Soto Street & Marengo Street Traffic Signal Enhancements  | \$2,000,000                |
| 6                                       | Pasadena           | Gold Line At-Grade Crossing Enhancements  | \$1,000,000                |
| 7                                       | Pasadena           | Pedestrian and Bicyclist Automated Data Collection  | \$1,400,000 <sup>2</sup>   |
| 8                                       | Pasadena           | High Resolution Traffic Signal Data – Citywide  | \$8,500,000 <sup>2</sup>   |
| 9                                       | Pasadena           | Walnut Street Corridor Upgrades   | \$2,000,000                |
| 10                                      | San Gabriel        | Adaptive/Traffic Responsive Signal Control Project<br>[on Valley Boulevard and San Gabriel Boulevard] | \$3,130,000                |
| 11-14                                   | Los Angeles County | Atlantic Boulevard Traffic Corridor Improvement Project (N-S)   | \$3,700,000                |
| 15-16                                   | Los Angeles County | Beverly Boulevard Traffic Corridor Improvement Project (E-W)  | \$110,000                  |
| 17-19                                   | Los Angeles County | Cesar Chaves Avenue Traffic Corridor Improvement Project (E-W)  | \$5,000,000                |
| 20-21                                   | Los Angeles County | City Terrace Drive Traffic Corridor Improvement Project (E-W)   | \$800,000                  |
| 22-27                                   | Los Angeles County | Eastern Avenue Traffic Corridor Improvement Project (N-S)   | \$1,900,000                |
| 28-29                                   | Los Angeles County | Floral Drive Traffic Corridor Improvement Project (E-W)   | \$250,000                  |
| 30-33                                   | Los Angeles County | Ford Boulevard Traffic Corridor Improvement Project (N-S)   | \$2,300,000                |
| 34-35                                   | Los Angeles County | Indiana Street Traffic Corridor Improvement Project (N-S)   | \$110,000                  |
| 36-38                                   | Los Angeles County | Garfield Avenue Traffic Corridor Improvement Project (N-S)  | \$337,000                  |
| 39-43                                   | Los Angeles County | Arizona Avenue/Monterey Pass Road/Fremont Avenue Traffic Corridor Improvement Project (N-S)           | \$7,000,000                |
| 44-45                                   | Los Angeles County | Olympic Boulevard Traffic Corridor Improvement Project (E-W)  | \$2,500,000                |
| 46-47                                   | Los Angeles County | Union Pacific Avenue Traffic Corridor Improvement Project (E-W)                                       | \$170,000                  |
| 48                                      | Los Angeles County | Whittier Boulevard Traffic Corridor Improvement Project (E-W)   | \$2,000,000                |
| 49-52                                   | Los Angeles County | 1 <sup>st</sup> Street Traffic Corridor Improvement Project (E-W)                                     | \$5,800,000                |
| 53-55                                   | Los Angeles County | 3 <sup>rd</sup> Street/Pomona Boulevard Traffic Corridor Improvement Project                          | \$400,000                  |
| 56                                      | Los Angeles County | County-wide Improvements  | \$450,000                  |
| 57                                      | Los Angeles County | Traffic Signal Control Intersection Upgrade Project   | \$30,000                   |
| SUBTOTAL                                |                    |   | \$104,887,000              |
| <b>PROJECT TYPE 4: Transit Projects</b> |                    |   |                            |
| 1                                       | Alhambra           | Metrolink Gold Line Shuttle Service Project   | TBD                        |
| 2                                       | Los Angeles City   | Modal Connectivity - First/Last Mile Improvements [Northeast LA]                                      | \$20,000,000               |

<sup>1</sup>All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup>This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

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ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#  | PROJECT SPONSOR    | PROJECT NAME  | COST ESTIMATE <sup>1</sup> |
|--|--------------------|---|----------------------------|
| 3  | Los Angeles City   | DASH El Sereno / City Terrace Community Route Improvements                          | \$6,500,000                |
| 4  | Los Angeles City   | DASH Highland Park / Eagle Rock Community Route Improvements                        | \$6,000,000                |
| 5  | Los Angeles City   | Eastern Avenue Multi-Modal Transportation Improvements                              | \$15,000,000 <sup>2</sup>  |
| 6  | Los Angeles City   | Eagle Rock Boulevard Multi-Modal Transportation Improvements                        | \$15,000,000 <sup>2</sup>  |
| 7  | Los Angeles City   | Huntington Drive Bus Rapid Transit [BRT]  | \$35,000,000               |
| 8  | Los Angeles City   | Valley Boulevard Bus Rapid Transit [BRT]  | \$21,500,000               |
| 9  | Los Angeles County | El Sol Shuttle Service [w/Zero Emissions (ZE) Vehicles]                             | \$30,000,000               |
| 10   | Los Angeles County | Upgrade Existing El Sol Shuttle buses to ZE vehicles                                | \$26,000,000               |
| 11   | Los Angeles County | El Sol Free Riding Program  | \$300,000                  |
| 12   | Los Angeles County | Wellness Shuttle Route  | \$11,000,000               |
| 13   | Los Angeles County | El Sol Shuttle Service Connected Vehicle  | \$2,400,000                |
| 14   | Pasadena           | Rapid Bus Improvements  | \$10,000,000 <sup>2</sup>  |
| 15   | Pasadena           | Rose Bowl Shuttles  | \$400,000                  |
| 16   | Pasadena           | Student Transit Passes  | \$200,000                  |
| 17   | Pasadena           | Electric Transit Vehicles   | \$28,000,000               |
| 18   | Pasadena           | Short Range Transit Plan  | \$9,000,000                |
| 19   | Pasadena           | Transportation Operations and Maintenance Facility                                  | \$33,000,000               |
| 20   | San Gabriel        | Transit Service to Light Rail   | \$500,000                  |
| 21   | San Gabriel        | Local Circulator Bus Service  | \$1,000,000 <sup>2</sup>   |
| 22   | San Gabriel        | First-mile/last mile improvements   | \$2,000,000 <sup>2</sup>   |
| 23   | San Gabriel        | Valley Boulevard Corridor Bus Rapid Transit [BRT]                                   | \$59,100,000               |
| 24   | San Gabriel        | Multimodal Transit Center and Parking Structure                                     | \$24,000,000               |
| SUBTOTAL   |                    |   | \$335,900,000              |
| <b>PROJECT TYPE 5: Active Transportation Projects</b>      |                    |   |                            |
| 1  | Alhambra           | Bike Plan Implementation Project [Citywide]   | \$500,000 <sup>2</sup>     |
| 2  | Los Angeles City   | Modal Connectivity - Bike Share [Northeast LA]                                      | \$3,000,000                |
| 3  | Los Angeles City   | El Sereno ATP and Transit-Connectivity Enhancements                                 | \$10,000,000               |
| 4  | Los Angeles County | East Los Angeles Bike Share   | \$600,000                  |
| 5  | Pasadena           | Bicycle Transportation Action Plan Projects   | \$5,000,000 <sup>2</sup>   |
| 6  | Pasadena           | The Arroyo Link - Bicycle   | \$2,000,000                |
| 7  | Pasadena           | Bikeshare Expansion   | \$400,000                  |
| 8  | Pasadena           | Mobility Hubs   | \$10,000,000               |
| 9  | San Gabriel        | Citywide Bicycle Facilities   | \$35,000,000 <sup>2</sup>  |
| 10   | San Marino         | Del Mar Avenue Complete Street Improvements   | \$2,000,000 <sup>2</sup>   |
| 11   | San Marino         | Huntington Drive Complete Street Improvements                                       | \$2,000,000 <sup>2</sup>   |
| SUBTOTAL   |                    |   | \$70,500,000               |
| <b>PROJECT TYPE 6: Maintenance/Rehabilitation Projects</b> |                    |   |                            |
| 1  | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project [Mission Road/Marengo Avenue] | \$2,400,000                |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

**Link to the December 2018 Board Report:** <https://boardagendas.metro.net/board-report/2018-0513/>

ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#                                       | PROJECT SPONSOR    | PROJECT NAME  | COST ESTIMATE <sup>1</sup> |
|---|--------------------|---|----------------------------|
| 2   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/Margaruerita Avenue]     | \$2,300,000                |
| 3   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/Atlantic Boulevard]      | \$3,200,000                |
| 4   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/6 <sup>th</sup> Street ] | \$2,000,000                |
| 5   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/4 <sup>th</sup> Street]  | \$2,000,000                |
| 6   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/Garfield Avenue]         | \$3,100,000                |
| 7   | Alhambra           | Railroad Channel/Trench Bridge Rehabilitation Project<br>[Mission Road/Chapel Avenue]           | \$2,600,000                |
| 8   | Alhambra           | Front Street Safety Wall Barrier [Fremont Avenue to 6 <sup>th</sup> Street]                     | \$5,700,000                |
| SUBTOTAL                                  |                    |   | \$23,300,000               |
| <b>PROJECT TYPE 7: Studies</b>            |                    |   |                            |
| 1   | Los Angeles County | Community Wide Capacity Improvement Study   | \$3,000,000                |
| 2   | Los Angeles County | Intersection Improvement Study [Atlantic, Eastern Telegraph]                                    | \$5,000,000                |
| SUBTOTAL                                  |                    |   | \$8,000,000                |
| <b>PROJECT TYPE 8: Parking Structures</b> |                    |   |                            |
| 1   | Los Angeles County | 200 Space Parking Structure/Transit Plaza   | \$12,000,000               |
| 2   | Monterey Park      | 3 - Parking Structures on Garvey  | \$60,000,000               |
| 3   | Rosemead           | 1 - Parking Structure on Garvey   | \$20,000,000               |
| SUBTOTAL                                  |                    |   | \$92,000,000               |
| TOTAL                                     |                    |   | \$1,297,808,000            |

<sup>1</sup>All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup>This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

**Link to the December 2018 Board Report:** <https://boardagendas.metro.net/board-report/2018-0513/>

ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
RECOMMENDED FOR FUNDING

| ID#  | PROJECT SPONSOR  | PROJECT NAME  | COST ESTIMATE <sup>1</sup>                    |
|--|------------------|---|---|
| <b>PROJECT TYPE 1: Local Street/Road and Freeway Local Interchange Mobility and Operational Improvement Projects</b> |                  |   |   |
| 1  | Alhambra         | I-10/SR-710 Interchange Reconfiguration Project   | \$100,000,000                                 |
| 2  | Alhambra         | I-10/Fremont Avenue On and Off Ramp Reconfiguration Project   | \$20,000,000                                  |
| 3  | Alhambra         | I-10/ Atlantic Blvd On and Off Ramp Reconfiguration Project   | \$20,000,000 <sup>2</sup>                     |
| 4  | Alhambra         | I-10/ Garfield Avenue On and Off Ramp Reconfiguration Project   | \$20,000,000 <sup>2</sup>                     |
| 6  | Los Angeles City | Soto Street Bridge Widening Project [Valley Boulevard and UPRR]   | \$4,000,000                                   |
| 7  | Los Angeles City | Soto Street Widening Project [Multnomah Street to Mission Road]   | \$26,330,000                                  |
| 16   | Monterey Park    | Ramona Road Capacity Improvements [710 off s/o I-10 Freeway]  | \$2,400,000                                   |
| 21   | Monterey Park    | Garvey Avenue Capacity Improvements [Atlantic to New]   | \$26,300,000                                  |
| 22   | Monterey Park    | Garfield Avenue Capacity Improvements [Hillman to Hilliard]   | \$700,000                                     |
| 23   | Monterey Park    | Atlantic Avenue Capacity Improvements [Hillman to Garvey]   | \$1,900,000                                   |
| 30   | Pasadena         | Gold Line Grade Separation at California Boulevard  | \$105,000,000                                 |
| 32   | San Gabriel      | I-10/San Gabriel Boulevard Improvements<br>[Reversible Lane between I-10 and Valley Boulevard]                            | \$700,000                                     |
| 36   | South Pasadena   | Regional Traffic Corridor Improvements<br>[Fremont, Huntington, Fair Oaks]  | \$10,000,000 <sup>2</sup>                     |
| 37   | South Pasadena   | SR-110/Fair Oaks Ave Interchange Modifications <sup>2</sup>   | \$38,000,000 <sup>2</sup>                     |
| <b>TYPE 1 SUBTOTAL [14 PROJECTS]</b>   |                  |   | <b>\$375,330,000</b>                          |
| <b>PROJECT TYPE 2: Local Street Intersection Improvement Projects</b>  |                  |   |   |
| 1  | Los Angeles City | Cesar Chavez Avenue/Lorena Street/Indiana Street Roundabout   | \$8,000,000                                   |
| 4  | San Gabriel      | Valley Boulevard and New Avenue Intersection Improvements   | \$3,200,000                                   |
| 5  | San Gabriel      | Mission Drive and Las Tunas Drive Intersection Improvements   | \$3,300,000                                   |
| 14   | San Marino       | Huntington Drive Intersection Capacity Improvements<br>[4 intersections from Atlantic Boulevard to San Gabriel Boulevard] | \$12,000,000 <sup>2,4</sup><br><b>REDUCED</b> |
| 15   | San Marino       | Huntington Drive Capacity Enhancements [segments between<br>Virginia Road and Sunnyslope Drive]                           | \$6,000,000                                   |
| 16   | San Marino       | Sierra Madre Boulevard Corridor Capacity Improvements [between<br>Huntington Drive and Del Mar Boulevard]                 | \$4,000,000 <sup>3</sup><br><b>WITHDRAWN</b>  |
| <b>TYPE 2 SUBTOTAL [6 PROJECTS]<sup>5</sup></b>  |                  |   | <b>\$36,500,000<sup>5</sup></b>               |
| <b>PROJECT TYPE 3: Intelligent Transportation Systems [ITS] Projects</b>   |                  |   |   |
| 1  | Alhambra         | Garfield Avenue Traffic Signal Synchronization Project<br>[Huntington Drive to I-10 Freeway]                              | \$2,000,000 <sup>2</sup>                      |
| 2  | Alhambra         | Fremont Avenue Traffic Signal Synchronization Project<br>[Northerly City Limit to Montezuma/I-10 Freeway]                 | \$1,500,000 <sup>2</sup>                      |
| 3  | Los Angeles City | ITS & Technology - Traffic Signal Upgrades in El Sereno [Huntington   | \$10,000,000                                  |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

<sup>3</sup> Project and funding declined by Project Sponsor.

<sup>4</sup> Project Sponsor redefined project scope and reduced cost estimate.

<sup>5</sup> This entry reflects the original board action.

Link to the December 2018 Board Report: <https://boardagendas.metro.net/board-report/2018-0513/>

ROUND 1  
MOBILITY IMPROVEMENT PROJECTS  
RECOMMENDED FOR FUNDING

| ID#  | PROJECT SPONSOR                 | PROJECT NAME   | COST ESTIMATE <sup>1</sup>                   |
|--|---------------------------------|--|--|
|  |                                 | Drive, Eastern Avenue and Valley Boulevard]  |  |
| 10   | San Gabriel                     | Adaptive/Traffic Responsive Signal Control Project<br>[on Valley Boulevard and San Gabriel Boulevard]                          | \$3,130,000                                  |
| 11-14  | Los Angeles County <sup>3</sup> | Atlantic Boulevard Traffic Corridor Improvement Project (N-S)  | \$3,700,000                                  |
| 39-43  | Los Angeles County <sup>3</sup> | Arizona Avenue/Monterey Pass Road/Fremont Avenue Traffic<br>Corridor Improvement Project (N-S)                                 | \$7,000,000                                  |
| 57   | Los Angeles County <sup>3</sup> | Traffic Signal Control Intersection Upgrade Project [3 intersections]  | \$30,000                                     |
| 30-33  | Los Angeles County <sup>3</sup> | Ford Boulevard Traffic Corridor Improvement Project (N-S)  | \$2,300,000                                  |
| 22-27  | Los Angeles County <sup>3</sup> | Eastern Avenue Traffic Corridor Improvement Project (N-S)  | \$1,900,000                                  |
| 20-21  | Los Angeles County <sup>3</sup> | City Terrace Drive Traffic Corridor Improvement Project (E-W)  | \$800,000                                    |
| 28-29  | Los Angeles County <sup>3</sup> | Floral Drive Traffic Corridor Improvement Project (E-W)  | \$250,000                                    |
| 65   | San Marino                      | Huntington Drive Traffic Signal Synchronization Project<br>[11 intersections between Atlantic and Rosemead Boulevards]         | \$7,000,000 <sup>3</sup><br><b>WITHDRAWN</b> |
| 66   | San Marino                      | San Gabriel Boulevard Traffic Signal Synchronization Project<br>[7 intersections between Longden Drive and Colorado Boulevard] | \$3,000,000 <sup>3</sup><br><b>WITHDRAWN</b> |
| TYPE 3 SUBTOTAL [30 PROJECTS] <sup>5</sup>                     |                                 |  | \$42,610,000 <sup>5</sup>                    |
| <b>PROJECT TYPE 8: Parking Structures</b>                      |                                 |  |  |
| 2  | Monterey Park                   | 3 - Parking Structures on Garvey   | \$60,000,000                                 |
| TYPE 8 SUBTOTAL [1 PROJECT]                                    |                                 |  | \$60,000,000                                 |
| <b>TOTAL RECOMMENDED FOR FUNDING [51 PROJECTS]<sup>5</sup></b> |                                 |  | <b>\$514,440,000<sup>5</sup></b>             |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final EIR/EIS.

<sup>3</sup> Project and funding declined by Project Sponsor.

<sup>4</sup> Project Sponsor redefined project scope and reduced cost estimate.

<sup>5</sup> This entry reflects the original board action.

Link to the December 2018 Board Report: <https://boardagendas.metro.net/board-report/2018-0513/>

ROUND 2  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#  | PROJECT SPONSOR | PROJECT NAME   | COST ESTIMATE <sup>1</sup>  |
|--|-----------------|--|-----------------------------|
| <b>PROJECT TYPE 1: Local Street/Road and Freeway Local Interchange Mobility and Operational Improvement Projects</b> |                 |  |                             |
| 2-1  | Alhambra        | Fremont Avenue Traffic Improvements [Valley Boulevard to Mission Road]   | \$30,000,000                |
| 2-2  | Alhambra        | I-10/New Avenue Freeway Interchange Ramp Reconfiguration Project   | \$10,000,000                |
| 2-3  | Alhambra        | Railroad Channel Bridge Widening Project [Mission Road - Atlantic Boulevard]   | \$8,400,000                 |
| 2-4  | Alhambra        | Railroad Channel Bridge Widening Project [Mission Road - Chapel Street]  | \$8,800,000                 |
| 2-5  | Alhambra        | Railroad Channel Bridge Widening Project [Mission Road - Garfield Avenue]  | \$8,400,000 <sup>4</sup>    |
| 2-6  | Pasadena        | Gold Line Grade Separation at California Boulevard<br>[Right-of-Way Acquisition and Construction]  | \$125,500,000 <sup>2</sup>  |
| 2-7  | Pasadena        | St. John Capacity Enhancement Project [Southbound I-210 Freeway to<br>Fair Oaks Avenue and California Boulevard to Northbound I-210 Freeway] | \$2,600,000 <sup>4</sup>    |
| 2-8  | Rosemead        | I-10/Rosemead Boulevard Freeway [Westbound] Ramp Improvements  | \$6,000,000                 |
| 2-9  | Rosemead        | I-10/ Walnut Grove Avenue Freeway [Westbound] Ramp Improvements  | \$6,000,000                 |
| 2-10   | San Gabriel     | East Broadway Street Improvements<br>[San Gabriel Boulevard to Muscatel Avenue]  | \$11,800,000                |
| 2-11   | San Gabriel     | I-10/Del Mar Avenue Improvements<br>[Reversible lanes between I-10 Freeway and Valley Boulevard]   | \$1,300,000                 |
| 2-12   | San Gabriel     | I-10/New Avenue Improvements<br>[Reversible lanes between I-10 Freeway and Valley Boulevard]   | \$1,300,000                 |
| 2-13   | South Pasadena  | Regional Traffic Corridor Improvements<br>[Supporting Bicycle and Pedestrian Safety Components]  | \$10,000,000 <sup>4</sup>   |
| 2-14   | South Pasadena  | SR-110/Fair Oaks Avenue Interchange Modifications<br>[Right-of-Way Acquisition, Design Improvements and Construction]                        | \$32,000,000 <sup>3,4</sup> |
| SUBTOTAL [14 Projects]   |                 |  | \$262,100,000               |
| <b>PROJECT TYPE 2: Local Street Intersection Improvement Projects</b>  |                 |  |                             |
| 2-1  | San Gabriel     | Del Mar Avenue/Mission Road/El Monte Street Reconfiguration  | \$1,100,000 <sup>4</sup>    |
| 2-2  | San Gabriel     | Mission Road and Junipero Sierra Drive Improvements  | \$1,130,000                 |
| 2-3  | San Gabriel     | Mission Road and Ramona Street Intersection Improvements   | \$400,000                   |
| 2-4  | San Gabriel     | San Gabriel Boulevard and Las Tunas Drive Intersection Improvements  | \$6,000,000                 |
| 2-5  | San Gabriel     | San Gabriel Boulevard and Marshall Street Realignment (SG-11)  | \$4,900,000 <sup>4</sup>    |
| 2-6  | San Gabriel     | San Gabriel Boulevard and Valley Boulevard Intersection Improvements   | \$4,400,000                 |
| 2-7  | San Gabriel     | Valley Boulevard and Abbot Avenue Intersection Improvements  | \$971,000                   |
| 2-8  | San Gabriel     | Valley Boulevard and Del Mar Avenue Intersection Improvements  | \$5,500,000 <sup>4</sup>    |
| 2-9  | San Gabriel     | Walnut Grove and Grand Avenues Intersection Improvements (SG-5)  | \$1,100,000                 |
| 2-10   | San Gabriel     | Walnut Grove Avenue & Las Tunas Drive Intersection Improvements (SG-5)   | \$1,100,000                 |
| SUBTOTAL [10 Projects]   |                 |  | \$26,601,000                |
| <b>Project Type 3: Intelligent Transportation System [ITS] Projects</b>  |                 |  |                             |
| 2-1  | Alhambra        | Atlantic Boulevard Traffic Signal Synchronization Project – Adaptive Upgrade<br>[Huntington Drive to I-10 Freeway]                           | \$3,600,000                 |
| 2-2  | Alhambra        | Fremont Avenue Traffic Signal Synchronization Project- Adaptive Upgrade<br>[North City Limit to Montezuma/I-10 Freeway]                      | \$1,400,000 <sup>4</sup>    |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This cost estimate includes an additional \$100,000 to complete the Gold Line Grade Separation Project at California Blvd.

<sup>3</sup> This cost estimate reflects partial funding for the Fair Oaks Interchange Modifications.

<sup>4</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final Environmental Document.



ROUND 2  
MOBILITY IMPROVEMENT PROJECTS  
PROJECT SPONSOR SUBMITTALS

| ID#                                     | PROJECT SPONSOR    | PROJECT NAME  | COST ESTIMATE <sup>1</sup> |
|---|--------------------|---|----------------------------|
| 2-3                                     | Alhambra           | Garfield Avenue Traffic Signal Synchronization Project - Adaptive Upgrade<br>[Huntington Drive to I-10 Freeway]   | \$2,600,000 <sup>4</sup>   |
| 2-4                                     | Alhambra           | Main Street Traffic Signal Synchronization Project- Adaptive Upgrade<br>[West City Limit to East City Limit]  | \$5,400,000                |
| 2-5                                     | Alhambra           | Mission Road Traffic Signal Synchronization Project – Adaptive Upgrade<br>[West City Limit to East City Limit]  | \$3,000,000                |
| 2-6                                     | Alhambra           | Valley Boulevard Traffic Signal Synchronization Project– Adaptive Upgrade<br>[West City Limit to East City Limit]   | \$4,600,000                |
| 2-7                                     | Los Angeles City   | Soto Street & Marengo Street Traffic Signal Enhancements  | \$2,000,000                |
| 2-8                                     | Los Angeles County | 1st Street Traffic Signal Synchronization Project and ITS Improvements (E-W)  | \$6,200,000                |
| 2-9                                     | Los Angeles County | Cesar Chavez Avenue Traffic Signal Synchronization Project and<br>Intelligent Transportation Systems [ITS] Improvements (E-W)                                       | \$5,500,000                |
| 2-10                                    | Los Angeles County | East Los Angeles ITS Enhancements   | \$800,000                  |
| 2-11                                    | Los Angeles County | Olympic Boulevard ITS Improvements (E-W)  | \$2,900,000                |
| 2-12                                    | Los Angeles County | Whittier Boulevard ITS Improvements (E-W)   | \$2,200,000                |
| 2-13                                    | Monterey Park      | Monterey Park Adaptive Traffic/Traffic Responsive Control System Project<br>[Atlantic, Garfield and Garvey Avenues]   | \$9,000,000                |
| 2-14                                    | Monterey Park      | Monterey Park Adaptive Traffic/Traffic Responsive Control System Project<br>[Monterey Pass Road]  | \$4,500,000                |
| 2-15                                    | Pasadena           | Fair Oaks Avenue/Bellevue Drive Signalized Intersections  | \$850,000 <sup>4</sup>     |
| 2-16                                    | Pasadena           | ITS Projects and Traffic Flow Improvements-Within Affected SR-710 Corridors<br>[Orange Grove, Colorado, Green, Holly and Hill]                                      | \$3,800,000 <sup>4</sup>   |
| 2-17                                    | Pasadena           | Traffic Flow Improvements at Gold Line At-Grade Crossing  | \$950,000                  |
| 2-18                                    | Pasadena           | Walnut Street Corridor Signal Improvements  | \$4,100,000                |
| 2-19                                    | Rosemead           | Rosemead Adaptive Traffic/Traffic Responsive Control Project<br>[Garvey, Valley, San Gabriel, Walnut Grove and Rosemead]  | \$9,000,000                |
| 2-20                                    | Rosemead           | Rosemead Traffic Signal Improvements- Various locations<br>[San Gabriel, Walnut Grove at Mission, Rosemead and Valley]  | \$6,000,000                |
| 2-21                                    | San Gabriel        | San Gabriel Traffic Signal Improvements -Various locations<br>[Del Mar Avenue, Las Tunas Drive, San Gabriel Boulevard, Valley Boulevard<br>and Walnut Grove Avenue] | \$700,000                  |
| SUBTOTAL [21 Projects]                  |                    |   | \$79,100,000               |
| <b>PROJECT TYPE 4: Transit Projects</b> |                    |   |                            |
| 2-1                                     | Alhambra           | Metro Gold Line Shuttle Service Project   | \$750,000                  |
| 2-2                                     | Los Angeles City   | DASH El Sereno / City Terrace Route Expansion & Bus Stop Enhancements   | \$2,000,000                |
| 2-3                                     | Los Angeles City   | DASH Highland Park / Eagle Rock Bus Stop Enhancements   | \$1,500,000                |
| 2-4                                     | Los Angeles City   | Eagle Rock Boulevard Multi-Modal Transportation Improvements  | \$16,362,000 <sup>4</sup>  |
| 2-5                                     | Los Angeles City   | Eastern Avenue Multi-Modal Transportation Improvements  | \$16,388,000 <sup>4</sup>  |
| 2-6                                     | Los Angeles City   | Huntington Drive Multi-Modal Transportation Improvements  | \$17,000,000               |
| 2-7                                     | Los Angeles City   | Valley Boulevard Multi-Modal Transportation Improvements  | \$34,100,000               |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This cost estimate includes an additional \$100,000 to complete the Gold Line Grade Separation Project at California Blvd.

<sup>3</sup> This cost estimate reflects partial funding for the Fair Oaks Interchange Modifications.

<sup>4</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final Environmental Document.

**ROUND 2**  
**MOBILITY IMPROVEMENT PROJECTS**  
**PROJECT SPONSOR SUBMITTALS**

| <b>ID#</b>  | <b>PROJECT SPONSOR</b> | <b>PROJECT NAME</b>  | <b>COST ESTIMATE<sup>1</sup></b> |
|---|------------------------|--|----------------------------------|
| 2-8   | Los Angeles County     | El Sol Shuttle Service Improvements  | \$18,185,000                     |
| 2-9   | Los Angeles County     | Cesar Chavez Avenue Mobility Improvements  | \$7,900,000                      |
| 2-10  | Los Angeles County     | Olympic Boulevard Mobility Improvements  | \$6,750,000                      |
| 2-11  | Los Angeles County     | Wellness Shuttle Fleet Upgrade and Expansion Project   | \$9,485,000                      |
| 2-12  | Los Angeles County     | Whittier Boulevard Mobility Improvements   | \$8,250,000                      |
| 2-13  | San Gabriel            | First-mile/last mile improvements (SG-8)   | \$2,000,000 <sup>4</sup>         |
| 2-14  | San Gabriel            | Local Circulator Bus Service Project (SG-9)  | \$1,000,000 <sup>4</sup>         |
| 2-15  | San Gabriel            | Multimodal Transit Center and Parking Structure Project (SG-6)   | \$24,000,000                     |
| 2-16  | San Gabriel            | Transit Service to Light Rail Project (SG-7)   | \$500,000                        |
| 2-17  | San Gabriel            | Valley Boulevard Corridor Bus Rapid Transit [BRT] Project (SG-10)  | \$59,000,000                     |
| <b>SUBTOTAL [17 Projects]</b>                                     |                        |  | <b>\$225,170,000</b>             |
| <b>PROJECT TYPE 5: Active Transportation Projects</b>             |                        |  |                                  |
| 2-1   | Alhambra               | Alhambra Bike Plan Implementation Project  | \$650,000 <sup>4</sup>           |
| 2-2   | Los Angeles City       | El Sereno ATP and Transit -Connectivity Enhancements   | \$6,000,000 <sup>4</sup>         |
| 2-3   | Los Angeles City       | North East Los Angeles Active Transportation & Transit Connectivity Enhancements                               | \$5,000,000 <sup>4</sup>         |
| 2-4   | Los Angeles County     | Atlantic Boulevard Mobility Improvements   | \$5,000,000                      |
| 2-5   | Los Angeles County     | East Los Angeles Mobility Hub Project  | \$2,000,000                      |
| 2-6   | Los Angeles County     | East Los Angeles Pedestrian Accessibility Improvements   | \$2,500,000                      |
| 2-7   | Los Angeles County     | East Los Angeles Vision Zero Enhancements  | \$10,000,000                     |
| 2-8   | Los Angeles County     | Eastern Avenue Mobility Improvements   | \$5,000,000                      |
| 2-9   | Los Angeles County     | Floral Drive Pedestrian and Roadway Improvements   | \$5,000,000                      |
| 2-10  | Los Angeles County     | LA County +USC Medical Center Mobility Improvements [Valley Boulevard Multi-Modal Transportation Improvements] | \$30,000,000                     |
| 2-11  | Los Angeles County     | Micro-Mobility Program and Infrastructure Improvements   | \$2,500,000                      |
| 2-12  | Los Angeles County     | Safe Routes to Schools Infrastructure Enhancements   | \$2,500,000                      |
| 2-13  | San Gabriel            | San Gabriel Citywide Bicycle Facilities Project [SG-4]   | \$35,000,000 <sup>4</sup>        |
| <b>SUBTOTAL [13 Projects]</b>                                     |                        |  | <b>\$111,150,000</b>             |
| <b>PROJECT TYPE 6: Maintenance/Rehabilitation/Safety Projects</b> |                        |  |                                  |
| 2-1   | Alhambra               | Front Street Safety Wall Barrier   | \$8,000,000                      |
| 2-2   | Alhambra               | Railroad Channel/Trench Bridge Rehabilitation Project [Mission – 4 <sup>th</sup> Street]                       | \$3,300,000                      |
| 2-3   | Alhambra               | Railroad Channel/Trench Bridge Rehabilitation Project [Mission – 6 <sup>th</sup> Street]                       | \$3,300,000                      |
| 2-4   | Alhambra               | Railroad Channel/Trench Bridge Rehabilitation Project [Mission - Marengo]                                      | \$3,900,000                      |
| 2-5   | Alhambra               | Railroad Channel/Trench Bridge Rehabilitation Project [Mission – Marguerita]                                   | \$3,800,000                      |
| 2-6   | South Pasadena         | Neighborhood Traffic Safety Program  | \$5,000,000                      |
| <b>SUBTOTAL [6 Projects]</b>                                      |                        |  | <b>\$27,300,000</b>              |
| <b>TOTAL [81 Projects]</b>  |                        |  | <b>\$731,421,000</b>             |

<sup>1</sup> All project cost estimates are subject to reevaluation based on more detailed scopes of work.

<sup>2</sup> This cost estimate includes an additional \$100,000 to complete the Gold Line Grade Separation Project at California Blvd.

<sup>3</sup> This cost estimate reflects partial funding for the Fair Oaks Interchange Modifications.

<sup>4</sup> This project replaces a similar TSM/TDM project listed in the SR 710 North Final Environmental Document.



ROUND 2  
RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

PROJECT TYPE 1: Local Street/Road and Freeway Local Interchange Mobility and Operational Improvement Projects

**[Project ID# 2-1] Alhambra- Fremont Avenue Traffic Improvements:** On Fremont Avenue between Valley Boulevard and Mission Road widen structure over the railroad channel/trench; add northbound lane (starting at Front Street and extending to north of Mission Road to the 1<sup>st</sup> traffic signal); add southbound lane; close Front and Shorb Streets; and add westbound lane to Mission Road to improve mobility. Also construct sidewalk, upgrade curb and gutter and street lights; realign east side of Front Street; cul-de-sac westside of Front and Shorb Streets; and sign and stripe roadway. Fremont Avenue is a major arterial and commuter route that is heavily travelled. This project will improve mobility.

**Cost Estimate: \$30,000,000**

**[Project ID# 2-2] Alhambra- I-10/New Avenue Freeway Interchange Ramp Reconfiguration Project:** Reconfigure eastbound and westbound on and off ramps to increase capacity and storage; and improve mobility. Also, close Saxon Street westbound on ramp and convert left turn lane for off ramp; close Saxon Street westbound on ramp and widen ramp for northbound new move onto to ramp; restrict Saxon westbound to new northbound only traffic; signalize Saxon Street; widen the new northbound to westbound on ramp for two lanes; widen infield at new northbound to eastbound on ramp for two lanes; sign and stripe ramp.

**Cost Estimate: \$10,000,000**

**[Project ID# 2-3] Alhambra - Railroad Channel Bridge Widening Project (Mission Road and Atlantic Boulevard):** Widen structure to add one northbound lane between Mission Road and Atlantic Boulevard to improve mobility.

**Cost Estimate: \$8,400,000**

**[Project ID# 2-5] Alhambra- Railroad Channel Bridge Widening Project (Mission Road and Garfield Avenue):** Widen structure to add one northbound lane between Mission Road and Garfield Avenue; upgrade traffic signal on structure; and install new traffic signal at the Park Street and Garfield Avenue intersection to improve mobility.

**Cost Estimate: \$8,400,000**

**[Project ID# 2-6] Pasadena - Gold Line Grade Separation at California Boulevard (Right-Of-Way Acquisition and Construction):** Purchase Right-of-Way for shoe-fly track and construction staging needed to construct the Gold Line Grade Separation Project at California Boulevard Project that was approved for funding at the December 2018 Metro Board meeting.

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

The grade separation project includes the segment of the Gold Line that intersects California Boulevard, an east-west arterial street with high traffic volumes, results in substantial delay and congestion. This at-grade crossing also contributes to a lack of pedestrian and bicycle connectivity between neighborhoods east and west of the Gold Line. The Gold Line Grade Separation Project at California Boulevard has a nexus to the I-710 North project since this at-grade crossing is in proximity to the I-710 “Gap” and grade-separating California Boulevard at the Gold Line will greatly improve traffic flow not only in the east-west direction but also in the north-south direction.

**Cost Estimate: \$125,500,000**

**[Project ID# 2-7] Pasadena - St. John Capacity Enhancement Project (Southbound I-210 Freeway to Fair Oaks Avenue and California Boulevard to Northbound I-210 Freeway):** Modify the intersections of the I-210 eastbound off ramp at California Boulevard, and westbound California Boulevard at the St. John Avenue northbound I-210 on ramp to provide dual southbound left turn movements and dual right turn movements which require roadway striping and reconfiguring lanes; resurface a portion of California Boulevard to accommodate roadway striping changes; and modify traffic signals and associated hardware at the intersection of Pasadena Avenue/California Boulevard, and the southbound I-210 off ramp at Californian Boulevard. This project will optimize traffic operations and improve mobility.

**Cost Estimate: \$2,600,000**

**[Project ID# 2-8] Rosemead - I-10/Rosemead Boulevard Freeway [Westbound] Ramp Improvements:** Reconfigure the I-10 westbound on and off ramps at Rosemead Boulevard to increase capacity. Also, provide additional lanes to increase capacity; widen the east side of Rosemead Boulevard to add an exclusive right turn lane from northbound Rosemead to easterly westbound I-10; provide an additional lane for the I-10 westbound off-ramp; add an exclusive right turn lane from westbound Glendon Way to northbound Rosemead; eliminate the left turn lane from I-10 westerly westbound off ramp to westbound Glendon Way; widen the west side of Rosemead Boulevard to provide a wider right turn lane and improve the traffic flow; reconfigure the geometrics [alignment] of west approach on Glendon Way west of Rosemead Boulevard, and provide a left turn lane from WB Glendon Way to the westbound I-10 ramp; and widen the southwest corner of Glendon Way and the I-5 westbound on ramp to accommodate right turn traffic onto the ramps.

Rosemead Boulevard is one of the busiest north-south regional corridors that extends from the 60 Freeway to the 10 Freeway, and from the 10 Freeway to the 210 Freeway. Due to the current geometric constraints and insufficient lane capacities at the Rosemead Boulevard and I-10 freeway westbound on and off ramps, significant delays are experienced throughout the day. This project will improve the traffic flow and mobility.

**Cost Estimate: \$6,000,000**

**[Project ID# 2-9] Rosemead - I-10/Walnut Grove Avenue Freeway [Westbound] Ramp Improvements:** Reconfigure the I-10 westbound on and off ramps at Walnut Grove Avenue; realign the southbound right turn lane from Walnut Grove Avenue to the westbound on ramp, and westbound lanes on the

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

ramp; modify striping on north and south approaches of Walnut Grove Avenue, and install a traffic signal; and realign the westbound on and off ramps at San Gabriel Boulevard, and install a new traffic signal.

Walnut Grove Avenue is a regional corridor that extends from the 60 Freeway to the 10 Freeway, and from the 10 Freeway north, connecting to three east-west regional corridors [Valley Boulevard, Mission Road and Las Tunas Drive]. Due to current geometric constraints, traffic exiting the westbound off ramp onto Walnut Grove Avenue is required to stop and wait for gaps in the north-south traffic before proceeding, which results in delays. This project will improve the traffic flow and mobility.

**Cost Estimate: \$6,000,000**

**[Project ID# 2-14] South Pasadena – SR-110/Fair Oaks Avenue Interchange Modifications (Right-of-Way Acquisition, Design Improvements and Construction):** Purchase the necessary Right of Way and make the necessary design refinements to construct the SR-110/Fair Oaks Avenue Interchange Modifications Project that was approved for funding at the December 2018 board meeting.

The SR-110/Fair Oaks Avenue Interchange Modifications Project includes construction of a new southbound SR-110 "hook" on ramp accessible via eastbound State Street, east of Fair Oaks Avenue; restripe northbound Fair Oaks Avenue between Grevelia Street and State Street to replace northbound left-turn lanes with a right-turn lane continuing onto a new right-turn lane to be built on the south side of State Street; and removal of the existing traffic island at the current SR-110 on-ramp; and on northbound Fair Oaks Avenue [between Hope Street and Grevelia Street] removal of the existing bulb out in order to provide a shared through and right-turn lane, and replacement of the left-turn lane with a through lane. Also, on southbound Fair Oaks Avenue [north of the existing southbound on-ramp] extend the existing right-turn lane to north of Oaklawn Street (this requires removal of the bulb out north of Mound Street); truncate Grevelia Street between Fair Oaks Avenue and Mount Avenue; widen northbound SR-110 off-ramp and restripe for two left-turn lanes, one through lane, and one right-turn lane; add a second right-turn lane on westbound Grevelia Street at Fair Oaks Avenue; construct a new southbound SR-110 "hook" on ramp accessible via eastbound State Street, east of Fair Oaks Avenue; remove bulb out on northbound Fair Oaks Avenue prior to the Orchard Supply Hardware shopping center driveway; and relocate current bus stop to the far side of intersection.

**Cost Estimate: \$32,000,000**

**PROJECT TYPE 2:** Local Street Intersection Improvement Projects

**[Project ID# 2-5] San Gabriel – San Gabriel and Marshall Street Realignment Project (Mission Drive and Las Tunas Drive Intersection Improvements):** Modify the existing offset intersection at San Gabriel Boulevard and Marshall Street by realigning the east leg to meet the west leg of Marshall Street. Valley Boulevard is a primary arterial and Marshall Street is a local arterial. The San Gabriel Boulevard and Marshall Street intersection currently operates at LOSC/F and is projected to operate at LOSD/F by 2045

**NOTE:** All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

without improvements. This intersection has experienced 12 accidents in the past three years. This project will improve traffic flow and mobility.

**Cost Estimate: \$4,900,000**

**[Project ID# 2-6] San Gabriel – San Gabriel and Valley Boulevard Intersection Improvements Project:**

Widen the San Gabriel Boulevard and Valley Boulevard intersection to add a southbound right turn pocket, a southbound right turn lane, peak hour parking restrictions; and an eastbound right turn pocket, a northbound right turn lane and extend the third lane approach. San Gabriel Boulevard and Valley Boulevard are primary arterials that carry significant regional and local traffic. The San Gabriel Boulevard and Valley Boulevard intersection currently operates at LOS F and is projected to operate at LOS F by 2045 without improvements. This intersection has experienced 16 accidents in the past three years. This project will improve traffic flow and mobility.

**Cost Estimate: \$4,400,000**

**[Project ID# 2-8] San Gabriel – Valley Boulevard and Del Mar Avenue Intersection Improvements**

**Project:** At the Valley Boulevard and Del Mar Avenue intersection, widen eastbound Valley Boulevard to add a thru lane and a right turn lane with peak hour parking restrictions. The Valley Boulevard and Del Mar Avenue intersection currently operates at LOS E and is projected to operate at LOS F by 2045 without improvements. This intersection has experienced 19 accidents in the past three years. This project will improve traffic flow and mobility.

**Cost Estimate: \$5,500,000**

PROJECT TYPE 3: Intelligent Transportation Systems [ITS] Projects

**[Project ID# 2-2] Alhambra – Fremont Avenue Traffic Signal Synchronization Project – Adaptive**

**Upgrade [North City Limit to Montezuma/I-10 Freeway]:** Upgrade traffic signals and other hardware on Fremont Avenue at 11 intersections (from the northerly city limits to Montezuma/I-10 Freeway) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Fremont Avenue is a major arterial and commuter route. This project will improve mobility along the corridor.

**Cost Estimate: \$1,400,000**

**[Project ID# 2-3] Alhambra – Garfield Avenue Traffic Signal Synchronization Project – Adaptive**

**Upgrade [Huntington Drive to I-10 Freeway]:** Upgrade traffic signals and other hardware on Garfield Avenue at 18 intersections (from Huntington Drive to the I-10 Freeway) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

intersection and real-time traffic demand and congested conditions. Garfield Avenue is a major arterial and commuter route. This project will improve mobility along the corridor.

**Cost Estimate: \$2,600,000**

**[Project ID# 2-1] Alhambra – Atlantic Boulevard Traffic Signal Synchronization Project - Adaptive Upgrade [Huntington Drive to I-10 Freeway]:** Upgrade traffic signals and other hardware on Atlantic Boulevard at 14 intersections (from Huntington Drive to the I-10 Freeway) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Atlantic Boulevard is a major arterial and commuter route. This project will improve mobility along the corridor

**Cost Estimate: \$3,600,000**

**[Project ID# 2-4] Alhambra – Main Street Traffic Signal Synchronization Project - Adaptive Upgrade [West City Limit to East City Limit]:** Upgrade traffic signals and other hardware on Main Street at 21 intersections (from the westerly city limits to the easterly city limits) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Main Street is a heavily travelled corridor. This project will improve mobility along the corridor

**Cost Estimate: \$5,400,000**

**[Project ID# 2-5] Alhambra – Mission Road Traffic Signal Synchronization Project - Adaptive Upgrade (West City Limit to East City Limit):** Upgrade traffic signals and other hardware on Mission Road at 9 intersections (from the westerly city limits to the easterly city limits) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Mission Road is a major arterial that is heavily travelled. This project will improve mobility along the corridor

**Cost Estimate: \$3,000,000**

**[Project ID# 2-6] Alhambra – Valley Boulevard Traffic Signal Synchronization Project (West City Limit to East City Limit):** Upgrade traffic signals and other hardware on Valley Boulevard at 21 intersections (from the westerly city limits to the easterly city limits) to optimize traffic signals during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Valley Boulevard is a major regional corridor that is heavily traveled. This project will improve mobility along the corridor

**Cost Estimate: \$4,600,000**

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS**[Project ID# 2-13] Monterey Park- Adaptive Traffic/Traffic Responsive Control Project:**

Install adaptive traffic/traffic responsive signal control at 34 traffic signal locations throughout Monterey on Atlantic Boulevard [17 intersections], Garfield Avenue [8 intersections] and Garvey Avenue [9 intersections] to optimize traffic signal during peak hours to improve the peak directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Atlantic Boulevard and Garfield and Garvey Avenues are major corridors used to bypass heavy freeway traffic on Routes 10, 710 and 60. This project will optimize traffic operations and improve mobility along these regional corridors.

**Cost Estimate: \$9,000,000**

**[Project ID# 2-15] Pasadena- Fair Oaks Avenue/Bellevue Drive Signalized Intersections Project:** Install a new traffic signal at Fair Oaks Avenue and Bellevue Drive and synchronize signals to facilitate platooning of traffic through the intersection. Also, this project includes adjusting adaptive traffic control signals to accommodate the new traffic signal installation and installing requisite ADA compliant curb ramps. This project will improve traffic operations and reduce the potential for pedestrian and vehicular platooning conflicts.

**Cost Estimate: \$850,000**

**[Project ID# 2-18] Pasadena – Walnut Street Corridor Signal Improvements Project:** Replace old traffic signal controller infrastructure and communication equipment along Walnut Street to reduce delay, manage speeds and collect data. Install up to 15 new signal cabinets, traffic signal controllers, video detection equipment, two CCTV cameras and 3 miles of fiber optic communication, associated hardware and software and requisite ADA compliant curb ramps. Walnut Street is used to bypass heavy traffic on the 210 freeway and on Colorado Boulevard. This project will improve traffic operations and mobility throughout the corridor.

**Cost Estimate: \$4,100,000**

**[Project ID# 2-16] Pasadena - ITS Projects and Traffic Flow Improvements Project (Within Affected SR-710 Corridors)]** Upgrade traffic signal controllers and cabinets; install fiber optics communication, dedicated short range communication and signal preemption technology at up to 55 signalized intersections along segments of Orange Grove and Colorado Boulevards, Green and Holly Streets and Hill Avenue. This project will improve traffic operations and complement the corridors in the City of Pasadena that are being updated with adaptive traffic/traffic responsive control system signal technology.

**Cost Estimate: \$3,800,000**

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

ROUND 2  
RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
SAN GABRIEL VALLEY CITIES PROJECTS

**[Project ID# 2-19] Rosemead – Adaptive Traffic/Traffic Responsive Control Project-** Install adaptive traffic/traffic responsive signal control throughout Rosemead on Garvey Avenue [9 intersections], Valley Boulevard [7 intersections], San Gabriel Boulevard [6 intersections], Walnut Grove Avenue [16 intersections] and Rosemead Boulevard [5 intersection] to optimize traffic signal timing during peak hours to improve the directional flow of traffic based on the arrival of vehicles at an intersection and real-time traffic demand and congested conditions. Garvey Avenue and Valley Boulevard are major east-west arterials used to bypass freeway traffic. This project will optimize traffic operations and improve mobility along these regional corridors.

**Cost Estimate: \$9,000,000**

**[Project ID# 2-20] Rosemead – Traffic Signal Improvements (San Gabriel Boulevard, Walnut Grove Avenue, Rosemead Boulevard and Valley Boulevard):** Implement traffic signal improvements to optimize traffic operations and improve mobility on east-west and north-south major arterials that are used to bypass freeway traffic.

San Gabriel Boulevard at four intersections: [\$3,300,000]

1. Hellman Avenue [Location 1.1]- Install eastbound/westbound protective left turn phasing and upgrade the existing traffic signal system. (approximately \$800,000)
2. Garvey Avenue [Location 1.2]- Install south bound/westbound right turn overlap phasing and upgrade the existing traffic signal system. (approximately \$1,500,000)
3. Graves Avenue [Location 1.3]- Install protected/permitted left turn phasing and upgrade the existing traffic signal system. (approximately \$500,000)
4. Rush Street [Location 1.4]- Install northbound/southbound protective left turn phasing; and eastbound/westbound protected/permitted left turn phasing; and upgrade the existing traffic signal system. (approximately \$500,000)

Walnut Grove Avenue at Mission [Location 2.1]: [\$500,000]

1. Install protected/permitted left turn phasing in all directions and upgrade the existing traffic signal system. (approximately \$500,000)

Rosemead Boulevard [Location 3.2]: [\$700,000]

2. Valley Boulevard [Location 3.2]- Install northbound/southbound right turn overlap phasing. (approximately \$700,000)

Valley Boulevard at three intersections: [\$1,500,000]

1. Muscatel Avenue [Location 4.1] - Install eastbound/westbound protected left turn phasing and upgrade the existing traffic signal system. (approximately \$500,000)
2. Ivar Avenue [Location 4.2]- Install eastbound/westbound protected left turn phasing and upgrade the existing traffic signal system. (approximately \$500,000)

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

## RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS

## SAN GABRIEL VALLEY CITIES PROJECTS

3. Mission Drive [Location4.3]- Install eastbound/westbound protected left turn phasing and upgrade the existing traffic signal system. (approximately \$500,000)

**Cost Estimate: \$6,000,000**

**[Project ID# 2-21] San Gabriel – San Gabriel Traffic Signal Improvements -Various Corridors (Del Mar Avenue, Las Tunas Drive, San Gabriel Boulevard, Valley Boulevard and Walnut Grove Avenue):** Implement traffic signal improvements to optimize traffic flow along major arterials at 30 intersections within the City of San Gabriel that are adversely impacted by the absences of a portion of the SR 710 freeway. The proposed improvements would include installing video detection, wireless traffic signal communication equipment and battery backup to various existing traffic signals. This project will improve mobility and traffic operations on regional corridors.

**Cost Estimate: \$700,000**

NOTE: All project cost estimates are subject to reevaluation based on more detailed scopes of work.



ROUND 2  
RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

**PROJECT TYPE 3:** Intelligent Transportation Systems [ITS] Projects

**[Project ID# 2-7] Los Angeles City – Soto Street & Marengo Street Traffic Signal Enhancements:**

Upgrade the traffic signal equipment at the Soto Street and Marengo Street intersection overpass and enhance the signal timing to facilitate concurrent left-turn movements onto the freeway ramps, monitor traffic flows, and respond to real-time traffic demand and congested conditions. This intersection currently experiences excessive delays during the morning and afternoon peak periods. This project will improve safety and operational efficiency.

**Cost Estimate: \$2,000,000**

**[Project ID# 2-8] Los Angeles County –1st Street Traffic Signal Synchronization Project and Intelligent Transportation Systems [ITS] Improvements (E-W):** On 1<sup>st</sup> Street, install fiber optics and upgrade traffic signal infrastructure, software, and communications equipment to enhance remote traffic signal monitoring, and management of traffic signals and bus signal priority. This project will improve mobility within the corridor.

**Cost Estimate: \$6,200,000**

**[Project ID# 2-9] Los Angeles County –Cesar Chavez Avenue Traffic Signal Synchronization Project [TSSP] and Intelligent Transportation Systems [ITS] Improvements (E-W):** Synchronize traffic signals on Cesar Chavez Avenue, between Lorena and Vancouver streets; install intersection-level communications to improve traffic flow; implement traffic signal/controller upgrades [as required by federal and state guidelines]; and, if necessary, upgrade countdown pedestrian heads and pedestrian push buttons; install bicycle detection, modify signing and striping of crosswalks and curb ramp; and improve timing along the corridor to improve traffic operations and mobility.

**Cost Estimate: \$5,500,000**

**Project ID# 2-10] Los Angeles County –East Los Angeles Intelligent Transportation Systems [ITS] Enhancements:** At various locations along Beverly Boulevard, Union Pacific Avenue, 3rd Street, Pomona Boulevard, and Garfield Avenue, upgrade 2070 controllers with next generation firmware; install wireless communications equipment, and other related traffic signal infrastructure, software, and CCTV cameras to enhance remote traffic signal monitoring and management of traffic signals. This project will improve mobility within the corridor.

**Cost Estimate: \$800,000**

**NOTES:**

- 1) LA City and LA County may identify other transportation improvements as the scopes of these projects are better refined.
- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

**[Project ID# 2-11] Los Angeles County –Olympic Boulevard ITS Improvements (E-W):** On Olympic Boulevard, from Ditman Avenue to Concourse Avenue, install fiber optics and intersection-level communications; and upgrade 2070 controllers with next generation firmware to enhance traffic signal operations. This project will optimize traffic operations and improve mobility within the corridor.

**Cost Estimate: \$2,900,000**

**[Project ID# 2-12] Los Angeles County –Whittier Boulevard ITS Improvements (E-W):** Install fiber optics on Whittier Boulevard, from Alma Avenue to Saybrook Avenue, to enhance remote traffic signal monitoring, and facilitate connection to the LA County Advanced Transportation Management System. This project will optimize traffic operations and improve mobility within the corridor.

**Cost Estimate: \$2,200,000**

PROJECT TYPE 4: Transit Projects

**[Project ID# 2-2] Los Angeles City - DASH El Sereno /City Terrace Route Expansion & Bus Stop Enhancements:** Expand route to connect to Indiana/3<sup>rd</sup> Metro Station and transit infrastructure improvements and pedestrian access enhancements to El Sereno/City Terrace route to accommodate transit dependent populations. The DASH is a local community shuttle that is heavily utilized by residents for short trips [under 3 miles] reported to be 40% of the trips in several unincorporated East Los Angeles communities. This project will increase transit ridership and connectivity; and improve access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers].

**Cost Estimate: \$2,000,000**

**[Project ID# 2-3] Los Angeles City - DASH Highland Park / Eagle Rock Bus Stop Enhancements:** Implement transit infrastructure improvements and pedestrian access enhancements to the Highland Park/Eagle Rock route to accommodate transit dependent populations. The DASH is a local community shuttle that is heavily utilized by residents for short trips [under 3 miles] reported to be 40% of the trips in several unincorporated East Los Angeles communities. This project will increase transit ridership and connectivity; and improve access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers].

**Cost Estimate: \$1,500,000**

**[Project ID# 2-4] Los Angeles City - Eagle Rock Boulevard Multi-Modal Transportation Improvements:** On Eagle Rock Boulevard, between Colorado and York Boulevards, implement mobility and access

NOTES:

- 1) LA City and LA County may identify other transportation improvements as the scopes of these projects are better refined.
- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

improvements; pedestrian access enhancements and transit infrastructure improvements to improve mobility and access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers], and reduce the potential for vehicle and pedestrian conflicts.

**Cost Estimate: \$16,362,000**

**[Project ID# 2-5] Los Angeles City - Eastern Avenue Multi-Modal Transportation Improvements:** On Eastern Avenue, between Huntington Drive and Valley Boulevard, implement mobility and access improvements; pedestrian access enhancements and transit infrastructure improvements to improve mobility and access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers], and reduce the potential for vehicle and pedestrian conflicts.

**Cost Estimate: \$16,388,000**

**[Project ID# 2-6] Los Angeles City - Huntington Drive Multi-Modal Transportation Improvements:** On Huntington Drive, between Mission Drive and Kendall Avenue in Los Angeles, implement mobility and access improvements; pedestrian access enhancements; transit infrastructure improvements and a dedicated Bus Rapid Transit route; and reconfigure the intersection of Huntington Drive and Monterey Road to improve mobility, and provide better access to the transit hub near the intersection. This project will increase transit service, connectivity, ridership; and improve access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers].

**Cost Estimate: \$17,000,000**

**[Project ID# 2-7] Los Angeles City - Valley Boulevard Multi-Modal Transportation Improvements:** Design and construct multimodal corridor improvements along Valley Boulevard which may include a Bus Rapid Transit (BRT) route and active transportation safety and accessibility enhancements. On Valley Boulevard, between Soto Street and the 710 Freeway ramps, implement mobility and access improvements; pedestrian access enhancements; transit infrastructure improvements and a dedicated Bus Rapid Transit route [2.4-mile portion] to improve mobility in the corridor and provide better access to and from the hillside communities and beyond. This project will increase transit service, connectivity, ridership; and improve access to key destinations [employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers]. Coordination with Metro and Los Angeles County will be needed to design and construct the project.

**Cost Estimate: \$34,100,000**

NOTES:

- 1) LA City and LA County may identify other transportation improvements as the scopes of these projects are better refined.
- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

**[Project ID# 2-8] Los Angeles County - El Sol Shuttle Service Improvements:** Expand service for El Sol Shuttle by adding and upgrading the existing equipment and fleet. In this area, the demand for transit service exceeds the existing shuttle capacity leaving few options for those without access to alternate means of transportation in this low car ownership community. This project will increase transit capacity and improve service reliability for transit dependent residents in communities that rely on the El Sol Shuttle to reach key destinations [i.e. employment centers, markets, educational facilities, healthcare facilities, parks and recreational centers].

**Cost Estimate: \$18,185,000**

**[Project ID# 2-9] Los Angeles County - Cesar Chavez Avenue Mobility Improvements:** On Cesar Chavez Avenue, in unincorporated East Los Angeles, implement mobility and access improvements which could include pedestrian access enhancements; a pilot program for a dedicated bus lane; and transit infrastructure improvements to increase pedestrian access to transit services, minimize pedestrian and vehicle conflicts, and increase overall transportation mobility through the enhancement of transit services in this transit dependent community.

**Cost Estimate: \$7,900,000**

**[Project ID# 2-10] Los Angeles County - Olympic Boulevard Mobility Improvements:** On Olympic Boulevard, in unincorporated East Los Angeles, implement mobility and access improvements which could include pedestrian access enhancements; a pilot program for a dedicated bus lane; and transit infrastructure improvements to increase pedestrian access to transit services, minimize pedestrian and vehicle conflicts, and increase overall transportation mobility through the enhancement of transit services in this transit dependent community.

**Cost Estimate: \$6,750,000**

**[Project ID# 2-11] Los Angeles County - Wellness Shuttle Fleet Upgrade and Expansion Project:** Expand and upgrade the existing Wellness Shuttle fleet. In this area, the demand for transit service exceeds the existing shuttle capacity leaving few options for those without access to alternate means of transportation in this low car ownership community. This project will increase transit capacity and improve service reliability for transit dependent residents in communities that rely on the Wellness Shuttle to access health and wellness destinations [i.e. medical centers (USC, White Memorial), senior centers and recreational facilities]. This project will also increase transit connectivity to the DASH and the Metro Gold Line Soto Station, further enhancing sub-regional and regional mobility.

**Cost Estimate: \$9,485,000**

**[Project ID# 2-12] Los Angeles County - Whittier Boulevard Mobility Improvements:** On Whittier Boulevard, in unincorporated East Los Angeles, implement mobility and access improvements which could include pedestrian access enhancements; a pilot program for a dedicated bus lane; and transit

NOTES:

- 1) LA City and LA County may identify other transportation improvements as the scopes of these projects are better refined.
- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

infrastructure improvements to increase pedestrian access to transit services, minimize pedestrian and vehicle conflicts, and increase overall transportation mobility through the enhancement of transit services in this transit dependent community.

**Cost Estimate: \$8,250,000**

PROJECT TYPE 5: Active Transportation Projects

**[Project ID# 2-2] Los Angeles City - El Sereno Active Transportation Project & Transit Connectivity Enhancements:** Implement mobility and access improvements; pedestrian access enhancements and transit infrastructure improvements or better access to local circulators, Metro [bus service] and the regional transit hub at California State University, Los Angeles along corridors in El Sereno neighborhoods that include Alhambra Avenue [between the city limit and Valley Boulevard], Marianna Avenue [between Valley Boulevard and the City limit], and Huntington Drive south [between Huntington Drive North and Minto Court], and Beatie Place [between Bohlig Road and Lafler Road]. This project will increase transit connectivity, ridership, and access to and from hillside communities and beyond.

**Cost Estimate: \$6,000,000**

**[Project ID# 2-3] Los Angeles City - Northeast Los Angeles Active Transportation & Transit Connectivity Enhancements:** Implement mobility and access improvements and improve active transportation access to transit stops along Marengo Street [Mission Road to Soto Street], North Figueroa Street [York to Colorado Boulevards], York Boulevard [Eagle Rock Boulevard to Pascual Avenue] and Yosemite Drive [Eagle Rock Boulevard to North Figueroa Street], and Arroyo Seco Bike Path [Arroyo Verde Street to Northern City Limit]. This project will increase transit connectivity, ridership, and access to key destinations.

**Cost Estimate: \$5,000,000**

**[Project ID# 2-4] Los Angeles County - Atlantic Boulevard Mobility Improvements:** On Atlantic Boulevard in unincorporated East Los Angeles, between SR 60 and Telegraph Road, implement mobility and access improvements, which could include intersection improvements; lane reconfigurations; and signal timing changes to increase pedestrian accessibility and reduce the potential for vehicle and pedestrian conflicts.

**Cost Estimate: \$5,000,000**

**[Project ID# 2-5] Los Angeles County - East Los Angeles Mobility Hub Project:** At designated locations in unincorporated East Los Angeles, provide rideshare, transit and active transportation user amenities

NOTES:

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- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

(such as shelters, seating, information displays, wayfinding signage, etc.) and implement mobility and access improvements for users of transit (buses), autos and non-motorized vehicles (bikes, scooters) to improve access to key destinations.

**Cost Estimate: \$2,000,000**

**[Project ID# 2-6] Los Angeles County - East Los Angeles Pedestrian Accessibility Improvements:**

Implement mobility and enhanced pedestrian accessibility on designated corridors and/or intersections to improve access for transit and active transportation users to employment centers, markets, educational facilities, healthcare facilities, and parks and recreational centers.

**Cost Estimate: \$2,500,000**

**[Project ID# 2-7] Los Angeles County - East Los Angeles Vision Zero Enhancements:** Implement access improvements and pedestrian access enhancements on designated corridors and/or intersections which could include 1<sup>st</sup> Street, Arizona Avenue, Atlantic Boulevard, Cesar Chavez Avenue, City Terrace Drive, Eastern Avenue, Ford Boulevard, Indiana Avenue, Olympic Boulevard, Whiteside Street and Whittier Boulevard. These improvements may include, but are not limited to, traffic signal upgrades; protected left turn signal phasing; high-visibility crosswalks; pedestrian signal interval timing enhancements and pedestrian activated warning beacons to reduce pedestrian and vehicle conflicts and increase accessibility to transit services.

**Cost Estimate: \$10,000,000**

**[Project ID# 2-8] Los Angeles County - Eastern Avenue Mobility Improvements:** On Eastern Avenue in unincorporated East Los Angeles, implement mobility and access improvements which could include pedestrian access enhancements; transit amenities; and active transportation programs to increase pedestrian access to transit services, minimize pedestrian and vehicle conflicts, and increase overall transportation mobility through the enhancement of transit services in this transit dependent community.

**Cost Estimate: \$5,000,000**

**Project ID# 2-9] Los Angeles County - Floral Drive Pedestrian and Roadway Improvements:** On Floral Drive, at designated intersections and/or segments of road, implement mobility and access improvements, and active transportation programs to increase pedestrian access to transit services, minimize pedestrian and vehicle conflicts, and increase overall transportation mobility through the enhancement of transit services in this transit dependent community.

**Cost Estimate: \$5,000,000**

**[Project ID# 2-10] Los Angeles County - LA County +USC Medical Center Mobility Improvements**

NOTES:

- 1) LA City and LA County may identify other transportation improvements as the scopes of these projects are better refined.
- 2) All project cost estimates are subject to reevaluation based on more detailed scopes of work.

## ROUND 2

RECOMMENDED MOBILITY IMPROVEMENTS PROJECT DESCRIPTIONS  
CITY AND COUNTY OF LOS ANGELES PROJECTS

**(Valley Boulevard Multi-Modal Transportation Improvements):** Design and construct multimodal corridor improvements along Valley Boulevard which may include a Bus Rapid Transit (BRT) route and active transportation safety and accessibility enhancements as well as additional necessary infrastructure upgrades along Valley Boulevard. This would include various improvements to the Los Angeles County + USC Medical Center including enhancements to the Silver Line Bus Stop as well as improvements along Valley Blvd, San Pablo St, Marengo St and other streets in the vicinity. Coordination with Metro and Los Angeles City will be needed to design and construct the project. This project would also include coordinating with UPRR and other stakeholders to process the acquisition of necessary right-of-way to accommodate sidewalks and transit stop amenities; and grade crossing improvements at Boca Avenue, Vineburn Avenue and San Pablo Street.

**Cost Estimate: \$30,000,000**

**[Project ID# 2-11] Los Angeles County - Micro-Mobility Program and Infrastructure Improvements:** At designated locations in unincorporated East Los Angeles, implement mobility and access improvements for communities with low car ownership that rely heavily on active transportation programs to travel.

**Cost Estimate: \$2,500,000**

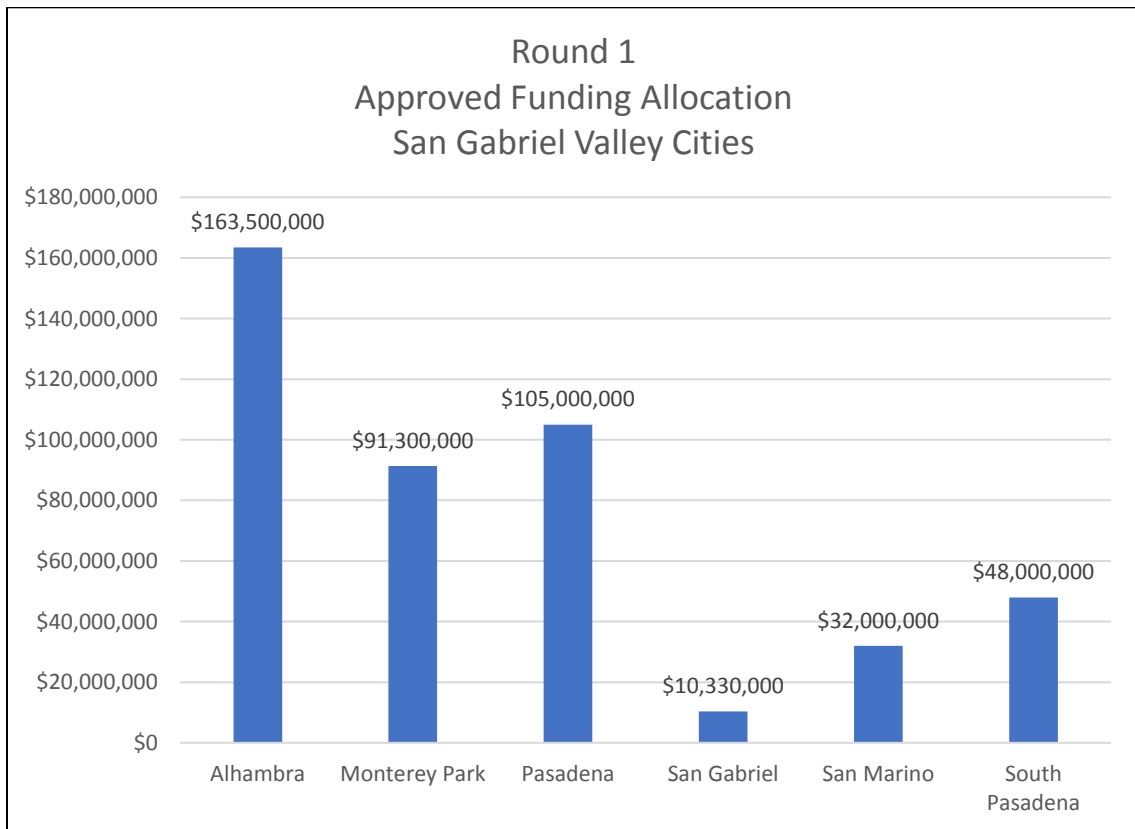
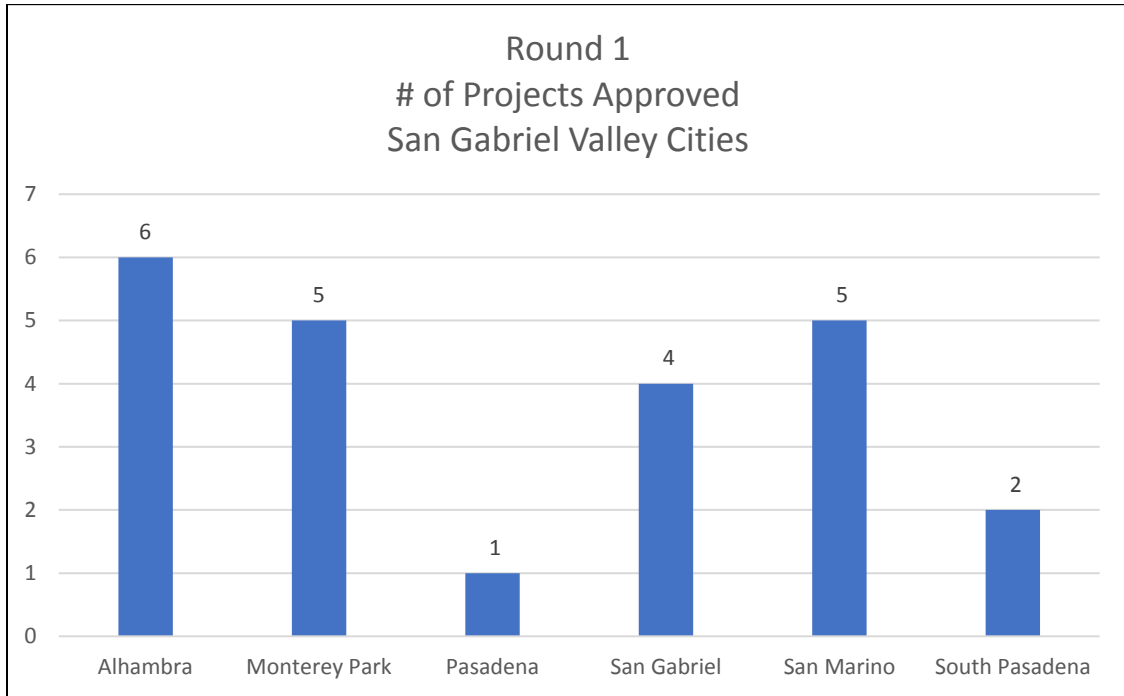
**[Project ID# 2-12] Los Angeles County - Safe Routes to Schools Infrastructure Enhancements:** Implement mobility, enhanced pedestrian accessibility and signal interval timing at intersections on designated corridors in proximity to schools and neighborhoods to reduce pedestrian and vehicle conflicts and improve access for transit and active transportation users.

**Cost Estimate: \$2,500,000**

NOTES:

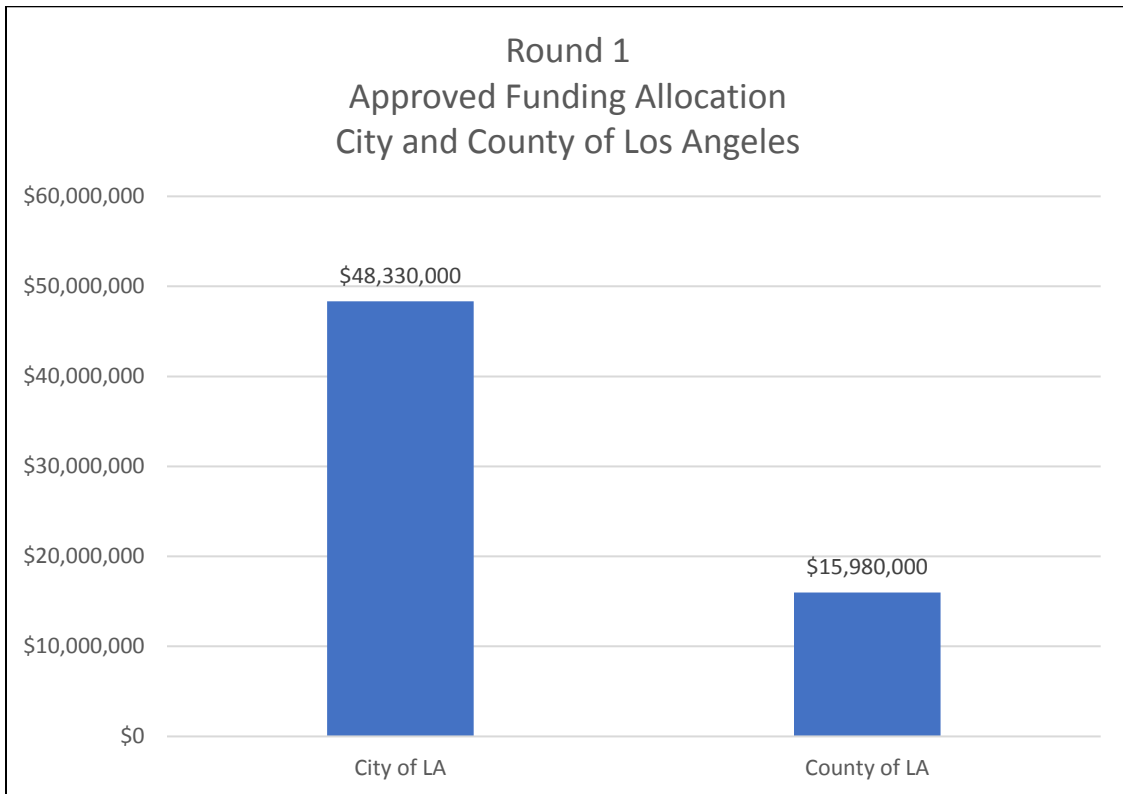
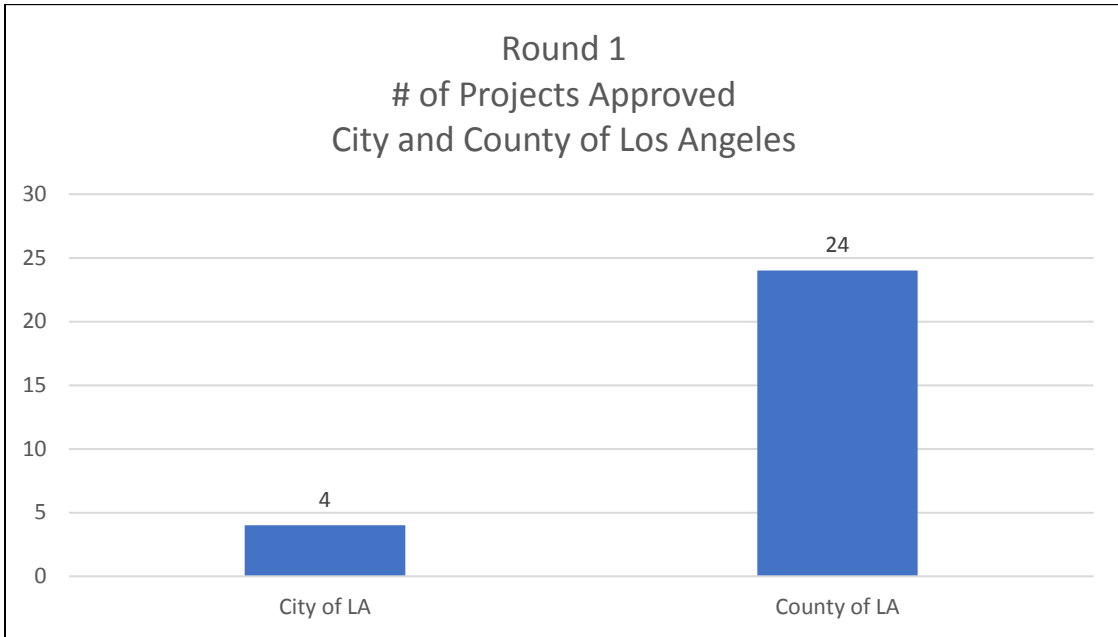
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RECOMMENDED PROJECTS AND FUNDING ALLOCATIONS SUMMARIES  
BY PROJECT SPONSOR

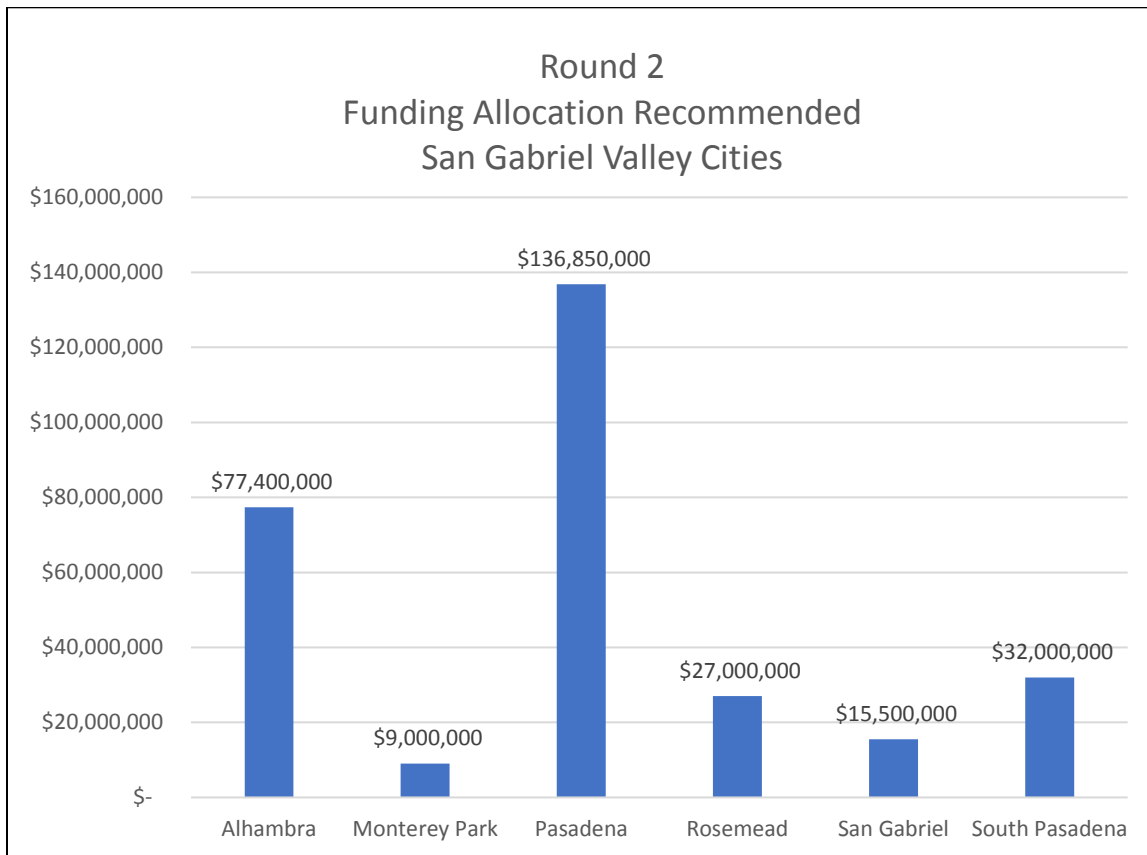
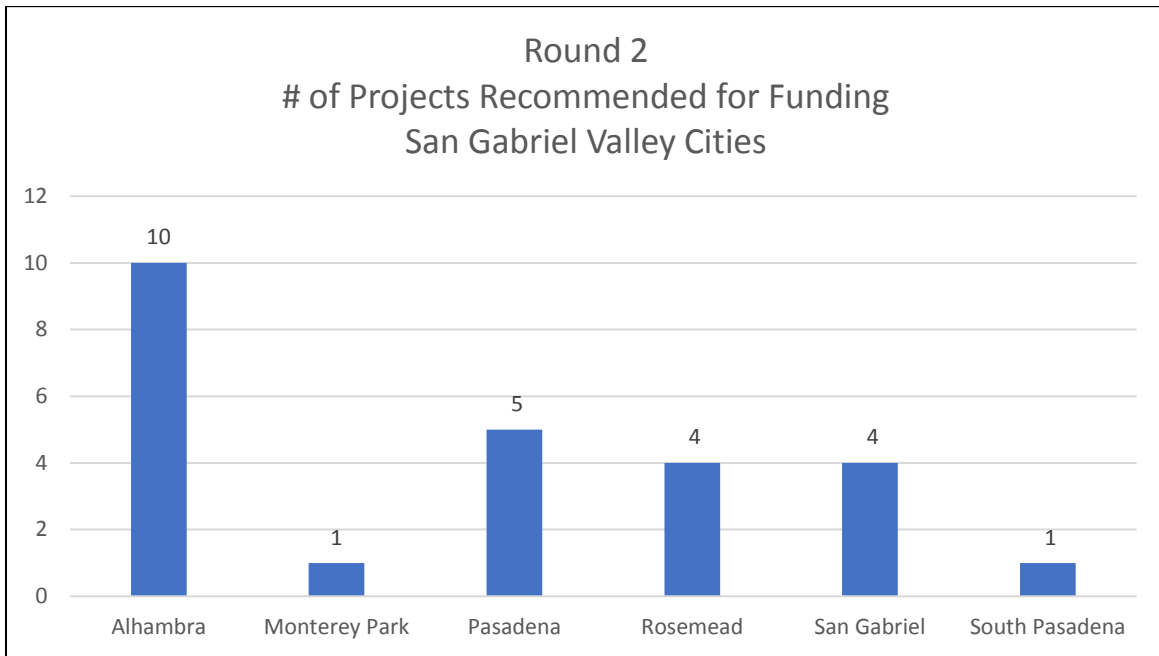




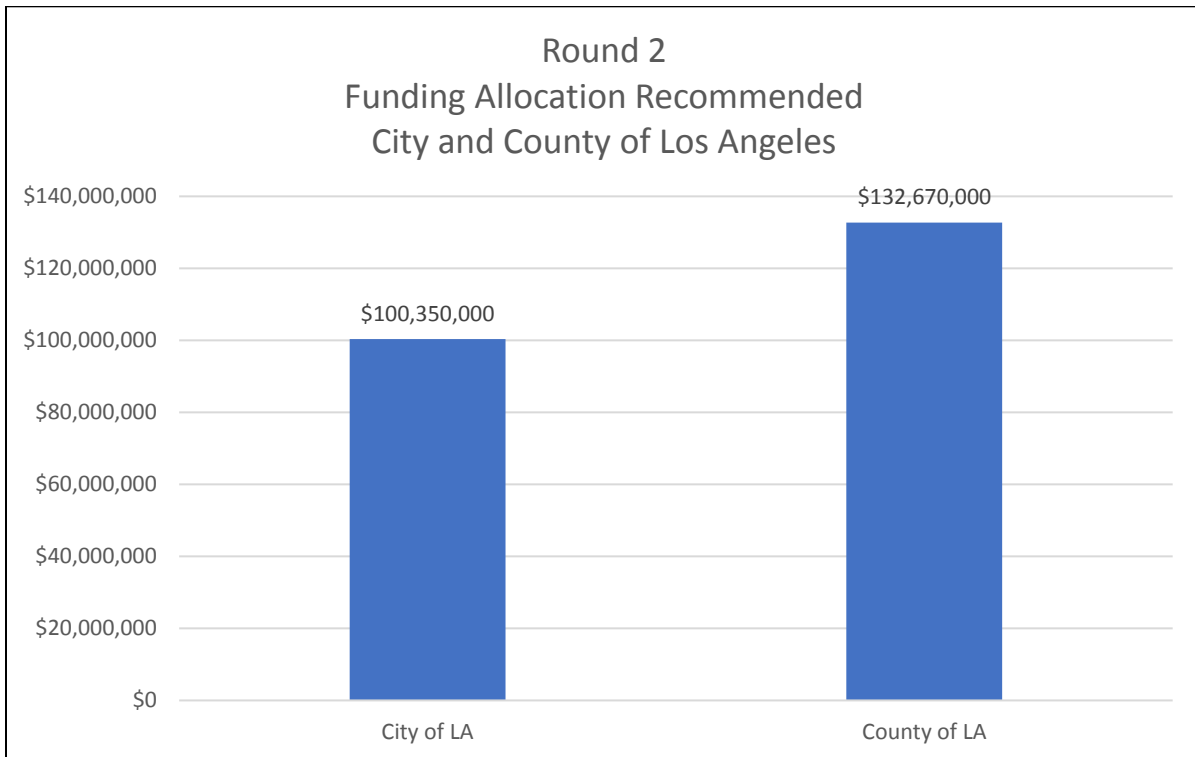
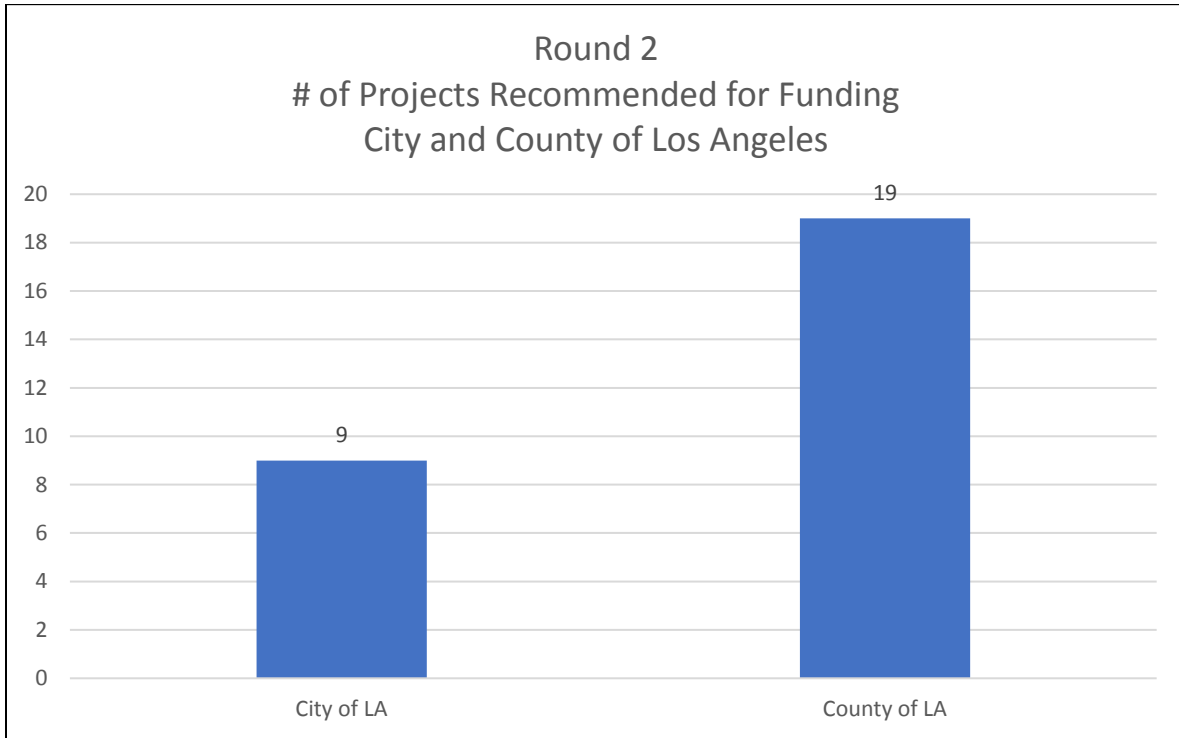
RECOMMENDED PROJECTS AND FUNDING ALLOCATIONS SUMMARIES  
BY PROJECT SPONSOR



RECOMMENDED PROJECTS AND FUNDING ALLOCATIONS SUMMARIES  
BY PROJECT SPONSOR



RECOMMENDED PROJECTS AND FUNDING ALLOCATIONS SUMMARIES  
BY PROJECT SPONSOR



**Board Report**

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**File #:** 2019-0485, **File Type:** Contract**Agenda Number:** 17.

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**FINANCE, BUDGET AND AUDIT COMMITTEE  
SEPTEMBER 18, 2019****SUBJECT: GROUP INSURANCE PLANS****ACTION: RENEW GROUP INSURANCE POLICIES****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to renew existing group insurance policies covering Non-Contract and AFSCME employees, including the life and disability coverage for Teamster employees, for the one-year period beginning January 1, 2020.

**BACKGROUND**

Our health insurance plans are part of the total compensation package that helps attract and retain qualified employees, as well as provide existing employees a foundation to maintain or improve health. Los Angeles County Metropolitan Transportation Authority (LACMTA), including the Public Transportation Services Corporation (PTSC), seeks to offer benefit plans that promote efficient use of health resources and are cost effective for the company and our employees.

**DISCUSSION**

The Non-Contract Group Insurance Plan, a flexible benefits program, was implemented in August 1994. Roughly 99% of the employees covered by the benefit plans are PTSC employees. On an annual basis, employees are encouraged to review their enrollment and may choose medical, dental, vision, supplemental life, long-term disability, and accidental death and dismemberment plans that meet their needs. Alternatively, employees may opt to waive medical and/or dental coverage and receive a taxable cash benefit, provided proof of other medical coverage is submitted and the employee does not obtain subsidized coverage from an exchange. Employees may also participate in the flexible spending accounts, a vehicle to pay for certain out-of-pocket healthcare and dependent care expenses on a pre-tax basis. The overall premium cost is an increase of 1.63% for calendar year 2020. This reflects over \$2.02 million in negotiated reductions from the initial renewal quotes. The recommended medical, dental, and vision premiums are shown on Attachment A. As previously established by the Chief Executive Officer, Non-Contract and AFSCME employees contribute 10% of the actual premium for each medical and dental plan selected. The monthly employee contributions are shown in Attachment B.

**DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no impact on safety of our patrons our employees.

### **FINANCIAL IMPACT**

Funding for the Non-contract and AFSCME group insurance plans is included in each department's FY20 budget and on the balance sheet for accrued retiree medical liabilities. Based on the current employee participation by plan, estimated employer costs of \$53.6 million are expected to be within the adopted budget of \$66.7 million.

#### **Impact to Budget**

A potential impact to future budgets is the implementation of the 40% excise tax (Cadillac Tax), which is a part of Health Care Reform and continues to be postponed with a revised effective date of 2022. Changes to plan design are not recommended at this time, but we will continue to monitor regulatory requirements and evaluate plan provisions such as copays, out-of-pocket maximums and other features in order to mitigate exposure to the excise tax should it be implemented. The Cadillac Tax is intended to be assessed on the cost of coverage for health plans that exceed an annual limit, currently set at \$10,200 for individual coverage and \$27,500 for family coverage. For fully-insured plans like ours, the excise tax is the responsibility of the insurance carrier, though it is anticipated that carriers will pass these costs back to the employer.

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

Recommendation supports strategic plan Goal #5 (Provide responsive, accountable, and trustworthy governance). By providing employee benefit plans supports the health and wellness, thereby allowing employees to focus on achieving the strategic goals of the agency.

### **ALTERNATIVES CONSIDERED**

With the favorable renewal on the plans for 2020, the postponement of the Excise Tax, and the general uncertainty over healthcare at this time, it is recommended that the current plan designs be renewed, thereby avoiding provider access/disruption for 2020.

The Board could decide to self-insure and self-administer health benefits. However, this is not recommended due to the resources required to establish the medical expertise and operational infrastructure required to review and process claims as well as the liability that would be assumed.

### **NEXT STEPS**

Upon Approval, staff will conduct annual open enrollment for Non-Contract, AFSCME and Teamster employees during November 2019 and implement elections effective January 1, 2020.

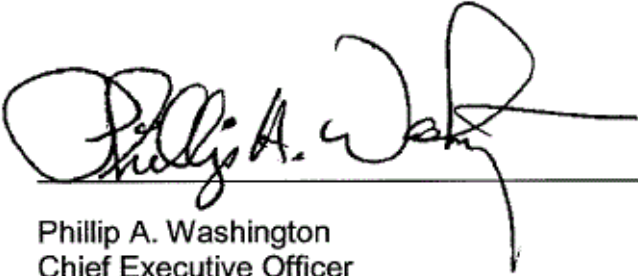
### **ATTACHMENTS**

Attachment A - Monthly Premium Rates

Attachment B - Monthly Employee Contributions

Prepared by: Jan Olsen, Director, Pension & Benefits 213-922-7151  
Teyanna Williams, Executive Officer, Labor & Employee Services  
213-922-5580

Reviewed by: Joanne Peterson, Chief Human Capital & Development Officer  
213-418-3088



Phillip A. Washington  
Chief Executive Officer

## Proposed Monthly Premium Rates

| Provider                       | Coverage Option | CY 2019    | CY 2020    | %Change | Est # of Employees (1/1/20) |
|--------------------------------|-----------------|------------|------------|---------|-----------------------------|
| Blue Cross (PPO)               | Single          | \$1,226.77 | \$1,312.65 | 7.00%   | 228                         |
|                                | Couple          | \$2,469.47 | \$2,642.36 | 7.00%   | 218                         |
|                                | Family          | \$3,312.26 | \$3,544.15 | 7.00%   | 299                         |
| Blue Cross (HMO)               | Single          | \$775.57   | \$775.57   | 0.00%   | 89                          |
|                                | Couple          | \$1,628.68 | \$1,628.68 | 0.00%   | 68                          |
|                                | Family          | \$2,326.53 | \$2,326.53 | 0.00%   | 170                         |
| Kaiser (HMO)                   | Single          | \$671.35   | \$646.70   | -3.67%  | 419                         |
|                                | Couple          | \$1,342.70 | \$1,293.40 | -3.67%  | 269                         |
|                                | Family          | \$1,899.92 | \$1,830.16 | -3.67%  | 483                         |
| Delta Dental (PPO)             | Single          | \$53.02    | \$53.02    | 0.00%   | 443                         |
|                                | Couple          | \$92.15    | \$92.15    | 0.00%   | 467                         |
|                                | Family          | \$138.47   | \$138.47   | 0.00%   | 731                         |
| DeltaCare (DHMO)               | Single          | \$20.21    | \$20.21    | 0.00%   | 108                         |
|                                | Couple          | \$36.71    | \$36.71    | 0.00%   | 61                          |
|                                | Family          | \$54.32    | \$54.32    | 0.00%   | 124                         |
| Dental Health Services (DHMO)  | Single          | \$16.82    | \$16.82    | 0.00%   | 81                          |
|                                | Couple          | \$32.60    | \$32.60    | 0.00%   | 46                          |
|                                | Family          | \$49.15    | \$49.15    | 0.00%   | 122                         |
| Vision Service Plan            | Single          | \$10.15    | \$9.99     | -1.54%  | 304                         |
|                                | Couple          | \$14.68    | \$14.45    | -1.54%  | 308                         |
|                                | Family          | \$26.30    | \$25.90    | -1.54%  | 497                         |
| Voluntary Waiver of Coverage:* |                 |            |            |         |                             |
| Medical                        |                 | \$248.00   |            |         | 189                         |
| Dental                         |                 | \$36.00    |            |         | 97                          |

\* Waiver of Medical coverage requires proof of alternative coverage.

## **Proposed Monthly Employee Contributions**

| <b>Provider</b>               | <b>Coverage Option</b> | <b>NC &amp; AFSCME Employee Contribution (Current)</b> | <b>NC &amp; AFSCME Employee Contribution (Proposed) Effective 1/1/20</b> | <b>Change</b> |
|-------------------------------|------------------------|--|--|---------------|
| Blue Cross (PPO)              | Single                 | \$123.00   | \$131.00   | \$ 8.00       |
|                               | Couple                 | \$247.00   | \$264.00   | \$17.00       |
|                               | Family                 | \$331.00   | \$354.00   | \$23.00       |
| Blue Cross (HMO)              | Single                 | \$78.00  | \$78.00  | \$0.00        |
|                               | Couple                 | \$163.00   | \$163.00   | \$0.00        |
|                               | Family                 | \$233.00   | \$233.00   | \$0.00        |
| Kaiser (HMO)                  | Single                 | \$67.00  | \$65.00  | -\$2.00       |
|                               | Couple                 | \$134.00   | \$129.00   | -\$5.00       |
|                               | Family                 | \$190.00   | \$183.00   | -\$7.00       |
| Delta Dental (PPO)            | Single                 | \$5.00   | \$5.00   | \$0.00        |
|                               | Couple                 | \$9.00   | \$9.00   | \$0.00        |
|                               | Family                 | \$14.00  | \$14.00  | \$0.00        |
| DeltaCare (DHMO)              | Single                 | \$2.00   | \$2.00   | \$0.00        |
|                               | Couple                 | \$4.00   | \$4.00   | \$0.00        |
|                               | Family                 | \$5.00   | \$5.00   | \$0.00        |
| Dental Health Services (DHMO) | Single                 | \$2.00   | \$2.00   | \$0.00        |
|                               | Couple                 | \$3.00   | \$3.00   | \$0.00        |
|                               | Family                 | \$5.00   | \$5.00   | \$0.00        |
| Vision Service Plan           | Single                 | \$1.00   | \$1.00   | \$0.00        |
|                               | Couple                 | \$1.00   | \$1.00   | \$0.00        |
|                               | Family                 | \$3.00   | \$3.00   | \$0.00        |

Non-Contract and AFSCME Employees contribute 10% (rounded to the nearest whole dollar) towards their individually selected plan's medical and dental premiums





## Board Report

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File #: 2019-0294, File Type: Informational Report

Agenda Number: 36.

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### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 19, 2019

**SUBJECT: UNDERSTANDING HOW WOMEN TRAVEL**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on How Women Travel Study (Attachment B).

#### **ISSUE**

Although women comprise over half of all transit ridership in Los Angeles County, their mobility needs, concerns, and preferences have not been critically accounted for in the way our transportation systems are planned. In seeking to understand how women travel, Metro is taking an important first step towards easing the disproportionate efforts women put in to making the transportation system work for them by identifying mobility barriers and challenges women face.

#### **BACKGROUND**

Metro's Women and Girls Governing Council found that Metro either does not collect or when collected, does not disaggregate its data by gender to understand the unique travel patterns and preferences of women. Metro has limited information on how women travel, which limits the consideration of women's unique needs during planning, design, and operation of our system. Historically, transportation planning is seen as gender neutral, it equally benefits both men and women and that there are no significant differences between mobility needs and patterns. In reality, women experience mobility differently.

The purpose of gathering & analyzing gender-disaggregated data (separating data by gender) is to have access to Metro/Los Angeles County-specific research and data that really reflects how women travel to make informed decisions and ensure that applicable departments at Metro are utilizing gender specific data to implement service changes and improvements. This study explored the experiences of women traveling by Metro through an analysis of existing data sources, such as on-board surveys, and innovative new data sources.

#### **DISCUSSION**

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The core finding of all existing evidence is that women are responsible for a disproportionate share of the household's transportation burden while at the same time having more limited access to available means of transportation. According to a number of studies, gender differences in travel patterns are mainly accounted for by the division of roles in the labor market and in the family, which affects women's employment conditions, income levels and mobility needs. Many studies have shown that, in addition to the persistent gender wage gap, women pay more for goods and services than men. Transportation is no different. The "pink tax" does not only apply to the added cost of finding safe means of travel at night, it includes all the ways that women put in extra time and effort to make transportation work for them.

The findings from Understanding How Women Travel about women's mode choices, how likely they are to travel with others in their care, and their complex trip-chaining patterns could all inform adjustments to Metro's fare policy to make it more equitable towards women and more cost-competitive with driving and carpooling. The findings about women's trip purposes and primary responsibility for household errands could all inform the way transit vehicles, transit stations, and bus stops are designed, so that space for traveling with others and carrying bags and other belongings could be better accommodated. Findings about when women are traveling, and average trip lengths could inform new service offerings that meet a mid-day peak travel demand and provide better direct connections over long distances while minimizing transfers.

### **Study Methods**

A comprehensive and creative approach was required to understand how and why women travel in Los Angeles County. Framed by core social justice principles and methods, the project team used both conventional and innovative data collection methods that effectively captured "hard-to-reach" populations and embodied the project's intersectional approach to gender.

Conventional methods that provide quantitative findings about women's travel behavior included:

- Analysis of nine **existing data sources** from Metro and the National Household Travel Survey revealed gendered preferences and trends in travel behavior and transit ridership
- Understanding **How Women Travel survey** completed by 2,600 respondents, oversampling women and transit riders
- Three **focus groups** allowed for open conversation around sensitive topics and added nuance to our understanding of gender differences in travel

Innovative methods that offer qualitative findings about the experience of women traveling by Metro included:

- Over 100 hours of **participant observations** on 19 Metro routes provide insight into how women are using Metro's services
- Three **participatory workshops** creatively engaged the most loyal - and most vulnerable-core Metro riders: women with disabilities, women experiencing homelessness, and women who are immigrants
- Three **pop-up engagements** at key metro rail stations expanded our data collection to catch every-day riders, in the process of using Metro's services, to hear what makes their ride easy

or difficult

### **Study Highlights**

**Overall Travel Behavior Trends** - Exploring women's overall travel patterns on all modes allows Metro to have a better understanding of women's trip-making patterns. By looking at the travel choices women are making outside the Metro system, Metro can better understand existing gaps in service and increase the attractiveness of transit as an option by aiming to serve the primary travel preferences and patterns exhibited by women regardless of mode.

- Across all modes, more women are making many trips (7 or more) per day than men and more women than men are not making any trips per day. This means women may experience more exposure to travel burdens (cost, stress, or safety risks), or may be more likely to be isolated or disconnected from the opportunities that travel affords.
- Women in Los Angeles also make shorter trips than men, which is potentially driven by workforce participation rates, location of employment opportunities, and taking household-serving trips that tend to be more localized.
- Women are more likely to live in a car-free or car-light household.
- Women in Los Angeles make shorter trips than men, women's trips have more varied destinations and are more likely to serve the needs of someone else.
- Women are more likely to trip chain or make more stops along the way and have an additional travel peak at around 2pm in addition to the morning and evening peaks.

**Overall Transit Travel Behavior Trends** - Metro has an opportunity to improve services for women already riding the system. Currently, more than half of all bus and rail riders are women. The burdens (time and financial) and safety risks of transit travel, as well as the benefits of transit travel, are more pronounced for women, as they make up the majority of Metro's customers and as they ride transit frequently.

- Women account for a larger share of Metro bus and rail ridership now than they did in 2010, while male ridership has decreased.
- Almost 90% of all female riders who use the system, ride more than three days per week.
- 57% of women bring their children on transit.
- Women ride transit because they do not have a car, because they want to avoid traffic, or because they do not have a license. Two of these three reasons indicate that women who ride transit do so because they have fewer transportation options and may have less access to economic opportunities as a result.

- Women in Los Angeles are also more likely than men to travel mid-day, with a travel peak around 2 PM when transit service may be reduced.
- Women are more likely than men to use TNCs for trips that transit does not serve.
- Women are more likely than men to take short transit trips, with trips under 10 miles accounting for 74% of women's transit travel and 67% of men's.

These travel behavior findings point towards many opportunities to adjust the services provided by Metro to better meet the travel needs expressed by those who are using transit.

**Safety** - Women feel unsafe on public transit, and it is impacting how often they ride, when they ride, and if they ride at all. Among women, safety on transit is a top concern voiced across every mode of data collection, and their concerns center around harassment and personal security, as well as physical safety and design of vehicles, stations, and stops.

- Based on the How Women Travel survey, the top reason that women find it difficult to ride transit is they do not feel it is safe. While 60% of female riders who participated in the survey feel safe riding Metro during the day, that number plummets to just 20% at night. Safety perceptions for waiting and walking to the stop or station were even lower.
- Two-thirds of female riders believe there are too few transit police on board the system; however, in our conversations during focus groups, workshops, and pop-up events, it was clear that riders have a more complex view of security staffing. Some felt that police were slow to react or ineffective when issues did arise, while others felt that police were too aggressive or too quick to brandish weapons.
- 1/4 of women bus riders and 1/3 of women rail riders report experiencing sexual harassment in the past six months.
- When asked what would make them feel safer on Metro, both current and previous riders cited "lighting" and "other people nearby."

Studies have shown that transit agencies should adopt a "whole journey" approach to improve safety on transit focusing on the safety measures for riders walking to and from a bus/station stop, park and rides, bus stop locations, waiting for and riding the bus/trains. The fear of being victimized influences women's transit behavior. Over and over, participants in the workshops and pop-ups pointed to problems that could be solved by a deeper investment in lighting, more human solutions rather than technological solutions (people vs. CCTV), more frequent service to produce shorter wait times, and other solutions at stops and stations. Participants in the study asked for additional amenities, such as lighting at stops and along pedestrian access routes, and more frequent service that would shorten long wait times at dark bus stops.

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**Access** - Access concerns voiced by women include physical design of transit spaces, physical design of sidewalks and roads used to get to transit stops or stations, financial ability to pay for transit trips for themselves and those in their care, the challenges of traveling with children, and the travel needs of women with disabilities.

- Low-income women in Los Angeles carry a disproportionate financial burden when it comes to travel. For women in poverty, transit fares comprise a greater share of disposable income than for those who have higher household incomes.
  - They are less likely to have the upfront cost of a monthly pass on hand.
  - They are more price sensitive to the cost of a single transit trip, so are less likely to buy a monthly pass unless they are certain it will be financially beneficial
- 37% of current female bus riders and 23% of current female rail riders received a discount on their fare.
- The physical design of vehicle and stop/station spaces also create access challenges for women. Women were observed in our study traveling with bags, carts, and strollers. Negotiating the space on transit vehicles and at stops and stations appeared to be a challenge.
- Only 20% of female riders with children say that taking their kids on transit is easy.
- From women with disabilities, we heard that Access Services is a critical resource, but operates in a way that devalues women's time - hours could be expended on a single trip for a single purpose.

**Reliability** - For women in Los Angeles who rely on Metro to get to work, go to doctor's appointments, and pick kids up from school, reliable transit service is a lifeline. When headways are long, and real time information is unreliable, women's safety concerns are amplified and women who have the financial ability to switch to a different mode, such as ridehailing, do so. Others who do not have that luxury simply endure the exposure and stress of added wait times.

- The top three complaints filed by Metro bus riders to our customer care centers are all related to reliability: pass-ups, no-shows and late buses.
- Most of the women who participated in participatory design workshops expressed frustration with late buses, expressing that they could not depend on the transit system to get them to where they needed to go on time. When a bus is late and they miss transfers, long-distance trips become even lengthier.

Women's top requested improvements are: direct service, expanded bus priority lanes, and buses at least every 15 minutes.

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For women who rely on transit, an unreliable system has real consequences. A late train can mean daycare fines, a pass-up can mean a missed medical appointment, and infrequent early morning or late night service can limit employment opportunities.

**Convenience & Comfort** - Comfort and convenience are important considerations in order to build a system that women want to use, enjoy using, and would continue using even as they have other options available to them. Reliability issues render the system usable or not; comfort and convenience issues render the system pleasant or not.

- Fewer than 40% of female riders surveyed for this study feel that transit is comfortable or that transit vehicles have the space they need for their belongings.
- 44% - of women's transit trips are longer than an hour.
- Over half of women who were bus riders but stopped riding said their top reason for not riding was because it took too long/was too slow.
- Fewer than 40% of female riders feel that transit is comfortable or that transit vehicles have the space they need.
- Half of female riders who responded to our survey described Metro operators as courteous, and less than one-third felt that other riders were courteous.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal #2. Goal 2 is to deliver outstanding trip experiences for all users of the transportation system.

## **NEXT STEPS**

This report is the first step in Metro's process to better understand and better serve the needs and preferences of female riders. The research and findings from this report can serve as baseline data to inform the development of a gender action plan. A gender action plan's objective is to ensure that policy, programs and activities include a gender perspective and to promote the considerations of gender issues at all levels. Based on the findings from the study, recommended areas of action include safety, fare policy, vehicle, station and stop design and services provided by time of day. Development of a Gender Action Plan would help to articulate the immediate opportunities and long-term goals that would create a system that better serves women. Staff will work with appropriate departments to explore feasibility of next steps included in the report. Staff will be presenting study findings at industry conferences.

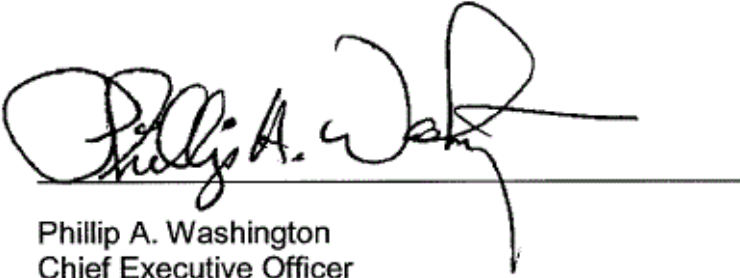
## **ATTACHMENTS**

Attachment A - Understanding How Women Travel Report Executive Summary

Attachment B- Understanding How Women Travel Links

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Phillip A. Washington  
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# UNDERSTANDING HOW WOMEN TRAVEL

August 30, 2019





# EXECUTIVE SUMMARY

## Why study women's travel?

Mobility – or one's ability to get around – shapes the opportunities we can reach, and the way we interact in and with our communities. Although women comprise over half of all transit ridership in Los Angeles County, their mobility needs, concerns, and preferences have not been critically accounted for in the way our transportation systems are planned. As a result, women tend to bear outsized burdens and risks in the course of their daily travel.


Despite these conditions, women continue to make their way through a mobility environment that has not been designed with them in mind, navigating the transportation networks to get to school, to work, to run errands for and with their families. Many studies have shown that, in addition to the persistent gender wage gap, women pay more for goods and services than men. Transportation is no different. The “pink tax” does not only apply to the added cost of finding safe means of travel at night: it includes all the ways that women put in extra time and effort to make transportation work for them.

In seeking to understand how women travel, Metro is taking an important first step towards easing the disproportionate efforts women put in to making the transportation system work for them.

## What is this study?

*Understanding How Women Travel* is an effort to understand the unique and diverse mobility needs of women in LA County. For the first time in Metro's history, this study explored the experiences of women traveling by Metro through an analysis of existing data sources, such as on-board surveys, and innovative new data sources, such as ethnography in buses and trains.

Initiated by Metro's Women and Girls Governing Council and endorsed by Metro CEO Phil Washington, *Understanding How Women Travel* will form the foundation on which Metro can develop a Gender Action Plan for the future.

The background of the page is a photograph of the interior of a public transit vehicle, such as a bus or train. The perspective is from the side of the aisle, looking down the length of the vehicle. Several passengers are visible, some sitting on seats and others standing. A man in a plaid shirt is standing with his hand on a vertical pole. The lighting is somewhat dim, with overhead lights providing illumination. The overall tone is muted and documentary.

**“ The gender data gap isn’t just about silence. These silences, these gaps, have consequences. They impact women’s lives every day.”**

CAROLINE CRIADO-PEREZ, INVISIBLE WOMEN





Photo source: Metro

## Study Background

In an initiative led by Metro’s Women and Girls Governing Council, CEO Phil Washington adopted several gender-specific equity initiatives in 2018 to improve women and girls’ experiences on Metro.

Metro collects and analyzes many different datasets to inform a variety of planning and operations decisions. Some data, such as the On-Board Survey, includes gender information. Other Metro data, such as ridership counts, do not. Even in cases where gender information is collected, the agency has never disaggregated its data analysis by gender to understand the unique travel patterns and preferences of women. Despite the known gender disparities in travel behaviors, the data and analysis that inform the most important transportation planning decisions at Metro remain gender neutral. The Women and Girls Governing Council identified this gap in Metro’s work and recommended the development of this study.

This groundbreaking study is a broad, intersectional effort to identify mobility barriers and challenges that women face. This study analyzes existing data sets and activates five primary data collection methodologies to fill gaps in the existing quantitative data sets and to connect with core transit rider groups that may be difficult to reach through conventional methods. *Understanding How Women Travel* provides a foundation of knowledge upon which Metro can actively work toward enhancing the quality of the travel experience for women in LA County.

This study builds on several recent and ongoing efforts both to expand and improve Metro services and help ensure equitable outcomes for LA County

residents. These efforts include the massive infrastructure expansions planned with Measure M (and Measure R) funds and participation with County transit operators in the Ridership Growth Action Plan that will feed into the NextGen Bus Restructuring study currently underway. At the same time, Metro has taken strides to be a better neighbor for the County’s most vulnerable populations, including: partnering with Peace Over Violence in the “It’s Off Limits” and “Speak Up” campaigns to address sexual harassment on Metro services, providing outreach and services to Metro’s homeless customers, actively promoting the human trafficking hotline, providing transit passes to foster youth through Youth on the Move, and making low-income fares easier to access through the Low-Income Fare is Easy program.

Metro’s goal for this initiative of gathering and analyzing gender-disaggregated data is to have access to Metro/Los Angeles County-specific research and data that really reflects how women travel to make informed decisions and ensure that applicable departments at Metro are utilizing gender specific data to implement service changes and improvements. Metro has limited information on how women travel, which limits the consideration of women’s unique needs during planning, design, and operation of our system. Further research is needed to ensure that women’s issues are at the forefront of policy making. This will result in better information for the NextGen Study and Long-Range Transportation Plan and will lead to better, more effective and more integrated solutions to address the mobility needs of current and potential female riders.





## Why should LA Metro study women's travel?

For a long time, women's needs have been lost because they haven't been measured. The core finding of all existing evidence is that women are responsible for a disproportionate share of the household's transport burden while at the same time having more limited access to available means of transport. Women use the Metro system more. Women are a larger portion of the population. Women have different travel patterns than men and have different commute demands. While these findings are universal based on our literature review, this study references LA County-specific data to justify the business need for service improvements. The minimal attention paid to gender differences is in part due to the lack of statistics that show the differences in how women and men travel. For this reason, it is hard to understand gender differences in making trips, trip frequency, distance traveled, and mobility related challenges in accessing services and employment.

Without further research into gender specific concerns, we will only continue to receive glimpses of the overall issues women face. Furthermore, while some agencies

like Transport for London have conducted a needs assessment of women's travel patterns, the majority (unfortunately) still remain reactive. We have limited information on how women travel, which limits the consideration of women's unique needs during planning, design, and operation of our system. Today, fear and safety concerns stifle and constrict access to destinations for many female Angelenos. The "pink tax" increases women's travel costs because systems and services do not meet their safety needs, and women substitute with more expensive options to fill the gaps. Women's stories of harassment and assault have upended the way that we think about public space, including the space that we share on trains, buses, and sidewalks. In holding ourselves responsible for those transportation spaces, we redefine what an inclusive mobility network could look like in the future.

In order to reach the goal of having world-class transportation systems that meet the needs of all Angelenos, we first need to understand the ways in which women travel, how those patterns differ, and what types of solutions might have the biggest effect in reducing the travel burdens faced by women. This study is the first major undertaking by a US transportation agency to research, analyze, and publish the findings from such an effort.



Photo source: Metro



## Methods

A comprehensive and creative approach was required to understand how and why women travel on transit and using other modes in Los Angeles County—and prompted a consideration of both existing and new data. Framed by core social justice principles and methods, both traditional and non-traditional data collection methods were used to effectively capture “hard-to-reach” populations and embody the project’s intersectional approach to gender.

*Understanding How Women Travel* includes:

- 1 Conventional methods that provide statistics about women’s travel behavior
  - » Analysis of nine **existing data sources** from Metro and the National Household Travel Survey revealed gendered preferences and trends in travel behavior and transit ridership
  - » *Understanding How Women Travel* **survey** reached 2,600 respondents, oversampling women and transit riders
  - » Three **focus groups** allowed for open conversation around sensitive topics and added nuance to our understanding of gender differences in travel
- 2 Innovative methods that offer qualitative findings about the experience of women traveling by Metro
  - » Over 100 hours conducting **participant observations** on 19 Metro routes offered insight into how women are using Metro’s services
  - » Three **participatory workshops** creatively engaged the most loyal – and most vulnerable – core Metro riders: women with disabilities, women experiencing homelessness, and women who are immigrants with varying documentation status
  - » Three **pop-up engagements** expanded our data collection to catch every-day riders, in the process of using Metro’s services, to hear what makes their ride easy or difficult

## Findings

Together, these methods reveal rich and significant findings about how women travel. This report organizes findings according to five themes:

- 1 **Travel Behavior Trends**, including overall travel trends and transit-specific travel trends
- 2 **Safety**, including sexual harassment and crime, physical safety and injuries, presence of staff to manage safety concerns, and other issues that exacerbate safety concerns
- 3 **Access**, including financial access, physical access, and Access services
- 4 **Reliability**, including headways, real-time information, pass-ups, and service times
- 5 **Convenience & Comfort**, including the investment of time, cleanliness, customer service, and station and vehicle design

Each of these key themes are summarized on the following pages.





**Metro's Vision Statement includes "increased prosperity for all by removing mobility barriers."**

*With women comprising more than half of Metro's existing riders, and more than half the population in Los Angeles County, a key component of achieving the agency's vision is to understand the mobility barriers to economic opportunity that women currently face.*

↑ Exit  
Civic Center Way/ 3rd St







## Travel Behavior Trends

Through the analysis in this report, key trends emerge that differentiate women's travel patterns from men's travel patterns, across all modes.

- » Across all modes, more women are making many trips (7 or more) per day than men and more women than men are not making any trips per day. This means women may experience more exposure to travel burdens (cost, stress, or safety risks), or may be more likely to be isolated or disconnected from the opportunities that travel affords.
- » Women in Los Angeles also make shorter trips than men, which is potentially driven by workforce participation rates, location of employment opportunities, and taking household-serving trips that tend to be more localized.
- » Women's trips are more varied to a broader spread of destinations, and are more likely to primarily serve the needs of someone else.
- » Women are more likely to live in a car-free or car-light household, take more trips with other people, and take fewer single-occupant car trips than men.
- » Women are also more likely to carpool or get a ride from a family member or friend if they don't have a driver's license.

These findings show that women may need to adjust their own schedule and travel needs to accommodate others, and in doing so, give up some of their own autonomy and control over when and how they travel.

Despite these challenges and tradeoffs, women show ingenuity in arranging their schedules to meet their travel needs.

- » Women are more likely to trip-chain, or make stops along the way to other destinations, and describe consolidating all their errand trips into one day where they will have access to a vehicle.
- » Women in Los Angeles are also more likely than men to travel mid-day, with a travel peak around 2 PM when transit service may be reduced.

In addition to these overall travel trends, some clear patterns emerge for women who ride transit. Currently, more than half of all bus riders are women, and more than half of all rail riders are women. The burdens and risks of transit travel, as well as the benefits of transit travel, are more pronounced for women, as they make up the majority of Metro's customers and as they ride transit frequently.

- » Among female riders, almost 90% ride the system more than three days per week.
- » 57% of women bring their children on transit.
- » Women ride transit because they do not have a car, because they want to avoid traffic, or because they do not have a license. Two of these three reasons indicate that women who ride transit do so because they have fewer transportation options, and may have less access to economic opportunities as a result.

Still, many women do use transit to access economic opportunity.

- » Over 85% of women riders use Metro to travel to work or school, and of those women, 32% also use Metro to run errands or complete recreational trips.

Among people who make household serving trips most frequently, these trips comprise the same share for women whether they use transit or not; for men, the share of household-serving trips declines if they are transit users. This shows that while men are more likely to find alternatives to using transit to complete household-serving trips (using a different mode or taking fewer trips), women are less likely to find an alternative, and instead work to make the transit system work for their needs.

Although the rate of adoption for TNCs like Uber and Lyft is the same for men and women, women are more likely than men to report that their transit use has stayed the same as they have also begun to use TNCs.

- » Women are more likely than men to say they use TNCs for trips that transit does not serve, while men are more likely to say they use TNCs to reach a transit stop or station. The trips that are not served by transit may be related to time or location, as women's needs differ from men's needs by both time of day and location.

These travel behavior findings point towards many opportunities to adjust the services provided by Metro to better meet the travel needs expressed by those who are using transit. Development of a Gender Action Plan – or a tactical plan to implement policy, design, and service changes throughout the agency – would help to articulate the immediate opportunities and

long-term goals that would create a system that better serves women. Adjustments to services, vehicle design, and policy would help minimize the time, cost, safety, and physical burdens of riding transit for the more than half of all riders who are women.

- » The findings from *Understanding How Women Travel* about women's mode choices, how likely they are to travel with others in their care, and their complex trip-chaining patterns could all inform adjustments to Metro's fare policy to make it more equitable towards women and more cost-competitive with driving and carpooling.
- » Findings about women's trip purposes and primary responsibility for household errands could all inform the way transit vehicles, transit stations, and bus stops are designed, so that space for traveling with others and carrying bags and other belongings could be better accommodated.
- » Findings about when women are traveling and average trip lengths could inform new service offerings that meet a mid-day peak travel demand and provide better direct connections over long distances while minimizing transfers.

Adjustments to services, vehicle design, and policy would help minimize the time, cost, safety, and physical burdens of riding transit for the more than half of all riders who are women.

## Safety

Women feel unsafe on public transit, and it is impacting how often they ride, when they ride, and if they ride at all. Among women, safety on transit is a top concern voiced across every mode of data collection, and their concerns center around harassment and personal security, as well as physical safety and design of vehicles, stations, and stops. These concerns collectively obstruct women's freedom of movement.

- » Women report accidents and injuries on Metro at a higher rate than men. Two-thirds of all complaints about accidents and injuries on Metro Rail or Metro buses were made by women.
- » While 60% of female riders who participated in our survey feel safe riding Metro during the day, that number plummets to just 20% at night. Safety perceptions for waiting and walking to the stop or station were even lower.



- » Concerns about safety are causing riders to alter their behavior – to consider their clothing choices, to change their routes or take routes that may be longer or more costly, to avoid taking a trip at all, or for those who have other options, simply not ride transit because they prefer the safety of a car.

The concerns that emerged in the survey are substantiated by the numerous stories our project team heard from women during the focus groups, participatory workshops, and pop-up events. Women we spoke with have endured sexual harassment and witnessed violent acts while on transit. These concerns are also borne out in the Metro crime data and reports of sexual harassment.

We asked women what would make them feel safer on transit.

- » Both current and prior riders agreed that more lighting at stops and along approaches to stations and the presence of security staff nearby would help them feel safer.
- » Current riders cited having transit police nearby.
- » Previous riders cited security cameras.
- » Two-thirds of female riders believe there are too few transit police on board the system.
- » During focus groups, workshops, and pop-up events, it was clear that riders have a more complex view of security staffing. Some felt that police were slow to react or ineffective when issues did arise, while others felt that police were too aggressive or too quick to brandish weapons.
- » Literature review studies showed that women generally preferred the presence of staff over technological solutions such as CCTV or alarms buttons.
- » The effect of bus operators on women’s perceptions of safety also emerged as a key theme. Women described having empathy for operators, who must perform many jobs at once, but also expressed their frustration that no one is expected to step in to manage conflict between passengers.

Similarly, women expressed empathy around how Metro responds to the needs of people experiencing homelessness and people who need additional mental health resources, but at the same time perceived

these populations to be contributors to the concern about riders’ unpredictable behavior on transit.

Over and over, participants in our study pointed to problems that could be solved by a deeper investment in the presence of security staff. Analysis of existing data sets revealed a preference for having transit police nearby, and further investigation through our qualitative methods showed an interest in more security staff of all types, including non-law enforcement staff.

These safety findings underscore the burden and stressors experienced by women using the transit system.

These safety findings encapsulate the need to adjust safety and security strategies, and focus time and attention on this issue in order to address the largest concerns voiced by women. Despite Metro’s investment in law enforcement over the years, safety is still a prevalent issue. Participants in our study asked for additional amenities, such as lighting at stops and along pedestrian access routes, and more frequent service to shorten long wait times at dark bus stops. These ideas and strategies also emerged in the literature review, demonstrating consistency in safety concerns and improvement ideas between other

studies and this Metro study. Creation and articulation of strategies to address safety in a Gender Action Plan would be a critical first step towards addressing these concerns. In addition, adjustments to services provided by time of day, approaches to staffing and security, and station/vehicle design changes could also help address the many safety concerns that emerged in this study.

## Access

Access concerns voiced by women include physical design of transit spaces, financial ability to pay for transit trips for themselves and those in their care, the challenges of traveling with children, and the travel needs of women with disabilities. After safety, this set of concerns were major contributors to the decisions women made about their travel choices and how they do or do not use transit to help meet their travel needs.

Access needs are substantially different for women compared to men, as a result of physical differences and preferences, household responsibilities and the burden of schlepping associated with those responsibilities, and the disproportionate impact on women who have disabilities. The physical demands of traveling are compounded when one’s needs vary even the slightest bit from the design

standard of a healthy, fit, young man. Add a stroller or a wheelchair or children or years of age, and the system works substantially worse for its riders.

Vehicle access issues disproportionately affect women.

- » Women who ride Metro are less likely to have access to a vehicle than male riders, and former female Metro riders' top response for why they used to ride transit was "I didn't own a car."

Financial access also disproportionately affects women. Low-income women, in particular, carry a disproportionate financial burden when it comes to travel.

- » Female Metro riders live below the poverty line at greater rates than male riders. 59% of female bus riders are below the poverty line, compared to 50% of male bus riders. 34% of female rail riders are below the poverty line, compared to 26% of male rail riders.
- » Low-income women in Los Angeles reported spending more 40% on ridehailing services, 28% more on transit for themselves, and 90% more on transit for others compared to higher-income women.
- » Women are more likely to be frequent riders, and although a monthly or weekly pass may save money in the long run, women reported that the up-front cost is too expensive.
- » Women seem to prefer cash for its flexibility, as TAP cards are attached to only one individual and cannot be used to pay for children that may be accompanying an adult rider.
- » Women comprise the majority of bus riders, and we heard from many women who do not take the train at all. Women bus riders reported that TAP cards are difficult to obtain and reload.
- » Women traveling with children reported that kids' fares are confusing to understand.

The physical design of vehicle and stop/station spaces also create access challenges for women.

- » Older women and women traveling with children had a difficult time maneuvering with strollers and carts on the bus. Only 20% of female riders with children say that taking their kids on transit is easy.
- » Women were observed in our study traveling with bags, carts, and strollers. Negotiating the








space on transit vehicles and at stops and stations appeared to be a challenge. Many women stored bags on the seats next to them or in the aisle, and relied more heavily on elevators and escalators to travel between the street level and the platform.

- » From women with disabilities, we heard that Access Services is a critical resource, but operates in a way that devalues women's time – hours and even an entire day could be expended on a single trip for a single purpose.
- » Based on data from the National Household Travel Survey, 9% of women reported using a mobility assistance device compared to 7% of men, and 7.5% of women reported that their medical condition limits their travel, compared to 5.5% of men.
- » Women are likely to be more dependent on Access Services because of differences in mobility, disability, and licensing, and will therefore be subject to the impacts of Access Services more than men.

The findings related to access demonstrate that the burdens of traveling are compounded by the everyday facets of women's lives: the financial burden of living in one of the most expensive cities in the country, the physical challenges faced by women with disabilities while traversing public spaces not built for them, and the responsibility women have for transporting children from place to place. The barriers to easy transit access amount to a "pink tax" on women, in the form of higher time costs for women who must maneuver the Metro system despite the challenges they face, or for women who must simply find another, more expensive, mode in order to carry out their everyday responsibilities. These costs fall disproportionately on women with children, women with disabilities, and low-income women, who report spending more than higher income women on transportation for themselves and their families. In order to reduce this "pink tax" and improve access for women across all the dimensions discussed above, Metro can consider adjustments to fare policies, services by time of day, and the design of stations, stops, and vehicles. These steps can be developed more thoroughly and specifically through a Gender Action Plan.

## Reliability

Reliable transit service means that schedule information is easily accessible, real-time updates are accurate, buses and trains run frequently throughout the day and night on weekdays and weekends, and



**“The share of women in the labor market has dramatically increased, but women are also still responsible for much of the unpaid labor associated with household tasks – and it’s difficult to accomplish both with transit.”**

DR. EVELYN BLUMENBERG

Photo source: Metro








buses and trains arrive when expected. For women in Los Angeles who rely on Metro to get to work, go to doctor's appointments, and pick kids up from school, reliable transit service is a lifeline.

- » The top three complaints filed by female Metro bus riders are all related to reliability – pass-ups, no shows, late buses, and unreliable or absence of real-time information.
- » At our pop-up events, in the focus groups, and in the participatory workshop discussions, we heard time and time again stories of women stuck waiting for a late bus, of being passed up and waiting an hour for the next bus, and of unreliable real-time information on station signs and cell phone apps.

**For women who rely on transit, an unreliable system has real consequences.** A late train can mean daycare fines, a pass-up can mean a missed medical appointment, and infrequent early morning or late night service can limit employment opportunities.

These experiences cause women to alter their travel behavior – sometimes leaving hours ahead of time due to unreliable service, using ridesharing services instead of transit due to infrequent service at night, carrying a flashlight to ensure that they are not passed up by operators while waiting in the dark, or even sleeping at the bus stop because service does not start running until several hours after they get off work.

The primary concerns related to reliability are concerns in and of themselves, and exacerbate safety concerns. When headways are long, and real time information is unreliable, women's safety concerns are amplified and women who have the financial ability switch to a different mode, such as ridehailing. Others who do not have that luxury simply endure the exposure and stress of added wait times. Real time information and tools designed to help ease the stress of waiting for infrequent service often fail. These challenges become even more difficult when traveling with children or trip-chaining, or for women with jobs or household responsibilities



that require travel during mid-day, late night or early morning periods, or on the weekends.

For women who rely on transit, an unreliable system has real consequences. A late train can mean daycare fines, a pass-up can mean a missed medical appointment, and infrequent early morning or late night service can limit employment opportunities. Reliability issues can render a system unusable for women, render the stressors they experience intolerable, and exacerbate women's safety concerns. Reliability issues also place a disproportionate burden on women living in poverty and those who are dependent on transit. For these women, other options for travel may be limited and the consequences of being late may be more costly.

**Reliability issues exacerbate women's safety concerns and financial burdens.**

The reliability findings point to service improvements that would clearly reduce the time burden for women who rely on Metro and improve safety concerns as well. Workshop and pop-up participants pointed to increased bus and train service as a strategy that would improve women's safety and comfort. Service that is specifically timed to meet the travel needs and preferences of women would directly address the issues of infrequent service and long wait times. Women reported that more mid-day service would help them complete errands and pick up children. They also reported feeling especially vulnerable waiting for long periods late at night, and affordable late-night travel options would help those who work night shifts. Increased service would also reduce issues of overcrowding and improve dependability, safety and comfort. Metro can articulate reliability and service improvements through the development of a Gender Action Plan.

## Convenience & Comfort

Convenience and comfort are important considerations in order to build a system that women want to use, enjoy using, and would continue using even as they have other options available to them. Reliability issues render the system usable or not; comfort and convenience issues render the system pleasant or not. For women on transit, issues of convenience and comfort are inextricably linked to issues of access, safety, and reliability.

Many women we spoke with for this study recognized and embraced the convenience inherent in taking

transit. They described the stresses of driving in Los Angeles due to traffic and parking, and the relief they felt from those stressors by taking transit. They characterized Metro as a "lifeline" that enabled them to access work, health care, school, and errands, when they did not have a vehicle available or were unable to drive.

However, many women described another type of inconvenience – the investment of time they had to make in order to ride transit – whether it was a daily commute that started very early in the morning or a trip that involved several transfers just to reach Union Station.

Issues of comfort on transit can run the gamut from the physical comfort of waiting for and riding transit, to the emotional comfort that can come from positive interactions and communal experiences in a public setting like riding transit.

- » Fewer than 40% of female riders surveyed for this study felt that transit is comfortable or that transit vehicles have the space they need for their belongings.
- » In our observations and discussions with women about the Metro system, it became clear that lack of space for carts, strollers and bags on buses, lack of shade at stops, dirty stops and stations, and push buttons and pull-cords located too high all contributed to women's discomfort on Metro.
- » While we observed that women were hesitant to sit next to men they did not know, when women sat next to each other, they often struck up conversations and many noted a sense of community they felt on transit.

If they have limited transportation choices, a transit system that is not comfortable or convenient makes the trips we know women are taking more than men – household-serving errands and trips to transport someone else – the most difficult.

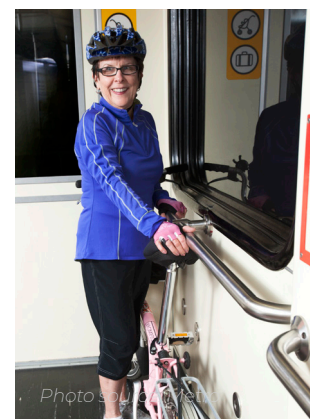


- » Women also described negative interactions with other riders and operators, and instances where they experienced a lack of etiquette among riders, causing discomfort.
- » Half of female riders who responded to our survey described Metro operators as courteous, and less than one-third felt that other riders were courteous.

The findings related to comfort and convenience directly connect to the choice some women make when deciding to take transit or not. For most women, a comfortable and convenient transit system would allow them to wait for their bus in the shade, easily load their TAP card or charge their phone while they wait, and provide ample space for their grocery bags, their strollers, or their walkers. Also, the operator will greet them, and another rider may offer their seat. When they sit down, they don't feel trapped by the person sitting next to them. A system map with transfer information is easy to read from their seat. When it's time to get off the bus, the push button is easy to reach and they are able to stand and move down the aisle to the back door with ease. They alight easily and their destination is just a short distance away.

For women on transit, issues of convenience and comfort are inextricably linked to **issues of access, safety, and reliability.**

Whether the policy that states strollers must be folded on the bus, or the lack of space on board for multiple grocery bags, inconveniences and discomforts are present throughout the Metro system. When women have a choice in transportation, they are more likely to pick the one that offers the most comfort and convenience, if they can afford to. If they have limited transportation choices, a transit system that is not comfortable or convenient makes the trips taken disproportionately by women the most difficult. In order to attract more women to transit and better serve current female riders, Metro can prioritize changes to make these trips comfortable and convenient by providing customer service, station and stop amenities, vehicle designs, and policies that respond to how women travel and use the system.







## Next Steps

This report is the first step in Metro's process to better understand and better serve the needs and preferences of women riders. With the findings from this study, Metro is equipped to begin considering policy, design, and service improvements that can improve the travel experience for women.

### ***Create a Gender Action Plan***

Metro can create a Gender Action Plan to pivot from research findings into actionable changes. Adopting a Gender Action Plan would allow Metro to align goals from its work, such as transit operations, systemwide planning, setting fares, and designing stops and stations, along with other initiatives to introduce new changes specifically intended to improve travel experiences for women.

**The Gender Action Plan will focus on the following:**

### ***Staffing and Safety***

Safety is a key concern for women who ride Metro and women who don't. Metro can reassess the approach to staffing, scheduling, operations, communications, and the design of space throughout the Metro system to create an environment that prioritizes safety and customer service, reduces sexual harassment, and encourages women to report instances of harassment.

### ***Fare Policies***

From traveling with children to making household trips on the bus, the disproportionate burden that women carry in their everyday travel is amplified for lower-income women. Metro can ease this burden by exploring fare options that accommodate families and provide affordable options for trip-chaining, such as fare-capping that can minimize the daily financial burden on lower-income women.





### *Station, Stop, and Vehicle Design*

Women's challenges in navigating buses, trains, stops, and stations are common, and can be exacerbated for older women or women with disabilities. Metro can investigate changes to station, stop, and vehicle designs to address the needs and concerns of women for elements like pull cords, push buttons, seating configurations, and elevator locations. Some design concerns can also be addressed with policy changes, such as Metro's stroller policy.

### *Services Provided by Time of Day*

Women are traveling just as often during the midday period as they are during morning and afternoon peak periods, and often trip-chaining. Women with disabilities sometimes dedicate an entire day to making a single trip because Access services and fixed-route services do not run the direct routes or times they need. Metro can evaluate services provided by time of day to understand how services can be adjusted to meet women's travel needs.

### *Future Investments*

In addition to the five steps identified above, Metro should consider the implications of this study on future investments. As the largest transportation provider in Los Angeles County, Metro is positioned to shape the region's future of transportation technology.

Innovation already infiltrates Metro's many offered services, from e-bikes in the Metro Bike Share fleet to the new MicroTransit pilot. As travel modes and trends shift, Metro's opportunities for investment and experimentation will expand, and should take into account the needs, preferences, and concerns of women.

Through ongoing, intentional data collection and analysis, Metro can continue to gain a better understanding of the nuances and differences within the diverse and heterogeneous population of women riders. Connecting this understanding to future planning and service changes will enable Metro to build off this groundbreaking study and progress towards a system that truly meets everyone's needs.



*As travel modes and trends shift, Metro's opportunities for investment and experimentation will expand, and should take into account the needs, preferences, and concerns of women.*



Full Report Link

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/UnderstandingHowWomenTravel\\_FullReport\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/UnderstandingHowWomenTravel_FullReport_FINAL.pdf)

Appendix A – Literature Review

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixA\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixA_FINAL.pdf)

Appendix B – Data Collection Statistics

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixB\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixB_FINAL.pdf)

Appendix C – HWT Survey

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixC\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixC_FINAL.pdf)

Appendix D – HWT Focus Group Guide

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixD\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixD_FINAL.pdf)

Appendix E – Ethnographic Methods

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixE\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixE_FINAL.pdf)

Appendix F – Participant Observation Tool

[http://libraryarchives.metro.net/DB\\_Attachments/2019-0294/HWT\\_AppendixF\\_FINAL.pdf](http://libraryarchives.metro.net/DB_Attachments/2019-0294/HWT_AppendixF_FINAL.pdf)