

**Board Report**

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**File #:** 2022-0399, **File Type:** Program**Agenda Number:** 39.

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**EXECUTIVE MANAGEMENT COMMITTEE  
JUNE 16, 2022****SUBJECT: METRO TRANSIT AMBASSADOR PILOT PROGRAM SERVICES****ACTION: APPROVE RECOMMENDATION****RECOMMENDATIONS**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to negotiate and award firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a pilot Transit Ambassador Services Program, subject to the resolution of protest(s) if any. Strive Well-Being's contract not to exceed amount is \$15,878,421 for the three-year base pilot and \$11,879,023 for the additional two, one-year options, for a total not to exceed amount of \$27,757,444. RMI International's contract not to exceed amount is \$55,400,768 for the three-year base pilot and \$39,690,212 for the additional two, one-year options, for a total not to exceed amount of \$95,090,980. The combined total not to exceed amount for both firms over the five-year pilot is \$122,848,424; and
- B. DELEGATING authority to the Chief Executive Officer to execute any future Memoranda of Understanding (MOUs) with Los Angeles County departments and/or City of Los Angeles partners for supplementary ambassador program services to enhance the Ambassador Program during the pilot period, in an amount not-to-exceed \$20,000,000, inclusive of administrative fees and other pilot initiatives, in support of the annual investments identified for Transit Ambassador Program Services in Board Motion 26.2.

**ISSUE**

The primary objectives of the Transit Ambassador pilot program are to provide a visible presence, build relationships with Metro riders and Metro employees, and offer in-person support to riders geared toward improving the everyday interactions that transit customers experience. This pilot program will provide contract personnel for deployment around the system. Ambassadors will be a layer within Metro's overall public safety ecosystem in connection with Metro's system security, law enforcement, crisis response teams, and homeless outreach.

**BACKGROUND**

Maintaining a safe, clean and reliable transit system is integral to improving Metro's customer

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experience. Through the approval of Motion 26.2 (Attachment A), Motion 25.1 (Attachment B), and other directives, the Board directed staff to reimagine the agency's investments and approach to public safety on the transit system.

Metro is committed to improving the overall customer experience through improved safety measures on the transit system. One way to improve the customer experience is to provide a more visible presence of trained, easily identifiable, uniformed staff that customers can rely on. The pilot Transit Ambassador program will be a field-based team trained to play a rider-facing and welcoming role and help connect unhoused riders to resources and/or assistance.

Since 2021, Metro staff has been developing a framework for a successful transit ambassador pilot program. Staff collected direct feedback from internal and external stakeholder working groups. Staff incorporated the priorities of the Public Safety Advisory Committee (PSAC - Attachment C), solicited direct customer and employee feedback (via the 2021 Public Safety Perceptions Survey), and reviewed elements of other national ambassador programs. Staff reviewed the Bay Area Rapid Transit (BART) Transit Ambassador Program and the Southeastern Pennsylvania Transportation Authority (SEPTA) Safety, Cleaning, Ownership, Partnerships, and Engagement initiative (SCOPE) for lessons learned and has incorporated industry best-practices into Metro's program.

This initiative will provide a pilot ambassadors program for up to five years. The anticipated base pilot program period is August 1, 2022 - July 30, 2025. Ambassadors will provide additional eyes and ears on our transit system. Metro project staff will evaluate real-time data and customer feedback to refine the program as we gain experience over time. Ambassadors can directly connect to Metro's public safety system to call for the appropriate level of response from maintenance, transit security, law enforcement and/or homeless outreach.

## **DISCUSSION**

The pilot Transit Ambassador Program will utilize contracted services of the recommended firms to develop, implement, and manage a cohesive unit of qualified and effective public-facing personnel deployed at Metro's direction throughout the transit system. Metro is aligning with firms that have demonstrated their expertise in delivering exceptional customer service and providing personnel that will meet the needs of Metro's diverse ridership and employee workforce.

Ambassadors will add a customer-friendly Metro "brand" presence on the system, and staff anticipates that the recognition will positively impact the customer experience and overall perception of safety when riding Metro. The summer 2021 Public Safety Perceptions Survey results show significant support for assistance and staff presence on the system who can help customers with disabilities (89% support more staff), assist riders experiencing homelessness (85% support more staff), and Metro Transit Ambassadors (82% support having Ambassadors on Metro).

The Ambassador Pilot Program builds off the recently signed agreement with the Los Angeles County Department of Mental Health to deploy teams of contracted personnel comprised of community members and peers to provide coverage geographically, at varying hours, to support unhoused riders, riders experiencing severe addiction and mental health crisis on the system. These crisis intervention teams are comprised of community-based mental health and peer advisors who will be

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able to respond and provide on-site mental and physical health evaluations to riders on the system. This partnership will utilize support from community-based organizations to provide staffing and resources to enhance the Transit Ambassador Program.

Pairing Transit Ambassadors with Crisis Intervention Specialist (CIS) teams has proven successful in several other transit ambassador programs. Having CIS on the system reduces response times for those needing critical mental health services. On average, 30% of referrals from Law Enforcement teams require crisis intervention support. Recommendation B delegating authority to the CEO to enter into future partnerships with the Los Angeles County Department of Health Services and other County and City departments will provide flexibility to expand the ambassador program's reach as needed.

Initiating this program, evaluating its effectiveness, monitoring improvements to the customer experience and the perception of safety will be key to gauging equity impacts. Metro will directly maintain program oversight of the contractors and personnel on the system to measure program impacts on low-income riders, riders with disabilities, and unhoused riders. The personnel who will serve as Transit Ambassadors must complete a comprehensive pre-deployment training curriculum provided by Metro, which includes cultural and situational awareness, unconscious bias training, disability awareness, customer service, trauma-informed response, and other personal and public safety courses.

The project includes two selected firms to implement pilot programs at Metro facilities and on-board vehicles for three years. Metro reserves the right to execute up to two, one-year options to extend the contracts. Strive Well-Being Inc.'s (Strive) is an SBE and proposed to enlist the services of three Community Based Organizations (Union Station Homeless Services, Communities Actively Living Independently & Free, and Homeboy Industries) in its proposal. Strive demonstrated an ability to understand the importance of strong, robust community participation in the ambassador pilot program. Through its core business platform of facilities management and health and wellness management initiatives, Strive has demonstrated its experience and interaction with a general public population with a wide range of varying degrees of lived experiences. Strive proposes to utilize approximately 55 people to perform the transit ambassador services on Metro's rail system and station elevators.

RMI International Inc. (RMI), a Minority Business Enterprise, has aligned itself with WorkSource Regional Business Services and the Southeast Los Angeles County Workforce Development Board to supplement recruitment opportunities. The diversity of RMI's business portfolio between the public and private sectors demonstrates RMI's cross-section of interface with different populations. RMI has proposed to utilize approximately 244 people to perform the transit ambassador services across the entire Metro system.

Metro will solidify the ambassador deployment plans during the 60-day mobilization period. This will allow Metro staff to critically assess the program pilot stations, bus routes, locations, and coordination with Metro departments and the contractors' abilities. Staff will coordinate internally on program decisions during development, implementation, and rollout to ensure operational effectiveness. After the pilot period and program evaluation, staff will return to the Board with recommendations to

conclude the program or fund and implement a permanent Transit Ambassador program.

To evaluate the pilot program and the contractors' effectiveness, staff will conduct regular rider and employee surveys as well as directly analyze program metrics on an on-going basis. The contractors must provide comprehensive written reports and data to Metro to evaluate the program. Ambassadors and field supervisors will be required to collect and report to Metro daily, weekly, and monthly on data to support program evaluation. This data will be used to evaluate program effectiveness trends and measure improvement to the overall customer experience over time. Metrics that will be evaluated include (at the minimum):

- Number and type of customer interactions (educational, direct customer assistance, unhoused services)
- Number of calls for security or law enforcement response
- Number of calls for maintenance response
- Ambassador Program personnel recruitment/vacancy rate

This will help Metro to identify program elements requiring modification and will allow Metro to design plans that work in connection with the overall public safety response. These firms can guide Metro in assessing our deployment strategy, identifying areas for increased customer engagement, and strategizing implementation of program improvements after evaluation.

The approval of the staff recommendations will provide the services to develop and operate a pilot Transit Ambassador Program to launch in various geographic areas and station locations within the Metro bus and rail system in fall 2022.

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

The approval of the award(s) may positively impact the perception of public safety on the transit system. The staff recommendations will allow Metro to manage the professional services contractor (s) through the defined Statement of Work and associated contract requirements and deliverables. Staff will work with Metro's Customer Experience Department to continue to collect direct employee and rider feedback about the perception of public safety on the system before, during and after the pilot program.

Ambassadors will be a layer within Metro's overall public safety ecosystem in connection with Metro's system security, law enforcement, crisis response teams, and homeless outreach.

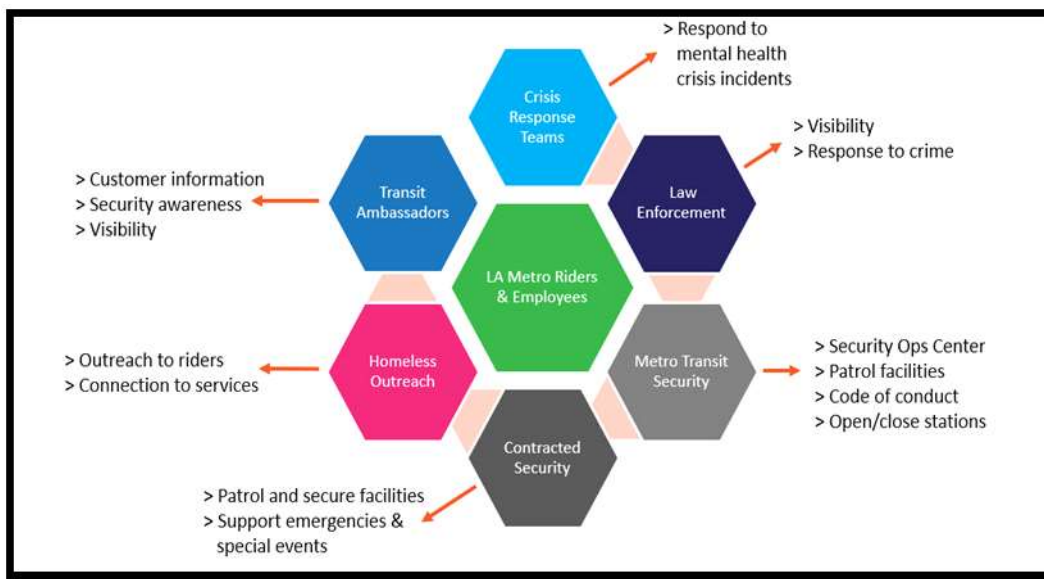


Figure 1. Metro's Public Safety Ecosystem (2022)

The Program personnel will report and observe any visible safety or maintenance issues that may create a public safety hazard, whether on board buses, trains, or within stations, including elevators. The Ambassador's role will complement the work of existing Metro staff, rather than replace their work. They will be expected to report safety hazards to the appropriate Metro maintenance or custodial staff.

**FINANCIAL IMPACT**

The FY23 Budget includes \$40 million under Cost Center 5420, Customer Programs and Services, Project 300040, Rail Operations Management and Admin. Upon board approval, the contract will be negotiated and executed, and services will be billed monthly at rates determined in the contract. The estimated not-to-exceed amount, inclusive of the final negotiated contract awards and future options, is \$122.8 million over the next five years. Since this is a multi-year contract, the Cost Center Manager, Project Manager, and Chief Customer Service Officer will be responsible for budgeting the costs in future years.

Impact to Budget

The sources of funding are Enterprise Funds and sales tax revenues dedicated for rail operations, which are eligible for bus and/or rail operating expenses.

**EQUITY PLATFORM**

The approval of the Ambassador Program services contracts will allow Metro to develop, implement, and evaluate the effectiveness of a Transit Ambassador Program pilot. Staff will evaluate key program metrics as outlined above to ensure that Metro delivers an improved overall customer experience on the transit system through this customer-facing program on board bus and rail vehicles and at transit stations. An equity review will be completed by Metro staff before the final deployment model for the program is established to ensure that the program has staff assigned to work in high need areas, including bus stops/stations and rail stations within Equity Focus Communities. There will also be future opportunities for community engagement and program

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adjustments as the program moves forward. The vision of the Ambassador Program will be for program ambassador staff to be representative of Metro and the communities we serve to better connect riders with the services and resources they need. Additionally - the bidding contractors were required to demonstrate their awareness of the Metro transit system, its cultural and geographic diversity, and the communities we serve.

The Diversity & Economic Opportunity Department (DEOD) has completed its initial evaluation of the Proposers' commitments to meet the 12 percent (12%) Small Business Enterprise (SBE) goal required in the RFP. Both Strive Well Being and RMI International's proposed commitment is deemed responsive to the requirements as they meet or exceed the 12% SBE goal.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

These recommendations will support Vision 2028 Strategic Goal #2 - Deliver outstanding trip experiences for all users of the transportation system and will support the agency's implementation of 2022 Customer Experience Plan Goals - a coordinated, comprehensive Transit Ambassador program will provide customer visibility and will demonstrate to communities that Metro is investing in improving the quality of commutes via the transit system. With a successful Transit Ambassador program, Metro will have a workforce of trained, uniformed, unarmed personnel on the system to welcome back former transit riders to the system and encourage customers to choose transit as they move around LA County.

**ALTERNATIVES CONSIDERED**

The Board can consider not authorizing the negotiation and award of the contracts; however, this will directly impact Metro's ability to deliver a Transit Ambassador program as outlined in Board Directed Motion 26.2 investments in public safety program initiatives.

**NEXT STEPS**

Upon Board approval, staff will negotiate and execute firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide Transit Ambassador Program services. Staff will provide updates to the Board on the progress of the program.

**ATTACHMENTS**

Attachment A - Metro Board Motion 26.2 (March 2021)

Attachment B - Metro Board Motion 25.1 (November 2021)

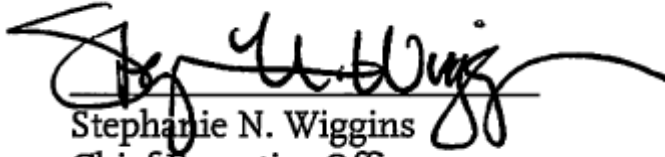
Attachment C - Public Safety Advisory Committee (PSAC) Transit Ambassadors Final Recommendations

Attachment D - Procurement Summary

Attachment E - DEOD Summary

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Stephanie N. Wiggins  
Chief Executive Officer

**Metro****Board Report**

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**File #:** 2021-0190, **File Type:** Motion / Motion Response**Agenda Number:**

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**REGULAR BOARD MEETING  
MARCH 25, 2021****Motion by:****DIRECTORS BONIN, GARCETTI, MITCHELL, HAHN, DUPONT-WALKER, AND SOLIS**

Related to Item 26: Transit Law Enforcement Services

## Investment in Alternatives to Policing

In June 2020, the Board voted to embark on a process to reimagine public safety on Metro in response to demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement. The Board's mandate was for the agency to work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract. Metro has now established a Public Safety Advisory Committee (PSAC) to formalize this partnership. PSAC will create a space where community leaders work in partnership with Metro staff, including bus and rail operators, on the future of public safety on the Metro system.

Last month, a proposal to increase Metro's law enforcement contract by \$111 million sparked further attention to Metro's considerable spending on policing and the relative lack of investment in alternative public safety strategies. Last month's recommendation provided at least a year for PSAC to develop and finalize its recommendations. The current proposal would greatly accelerate the pace of work for the newly formed PSAC, with recommendations now due by the end of the year in order to begin implementation by January 2022.

Standing up a new model of public safety will take time, including identifying funding and beginning to staff up new initiatives. To jump-start this acceleration, the Board should proactively set aside resources now in support of PSAC's work. These early actions are consistent with and build on Metro's Customer Experience Plan and the *Understanding How Women Travel Study*. Acting now will allow Metro to build capacity for alternative approaches while ensuring a smoother transition in the future.

**SUBJECT: INVESTMENT IN ALTERNATIVES TO POLICING**



**RECOMMENDATION**

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

A. Include in the FY22 budget at least \$40 million for the following initiatives, consistent with the Equity Platform and the Customer Experience Plan:

1. Public Safety:

- a. \$20 million for a transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles and offers riders assistance and connections to resources, modeled after the S.F. BART program.
- b. \$1 million for elevator attendants at stations.
- c. \$1 million for a flexible dispatch system that enables response by homeless outreach workers, mental health specialists, and/or unarmed security ambassadors in appropriate situations.
- d. \$5 million for Call Point Security Project Blue light boxes recommended by Women and Girls Governing Council to improve security on the BRT and rail system.
- e. Funds to initiate a study to develop recommendations to prevent intrusion onto Metro rail rights-of-way, including but not limited to subway platform-edge doors.
- f. \$3 million for pilot safety strategies on board buses to be recommended by PSAC.

2. Homelessness:

- a. \$2 million for short term shelter for homeless riders.
- b. \$5 million for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services.
- c. \$250,000 for regular counts to monitor trends and gauge the success of Metro efforts to address homelessness.
- d. \$3 million for pilot homelessness strategies to be recommended by PSAC.

B. Establish a target to ensure the participation of LA County-based organizations and

enterprises in the above initiatives.

- C. Consult with PSAC on the program design and implementation of all of the above initiatives.
  
- D. Direct the OIG to audit the law enforcement services contracts and report their findings to the PSAC and the Board.

**Board Report**

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**File #:** 2021-0745, **File Type:** Motion / Motion Response**Agenda Number:** 25.1.

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

**Motion by:****DIRECTORS BONIN, MITCHELL, HAHN, SOLIS, and DUPONT-WALKER**

Related to Item 25: Transit Law Enforcement Services

## Commitment to Reimagining Public Safety

In the summer of 2020, the killing of George Floyd and the nationwide demonstrations for racial justice that followed sparked a national conversation about the appropriate role of police in our society and the particular threats faced by Black people and other people of color during interactions with law enforcement. Here in Los Angeles County, those demonstrations renewed attention on longstanding issues of bias and disproportionate enforcement faced by Black and brown communities. Just this month the Los Angeles Times exposed a pattern of disproportionate stops and searches of Latino and Black bike riders by the Los Angeles Sheriff's Department in unincorporated areas. Earlier coverage has documented a similar pattern for traffic stops by the Los Angeles Police Department in South Los Angeles. On Metro's own system, fare and code of conduct enforcement has also disproportionately targeted Black and Latino riders.

In June 2020, the Board voted to embark on a process to reimagine public safety on Metro. Metro has since taken significant steps toward this reimagining, including the creation of the Public Safety Advisory Committee (PSAC) to advise the agency on an appropriate reallocation of resources and the subsequent approval in March 2021 of over \$40 million to launch alternative approaches to public safety on the Metro system.

This month, Metro staff is bringing a recommendation to the Board to extend the current police contracts in order to allow more time for PSAC to envision the role of law enforcement as part of an overall new approach to public safety on the Metro system. PSAC's new Mission & Values statement is a concrete first step toward this new direction, but much more needs to be done to put this new vision into practice.

While Metro staff is recommending a number of initial reforms to policing on the system to be implemented as a part of this short-term extension, the recommendation defers a decision about funding levels in FY23 to the annual budget process. In consideration of PSAC's opposition to continued reliance on law enforcement services and the Board's prior allocation of funding for

alternative approaches, the FY23 budget should begin to reflect the agency's new public safety Mission & Values by renewing financial commitments to the alternative approaches and commensurately shifting away from reliance on law enforcement.

Furthermore, Metro should accelerate the transition to PSAC's vision for a public safety approach that leads with unarmed staff presence, outreach, and services with a reduced role for law enforcement by piloting these strategies at specific locations and evaluating their effectiveness. Preliminary results from such a pilot will inform a rescoped role for law enforcement beyond the 18-month remainder of the contracts.

**SUBJECT: COMMITMENT TO REIMAGINING PUBLIC SAFETY**

**RECOMMENDATION**

APPROVE Motion by Directors Bonin, Mitchell, Hahn, Solis, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. In February 2022, report on the status of the initiatives funded by Motion 26.2 (March 2021), including projected launch dates, program elements, input received from PSAC, and projected funding needs in FY23.
- B. During the development of the FY23 budget, ensure a continued minimum commitment of \$40 million for the public safety alternatives outlined in Motion 26.2, in addition to rolling over unspent funding from FY22.
- C. In April 2022, report to the Operations, Safety, and Customer Experience Committee with a recommended public safety budget for FY23, including proposed funding levels for police services and public safety alternatives, with consideration of the Board's directive to realign resources.
- D. Consult with PSAC throughout the FY23 budget development process.

WE FURTHER MOVE that the Board direct the Chief Executive Officer to:

- E. Develop a place-based implementation strategy that identifies station locations that are good candidates for piloting a reimagined public safety approach consistent with the new Mission and Values statement, including the deployment of some or all of the public safety alternatives identified in Motion 26.2 and modifying law enforcement deployment at these pilot locations while continuing to ensure fast emergency response times.
- F. Consult with PSAC on the design, implementation, and evaluation-including quantitative and qualitative metrics-of this pilot.
- G. Explore partnerships with academia, medical schools, promotores, and community-based organizations on the design, implementation, and evaluation of this pilot.
- H. Report periodically on the pilot implementation and evaluation as part of the regular system

security report.

**DUPONT-WALKER AMENDMENT:** Develop key performance indicators that reflect how the pilot influences rider experience.

# FINAL RECOMMENDATIONS: TRANSIT AMBASSADORS

## ATTACHMENT C

### About these recommendations.

In 2020, Metro's Board formed the Public Safety Advisory Committee and directed agency staff to "work in partnership with community leaders to re-envision transit safety and community-based approaches to policing." As part of its charge to reimagine public safety on transit, the Committee was tasked with developing a robust ecosystem of community-centered approaches to safety that would serve as an alternative to traditional law enforcement. This alternative vision would adopt a people-centered approach to safety that involves shifting resources away from traditional law enforcement and directing those resources to support things like mental health services, support for unhoused riders, assistance for people with disabilities, aid for vulnerable riders, social service providers, and other community-based interventions.

As part of this reimagined ecosystem, Metro is establishing a transit ambassador program that consists of a community-facing, unarmed, welcoming, and compassionate team of diverse individuals. As articulated in the recommendations below, transit ambassadors are imagined as a critical component of a holistic public safety landscape that includes community-based organizations, mental health professionals, homeless service providers, unarmed security, and (when absolutely needed) armed law enforcement.

Metro's Public Safety Advisory Committee (PSAC) is providing high-level recommendations regarding the roles, responsibilities, and structure for a transit ambassador pilot program. These recommendations are intended to provide enough structure to establish the initial framework for the pilot; they are not intended to be exhaustive or final. The committee expects to refine and revise these recommendations, in collaboration with Metro staff, as the pilot program is further developed.

### Transit ambassadors play a rider-facing and welcoming role.

**Recommendation #1:** Transit Ambassadors will be a significant and identifiable presence on Metro vehicles, as well as at transit stations and stops. Alongside Metro Operators, Ambassadors are likely to have frequent contact with the riders and the general public.

**Recommendation #2:** Transit Ambassadors will deliver a high level of customer service and are expected to treat all riders with dignity and interact in a manner that is welcoming, respectful, and kind.

**Recommendation #3:** Transit Ambassadors will be knowledgeable about the Metro system and act as an official "face" of the agency, guiding folks to resources, assisting with wayfinding, and answering riders' questions.

**Metro staff Response:** Metro staff concurs.

## Transit ambassadors' presence promotes safety for all riders and operators.

**Recommendation #4:** Transit Ambassadors will be a significant non-law enforcement presence on the Metro system. Their role is to identify potentially unsafe situations and determine whether they are able to intervene and address the situation. They will be trained to respond judiciously to difficult situations and armed with de-escalation techniques to diffuse tense encounters. At the same time, Ambassadors will be able to call upon a broad array of service providers, security professionals, and/or law enforcement if the situation merits.

*(Note: intervention and de-escalation will not be the responsibility of all Transit Ambassadors and will vary based on position level & description, and level of employee training.)*

**Recommendation #5:** If an Ambassador determines that they are not able to intervene, then they will have access to a larger ecosystem of service providers, community-based interventionists, and/or law enforcement. Each of these support services will have the capacity to respond quickly when the situation merits.

**Recommendation #6:** The ecosystem of service providers that support Transit Ambassadors will include the following entities: (1) unhoused service providers, (2) mental health service providers, (3) system maintenance/janitorial staff, (4) vehicle operators, (5) supervisory staff, (6) emergency medical professionals, (7) care-centered public spaces, (8) public education, and (9) law enforcement. Note that armed law enforcement will only be involved when absolutely needed.

**Metro staff Response:** Metro staff concurs.

## Transit ambassadors can connect vulnerable riders to resources and/or assistance.

**Recommendation #7:** Transit Ambassadors will be culturally competent professionals that reflect the diversity of Los Angeles County. This includes having familiarity with the geographies they serve and (where appropriate) possessing multilingual skills.

**Recommendation #8:** Transit Ambassadors will be sensitive and responsive to the diverse needs of Metro riders. They are trained to respect riders' privacy, check assumptions or pre-judgments, and respond to situations with empathy and compassion.

**Recommendation #9:** Transit Ambassadors will be equipped with the information, tools, and contacts to connect vulnerable riders to resources. They have specific training to identify situations where a mental health service provider, homeless service provider, community-based organization or other Metro services may be the best entity to respond to a rider's expressed need.

**Metro staff Response:** Metro staff concurs.

## Transit ambassadors provide communities with access to good jobs.

**Recommendation #10:** As Metro employees, Transit Ambassadors will have a defined career path that includes an opportunity to grow within the program (e.g., from entry-level ambassador to mid-level ambassadors with increased training to management positions) and/or shift to other careers within the agency.

**Recommendation #11:** To ensure that Ambassadors reflect the communities they serve, Metro will reduce barriers to hiring. This includes recruiting that focuses on communities impacted by harmful policing, low-income communities of color, individuals with disabilities, and those facing barriers to employment.

**Recommendation #12:** Metro will partner with community-based organizations to build a pipeline of qualified workers that reflect the diversity of Metro's ridership. These organizations can work with Metro to identify candidates with non-traditional skill sets, those with relevant language proficiencies, and/or specialized training.

**Recommendation #13:** Benefits and opportunities for advancement will be key features for Transit Ambassador positions and Ambassadors will be Metro employees. Metro will ensure that Ambassadors have the following: (1) a family-supporting wage, (2) union jobs, (3) professional development opportunities, (4) diverse leadership (incl. women and people of color), (5) bilingual pay differentials, and (6) access to health care.

**Metro staff Response:** Metro staff partially concurs with recommendations 10-13 but does not support the recommendation to launch the ambassador program using in-house Metro employees. Metro needs flexibility in the delivery of the ambassador program to allow for faster program deployment. Additionally, Metro needs the ability to rapidly adjust the ambassador program's scope and responsibilities based upon real-time data during a pilot performance period. Metro would like to pilot the ambassador program for 3-5 years using contracted services in order to mature the program fully.

Metro is fully committed to an ambassador program and staff recommends a pilot period only to learn how to best customize and execute the program. After the pilot period, Metro would initiate the process to negotiate to bring the work in-house. Metro has a living wage and service worker retention policy that requires Metro at the end of a contract term to ensure the contract workers are retained. This policy would apply here if Metro were to initially contract out the ambassador program.

We recognize the proven benefits of a Transit Ambassador program and our goal is to implement effective alternative policing strategies as soon as possible. Metro estimates it will take up to two years to stand-up an in-house ambassador program. If Metro utilizes contracted services to staff the ambassador program, Metro could be ready to advertise a scope of work for those services by January or February 2022 with a contract award in the summer. The scope of work could be advertised to CBO's with expertise in homeless outreach, disability services, and/or hiring, training, and overseeing formerly incarcerated members of our



## Non-Law Enforcement Alternatives Ad-Hoc Committee Recommendations

Updated: 12/21/21

community. Finally, Metro's overhead is high, and the \$20 million authorized for the ambassador program will go much further using a contract service model.

Metro's goal is to move forward with a model that best delivers a Transit Ambassador Program in a timely way that is responsive to the sense of urgency that our Board members and public have expressed for this program.

**Ad-Hoc Committee response to Metro staff:** The ad-hoc committee understands that Metro has certain constraints and agrees that the Transit Ambassador program should be launched as quickly as possible. Likewise, the ad-hoc committee's understanding is that Metro staff's primary disagreement is with Recommendation #13, related to having the Ambassadors involved in the pilot serve as Metro employees. The committee believes that Ambassadors, whether contracted or Metro employees, should have access to the benefits enumerated in Recommendation #13. If Metro does decide to use contractors for the pilot program, the ad-hoc committee members would like Metro staff to address the following questions:

- How will Metro ensure that contracted staff have access to professional development opportunities?
- How will Metro ensure that the selected contractors have diverse leadership/management overseeing the scope of work?
- Will the contract require bilingual pay differentials?
- Will contracted staff have access to health care?

If Metro does decide to use contractors to launch the program, PSAC would like to review and provide input on the scope of work.

### Metro's Next Steps

As Metro CEO Stephanie Wiggins announced to PSAC last month, Metro will house the ambassador program outside the System Security and Law Enforcement Department. The emphasis will be on creating positive and compassionate engagement with all riders. Metro believes the ambassador program is a critical component in reimagining public safety on the Metro system and urges PSAC to expeditiously complete their recommendations so that we may launch the program in the near future.

Thank you for your commitment to reimagining public safety. We look forward to our continued collaboration to improve safety and security for all on the Metro system.

### Ad-Hoc Committee Next Steps

Once the framework for the Transit Ambassador program is approved by the full committee, the ad-hoc committee will continue to work with Metro staff to refine the recommendations, and define the specifics of the pilot program. Next steps include the following:

- Determining a deployment strategy for the pilot Transit Ambassador program
- Working with Metro to define contracting and/or hiring parameters for the pilot program launch
- Identifying evaluation metrics and recommendations for accountability measures
- Defining training requirements and providing input on a job description

## **Non-Law Enforcement Alternatives Ad-Hoc Committee Recommendations**

Updated: 12/21/21

- Further defining the supportive ecosystem (e.g., additional service providers) for Ambassadors

## PROCUREMENT SUMMARY

## TRANSIT AMBASSADOR PILOT PROGRAM

1.	<b>Contract Number:</b> PS88001001 (Strive Well-Being Inc.) PS88001000 (RMI International Inc.)	
2.	<b>Recommended Vendors:</b> 1) Strive Well-Being Inc. 2) RMI International Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> March 31, 2022	
	<b>B. Advertised/Publicized:</b> March 31, 2022; April 6, 2022; April 7, 2022	
	<b>C. Pre-Proposal Conference:</b> April 11, 2022	
	<b>D. Proposals Due:</b> May 2, 2022	
	<b>E. Pre-Qualification Completed:</b> June 6, 2022	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> May 9, 2022	
	<b>G. Protest Period End Date:</b> June 24, 2022	
5.	<b>Solicitations Picked up/Downloaded:</b> 16	<b>Bids/Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Mark Penn	<b>Telephone Number:</b> 213.922.1455
7.	<b>Project Manager:</b> Desarae Jones	<b>Telephone Number:</b> 213.922.2230

**A. Procurement Background**

This Board Action is to negotiate, award, and execute Contract No. PS88001001 with Strive Well-Being Inc. and Contract No. PS88001000 with RMI International Inc. issued in support of the Transit Ambassador Pilot Program which will deploy trained contract personnel on Metro buses, bus stops, trains, and stations in a pre-determined five-zone geographic area. These Ambassadors will be units comprised of mobile and fixed post personnel that are trained to play a rider-facing and welcoming role; promote safety for all riders and operators; and help connect vulnerable riders to resources and/or assistance. Board approval of contract awards are subject to resolution of any properly submitted protest.

Prior to the release of the solicitation, a virtual Industry Review and Outreach Event was held on March 11, 2022. The Ambassador program is a new pilot program for Metro, and the event was held for the purposes of receiving public feedback on the Statement of Work prior to the release of the solicitation.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit price (based on negotiated unit rates). The RFP was issued with a Small Business Enterprise (SBE) goal of 12%.

There were no amendments issued during the solicitation phase of this RFP.

A virtual pre-proposal conference was held on April 11, 2022 and was attended by seven individuals representing three firms. Twenty-nine questions were received and responses were released prior to the proposal due date.

A total of 16 firms downloaded the RFP and were included in the plan holder's list. Two proposals were received on the due date of May 2, 2022. Staff has reached out to other firms on the plan holder's list to inquire why they chose not to propose. To date, no responses have been received.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Office of the CEO, Office of System Security and Law Enforcement, the Office of Customer Experience, and the Office of Customer Care was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- |   |            |
|---|------------|
| • Agency Qualifications and Experience  | 15 percent |
| • Proposer Management Plan & Understanding of Scope of Work   | 30 percent |
| • Experience & Capabilities of Key Personnel  | 10 percent |
| • Effectiveness of Program Implementation and Accountability  | 25 percent |
| • Cost Proposal   | 20 percent |
| • Additional Proposal Elements for Demonstrating: staff with specialized skills and training; staff with lived experience; partnerships with CBOs/non-profits; experience contracting with or intention to engage with nonprofit workforce development programs | 6 percent  |

Several factors were considered when developing these weights, giving the greatest importance to Proposer Management Plan & Understanding of Scope of Work.

Both proposals received were determined to be within the competitive range and are listed below:

1. Strive Well-Being Inc.
2. RMI International Inc.

On June 6, 2022, the evaluation committee conducted virtual interviews with both firms. The firms' project managers and key team members presented their team's qualifications and responded to the evaluation committee's questions. In general,

each team's presentation addressed the requirements of the RFP, experience with all aspects of the required tasks, and stressed each firm's commitment to the success of the project. Also highlighted were staffing plans, work plans, and perceived project issues. Each team was asked questions relative to each firm's proposed alternatives and previous experience.

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

#### **Strive Well-Being Inc.**

Based on Strive Well-Being Inc.'s (Strive) disclosure as a 100% SBE and proposing to enlist the services of three Community Based Organizations (Union Station Homeless Services, Communities Actively Living Independently & Free, and Homeboy Industries) in its proposal, Strive has demonstrated its ability to understand the impact of community involvement of this pilot program. Through its core business platform comprised of facilities management and health and wellness management initiatives, Strive has demonstrated its experience and interaction with a general public population subjected to a wide range of varying degrees of lived experiences. Strive has proposed to utilize approximately 55 people to perform the transit ambassador services on Metro's rail system and station elevators only. Strive's proposal expresses the type of service Metro's Transit Ambassador Pilot program is requiring.

#### **RMI International Inc.**

Based on its core business platform of safety and security, as discussed in its proposal, RMI International Inc. (RMI), as an MBE has demonstrated its ability to provide the type of service Metro's Transit Ambassador Pilot program is requiring. RMI has aligned itself with WorkSource Regional Business Services as well as the Southeast Los Angeles County Workforce Development Board to supplement recruitment opportunities and anticipates utilizing the services of these nonprofit organizations for the venture. The diversity of RMI's business portfolio between the public and private sector, demonstrates RMI's cross section of interface with the general public population. The management plan outlines on-site locations predicated on an analysis of existing RMI infrastructure assignments in Metro's transit system. RMI has proposed to utilize approximately 244 people to perform the transit ambassador services across the entire Metro system. In adding American Eagle Protection Services (an SBE), RMI has proposed a plan to meet the minimum SBE goal of 12%.

The following is a summary of the PET scores:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>RMI International Inc.</b>				
<b>3</b>	Agency Qualifications and Experience	78.73	15.00%	11.81	
<b>4</b>	Proposer Management Plan & Understanding of Scope of Work	77.20	30.00%	23.16	
<b>5</b>	Experience and Capabilities of Key Personnel	76.30	10.00%	7.63	
<b>6</b>	Effectiveness of Program Implementation & Accountability	77.52	25.00%	19.38	
<b>7</b>	Cost Proposal	100.00	20.00%	20.00	
<b>8</b>	Additional Proposal Elements	62.50	6.00%	3.75	
<b>9</b>	<b>Total</b>		<b>106.00%</b>	<b>85.73</b>	<b>1</b>
<b>10</b>	<b>Strive Well-Being Inc.</b>				
<b>11</b>	Agency Qualifications and Experience	53.73	15.00%	8.06	
<b>12</b>	Proposer Management Plan & Understanding of Scope of Work	65.03	30.00%	19.51	
<b>13</b>	Experience and Capabilities of Key Personnel	55.00	10.00%	5.50	
<b>14</b>	Effectiveness of Program Implementation & Accountability	71.52	25.00%	17.88	
<b>15</b>	Cost Proposal	89.00	20.00%	17.80	
<b>16</b>	Additional Proposal Elements	93.83	6.00%	5.63	
<b>17</b>	<b>Total</b>		<b>106.00%</b>	<b>74.38</b>	<b>2</b>

### C. Price Analysis

A determination of fair and reasonable pricing will be made upon the completion of the following tasks: unit rate price analysis, technical analysis, fact finding, and negotiations. An independent cost estimate (ICE) has been prepared.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE (All 5 Zones; Rail and Bus Operations)</b>	<b>NTE amount (subject to negotiations)</b>
1.	RMI International Inc. (proposed rail and bus operations in all 5 zones)	\$95,090,980	\$119,129,525	\$95,090,980
2.	Strive Well-Being Inc. (proposed only rail operations and elevators in all 5 zones)	\$27,757,444	\$119,129,525	\$27,757,444
			Total NTE	\$122,848,424

Proposers were given the opportunity to price either (1) on all five zones, (2) a combination of zones, (3) complete bus and/or rail systems within the zones, or (4) individual lines/segments/stations in each zone.

Strive proposed to perform transit ambassador services on the rail system and station elevators only. Alternatively, RMI proposed to perform transit ambassador services throughout the entire Metro system. At the conclusion of fact-finding and negotiations, a determination will be made on how the Transit Ambassador Pilot program will be implemented and divided between the two firms.

### D. Background on Recommended Contractor

The recommended firm, Strive Well-Being Inc., located in San Diego, CA, has been in business for 14 years and is a Disadvantaged Business Enterprise and a Small Business Enterprise (SBE). Strive provides customer service in the form of facilities and population health management, inclusive of wellness program initiatives. Strive has been under contract to Metro for the past six years to provide wellness programs and operate/manage Metro's fitness center. Strive is performing satisfactorily.

The recommended firm, RMI International Inc., located in Paramount, CA, has been in business for nearly 26 years and is a Minority Business Enterprise (MBE). Originally founded as a security services organization, RMI is now a comprehensive customer service provider with an emphasis on public safety. RMI has been under contract to provide security services to Metro for the past 14 years and is performing satisfactorily.

## DEOD SUMMARY

## TRANSIT AMBASSADOR PILOT PROGRAM

**A. Small Business Participation****A1. PS88001000 – RMI International Inc.**

The Diversity and Economic Opportunity Department (DEOD) established a 12% Small Business Enterprise (SBE) goal for this solicitation. RMI International Inc. exceeded the goal by making a 12.18% SBE commitment. Commitment may be adjusted upon completion of final negotiations.

<b>Small Business Goal</b>	<b>12% SBE</b>	<b>Small Business Commitment</b>	<b>12.18% SBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	American Eagle Protective, Inc.	12.18%
	<b>Total Commitment</b>	<b>12.18%</b>

**A2. PS88001001 – Strive Well-Being Inc.**

The Diversity and Economic Opportunity Department (DEOD) established a 12% Small Business Enterprise (SBE) goal for this solicitation. Strive Well-Being Inc., an SBE, exceeded the goal by making a 100% SBE commitment. Commitment may be adjusted upon completion of final negotiations.

<b>Small Business Goal</b>	<b>12% SBE</b>	<b>Small Business Commitment</b>	<b>100% SBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Strive Well-Being Inc. (SBE)	100%
	<b>Total Commitment</b>	<b>100%</b>

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

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) will be applicable on this Contract. Metro staff will monitor and enforce the policy guidelines to ensure that workers are paid at minimum, the current Living Wage rate including yearly increases. In addition, Contractors will be responsible for submitting the required reports for the LW/SCWRP and other related documentation to staff to determine overall compliance with the policy.



**C. Prevailing Wage Applicability**

Prevailing Wage requirements are not applicable to this contract.

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

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



# Metro Transit Ambassador Pilot Program Services Overview



June 2022

# Transit Ambassador Program Background

- Ambassadors will add a customer-friendly Metro “brand” presence on the system.
- Improved customer experience through a more visible presence.
- Build relationships with Metro riders and Metro employees.
- Offer in-person support to riders geared toward improving the everyday interactions that transit customers experience.



# Pilot Program Background

Metro's summer 2021 Public Safety Perceptions Survey results show:

- Significant support for assistance and staff presence on the system who can help customers with disabilities (89% support more staff);
- Significant support for assisting riders experiencing homelessness (85% support more staff); and
- Significant support for Metro Transit Ambassadors (82% support having Ambassadors on Metro).

# Connecting Riders

Transit Ambassadors will be trained by Metro to play a rider-facing and welcoming role and help connect riders to resources and/or assistance.

- Transit Ambassador Program will enhance and support Metro's Mobile Crisis Outreach program– (partnership with the Department of Health).
- Pairing Transit Ambassadors with Crisis Intervention Specialist teams is a successful industry best-practice and reduces response time.
- Expand partnerships with County, City and utilize support from community-based organizations to provide staffing and resources to enhance the Transit Ambassador Program.

# Pilot Program Overview

The pilot Program will utilize contracted services to develop, operate, and manage a cohesive unit of qualified and effective public-facing personnel deployed at Metro's direction throughout the transit system.

1. Metro wants to ensure equitable program coverage systemwide.
2. Ambassadors will be units comprised of mobile and fixed post personnel that are trained to play a rider-facing and welcoming role; communicate with security to improve safety for all riders and operators; and help connect vulnerable riders to resources and/or assistance.
3. Pilot program ensures maximum flexibility to strategically deploy an effective program to address critical rider and employee concerns.

# Staff Recommendations

- A. AUTHORIZE the Chief Executive Officer to negotiate and award firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a pilot Transit Ambassador Services Program.
- Strive Well-Being's contract not to exceed amount is \$15,878,421 for the three-year base pilot and \$11,879,023 for the additional two, one-year options, for a total not to exceed amount of \$27,757,444.
  - RMI International's contract not to exceed amount is \$55,400,768 for the three-year base pilot and \$39,690,212 for the additional two, one-year options, for a total not to exceed amount of \$95,090,980. The combined total not to exceed amount for both firms over the five-year pilot is \$122,848,424.
- B. DELEGATE authority to the Chief Executive Officer to execute any future Memoranda of Understanding (MOUs) with Los Angeles County departments and/or City of Los Angeles partners for supplementary ambassador program services to enhance the Ambassador Program during the pilot period, in an amount not-to-exceed \$20,000,000, inclusive of administrative fees and other pilot initiatives, in support of the annual investments identified for Transit Ambassador Program Services in Board Motion 26.2.

# Proposed Service Coverage

- **Strive Well-Being, Inc.** – 100% SBE and included CBO partners in their proposal
  - Union Station Homeless Services
  - Communities Actively Living Independently Free
  - Homeboy Industries
- Proposed Staffing: **up to 55**
- Proposed locations: **Rail system and station elevators**





# Proposed Service Coverage

- **RMI International, Inc.** – Minority-Owned Business.
  - WorkSource Regional Business Services
  - Southeast LA County Workforce Development Board
  - Proposed to partner with SBE Eagle Protection Services
- Proposed Staffing: **up to 244**
- Proposed locations: **Entire Metro system**



# Pilot Program Evaluation

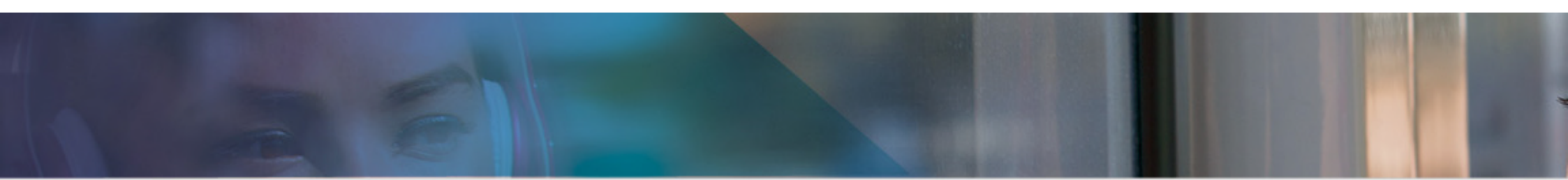
Initial Program Evaluation Metrics will be based on:

- Regular rider and employee surveys (pre- and post-)
- Bus vs. rail rider engagement analysis
- Established metrics based on industry best-practices

Evaluation will be expanded to include Customer Safety Surveys, Focus Groups, consideration of equity impacts and community engagement.

# Next Steps

- **August 2022:** 60-day Mobilization Period to begin – staffing, work plans, and comprehensive pre-deployment training
- **30 days before program launch:** Metro will begin public information campaign to educate riders and employees on new Ambassador program
- **Fall 2022:** Ambassador Program Launch



**Thank you.**