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Agenda - Final

Thursday, June 18, 2020

11:30 AM

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Los Angeles, CA 90012

Executive Management Committee

James Butts, Chair

Eric Garcetti, Vice Chair

John Fasana

Paul Krekorian

Sheila Kuehl

Hilda Solis

John Bulinski, non-voting member

Phillip A. Washington, Chief Executive Officer

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

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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.

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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.

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

CALL TO ORDER**ROLL CALL****7. SUBJECT: MEASURE R AMENDMENT LANGUAGE**[2020-0334](#)**RECOMMENDATION**

CONSIDER:

A. APPROVING the Measure R Ordinance Proposed Amendment Language (Attachment A); and,

B. ADOPTING the Resolution Notifying the State Legislature of the Amendment (Attachment C).

Attachments:[Attachment A - Expenditure Plan Mark-Up.pdf](#)[Attachment B - South Bay Highway Program Unfunded Construction Projects.pr](#)[Attachment C - Resolution Notifying the State Legislature of the Amendment.pdf](#)

(ALSO ON PLANNING AND PROGRAMMING COMMITTEE)

7.1. SUBJECT: MEASURE R AMENDMENT LANGUAGE MOTION[2020-0418](#)**RECOMMENDATION**

APPROVE Amending Motion by Directors Butts, Hahn, Ridley-Thomas, Barger, and Solis that the Board direct the Chief Executive Officer to adopt the Measure R Amendment language and include in the Footnote Section of the Expenditure Plan as Footnote “n” for proposed line 17a the projects listed above.

The South Bay Transit Projects listed above and identified in Footnote “n,” depending on readiness, could be included with South Bay Highway projects submitted to Metro in the FY21-22 Metro Budget Request development process by Oct. 31, 2020. Anticipated available funding could then be accessed as early as July 2021.

(ALSO ON PLANNING AND PROGRAMMING COMMITTEE)

8. SUBJECT: MODERNIZING THE METRO HIGHWAY PROGRAM[2020-0412](#)**RECOMMENDATION**

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

- A. Circulate the recommendations in this report for stakeholder input, including the Policy Advisory Council (PAC), the Technical Advisory

Committee (TAC), and Councils of Governments (COGs).

- B. Initiate amendment processes for the Measure R Highway Program Eligibility Criteria and the Measure M Guidelines to clarify eligibility for transit, active transportation, and complete streets improvements, as described in Attachments A and B, and gather stakeholder input on proposed amendments concurrent with A, above; and
- C. Report back to the Planning & Programming Committee in 90 days with a summary of stakeholder input, Metro staff responses to recommendations, and proposed criteria/guideline amendments for the Board's consideration.

Attachments: [Attachment A - Recommended Improvements to Metro Highway Program](#)

(ALSO ON PLANNING AND PROGRAMMING COMMITTEE)

18. **SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY [2020-0377](#)**
PERFORMANCE

RECOMMENDATION

RECEIVE AND FILE Transit Safety and Security Report

Attachments: [Attachment A - System-Wide Law Enforcement Overview April & May 2020](#)
 [Attachment B - MTA Supporting Data April & May 2020](#)
 [Attachment C - Key Performance Indicators April & May 2020](#)
 [Attachment D - Transit Police Summary April & May 2020](#)
 [Attachment E - Homeless Update April 2020](#)

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

19. **SUBJECT: COMPREHENSIVE PRICING STUDY [2020-0386](#)**

RECOMMENDATION

RECEIVE AND FILE status report on the recently initiated Comprehensive Pricing Study.

Attachments: [Presentation](#)

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

22. **SUBJECT: CCO REPORT AND PRESENTATION [2020-0333](#)**

RECOMMENDATION

RECEIVE oral report on Communications.

Attachments: [Attachment "A" CCO Report - June 2020](#)

23. SUBJECT: STATE AND FEDERAL REPORT[2020-0388](#)**RECOMMENDATION**

RECEIVE AND FILE June 2020 State and Federal Legislative Report.

24. SUBJECT: REPORT ON FREE STUDENT FARES FEASIBILITY STUDY[2020-0353](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

1. APPROVE working with Los Angeles Unified School District (LAUSD), Pasadena Unified School District (PUSD) and other districts to implement the K-12 U-Pass Program for Homeless Student Support Services
2. APPROVE working with Los Angeles Community College District (LACCD), University of California Los Angeles (UCLA) Graduate Student Association (GSA) and other schools and districts to implement the transportation fees approved through the student referendums under the existing U-Pass program
3. APPROVE working with LA County schools and districts to conduct student surveys and other collect other data needed to implement additional student pass programs

Attachments: [Attachment A - Report on Free Student Fares Feasibility Study](#)
[Attachment B - LACCD Pilot Program Metro CEO Response Letter 05-28-19](#)
[Presentation - Student Fares June 2020](#)

25. SUBJECT: EMPLOYER PASS (E-PASS) PROGRAM[2020-0352](#)**RECOMMENDATION**

APPROVE recommendation to establish a permanent Employer Pass (E-Pass) Program based on the success of the current 2-Year E-Pass Pilot Program

Attachments: [Attachment A - File #2017-0715 Board Report on Countywide Transportation De](#)
[Attachment B - Executive Management and Audit Committee Report on Metro C](#)
[Attachment C - ATAP Take One_ General](#)
[Attachment D - SEP Take One_ General](#)
[Attachment E - Board Box #170303_2017_Employer_Annual_Pass_Program_F](#)
[E-Pass Presentation 06182020](#)

**26. SUBJECT: MOBILITY ON DEMAND EMERGENCY FOOD AND
ESSENTIAL GOODS DELIVERIES**

[2020-0374](#)

RECOMMENDATION

CONSIDER:

- A. APPROVING expansion of emergency food and essential goods delivery to First 5 LA's five Best Starts regions (which include 14 subcommunities) up to 750 deliveries a week, as further described in Attachment A and Attachment B; and
- B. AUTHORIZING the CEO or his designee to execute necessary agreements and amendments to contracts as related.

Attachments: [Attachment A - First 5 LA 14 Best Start Communities](#)
[Attachment B - Best Start Emergency Food and Essential Goods Delivery Plan](#)
[Attachment C - Food and Essential Goods Delivery Process Flow](#)
[Attachment D - Food and Essential Goods Delivery Budget \(1\)](#)

**30. SUBJECT: OFFICE OF THE INSPECTOR GENERAL REPORT ON
ASSET VALUATION FOR ADVERTISING, SPONSORSHIP,
AND OTHER REVENUE OPPORTUNITIES**

[2020-0387](#)

RECOMMENDATION

RECEIVE AND FILE Report by the Office of Inspector General of Metro's Asset Valuation for Advertising, Sponsorship, and Other Revenue Opportunities

Attachments: [LACMTA Asset Valuation Study_v6.08.20](#)
[Presentation](#)

31. SUBJECT: STATE LEGISLATION [2020-0300](#)**RECOMMENDATION**

ADOPT staff recommended positions:

1. Assembly Constitutional Amendment 5 (Weber, Gipson, Santiago) - Government Preferences. **SUPPORT**

Attachments: [Attachment A - ACA 5 Legislative Analysis](#)

32. SUBJECT: FEDERAL LEGISLATION [2020-0414](#)**RECOMMENDATION**

ADOPT staff recommended positions:

- A. House Resolution 2 7095 (DeFazio) - Five-year federal surface transportation authorization legislation. **SUPPORT**

Attachments: [Attachment A - INVESTinAmericaAct](#)

33. SUBJECT: LEVERAGING AND COORDINATING GREEN INFRASTRUCTURE FUNDING: CREATING THE WHAM COMMITTEE [2020-0415](#)**RECOMMENDATION**

APPROVE Motion by Directors Kuehl and Solis that the Board direct the Chief Executive Officer to join the County process to regularly convene leaders of the departments and agencies implementing measures W, H, A, and M for the purposes of creating efficiencies across programs; fulfilling the goals of measures W, H, A, and M; facilitating coordinated programmatic and project/project area planning; implementation of specific multi-benefit projects, project areas, and programs; leveraging W, H, A, and M funding with other funding sources-including other local, state and federal funding opportunities; fostering procedural, project, and programmatic collaboration; and eliminating redundancies and inconsistent policies where appropriate.

34. SUBJECT: CORONAVIRUS RECOVERY TASK FORCE [2020-0358](#)**RECOMMENDATION**

Oral Report on **Coronavirus Recovery Task Force**

Attachments: [Attachment A - Presentation](#)

**35. SUBJECT: REPORT BACK ON USE OF FORCE POLICY FOLLOWED
BY METRO POLICING CONTRACTORS AND EMPLOYEES**

[2020-0419](#)

RECOMMENDATION

APPROVE Motion by Directors Hahn, Solis, and Butts that the Board direct the Chief Executive Officer in conjunction with the Chief of Metro's Systems Security and Law Enforcement, Executive Officer of Equity and Race, and Office of Civil Rights, to report back to the Board in 90 days with the following:

- A. A review of the training and use of force policies followed by our policing partners and security contract personnel;
- B. A review of training and use of force policies for our Metro Transit Security Guards and provide reform recommendations; and
- C. Recommendations on how to further reform policing at Metro and reallocate resources for homelessness outreach and services in preparation for the expiration of existing policing contracts.

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

SUBJECT: GENERAL PUBLIC COMMENT

[2020-0397](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S
SUBJECT MATTER JURISDICTION**

Adjournment



Board Report

File #: 2020-0334, **File Type:** Plan

Agenda Number: 7.

PLANNING AND PROGRAMMING COMMITTEE

JUNE 17, 2020

EXECUTIVE MANAGEMENT COMMITTEE

JUNE 18, 2020

SUBJECT: MEASURE R AMENDMENT LANGUAGE

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

- A. APPROVING the Measure R Ordinance Proposed Amendment Language (Attachment A); and,
- B. ADOPTING the Resolution Notifying the State Legislature of the Amendment (Attachment C).

ISSUE

This Board item presents proposed amendments and changes to the Measure R Ordinance (the Ordinance) to allow transfers between the highway and transit subfunds, and adds a project requested by a subregion. Board approval of this item will allow the amendment language to be presented at a public hearing, noticed to the required governing bodies, and reviewed by the Measure R Oversight Committee, which are steps required under the Ordinance prior to Board adoption of the amendment. The Public Utilities Code also requires that Metro adopt a resolution notifying the state legislature of the amendment.

BACKGROUND

The Ordinance identifies the allowable uses for the 0.5% countywide sales tax that funds Metro capital projects and transit operations. The Ordinance created both transit and highway capital subfunds that receive a percentage of the Measure R sales tax revenue and fund the capital projects listed on the Expenditure Plan (Attachment A of the Ordinance).

The Measure R Ordinance can be amended upon two-thirds vote of the Board. However, any amendment to provide for a transfer of moneys between the highway and transit subfunds can only occur every ten years, beginning 2020.

In anticipation of the first allowable transfer amendment, staff notified the Board in November 2019 and began a process to inform and reach out to stakeholders including Metro staff, Board staff, subregional councils, Policy Advisory Council, and the public at-large.

Staff distributed an information letter to all known interested parties in February 2020 that described when a transfer might be considered and included draft amendment language, and through April 2020 has responded to all questions received and to requests to attend subregional council meetings.

DISCUSSION

The South Bay subregion has submitted the only actionable requests for the amendment. South Bay has asked that the remaining Measure R funding allocated to the South Bay Highway Program is reduced and transferred for a new transit program, and that the Ordinance allow for future transfers through 2030 without the need of a subsequent amendment. No other requested amendments or changes were offered.

The amount of the transfer differs from the amount initially requested by South Bay. The subregion's governing body, the South Bay Cities Council of Governments (SBCCOG) originally approved a request of \$560,000,000 in November 2019 to transfer from highways to transit. SBCCOG staff subsequently requested this amount be reduced to \$400,000,000 to provide for additional highway projects, and account for amounts already expended, programmed by the Metro Board, or contractually committed.

The following proposed changes to the Ordinance are therefore included. It would add a new Section 18 to the Ordinance. In addition, a mark-up of the affected sections of the Expenditure Plan is included as Attachment A.

Section 18.0 TRANSFERRING NET REVENUES BETWEEN SUBFUNDS

- a. Net Revenues not to exceed \$400,000,000 shall be transferred from the Highway Capital Subfund to the Transit Capital Subfund no later than January 2030 for use on eligible Transit Capital Projects within the South Bay subregion. The amount of Net Revenues for the "Interstate 405, I-110, I-105, and SR-91 Ramp and Interchange Improvements (South Bay)" project on line 33 in Attachment A is reduced from \$906,000,000 to \$506,000,000. The "South Bay Transit Investments" project is added to the Transit Capital Projects as shown in Amended Attachment A.*
- b. Any surplus Net Revenues under Section 7(d)(4) may be transferred from the Transit Capital Subfund to the Highway Capital Subfund no later than January 2030 for one or more Highway Projects within the same subregion as the completed Transit Project.*
- c. Any surplus Net Revenues under Section 7(e)(4) may be transferred from the Highway Capital Subfund to the Transit Capital Subfund no later than January 2030 for one or more Transit Projects within the same subregion as the completed Highway Project.*

Impact to South Bay Highway Program

The South Bay Highway Program has existed since the passage of Measure R in 2008, and the Metro Board has programmed \$238,207,000 to the South Bay subregion through January 2020 for eligible highway projects. The SBCCOG approved an additional request in March 2020 for \$230,835,278 of expenditures. Much of the previously programmed, expended, and newly requested funds are for planning and design, and do not include construction. The table included as Attachment B lists those South Bay Highway Program projects that will require future construction funding. Total construction costs for these projects are estimated at \$ 412,700,000. A 15% contingency would add another \$61,905,000. The transfer of \$400,000,000 from the South Bay Highway Program to a new transit program will eliminate construction funding for the previously-approved highway projects that have or will have completed pre-construction work. If the construction of these highway projects is ultimately pursued when funding is obtained, it may require that environmental and or design work is redone given the time lapsed.

The South Bay COG's position regarding the Measure R Transfer impact on the South Bay Highway Program is predicated on the fact that when Measure R SBHP was first created, it funded early phases (such as environmental and design phases) of Caltrans projects to strategically position them for outside funding for right-of-way and construction. The COG's position on the Measure R Transfer does not preclude Caltrans from seeking SBHP/MSP funding for those later phases but does not guarantee any funding support past PSE. The SBCCOG will work alongside Caltrans to secure those additional funds and help lobby Sacramento legislators.

The South Bay subregion also receives funding from the Measure M "Highway Operational Improvements" multi-year subregional program and this could potentially be used to pay for the Measure R unfunded construction projects. This multi-year subregional program will provide about \$13,000,000 of new funding for FY 2024. Funding in FY 2025 for the multi-year subregional program is expected to decline as the growth rate is tied to Metro's financial forecast, which will be lowered due to the current decrease in sales tax revenue caused by the global pandemic. In comparison, the construction need is \$412,700,000 (excluding contingency) for the Measure R South Bay Highway Program and an additional \$120,000,000 for new highway projects added to the multi-year subregional program by SBCCOG.

Potential Future Amendments

Other potential amendments were considered, including those for the transfer of highway and transit Contingency to address future debt service, and for the use of surplus on Measure R projects that have yet to complete construction. Staff recommends that these potential transfers are deferred until after 2030 when the sales tax is nearer to its sunset and after projects are fully closed-out.

FINANCIAL IMPACT

This is an informational item and does not have a direct financial impact.

Impact to Budget

There is no direct impact to the FY20 budget.

Multi-Year Impact

This item may result in a more rapid expenditure of Measure R funds. The balance of Measure R South Bay Highway Program funds that are subject to the transfer did not have identified uses; however, the subregion has identified transit uses for much of the amount and this may result in more Measure R debt financing.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This item helps ensure fiscal responsibility in how funding determinations are made and transparency in the agency's investment decisions (Goal #5).

NEXT STEPS

Should the Board approve the transfer amendment language, staff will initiate public and local government notice, schedule a public meeting and review by the Proposition R Independent Taxpayers Oversight Committee of Metro in September 2020.

Metro staff will develop guidelines for the use of the newly-created Measure R transit program that include eligibility criteria consistent with the Ordinance and existing Board policy, and determination of funding amounts.

The proposed amendment language would change the amount of funding for projects on the Expenditure Plan. Per Public Utilities Code Section 130350.5(k), this requires notification to the state legislature, no later than 365 days prior to the adoption of the amendment. Pursuant to the Code, the notification shall be in the form of a resolution adopted by the Metro Board. The resolution is included as Attachment C.

Upon completion of the 365-day notice period, Metro staff will schedule a formal amendment of the Ordinance for Board adoption, expected in July 2021. The amendment will require 2/3 Board approval.

ATTACHMENTS


Attachment A - Expenditure Plan Mark-Up

Attachment B - South Bay Highway Program Unfunded Construction Projects

Attachment C - Resolution Notifying the State Legislature of the Amendment

Prepared by: Craig Hoshijima, DEO, Countywide Planning & Development, (213) 418-3384
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

**Proposed One-Half Cent Sales Tax for Transportation: Expenditure Plan
30 Years, Fiscal Year (FY) 2010 - 2039
As Adopted by the Los Angeles County Metropolitan Transportation Authority Board of Directors July 24, 2008 and Amended _____, 2021**
(\$ in millions)

**REVISED
ATTACHMENT A**

for reference only - not priority order	Subfund	Potential Project in Alphabetical Order by Category (project definition depends on final environmental process)	Cost Estimate	New Sales Tax (Assembly Bill 2321)			Other Funds			Funds Available Beginning	Expected Completion	
				Minimum	Additional	Total	Federal Funding	State Funding	Local Funding (Rail is 3% except as noted)			
1		Transit Projects: New Rail and/or Bus Rapid Transit Capital Projects. Could include rail improvements or exclusive bus rapid transit improvements in designated corridors.										
2			Escalated \$									
3		Eastside Light Rail Access (Gold Line)	\$ 30	\$ 30	\$ -	\$ 30	\$ -	\$ -	\$ -	FY 2010	FY 2013	
4		Exposition Boulevard Light Rail Transit	\$ 1,632 ^a	\$ 925	\$ -	\$ 925	\$ -	\$ 353	\$ 354	FY 2010-12	FY 2013-15	
5		Metro and Municipal Regional Clean Fuel Bus Capital Facilities and Rolling Stock (Metro's share to be used for clean fuel buses)	\$ 150	\$ 150	\$ -	\$ 150	\$ -	\$ -	\$ -	FY 2010	FY 2039	
6		Regional Connector (links local rail lines)	\$ 1,320	\$ 160	\$ -	\$ 160	\$ 708	\$ 186	\$ 266 ^b	FY 2014-16	FY 2023-25	
7			Current 2008 \$									
8	Transit Capital Projects	Crenshaw Transit Corridor - project acceleration	\$ 1,470	\$ 235.5	\$ 971.5	\$ 1,207	To be determined	\$ 263 ^c		FY 2010-12	FY 2016-18	
9		Gold Line Eastside Extension	\$ 1,310	\$ -	\$ 1,271	\$ 1,271		\$ 39		FY 2022-24	FY 2033-35	
10		Gold Line Foothill Light Rail Transit Extension	\$ 758	\$ 735	\$ -	\$ 735		\$ 23		FY 2010-12	FY 2015-17	
11		Green Line Extension to Los Angeles International Airport	\$ 200	\$ -	\$ 200	\$ 200		TBD ^d		FY 2010-12	FY 2015-28 ^d	
12		Green Line Extension: Redondo Beach Station to South Bay Corridor	\$ 280	\$ -	\$ 272	\$ 272		\$ 8		FY 2028-30	FY 2033-35	
13		San Fernando Valley I-405 Corridor Connection (match to total project cost)	TBD	\$ -	\$ 1,000	\$ 1,000		\$ 31		FY 2030-32	FY 2038-39	
14		San Fernando Valley North-South Rapidways (Canoga Corridor) - project acceleration	\$ 188	\$ 32 ^e	\$ 150	\$ 182		\$ 6		FY 2010-12	FY 2014-16	
15		San Fernando Valley East North-South Rapidways - project acceleration	\$ 70	\$ 68.5 ^e	\$ -	\$ 68.5		\$ 2		FY 2013-15	FY 2016-18	
16		West Santa Ana Branch Corridor (match to total project cost)	TBD	\$ -	\$ 240	\$ 240		\$ 7		FY 2015-17*	FY 2025-27*	
17		Westside Subway Extension - to be opened in segments	\$ 4,200 ^f	\$ 900	\$ 3,174	\$ 4,074		\$ 126		FY 2013-15	FY 2034-36	
17a		South Bay Transit Investments	\$ 500 \$ 400	\$ -	\$ -	\$ 500 \$ 400		\$ -	\$ -	\$ -	As funds become available	
18		Capital Project Contingency (Transit)-Escalation Allowance for lines 8-17 to be based on year of construction	\$ 7,331	\$ 173	\$ 3,103	\$ 3,276		\$ 2,200	\$ 1,015	\$ 840 ^g	FY 2010	FY 2039
19	Total New Rail and/or Bus Rapid Transit Capital Projects	\$ 18,939 \$ 19,439 <u>\$ 19,339</u> ^h	\$ 3,408.5	\$ 10,381.5	\$ 13,790 \$ 14,290 <u>\$ 14,190</u>	\$ 2,908	\$ 1,554	\$ 1,965	FY 2010	FY 2039		

**Proposed One-Half Cent Sales Tax for Transportation: Expenditure Plan
30 Years, Fiscal Year (FY) 2010 - 2039**

As Adopted by the Los Angeles County Metropolitan Transportation Authority Board of Directors July 24, 2008 and Amended _____, 2021
(\$ in millions)

for reference only - not priority order	Subfund	Potential Project in Alphabetical Order by Category (project definition depends on final environmental process)	Cost Estimate	New Sales Tax (Assembly Bill 2321)			Other Funds			Funds Available Beginning	Expected Completion
				Minimum	Additional	Total	Federal Funding	State Funding	Local Funding (Rail is 3% except as noted)		
20	Highway Projects: Capital Projects - Carpool Lanes, Highways, Goods Movement, Grade Separations, and Soundwalls										
21			Escalated \$								
22		Alameda Corridor East Grade Separations Phase II	\$ 1,123	\$ 200	\$ 200	\$ 400	\$ 200	\$ 336	\$ 187 ⁱ	As funds become available	
23		BNSF Grade Separations in Gateway Cities	\$ 35	\$ -	\$ 35	\$ 35	\$ -	\$ -	\$ -	As funds become available	
24		Countywide Soundwall Construction (Metro regional list and Monterey Park/SR-60)	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ -	\$ -	FY 2010	FY 2039
25		High Desert Corridor (environmental)	\$ 33	\$ -	\$ 33	\$ 33	\$ -	\$ -	\$ -	As funds become available	
26		Interstate 5 / St. Route 14 Capacity Enhancement	\$ 161	\$ 90.8	\$ -	90.8	\$ 15	\$ 41	\$ 14 ^j	FY 2010	FY 2013-15
27		Interstate 5 Capacity Enhancement from I-605 to Orange County Line	\$ 1,240	\$ 264.8	\$ -	\$ 264.8	\$ 78	\$ 834	\$ 63 ^j	FY 2010	FY 2016-17
28		I-5 Capacity Enhancement from SR-134 to SR-170	\$ 610	\$ 271.5	\$ -	\$ 271.5	\$ 50	\$ 264	\$ 24 ^j	FY 2010	FY 2013
29		I-5 Carmenita Road Interchange Improvement	\$ 389	\$ 138	\$ -	\$ 138	\$ 97	\$ 154	\$ - ^j	FY 2010	FY 2015
30			Current 2008 \$								
31	Highway Capital Projects	Highway Operational Improvements in Arroyo Verdugo subregion	\$ 170	\$ -	\$ 170	\$ 170	To be determined			As funds become available	
32		Highway Operational Improvements in Las Virgenes/Malibu subregion	\$ 175	\$ -	\$ 175	\$ 175					
33		Interstate 405, I-110, I-105, and SR-91 Ramp and Interchange Improvements (South Bay)	\$ 906	\$ -	\$ 906 \$ 406 \$ 506	\$ 906 \$ 406 \$ 506					
34		Interstate 5 North Capacity Enhancements from SR-14 to Kern County Line (Truck Lanes)	\$ 2,800	\$ -	\$ 410	\$ 410					
35		Interstate 605 Corridor "Hot Spot" Interchanges	\$ 2,410	\$ -	\$ 590	\$ 590					
36		Interstate 710 North Gap Closure (tunnel)	\$ 3,730	\$ -	\$ 780	\$ 780					
37		Interstate 710 South and/or Early Action Projects	\$ 5,460	\$ -	\$ 590	\$ 590					
38		State Route 138 Capacity Enhancements	\$ 270	\$ -	\$ 200	\$ 200					
39		Capital Project Contingency (Highway)-Escalation Allowance for lines 31-38 to be based on year of construction	\$ 2,575	\$ -	\$ 2,575.9	\$ 2,576					
40			Total Capital Projects Highway: Carpool Lanes, Highways, Goods Movements, Grade Separations, and Soundwalls	\$ 22,337	\$ 1,215.1	\$ 6,664.9 \$ 6,164.9 \$ 6,264.9					

**Proposed One-Half Cent Sales Tax for Transportation: Expenditure Plan
30 Years, Fiscal Year (FY) 2010 - 2039**

As Adopted by the Los Angeles County Metropolitan Transportation Authority Board of Directors July 24, 2008 and Amended _____, 2021
(\$ in millions)

for reference only - not priority order	Subfund	Operating and Capital Programs	Percent of New Sales Tax Net Revenues	New Sales Tax (Assembly Bill 2321)			Other Funds			Funds Available Beginning	Expected Completion												
				Minimum	Additional	Total Escalated	Federal Funding	State Funding	Local Funding (Rail is 3% except as noted)														
41	Ops	Bus Operations (Countywide Bus Service Operations, Maintenance, and Expansion. Suspend a scheduled July 1, 2009 Metro fare increase for one year and freeze all Metro Student, Senior, Disabled, and Medicare fares through June 30, 2013 by instead using Metro's Formula Allocation Procedure share of this subfund.)	20%	\$ -	\$ 7,880	\$ 7,880 k	Not Applicable		FY 2010	FY 2039													
42	Ops	Rail Operations (New Transit Project Operations and Maintenance)	5%	\$ -	\$ 1,970	\$ 1,970 k					Not Applicable		FY 2010	FY 2039									
43	Local Return	Major street resurfacing, rehabilitation and reconstruction; pothole repair; left turn signals; bikeways; pedestrian improvements; streetscapes; signal synchronization; and transit.	15% ^l	\$ 250	\$ 5,660	\$ 5,910 k									Not Applicable		FY 2010	FY 2039					
44	Tran. Cap.	Metro Rail Capital Projects - System Improvements, Rail Yards, and Rail Cars	2%	\$ -	\$ 788	\$ 788 k													Not Applicable		FY 2010	FY 2039	
45	Tran. Cap.	Metrolink Capital Improvement Projects within Los Angeles County (Operations, Maintenance, and Expansion)	3%	\$ 70	\$ 1,112	\$ 1,182 k																	Not Applicable
46		Subtotal Transit and Highway Capital Projects	\$ 41,276^m	\$ 4,623.6	\$ 17,046	\$ 21,670	\$ 2,908	\$ 1,554	\$ 2,253	FY 2010													
47		Subtotal page 4		\$ 320.0	\$ 17,410	\$ 17,730	Not Applicable																
48		1.5% for Administration	N/A	\$ 10	\$ 590	\$ 600	Not Applicable			FY 2010	FY 2039												
49		Total		\$ 4,953.6	\$ 35,046	\$ 40,000	\$ 2,908	\$ 1,554	\$ 2,253	FY 2010	FY 2039												

Notes:

- a. The Exposition Blvd Light Rail Transit project includes the following funds: Prop 1B Transit Modernization funds (\$250 M), State Transportation Improvement Program funds (\$103 M), Metro Propositions A and C funds (\$354 M).
- b. Systemwide ridership forecasts indicate need for a Regional Connector downtown. This expenditure plan assumes that Metro Long Range Transportation Plan funds freed-up from the Exposition Phase II project by passage of this sales tax will be redirected to the Regional Connector project by the Metro Board.
- c. Local funding for the Crenshaw Transit Corridor assumes a 3% local contribution (\$44 M) and a Metro Long Range Transportation Plan contribution (\$219 M).
- d. Local funding target and project schedule to be determined due to potential LAX contribution. First segment is included in the Crenshaw project.
- e. The San Fernando Valley North-South Rapidways minimum of \$100 M is divided between the East and Canoga segments.
- f. Unescalated cost estimate to Westwood.
- g. Assumes a 3% local contribution to the Escalation Allowance (\$225 M) and a Metro Long Range Transportation Plan contribution for project scheduling risk (\$615 M).
- h. Total new rail and/or bus rapid transit capital projects cost estimate subject to change when cost estimates are developed for the San Fernando Valley I-405 Corridor Connection (line 13) and the West Santa Ana Branch Corridor (line 16).
- i. The precise amounts of Federal and local funding for the Alameda Corridor East Grade Separations Phase II project are subject to change.
- j. For projects funded from other sources on or before December 31, 2008, the funds freed-up by passage of this sales tax shall remain in the subregion in which the project is located for projects or programs of regional significance (per AB 2321).
- k. Amounts are estimates. Actual amounts will be based on percentage of actual sales tax receipts net of administration.
- l. Local Return to the incorporated cities within Los Angeles County and to Los Angeles County for the unincorporated area of the County on a per capita basis per annual California Department of Finance population data.
- m. The total project cost estimate for the transit and highway capital projects of \$41.2 B includes \$12.9 B in as yet unidentified federal, state, local, and public-private partnership funds for highway projects.

Legend: Ops = Operations; Tran. Cap. = Transit Capital; SR = State Route; I = Interstate

* The West Santa Ana Branch matching funds would be accelerated by utilizing Long Range Transportation Plan resources freed-up by the use of new sales tax funds on the Interstate 5 Capacity Enhancement from I-605 to Orange County Line project (line 27).

Measure R South Bay Highway Program
(Interstate 405, I-110, I-105, and SR-91 Ramp and Interchange Improvements (South Bay))
Unfunded Construction Projects
(\$ in thousands)

Lead Agency	Project Description	Amount Programmed (incl. Jun '20)	Estimated Construction Cost
Carson/Metro	Upgrade Traffic Control Signals at the Intersection of Figueroa St and 234th St. and Figueroa and 228th st.	\$ 150	\$ 400
El Segundo	Park Place Roadway Extension and Railroad Grade Separation Project	\$ 5,350	\$ 51,500
Hawthorne	El Segundo Blvd Improvements Project Phase II	\$ 600	\$ 1,400
Hawthorne	120th St Improvements -- Crenshaw Blvd to Felton Ave	\$ 600	\$ 1,400
LA City	Alameda St. (South) Widening frm. Anaheim St. to Harry Bridges Blvd	\$ 2,875	\$ 15,000
LA City	Alameda St. (East) Widening Project	\$ 3,580	\$ 10,000
Metro	I-405 Improvements from I-105 to Artesia Blvd	\$ 17,381	\$ 120,000
Metro	I-405 Improvements from I-110 to Wilmington	\$ 17,400	\$ 120,000
Metro	I-405 N/B Aux Lane (Imperial Hwy to El Segundo)	\$ 14,000	\$ 80,000
Torrance	PCH at Crenshaw Blvd Intersection Imp	\$ 500	\$ 13,000
Total		\$ 62,286	\$ 412,700
	<i>15% Construction Capital Contingency</i>		\$ 61,905

ATTACHMENT C

A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
PROVIDING NOTICE OF PROPOSED AMENDMENTS TO THE MEASURE R SALES TAX
ORDINANCE (#08-01) EXPENDITURE PLAN

WHEREAS, the Los Angeles County Metropolitan Transportation Authority (Metro) Board of Directors adopted Ordinance #08-01 on July 24, 2008 that imposes a 0.5 percent transaction and use tax applicable in the county, pursuant to California Public Utilities Code 130350.5; and,

WHEREAS, Ordinance #08-01 includes an expenditure plan identifying the projects and programs to be funded by Measure R sales tax revenues and the schedule during which Metro anticipates such revenues will be available for each project and program; and,

WHEREAS, Public Utilities Code section 130350.5(k) specifies that no later than 365 days prior to the adoption of an amendment to the Measure R expenditure plan the Board shall notify the Members of the Legislature representing the County of Los Angeles of all of the following:

- (1) A description of the proposed amendments to the expenditure plan that would do any of the following:
 - (A) Affect the amount of Measure R net revenues that is proposed to be expended on a capital project or projects identified in the expenditure plan.
 - (B) Delay the schedule for the availability of funds proposed to be expended on a capital project or projects identified in the expenditure plan.
 - (C) Delay the schedule for the estimated or expected completion date of a capital project or projects identified in the expenditure plan.
- (2) The reason for the proposed amendment.
- (3) The estimated impact the proposed amendment will have on the schedule, cost, scope, or timely availability of funding for the capital project or projects contained in the expenditure plan.

WHEREAS, section 130350.5(l) specifies that the notification required pursuant to subdivision (k) shall be achieved by resolution adopted by the Metro Board; and,

WHEREAS, this Resolution provides notice to the Members of the Legislature representing the County of Los Angeles of the proposed amendments to the Measure R expenditure plan.

ATTACHMENT C

NOW, THEREFORE, THE BOARD OF DIRECTORS OF METRO DOES RESOLVE AS FOLLOWS:

SECTION 1. At a meeting on June 25, 2020, the Metro Board considered proposed language that amends the Measure R expenditure plan and affects the amount of net revenues to be expended by reducing the amount on an existing capital project listed on the expenditure plan and increasing funding for a newly created capital project.

SECTION 2. No sooner than 365 days after providing the statutorily required notice to Members of the Legislature, the Metro Board intends to adopt the proposed amendments to the Measure R expenditure plan described in the Metro Board report #2020-0334, attached hereto as Attachment A.

SECTION 2. The information provided to Members of the Legislature pursuant to section 130350.5(k) is included in Attachment A.

SECTION 3. This resolution shall be mailed to each of the Members of the Legislature representing the County of Los Angeles.

I certify that the foregoing Resolution was adopted by a majority vote of all members of the Los Angeles County Metropolitan Transportation Authority Board of Directors, at its meeting held on the 25th day of June, 2020.

MICHELE JACKSON
Metro Board Secretary



Board Report

File #: 2020-0412, **File Type:** Motion / Motion Response

Agenda Number: 8.

PLANNING AND PROGRAMMING COMMITTEE

JUNE 17, 2020

EXECUTIVE MANAGEMENT COMMITTEE

JUNE 18, 2020

Motion by:

DIRECTORS BUTTS, BONIN, GARCIA, GARCETTI, and FASANA

Modernizing the Metro Highway Program

On January 13, 2020, Chair Butts appointed a subcommittee of board staff to reconcile conflicting interpretations of policy direction with regard to the Metro Highway Department. His direction to the subcommittee was to “chart a roadmap toward a more future-oriented highway program that reflects the Board’s strategic priorities of efficiency (defined multimodally), safety, equity, and sustainability.” The scope of the subcommittee’s work included reviewing and recommending changes to relevant guidelines, policies, and procedures related to project scoping, prioritization, funding/eligibility, and stakeholder engagement.

In October 2014, the Metro Board adopted the Complete Streets Policy, marking a shift in philosophy from traditional highway capacity projects toward comprehensive, multimodal planning and implementation.

A key policy goal, especially in light of the Covid 19 Pandemic crisis, should aim to reduce vehicle miles travelled by expanding the traditional definition of Metro’s highway program including geometric changes, infrastructure and technologies in public rights of way that support transit, ridesharing and working from home.

In 2016, Measure M continued this trajectory by diversifying the types of projects and programs included in the expenditure plan, incorporating stakeholder input via a “bottom up” planning process, and giving subregions a more direct role in setting funding priorities on an ongoing basis. This decentralization of highway planning and the increasing prevalence of projects on city streets makes it timely to assess the structure, policies, and procedures of the Metro Highway Program to identify opportunities for increased alignment with current board policies, funding priorities, and street design best practices.

The subcommittee focused its recommendations on how the Metro Highway Program can better fulfill Metro’s role as a planner and funder, as well as a leader. These functions are traditionally

associated with planning, rather than construction. The subcommittee expressed confidence in the Highway Program's capabilities for engineering and project delivery of freeway projects. These recommendations are intended to guide the development of highway improvements without altering the project lists approved by voters.

On May 21, 2020, the subcommittee transmitted their final report to the Board Chair for review and consideration by the Board. The report outlines recommended actions that Metro should take to modernize the Highway Program, including broadening its mission, expanding funding eligibility, recommitting to the previously adopted Metro Complete Streets Policy, and updating performance metrics. The report is attached to this motion and is incorporated by reference.

SUBJECT: MODERNIZING THE METRO HIGHWAY PROGRAM

RECOMMENDATION

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

- A. Circulate the recommendations in this report for stakeholder input, including the Policy Advisory Council (PAC), the Technical Advisory Committee (TAC), and Councils of Governments (COGs).
- B. Initiate amendment processes for the Measure R Highway Program Eligibility Criteria and the Measure M Guidelines to clarify eligibility for transit, active transportation, and complete streets improvements, as described in Attachments A and B, and gather stakeholder input on proposed amendments concurrent with A, above; and
- C. Report back to the Planning & Programming Committee in 90 days with a summary of stakeholder input, Metro staff responses to recommendations, and proposed criteria/guideline amendments for the Board's consideration.

ATTACHMENTS

Attachment A - Recommended Improvements to Metro Highway Program

May 21, 2020

TO: James T. Butts, Metro Board Chair
FROM: Metro Board Staff Highway Subcommittee
SUBJECT: Recommended Improvements to Metro Highway Program

ISSUE

In February 2020, Metro Board Chair James Butts created a subcommittee to address various concerns related to the Metro Highway Program raised by board members, cities, councils of governments, and other stakeholders. The subcommittee reviewed relevant plans and policy documents, consulted with Metro staff, and developed recommendations regarding funding guidelines, project eligibility, complete streets, stakeholder involvement, future planning needs, and technical assistance for local jurisdictions. These recommendations are provided herein for the Board's consideration.

BACKGROUND

In 2008 and 2016, Los Angeles County voters supported multimodal funding measures to improve mobility and ease congestion by providing new transportation options. Both measures included major transit and highway capital projects, as well as funding programs for subregional projects. The measures were specific with respect to some improvements (e.g. "SR-57/SR-60 Interchange Improvements") while others were described in more general terms (e.g. "South Bay Highway Operational Improvements"). During the implementation of Measure M subregional programs, several cities and subregional councils of governments have raised the need for consistent policies relating to funding multimodal projects within the highway program. Metro Board Chair James Butts appointed a subcommittee of board staff in February 2020 to provide recommendations for updating the Metro Highway Program. The Chairman's charter was to:

"Chart a roadmap toward a more future-oriented highway program that reflects the Board's strategic priorities of efficiency (defined multimodally), safety, equity and sustainability."

The subcommittee met twice to discuss issues with current Highway Program policies and procedures. A third meeting was canceled in response to COVID-19. Additionally, subcommittee members reviewed dozens of relevant documents, as described in Attachment C.

DISCUSSION

Metro is the primary agency responsible for the planning, funding, constructing, operating, and maintaining Los Angeles County's transportation system. In partnership with Caltrans, the Metro Highway Program works to plan, fund, and provide technical/professional services and construction management/support for major highway capital projects. Since the passage of Measures R and M, the Highway Program has also had responsibility for administering subregional highway programs, in partnership with councils of governments.

In October 2014, the Metro Board adopted the Complete Streets Policy, marking a shift in philosophy from traditional highway capacity projects toward comprehensive, multimodal planning and implementation. In 2016, Measure M continued this trajectory by diversifying the types of projects and programs included in the expenditure plan, incorporating stakeholder input via a "bottom up" planning process, and giving subregions a more direct role in setting funding priorities on an ongoing basis. This decentralization of highway planning and the increasing prevalence of projects on city streets makes it timely to assess the structure, policies, and procedures of the Metro Highway Program to identify opportunities for increased alignment with current board policies, funding priorities, and street design best practices.

The subcommittee focused its recommendations on how the Metro Highway Program can better fulfill Metro's role as a planner and funder, as well as a leader. These functions are traditionally associated with planning, rather than construction. The subcommittee expressed confidence in the Highway Program's capabilities for engineering and project delivery of freeway projects. These recommendations are intended to guide the development of highway improvements without altering the project lists approved by voters.

The subcommittee's recommendations are as follows:

Metro as Planner

Historically, streets have been designed and operated to emphasize movement of motorized vehicles rather than people. The emergence of active transportation and smaller, neighborhood-scale vehicles has broadened the planning objectives for highway and street improvements in response to 21st Century mobility and sustainability objectives. As the primary transportation planning agency in Los Angeles County, Metro's role is to envision how streets and freeways should function as multimodal public facilities in the coming decades to meet the region's mobility needs and support a safe, sustainable, and equitable transportation future, and then work with stakeholders and implementing public and private-sector partners to translate that vision into projects. The Complete Streets Policy recognizes these many uses of the public right-of-way and establishes procedures to ensure their adequate consideration in project development, subject to applicable exceptions. Metro should ensure the agency's multimodal vision for balancing the modal uses of public rights-of-way is integrated into each and every plan, policy, and/or project, regardless of which functional unit is leading the work.

Metro should:

1. Incorporate staff with multimodal planning expertise in all project development teams to identify opportunities and challenges early and evaluate potential solutions before options are precluded by budget and right-of-way constraints.
2. Ensure that all Metro-led highway planning processes include a multimodal stakeholder participation process that includes review of staff drafts prior to consideration by the Metro Board using existing Metro and/or COG stakeholder advisory committees or a new study-specific committee, as warranted.
3. Include analysis of greenhouse gas emissions resulting from Metro-funded highway projects in forthcoming Metro sustainability and climate action plans, including *Moving Beyond Sustainability/Sustainability Plan 2020*.
4. Incorporate multimodal recommendations in Metro's upcoming Joint Systemwide Strategic Highway Plan, the Goods Movement Strategic Plan, and any other relevant ongoing strategic planning activities.
5. Include technology, policy, and land use strategies to promote sustainable distribution and neighborhood delivery in the Goods Movement Strategic Plan and/or the I-710 Clean Truck Element.
6. Coordinate implementation of the Countywide Strategic Truck Network and Active Transportation Strategic Plan to ensure a balanced highway/arterial/street network that safely serves pedestrians, bicycles, slow-speed vehicles, buses, rail alignments, automobiles, and goods movement vehicles.

7. Incorporate Transportation Demand Management (TDM) tools and projects as components of Metro's mobility and sustainability strategies, with particular emphasis on those that reduce Vehicle Miles Traveled (VMT).

Metro as Funder

Metro administers over two-thirds of transportation funding in Los Angeles County, both as the direct recipient of four half-cent sales taxes and the programming agent for multiple state and federal funding sources. Metro should ensure that funding decisions and guidelines are aligned with its multimodal vision.

Metro should:

1. Expand funding eligibility for transit and active transportation projects by clarifying that all multimodal project elements within a street right-of-way are eligible for highway funding programs in all applicable guidelines, including Measure R Highway Program Criteria and Measure M Guidelines. (See Attachments A and B.)
2. Clarify funding eligibility for projects and technologies that support the implementation of TDM strategies in applicable programs.
3. Ensure that project and program objectives and performance criteria are defined multimodally and equitably (e.g. using person throughput instead of vehicle throughput; safety of vulnerable road users; reduction of VMT).
4. Replace the use of Level of Service (LOS) with VMT reduction as a criterion in all funding decisions. Coordinate with Caltrans to ensure that Metro's application of VMT performance criteria is consistent with Caltrans.
5. Ensure that all discretionary funding programs, including Multiyear Subregional Programs, conform to Metro's Complete Streets Policy, which requires all funding recipients to have locally adopted complete streets policies. Provide additional technical assistance to local jurisdictions to support compliance, if needed.
6. Require the use of a complete streets checklist for all Metro-funded projects, consistent with Metro's Complete Streets Policy.
7. Establish aggregate countywide VMT reduction objectives consistent with statewide regional greenhouse gas emissions targets and ensure funding decisions support the attainment of countywide targets.

Metro as Leader

In addition to its statutory authority, Metro is a leader in the transportation sector that other agencies across the nation look to for guidance and best practices. Metro also partners with other agencies at all levels of government and holds considerable influence in these relationships. Metro should promote best practices in highway planning to achieve its vision, and seek to shape guidance from state and federal partners to promote multimodal planning.

Metro should:

1. Develop comprehensive performance evaluation methods for arterial streets, including mobility, safety, health/sustainability, and equity, and assist local governments with data collection.
2. Engage with Caltrans in the development of SB743 guidelines to responsibly transition highway planning from LOS to VMT to advance the goals outlined in this memo.
3. Research and promote best practices for emerging/increasing uses of arterial streets, including first/last mile delivery, curb management, bus transit priority, micromobility, and active transportation, including TDM best practices to support emerging modes and/or trip reduction.
4. Offer technical assistance to local jurisdictions on incorporating emerging highway/arterial and TDM best practices into their General Plan Circulation Element.
5. Maintain the confidence of Los Angeles County voters by continuing to advance projects and programs included in the Measure R and Measure M expenditure plans.

FINANCIAL IMPACT

This action has no immediate financial impact. Any future changes to project scopes or budgets will be subject to Metro's cost containment policies.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended changes to the Metro Highway Program support the following Strategic Plan goals:

Goal 1: *Providing high quality mobility options that enable people to spend less time traveling*

The Highway Program will support all modes that travel on the State conventional highways and major and minor arterials, provide safer and more convenient travel options, and reduce demand for vehicular travel on congested streets and highways.

Goal 2: *Deliver outstanding trip experience for all users of the transportation system*

The Highway Program will plan for the safety, comfort, and conveniences of all road users.

Goal 3: *Enhance communities and lives through mobility and access to opportunity*

The Highway Program will invest in projects that support the mobility needs of diverse communities, including those who experience barriers to accessing private vehicles.

Goal 4: Transform LA County through regional collaboration and national leadership

The Highway Program will promote best practices in multimodal planning, stakeholder engagement, and street design amongst local, state, and federal partner agencies.

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

The Highway Program will make decisions transparently and in consultation with diverse stakeholders, including local agencies and community members.

ALTERNATIVES CONSIDERED

The Board could choose not to endorse these recommendations and not to make revisions to Measure R and Measure M guidelines. This is not recommended because it would leave current conflicts over highway project eligibility and policy direction unresolved.

NEXT STEPS

These recommendations touch a wide range of staff work. In the coming weeks and months, Metro staff will need to review their roles, responsibilities, existing work plans, and scopes for plans that are underway to ensure that these recommendations are incorporated. Additionally, staff will need to revisit prior commitments, such as the Complete Streets Policy's implementation section, to set new timelines for deliverables that have not been completed on schedule. Metro staff should report back to the Board in 90 days.

ATTACHMENTS

Attachment A – Recommended Revisions to Measure R Highway Program Criteria

Attachment B – Recommended Revisions to Measure M Guidelines

Attachment C – Literature Review

ATTACHMENT A

RECOMMENDED REVISIONS TO MEASURE R HIGHWAY PROGRAM CRITERIA

The following shall replace Measure R Highway Program eligibility criteria in their entirety:

Project Eligibility for Highway Operational Improvements and Ramp/Interchange Improvements

The intent of a Measure R Highway Operational Improvement is to improve multimodal efficiency, safety, equity, and sustainability along an existing State Highway corridor by reducing congestion and operational deficiencies that do not significantly expand the motor vehicle capacity of the system, or by incorporating complete streets infrastructure into the corridor, in accordance with the Board-adopted policies set forth in Metro's Complete Streets Policy, Active Transportation Strategic Plan, and First/Last Mile Strategic Plan. In addition to those eligible projects on the State Highway System, for Measure R, projects located on primary roadways, including principal arterials, minor arterials, and key collector roadways, will be considered eligible for Operational Improvements and for ramp and interchange improvements.

Examples of eligible improvement projects include:

- interchange modifications;
- ramp modifications;
- auxiliary lanes for merging or weaving between adjacent interchanges;
- curve corrections/improve alignment;
- signals and/or intersection improvements;
- two-way left-turn lanes;
- intersection and street widening
- traffic signal upgrade/timing/synchronization, including all supporting infrastructure;
- traffic surveillance;
- channelization;
- Park and Ride facilities;
- turnouts;
- shoulder widening/improvement;
- safety improvements;
- on-street bus priority infrastructure, including but not limited to bus lanes, signal prioritization, queue jumps, bus boarding islands/curb extensions, and bus stop improvements;
- Class I, II, III, or IV bikeways;
- sidewalk improvements, including but not limited to widening, shade trees, and curb ramps;
- pedestrian safety improvements, including but not limited to bulb-outs, refuge islands, midblock crossings, pedestrian signals/beacons, raised intersections/pedestrian crossings, and scramble crosswalks;

- transportation infrastructure in a public right-of-way that supports the implementation of TDM strategies.

Up to 20% of a subregion's Operational Improvement dollars may be used for soundwalls. Landscaping installed as a component of an operational improvement must be limited to no more than 20% of a project's budget. State of good repair, maintenance and/or stand-alone beautification projects are not eligible. Other projects could be considered on a case-by-case basis as long as a nexus to State Highway Operational Improvements can be shown, such as a measurable reduction in Vehicle Miles Traveled.

ATTACHMENT B

RECOMMENDED REVISIONS TO MEASURE M GUIDELINES, SECTION X MULTI-YEAR PROGRAMS (HIGHWAY SUBFUNDS)

The following shall replace subsection 'A. "Highway Efficiency and Operational Improvements" definition:' in its entirety.

Highway Efficiency and Operational Improvements includes those projects, which upon implementation, would improve regional mobility and system performance; enhance multimodal efficiency, safety, equity, and sustainability; improve traffic flow, trip reliability, travel times; and reduce recurring congestion, high-frequency traffic incident locations, and operational deficiencies on State Highways. Similarly, improvements which achieve these same objectives are eligible on major/minor arterials or key collector roadways. Highway subfunds are eligible for pre-construction and construction related project phases as referenced in Sections IX and X and are subject to eligibility criteria and phasing thresholds that will be developed within 6 months as part of the applicable administrative procedures. In accordance with the Board-adopted policies set forth in Metro's Complete Streets Policy, Active Transportation Strategic Plan, and First/Last Mile Strategic Plan, complete streets projects and project elements are eligible for highway subfunds. State of good repair, maintenance and/or stand-alone beautification projects are not eligible for Highway subfunds. Other projects could be considered on a case-by-case basis as long as a nexus to Highway Efficiency and Operational Improvements can be shown, such as a measurable reduction in Vehicle Miles Traveled.

Examples of Eligible Projects:

- System and local interchange modifications
- Ramp modifications/improvements
- Auxiliary lanes for merging or weaving between adjacent interchanges
- Alignment/geometric design improvements
- Left-turn or right-turn lanes on state highways or arterials
- Intersection and street widening/improvements
- New traffic signals and upgrades to existing signals, including left turn phasing, signal synchronization, and all supporting infrastructure
- Turnouts for safety purposes
- Shoulder widening/improvements for enhanced operation of the roadway
- Safety improvements
- Freeway bypass/freeway to freeway connections providing traffic detours in case of incidents, shutdowns or emergency evacuations
- ExpressLanes
- On-street bus priority infrastructure, including but not limited to bus lanes, signal prioritization, queue jumps, bus boarding islands/curb extensions, and bus stop improvements
- Class I, II, III, or IV bikeways
- Sidewalk improvements, including but not limited to widening, shade trees, and curb ramps

- Pedestrian safety improvements, including but not limited to bulb-outs, refuge islands, midblock crossings, pedestrian signals/beacons, raised intersections/pedestrian crossings, and scramble crosswalks
- Transportation infrastructure in a public right-of-way that supports the implementation of TDM strategies

The following shall replace subsection ‘C. “Multi-Modal Connectivity” definition:’ in its entirety.

“Multi-Modal Connectivity” definition:

Multi-modal connectivity projects include those projects, which upon implementation, would improve regional mobility and network performance; provide network connections; reduce congestion, queuing or user conflicts; enhance multimodal efficiency, safety, equity, and sustainability; encourage ridesharing; and reduce vehicle miles traveled. Project should encourage and provide multi-modal access based on existing demand and/or planned need and observed safety incidents or conflicts. Subfunds are eligible for pre-construction and construction related work phases of projects with the restrictions outlined under “Pre-Construction Activities” title under Readiness in Section IX. State of good repair, maintenance and/or stand-alone beautification projects are not eligible for Highway subfunds.

Examples of Eligible Projects:

- Transportation Center expansions
- Park and Ride expansions
- Multi-modal access improvements
- New mode and access accommodations
- First/last mile infrastructure

The following shall replace subsection ‘D. “Freeway Interchange Improvement” definition:’ in its entirety.

“Freeway Interchange Improvements” definition:

Freeway Interchange Improvements includes those projects, which upon implementation, would improve regional mobility and system performance; enhance safety by reducing conflicts; improve traffic flow, trip reliability, and travel times; and reduce recurring congestion and operational deficiencies on State Highways. Similarly, improvements on major/minor arterials or key collector roadways which achieve these same objectives are also eligible under this category. Highway subfunds are eligible for pre-construction and construction related work phases of projects with the restrictions outlined under “Pre-Construction Activities” title under Readiness in Section IX. In accordance with the Board-adopted policies set forth in Metro’s Complete Streets Policy, Active Transportation Strategic Plan, and First/Last Mile Strategic Plan, complete

streets projects and project elements are eligible for highway subfunds. State of good repair, maintenance improvements and/or stand-alone beautification projects are not eligible for Highway subfunds.

The following shall replace subsection 'E. "Arterial Street Improvements" definition:' in its entirety.

"Arterial Street Improvements" definition:

Arterial Street improvements include those projects, which upon implementation would improve regional mobility and system performance; enhance multimodal efficiency, safety, equity, and sustainability; improve traffic flow, trip reliability, and travel times; and reduce recurring congestion and operational deficiencies. Projects must have a nexus to a principal arterial, minor arterial or key collector roadway. The context and function of the roadway should be considered (i.e., serves major activity center(s), accommodates trips entering/exiting the jurisdiction or subregion, serves intra-area travel) and adopted in the City's general plan. In accordance with the Board-adopted policies set forth in Metro's Complete Streets Policy, Active Transportation Strategic Plan, and First/Last Mile Strategic Plan, complete streets projects and project elements are eligible for highway subfunds. Highway subfunds are eligible for pre-construction and construction related work phases of projects with the restrictions outlined under "Pre-Construction Activities" title under Readiness in Section IX. State of good repair, maintenance improvements and/or stand-alone beautification projects are not eligible for Highway subfunds.

Examples of Eligible Projects:

- Intersection or street widening
- Two-way left-turn or right turn lanes
- New traffic signals and upgrades to existing signals, including left turn phasing
- Sight distance corrections/improve alignment
- Turnouts
- Safety improvements
- On-street bus priority infrastructure, including but not limited to bus lanes, signal prioritization, queue jumps, bus boarding islands/curb extensions, and bus stop improvements
- Class I, II, III, or IV bikeways
- Sidewalk improvements, including but not limited to widening, shade trees, and curb ramps
- Pedestrian safety improvements, including but not limited to bulb-outs, refuge islands, midblock crossings, pedestrian signals/beacons, raised intersections/pedestrian crossings, and scramble crosswalks
- Transportation infrastructure in a street right-of-way that supports the implementation of TDM strategies

ATTACHMENT C

LITERATURE REVIEW

The subcommittee members reviewed precedential documents to establish a baseline understanding of current highway-related policies and practices. Reviewed documents include the following board-approved policies, program guidelines, board actions, administrative procedures, and relevant highway studies (in chronological order):

- Board motion on Status Report on Financial Forecast to Deliver Twenty-Eight by '28 (February 2019)
- Metro's "Vision 2028 Plan" (June 2018)
- City College of New York's Complete Streets Considerations for Freight and Emergency Vehicle Operations (May 2018)
- Board-adopted Measure M Master Guidelines including Substitute Motion (June 2017)
- Measure M Ordinance (June 2016)
- Los Angeles County Strategic Goods Movement Arterial Plan (CSTAN) (May 2015)
- Subregional Mobility Matrices (April 2015)
- Board-adopted Complete Streets Policy (October 2014)
- Recommendations from the Reconvened Measure R Highway Advisory Committee (2014)
- Board-approval of the updated project list of the Measure R Highway Subregional Programs in six subregions (November 2013)
- Clarification Board Item on Project Eligibility for Measure R Highway Operational Improvements and Ramp Interchange Improvements (June 2012)
- Board-adopted 2009 Long Range Transportation Plan for Los Angeles County including Attachment D-1, Clarification on Project Eligibility for Highway Operational Improvement and Ramp/Interchange Improvements, of the Measure R Highway Program Funding Strategy (October 2009)
- 2009 Long Range Transportation Plan Update: Guiding Principles and Financial Assumptions (September 2009 Board Item)
- Measure R Ordinance (2008)
- Proposition C Ordinance (1990)
- "On the Road to the Year 2000 - Highway Plan for LA County" (1987)
- Proposition A Ordinance (1980)



Board Report

File #: 2020-0377, **File Type:** Informational Report

Agenda Number: 18.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Transit Safety and Security Report

ISSUE

This report reflects April and May 2020 performance data as reported under the transit policing deployment strategy which is a combination of in-house fare compliance officers, private security for fixed assets and a multi-agency law enforcement deployment strategy by the Los Angeles Police Department (LAPD), Los Angeles County Sheriff's Department (LASD), and Long Beach Police Department (LAPD). In addition, the report highlights initiatives from the System Security and Law Enforcement department and its efforts to create a safer environment for Metro employees and a safer experience for Metro customers.

BACKGROUND

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

DISCUSSION

DEPLOYMENT ANALYSIS AND FORMULA DEVELOPMENT

Transit Security has conducted the following review of overall deployment of resources and has taken the following actions.

- Evaluated RMI and their subcontractors' deployments throughout the system. We have removed several assignments that were determined to be no longer needed and re-deployed several guards to new assignments. We also identified savings as a result of not needing various assignments.
- After the completion of all the security suspensions and enhancements, we realized a total cost savings of approximately \$35,155 per week.

Transit Security managerial staff will continue to assess the need for contract security throughout the Metro system and further adjust staffing as necessary.

Staff has also reviewed Transit Security Department's assignments to include overtime details. Open supervisor positions are only being back filled with the pre-approval of the Director of Security. An open Lieutenant or Sergeant position will not be filled with overtime if the current capabilities allow appropriate span of control.

Lastly, all priority assignments and special skill assignments (i.e., Dispatcher; Transit Watch; Training staff, etc.) must be identified and filled with straight time personnel. We are currently looking to train additional personnel for these special skill assignments.

NATIONAL CRIME VICTIMIZATION SURVEY

The Survey Team continues to meet bi-weekly to make progress in launching a National Crime Victimization Survey for Metro. Most recently, the team met on May 20th to discuss feedback from management. Staff has started testing the draft survey on mobile phones to assess its functionality. The Survey Team expects to have a complete survey available for a test run very soon and hopes not to have any delays, amid challenges posed by COVID-19. Once it is confirmed that a test run can be conducted, we will advise the Board so that they can test the survey. However, due to the current economic downturn it will be delayed until it can be supported financially.

LAW ENFORCEMENT CONTRACT COMPLIANCE

Mobile Phone Validators

In the most recent meeting with Axiom and TAP, on April 15th, 2020, all enhanced map features listed under Modification No. 8, were in working order. The three features that Axiom presented to the Metro SS&LE Compliance Staff were as follows: location, officer, all officer searches and group searching.

Axiom launched the enhanced map features during the week of May 13, 2020. Metro SS&LE Compliance Staff is currently testing these features with recently received invoices requesting reimbursement for services performed.

TRANSIT SECURITY HIRING EFFORTS

Current Staffing Levels

As of 5/15/20:

Job Title	# Budgeted	# Filled	Vacancies	Capacity
Transit Security LT	5	5	0	100.00%
Transit Security SGT	12	11	1	91.67%
SR Transit Security OFCR	15	13	2	86.67%
Transit Security OFCR II	75	74	1	98.67%
Transit Security OFCR I	77	63	14	81.82%
TOTAL	184	166	18	90.22%

Hiring Plan

The department received approval to continue the recruitment for Transit Security Officer-I and to start recruitment for Transit Security Officer-II. Our efforts continued with appraisal interviews of our Transit Security Officer-I candidates. Out of the 161 candidates, 122 have confirmed their scheduled interview date. Sergeants have been selected and briefed on conducting telephonic interviews. Transit Security Officer-II job bulletin is expected to be posted the week of May 25th.

With continued COVID-19 restrictions, it has been recommended to conduct testing online. Human Resources is currently in the final stages of finalizing a remote testing process to support our department goals. Also, they are working on an action plan to facilitate our candidates who are unable to test online.

With regards to the last recruitment cycle, we have (4) Transit Security Officer-I candidates that have been approved to move to the final step of the hiring process, which is the medical examination. Estimated start date is June 15th.

Training: Metro Academy Program (MAP)

- **M A P CLASS 17** - (7) out of (8) Class 17 TSO I's have now returned to work after several weeks of quarantine. Only 1 recruit is still finishing out his quarantine.
- **M A P CLASS 18** - Class 18 has an anticipated start date of Monday, June 15th, 2020. There are currently (4) officers that should be clearing their medical screening and hopefully start on that date. Our Training Principal has begun the planning and organizational phase of M A P Class 18. The curriculum will be modified similarly to the Class 17 curriculum due to the unavailability of most 3rd party training vendors. Also, staffing of the training cadre will likely be modified because of the small size of the class as to have minimal impact on operations.
- **COVID-19 TRAINING** - COVID-19 training will commence next week. A 15-minute PowerPoint presentation will be rolled out to all officers during their Roll-Call Briefings. This training is being implemented to make sure all officers will receive general best-practices training, Metro COVID-19 policy training, and security-specific training. Attendance will be taken, and training recorded.

BUS OPERATOR ASSAULTS

In April, there were a total of (5) assaults on bus operators, with (3) assaults occurring in LAPD's jurisdiction and (2) assaults occurring in LASD's jurisdiction. Of the (5) assaults, (3) suspects used spit and (2) suspects used their hands as their method of assault.

All (5) assaults occurred on the bus system on different lines. Four of the suspects were males and one of the suspects was a female.

In May, there were a total of (6) assaults on bus operators, with (3) assaults occurring in LAPD's jurisdiction and (3) assaults occurring in LASD's jurisdiction. The (3) suspects that committed assaults on bus operators in LAPD's jurisdiction used their hands as their method of assault.

EMERGENCY MANAGEMENT COVID-19 RESPONSE

The Emergency Management Department (EMD) has continued to support Metro's Incident

Management Team in the Agency's response to COVID-19. EMD activated Metro's Emergency Operations Center (EOC) starting March 10, 2020, and began coordination of daily Command Staff meetings, intelligence briefings and communication with local government and transit partners on regional response, best practices and real-time lessons learned during this incident.

EMD has implemented a Duty Officer Program, with 24/7 availability to aid Metro employees with any questions regarding Metro's COVID-19 response, COVID-19 case tracking and reporting, and all incident related assistance or inquiries for information. Metro's EOC has facilitated and/or provided guidance in notifications to staff, acquiring of emergency supplies, funding regulations & expense reimbursement strategies, safety protocols, regional transit communications (Joint Information Center), and requests from LA County and City EOCs.

Since March 10, 2020 the Emergency Management Department has facilitated the following for COVID-19 response activities:

- 51 Command Staff Meetings
- Over 90 Duty Officer calls
- 66 Command Staff Public Health Intelligence Briefs
- 51 Operational Periods of EOC Activation
- Activated Emergency Supply Shed Distributions to provide extra PPE
- Implemented Temperature Camera Pilot Program

- Maintain direct communication with APTA & DHS/TSA/CISA COVID-19 Planning Groups

HOMELESS OUTREACH SERVICES

Operation LA Metro Homeless Outreach

- The total number of persons experiencing homelessness placed in interim shelter (motels, recreation centers) between April 1 and April 30, 2020 is **309**.
- P.A.T.H. provides motel shelter to vulnerable homeless populations (elderly, women, women with children, handicapped, veterans) in motels. In April, P.A.T.H. sheltered 127 vulnerable persons in 82 motel rooms. April's motel expenditure was \$153,955.06.
- P.A.T.H. Outreach Teams continue to work collaboratively with law enforcement partners to move persons experiencing homelessness whenever possible to whatever shelter centers are available. At present, shelter facilities are closed and currently not taking new registrations. P.A.T.H. is limited to sheltering only the most vulnerable at motels.

PATH teams deploy daily throughout the system with special attention to the following hot spots:

- Swing Team (3 a.m. - 11:30 a.m.)
 - Downtown Long Beach
 - Compton

- Willowbrook/Rosa Parks
- Day Team (7 a.m. - 3:30 p.m.)
 - Red Line: Union Station, 7th/Metro, North Hollywood
 - Expo: Downtown Santa Monica
 - Silver Line: El Monte, Artesia
 - Blue Line: Compton
 - Gold Line: Monrovia, Azusa
- PATH teams have access to a nurse through LA Christian Health on Mondays from 7a.m. - 3:30 p.m.

COVID-19 Education

Law Enforcement is focused on mask use, overall safety and social distancing.

PUBLIC PRIVATE PARTNERSHIPS

To increase the availability of resources to the homeless community that interfaces with Metro's system, we are pursuing collaboration with Public Private Partnerships through:

- Community-based organizations within faith entities that have homeless programs in place
- Meetings with business (Chambers of Commerce); diverse size non-profit agencies, universities, Research & Development Centers
- Neighborhood Councils

The Dream Center

The Letter of Agreement between LA Metro and The Dream Center has been finalized. Dream Center deployment at Union Station and 7th & Metro is postponed until public health directives are lifted.

L.A. DOOR Pilot Program

Renewed discussions are in progress regarding the pilot homeless outreach program at Union Station and MacArthur Park stations.

7-Day Homeless Count

The 7-day system-wide homeless count is planned to begin when COVID-19 directives to shelter-in-place sanctions are lifted. The use of a video presentation to announce the Count is in the planning stages with Metro's Marketing and IT departments.

SEXUAL HARASSMENT INITIATIVES

SSLE has developed a new Sexual Harassment Sensitivity Training to better meet the needs of victims of sexual harassment while aboard Metro. Training is underway, with a train-the-trainer methodology launched the first week of May 2020.

PEACE OVER VIOLENCE PERFORMANCE APRIL 2020 METRICS

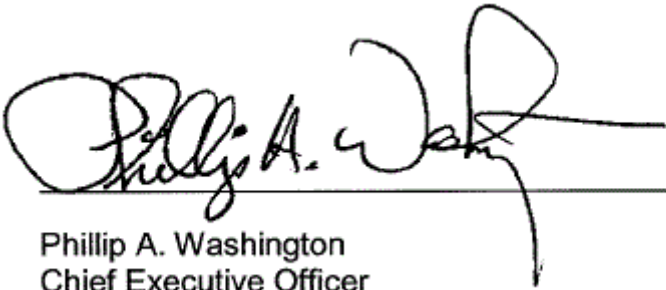
Performance Measure	Number Served
Total Sexual Harassment Cases Contacting POV	3
Total Cases of Metro Located Sexual Harassment Contacting POV	1
Total Number of Metro Riders Requesting Counseling Services	1
Total Number of Police Reports Filed or Intended to File	1
Total Number of Active Cases	1

ATTACHMENTS

- Attachment A - System-Wide Law Enforcement Overview April and May 2020
- Attachment B - MTA Supporting Data April and May 2020
- Attachment C - Key Performance Indicators April and May 2020
- Attachment D - Transit Police Summary April and May 2020
- Attachment E - Homeless Update April 2020

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

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



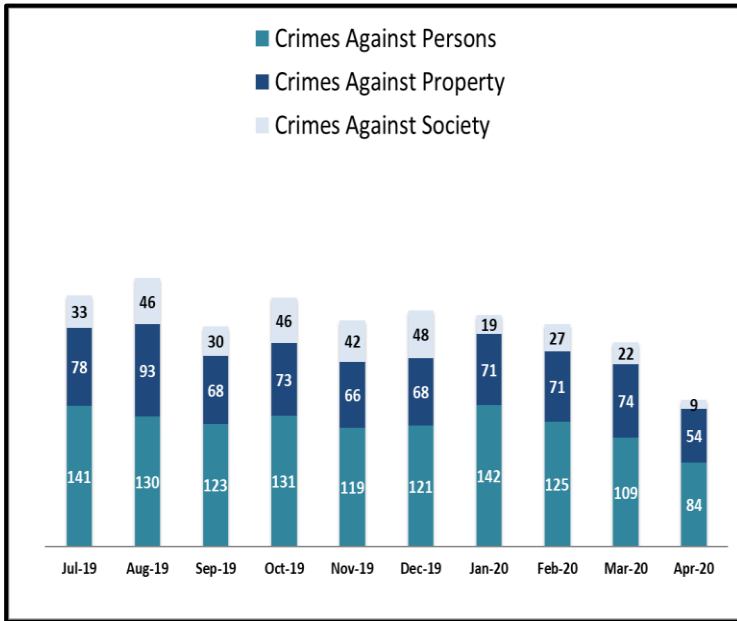
Phillip A. Washington
Chief Executive Officer

SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

APRIL 2020

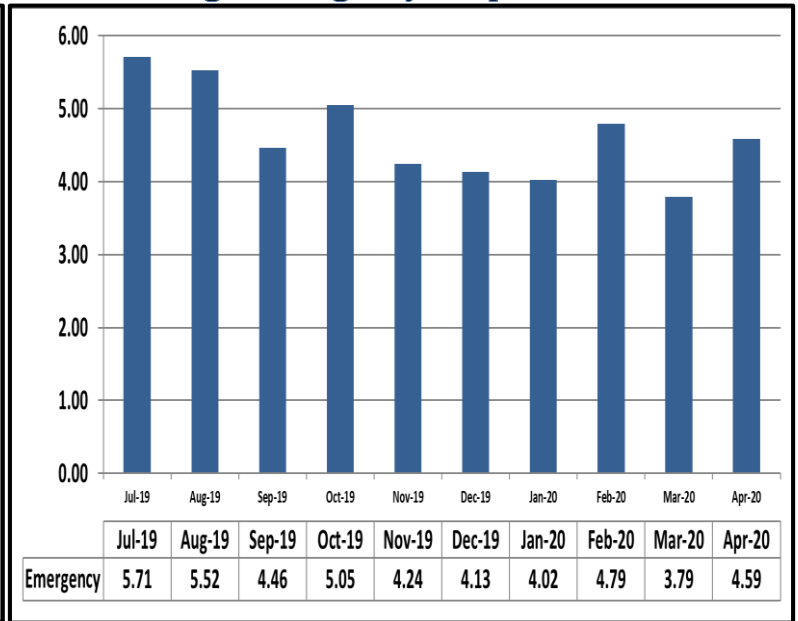
Attachment A

Crimes Against Persons, Property, and Society



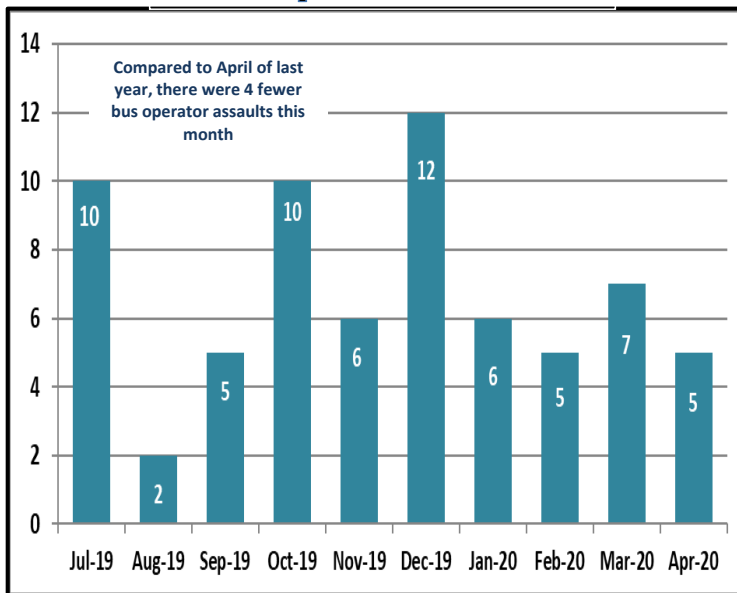
When compared to the same period last year, Crimes Against Persons decreased by 52 crimes, Crimes Against Property decreased by 34 crimes, and Crimes Against Society increased by 19 crimes.

Average Emergency Response Times

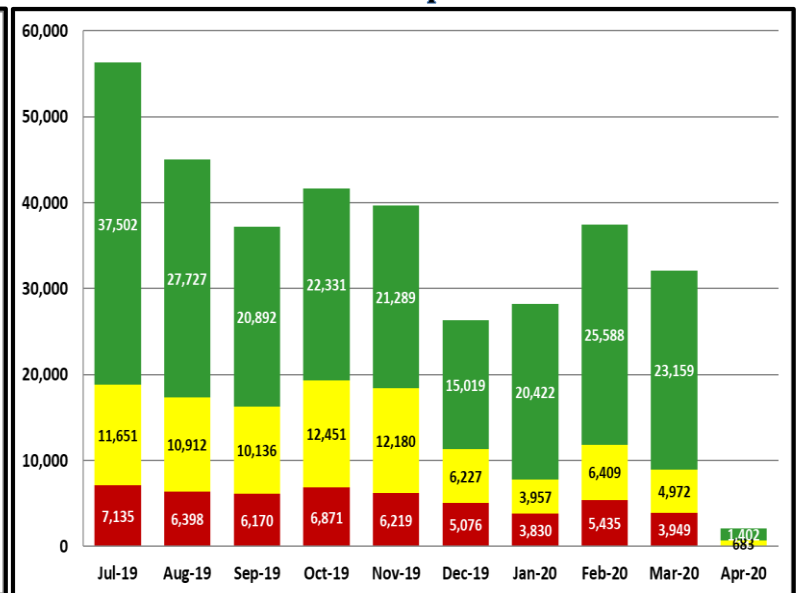


Average emergency response time was 4.59 mins.

Bus Operator Assaults



Fare Compliance



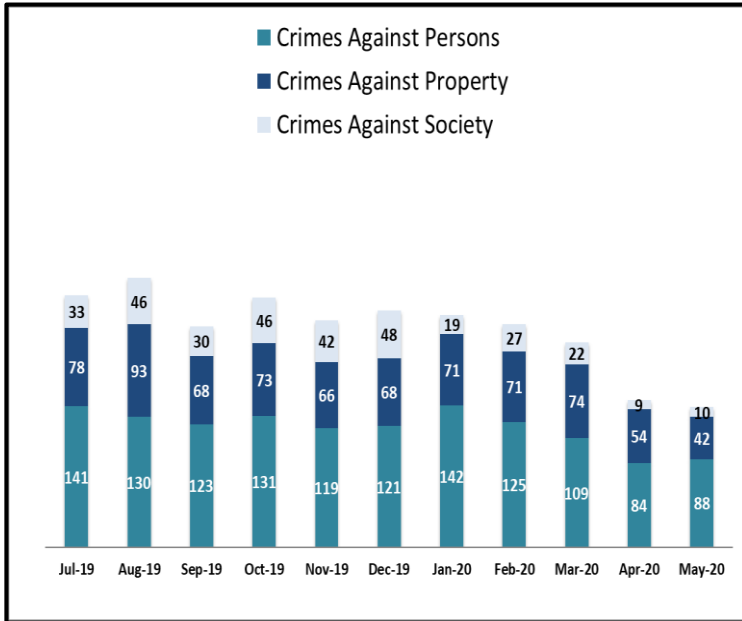
Green Checks- Occurs when a patron has valid fare
Yellow Checks- Occurs when a patron has valid fare, but did not tap at transfer station
Red Checks- Occurs when a patron has invalid fare

SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

MAY 2020

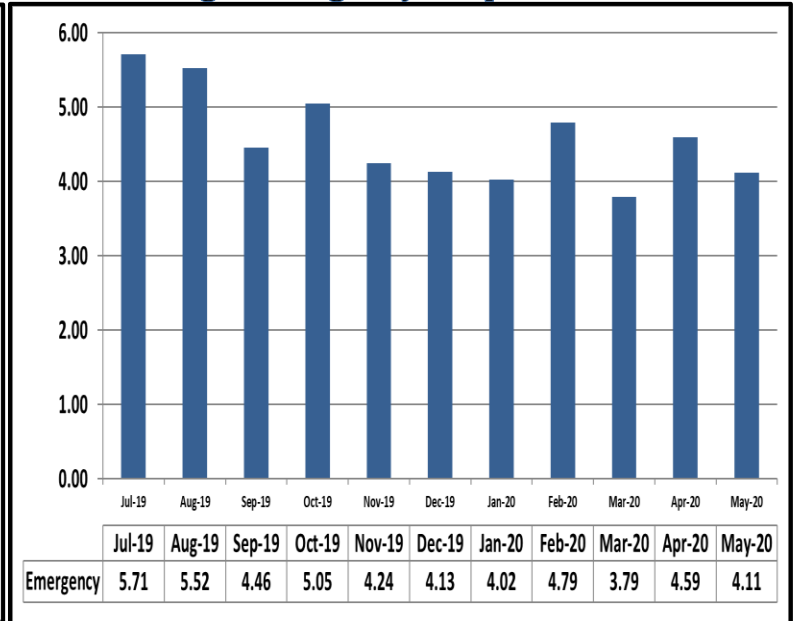
Attachment A

Crimes Against Persons, Property, and Society



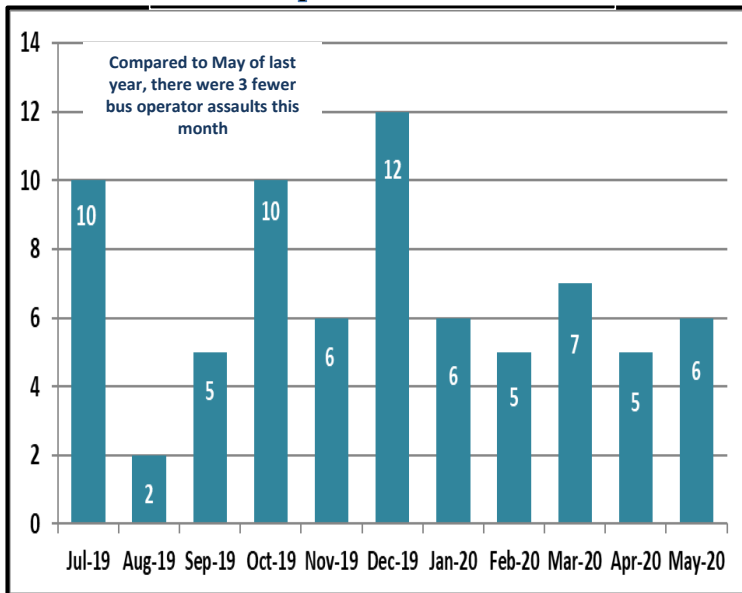
When compared to the same period last year, Crimes Against Persons decreased by 37 crimes, Crimes Against Property decreased by 34 crimes, and Crimes Against Society increased by 28 crimes.

Average Emergency Response Times

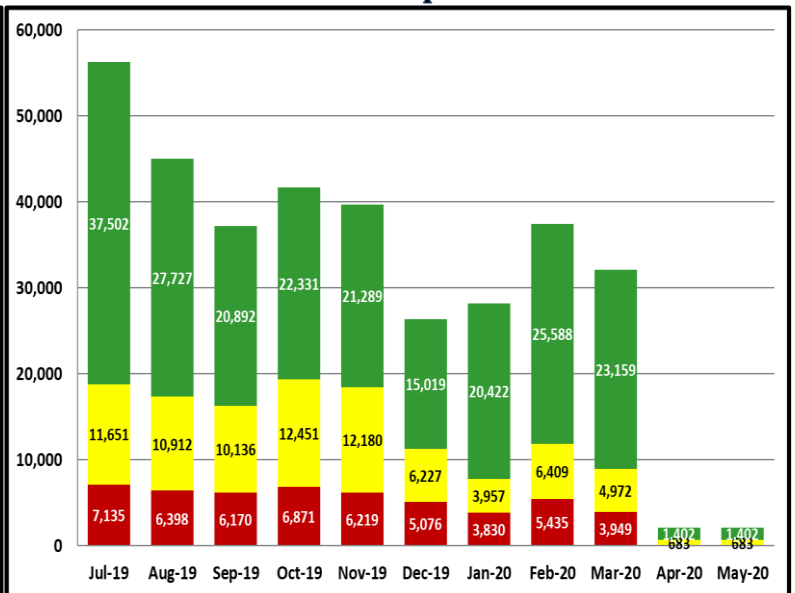


Average emergency response time was 4.11 mins.

Bus Operator Assaults



Fare Compliance



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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPD	FYTD
Homicide	0	0	0	0
Rape	0	0	0	1
Robbery	1	3	0	35
Aggravated Assault	2	2	0	25
Aggravated Assault on Operator	0	0	0	0
Battery	1	3	0	47
Battery Rail Operator	0	0	0	0
Sex Offenses	1	0	0	6
SUB-TOTAL	5	8	0	114
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPD	FYTD
Burglary	0	0	0	2
Larceny	4	3	0	37
Bike Theft	0	0	0	0
Motor Vehicle Theft	0	1	0	5
Arson	0	0	0	0
Vandalism	0	4	0	27
Other	0	0	0	0
SUB-TOTAL	4	8	0	71
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPD	FYTD
Weapons	0	1	0	16
Narcotics	0	1	0	54
Trespassing	0	1	0	15
SUB-TOTAL	0	3	0	85
TOTAL	9	19	0	270

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	3	0	17
Pico	1	0	0	7
Grand/LATTC	0	1	0	1
San Pedro St	2	0	0	5
Washington	0	0	0	5
Vernon	0	0	0	2
Slauson	1	1	0	16
Florence	0	0	0	20
Firestone	1	0	0	13
103rd St/Watts Towers	2	0	0	9
Willowbrook/Rosa Parks	5	6	2	64
Compton	0	0	0	34
Artesia	1	1	1	31
Del Amo	0	0	0	7
Wardlow	0	0	0	2
Willow St	0	0	0	10
PCH	0	0	0	8
Anaheim St	0	0	0	7
5th St	0	0	0	1
1st St	0	0	0	2
Downtown Long Beach	0	0	0	9
Pacific Av	0	0	0	1
Blue Line Rail Yard	0	0	0	0
Total	13	12	3	271

ARRESTS				
AGENCY	LAPD	LASD	LBPD	FYTD
Felony	2	7	0	186
Misdemeanor	0	13	3	759
TOTAL	2	20	3	945

CITATIONS				
AGENCY	LAPD	LASD	LBPD	FYTD
Other Citations	3	17	2	10,100
Vehicle Code Citations	0	0	12	8,644
TOTAL	3	17	14	18,744

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPD	FYTD
Routine	0	47	1	689
Priority	10	67	20	1,169
Emergency	1	15	11	286
TOTAL	11	129	32	2,144

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPD
Dispatched	18%	2%	1%
Proactive	82%	98%	99%
TOTAL	100%	100%	100%

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	91%
Blue Line-LASD	14%
Blue Line-LBPD	70%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPD	FYTD
Washington St	0	0	0	109
Flower St	0	0	0	46
103rd St	0	0	0	3
Wardlow Rd	0	0	2	27
Pacific Ave.	0	0	0	2
Willowbrook	0	23	0	262
Slauson	0	12	0	83
Firestone	0	7	0	38
Florence	0	25	0	102
Compton	0	11	0	164
Artesia	0	4	0	34
Del Amo	0	5	0	33
Long Beach Blvd	0	0	0	10
TOTAL	0	87	2	913

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	3
Robbery	0	0	29
Aggravated Assault	0	0	16
Aggravated Assault on Operator	0	0	0
Battery	0	3	38
Battery Rail Operator	0	0	0
Sex Offenses	0	1	8
SUB-TOTAL	0	4	94
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	3
Larceny	0	2	16
Bike Theft	0	0	1
Motor Vehicle Theft	0	0	3
Arson	0	0	1
Vandalism	1	0	10
SUB-TOTAL	1	2	34
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	12
Narcotics	0	0	21
Trespassing	0	0	5
SUB-TOTAL	0	0	38
TOTAL	1	6	166

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	1	64
Misdemeanor	0	2	279
TOTAL	0	3	343

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	6	384
Vehicle Code Citations	0	1	98
TOTAL	0	7	482

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	107	1,015
Priority	4	80	806
Emergency	0	10	118
TOTAL	5	197	1,939

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	4%
Proactive	83%	96%
TOTAL	100%	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	0	1	0	8
Douglas	0	0	0	0
El Segundo	0	0	0	3
Mariposa	0	0	0	1
Aviation/LAX	0	0	0	3
Hawthorne/Lennox	1	0	0	8
Crenshaw	0	1	0	16
Vermont/Athens	0	0	0	14
Harbor Fwy	0	0	0	8
Avalon	0	1	0	13
Willowbrook/Rosa Parks	2	0	0	44
Long Beach Bl	0	0	0	24
Lakewood Bl	0	0	0	13
Norwalk	1	0	0	14
Total	4	3	0	169

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	90%
Green Line-LASD	19%

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

EXPO LINE

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	28
Aggravated Assault	0	2	19
Aggravated Assault on Operator	0	0	0
Battery	5	0	50
Battery Rail Operator	0	0	0
Sex Offenses	0	1	16
SUB-TOTAL	6	3	113
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	0	2	59
Bike Theft	0	0	17
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	1	0	4
SUB-TOTAL	1	2	81
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	2
Narcotics	0	0	2
Trespassing	0	0	6
SUB-TOTAL	0	0	10
TOTAL	7	5	204

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	2	51
Misdemeanor	4	2	107
TOTAL	4	4	158

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	9	7	267
Vehicle Code Citations	29	0	201
TOTAL	38	7	468

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	5	90	806
Priority	19	36	707
Emergency	1	1	74
TOTAL	25	127	1,587

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	19%	9%
Proactive	81%	91%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	89%
Expo Line-LASD	10%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	0	0	995
Santa Monica	N/A	7	137
Culver City	N/A	1	6
TOTAL	0	8	1,138

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

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	1	0	9
Pico	0	0	0	0
LATTC/Ortho Institute	0	0	0	18
Jefferson/USC	0	0	0	10
Expo Park/USC	0	0	0	4
Expo/Vermont	2	0	0	17
Expo/Western	0	0	0	19
Expo/Crenshaw	2	0	0	14
Farmdale	0	0	0	15
Expo/La Brea	0	0	0	18
La Cienega/Jefferson	2	0	0	13
Culver City	0	1	0	11
Palms	0	0	0	7
Westwood/Rancho Park	0	0	0	2
Expo/Sepulveda	0	0	0	9
Expo/Bundy	0	0	0	22
26th St/Bergamot	0	0	0	5
17th St/SMC	0	0	0	5
Downtown Santa Monica	3	1	0	16
Expo Line Rail Yard	0	0	0	0
Total	9	3	0	214

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME

CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	1	2
Robbery	2	29
Aggravated Assault	2	40
Aggravated Assault on Operator	0	0
Battery	13	169
Battery Rail Operator	0	1
Sex Offenses	0	16
SUB-TOTAL	18	257
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	15	133
Bike Theft	1	9
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	2	14
SUB-TOTAL	18	156
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	2	34
SUB-TOTAL	2	34
TOTAL	38	447

ARRESTS

AGENCY	LAPD	FYTD
Felony	6	249
Misdemeanor	12	874
TOTAL	18	1,123

CITATIONS

AGENCY	LAPD	FYTD
Other Citations	88	3,932
Vehicle Code Citations	14	1,275
TOTAL	102	5,207

CALLS FOR SERVICE

AGENCY	LAPD	FYTD
Routine	12	63
Priority	61	155
Emergency	2	6
TOTAL	75	224

DISPATCHED VS. PROACTIVE

AGENCY	LAPD
Dispatched	19%
Proactive	81%
TOTAL	100%

CRIMES PER STATION

STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	5	1	1	69
Civic Center/Grand Park	0	0	0	12
Pershing Square	1	2	0	36
7th St/Metro Ctr	3	1	0	48
Westlake/MacArthur Park	3	4	0	56
Wilshire/Vermont	1	1	1	30
Wilshire/Normandie	0	0	0	5
Vermont/Beverly	0	0	0	25
Wilshire/Western	0	0	0	13
Vermont/Santa Monica	1	0	0	20
Vermont/Sunset	0	1	0	16
Hollywood/Western	1	0	0	17
Hollywood/Vine	1	2	0	23
Hollywood/Highland	2	1	0	26
Universal City/Studio City	0	1	0	11
North Hollywood	0	4	0	38
Red Line Rail Yard	0	0	0	0
Total	18	18	2	445

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM

Red Line- LAPD	89%
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LEGEND

Los Angeles Police Department

GOLD LINE

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	2
Robbery	1	0	11
Aggravated Assault	0	0	13
Aggravated Assault on Operator	0	0	0
Battery	0	2	31
Battery Rail Operator	0	0	1
Sex Offenses	0	0	3
SUB-TOTAL	1	2	61
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	35
Bike Theft	0	0	13
Motor Vehicle Theft	0	0	4
Arson	0	0	1
Vandalism	1	0	18
SUB-TOTAL	1	0	71
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	5
Narcotics	0	0	6
Trespassing	0	0	2
SUB-TOTAL	0	0	13
TOTAL	2	2	145

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	41
Misdemeanor	0	2	159
TOTAL	0	2	200

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	10	2	375
Vehicle Code Citations	0	0	100
TOTAL	10	2	475

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	4	90	1,168
Priority	13	83	1,134
Emergency	0	9	135
TOTAL	17	182	2,437

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	4%
Proactive	83%	96%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	89%
Gold Line-LASD	26%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	684
Arcadia Station	0	9	85
Irwindale	0	4	37
Monrovia	0	3	38
City of Pasadena	0	13	224
Magnolia Ave	0	0	1
Duarte Station	0	8	38
City Of Azusa	0	1	107
South Pasadena	0	8	113
City Of East LA	0	16	84
Figueroa St	0	0	342
TOTAL GOAL= 10	0	62	1,753

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

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	1	0	0	10
Azusa Downtown	0	0	0	4
Irwindale	0	0	0	7
Duarte/City of Hope	0	0	0	9
Monrovia	0	0	0	9
Arcadia	0	0	0	4
Sierra Madre Villa	0	0	0	9
Allen	0	0	0	4
Lake	1	0	0	5
Memorial Park	0	0	0	10
Del Mar	0	0	0	2
Fillmore	0	0	0	2
South Pasadena	0	0	0	2
Highland Park	0	0	0	5
Southwest Museum	0	0	0	4
Heritage Square	0	0	0	2
Lincoln/Cypress	1	0	0	6
Chinatown	0	0	0	4
Union Station	0	0	0	13
Little Tokyo/Arts Dist	0	0	0	4
Pico/Aliso	0	0	0	2
Mariachi Plaza	0	1	0	4
Soto	0	0	0	6
Indiana (both LAPD & LASD)	0	0	0	4
Maravilla	0	0	0	2
East LA Civic Ctr	0	0	0	2
Atlantic	0	0	0	10
Total	3	1	0	145

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	1
Rape	0	0
Robbery	1	12
Aggravated Assault	0	7
Aggravated Assault on Operator	0	0
Battery	0	15
Battery Bus Operator	0	1
Sex Offenses	1	1
SUB-TOTAL	2	37
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	1	7
Bike Theft	0	3
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	4
SUB-TOTAL	1	14
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
SUB-TOTAL	0	0
TOTAL	3	51

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	10
Misdemeanor	0	40
TOTAL	0	50

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	2,479
Vehicle Code Citations	0	2,391
TOTAL	0	4,870

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	1	37
Priority	13	136
Emergency	0	8
TOTAL	14	181

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

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Orange Line- LAPD	91%

LEGEND	
Los Angeles Police Department	

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	2	1	0	14
Laurel Canyon	0	0	0	0
Valley College	0	0	0	1
Woodman	0	0	0	0
Van Nuys	0	0	0	8
Sepulveda	0	0	0	2
Woodley	0	0	0	2
Balboa	0	0	0	3
Reseda	0	0	0	3
Tampa	0	0	0	3
Pierce College	0	0	0	2
De Soto	0	0	0	0
Canoga	0	0	0	3
Warner Center	0	0	0	0
Sherman Way	0	0	0	1
Roscoe	0	0	0	1
Nordhoff	0	0	0	3
Chatsworth	0	0	0	6
Total	2	1	0	52

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	2
Aggravated Assault	0	0	2
Aggravated Assault on Operator	0	0	0
Battery	0	0	3
Battery Bus Operator	0	0	0
Sex Offenses	0	0	2
SUB-TOTAL	0	0	9
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	8
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	2
SUB-TOTAL	0	0	10
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	2
Trespassing	0	0	0
SUB-TOTAL	0	0	2
TOTAL	0	0	21

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	1
Misdemeanor	0	0	74
TOTAL	0	0	75

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	2,364
Vehicle Code Citations	0	0	2,445
TOTAL	0	0	4,809

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	1	37
Priority	6	1	67
Emergency	1	0	7
TOTAL	7	2	111

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	0%	1%
Proactive	0%	99%
TOTAL	0%	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	2
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	2
Downtown	0	0	0	3
37th St/USC	0	0	0	0
Slauson	0	0	0	1
Manchester	0	0	0	0
Harbor Fwy	0	0	0	3
Rosecrans	0	0	0	3
Harbor Gateway Transit Ctr	0	0	0	4
Carson	0	0	0	1
PCH	0	0	0	1
San Pedro/Beacon	0	0	0	1
Total	0	0	0	21

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Silver Line- LAPD	0%
Silver Line- LASD	1%

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	3	1	50
Aggravated Assault	2	4	65
Aggravated Assault on Operator	0	0	8
Battery	7	4	223
Battery Bus Operator	3	2	57
Sex Offenses	2	0	31
SUB-TOTAL	17	11	434
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	1	147
Bike Theft	0	1	10
Motor Vehicle Theft	0	0	2
Arson	0	0	0
Vandalism	3	3	43
SUB-TOTAL	4	5	202
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	13
Narcotics	0	0	75
Trespassing	0	0	6
SUB-TOTAL	0	0	94
TOTAL	21	16	730

LASD's Crimes per Sector		
Sector		FYTD
Westside	3	14
San Fernando	0	11
San Gabriel Valley	3	38
Gateway Cities	7	94
South Bay	3	86
Total	16	243

LAPD's Crimes per Sector		
Sector		FYTD
Valley Bureau		
Van Nuys	1	14
West Valley	2	8
North Hollywood	0	14
Foothill	1	5
Devonshire	0	4
Mission	0	5
Topanga	0	6
Central Bureau		
Central	1	76
Rampart	2	30
Hollenbeck	0	7
Northeast	0	6
Newton	1	41
West Bureau		
Hollywood	1	17
Wilshire	1	25
West LA	0	10
Pacific	0	5
Olympic	4	45
Southwest Bureau		
Southwest	4	68
Harbor	0	6
77th Street	2	73
Southeast	1	22
Total	21	487

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	7	3	103
Misdemeanor	1	6	611
TOTAL	8	9	714

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	5	6	725
Vehicle Code Citations	0	19	365
TOTAL	5	25	1,090

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	3	98	1,169
Priority	1	144	1,622
Emergency	0	17	181
TOTAL	4	259	2,972

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	22%	2%
Proactive	78%	98%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	88%
LASD BUS	32%

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

UNION STATION

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - APRIL 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	9
Aggravated Assault	0	9
Aggravated Assault on Operator	0	0
Battery	7	80
Battery Rail Operator	0	0
Sex Offenses	0	6
SUB-TOTAL	7	104
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	1
Larceny	3	63
Bike Theft	2	7
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	2	6
SUB-TOTAL	7	77
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	4	46
SUB-TOTAL	4	46
TOTAL	18	227



ARRESTS		
AGENCY	LAPD	FYTD
Felony	1	45
Misdemeanor	5	165
TOTAL	6	210

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	5	237
Vehicle Code Citations	6	88
TOTAL	11	325

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	14	198
Priority	24	325
Emergency	0	18
TOTAL	38	541

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	21%
Proactive	79%
TOTAL	100%

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	88%

LEGEND	
Los Angeles Police Department	

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPB	FYTD
Homicide	0	0	0	0
Rape	0	0	0	1
Robbery	1	2	0	38
Aggravated Assault	0	3	0	28
Aggravated Assault on Operator	0	0	0	0
Battery	2	2	1	52
Battery Rail Operator	0	0	0	0
Sex Offenses	1	0	1	8
SUB-TOTAL	4	7	2	127
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPB	FYTD
Burglary	0	1	0	3
Larceny	0	2	0	39
Bike Theft	0	1	0	1
Motor Vehicle Theft	0	1	0	6
Arson	0	1	0	1
Vandalism	0	0	0	27
Other	0	0	0	0
SUB-TOTAL	0	6	0	77
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPB	FYTD
Weapons	0	1	0	17
Narcotics	0	0	0	54
Trespassing	0	0	0	15
SUB-TOTAL	0	1	0	86
TOTAL	4	14	2	290

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	18
Pico	1	0	0	8
Grand/LATTC	0	0	0	1
San Pedro St	0	0	0	5
Washington	0	0	0	5
Vernon	2	0	0	4
Slauson	0	0	0	16
Florence	0	0	0	20
Firestone	0	0	0	13
103rd St/Watts Towers	0	0	0	9
Willowbrook/Rosa Parks	0	2	1	67
Compton	3	0	0	37
Artesia	2	3	0	36
Del Amo	2	1	0	10
Wardlow	0	0	0	2
Willow St	0	0	0	10
PCH	0	0	0	8
Anaheim St	1	0	0	8
5th St	1	0	0	2
1st St	0	0	0	2
Downtown Long Beach	0	0	0	9
Pacific Av	0	0	0	1
Blue Line Rail Yard	0	0	0	0
Total	13	6	1	291

ARRESTS				
AGENCY	LAPD	LASD	LBPB	FYTD
Felony	0	6	4	196
Misdemeanor	2	8	6	775
TOTAL	2	14	10	971

CITATIONS				
AGENCY	LAPD	LASD	LBPB	FYTD
Other Citations	2	13	1	10,116
Vehicle Code Citations	6	1	31	8,682
TOTAL	8	14	32	18,798

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPB	FYTD
Routine	1	56	2	748
Priority	12	86	25	1,292
Emergency	3	13	14	316
TOTAL	16	155	41	2,356

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPB
Dispatched	18%	3%	2%
Proactive	82%	97%	98%
TOTAL	100%	100%	100%

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	89%
Blue Line-LASD	14%
Blue Line-LBPB	70%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPB	FYTD
Washington St	0	0	0	109
Flower St	0	0	0	46
103rd St	0	0	0	3
Wardlow Rd	0	0	4	31
Pacific Ave.	0	0	0	2
Willowbrook	0	14	0	276
Slauson	0	0	0	83
Firestone	0	0	0	38
Florence	0	15	0	117
Compton	0	9	0	173
Artesia	0	6	0	40
Del Amo	0	7	0	40
Long Beach Blvd	0	0	0	10
TOTAL	0	51	4	968

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	3
Robbery	1	4	34
Aggravated Assault	0	3	19
Aggravated Assault on Operator	0	0	0
Battery	2	0	40
Battery Rail Operator	0	0	0
Sex Offenses	0	0	8
SUB-TOTAL	3	7	104
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	3
Larceny	2	0	18
Bike Theft	0	0	1
Motor Vehicle Theft	0	1	4
Arson	0	0	1
Vandalism	0	5	15
SUB-TOTAL	2	6	42
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	12
Narcotics	0	0	21
Trespassing	0	0	5
SUB-TOTAL	0	0	38
TOTAL	5	13	184

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	7	72
Misdemeanor	2	5	286
TOTAL	3	12	358

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	9	393
Vehicle Code Citations	0	0	98
TOTAL	0	9	491

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	2	112	1,129
Priority	7	92	905
Emergency	0	6	124
TOTAL	9	210	2,158

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	5%
Proactive	80%	95%
TOTAL	100%	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	1	0	0	9
Douglas	0	0	0	0
El Segundo	0	1	0	4
Mariposa	0	0	0	1
Aviation/LAX	2	0	0	5
Hawthorne/Lennox	1	0	0	9
Crenshaw	3	0	0	19
Vermont/Athens	1	2	0	17
Harbor Fwy	0	2	0	10
Avalon	1	0	0	14
Willowbrook/Rosa Parks	0	2	0	46
Long Beach Bl	1	1	0	26
Lakewood Bl	0	0	0	13
Norwalk	0	0	0	14
Total	10	8	0	187

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	89%
Green Line-LASD	19%

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	29
Aggravated Assault	2	1	22
Aggravated Assault on Operator	0	0	0
Battery	0	3	53
Battery Rail Operator	0	0	0
Sex Offenses	0	0	16
SUB-TOTAL	3	4	120
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	1	0	60
Bike Theft	0	0	17
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	4
SUB-TOTAL	1	0	82
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	2
Narcotics	0	1	3
Trespassing	0	0	6
SUB-TOTAL	0	1	11
TOTAL	4	5	213

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	3	2	56
Misdemeanor	2	2	111
TOTAL	5	4	167

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	1	2	270
Vehicle Code Citations	0	0	201
TOTAL	1	2	471

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	10	90	906
Priority	34	30	771
Emergency	0	3	77
TOTAL	44	123	1,754

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	23%	7%
Proactive	77%	93%
TOTAL	100%	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	0	0	9
Pico	0	1	0	1
LATTC/Ortho Institute	0	0	0	18
Jefferson/USC	0	0	0	10
Expo Park/USC	0	0	0	4
Expo/Vermont	0	0	0	17
Expo/Western	0	0	0	19
Expo/Crenshaw	1	0	0	15
Farmdale	1	0	0	16
Expo/La Brea	1	0	0	19
La Cienega/Jefferson	0	0	0	13
Culver City	0	0	0	11
Palms	0	0	0	7
Westwood/Rancho Park	0	0	0	2
Expo/Sepulveda	0	0	0	9
Expo/Bundy	0	0	0	22
26th St/Bergamot	0	0	1	6
17th St/SMC	1	0	0	6
Downtown Santa Monica	3	0	0	19
Expo Line Rail Yard	0	0	0	0
Total	7	1	1	223

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	91%
Expo Line-LASD	10%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	0	0	995
Santa Monica	N/A	5	142
Culver City	N/A	0	6
TOTAL	0	5	1,143

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	2
Robbery	3	32
Aggravated Assault	9	49
Aggravated Assault on Operator	0	0
Battery	10	179
Battery Rail Operator	1	2
Sex Offenses	0	16
SUB-TOTAL	23	280
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	5	138
Bike Theft	1	10
Motor Vehicle Theft	1	1
Arson	0	0
Vandalism	0	14
SUB-TOTAL	7	163
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	34
SUB-TOTAL	0	34
TOTAL	30	477

ARRESTS		
AGENCY	LAPD	FYTD
Felony	7	256
Misdemeanor	10	884
TOTAL	17	1,140

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	8	3,940
Vehicle Code Citations	1	1,276
TOTAL	9	5,216

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	21	33
Priority	92	153
Emergency	3	5
TOTAL	116	191

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	22%
Proactive	78%
TOTAL	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	1	2	0	72
Civic Center/Grand Park	0	0	0	12
Pershing Square	3	0	0	39
7th St/Metro Ctr	1	0	0	49
Westlake/MacArthur Park	5	1	0	62
Wilshire/Vermont	3	0	0	33
Wilshire/Normandie	0	1	0	6
Vermont/Beverly	3	0	0	28
Wilshire/Western	1	0	1	15
Vermont/Santa Monica	2	0	0	22
Vermont/Sunset	0	0	0	16
Hollywood/Western	0	0	0	17
Hollywood/Vine	1	0	0	24
Hollywood/Highland	0	0	0	26
Universal City/Studio City	0	1	0	12
North Hollywood	3	1	0	42
Red Line Rail Yard	0	0	0	0
Total	23	6	1	475

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

LEGEND
Los Angeles Police Department

GOLD LINE

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	2
Robbery	0	3	14
Aggravated Assault	0	0	13
Aggravated Assault on Operator	0	0	0
Battery	2	1	34
Battery Rail Operator	1	0	2
Sex Offenses	0	0	3
SUB-TOTAL	3	4	68
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	2	37
Bike Theft	0	0	13
Motor Vehicle Theft	0	0	4
Arson	0	0	1
Vandalism	2	0	20
SUB-TOTAL	2	2	75
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	5
Narcotics	0	0	6
Trespassing	0	0	2
SUB-TOTAL	0	0	13
TOTAL	5	6	156

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	2	43
Misdemeanor	2	0	161
TOTAL	2	2	204

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	2	0	377
Vehicle Code Citations	0	0	100
TOTAL	2	0	477

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	9	112	1,289
Priority	28	79	1,241
Emergency	1	6	142
TOTAL	38	197	2,672

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	6%
Proactive	80%	94%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	91%
Gold Line-LASD	25%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	684
Arcadia Station	0	8	93
Irwindale	0	5	42
Monrovia	0	6	44
City of Pasadena	0	15	239
Magnolia Ave	0	0	1
Duarte Station	0	3	41
City Of Azusa	0	9	116
South Pasadena	0	15	128
City Of East LA	0	14	98
Figueroa St	0	0	342
TOTAL GOAL= 10	0	75	1,828

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

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	0	0	0	10
Azusa Downtown	1	0	0	5
Irwindale	0	0	0	7
Duarte/City of Hope	0	0	0	9
Monrovia	1	0	0	10
Arcadia	0	0	0	4
Sierra Madre Villa	0	0	0	9
Allen	0	0	0	4
Lake	0	0	0	5
Memorial Park	2	0	0	12
Del Mar	0	0	0	2
Fillmore	0	0	0	2
South Pasadena	0	0	0	2
Highland Park	1	0	0	6
Southwest Museum	1	1	0	6
Heritage Square	0	0	0	2
Lincoln/Cypress	0	0	0	6
Chinatown	0	0	0	4
Union Station	1	1	0	15
Little Tokyo/Arts Dist	0	0	0	4
Pico/Aliso	0	0	0	2
Mariachi Plaza	0	0	0	4
Soto	0	0	0	6
Indiana (both LAPD & LASD)	0	2	0	6
Maravilla	0	0	0	2
East LA Civic Ctr	0	0	0	2
Atlantic	0	0	0	10
Total	7	4	0	156

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	1
Rape	0	0
Robbery	0	12
Aggravated Assault	0	7
Aggravated Assault on Operator	0	0
Battery	1	16
Battery Bus Operator	0	1
Sex Offenses	0	1
SUB-TOTAL	1	38
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	0	7
Bike Theft	0	3
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	4
SUB-TOTAL	0	14
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
SUB-TOTAL	0	0
TOTAL	1	52

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	10
Misdemeanor	0	40
TOTAL	0	50

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	1	2,480
Vehicle Code Citations	0	2,391
TOTAL	1	4,871

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	2	39
Priority	4	140
Emergency	1	9
TOTAL	7	188

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	18%
Proactive	82%
TOTAL	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Orange Line- LAPD	91%

LEGEND	
Los Angeles Police Department	

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	0	0	0	14
Laurel Canyon	0	0	0	0
Valley College	0	0	0	1
Woodman	0	0	0	0
Van Nuys	0	0	0	8
Sepulveda	0	0	0	2
Woodley	0	0	0	2
Balboa	0	0	0	3
Reseda	0	0	0	3
Tampa	0	0	0	3
Pierce College	0	0	0	2
De Soto	0	0	0	0
Canoga	1	0	0	4
Warner Center	0	0	0	0
Sherman Way	0	0	0	1
Roscoe	0	0	0	1
Nordhoff	0	0	0	3
Chatsworth	0	0	0	6
Total	1	0	0	53

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	3
Aggravated Assault	0	0	2
Aggravated Assault on Operator	0	0	0
Battery	0	0	3
Battery Bus Operator	0	0	0
Sex Offenses	0	0	2
SUB-TOTAL	1	0	10
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	8
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	2
SUB-TOTAL	0	0	10
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	2
Trespassing	0	0	0
SUB-TOTAL	0	0	2
TOTAL	1	0	22

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	1
Misdemeanor	0	0	74
TOTAL	0	0	75

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	2,364
Vehicle Code Citations	0	0	2,445
TOTAL	0	0	4,809

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	0	37
Priority	1	2	70
Emergency	0	0	7
TOTAL	1	2	114

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	0%	2%
Proactive	0%	98%
TOTAL	0%	100%

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	2
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	2
Downtown	0	0	0	3
37th St/USC	0	0	0	0
Slauson	0	0	0	1
Manchester	0	0	0	0
Harbor Fwy	0	0	0	3
Rosecrans	0	0	0	3
Harbor Gateway Transit Ctr	1	0	0	5
Carson	0	0	0	1
PCH	0	0	0	1
San Pedro/Beacon	0	0	0	1
Total	1	0	0	22

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Silver Line- LAPD	0%
Silver Line- LASD	1%

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

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	3	1	54
Aggravated Assault	5	0	70
Aggravated Assault on Operator	0	2	10
Battery	6	3	232
Battery Bus Operator	1	1	59
Sex Offenses	0	0	31
SUB-TOTAL	15	7	456
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	4	0	151
Bike Theft	1	0	11
Motor Vehicle Theft	0	0	2
Arson	0	0	0
Vandalism	5	2	50
SUB-TOTAL	10	2	214
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	14
Narcotics	0	0	75
Trespassing	0	0	6
SUB-TOTAL	0	1	95
TOTAL	25	10	765

LASD's Crimes per Sector		
Sector		FYTD
Westside	0	14
San Fernando	0	11
San Gabriel Valley	4	42
Gateway Cities	4	98
South Bay	2	88
Total	10	253

LAPD's Crimes per Sector		
Sector		FYTD
Valley Bureau		
Van Nuys	1	15
West Valley	0	8
North Hollywood	2	16
Foothill	0	5
Devonshire	0	4
Mission	0	5
Topanga	0	6
Central Bureau		
Central	7	83
Rampart	1	31
Hollenbeck	0	7
Northeast	1	7
Newton	0	41
West Bureau		
Hollywood	0	17
Wilshire	1	26
West LA	2	12
Pacific	0	5
Olympic	3	48
Southwest Bureau		
Southwest	2	70
Harbor	0	6
77th Street	1	74
Southeast	4	26
Total	25	512

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	4	108
Misdemeanor	6	9	626
TOTAL	7	13	734

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	10	16	751
Vehicle Code Citations	0	13	378
TOTAL	10	29	1,129

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	6	101	1,276
Priority	12	122	1,756
Emergency	2	15	198
TOTAL	20	238	3,230

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	19%	2%
Proactive	81%	98%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	88%
LASD BUS	32%

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

UNION STATION

ATTACHMENT B

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - MAY 2020

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	9
Aggravated Assault	2	11
Aggravated Assault on Operator	0	0
Battery	2	82
Battery Rail Operator	0	0
Sex Offenses	0	6
SUB-TOTAL	4	108
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	1
Larceny	3	66
Bike Theft	0	7
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	1	7
SUB-TOTAL	4	81
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	7	53
SUB-TOTAL	7	53
TOTAL	15	242



ARRESTS		
AGENCY	LAPD	FYTD
Felony	2	47
Misdemeanor	6	171
TOTAL	8	218

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	237
Vehicle Code Citations	4	92
TOTAL	4	329

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	11	209
Priority	23	348
Emergency	1	19
TOTAL	35	576

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	16%
Proactive	74%
TOTAL	90%

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	86%

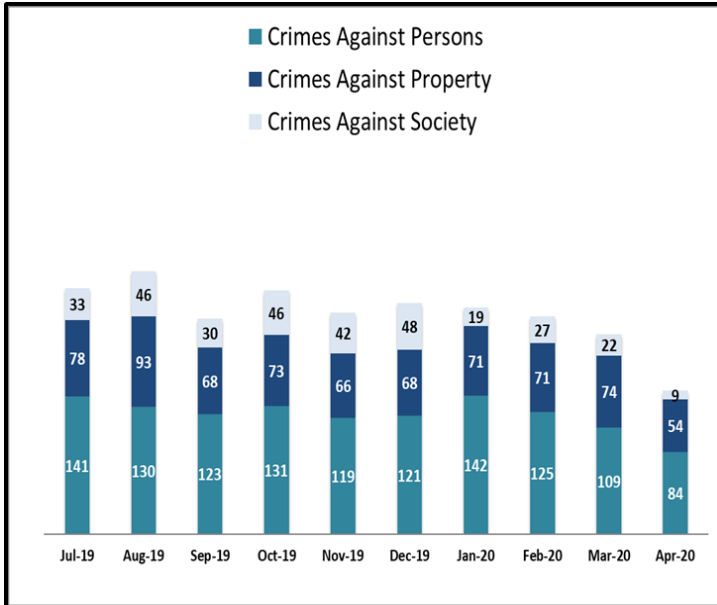
LEGEND	
Los Angeles Police Department	

KEY PERFORMANCE INDICATORS

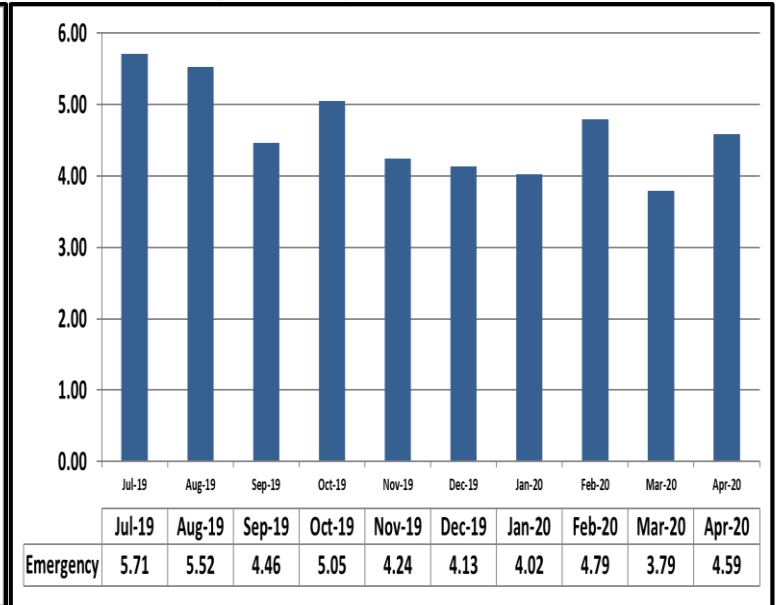
APRIL 2020

Attachment C

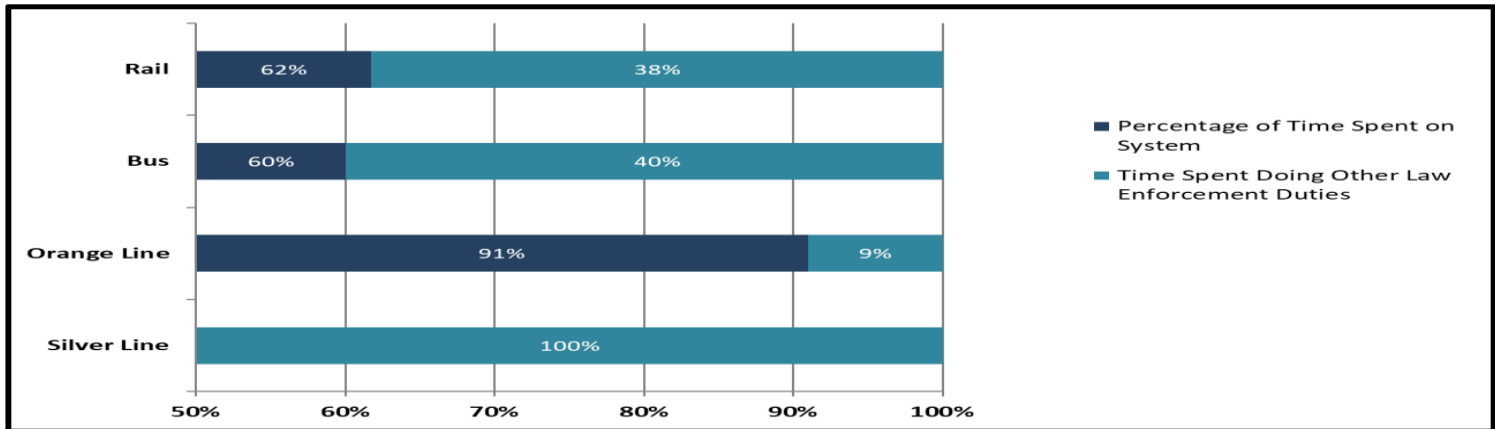
Crimes Against Persons, Property, and Society



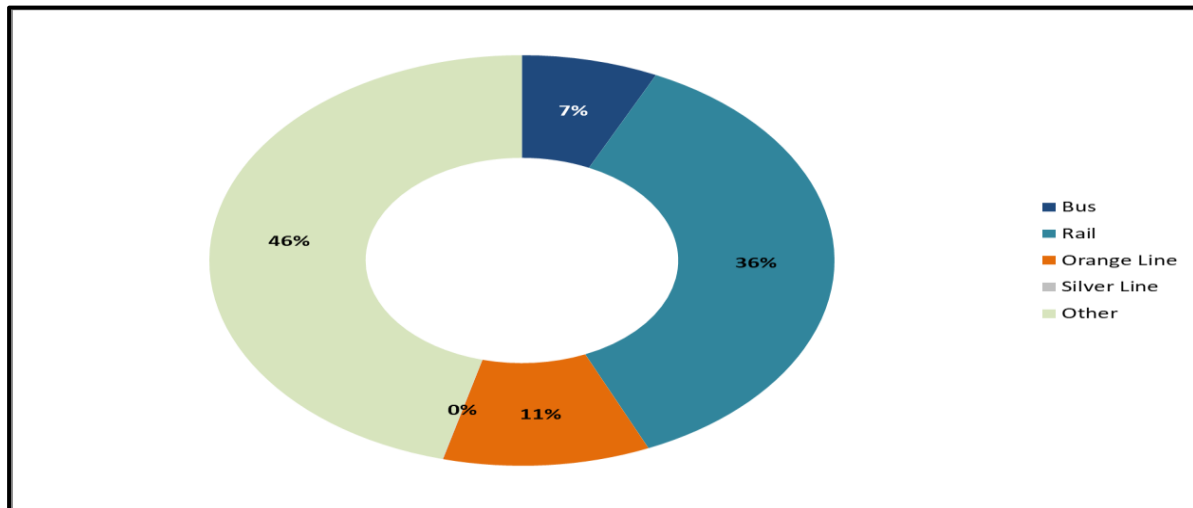
Average Emergency Response Times



Percentage of Time Spent on the System



Percentage of Time Spent on the System as a Whole

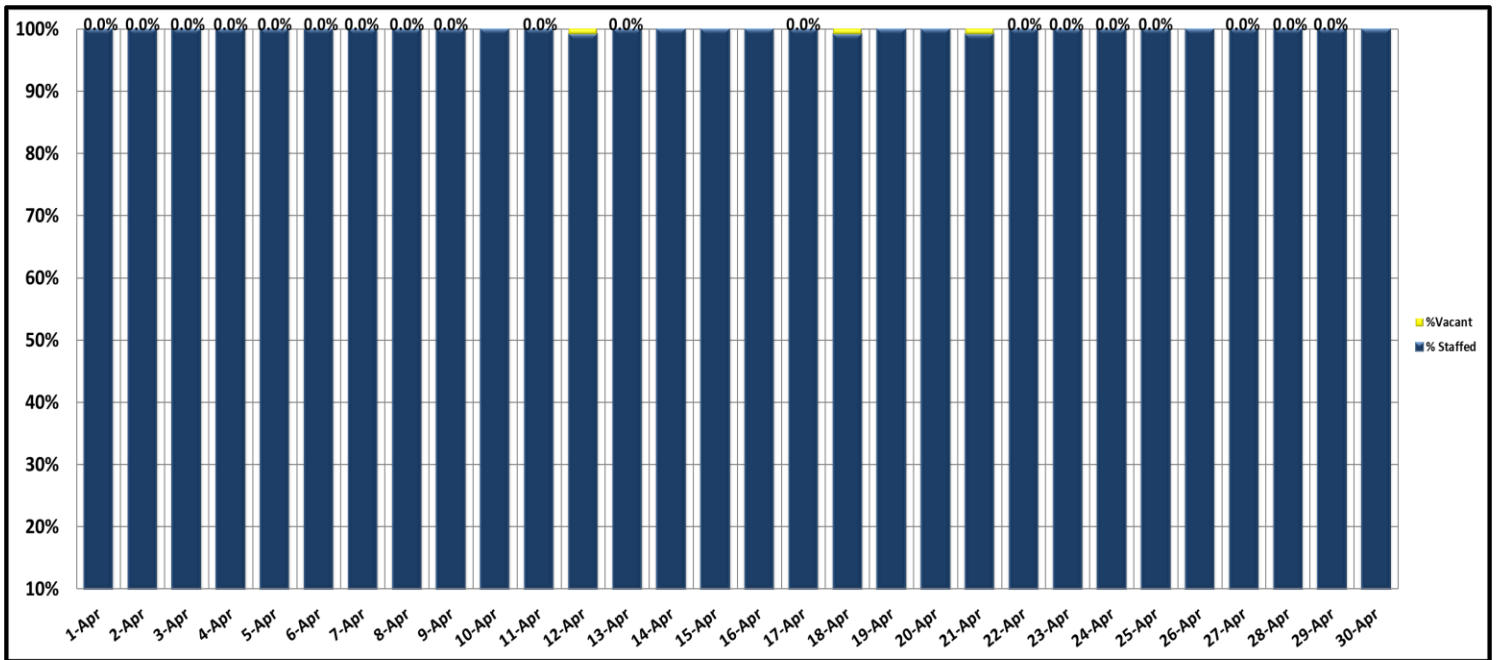


KEY PERFORMANCE INDICATORS

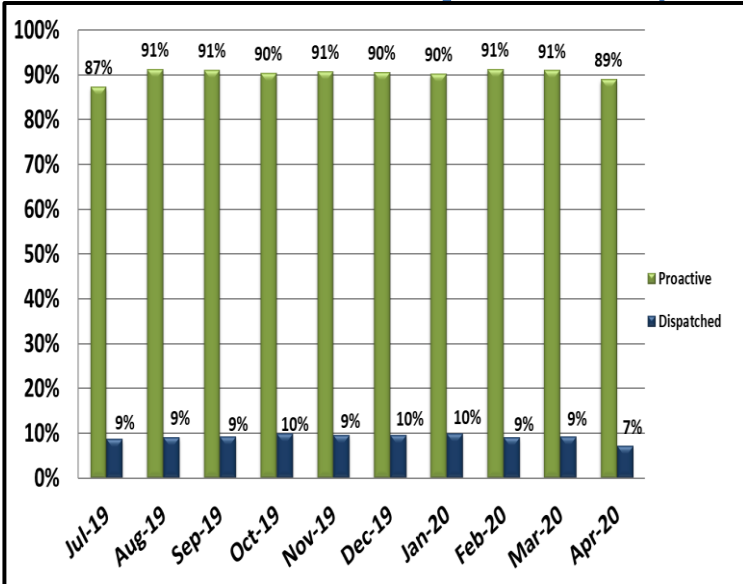
APRIL 2020

Attachment C

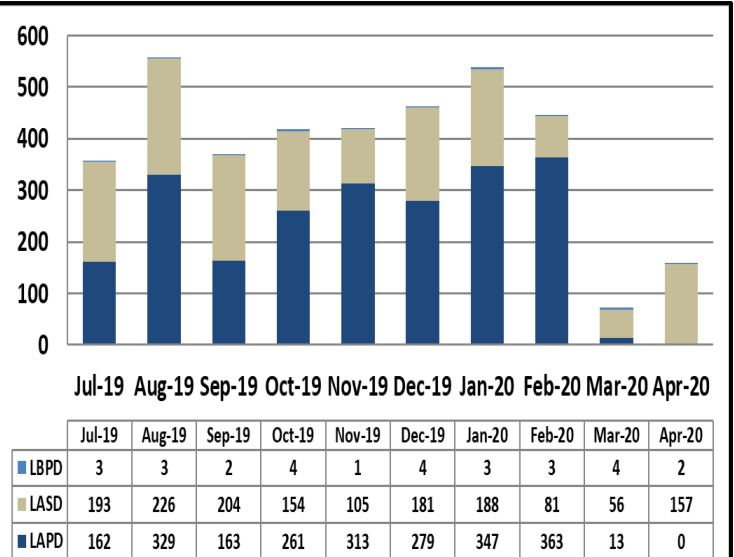
Ratio of Staffing Levels vs Vacant Assignments



Ratio of Proactive vs Dispatched Activity



Grade Crossing Operations



Grade Crossing Operation Locations April:

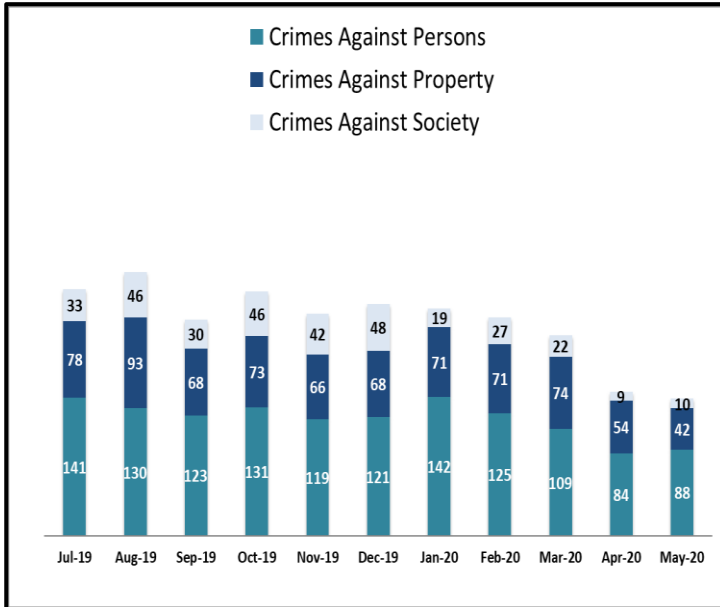
1. Blue Line Stations (89)
2. Expo Line Stations (8)
3. Gold Line Stations (62)

KEY PERFORMANCE INDICATORS

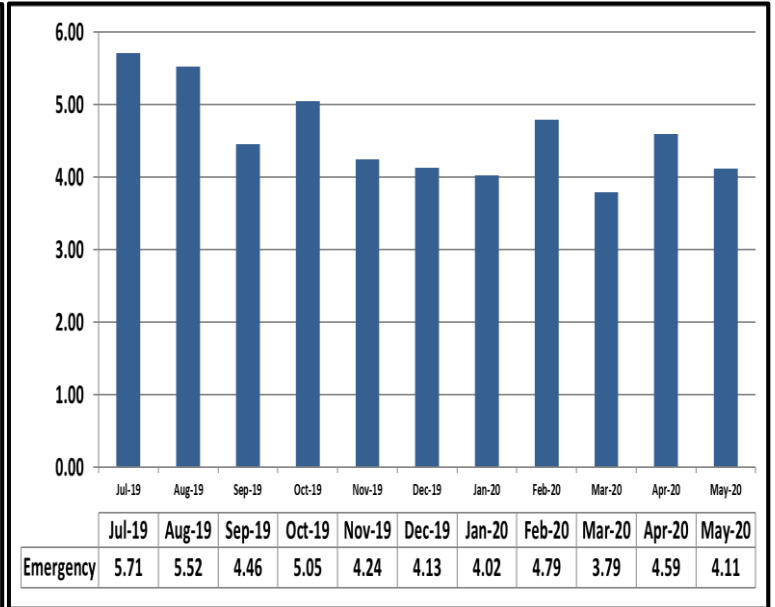
MAY 2020

Attachment C

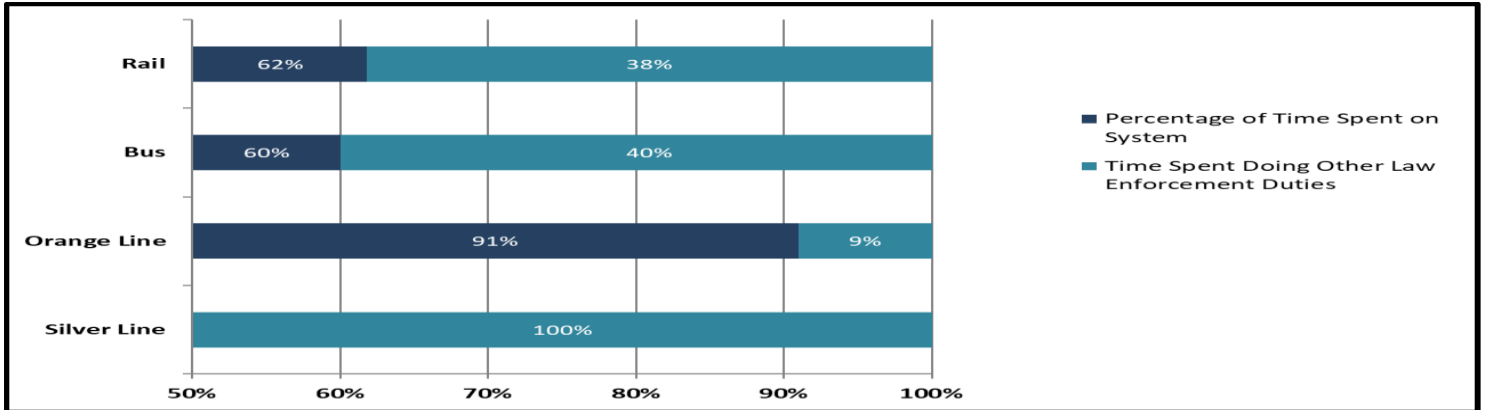
Crimes Against Persons, Property, and Society



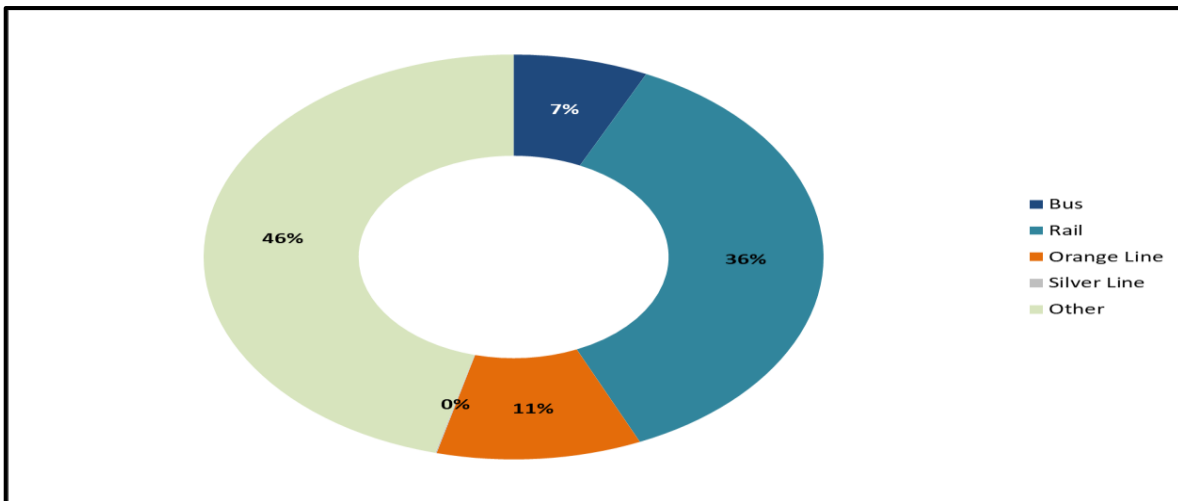
Average Emergency Response Times



Percentage of Time Spent on the System



Percentage of Time Spent on the System as a Whole

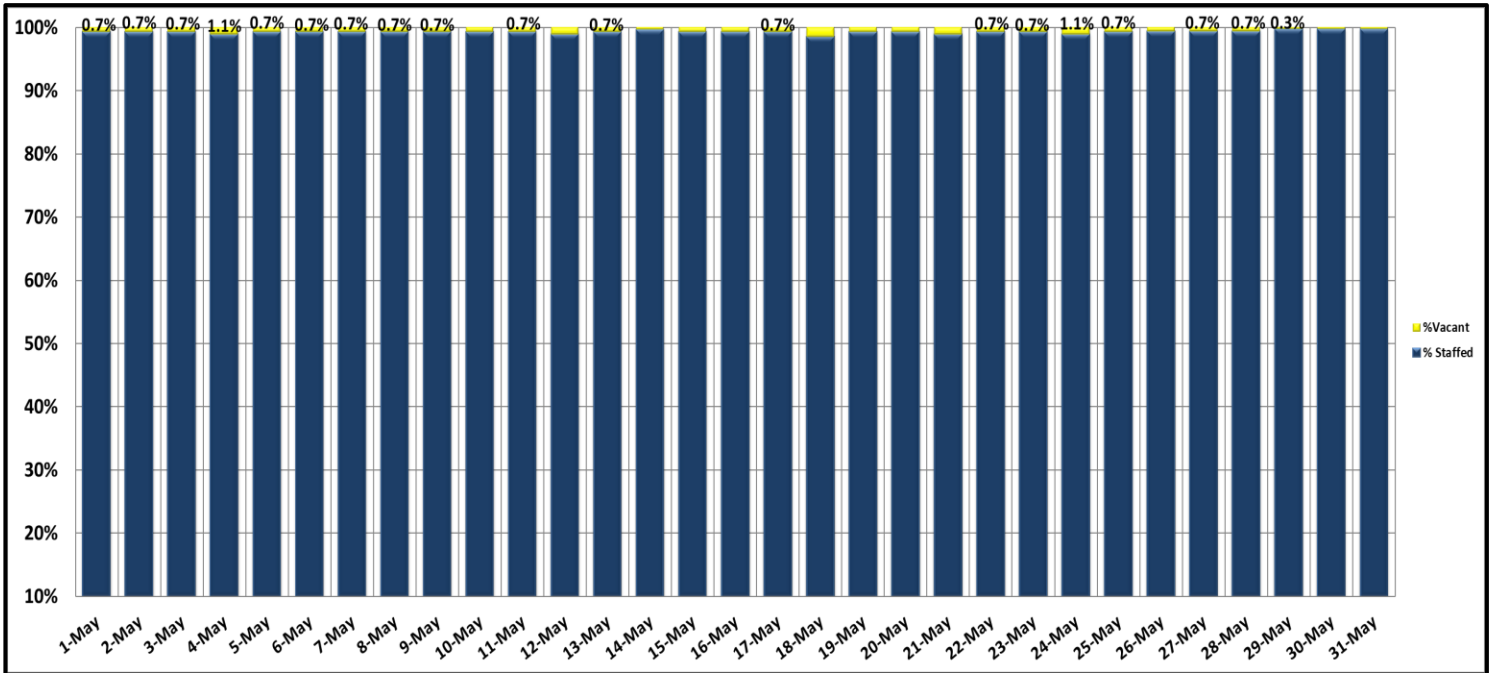


KEY PERFORMANCE INDICATORS

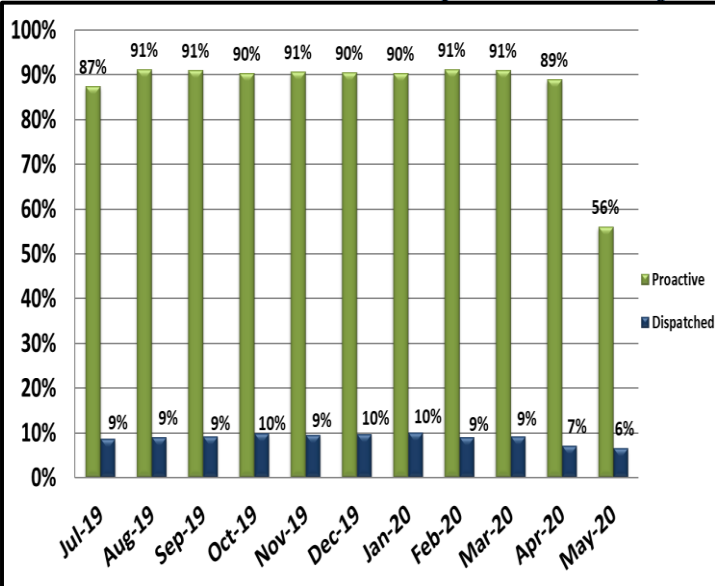
MAY 2020

Attachment C

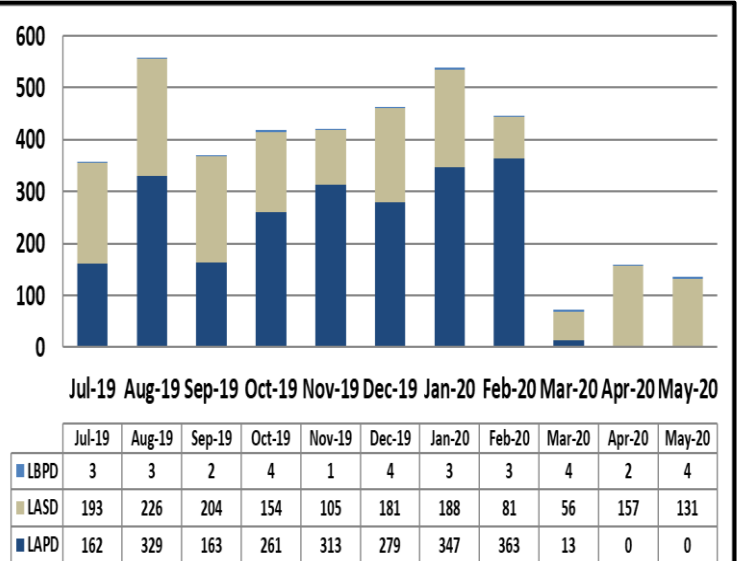
Ratio of Staffing Levels vs Vacant Assignments



Ratio of Proactive vs Dispatched Activity



Grade Crossing Operations



Grade Crossing Operation Locations May:

1. Blue Line Stations (55)
2. Expo Line Stations (5)
3. Gold Line Stations (75)

Transit Police

Monthly Crime Report



Attachment D

	2019	2020
	April	April
CRIMES AGAINST PERSONS		
Homicide	0	0
Rape	1	1
Robbery	28	13
Aggravated Assault	24	14
Aggravated Assault on Operator	3	0
Battery	60	45
Battery on Operator	6	5
Sex Offenses	14	6
SUB-TOTAL	136	84
CRIMES AGAINST PROPERTY		
Burglary	0	0
Larceny	70	32
Bike Theft	5	4
Motor Vehicle Theft	1	1
Arson	1	0
Vandalism	11	17
Other	0	0
SUB-TOTAL	88	54
CRIMES AGAINST SOCIETY		
Weapons	1	1
Narcotics	18	1
Trespassing	9	7
SUB-TOTAL	28	9
TOTAL	252	147
ENFORCEMENT EFFORTS		
Arrests	326	79
Citations	2,324	241
Fare Checks	84,267	2,106
Calls for Service	1,141	1,124

Transit Police

Monthly Crime Report



Attachment D

	2019	2020
	May	May
CRIMES AGAINST PERSONS		
Homicide	0	0
Rape	0	0
Robbery	25	20
Aggravated Assault	18	25
Aggravated Assault on Operator	1	2
Battery	63	35
Battery on Operator	8	4
Sex Offenses	10	2
SUB-TOTAL	125	88
CRIMES AGAINST PROPERTY		
Burglary	0	1
Larceny	61	19
Bike Theft	3	3
Motor Vehicle Theft	2	3
Arson	0	1
Vandalism	10	15
Other	0	0
SUB-TOTAL	76	42
CRIMES AGAINST SOCIETY		
Weapons	4	2
Narcotics	19	1
Trespassing	15	7
SUB-TOTAL	38	10
TOTAL	239	140
ENFORCEMENT EFFORTS		
Arrests	451	79
Citations	2,960	241
Fare Checks	129,818	2,106
Calls for Service	1,194	1,124

Metro's Homeless Efforts

C3 Homeless Outreach April 1, 2020 through April 30, 2020

Performance Measure	April Number Served	Project Year to date Number Served
Number of unduplicated individuals' initiated contact (pre-engagement phase)	395	7,390
Number of Unduplicated individuals engaged (engagement phase)	127	3,690
Number of unduplicated individuals who are provided services or who successfully attained referrals*	*Unavailable	2,961
Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	309	1,645
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	5	402
Number of unduplicated individuals engaged who are permanently housed	16	250

*Due to the outbreak, the team pulled all the reported information from Clarity, the computer tracking system, of the Department of Health Services. Due to system limitations, the team was unable to pull the number of individuals who received a service for the first time.

Notes:

The team continued to redeploy in unique ways that crossed the day/swing shift boundary in response to the COVID-19 virus outbreak. The teams were not able to track data based on the regular swing/day deployment schedule.

The reports for April are limited to combined contract-to-date figures due to COVID-19 related schedule realignments and service adjustments (including, but not limited to social distancing requirements).

With the team's close collaboration with LAPD this month, the "referrals from LAPD" figure are also not included.

April Motel Report

Secured 82 motel rooms. The demographics and justification for each of these placements are attached.

Brief Demographic Overview:

- A total of 127 homeless persons were housed in 82 motel rooms.
- 74 of the clients were a combination of couples, couples with children.
- 53 clients were singularly housed, 41.73% were males.

Total Motel Cost: \$153,955.06

PATH Success Story

A 27 year old African American pregnant female and her male partner were encountered at Pershing Square. The client and her partner became homeless after relocating to Los Angeles from the Midwest and not being able to secure employment. Because of the clients' homeless status, their children were placed in foster care. The client and her partner were in desperate need of housing services in order to gain custody of their children.

Metro Multi-Disciplinary Team (MDT) immediately placed the couple in the Crenshaw Inn Motel due to the client's pregnancy and other health issues. From the motel, MDT outreach specialists referred the clients to the Goodwill Career Development Program and Express Employment Agency to help increase their income. Based on the couple's assessment and level of independence, they were referred to the SPA 4 Family Solutions Center and SPA 4 Rapid Re- Housing Program (RRH). Metro MDT Outreach Specialist assisted the clients with housing navigation and successfully connected them to a landlord in Inglewood, CA. During the clients' time at the motel, Metro MDT provided groceries and transportation to medical, employment, and housing appointments.

In early April, the client gave birth to a healthy baby, and as a result of their connection to SPA 4 RRH and Metro MDT Outreach, the client and her partner successfully signed a lease in Inglewood on 4/28/20. The clients are now focusing on regaining custody of their children. The female client said, "I made it home!"

LAPD Outreach Impact Story resulting in Stable Housing, April 2020

LAPD Transit HOPE Officers engaged a couple with their 5-month old child on April 16, 2020 at the 7th/metro Station. The couple did not want to provide a great amount of detail on how they fell into homelessness, but it seemed to be related to a falling out with family. Officers contacted PATH and the family was placed into a local motel until a housing option becomes available.

LAPD Notes:

Due to the repurposing of the HOPE Team and Red Line Surge followed by the elimination of the surge detail the average number of contacts, referrals and enforcement-related events dropped significantly.

Sheriff Mental Evaluation Team (MET) Contacts April 5 – May 2, 2020

These monthly statistics only include contacts of the Transit MET Units. They do not include contacts made by other Transit Services Bureau personnel. In addition to the data reported below, Transit MET Units:

- 5 teams assisted MTA conduct homeless outreach operations at Citrus Pax, Gold Line; 7th/Metro Pax, blue Line and Santa Monica Pax, Expo Line for the week of 04/05/2020 – 04/11/2020.
- 5 teams assisted MTA conduct homeless outreach operations at Citrus Pax and Atlantic Pax, Gold Line; 7th/Mero Pax, Blue Line and Santa Monica Pax, Expo Line for the week of 04/12/2020 – 04/18/2020.
- TMET teams assisted MTA conduct homeless outreach operations at Citrus Pax and Atlantic Pax, Gold Line; and Santa Monica Pax, Expo Line for the week of 04/19/2020 – 04/25/2020.
- TMET teams assisted MTA conduct homeless outreach operations at Citrus Pax and Atlantic Pax, Gold Line; and Santa Monica Pax, Expo Line for the week of 04/26/2020 – 05/02/2020.

LASD Notes:

Regarding the 17 Shelter transports conducted in the month of April 2020 by LASD/TMET, most of these clients were transported while conducting Homeless Outreach Operations at 7th/Metro Pax, Blue/Expo Line, Citrus and Atlantic Pax, Gold Line; and Santa Monica Pax, Expo Line. These clients were transported to the following LA City Rec Shelters:

- Shatto Rec
- Alpine Rec
- Westwood Rec
- Hollywood Rec
- Volunteers of America

Long Beach Quality of Life Officers Update, April 2020

Projects: None Reported

Law Enforcement Homeless Outreach Metrics, April 2020

ACTION	LAPD HOPE/TSD	LASD MET	LBPB
Contacts	34	1,367	83
Referrals	13	239	23
5150 Holds	15	21	0
Mental Illness	19	204	15

Substance Abuse	5	205	26
Veterans	1	0	0
Shelter	3	17	1
Motel Housing Plan	3	0	0
VA Housing	0	0	0
Return to Family	0	1	1
Transitional Long Term Housing	0	0	0
Detox	1	0	0
Rehab	0	0	0

Cleared Encampments Within Metro ROW:

Incident Date: 03/09/2020	Location: E-Line (EXPO) Flower St- Jefferson tunnel	Work Required: Clean-up Trash	Comments: Clean-up completed April 30 th
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Cleared Encampments Outside, Adjacent to Metro Right-of-Way:

No activity this reporting period



Board Report

File #: 2020-0386, **File Type:** Informational Report

Agenda Number: 19.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: COMPREHENSIVE PRICING STUDY

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status report on the recently initiated Comprehensive Pricing Study.

ISSUE

This is the first official communication to the Board regarding Metro's Comprehensive Pricing Study. The purpose is to report on progress to date and highlight key elements and expectations of the study.

BACKGROUND

Vision 2028 identifies pricing as an important lever towards achieving Metro's strategic goals, including the target of doubling the share of non-single-occupant vehicle trips. Vision 2028 directs staff to conduct a comprehensive transportation system pricing study to determine options for meeting goals of revenue, equity, security, ridership, and user experience, and to recommend pricing policies arising from the study to the Metro Board.

The Comprehensive Pricing Study is timely with the work of the COVID-19 Recovery Task Force and the recently approved Board Motion 2020-0355 (Emergency Relief: Full-Price Passes).

DISCUSSION

The pricing of Metro's suite of transportation services has been developed at different points in time to meet different service and policy objectives. With the adoption of Vision 2028, these pricing policies may no longer be optimally aligned to support Metro's strategic goals. A comprehensive review will identify opportunities for appropriate change.

Study Objectives

The study objectives are:

1. Review current pricing policies (including incentive and discount programs) for transportation services provided by Metro including the following:
 - Metro conventional bus and rail transit
 - Metro MicroTransit
 - Metro on-demand ridesharing (e.g. Mobility-on-Demand)
 - Metro Bike Share
 - Metro Vanpool
 - Transportation parking or access on or adjacent to Metro properties (e.g. personal motor vehicles, scooters, Metro Bike Hub, bike lockers)
 - Metro ExpressLanes
2. Develop a complete understanding of the capital and operating costs, and non-financial elements, associated with Metro's transit fare and user fee collection and enforcement systems for its transportation services.
3. Identify and evaluate pricing policy options relative to the goals of revenue, equity, security, ridership, and user experience. Additional considerations may include the environment/health, viability (e.g. technology, resource requirements) and governance (e.g. coordination and integration with municipal transportation services and pricing policies). Trade-offs will be identified.
4. Present pricing policy recommendations to the Metro Board of Directors.

The study team will coordinate with other concurrent Metro initiatives that have pricing, equity, and customer experience elements, including the COVID-19 Recovery Task Force, Traffic Reduction Study, NextGen Bus Plan, and Long Range Transportation Plan. Where appropriate, the study will identify relevant guidance for the pricing of non-Metro services, such as municipal transit and parking, and services partly funded by Metro in partnership with other agencies (e.g. Access Services paratransit and the Metro Freeway Service Patrol).

Study Principles

The conduct of the study is grounded in the following core principles:

- **Evidence-Based:** data, evidence, and robust deliberations will guide the development of appropriate pricing policies
- **Inclusive:** the study will create space for involvement by all affected departments at Metro as well as agency partners, and will create opportunities for meaningful dialogues and engagement with communities throughout Los Angeles County

- **Transparent:** the process and work will be undertaken in a manner that is visible to internal and external stakeholders
- **Traceable:** the process and work will be documented so that decision-points can be traced back to a key data point or deliberation
- **Consensus-Driven:** recognizing that pricing is a value-laden topic, the study will succeed only if there is broad-based consensus on potential new pricing policies.

Study Governance

Because pricing touches on nearly all aspects of Metro’s business, an ‘all-of-agency’ approach is required to identify and implement the appropriate pricing policies. Departments ranging from the Office of Management & Budget to System Security & Law Enforcement are key partners and their contributions will be fundamental to the success of this initiative. The following project advisory groups will be established:

	Executive Steering Group	Technical Working Group
Role	Strategic oversight and coordination; review findings	Technical advice; data provision; review analysis and findings
Membership	Members or designates of the Senior Leadership Team	Staff nominated by Senior Leadership Team
Meeting Frequency	Key milestones	Weekly to Bi-Weekly

Further, a communications and engagement framework will be prepared to ensure in-depth engagement with residents, workers, and employers in the county, with particular attention paid to Equity Focus Communities. Appropriate communications and engagement techniques will be identified in respect of the COVID-19 pandemic.

Study Timeline

The study consists of two phases. In Phase 1, pricing policies will be identified and evaluated. Recommendations on changes to pricing policies will be advanced to the Board for consideration. Phase 1 is anticipated to be completed in early 2021. Due to the COVID-19 pandemic, the timeline will evolve as circumstances warrant. The Board and relevant committees will receive progress updates at each milestone.

Phase 1: Pricing Policies

A. Project Definition and Start-Up (Jan - May 2020)

- Engage Senior Leadership Team
 - Establish project advisory groups
- B. Research and Engagement (June - Fall 2020)
- Research
 - User and community engagement (e.g. online surveys, virtual dialogues)
 - Develop Evaluation Framework and Performance Measures
- C. Generate Policy Options (Fall 2020 - Winter 2020)
- Engage Community on Policy Options Development
 - Engage Metro staff on Policy Options Development
- D. Policy Options Evaluation (Fall 2020)
- E. Recommendations to Board (Spring 2021)

Should the Board approve the recommendations, Phase 2 will involve the design, implementation, and monitoring of those recommendations. Pending directions from the Board, scoping for Phase 2 will begin upon completion of Phase 1.

Equity Goal

Depending on its design, transportation pricing can either help or hinder efforts to promote racial, social, and economic equity amongst Los Angeles County residents and workers. For this reason, equity is one of the topline goals in the study. The development of appropriate performance measures to evaluate policy options relative to the goal of equity will involve pivoting off Metro's Equity Platform, the "Understanding How Women Travel Study", user experience surveys, and dialogues with community stakeholders.

Staff have identified an initial list of equity-related performance measures. Further research, dialogue, and analysis will be undertaken to refine and expand on these and other performance measures, subject to the availability of reliable data and appropriate quantitative and qualitative methods. This work will be coordinated with the Executive Officer of Equity and Race.

Sample performance measures include:

- Annual out-of-pocket costs as % of household income for extremely-low and low-income households
- Cost of trip-chaining for extremely-low and low-income customers
- Access to opportunity (employment, education, health care, social) opportunities by race, gender, income, age, and household size
- Non-work trips in evenings and weekends by extremely-low and low-income customers
- Ease of understanding and complying with pricing policies (e.g. means-testing requirements) to access transportation services.

FINANCIAL IMPACT

Receiving and filing this report has no financial impact or impact to budget. Through the evaluation process, the cost and revenue impacts of policy options will be quantified and reported along with other performance measures.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The conduct of the Comprehensive Pricing Study is a direct implementation of Vision 2028 (Initiative 1.3.a: Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services).

NEXT STEPS

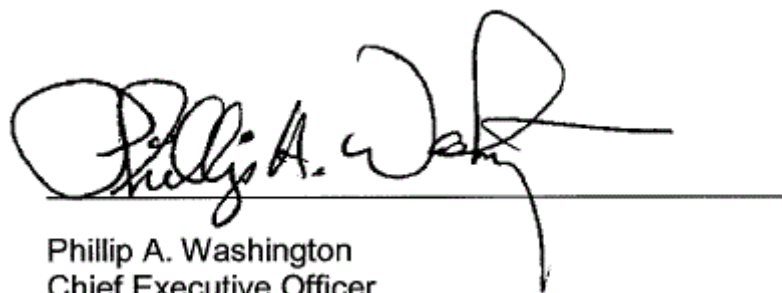
The Comprehensive Pricing Study will proceed as set out in this report. Staff will return to this committee and report on progress in early Fall 2020. Through this study, Metro is demonstrating its leadership in evidence-based policymaking to improve mobility and equitable access to opportunities, and in the creation of a transparent and collaborative planning process.

ATTACHMENTS

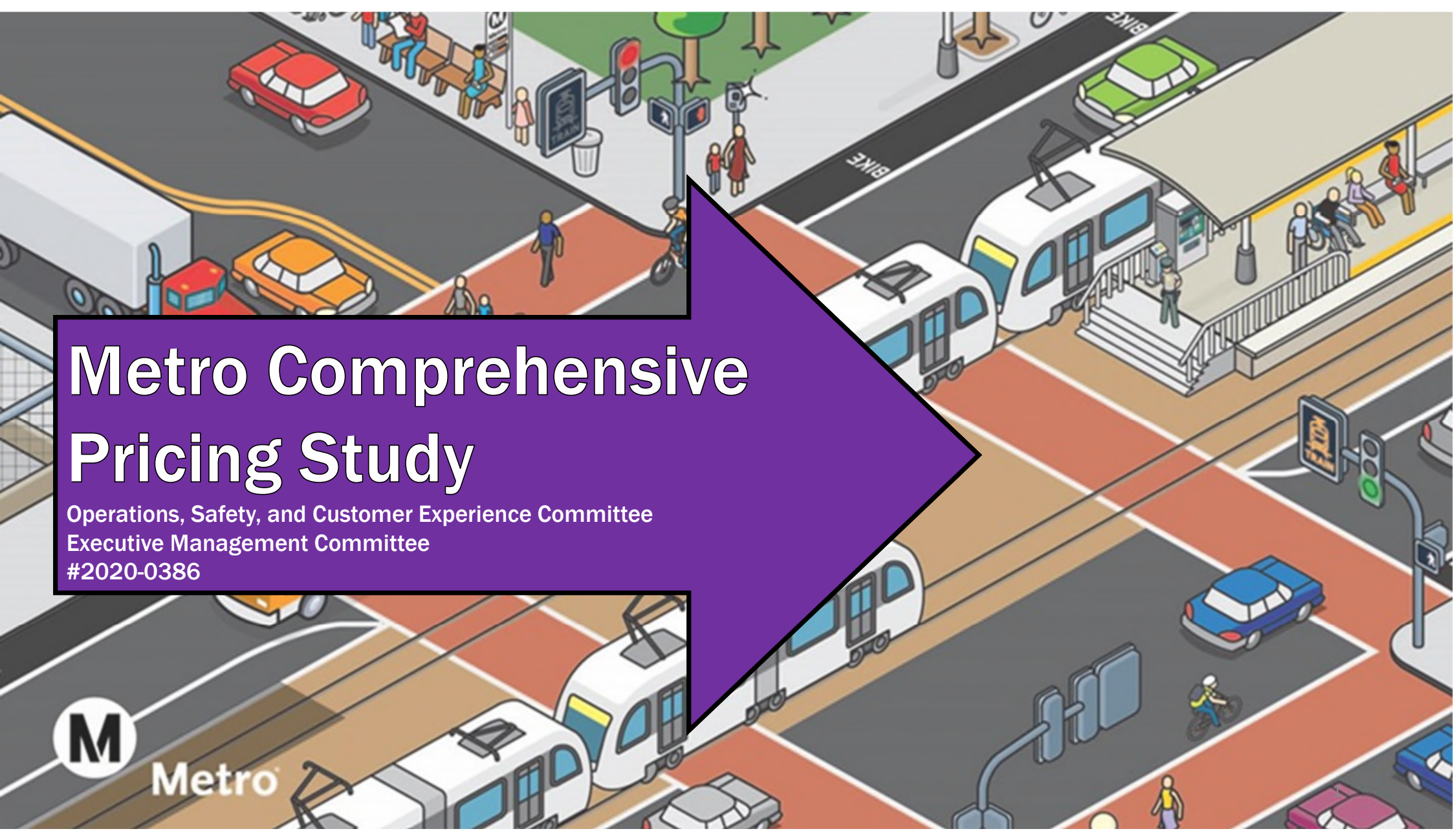
Prepared by: doreen Morrissey, Principal Transportation Planner, Office of Extraordinary Innovation
213.418.3421

Raymond Kan, Senior Manager, Office of Extraordinary Innovation 213.364.3048

Reviewed by: Joshua Schank, Chief Innovation Officer, Office of Extraordinary Innovation (213) 418-4435



Phillip A. Washington
Chief Executive Officer



Metro Comprehensive Pricing Study

Operations, Safety, and Customer Experience Committee
Executive Management Committee
#2020-0386



Metro

The need for a comprehensive study

Existing Metro Pricing - a sampling:

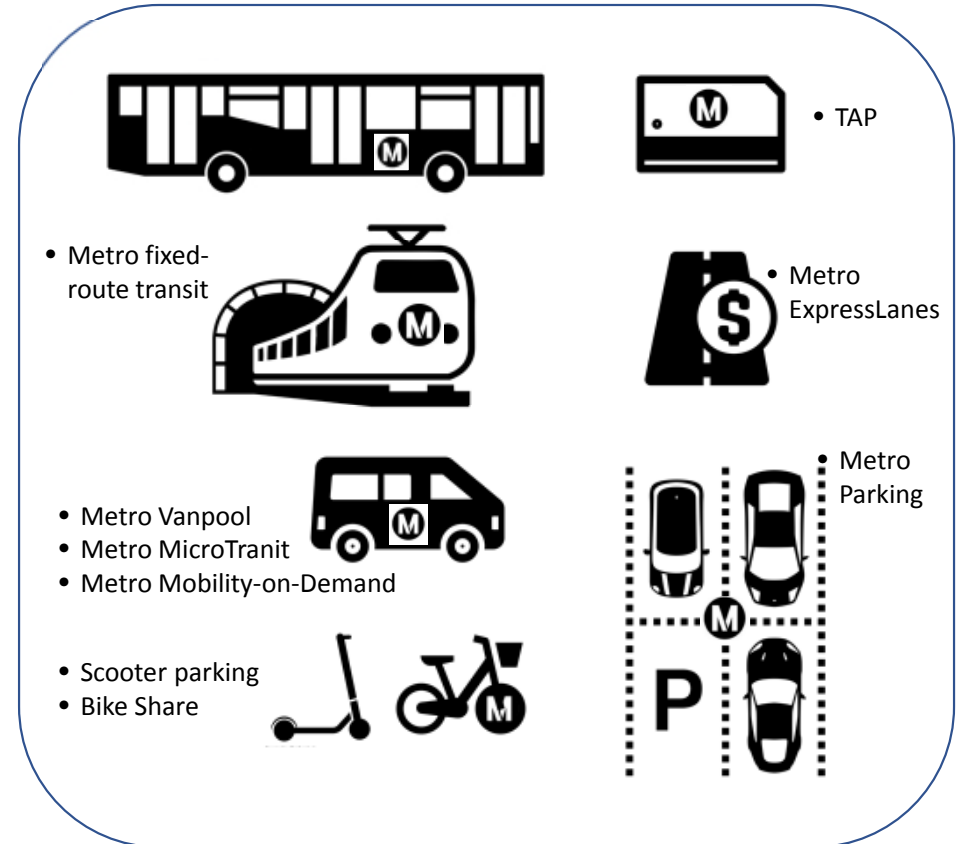
LIFE income-based fare reductions with means-testing for transit	“free” Dodger Stadium Express shuttle
\$0.50 surcharge for transfer to non-Metro bus	“free” Mobility-on-Demand pilot
\$0.75 surcharge for Silver Line and Express Bus Lines	Parking fees at Metro park-and-ride
Free transit transfers for 2 hrs to complete a one-way trip (not roundtrips)	Vanpool subsidies
Transit and Bike Share pass products (1-, 7-, 30-day)	ExpressLanes discounts (differ from LIFE)
Free student fares?	MicroTransit – fare TBD

Potential Pricing Concepts?



Study Objectives and Scope

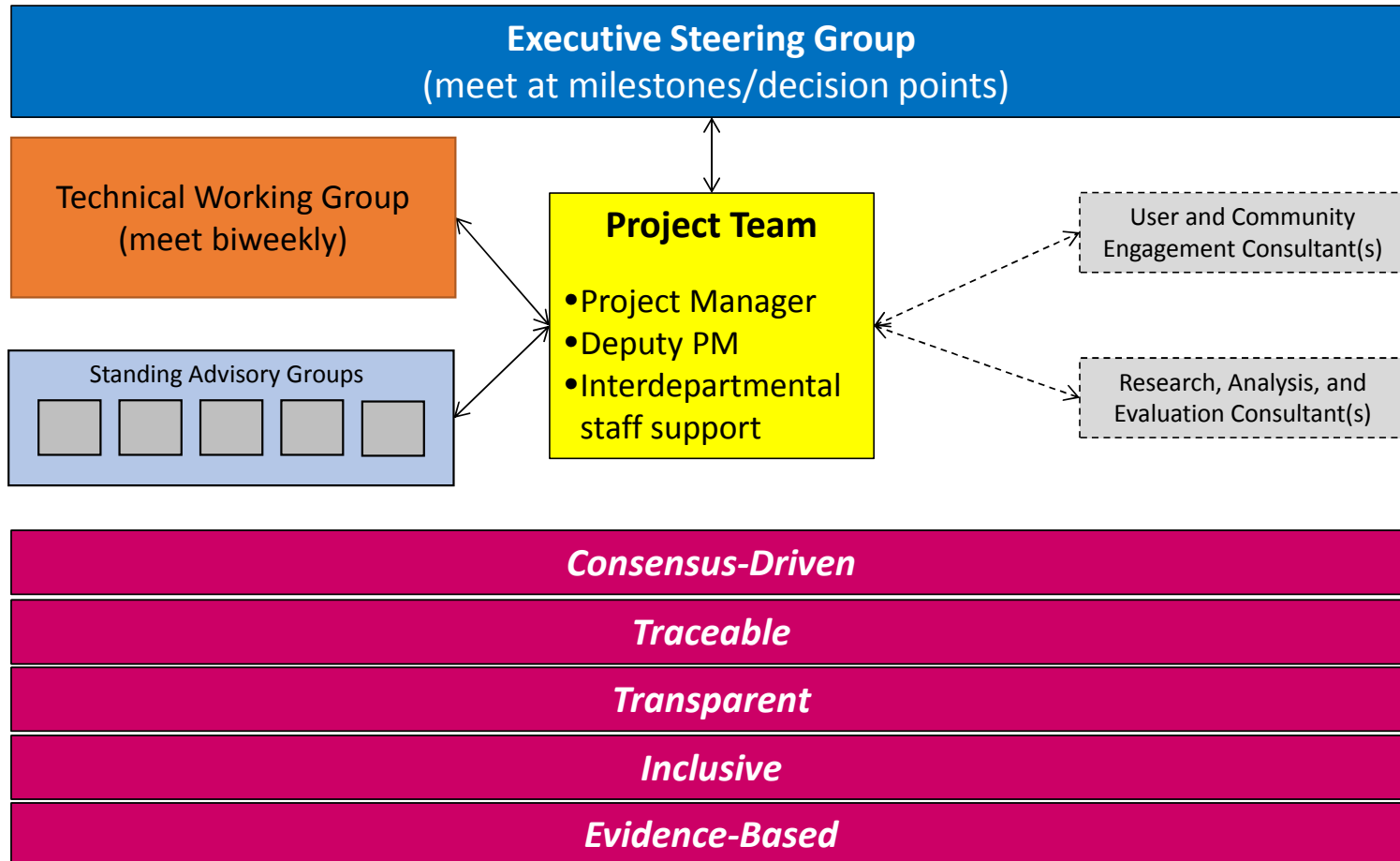
1. Review current pricing for Metro services
2. Understand financial and non-financial elements of collecting and enforcing fares and fees.
3. Identify better performing pricing policy options that align with the goals of **revenue, equity, security, ridership, and user experience.**
4. Make specific pricing policy recommendations to the Metro Board.



Work Plan (adapt and evolve)

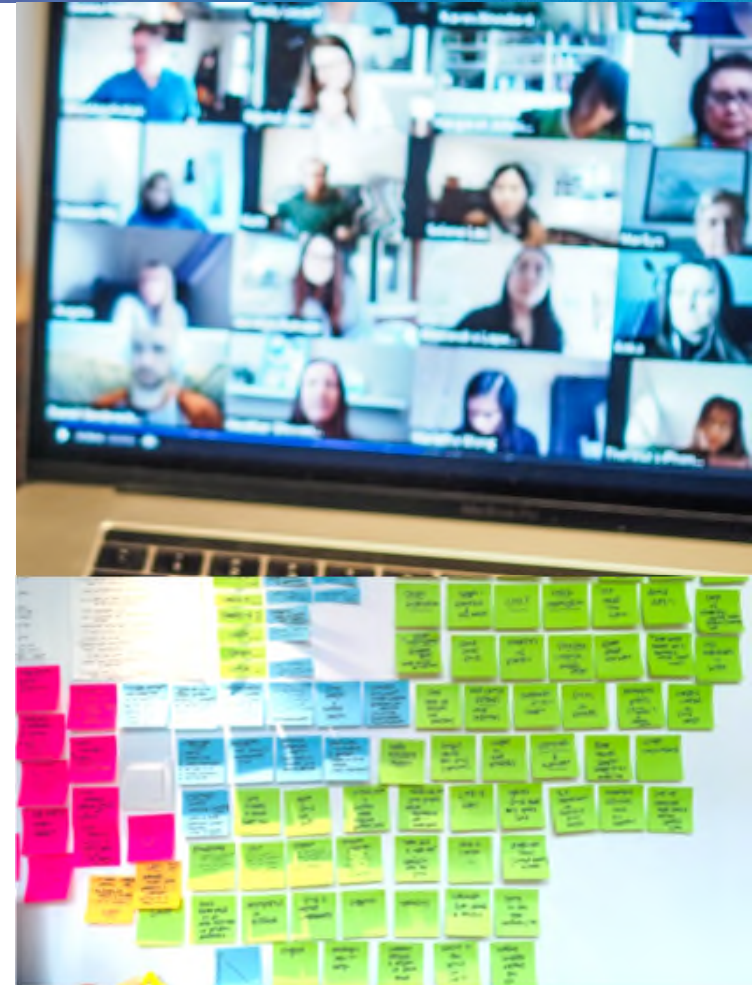


Study Principles and Governance



Next Steps (3-4 months)

- A. Convene Executive Steering Group and Technical Working Group**
- B. 'Values and Directions' Engagement Preparation**
 - Communications framework
 - County-wide survey and Board Directors engagement
 - One-on-one dialogues
- C. Foundational Research**
 - Surveys
 - Metro policy and current practices in other jurisdictions
 - Cost of user fee collection/enforcement and discount programs
 - Evaluation framework and performance measures
 - Title VI analysis preparation



Thank you

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Project Manager

OEI

doreen Morrissey

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Deputy Project Manager

OEI



Board Report

File #: 2020-0333, **File Type:** Informational Report

Agenda Number: 22.

**EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: CCO REPORT AND PRESENTATION

ACTION: ORAL REPORT

RECOMMENDATION

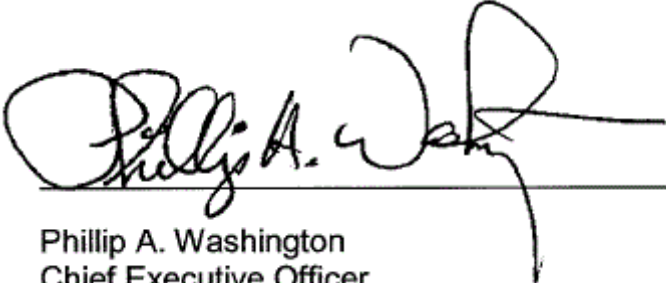
RECEIVE oral report on Communications.

ATTACHMENTS

Attachment A - CCO Presentation

Prepared by: Yvette Rapose, Chief Communications Officer, (213) 419-3154

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 419-3154



Phillip A. Washington
Chief Executive Officer

Attachment "A"

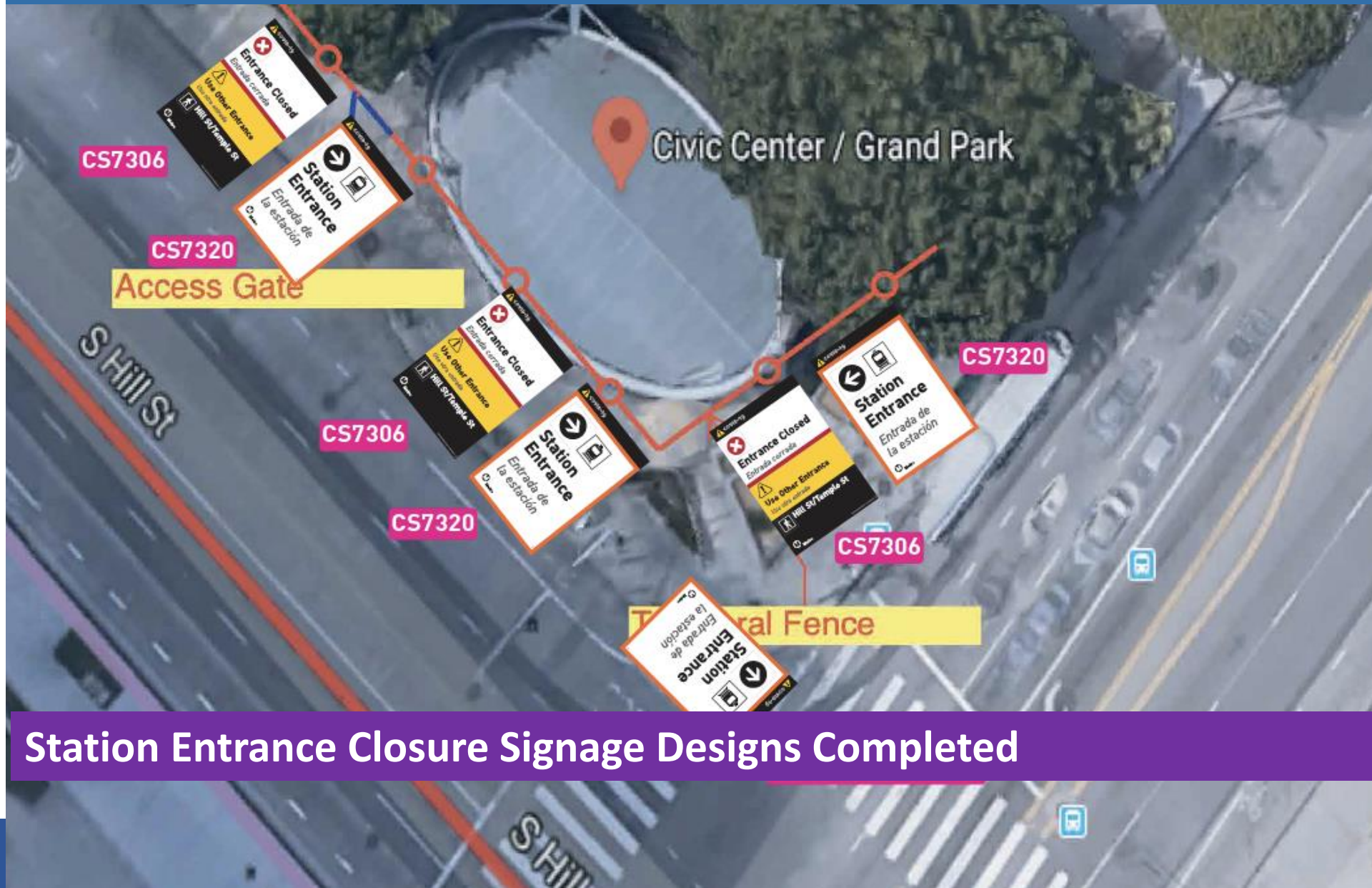
Chief Communications Officer Report

Executive
Management
Committee

June 2020



Arts and Design Programs



Station Entrance Closure Signage Designs Completed

Arts and Design Programs



Construction Milestones Proceeding



Community Relations



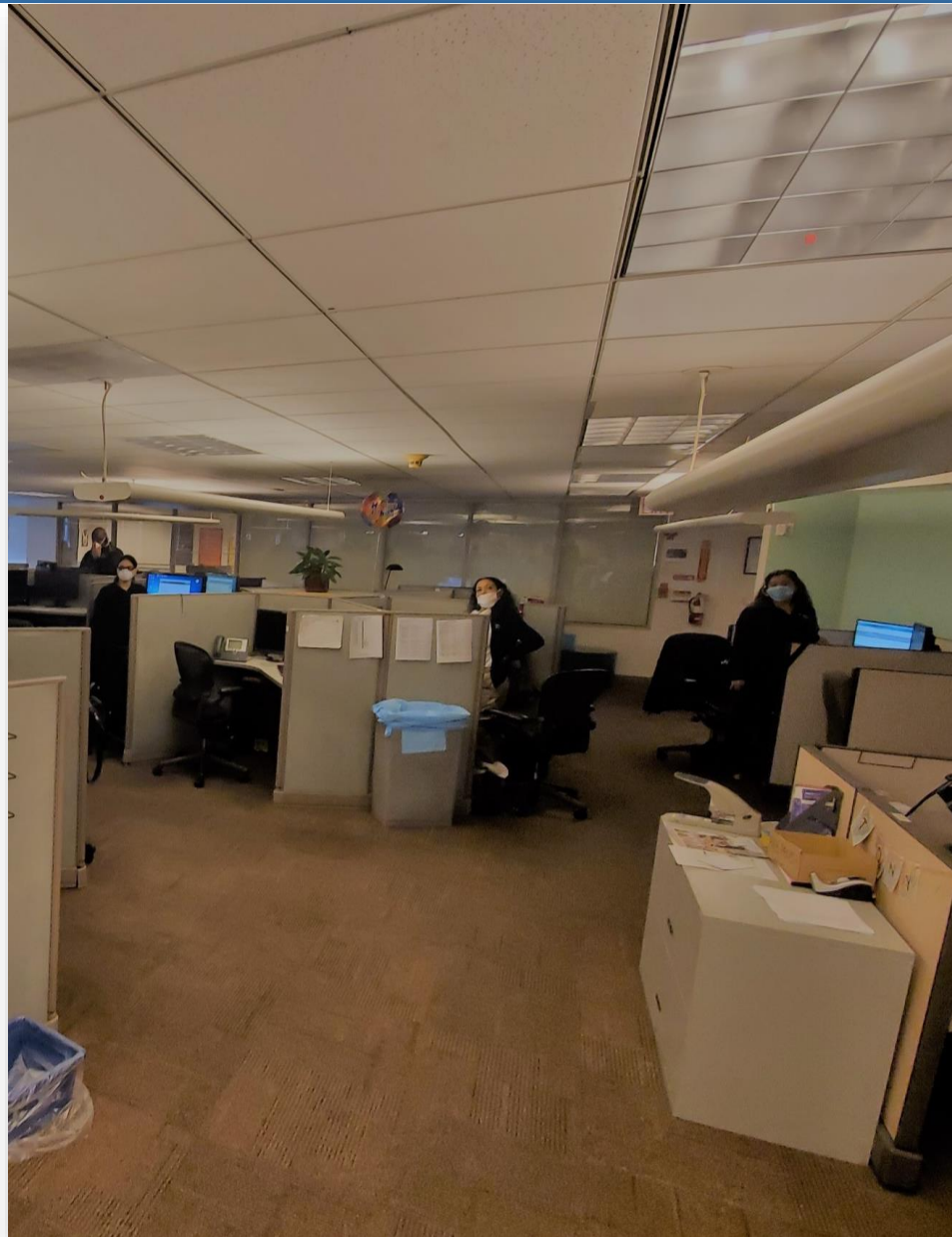
Community Relations

Recording...

Speaker View Exit Full Screen



Customer Care



Government Relations

State Highlight:

**Coordinating with the California leadership
and the California Transit Association on
COVID-19 Response**

California Transit
Association



Transit Watch:
Public Transit in Crisis



Government Relations

Federal Highlight:

Purple Line Section 3 FFGA



Marketing - Revenue Advertising



- Initial roll-out of digital equipment funded by advertising (\$3.3M)
- A Line: 100 digital map cases, 7thSt/Metro: 9-panel video wall

Marketing

TRAVEL SAFE

Go Metro for essential travel only.

- > Modified schedule in operation
- > Face covering required when riding Metro
- > Do not travel if you are sick
- > Maintain six feet distance from others whenever possible



Stay informed at metro.net.

TRAVEL SAFE
VIAJE DE FORMA SEGURA

When you ride, a face covering is required.

Cuando viaja, se requiere el uso de una cubierta facial.



Stay informed at metro.net.
Manténgase informado en metro.net.



Viruses don't discriminate.
Neither should we.

*Los virus no discriminan.
Nosotros tampoco deberíamos.*



Thanks for keeping LA moving.

We can't go anywhere without you.



CODE

10-100



This establishment appreciates Metro bus service.

Marketing

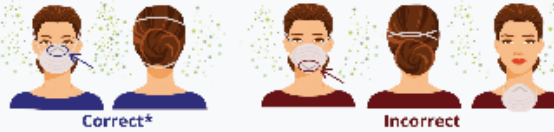
Metro Social Distancing Protocol

Metro is an essential infrastructure. To keep everyone healthy, Metro has instituted the following social distancing protocol:

- > **Employees and visitors shall conduct a symptom self-check prior to entering their work facility.** If you are experiencing symptoms of respiratory illness, cough or fever, do not enter your work site. Instead, notify your supervisor and seek advice from your healthcare provider.
- > **Employees able to telecommute have been directed to work from home.**
- > **Employees and visitors should wear face coverings at all Metro facilities.**
- > **A social (physical) distance of at least six feet should be maintained between people, especially if they are engaged in conversations or collaboration for greater than 10 minutes.**
- > **Breakrooms, restrooms and other commonly used areas will be cleaned regularly, at least twice daily.**
- > **Soap and water is available in Metro restrooms.**
- > **Hand sanitizer is available in Metro buildings.**
- > **Metro employees and visitors are reminded to:**
 - Wash and/or disinfect your hands frequently, and do not touch your face
 - Cough or sneeze into arm
- > **Elevators are limited to two people at a time.**



How To Put On The N-95 Mask/Respirator



1. Hold the respirator in your hand with the nosepiece near your fingertips.



Putting On (Donning) and Taking Off (Doffing) Gloves

Learn step-by-step instructions on proper putting on (donning) and taking off (doffing) techniques for non-sterile gloves.



Avoid spreading germs that make you and others sick.

WASH YOUR HANDS

- 1 Use warm water to wet your hands.
- 2 Lather up with soap, which washes away any oils that help germs stick to your hands.
- 3 Scrub your hands for at least 20 seconds. Thoroughly rub and scrub your wrists, palms, between fingers, under your nails and the backs of your hands. Both the soap and scrubbing will help wash away germs.
- 4 Rinse your hands thoroughly.
- 5 Dry your hands completely with a paper towel or clean towel. Use the towel to turn off the faucet. Throw the used paper towel away.

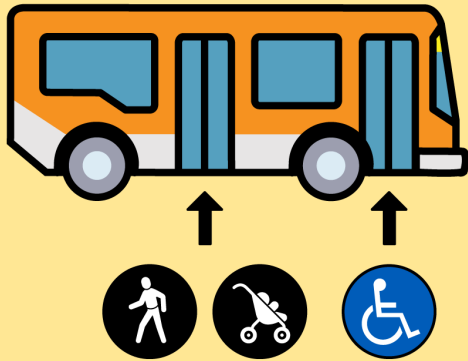


Marketing

COVID-19 UPDATE

REAR DOOR BOARDING

Mobility devices board front door



ESSENTIAL TRAVEL ONLY

COVID-19 UPDATE

STAY HOME.

Stop the spread.

#FlattenTheCurve



ACTUALIZACIÓN DE COVID-19

Metro continúa operando servicio esencial de autobús y tren para aquellos que más lo necesitan.

Infórmese sobre cambios en el servicio y sobre las nuevas medidas que estamos tomando para mantenerlo seguro en metro.net/COVID19.



2020 © Metro Inc.

!

Metro continues to provide essential bus and train service to those who need it most.

Public Relations



ro Local





**Thank you.
Questions?**



Board Report

File #: 2020-0353, **File Type:** Informational Report

Agenda Number: 24.

**EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: REPORT ON FREE STUDENT FARES FEASIBILITY STUDY

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

1. APPROVE working with Los Angeles Unified School District (LAUSD), Pasadena Unified School District (PUSD) and other districts to implement the K-12 U-Pass Program for Homeless Student Support Services
2. APPROVE working with Los Angeles Community College District (LACCD), University of California Los Angeles (UCLA) Graduate Student Association (GSA) and other schools and districts to implement the transportation fees approved through the student referendums under the existing U-Pass program
3. APPROVE working with LA County schools and districts to conduct student surveys and other collect other data needed to implement additional student pass programs

ISSUE

In January 2020, the Metro Board approved a motion directing the CEO to return to the Board in June 2020 with a report detailing various aspects of existing state and regional K-12 and college fare programs to help assess the feasibility of providing free transit passes to students in Los Angeles County. The motion stated that Metro's "existing student pass program has multiple barriers to entry and a high administrative burden that could be avoided through a universal program" and that "access to transportation is the single greatest factor in the odds of escaping poverty and avoiding homelessness." The Board requested a variety of information in the report, including performance reviews of similar existing programs, cost estimates for administration and operations, farebox impacts, needs assessment of schools and communities in the county, analysis of effects on ridership and operations, outreach to other transit agencies in the county, and recommended actions to reduce barriers to ridership.

DISCUSSION

Although the COVID-19 pandemic has closed schools and greatly reduced transit ridership, a 14-page Board Box (Attachment A) was published that contained the information that was available prior to the closures and proposed next steps in the process of moving toward more affordable transit passes for students in Los Angeles County.

The recommendations included:

1. Moving forward with implementing K-12 U-Pass Programs for Homeless Student Services with LAUSD, PUSD, or any other school district that expresses interest as approved by the Metro Board in January 2020 as Item #43, File #[2019-0879](#). Launching this program for this group first will give us data to determine how much funding will be needed to cover the cost of providing free transit passes in the future. It will also help us determine the best way to administratively implement the program, since we will need assistance from the school districts with the application and pass distribution process. While this would likely result in a revenue loss for Metro, it would also establish a cost sharing model for these programs and provide a mechanism for testing administrative processes that can be scaled up to include more schools and districts in the future, while fulfilling the Board directive of focusing on equity by helping the students with the greatest need first.
2. Working with LAUSD and other districts to survey students while they are “Safer at Home” to gather additional details about future transportation needs
3. Working with Move LA, LA Promise Fund and LAUSD to survey students at Manual Arts High School to gather information on barriers to utilizing free transit passes under the “Just Transit” Pilot Program

Additionally, the UCLA Graduate Student Association (GSA) recently voted to increase the GSA student fee by \$25.04 per quarter or \$37.56 per semester (depending on program of study), for a duration of three years, from Fall 2020 through Spring 2023 in order to provide unlimited free access for graduate students on all public transportation providers in Los Angeles County who are participating in Metro’s U-Pass Program.

Similarly, students at eight of the nine Los Angeles Community College District (LACCD) campuses recently approved a \$13 per semester fee to offset U-Pass costs. U-Pass Programs exists at 4 of the 9 LACCD schools, plus College Promise Program participants at all 9 schools. Metro staff estimates that \$13 fee will cover the cost of participation for up to 8% of LACCD students (Attachment B). However, there is a need to identify a funding source for a potential gap in funding of up to \$10 Million per year, based on LACCD estimates that up to 40% of students would participate. Therefore, staff also recommends working with LACCD, UCLA and other schools and districts to implement the Transportation Fees approved through these student referendums under the guidelines of the existing U-Pass Program.

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

In FY '19, the U-Pass Program generated \$2.7 million in total revenue and paid \$112,595 in reimbursements to other agencies.

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.

The continued expansion and support of the U-Pass program may warrant an evaluation of the staffing for future years as part of the budget process.

ALTERNATIVES CONSIDERED

1. Metro will continue to offer the regular monthly College/Vocational and K-12 Reduced Fare Passes for students and schools not participating in the U-Pass pilot program.

NEXT STEPS

1. Establish U-Pass agreements with K-12 schools to support homeless student services programs.
2. Establish additional U-Pass agreements with colleges and universities to aid in the implementation of student referendums
3. Work with Move LA, Manual Arts High School, LAUSD and other districts to survey students
4. Establish External Working Group with school districts, regional transit agencies, and other stakeholders to make sure we are moving forward together
5. Continue to grow ridership at all partner schools by 10% each year.
6. Continue to seek additional funding to further reduce the cost of the program to schools and will work with schools to identify other sources of funding such as grants, parking fees and/or fines, student association fees, and/or activity fees and/or referendums and as a means of subsidizing the program.
7. Continue to partner with schools to address transit service and service alignment issues.

ATTACHMENTS

Attachment A - Report on Free Student Fares Feasibility Study

Attachment B - LACCD Pilot Program Metro CEO Response Letter 05-28-19

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957
Jocelyn Feliciano, Sr. Manager, Communications & Customer Information, (213) 922-3895
Glen Becerra, Executive Officer, Marketing, (213) 418-3264

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154



Phillip A. Washington
Chief Executive Officer



Metro


Los Angeles County
Metropolitan Transportation Authority


One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

April 30, 2020

TO: BOARD OF DIRECTORS

THROUGH: PHILLIP A. WASHINGTON 
CHIEF EXECUTIVE OFFICER

FROM: YVETTE RAPOSE 
CHIEF COMMUNICATIONS OFFICER

SUBJECT: REPORT ON FREE STUDENT FARES FEASIBILITY
STUDY

ISSUE

In January 2020, the Metro Board approved a motion directing the CEO to return to the Board in April 2020 with a report detailing various aspects of existing state and regional K-12 and college fare programs to help assess the feasibility of providing free transit passes to students in Los Angeles County. The motion stated that Metro’s “existing student pass program has multiple barriers to entry and a high administrative burden that could be avoided through a universal program” and that “access to transportation is the single greatest factor in the odds of escaping poverty and avoiding homelessness.” The Board requested a variety of information in the report, including performance reviews of similar existing programs, cost estimates for administration and operations, farebox impacts, needs assessment of schools and communities in the county, analysis of effects on ridership and operations, outreach to other transit agencies in the county, and recommended actions to reduce barriers to ridership.

Although the COVID-19 pandemic has closed schools and greatly reduced transit ridership, this report contains information available prior to the closures and proposes next steps in the process of moving toward more affordable transit passes for students in Los Angeles County.

DISCUSSION

An internal working group was established to examine each of the topics listed in the Board Motion and compile the information in this report. The internal working group was comprised of representatives from various Metro Departments, including Marketing, TAP, Reduced Fare, Government Relations, Office of Management and Budget (OMB), County Counsel, Service Planning, Operations, Internal Audit, and Systemwide Safety and Security.

In addition, staff reached out to a wide variety of transit agencies, including those mentioned in the Board Motion, and held meetings with various stakeholders, including Los Angeles Unified School District (LAUSD), Pasadena Unified School District (PUSD), and the City of Los Angeles.

Existing Transit Programs

The Board motion requested a review of the performance of existing free transit programs for K-12 students, including the City of Los Angeles' DASH to Class program, Metro's Just Transit pilot with LAUSD, programs from other school districts, and the City of Sacramento's RydeFreeRT program.

Metro U-Pass Program

Metro's existing U-Pass program has established a very successful model of providing affordable transit to students through a cost-sharing model with the students, schools/districts, cities, and Metro, where the school is billed for actual rides at the reduced rate of \$0.75 per boarding and the schools are also able to charge students a participation fee, as long as that fee does not exceed the cost of the program. The program now includes twenty (20) colleges and one (1) high school and has over 19,000 participants per semester. The current average cost of the program based on actual usage is about \$6.00 per week, and the pass is good for unlimited rides on Metro and nine other transit agencies. U-Pass participation increased 49% from Fall 2018 to Fall 2019 (13,178 to 19,656 participants) and has increased 135% since its launch in Fall 2016 (8,367 to 19,656).

Prior to the U-Pass launch, there were approximately 7,000 students utilizing Metro's Institutional Transit Access Pass (ITAP) and an additional 7,000 using the College/Vocational Reduced Fare TAP card, for a total of 14,000 college riders. Today there are 19,656 U-Pass Participants and 10,289 active College/Vocational TAP cards for a total of 29,945 college riders. This is an increase of 114% over the last four years. From August 2019 to February 2020, there were 2.44 million U-Pass boardings and 1.45 million College/Vocational boardings on Metro and other LA County transit agencies for a total of 3.89 million boardings for the Fall/Winter semester.

The use of TAP “smart chip” stickers applied to student IDs in the U-Pass Program enables Metro to streamline the application and distribution process through the schools and to collect a higher level of data than other transit agencies with similar programs that may only be using paper “flash pass” stickers or student IDs for boarding purposes.

Los Angeles Department of Transportation (LADOT) DASH to Class

The DASH to Class Program offers free rides on LADOT’s DASH services to all K-12 and College/Vocational students. This program is funded through the State of California’s Low Carbon Transit Operations Program (LCTOP). Free boardings are recorded as full fare and reimbursed to the agency via LCTOP funding. Prior to launch, the majority of student riders on DASH were paying with cash at \$0.50 per boarding. The projected annual ridership for the first year of the DASH to Class Program was 480,000 boardings, which represented \$240,000 in lost fare revenue reimbursed by LCTOP funds. Metro currently uses LCTOP funding for other programs, such as capital projects and operations.

The DASH to Class Program requires participants to acquire a Metro Reduced Fare Student, College/Vocational TAP Card, or U-Pass Sticker to be eligible for free fare, but it allows students to board free with any student ID to give them time to apply and receive their Reduced Fare TAP cards. The program launched on August 20, 2019 and over the first 5 months, approximately 46% of the 220,000 total boardings were not on a TAP card (student ID only). During the first five full months of the program, DASH saw a year-over-year increase in ridership of 134% for K-12 boardings, from 44,903 rides in FY ‘19 to 105,078 rides in FY ‘20, and an increase of 198% for College/Vocational boardings from 4,564 to 9,058. LADOT estimates that the total number of "DASH to Class" boardings over the first five months was approximately 220,000, which would have put them on track to achieve 528,000 boardings for the full year (10% above their initial projections), prior to the school closures due to COVID-19. However, with schools out of session through the end of the school year, student ridership has been significantly reduced.

LADOT DASH Year-Over-Year Ridership						
K-12 Student	Sep	Oct	Nov	Dec	Jan	Grand Total
FY 2019	9,693	12,435	9,015	6,512	7,248	44,903
FY 2020	17,663	26,145	20,238	20,794	20,238	105,078
Difference	7,970	13,710	11,223	14,282	12,990	60,175
	82%	110%	124%	219%	179%	134%
College/Voc	Sep	Oct	Nov	Dec	Jan	Grand Total
FY 2019	921	1,194	878	720	851	4,564
FY 2020	2,596	3,228	2,230	2,637	2,931	13,622
Difference	1,675	2,034	1,352	1,917	2,080	9,058
	182%	170%	154%	266%	244%	198%

“Just Transit” Manual Arts Pilot Program

The Manual Arts High School U-Pass Pilot Program also launched on August 20, 2019. The program is funded through a “Just Transit” grant received by Move LA from the 11th Hour Schmidt Family Foundation and administered by LA Promise Fund through their on-campus College Center. In order to register for the program, students are required to complete Metro’s K-12 Reduced Fare Application along with a supplemental application that asks additional questions about how the student usually travels to school and other activities, how they currently pay for transit, and how many miles they live from campus. Application packets may be completed online or on paper and both are available in English and Spanish (https://lametro.formstack.com/forms/upass_k12_manual_arts).

The program uses the U-Pass stickers with embedded TAP chips applied to student IDs to track ridership and total boardings per semester are invoiced back to Move LA at the U-Pass rate of \$0.75 per boarding capped at the K-12 Monthly Reduced Fare rate of \$24 per month. U-Passes are valid on Metro, DASH and eight other transit agencies, including Culver CityBus, GTrans, Long Beach Transit, Montebello Bus, Norwalk Transit, Pasadena Transit, Santa Monica Big Blue Bus, and Torrance Transit. The passes are good for the entire 40-week school year.

Because the funding received would only cover 400 passes, Move LA initially chose to distribute the passes only to members of the junior class. However, as of February 2020, only 161 students had completed the registration process, which was 40% of the 400 available passes. Because of the low participation, the program was made available to all students on campus. Thirty-six (36) of the 161 (22%) who had registered had not yet picked up their passes, so there were 125 active participants. While the group of 125 active users only represents 31% of the 400 available passes, it represents 9% of the 1,400 students on campus that are actively riding transit. (Comparatively, according to the USC Price School of Public Policy, only 6.8% of Angelenos utilize public transit. <https://www.kcet.org/shows/neighborhood-data-for-social-change/transit-ridership-in-los-angeles-county-is-on-the-decline>). To gain a better understanding of contributing factors, Move LA and LA Promise Fund will conduct surveys of students not participating to determine what barriers are keeping them from joining the program and those not riding to determine why they were not using their passes prior to the school closures.

As of February 24th, there was a total of 8,639 boardings for the Fall ‘19/Winter ‘20 Pass Period: 8,198 (95%) on Metro, 392 (4.5%) on DASH, 31 (0.4%) on Santa Monica Big Blue Bus and 18 (0.2%) on Culver CityBus. Therefore, 125 students rode an average of 2.6 boardings per week for 27 weeks in the Fall/Winter semester. The average trip distance self-reported by students was 0.3 miles.

Based on the registration data, only 3 of the 161 (4%) registered participants in the pilot program stated they did not previously ride Metro. Prior to joining the program, 59% already travelled to school via transit, 29% walked and 1% biked. Only 11% travelled by car and were dropped off at school. Based on how students said they were paying for transit prior to joining the U-Pass Program, Metro would have collected \$42,864 over the previous 6-month period, versus \$6,479 collected from the U-Pass program. This represents an 85% reduction in revenue and average revenue loss of approximately \$40 per student per month.

Long Beach Transit LBUSD Pilot Program

Long Beach Transit (LBT) is currently running several student pass programs with Long Beach Unified School District (LBUSD). In a new pilot program that started at Millikan High School this year, students can purchase \$30 discount monthly passes or stored value through their student store on campus. Millikan was chosen for the pilot because they are a commuter school with fewer students walking to campus. In February 2020, they had 293 participants out of approximately 4290 students (6.8%) and an average boarding rate of 24 boardings per month. However, some students still prefer to pay cash at \$1.25 per boarding. Because these passes are loaded on regular TAP cards and not K-12 Student Reduced Fare TAP Cards, there is no application process. Since this is a special rate for Millikan High School, students are only able to purchase the \$30 monthly pass on campus. LBUSD does not subsidize the cost of this program, but they offer two other programs, one for Homeless Student Services and one for chronically absent students, that are paid for by the school district at the regular LBT Student rate of \$40 per participant per month. The “Other Agency” data listed below includes DASH and LBT boardings:

Student and College Vocational (CV) Pass Use Summary			
Pass Type	Aug 2018 - Feb 2019	Aug 2019 - Feb 2020	Change
Metro K-12 Boardings	5,212,329	4,347,613	-17%
Other Agency K-12 Boardings	611,419	705,446	15%
U-Pass K-12 Boardings	-	8,639	
Total K-12 Boardings	5,823,748	5,061,698	-13%
 			
Metro CV Boardings	1,800,047	1,379,359	-23%
Other Agency CV Boardings	80,419	69,546	-14%
U-Pass CV Boardings	1,820,631	2,433,788	34%
Total CV Boardings	3,701,097	3,882,693	5%
 			
Metro K-12 Unique Users	64,020	57,224	-11%
Metro CV Unique Users	12,797	10,289	-20%
U-Pass CV Unique Users	13,178	19,653	49%
Total Unique Student Passes	89,995	87,166	-3%

Recent Student and College/Vocational Boardings During "Safer at Home"					
	Average Boardings	Mar-20	Change	4/1-4/23	Change
Metro Student	724,602	346,943	-52%	3,098	-99.6%
Metro CV	117,574	107,710	-8%	2,971	-97.5%
Muni Student	229,893	54,401	-76%	32	-99.99%
Muni CV	11,591	5,318	-54%	4	-99.97%

Sacramento's RydeFreeRT

Sacramento Regional Transit (SacRT) launched the RydeFreeRT Program in October 2019, which offers youth/students free access to the entire SacRT network, including buses, light rail, and Smart Ride on-demand microtransit service. SacRT initially estimated the potential revenue loss for the one-year pilot program would be \$1.5 Million. The City of Sacramento paid \$1 million (67%) of the projected revenue loss. Local school districts and other participating cities paid \$200,000 (13%), and the \$300,000 (20%) balance was absorbed by SacRT. SacRT anticipates that Year Two will be fully funded by the City of Sacramento, along with other participating cities and local school districts.

The program uses "flash pass" stickers, which are distributed to over 300 schools. There is no application process. All students at a participating school have a "flash pass" sticker attached to their student ID card and parents can remove the sticker if they don't want the student to have access to transit. Anyone can also pick up stickers from libraries and customer centers, as there is no verification requirement in place. Student boardings have increased by 106% year-over-year. Total systemwide boardings have increased 5%, which is still 20% less than total boardings five years ago.

Barriers to Student Ridership

Staff believes the following issues are barriers for students to utilize free or reduced fare transit programs:

Application Process

Because U-Pass program participation increased significantly when the application process was simplified, staff believes simplifying the K-12 application process could have a similar effect. The application form itself was streamlined at the beginning of the school year, making it easier to complete, however, more improvements could be made, including asking the schools to help with the process.

In initial conversations with TAP and LAUSD, both agree that an application, or an option to opt in or out of a transit program, could be added to existing school registration forms. In looking at this option, we could also consider utilizing

existing Reduced Fare Agents to perform sticker or card activation and distribution.

Fare Media – TAP Cards or Stickers

LAUSD, LBUSD, Pasadena Unified School District (PUSD), and others already have systems in place for distributing separate TAP cards each month with full monthly student fare or stored value to homeless students under the McKinney-Vento Act. Separate from the K-12 and College/Vocational Reduced Fare TAP Cards, the U-Pass Program currently uses stickers with TAP chips in them affixed to student IDs to allow students to board covered services. We are also working on several pilot programs to test using ID Cards with TAP chips embedded in them.

In discussions with SacRT, their staff brought up issues of families not wanting to be “tracked” through a TAP-like system and not wanting to share Personally Identifiable Information (PII). However, this could be solved by using a U-Pass type process with Metro only using TAP ID numbers to aggregate boardings and schools not receiving individual boarding data. Currently, all TAP programs are only allowed to share aggregate data in compliance with California Streets and Highways Code Section 31490 and other applicable privacy and information security laws, and Metro is not permitted to provide any personally identifiable information regarding its patrons.

Farebox Impact

Per Metro’s Office of Management and Budget, there were approximately 29 million K-12 boardings in FY ’19, with 20 million of those being paid with cash at \$1.00 per boarding for total in \$27 million of revenue.

In FY ’19, U-Pass Program for K-12 and college had 3.7 million boardings (a 22% increase over FY ’18 boardings of 3.04 million) and resulted in \$2.8 million dollars in revenue. College/Vocational Reduced Fare Revenue was over \$2.1 million bringing the total student fare revenue for FY ’19 to approximately \$32 million.

However, in the K-12 U-Pass Program Pilot group, 40% of students who registered self-reported that they were already using K-12 reduced fare and 54% said were paying by full fare monthly passes, weekly passes, or stored value. Similarly, in the U-Pass Program, 20% of participants reported they were already using College/Vocational Reduced Fare passes, but 59% said they were utilizing stored value or full-fare Metro 30-Day or EZ Regional passes. This suggests that the actual lost fare revenue may exceed the \$32 million, when you take into account the students currently paying full fare.

In addition, a 2019 UCLA Assessment of Los Angeles Metro's U-Pass Program by Ryan Yowell found that, even fully paid, the U-Pass Program may be costing Metro more than \$100 per student per semester in lost revenue. "Because 55 percent of U-Pass participants report paying full transit fares before the program, the revenue generated from new riders does not recoup revenue losses resulting from existing riders taking advantage of the lower per-ride fare. For Metro to break even on U-Pass fare revenue based on students' previous ridership and payment behavior, the proportion of new riders would need to increase from 20 percent to 64 percent of the total U-Pass participant population."

<https://escholarship.org/uc/item/52p581ph>

Cost Estimates for Administration and Operations

Metro's Reduced Fare Office processes regional TAP Reduced Fare applications for; Student K-12, College/Vocational, Senior and Disabled TAP Cards.

Currently, there are fifteen (15) permanently assigned Full Time Employees (FTEs) to the Reduced Fare team. However, due to the increase of Student TAP applications, three additional FTEs were temporally assigned, on loan to the Reduced Fare team to process over 3,200 monthly student TAP card applications in FY20. The Reduced Fare Office has received an increase of 900 Student TAP applications per month since the August 2019 launch of the DASH to Class Program. It is estimated an additional three (3) full-time FTEs will be required to process the increase of Student TAP applications.

Metro's K-12 Student Reduced Fare Application form was updated in late August 2020 to begin tracking which applicants were LAUSD Students. As of February 2020, the Reduced Fare Office had processed 24,446 applications for FY '20. Of these, 4,365 (18%) were designated as LAUSD students. This compares with 22,640 K-12 Applications that were processed over the same time period for FY '19, representing an increase of 8%.

Under the U-Pass Program, two (2) FTE in Marketing and two (2) FTE in TAP support the 21 schools in Metro's U-Pass Program. LAUSD has over 1,000 schools with an additional 200+ charter schools, and there are over 2,000 schools and 78 primary and secondary school districts in Los Angeles County. Depending on how quickly the U-Pass program grows, additional staff will be needed to support the program.

From FY '17 to FY'19 boardings at California State University Los Angeles (CSULA) increased 265% from 107,340 to 392,339. As a result of this growth, two additional buses were added to the Silver Line to reduce overcrowding during the afternoon student rush-hours at a cost of approximately \$500,000 per year. In addition, the U-Pass was added to the Silver-to-Silver MOU to allow students to ride Foothill Transit's Silver Streak between El Monte Transit Center and downtown Los Angeles. Metro will reimburse those boardings to Foothill Transit at a higher cost and a portion of that expense will be covered by the U-

Pass cost billed to the schools. This is the only situations so far, where ridership increases at a U-Pass school have led to services increases. Since U-Pass participation varies greatly from school to school, it will be difficult to estimate future service impacts until we launch U-Pass programs at additional schools.

Additional work will need to be done between Metro Service Planning and other transit agencies to determine the effects of ridership from the DASH to Class, U-Pass, and Just Transit programs.

There will likely be additional administrative costs, operational costs, or security costs which have not yet been identified.

Pending State Legislation

Assembly Bill 1350 - Free Youth Transit Passes, authored by Assembly Member Lorena Gonzalez, would require transit agencies to offer free youth transit passes to any rider age 18 years or under in order to be eligible for state funding. It is our understanding that his bill is not moving forward this legislative session.

Assembly Bill 2176 - Free Student Transit Passes, authored by Assembly Member Chris Holden, would require transit agencies to provide free transit passes for community college and university students of public institutions state-wide in order to be eligible for state funding. We understand this bill will be advanced this year, however, it will be amended in some form. Those amendments are not available as of the writing of this report. The current version of the bill does not provide funding.

The Board adopted a work with author position on AB 1350 (Gonzalez) in January 2020. The Board has previously supported legislative efforts to create funding opportunities for students, in particular those who ride Metro's system. The Board's support has been directed towards creating incentives or increased funding. AB 1350 and 2176 take a different approach by creating a mandate. Staff would suggest that while we would support increasing assistance for those in need who ride our system there may be other ways to achieve this objective. We would like to work with the Assembly Members to explore a more appropriate way to identify additional state funding or other mechanisms that could be provided rather than pursuing this objective through a mandate.

The California Transit Association (CTA) is conducting a study to analyze potential impact to all transit agencies and identify funding sources. Staff will continue to work with Assembly Member Holden to address the Boards' concerns as he advances his legislation.

Potential Funding Opportunities

McKinney – Vento Act Requirement for Federal Funding for Title 1 Schools

Youth experiencing homelessness are automatically eligible for Title I, Part A services, whether they attend a Title I, Part A school, or meet the academic standards required of other students for eligibility. Funds reserved for homeless students under Title I, Part A may be used to provide children and youth experiencing homelessness with services not ordinarily provided to other students, including transportation to and from the school of origin. Title I funds are based on mathematical formulas involving the number of children eligible for Title I support and the state per pupil cost of education. All L.A. County school districts whose schools are receiving Title I, Part A funds must include in their plan a description of how the district's Title I, Part A program is coordinated with its McKinney-Vento program.

462 out of 5,647 schools in LA County receive Title 1 federal funds and are required to provide services for students experiencing homelessness, including transportation services. These services could be provided by school buses, public transit, or other means, such as an on-demand service.

McKinney-Vento subgrants are also provided by the U.S. Department of Education's Education of Homeless Children and Youths (EHCY) Program and are distributed to the California Department of Education who must distribute a portion of their State McKinney/Vento allocation to school districts through a competitive subgrant process. The subgrants are intended to meet a range of needs for homeless students, not just transportation needs. School districts that receive a subgrant may use these funds to "defray the excess cost" of providing transportation to students experiencing homelessness. During FY 2018-19, the LA County Office of Education received \$237,500 in funding for its Education for Homeless Children and Youth Program.

The Metro Board passed Motion #43 in January 2020 (File #[2019-0879](#)) that set a K-12 pricing structure for the U-Pass Program to be used to provide homeless support services under the McKinney-Vento Act. Converting existing monthly pass programs or stored value to U-Pass will potentially save the schools costs for administering these programs and paying for full fare, since many students may not be riding every day. According to the ridership data from the current fiscal year on page 3 of this report, there were 5,053,059 boardings taken on Metro and other transit agencies by 57,224 unique Metro K-12 cards over the 30 weeks from August 2019 through February 2020. This is an average weekly ridership rate per student of 2.9 boardings per week or 12.6 boardings over 30 days, which would result in a monthly cost of \$9.45 at \$0.75 per boarding under the K-12 U-Pass pricing structure. **Transitioning Homeless Student Services to the U-Pass program has the potential to save schools up to \$14.55 per student per month (61%) versus \$24 Reduced Fare K-12 passes, while also**

giving students access to riding the other transit agencies that participate in the U-Pass Program.

Additionally, schools receive funding for each student in attendance each day, and it is believed that having more affordable access to transit could improve attendance. As an example, LAUSD receives \$68 of funding for each student in attendance each day.

In April 2013, a Los Angeles County Education Coordinating Council (ECC) Report (http://www.publichealth.lacounty.gov/chie/reports/Transit_Passes.pdf) called for LA County (LAC) school districts to work with the Metropolitan Transportation Authority (MTA) to provide free, unrestricted transit passes available to all students from preschool to college passes. This study found that for every one percent decrease in unexcused absences at LAUSD, students would receive an additional 29,000 more instructional hours per year and the district would receive an additional \$125,000 each year in funding. A 5% decrease in unexcused absences could result in an additional \$625,000 per year in funding for schools.

According to the 2019 University of California Irvine (UCI) study [A Review of Reduced and Free Transit Fare Programs in California](https://escholarship.org/uc/item/74m7f3rx), “Based on a review of the available literature and interviews with experts, the LAC Department of Public Health (DPH) and the ECC concluded that providing unrestricted passes to all LAC students could increase transit ridership by 6 to 14 percent in the first 2 years (63,200 to 158,000 extra riders daily), and by as much as 26 percent after 10 years (284,000 daily riders). It could also improve school attendance and have a number of health and other benefits, but it was not possible to reliably quantify these benefits because of data limitations. MTA’s revenues could, however, decrease by more than one-fifth as a result (a loss of roughly \$71 million) [31]. Such a program has not yet been implemented.” (<https://escholarship.org/uc/item/74m7f3rx>).

Staff hopes that moving forward, we will be able to use aggregated attendance data to show the positive correlation between access to transit and improved attendance.

Other potential funding opportunities:

- **Student transportation fees** – The UCLA Graduate Student Association (GSA) recently voted to increase the GSA student fee by \$25.04 per quarter or \$37.56 per semester (depending on program of study), for a duration of three years, from Fall 2020 through Spring 2023 in order to provide unlimited free access for graduate students on all public transportation providers in Los Angeles County who are participating in Metro’s U-Pass Program.

Similarly, students at eight of the nine Los Angeles Community College District (LACCD) campuses recently approved a \$13 per semester fee to

offset U-Pass costs. U-Pass Programs exists at 4 of the 9 LACCD schools, plus College Promise Program participants at all 9 schools. Metro staff estimates that \$13 fee will cover the cost of participation for up to 8% of LACCD students. However, there is a need to identify a funding source for a potential gap in funding of up to \$10 Million per year, based on LACCD estimates that up to 40% of students would participate.

Other schools are moving in a similar direction, and recent articles by students have expressed the value of this investment:

- <http://www.uscannerbergmedia.com/2019/12/03/metro-upass-could-change-the-way-undergraduate-commuter-students-access-their-education/>
 - <https://dailybruin.com/2019/12/12/throwback-thursday-improvement-of-uclas-transportation-options-has-been-stuck-in-park-for-years/>
- **Measure M 2% for ADA Paratransit and Metro Discounts for Seniors and Students** – While a portion of this subfund is dedicated to keeping fares affordable for students, seniors, and the disabled, the total amount is committed to the Low-Income Fare is Easy (LIFE) program as specified in the Board-approved Measure M Guidelines. The funding is therefore not available for a new program offering free student fares. Additionally, because U-Pass fares are typically lower than K-12 student and College/Vocational fare rates, U-Pass participants do not qualify for LIFE discounts.
 - **Measure M Local Return** - Subsidizing student transit passes would be an allowable use of Measure M Local Return funds. Each jurisdiction has total control of their Local Return funding as long as the money is spent on eligible expenses, pursuant to the Measure M expenditure guidelines. Allocating this money to pay for free K-12 fares would be at the discretion of each local jurisdiction.
 - **SB 743 Vehicle Miles Traveled (VMT) Reduction Clearinghouse** – A program being piloted by the Southern California Association of Governments (SCAG), LADOT, and Metro will potentially allow for private developer funding sources for traffic mitigation to support public Transportation Demand Management (TDM) programs. Metro’s U-Pass Program is scheduled to be one of the first programs tested under this model.
 - **CalStart Clean Mobility Options Voucher** – A one-time grant opportunity offering up to \$1 Million per public agency (which could be a school district or school) on a first-come, first-served basis with \$20M total available this year. These funds are only eligible to be used for bike share stations or other shared on-demand mobility services, including marketing and administration, with a maximum of 10% going toward fare subsidies. Other grant opportunities may become available.
 - **Other city/county/school district funding** - Including fees for unnecessary driving and parking
 - **Other grant funding** – Staff is constantly searching for other forms of funding that may be applied to student fare programs

Recommendations for Cost-Sharing

“A Review of Reduced and Free Transit Fare Programs in California” published in 2019 by the University of California at Irvine (UCI) in collaboration with the CTA in its conclusion states:

In particular, the “insurance” model, where a large group of potential transit riders (such as all students at a college or all employees in a large firm) periodically pays a lump sum to a transit agency while only a subset of that group actually uses transit, has the potential to enhance mobility and increase transit ridership, while improving the financial health of the participating transit agency...”

“While programs based on the insurance model have the potential to be financially self-sustaining, outside funding should be considered for those addressing the special needs of low-income groups including students, unemployed people, veterans, the elderly, and people with disabilities.” To enhance the success of a free or reduced transit pass program, it is critically important to understand the transportation needs, travel preferences, and the socio-demographic characteristics of the intended recipients. Making transit more accessible via free or reduced transit fare programs is not sufficient; transit should also be convenient, clean, and safe.”

Transit Dependency and Student Interest

Data from the Manual Arts Pilot Program shows only 4% of students who signed up were not already taking transit in some form, 59% were already taking transit to school, 29% were walking to school and 11% were being dropped off.

In addition, after 6 months of the Manual Arts Pilot Program, only 210 students had registered for 400 available free passes (52%).

Further research will need to be conducted in collaboration with LAUSD and other school districts to determine transit dependency and interest of switching to transit as a result of potential free fares.

Staff recommends using this time of distance learning to work with school districts to survey students regarding their future transportation needs.

Municipal Operators

Nine municipal operators are currently participating in the U-Pass program and are reimbursed for student boardings at the end of each semester through that program. Several additional operators are also in the process of joining the

program. Any funding opportunities or policy decisions made about the U-Pass Program will include these operators. Discussions regarding other student fare program options will also include all regional operators.

Mapping Transit Needs and Services

This research will need to be conducted in collaboration with Metro Service Planning, LAUSD, and other school districts in consideration of Metro's NextGen bus system restructuring. We will also need to determine how many students live within walking and biking distance from school, and if those students will require transit passes as well.

RECOMMENDATIONS

1. Staff recommends moving forward with implementing K-12 U-Pass Programs for Homeless Student Services with LAUSD, PUSD, or any other school district that expresses interest as approved by the Metro Board in January 2020 as Item #43, File #[2019-0879](#). While this would likely result in a revenue loss for Metro, it would also establish a cost-sharing model for these programs and provide a mechanism for testing administrative processes that can be scaled up to include more schools and districts in the future. This would also fulfill the Board directive of focusing on equity by helping the students with the greatest need first.
2. Work with LAUSD and other districts to survey students while they are "Safer at Home" to gather additional details about future transportation needs
3. Work with Move LA, LA Promise Fund and LAUSD to survey students at Manual Arts High School to gather information on barriers to utilizing free transit passes under the "Just Transit" Pilot Program.

NEXT STEPS

1. Continue Internal Working Group meetings and establish and establish External Working Groups with school districts and transit agencies
2. Launch U-Pass Pilot Program with LAUSD and PUSD
3. Conduct surveys of Manual Arts, LAUSD and other students
4. Report additional K-12 and College updates to Board in June 2020



Metro

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May 21, 2019

Dr. Ryan Cornner
Vice Chancellor
Educational Programs and Institutional Effectiveness
Los Angeles Community College District (LACCD)
770 Wilshire Blvd.
Los Angeles, California 90017

Re: Proposed LACCD Pilot Program for Fee-based Transit Pass Program

Dear Dr. Cornner,

Thank you for your proposal to Metro Commute Services Staff regarding implementing a district-wide fee-based transit pass program for LACCD schools. We agree that helping more students gain access to transportation options will continue to have positive impacts on attendance and graduation rates. In addition, we are aware that the students at eight of the nine LACCD Colleges passed a student referendum to pay \$13 per semester for Fall and Spring and \$8 per semester for Summer and Winter to help offset the cost of a transportation program available to all students taking classes for credit.

According to the data you presented, 29% of students would ride transit if this low-cost pass was available to them on their campus. There are currently four (4) LACCD campuses participating in Metro's existing U-Pass Program and the current participants are riding approximately 10 times per week at \$0.75 per boarding for a cost of \$7.50 per student per week. Based on our staff's calculations, if 29% of LACCD's credit students were participating in the U-Pass Program, the total cost would be \$13,988,643 (see spreadsheet attached). However, the amount collected from the student transportation fees listed above would only cover \$3,878,789, creating a deficit to Metro of over \$10 million if no additional funding was provided. This is above and beyond the \$1.00-per-boarding revenue loss that Metro already incurs on all U-Pass boardings. Unfortunately, this is not sustainable to Metro. In addition, waiving any additional costs beyond the student fees collected would also create a substantial inequity with all other U-Pass schools in Los Angeles County, many of which are already paying subsidies to reduce the cost of the U-Pass Program for their students.

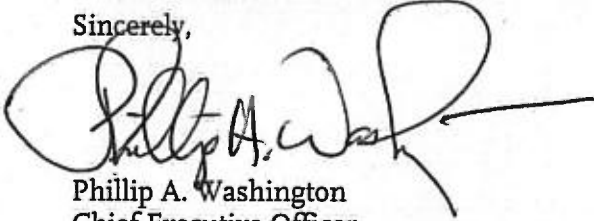
Although, we cannot create a separate pilot program for LACCD, we are happy to help the district implement a fee-based program to help offset the cost to students, while maintaining all of the other guidelines of the U-Pass Program, including paying for all actual boardings.

Based on the LACCD data provided, Metro staff estimates that the fees collected would cover participation for approximately 8% of the students on each campus. Of the current U-Pass participating schools, Los Angeles Trade Technical College (LATTTC) is already at 8.6% participation of credit students, so it may not be a good candidate for this payment model. However, Los Angeles Mission College (LAMC) currently only has 15 students or 0.18% participation, which leaves the most room for growth before the college would need to pay for additional boardings, and Los Angeles City College (LACC) has a 2.7% participation rate. Metro would recommend choosing one of these schools to help keep costs affordable to the district. In addition, our staff are committed to continuing to work with you to find additional external funding sources for this program.

We believe that our continued collaboration will lead to additional mobility options for LACCD students and more opportunities for external funding sources that may help to further offset the cost of these programs and continue to improve the quality of life in for students in Los Angeles County.

If you have additional questions, please don't hesitate to let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "Phillip A. Washington". The signature is stylized with a large initial "P" and a long horizontal stroke extending to the right.

Phillip A. Washington
Chief Executive Officer

cc: The Honorable Sheila Kuehl, Chair, Metro Board of Directors

All Schools	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total
Credit	34,876	123,921	49,714	122,392	330,903
Noncredit Adjustment	1,808	6,620	2,683	6,589	17,700
High School Adjustment	750	6,523	3,156	7,407	17,836
Total	37,434	137,064	55,553	136,388	366,439
LACCD Fee Suggestion	\$ 8.00	\$ 13.00	\$ 8.00	\$ 13.00	
Estimated collection based on LACCD Fees	279,008	1,610,973	397,712	1,591,096	\$ 3,878,789.00

ESTIMATED COLLECTION					
	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total
Credit estimated collection	\$ 279,008.00	\$ 1,610,973.00	\$ 397,712.00	\$ 1,591,096.00	\$ 3,878,789.00
Number of weeks per term	5	20	12	26	
Avg. weekly boardings Cost (10 weekly boardings x .75 charge)		\$ 7.50			
High School Weekly Cost		\$ 5.60			

ESTIMATED U-PASS COST FOR CREDIT						8.04%
	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total	
Credit Participants (at 8.04% of total credit students)	2804	9,963	3,997	9,840	26,605	
Estimated U-Pass cost per term	\$ 105,151.14	\$ 1,494,487.26	\$ 359,730.50	\$ 1,918,861.78	\$ 3,878,230.68	
Estimated collection from Credit	\$ 279,008.00	\$ 1,610,973.00	\$ 397,712.00	\$ 1,591,096.00	\$ 3,878,789.00	
Variance	\$ 173,856.86	\$ 116,485.74	\$ 37,981.50	\$ (327,765.78)	\$ 558.32	

Breakeven

ESTIMATED U-PASS COST FOR CREDIT						29.00%
	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total	
Credit Participants (at 29% of total credit students)	10114	35937	14417	35494	95,962	
Estimated U-Pass cost per term	\$ 379,276.50	\$ 5,390,563.50	\$ 1,297,535.40	\$ 6,921,267.60	\$ 13,988,643.00	
Estimated collection from Credit	\$ 279,008.00	\$ 1,610,973.00	\$ 397,712.00	\$ 1,591,096.00	\$ 3,878,789.00	
Variance	\$ (100,268.50)	\$ (3,779,590.50)	\$ (899,823.40)	\$ (5,330,171.60)	\$ (10,109,854.00)	

ESTIMATED U-PASS COST FOR HIGH SCHOOL/NON CREDIT					
	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total
Noncredit	145	532	216	530	1,423
High School	60	524	254	596	1,434
Estimated Semester Cost Non Credit based on (\$7.50)	\$ 5,451.12	\$ 79,837.20	\$ 19,414.19	\$ 103,302.34	\$ 208,004.85
Estimated Semester Cost High School based on (\$5.60)	\$ 1,688.40	\$ 58,738.31	\$ 17,051.49	\$ 86,708.12	\$ 164,186.32

ACTUAL U-PASS PARTICIPATION % COMPARED TO ENROLLMENT DATA					
	Winter 2018	Spring 2018	Summer 2018	Fall 2018	Total
U-Pass - LA TradeTech	0	551	113	996	1660
Percent of Credit-Only Enrollment	0%	4%	2%	8.6%	5%
U-Pass - LA Pierce	0	77	35	144	256
Percent of Credit-Only Enrollment	0%	0.44%	0.45%	0.80%	0.53%
U-Pass - LA Mission	0	3	5	15	23
Percent of Credit-Only Enrollment	0%	0.03%	0.19%	0.18%	0.10%
U-Pass - LA City	0	173	15	386	574
Percent of Credit-Only Enrollment	0%	1.14%	0.26%	2.77%	1.48%

Total U-Pass Participation for 2018: 2513
 Percentage of total LACCD Enrollment: 0.69%
 Percentage of Total Enrollment at Participating U-Pass Schools: 1.6%
 Percentage of Credit Enrollment at Participating U-Pass Schools: 1.8%



Informational Report on Student Fares

Executive Management Committee, File # 2020-0353

Metro Commute Services:

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Jocelyn Feliciano, *Communications Manager*

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Metro

Student Fares Feasibility Study

- 1. Other free student fare programs such as LADOT's DASH to Class and Sacramento's RydeFreeRT have significantly increased student boardings, but have found other funding sources to cover lost revenue.**
- 2. The projected revenue loss of Metro offering free rides to students in LA County is a minimum of \$32 Million annually.**
- 3. In January 2020, the Metro Board passed a motion that set a K-12 pricing structure for the U-Pass Program to be used to provide homeless support services under the McKinney-Vento Act. Converting existing monthly pass programs or stored value to U-Pass would be still be a revenue loss to Metro, but would save schools up to 61% of costs in administering these programs and paying for full fare.**

Student Fares Feasibility Study

- 4. UCLA Graduate Student Association (GSA) recently voted to increase the GSA student fee by \$25.04 per quarter in order to provide unlimited free access for graduate students on all public transportation providers in Los Angeles County who are participating in Metro's U-Pass Program.**
- 5. Eight (8) Los Angeles Community College District (LACCD) campuses recently approved a \$13 per semester fee to offset U-Pass costs. U-Pass Programs**
- 6. Launching U-Pass programs for these groups of K-12 and college students first will give us better data to determine how much funding will be needed to cover future costs of providing free student fares while providing a mechanism for testing cost-sharing and administrative processes that can be scaled up in the future.**

Student Pass Use Summary

Student and College Vocational (CV) Pass Use Summary

Pass Type	Aug 2018 - Feb 2019	Aug 2019 - Feb 2020	Change
Metro K-12 Boardings	5,212,329	4,347,613	-17%
Other Agency K-12 Boardings	611,419	705,446	15%
U-Pass K-12 Boardings	-	8,639	
Total K-12 Boardings	5,823,748	5,061,698	-13%
Metro CV Boardings	1,800,047	1,379,359	-23%
Other Agency CV Boardings	80,419	69,546	-14%
U-Pass CV Boardings	1,820,631	2,433,788	34%
Total CV Boardings	3,701,097	3,882,693	5%
Metro K-12 Unique Users	64,020	57,224	-11%
Metro CV Unique Users	12,797	10,289	-20%
U-Pass CV Unique Users	13,178	19,653	49%
Total Unique Student Passes	89,995	87,166	-3%



Board Report

File #: 2020-0352, **File Type:** Motion / Motion Response

Agenda Number: 25.

**EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: EMPLOYER PASS (E-PASS) PROGRAM

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

APPROVE recommendation to establish a permanent Employer Pass (E-Pass) Program based on the success of the current 2-Year E-Pass Pilot Program

ISSUE

In October 2017, as part of an ongoing effort to pursue strategies to increase transit ridership, Board Motion 36 (File 2017-0715) requested “that the EAPP Program (which includes ATAP and BTAP) be amended to include a pay-per-boarding model similar to the U-Pass Program at a fare-per boarding (FPB) rate approved by the Office of Management and Budget (either as a pilot program or as a new payment option under BTAP).” (Attachment A)

DISCUSSION

Background

In 2003, the Board adopted the Contracted Transit Pass Programs (Attachment B), which included the precursors to the ATAP and BTAP Programs, the Annual Pass Program and Employer Pass Program, respectively. These programs were designed to enable Metro to develop stronger partnerships with LA County businesses, institutions and major organizations to increase ridership; promote the use of transit; generate new revenue to support Metro initiatives; and provide businesses and organizations the opportunity to take advantage of federal income tax incentives that encourage the use of transit.

The programs also allowed Metro to establish a well-defined test group for the Universal Fare System (UFS) smart card by providing contracted pass program members with UFS test cards instead of a conventional paper pass, thus facilitating the transition to TAP. These programs have evolved over the years and are now collectively called the Employer Annual Pass Program.

The Employer Annual Pass Program (EAPP) includes:

Annual Transit Access Pass (ATAP) Program

Under the ATAP Program (Attachment C), employers may convert any type of Metro monthly or EZ Regional pass to an annual pass by paying the full fare cost for twelve months, plus a \$5.00 card fee for a custom card with the employee's photo. A Regular Metro ATAP is good on all Metro Bus and Rail Services, including Express services that would normally charge zone fees (such as the Silver Line and 400-500 series Express routes) for the flat rate of \$1200 per year, plus the card fee. An EZ Regional ATAP is \$1320 and is good for local travel on all 26 public transit carriers throughout the Greater Los Angeles region that participate in the EZ Regional Program. In FY '19, forty-two (42) businesses with 1,176 passes participated in this program, generating \$1.5 million in revenue.

Business Transit Access Pass (BTAP) Program / Small Employer Program (SEP)

Under the former BTAP Program, employers were required to purchase reduced fare annual passes for all employees at a worksite. A small percentage of employees could be exempted for approved reasons, such as using Metrolink or a vanpool to commute to work or working a graveyard shift. BTAP passes cost \$132 to \$276 per year, plus a \$5.00 card fee for a custom card with the employee's photo. Pricing was based on the level of transit service at the worksite. In FY '19, 509 businesses with 18,929 passes participated in this program, generating \$4.4 million in revenue.

In FY '17, Metro's systemwide average fare per boarding (FPB) was \$0.78, while the BTAP group rate pricing only generated \$.52 per boarding. Although BTAP increased to \$0.62 FPB in FY '18, it was still below the systemwide rate, and was no longer revenue neutral to Metro. It needed to be replaced by a program with a higher FPB.

Beginning January 2020, the former Business Transit Access Pass (BTAP) program was replaced by the Small Employer Program (SEP) for businesses with less than 250 employees (Attachment D). This change reduced the minimum pass purchase requirement from 100% of employees to 50% of employees, and increased the cost to \$408 per pass, per year. (Attachment B - SEP Take-One General). Because of the price increase implemented during the transition, we were only able to retain 68% of former BTAP businesses in the SEP program and several of them transitioned to E-Pass. As of March 2020, there were 377 businesses participating in the EAPP.

Historically, the EAPP Programs have been extremely successful in growing ridership and revenue. Based on a Board Box Report from March 2017 (Attachment E), Ridership data indicates that the EAPP group pricing models resulted in a substantial increase in transit ridership over an eleven (11) year period:

- From FY06- FY16 revenue increased 417% from \$315,000 to \$6.37 million with an average annual growth rate of 38%.
- Number of accounts increased 625% from 22 to 601 with an average annual growth rate of 57%.
- TAP card holders increased 418% from 1,557 to 20,209 with an average annual growth rate of 38%.

In FY 2019, there were 551 companies participating in these programs, which represents 0.13% of the 438,802 companies in Los Angeles County as reported by the Los Angeles Economic Development Corporation (LAEDC) as of 2014. Due to the restrictions placed on businesses in the ATAP, BTAP, and SEP programs, only a small percentage of the total employer population participates in the programs. Because of that, Metro Commute Services is seeking to broaden opportunities for additional businesses to participate in the EAPP.

E-Pass Pilot Program

In July 2018, with approval from Executive Management, the Office of Management and Budget (OMB), and the TAP Office, MCS launched a limited pilot program to evaluate the success of replicating the U-Pass concept with employers. The E-Pass Pilot Program has done the following:

1. Initially targeted a limited number of businesses to participate in the program and required additional business participants to be approved by the Office of Management and Budget (OMB). Initial participants were NBCUniversal, City of Santa Monica and UCLA.
2. Established a goal of increasing employee participation by 20% over existing levels
3. Utilized embedded TAP chip stickers affixed to the employee's work identification (ID) card to transform their IDs into TAP Cards
4. Transitioned businesses to a pay per boarding model as follows:
 - a. Charged an estimated boarding fee of \$1.40 per boarding, which was the fare per boarding (FPB) equivalent of the ATAP program when it was launched. (This rate has been included in OMB's ongoing fare analysis).
 - b. Invoiced businesses quarterly for all boardings used during each quarter.
 - c. For the introductory quarter, estimated boardings based on existing ridership data and required payment up front. If the employer did not have existing data, the initial participation was estimated at 10% of eligible employees at the full-time maximum of \$80 per month.
5. Capped the maximum cost per participant at \$80 per month as a marketing incentive for businesses to utilize their own resources to grow ridership
6. Encouraged employers to cover the full cost of the program or recoup costs from employees through implementing a pre-tax payroll deduction under the Commuter Tax Benefit (IRS Code Section 132(f)). If businesses chose to charge employees for participation, fees collected from employees were not permitted exceed the total amount due to Metro.
7. Required employers to assist Metro in administering the program by ensuring completion of the required Title VI analysis through verifying employees' online registration for the program, verifying that each participant was a current employee with a valid ID, and distributing and activating E-Pass TAP stickers/cards for eligible participants

-
8. Required employers to report all issued E-Pass TAP card/sticker numbers to Metro quarterly for tracking purposes and to facilitate replacements
 9. Created a reimbursement process for Municipal Transit Agencies to add the E-Pass fare product to their fare table and be reimbursed at their TAP boarding rate, up to the E-Pass Rate of \$1.40 per boarding. Payment from these boardings is collected from the employer at the end of each business quarter and reimbursed to the agencies as a separate line item on their monthly regional settlement check.

E-Pass Pilot Program Results

Prior to launching the E-Pass Pilot Program in July 2018, NBCUniversal (NBCU) only had 39 employees using regular 30-day Metro Passes and EZ Passes. By November 20, 2018, they had distributed stickers to 446 employees. This represents an increase of 1,044% over four months. For the first business quarter, (July 18-Sept 30, 2018) NBCUniversal had 9042 boardings at \$1.40 at a cost of \$12,658.80. The data from the initial group of participants shows that 26% were new to transit and 59% were previously occasional riders using stored value. As of March 2020, NBCU had 1,020 active participants with 22,347 boardings generating \$31,180.00 in revenue for the quarter.

In 2018, UCLA converted its employer program from a regular Metro-only pass to an E-Pass valid on additional transit agencies. In one year, they saw an increase of 12% in participants and 5% in boardings. Overall, as of March 2020, there were 11 companies with 1,435 active participants in the E-Pass Pilot Program, which generated \$239,824.10 in Q3 of FY '20. The E-Pass Pilot Program has generated nearly \$1.9 million since its inception.

Title VI

During the pilot program, the FTA advised Metro that the E-Pass fare reduction does not create a disparate impact or disproportionate burden because the benefit falls on the employer, who is paying the cost of the pass as an employee benefit, and the passes are not being sold directly to individual riders. The discount is provided as marketing incentive for the employer to help stimulate program growth and to help cover the employer's cost of outreach and administration.

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

This project will be managed by existing staff in Metro Commute Services included in the FY21 budget in the Marketing Department under Cost Center 7140 and Project and Task Codes 300014-01.01 (Regional Activities) and 306006-01.001 (Systemwide Bus Ops Management & Administration).

The E-Pass Pilot Program generated \$1,889,398.35 in the 21-month pilot period prior to the COVID-

19 pandemic. The average monthly cost per participant paid by all participating employers during the pilot period was \$40. While this is 60% below the regular monthly pass cost of \$100, it also represents the highest fare per boarding being collected in the Metro system at \$1.40 per boarding. In addition, 26% of the participants are new riders who were not paying any fare prior to joining the program.

Impact to Budget

Funding for this effort comes from ordinary operating sources including fares, sales tax and grants. Eighty percent of the existing funds for this project are budgeted in Project Code 306006-01.001 Systemwide Bus Ops Management & Administration. The goal of the E-Pass Program is to increase participation by 20% each year. The overall goal of the Employer Annual Pass Programs is to increase revenue by 3% each year.

ALTERNATIVES CONSIDERED

1. Make no changes - Continue only to offer the ATAP and SEP programs. While this option would continue to serve participating businesses, MCS staff believes that continuing to offer the E-Pass Program will create more opportunities for ridership and revenue growth, especially during these uncertain times.

NEXT STEPS

Upon approval, staff will:

1. Establish E-Pass as a permanent program;
2. Continue to expand E-Pass to include new businesses and additional transit agencies;
3. Include data from this program in the ongoing OMB fare analysis;
4. Continue to offer the ATAP and SEP programs for businesses not participating in the E-Pass program
5. Continue to assess changes in ridership on key lines near worksites

ATTACHMENTS

Attachment A - File #:2017- 0715, Board Report on Countywide Transportation Demand Management

Attachment B - Executive Management and Audit Committee Report on Metro Contracted Pass Programs, February 20, 2003

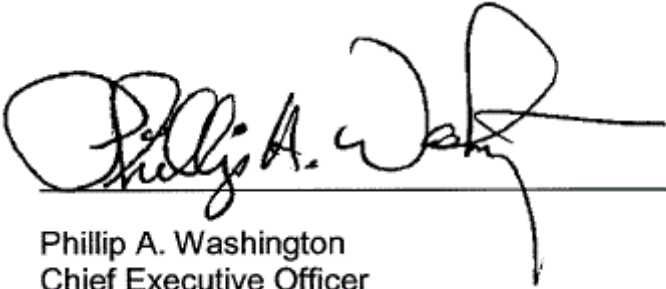
Attachment C - ATAP Take-One General

Attachment D - SEP Take-One General

Attachment E - Board Box #170303-2017 on 2017 Employer Annual Pass Program Renewals

Prepared by: Devon Deming, Dir. of Metro Commute Services, (213) 922-7957
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Phillip A. Washington
Chief Executive Officer



Board Report

File #:2017-0715, File Type:Informational Report

Agenda Number:36.

PLANNING AND PROGRAMMING COMMITTEE OCTOBER 18, 2017

Revised Motion by:

Garcetti, Dupont-Walker and Butts

October 18, 2017

Countywide Transportation Demand Management

MTA should be a national leader in working with local jurisdictions to promote transit use, active transportation, and other multi-modal travel.

MTA is leading a great expansion of mobility options in Los Angeles County, including the rail and bus transit system, bikeshare, first-last mile links, and groundbreaking technology-based new mobility services, including U-Pass and On-demand Microtransit Pilot Programs. A robust and comprehensive countywide Transportation Demand Management (TDM) program would maximize the benefits of these investments in LA County's transportation systems.

TDM focuses on reducing single-occupancy vehicle trips by making other transportation options more attractive. TDM promotes sustainable transportation options such as transit, carpooling, vanpooling, bicycling and walking. TDM strategies boost transit ridership, promote telecommuting, reduce single-occupancy vehicle trips, and reduce greenhouse gas emissions. MTA can serve as the facilitator of a countywide TDM program that encourages and supports local jurisdictions in initiating, developing, and implementing their own TDM initiatives.

Currently, there is an absence of a robust and comprehensive countywide TDM promotion and coordination program in Los Angeles County. As the countywide transportation agency, MTA is ideally suited to lead this effort. A robust TDM program will enable MTA to leverage its historic transportation investments to further change travel behavior and help the region ease congestion and meet statewide greenhouse gas emissions reduction goals. This would build on MTA's ongoing Congestion Reduction activities, including 511, promoting carpooling through ExpressLanes, creating vanpools, etc.

MTA can promote TDM strategies through many different methods--by coordinating local TDM objectives, creating a comprehensive TDM marketing strategy, measuring the effectiveness of multi-modal solutions, and other strategies. While some cities already have existing TDM programs or initiated efforts to establish TDM programs, many more cities in LA County could implement effective TDM programs with support from MTA.

Some jurisdictions, including the City of Los Angeles, have identified a need to make major updates to their TDM ordinances to incentivize sustainable transportation solutions more broadly through their development review processes and establish more robust monitoring and evaluation protocols.

The goal of the State of California is to reduce greenhouse gas emissions to 40% below 1990 levels by 2030 and 80% below 1990 levels by 2050. Currently, automobiles are the single largest source of emissions in Los Angeles. Los Angeles County residents approved Measure M in November 2016 to create more mobility options. MTA can do more to support local jurisdictions to meet state goals, and to create a seamless user experience throughout Los Angeles County that will create more MTA rail and bus riders, encourage carpooling and vanpooling, and boost countywide active transportation usage.

**SUBJECT: REVISED MOTION BY DIRECTORS GARCETTI AND
DUPONT-WALKER AND BUTTS**

TRANSPORTATION DEMAND MANAGEMENT

WE, THEREFORE, MOVE that the Board direct the CEO to:

- A. Prepare a list of TDM best practices of California agencies and jurisdictions, including but not limited to the Bay Area Metropolitan Transportation Commission;
- B. Inventory current MTA funding sources for planning or implementing TDM programs and projects at the county or local level;
- C. Recommend how MTA can establish a robust and comprehensive countywide TDM program, including but not limited to:
 1. Countywide TDM guidelines to help municipalities create and implement TDM policies by establishing best practices for TDM application, monitoring, and evaluation, and allowing for flexibility to innovate beyond countywide standards;
 2. Countywide TDM marketing, outreach, and engagement campaign that targets potential users through a compelling and recognizable brand available to local cities and jurisdictions to promote multi-modal travel choices such as transit, vanpooling, carpooling, walking, and bicycling;
 3. Facilitating regular discussions between Transportation Management Organizations in the region to coordinate countywide and local TDM ordinance implementation activities and share best practices;
 4. Working with major trip generators, major employers, and business community representatives to develop and implement tax incentives and other state legislation necessary for MTA to effectively promote and coordinate TDM strategies in Los Angeles County;
 5. Expanding U-Pass, the Employer Annual Pass Program (EAPP), the Bikeshare for Business Program, and other TAP purchase programs to allow Transportation Management Organizations (TMOs), telework centers, tourism organizations, residential and other non-employer entities to purchase bulk-rate transit and bike share passes;

6. Strategies to promote telecommuting;
 7. Establishing a Countywide Commuter Tax Benefit Ordinance to provide incentives for non-single occupancy vehicle travel;
 - a. Seeking legislation to enable Los Angeles County to implement the nation's most aggressive commuter tax benefits program to reimburse and credit the cost of sustainable transportation options. This legislation should explore ways to provide significant tax-credit benefits for the use of transit, vanpooling, bicycling, and all other sustainable transportation modes;
 - b. Should legislation be successfully secured, a first priority for resources created by this program would be the establishment of an MTA TDM Implementation Demonstration Program. The TDM Demonstration Program would target selected jurisdictions for early implementation of best-practice TDM strategies, along with appropriate financial incentives. MTA may give special priority to any multi-jurisdictional TDM program proposal.
 8. Managing compliance with the State of California's Parking Cash-Out law for worksites within Los Angeles County;
 9. Considering consolidation of MTA's various TDM functions into a single group and/or creating a Countywide TDM Coordinator position tasked with coordinating MTA's TDM efforts, including identifying additional staffing needs;
- D. Incorporate into MTA's 2018 state legislative program for MTA to seek legislation that would strengthen MTA's ability to carry out a countywide TDM program; and
- E. Report back to the Planning and Programming Committee on all the above in 420 150 days.

KUEHL AMENDMENT: to include that the EAPP Program (which includes ATAP and BTAP) be amended to include a pay-per-boarding model similar to the U-Pass Program at a fare-per-boarding (FPB) rate approved by the Office of Management and Budget (either as a pilot program or as a new payment option under BTAP)



Metropolitan
Transportation
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**EXECUTIVE MANAGEMENT AND AUDIT COMMITTEE
FEBRUARY 20, 2003**

SUBJECT: METRO CONTRACTED PASS PROGRAMS

ACTION: APPROVE NEW CONTRACTED PASS PROGRAMS

RECOMMENDATION

Adopt the Contracted Transit Pass Programs as described in Attachment A.

ISSUE

In May of 2002, the Board approved development of an MTA-operated rideshare program that integrates countywide rideshare offerings with transit programs. As part of this effort, staff is developing a line of contracted transit pass programs to form partnerships with businesses, institutions and major organizations within Los Angeles County as a means to improve access to the multi-modal transportation system. The MTA currently offers several fare media programs to the public, however, only two programs, Metro Mail and Consignment Sales, are made available to area businesses and organizations. As a result, a limited number of employers and organizations participate in pass programs to provide MTA fare media to their employees, members or associates. The Contracted Pass Programs are designed to improve business and institutional participation in MTA transit pass programs.

POLICY IMPLICATIONS

There are several purposes of offering contracted pass programs. First, it enables MTA to develop stronger partnerships with LA County businesses, institutions and major organizations to promote use of transit. Second, the programs will generate new revenue to support MTA initiatives. Third, these programs will provide businesses and organizations the opportunity to take advantage of federal income tax incentives that encourage use of transit. Finally, the programs will allow MTA to establish a well-defined test group for the Universal Fare System (UFS) smart card by providing contracted pass program members with UFS test cards instead of a conventional paper pass. Providing seamless fare payment options is a policy initiative within the adopted MTA Long Range Transportation Plan as a method for making transit more accessible to the public.

OPTIONS

The MTA Board could choose not to proceed with the Contracted Pass Programs. Staff does not recommend this option because the programs will generate a much-needed new revenue source for the MTA and strengthen the ties with the business

community. Transit agencies across the nation that have implemented similar programs have experienced successful results in generating additional revenue and stimulating participation among employers. The MTA Board could also choose to offer a fewer number of contracted pass types. Staff does not recommend this alternative because the proposed program attempts to offer a complete line of products that meet the needs a various transit user markets. Reducing the number of contracted passes offered will reduce the effectiveness of the overall program by excluding certain transit user groups.

FINANCIAL IMPACT

The Contracted Pass Programs are designed to increase transit ridership and transit revenues without having a negative impact on MTA's average fare per boarding and overall budget. To maintain this "neutral" impact on fare per boarding, the price of the various contracted pass types will be adjusted as membership grows, fare structure is modified and service changes impacting ridership occur.

BACKGROUND

During FY 02, a Board-directed study was conducted of MTA-funded rideshare efforts. The final report of the study recommended several new and innovative strategies to be considered for implementation by the MTA. Strategies included in these recommendations were special pass programs for employers and institutions.

In moving forward with this recommendation, the Board approved an MTA-operated rideshare program in May 2002, which included the development of expanded pass program offerings. During the development and research for the proposed Contracted Pass Programs, staff identified several different markets that were not being addressed by current contracted pass programs. Attachment A describes the various contracted pass products and the related transit user markets.

The programs will be closely monitored to maintain a neutral or positive financial impact on fare per boarding and to ensure high service quality. It is anticipated that the programs will encourage employer participation, increase ridership and mobility and nurture public/private partnerships with the MTA, communities and local businesses.

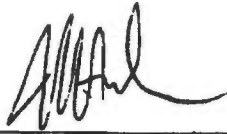
NEXT STEPS

If approved, phased implementation of the Contracted Pass Programs will begin in April 2003. The Board will be updated quarterly on the number of organizations enrolled and participants involved in the programs.

ATTACHMENT

A. Contracted Pass Programs

Prepared by: David Sutton, Executive Manager, Employer Programs



Matt Raymond
Chief Communications Officer



Roger Snoble
Chief Executive Officer

METRO CONTRACTED PASS PROGRAMS

The MTA Contracted Pass Programs provide employers, institutions and other organizations an opportunity to purchase fare media for their employees, members and participants. Five programs will be made available. The following provides brief descriptions for each of the Contracted Pass Programs.

Annual Pass Program: The Annual Pass Program provides an annual photo-ID pass good for one calendar year (or a portion thereof) to LA County employers. The pass is valid on all designated bus and rail service. The pass is offered to employers who choose to purchase passes only for those employees that currently take transit to work. The price of the pass is equal to the regular monthly pass price multiplied by twelve months.

Employee Pass Program: The Employee Pass Program provides an annual employee photo-ID pass good for one calendar year (or a portion thereof) to LA County employers. The pass is valid on all designated bus and rail service. This pass is offered to employers who choose to purchase passes for all their employees. Price is based on estimated employee transit usage and frequency of transit service to the employer worksite.

Institutional Pass Program: The Institutional Pass Program is a negotiated program offered to large organizations or groups such as colleges, universities, trade schools, government agencies and senior citizen centers that choose to enter into an agreement with the MTA. Agreements may include fare media arrangements, additional services and access to bus and rail service.

Jury Pass Program: The Jury Pass is a weekly pass offered to jurors reporting to jury duty in exchange for mileage reimbursements. Currently jurors in the court system are reimbursed for auto mileage. This program will provide jurors who wish to use public transportation an alternative to driving alone.

Visitors Pass Program: The Visitors Pass Program provides a semi-custom pass to area conventions, hotels, chambers, visitor bureaus, meeting planners, etc. to provide access to MTA bus and rail service. Passes will be made available in one-day increments for negotiated time periods.

All Contracted Pass Program agreements would be subject to authorization and approval by the Chief Executive Officer or his designee. With the possible exception of the Juror Pass, all Contracted Pass Programs will be priced to ensure no negative impact on total projected fare revenues. Service modifications made in conjunction with any of the above negotiated pass programs would comply with all MTA service implementation guidelines. The following sections provide further descriptions, the purpose and policy statements for each of the Contracted Pass Programs.

ANNUAL PASS PROGRAM

DESCRIPTION

The Annual Pass Program provides an annual photo-ID pass good for one calendar year (or a portion thereof) on all designated bus and rail service. This pass is offered to employers that would like to purchase a transit pass for their employees that currently ride transit. The pass is valid on all MTA bus and rail service. The price of the pass is equal to the regular monthly pass price multiplied by twelve months. Employers may purchase multiple quantities of the annual pass for their employees. Passes purchased within a calendar year will be prorated on a monthly basis. Discounts may be offered based on quantities and upon approval of the Chief Executive Officer. While the Chief Executive Officer is ultimately responsible for this policy, staff will draft guidelines and procedures and implement the Annual Pass Program.

PURPOSE

The purpose of the Annual Pass Program is to provide an annual pass option to employers for their employees that use the MTA bus and rail system. The pass simplifies use of the system by reducing the number of times the employee is required to physically go and purchase passes during the year. The pass also provides employers an annual option for their employees that consistently ride transit to work. In addition, the program is intended to provide a mechanism for employers to take advantage of federal tax incentives for employee transit subsidy programs. Finally, the program is intended to foster goodwill between the MTA and LA County employers, and to demonstrate MTA's progressive commitment to multimodal transportation and a healthful environment.

POLICY

1. All employers within Los Angeles County are eligible for the Annual Pass Program provided that they enter into a program participation agreement with the MTA. Once signed up for the program, employers can purchase an Annual Pass for each of their employees that ride transit.
2. The MTA will issue a pass specific to the Annual Pass Program.
3. The pass will cost the equivalent of a regular monthly transit pass price multiplied by twelve months. Chief Executive Officer may impose restrictions, rules, limitations, and exemptions on the pass, depending on implementation requirements.
4. Discounts may be offered based on quantities purchased and upon Chief Executive Officer Approval.
5. The passes may be used for the MTA's buses or rail systems, and they are valid throughout the MTA's service area on all local and limited-stop buses, Metro Rapid Transit, and Metrorail Services.
6. Paratransit and special services are excluded from this program.

7. Employers may purchase their passes from the Employer Programs Department. Employers purchasing multiple quantities of the Annual Pass must place orders thirty days prior to pass start date. MTA will not offer a sales commission to employers that purchase the Annual Pass. Employers may arrange with the Employer Programs Department for pick-up or delivery of their passes.

EMPLOYEE PASS PROGRAM

DESCRIPTION

The Employee Pass Program provides an annual employee photo-ID pass good for one calendar year (or a portion thereof) on all designated bus and rail service offered to area employers. This pass is offered to employers who choose to purchase passes for all their employees. Price is based on estimated employee transit usage and frequency of transit service to the employer worksite. The Employee Pass Program provides an alternative to the Annual Pass Program for employers that are interested in making it possible for all of their employees to ride transit. While the Chief Executive Officer is ultimately responsible for this policy, staff will draft guidelines and procedures and implement the Employee Pass Program.

PURPOSE

The purpose of the Employee Pass Program is to provide employers a pass option that allows them to take advantage of federal tax incentives for employees that ride transit. It also simplifies the pass purchasing process and allows employers to offer transit as an alternative commute option for all their employees. In addition, the program is intended to provide a mechanism for employers to take advantage of federal tax incentives for employee transit subsidy programs. Finally, the program is intended to foster goodwill between the MTA and LA County employers, and to demonstrate MTA's progressive commitment to multimodal transportation and a healthful environment.

POLICY

1. All employers within Los Angeles County are eligible for the Employee Pass Program provided that they enter into a program participation agreement with the MTA. Once signed up for the program, all employees of the participating employer are eligible to receive an Employee Pass.
2. The MTA will issue a pass specific to the Employee Pass Program which may be in the form of a decal affixed to an employer photo ID or a pass produced by the MTA.
3. The pass price is based on estimated employee transit usage and frequency of transit service to the employer worksite. Chief Executive Officer may impose restrictions, rules, limitations, and exemptions on the pass, depending on implementation requirements. Given the nature of the program pricing, contract minimums may be imposed.
4. The passes may be used for the MTA's buses or rail systems, and they are valid throughout the MTA's service area on all local and limited-stop buses, Metro Rapid Transit, and Metrorail Services.
5. Employers may purchase their passes from the Employer Programs Department. Employers must place their pass orders thirty days prior to pass start date. MTA will not offer a sales commission to employers that purchase the Employee Pass. Employers may arrange with the Employer Programs Department for processing of their passes.

6. Paratransit and special services are excluded from this program.
7. The Employer Programs Department will publish annually a cost schedule for the Employee Pass Program.

INSTITUTIONAL PASS PROGRAM

DESCRIPTION

The Institutional Pass Program is a negotiated program offered to large organizations or groups such as colleges, universities, trade schools, government agencies and senior citizen centers that choose to enter into an agreement with the MTA. Agreements may include fare media arrangements, additional services and access to bus and rail service. Contracts would be negotiated based upon the estimated number of transit users and the cost of the additional service to the MTA. While the Chief Executive Officer is ultimately responsible for this policy, staff will draft guidelines and procedures and implement the Institutional Pass Program.

PURPOSE

The purpose of the Institutional Pass Program is to simplify the pass purchasing process for institutions wishing to promote the use of public transportation. The program is also intended to foster goodwill between the MTA and local institutions.

POLICY

1. All large organizations or groups such as colleges, universities, trade schools, government agencies and senior citizen centers within Los Angeles County are eligible for the Institutional Pass Program provided that they enter into a program participation agreement with the MTA.
2. The MTA will issue a pass specific to the Institutional Pass Program which may be in the form of a decal affixed to a member photo ID or a pass produced by the MTA.
3. The pass price is based on the negotiated agreement between MTA and the institution. Chief Executive Officer may impose restrictions, rules, limitations, and exemptions on the pass, depending on implementation requirements.
4. The passes may be used for the MTA's buses or rail systems, and they are valid throughout the MTA's service area on all local and limited-stop buses, Metro Rapid Transit, and Metrorail Services.
5. Institutions may purchase their passes from the Employer Programs Department. Participating Institutions must place their pass orders thirty days prior to pass start date. MTA will not offer a sales commission to institutions that purchase the Institutional Pass. Institutions may arrange with the Employer Programs Department for pick-up or delivery of their passes.
6. Paratransit and special services are excluded from this program.
7. The Employer Programs Department will publish annually a agreement summaries for the Institutional Pass Program.

JURY PASS PROGRAM

DESCRIPTION

The Jury Pass is a weekly pass offered to jurors reporting to jury duty in exchange for mileage reimbursements. Currently jurors in the court system are reimbursed for auto mileage. This program will provide jurors public transportation as an alternative to driving. Given the varied duration of juror service, this program is not guaranteed to recover full value of the pass. While the Chief Executive Officer is ultimately responsible for this policy, staff will draft guidelines and procedures and implement the Jury Pass Program.

PURPOSE

The purpose of the Jury Pass is to offer transit as an option to those serving jury duty. For those jurors that do not regularly ride transit, this program provides an opportunity for participants to use public transportation. The program is also intended to foster goodwill between the MTA, the court system and the general public.

POLICY

1. All courts within Los Angeles County are eligible to offer the Jury Pass Program to their jurors provided that they enter into a program participation agreement with the MTA. Once signed up for the program, all jurors of that participating court are eligible to receive a Jury Pass.
2. The MTA may issue a pass specific to the Jury Pass Program or use the standard weekly passes.
3. The pass price is based on the amount the court reimburses jurors for travel mileage. This program is not guaranteed to recover full value of the pass given that jury service varies in duration. Chief Executive Officer may impose restrictions, rules, limitations, and exemptions on the pass, depending on implementation requirements.
4. The passes may be used for the MTA's bus or rail systems, and they are valid throughout the MTA's service area on all local and limited-stop buses, Metro Rapid Transit, and Metrorail Services.
5. The courts may purchase their passes from the Employer Programs Department. Participating courts must place their pass orders thirty days prior to pass start date. MTA will not offer a sales commission to institutions that purchase the Jury Pass. Participating courts may arrange with the Employer Programs Department for pick-up or delivery of their passes.
6. Paratransit and special services are excluded from this program.
7. The Employer Programs Department will publish annually a cost schedule for the Jury Pass Program.

VISITORS PASS PROGRAM

DESCRIPTION

The Visitors Pass Program provides a semi-custom pass to area conventions, hotels, chambers, visitor bureaus, meeting planners, etc. to provide purchased access to MTA bus and rail service. Passes will be made available in one-day increments for negotiated time periods. While the Chief Executive Officer is ultimately responsible for this policy, staff will draft guidelines and procedures and implement the Visitors Pass Program.

PURPOSE

The purpose of the Visitors Pass Program is to provide convenient advance purchase opportunities to large groups of people who want to utilize transit services. It provides groups and visitors with an opportunity to experience and use public transportation. The program is also intended to foster goodwill between the MTA and area conventions, hotels, chambers, visitor bureaus, meeting planners as well as area visitors.

POLICY

1. All convention centers, hotels, chambers of commerce, visitor bureaus, and meeting planners within Los Angeles County are eligible to purchase Visitors Passes provided that they enter into a program participation agreement with the MTA.
2. The MTA may issue any form of pass, but the Chief Executive Officer may impose restrictions, rules, limitations, and exemptions, depending on the type or duration of an event.
3. The passes may be used for the MTA's buses or rail systems, and they are valid throughout the MTA's service area on all local and limited-stop buses, Metro Rapid Transit, and Metrorail Services.
4. Group organizers may purchase their passes from the MTA Customer and Vendor Service Department. To be considered for a volume discount, organizers must place their pass orders thirty days prior to pass start date. MTA will not offer a sales commission to those organizations that purchase the Visitors Pass. Organizations may arrange with the Customer and Vendor Service Department for pick-up or delivery of their passes.
5. The MTA may request from large groups of 250 or more persons an itinerary so that service accommodations may be made.
6. Paratransit and special services are excluded from this program.
7. The MTA Customer and Vendor Services Department will publish annually a volume discount schedule.

Annual Transit Access (A-TAP)

Metro Commute Services

Mission

- > Build partnerships with businesses to increase mobility and reduce traffic congestion

Program Criteria

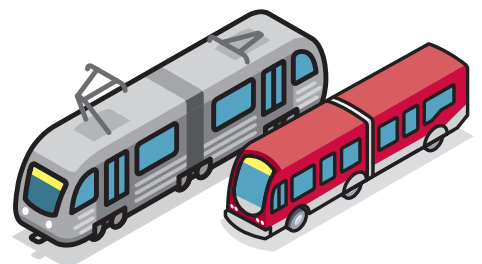
- > Business must be within LA County
- > Minimum Pass Purchase: Three (3)

Employer Benefits

- > Perfect addition to your company's benefits package to improve recruitment and retention, and to create a healthier environment
- > Photo ID pass exclusively for employers
- > Qualifies as a Commuter Tax Benefit – IRS Code 132(f)
 - Tax free and pre-tax deductible
 - Payroll tax saving
 - Other potential corporate tax savings
- > Helps reduce parking demand and expense
- > Improves your company's environmental sustainability
- > No monthly administration required

Employee Benefits

- > Unlimited use on all Metro bus and rail, including Zone 1 plus EZ option, if purchased
- > Save on payroll taxes through pre-tax payroll deduction
- > Reduce commuting costs – gasoline, maintenance, parking and insurance
- > Pass can be used for commuting and leisure activities, seven days a week
- > Reduce commuting stress and no monthly pass purchase required



Metro Annual Transit Access Pass Program (A-TAP)

Goal	Provide an annual fare pass program option for businesses within LA County to increase business partnerships and transit ridership.
Objective	Facilitate and maintain an Employer Annual Pass Program (EAPP) that is easy to administer, with a full-fare pricing structure that aligns with Metro's fiscal calendar year.
Eligibility	Program Criteria: <ul style="list-style-type: none">> Business must be within LA County> All businesses qualify> Minimum pass purchase: Three passes (3)
Administration	The employers must do the following: <ul style="list-style-type: none">> Complete and sign Employee List> Submit an Eligible Employee Acknowledgement form for each participant> Sign and date the Agreement> Submit payment> Submit employee photos (JPEG format, named as first and last name of employee)
Payment & Pricing Structure	<ul style="list-style-type: none">> Annual EZ price per pass: \$1,320> Prorated pricing available based on program start date> Non-refundable card fee per new participant: \$5> Premium option available> Annual Payment: Payment is due and payable upon execution of Agreement> Acceptable payments: Check, money order, cashier's check , ACH, EFT, credit card> Program is based on a fiscal calendar year: July-June
Program Maintenance & Information	<ul style="list-style-type: none">> Flexibility to add, cancel and replace passes as necessary> Uninterrupted Service: Annual option to continue program participation available> Dedicated Customer Service team to manage orders and inquiries

For additional information, contact:

Metro Commute Services

Employer Annual Pass Programs

213.922.2859

metro.net/riding/eapp

Small Employer Pass Program (SEP)

Metro Commute Services

Mission

- > Build partnerships with businesses to increase mobility and reduce traffic congestion

Program Criteria

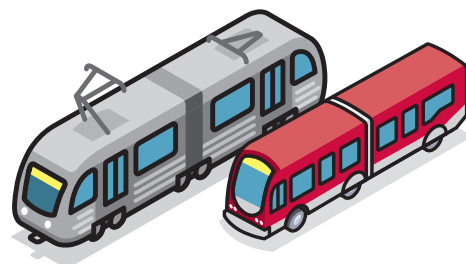
- > Business must be within LA County
- > Business must employ 249 employees or less
- > Minimum participation is 50% of total employees

Employer Benefits

- > Annual cost of \$408/pass (\$34/monthly equivalent)
- > Photo ID pass exclusively for employers
- > Perfect addition to your company's benefits package to improve recruitment and retention, and to create a healthier environment
- > Qualifies as a Commuter Tax Benefit – IRS Code 132(f)
 - Tax free and pre-tax deductible
 - Payroll tax saving
 - Other potential corporate tax savings
- > Helps reduce parking demand and expense
- > Improves company's environmental sustainability

Employee Benefits

- > Unlimited use on all Metro bus and rail, including Zone 1 (Express & Silver Line). (\$22 in additional monthly savings)
- > Save on payroll taxes through pre-tax payroll deduction
- > Reduce commuting costs – gasoline, maintenance, parking and insurance
- > Pass can be used for commuting and leisure activities, seven days a week
- > Reduce commuting stress and no monthly pass purchase required



Metro Small Employer Pass Program (SEP)

Goal	Provide a reduced cost annual fare program option for small-to medium-sized businesses within LA County to increase business partnerships and transit ridership, while maintaining revenue neutrality for Metro.
Objective	Facilitate and maintain an Employer Annual Pass Program (EAPP) that is easy to administer, with a feasible pricing structure that aligns with Metro's fiscal calendar year.
Eligibility	<ul style="list-style-type: none">> Business must be within LA County> Business must employ 249 employees or less> Minimum participation is 50% of total employees> Default minimum participation for employers with less than 20 employees is 10
Administration	Employers must do the following: <ul style="list-style-type: none">> Complete and sign Employee Lists> Submit an Eligible Employee Acknowledgement form for each participant> Submit a current official payroll report> Submit copies of recent check stubs for those employees not listed on official payroll> Sign and date the Agreement> Submit a copy of signees driver's license> Submit payment> Submit employee photos (JPEG format, named as first and last name of employee)
Payment & Pricing Structure	<ul style="list-style-type: none">> Annual price per pass: \$408 (\$34/monthly equivalent)> Prorated pricing available based on program start date> Non-refundable card fee per new participant: \$5> Annual Payment: Payment is due and payable upon execution of Agreement> Acceptable payments: Check, money order, cashier's check , ACH, EFT, credit card> Program is based on a fiscal calendar year: July-June
Program Maintenance & Information	<ul style="list-style-type: none">> Flexibility to add, cancel and replace passes as necessary> Uninterrupted Service: Annual option to continue program participation available> Dedicated Customer Service team to manage orders and inquiries

For more information, contact:

Metro Commute Services
Employer Annual Pass Programs
213.922.2859
metro.net/riding/eapp



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

March 3, 2017

TO: BOARD OF DIRECTORS

THROUGH: PHILLIP A. WASHINGTON *PAW*
CHIEF EXECUTIVE OFFICER

FROM: PAULETTA TONILAS *P.T.*
CHIEF COMMUNICATIONS OFFICER

SUBJECT: 2017 EMPLOYER ANNUAL PASS PROGRAM RENEWALS

ISSUE

As part of the agency's initiatives to increase ridership, the Metro Commute Services (MCS) team continues to grow the Employer Annual Pass Program (EAPP). Earlier this year, staff completed EAPP renewals for 2017. MCS staff achieved a record renewal rate this year, by reenrolling 91% of existing accounts. In addition, MCS staff conducted an 11-year growth analysis of the EAPP programs, and found that the programs had an average annual growth rate of 38%.

DISCUSSION

In February 2003, the Metro Board approved the Employer Annual Pass Program (EAPP) to "develop stronger partnerships with L.A. County businesses to promote use of transit" and to "generate new revenue to support MTA initiatives." The EAPP programs include the Annual Transit Access Pass (ATAP), which is a full fare 12-month pass, and the Business Transit Access Pass (BTAP), which is a discounted marketing program aimed at growing ridership.

EAPP contracts are renewed annually with participating companies. The program currently includes 550 active businesses in Los Angeles County with over 20,000 individual TAP cardholders.

The program goal is a 3% revenue growth each year. For FY16, the program generated over \$6.37 million in revenue. For FY17 staff has already secured over \$5.5 million which is 84% of the \$6.56 million goal for FY17. Staffing costs that support EAPP, U-Pass, the Youth on the Move (YOTM) foster youth pass and the Juror pass are approximately \$2.56 million, with an annual net revenue margin over \$4 million.

The detailed results of the 11-year growth analysis are as follows:

- From FY06 – FY16 revenue increased 417% from \$315,000 to \$6.37 million with an average annual growth rate of 38%.
- Number of accounts increased 625% from 22 to 601 with an average annual growth rate of 57%.
- TAP card holders increased 418% from 1,557 to 20,209 with an average annual growth rate of 38%.

In March 2015, MCS staff conducted a Customer Satisfaction Survey of EAPP clients. In those findings:

- 98% would recommend the program to other employers
- 92.2% said their number one reason for enrolling was because it is a great benefit for their employees
- 86% said that their employees began taking public transit because of the program

An updated Customer Survey conducted in February 2017 found that the most important factors of renewal are convenience and price, and the most important benefits that employers receive from the program are boosting sustainability and employee morale.

The EAPP program is exceeding its goals of increasing transit ridership and generating new revenue. This program serves as the model for all future Metro ridership marketing initiatives to be outlined in Metro's Strategic Marketing Plan. The marketing goals of increasing ridership and revenue from ridership will continue to be achieved by targeting rider behaviors that generate the greatest lifetime customer value for the agency.

NEXT STEPS

1. Continue to utilize the three-month Promotional Employer Program (PEP) that launched in May 2016 to generate new EAPP participants
2. Establish partnership with Big Blue Bus to grow business partnerships along the Expo Line
3. Update program name and marketing materials to enhance interest and participation

Employer Pass (E-Pass) Program

Executive Management Committee

June 18, 2020

File #2020-0352

Metro Commute Services:

Devon Deming,

Director of Commute Services

Direct: 213.922.9757

Jocelyn Feliciano,

Communications Manager

Direct: 213.922.3875



E-PASS

- The E-Pass Pilot Program has completed a 24-month pilot program, which will expire June 30, 2020. Staff is seeking approval to make E-Pass a permanent Program.
- Through partnerships with employers, E-Pass TAP stickers are distributed to employees and placed directly onto employee IDs
- Businesses are billed for actual boardings used each business quarter at \$1.40 per boarding with the maximum cost being \$80 per month per participant, which is a 20% discount off the full price of a regular monthly pass as a marketing incentive.
- Most of the businesses in the pilot pay the full cost on behalf of their employees.



U-PASS (Cont'd.)

During the first 21 months of the pilot, the E-Pass Program had:

- ✓ 11 businesses participating
- ✓ 1,435 active participants
- ✓ \$1.9 million in revenue
- ✓ Valid on Culver CityBus, DASH, Norwalk Transit, Pasadena Transit, Torrance Transit and Foothill's Silver Streak (others will be added)





Board Report

File #: 2020-0374, File Type: Program

Agenda Number: 26.

EXECUTIVE MANAGEMENT COMMITTEE JUNE 18, 2020

SUBJECT: MOBILITY ON DEMAND EMERGENCY FOOD AND ESSENTIAL GOODS DELIVERIES

ACTION: APPROVE RECOMENDATIONS

RECOMMENDATION

CONSIDER:

- A. APPROVING expansion of emergency food and essential goods delivery to First 5 LA's five Best Starts regions (which include 14 subcommunities) up to 750 deliveries a week, as further described in Attachment A and Attachment B; and
- B. AUTHORIZING the CEO or his designee to execute necessary agreements and amendments to contracts as related.

ISSUE

As part of its Mobility on Demand (MOD) contract, Metro partnered with First 5 LA, an independent non-profit public agency, to temporarily provide delivery of emergency food and essential goods to families in Central Los Angeles, in partnership with the non-profit organization Para Los Ninos. Staff have received requests from First 5 LA for additional delivery support of (up to 750 deliveries a week) to families in all Best Starts communities (14 LA County communities in 5 regions) (Attachment A and B). Such an expansion of food deliveries could be accomplished within the existing contract budget. Serving additional areas would require establishment of new dedicated food delivery zones, outside of the initially identified as the MOD service areas. Staff is requesting approval to expand this temporary delivery service to areas identified by First 5 LA 14 Best Start communities service areas.

BACKGROUND

In January of this year, Metro's Board of Directors approved an extension to Metro's contract with Via for Mobility on Demand (MOD) through July 31, 2020, with authority delegated to the CEO to extend the project further through January 30, 2021. In May, staff reported back on the costs and benefits of

the service, the changing demand for the service, and the COVID-19 crisis response.

As part of our COVID-19 response, staff established a temporary partnership with First 5 LA and Para Los Ninos utilizing existing contract resources to deliver food and essential goods to 33 families in the “Metro LA” Best Starts area. In March of 2020, the outbreak of COVID-19 decreased ridership overall for the MOD Pilot, though MOD ridership decreased less than traditional Metro services and transit services world-wide. In partnership working with First 5 LA, staff rapidly deployed a pilot-within-a-pilot test of food and essential goods delivery utilizing surplus driver hours on our existing MOD contract, within the existing contract budget allocation. The flexibility of Metro’s contract with Via was key to getting the partnership quickly up and running. These deliveries went to single-parent families with young children who are unable to go to the store safely, or families with sick or otherwise vulnerable family members, who cannot afford to order traditional home delivery groceries nor have resources currently to pay for food. First 5 LA is a state-funded early childhood education agency for the County and their Best Start network includes 14 geographic areas (including Central Long Beach, Broadway Manchester, Compton, East LA, Metro LA, Pacoima, Palmdale, Panorama City, Lancaster, South East LA, South El Monte/El Monte, West Athens and Wilmington) in LA County that have faced historic disenfranchisement and oppression through political, economic, social and environmental factors that aggravate chronic family stressors such as violence and poverty identified as identified in their strategic plan (Attachment A).

Other Cities / Transit Agencies Providing Emergency Food Delivery

Many other cities and transit providers have used their surplus transit vehicles and operational capacity to deliver food and essential goods to families in poverty, the disabled and elderly during the COVID-19 crisis. Locally, this includes Access Services, and the City of LA Meals on Wheels in partnership with LADOT. Throughout the US, Capital Metropolitan Transportation Authority (Cap Metro) in Austin, Texas, is working with H-E-B and the Central Texas Food Bank to provide Help-at-Home Kits to Cap Metro’s MetroAccess clients free of charge. The Regional Transportation Commission (RTC) of Southern Nevada is working with Three Square to ensure seniors will still have access to food through deliveries. Smaller transit providers are also filling in where they are needed, such as in Linn County, Iowa, where LIFTS is transporting food throughout the county to combat food insecurity. Livingston Essential Transportation Service (LETS) in Livingston County, Michigan, is working with community organizations, such as Meals on Wheels and local food pantries, to ensure meals are being delivered. In Minnesota, customers who usually book rides through the paratransit service Metro Mobility can now book “rides for supplies.” Metro Mobility customers can order groceries and other household essentials online and have a certified Metro Mobility driver pick the order up and deliver it for free.

DISCUSSION

How do the deliveries work?

Staff’s proposal would provide up to 750 deliveries a week to needy families in the First 5 LA Best Starts communities through the COVID-19 crisis. To conduct deliveries, LA Metro staff, Via, First 5 LA and partner non-profits work collaboratively to collect information about food pantry/bank distribution locations and availability and information about family residence locations. Via collects all the location data and processes it in their backend routing software to optimize the route and

pickup/delivery schedule for efficiency. The information exchange between the partners is outlined in Attachment C - Food and Essential Goods Delivery Process Flow.

Costs

An expanded emergency food and essential goods delivery service would be paid with surplus resources under the existing MOD contract that are not being utilized due to ridership declines associated with the COVID-19 crisis. The costs for delivering up to 750 deliveries per week would be up to \$35,750 monthly, plus a one-time setup cost of \$5,000 (Attachment D). Staff expects each food and essential goods delivery to cost on average \$12.15 (((\$35,750 monthly cost x 7 months + \$5,000 set-up cost) / 7 months / 3,000 deliveries per month) ; this delivery includes two trips; one pickup from a central location (food pantry or non-profit office) and one delivery to the family's home. The food and good are donated by local organizations.

The cost of delivering goods is less than the \$34 (\$17 Via one-way ride subsidy x 2) cost of taking a Via ride to a grocery store and back and comparable to the \$8.32 (\$4.16 average bus subsidy x 2) cost Metro would pay for two transit trips to the store and back.

Staff does not expect that the resources diverted to deliveries would constrain our ability to continue providing ride services due to reductions in travel demand from COVID-19. Staff estimates that the maximum expenditure on these deliveries would be up to \$255,250 if the service continues till the end of an extended contract on Jan 31, 2021. The cost for deliveries would make up approximately 14 percent of the total monthly invoice based on the April MOD service invoice.

DETERMINATION OF SAFETY IMPACT

The MOD pilot-within-a-pilot emergency food and essential goods delivery will not have any adverse safety impacts on Metro employees or patrons. It may have a positive safety benefit by reducing virus transmission risk by providing social distancing options for transit users and providing essential deliveries to patrons in a time of need.

FINANCIAL IMPACT

Impact to Budget

There is no impact to the budget, as funds are already programmed for this use and the program is expending less money than was budgeted due to less than expected ridership during COVID-19 Safer-at-Home orders limiting non-essential travel. The Board authorized \$7,434,035 for two years of MOD contract services through January 2021. More than \$4,000,000 of budgeted funds remain available. The costs for delivering up to 750 deliveries per week would be \$35,750 monthly, plus a one-time setup cost of \$5,000 (Attachment D). Staff expects that the costs estimated above are eligible for reimbursement by the CARES act and by FEMA.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Staff's recommendation supports the following goals from Metro's Strategic Plan:

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

The project increases access to Metro fixed route services with a platform that provides excellent

customer experience and shortens travel times for riders who must transfer.

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

The project provides seamless journeys and expands access to on-demand transportation to riders who use wheelchairs, do not have smart phones, or do not have the financial means to use private services.

Equity Platform Framework

The project is addressing inequity in new mobility options by providing access to people who would not otherwise be able to afford on-demand rideshare platforms like Uber and Lyft. The project allows people without smartphones or bank accounts, as well as people who use wheelchairs, to experience the benefits of on-demand mobility and seamless access to Metro fixed-route offerings. MOD is offered in low income areas and marketed to low income riders.

ALTERNATIVES CONSIDERED

The Board may choose not to extend the food and essential goods delivery to all First 5 LA communities, which would reduce projected project expenditures, but would reduce options for vulnerable families to access food and other essential goods without leaving their homes. Staff does not recommend this approach.

NEXT STEPS

Metro, Via and First 5 LA will evaluate the opportunities for food and essential goods delivery through surveys to the participating families and through an analysis of delivery service hours utilized per delivery. Staff will use guiding principles in the Understanding How Women Travel report to conduct an analysis and engage the Metro Women and Girls Governing Council to review and guide this pilot-within-a-pilot. Staff will look to baseline the goods delivery costs against industry standard costs (services like Instacart and Postmates) and evaluate if combining on-demand ride services with goods delivery in a public-private partnership model may improve the efficiency of the overall program.

Metro staff will continue to analyze Via service during the COVID-19 crisis, as well as the feasibility of exercising the CEO's authority to approve an extension of the current contract, which expires at the end of July, for an additional six months through January 2021. The service will continue to operate and provide transportation for essential workers and for essential trips. Metro staff is continuing to analyze the service and ridership levels and make adjustments as needed in order to ensure that the service continues to meet the needs of patrons during this unpredictable time, as well as to better understand how such on-demand models may fit into Metro's long term service offerings.

If extended, Staff will return to the Board with the quarterly Receive and File update on MOD in Fall 2020 to report back on on-demand rides and the progress of the food and essential goods deliveries.

ATTACHMENTS

Attachment A - First 5 LA 13 Best Start Communities

Attachment B - Best Start Emergency Food and Essential Goods Delivery Plan Letter

Attachment C - Food and Essential Goods Delivery Process Flow

Attachment D - Food and Essential Goods Delivery Budget

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Prepared by:

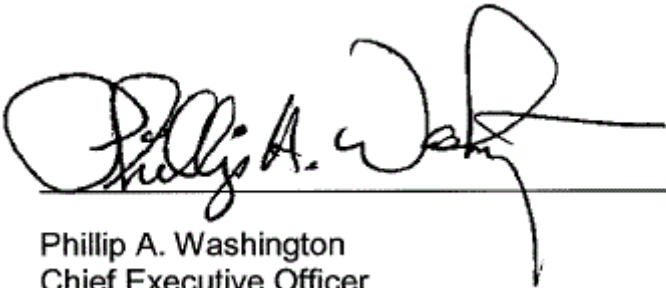
Avital Shavit, Senior Manager, Transportation Planning, OEI, (213) 922-7518

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Reviewed_By

Reviewed by:

Joshua Schank, Chief Innovation Officer, (213) 418-3345

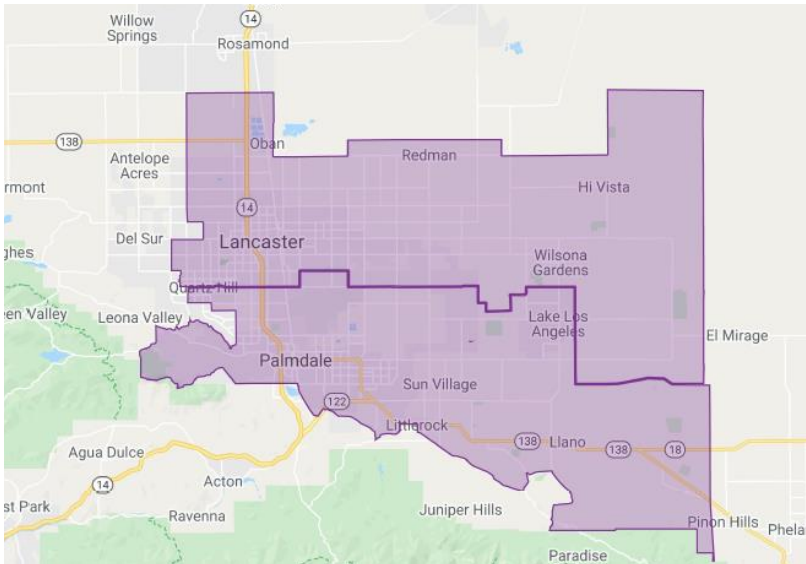
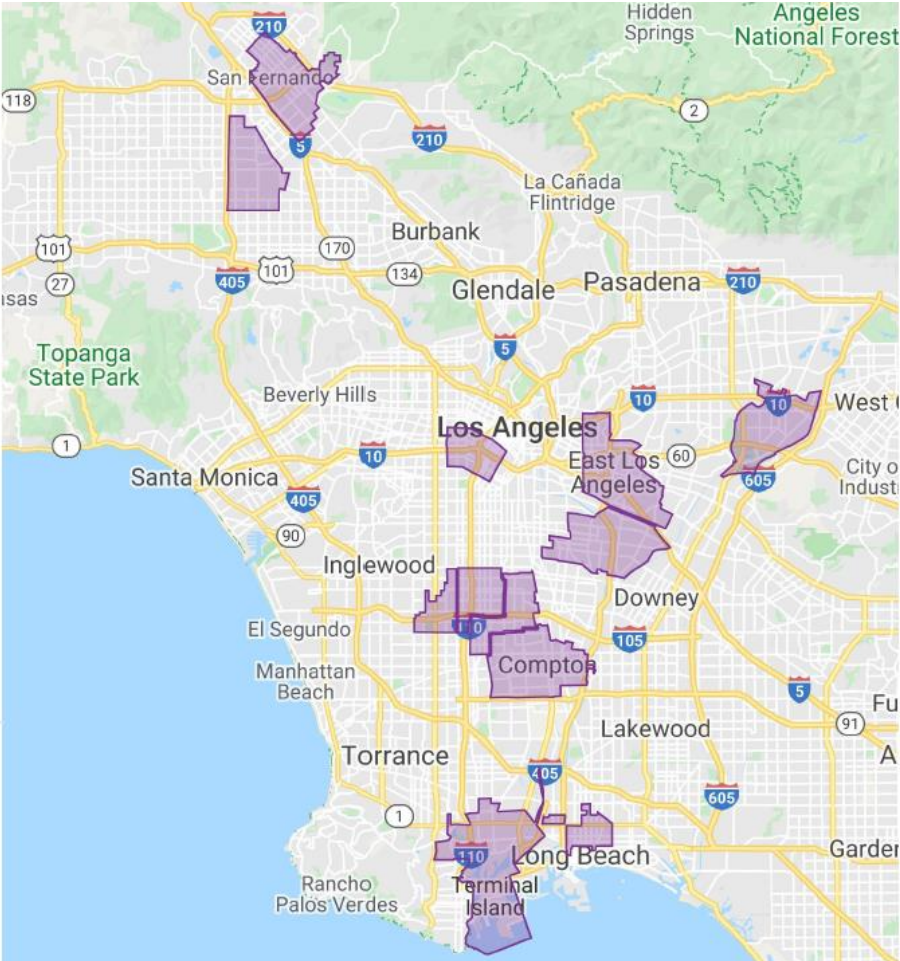


Phillip A. Washington
Chief Executive Officer

First 5 LA 14 Best Start Communities

Best Start Communities Revised Boundaries

- Central Long Beach
- Broadway Manchester
- Compton
- East LA
- Lancaster
- Metro LA
- Pacoima
- Palmdale
- Panorama City
- SELA
- South El Monte/El Monte
- Watts Willowbrook
- West Athens
- Wilmington

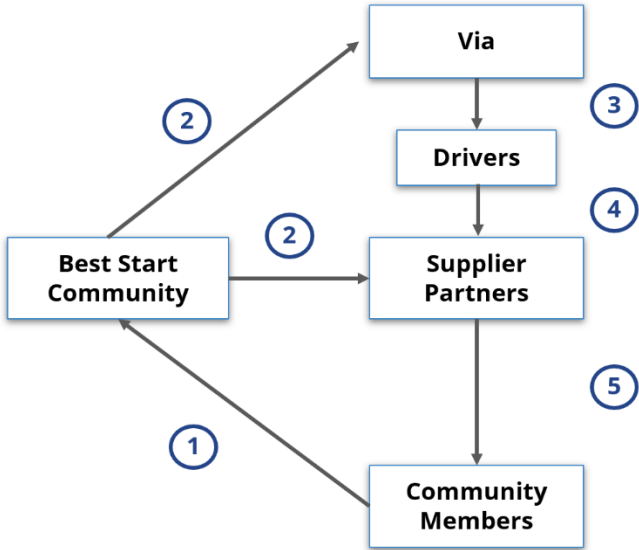


Best Start Emergency Food and Essential Goods Delivery Plan

Best Start Region	Best Start Communities	Target delivery minimum	Max Deliveries / week	Potential growth in deliveries / week	Geographic proximity To MOD Service Area	Density
Region 1 Central-East LA	Metro LA	50	275	Low	15 mins	High
	South-East LA		50	Low	10-15 mins	Medium
	El Monte		50	Low	0-5 mins	Medium
	East LA		50	Low	10-15 mins	Medium
Region 1 Karsh Center	Metro LA		25	Medium	15 mins	High
Region 2 South LA	Broadway Manchester, Watts Willowbrook, West Athens	50	15	High	5-10 mins	Medium
Region 3 San Fernando Valley	Pacoima, Panorama City	50	40	Medium	10-15 mins	Medium
Region 4 Long Beach	Wilmington, Long Beach	Estimated 50	<i>Estimated</i> 50	<i>TBD</i>	30 - 50 mins	Medium
Region 5 Antelope Valley	Palmdale, Lancaster	50	40	Medium-High	80-90 mins	Low
Total		300	595			

Food and Essential Goods Delivery Process Flow

Delivery Flow: Phase 1



1. Community members contact the Best Start Community to make delivery requests up to 24h in advance
2. Best Start Community submits delivery requests to Via and supplier partners simultaneously via the [Request Form](#)
3. During each delivery window, Via dispatches drivers to supplier partners to fulfill each request
4. Supplier partners receive Via's drivers and provide them with required packages
5. Drivers deliver packages to community members



Food and Essential Goods Delivery Budget

LA Metro | Via Food Delivery Costs |

Driver Hours (Pass-Through at Current Contract Rates):		
	Cost to Via (per driver hour)	Cost to LA Metro (per driver hour)
Standard driver hours	\$21.00	\$21.00
Accessible vehicle driver hours	\$35.00	\$35.00
One-Time Setup Costs (Discounted):		
	Cost to Via (one-time fee)	Cost to LA Metro (one-time fee)
Tech set-up	\$10,000	\$5,000
Ongoing Operational Costs:		
	Cost to Via (per week)	Cost to LA Metro (per week)
Project management / operations support	\$850	\$850
Customer support	\$700	\$350
	Cost to Via (per driver hour)	Cost to LA Metro (per driver hour)
IT hosting	\$2.50	\$2.50
Monthly Cost Simulation: 750 deliveries		
<i>Excludes tech-set up fees</i>		Cost to LA Metro
Utilization assumption		2.5
Number of packages		750
Number of driver hours / week		300
Driver hour costs		\$27,300
Driver hour costs (IT hosting)		\$3,250
Project management / operations support		\$3,683
Customer support		\$1,517
Total		\$35,750
Month	Monthly Invoice for deliveries	Deliveries
July	\$40,750	3000
August	\$35,750	3000
September	\$35,750	3000
Oct	\$35,750	3000
Nov	\$35,750	3000
Dec	\$35,750	3000
Jan	\$35,750	3000
Total	\$255,250	21000
Cost per delivery	\$12.15	
April Total Invoice (not including food delivery from May)	227,408.34	
Average Monthly Cost for deliveries	\$31,906	
% of monthly invoice	14%	



Board Report

File #: 2020-0387, File Type: Informational Report

Agenda Number: 30.

EXECUTIVE MANAGEMENT COMMITTEE JUNE 18, 2020

SUBJECT: OFFICE OF THE INSPECTOR GENERAL REPORT ON ASSET VALUATION FOR ADVERTISING, SPONSORSHIP, AND OTHER REVENUE OPPORTUNITIES

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Report by the Office of Inspector General of Metro's Asset Valuation for Advertising, Sponsorship, and Other Revenue Opportunities

ISSUE

The LACTMA (Metro) Office of the Inspector General (OIG) prepared through its consultant the Superlative Group, an assessment 1) of the potential use of Metro resources to obtain revenue through sponsorship and advertising, on fare media TAP cards; and 2) an asset inventory and valuation of LACTMA-controlled lines, facilities and other assets that could be made available to generate revenue through naming rights, corporate sponsorships or other methods for the Board's consideration. The Study is attached to this report. The estimated values in the Study are based on pre-Covid 19 era circumstances.

BACKGROUND

The OIG conducted an Opportunity Assessment / Audit Universe Program in FY 2019. This is a Program where we consider "opportunities" to carry out Board objectives and positive, pro-active, creative methods to carry out our duties to identify fraud, waste or abuse. This includes identification of any waste by nonuse of a resource at its highest and best use for the public benefit. During that Program we identified a review of our assets for advertising, station sponsorship, and other potential revenue opportunities as a Project.

Metro is unique among the nation's transportation agencies. It serves as transportation planner, coordinator, designer, builder and operator for one of the country's largest, most populous counties, Los Angeles. More than 10 million people - nearly one-third of California's residents - live, work, and play within its 1,433-square-mile service area. This diversity and Metro's extraordinary real estate holdings and other assets presents a wealth of alternative opportunities for naming rights and advertising methods. Metro does have an advertising program already for its bus and rail system but it is limited in scope and might benefit from having a current assessment of the value of each

segment of the system, or consideration of the value of unexploited segments that don't currently exist like public restrooms if placed on our property along our system.

TAP CARDS

Metro uses a plastic Transit Access Pass (TAP) card for patrons/riders to ride its transit system as fare media. Patrons pay \$2 for a new TAP card and the card can be reloaded/reused. Each TAP card is uniquely identified by a serial number.

Metro has broached advertising on its cards, such as in a partnership with the Los Angeles Football Club (LAFC, a professional soccer team), when it issued a limited-edition LAFC-branded TAP card. Metro also periodically issues commemorative and special event TAP cards on a limited basis, in addition to regular TAP cards. Currently Metro does not have an ongoing program to sell advertisements on the TAP cards or its card vending machines.

The OIG engaged in discussions and received assistance from the Metro TAP and Communications Departments to receive their input and conduct preliminary research. We found that the New York City Metropolitan Transportation Authority sells advertising on their Metro Cards. They first sold space on the back of the cards and then began offering space on both sides of the cards in 2012. Companies can purchase advertising on the back only or on both sides, printed in a 4-color process. The advertisers may target up to 10 stations for sale at station booths, vending machines and retail outlets, either by location or by lines. The OIG consultant also conducted research and found that the advertisers may advertise on 50,000 up to 2 million cards on each run for the back only, and up to 5 million cards for both sides; the larger the run, the lower the cost per card. The rates are \$.21 to \$.51 per card for the back, and \$.25 to \$.45 per card for both sides.

The useful life of a TAP card is generally a maximum of 10 years, so advertising a short term product (like a coupon only good for 90 days on a card) is not the most viable option, however an option like a discount from a county wide retail chain continuing until the program ends at participating stores, is a common parameter that could be more viable.

STATIONS AND OTHER ASSETS

With the construction and opening of new service lines anticipated in the future, now appeared to be an appropriate time to re-review and re-strategize concerning advertising and sponsorship opportunities, with an eye towards consistency, modernization, effective information distribution, and equitable monetization across the system as it is evolving and as warranted by the specifics of the location and its circumstances. To ensure there is no waste of an agency asset we determined to assemble for the Board's consideration an assessment of the Metro system for potential advertising, sponsorship and other options for revenue from a holistic agency wide perspective. We think the Covid 19 circumstances makes this analysis even more critical and relevant to Metro needs, though the estimated values are likely affected in the short term.

We recognize that some advertising can undermine our branding, be unattractive in appearance, or be off-putting to riders and that Board Members are concerned about these and other factors. However, the Board has consistently instructed staff not to fail to bring forward information and ideas for its consideration based on an assumption that the Board will not be interested in a

particular proposal. That deprives the Board of the opportunity to discuss matters in changing times and make those decisions.

DISCUSSION

The OIG hired the Superlative Group, a company with experience in advertising and branding, to perform a study of the potential value of Metro assets for advertising, sponsorship, and other revenue and document the results in the attached report, in two parts: advertising on and sponsorship of (1) TAP cards, and (2) Metro's facilities and other assets.

Part I

Part I of the Study presents the feasibility and potential revenue from selling advertisements and sponsorships on LA Metro TAP cards and/or personalization on the TAP card for a fee to generate revenue for Metro.

The results of the Study indicate that sponsorship of Metro assets can provide additional revenue and in-kind support for Metro. If TAP card sponsorship is sold at the high end of the possible ranges, it is estimated to generate more than \$22.5 million over the a long term (10 years for Primary Sponsors, four weeks for advertisers), assuming a 2.6% Consumer Price Index (CPI) escalator. The consultant believes that Primary Sponsorship of the TAP Card program, rather than short term advertising, is a simpler and more valuable approach to monetization of the asset. The OIG believes that both options can be used with exclusive advertising for a sponsorship possibly selling at a higher rate than sponsorship with shared advertising.

Part II

Part II of the Study, is an evaluation of the feasibility and potential revenue from corporate sponsorships on Metro's expansive transit system. The consultant identified the likely revenue from sponsorships from specific Metro assets. The Study focuses on naming rights potential revenue for Metro rail system, Metro bus system, rail and bus stations, Freeway Service Patrol, Metro Bike Share, the passageways at Union Station, and Metro parking structures.

The Study shows that if rights are sold at the high end of the ranges, naming rights and corporate sponsorships for Metro assets could generate more than \$665 million over the long term, assuming inclusion of a 2.6% CPI escalator for each deal. Long terms are 25 years for rail and bus lines, and 10 years for rail/bus stations, and other assets. These estimates may be impacted in the short term based on the magnitude of Covid 19 circumstances that were unanticipated at the time of the Study.

FINANCIAL IMPACT

Receipt and file this report will have no financial impact. Adoption of the programs as suggested by the Study could generate significant revenue for the agency after recovery from the Covid 19 era.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The information in this Report supports Metro's strategic goals of good governance and fiscal responsibility (goal # 5)

NEXT STEPS

The OIG recommends that Metro management:

- Review the OIG Report;
- Listen to the comments and concerns of the Board relative to any advertising or sponsorship programs that might be adopted in response to the Report: and
- Consider moving forward to implement new robust and innovative advertising programs that maximize revenue opportunities tempered by the Board's concerns and direction to staff.

ATTACHMENTS

Attachment A - OIG Asset Valuation for Advertising, Sponsorship, and Other Revenue Opportunities

Prepared by: John Metcalf, Retired Sr. Auditor
Yvonne Zheng, Sr. Manager, Audit, (213) 244-7301
George Maycott, Acting Sr. Director, I.G. Audits, (213) 244-7310

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

**Los Angeles County
Metropolitan Transportation Authority
Office of the Inspector General**

**Metro Asset Valuation Study
Advertising, Sponsorship, and Other
Revenue Opportunities**

Report No. 20-AUD-10


June 9, 2020





Metro

DATE: June 9, 2020

TO: Metro Board of Directors 

FROM: Karen Gorman, Inspector General, Office of the Inspector General

SUBJECT: Final Report on Metro Asset Valuation Study for Advertising, Sponsorships and Other Revenue Opportunities (Report No. 20-AUD-10)

The Office of the Inspector General (OIG) commissioned a consultant, The Superlative Group, to perform a study and assessment of (1) potential use of Metro resources to obtain revenue through sponsorship and advertising on fare media TAP cards; and (2) an asset inventory and valuation of Metro controlled lines, facilities and other assets that could be made available to generate revenue through naming rights, corporate sponsorships or other methods for the Board's consideration. The estimated values in the study are based on pre Covid-19 pandemic circumstances.

The study Consultants made recommendations such as:

1. Metro should consider a holistic sponsorship program for TAP Card assets in lieu of individual advertising campaigns.
2. An advertising and sponsorship program should bundle assets. Benefits could include recognition on:
 - TAP cards;
 - physical ticket vending machines and assets (e.g., digital screens, readers);
 - Metro website, social media accounts and mobile app (once launched),
 - maps and schedules, bus and rail vehicles, Freeway Service Patrol vehicles, stations, bikeshare vehicles, and parking lots; and
 - public toilets, open real estate holdings, and fare media wear.
3. TAP Card personalization could be offered for a fee. TAP Cards are already personalized for a fee but revenue is captured by third parties.
4. Metro Board should consider if it wishes to monetize system assets via naming rights and/or corporate sponsorships. Due to the number of potential opportunities, there will be a need to prioritize opportunities, based on the estimated revenue potential and most saleable opportunities. The Consultant recommends that Metro prioritize opportunities as follows:

Priority Opportunities:

- 1) Metro rail lines;
- 2) Metro bus lines;
- 3) Freeway Service Patrol;
- 4) Metro stations; and
- 5) Metro Bike Share.

Second Tier Opportunities:

- 6) Passageway at Union Station;
- 7) Public restrooms; and
- 8) Parking garages.

A Program to monetize through advertising and naming sponsorships could generate as much as \$665 million over 25 years for Metro (based on pre Covid-19 era economy and assumed post Covid-19 era recovery).

Any proposed Program from Metro management should temper monetization with the concerns of the Board about such a program such as appearance, confusion on branding, and negative customer responses as well as risks including costs, reputation, and legal impacts.

We appreciate the assistance provided by Metro staff during this review. I am available to answer any questions the Board Directors may have regarding this report.

CC: P. Washington, Metro Chief Executive Officer



Metro

Interoffice Memo

Date June 4, 2020

To Karen Gorman, Inspector General

From Yvette Rapose, Chief Communications Officer

Subject LACMTA Asset Valuation Study – Communications Response

This memo serves as Communication's response to the Office of Inspector Generals' report: *LACMTA Asset Valuation Study, section C Schedule of Report Findings and Recommendations, Recommendation #6:*

Draft asset list that Metro and its leadership would be willing to monetize via Naming Rights and/or Corporate Partnerships. Assets could include:

- *Metro Rail*
 - *Metro Bus*
 - *Stations*
 - *Freeway Service Patrol*
 - *Metro Bike Share*
 - *Passageway at Union Station*
 - *Public restrooms*
 - *Parking garages*
1. Marketing will reach out to stakeholder departments and executive management for each asset type to gauge interest, feasibility and provide a comprehensive asset list.
 2. Staff will also provide an overview of the administrative process and needs in order for the agency to execute a corporate sponsorship program, including but not excluding – a new or revised agency policy, evaluate business models and contract options, program timeline and staff support.
 3. Marketing will report to the Board in August 2020 with asset report and program update.

From: Sutton, David <SuttonD@metro.net>

Sent: Friday, June 5, 2020 3:50 PM

To: Rapose, Yvette <RAPOSEY@metro.net>; Zheng, Yvonne <ZhengY@metro.net>; Lee, Nadine <LeeN@metro.net>; Ahuja, Nalini <AhujaN@metro.net>

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Subject: Re: Correction of Report Number: Report on LACMTA Asset Valuation Study 05.28.2020

Hi Yvonne, here are the comments from Finance:

Response to Audit Report on Advertising at Metro:

- There are many opportunities to consider in this audit. To move forward with the recommendations, Metro should conduct a cost/benefit analysis that include internal costs and program management.
- Since the TAP card is good for 10 years all ads should be evergreen. Topical ads with promotional dates are not appropriate.
- The TAP card is regional and the 25 Municipal Operators must be included in advertising policies, approvals and revenue opportunities.
- TAP has a vendor network of about 1400 stores that sell TAP, including, many large grocery, drug and chain stores. Advertising by sponsors that are rivals to these stores is problematic.
- TAP has already planned for sponsorship within the TAP app. It is a joint sponsorship agreement at no cost to Metro that was built into our contract with the mobile app vendor.
- TAP produces commemorative cards that have a 100% sell-out. The audit compared this favorable sales history to advertising sales, however, these commemorative cards are not commercially-branded and typically celebrate holidays or other public events that Metro supports.
- Several times the audit states that there is no current benchmark for a program like this. In TAP's dialog with sister transit agencies, the reason is because the costs exceed the benefits.

THE SUPERLATIVE GROUP



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Los Angeles County Metropolitan Transit Authority (LACMTA)

Asset Valuation Study Advertising and Sponsorships

TAP CARDS, STATIONS AND OTHER REVENUE OPPORTUNITIES

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1 Executive Summary

1.1 Introduction

In December 2019, the Office of the Inspector General (“OIG”) for the Los Angeles County Metropolitan Transit Authority (“LACMTA” or “LA Metro”) commissioned The Superlative Group (“Superlative”) to conduct an LA Metro assets valuation study that would comprehensively assess the potential revenue to be realized through sponsorship, advertising and card personalization campaigns related to its Transit Access Pass (“TAP”) program, in addition to a full asset inventory and valuation of LACMTA-controlled lines, facilities and other assets that could be made available to generate revenue through Naming Rights and Corporate Sponsorships. This report, subject to review and approval by LACMTA personnel, OIG and the agency’s Board of Directors, presents the detailed results from Parts I and II of Superlative’s assignment:

- I. To determine the feasibility of a TAP Card advertising and personalization program, including relevant industry benchmarks, further modified following Superlative’s initial site visit(s) to include sponsorship or underwriting program revenue potential at the direction of OIG; and
- II. To evaluate LA Metro’s expansive transit system and develop a monetary valuation and strategy for sponsorship revenue generation.

Superlative’s assets valuation study determined that Naming Rights and sponsorship opportunities for LACMTA assets have the potential to generate up to \$687.5 million in total revenue over a period of 25 years (individual contract terms range between 10 and 25 years depending on the asset), assuming all assets are sold at the high end of the Fair Market Value ranges presented in this report.

1.2 Strategic Objectives of this Study

The following report satisfies Superlative’s agreement to evaluate the feasibility and potential revenue from selling advertisements on LA Metro TAP Cards and/or personalization on the TAP Card for a fee to generate revenue for LACMTA. Specifically, the objectives of Part I are to:

- A. Determine the feasibility of selling advertisements on TAP Cards and/or personalization of TAP Cards for a fee. TAP cards have specific information on the back of the cards for information and serial numbers.
- B. Research industry best practices, both in the United States and internationally, for selling advertisements or personalization on TAP Cards for a fee, including but not limited to best practices for transit card advertising and payment options (e.g., mobile applications, “pay wallets”, etc.).
- C. Estimate the revenue potential through the sale of TAP Card advertisements and/or card personalization for a fee.
- D. Determine next steps needed to implement the sale of advertisements and/or personalization on LA Metro TAP Cards.
- E. Research industry best practices for selling advertising on LA Metro Tap Card vending machine screens.
- F. Research best practices for selling advertising on the LA Metro mobile application for use with TAP Cards.
- G. Provide guidance on whether LA Metro would likely encounter dissatisfaction from customers, create confusion or experience other negative aspects of selling advertising on TAP cards, and how Metro might mitigate these circumstances.

This report also satisfies Superlative’s agreement to evaluate the feasibility and potential revenue from corporate sponsorships on LA Metro’s expansive transit system. Specifically, the objectives of Part II are to conduct asset reviews and develop monetary valuations of potential sponsorship revenue. This report focuses on the potential Naming Rights revenue for the assets on the following page:

1. Metro bus system;
2. Metro rail system;
3. Metro bike system;
4. Property; and
5. Microtransit and other non-revenue vehicles.

1.3 Background & Methodology

Sports and entertainment venues have traditionally attracted the highest value Naming Rights and sponsorship agreements, because they allow corporate partners to reach substantial markets beyond venue attendees. However, the revenue-generating benefits of Naming Rights and corporate sponsorships have become increasingly prevalent in a wide range of sectors:

- Public transit systems;
- Bike share programs;
- Roadside assistance programs; and
- Adopt-a-highway programs.

Naming Rights and other corporate partners can benefit from greater awareness, wider reach and better engagement through sponsorship marketing as compared to traditional advertising; Naming Rights in particular provides the opportunity for the partner's name to be featured anywhere and everywhere that the venue and its activities are mentioned (e.g., on exterior signage and within the venue, but also through newspapers, posters, schedules, magazines and websites). Activation of Naming Rights and corporate partnership programs serves a dual purpose by merging private and public funds to create new revenue streams while building private and public sector brands in a manner that reflects the stability and values of the community, its people and its goals for the future.

The Superlative Group Valuation Methodology has been developed over time and through our experience of securing revenue-generating opportunities for clients across the United States and Europe. Superlative uses a combination of impressions-based valuation of media exposure and benchmarking to generate valuations that will form the opening negotiating position with target companies during the sales process.

1.4 Revenue Potential

A wide range of factors impact the revenue potential from a sponsorship agreement, including:

- Signage size and design;
- Signage location and visibility;
- Demand and competition for advertising space;
- Population and demographics; and
- Restrictions placed on signage by City, County and/or State Ordinances.

These factors are discussed in further detail in Section 3. This section also provides an overview of the proposed quantitative benefits and valuation assumptions for consideration by the LACMTA project team.

TAP Card Revenue Potential

Table 1.4.1 on the following page provides an overview of the key findings from the TAP Card sponsorship and advertising valuation:

Table 1.4.1

Asset	TAP Card Program
Annual Value	Option A (Recommended): Primary Sponsor: \$1.5 million - \$2.0 million Option B: Advertising Program: \$400,000 - \$750,000
Terms	10 years for Primary Sponsor Four weeks for advertisers
Total Revenue Potential ¹	Primary Sponsor: \$22.5 million Advertising Program: \$7.5 million
Target Categories	All categories: identified by size and marketing budget

Option A: Sponsorship Revenue Potential (Recommendation 1)

The Superlative Group proposes a value range of \$1.5 million to \$2.0 million per annum for Primary Sponsorship of the TAP Card program. Superlative recommends LACMTA pursue this option and target entities at the top of this value range, over a proposed term of 10 years. Assuming inclusion of a CPI escalator of 2.6%, this opportunity could generate between \$16.9 million and \$22.5 million over the life of the term. **(Recommendation 5)**

Option B: Advertising Revenue Potential

Alternatively, The Superlative Group estimates a four-week TAP advertising campaign could generate \$100,000 to \$125,000 for LACMTA. Assuming an estimated four to six campaigns per year, this opportunity could generate between \$400,000 and \$750,000 per annum, or maximum revenues of \$7.5 million over a period of 10 years.

Please refer to Section 1.5 below for more details on Superlative's recommended course of action.

Naming Rights and Sponsorship Revenue Potential

Table 1.4.2 below and on the following page provides an overview of the key findings of the transit valuations, all including a 2.6% CPI escalator over the life of the term²:

Table 1.4.2

Rail and Bus Lines	Value Per Annum		Total Over Term (25 years)	
	Low	High	Low	High
A Line	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
B Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
C Line	\$2,000,000	\$2,750,000	\$69,207,355	\$95,160,113
L Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
D Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
E Line	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
G Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
J Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
Dodger Stadium Express	\$250,000	\$500,000	\$8,650,919	\$17,301,839
LAX FlyAway	\$150,000	\$300,000	\$5,190,552	\$10,381,103
TOTALS	\$7,400,000	\$12,550,000	\$256,067,213	\$434,276,150

¹ Revenue potential shows the top of each value range over the proposed term, assuming an annual CPI escalator of 2.6%

² For rail and bus lines the suggested term is 25 years. For stations and other assets, the suggested term is 10 years. In regard to Los Angeles hosting the 2028 Summer Olympics, a potential sponsorship agreement would include that year in its term. The Los Angeles area will see a large increase in visitors, and it is safe to assume LACMTA ridership will rise accordingly. However, when looking at a 10 to 25-year term, the approximately one-month spike in impressions is not a major factor when developing the value over that length of time.

Rail and Bus Stations	Value Per Annum		Total Over Term (10 years)	
Metro Station	Low	High	Low	High
Civic Center/Grand Park	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Pershing Square	\$250,000	\$500,000	\$2,813,732	\$5,627,464
7th Street/Metro Center	\$1,500,000	\$2,000,000	\$16,882,393	\$22,509,857
Pico	\$250,000	\$500,000	\$2,813,732	\$5,627,464
TOTALS	\$2,250,000	\$3,500,000	\$25,323,589	\$39,392,249

Additional Stations	Value Per Annum	Value Over Term (10 years)	Quantity	Grand Total Potential
Tier 1: Highway Stations	\$250,000	\$2,813,732	21	\$59,088,372
Tier 2: Gold (Stations near Major Roadways)	\$100,000	\$1,125,493	24	\$27,011,832
Tier 3: Silver (Stations near Smaller Roadways)	\$50,000	\$562,746	70	\$39,392,220
TOTALS	\$400,000	\$4,501,971	115	\$125,492,424

Other Metro Assets	Value Per Annum		Total Over Term (10 years)	
Metro Asset	Low	High	Low	High
Freeway Service Patrol	\$2,000,000	\$3,000,000	\$22,509,857	\$33,764,786
Metro Bike Share	\$500,000	\$1,000,000	\$5,627,464	\$11,254,929
Passageway at Union Station	\$200,000	\$300,000	\$2,250,986	\$3,376,479
Public Restrooms	\$150,000	\$250,000	\$1,688,239	\$2,813,732
Sierra Madre Villa Parking	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Atlantic Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
Irwindale Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
APU/Citrus Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Arcadia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
La Cienega/Jefferson Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Monrovia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Willow Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Expo/Sepulveda Parking	\$25,000	\$50,000	\$281,373	\$562,746
TOTALS	\$3,525,000	\$5,850,000	\$39,673,621	\$65,841,333

1.5 Conclusions and Recommendations

TAP Card Program

Transit ticketing technology is evolving rapidly on an industry-wide scale. As such, Superlative was able to find current benchmarks that demonstrate advertising on physical transit passes, but which are not a significant source of revenue for any transit agency, and therefore not a viable means of generating substantial revenue from corporate partners for LACMTA.

More importantly, LACMTA's TAP Operations Department, operations and other personnel have expressed concern about the perception of over-branding or corporatizing LACMTA assets from the general public. Therefore, a TAP Card advertising program is not the recommended solution. One of Superlative's best practices for transit pass advertising revenue generation, which can be found in Section 5 of the following report, states that in order to achieve financial success from an advertising program, LACMTA would need to launch multiple campaigns per year with various partners.

The limited revenue potential, complicated logistics and risk of negative public perception justify our recommendation that Primary Sponsorship of the TAP Card program is a simpler and more valuable approach to monetization of the asset (**Recommendation 1**).

Naming Rights and Sponsorship

Due to the number of potential opportunities, should LACMTA decide to pursue Naming Rights and corporate sponsorship to transit assets, there will be a need to prioritize opportunities, based on the estimated revenue potential and most saleable opportunities. Superlative recommends that LACMTA prioritize opportunities as follows (**Recommendation 6**):

Priority Opportunities

- i. Metro Rail Lines;
- ii. Metro Bus Lines;
- iii. Freeway Service Patrol;
- iv. Metro Stations; and
- v. Metro Bike Share.

Second Tier Opportunities

- vi. Passageway at Union Station;
- vii. Public Restrooms; and
- viii. Parking Garages.

2 Introduction

2.1 LACMTA³

General Overview

Founded in 1993, the Los Angeles County Metropolitan Transit Authority (“LACMTA”, “LA Metro”) serves as the transportation planner and coordinator, designer, builder and operator for Los Angeles County. LACMTA’s service area encompasses more than 1,433 square miles and more than 9.6 million residents, nearly one-third the entire population for the State of California. LA Metro’s annual operating budget exceeded \$6.6 billion in FY2019; agency staff included nearly 10,000 full-time employees. System-wide, LACMTA served more than 29 million riders in 2019.

Mission, Vision and Values

LACMTA’s mission is “to provide a world-class transportation system that enhances quality of life for all who live, work and play within LA County”. LACMTA’s vision is comprised of three main elements:

- Increased prosperity for all by removing mobility barriers;
- Swift and easy mobility throughout LA County, anytime; and
- Accommodating more trips through a variety of high-quality mobility options.

Values identified by LA Metro include the following:

- **Safety.** LA Metro commits to ensure that its employees, passengers and the general public’s safety is always its first consideration.
- **Service Excellence.** The agency commits to provide safe, clean, reliable, on-time, courteous service for its clients and customers.
- **Workforce Development.** LA Metro commits to making the agency a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility.** LA Metro commits to manage every taxpayer and customer-generated dollar as if it were coming from its own pocket.
- **Innovation and Technology.** The agency actively participates in identifying best practices for continuous improvement.
- **Sustainability.** LA Metro commits to reduce, re-use and recycle all internal resources and reduce greenhouse gas emissions.
- **Integrity.** LACMTA commits to rely on the professional ethics and honesty of every employee.
- **Teamwork.** LA Metro commits to actively blend individual talents to achieve world-class performance and service.

Transit Infrastructure

The following tables provide an overview of LA Metro’s bus, rail, vehicle and other service assets, including relevant metrics for each, where available.

Figure 2.1.1: Bus Service

Feature/Asset	Amount
Bus Stops	13,978
Square Miles in Service Area	1,479
Number of Bus Routes (Directly Operated and Contracted)	165
Total Metro Bus Fleet	2,308

³ Source: www.metro.net. Retrieved February 7, 2020. This data may have changed since the publishing of this report.

Figure 2.1.2: Rail Service

Feature/Asset	Amount
Stations	93
Miles of Service	98
Service Lines	4 Light Rail, 2 Subway

Figure 2.1.3: Bicycle Assets (Miles)

Feature/Asset	Amount
Bike Routes/Signage	609 miles
Bike Lanes	1,053 miles
Bike Paths	346 miles

Figure 2.1.4: Car Service

Feature/Asset	Amount
High Occupancy Vehicles - Carpool Lanes	
Length in miles	219
Lane miles in both directions	539
Metro Freeway Service Patrol	
Number of Tow Truck Beats	43
Number of Tow Trucks on Patrol	149
Number of Freeway Miles Served	475
Number of Motorists Assisted Monthly (Average)	25,000
Number of Motorists Assisted Annually	300,000
Motorists hours saved annually from sitting in traffic	9.4 million
Gallons of fuel savings annually	16.2 million
Emissions reductions annually	150 million kilograms
Annual Budget	\$33 million

2.2 Los Angeles County

Introduction

Established in 1850, Los Angeles County is one of California's original 27 counties. It is one of the largest counties in the United States, covering a geographic area of 4,084 square miles, and has the largest population of any U.S. county in the nation: more than 10 million residents who account for approximately 27 percent of California's population. As a subdivision of the state, the County is charged with providing numerous services that affect the lives of all residents, including law enforcement, tax collection, public health protection, public social services, elections and flood control.

Contextual Relevance to Rail Transportation

Historically, Los Angeles County played an important role in coast-to-coast railroad development. The Southern Pacific completed its Los Angeles route in 1880, followed by the Santa Fe Railroad in 1886. The railroads' long-term growth plan included acquiring sizeable Los Angeles land holdings and subsequently promoting tourism and city development to attract investment, raise land values and increase the value of railroad shipments in the wake of the "Go West" campaign collapse toward the end of 19th century, during which many landowners went broke and fled the area at a rate of nearly 3,000 people per day. As a result, the population of Los Angeles increased fivefold from about 11,000 in 1880 to around 60,000 in 1890.

Demographic Information

In 2020, more than 10.4 million people live in Los Angeles County, residing in 88 cities and approximately 140 unincorporated areas. The County maintains its reputation as an industrial and financial giant and is one of the most cultural and ethnically diverse communities in the world.

Los Angeles County demographics are based on 2018 U.S. Census Bureau statistics:

Sex:

Male:	49.3%
Female:	50.7%

Age by Year:

Under 15:	18.0%
15 – 19:	6.2%
20 – 24:	6.9%
25 – 34:	16.3%
35 – 44:	13.6%
45 – 54:	13.3%
55 – 64:	12.0%
65+:	13.6%

Annual Household Income:

Below \$10,000:	6.1%
\$10,000 – 24,999:	15.1%
\$25,000 – 49,999:	20.9%
\$50,000 – 74,999:	16.4%
\$75,000 – 99,999:	11.8%
\$100,000 or above:	29.7%

Ethnic Background:

Caucasian/White:	25.9%
Af. American/Black:	7.8%
Hispanic/Latino:	48.6%
Am. Indian/Alaska Native:	0.2%
Asian:	14.6%
Hawaiian/Pacific Islander:	0.3%
Other:	0.3%
Two or more races:	2.4%

2.3 Key Statistics⁴

- Los Angeles County Population: 10.4 million
- Metro.net Total Page Views (SimilarWeb): 14.3 million
- LACMTA Social Media Followers: 279,098
 - Twitter: 105,400
 - Facebook: 85,894
 - Instagram: 50,700
 - YouTube: 19,200
 - LinkedIn: 17,904
- GoMetro Monthly App Users: 37,300
 - iOS: 28,000
 - Android: 9,300
- Number of Metro Employees: 10,000
- Number of LACMTA TAP Cards produced annually: 1,000,000
- Number of Ticket Vending Machines (entire system): 487
 - A Line: 73
 - B Line: 91
 - C Line: 58
 - E Line: 74
 - G Line: 69
 - J Line: 18
 - L Line: 98
 - Customer Centers: 4
 - Regional Ticket Vending Machines: 2
- LACMTA Annual Ridership (2019, Bus and Rail): 370,480,743
 - Major Service Lines:
 - A Line: 8,905,140
 - B Line: 41,775,490
 - C Line: 9,131,806
 - G Line: 15,090,394
 - E Line: 18,269,068
 - G Line: 6,714,108
 - J Line: 5,209,169
 - Dodger Stadium Express: 377,180
- LACMTA Internal Email List: 11,000
- LACMTA External Emails sent in 2019: 4,000,000
- Metro Bus
 - Bus Stops: 13,978
 - Service Area: 1,479 square miles
 - Number of Bus Routes: 165
 - Total Fleet: 2,308
- Metro Rail
 - Stations: 93
 - Miles of Service: 98
 - Number of Lines: 6
 - Annual Service Miles: 8,601,897
- Freeway Service Patrol
 - Number of Tow Truck Beats: 43
 - Number of Tow Trucks on Patrol: 149
 - Number of Freeway Miles Served: 475
 - Number of Motorists Assisted (monthly): 25,000

⁴ Circa May 2020. Obtained through information provided by LACMTA, public LACMTA-owned assets (e.g., www.metro.net) and through original research. A full list of these sources, including dates and other information, can be found in Appendix A.

- Metro Bike Share
 - Ridership: 2,500,000
 - Members: 20,000
 - Stations: 274
 - Bicycles: 4,000

3 Background & Methodology

3.1 Introduction

History of Naming Rights

Sports and entertainment venues and organizations have historically attracted the highest values for sponsorship agreements because of the potential for Corporate Partners (see “Definitions” in Appendix A) to reach millions of people over and above venue attendees. In recent years, Superlative has been working to expand the traditional scope of Naming Rights and Corporate Sponsorships to include a large number of new industries and organizations. Transit agencies, convention centers, theatres and municipalities are increasingly turning to the private sector to help fund public services and overcome shrinking budgets via Naming Rights sales.

Naming Rights and Sponsorship in the Transport Sector

As Corporate Partners have realized that they are able to reach millions of people through naming transit stations and lines, the concept for Naming Rights in a transit context has become increasingly common. Transit Authorities routinely turn to Naming Rights of either stations or entire transit systems as a means of maximizing non-fare revenue opportunities.

In 2008, the Greater Cleveland Regional Transit Authority (GCRTA), through The Superlative Group, secured a 25-year Naming Rights agreement with two local hospitals for the Bus Rapid Transit Line (Euclid Corridor). Subsequently, in 2014, GCRTA secured a 28-year Naming Rights agreement with Cleveland State University for a new Bus Rapid Transit Line that opened in the fall of 2014, and in 2017, secured a 25-year Naming Rights agreement with Metro Health for another new BRT line. Streetcar systems in Tampa, Seattle and Portland have all benefitted from Naming Rights sales. In 2009, Barclays Bank agreed to purchase the Naming Rights to a Brooklyn subway station for \$4 million over 20 years in conjunction with a sporting arena development. Transit authorities in Los Angeles, Chicago, Oakland, Dallas, Buffalo, San Diego, Sacramento and Richmond have all commissioned Superlative to produce Naming Rights valuation reports with the intent to begin actively marketing the opportunities.

3.2 Valuation Measurement Strategies

Despite the growth of title sponsorship and Naming Rights agreements in both sporting and non-sporting contexts, establishing an objective method to value sponsorships is difficult due to the fact that many of the benefits associated with sponsorships, such as public image, do not have a physical presence and are therefore intangible. Sponsorship and Naming Rights agreements frequently differ in terms of duration, breadth of benefits available, reach and value. This is largely due to the bespoke nature of each contract and the need to predict present and future benefits, quantified in present-day dollar terms.

The most common—but insufficient—methods used to calculate Naming Rights and sponsorship valuations are:

- The Cost Method;
- The Income Method; and
- The Market Method

These are explained in further detail below.

The **Cost Method** is a time-sensitive calculation of the amount of money that must be spent to replicate the exact bundle of benefits available through a Title Sponsorship Naming Rights agreement by some other means. This approach suggests that Naming Rights can be divided into specific and separate benefits and that a quantification of their cost of purchase, external to the Naming Rights Agreement, will help both buyer and seller arrive at a mutually acceptable valuation. However, there are four issues with this method:

- i. Many of the replicated benefits will occur in the future, but individual forecasts about the present-day value of future costs or revenue cash flows are subjective and can vary widely.
- ii. No allowance or dispensation is made for the uncertainty of the future.
- iii. The Cost Method always treats the impact of impressions in the same way, regardless of their source. It does not address the variable impact of impressions from different media. To overcome this problem, conversion ratios are used, but a significant number of variables often remain.
- iv. Accounting for duplication of impressions can create variability in the valuation. The number of impressions generated is almost always higher than the total number of people reached because a percentage of individuals will receive multiple impressions, such as word of mouth impressions.

The **Income Method** compares the projected nominal income (present and future) expected to be earned from Naming Rights with the economic life or length of time that the intangible assets can expect to command a given price. An internal rate of return is then calculated to analyze the impact of alternative future scenarios upon the level and value of benefits accrued by the buyer. Hence, the income method deals more accurately with the uncertainty of the future but remains just as susceptible as the Cost Method to the subjectivity of forecasting and duplication of impressions.

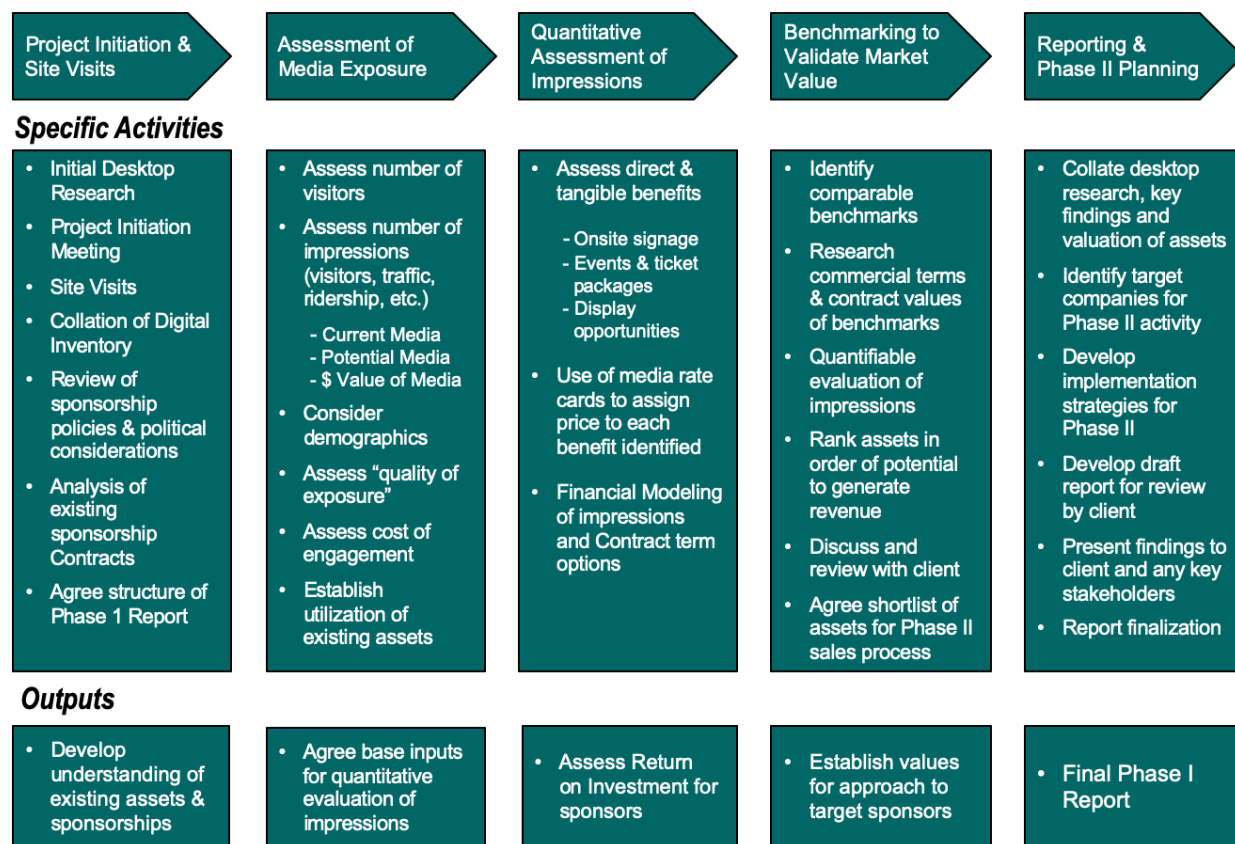
The **Market Method** assumes that a Naming Rights proposition can be valued by reference to similar transactions of Naming Rights bundles within equivalent sets of local area demographic characteristics, comparable points in time and equivalent features. This is described as the most common approach to Naming Rights valuations as the nature of Naming Rights agreements immediately calls into question the search for similar transactions. It is also considered to be a less subjective means of valuing Naming Rights agreements as it makes fewer assumptions than the Cost or the Income Method. Academic study also advocates making adjustments to valuations in order to account for comparative analysis against current market rates.

3.3 The Superlative Valuation Methodology

Due to the lack of a universally accepted valuation methodology for Naming Rights and Sponsorship valuation, The Superlative Group developed the following valuation methodology – a combination of facets of the three methods described above – based on its experience in negotiating Naming Rights Agreements.

The valuation of Naming Rights and Sponsorship opportunities is one step in The Superlative Group's marketing strategy. The diagram on the following page shows the key stages, specific activities and outputs during development of this marketing strategy:

Figure 3.3.1

Valuation Report – Key Activities**Project Initiation & Desktop Research**

The Superlative Group carried out its initial desktop research to review relevant documentation, such as financial statements and strategic plans, to gather contextual information such as major capital projects in the locality, specifics of the existing facilities, and key statistics, such as visitor numbers, drive-by traffic, media publications and hits on websites/communication channels. Our research team maintains a database that is used to compile key pricing and contractual data for all relevant Naming Rights initiatives.

Site visits were undertaken where relevant to view the assets being valued. A digital inventory of photographs and renderings is compiled for each location that is used during the valuation process and, subsequently, during development of promotional materials during the sales process. The Superlative Group gathered site maps to document key details such as number of existing signage and facility specifications. This information was used to identify commercial opportunities as part of the Phase I valuation process.

In order to understand existing sponsorship partnerships, The Superlative Group also undertook a review of all major sponsorship contracts to consider the term of existing agreements, gain an understanding of the key commercial terms and identify opportunities where existing arrangements could be improved.

Assessment of Media Exposure

Assessment of media exposure requires an understanding of the number of impressions (see “Definitions” in Appendix A) that a Corporate Sponsorship would deliver. This involves gathering traffic statistics for specific venues and consideration of impressions from roadside signage, aerial views and naming on radio

traffic updates or other media channels. Local rates were gathered in order to establish accurate local benchmarks.

With the gathered data, The Superlative Group generated an initial model of impressions. Superlative takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

- **Size** – Has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence your cost.

Sponsorship Rates

A Naming Rights buyer will typically invest in a naming opportunity based on a cost per thousand (CPM) basis (see "Definitions" in Appendix A). CPMs for Naming Rights or advertising programs vary due to location, type of media exposure and position of sponsorship space. While an average CPM for a national television advertisement may be \$28, a 30-second advertisement during the Super Bowl typically costs more than \$5 million, with CPMs in the range of \$60 - \$80. CPM values can vary considerably across the nation. As a result, The Superlative Group applies local media rates to each project.

The CPM value includes assessment of the demographics of the target audience and the quality of exposure to that audience. For example, sporting venues tend to be patronized by 18-34-year-old males, which is a "premium audience" in terms of the potential revenue for sponsors generated by this audience. Accordingly, sponsors wishing to gain exposure to this audience would target sports venues. The target demographic for other venues may be considerably different and hence, this must be taken into consideration as part of the valuation.

Unlike traditional advertising, the quality of sponsorship exposure is determined by how prevalent the sponsor's branding is during the exposure period and the impact that this placement will have on the target demographic. The Superlative Group weighs the strength of a sponsor's exposure against these CPMs when assigning values and applies reasonable discounts because most sponsorship branding contains a sponsor's name or logo, but not straight advertising messages.

Quantitative Evaluation of Impressions

The Superlative Group uses financial modeling to assess the dollar value of impressions from the Sponsorship and Naming Rights opportunities offered by LACMTA (e.g. signs at facilities, vehicles, and collateral). Superlative assigns a CPM-based value to each saleable asset available for naming rights or sponsorship, based on the strength and reach of exposure for a possible sponsor associated with each branding opportunity.

In developing these values, The Superlative Group uses a template financial model it has developed over time and adjusted the model to fit the saleable components. Superlative's values assume alternative contract terms and incorporate assumptions that the payments for Naming Rights would escalate annually in proportion to changes in the Consumer Price Index (CPI), which is assumed to rise at 2.6% in the state of California; these values are presented in Section 5 of this report. After calculating the media value as described above, Superlative is able to build a profile of the sponsorship value for each site.

Benchmarking to Validate Market Value

In order to negate the short falls identified above in academic commentary with regard to Naming Rights valuation, The Superlative Group identifies sector benchmarks (or comparables) for each opportunity, researching commercial and contract values.

In order to confirm that an impression-based valuation is appropriate and accurate, The Superlative Group investigated the prices paid for Naming Rights for similar properties and assets in similar markets. When evaluating benchmark comparisons, Superlative considers the prestige of each asset, likely sponsor interest, and geographic reach of each sponsorable asset. Superlative takes into account the geographic reach of a sponsorship opportunity as a whole, on a local, regional and/or national basis, but also the geographic reach of each individual asset. For example, an individual piece of signage within the interior of a property would have a local reach, while recognition on publications and/or signage within a vehicle would reach a far broader audience. Assets are then ranked in order of potential to generate revenue to establish priorities for the Phase II sales process.

4 Asset Overview

4.1 Introduction

This section of the Advertising and Feasibility Study will provide a brief overview of the LACMTA transit system and TAP Card program, in order to identify the main assets that should be considered for Naming Rights, sponsorship and advertising revenue potential. Please refer to Sections 5.2 and 8 - 12 for the Asset Database, which provides detail of the value and proposed sponsorship terms.

4.2 TAP Card Program

Overview

In February 2008, the LACMTA began to implement its contactless fare system, known as the Transit Access Pass (TAP), a plastic card imbedded with smart-chip technology that would completely replace tokens by December 2019. Both the card and the fare collection systems are manufactured by Cubic Transportation Systems, and currently account for 24 million monthly transactions (288 million annually) from more than 1.5 million passholders as of September 2018, making it one of the largest smart card systems in the United States.

In 2019, TAP Cards were sold at more than 450 retail locations across Los Angeles County and will surpass more than 2,000 locations by the end of 2020 through a partnership with InComm, a payments technology company, according to press release obtained by Superlative. TAP Cards can be used to purchase fares on LACMTA bus, rail and Metro Bike Share transportation, with plans to expand to Microtransit, Scooters, Ride-Hailing, E-Bikes, Parking and Electric Vehicle services as part of a system-wide program roll-out.

TAP Cards are accepted on 25 public transit systems in LA County, including LACMTA, the largest transportation agency in Los Angeles. This includes 99 light rail stations and 3,800 buses. A complete list of these systems can be found below.

- Angels Flight Railway
- Antelope Valley Transit Authority (AVTA)
- Baldwin Park Transit
- Beach Cities Transit
- Burbank Bus
- Carson Circuit
- Compton Renaissance Transit System
- Culver CityBus
- Foothill Transit
- Gardena GTRANS
- Glendale Beeline
- Huntington Park Transit Unlimited
- LA County Department of Public Works
- LADOT Transit
- Los Angeles World Airports (LAWA)
- Long Beach Transit
- **LACMTA**
- Montebello Bus Lines
- Monterey Park Spirit Bus
- Norwalk Transit
- Palos Verdes Peninsula Transit Authority
- Pasadena Transit
- Santa Clarita Transit
- Santa Monica Big Blue Bus
- Torrance Transit

Fees

Purchase of each TAP Card includes a \$2 new card acquisition for riders. The program offers daily, weekly and monthly passes as well as the option for stored value to consumers that ride infrequently. TAP Card balances are protected for a \$5 administrative fee if they are lost or stolen, and value can be added at TAP vendor locations, ticket vending machines (TVMs), stations, online, by phone or set to auto-load if the value drops below a certain threshold. LACMTA offers TAP cards at a reduced rate to seniors above the age of 62, people with disabilities, college/vocational students and secondary education students. Each TAP Card has a useful life and expiration date of 10 years.

Exposure Opportunities

Corporate partners will seek to maximize their return on investment through exposure opportunities and promotion of their brand in conjunction with the TAP Card program. In addition to print recognition and other traditional media, signage exposure will be an important component of the TAP Card sponsorship valuation. This section provides Superlative's recommendations for the main sponsor recognition opportunities both within and around LACMTA lines and stations identified by the project team through the discovery process.

Ticket Vending Machines

TAP Cards are currently sold onsite in LACMTA stations, customer care centers and other LACMTA-owned facilities (Note: This list does not include retail and other non-owned TAP Card vendors) through Ticket Vending Machines (TVMs). Typically, and as expected, TVMs are placed in convenient locations, and often in groups of five, as pictured below in Figure 4.2.1. Grouped configurations, as observed by Superlative, are freestanding or embedded in walls. Most stations include standalone kiosks, pictured in Figure 4.2.2 on the following page. Static signage opportunities exist in the forms of temporary banners, freestanding signs or wrapped/branded kiosks (e.g., standalone kiosks).

Figure 4.2.1 Freestanding Group TVMs



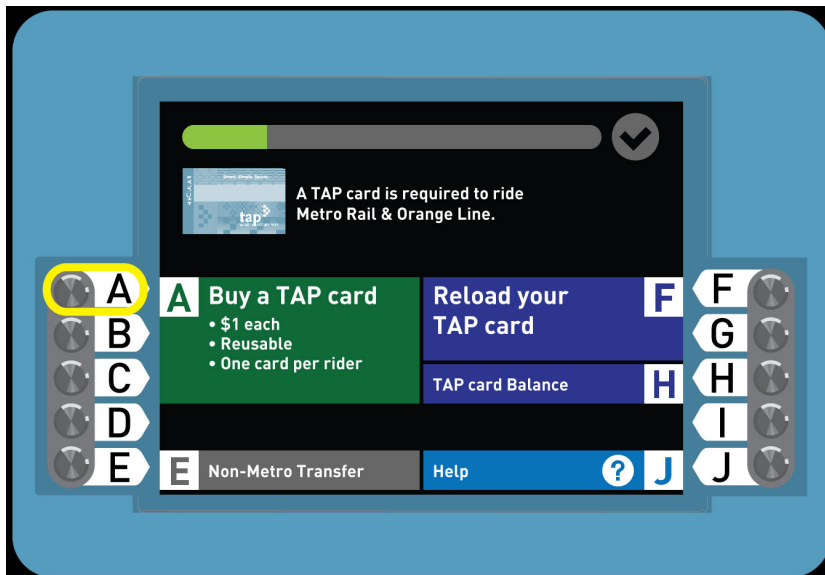
Figure 4.2.2



Pre-roll Ads on TVM Digital Displays

As described in detail below in Section 5.2, the Southeastern Pennsylvania Transit Authority (SEPTA) experimented with running pre-roll advertisements on its subway ticket kiosks. While that program proved unsuccessful, most criticism pertained to the length of the ad and lack of proper functionality. Assuming LACMTA TVMs can be properly programmed and ad length reduced to a minimum of one to two seconds maximum (more than sufficient exposure for a partner avail), their digital screens, seen below in Figure 4.2.3, present a valuable opportunity for sponsor visibility.

Figure 4.2.3 TAP TVM Digital Screen (Purchase Portal)



Locations

Based on information provided by the TAP Operations Department, Superlative was able to identify the exact location of TVMs across the LACMTA system and included the potential pool of impressions from daily riders. These impressions are weighted in Section 5.3 in order to determine the potential revenue for these assets as part of the main sponsorship opportunity for the TAP Card program. Please refer to Figure 4.2.4 below and on the following pages for a complete list of TVMs considered by this study.

Figure 4.2.4 TAP TVM Locations

Station	# of TVMs	Weekly Ridership	Annual	Potential Impressions ⁵
B Line				
Union Station	10	164,780	8,568,560	85,685,600
Civic Center	6	42,795	2,225,340	13,352,040
Pershing Square	6	77,483	4,029,116	24,174,696
7th/Metro Center	16	233,064	12,119,328	193,909,248
Westlake/MacArthur Park	7	67,234	3,496,168	24,473,176
Wilshire/Vermont	4	80,415	4,181,580	16,726,320
Vermont/Beverly	4	39,341	2,045,732	8,182,928
Vermont/Santa Monica	4	50,548	2,628,496	10,513,984
Vermont/Sunset	4	47,677	2,479,204	9,916,816
Hollywood/Western	3	48,964	2,546,128	7,638,384
Hollywood/Vine	5	67,626	3,516,552	17,582,760
Hollywood/Highland	7	87,212	4,535,024	31,745,168
Universal City	5	73,756	3,835,312	19,176,560
North Hollywood	10	174,338	9,065,576	90,655,760
C Line				
Norwalk	6	41,017	2,132,884	12,797,304
Lakewood	4	23,711	1,232,972	4,931,888
Long Beach Blvd.	4	23,905	1,243,060	4,972,240
Imperial Wilmington - MGL Portion	3	67,443	3,507,036	10,521,108
Avalon	4	20,355	1,058,460	4,233,840
I-110/Harbor	3	26,608	1,383,616	4,150,848
Vermont	4	22,921	1,191,892	4,767,568
Crenshaw	4	24,723	1,285,596	5,142,384
Hawthorne Blvd.	4	38,319	1,992,588	7,970,352
Aviation	5	43,305	2,251,860	11,259,300
Mariposa	4	13,198	686,296	2,745,184
El Segundo	5	10,023	521,196	2,605,980
Douglas	4	8,365	434,980	1,739,920
Marine/Redondo	4	11,150	579,800	2,319,200
A Line				
Pico	6	46,926	2,440,152	14,640,912
Grand	5	39,448	2,051,296	10,256,480
San Pedro	2	25,783	1,340,716	2,681,432
Washington	2	15,382	799,864	1,599,728
Vernon	3	28,039	1,458,028	4,374,084
Slauson	2	24,085	1,252,420	2,504,840
Florence	3	44,343	2,305,836	6,917,508
Firestone	3	29,941	1,556,932	4,670,796
103rd	3	32,253	1,677,156	5,031,468
Imperial/Wilmington - A Line Portion	4	107,120	5,570,240	22,280,960
Compton	4	39,166	2,036,632	8,146,528
Artesia	3	34,037	1,769,924	5,309,772
Del Amo	4	34,341	1,785,732	7,142,928

⁵ This reflects the potential number of impressions from riders, were every rider able to see every TVM at each station. As this is not the case, this "universe" of potential impressions has been weighted by Superlative's proprietary methodology (described above in Section 3) and factored into our analysis in Section 5.

Wardlow	4	16,649	865,748	3,462,992
Willow	3	37,420	1,945,840	5,837,520
PCH	3	24,973	1,298,596	3,895,788
Anaheim	4	25,899	1,346,748	5,386,992
5th St.	4	12,545	652,340	2,609,360
1st St.	4	10,094	524,888	2,099,552
Downtown Long Beach (Transit Mall)	3	7,547	392,444	1,177,332
Pacific	4	33,312	1,732,224	6,928,896
L Line				
Azusa/Citrus	2	22,095	1,148,940	2,297,880
Azusa/Alameda	4	24,643	1,281,436	5,125,744
Irwindale	4	8,810	458,120	1,832,480
Duarte	4	10,496	545,792	2,183,168
Monrovia	4	14,176	737,152	2,948,608
Arcadia	2	17,308	900,016	1,800,032
Sierra Madre Villa	4	24,310	1,264,120	5,056,480
Allen	2	18,245	948,740	1,897,480
Lake Ave.	4	22,576	1,173,952	4,695,808
Memorial Park	4	32,249	1,676,948	6,707,792
Del Mar	4	20,516	1,066,832	4,267,328
Fillmore	2	17,506	910,312	1,820,624
South Pasadena	8	19,327	1,005,004	8,040,032
Highland Park	4	26,854	1,396,408	5,585,632
Southwest Museum	2	9,193	478,036	956,072
Heritage Square	4	9,244	480,688	1,922,752
Lincoln/Cypress	4	14,974	778,648	3,114,592
Chinatown	6	20,826	1,082,952	6,497,712
Union Station - PGL Entrance	4	154,763	8,047,676	32,190,704
Little Tokyo	4	33,695	1,752,140	7,008,560
Pico Aliso	2	12,045	626,340	1,252,680
Mariachi Plaza	2	11,036	573,872	1,147,744
Soto	2	20,462	1,064,024	2,128,048
Indiana	4	17,680	919,360	3,677,440
Maravilla	4	5,330	277,160	1,108,640
East LA Civic Ctr	4	8,235	428,220	1,712,880
Atlantic	4	25,475	1,324,700	5,298,800
E Line				
23rd St.	4	27,348	1,422,096	5,688,384
Jefferson	4	22,098	1,149,096	4,596,384
USC/Expo	4	27,596	1,434,992	5,739,968
Vermont	8	45,051	2,342,652	18,741,216
Western	4	40,779	2,120,508	8,482,032
Crenshaw	4	37,071	1,927,692	7,710,768
Farmdale	4	12,750	663,000	2,652,000
La Brea	4	29,688	1,543,776	6,175,104
La Cienega	4	30,874	1,605,448	6,421,792
Culver City	5	34,622	1,800,344	9,001,720
National/Palms	2	21,403	1,112,956	2,225,912
Expo/Westwood	2	20,250	1,053,000	2,106,000
Expo/Sepulveda	4	25,761	1,339,572	5,358,288
Expo/Bundy	4	27,055	1,406,860	5,627,440
Olympic/26th	6	20,906	1,087,112	6,522,672
Colorado/17th	4	32,000	1,664,000	6,656,000
Downtown Santa Monica (Colorado/4th)	7	94,626	4,920,552	34,443,864
G Line				
North Hollywood	2	76,272	3,966,144	7,932,288
Laurel Canyon	4	11,836	615,472	2,461,888

Valley College	4	9,362	486,824	1,947,296
Woodman Ave.	4	7,696	400,192	1,600,768
Van Nuys Blvd.	4	30,691	1,595,932	6,383,728
Sepulveda	4	17,112	889,824	3,559,296
Woodley	4	6,833	355,316	1,421,264
Balboa	4	13,961	725,972	2,903,888
Reseda	4	22,592	1,174,784	4,699,136
Tampa	4	5,282	274,664	1,098,656
Pierce College	4	9,547	496,444	1,985,776
DeSoto Ave.	4	5,253	273,156	1,092,624
Canoga Ave	7	18,320	952,640	6,668,480
Warner Center (EB)	2	Data Unavailable		
Sherman Way - SB Platform	4	12,393	644,436	2,577,744
Roscoe	4	9,125	474,500	1,898,000
Nordhoff	4	5,643	293,436	1,173,744
Chatsworth	2	9,936	516,672	1,033,344
J Line				
El Monte Transit Center	6	26,943	1,401,036	8,406,216
CSULA - Pedestrian Overcrossing	1	12,864	668,928	668,928
LAC-USC Medical Center	1	2,836	147,472	147,472
37th Street	1	3,362	174,824	174,824
Slauson	1	5,361	278,772	278,772
Manchester	2	6,956	361,712	723,424
Rosecrans	2	4,756	247,312	494,624
Harbor Gateway Transit Center	4	22,984	1,195,168	4,780,672
Customer Center				
East Portal - Union Station Customer Center	1	434,531	22,595,612	22,595,612
Patsaouras Bus Plaza	1	14,229	739,908	739,908
East LA Customer Center	1	4,103	213,356	213,356
Baldwin Hills Customer Center	1	21,898	1,138,696	1,138,696
Regional TVMs				
LAX City Bus Center	1	2,647	137,644	137,644
Pico/Rimpau	1	8,023	417,196	417,196

TAP Card Readers

TAP Card readers can be found in Light Rail stations and on Metro buses. They come in three forms, as identified in Figures 4.2.5 – 4.2.8:

Figure 4.2.5 and 4.2.6 Station Validators



Figure 4.2.7 Bus Validators



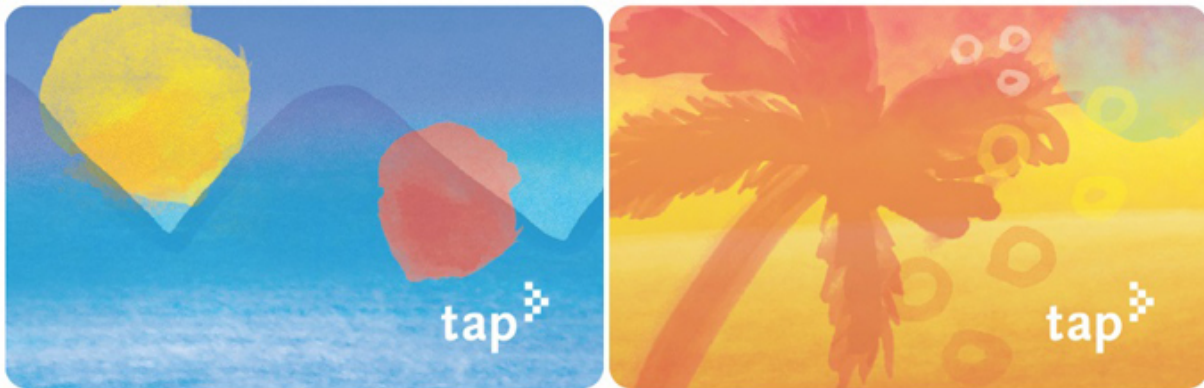
Figure 4.2.8 Bus Fareboxes



TAP Cards

TAP Cards have the same measurements as a credit or other payment card, typically 3.370" × 2.125", with an approximate thickness of 0.76 mm (1/32 in). As described below, TAP Cards can be modified in numerous ways:

Figure 4.2.9 Standard and Discounted Fare TAP Cards



In 2019, LACMTA, in partnership with the Los Angeles Football Club (LAFC), a professional soccer team, issued a first-of-its-kind limited-edition LAFC-branded TAP card. This iteration is most akin to the type of recognition that a sponsor would expect to receive as part of a holistic opportunity. Please see Figure 4.2.10 below.

Figure 4.2.10 Branded TAP Card (LAFC)



Periodically, LACMTA will issue commemorative and special event TAP cards on a limited basis. Please see Figures 4.2.11 – 4.2.13 below. Based on Superlative's due diligence, these limited-edition cards are considered collector's items and can fetch a substantial aftermarket price.

Figure 4.2.11 Limited Edition Pride Card



Figure 4.2.12 Limited Edition Obama Card (2014)



Figure 4.2.13 Limited Edition Charles White Card (2019)



Wearables

In August 2019, LACMTA began selling TAP “wearables” as an alternative to cards, including “TAP Flex”, a silicone wrist band, and “Tap Mini” key fob for \$10, both pictured below. LACMTA’s TAP Operations Department has indicated this initiative has been less than successful to date, although the program has only been active for less than a year.

Figure 4.2.14



4.3 Metro Rail System

Overview

The Metro Rail is an urban rail system serving Los Angeles County. Metro Rail currently operates over 98 miles of service and served more than 93 million passengers in 2019. Consisting of six lines, two subway lines (B and D lines) and four light rail lines (A, C, L and E Lines) the overall system utilizes 93 stations. Metro Rail connects to the Metro Busway system (G and J Lines) and also the commuter rail system (Metrolink).

Los Angeles County previously had two rail systems, the Pacific Electric Red Car and Los Angeles Railway Yellow Car lines, which operated between the late 1800s and the 1960s. The Metro Rail system utilizes many of the former rights-of-way and can be considered the indirect successor to these earlier transit systems.

A Line

The recently renovated A Line was the first rail line in the LACMTA system and opened in 1990. The A Line is a light rail that runs through 22 stations (including two shared) over 21.3 miles from Downtown Los Angeles to Long Beach. In 2019, the A Line ridership totaled nearly nine million passengers. Popular

destinations along the A Line include Staples Center, the LA Convention Center, Watts Towers, the Queen Mary and the Aquarium of the Pacific.

Figure 4.3.1 Metro A Line



B Line

The B Line was LACMTA's first subway line built and opened in 1993. The B Line runs 14 miles from North Hollywood to Downtown Los Angeles utilizing 16 stations (including six shared). In 2019, the B Line was the most popular line with riders, totaling more than 41 million passengers. Popular destinations along the B Line include Grand Park, the Music Center, Grand Central Market, the LA Convention Center, Staples Center, MacArthur Park, the Pantages Theater, the Walk of Fame and Universal Studios.

Figure 4.3.2 Metro B Line



C Line

The C Line, opened in 1995, is a light rail spanning 19.5 miles from Norwalk to Redondo Beach. The C Line utilizes 14 stations (including one shared) and runs in the median of the I-105 freeway. More than nine million passengers rode the C Line in 2019. Destinations include Los Angeles International Airport (a free shuttle bus is available at Aviation Station), Manhattan Beach Pier, The Forum, LA Southwest College, Earvin Magic Johnson Recreation Center, Lynwood Park, and LA County Hall of Records.

Figure 4.3.3 Metro C Line

**L Line**

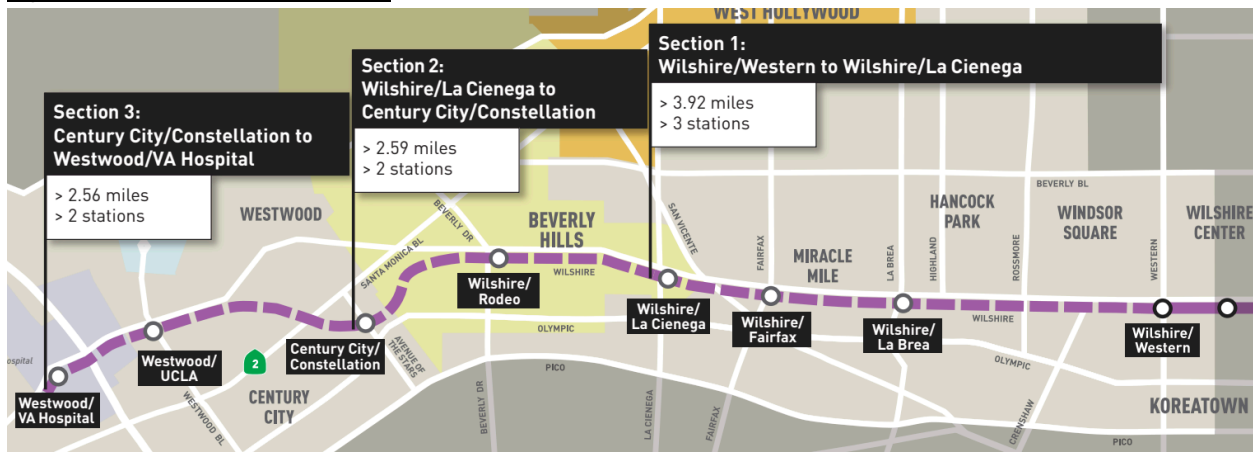
A light rail opened in 2003, the L Line operates from East Los Angeles to Union Station before turning northward into the San Gabriel Valley. The L Line is the longest LACMTA rail line, covering nearly 30 miles. Ridership in 2019 reached 15 million passengers. Notable stops include Mariachi Plaza, Little Tokyo/Arts District, Grand Park, Chinatown, Southwest Museum, Old Town Pasadena, Arcadia, City of Hope Medical Center, Azusa Pacific University, Citrus Community College.

Figure 4.3.4 Metro L Line

**D Line**

The D Line shares the track with the B Line until Wilshire/Vermont where it forks and ends with two stops in Koreatown. Within the next decade, service will expand west to reach LACMA (by 2023), Beverly Hills (2025) and UCLA (2027). Possible destinations include: Wiltern Theater, MacArthur Park, Staples Center, LA Convention Center, Grand Central Market, the Music Center, Grand Park.

Figure 4.3.5 Metro D Line Extension



E Line

The E Line is the youngest rail line in the LACMTA system, having opened in 2012. The E Line covers 13.1 miles traveling from Downtown Los Angeles to Santa Monica. Ridership for the E Line exceeded 18 million in 2019. Popular destinations include the University of Southern California, Exposition Park, Crenshaw District, Culver City, Santa Monica Pier and Third Street Promenade.

Figure 4.3.6 Metro E Line



4.4 Metro Bus System

Overview

The Metro Bus System is an urban bus system serving Los Angeles County. Metro Bus currently covers more than 1,479 square miles in its service area and served more than 277 million passengers in 2019. Metro Bus operates 165 bus routes totaling nearly 14,000 bus stops with a fleet of more than 2,300 buses.

The Metro Bus System includes two bus rapid transit (BRT) services that operate in dedicated lanes along freeways and local streets. This allows limited-stop service along main corridors across Los Angeles. The G Line runs through the San Fernando Valley and the J Line connects El Monte, Downtown Los Angeles and San Pedro. These two lines combined for almost 12 million passengers in 2019.

G Line

The G Line, opened in 2005, is one of two Metro Liner bus routes that has dedicated lanes on the freeways and surface streets. The G Line covers 18 miles and serves 18 stations across the valley from the North Hollywood B Line station to Chatsworth. Ridership in 2019 was 6.7 million passengers for the G Line.

Figure 4.4.1 Metro G Line

**J Line**

The J Line provides service for faster travel between San Pedro, Downtown LA and El Monte. The J Line 910 and J Line Express 950X share the same stops in Downtown LA and on the I-10 Freeway. However, the Express 950X makes fewer stops on the I-110 Freeway to allow for faster service. Ridership for 2019 was more than five million total passengers. Popular destinations include Staples Center, LA Live, The Music Center, Broad Museum, LA Convention Center, LA Coliseum, CA Science Center, Olvera Street, USC, Cal State LA, Battleship USS Iowa.

Figure 4.4.2 Metro J Line



Dodger Stadium Express

Since 2010, the Dodger Stadium Express has offered free shuttle for ticket holders to Dodger Stadium for all Los Angeles Dodgers home games. Annual ridership in 2019 was more than 300,000 passengers, bringing the overall total ridership since its inception to over two million. The Dodger Stadium Express connects to Metro at Union Station and the South Bay Stations. The Dodger Stadium Express is currently a demonstration project made possible by Clean Transportation Funding from the Mobile Source Air Pollution Reduction Review Committee (MSRC).

Figure 4.4.3 Dodger Stadium Express Bus



Figure 4.4.4 Dodger Stadium Express Route



LAX FlyAway

The LAX FlyAway offers convenient regularly scheduled roundtrips, seven days per week, between each terminal at LAX and Hollywood, Long Beach, Union Station and Van Nuys. LAX FlyAway bus service is operated by Los Angeles World Airports (LAWA), which owns and operates Los Angeles International Airport and Van Nuys. LAWA is a department within the City of Los Angeles. As of the publishing of this report, ridership data for this service had not been provided.

Locations for LAX FlyAway service are:

- Hollywood – west side of Vine Street, one block south of Hollywood Boulevard
- Long Beach – northwest corner of 1st Street and Long Beach Boulevard at Shelter A of the Long Beach Transit Gallery
- Union Station – Downtown Los Angeles
- Van Nuys – San Fernando Valley

Figure 4.4.5 LAX FlyAway



4.5 Metro Stations

Overview

Along with the rail and bus lines, Metro stations can be a valuable asset for LACMTA. This study looked at all stations along the previously mentioned rail and bus lines. Excluding the iconic Union Station, four stations were selected to be highlighted for their potential sponsorship value. The additional stations outside of these four were then grouped together to illustrate the potential value for the rest of a full station Naming Rights sponsorship program.

Civic Center/Grand Park

Civic Center/Grand Park is located on Hill Street between 1st and Temple streets in Downtown Los Angeles. Primarily an underground subway station, Civic Center/Grand Park services the Red and Purple lines as well as the J Line with a bus stop at street level. More than 68,000 riders on the Red and Purple lines pass through Civic Center/Grand Park on a weekly basis, along with more than 8,000 J Line riders at the bus

stop at 1st and Hill. Attractions near the Civic Center/Grand Park station include the Los Angeles Music Center, The Broad, the Museum of Contemporary Art, Grand Park and the Little Tokyo neighborhood.

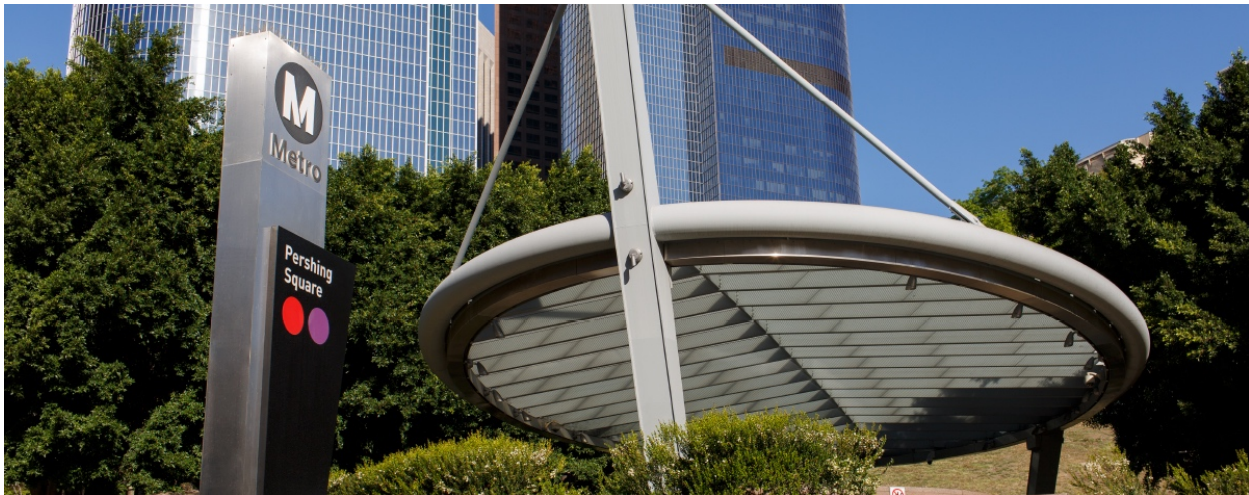
Figure 4.5.1 Civic Center/Grand Park Station



Pershing Square

The Pershing Square Station sits adjacent to Pershing Square at 5th and Hill streets. Pershing Square Station is another subway station servicing the Red and Purple lines that sees a combined weekly ridership of more than 115,000 people. Attractions near Pershing Square include the Historic Core, Angels Flight, Grand Central Market, the US Bank Tower and the Jewelry District.

Figure 4.5.2 Pershing Square Station



7th Street/Metro Center

A major rail station located at 7th and Flower streets, 7th Street/Metro Center Station services the Red, Purple, A (Blue) and E (Expo) lines. At the street level intersection there is also a bus stop for the J Line. The combined rail ridership is more than 650,000 per week, with an additional 10,000 utilizing the J Line bus stop. 7th/Metro Center has direct access to The Bloc Shopping Mall and is right in the thick of the Financial District.

Figure 4.5.3 7th Street/Metro Center Station

Pico

Pico Station is a street level station servicing the A Line and E Line, along with a bus stop for the J Line at Pico Boulevard and Flower Street. The rail service through Pico combines for more than 92,000 riders weekly, with nearly 2,000 additional J Line weekly riders. Servicing the South Park neighborhood, Pico is centrally located for popular attraction such as Staples Center, LA Live and the Los Angeles Convention Center.

Figure 4.5.4 Pico Station



Additional Stations

In addition to the previous four stations listed, Superlative looked at all the stations on the A, B, C, L, D, E, G and J lines. Excluding Union Station, there are an additional 115 stations that were considered for this study.

4.6 Freeway Service Patrol

The Metro Freeway Service Patrol (FSP) is a congestion mitigation program managed in partnership with LA Metro, California Highway Patrol and Caltrans on all major freeways in Los Angeles County. The Freeway Service Patrol is the largest of its kind in the nation, performing approximately 25,000 assists per month. The Freeway Service Patrol utilizes a fleet of roving tow and service trucks designed to reduce traffic congestion by efficiently getting disabled vehicles running again, or by quickly towing those vehicles off the freeway to a designated safe location. Quickly removing motorists and their disabled vehicles from the freeway reduces the chances of further incidents caused by onlookers and impatient drivers. In addition, FSP helps save fuel and reduce air polluting emissions by reducing stop-and-go traffic.

The Freeway Service Patrol is a free service to all motorists offering services such as changing flat tires, jump-starting cars, refilling radiators, providing up to a gallon of fuel and towing to safe locations off the freeway. The average wait time for service is approximately seven minutes, which is considerably faster than AAA service’s wait time of 30 minutes.

The Freeway Service Patrol can assist motorists in three different categories and areas: general purpose freeway lanes (cars, light trucks, vans, SUVs), big rig lanes (semi-trucks with large trailers and other larger vehicles on I-710 and SR-91) and express lanes (I-110 and I-10 corridors).

Figure 4.6.1 Freeway Service Patrol Vehicles



4.7 Metro Bike Share

The Metro Bike Share system makes bikes available 24/7, 365 days a year across Downtown Los Angeles, Central Los Angeles, North Hollywood and the Westside. Metro Bike Share is a partnership between LACMTA and the City of Los Angeles that offers convenient access to a fleet of bicycles for short trips. Metro Bike Share is operated by Bicycle Transit Systems, a Philadelphia-based company that specializes in bike share operations and management. The manufacturer for Metro Bike Share is BCycle, a leading bike share equipment supplier. Currently, there are about 4,000 bikes in the program and 274 bike racks located throughout the service area.

Since implementation, more than one million trips have been taken with Metro Bike Share with excess of 75,000 passes sold. That has resulted in 3.2 million miles travelled, 5.8 million pounds of CO2 emissions reduced and 95.6 million calories burned.

Figure 4.7.1 Metro Bike Pricing

1-Ride	24-Hour Access	30-Day Pass	365-Day Pass <i>Best Value</i>
\$1.75/30 Minutes	\$5 to Start	\$17/month	\$150/year
All rides are \$1.75 every 30 minutes	All rides 30 minutes or less are free for 24 hours	All rides 30 minutes or less are free	All rides 30 minutes or less are free
Purchase at any Metro Bike Share kiosk	Purchase at any Metro Bike Share kiosk	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter

Figure 4.7.2 Metro Bike Share Bicycles

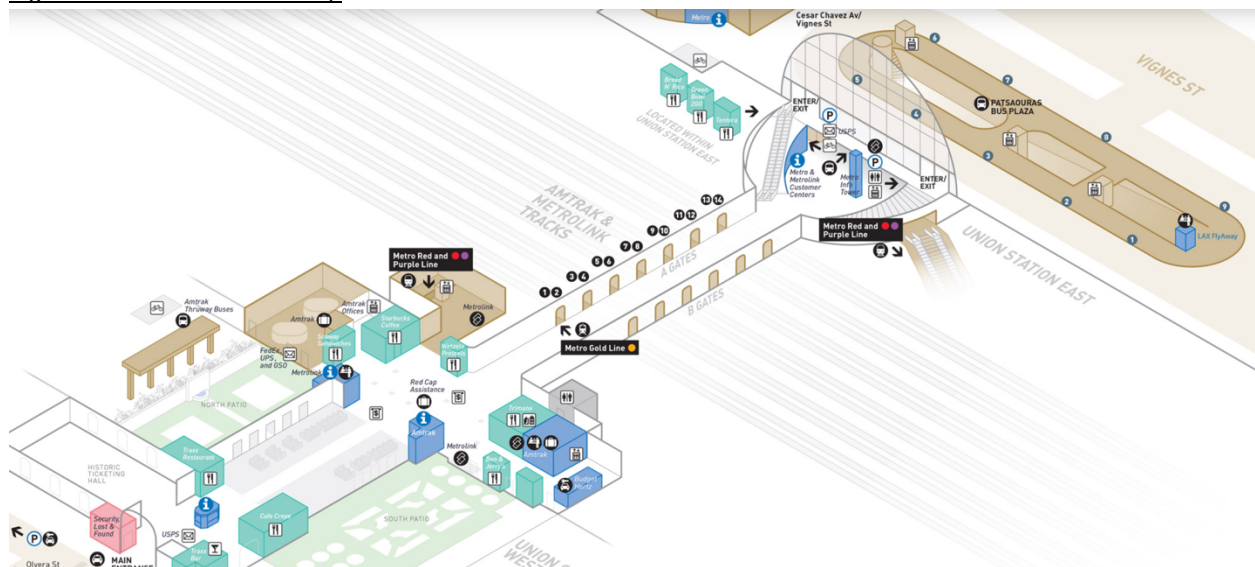


4.8 Passageway at Union Station

The largest railroad passenger terminal in the western United States, Los Angeles Union Station is one of the last great train stations. Built in 1939, Union Station was originally intended to serve as a transcontinental terminus station for the Union Pacific, Santa Fe and Southern Pacific Railways. In 1980, the 161,000 square foot terminal was listed on the National Register of Historic Places and the station itself was restored in 1992. LACMTA acquired Union Station in 2011, now managing the property that serves as the transportation hub for Metro, Metrolink, Amtrak and other transportation services in Los Angeles County. With its location in Downtown Los Angeles, Union Station is in near proximity to the Los Angeles Civic Center, Chinatown, Little Tokyo, the Arts District and Boyle Heights.

The Passageway at Union Station links Union Station East and Union Station West. The Passageway has gates for the Metro L Line and access points to the platforms for the Red and Purple lines. Those three lines alone account for more than 420,000 passengers per week through Union Station. Sponsorship of the Passageway would allow for the opportunity of exposure in one of the busiest sections of the largest terminal in the LACMTA system.

Figure 4.8.1 Union Station Map



4.9 Public Restrooms

Based on the discussion with LACMTA leadership, there is an ongoing proposal to develop public restrooms at major transit stations throughout the Metro service area. These would be self-cleaning, automated toilets available for use to the public and would cost approximately \$60,000 per unit. The assumption from Superlative would be to start the program in approximately 10 to 20 stations. A sponsor could receive recognition on the exterior of the physical structure and be visible to Metro riders and passing pedestrians and vehicles. Superlative made assumptions as to the location in order to provide a potential sponsorship value.

4.10 Parking Structures

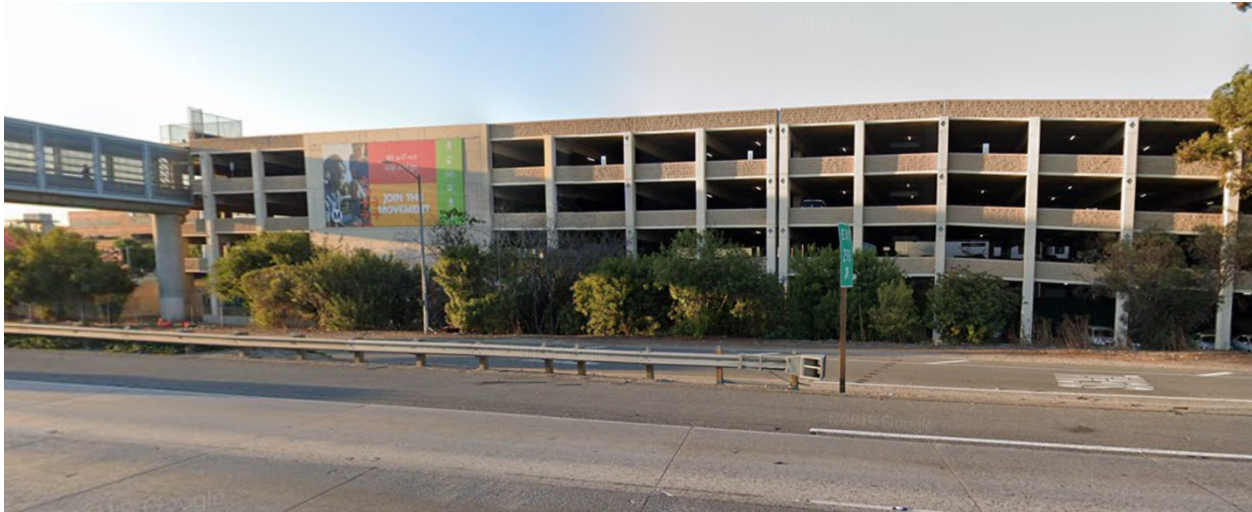
Overview

Metro parking facilities can provide additional sponsorship opportunities for LACMTA where applicable. This study looked at nine garages located among various rail and bus lines that could be assets in a sponsorship agreement. Each parking facility may offer different rates and terms to users. This section will showcase the nine parking garages studied and highlight their usage and location.

Sierra Madre Villa

Located in Pasadena, right off the Sierra Madre Villa Avenue exit from I-210, the Sierra Madre Villa Station (L Line) and parking garage are highly visible to freeway traffic. This contributes to a high number of impressions which would be desirable from a potential sponsor. The Sierra Madre Villa garage has 934 parking spaces and in 2019, averaged about 52 percent capacity.

Figure 4.10.1 Sierra Madre Villa Parking Garage (view from I-210 westbound)



Atlantic

The Atlantic Station parking garage is located in East Los Angeles at the intersection of Pomona and Atlantic boulevards, close to the on/off ramp for SR-60. This marks one end of the Metro L Line. In 2019, the Atlantic garage averaged 73 percent capacity for its 268 parking spaces.

Figure 4.10.2 Atlantic Parking Garage (view from Atlantic Boulevard)



Irwindale

Also located on the L Line, the Irwindale station and garage are located in Irwindale off Irwindale Avenue. There is slight visibility of the garage from the off ramp of I-210 eastbound to Irwindale Avenue. The garage averaged 77 percent capacity in 2019 for its 350 parking spaces.

Figure 4.10.3 Irwindale Parking Garage (view from Jardine De Rosa off Irwindale Avenue)



Azusa Pacific University/Citrus College

Located at one end of the Metro L Line, the APU/Citrus College station and garage are adjacent to the campuses of Azusa Pacific University and Citrus College in Azusa. The garage itself is near the intersection of Citrus Avenue and Foothill Boulevard. The garage contains 206 parking spaces and averaged 95 percent capacity throughout 2019.

Figure 4.10.4 APU/Citrus College Parking Garage (view from Citrus Avenue)



Arcadia

Located in Arcadia, the Arcadia station and garage averaged 66 percent capacity with its 268 parking spaces in 2019. The station is another along the L Line and the garage is located on Santa Clara Street between First and Santa Anita avenues.

Figure 4.10.5 Arcadia Parking Garage (view from Santa Clara Street)



La Cienega/Jefferson

La Cienega/Jefferson is located near Culver City along the E Line. In 2019, the garage averaged 71 percent capacity and had 489 parking spaces. The garage is located at the intersection of La Cienega and Jefferson boulevards.

Figure 4.10.6 La Cienega/Jefferson Parking Garage (view from the station platform)



Monrovia

In Monrovia, the L Line stops at Monrovia station and the parking garage is located on Primrose Avenue, near the off ramp of I-210 eastbound to Evergreen Avenue. The Monrovia garage had a capacity of 35 percent for its 350 parking spaces throughout 2019.

Figure 4.10.7 Monrovia Parking Garage (view from Primrose Avenue)



Willow Street

Located along the A Line, the Willow Street station and garage sit near the intersection of Long Beach Boulevard and 27th Street in Long Beach. With 694 parking spaces, the Willow Street garage was able to utilize 41 percent capacity on average in 2019.

Figure 4.10.8 Willow Parking Garage (view from 27th Street)



Expo/Sepulveda

Along the E Line sits the Expo/Sepulveda station and garage, near the interchange of I-10 and I-405. The garage is slightly visible from the eastbound ramp of I-10 to I-404 northbound. On average, the Expo/Sepulveda garage utilized 58 percent of its 206 parking spaces in 2019.

Figure 4.10.9 Expo/Sepulveda Parking Garage (view from Exposition Boulevard)



4.11 Naming Rights Signage and Recognition Opportunities

Naming Rights and Corporate Sponsorship partners will seek to maximize their return on investment through exposure opportunities and promotion of their brand. In addition to online and other traditional media, signage will be an important component of the Naming Rights valuation. This section identifies the main signage opportunities both within and around the LACMTA lines and stations. This overview is not intended to be an exhaustive list of signage, but rather a list of the main signage assets for the Naming Rights & Corporate Sponsorships program.

Platform Signage

Typical rail and BRT stations consist of long-standing platforms with several seats/benches and an overhanging canopy. Each individual station has areas for station identification, as well as opportunities for recognition for a Naming Rights partner, including directional signage and/or a station kiosk. As discussed below, LACMTA will need to work with the Naming Rights Sponsor to develop appropriate types and locations of signage at each station.

Fixed Onsite Signage

The following locations have been identified for inclusion of Sponsor ID. LACMTA's team and signage engineers will need to check whether each signage proposal is permissible and whether signage design and production timescales will allow inclusion of Sponsor ID.

- Sponsor name/logo designation on rail line stations or bus stops;
- Sponsor ID within vehicle interior signage;
- Sponsor ID on permanent station maps;
- Sponsor ID on exterior of vehicles;
- Opportunity for vehicle wraps;
- Sponsor ID on published schedules, system tickets, handheld LACMTA maps;
- (X) Days/year that staff could promote a subject or event in the vehicles or stations.

Appendix B provides examples of branding and signage on existing Light Rail and BRT assets in San Diego and Cleveland for sake of comparison.

5 TAP Card Advertising (Tasks 1 – 3)

5.1 Introduction

This section of the feasibility study will provide a brief overview of the history of transit ticketing and payment systems; best practices for transit pass monetization based on other U.S. and international public transit systems; industry benchmarks; and our Asset Database for TAP Card assets, which provides detail of the proposed approach, asset value and sponsorship terms.

5.2 Best Practices for Transit Pass Advertising (U.S. and International)

Mass Transit Ticketing and Payment Systems

Introduction

In order to determine appropriate industry benchmarks for a TAP Card advertising program, it is important to understand how ticketing and payment systems have evolved—and are continuing to evolve—over time. The following section provides a brief chronology of transit ticketing and payment systems from 1929 to the present.

Subway Tokens (1929 – 2003)

Until the early 2000s, mass transit agencies mostly accepted cash or proprietary tokens to pay for public transportation. Beginning in 1929, the Brooklyn and Queens Transit Corporation, a subsidiary of the Brooklyn-Manhattan Transit Corporation (BMT), implemented half-fare tokens for its streetcars in Brooklyn and Queens. In 1953, New York City raised its subway fare to 15 cents. Subsequently, the city introduced the subway token to supplant the requirement for three nickels, the common denomination of the period. The token became a symbol of New York City until it was phased out for the MetroCard. The last token was sold on April 12, 2003.

In greater context, tokens offered a number of advantages over cash as a means of collecting fares. Tokens alleviated the need for consumers to carry exact change, allowed purchase of advance discounted tickets and reduced employee theft. Historically, tokens gave shape to closed urban mass transit systems in which only proprietary tokens could be used to pay for local transportation agency services.⁶

Electronic Payment Systems (1970 – present)

During the 1970s, the prepaid magnetic stripe card began to replace tokens and cash payments. Operationally, it was expensive to collect cash fares. In 1998, for example, every dollar in passenger revenue received by a transit agency generated approximately six cents of expense on fare collection and processing. Most of this cost was associated with collecting, transporting, counting and guarding cash. Dollar bill processing was particularly challenging and expensive. Reducing the use of cash for fare payment provided a clear benefit for transit operators.⁷

As a result, transit systems evolved in two separate and distinct ways. The transit systems for Commerce, CA, and East Chicago, IN, established themselves as fare-free in the early 1960s and 1970s, respectively, and continue to offer this service today. As of 2012, at least 39 public transit agencies in the United States offered completely fare-free transit, while many more offer service that is free to certain segments of the population or in geographic subcomponents of their service area (e.g., veterans, disadvantaged populace). However, these systems represent a minority of all transit agencies, and no system with more than 100

⁶ Quibrial, Nasreen, Sr. "The Contactless Wave: A Case Study in Transit Payments." Emerging Payments Industry Briefing, Federal Reserve Bank of Boston. 2008.

⁷ Transportation Research Board National Research Council, "Report 32: Multipurpose Transit Payment Media." National Academy Press. Washington, D.C. 1998.

buses currently offers fare-free service,⁸ an apparent threshold where fare-free service no longer becomes feasible to operate without incurring significant, irreconcilable expenses.

The majority of operators, especially younger systems founded in the 1970s like the Washington Metropolitan Area Transit Authority (WMATA), implemented electronic payment systems featuring paper fare products that offered discounts for riders that regularly transferred between two systems. Following this trend, the New York Metropolitan Transit Authority (New York MTA) launched the iconic, yellow MetroCard in 1992 that eventually replaced the subway token in the early 2000s.

Contactless Fare Technology (1998 – present)

The first contactless fare system is credited to Société de transport de l'Outaouais (STO) in Quebec, which introduced “smart cards” on its bus service in 1998. Smart cards use embedded microchips to electronically store data, allowing for contact-based (inserted into a chip reader) or contactless use through a short-range radio frequency identification chip (RFID) that transfers data via radio waves when the consumer places the card within four inches of the reader. This technology enables payments to be tracked and monitored for ticket validity and use.⁹

As noted above, New York MTA replaced the subway token with the MetroCard in 1992, but only recently announced (2017) plans to phase out its electronic payment system in favor of the smart OMNY (One Metro New York) contactless fare system by 2023, nearly a decade after LACMTA introduced the smart TAP Card program in 2007. At the same time, TriMet in Portland, OR, announced the launch of its Hop FastPass contactless fare system. Other public transit agencies across the United States and internationally followed suit. In this endeavor, New York MTA is currently several years behind trend. Similarly, the Chicago Transit Authority did not allow for credit card payments until 2009, nearly 11 years and two years, respectively, after STO and LACMTA introduced contactless fare systems in their respective markets.

Mobile Ticketing (2012 – present)

Five years after Steve Jobs, former CEO of Apple, Inc., announced the company’s “one device”—the iPhone—to the worldwide marketplace and disrupted the mobile technology industry, Massachusetts Bay Transportation Authority (MBTA) in Boston, MA, capitalized on the growing ubiquity of the smartphone—which had built-in Near Field Communication (NFC) technology, an RFID system with the ability to read and “tag”, that would not be fully optimized for mobile payment integration until the late aughts (2015 – 2018)—and introduced the first mobile ticketing to the public transit sector in 2012.

The MBTA system provided mobile applications for iPhone, Android and BlackBerry that could be used to purchase commuter rail tickets and passes. Once tickets were purchased, customers could use their respective apps to display the tickets on their mobile device.¹⁰ According to one source unaffiliated with the agency, only half of MBTA stations offered automated ticket kiosks for riders to add value to their RFID-enabled smart cards, which indicated app-based ticketing “should increase ridership and decrease administrative and personnel costs, especially consumer comfort with mobile payment grows. This pilot program is the first of its kind in the US and, if it is successful, will likely serve as a model for others to follow,” predicting—quite accurately—that mobile commerce and mobile payments would see explosive growth in 2012 as the smartphone passed 50 percent market penetration. In fact, mobile technology had advanced so quickly that the MBTA launched another new payment technology before fully implementing its smart card fare system.

The Future of Transit Payment Systems: Mobile Payment Integration (2018 – present)

The aforementioned trend progresses: mobile technology continues to experience rapid growth and evolve quickly, spurred by early adoption from consumers. As mentioned above, smartphones including the Apple

⁸ Transportation Research Board of the National Academies, “Implementation and Outcomes of Fare-Free Transit Systems: A Synthesis of Transit Practice.” Washington, D.C. 2012.

⁹ Quibrial, Nasreen, Sr. “The Contactless Wave: A Case Study in Transit Payments.” Emerging Payments Industry Briefing, Federal Reserve Bank of Boston. 2008.

¹⁰ Tode, Chantel. “MBTA simplifies daily commute via mobile ticketing.” *RetailDive*. Published in 2012 and retrieved January 31, 2020.

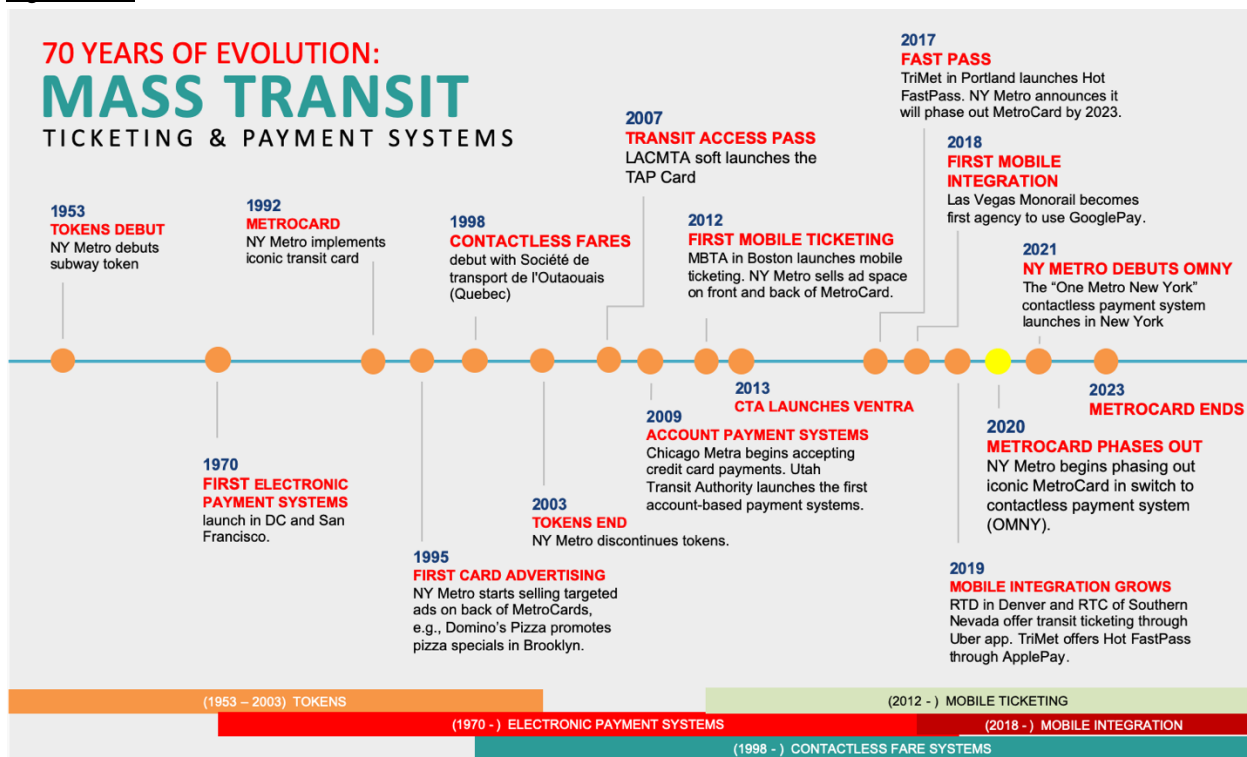
iPhone did not fully unlock their NFC capabilities until 2018, and then with little fanfare.¹¹ However, this upgrade had an immediate impact within the transit sector. In March 2018, the Las Vegas Monorail became the first transit agency to partner with GooglePay to offer a fully-integrated mobile payment system, albeit only through the Android platform, which unlocked NFC several years earlier.

The Monorail's system used Google Pay to allow riders to purchase tickets ahead of time, and any rider with an Android device that could run Google Pay and had an NFC chip on board was able to skip the line and tap their device to get through the turnstile. According to more than one industry source¹², Google stated that "more transit authorities will be joining the effort in the near future." This proved accurate. By the end of 2019, the Regional Transit District (RTD) in Denver, CO, the Regional Transportation Commission of Southern Nevada (RTC SNV) and TriMet offered riders the ability to purchase tickets through mobile apps ranging from ApplePay and Google Pay to those offered by Transportation Network Companies Uber and Lyft.

Most importantly, LACMTA's TAP Operations Department stated during interviews with the Superlative project team that it expects the TAP Card program to be fully integrated with mobile technology within 10 years, adopted by 60 percent of its end users, after abandoning other trending RFID technologies like wristbands explored by other agencies. Please see Section 4 above for more detailed information about the LACMTA TAP Card program.

Highlights from the preceding chronology of transit payment systems are illustrated in Figure 5.2.1 below.

Figure 5.2.1



¹¹ Roberti, Mark. "Apple Unshackles the iPhone NFC Reader." *RFID Journal*. September 17, 2018.

¹² Fuller, Daniel. "Las Vegas Monorail Now Accepts Google Pay With NXP's Help." *Android Headlines*. March 19, 2018.

Ad-supported Transit Pass Ticketing Introduction

Rather than rehash the history of public transit advertising in general, which includes out-of-home static and digital media boards, vehicle transit cards, static vehicle wraps and other well-known forms of advertising exposure, the following section of this report will focus specifically on transit pass advertising, which is significantly less common yet responsive to the LACMTA's strategic objectives for initiating this study and helpful when benchmarking the revenue potential of a LACMTA TAP Card advertising, sponsorship or underwriting program.

Hand-Crafted Bus Passes: Milwaukee County Transit System (1919 – 2015)

In 2015, the Milwaukee County Transit System announced that it was ceasing production of its emblematic bus passes, which had showcased specially-created artwork from local artists since the inception of its weekly paper ticket—one of the first of its kind—in 1919, to make way for more modern ticketing technologies described above. Termed “utility art” by the MCTS printing director¹³, the passes also featured public-service announcements, fundraising notices, scenes and quotes from civic history, promotional offers (i.e. free round-trip ride) and on occasion, advertising.

During the 1950s and 1960s, MCTS art designer Klaus Birkhain began to use the passes as advertisements for Milwaukee service and non-profit organizations, a practice that continued until the passes were phased out in 2015. Ad-based passes became more widespread in the 1970s, albeit this advertising was part of a system-wide publicity program and therefore unpaid.

Please see Figure 5.2.2 below; the pass on the left illustrates a MCTS bus pass from 1934, which includes an unpaid advertisement for the National Tuberculosis Association.

Figure 5.2.2



FareCard Advertising: Metro Vancouver & Let's Bus It (estimated 2008 - 2011)

Let's Bus It Publications Inc., a Victoria, B.C.-based out-of-home advertising agency, partnered with Metro Vancouver to sell advertising on its TransLink FareCards, an outdated non-NFC ticketing system. The program had proved successful with other North American Let's Bus It transit clients, including public transit agencies in Victoria and Nanaimo, B.C.; Brandon, Manitoba; and New Orleans, Louisiana in the U.S.

Each advertisement covered less than 50 percent of the front of the FareCard, without obscuring the number of zones, purchase price and month of issue/validity. The back of the card included purchase terms and conditions and a space for writing the Card owner's name in accordance with the requirements of the federal Transit Pass Tax Credit. Please see Figure 5.2.3 on the following page for an example of a Metro Vancouver FareCard advertisement, circa 2011.

¹³ Capps, Kristen. "Farewell to Milwaukee's Classic, Hand-Crafted Bus Passes." *CityLab*. April 1, 2015.

Figure 5.2.3



According to a Metro Vancouver's "The Buzzer Blog" post from December 2010, which cites a press release that is no longer available, Let's Bus It guaranteed the system minimum annual revenues of \$84,000 per year in exchange for selling advertising on the FareCard. Other terms for this agreement were unavailable. However, according to the same source, Metro Vancouver bus and SkyTrain advertising generated approximately \$9 million in annual revenue, which indicates that TransLink FareCard advertising represented less than one percent of the system's total annual advertising revenue but offset expenses for other transit assets.

MetroCard: New York MTA (2012 – 2023)

General Overview

In July 2012, the New York MTA announced that it would begin offering advertising space on its MetroCard electronic payment system. Specifically, the entire physical MetroCard—with the exception of the magnetic stripe and the message below the stripe that instructs riders which direction they should swipe—was available to advertisers, with no restrictions on color nor requirement to include the MTA's logo. According to the *New York Times*, the agency had previously (and only occasionally) sold space on the back of MetroCards dating back to 1995, when cards promoting an Anita Baker album were first put into circulation. However, as with previous branded cards, riders were unable to select which card came out of the ticketing vending machine at purchase. The MTA publishes its MetroCard ad rates on its website; the following charts depicts the rate card for MetroCard advertising as it appeared on February 7, 2020:

Figure 5.2.4 MetroCard Ad Rates (Back of Card)

Standard 4-color Back Rates		
Card Quantity	Retail Rate Per Card	Example Retail Costs
50,000 +	\$0.61	50,000 cards = \$30,500
125,000 +	\$0.52	125,000 cards = \$65,000
250,000+	\$0.46	250,000 cards = \$115,000
350,000+	\$0.41	350,000 cards = \$143,500
500,000 +	\$0.36	500,000 cards = \$180,000
750,000+	\$0.31	750,000 cards = \$232,500
1,000,000+	\$0.25	1,000,000 cards = \$250,000

Figure 5.2.5 MetroCard Ad Rates (Back of Card)

4-Color Front & Back Rates		
Range of Quantity	Retail Rate Per Card	Example Retail Costs
250,000+	\$0.54	250,000 cards = \$135,000
350,000+	\$0.52	350,000 cards = \$182,000
500,000+	\$0.48	500,000 cards = \$240,000
750,000+	\$0.42	750,000 cards = \$315,000
1,000,000+	\$0.36	1,000,000 cards = \$360,000

Case Study: HBO's "Winter is Coming" Campaign (2018)

In December 2018, New York MTA announced that the popular HBO television series *Game of Thrones* was "taking over" the MTA with themed MetroCards promoting the final season of the program¹⁴. Exclusively distributed from Grand Central Station, MetroCards displaying the hashtag #ForTheThrone featured various beloved *GoT* characters like Jon Snow, Daenerys Targaryen and Cersei Lannister. The limited promotion also included 150 *GoT* promotional posters displayed in Grand Central Station. For the campaign, HBO paid approximately \$112,500 for a print run of 250,000 cards (\$0.45 per card). Figure 5.2.6 below provides an example of these themed cards.

Figure 5.2.6 *Game of Thrones*-Themed MetroCards (2018)

Case Study: Spotify's "David Bowery" Campaign (2018)

In April 2018, Spotify launched a David Bowie-theme branded MetroCard advertising campaign to coincide with a new David Bowie exhibit that was running at the Brooklyn Museum. The campaign included a **250,000-card print run of five different versions of the MetroCard that riders could purchase for \$6.50 each** at the MTA's Broadway-Lafayette and Bleecker Street stations in downtown Manhattan.¹⁵ The former station, just a couple of blocks from where the artist once lived, was temporarily converted into a memorial to the late artist. Figures 5.2.7 through 5.2.10 on the following page illustrate how this campaign was executed.

¹⁴ Allen, Jordan. "Winter is coming' for NYC's Subway System." *The Points Guy*. Dec 7, 2018

¹⁵ McGauley, Joe. "The NYC Subway Is Selling David Bowie-Themed MetroCards. Here's How to Get Them." *Thrillist*. April 18, 2018.

Figure 5.2.7 David Bowie-Themed MetroCards (2018)

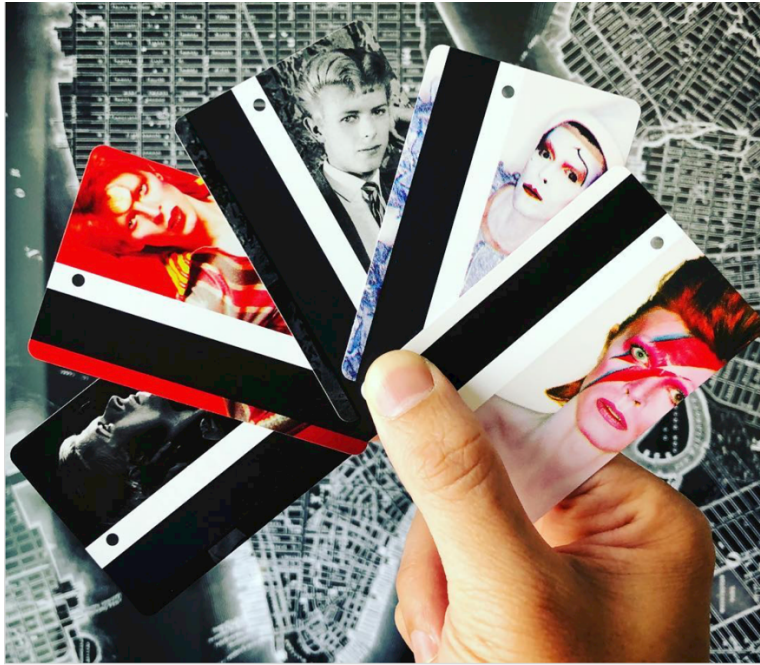









Figure 5.2.8 New York MTA Tweet Promoting the Campaign (2018)

 **NYCT Subway** 
@NYCTSubway 

Rail Control to Major Tom: David Bowie branded MetroCards, created by [@Spotify](#), are now available at the Broadway-Lafayette and Bleecker St stations. We've printed 250,000 cards, featuring 5 iconic images from the David Bowie exhibit [@BrooklynMuseum](#). Drop by anytime to get yours.



 1,557  3:42 PM - Apr 17, 2018 



 510 people are talking about this 

Figure 5.2.9 David Bowie-branded Broadway-Lafayette Station (2018)

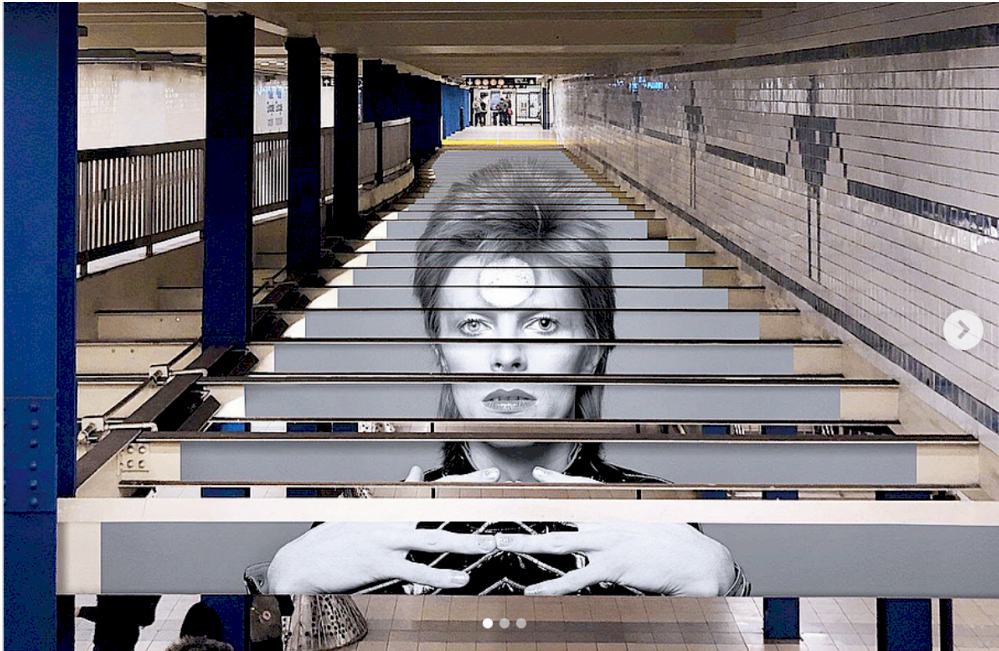


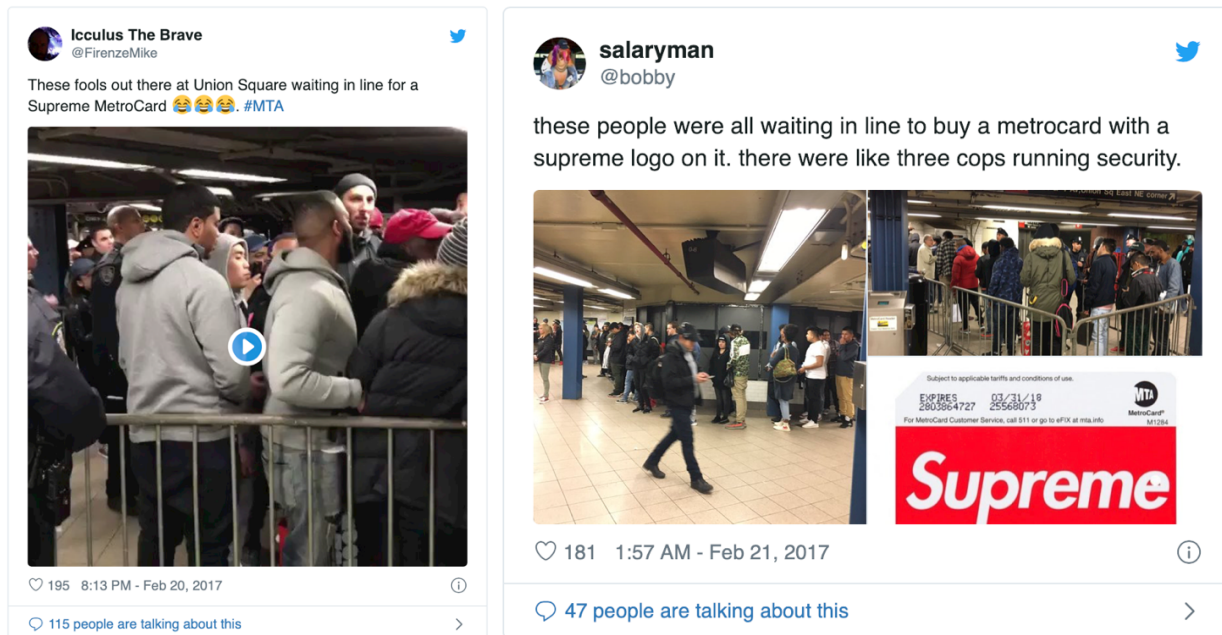
Figure 5.2.10 David Bowie-branded Broadway-Lafayette Station (2018)



Key Findings

By far, the New York MTA MetroCard advertising program has proven to be the most robust and successful transit pass advertising program in the country. However, despite the successes of—and revenue generated by—the above campaigns, it appears that the MTA sold only two or three of these campaigns per year, and that the median purchase was 250,000 cards with out-of-home activation for a low six-figure commitment; the only two campaigns to run in 2018 were the David Bowie (April) and *Game of Thrones* (December) promotions. Superlative opines this was to maintain the novelty of these programs and perhaps, to not cannibalize their own promotions by running too many concurrently. For example, the year before (2017), local retailer Supreme- and *Twin Peaks*-themed campaigns generated significant interest from fans who waited hours in line to purchase branded tickets, not to mention a substantial aftermarket where branded MetroCards were traded/sold online through auction sites like eBay for hundreds¹⁶ to thousands¹⁷ of dollars. See Figures 5.2.11 – 5.2.12 below.

Figures 5.2.11 and 5.2.12 Rider Tweets Illustrating Response to Supreme-themed MetroCard Promotion



Irrespective of their consumer-driven popularity, the advertising revenue produced by these campaigns on an annual basis was modest at best. According to a 2013 *AdAge* article¹⁸, the first year of the MetroCard full advertising program generated only \$684,000 in net revenue for the MTA. Assuming two to three advertising campaigns per year, this figure seems consistent with subsequent years. Interestingly, the possibility exists that the MTA generated greater farebox revenue through surcharges on branded cards; the premium paid by riders for Supreme- (\$4.50) and David Bowie-branded (\$5.50) MetroCards, both of which reportedly sold out, would have generated \$1.125 million and \$1.375 million, respectively, in additional fees alone for the MTA in 2017 and 2018. (Please note that this figure does not account for the entire economy of MetroCards, the aftermarket for which could have generated millions for private sellers.)

¹⁶ Maurer, Daniel. "Don't Pay \$100 For a Supreme MetroCard, You Can Get Them in the Subway Again." *Bedford + Bowery*. February 21, 2017.

¹⁷ Tiffany, Kaitlin. "The MTA's Supreme-branded MetroCard is a hot commodity." *The Verge*. February 20, 2017.

¹⁸ Hoffman, Melissa. "Why is My MetroCard Red?" *AdAge*. July 10, 2013.

Further, it is yet unclear whether the New York MTA's objectives through fare card advertising will remain consistent following the advent of the OMNY card, which is nearly identical to the LACMTA's TAP Card in implementation, function and execution; more specifically, the New York MTA may face challenges identical to those faced by LACMTA in monetizing the TAP Card through advertising, and appears to be making up for lost revenue through innovative kiosk advertising, explained in Section 7, or through other cost savings methods such as their mobile integration partnership with Apple Pay.

Key Findings and Best Practices

While the history of advertising on transit tickets or passes dates back more than 100 years to the start of the 20th century, **the practice has never been a significant source of revenue for public transit agencies.** Indeed, at the presumed height of print-based public transit ticketing in 2004—three years before the iPhone launched and eight years prior to the introduction of mobile ticketing—only 14 percent of all public transit agencies in the United States sold advertising on fare cards, and only seven percent offered advertising on transit tickets, according to a Transit Cooperative Research Program report from that year.¹⁹ These ratios surely have decreased following the introduction of new payment systems.

The **New York MTA MetroCard advertising program has been the most lucrative** of these initiatives yet accounts for an estimated less than one percent of its total advertising revenue (reported as \$129.7 million in 2016 by the Federal Transit Administration, the most recent data available). Using plain language, the most successful transit ticket advertising program of all time is still relatively insignificant, both engaging for consumers but extremely modest in revenue generation and belongs to the oldest and largest transit system in the country, which is currently operating at a billion-dollar-per-year budget deficit. Now even that program appears to be phasing out in favor of new and improved ticketing technology.

Best Practices

Below are the lessons learned through trial and error in other markets for LACMTA to consider when planning a revenue-generating campaign around TAP Card assets.

- **Keep the campaign short and fun, or long-term and meaningful, depending on the objective.** In order to maximize revenue, these are key point to keep in mind. Based on Superlative's research, long-term partnerships like PECO Energy's support of LinkPHL or UC San Diego Health's investment in San Diego MTS offer an expansive, highly-valuable messaging platform and demonstrate a partner's commitment to the local community, the end goals being a deeper and more meaningful connection to the public they, and their respective transit agencies, serve. These are long-lead, ongoing communications that create ubiquity (in terms of awareness) in the market; they are also can't-buy public relations opportunities.

By comparison, New York MTA's David Bowie, Paul Simon, *Game of Thrones*, Supreme and even Brooklyn pizza MetroCard campaigns were designed to be quick-and-dirty, buzz-generating promotions for limited-edition products (an album release, a pizza special, an art exhibit, etc.) promoted within a particular segment of rail service (e.g., a couple of stations) frequented by the campaign's target audience—which ranged from critical mass of New Yorkers (*Game of Thrones*) to art/music enthusiasts ("David Bowery"). They were successful because they made a quick splash and ended, which serendipitously created a thriving aftermarket for the cards.

This is not to say that long-term campaigns cannot be "fun", but fun over long periods of time is unsustainable; eventually, enthusiasm cools, as does the revenue potential. New York MTA understood this, which is why its campaigns were brief and infrequent to generate excitement. Superlative opines that a combination of each strategy, pop-up activations that intermittently energize a long-running campaign, are the best path to success.

- **Physical transit passes will soon be obsolete, if they are not already.** This is both good and bad for transit agencies. With regard to overall farebox expense, most forward-thinking, larger

¹⁹ Schaller, Bruce. "Transit Advertising Sales Agreements: A Synthesis of Transit Practice." Transportation Research Board. Washington, D.C. 2004.

organizations are converting to a mobile payment integration system through software like Apple Pay or through partnerships with Mastercard, where the partner bears the cost to produce products that can also be used for transit fares (e.g., credit cards). In either scenario, the agency lowers program cost by outsourcing fare collection without the farebox expense of manufacturing physical passes. The drawback in each case is that the program is unable to be subsidized through advertising revenue; for example, Apple Pay's privacy policy does not allow commercial messaging on its payment platform, and a lack of physical cards or passes, like the TAP Card, makes it difficult to justify an ad buy, unless the recognition can be translated to mobile; even then, recent advances in mobile technology are rendering the device itself as a payment solution without the need for an app-supported transit pass system, only app-based payment solutions. The value to the agency is in cost savings, which Superlative advocates can be as valuable as new revenues through advertising or sponsorship fees, and facility of use for riders.

In addition to monetization of its TAP Card program through sponsorship, Superlative recommends that LACMTA pursue third-party partnerships for an app-based payment solution that could reduce agency overhead expenses such as physical TAP Card bulk purchasing, printing and distribution. In this scenario, sponsorship revenue could continue to be generated for the program by shifting sponsor exposure away from physical cards, which would be discontinued, to mobile- or web-based sponsor recognition—in other words, changing the type of exposure but hypothetically maintaining a similar level of impressions through alternative means. **(Recommendation 7)**

Benchmarks

As discussed previously, the New York MTA MetroCard advertising program is the most successful transit pass advertising program in the country, although the project team was also able to identify incomplete advertising information for outdated and/or unsold opportunities for other agencies. However, it appears that the MTA sold only two or three of these campaigns per year, and that the median purchase was 250,000 cards with out-of-home activation for a low six-figure commitment. Superlative opines this was to maintain the novelty of these programs and to not cannibalize their own promotions by running too many concurrently. The advertising revenue produced by these campaigns on an annual basis was modest at best: The first year of the MetroCard full advertising program generated only \$684,000 in net revenue for the MTA. Assuming two to three advertising campaigns per year, this figure seems consistent with subsequent years. More likely, the MTA generated greater farebox revenue through surcharges on branded cards. Figure 5.2.13 lists verified amounts and/or CPMs paid by advertisers for branding on fare cards.

Figure 5.2.13

Agency/Entity	DMA	Asset	Station	Partner(s)	Year	# Produced	Total Annual Revenue (MAG)	Cost per card	Notes
New York MTA	NY	MetroCard (Front and Back)	Grand Central Station	HBO ("Game of Thrones")	2018	250,000	\$ 112,500	\$0.45	Distributed exclusively from Grand Central Station; included 150 subway posters and four different versions
New York MTA	NY	MetroCard (Front)	Broadway-Lafayette	Spotify (David Bowie)	2018	250,000	\$ 112,500	\$0.45	Distributed exclusively from Broadway-Lafayette Station; included temporary Naming Rights, banners and five different versions
New York MTA	NY	MetroCard	System-wide	Gap, Audible.com, Simple Mobile	2013	Est. 307,800	\$ 684,000	\$0.45	Total revenue from first year of MetroCard advertising (2012)
River City Public Transit	SD	Fare Card	System-wide	N/A	2020	N/A	N/A	\$3.00	No information available on whether this opportunity has ever been sold
Metro Vancouver	BC, Can.	TransLink Fare Cards	System-wide	N/A	2011	N/A	\$84,000	N/A	

5.3 TAP Card Asset Valuation and Revenue Projections

This section provides an overview of Superlative's Asset Database for LACMTA's TAP Card program, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories. For the purposes of this assessment, these opportunities include physical signage as well as TVM digital integration and other assets, although benchmarks and recommendations for Tap Card vending machines can be found below in Section 7. (**Recommendation 2**)

As discussed in Sections 3 and 4, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all TAP Card identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

Option A: TAP Card Primary Sponsor (Recommendations 1 & 2)

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the TAP Card program. The benefits package for this opportunity will be agreed upon between LACMTA and the target entity. This valuation represents the opportunity for a corporate partner to include its name in association with or incorporated into the TAP Card mark, i.e. “TAP Card, Presented by <Company>”, “TAP Card sponsored by <Company>” or potentially the “<Company> TAP Card”, depending on which option is most feasible, subject to discussion between LACMTA, the OIG and the TAP Operations Department. Changes to this assumption could have significant effect on the valuation.

Table 5.3.1 Partner Package Overview

Asset	TAP Card
Asset Description	TAP Card Primary Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on TAP Cards; • Static Sponsor ID on Ticket Vending Machines; • Sponsor ID on Ticket Vending Machines Digital Screen Display; • Sponsor ID on TAP Card Readers (station and bus); <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media²⁰.
Term of Sponsorship	<p>Due to the number of exposure opportunities and the degree of brand integration available to the partner, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the asset name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Primary Sponsorship agreement will include an escalator within a reasonable range of CPI.</p>

²⁰ For now, the TAP Card program does not feature a mobile application, although plans exist to offer and then transition the program to mobile within the next five to 10 years. The TAP Operations Department has predicted that once completed, over 60 percent of TAP users will use the mobile application in lieu of physical cards. Currently, the TAP mobile website is accessible through the GoMetro app; these impressions were factored into recognition on metro.net. Further outcomes can be made available once additional information regarding the mobile app is available.

Option A: TAP Card Primary Sponsor Package

The following table provides an overview of the proposed Quantitative Benefits which would be included in a sponsorship program for the TAP Card program:

Table 5.3.2 TAP Card Primary Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on TAP Cards	1,000,000	\$360,000
Sponsor ID on Ticket Vending Machines	111,978,100	\$202,680
Sponsor ID on TVM Screen Digital Display; recommended two (2) seconds max. per transaction	201,560,580	\$961,994
Sponsor ID on TAP Card Readers; located in Light Rail stations and onboard busses	165,417,465	\$299,406
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on www.metro.net; throughout the site	3,575,000	\$12,870
Sponsor ID on Metro Social Media; once per month	3,349,176	\$21,472
TOTAL	486,880,321	\$1,858,422

Valuation Assumptions

Sponsor Signage Exposure

- i. According to the TAP Operations Department, LACMTA produces a minimum of one million TAP Cards each year. Valuation assumes that the Primary Sponsor will receive branding recognition on the front and back of physical TAP Cards. Because these assets are valued (and historically sold) based on the number of cards produced, and not a cost-per-thousand basis, the Sponsor package values this benefit based on the average industry rate for the number of branded cards produced.
- ii. Sponsor ID will be included on ticket vending machines that sell TAP Cards, identified above in Section 4, located throughout the LACMTA system. This includes recognition on equipment and/or static identity signage or banner location near or above the machines, depending on their location.
- iii. Sponsor ID will be included on ticket vending machine digital screen displays. Based on the takeaways described in Section 7.2, Superlative recommends a maximum, two-second partner advertisement prior to each transaction (**Recommendation 3**). The valuation assumes a conservative amount of LACMTA's entire annual ridership will use a TVM at least once per year.
- iv. Sponsor ID will be included on all TAP Card readers used to scan passenger TAP Cards in order to ride the LACMTA system. This includes static readers located within Light Rail stations and on Bus Line vehicles.

Exposure on Digital Media

- v. Valuation assumes that Sponsor will receive recognition on the current LACMTA website anywhere and everywhere the TAP Cards are mentioned. To account for impressions generated through mobile and desktop IPs, Superlative employs a blended CPM comprised on industry averages for iOS and Android OS in addition to web recognition.
- vi. Sponsor will receive recognition in LACMTA social media posts and assumes a frequency of one post per month. According to information provided by LACMTA, the agency's social media sites have a total of more than 279,000 followers.

Sponsorship Revenue Potential

The Superlative Group proposes a value range of \$1.5 million to \$2.0 million per annum for Primary Sponsorship of the TAP Card program. The Superlative Group recommends LACMTA open negotiations with target entities at the top of this value range, over a proposed term of 10 years. **(Recommendation 1)** Assuming inclusion of a CPI escalator of 2.6%, this opportunity could generate between \$16.9 million and \$22.5 million over the life of the term. **(Recommendation 6)**

Justification

During the project team's visit with the TAP Operations Department, Superlative was made aware of several sensitivities surrounding corporate branding on TAP assets, particularly on the cards themselves; in aggregate, the concerns related to unsold cards with advertising remaining in ticket vending machines long after the campaign had ended, consumer sentiment regarding corporate logos on public assets and revenue shared between other regional TAP agencies. A Primary Sponsorship addresses all of these concerns:

- First, a sponsorship agreement is a long-term investment, designed to create ubiquity in the marketplace through repeated association with the sponsored asset and integration into the asset branding. There are numerous examples that illustrate how branding can be creative and tasteful when properly executed; further, all TAP Cards would bear the same co-branding, which should mitigate any concerns about leftover cards in machines. Effectively, the co-brand becomes the brand.
- Second, Superlative has presented numerous scenarios in this report illustrating positive receptivity to sponsored public assets, from Naming Rights sold to public transit lines to advertising on New York MTA MetroCards, and in Section 13 below we provide a Sample Term Sheet that includes verbiage designed to protect LACMTA from negative association with brands that do not adhere to the standards set by the agency. More importantly, branded transit passes have a track record of completely selling out, albeit when offered through limited time offers, due to their popularity and enthusiastic consumer response.

The most significant challenge to implementation of a Primary Sponsorship, as proposed above, will be to ensure that sponsor exposure does not distract from the intended use of the assets (e.g., the sponsor messaging on kiosks is so long that riders run risk of missing their train) nor take away from the prestige of the LACMTA brand or damage its reputation.

- Lastly, because the TAP Operations Department would print one set of sponsored TAP Cards each year for use in its own equipment and for sale within its owned facilities, any issues with sharing revenue should be eliminated, subject to discussion and implementation with the TAP Operations Department. Long-term, physical TAP cards will phase out, creating opportunities for greater digital, social and potentially mobile integration as part of the long-term sponsorship.

Option B: TAP Card Advertising Program

While the bulk of this analysis is dedicated to sponsorship of the TAP Card program, as discussed with LACMTA OIG during Superlative’s visits to the site, the original intent of this study merits inclusion of the potential revenue to be generated through advertising on TAP Cards, if the significant obstacles to its implementation (listed below in “Challenges to Implementation”) are able to be overcome.

Based on the most successful model (New York MTA)’s transit pass advertising program structure described in Section 5.2 above, LACMTA’s TAP Card advertising program should include a combination of card recognition and signage exposure. Because Intersection, LACMTA’s Out-of-Home (see “Definitions” in Appendix A) advertising agent, maintains the right to all OOH advertising on LACMTA vehicles and in/around LA Metro facilities, signage exposure (which is different from sponsorship recognition) would most likely include partner avails on TVM digital media screens—and in order to maintain the novelty of the program, a limited number of campaigns per year. Any additional sponsorship benefits should be removed.

The following table provides an overview of the proposed benefits and values which would be included in an advertising agreement for the TAP Card.

Table 5.3.3 Sample Advertising Package Overview

Asset	TAP Card
Asset Description	TAP Card Advertising Package (4 weeks)
Sponsorship Opportunity	Subject to LACMTA approval, an Advertising Agreement would include the following benefits: Signage Exposure <ul style="list-style-type: none"> • ID on 250,000 TAP Cards; • :02 Ad on Ticket Vending Machines Digital Screen Display; Digital Exposure <ul style="list-style-type: none"> • Sponsor Ad on metro.net; one month
Term of Sponsorship	Due to the limited number of exposure opportunities and the degree of brand integration available to the partner, the proposed term of the opportunity will be four weeks with multiple campaigns at select periods throughout the year

Option B Value Range: TAP Card Advertiser Package

The following table provides an overview of the proposed benefits which would be included in a sponsorship program for the TAP Card program:

Table 5.3.4 TAP Card Advertiser Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
ID on TAP Cards	250,000	\$90,000
Sponsor ID on TVM Screen Digital Display; one month; recommended two (2) seconds max. per transaction	4,895,409	\$23,364
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor Ad on www.metro.net; TAP Card page; one month	297,917	\$1,073
TOTAL	5,443,325	\$114,437

Revenue Potential

The Superlative Group estimates a four-week advertising campaign could generate \$100,000 to \$125,000 for LACMTA. Assuming an estimated four to six campaigns maximum per year, this opportunity could generate between \$400,000 and \$750,000 per annum, or maximum revenues of \$7.5 million over a period of 10 years.

Challenges to Implementation

As mentioned previously, a TAP Card advertising program would struggle to address all of LACMTA's expressed concerns, namely revenue sharing, consumer sentiment and stock management.

- Because advertising arrangements are short-term in nature, it is more than likely that cards from old campaigns would still be in circulation, but LACMTA would only be able to capture that revenue stream once.
- There is potential for mass consumption through limited time offers, but the most successful models are related to obsolete programs and assets at other agencies and featured a substantial surcharge. With the conversion from print to mobile transit pass technology transpiring industry-wide, Superlative was unable to find a current benchmark that shows physical passes are still a viable advertising medium.
- Also, if there is concern about over-branding, an advertising campaign is not the recommended option, as the best means for revenue generation would be to launch multiple campaigns per year with different partners.
- The cards could be offered solely in LACMTA TVMs, but considering the degree of intra-agency communication and negotiation potentially required, the limited revenue potential, complicated logistics and risk of negative public perception would make that effort difficult to justify.

For these reasons, a Primary Sponsorship of the TAP Card program, presented previously, is a cleaner and more valuable approach to monetization. **(Recommendation 1)**

5.4 Recommendation 1

With the evolution of transit ticketing technology currently underway on an industry-wide scale, Superlative was unable to find a current industry benchmark, discussed in detail below, that demonstrates advertising on physical passes is still a viable means of generating substantial revenue from corporate partners. Further, if there is concern about public perception of over-branding or corporatizing LACMTA assets, then an advertising program is not the ideal solution; one of Superlative's best practices for transit pass advertising revenue generation shows that in order to achieve success, LACMTA would need to launch multiple campaigns per year with various partners. The limited revenue potential, complicated logistics and risk of negative public perception justify our conclusion that Primary Sponsorship of the TAP Card program is a cleaner and more valuable approach to monetization of the asset.

6 TAP Card Personalization (Task 4)

6.1 Overview

According to taptogo.net, the main website for TAP Regional Services, TAP Cards can currently be personalized for an additional fee. According to the Cardholder Agreement, Section 2.2, posted on the site (circa May 2020), personalized cards that identify the Cardholder [are] assigned to the card by name and/or photo on the front face of the card. Personalized cards are subject to the card acquisition fee and any other fees that may apply to the particular program to which the Cardholder belongs. These include cards issued to participants of Service Provider-sponsored fare programs including employer-sponsored programs, institutional programs (e.g., educational institutions) and other fare programs not generally available to the public. Figure 6.1.1 below shows an example of this type of personalization.

Figure 6.1.1 Personalized TAP Card



6.2 Key Findings

Personalized TAP Cards are already offered through Service Provider-sponsored (third party) programs for an additional fee. However, these programs are not offered to the general public, and sponsored program fees are recognized by third parties, to the best of Superlative's knowledge. Further, without access to partners' specific financial information, the project team is unable to determine the total amount of revenue generated to any third parties, nor the associated fees. Future outcomes may be available upon additional discussion with the LACMTA TAP Operations Department.

6.3 Recommendations and Revenue Potential

The possibility exists that LACMTA's TAP Card program could offer fee-supported personalization as an option to the general public in order to create an incremental source of revenue; however, considering the slow adoption of TAP wearables at a price point of \$10, there may be a limit to how much consumers are willing to pay for a personalized or custom pass, in the face of emerging mobile-based payment technologies that allow them to ride LA Metro for no additional cost with increased ease-of-use.

In Section 5.2, Superlative notes that New York MTA branded MetroCards, such as those for the "David Bowery" campaign, were priced up to \$6.50 per card, an increase of \$4.50 over the standard fee. These and other, similar ad-supported branded cards sold out. Based on these and other benchmarks, Superlative recommends that the ceiling for any premium paid for transit passes, wearable or otherwise, is between \$4.50 and \$8 per purchase, assuming future consumers will have an appetite for personalized cards in lieu of using a credit card or mobile device as their transit pass (which is unlikely). (**Recommendation 4**)

7 TAP Vending Machine Advertising (Task 6)

7.1 Introduction

As the transit pass advertising trend wanes across the United States in response to an evolving marketplace, public transit agencies are beginning to implement advertising programs that monetize the captive audience offered by fare kiosks. As noted above, this practice is becoming increasingly more common as the transportation sector continues to look for new ways to supplement farebox revenues. In a few (and somewhat unsuccessful) cases, this entails avails on kiosk digital screens; in greater scope, agencies are installing multi-function kiosks that offer arrival times and other public messages, free wireless service access, phone charging and other amenities in addition to digital ad displays—and in at least one instance, the network is sponsored by a singular partner through a multi-year commitment. The following sections provide case studies that illustrate both monetization strategies for ticket vending machines.

7.2 Case Studies

SEPTA and “Pre-Roll” Ticket Vending Machine Advertisements

In 2019, the Southeastern Pennsylvania Transit Authority (SEPTA) experimented with running a short digital advertisement on fare kiosk displays before commuters were able to purchase transit passes. The static-full-screen ads were part of a pilot program offered by its media partner, Intersection²¹, on 20 of the agency’s 300 touch-screen kiosks in Philadelphia’s subway system and appeared at the start of transactions to purchase or reload transit passes. Each ad lasted for up to six seconds, lingered for a couple seconds after click-through and rotated with each transaction. Advertisers included Verizon and Children’s Hospital of Philadelphia²², and the additional exposure was offered to the partner for free as part of their existing out-of-home contracts²³. Examples of advertisements can be seen in Figures 7.2.1 and 7.2.2 below.

Figure 7.2.1 Example of Children’s Hospital of Philadelphia Static Kiosk Advertisement



²¹ Which is also one of LACMTA's out-of-home media partners.

²² Palus, Shannon. “Oh Good, a Subway System Is Making Riders Stare at Ads Before They Can Buy Tickets.” *Slate*. May 7, 2019.

²³ Murrell, David. “Rushing to Top Up Your SEPTA Key? You'll Have to Watch This Ad First.” *Phillymag.com*. May 6, 2019.

Figure 7.2.2 Examples of Verizon Static Kiosk Advertisement



Challenges with the Program

SEPTA's kiosk advertising pilot program proved problematic for several reasons:

- **The ads were too long.** At six seconds plus an additional two seconds before the next, desired screen appeared, at least one commuter missed her train because of the advertisements (or claimed to) and posted her objections on Twitter. At the time, a SEPTA spokesperson noted that the length of the ads was a chief complaint, and added that if the program was fully implemented, the ads would last only one to two seconds each, much less than the pilot program.
- **The technology didn't work.** One video posted by an online source shows a Verizon ad fading to a blue screen instead of the SEPTA landing screen.
- **SEPTA considered removing ad-bearing kiosks from high-traffic locations.** This included the downtown Walnut-Locust station, which was part of the Intersection pilot program along the Broad Street and Market Frankford Lines and the source of several complaints.
- **The program generated no new revenues.** According to the *Phillymag.com* article cited above, "[so] far, SEPTA hasn't made a dime off its new invention. That's because the ads you see at the kiosks haven't actually been paid for. SEPTA is simply splicing the campaigns from preexisting advertisers onto the kiosks — that way if there's a problem with one of them, SEPTA can take it down immediately, without any obligation to a client."

Intersection's Link Network

Introduction

In 2014, the City of Philadelphia, PA, signed a 20-year concessionaire agreement with Titan Outdoor LLC (now Intersection) that would provide \$12 million in new transportation infrastructure for the city, including 600 SEPTA bus shelters installed and maintained by the company, and generate projected \$100 million in advertising revenue over the term of the agreement. As part of this initiative, Intersection installed 100 "LinkPHL" kiosks (see "Definitions" in Appendix A) in Center City, University City and other Philadelphia neighborhoods between 2017 and 2019, deploying a proprietary technology that had been pioneered by the company in New York City in 2016 (LinkNYC). During the same period, Link kiosks were also installed through concessionaire agreements in Newark, New Jersey (LinkNWK) and the United Kingdom (InLinkUK, Intersection's international sister project), with plans for future rollout in other major municipalities in the United States and internationally.

Specifications

Intersection's Link kiosks measure 9.5 feet in height and feature 27" x 55" 1080p LED display panels on each face, in addition to two (2) USB ports and a 911 button (999 in the UK). The kiosks offer free WiFi connectivity and allow users to charge their devices, make calls from the kiosk and download music or movies for free. The panels support static and dynamic advertising content in rotating 10-second avails. Through partnership with local transit agencies, the digital panels can also be programmed to provide real-time transit information (e.g., bus arrival times), in addition to weather updates, voter registration, healthcare enrollment and other public services and messaging. According to a City of Philadelphia official cited by *The Philadelphia Inquirer*, each kiosk costs "tens of thousands" of dollars each. Please refer to the following renderings and images of these kiosks in Figures 7.2.3 to 7.2.5 on the following pages.

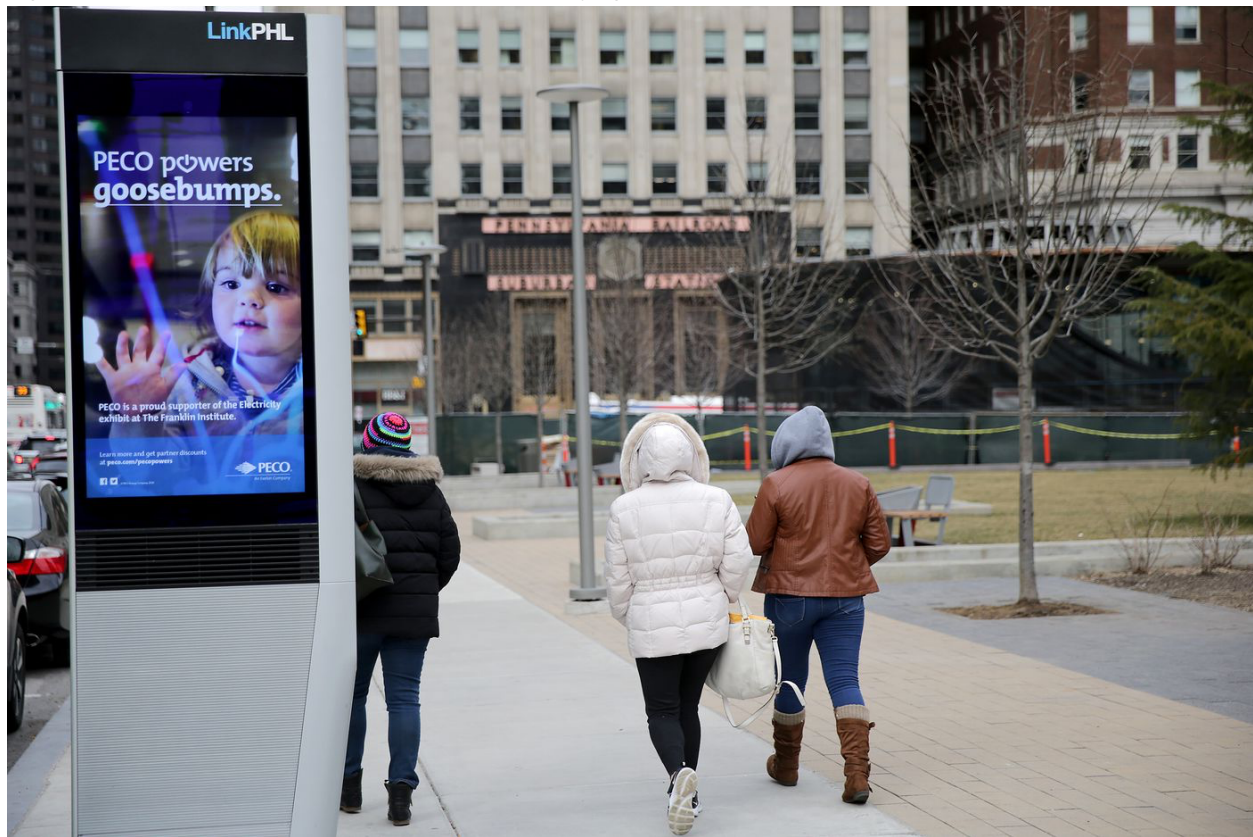
Figure 7.2.3 Rendering from InLinkUK Kiosk Spec Sheet



Figure 7.2.4 LinkPHL Kiosk in Philadelphia, PA



Figure 7.2.5 LinkPHL Kiosk in Philadelphia, PA Displaying PECO Sponsor Ad



Advertising and Sponsorship Revenue

According to a 2017 *Philadelphia Magazine* article, the City of Philadelphia shares 50 percent of the advertising revenue with Intersection after capital expenses (production, installation and maintenance), with a \$450,000 minimum annual guarantee.

Per *The Philadelphia Inquirer* and other local news sources, the LinkPHL network is sponsored by PECO, Pennsylvania's largest electric and natural gas utility and subsidiary of ComEd, although Superlative was unable to locate any formal agreement that would verify this arrangement. In exchange, PECO receives prime advertising inventory across the kiosk network, with Philadelphia Museum of Art and other advertisers receiving substantial, but secondary, inventory. These arrangements are projected to generate \$18 million over a 15-year contract period, or an estimated \$1.2 million per annum.

In New York, which to date has installed more than 1,300 LinkNYC kiosks, the kiosks generated \$37.3 million in advertising revenue within one year of installation through partners like Verizon.

Rates, CPMs and Other Metrics

According to the *Inquirer*, Intersection's rate card for LinkPHL advertising is \$25 per 1,000 views, or \$25 CPM, determined by a third-party service, Geopath, through variables like foot traffic and census data to estimate the number of views per kiosk. According to Global, the third-party out-of-home advertising for InLinkUK in London, LinkNYC kiosks received over one million users in the first 12 months and 82 million WiFi sessions.

In greater context, Intersection's website calculates a total of 2,200-plus Link kiosks in New York, Philadelphia and across the UK, which are used by 11 million consumers every week and generate 645 million weekly impressions with consumers aged 18 or older.

Public Reception

Compared to the initial reception for Intersection’s SEPTA Ticket Vending Machine advertising campaign, public response to Links has been more positive, albeit not without concerns. The following list aggregates feedback obtained from internal surveys conducted by Intersection and its affiliates and public sentiment noted by periodicals within Link markets (New York, Newark, Philadelphia).

Positive:

- 90 percent of New Yorkers believe that LinkNYC is a positive initiative for New York City. (*Source: Global.*)
- 89 percent of New Yorkers believe that LinkNYC will provide services that are beneficial to the community. (*Ibid.*)
- Allowed Newark to “flex its muscles” as a leading city for new technological innovations and provided an opportunity for residents to be involved in the movement. (*Source: SmartCitiesDive.*)

Negative:

- Some initial concerns that the kiosks would be “eyesores” that will “damage the city’s historic brand” and fears that Links would distract bikers and drivers. These seemed to represent unfounded pushback and subsequently received limited attention. (*Source: Philadelphia Magazine.*)
- Major, deeper concerns surrounding privacy and surveillance. “[A] few concerned citizens and hackers, as well as the New York Civil Liberties Union and a *Village Voice* reporter, raised alarms about the fact that Google”—which owns Intersection investor Sidewalk Labs—“was now tied to a vast network of data-collecting hubs in NYC.” Intersection’s privacy policy states that the company will not keep any footage captured by any camera for longer than seven days unless that footage is necessary to investigate an incident, in which case the company could turn that footage over to law enforcement. (*Ibid.*)
- NYC officials received several complaints that people were using Links to blast music and watch pornography in the middle of Times Square. Intersection no longer allows LinkNYC users to freely browse the internet and has removed the feature from LinkPHL kiosks.

7.3 Other Creative Transit Advertising

Introduction

As explained in Section 3 above, marketing exposure within a transit context can be as, if not more, valuable than traditional platforms like professional sports or the entertainment industry because of the potential for millions of impressions from riders and the local community. This realization has led Superlative to secure numerous, lucrative Naming Rights and sponsorships in the transit sector for its clients in recent years. However, transit marketing opportunities, with the exception of station takeovers, are not inherently “fun” (in the subjective sense) for consumers; but as demonstrated by New York MTA’s limited-run branded transit passes—and as the project team discovered, Berliner Verkehrsbetriebe (BVG)’s partnership with Adidas (below)—they can be.

Berliner Verkehrsbetriebe (BVG) & Adidas

In 2018, athletic footwear brand Adidas produced 500 pairs of limited-edition EQT Support 93/Berlin sneakers, a hip-looking sneaker that also functioned as a year-long transit pass, to promote BVG and Adidas’ collective objectives for environmental sustainability. According to Gem, an international communications and marketing agency, BVG stated that the project was intended to encourage the people of Berlin, especially young people, to take more steps in improving their city’s air quality and living conditions by using public transportation.

Adidas’ EQT Support 93/Berlins were regular sneakers with a BVG transit pass sewn onto the tongue in place of the label. BVG turnstiles scanned the “sneaker pass” like any other. However, in order for the pass to function and to prevent fare theft, riders had to wear both shoes. Per the same source, consumers lined up by the hundreds when they were released for purchase. Please see Figure 7.3.1 on the following page.

Figure 7.3.1 Adidas EQT Support 93/Berlins (2018)



7.4 Key Findings and Best Practices

Overview

In terms of new advertising media, **kiosk advertising has shown to be more sustainable and lucrative for public transit agencies than fare card advertisements** and appears to be in the process of breaking global. That said, not every experiment by out-of-home advertisers like Intersection has been successful. Freestanding kiosks have proved to be the most successful of these initiatives, but these are designed as a 55-inch media panel that also offers transit messaging, public services and free WiFi connectivity rather than a transit-specific asset that also has a media screen. Further, given their introduction into the global market by out-of-home media partners, it stands to reason that advertising revenue be their focus; this does not mean that the media screens on ticket vending machines, which carry the potential for brief commercial messages, are not a viable solution or advertising asset for transit agencies like LACMTA, especially as a communication vehicle for a larger partnership.

Best Practices

Below are the lessons learned through trial and error in other markets for LACMTA to consider when planning a revenue-generating campaign around TAP Card assets.

- **Keep adverts brief, especially in high-traffic areas and/or with a captive audience.** 10-second avails or ad rotations on what are essentially standalone, 55-inch digital ad boards in open spaces is feasible because the larger surface area and screen size allows for multiple messages within a single frame; in other words, bus arrival times and, e.g., PECO Energy partner content can coexist without obstructing the public message or preventing use of the asset, in this example Intersection's Link kiosk features like emergency calling, weather updates and WiFi access.

However, ticket vending machines are a different medium altogether, one whose digital screens could be potentially more valuable to a transit agency than standard out-of-home advertising if

properly programmed for advertising or sponsorship, and then monetizable as a communication vehicle for a larger partnership rather than sold as a standalone opportunity. The “pre-roll” advertisements piloted on SEPTA subway TVMs represent a great concept poorly executed; a theoretical idea negligent in considering their intended function and reason for existence.

First, there are challenges with running multiple messages per use or in rotation. One slows down a technology designed for speed; the other splits the inventory into pieces, hypothetically capturing the same amount of revenue as a single, longer advert but decreasing value to the respective advertisers (any exclusivity, a key selling point for any brand, is eliminated). Second, the screen is smaller, with what appears to be a limited screen resolution when compared to the dynamic range of a 1080p digital face. That said, when provided in suite with other exposure like static banners near kiosks, mobile interstitials and the fare cards themselves, these screens could provide a clear, concise and impactful messaging point to a captive audience that must pay attention in order to move forward with their purchase.

In the opinion of The Superlative Group, this can be a far more valuable and measurable exposure for a brand, as opposed to a dynamic message played indiscriminately to crowds and measured by foot traffic instead of eyeballs. The takeaway is simple: Keep it short and to the point—Superlative recommends one to two seconds maximum (**Recommendation 3**).

7.5 Benchmarks

As noted above, Intersection’s website calculates a total of 2,200-plus Link kiosks in New York, Philadelphia and across the UK, which are used by 11 million consumers every week and generate 645 million weekly impressions with consumers aged 18 or older. Extrapolating this data further based on the published rack rate of \$25 per 1,000 views, Links around the world have the potential to generate \$16.125 million in revenue per week, or more than \$403 million annually. Per machine—absent any reference points for specific metrics for impressions generated by each unit—this amounts to an average of 260,000 consumers and 15.2 million impressions annually. Based on reported revenue generated by these campaigns, the actual cost per thousand (CPM) paid by advertisers on Link kiosks ranges between \$0.58 and \$1.88, depending on the market. SEPTA advertising partners received rotations on subway ticket vending machines as a value-added benefit to existing OOH contracts.

Figure 7.5.1

Agency/Entity	DMA	Asset	Partner(s)	Year	Consumers Reached (Avg. per Machine)	Impressions (Avg. per Machine)	WiFi Sessions (Avg. per Machine)	Total Annual Revenue (MAG)	Machines	Avg. per machine	CPM
SEPTA	PA	LinkPHL	PECO Energy	2019	260,000	15,245,455	468,000	\$ 1,800,000	100	\$ 18,000	\$ 1.80
New York MTA	NY	LinkNYC	Verizon	2019	260,000	15,245,455	468,000	\$ 37,300,000	1,300	\$ 28,692	\$ 1.88
United Kingdom (Various)	UK	InLink	BT	2017	260,000	15,245,455	468,000	\$ 6,613,500	750	\$ 8,818	\$ 0.58

7.6 Conclusions and Recommendations

Based on the above background, case studies and best practices, the following sections of this report provide an outline of Superlative's recommendations for monetizing the LACMTA TAP Card, rooted in the prediction—validated by LACMTA's TAP Operations Department—that the TAP program will be largely mobile-based within the next five years (see Section 4 above).

Further, Superlative has taken into account exogenous factors such as LACMTA being one of many agencies utilizing the TAP Card and expressed sensitivities regarding revenue sharing between publicly-funded agencies. Most importantly, Superlative has packaged a **suite of TAP Card program assets that when bundled together** (i.e. TAP Card exposure, signage visibility and digital/mobile integration) as a singular sponsorship opportunity in lieu of short-term advertising agreements, **can be a more valuable, feasible and sustainable solution** than that presented in the strategic objectives of this study. **(Recommendation 2)**

Please see Section 7.3 above for Superlative's proposed approach for integrating TAP Card ticket vending machine assets into a holistic TAP Card sponsorship and advertising program.

8 Metro Bus System Valuation (Task 7)

8.1 Introduction

This section provides an overview of the Asset Database for Metro bus system, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories.

As discussed in Section 3, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

8.2 Metro G Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro G Line.

Table 8.2.1

Asset	G Line
Asset Description	G Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bus Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Bus Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro G Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the G Line:

Table 8.2.2 G Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bus Exterior (Drive-by traffic)	32,015,808	\$166,802
Sponsor ID on Bus Exterior (Passenger Impressions)	12,722,767	\$66,286
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	16,007,904	\$33,296
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	12,722,767	\$26,463
Sponsor ID within Bus Interior	6,378,403	\$11,545
Sponsor ID on Permanent Station Maps	12,722,767	\$26,463
Sponsor ID on Platform Ticket Vending Machines	10,602,306	\$19,190
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	1,678,527	\$28,535
Sponsor ID in Earned Media	4,468,359	\$58,982
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	200,450	\$10,023
Sponsor ID on GoMetro Mobile App	3,804,600	\$8,484
TOTAL	122,393,834	\$498,134

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro G Line between \$500,000 and \$1 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the G Line could generate between \$17.3 million and \$34.6 million over a 25-year term.

8.3 Metro J Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro J Line.

Table 8.3.1

Asset	J Line
Asset Description	J Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bus Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Bus Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro J Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the J Line:

Table 8.3.2 J Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bus Exterior (Drive-by traffic)	65,916,702	\$343,426
Sponsor ID on Bus Exterior (Passenger Impressions)	9,008,532	\$46,934
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	65,916,702	\$137,107
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	9,008,532	\$18,738
Sponsor ID within Bus Interior	4,948,711	\$8,957
Sponsor ID on Permanent Station Maps	9,008,532	\$18,738
Sponsor ID on Platform Ticket Vending Machines	7,507,110	\$13,588
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	1,302,292	\$22,139
Sponsor ID in Earned Media	3,466,795	\$45,762
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	200,450	\$10,023
Sponsor ID on GoMetro Mobile App	2,238,000	\$4,991
TOTAL	187,591,534	\$712,466

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro J Line between \$500,000 and \$1 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the J Line could generate between \$17.3 million and \$34.6 million over a 25-year term.

8.4 Dodger Stadium Express

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Dodger Stadium Express.

Table 8.4.1

Asset	Dodger Stadium Express
Asset Description	Dodger Stadium Express Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bus Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Bus Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Dodger Stadium Express

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the Dodger Stadium Express:

Table 8.4.2 Dodger Stadium Express Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bus Exterior (Drive-by traffic)	38,227,820	\$199,167
Sponsor ID on Bus Exterior (Passenger Impressions)	339,462	\$1,769
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	19,113,910	\$39,757
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	339,462	\$706
Sponsor ID within Train Interior	358,321	\$649
Sponsor ID on Permanent Station Maps	339,462	\$706
Sponsor ID on Platform Ticket Vending Machines	282,885	\$512
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	94,295	\$1,603
Sponsor ID in Earned Media	850,000	\$11,220
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	200,450	\$10,023
Sponsor ID on GoMetro Mobile App	1,566,600	\$3,494
TOTAL	70,781,844	\$311,668

Revenue Potential

The Superlative Group calculates the fair market value range of the Dodger Stadium Express between \$250,000 and \$500,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the Dodger Stadium Express could generate between \$8.6 million and \$17.3 million over a 25-year term.

8.5 LAX FlyAway

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the LAX FlyAway, which is owned and operated by LAWA.

Table 8.5.1

Asset	LAX FlyAway
Asset Description	LAX FlyAway Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bus Exterior; • Sponsor ID on Station & Shelter Signs; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: LAX FlyAway

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the LAX FlyAway, assuming LAWA wishes to pursue Naming Rights for this asset:

Table 8.5.2 LAX FlyAway Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bus Exterior (Drive-by traffic)	11,927,376	\$62,142
Sponsor ID on Bus Exterior (Passenger Impressions)	5,963,688	\$12,404
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID in Earned Media	850,000	\$11,220
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	200,450	\$10,023
Sponsor ID on GoMetro Mobile App	1,119,000	\$2,495
TOTAL	29,129,690	\$140,348

Revenue Potential

The Superlative Group calculates the fair market value range of the LAX FlyAway between \$150,000 and \$300,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the LAX FlyAway could generate between \$5.2 million and \$10.4 million over a 25-year term.

8.6 Bus Station Valuation

In order to provide values for the bus stations along the Orange and Silver lines, Superlative broke the stations into different tiers to highlight the value ranges possible. The tiers are defined as:

- **Highway** – are stations located along or in the center of the highways that coincide with the line route. These stations are extremely visible to the population of Los Angeles that travels via highway and provide a massive branding opportunity to reach that audience. This tier is valued at \$250,000 per annum.
- **Gold** – are the next most valuable stations that are located along busier roadways but not highways. These stations are valued at \$100,000 per annum.
- **Silver** – the third tier of stations located throughout the LACMTA service area on less busy roadways and are valued at \$50,000 per annum.

A larger buildout of each station valuation is available upon request. In consideration of the size and length of this report, the additional tiered stations are presented in the following tables.

Table 8.6.1 Highway Tier Stations

Highway Stations	
Value	\$250,000 per year \$2,813,732 over 10-year term, including 2.6% CPI escalator
G Line Stations	None
J Line Stations	Cal State La Busway, Harbor Transitway/37 th St./USC, Harbor Transitway/Slauson, Harbor Transitway/Manchester, Harbor Transitway/Harbor Fwy., Harbor Transitway/Rosecrans, Harbor Fwy./Carson, Harbor Fwy./Pacific Coast Highway

Table 8.6.2 Gold Tier Stations

Gold Stations	
Value	\$100,000 per year \$1,125,493 over 10-year term, including 2.6% CPI escalator
G Line Stations	Van Nuys, Sepulveda, Balboa, Tampa, Pierce College, De Soto, Canoga, Roscoe
J Line Stations	El Monte

Table 8.6.3 Silver Tier Stations

Silver Stations	
Value	\$50,000 per year \$562,746 over 10-year term, including 2.6% CPI escalator
G Line Stations	North Hollywood, Laurel Canyon, Valley College, Woodman, Woodley, Reseda, Sherman Way, Nordhoff, Chatsworth
J Line Stations	USC Medical Ctr Busway

9 Metro Rail System Valuation (Task 7)

9.1 Introduction

This section provides an overview of the Asset Database for Metro rail system, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories.

As discussed in Section 3, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

9.2 Metro A Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro A Line.

Table 9.2.1

Asset	A Line
Asset Description	A Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro A Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the A Line:

Table 9.2.2 A Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	53,896,968	\$280,803
Sponsor ID on Train Exterior (Passenger Impressions)	38,861,222	\$202,467
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	26,948,484	\$56,053
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	38,861,222	\$80,831
Sponsor ID within Train Interior	8,459,883	\$15,312
Sponsor ID on Permanent Station Maps	38,861,222	\$80,831
Sponsor ID on Platform Ticket Vending Machines	32,384,352	\$58,616
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	2,226,285	\$37,847
Sponsor ID in Earned Media	5,926,530	\$78,230
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	4,923,600	\$10,980
TOTAL	260,629,945	\$954,584

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro A Line between \$750,000 and \$1.25 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the A Line could generate between \$25.9 million and \$43.3 million over a 25-year term.

General Valuation Assumptions

Sponsor Signage Exposure

- i. Sponsor will receive branding recognition on the exterior of the rail vehicles along the route and will be visible by passengers, automobile traffic, pedestrians, cyclists, and visitors to the area.
- ii. Sponsor ID will be included on station and shelter signs, visible to drive-by traffic along streets of the A Line route.
- iii. Sponsor ID will be included on station signs visible to passengers waiting at the stations, passengers on the rail vehicles stopping at the stations and passengers exiting at the stations.
- iv. Sponsor will receive branding recognition within the interior of the rail vehicles on the A Line
- v. Sponsor ID will be included on permanent station maps at A Line stations.
- vi. Sponsor ID will be featured on Platform Ticket Vending Machines at stations along the A Line route.

Sponsor Exposure in Additional Marketing Materials

- vii. Sponsor ID will be visible on LACMTA published schedules and maps.
- viii. Sponsor will receive recognition in earned media value based on their name being attached any time the line is mentioned throughout the media.

Digital Exposure

- ix. Sponsor will receive recognition on the current LACMTA website anywhere the line is mentioned, as well as all A Line scheduling and route-dedicated sites.
- x. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.
- xi. Sponsor ID will be included on LACMTA email communications, both internally and externally.
- xii. Sponsor ID will be included on GoMetro Mobile App anywhere the line is mentioned.

9.3 Metro B Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro B Line.

Table 9.3.1

Asset	B Line
Asset Description	B Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro B Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the B Line:

Table 9.3.2 B Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	28,563,264	\$148,815
Sponsor ID on Train Exterior (Passenger Impressions)	58,744,904	\$306,061
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	14,281,632	\$29,706
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	58,744,904	\$122,189
Sponsor ID within Train Interior	39,686,716	\$71,833
Sponsor ID on Permanent Station Maps	58,744,904	\$122,189
Sponsor ID on Platform Ticket Vending Machines	48,954,087	\$88,607
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	10,443,873	\$177,546
Sponsor ID in Earned Media	17,336,720	\$228,845
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	3,133,200	\$6,987
TOTAL	347,914,381	\$1,355,392

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro B Line between \$1 million and \$1.75 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the B Line could generate between \$34.6 million and \$60.6 million over a 25-year term.

9.4 Metro C Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro C Line.

Table 9.4.1

Asset	C Line
Asset Description	C Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro C Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the C Line:

Table 9.4.2 C Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	317,858,400	\$1,656,042
Sponsor ID on Train Exterior (Passenger Impressions)	17,552,012	\$91,446
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	158,929,200	\$330,573
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	17,552,012	\$36,508
Sponsor ID within Train Interior	8,675,216	\$15,702
Sponsor ID on Permanent Station Maps	17,552,012	\$36,508
Sponsor ID on Platform Ticket Vending Machines	14,626,677	\$26,474
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	2,282,952	\$38,810
Sponsor ID in Earned Media	6,077,380	\$80,221
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	3,133,200	\$6,987
TOTAL	573,519,238	\$2,371,886

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro C Line between \$2.0 million and \$2.75 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the C Line could generate between \$69.2 million and \$95.2 million over a 25-year term.

9.5 Metro L Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro L Line.

Table 9.5.1

Asset	L Line
Asset Description	L Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro L Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the C Line:

Table 9.5.2 L Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	155,540,448	\$810,366
Sponsor ID on Train Exterior (Passenger Impressions)	29,112,829	\$151,678
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	77,770,224	\$161,762
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	29,112,829	\$60,555
Sponsor ID within Train Interior	14,335,874	\$25,948
Sponsor ID on Permanent Station Maps	29,112,829	\$60,555
Sponsor ID on Platform Ticket Vending Machines	24,260,691	\$43,912
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	3,772,599	\$64,134
Sponsor ID in Earned Media	10,042,928	\$132,567
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	6,042,600	\$13,475
TOTAL	388,384,027	\$1,577,565

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro L Line between \$1.0 million and \$1.75 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the L Line could generate between \$34.6 million and \$60.6 million over a 25-year term.

9.6 Metro D Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro D Line.

Table 9.6.1

Asset	D Line
Asset Description	D Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro D Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the C Line:

Table 9.6.2 D Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	14,673,816	\$76,451
Sponsor ID on Train Exterior (Passenger Impressions)	20,628,457	\$107,474
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	7,336,908	\$15,261
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	20,628,457	\$42,907
Sponsor ID within Train Interior	9,808,224	\$17,753
Sponsor ID on Permanent Station Maps	20,628,457	\$42,907
Sponsor ID on Platform Ticket Vending Machines	17,190,381	\$31,115
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	2,581,112	\$43,879
Sponsor ID in Earned Media	17,336,720	\$228,845
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	1,790,400	\$3,993
TOTAL	141,883,108	\$663,198

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro D Line between \$500,000 and \$1 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the D Line could generate between \$17.3 million and \$34.6 million over a 25-year term.

9.7 Metro E Line

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Metro E Line.

Table 9.7.1

Asset	E Line
Asset Description	E Line Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Train Exterior; • Sponsor ID on Station & Shelter Signs; • Sponsor ID within Train Interior; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Platform Ticket Vending Machines; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; • Sponsor ID in Earned Media <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media; • Sponsor ID on LACMTA Email Communications; • Sponsor ID on GoMetro Mobile App.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 25 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro E Line

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the E Line:

Table 9.7.2 E Line Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Train Exterior (Drive-by traffic)	22,532,328	\$117,393
Sponsor ID on Train Exterior (Passenger Impressions)	34,892,770	\$181,791
Sponsor ID on Station & Shelter Signs (Drive-by traffic)	11,266,164	\$23,434
Sponsor ID on Station & Shelter Signs (Passenger Impressions)	34,892,770	\$72,577
Sponsor ID within Train Interior	17,355,615	\$31,414
Sponsor ID on Permanent Station Maps	34,892,770	\$72,577
Sponsor ID on Platform Ticket Vending Machines	29,077,308	\$52,630
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	4,567,267	\$77,644
Sponsor ID in Earned Media	12,158,392	\$160,491
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	5,720,000	\$20,592
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
Sponsor ID on LACMTA Email Communications	211,000	\$10,550
Sponsor ID on GoMetro Mobile App	4,252,200	\$9,482
TOTAL	215,167,758	\$852,047

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro E Line between \$750,000 and \$1.25 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the E Line could generate between \$25.9 million and \$43.3 million over a 25-year term.

9.8 Civic Center/Grand Park

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Civic Center/Grand Park station.

Table 9.8.1

Asset	Civic Center/Grand Park Station
Asset Description	Civic Center/Grand Park Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Station Signs; • Sponsor ID on Interior Station Signs; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Route Maps within Vehicles; • Sponsor ID in Audio Announcements within Vehicles; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Civic Center/Grand Park

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the Civic Center Grand Park station:

Table 9.8.2 Civic Center/Grand Park Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Station Signs (Drive-by traffic)	10,939,050	\$52,289
Sponsor ID on Interior Station Signs (Passenger Impressions)	27,167,234	\$129,859
Sponsor ID on Permanent Station Maps	10,723,908	\$23,593
Sponsor ID on Route Maps within Vehicles	5,209,994	\$17,401
Sponsor ID in Audio Announcements within Vehicles	2,604,997	\$8,701
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	5,209,994	\$88,570
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	279,098	\$21,472
TOTAL	65,709,274	\$354,755

Revenue Potential

The Superlative Group calculates the fair market value range of the Civic Center/Grand Park station between \$250,000 and \$500,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the Civic Center/Grand Park station could generate between \$2.8 million and \$5.6 million over a 10-year term.

General Valuation Assumptions**Sponsor Signage Exposure**

- xiii. Sponsor ID will be included on station and shelter signs, visible to drive-by traffic along streets adjacent to the station.
- xiv. Sponsor ID will be included on station signs visible to passengers waiting at the station, passengers on the rail vehicles stopping at the station and passengers exiting at the station.
- xv. Sponsor ID will be included on permanent station maps at the Civic Center/Grand Park station.
- xvi. Sponsor ID will be included on route maps within the rail vehicles.
- xvii. Sponsor ID will be included in audio announcements within vehicles as they are approaching the station.

Sponsor Exposure in Additional Marketing Materials

- xviii. Sponsor ID will be visible on LACMTA published schedules and maps.

Digital Exposure

- xix. Sponsor will receive recognition on the current LACMTA website anywhere the station is mentioned, as well as all route-dedicated pages that mention the station.
- xx. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.

9.9 Pershing Square

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Pershing Square station.

Table 9.9.1

Asset	Pershing Square Station
Asset Description	Pershing Square Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Station Signs; • Sponsor ID on Interior Station Signs; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Route Maps within Vehicles; • Sponsor ID in Audio Announcements within Vehicles; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Pershing Square

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the Pershing Square station:

Table 9.9.2 Pershing Square Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Station Signs (Drive-by traffic)	11,428,515	\$54,628
Sponsor ID on Interior Station Signs (Passenger Impressions)	45,493,448	\$217,459
Sponsor ID on Permanent Station Maps	17,957,940	\$39,507
Sponsor ID on Route Maps within Vehicles	5,209,994	\$17,401
Sponsor ID in Audio Announcements within Vehicles	2,604,997	\$8,701
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	5,209,994	\$88,570
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	279,098	\$21,472
TOTAL	91,758,985	\$460,608

Revenue Potential

The Superlative Group calculates the fair market value range of the Pershing Square station between \$250,000 and \$500,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the Pershing Square station could generate between \$2.8 million and \$5.6 million over a 10-year term.

9.10 7th Street/Metro Center

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the 7th Street/Metro Center station.

Table 9.10.1

Asset	7 th Street/Metro Center Station
Asset Description	7 th Street/Metro Center Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Station Signs; • Sponsor ID on Interior Station Signs; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Route Maps within Vehicles; • Sponsor ID in Audio Announcements within Vehicles; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: 7th Street/Metro Center

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the 7th Street/Metro Center station:

Table 9.10.2 7th Street/Metro Center Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Station Signs (Drive-by traffic)	10,640,115	\$50,860
Sponsor ID on Interior Station Signs (Passenger Impressions)	259,350,790	\$1,239,697
Sponsor ID on Permanent Station Maps	102,375,312	\$225,226
Sponsor ID on Route Maps within Vehicles	7,927,414	\$26,478
Sponsor ID in Audio Announcements within Vehicles	3,963,707	\$13,239
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	7,927,414	\$134,766
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	279,098	\$21,472
TOTAL	396,038,851	\$1,724,607

Revenue Potential

The Superlative Group calculates the fair market value range of the 7th Street/Metro Center station between \$1.5 million and \$2.0 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the 7th Street/Metro Center station could generate between \$16.8 million and \$22.5 million over a 10-year term.

9.11 Pico

The following table provides an overview of the proposed benefits and values which would be included in a Naming Rights agreement for the Pico station.

Table 9.11.1

Asset	Pico Station
Asset Description	Pico Naming Rights
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Naming Rights Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Station Signs; • Sponsor ID on Interior Station Signs; • Sponsor ID on Permanent Station Maps; • Sponsor ID on Route Maps within Vehicles; • Sponsor ID in Audio Announcements within Vehicles; <p>Sponsor ID in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Published LACMTA Schedules/Maps; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Pico

The following table provides an overview of the proposed quantitative benefits which would be included in a naming rights agreement for the Pico station:

Table 9.11.2 Pico Naming Rights Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Station Signs (Drive-by traffic)	6,507,038	\$31,104
Sponsor ID on Interior Station Signs (Passenger Impressions)	36,490,792	\$174,426
Sponsor ID on Permanent Station Maps	14,404,260	\$31,689
Sponsor ID on Route Maps within Vehicles	2,717,421	\$9,076
Sponsor ID in Audio Announcements within Vehicles	1,358,710	\$4,538
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Published LACMTA Schedules/Maps	2,717,421	\$46,196
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	279,098	\$21,472
TOTAL	68,049,740	\$331,371

Revenue Potential

The Superlative Group calculates the fair market value range of the Pico station between \$250,000 and \$500,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the Naming Rights for the Pico station could generate between \$2.8 million and \$5.6 million over a 10-year term.

9.12 Additional Rail Stations

In order to provide values for the remaining stations (excluding Union Station) along the A, Red, Green, Gold, Purple and E lines, Superlative broke the stations into different tiers to highlight the value ranges possible. The tiers are defined as:

- **Highway** – are stations located along or in the center of the highways that coincide with the line route. These stations are extremely visible to the population of Los Angeles that travels via highway and provide a massive branding opportunity to reach that audience. This tier is valued at \$250,000 per annum.
- **Gold** – are the next most valuable stations that are located along busier roadways but not highways. These stations are valued at \$100,000 per annum.
- **Silver** – the third tier of stations located throughout the LACMTA service area on less busy roadways and are valued at \$50,000 per annum.

A larger buildout of each station valuation is available upon request. In consideration of the size and length of this report, the additional tiered stations are presented in the following tables.

Table 9.12.1 Highway Tier Stations

Highway Stations	
Value	\$250,000 per year \$2,813,732 over 10-year term, including 2.6% CPI escalator
Shared Stations	Willowbrook – Rosa Parks
A Line Stations	None
B Line Stations	None
C Line Stations	Norwalk, Lakewood Blvd., Long Beach Blvd., Avalon, Harbor Freeway, Vermont/Athens, Crenshaw, Hawthorne/Lennox, Aviation/LAX
L Line Stations	Sierra Madre, Allen, Lake
D Line Stations	None
E Line Stations	None

Table 9.12.2 Gold Tier Stations

Gold Stations	
Value	\$100,000 per year \$1,125,493 over 10-year term, including 2.6% CPI escalator
Shared Stations	Westlake/MacArthur Park, Wilshire/Vermont
A Line Stations	Pacific Coast Highway
B Line Stations	Vermont/Beverly, Vermont/Sunset, Hollywood/Western, Hollywood/Vine, Hollywood/Highland, Universal/Studio City, North Hollywood
C Line Stations	None
L Line Stations	Irwindale, Little Tokyo/Arts District
D Line Stations	Wilshire/Normandie, Wilshire/Western
E Line Stations	Downtown Santa Monica

Table 9.12.3 Silver Tier Stations

Silver Stations	
Value	\$50,000 per year \$562,746 over 10-year term, including 2.6% CPI escalator
Shared Stations	None
A Line Stations	Grand/LATTC, San Pedro Street, Washington, Vernon, Slauson, Florence, Firestone, 103 rd Street/Watts Tower, Compton, Artesia, Del Amo, Wardlow, Willow Street, Anaheim Street, 5 th Street, 1 st street, Pacific Ave, Downtown Long Beach
B Line Stations	Vermont/Santa Monica
C Line Stations	Mariposa, El Segundo, Douglas, Redondo Beach
L Line Stations	APU/Citrus College, Azusa Downtown, Duarte/City of Hope, Monrovia, Arcadia, Memorial Park, Del Mar, Fillmore, South Pasadena, Highland Park, Southwest Museum, Heritage Square/Arroyo, Lincoln Heights/Cypress Park, Chinatown, Pico/Aliso, Mariachi Plaza/Boyle Heights, Soto Station, Indiana, Maravilla, East LA Civic Center, Atlantic
D Line Stations	None
E Line Stations	LATTC/Ortho Institute, Jefferson/USC, Expo Park/USC, Expo/Vermont, Expo/Western, Expo/Crenshaw, Farmdale, Expo/La Brea/Ethel Brady, La Cienega/Jefferson, Culver City, Palms, Westwood/Rancho Park, Expo/Sepulveda, Expo/Bundy, 26th Street/Bergamont, 17th Street/SMC

10 Metro Bike System Valuation (Task 7)

10.1 Introduction

This section provides an overview of the Asset Database for the additional Metro bike system, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories.

As discussed in Section 3, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

10.2 Metro Bike Share

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Metro Bike Share program.

Table 10.2.1

Asset	Metro Bike Share
Asset Description	Metro Bike Share Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bicycles; • Sponsor ID on Bicycle Racks; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Bike Share Email Communications; • Sponsor ID on Bike Share and LACMTA websites; • Sponsor ID on Bike Share Mobile App; • Sponsor ID on Bike Share and LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Sponsorship Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Metro Bike Share

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Metro Bike Share:

Table 10.2.2 Metro Bike Share Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bicycles		
- Impressions from Riders	76,651,480	\$354,130
- Impressions from Local Residents/Tourists	15,079,139	\$69,666
- Impressions from Passing Vehicles	80,422,072	\$140,739
Sponsor ID on Bicycle Racks		
- Impressions from Riders	5,000,000	\$23,100
- Impressions from Local Residents/Tourists	15,079,139	\$69,666
- Impressions from Passing Vehicles	55,089,119	\$96,406
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Bike Share Email Communications	120,000	\$6,000
Sponsor ID on Bike Share and LACMTA websites	2,845,700	\$10,245
Sponsor ID on Bike Share Mobile App	2,375,000	\$5,296
Sponsor ID on Bike Share and LACMTA Social Media; once per month	1,168,029	\$7,125
TOTAL	253,829,677	\$782,371

Revenue Potential

The Superlative Group calculates the fair market value range of the Metro Bike Share between \$500,000 and \$1 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Metro Bike Share could generate between \$5.6 million and \$11.2 million over a 10-year term.

General Valuation Assumptions**Sponsor Signage Exposure**

- i. Sponsor ID will be included on all Metro Bike Share bicycles.
- ii. Sponsor ID will be included on all Metro Bike Share bicycle racks.

Digital Exposure

- iii. Sponsor will receive recognition in Metro Bike Share email communications, assumed monthly.
- iv. Sponsor will receive recognition on the current Bike Share and LACMTA website anywhere the Bike Share is mentioned.
- v. Sponsor will receive recognition on the Bike Share Mobile App.
- vi. Sponsor will receive recognition in Bike Share and LACMTA social media posts, assuming one post per month.

11 Metro Property Valuation (Task 7)

11.1 Introduction

This section provides an overview of the Asset Database for Metro property, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories.

As discussed in Section 3, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

11.2 Passageway at Union Station

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Passageway at Union Station.

Table 11.2.1

Asset	Passageway at Union Station
Asset Description	Passageway Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Passageway Entrance Signage; • Sponsor ID on Interior Passageway Signage; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; multiple pages; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Sponsorship Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Passageway at Union Station

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Passageway at Union Station:

Table 11.2.2 Passageway at Union Station Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Passageway Entrance Signage	33,893,418	\$176,585
Sponsor ID on Interior Passageway Signage	45,191,224	\$81,796
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	86,008,818	\$292,723

Revenue Potential

The Superlative Group calculates the fair market value range of the Passageway at Union Station between \$200,000 and \$300,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Passageway at Union Station could generate between \$2.2 million and \$3.4 million over a 10-year term.

General Valuation Assumptions

Sponsor Signage Exposure

- i. Sponsor ID will be included on signage at the two entrances to the Passageway.
- ii. Sponsor ID will be included on interior signage located throughout the Passageway; valuation assumes an estimated eight (8) signs.

Digital Exposure

- iii. Sponsor will receive recognition on the LACMTA website anywhere the Passageway is mentioned and also included on information pages associated with Union Station.
- iv. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.

11.3 Public Restrooms

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the public restrooms.

Table 11.3.1

Asset	Public Restrooms
Asset Description	Public Restrooms Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Facility Exterior; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; multiple pages; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Sponsorship Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Public Restrooms

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Public Restrooms:

Table 11.3.2 Public Restrooms Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Facility Exterior	92,616,702	\$167,636
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	99,540,878	\$201,978

Revenue Potential

The Superlative Group calculates the fair market value range of the Public Restrooms between \$150,000 and \$250,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Public Restrooms could generate between \$1.6 million and \$2.8 million over a 10-year term.

General Valuation Assumptions

Sponsor Signage Exposure

- i. Sponsor ID will be featured on the exterior of all of the facilities. Valuation assumes facilities will be located at the following stations: Downtown Long Beach, 7th Street/Metro Center, Redondo Beach, Norwalk, Atlantic, APU/Citrus College, Downtown Santa Monica, Chatsworth, North Hollywood, Harbor Gateway Transit Center, El Monte, Pico, Aviation/LAX, Harbor Fwy, Willowbrook/Rosa Parks, Cal State LA and Pacific/21st Layover.

Digital Exposure

- ii. Sponsor will receive recognition on the LACMTA website anywhere the public restrooms are mentioned and also included on information pages associated with Union Station.
- iii. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.

11.4 Azusa Pacific University (APU)/Citrus Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the APU/Citrus parking garage.

Table 11.4.1

Asset	APU/Citrus Parking Garage
Asset Description	APU/Citrus Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: APU/Citrus Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the APU/Citrus parking garage:

Table 11.4.2 APU/Citrus Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	2,963,015	\$15,437
Sponsor ID on Interior Garage Signage	64,194	\$334
Sponsor ID on Garage Ticketing Machines/Booths	71,327	\$129
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	71,327	\$1,213
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	10,094,040	\$51,455

Revenue Potential

The Superlative Group calculates the fair market value range of the APU/Citrus parking garage between \$50,000 and \$100,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the APU/Citrus parking garage could generate between \$562,746 and \$1.1 million over a 10-year term.

General Valuation Assumptions

Sponsor Signage Exposure

- i. Sponsor ID will be included on all exterior garage signage, visible to passing traffic.
- ii. Sponsor ID will be included on all interior garage signage.
- iii. Sponsor ID will be included on all ticketing machines/booths located in the garage.

Sponsor Exposure in Additional Marketing Materials

- iv. Sponsor ID will be included on all tickets produced in the garage.

Digital Exposure

- v. Sponsor will receive recognition on the LACMTA website anywhere the parking garage is mentioned.
- vi. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.

11.5 Arcadia Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Arcadia parking garage.

Table 11.5.1

Asset	Arcadia Parking Garage
Asset Description	Arcadia Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Arcadia Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Arcadia parking garage:

Table 11.5.2 Arcadia Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	2,948,543	\$15,362
Sponsor ID on Interior Garage Signage	57,871	\$302
Sponsor ID on Garage Ticketing Machines/Booths	64,301	\$116
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	64,301	\$1,093
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	10,059,191	\$51,215

Revenue Potential

The Superlative Group calculates the fair market value range of the Arcadia parking garage between \$50,000 and \$100,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Arcadia parking garage could generate between \$562,746 and \$1.1 million over a 10-year term.

11.6 Atlantic Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Atlantic parking garage.

Table 11.6.1

Asset	Atlantic Parking Garage
Asset Description	Atlantic Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Atlantic Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Atlantic parking garage:

Table 11.6.2 Atlantic Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	8,778,250	\$45,735
Sponsor ID on Interior Garage Signage	64,359	\$335
Sponsor ID on Garage Ticketing Machines/Booths	71,510	\$129
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	71,510	\$1,216
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	15,909,804	\$81,757

Revenue Potential

The Superlative Group calculates the fair market value range of the Atlantic parking garage between \$75,000 and \$125,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Atlantic parking garage could generate between \$844,120 and \$1.4 million over a 10-year term.

11.7 Expo/Sepulveda Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Expo/Sepulveda parking garage.

Table 11.7.1

Asset	Expo/Sepulveda Parking Garage
Asset Description	Expo/Sepulveda Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Expo/Sepulveda Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Expo/Sepulveda parking garage:

Table 11.7.2 Expo/Sepulveda Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	282,328	\$1,471
Sponsor ID on Interior Garage Signage	39,338	\$205
Sponsor ID on Garage Ticketing Machines/Booths	43,709	\$79
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	43,709	\$743
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	7,333,259	\$36,840

Revenue Potential

The Superlative Group calculates the fair market value range of the Expo/Sepulveda parking garage between \$25,000 and \$50,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Expo/Sepulveda parking garage could generate between \$281,373 and \$562,746 million over a 10-year term.

11.8 Irwindale Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Irwindale parking garage.

Table 11.8.1

Asset	Irwindale Parking Garage
Asset Description	Irwindale Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Irwindale Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Irwindale parking garage:

Table 11.8.2 Irwindale Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	8,326,052	\$43,379
Sponsor ID on Interior Garage Signage	88,284	\$460
Sponsor ID on Garage Ticketing Machines/Booths	98,094	\$178
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	98,094	\$1,668
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	15,534,699	\$80,026

Revenue Potential

The Superlative Group calculates the fair market value range of the Irwindale parking garage between \$75,000 and \$125,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Irwindale parking garage could generate between \$844,120 and \$1.4 million over a 10-year term.

11.9 La Cienega/Jefferson Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the La Cienega/Jefferson parking garage.

Table 11.9.1

Asset	La Cienega/Jefferson Parking Garage
Asset Description	La Cienega/Jefferson Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: La Cienega/Jefferson Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the La Cienega/Jefferson parking garage:

Table 11.9.2 La Cienega/Jefferson Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	6,663,166	\$34,715
Sponsor ID on Interior Garage Signage	114,291	\$595
Sponsor ID on Garage Ticketing Machines/Booths	126,990	\$230
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	126,990	\$2,159
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	13,955,612	\$72,041

Revenue Potential

The Superlative Group calculates the fair market value range of the La Cienega/Jefferson parking garage between \$50,000 and \$100,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the La Cienega/Jefferson parking garage could generate between \$562,746 and \$1.1 million over a 10-year term.

11.10 Monrovia Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Monrovia parking garage.

Table 11.10.1

Asset	Monrovia Parking Garage
Asset Description	Monrovia Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Monrovia Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Monrovia parking garage:

Table 11.10.2 Monrovia Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	5,742,874	\$29,920
Sponsor ID on Interior Garage Signage	40,187	\$209
Sponsor ID on Garage Ticketing Machines/Booths	44,652	\$81
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	44,652	\$759
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	12,796,539	\$65,312

Revenue Potential

The Superlative Group calculates the fair market value range of the Monrovia parking garage between \$50,000 and \$100,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Monrovia parking garage could generate between \$562,746 and \$1.1 million over a 10-year term.

11.11 Sierra Madre Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Sierra Madre parking garage.

Table 11.11.1

Asset	Sierra Madre Parking Garage
Asset Description	Sierra Madre Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Sierra Madre Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Sierra Madre parking garage:

Table 11.11.2 Sierra Madre Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	67,616,250	\$352,281
Sponsor ID on Interior Garage Signage	159,487	\$831
Sponsor ID on Garage Ticketing Machines/Booths	177,208	\$321
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	177,208	\$3,013
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	75,054,328	\$390,787

Revenue Potential

The Superlative Group calculates the fair market value range of the Sierra Madre parking garage between \$250,000 and \$500,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Sierra Madre parking garage could generate between \$2.8 million and \$5.6 million over a 10-year term.

11.12 Willow Parking

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Willow parking garage.

Table 11.12.1

Asset	Willow Parking Garage
Asset Description	Willow Parking Garage Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Exterior Garage Signage; • Sponsor ID on Interior Garage Signage; • Sponsor ID on Garage Ticketing Machines/Booths; <p>Sponsor Exposure in Additional Marketing Materials</p> <ul style="list-style-type: none"> • Sponsor ID on Garage Tickets; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Naming Rights Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Willow Parking Garage

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Willow parking garage:

Table 11.12.2 Willow Parking Garage Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	6,073,600	\$31,643
Sponsor ID on Interior Garage Signage	93,060	\$485
Sponsor ID on Garage Ticketing Machines/Booths	103,400	\$187
Sponsor Exposure in Additional Marketing Materials	Weighted Impressions	Annual Benefit
Sponsor ID on Garage Tickets	103,400	\$1,758
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	13,297,636	\$68,415

Revenue Potential

The Superlative Group calculates the fair market value range of the Willow parking garage between \$50,000 and \$100,000 per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the S Willow parking garage could generate between \$562,746 and \$1.1 million over a 10-year term.

12 Microtransit and Non-Revenue Vehicles Valuation (Task 7)

12.1 Introduction

This section provides an overview of the Asset Database for Metro microtransit and non-revenue vehicles, which identifies and values the main Naming Rights and/or Corporate Sponsorship assets and provides our strategy of how the main assets should be matched to target categories.

As discussed in Section 3, The Superlative Group studied numerous sources provided by LACMTA and through original research in order to determine a baseline level of total impressions that each sponsorship asset receives. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

Valuation Factors

The following factors have been considered as part of The Superlative Group valuation process:

- **Size/Design** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with out-of-home advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers, entertainment facilities, sports arenas, convention centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence the cost.

The most important factors for the purposes of this valuation will be the size, design, frequency and location of all identification signage and any additional sponsor signage.

This section provides the following information:

- Asset Description;
- Sponsorship Opportunity;
- Term of Sponsorship; and
- Proposed Fair Market Value.

12.2 Freeway Service Patrol

The following table provides an overview of the proposed benefits and values which would be included in a sponsorship agreement for the Freeway Service Patrol.

Table 12.2.1

Asset	Freeway Service Patrol
Asset Description	Freeway Service Patrol Sponsorship
Sponsorship Opportunity	<p>Subject to LACMTA approval, a Sponsorship Agreement would include the following sponsorship benefits:</p> <p>Sponsor Signage Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on Freeway Service Signs; • Sponsor ID on Freeway Service Vehicles; • Sponsor ID from Freeway Service Patrol Assists; <p>Digital Exposure</p> <ul style="list-style-type: none"> • Sponsor ID on metro.net; • Sponsor ID on LACMTA Social Media.
Term of Sponsorship	<p>Due to the number of signs and the degree of brand integration, the proposed term of the sponsorship opportunity will be 10 years, in order to allow permanence in the Line name as it becomes part of the lexicon of the community and to visitors.</p> <p>The Sponsorship Agreement will include a CPI escalator, assumed to be 2.6% in California.</p>

Value Range: Freeway Service Patrol

The following table provides an overview of the proposed quantitative benefits which would be included in a sponsorship agreement for the Freeway Service Patrol:

Table 12.2.2 Freeway Service Patrol Sponsorship Valuation

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor Exposure from Freeway Service Area Signage	7,539,373,920	\$1,868,257
Sponsor Exposure from Freeway Service Vehicle Wraps	1,966,447,275	\$943,895
Sponsor Exposure from FSP Assists; vehicles, uniforms, etc.	300,000	\$354
Digital Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on metro.net; multiple pages	3,575,000	\$12,870
Sponsor ID on LACMTA Social Media; once per month	3,349,176	\$21,472
TOTAL	9,513,045,371	\$2,846,848

Revenue Potential

The Superlative Group calculates the fair market value range of the Freeway Service Patrol between \$2.0 million and \$3.0 million per annum. Assuming inclusion of an annual CPI escalator of 2.6%, the sponsorship for the Freeway Service Patrol could generate between \$22.5 million and \$33.8 million over a 10-year term. Typically, these types of sponsorships are agreed to in three- to seven-year terms, with renewal options. This does not impact the proposed annual value.

General Valuation Assumptions**Sponsor Signage Exposure**

- i. Sponsor ID will be included on Freeway Service Patrol signs throughout the service area, visible to traffic along the freeways.
- ii. Sponsor ID will be included on Freeway Service Patrol vehicles.
- iii. Sponsor ID will be included on Freeway Service Patrol uniforms.

Digital Exposure

- iv. Sponsor will receive recognition on the current LACMTA website anywhere the Freeway Service Patrol is mentioned
- v. Sponsor will receive recognition in LACMTA social media posts, assuming one post per month.

13 Risks & Contractual Issues

13.1 Overview

This section of the report provides an overview of potential risks and limitations that may impact the marketability of the assets and benefits of the Naming Rights and Corporate Sponsorship program for LACMTA. Section 13.3 and 13.4 below provides an overview of the main clauses that should be included in the draft Naming Agreement.

13.2 Risk Register

A risk register will be developed to identify, monitor and mitigate key risks and limitations associated with the Corporate Sponsorship/Naming Rights project. Project risks will fall under the following categories.

COVID-19

Risk	Risk Rating	Mitigation Factor(s)
<p>Superlative was appointed by LACMTA in December 2019 prior to the COVID-19 outbreak, which resulted in severe restrictions on travel and significant economic uncertainty.</p> <p>There is a potential timing risk that delays to the COVID-19 shutdown could have a detrimental impact on the Naming Rights sales program. There is a potential economic risk that the valuations included in this report could be negatively impacted by the economic uncertainty.</p>	Medium	It is anticipated that the current restrictions on movement will be lifted and the economic position will be more clear. Superlative's sales executives can recommend multiple strategies for capturing revenue during periods of economic uncertainty, which should assist LACMTA with mitigating any concerns with loss of revenue.

Signage/Advertising/Sponsorship Regulations

Risk	Risk Rating	Mitigation Factor(s)
It is important that all Naming Rights and sponsorship signage proposals comply with relevant City and State signage ordinances. As of 2017, the previous proposed Naming Rights policy for LACMTA was put on hold due to concerns pertaining to lack of control of asset names, reputational risks (see below) and other factors. LACMTA has the right to revisit this policy, which will be necessary in order to pursue Naming Rights campaigns for assets.	Medium	Superlative is consulting with LACMTA representatives to ensure that all proposed Sponsorship benefits included in the valuation are deliverable and legally compliant.

Reputational Risks

Risk	Risk Rating	Mitigation Factor(s)
Public trust may be damaged by Sponsorships that are aesthetically displeasing, politically oriented, inconsistent with LACMTA's objectives and core services, or otherwise inappropriate or offensive to the audience.	Low	All proposed sponsorships must comply with signage guidelines. The LACMTA Sponsorship Policy, being developed as part of this project, would provide further clarity regarding acceptable target sponsors. Also, see Section 13.4 for examples of Moral Turpitude clauses that address such concerns.

Legal Risk

Risk	Risk Rating	Mitigation Factor(s)
Lack of clarity regarding objectives and definitions of Naming Rights and Corporate Sponsorships.	Low	Thorough legal review of definitions by Superlative, LACMTA and target sponsor legal departments.
Lack of clarity regarding other legal aspects of the Naming Rights Agreement, such as definition of specific benefits, licenses to use Trademarks and Service Marks, Artworks and Signage costs, and resolution of disputes between LACMTA and any Naming Sponsor.	Low	Inclusion of a detailed Schedule of Rights and Benefits as an Appendix to the Naming Rights or Sponsorship Agreement. Signage designs and renderings should be agreed and included where possible.

Economic Risks

Risk	Risk Rating	Mitigation Factor(s)
Economic failure of a Naming Rights or Sponsorship partner during the term of an agreement	Low	LACMTA should carry out financial Due Diligence on any Naming Rights or Exclusive Partners prior to signature of any major agreement. This would include review of Group Financial Statements and third-party assessments.
Concern that a Naming Rights partnership does not provide adequate return for the proposed schedule of benefits.	Low	Value ranges for all Naming Rights and Sponsorships should be agreed before progressing with the sales phase. LACMTA should withdraw from negotiations with companies when negotiations reach the floor of the value range.

Policy Risks

Risk	Risk Rating	Mitigation Factor(s)
Lack of political backing for the proposed Naming Rights partnership.	Low	Engagement with LACMTA representatives and other key stakeholders should mitigate any potential political conflicts, both internal and external.
Divergence of support between LACMTA and other Stakeholders.	Low	Structured and regular communication channels at key stages of the sales process.

Project Delay

Risk	Risk Rating	Mitigation Factor(s)
Risk that a delay to construction of LACMTA facilities has a detrimental impact on the Naming Rights or Sponsorship sales program.	Medium	Timelines for construction of the LACMTA could fluctuate or be extended given the size/scope of the project, creating medium risk. However, this can be mitigated through regular progress reports and communication between LACMTA and Consultant.

All risks should be logged, monitored and updated as part of the monthly reporting procedure. Metro will need to work directly with key stakeholders to mitigate and eliminate these risks whenever possible.

13.3 Sample Term Sheet

As the nature of any Naming Rights agreement will differ, the terms of each sponsorship opportunity must be refined to the specifics of the program. The following example provides an overview of some of the important elements that we would expect to include. The LACMTA legal department and board will have final review and approval of any agreement.

Benefit Specifications

This section of the Agreement sets out the specifications of proposed signage and other exposure entitlements. LACMTA representatives will work with the Naming Rights Sponsor to develop the design of signage that includes the Naming Rights Sponsor name designation or logo. A schematic of the signage will be made available for review and must be approved by LACMTA. A summary of the proposed benefits is provided below. These will be discussed and agreed with the target Naming Rights partner and developed as a detailed Schedule to the Naming Rights Agreement.

Sponsor Signage Exposure

- Sponsor ID on Vehicle Exterior;
- Sponsor ID on Station & Shelter Signs;
- Sponsor ID within Vehicle Interior;
- Sponsor ID on Permanent Station Maps;
- Sponsor ID on Platform Ticket Vending Machines;

Sponsor ID in Additional Marketing Materials

- Sponsor ID on Published Schedules/Maps;
- Sponsor ID in Earned Media;

Digital Exposure

- Sponsor ID on LACMTA website;
- Sponsor ID on LACMTA Social Media;
- Sponsor ID on LACMTA Email Communications;
- Sponsor ID on GoMetro Mobile App.

Licenses to Use Trademarks and Service Marks

- a. Subject to the terms of the Agreement and so long as the Naming Rights Sponsor is not in breach of any term or condition hereof, LACMTA may grant the Sponsor non-exclusive and royalty-free right to use trademarks/service marks/logos. Any and all materials produced by the Sponsor using the LACMTA marks would be submitted to LACMTA for review and prior approval, which approval shall not be unreasonably withheld or delayed.
- b. All rights of approval of the use of a trademark, service mark, logo or other identification of a party (the "Marks") should be a continuing right so that any party may later object to the use of Marks that had been previously approved should circumstances change or other reasons arise that, in the reasonable judgment of the party objecting, make continued use potentially damaging to reputation or image of the Marks or to the objecting party.
- c. All uses of Marks by a party shall inure to the benefit of the party granting the license in their own marks and not the licensee. No licensee should make any claim of ownership or other interest in any Mark licensed to them hereunder.

Artwork and Media Costs; Installation and Replacement Costs

- a. **Artwork and Media Costs.** The Naming Rights Sponsor should bear the costs of the design and production of the initial signage. In the event the Sponsor determines it is necessary to engage a third party to assist in developing the artwork and media, the Sponsor will bear the third party's fees and other costs.
- b. **Schematics of Signage.** In order for the Sponsor to develop the artwork and media associated with the facilities, LACMTA should provide the Naming Rights Sponsor with the schematics of the facilities upon execution of the Agreement.
- c. **Installation.** LACMTA should install any signage developed by the Naming Rights Sponsor pursuant to this Agreement, at Sponsor's expense.
- d. **Replacement.** The Naming Rights Sponsor should bear all costs of replacement or repair of the signage.

Payment of the Sponsor Fee

In return for the rights granted above, the Naming Rights Sponsor will pay to LACMTA:

- (i) a fee in the amount of [x] Thousand Dollars (\$[x]) being due within fourteen (14) days after execution of this agreement; and
- (ii) [x] annual fee payments of [x] Thousand Dollars (\$[x]) due and owing by [date] in each consecutive year, collectively, the "The Sponsor Fee". The total sum of The Sponsor Fee is [x] Thousand Dollars (\$[x]) over the course of the Initial Term, which is defined below.

The Superlative Group recommends inclusion of a "Step Up" clause which would be invoked if/when major transit route additions are completed, resulting in a significant increase in ridership.

Term

The Term of this Agreement shall be for [x] years commencing on [date] and ending on [date] ("Term"). LACMTA agrees that the Naming Rights Sponsor shall have the sole and exclusive option to renew this Agreement, under terms acceptable to LACMTA, at the end of the Term. The Initial Term and any subsequent renewals are collectively referred to as the "Term".

Termination

Termination for Breach

The Agreement will state the initial term and timescales to exercise the option to extend under the same conditions as the original agreement. Termination would be invoked under the following examples:

- i. Breach of a material term or condition of the Contract (30-day notification period);
- ii. The Authority ceases to operate the program for any reason;
- iii. If any governmental agency enacts or adopts any law, ordinance regulation or rule restricting or prohibiting the use of advertising on vehicles;
- iv. Sponsor or any of its affiliates engages in business that does not conform with the restrictions set forth in this Agreement and/or any other restrictions and/or ordinances imposed by LACMTA and in effect during the Term, including, but not limited to, LACMTA's Advertising Guidelines.
- v. Sponsor or any of its affiliates conducts itself in a way which damages the reputation of LACMTA or is likely to damage the reputation of LACMTA, either directly or by way of damaging the reputation of Sponsor. The determination of whether a Sponsor's activity damages or is likely to damage the reputation of LACMTA is in the sole discretion of LACMTA.
- vi. Sponsor files any voluntary petition in bankruptcy, suffers the appointment of a receiver or trustee to be filed, suffers its assets to be sold to satisfy a judgment of any court, makes any assignment for the benefit of its creditors, or is the subject of any involuntary petition in bankruptcy.
- vii. [Other – as agreed with LACMTA].

The notice of material breach or default should set out the act or omission giving rise to a breach of the Agreement and should specify in detail what is reasonably expected of the breaching party in order to cure the breach. If an alleged breach is a matter of dispute, the parties would attempt to resolve it under the terms of the Dispute Resolution Process Identified below.

Effect of Termination

Upon termination or expiration of the Agreement:

- i. All rights to use the signage cease and LACMTA should remove all signage – at Sponsor's expense – from advertisements and other instances where LACMTA had been using signage prior to the termination; and
- ii. All licenses granted in the Agreement would terminate.

Dispute Resolution Process

- a. The Parties acknowledge that the establishment and operation of the affiliation would require an ongoing commitment by all parties to cooperate and make best efforts. Accordingly, the parties seek to resolve any disputes regarding the Agreement or any other terms of the Agreement. Any party may at any time issue a notice that a dispute exists if such Party believes that another Party has caused a material breach of the Agreement, or a situation or circumstance exists which frustrates, in a material manner, the achievement of the objectives of the Agreement. Such notice would start a process of Progressive Dispute Resolution, which would involve a good faith attempt to resolve the dispute for a period not to exceed one hundred twenty (120) days.
- b. The agreement of the Parties to these Progressive Dispute Resolution procedures is for the benefit of the Parties and is not intended to create any legal, equitable, or beneficial interest in any third party or to vest in any third party any interest with respect to the enforcement of performance of these procedures.
- c. The provisions of this clause would survive any termination, amendment or expiration of this Agreement unless all the parties hereto otherwise expressly agree in writing.

The agreement would also include provisions in relation to the following points:

- Warranties;
- Indemnities;
- Insurance coverage;
- Severability; and
- Governing Law

The specific terms of the agreement would be drafted and negotiated with the sponsorship partner as part of a potential sales program.

13.4 Examples of Moral Turpitude Clauses

As discussed with LACMTA during completion of this Study, below are several examples of Moral Turpitude clauses, designed to eliminate any potential damage to LACMTA's reputation, which should be included in some form in every Naming Rights and sponsorship agreement.

- During the Term of this Agreement and following the expiration of such, Naming Rights Partner agrees to conduct itself in the highest regard, and in accordance with reasonable public conventions and morals, and further agree and warrant that it shall not commit or engage in any act that is degrading to LACMTA, or causes public contempt, scorn, ridicule, or that will shock, insult or offend.
- LACMTA shall have the right to terminate this agreement and no refund shall be due Naming Rights Partner, in the event Naming Rights Partner take or make such act or actions that association with Naming Rights Partner would have a negative impact on the reputation and integrity of LAMCTA.
- If at any time, in the opinion of LACMTA, Naming Rights Partner becomes the subject of public disrepute, contempt, or scandal that affects Naming Rights Partner's image or goodwill, then LACMTA may, upon written notice to Naming Rights Partner, immediately suspend or terminate this Naming Rights Agreement and Naming Rights Partner's services hereunder, in addition to any other rights and remedies that LACMTA may have hereunder or at law or in equity.

14 Conclusions & Next Steps

14.1 Introduction

Sponsorship of LACMTA assets can provide additional revenue and in-kind support for LACMTA, and in return, the company receives greater brand recognition and enhanced advertising value. This report outlines the opportunities that should be considered by LACMTA for its TAP Card program. Please note that the revenue projections included in this study may be dependent on available inventory, quality of impressions and category exclusivity.

14.2 Proposed Values

TAP Card Program

If TAP Card Primary Sponsorship is sold at the high end of the ranges, The Superlative Group estimates the opportunity could generate more than \$22.5 million over the life of the term, assuming inclusion of a 2.6% CPI escalator. Table 9.2.1 below breaks down the proposed fair market values for each of the studied assets.

Table 14.2.1

Asset	TAP Card Program
Annual Value	Option A (Recommended): Primary Sponsor: \$1.5 million - \$2.0 million Option B: Advertising Program: \$400,000 - \$750,000
Terms	10 years for Primary Sponsor Four weeks for advertisers
Total Revenue Potential ²⁴	Primary Sponsor: \$22.5 million Advertising Program: \$7.5 million
Target Categories	All categories: identified by size and marketing budget

Option A: Sponsorship Revenue Potential (Recommendation 1)

The Superlative Group proposes a value range of \$1.5 million to \$2.0 million per annum for Primary Sponsorship of the TAP Card program. Superlative recommends LACMTA pursue this option and target entities at the top of this value range, over a proposed term of 10 years. Assuming inclusion of a CPI escalator of 2.6%, this opportunity could generate between \$16.9 million and \$22.5 million over the life of the term. **(Recommendation 5)**

Option B: Advertising Revenue Potential

Alternatively, The Superlative Group estimates a four-week TAP advertising campaign could generate \$100,000 to \$125,000 for LACMTA. Assuming an estimated four to six campaigns per year, this opportunity could generate between \$400,000 and \$750,000 per annum, or maximum revenues of \$7.5 million over a period of 10 years.

²⁴ Revenue potential shows the top of each value range over the proposed term, assuming an annual CPI escalator of 2.6%

Naming Rights and Sponsorship

The Superlative Group estimates the Naming Rights and Corporate Sponsorships for LACMTA assets could generate more than \$665 million over the life of the terms, assuming inclusion of a 2.6% escalator for each deal. Table 14.2.2 below breaks down the proposed fair market values for each of the studied assets.

Table 14.2.2

Rail and Bus Lines	Value Per Annum		Total Over Term (25 years)	
Metro Line	Low	High	Low	High
A Line	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
B Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
C Line	\$2,000,000	\$2,750,000	\$69,207,355	\$95,160,113
L Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
D Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
E Line	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
G Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
J Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
Dodger Stadium Express	\$250,000	\$500,000	\$8,650,919	\$17,301,839
LAX FlyAway	\$150,000	\$300,000	\$5,190,552	\$10,381,103
TOTALS	\$7,400,000	\$12,550,000	\$256,067,212	\$434,276,151

Rail and Bus Stations	Value Per Annum		Total Over Term (10 years)	
Metro Station	Low	High	Low	High
Civic Center/Grand Park	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Pershing Square	\$250,000	\$500,000	\$2,813,732	\$5,627,464
7th Street/Metro Center	\$1,500,000	\$2,000,000	\$16,882,393	\$22,509,857
Pico	\$250,000	\$500,000	\$2,813,732	\$5,627,464
TOTALS	\$2,250,000	\$3,500,000	\$25,323,589	\$39,392,250

Additional Stations	Value Per Annum	Value Over Term (10 years)	Quantity	Grand Total Potential
Highway	\$250,000	\$2,813,732	21	\$59,088,372
Gold	\$100,000	\$1,125,493	24	\$27,011,832
Silver	\$50,000	\$562,746	70	\$39,392,220
TOTALS	\$400,000	\$4,501,971	115	\$125,492,424

Other Metro Assets	Value Per Annum		Total Over Term (10 years)	
	Low	High	Low	High
Freeway Service Patrol	\$2,000,000	\$3,000,000	\$22,509,857	\$33,764,786
Metro Bike Share	\$500,000	\$1,000,000	\$5,627,464	\$11,254,929
Passageway at Union Station	\$200,000	\$300,000	\$2,250,986	\$3,376,479
Public Restrooms	\$150,000	\$250,000	\$1,688,239	\$2,813,732
Sierra Madre Villa Parking	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Atlantic Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
Irwindale Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
APU/Citrus Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Arcadia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
La Cienega/Jefferson Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Monrovia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Willow Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Expo/Sepulveda Parking	\$25,000	\$50,000	\$281,373	\$562,746
TOTALS	\$3,525,000	\$5,850,000	\$39,673,623	\$65,841,333

14.3 Conclusions

TAP Card Program

Transit ticketing technology is evolving rapidly on an industry-wide scale. As such, Superlative was able to find current benchmarks that demonstrate advertising on physical transit passes, but which was never a significant source of revenue for any transit agency, and therefore not a viable means of generating substantial revenue from corporate partners for LACMTA.

More importantly, LACMTA's TAP Operations Department, operations and other personnel have expressed concern about the perception of over-branding or corporatizing LACMTA assets from the general public. Therefore, a TAP Card advertising program is not the recommended solution. One of Superlative's best practices for transit pass advertising revenue generation, which can be found in Section 5 of the preceding report, states that in order to achieve financial success from an advertising program, LACMTA would need to launch multiple campaigns per year with various partners.

The limited revenue potential, complicated logistics and risk of negative public perception justify our recommendation that Primary Sponsorship of the TAP Card program is a simpler and more valuable approach to monetization of the asset (**Recommendation 1**).

Naming Rights and Sponsorship

Due to the number of potential opportunities, should LACMTA decide to pursue Naming Rights and corporate sponsorship to transit assets, there will be a need to prioritize opportunities, based on the estimated revenue potential and most saleable opportunities. Superlative recommends that LACMTA prioritize opportunities as follows (**Recommendation 6**):

Priority Opportunities

- i. Metro Rail Lines;
- ii. Metro Bus Lines;
- iii. Freeway Service Patrol;
- iv. Metro Stations; and
- v. Metro Bike Share.

Second Tier Opportunities

- vi. Passageway at Union Station;
- vii. Public Restrooms; and
- viii. Parking Garages.

A References

Documents Provided by LACMTA

Bike Assets

BikeShare Bike Asset Specs

City Sign Ordinances – Arcadia, Azusa, Compton, Culver City, Downey, Duarte, El Segundo, Hawthorne, Inglewood, Irwindale, Long Beach, Los Angeles, Lynwood, Monrovia, Norwalk, Pasadena, Redondo Beach, Santa Monica, South Pasadena

Division Facilities Locations

Division Locations 2016

E-Signage Inventory

E-Signage Metro TPIs Master List

Exhibit 13 – Rail Design Directive_Aerial_Center_Platform

Exhibit 14 – Rail Design Directive_At Grade Center

Exhibit 15 – Rail Design Directive_At Grade Side

Exhibit 16 – Rail Design Directive_Underground_Subway_Platform

Final City of LA MOU

Final City of LA MOU Amendment 1

Final MBS000001 Amendment #2

Fully Executed Modification No 1 – Metro Bikeshare

FW_Metro x LAFC 2019 Agreement – Amendment

LA Metro – Transit Authority Ratecard – TA Direct Rates

Los Angeles Ratecard-Bus ALL

Material Fabrication Standards F

Metro Bike Share 2-Pg

Metro Bike Share Deck April 2017

Metro Bike Share Sponsorship Opportunities

Metro Owned Parking OIG

Metro Rail Current and Future

Metro Stations_Rail-Transitway

Park and Ride Summary 2017

Potential Group for Complimentary Bike Branding

PS41099B – Outfront Media Group

PS41099R – Intersection Parent Inc

RE Modification No. 1 (Sponsorship Agreement)

Re_Advertising in Metro Bike rack location at 919 Albany St

RFP No PS157140024

Sales Activity Tracker 030416

Statement of Work-Revised wpics

Supplemental SOW (Final)

Systemwide Bus Lines

Systemwide Bus Stops

Train Vehicles Assignments by Facility

TVM Locations

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City of Arcadia Engineering and Traffic Study - <https://www.arcadiaca.gov/Shape%20Arcadia/Development%20Services/traffic%20and%20engineering/Traffic%20Volume%20Map%202019.pdf>

City of Azusa - <http://azusagis.maps.arcgis.com/apps/StoryMapBasic/index.html?appid=92787afc551740efbd473af09cd09b4f&extent=-117.9760,34.1021,-117.8481,34.1513>

City of Beverly Hills - <http://www.beverlyhills.org/departments/communitydevelopment/trafficengineering/web.jsp>

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City of El Monte - https://www.ci.el-monte.ca.us/DocumentCenter/View/1876/Traffic_Count_Map-El-Monte?bidId=

City of Long Beach Public Works - <http://www.longbeach.gov/globalassets/pw/media-library/documents/resources/general/maps-and-gis/2014-citywide-traffic-flow>

City of Los Angeles, Department of Public Works, Bureau of Engineering, NavigateLA - <https://navigate.lacity.org/navigate/>

City of Pasadena Open Data Site - <http://data.cityofpasadena.net/datasets/eaaffc1269994f0e8966e2024647cc56>

City of Pasadena Transportation Data Management System - <https://pasadena.ms2soft.com/tcds/tsearch.asp?loc=Pasadena&mod=>

City of South Pasadena General Plan - <https://www.southpasadenaca.gov/home/showdocument?id=218>

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Foothill Gold Line - <https://foothillgoldline.org/>

Metro.net; multiple pages

Los Angeles Dodgers - <https://www.mlb.com/dodgers/ballpark/transportation/dodger-stadium-express>
Similarweb.com

Definitions

Sponsor or Partner. A business or organization that pays a fee in exchange for the rights to a transit agency's marketable assets. Designation is subject to mutual agreement between the parties and can be interchangeable, although "partner" can sometimes denote longer-term commitments. Fees can include cash and in-kind products and services.

Asset. Any intellectual property owned and controlled by the transit agency. This can include attributes ranging from vehicles and stations to marketing collateral and social media.

Naming Rights. Providing a business or organization the right to change the name of the asset in exchange for a fee. Naming rights agreements generally range from five to 25 years to allow for ubiquity in the marketplace with regard to the name of the asset (e.g., the Sycuan Casino Green Line in San Diego).

Impression. A single exposure, such as from a logo, to human eyes.

Out-of-Home (OOH) Advertising. Esoteric term for outdoor advertising, such as billboards, typically used within the advertising industry. Typically abbreviated as "OOH" or shortened to "Out-of-Home" in certain contexts, *"some transit agencies have seen an increase in digital or mobile advertising integration as opposed to out-of-home"*.

Link Kiosks or Links. Proprietary wireless kiosk system implemented by the out-of-home advertising agency Intersection. Each system includes an acronym for its respective city in its nomenclature; for example, LinkPHL in Philadelphia. Intersection's sister system in the United Kingdom is named InLink, but employs the same technology and nomenclature, InLinkUK, etc.

Abbreviations/Acronyms

APU – Azusa Pacific University
 BRT – Bus Rapid Transit
 BVG – Berliner Verkehrsbetrieben, Germany
 CPI – Consumer Price Index
 CPM – Cost per Thousand
 FSP – Metro Freeway Service Patrol
 GCRTA – Greater Cleveland Regional Transit Authority
 HBO – Home Box Office
 ID – Identification
 LA – The City of Los Angeles
 LACMTA of LA Metro – Los Angeles County Metropolitan Transit Authority
 LAWA – Los Angeles World Airports
 LAX – Los Angeles International Airport
 LED – Light Emitting Diode
 MBTA – Massachusetts Bay Transportation Authority
 MCTS – Milwaukee County Transit System
 New York MTA – New York Metropolitan Transit Authority
 NFC - Near Field Communication technology
 OIG – Office of the Inspector General
 OMNY – One Metro New York, contactless fare system for New York MTA
 OOH – Out-of-Home
 OS – Operating System
 RFID – Radio Frequency Identification Chip
 RTC or RTCSNV – Regional Transportation Commission of Southern Nevada
 RTD – Regional Transit District, Colorado
 San Diego MTS – San Diego Metropolitan Transportation System

SEPTA – Southeastern Pennsylvania Transit Authority
STO – Société de transport de l’Outaouais, Quebec
Superlative – The Superlative Group
SUV – Sport Utility Vehicles
TAP – Transit Access Pass
TVM – Ticket Vending Machine
UK – United Kingdom
USB – Universal Serial Bus
WiFi – Wireless Networking
WMATA – Washington Metropolitan Area Transit Authority

Figure 3: Future UC-San Diego On-campus Trolley Stop Branding

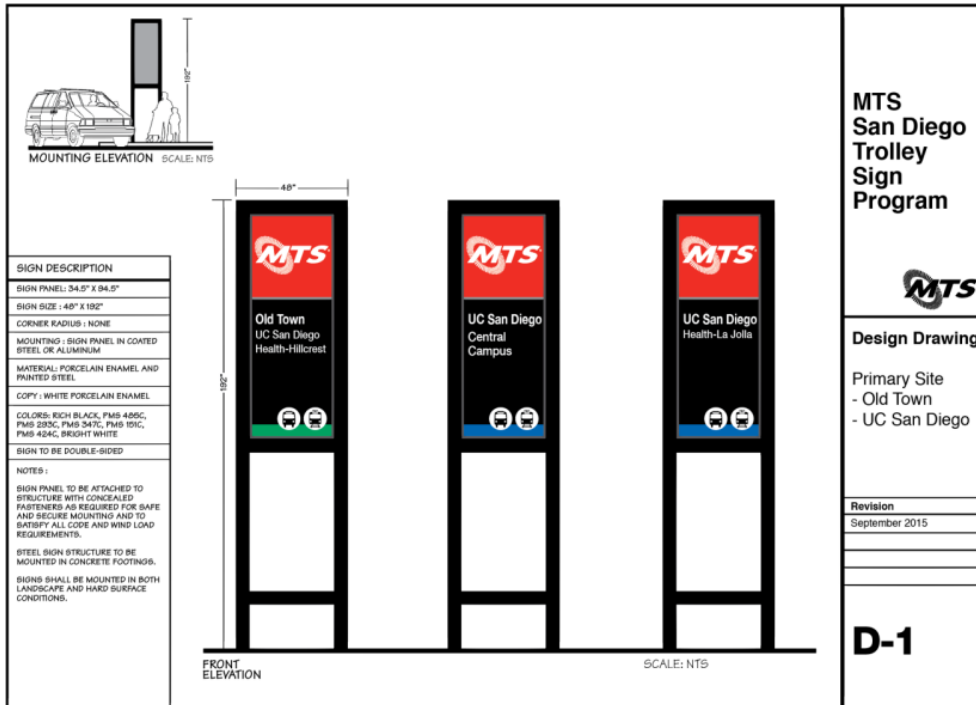


Figure 4: UC-San Diego Blue Line Timetable Branding



Figure 5: San Diego MTS Printed Pocket Trolley Guides – UC-San Diego Branding



San Diego Trolley
POCKET GUIDE

UC San Diego
Blue Line
San Ysidro
America Plaza
Orange Line
Santa Fe Depot
Green Line
12th & Imperial
Effective November 2015

MTS Rapid
Great Trolley Connections!
- New Stations
- Longer Hours
- Frequent Service

Day Pass Unlimited travel on most MTS services.
One-way ticket valid for two hours from time of purchase in one direction; allows transfers between Trolley and tansfers to most Mt Buses, purchase a Day Pass.

Passes de un día: Viajes limitados en la mayoría de los servicios MTS.
Pasaje de una sola dirección: Válido por 2 horas a partir de compra únicamente para una dirección; permite transferidos entre las líneas de Trolley y pasados a la mayoría de los autobuses MTS, compre un pase de un día.

FARES

Adult	Senior/Disabled/Medicare**	Child (5 and under)	Transfer
\$2.50 with Compass	\$1.25 with Compass	FREE	FREE
\$5+ with Compass	\$5+ with Compass	GRATIS	GRATIS

Proof of eligibility required. ** Proof of eligibility required. * Transfer verification of eligibility required. * Transfer verification of eligibility required.

For more information visit: www.sdmts.com

Check your Compass Card expiration date! Visit 511sd.com/compass.

SERVICE

SERVICE	FREQUENCY (minutes)						
	WEEKDAYS lunes a viernes			SATURDAY sábado		SUNDAY domingo	
UC San Diego Blue Line America Plaza ↔ San Ysidro via National City, Chula Vista and South Bay stations.	Commuter	Midday	Evening	Day	Morning/Evening	Day	Morning/Evening
Orange Line Santa Fe Depot ↔ El Cajon via Downtown San Diego, Lemon Grove and La Mesa stations.	Commuter	Midday	Evening	Day	Morning/Evening	Day	Morning/Evening
Green Line 12th & Imperial ↔ Santee via Convention Center, Santa Fe Depot, Old Town, Mission Valley, La Mesa and El Cajon stations.	Commuter	Midday	Evening	Day	Morning/Evening	Day	Morning/Evening

* After 8 a.m., 30 min frequency. ** See 12th & Imperial & Qualcomm Stadium.

All passengers must have a valid ticket or pass in their possession while traveling on the Trolley or in designated fare paid zones. Failure to have a valid fare may result in a court citation.

A Saturday or Sunday Trolley schedule will be operated on the following holidays and observed holidays: New Year's Day, Presidents' Day, Memorial Day, Independence Day, Labor Day and Thanksgiving. Christmas service: every 30 minutes throughout the day on all Trolley lines.

Todos los pasajeros deben tener un pasaje válido o pase en su posesión al viajar en el Trolley o en zonas designadas de pasaje válido. Falta de un pasaje válido podría resultar en una multa.

Se utilizará un horario de Trolley de sábado o domingo en los siguientes días festivos y días festivos de guardar: Día de Año Nuevo, Día de los presidentes, Día de la Independencia, Día del trabajo y Día de acción de gracias. Servicio navideño: cada 30 min durante el día en todas las vías del Trolley.

compass card

Senior/Disabled/Medicare (S/D/M)
All riders using reduced fares must comply with one of the following options:

Option 1 *Recommended by MTS*
MTS offers a picture ID on a Compass Card that provides proof of eligibility. Available at the Transit Store.

Option 2
Riders using a standard S/D/M or Youth Compass Card or a one-way ticket must carry supporting identification to prove eligibility.

For additional benefits of Option 1 and for list of valid forms of ID for Option 2 go to: www.sdmts.com/fares_discounted.asp.

Figure 6: UC-San Diego Blue Line One-Way Ticket



Example 2: Cleveland State Line – Greater Cleveland RTA

Cleveland State University purchased the Naming Rights to the GCRTA West Shore Express BRT Line in 2008. The route, which runs on three branches and connects the western suburbs of Cleveland to the Downtown Core, passes by several local high schools. Cleveland State – with a large commuter student population – found the proximity of the line to these schools attractive as a potential recruitment tool and agreed to pay the RTA \$6.1 million over a 25-year term. Cleveland State also receives signage at two major transit centers, 19 bus stations, 32 bus shelters and 243 bus stops.

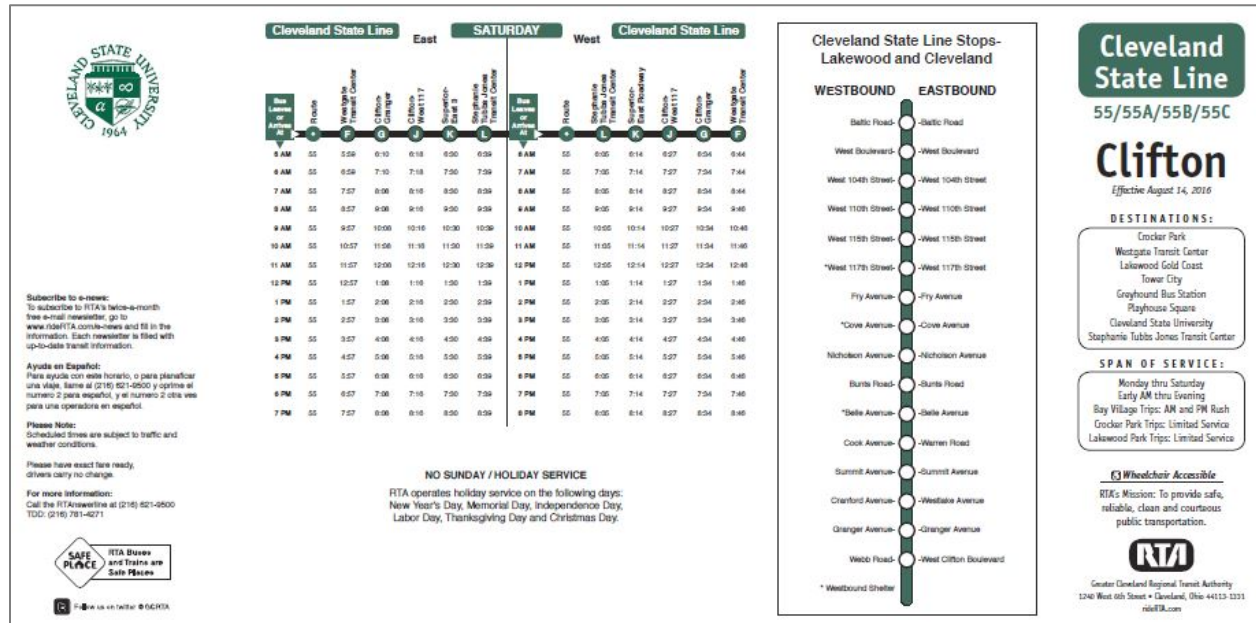
Figure 7: Example of Cleveland RTA Cleveland State University West Shore Express BRT Branding



Figure 8: Cleveland State Line BRT Vehicle Branding



Figure 9: Example of Cleveland State Line Timetable Branding



Example 3: HealthLine – Greater Cleveland RTA

The Euclid Corridor BRT Line was renamed the “HealthLine” through a partnership between the Greater Cleveland RTA and two major hospital systems in the area – University Hospitals and the Cleveland Clinic. The route connects downtown Cleveland to neighborhoods to the east, including University Circle and East Cleveland, where the UH and Clinic campuses are located. The competing hospitals agreed to each pay half of the \$11 million total commitment over a 20-year term. In addition, several stops along the HealthLine have also been sold, for a total of \$1.5 million over 10-year terms.

Figure 10: HealthLine BRT Vehicle Branding



Figure 11: Example of HealthLine Timetable Branding

Proof of Payment

Stations along the route have Ticket Vending Machines (TVM) where you can purchase a single ride ticket or an All-Day Pass. Please note that the TVMs do not make change. On the HealthLine, you pay your fare before you board. Fares will not be collected on the vehicle except during late night hours, or if the TVM at the station is not working. You must hold on to your ticket or pass once onboard. RTA Fare Enforcement Officers will check to see that you have a valid ticket or pass (Proof of Payment). If you don't, you'll be assessed a Violation Fare. Nonpayment of the Violation Fare will lead to criminal prosecution.

Some farecards and passes need to be activated before you board the HealthLine using activation equipment at the stations. Multi-Trip Farecards (1-Trip, 2-Trip or 5-Trip) must be activated for your current trip. The 7-Day Pass and All-Day Pass only need to be activated on the first trip. A current Monthly Pass or U-Pass does not need to be activated.

Tips for Riding

When crossing Euclid Avenue, always use a designated crosswalk and cross only when signaled. At the station, purchase your fare at the vending machine before the vehicle arrives. As the vehicle approaches the station, stand back from the platform edge; the HealthLine pulls up closer to the curb than a traditional bus. Please allow passengers to exit the vehicle before boarding.

Bicycles and the HealthLine

Ride riders on Euclid Ave. may use the designated bike lanes, both eastbound and westbound, from E. 21st Street to Stokes Blvd. Bikes are also allowed on the HealthLine vehicles. When boarding the vehicle with your bike, enter through the rear door. Stand with your bike near the articulated center of the vehicle, where it "denies." If the vehicle is full, the operator may ask you to wait for the next HealthLine to arrive.

HealthLine East

SATURDAY / SUNDAY / HOLIDAY

West **HealthLine**

Time	Euclid Ave. (Westbound)	Stokes Blvd. (Westbound)	Stokes Blvd. (Eastbound)	Euclid Ave. (Eastbound)
7:00	7:00	7:00	7:00	7:00
7:15	7:15	7:15	7:15	7:15
7:30	7:30	7:30	7:30	7:30
7:45	7:45	7:45	7:45	7:45
8:00	8:00	8:00	8:00	8:00
8:15	8:15	8:15	8:15	8:15
8:30	8:30	8:30	8:30	8:30
8:45	8:45	8:45	8:45	8:45
9:00	9:00	9:00	9:00	9:00
9:15	9:15	9:15	9:15	9:15
9:30	9:30	9:30	9:30	9:30
9:45	9:45	9:45	9:45	9:45
10:00	10:00	10:00	10:00	10:00
10:15	10:15	10:15	10:15	10:15
10:30	10:30	10:30	10:30	10:30
10:45	10:45	10:45	10:45	10:45
11:00	11:00	11:00	11:00	11:00
11:15	11:15	11:15	11:15	11:15
11:30	11:30	11:30	11:30	11:30
11:45	11:45	11:45	11:45	11:45
12:00	12:00	12:00	12:00	12:00
12:15	12:15	12:15	12:15	12:15
12:30	12:30	12:30	12:30	12:30
12:45	12:45	12:45	12:45	12:45
1:00	1:00	1:00	1:00	1:00
1:15	1:15	1:15	1:15	1:15
1:30	1:30	1:30	1:30	1:30
1:45	1:45	1:45	1:45	1:45
2:00	2:00	2:00	2:00	2:00
2:15	2:15	2:15	2:15	2:15
2:30	2:30	2:30	2:30	2:30
2:45	2:45	2:45	2:45	2:45
3:00	3:00	3:00	3:00	3:00
3:15	3:15	3:15	3:15	3:15
3:30	3:30	3:30	3:30	3:30
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4:45	4:45	4:45	4:45	4:45
5:00	5:00	5:00	5:00	5:00
5:15	5:15	5:15	5:15	5:15
5:30	5:30	5:30	5:30	5:30
5:45	5:45	5:45	5:45	5:45
6:00	6:00	6:00	6:00	6:00
6:15	6:15	6:15	6:15	6:15
6:30	6:30	6:30	6:30	6:30
6:45	6:45	6:45	6:45	6:45
7:00	7:00	7:00	7:00	7:00

HealthLine Connections

Route 1 HealthLine Station

- #1: Euclid St.
- #2: Superior Ave. / Stokes/Windermere Rapid Station
- #3: Stokes Blvd.
- #4: Superior Ave. / Stokes Blvd.
- #5: Superior Ave. / Stokes Blvd.
- #6: Superior Ave. / Stokes Blvd.
- #7: 109th St.
- #8: 109th St.
- #9: 109th St.
- #10: 109th St.
- #11: 109th St.
- #12: 109th St.
- #13: 109th St.
- #14: 109th St.
- #15: 109th St.
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HealthLine Connections

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- #100: 109th St.

HealthLine Sponsors

Holiday Service: RTA operates holiday service on the following days: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day.

RTA newsletter: When using the RTA newsletters, please use the route number, 5, to refer to the HealthLine.

Scheduled times are subject to traffic and weather conditions.

HealthLine Connections

Route 1 HealthLine Station

- #1: Euclid St.
- #2: Superior Ave. / Stokes/Windermere Rapid Station
- #3: Stokes Blvd.
- #4: Superior Ave. / Stokes Blvd.
- #5: Superior Ave. / Stokes Blvd.
- #6: Superior Ave. / Stokes Blvd.
- #7: 109th St.
- #8: 109th St.
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- #10: 109th St.
- #11: 109th St.
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HealthLine Connections

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HealthLine

Euclid

(Effective March 2, 2015)

Serving:

- Public Square
- Playhouse Square
- Cleveland State University
- Midtown
- Fairfax
- Cleveland Clinic
- University Circle
- Case Western Reserve University
- University Hospitals
- East Cleveland
- Stokes-Windermere Rapid Station

Span of Service:

24 Hours a day, 7 Days a Week

RTA's Mission: To provide safe, reliable, clean and courteous public transportation.

RTA

Greater Cleveland Regional Transit Authority
1260 West 25th Street • Cleveland, Ohio 44115-1211 • rail@rtm.com

Figures 12 and 13: Examples of Bus Stop Underwriting – Cleveland RTA HealthLine
(PNC Bank is located at the E. 6th Street Station)



C Schedule of Report Findings and Recommendations

The following table provides highlighted recommendations based on the TAP Card Advertising and Sponsorship Feasibility study completed by The Superlative Group. To best understand these recommendations, please refer to the preceding report produced by The Superlative Group for this study. The reports explain the background, objectives, methodology and results of the study in detail.

TAP Card and Sponsorship Consulting Recommendations						
Rec. #	Recommendation Description	Related Findings #	Assigned Staff in Charge	Agree or Disagree	Proposed Action	Est. Date Completion
1	LACMTA should pursue a holistic sponsorship program for TAP Card assets in lieu of individual advertising campaigns identified in Tasks 1-3, 5-6 of the Superlative agreement. This is supported by numerous industry benchmarks and best practices.	Sections 1.5; 5.3 & 5.4; 7.6; 14.3				
2	A TAP Card sponsorship program should bundle assets identified in Tasks 1-3, 5-6 of the Superlative agreement. Benefits could include: <ul style="list-style-type: none"> Sponsor recognition on TAP Cards Sponsor recognition on physical ticket vending machines and assets (e.g., digital screens, readers) Sponsor recognition on Metro website, social media accounts and mobile app (once launched) This is supported by the results of Superlative's valuation process.	Sections 5 & 7				
3	Sponsor recognition on Ticket Vending Machine kiosks should be limited to two seconds maximum.	Section 5.3				
4	TAP Card personalization could be offered for a fee. TAP Cards are already personalized for a fee but revenue is captured by third parties.	Section 6.3				

	Superlative recommends a range of \$4.50 to \$8 surcharge per purchase.					
5	The Superlative Group proposes a value range of \$1.5 million to \$2.0 million per annum for Primary Sponsorship of the TAP Card program over a proposed term of 10 years. Assuming inclusion of a CPI escalator of 2.6%, this opportunity could generate between \$16.9 million and \$22.5 million over the life of the term.	Sections 1.5, 5.3 & 14.3				
6	Draft asset list that Metro and its leadership would be willing to monetize via Naming Rights and/or Corporate Partnerships. Assets could include: <ul style="list-style-type: none"> • Metro Rail • Metro Bus • Stations • Freeway Service Patrol • Metro Bike Share • Passageway at Union Station • Public restrooms • Parking garages 	Sections 8-12; 1.5; 14.3				
7	Superlative recommends that LACMTA pursue third-party partnerships for an app-based payment solution that could reduce agency overhead expenses such as physical TAP Card bulk purchasing, printing and distribution.	Section 5.2				

D LACMTA System Map



E Transit Naming Rights Benchmarks

Transportation Sector Benchmarks – Lines

ASSET	AGENCY	SPONSOR	PRICE	START DATE	DURATION (YEARS)	AVG PRICE PER YEAR	OTHER BENEFITS/COMMENTS
Light Rail Blue Line	San Diego MTS	University of California, San Diego	\$30,000,000	2015	30	\$1,000,000	Also includes naming rights to (3) major Light Rail stations and highway overpass signage
Light Rail Green Line	San Diego MTS	Sycuan Casino	\$25,500,000	2017	30	\$850,000	10-year initial term with 10-year renewal option. Includes right to parking lots for casino shuttles
BRT Line	Greater Cleveland RTA	University Hospitals and Cleveland Clinic	\$11,000,000	2008	20	\$550,000	Currently selling 10-year station sponsorships for \$300,000 each. 5 have been sold
Milwaukee Hop Streetcar	City of Milwaukee	Potawatomi Casino	\$10,000,000	2017	12	\$833,333	Naming rights include underwriting all rides for the first year of operation
Streetcar Line	M-1 Rail (Detroit)	Quicken Loans	\$10,000,000	2016	Perpetuity	-	Part of \$10 million capital investment in Downtown Detroit infrastructure
PULSE BRT	Greater Richmond Transit	VCU Health System and Bon Secours Richmond Health System	\$6,375,000	2018	15	\$425,000	The two health systems split a \$425,000 annual fee
BRT Line	Greater Cleveland RTA	Cleveland State University	\$6,100,000	2014	28	\$217,857	\$150,000 per year with 2.9% escalator; CSU also receives signage at (2) major transit centers, (19) bus stations, (32) bus shelters and (243) bus stops
A Line Commuter Rail	Denver Regional Transportation District	University of Colorado	\$5,000,000	2015	5	\$1,000,000	Also includes ads on the Flatiron Flyer bus rapid transit line. Optional 5-year extension
BRT Line	Greater Cleveland RTA	MetroHealth	\$4,200,000	2017	25	\$168,000	
Streetcar Line	Southwest Ohio Regional Transit Authority (Cincinnati)	Cincinnati Bell	\$3,400,000	2016	10	\$340,000	
The Rapid	Interurban Transit Partnership (Grand Rapids, MI)	Grand Valley State University	-	2016	Perpetuity	-	GCSU helps fund the operations of the Lake Line bus shuttle that runs through its campus

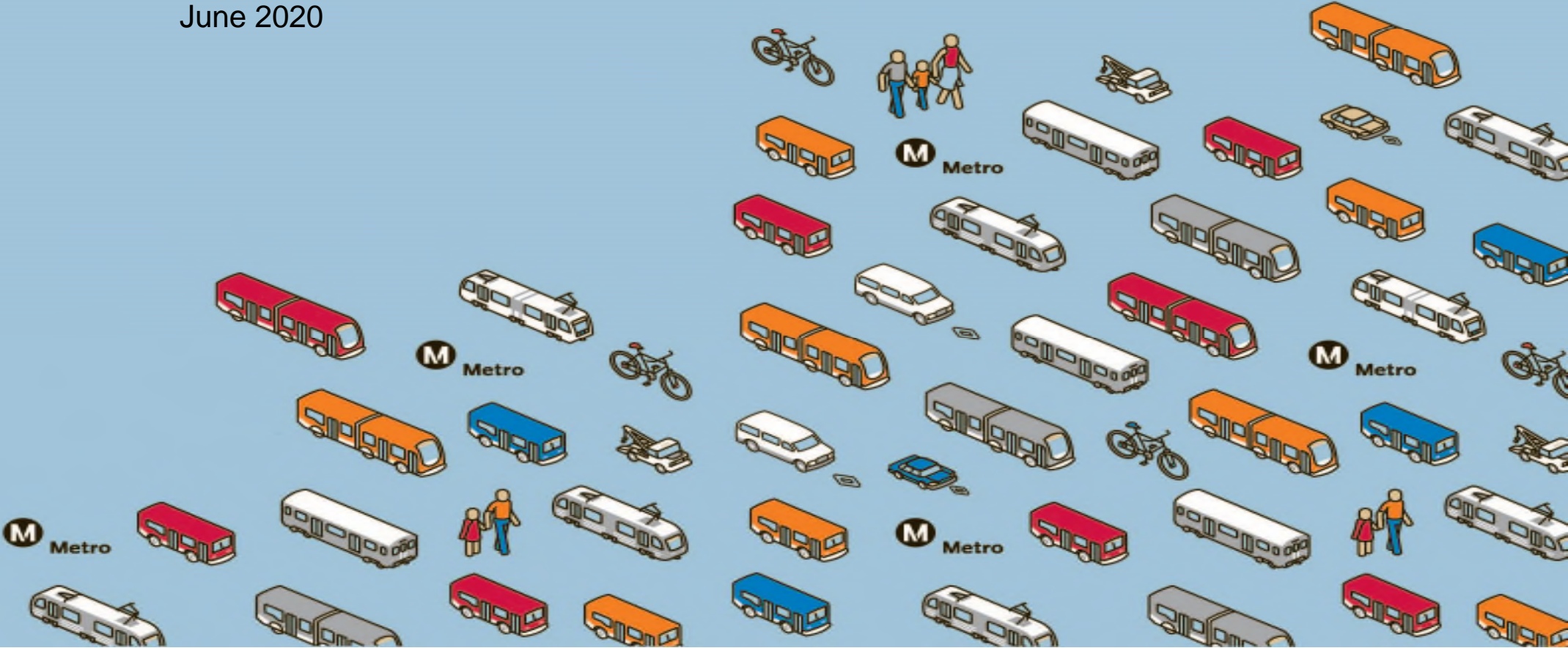
Transportation Sector Benchmarks – Stations

ASSET	AGENCY	SPONSOR	PRICE	START DATE	DURATION (YEARS)	AVG PRICE PER YEAR	OTHER BENEFITS/COMMENTS
Transbay Transit Center	Transbay Joint Powers Authority (San Francisco)	Salesforce	\$110,000,000	2017	25	\$4,400,000	Naming Rights include transit center and 5.4-acre rooftop park; connected to Salesforce headquarters; fee includes step-up clauses as rail/bus services expand
Monorail station at Convention Center	Las Vegas Monorail Company	Nextel	\$50,000,000	2004	12	\$4,166,667	Terminated in 2008 after Monorail failed to deliver ridership projections
Station	Southeastern Pennsylvania Transportation Authority (Philadelphia)	NRG	\$5,250,000	2018	5	\$1,050,000	Previously named AT&T Station for \$5 million over 5 years
Station	Southeastern Pennsylvania Transportation Authority (Philadelphia)	Thomas Jefferson University Hospital	\$4,000,000	2014	5	\$800,000	Station naming with an option to renew for \$2.4 million over 4 years
Atlantic Ave & Pacific St Stations	Metropolitan Transportation Authority (New York)	Barclays	\$4,000,000	2009	20	\$200,000	Paid by Barclays Center Developer
Station	Greater Cleveland RTA	Cuyahoga Community College	\$500,000	2018	10	\$50,000	
Station	Dallas Area Rapid Transit	Southern Methodist University	\$463,000	2019	10	\$46,300	
Station	Sacramento Regional Transit District	UC Davis Health	\$328,000	2019	10	\$32,800	\$30,000 per year with a 2% escalator
Station	Greater Cleveland RTA	Medical Mutual	\$300,000	2009	10	\$30,000	
Station	Niagara Frontier Transportation Authority (Buffalo)	Evans Bank	\$160,000	2019	5	\$32,000	
Station	Niagara Frontier Transportation Authority (Buffalo)	Merchants Insurance	\$160,000	2019	5	\$32,000	

Office Of Inspector General – Asset Valuation Study Report

Karen Gorman, Inspector General

June 2020



Advertising and sponsorship opportunities could raise as much as \$685 mil. in revenue over the next 25 years.

Office Of Inspector General – Asset Valuation Study Report

TAP Card Revenue Potential	
Asset	TAP Card Program
Annual Value	Option A: Primary Sponsor: \$1.5 million - \$2.0 million Option B: Advertising Program: \$400,000 - \$750,000
Terms	10 years for Primary Sponsor Four weeks for advertisers
Total Revenue Potential	Primary Sponsor: \$22.5 million Advertising Program: \$7.5 million
Target Categories	All categories: identified by size and marketing budget

Option A: Sponsorship Revenue Potential: proposes a value range of \$1.5 million to \$2.0 million per annum for Primary Sponsorship of the TAP Card program. Assuming a CPI escalator of 2.6%, could generate between \$16.9 mil. - \$22.5 mil. over a 10 years.

Option B: Advertising Revenue Potential Alternatively, proposes a value range of \$100,000 to \$125,000 per four-week advertising campaign. Assuming an estimated 4-6 campaigns per year, could generate between \$400,000 and \$750,000 per annum, or revenues of \$7.5 million over 10 years.



Office Of Inspector General – Asset Valuation Study Report

- A** **A Line (Blue)**
Downtown LA to Long Beach
 - B** **B Line (Red)**
North Hollywood to Union Station
 - C** **C Line (Green)**
Redondo Beach to Norwalk
 - D** **D Line (Purple)**
Wilshire/Western to Union Station
 - E** **E Line (Expo)**
Downtown LA to Santa Monica
 - L** **L Line (Gold)**
East Los Angeles to Azusa
 -  **Metro Busway**
 - G** **G Line (Orange)**
Chatsworth to North Hollywood
 - J** **J Line (Silver)**
San Pedro to El Monte
- Street Service in Downtown LA and San Pedro

Naming Rights and Corporate Sponsorship Revenue Potential

Rail and Bus Lines	Value Per Annum		Total Over Term (25 years)	
	Low	High	Low	High
Metro Line				
A Line (Blue)	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
Red Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
Green Line	\$2,000,000	\$2,750,000	\$69,207,355	\$95,160,113
Gold Line	\$1,000,000	\$1,750,000	\$34,603,677	\$60,556,435
Purple Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
E Line (Expo)	\$750,000	\$1,250,000	\$25,952,758	\$43,254,597
Orange Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
Silver Line	\$500,000	\$1,000,000	\$17,301,839	\$34,603,677
Dodger Stadium Express	\$250,000	\$500,000	\$8,650,919	\$17,301,839
LAX FlyAway	\$150,000	\$300,000	\$5,190,552	\$10,381,103
TOTALS	\$7,400,000	\$12,550,000	\$256,067,212	\$434,276,151



Office Of Inspector General – Asset Valuation Study Report

Major Rail and Bus Stations	Value Per Annum		Total Over Term (10 years)	
	Low	High	Low	High
Civic Center/Grand Park	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Pershing Square	\$250,000	\$500,000	\$2,813,732	\$5,627,464
7th Street/Metro Center	\$1,500,000	\$2,000,000	\$16,882,393	\$22,509,857
Pico	\$250,000	\$500,000	\$2,813,732	\$5,627,464
TOTALS	\$2,250,000	\$3,500,000	\$25,323,589	\$39,392,250



Office Of Inspector General – Asset Valuation Study Report

Additional Stations	Value Per Annum	Value Over Term (10 years)	Quantity	Grand Total Potential
Tier 1: Highway Stations	\$250,000	\$2,813,732	21	\$59,088,372
Tier 2: Stations Near Major Roadways	\$100,000	\$1,125,493	24	\$27,011,832
Tier 3: Stations Near Smaller Roadways	\$50,000	\$562,746	70	\$39,392,220
TOTALS	\$400,000	\$4,501,971	115	\$125,492,424



Office Of Inspector General – Asset Valuation Study Report

Other Metro Assets	Value Per Annum		Total Over Term (10 years)	
	Low	High	Low	High
Freeway Service Patrol	\$2,000,000	\$3,000,000	\$22,509,857	\$33,764,786
Metro Bike Share	\$500,000	\$1,000,000	\$5,627,464	\$11,254,829
Passageway at Union Station	\$200,000	\$300,000	\$2,250,986	\$3,376,479
Public Restrooms	\$150,000	\$250,000	\$1,688,239	\$2,813,732
Sierra Madre Villa Parking	\$250,000	\$500,000	\$2,813,732	\$5,627,464
Atlantic Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
Inwindale Parking	\$75,000	\$125,000	\$844,120	\$1,406,866
APU/Citrus Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Arcadia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
La Cienega/Jefferson Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Monrovia Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Willow Parking	\$50,000	\$100,000	\$562,746	\$1,125,493
Expo/Sepulveda Parking	\$25,000	\$50,000	\$281,373	\$562,746
TOTALS	\$3,525,000	\$5,850,000	\$39,673,623	\$65,841,333



Office Of Inspector General – Asset Valuation Study Report

Conclusions and Recommendations

1. TAP Card Advertising and Primary Sponsorship Options:

Sponsorship of the TAP card program is the recommended approach to monetization of the assets over TAP card advertising. (The OIG believes that both are possible)

2. Naming Rights and Corporate Sponsorships

There is a large number of potential naming rights and sponsorship opportunities.

Priority Opportunities include:

First Tier: i. Metro Rail Lines; ii. Metro Bus Lines; iii. Freeway Service Patrol; iv. Metro Stations; & v. Metro Bike Share.

Second Tier: i. Passageway at Union Station; ii. Public Restrooms; & iii. Parking Garages.



Office Of Inspector General – Asset Valuation Study Report

Other Opportunities:

- Public Toilets
- Freeway Service Patrol
- Bike Share
- Fare Media Wearables

Terms & Conditions

Termination rights for Metro include:

- conduct by sponsor that reflects poorly on Metro's reputation
- changes in circumstances



Office Of Inspector General – Asset Valuation Study Report

Next Steps:

- A. The OIG will submit the consultant’s report at the June Board meeting.
- B. Management will decide if it wants to propose a program.
- C. Any program proposed by management should take into consideration:
 - 1. the OIG report,
 - 2. the Agency’s values,
 - 3. “Covid-19 era values,”
 - 4. the Board’s stated concerns about such a program,
 - 5. “character scandal” out clauses & other terms that positively reflect Metro’s ethics,
 - 6. revenue potential of the assets,
 - 7. expenses associated with the program,
 - 8. staff time associated with the program, and
 - 9. ridership recovery.





Metro

Board Report

File #: 2020-0300, File Type: Federal Legislation / State Legislation (Position)

Agenda Number: 31.

REVISED
EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020

SUBJECT: STATE LEGISLATION

ACTION: ADOPT STAFF RECOMMENDED POSITION

RECOMMENDATION

ADOPT staff recommended positions:

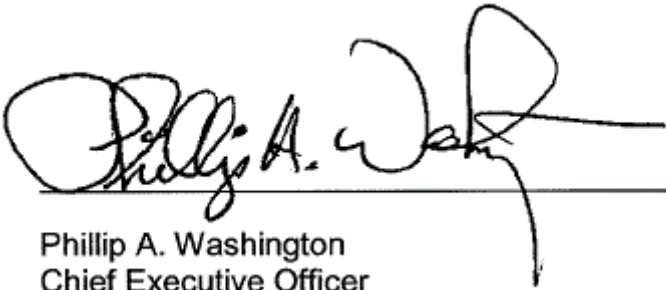
1. Assembly Constitutional Amendment 5 (Weber, Gipson, Santiago) - Government Preferences. **SUPPORT**
2. Potential Ballot Measure to enact ACA 5/Proposition TBD - **SUPPORT**

ATTACHMENT

Attachment A - ACA 5 (Weber, Gipson, Santiago) - Legislative Analysis

Prepared by: Michael Turner, DEO, Government Relations, (213) 922-2122
Desarae Jones, Senior Manager, Transportation Planning/State Legislative Affairs,
Government Relations, (213) 922-2230
Alex Amadeo, Government Relations Officer, Government Relations, (213) 922-2763

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154



Phillip A. Washington
Chief Executive Officer

REVISED
ATTACHMENT A

BILL: ASSEMBLY CONSTITUTIONAL AMENDMENT 5
AS AMENDED MAY 4, 2020

AUTHOR: ASSEMBLYMEMBER SHIRLEY WEBER (D – SAN DIEGO)

SUBJECT: GOVERNMENT PREFERENCES.

STATUS: PASSED – ASSEMBLY APPROPRIATIONS COMMITTEE
ASSEMBLY – SECOND READING FILE

ACTION: SUPPORT

RECOMMENDATION

Staff recommends that the Board of Directors adopt a SUPPORT position on Assembly Constitutional Amendment 5 (Weber) as amended. This action would also authorize support for the potential ballot measure (Proposition TBD) to repeal Prop 209 and to enact ACA 5.

ISSUE

This bill was introduced on March 9, 2020 to amend the California State Constitution by repealing Section 31 of Article I.

Specifically, this Constitutional Amendment:

- Repeals provisions enacted pursuant to Proposition 209 in 1996 that prohibit the state and all institutions and political subdivisions thereof from discriminating against, or granting preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.

DISCUSSION

Assembly Constitutional Amendment 5, as amended, would repeal Section 31 of Article I of the California Constitution. Section 31 of Article I was added to the Constitution through the passage of Proposition 209 in 1996. The text of Section 31 of Article I of the California State Constitution begins: *“SEC. 31. (a) The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.”*

This bill was introduced by Assemblymembers Shirley Weber (D-San Diego), Mike Gipson (D-Carson), and Miguel Santiago (D-Los Angeles), with Assemblymembers Autumn Burke (D-Marina Del Rey), Jim Cooper (D-Elk Grove), Lorena Gonzalez (D-San Diego), Chris Holden (D-Pasadena), Reggie Jones-Sawyer (D-Los Angeles), Sydney Kamlager (D-Los Angeles), Kevin McCarty (D-Sacramento), and Mark Stone (D-

Monterey Bay) as coauthors. Senators Steven Bradford (D-Gardena), Holly Mitchell (D-Los Angeles) and Ben Hueso (D-San Diego) are coauthors in the Senate.

According to the author, California is only 1 of 8 states that have a similar ban on preferential treatment based on race, sex, color, ethnicity or national origin in public employment, education and public contracting. In an effort to promote social equity and to reverse the legacy and impacts of past racism and discrimination – affirmative action on the federal level has been codified into law. California is home to over 1.5 million women owned firms – however, participation by women-owned firms in public contracting continues to decline.

The Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, religion, sex, or national origin. California law has similar provisions, including employee protections against discrimination codified under the California Fair Employment and Housing Act of 1959. Proposition 209 is distinct in that in addition to banning discrimination, it added a ban on granting preferential treatment based on those same categories. This ban on preferential treatment is also referred to as the “affirmative action ban.” ACA 5 is similar in intent to SCA 5 (Hernández), which in the 2013-2014 legislative session would have amended the Constitution to remove Proposition 209 provisions related to public education only. However, SCA 5 failed to advance in the Assembly.

This bill has several potential impacts to Metro’s work in the areas of procurement, equal opportunity in employment and equity, particularly with respect to Minority and Women-owned Business Enterprise programs. These impacts are outlined below.

Impact on Metro’s Vendor/Contract Management & Diversity and Economic Opportunity Programs

The possible repeal of Proposition 209 would have a significant impact on Metro’s locally-funded procurements. The enactment of the repeal would allow for Metro to implement programs and preferential selection in the agency’s public contracting practices. The passage of Proposition 209 in 1996 is the reason that Metro was required to cancel its Minority Business Enterprise (MBE) and Women-owned Business Enterprise (WBE) certification and goal programs (race and gender-conscious) and change to race-neutral and gender-neutral small business programs on non-federally funded procurements. In effect, race and gender could no longer be taken into account in our non-federally funded contracting program. This would allow Metro to potentially create MBE/WBE programs once again on our locally funded contracting program.

Participation by minority and women owned businesses plummeted after passage of Proposition 209 in 1996. Proposition 209 does not affect Metro’s federal procurements and the Disadvantaged Business Enterprise program remains unaffected, yet on the local side, minority and female owned businesses have had to compete against Prime contractors for state/local procurements over the last 24 years. Metro’s Small Business Enterprise program was created to fill the void created by the passage of Prop 209 and while the SBE program has aided a number of minority and women-owned business, it is fundamentally a race-neutral program. Because of the way Proposition 209 is structured, we have limitations on our state/locally funded procurements. We believe that

the program would see increased participation by Women owned and minority-owned businesses and continued success for these businesses if the Proposition was repealed.

With respect to federally funded procurements, since establishing a DBE program is a condition of receiving federal financial assistance, compliance with Proposition 209's prohibition against gender and racial preferences would result in Metro being ineligible for federal assistance.

Impact on Metro's Human Capital & Development and Civil Rights Employment Policies

As a recipient of federal funding, Metro is required to submit an Equal Employment Opportunity Program (EEO) to the Federal Transit Administration (FTA) every four years. In order to meet this requirement, Metro needs to provide a written, detailed, results-oriented set of procedures designed to achieve prompt and full utilization of people within a protected class at all levels and in all parts of Metro's workforce, including compensation. This requirement is in line with ACA 5.

In addition, *Public Utilities Code-Section 1300051.19-Adoption of Affirmative Action Plan* states: "Metro shall adopt an affirmative action plan for its management positions which reflects the ethnic demographics of the county, taking into consideration the availability of the workforce in the various ethnic groups."

These requirements are necessary. Overall, the transit industry is a male-dominated industry. At Metro, we currently have 70% male and 30% female represented in the workforce. Even with EEO goals, we have only increased the overall female percentage by 1.6% since 2005. Currently, of the 8 EEO job categories that all Metro positions fall into, 4 of those EEO job categories are underutilized for women. Simply put, Metro needs to hire more women in certain job categories. We are also required to prevent concentration of minority groups in particular positions, cost centers and departments. As such, Metro's goal is to not only increase underutilization, but its goal is to also prevent concentration of minority groups in lower level positions. Metro has utilized EEO goals to resolve the above disparities and meet the aforementioned requirements. Passing ACA 5 would be in line with these efforts to rectify disparities.

What's most important is that the efforts to meet Equal Employment Opportunity Program goals, which are aligned with ACA 5, are working, as shown in the chart below. Since the implementation of a streamlined Equal Employment Opportunity concurrence process in 2016, Metro has increased the hire rate of women each year. In the figure below, rates of women in the workforce are shown increasing year over year due to the policies that Metro has implemented.

FY16	33%
FY17	35%
FY18	41%
FY19	42%

Removing these EEO efforts at Metro, by not supporting ACA 5, would not only eliminate the progress we've made, but would cause it to continue to go in a negative direction.

In addition, if Metro does not meet FTA EEO requirements and fails to take correction action, the FTA can initiate the suspension, termination, refusal to grant or continue Federal financial assistance for Metro. FTA can also make a referral to the Department of Justice with a recommendation that appropriate proceedings be brought against Metro to enforce any rights of the United States (U.S.) under any law.

Metro has also created the Women and Girls Governing Council (WGGC) and incorporated a number of hiring practices to encourage the advancement and continued increases in hiring of women in the Metro's workforce. For non-represented employees, staff has found that there is a clear disparity between women and men in the workforce and the WGGC has done work and is studying how to address this disparity. ACA 5 would continue in that same vein.

Any hiring related language in the Collective Bargaining Agreements with Metro's unions is negotiated, and the language usually focuses on using seniority as the primary factor promotion after the job's minimum qualifications are met. Even if ACA 5 were to pass, if race or sex were to be included as a factor in hiring for union represented jobs, Metro would not be able to supersede any contract language that conflicts with it without negotiation.

Chapter 2 of the FTA EEO Circular states, in part: *Both agencies and unions are responsible for nondiscrimination under federal equal employment opportunity laws and regulations. An agency cannot evade nondiscrimination responsibilities on the basis of union contract terms covering employees. When agencies are negotiating or amending union agreements, FTA requires agencies to review and revise the agreements wherever current provisions are identified as barriers to equal employment.*

Alignment with Metro's Equity Platform

The goal of ACA 5 is aligned with Metro's Equity Platform. Under the platform, Metro is tasked with reducing racial, socioeconomic, and gender disparities to increase access to opportunity. As explained in the preamble of ACA 5, Article 1, Section 31 has exacerbated those disparities and made them much more difficult to address. The constitutional amendment proposed under ACA 5 would expand the tools available to accomplish the goals of Metro's equity platform.

ACA 5 has received substantial support from nonprofit organizations around the state, as well as unions and educational associations. The bill has also received opposition from various stakeholder groups, although no official opposition was recorded as of May 5th, 2020.

The bill recently was approved by the Assembly Appropriations Committee and now moves forward to the Assembly floor for consideration. The bill needs to receive at least two-thirds approval by the Assembly to move forward. For ballot measures to be included in the November 2020 ballot, initiatives need to qualify by June 25, 2020.

Staff recommends that the Board adopt a SUPPORT position on ACA 5 and the potential Proposition TBD to enact ACA 5.

DETERMINATION OF SAFETY IMPACT

Passage of the legislation would not have an immediate impact on safety.

FINANCIAL IMPACT

The estimated financial impact of this action is still being evaluated.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Staff recommendation supports strategic plan goal #5.5, Metro will expand opportunities for businesses and external organizations to work with us. To maximize our engagement with traditional and non-traditional business partners, Metro will re-examine contracting rules, policies, and regulations to minimize requirements that unnecessarily restrict creativity and create barriers to entry for emerging and small businesses.

ALTERNATIVES CONSIDERED

Staff has considered adopting either an oppose or work with author position on the bill. However, an oppose position would be counter to the agency's goals to increase participation by women and minorities in public contracting and in hiring.

NEXT STEPS

Should the Board approve the adoption of a SUPPORT position on the legislation; staff will communicate the Board's position to the author and work to ensure its passage. Staff will continue to keep the Board informed as this issue is addressed throughout the legislative session.



Board Report

File #: 2020-0414, File Type: Federal Legislation / State Legislation (Position)

Agenda Number: 32.

REVISED
EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020

SUBJECT: FEDERAL LEGISLATION

ACTION: ADOPT STAFF RECOMMENDED POSITIONS

RECOMMENDATION

ADOPT staff recommended positions:

- A. House Resolution 2 7095 (DeFazio) - Five-year federal surface transportation authorization legislation. **SUPPORT**

ATTACHMENTS

Attachment A - H.R. 2 7095 (DeFazio) Legislative Analysis

Prepared by: Raffi Hamparian, Senior Director, Government Relations
(213) 922-3769
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(213) 314-8090

Reviewed by: Yvette Rapose, Chief Communications Officer, (213) 418-3154

Phillip A. Washington
Chief Executive Officer

**REVISED
ATTACHMENT A**

BILL: H.R. 2 7095

AUTHOR: CONGRESSMAN PETER DEFAZIO (D-OR)

SUBJECT: FEDERAL SURFACE TRANSPORTATION BILL

STATUS: REFERRED TO THE HOUSE COMMITTEE ON
TRANSPORTATION AND INFRASTRUCTURE

ACTION: SUPPORT

RECOMMENDATION

Staff recommends that the Board of Directors adopt a SUPPORT position on House Resolution 2 7095, the Investing in a New Vision for the Environment and Surface Transportation in America Act (INVEST in America Act).

ISSUE

House Resolution 2 7095, which was introduced on June 4, 2020 by Congressman Peter DeFazio (D-OR), would provide federal funding for surface transportation programs for a period of five years, among other changes to federal law. With respect to our agency, federal funding authorized through surface transportation bills provide on an annual basis – through both formula funds and grants – approximately \$1 billion to our agency. This funding is used to support a variety of highway, transit and related programs to enhance mobility across Los Angeles County.

DISCUSSION

Metro has a longstanding and nationally recognized track record of shaping our nation's surface transportation programs through advocating policies adopted in our Board-approved Federal Legislative Agenda and working with members of the Los Angeles County Congressional Delegation, among others, to advance our federal policy goals.

For example, an entire section of the Moving Ahead for Progress in the 21st Century Act (MAP-21) surface transportation bill, which was signed into law by President Obama on July 6, 2012, was named after a Metro Board-adopted priority – the America Fast Forward program (title II, Section 2001).

Like MAP-21, the INVEST in America Act includes policy provisions specifically detailed in our Board-adopted Federal Legislative Program – including the Rebuilding America initiative that has been aggressively championed on Capitol Hill by our Chief Executive Officer. The INVEST in America Act restores – as called for in our Rebuilding America initiative – the Projects of National and Regional Significance (PNRS) grant program for mega-projects (both highway and transit). The legislation also restores – as called for in our Rebuilding America initiative – the Local Hire Pilot Program that was enacted in the Obama Administration with our agencies support and in concert with the efforts of Congresswoman Karen Bass (D-CA).

Throughout the 864 pages of the INVEST in America Act are provisions of strong and unique interest to our agency. As an initial summary of this bill, please find here several key provisions in this bill that merit being highlighted. Notwithstanding these highlighted items, it should be noted that there are dozens of other important provisions in this bill that would impact our agency. These provisions will be analyzed by Metro staff in the coming days and weeks to fully understand their impact on our agency.

1. Projects of National and Regional Significance – Metro was the leading champion – through our Rebuilding America initiative – calling for this program to be reauthorized to provide federal grants for mega-projects. The PNRS program was initially authorized in 2005 through the surface transportation bill entitled SAFETEA-LU (Pub. L. 109–59) by the late Los Angeles County Congresswoman Juanita Millender-McDonald (D-CA) and was used to provide federal funding in Los Angeles County to both the Gerald Desmond Bridge and the Alameda Corridor East project. The INVEST in America act authorizes \$9 billion for the PNRS grant program over a five-year period, which will fund mega-projects – both goods movement and transit.
2. Local Hire Pilot Program – Consistent with our Board-approved Federal Legislative Program, Metro has been a champion of efforts 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. The INVEST in America act – Section 6008 - would restore the Local Hire Pilot Program.
3. Capital Investment Grant Program (New Starts) – Over the last decade, Metro has been among the most successful agencies in the nation securing New Starts funds, which is the federal government’s primary means to construct heavy and light rail projects, along with bus rapid transit projects. Metro has entered into Full Funding Grant Agreements worth in excess of \$4.5 billion over the last decade, most recently formalizing a \$1.3 billion multi-year agreement for the Westside Purple Line Extension (Segment 3). Consistent with our Board-approved Federal

Legislative Program, Metro has aggressively worked to enhance funding for the New Starts program to ensure that it has the capacity to meet the financial needs of our future rail projects that will be seeking federal funds. The INVEST in America Act would more than double federal funding for the New Starts program – from its current level of \$2.3 billion to over \$5 billion on an annual basis.

4. Workforce Development - As regularly reported by our Chief Executive Officer, a large number of Metro's workforce will be eligible to retire in the coming years. Given this fact, it is imperative that our agency encourage the federal government to support workforce programs for the next generation of transit workers. The INVEST in America Act establishes the National Transit Frontline Workforce Training Center – modeled after National Transit Institute's successful program. Grant funding would be provided to proven non-profits that have a track record of creating transit career ladder programs.
5. Buy America – The INVEST in America Act makes some modest, yet impactful reforms to the nation's procurement laws that close loopholes in order to increase the domestic manufacture of parts and materials for transit railcars and buses. Metro is advocating for the establishment of a Center for Transportation Excellence in Los Angeles County where rolling stock (both trains and buses) would be not only assembled – but manufactured. In this regard, the reforms made in the INVEST in America Act would serve to assist our efforts to establish a Center for Transportation Excellence in Los Angeles County.
6. Bus Programs – The INVEST in America Act would dramatically increase funding for both bus formula programs and bus grant programs – both of which can be used to enhance our agency's NextGen initiative. Specifically, the bill would increase annual spending on the Bus and Bus Facilities program from approximately \$460 million to \$1.3 billion. The bill would also increase bus funding by 150% and increase grants for zero emission buses by fivefold.
7. Supporting Transit Riders – The summary provided by Chairman DeFazio's staff notes that the INVEST in America Act “doubles the set-aside of the low-income factor in the urban formula and uses a measure of deep poverty by census tract to target the poorest urban neighborhoods. Further, the summary document notes that the bill “establishes a reduced fare pilot project to enable transit agencies to experiment with reduced fares for low-income riders.” Metro strongly supports federal efforts to make our system open and available to all Los Angeles County residents.

DETERMINATION OF SAFETY IMPACT

The enactment of the proposed legislation would have a favorable safety impact on our agency based on the increased flow of federal funding for highway, transit and mobility programs.

FINANCIAL IMPACT

This legislation would dramatically increase the level of formula and grant funding received by our agency from the U.S. Department of Transportation. Specifically, the bill – as drafted – would increase funding by over 50% over the funding provided in the FAST Act – the current surface transportation bill that expires on September 30, 2020.

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 not adopting a position on this bill. Not adopting a position on this bill would be counter to the advocacy efforts as outlined in the Board-approved Federal Legislative Program for calendar year 2020.

NEXT STEPS

Should the Board adopt a SUPPORT position on this measure, staff will communicate the Board's position to the author 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 116th Congress.



File #: 2020-0358, File Type: Oral Report / Presentation

Agenda Number: 34.

**EXECUTIVE MANAGEMENT COMMITTEE
JUNE 18, 2020**

SUBJECT: CORONAVIRUS RECOVERY TASK FORCE

ACTION: ORAL REPORT

RECOMMENDATION

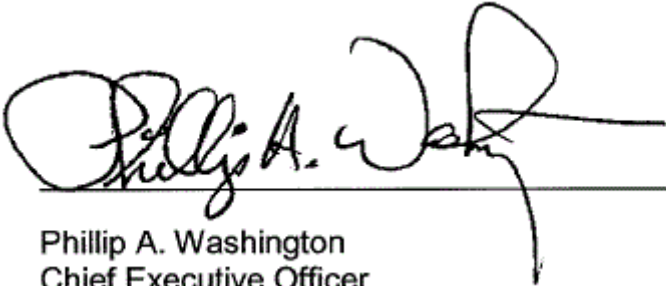
Oral Report on **Coronavirus Recovery Task Force**

ATTACHMENTS

Attachment A - Presentation

Prepared by: Mark Vallianatos, Executive Officer, Office of Extraordinary Innovation (213) 922-5282

Reviewed by: Joshua Schank, Chief Innovation Officer, Office of Extraordinary Innovation, (213) 418-3345



Phillip A. Washington
Chief Executive Officer



Recovery Task Force

June 18 Update

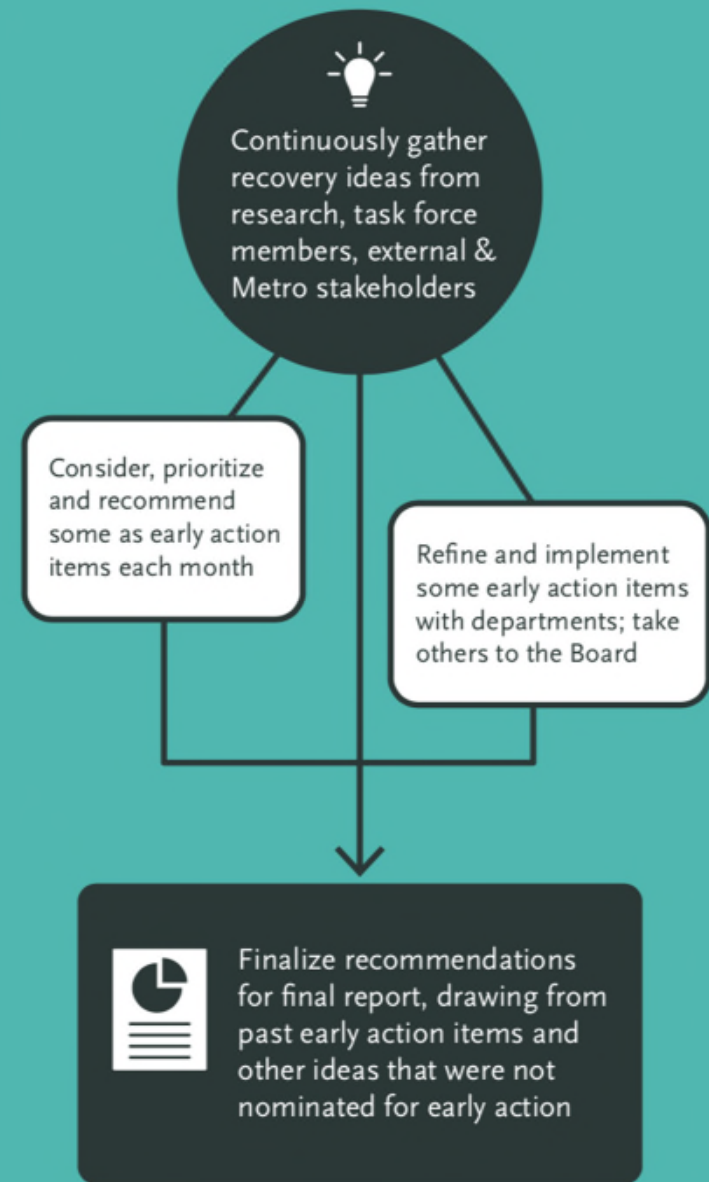
1. Progress to date
2. Update on early actions
3. New early actions



Metro

Progress through mid June

- Established equity subcommittee to conduct rapid equity assessment
- Identified 100+ potential recommendations
- Recommended 12 early action items in May
- Identified 6 additional early action items for June
- Wrote and released first progress report – available at metro.net/recovery
- Began outreach to stakeholder groups and service councils
- Planning external and internal town halls



Updates on first 12 Early Action Recommendations

- Customer survey launched end of May, results will be in soon to show what riders are experiencing now/ thinking about future travel
- Board passed motion authorizing use of open streets \$ for safe/slow streets, we will track if cities repurpose \$
- Operations is piloting some enhanced end of line cleaning during revenue hours and is exploring UV lights; agency looking at testing of ozone + other methods
- New bus lanes announced for downtown LA; City and Metro discussing additional prioritization measures
- Mask distribution pilot started this week of June 8 at 12 stations
- Moving forward to implement contactless fare option with Transit app. Next step is to choose payment partner.
- Staff discussing new telecommute policy; OEI + Duke telecommute survey results are in, which will help shape policy + outreach to other major employers
- Service recovery plan entering phase 1 on June 21
- Major capital projects subcommittee developing evaluation framework for projects in 'bucket 2' & vetting with relevant departments
- Planning dept started study to improve/ restructure bike share, results due in September
- Continuing to help place homeless riders and exploring use of Metro properties and most cost-effective housing models
- OEI preparing RFI on new mobility partnerships



Recommended June Early Action Items



As with May early action items, the following were chosen based on equity assessment, timeliness, mobility benefits and goal for most to be revenue neutral

Recommended June Early Action Items



1. Refresh, share and follow protocols for online public meetings.

When needed, deploy staff or vehicles, or partner with local sites to create wifi hotspots to help community members participate in online meetings.

Establish Metro zoom account, since that platform has more accessibility features.

Cost estimate: \$1200 for zoom license; \$50 per hotspot + staff time to take hotspot to meetings.

Recommended June Early Action Items



2. Supplement mask distribution by licensing vendors to sell masks on our properties.

- Focus free mask distribution based on equity and need
- Encourage vendors where we do not have enough masks to give out at all stations.
- Cost estimate: ½ FTE to administer a program of one vendor per station at approximately 20 stations, \$42,000 per year

Recommended June Early Action Items



3. Launch communication campaign with multiple goals as stay at home orders are relaxed:

- Boost brand and ridership
- Encourage use of non-SOV services
- Encourage safe use of services
- Include equity- ie everyone welcome
- Cost estimate: \$500,000

Recommended June Early Action Items

4. Deploy non-security staff at stations as customer service agents to encourage safe riding (mask usage, distancing, etc.)

- Draw recommendations from Metro leadership academy work and customer survey results
- Annual cost estimates from leadership academy proposal for staff, equipment + training:
 - \$55,000 for 25 repurposed FTEs
 - \$740,000 for 25 part-time staff
 - \$7.4 million for 50 new FTEs

Recommended June Early Action Items



5. Assess options to improve air-flow to reduce risk of COVID-19 transmission. This could include:

- Keep bus windows open
- Improve & enhance cleaning & filtering of HVAC systems on vehicles & in stations & buildings
- Cost estimate: this is a new issue so more research is needed. Costs could include greater strain on bus HVACs + costs to upgrade HVAC systems + filters.

Recommended June Early Action Items



6. Promote quick roll-out of more bike infrastructure to help prevent overcrowding on transit and reduce SOV trips:

- Partner with cities on strategies for rapid deployment of bike improvements
- Fully fund Metro Active Transportation Cycle 1 ASAP
- Accelerate Measure M regional bike capital projects
- Develop pilot to distribute bicycles
- Cost estimate: partnerships, MTAP cycle 1, Capital projects = cost neutral; program to donate abandoned bikes = \$80,000.