



**Metro**

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

**Agenda - Final**

**Thursday, January 18, 2024**

**11:00 AM**

Watch online: <https://boardagendas.metro.net>

Listen by phone: Call 202-735-3323 and  
use codes: 5647249# (English), 7292892# (Español),  
7906193# (Cantonese), or 7572416# (Mandarin)

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

## **Executive Management Committee**

*Karen Bass, Chair*

*Janice Hahn, Vice Chair*

*Fernando Dutra*

*Holly J. Mitchell*

*Ara J. Najarian*

*Hilda Solis*

*Gloria Roberts, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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

**PUBLIC INPUT**

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

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

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

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

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

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

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

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

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

## DISCLOSURE OF CONTRIBUTIONS

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

## ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 working hours) in advance of the scheduled meeting date. Please telephone (213) 364-2837 or (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 364-2837 or (213) 922-4600. Live Public Comment Instructions can also be translated if requested 72 hours in advance.

Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

## HELPFUL PHONE NUMBERS AND EMAIL

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department) - <https://records.metro.net>

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

Internet Access to Agendas - <https://www.metro.net>

TDD line (800) 252-9040

Board Clerk Email - [boardclerk@metro.net](mailto:boardclerk@metro.net)

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

**Live Public Comment Instructions:**

Live public comment can be given by telephone or in-person.

The Committee Meeting begins at 11:00 AM Pacific Time on January 18, 2024; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 202-735-3323 and enter  
English Access Code: 5647249#  
Spanish Access Code: 7292892#

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

**Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 11:00 AM, hora del Pacifico, el 18 de Enero de 2024. Puedes unirse a la llamada 5 minutos antes del comienzo de la junta.

Marque: 202-735-3323 y ingrese el codigo  
Codigo de acceso en ingles: 5647249#  
Codigo de acceso en espanol: 7292892#

***Los comentarios del público se tomaran cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

**Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting. Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

Post Office Mail:

Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

**CALL TO ORDER****ROLL CALL**

APPROVE Consent Calendar Items: 18 and 19.

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

**CONSENT CALENDAR**

18. **SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 ANNUAL UPDATE** [2023-0514](#)

**RECOMMENDATION**

RECEIVE AND FILE the annual update to the Board Administration 5-Year Strategic Plan (Attachment A).

**Attachments:** [Attachment A - Board Administration 5-Year Strategic Plan](#)  
[Attachment B - Motion 43](#)  
[Attachment C - Detailed Strategic Plan Updates](#)

19. **SUBJECT: COMMUNITY ADVISORY COUNCIL (CAC) QUARTERLY UPDATE** [2023-0707](#)

**RECOMMENDATION**

RECEIVE AND FILE quarterly status report on the Community Advisory Council (CAC).

**Attachments:** [Attachment A - CAC Members' Inputs Presentation](#)

**NON-CONSENT**

20. **SUBJECT: BUILDING ON THE SUCCESS OF PILOT INTERVENTIONS AT WESTLAKE/MACARTHUR PARK STATION** [2023-0539](#)

**RECOMMENDATION**

RECEIVE AND FILE the status report on the next steps for implementing pilot intervention strategies to improve community health and safety at additional Metro stations, building on the recent improvements from Westlake/MacArthur Park Station.

---

**Attachments:** [Attachment A - Board Motion 30 WLMP](#)  
[Attachment B - Tiered List of Stations Draft](#)  
[Presentation](#)

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

21. **SUBJECT: QUARTERLY UPDATE: HOMELESS OUTREACH MANAGEMENT & ENGAGEMENT (HOME)** [2023-0732](#)

**RECOMMENDATION**

RECEIVE oral report on Homeless Outreach Management & Engagement (HOME).

**Attachments:** [Presentation](#)

22. **SUBJECT: MENTAL HEALTH TRAINING AND SERVICES REFERRAL MOTION** [2024-0031](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Solis, Horvath, Barger, Dutra and Sandoval that the Board direct the Chief Executive Officer to coordinate with the LA County Department of Mental Health, as well as applicable local jurisdictions, such as the City of Long Beach, in order to:

- A. Provide appropriate mental health training to frontline Metro staff and contractors, including resources, situational awareness information, and referral materials; and,
- B. Develop a way for Metro personnel to access intensive mental health outreach, engagement, and treatment and/or alternative crisis response services when indicated for persons on the Metro bus and rail system.

We further direct the CEO to report back to the Board on the above items in 90 days.

23. **SUBJECT: SOUTHEAST LA CULTURAL CENTER CONNECTIVITY AND ACCESS MOTION** [2024-0030](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Solis, and Dutra that the Board direct the Chief Executive Officer to plan for transportation and access for the future SELA Cultural Center, including:

- A. First-/last-mile efforts to be included in future plans for Gardendale Station, including any unique funding opportunities linked to transit and the arts; and,

- B. Multi-jurisdictional coordination to address future access to the SELA Cultural Center, including Metro, LA County Public Works, the California State Department of Transportation (Caltrans), and applicable local jurisdictions.

We further direct the CEO to report back on the above directives in 120 days.

- 24. SUBJECT: STATE AND FEDERAL REPORT** [2023-0769](#)

**RECOMMENDATION**

RECEIVE AND FILE January 2024 State and Federal Legislative Report.

- 25. SUBJECT: 48 by '28 AND RECIPROCITY** [2023-0589](#)

**RECOMMENDATION**

RECEIVE and FILE the progress report on the 48 by '28 8-point Plan and Certification Reciprocity.

**Attachments:** [Attachment A - Motion 24 \(July 27, 2023, Board Meeting\)](#)  
[Attachment B - Metro CFAP Flyer](#)

- SUBJECT: GENERAL PUBLIC COMMENT** [2024-0008](#)

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 #:** 2023-0514, **File Type:** Motion / Motion Response

**Agenda Number:** 18.

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 18, 2024**

**SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 ANNUAL UPDATE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the annual update to the Board Administration 5-Year Strategic Plan (Attachment A).

**ISSUE**

Motion 43 by Directors Garcetti, Solis, and Najarian (Attachment B) was approved at the May 27, 2021, Regular Board Meeting. This Motion directed the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve the accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

The strategic plan was presented in January 2021. The Board Clerk committed to coming back with yearly updates on the progress of the goals laid out in the Strategic Plan.

**BACKGROUND**

Led by the Board Clerk, the Office of Board Administration (Board Administration) is currently a 27-member team. Board Administration is comprised of the Board Clerk's Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. As the agency's record keeper, the Board Clerk is responsible for keeping accurate Board Meeting minutes and producing Committee and Board Meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. The need for innovation has increased exponentially as the department has moved away from a paper process and embraced technology in multiple facets of business operations. Board Administration no longer solely plays an administrative role at Metro but is an important strategic partner for the agency. This team comprises future-thinking, highly skilled individuals who strive to



keep Metro transparent, responsive, equitable, and accountable. Transparency and public engagement are crucial to the democratic process and quality decision-making by our Board of Directors. As the conduit between the public and the Board of Directors, we aim to remove any barriers to access.

The Board Administration 5-Year Strategic Plan was presented to the Board of Directors in January 2021 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives our customers a clear picture of where we plan to be and how we will get there in five years. The four goals are: 1. ongoing workforce development; 2. responsive, accountable, and trustworthy governance within the Metro organization; 3. enhanced public engagement with Metro's Board of Directors; and 4. improved agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.

## **DISCUSSION**

Progress on the goals is detailed in Attachment C, with highlights shown below:

1. Ongoing workforce development.
  - *Subgoal 1.4: Succession Planning* - Hire and train new full-time, permanent library staff.
    - The hiring of 4 new professional full-time employees (FTEs) is complete. Training and team building are underway, as is setting priorities for each new team member regarding successful succession planning, as the two senior members of the library team are scheduled to retire within the next three years.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
  - *Subgoal 2.2: E-Filing Systems for Claims for Damages*
    - This goal is under reconsideration because although there have been numerous discussions with County Counsel and Risk Management, there are legal limitations to accepting the form in an electronic format (fax or email).
    - At this time, the goal is not feasible but will continue to be considered for the future.
3. Enhanced public engagement with Metro's Board of Directors.
  - *Subgoal 3.4: Board Systems (Internal)* - Improving the visuals of Committee and Board Meetings.
    - Working with our IT partners, a solution was created to make the presentation screen clearer by overlaying a digital version for those viewing the meeting remotely. Additionally, another camera angle was added so remote viewers can see those speaking from the podium.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preserving, accessing, and curating Metro's information.
  - *Subgoal 4.4: Archival Management* - Metro's first-ever professional archivist recruited, selected, hired, and onboarded in FY24.
    - Library & Archive has selected a digital asset management system to provide long-term collection, organization, storage, and retrieval for digital and digitized assets of lasting historical significance for the agency.
    - The archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. This

includes developing protocols for accessing and/or ingesting enterprise digital assets held by the Communications Department in their Portfolio Extensis platform. The archivist will also develop protocols in coordination with Records Management for reviewing materials set for destruction and assessing their value as resources of lasting research significance. The archivist will work with the data librarian for preliminary work to launch the use of a new digital asset management system and develop a framework for a Metro Oral History project. They will also collaborate with the digital resources librarian and other stakeholders across these and other projects.

Although Board Administration is making progress on the Strategic Plan Goals, some milestones will be reconsidered or their due dates reevaluated. Many Records Management Center (RMC) goal timelines have unexpectedly slipped due to changes in staff. In the second half of FY23, RMC lost one full-time employee to an interim assignment, and RMC's County Counsel contact left the agency. This has led to RMC focusing its resources on public records requests since these leave the agency most susceptible to litigation if not addressed per the law.

Furthermore, due to an internal realignment, Legal Services now reports to RMC, and there is increased awareness of shortcomings within that office due to a lack of direction in the past. Dividing time and resources between these two cost centers has added to the challenges of achieving Strategic Plan goals.

Still, RMC finds its Strategic Plan goals critical to its standing within the agency and to its day-to-day duties and will do everything it can to advance those goals whenever and wherever possible.

### **EQUITY PLATFORM**

The Board Administration's mission is to reduce barriers to the public accessing information by providing a one-stop shop.

The Strategic Plan will support equitable access to information for internal staff and the public. Additionally, the Strategic Plan reduces barriers to information access by offering multiple means of communication with the Board, including options for communication in different languages. For example, optimizing search capabilities in our Board archive database, integrating an online translating service for forms such as the forms for public records requests and claims for damages; and continuing to provide opportunities for public participation at Committee and Board meetings by accepting public comment both in-person and via telephone during meetings, and via email and U.S. Mail in advance of meetings.

All of this is in pursuit of making Metro more transparent and responsive to our community.

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

This recommendation supports Metro's Vision 2028 goal 5 to provide responsive, accountable, and trustworthy governance within the Metro organization. Further, the goals contained within the Board Administration 5-Year Strategic Plan are connected to the following Metro subgoals under goal 5:

- *Subgoal 5.3:* Metro will develop a transparent data management policy that addresses open

data, data storage, and data protections.

- *Subgoal 5.4:* Metro will apply prudent commercial and business practices to create a more effective agency.
- *Subgoal 5.7:* Metro will build and nurture a diverse, inspired, and high-performing workforce.

### **NEXT STEPS**

Staff will return annually with an update on milestones achieved and will return in FY2028 with an updated 5-Year Strategic Plan.

### **ATTACHMENTS**

Attachment A - Board Administration 5-Year Strategic Plan

Attachment B - Motion 43

Attachment C - Detailed Strategic Plan Updates

Prepared by:

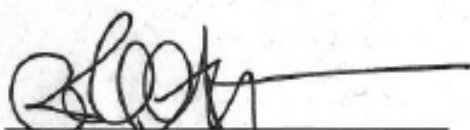
Matthew Barrett, Director, Library Services & Records Management, (213) 922-7444

Omar Camacho, Sr. Manager, Systems Projects, Research & Records Information Management, (213) 922-2335

David Lor, Sr. Manager, Information Governance (Interim), Research & Records Information Management (213) 922-2883

Shelly Ray, Principal Transportation Planner, Research & Records Information Management (213) 418-3040

Reviewed by: Collette Langston, Board Clerk, (213) 922-2837



---

Collette Y. Langston  
Board Clerk

**Office of Board Administration**

# **5-Year Strategic Plan**

**FY23-28**

## **A Note from the Board Clerk**

Welcome to the Office of Board Administration. When I was appointed as the Board Clerk in May 2021, I was asked to prepare a strategic plan that focused on delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments.

By setting a departmental mission, vision, and set of values that are complementary to Metro's own, we have created a 5-year strategic plan that lays a path for the department to follow, ensuring we are increasingly responsive, innovative, equitable, and transparent in everything that we do.

## About Us

- Mission

- Metro's Mission: *To provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.*
- Office of Board Administration's Mission: *To support Metro's Board of Directors' processes and meetings with excellence, transparency, and accountability, while continuously increasing public engagement and access to information.*

- Vision

- Metro's Vision: *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.*
- Office of Board Administration's Vision: *Meaningful public engagement with Metro's Board of Directors and increased accessibility of Board meetings, materials, and public comments.*

- Values

- Collaboration
- Equity
- Accessibility

- Customers

- The public
- Metro departmental staff
- County and city elected officials
- Regional, county, and local government partners

- Service Delivery Pillars/Framework

- Excellence in service
- Responsive support
- Transparency
- Accountability
- Uniformity
- Simplicity

## Goals

Board Administration is committed to providing excellence to its Board of Directors, the public, and government partners by working in alignment with these goals:

1. Ongoing workforce development.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
3. Enhanced public engagement with Metro's Board of Directors.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

## Our Services

- *Board Administration Services*

Board Administration serves the public, Board Chair, the Board of Directors and its Committees, as well as other Metro departments, and advisory councils. Annually, it attests over 2,000 contracts, posts and publishes more than 1,500 legally required notices and ordinances as mandated by the law and administrative code. Additionally, the office processes more than 1,500 documents transmitted for board consideration and creates more than 3,000 board files each year. As the Board's official record keeper, we support and facilitate the meetings of the Board and its Committees, and maintain records of board actions.

- *Dorothy Peyton Gray Transportation Research Library & Archive*

The Research Library and Archive was first opened in 1895 by predecessor company Los Angeles Consolidated Railway and passed down through Los Angeles Railway (1911-1945), Pacific Electric (1911-1953), Los Angeles Transit Lines (1945-1958), Metropolitan Coach Lines (1953-1958), Los Angeles Metropolitan Transit Authority (1958-1964) Southern California Rapid Transit District (1964-1993), and the Los Angeles County Transportation Commission (1977-1993).

It contains current transportation research references and the collected institutional memory of Metro and its predecessors. It is the largest transit operator research library and archive in the nation. Almost 50% of its collection is unique and not found in any other library. It serves employees, the public, academia, and the media with its extensive catalog of multi-disciplinary transportation research reports and supporting references. Its collections are part of the OCLC World Library collection and the Online Archive of California.

- *Legal Services*

Legal Services accepts, processes, and logs all claims for damages, legal claims, and subpoenas that are served on the agency. This area handles an annual average of 2,000 claims and 300 subpoenas.



- *Records Management Center*

The business of managing millions of Metro files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Center (RMC). RMC administers a comprehensive agency wide records management program and provides storage and reference services for Metro records and historical documents. All documents affecting the agency, including ordinances, contracts, leases, deeds, and the official Metro seal, are in the custody of the Board Clerk.

RMC is responsible for coordinating responses to an average of 2,000 annual requests made under the California Public Records Act; contracting for the offsite storage of inactive departmental records; the agency's records management program; and providing litigation support to Counsel. Records Management also works together with the Dorothy Peyton Gray Transportation Research Library to maintain the agency's Archives for the permanent retention and preservation of our historical records that date back to 1873.

- *Systems & Electronic Records*

Systems & Electronic Records provides strategic and tactical planning for the technology used by the Library and Archive, Board Clerk, and Records Management Center's day-to-day operations. This includes application development, system integration, automation, and technical support for all internal Board Clerk sections, and to the public with online access to agency records. Their mission is to modernize systems, automate workflows, and improve efficiency and transparency in the services the agency provides in a holistic and sustainable manner.

Additionally, this group strives to continue providing first-class service to the Library and Archive, Records Management Center, Board Administration, and their customers, with innovations in transparency and accessibility.

## 5-Year Strategic Plan; Fiscal Years 2023-2028

<b>Goal 1: Ongoing Workforce Development</b> <i>Vision 2028 Goal 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Board Administration Services:</b> <i>Goal 1.1 - Departmental Cross-training</i>	Evaluate the needs of the department for cross-training.	Develop a comprehensive training program.	Implement training for departmental staff.	Training has been made available to all applicable staff.	
<b>Board Administration Services:</b> <i>Goal 1.2 – Advisory Council Toolkit</i>		Determine departments that manage a Metro Advisory Council and develop a training program.	Annual training.		
<b>Board Administration Services with Dorothy Peyton Gray</b> <b>Transportation Library &amp; Archive:</b> <i>Goal 1.3 - On-Boarding Program for Board Members</i>	Consult with Board members and staff to identify top needs during onboarding. Inventory existing onboarding materials and begin updating and consolidating.	Launch onboarding program.  Train board staff on transportation research resources within and outside Metro. Include when and how to use NextRequest for research that requires access to scheduled records.	Present updated onboarding program with updates based on feedback, and changes in policy and practice (updates to be made annually).		

<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 1.4 – Succession Planning</i></p>	<p>Identify staff for succession planning.</p> <p>Do outreach to employees and the community with diversity, equity, and inclusion goals in mind.</p>	<p>Document library knowledge in a Wiki tool and train new Library &amp; Archive staff on past practices, policies, and key references to ensure succession planning goals are met.</p>	<p>Actively participate in the Special Library Association’s Transportation Division, TRB’s Knowledge Management Committee, and The National Association of Government Archives and Records Administrators for professional development</p>	<p>Network and plan joint efforts with key local Los Angeles transit and transportation partner libraries and archives such as the Southern California Railways Museum archive, Auto Club archive, L.A. as Subject members, California State Archive, and local historical societies in communities affected by Metro projects. (To be done annually.)</p>	<p>Host peer library and archive events at Metro to strengthen network of partner institutions and collections.</p>
<p><b>Legal Services:</b>  <i>Goal 1.5 - Claims for Damages Process Training for Operators</i></p>		<p>Create informational training for Operators regarding correct Claims for Damages process.</p>	<p>Formalize Roadshow &amp; visit all Divisions.</p> <p>Implement training program for every new class to follow.</p>	<p>Delegate responsibility to Operations to continue training for new Operators.</p>	<p>Evaluate success of training program and reassess (if necessary).</p>

<p><b>Records Management Center:</b> <i>Goal 1.6 -</i> Intradepartmental and Agencywide Training</p>	<p>Develop and implement intradepartmental trainings.</p>	<p>Implement intradepartmental training.</p> <p>Develop agency-wide training on Records at Metro and a records management best practices communications &amp; outreach program.</p> <p>Promote records management certification for Records Analysts.</p>	<p>Implement intradepartmental, and agencywide trainings.</p> <p>Partner with Research Library on reference skills training for staff to provide more research-focused response to public records requests. <i>(See Goal 2.1)</i></p>	<p>Implement intradepartmental and agencywide trainings.</p> <p>Reassess training needs based on current best practices and changes in law.</p>	<p>Implement intradepartmental and agencywide trainings.</p> <p>Reassess training needs based on current best practices and changes in law.</p> <p>Obtain records management certification for all records management FTEs.</p>
<p><b>Systems &amp; Electronic Records:</b> <i>Goal 1.7 -</i> Agencywide Board Systems Employee Training</p>	<p>Complete employee user on-demand training update.</p>	<p>Assess feasibility of additional employee training models and resources.</p>	<p>Begin development of any additional employee training resources identified.</p>	<p>Release additional employee training resources.</p>	

**Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization.**

*Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.*

Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<p><b>Dorothy Peyton Gray Transportation Library &amp; Archive with Records Management Center:</b> <i>Goal 2.1 - Comprehensive Research Support</i></p>	<p>Revisit and publish an updated Library &amp; Archive collection development policy that includes social media sites as an extension of the Library &amp; Archive's official collections.</p> <p>Develop a training presentation and reference guide for employees on transportation research methods.</p> <p>Develop a presentation for external audiences on transportation research methods.</p>	<p>Perform a needs assessment on paper and digital collections (reports, references, and periodicals) and the state of digitization efforts. Draft policies for digital harvesting, digital donations, and digital library subscriptions for both the library and archive.</p> <p>Provide more comprehensive research support in fulfilling public records requests, in the spirit of CPRA Section 6253.1(a)(1), "Assist the member of the public to identify records."</p>	<p>Review the Metro strategic plan and other strategic plans throughout the agency for needed updates to the Library &amp; Archive's collection development policy. Adjust subscriptions to library research services and periodicals accordingly.</p> <p>Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.</p>	<p>Partner with Planning, Construction and Operations vehicle technology staff to guide changes in collection development, access to digital libraries, and other research resources necessary as Measure R and M projects mature or are realigned and vehicle technology changes to ensure employees have immediate access to the most current research, resources and standards.</p>	<p>Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.</p>

		(See Goal 1.6)			
<b>Legal Services:</b> Goal 2.2 - E-Filing System for Claims for Damages		Evaluate e-filing platforms and initiate procurement.	Implement e-filing system and develop training for users.	Market system to the public.	Full implementation.
<b>Legal Services:</b> Goal 2.3 - Improve Access to Forms and Information for Public	Update and translate "Claim for Damages form" into multiple languages.  Add forms online.	Determine additional obstacles to accessibility and evaluate next steps.			
<b>Records Management Center:</b> Goal 2.4 - Records Audits	Reinstate procedures for Departmental Records Coordinators regarding off-site storage ordering.	Develop plan and schedule for departmental records audits.  Increase RMC's understanding of electronic records storage systems at USG.	Implement records audits (3 USG floors).  Increase RMC's understanding of electronic records storage systems (e.g., M3) at bus and rail divisions.	Implement records audits (3 USG floors).	Implement records audits (3 USG floors).  Prepare for divisional audits with better understanding of their electronic records systems.
<b>Systems &amp; Electronic Records:</b> Goal 2.5 - Records Retention Schedule System	Update the Records Retention Schedule System with approved changes to the schedule.	Work with Records Retention Schedule System vendor to complete annual legislative review. (To be completed annually.)	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.

<b>Goal 3: Enhanced public engagement with Metro’s Board of Directors.</b> <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Board Administration Services with Systems &amp; Electronic Records:</b> <i>Goal 3.1 - Public Comment Systems</i>	Evaluate online public comment platforms.  Evaluate needs for enhancement of electronic Public Comment Registration (PCR) system.	Implement enhancements to the electronic Public Comment Registration (PCR) system.  Select an online public comment platform.	Implement an online public comment platform.	Evaluate additional public participation and engagement options or tools for Board meetings.	
<b>Board Administration Services:</b> <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
<b>Systems &amp; Electronic Records:</b> <i>Goal 3.3 - Public Access to Archived Board Meeting Documents</i>			Evaluate systems and processes for migrating Board archive documents (pre-2015) to improve accessibility.	Create scope of work to procure professional services/staff augmentation for migrating archival documents into Integrated Agenda	Issue professional services/staff augmentation procurement for archival document migration.

				Management Platform.	
<b>Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 3.4 - Board Systems (Internal)</i>		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	



**Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.**

*Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.*

Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<p><b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.1 - Federated Search System (Project)</i></p>	<p>Develop Federated Search capabilities of the Research Library Catalog.</p> <p>Complete procurement and configuration of repositories identified in scope of work.</p>	<p>Train and familiarize internal staff on new technology.</p>	<p>Study feasibility of integrating additional records repositories such as GIS data layers/maps, defined data sets and other assets of lasting research value to Library &amp; Archive users.</p>	<p>Integrate taxonomy into more Metro data assets to improve long term findability.</p>	<p>Establish data curation and librarianship as a new standard research service utilizing significant agency data sets that benefit from long term collection and cataloging under the agency data policy and the developer.metro.net data website.</p>
<p><b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.2 - Knowledge Sharing Platform</i></p>	<p>Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.</p>	<p>Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.</p>	<p>Document Electronic Records systems internal support processes in the knowledge platform.</p>	<p>Outreach and collaboration among internal departments to support adding additional resources to the platform.</p>	<p>Maintain support of the knowledge sharing platform.</p>

<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 4.3 - Cultural Curation</i></p>	<p>Support the SEED School &amp; Job Center Transportation Pioneers, Inventions/Innovations, &amp; Sustainability Exhibits Program.</p>	<p>Work with SEED on rotating exhibits to refresh content on a regular basis and maximize diversity, equity and inclusion themes from Metro’s past and present.</p>	<p>Work with Metro Art on Union Station and other exhibit spaces to showcase historic imagery as public art, similar to exhibits seen at NYMTA’s transit museum, and to enhance their school outreach program.</p>	<p>Re-establish joint digitization efforts with the Southern California Railways Museum (formerly known as the Orange Empire Railways Museum) and encourage similar arrangements with the Los Angeles Railroad Foundation to maximize public exposure to these rare assets.</p>	<p>Reimagine the current library and archive physical space with educational exhibits that inspire new employees, student, visitors and tours with historic and future maps, artifacts and other curated displays that highlight the past, present and future of LA’s transportation system.</p>
<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 4.4 - Archival Management</i></p>	<p>Evaluate archival management systems.  Mentor an archival studies intern.</p>	<p>Acquire an archival content management and curation system for improved employee and public access to Metro’s archival collections.  Mentor an archival studies intern.</p>	<p>Begin a DEI focused oral history project to capture the contributions of key policy makers in LA’s transportation system.  Mentor an archival studies intern.</p>	<p>Expand archival collections with papers from key policy makers since the adoption of Prop A in 1980 with a focus on the contribution of women and underrepresented people.  Mentor an archival studies intern.</p>	<p>Work with the Pacific Electric Historical Society, the Electric Railway Historical Society and others on sharing archival collections electronically with projects to complete knowledge gaps among all collections.</p>

<p><b>Records Management Center with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.5 - Records Storage, Physical and Electronic System</i></p>	<p>Create Scope of Work in preparation for re-procuring off-site storage contract.</p>	<p>Re-procure off-site storage contract.</p>	<p>Evaluate Electronic Records systems in conjunction with Research Library and Electronic Records.</p>		<p>Continue research on systems and their viability for integration across the agency.</p>
<p><b>Records Management Center:</b> <i>Goal 4.6 - Promote RMC as a Resource of the Agency</i></p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Expand RMC service to internal and external users by collaborating and providing more research-focused responses to the public. <i>(See Goal 2.1)</i></p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Maintain intranet site that is an agencywide resource on Metro's Records Management practices, policies, and procedures.</p>



# Metro

## Board Report

**File #:** 2021-0345, **File Type:** Motion / Motion Response

**Agenda Number:** 43.

### EXECUTIVE MANAGEMENT COMMITTEE MAY 20, 2021

#### Motion by:

#### **DIRECTORS GARCETTI, SOLIS, AND NAJARIAN**

Amend the Metro Administrative Code to Refer to the Board Secretary as Board Clerk

State law requires the Metro Board to appoint a Board Secretary. The Board Secretary is the professional administrative arm of Metro and reports directly to the Board of Directors.

Pursuant to the Metro Administrative Code, the Board Secretary is a full time officer of Metro and is responsible for providing notice to the public of all Board meetings, keeping official minutes of all Board meetings, acting as agent for service of process, and administering claims for damages presented against Metro under the Government Code. Moreover, the Board Secretary provides administrative and professional services to support the Board of Directors in accordance with Metro's vision and internal controls.

The current title of Board Secretary reflects a solely administrative role and does not reflect the professional nature and responsibilities of the office. The title "Board Clerk" more accurately reflects both the administrative and professional nature and responsibilities of the office and is in line with industry and government agency standards.

Additionally, as L.A. County recovers from the pandemic, the Board Secretary/Board Clerk should prepare a strategic plan that identifies opportunities to strengthen public engagement with the Metro Board.

**SUBJECT: AMEND THE METRO ADMINISTRATIVE CODE TO REFER TO THE BOARD SECRETARY AS BOARD CLERK**

#### **RECOMMENDATION**

APPROVE Motion by Directors Garcetti, Solis, and Najarian that the Board of Directors amend the Metro Administrative Code Section 2-10-010 to refer to the Board Secretary as the Board Clerk.

From:  
2-10-010 Appointment of Board Secretary

The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA.

To:  
2-10-010     Appointment of Board Secretary  
The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA and be referred to as Board Clerk.

**WE FURTHER MOVE** that the Board of Directors direct the Board Clerk to prepare a strategic plan, including but not limited to:

1.     Delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments; and
2.     Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

Status of Board Administration’s Strategic Plan Goals  
January 2024

Contents

Goal 1: Ongoing Workforce Development ..... 2
Goal 1.1 – Departmental Cross-training ..... 2
Goal 1.2 – Advisory Council Toolkit ..... 2
Goal 1.3 – Onboarding Program for Board Members ..... 2
Goal 1.4 – Succession Planning ..... 2
Goal 1.5 – Claims for Damages Process Training for Operators ..... 3
Goal 1.6 – Intradepartmental and Agencywide Training ..... 3
Goal 1.7 – Agencywide Board Systems Employee Training ..... 3
Goal 2: Responsive, accountable, and trustworthy governance within the Metro Organization ..... 4
Goal 2.1 - Comprehensive Research Support ..... 4
Goal 2.2 – E-Filing System for Claims for Damages ..... 4
Goal 2.3 – Improve Access to Forms and Information for Public ..... 4
Goal 2.4 - Records Audits ..... 4
Goal 2.5 – Records Retention Schedule ..... 5
Goal 3: Enhanced public engagement with Metro’s Board of Directors. .... 6
Goal 3.1 – Public Comment Systems ..... 6
Goal 3.2 – Strategic Planning ..... 6
Goal 3.3 – Public Access to Archived Board Meeting Documents ..... 6
Goal 3.4 – Board Systems (Internal) ..... 7
Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservations, access, and curation of Metro’s information ..... 8
Goal 4.1 – Federated Search System (Project) ..... 8
Goal 4.2 – Knowledge Sharing Platform ..... 8
Goal 4.3 – Cultural Curation ..... 9
Goal 4.4 – Archival Management ..... 9
Goal 4.5 - Records Storage, Physical and Electronic System ..... 10
Goal 4.6 - Promote RMC as a Resource of the Agency ..... 10

## Goal 1: Ongoing Workforce Development

### Goal 1.1 – Departmental Cross-training

*Board Administration Services*

**Status:** Accelerated

**Notes:**

- Reorganization is complete but the department has seen staffing changes throughout various levels, and this has caused a strain on resources. Members of the team have stepped-up and helped other cost centers when and where necessary to get legally mandated tasks done by set deadlines.

**Going Forward:** Formalize the ad-hoc cross-training that is occurring.

### Goal 1.2 – Advisory Council Toolkit

*Board Administration Services*

**Status:** Under Reconsideration

**Notes:**

- After meeting with various Advisory Council Managers, it has been determined that the Board Clerk can be the touchpoint for general procedural questions for properly running a meeting and posting meeting notices but should not handle all things that involve advisory bodies.

**Going Forward:** The Board Clerk will continue to communicate with all the Advisory Body Managers via email when necessary and act as a subject matter expert.

### Goal 1.3 – Onboarding Program for Board Members

*Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive*

**Status:** Complete

**Notes:**

- The Onboarding Manual is continuously updated as information changes and has been presented numerous times as new Board Members and Board Staff have joined the Metro Board.

**Going Forward:** Will continue to update the manual as information changes.

### Goal 1.4 – Succession Planning

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** On Track (Hiring completed; Team building underway)

**Notes:**

- Onboarding of 4 new professional FTE for Library & Archive complete
- Hired a Digital Resources Librarian, start date August 2022
- Hired a Cataloging Librarian, start date January 2023
- Hired a Data Librarian, start date June 2023
- Hired an Archivist, start date August 2023

**Going Forward:** Revising three-year team plan, revisiting individual and collaborative roles

## Goal 1.5 – Claims for Damages Process Training for Operators

### *Legal Services*

**Status:** In progress

**Notes:**

- Coordination and meetings have occurred with Risk Management and Operations Leadership.

**Going Forward:** Additional meetings will continue as new operations employees are onboarded.

## Goal 1.6 – Intradepartmental and Agencywide Training

### *Records Management Center*

**Status:** Behind schedule - Nearing Year 2 Milestones

**Notes:**

- Held various intradepartmental meetings so that RMC staff understand the various roles within the department. Many of these trainings are done in conjunction with County Counsel. This includes meeting with Procurement to understand their procedures, notably the “blackout period.”
- Met with Major Capital Project Engineering regarding making environmental records more accessible to the agency, and with Design Studio to discuss how to build a database of station artwork.

**Going Forward:** Push to move training along in order to meet Strategic Plan timeline.

Note: This and other Records Management Center goals have unexpectedly suffered due to changes in staff. In the second half of FY23, RMC lost one full-time employee to an interim assignment, and RMC’s County Counsel contact left the agency. This has led to RMC focusing its resources on public records requests, since these leave the agency most susceptible to litigation if not addressed per the law.

## Goal 1.7 – Agencywide Board Systems Employee Training

### *Systems & Electronic Records*

**Status:** Slightly ahead of schedule – Year 3 and 4 Milestones were engaged as additional training resources were identified and released

**Notes:**

- Systems & Electronic Records provides year-round cross department training and support for the agency.
- Created a set of training videos for ad-hoc/as-needed response to troubleshooting common user errors in Spring 2023.
- Redesigned on-demand video trainings and user guides were deployed Fall 2023.

**Going Forward:** Employee feedback will inform assessment and development of future offerings, which we will continue to develop and release as described in Milestones 3-4.



Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization.

Goal 2.1 - Comprehensive Research Support

*Dorothy Peyton Gray Transportation Library & Archive with Records Management Center*

**Status:** On Track

**Notes:**

- Informal discussions with Library group to better understand tools at our disposal, including the newly available federated search tool.

**Going Forward:** Continue to hold structured meetings to effectively accomplish this continuous goal.

Goal 2.2 – E-Filing System for Claims for Damages

*Legal Services*

**Status:** Under Reconsideration

**Notes:**

- At this time, this goal is not feasible due to legal limitations of accepting claims electronically.

**Going Forward:** Discussions will need to occur with County Counsel for next steps.

Goal 2.3 – Improve Access to Forms and Information for Public

*Legal Services*

**Status:** FY23 Goal – Completed.

Goal 2.4 - Records Audits

*Records Management Center*

**Status:** In Progress

**Notes:**

- While the year 1 milestone of setting up a records coordinator list is complete, a plan and/or schedule for records audits has not yet been created. However, it is feasible that this can be created in preparation for Year 3 milestone.

**Going Forward:** To develop a schedule of records audits consistent with Year 2 milestone.

## Goal 2.5 – Records Retention Schedule

### *Systems & Electronic Records*

**Status:** Revised

**Notes:**

- Due to changes in the Records Retention Schedule (RRS) management system vendor's professional services, the full-scale legislative review will take place every 5 years, rather than annually.
- Systems & Electronic Records staff continue to monitor legislative changes through the citation mapping function the RRS management system, and have access to professional services for review of individual items as needed.

**Going Forward:** The next full-scale legislative review will take place in 2026, coinciding with Milestone 5.

## Goal 3: Enhanced public engagement with Metro's Board of Directors.

### Goal 3.1 – Public Comment Systems

*Board Administration Services and Systems & Electronic Records*

**Status:** On Track

**Notes:**

- The electronic Public Comment Registration (PCR) system was redeployed beginning March 2023, when the public was welcomed back into the Gateway HQ building for Board Meetings. This redeployment included enhancements to the PCR system which improve user-experience for the public, and for Board Administration staff.
- Online public comment functionality is being used for Metro's Service Councils (5), and Taxpayer Oversight Committees (3).

**Going Forward:** Additional enhancements to the PCR system will be informed by feedback from the public and from Board Administration staff, and deployed on an ongoing basis. Considerations for integrating a system for online/telephone comment registration in a single PCR system will be evaluated.

**Other:** A sub-goal will be added to Goal 3.1 to address issues that arise from inconsistencies and inaccuracies with simultaneous language translation. These issues are addressed with the current vendor by requesting specific translators that appear to grasp the subject and tone of the topic better than others, but it is a work in progress that the department must monitor on a continuous basis.

### Goal 3.2 – Strategic Planning

*Board Administration Services*

**Status:** On Track

**Notes:**

- This is an FY28 goal, no action necessary at this point.

**Going Forward:** Action will begin in CY26 with delivery in CY27.

### Goal 3.3 – Public Access to Archived Board Meeting Documents

*Systems & Electronic Records*

**Status:** On Track

**Notes:**

- Evaluate systems and processes for migrating all Board documents into a single repository accessible to the public is a Year-3 milestone. In the meantime, we've launched a federated search tool for the public to search multiple Board archives (pre-2015 documents) in one place.

**Going Forward:** Acquire resources and support for migrating to a single repository for all board meeting documents from the past, present, and future.

### Goal 3.4 – Board Systems (Internal)

*Systems & Electronic Records/Strategic Knowledge Management*

**Status:** On Track

**Notes:**

- As part of evaluating options for technology updates for web streaming of Committee and Board meetings, staff has observed other streaming public meetings and the technology they use and consulted with staff at other agencies about their approach.

**Going Forward:** Staff will use their evaluations from this year to determine the viability of options for upgrades to web streaming.

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservations, access, and curation of Metro's information.

Goal 4.1 – Federated Search System (Project)

*Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management*

**Status:** Ahead of schedule

**Notes:**

- Year 1 and 2 milestones are complete - a federated search tool has been procured, configured, and deployed both internally and to the public. Staff has been trained on the search tool.

**Going Forward:** We will continue to evaluate other repositories which can be integrated in the search, and other technologies, such as the taxonomy tool, which can be integrated to support it.

Goal 4.2 – Knowledge Sharing Platform

*Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management*

**Status:** On Track

**Notes:**

- A digital asset management knowledge sharing platform has been acquired for the library. Systems & Electronic Records/Strategic Knowledge Management has begun documenting internal support processes and is actively adding information used to support Metro records systems and emergency response.
- Knowledge base pages are being developed for the Library which include ongoing synthesis of disparate information found in archive of previously answered reference questions, in-house research, and various repositories of text, image, video and electronic assets. The site augments plans in place to capitalize on knowledge base capabilities of new digital asset management platforms.

**Going Forward:** Developing content for external users and permissions to control access. The new data librarian hired in FY2023 possesses WordPress skills and experience which supersedes need for consultant to enhance content for knowledge sharing platform. This allows staff to modernize the site as the de facto Library & Archive web page, optimize content organization, and advise on options for how to best surface critical knowledge base content in the federated search project.

## Goal 4.3 – Cultural Curation

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** In Progress and In Development

**Notes:**

- Metro’s first-ever professional archivist recruited, selected, hired and onboarded in FY24
- Collaboration with Metro Communications/CX Department on several public outreach projects, including “This is 30” celebration of Metro’s 30<sup>th</sup> anniversary, Los Angeles’ 100<sup>th</sup> anniversary of bus service, research for other significant milestones for posts on Metro’s The Source
- Providing CEO’s office and Board staff with time-sensitive historical context (e.g. staff communications, All-Hands Meeting sites, milestones in past Board member’s tenure, Metro-related contributions of former U.S. House member)
- Los Angeles Railway exhibit launched early 2023, a collaborative effort of Metro Library & Archive with Metro Art program

**Going Forward:** The Archivist will serve as point person for conceiving, planning, executing, and promoting high-interest traditional and digital exhibits, with an eye toward Metro’s current mobility agenda and agency strategic plan. They will explore opportunities for external collaboration with regional libraries, archives and museums as well as internal Metro departments to incorporate our rich history as appropriate.

## Goal 4.4 – Archival Management

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** In Development

**Notes:**

- Metro’s first-ever professional archivist recruited, selected, hired and onboarded in FY24
- Library & Archive has selected a digital asset management system to provide long-term collection, organization, storage, and retrieval for digital and digitized assets of lasting historical significance for the agency.

**Going Forward:** The archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. This includes developing protocols for accessing and/or ingesting enterprise digital assets held by Communications Department in their Portfolio Extensis platform. Archivist will also develop protocols in coordination with Records Management for reviewing material set for destruction and assessing its value as resources of lasting research significance. Archivist will work with Data Librarian for preliminary work launching use of new digital asset management system, and develop a framework for Metro Oral History project. They will also work collaboratively with Digital Resources Librarian and other stakeholders across these and other projects.

## Goal 4.5 - Records Storage, Physical and Electronic System

*Records Management Center with Systems & Electronic Records/Strategic Knowledge Management*

**Status:** On Track

**Notes:**

- The existing contract was extended for 1 year to allow more time to prepare for procurement. RMC will resubmit a requisition soon, per Procurement's advice.

**Going Forward:** While this goal is behind schedule per the Strategic Plan, RMC has extended the current contract so that we are still on track from an operational standpoint. We will need to keep a close eye on this in order to secure a new contract before the new contract end date of August 1, 2024.

## Goal 4.6 - Promote RMC as a Resource of the Agency

*Records Management Center*

**Status:** On track

**Notes:**

- Agencywide email blasts on:
  - "How Do Public Records Requests Work," sent January 2023
  - Records Management Month, sent April 2023, including:
    - Recordkeeping basics
    - The Records Coordinator program
    - Off-Site Storage

**Going Forward:** Continue to be a resource to the agency and to promote our services.

**Other**

- Working to update incident video retention alongside Transit Management Systems; in progress.
- Working in close concert with outside counsel on multiple lawsuits.
- To update GEN 12 (Public Document Disclosure Request) and GEN 56 (Legal Holds) in short term.



## Board Report

---

**File #:** 2023-0707, **File Type:** Informational Report

**Agenda Number:** 19.

---

### EXECUTIVE MANAGEMENT COMMITTEE JANUARY 18, 2024

**SUBJECT: COMMUNITY ADVISORY COUNCIL (CAC) QUARTERLY UPDATE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE quarterly status report on the Community Advisory Council (CAC).

#### **ISSUE**

This receive and file report is a Board-directed quarterly update on community advisory council (CAC) activities from September 27, 2023, through January 4, 2024.

#### **BACKGROUND**

Per state statute, Metro must appoint a citizens' advisory committee, whose membership "shall reflect a broad spectrum of interests and all geographic areas of the county." The CAC prefers to be referred to as the Community Advisory Council as it better reflects their constituency.

Per the bylaws adopted by the CAC, the group is to consult, obtain, and collect public input on matters of interest and concern to the community. It will communicate the CAC's recommendations concerning such issues to Metro. Issues may also be assigned to the CAC by Metro for its review, comment, and recommendation.

The CAC meets in General Assembly monthly on the Wednesday evening before the Metro Board of Directors Meeting. The CAC's elected officers meet as an Executive Committee on the first Friday of each month to lead the overall coordination, administration, and future planning for the CAC. The CAC and its subcommittees are subject to Brown Act policies and regulations.

The CAC is currently comprised of a total of 22 active/voting Members. CAC Members are directly appointed by the Metro Board of Directors and serve at the pleasure of their appointing Director.

#### **DISCUSSION**

Since the October 2023 update to the Board, the CAC General Assembly convened three times to discuss matters related to Metro business directly with key agency staff working on critical programs, projects, operations, and agency initiatives. Additionally, the CAC hosted their annual holiday "Meet



and Greet” in December to hear key agency updates from Metro Board Leadership and Metro Executive leadership.

As a result of the CAC’s monthly meetings during this reporting period, staff have coordinated interdepartmentally to secure key Metro updates as requested by CAC and to ensure the comments expressed by CAC Members in draft meeting notes are considered and incorporated where feasible into the team’s analysis.

See Attachment A for a listing of CAC Members’ individual inputs on requested Metro topics from this reporting period

### **EQUITY PLATFORM**

CAC Members represent diverse ethnic and socio-economic backgrounds, viewpoints, perspectives, and priorities. Of the 22-member committee 63% identify as Black and Indigenous People of Color. Collectively, the members highlight the demographics and realities facing our Metro riders and customers across the County. Over recent years, the CAC has increasingly become more diverse in terms of race/ethnicity and gender and is comprised of several Members that utilize Metro and partially Metro-funded services (such as Access Services, local municipal operators’ services, etc.) and/or regularly ride our transit system. Additionally, some of the CAC Members are differently abled - increasing greater equity of representation further. At present, there are seven women out of 22 total members (31%) serving on the CAC, with one woman recently needing to resign due to scheduling conflicts with other essential priorities. This greater diversity of the CAC is due in part to Metro staff encouraging members of the public to seek appointment via the Metro Board of Directors and the Board making these appointments to this important state-mandated advisory body.

CAC members’ feedback on matters related to Metro programs, projects, and initiatives is important and continues to be valued by staff.

### **NEXT STEPS**

Metro staff will continue to support the CAC and keep the Metro Board apprised of their activities, as desired by the Metro Board.

### **ATTACHMENTS**

Attachment A - CAC Members’ Inputs

Prepared by:

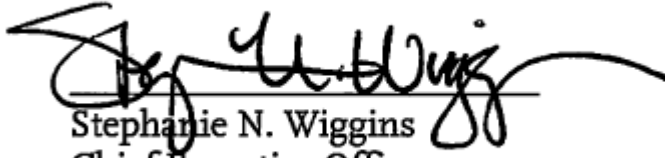
Danielle Valentino, Manager, Community Relations, (213) 922-1249

Patricia Soto, Director, Community Relations, (213) 922-7273

Reviewed by:

Yvette Rapose, Deputy Chief Customer Experience Office, (213) 418-3154

Jennifer Vides, Chief Customer Experience Office, (213) 922-4060



Stephanie N. Wiggins  
Chief Executive Officer

## ATTACHMENT A

Below is a summary of CAC Members' inputs on their requested Metro topics from this reporting period, September 27, 2023, through January 4, 2024:

- **September:**
  - Received an update and provided input on Metro's "Emergency Preparedness Report," the Transit Watch App and bus operator safety:
    - **Highlights of Feedback Received:**
      - **CAC members expressed interest in:**
        - Requested status of whether Transit Ambassadors and new hires get training in emergency response.
        - Suggested that Metro delivers robust announcements and easy-to-understand safety tips in trains, station platforms, and on the agency website during an emergency.
        - Emergency Operations Centers' ability to communicate with law enforcement and to the current users/ riders (i.e., in the event of an active shooter incident).
      - **Suggestions:**
        - Recommended that Metro disseminate emergency contact numbers in an accessible manner, including for those without cell phones.
        - Implement robust announcements on trains and station platforms, particularly during emergencies.
        - Provide easy-to-understand tips and guidance for the public on what to do in an emergency if on a train, platform, or bus, and make that information prominent on the transit system and the Metro website.
      - **Concerns expressed:**
        - Potential traffic impacts on local arterial streets by drivers seeking to avoid highway tolls.
- **October**
  - Received "Safety Tips" from Metro Emergency Preparedness staff (as a follow-up from the September CAC General Assembly Meeting).
    - **CAC members expressed interest in:**
      - Metro needs to share information on how to access/navigate stations for people with limited mobility if they cannot use elevators during an emergency.
    - **Suggestions:**

- Consider installation of chairs in stairwells for those with limited mobility.
- Received update on Metro Traffic Reduction Study (TRS).
  - **CAC members expressed interest in:**
    - Need to mesh with other Metro plans related to ExpressLanes.
    - TRS Team's review of historical past studies and efforts related to congestion pricing and consideration of those past findings by TRS Team into these current efforts.
    - Fare capping and how to ensure reasonable tolls.
    - Factor in potential new labor costs with the proposed program.
  - **Suggestions:**
    - Ensure the public knows about the Metro fare caps to ride transit as a more affordable option.
    - Focus on the Equity Platform.
  - **Concerns Expressed:**
    - Potential traffic impacts to local arterial streets near the proposed congestion pricing zones by drivers seeking to avoid highway tolls through increased usage of local arterial streets.
    - Impacts of TRS proposals and potential unintended consequences to communities south of I-10.
- Received an update on Metro Operators' Customer Service Training
  - **CAC members expressed interest in:**
    - Operator protocols for tending to passengers with a medical emergency while on a bus.
    - Operator interview processes and if there is a customer service skills screening during the interviews.
    - Operator training that focuses on how to deal with attacks.
  - At the October meeting, CAC elected their new Chair, Art Montoya, and new Secretary, Elena Garza.
  - A few of the CAC Members also expressed interest in learning how the passage of SB 411 might have any future implications for LA Metro's advisory bodies that fall under the Brown Act (including the CAC).
- **November:**

- Received an update on Metro C (Green) Line Extension to Torrance Study
  - **CAC members expressed interest in:**
    - Budget and cost.
    - Polling.
    - Understanding the differences in projected ridership numbers between the different alternatives under study and how the projected ridership data for each alternative was determined.
    - Learning more about plans for grade separation at Centinela.
    - Understanding the scope of potential amenities with this project.
    - Learning about the express busway concept and considering how the proposed busway route does not intersect with the key regional transit centers and bypasses the Redondo Beach Regional Transit Center.
  - **Suggestions:**
    - Ensure clear wayfinding signage.
- Received an update on Metro Light Rail Core Capacity and System Integration Project
  - **CAC members expressed interest in:**
    - Metro staff's consideration of the Operating Plans for C and K Line from 2018 with former robust alternatives.
    - Understanding if any concerns about the Wye intersection and if any needs related to the Wye need to get addressed in the future.
  - **Suggestions:**
    - Ensure cleanliness, sanitation, and effective power washing, including to the sides and exteriors of the rail cars and floors.
    - Ensure clear and easy to find wayfinding signage at stations, to Metro parking lots, and throughout the system.
    - Reconfigure Douglas Station in El Segundo to orient towards Rosecrans so that more folks are aware of the station being close this main street.
- Additionally, during the CAC Members' "Open Discussion," the following was voiced:
  - One Member expressed interest in learning more about the State Rail Plans at a future Meeting, suggesting a focus on intracity and intercity transit. The Member suggested a broader presentation and conversation about transit beyond just Metro-operated services.

- One Member shared that there is also LADOT, which has plans for Commuter Express and would like the CAC to be informed on how all these plans with the different operators integrate.
  - Promote key Metro messages and priority agency information for riders and Metro customers through local public access channels, including educating viewers on how to ride the system before the Olympics.
  - Train car cleanliness and sanitation.
  - Concerns expressed about recent challenges achieving an in-person quorum.
  
- **December:**
  - “Holiday Meet and Greet”
    - **CAC members expressed interest in:**
      - Olympics-related short- and long-term legacy infrastructure investments.
      - Closing the gaps at the end of the K, E, and D lines to better serve people coming from LAX airport.
      - Expanding Transit Ambassadors and potentially enhancing training.
      - Expanding the GoPass program.
      - Understanding internal Metro transit community safety or policing program.
      - Training Operators to effectively manage different situations with riders and improve behavior and professional interactions with riders.
      - Enhanced utilization of L.A. Department of Transportation’s Commuter Express Buses, including more robust schedules for service to match post-pandemic ridership patterns.
      - Transforming the culture of transit use in L.A. and getting past the stereotype of a care culture City.
      - Metro’s social media campaigns, including expressed appreciation for Metro’s successful social media efforts related to taking transit to Taylor Swift concert.
  
    - **Suggestions:**
      - Improve sanitation potentially through greater auditing across the system to ensure enhanced standards for cleanliness.
      - Improve operator wheelchair loading and unloading.

- Improve reliability of TAP App for cell phone users that prefer phone Apps over the physical card.

- **Concerns Expressed:**

- Poor lighting at bus stops.
- Operators' behavior and customer service are inconsistent throughout the system.
- Law enforcement standing around the transit system but seemingly not doing anything.



## ***Community Advisory Council (CAC) Update***

***Metro Executive Management Committee Meeting***

***January 18, 2024***



# Membership Updates

- Since the October 19, 2023, update to the Metro Board Executive Management Committee, the CAC has:
  - Voted in a new Chair (Art Montoya) and new Secretary (Elena Garza) to fill the Chair and Secretary positions. Chair Montoya had been serving as Secretary until assuming the Chair role.
  - Marianne Davis (Director Horvath appointee), resigned from her position in November.



Metro®

# September 27, 2023, General Assembly Meeting

- **Agenda Items:**

- **Metro's Emergency Preparedness Plan**

- **Transit Watch App**

- **Bus operator safety:**

- ❖ **Feedback:**

- Requested status of whether Transit Ambassadors and new hires get training in emergency response.
- Suggested that Metro delivers robust announcements and easy-to-understand safety tips in trains, station platforms, and on the agency website during an emergency.
- Recommended that Metro disseminate emergency contact numbers in an accessible manner, including for those without cell phones.

- ❖ **Concerns Expressed:**

- Potential traffic impacts on local arterial streets by drivers seeking to avoid highway tolls.



# October 25, 2023, General Assembly Meeting

- “Safety Tips” from Metro Emergency Preparedness staff (as a follow-up from the September Meeting).
  - ❖ Feedback:
    - Metro needs to share information on how to access/navigate stations for people with limited mobility if they cannot use elevators during an emergency.
    - Consider installation of chairs in stairwells for those with limited mobility.
- Traffic Reduction Study (TRS)
  - ❖ Feedback:
    - Need to mesh with other Metro plans related to Express Lanes
    - Factor in potential new labor costs with the proposed program.
    - Ensure the public knows about the Metro fare caps to ride transit as a more affordable option.
    - Focus on the Equity Platform.
- Operators’ Customer Service Training
  - ❖ Feedback:
    - CAC Members seek more information on:
      - Operator protocols for tending to passengers with a medical emergency while on the bus.
      - Operator interview processes and if there is a customer service skills screening during the interviews.
      - Operator training that focuses on how to deal with attacks.



# November 15, 2023, General Assembly Meeting

- **Metro C (Green) Line Extension to Torrance**
  - ❖ **Feedback:**
    - Budget and Cost
    - Polling
- **Metro Light Rail Core Capacity & Systems Integration Project**
  - ❖ **Feedback:**
    - Learn more about plans for a grade separation at Centinela.
    - Understand the scope of potential amenities with this project.
    - Train car cleanliness & sanitation.
    - Ensure clear wayfinding signage.



**Metro**

# December 2023, “Holiday Meet and Greet”

- “Holiday Meet and Greet”

- ❖ Feedback

- Olympics-related short- and long-term legacy infrastructure investments.
- Close the gaps at the end of the K, E, and D Lines to better serve people coming from LAX airport.
- Expand Transit Ambassadors and potentially enhance training.
- Expand the GoPass Program.
- Understand internal Metro transit community safety or policing program.
- Improve sanitation through greater auditing across the system to ensure enhanced standards for cleanliness.
- Improve Operator wheelchair loading and unloading.

- ❖ Concerns Expressed:

- Poor lighting at bus stops.
- Operators’ behavior and customer service are inconsistent throughout the system.
- Law enforcement standing around the transit system but seemingly not doing anything.



Metro®

# Next Steps

- CAC will continue to refine its Work Plan and priority topic areas under leadership of the new CAC Chair.
- CAC is eager to:
  - Incorporate Metro Board and CEO's priorities.
  - Add value and provide meaningful and timely advice to Metro.
  - Secure additional CAC Members via direct Metro Board Director appointments to ensure representation from all geographies of L.A. County.
- Metro staff will continue to:
  - Support the CAC.
  - Keep the Board apprised of their activities, as desired by the Metro Board.



**Metro**

**Board Report**

---

**File #:** 2023-0539, **File Type:** Informational Report**Agenda Number:** 20.

---

**EXECUTIVE MANAGEMENT COMMITTEE  
OPERATIONS, SAFETY & CUSTOMER EXPERIENCE COMMITTEE  
JANUARY 18, 2024****SUBJECT: BUILDING ON THE SUCCESS OF PILOT INTERVENTIONS AT  
WESTLAKE/MACARTHUR PARK STATION****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE the status report on the next steps for implementing pilot intervention strategies to improve community health and safety at additional Metro stations, building on the recent improvements from Westlake/MacArthur Park Station.

**ISSUE**

In early 2023, Staff developed and implemented pilot intervention strategies at the Westlake/MacArthur Park Station, which is served by both B & D Lines, with the purpose of restoring safety and improving the experience for our riders, employees, and the surrounding community. A report on these interventions was provided to the Board in July 2023. A focus on safety through environmental design resulted in a decrease in crime, with a reduction in loitering, drug use, and other illicit activity. Consequently, the station is substantially cleaner and safer, resulting in customers also feeling safer than before and providing a safe environment to support placemaking activities. This report is a status update on the next steps to expand the successful elements of this program to additional Metro stations with similar challenges.

**BACKGROUND**

In response to the worsening public health crisis that resulted in substantially deteriorated conditions at Westlake/MacArthur Park Station (WMP), Metro Operations convened a multi-departmental taskforce in January 2023 to quickly reimagine how the Westlake/MacArthur Park Station could better serve Metro riders and the community. Its focus was on improving public safety and cleanliness through pilot interventions centered around environmental design. This taskforce includes System Safety & Law Enforcement (SSLE), Countywide Planning & Development (CP&D), the Office of the Chief of Staff, Customer Experience (CX), and Program Management.

In February 2023, the Board approved Motion 30 in response to the efforts at the WMP station and directed the CEO to report back on extending successful WMP care-centered strategies to improve community safety and health to other existing and future transit stations and stops (Attachment A).

Throughout Spring 2023, Metro initiated a comprehensive intervention pilot program at WMP to deter

illicit activity and restore appropriate uses of the station. The improvements included:

- New, brighter lights at platform ends, closure of secondary entrance and passageway, increased fresh air circulation and music played through station speakers were implemented to improve visibility, reduce hiding areas for illicit activity, and keep people moving through the station between train arrivals
- Revised station entry/exit plan to consolidate entrances through a single faregate array to improve fare compliance and access control in paid areas of the station (including train platforms)
- Human-centered approach that reimagines traditional policing strategies by layering Metro Ambassadors, Homeless Outreach, reduced fare initiatives, TAP Blue Shirt ambassadors, security, and law enforcement partners as part of an overall blended approach to address the larger, complex societal challenges impacting the station

At the July 2023 Board Meeting, staff provided an update on the interventions and their positive impacts, including the significant improvement to public safety and customer experience. This report shares a status update on the next steps for expanding these successful interventions to additional Metro stations.

## **DISCUSSION**

### **Organizational Change - New Station Experience Unit**

Given the successful results seen at Westlake/MacArthur Park Station, staff recognizes the urgency to accelerate these efforts to restore public safety and confidence at other rail stations with similar challenges. Therefore, the CEO created a new “Station Experience” unit, which will spearhead collaboration across Metro departments to expand upon the successful elements from Westlake/MacArthur Park Station to improve public safety, cleanliness, operations, and customer experience to all Metro stations.

The Station Experience unit will play a role in all public safety, cleanliness, and customer-facing aspects related to existing and future stations, with an emphasis on collaboration with System Security & Law Enforcement, Customer Experience, and other key Metro departments. This new unit will report directly to the Chief Operations Officer and will recruit for two new Director-level positions (listed under Staffing Needs) to provide accelerated project management and administrative support capabilities. Further, the Station Evaluation Program team, which is exceptionally knowledgeable of Metro station conditions through their quarterly audits of all 140+ Metro stations and bus transit centers, will be housed under this new unit.

### **Recently Implemented Interventions to More B & D Line Subway Stations**

Staff is expanding effective elements of the WMP strategy to other stations, including 7<sup>th</sup> Street/Metro Center and Pershing Square, both of which are near the WMP station, Skid Row, and the associated epicenters of the opioid drug crisis.

### ***BRIGHTER LIGHTING ON ALL SUBWAY PLATFORMS***

An immediate, effective, and strongly supported intervention was brighter lighting to provide improved



---

visibility for customers and frontline personnel, and to also reduce dark, hidden areas challenged with loitering and illicit activity. Therefore, across the entire Metro B & D Line stations, Traction Power crews have proactively upgraded platform lighting to brighten passenger waiting areas.

- All 16 B & D Line station platforms have been 100% completed
- Crews are also underway to brighten the other station levels, including mezzanine/concourse and street-level entrances, at 30% completion

### ***SECURING MAINTENANCE ELECTRICAL POWER RECEPTACLES***

Further, Facilities Maintenance crews have made substantial progress on securing maintenance electrical power receptacles that have been persistently tampered with and vandalized.

- All 16 B & D Line stations have been 100% completed

### ***UPGRADED LIGHTING FOR THREE ENTRANCES AT 7<sup>TH</sup> ST/METRO CENTER***

In collaboration with the Central City Association and its members representing properties directly connected with station entrances to 7<sup>th</sup> Street/Metro Center, Metro has begun an initial set of interventions, including:

- Retrofitted nearly 100 existing lighting fixtures with brighter, LED bulbs to brighten entrances to improve safety and wayfinding
- Initial design underway to improving lighting and rightsizing the Flower Street elevator entrance with plans to implement in Spring 2024.

### ***SAFE, SMART PUBLIC RESTROOM PILOT AT FOUR STATIONS***

Metro's Office of Strategic Innovation (OSI) received an unsolicited proposal from Throne Labs to implement four, smart public restrooms for a 6-month period at no cost to Metro. Four locations were implemented in October 2023 at Westlake/MacArthur Park B/D Line Station, Willowbrook/Rosa Parks A/C Line Station, Norwalk C Line Station, and a bus operator layover at the Sylmar/San Fernando Metrolink Station (served by frequent Metro bus service), with stations subject to change during the pilot period which runs through April 2024. These smart restrooms are being tested by both passengers and frontline employees for cleanliness, customer experience, and reliability. The pilot will evaluate uptime availability, durability, maintainability, safety, and customer satisfaction. They are currently in use in Washington DC serving local transit riders and bus operators.

This pilot intends to provide a safe, hygienic, cost effective, and reliable amenity for Metro riders, bus and train operators, and the community, incorporating design elements that encourage user accountability, and deter illicit activity which results in unusable conditions for others. These smart restrooms are data-driven and incorporate real time communications on cleanliness, functionality, and access control, which seeks to avoid design deficiencies from traditional restrooms and increase user accountability by requiring users to create a free account via text message or QR code, in which Metro's latest passenger survey data reveals that 93% of transit riders use cell phones. In future use cases, authorized access with designated care-centered partners could be made possible. Repeat offenders engaged in illicit activity and causing substantial damage or downtime for passengers could receive warnings or have access revoked to preserve restroom access for others. If this pilot is successful, staff intends to issue a competitive solicitation for larger rollout of smart public restrooms.

Within the first two months of the pilot, there are very promising indicators that this amenity is improving safety, cleanliness, and the customer experience.

- Nearly 13,500 total uses have been recorded in the first two months of operation
- Over 3,700 unique users have enrolled in the free program
- Users have reported an average 4.3 out of 5-star cleanliness rating
- Restrooms had an overall uptime of more than 90%, far exceeding Metro's pilot target of 70%
- Although each visit is allotted 10 minutes per session, Throne data shows the vast majority of people are completing their visits significantly faster
  - 1 in 2 people complete their restroom visit in under 2 minutes
  - 3 in 4 people complete their visit within 5 minutes
  - By comparison, BART's public restroom program enforces a 5-minute limit (compared with this pilot's 10-minute limit)
  - Time limits help deter inappropriate uses (i.e. drug or sexual activity) while maximizing availability to more people, improving safety and cleanliness
- Zero incidents of misuse that have taken any of the restrooms out of extended service
- Zero incidents of medical emergencies or calls for first responders (i.e. drug overdoses)
- Zero calls for police response (i.e. criminal activity)
- 50% reduction in public urination and defecation around each station at the pilot locations open to the public, meaning these stations are also substantially cleaner through a reduction in biohazard waste, based on Ambassador reports

### **New Interventions Under Consideration**

In addition to the interventions already implemented, staff is exploring the potential future strategies:

#### ***LATCHING FAREGATES UPON EXIT***

Metro faregates, which are in place at roughly half of all Metro Rail stations (58 out of 104 stations), are currently only latched upon entry (tap-in). However, Metro faregates also can be latched upon exit (tap-out), although this function was never activated during the original rollout, since the presumption was that customers would have already tapped their card at their station of origin. This results in diminished access control and missed opportunities to validate fares and ensure fare compliance, as customers entering from an ungated station and exiting at a gated station may never encounter a latched faregate.

Latching faregates upon exit is commonly used in transit agencies with distance-based fares, however, is also employed with a flat fare structure similar to LA Metro in the faregates at the Metropolitan Atlanta Rapid Transit Authority (MARTA). This technique would also reduce bottlenecks that occur from fare inspection teams manually checking fares for each passenger today. Fare inspection teams can then focus on addressing those without valid fares instead of checking all fares. This technique is technically already in place at the transfer faregates at Willowbrook/Rosa Parks Station, where passengers are required to tap to exit the C Line before transferring to the A Line platform, and vice versa. Latching faregates upon exit can also provide improved ridership data on where customers are exiting, which can be used to optimize service for customers.

Staff is working to implement this as a pilot at Union Station and North Hollywood, in conjunction with the ongoing multilayered deployment strategy. Because Metro faregates must also be compatible with a separate Metrolink fare system, there are additional equipment and programming

reconfigurations that must take place to ensure compatibility, particularly at Union Station where a high volume of Metro-to-Metrolink transfers occur. Staff estimates that this pilot will take approximately 90 days to implement, and therefore could begin in March 2024.

Staff will work with Customer Experience on a robust multilingual outreach campaign of customer messaging, signage, and staffing that will inform customers with advance notice of this new feature, similar to when Metro seamlessly latched entry faregates station-by-station previously in 2013. Passengers who have valid fare would NOT be double charged upon exit, but passengers who did not tap at their origin station would be charged when exiting.

### ***STRENGTHENING FAREGATES TO IMPROVE PUBLIC SAFETY***

Metro shares with many other transit agencies in the challenges associated with faregate misuse, including individuals who tailgate/piggyback behind fare paying passengers through the accessible faregate, or those who jump over the turnstiles. Recent data provided by Metro's law enforcement partners reveal the following:

- 93% of individuals arrested by the Los Angeles Police Department (LAPD) do NOT have valid fare
- 87% of individuals arrested by the Los Angeles County Sheriff's Department (LASD) do NOT have valid fare

Therefore, strengthening the faregates could be an effective additional layer to improve overall system safety.

As such, staff are monitoring the outcomes resulting from other agencies currently upgrading their faregates to deter this behavior, including Bay Area Rapid Transit (BART) and Washington Metropolitan Area Transit Authority (WMATA). Preliminary reports from Washington DC indicate a 70% to 85% reduction in fare evasion at stations where they have implemented faregate improvements. At the future LAX Airport Metro Connector Station, an improved paddle gate design will be implemented to improve fare compliance while facilitating travelers with luggage, so we will monitor those results also.

### ***RELOCATING FAREGATES AND STATION CLOSURE GATES***

As part of improving access control to improve public safety and cleanliness, staff are exploring the feasibility of relocating faregates and station closure roll gates from inside the station and out to the station entrances, which would improve access control by expanding the paid area of the station and reduce loitering and vandalism during overnight periods when stations are closed. This is consistent with the station design of the recently opened Regional Connector stations in Downtown LA.

### ***IMPROVING ELEVATOR SAFETY & RELIABILITY***

Metro's Vertical Transportation unit maintains nearly 150 elevators systemwide and typically spends over \$1 million each year in broken glass repair attributed to vandalism. Furthermore, loitering and illicit activity inside station elevators can prevent and deter passengers with disabilities and parents with strollers from accessing Metro stations. Previous passenger surveys have indicated that Metro passengers, particularly women riding transit, avoid using station elevators to access trains, even if an alternative bus journey takes longer. As a result, staff is exploring new features to deter misuse of elevators.

In Portland, Oregon, TriMet is piloting the required use of tapping a valid fare card to use the elevator which is a commonplace practice in hotels and office buildings. Their preliminary findings have shown a reduction in misuse and an increase in elevator uptime.

Staff is also looking at keeping elevator doors open when not in use, facilitating fresh air circulation and reducing hidden privacy inside the elevator compartment.

### ***ENHANCING SECURITY THROUGH TECHNOLOGY UPGRADES***

While the blended approach of ambassadors security, and law enforcement provides substantial improvements to public safety, the number of stations and public areas remain a challenge to maximize visibility. Therefore, it is also important to layer a technology component that allows uniformed personnel to better respond to locations where they are most effective, using a data-driven approach. This can include:

- Additional CCTV cameras and intrusion detection systems for all emergency exit doors leading to ancillary areas
- Upgrading existing CCTV cameras to higher resolution and network communications for better response and insights
- Expansion of video analytics software to assist in real-time flagging of security events and to improve investigations

Staff is planning to present a separate funding request for these technology upgrades in the coming months.

### **Planning Underway to Expand Efforts to Light Rail Stations and Bus Transit Centers with Similar Challenges**

Looking beyond the B & D Line subway stations, staff will be considering a range of criteria for future deployment of station interventions throughout the Metro service area, including ridership, public safety data, cleanliness and functionality data, homeless outreach data, frontline employee feedback and rider input, with the understanding that there is not a one-size-fits-all solution for the entire system, as each station is uniquely designed, and community needs are not always identical. A tiered list of stations is described in more detail in Attachment B.

#### **Menu of Environmental Design Interventions**

- Brighter lighting
- Rightsizing entrances, passageways, and other areas where illicit activity was taking place
- Increased fresh air ventilation (for indoor stations)
- Station music or ambient sound
- Strengthening and reorienting faregates and station roll-gates
- Improved wayfinding and other signage
- Safe, clean, and reliable public restrooms
- Elevator access control modifications

#### **Menu of Care-Based Strategies**

- LIFE pop-ups
- Department of Health Services Mobile Health Clinic
- Homeless outreach teams
- Ambassador teams
- Crisis interventionists
- Substance abuse counselors
- Homeless Connect days
- Station activation events
- Community resource fairs

As much was learned about successful interventions at WMP, Staff is also looking to test interventions at other rail stations with persistent public safety and cleanliness challenges. While WMP has had a diverse range of challenges from medical emergencies, criminal activity, and people experiencing homelessness, other stations may not experience the same issues in equal proportions. Staff is now turning to a station-by-station approach to improve public safety further, using similar strategies to Westlake/MacArthur Park Station to develop further and implement tactical design interventions and staffing adjustments for other stations.

Potential stations for initial pilot interventions include (subject to change):

- Lake Av in Pasadena (A Line)
  - Persistent loitering and illicit activity around station entrances
  - Tied for second lowest A Line score in appearance (2.83 out of 4.00)
- Hollywood/Highland (B Line)
  - Persistent loitering and willful blocking at the station entrance
  - Inappropriate activity in and around station elevators, presenting continual concerns from customers requiring elevator assistance
- Downtown Santa Monica (E Line)
  - Excessive fare evasion and trespassing from emergency exit, creating safety issues along trackways with frequent train movement
  - Third lowest E Line score in appearance (2.92 out of 4.00)
- Norwalk (C Line)
  - Dim waiting areas at connecting bus bays
  - Loitering on platform, behind I-105 Freeway pillar structures and under stairwells

## **EQUITY PLATFORM**

The goal of this work is to provide public safety and reliability improvements to Metro riders using the B & D Lines, in which 8 in 10 transit riders are BIPOC, 8 in 10 do not own a car and therefore rely on Metro service, and 8 in 10 are below HUD's "Very Low Income" threshold. Further, 75% of Metro B & D Line stations reside within Metro's Equity Focus Communities (EFCs), including Westlake/MacArthur Park, 7<sup>th</sup> Street/Metro Center and Pershing Square. Staff has conducted hundreds of extensive, multilingual passenger intercept surveys that are controlled for the demographics of B & D Line riders and the surrounding community, receiving overwhelmingly strong support to continue and expand these initiatives to improve their actual and perceived feelings of

---

public safety. Staff will continue surveying transit riders throughout this process and communicate interventions made to the stations, which includes updates to the Public Safety Advisory Committee and Regional Service Councils. Further, staff has continually coordinated all work with Civil Rights & Inclusion, ensuring that proposed changes, including station redesigns, lighting upgrades, and restroom facilities, are intentionally designed with accessibility in mind.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The above recommendations support the following strategic plan goals:

**Goal #2:** Deliver outstanding trip experiences for all users of the transportation system. These initiatives help to move more people within the same street capacity, where currently transit users suffer service delays and reliability issues because of single occupant drivers.

**Goal #3:** Enhance communities and lives through mobility and access to opportunity. With faster transit service and improved reliability, residents have increased access to education and employment, with greater confidence that they will reach their destination on time.

**Goal #4:** Transform Los Angeles County through regional collaboration and national leadership to address the larger societal challenges that are acutely impacting the Metro system.

## **NEXT STEPS**

The new Station Experience unit will continue to build on the momentum of this program. As much of the illicit activity within the Metro system is reflective of larger societal challenges, Metro must continue to rely on key partners and support so that the agency can focus on operating a safe and reliable transit system. The Station Experience unit will develop program level solutions to evaluate individual station conditions with its partners as well as develop resource plans and capital projects to ensure program-wide benefits of these early efforts remain in place for Metro riders and frontline employees moving forward. Staff plans to provide another update in April 2024.

## **ATTACHMENTS**

Attachment A - Board Motion 30 WLMP

Attachment B - Tiered List of Stations

Prepared by: Stephen Tu, Deputy Executive Officer, Station Experience,  
(213) 418-3005

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034  
Gina Osborn, Chief Safety Officer, (213) 922-3055  
Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060

**Board Report**

---

**File #:** 2023-0127, **File Type:** Motion / Motion Response**Agenda Number:** 30.

---

**REGULAR BOARD MEETING  
FEBRUARY 23, 2023****Motion by:****DIRECTORS SOLIS, DUPONT-WALKER, MITCHELL, HAHN, AND HORVATH****Improving Community Health and Safety at Westlake/MacArthur Park Station**

Metro's Westlake/MacArthur Park Station sits in the densest neighborhood in Los Angeles County. Since first opening in 1993, the Westlake/MacArthur Park Station has remained one of the most activated and highly used stations in Metro's system and as a gathering place at the center of a culturally diverse and entrepreneurial community. Each day, tens of thousands of people move in and out of this regionally significant station served by all-day, frequent Metro Rail and Bus service to reach their bus or train, nearby businesses, and the surrounding public commons.

Despite these transit-supportive neighborhood characteristics, increasing instances of interpersonal harm and property damage at Westlake/MacArthur Park Station are impacting Metro's ability to provide an attractive customer experience for transit riders and supportive working conditions for frontline employees who maintain this station. Recognizing that these challenges are manifestations of structural inequities, Metro must engage additional partners to go beyond the pilot design interventions identified in staff's February 2022 report (File #: 2023-0079). Metro should take a holistic, equity-focused, and human-centered approach to improve customer experience and community health and safety at this station.

As such, Westlake/MacArthur Park Station is the most suitable location for Metro to pilot design and programming strategies that allow Metro to maintain well-designed, human-centered environments that meet transit rider needs. Metro should build on its initial planning to pilot care-centered strategies for Westlake/MacArthur Park Station and bus stops that improve the community's sense of safety, well-being, and belonging, including but not limited to bathrooms, shade structures, on-site health and crisis support services, cultural programming, greening, public art, and local entrepreneurial activity. Metro can draw from lessons learned from previous activation efforts at this station and other station pop-up events, like the September 2022 Compton A (Blue) Line Station in partnership with the Alliance for Community Transit for Los Angeles (ACT-LA).

In line with the Board approved Metro Equity Platform and Strategic Plan, Metro should build on its ongoing Westlake/MacArthur Park station community outreach and engagement efforts, like Metro's Joint Development Centro Westlake Project Advisory Task Force, to develop an implementation plan that enhances customer experience and improves community health and safety.

**SUBJECT: IMPROVING COMMUNITY HEALTH AND SAFETY AT WESTLAKE/MACARTHUR PARK STATION MOTION**

**RECOMMENDATION**

APPROVE Motion by Directors Solis, Dupont-Walker, Mitchell, Hahn, and Horvath that the Board direct the Chief Executive Officer or her designee to provide a report back in June 2023 that includes a plan for implementing care-centered strategies to improve community safety and health at the Westlake/MacArthur Plaza Station and nearby transit stops. The report should consider the following:

- A. Summarizing social climate insights and feedback themes from a review of past surveys, community meetings/workshops, focus groups, and/or socioeconomic data;
- B. Conducting language-inclusive station customer experience (CX) research involving transit riders, frontline workers, and community members to identify their priorities and preferences for transit station and stop amenities and uses;
- C. Identifying and comparing different pilot model options to bring care-centered strategies to this station by total cost, timeline, partnerships needed, and community benefit; and
- D. Developing recommendations for implementing identified strategies at existing and future Metro transit stations and stops, including potential funding sources.



**ATTACHMENT B – \*PRELIMINARY DRAFT\* TIERED LIST OF STATIONS**

*List is subject to change as further analysis is completed.*

<b>DRAFT CRITERIA INPUTS</b>	<b>TIER 1</b>	<b>TIER 2</b>	<b>TIER 3</b>
<b>Appearance Score from Quarterly Station Evaluations</b>	Low	Medium	High
<b>Reported Crime, Citations, Warnings</b>	High	Medium	Low / No
<b>Customer Care Complaints</b>	High	Medium	Low / No
<b>Observations of People Experiencing Homelessness</b>	High	Medium	Low / No
<b>Equity Focus Community Location</b>	Higher Priority	Priority	-

<b>TIER 1</b>	<b>TIER 2</b>	<b>TIER 3</b>
7 <sup>th</sup> Street/Metro Center	103rd Street/Watts Towers	17th St./SMC
Anaheim St.	APU/Citrus College	1st Street
Artesia	Atlantic	26th St./Bergamot
Avalon	Azusa Downtown	*37th St./USC
Aviation/LAX	*Cal State LA	5th Street
*Chatsworth	*Canoga	Allen
Chinatown	*Cesar Chavez Transit Pavilion	Arcadia
Compton	Crenshaw/I-105	*Balboa
Downtown Santa Monica	Culver City	**Burbank Downtown Metrolink
Expo/Crenshaw	**Culver City Transit Center	*Carson Transitway
Expo/La Brea	Del Amo	*Cal State LA
Firestone	Downtown Inglewood	Civic Center/Grand Park
Grand/LATTC	Downtown Long Beach	*De Soto
Harbor Freeway	*El Monte Bus Station	*Del Amo Transit Center
Hawthorne/Lennox	Expo/Western	Del Mar
Highland Park	Fairview Heights	Douglas
Hollywood/Highland	Fillmore	Duarte/City of Hope
Lake	Florence	East LA Civic Center
LATTC/Ortho Institute	Grand Av Arts/Bunker Hill	El Segundo
*Manchester	*Harbor Gateway Transit Center	Expo Park/USC
Martin Luther King Jr	Hollywood/Vine	Expo/Bundy
Memorial Park	Hyde Park	Expo/Vermont
*MLK Compton Transit Terminal	Indiana	Farmdale
North Hollywood	Jefferson/USC	Heritage Square/Arroyo
Norwalk	La Cienega/Jefferson	Historic Broadway
Pacific Coast Hwy	Lakewood Blvd.	Hollywood/Western
Pershing Square	*Laurel Canyon	**Inglewood Transit Center
Pico	Leimart Park	Irwindale
*Pico-Rimpau Transit Center	Lincoln Heights/Cypress Park	*LAX City Bus Center
*Reseda	Long Beach Blvd.	Little Tokyo/Arts District
San Pedro St.	Mariachi Plaza/Boyle Heights	Maravilla

*Sherman Way	*Nordhoff	Mariposa
*Slauson Transitway	*Pacific Coast Hwy Transitway	Monrovia
Soto	Redondo Beach	Pacific Av
**South Bay Galleria	*Roscoe	Palms
**Sylmar Metrolink	*Rosecrans Transitway	Pico/Aliso
Union Station	*Sepulveda	*Pierce College/Winnetka
*USC Medical Ctr.	Sierra Madre Villa	*Redondo Beach Transit Center
*Van Nuys	Slauson	South Pasadena
Vermont/Athens	Southwest Museum	*Valley College
Westlake/MacArthur Park	*Tampa	Vermont/Beverly
Willowbrook/Rosa Parks	Universal City/Studio City	Wardlow
	Vermont/Santa Monica	Washington
	Vermont/Sunset	Westchester-Veterans
	Vernon	Westwood/Rancho Park
	*Warner Center	Wilshire/Normandie
	Willow St.	Wilshire/Western
	Wilshire/Vermont	*Woodley
		*Woodman

\*denotes Bus Rapid Transit (BRT) Station or Bus Transit Center

\*\*denotes non-Metro property with Metro service



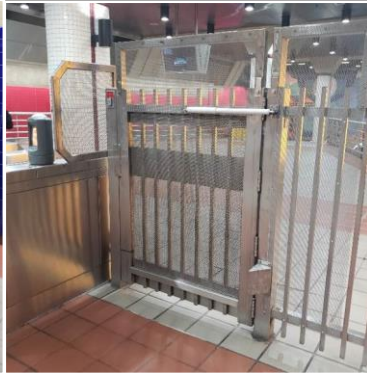
# Building on Success of Pilot Interventions at Westlake/MacArthur Park Station

*January 2024*



**Metro**

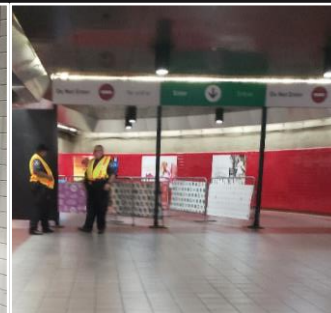
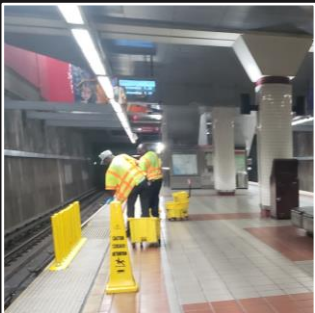
# WESTLAKE/MACARTHUR PARK | RECENT PROGRESS



Clean, safe, well-lit station & seating // Over 20% reduction in emergency exit misuse since mesh install // Children playing soccer under brighter lights & CCTV



Before & After: Addressing hiding spots previously used for illicit activity is improving outdoor plaza cleanliness and safety



Multilayered human approach of Custodians, Ambassadors, Homeless Outreach, Security and Law Enforcement

# 7TH ST / METRO CTR | LIGHTING IMPROVEMENTS



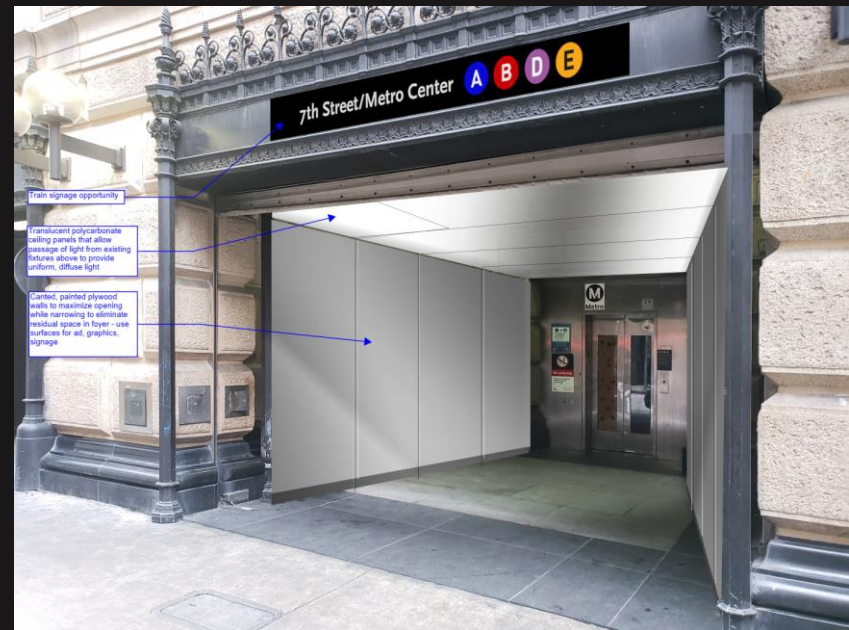
In July 2023, crews installed nearly **100 brighter, LED bulbs** at station entrances and passageways to restore comfort and safety



*Flower St  
Elevator  
Entrance*

← Existing

Concept →



*Existing & Concept: Tactical lighting, rightsizing, and signage improvements to create a safe, intuitive, welcoming entrance*

# NEW “STATION EXPERIENCE” UNIT TO EXPAND STRATEGIES

- Given the successful results at Westlake/MacArthur Park, Operations has created a new “Station Experience” unit to further improve public safety and cleanliness
- Criteria for future deployment includes data on ridership, public safety, cleanliness, homeless outreach, frontline employee and customer input
- Next potential stations for pilot interventions include (*subject to change*):
  - Lake Av in Pasadena (A Line)
  - Hollywood/Highland (B Line)
  - Norwalk (C Line)
  - Downtown Santa Monica (E Line)

## Environmental Design Interventions *paired with...* Care-Based Strategies

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Lighting upgrades</li><li>• Rightsizing entrances, passageways, and plazas to improve safety in numbers and access control</li><li>• Increased fresh air ventilation (indoor stations)</li><li>• Station music or ambient sound</li><li>• Strengthen and reorienting faregates and rollgates</li><li>• Safe, clean, and reliable public restrooms</li><li>• Elevator access control modifications</li></ul> | <ul style="list-style-type: none"><li>• LIFE Pop-Ups</li><li>• Dept. of Health Services Mobile Health Clinic</li><li>• Homeless Outreach teams</li><li>• Metro Ambassador teams</li><li>• Crisis interventionists</li><li>• Substance abuse counselors</li></ul> |
|---|--|

# SMART, TOUCHLESS PUBLIC RESTROOMS PILOT | THRONE LABS



- Smooth pocket door with protected locking system
- No handle to pull or break
- Smart alerts for unauthorized occupancy & extended stay

Configurable user access controls recognized approved or restricted users

QR / Text

Mobile App



Users can enter in less than 10 seconds - a simple text opens the door.

App offers added features like discovery, navigation and real time cleanliness ratings.

- 6-month, unsolicited proposal pilot with Throne Labs
- **FREE to use** via text message, QR code, or Mobile App, under 10 seconds to enter (93% Metro riders carry cell phones)
- In first two months, over **13,500 total uses**, over **3,700 unique users**, 4.3 out of 5-star user cleanliness rating, and ZERO incidents of major damage
- **50% reduction in public urination/defecation reports** at each pilot location



Pilot locations at Westlake/MacArthur Park, Willowbrook/Rosa Parks, Norwalk and Sylmar Bus Layover

**anthonydrakeandassociates** 6d  
This is great!

**dannybaruela** 6d · ❤️ by author  
Yes! More facilities for all!  
10 likes Reply

**sc0ttjone5** 6d · ❤️ by author  
I love it and I hope it works.  
12 likes Reply

**katytay\_mcgee** 6d · ❤️ by author  
Great addition! Excited to see how this goes 🍌  
11 likes Reply

**c0lston** 6d  
I used the one at Norwalk Station and it was so nice!

**kevin0jr** 6d · ❤️ by author  
Great start. Put them in all the stations, please. Ty Ty  
10 likes Reply

**vykie** 6d  
Excited to see more public toilets. Hoping this is only the beginning!

Received a message from +1310 [REDACTED] via SMS. Message: "This is awesome 🍌 thank you for bringing this to our town"

**lotusrainier** 6d  
Time for folks to be self responsible and accountable

KCRW News Interview from Nov 13, 2023

*Gabriel Fury, who is homeless, described the restroom as "Immaculate. I can actually stay in there and breathe." When asked about needing a phone, he said "It's not a big deal, everyone has a cell phone nowadays."*



# NEW INTERVENTIONS PROPOSED



Photo Credit: TriMet, Portland, OR

- Latching Existing Faregates Upon Exit
  - Increases proportion of riders who will use faregates during their trip
  - Improves ridership data to plan better service
  - Pilot at North Hollywood and Union Station could begin as early as March 2024
- Strengthening Emergency Swing Gates and Relocating Station Closure Gates
  - 9 in 10 arrested do not have valid fare
  - Emergency Swing Gate partitions result in over 20% decrease in misuse
  - Police can focus on “Respect the Ride” campaign
  - Pair with LIFE and other reduced fare programs to protect low-income riders
- Improving Elevator Safety & Reliability
  - Portland TriMet piloting valid farecard to use elevator (i.e. hotel room key concept)
  - Keeping elevator doors open when not in use



## NEXT STEPS

- Station Experience unit will:
  - Develop program level solutions to evaluate individual station conditions with its partners
  - Develop resource plans and capital projects to ensure program-wide benefits of early efforts
  - Provide status update in April 2024
- Must continue to rely on key partners and support so that the agency can focus on operating a safe and reliable transit system





**Board Report**

---

**File #:** 2023-0732, **File Type:** Oral Report / Presentation

**Agenda Number:** 21.

---

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 18, 2024**

**SUBJECT: QUARTERLY UPDATE: HOMELESS OUTREACH MANAGEMENT & ENGAGEMENT (HOME)**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report on Homeless Outreach Management & Engagement (HOME).

**EQUITY PLATFORM**

The multi-layered deployment demonstrates a collaborative, strategic effort by various Metro departments and teams to engage and serve the most disenfranchised members of our communities who come onto Metro property and facilities in search of shelter. This deployment provides the unsheltered population with opportunities to receive a range of services, including connections to interim and permanent housing.

Prepared by: Craig Joyce, Deputy Executive Officer, Administration (213) 418-3008

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950

Stephanie N. Wiggins  
Chief Executive Officer

The signature is a stylized, cursive script in black ink, written over a horizontal line. Below the signature, the name 'Stephanie N. Wiggins' and title 'Chief Executive Officer' are printed in a black, sans-serif font.

Metro Homeless  
Outreach  
Management &  
Engagement  
(HOME)

Quarterly Update  
January 2024



# HOME Outreach Teams

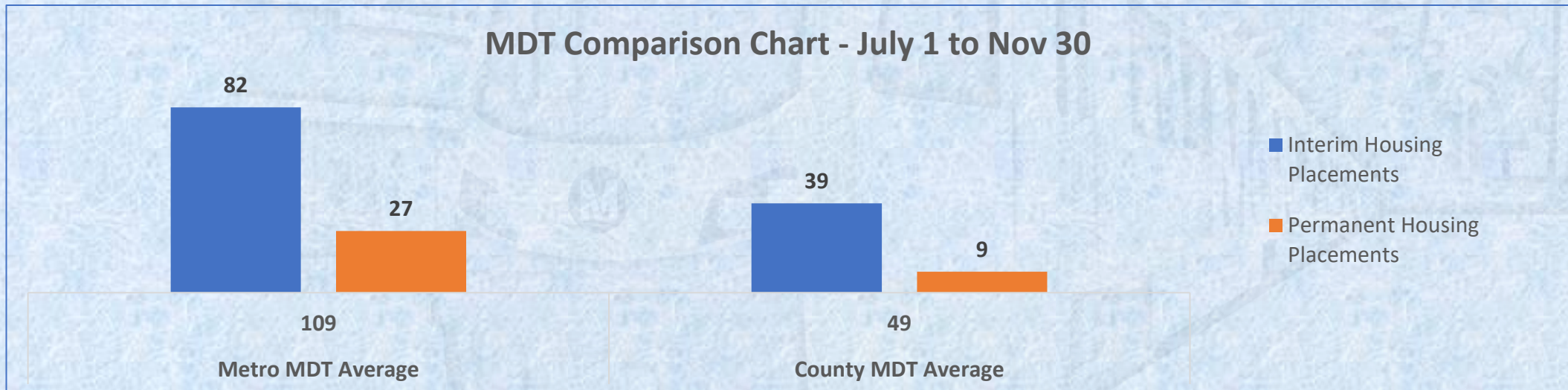
- All 24 multidisciplinary teams (MDT) onboarded – 19 are *ACTIVE*
- Six community-based organizations:
  - PATH
  - Christ Centered Ministries (CCM)
  - HOPICS
  - LA Family Housing
  - Union Station Homeless Services
  - Helpline Youth Counseling
- Regionally deployed along all rail and busway lines
- Teams pair with SSLE & Ambassadors as members of the multilayered deployment
- Operating M-F 7am – 6pm & Weekends 7am-3:30
  - *24hr coverage M-F on B, D & E lines*



# Key Performance Indicators

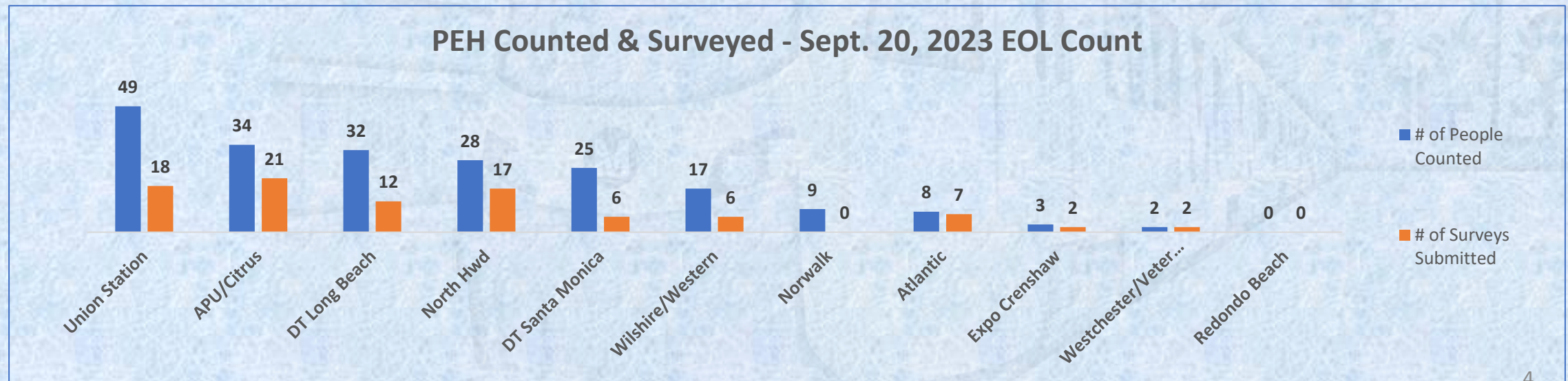
Between July 1, 2023, and November 30, 2023, Metro MDTs have:

- **2,054** New Enrollments into the Homeless Management Information System (HMIS)
- **490** Interim Housing Placements
- **163** Permanent Housing Placements
- **653 Total Housing Placements – 68% of the annual goal of 966**



# End Of Line Count/Survey

- 30 Volunteers – Metro MDTs, Metro Staff and County CEO-HI Staff
- LAPD, LASD, LBPD and Metro Contract Security supported
- Counting took place between 11:50 – 12:57am
- Total PEH Counted Exiting The Last 2-3 Trains: 207
- Surveys Collected: 92 (44% participation)
- Next End of Line County/Survey scheduled for March 2024



# Partnerships – Pathway Home

- Partnering with County CEO – Homeless Initiative
- Creating access to permanent housing for unhoused riders through interim placements & supportive services
- Lynwood Pathway Home
  - County acquired a motel w/ 24 beds
  - Metro MDTs placed 7 PEH into housing
- CEO-HI and Metro to partner on future Pathway Home efforts
- <https://vimeo.com/893581862>



# Partnerships – Department of Mental Health

## Mental Health Crisis Response

- DMH representatives completed an on-site assessment w/ MDTs on Nov. 19, 2023
  - Reps from DMH Homeless Outreach & Mobile Engagement team (HOME) and Field Intervention Team (FIT)
- DMH Preliminary Recommendations:
  - Provide Metro w/screening tool & resource guide to ensure Metro frontline staff understand available mental health resources
  - Establish a referral system to DMH's Homeless Outreach & Mobile Engagement (HOME)
  - Establish priority access to DMH's Field Intervention Teams (Psychiatric Mobile Response and Mobile Crisis Outreach Teams)
  - Further evaluate and analyze referral data from Metro to establish need vs. DMH capacity



# Partnerships – LAHSA Point In Time Count

## 2024 Point in Time Count

### LAHSA

- Incorporating Metro Rail & Busway into PIT count
  - Using consistent data collection methods to count all stations
  - Providing Metro volunteers w/ specialized training
- Metro-specific data report will be provided by LAHSA
  - They will complete a Metro demographic survey for the 2025 PIT Count and Report

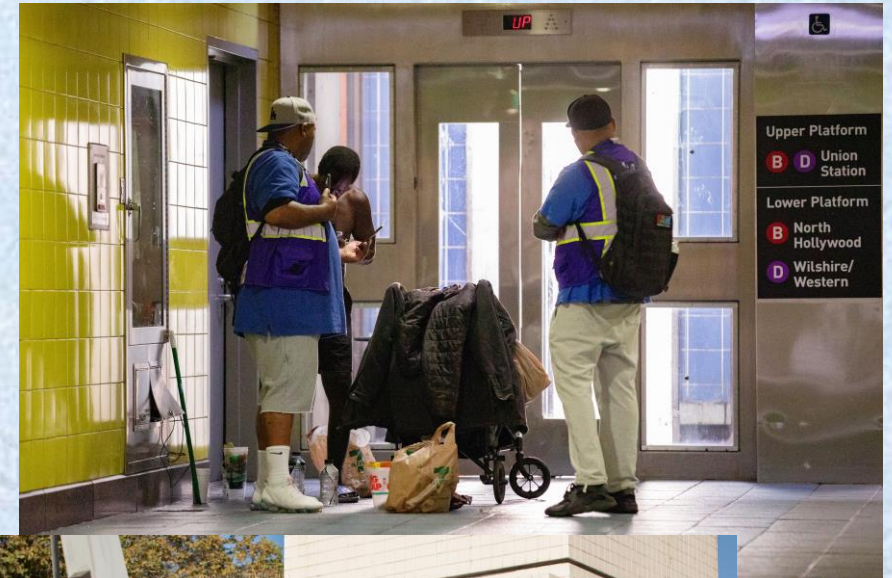


# Partnerships/Projects

## Navigation Center (HUB)

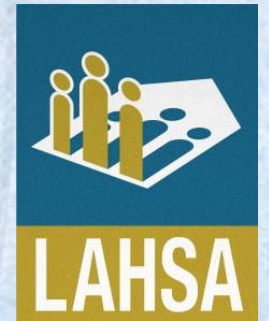
### *County CEO-HI & LAHSA*

- Our social service partners assessed the proposal for the location at Union Station and concluded it was not suitable due to limited size and lack of available infrastructure.
  - Partners continue to explore other suitable locations.
- County CEO-HI is committed to funding operations/services
  - Drop-in space (day use)
  - Hygiene services
  - Meals
  - Housing resources



# Partnerships – Metro Unhoused Work Group/Task Force

- Consolidating the ongoing meetings between Metro and:
  - County CEO – HI (*Pathway Home, Nav Hub*)
  - LAHSA (*PIT Count, Nav Hub, Task Force*)
  - Mayor of LA City’s Housing Team (*Metro property use*)
- LAHSA convening key agencies/stakeholders for the first meeting in January
- Focus on addressing *transit homelessness* as sub population within Continuum of Care (CoC)
- Strategic integration of Metro into CoC
  - Exploring immediate and long-term opportunities for collaboration





**Thank You**

**Board Report**

---

**File #:** 2023-0589, **File Type:** Motion / Motion Response**Agenda Number:** 25.

---

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 18, 2024****SUBJECT: 48 by '28 AND RECIPROCITY****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE and FILE the progress report on the 48 by '28 8-point Plan and Certification Reciprocity.

**ISSUE**

On July 27, 2023, the Board passed Motion 24 by Directors Hahn, Dupont-Walker, Solis, Butts, and Sandoval requesting progress updates on the following: a) implementing the initiatives laid out in the May 2022 "48 by '28 Plan" to increase small and disadvantaged business participation in Metro contracts; b) recommendations included in the September 2022 Office of the Inspector General (OIG) survey of small business enterprise certification programs; and c) developing an annual, fiscal year-end report on the agency's progress toward reaching the 48% target by 2028.

**BACKGROUND**

With the passage of Measure R and Measure M, Metro has undertaken a historic infrastructure capital program that provides numerous opportunities for businesses across the region to compete for projects that create thousands of jobs. Increasing the percentage of transportation dollars that remain in the region and within economically and socially disadvantaged communities is vital to LA County's post pandemic recovery and aligns with the Board-Approved Equity Platform.

In May 2022, the Board adopted the 48 by '28 8-point plan of eight new initiatives aimed at achieving a 48% aspirational target of small business participation on Measure R and Measure M funded by 2028. Through partnership with local jurisdictions, Metro seeks to increase the percentage of transportation dollars that remain in the region and within economically and socially disadvantaged communities.

In July 2022, Metro's OIG completed its draft report on the Survey of Small Business Enterprise (SBE) Certification Programs and Exploring Opportunity for Reciprocity . The OIG report discussed ongoing efforts to assist Metro in improving the efficiency and effectiveness of operations and provided recommendations that may improve the effectiveness of Metro's SBE Program. Metro's management responded to the OIG report in September 2022.

In July 2023, further action was taken related to the implementation of the previous initiatives and recommendations, as well as direction to report back on progress.

**..Discussion**

**DISCUSSION**

Metro staff have continued to advance the initiatives laid out in the 48 by '28 Plan, as well as to leverage partnerships to maximize opportunities for small businesses to participate on Metro contracts by expanding and increasing the pool of certified firms through certification reciprocity with other jurisdictions. Board Motion 24 further reinforced the importance of these efforts with specific actions cited.

Below is an update on this effort. Items A, B, and C directly correlate to Motion 24, demonstrating Metro's commitment to prioritize the small business community concerns of increasing small business growth and capacity.

**A. Implementing the Initiatives Laid Out in the May 2022 "48 by '28 Plan" to Increase Small and Disadvantaged Business Participation in Metro Contracts.**

The purpose of the Plan is to increase the percentage of transportation dollars that remain in the region and within economically and socially disadvantaged communities, contributing to LA County's economic recovery. Metro has commenced action on all eight (8) Initiatives in the Plan. This progress report covers activity from May 2022 through October 2023. Each initiative is summarized below:

**1. Roll-Out 15-Day Pay Initiative for Small Business Enterprise (SBE) as Primes - To launch January 16, 2024:**

Metro has made significant progress in rolling out the 15-Day Pay Initiative as an incentive to help mitigate cash flow constraints that many small businesses experience. Vendor Contract Management developed policy guidelines and collaborated with the Accounting Department to establish the process to implement this policy. The 15-Day Pay Initiative applies to non-federally funded negotiated and competitive low-bid procurements and will allow Metro SBE certified firms who are awarded a new contract as a prime contractor to receive expedited payment terms, net-15, instead of the standard net-30 payment terms. Metro will present this new Initiative to the Transportation Business Advisory Council (TBAC) and conduct a series of MetroConnect workshops in advance of the launch.

**2. Explore the feasibility of Increasing the SBE Certification Personal Net Worth (PNW) Cap and a Potential SBE Certification Reciprocity with the Los Angeles Unified School District**

(LAUSD):

Personal Net Worth (PNW)

Metro's SBE certification program, which mirrors the Disadvantaged Business Enterprise (DBE) Program, is considered the gold standard certification in California. On July 21, 2022, USDOT issued a Notice of Proposed Rulemaking, which is the first-time changes have been proposed to the DBE program since 2014. One of the primary components proposed is an increase in the PNW limit from \$1.32 million to \$1.6 million, representing an 8.25% increase. USDOT is also proposing an automatic PNW increase every 5 years based on Federal Reserve data. Additionally, USDOT has proposed removing the following from the PNW calculation: retirement assets, value of applicant firm, equity in personal residence, and consideration of state marital/community property law. Metro submitted comments on the proposed rule in favor of the changes. Metro recognizes this as a critical area to retain, expand, and increase the pool of eligible DBE and SBE firms for Metro and regional contracting. Metro is awaiting a positive response from USDOT on the matter and will move quickly to implement changes to Metro's DBE and SBE certification guidelines and notify the small business community of such program improvements. To date, USDOT has not issued a final rule on the proposed DBE Program rule changes.

Reciprocity

In seeking potential SBE reciprocity with the Los Angeles Unified School District, Metro reviewed LAUSD's SBE program. While LAUSD accepts Metro's SBE certification, LAUSD's own SBE certification process is through the State of California Department of General Services (DGS), which is a self-certification that does not have a vetted application verification process and does not consider PNW. Since Metro's SBE program has a PNW requirement and a formal process that verifies applicant information, reciprocity with LAUSD is not proceeding at this time. For more information on certification reciprocity, see Item C.

**3. Coordination of Efforts with the Los Angeles Area Chamber of Commerce OneLA Collaborative:**

In support of the Los Angeles Area Chamber of Commerce OneLA Collaborative (OneLA), DEOD conducted planning sessions with representatives from the Chamber to find ways to assist and encourage OneLA participants to apply for certification with Metro. The Certification Unit established a mechanism for granting OneLA graduate firms expedited certification, reducing the application processing time from 90 days to 30-45 days. Additionally, in June 2023, Metro's Certification team conducted a technical workshop for LA Chamber and OneLA cohort members. In FY24, Metro will continue to identify opportunities to collaborate with LA

Chamber and OneLA cohorts for future seminars.

4. Enhancing the Reach of Metro's Small Business Outreach Efforts by Advertising Metro Events on the City of Los Angeles' RAMP Portal:

The City of Los Angeles created a new, comprehensive web-based portal, Regional Alliance Marketplace for Procurement (RAMP), for the regional vendor community. In August 2023, Metro staff began submitting MetroConnect outreach events for inclusion in the RAMP newsletter. Metro events are included to reach a greater number of firms, as the goal of RAMP is to provide a one-stop regional business marketplace. Metro will continue to share event information and look for ways to utilize the platform.

5. Engage Local Return and Transit Operators:

As required in the respective adopting ordinances, Local Return funds are allocated and distributed monthly to Local Return agencies and Transit Operators (local jurisdictions) on a "per capita" basis by Metro. To extend the 48 by '28 Plan regionally, Metro has begun to explore the opportunity to partner with local jurisdictions to increase the percentage of sales tax dollars available for SBE contracting opportunities to build momentum toward post pandemic recovery within the region. Prior to the Board approving the program, Metro staff engaged local jurisdictions to determine how many agencies have an SBE Program. It was determined from 65 responses that approximately 15% have a SBE Program and 85% do not. Metro also provided its certification database link to identify SBE firms.

In coordination with Local Programming within Countywide Planning & Development, DEOD issued a second survey to the local jurisdictions in August 2023. The survey included 12 questions. The first four questions focused on collecting agency contact information and included the link to Metro's certification database. The remaining questions focused on gathering data specific to the local jurisdiction's use of Local Return funds and how Metro can further assist with outreach to the small business community. The survey received 57 responses. Additionally, Metro staff attended the September meeting of the Local Transit Systems Subcommittee (LTSS) to provide an overview of the Plan and purpose of the survey.

Key findings from the survey are summarized below:

**2023 Survey Results:**

- 93% of survey respondents indicated that the local jurisdiction received Local Return funds from July 1, 2022 - June 30, 2023.
- 30% of survey respondents indicated the local jurisdiction awarded contracts to SBE firms with Local Return funds.
- 18% of survey respondents indicated they utilize Metro's certification database as a tool to identify SBE firms for local return contracting opportunities.
- More than 65% of survey respondents lack tools to track Local Return funds awarded to



SBE firms.

- Survey respondents were asked to identify the categories for which Local Return funds were used. In summary, the top three responses among respondents were: Construction (29%), Operations (29%) and Professional Services (16%). The remaining 26% were a combination of all three.

When asked how Metro can provide support to increase regional SBE participation on Local Return funded contracts, top responses included: providing a link to Metro's SBE database; instructions on how to utilize SBE lists; hosting a webinar on how to use SBE databases to identify SBEs for opportunities; ways to include SBEs in larger contracts; training and/or workshops; and software and tools for tracking SBE awards and payments. Based on this feedback and survey results, it is apparent that more education is needed about the benefits of implementing a SBE Program and dialogue to further engage local jurisdictions to advance small business strategies regionally.

Over the FY24 period, Metro will continue its efforts to educate the local jurisdictions about outreaching to and engaging with SBE firms on Local Return funded contracts. This will include the development of a workshop/ webinar focusing on utilization of the database, how to identify SBE firms for specific contracting opportunities, and an overview of Metro's certification programs. Knowing that some local jurisdictions have their own small business programs or may need technical assistance, staff will work to develop a tool to assist local jurisdiction with tracking SBE spend with Local Return funds for reporting over the next six years.

**6. Enhance Capacity Building and Access to Capital- Launched in September 2023:**

Metro understands the significant financial burden small businesses encounter with cash flow. The Contract Financing Assistance Program (CFAP) was launched and presented by Metro staff and Merriweather & Williams Insurance Services, Metro's Bond Program Administrator, at the September 2023 TBAC monthly meeting. The CFAP, a resource through Metro's Contractor Development and Bonding Assistance Program, will extend contract financing to certified SBE, DBE and Disabled Veteran Business Enterprise (DVBE) firms awarded or currently performing on Metro construction and construction professional services related contracts, either as direct contractors to Metro or as subcontractors to Metro primes.

The CFAP uses awarded contracts as collateral to advance contract specific funding to program enrolled certified firms. As such, funding is not based on the strength of a contractor's financials or their credit but relies upon contract progress payments as the source to repay advanced contract funding. These funds are exclusively used to fund contract specific labor, materials, and other contract specific expenditures in advance of submitting payment applications and awaiting progress payments. The funding was arranged through Metro's Bonding Administrator in partnership with L.A. based Community Development Financial

Institutions (CDFI's) including PACE and Pacific Coast Regional with no financial risk to Metro. The cost of CFAP funding, which includes a loan origination fee and interest charges based on outstanding funds, are borne by the contractor participant at commercially competitive rates. Metro conducted two MetroConnect workshop sessions on October 9<sup>th</sup> and October 16<sup>th</sup>, 2023, and will continue to conduct workshop series throughout FY24. The components of the CFAP are live on Metro's Vendor Portal and the Metro CFAP flyer is included as Attachment B to the report.

#### 7. Encourage Support for Federal Program Changes:

Consistent with Board-adopted policies to increase small and disadvantaged business participation, including the Board's adoption of the "48 by '28: Increasing Small and Disadvantaged Business Participation," Metro's federal advocacy in Washington, DC has been supportive of efforts in this regard. Specifically, Metro has been broadly supportive of efforts by the U.S. Department of Transportation to enhance their disadvantaged business enterprises outreach - especially as it relates to highway and transit projects using federal funding. Last year (July 2022), the U.S. Department of Transportation issued a notice of proposed rulemaking focused on enhancing the ability of small businesses to better access federal funding.

Metro will continue to support efforts by the Biden Administration, under the leadership of Secretary of Transportation Pete Buttigieg, to make the small and disadvantaged business programs more equitable and effective. Likewise, Metro has been collaborating with a variety of stakeholders on Capitol Hill, including but not limited to U.S. Senator Alex Padilla's office, regarding efforts to enable businesses owned by socially and economically disadvantaged individuals to fairly compete for contracts and subcontracts being funded by the U.S. Department of Transportation. While opportunities to reform federal transportation programs related to small and disadvantaged businesses may be limited because of political stalemates across Capitol Hill, Metro will continue to explore, with both the Executive and Legislative Branches, policy initiatives to advance our Board-adopted position 48 by '28 Plan.

#### 8. Increase Small Business Program Regional Attainments

Metro awarded \$56.8M to small businesses across all SBE programs in FY23. Based on data obtained from the local jurisdictions, through survey results, \$14.3M was awarded to small businesses during FY23. The total regional attainment for FY23 was \$71,116,702 or 35.41%.

Recognizing that participation by the local jurisdictions is voluntary, in FY24, Metro will continue its ongoing efforts to provide guidance and technical assistance on how to engage with SBE firms for opportunities on Local Return funded contracts to realize year-over-year improvements in a shared effort to reach the aspirational target.

---

**B. Recommendations Included in the OIG Survey of Small Business Enterprise Certification Programs.**

In response to the OIG recommendations, Metro initiated a review of BART's SBE certification program and verification process. Through benchmarking, Metro found that BART's SBE certification process and standards also mirror the DBE program and determined that Metro can accept SBE firms certified by BART to expand the pool of SBE certified firms. Metro and BART are currently working together on the SBE Reciprocity MOU. The proposed recommendation to authorize the CEO to enter into a MOU with BART for certification reciprocity and to make administrative changes to Metro's SBE Program and initiatives that will allow BART SBE certifications to be recognized to meet Metro's SBE contract goals and overall SBE goal will allow Metro to advance this initiative forward with launch on solicitations issued in 4<sup>th</sup> QTR FY24.

During the FY24 period, staff will reconnect with the City and County of Los Angeles' certification units to ascertain new interest to harmonize SBE programs and collaborate to develop criteria that aligns with and are comparable to Metro's SBE certification requirements. Staff will also continue to lead the dialogue regionally with other agencies to encourage them to use and learn from Metro's SBE program.

Metro performed an extensive review of the DGS' small business certification requirements. DGS's program uses a "self-certification" model, which has no verification checks or controls and does not require applicants to submit documentation supporting their application. Metro's robust verification process ensures that only firms that fully meet the SBE eligibility requirements are permitted to participate as SBEs. The OIG report stated that reciprocity with agencies who accept SBE certification from DGS obstructs Metro from accepting SBE certifications from those agencies, as it would compromise the integrity of Metro's SBE program. Further, the report stated Metro should not engage in SBE reciprocity with agencies who do not have their own formal SBE certification program but instead rely upon the SBE certification program from DGS. Staff agree that a vetted program ensures the integrity of the program and that legitimate SBEs benefit from the opportunities of the program.

Metro will continue to monitor the California DGS' small business certification program in case they make changes. Should DGS revamp their Small Business program, which includes removing self-certification, updating their certification requirements, along with having a thorough vetting process, Metro will reconsider accepting DGS' small business certification.

**C. Developing an Annual, Fiscal Year-End Report on the Agency's Progress Toward Reaching the 48% target by 2028.**

Below is a fiscal year-end report on Metro's progress toward this objective.

Metro's Small Business Enterprise (SBE) Results

In FY23, Metro awarded \$160M in non-federally funded contracts of which 35.41% or \$56.8M was awarded to small businesses across all SBE programs, demonstrating a 4.09% increase over FY22. During this same period, Metro paid \$1.3B on non-federally funded contracts of which 14.67% or \$201M went to small businesses across all SBE programs.

Small Business Regional Results

In the survey, Metro asked the local jurisdictions what amount of total Local Return funds was awarded to SBE firms from July 1, 2022 - June 30, 2023. Metro also asked what percentage of the total Local Return funds were awarded to SBE firms during this same period. However, without knowing the overall total of Local Return funds received by the local jurisdictions, Metro was unable to calculate a percentage of Local Return overall SBE participation. Metro was able to obtain from local jurisdictions that approximately \$14.3M was awarded to small businesses during FY23.

Table 1 below shows the total SBE awards in dollars (\$71,116,702) for both Metro and the local jurisdictions for FY23. Table 2 below shows the total SBE awards in percentage (35.41%) for both Metro and the local jurisdictions in percentage for FY23.

Table 1

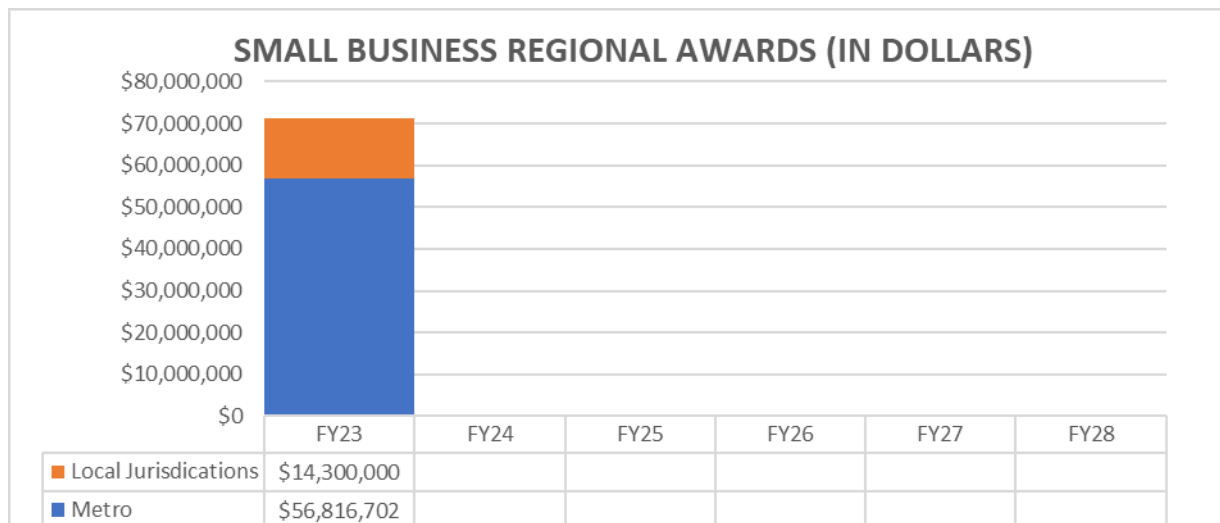
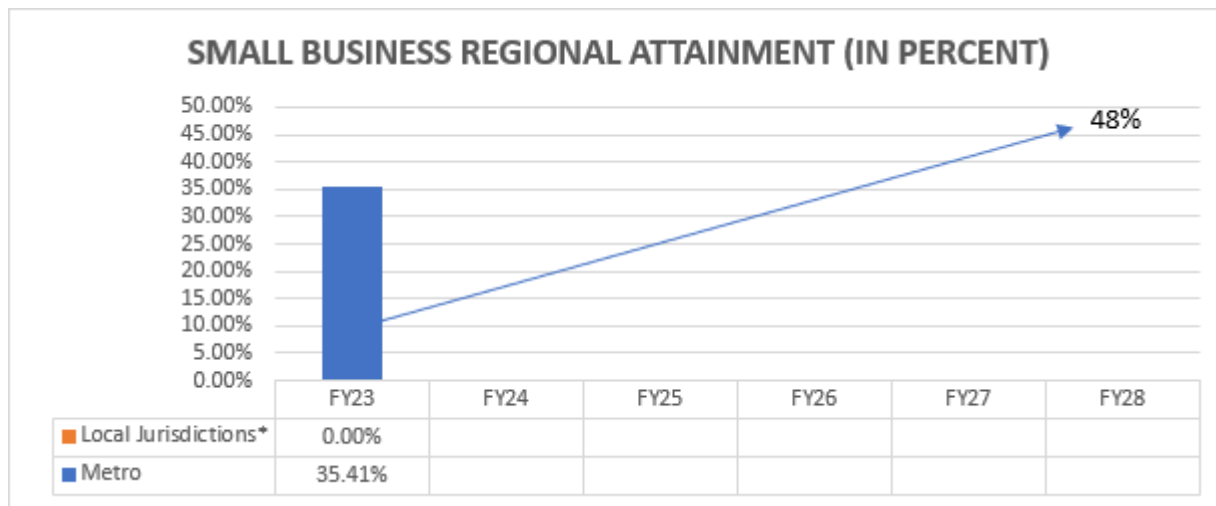


Table 2



\*Survey responses lacked sufficient data to report percentage of Local Return funds awarded to SBE firms.

Metro believes through more refined survey questions coupled with developing and offering a universal reporting form and/or tool that can be used by the local jurisdictions, will enable more accurate reporting.

**EQUITY PLATFORM**

The purpose of the 8-point plan is to increase the percentage of transportation dollars that remain in the region and within economically and socially disadvantaged communities, contributing to LA County’s economic recovery. Metro understands the significant financial burden smaller businesses encounter with cash flow on Metro contracts. The new CFAP is anticipated to help to advance equitable outcomes by mitigating cash flow delays and increasing access to capital while awaiting payment through the progress payment process. Additionally, Metro’s continued engagement with local jurisdictions increases engagement with local partners and stakeholders regionally as Metro progresses toward reaching the 48% aspirational target by 2028.

In FY23, 35.41% of the total contracts awarded went to SBEs across all Metro small business programs. Additionally, 252 SBEs were awarded contracts during this period, of which 229 or 90.8% are also disadvantaged businesses. Currently, Metro has 2,154 SBE certified firms, of which 1,470 are also DBE certified. As a result, 68% of Metro’s SBE certified firms are minority and/or women owned.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This report supports strategic plan Goal 5.5, “Expanding opportunities for businesses and external organizations to work with Metro.”

**NEXT STEPS**

Staff will continue to implement and launch the ongoing Initiatives of the Plan and will proceed with finalizing BART MOU and SBE certification program changes.

**ATTACHMENTS**

Attachment A - Motion 24 (July 27, 2023, Board Meeting)

Attachment B - Metro Contract Financing Assistance Program Flyer

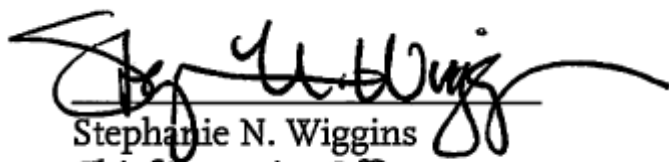
Prepared by: Ramon Ortiz, Certification Director, DEOD, (213) 922-7591

Raffi Hamparian, Deputy Executive Officer, Federal Affairs/Government Relations, (213) 922-3769

Elke Campbell, Deputy Executive Officer, DEOD, (213) 418-3081

Tashai R. Smith, Executive Officer, DEOD, (213) 922-2128

Reviewed by: Sharon Gookin, Deputy Chief Executive Officer, (213) 418-3101



Stephanie N. Wiggins  
Chief Executive Officer

**Board Report**

---

**File #:** 2023-0462, **File Type:** Motion / Motion Response**Agenda Number:** 24.

---

**REVISED**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**JULY 20, 2023**

**Motion by:****DIRECTORS HAHN, DUPONT-WALKER, SOLIS, BUTTS, AND SANDOVAL**

## 48 by '28 and Reciprocity Motion

More than 90% of businesses in Los Angeles County are small businesses, with fewer than 20 employees. In fact, LA County has approximately 250,000 small businesses that account for 43% of the local workforce.

With the passages of Measure R and Measure M, Metro is now undertaking a historic infrastructure capital program that provides numerous opportunities for businesses across the region to compete for projects that create thousands of jobs. Increasing the percentage of transportation dollars that remain in the region and within economically and socially disadvantaged communities is vital to LA County's economic recovery and aligned with the Board-approved Equity Platform.

In December 2021, the Board adopted "48 by '28: Increasing Small and Disadvantaged Business Participation" (2021-0766) by then-Board Chair Solis, Directors Hahn, Dupont-Walker, Sandoval, and Butts, to create Metro's aspirational target to reach 48% participation by small and disadvantaged businesses on agency-wide contracts and procurements by 2028. That motion led to Metro's "48 by '28 Plan" (2022-0101), presented to and approved by the Board in May 2022. This plan laid out eight new initiatives that the agency intended to significantly increase the level of participation by small and disadvantaged businesses in Metro's contracts.

Further, in September 2022, the Office of the Inspector General (OIG) provided a report (2022-0525) that offered findings regarding reciprocity for small business certifications across 10 California Unified Certification Program member agencies. That report raised concerns about the State Department of General Services (DGS) small business self-certification program, stating it "does not currently meet or exceed Metro's SBE certification requirements or verification standards." The report further provided a set of recommendations for next steps that Metro could undertake to advance reciprocity opportunities with other certifying agencies.

The eight initiatives laid out in the May 2022 "48 by '28 Plan" include:

1. 15-Day Pay Initiative for SBEs as Primes,
2. Increasing SBE certification Personal Net Worth cap and potential certification

- reciprocity with the Los Angeles Unified School District,
3. Coordination with the LA Area Chamber of Commerce's OneLA Collaborative,
  4. Advertising Metro events on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMP) Portal,
  5. Engaging local return and transit operators,
  6. Enhancing capacity building and access to capital,
  7. Federal program changes, and
  8. Increasing regional attainments.

The five recommendations provided for next steps in the September 2022 OIG report include:

1. Review and evaluate the Bay Area Regional Transit (BART) SBE certification process and standards to determine if reciprocity can be developed with them,
2. Work with the City and County of Los Angeles to harmonize their SBE programs and develop SBE certification reciprocity,
3. Consider leading an LA County SBE Certification Summit to discuss program terms, requirements, minimum standards, and reciprocity,
4. Continue to be a lead agency by making Metro's SBE program known to other agencies throughout the State and encourage them to accept Metro's SBE certifications, and,
5. Continue to review and evaluate California DGS small business self-certification program and standards to determine whether Metro can recognize or accept some DGS certifications without compromising Metro's own SBE certification standards.

The "48 by '28 Plan" was approved in May 2022, and the OIG offered its report regarding reciprocity in September 2022. The Board is warranted an update by Metro staff concerning the actions recommended in each of these reports to strengthen Metro's small and disadvantaged business programs while protecting their integrity.

**SUBJECT: 48 BY '28 AND RECIPROCITY MOTION**

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Dupont-Walker, Solis, Butts, and Sandoval that the Board direct the Chief Executive Officer to provide progress updates on the following:

- A. Implementing the initiatives laid out in the May 2022 "48 by '28 Plan" to increase small and disadvantaged business participation in Metro contracts;
- B. The recommendations included in the September 2022 Office of the Inspector General survey of small business enterprise certification programs; and
- C. Developing an annual, fiscal year-end report on the agency's progress toward reaching the 48% target by 2028.

WE FURTHER MOVE that the Board direct the Chief Executive Officer to report back on the above directives in October 2023.





**Metro**

# CONTRACT FINANCING ASSISTANCE PROGRAM

## Working Capital for Your Metro Contracts

Metro understands the significant financial burden smaller businesses encounter cash-flowing their Metro related contracts while awaiting payment through the progress payment process. We know that this presents challenges which can impact your entire business, including the ability to take on more than one project at a time, or have adequate working capital to support a larger contract. As part of its commitment to small business participation at Metro, we want to do something about this.

Metro's Contract Financing Assistance Program (CFAP), is a resource through Metro's Contractor Development and Bonding Assistance Program (CDABP), that will provide certified SBE, DBE and DVBE firms with access to working capital loans to provide cash flow support in conjunction with a contract you've been awarded on a Metro project – no matter if you're a prime, a sub or even a sub's – sub! This is just one example of Metro removing some of the barriers so your business can take full advantage of the wealth of opportunities to successfully do business with Metro and build your capacity for even more.

### **AVAILABLE FUNDING**

Funding of up to \$350,000 is available using your Metro awarded contract as a collateral source to make a portion of your future contract progress payments available to you up front, so you have the funds you need to get your work underway covering your costs for labor or contract specific material purchases you're going to incur while you are awaiting progress payments.

## **ELIGIBILITY**

The CFAP is available for SBE, DBE and DVBE Prime or Subcontractors performing Construction or Construction Professional Services (including architectural and engineering services, construction and program management, etc.) work on Metro contracts.

## **HOW IT WORKS**

ENROLL IN METRO'S CDABP

**Step 1:** Complete the program enrollment form.

**Step 2:** Get prequalified for Metro's Contract Financing Assistance Program (CFAP). Qualifying for CFAP is not specifically based on your financials or credit history – loan funds advanced to you are collateralized by your contract proceeds.

**Step 3:** Once you're pre-qualified, our CFAP Team will take you through the process to assess your project cash flow needs. If you're looking to submit a bid on a Metro project now that you're prequalified, let our CFAP Team know so we can anticipate your potential need for funding through CFAP.

**Step 4:** The CFAP Team will work with the CFAP Community Development Financial Institution (CDFI) partners to submit a contract loan funding request for approval.

- Once approved, Metro's CDABP will establish a trust account for you where the approved loan funding will be deposited and available to directly pay your upcoming contract specific expenses, such as labor and purchase of materials.
- Upon receipt of your first contract progress payment, a portion of your loan will be repaid along with any other outstanding contract specific payables, with the balance of funds going to you for your overhead and reimbursement of other contract related expenses you funded directly. Funds through CFAP will be there for you as long as they're needed all the way through the final stages of the contract.

## **COST**

Although this is not free money, Metro has arranged for this to be competitively priced credit with fees at 1% of loan value, and interest rates at 3-4% over the Prime Rate.

- Example: A \$100,000 loan with fee and interest to cover a 6 month project at current rates would cost \$6,178 which compares very favorably with other short term or credit card interest rates. (This is for illustration only on the calculation of finance charges as interest rates fluctuate.)

Metro covers all other costs to make this resource available to their small business contracting partners.

## **GET STARTED!**

To get started or to obtain more information contact Metro's CFAP Administrator – Merriwether & Williams (MWIS) and schedule a meeting with a MWIS Contract Based Finance Analyst right away.

Email MWIS at [mwisinfo@imwis.com](mailto:mwisinfo@imwis.com) or call at 213-258-3000.



Item 25  
48 By '28 and Reciprocity  
Progress Update

Executive Management Committee  
January 18, 2024

# 48 BY '28 - BACKGROUND

- In May 2022, the Metro Board adopted the 48 by '28 8-point plan of eight new initiatives aimed at achieving a 48% aspirational target of small business participation in Metro funded projects.
- In July 2023, the Metro Board passed Motion 24 requesting progress updates on:
  - a) implementing the initiatives laid out in the May 2022 “48 by '28 Plan” to increase small and disadvantaged business participation in Metro contracts.
  - b) recommendations included in the September 2022 Office of the Inspector General (OIG) survey of small business enterprise certification programs.
  - c) developing an annual, fiscal year-end report on the agency’s progress toward reaching the 48% target by 2028.

## 48 BY '28 - UPDATE

- Metro has commenced action on all eight (8) Initiatives in the Plan:
  - The 15-Day Pay Initiative was launched on January 16, 2024.
  - Significant tasks associated with the coordination efforts with the LA Area Chamber of Commerce OneLA Collaborative and advertising Metro's Outreach efforts on the City of Los Angeles' RAMP Portal have been completed.
  - Metro staff engaged local jurisdictions, through surveys, to determine how many agencies have an SBE Program, their use of Local Return funds, and how Metro can assist with outreach to the small business community.
  - The Contract Financing Assistance Program (CFAP) was launched in September 2023.

## 48 BY '28 - UPDATE

- Metro has been supportive of efforts by the U.S. Department of Transportation to enhance their disadvantaged business enterprises outreach.
- Metro awaits issuance of the final rule on the proposed DBE Program rule change to increase the Present Net Worth (PNW) limit from USDOT.
- Metro initiated a review of BART's SBE certification program and verification process and will also reconnect with the City and County of Los Angeles' to ascertain new interest to harmonize SBE programs.
- Metro will continue to review and evaluated other similarly vetted certification programs for possible reciprocity.

# YEAR-END PROGRESS TOWARD 48 X '28 TARGET

Metro's fiscal year-end report is summarized below:

- In FY23, \$71.1M or 35.41% of non-federally funded contracts awarded were awarded to SBEs across all Metro small business programs and local jurisdictions, demonstrating overall progress toward reaching the 48% aspirational target.
- **Next Steps:** In FY24, Metro will develop a reporting tool to facilitate reporting.
  - While Metro cannot mandate local jurisdiction participation, staff will continue to collaborate, provide technical assistance and share ways to stand up SBE programs to increase equity and opportunities to SBEs regionally.