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Agenda - Final

Thursday, June 16, 2022

12:00 PM

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Executive Management Committee

Hilda Solis, Chair
Ara Najarian, Vice Chair
Eric Garcetti, 2nd Vice Chair
James Butts
Sheila Kuehl
Tim Sandoval
Tony Tavares, non-voting member

Stephanie Wiggins, Chief Executive Officer

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(ALSO APPLIES TO BOARD COMMITTEES)

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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.

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b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
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Please include the Item # in your comment and your position of “FOR,” “AGAINST,” "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."
Email: BoardClerk@metro.net
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Board Administration
One Gateway Plaza
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Los Angeles, CA 90012

CALL TO ORDER

ROLL CALL

APPROVE Consent Calendar Item: 38.

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

CONSENT CALENDAR

38. SUBJECT: MYSTERY RIDER PROGRAM (ADA/LEP) 2022-0304

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a five-year firm-fixed unit rate Contract No. PS43587000 with Mobility Advancement Group to provide mystery rider observations for an amount not-to-exceed $835,992 for the three-year base term, $306,984 for the first option year, and $322,332 for the second option year, for a total not-to-exceed amount of $1,465,308, effective August 1, 2022, subject to resolution of protest(s), if any.

Attachments: Attachment A - Procurement Summary

Attachment B - DEOD Summary

NON-CONSENT

39. SUBJECT: METRO TRANSIT AMBASSADOR PILOT PROGRAM SERVICES 2022-0399

RECOMMENDATIONS

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to negotiate and award firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a pilot Transit Ambassador Services Program, subject to the resolution of protest(s) if any. Strive Well-Being's contract not to exceed amount is $15,878,421 for the three-year base pilot and $11,879,023 for the additional two, one-year options, for a total not to exceed amount of $27,757,444. RMI International's contract not to exceed amount is $55,400,768 for the three-year base pilot and $39,690,212 for the additional two, one-year options, for a total not to exceed amount of $95,090,980. The combined total not to exceed amount for both firms over the five-year pilot is $122,848,424; and

B. DELEGATING authority to the Chief Executive Officer to execute any future

Memoranda of Understanding (MOUs) with Los Angeles County departments and/or City of Los Angeles partners for supplementary ambassador program services to enhance the Ambassador Program during the pilot period, in an amount not-to-exceed $20,000,000, inclusive of administrative fees and other pilot initiatives, in support of the annual investments identified for Transit Ambassador Program Services in Board Motion 26.2.

Attachments: Attachment A - Metro Board Motion 26.2 (March 2021)
Attachment B - Metro Board Motion 25.1 (November 2021)
Attachment C - PSAC Transit Ambassadors Final Recs (Dec 2021)
Attachment D - Procurement Summary
Attachment E- DEOD Summary

40. SUBJECT: EXPANDING METRO'S EAT SHOP PLAY PROGRAM TO SUPPORT ECONOMIC RECOVERY AND RESTORE RIDERSHIP 2022-0279

RECOMMENDATION

APPROVE five pilot transit corridors to expand Metro's Eat Shop Play (ESP) Program and launch the first pilot program in the East Los Angeles Area in response to Motion 40, ESP Expansion.

Attachments: Attachment A - Eat Shop Play Board Motion
Attachment B - Eat Shop Play Expansion Areas

41. SUBJECT: EXTEND SALE OF PROMOTIONAL HALF-PRICE PASSES AND UPDATE ON FARE CAPPING TIMELINE 2022-0351

RECOMMENDATION

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to extend the sale of promotional passes at 50% of the cost of full price passes through December 2022 as a continuation of Motion 36: Emergency Relief; and

B. RECEIVING AND FILING this report on the timeline and plan for Metro fare capping.

Attachments: Attachment A - Motion 36
Attachment B - Fare Capping Status Update
Attachment C - Fare Capping & Fare Change Timeline

42. SUBJECT: METRO STREET SAFETY, DATA SHARING AND COLLABORATION POLICY 2022-0340

RECOMMENDATION

ADOPT Metro Street Safety, Data Sharing and Collaboration Policy (Attachment A).

Attachments:
Attachment A - Metro Street Safety, Data Sharing & Collab. Policy & Action Plar
Attachment B - Motion 2020-0928 Metro Street Safety Policy
Attachment C - Appendix 1 Summary of Actions
Attachment D - Appendix 2 Data Trends and Existing Conditions
Attachment E - Appendix 3 Summary of Community & Partner Agency Engagen
Attachment F - Appendix 4 Complete Streets Discussion

43. SUBJECT: REVIEW AND ADOPT A RAIL STATION NAME FOR AIRPORT METRO CONNECTOR/96TH ST AVIATION STATION 2022-0398

RECOMMENDATION

ADOPT an Official and Operational name for the Airport Metro Connector/96th St Aviation Station:

Official Station Name	Operational Station Name
LAX/Metro Transit Center	LAX/Metro Transit Center

Attachments:
Attachment A - Metro Naming Policy
Attachment B - AMC Station Naming Research Results - Revised

44. SUBJECT: ELECTRIC VEHICLE PARKING STRATEGIC PLAN 2022-0002

RECOMMENDATION

ADOPT the Electric Vehicle Parking Strategic Plan (EVPSP) (Attachment A).

Attachments:
Attachment A - LA Metro '23-28 Electric Vehicle Parking Strat. Plan

45. SUBJECT: STATE AND FEDERAL REPORT 2022-0381

RECOMMENDATION

RECEIVE AND FILE June 2022 State and Federal Legislative Report.

SUBJECT: GENERAL PUBLIC COMMENT 2022-0360

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

File #: 2022-0304, **File Type:** Contract **Agenda Number:** 7.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 16, 2022

SUBJECT: MYSTERY RIDER PROGRAM (ADA/LEP)

ACTION: APPROVE CONTRACT AWARD

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a five-year firm-fixed unit rate Contract No. PS43587000 with Mobility Advancement Group to provide mystery rider observations for an amount not-to-exceed $835,992 for the three-year base term, $306,984 for the first option year, and $322,332 for the second option year, for a total not-to-exceed amount of $1,465,308, effective August 1, 2022, subject to resolution of protest(s), if any.

ISSUE

The current Mystery Rider Program (MRP) contract, executed in July 2017, will expire on July 31, 2022. MRP monitors and reports on the effectiveness of Metro's fixed-route bus services and all of Metro's contracted bus services (operated by outside bus contractors) in their adherence to Americans with Disabilities Act (ADA) requirements, accessibility, Title VI of the Civil Rights Act of 1964 (Title VI), Executive Order 13166 (Limited English Proficiency), and related operating policies and procedures. In addition, Metro must ensure that its many subrecipients of federal funding are in compliance with the ADA, Title VI, and Executive Order 13166.

BACKGROUND

On August 4, 2011, Metro agreed to a Settlement Order as a result of a lawsuit filed by wheelchair patron Cathy Gaddy and five other wheelchair plaintiffs, who alleged that Metro failed to meet the requirements of the American with Disabilities Act. The Gaddy Settlement Order included provisions that significantly improved Metro's compliance with the ADA, including the implementation of an enhanced Mystery Rider Program to monitor ADA compliance and identify areas for improvement.

The topics observed through MRP include wheelchair boardings and pass-ups, compliance with procedures for wheelchair securement, proper wheelchair securement, the offering of lap and shoulder belts, and treatment of customers with disabilities.

The Mystery Rider Program also monitors several other areas related to accessibility, LEP, safety,

and customer service.

The terms of the Settlement Order were scheduled to end in 2016, however, in March 2015, the Board approved the continuation of the settlement terms to ensure that Metro continues to fulfill the intent of the Gaddy Settlement Order and maintains a high level of service for people with disabilities.

DISCUSSION

The purpose of the Mystery Rider Program (MRP) is to monitor, test and report on Metro fixed route bus services, (including Metro's contracted bus services) for compliance with the requirements of the ADA, Title VI of the Civil Rights Act of 1964 and additional accessibility-related codes, policies, and procedures. Metro is also required to ensure subrecipients of federal funding distributed by Metro are compliant with required regulations and policies.

Accessibility / ADA MRP Observations

On a quarterly basis, Metro requires up to 600 observations of Metro bus services, 120 observations of contracted bus services, and 30 of Metro Micro's services for ADA and accessibility compliance. Metroutilizes quarterly observations to analyze statistical data, track trends and patterns, identify deficiencies, and generate reports.

In addition to these observations, up to 120 "special rides" (not to exceed 60 Metro special rides and 60 subrecipient special rides) will be required of the Mystery Rider contractor each quarter. Special rides are as-needed observations of Metro's bus and Metro Micro services, and services Metro Subrecipients providing fixed route transit services.

Limited English Proficiency (LEP) Observations

To ensure that Metro and its subrecipients are in compliance with the Limited English Proficiency (LEP) Policy under Title VI of the Civil Rights Act of 1964 and Executive Order 13166, Metro requires up to 120 quarterly in-person and phone contact observations of Metro employees through its system. The observations and contacts monitor and evaluate the compliance of Metro employees who have contact with the public with the Language Assistance Program of Metro as mandated by Title VI and Executive Order 13166. This will include evaluating Metro's bus services, contracted bus services and other frontline employees having direct contact with customers including call center personnel.

In addition to these observations and contacts made of Metro employees and services, up to an additional 90 in-person observations and 30 telephone contacts of Metro's subrecipients will be required of the Contractor each quarter.

DETERMINATION OF SAFETY IMPACT

MRP will help ensure that customers with disabilities and other needs will receive the safest and most accessible service from Metro, its contracted lines, and its subrecipients. MRP will use the data gathered from the accessibility and ADA observations to address potential accessibility-related maintenance and operations issues and will help in improving safety for customers who ride the system.

FINANCIAL IMPACT

Funding of $259,382 for this service is included in the FY23 budget in Cost Center 2413, Office of Civil Rights, Racial Equity, and Inclusion, under project number 100002, and project name Mystery Rider Program.

Since this is a multi-year contract/project, the Cost Center Manager and deputy chief Civil Rights Programs will be accountable for budgeting the cost in future years, including any options exercised.

Impact to Budget

The source of funds is Prop A, Prop C and TDA Administration, which is not eligible for bus and rail operating and capital uses.

EQUITY PLATFORM

The solicitation was open to Metro certified small businesses. The recommended firm is a Metro certified small business firm. The recommended firm made a 100% SBE commitment and is meeting the Small Business Prime Set-Aside requirement established for this project. The MRP specifically monitors service delivery to marginalized groups such as customers with disabilities, customers with LEP, low-income riders, and older adults. The contract requirements enable Metro to go above and beyond to ensure that not only federal requirements are being met, but that Metro is identifying areas of improvement for vulnerable and marginalized riders. There are no negative equity impacts as a result of the proposed action.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goals #2 (Deliver outstanding trip experiences for all users of the transportation system) and #3 (Enhance communities and lives through mobility and access to opportunity). The Mystery Rider Program will ensure that Metro is providing the highest level of service for vulnerable populations, particularly for customers with disabilities, older adults, and those with limited English proficiency.

ALTERNATIVES CONSIDERED

One alternative is to reduce the scope of work to encompass mystery rides for solely Metro's fixed route system; however, this alternative is not recommended as Metro's contracted lines and subrecipients are also required to adhere to the Americans with Disabilities Act and Title VI of the Civil Rights Act of 1964. ADA regulations and California state law guarantee the civil rights of people with disabilities to receive equal access to all public transportation services. These laws require that transit services and vehicles be readily accessible to, and usable by, people with a wide range of disabilities and who may use ais such as wheelchairs, attendants, service animals, and respirators or portable oxygen supplies. The Mystery Rider Program is a vital tool in monitoring the adherence to the aforementioned statutes; improving Metro's services, contracted services, and subrecipients; and ensuring compliance with federal regulations.

NEXT STEPS

Upon approval by the Board, staff will execute Contract No. PS43587000 with Mobility Advancement Group to provide mystery rider observations effective August 1, 2022.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Paula Guevara, Sr. Manager, Accessibility, (213) 922-7495
Benjamin Alcazar, Director of Accessibility, (213) 922-2634

Reviewed by: Teyanna Williams, Interim Deputy Chief Civil Rights Officer, (213) 922-5580
Nicole Englund, Chief of Staff, (213) 922-7599
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051

Stephanie N. Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

MYSTERY RIDER PROGRAM (ADA/LEP)/PS43587000

1.	**Contract Number**: PS43587000	
2.	**Recommended Vendor**: Mobility Advancement Group	
3.	**Type of Procurement (check one):** ☐ **IFB** ☒ **RFP** ☐ **RFP–A&E** ☐ **Non-Competitive** ☐ **Modification** ☐ **Task Order**	
4.	**Procurement Dates**:	
	A. Issued: February 17, 2022	
	B. Advertised/Publicized: February 18, 2022	
	C. Pre-Proposal Conference: February 24, 2022	
	D. Proposals Due: March 23, 2022	
	E. Pre-Qualification Completed: Pending	
	F. Conflict of Interest Form Submitted to Ethics: March 24, 2022	
	G. Protest Period End Date: June 20, 2022	
5.	**Solicitations Picked up/Downloaded**: 14	**Bids/Proposals Received**: 1
6.	**Contract Administrator**: Steven Dominguez	**Telephone Number**: (213) 418-3158
7.	**Project Manager**: Paula Guevara	**Telephone Number**: (213) 922-7495

A. Procurement Background

This Board Action is to approve the award of Contract No. PS43587000 to Mobility Advancement Group to provide mystery rider observations. Board approval of contract award is subject to resolution of all properly submitted protest(s).

On February 17, 2022, Request for Proposals (RFP) No. PS43587 was issued as a competitively negotiated procurement in accordance with Metro's Acquisition Policy and the contract type is a firm-fixed unit rate. The RFP was open only to Metro Certified Small Business firms.

No amendments were issued during the solicitation phase of this RFP.

The solicitation was available for download from Metro's website. Advertisements were placed in the Los Angeles Daily News, LA Sentinel, Chinese Daily News, and La Opinion to notify potential proposers of this solicitation. Metro also notified potential proposers on Metro's vendor database based on applicable North American Industry Classification System (NAICS) codes.

A pre-proposal conference was held on February 24, 2022 and was attended by three (3) participants representing two (2) firms.

Fourteen (14) firms downloaded the RFP and were included on Metro's planholders' list. There were seven (7) questions received and responses were provided prior to the proposal due date. Only one (1) proposal was received on March 23, 2022.

Since only one proposal was received, Metro staff canvassed all firms on the planholders' list to determine why no other bids were received. Of the 14 firms canvassed, only two (2) firms responded. The following is a summary of the market survey:

1. Potential proposer is not a Metro certified SBE firm and is not able to commit resources for the contract.

2. Potential proposer indicated that it is currently experiencing challenges to find and maintain qualified personnel to perform the work and has some safety concerns regarding public transit.

The planholders' list includes seven (7) Metro certified SBE firms and seven (7) firms that provide services that are unrelated to the requested services.

B. Evaluation of Proposal

A Proposal Evaluation Team (PET) consisting of staff from Transportation Operations and Civil Rights Programs Departments was convened and conducted a comprehensive technical evaluation of the proposal received.

The proposal was evaluated based on the following evaluation criteria stated in the RFP:

Phase I Evaluation – Minimum Qualification Review: This is a pass/fail criteria. The criteria focused on the proposer's experience in implementing and managing Mystery Rider programs for publicly funded bus and/or rail services.

The PET determined that the proposal received met all minimum qualification requirements and proceeded with Phase II- Technical Evaluation based on the following criteria and weights:

- Qualification and Experience of the Firm/Team 20 percent
- Qualifications and Experience of Key Personnel 20 percent
- Understanding of Work Requirements 40 Percent
- Price 20 Percent

The evaluation criteria are appropriate and consistent with criteria developed for similar services. Several factors were considered in developing these weights, giving the greatest importance to the understanding of work requirements.

Evaluations were conducted from March 24, 2022, through April 21, 2022. After the evaluation, the PET determined that the technical proposal received from Mobility Advancement Group addressed the RFP requirements and that its personnel are qualified and experienced to perform the required services. Based on a thorough

evaluation of the proposal, the PET determined Mobility Advancement Group to be technically qualified to perform the work.

The following is a summary of the PET scores:

	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
	Mobility Advancement Group				
1	Qualification and Experience of the Firm/Team	86.70	20.00%	17.34	
2	Qualifications and Experience of Key Personnel	86.65	20.00%	17.33	
3	Understanding of Work Requirements	88.33	40.00%	35.33	
4	Price	100.00	20.00%	20.00	
5	**Total**		**100.00%**	**90.00**	**1**

C. Cost/Price Analysis

The recommended price is based on fully burdened rates that have been determined to be fair and reasonable based on the independent cost estimate (ICE), price analysis, and technical evaluation. Proposed rates considered recent changes in the cost of labor for businesses and are consistent with the current Employment Cost Index for private industry workers under the service occupation group.

	Proposer Name	Proposal Amount	Metro ICE	Award Amount
1	Mobility Advancement Group	$1,465,308	$1,377,096	$1,465,308

D. Background on Recommended Contractor

The recommended firm, Mobility Advancement Group (Mobility), located in Altadena, CA, has been providing transportation and transit consulting and administrative services since 1996. Other services provided include Operations Planning, Financial Planning, Transit Management, and Grants Management. Public sector clients include transit agencies in Southern California such as the Los Angeles Department of Transportation (LADOT), Norwalk Transit, Palos Verdes Peninsula Transit Authority, and the Los Angeles County Metropolitan Transportation Authority.

Mobility is a Metro-certified small business firm. It has been providing Mystery Rider observations to Metro since 2017 and its performance has been satisfactory.

Mobility's subcontractor, Temps, Inc. is a Metro certified small business enterprise and has worked with Mobility in providing temporary workers for transit consulting projects for almost 20 years.

The proposed project manager has more than 25 years of experience overseeing transit consulting projects. He is the project manager of the current contract.

DEOD SUMMARY

MYSTERY RIDER PROGRAM (ADA/LEP) / PS43587000

A. Small Business Participation

Effective June 2, 2014, per Metro's Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute a Small Business Set-Aside procurement. Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro's website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to **SBE Certified Small Businesses Only**.

Mobility Advancement Group, an SBE Prime, is performing 30% of the work with its own workforce.

SMALL BUSINESS SET-ASIDE

	SBE Prime Contractor	**SBE % Committed**
1.	Mobility Advancement Group (Prime)	30%
2.	Temps, Inc. (Subcontractor)	70%
	Total Commitment	100%

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

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

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

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 16, 2022

SUBJECT: METRO TRANSIT AMBASSADOR PILOT PROGRAM SERVICES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATIONS

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to negotiate and award firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a pilot Transit Ambassador Services Program, subject to the resolution of protest(s) if any. Strive Well-Being's contract not to exceed amount is $15,878,421 for the three-year base pilot and $11,879,023 for the additional two, one-year options, for a total not to exceed amount of $27,757,444. RMI International's contract not to exceed amount is $55,400,768 for the three-year base pilot and $39,690,212 for the additional two, one-year options, for a total not to exceed amount of $95,090,980. The combined total not to exceed amount for both firms over the five-year pilot is $122,848,424; and

B. DELEGATING authority to the Chief Executive Officer to execute any future Memoranda of Understanding (MOUs) with Los Angeles County departments and/or City of Los Angeles partners for supplementary ambassador program services to enhance the Ambassador Program during the pilot period, in an amount not-to-exceed $20,000,000, inclusive of administrative fees and other pilot initiatives, in support of the annual investments identified for Transit Ambassador Program Services in Board Motion 26.2.

ISSUE

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

BACKGROUND

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

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

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

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

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

DISCUSSION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DETERMINATION OF SAFETY IMPACT

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

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

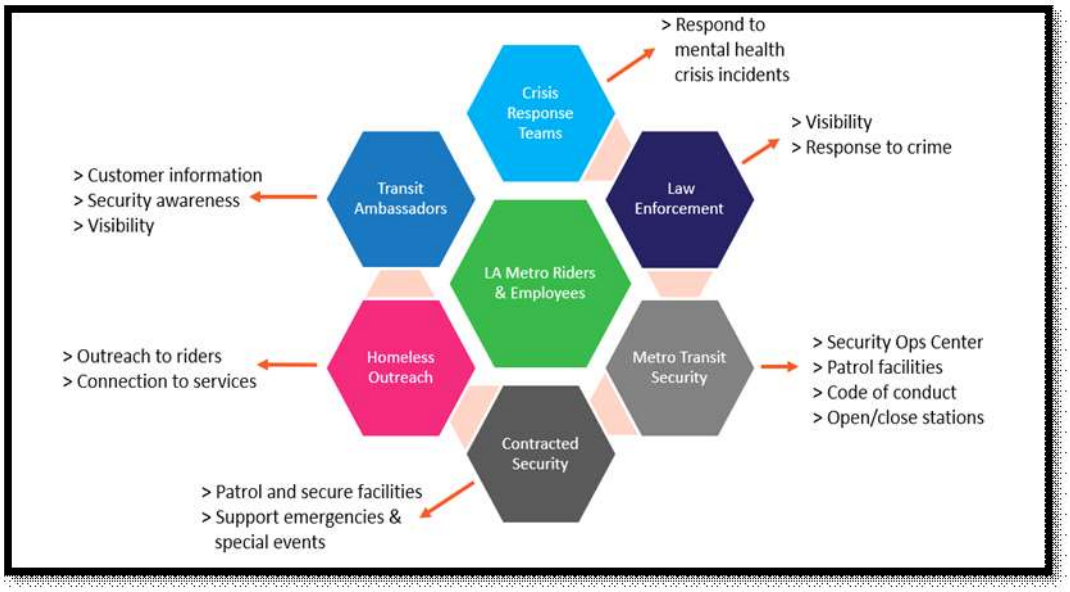


Figure 1. Metro's Public Safety Ecosystem (2022)

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

FINANCIAL IMPACT

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

Impact to Budget

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

EQUITY PLATFORM

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

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

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

IMPLEMENTATION OF STRATEGIC PLAN GOALS

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

ALTERNATIVES CONSIDERED

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

NEXT STEPS

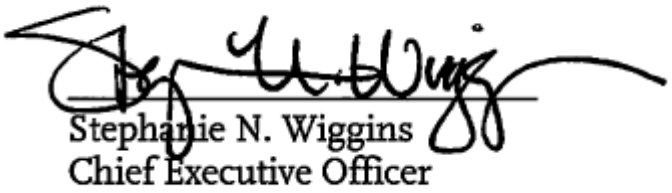
Upon Board approval, staff will negotiate and execute firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide Transit Ambassador Program services. Staff will provide updates to the Board on the progress of the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

ATTACHMENTS

Attachment A - Metro Board Motion 26.2 (March 2021)
Attachment B - Metro Board Motion 25.1 (November 2021)
Attachment C - Public Safety Advisory Committee (PSAC) Transit Ambassadors Final Recommendations
Attachment D - Procurement Summary
Attachment E - DEOD Summary

Prepared by: Desarae Jones, Senior Director, Special Projects, Office of the CEO, (213) 922-2230

Reviewed by: Nicole Englund, Chief of Staff, Office of the CEO, (213) 922-7590
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051



Stephanie N. Wiggins
Chief Executive Officer

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

REGULAR BOARD MEETING
MARCH 25, 2021

Motion by:

DIRECTORS BONIN, GARCETTI, MITCHELL, HAHN, DUPONT-WALKER, AND SOLIS

Related to Item 26: Transit Law Enforcement Services

Investment in Alternatives to Policing

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

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

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

SUBJECT: INVESTMENT IN ALTERNATIVES TO POLICING

RECOMMENDATION

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

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

    1. Public Safety:

        a. $20 million for a transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles and offers riders assistance and connections to resources, modeled after the S.F. BART program.

        b. $1 million for elevator attendants at stations.

        c. $1 million for a flexible dispatch system that enables response by homeless outreach workers, mental health specialists, and/or unarmed security ambassadors in appropriate situations.

        d. $5 million for Call Point Security Project Blue light boxes recommended by Women and Girls Governing Council to improve security on the BRT and rail system.

        e. Funds to initiate a study to develop recommendations to prevent intrusion onto Metro rail rights-of-way, including but not limited to subway platform-edge doors.

        f. $3 million for pilot safety strategies on board buses to be recommended by PSAC.

    2. Homelessness:

        a. $2 million for short term shelter for homeless riders.

        b. $5 million for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services.

        c. $250,000 for regular counts to monitor trends and gauge the success of Metro efforts to address homelessness.

        d. $3 million for pilot homelessness strategies to be recommended by PSAC.

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

enterprises in the above initiatives.

C. Consult with PSAC on the program design and implementation of all of the above initiatives.

D. Direct the OIG to audit the law enforcement services contracts and report their findings to the PSAC and the Board.

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

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

Motion by:

DIRECTORS BONIN, MITCHELL, HAHN, SOLIS, and DUPONT-WALKER

Related to Item 25: Transit Law Enforcement Services

Commitment to Reimagining Public Safety

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

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

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

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

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

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

SUBJECT: COMMITMENT TO REIMAGINING PUBLIC SAFETY

RECOMMENDATION

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

A. In February 2022, report on the status of the initiatives funded by Motion 26.2 (March 2021), including projected launch dates, program elements, input received from PSAC, and projected funding needs in FY23.

B. During the development of the FY23 budget, ensure a continued minimum commitment of $40 million for the public safety alternatives outlined in Motion 26.2, in addition to rolling over unspent funding from FY22.

C. In April 2022, report to the Operations, Safety, and Customer Experience Committee with a recommended public safety budget for FY23, including proposed funding levels for police services and public safety alternatives, with consideration of the Board's directive to realign resources.

D. Consult with PSAC throughout the FY23 budget development process.

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

E. Develop a place-based implementation strategy that identifies station locations that are good candidates for piloting a reimagined public safety approach consistent with the new Mission and Values statement, including the deployment of some or all of the public safety alternatives identified in Motion 26.2 and modifying law enforcement deployment at these pilot locations while continuing to ensure fast emergency response times.

F. Consult with PSAC on the design, implementation, and evaluation-including quantitative and qualitative metrics-of this pilot.

G. Explore partnerships with academia, medical schools, promotores, and community-based organizations on the design, implementation, and evaluation of this pilot.

H. Report periodically on the pilot implementation and evaluation as part of the regular system

security report.

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

FINAL RECOMMENDATIONS: TRANSIT AMBASSADORS

ATTACHMENT C

About these recommendations.

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

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

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

Transit ambassadors play a rider-facing and welcoming role.

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

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

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

Metro staff Response: Metro staff concurs.

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

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

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

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

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

Metro staff Response: Metro staff concurs.

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

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

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

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

Metro staff Response: Metro staff concurs.

Transit ambassadors provide communities with access to good jobs.

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

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

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

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

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

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

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

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

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

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

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

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

Metro's Next Steps

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

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

Ad-Hoc Committee Next Steps

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

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

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

ATTACHMENT A

PROCUREMENT SUMMARY

TRANSIT AMBASSADOR PILOT PROGRAM

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

A. Procurement Background

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

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

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

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

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

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

B. Evaluation of Proposals

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

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

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

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

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

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

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

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

Qualifications Summary of Firms within the Competitive Range:

Strive Well-Being Inc.

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

RMI International Inc.

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

The following is a summary of the PET scores:

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

C. Price Analysis

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

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

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

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

D. Background on Recommended Contractor

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

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

DEOD SUMMARY

TRANSIT AMBASSADOR PILOT PROGRAM

A. Small Business Participation

A1. PS88001000 – RMI International Inc.
The Diversity and Economic Opportunity Department (DEOD) established a 12% Small Business Enterprise (SBE) goal for this solicitation. RMI International Inc. exceeded the goal by making a 12.18% SBE commitment. Commitment may be adjusted upon completion of final negotiations.

Small Business Goal	12% SBE	Small Business Commitment	12.18% SBE

	SBE Subcontractors	% Committed
1.	American Eagle Protective, Inc.	12.18%
	Total Commitment	**12.18%**

A2. PS88001001 – Strive Well-Being Inc.
The Diversity and Economic Opportunity Department (DEOD) established a 12% Small Business Enterprise (SBE) goal for this solicitation. Strive Well-Being Inc., an SBE, exceeded the goal by making a 100% SBE commitment. Commitment may be adjusted upon completion of final negotiations.

Small Business Goal	12% SBE	Small Business Commitment	100% SBE

	SBE Subcontractors	% Committed
1.	Strive Well-Being Inc. (SBE)	100%
	Total Commitment	**100%**

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing Wage requirements are not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

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

Metro Transit Ambassador Pilot Program Services Overview

June 2022

Transit Ambassador Program Background

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

Pilot Program Background

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

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

Connecting Riders

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

- Transit Ambassador Program will enhance and support Metro's Mobile Crisis Outreach program– (partnership with the Department of Health).

- Pairing Transit Ambassadors with Crisis Intervention Specialist teams is a successful industry best-practice and reduces response time.

- Expand partnerships with County, City and utilize support from community-based organizations to provide staffing and resources to enhance the Transit Ambassador Program.

Pilot Program Overview

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

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

Staff Recommendations

A. AUTHORIZE the Chief Executive Officer to negotiate and award firm fixed unit rate contracts to Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a pilot Transit Ambassador Services Program.

- Strive Well-Being's contract not to exceed amount is $15,878,421 for the three-year base pilot and $11,879,023 for the additional two, one-year options, for a total not to exceed amount of $27,757,444.

- RMI International's contract not to exceed amount is $55,400,768 for the three-year base pilot and $39,690,212 for the additional two, one-year options, for a total not to exceed amount of $95,090,980. The combined total not to exceed amount for both firms over the five-year pilot is $122,848,424.

B. DELEGATE authority to the Chief Executive Officer to execute any future Memoranda of Understanding (MOUs) with Los Angeles County departments and/or City of Los Angeles partners for supplementary ambassador program services to enhance the Ambassador Program during the pilot period, in an amount not-to-exceed $20,000,000, inclusive of administrative fees and other pilot initiatives, in support of the annual investments identified for Transit Ambassador Program Services in Board Motion 26.2.

Proposed Service Coverage

- **Strive Well-Being, Inc.** – 100% SBE and included CBO partners in their proposal
  - Union Station Homeless Services
  - Communities Actively Living Independently Free
  - Homeboy Industries

- Proposed Staffing: **up to 55**

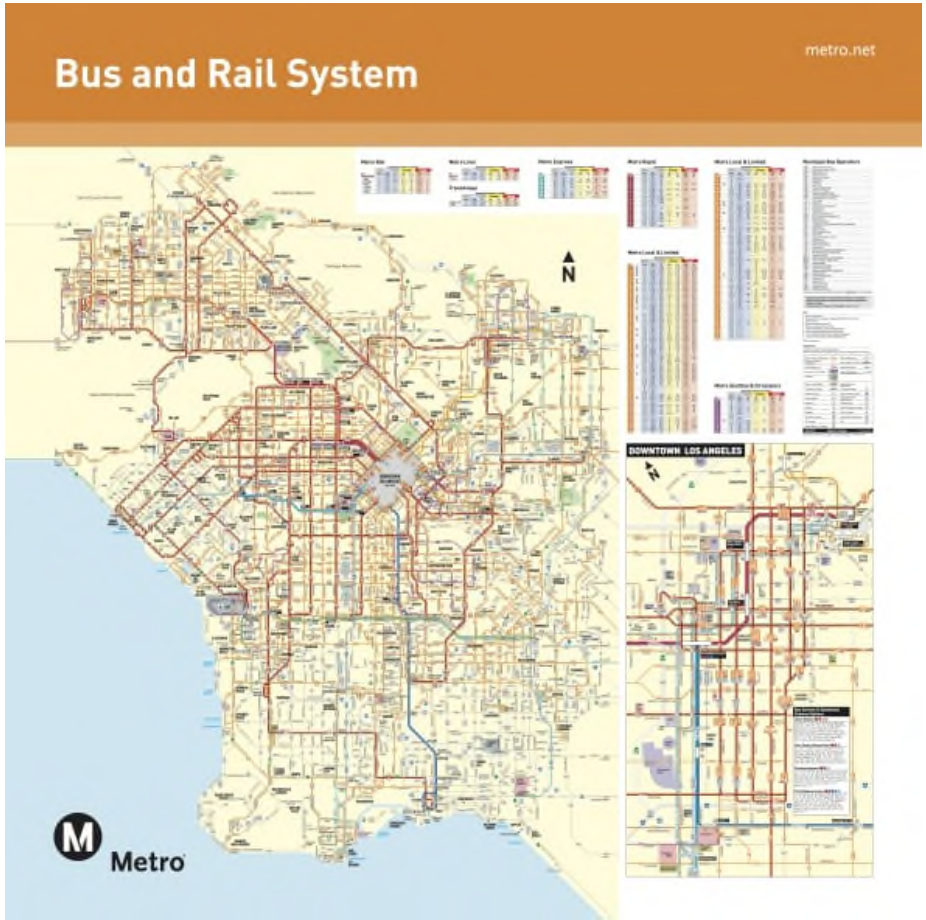
- Proposed locations: **Rail system and station elevators**

Proposed Service Coverage

- **RMI International, Inc.** – Minority-Owned Business.
  - WorkSource Regional Business Services
  - Southeast LA County Workforce Development Board
  - Proposed to partner with SBE Eagle Protection Services

- Proposed Staffing: **up to 244**

- Proposed locations: **Entire Metro system**



Pilot Program Evaluation

Initial Program Evaluation Metrics will be based on:

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

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

Next Steps

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

Thank you.

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

Metro

Board Report

File #: 2022-0279, **File Type:** Motion / Motion Response **Agenda Number:** 40.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 15, 2022

SUBJECT: EXPANDING METRO'S EAT SHOP PLAY PROGRAM TO SUPPORT ECONOMIC RECOVERY AND RESTORE RIDERSHIP

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

APPROVE five pilot transit corridors to expand Metro's Eat Shop Play (ESP) Program and launch the first pilot program in the East Los Angeles Area in response to Motion 40, ESP Expansion.

ISSUE

Small businesses have been disproportionately impacted by the public health measures that have been in place to mitigate the spread of COVID-19 over the last year and a half. With 93 percent of businesses in Los Angeles County having less than 20 employees, Metro has an opportunity to aid with economic recovery by promoting these small businesses along transit corridors in communities that have been most impacted by the pandemic.

BACKGROUND

Eat Shop Play (ESP) is a Metro construction mitigation program for the agency's capital construction projects. The program is managed and implemented by Metro's Community Relations. The program's objective is to mitigate reduced customer traffic by dedicating outreach and resources to promote small businesses during construction. ESP activities follow the path of construction to spotlight impacted businesses using a toolkit customized to each construction impact. Eligible businesses are those located on or near a major Metro transit construction project. Eligible businesses may participate in the program at no cost and may apply free at www.metro.net/eatshopplay. The ESP toolkit includes social media, system-wide advertising, videos, street-level banners and in-store promotions, and other tactics to highlight businesses that are directly impacted by construction activities. It is one program in our Metro toolbox for partnering with the small business community. The ESP team closely coordinates with Metro's Business Interruption Fund and Metro's Business Solutions Center to complete a menu of mitigation options.

ESP staff produce, organize, and promote participating businesses using a variety of programming and tactics. These are tailored for each business and construction impact and may include:

- Organized "Meet ups" and "Mixers" at participating businesses
- Digital media listings (Google, Waze, Yelp, banners, other)

- Eblasts and newsletter blurbs in Metro and affiliate publications
- Photo caption spotlights at Metro facilities and locations (station, bus, train, billboards, collaterals, etc.)
- Print media ads and articles (advertorials)
- Paid social media spotlights (Facebook, Twitter & Instagram)
- TAP card customer promotion
- Video spotlights of participating businesses
- Walking map guides of participating business
- Listing and promotion on Metro's ESP webpage - metro.net/eatshopplay
- Booth space, free (i.e., Vendor Days at Metro's Union Station and Gateway Headquarter Building)
- Catering opportunities at Metro and contractors' events and meetings

Metro Community Relations, Marketing and Design Studio teams provide support by way of developing advertising collaterals, and they retain the responsibility for maintaining the program branding for print and web products. Each project area has an ESP outreach team that works closely on engagement and establishing a relationship with the businesses. Responsibilities and activities of the ESP team include coordination on outreach materials, production of materials and enrollment of local businesses.

The ESP team works closely with impacted businesses to learn about their business practices, products, existing advertising approaches, and to serve as a resource for working closely with the contractor to further mitigate construction impacts. This information is then used to develop a high-level communications and marketing approach that incorporates the ESP programming.

Community Relations partners with Marketing for the development of business promotions based on construction impacts. Marketing creates and maintains the branding for ESP across all neighborhoods. To ensure that objectives and goals are reached, all activities are documented. Program measurements include reviewing the total number of businesses who have been engaged/contacted, businesses that have participated in an ESP program activity, and businesses that request additional marketing activities. Community Relations also tracks businesses that sign up for ESP programming but do not participate (even with documented communications between Metro staff and the business). This information is used to refine or identify additional communication approaches.

At its July 22, 2021 meeting, the Board approved Motion 40 by Directors Solis, Butts, Najarian, Dupont-Walker, and Sandoval (Attachment A) to expand the ESP program to support economic recovery and restore ridership. Staff provided a receive and file update in November 2021.

DISCUSSION

Pilot Expansion Areas

According to the Los Angeles County Economic Development Corporation, Los Angeles County is

home to more than 1.3 million small businesses, including more women and Black, Indigenous, People of Color (BIPOC) owned small businesses than any other county in the nation.

Based on the Board's direction to focus "on small businesses located near existing major transit stops in communities who have been disproportionately impacted by the pandemic", Metro Communications used data to identify five potential pilot project areas in Los Angeles County. Staff coordinated with Metro's Office of Equity and Race (OER) to identify aligned mapping criteria with OER's 2022 update of the agency's Equity Focus Communities (EFC) map.

Data from the Homeowner's Loan Corporation Neighborhood Redlining, Los Angeles County 2020 Median Household Income, Environmental Justice Screening Method, the total Covid-19 cases and deaths, and the Los Angeles County Economic Development Corporation was used to identify the five proposed project areas. Screening elements included the following reference factors:

- Small businesses located near existing major transit stops
- Communities impacted by COVID-19 cases and deaths
- Communities with higher hazardous components
- Environmental justice communities
- Redlining maps
- Race and ethnicity

Based on this data, staff recommends five transportation corridors to initiate a one-year pilot program beginning immediately after board adoption of the recommendation and concluding at the end of the fiscal year 2023. The communities where the pilot program will be implemented are all unique, with distinct neighborhood character, varied types of businesses, and socio-economic factors that will demand more defined approaches to address the disproportionate impacts. In addition, Metro will link Eat Shop Play to methods to attract riders in line with Metro's overall ridership growth strategy.

The five pilot corridors are:

- Whittier Boulevard: Los Angeles River to Rio Hondo Bike Path
- Vermont Boulevard: West Anaheim Street to Los Feliz Boulevard
- Valley Boulevard: North Mission Road to North East End Avenue
- Slauson Avenue: Sepulveda Boulevard to Santa Fe Springs Road
- Sherman Way: Fallbrook Avenue to Vineland Avenue

The five proposed pilot corridors have high rates of small businesses located near transit stops, are in corridors that have experienced a disproportionate impact by COVID-19 (both in cases and death), identified Environmental Justice Community, are formerly redlined communities, and in areas that are majority people of color.

Other jurisdictions including the City and County of Los Angeles are actively seeking to implement a small business recovery program as part of the recovery effort from the COVID-19 pandemic. Metro staff will be working to identify government and community partners to support the launch of the first pilot area expansion in the unincorporated East Los Angeles Community. The combined resources of Metro, other government agencies, and community partners may yield a stronger and more successful program than if Metro were to launch the program by itself.

Eat Shop Play Program Elements

Metro staff recommends using existing elements of Metro's existing Eat Shop Play program and scaling them to the needs of each corridor. In addition, additional strategies can be developed based on input from community-based organizations in each area. The existing strategies may include:

- Walking/Transit Guides that include participating businesses
- Video Spotlights of participating businesses
- In-kind Media sponsorship
- Promotion on Metro's Eat Shop Play webpage
- Digital media listings (Google, Waze, Yelp, banners, other)
- Organized "Meet ups" and "Mixers" at participating businesses
- Photo caption spotlights at Metro facilities and locations (station, bus, train, billboards, collaterals, etc.)
- Eblasts and newsletter blurbs in Metro and partner publications
- Print media ads and articles in community-based publications (advertorials)
- Paid social media spotlights (Facebook, Twitter & Instagram)
- TAP card customer promotion

Community-Based Organization (CBO) and Institutional Partners

The expansion of the ESP program will be implemented by Metro staff, a consultant team procured from Metro's Communications Support Services Bench and partnerships with local Community-Based Organizations (CBOs). CBOs will be financially compensated to assist with the identification and recruitment of small business participants and the implementation and evaluation of ESP program elements identified above.

Metro's expanded ESP Program will seek to partner with economic development corporations on each of the proposed corridors. These economic development corporations have been working with and conducting outreach to businesses along each corridor before, during and after the Covid-19 pandemic. These partners include:

- Los Angeles Economic Development Corporation (LAEDC)
- Vermont-Slauson Economic Development Corporation (VSEDC)
- Valley Economic Development Corporation (VEDC)

With support and direction from Metro staff, the CBOs will assist with the development of program materials, messages, outreach, and tactics, while coordinating with related local and state small business support and recovery programs. Metro staff will work with each CBO partner to identify and implement culturally competent, new and innovative ideas based on their experience in each community

The proposed expansion of the ESP Program will include partnering with Los Angeles County Economic Development Corporation's Together for LA Program. Together for LA is a strategic partnership aimed at strengthening and supporting women and diverse-owned small businesses in LA County, as they recover from the COVID-19 pandemic. Partnering with Together for LA provides a complementary support network for small business and furthers the goals of each organization. Together for LA provides no cost technical assistance and connections to small business resources,

while Metro's ESP Program will provide direct marketing assistance and business promotion to support a more equitable recovery.

Metro's expanded ESP program will coordinate with existing and new Metro programs including Metro's Business Solutions Center, Metro Art, and Metro's Transit Oriented Communities Small Business Loan Program, as appropriate.

DETERMINATION OF SAFETY IMPACT

This Board action will not have an adverse impact on safety standards for Metro.

FINANCIAL IMPACT

The proposed budget and staffing plan for a one-year expansion of the ESP Program to five pilot areas is currently being developed. Metro staff is currently exploring partnership opportunities with other government agencies and community partners in the East Los Angeles Expansion Area. This partnership may result in lower costs for Metro compared to if Metro were to establish a new program on its own. It is anticipated that if additional budget or staffing is needed, staff will report back in October 2022.

EQUITY PLATFORM

The initial corridors identified for the recommended pilot areas have been disproportionately impacted by COVID-19 in cases and deaths, are areas with low household median incomes, high levels of pollution burden, and are in marginalized or disadvantaged communities. Metro Communications worked closely with the Office of Equity and Race (OER) on its update to Metro's Equity Focused Communities (EFCs) definition and utilizing similar data sources.

By focusing on areas with higher transit access, we are working to connect transit riders with adjacent businesses.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The project supports the following strategic goals:

3.2 Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

4.1 Metro will work with partners to build trust and make decisions that support the goals of the Vision 2028 Plan.

5.5 Metro will expand opportunities for businesses and external organizations to work with us.

ALTERNATIVES CONSIDERED

The Board may direct staff to pursue a program that is wholly designed and implemented by Metro staff. Staff does not recommend this approach, as it is our belief that community-based organizations (CBO's) have the expertise and capacity to assist with program development and implementation. Further, staff believes that pursuing CBO partners is consistent with Metro's CBO Partnering strategy and will engage the private industry in a positive way.

NEXT STEPS

Staff will begin the launch of the program immediately following the adoption of the staff recommendation. Staff will report back quarterly on the status of the program.

ATTACHMENTS

Attachment A - Eat Shop Play Board Motion
Attachment B - Eat Shop Play Expansion Areas

Prepared by: Anthony Crump, Executive Officer (Interim), (213) 418-3292

Reviewed by: Yvette Rapose, Deputy Chief, Customer Experience, (213) 418-3154

Stephanie N. Wiggins
Chief Executive Officer

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

File #: 2021-0500, **File Type:** Motion / Motion Response **Agenda Number:** 40.

REGULAR BOARD MEETING
JULY 22, 2021

Motion by:

DIRECTORS SOLIS, BUTTS, NAJARIAN, DUPONT-WALKER, AND SANDOVAL

Expanding Metro's Eat Shop Play Program to Support Economic Recovery and Restore Ridership

Small businesses have been disproportionately impacted by the public health measures that were put in place to mitigate the spread of COVID-19 over the last year. Thousands of small businesses in California have closed either temporarily or permanently. Many small businesses that rely on in-person services to sustain themselves have low cash reserves and lack the online presence possessed by more sophisticated businesses, especially in disadvantaged communities of color. This is of particular concern in Los Angeles County where 93 percent of businesses have less than 20 employees.

With an $8 billion annual budget, Metro has the resources to accelerate recovery within the small business community while pursuing the goal of restoring ridership. Metro already has existing programs that support businesses during construction of megaprojects. Programs such as "Eat Shop Play" can be expanded to support businesses through recovery and to encourage those businesses' visitors to take transit. Eat Shop Play can be extended to existing rail and high-quality transit corridors in communities that have been most impacted by the pandemic, which are also often communities with many transit-dependent households. Metro can explore strategies such as enhancing businesses' internet presence, developing walking maps that feature businesses and how to access them via transit, and launching social media and email marketing promotions which will activate station areas and encourage transit ridership. Low-income communities need targeted assistance as they continue to experience higher unemployment as a direct result of the pandemic relative to high-income communities. Expansion of Eat Shop Play will not only assist local businesses in hard-hit communities, but it will also rebuild Metro ridership by activating Metro station areas and attracting more riders.

SUBJECT: EXPANDING METRO'S EAT SHOP PLAY PROGRAM TO SUPPORT ECONOMIC RECOVERY AND RESTORE RIDERSHIP

RECOMMENDATION

APPROVE Motion by Directors Solis, Butts, Najarian, Dupont-Walker, and Sandoval that the Board of

Directors direct the Chief Executive Officer or her designee to provide a report back in November 2021 that includes recommendations to expand the Eat Shop Play program to support small businesses in communities that have been most impacted by the COVID-19 pandemic. The report should consider the following:

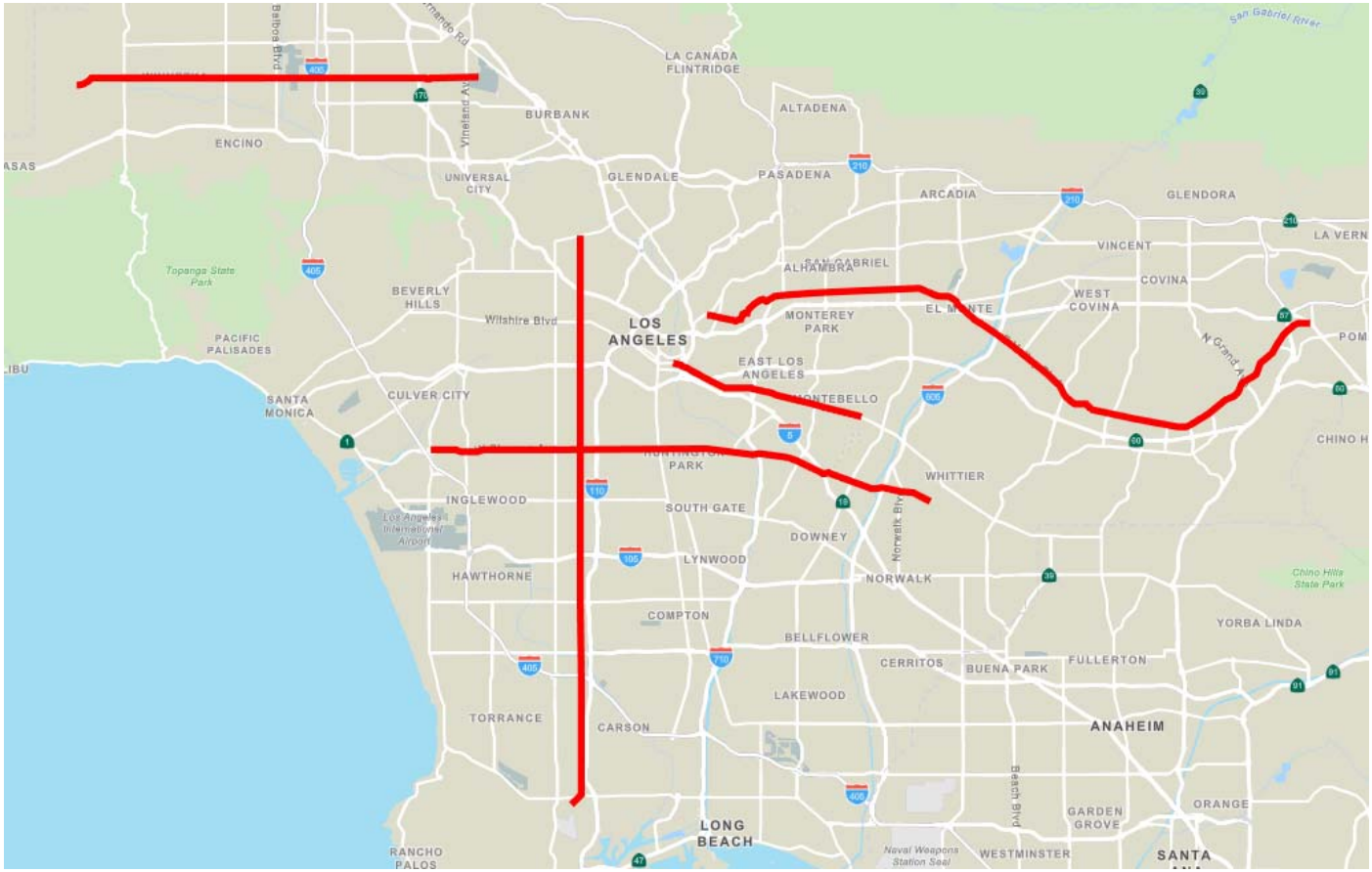
A. Focusing on small businesses located near existing major transit stops in communities who have been disproportionately impacted by the pandemic. Communities should be identified by referencing factors including, but not limited to, number of COVID-19 cases and deaths, economic impacts, household income, transit dependency, pollution burden, and race/ethnicity, and other resources such as redlining maps;

B. Developing additional strategies to assist small businesses through recovery including, but not limited to, developing walking maps that showcase destinations near transit lines, creating promotional videos for businesses, and supporting businesses' online presence; and

C. Potential funding sources such as American Rescue Plan Act funding.

ESP Expansion Pilot Areas

- Vermont Boulevard: West Anaheim Street to Los Feliz Boulevard
- Valley Boulevard: North Mission Road to North East End Avenue
- Slauson Avenue: Sepulveda Boulevard to Santa Fe Springs Road
- Sherman Way: Fallbrook Avenue to Vineland Avenue
- Whittier Boulevard: Los Angeles River to Rio Hondo Bike Path



Metro

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

File #: 2022-0351, **File Type:** Fare / Tariff / Service Change **Agenda Number:** 41.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 16, 2022

SUBJECT: EXTEND SALE OF PROMOTIONAL HALF-PRICE PASSES AND UPDATE ON FARE CAPPING TIMELINE

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to extend the sale of promotional passes at 50% of the cost of full price passes through December 2022 as a continuation of Motion 36: Emergency Relief; and

B. RECEIVING AND FILING this report on the timeline and plan for Metro fare capping.

ISSUE

Motion 36 “Emergency Relief” by Directors Garcetti, Solis, Hahn, Kuehl, and Butts (Attachment A) instructed staff to initiate promotional pricing at 50% off full-price day passes, 7-day passes, and 30-day passes, and to report back on the status of pass sales and recommendations for permanent reductions to the cost of full-price passes. The sale of the promotional price passes will end in July 2022.

This report provides pass sales information and requests authorization to extend the sale of promotional 50% off pricing through December 2022. The extension will allow staff additional time to gather data on pass sales and usage at the 50% off promotional price and to develop recommendations for pricing options. As required by the Motion, the fare structure recommendations will be aligned with the implementation of fare capping/best fare system that allows riders to take advantage of pass products without having to pay up front.

BACKGROUND

In response to Motion 36, the 50% promotional pricing on full-price passes was implemented when Metro resumed front-door boarding in January 2022. Communications staff implemented a comprehensive marketing campaign to ensure riders are aware of and can benefit from the lower-price passes. Motion 36 also directed staff to prepare an implementation plan for a fare capping system that will allow riders to benefit from the same discounts without the upfront cash needed for a

pass.

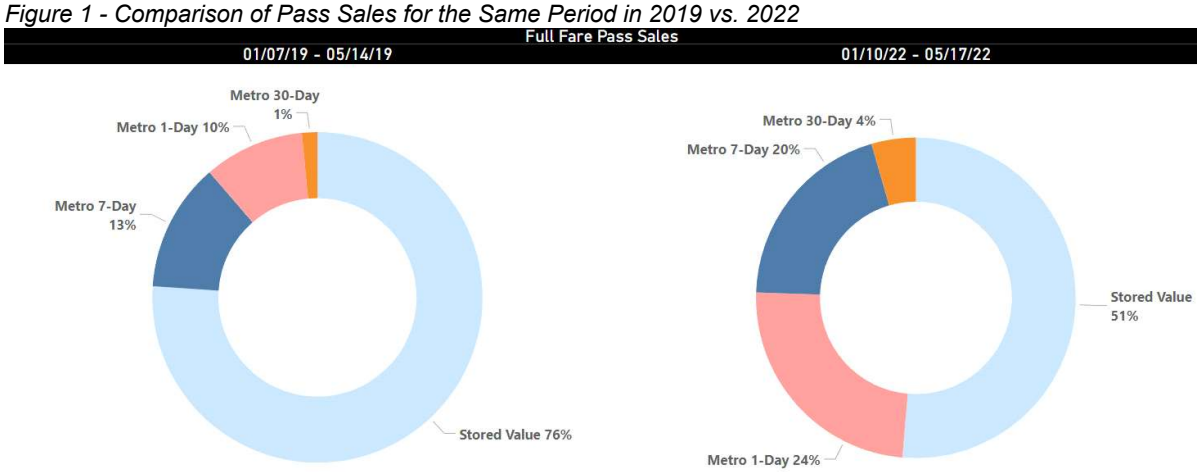
In regard to fare capping, at its September 2020 meeting, the Board received a report on the evaluation of fare capping. At its March 2021 meeting, the Board approved moving forward with the fare capping pilot, delegating authority to the CEO to execute project-related contract awards or modifications to implement fare capping.

DISCUSSION

Promotional Passes

Metro passes have increased in popularity due to the promotional prices. Since implementation in January, nearly 50% of Metro riders using TAP are now choosing to buy passes compared to 25% purchasing passes in 2019 (Figure 1).

Figure 1 - Comparison of Pass Sales for the Same Period in 2019 vs. 2022



The promotional prices incentivize customers to use TAP as fare payment rather than cash since passes are only available on TAP. As TAP users, customers will immediately benefit from free Metro transfers, access to discounted fares, and balance protection, well in advance of fare capping. Furthermore, sales of these fare products have exceeded pre-pandemic levels, which shows that the lower price incentivizes the purchase of these passes (Figure 2). The data was normalized to compare pass sales between 2019 and 2022 since overall ridership recovered to only about 66%.

Figure 2 - Increase in 2022 Pass Sales Over Same Period in 2019

Pass Type	% Increase from Pre-COVID Sales*
Regular 30-day	105%
Regular 7-day	10%
Regular day pass	70%

**Data has been normalized to 2022 ridership*

Metro understands that permanent full-fare pass prices should be adjusted to promote affordability

and to incentivize customers to purchase unlimited-use passes. The high up-front cost of a $100 30-day pass, when compared with the $1.75 base fare, means that a Metro user must take two separate trips for 29 days each month to break even. Staff will use the information gathered during the 50% off promotional period to develop recommendations for pricing options for full-price passes that include break-even points that are more in line with industry standards and are financially sustainable for current and future Metro Transit operations.

Title VI and Environmental Justice Considerations

Metro has received authorization from the FTA to extend the 50% promotional pricing past the six-month pilot limit for a Service and Fare Equity Analysis (SAFE). As legally required, a SAFE will be included in the final staff recommendation for the adoption of proposed pass prices.

Fare Capping Software Design and Development

Staff has been preparing the TAP system for fare capping implementation with a multi-step approach made up of several phases from proof-of-concept through public beta testing before fully launching to the public.

Notice-To-Proceed was issued to Cubic Transportation Systems, Inc. in October 2021 for software modifications to the existing TAP system to support fare capping. TAP cards will require a “fare capping” configuration written onto the cards, while fare collection equipment - TAP Vending Machines, faregates, station validators, bus fareboxes, mobile validators, and the TAP Mobile App - will require new software development to read the TAP card’s fare capping status. Software development will include building new screen flows to guide customers to purchase Stored Value rather than passes and display customer fare capping status, showing the progress towards earning unlimited rides with each paid ride. Staff are currently working with Cubic to complete design and development efforts.

TAP’s customer relationship management system, TAPforce, along with the *taptogo.net* website, TAP App and TAP vendor retail-point-of-sale devices will also receive upgrades to provide a seamless customer experience. Customers will be able to call into the TAP Customer Service Center or log into their TAP accounts on *taptogo.net* or the TAP app to see progress of their fare capping status, how much value has been deducted, and how much more is needed to earn unlimited rides.

In Winter 2023, Metro will launch a marketing campaign to introduce fare capping as an equitable fare payment option that offers customers the means to pay-as-they-go while earning a day pass or monthly pass. Additional information on fare capping proof-of-concept, testing methodology, marketing, and readiness is included in Attachment B.

FINANCIAL IMPACT

Based on pass sales information since implementation, extending the 50% off promotional pricing through December 2022 will result in additional Metro fare subsidies of approximately $10 million.

Impact to Budget

ARPA federal relief funds will be used to mitigate the fare revenue losses resulting from the continuation of the promotional pricing.

EQUITY PLATFORM

The extension of 50% off promotional pricing through December 2022 will benefit full-fare Metro riders who do not qualify for a discount on the basis of age, school enrollment, or income. As Metro serves a transit ridership that is very low income, the promotional pricing benefits low-income riders. Additional data gathering and analysis is needed to develop recommendations for permanent pricing that will aim for more equitable pass pricing for all Metro riders.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Extending the sales of the promotional price passes and implementation of fare capping would support:

- Strategic Plan Goal #1: Provide high quality mobility options that enable people to spend less time traveling as part of an effort to manage transportation demand through fair and equitable pricing structures.
- Strategic Plan Goal #2: Deliver outstanding trip experiences for all users of the transportation system by improving legibility, ease of use, and trip information on the transit system.

NEXT STEPS

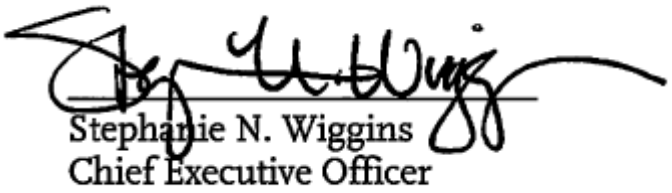
Staff will report back to the Board in December before the end of the promotional price extension with pricing options that are in alignment with the fare capping launch. Attachment C provides a detailed timeline of upcoming fare capping and fare change activities.

ATTACHMENTS

Attachment A - Motion 36: Emergency Relief: Full-Price Passes
Attachment B - Fare Capping Status Update
Attachment C - Fare Capping and Fare Change Timeline

Prepared by: Erica Lee, Principal Transportation Planner, TAP, (213) 922-2418
Koreyne Clarke, Senior Manager, Budget, (213) 922-2801

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



Stephanie N. Wiggins
Chief Executive Officer

File #: 2020-0355, **File Type:** Motion / Motion Response **Agenda Number:** 36.

EXECUTIVE MANAGEMENT COMMITTEE
MAY 21, 2020

Motion by:

DIRECTORS GARCETTI, SOLIS, HAHN, KUEHL, AND BUTTS

Emergency Relief: Full-Price Passes

The collapse of the pre-COVID economy has left many families in Los Angeles County on the precipice of financial calamity. As economic distress from the COVID-19 emergency grows, Metro should provide emergency relief for transit-dependent Angelenos.

The economic impact of the COVID-19 emergency upon the residents of L.A. County has been swift and severe. The Los Angeles Economic Development Company (LAEDC) forecasts that the L.A. area will lose 1.7 million jobs and reach an unprecedented unemployment rate of 31.7 percent by May 2020.

LAEDC's forecast includes a nearly 70 percent decline in food service jobs and 60 percent decline in retail/sales jobs. Many of these jobs are held by persons of color, who are being disproportionately impacted by the COVID-19 emergency. Altogether, according to a current UCLA study, there are nearly two-thirds of a million low-income residents in L.A. County at high risk of becoming homeless due to the COVID-19 emergency. The households with these residents are concentrated in the most transit-dependent neighborhoods in the County.

At the same time, Metro continues to carry up to 400,000 boardings each weekday. According to Investing in Place, this is the least decline of any major American city. By Federal Transit Administration data, this would make Metro the 11th-busiest pre-COVID transit agency in the U.S. These 400,000 boardings are predominantly essential workers and Angelenos making essential trips, and are mostly female, persons of color, and low-income Angelenos, many of whom are without other mobility options.

L.A. County jurisdictions are working aggressively to lessen the impact of this economic distress. L.A. County, the City of L.A., and many other jurisdictions are providing eviction moratoriums, tax relief, small business support, and many different types of financial assistance, including food, legal, utility, direct cash, and more. All of these strategies are designed to protect struggling families' economic security.

While the Los Angeles region works to relieve this economic distress, Metro's current fare structure presents financial challenges for families who rely on transit or who can no longer afford to travel by automobile. A 30-day pass, for instance, requires $100 upfront-a significant sacrifice out of reach for families in need.

Additionally, the high upfront cost of these passes means that Angelenos who rely on Metro do not save money if they ride frequently. With a base fare of $1.75 and a two-hour free transfer window, a customer who takes two separate trips on Metro each day would have to ride 29 days each month to break even on a $100 30-day pass.

This negligible incentive also extends to Metro's full-price one-day and seven-day passes, which are priced at $7 and $25, respectively. A customer would have to take four trips in one day and 15 trips in one week to break even on the cost of these passes. In effect, customers who ride frequently are unable to realize the financial benefits of these passes.

In fact, Metro's groundbreaking Understanding How Women Travel study included similar detail on how Metro's current fare structure penalizes low-income women:

> The high up-front cost of a monthly pass is difficult for low-income women, and the potential cost-savings of the pass are uncertain since one would need to ride nearly every day, twice a day, in order to realize a cost savings over pay-per-ride...Payment for Metro services is a critical interaction that every rider must have with the system. By prioritizing a fare structure, payment options, and enforcement strategies that do not penalize women for their unique travel patterns and responsibilities, Metro can help to relieve some of the disproportionate burden.

Reducing the cost of full-price passes would have only a marginal impact on Metro's fare revenue. In February 2019, the last month before Stay-at-Home and Safer-at-Home orders went into effect, Metro sold only about $2 million in full-price 30-day, seven-day, and one-day passes.

Furthermore, the ratio of Metro's base fare to 30-day pass cost is far out of step with other American transit agencies. Among 81 transit agencies representing the largest metropolitan areas and cities in the United States and California, 70 (86%) of those agencies price their full-price 30-day pass at no more than 40 times the cost of their base fare. Metro's 30-day pass-at 58 times the cost of the base fare-has the highest break-even point of all of these 81 American agencies.

Ultimately, customers should not have to worry about the decision to purchase a pass in the first place. Metro's TAP system has the capability to cap fares once a customer reaches a certain number of trips in any period. This fare capping system -or "Best Fare"- is already provided by several American transit agencies, including in Portland, Miami, Indianapolis, St. Louis, San Jose, and Houston. Under a Best Fare system, customers' fares are automatically capped once the amount they spend in pay-per-ride reaches the price of an equivalent pass. Implementing Best Fare at Metro will take time.

However, given the serious financial challenges burdening many families in L.A. County because of the COVID-19 emergency, Metro should act with urgency to provide relief for customers who rely on transit and ride frequently. Metro's Recovery Task Force is considering a recommendation to eliminate fares during the off-peak period, which would provide direct financial relief for riders. However, more can be done.

Under Federal Transit Administration Circular 4702.1B, Metro may provide promotional fare products for up to six months without a public hearing.

Reducing the cost of full-price passes would provide economic relief for struggling families as Los Angeles County enters the recovery phase of the COVID-19 emergency.

SUBJECT: EMERGENCY RELIEF: FULL-PRICE PASSES

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, Hahn, Kuehl and Butts directing the CEO to:

A. Provide relief for current frequent riders by initiating the sale of promotional passes at 50% the cost of full-price passes:
    1. Promotional Day Pass: $3.50
    2. Promotional 7-Day Pass: $12.50
    3. Promotional 30-Day Pass: $50.00;

B. Provide these promotional passes for not less than six months from the date regular boarding practices resume;

C. In conjunction with the debut of these promotional passes, suspend the sale of full-price passes;

D. Prepare a marketing plan to engage frequent riders on these fare changes, with particular focus on helping cash-paying frequent riders take advantage of these promotional fare products and transition to cashless, TAP-enabled payments;

E. Develop recommendations for cost reductions of the Regional EZ Pass (Base and Zones 1 through 15) that meet the same affordability goals as the 50% pass reductions above;

F. Report to the Executive Management Committee within 120 days after the initiation of the sale of promotional passes with a report on the status of pass sales and recommendations for permanent reductions to the cost of full-price passes that promote affordability by making break-even points more in line with industry standards; and

G. Report to the Board in 120 days with an implementation plan for a fare capping/best fare system that allows riders to take advantage of pass products without having to put up money upfront.

ATTACHMENT B

Fare Capping Status Update
June 2022

Proof-of-Concept – Daily Capping

Fare capping software for faregates was delivered and deployed to five rail gates at four Metro Rail stations as a proof-of-concept in January 2022. Ongoing testing feedback has remained positive.

For the proof-of-concept, TAP cards will require a "fare capping" configuration written onto the cards. Daily capping is configured at $3.50 (two full fare rides with transfers), equivalent to the cost of a Day Pass for full fare riders with the current 50% off promotional pricing. After the cap is reached, subsequent rides are at no additional cost for the remainder of the day period.

With consistent results from testers and minimal issues with software and reporting, the fare capping software has been published to ten more rail stations throughout LA County as of March 2022. The proof-of-concept will soon grow to include Reduced Fare TAP cards, such as Senior/Disabled, Student K12, and College/Vocational.

TAP will continue with this proof-of-concept event as testing starts on new devices and the whole system. Once the entire system is complete, field testing will expand, followed by a broader public beta test.

Testing Methodology

Implementing fare capping is a complex change that affects every part of the TAP system. Both TAP cards and fare collection equipment will require a fare capping configuration and new software development to read and update a card's fare capping status. The fare capping configuration will allow TAP cards to track fare deducted and counted towards fare capping buckets. Modified customer displays on TAP Vending Machines (TVM) and TAP vendor retail point-of-sale devices will guide customers to load Stored Value rather than passes in order benefit from fare capping.

The fare capping software will undergo several sets of testing to ensure the public launch provides customers with a seamless experience and the best fare for their rides:

1. The first series of tests consists of device level testing of each type of TAP equipment as the software is being developed.
2. The second series of tests is System Integration Testing to ensure all devices, equipment and subsystems are functioning properly with the fare capping application.
3. The third series of tests will ensure the fare capping software integrates with the existing TAP functionality without issues.

Each series of tests will verify accuracy of the functionality and ensure system integration readiness to support the public launch. Test cases will include scenarios to mimic customer purchases and uses of Stored Value on TAP cards, overall regression test, and field test.

After the software is approved for deployment, it will launch systemwide as a public beta pilot to all bus and rail devices, TAP app, *taptogo.net*, and TAP vendor retail-point-of-sale devices. The beta pilot will continue for at least one month. Field testing performance will be carefully tracked, and any necessary updates will be made at this time. Staff will carefully monitor the success of this process to ensure systemwide customer readiness prior to the full public launch.

Marketing and TAP Card Accessibility

A thorough marketing and public information campaign will be necessary to ensure customers understand the benefits of fare capping and the pay-as-you-go model. TAP's communications strategy will begin with a regional campaign in Fall 2022, with the goal of first converting cash-paying customers to TAP. This will ensure cash-paying customers become familiar with TAP and enjoy existing benefits, such as free Metro transfers, discounted fares, and balance protection, as soon as possible and well in advance of fare capping. Messaging for this campaign will be consistent throughout traditional print and digital channels and will be available in English, Spanish and additional languages upon request.

In Winter 2023, a fare capping campaign will launch to officially introduce fare capping as an equitable fare payment option that offers customers the means to pay-as-they-go while earning a pass. Customers will no longer have to pay the full cost of a pass upfront. This feature allows everyone to benefit from traveling on Metro with the foreknowledge that they will pay the lowest price possible for travel.

The following key messages will be highlighted throughout traditional print and digital channels, including important customer education tools, such as video tutorials and in-depth FAQs:

- Pay-as-you-go for the lowest price
- Easy to pay and easy to understand
- Equitable fare payment for everyone
- Download the TAP app for real-time progress towards fare cap

Up to one million free TAP cards will be distributed to customers in advance of fare capping implementation, which has proven to be a successful strategy for converting cash-paying customers to TAP. The distribution of these free TAP cards will target high cash-paying bus stops, social service agencies and community events. Customers can also purchase and load Stored Value onto TAP cards with cash or debit/credit card at: over 1,000 TAP retail vendor locations; 495 TAP Vending Machines at rail stations, J Line (Silver), G Line (Orange), municipal bus transit centers; about 2,500 bus

fareboxes; online at *taptogo.net*; on the TAP app; or by calling the TAP Customer Service Center.

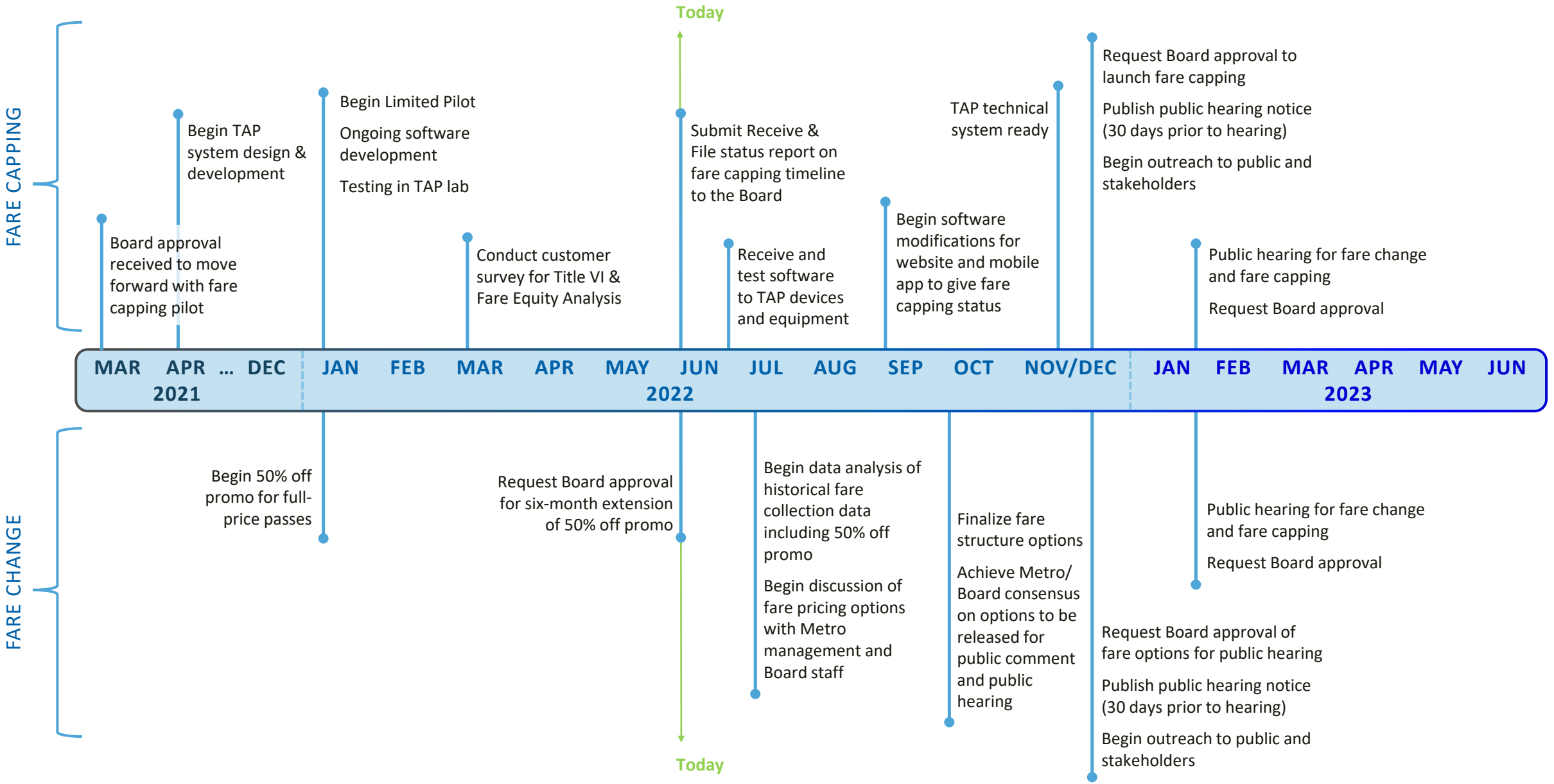
Training and Readiness

A successful transition to fare capping will also depend on the participation of internal Metro departments and external stakeholders that interface with Metro customers. TAP staff will prepare training materials to support ongoing in-person and virtual trainings for various Metro departments.

###

Attachment C

Fare Capping and Fare Change Timeline



Item # 41

Extend Sale of Promotional Half-Price Passes and Update on Fare Capping Timeline

Executive Management Committee
June 16, 2022

Metro

Background

- Non-enforcement of fares and rear door boarding on buses began in 2020 due to COVID
- May 21, 2020 –Motion 36 “Emergency Relief”
    - Full-Price Day Pass, 7-Day Pass and 30-Day Pass reduced by 50% for six months after regular boarding resumes
- Extension required to assess impacts of various promotional prices, develop discounted pricing options and conduct required steps for adoption of permanent pricing

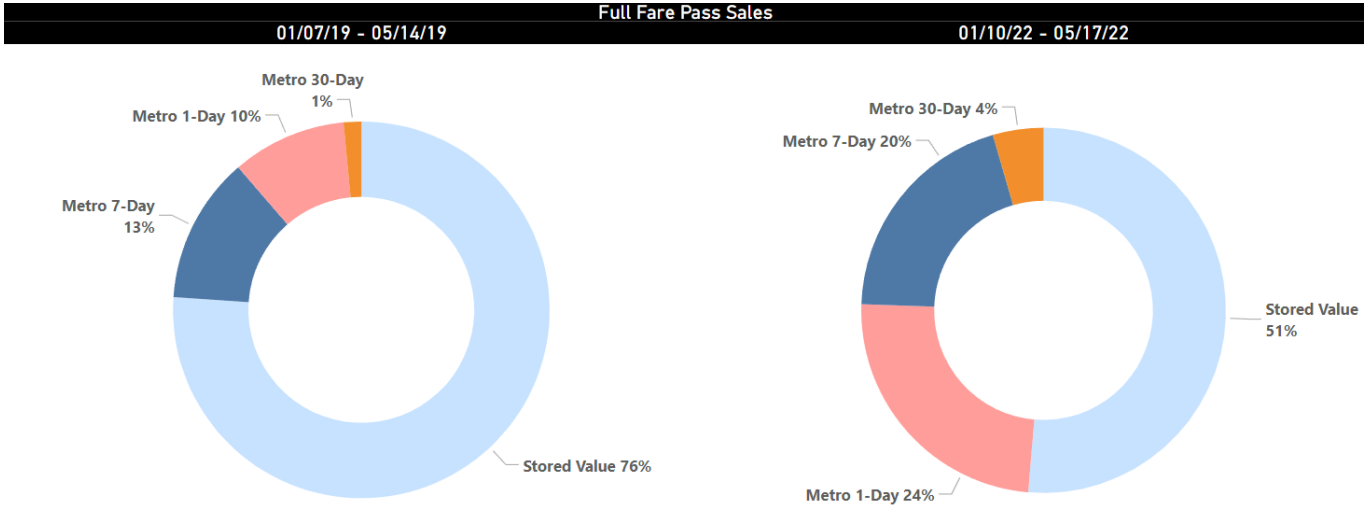
Recommendation: Extend the sale of promotional passes through December 2022 as a continuation of Motion 36: Emergency Relief

- Regular boarding and fare enforcement resumed in January 2022
- Six-month promotional fare prices would expire July 2022
- Metro received authorization from FTA to extend 50% promotional pricing

Metro

Preliminary Impacts of Promotional Price

- Sales of Metro passes have increased due to the promotional prices
- More Metro riders are using TAP and purchasing passes over Stored Value



- Recommendations for permanent reductions to full-price passes will include break-even points that are more in line with industry standards, and which are financially sustainable for current and future Metro Transit operations
  - With a $100 30-day pass, customers must ride 57 times to break even
  - With a $50 30-day pass, customers must ride 28 times to break even

Metro

Fare Capping

- Fare capping is an equitable fare payment option
  - “Pay as you go” system - does not require payment upfront for passes
  - Pay base fare for each ride until they reach the threshold for a pass. Each ride after that is free for remainder of the pass period
- Fare capping is complex and affects every part of TAP system
  - TAP cards, TAP fare collection equipment, and TAPforce (customer relationship management system) requires modification
- Fare capping status update
  - Fare capping software development is ongoing
  - Testing in progress for the following:
    - Pilot/field testing of daily capping software at select Metro Rail Stations
    - TAP lab testing of TAP reader and fare gate software
- TAP technical system will be ready by end of year

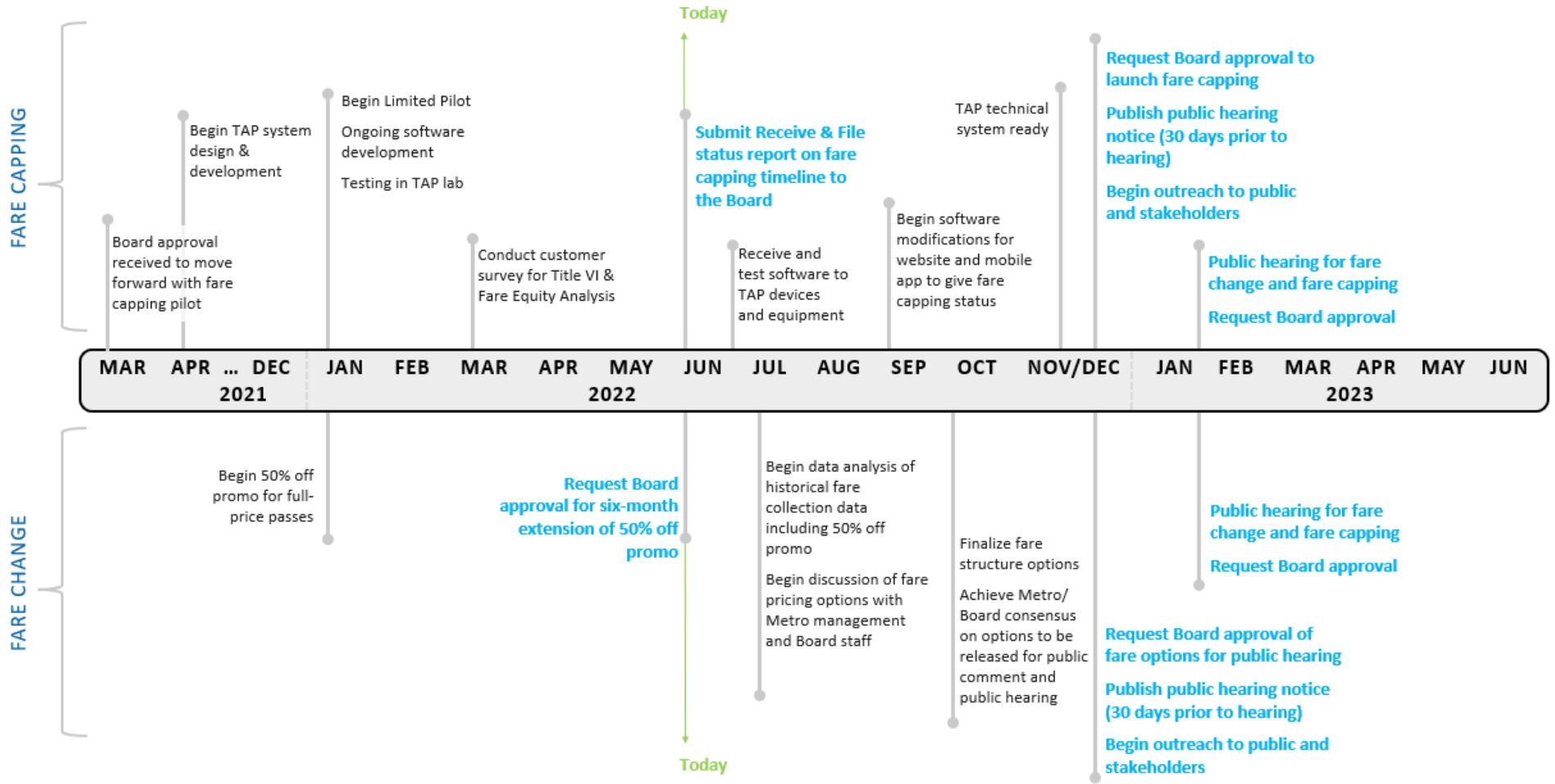
Metro

Next Steps

- Continue to assess impacts of promotional pricing
- Begin discussions of fare pricing options and estimated impacts with Metro management and Board staff
- Return before the end of the promotional period to request Board approval:
  - Schedule public hearing date
  - Fare options/fare capping released for public comment (prior to public hearing)
- Board approval of final staff recommendation that considers public hearing and comments received
- Extensive public outreach prior to launch

Metro

Coordinated Timeline



Metro

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

File #: 2022-0340, **File Type:** Policy **Agenda Number:** 42.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 16, 2022

SUBJECT: METRO STREET SAFETY, DATA SHARING AND COLLABORATION POLICY

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

ADOPT Metro Street Safety, Data Sharing and Collaboration Policy (Attachment A).

ISSUE

In January 2021, the Board adopted the Metro Street Safety Policy motion , instructing staff to report back on the development of a Street Safety Policy; a countywide street safety data collection program developed in partnership with local, regional, state and federal partners; and an assessment of internal risk and liability to safety of all Metro-provided public transportation services.

The Street Safety, Data Sharing and Collaboration Policy identifies ways Metro can utilize its multiple roles and its unique countywide transportation perspective to positively impact, influence, and partner for street safety - especially for the County's most vulnerable people and for locations with a nexus to transit, including rail crossings and bus stops. The Policy includes a proposed action plan linked to these roles. This report outlines the need for safer streets, the initial goals of the policy, the agency roles that define the action plan, as well as next steps for implementation if the policy is adopted.

BACKGROUND

It is important to note that local jurisdictions and state agencies - not Metro -- plan, design, build and maintain streets and set and enforce speed limits and traffic rules. Local jurisdictions also adopt and implement street safety plans. The City of Los Angeles, for example, adopted a Vision Zero plan in 2015; Los Angeles County adopted a Vision Zero plan in 2019 for unincorporated area roads. Metro's Street Safety, Data Sharing and Collaboration Policy is therefore not intended to replicate local street safety or Vision Zero plans but is intended to synergize with them. With 88 cities and over 130 unincorporated communities within LA County, Metro actions to contribute to safe streets must work cohesively within this local as well as state and federal regulatory framework.

In January 2021 the Board passed a motion (File #2020-0928) by Directors Garcetti, Solis, Mitchell, and Bonin (Attachment B) to develop a Street Safety Policy addressing Metro's role in supporting safer streets. The motion emphasized that this work would build upon Goal 1.2 of Metro's strategic plan and identify street users' safety as a public health issue and a key factor in people's willingness to travel by transit and active transportation. The motion also recommended that

staff should focus on Metro roles that intersect with street safety in developing a policy.
In response to this motion, staff initiated an interdepartmental working group to develop a Metro Street Safety Policy and Action Plan, informed by existing agency efforts, research on best practices, and initial outreach to advisory bodies, the public and partner jurisdictions and agencies.

DISCUSSION

Consequences of unsafe streets

Unsafe streets are both a public health crisis and a barrier to people accessing Metro services. According to state data 719 people were killed and 88,068 people were injured by vehicle collisions in LA County in 2019. Vehicle collisions are the fourth leading cause of **premature** death in the County--ahead of homicides, strokes, and lung cancer--and the leading overall cause of death for children aged 5-14, and the second leading cause of death for ages 15-24.
Deaths from collisions do not impact all communities in LA County equally or proportionately. Black, Latino, Native Hawaiian, and Other Pacific Islander people are disproportionately the victims of collisions. People experiencing homelessness in LA County are 10-15 times more likely to die from crashes than members of the public.
These disparities also extend to active transportation modes of travel. 329 of the 719 people killed across LA County in 2019 were walking or cycling at the time. This figure represents 46 percent of those who lost their lives, a disproportionate number given that the walk and bike share of trips in LA County is approximately 15 percent for non-commute trips and just 5 percent for commute trips. 76 percent of Metro transit riders get to their first bus or train of the day by walking, and another 4 percent by bike or skateboard. Therefore, the reality and perception of safe streets can impact people's willingness to use transit and active transportation. For references for the above data and additional data on street safety and a discussion of vision zero principles, see Attachment D.

Policy goals and structure

The Street Safety, Data Sharing and Collaboration Policy is intended to address the three requests in the Metro Street Safety Motion : development of a Street Safety Policy, a countywide street safety data collection program, and assessment of internal risk and liability to safety of all Metro-provided public transportation services. This policy recognizes Metro's unique role in LA County's transportation ecosystem. Primary responsibility for street safety rests with local jurisdictions and state agencies that own and design streets and set and enforce speed limits and traffic regulations. Metro can partner with these entities as they design and implement safer, complete streets and contribute to street safety through the agency's roles.
The policy includes four interrelated goals:

1. Improve Safety -Collaborate with local, state, and federal agencies to reduce and eliminate traffic related fatalities and serious injuries with a transit nexus such as at light rail crossings and at or near bus stops.
2. Robust Data Sharing & Analysis- Contribute to a better understanding of death, serious injury, vis a vis demographic factors and risk in the public right of way to inform and improve action by Metro and partner agencies, including a scorecard for Local Return to leverage pursuit of external grant opportunities;
3. Equity Lens - Reduce and eliminate disparities in traffic-related deaths and injuries and elevate the needs of marginalized communities and vulnerable users of the public right of way with a transit nexus such as at light rail crossings and at or near bus stops; and

4. Improve Collaboration - Advance partnership efforts to improve safety with a focus on intergovernmental coordination, including support of LA County's Street Safety Plan and City of LA's Street Safety Plan, and support pursuit of joint external grant opportunities.

Through the adoption of the policy, Metro will help advance safer streets via the agency's multiple roles. The proposed Action Plan contained in the policy, as well as in table form in Attachment C, includes draft objectives and action items for seven Metro roles:

- As Operator: partner on bus priority treatments, including bus lanes and bus stop bulb outs that protect vulnerable road users; continue to emphasize safety for transit vehicles; and provide operations data to identify unsafe locations and conditions.
- As Planner and Builder: elevate and coordinate safety considerations in Metro countywide plans and enhance Metro project delivery practices to result in safer streets.
- As Funder: elevate safety consideration throughout Metro's funding mechanisms, including tracking and encouraging use of Local Returns to advance safety.
- As Data collaborator: increase understanding of existing conditions, vulnerable road user exposure to serious injury and mortality, especially in locations with a transit nexus such as at light rail crossings and at or near bus stops, and the impacts of safety programs and interventions; develop and deploy data resources that are unique to Metro; provide information and insight to inform other aspects of this policy, especially those that target and deploy resources; provide a consistent framework to track equity considerations and improvements; and strengthen partnerships and collaboration by supporting cross-agency data compilation, analysis, and sharing
- As Legislative advocate: influence State and Federal safety policies and resources
- As Educator: proactively educate communities along Metro's light rail system.
- As Innovator: pilot and test technologies and approaches that reduce risk of death and serious injuries

Adoption of the policy will result in initial commitments to create an implementation team, for the team to further refine specific actions; and for annual reports on progress in implementing the action plan and achieving the goals of the policy.
The CEO would appoint an interdepartmental team to start implementing the policy and action plan as a first step. This team would further develop the action items, including recommending necessary targets, workplans, timelines, resource needs, and budget requests. The action plan table in Appendix C notes actions that would require further definition and detailed work planning and those that would be contingent on unidentified or uncommitted resources at the time of the draft policy preparation. For contingent/un-resourced actions, staff would be prompted to identify and seek resources in future years or defer or remove actions that are not adequately resourced.

Safe and Equitable Systems
The Street Safety, Data Sharing and Collaboration Policy comes at a time of increased focus on this issue across all levels of government. This policy will help Metro align with the *Safe Systems Approach* promulgated in the United States by FHWA. The Safe System Approach recognizes that the design and regulation of the physical environment, especially streets and vehicles-rather than individual actions of road users-Is the primary factor that can reduce collisions, deaths and injuries.

This policy also recognizes the outsize burden of street collisions, injuries and deaths on vulnerable and marginalized communities and road users. As such, the policy considers equity within each section of the action plan. Policy implementation will draw upon data on disparate impacts and prioritize and center experiences of disproportionately impacted communities and road users.

Reaffirmation and Updates to Complete Streets Policy
This policy builds upon Metro Complete Streets Policy adopted in 2014 and reinforces the goals and policy intent of the existing Complete Streets Policy while also making the following changes to that policy:

- Update planning and project design procedures to incorporate consideration of all roadway users with emphasis on the most vulnerable, and to integrate safety analysis
- Provide training to assist jurisdictions with policy development and to disseminate up to date planning procedures and design guidance
- Encourage and highlight best practices in reducing death and serious injury
- Develop and disseminate a checklist and/or other complete streets and safety tools for project planning.
- Provide technical assistance to jurisdictions in completing Local Road Safety Plans

Input from Advisory Bodies, the Public and Partner Agencies
Over the summer of 2021, Metro staff briefed eleven advisory bodies, including the Policy Advisory Committee, all Service Councils, and the Public Safety Advisory Committee, about the motion's goals and the Metro roles that staff were considering leveraging. In late 2021 and 2022, staff discussed strategies with partners jurisdictions, Councils of Governments and agencies and held a public meeting to share concepts from the draft policy. Comments from advisory groups, peer agencies and the public were supportive of Metro helping improve street safety in a partnering role. Some common themes that were shared with staff included:

- Connect to regional and city efforts
- Help improve safety data so that Metro and partners working towards safety can identify needs and track effectiveness of safety strategies
- Share best practices in complete street design with local jurisdictions
- "Put teeth" into funding so that Metro funded street projects are safe
- Talk to advocates working on street safety
- Pay attention to challenges faced by those with disabilities
- Explore how to advance vehicle safety improvements

Opportunities for Funding
The Bipartisan Infrastructure Law (BIL) establishes the new Safe Streets and Roads for All (SS4A) discretionary program that will provide $5-6 billion in grants over the next 5 years. This funding aims to support regional and local initiatives to prevent roadway deaths and serious injuries. The SS4A program supports US Secretary of Transportation Pete Buttigieg's National Roadway Safety Strategy and a goal of zero deaths and serious injuries on our nation's roadways.
The Notice of Funding Opportunity (NOFO) for the SS4A program has not yet been posted at the time of this report's development. Staff expects the NOFO to be released in May or June 2022, and the deadline for applications to be in August or September 2022.

Metro would be an eligible applicant for this program, as would be the Southern California Association of Governments as a Metropolitan Planning Organization, LA County and its 88 cities, transit agencies, JPAs comprising these entities, and other special districts that are subdivisions of California.

Eligible activities include the following:

- Develop or update a Comprehensive Safety Action Plan.
- Conduct planning, design, and development activities supporting an Action Plan.
- Carry out projects and strategies identified in an Action Plan.

The SS4A program will provide opportunities for Metro to seek funding to implement a street safety policy; and for local jurisdictions to develop and fund vital street and road safety projects throughout LA County. Adoption of this policy authorizes staff to seek external funding to elaborate and implement the policy and action plan.

FINANCIAL IMPACT

Staff estimate that the implementation team's start-up and initial coordination costs to be $50,000 already included in the FY23 Proposed Budget to be funded with Measure M 2% Active Transportation Program funds.

Costs to research and produce the first annual report are estimated to be $150,000 and would be funded by the SS4A grant funds if successful in the application described in the Funding Opportunities section above.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Adopting and implementing a new Street Safety, Data Sharing and Collaboration Policy will advance Goal 1.2 of Vision 2028, which calls for Metro to “reduce roadway collisions and injuries.” Safer streets would also advance Goals 1 and 2 by making people feel safer and more comfortable in using transit and active transportation; Goal 3 by contributing to complete streets and safe and equitable communities; and Goals 4 and 5 through Metro partnering externally and internally on street safety strategies and data.

EQUITY PLATFORM

Once finalized, implementation of the policy can contribute to reducing disproportionate harm from unsafe streets to vulnerable demographic groups and road users. Future reporting on the actions contained in the policy will include equity analysis to ensure full understanding of how data, analysis and targeted interventions could disproportionately lead to benefit or harm to vulnerable groups and road users. This equity focused assessment will be included in progress reports prepared for this policy, will identify and recommend corrective action where needed, and commits to utilizing Metro’s equity tools including the Rapid Equity Assessment and Equity Focus Communities (EFCs) maps, among others as developed.

NEXT STEPS

If the policy is adopted, staff will begin work in further developing the action plan, gathering information for a progress report, and launching action items as they become ready for implementation. In considering the best pathways for implementation, staff will consult with Councils of Governments and jurisdictions on how the action plan can best synergize with local street safety needs and plans throughout LA County. Staff will also convene community organizations, goods

movement and public safety stakeholders to receive input and recommendations for how the action plan can best address street safety concerns raised by these roadway users.
Staff will also concurrently review potential discretionary grant funding opportunities for priorities established in the Final Metro Street Safety Policy, including the upcoming SS4A grant program referenced above.

ATTACHMENTS

Attachment A: Metro Street Safety, Data Sharing and Collaboration Policy
Attachment B: January 2021 Motion (Garcetti, Solis, Mitchell and Bonin)
Attachment C: (Appendix 1: Summary of Actions)
Attachment D: (Appendix 2: Data Trends and Existing Conditions)
Attachment E: (Appendix 3: Summary of Community and Partner Agency Engagement)
Attachment F: (Appendix 4: Complete Streets Discussion)

Prepared by: Mark Vallianatos, Executive Officer, Office of Innovation, (213).922.5282

Reviewed by: Bryan Sastokas, Interim Chief Innovation Officer

Stephanie N. Wiggins
Chief Executive Officer

Los Angeles County
Metropolitan Transportation Authority

Street Safety, Data Sharing and Collaboration Policy and Action Plan

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POLICY

Policy Statement

Metro has an interest in promoting street safety through data sharing and collaboration with local, state, and federal agencies, especially in locations with a nexus to transit including rail crossings and bus stops in LA County.

Purpose

1. Improve Safety –Collaborate with local, state, and federal agencies to reduce and eliminate traffic related fatalities and serious injuries with a transit nexus such as at light rail crossings and at or near bus stops.
2. Robust Data Sharing & Analysis– Contribute to a better understanding of death, serious injury, vis a vis demographic factors and risk in the public right of way to inform and improve action by Metro and partner agencies, including a scorecard for Local Return to leverage pursuit of external grant opportunities;
3. Equity Lens – Reduce and eliminate disparities in traffic-related deaths and injuries and elevate the needs of marginalized communities and vulnerable users of the public right of way with a transit nexus such as at light rail crossings and at or near bus stops; and
4. Improve Collaboration – Advance partnership efforts to improve safety with a focus on intergovernmental coordination, including support of LA County's Street Safety Plan and City of LA's Street Safety Plan, and support pursuit of joint external grant opportunities.

Scope

The action plan below includes strategies to achieve the goals of this policy, linked to relevant Metro roles: these roles are transit operator, funder, planner and builder, data provider, legislative advocate, educator, and innovator.

The policy commits Metro to an annual progress report that will provide updates on all committed activities and track progress toward goals

Background and Context

The Los Angeles County Metropolitan Transportation Authority (Metro) developed this Street Safety, Data Sharing and Collaboration Policy to help improve safety for street users in Los Angeles County. In the County, vehicle collisions killed more than 700 people and injured nearly 90,000 in 2019 – an unacceptable cost of the status quo on the County's streets. Further, these crashes are not evenly distributed, killing and injuring Black, Latino, Native Hawaiian and other Pacific islander and unhoused residents as well as people walking and cycling at greater rates than other people; this represents a major barrier to equitable transportation.

In January 2021, the Metro Board of Directors called for a Street Safety, Data Sharing and Collaboration Policy that considers Metro's roles: including planning, funding, operations, and

legislative advocacy (File #: 2020-0928). The direction builds upon Vision 2028, the agency's strategic plan. As the transportation agency for LA County, Metro has a supporting role to promote and improve street safety. Local jurisdictions and state agencies plan, design, build and maintain streets and set and enforce speed limits and traffic rules and therefore have frontline responsibility for street safety. Local jurisdictions also adopt and implement street safety plans. The City of Los Angeles, for example, adopted a Vision Zero plan in 2015; Los Angeles County adopted a Vision Zero plan in 2019 for unincorporated area roads. Metro does not control direct 'levers' of safety, and this Street Safety, Data Sharing and Collaboration Policy is not the same as local street safety or local jurisdiction Vision Zero plans. Instead, this policy identifies ways Metro can utilize its multiple roles and its unique countywide transportation perspective to positively impact, influence, and partner for street safety – especially for the County's most vulnerable people and at locations with a transit nexus such as at light rail crossings and at or near bus stops.

In developing the policy, Metro staff identified and explored the agency's multiple roles to advance street safety; these roles are transit operator, funder, planner and builder, data provider, legislative advocate, educator, and innovator. Objectives and actions for each of these roles are described in the policy. Each role involves a separate, but overlapping area of influence, that when implemented, is designed to improve safety outcomes for all street users in the County.

In carrying out this policy, Metro will assist and encourage local safety policies and programs. Many jurisdictions have adopted Vision Zero Plans or similar programs over the prior decade, utilizing their roles as owners of local streets to redesign roadways and infrastructure with a goal of reducing crashes and ultimately eliminating traffic deaths. These plans and programs align with Metro's own safety principles, to reduce crashes and crash severity and protect the most vulnerable street users, established through Vision 2028, the 2014 Metro Complete Streets Policy and other plans.

Given the multifaceted functions of Metro, strategies and actions are described and organized by functional role (operator, funder, etc.). A collected summary of activities, goals, responsible party, and required resources is included as Attachment C.

Why A Safe Systems Approach?

The Safe Systems approach embodies the current best practices in safety by incorporating safety into all aspects of the transportation system, including the five main elements: safe users, safe vehicles, safe speeds, safe street design, and post-crash care.

The core principles of Safe Systems create the underpinnings of the Vision Zero strategies by affirming that, along with other principles, no death or serious injury is acceptable and by acknowledging that road users are vulnerable and make mistakes.

The Street Safety, Data Sharing and Collaboration Policy comes at a time of increased focused on this issue across all levels of government. Of particular note, this policy explicitly endorses the ***Safe Systems Approach*** promulgated in the United States by FHWA and seeks to adopt various aspects of that approach within the context of Metro activities.

This policy recognizes the outsize burden of street violence on vulnerable and marginalized communities and road users. As such, the policy considers equity within each section of the action plan. Informed by state data on vehicle collisions and County mortality records, the policy takes account of currently existing inequities, whereby Black, Latino, Native Hawaiian and Other Pacific Islander residents, people experiencing homelessness, youth, males and people walking and cycling are more likely to be killed and injured while using streets.[1] Other vulnerable populations including people with disabilities and seniors have their mobility curtailed because of unsafe street conditions. (See Appendix 2, Data Trends and Existing Conditions). As such, policy implementation will prioritize and center experiences of disproportionately impacted communities and road users including detailed tracking, analysis, and if necessary, corrective action going forward.

This policy recognizes Metro's unique role in LA County's transportation ecosystem. The actions in this policy center ways that Metro can optimize its functions as Countywide transportation authority and on opportunities for Metro to partner and support local jurisdictions in their street safety efforts. In addition to specific actions included, the policy commits to consider impacts and potential enhancements related to street safety in all agency functions. As such, future activities not specifically described here may be developed and described in future progress reports.

This policy is similar in intent and structure to the Metro Complete Streets Policy adopted in 2014. This policy reinforces the goals and policy intent and includes updates to the Complete Streets Policy as described in Attachment F.

Roles and Responsibilities

Upon approval of the policy, the CEO will designate a team with responsibility for executing the policy. The team will be responsible for development, execution and reporting of all actions included in the policy, including annual progress reports. All of the actions in this policy require varying levels of coordination and partnership with other public agency and private sector entities. Metro's role as lead, partner, or support is included for each action in the Action Plan.

[1] *Transportation Injury Mapping System (TIMS), Safe Transportation Research and Education Center, University of California, Berkeley. 2021. https://tims.berkeley.edu/*

ACTION PLAN

This action plan is presented and organized by functional roles within Metro, and describes objectives, actions, and next steps. It further includes a brief equity discussion for each role. The action plan across all roles is compiled in tabular form in Appendix 1. The table notes actions that require further definition and detailed work planning, as well as those that are contingent on resources that are unidentified or uncommitted at the time of policy preparation. Items noted as such will be further developed by staff and described in future progress reports. For contingent/un-resourced actions, staff is prompted to identify and seek resources in future years, or to defer or remove actions that are not adequately resourced.

1. Operator

Metro's transportation operations span the geography of Los Angeles County and provides multiple modes of transit including bus and rail, and shared mobility options of Metro Micro and bike share.

OBJECTIVES

Support all goals of this policy by:

> Continuing progress on implementing bus priority treatments that protect vulnerable road users

> Enhancing Metro's safety emphasis for transit vehicle operations

> Utilizing operations data and Improving data collection

ACTIONS

1. Continue to evaluate opportunities to deliver bus priority treatments that have safety improvements along corridors that have a history of collisions. *Metro Role: Partner*

2. Continue to explore and test new bus safety technologies that may provide ways to prevent collisions and injuries involving transit passengers and vulnerable road users. *Metro Role: Lead*

3. Build out and fully utilize Metro transit operations data capacity. Data will be used to:
   a. Identify specific locations for immediate safety interventions (e.g., hazard removal) as well as medium- or longer-term infrastructure improvements in collaboration with jurisdictions
   b. Inform Metro plans and capital projects
   c. Provide better understanding of incidents to improve training protocols and day-to-day operational practice
   Metro Role: Lead

4. Identify and address deficiencies in current Metro data collection and analyses systems. Includes developing specific recommendations to augment Metro data and analysis resources as needed. *Metro Role: Lead*

5. Integrate Metro transit data with other data compilation and analysis activities within this policy and coordinate and collaborate with other Metro policies. *Metro Role: Lead*

EQUITY

Like other people walking or rolling, Metro riders are often exposed to unsafe street conditions and after their transit trip. Data collection is a building block for understanding where disproportionate impacts occur. The above actions center on collecting and utilizing data with the goal of remedying any currently unidentified safety issues in the county from a public transportation operations' perspective. As Metro's core ridership is predominantly low-income and BIPOC, disaggregated sociodemographic data is critical to a disproportionate impacts analysis. Future reporting on these actions will include equity analysis to ensure full understanding of how data, analysis and targeted interventions that ensue are resulting in benefit or harm. This equity focused assessment will be included in progress reports prepared for this policy and will identify and recommend corrective action where needed and commit to utilizing Metro's equity tools including the Rapid Equity Assessment, Equity Planning and Evaluation Tool, and Equity Focus Communities (EFCs) maps, among others as developed.

NEXT STEPS/REPORTING

Metro will develop reporting criteria related to safety changes associated with bus priority treatment projects. These criteria will include the type of roadway change made and the effect on the number of reported collisions after the treatments were installed. Staff will also develop reporting criteria related to new safety technologies piloted and implemented on its vehicles.

The first progress report prepared pursuant to this policy will provide detailed set of recommendations related to operational data capabilities and will include specific resource requirements at that time. Updates on all activities described will be included in future progress reports prompted by this policy.

2. Planner/Builder

Another Metro function is the countywide planner and builder of transportation infrastructure including bus rapid transit, rail, highway, and active transportation projects. This role encompasses the transit project delivery phases from early planning through construction. This regional perspective for planning, evaluating and building transit projects uniquely positions Metro to support and partner on street safety issues around the county. This policy does not change Metro's 2013 Supplementary Modifications to Transit Projects Policy which addresses requests for Metro to pay for upgrades to third party facilities (betterments).

OBJECTIVES

Support all goals of this policy by:

- Elevating and coordinating safety considerations in Metro countywide plans
- Enhancing Metro project delivery practices to result in safer streets

ACTIONS

1. Coordinate and align street safety goals across multiple Metro planning functions. Specifically, goals established in this policy will be coordinated through the concurrent development of the Active Transportation Strategic Plan

(ATSP) and incorporated in future updates of the Long Range Transportation Plan and Metro's updates to its Strategic Plan, and other plans.

2. Currently, Vision 2028, Metro's Strategic Plan, states Metro's commitment to street safety and reduction of collisions and injuries on transit and on streets, which this policy supports. *Metro Role: Lead*
3. Overlay Metro countywide mode-specific plans such as ATSP, Goods Movement, Bus Rapid Transit. Work with municipalities and partner agencies to prompt the development and implementation of more holistic complete streets network plans, including dedicated curbside areas for deliveries. *Metro Role: Partner*
4. Continue and refine current First/Last Mile (FLM) program efforts which provide a street safety lens for Metro transit project planning. Specifically, consistently deploy newly developed methodology within FLM plans to identify and appropriately address safety issues in future station areas. *Metro Role: Partner*
5. Review and improve, where possible, current safety-focused methodologies in Metro Highway Program project delivery functions wherein Metro plans, designs, and environmentally clears projects to be implemented/maintained by other agencies. Specifically, this review will consist of utilizing planning techniques deployed or required by various partner agencies on highway projects and may further consist of adapting practices utilized in FLM planning or in other non-highway efforts. *Metro Role: Partner*
6. Develop and promulgate a consistent standard for temporary active transportation facilities when construction of Metro projects necessitates disruption of existing facilities. This standard will have the effect of providing a minimum baseline comparable to currently existing common local standards, but will also require:

   a. Consideration of all modes/users of the roadway with emphasis on reducing harm to vulnerable users

   b. Minimizing detours and closures affecting people walking, riding bicycles, people with disabilities and/or using mobility devices.

   Metro Role: Partner
7. Identify opportunities to more effectively address issues identified in transit operational data including:

   a. Incorporating street design improvements in Metro capital projects

   b. Exchange data with organizations for their use in Vision Zero and related programs

   c. Consideration as a project selection criterion in discretionary funding programs

   d. Establishing clear points of contact with all affected cities to address reported issues

   Metro Role: Partner

EQUITY

Equity considerations within planning and project delivery functions vary greatly by context. Some actions described here relate to countywide and long-range planning activities. These actions have the effect of setting/refining safety goals and directing resources. As roadway deaths and serious injuries disproportionately affect vulnerable populations, this policy commits

to a detailed analysis and reporting on impacts across communities to allow for corrective action over time. Analysis will utilize and/or be informed by Metro equity tools. For project specific activities, such as identifying and addressing safety hotspots within a given project's footprint, robust community involvement will identify and prompt specific interventions to meet project-specific and community needs.

NEXT STEPS/REPORTING

The ATSP update incorporating safety goals is anticipated to be adopted in Spring 2023. Opportunities to promote multimodal network planning activities will be explored with any recommendations for subsequent action in the first progress report for this policy. Highway Program planning methodology utilization of safety techniques is intended to be an on-going process, with any specific changes to be reported in future progress reports. The first progress report under this policy will provide a detailed update on a standard for temporary facilities including specific steps to formalize the standard.

3. Funder

As a critical public transportation funder in LA County, Metro administers local, state and federal funds for transportation projects. Metro provides pass-through funding to local jurisdictions for street improvements and safety enhancements, including Local Returns. Metro also manages discretionary funding programs.

OBJECTIVES

Support Goals for by elevating the consideration of safety throughout Metro's funding mechanisms.

ACTIONS

1. Refine safety related criteria and requirements in Metro discretionary, competitive funding programs. Refinements may include geographic targeting to preference funding safety improvements to identified hot spots, requirements for all participating projects such as integration of best practices for project design. *Metro Role: Lead*
2. Track and encourage use of Local Returns for safety improvements. Develop ways to track and report how funded projects are addressing street safety, such as a score card. *Metro Role: Support*

EQUITY

Metro funding programs have broad reach and as such mirror equity consideration for street safety. These programmatic and countywide considerations are described in the "Data Trends and Justifications" section, which further notes disproportionate impacts across a number of marginalized and vulnerable populations. As such, this policy commits to on-going and detailed assessment of benefit and potential harm to vulnerable and/or marginalized communities, and to corrective action where needed. Metro's existing equity assessment tools will be utilized to understand where any disproportionate impact is occurring related to benefits or harms to communities. Any future equity assessment tools that Metro develops would also be utilized.

NEXT STEPS AND REPORTING

Refinements to discretionary programs will be integrated on an on-going basis as each applicable program is prepared for its next funding cycle.

Specific steps to highlight, encourage, and report on best practices for Metro funded projects will be refined and developed by staff and included in the first progress report under this policy. Tools, analysis, and resources that may be applied to funding programs will be considered by Metro staff and described in future progress reports.

3. Data Collaborator

Metro gathers and shares information on its services and programs and hosts Los Angeles County Regional Integration of Intelligent Transportation Systems (RIITS), which provides data sets related to arterial traffic and multi-modal travel patterns. There is an opportunity to enhance the utility of Metro data for safety efforts by collaborating with partners and filling gaps in the safety data ecosystem, especially.

OBJECTIVES

Support all goals of this policy by improving data availability and tools that will help Metro and its partners:

- increase understanding of existing conditions, vulnerable road user exposure to serious injury and mortality, and the impacts of safety programs and interventions.
- develop and deploy data resources that are unique to Metro
- provide information and insight to inform other aspects of this policy, especially those that target and deploy resources (e.g., for funding programs)
- provide a consistent framework to track equity considerations and improvements; and
- strengthen partnerships and collaboration by supporting cross-agency data compilation, analysis and sharing

ACTIONS

This policy proposes detailed assessment and collaboration to advance the state of the street safety data landscape in LA County. This will allow Metro and partners to better understand the needs to identify, collect, analyze, and maintain street safety related data assets, as well as how that data can be used to inform decisions and investments that equitably advance street safety in Los Angeles County. Metro can contribute unique data in some areas (e.g. data derived from transit operations), can convene other entities with data functions, and can prioritize data collection and sharing related to and locations with a transit nexus such as at light rail crossings and at or near bus stops. This effort will require participation and concurrence of multiple agencies and disciplines in LA County. For example, local jurisdiction departments such as public works, public health, public safety, planning, transportation, etc. will all need to participate and be committed to advancing street safety data collection and analysis. Regional, state, and federal representatives should also be part of the effort to ensure alignment across the region. Data and analysis activities can be further informed through community level discussion, especially among populations most affected by traffic violence. Metro will convene collaborative process to:

1. Develop methodologies for analyses such as deploying a standard of disaggregated demographic data collection. *Metro Role: Partner*
2. Promote data collection and reporting by jurisdictions throughout Los Angeles County, including identifying opportunities to promote and support active transportation user counts especially by local jurisdictions *Metro Role: Support*

3. Encourage collection and metrics specific to equity considerations such as demographic data collection and analysis of disproportionate impact. *Metro Role: Support*
4. Partner with federal, state, regional, and local stakeholders who are also seeking to improve data collection and advance street safety. *Metro Role: Partner*
5. Develop opportunities to utilize RIITS to better link and share travel, speed and safety data and generally consider and develop approaches to make data easily available. *Metro Role: Partner*
6. Craft a data implementation plan comprised of the above and other actions determined by the team, and to be included in future updates prepared under this policy. *Metro Role: Partner*

EQUITY

Through data collection, analyses, and applications, this policy seeks to recognize and eliminate disparities in data collection, transportation access and investment, and exposure to crashes that result in serious injuries and fatalities. Implementation of these actions will include deploying Metro equity tools such as the Rapid Equity Assessment, Equity Planning and Evaluation Tools, use of EFC maps, analysis of demographic data to understand disproportionate impacts in greater detail. Metro will seek input and information exchange with communities and populations most affected by traffic violence.

NEXT STEPS/REPORTING

Through collaborative process, protocols for data collection and analyses, as well as Street Safety, Data Sharing and Collaboration Policy driven applications will be established. Future progress reports will include a data implementation plan and status updates from the Governance Team.

4. Legislative Advocate

Metro's strategic legislative advocacy role is focused on advancing and protecting Metro's authority and the transportation interests and priorities of Los Angeles County in line with Board-directed goals outlined in Vision 2028 Strategic Plan, the Long-Range Transportation Plan (LRTP), Equity Platform, and other Metro policies and plans.

OBJECTIVES

Support Street Safety goals by influencing State and Federal safety policies and resources.

ACTIONS

1. Metro's 2022 State and Federal Legislative Programs include a goal to "[m]onitor and support legislation that would authorize the cities and unincorporated areas of Los Angeles County to develop and implement strategies to reach Vision Zero goals of improving safety and eliminating traffic-related fatalities." Upon adoption of a new Metro Street Safety, Data Sharing and Collaboration Policy, future annual legislative programs should include a goal to advance implementation of the Street Safety, Data Sharing and Collaboration Policy. *Metro Role: Support*

EQUITY

Legislation that does not consider the disproportionate harm to vulnerable individuals could perpetuate disproportionate impact from unsafe streets. Review of pending legislation will use Metro's equity tools such as the Rapid Equity Assessment and EFC maps to assess disproportionate or unintended impacts from new legislation.

NEXT STEPS/ REPORTING

Future progress reports will include tracking how many and which bills and regulatory processes advancing street safety and street safety equity Metro supported, and how many passed. Additionally, staff will develop detailed legislative strategies to address disparities and measure impact of those strategies. The first progress report under this policy will assess and present a baseline for disproportionate impacts for all relevant overburdened populations, including but not limited to BIPOC, older adults and youth, people with disabilities, people walking and cycling, and people experiencing homelessness. In determining potential items for the agency's annual legislative strategy, Metro will consult with affected populations and communities, following best practices from Metro's Community-Based Organization Partnering Strategy. Staff will research and track legislation that can reduce disparities and advocate to ensure that local, state and federal legislation improve equity in street safety.

5. Educator

Metro's function in community education centers on increasing transit safety awareness and providing education to residents of Los Angeles County who interact with Metro's public transportation system through various safety programs. Metro's programs include rail safety for street-running light rail alignments (Metro A Line, E Line, L Line and new Crenshaw/LAX Line).

OBJECTIVES

Supports safety goal by:

> Proactively educating communities along Metro's light rail system.

ACTIONS

1. Provide online and in-person transit safety education to schools, recreation centers, libraries, community centers within a 1.5-mile radius of at-grade rail lines. *Metro Role: Lead*
2. Provide transit safety education to senior centers, and independent living facilities throughout Los Angeles County. *Metro Role: Lead*
3. Collaborate with Operations and Corporate Safety to evaluate trends & create safety outreach. *Metro Role: Lead*
4. Conduct educational and marketing campaigns focused on transit safety, including September Rail Safety Month. Campaigns will be targeted on digital & social media platforms, including Twitch.TV, Facebook, Instagram, Snapchat, Connected TV, and YouTube. Additional outreach targets ads at grocery stores and gas stations, for transit riders and drivers. *Metro Role: Lead*
5. Continuous engagement at local community events within a 1.5-mile radius of at-grade Metro rail lines. *Metro Role: Lead*
6. Provide hands on travel training for teachers, students, older adults, and community members as requested. *Metro Role: Lead*

7. Deploy Rail Safety Advisors to conduct safety outreach on Metro's new street-running rail lines, extensions to existing light rail lines and special projects such as intersection evaluation for grade crossing gates and pedestrian swing gates. *Metro Role: Lead*

EQUITY

Trains, vehicular, and pedestrian incidents along Metro's at-grade rail lines impact populations, disproportionately impacting BIPOC, older adults and youth, people with disabilities and people experiencing homelessness. As such, Community Education & Mobility Programs, Arts + Community Enrichment Team will continue to develop outreach methods that address any potential disparities in its efforts to provide transit safety education to the populations mentioned above and that frequent at-grade rail lines. All educational printed materials and presentations are provided in Spanish and other heavily used languages. In addition, the team will evaluate the impact of its existing and new outreach methods with a priority for marginalized groups within Equity Focused Communities.

NEXT STEPS/ REPORTING

Upon adoption of this policy, Metro will coordinate with other local agency partners, assess the effectiveness of on-going efforts countywide, and determine the need and role for any new or augmented public awareness activity. Metro will additionally develop and execute trainings and professional exchange activities where necessary and valuable. Of note, other provisions of this policy may prompt specific training program needs. Specific activities may be recommended to the Board either on an ad-hoc basis or in the context of the first annual progress report related to this policy.

6. Innovator

Metro's mission is world class transportation, and the agency conducts pilot projects and partnerships to help innovate and improve mobility in LA County.

OBJECTIVES

Support all goals of this policy by piloting and testing technologies and approaches that reduce risk of death and serious injuries with emphasis on reversing disproportionate harm to vulnerable populations and road users and improving safety for locations with a transit nexus such as at light rail crossings and at or near bus stops.

ACTIONS

1. Work with local jurisdictions, agencies, and vendors/manufacturers to identify and advance promising connected vehicle technology and intelligent transportation systems that improve street safety, including through partnerships, unsolicited proposals and RFIs. *Metro Role: Support*
2. Pilot vehicle safety technologies such as advanced emergency braking, emergency lane keeping assist, intelligent speed assistance and drowsiness and distraction detection on select Metro, local agencies', and private entities' vehicles; track their performance and consider implementing those that improve safety and reduce risk across fleets. *Metro Role: Partner*
3. Monitor developments in semi-autonomous and autonomous vehicle technology to encourage that they are deployed in a way that improve the speed and reliability of transit and that they are not deployed on public streets if they cannot adequately detect and protect pedestrians, cyclists and persons

using wheelchairs and other mobility assistance devices. Metro can also encourage autonomous vehicles in urban areas be introduced in shared fleets so that they can be well-regulated and actualize the promise of reductions in vehicles, parking, and congestion. *Metro Role: Support*

EQUITY

Metro will develop more detailed strategies to use innovation methods to address disparities and measure impact of those strategies. For example, pilots related to micro-transit, camera bus lane enforcement and other innovations that can impact street safety can collect demographically disaggregated data. Subsequent reports will assess progress. In designing safety innovation programs, staff will consult with affected populations and communities utilizing best practices from Metro's Community-Based Organization Partnering Strategy; and will provide technical assistance to under-resourced jurisdictions and communities to help them to participate in applications and pilot programs (methodology to be developed in first annual report). Staff will seek to identify, assess and pilot innovations such as new technologies and partnerships in ways that can reduce disparities in injuries and deaths.

NEXT STEPS/ REPORTING

Future progress reports will provide updates on technologies that Metro has tested and unsolicited and solicited or solicited proposals on street safety that Metro has received. Further, staff will identify best practices for identifying locations that have reduced deaths and injuries informed by approaches for consideration.

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

Metro

Board Report

File #: 2020-0928, **File Type:** Motion / Motion Response **Agenda Number:** 55.

REGULAR BOARD MEETING
JANUARY 28, 2021

Motion by:

DIRECTORS GARCETTI, SOLIS, MITCHELL, AND BONIN

Metro Street Safety Policy

Street safety is a growing concern for communities across the globe. L.A. County vehicle crashes injured more than 91,000 people and killed 860 people in 2017. Traffic crashes are the leading cause of death for children ages 5-14 and the fourth-leading cause of premature death overall. In low-income communities and communities of color, impacts of vehicle crashes are often more severe because of inadequate infrastructure and higher vehicular speeds resulting from decades of inequitable transportation investments. To address street safety, L.A. County and many cities within the county have adopted street safety policies.

Metro's Vision 2028 Strategic Plan includes initiative 1.2.E to improve safety on the transit system and reduce roadway collisions and injuries. This initiative will be of increasing importance as the agency recovers from the COVID-19 pandemic. Safety and perception of safety will influence mode choice as people return to more daily travel. Street users need to feel safe accessing the Metro system. The risk of increasing Vehicle Miles Traveled during COVID-19 recovery is a pending threat to meeting the aggressive climate goals dictated by SB 375. Metro will benefit from working with state and local efforts to make streets safer.

Metro does not regulate local streets but can support safer streets within L.A. County through:

- Interfacing with the local public right-of-way, especially through Metro Bus Rapid Transit, Active Transportation Corridors, First/Last Mile projects, and Highway projects
- Funding priorities for local projects
- Transportation operations, Transportation Demand Management, and public outreach and engagement
- State and federal advocacy

SUBJECT: METRO STREET SAFETY POLICY

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, Mitchell, and Bonin that the Board of Directors direct the CEO, in consultation with the Executive Officer for Equity and Race, to report back on:

A. Developing a Street Safety Policy addressing the points discussed above;

B. Creating a countywide data collection program, working in partnership with SCAG, L.A. County Department of Public Health, RIITS, and any other local, state, or federal partners, to design a program to document and analyze serious injuries and fatalities from transportation; and

C. Assessing internal risk and liability to safety of all Metro-provided public transportation services.

Los Angeles County
Metropolitan Transportation Authority

Street Safety, Data Sharing and Collaboration Policy Attachment C

Appendix 1: Summary of Actions

Draft

Metro

MAY 2022

Appendix 1: Summary of Actions

ACTION	GOAL	RESPONSIBILITY	ACTIVITY STATUS (NEW OR ONGOING)	LEVEL OF EFFORT FOR NEW ACTIVITIES (LOW, MEDIUM, HIGH)
GENERAL COORDINATION				
Name Street Safety Lead and Coordination Team	Safety / Collaboration	CEO	NEW	LOW
Develop and execute actions	Safety/ Data	COORDINATION TEAM	NEW	HIGH
Prepare annual report	Safety / Data / Equity	COORDINATION TEAM	NEW	HIGH
1. OPERATOR				
Continue to evaluate opportunities to deliver bus priority treatments that have safety improvements along corridors that have a history of collisions.	Safety / Data / Equity / Collaboration	OPERATIONS	ONGOING	N/A
Continue to explore and test new bus safety technologies that may provide ways to prevent collisions, injuries and deaths involving passengers and vulnerable road users.	Safety / Data / Equity / Collaboration	OPERATIONS	ONGOING	N/A
Build out and fully utilize Metro transit operations data capacity. Data will be used to: > Identify specific locations for immediate safety issues as well as infrastructure improvements in partnership with jurisdictions > Inform Metro plans and capital projects	Safety / Data / Equity / Collaboration	DATA GOVERNANCE TEAM	NEW	HIGH

> Provide better understanding of incidents to improve training protocols and day-to-day operational practice				
Identify and address deficiencies in current Metro data collection and analyses systems. Includes developing specific recommendations to augment Metro data and analysis resources as needed	Safety / Data / Equity / Collaboration	DATA GOVERNANCE TEAM	NEW	MEDIUM
Integrate Metro transit data with other data compilation and analysis activates within this policy and coordinate and collaborate with other Metro policies	Safety / Data / Equity / Collaboration	DATA GOVERNANCE TEAM	NEW	HIGH
2. PLANNER/BUILDER				
Coordinate and align street safety goals across multiple Metro planning functions. Specifically, goals established in this policy will be coordinated through the concurrent development of the ATSP and incorporated in future updates of the Long Range Transportation Plan and Metro's updates to its Strategic Plan. Currently, Vision 2028, Metro's Strategic Plan, states Metro's commitment to street safety and reduction of collisions and injuries on transit and on streets, which this policy supports.	Safety / Data / Equity / Collaboration	PLANNING	NEW	MEDIUM
Overlay Metro countywide mode-specific plans such as Active Transportation Strategic Plan (ATSP), Goods Movement, Bus Rapid Transit. Work with municipalities and partner agencies to prompt the development of more holistic complete streets network plans.	Safety / Data / Equity / Collaboration	PLANNING	NEW	MEDIUM
Continue and refine current First/Last Mile (FLM) program efforts which provide a street safety lens for Metro transit project planning. Specifically, consistently	Safety / Data / Equity / Collaboration	PLANNING	ONGOING	N/A

deploy newly developed methodology within FLM plans to identify and appropriately address safety issues in future station areas.				
Review and improve, where possible, current safety-focused methodologies in Metro Highway Program project delivery functions wherein Metro plans, designs, and environmentally clears projects to be implemented/maintained by other agencies. Specifically, this review will consist of utilizing planning techniques deployed or required by various partner agencies on highway projects and may further consist of adapting practices utilized in FLM planning or in other non-highway efforts.	Safety / Data / Equity / Collaboration	PLANNING	NEW	MEDIUM
Develop and promulgate a consistent standard for temporary active transportation facilities during construction of Metro projects. This standard will have the effect of providing a minimum baseline comparable to currently existing common local standards, but will also require: > Consideration of all modes/users of the roadway with emphasis on reducing harm to vulnerable users > Minimizing detours and closures affecting people walking, riding bicycles, people with disabilities and/or using mobility devices.	Safety / Data / Equity / Collaboration	PLANNING & PROGRAM MANAGEMENT	NEW	HIGH
Identify opportunities to more effectively address issues identified in transit operational data including: > Incorporating street design improvements in Metro capital projects	Safety / Data / Equity / Collaboration	DATA GOVERNANCE TEAM	NEW	HIGH

> Exchanging data with organizations for their use in Vision Zero and related programs > Consideration as a project selection criterion in discretionary funding programs > Establishing clear points of contact with all affected cities to address reported issues				
3. FUNDER				
Refine safety related criteria and requirements in Metro discretionary, competitive funding programs. Refinements may include geographic targeting to preference funding safety improvements to identified hot spots, requirements for all participating projects such as integration of best practices for project design.	Safety / Equity / Collaboration	PLANNING	NEW	MEDIUM
Encourage and highlight best practices for Local Return. Consider and develop ways to track and report how funded projects are addressing safety needs.	Safety / Equity / Collaboration	PLANNING	NEW	MEDIUM
4. DATA COLLABORATOR				
Develop methodologies for analyses such as deploying a standard of disaggregated demographic data collection	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	HIGH
Promote data collection and reporting by jurisdictions throughout Los Angeles County, including identifying opportunities to prompt and support active transportation user counts especially by local jurisdictions	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	HIGH

Encourage collection and metrics specific to equity considerations such as demographic data collection and analysis of disproportionate impact.	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	MEDIUM
Partner with federal, state, regional, and local stakeholders who are also seeking to improve data collection and advance street safety	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	MEDIUM
Develop opportunities to utilize RIITS to better link and share travel, speed and safety data and generally consider and develop approaches to make data easily available.	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	HIGH
Craft a data implementation plan comprised of the above and other actions determined by the team, and to be included in future updates prepared under this policy	Safety / Data / Equity / Collaboration	CONSORTIUM	NEW	HIGH
5. ADVOCATE				
Metro's State and Federal Legislative Programs include a goal to "[m]onitor and support legislation that would authorize the cities and unincorporated areas of Los Angeles County to develop and implement strategies to reach Vision Zero goals of improving safety and eliminating traffic-related fatalities." Upon adoption of a new Metro Street Safety, Data Sharing and Collaboration Policy, future annual legislative programs should include a goal to advance implementation of the Street Safety, Data Sharing and Collaboration Policy.	Safety	GOVERNMENT RELATIONS	ONGOING	N/A
6. EDUCATOR				

Provide online and in-person transit safety education to schools, recreation centers, libraries, community centers within a 1.5-mile radius of at-grade rail lines.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
Provide transit safety education to senior centers, and independent living facilities throughout Los Angeles County.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
Collaborate with Operations and Corporate Safety to evaluate trends & create safety outreach.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
Conduct educational and marketing campaigns focused on transit safety, including September Rail Safety Month. Campaigns will be targeted on digital & social media platforms, including Twitch.TV, Facebook, Instagram, Snapchat, Connected TV, and YouTube. Additional outreach targets ads at grocery stores and gas stations, for transit riders and drivers.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
Continuous engagement at local community events within a 1.5-mile radius of at-grade Metro rail lines.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
Provide hands on travel training for teachers, students, older adults, and community members as requested.	Safety	Community Education & Mobility Programs,	ONGOING	N/A

		Arts + Community Enrichment Team		
Deploy Rail Safety Guides.	Safety	Community Education & Mobility Programs, Arts + Community Enrichment Team	ONGOING	N/A
7. INNOVATOR				
Continue to work with the local jurisdictions, agencies, and vendors/manufacturers to identify and advance promising connected vehicle technology and intelligent transportation systems that improve street safety, including through partnerships, unsolicited proposals and RFIs.	Safety / Data / Equity / Collaboration	OFFICE OF INNOVATION & OPERATIONS	ONGOING	N/A
Pilot vehicle safety technologies such as advanced emergency braking, emergency lane keeping assist, intelligent speed assistance and drowsiness and distraction detection on select Metro, local agencies', and private entities' vehicles; track their performance and consider implementing those that improve safety and reduce risk across fleets.	Safety / Data / Equity / Collaboration	OFFICE OF INNOVATION & OPERATIONS	NEW	HIGH
Monitor developments in semi-autonomous and autonomous vehicle technology to encourage that they are deployed in a way that improve the speed and reliability of transit and that they are not deployed on public streets if they cannot adequately detect and protect pedestrians, cyclists and persons using wheelchairs and other mobility assistance devices. Metro can also encourage autonomous vehicles in	Safety / Data / Equity / Collaboration	OFFICE OF INNOVATION & OPERATIONS	ONGOING	N/A

urban areas be introduced in shared fleets so that they can be well-regulated and actualize the promise of reductions in vehicles, parking, and congestion.				
COMPLETE STREETS				
Refine and make available tools, trainings, and other resources as prompted in the updated Complete Streets Policy	Safety / Data / Equity / Collaboration	PLANNING	NEW AND ONGONG	MEDIUM

Los Angeles County
Metropolitan Transportation Authority

Street Safety, Data Sharing and Collaboration Policy Attachment D

Appendix 2: Data Trends and Existing Conditions

Metro

JUNE 2022

Data Trends and Best Practices

Consequences of Unsafe Streets

According to state data, 719 people were killed and 88,068 people were injured by vehicle collisions in LA County in 2019.[1] Vehicle collisions are the fourth leading cause of **premature** death in the County, ahead of homicides, strokes, and lung cancer.[2] This is due to the fact that collisions harm people of all ages. Crashes are in fact the leading cause of death for children aged 5-14, the second leading cause of death for ages 15-24 and the fourth leading cause of death for those 25-45.

Deaths from collisions are also not equitably distributed. According to research by UCLA, Black people, who are 8.6 percent of Los Angeles City's population, were 14.1 percent of those killed by collisions between 2013 and 2017.[3] Traffic violence also ranks as a particularly high cause of death for Latino and Hawaiian Native and Other Pacific Islanders residents.[4] People experiencing homelessness in LA County were approximately 10 to 15 times more likely to die from traffic collisions than the general public.[5]

There are also disparities in deaths and injuries by mode of travel. 329 of those killed across LA County in 2019 were walking or cycling.[6] This represents 46% of those who lost their lives, a disproportionate number given that the walk and bike share of trips in LA County is approximately 15 percent for non-commute trips and 5 percent for commute trips.[7]

During 2020, when there was significantly less driving, deaths from collisions in the City of Los Angeles were just three percent lower than in 2019. LADOT officials attribute this to a "pandemic of speeding" during times when fewer cars were on the road.[8] In 2021, deaths from collisions rose to be 19% higher than in 2020 and 21% higher than in 2019.[9] This troubling trend of increasing traffic deaths also occurred across California and nationally in 2021.[10]

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[1] Transportation Injury Mapping System (TIMS), Safe Transportation Research and Education Center, University of California, Berkeley. 2021. https://tims.berkeley.edu/

[2] County of Los Angeles Department of Public Health. Patterns of Mortality in Los Angeles County, 2008-2017. Appendixes B3, C1 and C3. December 2019.

[3] *Madeline Brozen and Annaleigh Yahata Ekman. The Need to Prioritize Black Lives in LA's Traffic Safety Efforts. UCLA Lewis Center for Regional Policy Studies. December 2020. https://www.lewis.ucla.edu/research/black-lives-la-traffic-safety/*

[4] Patterns of Mortality.

[5] Los Angeles County Department of Public Health, Center for Health Impact Evaluation, Recent Trends In Mortality Rates and Causes of Death Among People Experiencing Homelessness in Los Angeles County, January 2021. http://www.publichealth.lacounty.gov/chie/reports/HomelessMortality2020_CHIEBrief_Final.pdf

[6] Transportation Injury Mapping System (TIMS)

[7] US Census 2018 for commute; National Household Travel Survey - California 2017 for other trips.

[8] Ryan Fonseca. "Traffic Was Historically Low In 2020. The Death Toll On LA's Streets Was Not." LAist. April 29, 2021. https://laist.com/news/transportation/2020-traffic-deaths-los-angeles-pandemic

[9] Dakota Smith. "Hundreds Die in L.A. Traffic Crashes in 2021. Is Vision Zero a failure? Los Angeles Times. January 9, 2022. https://www.latimes.com/california/story/2022-01-09/traffic-deaths-vision-zero-garcetti

[10] Saul Gonzalez. "Traffic Deaths in California Are on the Rise. Here's How LA and Other Big Cities Are Trying to Change That." KQED. February 4, 2022.

Pedestrian deaths in particular have increased in Los Angeles County and nationwide in recent years.[11] Some likely causes of this rise are an increase in the size, height and engine power of passenger vehicles, which contribute to more deadly vehicle-pedestrian collisions;[12] as well as relatively slow progress in transforming the road grid in LA County into complete streets with infrastructure that is safe for all road users.[13]

76 percent of Metro transit riders get to their first bus or train of the day by walking, and another 4 percent by bike or skateboard.[14] The reality and perception of safe streets therefore can impact people's willingness to use transit in addition to their willingness to use active transportation.

Vision Zero strategies

Vision Zero plans and policies are considered the best practice to reduce deaths and injuries from vehicle collisions. The core goal of Vision Zero is to eliminate roadway deaths, because society has an ethical obligation to ensure that people do not die when traveling. Vision Zero's logic is that humans are not perfect, that mistakes can never be eliminated from transportation, and that *therefore the best way to reduce harm is to design streets and vehicles in a manner that ensures that mistakes do not lead to deaths or serious injury.* For example, making the road network into complete streets with safe space for all users (bus-only lanes, protected lanes for cycling, sidewalks and safe crosswalks, vehicle lanes) reduces conflict between larger, faster vehicles and vulnerable road users. Lower speed limits and streets physically designed to make speeding difficult also save lives by lowering the chance that a mistake and collision results in death or serious injury. Vision Zero strategies have also traditionally included strengthening enforcement of traffic laws. Increased inclusion of diverse and community-based perspectives have led street safety experts and practitioners to pursue a more nuanced approach that recognizes that increased law enforcement has a disproportionate impact on communities of color.[15]

Vision Zero policies originated in Sweden in 1997, when the approach was adopted by that nation's parliament. Its implementation resulted in a 60 percent reduction in roadway fatalities

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https://www.kqed.org/news/11903812/traffic-deaths-in-california-are-on-the-rise-heres-how-la-and-other-big-cities-are-trying-to-change-that ; National Highway Safety Traffic Administration. "NHTSA Data Estimates Indicate Traffic Fatalities Continued to Rise at Record Pace in First Nine Months of 2021." Press Release. February 1, 2022. https://www.nhtsa.gov/press-releases/traffic-fatalities-estimates-jan-sept-2021

[11] *Fonseca. "Traffic Was Historically Low In 2020."*

[12] *Justin Tyndall, Pedestrian deaths and large vehicles, Economics of Transportation, Volumes 26–27, 2021, 100219, https://www.sciencedirect.com/science/article/pii/S2212012221000241*

[13] Susan Carpenter. "LA is less bike friendly than NYC and San Francisco, new study says." Spectrumnews1. June 7, 2021.
https//:spectrumnews1.com/ca/la-west/transportation/2021/06/07/la-is-less-bike-friendly-than-nyc-and-san-francisco

[14] Metro On-Board Customer Satisfaction Survey. October-November 2019.
http://media.metro.net/projects_studies/research/images/infographics/system_results_fall_2019.pdf

[15] *Vision Zero Network. "Safe Mobility is a Right. Vision Zero Communities Should Commit to Equity From the Start." https://visionzeronetwork.org/resources/equity/*

between 2000 and 2019.[16] Vision Zero policies have been successfully used elsewhere. In 2019, there were zero pedestrian or cyclist deaths and close to zero motorist deaths in Helsinki, Finland and in Oslo, Norway, and no children younger than 16 died in vehicle crashes in all of Norway.[17] LA County has ten million residents while these two cities each have fewer than 700,000; and neither place centered motor vehicles in their planning as strongly as greater LA did during the 20th century. Still, their success shows what can be accomplished when road design aims at safety for all.

The City of Los Angeles adopted a Vision Zero plan in 2015 aiming for zero deaths by 2025;[18] LA County's 2019 Vision Zero plan seeks zero deaths on unincorporated County roads by 2035.[19] Since deaths and injuries are still high, Metro can play a useful role as partner to local jurisdictions towards the goal of making streets safer.

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[16] Swedish Transport Administration. Vision Zero timeline. https://www.roadsafetysweden.com/contentassets/7ecbcb46d4684a9982b1f85c3bd8cb1e/4950x2500mm_monter-nollvisionen_tidslinje_20100219.pdf

[17] Jessica Murray. "How Helsinki and Oslo cut pedestrian deaths to zero." March 16, 2020. https://www.theguardian.com/world/2020/mar/16/how-helsinki-and-oslo-cut-pedestrian-deaths-to-zero

[18] Vision Zero Los Angeles- 2015/2025. https://view.joomag.com/vision-zero-los-angeles/0915902001459876247?short

[19] Vision Zero Los Angeles County: a Plan for Safer Roadways, 2020-2025. https://pw.lacounty.gov/visionzero/docs/SCAG-LACounty-VZ-Action-Plan-ver-D-hiRes-single-11-25-2019-rev.pdf

Los Angeles County
Metropolitan Transportation Authority

Street Safety, Data Sharing and Collaboration Policy Attachment E

Appendix 3: Summary of Community and Partner Agency Engagement

Metro

JUNE 2022

Appendix C: Summary of Community and Partner Agency Engagement/Policy Development Activities

Objective

Engagement efforts launched in June 2021 and concluded in April 2022. The objective of engagement waws to generate awareness of, and solicit input for, Metro's efforts to help create safer streets throughout Los Angeles County. These engagement steps sought input from Metro committees, public sector partners and the public.

Strategy

Outreach and engagement occurred in 3 phases. All presentations were conducted virtually via Lifesize and Zoom.

> Phase 1: Engage Metro Committees

> Phase 2: Engage the Public, Partner Agencies and External Community and Transportation Advocates

> Phase 3: Report to Metro Board of Directors

If the policy is adopted, staff will create an engagement plan to seek additional input from the public, partner agencies and jurisdictions and community-based organizations and transportation-focused organizations to inform implementation of the policy.

Key Themes

Members of Metro committees and advisory bodies and participants in a public meeting shared various perspectives and advice on how Metro can help advance street safety. Some themes that Metro staff heard from more than one commentor and that resonated with the overall approach of the policy include:

- Connect to regional and city efforts
- Help improve safety data so that Metro and partners working towards safety can identify needs and track effectiveness of safety strategies
- Share best practices in complete street design with local jurisdictions
- "Put teeth" into funding so that Metro funded street projects are safe
- Talk to advocates working on traffic safety
- Pay attention to challenges faced by those with disabilities
- Explore how to advance vehicle safety improvements

Engagement Timeline

<u>Phase 1: Engage Metro Committees</u>

Metro Advisory Committees

> Technical Advisory Committee (6/2/21)

> Aging & Disability Transportation Network (6/3/21)

> Policy Advisory Committee (6/8/21)

- Accessibility Advisory Committee (6/10/21)
- Public Safety Advisory Committee (7/21/21)
- Citizens Advisory Council (7/28/21)

Service Councils

- San Fernando Valley Service Council (7/7/21)
- Gateway Cities Service Council (7/8/21)
- South Bay Service Council (7/9/21)
- San Gabriel Valley Service Council (7/12/21)
- Westside/Central Service Council (7/14/21)

Phase 2: Engages the Public, Partner Agencies and External Community and Transportation Advocates

- An online public meeting was held on April 1, 2022. Approximately 65 people attended, including staff of local jurisdictions and partner agencies as well as representatives. Metro staff briefed participants, answered questions, and distributed an online survey to attendees.
- The online survey aimed at getting feedback on how Metro could most effectively use its roles to advance and collaborate on street safety received approximately 40 answers to questions.
- Metro staff held one-on-one meetings with staff who work on street safety for LA County jurisdictions and County, State and Federal agencies:
    - LA County Public Health (1/10/2022)
    - SCAG (1/31/2022)
    - LA County Public Works (4/12/2022)
    - City of Long Beach (4/12/2022)
    - City of LA (4/14/2022)

Los Angeles County
Metropolitan Transportation Authority

Street Safety, Data Sharing and Collaboration Policy Attachment F

Appendix 4: Complete Streets Discussion

Metro

June 2022

Complete Streets Discussion

In 2014, Metro adopted the Complete Streets Policy which established Complete Streets as a priority for the agency and directed various activities to consider and accommodate all users of the public right of way. As with this Street Safety, Data Sharing and Collaboration Policy, the Complete Streets Policy leverages Metro's various roles and activities to influence the design and function of public right of way, which Metro typically neither owns nor maintains. As such, the policy includes provisions and expectations for Metro project design and delivery, as well as for Metro funding programs.
The Complete Streets Policy created common threshold requirements for all cities participating in Metro competitive funding programs, including requiring that cities and the County shall have an adopted complete streets policy, an adopted city council resolution supporting complete streets, or an adopted General Plan consistent with the Complete Streets Act of 2008 in order to be eligible.

The Measure M Guidelines identify the applicability of Metro policies across fund categories and programs in Measure M. By adopting this Street Safety, Data Sharing and Collaboration Policy, the Metro Board of Directors is reaffirming and updating the Complete Streets Policy as follows:

All cities are strongly encouraged to:

- Attend Metro-led training on Complete Streets best practices (addition to item 1.1 of the Complete Streets Implementation Plan)
- Update planning and project design procedures to incorporate consideration of all roadway users with emphasis on the most vulnerable, and to integrate safety analysis including but not limited to identifying and addressing concentrations of collisions resulting in death or serious injury (addition to item 1.2 of the Complete Streets Implementation Plan)

As described in this Street Safety, Data Sharing and Collaboration Policy, Metro will:

- provide training to assist jurisdictions with policy development and to disseminate up to date planning procedures and design guidance (addition to item 1.1 of the Complete Streets Implementation Plan).
- encourage and highlight best practices in reducing death and serious injury (addition to item 1.6 of the Complete Streets Implementation Plan).
- Develop and disseminate a checklist and/or other tools for project planning. Tools developed in response to this policy will prompt consideration for both complete streets (needs of all roadway users) and safety (identifying and addressing unsafe conditions) concepts (addition to item 1.2 of the Complete Streets Implementation Plan).

Metro may further:

- Provide technical assistance to jurisdictions in completing Local Road Safety Plans (or other similar safety focused planning efforts) as prompted by FHWA and which improve local standing in State and Federal funding programs. (Pending subsequent consideration and recommendation, would be added as a new item in section 1, Education and Technical Assistance, of the Complete Streets Implementation Plan.)

It should be noted that the Complete Streets Policy offers analogous themes and recommendations for this Street Safety, Data Sharing and Collaboration Policy that should be

highlighted. In particular, the Complete Streets Policy recognized the opportunity for transportation projects to advance a variety of goals, resulting in projects the provide multiple benefits such as reducing the disproportionate impact of urban heat, improving water quality and quantity, supporting more active lifestyles, among others. Transportation improvement projects that address critical safety needs should also consider the feasibility of providing additional benefits to the community to minimize community disruption and leverage investment opportunities.

STREET SAFETY, DATA SHARING and COLLABORATION POLICY

Metro

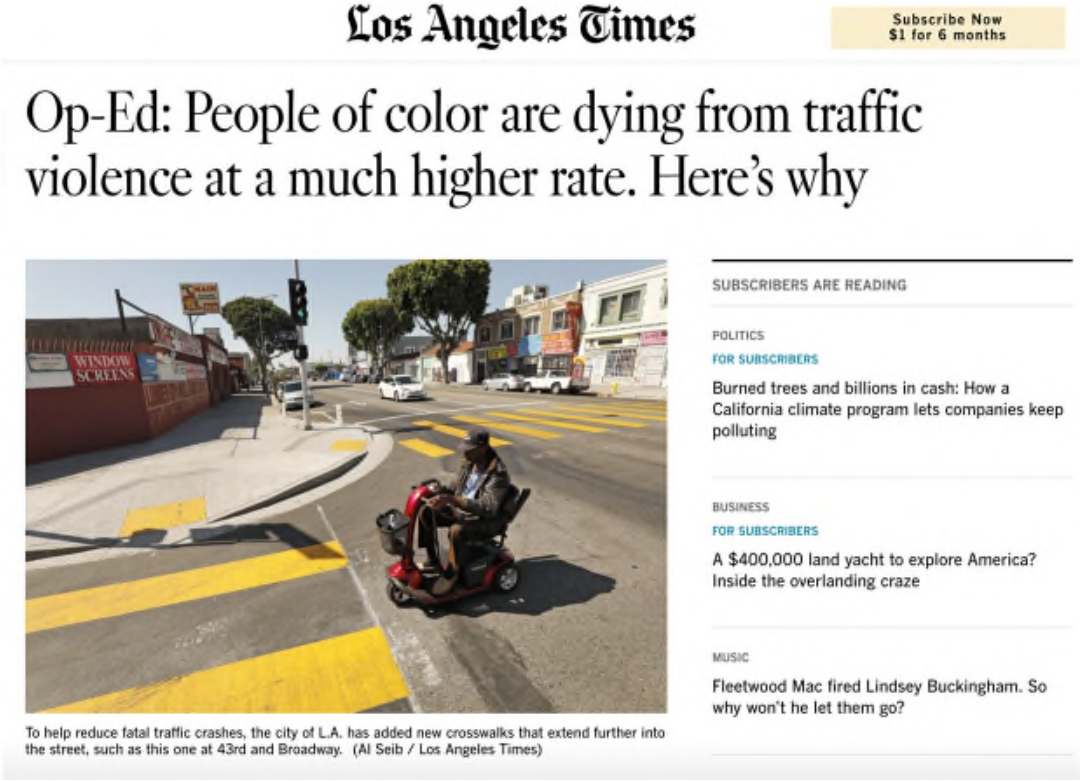
JUNE 2022

Summary

- Response to request in File 2020-0928
  - Includes report with draft policy, action plan and appendices
- Jurisdictions and State have primary responsibility for street safety
  - Metro can contribute to safety via our multiple roles, especially for locations with transit nexus such as bus stops, rail crossings
- Passage of Policy would lead to:
  - Working group
  - Elaboration of actions, implementation when ready, annual progress reports
  - May apply for new Federal funding to advance

Street Safety Trends

- 719 deaths, 88,068 injuries in LA County in 2019
- Deaths rose in LA & nationwide in 2021
- **<u>Disproportionately</u>** Black, Latino, Native Hawaiian/ Pacific Islander, pedestrian, cyclists, people experiencing homelessness



Los Angeles Times

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Op-Ed: People of color are dying from traffic violence at a much higher rate. Here's why

To help reduce fatal traffic crashes, the city of L.A. has added new crosswalks that extend further into the street, such as this one at 43rd and Broadway. (Al Seib / Los Angeles Times)

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Action Plan

Action Plan based on Metro roles:

- **Operator**:
  - partner on bus priority; safety for transit vehicles; use vehicle data to identify unsafe locations and conditions.
- **Planner and Builder**:
  - safety considerations in Metro countywide plans; safe passage for all modes at construction sites. (*policy will not change 2013 Supplementary Modifications to Transit Projects Policy)
- **Funder**:
  - track and encourage use of local returns on safety; update discretionary grants requirements
- **Data collaborator**:
  - increase understanding of existing conditions and impacts of safety programs and interventions; support cross-agency data compilation, analysis and sharing
- **Legislative advocate**:
  - influence State and Federal safety policies and resources
- **Educator**:
  - educate communities along Metro's light rail system
- **Innovator**:
  - pilot and test technologies and approaches

Additional Context

- Jurisdictions and state have primary responsibility for street safety:
  - i.e. street design, speed limits, enforcement
- Government Partners are embracing safe systems approach to road safety, with new Federal funding available
- Draft policy also reaffirms and makes small adjustments to 2014 Complete Streets Policy
- Equity requires consulting with most heavily impacted communities and road users, and prioritizing reducing disparities

Next Steps

- If adopted, continue working group, elaborate action plan, produce progress report
- Engagement with COGs, advisory bodies, public during elaboration and implementation
- Potential to apply for Safe Streets for All grant to fund further planning and actions

Questions

Mark Vallianatos
Executive Officer
Office of Innovation

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

Metro

Board Report

File #: 2022-0398, **File Type:** Motion / Motion Response **Agenda Number:** 43.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 15, 2022

SUBJECT: REVIEW AND ADOPT A RAIL STATION NAME FOR AIRPORT METRO CONNECTOR/96TH ST AVIATION STATION

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

ADOPT an Official and Operational name for the Airport Metro Connector/96th St Aviation Station:

Official Station Name	Operational Station Name
LAX/Metro Transit Center	LAX/Metro Transit Center

ISSUE

The station has been identified by its placeholder name, “Airport Metro Connector/96th St. Aviation Station”, and the project moniker, “Airport Metro Connector”. As construction is fully underway and is scheduled to be complete in 2024, an Official and Operating name, consistent with Metro’s Property Naming Policy should be selected to enable Metro’s contractor to produce wayfinding and station signage for the new station.

BACKGROUND

Per the Board’s Property Naming Policy (Attachment A), Metro conducted stakeholder outreach, public engagement, and a focus group consisting of transit riders and non-riders. Of the station names tested, “LAX/Metro Transit Center” was the preferred name by the research participants and survey respondents (See Attachment B for focus group results summary).

Based on community suggestions and focus group testing of naming options, Metro Staff has developed a preferred naming option for the “Airport Metro Connector/96th St. Aviation” Station. The recommendation would have the same Official and Operational name if approved by the Board.

This name complies with the transit system context, property area, and neighborhood identity (well-known destination) requirement of the Property Naming Policy. If adopted, this station's Official and Operational name will be “LAX/Metro Center Transit Station.”

DISCUSSION

This station will serve as a transfer point between the Metro Bus and Rail System, municipal bus operators, LAX bus services and the future LAX automated people mover. The recommended name clearly communicates to travelers that the station serves as a connection to Los Angeles International Airport. For passengers approaching the airport, it also clarifies that the station is not actually on airport property. It also identifies that the station is a multi-modal transfer center connecting the LAX automated people mover, Metro Rail, Metro Bus, Metro Bike Hub, municipal bus services, and passenger pick-up/drop off.

Property Naming Policy

Metro's Board-approved Property Naming Policy states that rail stations will be named in a simple and straightforward manner to assist customers in navigating the system and the region. The policy indicates that names must be brief enough for quick recognition and retention, and must be based primarily on geographic location, referring to a city name, nearby street or freeway, a well-known destination or landmark, or a community or district name. The policy also states that single names for stations are preferable and that if multiple names are used, they are to be separated by a slash.

The policy further indicates that properties may have a Board-adopted official name and a shorter operational name; the official name is used in Board documents and legal notices, while the operational name is used more commonly on station signage, maps, and customer materials. The policy recommends keeping the length of the operational name to a maximum of 24 characters to ensure readability and compliance with ADA type size requirements.

Community Input

In accordance with the naming policy, staff sought community input from stakeholders and groups that have a vested interest in the naming of the future station. The topic of station names was discussed, and feedback was solicited at the following community meetings:

- Westchester/PDR Neighborhood Council Meeting: April 3, 2018
- Gateway to LA BID: May 8, 2018
- AMC Station Naming Community Meeting: August 16, 2018

These meetings all took place between April and August of 2018. It's estimated that approximately one hundred (100) people attended the three community meetings. To ensure that stakeholders were aware of the community meetings and other ways to provide feedback, two targeted email campaigns were deployed to approximately 963 stakeholders, with an approximately 20% open-rate.

The community engagement process highlighted the unique role of this station as a gateway to the

Metro transit system, particularly for tourists and other first-time users connecting from Los Angeles International Airport and for Angelenos who may not be regular transit users but are using the system to travel to/from the airport. For these reasons, many recommendations suggested distinguishing this station by highlighting the connection to the airport and the station's role as a transit hub for Metro, municipal and LAX transit systems.

Final naming options were vetted and confirmed with a focus group of Metro riders, potential riders, and potential visitors in 2018. Outreach and engagement on the naming options was conducted in anticipation of a 2019 start of construction. However, due to funding issues, construction was delayed until 2021. In June 2022, Metro staff updated the previously conducted surveys/outreach via a Twitter poll with 1,098 respondents. Of those polled, 65% of respondents preferred either "LAX/Metro Transit Center" or "LAX/Metro Center", with "LAX/Metro Transit Center" getting the most individual votes at 39%. "LAX Airport" had 29% and "Airport" had 6%.

DETERMINATION OF SAFETY IMPACT

Adoption of this name does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval will have no impact on safety.

FINANCIAL IMPACT

Adoption of the recommendation would not have an additional financial impact to the agency.

Impact to Budget

Adoption of this recommendation would not have any budget impacts.

EQUITY PLATFORM

As part of an equity assessment, the recommendation to adopt a new station name for the Airport Metro Connector does not have any adverse impacts or harm to any groups. If any negative consequences emerge, Metro will mitigate these by implementing a strategic communications and outreach plan. Based on community input and focus groups that Metro conducted with 450 individuals ranging from Metro riders, potential riders, and potential visitors in English and Spanish, the recommended station name "LAX/Metro Transit Center" garnered the highest rankings across all demographics.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The adoption of the proposed station name will support the second goal of the Vision 2028 Metro Strategic Plan by delivering outstanding trip experiences for all users of the transportation system.

ALTERNATIVES CONSIDERED

The Board may elect to substitute one or more of the alternate station names shown in Attachment B, but that would not be recommended asthe proposed names were developed by Metro staff based on community input and are consistent both with Metro's naming policy and the names of other stations in the system. A quantitative survey of both transit riders and non-riders was conducted (Attachment B), indicating a preference for the name LAX/Metro Transit Center for the station.

NEXT STEPS

After the Board approves a final name for the station, staff will work with the Airport Metro Connector/ 96th St Aviation Station construction project and communications teams to ensure that the Board-adopted station name is implemented.

ATTACHMENTS

Attachment A - Metro Property Naming Policy

Attachment B - Airport Metro Connector Station Naming Research

Prepared by: Anthony Crump, Executive Officer (Interim), (213) 418-3292

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

Stephanie N. Wiggins
Chief Executive Officer

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

Metro

Board Report

File #: 2017-0080, **File Type:** Informational Report **Agenda Number:** 41.

REGULAR BOARD MEETING
FEBRUARY 23, 2017

SUBJECT: PROPERTY NAMING POLICY

ACTION: APPROVE REVISED PROPERTY NAMING POLICY

RECOMMENDATION

APPROVE revised **Property Naming Policy** with the removal of the Corporate Sponsorship/Naming Rights program portion (see Attachment A).

ISSUE

Metro is continually looking for new ways to generate additional revenue to support the agency. In January 2016, the Metro Board of Directors approved the Risk Allocation Matrix (RAM) and creation of an Internal Savings Account intended as tools to ensure long-term financial stability and mitigate projected budget shortfalls. As part of this initial comprehensive agency-wide effort, staff identified cost saving and revenue generating initiatives that can yield deposits to the Internal Savings Account, thereby securing the sustainability of Metro's future operations and expansions.

One of these initiatives was the implementation of a Corporate Sponsorship/Naming Rights program to generate revenue from Metro's properties and assets. The implementation of a Corporate Sponsorship/Naming Rights program is a complex endeavor, and many questions and concerns have been raised since the Board of Directors adopted the program as part of the overall Property Naming Policy in December 2016. More research and time is needed to review the potential benefits and drawbacks of the Corporate Sponsorship Program. Therefore, this component of the Property Naming Policy is being struck from the policy, which the Board can then adopt to maintain the agency's process for naming stations and properties. The Property Naming Policy would then move forward without a Corporate Sponsorship/Naming Rights Policy.

DISCUSSION

The 2014 Board-approved Property Naming Policy provides criteria for naming stations and other Metro properties through a customer-focused approach. The policy guides the naming of Metro property with four principles in mind:

- **Transit System Context** - Information as to where a property is located within the context of the entire transit system with names that are clearly distinguishable

- **Property Area Context** - Information of the location of the property within the context of the surrounding street system

- **Neighborhood Identity** - Where appropriate, acknowledging a landmark or that the property serves as an entry point to a community or neighborhood

- **Simplicity** - Names will be brief enough for quick recognition and retention and fit within signage and mapping parameters

The policy states the difference between an “Official” name approved by the Metro Board, which are used for Board documents, contracts and legal documents and notices, and an “Operational” name, which is a shorter name used for station/stop announcements and printed and electronic materials for readability and size constraints.

These clear policy points, along with the defined naming process, provide strong guidance in order for Metro to aptly name new properties and re-name existing properties when applicable.

The existing policy also provides an opportunity for Board members to bestow a special honor in the form of a dedication on rare instances to a deceased individual and reserved to honor those of substantial historical, cultural or civic significance. In a similar dedication, the Board may also honor an individual who has demonstrated a unique and extraordinary degree of service yielding a distinguishable contribution to the public transportation in Los Angeles County. Such dedications are viewed as secondary information to the property signage, but not renamed for individuals. Following Board approval, individuals will be honored with plaques where space is available.

In December 2016, the Property Naming Policy was revised to include a Corporate Sponsorship/Naming Rights program. This recommended action is to remove the Corporate Sponsorship/Naming Rights program from the Property Naming Policy.

DETERMINATION OF SAFETY IMPACT

Revision of this policy currently does not impact safety.

FINANCIAL IMPACT

There will be no financial impact to the budget in current FY.

Impact to Budget

Since the implementation of this policy was to generate revenue beginning in FY 2018, no impact to the FY17 Budget is anticipated as a result of approval of the revised policy.

ALTERNATIVES CONSIDERED

Decline to adopt the revised Property Naming Policy. This is not recommended as the primary

change to the policy clarifies the process and requirements for Property Naming for the agency.

NEXT STEPS

Upon Board approval, staff will:

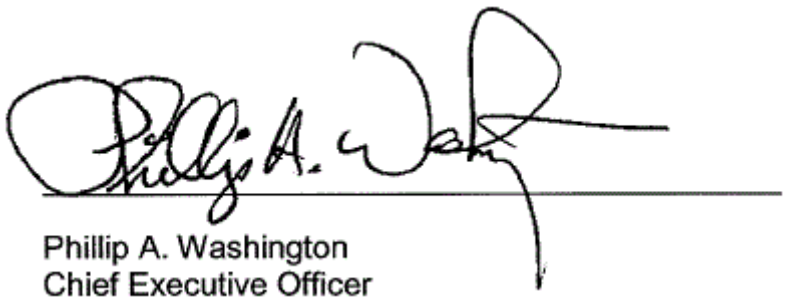
1. Continue to explore ways to generate additional revenue for the agency through Corporate Sponsorships and report back to the Board the findings.

ATTACHMENTS

Attachment A - Property Naming Policy - Markup

Prepared by: Lan-Chi Lam, Director of Communications, (213) 922-2349
Glen Becerra, DEO of Communications, (213) 922-5661

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington
Chief Executive Officer

PROPERTY NAMING ~~AND CORPORATE SPONSORSHIP/NAMING RIGHTS~~ POLICY

PURPOSE

Through implementation of this policy, Metro seeks to establish guidelines regarding the naming of Metro properties frequented by the public that will provide clear transit information to our customers – both frequent patrons as well as visitors and infrequent users. In addition, the policy is intended to ensure timely, cost-effective and rider-friendly property naming efforts.

Properties will be named with the maximum benefit and convenience of the transit system user in mind. Naming will provide customers with travel information in a simple, straightforward and unified way in order to assist patrons in successfully navigating the transit system and correspondingly the region. Property names will reflect the following principles:

- ***Transit system context*** – Names will provide information as to where a property is located within the context of the entire transit system; property names will be clearly distinguishable with no duplication.

- ***Property area context*** – Names will provide specific information as to the location of the property within the context of the surrounding street system, so that users can find their way around after their arrival and to support system access via automobile drop-off and parking.

- ***Neighborhood identity*** – Where appropriate, property naming will acknowledge that system stations and stops serve as entry points to the region's communities and neighborhoods.

- ***Simplicity*** – Names will be brief enough for quick recognition and retention by a passenger in a moving vehicle, and to fit within signage and mapping technical parameters.

NAMING POLICY POINTS

1. Property naming will identify transit facilities so as to provide immediate recognition and identification for daily riders as well as periodic users and visitors. Transit facilities include rail stations, bus stations, transit centers, bus stops and other properties frequented by the public. Property names will be identified based on the following:

    - Adjacent or nearby street or freeway
    - Well-known destination or landmark
    - Community or district name

- City name – if only one Metro property is located within a city

If space permits, property names can be a combination of street system location and well-known destination, particularly when the street system name may not be recognizable to transit riders and visitors. No business, product or personal names shall be used unless that name is part of a street name or well-known destination; or as part of a corporate sponsorship or cooperative advertising revenue contract.

2. The following criteria will ensure simple, succinct property names that are easily understood and retained by transit riders:

   - Minimize the use of multiple names for a property. A single name identifiable by the general public is preferred, with a maximum of two distinct names separated by one slash. For example, Westlake/MacArthur Park Station.

   - Minimize the length of property names to ensure comprehension and retention by system riders. The property name shall have a preferred maximum of 24 characters in order to ensure general public and ADA readability, and fit within Metro's signage system.

   - Minimize the inclusion of unneeded words in property names such as ones that are inherently understood, or added when verbally stating the property's name. Avoid inclusion of unnecessary words that may describe the property's location, but are not part of that location's commonly known name.

3. In consideration of the various applications where the property name will be used and displayed, properties may have a Board-adopted official name as well as a shorter operational name. The official property name would be used for Board documents, contracts and legal documents and notices. The operational name would be used for station/stop announcements by vehicle operators, and on printed materials due to readability and size constraints. In addition, the property name may be further abbreviated for other operational uses such as vehicle headsigns and fare media.

NAMING PROCESS AND PROCEDURE

The property naming process will include the following steps:

1. Initial property names will be identified during the project planning process primarily based on geographic location.

2. When a project is approved by the Board to proceed into the preliminary engineering phase, a formal naming process will be initiated.

3. Staff will solicit input from cities, communities and other stakeholders on preferred property names based on the Board-adopted naming criteria.

4. The resulting property names will be reviewed by a focus group comprised of both transit system users and non-users for general public recognizability.

5. Staff will return to the appropriate Board committee and then to the full Board for adoption of the final set of official property names.

6. The adopted official property names will then be included in any final engineering bid documents and other agency materials.

7. Requests to rename properties after Board action and the release of project construction documents may be considered by the Board. Property name changes must be approved by a vote of two-thirds of the Board members. All costs associated with changing a property name, including any signage revisions and market research to determine if the proposed name is recognizable by the general public, will be paid for by the requestor unless otherwise determined by the Board.

8. If the Board wishes to bestow a special honor to a deceased individual, it may choose to dedicate a site to him/her. The act of dedicating a Metro property to an individual should be rare and reserved as a means to honor those of substantial historical, cultural, or civic significance. The Board may wish to bestow a similar honor upon an individual who demonstrated a unique and extraordinary degree of service yielding a distinguishable contribution to public transportation in Los Angeles County. Such dedications shall be viewed as secondary information with regard to signage and other identification issues. Properties/facilities frequented by the public may not be renamed for individuals.

   Such dedications are made in the form of a motion presented by a Board Member to the appropriate committee of the Board for review and approval, and then forwarded to the full Board for final approval. With Board action, individuals will be honored with plaques where space is available.

~~CORPORATE SPONSORSHIP AND NAMING RIGHTS~~

~~Metro has determined that allowing a revenue-generating, payment-in-kind, or value-in-kind Corporate Sponsorship and Naming Rights Program is a prudent means of maximizing the value of the agency's capital investments and assets. Metro may enter into sponsorship and naming rights contracts for short-term and long-term partnerships with qualified companies in order to provide value and benefits for both parties.~~

Through implementation of this policy, Metro seeks to establish a cohesive and transparent process for the consideration and determination of Corporate Sponsorship opportunities for the naming or re-naming of existing and future property, facilities, services, programs and events.

The implementation of a Corporate Sponsorship and Naming Rights Program carries with it a responsibility to protect the agency from potential litigation and to recognize the potential association of outside corporations with Metro services, property and events, while respecting and adhering to existing Metro policies, including Metro's System Advertising, and Commercial Filming Policies. The agency addresses these issues through the responsible and consistent application stated in this policy.

CORPORATE SPONSORSHIP POINTS

1. Corporate Sponsorship is a form of advertising in which companies will pay Metro to be associated with certain facilities, services, programs or events. This could also include providing resources and finance, payment-in-kind, or value-in-kind to develop new facilities, services, programs or events or funding to operate existing ones. Naming rights is a form of advertising whereby a corporation purchases the right to name or re-name a Metro facility, service, program, or event, typically for a defined period of time.

2. Metro's Communications Department administers the Corporate Sponsorship and Naming Rights Program as part of its overall responsibility of revenue-generating advertising and Metro's overarching goal of partnering with businesses on activities that can increase mobility for customers in the LA region.

3. In order to ensure Metro receives fair market value for Corporate Sponsorship and Re-naming Rights, Metro will routinely procure the services of a qualified and independent firm that regularly provides valuations of naming rights opportunities.

Agency Assets Eligible for Sponsorship

Metro is transportation planner and coordinator, designer, builder and operator of a large and expanding transit system. The infrastructure capital investment and other assets are significant within Metro's county-wide system of bus, rail, and other services; property portfolio; numerous facilities; programs; and events. The various facilities, programs, and services that may be applied to corporate sponsorships to are:

- **Facilities** – Any rail or bus stations, parking lots and parking structures, regional facilities, maintenance buildings and maintenance structures, Metro headquarters building, and any other property solely owned and operated by Metro.

- **Transit Services** – Any light & heavy rail lines, bus service lines & routes, transitway service lines & routes, and any mode of transit service solely owned and operated by Metro.

- **Programs** – Any established Metro-operated effort/initiative for the benefit of customers and communities that Metro serves; generally in the form of customer service actions and functions, internally and externally.

- **Events** – Any seasonal, annual or one-time event led and initiated by Metro.

Corporate Sponsorship Models

Corporate Sponsorship can take on various forms of advertising in which companies contract with Metro to associate their name, identity and branding with facilities, services, programs or events. Metro will engage in short-term and long-term corporate sponsorships that provide value and benefits for both parties. Naming Rights is a type of advertising whereby a corporation secures the right to name or re-name a Metro facility, service, program, or event for a defined period of time.

- **Short-term Sponsorship** – Agreements extending a maximum of twelve months for assets such as programs, events, seasonal events, or temporary station re-namings. Short-term sponsorships do not require Board review and approval unless those over $500,000.00 contract value.

- **Long-term Sponsorship** – Agreements lasting a minimum of five years and greater. All long-term sponsorships must be reviewed and approved by the Metro Board. Agency assets such as transit services, rail lines, stations, buildings, and facilities would be considered for long-term sponsorships.

Corporate Eligibility and Criteria

Business entities in the following categories will not be considered for participation: Alcohol; Tobacco and Electronic Cigarettes; Adult Entertainment and Content; Arms/Guns and Weapons; Political Parties, Political Groups, Political Organizations, and Political Candidates or Campaigns; Religious Groups and Religious Associations.

Metro shall consider partnerships with qualified companies who meet these criteria: Businesses already established in the U.S. or have fulfilled all legal requirements/compliance to establish a business within the U.S.; Financially stable business; Businesses with no history of fraudulent/unethical behavior; and Businesses with satisfactory record of contractual performance.

Corporate Responsibilities

1. All costs related to establishing a new name or re-naming an existing facility, service, or program – including, but not limited to, the costs of replacing affected signage and customer information collateral, Metro materials, and Metro staff labor – shall be borne by the corporate sponsor.

2. All granted Corporate Sponsorship agreements must respect and adhere to Metro's System Advertising Policy.

3. Corporate Sponsorship proposals and agreements are subject to the provisions of the California Public Records Act (California Code Government Code §6250 et seq.).

BUSINESS PROCESS

Evaluation Criteria

If all criteria listed under "Corporate Eligibility and Criteria" are met, Metro will take into consideration the financial offers and implementation proposals, which are listed below in order of weighted criteria and relative importance:

- Financial offer
- Alignment with Metro's existing brand and agency mission, including visibility of activating the partnership
- Reach of cross promotion between Metro and corporate sponsor, including corporate social/community activities attached to the program
- Innovative partnership business plans

Proposal Submittal Process

1. **Submittal** – All Corporate Sponsorship Proposals shall be submitted to the Chief Communications Officer and the Deputy Executive Officer of Marketing within the Communications Department.

2. **Acknowledgement** – Communications will acknowledge and confirm receipt of Proposal via email communications, and letter.

3. **Agency Follow-up** – Communications staff may request more information, clarity of proposal, and in-person meeting or presentation of proposal.

4. **Notice of Proposal** – If the original proposal is deemed to have financial merit and meets all criteria, Metro will publicize the receipt of proposal to provide an opportunity for other companies with a vested interest in or proximity interest in the Metro asset/facility, an opportunity to compete for the Corporate Sponsorship. Metro will allow interested parties to submit proposals within 30 days of notice.

5. **Evaluation Process** – Communications will proceed to review and evaluate final corporate sponsorship proposals with appropriate Metro departments. Metro may utilize the services of a consultant in order to complete evaluation process. Metro may also solicit public comment on the proposal via digital communication and/or community meeting.

6. **Decision Process** – Communications will issue a determination of selection in writing to each proposer either recommending that the proposal be granted, or denying the proposal.

    a. Recommend award – In the event a long-term Corporate Sponsorship proposal is recommended for award, Communications will prepare a contract recommendation to the Metro Board for its review and approval. Short-term sponsorships and those under $500,000 contract value will move forward with a formal agreement and contract approved by the CEO.

    b. Recommend no award – In the event a Corporate Sponsorship proposal is not recommended for award, Communications will have the ability to counter with additional requests.

7. **Presentation to Board** – In the event a Corporate Sponsorship proposal is recommended, Communications will present the final proposal to the Metro Board of Directors for review and approval. The corporate sponsor will be invited to participate in the presentation of their recommended proposal.

8. **Board Approval** - Upon Metro Board approval, a formal agreement for Corporate Sponsorship will be completed and a contract with the Corporate Sponsor will be finalized.

Termination of Contract

In all contracts, Metro will include provisions for termination of the contract for default due to circumstances that are inconsistent with or violate Metro's System Advertising Policy, actions contrary to Metro's standards, or if the firm violates the established Corporate Eligibility Criteria.

Airport Metro Connector
Station Naming Research

January 15, 2019

Survey Methodology & Sample

Who We Surveyed

Total of 450 respondents

Metro Riders	Potential Riders	Potential Visitors
n=150	n=150	n=150
• Closely mirroring On-Board survey demographic proportions	• Closely mirroring census demographic proportions minus Metro Rider demographics	• Non-Los Angeles County Residents • n=100 from US, non-California • n=50 from abroad

Online survey offered in English and Spanish

Metro

Based on community input and staff recommendation, we tested six potential station naming options

LAX/Metro Center	LAX/Metro Transit Center	LAX Airport	LAX	Airport	Aviation

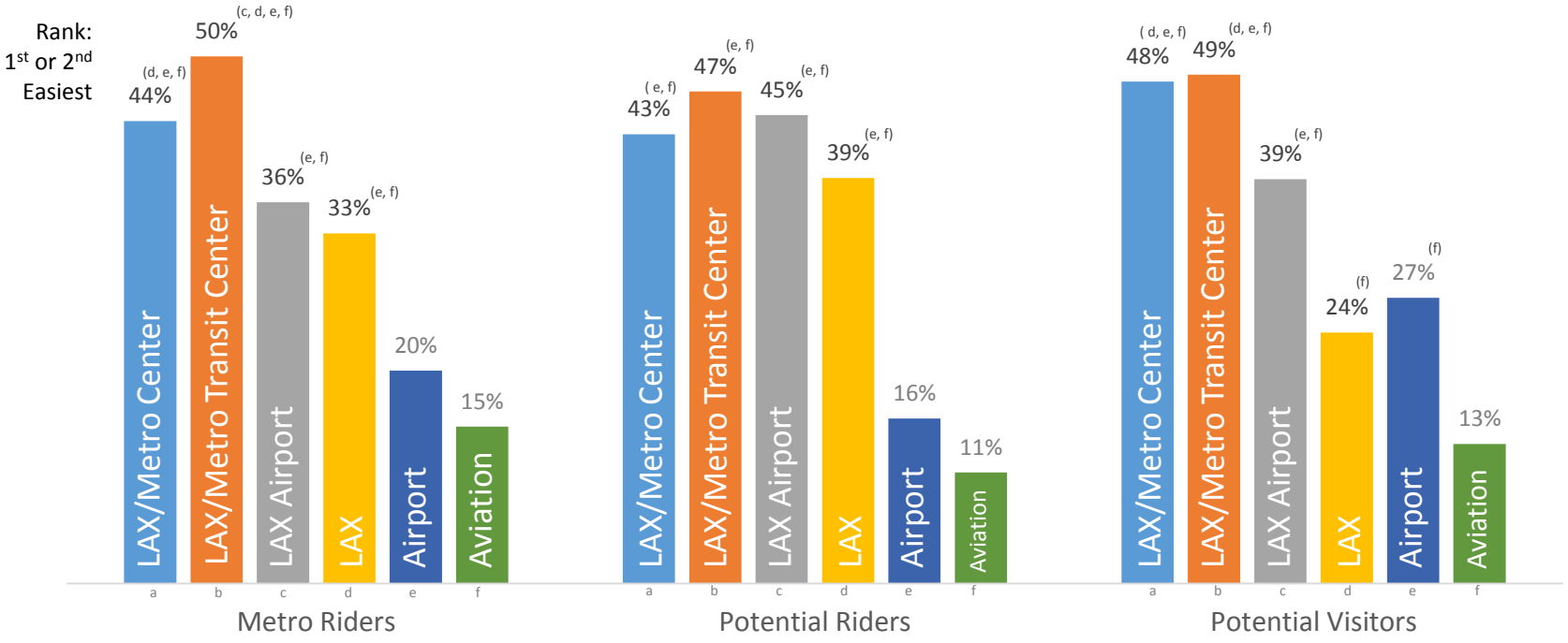
Metro

When ranking the name options, “LAX/Metro Transit Center” garners the highest rankings across the three groups

LAX/Metro Transit Center slightly edges out LAX/Metro Center, although not by a statistically significant margin

Ranked Ease of Finding Transfer Point

% Who Perceive Station Naming Options as Easy



Metro

Q: Imagine you were transferring to or from the Metro transit system and the LAX automated people mover. Which potential Metro station names would make it easiest to determine which station to transfer at. Please rank the naming options, with 1 being easiest and 6 being most difficult.
Stat testing done at 95% confidence

In their own words…

Why not “Aviation” or “Airport”

Aviation and airport are last to me because how they may relate to other airports

Rider
San Gabriel

"Airport" doesn't mean anything and only locals are familiar with "Aviation" street

Non-Rider
Cerritos

Aviation is also a boulevard out by LAX but it isn't LAX; don't confuse people

Rider
Hancock Park

"Aviation" and "Airport" are at the bottom of the list as they aren't very specific.

Non-Rider
Santa Monica

Metro

In their own words…

Arguments in favor of LAX/Metro Center or LAX/Metro Transit Center

Adding "metro" will make it clear that there are transfers there too.

Non-Rider
El Monte

LAX/Metro transit center is more descriptive about the service.

Potential Visitor
Texas

LAX/Metro Transit Center is an all encompassing name for multiple modes of transportation.

Rider
Reseda

The ones with Metro in the names are more obvious, the others are too vague and confusing.

Non-Rider
Riverside

It is important to see the link between LAX and the Metro Center

Rider
Los Angeles

Metro

Summary & Conclusions

- “Aviation, “Airport”, and “LAX” are ranked notably lower than the other options, likely due to
  - There is another station with “Aviation” in the name
  - “Airport” could be referring to any airport
  - Preferring more detail than just “LAX”
- Names with “Metro Center” included receive the highest rankings, followed by “LAX Airport”
  - Many respondents cite that including “Metro Center” makes it more clear what types of transfers are available at the station
  - Some in favor of “LAX Airport” believe that the word “Airport” is needed to ensure clarity.
    - Although, in most visual representations of the station name, an airplane icon will be shown, which should mitigate confusion.
    - Also, “LAX” is assumed to be universally understood in Los Angeles. By the time visitors will have flown into LAX, they’ll know that “LAX” is an airport.
- “LAX/Metro Transit Center” has a slight edge in ranking over “LAX/Metro Center”, although it is not a statistically significant difference

Metro

File #: 2022-0002, **File Type:** Plan **Agenda Number:** 44.

EXECUTIVE MANAGEMENT COMMITTEE
JUNE 16, 2022

SUBJECT: ELECTRIC VEHICLE PARKING STRATEGIC PLAN

ACTION: APPROVE THE RECOMMENDATION

RECOMMENDATION

ADOPT the Electric Vehicle Parking Strategic Plan (EVPSP) (Attachment A).

ISSUE

Metro is committed to meeting ambitious emissions reduction goals through various strategies across our service region by reducing our agency emissions and serving Los Angeles County with more sustainable transit options.

The 2023-2028 EVPSP provides a strategic blueprint for sustainable, cost-effective, and efficient investments in electric vehicle charging infrastructure for Metro (Attachment A). The EV Parking Strategy complements the 2019 Metro Climate Action and Adaptation Plan and 2020 Moving Beyond Sustainability Plan, focusing on opportunities to increase employee access to EVs, support transit riders with public charging, and continue Metro's long-term transition to zero-emission vehicles.

A Metro Board approval of the EVPSP will provide a clear vision and direction to work with internal and external partners and deploy charging infrastructure at priority sites.

BACKGROUND

Metro has identified multiple strategies to meet our emissions reduction goals and contribute to California's larger climate targets. Electrification of transportation will play a critical role in meeting these objectives. The California Energy Commission estimates the State needs an additional 57,000 charging stations beyond what exists today to meet this goal. The Commission projects a need for over 700,000 chargers statewide by 2030 - a tenfold increase from 2020 levels. As the rate of EV adoption grows, Metro will need to provide services, facilities, and operations in response to a growing population of riders and employees who drive electric vehicles. In support of the above goals, Metro aims to install over 2,000 chargers through 2028, leveraging State and Federal funding opportunities and other regional efforts by utilities and local governments to expand access to EV charging across Southern California.

The 2019 Metro Climate Action and Adaptation Plan (CAAP) commits to a 79% reduction in

greenhouse gas (GHG) emissions by 2030 and specifies the measures Metro will implement to meet this ambitious goal. The CAAP strategies include installing EV charging infrastructure at Metro facilities for employee and commuter use. The EVPSP operationalizes those goals to build on existing progress and meet the 2030 targets specified in the CAAP. The EVPSP builds off the more than100 existing EV chargers already installed at multiple Metro facilities, including 18 Park and Ride locations, since 2013.

The Electric Vehicle (EV) market in California is approaching an inflection point. As of the end of 2021, over 837,000 battery (BEV) and plug-in hybrid (PHEV) electric vehicles were registered across the State. More than one-in-three in the State were registered in the Los Angeles-Long Beach-Santa Ana Metropolitan Statistical Area (MSA). While EVs represent only about 3% of the total light-duty vehicle population, new vehicle sales in the Los Angeles MSA have rapidly grown to exceed 12% of total new sales statewide. In 2020, Governor Newsom issued Executive Order N-79-20, requiring California to phase out the sale of non-zero-emission vehicles by 2035, further reinforcing the State's long-term shift toward electric and other zero-emission vehicles (ZEVs).

DISCUSSION

The EVPSP outlines the charging infrastructure requirements for Metro facilities and prioritizes charging deployment. It also identifies local, state, and federal grants and incentive programs that will be used to implement the strategy in coordination with a public-private partnership (P3) to fund and finance the deployment and operations of the planned EV charging network. The EVPSP also outlines policies and management strategies to facilitate a successful charging program for internal employee and public use.

As of May 2022, Metro operates 108 Level 2 EV charging ports, of which 81 are deployed at Park and Ride (P&R) locations for public use. There are two chargers reserved for Board use at Metro's Gateway building. Metro does not currently have chargers installed for dedicated employee use at its facilities.

Metro has established five-year goals for the three segments of the EVPSP: Employee, Transit Rider, and General Public Charging. These targets are intended to align with the goals set by Metro in the 2019 CAAP and 2020 MBS Plan. The 2023-2028 EVPSP will result in the installation of 50% of chargers within Disadvantaged Communities (DACs) and 30% of chargers within Equity Focused Communities (EFCs). The overarching EVPSP goals include:

1. **Employee EV Charging:** Install at least four EV charging ports at each employee facility, assessing opportunities to build for the future where feasible. The EVPSP aims to provide charging at each facility by 2028 so that all employees who want to drive an electric vehicle and charge at work have the opportunity to do so. Access to workplace charging can provide reliable charging access to employees who can't charge at home. Improved charging access can help employees ultimately decide to purchase an EV and feel comfortable commuting with the vehicle's range. The visibility of workplace charging can also help improve awareness of electric vehicles among employees.

Pricing Structure

Metro will establish a pricing structure for employee charging use, consistent with California state regulation which requires EV charging to be based on $/kWh pricing.

2. **EV Charging for Transit Riders:** Metro operates nearly 50 Park & Ride locations, several with multiple lots, totaling over 19,000 spaces. Metro will deploy charging for at least 5% of the total Park and Ride spaces by 2028, on a path to reach 10% by 2030. Metro will increase access to charging for Metro riders through chargers installed at Metro's Park & Ride locations. Improving charging availability for transit riders can increase the likelihood that Park & Ride users will consider an electric vehicle. Park & Ride charging can provide reliable charging access to customers who can't charge at home, or double the effective electric range of EV commuters who charge at home.

   Title 24 CALGreen codes require the installation of public charging at new Park & Ride facilities; Metro will go beyond this requirement by adding charging at existing Park & Ride facilities.

   Pricing Structure

   Metro will establish a uniform pricing structure for transit rider use, consistent with new California state regulations. Requiring payment for charging encourages efficient charger usage: if charging is free or lower cost than home charging, users will opt for the cheaper option and create unnecessary demand for the potentially limited supply of charging at Metro locations.

   Metro will also assess the feasibility of enabling an EV charger pricing mechanism similar to our current LIFE program discount for transit use. Designing such a program is complicated, as EV charger pricing may need to be adjusted regularly based on utility rate schedules or changes in usage patterns by transit riders. Staff will return to the Board to request approval of future EV charger pricing rates.

3. **Charging for General Public Use:** Metro will explore opportunities to leverage our extensive real estate portfolio, programs, and partnerships to develop fast-charging services in the LA region. Metro will also engage with developers to increase access to charging at Joint Development projects.

Prioritization Criteria

Metro has created a site-based deployment approach that prioritizes employee and public charging locations based on several quantitative and qualitative criteria, including:

- **Disadvantaged Communities (DAC) and Equity Focus Communities (EFCs):** Census tracts designated by the State of California as DACs often lag in investments in clean energy technologies, and Metro can support earlier investment in these areas. Metro also prioritized DACs as utility programs use the DAC boundaries for incentive calculations. Many DACs also

overlap with Metro's own EFC boundaries.

- **Total Number of Parking Spaces:** Sites with more spaces to accommodate chargers, increasing site cost-effectiveness and locational flexibility to identify the lowest-cost site options.
- **Location:** End-of-line locations with more customers who frequently leave vehicles for 6+ hours, 4-5 days a week, and connect with modes of transportation including bike and Metro Micro.
- **Parking Lot Type:** The Plan prioritizes garages over surface lots, where possible, due to typically lower costs and ease of installation in parking structures.
- **Availability of Utility Incentives:** Utility incentives and other grant opportunities help reduce the upfront capital costs of the site development, and Metro prioritizes sites with more valuable incentives.

After a quantitative assessment based on the above criteria, Staff also assessed sites for qualitative factors as well and adjusted its prioritization accordingly. These factors included parking utilization and feedback from parking operations staff, arrangements with third-party site ownership that could delay installation, aerial imagery review of site parking layout and potential locations, as well as feedback from utilities, where available. Staff will continue to review prioritization based on learnings as EVPSP implementation progresses.

EV Parking Strategy Development Outreach

Outreach to internal and external outreach was completed by Metro Staff to support the development of the EV Parking Strategy throughout 2020 and 2021. This included internal discussions with Metro Parking Operations, Planning, Program Management, Office of Equity and Race, Labor Relations, Office of Management and Budget, Bus and Rail division leadership, and equity liaisons over the course of the Plan development. External stakeholder outreach included presentations and discussions with:

- Metro Sustainability Council: Previewed the EV Parking Strategy with Council and collected feedback on the draft EV Parking Strategy, which was incorporated into the final Plan.
- Regional Electric Utilities: Previewed Metro's overall plans and priority sites with SCE account representative and program managers from the utility's "Charge Ready" incentive program to validate plans for utility program applications. Confirmed strategies for long-term planning on light-duty vehicle charging and medium-/heavy-duty vehicles and charging. Similar conversations occurred with the Los Angeles Department of Water and Power (LADWP) account representative to engage on their program offerings.
- California Department of Transportation (Caltrans): Confirmed agencies' shared interest in developing charging at Caltrans-owned sites and reviewed expectations of Plan implementation. Collaborated on prioritized site lists and outlined required steps and approvals from Caltrans to approve charging installations on sites they own.
- Energy Resiliency Series Meetings & EV Workshop: Gathered sustainability and climate

action leaders from across the region for a resiliency series of meetings; hosted EV advocates, utilities, and vendors for an EV workshop. Shared initial vision and goals of EV Parking Strategy, collected feedback, and incorporated it into the plan format and structure, including prioritization of sites.

- EV Charging Providers: Conducted EV RFI to identify products and services currently on the market that would align with Metro's EV Parking Strategy for each segment.

Program Cost Estimates and Potential Revenue Sources

Staff developed cost estimates for capital and operations associated with the five-year plan period. The capital cost to deploy over 2,000 stations at 83 sites within the plan is estimated at $49 million. The ongoing operations and maintenance costs for the chargers are estimated at $18.4 million over five years.

EV charging operations also provide revenue sources from employee and transit rider charging and from the generation of Low Carbon Fuel Standard (LCFS) credits from EV charging, which can be sold for additional program revenue. A summary of the Plan costs, utility incentives, and revenues is shown in the tables below:

Estimated Capital Costs	**$ (M)**	**Planned Charging Units**
Employee Sites	$4.3	170
Park & Ride Sites	$44.7	1,881
Total Capital Costs	**$49.0**	**2,051**
Potential Utility Incentives	*-$13.4*	
Capital Costs Less Incentives	**$35.6**	

Estimated Operating Costs	**$ (M)**	**Planned Charging Units**
Employee Sites	$2.1	170
Park & Ride Sites	$14.8	1,881
Program Management	$1.5	
Total Operating Costs	**$18.4**	**2,051**
Potential LCFS Revenues	*-$4.8*	
Potential Charging Revenues	*-$6.9*	
Total Operating Costs Less Revenues	**$6.7M**	

Given the scale of the upfront costs for deploying charging infrastructure, third-party funding sources will be critical to deploying infrastructure at the scale planned for the EVPSP. The tables above show that available utility incentives and charging revenues are only expected to offset 27% of capital costs and 64% of operating costs for the five-year plan. Metro can accelerate EV charging deployment

beyond what would be otherwise available through outside funding sources.

Metro has crafted the EV Parking Strategy to prioritize funding availability from utility programs and other potential future grant sources. As additional funding opportunities arise, the EV Parking Strategy roll-out will pursue any possible grants or other funds to reduce the capital or operational costs of completing the EV Parking Strategy.

Public-Private Partnership (P3)

Metro will pursue a public-private partnership through a Project Development Agreement (PDA) with potential P3 developers. The intent of pursuing this path is to reduce the upfront investments required for the EV Parking Strategy. This partnership could include innovative financing, ownership, or revenue models that would help accelerate investments to increase access for charging at Metro's employee and public facilities. The P3 could design, build, finance, and maintain the implementation of EV chargers, including the installation and maintenance of up to 3,000 chargers, which could support charger installation beyond the initial 5-year Strategic Plan. The EVPSP identifies several incentives, grants, and revenue-generating sources that could fund the capital and operating costs of the program. Consistent with prior practice, staff will work with our union partners and the P3 team to ensure there are workforce development and partnership opportunities for represented employees.

Until a P3 contract is issued, and the existing network is transferred to the selected partner, Metro will continue to operate its public and fleet charging stations. As a next step, Staff will develop the scope of the P3 with an anticipated solicitation in Spring/Summer 2023. This would allow Metro to contract with and onboard a selected partner by winter 2023. The anticipated milestones and timeline for the execution of a P3 contract are shown below:

Milestone	**Expected Timing**
Development of P3 scope	Fall/Winter 2022
Industry outreach	Fall/Winter 2022
RFP solicitation and evaluation	Spring/Summer 2023
Contract negotiation	Fall 2023
P3 onboarding and charging network transfer	Winter 2023

Metro expects the P3 to be a long-term relationship between the agency and the selected partner, anticipating the initial contract term to cover the five years planned in the EVPSP, with the potential for two, five-year extensions to allow the partner to continue growing the network and recover costs as utilization of chargers grows over time.

Utility Incentive Programs

As shown in the tables above, utility programs can provide significant financial support to reduce upfront capital costs of EV infrastructure deployment. SCE's Charge Ready program and LADWP's Commercial EV Charging Station Rebate program will provide the primary utility funding for the near-term EV Parking Strategy. Metro coordinated with the utilities regarding their programs and has aligned the plan to allow for participation in these offerings.

State, Federal, and Local Grant/Capital Funding

The Infrastructure Investment and Jobs Act, signed into law on November 15, 2021, includes over $30 billion eligible for electric vehicle funds, including $2.5 billion for charging and fueling infrastructure grants and $5 billion in a National Electric Vehicle Formula Program for EV charging, among several other relevant EV appropriations.

As of February 2022, the California Department of Transportation is working to establish the grant program requirements, which will be eligible to states, local jurisdictions, metropolitan planning organizations, and public authorities with a transportation function - like Metro. These grants are expected to be implemented later in 2022.

California also funds EV infrastructure grants that may be available to Metro, though the current CALeVIP program is fully subscribed. The California VW Mitigation Trust, which funds clean transportation investments resulting from the Volkswagen emissions settlement, provided $5M for light-duty zero-emission electric infrastructure in 2021, with an undetermined second installment in future years. This grant program would cover 100% of charger installation costs at publicly accessible government sites, and 60% of costs at workplace (employee) sites. The Infrastructure Investment and Jobs Act also provides $384 million to California in formula funds for EV charging along designated alternative fueling corridors.

Low Carbon Fuel Standard Credit Revenues

California's Low Carbon Fuel Standard (LCFS) represents a potentially valuable revenue stream for the EV Parking Strategy, which will offset costs over the life of charger assets. Metro generates LCFS credits for electricity used to charge electric vehicles at Agency facilities. Metro can then sell those credits on California Air Resources Board's regulated market. While these credit prices are variable, they have ranged between $150 and $200 per credit in recent years.

DETERMINATION OF SAFETY IMPACT

This Board action will not impact Metro safety standards.

FINANCIAL IMPACT

Metro is not requesting any new allocation of funding for the EVPSP at this time. Staff will pursue a PDA solicitation to identify a P3 partner to implement the EVPSP and bring the resulting agreement back to the Board for approval of the agreement's terms.

EQUITY PLATFORM

Implementing the EV Parking Strategic Plan will significantly increase access to EV charging for Metro's employees and transit riders, supporting more widespread EV adoption. While the carbon emissions benefit from vehicle electrification is often considered in a regional (or broader) context, Metro's data indicates that 37% of the park and ride users live within two miles of their preferred stop,

illustrating that the emissions benefit from replacing gasoline car trips will largely be generated in those communities where chargers are installed. EV charging at our Park & Ride lots will also benefit marginalized groups, particularly low-income households, BIPOC (Black, Indigenous, and people of color) communities, Equity Focused Communities (EFCs), and CalEnviroScreen Disadvantaged Communities (DACs), where EV charging is often slow to develop from private investment. The EV Parking Strategic Plan includes the development of charging at Park & Ride sites in communities in South Los Angeles (La Cienega, Expo/Crenshaw, Fairview Heights, Harbor Freeway stations), East Los Angeles (Atlantic Station), Van Nuys (Van Nuys and Sepulveda Stations), and Long Beach (Willow Street and Pacific Coast Highway Stations).

As EV ownership increases among marginalized groups, these customers will experience fuel and maintenance cost savings compared to gasoline cars, reducing their overall transportation burden within household budgets, and improving equity outcomes over the long term. Similarly, the addition of accessible EV charging spaces, as required by the State Americans with Disabilities Act (ADA) code, will increase access to EV charging for people with disabilities.

Metro leveraged GIS data to prioritize locations in disadvantaged communities, as defined by the State, for the deployment of EV infrastructure within the Plan. Results of the analysis showed that 54% of charging stations and 59% of sites within the plan are located within disadvantaged communities (top quartile). About 30% of stations and 34% of sites are located within EFCs, aligned with the overall population of LA County. These communities, which Metro is prioritizing in the plan, are often the last to receive investments in new, clean energy technologies.

In locations with constrained parking, the reduction in general spaces could limit the availability of parking to non-EV owners. Metro aims to mitigate this burden by prioritizing locations with ample unused parking so as not to take up limited parking resources in high-demand locations. This impact is only expected to be short-term as EVs become more affordable and used EVs become more available.

As new charging locations open, Metro will engage local community members and provide in-language information about new charging availability and information about benefits and use. This could include launch events at Park & Rides or nearby centers of community activity. Metro will also seek to engage hyperlocal community-based organizations (CBOs) within the communities where chargers are being installed to help disseminate information about the new stations, in alignment with Metro's 2021 Community-Based Organization Partnering Strategy. Metro will continue to monitor station usage and feedback from community members and users, including via EV social networks like PlugShare and ChargeHub, to adapt the EVPSP over time to ensure the stations are useful and delivering the benefits of EVs to our employees and customers.

Finally, as Metro seeks to identify future locations for public fast charging at agency owned properties, the EVPSP will engage local CBOs through workshops or direct discussions to help identify locations that will best serve drivers in EFCs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The EVPSP supports the implementation of Metro's Strategic Plan Goals, aligning with the following goals:

> 1.2.D: Improve connectivity to provide seamless journeys by improving Park & Ride experience for electric vehicle owners and providing charging access to those who lack access to home charging.
>
> 4: Transform LA County through regional collaboration and national leadership by partnering with utilities to develop EV charging and help meet City and State initiatives to accelerate the adoption of EVs through greater access to electricity as a transportation fuel.
>
> 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce by providing workplace charging to employees, and supporting those who drive EVs or have an interest in owning an EV but lack reliable locations to charge one.

Further, the EVPSP directly addresses the 2019 CAAP and 2020 MBS Plan goals. The CAAP committed Metro to a 79% reduction in greenhouse gas emissions by 2030 and included measures to install EV charging at Metro facilities for employee commuter use. The MBS Plan emissions and pollution control Goal 5.4 included exploring "further measures to reduce employee commuting emissions."

ALTERNATIVES CONSIDERED

The Board may choose not to approve the recommendation to adopt the EVPSP. Staff does not recommend this alternative because it would risk putting Metro behind regional adoption trends for electric vehicles among transit riders and employees, exacerbating future needs to deploy charging infrastructure to meet employee and rider expectations.

NEXT STEPS

Upon Board approval of this action, staff will move forward with the development and solicitation of a P3 to identify and select a partner for the implementation of the plan. The EVPSP identifies early priority projects for collaboration with utility partners in the near term and will continue to pursue these projects.

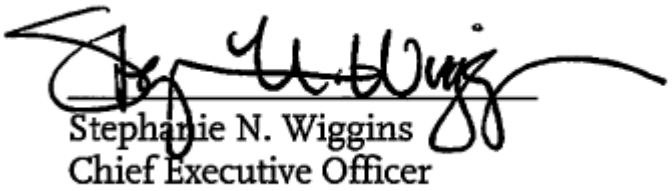
Metro staff will establish an EVPSP program management structure to oversee the deployment and partnership, develop program policies and procedures, including workforce development programs, and support outreach strategies to employees and public charging users. This interdisciplinary staff team will manage the P3 contract and coordinate with our internal partners in local divisions and facilities, as well as Metro Parking Management to plan deployments at sites under their purview, and identify needs, opportunities, and challenges specific to each location that will be factored into conceptual and detailed designs.

ATTACHMENT

Attachment A - LA Metro 2023-2028 Electric Vehicle Parking Strategic Plan

Prepared by: Craig Reiter, Senior Director, (213) 265-0691
Cris B. Liban, Chief Sustainability Officer, (213) 922-2471

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950
Errol Taylor, Interim Chief Operations Officer, Transit Service Delivery (213) 922-3227



Stephanie N. Wiggins
Chief Executive Officer

Los Angeles County
Metropolitan Transportation Authority

Electric Vehicle Parking Strategic Plan

2023–2028

Metro

June 2022

Table of Contents

Executive Summary

The 2023-2028 Electric Vehicle Parking Strategic Plan (EV Parking Strategy or Plan) provides a strategic blueprint for sustainable, cost-effective, and efficient investments in electric vehicles and charging infrastructure for Metro. The EV Parking Strategy complements the 2019 Metro Climate Action and Adaptation Plan and 2020 Moving Beyond Sustainability plan, focusing on opportunities to increase access to employee, transit-rider, and public charging and supporting Metro's long-term transition to zero-emission vehicles.

The EV Parking Strategy offers data-driven insight into the current state of the Southern California market for electric vehicles (EVs), as well as the policy and regulatory directives driving regional and state-wide efforts to increase EV adoption. The plan then offers recommended goals, strategies, and prioritization plans for achieving identified objectives in each of the core EV Parking Strategy focus areas:

Table 1. EV Parking Strategy Goals and Enabling Strategies

EVPSP Goals	**Employee Commuting** At least **4** charging ports **at each employee facility**	**Transit Riders** Charging for **5% of Park & Ride** spaces, including 20% EV-ready for Capital Projects	**Public Charging** Evaluating new **multi-modal opportunities** for fast charging siting
Enabling Strategies	Install chargers and make-ready[1] charging infrastructure to **plan for long-term growth** **Planning for at least 50%** of charging ports installed in Disadvantaged Communities **Leveraging local and state partnerships** for incentives and coordination to support EV adoption Proactive EV **charging network management** and **re-investing program revenues** to support future growth		

For each segment of the EV Parking Strategy, we review a market analysis, technical requirements, and operational considerations for the charging network.

Based on existing internal and public data, we project the upfront capital and operational costs of achieving Metro's EV Parking Strategy objectives and review available incentives to reduce these costs. The EV Parking Strategy concludes with proposed market-informed metrics to track Metro's progress toward EV Parking Strategy goals.

[1] Make-ready infrastructure includes all of the supporting electric infrastructure and upgrades to bring electricity from the power source to the parking space. EV chargers are installed on a completed "make-ready."

1. Introduction and EV Parking Strategy Objectives

Metro has committed to helping the state meet ambitious emissions reduction goals through a variety of strategies and measures across our service region by reducing our own agency emissions and serving the Los Angeles (LA) region with more sustainable transit options that get people out of their cars. As the population of electric vehicle (EV) drivers grows, Metro will need to design our services, facilities, and operations to serve a growing population of riders and employees who drive EVs. This EV Parking Strategy defines the charging infrastructure requirements, outlines a prioritized approach to charging deployment, and proposes the costs and benefits associated with completing the EV Parking Strategy. The Plan also defines policies and management strategies to facilitate a successful charging program for internal operations and public use.

Purpose of the EV Parking Strategy

This EV Parking Strategy provides a framework to help Metro meet growing rider and employee interest in zero-emission vehicles. It also positions Metro to complement other regional and statewide efforts by supporting EV adoption through increased access to daily charging. The EV Parking Strategy addresses Metro's employee, transit-rider, and public charging segments. A separate initiative will address Metro's non-revenue fleet (NR) charging. The increased adoption of EVs among employees and riders will also enable fuel and maintenance savings for our employees and patrons, compared to existing fossil-fueled vehicles.

Metro's Role in Vehicle Electrification

The 2019 Metro Climate Action and Adaptation Plan[2] (CAAP) commits to a 79% reduction in greenhouse gas (GHG) emissions by 2030 and specifies the measures Metro will implement to meet this ambitious goal. CAAP measures include installing EV charging infrastructure at Metro facilities for employee commuter use. The EV Parking Strategy operationalizes those goals to build on existing progress and meet the 2030 targets specified in the CAAP and reinforced in the 2020 Moving Beyond Sustainability (MBS) plan.[3]

Regional and state efforts to electrify the transportation sector further necessitate the need for a comprehensive EV Parking Strategy. In 2020, Governor Newsom issued Executive Order N-79-20, requiring California to phase out the sale of non-zero-emission vehicles by 2035,[4] further reinforcing the state's long-term shift toward electric and other zero-emission vehicles. At the local level, Metro was among the leaders of the Los Angeles Cleantech Incubator (LACI) Transportation Electrification Partnership, which has defined the region's Zero Emissions 2028 Roadmap.[5] The latest Roadmap edition calls for achieving three goals by 2028, supported individually and collaboratively by the public and private contributors:

> Achieve 80% EV market share (vehicles sold) and 30% of the total passenger vehicle population.

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[2] Metro (2019). Metro Climate Action and Adaption Plan 2019. http://media.metro.net/projects_studies/sustainability/images/Climate_Action_Plan.pdf

[3] Metro (2020). Moving Beyond Sustainability Strategic Plan 2020. http://media.metro.net/2020/Moving-Beyond-Sustainability-Strategic-Plan-2020.pdf

[4] Executive Department, State of California, 2020. Executive Order N-79-20. Issues September 23, 2020. https://www.gov.ca.gov/wp-content/uploads/2020/09/9.23.20-EO-N-79-20-Climate.pdf

[5] LACI (2019). Transportation Electrification Partnership Zero Emissions 2028 Roadmap 2.0. Published November 26th, 2019. https://laincubator.org/wp-content/uploads/LA_Roadmap2.0_Final2.2.pdf

> Shift 20% of all single-occupancy vehicle trips to zero-emission public transportation, bikes, or other active transportation modes.

> Advance zero-emission solutions for all public investments in surface vehicles and related infrastructure for goods movement.

Metro will play a vital role in reaching all three of these targets, whether through our plans to electrify the bus fleet or future capital investments that will support the region's sustainable growth. The LACI Roadmap also targets the installation of 84,000 public and workplace chargers across the region. Transportation electrification at Metro's facilities will enhance efforts by other partners, including the City of Los Angeles' 2019 Green New Deal and the Los Angeles Department of Water and Power (LADWP), Southern California Edison (SCE), and the Southern California Public Power Authority (SCPPA), who have also increased their investments in transportation electrification.

State and Regional Progress

The Electric Vehicle (EV) market in California is approaching an inflection point. As of the end of 2020, over 625,000 battery (BEV) and plug-in hybrid (PHEV) electric vehicles were registered across the state. Of these, more than one-in-three in the state were registered in the Los Angeles-Long Beach-Santa Ana Metropolitan Statistical Area (MSA). While these EVs represent only about 2.5% of the total light-duty vehicle population, new vehicle sales in the Los Angeles MSA have rapidly grown to exceed 8% of total new sales statewide.[6] In 2020, Governor Newsom issued Executive Order N-79-20, requiring California to phase out the sale of non-zero-emission vehicles by 2035,[7] further reinforcing the state's long-term shift toward electric and other zero-emission vehicles (ZEVs).

At the same time, global automobile manufacturers continue to announce significant investments in EV market growth while phasing out internal combustion engine technologies. Ford and General Motors (GM) combined have planned $56 billion of investment in EVs by 2025; Kia, Mitsubishi, Subaru, Volkswagen, and Volvo all project between 40-60% of their global sales will be electric by 2026. GM is also targeting the phase-out of diesel and gas powertrains entirely in the light-duty segment by 2035.[8] In 2021, Tesla exceeded 900,000 electric vehicles delivered globally for the first time.[9] Bloomberg New Energy Finance projects that battery pack prices – the main driver of EVs' higher incremental costs – will fall below $100/kWh by 2024 and drop another 40% by 2030 – enabling EVs to have a price advantage over comparable gasoline vehicles.[10] These market factors, bolstered by evolving consumer preferences, put EV adoption on a path for significant growth in the coming decade.

In projecting a path to meet the state's long-term greenhouse gas reduction goals, the California Air Resources Board (CARB) forecasts more than doubling BEVs' market share to more than 25% of vehicle sales in 2025 and nearly 50% in 2030. This trajectory would put more than eight

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[6] California Energy Commission. California Energy Commission Zero Emission Vehicle and Infrastructure Statistics. Data last updated April 30, 2021. Retrieved 6/24/2021 from https://www.energy.ca.gov/zevstats

[7] Executive Department, State of California. Executive Order N-79-20. Issues September 23, 2020. https://www.gov.ca.gov/wp-content/uploads/2020/09/9.23.20-EO-N-79-20-Climate.pdf

[8] Car and Driver. "Here are all the promises automakers have made about electric cars," June 26, 2021. https://www.caranddriver.com/news/g35562831/ev-plans-automakers-timeline/

[9] Tesla. Tesla Q4 2021 Vehicle Production Deliveries, January 2, 2022. https://ir.tesla.com/press-release/tesla-q4-2021-vehicle-production-deliveries

[10] Bloomberg New Energy Finance, Electric Vehicle Outlook 2021 – Executive Summary. Accessed June 30, 2021. https://bnef.turtl.co/story/evo-2021/page/7/1?teaser=yes

million zero-emission vehicles on the road, primarily BEVs, by 2030.[11] Today, the Los Angeles MSA represents 37% of the EV population in the state. If CARB's projections are realized, this will equate to three million EVs on the road in the Los Angeles MSA in 2030, or 12-fold growth over the decade.

Metro has identified multiple strategies to help the state meet ambitious emissions reduction goals – and more broadly, to serve the LA region by reducing vehicle trips through more sustainable transit options. As the rate of EV adoption grows, Metro will need to evolve our services, facilities, and operations to serve a growing population of riders and employees that drive electric vehicles. The EV Parking Strategic Plan defines the charging infrastructure requirements, outlines a prioritized approach to charging deployment, and proposes the costs and benefits associated with completing the EV Parking Strategy. The EV Parking Strategy also defines policies and management strategies to facilitate a successful charging program for internal operations and public use.

Assessment of Local and Peer EV Charging Deployment

Implementation of the EVPSP will establish Metro as a leader both within Southern California and among peer agencies concerning support for the oncoming growth of EV drivers. Staff reviewed progress and/or plans for EV charging from local and national peers or sister agencies for comparison with the Plan:

- **City of Los Angeles:** Over the last five years, the City has installed approximately 350 charging stations at 19 locations across the city, 140 chargers are designated for city fleet vehicle use, while 210 are made available for public and city employee use. The City Council recently passed a motion to develop and implement an Electric Vehicle Master Plan to aid in the electrification of 10,000 city fleet vehicles. The city's plan would add charging at more than 600 city-owned properties.[12] As of early 2021, there were just over 11,000 commercial charging stations in Los Angeles largely funded by incentives from the Department of Water and Power. Several city agencies installed over 1,300 of these stations, including the Bureau of Street Lighting, and the Departments of Transportation and General Services. This surpasses the mayor's 2023 goal of 10,000 stations two years ahead of plan. The city targets 25,000 chargers installed by 2025, of which Metro's EVPSP would be in direct support.[13]
- **Los Angeles Department of Water and Power (LADWP):** In addition to funding incentive programs for commercial charging stations, LADWP has supported the installation of 430 chargers on streetlight poles across the city.
- **Bay Area Rapid Transit (BART):** BART is in the pilot stage of EV charging for its facilities, deploying 44 chargers at two rail station parking facilities. BART's board adopted an EV Charging Policy[14] in November 2021, which acknowledged the District's role to reduce the environmental footprint of regional transportation, as the largest operator of vehicle parking for a rail operator in the state. The Policy sets high-level goals and strategies for EV charging deployment but does not contain long-term targets for charger deployment.

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[11] California Air Resources Board, Revised Draft – 2020 Mobile Source Strategy, April 23, 2021.
https://ww2.arb.ca.gov/sites/default/files/2021-04/Revised_Draft_2020_Mobile_Source_Strategy.pdf
[12] CleanTechnica.com, Electric Vehicle Master Plan" — 10,000 EVs For Los Angeles, April 12, 2022.
https://cleantechnica.com/2022/04/12/electric-vehicle-master-plan-10000-evs-for-los-angeles/
[13] LADWPnews.com, Mayor Garcetti Announces the City Has Helped Install 10,000 EV Chargers, January 6, 2021.
https://www.ladwpnews.com/mayor-garcetti-announces-the-city-has-helped-install-10000-ev-chargers/
[14] BART, Electric Vehicle Charging Policy, November 18, 2021.
https://www.bart.gov/sites/default/files/docs/BART%20Electric%20Vehicle%20Charging%20Policy%20-%20Final.pdf

> **City of Boston:** Boston released its Zero-Emission Vehicle Roadmap[15] in 2022, which broadly covers the city's goals to support widespread adoption of electrification, ensure affordable, convenient access to charging, and electrify the municipal fleet. Targets for the roadmap include ensuring every household in the city is within a 10-minute walk of an accessible EV charging station by 2040 and installing 1,055 level 2 chargers owned by the city or privately by 2025.

While many peer transit agencies are actively planning for and implementing bus electrification plans, a scan of other large peer transit agencies' sustainability planning did not identify long-term or large-scale EV planning for employee or transit rider use on the scale envisioned in the EVPSP.

Metro's Current EV Progress

As of May 2022, Metro operates 108 Level 2 EV charging ports, of which 81 are deployed at Park and Ride (P&R) locations for public use (see Figure 1 below). Metro's non-revenue fleet operates 25 chargers, and two chargers are reserved for use at Metro's Gateway building. Metro's charging equipment is compliant with the Open Charge Point Protocol (OCPP), which allows for the flexibility and interoperability of various charging network service providers across Metro's network and on existing charging hardware. This important feature provides ease for scalability and a level of "future-proofing" of charging assets to allow them to operate with new charging services as needed in the future. Metro will continue to require OCPP-compliant hardware in future procurements or deployments as part of the EVPSP.

P&R chargers are installed across 18 locations, with three to four ports installed at most sites. Union Station Gateway has the most, with 13 ports installed. From July to October 2021, the P&R chargers averaged 10-11 sessions per charger each month, down from a peak of 50 sessions per charger per month in January 2020, before the beginning of the coronavirus pandemic.[16] Two locations (Sierra Madre Villa on the L Line [Gold] and Willow on the A-Line [Blue]), had consistently higher use, with 17-32 charging sessions per month. Charging events between July and October 2021 have averaged between 17 and 21 kilowatt-hours (kWh), or roughly 55-70 miles of electric range per session. During those months, 68 P&R stations provided electricity for approximately 50,000 zero-emission miles per month. These stations also delivered $1,600-$1,800 in revenue per month from drivers paying for station usage, or $2.36 per session. This equates to $0.12 per kWh of energy delivered, or just over $1 per gallon equivalent of gasoline, enabling significant savings for EV drivers compared to driving a fossil-fueled car.

Metro's current network of 108 chargers is operated and maintained through a contract with Axxera, which is set to expire in August 2022. As described in Sections 5 and 6 below, Metro plans to extend this contract for up to 24 months while soliciting a long-term partnership solution to deploy the full EVPSP.

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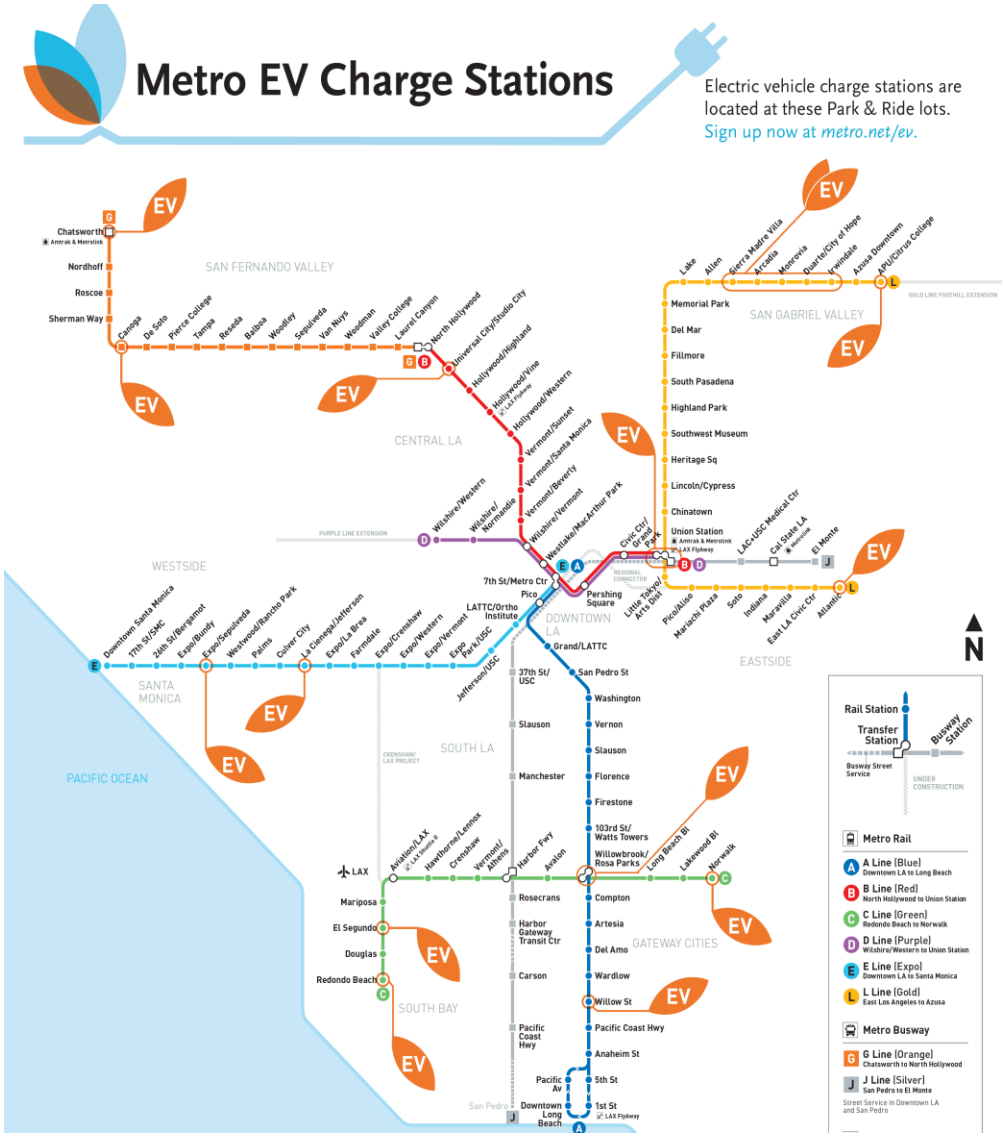
[15] Boston.gov, City of Boston Zero Emission Vehicle Roadmap, 2022. https://www.boston.gov/sites/default/files/file/2020/12/Boston%20ZEV%20Roadmap_1.pdf

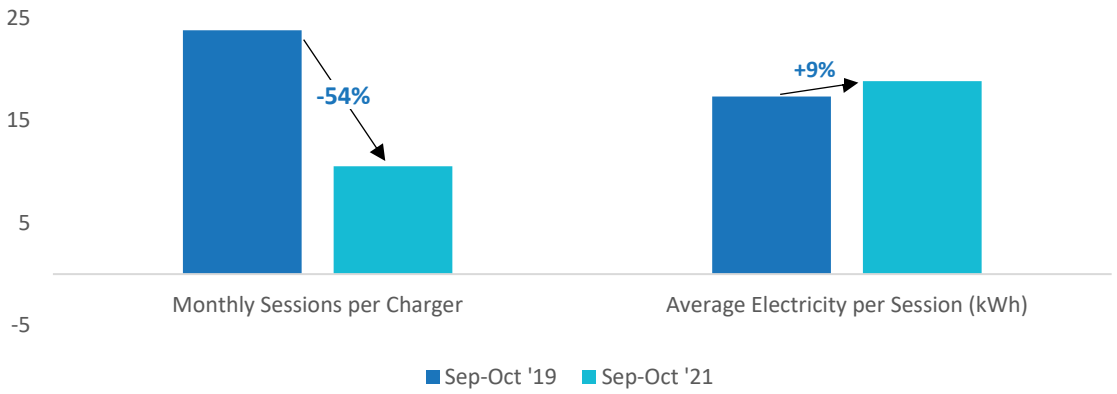
[16] Charging station session and consumption data for public and non-revenue Chargers in 2021 may not be representative of typical historical (or future) months due to impacts of the coronavirus pandemic on travel and commuting patterns.

Figure 1. Metro P&R locations with EV charging stations



Analysis of P&R charging data from July through October 2021 displays a significant decline in usage compared to the months preceding the beginning of the COVID-19 pandemic. This indicates, as expected, that stay-at-home orders and reduced commuting reduced EV charger use, which has not yet rebounded despite increases in vaccination rates this year and the economy's reopening. Comparing the available data from, September-October 2021 with the same months in 2019, before the pandemic, each charger averaged less than half as many sessions per month, and stations saw a 40% reduction in the amount of electricity delivered. Interestingly, the average energy used per session has increased in September and October 2021, with drivers using 9% more electricity each time they charged at a P&R location. While the long-term effects of remote work may change the dynamics for commuters who need daily charging at park and rides. Metro's data continues to show rebounds in the usage of P&R chargers. Comparing the month of April 2021 to April 2022, charging energy dispensed at Metro's P&R chargers increased by 28% and monthly transactions increased by 46%, though they remain below pre-pandemic levels.

Figure 2. Comparison of 2021 P&R Charging Usage to Pre-Pandemic Months

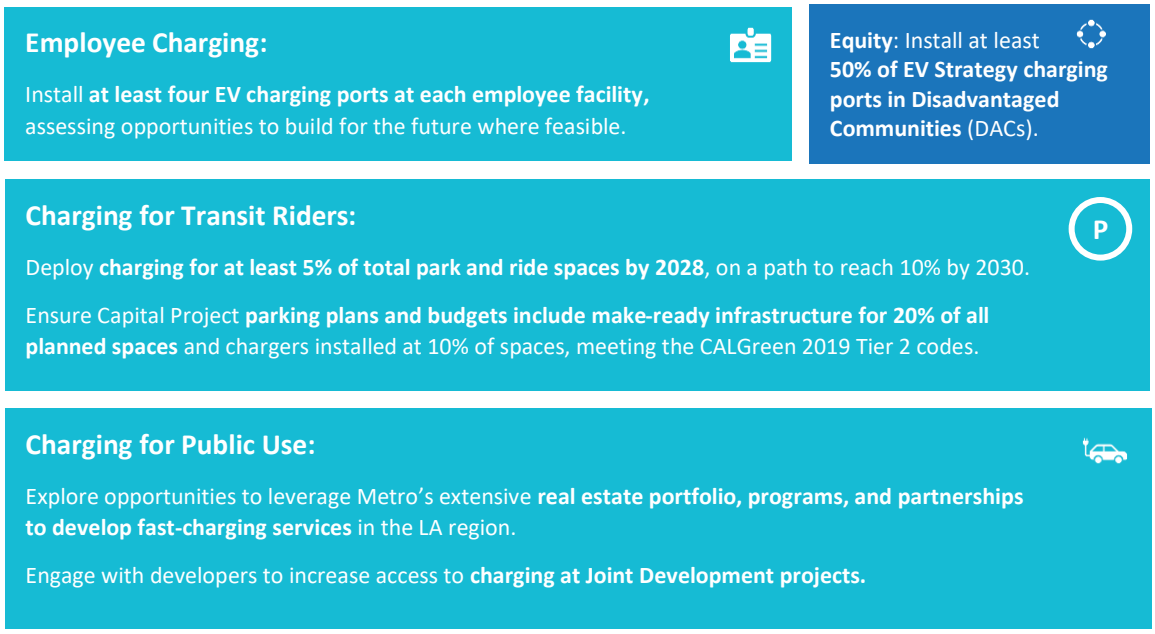


Twenty non-revenue (NR) fleet chargers are deployed across seven Metro facilities, with half of these installed at Union Station Gateway. Other divisions and locations have one to three chargers installed. These chargers support 21 BEVs that are active in the NR fleet, including 20 Chevy Bolt sedans and one Kia Niro SUV. While the 10 chargers at Gateway do not report usage data, the other 10 chargers logged 288 sessions per month between July and October 2021, or approximately 1 session per charger per day. Average charging sessions for the month were between 11-17 kWh or 35-55 miles per session. Metro does not currently have charging stations installed for employee commuting use. A 2020 survey indicated that at least 17 employees commute via electric vehicle to nine different Metro facilities.

EV Parking Strategy Objectives

Metro has established five-year deployment goals for the three segments of the EV Parking Strategy: Employee, Transit Rider, and Public Charging. These targets are intended to align with the goals set by Metro in the 2019 CAAP and 2020 MBS Plan. Underlying each of these goals, we aim to complete the EV Parking Strategy equitably, installing a majority of chargers in Disadvantaged Communities.

Figure 3. EV Strategy Goals by Charging Segment



Meeting the objectives of the EV Parking Strategy will require close coordination between the Office of Sustainability, internal Metro stakeholders, and external parties. These entities and their roles are listed in Appendix A.

While the EV Parking Strategy is designed to span 2023-2028, additional activities and investments will be needed after these five years to continue supporting EV adoption and usage among riders and employees. The EV market is only 10 years old but has seen significant technological advancement and growth during that time. By carefully monitoring future market conditions, Metro can remain responsive and adaptable to this new and evolving market.

EV Parking Strategy Development Outreach

The Office of Sustainability conducted extensive internal and external outreach and coordination in support of the development of the EV Parking Strategy.

Internal Stakeholders

> Local Division Leadership: As sites are evaluated for utility incentive programs, engaged Division staff to identify local conditions and any on-the-ground challenges to deploying employee infrastructure.

> Parking Operations: Confirmed shared interest in developing EV charging for P&R patrons and reviewed prioritized P&R locations to validate the feasibility of charging deployment (and target number of charging spaces) at each site. Reviewed parking utilization and identified potential challenges at priority sites.

> Equity Liaisons: Reviewed overall EV Parking Strategy and collected feedback on rapid equity platform assessment, which was incorporated into the Plan. Discussed impacts of EV Parking Strategy deployment on equity groups.

External Stakeholders

- Sustainability Council: Previewed the EV Parking Strategy with Council and collected feedback on the draft EV Parking Strategy, which was incorporated into the final Plan.
- Utilities: Previewed Metro's overall plans and priority sites with SCE account representative and program managers from the utility's "Charge Ready" incentive program to validate plans for utility program applications. Confirmed strategies for long-term planning on light-duty vehicle charging and medium-/heavy-duty vehicles and charging. Similar conversations occurred with the Los Angeles Department of Water and Power (LADWP) account representative to engage on their program offerings.
- California Department of Transportation (Caltrans): Confirmed agencies' shared interest in developing charging at Caltrans-owned sites and reviewed expectations of Plan implementation. Collaborated on prioritized site lists and outlined required steps and approvals from Caltrans to approve charging installations on sites they own.
- Energy Resiliency Series & EV Workshop: Gathered sustainability and climate action leaders from across the region for the resiliency series; hosted EV advocates, utilities, and vendors for an EV workshop. Shared initial vision and goals of EV Parking Strategy, collected feedback, and incorporated into plan format and structure, including prioritization of sites.
- EV Charging Providers: Conducted EV RFI to identify products and services currently on the market that would align with Metro's EV Parking Strategy for each segment.

Plan Organization

The EV Parking Strategy is organized around the four segments of EV charging outlined in the objectives above:

- **Section 2** defines the plan and prioritization of Employee charging locations
- **Section 3** defines the plan and prioritization for Transit Rider charging, including both existing sites and yet-to-be-developed capital projects
- **Section 4** defines the areas of focus for Metro to explore developing Public Charging
- **Section 5** outlines the high-level cost estimates for the five-year program and incentives that are currently available to offset EV Parking Strategy deployment costs
- **Section 6** details the near-term activities staff will undertake to plan for a successful implementation of the EVPSP
- **Section 7** reviews long-term actions considered as part of the EVPSP
- **Section 8** summarizes the recommendations of the EV Parking Strategy and lists measures of success

2. Employee Charging

Metro's sustainability commitment extends beyond our facilities to address impacts from employees – including their daily travel to and from work. Metro can support zero-emission commuting among employees by providing access to EV charging at employee parking facilities, installing charging at each of the Agency's employee locations by 2028 and a longer-term target of electrifying 10% of total employee parking spaces.

Overview of Employee Charging

Metro employs 9,800 individuals across the region, approximately 75% of which drive to work.[17] According to the 2020 survey for Southern California Air Quality Management District's (SCAQMD) Rule 2202, Metro had 17 employees across nine locations who responded that they commuted via zero-emissions vehicle, though the actual number of EV drivers is likely higher. Increasing access to charging at workplaces would accelerate performance with Rule 2202 to reduce emissions from employee commuting[18] and be in alignment with the U.S. Department of Energy's national Workplace Charging Challenge, launched in 2013.[19]

Access to workplace charging can double the effective electric range of EV commuters who charge at home. Employee charging can also break down barriers to EV adoption for employees without access to charging at home, either because they rent, live in multi-family dwellings, or park on-street. Improved charging access can help employees ultimately decide to purchase an EV and feel comfortable commuting with the vehicle's limited range compared to a gas vehicle. The visibility of workplace charging can also help improve awareness of electric vehicles among employees.

"I have always wanted to buy an EV but cannot due to the fact that I would not be able to charge my car at work."

– Survey response from Metro Equipment Maintenance Employee

Employee Charging Infrastructure Requirements and Approach

Metro's approach to installing EV charging is guided by two principles:

> Provide charging at each facility by 2028, so that all employees who want to drive an electric vehicle and charge at work have the opportunity to do so; and

> Assess the long-term needs for employee charging, targeting 10% of employee parking spaces by 2030, enabling more employees to charge their vehicles at work as the population of EV drivers grows over the decade.

Metro plans to install Level 2 charging for employees. Because workplace dwell times are typically eight hours or longer, slower Level 1 charging could suffice for many employees. However, as EV battery ranges continue to improve, drivers can rely less on daily "top-up" charging, and instead use workplace charging every few days or weekly, allowing more drivers

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[17] *According to a 2017 Metro employee survey (conducted in accordance with Rule 2202 of the South Coast Air Quality Management).*

[18] *South Coast Air Quality Management District. Rule 2202 – On Road Motor Vehicle Mitigation Options Employee Commute Reduction Program Guidelines. February 5, 2016.* http://www.aqmd.gov/docs/default-source/rule-book/support-documents/rule-2202/rule-2202-employee-commute-reduction-program-guidelines-(ecrp).pdf?sfvrsn=10

[19] *U.S. Department of Energy Alternative Fuels Data Center (2021). Workplace Charging for Plug-In Electric Vehicles. Accessed 6/27/2021.* https://afdc.energy.gov/fuels/electricity_charging_workplace.html

to use fewer chargers over a typical week. Utilizing Level 2 chargers will reduce the total number of required workplace charging stations per site and increases cost-effectiveness compared to the costly trenching, conduit, and cabling distances associated with installing Level 1 chargers more ubiquitously across parking lots. Metro will be able to leverage charging management software to reduce power draws of level 2 chargers to limit demand and mitigate higher electric costs and potential strain on the electric grid. Metro may further evaluate the need for additional types of charging at employee and P&R locations throughout this Plan and may install additional Level 1 charging to complement planned Level 2 chargers in future phases. Charging equipment procured by Metro will continue to be OCPP compliant to allow for future flexibility around charging services and providers.

Proactively anticipating changing employee needs will enable Metro to adapt and evolve these charging requirements over time. The COVID-19 pandemic demonstrated how quickly commuting patterns can change, and its long-term impacts on office work are still unclear. Additionally, commuting distances may be impacted by the high cost of housing, as more employees live further away from work. Metro plans to conduct employee research (e.g., surveys or focus groups) to better understand current levels of interest and expected needs for workplace charging.

Site Prioritization Plan and Charger Needs

Metro's 2023-2028 prioritization plan for employee charging infrastructure is summarized in Table 2 below. Metro's site-based approach prioritizes locations for employee chargers based on the following criteria:

- **Locations within Disadvantaged Communities:** Census tracts designated by the State of California as DACs often lag in investments in clean energy technologies, and Metro can support earlier investment in these areas.
- **Availability of Utility Incentives:** Utility incentives and other grant opportunities help reduce the upfront capital costs of the site development, and Metro prioritizes sites with more valuable incentives. See Section 5 for more detail on utility incentive programs.
- **Parking Lot Size, Type, and Layout:** Larger parking lots provide more flexibility in locations for charging installation without disrupting users. The EV Parking Strategy also considers garages over surface lots, where possible, due to typically lower costs and ease of installation in parking structures.

Metro will evaluate each site's employee parking, driver usage, and future site plans to determine the appropriate level of charging, targeting at least four chargers at each site as feasible. Metro may revisit this prioritization based on other facilities' projects that align with charging installation.

Table 2. Employee charging facilities installations by year

Prioritization		Facility			
Priority	**Fiscal Year**	**Metro Property**	**DAC**	**Lot Type**	**Utility**
1	2023	Loc 99	No	Garage	LADWP
2		Div 18	DAC	Lot	SCE
3		Div 7	No	Garage	SCE
4		Div 4	No	Lot	SCE
5		Loc 60	DAC	Lot	SCE
6		Div 10	DAC	Lot	LADWP
7	2024	Div 15	DAC	Lot	LADWP
8		Loc 30	No	Garage	LADWP
9		Div 1	DAC	Lot	LADWP
10		Div 13	No	Garage	LADWP
11		Div 5	DAC	Garage	LADWP
12		Loc 84	No	Lot	LADWP
13	2025	Div 3	DAC	Garage	LADWP
14		Loc 64	DAC	Garage	LADWP
15		Div 21	DAC	Lot	LADWP
16		Div 2	DAC	Lot	LADWP
17		Div 8	No	Lot	LADWP
18		Div 9	DAC	Garage	SCE
19	2026	Div 20	DAC	Lot	LADWP
20		Div 16	DAC	Lot	LADWP
21		Div 24	DAC	Lot	SCE
22		Div 11	No	Lot	SCE
23		Loc 63	DAC	Lot	LADWP
24		Loc 62	DAC	Lot	LADWP
25	2027	Div 14	DAC	Lot	SCE
26		Div 22	No	Lot	SCE
27		Loc 34	No	Lot	Vernon
28		Loc 66	DAC	Lot	SCE
29		Loc 110	DAC	Lot	SCE
30		Loc 55	DAC	Lot	LADWP

Employee Charging Implementation Considerations

Alignment with NR Infrastructure Planning

For sites where employee and non-revenue parking are nearby, Metro will consider opportunities to deploy charging infrastructure for both uses in conjunction to take advantage of economies of scale. Several initial applications to Southern California Edison's EV charging infrastructure incentive program include both employee and non-revenue chargers to improve candidate sites' viability for program funding. Parking and charging may also be shifted between employee and non-revenue use depending on the demand for the charging over time. For example, if a location has a high demand for employee charging but has not been assigned significant NR EVs, chargers could be allocated to employee use until the NR EV population increases and additional chargers are installed. This will allow existing chargers to be used more efficiently and delay the need to budget for and install additional employee chargers. These arrangements will be considered on a case-by-case basis to ensure employee parking does not impact NR fleet operations.

Charging Management and Access

The employee charging network will require active management to ensure reliability for employees and oversee service contracts and maintenance. Metro will require at least one full-time employee to oversee the network systemwide, as well as local liaisons within facilities at each Division to respond to local issues or questions as they arise. Employees will request access to the charging network from the employee charging program manager, who will also provide onboarding materials to educate users on the charging equipment, costs, and best practices to share with colleagues. Metro will explore opportunities to intelligently control charging loads, reduce usage and demand during peak time-of-use electricity hours, and increase participation in demand response programs, reducing costs and strain on the grid. These components of employee charging load management should only be enacted if employees can be guaranteed sufficient range to complete their driving needs.

"There need to be enough chargers to make this practical, remembering that many employees will park for 8 hours and never move their vehicles, even after they are fully charged."
– Survey response from Metro RFS Employee

Local liaisons will need to work with the population of EV users at their locations to ensure fair and equitable access. If demand for employee charging outstrips the available number of ports, guidelines may need to be established or modified for each location based on the work patterns at each site or other local constraints. Metro will also consider the potential to implement reservation systems that can be accessed via mobile app or internet so that employees can book a charging window in advance and plan their charging needs more confidently.

Charger Pricing Structure

Metro will establish a pricing structure for employee use, consistent with California state regulation which requires EV charging to be based on $/kWh pricing, and clearly show any additional charges or fees. Requiring payment for charging avoids concerns of providing benefits (free charging) to EV owners that are not available to non-EV employees. Pricing for employee charging also encourages efficient charger usage: if employee charging is free or lower cost than home charging, employees will opt for the cheaper option and create unnecessary demand for

the potentially limited supply of charging at Metro locations.[20] Metro will aim to establish fair market pricing for use of its chargers and has no intention of overcharging employees or public users. Pricing may need to be adjusted regularly based on utility rate schedules or changes in usage patterns by employees. Moving forward, Metro will work in concert with the Board to approve new pricing rates as they are updated in the future.

The pricing structure will also consider more dynamic pricing options to improve the efficient use of chargers. Strategies may include using time-of-use prices to align with utility rate costs or idle fees, which add an additional charge (e.g., $/hour) for the time employees remain in a charging space after their vehicle has completed charging and a reasonable grace period has passed. This encourages employees to move their cars and allow another employee to charge, improving the utilization of chargers.

Education and Engagement

In addition to providing a service to employees driving EVs, workplace charging creates an opportunity to improve employees' understanding of and interest in electric vehicles. As employee charging stations open across Metro facilities, Metro will conduct employee engagement activities to promote the new access to convenient, reliable workplace charging and to raise awareness about EVs and their benefits among non-EV driving employees. For example, in conjunction with charger openings, Metro could host ride-and-drive events with local dealerships, vehicle OEMs, and non-profit organizations to allow employees to experience driving an EV and see the variety of model offerings available on the market.

Metro will also develop communication plans for employees at each site to broadcast information about new charger availability, tips for shared use among employees, the pricing structure, and how to gain access to the employee charging network.

Key Recommendations for Employee Charging

- Develop employee charging at prioritized locations, pursuing utility incentives to deploy sites cost effectively.
- Conduct additional employee research to understand and inform long-term charging needs.
- Develop employee engagement plans for new charging sites to increase awareness of EV charging and benefits.

[20] *For simplicity and the purposes of the EV Parking Strategic Plan Cost and Revenue Modeling, Metro has assumed a charging price consistent with an estimated average cost of electricity.*

3. Transit Riders Charging

Transit Riders Charging will increase access to charging for Metro riders through chargers installed at Metro's P&R locations. Like employee charging, improving charging availability for transit riders can increase the likelihood that P&R users will consider an electric vehicle. P&R charging can double the effective range of an EV if drivers charge at home. It can also serve as a primary point of charging for riders without access to home charging who use P&R lots regularly for their transportation needs.

Overview of Transit Riders Charging

Installation of public charging at new P&R facilities is required by Title 24 CALGreen codes; Metro has gone beyond this requirement and committed to adding charging at existing P&R facilities. Based on the CALGreen codes, Metro will target the installation of charging stations at 5% of total P&R spaces by 2028, on track to electrifying 10% of spaces by 2030.

Metro currently operates nearly 50 P&R locations, several with multiple lots, totaling over 19,000 spaces in the P&R inventory. This inventory is dynamic and changes over time as needs shift or as parking properties are developed for other uses. While Metro owns most P&R locations, some properties are owned by Caltrans and operated under joint-use agreements. Metro's Capital Planning includes the addition of 14 P&R locations at planned future stations over the next decade. These would add over 8,600 additional parking spaces and will be subject to the CALGreen EV charging requirements at the time of their development. The EV Parking Strategy divides P&R charging plans between existing sites ("retrofit") and future capital projects ("new construction").

Charging Infrastructure Requirements and Approach

Metro's P&R charging approach is driven largely by Title 24 CALGreen requirements for EV charging at public parking facilities. The CALGreen codes have been updated based on a triennial cycle since 2009, with the most recent 2019 codes enforced as of July 1, 2021. The state has proposed 2022-cycle codes that, if adopted, would be effective January 1, 2023. Current codes require only a certain percentage of total parking spaces to be "EV capable" – meaning spaces are identified for EV charging and make-ready infrastructure is in place so that a Level 2 charger could be more easily installed in the future. LA County's codes also require a percentage of those spaces to have an EV charger installed, an approach adopted by the proposed 2022 State codes.

Table 3. Comparison of 2 CALGreen EV charging requirements for EV capable parking spaces

Code Tier	CALGreen 2019 (Currently in effect)	CALGreen 2022 (Draft)
Mandatory	10% of total spaces	20%
Tier 1	15%	30%
Tier 2	20%	45%

Per the MBS Plan, Metro has elected to design and build 100% of its capital projects in compliance with the 2019 CALGreen Tier 2 requirements, which include developing sites with 20% of parking spaces identified and made ready for EV charger installation. Based on the 2020

City of Los Angeles' Green Building Code, Metro will also install Level 2 EV charging stations at 10% of parking spaces. While this requirement only applies to new construction, Metro will use the 10% figure as a goal across the P&R system through 2030, and as an informal target for each location where charging is added.

Metro will consider how proposed 2022 code-cycle updates impact current plans and align with expected needs. The proposed Tier 2 EV requirements would more than double the number of EV-capable spaces required under the current 2019 codes, and additionally require that 15% of spaces (one-third of EV-capable spaces) have charging stations installed. These requirements would add significant costs beyond initial EV Parking Strategy plans for capital projects and may ultimately provide more charging capacity than is needed based on P&R driving patterns.

While Metro considered slower, low-power Level 1 charging in the development of the Plan, adding greater numbers of Level 1 charging was determined to be less cost-effective than installing Level 2 chargers, which also can dynamically change power demand based on driver and/or grid needs. Charger installation costs are typically driven by factors including trenching, conduit, and cable distances. Installing more Level 1 chargers would increase these distances, adding to project construction costs. Metro may further evaluate the need for additional types of charging at employee and P&R locations throughout this plan and may install additional Level 1 charging to complement planned Level 2 chargers in future phases. For more information, see Appendix B. Charging equipment procured by Metro will continue to be OCPP compliant to allow for future flexibility around charging services and providers.

Additionally, Metro has developed a set of prioritization criteria to identify existing P&R sites for EV charging installation during the Plan period, described in Appendix B. These criteria were selected to maximize the impact and amount of charging that could be deployed, including prioritizing sites that will align with utility incentive program design. Metro also incorporated qualitative data in its prioritization based on feedback from internal partners, including Parking Operations, which identified locations that would be potential best fits for the addition of EV charging.

Table 4. Considerations for prioritizing P&R sites for the development of EV charging

Criteria	Priorities
Community Impact	> Identified locations most negatively impacted by pollution caused by transportation, including economic, environmental, and health concerns > Metro-prioritized locations in disadvantaged communities (DACs) > Sites located in DACs often receive increased incentives and help meet utility program targets
Structure Type	> Garages, due to lower installation costs than surface lots, less required trenching, ability to use wall-mounted equipment, and the likelihood of meeting utility program cost thresholds

Total Number of Parking Spaces	> Sites with more spaces to accommodate chargers, increasing site cost-effectiveness and increasing locational flexibility to identify lowest cost site options
Location	> End-of-line locations with more customers who frequently leave vehicles for 6+ hours, 4-5 days a week and connect with modes of transportation including bike and Metro Micro
Traffic Analysis Zones (TAZ)	> Use of Metro's residential and commercial Traffic Analysis Zones scores for each station based on likely residential EV ownership and routes used to commute to/from work
Available Real Estate	> Allows for the option to install solar parking canopies and battery storage in the future to help offset the additional energy required to power EV charging > Onsite generation and storage to provide backup power for charging
Utility Incentives	> Sites with the highest available incentives to offset capital costs, understanding that utility incentive value and availability may be variable over time

Site Prioritization and Charger Needs

Based on these above assumptions and criteria, as well as qualitative assessments, Metro has developed a prioritized list of P&R sites for the development of EV charging. To identify charging ports per site, Metro targeted 10% of parking spaces to align with plans for new construction sites, and the 2020 City of Los Angeles' Green Building Code. Metro's Parking Management organization reviewed the proposed charging space targets and provided suggested modifications based on on-site utilization constraints and another local site context. Metro will submit these sites for utility incentive programs as they become available based on the prioritization below in Table 5. The estimated charging station counts are preliminary and may be revised based on parking utilization or other local factors.

Table 5. Prioritized P&R sites and estimated charging needs

Prioritization		P&R Location			Parking and Chargers		
Priority	**Fiscal Year**	**Metro Property**	**DAC**	**Utility**	**Lot Type**	**Parking Spaces**	**Charging Stations**
1	2023	Willow St.	**DAC**	SCE	**Garage**	689	65
2		Norwalk	**DAC**	SCE	Lot	300	10
3		Irwindale	**DAC**	SCE	**Garage**	350	35
4		Lakewood Blvd	**DAC**	SCE	Lot	531	40
5		Chatsworth	**No**	LADWP	Lot	609	58
6		Universal City/ Studio City	DAC	LADWP	Lot	782	74
7	2024	Arcadia	No	SCE	**Garage**	270	25
8		Atlantic	**DAC**	SCE	**Garage**	268	20
9		Monrovia	**DAC**	SCE	**Garage**	350	35
10		Long Beach	**DAC**	SCE	Lot	635	65
11		Expo/ Sepulveda	No	LADWP	**Garage**	260	20
12		La Cienega/ Jefferson	**No**	LADWP	**Garage**	494	45
13		Expo/Crenshaw	**No**	LADWP	**Garage**	450	45
14		Expo/Bundy	**No**	LADWP	Lot	217	22
15		Sherman Way	**DAC**	LADWP	Lot	207	20

Some P&R locations are operated under a Joint Use Agreement with Caltrans and require special considerations for charging development. Metro has conducted initial conversations with Caltrans staff, enabling the agencies to work together to meet shared objectives for charger installation at these facilities. Caltrans staff have noted several policies that must be factored into site development, particularly when applying for utility incentive programs. At this time, these policies include stipulations that do not allow profit from EV charging services on Caltrans-owned sites, and the inability to grant utility easements for EV charging infrastructure. Caltrans is reviewing their policies and considering changes to allow for the integration of EV charging at Metro-leased locations. These sites will require additional review by Caltrans and approval through Caltrans' Airspace procedure during site planning. The Norwalk, Lakewood, and Long Beach lots prioritized above may serve as pilot opportunities to work through the joint planning and approval process.

Additionally, Metro's Capital Projects plan includes three new P&R facilities that would be developed within the EV Parking Strategy period – the Foothill Gold Line extension in 2025 will open new stations in Glendora, La Verne, and Pomona with parking structures. Table 6 below identifies the number of EV-ready spaces per CALGreen Tier 2 requirements and the target number of charging stations installed at each site. The EV-ready space construction costs are

expected to be covered by capital project budgets, while the charger installations and operations would be funded through the EV Parking Strategy.

Table 6. New P&R Stations with EV-Ready spaces and targeted EV charger installation

New P&R Station	Parking Spaces	20% EV-Ready	10% EV Chargers	Opening Year
Glendora	420	84	42	2025
La Verne	600	120	60	2025
Pomona	980	196	98	2025

As part of these new construction projects, Metro will develop standardized technology and construction specifications for capital project EV charging installations. These specifications will help clarify requirements for vendors or others designing and constructing sites with EV charging. Standard criteria will include specifications of Metro's selected charging equipment, elements for electrical components to meet the National Electric Code (e.g., transformer and panel sizing, conduit, and wire specifications), Americans with Disabilities Act (ADA) accessibility requirements for EV charging, guidance for siting of charging to minimize costs and improve driver experience, required signage, lighting, and other safety measures.

Implementation Considerations for Transit Rider Charging

As the network of charging at P&R locations is deployed, Metro and partners will need to monitor and maintain a network of hundreds of charging stations across dozens of locations, including the enforcement of parking rules and revenues from rider charging.

Internal Coordination

Given limited EV charging spaces and increasing demand as more EVs are sold each year in California, Metro will need to maintain parking enforcement for EV charging spaces. Metro's parking ordinance 8-05-340 establishes policies for EV charging station spaces, which prohibits non-electric vehicles from parking in marked EV spaces and requires EVs to be plugged in and or charging while parked in a marked space. Metro's fee schedule, Section 20, also establishes a $53 fine for violations of the EV parking code. Metro's Parking Management organization should continue to enforce these regulations to keep EV parking spaces available to drivers that rely on them. Per state regulations, Metro will mark and maintain signage for public (and employee) EV charging so that EV owners can easily locate the stations and so that non-EV owners do not park in spaces illegally.

Figure 4. Standard EV parking signage

Charging Maintenance and Access

Through our contracting for EV hardware and services, Metro will ensure reliability standards for charger uptime (the percentage of time that the charger is functioning and available for driver

use). This will include monitoring the network for issues, prompt response for hardware or software issues, and regular preventative maintenance. Metro's charging provider(s) will also manage customer service for users to aid with any access, payment, or other troubleshooting.

Metro will also work with charging network providers to enable TAP card integration to seamlessly pay for charging sessions, in addition to complying with any state regulation for payment access.

Charger Pricing Structure

At Metro's existing P&R charging stations, the agency has historically charged users $1 per hour of usage, capped at $3 per day, plus a $0.25 transaction fee per charge. Metro will establish a uniform pricing structure for transit rider use, consistent with new California state regulations which require EV charging to be based on $/kWh pricing and clearly show any additional charges or fees.[21] Requiring payment for charging encourages efficient charger usage: if charging is free or lower cost than home charging, users will opt for the cheaper option and create unnecessary demand for the potentially limited supply of charging at Metro locations.[22] Metro will aim to establish fair market pricing for use of its chargers and has no intention of overcharging public users. Pricing will be communicated to drivers both via Metro's website and via signage on-site. Pricing may need to be adjusted regularly based on utility rate schedules or changes in usage patterns by transit riders. Moving forward, Metro will work in concert with the Board to approve new pricing rates as they are updated in the future.

The pricing structure will also consider more dynamic pricing options to improve the efficient use of chargers. Strategies may include using time-of-use prices to align with utility rate costs or idle fees, which add an additional charge (e.g., $/hour) for the time vehicles remain in a charging space after their vehicle has completed charging and a reasonable grace period has passed. This encourages users to move their cars and allow another user to charge, improving the utilization of chargers. Given that P&R locations are long-dwell, and where drivers are not near their car to move it once finished charging, Metro will not plan to include idle fees for drivers who do not move their vehicle after the car is finished charging. However, Metro may consider fees for drivers parked longer than extended periods (e.g., 12-16 hours) to ensure spot turnover daily and increase access for more drivers.

Interoperability of Charging Networks

As EV charging infrastructure has developed across the US over the last decade, a key frustration of many early drivers was the lack of "roaming" or interoperability between various charging network providers. Drivers would need to maintain accounts and memberships with any charging network or service provider that they used to be able to access and pay for charging at various stations. In recent years, major charging networks have begun to establish bilateral or multi-party agreements to allow for more seamless roaming between their networks and improve the experience for drivers charging in public. In the development of the EVPSP network, Metro staff will work with our charging partner to ensure the Metro network is also engaged with these national and regional charging networks to join in roaming agreements and enable

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[21] Electric Vehicle Fueling Systems Specifications in the CCR Title 4, §§ 4001 and 4002.11 Final Regulation (https://www.cdfa.ca.gov/dms/pdfs/regulations/EVSE-OAL_EndorsedLetter-and-FinalText.pdf) and Statement of Reasons (https://www.cdfa.ca.gov/dms/pdfs/regulations/EVSE-FSOR.pdf)

[22] For simplicity and the purposes of the EV Parking Strategic Plan Cost and Revenue Modeling, Metro has assumed a charging price consistent with an estimated average cost of electric.

this type of interoperability to allow for a more seamless and simple charging experience for transit riders.

Costs

While EV-capable charging spaces are required for new construction per the CALGreen codes, Metro will experience significant savings by installing charging infrastructure in new construction as opposed to retrofitting sites after they are built. An analysis from the California Electric Transportation Coalition found that an office with 150 parking spaces installing charging infrastructure for 10% (15) EV ready spaces would pay less than a quarter of the cost per EV space of a standalone site retrofit. As shown in Table 7 below, significant cost savings are achieved through raceway installation, reduced trenching needs, and fixed costs like permitting, inspection, and construction management.[23]

Table 7. EV charging installation costs in retrofits vs. new construction

Cost Component	Stand Alone Retrofit	New Construction
Electrical Panel	$8,477	$6,486
Raceway	$7,269	$4,107
Electrical Components	$1,151	$959
Trenching	$1,657	$413
Demolition	$22,966	
Asphalt & Concrete	$9,223	
Permitting, Inspection, etc.	$8,792	$1,560
Construction Management	$2,781	$90
Total per Site	**$62,316**	**$13,615**
Number of EV Spaces	15	15
Cost per EV Charging Space	**$4,155**	**$907**

Education and Engagement

The addition of new public charging will significantly benefit EV drivers in the region and will help those interested, choose to go electric – but only if drivers are aware of the charging availability at their preferred P&R locations. Metro will plan to conduct outreach to P&R customers and riders to raise awareness of charging location openings and build education about their use, prices, and the general benefits of going electric. Metro will also develop communications plans for customers who are concerned about the loss of general parking spaces to those dedicated for EV drivers only. Metro will also work with charging network operators to ensure that P&R stations are accurately displayed on public charging locator maps, such as PlugShare.com and the Department of Energy's Alternative Fuels Data Center.

[23] *California Electric Transportation Coalition, Plug-in Electric Vehicle Infrastructure Cost Analysis Report for CALGreen Nonresidential Update. September 16, 2019. https://caletc.aodesignsolutions.com/assets/files/CALGreen-2019-Supplement-Cost-Analysis-Final-1.pdf*

Key Recommendations for Transit Rider Charging

- Pursue charging at prioritized P&R sites through utility incentive program applications.
- Complete solicitation for charging hardware, software, and maintenance services.
- Develop specifications for Capital Projects parking designs to ensure consistent, cost-effective EV deployment at future P&R lots; Monitor future CALGreen code changes for impacts on P&R site plans.

4. Charging for Public Use

As a multi-modal, regional transportation agency, Metro's support for the adoption of electric vehicles expands outside of our employees and transit riders. Through the implementation of the EV Parking Strategy, Metro will also seek opportunities to develop public charging more broadly, which will support our vision and goals – and the broader regional and state objectives to decarbonize the transportation system.

Specifically, in addition to the public charging for transit riders at P&R locations, Metro will seek opportunities to develop fast-charging services for public use where feasible. Before developing projects, staff will first explore market needs, analyze geographic gaps in public charging aligned with Metro's system and properties and evaluate operating models that may align with Metro's strengths and regional roles. Appendix C presents details regarding two preliminary opportunities related to joint development sites and Metro Micro vehicles.

Metro may also evaluate opportunities for partnerships with EV car sharing providers, such as the City of Los Angeles' BlueLA program, or other private shared mobility providers to identify options for how Metro's various charging options can support greater access to EV mobility for all Angelenos.

5. Program Cost Estimates and Potential Revenue Sources

Metro has identified several potential funding sources and mechanisms for capital budgets to develop charging locations and operations budgets to support their ongoing maintenance. EV charging also provides revenue sources from employees' and transit riders' charging, in addition to Low Carbon Fuel Standard (LCFS) credits generated by EV charging, which can be sold for additional program revenue. As previously noted, costs and revenues, and other savings may accrue to different organizations' budgets within Metro, and staff will work to identify these interdependencies and impacts of the EV Parking Strategy on future budgeting. Finally, there are current utility incentives and potential future grant opportunities that can help offset both capital and operational costs, which Metro will pursue to reduce budget needs associated with the EV Parking Strategy. Cost estimates are broken into three sections below: 1) The near-term needs to maintain and operate the existing charging network until a long-term contract for the EVPSP is executed, 2) The capital costs to install 246 chargers planned in FY23 through the Charge Ready program from Southern California Edison, and 3) the long-term capital and operating costs to deploy and manage the full network envisioned in the EVPSP.

Current and Near-Term Operations Costs

As described further in Section 6 below, Metro's current Operations and Maintenance contract for the existing 108 level 2 chargers is due to expire in August 2022. Metro plans to extend this agreement for up to 24 months until a long-term contract is executed for the deployment and operations of the network envisioned in the EVPSP. To meet this near-term need for O&M of the network, Metro will need to allocate $250,000 for the extension of the current contract.

Table 8. Near-Term Operations Budget Requirements

Near-Term Operations Budget	Cost/Month	24-Month Extension Cost
> Monthly Network Operations	$7,000	$168,000
> Field Maintenance & Repairs	$3,417	$82,000
Near-Term Operations Total		**$250,000**

Anticipated Charge-Ready Installation Costs

Metro has begun coordinating with Southern California Edison on the utility's Charge Ready program, which will offset significant costs of EV charging installations for public and workplace sites (see more information in the Utility Incentive Programs section below and in Section 6: Current Activities). Staff have submitted numerous applications to SCE for both employee and Park and Ride facilities, with seven sites in conceptual design phases with SCE and expected to be installed during FY23. These sites total 246 new charging ports for employee or transit rider use. While SCE funds the make-ready infrastructure for each site, Metro will be responsible for the procurement of charging station equipment and installation of that equipment at the make-ready site. Metro will use FY23 capital for the deployment of these 246 chargers. The anticipated costs for these chargers are outlined below:

Table 9. Charge Ready FY23 Installation Budget

FY23 Charge Ready Installation Budget	Unit Cost	Units[24]	Total Cost
> Charging Equipment (per port)	$2,771	246	$681,666
> Installation, Commissioning, and Project Management (per port)	$188	246	$46,248
Charge Ready Installation Total			**$727,914**

The operations costs for these chargers are included within the Table 8 near-term budget requirements.

EVPSP Costs

Charging infrastructure deployment costs are highly site-specific and difficult to estimate without developing initial site plans. The below EV Parking Strategy high-level capital cost estimates are based on industry research and average charging installation costs. Similarly, Metro estimated operational costs based on historical values or industry averages, including estimating energy costs and typical vehicle usage. Metro estimated electricity costs and potential revenue from charger-generated LCFS credits. A summary of the five-year cost estimation is shown in Table 10.

Table 10. Estimated Five-year EV Parking Strategy Capital and Operating Costs

Estimated Cost / Revenue Source Capital Estimate	$ (M)	Estimated Charging Units
> Employee	$4.0	125
> P&R	$44.1	1725
EVPSP Capital Total	**$48.1**	
Potential Utility Incentives	-$13.4	
Operations Estimate	**$ (M)**	**Estimated Charging Units**
> Employee	$2.1	125
> P&R	$14.8	1725
> Program Management	$1.5	
EVPSP Operations Total	**$18.4**	
Potential LCFS Revenues	-$4.8	
Potential Charging Revenues	-$6.9	

[24] *Note: Some chargers installed at Metro Divisions and Locations through the Charge Ready program will be designated for non-revenue fleet use to support electrification of those vehicles.*

These costs and revenues include assumptions based on deployment timing, vehicle procurement, electricity rates, incentives, and market prices, which may have high variability over the Plan period and should be used as initial estimates at this time. For additional information on revenues from charger usage, see Chapter 3 section on Implementation Considerations for Transit Rider Charging.

Notably, costs and revenues will be budgeted from multiple different organizations within Metro, and the Agency will need to track how the costs and benefits accrue to different groups and their budgets. For example, construction costs for Capital Planning on new P&R may increase from CALGreen charging installation requirements, but those sites may also generate LCFS credits from the use of charging that could offset future costs. Metro plans to map these interdependencies to identify expected budget impacts and accurate capital and operational needs.

Available Funding Sources for EV Charging

The EVPSP will be implemented during a period of unprecedented funding sources for EV deployment that will support and accelerate the growth of charging in Los Angeles and around the country. Between current utility incentive programs, state and federal grants, and revenues from Low Carbon Fuel Standard revenues (see the section below), there are billions of dollars available and set to be allocated in coming years that will support Metro and its partners in realizing the bold goals of the EVPSP.

Utility Incentive Programs

Metro recognizes the significant impacts of the COVID-19 pandemic on capital and operational budgets. As a result, third-party sources of funding will be critical to deploying infrastructure for the EV Parking Strategy in the near term, and Metro has therefore crafted the EV Parking Strategy to prioritize funding availability from utility programs and other potential future incentive sources. SCE's Charge Ready program and LADWP's Commercial EV Charging Station Rebate program will provide the primary utility funding for the near-term EV Parking Strategy. Key elements of these programs are defined below in Table 11.

Table 11. Utility funding for EV infrastructure installations

	SCE Charge Ready	LADWP EV Charging Station Rebate Program
Total Funding	$437 million	$12 million (per annual funding allocation)
Program Design	Utility-designed, -constructed, and -owned make-ready infrastructure, plus rebates for the purchase of customer-owned chargers	Rebate for the purchase and installation of charging station(s)
Incentive Amount	> Covers full make-ready cost (Approx. $12,000/port) > EVSE rebate: $725/port or $2,900 for DACs	> $4,000 for first charging station; $5,000 for DAC (+500 for dual port) > One additional rebate per every four parking spaces electrified

	SCE Charge Ready	LADWP EV Charging Station Rebate Program
Minimum and Maximum Ports	> Minimum: Four per site > No maximum	> Minimum: One per site (two spaces) > Maximum: 40 rebates/site (138 spaces)
Requirements	> Requires SCE crew and contractors to perform make-ready construction; C-10 licensed electrician must install the charger > Separate metering for EV installation > TOU rate and demand response program enrollment > Charging equipment operational for 10 years > Chargers and software must be from SCE approved product list	> Licensed electrical contractor performs installation > Level 2 charger listed by the nationally recognized testing lab (NRTL) > Charging equipment operational for two years > Requires final Los Angeles Department of Building and Safety permit inspection
Additional Detail	> Site plan subject to SCE costs > Easement required for utility-owned infrastructure > Sites with prohibitive cost per port may be put on hold > Option for Metro to build make-ready infrastructure and receive an incentive for 80% of estimated costs	> May apply for rebate reservation; can complete charging installation within 12 months of reservation approval > Program allows for retroactive applications, meaning charger reservations typically fill up with completed or pre-designed projects within hours or days of funding availability.
Timing	> Launched July 2021; expected 5-year program or until funding is reserved	> Next Funding cycle opens in late June 2022.[25]

There are advantages to each program's design and funding levels. SCE's program incentives are greater, with no maximum per site, and long-term funding certainty (an estimated 30,000-40,000 chargers to be deployed over the five-year program). SCE's program also covers the design, permitting, contracting, and construction process of the make-ready installation, requiring fewer resources from Metro. However, some sites may be rejected or held due to cost constraints, and SCE will propose site plans based on make-ready costs, leaving less flexibility for

[25] *Because LADWP's program allows for retroactive project funding between rounds of program allocations, Metro needs to have completed or "shovel-ready" projects that can be completed within the 1-year timeline for funding reservation. Metro will continue to seek program funding with future LADWP funding cycles as available.*

Metro. SCE also offers a rebate model that provides up to 80% of the make-ready project costs for customer-built infrastructure (instead of utility-built infrastructure). This option could be preferable for sites that are rejected by SCE's make-ready program, but this option would require Metro to oversee and execute all aspects of projects, instead of SCE. LADWP's rebate model provides more flexibility to Metro with regards to siting chargers at any location but offers significantly lower incentives: after the first two parking spaces, rebates are only paid for each four parking spaces, reducing the value per port significantly. LADWP's program funding is also not guaranteed long-term, and as funding allows for retroactive applications, it may be hard to predict funding availability.

A slight majority (54%) of charging stations planned in the EV Parking Strategy are at facilities served by LADWP. The EV Parking Strategy assumes these utility incentive programs are available to a majority (~2/3) of sites, while the other sites may be ineligible, rejected, or funding may not be available at the time of site development. Smaller public utilities also offer rebate programs, including Pasadena Water and Power and Burbank Water and Power. Both utilities operate similar incentive programs for medium- and heavy-duty vehicle charging infrastructure which is currently open for applications; each requires proof of purchase of vehicles to qualify for incentives.

State, Federal, and Local Grant/Capital Funding

As additional funding opportunities arise, the EV Parking Strategy roll-out will pursue any possible grants or other funds to reduce the capital or operational costs of completing the EV Parking Strategy. Examples of potential funding sources are summarized in the table below.

The Infrastructure Investment and Jobs Act (IIJA), signed into law on November 15, 2021, includes over $30 billion eligible for electric vehicle funds, including $2.5 billion for charging and fueling infrastructure grants and $5 billion in a National Electric Vehicle Formula Program for EV charging, among several other relevant EV appropriations.[26] As of February 2022, the Department of Transportation is working to establish the grant program requirements, which will be eligible to states, local jurisdictions, metropolitan planning organizations, and public authorities with a transportation function – like Metro. These grants are expected to be implemented later in 2022.

California also funds EV infrastructure grants that may be available to Metro, though the current CALeVIP program is fully subscribed. The California VW Mitigation Trust, which funds clean transportation investments resulting from the Volkswagen emissions settlement, provided $5M for light-duty zero-emission electric infrastructure in 2021, with an undetermined second installment in future years. This grant program would cover 100% of charger installation costs at publicly accessible government sites, and 60% of costs at workplace (employee) sites.[27] The Infrastructure Investment and Jobs Act also provides $384 million to California in formula funds for EV charging along designated alternative fueling corridors.

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[26] *Atlas Public Policy. EV Hub, Infrastructure Investment and Jobs Act (H.R. 3684), November 17, 2021. https://www.atlasevhub.com/materials/invest-in-america-act-h-r-3684/*

[27] *The VW Mitigation Trust funding is not applicable for site also funded by SB 350 (i.e., SCE Charge Ready Program) but could be combined with LADWP program funding.*

Table 12. Grants and Other Funding Sources

Program	Funding Agency	Size	Details
Alternative Fuel Corridor grant program (IIJA)	U.S. Dept. of Transportation	$2.5B (5 years)	> Details under development, grant implementation expected in late 2022 > For deployment along with designated Alt. Fuel Corridors, and possibly in other publicly accessible locations > Intended to facilitate long-distance travel, priority for rural or low- and moderate-income neighborhoods, and multifamily communities with low access to parking
National EV Formula program (IIJA)	State of CA	$384M (CA)	> $5B national program, with funding to be made available to states on a highway formula funding basis
Surface Transportation Block Grants	U.S. Dept. of Transportation	$72B	> Funded through IIJA, funds states and local governments to use the funding to best address local needs > Newly allows installation of EV Charging as eligible project types
CALeVIP and Light-Duty EV Charging Infrastructure	California Energy Commission	$270M (2021-2022)	> From 2018-2021, Southern California funding reserved for DC Fast Chargers > Up to $80,000 per DCFC, 80% of project costs > Existing funding exhausted in 2021

Low Carbon Fuel Standard Credit Revenues

California's Low Carbon Fuel Standard (LCFS) represents a potentially valuable revenue stream for the EV Parking Strategy, which will offset costs over the life of charger assets. Metro generates LCFS credits for electricity used to charge electric vehicles at Agency facilities. Metro can then sell those credits on California Air Resources Board's regulated market. While these credit prices are variable, in recent years they have ranged between $150 and $200 per credit. Current credit futures point to a price range declining from $150 to $120 between 2022 and 2027.[28]

The value of a kWh of energy used depends on the type of vehicle charging, but for light-duty vehicles, at futures values, Metro estimates a value of $0.11 - $0.13 per kWh – or slightly less

[28] *Based on Values provided to Metro by SRECTrade, Inc. in November 2021.*

than the cost of electricity to charge that vehicle. Over hundreds of thousands of miles, the revenue from these credit sales is expected to reach millions of dollars for Metro and should be funneled back into the EV Parking Strategy to ensure long-term investments in clean transportation. Metro should also ensure in any contracting with EV vendors that the agency retains control over the LCFS credits generated from Metro-owned charging stations.

Public-Private Partnerships

Metro will explore potential public-private partnerships that could reduce the upfront or long-term investments required for the EV Parking Strategy. These partnerships could include innovative financing, ownership, or revenue models that would help accelerate investments to increase access for charging at Metro's employee and public facilities. This will include several steps such as creating a scope of work and industry outreach, soliciting proposals and developing a pre-delivery agreement, onboarding a partner, and transitioning the existing charging network in conjunction with future charger deployments. While a P3 agreement may help accelerate the deployment of chargers as outlined in the EVPSP, it may also have risks. Private charging providers may not see a rapid enough return on investment for the types of locations Metro plans to deploy, limiting their interest in pursuing Metro's solicitation. Charging providers may also seek to only prioritize certain sites that due appear financially viable, leaving other sites under-developed. And finally, a P3 could turn over valuable long-term revenue streams that Metro would have otherwise retained ownership of, including LCFS credits or charging user revenues. Metro will evaluate these factors alongside the benefits of pursuing a P3 to determine the best delivery option for the EVPSP.

Key Recommendations for Program Costs and Revenues

- Identify potential budget sources for initial charging installations; utilize initial projects to further refine long-term program cost estimates and map budget interdependencies between internal groups.
- Pursue incentive and grant opportunities to offset costs as available.
- Develop employee and P&R charger usage pricing plan to match charging revenues with electricity and operational costs.
- For charging installations, claim LCFS credits: when credits are monetized, re-invest LCFS revenues back into EV Strategy for future deployments and operational costs.
- Pursue a P3 solicitation to accelerate the deployment of EVPSP and assess long-term benefits and drawbacks of such an agreement vs. other delivery methods.

6. Current Activities

To ensure a successful rollout of the EVPSP, Metro has begun preparing for the expansion of its existing network and identifying mechanisms for implementation to address upfront and long-term funding needs. These current and near-term activities are detailed below:

Extension of Current Installation, Operations, and Maintenance Contract

Metro currently contracts with Axxera to install, operate, and maintain the 108 chargers active across its network today. The existing contract with Axxera extends through August 2022, and without an extension of this agreement, Metro will face a gap in EV charging services for the 7,000 unique customers that utilize the charging network. Metro will require an additional $250,000 to continue operations of the charging network beyond August 2022 as a bridge toward the award of a potentially long-term contract that funds the build-out and operations of the network outlined in the EVPSP.

Plan Delivery Methods and Using a Public-Private Partnership (P3)

There are a variety of delivery methods that Metro could leverage to execute the EVPSP over the coming years, each of which provides varying levels of upfront costs, long-term resource commitment, and overall control of the Plan implementation and operations to Metro. Metro has experience with each of these delivery approaches particularly in major capital projects, renewable energy programs, and others. An overview of the potential delivery options is included below:

- **Option 1 – Separate Contracts / A La Carte (current network approach):** Under this delivery method, Metro retains most contract responsibilities, including design and engineering of sites, installation of charging infrastructure, operations, and maintenance of the network and equipment following any warranty period. Metro can elect to contract with one or multiple service providers on an as-needed basis and would retain overall oversight of the Plan implementation based on the terms of each contract. This is the approach Metro has taken for the initial deployment of 108 level 2 chargers comprising its existing network.
- **Option 2 – Charging-as-a-Service**: Metro would pay an all-inclusive per-kWh or per charger-month fee to a selected service provider that would incorporate the cost of financing and other infrastructure costs, as well as ongoing operations and maintenance. Metro transfers all operation of charging infrastructure responsibilities to the private sector, including any project financing. This is a relatively new approach offered by some EV charging service providers, though is a common approach in clean energy projects such as solar PV power purchase agreements (PPAs).
- **Option 3 – Pre-Development Agreement / P3:** A Pre-Development Agreement (PDA) is a progressive delivery approach that would allow Metro to contract with the private sector for the planning and development stages of the process. In doing so, Metro would be able to accelerate program design elements and negotiate risk transfer for certain scope elements (i.e., Build, Operations, Maintenance, and Finance) at a later stage of the process. PDAs are a form of collaborative contracting for the project (single division) or program delivery, where Metro would work collaboratively with private sector parties to mitigate project pre-development risks such as program and scope definition, key approvals, and competitive tension, and commercial or financial feasibility within available public resources. Complex projects derive the most benefit from such contracts (i.e., projects with potential issues like technical challenges, large size, those outside core agency competencies, lengthy or unclear

permitting). PDAs can be structured to initially require developers to deliver value at key project development milestones (e.g., technical studies or value engineering) followed by an open-book pricing and risk mitigation process that leads to a commercial arrangement and associated risk allocation that mirrors most traditional P3s. Metro is currently engaged in a PDA approach for the Sepulveda Pass Transit Corridor where Metro received proposals for different technology solutions for the project and is working with private partners to develop the final project delivery solution.

Given the scale of the upfront costs for deploying charging infrastructure, third-party funding sources will be critical to deploying infrastructure at the scale planned for the EVPSP. As shown in the tables above, available utility incentives and charging revenues are only expected to offset 27% of capital costs and 64% of operating costs for the five-year plan. Through outside funding sources, Metro can accelerate EV charging deployment beyond what would be otherwise available and help align our existing facilities charging with current CALGreen codes for new construction. These external funding sources will also help prepare Metro to meet expected requirements for the transition of non-revenue fleet vehicles to EVs.

Metro plans to pursue the P3 option that will reduce the upfront or long-term investments required for the EV Parking Strategy. This partnership could include innovative financing, ownership, or revenue models that would help accelerate investments to increase access for charging at Metro's employee and public facilities. The P3 will finance, fund, and implement the Strategic Plan, including the installation of up to 3,000 chargers, which could support charger installation beyond the initial 5-year Strategic Plan. The EVPSP identifies several incentives, grants, and revenue-generating sources that would fund the capital and operating costs of the P3. Staff will continue to seek additional financing opportunities to fully fund the installation and operation costs for all of the EV charger commitments in the strategy.

If feasible, and until a P3 contract is issued, and the existing network is transferred to the selected partner, Metro will continue to operate its public and fleet charging stations through the existing network solution provider to allow for a seamless experience for the 7,000 unique users that rely on Metro's current charging network.

As a next step, Staff will develop the scope of the P3 with an anticipated solicitation in January 2023. This would allow Metro to contract with and onboard a selected partner by July 2023. The anticipated milestones and timeline for the execution of a P3 contract are shown below:

Table 13. P3 Milestones and Timing

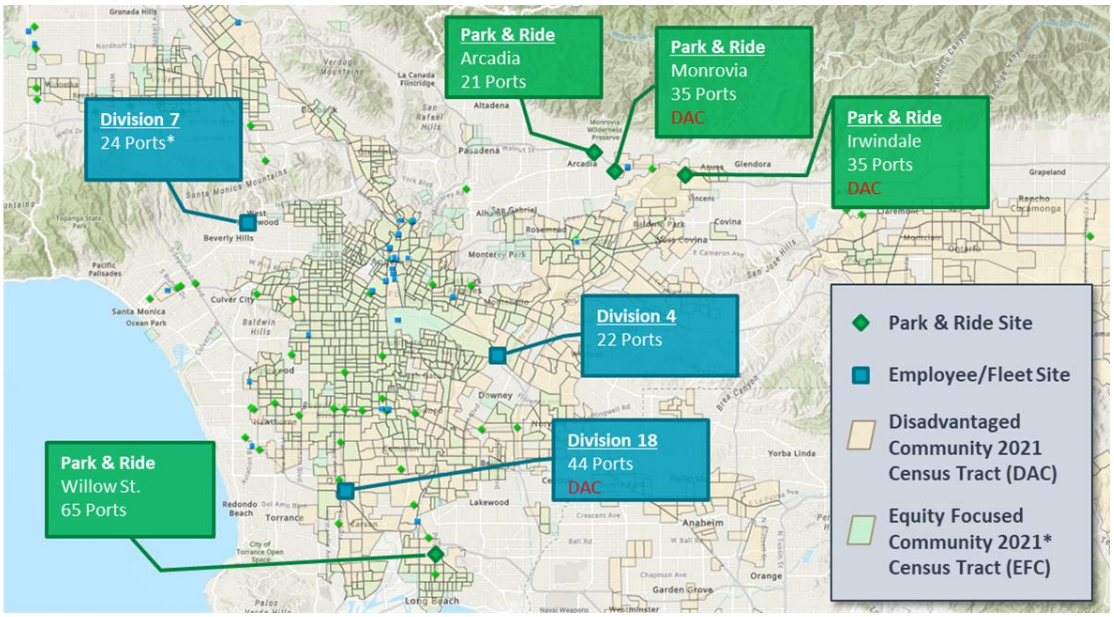
Milestone	Expected Timing
Development of P3 scope	July - December 2022
Industry outreach	September - December 2022
RFP solicitation and evaluation	January - April 2023
Contract negotiation	May - June 2023
P3 onboarding and charging network transfer	July - December 2023

Integration with SCE Charge Ready Program

Over the last year, Metro has been in regular coordination with SCE regarding the significant incentive funding available from the Charge Ready program and Metro's interest in participating. SCE has already provided preliminary review and feedback on several sites and identified potential candidates, as well as locations that do not meet cost-effectiveness thresholds.

Based on these conversations, Metro has identified an initial set of EVPSP locations that it plans to pursue installation in FY 2023 to ensure the Agency does not miss out on this opportunity to install charging infrastructure at significant cost savings from SCE's support. As such, Metro plans to install 246 chargers at employee and Park & Ride facilities identified in the EVPSP as soon as possible beginning in FY 2023, using existing budgeted funds. This includes four Park & Rides and three Divisions across the service area. Three locations are within disadvantaged communities. These preliminary sites are highlighted in the map below, along with markers for the full set of EVPSP locations.

Figure 5. Map of Preliminary SCE Charge Ready Locations



**EFC areas based on pre-updated (2021) values.*

The estimated ports per site shown in the Figure above may change based on SCE's review of site feasibility and costs.

Key Recommendations for Current Activities

- Develop and solicit potential P3 agreement to establish a long-term funding and financing mechanism for EVPSP deployment.
- Extend existing Metro EV network solution provider contract for up to 24 months while P3 is in development to allow for seamless experience for current users.
- Continue pursuing initial Charge Ready locations through current budget to achieve quick wins in expanding Metro's EV charging network.

7. Long-Term Planning and Actions

As Metro drives into the future, the following items should be considered in long-term planning for the EVPSP:

- **Workforce Development:** Metro will work together as an agency to develop training and education for its employees and partners to integrate and understand new technologies related to EVs and EV charging. The scale of the EVPSP and the charging network Metro plans to deploy will create opportunities to train the next generation of EV industry experts, including Metro's employees. These activities will help our current and potential workforce learn about these critical technologies and how they benefit our system, as we have historically done with previous projects and pilots, such as Solar PV installations and others.
- **Energy Reliability**: The growth of the EV market will have implications on the electricity grid. EV chargers will require additional grid capacity to generate and deliver additional energy, especially during peak demand times. Pairing EV charging stations with photovoltaics (PV) and energy storage offers a potential solution for deploying EV charging stations in areas where the grid is constrained to offset costly infrastructure upgrades and can add a measure of resiliency in the event of power disruptions. Additionally, these distributed energy solutions can be used to offset peak demand charges for the EV charging load. Co-deployment of PV and battery storage with EV charging infrastructure should be considered in site evaluations, especially as costs of storage systems decrease over time.
- **Vehicle Grid Integration:** The Joint Agencies of California, including the California Public Utilities Commission, California Energy Commission, CARB, and California Independent System Operator (CAISO), jointly created a working group to develop policies that support vehicle-grid integration (VGI). The VGI Working Group developed a set of 92 individual recommendations for policy actions that California state agencies, utilities, community choice aggregators, and CAISO could undertake to advance VGI in the short-term (2020-2022), medium-term (2023-2025), and long-term (2026-2030). Emerging VGI technologies allow for dynamic charging management and potential future bidirectional power flows from EVs back to the facility or distribution system, so EVs can become a grid asset. Vehicle batteries can use energy during downtime, charging when clean energy is abundant on the grid and returning energy to the grid in the afternoon and evening as solar production fades away. Metro will monitor market development for these technologies to identify when and how EV charging stations can best take advantage of these developments.
- **2028 Olympics:** The 2028 Summer Olympic Games will be hosted in Los Angeles and may create an opportunity for Metro to showcase their support of California's and Los Angeles' ambitious EV goals. P&R locations near Olympic venues and events should be prioritized and Metro should explore collaboration with local, regional, and national partners to deploy EV chargers at these sites.

8. Measuring Success and Recommendations

Metro has compiled a list of preliminary metrics that can be considered to measure the success and health of the EV Parking Strategy's progress. A brief description of these metrics is listed below. Following these measures, the report concludes with recommended next steps to begin implementation of the Plan.

Table 14. Deployment, Operations, Customer, and Impact Metrics for Measuring EV Parking Strategy Success

Measure Category	Name	Details
Deployment	The site and port deployment progress	> Number of employee and P&R sites and ports completed > % of employee sites with charging access > Geographic dispersion of P&R sites
	DAC deployment	> % of ports in DACs by EV Parking Strategy segment
	Average cost per port installed	> Average costs by EV Parking Strategy segment > Analysis of cost drivers
	Leveraged funding	> Utility incentives > Grant funding > Private funding
Operations	Charging station usage	> kWh consumed > Number of charging sessions > Number of individual users > Charger utilization rate > Charger idle time while occupied > Level of access for EV drivers
	eVMT	> Electric miles enabled by EV Parking Strategy segment
	Charging station reliability	> Uptime > Time to repair
	Charging costs and revenues	> Average rate costs by utility > Revenues from employees, P&R users
	Charging load shapes	> Hourly charging load and demand by EV Parking Strategy segment > Alignment with utility renewable generation and time-of-use rates
	Maintenance costs	> Average maintenance and repair costs per port

	Parking enforcement	> Incidence of EV parking enforcement citations
Customer Satisfaction	Customer feedback on accessibility, payment, and functionality	> User satisfaction survey > Focus group feedback > Non-user research
Impacts and Environmental Commodities	Carbon reduction	> GHG emissions avoided through electric miles enabled by EV Parking Strategy charging
	LCFS credit revenue	> LCFS credits generated and sales revenue
	Employee EV adoption	> Rate of EV adoption and commuting by employees

Summary of Recommendations and Next Steps

Table 15 below, categorizes the proposed next steps to begin executing the EV Parking Strategy. These are grouped between near-term activities and long-term research and planning actions.

Table 15. Categorized near- and long-term actions for the EV Parking Strategy

Charging Deployment	
Near-term	> Identify preferred charging hardware, and network solutions, and engage in contracting > Submit utility program applications for prioritized Employee and P&R sites > Initiate site review and design for LADWP-served sites
Long-term	> Pursue all grants, rebates, incentives, and other funding sources as soon and as aggressively as possible > Include long-term electric capacity needs in site development plans > Adopt standardized specifications for new capital project parking designs
Operations	
Near-term	> Establish program management and maintenance team/partner network to manage service at all charging station locations > Establish service level agreement targets for uptime and customer service > Draft policy and procedures for public/employee charging stations, including dwell penalty, charging/energy management, surveillance, and enforcement
Long-term	> Provide educational and promotional materials for all customers, specifically currently income challenged areas, to increase EV adoption and help all customers understand LA Metro EV policies and procedures
Planning	

Near-term	> Field employee survey to understand long-term needs for charging > Conduct community outreach to targeted segments identified by the EV Parking Strategy's priorities to understand long-term charging needs beyond 2028
Long-term	> Work with local, regional, and national partners to help further expand charging network capabilities (e.g., Olympics, LA County, TNCs) > Develop a fast-charging strategy based on market needs, analyzing geographic gaps in public charging aligned with Metro's system and properties and operating models that may align with Metro's strengths and regional roles > Further research on opportunities for public charging through TNCs like Metro Micro and at Joint Development sites
Funding	
Near-term	> Allocate LCFS credits generated through EV chargers to fund future program costs > Look at options to provide internal funding for projects and/or identify new procurement processes and partnerships to leverage more private funding
Long-term	> Map out the budget interdependencies of implementation and identify internal funding sources as needed

Launching this EV Parking Strategy represents an important step in preparing Metro for the future of mobility in Southern California. Increasing access to EV charging for employees, transit riders, and the public will allow Metro to meet the growing interest in EVs from drivers across the region and prepare the agency for a mass-market transition from gasoline and diesel vehicles over the coming decade. Together, these elements of the EV Parking Strategy will help us meet our organizational commitments to improved sustainability and environmental stewardship towards achieving our overall climate change goals, short and long-term.

Definitions

Battery Electric Vehicle (BEV): A type of electric vehicle that uses only electricity for propulsion, stored in an onboard battery.

Charge Ready Program: A utility-funded incentive program from Southern California Edison that helps supports the deployment of public and workplace electric vehicle charging stations by reducing upfront costs of installing charging stations through rebates and utility-owned make-ready infrastructure.

Disadvantaged Communities (DACs): The top quartile (worst scoring) census tracts, as ranked by the California Environmental Protection Agency's (CalEPA) "CalEnviroScreen," a mapping tool that helps identify California communities that are most affected by many sources of pollution and where people are often especially vulnerable to pollution's effects. The tool uses environmental, health, and socioeconomic information to produce scores for every census tract in the state. High-scoring communities are the most highly burdened by pollution and other socioeconomic factors. Utility incentive programs for EV charging provide greater monetary support for locations based in DACs.

Direct Current Fast Charger (DCFC): A high-power type of EV charger requiring three-phase power at 480 volts. DCFCs are typically capable of recharging an EV's battery to 80% state-of-charge in under one hour and are typically publicly accessible and used for long-distance travel or as a charging option for those that lack access to regular home or workplace charging.

Electric Vehicle: Also called plug-in electric vehicle (or PEV). An automotive-type vehicle for on-road use, such as passenger automobiles, buses, trucks, vans, neighborhood electric vehicles, electric motorcycles, and the like, is primarily powered by an electric motor that draws current from a rechargeable storage battery, which is recharged from an external power supply, such as the electric grid. Plug-in hybrid electric vehicles (PHEV) and Battery electric vehicles (BEVs) are the two classes of electric vehicles. For this document, Fuel Cell vehicles are not considered electric vehicles.

Equity-Focused Communities: A geographic designation and mapping tool developed by Metro to identify census tracts where at least 40% of households are low-income and either 80% of households are non-white or 10% of households do not have a personal car. These communities represent 30% of the County of Los Angeles' population. The EVPSP used the Equity Focused Community designations available as of 2021.

EV Ready: A designation used by California's CALGreen code to identify parking spaces in a new construction that must be designated for future installation of EV charging stations. This includes building adequate capacity in electrical panels and installing the raceway to allow building owners to more easily add EV charging circuits and install charging equipment at a later date.

EV Charger: Also referred to as EV Supply Equipment (EVSE), the EV charger is the off-board equipment installed at a parking space, used to recharge the battery of an electric vehicle. EV chargers often have one or two charging connectors or ports, which couple with the vehicle's charging port. EV chargers are typically designated as Level 1, Level 2, or DC fast chargers, indicating the power level and speed of charging, from slowest to fastest, respectively.

Internal Combustion Engine Vehicle (ICE): A vehicle powered solely by the internal combustion of gasoline or diesel. For this document, traditional hybrid vehicles, which do not recharge from an external power source, are considered ICE vehicles.

Make-Ready: The "make-ready" includes all of the equipment and construction required to install an EV charger up to, but not including the charger itself. This includes any upgrades to facility electrical equipment (transformers, panels), safety equipment, surface trenching, installation of conduits and cables, and concrete pads, up to the "stub-out" out where a charging station would be bolted on, connected, and installed. Utility EV programs, such as Southern California Edison's Charge Ready program, sometimes fund the construction of the "make-ready" infrastructure to reduce the upfront cost of charging installation for customers.

Level 1 (L1): A low-power level of EV charging, typically at 15-20 amps on the 120-volt circuit (also called slow charging or trickle charging), often via a standard electrical outlet. Drivers can use portable charging equipment provided with most electric vehicles to Level 1 charge. Level 1 charging generally provides three to five miles of range per hour of charging.

Level 2 (L2): A higher level of EV charging, typically at 30-40 (or up to 100) amps on a 240-volt circuit. L2 stations are typically fixed in place, and chargers provide 15-25 miles of range per hour of charging, for typical EVs.

Low Carbon Fuel Standard (LCFS): A regulatory carbon trading program, designed and operated by the California Air Resources Board. LCFS promotes the reduction of the carbon intensity of transportation fuels in California by requiring high-carbon fuel producers to purchase credits from low-carbon fuel producers to comply with the regulation. Electricity is a low-carbon fuel under the regulation, and commercial EV charging station owners can claim LCFS credits for electricity sold to fuel vehicles. As an EV charging station owner, Metro generates LCFS credits for the electricity used to fuel employees, fleet, and customer-owned electric vehicles. Metro can then sell these credits on the LCFS market as a revenue stream.

Plug-in hybrid Electric Vehicle (PHEV): A type of electric vehicle that combines both electric and internal combustion.

Transportation Electrification (TE): Transportation Electrification refers to the broad, ongoing shift in our transportation system from internal combustion engine vehicles to those powered by electricity.

Vehicle Grid Integration (VGI): A broad term that encompasses the many ways in which a vehicle can provide benefits or services to the grid, to society, the EV driver, or parking lot site host by optimizing electric vehicle interaction with the electrical grid. VGI includes both active management of electricity (e.g., bi-directional management, such as vehicle-to-grid [also known as V2G] or unidirectional management such as managed charging [also known as V1G]) and/or active management of charging levels by ramping up or down charging power rates, and passive management via electricity rates or general education.

Abbreviations

CAAP: Climate Action and Adaptation Plan

CARB: California Air Resources Board

DAC: Disadvantaged Community

EV: Electric Vehicle

eVMT: Electric Vehicle Miles Traveled

EVSE: Electric Vehicle Supply Equipment

kWh: Kilowatt-hour

LACI: Los Angeles Cleantech Incubator

LADWP: Los Angeles Department of Water and Power

LCFS: Low Carbon Fuel Standard

MBS: Moving Beyond Sustainability

MSA: Metropolitan Statistical Area

NR Fleet: Metro's Non-Revenue Fleet

P&R: Park and Ride Station

SCAQMD: South Coast Air Quality Management District.

SCE: Southern California Edison

TNC: Transportation Network Company

VGI: Vehicle Grid Integration

Appendix A. EV Parking Strategy Stakeholders and Interdependencies:

Table A16. EV Parking Strategy stakeholders and interdependencies

Metro	
EV Parking Strategy Stakeholder	**Project Role**
Office of Sustainability	> Leads EV Parking Strategy development and coordination between stakeholders
Real Estate, Facilities, and Maintenance	> Site planning for Metro facilities > Coordination with facilities on developing and implementing charger maintenance plans
Engineering	> Support for site design and development
Parking Management	> Prioritization, planning, and construction of EV charging at P&R sites > Management of EV charging spaces and enforcement of EV charger use policies
Office of Management & Budget	> Capital and operational budget planning for charging and vehicle investments
Non-Revenue Fleet Operations	> Coordination on potential fleet and employee site planning for non-revenue infrastructure
Office of Extraordinary Innovation	> Coordination on new mobility projects, public-private partnerships, and concepts for public charging use
Planning and Program Management	> Analysis of long-term future needs for employee and public charging > Ensure that capital projects are designed for compliance with CALGreen Tier 2 standards
Vehicle Technology and Acquisition (ZEB)	> Coordination of electrical capacity and utility planning
Procurement and Grants Departments	> Procurement of installation services, charging stations, and management > Application for state/federal grant funding opportunities

External	
EV Parking Strategy Stakeholder	**Project Role**
Utilities and CPUC: LADWP, SCE, City of Vernon, Pasadena Water and Power	> Planning for charging capacity > Incentive program participation > Approval and oversight of investor-owned utility charging programs
California Department of Transportation (Caltrans)	> Coordination on the Caltrans-owned property
Local Governments and State Agencies	> Regional planning for EV charging access and growth > Identifying grant and incentive program opportunities
EV and Charging Industries, and Non-profit EV organizations	> Consulting with EV industry and non-profit leaders on best practices and future trends in the vehicle and charging technology and use > Identifying potential public-private partnership opportunities > Research partnership opportunities (e.g., UCLA, Transportation Network Companies, LA28) > Outreach partnership opportunities

Appendix B. EV Parking Strategy Methodology, Modeling, and Assumptions

Metro used internal operations data and publicly available industry research to inform all aspects of the proposed EV Parking Strategy deployment and estimated costs. We will continue to refine the data and assumptions underlying the EV Parking Strategy over time to reflect the most recent and accurate information, and these updates will continue to direct our strategic plans over time. The sections below contain an overview of the methodologies, modeling, and data assumptions used in Employee and P&R charging planning.

Employee Planning

While relatively few employees commute via EV today, Metro estimates our facilities will require approximately 10 Level 2 chargers per 100 employee parking spaces over the long term. This estimate is based on an average regional commuting distance of 21 miles per employee and assumes that not all employees with EVs will need or want to charge at work (due to access to home charging or shorter commutes that do not require workplace charging. Based on this modeling, Metro will aim to build capacity for the longer-term target of 10% EV charging spaces while initially deploying fewer chargers at all locations.

In an informal survey of Division and Facilities Managers, nearly two-thirds of the 39 respondents indicated no concerns about parking access or electrical installation if EV chargers were to be installed at their location. One in five respondents identified potential concerns, with several citing current limited parking availability at their location and concerns that EV charging would further reduce available spots.

"There are more than a few employees here, currently on different shifts, that would benefit from EV charging stations on the property."

– Survey Response from Division 13 Employee

Transit Riders Planning

P&R facilities serve as an important link in Metro riders' first and last-mile connection to the region, especially those who cannot access a Metro station by walking, biking, transit, or any other modes. Analyzing how drivers use P&R facilities and how those patterns align with future needs for charging can inform estimates of eventual charging needs. Data for Metro's Supportive Transit Parking Program Master Plan in 2017 found that 31% of Metro P&R users live within two miles of their preferred station and 71% live less than five miles away. Only 11% live more than 10 miles from their preferred station.[29] Assuming that nearly 90% of P&R users have a daily round-trip of under 20 miles, a Level 2 charger would replenish this round-trip range in just over an hour if charged daily. The Master Plan survey also found that 69% of drivers park for 4-10 hours, indicating that if drivers charged daily via a Level 2 charger, 75-90% of their time at an EV charging space would be spent plugged in but not charging, inefficient use of charging resources.

[29] *Metro (2017). Supportive Transit Parking Program Master Plan – Appendices, December 2017.* *http://libraryarchives.metro.net/DPGTL/parking/Metro%20STPP%20Report%20Appendix%2020180110.pdf*

However, data from chargers previously installed at P&R facilities[30] indicate EV drivers are more efficient in their charger usage. While drivers do spend a significant amount of time plugged in but not charging, the average charging time was three and a half hours versus six hours of total time occupying spaces. Analysis of charging data revealed just under half of EV charging users moved their vehicle within 20 minutes of completing a charge, which is to be expected if P&R users take transit to a different location and are not nearby to move their car. This variation from the Master Plan survey data indicates that EV P&R users either charge less frequently than daily or drive significantly further than the typical P&R population.

Both the Master Plan survey and charging station data indicate that most EV drivers at P&R locations likely could suffice with lower-powered Level 1 charging. However, the CALGreen codes require Level 2 charging, and given the need to trench and install networked charging stations, it is unclear if installing Level 1 chargers would yield any significant cost advantage. By providing Level 2 charging, drivers can use stations every few days or once per week and obtain the commuting range they require during the four to ten hours that they are typically parked; this allows for more efficient use of fewer charging stations.

Like employee charging, Metro will require networked charging stations at P&R locations to enable payment from EV drivers, track energy consumption for LCFS credit, monitor usage trends and maintenance issues, and for potential future load management or vehicle-grid integration activities.

Cost Modeling

The below sections include brief descriptions of the cost elements that informed the EV Parking Strategy estimates. Metro assumes a 3% annual escalation in costs over the EV Parking Strategy term, and a 10% contingency on capital and operational costs to account for potential site variability and other unplanned costs.

Each of the below-cost elements may be highly variable. Metro will monitor both internal costs and public literature to update cost assumptions as new or more accurate data becomes available.

Capital Costs:

- **Make-ready infrastructure:** Estimated at $17,024 per port for non-new-construction sites, based on industry literature review. Includes the design, materials, and construction costs for infrastructure from the utility service connection to the parking space.
    - For new construction P&R sites, make-ready costs are assumed to be included within site construction costs (as make-ready construction is required per code). As noted above in Section 3, make-ready costs for new construction are significantly lower than for retrofit sites.
- **Chargers:** Estimated at $4,444 per port, including installation and activation of the charger unit based on industry literature review, and assuming a regular charger replacement rate.
- **Utility incentives**: Includes funding for make-ready infrastructure and rebates for chargers at sites in SCE service territory, and rebates for chargers in LADWP service

[30] *Data analyzed was from Oct-Nov 2019, prior to Covid-19 impacts that may have shifted use of P&R lots and EV chargers.*

territory (see Section 5 for more detail about incentives). Additional grant funding opportunities may become available over the Plan period.

Operational Costs:

- **Charger O&M:** Estimated at $1,053 per port annually based on Metro historical data, includes annual maintenance fees, networking connectivity, and other service costs.
- **Electricity:** We assume an average rate of $0.16 per kWh for electricity to charge EVs. Rates vary significantly between utilities, and average costs will vary over time as rates change and as utilization at charging sites grows over time.
    - For P&R and employee charging, modeling assumes an initial utilization (10% load factor), growing with annual escalation each year.
- **Program management:** Assumes up to three full-time employee equivalents each to oversee the employee or P&R charger networks
- **LCFS Revenues:** Based on current futures prices for credits provided by SRECTrade in November 2021. These prices range from $120 - $150 per credit, equivalent to approximately $0.11 - $0.13 per kWh for light-duty charging.
- **Charging Revenues:** Assumes charging prices are roughly equal to electricity costs ($0.16/kWh) and uses the same charger utilization assumptions as electricity cost estimates. In reality, these values will likely not be equal.

Appendix C. Public Charging Preliminary Evaluation and Opportunities

As Metro evaluates opportunities to develop multi-modal charging solutions for public use, we have identified two initial opportunities to further investigate:

Supporting First-Mile/Last-Mile Electrification

New and growing modes of connection to Metro's transit hubs will enable more riders to complete fully zero-emission trips. Metro has set First Last Mile Strategic Plan Goals to address these challenges, which include expanding the reach of transit through infrastructure improvements, maximizing multi-model benefits and efficiencies, and building on the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) and Countywide Sustainability Planning Policy and Implementation Plan. In identifying future deployment of EV chargers, Metro should consider how to centralize charging infrastructure within multimodal transportation hubs to facilitate transit uses, improve accessibility to stations, and promote transit services.

The EV Parking Strategy will explore opportunities to develop fast-charging stations at or adjacent to Metro properties that could be used by the Metro Micro service when electrified in the future. The Metro Micro service, which launched in December 2020, provides a ride-hailing service that serves targeted communities for essential trips and links customers to additional legs of their Metro journey. These stations could also be used for Transportation Network Companies (TNCs), whose fleets will be increasingly comprised of EVs over the next decade.

SB 1014, enacted in 2018, directs CARB and the Public Utilities Commission to reduce emissions per passenger mile driven by TNC vehicles and increase the adoption of electric vehicles among their drivers through a Clean Miles Standard. The proposed rule from CARB would require 30% of vehicle miles traveled to be electric by 2026 and 90% by 2030.[31] As of 2019, TNCs made up 2.5% of the vehicle population in California, which equates to hundreds of thousands of vehicles.[32] This rapid increase in electrification of rides provided by TNCs would drastically increase the demand for public fast charging. Both TNC and ride-hailing services have high daily mileage requirements and, even with longer-range electric vehicles available today, typically require fast charging to meet these daily driving needs. The chargers could also support market development for electrification of last-mile goods movement (i.e., delivery vehicles) within the region.

The higher upfront costs of fast charging installations, coupled with a long, uncertain payback based on utilization, have discouraged widespread private investment as the EV market expands. Metro may be positioned to leverage our long-term planning horizon, property, and connection to first/last-mile trips to efficiently develop fast-charging fueling hubs for internal and public use.

Joint Development Projects

Metro's Joint Development program helps build transit-oriented developments on Metro-owned properties. While these projects are focused on increased transit access and reduced dependency on auto use, they represent an opportunity for Metro to also increase access to EV charging for potential residents or businesses at future sites. Metro's recently adopted updated

[31] *California Air Resources Board, Proposed Clean Miles Standard Regulation – Appendix A. March 30, 2021.* https://ww2.arb.ca.gov/sites/default/files/classic/regact/2021/cleanmilesstandard/appa.pdf

[32] *California Air Resources Board, Proposed Clean Miles Standard Regulation – Base Year Emissions Inventory Report, December 2019.* https://ww2.arb.ca.gov/sites/default/files/classic/regact/2021/cleanmilesstandard/appb.pdf

Joint Development Policy[33] also requires that sites target 100% income-restricted housing units and limits the number of allowed parking spaces per bedroom in residential developments. The EV Parking Strategy will coordinate with Joint Development to identify opportunities to exceed CALGreen code requirements and offer greater access to EV charging for these developments. Coordination will also allow Metro to ensure Joint Development is also working to provide electric transportation options to the communities in which Joint Development projects are realized. For example, the EV Parking Strategy and Joint Development Program can help connect developers with utility incentives or grant programs, which have taken a strong focus on multi-unit dwelling charging access in California since 2015.[34]

[33] Metro, Board Report – Joint Development Policy Update (File # 2021-0192), June 16, 2021. https://metro-pdf-merger.datamade.us/document/2021-0192

[34] Southern California Edison's Charge Ready Program offers additional incentives and programmatic options to encourage development of charging at multi-family buildings, including a rebate for new-construction projects that is only available to multifamily sites.

Electric Vehicle Parking Strategic Plan

June 16, 2022

Background

- Metro operates nearly 50 Park & Ride locations, several with multiple lots, totaling over 19,000 spaces. Has always been and will continue to be *open charge point protocol*.
- As of May 2022, Metro vendor Axxerra operates 108 Level 2 EV charging ports, of which 81 are deployed at Park and Ride (P&R) locations for public use. Contract expires August 2022
- Metro does not currently have chargers installed for employee use at its facilities.

- The Electric Vehicle (EV) market in California is gaining critical mass. At the end of 2021, over 837,000 battery (BEV) and plug-in hybrid (PHEV) electric vehicles were registered across the State.
- More than one-in-three were registered in the Los Angeles-Long Beach-Santa Ana Metropolitan Statistical Area (MSA).

- Metro is poised to take on a broader national and transit leadership role in EV charging infrastructure once this EV strategic plan is implemented

Background

- In 2020, Governor Newsom issued Executive Order N-79-20, requiring California to phase out the sale of non-zero-emission vehicles by 2035

- The 2019 Metro Climate Action and Adaptation Plan (CAAP) commits to a 79% reduction in greenhouse gas (GHG) emissions by 2030 - strategies include *installing EV charging infrastructure at Metro facilities for employee and commuter use.*

- The 2023-2028 EVPSP provides a strategic blueprint for sustainable, cost-effective, and efficient investments in electric vehicle charging infrastructure at Metro facilities for use by employees, transit riders and the public.

EV Parking Strategic Plan Summary

The EV Parking Strategy is a **five-year plan to install and operate a network of 2,000 chargers** across Metro facilities, including:

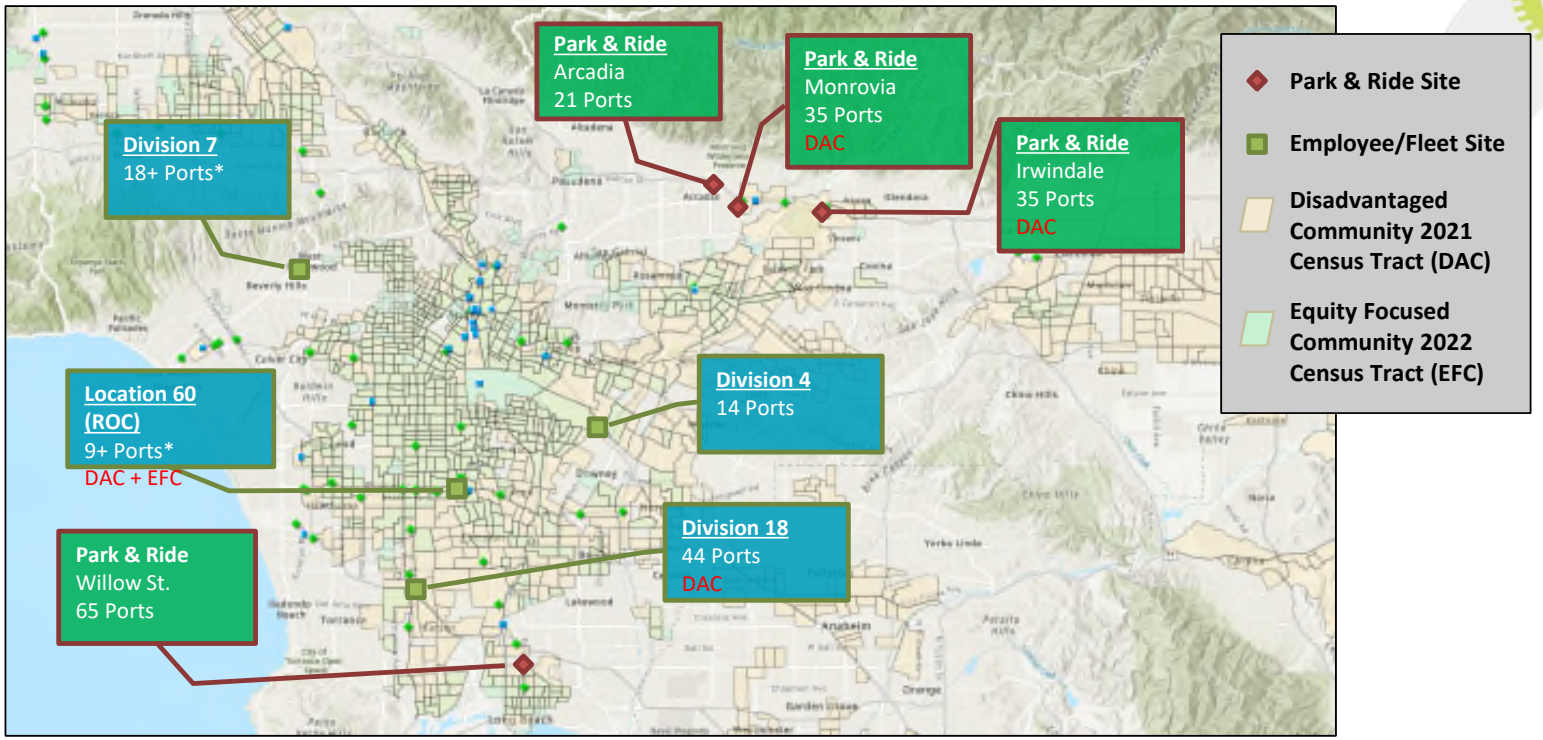
- Installing an average of 4 chargers at each Metro workplace to support EV ownership among our employees
- Installing chargers for Metro customers at Park & Ride facilities
  - 5% (950) of the total Park and Ride spaces by 2028 and 10% (1900) by 2030.
  - 50% of EV chargers within DACs and 30% within EFCs
- Ensure Capital Project parking plans include **make-ready infrastructure for 20%** of all planned spaces in compliance with CalGreen Tier 2 standards and **chargers installed at 10% of spaces**
- Leverage our real estate portfolio, programs, and partnerships to develop publicly available fast-charging services in the LA region.

EV Parking Strategic Plan Prioritization Criteria

The EV Parking Strategic Plan prioritizes Metro facilities for EV charging deployment based on a variety of factors:

- **Community Impact:** Locations in disadvantaged communities (DACs) and Equity Focused Communities (EFCs).
- **Utility Incentives:** Sites with highest available incentives to offset costs. Incentives may vary over time.
- **Total Parking Spaces:** Sites with more spaces to accommodate chargers can increase cost-effectiveness and locational flexibility to identify lowest cost site options.
- **Location:** End-of-line locations with more customers who frequently leave vehicles for 6+ hours, 4-5 days a week and connect with modes of transportation including bike and Metro Micro.
- **Structure Type:** Garages often have lower installation costs than surface lots, increasing likelihood of utility program selection.
- **Traffic Analysis Zones (TAZs):** Use of Metro's residential and commercial Traffic Analysis Zones scores for each station based on likely residential EV ownership and routes used to commute to/from work.
- **Available Real Estate:** Allows for the potential to install solar PV or battery storage in the future to help offset additional energy required to power EV charging or provide resiliency benefits.

Proposed Early Priority Sites - SCE Charge Ready



**Site may increase port count based on SCE review of site costs during preliminary design*

Notes:

- Metro has 8 Charge Ready Site applications (~241 chargers) under consideration by SCE
- Applications will continue to be submitted for Charge Ready to reach 300 spaces

EV Charger Installation and Operation Costs – Short Term

Near-Term Operations Budget	Cost/Month	24-Month Extension Cost
> Monthly Network Operations	$7,000	$168,000
> Field Maintenance & Repairs	$3,417	$82,000
Near-Term Operations Total		**$250,000**

FY23 Charge Ready Installation Budget	Unit Cost	Units[24]	Total Cost
> Charging Equipment (per port)	$2,771	246	$681,666
> Installation, Commissioning, and Project Management (per port)	$188	246	$46,248
Charge Ready Installation Total			**$727,914**

EV Charger Installation and Operation Costs – Long-Term

Estimated Cost / Revenue Source	$ (M)	Estimated Charging Units
Capital Estimate		
> Employee	$4.0	125
> P&R	$44.1	1725
EVPSP Capital Total	**$48.1**	
Potential Utility Incentives	-$13.4	
Operations Estimate	**$ (M)**	**Estimated Charging Units**
> Employee	$2.1	125
> P&R	$14.8	1725
> Program Management	$1.5	
EVPSP Operations Total	**$18.4**	
Potential LCFS Revenues	-$4.8	
Potential Charging Revenues	-$6.9	

Potential Funding Opportunities, Utilities

	SCE Charge Ready	LADWP EV Charging Station Rebate Program
Total Funding	$437 million	$12 million (per annual funding allocation)
Program Design	Utility-designed, -constructed, and -owned make-ready infrastructure, plus rebates for the purchase of customer-owned chargers	Rebate for the purchase and installation of charging station(s)
Incentive Amount	> Covers full make-ready cost (Approx. $12,000/port) > EVSE rebate: $725/port or $2,900 for DACs	> $4,000 for first charging station; $5,000 for DAC (+500 for dual port) > One additional rebate per every four parking spaces electrified

Potential Funding Opportunities, Grants and Others

Program	Funding Agency	Size	Details
Alternative Fuel Corridor grant program (IIJA)	U.S. Dept. of Transportation	$2.5B (5 years)	> Details under development, grant implementation expected in late 2022 > For deployment along with designated Alt. Fuel Corridors, and possibly in other publicly accessible locations > Intended to facilitate long-distance travel, priority for rural or low- and moderate-income neighborhoods, and multifamily communities with low access to parking
National EV Formula program (IIJA)	State of CA	$384M (CA)	> $5B national program, with funding to be made available to states on a highway formula funding basis
Surface Transportation Block Grants	U.S. Dept. of Transportation	$72B	> Funded through IIJA, funds states and local governments to use the funding to best address local needs > Newly allows installation of EV Charging as eligible project types
CALeVIP and Light-Duty EV Charging Infrastructure	California Energy Commission	$270M (2021-2022)	> From 2018-2021, Southern California funding reserved for DC Fast Chargers > Up to $80,000 per DCFC, 80% of project costs > Existing funding exhausted in 2021

- *Low Carbon Fuel Standard Credits Revenues*
  - Up to $20M/year in recent years. Increase in LCFS credits due to increased electrification of Metro fleet

Current and Future Delivery Approaches

- Existing Contract: A La Carte. Separate contract for the separate parts of EV Charger Program

- Charging as a Service: Metro to pay all-inclusive fee for the installation of infrastructure and operations and maintenance of EV Parking Network

- Public-Private Partnership
  - Metro has a long history of P3 or P3-related activities
    - Renewable energy and energy efficiency projects
    - Environmental clean-up and property development
  - Project Development Agreement needs to be developed in the next 18 months

- Workforce Development Opportunity to Create New Skilled Labor and Expertise including Metro Staff

P3 PDA Schedule

Milestone	Expected Timing
Development of P3 scope	July - December 2022
Industry outreach	September - December 2022
RFP solicitation and evaluation	January - April 2023
Contract negotiation	May - June 2023
P3 onboarding and charging network transfer	July - December 2023

Next Steps

- June Board adoption of the Electric Vehicle Parking Strategic Plan (EVSP).
- Procure a P3 partner with a Project Development Agreement over the next 18 months
- Convene Metro staffed interdisciplinary implementation team

Next Steps