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**Agenda - Final**

**Thursday, April 21, 2022**

**9:00 AM**

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

**Operations, Safety, and Customer Experience  
Committee**

*Mike Bonin, Chair*

*Holly Mitchell, Vice Chair*

*Jacquelyn Dupont-Walker*

*Janice Hahn*

*Sheila Kuehl*

*Tony Tavares, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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

**PUBLIC INPUT**

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

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

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

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

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

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

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

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

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

## DISCLOSURE OF CONTRIBUTIONS

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

## ADA REQUIREMENTS

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

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

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

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

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

### **Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Committee Meeting begins at 9:00 AM Pacific Time on April 21, 2022; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
English Access Code: 8231160#  
Spanish Access Code: 4544724#

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

### **Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 9:00 AM, hora del Pacifico, el 21 de Abril de 2022. Puedes unirse a la llamada 5 minutos antes del comienzo de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

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

### **Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting.  
Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."  
Email: BoardClerk@metro.net  
Post Office Mail:  
Board Administration  
One Gateway Plaza  
MS: 99-3-1  
Los Angeles, CA 90012



## CALL TO ORDER

## ROLL CALL

APPROVE Consent Calendar Items: 18.

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

## CONSENT CALENDAR

18. SUBJECT: MEMBERSHIP ON METRO'S WESTSIDE CENTRAL SERVICE COUNCIL [2022-0057](#)

### RECOMMENDATION

APPROVE nominee for membership on Metro's Westside Central Service Council.

Attachments: [Attachment A - Nominee's Listing of Qualifications](#)  
[Attachment B - Nomination Letter](#)

## NON-CONSENT

19. SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH [2022-0117](#)

### RECOMMENDATION

RECOGNIZE Operations Employees of the Month.

Attachments: [Presentation](#)

20. SUBJECT: ORAL REPORT ON OPERATIONS AND MOTION 43 UPDATE [2022-0118](#)

### RECOMMENDATION

RECEIVE oral report on Operations ridership, hiring and Motion 43 response.

Attachments: [Presentation](#)

21. SUBJECT: ORAL REPORT ON MICROTRANSIT PILOT PROJECT [2022-0154](#)

### RECOMMENDATION

RECEIVE oral report on MicroTransit Pilot Project (MTP), costs, and resources.

Attachments: [Presentation](#)

22. **SUBJECT: CRENSHAW/LAX OPERATING PLAN UPDATE** [2022-0169](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to review the Crenshaw/LAX Operating Plan, including conduct necessary public outreach and report back to Board with findings and a recommendation to maintain or change the Operating Plan.

**Attachments:** [Attachment A - Figures 1 through 6](#)

23. **SUBJECT: RECEIVE AND FILE 2022 CUSTOMER EXPERIENCE PLAN** [2021-0774](#)

**RECOMMENDATION**

RECEIVE AND FILE the 2022 Customer Experience Plan.

**Attachments:** [2022 Customer Experience Plan](#)

15. **SUBJECT: FISCAL YEAR 2023 BUDGET DEVELOPMENT STATUS UPDATE** [2022-0153](#)

**RECOMMENDATION**

RECEIVE AND FILE the Fiscal Year 2023 (FY23) Budget Development Status Update.

**Attachments:** [Attachment A - Equitable Zero-Based Budgeting \(EZBB\) Cost Control](#)  
[Attachment B - People First - Quality Investments](#)  
[Attachment C - Metro Transit Program \(Budget and Service Plan\)](#)  
[Attachment D - Congestion Mgmt, P&P, and Oversight & Admin Programs](#)  
[Attachment E - Early, Improved & Expanded Public Engagement Update](#)

(ALSO ON FINANCE, BUDGET, AND AUDIT COMMITTEE)

24. **SUBJECT: POLICING ON THE METRO BUS AND RAIL TRANSIT SYSTEM MOTION** [2022-0257](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Kuehl, and Butts that the Board direct the Chief Executive Officer to report back to the Board in May 2022 on how Metro can modify its contracts with the Los Angeles Police Department and Long Beach Police Department to ensure continuity of service and continued law enforcement services coverage throughout the Metro Bus and Rail Transit System.

**25. SUBJECT: CREATING A METRO TREE POLICY MOTION**

[2022-0259](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Solis, Mitchell, Dutra, Bonin, and Krekorian that the Board direct the Chief Executive Officer to:

- A. Create a Metro Tree Policy, with consideration of and recommendations for the following:
1. Protecting trees during construction;
  2. Appropriate species, palette, and planting strategies that maximize opportunities for native species, carbon capture, mitigating urban heat island effect, implementing low-flow water run-off, minimizing maintenance costs and damage to other infrastructure, and providing a robust tree canopy;
  3. A tree replacement approach that is, at minimum, two-for-one replacement of any trees removed as a result of Metro capital projects or on Metro property, including planting and establishment;
  4. In-lieu fees for instances where a minimum two-for-one replacement of trees on Metro property is not possible;
  5. Encouraging creative approaches, including but not limited to parkway strips, parklets, or pocket parks, where permeable surfaces are increased and planted for greater visual, cooling, and air and water quality impact;
  6. Coordination with local jurisdictions to plant and establish street trees along transit corridors in equity-focused communities, in accordance with jurisdictions' existing urban forestry policies, and as part of Metro's Complete Streets Policy, including a minimum tree canopy coverage threshold for high-quality transit corridors;
  7. For trees on Metro property and where Metro is responsible for maintenance (e.g., as the adjacent property owner), develop maintenance standards including but not limited to: watering, trimming, and replacement;
  8. Opportunities for partnership with private and non-governmental organizations; and,
  9. Community engagement;

- 
- B. Present this Metro Tree Policy to the Board in August 2022 for consideration and approval; and,
  - C. Identify and pursue funding opportunities to plant and maintain trees along Metro transit corridors no later than January 2023.

26. **SUBJECT: HR4000 CONSULTING SERVICES FOR HEAVY RAIL VEHICLE ACQUISITION, TECHNICAL SUPPORT SERVICES INCREASE OF CONTRACT MODIFICATION AUTHORITY (CMA)** [2022-0103](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. EXECUTE Modification No. 14 to Contract No. OP16523-30433487 with LTK Engineering Services for Technical Support Services for HR4000 Heavy Rail Vehicle Acquisition to extend the Period of Performance through April 30, 2024, and increase the Not-to-Exceed Total Contract Price by \$5,618,956, from \$14,228,248 to \$19,847,204; and
- B. INCREASE the Contract Modification Authority (CMA) to \$6,180,852 to execute Modification No. 14 in Recommendation A, which provides an additional \$561,896 CMA or 10% for future changes.

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

27. **SUBJECT: BUS ENGINEERING AND ACQUISITION, PROGRAM MANAGEMENT AND TECHNICAL SUPPORT SERVICES** [2022-0139](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a six (6) year cost reimbursable contract, Contract No. PS81062000, to WSP USA, Inc. for as-needed professional consultant support services that will be utilized for bus engineering and acquisition, program management and technical support services, in the total not-to-exceed amount of \$10,930,917.43, subject to resolution of protest(s), if any.

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

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**28. SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY  
PERFORMANCE**

[2022-0176](#)

**RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

**Attachments:**

[Attachment A - Systemwide Law Enforcement Overview February 2022](#)

[Attachment B - MTA Supporting Data February 2022](#)

[Attachment C - Transit Police Summary February 2022](#)

[Attachment D - Monthly, Bi-Annual, Annual Comparison February 2022](#)

[Attachment E - Violent, Prop, and Part 1 Crimes February 2022](#)

[Attachment F - Demographics Data February 2022](#)

[Attachment G - Bus Operator Assaults February 2022](#)

[Attachment H - Sexual Harassment Crimes February 2022](#)

[Attachment I - March 2, 2022 PSAC General Meeting Minutes](#)

[Attachment J - March 2, 2022 PSAC Public Safety Budget Survey Results](#)

[Attachment K - March 16, 2022 PSAC General Meeting Minutes](#)

[Attachment L - April 6, 2022 Public Safety Budget Recommendations](#)

**SUBJECT: GENERAL PUBLIC COMMENT**

[2022-0228](#)

RECEIVE General Public Comment

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

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

**Adjournment**



**Board Report**

**File #:** 2022-0057, **File Type:** Informational Report

**Agenda Number:** 18.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: MEMBERSHIP ON METRO’S WESTSIDE CENTRAL SERVICE COUNCIL**

**ACTION: APPROVE RECOMMENDATION**

**RECOMMENDATION**

APPROVE nominee for membership on Metro’s Westside Central Service Council.

**ISSUE**

Each Metro Service Council (MSC) is comprised of nine Representatives that serve terms of three years; terms are staggered so that the terms of three of each Council’s nine members expire annually on June 30. Incumbent Representatives can serve additional terms if re-nominated by the nominating authority and confirmed by the Metro Board.

The Westside Central Service Council has a vacancy created by the resignation of member George Taule in May 2021. The term of the now-vacant seat is July 1, 2021 - June 30, 2024.

**BACKGROUND**

Metro Service Councils were created in 2002 as community-based bodies tasked with improving bus service and promoting service coordination with municipal and local transit providers. The MSC bylaws specify that Representatives should live in, work in, or represent the region; have a basic working knowledge of public transit service within their region and an understanding of passenger transit needs. To do so, each Representative is expected to ride at least one transit service per month.

The MSC are responsible for convening public hearings to receive community input on proposed service modifications, and rendering decisions on proposed bus route changes considering staff’s recommendations and public comments. All route and major service changes that are approved by the MSC will be brought to the Metro Board of Directors as an information item. Should the Metro Board decide to move an MSC-approved service change to an Action Item, the MSC will be notified of this change prior to the next Service Council monthly meeting.

**DISCUSSION**

The individual listed below has been nominated to fill a vacant seat on the Westside Central Service Council by the seat’s respective nominating authority. If approved by the Board, this appointment will serve out the remainder of the vacant seat’s three-year term. The nominee’s qualifications and the nomination letter from the nominating authority are provided in Attachments A and B.

For reference, the 2019 American Community Survey demographics and 2019 Metro Ridership Survey demographics for the Westside Central region are compared to the membership, should this nominee be appointed.

Westside Central

- A. Margarita Alvarez Gomez, Westside Central Service Council, New Appointment  
 Nominated by: Los Angeles Mayor Eric Garcetti  
 Term: July 1, 2021 - June 30, 2024

Should this nominee be appointed, the Westside Central (WSC) Service Council membership will compare to the region and the region’s ridership as follows:

% Region Total	Hispanic	White	Asian	Black	Native Amer	Other
WSC Membership/No.	5 (55.5%)	1 (11%)	1 (11%)	2 (22%)	0 (0%)	0 (0%)
WSC Council Region	42.8%	31.1%	13.3%	9.3%	0.2%	3.3%
WSC Region Ridership	66%	7%	7%	16%	1%	4%

The gender makeup of the Westside Central Cities Service Council will be as follows:

Gender	WSC Membership/No.	Los Angeles County
Male	44.4 % / 4	49.7%
Female	55.5% / 5	50.3%

**DETERMINATION OF SAFETY IMPACT**

Maintaining the full complement of representatives on each Service Council to represent each service area is important. As each representative is to be a regular user of public transit, and each Council is composed of people from diverse areas and backgrounds, this enables each Council to better understand the needs of transit consumers including the need for safe operation of transit service and safe location of bus stops.

**EQUITY PLATFORM**

Metro seeks to appoint Service Council members that represent the diverse needs and priorities reflective of the demographics of each respective region.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goal: 30 Enhance communities and lives through mobility and access to opportunity.

### **ALTERNATIVES CONSIDERED**

The alternative to approving these appointments would be for this nominee to not be approved for appointment. To do so would result in reduced effectiveness of the Service Councils, as it would increase the difficulty of obtaining the quorum necessary to allow the Service Council to formulate and submit recommendations to the Board. It would also result in the Service Council having a less diverse representation of their respective service areas.

### **NEXT STEPS**

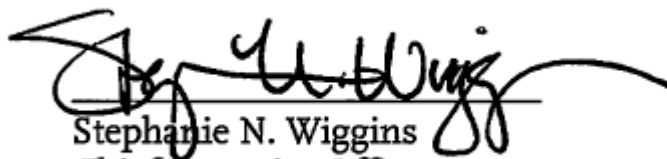
Staff will continue to monitor the major contributors to the quality of bus service from the customer's perspective, and share that information with the Service Councils for use in their work to plan and to implement and improve bus service in their areas and the customer experience using our bus service.

### **ATTACHMENTS**

Attachment A - Nominee's Listing of Qualifications  
Attachment B - Nomination Letter

Prepared by:  
Dolores Ramos, Manager, Regional Service Councils, (213) 598-9715

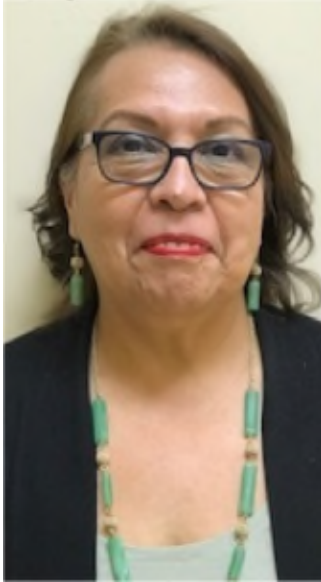
Reviewed by: Conan Cheung, Acting Chief Operations Officer, Bus  
(213) 418-3034

  
Stephanie N. Wiggins  
Chief Executive Officer



**NEW APPOINTEE BIOGRAPHY AND QUALIFICATIONS**

**Margarita Alvarez Gomez, Nominee for Westside Central Service Council**



Margarita Alvarez Gomez is the Executive Director of Central City Neighborhood Partners (CCNP). CCNP is a non-profit organization that connects families in the City of Los Angeles with key public services to meet urgent needs such as food insecurity, counsels families to meet longer term goals like budget planning, and runs annual college tours for rising seniors who are seeking higher education. Ms. Alvarez Gomez also founded an annual conference that focuses on female empowerment, education, and leadership development across neighborhoods and generations. Prior to joining CCNP, she served as the director of the Family Development Network.

Ms. Alvarez Gomez holds a bachelor's degree in human resource management from the University of Phoenix, and has completed the Whitecap foundation's Executive Management Academy. She also serves as a Board Member on the Westlake North Neighborhood Council.

APPOINTING AUTHORITY NOMINATION LETTER

Westside Central Service Council



ERIC GARCETTI  
MAYOR

April 6, 2022

Ms. Dolores Ramos  
Manager  
Metro Regional Service Councils  
One Gateway Plaza MS 99-7-1  
Los Angeles, CA 90012

Dear Ms. Ramos:

This letter serves as my recommendation to appoint Margarita Alvarez to serve as a representative on the Westside/Central Service Council for the term of July 1, 2021 - June 30, 2024. Ms. Alvarez will fill the vacancy created by George Taule.

I certify that in my opinion, Ms. Alvarez is qualified for the work that will devolve upon her, and that I make this nomination solely in the interest of the Los Angeles County Metropolitan Transportation Authority.

Please let me know if you need any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'E. Garcetti'.

ERIC GARCETTI  
Mayor

EG:tga

Attachment





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File #: 2022-0117, File Type: Oral Report / Presentation

Agenda Number: 19.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH**

**RECOMMENDATION**

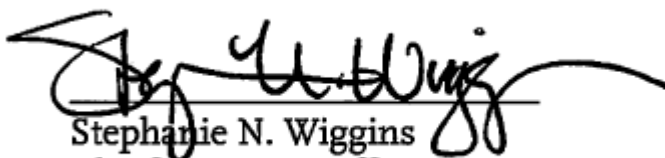
RECOGNIZE Operations Employees of the Month.

**Equity Platform**

Employee of the Month (EOM) nominations to the Chief Operations Officer must be for frontline employee or field supervisor serving in a customer facing role. Operations management is encouraged to nominate employees that have achieved excellence and/or gone above and beyond their assigned job role/functions and are diverse in both gender and ethnicity. In addition, a review of location, job responsibilities and seniority is considered when making final selections to ensure there is diverse representation among the various groups within the department. Operations also works with Logistics, which nominates employees once a quarter that work in our storerooms.

Prepared by: Diane Corral-Lopez, Executive Officer, Operations Administration, (213) 922-7676

Reviewed by: Bernard Jackson, Acting Chief Operations Officer, Rail (213) 418-3001



Stephanie N. Wiggins  
Chief Executive Officer

# **April Employees of the Month**



**Metro**

**Operations, Safety, and Customer Experience Committee**

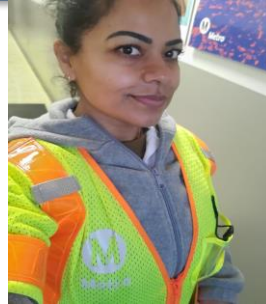
**April 21, 2022**

# Employees of the Month



## Maintenance

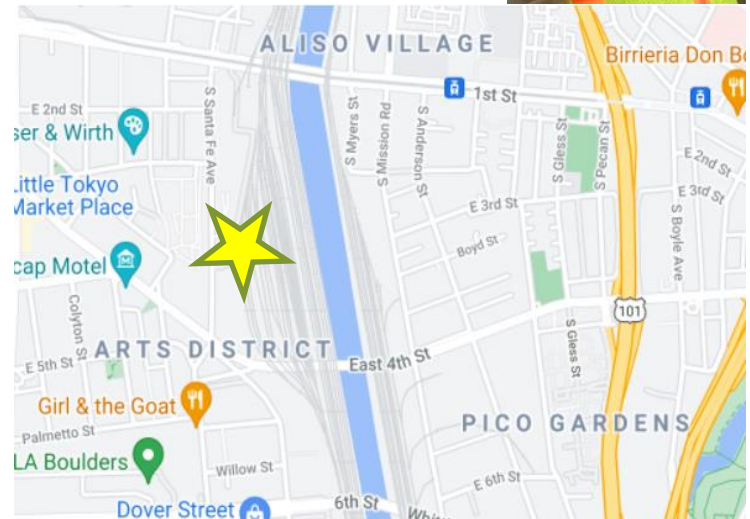
**Maria “Ruby” Vazquez**  
**Custodian**



**Location 522 – Vernon**

## Maintenance

**Moogooch “Mike” Baban**  
**SR Service Attendant,**  
**Relief Leader**



**Division 20 – Los Angeles**



**Board Report**

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**File #:** 2022-0118, **File Type:** Oral Report / Presentation

**Agenda Number:** 20.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: ORAL REPORT ON OPERATIONS AND MOTION 43 UPDATE**

**RECOMMENDATION**

RECEIVE oral report on Operations ridership, hiring and Motion 43 response.

**Equity Platform**

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

Prepared by: Diane Corral-Lopez, Executive Officer, Operations Administration, (213) 922-7676

Reviewed by: Conan Cheung, Acting Chief Operations Officer, Bus  
(213) 418-3034  
Bernard Jackson, Acting Chief Operations Officer, Rail  
(213) 418-3001

A handwritten signature in black ink, appearing to read 'Stephanie N. Wiggins', is written over a horizontal line.

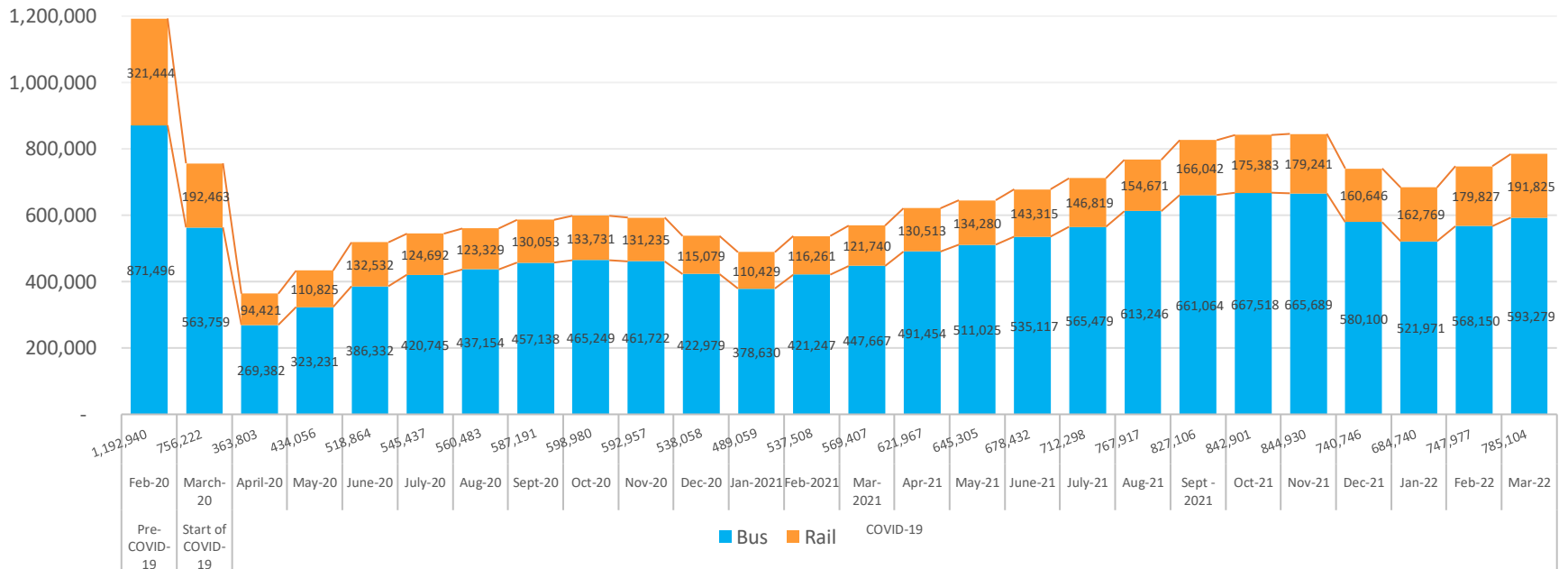
Stephanie N. Wiggins  
Chief Executive Officer

**ITEM 20**

**COO Oral Report  
Operations Ridership & Motion 43 Update**

# Weekly Ridership Update

## SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



Rider-ship	Pre-COVID-19	Start of COVID-19																								
	Feb-20	Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	569,407	621,967	645,305	678,432	712,298	767,917	827,106	842,901	844,930	740,746	684,740	747,977	785,104

### Ridership Analysis Relative to Equity Focused Communities

- **Bus:** Percent of all weekday bus activity occurring within Equity Focus Communities increased from 73% in Oct 2019 to 76.3% in Feb 2022 (bus stop data available month to month)
- **Rail:** Percent of all weekday rail activity occurring within Equity Focus Communities increased from 51.7% to 59.9% from FY19 to FY21 (rail station data available Fiscal Year level)

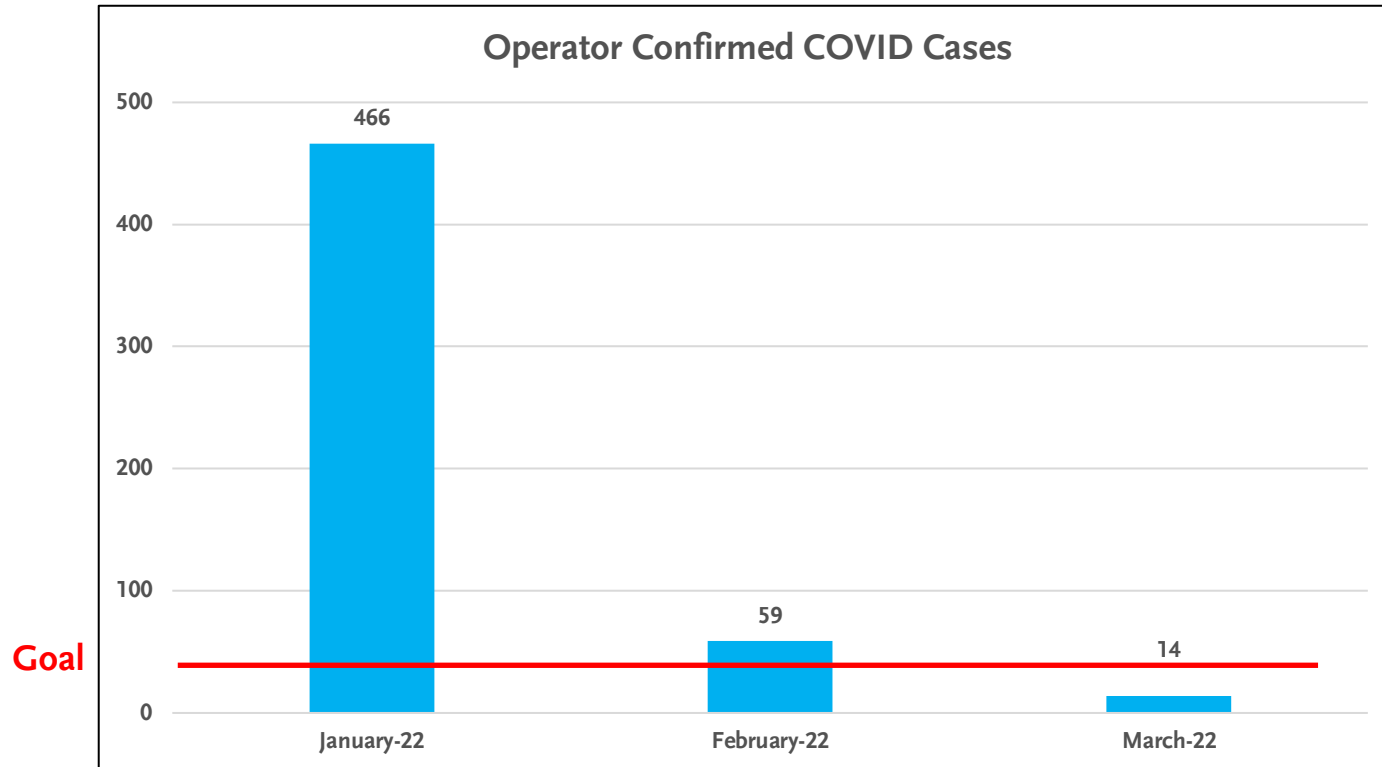


# Service Restoration Conditions Update

The following is an update on the four criteria monitored for full-service restoration:

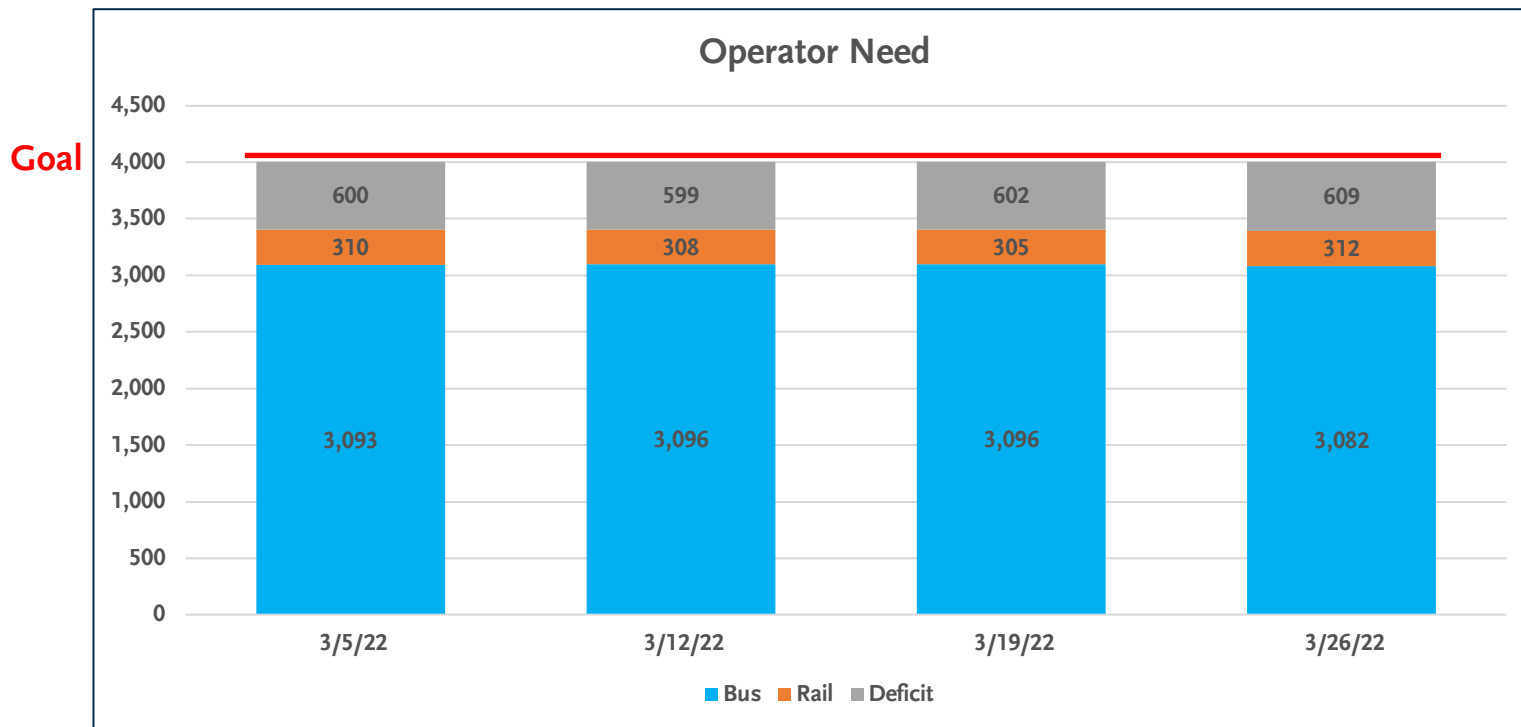
1. Operator COVID Status
2. Operator Staffing Level
3. Minimized Cancelled Service
4. Minimized Ordered Call Backs (OCBs)

# Operator COVID Status



- Goal: no more than 30 new COVID cases per month for operators
- February 2022 total: 59 operator cases
- March 2022 total: 14 operator cases

# Operator Staffing Level



	3/5/22	3/12/22	3/19/22	3/26/22
Active				
Bus	3,093	3,096	3,096	3,082
Rail	310	308	305	312
Deficit	600	599	602	609
<i>Operations Central Instruction (OCI) Students</i>				
	67	140	137	192

- As of 3/26/22, there is a 609 operator deficit, however there are 192 students in training
- Need = operator need to return to full service (or 3,667 bus and 326 rail, 4,003 total operators)

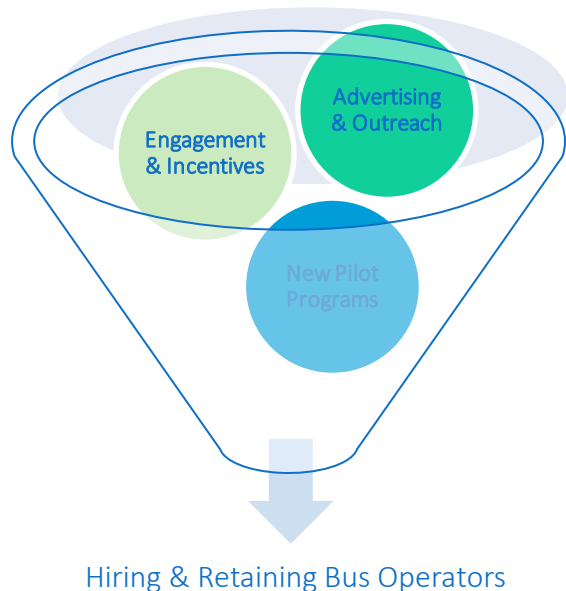
# Recruitment Efforts- New Streamed Lined Process

## Recruitment Status - March 1<sup>st</sup> – 26<sup>th</sup>:

- **372 - New Applicants received and are in the selection process**
- **336 - Candidates are pending conditional offers**
- **85 - Candidates with conditional offers ready to begin training**
- **192 - Employees in training**



# Operator Hiring & Recruitment Efforts



## ➤ **Implemented:**

- Minimum Qualifications revised to remove the six months of customer service experience requirement
- Held a Bus Operator Hiring Event on April 2, 2022, which yielded 115 conditional offers
- Implementing Spark Hire, an automatic interviewing platform in an effort to streamline the Bus Operator interview process

## ➤ **Continue employee engagement, incentive, and hiring programs**

- Weekend Rewards
- New Hire Sign-On Bonus
- Employee Referral Program
- In-Person Hiring Event – Scheduled for May 2022

# Bus Operators Separations During Training

	FY19	FY20	FY21
<b>Total Separations</b>	<b>687</b>	<b>629</b>	<b>503</b>

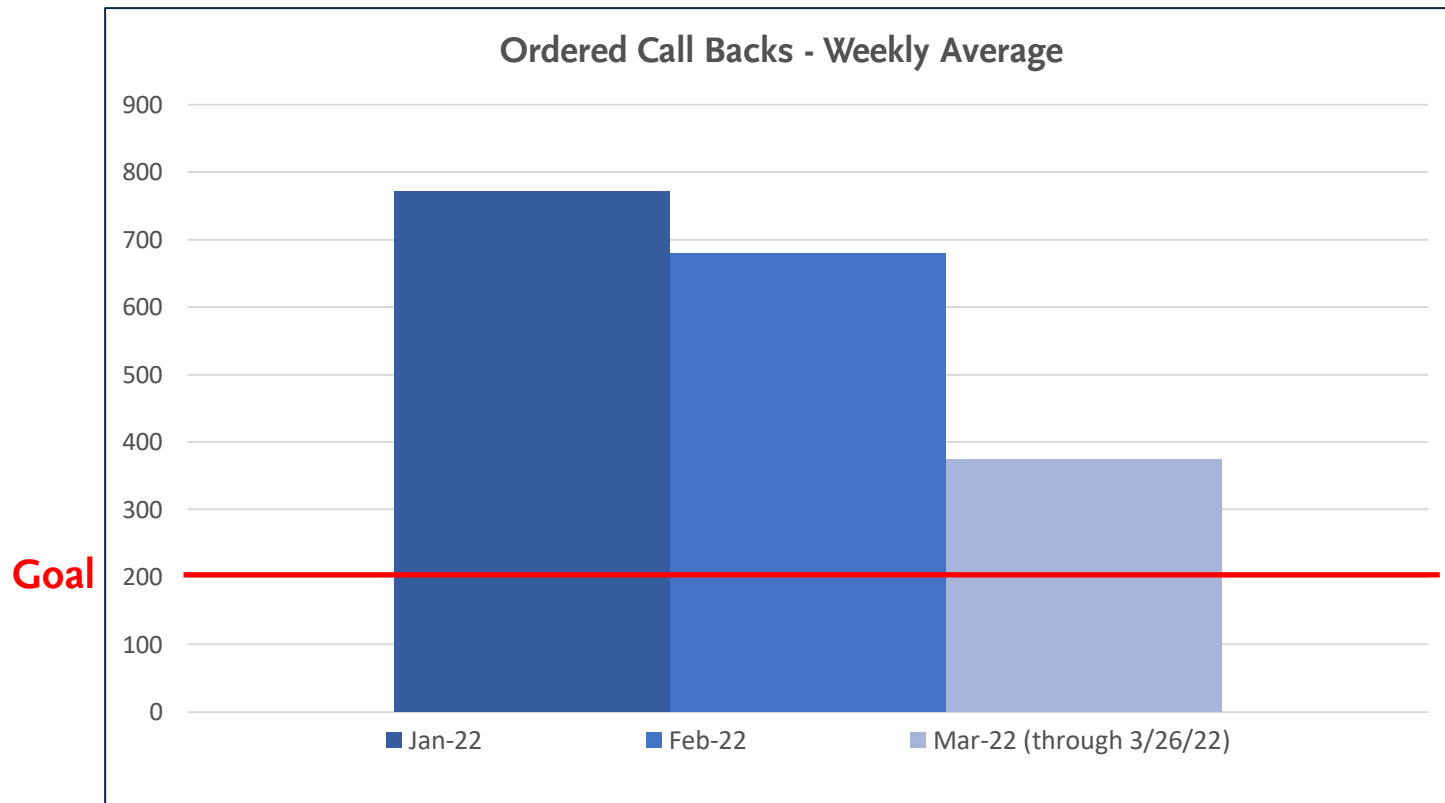
<b>Separated During Training</b>	<b>256</b>	<b>239</b>	<b>101</b>
<b>% of all Separations</b>	<b>37.3%</b>	<b>38.0%</b>	<b>20.1%</b>

	FY22									
	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 22	Feb 22	Mar 22	FY22 YTD
<b>Total Separations</b>	<b>83</b>	<b>48</b>	<b>79</b>	<b>72</b>	<b>59</b>	<b>49</b>	<b>51</b>	<b>54</b>	<b>36</b>	<b>531</b>

<b>Separated During Training</b>	<b>26</b>	<b>10</b>	<b>8</b>	<b>15</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>12</b>	<b>6</b>	<b>93</b>
<b>% of all Separations</b>	<b>31.3%</b>	<b>20.8%</b>	<b>10.1%</b>	<b>20.8%</b>	<b>10.2%</b>	<b>4.1%</b>	<b>15.7%</b>	<b>22.2%</b>	<b>16.7%</b>	<b>17.5%</b>

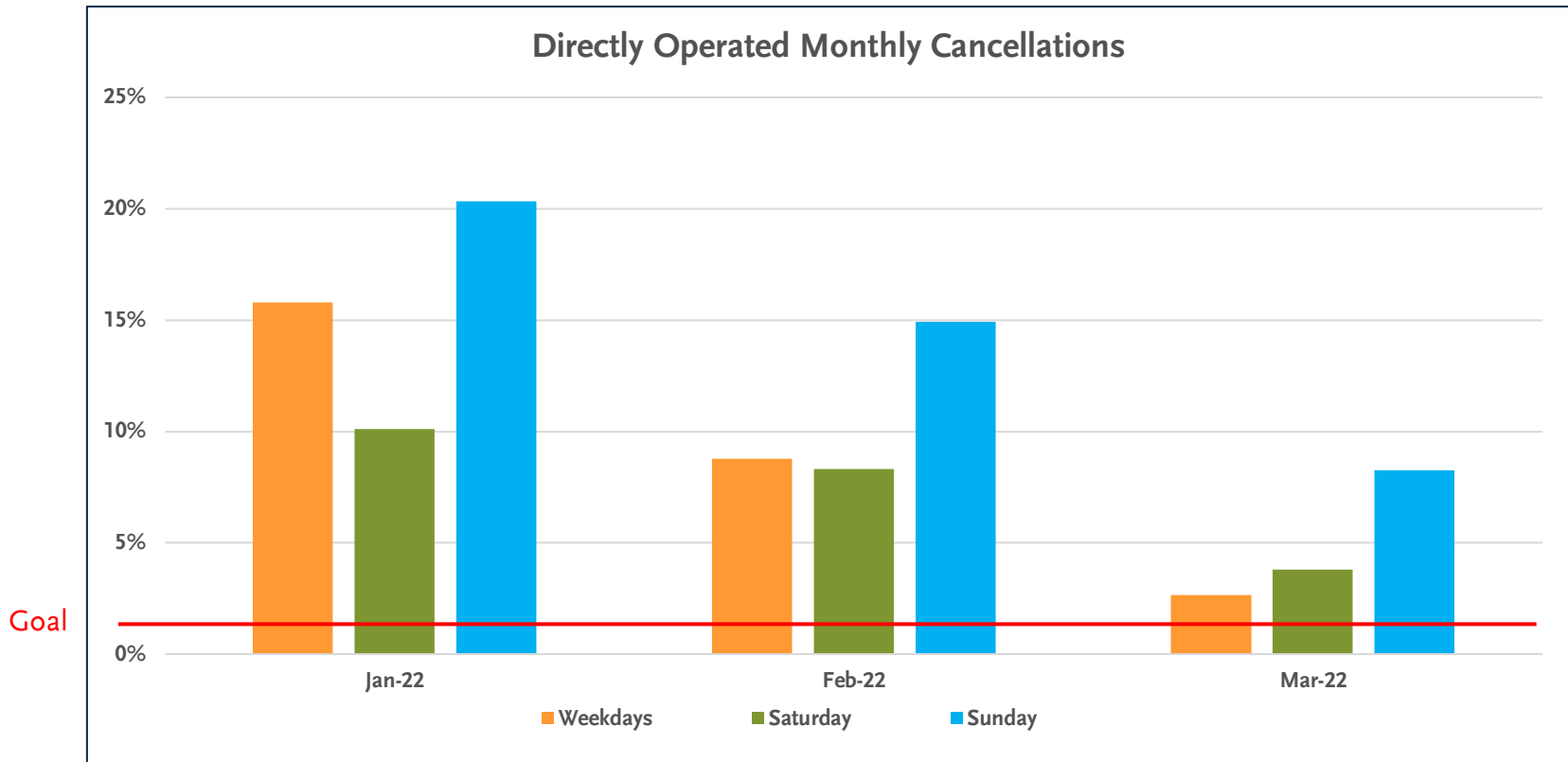
- **As of March 2022, retention is trending upward for Bus Operator Training**

# Ordered Call Backs



- **Goal: No more than 200 mandatory (ordered) call backs per week systemwide**
- **February 2022 ordered call back average: 681**
- **Ordered call backs for week ending 3/26: 366**

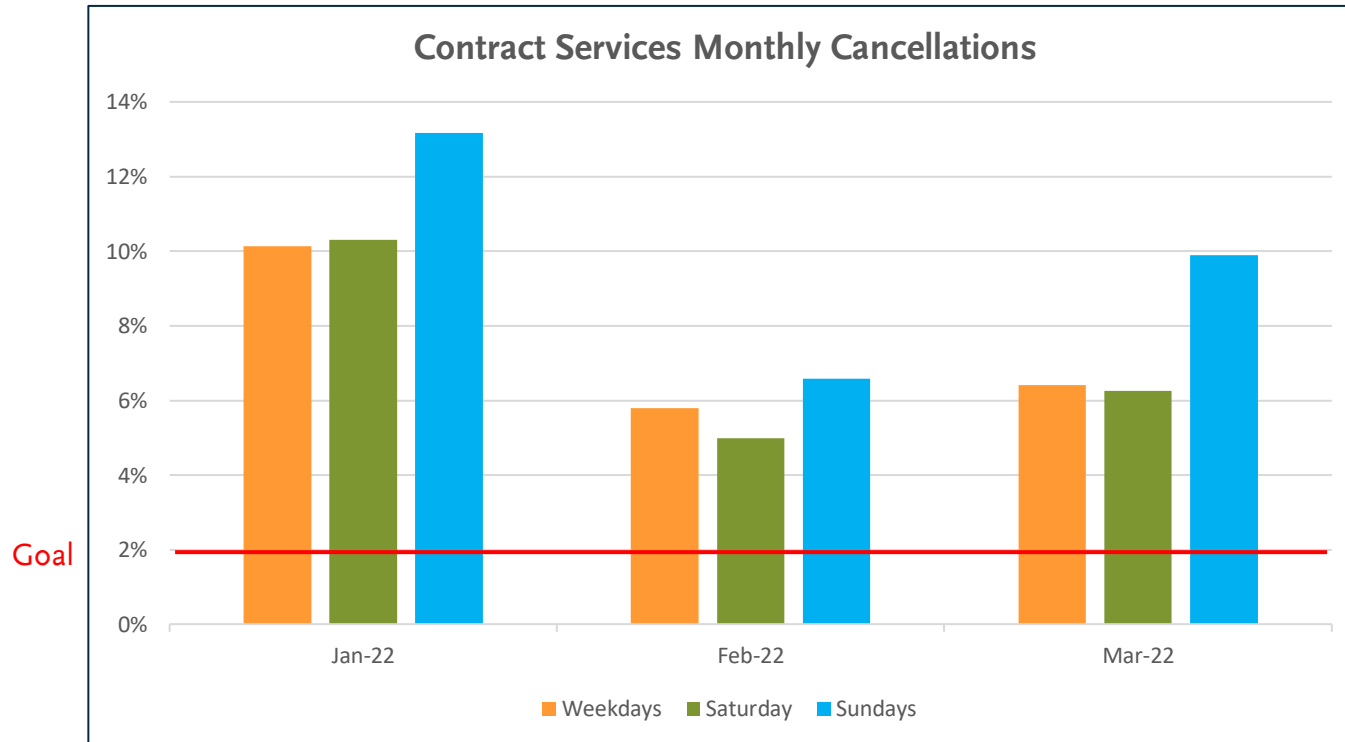
# Cancelled Service (Directly Operated)



- Goal: No more than 2.00% systemwide bus service cancellations
- Week ending 3/26/22 averages:
  - 3.15% Weekday (compared to 15.81% in January 2022)
  - 4.66% Saturday (compared to 10.11% in January 2022)
  - 9.23% Sunday (compared to 20.31% in January 2022)
- January 2022 “No Show” Complaints: 454
- March 2022 “No Show” Complaints: 119



# Cancelled Service (Contract Services)



- **Goal: No more than 2.00% systemwide bus service cancellations**
- **Week ending 3/27/22 averages:**
  - 6.00% Weekday (compared to 10.00% in January 2022)
  - 6.00% Saturday (compared to 10.00% in January 2022)
  - 10.00% Sunday (compared to 13.00% in January 2022)

# Directly Operated Cancellations by Line – Exceeding 5% (Since 2/20/22 Service Change through 3/28/22)

Line	Name	Next Gen	% Cancelled Trips since 2/20 service change	% Cancelled Trips before 2/20 service change	% within EFC*	Area
		Tier				
240	Reseda	1	8.90%	25.30%	13%	San Fernando
18	Whittier & 6th St	1	7.20%	21.20%	85%	East LA-West LA
210	Crenshaw	1	6.70%	26.30%	63%	Hollywood-South LA
45	Broadway	1	5.80%	20.70%	98%	South LA-Downtown-Lincoln Hts
53	Central Av	1	5.70%	25.10%	72%	South LA-Downtown
207	Western	1	5.60%	29.60%	89%	Hollywood-South LA
754	Vermont Rapid	1	5.50%	44.70%	100%	Hollywood-South LA
150	Topanga-Ventura	3	5.50%	21.40%	27%	San Fernando
20	Wilshire	1	5.20%	19.80%	35%	Downtown - Santa Monica
66	8th St	1	5.20%	16.40%	87%	East LA-Downtown-Wilshire

# Contract Services Cancellations by Line – Exceeding 5% (Since 2/20/22 Service Change through 3/31/22)

Name	Next Gen Tier	% Cancelled Trips since 2/20 Service Change	% Cancelled Trips before 2/20 Service Change	% within EFC	Area
JPL	4	10.49%*	5.04%	15%	Pasadena
San Fernando Rd - Rampart St - Hoover St	2	10.08%*	5.64%	73%	Glendale - Downtown LA
Sepulveda Bl - Pacific Coast Hwy	3	8.21%	16.20%	29%	LAX - Long Beach
Rosemead Bl	3	7.95%	15.23%	30%	Sierra Madre - Lakewood
Wilmington Av - Vermont Av	3	5.95%	10.26%	29%	Willowbrook - San Pedro
Griffith Pk Dr	4	5.73%	5.23%	50%	Downtown LA - Burbank
Rosecrans Av	3	5.50%	10.91%	42%	El Segundo - Norwalk
North Hollywood - Pasadena Express	3	5.49%	4.20%	18%	North Hollywood - Pasadena
Eastern Av - Av 64 - Washington Bl	4	5.05%	7.54%	35%	Commerce - Sierra Madre

\* Will continue to monitor for corrective action

# Cancelled Service by Division (Since 2/20/22 Service Change)

Directly Operated Divisions	EFC* (Y/N)	Scheduled Worktime	Canceled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
1 - Downtown LA	Y	61,704	3,756	6%	15%
2 – Downtown LA	Y	62,572	2,166	3%	12%
3 – Cypress Park	Y	55,570	1,677	3%	12%
5 – South LA	Y	57,134	1,486	3%	17%
7 – West Hollywood	N	74,157	3,659	5%	13%
8 – Chatsworth	N	63,381	2,372	4%	15%
9 – El Monte	Y	60,309	758	1%	9%
13 – Downtown LA	N	59,458	2,392	4%	14%
15 – Sun Valley	Y	75,992	903	1%	8%
18 – South Bay	N	85,923	3,819	4%	17%
<b>Total</b>		<b>656,199</b>	<b>22,988</b>	<b>4%</b>	<b>13%</b>

Contract Services Divisions	EFC*(Y/N)	Scheduled Worktime	Cancelled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
95 - Southland	N	14,258	1,012	7%	11%
97 - MV	N	21,815	1,434	7%	7%
98 - Transdev	N	16,704	1,552	9%	9%
<b>Total</b>		<b>52,777</b>	<b>3,998</b>	<b>8%</b>	<b>7%</b>

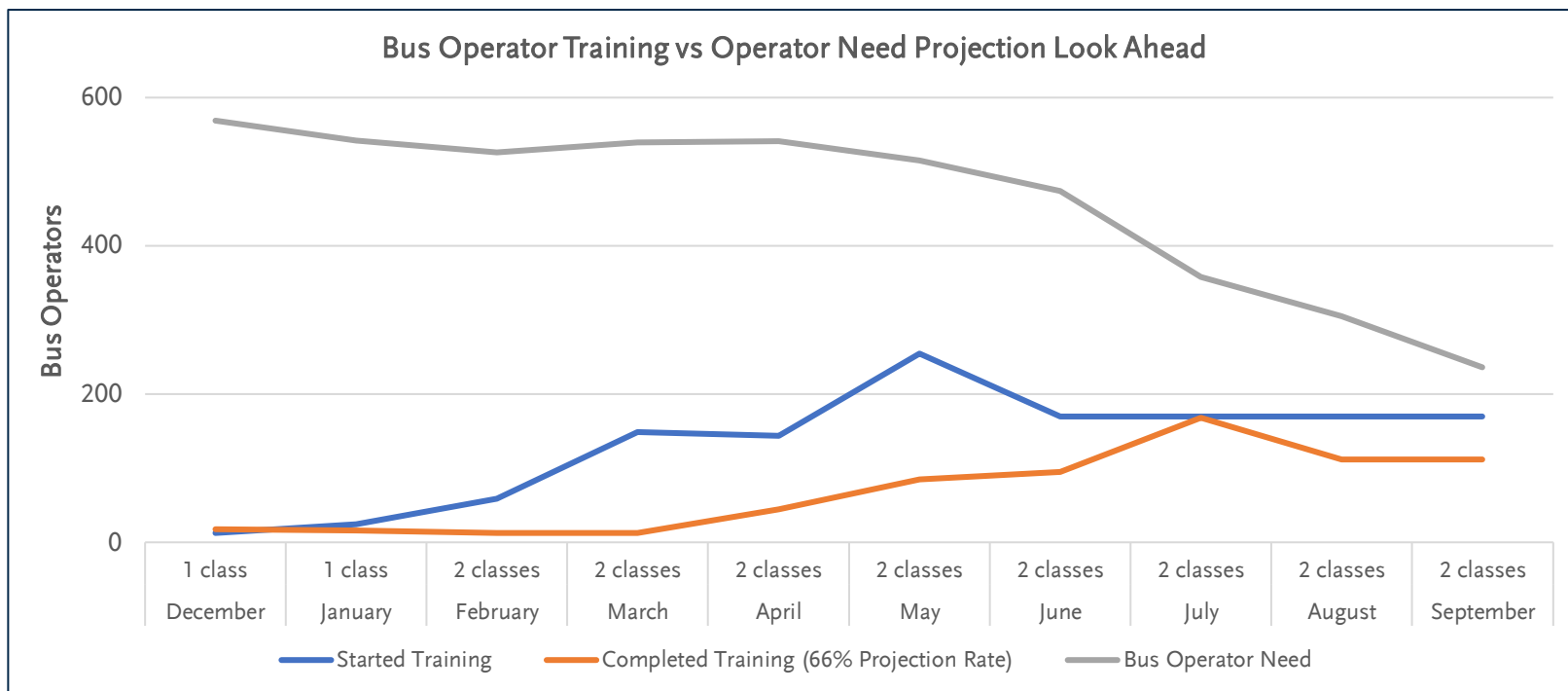
\*Equity Focused Communities

# Status of Conditions for Service Restoration

	GOAL	LAST TIME ACHIEVED GOAL	STATUS (week ending 2/5/22)	STATUS (week ending 3/26/22)	
Operator COVID Cases	30 or less per month	Nov 2021	459 Jan 2022 (month)	14 Mar 2022 (month)	
Operator Staffing Level	4,003 operators	Pre-Covid	3,423	3,394*	
Cancelled Service	2.00% or less per day	May 2021	11.00% weekday 8.00% Sat 20.00% Sun	3.15% weekday 4.66% Sat 9.23% Sun	
Ordered Call Backs	200 or less per week	Dec 2020	766 (per week in Jan 2022)	366	

\* Operator staffing level does not represent candidates yielded from the February/March 2022 hiring events as they must successfully complete a two-month training and are currently not counted in active operator counts

# Operator Hiring vs Need Projection



- **Bus Operator training classes are 8 weeks in duration, with 66% completion rate**
  - **Example: Class starts on 2/8 and training is completed on 4/3**
- **In March 2022, Metro increased bus operator class sizes to 85**
- **Hiring events and operator retention efforts will help reduce vacancies, however active bus operators are not ready for service until after 2-3 months of hiring given training. Therefore, there is a lag between started training and completed training.**

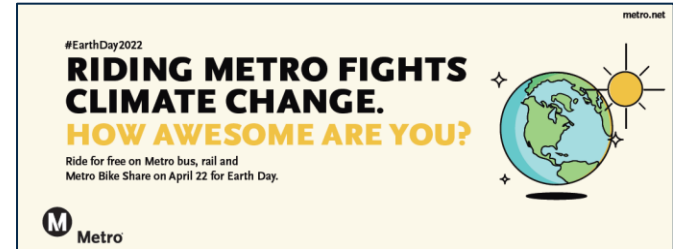
# Next Steps

- **Continue to monitor February 20, 2022 service changes and adjust as necessary in an equitable manner**
- **Continue to monitor conditions to minimize impact of service reductions**
- **Continue achievement of conditions for full service restoration**

# Earth Day April 22, 2022 & MicroTransit Update

## Earth Day 2022

- On Friday, April 22, 2022 – Metro will offer free rides on bus, rail, and bike in support of Earth Day
- Fareboxes will be covered to ensure that customers do not have to TAP and turnstiles will be unlocked for seamless free fares
- Earth Day allows us demonstrate support for environmental protection and encourages the use of public transportation
- Comprehensive communications plan to be deployed includes:
  - Car cards
  - Rail posters
  - Farebox covers
  - Eblast to Metro subscribers
  - Messages on digital screens
  - Source Post
  - Social Media Posts (Twitter, Facebook, and Instagram)
  - Station Announcements and Operator Announcements





# MicroTransit Update

## MicroTransit Service Snapshot (as of April 2022)

- Delivered 360,000+ trips since launch during the peak of COV-19 pandemic
- Operates in 8 Metro Micro Zones covering +165 square miles of LA County
- Fleet consists of 82 vehicles, including 8 EVs to begin operating in April 2022
- Program KPI is 4.5, last reported in October 2021 was 4.8 of 5 stars

## MicroTransit Hiring Update (as of April 2022):

- FY22 Budget: 147
- Active: 130
- Leave: 10
- In training: 7
- Training Duration: 5 weeks
- New class starts on 4/18/22 to backfill operators on long term leave





**Board Report**

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**File #:** 2022-0154, **File Type:** Oral Report / Presentation

**Agenda Number:** 21.

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**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: ORAL REPORT ON MICROTRANSIT PILOT PROJECT**

**RECOMMENDATION**

RECEIVE oral report on MicroTransit Pilot Project (MTP), costs, and resources.

**EQUITY PLATFORM**

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

Prepared by: Rani Narula-Woods, Sr. Director, Special Projects, (213) 220-7940

Reviewed by: Shahrzad Amiri, Deputy Chief of Operations, Shared Mobility, (213) 922-3061  
Conan Cheung, Chief Operations Officer, Mobility Services & Development, (213) 418-3034

Stephanie N. Wiggins  
Chief Executive Officer

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

# Metro Micro™

April 21, 2022



Metro

# Metro Micro Background



2017

- Metro issues RFP for industry's first PDA-P3 for on-demand transit service

2018

- Metro signs multi-vendor PDA-P3 for pilot design and analysis

2020

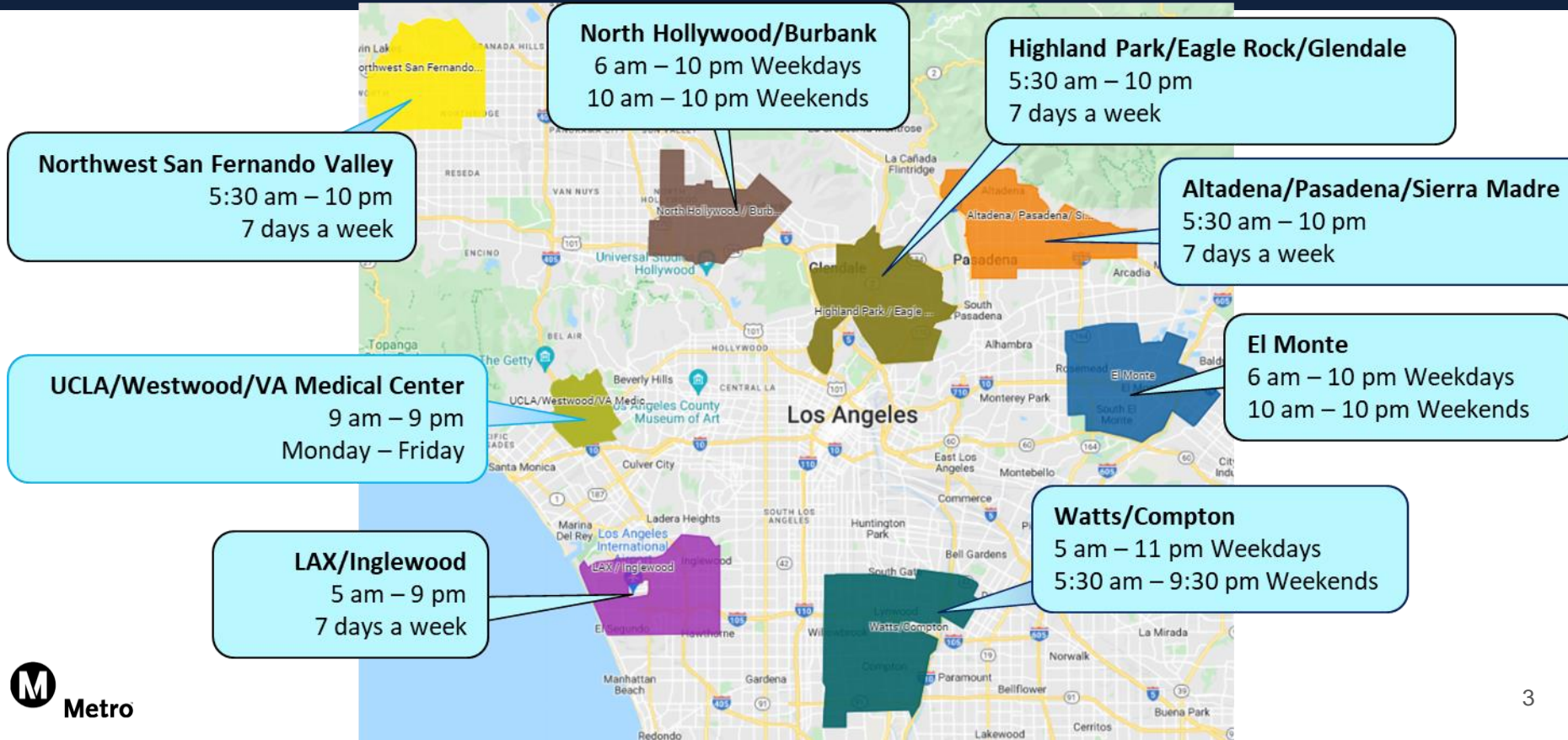
- Metro Micro launches at the peak of the COV-19 pandemic

Today

- Metro Micro has served +327,000 trips, 2,000 daily
- With 8 zones operating, Metro Micro is the largest on-demand program in the U.S.

*April 2022 marks the 15<sup>th</sup> month of operating Metro Micro Ridehail*

# 8 Metro Micro Zones



# Pilot Objectives to Measure



Key questions at the heart of our pilot are as follows:	Measurements
1. How does a large public agency operate an on-demand transit service that prioritizes customer experience and equity?	Ridership, Trip Purposes, Safety Reporting
2. Can new management models (e.g., positive discipline) improve workforce retention, advance career pathways and establish workplace happiness?	Scheduling Flexibility, Job Satisfaction, Promotions
3. How can an innovative Pre-Development Agreement Public-Private Partnership (PDA-P3) procurement tool be leveraged and improved upon to support testing emerging technology, risk sharing, and rapid iteration in service delivery models?	Budget Snapshot
4. Can positive customer experiences on Metro Micro translate into increased ridership to the fixed-route services for both current and non-riders?	Ride Ratings, Max. Wait Time, Net Promoter Score
5. Can Metro Micro perform as a cost-effective alternative to underperforming fixed-route service?	Unit Costs (\$/Boarding and \$/Revenue Service Hours)

# Key Performance Indicators & Measures



Zone-Level	Measure	Target	October 2021	March 2022
Ridership	Passengers per vehicle per hour	3	2.55	2.97
Customer Experience	Average number of trips per week on Micro by unique users	3	3.3	3.2
	Percentage of trips with maximum wait time of 15 mins	75%	51%	70%
	Percentage of excess demand (no ride available)	<10%	9.40%	33.40%
	On-time Performance % of pickups/drop-offs after promised time (10 min window)	75%	--	64.01%
Project-Level	Measure	Target	October 2021	March 2022
Innovation	Launch six service zones testing a variety of use cases	6	8	8
	% of flexible operators per SMART-TD side letter	90%	10%	31%
Customer Experience	Star rating from customer in Metro Micro mobile applications (completed rides)	4.5 of 5 stars	4.80	4.85
Strategic Partnerships	Number of partnerships with health, transport and higher education institutions	2 per zone	1	5
Workforce Investment	Percentage of Micro operators promotion to full-time positions throughout Metro	5%	2.2%	4.8%
	Percentage of Micro Operators who stay on project or more than 1 year	50%	--	51.9%

# Customer Experience



Metric	Jan 22	Feb 22	Mar 22	Status	Proposed Solutions/Comments
<b>Maximum Wait Time</b> (15 minutes) <small>% of Search Results &gt; 15 minutes after searched time</small>	27.9%	29.2%	30.2%		Optimize system algorithm and adjust program parameters
<b>Unmet Demand</b> <small>% of searches when no rides are available</small>	21.4%	28.4%	33.4%		Optimize system algorithm and adjust program parameters
<b>Ride Rating</b> <small>Average out of 5 stars</small>	4.84	4.85	4.85		87% of rides are rated
<b>On-time Performance</b> <small>% of pickups/drop-offs after promised time (10 min window)</small>	71.89 %	65.01%	64.01%		Optimize system algorithm and adjust program parameters



# Ridership & Use Cases



Zones	Ridership Numbers	Change Average monthly growth in FY22	Change March 2022 over February 2022
Total Boardings for Program Dec 2020-Mar 2022	327,059	+10.9%	+12.0%
Altadena/ Pasadena/ Sierra Madre	89,837	+13.3%	+14.9%
Highland Park/ Eagle Rock/ Glendale	67,766	+15.9%	+13.8%
Watts/ Compton	83,080	+12.4%	+11.6%
Average Weekday Boardings Mar 2022	1,849	+20.0%	+1.5%



# Workforce Investment (Video)



# Workforce Investment



**Metro Micro seeks to determine if and how, new management models (e.g., positive discipline) will improve workforce retention, advance career pathways and establish workplace happiness?**

The following steps have been initiated in 2022:

- Track internal promotions and retention quarterly
- Launch flexible “gig” scheduling for future shake-ups
- Implement Positive Discipline training curriculum 2.0
- Host series of focus groups with first 3 classes of operators
- Surveying of employees on work schedules (caregiving responsibilities)
- Develop Micro Leadership Training standards

## Initial Frontline Findings March 2022:

- 😊 79.6% agree that they enjoy being a Metro Micro Operator.
- 😊 74.1% would recommend this job to family and friends.
- 😊 Meeting people or serving the community is what team members like most about the job.

# Customer Experience (Video)

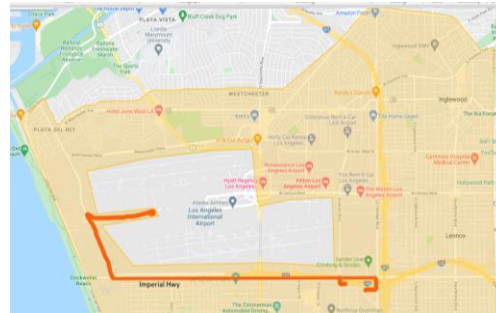


# Cost Effectiveness



Period	Budgeted to Project	Actual Project Expenses	Passenger Boardings	Revenue Service Hours (RSH)
FY21 Revenue Service (12/13/20 – 6/30/21)	\$11,294,896	\$13,530,983	42,096	37,958
FY22 Year to Date (through February 2022)	\$25,640,571	\$11,881,940	285,085	113,595

	\$/Boarding	\$/RSH
FY21	\$321.43	\$356.47
FY22	\$41.68	\$104.60
Under-utilized Fixed Route	\$8.21	\$164.33



## Example: Line 625 Aviation/LAX Stn-World Way West

Metrics	Line 625	Metro Micro Service Zone
Cost per Hour	\$163.33	\$104.60
Cost per Boarding	\$7:46	\$41.68
Service Span	4:30 –10 am, 2 – 7 pm Weekday only	5 am – 9 pm 7 days
Frequency	20-30 min.	18 min. Average Wait Time
Route Length/ Zone Size	6.1 miles	19.5 square miles

### Finding:

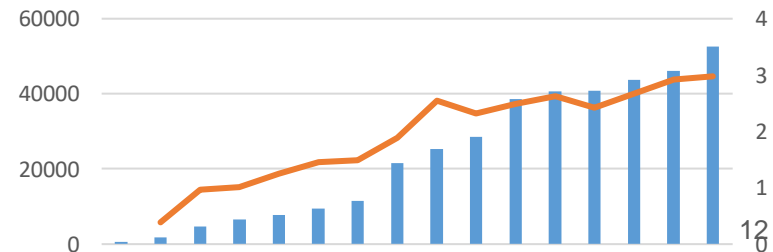
- Unit costs have (\$/boarding and \$/RSH) fallen as ridership rises
- Per boarding cost will continue to fall in FY22

# Productivity

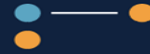


Metric	Avg. FY22 through Feb-22	March 2022	Comments
Boardings/RSH	2.57	2.97	Key productivity and cost efficiency statistic. Consistently trending upward with more ridership.
On-fare time/Online time Time that an operator is carrying a passenger or on their way to a passenger divided by the time they are available for rides.	58.4%	68.2%	Consistently trending upward.

As total boardings ■ increase, productivity — increases too



# Findings & Next Steps



- Unit costs are improving as expected with increasing ridership and productivity.
- Demand for Metro Micro continues to increase with re-openings, including schools.
- With increasing ridership, Metro Micro experiences increasing unmet demand due to operator shortage.
  - Continue to work with OMB toward an optimal Full Time/Part Time operator adjustment
  - Backfill positions on long-term leave
- Focus is needed on refinements to the system and operating practices to optimize service delivery
  - Service spans
  - Zone boundaries (top hubs)
  - Virtual stops
  - Vehicle pooling





## Board Report

File #: 2022-0169, File Type: Informational Report

Agenda Number: 22.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE APRIL 21, 2022

**SUBJECT: CRENSHAW/LAX OPERATING PLAN UPDATE**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to review the Crenshaw/LAX Operating Plan, including conduct necessary public outreach and report back to Board with findings and a recommendation to maintain or change the Operating Plan.

#### **ISSUE**

In December 2018, the Metro Board adopted Motion 2018-0730 for an initial one-year pilot operating plan for the Crenshaw/LAX new light rail link. Since approving this pilot plan, significant circumstances have changed that make it timely for review. These include sequencing of the Airport Metro Connector station construction and operational resource requirements as Metro responds to the impacts of the COVID-19 pandemic, NextGen Bus Plan implementation, as well as planning for future rail expansion. These factors are discussed further below.

#### **BACKGROUND**

##### Crenshaw/LAX Rail Project:

The Crenshaw/LAX Rail (CLAX) Project is an 8.5-mile extension of C Line (Green) light rail from Aviation/Imperial to the Exposition Line at Exposition/Crenshaw (Figure 1), including eight new stations. An associated project, the new Airport Metro Connector (AMC) Station, will add a ninth station to provide a direct connector to the new LAX airport people mover system.

A pilot operating plan was approved for the new Crenshaw/LAX line as outlined below in Board Motion 2018-0730:

##### APPROVED CRENSHAW/LAX- GREEN LINE OPERATING PLAN (NOV 2018)

*APPROVED Motion by Hahn, Butts, Solis, Najarian, Fasana & Garcia that the Board instruct the CEO to*

- A. implement Alternative C-3 for the Crenshaw/LAX -Green Line Operating Plan as a 1-year pilot plan** in anticipation of the opening of the LAX Automated People Mover (APM) and 96th



- Street Station, maintaining the existing headways on the C (Green) Line;
- B.** report back to the Metro Board one (1) year after the pilot is over to **reevaluate the ridership and travel demand**; and
- C.** as a new policy, **bring future substantive changes to rail operating plans to the Metro Board for approval** as a matter of course, instead of "receive and file."

The C-3 alternative (See Figure 2 below) would provide two service patterns with double service along the I-105 corridor:

- New CLAX east/west service between Norwalk and Aviation/LAX C Line (Green) stations, continuing north to connect with the Expo Line
- C Line (Green) east/west service between Willowbrook/Rosa Parks and Aviation/LAX, continuing south to serve Redondo Beach Stations

See attachment A Figure 1 - Crenshaw Rail Project and Figure 2 - Crenshaw C-3 Plan

**DISCUSSION**

Since the Board adoption of Motion 2018-0730, some circumstances have changed that make it timely for a review of the original decision. These are discussed below.

Project Sequencing:

At the time Motion 2018-0730 was adopted, it was expected that the full Crenshaw/LAX line would open for revenue service in October 2019, around three years ahead of the construction beginning on the Airport Metro Connector (AMC) Station. Now the Crenshaw/LAX line will start revenue service in Fall 2022. At the same time, the AMC station construction has broken ground, meaning the Crenshaw/LAX line opening will be in three phases:

1. 2022: Westchester/Veterans - Expo/Crenshaw (7 stations), with a bus bridge Westchester/Veterans station - Aviation/LAX station on the C Line (Green)
2. Late 2023: Full Crenshaw/LAX line open through Airport Metro Connector Station, though that station will not be completed for passenger service
3. Late 2024: Airport Metro Connector station to open for passenger service

Board Motion 2018-0730 established a one-year trial for the C-3 operating plan. However, while a pilot consistent with the original Board motion could begin in phase 2 above, there is only a 14-month period before the AMC station opens to passengers. This leaves no time to evaluate the C-3 option 12-month pilot's performance and consider any adjustments for permanent ongoing operations before AMC opens. Furthermore, the motion indicated that staff should review the operating plan in anticipation of the AMC Station. This review is consistent with this directive.

Operational Resource Requirements:

The three main alternatives considered had a range of resource requirements for service:

Alternative	Railcar Fleet	Rail Operators
-------------	---------------	----------------

C-1	53	90
C-2	51	93
C-3	60	105

The C-1 and C-2 alternatives have a short overlap of two rail services between Aviation/LAX and AMC stations. The C-3 alternative has overlap of two rail services along the I-105 corridor between Willowbrook/Rosa Parks and Aviation/LAX stations. , requiring more operators and rail cars. Modelling of ridership potential showed a less than three percent difference in ridership between the C-1, C-2, and C-3 alternatives.

Rail operators are recruited from bus operator ranks. Operator hiring needs are significant at this time, particularly given the “Great Resignation” and changes in the labor supply after the pandemic and may remain so for some time based on hiring progress to date. The needs for this rail project will take from bus operator ranks, leaving less operators available for bus service.

*See attachment A, Figure 3 - Crenshaw/LAX Alternatives*

NextGen Bus Plan and Regional Travel:

The Crenshaw/LAX line helps build a network, both for the Metro rail system but also as part of the overall regional transit network including Metro buses and municipal bus lines.

The region served by the C Line (Green) segment between Norwalk station and Aviation/LAX station shows a wide distribution of travel patterns to locations north and south of the C Line (Green). These areas are served by transit lines proceeding north and south of the rail line (see Figure 4 below). In December 2021, much of the NextGen Bus Plan was implemented, providing fast, frequent north-south bus connections from the C Line (Green) serving many Equity Focus Communities where transit service is a key for community mobility. Metro’s A Line (Blue) rail service and J Line (Silver) BRT service also provide key north-south connections from the C Line (Green). Municipal agencies such as Long Beach Transit complete the regional connections from the C Line (Green). The regional bus and rail network provides key links from the C Line (Green) to downtown LA, USC, and mid-city areas matched to key travel patterns (See Figure 5 below). The three alternatives each would serve the segment between Norwalk and Aviation/LAX Stations, maintaining connections to north-south transit lines at stations along this segment.

The LAX area is a key regional destination. Both the C-1 and C-2 options provide direct access to AMC for LAX access from all three directions of the rail network. C-3 option provides a direct link to the AMC from the Crenshaw and Norwalk directions.

*See Attachment A, Figure 4 - Regional Travel Patterns from Norwalk segment of C-Line Green*

*See Attachment A, Figure 5, Key NextGen and Rail Transit Connections from C line (Green)*

Travel patterns for the South Bay areas along the Redondo Beach segment of the C Line (Green), as shown in Figure 5 below are aligned largely north-south to the LAX region and areas north and west. A connection to the AMC from this segment would allow connections with many regional bus lines to

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key westside corridors such as Lincoln and Sepulveda served by Big Blue Bus and Culver City Bus.

*See Attachment A, Figure 6: Redondo Beach Segment of C Line (Green) Overall Travel Patterns*

Future Rail Corridors:

There are two rail extension Measure M projects in planning that relate to the Crenshaw/LAX line and C Line (Green):

- 1) C Line (Green) Extension to Torrance: providing greater access to the South Bay by extending the C Line 4.5 miles south from Redondo Beach to the Torrance Transit Center. The Draft EIR expected in late 2022 with an estimated opening in 2030-2032.
- 2) Crenshaw Northern Extension: Extends the Crenshaw/LAX line north from Expo/Crenshaw Station to the D (Purple) Line in mid-Wilshire and the B (Red) Line in Hollywood. Three alignments are under study as part of the Draft EIR, which is being prepared to make the project “shovel ready” should funding become available to accelerate the project in advance of its Measure M timeline of 2047-2049.

The opportunity exists to eventually create a north-south rail alignment extending from Torrance to West Hollywood.

Connections:

Schedules can be coordinated for a very convenient 3-minute transfer all times of day at AMC station for passengers transferring between trains there.

Bus speed improvement measures are also being planned or implemented for the Lincoln and Sepulveda Rapid buses and other key bus corridors connecting with the rail network. Improve regional travel times between the Aviation/LAX, AMC Station and the westside. Examples of such measures include bus lane extensions on Lincoln and transit signal priority on Sepulveda Bl at Culver City.

Public Outreach

The significant change of circumstances outlined above since the Metro Board adopted Motion 2017-0730 in November 2018 support the need to conduct relevant public outreach to develop an updated Crenshaw/LAX line operating plan recommendation in time for Board consideration in advance of implementation in late 2023 when operation of the Crenshaw/LAX line through the AMC site becomes possible. This would not impede the opening of the initial operating segment for Crenshaw/LAX in 2022.

**FINANCIAL IMPACT**

This item is to seek Board authorization for CEO to conduct relevant public outreach needed to develop an updated operating plan for the Crenshaw/LAX line.

Impact to Budget

---

While there is no impact to the proposed FY23 budget directly from this item, and the introduction of revenue service on the initial operating segment of the Crenshaw/LAX line is included in the Metro FY23 budget request. Any resulting decision by the Metro board on an operating plan for Crenshaw/LAX will be reflected in FY24 and subsequent budget years.

### **EQUITY PLATFORM**

There are not expected disparities between available Crenshaw/LAX operating plan choices; all are anticipated to preserve high frequency rail service on all existing and new rail segments. Outreach as proposed in this Board item would help Metro confirm the key convenient connections to be established to maximize ridership on the Metro transit network, especially those who live and work within Equity Focus Communities that rely most on transit. The recommendation will also allow communities served by the Crenshaw/LAX and C Line (Green) services to provide valuable input to Metro's process of updating the Crenshaw/LAX operating plan.

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

Recommendation supports strategic plan goal #1: Provide high quality mobility options that enable people to spend less time traveling. The service changes also respond to the sub-goal of investing in a world class bus system that is reliable, convenient, safe, and attractive to more users for more trips.

### **NEXT STEPS**

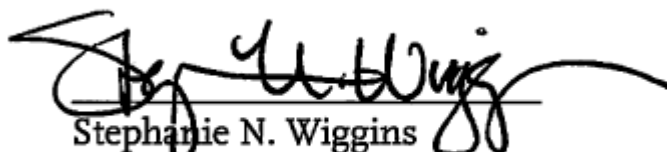
Should the Board approve the recommendation, staff will begin the required outreach process in the second half of 2022. Staff would return to the Board in early 2023 with a recommended Crenshaw/LAX operating plan for Board consideration.

### **ATTACHMENT**

A. Figures 1 through 6

Prepared by: Joe Forgiarini, Acting Senior Executive Officer, Service Development, Scheduling, and Analysis

Reviewed by: Conan Cheung, Acting Chief Operations Officer, Bus Operations (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

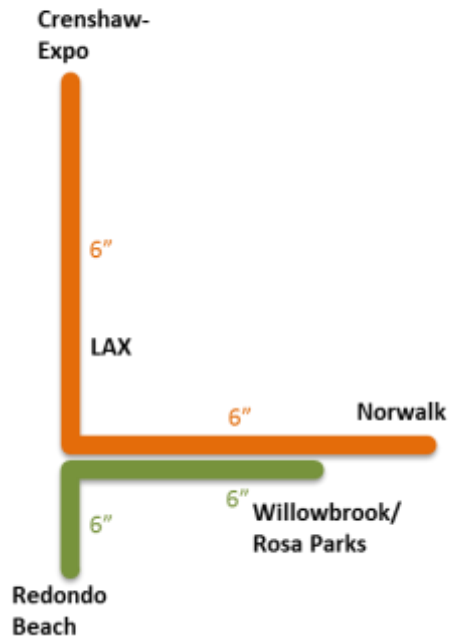
### CRENSHAW/LAX OPERATING PLAN UPDATE FIGURES 1 through 6

Figure 1 – Crenshaw Rail Project



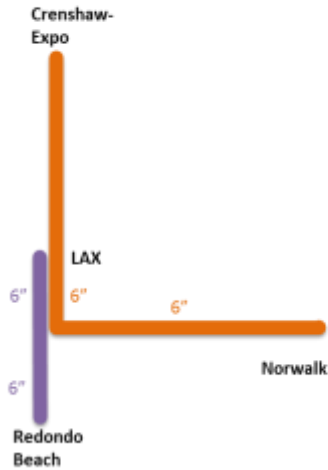
Figure 2 – Crenshaw C-3 Plan

Alt C-3: Green Line shortline,  
Crenshaw to Norwalk

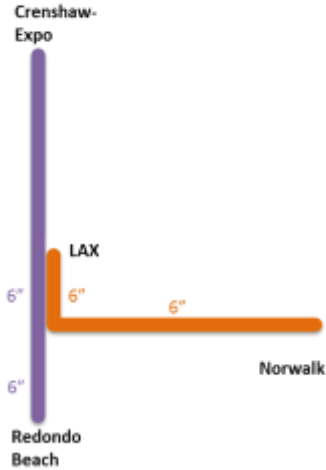


**Figure 3 – Crenshaw/LAX Alternatives**

Alt C-1: Crenshaw/Norwalk Interline with Redondo Shuttle



Alt C-2: Crenshaw/Redondo Interline, Norwalk Shortline



Alt C-3: Green Line shortline, Crenshaw to Norwalk



**Figure 4 – Regional Travel Patterns from Norwalk segment of C-Line Green**

Norwalk Segment travel patterns are to north and south of the C Line (Green) between Norwalk and Aviation/LAX Stations

**All Destinations from Norwalk Segment**

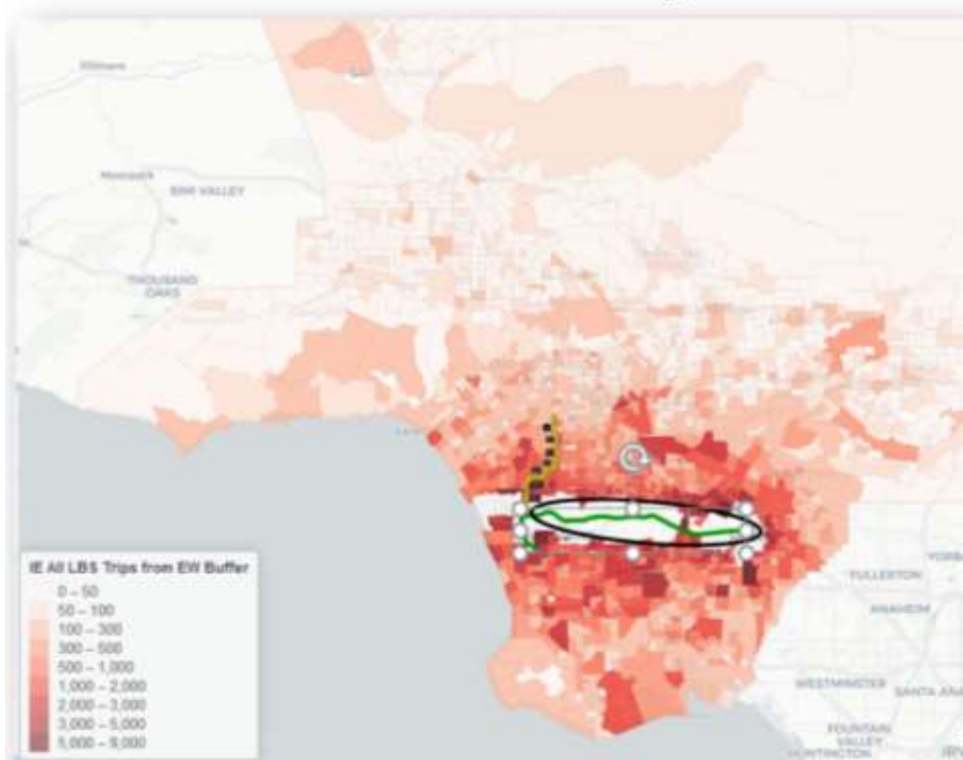
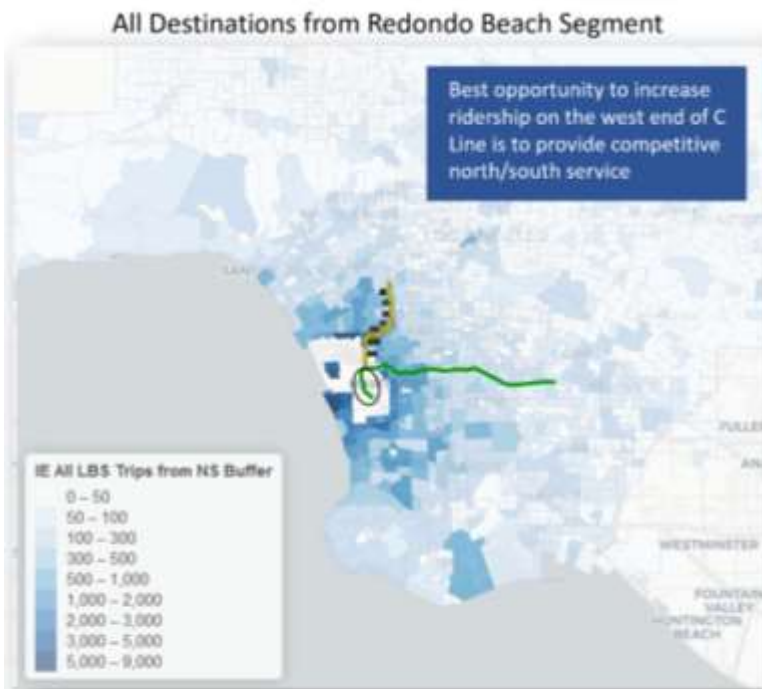


Figure 5 – Key NextGen and Rail Transit Connections from C Line (Green)

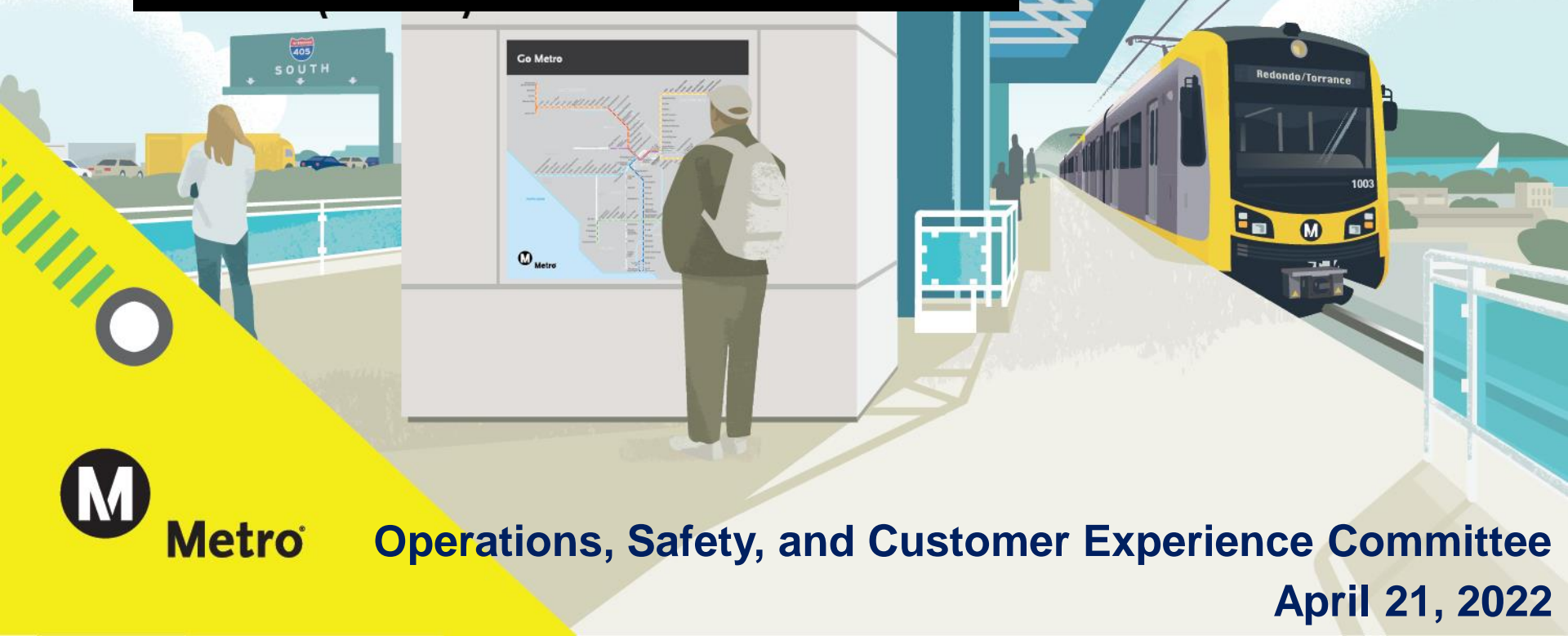


Figure 6: Redondo Beach Segment of C Line (Green) Overall Travel Patterns





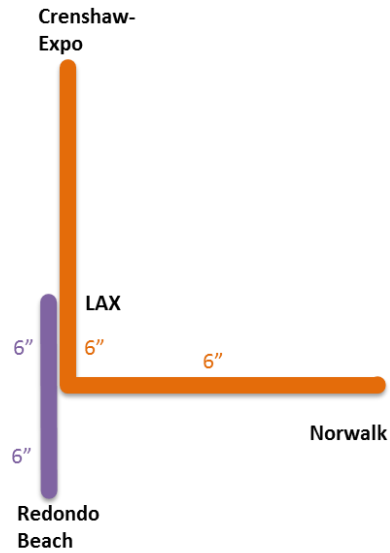
# CRENSHAW/LAX LINE OPERATING PLAN UPDATE



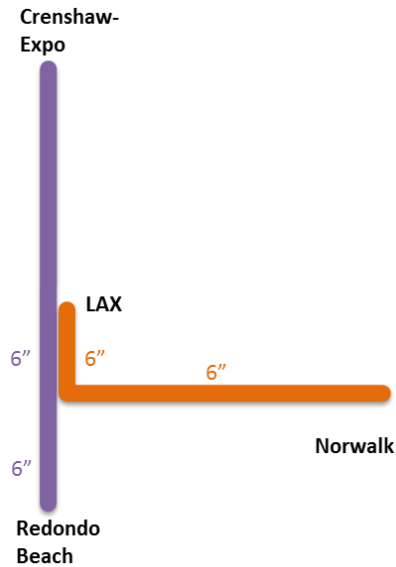


# Crenshaw/LAX Scenarios (2018)

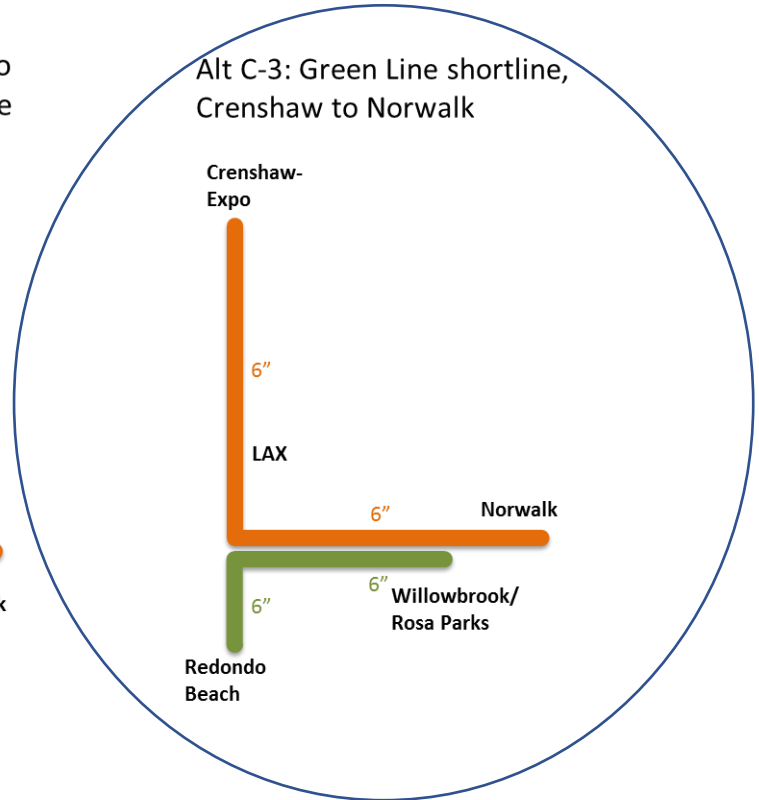
Alt C-1: Crenshaw/Norwalk Interline with Redondo Shuttle



Alt C-2: Crenshaw/Redondo Interline, Norwalk Shortline



Alt C-3: Green Line shortline, Crenshaw to Norwalk



Board Adopted  
1 Year Pilot

# Operating Plan Update Considerations

**Project  
Sequencing**

**Operational  
Impacts**

**Regional Travel &  
NextGen Bus Plan**

**Future Rail Plans**

# Project Sequencing

- Motion 2018-0730 intended to have C Line (Green) continue to operate the current routing for a 1 year pilot, well in advance of Airport Metro Connector Station (AMC) opening.
- Board motion directs staff to revisit the Operations Plan in anticipation of AMC. This review addresses that directive.
- Due to delays in the Crenshaw/LAX project, minimal 14-month gap now between Crenshaw and AMC openings.
  1. Westchester/Veterans to Expo/Crenshaw (Summer 2022)
  2. Aviation/LAX to Expo/Crenshaw, integrated with the C Line (Green) (Fall 2023)
  3. AMC opens (Late 2024)
- Due to only a 14-month gap now between phases 2 and 3 above, there is insufficient time to run a 12-month pilot, evaluate, and revisit the Operations Plan prior to AMC opening.



# Operational Impacts

Option	Railcar Fleet Need	Reduced Operators Vs C-3
C-1	53	90
C-2	51	93
C-3	60	105

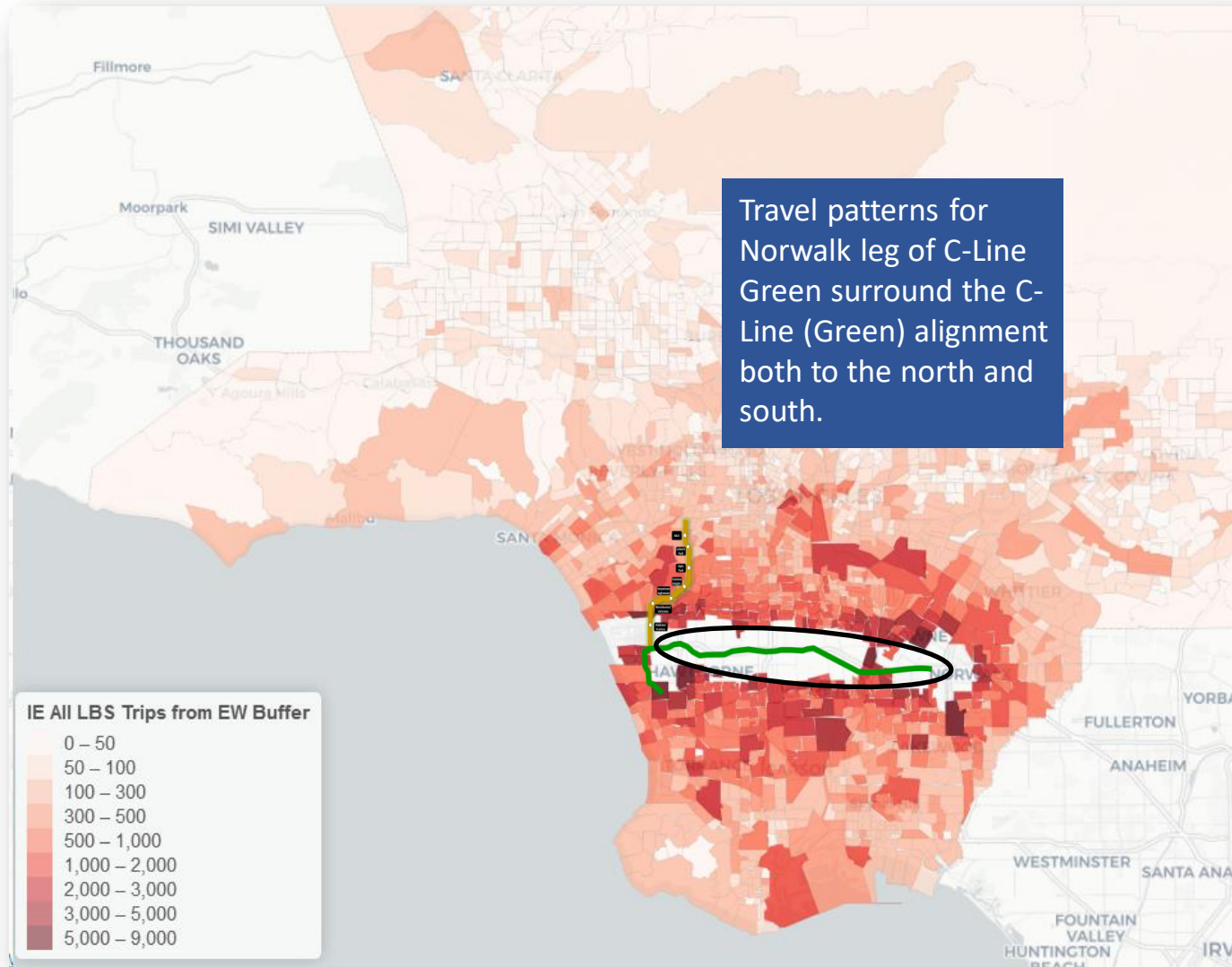
- COVID has negatively impacted operator availability and this condition may be a challenge.
- Rail operator requirements are filled from the bus operator ranks.



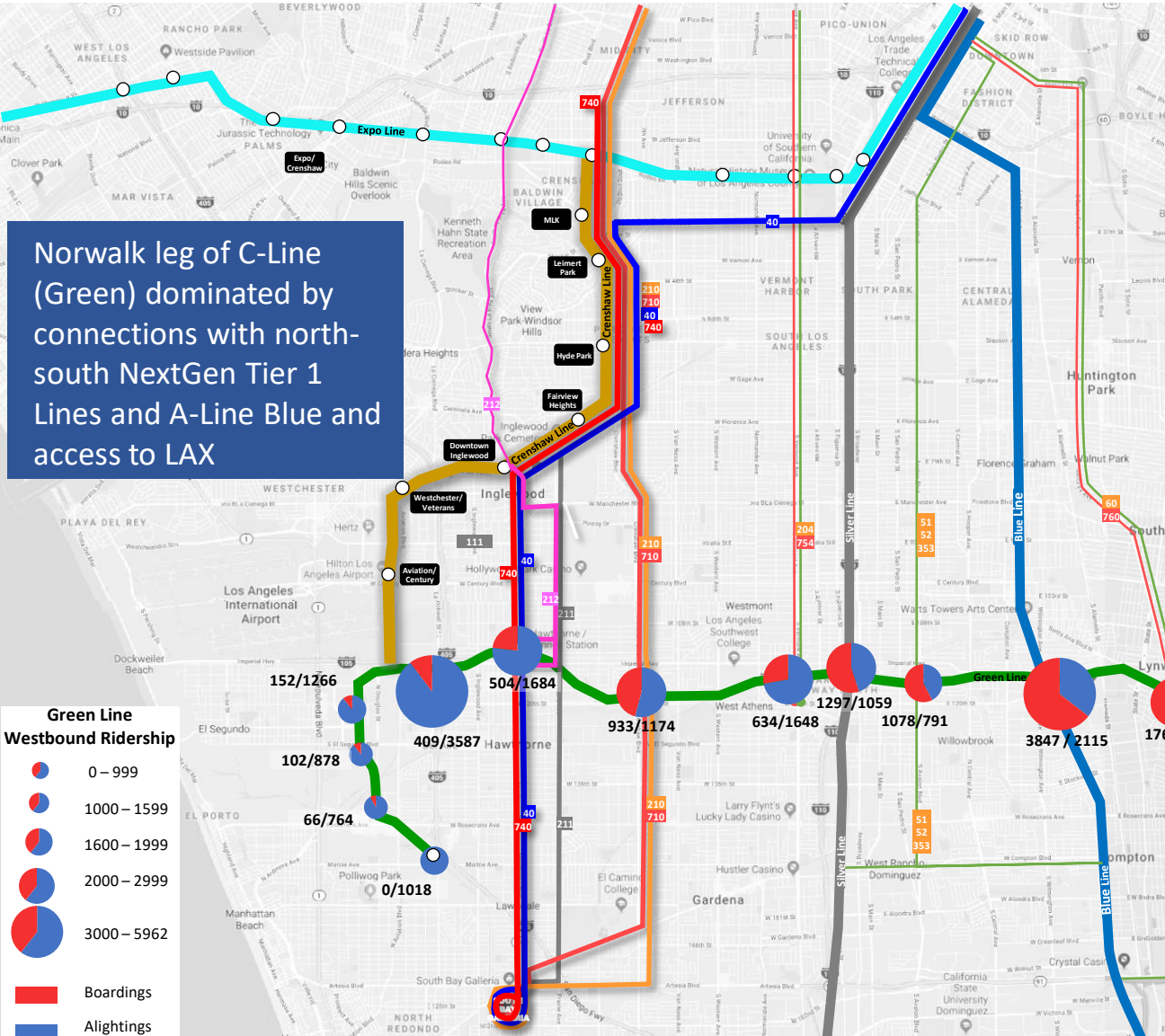
# All Travel (cell phone data) Norwalk-Aviation Green Line Destinations



## All Destinations from Norwalk Segment



# C LINE (GREEN) Transit Ridership



## Norwalk – Vermont

- 68% of C Line ridership
- Transfers between C Line and bus/A Line faster to key destinations (DTLA, Mid City)

## Hawthorne/Lennox-Crenshaw

- 12% of C Line ridership
- Travel time competitive between C Line + bus and C Line + Crenshaw

## Aviation/Imperial

- 9% of C Line ridership
- Primarily transfers, which will be moved to AMC

## Mariposa - RB

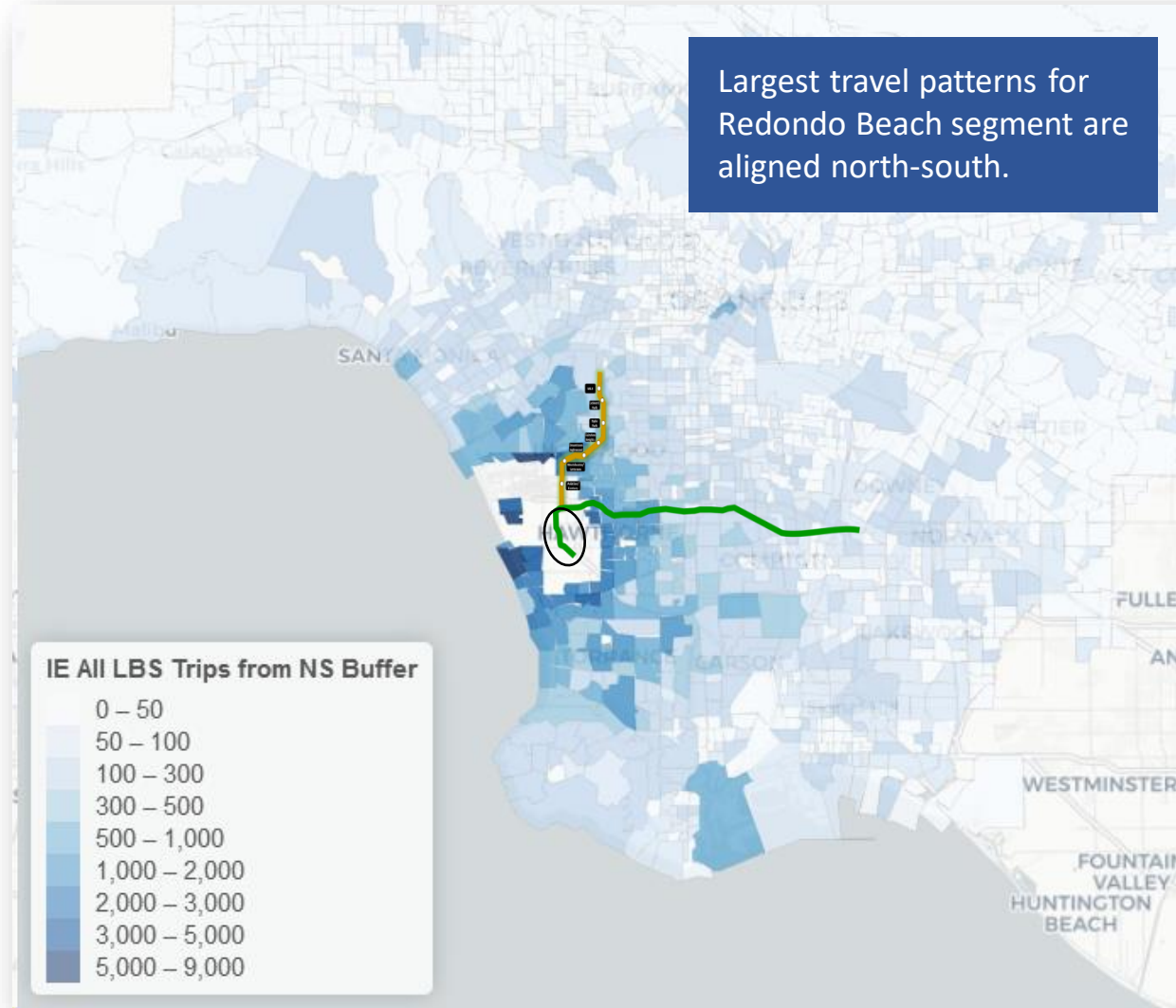
- 11% of C Line ridership
- Least ridership currently



# All Travel (cell phone data) Mariposa-RB C Line Destinations



## All Destinations from Redondo Beach Segment



# Future Torrance Extension

## Peak Hour Ridership 2042

Norwalk to AMC	4,980
Crenshaw/Expo to Torrance	6,320
Airport People Mover	920
<b>Total Peak Hour</b>	<b>12,220</b>

Can accommodate peak hour ridership for both lines with 2-car trains

~1,400 Riders on Torrance Ext (2 new stations)





# Future Crenshaw Northern Extension

- Strong community support for north/south line and one-seat ride from Hollywood to Torrance
- Opening Year 2047 (Measure M) with local efforts underway to identify early delivery strategy
- Metro initiated environmental study to make project "shovel-ready"
- Ridership estimation (yet to occur) will determine need for 3-car trains and additional infrastructure (platform expansions and power substations)



# Recommendation

- The change of circumstances since the Metro Board adopted Motion 2017-0730 in November 2018 for a one-year pilot of the C-3 operating plan supports the need to conduct relevant public outreach to develop an updated Crenshaw/LAX line operating plan recommendation.
- This outreach would be completed in time for Board consideration in advance of implementation in late 2023 when operation of the Crenshaw/LAX line through the AMC site becomes possible.
- This would not impede the opening of the initial operating segment for Crenshaw/LAX in 2022.



## Board Report

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File #: 2021-0774, File Type: Informational Report

Agenda Number: 23.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE APRIL 21, 2022

**SUBJECT: RECEIVE AND FILE 2022 CUSTOMER EXPERIENCE PLAN**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the 2022 Customer Experience Plan.

#### **ISSUE**

Metro is working to create a customer-centric culture among employees throughout the organization and improve customer experiences for bus and rail riders. The goal of Metro's Customer Experience Plans is to take an honest look at pain points customers tell us about and to implement solutions that address their concerns.

Metro's second annual CX Plan, the 2022 Customer Experience Plan, is attached (Attachment A).

#### **BACKGROUND**

An Annual Customer Experience (CX) Plan is required by Board Motion 38.1 (2018). In April 2020, Metro established the CX unit within the Office of the CEO, and staff developed the first CX Plan on a compressed schedule, with Board adoption in December 2020. The first CX Plan included nearly fifty Action Items. Additional Action Items were subsequently added to reflect customer experience improvements in the FY22 Budget and approval of the Better Bus Plan, which is folded into the 2022 CX Plan and will be folded into future Customer Experience Plans as well.

In October 2021, the CX team provided an oral report to the Executive Management Committee highlighting progress and an outline of the content being developed for the 2022 CX Plan.

Also in 2021, the CEO announced an organizational realignment establishing a Chief Customer Experience Officer position that will report directly to the CEO and oversee not only Customer Experience, but also Communications and Customer Care to bolster excellence in all these areas.

#### **DISCUSSION**

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Staff fielded the first comprehensive Customer Experience Survey in October 2020 to identify top customer pain points. For more information on this survey and methodology, see receive and file #2021-0085.

In addition to conducting customer research, the CX team solicited input from the Regional Service Councils, and Metro advisory boards such as the Accessibility Advisory Committee, Citizen Advisory Committee, and the Bus Operations Subcommittee. In addition, over 150 Metro staff contributed to the Plan.

The Plan focuses on five areas for improvement which are listed below (not in priority order):

1. Cleanliness
2. Public safety
3. Bus stop shade and seating
4. Customer information
5. Time competitiveness and connectivity

Highlights include:

- Cleaning more buses and trains at terminus points during the day and adding weekend coverage.
- Expanded cleaning, floor scrubbing, and pressure washing at stations.
- Accelerating the completion of the shift from cloth to vinyl seats on all buses and trains by June 2023.
- Piloting a Transit Ambassador program and increasing the amount of homeless outreach to provide an overall expanded presence on the system.
- Launching a “Shade For All” campaign to encourage local jurisdictions to improve bus stop conditions.
- An expanded test of real time information e-paper signs at bus stops.
- Accelerating the development of bus lanes and testing camera enforcement to keep them clear.
- A new User Experience Testing process to ensure that the designs of new Metro vehicles, signs, websites, apps, etc. are refined based on customer testing before launch.

The Plan also dives into the varied needs of diverse riders in the chapter titled *Diverse Riders, Diverse Needs*. This year’s plan touches on the unique needs of riders with disabilities, and women, girls, and people who identify as transgender or nonbinary.

And the Plan describes ways Metro is *Institutionalizing Customer Experience* through cultural change, User Experience (UX) testing of products and services, and incorporating CX into organizational planning, budgeting, goal-setting, and decision-making processes.

The Plan commits to 55 Action Items that will be included in the proposed FY23 budget. A consolidated list of these is provided in Appendix A.

Appendix B provides a progress report on the 69 Action Items from the previous Plan and FY22 budget process.

## **DETERMINATION OF SAFETY IMPACT**

This receive and file has no immediate impact on safety. However, public safety is a top area of focus in the 2022 CX Plan, and Action Items that flow from this Plan are designed to improve safety for Metro riders.

## **FINANCIAL IMPACT**

There is no immediate financial impact related to this receive and file, however 2022 CX Plan Action Items will be included in the proposed FY23 budget.

## **EQUITY PLATFORM**

The CX Plan recommends a range of initiatives that would benefit marginalized communities, low-income households, people with disabilities, and Equity Focus Communities (EFCs), such as:

- More shade and seating for bus riders at bus stops to help low-income marginalized communities living in areas of extreme heat and who are reliant on transit for many trips.
- Digital beacons and tactile guidance pathways to help riders who are blind or sight impaired.
- Bystander trainings for internal staff as well as customers to create a culture of safety on Metro and a people-powered movement to end harassment.
- User Experience testing to ensure that products that Metro provides meet the diverse needs of diverse riders.

In conjunction with the CX planning effort, Metro also works to remedy any potential negative consequences. For example:

- Marketing of the *Transit Watch* app also markets the 213.788.2777 text and phone number for people with phones that do not accommodate apps, who are often older adults or low-income individuals.
- Translation of the *Transit Watch* app into five languages for Limited English Proficient users.
- Lighting at bus stops allocated via criteria that award extra points for stops within EFCs, to address the disparity in such amenities.
- For e-paper signs that provide real time info at bus stops, staff are pursuing inclusion of text-to-speech buttons for customers who are blind or sight impaired.

The Plan dedicates an entire chapter to Diverse Riders, Diverse Needs. Also, detailed equity assessments are prepared for CX projects in conjunction with the Metro Budget Equity Assessment Tool (MBEAT).

CX staff engage with diverse stakeholders and communities throughout the year to solicit input on the annual CX Plan, and the Plan will be available in English and Spanish languages on the

*metro.net* Customer Experience page.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This status report supports strategic plan Goal 2, “Deliver outstanding trip experiences for all users of the transportation system” and Goal 1.2, to “invest in a world class bus system that is reliable, convenient, and attractive to more users for more trips.”

## **NEXT STEPS**

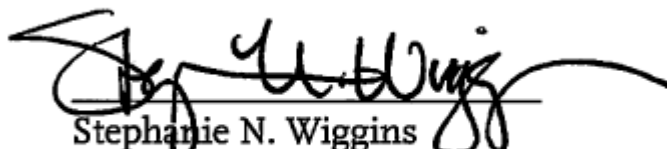
A new CX survey is being fielded in Spring 2022 to inform the 2023 CX Plan, and staff will provide the Board with a Customer Experience update in mid-2022.

## **ATTACHMENTS**

Attachment A: Metro’s 2022 Customer Experience Plan

Prepared by: Aaron Weinstein, EO, Customer Experience (213) 922-3028

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

  
Stephanie N. Wiggins  
Chief Executive Officer





# 2022 Customer Experience Plan

DRAFT PLAN. All photos are temporary placeholders and will be updated in final design.

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# Metro Board Chair Letter

Hilda Solis

Dear Metro riders, employees, and members of the public,

It's my pleasure to welcome you to Metro's second annual Customer Experience Plan. This year we report progress on multiple fronts: cleaner buses and trains, free fares for students, testing energy-efficient lighting at bus stops to help customers feel safe at night, and hundreds of Transit Ambassadors coming soon to help customers feel safer on Metro buses and trains.

But we know there is much more to be done to make Metro the go-to-choice for LA residents. As Chair of the Metro Board, I am committed to making Metro B.E.T.T.E.R (Bringing Equitable Transportation To Every Resident). This year's Plan sets a vision for a future Metro that is cleaner, safer, faster, and more comfortable. It delves into pain points that customers tell us about, and develops solutions that address their concerns. This Plan is part of our commitment to bring equitable transportation to every resident in Los Angeles County. Read on to envision what the future will bring, and how we plan to get there!

# Chief Executive Officer Letter

Stephanie N. Wiggins

To our valued customers,

I am pleased to share with you Metro's second annual Customer Experience Plan. We are in the midst of a transformational change at Metro that is centered around people. This plan demonstrates our strong commitment to you to deliver a transit experience that exceeds your expectations.

At every level of our organization, from leadership to our heroic frontline employees, we are committed to this change. We recently realigned our organization to prioritize you and hold ourselves more accountable. We are expanding our service options and improving safety, all through a lens for delivering equity to our diverse customers.

As you read through this plan, you will see how we will maintain our absolute commitment to customer satisfaction, integrity and transparency. We are steadfast on our work to plan, design, operate and maintain a service that is customer-oriented, safe, clean and reliable that meets your needs.

We understand the valuable role that Metro has in the daily lives of Angelenos and with that comes an immense amount of responsibility to ensure that we are meeting your needs.

I invite you to read this important plan and join us as we transform transportation in the LA region.

I thank you for entrusting your travels with us and I am equally thankful to our employees for their deep engagement to providing you with a safe, clean, frequent and reliable service.

Sincerely,

Stephanie N. Wiggins  
Metro Chief Executive Officer

# Executive Summary

What LA County residents want from Metro is nothing extraordinary. It is simply a Metro that puts them first – their safety, time, comfort, and peace of mind when they ride Metro to live, work, and play in the LA region.

We strive to meet customer needs at every stage of their journey, from when they start their trip to when they reach their destination.

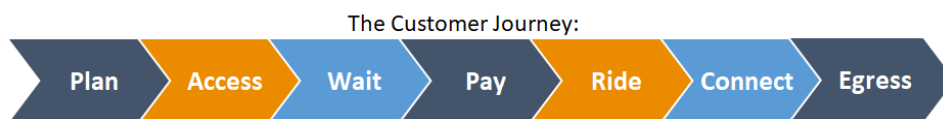


Figure 1: The Customer Journey diagram

Metro takes an honest look at pain points that customers tell us about at every stage. We randomly survey thousands of riders every year to obtain feedback on everything from cleanliness to security and reliability. We then use this data to prioritize areas for improvement and implement solutions.

## Call Out Box: 2021 Customer Experience (CX) Progress

Metro’s Fiscal Year 2022 Annual Budget included \$61.9M for Customer Experience Improvements. Early wins from this funding include:

- ✓ Metro replaced fabric seats with easier-to-clean vinyl seats on 50 buses, and 330 additional buses will be completed by July 2022 using CX funds.
- ✓ Starting in Summer 2021, Metro used CX funds to jumpstart end-of-line cleaning of train interiors on the B/D (Red/Purple) Lines, decreasing the litter and trash seen by customers by 48%, then expanding to other Lines.
- ✓ Also, beginning in the Summer of 2021, Metro used CX funds for midday bus interior cleaning, where staff pick up trash and remove graffiti on buses at two high-volume layover points. Staff removed over 5,000 pieces or piles of trash on 2,200 buses, cleaned up over 150 spills, and removed over 400 incidences of graffiti just in the first month of the program.
- ✓ To help customers feel safer on buses and trains, Metro used CX funds to run advertisements to promote the TransitWatch app. A Spring 2021 media campaign that included digital and bus bench advertisements resulted in 12,000 new app downloads, doubling the previous downloads. A new campaign is underway for 2022, with a total goal of 5,000 new downloads per month.
- ✓ To address the needs of people experiencing homelessness on the Metro system, Metro used CX funds to temporarily provide 80 beds and wrap-around services, helping 465 unsheltered individuals from March to October 2021, for example.

Out of 69 CX action items from 2021, 36 are complete, 14 are in progress and will continue to be tracked, 17 will be replaced with a new action item, one has not started but will continue to be tracked, and one has been canceled. For details, visit Appendix B: Status of Previous CX Action Items.



We considered over 40 aspects of bus and rail service ranging from frequency of service and reliability to cleanliness, security, hours of operation, and temperature on Metro vehicles. In addition, we gathered feedback from non-riders to understand improvements that are needed to attract them to ride Metro. We used these surveys and lessons learned from the past year to select five pain points most in need of improvement (not in priority order): Cleanliness, Public Safety, Bus Stop Shade and Seating, Customer Information, and Time Competitiveness and Connectivity. This Customer Experience Plan includes a chapter on each of these five pain points:

1. The [Cleanliness chapter](#) outlines a Cleaning Surge to improve cleanliness on Metro dramatically.
2. The [Public Safety chapter](#) outlines programs to address crime and code of conduct issues and reimagines Metro's approach to security. Upcoming improvements include the deployment of hundreds of Transit Ambassadors, expanded outreach to people experiencing homelessness to get them the help they need, and lighting to help customers feel safer at bus stops at night.
3. The [Bus Stop Shade and Seating chapter](#) delineates a new Shade For All campaign to increase shade and lighting, and seating at bus stops. This will involve collaboration with county and city partners who own and control most Metro bus stops.
4. The [Customer Information chapter](#) outlines lessons learned from recent communications where we fell short of our standards and sets forth new processes to provide clear, accurate, and timely information on services, schedules, and fares. Highlights include the new All-Hands Support Team to help customers during major service changes, as well as more accurate real time notification of delays.
5. Last, but not least, the [Time Competitiveness and Connectivity chapter](#) discusses speed and reliability improvements for bus and light rail. Highlights include doubling the rollout pace for new bus lanes, steps to reduce canceled trips, and a comprehensive study to improve Metro's competitiveness with automobiles when it comes to equitably connecting people to jobs, medical centers, food shopping and other destinations.

This Plan also has chapters on [Diverse Riders, Diverse Needs](#), and [Institutionalizing Customer Experience](#), as well as a summary of planned Actions to improve the Customer Experience (in [Appendix A](#)).

Read on to learn more!

#### Call Out Box – Changes From The Previous CX Plan

The 2022 CX Plan differs from the previous CX Plan in two key ways. Firstly, it is a financially constrained Plan and has been coordinated with the proposed FY23 budget. As a result, rather than including a list of unfunded CX ideas, the Plan now lists definitive actions that are funded and will be implemented. And secondly, the new CX Plan is shorter, making it more accessible to readers, with chapters structured to include Customer Feedback, Recent Metro Actions, an Action Plan, and a brief assessment of whether current initiatives are adequate, identifying gaps and challenges to provide transparency and honesty about where we are and the challenges ahead.

## Turning Insight into Action

Customer feedback is crucial in helping us understand your experiences on Metro so that we can make improvements. To make sure we know what our customers need we pay attention to feedback provided to our Customer Care staff or reported via the Transit Watch smartphone app, as well as postings on social media, and most of all survey results that provide us with statistically accurate information on a random cross-section of Metro riders.

### Rider Survey

The 2020 comprehensive Customer Experience Survey invited random riders to rate Metro on over 40 specific aspects of service. The survey had a total sample size of 1,287 riders: 1,192 current riders and 95 people who had recently stopped riding due to the COVID-19 pandemic or other factors. Note that the 2020 Comprehensive Customer Experience Survey was conducted online among customers who previously completed a Metro on-board survey and agreed to participate in future research. The online method was used because on-board surveying was suspended due to the COVID-19 pandemic. Starting Spring 2022, however, Metro is once again conducting surveys on-board Metro vehicles with paper surveys, which will provide a larger, more inclusive, and representative sample.

The cornerstone of the Customer Experience Survey results is something called a quadrant chart that helps us find the aspects of service that most need improvement. We have one quadrant chart for bus riders and another for rail.

The bus quadrant chart below shows average customer ratings for each aspect of bus service, ranging from safety to cleanliness to on-time performance. Customers were asked to rate each aspect on a scale from 1 = poor to 10 = excellent. In the quadrant charts, the dots further to the right earned higher ratings, and the dots further to the left earned lower ratings. The quadrant chart also uses a statistical technique to gauge how important each aspect of service is as a driver of overall satisfaction or dissatisfaction with Metro. The points higher on the chart are more important, and the points lower on the chart are less so. The aspects of service in the top left quadrant are identified as Target Issues for improvement because they are rated low but are very important to riders. As you can see in the chart, many Target Issues relate to safety and cleanliness. Also delay advisories is a target issue.

The chart also flags several issues outside the Target Issues quadrant that warrant attention. One of those is bus stop shade (see orange arrow), which is flagged because it is one of the three lowest-rated aspects of service by bus riders and because shade may not have been quite as important when the survey was administered in October, as compared to the summer months. Safety from sexual or racial harassment is also flagged (see red arrows) because harassment impacts some riders more than others. For example, women give lower marks than men on feeling safe from sexual harassment, with young women rating it even lower, and non-binary individuals rating it lowest of all, putting it squarely into the Target Issues quadrant for that group.

# Bus Quadrant Chart – 2020 Customer Experience Survey

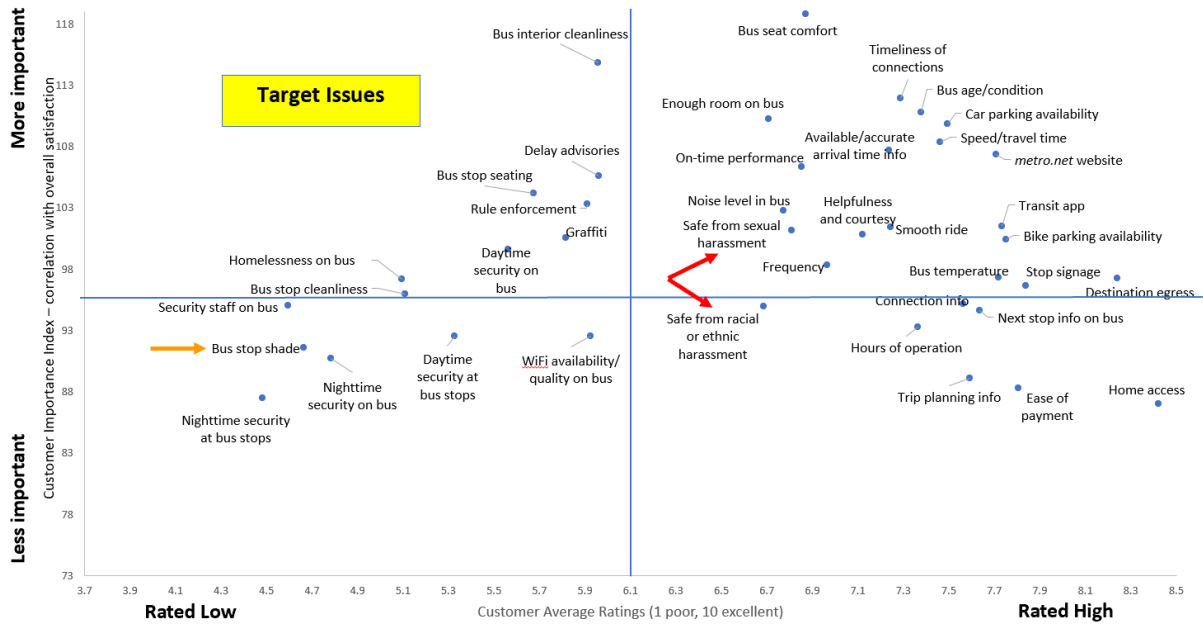


Figure 2 2: Source: 2020 Customer Experience Survey, Bus Quadrant Chart

The rail quadrant chart points to similar priorities for improvement, with many safety and cleanliness-related items falling in the Target Issues quadrant.

# Rail Quadrant Chart – 2020 Customer Experience Survey

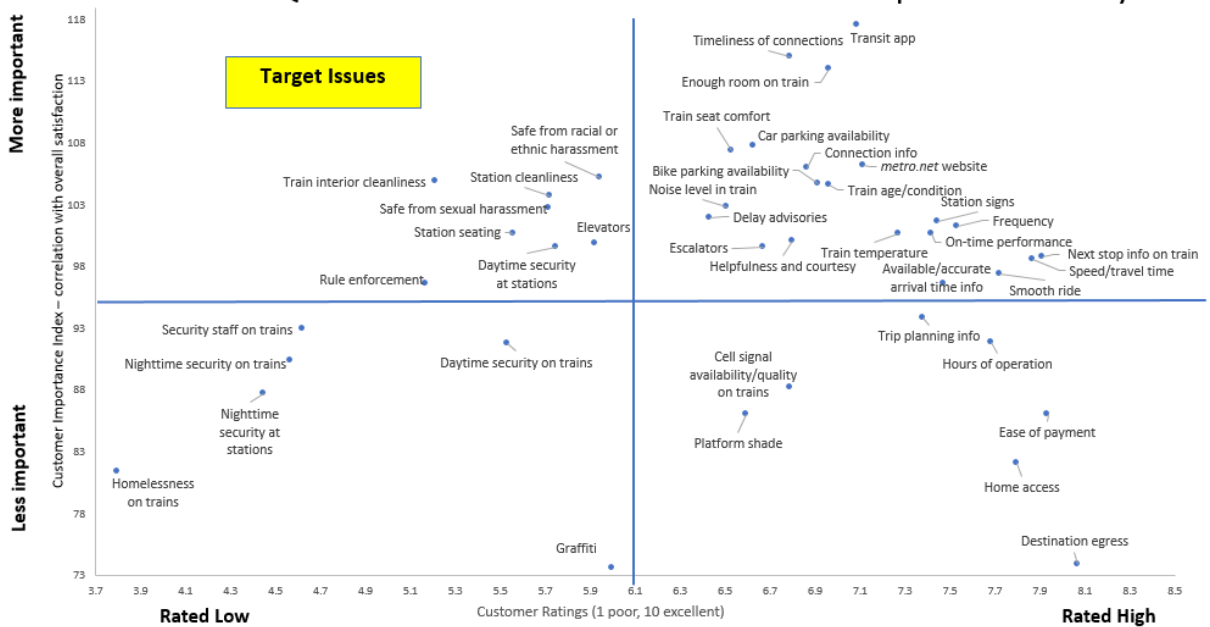


Figure 3 3: Source: 2020 Customer Experience Survey, Rail Quadrant Chart

## Call Out Box: Who Is Our Customer?

Los Angeles County is one of the most diverse counties in America. We see this daily as we carry riders of all types to and from where they need to go. Metro bus and rail operators are not just driving vehicles full of customers. They are transporting diverse communities with diverse needs.

How are LA Metro riders diverse? They are:

- multi-ethnic
- multi-cultural
- multi-lingual
- mothers with small children
- middle class suburbanites
- cash-paying customers
- people without smart phones
- people with disabilities
- people who identify as transgender or nonbinary
- people clocking into work
- essential workers
- Metro employees
- older adults
- students
- out-of-town visitors
- and many more...

All these riders have diverse needs, so one size does not fit all. Metro has taken many steps to address diverse needs, such as providing translation of essential rider information and forming a Women and Girls Governing Council and a Metro Youth Council to advise us on issues unique to women and younger riders.

For details, read the chapter titled [Diverse Riders, Diverse Needs](#). Highlights include a “Request a Stop” pilot program, that enables riders to request that the bus to stop nearer their home or work at night if they feel unsafe, and expedited rollout of a digital beacon system to enable customers who are blind or low vision to more easily navigate the transit system.

We want to continue challenging ourselves to meet the diverse needs of diverse riders better. As technology and innovation advance faster than ever, there may never be a time when we can say *we’ve done enough for our customers*. We are embarking on a new era of putting our customers at the center of everything we do at Metro and must live up to our customer-focused agenda.

## Recent Customer Comments

As of January 2022, bus rider complaints received by Metro Customer Care staff and via the Transit Watch app and social media often regarded no shows and pass-ups. This reflected the high level of bus cancellations due to bus operator shortages occurring at that time due to labor shortages and the Omicron COVID surge. Top rail comments related to homelessness, cleanliness, and passenger conduct.

## Non-Riders

Metro’s annual survey of non-riders shows that time competitiveness is a key issue for Metro, with just 30% of nonriders or infrequent riders agreeing that Metro travel times are as good as driving, and just 35% agreeing that they can get where they need to go quickly on Metro. For this reason, this Customer Experience Plan flags



time competitiveness as a key area for improvement and sets forth actions to make Metro more time competitive.

**Ride Metro less than yearly or never**  
n=9,003

	Agree Strongly	Agree Somewhat	Total Agree
Riding Metro is affordable	26%	42%	67%
Riding Metro is a good value for the money	24%	40%	63%
Riding Metro is a reliable way to get around LA County	18%	39%	56%
Learning how to ride Metro is easy	17%	36%	52%
It is safe to ride Metro	12%	35%	47%
Metro has a simple and easy payment system	20%	33%	53%
It is comfortable to ride Metro	11%	33%	44%
It is easy to plan a trip on Metro	15%	32%	47%
It is easy to find my way to/around Metro stations/stops	14%	32%	46%
Metro can get me everywhere I need to go	11%	30%	41%
<b>I can get where I need to go quickly on Metro</b>	<b>9%</b>	<b>26%</b>	<b>35%</b>
<b>Metro's travel times are as good as driving</b>	<b>8%</b>	<b>22%</b>	<b>30%</b>

*Table 1: Survey Responses from: Metro Brand Tracker Survey, July 2018 - August 2021*

## Peer Comparisons

To see how Metro stacks up against 25 peer transit agencies in large urban areas, we looked at the results of a Spring 2021 national survey of Transit App users. Transit App currently serves as the official Metro app for trip planning purposes. Transit App users were asked how much they agree or disagree with each of the following statements, using a scale of 1 = Disagree to 5 = Agree:

- I feel well informed by my agency about route disruptions and change
- My agency is on-time and reliable
- My driver/operator was good at their job I was able to get to my destination in the amount of time I expected
- Everyone on board was wearing a mask
- I felt safe while riding My stop/station provided a good place to wait
- The predictions in the app for when the vehicle was arriving were accurate

Metro ratings were generally close to peer averages. However, Metro had lower ratings for “everyone on board was wearing a mask” and for feeling safe when riding or waiting. Metro did better than average on reliability, information about route disruptions and changes, and good operators, but still, the reliability and disruption information scores were just 3.3 and 3.5, respectively, on the 5-point scale, so there is room for improvement on those two issues.

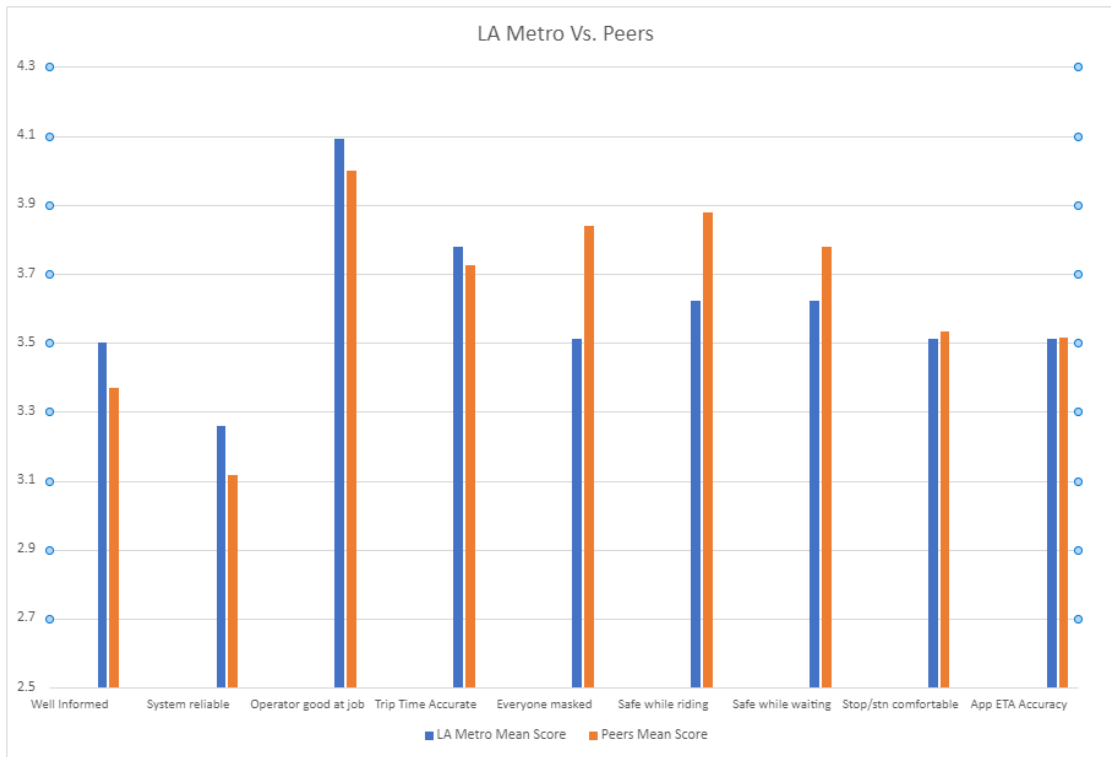


Figure 4: Source: Transit App Survey, Spring 2021, mean ratings

Also, Transit App users were asked if they would recommend their agency to friends or family, on a scale of 1 = Disagree to 10 = Agree. Metro slightly exceeded the peer average of 7.1, by 0.3 points.

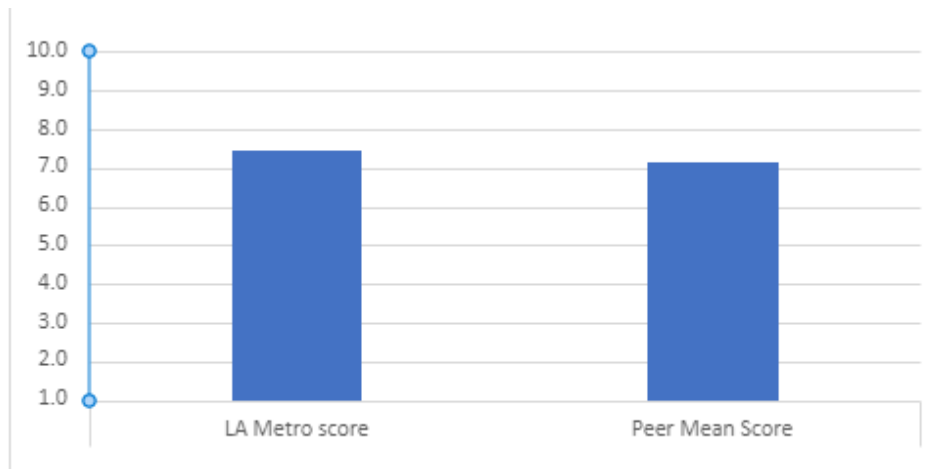
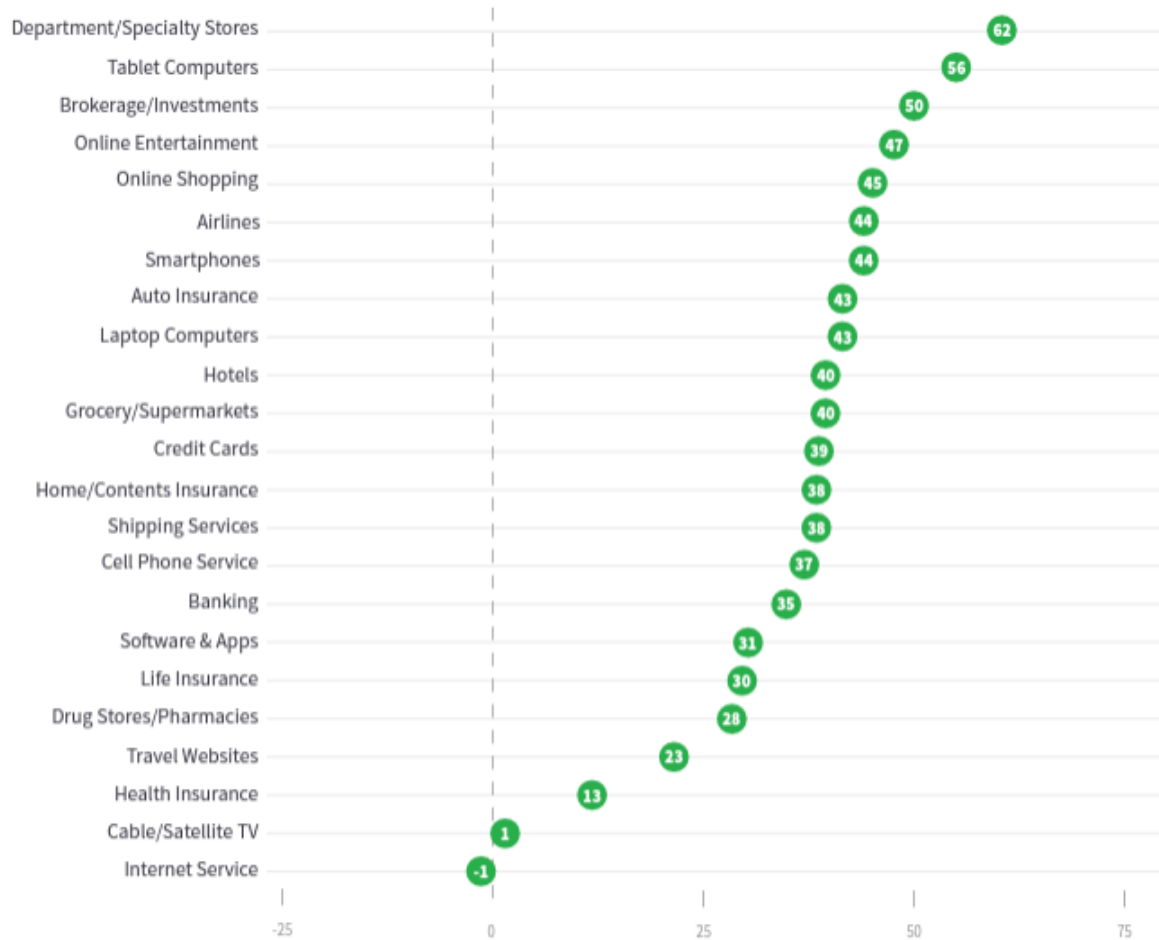


Figure 5: Source: Transit App Survey, Spring 2021, Would Recommend to Family & Friends

Below is a figure showing Net Promoter Scores (NPS), a standard metric that captures how customers feel about recommending a product or service to others based on customer surveys. Metro, at 12, while above the peer transit agency average, is lower than twenty-one other industries (and only higher than cable/satellite TV and Internet Service Providers). Clearly Metro has a way to go before it can join leading service providers across other industries, but we know we can get there by focusing on the needs of our customers.

# Average NPS by Industry

Net Promoter Scores vary widely by industry, as you can see from the average scores for 23 industries. Knowing what similar companies have achieved helps you to set realistic goals for improvement, and realism is key to the long-term success of your program.





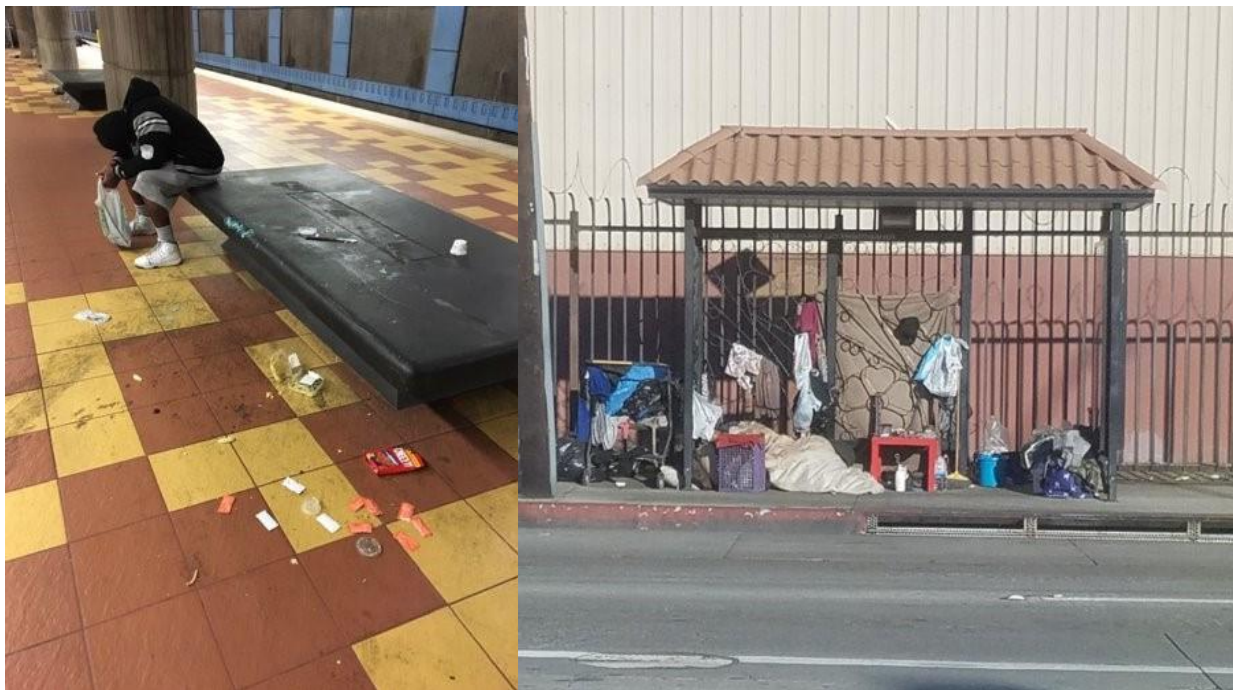
# Opportunities For Improvement

# Opportunities For Improvement

## Cleanliness

Customers want a clean and odor-free environment at stations and bus stops and on trains and buses. Like other high-use services and facilities, Metro requires frequent cleaning. Unclean conditions can make customers feel disgusted or even unsafe. A dirty public transit system can make frequent riders uncomfortable riding Metro and make infrequent riders not want to ride.

During the COVID-19 pandemic, Metro shifted resources to focus on the disinfection of surfaces. This shift, along with labor shortages due to staff being on COVID-19 leave, left less time for mopping floors, removing graffiti, and picking up trash, and there have been gaps in coverage at some locations and on weekends. Also, while buses and trains were cleaned thoroughly before going into service each day, the lack of cleaning during the day allowed trash and spills to build up, making the customer experience unpleasant in the afternoons and evenings.



*Figure 6: Examples of trash build up at Metro train platforms and bus stops*

Another cleanliness issue is biohazards and odor. Only three of Metro's 93 rail stations currently have public restrooms. Restrooms are costly to build and maintain but would be valuable to customers and could help avert urination or defecation in elevators and other parts of the system.

## Customer Feedback:

Sample customer comments include:



*“Most of the time the bus was clean that morning but by time other people ride on and leave the trash on the bus” – Black/African American female with disability, age 55-64*

*“Should I start with the beer cans and whiskey bottles rolling around trains? How about food wrappers everywhere?” – Latinx/Hispanic male, age 55-64*

*“This is more of a city problem than a Metro problem. I'm sure Metro does their best, but most of my stops are surrounded by piles of garbage.”—Asian/Pacific Islander non-binary person, age 18-24*

*“Hay basuras y graffiti en algunos autobuses” – There is trash and graffiti in some of the buses, - Latinx/Hispanic male, age 45-54, below poverty line*

*“Some areas have homeless people camping there. Always trash around the area for weeks before it's been cleaned up.” - Asian/Pacific Islander female, age 25-34*

## Recent Metro Actions

- ✓ Starting in late 2021, Metro deployed dedicated custodians and dramatically increased daily cleaning hours by a factor of 3-10x at 13 high-volume rail stations during all hours of operation, as well as increased floor scrubbing and pressure washing.
- ✓ Metro is building a sense of ownership and increasing accountability by requiring Supervisors to spend at least 50% of their time inspecting stations using a standardized checklist, assigning one Supervisor on each shift to a group of Stations to perform weekly inspections.
- ✓ Brought on additional teams to improve cleaning along the Metro trackway, at transit stations, bus stops, and on-board buses and trains during the day.
- ✓ Upgraded Metro's Transit Watch App to enable customers to report unclean conditions or biohazards.
- ✓ Accelerated replacement of fabric seats with easier-to-clean vinyl seats on buses.
- ✓ Implemented a midday bus interior cleaning pilot program in August 2021 at one terminal location with high bus volumes and expanded to a second location. In the first month of the program, service attendants removed over 5,000 pieces or piles of trash on 2,200 buses, cleaned up over 150 spills, and removed over 400 incidences of graffiti.
- ✓ Restarted the Metro Clean Community Service Program to clean up bus stop zones. Metro Clean participants complete court-mandated community service by removing trash, weeds, and graffiti at bus stops and participating in community clean-up events. The Program is available seven days a week (excluding holidays), free for participants, is transit-accessible, and Metro provides all necessary safety equipment.
- ✓ Implemented regular midday train cleaning at end-of-line locations on weekdays, reducing trash levels experienced by customers by 48%.
- ✓ Expanded the Station Evaluation Program of rail stations, bus stations, and transit centers to cover 38 aspects of stations ranging from stairs, elevators, lighting, seating, and TAP machines to signage.
- ✓ Enhanced cleaning of trackways adjacent to station platforms with 12 additional staff.
- ✓ Installed additional cameras inside elevators to deter misuse.



*Figure 7: With jumpstart funding from the Customer Experience program, buses at several high-volume terminals are now being cleaned during the day*

## Action Plan

Metro will:

1. As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.
2. As part of an overall Cleaning Surge, expand “end of line” train cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.
3. As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.
4. As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.
5. Conduct preliminary design to renovate five aging subway stations to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including:
  - Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time
  - Replacement of lighting and signage
  - Replacement of benches and trash cans and increase quantities where needed
  - Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible; and
  - Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep them cleaner

The five stations are Civic Center, Pershing, 7th/Metro, Westlake/MacArthur Park, and Union Station (Metro areas).

6. Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.
7. Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.
8. Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.
9. Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.
10. Deploy tablets in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.
11. Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.
12. Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.
13. Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.
14. Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the Transit Watch app and set goals for follow-up and response times.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

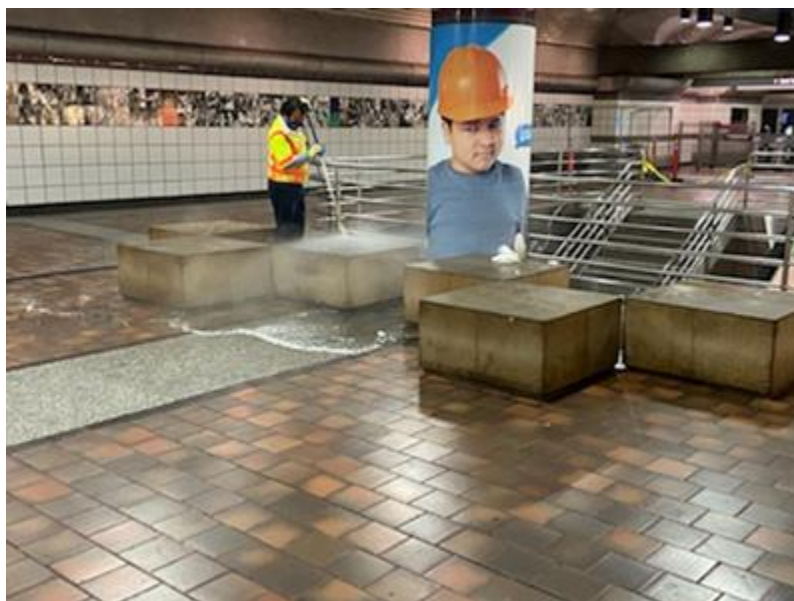


Figure 8: Pressure washing at rail station



## Call Out Box – Overall Assessment – Cleaning

Metro has made significant strides to expand the cleaning of buses, trains, bus stops, and train stations. To ensure that improvements are sustained over time, it will be important to continue to monitor conditions – with regular supervisor inspections, occasional inspections by top management, and regular customer surveys.

# Public Safety

Customers are concerned about crime and safety on Metro. Even though violent crime on Metro is low, it has increased, and customers tell us they are concerned. Safety can mean different things to different people and is intertwined with concerns about code of conduct enforcement, harassment, policing, and homelessness.



Figure 9: 2020 Metro campaign against harassment.

With input from Metro's Public Safety Advisory Committee (PSAC), Metro's Board and CEO are reimagining security on the system, looking at it as an ecosystem of inter-related services that need to work together seamlessly:



This ecosystem approach recognizes that security involves more than security and law enforcement. It requires a coherent, multi-disciplinary approach that includes social workers and ambassadors to address the wide variety of issues encountered, matching the right resource to the right situation, supported by infrastructural improvements like better lighting.

Riders are concerned about homelessness on the system. Metro’s objective is to help people on our system experiencing homelessness by connecting them to resources to get them the help they need. Metro also recognizes the urgency of curtailing behaviors and conditions that adversely affect the health and safety of other customers. This includes threatening or erratic behavior, open drug use, extreme odor, and defecation or urination in public spaces. The lack of adequate local, state, and federal resources to prevent and respond to homelessness represents an existential threat to the thousands of individuals experiencing homelessness every day in Los Angeles County. It also threatens to undermine the willingness of LA residents to take public transit even as the system rapidly expands via the largest transit construction program in the country.

## Customer Feedback

The October 2020 Customer Experience Survey revealed continuing apprehension about security at bus stops and train stations, and on buses and trains, especially at night. In all, out of 82 aspects of service rated by Metro customers, looking at the five lowest for bus and rail, nine of the bottom ten relate to the intertwined issues of security presence, rules, and how well Metro addresses homelessness.

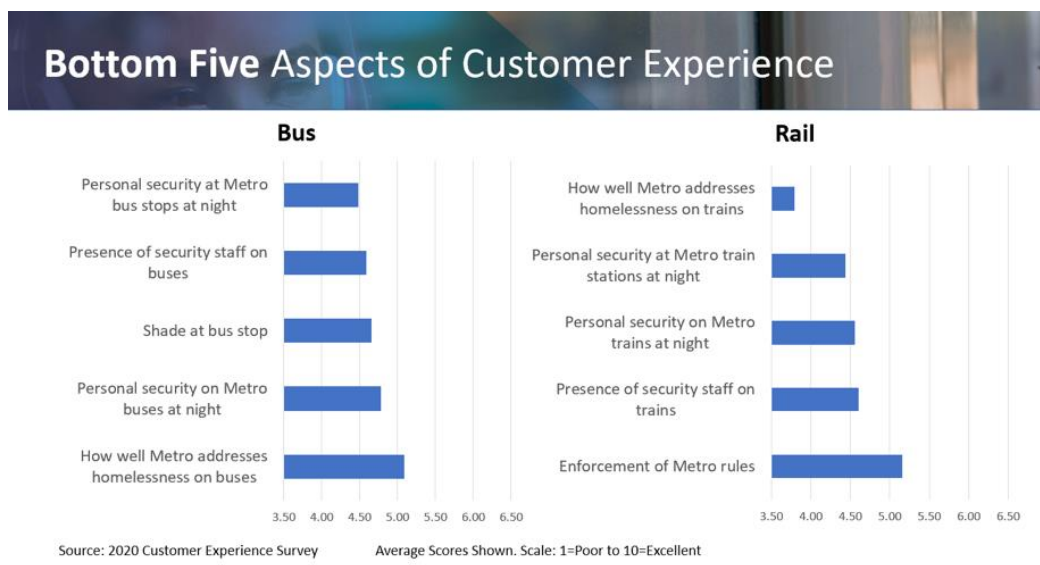


Figure 10: Source: 2020 Customer Experience Survey, Bottom Five Aspects of the Customer Experience

Later, in summer 2021, Metro again surveyed customers, but this time made a special effort to include 100 customers experiencing homelessness and surveyed Metro employees. These surveys were conducted to get a complete 360-degree perspective on public safety issues. This survey highlighted the demand for comprehensive safety and security measures, with riders supporting a multi-faceted approach. Key findings included:

1. Most riders, including people experiencing homelessness, usually feel safe on Metro except at night.
2. Women and nonbinary individuals tend to feel less safe than men.
3. Top rider priorities include:

- a. Lighting and emergency call buttons at stations and bus stops
  - b. Staff who can assist people with disabilities
  - c. Social workers and mental health professionals
  - d. Transit Ambassadors
4. Most riders support both armed and unarmed staff on the system. Over 60% want law enforcement and armed security staff to be more of a priority, and this support spans all race/ethnicity categories.
  5. Even more, over 70%, want unarmed security staff to be more of a priority.
  6. Just over half of riders want Metro to allow people experiencing homelessness to ride just like anyone else, while a third wants Metro to be “tougher” about removing them from buses and trains.

Sample rider comments included:

*“The trains become rolling homeless shelters at night” - Latinx/Hispanic male, age 55-64*

*“There’s always people on the train playing loud music and sometimes smoking weed or doing meth. I’ve seen it all! And this is because there’s not enough visible security on train or stations.”  
Latinx/Hispanic Male, age 35-44*

*“Sometimes, people play the phones (music) so loud...the driver never says anything...rules are broken but nothing is said or done...it [makes me] fearful...no one wants to get involved” Black/African American female, age 55-64*

*“I have had men try to get off on stops that I also got off of just to follow me home.” - White/Caucasian female with disability, age 18-24*

*“I am Asian and I experienced verbal attacks.” Asian/Pacific Islander female, age 45-54*

*“In 20+ years, I have seen security staff on a bus only ONCE!” Native American female with disability, age 35-44*

*“I see Homeless people shooting up drugs, urinating in public, vomiting, drinking alcohol on the bus and metro security or cops are nearby, drivers are aware, sometimes police even witness it directly, BUT NOTHING IS DONE!” Black/African American male, age 45-54*

*“Homelessness is addressed via policing and removal instead of providing the services that our homeless neighbors deserve.” - Black/African American male, age 18-24*

*“Some bus stops are poorly lit and without covering or seating.” - Black/African American male, age 25-34*

Like riders, Metro employees are concerned about safety on the system, voicing concerns about being assaulted while doing their job. More than 80% of employees said that police and armed security should be more of a priority, with the level of support even higher among front-line employees like bus and rail operators and custodial staff.

Additional findings from the employee survey:

1. When thinking about their recent experience on Metro, only 29% of employees felt safe all or most of the time, with 39% feeling safe rarely or never.
2. About two-thirds of employees felt that having local police, sheriffs, and/or armed Metro security officer on Metro should be much more of a priority.

3. Twenty percent of employees agreed with the statement that Metro needs to allow people experiencing homelessness to ride buses and trains, while 70% agreed with the statement that Metro needs to get tougher about removing people experiencing homelessness from buses and trains.

## Recent Metro Actions

- ✓ Convened a new community advisory committee, the Public Safety Advisory Committee (PSAC), to provide community input and advice on future improvements to safety.
- ✓ Developed a reimagining Public Safety Strategic Framework.
- ✓ Completed a scope of work for the upcoming Transit Ambassador Program.
- ✓ Expanded homeless outreach teams, including a new partnership with LA Mission that provides both outreach at Metro stations as well as related mental health, addiction, nursing, meals, and housing support.
- ✓ Home At Last interim shelter for people experiencing homelessness on Metro, including services for those impacted by mental health crises and addiction, counseling, meals, laundry, showers, basic skills training, medical care, transportation to medical appointments, and help with paperwork for longer term housing assistance.



*Figure 11: PATH Outreach Coordinator engaging with a person experiencing homelessness*

- ✓ Developed changes to the Code of Conduct that recognize that riders asleep on the system may be unhoused and in need of help.
- ✓ Had staff participate in sensitivity training, and implemented a communication campaign to promote a culture of zero tolerance for sexual harassment on the system.
- ✓ Completed design of more highly visible illuminated light emergency call boxes (called Call Points) that will improve security for customers.
- ✓ Developed a Bystander Program that encourages employees and riders to report incidents and support one another.

- ✓ Finalized plans for a Flexible Dispatch program that will divert some calls from law enforcement to social workers instead.
- ✓ Launched a new awareness and voluntary compliance program called “Keep Metro Clean and Safe” to protect employees and riders from COVID-19 and improve the customer experience by promoting shared responsibility and mutual respect.
- ✓ Tested pole-mounted solar lighting units to improve lighting at bus stops.
- ✓ Provided Metro Transit Security Officers with training to avoid unconscious bias.
- ✓ Began deploying mystery shoppers to check whether fare enforcement is conducted equitably and is free from bias based on economic and social status, gender, and race.



Figure 12: Keep Metro Clean and Safe Campaign

**Call Out Box:** Metro recently adopted the following Mission and Value Statement for public safety on Metro:

**Mission:** Metro safeguards the transit community by taking a holistic, equitable, and welcoming approach to public safety. Metro recognizes that every individual is entitled to a safe, dignified, and human experience.

**Values:**

**Implementing a Human-Centered Approach:** Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

**Emphasizing Compassion and a Culture of Care:** Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

**Recognizing Diversity:** Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families,

neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

**Acknowledging Context:** Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro’s approach to public safety recognizes this context and seeks reparative models to minimize harm and promote inclusion.

**Committing to Openness and Accountability:** Metro’s commitment to public safety recognizes that the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.

## Action Plan

Metro will:

1. Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro’s 2022 State legislative agenda.
2. Double the deployment of homeless outreach workers and clinicians in the Metro system.
3. Assess opportunities to partner with other agencies to establish extended-hours, drop-in centers where Transit ambassadors and homeless outreach workers can offer to take people experiencing homelessness on Metro to access bathrooms, showers, food, and health services, like the Hub of Hope model in Philadelphia.
4. Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.
5. Pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.
6. Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.
7. Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.
8. Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.
9. Continue new bystander intervention training for customers and Metro employees.
10. Work with other jurisdictions to install lighting at least 100 bus stops per year to help bus riders feel safer at bus stops at night.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

#### Call Out Box – Overall Assessment – Public Safety

Metro is advancing numerous initiatives to make the system feel safer for Metro riders and employees. Success will require sound implementation by Metro and adequate housing and mental health services from the county, city, and community-based partners. Decisions will also need to be made around appropriate and compassionate responses to people in crisis who decline offers of assistance. Another key challenge will be to link Metro’s numerous initiatives together as seamlessly as possible. For example, ambassadors, homeless outreach workers, and security or law enforcement can quickly access each other to provide rapid mutual assistance. This will require intentional deployment strategies, common communication protocols, joint scheduling, and adequate staffing for all these specializations. Proximity will be challenging since staff will be spread across a large, sprawling service area across multiple shifts. Metro will need to continuously monitor the health of the security ecosystem through a comprehensive set of metrics that track response times and outcomes to ensure the ecosystem is operating seamlessly and effectively.



## Bus Stop Shade and Seating

Waiting in the heat with no protection from the sun, and no seat can be a difficult daily experience for many bus riders and even a complete barrier for some.

The average trip taken on Metro Bus is less than five miles, and on average about half the journey time is spent waiting for the bus. Thus, the waiting environment significantly affects a bus rider's experience. When customers are uncomfortable because of hot weather and a lack of shade and seating, a fifteen-minute wait can feel much longer and even be a health hazard for certain customers, such as older adults and people with disabilities or chronic health conditions. Of the 12,268 bus stops served by Metro, only 46% have seating, and only 24% have bus stop shelters.

Bus stops are also the visible face of Metro in many communities. When the waiting environment is inviting and comfortable, this enhances the image of Metro Bus and the Metro organization as a whole. Conversely, when people see bus riders standing in the sun on a hot day, this may give the impression that transit does not care about its customers, even though (excluding the bus stop pole and route sign) most bus stops are controlled by cities and other jurisdictions, whose cooperation and support are needed to make improvements.

## Customer Feedback

Shade and seating at bus stops were key pain points cited by customers in the 2020 Customer Experience Survey. Bus riders rated shade and seating at bus stops very low on the October 2020 Customer Experience Survey, averaging 4.7 and 5.7 out of 10 points, respectively.

Sample customer comments include:

*"...it is very hot and sometimes there aren't even seats at a stop. Shade would really help especially when waiting for buses after a long day." – Latinx/Hispanic female, age 18-24*

*"A lot of your bus stop don't provide covering you just sit in the hot beaming sun directly on you." – Black/African American female, age 55-64, below poverty line*

*"Sunburn city most of the time, if I'm riding mid-day" – White/Caucasian male, age 35-44*

*"some [stops] are in the sun or when winter comes ... me and my little boy get wet or sun burned." – Latinx/Hispanic female, age 35-44*

*"...no seating on stops and I'm handicap with a cane." – Latinx/Hispanic female with disability, age 45-54*

*"Trees at a bus stop would be amazing. Some bus stops are literally just a stick and a sign, nothing else." – Latinx/Hispanic female, age under 18*

## Recent Metro Actions

- ✓ Created a system to prioritize bus stops for improvement based on ridership, location in Equity Focus Communities (EFCs), areas of high heat, and other factors, and shared the system with the City of LA for their use in grant applications and funding decisions.

- ✓ Corridor-level improvements are underway in multiple parts of LA County, many of which are funded in part by the Measure M sales tax measure. Although still early in the planning process, these projects will result in hundreds of bus stations with enhanced customer amenities.
- ✓ Completed preliminary design of a modernized bus stop post kit of parts that includes real-time information, universal accessibility features, lighting, and shade and seating.
- ✓ Working with the City of LA to test new seating options that can be mounted to the bus stop post in space-constrained environments.

## Action Plan

Metro will:

1. Collect countywide data on bus stop conditions to guide a multi-phase comprehensive “Shade For All” campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.
2. Work with an interdepartmental Metro action team to launch the “Shade For All” Campaign, including:
  - a) Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements.
  - b) Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts.
  - c) Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors.
  - d) Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities.
  - e) Working with cities to jointly pursue funds for sidewalk repair and accessibility.
  - f) Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning.
  - g) Testing of bench designs that incorporate shade.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

### Call Out Box – Overall Assessment – Bus Stop Shade and Seating

Progress on this topic has been sporadic, based on grants or opportunities that happen to present themselves. What’s needed is a more intentional program with annual targets to incentivize and rapidly augment shade and seating in partnership with the cities and county. This CX Plan establishes a central unit within Metro to work with jurisdictions that own bus stops to provide that more comprehensive approach.

## Customer Information

Customers want clear, accurate, and timely information on services, schedules, and fares. This information is needed across the customer journey, from signs guiding you to a rail station and information on how to pay to knowing whether your connecting bus is on-time and knowing when to exit the vehicle to access your destination.

The biggest customer pain point is information on delays. When Metro is late AND delay information is unavailable or inaccurate, this is double trouble for customers. This can be a big deal, making a customer late to work, daycare, or other important destinations, leading to job loss or daycare penalties.

Many bus riders said they didn't even know Metro provided delay advisories. For customers who can access this information, the information is often too late or inaccurate.

Communication issues are bad for tech-savvy riders, but even worse for customers who lack access to a smartphone or Wi-Fi, or older adults who may not know how to use smartphone apps. As one customer states: "si no tengo Wi-Fi en el cell no hay informacion disponible (if there is no Wi-Fi, there is no information available)." This is from a customer who presumably has a smartphone but without a data plan, so if no public Wi-Fi is available, they cannot access this information at a bus stop or on a train.

Unfortunately, only 324 bus stops out of the 12,268 bus stops served by Metro have arrival/departure information for customers. Currently, Metro uses countdown clocks on LED screens. Although many riders use and appreciate this real-time info, the countdown clocks do not show delay advisories. Additionally, many customers complain that displays don't work consistently or are inaccurate. Some customers, particularly people with certain disabilities, have issues reading the displays.

Improved communications are essential given major changes in services, schedules, and fares planned for 2022, major updates to the Metro website, opening of new Metro Rail services (Crenshaw Phase I and Regional Connector), and welcoming visitors during major events such as the Major League Baseball All Stars Game.

For Metro Rail openings, staff plan to anticipate potential points of confusion for customers and provide information and assistance to alleviate the confusion. For example, residents living along the Crenshaw Line may be unfamiliar with where it can take them or may have basic questions like, "Do I have to have a TAP card before I go to the station, or can I get one there?" For the Regional Connector opening, if communications are inadequate, regular customers may get off to transfer at the usual place without realizing that they can now enjoy one-seat service to their destination. To ensure that staff anticipate all the potential confusions and information needs, preliminary communication materials will be user-tested.

For major events such as the Major League Baseball All Stars Game, and further down the road, the LA28 Summer Olympics and Paralympic Games in 2028, Metro will develop a comprehensive communication plan and deploy more front-line staff to assist customers and out-of-town visitors riding the system.



Figure 13: Metro began offering a “SoFi Stadium Shuttle” for fans attending Chargers and Rams games, connecting the C (Green) Line Hawthorne/Lennox Station to the SoFi stadium in Inglewood

## Customer Feedback

Sample customer comments include:

*“... sometimes there’s no advisories give[n] to passengers and it affects us when we are going to work.”*  
– Asian/Pacific Islander female, age 45-54

*“No avisano a tiempo” “They do not give you notifications in time”* – Latinx/Hispanic female, age 45-54, below poverty line

*“There is no quick and easy way to know what is going on with the trains when they are delayed and what the alternatives are.”* – Latinx/Hispanic male, age 45-54

*“I’ve never seen a bus delay advisory”* – White/Caucasian male, age 65+

*“Most often [when] there is a temporary change in [a] bus route ... there is no sign on the bus stop indicating the change, date(s) this change will be in effect, or where the alternative bus stop is...”* – White/Caucasian female with disability, age 55-64, below poverty line

*“The bus stop signs are not right. They need to be kept up to date.”* – Native American female, age 65+

The 2020 Customer Experience Survey asked bus riders to rate from 1=poor to 10 = excellent customer information across the entire journey. Overall, all nine aspects of customer information have room to

improve. However, the area that most needs improvement is delay advisories during the “wait” period of the customer journey, as shown below:

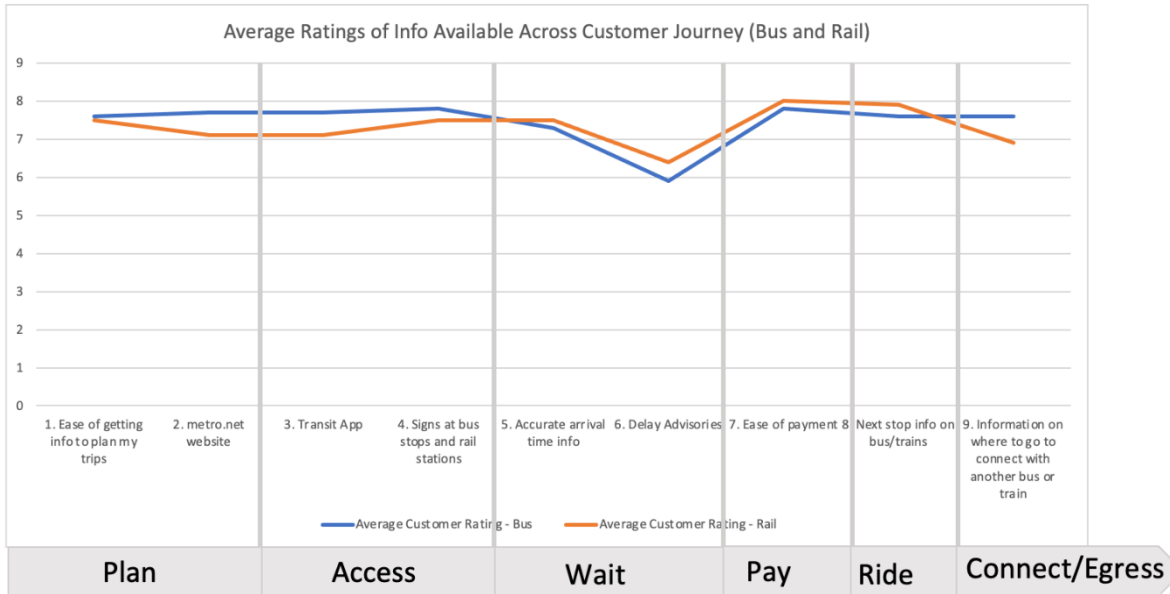


Figure 14: Source: 2020 Customer Experience Survey, Average Rating of Info Available Across Customer Journey (Bus and Rail) Infographic

## Recent Metro Actions

- ✓ Created a Task force to develop General Transit Feed Specification (GTFS) feeds that improve the accuracy of real-time information available to customers through digital signs, websites, and apps such as *Transit* and Google Maps.
- ✓ Developed a new prediction engine to improve the accuracy of predicted arrivals so that riders know when their bus is coming.
- ✓ Incorporated canceled service into real time arrival information.
- ✓ More frequent and more informative social medias posts about delayed and/or canceled services.
- ✓ Formed an “All Hands Support Team” of over 150 employees to assist customers, pass out information, and identify issues during the December 2021 shakeup.
- ✓ Conducted “mystery shops” after each shakeup to provide another layer of quality control. This includes interviewing customers and operators, checking printed and digital information for accuracy and clarity, and trying out new services (like new Microtransit zones). The mystery shop results enabled Metro to detect and remedy issues more quickly.
- ✓ Re-established printed timetables for service changes, rather than relying on timetables posted on the website. This was especially helpful to riders without internet access.



## Action Plan

Metro will:

1. Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.
2. Set up an emergency messaging system in partnership with FEMA for emergency situations.
3. Use Metro's new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.
4. Finalize a Memorandum of Understanding (MOU) with Caltrans' California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.
5. Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.
6. User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

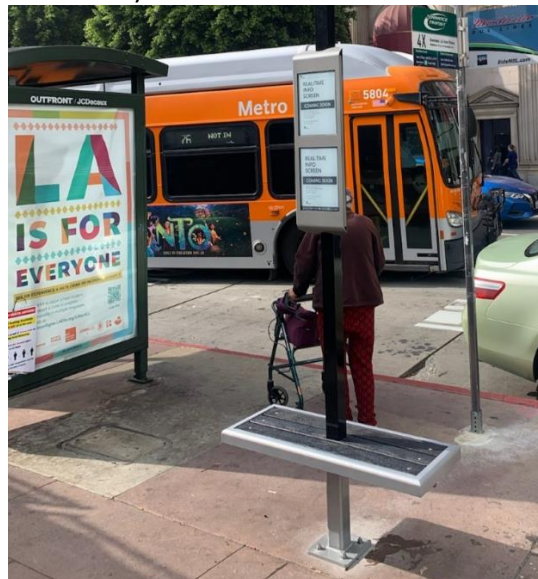


Figure 15: Metro is testing solar powered e-paper signs at two bus stops in Downtown LA

## Call Out Box – Overall Assessment – Customer Information

Metro is making significant progress in improving customer information, including recent advances in streaming information about service cancellations. These advances have been spurred by Metro CEO Stephanie Wiggins, who has set a high bar for enhanced accuracy and dissemination of information to all customers, regardless of their spoken language and access to technology. Going forward, transparency around the accuracy of real time information predictions will be important by publishing a comprehensive set of KPIs so that Metro can detect and fix inaccuracies. Also, user experience (UX) testing of marketing collateral and other communications before their use will be important to make sure they are on target.

## Time Competitiveness and Connectivity

LA residents want to get where they need to go in a reasonable amount of time. If transit takes twice as long as driving, most people who have a choice will drive instead.

For Metro to be time-competitive with other modes of travel, every phase of the journey counts:

- The time it takes a customer to get to a Metro stop or station (which relates to how far apart routes, stops, and stations are spaced)
- The feeling that you need to leave early to lessen the chance of being late to your destination (which relates to reliability)
- The time waiting at the stop or station (which relates to the frequency of service)
- The time spent on the bus or train (which relates to traffic conditions, vehicle speed, the directness of the route, and the number of stops)
- The time spent waiting for connecting services (which relates to frequency). Nearly 60% of Metro trips involve a transfer between bus and rail, and about 5% of Metro customers transfer between Metro and other municipal operators within LA County.
- The time it takes a customer to get from their final stop or station to their destination

Pull up Google maps in Los Angeles, and a 15-minute trip by car is often 45 minutes or more by transit, with each of the above phases adding to the total.

The 2019 NextGen Bus Study found that for short trips between 1-5 miles, Metro is most time competitive against private cars when travel times are no more than two times that of cars. The study found that to increase the attractiveness of bus for short trips, Metro would have to increase frequency to reduce wait time. In addition, it should be noted that most Metro Buses run on busy streets mixed with motorists, pedestrians, and bicyclists and have frequent stops to pick up and drop off riders. These factors make many bus trips feel quite slow.

Based on a 2018 UCLA study of the Southern California region that includes Los Angeles, Long Beach, and Anaheim, if a person jumps in their car, they can access 75% of all jobs within an hour. Wait for the bus or train, and only a small fraction of those jobs, 6%, can be reached in an hour. While it is hard to match the level of jobs accessible by automobiles, transit should be much more competitive so that all residents can access opportunities to earn a good income. This gap in job access by transit versus a car is striking when considering that 7% of Black and Latinx residents, and 3% of Asian residents, rely on transit compared to just 2% of White residents.

Another study by TransitCenter in 2021 found that on average a Black transit rider can access 10% fewer jobs in 45 minutes, compared to residents overall. This study showed that inequities also exist in access to health care. For example, on a weekend morning, it takes almost four times longer to reach the nearest hospital or urgent care facility using transit than a car.

Metro has begun to chip away at creating more equitable access to opportunity and vital services by deploying new metrics to evaluate bus and rail travel times and coverage, comparing the experiences of different racial



groups and income brackets to access jobs, medical facilities and other essential services, fresh food, and green spaces. We can then improve service and increase frequencies in areas with the greatest inequities.

The goal of NextGen is for more than 80% of current riders to have a wait time of 10 minutes or less. Staff is currently evaluating the performance of the NextGen system relative to this goal, which nationwide labor shortages have impacted on Metro hiring and high levels of canceled trips as a result. During the Omicron COVID surge, it was not unusual for 10% or even 15% of bus service to be canceled, which caused tremendous inconvenience to Metro bus riders. Metro has taken various actions to alleviate this issue, conducting job fairs to bring on more bus operators, offering hiring bonuses, giving more hours to part-time drivers, and temporarily reducing scheduled service to provide acceptable reliability. The temporary service reductions sharply reduced cancellations, but unfortunately, this comes at the expense of service frequency, so Metro looks forward to restoring service as soon as possible.

It should be noted that the transportation industry is experiencing nationwide challenges with hiring and retaining operators. A recent survey of over 50 transit agencies revealed that 22 of the 50 are currently experiencing a 10-30% shortage of operators.



*Figure 16: Bus operator hiring has been challenging due to major labor shortages*

NextGen also made bus routes as direct as possible for more riders, and increased stop spacing so that the bus doesn't stop too often along a route. The team used a benchmark of no more than quarter-mile walk to ensure that customers don't have to walk too far. Additionally, NextGen eliminated under-utilized service and replaced it with Metro Micro. This new service offers on-demand pickups and drop-offs within a specific zone, similar to Uber or Lyft. This allows Metro to redeploy more buses to higher ridership routes.

Customers can now experience a glimpse of speedier and more reliable service on new bus lanes that have been installed downtown. Bus lanes now cover parts of Flower Street, 5th and 6th Streets, Aliso Street, Olive Street, Grand Avenue, Alvarado Street, and Alameda Street. These bus lanes make a difference. For example, the 5<sup>th</sup> and 6<sup>th</sup> Street lanes are typically used by 29,000 customers per weekday and up to 80 buses an hour. This project also included a "queue jumper," a dedicated signal for buses that allow them to get a head start at the intersection before the light turns green, saving time for customers.

With the new bus lanes, over 150 miles of bus lanes (including Bus Rapid Transit, J and G Lines, or formerly Silver and Orange Lines) allow bus riders to speed by cars stuck in traffic. While these bus lanes are great progress, the reality is that most of Metro’s buses still operate on congested streets with no dedicated lane to zip by traffic, and Metro buses average just over 12 miles per hour.

Some light rail lines, too, suffer from low speed. The E (Expo) line averages only 18 miles per hour and requires more favorable signalization at key intersections to make travel times more competitive with driving.

Line	Average Speed (miles/hr including stops)
A (Blue)	23
L (Gold)	26
E (Expo)	17
C (Green)	35

Table 2: Metro Light Rail Speed Table, Metro Maintenance & Engineering



Figure 17: LA Metro's E Line (Expo)

## Customer Feedback

A 2017 customer survey found that many previous riders don’t use Metro because it takes too long, citing time buses are stuck in traffic, and having to transfer multiple times.

Sample customer comments from the more recent 2020 Customer Experience Survey include:

*“On Sunday it takes forever.” – Asian/Pacific Islander female, age 45-54*

*“It should not take 2 hours to get from the valley to the city – it’s only 15 miles.” – Native American female, age 65+*

*“Sometimes buses are delayed and don’t come on time. When buses don’t come on time the wait time is 1 to 2 hours, which for me, is too long.” – Black/African American male, age 18-24*

*“...the buses can be so unpredictable, especially outside of commuting hours I almost feel like there’s no point in trying to coordinate transfers or arriving to a bus stop at a certain time.” – Latinx/Hispanic male, age 25-34*

*“The bus has to wait behind cars. Make dedicated bus lanes and it will go faster.” – White/Caucasian male, age 25-34*

*“The blue line takes about an hour to travel from Long Beach to downtown. It should be faster than driving a car.” – Latinx/Hispanic female, age 35-44*

*“The red line is great in getting me from the valley to downtown in about 20 minutes. While the expo line can take more than an hour to reach the Westside. It's just impractical for most people who would rather drive about 45 minutes total instead.” White/Caucasian female, age 24-35*

*“From the metro station nearest me to LAX takes well over 2 hours. Even going to Union Station from Arcadia takes 40 minutes.” Asian/ Pacific Islander male, age 45-54*

## Recent Metro Actions

To reduce cancellation of buses, Metro:

- ✓ Is offering a \$1,000 bonus to bus operators who recruit new operators and a \$3,000 bonus for new hires.
- ✓ Hosted agency-wide Bus Operator Hiring Events that expedited hiring by allowing candidates to interview, go through assessment training, get a physical, and get fingerprinted, all on the same day.
- ✓ Increased bus operator starting pay to \$19.12 (6-month pilot), resulting in an 18% increase in applications and increased training class size from 25 to 85.
- ✓ Cut back on mandatory call backs of Bus Operators to reduce burnout.

To improve speed and reliability, Metro:

- ✓ Launched the NextGen redesign of bus service to make it as direct as possible for more riders and increased stop spacing so that the bus doesn't stop too often along a route.
- ✓ Replaced under-utilized service with Metro Micro, a new service that offers on-demand pickups and drop-offs within a specific zone. This allows Metro to redeploy more buses to higher ridership routes.
- ✓ Launched eight new bus lanes in partnership with LADOT: Flower Street, 5th and 6th Streets, Aliso Street, Olive Street, Grand Avenue, Alvarado Street, and Alameda Street. Over 150 miles of bus lanes allow bus riders to speed by cars stuck in traffic.
- ✓ Developed a plan to pilot test a headway-based management pilot along several high frequency bus lines to improve bus reliability and reduce crowding.
- ✓ Worked together with LADOT to reduce signal delay for the E Line (Expo) along Exposition Blvd, using a new system that can hold the green signal longer to accommodate an approaching train.
- ✓ Developed options to enhance train speeds for the Regional Connector project so that trains can smoothly merge without creating delays.

Also, LADOT began enforcement of bus only lanes across the City of Los Angeles in March 2022 to speed up bus service and help keep them on time.

## Action Plan

Metro will:

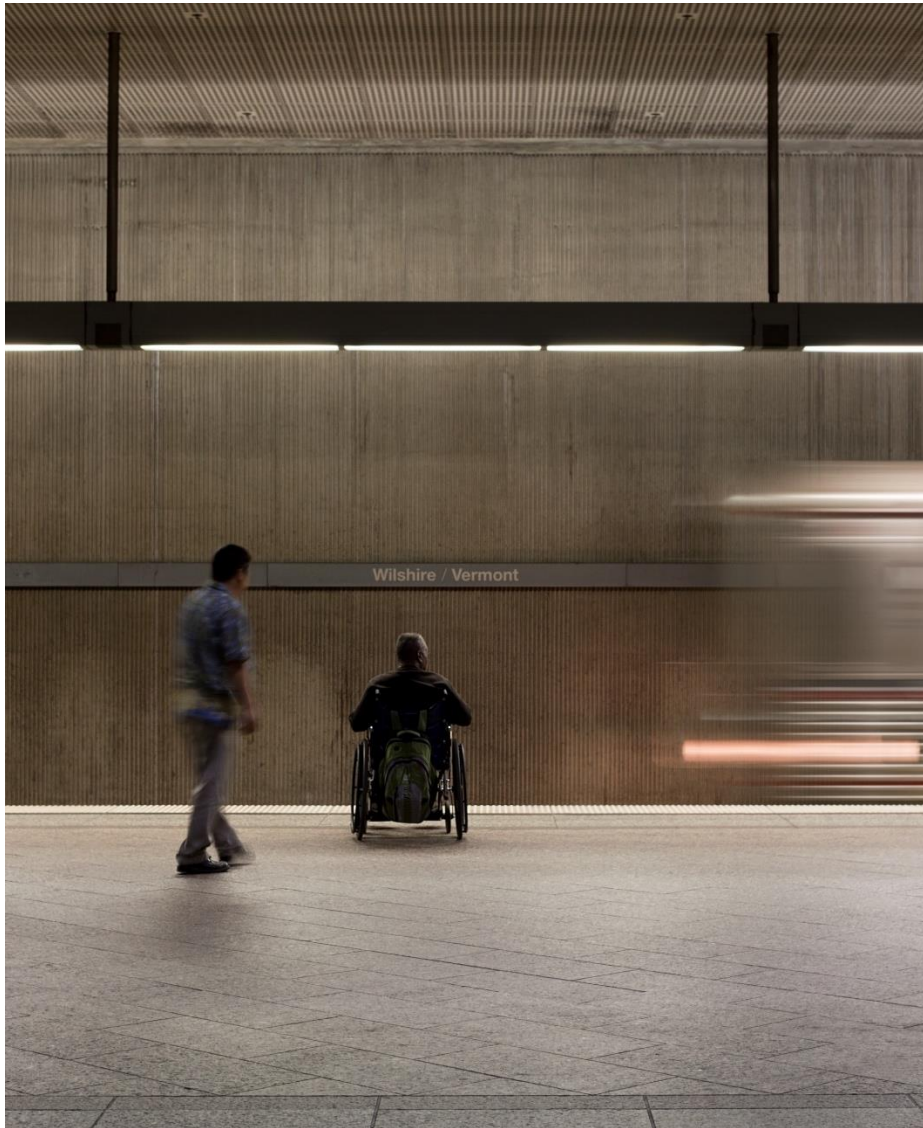
1. Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.
2. Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.
3. Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.
4. Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.
5. Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

### Call Out Box – Overall Assessment – Time Competitiveness and Connectivity

Clearly, bus operator shortages, and the resulting need to temporarily cut back service, have been disappointing. However, the February service adjustment has succeeded in stabilizing service reliability to improve the rider experience. Now Metro must redouble efforts to on-board new bus operators to restore service and reduce headways.

As traffic grows post pandemic, bus and light rail services in shared Rights of Way will experience delays due to traffic. The increased annual introduction of new bus lanes outlined in this Plan will be a significant step forward. Similar progress is needed for light rail, especially on the Expo Line, where average speeds are only 18 mph. Also, future CX Plans should evaluate expected average speeds for the new rail extensions so that steps can be taken to remedy issues before the new services go into operation. It is also recommended that future CX Plans assess transit time competitiveness relative to driving for a range of common trips based on travel metadata to guide future speed and reliability initiatives.



## Diverse Riders, Diverse Needs



## Diverse Riders, Diverse Needs

The spectrum of diverse needs is vast, so we must annually choose a subset of issues. This year's CX Plan touches on some near-term opportunities to improve the customer experience for women, people who identify as non-binary or transgender, and customers with disabilities.

Metro has taken many steps to address diverse needs, such as providing essential rider information translation and working with a Women and Girls Governing Council, a Metro Youth Council, and the Aging and Disability Transportation Network (ADTN) to advise us on issues.

To serve blind or sight impaired people, audio announcements at stations and on buses and trains provide essential information about upcoming stops and the vehicle's destination. Audio Voice Announcements (AVA) have been used on Metro fixed route for several years; however, the sound quality is sometimes muffled, or the announcements do not correspond to the actual station or stop. To address these issues, operators are asked to verbally announce stops regardless of the status of a functioning AVA. And to ensure quality control, Metro deploys Mystery Riders to collect data and report on AVA failures and other issues that affect people with disabilities.

To help rail customers who use wheelchairs or have mobility limitations, Metro announces planned elevator or escalator closures at least two stops before the station that has an elevator or escalator closures to enable customers to adjust their travel or request assistance.

Metro also consults with people with disabilities when developing training programs for Metro employees. We endeavor to deliver effective, sensitive, and inclusive customer service to people with disabilities, older adults, and Limited English Proficiency populations.

**Call Out Box: Metro is working on a translation glossary for each of the Limited English Proficiency (LEP) languages so that Metro key terms are translated consistently by internal and external translators. This will significantly reduce variances in translation and overall confusion by customers.**

For women and people who identify as nonbinary, one area that warrants special attention is safety from harassment on buses and trains or while waiting at stations and bus stops. Some individuals have related that they have been followed or harassed after departing from a bus or train.

One tool that Metro can promote is the "SOS" –or distress call – features available on most smartphones. This is similar to what rideshare services offer passengers – the option to click a button to send an alert to emergency contacts and police. The SOS tools are available to riders with phones that accommodate it. For other riders, Metro can encourage saving emergency phone numbers to quickly access them when needed. Other opportunities to improve night-time safety are to install lighting at more bus stops and allow customers to request late night buses to stop between regular bus stops, as is done in Toronto.

## Request Stop Program

The Request Stop program is available to all customers travelling alone by bus between 9 p.m. and 5 a.m. Request Stop allows any customer travelling alone to get off the bus between regular TTC stops.

- The request should be made at least one TTC stop ahead of the desired location.
- The Operator must be able to stop safely in order to meet your request.
- Exit the bus via the front doors. The rear doors will remain closed.

Figure 18: Excerpt from Toronto Transit Commission website, October 2021

## Customer Feedback

Sample customer comments include:

*“Often times I can’t hear the narration on the bus or the driver doesn’t announce it.” – White/Caucasian male with disability, age 35-44*

*“The bus never announces the next stop anymore”- Latinx/Hispanic female with disability, age 18-24*

*“Drivers are not coming fully to the curb for embarking and dis-embarking making it VERY difficult for passengers with physical problems (arthritis/canes/crutches/injuries) to safely board and exit”, – White female with disability, age 65+*

*“Never once had anyone tried to protect me. I was literally being followed home and asked for help and was told to stop causing a scene. Y’all must be joking” – Nonbinary White/Caucasian with disability, age 25-34*

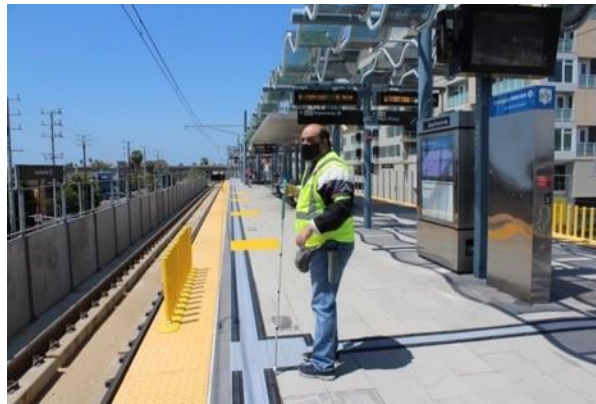
*“Almost everyone I know has been sexually harassed on the bus” - Latinx/Hispanic female, age 18-24, below poverty line*

*“...Porque no me siento segura... Si no fuera porque ay personas en el bus que me defienden, creo que ya hubieran logrado los hombres acosadores asérme daño.” “... Because I do not feel safe... If it was not for the fact that there are people on the bus who defend me, I think the men harassing would have already managed to hurt me.” – Latinx/Hispanic female, age 45-54, below poverty line*

## Recent Metro Actions

- ✓ Metro’s First Last Mile Program improved curb ramps, crosswalks, signage and wayfinding across the system.
- ✓ New Metro Micro service accommodates wheelchairs and other mobility devices and allows people without smartphones to call-in to reserve a ride.
- ✓ Videos to help educate customers about accessibility features on Metro buses and trains, wheelchair securement and other related topics.
- ✓ Participation in the annual Abilities Expo where people with disabilities can learn about their options for public transportation and other helpful transit information.

- ✓ Deployed mobile customer service centers to senior centers and customers with mobility impairments to educate them on senior and disabled TAP cards and other transit information.
- ✓ Safely Transporting All Riders, known as the STAR program, provides customers with disabilities information on safe bus and rail transit options.
- ✓ Testing of wayfinding technologies for people who are blind or visually impaired
- ✓ Disability Awareness Training sessions for all Metro employees.
- ✓ Testing of a new elevator and escalator real time remote monitoring system. The system will be able to display real time status, track performance, and automatically send Metro staff notifications of faults that may lead to breakdowns.
- ✓ Concluded a pilot test of tactile guidance at various rail stations.



*Figure 19: Tactile Paths on the E (Expo) Line Platform*

- ✓ Provided designated seating on buses for expecting mothers.
- ✓ Worked on a Gender Action Plan (GAP).

## Action Plan

Metro will:

1. Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.
2. Program real-time alerts that indicate the location of elevator or escalator breakdowns.
3. Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.
4. Test publishing GTFS “pathways” data on station entrance accessibility for people with disabilities.
5. Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.



6. In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.
7. Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.
8. Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

#### Call Out Box – Overall Assessment – Diverse Riders, Diverse Needs

This chapter just scratches the surface of the needs of women, people who identify as non-binary or transgender, and customers with disabilities. Moreover, it does not yet address the diverse needs of many other groups, such as youth riders, people who speak languages other than English, and riders who lack access to smartphones and the internet. Each year, Metro CX Plans will broaden the scope to highlight the needs of additional groups and get improvements in place. Now that the Covid pandemic has shown some signs of easing, Metro also plans to move ahead with Journey Mapping ride-along interviews with diverse customers to help prioritize efforts going forward.



# Institutionalizing Customer Experience

# Institutionalizing Customer Experience

Achieving great customer experiences can't just be a top down, rational exercise. It has to become part of every employee's culture and daily practice. Every day, employees at all levels from throughout the organization have opportunities to impact the customer experience, and they often do an amazing job. When employees are committed to serving the community and providing good experiences to customers, they are more likely to go the extra mile to make a difference. This requires a customer experience focus and culture at every level to succeed. It can't just be about doing what is easy or doing it the way it has always been done. The customer must come first, and this requires a change in mindset. Changing culture is difficult and will require a sustained effort over many years, but there's no better time to start than now.

**Call Out Box:** "Culture eats strategy for breakfast" – Peter Drucker

Institutionalizing Customer Experience also requires customer-focused design of products and services and integration of CX into organizational planning, budgeting, goal-setting, and decision-making processes.

## Recent Metro Actions

- ✓ Created a User Experience (UX) Testing administrative policy for all new or upgraded Metro products that will go into effect in 2022.
- ✓ Metro's CEO, Stephanie Wiggins implemented an organizational realignment in 2021, establishing a Chief Customer Experience Officer position that will oversee Customer Experience and Communications and Customer Care to bolster excellence in all these areas.
- ✓ Created a new interdepartmental Surprise & Delight (S&D) team to implement activities that show customers that we care and put a smile on their faces. The main CX focus is to improve service, but Metro also recognizes there are opportunities to improve our relationship with riders through kind and thoughtful gestures.
- ✓ Began to incorporate CX into the Long-Range Transportation Plan, Olympics Planning, and other planning efforts.
- ✓ As directed by Metro's CEO, Stephanie Wiggins, Incorporated CX into FY23 budget priorities.
- ✓ To keep focus and accountability for the implementation of CX initiatives, began to incorporate CX into the CAPE and IPP systems.
- ✓ Used Metro's annual Celebrating Excellence Award Ceremony to drive home customer experience themes.

## Action Plan

Metro will:

1. Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.
2. Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors, and modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.
3. Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.
4. Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.
5. Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.
6. Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.
7. Develop a comprehensive CX KPI dashboard.
8. Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.
9. Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.
10. Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

### Call Out Box – Overall Assessment – Institutionalizing Customer Experience

Metro has made lots of progress to institutionalize the CX function, and the new UX Testing Policy has the potential to be a game changer for the quality of Metro products and services. As the CX function shifts to more closely align with marketing, communications, and customer care in the coming year, it will be important to ensure that the CX scope continues to span the whole organization and provide independent assessment to keep all parts of Metro focused on customer needs.



# Acknowledgments

## Acknowledgments

This Plan was prepared by Aaron Weinstein, Metro's Executive Officer for Customer Experience, with support from the CX Team and over 150 staff from throughout the Metro organization.

*Special acknowledgement goes to Alisha Hornsby for her review of this Plan and dedication to creating a customer focused culture. Alisha, who served as a Senior Director of Talent Acquisition and has been a valuable member of the Metro family since December 2018, passed away in late 2021.*





# Acronyms

# Acronyms

ADA – Americans with Disabilities Act  
ADTN – Aging and Disability Transportation Network  
API – Application Programming Interface  
AVA – Audio Voice Announcements  
BART – Bay Area Rapid Transit  
Cal-ITP – California Integrated Travel Project  
CAPE – Comprehensive Agency-wide Performance Evaluation  
COVID-19 – Coronavirus Disease 2019  
CX – Customer Experience  
EFC – Equity Focus Communities  
FEMA – Federal Emergency Management Agency  
FTA – Federal Transit Administration  
GAP – Gender Action Plan  
GTFS – General Transit Feed Specification  
IPP – Individual Performance Plans  
KPI – Key Performance Indicator  
LADOT – Los Angeles Department of Transportation  
LEP – Limited English Proficient  
LIFE – Low-income Fare Is Easy  
MOU – Memorandum of Understanding  
NPS – Net Promoter Scores  
PATH – People Assisting the Homeless  
PSAC – Public Safety Advisory Committee  
STAR – Safely Transporting All Riders  
TAP – Transit Access Pass  
UX – User Experience





# Appendices

## Appendix A: Action Plan Summary

This Plan includes 55 Actions. Following approval of the FY23 Budget, staff will finalize scopes and schedules to get these actions implemented.

Category	Action	Lead
Cleanliness	As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Operations
Cleanliness	As part of an overall Cleaning Surge, expand “end of line” train cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.	Operations
Cleanliness	As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.	Operations
Cleanliness	As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.	Operations
Cleanliness	<p>Conduct preliminary design to renovate five aging subway stations to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including:</p> <ul style="list-style-type: none"> <li>- Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time</li> <li>- Replacement of lighting and signage</li> <li>- Replacement of benches and trash cans and increase quantities where needed</li> <li>- Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible; and</li> <li>- Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep them cleaner”</li> </ul> <p>The five stations are Civic Center, Pershing, 7th/Metro, Westlake/MacArthur Park, and Union Station (Metro areas).</p>	Operations
Cleanliness	Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.	Operations
Cleanliness	Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.	Office of the Chief of Staff
Cleanliness	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office
Cleanliness	Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.	Customer Experience Office
Cleanliness	Deploy tablets in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.	Operations
Cleanliness	Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.	Planning & Development
Cleanliness	Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.	Operations
Cleanliness	Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.	Operations
Cleanliness	Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the Transit Watch app and set goals for follow-up and response times.	Operations

Public Safety	Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro’s 2022 State legislative agenda.	Office of the Chief of Staff
Public Safety	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Public Safety	Assess opportunities to partner with other agencies to establish extended-hours, drop-in centers where Transit ambassadors and homeless outreach workers can offer to take people experiencing homelessness on Metro to access bathrooms, showers, food, and health services, like the Hub of Hope model in Philadelphia.	Customer Experience Office
Public Safety	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office
Public Safety	Pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.	Chief Safety Office
Public Safety	Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.	Chief Safety Office
Public Safety	Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.	Chief Safety Office
Public Safety	Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.	Customer Experience Office
Public Safety	Continue new bystander intervention training for customers and Metro employees.	Chief Safety Office
Public Safety	Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Office of the Chief of Staff
Bus Stop Shade and Seating	Collect countywide data on bus stop conditions to guide a multi-phase comprehensive “Shade For All” campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.	Office of the Chief of Staff
Bus Stop Shade and Seating	<p>Work with an interdepartmental Metro action team to launch the “Shade For All” Campaign, including:</p> <ul style="list-style-type: none"> <li>a. Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements.</li> <li>b. Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts.</li> <li>c. Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors.</li> <li>d. Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities.</li> <li>d. Working with cities to jointly pursue funds for sidewalk repair and accessibility.</li> <li>e. Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning.</li> <li>f. Testing of bench designs that incorporate shade.</li> </ul>	Office of the Chief of Staff
Customer Information	Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.	Customer Experience Office
Customer Information	Set up an emergency messaging system in partnership with FEMA for emergency situations.	Customer Experience Office
Customer Information	Use Metro’s new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Operations
Customer Information	Finalize a Memorandum of Understanding (MOU) with Caltrans’ California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.	Operations

Customer Information	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Customer Information	User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.	Customer Experience Office
Time Competitiveness and Connectivity	Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.	Operations
Time Competitiveness and Connectivity	Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.	Operations
Time Competitiveness and Connectivity	Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.	Operations
Time Competitiveness and Connectivity	Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.	Operations
Time Competitiveness and Connectivity	Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.	Operations
Diverse Riders, Diverse Needs	Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.	Operations
Diverse Riders, Diverse Needs	Program real-time alerts that indicate the location of elevator or escalator breakdowns.	Customer Experience Office
Diverse Riders, Diverse Needs	Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Test publishing GTFS “pathways” data on station entrance accessibility for people with disabilities.	Operations
Diverse Riders, Diverse Needs	Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.	Customer Experience Office
Institutionalizing Customer Experience	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Customer Experience Office
Institutionalizing Customer Experience	Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors, and modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.	Chief People Office
Institutionalizing Customer Experience	Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.	Chief People Office
Institutionalizing Customer Experience	Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.	Strategic Financial Management

Institutionalizing Customer Experience	Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.	Planning & Development
Institutionalizing Customer Experience	Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.	Customer Experience Office
Institutionalizing Customer Experience	Develop a comprehensive CX KPI dashboard.	Customer Experience Office
Institutionalizing Customer Experience	Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.	Customer Experience Office
Institutionalizing Customer Experience	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office
Institutionalizing Customer Experience	Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.	Customer Experience Office

## Appendix B: Status of Previous CX Action Items

The Table below provides a progress report on 69 Action Items that come from the Previous CX Plan and subsequent budget actions.

Previous Action Item	Status	Future tracking?	New, Related Action Items	Lead
Seven new auto-scrubbers for Facilities Maintenance. Includes three ride-on units for Pershing Square, 7th Metro, Wilshire/Vermont stations, and four walk-behind scrubbers for Union, Westlake, Universal, North Hollywood	10 new auto scrubbers were received on August 30 and are in service, assigned to hotspot locations along the B/D (Red/Purple) Lines. Purchased 10 new standard walk-behind scrubbers in lieu of 7 as there was a quick procurement turnaround and the ride-on scrubbers would have caused major delays.	Completed		Operations
Six-month midday bus layover cleaning pilot at Terminal 28 and Maple Lot	The cleaning of buses at layovers began in mid- August, as scheduled. During the first month, service attendants removed over 5,000 pieces or piles of trash, cleaned up over 150 spills, and removed over 400 incidences of graffiti on 2,200 buses at Terminal 28. Pilot test expanded to a second location - Maple Lot - in October.	Completed	As part of an overall Cleaning Surge proposal, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Operations
Three-month end-of-line cleaning pilot on one rail line.	Began on Red Line in June 2021. In August, 2021, started on additional rail lines with 2 weekday shifts (1st shift is 7 am to 11 and 2nd shift is 3pm to 7 pm).	Completed	As part of an overall Cleaning Surge proposal, expand "end of line" train cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.	Operations
New equipment for Stops & Zones to improve efficiency and maximize existing staff time. Also includes the cost of six tablets to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.	Metro Clean received three pickup trucks for the pressure washing tasks. Pressure washers and trucks arrived the first week of November. Recruited new staff.  Bus stop evaluation program and hardware is still pending.	In Progress/Continue to track		Operations
OMB to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all 2020 Customer Experience Plan recommendations into the FY22 Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.	OMB incorporated a CX KPI into the CAPE for each department responsible for CX action items. The KPI will be: "Assigned CX Plan action items are On Track or Completed." CX will provide OMB with status reports for each of these departments each quarter so that a CAPE score can be computed.	Completed		Strategic Financial Management



<p>HC&amp;D to work with the Executive Officer for Customer Experience to ensure that all 2020 Customer Experience Plan recommendations are incorporated into FY22 Individual Performance Plans (IPPs).</p>	<p>Mandatory Goal 2.3 has been added to all FY22 Start-of-Year IPPs: "Metro will support a customer-centric culture where exceptional experiences are created at every opportunity for both internal and external customers."</p>	<p>Completed</p>		<p>Chief People Office</p>
<p>Metro to adopt modern user experience testing and set customer acceptance standards to ensure new and upgraded products and services improve the customer experience. By June 30, 2021, the Executive Officer for Customer Experience will inventory major customer facing initiatives – current and future, and work with the Chief Policy Officer to establish policies to and procedures to implement this recommendation.</p>	<p>User Experience (UX) Testing Policy adopted. Slated to go into effect in 2022. Procurement of UX testing services underway.</p>	<p>Completed</p>	<p>Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.</p>	<p>Customer Experience Office</p>
<p>As the COVID-19 pandemic eases and revenues bounce back, Metro's Office of Management and Budget (OMB) to ensure that all customer experience improvements in this Plan are considered for funding.</p>	<p>Completed for the FY22 budget. \$61.9 M for Customer Experience improvements was included.</p>	<p>Completed</p>		<p>Strategic Financial Management</p>
<p>Digital Alerts - A robust system to enable riders to receive customized service and emergency alerts through text messages and other channels, to deliver on commitments in response to Board Motion 39. (note: nonlabor cost only; this assumes authorization of two new positions: CRM Manager and Content Marketer).</p>	<p>Metro Marketing will solicit proposals from technology companies for an opt-in, automated, real-time system to communicate to customers information about delays and other issues. The information would be customized to each rider based on the routes and times they ride, and through web, SMS text, email, and smartphone push notifications. In the meantime, staff is exploring the Integrated Public Alert and Warning System (IPAWS) through FEMA as an additional tool for texting capabilities in major emergencies. Currently, the County and City of Los Angeles have this capability. IPAWS is a good solution for emergency communications as it is geo-based and we would not require customers to opt-in.</p>	<p>Replaced with new item/Track</p>	<p>Set up an emergency messaging system in partnership with FEMA for emergency situations.  Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.</p>	<p>Customer Experience Office</p>
<p>Conduct Annual Customer Experience Surveys</p>	<p>Contract awarded. Field work underway, with results in June 2022.</p>	<p>Completed</p>	<p>Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress to identify emerging issues.</p>	<p>Customer Experience Office</p>

"Journey Mapping" qualitative research to better understand the diverse needs of diverse riders	Detailed scope of work prepared but awaiting easing of Covid to ensure the close-contact field work required for this project (ride-alongs and interviews with customers including people with disabilities) can be conducted safely. Will incorporate into master CX Research RFP to award by Fall 2022.	In Progress/Continue to track		Customer Experience Office
Conduct employee survey to gauge progress towards developing a customer-first culture, and to assess internal customer service between departments (includes follow-up coaching/expertise for departments)	Postponed to FY24 to allow more time to follow-up on results from previous employee surveys.	In Progress/Continue to track		Chief People Office
Call Point Security Project - Blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system	Prototype testing planned for FY23.	In Progress/Continue to track		Operations
Surprise and Delight - Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1	An interdepartmental Surprise and Delight Committee was created, and meets monthly. They developed a plan and secured concurrence from Communications leadership to implement three rider surprises called Beat the Heat, Art Bus, Music Pop-ups, and one employee surprise for Bus Operator Appreciation Day that was held in March.	In Progress/Continue to track		Customer Experience Office
Development of internal reporting dashboard of CX KPIs.	This project kicked off in June 2021 and is on track.	In Progress/Continue to track		Customer Experience Office
Procure consultant services to advise Metro and to train staff on customer-centric culture	Procurement process underway. In parallel, the CX Culture Committee continues to work on culture change related to hiring, training, coaching, and recognizing employee excellence.	In Progress/Continue to track	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Customer Experience Office
FY22 Bus Service Scenario (6.5m rsh) - Potential bus frequency improvements. Incremental cost relative to FY21 (5.6m rsh)	Completed June 2021.	Completed		Operations
NextGen Scenario A/B (7.1m rsh) - Potential bus frequency improvements.	Completed September 2021, but temporarily rolled back February 2022 due to nationwide labor shortages.	In Progress/Continue to track		Operations
ATMS 2 - Replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability - this shows first two years of total investment of \$105M.	ATMS II will be resubmitted for FY23 capital budget review/approval consideration.	Replaced with new item/Track	(will be submitted as a FY23 capital project)	Operations



Bus stop improvements: 1200 additional signs with real time information for use by bus riders (e-paper)	Testing of E-Paper signs commenced December 2021.	Replaced with new item/Track	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Bus stop improvements: Metro has over 13,000 stops, and the goal is to increase the % with shelters from 24% to 60%.	Staff applied for a federal grant (RAISE) to fund 160 bus stop shelters along the Broadway Corridor. The quick-build BRT approach directed by the Board will also help expand shelters, and the City of LA Dept. of Public Works is working on a new bus stop furniture/amenities contract that may increase bus stop shelters.	Replaced with new item/Track	Work with an interdepartmental Metro action team to launch the "Shade For All" Campaign... (Abbreviated, See <a href="#">Appendix A</a> )	Office of the Chief of Staff
Bus stop improvements: Seats and solar lights attached to bus stop posts	Stops and Zones piloted units from three different solar vendors, who provided free demonstrations for Metro. Solar lighting was found to offer cost and environmental benefits but did not provide adequate lighting for security purposes, so staff are shifting the approach to utilize energy-saving conventional lighting instead.	Replaced with new item/Track	Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Office of the Chief of Staff
Production of collateral for print and digital media for the Better Bus Initiative	Done	Completed		Customer Experience Office
Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit for consideration in the FY22 budget.	Done	Completed		Operations
OMB to establish a process for budget flexibility to move funding between categories (e.g. between authorized headcount, overtime and hiring bonuses) and to more nimbly add service as needed mid-year to meet ridership demand. This is especially important due to uncertainty about the pace of ridership restoration post-COVID-19.	Done	Completed		Strategic Financial Management
Metro Marketing and OEI to work with Customer Care to implement a short-term pilot program that quickly identifies customers impacted by a missed run or pass-up in real time, and offers them in real time a free ride code for an on-demand shared ride service. This should also meet the needs of people with disabilities, possibly through Access Services. This will help customers get where they are going on time, and show them that Metro truly cares about their well-being.	Program not viable at this time due to ridehail driver supply issues. Staff has decided to put this project on the shelf and refocus on solving underlying missed assignment and passup issues.	Cancelled		Customer Experience Office

Metro’s Bus Operator Task Force to develop options and recommendations for ways to meet the 1% cancelled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include:

- o Fast track hiring for licensed commercial drivers and former and current transit agency bus operators, and flexibility to hire them directly into full time positions
- o Bus operator applicants being able to shadow a bus operator for a day to see what the job entails
- o Continuous mentorship of bus operators for the first year, beyond the current three-week period, to improve retention
- o Possible milestone bonuses to boost retention (e.g. after two years of service)
- o Reevaluation of shift bidding and work rules to provide as much latitude as possible to more finely tailor extra board assignments to days and locations where the need is expected to be greatest based on historical patterns. The goal is to provide as much flexibility as possible to fill potential Missed Assignments on short notice when needed to avoid a missed run
- o Evaluation of improvements in working conditions to give bus operators the support they need for work/life balance
- o Evaluation of pooling some extra boards across divisions (which may require cross-training on different bus equipment and different routes), borrowing from rail extra boards or operations supervisors who have recent bus operating experience, or allowing part-time operators to cover assignments on short notice when there are no other options to avoid a cancelled assignment
- o Considering use of technology to give division markup staff more tools to fill assignments at the last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered

The task force implemented many initiatives to boost hiring and retention, including the employee referral program that provides Metro employees bonuses for referrals of new bus operators, and hiring bonuses for the new hires.

Completed

Operations

The Better Bus Stops working group to work with Metro Bus Operations and Metro Stops and Zones to identify locations where inadequate lighting causes pass-ups, and provide recommendations on incentivizing municipalities to add lighting (or push-button beacons as used by Big Blue Bus in Santa Monica).

Stops and Zones piloted units from three different solar vendors, who have provided free demonstrations for Metro. Solar lighting was found to offer cost and environmental benefits but did not provide adequate lighting for security purposes, so staff are shifting the approach to utilize energy-saving conventional lighting instead.

Replaced with new item/Track

Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.

Operations

<p>Develop a plan for divisions to communicate revised pass-up procedures with each bus operator multiple times when COVID-19 dissipates, and confirm that each bus operator understands what is expected.</p>	<p>Operations indicates that this has not materialized as a problem. Pass up procedures are addressed in the Metro Operator Rulebook &amp; SOPs. Operators are required to use good judgement and common sense and must never refuse service or pass up customers any bus stops unless there is a safety issue. If there is a safety issue then the Operator must immediately contact BOC. Additionally, all customer complaints are investigated on daily basis. We have specific procedures for investigating pass-up complaints. The digital video download (DVR) is ordered for each complaint. The Operator is always interviewed. If the division management team is able substantiate the complaint, then the Operator's record is assessed for progressive discipline.</p>	<p>Completed</p>	<p>Operations</p>
<p>The Real-time Information Team to develop a charter and clearly identify scope of work, schedule, budget, and roles and responsibilities to provide high-quality real-time information and predictions to Metro riders.</p>	<p>Done</p>	<p>Completed</p>	<p>Operations</p>
<p>The Real-time Information Team to develop a comprehensive set of metrics for monitoring major points of failure (including hardware, software, communication, and operating procedure issues), a plan for monitoring the metrics, and a procedure for escalating issues that cannot be quickly solved by the team members.</p>	<p>Comprehensive metrics will be put into place as Metro rolls out improved real time information feeds in 2022.</p> <p>- A new cancellation format was developed by Metro and is now being used by Swiftly.</p> <p>Detours v. Stop Closures</p> <p>- Detours and Stop Closures are not currently incorporated in the real time API feed.</p> <p>- These also need to be incorporated in the Real time API. Metro is currently reviewing two different feeds, detour API and stop closure API, to determine what to use to make predictions.</p>	<p>In Progress/Continue to track</p>	<p>Operations</p>
<p>Metro ITS to release a real-time vehicle position Application Programming Interface (API) feed compliant with the GTFS RT standard to help third-party apps and websites accurately predict Metro bus and train arrivals.</p>	<p>Finalizing/refining GTFS-RT feed.</p>	<p>In Progress/Continue to track</p>	<p>Operations</p>

Address operational changes that can occur such as detours and missed runs, the Real-time Information Team to work with Operations to develop required internal work flows and release a more accurate alerts API feed compliant with the GTFS RT standard, and incorporate delay advisories prominently on the Metro website, apps, and real-time information digital displays.	Work flows modified to allow cancellations/missed runs to be identified in a unified, structured manner in HASTUS, and automatically published to BOC and management. Incorporating detours is still a work in progress.	Replaced with new item/Track	Finalize a Memorandum of Understanding (MOU) with Caltrans' California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.  Use Metro's new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Operations
Improve dissemination of real time information, OEI, Countywide Planning, and Stops and Zones to test lower cost "e-paper" displays operated by solar panels, similar to what is currently being tested in London and Big Blue Bus in Santa Monica.	Pilot test successful.	Completed	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Marketing and Research to study technology habits of Metro riders and evaluate options to disseminate real-time information, including to riders without smartphones and people with disabilities.	Done	Completed		Customer Experience Office
As part of the FY22 budget development, Metro Operations and OMB to update the rollout schedule for the NextGen phases based on ridership and revenue trends.	Done	Completed		Operations
The Better Bus Stop working group to finalize a system for prioritizing which bus stops receive amenities first, based on Equity Focus Communities, weekday bus boardings, wait time, urban heat, high collision areas, and the presence of schools, senior centers and other public facilities. The criteria will be developed in partnership with cities in the Metro service area.	Completed within City of Los Angeles.	Completed		Customer Experience Office
The Better Bus Stop working group, in consultation with subregional stakeholders, to recommend bus stop improvements for potential inclusion in local return project plans and uses.	The Better Bus Funding strategy was approved by the board in Spring of 2021.	Replaced with new item/Track	Work with an interdepartmental Metro action team to launch the "Shade For All" Campaign... (Abbreviated, See <a href="#">Appendix A</a> )	Office of the Chief of Staff

Metro Real Estate to finalize an agreement to dedicate a portion of possible new digital billboard revenue to fund bus stop improvements.	Expecting to finalize in 2022, after which the CEQA process will begin.	Completed		Planning & Development
Metro's OEI, Countywide Planning, Service Planning, and Office of Management and Budget to work with external fund sources, including local jurisdiction street furniture/advertising contracts, to develop a funding plan to provide seating and shade for at least 60% of Metro bus stops, along with low-cost solar lighting, new bus signs, real-time information, and low-cost seating.	The Better Bus Funding strategy was approved by the Board in Spring of 2021.	Completed	Work with an interdepartmental Metro action team to launch the "Shade For All" Campaign... (Abbreviated, See <a href="#">Appendix A</a> )	Office of the Chief of Staff
Stops and Zones and Community Relations to work with municipalities to test inviting neighborhoods and businesses to adopt bus stops, as done in other cities.	Postponed due to staffing constraints. Currently identifying pilot areas and securing staff resources to begin planning and implementation.	Replaced with new item/Track	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office
The Better Bus Stops working group, Stops and Zones, Customer Relations, and Community Relations to work with the City of LA and at least two other cities in the Metro service area to formalize policies and procedures to keep bus stop areas clean, to address homelessness, and to develop a system to invite bus riders to report bus stop issues.	Discussions held with several cities. Developed two new initiatives to address bus stop conditions.	Replaced with new item/Track	Metro will explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.  Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.	Office of the Chief of Staff  Customer Experience Office
As part of the midyear budget process, OMB to revisit local programming budget limits that discourage LIFE program growth.	Major enhancements have been made to expand access to the LIFE program.	Completed		Strategic Financial Management
OEI to organize focus groups or phone interviews with cash-paying and non-smartphone transit riders to better assess their needs and inform the LIFE discount campaign.	The effort has been on hold pending easing of COVID restrictions to allow interviews to be conducted in the field, and has been superseded by the major LIFE program improvements that have been made.	Replaced with new item/Track	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office
LIFE program to work with Metro Marketing, Customer Care, and municipal transit agencies and other TAP partners to review procedures and eligibility requirements, such as a government issued photo ID requirement, and further improve the ease of applying. This review should also evaluate ways to enable quick third-party validation of eligibility based on eligibility for other government aid programs.	Major enhancements have been made to expand access to the LIFE program.	Completed		Strategic Financial Management

Metro Marketing to launch a new campaign to publicize LIFE discounts and the easier application process.

Implemented public education campaign including:

- o Ethnic and hyper-focused local media (print, radio, online banners)
- o Utilization of Metro's digital and static assets.
- o Dissemination of informational materials
- o Publicizing improved LIFE Program features:
  - Customer does not need a TAP card when applying for LIFE and can request for a TAP card on the LIFE application
  - Customer does not need proof of income and can self-certify

Completed

Customer Experience Office

TAP to prepare a strategy and expedited schedule to power third-party payment.

TAP has completed development of a payment mechanism so other mobility apps can use TAP as a form of payment for related first/last mile services. TAP will be offered as an option in the payment gateway of outside apps that are related to mobility. Two partners are already signed up and are now in development on the partner's side: Blue LA (Electric Vehicle Car Sharing) and Curbed (taxi service). We are currently in final negotiations with Bird and Uber. Customers fill out a TAP account one time and will be enabled to purchase outside mobility fares with their TAP accounts using Stored Value. The customers can then also use their phones to seamlessly TAP and board on 26 transit systems, including Metro. TAP is already integrated with Metro Bikeshare, Metro Micro and the LIFE low-income program. In terms of equity, cash payment for customers that don't have bank accounts is made possible in the TAP app through the PayNearMe services that are available in over 1000 stores in LA.

Completed

Strategic Financial Management

TAP to seek authorization to distribute at least 100,000 additional free cards to areas with low TAP use, and consider new incentives to use TAP instead of cash. Additionally, it is recommended that Metro have ambassadors with iPads assist riders in low TAP use areas with registering their TAP cards so that users enjoy balance protection, gain a sense of ownership of their TAP card, and get familiar with the convenient [taptogo.net](http://taptogo.net) website.

LIFE tap cards were distributed as a part of the LIFE promotional campaign leading up to the January 10th, 2022 resumption in fare collection (per Motion 40, 2021). Multiple steps are being taken to expand access to TAP, LIFE, and FSI discounts.

Completed

Strategic Financial Management

<p>The Better Bus team in conjunction with the City of LA to finalize the next round of bus-only lane improvements to continue the momentum from successes in 2020.</p>	<p>Eight bus lanes have been completed to date, and more are on the way.</p>	<p>Completed</p>	<p>Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.</p>	<p>Operations</p>
<p>While Metro cannot guarantee social distancing on all routes at all times, Metro will introduce a new service configuration in December 2020 that is expected to increase social distancing on targeted bus routes during the COVID-19 pandemic. This is expected to reduce the 10% of bus runs that exceed the temporary average daily load factor measure of 0.75 (a temporary change from the usual 1.3 standard due to COVID-19) to 3% or less based on current ridership levels.</p>	<p>The February 2022 service adjustments sharply reduced cancellations, thereby reducing crowding on subsequent buses. As ridership returns, however, adherence to load factor standards will become important again.</p>	<p>Completed</p>		<p>Operations</p>
<p>Metro Operations to engage a research center or consultant to conduct best practices research on headway management, and consider pilot testing headway management along Tier I service in 2022.</p>	<p>Technical proposal from consultant accepted and kick off meeting held Oct 2021.</p>	<p>Completed</p>		<p>Operations</p>
<p>Metro SSLE and Marketing to jointly set an ambitious goal for Metro Transit Watch market penetration. It is also recommended that, in addition to promoting the Metro Transit Watch app, communication campaigns widely publicize the 213-788-2777 text number (for people with phones that do not accommodate apps).</p>	<p>Set a goal for campaigns to generate at least 5,000 downloads per month. Bus bench ads included in the campaign to promote the text number for those without smartphones.</p>	<p>Replaced with new item/Track</p>	<p>Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.</p>	<p>Customer Experience Office</p>



<p>Metro Government Relations to initiate work with other transit agencies in California to request that a portion of existing and new sources of local, regional, and State homelessness funding be earmarked for transit homeless outreach teams, housing and services.</p>	<p>There are record amounts of funding for homeless and housing assistance in the state budget. The funding can be accessed through the cities and counties as well as through state agencies grant processes. Strategy needs to be continued to be developed to engage with LA County Board of Supervisors and City of LA in allocating funds specifically to transit. Additional advocacy efforts include – regularly briefing LA delegation and state leadership on ongoing homelessness needs of LA County and its effect on Metro’s system. Metro GR department has communicated overall agency priorities for state funding. This funding request for state investments includes investments in homelessness response efforts. LA County stands to receive a considerable amount of funding based on need. Metro GR is engaged regularly in a statewide transit coalition (California Transit Association) where the priorities for state funding for homelessness response and outreach for transit are being advanced.</p>	<p>Replaced with new item/Track</p>	<p>Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro’s 2022 State legislative agenda.</p>	<p>Office of the Chief of Staff</p>
<p>Metro to pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.</p>	<p>Target launch date February 2023, following installation of requisite equipment.</p>	<p>In Progress/Continue to track</p>		<p>Chief Safety Office</p>
<p>Metro Community Relations to initiate work with local and regional partners to provide more shelter and housing to help Metro towards reducing homelessness on the system by at least 50%.</p>	<p>Community Relations has been working with SSLE to increase coordination. Community Relations is in the process of securing additional staff resources to assist. Organizational realignment under new Customer Experience Cabinet Office will provide additional opportunities to collaborate.</p>	<p>In Progress/Continue to track</p>	<p>Double the deployment of homeless outreach workers and clinicians in the Metro system.</p>	<p>Customer Experience Office</p>

SSLE to expand and enhance homeless outreach teams including on-call nursing, mental health and addiction services. Supplements the \$5M for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services in SSLE's Cost Center. \$2M for short-term shelter for people experiencing homelessness on the Metro system, per Motion 26.2.	Metro's homeless outreach team provider, PATH, was unable to hire the additional staff last Spring, however Metro and PATH did put into place 80 beds dedicated for people intercepted on Metro who need shelter.  The PATH program will transition to Customer Care with the new organizational realignment, and the MOU for the 80 beds will be extended through June 2022.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.  Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Per Board Motion 26.2, 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.	Per the September 2021 organizational realignment, the Ambassador program will be overseen by the Customer Care Department, which is in the new Customer Experience Office. PSAC provided recommendations to guide the ambassador program, and staff expect to award contracts and initiate the program by the end of 2022.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office
Per Motion 26.2, \$3 million for pilot homelessness strategies to be recommended by PSAC.	\$1.4 million committed to extension of 80 beds through June 2022	In Progress/Continue to track	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Per Motion 26.2, \$3 million for pilot safety strategies on board buses to be recommended by PSAC.	Metro will use a portion of the funds to improve lighting at bus stops, and a portion to improve safety for bus operators and other Metro employees.	In Progress/Continue to track		Office of the Chief of Staff
Test using unarmed security ambassadors to fill gaps in terminus station assistance and intercede with people who are experiencing homelessness on Metro to get them the help they need.	Will be merged with the broader ambassador program.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.  Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Homeless counts - Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	Two counts were conducted in 2021, a detailed count in January that noted specific conditions or behaviors of each individual, and a less specific count in August. A third count was conducted in 2022.	Completed		Customer Experience Office
Metro Operations to evaluate opportunities and funding requirements to provide facilities and equipment to enhance the productivity, working conditions, and effectiveness of custodians and service attendants.	Review completed.	Completed		Operations

<p>Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.</p>	<p>This is an ongoing exercise. Real Estate works closely with Operation and Security and Community Relations on an ongoing basis and submits Board boxes.</p>	<p>Completed</p>	<p>Planning &amp; Development</p>	
<p>Metro Operations and System Security and Law Enforcement (SSLE) to implement an elevator attendant pilot program similar to the successful program at BART to deter crime, human waste and drug use in elevators, and make them safe and pleasant for seniors, people with disabilities, travelers with luggage, and others.</p>	<p>Staff plan to first pursue lower cost opportunities to improve elevator conditions, specifically installation of cameras on elevators to deter misuse. Staff is also exploring options to increase the number of restrooms on the system, and incorporated elevator attendants into the scope of work that proposers can respond to in the upcoming Ambassador Program RFP. The elevator attendant program would only have covered two stations, whereas the alternate approaches will offer broader coverage.</p>	<p>Replaced with new item/Track</p>	<p>Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.</p> <p>Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.</p> <p>Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.</p>	<p>Planning &amp; Development, Operations, Customer Experience Office</p>
<p>Metro Operations to resume vinyl seat transition.</p>	<p>Vinyl seat transition resumed Spring 2021.</p>	<p>Completed</p>	<p>Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.</p>	<p>Operations</p>
<p>OEI to work with Operations to test odor meters for station inspections, with an emphasis on elevators, escalators, stairwells, bus stops, and other areas where urination or defecation tend to occur. If this turns out to be viable, odor meters would help Metro track progress on this important aspect of the customer experience.</p>	<p>Staff conducted industry review of available odor measurement equipment and selected device.</p>	<p>Completed</p>	<p>Office of Innovation</p>	
<p>Metro Operations to consider proposal to fill gaps in end of line cleaning, and cover every rail terminus during all hours of service, for consideration in the FY23 budget.</p>	<p>Done.</p>	<p>Completed</p>	<p>As part of an overall Cleaning Surge proposal, expand “end of line” train cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.</p>	<p>Operations</p>

Metro Operations to develop a scope, cost estimate for consideration in the FY23 budget, and pros and cons related to increasing custodial staff and materials for:

- o Staff quick wipe-downs at selected mid-line train stations during less-crowded times, where service attendants could quickly board the train, wipe down selected surfaces, soak up liquid spills, pick up trash, and address biohazards reported by customers or employees, riding the train a few stops when necessary to avoid any holdup to service. This technique would be highly visible to customers and help demonstrate that Metro cares about cleanliness. It is recommended that Metro Operations gather information from other agencies that have implemented mid-line cleaning, including BART.

Met with BART to get information about their mid-line cleaning program (which was on pause due to COVID). For the near term, Metro is focusing resources on end-of-line cleanup. While cleaning at the end of the line is not as visible to as many customers, the end-of-line cleaning is the most efficient and effective and safe location because the trains are berthed there much longer and it lets the service attendants clean the cars while they are empty and not in motion.

Completed

Operations

HC&D, Communications, and the Customer Experience Office to consider designating occasional days when employees who ride Metro could consider volunteering to pick up garbage they see during their ride. Metro could provide PPE, garbage bags with a Metro logo, and gloves. This would be a great way for employees at all levels to pitch in to keep Metro clean, compliment Metro Marketing's We're Here for You campaign, and show customers that we care. (subject to discussion with Metro labor representatives).

Will wait for further easing of the COVID-19 pandemic before moving forward with this.

Not yet started/Continue to track

Chief People Office

BACK PAGE

Stephanie N. Wiggins  
Metro Chief Executive Officer

Metro Board of Directors 2022

Hilda L. Solis, Chair, Los Angeles County Supervisor, First Supervisorial District

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Sheila Kuehl, Los Angeles County Supervisor, Third Supervisorial District

Holly Mitchell, Los Angeles County Supervisor, Second Supervisorial District

Tim Sandoval, Mayor, City of Pomona

Tony Tavares, Caltrans District 7 Director, Non-Voting Member Appointed by the Governor of California



Board Report

File #: 2022-0153, File Type: Informational Report

Agenda Number: 15.

**FINANCE, BUDGET, AND AUDIT COMMITTEE  
APRIL 20, 2022  
OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: FISCAL YEAR 2023 BUDGET DEVELOPMENT STATUS UPDATE  
ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the Fiscal Year 2023 (FY23) Budget Development Status Update.

**ISSUE**

This is the third in a series of monthly updates to the Board on the FY23 Budget development process, culminating in a planned May 2022 Board Adoption.

**BACKGROUND**

This update highlights the following:

- A. Equitable Zero-Based Budgeting (EZBB) Cost Control
- B. People First: Quality Investments
- C. Metro Transit Program (Service Plan, Boardings, Fare, and Budget)
- D. Budget for Congestion Management, General Planning & Programming and Oversight & Admin Programs
- E. Early, Improved & Expanded Public Engagement Update

**DISCUSSION**

**A. Equitable Zero-Based Budgeting (EZBB) Cost Control**

As Los Angeles County emerges from the COVID-19 pandemic and Metro Operations gears up to welcome back riders, we are preparing to open two new rail services as well as restoring bus service back to pre-pandemic levels. Funding for FY23 Metro Transit Operation program preliminary budget relies heavily on the last of one-time Federal Stimulus Funds, American Rescue Plan Act (ARPA).

Recent inflationary cost trends impact on Metro’s expense continues to grow as Metro starts to operate new rail lines, addresses labor shortage, and absorbs supply chain logistic issues in operations. Additionally, new and improved initiatives implemented during the pandemic such as

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cleaning, public safety outreach, Metro Micro, expanded Low Income Fare is Easy (LIFE) enrollment, and Fareless System Initiative (FSI) programs will continue and add more operating cost. The disparity between the loss of ARPA funding and the slower growth pace of local sales tax and fare revenues results in a projected affordability gap starting in FY24 and widening in FY25.

Metro is weighing and developing mitigation strategies to address this near-term affordability gap which led Metro to embark upon the Equitable Zero-Based Budget (EZBB) process for FY23. The goal of EZBB is to ensure tight cost control by identifying and addressing the root causes of cost growth and prioritizing projects and programs with a clear focus on equity and customer experience. The EZBB process will be continued in future years to support our cost mitigation efforts and to achieve a sustainable financial future for Metro. For further information on this, please refer to Attachment A.

The EZBB process in FY23 serves as the overall cost control management tool. It started with the creation of Task Forces to evaluate and address key near-term findings. The Task Forces are comprised of multi-departmental leadership level staff to evaluate the following:

- Bus and Rail Cost - Review cost allocation approach; breaking down controllable direct and indirect cost items. Explore Bus and Rail cost reduction opportunities at itemized detailed levels and proposing updated plans.
- Optimal Service Design - More than focusing on quantity of service, explore solution to provide optimal service to improve speed and reliability, adding more miles to each hour of revenue service. Advancing the quality of customer experience.
- Capital Cost Mitigation - Consider phased life cycle capital development costs from planning to pre-revenue and operation. Research best practice for capturing Pre-Revenue cost. Propose soft cost control policy, evaluate Metro staff vs. consultant staffing models, review design criteria, and assess alternative delivery methodology. Produce fiscally responsible and transparent reporting.

We will continue to pursue additional grant and funding opportunities. With each step of task force evaluation, Staff will inform the Board of schedule and affordability impacts while discussing tradeoffs and mitigation strategies.

## **B. People First: Quality Investments**

Our goals are focused on putting People First: our riders, our partners, and our employees. For Transit Operations, People first means providing high quality, frequent and reliable service to our riders. This budget incorporates the many initiatives underway to improve the quality of service under the umbrella of Customer Experience.



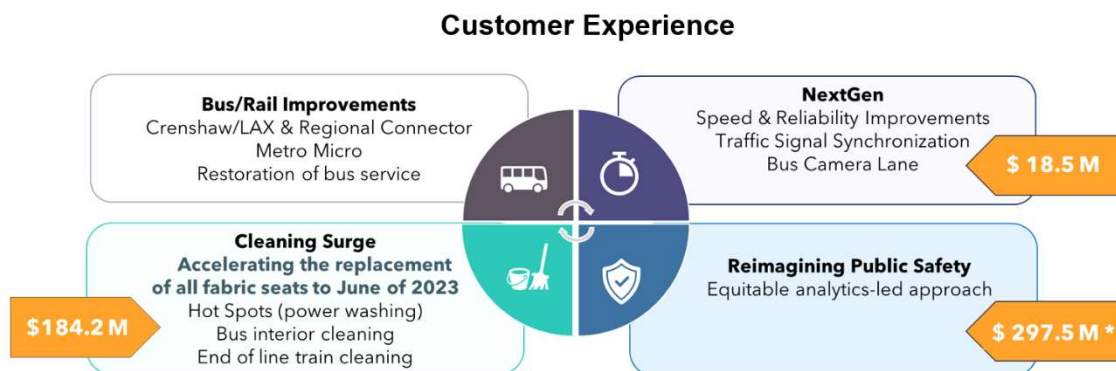
Figure 1:



The FY23 Preliminary Budget puts equity at the core of the decision making, guiding our development with the goal of improving access. The restoration of bus service and the openings of Crenshaw/LAX (K Line) and Regional Connector significantly improves access, connectivity and increases mobility options to our equity-focused communities, including one seat service across the county that minimizes transfers and reduces the time impacts on riders. These new mobility options will help reduce barriers, provide more access to opportunities, resulting in an increase in ridership.

The Customer Experience Plan (CX Plan) is comprised of programs that involve every Metro department and programs including Reimagining Public Safety, NextGen improvements to increase the efficiency and reliability of bus and rail transit, Enhanced Cleanliness programs, our LIFE program for low-income riders, and FSI student support program - our investment in the riders of the future. One major initiative being accelerated in FY23, a direct result from public feedback, is the replacement of all fabric seats throughout our system by June 2023, three years earlier than currently planned. Figure 2 below illustrates the Customer Experience umbrella.

Figure 2:



See Attachment B for details on the initiatives underway.

**C. Metro Transit Program (Service Plan, Boardings, Fare, and Budget)**

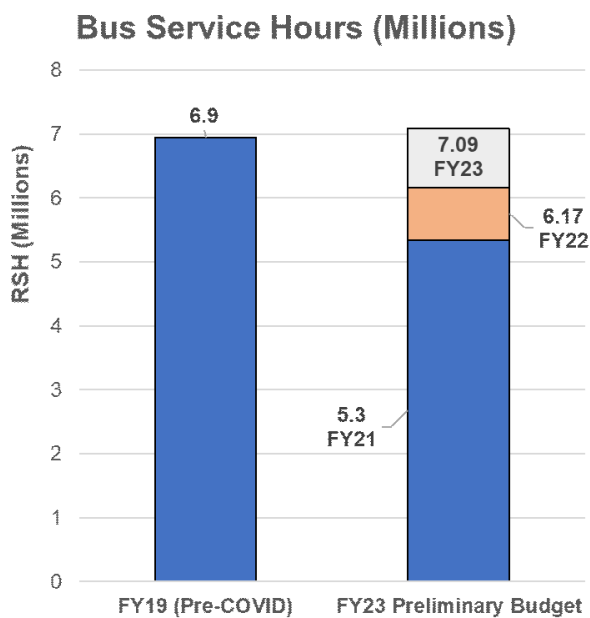
Service Plan

An essential element to the rider experience is the level of service and this budget is both restoring bus service and is adding rail service. The total bus and rail service includes 8.43 million RSHs (excluding Metro Micro RSH) which is 3.8% increase from pre-pandemic levels and a 4.5% increase over FY22 budget.

Bus

As shown in figure 3, Bus service is restored back to pre-COVID-19 level of seven million Revenue Service Hours (RSH) in FY23, a 2.1% increase from FY22 budget.

Figure 3:



Note : This chart excludes Metro Micro revenue service hours.

Rail

Metro’s Rail mobility options are expanding with the opening of two new lines: K Line (Crenshaw/LAX) Phase I and Regional Connector. Both are planned to open during the first half of FY23. As shown in figure 4 below, opening of the two new rail extensions, will increase the service to 1.34 million RSHs, a 19.4% increase over FY22 budget.

- The Crenshaw/LAX Line will extend transit service from the existing E Line (Expo Line) to, and merging with, the C Line (Green Line).
- Regional Connector will provide convenience to those already taking existing A, E, and L rail Lines (Blue, Expo, Gold). Riders will save travel time by eliminating transfers in downtown today

with a one-seat ride for traveling across Los Angeles County.  
 See figure 5 for additional track miles, stations, service hours, and updated headways with opening of Crenshaw/LAX Line (K Line) phase I and Regional Connector.

Figure 4:

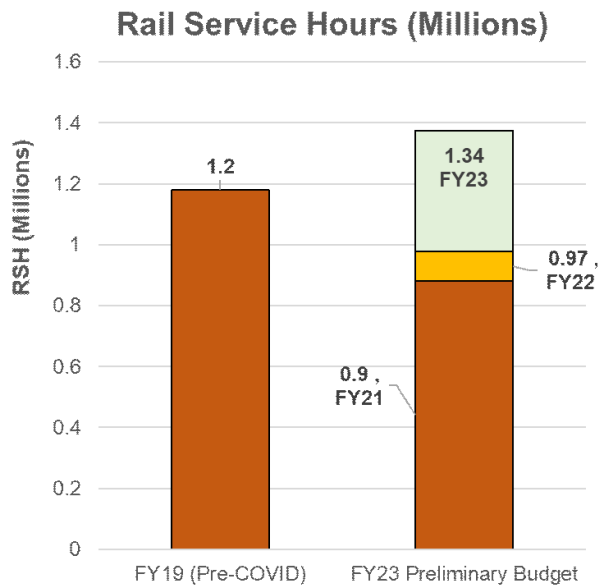


Figure 5:

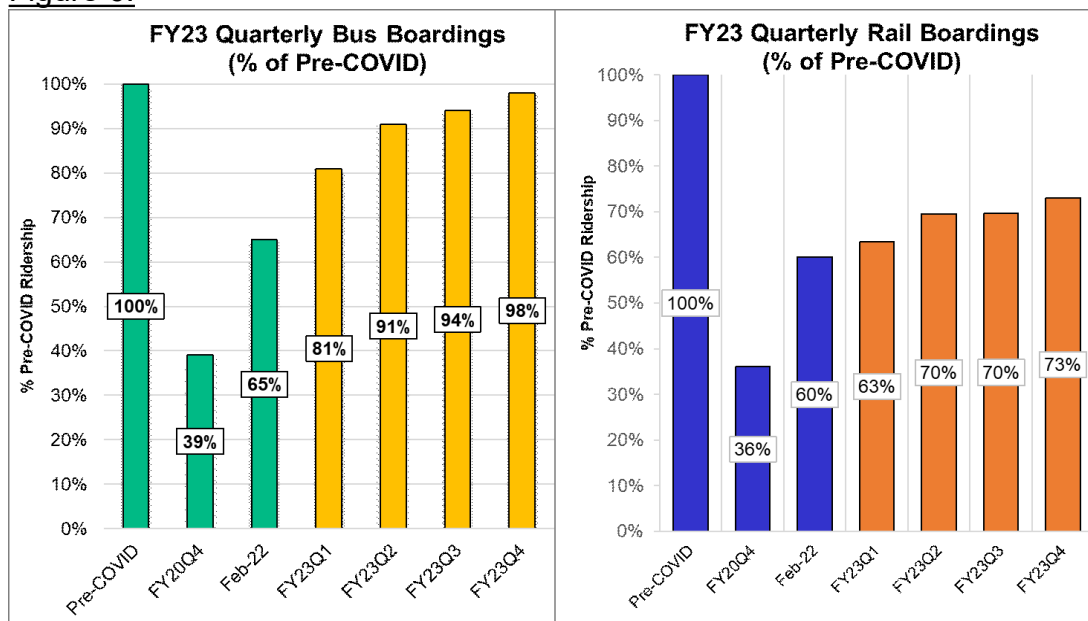
Existing Rail System	Crenshaw/LAX (K Line) Phase 1	Regional Connector
102.7 track miles	8.5 track miles	1.9 track miles
98 stations	8 new stations (7 opening in FY23)	3 new stations
1,113,807 (RSH)	58,022 (Pre-Revenue & RSH)	202,389 (pre-revenue & RSH)
8-minute headways (FY23 Q1-Q2) 6-minute headways (FY23 Q3-Q4) (Subject to ridership demand and operator availability)		

**Boardings**

With the service improvements in restoring bus service level, adding new and connected rail services, and People First quality enhancements, ridership is estimated to increase by 25% from FY22 Year end estimate for a total of 326.6 million boardings. Phase 1 of the FSI student support program so far has attracted about 20% more student boardings. By the fourth quarter of FY23, bus ridership is expected to be at 98% of pre-pandemic level and rail ridership with slower recovery is expected to be at 73% of pre-pandemic ridership level. In addition, the one seat ride connected by

Regional Connector will attract new riders, but will reduce unlinked passenger boarding counts by eliminating the need to transfer. See figure 6 below for projected FY23 Quarterly Bus and Rail Boardings as a percentage comparison to pre-pandemic ridership level.

Figure 6:



### Fare Revenue

To minimize risks for both transit operators and transit riders at the onset of the pandemic in March 2020, Metro implemented rear-door boarding on all buses and fare enforcement was suspended. In May 2020, Board Motion 36 (“Emergency Relief: Full-Price Passes”) was adopted, requiring Metro to offer full fare riders a 50% discount on transit passes once regular boarding practice resumes. In addition, in September 2021, Board Motion 40 (“Amendment to the Fareless System Initiative”) was adopted, directing Metro to double enrollment in the LIFE program and to offer an incentive of free 90-day transit passes for eligible new sign-ups.

Overall, Metro’s non-enforcement approach to fare collection stayed in place for nearly two years. When fare collection resumed on January 10th this year, the two Board Motions were simultaneously implemented. As we continue to monitor and analyze shifts in boardings and fares over the first several months of fare collection, staff will report back on the impacts of Board Motion 36 and Board Motion 40 in June 2022.

Throughout the pandemic, one-time Federal relief funding (CARES, CRRSA, ARPA) continues to supplant estimated fare revenue losses of up to \$689 million through FY23, with the remaining relief funding used for direct transit operations that also helped to ensure no Metro employees were laid off. Based on the most current information available on actual fare collection since January 10th, the FY23 Preliminary Budget will assume \$106 million for passenger fare revenues. While this is significantly more than the \$20 million collected in FY21 at the height of the pandemic, it is still almost \$150 million less than pre-pandemic fare revenues of \$260 million annually, with the funding gap

covered by ARPA in FY23. See figure 7 below on estimated fare revenues and variance.

Figure 7:

Fiscal Year	Expected Fare Revenues*	Actual/Estimated Fare Revenues	Variance	Federal Stimulus Backfill for Loss
FY19	\$302M	\$260M	(\$42M)	
FY20	\$285M	\$181M	(\$104M)	CARES
FY21	\$270M	\$20M	(\$250M)	CARES
FY22	\$257M	\$60M	(\$197M)	CRRSA
FY23	\$244M	\$106M-166M **	(\$78M-\$138M)	ARPA
<b>Total Backfill from Stimulus</b>			<b>(\$629M - \$689M)</b>	

Metro Transit Program Budget

As shown in figure 8 below, the FY23 preliminary budget estimate for Metro Transit Program is \$2.2 billion, an increase of 6.4% or \$131.7 million over FY22 budget and includes funds to support delivery of 8.7 million RSHs to operate Bus, Rail and Metro Micro services.

- Bus expenses are anticipated to increase by \$61.5 million or 5.0% from FY22 budget. This increase will support improved service levels with enhanced quality and service reliability.
- With the addition of the new rail lines, rail budget expenses are anticipated to increase by \$118.9 million or 19.0% from FY22 budget.
- Metro Micro budget is \$37.9 million and includes additional staffing and contract expenses for expansion of service by 24% to 271.4 thousand RSHs.

See further details for Bus, Rail and Metro Micro budget in Attachment C.

Figure 8:

Metro Transit (\$ in Millions)	FY22 Budget	FY23 Prelim	\$ Change	% Change	% of Total
1 Bus Total	\$1,239.1	\$1,300.7	\$ 61.5	5.0%	59.2%
2 Rail Total	627.2	746.0	118.9	19.0%	33.9%
3 Metro Micro (Microtransit)	39.1	37.9	(1.2)	-3.0%	1.7%
4 <b>Metro Transit Total</b>	<b>1,905.4</b>	<b>2,084.6</b>	<b>179.2</b>	<b>9.4%</b>	<b>94.8%</b>
5 FTA Approved Overhead Allocations	161.7	114.2	(47.6)	-29.4%	5.2%
6 <b>Grand Total</b>	<b>\$2,067.1</b>	<b>\$2,198.8</b>	<b>\$ 131.7</b>	<b>6.4%</b>	<b>100.0%</b>

## **D. Budget for Congestion Management, General Planning & Programming and Oversight & Admin**

As shown in figure 9 below, the FY23 Preliminary Budget for Metro Transit (including Metro Micro pilot project), General Planning & Programming, Congestion Management and Oversight & Admin programs totals \$2.6 billion. As the FY23 EZBB process progresses, more detail budget proposals by program are developed.

The following summarizes the changes between FY23 and FY22:

- Congestion Management totals \$136.6 million, an increase of \$33 million or 31.8%.
- General Planning & Programming program totals \$216.6 million, an increase of \$50.5 million or 30.4%.
- \$80.1 million for Oversight & Admin, a \$10.3 million or 14.7% increase from FY22.

See further details on the budget for these three programs in Attachment D.

Figure 9:

	<b>Expenditures by Program Type (\$ in Millions)</b>	<b>FY22 Budget</b>	<b>FY23 Prelim</b>	<b>\$ Change</b>	<b>% Change</b>	<b>% of Total</b>
1	Metro Transit - Operations	\$ 2,067.1	\$ 2,198.8	\$ 131.7	6.4%	26.6%
2	General Planning & Programs	166.1	216.6	50.5	30.4%	2.6%
3	Congestion Management	103.7	136.6	33.0	31.8%	1.7%
4	Oversight & Admin	69.8	80.1	10.3	14.7%	1.0%
5	<b>Total of Programs covered in April Report</b>	<b>\$ 2,406.7</b>	<b>\$ 2,632.0</b>	<b>\$ 225.4</b>	<b>9.4%</b>	<b>31.9%</b>
6	<b>Total of Programs covered in March Report</b>	<b>\$ 5,117.9</b>	<b>\$ 5,630.2</b>	<b>\$ 512.3</b>	<b>10.0%</b>	<b>68.1%</b>
7	<b>Total of April and March Reports</b>	<b>\$ 7,524.6</b>	<b>\$ 8,262.2</b>	<b>\$ 737.6</b>	<b>9.8%</b>	<b>100.0%</b>

In May, staff will provide the consolidated Agency-wide Expenses and FTEs Budget Proposal along with an update on Debt borrowing plans, which is a financing tool to help deliver essential capital projects.

## **E. Early, Improved & Expanded Public Engagement Update**

As an industry leader in equity, the CEO has helped lay the groundwork for more equitable outcomes as we incorporate the voices of our diverse community into the FY23 Budget. Per CEO direction, staff began the public engagement early, and pursued it often. As pandemic restrictions were lifted and the economy opened, staff resumed and expanded the public participation process.

The expanded outreach has been very successful in engaging the public. Metro held three Telephone Town Hall Meetings with over 11,000 participants, released a Budget Survey resulting in over 8,000 responses (compared to 1,659 last year) and over 4,100 written comments (compared to 700 last year). In addition, staff designed and launched a new budget portal (metrobudget.net) that provides updated budget information. Staff will continue public engagement efforts with expanded stakeholders outreach meetings. See Attachment E for details on our FY23 Proposed Budget Public

Engagement efforts.

### **DETERMINATION OF SAFETY IMPACT**

This recommendation will not have an impact on safety standards at Metro.

### **FINANCIAL IMPACT**

The assumptions described above are the budget planning parameters that will guide the development of the FY23 Budget. The preliminary budgets may be adjusted as more specific and updated information becomes available.

### **EQUITY PLATFORM**

This month's report focuses on Metro's Transit program and highlights operating and maintenance of Metro bus and rail services, general planning and programing, congestion management, as well as several customer experience initiatives and public safety enhancements. The Transit Operations Budget emphasizes the importance of Valuing Our People, riders, stakeholders, and employees while providing equitable, sustainable, economically productive, safe, and accessible service.

Metro engaged riders, stakeholders and the broader public early in the budget process, starting with Telephone Town Halls in September followed by a budget survey in January that was offered in Spanish and English to acquire feedback on budget priorities. The survey marketing plan utilized social media ads to capture a broad range of responses and utilized additional targeted practices to ensure a sampling of survey respondents that represents LA County's diverse residents and Metro's ridership.

Additionally, the Metro Budget Equity Assessment Tool (MBEAT) was also incorporated in the FY23 Budget development to assess budgetary requests for equity benefits, impacts and considerations.

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

Recommendation supports the following Metro Strategic Plan Goal:

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

### **NEXT STEPS**

Staff will review and finalize the FY23 Budget proposal for Board consideration of adoption and in time for the public hearing on May 18<sup>th</sup>.



**ATTACHMENTS**

Attachment A : Equitable Zero-Based Budgeting (EZBB) Cost Control

Attachment B : People First: Quality Investments

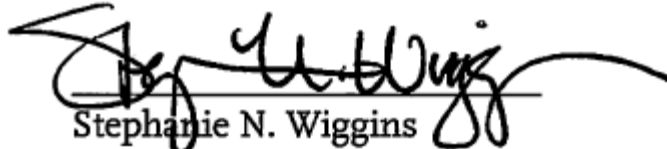
Attachment C : Metro Transit Program (Budget and Service Plan)

Attachment D : Congestion Management, General Planning & Programming, and Oversight & Admin Programs

Attachment E : Early, Improved & Expanded Public Engagement Update

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Stephanie N. Wiggins  
Chief Executive Officer

## Equitable Zero-Based Budgeting (EZBB) Cost Control

### CEO Directive: Apply EZBB to Operating Cost Control and Capital Investment



Establish highest-level Task Forces comprised of most experienced Cabinet members from Operations, Planning and Program Management



**Bus Cost:** Review cost allocation approach; explore Bus cost control and reduction opportunities by reviewing itemized details and proposing updated plan



**Rail Cost:** Review cost allocation approach; explore Rail cost control and reduction opportunities by reviewing itemized details and proposing updated plan



**Optimal Service Design:** More than focusing on quantity of service, explore solution to provide optimal service level and quality customer experience



**Capital Cost Mitigation:** Consider phased life cycle capital development cost from planning to pre-revenue and operation. Research best practice for capturing Pre-Revenue cost. Propose soft cost control policy, Metro staff vs. consultant ratio, design criteria review, alternative delivery methodology assessment, and fiscally responsible reporting.

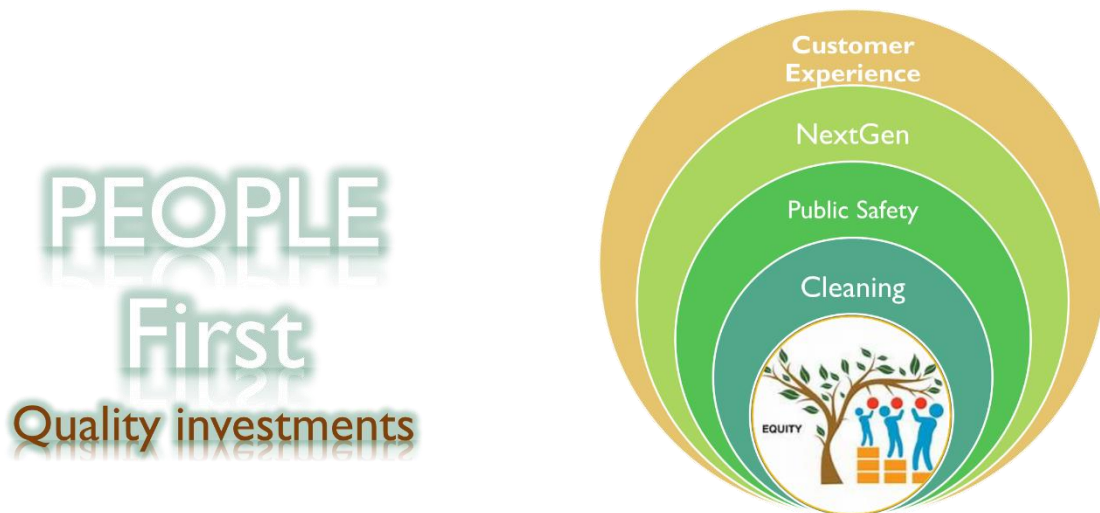


Evaluate and inform the board about schedule and affordability impact of any scope and cost increases while discussing the tradeoffs and mitigation strategies

## People First: Quality Investments

Metro's most important core focus is valuing our people: our riders, our partners, our stakeholders, our employees, residents of, and visitors to Los Angeles County. By valuing our people, we continue to make the changes that improve the quality of our current service, investments that provide for future users, and enhance the customer experience. At the core of all our focus areas is equity - looking at everything we do through an equity lens. Equity is not a result; it is the ideal at the core of our Board's policies and drives the priorities that inform and shape this budget. Our early public engagement, including the entire leadership team interacting with listeners at our Telephone Town halls, the responses and comments to our on-line budget survey, and the regular feedback we continue to receive also played a role in this budget.

The FY23 Preliminary Budget includes various initiatives underway to improve customer experience. Under the umbrella of the Customer Experience Plan (CX Plan), programs involving every Metro department include Reimagining Public Safety, NextGen improvements to increase the efficiency and reliability of bus and rail transit, Enhanced Cleanliness programs, our LIFE program for low-income riders, and FSI student support program - our investment in the riders of the future. These initiatives are all built upon the results of our engagement with the public and are included in this budget to improve the quality of our service.



### Equity

Transportation and mobility are the essential levers enabling access and improving quality of life for LA County. Metro recognizes that vast disparities exist in access to opportunities, including jobs, education, housing, community resources, friends and family – the basis of healthy communities. Metro is working to identify and implement projects and programs that seek to reduce, and ultimately eliminate disparities in access to opportunities. Through the Equitable Zero-Based Budget (EZBB) process an equity lens is applied to everything we do: starting at zero and building a fiscally responsible budget to serve as a driving force that recenters Metro to its core focuses.

The FY23 Preliminary Budget puts equity at the core of the decision making, guiding our development with the goal of improving mobility access for all in Los Angeles County. Metro's transformational change to Reimagine Public Safety and our renewed focus on the Customer Experience stems from listening to the public. Metro continues to engage the public directly and throughout the year working with our community-based organization (CBO) partners. By listening and learning, by focusing on what we hear and delivering on the promises we made to the voters of Los Angeles County; and improving our communications, Metro is committed to restoring confidence in the Metro system.

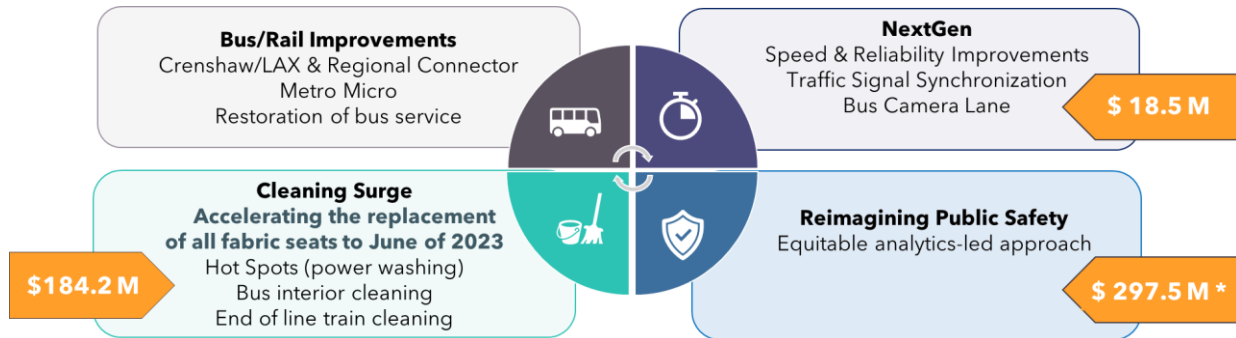
This year improving access, connectivity and system capacity is happening as we open Crenshaw/LAX (K Line) and Regional Connector, providing more mobility options to our equity-focused communities, including one seat service across the county that minimizes transfers and reduces the time impacts on riders. In addition, Metro Micro is a multi-year pilot program designed to augment ridership by giving a ride-hail option for customers when traveling in the lower density areas of the region.

Improving access does not stop at just transit options. Through development of the Room to Work program, Metro is helping unhoused individuals become job-ready, giving true access to jobs and economic mobility. Metro's continuing investment in the Transit school, providing disadvantaged youths Science, Technology, Engineering, and Mathematics (STEM)-based educational opportunities and developing the future leaders of the transportation industry. Metro is also improving access to economic opportunities, through multiple efforts that help small businesses.

All these investments demonstrate Metro's commitment to leading and partnering with others to create a more just society.

### **Customer Experience (CX)**

Customer Experience is not just the CX Plan, but a combination of many efforts throughout Metro. The Customer Experience includes Bus and Rail Transit capacity and operational improvements, Cleaning Surges reflecting comments from the public, Reimagining Public Safety a transformational change across the nation with Metro playing a leading role in our industry, and a Customer Communications strategy that provides accurate and timely information. The CX Plan lays out specific initiatives to focus our priorities and improve the rider's experience.



With Customer Experience as one of Metro’s core focus points in the FY23 Preliminary Budget, the CX Plan takes an honest look at pain points and seeks to identify concrete solutions to address those concerns.

In addition to the recently completed CX survey, the budget comments received reflected concerns centered around reliability and frequency of bus service, rail service, cleanliness, and the perceived safety of the Metro transit system. For FY23, the CX Plan focuses on five areas for improvement:

- Cleanliness
- Public Safety
- Bus Stop Shade and Seating
- Customer Information
- Time Competitiveness and Connectivity

The FY23 Preliminary Budget reflects CX Plan initiatives that add to what we already do well, improve our existing practices, or change the way we do things to enhance the customer experience. A comprehensive report on the CX Plan can be found in Board Report #2021-0774. Many of the CX Plan initiatives are included within the Transit Operations and Maintenance budget.

**Cleanliness**

The CX Plan introduces a bold program proposal called the Cleaning Surge, that entails adding additional resources to reflect the cleanliness standards Metro customers expect. The FY23 Preliminary Budget includes \$184.2 million for all cleaning efforts, including 10 roving cleaning teams. Metro is also increasing the frequency of cleaning, expanding “in-line” and mid-day bus interior cleaning, “end-of-line” cleaning on rail, station hot spots, and expanded activities at Metro’s most traveled stations and terminals.

A recurring request we heard from our customers was to remove all fabric seats for vinyl seats throughout our system. Our original plan was to complete this by FY24, and we are accelerating this by one year to be completed in FY23.

The table below summarizes the FY23 Preliminary Cleaning Budget.

Area (\$ in millions)	FY22	FY23	Change	% Change	FY22	FY23	\$ Change	% Change
	FTE	FTE			Budget	Preliminary		
Buses	366	388	22	6%	\$ 0.6	\$ 1.1	\$ 0.4	71%
Trains	141	163	22	16%	0.2	0.3	0.2	114%
Facilities	110	110	-	0%	55.3	58.6	3.3	6%
Stations	206	216	10	5%	1.6	1.8	0.2	11%
Stops	23	23	-	0%	0.3	0.4	0.1	22%
Station Evaluation	-	2	2	100%	-	0.4	0.4	100%
<b>Totals</b>	<b>846</b>	<b>902</b>	<b>56</b>	<b>7%</b>	<b>\$58.1</b>	<b>\$ 62.6</b>	<b>\$ 4.5</b>	<b>8%</b>
Labor Costs					\$110.8	\$ 121.6	10.8	10%
Cleaning Budget					\$168.9	\$ 184.2	\$ 15.3	9%

### Reimagine Public Safety

Improving public safety on our system is another common theme across all public comments. Metro responded with the establishment of the Public Safety Advisory Committee (PSAC) to work in partnership and develop a community-based approach to public safety on the transit system. The result is our competitive game plan for transformational change to public safety: the Reimagining Public Safety Framework that aligns operations to the needs of the public through intentional and equity-driven public safety initiatives.

The FY23 Preliminary Budget includes an estimated \$297.6 million, an increase of almost 13% over FY22, in public safety investments that include the Reimagine Public Safety initiatives. The table below details the investments:

Reimagine Public Safety	FY22	FY23	\$ Change	% Change
	Budget	Preliminary		
Accountability & Transparency	\$ 0.1	\$ 1.2	\$ 1.1	1137%
Communications & Public Education	0.2	0.4	0.2	147%
Resource Deployment	216.3	225.3	9.0	4%
Transit Ambassadors	20.0	40.0	20.0	100%
Homeless Outreach	10.7	15.3	4.6	43%
Security Design	13.4	10.4	(3.0)	-22%
Tools & Technology	3.0	4.1	1.1	38%
Training & Procedures	0.1	1.0	0.9	953%
<b>Reimagine Public Safety Budget</b>	<b>\$ 263.7</b>	<b>\$ 297.6</b>	<b>\$ 33.9</b>	<b>12.9%</b>

All Reimagine Public Safety initiatives are prioritized in the FY23 budget. The following are some key areas to highlight:

- Transit Ambassadors program is doubling
- Homeless Outreach, including mental health assistance growing almost 50%
- Addition of 15 Unarmed Security Officers
- Body Worn Video (BWV) for Metro Transit Security
- Call Points (Security Blue Light Call Boxes)

### Homeless Outreach Initiatives

One layer in Metro's overall public safety involves refining Metro's homelessness outreach and engagement efforts. Like transit agencies across the nation, Metro faces a situation, largely out of our direct control, that impacts our system. The growth in the number of unhoused seeking shelter on our system, coupled with individuals experiencing cognitive crisis, serves as one of the top impediments to our ability to retain and grow discretionary ridership on the Metro system and significantly impacts the rider customer experience. Metro recognizes the growing need for homeless outreach and mental health resources to respond to individuals in need on our system and we continue to partner with the County's multidisciplinary homeless outreach teams.

The FY23 Preliminary Budget not only reflects our continued efforts and commitments in partnering with the County, but also includes additional new and expanded efforts. This year, Metro is developing a new program, Room to Work, where Metro partners with community-based organizations to connect unhoused individuals on our system to interim or permanent housing and supportive services. Further, Metro will then work with training and education providers to develop and administer a specialized-industry job training program. The program will offer temporary positions and provide the work experience necessary to help participants obtain permanent full-time positions, either at Metro or other employers.

The FY23 Preliminary Budget includes an estimated \$16.3 million for homelessness activities to commence, continue, and expand efforts. A comprehensive report on Reimagining Public Safety Framework can be found in Board Report #2022-0054 (February 2022).

### **NextGen Bus Plan**

The intent of the NextGen Bus Plan is to reimagine the bus system by focusing on providing fast, frequent, reliable, and accessible service to meet the needs of customers. NextGen is a service component for Metro that helps restore high frequency service in Equity Focused Communities (EFCs) and ridership has already started to increase in EFCs due to its implementation. System speed is expected to increase significantly by partnering with cities and the County in the implementation of bus priority lanes and Transit Signal Priority (TSP) projects reducing wait time and increasing bus speeds for all operators in the county.

Other NextGen initiatives such as bus stop and layover improvements and all-door boarding will improve system speed by saving time for our riders, Bus speed improvements allow for expanded service levels and more frequent trips for customers within the same planned service hours. It also improves system reliability and customer experience.

NextGen Speed and Reliability projects are continuing in FY23 with a focus on Transit Signal Priority (TSP), Bus Priority Lanes, Bus Mobile Validators (BMV) for all door



boarding, and Cameras for Bus Lane Enforcement. For FY23, the Preliminary Budget for NextGen projects is \$18.5 million.

NextGen Speed & Reliability Budget	FY22 Budget	FY23 Preliminary	\$ Change
All Door Boarding	\$ 0.5	\$ 7.0	\$ 6.5
Bus Priority Lanes	3.0	4.7	1.7
Tactical Treatment & Service Enhancement Studies	2.1	2.9	0.8
Transit Signal Priority	2.0	2.0	0.0
Layover Optimization	0.1	1.2	1.1
Bus Stop Improvements	0.3	0.8	0.5
<b>Total Proposed Budget</b>	<b>\$ 8.0</b>	<b>\$ 18.5</b>	<b>\$ 10.5</b>

Our investments in All Door Boarding, include the installation of 2,900 Bus Mobile Validators, which will increase boarding speeds up to 2x faster, especially at busier stops, and reduce crowding at front door and bus operator areas. This along with the expanded transit signal priority, bus priority lanes and layover improvements will achieve travel time savings to reinvest into better service and improve the customer experience.

### **Fareless System Initiative (FSI) and LIFE Program**

There were many different perspectives on transit fares shared by riders in the public comments received in relation to Metro's FY23 Preliminary Budget. Customer perspectives on the issue appear to be split, with comments ranging between advocating for a completely fareless transit system versus requests for increased fare enforcement to minimize security concerns of paying transit riders.

At the Regular Board Meeting on September 23, 2021, the Metro Board of Directors adopted the funding plan for the regional Fareless System Initiative (FSI). As a result, Metro launched the FSI pilot in the form of GoPass, a regional transit pass that allows K-12 and Community College students, attending participating schools, to ride on any participating transit operator, including Metro, without paying a fare. The cost sharing agreements under GoPass require annual payment from school districts of \$3 per student enrolled at K-12 schools and \$7 per student enrolled at Community Colleges.

Prior to the pandemic, K-12 fare revenues were about \$27 million annually. As of March 2022, there are 49 K-12 districts with signed or pending GoPass agreements, representing a net cost-sharing amount of approximately \$1 million for the first year of the pilot. In addition, there are 4 Community College districts with signed or pending agreements, representing a net cost-sharing amount of approximately \$2 million for the same period. The \$3 million total GoPass revenues for pilot year one will be split amongst participating transit agencies based on TAP data for actual GoPass boardings.

The FY23 Preliminary Budget includes the FSI – Student Go Pass program, which will be offset by the cost sharing agreements of up to \$3 million to be shared across the participating transit agencies and will be further offset by ARPA funding in FY23.

In addition, at its September 2021 Regular Board Meeting, the Metro Board adopted Board Motion 40 that seeks to expand and enhance the LIFE program, a regional program offering monthly pass discounts or 20 free trips per month to eligible low-income riders. The motion established a target of doubling program enrollment by December 2022 and directed Metro to develop and provide a free 90-day transit pass to new LIFE applicants as an incentive for joining the program. In over two years from the beginning of the LIFE program in 2019 until June 2021, there were 84,594 LIFE enrollments. Over the past 10 months, there were an additional 41,182 enrollments, a total increase of almost 50%.

As we approach the goal to double enrollment, it is clear that expanded outreach efforts and improvements made to ease enrollments have been successful, with LIFE ridership up 60% from pre-covid numbers despite the fact that overall ridership has not reached pre-pandemic levels. The FY23 Preliminary Budget reflects our commitment to doubling the enrollment by doubling the program budget, as well as additional efforts to ease enrollment, extensive program marketing and expanded efforts with community-based organizations, and the free 90-day pass incentive for new enrollees.

Metro continues to recognize the need for dedicated funding to support a safe, clean, and reliable transit system. As we approach the issue of fares through an equity lens, initiatives such as FSI and improvements to the LIFE program aim to provide crucial assistance to the populations most in need.

While fares are used to support transit operations, the one-time infusion of federal assistance through the American Recovery Plan Act (ARPA) provides FY23 relief funding as ridership gradually recovers towards pre-pandemic levels.

## Metro Transit Program (Budget and Service Plan)

### Metro Transit Program Budget

The FY23 preliminary budget estimate for Metro Transit program for bus, rail and Metro Micro is \$2.2 billion, an increase of 6.4% or \$131.7 million over FY22 budget. It includes funds to support delivering of 8.7 million RSHs to operate Bus, Rail and Metro Micro services.

	<b>Metro Transit (\$ in Millions)</b>	<b>FY22 Budget</b>	<b>FY23 Prelim</b>	<b>\$ Change</b>	<b>% Change</b>	<b>% of Total</b>
1	Bus Total	\$1,239.1	\$1,300.7	\$ 61.5	5.0%	59.2%
2	Rail Total	627.2	746.0	118.9	19.0%	33.9%
3	Metro Micro (Microtransit)	39.1	37.9	(1.2)	-3.0%	1.7%
4	<b>Operations &amp; Maintenance Total</b>	<b>1,905.4</b>	<b>2,084.6</b>	<b>179.2</b>	<b>9.4%</b>	<b>94.8%</b>
5	FTA Approved Overhead Allocations	161.7	114.2	(47.6)	-29.4%	5.2%
6	<b>Grand Total</b>	<b>\$2,067.1</b>	<b>\$2,198.8</b>	<b>\$ 131.7</b>	<b>6.4%</b>	<b>100.0%</b>
7	<b>Cost per RSH</b>					
8	<b>Bus</b>	<b>\$ 201.1</b>	<b>\$ 201.5</b>	<b>\$ 0.5</b>	<b>0.2%</b>	
9	<b>Rail</b>	<b>\$ 558.4</b>	<b>\$ 556.4</b>	<b>\$ (2.0)</b>	<b>-0.4%</b>	
10	<b>Microtransit</b>	<b>\$ 178.4</b>	<b>\$ 139.7</b>	<b>\$ (38.8)</b>	<b>-21.7%</b>	

Expenditures are based on operating-eligible funding for Metro Transit program to provide equitable, clean, safe, and reliable service for all customers. All profiled resources include allowances for additional staffing and other support to ensure delivery of increased service and addressing Customer Experience initiatives including cleaning, homeless outreach, transit ambassador program and to support fare capping, FSI, and LIFE programs as part of Metro's equity focus.

### Metro Transit Bus Budget

	<b>Bus Metro Transit (\$ in Millions)</b>	<b>FY22 Budget</b>	<b>FY23 Prelim</b>	<b>\$ Change</b>	<b>% Change</b>
1	Labor	\$ 900.5	\$ 918.7	\$ 18.2	2.0%
2	Parts & Supplies	74.3	84.8	10.5	14.1%
3	CNG	31.5	42.2	10.7	33.9%
4	Service Contracts	232.9	255.0	22.1	9.5%
5	<b>Bus Total</b>	<b>1,239.1</b>	<b>1,300.7</b>	<b>61.5</b>	<b>5.0%</b>
6	FTA Approved Overhead Allocation	156.7	128.0	(28.6)	-18.3%
7	<b>Grand Total</b>	<b>\$1,395.8</b>	<b>\$1,428.7</b>	<b>\$ 32.9</b>	<b>2.4%</b>
8	<b>Bus Cost per RSH before FTA Allocations</b>	<b>\$ 178.5</b>	<b>\$ 183.5</b>	<b>\$ 5.0</b>	<b>2.8%</b>
9	<b>Bus Cost per RSH after FTA Allocations</b>	<b>\$ 201.1</b>	<b>\$ 201.5</b>	<b>\$ 0.5</b>	<b>0.2%</b>

Metro Bus program consists of several enhancements in FY23 including service increase, NextGen service improvements, as well as cleaning and safety improvements as part of our Customer Experience initiatives. To deliver this service, the estimated budget is \$1,428.9 million which is \$32.9 million (2.4%) increase over FY22.

Labor Expenses

Included in budget is additional staffing deployment for cleaning buses, bus stops, and bus layover zones for an increase of \$18.2 million (2%) over FY22 budget. This estimate is subject to change based on the conclusion of collective bargaining agreement negotiations currently in progress with SMART union.

Non-Labor Expenses

Additional \$32.6 million funds are included for Parts and Supplies and Service Contracts to support increased service level and cleaning, preventive maintenance to assure service reliability, as well as funding for Homeless Outreach efforts. CNG fuel expense increase of 33.9% is primarily due to the CNG fuel market cost per therm increase caused by inventory availability, transportation cost as well as increased service.

In addition, NextGen bus improvement projects included in Capital Improvement Plan (CIP) such as Bus Mobile Validators for all door boarding and Transit Signal Priority projects improve system speed allowing more trips for the planned service hours, increasing service efficiency.

Cost per Revenue Service Hour

In FY23, with restoration of full service to 7.09 million RSH and, implementation of Customer Experience (CX) initiatives, such as enhanced cleaning and transformational security initiatives, cost per revenue service hour is tightly controlled with an increase (0.2%) in the preliminary cost per RSH to \$201.5/RSH from FY22.

Bus Metro Transit (\$ in Millions)	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Prelim
1 Cost per RSH	\$ 167	\$ 175	\$ 192	\$ 201	\$ 201.5
2 YOY % Change		4%	10%	5%	0.2%

## Metro Transit Rail Budget

	<b>Rail Metro Transit (\$ in Millions)</b>	<b>FY22 Budget</b>	<b>FY23 Prelim</b>	<b>\$ Change</b>	<b>% Change</b>
1	Labor	\$ 312.7	\$ 364.8	\$ 52.1	16.7%
2	Parts & Supplies	19.5	28.5	9.0	46.1%
3	Propulsion Power	30.4	40.4	9.9	32.6%
4	Service Contracts	264.6	312.4	47.9	18.1%
5	<b>Rail Total</b>	<b>627.2</b>	<b>746.0</b>	<b>118.9</b>	<b>19.0%</b>
6	FTA Approved Overhead Allocation	5.1	(13.9)	(18.9)	-372.5%
7	<b>Grand Total</b>	<b>\$ 632.3</b>	<b>\$ 732.2</b>	<b>\$ 99.9</b>	<b>15.8%</b>
8	<b>Rail Cost per RSH before FTA Allocations</b>	<b>\$ 558.4</b>	<b>\$ 556.4</b>	<b>\$ (2.0)</b>	<b>-0.4%</b>
9	<b>Rail Cost per RSH after FTA Allocations</b>	<b>\$ 562.9</b>	<b>\$ 546.0</b>	<b>\$ (16.9)</b>	<b>-3.0%</b>

Metro Rail program also consists of several enhancements in FY23 including service increase, new rail expansions, and enhanced cleaning and safety improvements as part of our Customer Experience initiatives. To deliver this service, the estimated budget is \$732.2 million which is \$99.9 million (15.8%) increase over FY22.

### Labor Expenses

Included in budget is additional staffing deployment for Cleaning Surge to provide extra mid-day rail car and station cleaning as well as focusing on public safety by expanding the transit ambassador program, homeless outreach programs, and other safety improvements. The labor cost increase to support these services is \$52.1 million (16.7%) over FY22. This estimate is subject to change based on the conclusion of collective bargaining agreement negotiations currently in progress with SMART union.

### Non-Labor Expenses

To keep our new and existing fleets in excellent working condition, funds are added in Parts and Supplies for \$9 million (46%) for cleaning and corrective and preventative maintenance. Propulsion power expenses are increasing by \$9.9 million and Rail maintenance and cleaning contracts are increasing by \$18.6 million in conjunction with our new rail service and improved cleanliness initiatives. Additionally, \$17.9 million is included in the budget to support expanding the transit ambassador program, homeless outreach programs, and other safety programs.

### Cost per Revenue Service Hour

As a result of EZBB cost control, expenses will increase at a lower rate than the service increases, resulting in a reduction (3%) to the cost per revenue service hour, down to \$546.

	Rail Metro Transit (\$ in Millions)	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Prelim
1	Cost per RSH	\$ 490	\$ 505	\$ 595	\$ 563	\$ 546
2	YOY % Change		3%	18%	-5%	-3%

Cost per revenue service for Metro Transit rail increased by 18% from FY20 to FY21, partly due to the pandemic related service reduction and preserving jobs. Service was reduced while labor cost, which is the main cost driver of operations and maintenance, remained at budgeted levels.

In FY22 service started ramping up to pre-COVID-19 levels, reducing the cost per revenue service hour. In FY23 service will increase 19.4% to 1.34 million RSH, and cost will increase 15.8% mainly due to rail expansions, and implementation of CX initiatives.

### Metro Micro

Metro Micro is a multi-year pilot program designed to augment ridership by giving a ride-hail option for customers when traveling in the lower density areas of the region as intended by NextGen.

FY23 will see optimization of geography and span of service refinements for each of the eight service zones to ensure the program's resources are effectively placed to meet demand.

	Microtransit (\$ in Millions)	FY22 Budget	FY23 Prelim	\$ Change	% Change
1	Metro Labor	\$ 15.9	\$ 18.2	\$ 2.3	14.5%
2	RideCo Contract and Vehicle Lease	13.2	14.8	1.5	11.5%
3	Other Metro Operating Expenses	9.9	5.0	(5.0)	-50.1%
4	<b>Grand Total</b>	<b>\$ 39.1</b>	<b>\$ 37.9</b>	<b>\$ (1.2)</b>	<b>-3.0%</b>
5	Microtransit RSH	0.22	0.27	\$ 0.1	24.0%
6	<b>Cost per RSH</b>	<b>\$ 178.4</b>	<b>\$ 139.7</b>	<b>\$ (38.8)</b>	<b>-21.7%</b>

The Metro Micro preliminary budget is \$37.9 million and includes additional staffing and contract expenses for expansion of service by 24% to 271.4 thousand RSHs to accommodate the continued growth in ridership (estimated over 700 thousand in FY23) and reduce wait time for trips.

Other Metro operating expenses include adjusting the training expenses to be aligned with current experience in support of all deployment zones.

**Service Plan****Service Hours**

The table below illustrates FY22 budget and FY23 preliminary service hour breakdown by mode and line:

**Revenue Service Hours**

	<b>FY22 Budget</b>	<b>FY23 Preliminary</b>	<b>Change</b>
<b>Mode</b>			
1 <b>Bus</b>			
2 Local & Rapid	6,214,887	6,360,171	145,284
3 J Line (Silver)	104,729	125,287	20,558
4 G Line (Orange)	104,921	104,921	-
5 Purchased Transportation	517,475	498,656	(18,819)
Microtransit	218,966	271,440	52,475
6 <b>Subtotal Bus</b>	<b>7,160,978</b>	<b>7,360,475</b>	<b>199,497</b>
7 <b>Rail</b>			
8 A Line (Blue)	212,528	447,224	234,697
9 C Line (Green) / K Line (Crenshaw/LAX)	119,097	157,215	38,117
10 L Line (Gold)	241,818	61,641	(180,177)
11 E Line (Expo)	193,403	318,474	125,071
12 B Line (Red) / D Line (Purple)	356,353	356,353	-
13 <b>Subtotal Rail</b>	<b>1,123,199</b>	<b>1,340,907</b>	<b>217,708</b>
14 <b>Total Revenue Service Hours</b>	<b>8,284,176</b>	<b>8,701,382</b>	<b>417,206</b>

**Pre - Revenue Service Hours**

	<b>FY22 Budget</b>	<b>FY23 Preliminary</b>	<b>Change</b>
<b>Mode</b>			
16 K Line (Crenshaw/LAX)	48,854	10,513	(38,341)
17 Regional Connector	67,660	22,798	(44,862)
18 <b>Total Pre-Revenue Service Hours</b>	<b>116,514</b>	<b>33,311</b>	<b>(83,203)</b>
19 <b>Total Service Hours</b>	<b>8,400,691</b>	<b>8,734,693</b>	<b>334,002</b>

Boardings

The table below illustrates FY22 budget and FY23 preliminary estimate on boardings breakdown by mode and line:

**Boardings (000)**

		<b>FY22 Budget</b>	<b>FY23 Preliminary</b>	<b>Change</b>
1	<b>Bus</b>			
2	Local & Rapid	182,178	233,467	51,289
3	J Line (Silver)	4,105	4,773	668
4	G Line (Orange)	5,013	6,215	1,202
5	Purchased Transportation	9,186	11,357	2,171
	Microtransit	290	713	423
6	<b>Subtotal Bus</b>	<b>200,772</b>	<b>256,524</b>	<b>55,752</b>
7	<b>Rail</b>			
8	A Line (Blue)	10,706	15,535	4,829
9	C Line (Green) / K Line (Crenshaw/LAX)	5,749	8,395	2,646
10	L Line (Gold)	9,480	3,397	(6,083)
11	E Line (Expo)	11,555	14,489	2,934
12	B Line (Red) / D Line (Purple)	26,343	28,971	2,628
13	<b>Subtotal Rail</b>	<b>63,833</b>	<b>70,787</b>	<b>6,954</b>
14	<b>Total</b>	<b>264,605</b>	<b>327,312</b>	<b>62,707</b>



## Congestion Management , General Planning & Programming, and Oversight & Admin Programs

### Congestion Management

	Congestion Management Program (\$ in millions)	FY22 Budget	FY23 Preliminary	\$ Change	% Change
1	Express Lanes	\$ 53.7	\$ 70.5	\$ 16.8	31.3%
2	Freeway Service Patrol	27.8	39.9	12.1	43.4%
3	Motorist Services	13.6	15.1	1.5	11.2%
4	Rideshare Services	9.3	11.6	2.3	25.1%
5	<b>Grand Total</b>	<b>\$ 104.4</b>	<b>\$ 137.1</b>	<b>\$ 32.7</b>	<b>31.3%</b>

The program consists of four major groups: ExpressLanes, Freeway Service Patrol (FSP), Motorist Services and Rideshare Services.

The Metro ExpressLanes provides drivers and transit riders with a fast, reliable, and high-quality alternative to freeway congestion on I-110 and I-10.

Freeway Service Patrol (FSP) mitigates congestion caused by incidents and assists motorists with disabled vehicles on Los Angeles County freeways.

Motorist Services includes 1) the Los Angeles County Service Authority for Freeway Emergency (LA SAFE). It operates the Kenneth Hahn Call Box Program and the Southern California 511 Traveler Information. 2) Regional Integration of Intelligent Transportation Systems (RIITS) is a regional program administered by Metro that promotes operational collaboration through the collection, compilation and sharing of intelligent transportation systems data and resources.

Rideshare Services includes Regional Shared Mobility, Transportation Demand Management, and Vanpool Incentives.

The overall FY23 Congestion Management Program Budget of \$137.1 million represents a \$32.7 million or 31.1% increase from the FY22 Budget.

- ExpressLanes: The \$16.8 million increase in budget is primarily attributed to the mandatory replacement of electronic transponders for all registered account holders.
- FSP: The \$12.1 million increase is due to the restoration of service to pre-COVID-19 levels and increased costs to fuel, labor, insurance, and the purchase price of Tow service vehicles.
- Motorist Services: The \$1.5 million increase from RIITS program is due to the increased need for data.
- Rideshare Services: The \$2.3 million increase is driven by the Board approved vanpool subsidy increase as well as increased operational costs for the rideshare program.

## General Planning & Programming

The Planning and Programming Budget encompasses a wide range of activities that support the agency's goal of delivering improved mobility, sustainability, as well as financial and technical support to Metro's partners throughout LA County. Activities under this program include long-range and systemwide financial planning and grants management, new and enhanced transit infrastructure, various aspects of Metro's bike program, public-private partnership and unsolicited proposals, sustainability, joint development efforts and Union Station upgrades.

This year's budget development process primarily considers operational needs and resources, grant availability, developer funded nature of projects, activities required under federal or state regulatory bodies, and Board approved system connectivity studies or other mobility initiatives.

Some project highlights include the following:

<i>Active Transportation Bike</i> -	Bike Inventory Replenish (\$2M)
	Bike Share Program Operating/Maintenance (\$15.4M)
	Bike Hub/Lockers (\$1.1M)
	LA River Waterway System Bike Phase 2 Env. (\$8.9M)
	LA River Bike Path (\$11M)
<i>First Last Mile</i> -	FLM Planning Regional Connector & Aviation (\$1.9M)
	Street Safety Program (\$50K)
	Transit to Parks (\$100k)
<i>Sustainability</i> -	Sustainability Planning (\$1.8M)
	Sustainable Project Implementation (\$9.1M)
<i>System Connectivity</i> -	Centinela Grade Separation (\$7M)
	Multi-Modal Corridor Planning (\$3.1M)
	Rio Hondo & Vermont South Bay Feasibility Studies - (\$665K)
<i>Admin &amp; Planning</i> -	I-710 Task Force (\$500k)
	Long Range Planning (\$9M)
<i>Financial Planning</i> -	Regional Grants Management (\$14M)
<i>Art &amp; Design</i> -	Systemwide Signage Design (\$675K)
<i>Joint Development</i> -	Housing Lab Program/transit-oriented housing (\$516K)
<i>Parking</i> -	Universal Station mobility hub (\$2M)
	Parking facility refurbishments (\$2.1M)
<i>Property Maintenance</i> -	Union Station Management Services & Maintenance - (\$20.1M)
<i>Transit Oriented Comm.</i> -	Metro Training and Innovation Center (\$4.5M)
<i>Transit Court</i> -	Admin. Required by Code Title 6 (\$1.6M)
<i>Union Station Improve</i> -	Digital signage, ADA, Forecourt/Esplanade (\$7.5M)
<i>P3/Unsolicited Proposal</i> -	ZEB P3 Business Study, Mobility Wallet Pilot, Travel - Rewards, Non-Drive Alone Equity Incentives (\$7.5M)

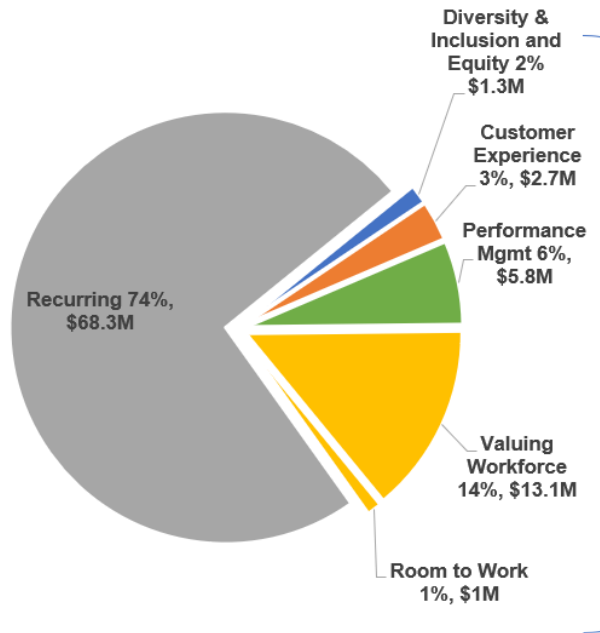
Note : M= millions, K = Thousands

The figure below is a budget summary of the Program.

<b>General Planning &amp; Programs</b> (\$s in millions)		<b>FY22</b>	<b>FY23</b>	<b>\$</b>	<b>%</b>
		<b>Budget</b>	<b>Prelim</b>	<b>Change</b>	<b>Change</b>
1	<b>Active Transportation, Bike, and Other</b>	<b>\$ 63.1</b>	<b>\$ 80.3</b>	<b>\$ 17.2</b>	<b>27.2%</b>
2	Active Transportation incl Bike	\$ 26.5	\$ 41.9	\$ 15.4	57.9%
3	First Last Mile	1.9	2.6	0.7	35.1%
4	Sustainability	18.7	15.5	(3.3)	-17.5%
5	System Connectivity Program and Studies	15.9	20.4	4.4	27.8%
6	<b>Financial, Grants Mgmt, and Administration</b>	<b>\$ 30.2</b>	<b>\$ 48.4</b>	<b>\$ 18.3</b>	<b>60.6%</b>
7	Administrative and Planning Support	\$ 21.6	\$ 27.2	\$ 5.6	25.8%
8	Financial Planning and Grants Management	8.6	21.3	12.7	148.2%
9	<b>Property Management</b>	<b>\$ 65.4</b>	<b>\$ 78.7</b>	<b>\$ 13.3</b>	<b>20.4%</b>
10	Art and Design	\$ 1.5	\$ 1.6	\$ 0.1	7.7%
11	Joint Development	6.3	17.8	11.5	184.0%
12	Parking	11.6	11.4	(0.2)	-1.4%
13	Property Maintenance and Contract Mgmt	21.5	23.1	1.6	7.6%
14	TOC	10.2	9.9	(0.3)	-3.3%
15	Union Station	14.3	14.9	0.6	4.0%
16	<b>Public Private Partnership (P3)/Unsolicited Proposals</b>	<b>\$ 5.9</b>	<b>\$ 7.6</b>	<b>\$ 1.6</b>	<b>27.9%</b>
17	<b>Transit Court</b>	<b>\$ 1.5</b>	<b>\$ 1.6</b>	<b>\$ 0.1</b>	<b>4.4%</b>
18	<b>Grand Total</b>	<b>\$ 166.1</b>	<b>\$ 216.6</b>	<b>\$ 50.5</b>	<b>30.4%</b>

Oversight & Admin:

	FY22 Budget	FY23 Prelim	\$ Change	% Change
1 Oversight and Administration	\$69.8	\$80.1	\$10.3	14.7%



Graph excludes labor, benefits, and allocations

**New Investments in Core Focuses**

**Customer Experience (Oversight Portion):**

- Traffic Reduction Study \$2.7M
- CX Plan lays out 50+ initiatives that are included in the FY23 budget and mostly in the Metro Transit Program

**Improved Performance Management:**

- Infrastructure & Security Systems \$4.5M
- Cyber Security \$1M
- Insurance Programs \$262K

**Diversity & Inclusion and Equity:**

- Quality of Life Equity report \$634K
- Disparity Study \$550K
- Equity Information Hub \$100K
- CBO Partnering Strategy \$30K

**Valuing Workforce:**

- Business Licenses (Teleworking Environment) \$9.6M
- Transportation School (SEED LA) \$3.1M
- Room to Work \$1M
- Tunneling Apprenticeship \$400K

The FY23 Oversight and Administration budget is \$80.1 million. Making up only 0.9% of the FY23 Budget, this program reflects continuous cost control in conjunction with the EZBB process for recurring activities such as legal services, ethics compliance, internal investigations, regulatory environmental assessments, alongside legally mandated financial and compliance audits. Thus, allowing the agency to have 26% of this program’s budget go towards new investments in core focuses such as customer experience, improved performance management, valuing the workforce, diversity and inclusion as well as equity.

While the 50 plus initiatives in the CX plan are mainly located in the Metro Transit program, the Oversight and Admin program continues to enhance the customer experience by improving the speed of travel through the traffic reduction study. As part of improving performance management, there are continual efforts to mitigate risk through various strategies and improved data including cyber security and managing insurance programs.

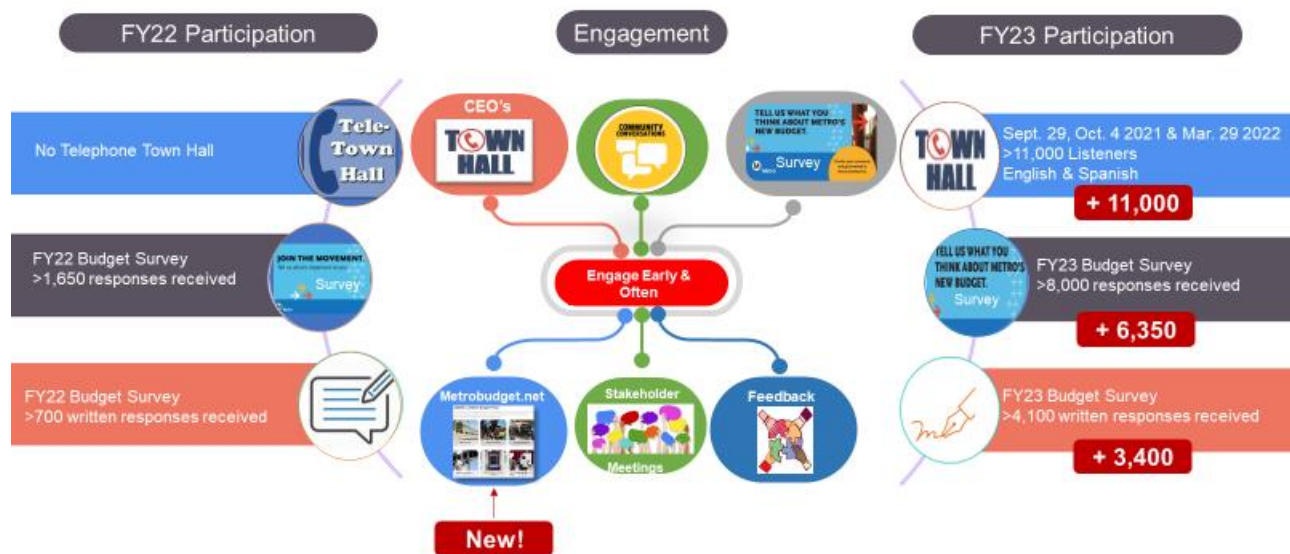
Increased investments are planned to value the workforce at Metro. In FY23, Metro is launching Room to Work, a temporary job training program targeted toward the unhoused population on our system. Similar to the ELTP program, Room to Work will provide two-year, full-time positions that will give participants job experience while also improving system cleanliness. In addition, new recruitment and staff retention initiatives include tunneling apprenticeships to increase the construction workforce that will support Metro's infrastructure projects. Resources are also allocated towards ramping up bus operator recruitment, increasing business software licenses for a new hybrid teleworking environment, and advancing programs such as Transportation School (SEED LA) and WIN-LA that will create job opportunities for our local communities.

There are several efforts to address diversity and inclusion at Metro. The Procurement department will conduct a disparity study to implement race and gender-conscious remedies in public contracting. The Office of Civil Rights, Racial Equity and Inclusion department will continue to address these topics through Community-Based Organization (CBO) partnership strategies including a database to track relationships and a resource library; developing a centralized Equity Information Hub; conducting the Quality-of-Life Equity Report on the Agency's impacts to marginalized communities and vulnerable populations since Measure M; and holding Diversity and Inclusion events including those related to Heritage Months.

## Early, Improved & Expanded Public Engagement Update

As an industry leader in equity, our CEO has helped lay the groundwork for more equitable outcomes as we incorporate the voices of our diverse community into the FY23 Budget. Per CEO direction, we began our public engagement early, and pursued it often. As restrictions were lifted and the economy opened, we resumed and expanded our public participation process. For the first time since the start of the pandemic, we were able to host three CEO Telephone Town Hall Meetings with more than 11,000 listeners in attendance.

Our expanded outreach has been very successful in engaging the public. Below are the results of our expanded outreach efforts.



Our expanded outreach has been very successful in engaging the public, resulting in over 8,000 responses to our budget survey (compared to 1,659 last year) and over 4,100 written comments (compared to 700 last year).


Our new budget portal at metrobudget.net was utilized as a method of distributing the survey results in conjunction with an email blast to direct the survey takers to the results page on the portal. For the FY23 process, we learned more about our riders and their priorities than we have any other year, specifically, bus and train service improvements, safety and security, and cleanliness. Special programs designed to address the priorities and concerns across Metro's operating areas were introduced, these are mentioned in the section above. Metro will continue to make every effort possible to extend opportunities to its constituents in all equity focused and underserved communities.

Schedules and information for public meetings and updated budget information will be provided in advance on the Finance and Budget portal at [www.metrobudget.net](http://www.metrobudget.net).

We have also increased the number of our stakeholder outreach meetings in April and May followed by the budget Public Hearing and ending with the May 2022 Metro Board meeting, where FY23 Proposed Budget will be considered for adoption. Below are the list of meetings scheduled.

FY23 Proposed Budget Public Engagement			
Completed	Meeting	Date	Time
✓	Public Safety Advisory Council (PSAC)	Feb 2 <sup>nd</sup>	5:00-7:00 PM
✓	Regional Service Councils – Budget Briefing	Mar 3 <sup>rd</sup>	6:30 PM
✓	Policy Advisory Council (PAC) Note: PAC meets quarterly, requested follow-up scheduled at next quarterly meeting.	Mar 8 <sup>th</sup>	1:30 PM
✓	Telephone Town Hall Meeting	Mar 29 <sup>th</sup>	6:00-7:00 PM
	San Gabriel Valley COG (SGVCOG)	Apr 14 <sup>th</sup>	4:00 PM
	Bus Operators Subcommittee (BOS)	Apr 19 <sup>th</sup>	9:30 AM
	Street & Freeways Committee (S & F)	Apr 21 <sup>st</sup>	9:30 AM
	Regional Service Councils – Budget Briefing	Apr 26 <sup>th</sup>	6:30 – 8:00 PM
	Community Advisory Committee-General Assembly (CAC)	Apr 27 <sup>th</sup>	6:00 PM
	Technical Advisory Committee (TAC)	May 4 <sup>th</sup>	9:30 AM
	Public Safety Advisory Committee (PSAC) <b>JUST ADDED</b>	May 4 <sup>th</sup>	5:00-7:00 PM
	Valley Industry & Commerce Association (VICA) <b>JUST ADDED</b>	May 10 <sup>th</sup>	8:00 AM
	Local Transit Systems Subcommittee (LTSS)	May 11 <sup>th</sup>	1:30 – 3:00 PM
	Accessibility Advisory Committee (AAC)	May 12 <sup>th</sup>	10:00 AM
	San Gabriel Valley COG (SGVCOG) <b>JUST ADDED</b>	May 12 <sup>th</sup>	4:00 PM
	FY23 Proposed Budget - Public Hearing	May 18 <sup>th</sup>	1:30 PM
	Metro Board of Directors Meeting	May 26 <sup>th</sup>	9:00 AM





# FY23 Equitable Zero-Based Budget (EZBB) Development Update

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**Finance, Budget & Audit Committee**

**April 20, 2022**

**Operations, Safety, and Customer  
Experience Committee**

**April 21, 2022**



# SUMMARY OF REPORT

## Financial Outlook and EZBB

- Exhaust the last Federal Stimulus Funding to date since COVID-19
- Apply EZBB to Operating cost control, capital Investment and alternative/new funding

## Metro Transit Summary

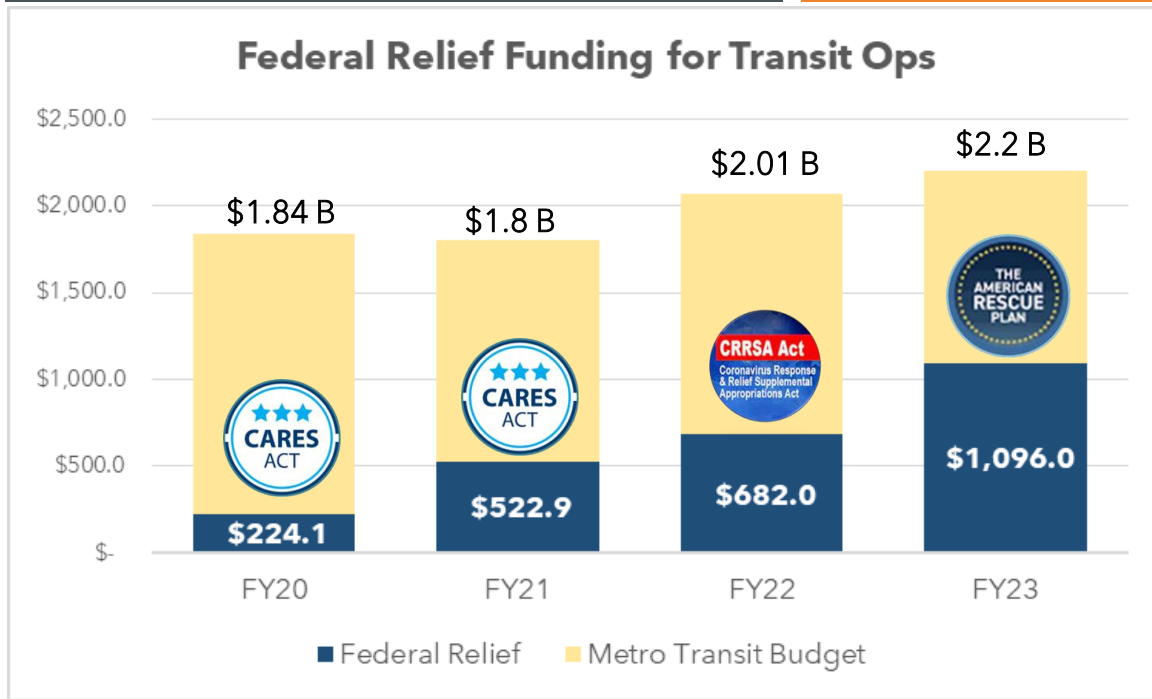
- Restore back to Pre-Pandemic Bus RSH
- New Crenshaw Phase I and Regional Connector Rail Service
- Boarding gradually comes back by year end
- FY23 Budget request

## Expanded Outreach Result in People First Transit Investments

- Metro Transit Program Focus on people investment for Metro Transit Program
- Customer Experience elements
- FY23 budget focus on People First Customer Experience

## Congestion Management, General Planning and Programing, Oversight/Adm And Next Step





- Transit industry, operators nation wide, faces financial challenges within the next 2 years when federal funding is exhausted
- Metro will deplete all federal funding in FY23. No more relief funding in FY24.
- Metro sales taxes and fare revenues will slowly recover, causing financial challenges in FY24 and FY25
- Metro EZBB is initial step in strengthening cost controls and identifying other mitigation strategies.

Bus & Rail Transit Operating Eligible

- One-time replacement of loss in fares, sales tax and other operating revenues
- Restoring bus and rail services
- Preserving jobs



## FEDERAL RELIEF (ONE-TIME FUNDING)

# Fare Revenues

Fiscal Year	Expected Fare Revenues*	Actual/Estimated Fare Revenues	Variance	Federal Stimulus Backfill for Loss
FY19	\$302M	\$260M	(\$42M)	
FY20	\$285M	\$181M	(\$104M)	CARES
FY21	\$270M	\$20M	(\$250M)	CARES
FY22	\$257M	\$60M	(\$197M)	CRRSA
FY23	\$244M	\$106M-166M **	(\$78M-\$138M)	ARPA
<b>Total Backfill from Stimulus</b>			<b>(\$629M - \$689M)</b>	

\* FY19 & FY20 are Adopted Budget. FY21 - FY23 are estimated at a 5% reduction from PY budget, based on historical trends.

\*\* FY23 estimate is a range based on fare collection data through pandemic and includes:

- Transit operations FY23 ridership estimates, including opening of new rail lines
- Impacts of 50% pass promotion (based on actual sales in Feb 2022)
- Impacts of LIFE program changes (based on free 90-day pass usage in Feb 2022)
- Impacts of FSI pilot program based on data through March 15, 2022

- One-Time Federal Relief Funding (CARES, CRRSA, ARPA) **supplants loss in fares of up to \$689M** throughout pandemic (FY20-FY23)
- Remaining Federal Relief Funding used for transit operations
- FY23 Budget will assume \$106M for fare revenues

# CEO Directive: Apply EZBB to Operating Cost Control and Capital Investment



Establish Task Forces comprised of multi-departmental leadership level staff to evaluate and address key near-term challenges



**Bus Cost and Rail Cost:** Review cost allocation approach; breaking down controllable direct and indirect cost items. Explore Bus and Rail cost reduction opportunities at itemized detailed levels and proposing updated plans.



**Optimal Service Design:** explore solution to provide optimal service, in addition to service level, to improve speed and reliability, adding more miles to each hour of revenue service. Advancing the quality of customer experience.



**Capital Cost Mitigation:** Consider phased life cycle capital development cost from planning to pre-revenue and operation. Research best practice for capturing Pre-Revenue cost. Propose soft cost control policy, Metro staff vs. consultant ratio, design criteria review, alternative delivery methodology assessment, and fiscally responsible reporting.



Evaluate and inform the board any schedule and affordability impact of scope and cost increases while discussing the tradeoffs and mitigation strategies



Metro

# Revenue Service Hours

## Bus Service Hours

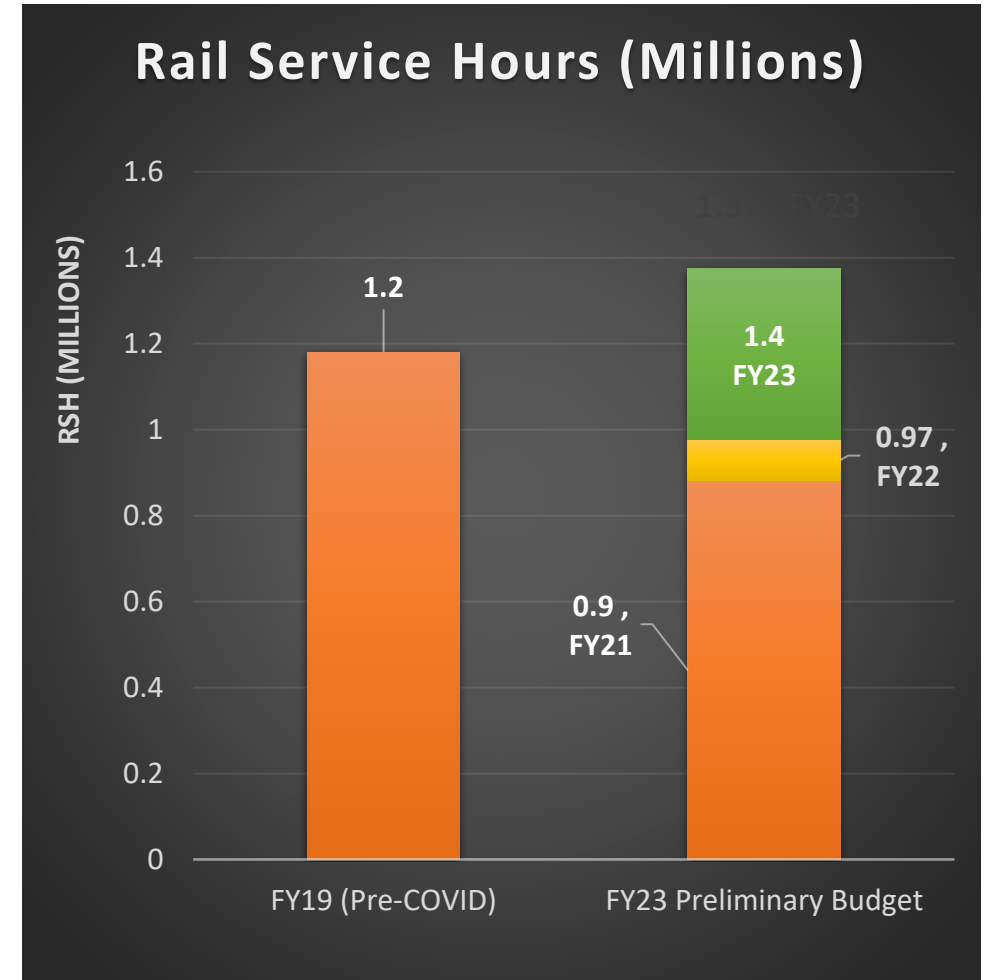
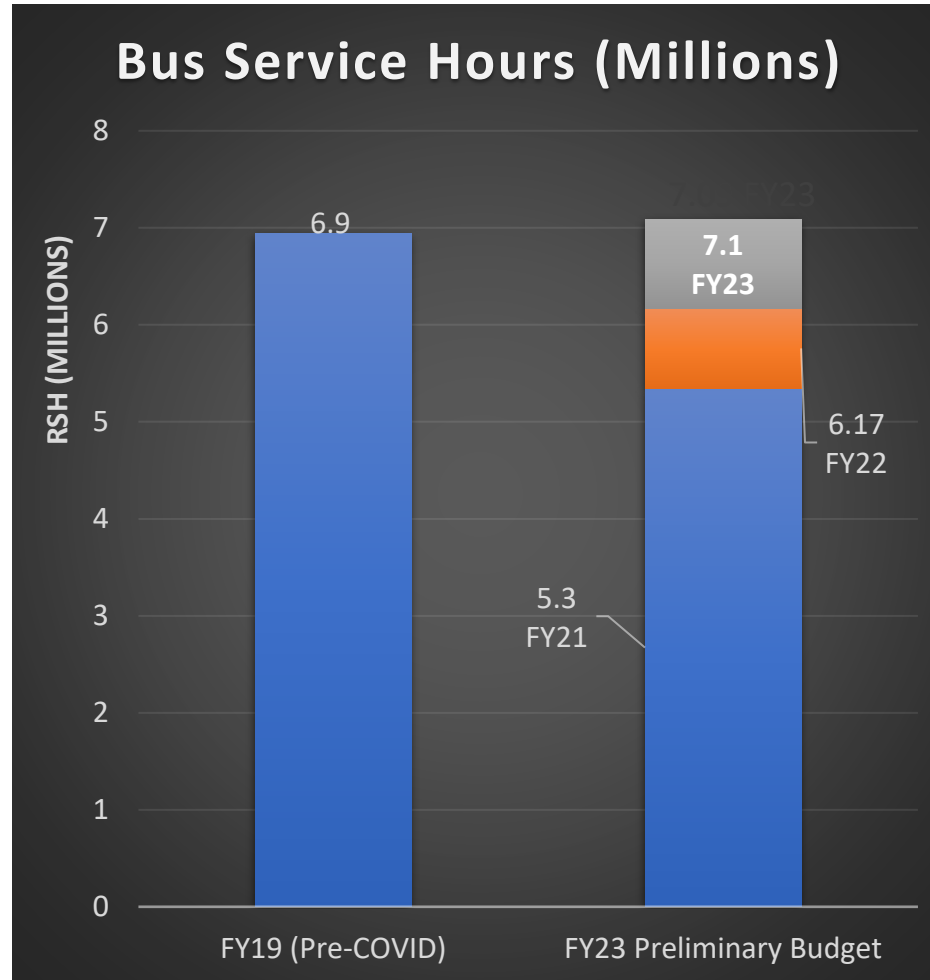
- Restoring Bus service to pre-COVID-19 levels of 7 million RSH, a 2.1% increase from FY22 Budget

## Rail Service Hours

- New Rail Line extensions:
  - Crenshaw/LAX (K Line)
  - Regional Connector
  - Total of 19.4% service increase

## Headways

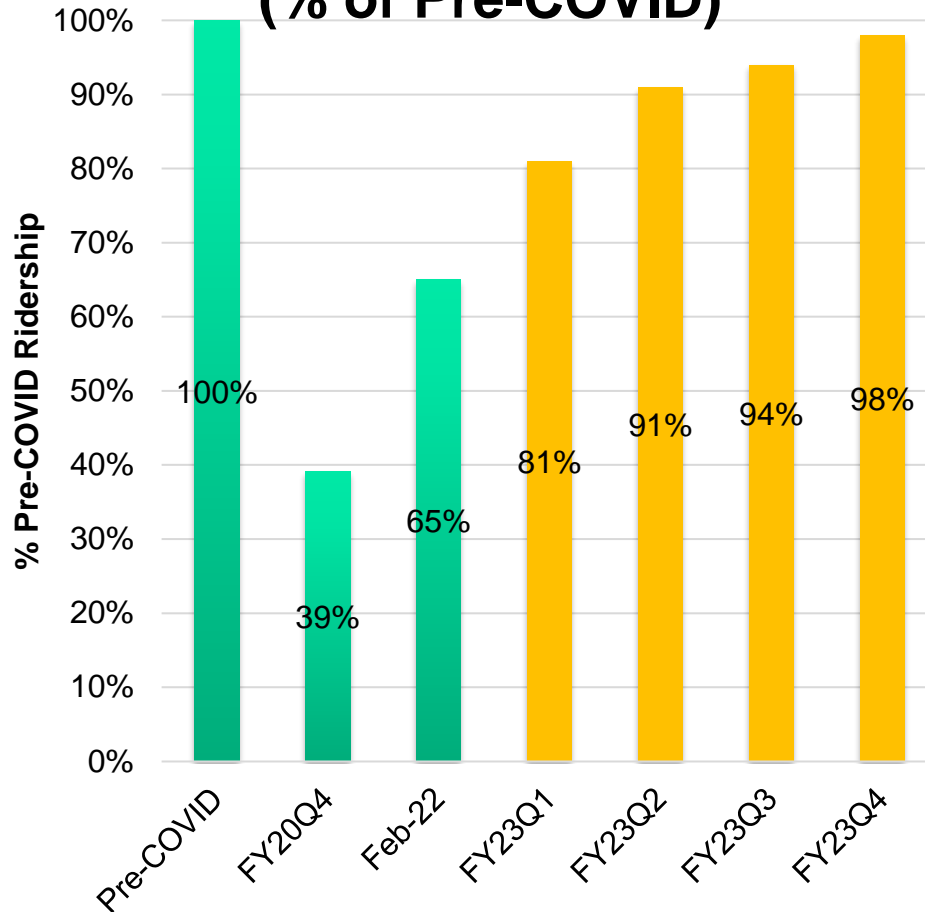
Planned to improve from 8 mins to 6 mins for Light Rail after Q2



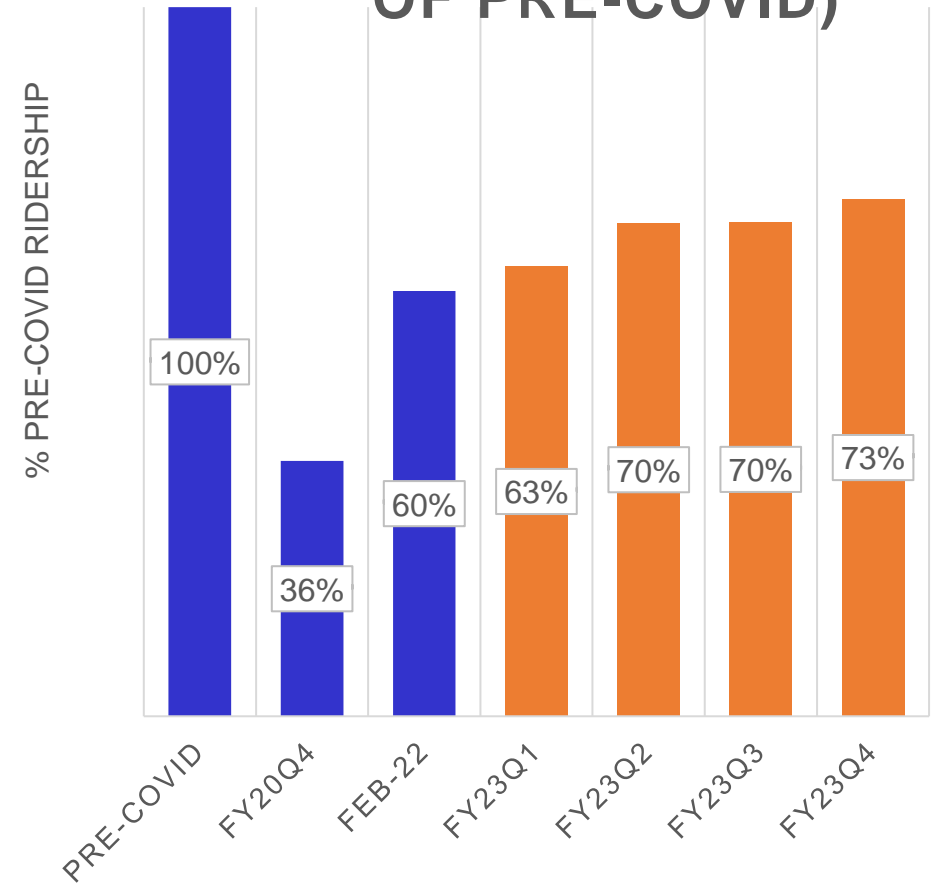
# Boardings

- **Boardings** for FY23 are Projected at 326.6M. This is a 25% increase over the FY22 Year end estimate.
- Boardings by FY23Q4,
  - for **Bus** will be 98% of Pre-COVID
  - for **Rail** will be 73% of Pre-COVID
- Ridership Improvement due to:
  - NextGen
  - New Rail Extensions/Easier connectivity
  - CX improvements
- Phase 1 FSI to date attracted 20% more student rides

## Bus Boardings (% of Pre-COVID)



## RAIL BOARDINGS (% OF PRE-COVID)

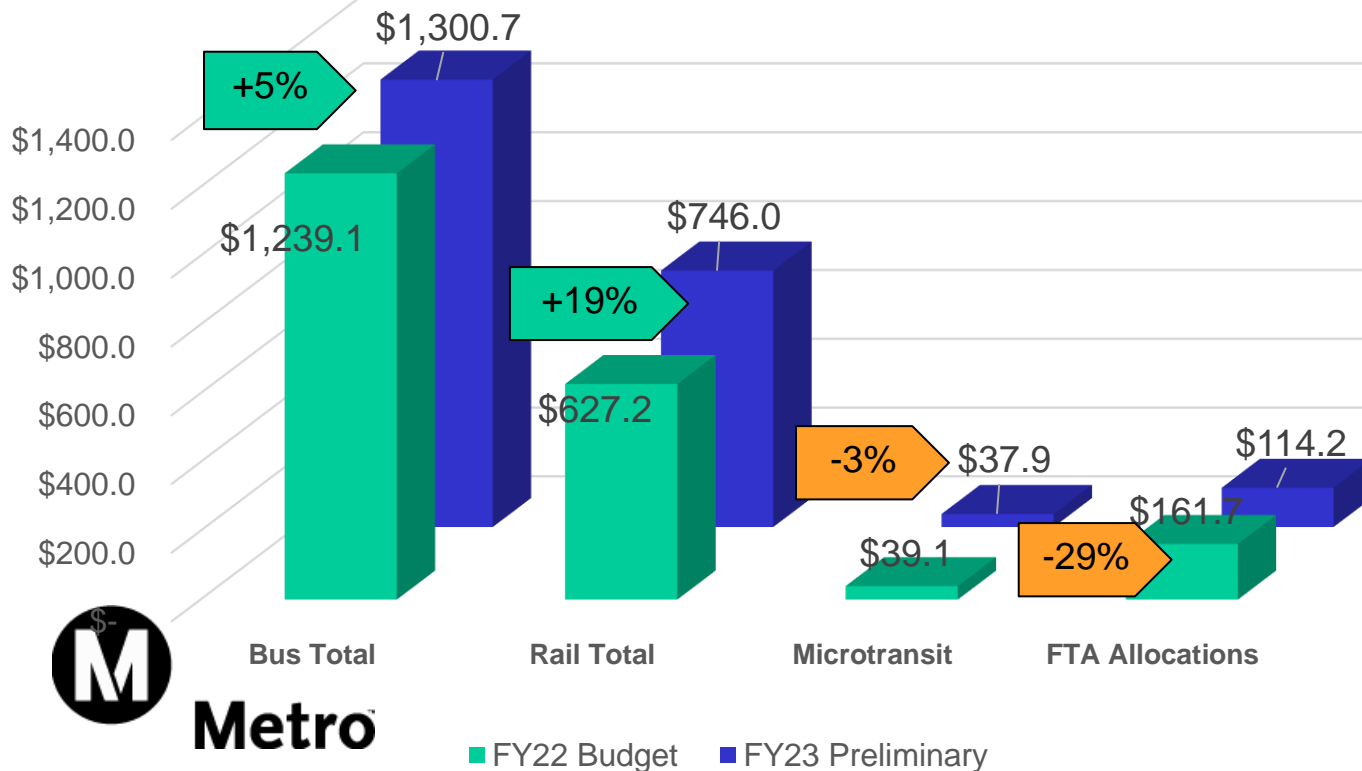




# Metro Transit Operation FY23 Preliminary Request

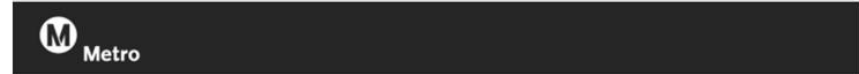
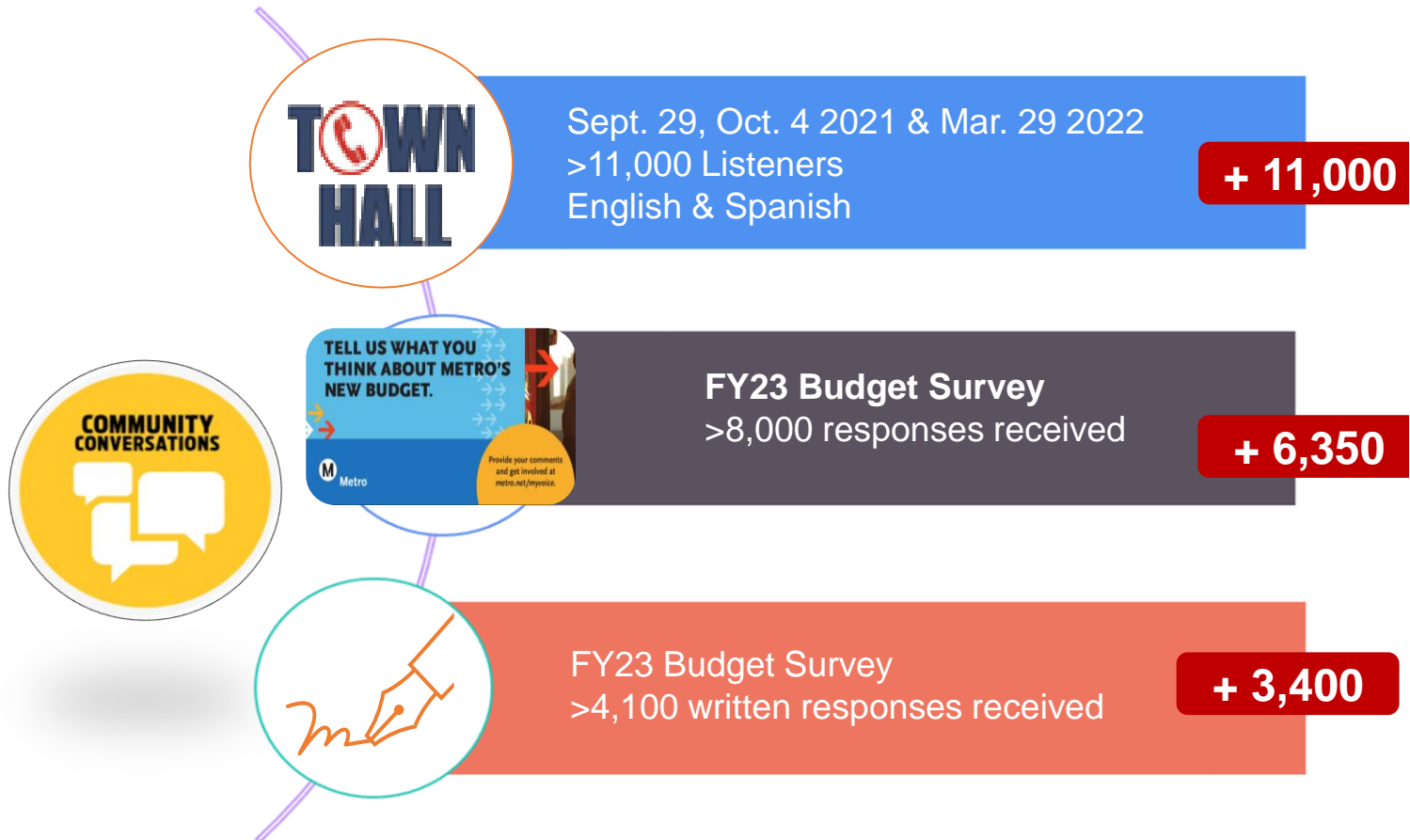
Metro Transit (\$ in Millions)	FY22 Budget	FY23 Prelim	\$ Change	% Change	% of Total
1 Bus Total	\$1,239.1	\$1,300.7	\$ 61.5	5.0%	59.2%
2 Rail Total	627.2	746.0	118.9	19.0%	33.9%
3 Metro Micro (Microtransit)	39.1	37.9	(1.2)	-3.0%	1.7%
4 <b>Metro Transit Total</b>	<b>1,905.4</b>	<b>2,084.6</b>	<b>179.2</b>	<b>9.4%</b>	<b>94.8%</b>
5 FTA Approved Overhead Allocations	161.7	114.2	(47.6)	-29.4%	5.2%
6 <b>Grand Total</b>	<b>\$2,067.1</b>	<b>\$2,198.8</b>	<b>\$ 131.7</b>	<b>6.4%</b>	<b>100.0%</b>

- Metro Transit Budget proposes restoring Bus and Rail Service to Pre-Pandemic level
- Will operate new Crenshaw/LAX Phase 1 and Regional Connector rail line services
- Budget also includes additional cleaning routine, Reimaging Public Safety with extra Homeless Outreach and Transit Ambassador



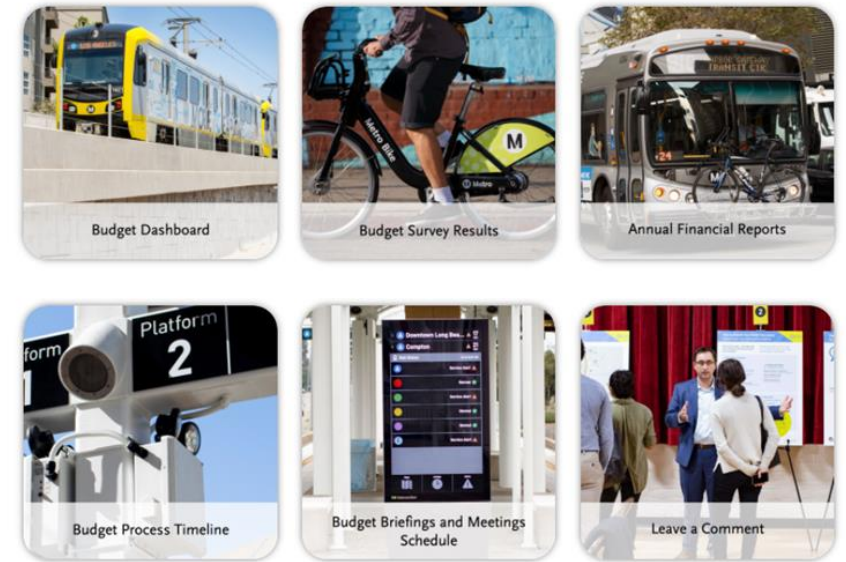
- Metro Micro continues 8 zones of operations with increases in Labor, RideCo Contract and Vehicle Lease
- Focuses on building ridership, workforce retention, and performance management
  - Adjustment of Training Budget to be aligned with actual experiences to date
- Does not include pending SMART contract negotiation result

# Early and Expanded Public Engagement



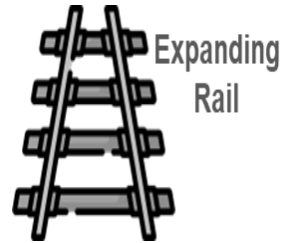
## LACMTA / LA Metro Budget Portal

Welcome to the Los Angeles County Metropolitan Transportation Authority (LACMTA) Budget portal – LA Metro Budget Portal. This portal provides financial and budget information for and on behalf of LACMTA (Metro) for riders, Metro's stakeholders, and the general public to learn all things budget related. The information on this website will be continuously updated as new information becomes available.





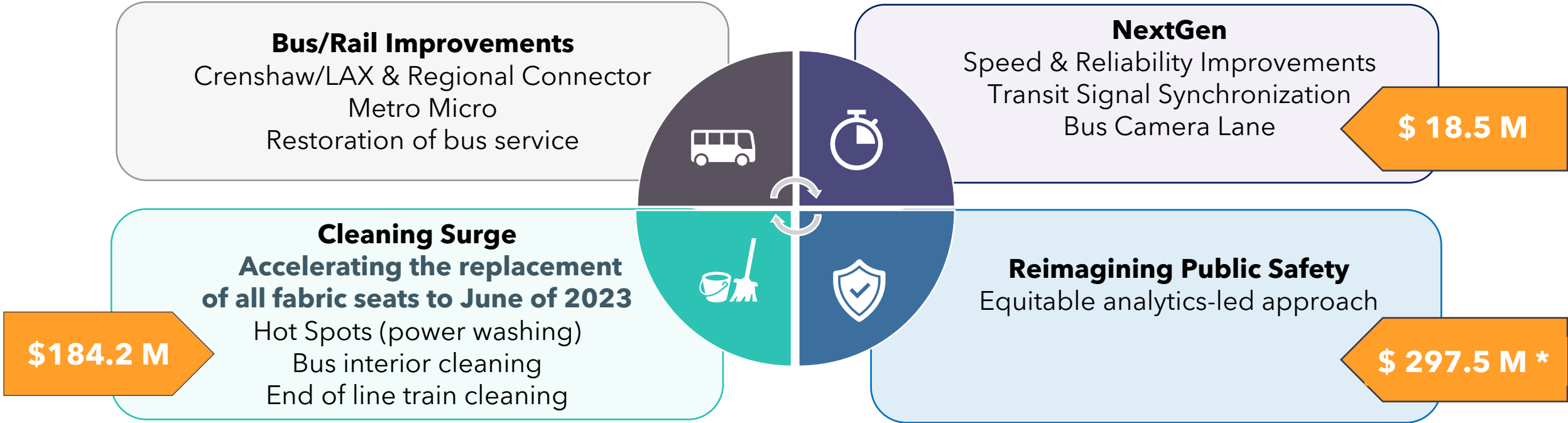
# WE HEARD: FROM SURVEY RESULTS TO BUDGET ACTIONS



Restoring bus service



# Customer Experience

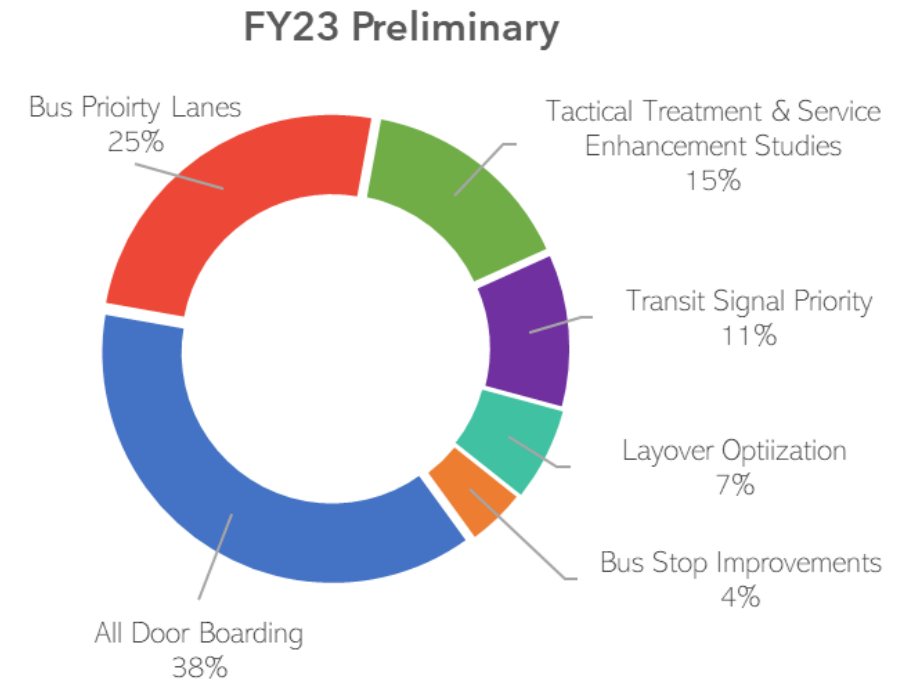


\* Some initiatives are included in multiple department budgets and may not be reflected in the estimated amounts, as they are being done within existing resources..





NextGen Speed & Reliability Budget	FY22 Budget	FY23 Preliminary	\$ Change	% Change
All Door Boarding	\$ 0.5	\$ 7.0	\$ 6.5	1300%
Bus Priority Lanes	3.0	4.7	1.7	55%
Tactical Treatment & Service Enhancement Studies	2.1	2.9	0.8	36%
Transit Signal Priority	2.0	2.0	0.0	1%
Layover Optimization	0.1	1.2	1.1	1100%
Bus Stop Improvements	0.3	0.8	0.5	167%
<b>Total Proposed Budget</b>	<b>\$ 8.0</b>	<b>\$ 18.5</b>	<b>\$ 10.5</b>	<b>132%</b>



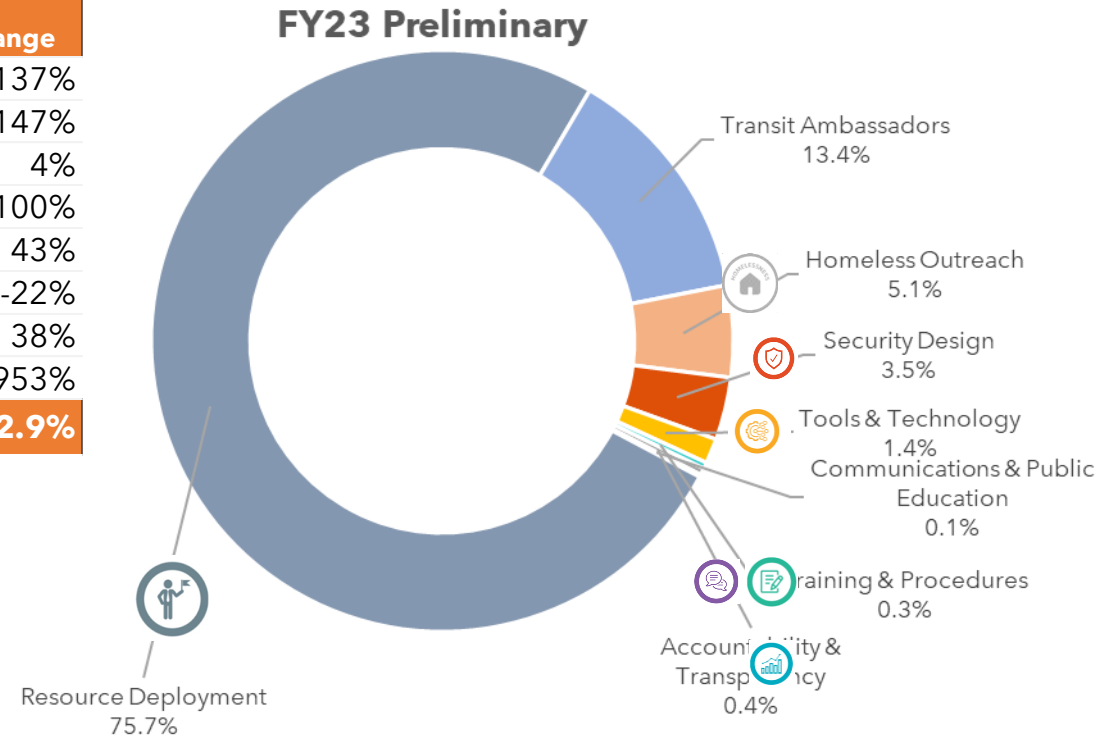
- Accelerates transit improvements with laser focus, resolves core issues and builds trust with partner agencies
- Force multiplier that improves customer experience (CX) and operator conditions, with operational savings reinvested into better service
- Boarding speeds up to 2X faster than front door only, especially at busier bus stops



## NEXTGEN SPEED & RELIABILITY

Reimagine Public Safety	FY22 Budget	FY23 Preliminary	\$ Change	% Change
Accountability & Transparency	\$ 0.1	\$ 1.2	\$ 1.1	1137%
Communications & Public Education	0.2	0.4	0.2	147%
Resource Deployment	216.3	225.3	9.0	4%
Transit Ambassadors	20.0	40.0	20.0	100%
Homeless Outreach	10.7	15.3	4.6	43%
Security Design	13.4	10.4	(3.0)	-22%
Tools & Technology	3.0	4.1	1.1	38%
Training & Procedures	0.1	1.0	0.9	953%
<b>Reimagine Public Safety Budget</b>	<b>\$ 263.7</b>	<b>\$ 297.6</b>	<b>\$ 33.9</b>	<b>12.9%</b>

- All initiatives from Reimagining Public Safety are prioritized in FY23 Budget
- Transit Ambassadors program is doubling
- Homeless Outreach, including mental health assistance, is growing almost 50%
- Adding 15 Unarmed Security Officers

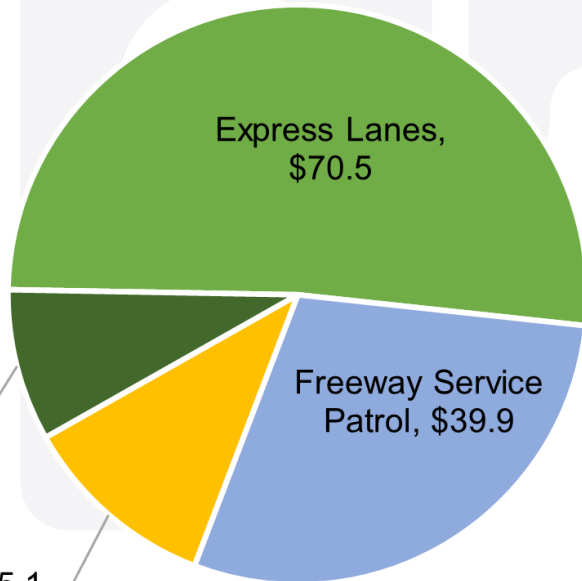


# REIMAGINE PUBLIC SAFETY



# Congestion Management

FY23 proposed Congestion Management Program budget of \$137.1 million represents increase of \$32.7 million or 31.3%



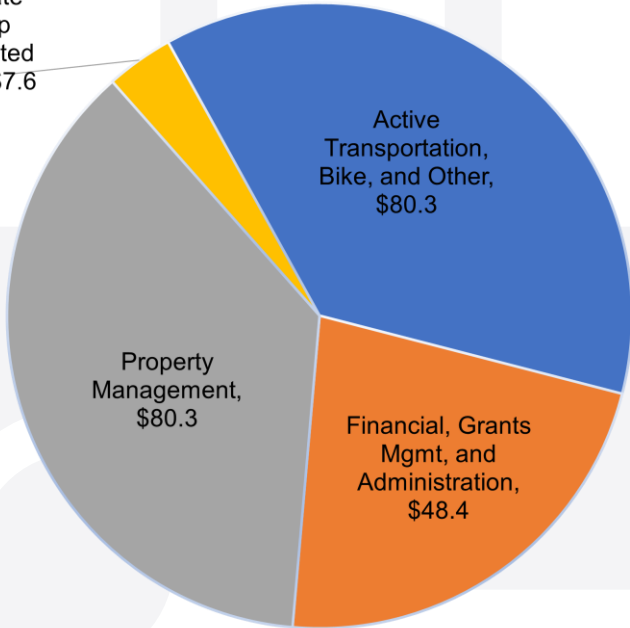
Congestion Management Program (\$ in Millions)		FY22 Budget	FY23 Preliminary	\$ Change	% Change
1	Express Lanes	\$ 53.7	\$ 70.5	\$ 16.8	31.3%
2	Freeway Service Patrol	27.8	39.9	12.1	43.4%
3	Motorist Services	13.6	15.1	1.5	11.2%
4	Rideshare Services	9.3	11.6	2.3	25.1%
5	<b>Grand Total</b>	<b>\$ 104.4</b>	<b>\$ 137.1</b>	<b>\$ 32.7</b>	<b>31.3%</b>

## Major changes in budget:

- **Express Lanes:** Mandatory replacement of electronic transponders for account holders
- **Freeway Service Patrol:** Restoration of service to pre-COVID levels & increased costs to fuel, labor, insurance, & purchase price of tow service vehicles
- **Motorist Services:** Increase cost for Regional Integration of Intelligent Transportation Systems (RIITS) due to new data & licenses (Cambridge Location Based data that supports NextGen)
- **Rideshare Services:** Increase in Board-approved vanpool subsidy, general rideshare program operations, & new initiatives for non-work trips (recreational trips, tourism, emergency, etc.)

# General Planning and Programming

Public Private Partnership (P3)/Unsolicited Proposals, \$7.6



### Based on:

- Operational, grant, developer funding
- Federal & state requirements
- Board approved studies
- Other mobility initiatives

## FY23 PROJECT HIGHLIGHTS

- Proposed 30% increase from FY22
- Upgrade bike locker to electronic format system-wide (\$1.1M)
- LA River Waterway & System Bike Path environmental/design (\$8.9M)
- Complete LA River Bike Path (San Fernando Valley/LA) (\$11M)
- FLM Plans for Regional Connector (\$1.9M), Street Safety Programs (\$50K), Transit to Parks (\$100K)
- System Connectivity Projects:
  - Centinela Grade Separation engineering /design (\$7M)
  - Multi-modal corridor program studies (\$3.1M)
- Metro Training & Innovation Center (\$4.5M)
- Activate Mobility Hub at Universal/Studio City Station (\$2M)
- Union Station capital improvement projects:
  - Digital signage upgrades from static information (\$6M)
  - Waterproofing & drainage repair (\$1.9M)
  - Plumbing system upgrades (\$2M)
- Unsolicited proposals: Zero Emission Bus & Non Drive-Along Equity Incentive (\$7.6M)

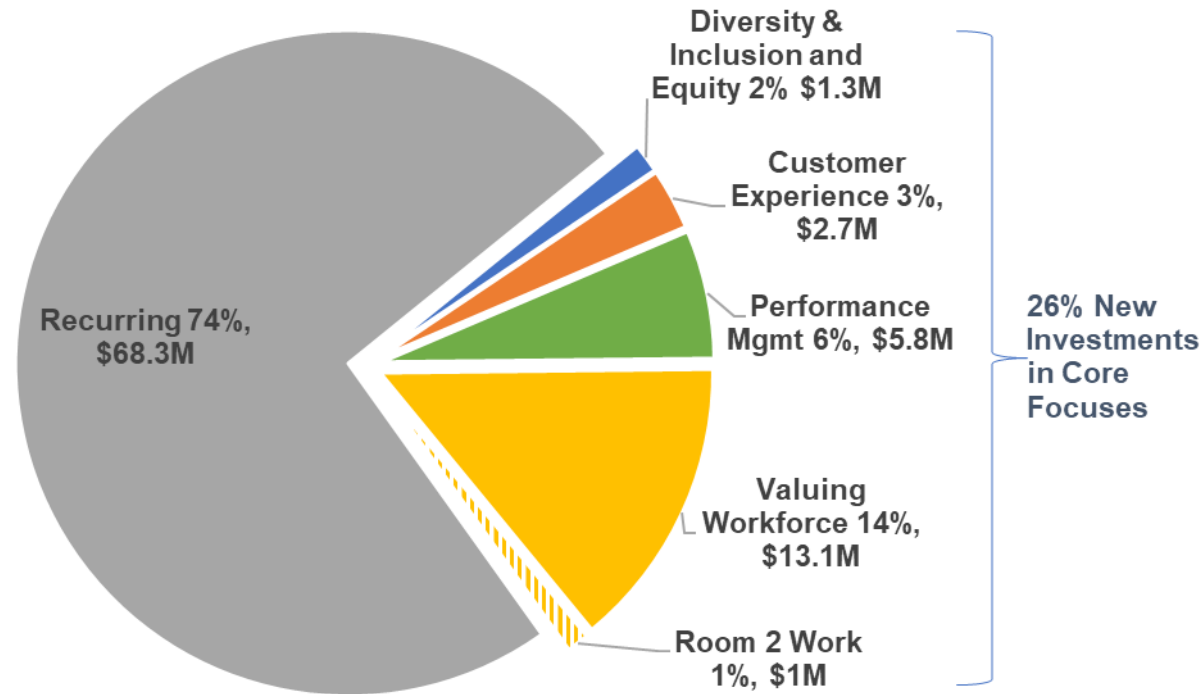
\* A more detailed list of expenses is included in appendix

General Planning and Programming	FY22 Budget	FY23 Preliminary	\$ Change	% Change
1 ATP, Bike, and Other	63.1	80.3	17.2	27.2%
2 Financial, Grants Mgmt, and Administration	\$ 30.2	\$ 48.4	\$ 18.3	60.6%
3 Property Management	66.9	80.3	13.3	20.4%
4 Unsolicited Proposals	5.9	7.6	1.6	27.9%
5 <b>Grand Total (In millions)</b>	<b>\$ 166.1</b>	<b>\$ 216.6</b>	<b>\$ 50.5</b>	<b>30.4%</b>



# Oversight and Administration

## New Investments In Core Focuses



Graph excludes labor, benefits, and allocations

### Customer Experience (Oversight Portion):

- Traffic Reduction Study \$2.7M
- CX Plan lays out 50+ initiatives that are included in the FY23 budget and mostly in the Metro Transit Program

### Improved Performance Management:

- Infrastructure & Security Systems \$4.5M
- Cyber Security \$1M
- Insurance Programs \$262K

### Diversity & Inclusion and Equity:

- Quality of Life Equity report \$634K
- Disparity Study \$550K
- Equity Information Hub \$100K
- CBO Partnering Strategy \$30K

### Valuing Workforce:

- Business Licenses (Teleworking Environment) \$9.6M
- Transportation School (SEED LA) \$3.1M
- Room to Work \$1M
- Tunneling Apprenticeship \$400K

- Oversight and Administration budget is \$80.1 million, <1% of FY23 Budget
- EZBB & cost controls reflected in recurring activities (hardware & software licensing, legal services, leases & rentals, legal requirements, Accessibility, Title VI & VII, legally mandated audits)
- 26% are new investment in valuing the workforce, diversity, equity & inclusion, customer experience, improved performance management

- Continue Stakeholder Outreach events
- May 2022:
  - FY23 Proposed Budget document available on May 3, 2022
  - Public Hearing on May 18, 2022
  - Planned Board Adoption on May 26, 2022 (legally required before start of fiscal year)



**NEXT STEP**



**Board Report**

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**File #:** 2022-0103, **File Type:** Contract

**Agenda Number:** 26.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: HR4000 CONSULTING SERVICES FOR HEAVY RAIL VEHICLE ACQUISITION,  
TECHNICAL SUPPORT SERVICES INCREASE OF CONTRACT MODIFICATION  
AUTHORITY (CMA)**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. EXECUTE Modification No. 14 to Contract No. OP16523-30433487 with LTK Engineering Services for Technical Support Services for HR4000 Heavy Rail Vehicle Acquisition to extend the Period of Performance through April 30, 2024, and increase the Not-to-Exceed Total Contract Price by \$5,618,956, from \$14,228,248 to \$19,847,204; and
- B. INCREASE the Contract Modification Authority (CMA) to \$6,180,852 to execute Modification No. 14 in Recommendation A, which provides an additional \$561,896 CMA or 10% for future changes.

**ISSUE**

In June 2016, the Board approved a 5-year contract with LTK Engineering (OP16523-30433487) to support Metro's Project Manager in the technical and engineering oversight of the manufacture of the HR4000 Heavy Rail Vehicle (HRV) by CRRC MA corporation.

Due to unforeseen circumstances, including a global pandemic, final acceptance of all 64 rail vehicles has been pushed to mid-2024. To ensure continuity of consultant support for the HR4000 Heavy rail vehicle project, it is recommended that Metro extend the existing HR4000 consultant contract.

**BACKGROUND**

On June 15, 2016, the Board approved the contract to be awarded in response to RFP No. OP16523-30433487, HR4000 Consulting Services for Heavy Rail Vehicle Acquisition, Technical Support Services to provide technical program management support to Metro staff engaged in the management of the HR4000 contract for the acquisition & on-time time delivery of a base order of 64 Heavy Rail Vehicles (HRV) and up to five (5) Option orders totaling 282 HRVs for future line

extensions and replacement of the aging A650 Red Line fleet.

LTK Engineering is tasked to support Metro's Project Manager with the engineering and technical oversight of the rail vehicle contractor to ensure performance consistent with the delivery requirements of the HR4000 HRV procurement. The consultant provides staff support in the following disciplines as directed:

- Systems Engineering
- Systems Integration
- Quality Assurance
- Value Engineering
- Design Conformance Tests
- Inspection/Audit of Fabrication and Assembly Site Activities
- Commissioning and vehicle acceptance efforts.

All work and assignments are as needed and directed by the Metro HR4000 Project Team through written task orders to the consultant contracts, using not to exceed prices based on the fixed labor rates in the contract. The consultant's staff is managed daily by Metro's HR4000 Project Manager.

## **DISCUSSION**

### **Findings**

Since contract award of the HR4000 HRV Procurement Project in June of 2016, LTK Engineering has been providing the Metro's Project Team with unique technical support, including review of all technical documents, oversight of system and combined-system level integration efforts, witness of verification and validation of various levels of designs, and inspection and identification of vehicle assembly matters. The project is now entering the vehicle level Design Conformance/Qualification Testing phase, an essential prerequisite to approving shipment of HRV's to Metro.

Further, to mitigate pandemic related issues, the majority of project activities took longer to resolve as in-person meetings were no longer possible. More time and effort were, and are, required to perform design reviews, validate testing, and conduct first article inspections. In several cases major tests had to be repeated as the project teams acclimated to the new restrictions imposed as a result of the pandemic. Additionally, to mitigate delays, as much Metro on-site testing as possible is being relocated to China, requiring additional staff to be stationed at vendor and manufacturing locations for much longer than originally anticipated.

Approval of the recommendations modifies the LTK Engineering Contract, which will allow for continued technical support of the HR4000 HRV project 206037. Metro staff requires this project support to navigate the remaining technical issues and delays to achieve the final delivery and acceptance of the 64 base HR4000 HRVs in June of 2024.

## **DETERMINATION OF SAFETY IMPACT**

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The approval will ensure the HRV Procurement Project's continuity and maintain overall system safety, service quality, system reliability, and customer satisfaction.

### **FINANCIAL IMPACT**

The source of funds for this action is within the adopted LOP budget the Westside PLE Section 1 project which includes Federal New Starts Section 5309, CMAQ, State STIP/RIP, Measure TIFIA Loan and Measure R. These funds are designated for the procurement and delivery of design and construction of the project. The funding sources for this project is sufficient to award this recommendation.

Separately, a portion of this action is funded within the LOP of the HR4000 Rail Vehicle Procurement project which includes

Measure R 2%, Cap and Trade, Federal, State, and other Local funds as made available. Staff is actively pursuing additional Federal funding sources such as MAP-21 and other eligible federal sources. Staff is also pursuing additional State and Local funding sources as they become available to meet the funding needs of project 206037. The funding sources for this project is sufficient to award this recommendation.

### **Impact to Budget**

Funding for this recommendation is included in the FY22 budgets under the HR4000 Heavy Rail Procurement project and Westside Purple Line Extension Section 1 project. Budget allocations are included under Costs Centers 3043 and 8510 and within account 53105 - Acquisition of Vehicles. Since multi-year projects are funding this recommendation, the Chief Operating Officer, Chief Program Management Officer, and respective Project Managers will be responsible for future fiscal year budgeting.

### **EQUITY PLATFORM**

This is an existing professional support contract needed to ensure continuity and proper project closeout of the HR4000 Heavy Rail Vehicle Acquisition Project and does not have any impacts on the previously approved LOP. In addition, approving the two recommended items ensures successful completion of the HR4000 project, which provides accessible and affordable transportation for all who ride our heavy rail system.

Part of the new HR4000 rail vehicles will be used to replace the existing aged A650 rail cars and the remaining will be used on Purple Line Extension Line. Approving the decisions in this board report allows for successful delivery of these new vehicles on Metro's existing heavy rail vehicle lines that are currently serving majority Equity Focus Communities who rely on public transportation. Based on the 2019 Customer Survey, the Red and Purple heavy rail lines serve the following ridership:

- 27.7% below the poverty line
- 56.4% had no car available
- Rider Ethnicity: Latino 38.9%; Black 13.1%; White 25.8%; Asian/Pacific Islander 15.2%; Other

6.5%

In addition, areas include Union Station to Downtown LA, Koreatown (Wilshire/Western), Hollywood, Universal City, and North Hollywood. Approving the decisions in this board report will ensure non-interruptions on professional services that support the ongoing HR4000 New Heavy Rail Vehicles Procurement project.

LTK Engineering Services (LTK) made a 22.62% Disadvantaged Business Enterprise (DBE) commitment. Based on payments reported to-date, the contract is 78% complete and the current DBE participation is 12.21%, representing a 10.41% shortfall. LTK submitted its initial shortfall mitigation plan in August 2021 and a subsequent update in March 2022.

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

The recommendations support strategic plan goal # 1.2 - Optimize the speed, reliability, and performance of existing system by revitalizing and upgrading Metro's transit assets. The completion and roll out of the HR4000 HRVs are state -of-the-art assets which will significantly reduce trip disruptions on rail networks and improve the integrity of the overall network.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to increase the CMA authority or extend the current contract. This is not recommended as critical project activities being supported by consultant staff will be interrupted, likely impacting the project schedule. These activities include but are not limited to; auditing manufacture and assembly site activities, witnessing Qualification and commissioning tests, reviewing test procedures and test reports, providing vehicle acceptance and warranty support, reviewing safety certification checklists before submittal to CPUC and review of car history books with CPUC prior to approval of placing vehicles in service, and conducting schedule and milestone reviews. The Metro project team currently does not have the resources to absorb all the works.

Additionally, disapproving the two recommended items will adversely impact the HR4000 project completion due to the loss of the technical expertise provided through this professional support contract. The adverse impacts may result in insufficient vehicles to meet passenger demand and rollout schedules. This would negatively impact providing transportation services due to being unable to provide sufficient vehicles to all who ride our Heavy rail system and will negatively impact the rider experience.

### **NEXT STEPS**

Upon Board approval, staff will increase the CMA amount and execute Contract Modification No. 14 to extend the performance period and increase the Contract amount with LTK Engineering Services.

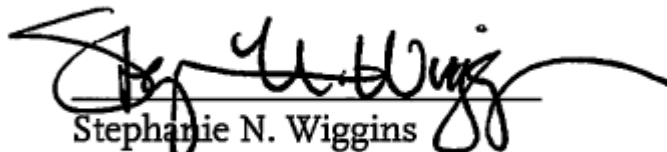
### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - Contract Modification Log

Attachment C - DEOD Summary

Prepared by: David McDonald, Sr. Manager, Project Control, (213) 922-3221  
Annie Yang, Sr. Director, Rail Vehicle Acquisition, (213) 922-3284

Reviewed by: Conan Cheung, Acting Chief Operations Officer, (213) 418-3034  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051



Stephanie N. Wiggins  
Chief Executive Officer



## PROCUREMENT SUMMARY

**CONSULTING SERVICE FOR HEAVY RAIL VEHICLE ACQUISITION –  
TECHNICAL SUPPORT SERVICES  
CONTRACT NO. OP16523-30433487**

1.	<b>Contract Number:</b> OP16523-30433487		
2.	<b>Contractor:</b> LTK Engineering Services		
3.	<b>Mod. Work Description:</b> First Article Inspections, Resident Inspector to be stationed in China, Quality Audits ; Testing and Commissions of Rail Car Vehicles		
4.	<b>Contract Work Description:</b> Technical and engineering oversight of the Vehicle Contractor (CRRC) to ensure that performance is consistent with the delivery requirements of the HR4000 Contract.		
5.	<b>The following data is current as of:</b> February 19, 2022		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	6/15/2016	<b>Contract Award Amount:</b>
			\$13,028,744
	<b>Notice to Proceed (NTP):</b>	9/05/2016	<b>Total of Modifications Approved:</b>
			\$ 1,199,504
	<b>Original Complete Date:</b>	11/4/2021	<b>Pending Modifications (including this action):</b>
			\$ 5,618,956
	<b>Current Est. Complete Date:</b>	4/30/2022	<b>Current Contract Value (with this action):</b>
			\$19,847,204
7.	<b>Contract Administrator:</b> Roxane Marquez		<b>Telephone Number:</b> 213-922-4147
8.	<b>Project Manager:</b> David McDonald		<b>Telephone Number:</b> 213-922-3221

**A. Procurement Background**

This Board Action is to approve Contract Modification No.14 issued in support of the HR4000 Heavy Rail Vehicle Acquisition, providing technical and engineering oversight of the Vehicle Contractor to ensure that performance is consistent with the delivery requirements of the HR4000 Contract. The Scope of Services shall include, but not be limited to, oversight of testing and inspection activity, oversight of the Vehicle Contractor's supply chain process, reviewing and preparing correspondence in response to technical submissions, supporting Project Reviews, document control, and other technical support services as directed by Metro.

In June 2016, the Board approved Contract No. OP16523-30433487 with LTK Engineering Services for a not-to-exceed amount of \$13,028,744 for Base Years and five (1) year Options for a Total Contract Value of \$21,706,022.

Contract Modification No. 14 extends the period of performance for Base Years for an additional 24-months for continuation of technical services until it has been determined that Options for HR4000 will be exercised. This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a cost-plus fixed fee.

**B. Cost Analysis**

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

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$5,618,956.00	\$5,864,380.00	\$5,618,956.00

**ATTACHMENT B**

**CONTRACT MODIFICATION/CHANGE ORDER LOG**

**CONSULTING SERVICE FOR HEAVY RAIL VEHICLE ACQUISITION –  
TECHNICAL SUPPORT SERVICES  
CONTRACT NO. OP16523-30433487**

<b>Mod. no.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
1	Add/Replace Personnel	Approved	08-24-16	\$ .00
2	Addition of Sharefile Fees/Reduction in International Travel	Approved	01-13-17	\$ .00
3	Add/Replace Personnel, add resident engineers in Changchun	Approved	01-29-18	\$ .00
4	Add/Replace personnel	Approved	07-01-18	\$ .00
5	Add/Replace personnel	Approved	01-28-19	\$ .00
6	Add/Replace personnel	Approved	02-28-19	\$ .00
7	Add/Replace personnel	Approved	08-01-19	\$ .00
8	Add/Replace personnel	Approved	11-07-19	\$ .00
9	Add/Replace personnel	Approved	06-04-20	\$ .00
10	Add/Replace personnel	Approved	03-03-21	\$ .00
11	Extend POP 10/01/21 to 12/31/21	Approved	10-29-21	\$ .00
12	Extend POP to 3/31/22, Additional Resources, Replace Attachment A – Advanced Cost Agreement	Approved	12-31-21	\$ 1,199,504
13	Extend POP to 4/30/21	Pending	TBD	\$ .00
<b>14</b>	<b>Modification No. 14 to extend POP for 24 months to <del>43/310/2024</del></b>	<b>Pending</b>	<b>TBD</b>	<b>\$ 5,618,956</b>
	<b>Modification Total:</b>			<b>\$ 6,818,460</b>
	<b>Original Contract:</b>			<b>\$13,028,744</b>
	<b>Total:</b>			<b>\$19,847,204</b>

**DEOD SUMMARY**

**TECHNICAL SUPPORT SERVICES FOR THE HEAVY RAIL VEHICLE (HRV)  
ACQUISITION/OP16523-30433487**

**A. Small Business Participation**

LTK Engineering Services (LTK) made a 22.62% Disadvantaged Business Enterprise (DBE) commitment. Based on payments reported to-date, the contract is 78% complete and the current DBE participation is 12.21%, representing a 10.41% shortfall. LTK submitted its initial shortfall mitigation plan in August 2021 and a subsequent update in March 2022.

LTK Services contends that the shortfall is due to the inability to use the resources of Virginkar & Associates, Inc. (VAI) to perform inspection services in China as originally planned. Due to three main components to this impact: CRRC delays and late initiation of manufacturing of the six pilot cars which started in January 2019; One VAI inspector started work in China in March 2019, almost 18 months later than LTK’s original engagement plan; and due to the COVID-19 situation, the China-based VAI inspector left China at the end of January 2020.

LTK further reported that the shortfall will be mitigated with the addition of a second VAI inspector in CRRC’s Springfield, MA facility in April-May 2022 and additional VAI staff starting mid 2022 in Los Angeles to be part of the commissioning effort of the vehicles. LTK projects that the DBE participation level at the end of the base contract term (March 2024) will be approximately 23%. LTK stated that they are fully committed to meeting their commitment.

Notwithstanding, Metro Project Managers and Contract Administrators will work in conjunction with DEOD to ensure that LTK Engineering Services is on schedule to meet or exceed its DBE commitment. Additionally, key stakeholders associated with the contract have been provided access to Metro’s web-based monitoring system to ensure that all parties are actively tracking Small Business progress.

<b>Small Business Commitment</b>	<b>DBE 22.62%</b>	<b>Small Business Participation</b>	<b>DBE 12.21%</b>
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	<b>DBE/SBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Ramos Consulting Services, Inc	Hispanic American	3.60%	9.58%
2.	Virginkar & Associates, Inc.	Asian-Pacific American	19.02%	2.63%
	<b>Total</b>		<b>22.62%</b>	<b>12.21%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

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

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



## Board Report

File #: 2022-0139, File Type: Contract

Agenda Number: 27.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE APRIL 21, 2022

**SUBJECT: BUS ENGINEERING AND ACQUISITION, PROGRAM MANAGEMENT AND  
TECHNICAL SUPPORT SERVICES**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a six (6) year cost reimbursable contract, Contract No. PS81062000, to WSP USA, Inc. for as-needed professional consultant support services that will be utilized for bus engineering and acquisition, program management and technical support services, in the total not-to-exceed amount of \$10,930,917.43, subject to resolution of protest(s), if any.

#### **ISSUE**

Maintaining Metro's Bus Fleet in a State of Good Repair (SGR) is essential to provide Metro's patrons with safe and reliable service through the buses' design life. Metro's approach to maintain the Bus Fleet in a State of Good Repair requires that the legacy fleet be subject to a comprehensive preventive and predictive maintenance program, and that the aging buses be replaced with state of the art, zero emission buses in accordance with the Metro Board's motions and California Air Resources Board's (CARB) mandates.

Professional consultant support is required to assist Metro with the procurement and delivery of Zero Emission Buses, chargers, & charging infrastructure, and with the development and implementation of preventive and predictive maintenance programs to ensure that the delivered equipment is maintained in a State of Good Repair (SGR) for its intended lifespan.

#### **BACKGROUND**

In April 2016, Metro's Board of Directors approved a motion to develop plans to convert Metro's bus fleet to Zero Emission Buses (ZEB). In July 2017, the Board endorsed the strategic plan for ZEB conversion and established a 2030 target for conversion completion. Further, in December 2018, CARB approved the Innovative Clean Transit (ICT) Regulation that sets a statewide goal for public agencies to gradually transition to 100% ZEB fleet by 2040. The ICT Regulation includes the following purchase requirement timeline:

- 2023 - 2025: 25% of buses purchased in this period must be ZEB

- 2026 - 2028: 50% of buses purchased in this period must be ZEB
- 2029 - onward: 100% of buses purchased in this period must be ZEB

Metro has been working to comply with the Metro Board directive and CARB's ICT Regulation. Furthermore, to ensure that the fleet is maintained in a State of Good Repair (SGR) and sufficient vehicles are available for service, Metro has several on-going procurements to support these activities.

Given the technical challenges and significant capital and operational costs associated with transitioning to ZEB operations, Metro will require professional consultant support services to supplement internal resources by having available a wide range of Subject Matter Experts (SMEs) with specialized engineering, technical and program management experience, and expertise.

## **DISCUSSION**

### Findings

WSP USA, Inc. has demonstrated the depth and breadth of technical and engineering experience and capacity to support Metro with the anticipated tasks and projects. On an as-needed basis, Statements of Work (SOW) will be developed defining the type and level of support required for each specific task(s) and project(s). The Work will be released to the Consultant through Task Orders (TOs).

Subject to Metro's direction, the Consultant shall apply appropriate engineering resources that include but are not limited to developing vehicle specifications, identifying potential suppliers, conduct studies of fleet performance, documentation control, and assist with inspection activities. Program management and technical support services shall include but are not limited to specification and design criteria for new facility and infrastructure, planning and design of infrastructure strategies, redesign and rework of existing facilities, analyzing existing fleet reliability and performance issues. The Consultant shall dedicate resources to facilitate the timely execution and associated deliverables of Metro's current and future bus capital and operating projects, i.e., existing bus procurements from Build Your Dream (BYD), El Dorado National (ENC), and New Flyer (NF), division charging infrastructure work with Southern California Edison (SCE) and Los Angeles Department of Water and Power (LADWP) and future transit projects.

Staff advertised this procurement on the LA Sentinel, LA Daily News, and La Opinion. Staff had also reached out to various Consulting firms to provide them with information on this procurement based upon prior experience to encourage more competition. There were two (2) Proposers that submitted a bid: 1) WSP and 2). Ricardo Inc. Proposers were evaluated based upon Qualifications of the Proposer/Team, Project Manager and Key Staff's, Qualifications and Experience, Effective Scheduling/Cost Management Plan, and Cost Proposal. WSP was ranked number one (1) in score based upon the evaluation criteria; further details can be found on Attachment A: Procurement Summary.

### Considerations



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It is staff's recommendation to award the Contract to WSP USA, Inc. to provide the engineering and program management expertise and support to achieve the transition to a ZEB fleet.

### **DETERMINATION OF SAFETY IMPACT**

There is no impact to safety. The recommendation will allow Metro to efficiently manage the professional consultant support services through defined SOW and Task Orders.

### **FINANCIAL IMPACT**

Upon recommendation approval, the contract will allow for project related task orders to be issued and funded by projects utilizing approved and available LOP budget(s). Task orders shall be requested and reviewed by the affected Project Manager and will use available project funds budgeted as professional services under account 50316 and shall remain within the authorized LOP and FY budgets. Since this is a multi-year contract, the Cost Center Manager, Project Manager(s) and Sr. Executive Officer of Vehicle Engineering and Acquisition will be responsible for budgeting the costs in future years.

#### **Impact to Budget**

The anticipated task orders will be funded by the respective project(s). Since the project task orders are funded with existing LOP budgets and annual funds, the funding sources will vary according to established funding plans for the respective projects. No task order(s) shall be issued which increases a capital project LOP. Staff continually reassesses project funding sources and will apply other applicable funding sources as they become available to the respective projects.

### **EQUITY PLATFORM**

The approval of professional consultant support services will ensure that the ZEB transition bus fleet will continue to serve Los Angeles County, including many under-served communities, and to provide vital transportation services safely and reliably to neighborhoods where disparities within the region can exist between residents' access to jobs, housing, education, health, and safety. Public transportation provides an important lifeline for the residents in underserved communities, and this procurement ensures the safety of passengers and provides a high level of customer service for these underserved communities through the transition from Renewable Natural Gas (RNG) to a ZEB fleet while ensuring that the fleet is maintained in a State of Good Repair (SGR) and sufficient vehicles are available for service.

It is recognized that Battery Electric Buses (BEBs) provide improved air quality and quieter services compared to current Renewable Natural Gas (RNG) bus fleet. However, RNG compared to BEB ranges are not at the point where 1 for 1 service replacement can be provided without increasing risks to the quality of service. Staff will provide options for further electrified services as BEB range performance is improved and/or additional charging infrastructure installations are completed.

The Diversity & Economic Opportunity Department (DEOD) has completed its initial evaluation of the Proposer's commitment to meet the thirty percent (30%) Race Conscious Disadvantage Business

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Enterprise (RC DBE) goal established for this project. WSP USA, Inc. has exceeded the goal by making more than thirty percent (30.06%) DBE commitment and is deemed responsive to the DBE requirements.

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

This recommendation will support Strategic Goal #1 to provide high-quality mobility options that enable people to spend less time traveling. This Contract will support Metro in maintaining the SGR for the existing bus fleet while ensuring that our customers can arrive at their destinations with less disruptions. It will also support Goal #3, Enhance communities and lives through mobility and access to opportunity and Goal #4 Transform LA County through regional collaboration and national leadership by achieving the Board's motion and CARB's goal for a 100% Zero Emission bus fleet by 2030 and 2040, respectively.

### **ALTERNATIVES CONSIDERED**

Staff has considered using in-house Metro resources to perform this work; however, this approach is not recommended as Metro does not have sufficient resources and Subject Matter Experts (SMEs) available to perform this work, especially considering that the zero-emission bus and charging technologies are continuing to evolve.

The Board of Directors may choose not to authorize the Contract award for this project; however, this alternative is not recommended as this professional consultant support services contract is critical to facilitate the timely execution and associated deliverables of Metro's ZEB fleet goals and operating projects.

### **NEXT STEPS**

Upon Board approval, staff will execute the Contract with WSP USA, Inc. and issue a Notice-To-Proceed (NTP). Staff will continue to thoroughly manage and issue individual task orders, on an as-needed basis, for engineering, technical, and program management support services.

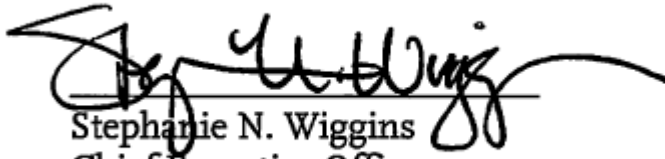
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Cop Tran, Director, Project Control (213) 922-3188  
Jesus Montes, Sr. Executive Officer, Vehicle Engineering & Acquisition (213) 418-3277

Reviewed by: Conan Cheung, Acting Chief Operations Officer, (213) 418-3034  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

BUS ENGINEERING AND ACQUISITION, PROGRAM MANAGEMENT AND  
TECHNICAL SUPPORT SERVICES/PS81062000

1.	<b>Contract Number: PS81062000</b>	
2.	<b>Recommended Vendor:</b> WSP USA, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> October 27, 2021	
	<b>B. Advertised/Publicized:</b> October 26, 2021	
	<b>C. Pre-Proposal Conference:</b> November 9, 2021	
	<b>D. Proposals Due:</b> December 21, 2021	
	<b>E. Pre-Qualification Completed:</b> February 16, 2022	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> December 22, 2021	
	<b>G. Protest Period End Date:</b> April 25, 2022	
5.	<b>Solicitations Picked up/Downloaded:</b> 36	<b>Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Greg Baker	<b>Telephone Number:</b> (213) 922-7577
7.	<b>Project Manager:</b> Cop Tran	<b>Telephone Number:</b> (213) 922- 3188

**A. Procurement Background**

This Board Action is to approve the award of Contract No. PS81062000 to WSP USA Inc. (WSP), to provide as-needed professional consultant support services that will be utilized for bus engineering and acquisition, program management and technical support services. Board approval of contract award is subject to resolution of all properly submitted protest(s).

On October 27, 2021, Request for Proposals (RFP) No. PS81062 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is cost reimbursable. The Diversity and Economic Opportunity Department (DEOD) recommended a 30% Disadvantaged Business Enterprise (DBE) goal.

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

- Amendment No. 1, issued on November 3, 2021, extended the proposal due date, and amended the critical dates;
- Amendment No. 2, issued on December 3, 2021, deleted and replaced the Advanced Memorandum of Cost exhibit to expand the maximum number of personnel per category.

A virtual pre-proposal conference was held on November 9, 2021. Thirty-six firms downloaded the RFP and were included on the planholders' list. Forty questions were received, and Metro provided responses prior to the proposal due date.

Two proposals were received by the due date of December 21, 2021 and are listed below in alphabetical order:

1. Ricardo, Inc.
2. WSP

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of diverse staff from Vehicle Engineering and Acquisition, and Bus Operations was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- Qualifications of the Proposer/Team 10 percent
- Project Manager and Key Staff's Qualifications and Experience 50 percent
- Effective Scheduling/Cost Management Plan 10 percent
- Cost Proposal 30 percent

The proposal evaluation criteria are appropriate and consistent with criteria developed for other, similar vehicle consultant services procurements. Several factors were considered when developing these weights, giving the greatest importance to the qualifications of the proposer/team and project manager and key staff's qualifications and experience.

On December 28, 2021, the PET met to review the evaluation criteria package, process confidentiality and conflict of interest forms and take receipt of the two proposals to initiate the evaluation phase. Evaluations were conducted from December 28, 2021 through January 10, 2022.

On January 11, 2022, the PET reconvened and determined that WSP was the highest rated firm.

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

#### **WSP**

WSP has provided vehicle engineering and acquisition, program management, and technical support services for multiple high volume transit agencies for more than 20 years. Existing customers include LACMTA, San Bernardino County Transportation

Authority (SBCTA), the Indianapolis Public Transportation Corporation (IndyGo), King County Metro, DART, and MassDOT/MBTA.

**Ricardo, Inc.**

Ricardo, Inc. (Ricardo) was founded over 100 years ago and is based in Belleville, Michigan, with offices and staff worldwide. Ricardo’s experience includes automotive and rail, including zero emission bus (ZEB) projects. Existing clients include Edinburgh Trams, Transport for West Midlands and Brighton & Hove Buses.

The following is a summary of the PET scores:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>WSP</b>				
<b>3</b>	Qualifications of the Proposer/Team	78.80	10.00%	7.88	
<b>4</b>	Project Manager and Key Staff’s Qualifications and Experience	79.26	50.00%	39.63	
<b>5</b>	Effective Scheduling/Cost Management Plan	86.30	10.00%	8.63	
<b>6</b>	Cost Proposal	82.63	30.00%	24.79	
<b>7</b>	<b>Total</b>		<b>100.00%</b>	<b>80.93</b>	<b>1</b>
<b>8</b>	<b>Ricardo, Inc.</b>				
<b>9</b>	Qualifications of the Proposer/Team	56.80	10.00%	5.68	
<b>10</b>	Project Manager and Key Staff’s Qualifications and Experience	53.76	50.00%	26.88	
<b>11</b>	Effective Scheduling/Cost Management Plan	68.80	10.00%	6.88	
<b>12</b>	Cost Proposal	100.00	30.00%	30.00	
<b>13</b>	<b>Total</b>		<b>100.00%</b>	<b>69.44</b>	<b>2</b>

**C. Cost/Price Analysis**

The recommended cost reimbursable rates have been determined to be fair and reasonable based upon adequate price competition, cost analysis, technical analysis, and fact-finding. The recommended price is higher than Metro’s independent cost estimate (ICE) by \$262,917 or 2%.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated or NTE amount</b>
1.	WSP	\$13,595,599	\$10,668,000	\$10,930,917
2.	Ricardo	\$11,233,447		

**D. Background on Recommended Contractor**

The recommended firm, WSP, was founded in 1885 and is based in New York, New York, with offices and staff worldwide, including Los Angeles. WSP provides engineering and professional services in the areas of building, transportation, and environment sectors, including zero emission vehicles and transit battery electric bus (BEB) fleets. The firm has completed more than 85 ZEB projects throughout the world, including multiple projects in North America.

WSP's proposed Project Manager has more than 41 years of experience and has led the team that developed Metro's California Air Resources Board (CARB) rollout plan, and, currently, its ZEB Master Plan.

WSP has worked on Metro projects and has performed satisfactorily.

## DEOD SUMMARY

**BUS ENGINEERING AND ACQUISITION, PROGRAM MANAGEMENT AND  
TECHNICAL SUPPORT SERVICES / PS81062000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this solicitation. WSP USA, Inc., exceeded the goal by making a 30.06% DBE commitment.

<b>Small Business Goal</b>	<b>30% DBE</b>	<b>Small Business Commitment</b>	<b>30.06% DBE</b>
----------------------------	----------------	----------------------------------	-------------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	3COTECH, Inc.	Caucasian Female	2.72%
2.	Advantec Consulting Engineers, Inc.	Asian Pacific American	3.17%
3.	Arellano Associates	Hispanic American	2.91%
4.	Capitol Government Contract Specialist	Caucasian Female	13.63%
5.	Elcon Associates, Inc.	Asian Pacific American	2.49%
6.	LKG-CMC, Inc.	Caucasian Female	2.76%
7.	Virginkar & Associates, Inc.	Asian Pacific American	2.38%
<b>Total Commitment</b>			<b>30.06%</b>

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

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



**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

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

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



**Board Report**

**File #:** 2022-0176, **File Type:** Informational Report

**Agenda Number:** 28.

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
APRIL 21, 2022**

**SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

**ISSUE**

As of June 2021, Metro System Security & Law Enforcement (SSLE) has revised and updated the performance data to improve accuracy and details related to KPIs for its multi-agency law enforcement deployment strategies provided by the Los Angeles Police Department (LAPD), Los Angeles County Sheriff's Department (LASD), and Long Beach Police Department (LBPD). To avoid discrepancies related to crime reclassifications and maintain consistency with contract terms and conditions, SSLE will have all data submitted by the 15<sup>th</sup> of every month. This will provide ample time for staff to review, thereby providing the Board with complete and accurate data.

**BACKGROUND**

The following sections provide data, trends, and updates on SSLE initiatives to help improve public safety on the Metro system.

**DISCUSSION**

**LAW ENFORCEMENT CONTRACT COMPLIANCE**

*Technical Review*

The SSLE Administration and Compliance Unit continue to verify that all field Officers/Deputies on duty are tapping their Metro-issued badges at all TAP machines when patrolling Metro buses, trains, and rail stations/corridors. This ensures high visibility for riders utilizing Metro's services, while also establishing a method of accountability for our contracted law enforcement personnel.

The Compliance Unit reviewed TAP reports provided by Metro's TAP Department against law

enforcement deployment documents to verify that Officers/Deputies are tapping at turnstiles and/or readers. The data reviewed encompasses the months of December 2021 through February 2022. Upon reviewing the TAP reports and daily deployment information, it was determined that law enforcement partners are tapping their Metro badges throughout their shifts.

### *Community Policing Updates*

As part of Metro’s Community Safety Partnerships, each contracted agency hosts its own community policing events. Below are events that took place during this reporting period.

AGENCY	DATE	LOCATION	EVENT	DESCRIPTION
LAPD	3/2/2022	Union Station & Chatsworth Station	Read Across America Day	Community engagement event aimed at encouraging children to read
LASD	3/23/2022	Filmore Station	Fentanyl Awareness	Community engagement pop-up to inform riders on the dangers of fentanyl abuse
LASD	3/30/2022	Willowbrook/Rosa Parks Station	Coffee with a Deputy	Community engagement pop-up

## **METRO TRANSIT SECURITY (MTS)**

### *Quality Service Audits*

For February, MTS completed thirteen (13) Quality Service Audits. MTS Supervisors randomly contacted three (3) internal partners, one (1) external partner, and nine (9) patrons to gain feedback on the performance of our officers. Of the 17 surveyed, all gave ratings of "meets," "exceeded," or "greatly exceeded" expectations for the services rendered by Transit Security Officers (TSOs).

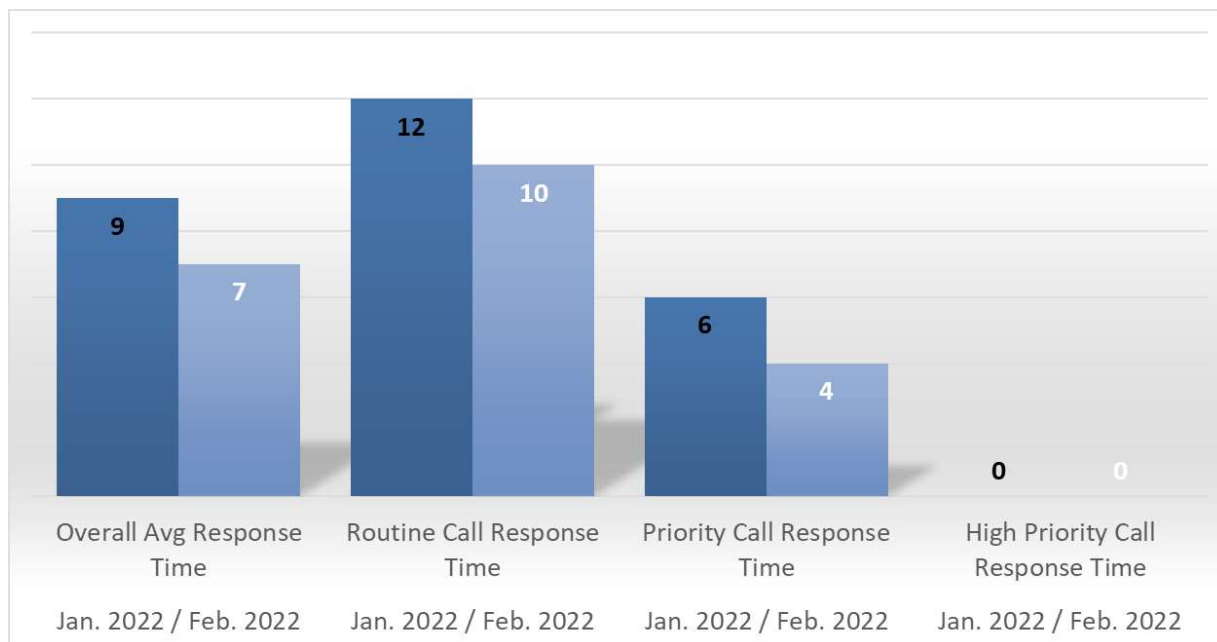
### *Calls for Service*

For the month of February, Transit Security received 470 calls for service, compared to 462 calls for service in January 2022. The following is a breakdown of the call categories and response times.

- Routine: Transit Security received 415 calls and responded to 363 of them with an average response time of ten (10) minutes. The remaining calls were assigned to law enforcement, contract security, or other entities such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or elevator tech. (Routine: Assignments that are distributed to Metro Security Officers that require their presence to resolve, correct or assist a situation.)
- Priority: Transit Security received 55 calls and responded to 47 of them with an average response time of four (4) minutes. The remaining calls were assigned to law enforcement, contract security, or other entities such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or elevator tech. (Priority: Calls endangering property are dispatched as soon as possible if units are available, with the exception of bomb

threats calls, which are dispatched immediately to law enforcement. Vandalism and burglary calls may be delayed until officers are available.)

- High Priority: Transit Security did not receive any high priority calls. (High priority: Calls that are in-progress events where persons or high-value property is in immediate danger. This call requires as many personnel as possible to respond safely but quickly.)



## BUS OPERATIONS SECURITY

In February, there were a total of thirteen (13) assaults on bus/rail operators, with seven (7) assaults occurring in LAPD's jurisdiction and six (6) assaults occurring in LASD's jurisdiction. Furthermore, there were 12,055 bus boardings by LAPD officers and 6,005 bus boardings by LASD deputies on various routes throughout the system. The problem locations have been identified through daily analysis and officers interacting with bus operators at the end of the line.

Detectives determined the incidents were unrelated based off the suspects' descriptions, locations of occurrence, and victim interviews. Currently, there are no crime trends or patterns that have been identified by both LAPD and LASD. For details regarding the thirteen (13) bus operator assaults in February, please refer to the report titled Attachment G - Bus Operator Assaults February 2022.

### *Bus Strategies Operator Security Initiatives*

Due to the recent number of crimes against our operators, SSLE has been working on the Bus Strategies Operator Security initiative to help improve operators' safety. The department is prioritizing the following efforts listed below because it is important for employees to feel safe in their work environment. Please note that some of these concepts have launched, and the department is

currently collecting information and evaluating their effectiveness:

- Law enforcement partners and SSLE Community Liaison are meeting weekly with bus operators to build relationships, discuss safety strategies, de-escalation techniques, and reporting processes
- Bystander Training
- Safety Bulletin Weekly Newsletter
- Collaboration with Operations to collect and evaluate feedback from operators to better understand needs
- Consideration of deployment of Metro Transit Security on buses

## **SAFETY BULLETIN**

As of March 25<sup>th</sup>, Transit Security has published six (6) issues of a weekly internal periodical focusing on a multitude of safety-related topics spanning from health, environmental, and personal safety, workplace safety, and more. In addition, it includes interactive opportunities for employees to provide feedback on developing topics through polls. The bulletin is sent to employees via email, included once a week in the Daily Brief, as well as printed and distributed to Operations divisions. The safety bulletin will be released every Friday until further notice.

The weekly safety bulletin is a resource meant to help employees feel more confident when using the system. The bulletins are printed and posted at every division. Through this new initiative, SSLE hopes to increase employees' perception of safety using their suggested tools and tactics, especially front-line staff who are the most vulnerable.

## **BYSTANDER PROGRAM**

The Bystander Intervention Training Program is currently being workshopped by a working group composed of members from the Office of Civil Rights Racial Equity & Inclusion (OCRREI), County Counsel, and the Office of Inspector General. The updated training incorporating working group feedback has been completed and in final review before moving to Talent Development for production. This process brings SSLE one step closer to releasing the training via the eLearning portal.

## **SEXUAL HARASSMENT**

Calls related to sexual harassment are routed through Metro Transit Security Operations Center, which then transfers the caller to a free 24/7 hotline - Peace Over Violence, Center for the Pacific Asian Family Inc., and Sister Family Services - that can provide more directed counseling. Between February 1<sup>st</sup> through February 28<sup>th</sup>, Metro Transit Security, LAPD, and LASD received seventeen (17) incidents and referred a total of fifteen (15) victims of sexual harassment to the above free hotlines.

## **PUBLIC SAFETY ADVISORY COMMITTEE**

In the March general PSAC meetings, the committee had the opportunity to hear from external speakers. On March 2<sup>nd</sup>, a panel discussion with ACT-LA, Labor Community Strategy Center, and Transit Center was held, with a primary focus on alternatives to public safety. Furthermore, on March 16<sup>th</sup>, the PSAC heard from multiple speakers representing the CALIF-ILC, who focused on the safety challenges and priorities faced by riders with disabilities.

### *Public Safety Budget*

Motion 25.1 asked staff to consult with PSAC throughout the FY23 budget development process. After hearing staff presentations and undergoing a budget exercise, the PSAC outlined and voted on guiding principles for the FY23 public safety budget (see Attachment L). The key takeaways are as follows:

- 1) **Less Funding for Private Security:** Roughly 86% of committee members would like to see less funding allocated to private security personnel on Metro.
- 2) **More Funding for Homeless Services:** For almost all strategies under Homeless Outreach Services, committee members would like to see funding increase.
- 3) **No Increase for Law Enforcement Contracts:** For the Law Enforcement Contracts, members would not like to see funding increase. Instead, they opt for a decrease in funding or recommend that funding remain the same.
- 4) **More Funding for Transit Ambassadors:** Members would like to see funding increase for the Transit Ambassador pilot program.
- 5) **Continue Investing in “Creating a Safe Environment”:** Members would like to see the funding increase or remain the same for the Creating a Safe Environment strategies.
- 6) **Mixed Feedback re: Technology:** Funding for Investments in Technology see mixed preferences based on the individual strategies. However, for all strategies in this category, members seek to increase or maintain funding levels.
- 7) **No Consensus Around Emergency Response and Safety & Security:** There is no clear consensus around the funding for Emergency Response or Safety & Security Initiatives Support.
- 8) **Need for Revised Categorization and Increased Transparency When Naming Budget Items:** Members requested that a number of budget line items be recategorized or renamed in the preceding table. The reorganization should strive to increase public understanding of how monies will be used and better reflect the end recipient of Public Safety Budget funds. Members felt that certain terminology or vague titling (such as “Emergency Response” being used for the design and construction of a physical building) obfuscated the funding’s purpose. Additionally, this request attempts to correctly categorize when funds are going to law enforcement or agencies or internal System Safety initiatives.
- 9) **Request for Public Safety Budget to Include Funding for Metro’s Office of Equity and Race (OER):** Citing information from a presentation on the forthcoming Place-Based

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Implementation Strategy, members requested that forthcoming Public Safety Budgets include a line-item set-aside for the SSLE department to coordinate with OER on new and ongoing public safety program development and implementation.

In alignment with PSAC's feedback to increase funding for homeless services, the proposed budget includes additional funding to expand the number of outreach teams, deploy crisis response teams, and staffing support to expand the Homeless Outreach & Engagement unit. Furthermore, the proposed budget includes funding for new safety initiatives such as bystander training and a situational awareness simulator for Transit Security officers. With the transit ambassador program expected to launch in early 2023, staff will be able to revisit and assess the appropriate funding levels for this program and the private security and law enforcement contracts. This month the FY23 budget development progress update report will provide more details on the proposed overall public safety budget for the agency.

### **ANALYTICS-LED PUBLIC SAFETY FRAMEWORK**

The Analytics-Led Public Safety framework will enable a collaborative and consolidated approach to public safety that ties together all reimagining efforts. PSAC and other stakeholders, including ACT-LA, have raised concerns that the Analytics-Led Public Safety Framework equates to predictive policing. As previously stated, the analytics led framework is not racial profiling or predictive policing. It is important to note that race will not be used as a data point for deployment. Racial data will only be used to measure outcomes. SSLE will be working with internal partners such as the Office of Equity and Race, Operations, and Homeless Outreach to receive their feedback on data analysis. Staff will be transparent with the community on what the data says, how it shapes the safety strategies and continue to be open to feedback from the community.

LA Metro will take a holistic approach to data driven decision making and look for ways to streamline our processes to prioritize safety and security while receiving the best return on investment. LA Metro will bring together large amounts of data in a variety of ways. However, this does not include using algorithms. This will shift our current approach from being reactive and responsive to being proactive and preventive when it comes to increasing safety for our riders and employees.

This public safety framework utilizes new strategies for Metro that rely on a layered approach to ensure Metro has a system designed to enhance safety and security. Feeling safe can look different to everyone, so it's important to consider more than the visibility and enforcement of security officers and law enforcement. Transit Ambassadors, custodians, mental health clinicians, homeless outreach workers, schedule checkers and bus and rail operators can share observed data that can be turned into analysis to identify trends and support business decisions. For example, the data may tell us where environmental upgrades such as better lighting are needed, where transit ambassadors should be deployed to aid riders with wayfinding or where homeless outreach workers should be deployed to render the most assistance.

SSLE will be working with internal partners such as the Offices of Equity and Race, Operations, Homeless Outreach, Customer Care, Labor Relations, and Ethics to receive their feedback on data analysis. Staff will be transparent with the community on what the data says, how it shapes the safety strategies and continue to be open to feedback from the community.

### **EQUITY PLATFORM**

The random Quality Service Audits (QSA) provide a key assessment tool to help measure and enhance customer's perception of safety, security, customer service, and public sentiment toward Metro Transit Security. This comes in the form of a survey that asks to rate the service provided by Transit Security Officers. Participants range from external and internal personnel and patrons who ride the system. For the month of February, we had the following representation of QSAs for riders/patrons.

<b>February QSA Demographics</b>	<b>Avg. Rating (out of 20)</b>	<b>2017 System Demographics (On-board Survey)</b>
15% African American	20	16% African American
31% Hispanic	19	56% Hispanic
39% Caucasian	19	13% Caucasian
15% Asian American	17	9% Asian American
0% Native American	NA	1% Native American
0% Other	NA	5% Other

The PSAC budgeting exercise is an effort to diversify influence on investment decisions for system security and law enforcement. Shifting funds to support community-based approaches to policing, such as a transit ambassador program and the homeless outreach teams, are anticipated to benefit marginalized groups by making resources more accessible to riders and offering more public service choices. The diverse resources offered will help Metro personalize its customer service to better meet its riders' needs. They are intended to create a sense of community where riders feel like they belong and are safe due to the resourceful engagement when riding the system.

## **NEXT STEPS**

Staff will continue to monitor our law enforcement partners, private security, and Transit Security performance, monitor crime stats, and adjust deployment as necessary.

## **ATTACHMENTS**

- Attachment A - Systemwide Law Enforcement Overview February 2022
- Attachment B - MTA Supporting Data February 2022
- Attachment C - Transit Police Summary February 2022
- Attachment D - Monthly, Bi-Annual, Annual Comparison February 2022
- Attachment E - Violent, Prop, and Part 1 Crimes February 2022
- Attachment F - Demographics Data February 2022
- Attachment G - Bus Operator Assaults February 2022



Attachment H - Sexual Harassment Crimes February 2022

Attachment I - March 2, 2022, PSAC General Meeting Minutes

Attachment J - March 2, 2022, PSAC Public Safety Budget Survey Results

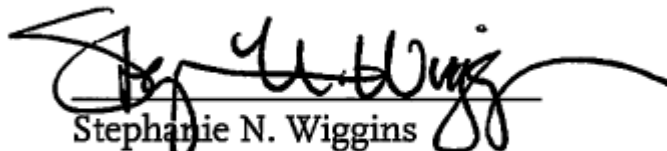
Attachment K - March 16, 2022, PSAC General Meeting Minutes

Attachment L - April 6, 2022, Public Safety Budget Recommendations

Prepared by: Aston Greene, Executive Officer, System Security and Law Enforcement, (213)922-2599

Imelda Hernandez, Manager, System Security and Law Enforcement, (213) 922-4848

Reviewed by: Gina Osborn, Chief Safety Officer, (213) 922-3055



Stephanie N. Wiggins  
Chief Executive Officer

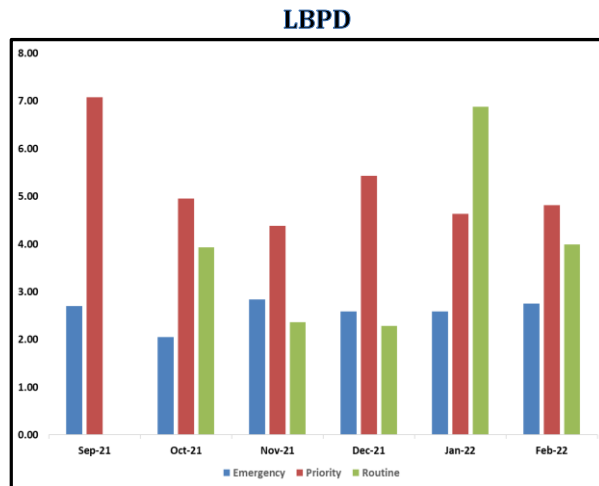
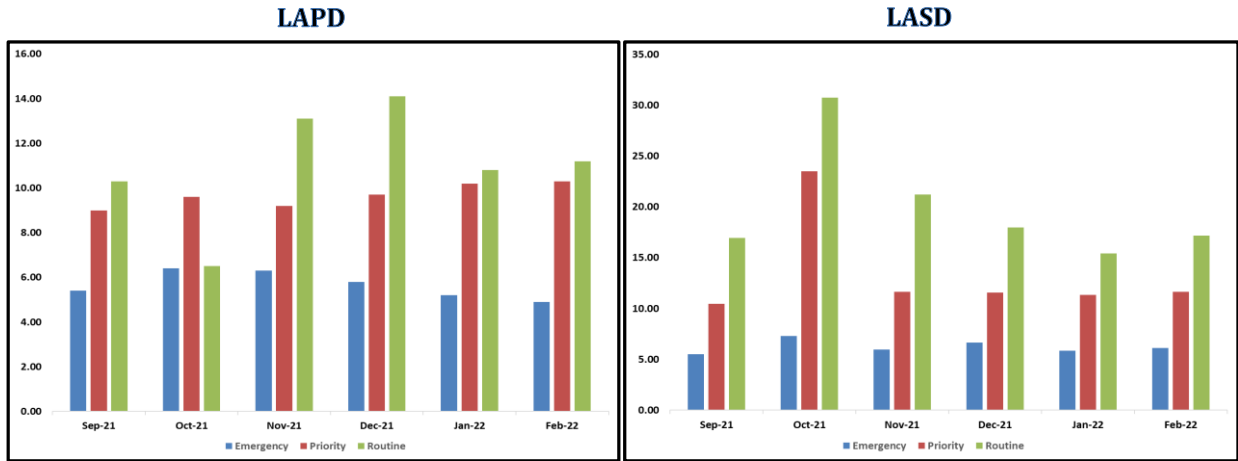
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2022

Attachment A

## Average Incident Response Times

These graphs show how long it takes (in minutes) for LAPD, LASD, and LBPD to respond to Emergency, Priority, and Routine calls

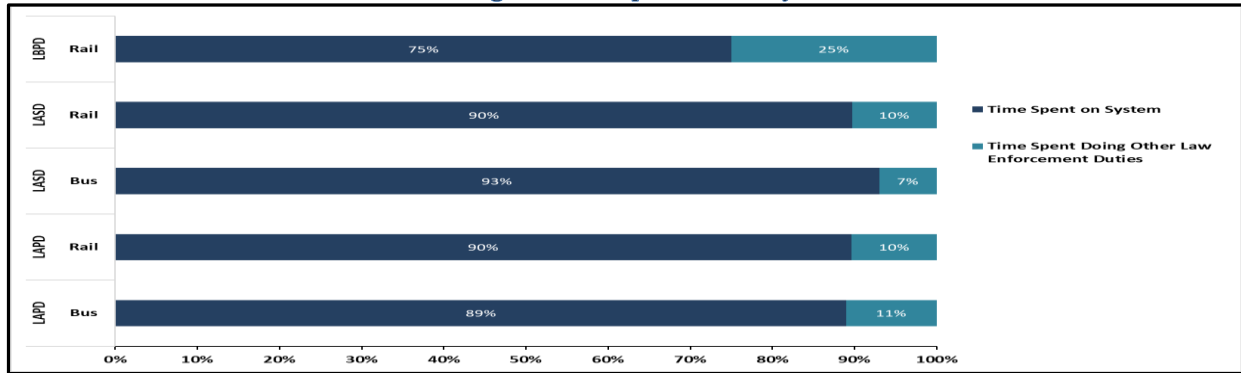


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

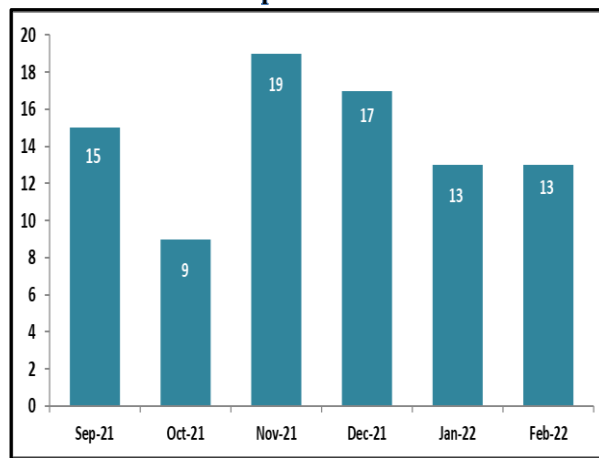
FEBRUARY 2022

Attachment A

### Percentage of Time Spent on the System



### Bus Operator Assaults

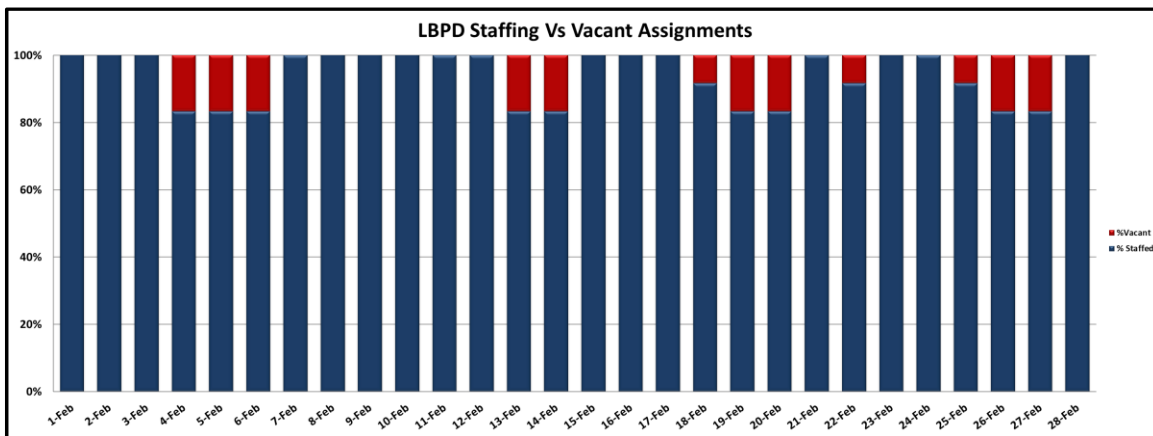
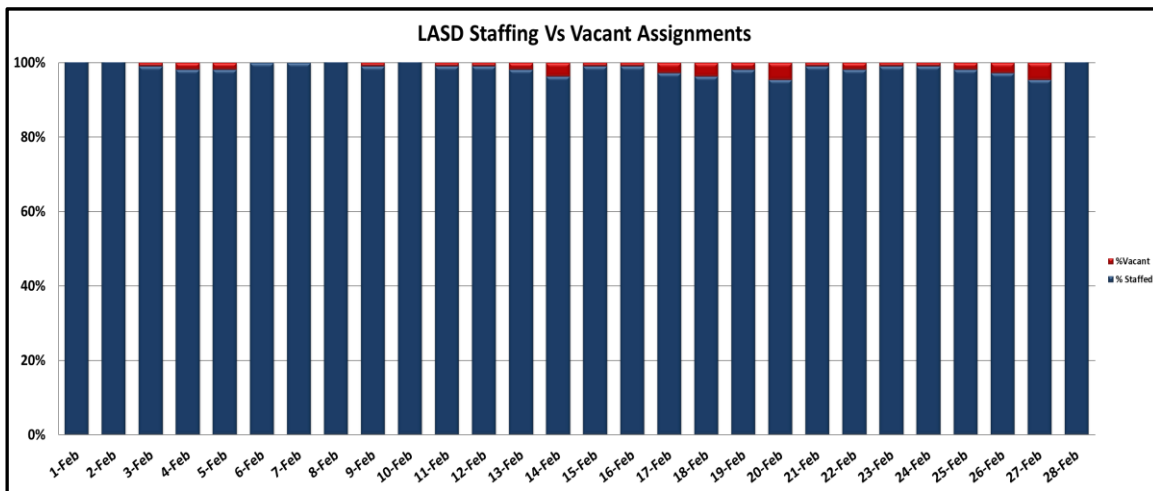
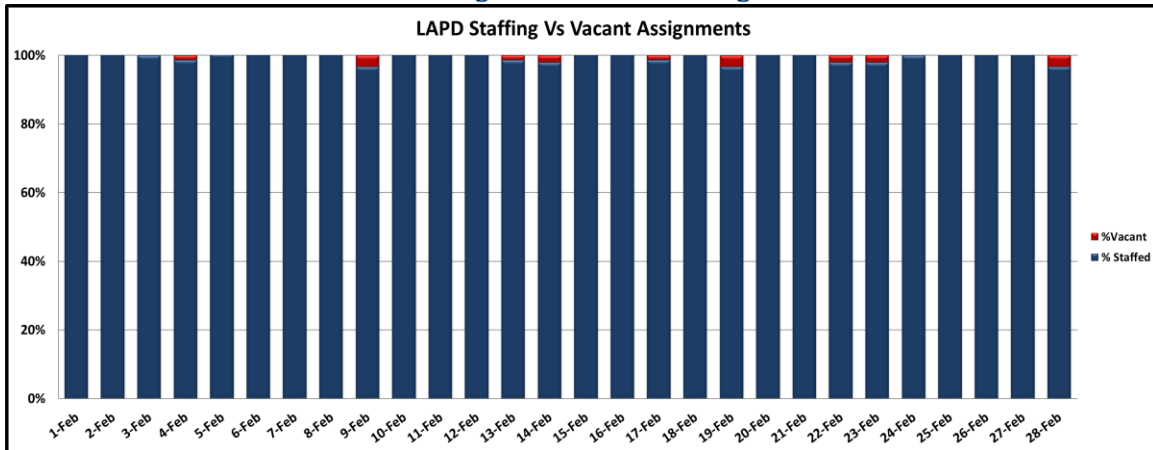


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2022

Attachment A

## Ratio of Staffing Levels vs Vacant Assignments



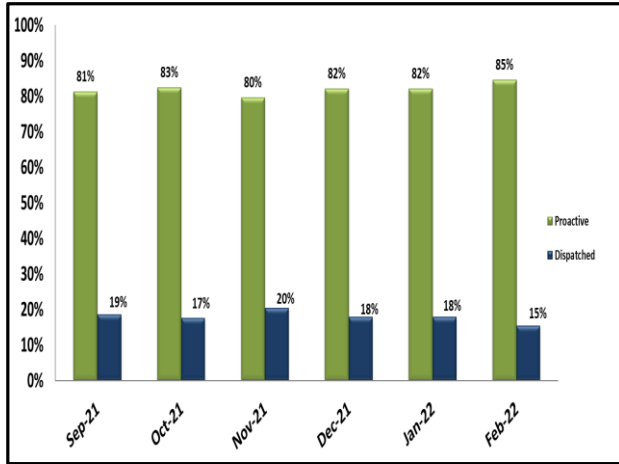
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

FEBRUARY 2022

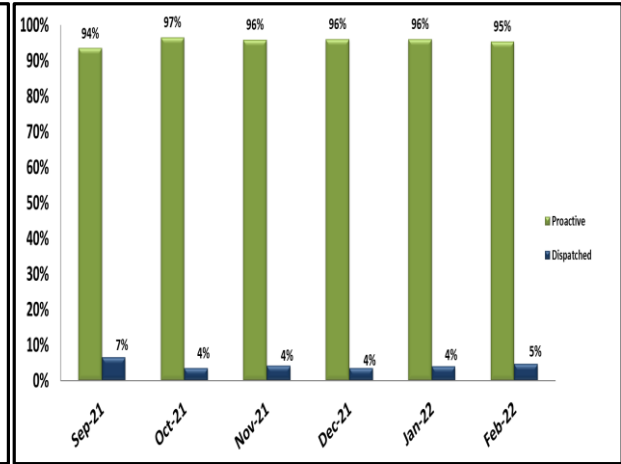
Attachment A

## Ratio of Proactive vs Dispatched Activity

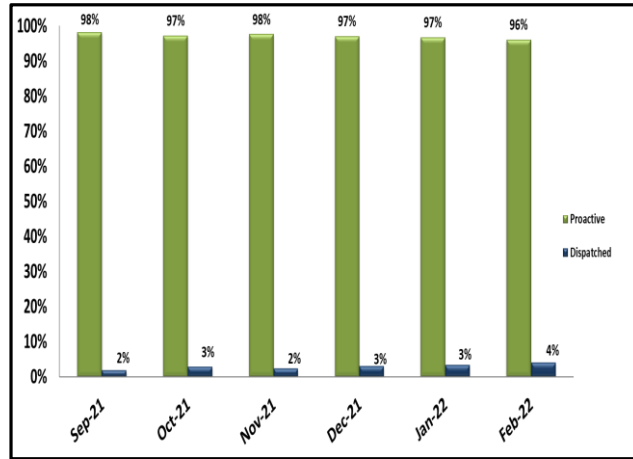
**LAPD**



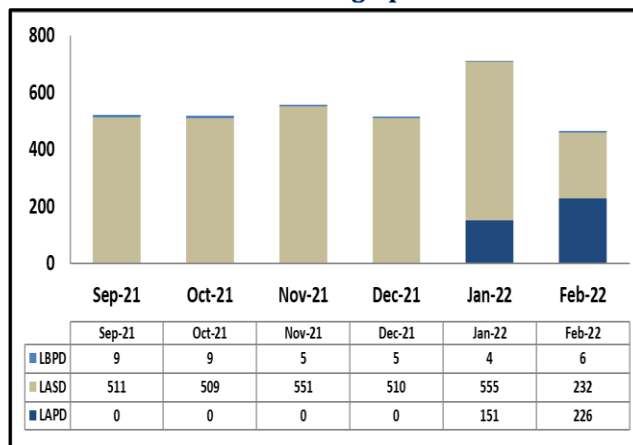
**LASD**



**LBPD**



## Grade Crossing Operations



### Grade Crossing Operation Locations February:

1. Blue Line Stations (186)
2. Expo Line Stations (117)
3. Gold Line Stations (161)

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPDP	FYTD
Homicide	0	0	0	1
Rape	0	0	0	1
Robbery	1	4	2	35
Aggravated Assault	0	3	0	42
Aggravated Assault on Operator	0	0	0	0
Battery	2	3	3	68
Battery Rail Operator	0	0	0	1
Sex Offenses	0	1	0	8
<b>SUB-TOTAL</b>	<b>3</b>	<b>11</b>	<b>5</b>	<b>156</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPDP	FYTD
Burglary	0	1	0	5
Larceny	0	3	1	30
Bike Theft	0	0	0	1
Motor Vehicle Theft	0	0	1	2
Arson	0	0	1	2
Vandalism	0	4	0	23
<b>SUB-TOTAL</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>63</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPDP	FYTD
Weapons	0	2	0	8
Narcotics	0	1	0	12
Trespassing	0	1	0	5
<b>SUB-TOTAL</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>25</b>
<b>TOTAL</b>	<b>3</b>	<b>23</b>	<b>8</b>	<b>244</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	6
Pico	0	0	0	8
Grand/LATTC	0	0	0	6
San Pedro St	1	0	0	7
Washington	1	0	0	19
Vernon	0	0	0	11
Slauson	0	3	0	11
Florence	0	0	0	11
Firestone	1	1	0	22
103rd St/Watts Towers	0	0	0	8
Willowbrook/Rosa Parks	4	2	2	50
Compton	2	0	0	15
Artesia	2	1	2	20
Del Amo	2	1	0	10
Wardlow	1	1	0	7
Willow St	0	0	0	5
PCH	0	0	0	3
Anaheim St	0	0	0	2
5th St	0	0	0	1
1st St	0	0	0	1
Downtown Long Beach	2	0	0	12
Pacific Av	2	1	0	8
Blue Line Rail Yard	0	1	0	1
<b>Total</b>	<b>19</b>	<b>11</b>	<b>4</b>	<b>244</b>

ARRESTS				
AGENCY	LAPD	LASD	LBPDP	FYTD
Felony	2	8	1	71
Misdemeanor	1	22	2	237
<b>TOTAL</b>	<b>3</b>	<b>30</b>	<b>3</b>	<b>308</b>

CITATIONS				
AGENCY	LAPD	LASD	LBPDP	FYTD
Other Citations	0	16	0	134
Vehicle Code Citations	0	7	75	556
<b>TOTAL</b>	<b>0</b>	<b>23</b>	<b>75</b>	<b>690</b>

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPDP	FYTD
Routine	4	78	2	662
Priority	21	80	60	1,125
Emergency	2	15	14	207
<b>TOTAL</b>	<b>27</b>	<b>173</b>	<b>76</b>	<b>1,994</b>

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPDP
Dispatched	17%	2%	4%
Proactive	83%	98%	96%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	89%
Blue Line-LASD	82%
Blue Line-LBPDP	75%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPDP	FYTD
Washington St	64	0	0	93
Flower St	11	0	0	36
103rd St	1	0	0	3
Wardlow Rd	0	0	6	54
Pacific Ave.	0	0	0	0
Willowbrook	0	22	0	448
Slauson	2	4	0	67
Firestone	0	11	0	84
Florence	0	10	0	168
Compton	0	14	0	419
Artesia	0	33	0	455
Del Amo	0	8	0	207
Long Beach Blvd	0	0	0	0
<b>TOTAL</b>	<b>78</b>	<b>102</b>	<b>6</b>	<b>2,034</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	0
Robbery	1	3	22
Aggravated Assault	0	0	15
Aggravated Assault on Operator	0	0	1
Battery	0	2	15
Battery Rail Operator	0	0	0
Sex Offenses	0	0	6
<b>SUB-TOTAL</b>	<b>1</b>	<b>5</b>	<b>60</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	0	1	10
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	1
Arson	0	0	0
Vandalism	0	5	29
<b>SUB-TOTAL</b>	<b>0</b>	<b>6</b>	<b>41</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	5
Narcotics	0	2	4
Trespassing	0	1	2
<b>SUB-TOTAL</b>	<b>0</b>	<b>4</b>	<b>11</b>
<b>TOTAL</b>	<b>1</b>	<b>15</b>	<b>112</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	4	35
Misdemeanor	1	8	32
<b>TOTAL</b>	<b>1</b>	<b>12</b>	<b>67</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	15	11	68
Vehicle Code Citations	36	0	47
<b>TOTAL</b>	<b>51</b>	<b>11</b>	<b>115</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	2	118	993
Priority	17	61	506
Emergency	1	9	56
<b>TOTAL</b>	<b>20</b>	<b>188</b>	<b>1,555</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	18%	4%
Proactive	82%	96%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	2	0	1	8
Douglas	0	0	0	1
El Segundo	0	0	0	3
Mariposa	0	0	0	2
Aviation/LAX	0	0	0	6
Hawthorne/Lennox	0	0	0	6
Crenshaw	0	2	1	15
Vermont/Athens	0	0	0	5
Harbor Fwy	0	0	0	5
Avalon	1	0	0	8
Willowbrook/Rosa Parks	0	0	2	22
Long Beach Bl	1	2	0	13
Lakewood Bl	1	1	0	5
Norwalk	1	1	0	13
<b>Total</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>112</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	90%
Green Line-LASD	93%

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	1	1
Robbery	2	2	41
Aggravated Assault	4	0	20
Aggravated Assault on Operator	0	0	0
Battery	7	1	42
Battery Rail Operator	0	0	2
Sex Offenses	0	0	3
<b>SUB-TOTAL</b>	<b>13</b>	<b>4</b>	<b>109</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	7	2	43
Bike Theft	0	0	2
Motor Vehicle Theft	0	0	0
Arson	0	0	1
Vandalism	1	0	11
<b>SUB-TOTAL</b>	<b>8</b>	<b>2</b>	<b>57</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	4
Narcotics	0	0	0
Trespassing	0	0	2
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>TOTAL</b>	<b>21</b>	<b>6</b>	<b>172</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	2	17
Misdemeanor	0	0	12
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>29</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	4	1	21
Vehicle Code Citations	1	0	2
<b>TOTAL</b>	<b>5</b>	<b>1</b>	<b>23</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	12	51	546
Priority	49	31	557
Emergency	3	5	55
<b>TOTAL</b>	<b>64</b>	<b>87</b>	<b>1,158</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	12%	9%
Proactive	88%	91%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	90%
Expo Line-LASD	95%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	93	0	147
Santa Monica	0	18	397
Culver City	N/A	6	61
<b>TOTAL</b>	<b>93</b>	<b>24</b>	<b>605</b>

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

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	4
Pico	1	0	0	1
LATTC/Ortho Institute	1	1	0	5
Jefferson/USC	1	1	0	7
Expo Park/USC	3	0	0	7
Expo/Vermont	0	1	0	13
Expo/Western	1	0	0	25
Expo/Crenshaw	3	2	0	18
Farmdale	1	0	0	9
Expo/La Brea	1	2	0	14
La Cienega/Jefferson	0	1	0	9
Culver City	1	1	0	12
Palms	0	0	0	2
Westwood/Rancho Park	0	0	0	2
Expo/Sepulveda	0	0	0	8
Expo/Bundy	0	0	0	3
26th St/Bergamot	0	0	0	2
17th St/SMC	1	0	0	4
Downtown Santa Monica	2	1	0	27
Expo Line Rail Yard	0	0	0	0
<b>Total</b>	<b>17</b>	<b>10</b>	<b>0</b>	<b>172</b>



### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	1
Rape	0	3
Robbery	5	37
Aggravated Assault	10	82
Aggravated Assault on Operator	0	0
Battery	21	130
Battery Rail Operator	0	1
Sex Offenses	2	24
<b>SUB-TOTAL</b>	<b>38</b>	<b>278</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	14	76
Bike Theft	1	3
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	12	40
<b>SUB-TOTAL</b>	<b>27</b>	<b>119</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	4	22
<b>SUB-TOTAL</b>	<b>4</b>	<b>22</b>
<b>TOTAL</b>	<b>69</b>	<b>419</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	6	41
Misdemeanor	3	46
<b>TOTAL</b>	<b>9</b>	<b>87</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	3	21
Vehicle Code Citations	0	14
<b>TOTAL</b>	<b>3</b>	<b>35</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	3	183
Priority	159	1,304
Emergency	10	110
<b>TOTAL</b>	<b>172</b>	<b>1,597</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	17%
Proactive	83%
<b>TOTAL</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	5	2	0	47
Civic Center/Grand Park	1	0	0	14
Pershing Square	2	0	0	27
7th St/Metro Ctr	3	2	0	39
Westlake/MacArthur Park	3	2	0	54
Wilshire/Vermont	3	6	2	29
Wilshire/Normandie	1	0	0	4
Vermont/Beverly	1	3	0	23
Wilshire/Western	0	2	0	11
Vermont/Santa Monica	3	2	0	19
Vermont/Sunset	2	0	2	13
Hollywood/Western	3	0	0	19
Hollywood/Vine	2	0	0	22
Hollywood/Highland	1	2	0	30
Universal City/Studio City	1	2	0	22
North Hollywood	7	4	0	46
Red Line Rail Yard	0	0	0	0
<b>Total</b>	<b>38</b>	<b>27</b>	<b>4</b>	<b>419</b>

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

LEGEND	
Los Angeles Police Department	

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	1
Robbery	0	2	9
Aggravated Assault	0	0	11
Aggravated Assault on Operator	0	0	0
Battery	1	1	20
Battery Rail Operator	0	0	1
Sex Offenses	0	0	8
<b>SUB-TOTAL</b>	<b>1</b>	<b>3</b>	<b>50</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	1	1	23
Bike Theft	0	0	6
Motor Vehicle Theft	0	0	3
Arson	0	0	0
Vandalism	2	2	34
<b>SUB-TOTAL</b>	<b>3</b>	<b>3</b>	<b>67</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	1
Narcotics	0	0	6
Trespassing	0	0	6
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>13</b>
<b>TOTAL</b>	<b>4</b>	<b>7</b>	<b>130</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	1	30
Misdemeanor	1	12	78
<b>TOTAL</b>	<b>1</b>	<b>13</b>	<b>108</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	7	17	129
Vehicle Code Citations	14	1	29
<b>TOTAL</b>	<b>21</b>	<b>18</b>	<b>158</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	6	153	1,318
Priority	24	93	869
Emergency	4	12	86
<b>TOTAL</b>	<b>34</b>	<b>258</b>	<b>2,273</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	12%	7%
Proactive	88%	93%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	0	0	1	8
Azusa Downtown	0	1	0	6
Irwindale	0	0	0	7
Duarte/City of Hope	0	0	0	6
Monrovia	0	0	0	9
Arcadia	1	0	0	9
Sierra Madre Villa	0	1	0	17
Allen	1	0	0	2
Lake	1	1	0	6
Memorial Park	0	0	0	5
Del Mar	0	0	0	3
Fillmore	0	0	0	4
South Pasadena	0	0	0	3
Highland Park	0	0	0	3
Southwest Museum	0	0	0	9
Heritage Square	0	0	0	2
Lincoln/Cypress	0	0	0	3
Chinatown	0	0	0	5
Union Station	1	0	0	5
Little Tokyo/Arts Dist	0	0	0	0
Pico/Aliso	0	1	0	3
Mariachi Plaza	0	1	0	4
Soto	0	1	0	4
Indiana (both LAPD & LASD)	0	0	0	2
Maravilla	0	0	0	2
East LA Civic Ctr	0	0	0	0
Atlantic	0	0	0	3
<b>Total</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>130</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	90%
Gold Line-LASD	89%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	44	0	81
Arcadia Station	0	7	104
Irwindale	0	18	208
Monrovia	0	0	79
City of Pasadena	0	26	266
Magnolia Ave	0	0	8
Duarte Station	0	7	104
City Of Azusa	0	9	153
South Pasadena	0	3	50
City Of East LA	0	36	386
Figueroa St	11	0	18
<b>TOTAL GOAL= 10</b>	<b>55</b>	<b>106</b>	<b>1,457</b>

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	4
Aggravated Assault	2	12
Aggravated Assault on Operator	0	0
Battery	0	8
Battery Bus Operator	0	2
Sex Offenses	0	0
<b>SUB-TOTAL</b>	<b>2</b>	<b>26</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	1	2
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	0	2
<b>SUB-TOTAL</b>	<b>1</b>	<b>4</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>30</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	0	1
Misdemeanor	1	5
<b>TOTAL</b>	<b>1</b>	<b>6</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	99	127
Vehicle Code Citations	155	233
<b>TOTAL</b>	<b>254</b>	<b>360</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	1	8
Priority	6	42
Emergency	1	1
<b>TOTAL</b>	<b>8</b>	<b>51</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	16%
Proactive	84%
<b>TOTAL</b>	<b>100%</b>

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

LEGEND	
Los Angeles Police Department	

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	0	0	0	7
Laurel Canyon	0	0	0	2
Valley College	0	0	0	0
Woodman	0	0	0	1
Van Nuys	0	0	0	4
Sepulveda	0	0	0	3
Woodley	0	0	0	0
Balboa	0	0	0	1
Reseda	0	1	0	3
Tampa	0	0	0	1
Pierce College	0	0	0	2
De Soto	0	0	0	1
Canoga	2	0	0	3
Warner Center	0	0	0	0
Sherman Way	0	0	0	1
Roscoe	0	0	0	0
Nordhoff	0	0	0	1
Chatsworth	0	0	0	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>30</b>

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	1
Robbery	1	0	1
Aggravated Assault	1	0	3
Aggravated Assault on Operator	0	0	0
Battery	0	0	2
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
<b>SUB-TOTAL</b>	<b>2</b>	<b>0</b>	<b>7</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	0	0	4
Bike Theft	0	0	1
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>5</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	1
Trespassing	1	0	1
<b>SUB-TOTAL</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>14</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	0	3
Misdemeanor	0	1	9
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>12</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	96	0	153
Vehicle Code Citations	185	0	288
<b>TOTAL</b>	<b>281</b>	<b>0</b>	<b>441</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	0	4	23
Priority	5	0	24
Emergency	2	0	4
<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>51</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	15%	4%
Proactive	85%	96%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	0	1
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	2
Downtown	0	0	0	1
37th St/USC	0	0	0	0
Slauson	0	0	0	3
Manchester	0	0	0	0
Harbor Fwy	0	0	1	2
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	2	0	0	5
Carson	0	0	0	0
PCH	0	0	0	0
San Pedro/Beacon	0	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>14</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Silver Line- LAPD	91%
Silver Line- LASD	97%

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

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	1
Rape	0	0	0
Robbery	6	0	41
Aggravated Assault	3	2	66
Aggravated Assault on Operator	0	4	25
Battery	20	6	196
Battery Bus Operator	7	2	72
Sex Offenses	0	2	11
<b>SUB-TOTAL</b>	<b>36</b>	<b>16</b>	<b>412</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	1
Larceny	9	3	66
Bike Theft	2	1	12
Motor Vehicle Theft	0	0	2
Arson	0	0	0
Vandalism	5	2	59
<b>SUB-TOTAL</b>	<b>16</b>	<b>6</b>	<b>140</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	8
Narcotics	0	2	36
Trespassing	0	0	3
<b>SUB-TOTAL</b>	<b>0</b>	<b>3</b>	<b>47</b>
<b>TOTAL</b>	<b>52</b>	<b>25</b>	<b>599</b>

LASD's Crimes per Sector		
Sector		FYTD
Westside	6	33
San Fernando	1	13
San Gabriel Valley	5	35
Gateway Cities	3	65
South Bay	10	67
<b>Total</b>	<b>25</b>	<b>213</b>

LAPD's Crimes per Sector		
Sector		FYTD
<b>Valley Bureau</b>		
Van Nuys	0	13
West Valley	2	7
North Hollywood	3	21
Foothill	0	5
Devonshire	0	4
Mission	1	6
Topanga	1	7
<b>Central Bureau</b>		
Central	4	55
Rampart	5	23
Hollenbeck	4	11
Northeast	6	17
Newton	3	20
<b>West Bureau</b>		
Hollywood	3	17
Wilshire	5	25
West LA	1	9
Pacific	1	12
Olympic	5	36
<b>Southwest Bureau</b>		
Southwest	0	40
Harbor	0	1
77th Street	3	41
Southeast	5	16
<b>Total</b>	<b>52</b>	<b>386</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	2	5	66
Misdemeanor	3	25	306
<b>TOTAL</b>	<b>5</b>	<b>30</b>	<b>372</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	1	30	455
Vehicle Code Citations	0	7	120
<b>TOTAL</b>	<b>1</b>	<b>37</b>	<b>575</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	7	123	1,273
Priority	8	125	973
Emergency	1	22	92
<b>TOTAL</b>	<b>16</b>	<b>270</b>	<b>2,338</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	16%	2%
Proactive	84%	98%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	89%
LASD BUS	93%

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

# UNION STATION

## ATTACHMENT B

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - FEBRUARY 2022

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	2
Robbery	1	16
Aggravated Assault	2	19
Aggravated Assault on Operator	0	0
Battery	10	96
Battery Rail Operator	0	0
Sex Offenses	2	7
<b>SUB-TOTAL</b>	<b>15</b>	<b>140</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	5
Larceny	4	50
Bike Theft	0	5
Motor Vehicle Theft	0	2
Arson	0	0
Vandalism	6	19
<b>SUB-TOTAL</b>	<b>10</b>	<b>81</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	3	20
<b>SUB-TOTAL</b>	<b>3</b>	<b>20</b>
<b>TOTAL</b>	<b>28</b>	<b>241</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	2	39
Misdemeanor	6	57
<b>TOTAL</b>	<b>8</b>	<b>96</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	2
Vehicle Code Citations	2	2
<b>TOTAL</b>	<b>2</b>	<b>4</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	14	83
Priority	55	379
Emergency	0	11
<b>TOTAL</b>	<b>69</b>	<b>473</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	23%
Proactive	77%
<b>TOTAL</b>	<b>100%</b>

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

LEGEND
Los Angeles Police Department

# Transit Police

## Monthly Crime Report



Attachment C

	2021	2022
	February	February
<b>CRIMES AGAINST PERSONS</b>		
Homicide	0	0
Rape	2	1
Robbery	13	30
Aggravated Assault	18	27
Aggravated Assault on Operator	1	4
Battery	56	77
Battery on Operator	5	9
Sex Offenses	9	7
<b>SUB-TOTAL</b>	<b>104</b>	<b>155</b>
<b>CRIMES AGAINST PROPERTY</b>		
Burglary	2	1
Larceny	19	47
Bike Theft	1	4
Motor Vehicle Theft	1	1
Arson	1	1
Vandalism	24	39
<b>SUB-TOTAL</b>	<b>48</b>	<b>93</b>
<b>CRIMES AGAINST SOCIETY</b>		
Weapons	6	5
Narcotics	19	5
Trespassing	6	10
<b>SUB-TOTAL</b>	<b>31</b>	<b>20</b>
<b>TOTAL</b>	<b>183</b>	<b>268</b>
<b>ENFORCEMENT EFFORTS</b>		
Arrests	40	120
Citations	266	783
Calls for Service	1,191	1,473

**MONTHLY, BI-ANNUAL, ANNUAL COMPARISON**

**FEBRUARY 2022**

Attachment D

**Crimes**

**Monthly**

<b>System-Wide</b>	<b>Feb-21</b>	<b>Feb-22</b>	<b>% Change</b>
Crimes Against Persons	104	155	49.04%
Crimes Against Property	48	93	93.75%
Crimes Against Society	31	20	-35.48%
<b>Total</b>	<b>183</b>	<b>268</b>	<b>46.45%</b>

**Six Months**

<b>System-Wide</b>	<b>Sep-20-Feb-21</b>	<b>Sep-21-Feb-22</b>	<b>% Change</b>
Crimes Against Persons	584	944	61.64%
Crimes Against Property	288	429	48.96%
Crimes Against Society	129	117	-9.30%
<b>Total</b>	<b>1,001</b>	<b>1,490</b>	<b>48.85%</b>

**Annual**

<b>System-Wide</b>	<b>Mar-20-Feb-21</b>	<b>Mar-21-Feb-22</b>	<b>% Change</b>
Crimes Against Persons	1,214	1,755	44.56%
Crimes Against Property	632	825	30.54%
Crimes Against Society	203	271	33.50%
<b>Total</b>	<b>2,049</b>	<b>2,851</b>	<b>39.14%</b>

**Average Emergency Response Times**

**Monthly**

<b>Feb-21</b>	<b>Feb-22</b>	<b>Change in Seconds</b>	<b>% Change</b>
3:50	4:35	45	19.57%

**Six Months**

<b>Sep-20-Feb-21</b>	<b>Sep-21-Feb-22</b>	<b>Change in Seconds</b>	<b>% Change</b>
4:49	4:50	1	0.35%

**Annual**

<b>Mar-20-Feb-21</b>	<b>Mar-21-Feb-22</b>	<b>Change in Seconds</b>	<b>% Change</b>
4:37	4:35	-2	-0.72%

**Bus Operator Assaults**

**Monthly**

<b>Feb-21</b>	<b>Feb-22</b>	<b>% Change</b>
6	13	116.67%

**Six Months**

<b>Sep-20-Feb-21</b>	<b>Sep-21-Feb-22</b>	<b>% Change</b>
35	86	145.71%

**Annual**

<b>Mar-20-Feb-21</b>	<b>Mar-21-Feb-22</b>	<b>% Change</b>
77	132	71.43%

**Ridership**

**Monthly**

<b>Feb-21</b>	<b>Feb-22</b>	<b>% Change</b>
13,876,644	18,714,368	34.86%

**Six Months**

<b>Sep-20-Feb-21</b>	<b>Sep-21-Feb-22</b>	<b>% Change</b>
94,813,750	126,178,542	33.08%

**Annual**

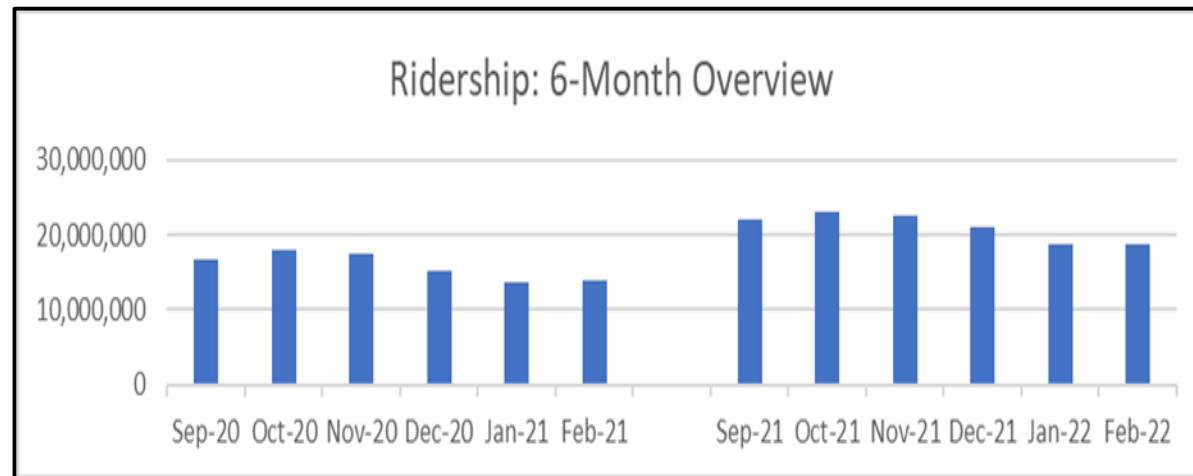
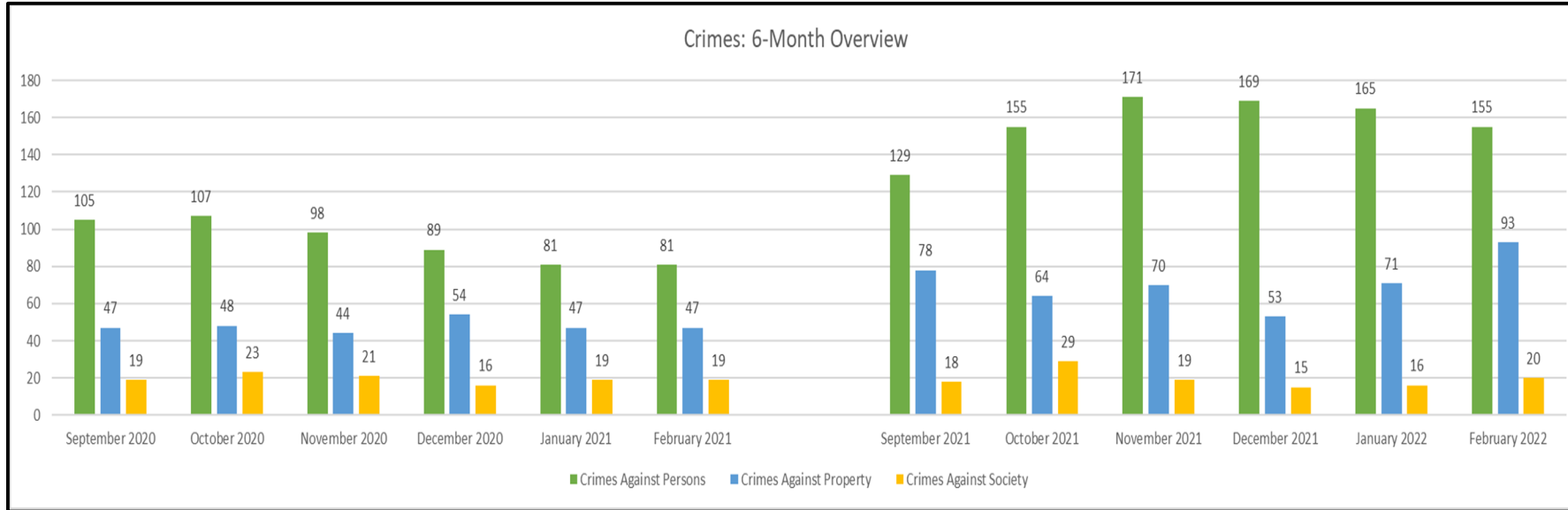
<b>Mar-20-Feb-21</b>	<b>Mar-21-Feb-22</b>	<b>% Change</b>
184,211,632	238,009,282	29.20%



# MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

FEBRUARY 2022

Attachment D



**Violent and Property Crimes  
February 2022**

Attachment E

<b>VIOLENT CRIMES</b>	<b>2/01/2022 TO 2/28/2022</b>	<b>1/01/2022 TO 1/31/2022</b>	<b>% Change</b>	<b>1/01/2022 TO 1/31/2022</b>	<b>12/01/2021 TO 12/31/2021</b>	<b>% Change</b>	<b>1/01/2022 TO 2/28/2022</b>	<b>1/01/2021 TO 2/28/2021</b>	<b>% Change</b>	<b>1/01/2022 TO 2/28/2022</b>	<b>1/01/2020 TO 2/29/2020</b>	<b>% Change</b>
Homicide	0	1	-100.0%	1	0	N/A	1	1	0.0%	1	0	N/A
Rape	1	0	N/A	0	0	0.0%	1	3	-66.7%	1	4	-75.0%
Robbery	30	24	25.0%	24	41	-41.5%	54	27	100.0%	54	42	28.6%
Agg Assault	27	33	-18.2%	33	29	13.8%	60	32	87.5%	60	43	39.5%
Agg Assault on Operator	4	0	N/A	0	4	-100.0%	4	3	33.3%	4	2	100.0%
<b>TOTAL VIOLENT</b>	<b>62</b>	<b>58</b>	<b>6.9%</b>	<b>58</b>	<b>74</b>	<b>-21.6%</b>	<b>120</b>	<b>66</b>	<b>81.8%</b>	<b>120</b>	<b>91</b>	<b>31.9%</b>
<b>PROPERTY CRIMES</b>	<b>2/01/2022 TO 2/28/2022</b>	<b>1/01/2022 TO 1/31/2022</b>	<b>% Change</b>	<b>1/01/2022 TO 1/31/2022</b>	<b>12/01/2021 TO 12/31/2021</b>	<b>% Change</b>	<b>1/01/2022 TO 2/28/2022</b>	<b>1/01/2021 TO 2/28/2021</b>	<b>% Change</b>	<b>1/01/2022 TO 2/28/2022</b>	<b>1/01/2020 TO 2/29/2020</b>	<b>% Change</b>
Burglary	1	3	-66.7%	3	0	N/A	4	2	100.0%	4	1	300.0%
Larceny	47	35	34.3%	35	31	12.9%	82	41	100.0%	82	100	-18.0%
Bike Theft	4	2	100.0%	2	6	-66.7%	6	1	500.0%	6	14	-57.1%
Motor Vehicle Theft	1	2	-50.0%	2	2	0.0%	3	2	50.0%	3	4	-25.0%
<b>TOTAL PROPERTY</b>	<b>53</b>	<b>42</b>	<b>26.2%</b>	<b>42</b>	<b>39</b>	<b>7.7%</b>	<b>95</b>	<b>46</b>	<b>106.5%</b>	<b>95</b>	<b>119</b>	<b>-20.2%</b>
<b>TOTAL PART 1</b>	<b>115</b>	<b>100</b>	<b>15.0%</b>	<b>100</b>	<b>113</b>	<b>-11.5%</b>	<b>215</b>	<b>112</b>	<b>92.0%</b>	<b>215</b>	<b>210</b>	<b>2.4%</b>

This table summarizes Violent Crimes and Property Crimes, which make up Part 1 Crimes.

## Los Angeles Police Department Transit Services Division

Attachment F

## ARRESTEE DEMOGRAPHIC

02/01/2022 - 02/28/2022

RAIL / BUS STATION	MALE					FEMALE			TOTAL
	B	H	W	O	TOTAL	H	B	TOTAL	
<b>RED LINE</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>
CIVIC CENTER / GRAND PARK	1	1	2	0	4	0	0	0	4
UNION STATION	4	0	0	0	4	0	0	0	4
WESTLAKE MACARTHUR PARK	1	0	0	1	2	0	0	0	2
UNIVERSAL CITY / STUDIO CITY	1	0	0	0	1	0	0	0	1
HOLLYWOOD / HIGHLAND	1	0	0	0	1	0	0	0	1
VERMONT / BEVERLY	1	0	0	0	1	0	0	0	1
WILSHIRE / VERMONT	1	0	0	0	1	0	0	0	1
HOLLYWOOD / VINE	1	0	0	0	1	0	0	0	1
7TH & METRO CTR	1	0	0	0	1	0	0	0	1
PERSHING SQUARE	0	1	0	0	1	0	0	0	1
<b>UNION STATION</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6</b>
UNION STATION	1	3	1	0	5	0	1	1	6
<b>BRT</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
BRT	1	3	0	0	4	0	0	0	4
<b>GOLD LINE</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
SOUTHWEST MUSEUM	0	1	0	0	1	0	0	0	1
SOTO	0	0	0	0	0	1	0	1	1
<b>ORANGE LINE</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
CANOGA	0	1	0	0	1	0	0	0	1
SHERMAN WAY	0	0	0	1	1	0	0	0	1
<b>BLUE LINE</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
WASHINGTON	0	1	0	0	1	0	0	0	1
<b>GREEN LINE</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
HARBOR FRWY	1	0	0	0	1	0	0	0	1
<b>EXPO LINE</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
EXPO / VERMONT	0	1	0	0	1	0	0	0	1
<b>SILVER LINE</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
HARBOR GATEWAY TRANSIT CTR	1	0	0	0	1	0	0	0	1
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>3</b>	<b>2</b>	<b>33</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>35</b>
<b>% OF MONTHLY TOTAL</b>	<b>45.7%</b>	<b>34.3%</b>	<b>8.6%</b>	<b>5.7%</b>	<b>94.3%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>5.7%</b>	<b>100.0%</b>

## Los Angeles Police Department Transit Services Division

## ARRESTEE DEMOGRAPHIC

02/01/2022 - 02/28/2022

Attachment F

ARREST TYPE	MALE					FEMALE			TOTAL
	B	H	W	O	TOTAL	H	B	TOTAL	
<b>FELONY TOTAL</b>	<b>11</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>22</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>23</b>
RED LINE	9	1	1	1	12	0	0	0	12
UNION STATION	1	1	1	0	3	0	1	1	4
BRT	0	2	0	0	2	0	0	0	2
ORANGE LINE	0	1	0	1	2	0	0	0	2
SILVER LINE	1	0	0	0	1	0	0	0	1
GOLD LINE	0	1	0	0	1	0	0	0	1
BLUE LINE	0	1	0	0	1	0	0	0	1
<b>MISDEMEANOR TOTAL</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>12</b>
RED LINE	3	1	1	0	5	0	0	0	5
BRT	1	1	0	0	2	0	0	0	2
UNION STATION	0	2	0	0	2	0	0	0	2
GOLD LINE	0	0	0	0	0	1	0	1	1
EXPO LINE	0	1	0	0	1	0	0	0	1
GREEN LINE	1	0	0	0	1	0	0	0	1
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>3</b>	<b>2</b>	<b>33</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>35</b>
<b>% OF MONTHLY TOTAL</b>	<b>45.7%</b>	<b>34.3%</b>	<b>8.6%</b>	<b>5.7%</b>	<b>94.3%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>5.7%</b>	<b>100.0%</b>



Los Angeles Sheriff's Department - Transit Services Bureau  
 Arrestee Information for the Month of February 2022  
 02/01/2022 - 02/28/2022

Attachment F

Premise	Female				Total Female	Male				Total Male	Total Arrest
	Black	Hispanic	Other	White		Black	Hispanic	Other	White		
L-Line - Sierra Madre Villa	0	1	0	0	1	1	1	0	1	3	4
L-Line - Arcadia	0	1	0	0	1	1	0	0	1	2	3
L-Line - Monrovia	0	0	0	0	0	0	0	0	0	0	0
L-Line - Duarte	0	0	0	0	0	0	0	0	0	0	0
L-Line - Irwindale	0	0	0	0	0	0	0	0	0	0	0
L-Line - Azusa Downtown	0	0	0	0	0	1	0	0	2	3	3
L-Line - APU/Citrus College	0	0	0	0	0	0	2	0	0	2	2
J-Line - Carson	0	0	0	0	0	0	0	0	0	0	0
J-Line - El Monte	0	0	0	0	0	0	1	0	0	1	1
Bus	0	2	0	1	3	7	14	0	5	26	29
<b>Total</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>28</b>	<b>32</b>	<b>0</b>	<b>13</b>	<b>73</b>	<b>87</b>

**Long Beach Police Department - Metro Transportation Detail**

**Arrestee Demographic Stats - February 2022**

3/15/22

Crimes Against Persons	Arr/Cite	Gender	Ethnicity	Age	Station	Unhoused
Battery	Arr	H	M	22	Downtown Long Beach Stn	Yes

Crimes Against Property	Arr/Cite	Gender	Ethnicity	Age	Station	Unhoused
<i>Robbery; Commercial</i>	<i>Arr</i>	<i>M</i>	<i>H</i>	<i>27</i>	<i>Willow Street Stn</i>	<i>No</i>
<i>(Robbery occurred in Patrol, suspect arrested by Metro officers)</i>						

Crimes Against Society	Arr/Cite	Gender	Ethnicity	Age	Station	Unhoused

**Long Beach Police Department - Metro Transportation Detail**

**Suspect Demographic Stats - February 2022**

3/15/22

Crimes Against Persons	Suspect	Gender	Ethnicity	Age	Station	Unhoused
Battery	1	M	W	20	Pacific Coast Highway Stn	Unk
Robbery	1	M	B	25-30	Wardlow Stn	Unk
Battery	1	M	B	Unk	Pacific Coast Highway Stn	Unk
Robbery	Unk	Unk	Unk	Unk	Downtown Long Beach Stn	Unk

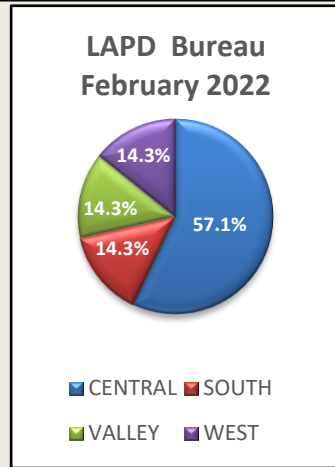
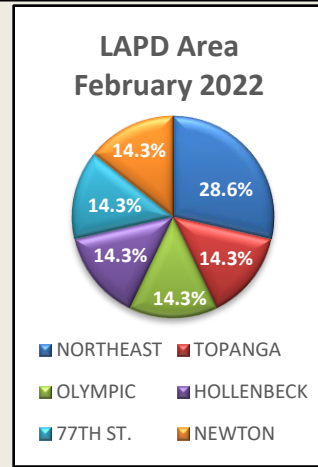
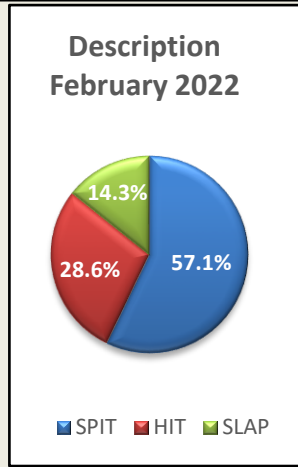
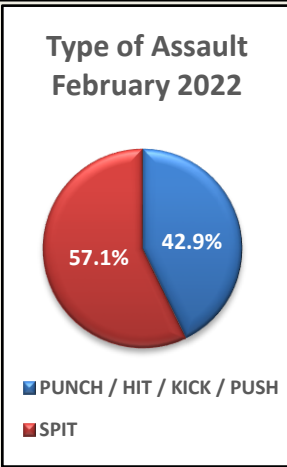
Crimes Against Property	Suspect	Gender	Ethnicity	Age	Station	Unhoused
Larceny	1	M	H	17-20	Del Amo Maintenance Yard	Unk
Motor Vehicle Theft	Unk	Unk	Unk	Unk	Wardlow Stn	Unk
Arson	Unk	Unk	Unk	Unk	Pacific Avenue Stn	Unk

Crimes Against Society	Suspect	Gender	Ethnicity	Age	Station	Unhoused





# Los Angeles Police Department - Transit Services Division Monthly Bus / Rail Operator Assault Recap Report **FEBRUARY 2022**



DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY ILL	BARRIER UTILIZED
02/3/22 @ 1610 HRS	Bus Line # 204 79 <sup>th</sup> St & Vermont	<b>BATTERY</b> As victim operated bus, victim had to come to an abrupt stop due suspect standing in the roadway. Victim honked the horn, suspect moved away, and victim proceeded to the bus stop. Suspect entered bus and soon after demanded victim stop bus (undesignated location) to exit. Suspect became irate, walked up to the victim and managed to spit around the plastic barrier. The spit landed on victim's forehead. <b>INJURIES</b> Victim suffer spit to forehead contact. Victim refused RA transport. <b>NO ARREST</b>	M/B 50 YOA	Unknown	Yes
02/06/22 @ 1345 HRS	Bus Line # 51 16 <sup>th</sup> St. & San Pedro	<b>BATTERY</b> Victim conducted a shift changeover with his counterpart. Suspect complained stating she was previously "kicked off" another bus. Suspect shouted, "Hey," approached victim and punched victim's face three times. Victim managed to lock bus doors, preventing suspect from continuing her assault. Officers responded to the scene, located suspect and conducted a field show up. Victim identified suspect resulting in a Private Persons Arrest. <b>INJURIES</b> Pain and soreness to victim's cheekbones. Victim refused RA transport. <b>ARREST</b>	F/A 36 YOA	Mentally Ill	No. Victim not seated during assault
02/11/22 @ 1445 HRS	Bus Line # 78 Monterey & Huntington Dr.	<b>BATTERY</b> Victim observed suspect not wearing a mask on the bus. Victim advised a mask was required to ride the bus. Suspect became agitated, walked up to victim and punched victim's cheek. Suspect then attempted to hit victim again but missed due to victim moving back to avoid contact. Victim called PD. Suspect fled location. <b>INJURIES</b> Victim suffered soreness to cheekbone. <b>NO ARREST</b>	M/H 27 YOA	Unknown	Unknown

Monthly Bus / Rail Operator Assaults Recap Report  
February 2022  
Page 2

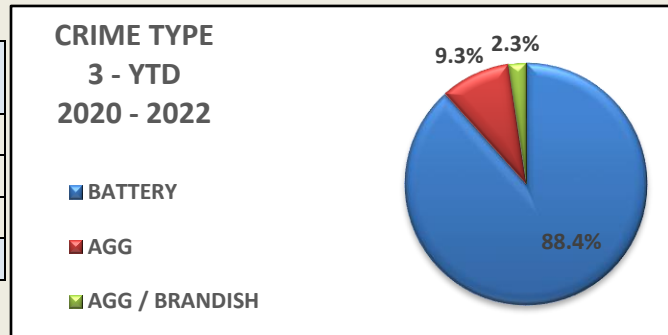
DATE & TIME	BUS / RAIL# LOCATION	NARRATIVE	SUSP INFO	TRANSIENT AND / OR MENTALLY ILL	BARRIER UTILIZED
02/12/22 @ 1130 HRS	Bus Line # 207 Western & Washington	<b>BATTERY</b> Suspect entered bus and stated to victim, "That's the last time you're late for me B...." Suspect reached around the barrier and spit directly into victim's eyes. Suspect exited bus and fled location. <b>INJURIES</b> Spit to eyes contact. RA responded. Victim walked to LAFD station (50 yards away) and sought eye flush treatment. <b>NO ARREST</b>	M/B 25 YOA	Unknown	Yes
02/14/22 @ 1350 HRS	Bus Line # 182 Vermont & Fountain	<b>BATTERY</b> Suspect entered crosswalk causing victim to near miss while operating bus. Suspect became angry, walked up and struck bus window. Suspect then pulled the window out and spat on the victim. <b>INJURIES</b> Victim complained of pain in his left eye due to exposure to the glass particles and spit to eyes. Victim was RA transported to Hollywood Presbyterian Hospital. <b>NO ARREST</b>	M/B 52 YOA	Yes	Yes
02/18/22 @ 1814 HRS	Bus Line # 603 Oak Glen & Allesandro	<b>BATTERY</b> Victim advised suspect he need to pay bus fare. Suspect stated, "I'm not going to pay that you b...., this is my country!" Suspect then spat on victim. <b>INJURIES</b> Spit to body contact. <b>NO ARREST</b>	M/H 35 YOA	Unknown	Unknown
2/26/22 @ 1430 HRS	Bus Line # 161 San Luis & Rigoletto	<b>BATTERY</b> Suspect entered bus and immediately yelled she was going to spit on the seats. Suspect continued to display disruptive behavior. Victim contacted PD for assistance. When suspect observed victim requesting PD, suspect became angry, approached victim, slapped victim's prescription glasses off victim's face and caused them to fall on the ground. <b>INJURIES</b> Victim did not complain of any injuries and refused medical attention. <b>ARREST</b>	F/B 48 YOA	Yes	Unknown

### 3 – Year to Date Assault Type Comparison

ASSAULT TYPE	2022	2021	DIFF	% CHG	2021	2020	DIFF	% CHG	TOTAL	% OF 3 - YEAR TOTAL
PUNCH / HIT / KICK / PUSH	8	4	4	100.0%	4	5	-1	-20.0%	17	39.5%
SPIT	7	4	3	75.0%	4	6	-2	-33.3%	17	39.5%
THREW OBJ / FOOD / LIQUID	1	1	0	0.0%	1	4	-3	-75.0%	6	14.0%
BRANDISH	0	2	-2	-100.0%	2	0	2	N/C	2	4.7%
SPRAY	0	1	-1	-100.0%	1	0	1	N/C	1	2.3%
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>4</b>	<b>33.3%</b>	<b>12</b>	<b>15</b>	<b>-3</b>	<b>-20.0%</b>	<b>43</b>	<b>100.0%</b>

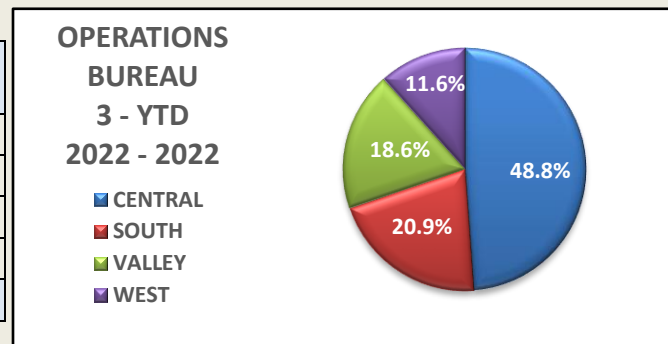
## 3 – Year to Date Crime Type, Weapon Type & Bureau Comparison

CRIME TYPE	2022	2021	DIFF	% CHG	2021	2020	DIFF	% CHG	TOTAL	% OF 3 YR TOTAL
BATTERY	16	8	8	100.0%	8	14	-6	-42.9%	38	88.4%
AGG	0	3	-3	-100.0%	3	1	2	200.0%	4	9.3%
AGG / BRANDISH	0	1	-1	-100.0%	1	0	1	N/C	1	2.3%
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>4</b>	<b>33.3%</b>	<b>12</b>	<b>15</b>	<b>-3</b>	<b>-20.0%</b>	<b>43</b>	<b>100.0%</b>



WEAPON TYPE	2022	2021	DIFF	0.0%	2021	2020	DIFF	% CHG	TOTAL	% OF 3-YR TOTAL
SPIT	8	4	4	100.0%	4	6	-1	-33.3%	18	41.9%
STRONG ARM	6	3	3	100.0%	3	5	2	-40.0%	14	32.6%
HARD OBJ	1	2	-1	-50.0%	2	3	1	-33.3%	6	14.0%
HGUN	0	2	-2	-100.0%	2	0	-1	N/C	2	4.7%
PEPPER / OTH SPRAY	0	1	-1	-100.0%	1	0	0	N/C	1	2.3%
LIQUID	0	0	0	N/C	0	1	-3	-100.0%	1	2.3%
VOMIT	1	0	1	N/C	0	0	0	N/C	1	2.3%
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>4</b>	<b>33.3%</b>	<b>12</b>	<b>15</b>	<b>0</b>	<b>-20.0%</b>	<b>43</b>	<b>100.0%</b>

BUREAU	2022	2021	DIFF	% CHG	2021	2020	DIFF	% CHG	TOTAL	% OF 3-YR TOTAL
CENTRAL	9	6	3	50.0%	6	6	0	0.0%	21	48.8%
SOUTH	3	1	2	200.0%	1	5	-4	-80.0%	9	20.9%
VALLEY	2	4	-2	-50.0%	4	2	2	100.0%	8	18.6%
WEST	2	1	1	100.0%	1	2	-1	-50.0%	5	11.6%
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>4</b>	<b>33.3%</b>	<b>12</b>	<b>15</b>	<b>-3</b>	<b>-20.0%</b>	<b>43</b>	<b>100%</b>



**3 Year to Date Statistical Analysis – Victim Demographic**

YEAR	MALE					FEMALE			3-YR TOTAL	% of 3 - YR TOTAL
	H	B	W	O	TOTAL	B	H	TOTAL		
2022	6	2	0	0	8	5	3	8	16	37.2%
2021	4	0	1	1	6	3	3	6	12	27.9%
2020	5	4	1	0	10	3	2	5	15	34.9%
<b>TOTAL</b>	<b>15</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>24</b>	<b>11</b>	<b>8</b>	<b>19</b>	<b>43</b>	<b>100.0%</b>
<b>% OF 3 YTD TOTAL</b>	<b>34.9%</b>	<b>14.0%</b>	<b>4.7%</b>	<b>2.3%</b>	<b>55.8%</b>	<b>25.6%</b>	<b>18.6%</b>	<b>44.2%</b>	<b>100.0%</b>	

**3 Year to Date Statistical Analysis – Suspect Demographics**

YEAR	MALE					FEMALE				3 - YR TOTAL	% OF 3 - YR TOTAL
	B	H	W	A	TOTAL	B	W	A	TOTAL		
2022	6	5	1	0	12	3	0	1	4	16	37.2%
2021	6	3	2	1	12	0	0	0	0	12	27.9%
2020	10	2	0	1	13	1	1	0	2	15	34.9%
<b>TOTAL</b>	<b>22</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>37</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>43</b>	<b>100.0%</b>
<b>% OF 3 - YR TOTAL</b>	<b>51.2%</b>	<b>23.3%</b>	<b>7.0%</b>	<b>4.7%</b>	<b>86.0%</b>	<b>9.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>14.0%</b>	<b>100.0%</b>	



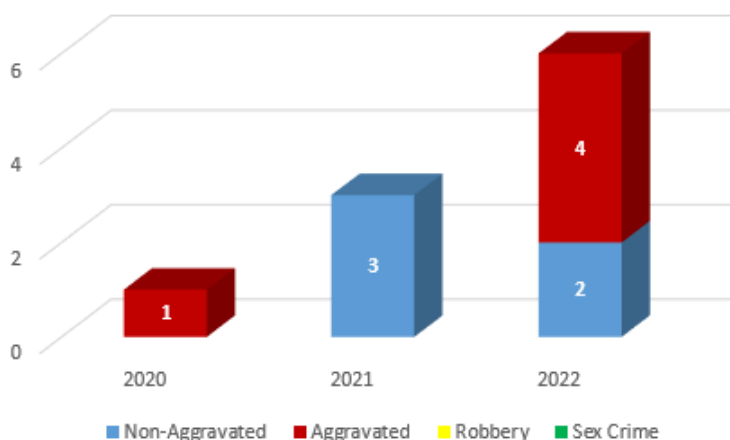
## Monthly Bus/Rail Operator Assault Report



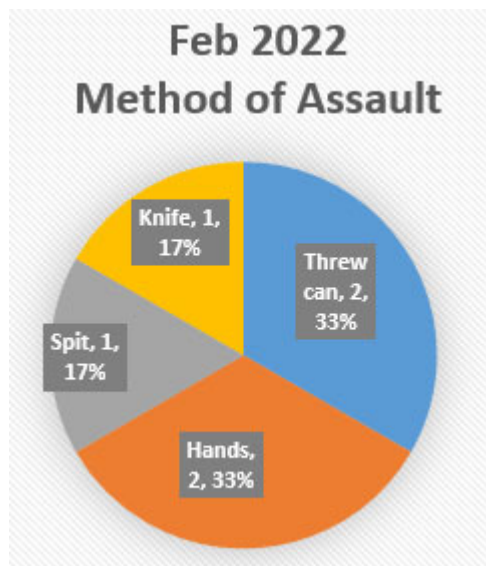
**February 2022**

### February Bus/Rail Operator Assaults

Feb 2020 - 2022 Assaults



Feb 2022 Method of Assault

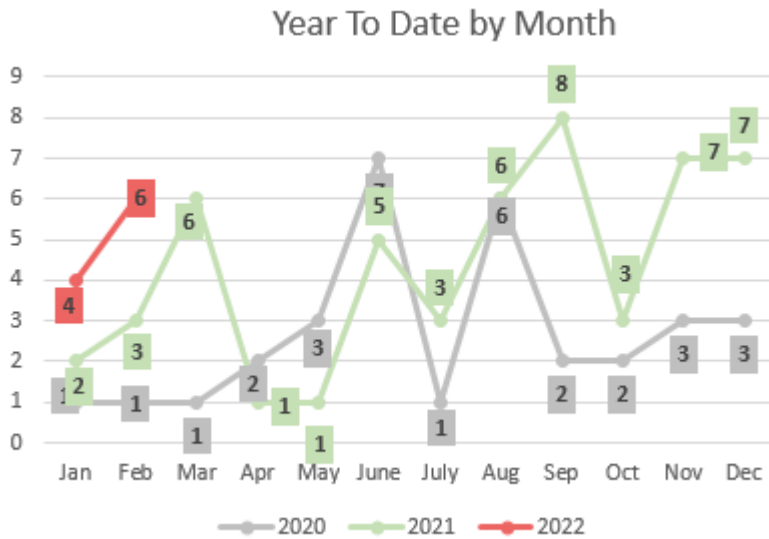


In February, there were two non-aggravated assaults with arrests, and four aggravated assaults.

Date	Time	Line	Bus #	Narrative	Barrier
2/4/2022	13:40	L662	1593	Los Robles/Orange Grove, Pasadena 2/4 1400hrs Sus threatened bus op with knife for unknown reason	Yes
2/8/2022	19:40	L117	8461	Century/Hawthorne, Inglewood 2/8 1940hrs Sus MW/25-30yrs threw beer can at bus op for no reason	Yes
2/11/2022	1:30	L18	5967	2000 Flotilla, Montebello 2/11 0130hrs Sus MH/27yrs <b>arrested</b> for spitting on bus op after trying to open bus door during op's break	N/A (o)
2/22/2022	18:13	L266	5884	Lakewood/Stewart & Gray, Downey 2/22 1813hrs Sus MH punched bus op in face when op was fixing sus's bike on bike rack	N/A (o)
2/23/2022	15:14	L287	4061	El Monte Terminal 2/23 1514hrs Sus MW/27yrs <b>arrested</b> for throwing a can at bus op over food policy	Yes
2/24/2022	15:10	L94	1892	San Fernando/Sonora, Glendale 2/24 1522hrs Sus MB/40s punched bus op in face over fare	Yes

\*B (NU): Barrier installed, not used; N/A (o): Not applicable, assault occurred outside of barrier

# Year to Date Assaults



YTD Operator Assaults
YTD 2020 - 2
YTD 2021- 5
<b>YTD 2022 - 10</b>

## Solve Rate

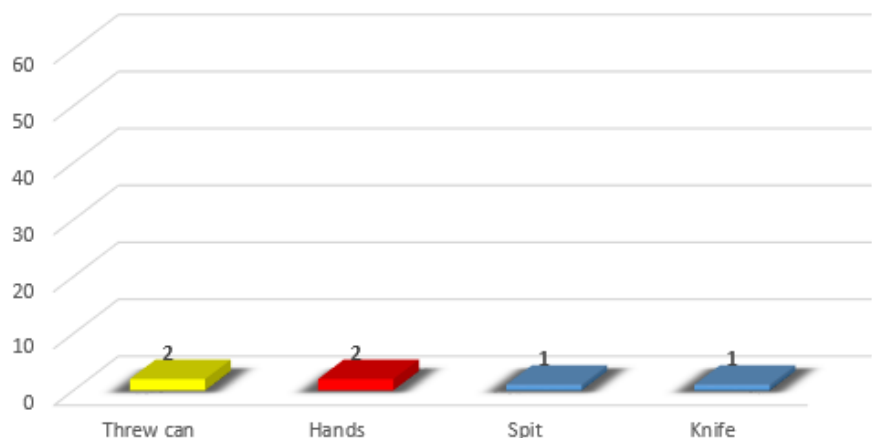
Type	Unsolved	Solved	Total	% Solved
Aggravated Assault	4		4	0.0%
Non-Aggravated Assault	3	3	6	50.0%
Robbery			0	#DIV/0!
Sex Crime			0	#DIV/0!
<b>Total</b>	7	3	10	30.0%

30% of assaults have been solved. The most frequent method of assault has been using hands or throwing a can.

## Top Reasons for Assault

Reason	Count
No Reason	4
Other	3
Policy/Food	1
Mentally ill	1
Fare	1
<b>Grand Total</b>	<b>10</b>

## Year to Date: Method of Assault



# Year to Date Assaults CONTINUED

## Bus/Rail Operator Assaults - YTD

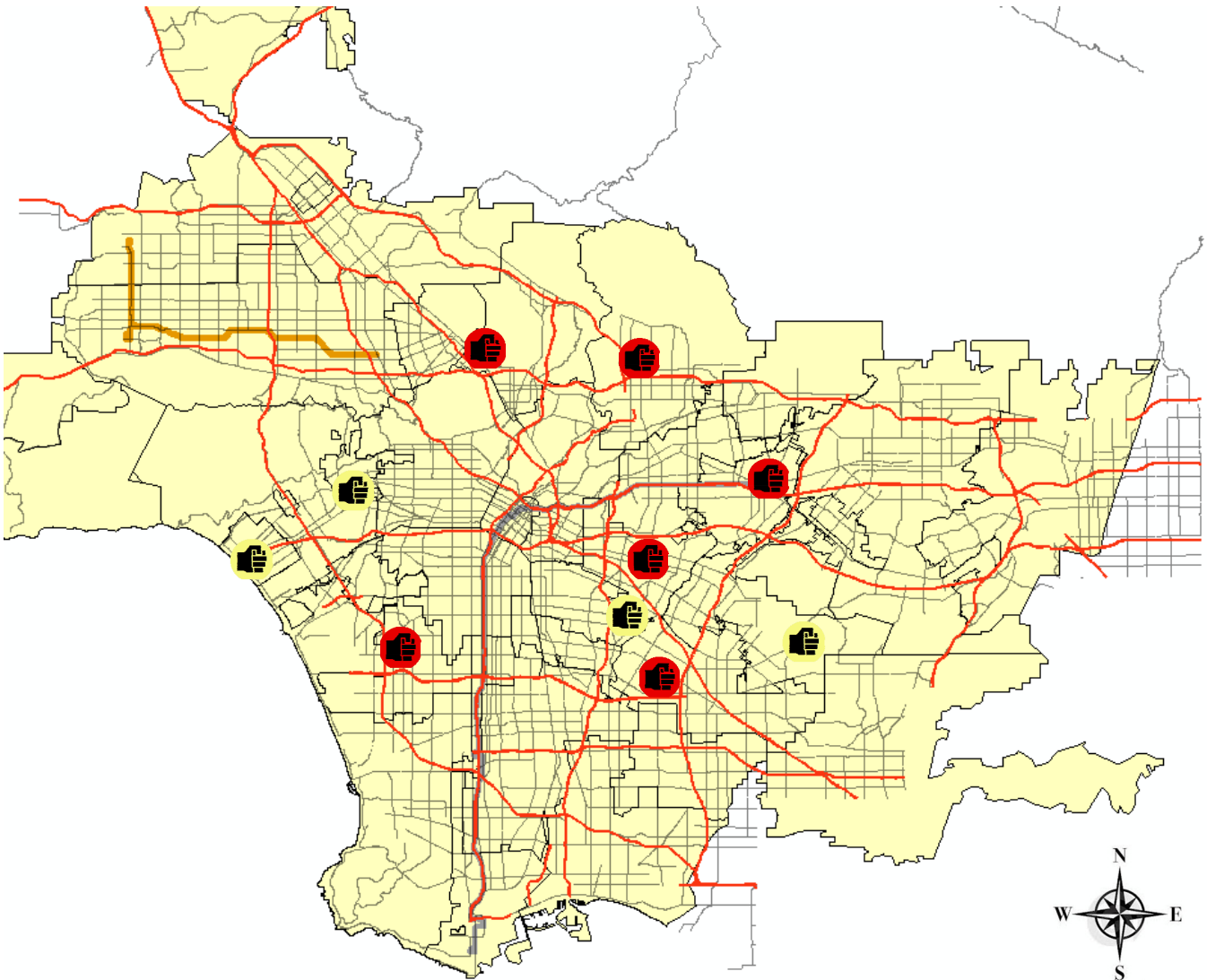


Prior to July 1st 2017, LASD patrolled the entire Metro system.



Barrier/No Barrier	Count
Not reported	0
No Barrier/Monitor	0
Operator assaulted outside barrier	4
Barrier (Not Used)	0
Barrier Used	6
<b>Grand Total</b>	<b>10</b>

Of the 10 incidents reported this year, 4 occurred outside the barrier. In 6 incidents, the barrier was used.

# Map of 2022 Bus/Rail Operator Assaults



**Bus Operator Assaults**

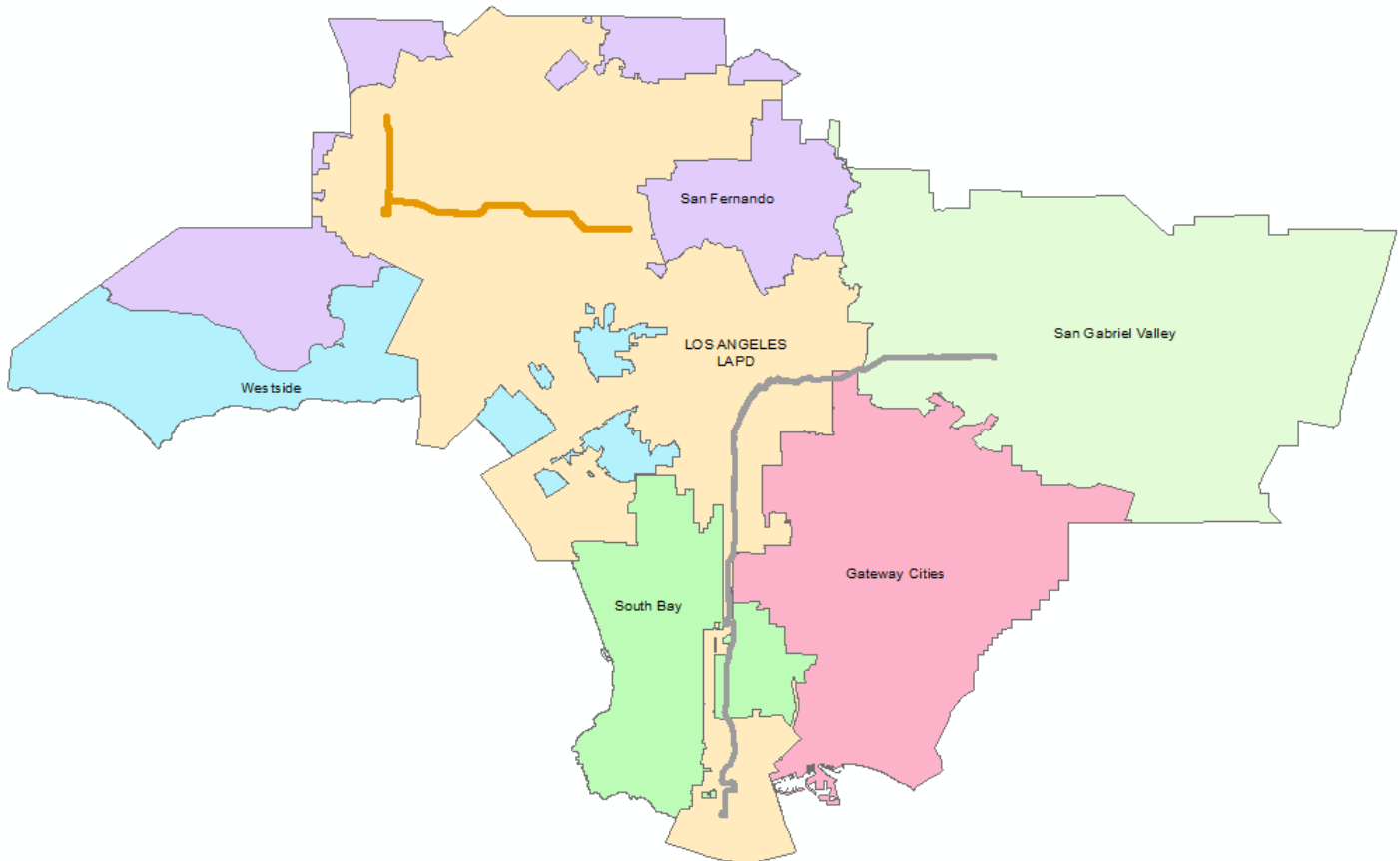
-  February
-  January



**Bus Sector and Line Statistics - YTD**

Sector	Count
South Bus Gateway	4
North Bus El Monte Terminal	1
North Bus San Gabriel	1
South Rail Expo	1
South Bus Westside	1
North Bus San Fernando	1
South Bus Southbay	1
<b>Grand Total</b>	<b>10</b>

Line	Count
L258	1
L94	1
L662	1
L120	1
L266	1
L18	1
E Line	1
L204	1
L117	1
L287	1
<b>Grand Total</b>	<b>10</b>



## Sexual Crime / Harassment Calls for Service (February 2022)

February 2022 Incident Type & Totals					
	LAPD	LASD	LBPD	MTS	SSLE
Sexual Harassment	1	2	0	2	5
Sexual Battery	4	2	0	0	6
Lewd Conduct	1	0	0	1	2
Indecent Exposure	0	0	0	3	3
Rape	0	1	0	0	1
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>6</b>	<b>17</b>

Counseling Information Provided	
	February 2022
YES	15
NO- If no, why?	2
Gone On Arrival	0
Did Not Have Info	0
Telephonic Report	0
Not Offered	1
Refused	1
Officer Witnessed Incident	0
<b>TOTAL</b>	<b>15</b>

February 2022: Dept. Average Incident Response Time Sex Crime / Harassment Measured in Minutes			
Agency	Time Tracking: Incident Rpt. To Call Created	Time Tracking: Call Generated To On Scene	Time Tracking: Incident Rept. To On Scene
LAPD	0	14	14
LASD	5	12	17
LBPD	N/A	N/A	N/A
MTS	0	5	0
<b>DEPT AVERAGE</b>	<b>2</b>	<b>10</b>	<b>10</b>

# Metro Public Safety Advisory Committee

## General Committee Meeting #22

### Meeting Summary

Wednesday, March 2, 2022

5:00 – 7:00 p.m.

#### I. Call to Order

##### a. **Zoom Meeting Protocols**

- i. Facilitator Richard France called the meeting to order. Facilitator Thomson Dryjanski announced Spanish and American Sign Language interpretation services would be available during the meeting.

##### b. **Agenda**

- i. Facilitator France reviewed the agenda for the meeting.

##### c. **Roll Call**

**Present:** Ashley Ajayi, Clarence Davis, Carrie Madden, Ma'ayan Dembo, Esteban Gallardo, Darryl Goodus, Florence Annang, Charles Hammerstein, Sabrina Howard, Glenda Murrell, James Wen, Jose Raigoza, Maricela de Rivera, Chauncey Smith, Constance Strickland, Mohammad Tajsar

**Absent:** Andrea Urmanita, Jessica Kellogg, Scarlett de Leon, Raul Gomez

##### d. **Approval of Meeting Minutes for 02/16/22**

- i. Committee members voted to approve the meeting minutes for the February 16<sup>th</sup>, 2022, meeting.
- ii. Meeting minutes were approved unanimously.

#### II. General Public Comment

Public comment was taken from meeting participants.

- a. Commentor from the Alliance for Community Transit shared that the committee should be concerned by the proposed flexible dispatch system and the predictive policing approach because it goes against the Board's mandate to shift towards non-law enforcement alternatives to community safety.
- b. Commentor agreed with the previous comment and added they would like to see more community-based policing solutions.
- c. Commentor urged PSAC members to discuss not renewing the policing contract and instead pursue community-led approaches, such as those highlighted in the ACT-LA's Metro as a Sanctuary Report.
- d. Commentor highlighted the need for reliable and safe public transportation. They urged PSAC to consider transit ambassadors and other options as job creation tools for the community.
- e. Commentor shared the contributions of working-class immigrant mothers and elders to ACT-LA's Metro as a Sanctuary Report and asked members to consider the recommendations within the report.
- f. Commentor uplifted the earlier comments related to flexible dispatch.
- g. Commentor expressed support for the community led safety alternatives described in the Metro as a Sanctuary Report.

### III. Discussion

#### **Panel Discussion**

Alfonso Directo Jr. (ACT-LA), Channing Martinez (Labor Community Strategy Center), and Chris Van Eyken (TransitCenter) were panelists for a discussion on reimagining public safety on transit.

- a. **Alfonso Directo Jr.:** Directo presented a vision for public safety on Metro that is rooted in the organizing work ACT-LA does in LA County and detailed in their *Metro as a Sanctuary* report.
  - i. He discussed the quality of transit stops and stations in Los Angeles, community safety through environmental design, and the importance of alternatives to public safety.
  - ii. Directo shared the Metro as a Sanctuary [one-pager](#) and [report with the committee](#).
- b. **Channing Martinez:** Martinez shared the work the Labor Community Strategy Center has done through the Bus Riders Union, organizing Black, Latinx, & Korean bus riders.
  - i. He shared historical and current data that showed discrimination against Black riders on the Metro system. Martinez cited a previous successful lawsuit against Metro where the transit system and its resources were distributed unfairly. He also called out that Black riders are disproportionately ticketed on Metro currently.
  - ii. Martinez called on PSAC and Metro to acknowledge the context of the agency's historical discrimination, provide fareless transit, as well as abolishing the code of conduct and policing contracts.
- c. **Chris Van Eyken:** Van Eyken shared TransitCenter's *Safety For All* report that investigated public safety reforms on transit systems across the country and provided a national perspective to the committee.
  - i. He shared a variety of alternatives that would increase presence on the system, reduce reliance on police, and increase customer service for riders on the system. This included unarmed transit ambassadors, reduced fare programs, and unhoused outreach workers.
  - ii. He noted that transit systems need to effectively communicate their efforts around public safety to riders, constituents, and those populations most aided by these efforts. Van Eyken recommended that agencies are clear and transparent with their data and the results of any pilot programs.
- d. **Member questions and comments:**
  - i. Member James Wen asked if the funds for the fare evasion citations flow to Metro or law enforcement partners. He also asked if Metro has data on how many citations are paid to see if revenue generated outweighs the community feeling overpoliced.
    1. Van Eyken highlighted Member Wen's point, noting that if the current model for fare enforcement was an effective deterrent, we would see the rates going down, not remaining consistent.
    2. Metro staff responded that funds from citations come back to the agency into the general fund.
  - ii. Member Tajsar asked Alfonso to share more about ACT-LA's proposal regarding the physical spaces that Metro owns and their cost.
    1. Alfonso replied that bus lanes are a cost-effective strategy, do not require street widening, and would greatly improve the reliability of bus service that

- carries most of Metro's existing ridership.
  - 2. Regarding property that Metro currently owns, he noted that the 7<sup>th</sup> & Metro station may present opportunity to provide services and support for unhoused riders.
- iii. Member Smith asked presenters what recommendations they would most like to see PSAC undertake.
  - 1. Directo replied he would like to see funding going toward community safety strategies instead of police.
    - a. Van Eyken echoed this comment and highlighted the importance of making riders feel welcomed in transit spaces and vehicles.
  - 2. Martinez cited the importance of Metro acknowledging the racially disparate harm the agency has done and recommended that agency representatives come to the table as honest negotiators with civil rights groups.

### **Public Safety Budget Presentation**

Metro staff presented a draft of the FY23 System Security and Law Enforcement (SSLE) budget and received feedback from members.

- a. **Context setting:** Metro Chief Safety Officer Gina Osborn reviewed components of the FY23 SSLE budget draft including the costs for SSLE administrative staff, the new analytics division, security and law enforcement operations, physical security, Metro Center Street Project, and emergency management.
- b. **Questions and comments:**
  - i. Member Smith asked for more information on the type of data the intelligence gathering unit will be using and cited the ineffective ways crime data has been used in the past.
    - 1. Osborn replied that the analytics safety program is an effort for Metro to be more preventive and proactive. They will be taking from different types of data, including data from law enforcement.
    - 2. Member Smith responded that preventive measures should focus on the root causes of issues such as homeless outreach, free transportation, housing, and other issues outside of policing crime.
    - 3. Member Smith requested that Metro share with PSAC the specific law enforcement data that will be used.
      - a. Osborn replied that law enforcement analytics will only be one piece of the information they use to create actionable intelligence.
      - b. Osborn indicated that this effort was focused on curbing bad behavior on the system to increase rider safety.
  - ii. Member Davis shared that predictably technology has historically been harmful to vulnerable communities and should not continue to receive so many resources. He suggested efforts go into strengthening law enforcement alternatives.
    - 1. Officer Osborn replied that a goal of the analytics division is to break down silos to increase information sharing and close information gaps.
    - 2. Metro staff added that data being looked at also includes social indicators of health, not solely crime data.
  - iii. Member Tajsar expressed concern with having a program that is heavily invested in policing as a solution to problems because these programs have been shown to be

detrimental to the lives of vulnerable populations. He asked what the purpose of predictive data was besides increasing policing.

1. Osborne replied that law enforcement will only be part of preventive efforts.
- iv. Member de Rivera shared concerned that policing “behavior” – in response to Osborn’s earlier comment – is inherently racist because it has been used as a selective enforcement tool that discriminates based on skin color and does not take into consideration cultural differences.
- v. Member Annang questioned what “behavior” means in the context of Osborn’s earlier statement and stated that leaving the interpretation of behavior up to law enforcement makes for a very dangerous situation for people of color and other vulnerable communities. She stressed that changing the language Metro uses to ensure humanity for all is a goal of PSAC’s efforts.
- vi. **Next Steps:** Facilitator France announced that the facilitation team will work with Metro to discuss what the follow-up to today’s conversation will look like.

#### **Budget Allocation Exercise**

Facilitator Mahdi provided a brief overview of the budget feedback from committee members and will provide a deeper dive at the following PSAC meeting.

### IV. General Public Comment

Public comment was taken from meeting participants.

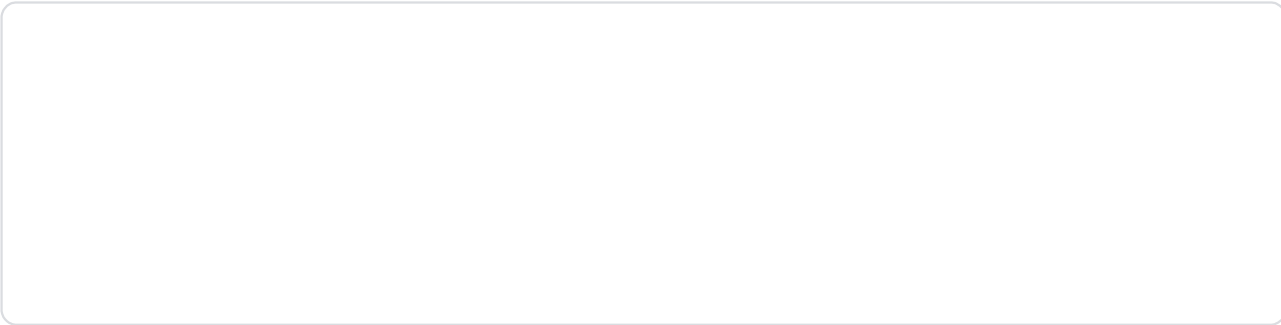
- a. Commentor shared concern with the public safety budget presentation and the fact that it does not address racial inequities. They added they are disappointed in the direction Metro is going with their public safety approach, despite the popularity and transformative potential of alternatives that have been raised through the PSAC process.

### V. Adjournment

- a. Meeting adjourned at 7:03 p.m.

### VI. Next Steps

- a. The committee will reconvene on 03/16/22.



# PSAC Public Safety Budget Survey

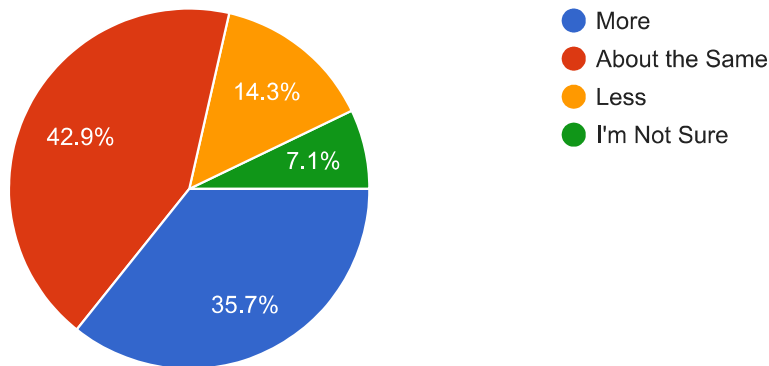
15 responses

The Public Safety Budget for FY22 was \$321,697,500.

Creating a Safe Environment (\$18.8M or 5.8% of total)

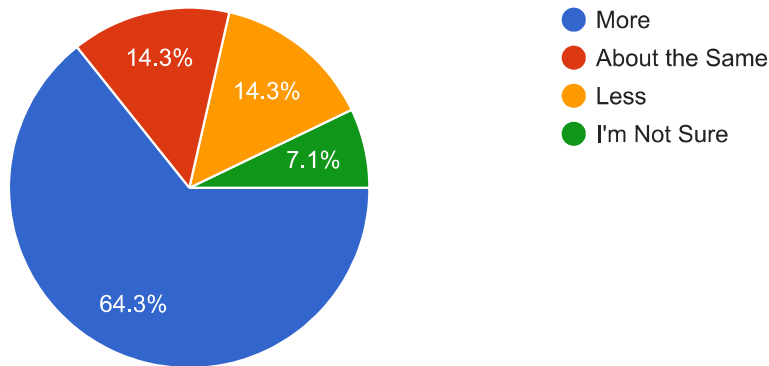
Next year, how should funding be allocated to the Call Point Security Program? (\$5M or 1.55%)

14 responses



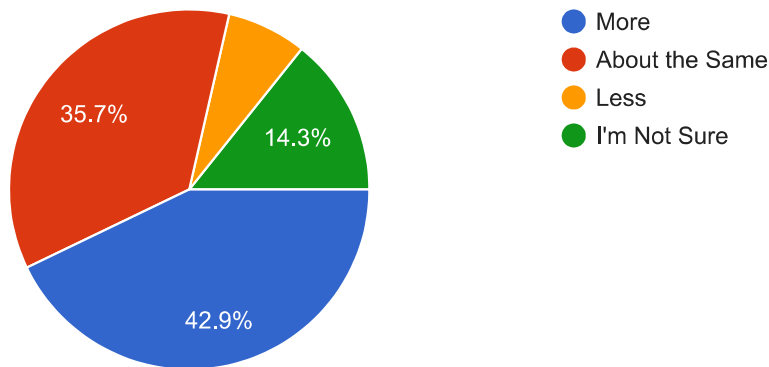
### Next year, how should funding be allocated to the Flexible Dispatch Pilot? (\$1M or 0.31%)

14 responses



### Next year, how should funding be allocated to Pilot Safety Strategies for bus stop lighting? (\$1.5M or 0.47%)

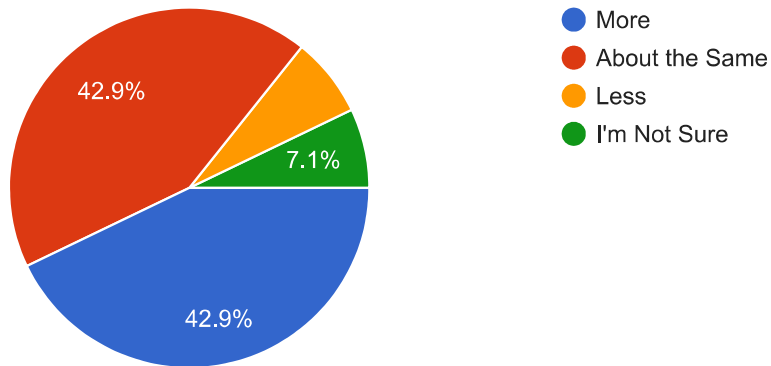
14 responses





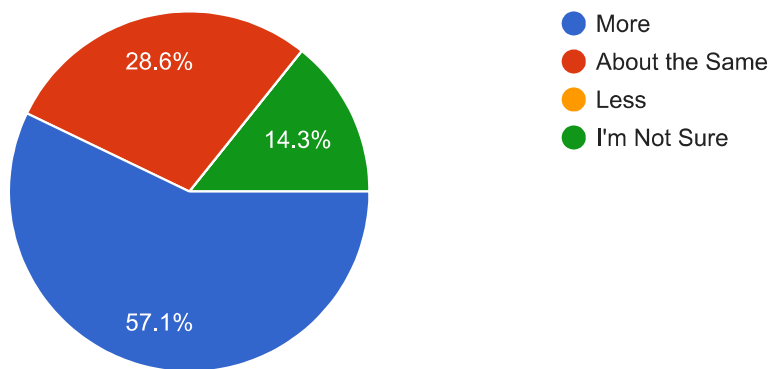
Next year, how should funding be allocated to Pilot Safety Strategies aboard buses? (\$1.5M or 0.47%)

14 responses



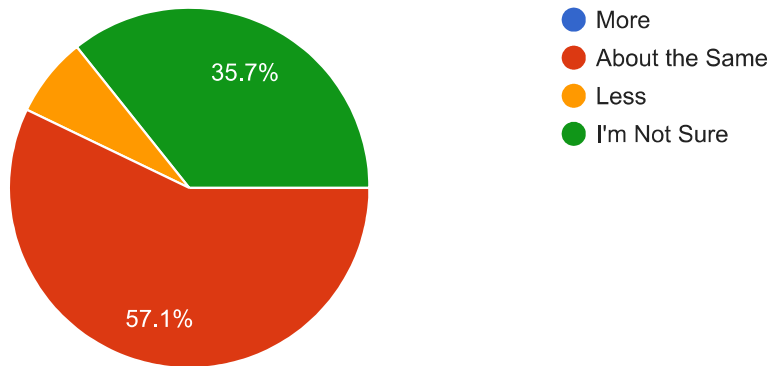
Next year, how should funding be allocated to Elevator Attendants? (\$1M or 0.31%)

14 responses



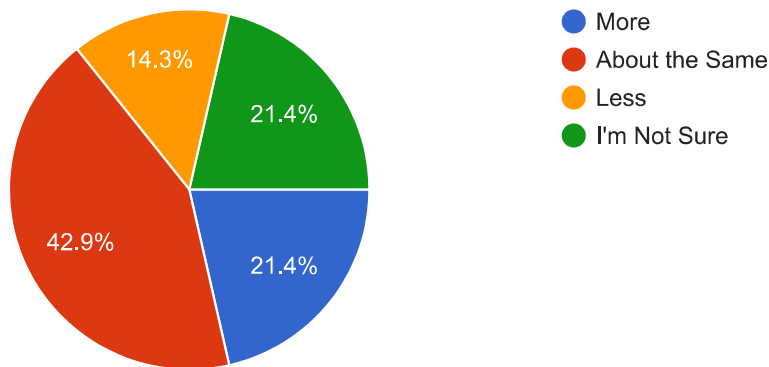
Next year, how should funding be allocated to Replacement of Non-Revenue Vehicles? (\$800K or 0.25%)

14 responses



Next year, how should funding be allocated to Installation of Track and Tunnel Intrusion Systems? (\$8M or 2.49%)

14 responses



Comments: Creating a Safe Environment



If you answered "I'm not sure" for any item under "Creating a Safe Environment," what kind of information would help you make up your mind?

3 responses

I answered "I'm not sure" where I was not clear what the item was. A brief primer on each item that explains what it is and what its purpose is would be enough for me to be able to make an initial assessment.

- Benefits of replacing non-revenue vehicles
- Purpose and scope of track and tunnel intrusion systems

How does the call point security system work?

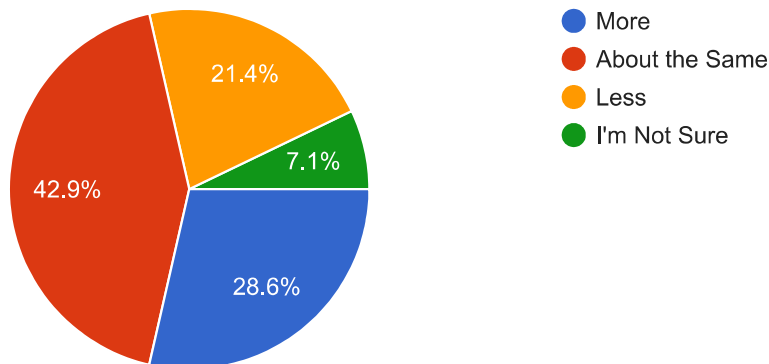
What kind of problems does the Flexible Dispatch Pilot hope to address? (what new solutions does this propose to contribute to public safety?)

In regards to lighting, Is there any quantitative evidence to indicate what the minimum radial lighting is that contributes to feeling of one's safety? (The bus lighting that I have seen around Union Station and Cesar Chavez provides a small circumference of light directly at the bus stop. When I visited there was a person using the bench to sleep, so I waited a little further down the street for the bus, outside the range of the lighting and effectively in the shadows. The new lighting only acted as a disturbance for the sleeping person at the bench and while it produced a bright white light, it did

Emergency Response (\$46M or 14.3% of total)

Next year, how should funding be allocated to Emergency Security Operations? (\$46M or 14.3%)

14 responses



### Comments: Emergency Response

If you answered "I'm not sure" for any item under "Emergency Response," what kind of information would help you make up your mind?

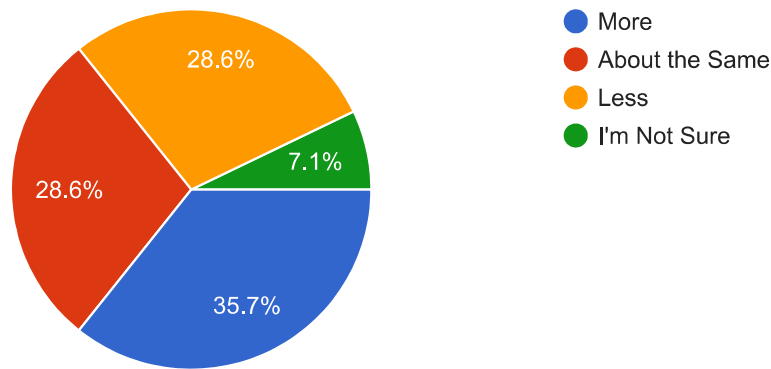
1 response

What is the ideal outcome for someone who uses the Emergency Response system?  
How would you know you have successfully addressed a call to the Emergency Response?

### Homeless Outreach (\$11.85M or 3.68% of total)

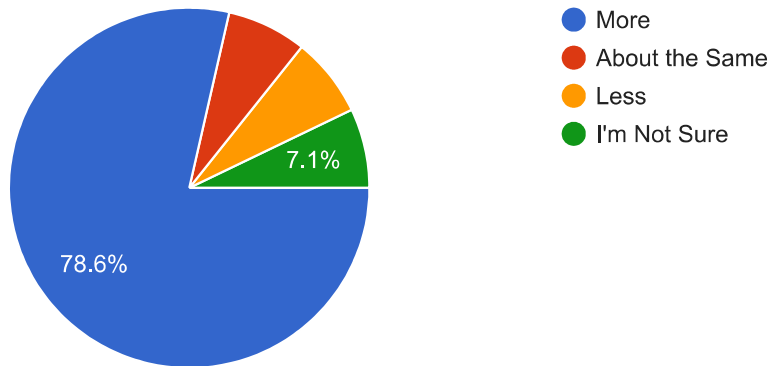
Next year, how should funding be allocated to Homeless Counts? (\$250K or .08%)

14 responses



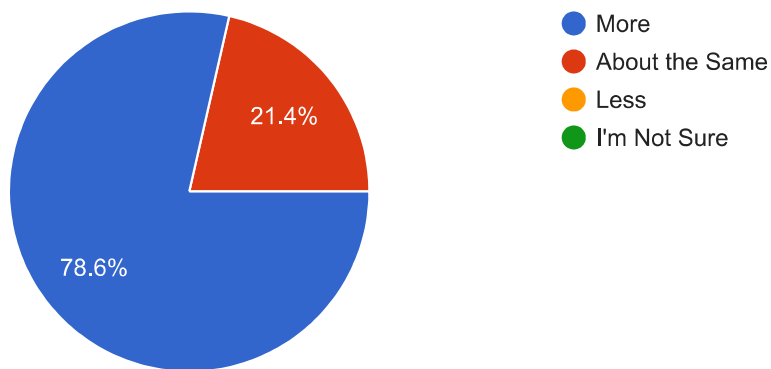
### Next year, how should funding be allocated to Outreach Teams? (\$5M or 1.55%)

14 responses



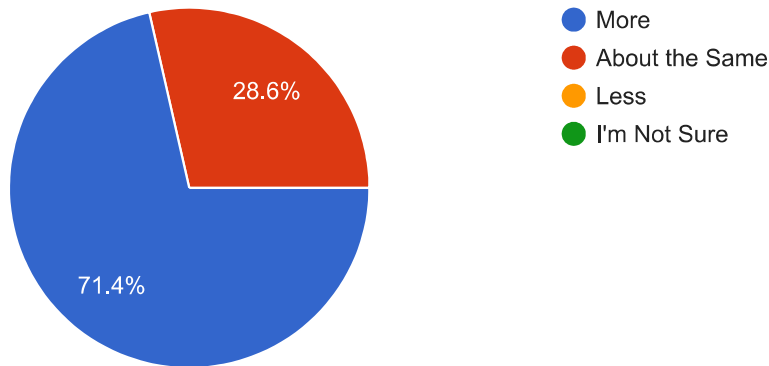
### Next year, how should funding be allocated to Shelter Services? (\$3.6M or 1.12%)

14 responses



### Next year, how should funding be allocated to Pilot Homeless Strategies? (\$3M or .93%)

14 responses



#### Comments: Homeless Outreach

If you answered "I'm not sure" for any item under "Homeless Outreach," what kind of information would help you make up your mind?

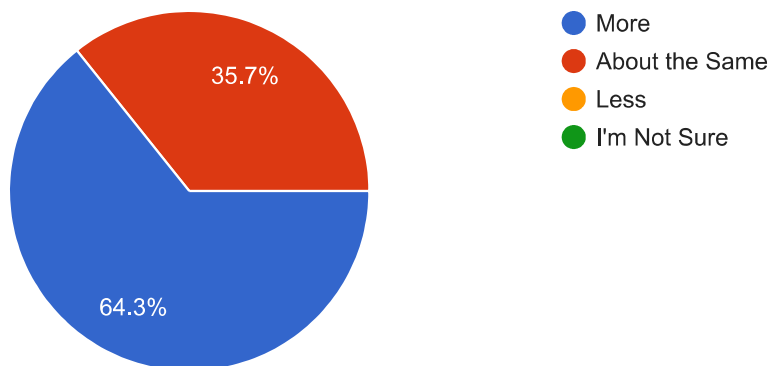
0 responses

No responses yet for this question.

#### Investments in Technology (\$7.43M or 2.31% of total)

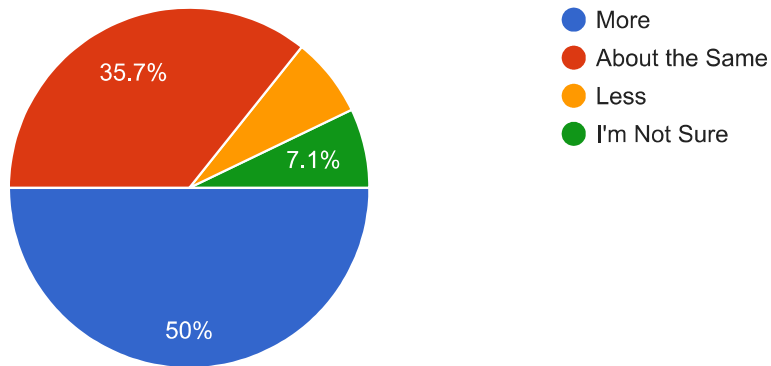
### Next year, how should funding be allocated to the Digital Rider Alert System? (\$500K or 0.16%)

14 responses



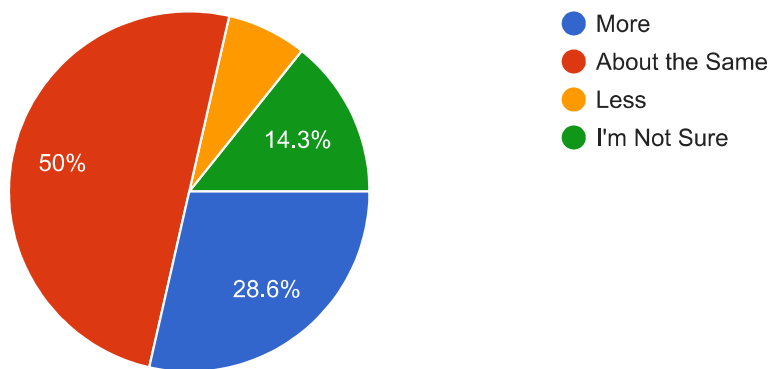
### Next year, how should funding be allocated to the Rescue Rider Pilot? (\$400K or .12%)

14 responses



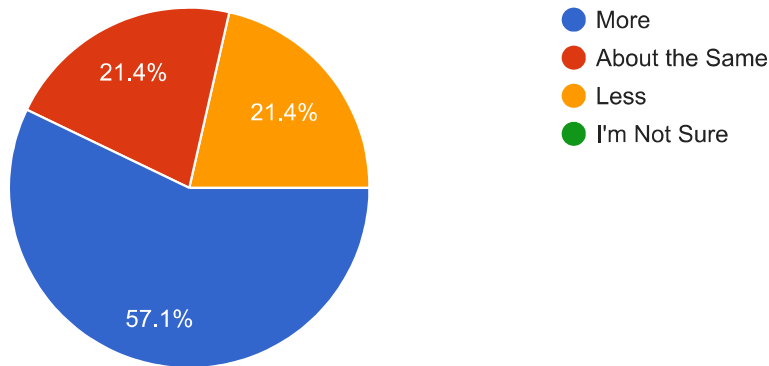
### Next year, how should funding be allocated to the Transit Watch Marketing? (\$150K or .05%)

14 responses



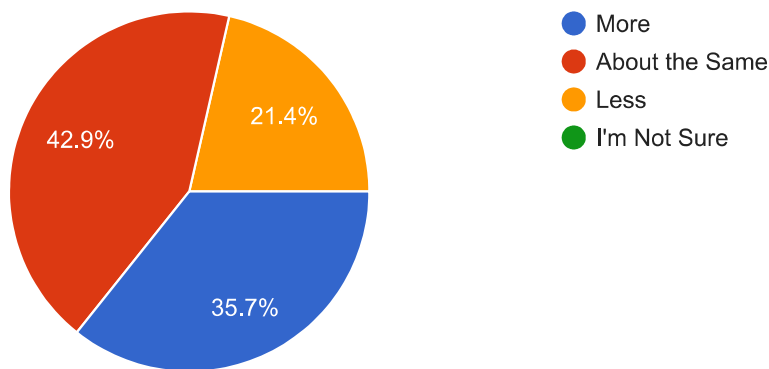
Next year, how should funding be allocated to provide additional cameras, fencing and security kiosks at key locations? (\$250K or .08%)

14 responses



Next year, how should funding be allocated to purchase, install and replace new CCTV cameras and DVRs at Rail Stations and bus lines? (\$3M or .93%)

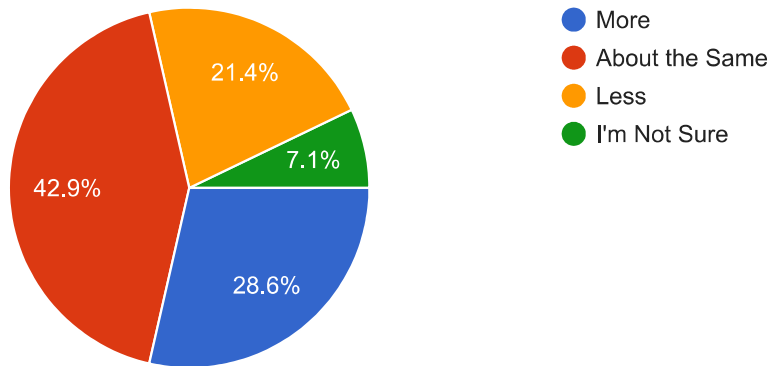
14 responses





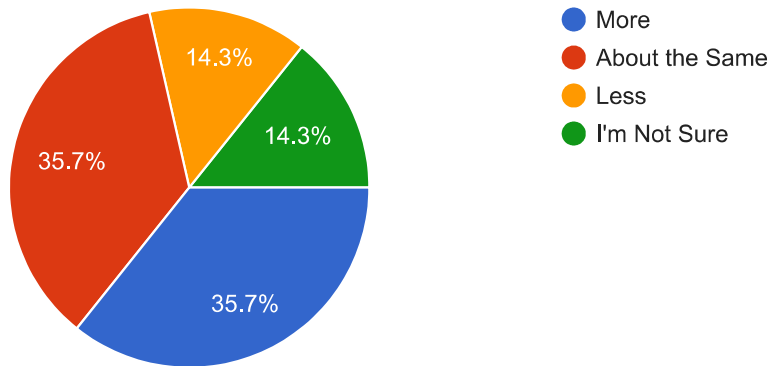
Next year, how should funding be allocated to System Security & Law Enforcement to deliver telecommunication devices? (\$285K or .09%)

14 responses



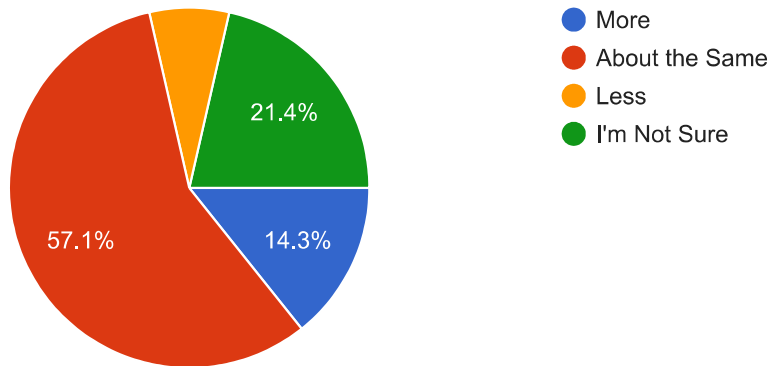
Next year, how should funding be allocated to subscribe to a Workflow Management Software Application for personnel complaints and use-of-force investigations? (\$1M or .31%)

14 responses



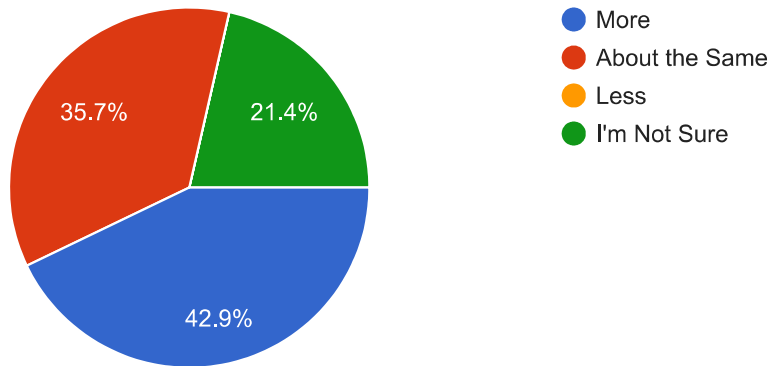
Next year, how should funding be allocated to a Cyber Security and Architecture Assessment? (\$1.7M or .53%)

14 responses



Next year, how should funding be allocated to procure services for badge readers at substations, fencing at Union Station, and promoting safety and security throughout Metro? (\$150K or .05%)

14 responses



Comments: Investments in Technology



If you answered "I'm not sure" for any item under "Investments in Technology," what kind of information would help you make up your mind?

3 responses

I need to better understand some of the categories of funding here. I don't have a clear sense of the definitions of each category.

-Cost breakdown and incidence rates of missed trips

What is the current efficacy of Transit Watch currently? How has it contributed to current feelings of safety in its current deployment?

Are Metro employees (bus and rail operators and the union that Channing Martinez refers to that represents them.) supportive of Workflow Management Software Application? Do the unions that represent Metro bus and rail operators support the allocation of funds and do they think more money would be beneficial?

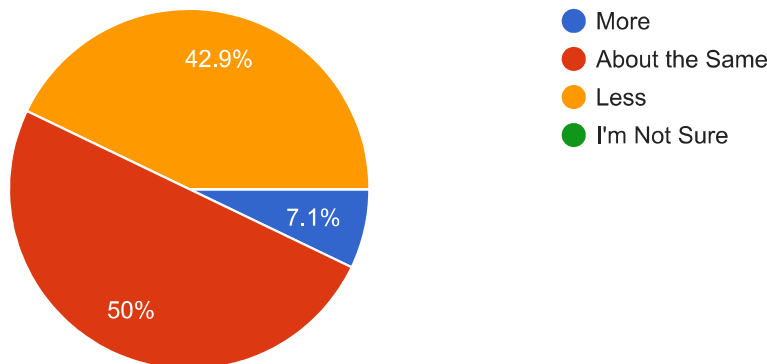
I have no idea what Cyber Security and Architecture Assessment refers to in terms of Metro. Could I be directed to any kind of reports that would illuminate the kinds of considerations that this would entail?

Are badge readers at substations and indirect enforcement of fare collection in the future?

### Law Enforcement (\$162M or 50.36% of total)

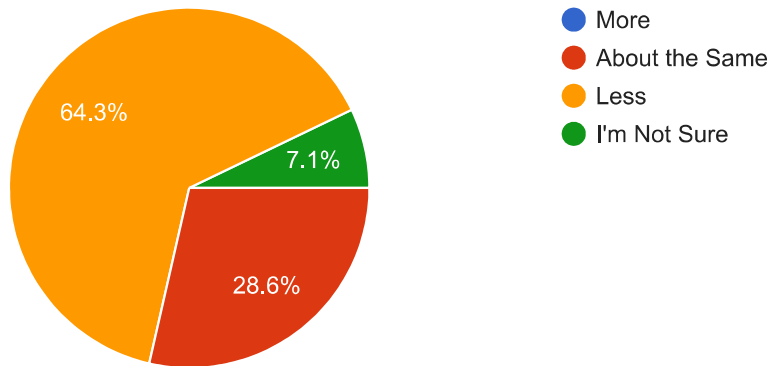
Next year, how should funding be allocated to the Los Angeles Police Department? (\$88M or 27.35%)

14 responses



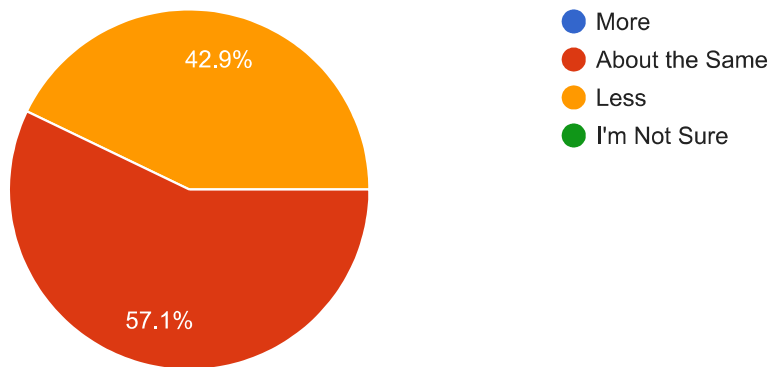
Next year, how should funding be allocated to the Los Angeles Sheriff's Department? (\$66M or 20.52%)

14 responses



Next year, how should funding be allocated to the Long Beach Police Department? (\$8M or 2.49%)

14 responses



Comments: Law Enforcement

If you answered "I'm not sure" for any item under "Law Enforcement," what kind of information would help you make up your mind?

0 responses

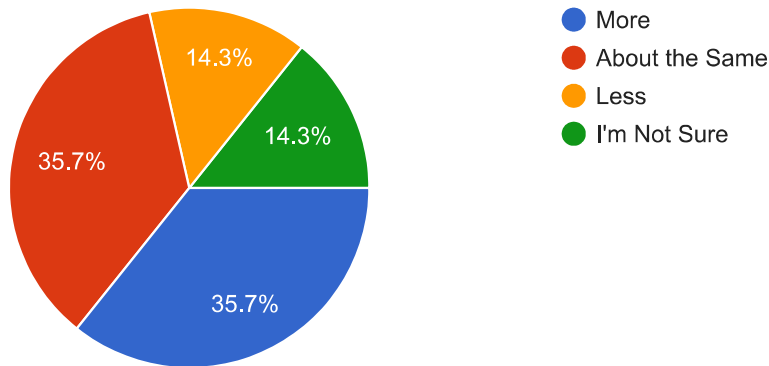
No responses yet for this question.



SSLE Staffing Resources and Training (\$4.6M or 1.43% of total)

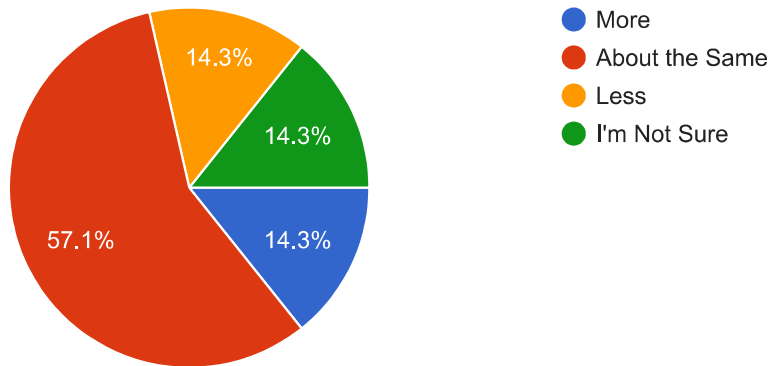
Next year, how should funding be allocated to temporary staff allocations to support SSLE's key initiatives? (\$600K or .19%)

14 responses



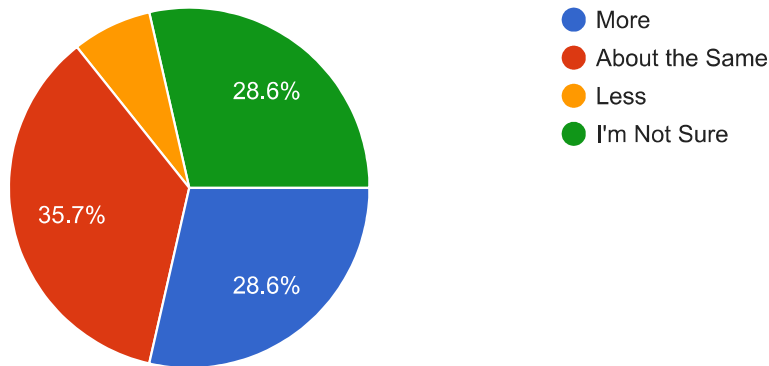
Next year, how should funding be allocated to training (Global Security Exchange Annual Conference and other trainings for non-contract staff)? (\$12,500 or .004%)

14 responses



Next year, how should funding be allocated to labor and fringe costs? (\$4M or 1.24%)

14 responses



Comments: SSLE Staffing Resources and Training

If you answered "I'm not sure" for any item under "SSLE Staffing Resources and Training," what kind of information would help you make up your mind?

4 responses

I wasn't clear on the role of SSLE and what labor/fringe costs refers to here.

What are "fringe" costs?

????

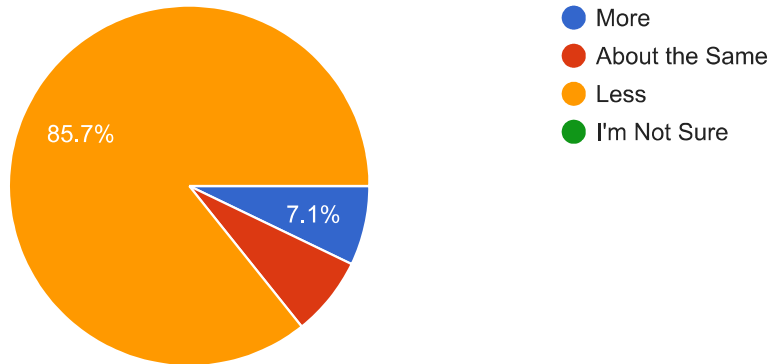
Please give a brief explanation of labor and fringe costs in terms of LA Metro.

Security Presence (\$51M or 15.85% of total)



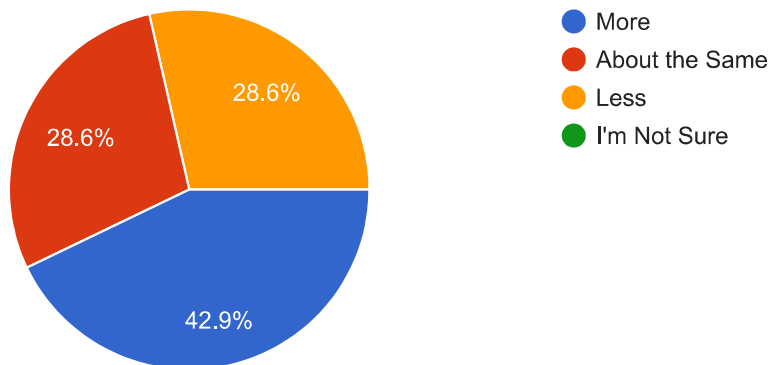
### Next year, how should funding be allocated to Private Security with RMI? (\$24M or 7.46%)

14 responses



### Next year, how should funding be allocated to Metro Transit Security? (\$27M or 8.39%)

14 responses



#### Comments: Security Presence

If you answered "I'm not sure" for any item under "Security Presence," what kind of information would help you make up your mind?

0 responses

No responses yet for this question.



#### Additional Questions or Comments

Do you have any additional questions, comments, or thoughts?

4 responses

I appreciate this survey! I think there are definitely a few categories of items that may or may not be included in existing budget categories that I would be keen on spending more on, in line with ACT LA's Metro as a Sanctuary report.

More specific language please and detailed info. As well as explaining acronyms.

I've chosen to hold LAPD at \$88M because I know the work of their HOPE program and their collaborative effort with the joint LAPD/LGBTQ+ Working Group which was moving in a positive direction. It would be good for LAPD to continue building community bridges.

Thank you for the survey, I hope to revisit, especially after tonight's presentations and further research. Metro has a research library, how might we go about accessing that?

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# Metro Public Safety Advisory Committee

## General Committee Meeting #23

### Meeting Summary

Wednesday, March 16, 2022

5:00 – 7:00 p.m.

#### I. Call to Order

##### a. **Zoom Meeting Protocols**

- i. Facilitator Richard France called the meeting to order. Facilitator Thomson Dryjanski announced Spanish and American Sign Language interpretation services would be available during the meeting.

##### b. **Agenda**

- i. Facilitator France reviewed the agenda for the meeting.

##### c. **Roll Call**

**Present:** Andrea Urmanita, Ashley Ajayi, Clarence Davis, Carrie Madden, Darryl Goodus, Florence Annang, Charles Hammerstein, Sabrina Howard, Glenda Murrell, James Wen, Jessica Kellogg, Jose Raigoza, Maricela de Rivera, Chauncey Smith, Constance Strickland, Mohammad Tajsar, Chauncey Smith  
**Absent:** Scarlett de Leon, Raul Gomez, Esteban Gallardo, Florence Annang, Ma'ayan Dembo

##### d. **Approval of Meeting Minutes for 03/02/22**

- i. Committee members voted to approve the meeting minutes for the March 2<sup>nd</sup>, 2022, meeting.
- ii. Meeting minutes were approved unanimously.

#### II. General Public Comment

Public comment was taken from meeting participants. There were no requests for public comments.

#### III. Discussion

##### **Guest Speaker**

Cynde Soto and Carrie Madden facilitated a presentation from members and affiliates of Communities Actively Living Independent and Free Independent Living Centers (CALIF-ILC). Speakers shared their experiences as riders with disabilities or advocates for those riders and responded to PSAC members' questions and comments.

- a. **Context Setting:** Bridgette Wallman provided an overview of CALIF-ILC, the services provided, examples of access barriers to transportation for elders and/or

people with disabilities and called for Metro to take the lead in creating accessible transportation.

- b. **Accessibility for visually impaired riders:** Jared Rimer, second vice-chair of Metro's Accessibility Advisory Committee, shared Metro services and amenities that improve the safety and experience for visually impaired riders such as tactile pathways, in-person sensitivity training for Metro operators, and emergency phones. He also shared areas for improvement including sidewalks, bus stops, curb ramps, and lighting. Jared also stressed the importance of improving operator training.
- c. **John Kindred** of the Long Beach Grey Panthers commented on the deteriorating condition of Metro buses and trains and urged for time and resources to be dedicated to keeping them safe and clean.
- d. **Fernando Roldan** shared his negative experience navigating Metro as a wheelchair user including dirty elevators, at-times unhelpful drivers, unmasked riders, and trouble with ramps. He stressed the impact of the current driver shortage and urged for Metro to hire more.
- e. **Kristy Madden** commented on her frustrating experience as a rider with muscular dystrophy and a power wheelchair. She mentioned two incidents where her safety was compromised by a lack of police response and urged for Metro to go fareless.
- f. **Dina Garcia** shared her experience with safety issues as a female Metro rider with cerebral palsy who uses a wheelchair. She mentioned two situations of her belongings being stolen on Metro, highlighting the importance of consistently functioning elevators, operators/officers with sensitivity training, and more visible safety officials.
- g. **LaKenya Pitchford** provided an overview of disability sensitivity training and mentioned the importance of person-first language, how to train for communicating with people with speech disorders, and sensitivity for ADA rights.
- h. **Augmentative Communication Devices:** Kathleen Barajas spoke on the experience of individuals who have difficulty speaking/cannot speak at all and shared the different types of communication devices available for these individuals' usage.
- i. **Questions and Comments:**
  - i. Member Tajsar asked how many riders with disabilities ride the system on a daily or annual basis. He also asked for speakers to comment on the forthcoming transit ambassador program.
    - 1. Cynde Soto replied that she is excited about the ambassador program and the help it will provide to riders with disabilities.
    - 2. Armando Roman, from Metro's Office of Civil Rights, Equity, and Inclusion, added that it is difficult to quantify the number of riders with disabilities. There is data on the number of TAP users with a disability designation and riders with wheelchairs, but there are many riders with hidden disabilities who are not noted.
  - ii. Member de Rivera shared the importance of transit ambassadors to

ensure riders with disabilities can access services and receive assistance when necessary. She thanked all speakers who shared their stories.

- iii. Member Davis shared the experience of his visually impaired mother and echoed the suggestions for optional fares and cleaner elevators. He highlighted the Metro Micro service and added that these available services are not being promoted enough.

### **Budget Allocation Exercise: Initial Guidance**

Members reviewed the draft of the [PSAC Metro FY23 Budget Guidance document](#), provided questions and comments, and participated in a poll to gauge funding for the transit ambassador program.

- a. **Poll exercise:** Members voted on the question “Next year, how should funding be allocated to the Transit Ambassador program?”
  - i. 71% of votes were supportive of increased funding, 24% for the same level of funding, and 6% in favor of decreased funding
- b. **Questions and comments:**
  - i. Member Davis shared he is in favor of more funding for the transit ambassador program and stated that often those who need the most help is those being overpoliced.
  - ii. Member Ajayi asked if any of the panelists from the previous item could speak on what their ideal bus stop lighting situation would be.
    - 1. Jared shared his experience of being missed by drivers at bus stops because of lack of lighting. He stated that there are new bus stops with tactile pathways and charging stations that are very helpful to riders with disabilities.
    - 2. Member Madden added that lighting at every bus stop is one of the organization’s goals. She also recommended using beacons that signal there is a rider with a disability waiting.
  - ii. Member Davis asked if the committee could make recommendations to Metro on lighting.
    - 1. Metro staff shared that they could work with PSAC members on this topic and are currently applying for grants and other funding opportunities.
      - a. Jared added that the ADA should be part of this process.
  - iii. Member Davis asked if Metro is open to increasing the number of providers for the customer service line to accommodate callers who do not have access to the Internet.
    - 1. Jared shared that there is a specific line for riders with disabilities that riders can call and get assistance.
    - 2. Metro staff responded that they would provide more information on this service and are open to recommendations for improving it.

IV. General Public Comment

Public comment was taken from meeting participants. There were no public comments.

V. Adjournment

- a. Meeting adjourned at 7:02 p.m.

VI. Next Steps

- a. The committee will reconvene on 04/06/22.

## Public Safety Advisory Committee

Prepared by the PSAC Facilitator Team

# MEMO

**Date:** April 7th, 2022

**To:** Metro Office of the Chief Executive Officer

**From:** Public Safety Advisory Committee (PSAC)

**Re:** Outcomes from the April 6th, 2022 PSAC Meeting - Guidance on Metro's FY23 Public Safety Budget

During the April 6th, 2021 Public Safety Advisory Committee (PSAC) meeting, the advisory body held a vote to approve the following:

- A proposal to approve the recommendations for Guidance on Metro's FY23 Public Safety Budget (Link: [draft Guidance on Metro's FY23 Public Safety Budget here](#))

Below is a summary of the committee action:

- PSAC voted to approve a modified version of the Guidance on Metro's FY23 Public Safety Budget. Those modifications are detailed below. The vote was 9 "yes," 1 "no," 1 "abstain," and 4 members "absent." (Link: [Approved Guidance on Metro's FY23 Public Safety Budget](#))

### Proposal to approve the recommendations of the recommendations on Guidance for Metro's FY23 Public Safety Budget

Members requested three modifications to the draft recommendations. The following modifications are as follows and are indicated by a green highlight in the approved document.

- Understanding that this document focuses on the coming year's Public Safety Budget, the committee asked to explicitly mention that its long-term vision is for Metro to transition away from the policing contracts and move to being served by non-contracted law enforcement. This directive was [previously approved by the committee in this document](#).
- The committee requested additional detail be added to the takeaway regarding "Recategorization and Increased Transparency When Naming Budget Items."
- The committee requested the creation of a line item in future Public Safety Budgets that would fund coordination between the Office of Race and Equity and System Safety & Law Enforcement on public safety program development and implementation.

With these modifications, the recommendations were approved by a simple majority vote.

# APPROVED: Public Safety Advisory Committee LA Metro FY23 Budget Guidance

## About these recommendations

To assist in Metro’s Fiscal Year 2023 Budget process, facilitators polled members of the Public Safety Advisory Committee on their preferences regarding funding allocations in the Public Safety budget. Members were provided with funding categories and budget line items from Metro’s FY22 budget. Committee members could respond that more funding, about the same funding, or less funding should be committed to the budget line items identified by Metro staff. Members could also respond “I’m not sure” and provide questions and context that would aid them in making a decision.

The funding categories, budget line items, and percentages from Metro’s FY22 budget are detailed below:

<i>Funding Category/Line Item</i>	<i>Amount (Percentage)</i>
<b>Creating a Safe Environment (\$18.8M or 5.8% of total Public Safety budget)</b>	
Call Point Security Program	\$5M (1.55%)
Flexible Dispatch Pilot	\$1M (0.31%)
Pilot Safety Strategies for bus stop lighting	\$1.5M (0.47%)
Pilot Safety Strategies aboard buses	\$1.5M (0.47%)
Elevator Attendants	\$1M (0.31%)
Replacement of Non-Revenue Vehicles	\$800K (0.25%)
Track and Tunnel Intrusion Systems	\$8M (2.49%)
<b>Emergency Response (\$46M or 14.3% of total Public Safety budget)</b>	
Emergency Security Operations	\$46M (14.3%)
<b>Homeless Outreach (\$11.85M or 3.68% of total Public Safety Budget)</b>	
Homeless Counts	\$250K (.08%)
Outreach Teams	\$5M (1.55%)
Shelter Services	\$3.6M (1.12%)

<i>Funding Category/Line Item</i>	<i>Amount (Percentage)</i>
Pilot Homeless Strategies	\$3M (.93%)
<b>Investments in Technology (\$7.43M or 2.31% of total Public Safety budget)</b>	
Digital Rider Alert System	\$500K (0.16%)
Rescue Rider Pilot	\$400K (0.12%)
Transit Watch Marketing	\$150K (0.05%)
Additional cameras, fencing and security kiosks at key locations	\$250K (.08%)
Purchase, install and replace new CCTV cameras and DVRs at Rail Stations and bus lines	\$3M (.93%)
SSLE delivery of telecommunication devices	\$285K (.09%)
Subscription to a Workflow Management Software Application for personnel complaints and use-of-force investigations	\$1M (.31%)
Cyber Security and Architecture Assessment	\$1.7M (.53%)
Procure services for badge readers at substations, fencing at Union Station, and promoting safety and security throughout Metro	\$150K (.05%)
<b>Law Enforcement (\$162M or 50.36% of total Public Safety budget)</b>	
Los Angeles Police Department	\$88M (27.35%)
Los Angeles Sheriff's Department	\$66M (20.52%)
Long Beach Police Department	\$8M (2.49%)
<b>SSLE Staffing Resources and Training (\$4.6M or 1.43% of total Public Safety budget)</b>	
Temporary staff allocations to support SSLE's key initiatives	\$600K (0.19%)
Global Security Exchange Annual Conference and other trainings for non-contract staff	\$12,500 (0.004%)
Labor and fringe costs	\$4M (1.24%)
<b>Security Presence (\$51M or 15.85% of total Public Safety budget)</b>	



<i>Funding Category/Line Item</i>	<i>Amount (Percentage)</i>
Private Security with RMI	\$24M (7.46%)
Metro Transit Security	\$27M (8.39%)
<b>Transit Ambassador Program (\$20M or 6.22% of total Public Safety budget)</b>	
Transit Ambassador Pilot Program	\$20M (6.22%)

## Budget Guidance

Using the respondent data from the survey administered in advance of the 03/02/22 General Committee meeting, the facilitation team has drafted the following guidance. The “Key Takeaways” section summarizes high-level recommendations and areas of clear alignment among committee members. The “Detailed Feedback” section provides more in-depth polling results and discusses additional information needs for PSAC members to provide further feedback.

Polling results can be found in summary [here](#) and as individual responses [here](#).

## Key Takeaways

- 1) **Less Funding for Private Security:** Roughly 86% of committee members would like to see less funding allocated to private security personnel on Metro.
- 2) **More Funding for Homeless Services:** For almost all strategies under Homeless Outreach Services, committee members would like to see funding increase.
- 3) **No Increase for Law Enforcement Contracts:** For the Law Enforcement Contracts, members would not like to see funding increase. Instead, they opt for a decrease in funding or recommend that funding remain the same.
- 4) **More Funding for Transit Ambassadors:** Members would like to see funding increase for the Transit Ambassador pilot program.
- 5) **Continue Investing in “Creating a Safe Environment”:** Members would like to see the funding increase or remain the same for the Creating a Safe Environment strategies.
- 6) **Mixed Feedback re: Technology:** Funding for Investments in Technology see mixed preferences based on the individual strategies. However, for all strategies in this category, members seek to increase or maintain funding levels.
- 7) **No Consensus Around Emergency Response and Safety & Security:** There is no clear consensus around the funding for Emergency Response or Safety & Security Initiatives Support.

- 8) **Need for Revised Categorization and Increased Transparency When Naming Budget Items:** Members requested that a number of budget line items be recategorized or renamed in the preceding table. The reorganization should strive to increase public understanding of how monies will be used and better reflect the end recipient of Public Safety Budget funds. Members felt that certain terminology or vague titling (such as “Emergency Response” being used for the design and construction of a physical building) obfuscated the funding’s purpose. Additionally, this request attempts to correctly categorize when funds are going to law enforcement or agencies or internal System Safety initiatives.
- 9) **Request for Public Safety Budget to Include Funding for Metro’s Office of Equity and Race (OER):** Citing information from a presentation on the forthcoming Place-Based Implementation Strategy, members requested that forthcoming Public Safety Budgets include a line-item set-aside for the SSLE department to coordinate with OER on new and ongoing public safety program development and implementation.

## Detailed Feedback

### ***Creating a Safe Environment***

Members call for funding to increase or be maintained for most strategies in this category. Increases in funding are preferred for Flexible Dispatch and Elevator Attendants. However, members have expressed concern about law enforcement’s involvement in the Flexible Dispatch system, indicating it would further embed law enforcement in a program intended to increase the use of alternative first responders to police. See [draft recommendations from the Non-Law Enforcement Alternatives ad hoc committee](#) for further context.. Bus Stop Lighting, the Call Point Initiative, and Onboard Bus Pilot Safety Strategies are split between members desiring an increase to funding or a continuation of the same level of funds. Replacement of Non-Revenue Vehicles is largely preferred to remain the same, but it should be noted that several members are unclear about the function of this item. Finally, members are split on how funding should be allocated for Track and Tunnel Intrusion Systems.

Additional information requests for this category include:

- Further detail on non-revenue vehicles and track/tunnel intrusion systems;
- Providing a summary of the quantitative safety benefits of lighting;
- Information on how track/tunnel intrusion systems may affect people living with disabilities;
- And exploring the possibility of including and increasing budgets for cleaning, custodians, and operators under this category.

### ***Emergency Response***

The committee is split on the allocation of funding to the Emergency Security Operations budget item. Polling results show roughly 43% preferring funding remain the same, 29% preferring an increase in funding, 21% preferring less funding, and 7% unsure. The item is described in the survey as an initiative to “...support delivery of the Emergency Security Operations Center (ESOC) building design. It is a key part of Metro’s overall strategy of enhancing its system

*security program, interoperable communications infrastructure, transit incident monitoring, security technology operational monitoring, and emergency management systems.”*

Additional information requests for this category include:

- Sharing outcomes and Key Performance Indicators for the Emergency Response initiatives

### ***Homeless Outreach***

The committee recommends allocating more funding to Outreach Teams, Shelter Services, and Pilot Homelessness Strategies. Each of these items has over 70% of members indicating that there should be more funding dedicated to these initiatives. However, the committee is split on the funding for Homeless Counts, with results showing roughly 36% preferring more funding, 29% preferring the same level of funding, 29% opting for a reduction in funding, and 7% being unsure.

### ***Investments in Technology***

This category sees the most divisive results amongst the committee. Digital Rider Alerts, the Rescue Rider Pilot, and More Tech Resources at Key Metro Locations all have a majority of respondents who prefer an increase in funding, with a lesser but still sizable contingent who prefer to sustain the current level of funding. However, More Tech Resources also has a notable contingent of members (~21%) that prefer a decrease in funding.

Conversely, respondents prefer sustaining current funding levels for Transit Watch Marketing and the Cyber Security Assessment; there is a smaller group who prefer to increase funding. Notably, the Cyber Security Assessment has 21% of respondents asking for more information on this item; respondents indicate a lack of specificity for this initiative.

Other items – Funding of CCTV Cameras, Provision of Telecommunications Devices, Badge Readers et al., and Workflow Management Software – offer no clear consensus. Funding for CCTV Cameras see members voting 43% to have funding stay the same, 36% to increase, and 21% to decrease. The Provision of Telecommunications Devices see the following results: roughly 43% prefer the same level of funding, 29% want an increase, and 21% want a decrease in funding. For Badge Readers et al., the results are: roughly 43% for increased funding, 36% for the same level of funding, and 21% of members needing more information. The Workflow Management Software item is equally split, with results of 36% for more funding, 36% for the same level of funding, 14% for less funding, and 14% requesting more information.

Additional information requests include:

- The incidence rates of missed trips to inform the effectiveness of the Rescue Rider Pilot;
- Key Performance Indicators for Transit Watch application;
- Evidence of Metro employee support for various initiatives receiving funding;
- Additional information on the Cyber Security and Architecture Assessment;
- More detail related to the function of badge readers and the utility of fencing at Union Station.

**Law enforcement**

The committee is largely split on the funding for Law Enforcement Contracts. For the LAPD contract, 50% of respondents say funding should remain the same, whereas 43% say funding should decrease. For the LBPD contract, 57% say funding should stay the same, whereas 43% say funding should decrease. Notably, results for the LASD contract differ, with 64% calling for a decrease in funding for the Sheriffs and 29% saying funding should remain consistent.

While the committee understood that these recommendations operate within the realities of the coming year, they called upon Metro to adhere to the committee's long-term vision for transitioning away from the Multi-Agency Policing Contracts. They called for these funds, which take up more than half the budget, to be redistributed to community-identified alternatives for public safety such as the Transit Ambassador program. For additional context on this vision, see [previous PSAC recommendations that call for the ceasing of Metro's contracted law enforcement services](#).

**SSLE Staffing Resources and Training**

The committee is divided on this item, with this section having the highest percentage of requests for more information. For Temporary Staff Allocation, 36% of members call for more funding, 36% prefer the same level of funding, 14% recommend less funding, and 14% require more information. For Non-Contract Staff Training, the majority of members (57%) suggest the same level of funding, 14% request more funding, 14% prefer less funding, and 14% require more information. For Labor and Fringe Costs, members indicate the following preferences: roughly 36% for the same level of funding, 29% for more funding, 29% requiring more information, and 7% for less funding. Metro should provide further explanation for all items in this category if the agency seeks a conclusive poll.

**Security Presence**

The committee has differing opinions on the two items in this category. They categorically call for less funding to Private Security with RMI, with 86% of respondents indicating a preference for less funding. This preference tracks with previous recommendations from the committee; [members recommended that contracted security is phased out and reimagined as in-house Metro positions](#). Members are split as to how to fund Metro Transit Security, with 43% calling for increased funding, 29% calling for the same level of funding, and 29% calling for a reduction in funding.

**Transit Ambassador Pilot Program**

*Note: voting on this item occurred during the 3/16 General Committee meeting and results can be found in the video [here](#).*

Members were in support of increasing or maintaining funding for the forthcoming Transit Ambassador pilot program. This item sees members voting 70% to increase funding, 24% to maintain funding levels, and 6% to decrease funding. Members have previously called for a shift of funds from contract security and contracted law enforcement to support the Transit Ambassador program, along with other unarmed public safety alternatives.

**Additional Considerations**

In keeping with PSAC's continued calls for change, committee members expressed that the forthcoming budget does not propose enough of a shift from the existing Metro public safety paradigm. Rather than continuing to increase funding to law enforcement services that have not demonstrated an empirical value for their contracts, the committee recommends that Metro prioritizes mental health services, [homeless outreach and shelter services](#), [transit ambassadors](#), and funding safety initiatives outlined in Metro's [Customer Experience plan](#). Additionally, the committee recommends for Metro to practice innovative leadership and trial pilot programs that are consistent with the Metro Board-approved [mission and values statements for public safety](#).